# The Art and Science of Measuring Performance in Local Government: Telling Your Story with Words and Numbers Part 2

**Online Workshop 10/11/2017 – Post Event Discussion Guide**

## Telling your story with words and numbers.

### Creating the Right Organizational Culture

The culture of the organization can have a positive or negative impact on the implementation of a performance management system. Listen to concerns from staff; be proactive about managing the change associated with these efforts.

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<thead>
<tr>
<th>Communicate “The Why”</th>
<th>Set Expectations</th>
<th>Create Organizational Awareness</th>
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</thead>
<tbody>
<tr>
<td>Define Governance &amp; Processes</td>
<td>Build Skills</td>
<td>Provide Support/Tools</td>
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<tr>
<td>Apply Knowledge</td>
<td>Provide Feedback/Recognition</td>
<td>Evaluate</td>
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### Measuring the Right Things

There are ways to help staff identify the right things to measure.

- Start planning early on – build a one year roadmap
- Offer peer support to mold resident experts
- Provide learning opportunities
- Use tools, templates, and job-aids
- Compare your system against others

#### Performance Management Maturity Levels

**Level 1)** Measures that assess operations and compliance  
**Level 2)** Data used by managers, and functions to tell their story  
**Level 3)** Data for strategic decisions and resource allocation

Try it out → Perform → Evaluate → Perfect!

### Measuring Too Many Things

Categorize and refine the measures reported and tracked.

- Organizational outcomes/results  
  *(Outward facing)*

- Department, programs, functions

- Measures to manage by

<table>
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<tr>
<th>Fewer Measures</th>
<th>More Measures</th>
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### Using Data to Make Decisions

When reporting on the data, think about who will be looking at it and how often. Try to display information in a way that gets conversations started. Dashboards, for example, allow people to build a story out of the data. They can provide insight at a glance.

Other ways to support useful reporting include

- Hiring for competencies and experience
- Provide learning to build skills
- Set expectations, and over time assign accountability
- Schedule out time
- Build a designated analysis team

**Resources:**
- Tools
- Session 1
- Session 2

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Contact your Regional Director for more information or support: [http://transformgov.org/en/about/staff_directory](http://transformgov.org/en/about/staff_directory)