

## 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 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



