The PerformanceStat Approach to Performance Management (And Adapting it to the LFP Context)

Andrew Feldman, Director, Grant Thornton Public Sector

August 2020

What is PerformanceStat?

- Ongoing, regular meetings between leadership and agencies

- Can be organized by agency or by priority areas that span agencies. (Or both.)

- Participants review key trends in performance metrics, diagnose problems, and decide how to fix them.

- Broader process includes prep for meetings, the meetings themselves, and follow-up actions.

Example: Governor led

StateStat in Maryland
(By agency and priority)

Example: Mayor led

LouisStat in Louisville, KY
(By agency and priority)

Example: Agency-head led

CStat at the Colorado Dept. of Human Services
(By division)

Approach to consider: Legislative-committee led

The difference between PerformanceStat and more traditional check-in meetings

- All leaders do check-in meetings with senior managers around updates / hot topics.

- PerformanceStat is different:

  - ✓ Data-driven.

  - ✓ Sustained focus on same set of metrics / challenges until fixed.

  - ✓ More people in room to expedite decisions.

Some key requirements for PerformanceStat

- Most important: **leadership engagement**.

  ✓ Otherwise PerformanceStat turns into "MimicStat"—show-and-tell without tackling tough issues.

- **Follow-up**: Every meeting starts with do-outs from previous meeting.

Design choices with PerformanceStat

- **Structure:** Focus on agencies, priority topics, both?

- **Meeting frequency:** Having enough frequency to create pressure for action.

- **Format**, including "no surprises" approach vs. requiring participants be ready for any question.

Launching PerformanceStat to LFP

- **Opportunity:** Sending a clear message to agencies that LFP cares about results and about data-driven improvements.

- **Challenge:** Less direct control of agency operations and likely less frequent meetings than traditional PerformanceStat

- **Getting started:** The process can start with a limited set of metrics / focus areas and grow. Follow-up on will be key to show it's real.

A final thought

The "iron triangle" of performance management – i.e., min. requirements for an agency to see performance measures as useful tool, not a compliance exercise.

The **executive** (Governor) cares about metrics and improving results
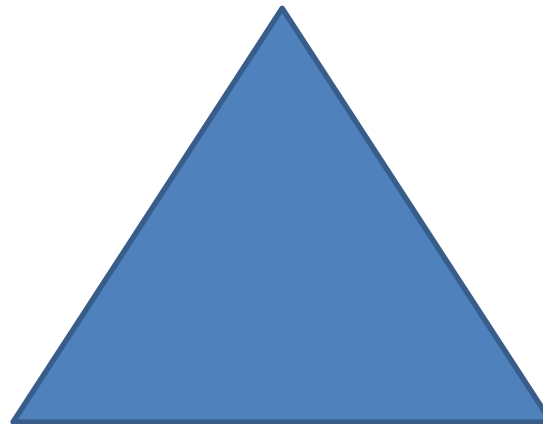
The **agency head** cares about metrics and improving results

The **legislature** cares about metrics and improving results

A final thought

The "iron triangle" of performance management – i.e., min. requirements for an agency to see performance measures as useful tool, not a compliance exercise.

The **executive** (Governor) cares about metrics and improving results
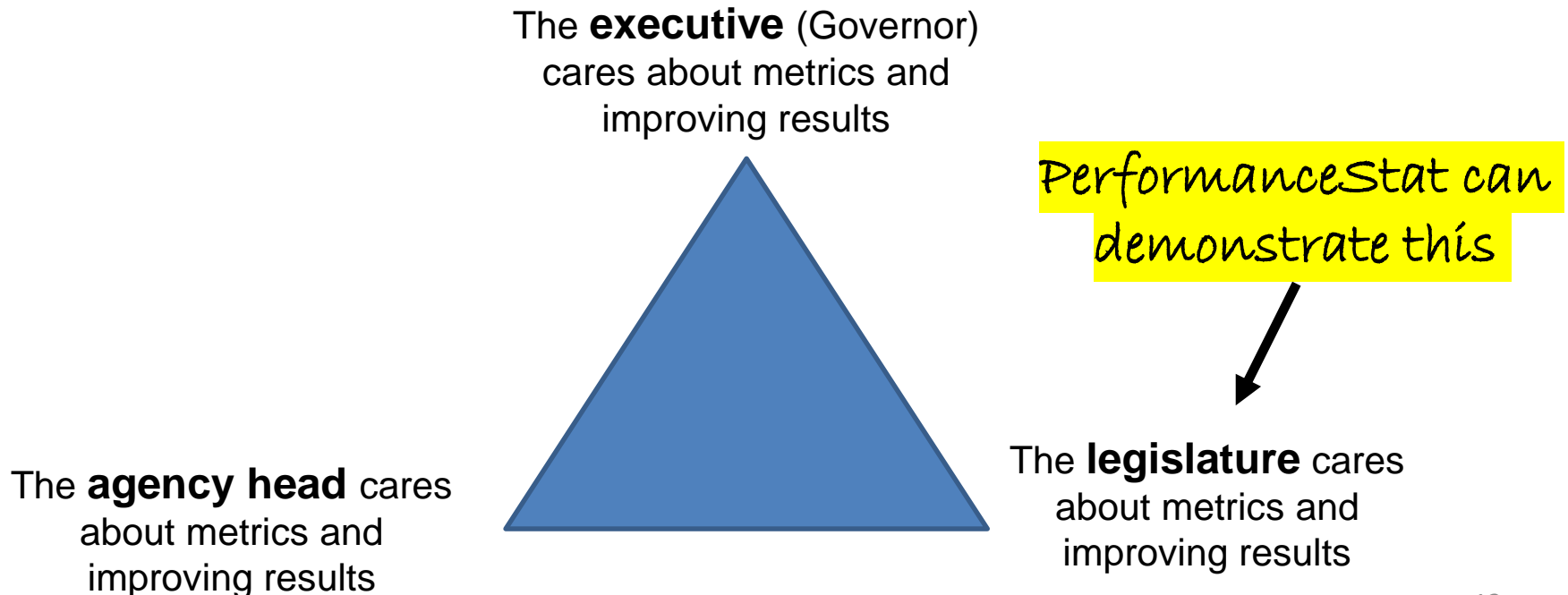
PerformanceStat can demonstrate this

The **agency head** cares about metrics and improving results

The **legislature** cares about metrics and improving results

Keep in touch!

Andy Feldman
Director, Grant Thornton

andrew.Feldman@us.gt.com

Gov Innovator podcast (govinnovator.com)

@AndyFeldman