Performance Management Readiness Survey

The following survey has been designed to help agencies determine their readiness for implementing, and/or level of implementation of, a performance management system. Questions contained in the survey were derived, in part, from the Turning Point Performance Management Readiness Assessment tool available through the Public Health Foundation.

The survey is broken down into five sections: Overall Readiness and Accountability; Performance Standards and Measures; Analysis and Evaluation; Reporting of Progress; and Performance Improvement. The terms performance standards and performance measures are used in a number of the survey questions. Please review and keep in mind the following definitions of each term as you determine your responses.

**Performance standards** are objective standards or guidelines that are used to assess an organization’s performance (e.g., one epidemiologist on staff per 100,000 population served, 80 percent of all clients who rate health department services as “good” or “excellent”). Standards may be set based on national, state, or scientific guidelines; by benchmarking against similar organizations; based on the public’s or leaders’ expectations (e.g., 100% access, zero disparities); or by other methods.

**Performance measures** are quantitative measures of capacities, processes, or outcomes relevant to the assessment of a performance indicator (e.g., the number of trained epidemiologists available to investigate, or percentage of clients who rate health department services as “good” or “excellent”).

In addition, some questions in the survey will ask “do you ________”, please answer these questions based on whether you, the administrator, or staff within your agency performs the specific activity as it relates to performance management.
SECTION I. OVERALL READINESS AND ACCOUNTABILITY

1. Do leaders nurture an organizational culture focused on performance improvement?
   Yes  No

2. Is there a commitment from high-level leadership to implement performance management practices?
   Yes  No

3. Do you assess and evaluate your agency’s capacity to provide services based on community needs?
   Yes  No

4. In which of the following areas is performance managed in your agency? (Select all that apply)
   a. Human Resources Development (e.g., workforce training)
   b. Data and Information Systems (e.g., report lag time, participation in intranet report systems, user support)
   c. Financial Systems (e.g., frequency of financial reports, reports that categorize expenses by strategic priorities)
   d. Administration (e.g., communication of vision to employees, projects completed on time)
   e. Programs (e.g., goals and objectives are met, activities are completed)
   f. Service Delivery (e.g., technical assistance, inspections)

5. Do you use customer/stakeholder feedback to make program decisions or system changes?
   Yes  No

6. Is someone responsible for integrating performance management efforts across your agency?
   Yes  No
   a. If yes, who is that individual? ____________________________________________________________

7. Are managers trained to manage performance?
   Yes  No

8. Are managers involved in maintaining and improving performance management practices?
   Yes  No

9. Is your strategic plan a part of your agency’s performance improvement strategies?
   Yes  No

10. Are personnel and financial resources assigned to sustain performance management functions?
    Yes  No
SECTION II. PERFORMANCE STANDARDS AND MEASURES

1. Do you use performance standards that reflect the intended outcomes of your activities?
   Yes  No

2. Do you set specific performance targets to be achieved in a certain timeframe?
   Yes  No

3. In regards to determining performance standards, measures, and targets:
   a. Have you defined processes and methods for choosing performance standards, measures, and targets?
      Yes  No
   b. Is training available to help staff determine performance standards and targets?
      Yes  No
   c. Do you use existing performance standards, measures, and targets when possible (e.g., Leading Health Indicators, Healthy People 2020)?
      Yes  No
   d. Do you benchmark (compare yourself) against similar organizations?
      Yes  No
   e. Do your standards and measures cover a mix of capacities, processes, and outcomes?
      Yes  No

4. Do you use customer/stakeholder feedback to develop your standards and targets?
   Yes  No

5. Are measures selected in coordination with other programs, divisions, or organizations to avoid duplication of efforts or setting different standards and targets for the same measure?
   Yes  No

6. In regards to performance standards and targets:
   a. Do you have specific measures for all of your established performance standards and targets?
      Yes  No
   b. Does every measure have a clear definition?
      Yes  No
   c. Is a clear unit of measure defined for quantitative measures?
      Yes  No
d. Is training available to help staff measure performance?  
   Yes  No

7. Are performance standards, measures, and targets communicated throughout the organization?  
   Yes  No

8. Are performance standards, measures, and targets communicated to stakeholders or partners?  
   Yes  No

9. Do you collect data for your measures?  
   Yes  No
   a. Do you use existing sources of data whenever possible?  
      Yes  No

10. Are managers and employees held accountable for meeting standards and targets?  
    Yes  No
    a. Have individual performance expectations been communicated?  
       Yes  No

SECTION III. ANALYSIS AND EVALUATION

1. Do you analyze and evaluate your progress related to performance standards, measures, and targets?  
   Yes  No

2. In which of the following areas do you analyze and evaluate progress towards meeting performance measures?  
   a. Health Status  
   b. Human Resource Development  
   c. Data and Information Systems  
   d. Financial Systems  
   e. Administration  
   f. Programs  
   g. Service Delivery  
   h. Customer Focus and Satisfaction

3. Is training available to help staff analyze and evaluate performance progress?  
   Yes  No

4. Are personnel and financial resources assigned to analyze performance data and report progress?  
   Yes  No
SECTION IV. REPORTING OF PROGRESS

1. Do you report on your progress related to performance measures and targets?
   Yes  No

2. In which of the following areas do you report on your progress related to performance measures and targets?
   a. Health Status
   b. Human Resource Development
   c. Data and Information Systems
   d. Financial Systems
   e. Administration
   f. Programs
   g. Service Delivery
   h. Customer Focus and Satisfaction

3. Do you produce reports that demonstrate performance for the agency as a whole? (e.g., includes multiple programs, divisions, and/or management areas)
   Yes  No

4. Do you have a plan for the release of reports that includes who is responsible, how often, and methods for release?
   Yes  No

5. Is training available to help staff report performance progress?
   Yes  No

6. Do you make sure people understand your reports and can use them for decision-making?
   Yes  No

7. Are managers held accountable for reporting performance?
   Yes  No

SECTION V. PERFORMANCE IMPROVEMENT

1. How is performance information used in your agency? (Select all that apply)
   a. To make decisions about the program
   b. To set priorities
   c. To allocate/redirect resources
   d. To inform policy makers of the observed or potential impact of decisions under their consideration
   e. To identify areas that require additional analysis and evaluation (potential QI projects)
2. Do managers have the authority to make changes to improve performance?  
   Yes  
   No

3. Does staff have the authority to make changes to improve performance?  
   Yes  
   No

4. Are managers and employees held accountable for implementing performance improvement activities?  
   Yes  
   No

5. Please answer the following questions about your agency’s capacity to implement performance improvement activities.
   a. Is an entity or person responsible for decision-making based on performance reports (e.g., top management team, governing or advisory board)?  
      Yes  
      No
   b. Is there a process or mechanism to coordinate improvement efforts among programs, divisions, or management areas?  
      Yes  
      No
   c. Is improvement training available to managers and staff?  
      Yes  
      No
   d. Are personnel and financial resources allocated to your improvement activities?  
      Yes  
      No

6. Please answer the following questions about your agency’s capacity to implement quality improvement (QI) activities.
   a. Do you have an agency-wide QI methodology (PDSA, LEAN, Six-sigma) to improve processes and outcomes?  
      Yes  
      No
   b. Does your agency use QI tools to improve processes and outcomes?  
      Yes  
      No
   c. Is training available on your agency’s QI methodology?  
      Yes  
      No
   d. Is training available on QI tools?  
      Yes  
      No
   e. Does your agency use quality improvement plans to guide efforts (plans must include timelines, actions, and responsible parties)?  
      Yes  
      No
   f. Does your agency share QI results with stakeholders?  
      Yes  
      No