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<th>Norwalk Health Department</th>
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<td><strong>Subject or Program:</strong> Performance Management</td>
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<td><strong>Title:</strong> Performance Management System</td>
<td><strong>Effective Date:</strong> July 2013</td>
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<td><strong>Responsible Position/Division:</strong> Project Coordinator, Administration</td>
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<td><strong>Initial Review By:</strong> Director of Health</td>
<td><strong>Initial Review Date:</strong> June 20, 2013</td>
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<td><strong>Periodic Review By:</strong> Project Coordinator</td>
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<td><strong>Accepted By:</strong> Board of Health</td>
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Definitions
Performance management system: continuous use of setting organizational objectives across all levels of the department, identifying indicators to measure progress toward achieving objectives on a regular basis, identifying responsibility for monitoring progress and reporting, and identifying areas where achieving objectives requires focused quality improvement processes.

Performance standards: establishment of organizational or system standards, targets, and goals to improve public health practice.

Performance measurement: process of developing measurable indicators that can be systematically tracked to assess progress made in achieving goals and desired outcomes.

Purpose & Background
The purpose of the Performance Management Program is to monitor the quality of performance of public health processes, programs, interventions and other activities; improve public health practice; and ultimately improve the health of Norwalk residents.

Policy Statement
The performance management system is built around the following principles, which are based on “A Performance Management Framework” from the National Performance Management Advisory Commission.

- Results focus permeates strategies, processes, organizational culture, and decisions.
- Information, measures, goals, priorities, and activities are relevant and aligned to health improvement initiatives and the strategic plan.
- Information is transparent – easy to access, use, and understand.
- Decisions and processes are driven by timely, accurate, and meaningful data.
- Practices are sustainable over time and organizational changes.

Organizing Structure: The Performance Management Team is responsible for implementing the performance management system. Members consist of the Director of Health, the Division Supervisors, and the Project Coordinator.

The Performance Management Team members:
- Include their staff in developing performance management objectives and measures.
- Monitor, track, and report progress made towards meeting objectives and performance measures quarterly. Reports are made to the Performance Management Team and their staff.
- With the staff they supervise, annually analyze and interpret results, identify opportunities for improvement, and decide on next steps. Additional data not included as performance measures may be used for the analysis.

The Performance Management Team:
- Oversees all aspects of the Performance Management System.
- Following completion of quarterly reports, analyze division results on a quarterly basis during meetings.
- Identifies priority quality improvement projects based on performance management results, strategic plan implementation, customer satisfaction, and process inefficiencies.
- Evaluates the Performance Management System periodically and implement changes necessary to keep it useful and relevant.

**Procedure Steps**

**Performance Management System**

- Develop objectives and measures
- Carry out activities to meet objectives and targets
- Quarterly track, monitor, and report progress
- Annually analyze results, identify opportunities for improvement, & decide on next steps
- Identify priority quality improvement projects
- Evaluate and modify system as needed

**Methods:**

Each division supervisor and their staff identify and/or develop goals, objectives, performance measures, and data sources for tracking measures. Division supervisors and staff update their goals, objectives, and performance measures following the strategic planning process and periodically as needed. The Project Coordinator provides guidance, support, and resources to supervisors and other staff in measuring and reporting on performance.

**Reporting:**

The Project Coordinator, with the guidance of the Performance Management Team, develops a format for collecting and reporting performance management results. Reporting templates are saved on nhd-docs:\Performance Management. Division supervisors submit performance management results on a quarterly basis to the Performance Management Team. With the staff they supervise, division supervisors annually analyze and interpret results, identify opportunities for improvement, and decide on next steps.
Related References, Policies, and Procedures

Communication
The Project Coordinator sent a draft version of this policy to members of the Performance Management Team in March 2012. The Performance Management Team members will review the final, adopted policy during a Supervisors meeting.