

AGENCY GMAP VISIT INFORMATION

Why we are visiting

- To provide support to your internal efforts, offering technical assistance as requested.
- To learn how agencies are managing using their data to drive results.
- To ensure all state programs are reviewed to achieve maximum effectiveness, not only those that the Governor reviews.
- To discover how agencies are using tools of the Management Framework and GMAP to align agency goals and priorities.
- To gather and share stories of how agencies are using data to achieve results that citizens care about.

What matters is the application of the principles of GMAP – not the specific technique

We expect agency leaders to use performance data to continuously improve results. We respect the reality that different organizations will have different styles in their implementation of GMAP. We encourage this. GMAP should conform to an agency's lines of business and unique culture. The best application of GMAP will be managers reviewing the information they actually use for decision-making and assessing performance.

Elements of GMAP

The following is a list of things that would be observed in a fully developed GMAP meeting. Like the Governor's forum, your agency GMAP meetings are probably a work in progress. We don't expect to see all of these elements at your GMAP, and we know the structure of your meeting will vary depending on the size of the organization.

About a week after the GMAP meeting, we will send you comments on our observations. We will offer you feedback on what we've observed as your strengths, suggestions of ways you might wish to improve, and let you know if we've seen a "success story" or best practice that we would like to share with the Governor and other agencies.

Please contact the Governor's GMAP Office if you have any questions.

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1. Are the right people in the room - people who can make decisions on the spot?
 - The agency director and the deputy director
 - Budget and Finance director
 - Personnel director
 - Information Services director
 - AG/legal counsel
 - Line Division directors
 - Communications director
 - Analytic staff
 - Staff that support the programs under review for that meeting
 - Recorder – person responsible for recording the decisions, questions, and/or actions that require follow up at the next meeting.
 - Technical or Audio-Visual assistance

2. Is there a clear strategy for achieving results?
 - Is there a working theory about how to “move the needle” on the performance?
 - Is there a logical connection between the activity and the result?
 - It is evident *why* we are putting effort and energy into these programs, *who* will be better off and *how* we will know whether or not it's working.

3. Is data being used to inform performance?
 - Is data current and relevant?
 - Is data driving the discussion: analysis and conclusions are clearly drawn based on the data?
 - Are problems with the data (collection, definition, validity, etc.) identified and improvement efforts discussed?

4. Are there clear, measurable targets?
 - Are targets specific, and have a sound basis (benchmarked to other organizations, related to past performance history, influenced by data gathered from customer/stakeholders, or mandated targets)?
 - Are targets are being measured frequently enough to develop conclusions about what is working?
 - Are strategies and targets clearly communicated to line staff?

5. Are there clear action plans?
 - When a performance gap is identified, the director calls for an action plan
 - The plan is stated simply and clearly – no bureaucratese
 - Who** will do **what** by **when**.

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6. Are the strategies effective?
 - ❑ Are participants actively questioning whether their programs are effective?
 - ❑ Are participants considering comparisons with other agencies, jurisdictions, industry benchmarks?
 - ❑ Do they seek or have solid evidence (research) to support their assumptions about what works?
 - ❑ Is there evidence that they seek external feedback from customers and stakeholders to assess their effectiveness, set targets, evaluate satisfaction, etc?

7. Are resources reallocated or redeployed?
 - ❑ Do they discuss reprioritization?
 - ❑ Are the relative priorities clear?
 - ❑ Do the resources follow the most critical priorities? Do they move resources (people or money) around? For example, do they get temporary assistance to reduce a backlog? Or consider an alternative mode of service delivery?
 - ❑ Do they discuss what can be done differently, less expensively, or not at all?

8. Are clarifying questions being asked?
 - ❑ Does the team “drill down” into the issue area.
 - ❑ Incomplete or fuzzy answers are recognized and better answers are required for next time.
 - ❑ “Why?” is asked frequently – assumptions are challenged.
 - ❑ Agency director and other leaders exhibit the ability to identify performance problems directly.

9. Is the viewpoint of the citizen being represented at the meeting?
 - ❑ The desired results are clearly articulated.
 - ❑ The report could be easily understood by anyone.
 - ❑ The performance “story” resonates with the public being served.
 - ❑ The data and issues being discussed have a clear connection with performance in the real world (i.e., it is clear that the vacant positions relate to protecting vulnerable children).

10. Are there indications that follow-up is occurring?
 - ❑ During the meeting, follow-up items from the previous meeting are reviewed.
 - ❑ References and data that show previous expected results.
 - ❑ Documents or reports reflecting follow-up items.
 - ❑ Clear directions to follow-up.

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11. Is efficiency on the table?
 - Cost per product.
 - FTE savings.
 - Data comparing previous costs with current costs.
 - Specific, financial targets.

12. Are the broad enterprise-wide management areas addressed?
 - Human Resource Management
 - IT Management
 - Risk Management
 - Financial Status
 - Procurement Practices

13. Does the group function well as a team?
 - The Director is clear about the role expected by team members.
 - All members of the team participate.
 - Responsibility for fixing agency problems owned by all parties who can contribute to the solution.
 - There is a real give-and-take in the discussion.
 - Problem solving attitude is exhibited and creative alternatives get airtime.
 - Real achievements are acknowledged and celebrated.