



# Performance Monitoring and Measurement: Productivity + Quality

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# Why care about performance measurement?

- ▶ We want to know that the work is being done (productivity)
- ▶ We want to know that the work is being done well (quality)
- ▶ We want to develop our workforce
  - because it improves organizational outcomes, and
  - because it benefits them as individuals

COVID challenge:  
What's the right balance to strike between monitoring the productivity of our remote workforce and supporting employees who are stressed and stretched in many ways?

# Common obstacles to effective performance management

- ▶ Technical and capacity constraints
  - ▶ Approach and/or data paralysis
  - ▶ Lack of understanding about how to use data to manage
  - ▶ Desired outcomes aren't clearly articulated
  - ▶ Measuring in-house and contractor performance
  - ▶ Sustained time and effort needed to do it well
- ▶ Implementation challenges
  - ▶ Human nature
  - ▶ Civil service rules / labor management issues
  - ▶ Equity concerns



COVID poses new information and resource constraints, labor relations challenges and equity considerations

# Key questions and potential tools

Questions to Ask	Tools to Consider
What do we really care about as an organization?	<ul style="list-style-type: none"><li>- Logic models</li><li>- Results Based Accountability</li><li>- Customer service measures, e.g., client feedback, call monitoring</li><li>- Service Center metrics</li></ul>
How are we tying individual performance to organizational and program goals?	<ul style="list-style-type: none"><li>- Core Competency Models</li><li>- CalWORKs 2.0 Staff KSAs</li><li>- Key indicator reports that drill down from the program to the individual level</li><li>- Case action and case note reviews</li></ul>
Do we have a workplace culture that supports continuous improvement, and if not how do we build it?	<ul style="list-style-type: none"><li>- SAWS business intelligence dashboards - Real time reporting tools for managers, supes and line staff</li></ul>