Why Performance Management?

Why You?

American University — Institute for the Study of Public Policy Implementation Leadership Forum

National Press Club

May 29, 2007

Presented by:

Marta Brito Pérez
Chief Human Capital Officer
U.S. Department of Homeland Security
Why Performance Management?

Effective performance management:

- Addresses the increased demand for Government performance and accountability
- Informs decision making and resource allocation at all levels
- Links individual performance management with organizational goals
- Fosters a culture of performance that drives results
Why You?

As a leader and steward of public resources, you are responsible for:

- Working through others to accomplish organizational priorities
- Ensuring that programs produce expected results and benefits
- Using performance-related data as a decision platform for funding future programs
- Exercising good business judgment and allocating resources accordingly
- Aligning individual behaviors and activities with the organization’s core values, strategy and goals
- Tracking and monitoring organizational progress
- Reporting organizational performance through a variety of mechanisms such as OMB’s Program Assessment Rating Tool (PART) and the President’s Management Agenda

How do you use performance management to drive results?
and Organizational Performance to Achieve Results

Traditionally, the public sector has placed most of its emphasis on performance appraisal and little, if any, emphasis on performance planning, coaching and development.

A more evolved approach to performance management involves employees at all levels in a process of planning, monitoring, appraising, rewarding and improving performance in support of mission accomplishment.

<table>
<thead>
<tr>
<th>Traditional — Performance Appraisal</th>
<th>Evolved — Performance Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single annual event</td>
<td>Continuous dialogue focused on achieving results</td>
</tr>
<tr>
<td>Standalone program administration process</td>
<td>Integral part of operational planning, goal-setting and decision making</td>
</tr>
<tr>
<td>Non-integrated parts without aggregated information</td>
<td>Information is aggregated to support performance planning and analysis</td>
</tr>
<tr>
<td>Manager-led with minimal employee responsibility</td>
<td>Shared responsibility and involvement</td>
</tr>
<tr>
<td>“Owned” by HR office</td>
<td>“Owned” by line managers and executives</td>
</tr>
<tr>
<td>Manual, time consuming process</td>
<td>User-friendly tools automate the process</td>
</tr>
</tbody>
</table>
TSA Example: Clear Line of Sight

**Department Strategy and Objectives**

**Component Objectives**

**Unit and Program Objectives**

**Individual and Team Objectives**

<table>
<thead>
<tr>
<th>DHS Strategic Priority</th>
<th>Prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TSA Priority</strong></td>
<td>Deploy layers of security to ensure security of the traveling public and the Nation’s transportation system</td>
</tr>
<tr>
<td><strong>Airport Priorities</strong></td>
<td>Improve efficiency and effectiveness of airport screening, while maintaining excellent safety record</td>
</tr>
<tr>
<td><strong>Airport Manager Goal</strong></td>
<td>Improve efficiency and quality of airport screening</td>
</tr>
<tr>
<td><strong>Sample Measure</strong></td>
<td>Wait time</td>
</tr>
<tr>
<td><strong>Sample Target</strong></td>
<td>Wait time for 80% of people is 10 minutes or less</td>
</tr>
</tbody>
</table>
DHS Lessons Learned / Recommendations

- What we measure communicates what we value
- Continuous improvement requires in-process measures of progress
- Changing culture causes anxiety; initial resistance is common
- Executive leadership helps ensure proper commitment and success
- Aligning and integrating individual performance planning with organizational goal setting takes longer than you think — develop a realistic plan
  - This challenging exercise requires additional effort from the management team
  - The effort deepens understanding of roles, responsibilities and priorities
- Focusing on both results and competencies requires a mind shift
Thank You

Marta Brito Pérez
Chief Human Capital Officer
U.S. Department of Homeland Security

www.dhs.gov