



Performance Delivered

Comprehensive Consulting Services
Driven by Values. Measured by Results.

For more information, visit
www.PerformanceWeb.org/Consulting

About Us

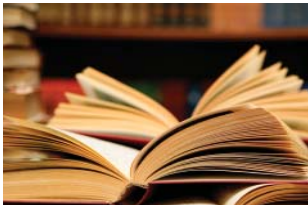
The methodologies created by The Performance Institute are driven by public sector experience and reality. We understand the difference between the political and the managerial, the roles of the different agencies and the unique struggle for power between the different branches of government. Rather than a private sector approach, tailored to the desires of flavor-of-the-month CEOs, our approach is mandate-driven. The strength of the Institute is that we understand the unique challenges of government.

The Institute has a passion for public service and a mission to help deliver excellence to the taxpayer. Once you have identified the change desired to improve citizen services, the Institute is prepared to help you define the desired end state, create a strategic implementation architecture and show transparency to the public. We won't tell you what you want to hear; it is our responsibility to simply get the job done.



Easy Access to Institute Consulting Services through MOBIS

PI MOBIS Contract Number: GS-10F-0261M



Research

Through extensive surveys and focus groups, the Institute has created and maintained a measures database for apples-to-apples comparisons of government program results.



National Conferences

The Institute offers over 150 national conferences each year, bringing together experts from across the country to share best practices from their cities, counties, states, federal departments and agencies.



Training

The Institute offers over 240 open enrollment courses annually and can bring any course on-site. Intensive, methodology-based courses include step-by-step processes to improve organizational management capacity.



Certification

Many government managers are now required to receive formal certification. Each certification program is customized to meet the demands of numerous functions in government, while maintaining a strong foundation in fundamental performance management skills.



Policy Forums

As a thought leader in government management reform, The Performance Institute hosts quarterly policy forums to provide decision makers and government managers ideas on the latest reforms, mandates and best management practices.



Consulting

The Institute's consulting services provide access to comprehensive and experience-tested methodologies for government to achieve radical transformations within programs and among their workforce.

Citizens Deserve Excellence from Government.

It is the goal of The Performance Institute to educate and connect government leaders for a public sector focused on performance.

Strategic Planning

Strategy Alignment and Execution.



Service Areas

- Facilitating, crafting and communicating your strategic plan
- Values-based service assessment (eliciting customer and stakeholder feedback)
- Execution and reporting of the strategic plan

Methodologies

- SWOT analysis
- Performance windows
- Strategy audit workbook

Client Results

- Clear measures that benefit the American people

Facilitating and Crafting the Plan

Mission, Vision, Strategies, Tactics—Without the best guided facilitation, it's hard to get the right executives, stakeholders and partners together to set a clear plan designed to benefit the American people.

Values-based Service Assessment

(eliciting customer and stakeholder feedback)


The Institute's approach to measurement has won accolades because we delve deeper into the statutory, regulatory and customer-based evidence that can bring about the right values and outcomes—we focus only on those things that truly lead to the desired goals and help ensure resources are placed accordingly. Our model is to cut to the chase—from establishing the right baselines to properly using focus groups and other tools to develop priority values that lead to a clear understanding of every employee's role in achieving core objectives. Time and again, we've brought together sometimes contentious groups of stakeholders in order to drive an honest conversation forward on strategies, goals and key activities. The Institute uses a number of methodologies to uncover challenges, including:

- **Environmental Analysis:** Understand organizational strengths and the future landscape to analyze the services your group provides and what you should or should not be providing in the future
- **Performance Windows:** Take various services your agency provides and ask your customers how well you're doing and how important the service you're providing
- **Strategy Audit Workbook:** A survey of internal managers asking what the worst things about the organizations, what are the major challenges that can be overcome and what do we have to do in the next 2 years to achieve the results of our strategic plan

Execution and Reporting of the Plan

The Institute understands that the power of strategy lies in the planning, not the plan. We de-emphasize the static nature of a traditional plan and move organizations to a more dynamic reporting style. By merging the value of a well-developed plan with The Institute's strengths in performance measures and reporting, organizations no longer simply create a plan, they manage, prioritize and move resources through the plan's objectives. More than a document to comply with external requirements, a strong plan and integrated performance management system create a method to align all of your organization's resources to achieve your most important objectives.

Performance Measurement



Like a doctor, we narrowcast our measures to determine the necessary treatment to bring an organization back to health.

Service Areas

- How to measure outcomes not outputs
- Performing an audit of measurement systems to determine what measures work
- Selecting the measures that drive change in an organization

Methodologies

- The Logic Model
- Performance Measures database
- Citizen surveys

Client Results

- Measuring your existing data to determine what works and what doesn't

What Gets Measured Gets Done

The Performance Institute measures your existing data to determine what works and what doesn't. Challenges facing government managers in performance measurement:

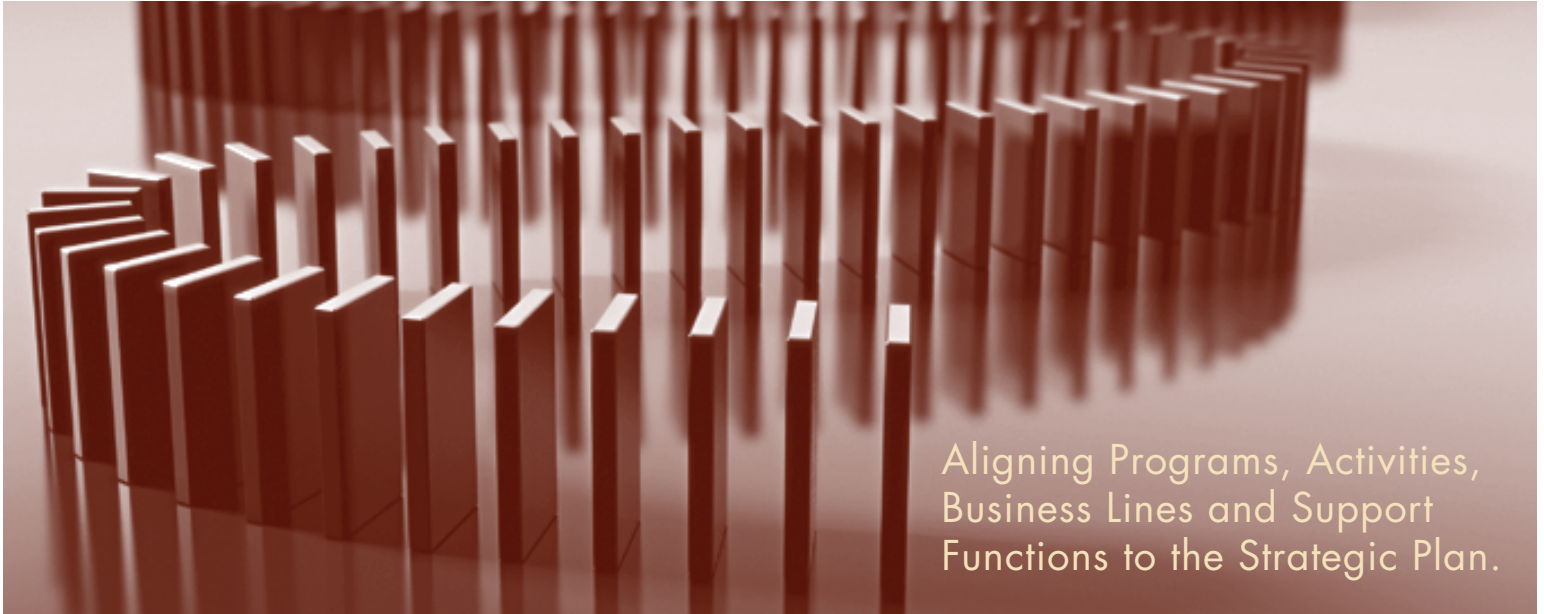
- Where to Start: How to measure outcomes not outputs
- Measuring too much: You need to perform an audit of measurement systems to determine what measures work
- Choosing the Right Measures: Selecting the measures that drive change in an organization

The Performance Institute has spent years studying compiling measures in government. This information has been compiled into a measurement library, which serves as an invaluable source of reference and comparison. We can tap into this library to give you best-in-class metrics and measures. This information is based on our performance management survey, an ongoing project to gather information from government managers across all disciplines and agencies. For more information, visit the survey at PerformanceWeb.org/Survey

Citizen Surveys

Survey design is critical in understanding and getting real actionable information on how your customers—stakeholders and the public—perceive your agency and your services. What is really driving their satisfaction.

Resource Alignment



Service Areas

- Budget Formulation
- Budget Justification
- Budget Execution
- PMO

Methodologies

- The Logic model
- Activity-based costing
- Seven-step budget model for performance-based budgeting

Client Results

- Programs, activities, business lines and support functions aligned to the strategic plan

Achieve Alignment

One of the biggest benefits of the Institute's services is our performance-based budgeting process incorporates knowledge and experience with the appropriations process. We take our understanding of the government budget process and reflect it in budget formulation, justification and execution.

Budget Formulation

Look where you are currently spending your money, and move money to programs that are more efficient or more aligned to strategy.

Budget Justification

Apply performance measures in budgets, and tell your performance story by sampling measures that align to your budget account structure. Show congressional, city council or state legislature probations, through a performance story, a cost per unit efficiency in terms of results.

Budget Execution

Ensure that once a budget is adopted, the money is allocated and expended in a cost efficient manner. When able to comply with appropriation law and legislative intent, move the money to be reflective of the best allocation of resources and measure and track results to justify next year's budget.

Reporting & Evaluation



Evaluation is not the same as measurement.
Measurement keeps score, evaluation tells you why you won or lost.

Service Areas

- Facilitating, crafting and communicating your strategic plan
- Values-based service assessment (eliciting customer and stakeholder feedback)
- Execution and reporting of the strategic plan

Methodologies

- SWOT analysis
- Performance windows
- Strategy audit workbook

Client Results

- Clear measures that benefit the American people

Performance measures only tell part of the story—tap the Institute to conduct a thorough program evaluation to make realistic recommendations for significant performance improvements. Then, use performance measures to communicate your results record to decision makers and the public through the Institute's effective performance reporting techniques

Designing and Developing Internal Reporting Systems

- Dashboard for both programs and employees
- Initiative tracking through the SMO
- Activity-based costing—where are your resources now? How is your budget being used, and is it consistent with your strategic plan and the new direction of policy?

Performance Reporting, CEAR and PAR

- Performance reporting is about showing results to legislators, political leaders and the general public
- KPI—Key Performance Indicators—whether you were effective in the last year
- Understanding what stakeholders are interested in hearing, providing credible performance data to back it up and having a schedule of credible independent third party evaluations.

Benchmarking

The Institute's philosophy is the best benchmarking is your own performance and creating a race to the top within your own agency. However, the Institute's performance measurement database allows the Institute to provide a sense of apples-to-apples comparison of organizations facing similar issues.

Human Capital Management

Plan for the workforce of today...and tomorrow.



Service Areas

- Human Capital Planning
- Employee performance development

Methodologies

- Human Capital Logic Model
- Employee Development Performance Plan

Client Results

- Creating a plan that aligns to your strategic goals and identifies the workforce of today and the workforce necessary in five years

Human Capital Planning

Workforce Management is about identifying the workforce of today and in five years and creating a plan that aligns to your strategic goals.

How Much Work Will Need to Be Done?

- What are your staff demographics based on skills sets, attrition and retirement?
- What skill sets do you need to perform the work and what skill sets do you have?
- What are your specific strategies to close that gap?

Employee Performance

Human capital is the most important part of any organization, yet often managers lack the skills to clearly define and lead their staff to the greatest level of success. Employee development management ensures that employees have the guidelines for job performance success and managers have a framework for giving appropriate and helpful feedback.

- Develop the right measures for employees based on your human capital plan and the individual
- Ways to coach managers at employee performance feedback
- Internal tracking of performance and early warning signs

Project Management

Keep Your Projects on Target.



Service Areas

- Project assessment
- Project kickoff
- Project recovery

Methodologies

- The Project Management Office
- PMBoK®

Client Results

- See where resources are allocated and if they are strategically aligned and identify whether you have overspent resources by launching too many simultaneous projects and initiatives.

Keep Projects on Target

The Performance Institute provides a broad spectrum of consulting services tailored exclusively to the needs of government organizations. With its government-centered mission, the Institute knows government: from mandates and standards to the unique operating environment faced by government managers. More importantly, with its expertise in project management, the Institute's consulting division provides comprehensive and high-impact advice and solutions to government agencies seeking to improve their project management policies, procedures and performance. Current and planned government policies emphasize project management in response to a growing concern over the high-risk of today's projects.

Announcing new initiatives in projects has a significant implication on resource consumption. The Institute model for project management follows resource alignment to allow you to see where resources are allocated and whether or not they are strategically aligned or identify whether you have overspent your resources by launching too many simultaneous projects and initiatives.

Common Project Management Challenges

- Scope, cost and time creeps
- Communication breakdowns
- Competency gaps
- Poor requirement definitions
- Unrealistic performance expectations

Project Management Assessment Services

- Define project management processes and procedures
- Apply financial and performance evaluation techniques to compare and select projects
- Measure and evaluate individual or portfolio project management success

Process Improvement



Identify the Voice of the Customer. The Citizen.

Service Areas

- Identifying and improving processes
- Identifying the voice of the customer

Methodologies

- Process Management and Redesign
- Lean Six Sigma
- Voice of the Customer Techniques
- Communication Strategies
- Managing Change

Client Results

- Using the voice of the customer for a faster, better, cheaper government

Process Improvement

Every high performing organization is focused on how to operate “better, faster, cheaper”, which in the beginning, usually requires a significant culture change. Pushback often comes from individuals who claim “I’ve been doing it this way for my entire career, why should I change now?” This type of mentality is common and can be difficult to overcome. While it may be easier to remain in your comfort zone, high performing organizations are constantly seeking to push the limits of process excellence to transform work processes to deliver a better result. The end outcome is to deliver the highest quality service not only to the external customer, but to the internal customers that need to work together to make it all come to life.

Lean Six Sigma

Lean and Six Sigma are often integrated to provide a comprehensive toolset for organizations to solve problems and improve process performance. Some key points to think about:

- How do I get my senior leadership on board?
- Is it possible to create a grass roots effort?
- What do I do in regards to training?
- Should I become a White, Yellow, Green or Black Belt?
- How do I effectively select and mobilize leaders to sustain a deployment?
- How do I develop a deployment plan rooted in strategy that creates lasting change and achieves dramatic results?

Voice of the Customer

The customer is the most important part of any process. Organizations that live by continuous improvement are focused on flowing the service or product at the pull of the customer in pursuit of perfection. Some key points to think about:

- How do I understand what my customer actually wants? Do they even know what they want?
- What should I do to effectively collect customer feedback data?
- How do I integrate the customer into my process improvement efforts?



The Performance Institute

1515 N. Courthouse Rd., Suite 600
Arlington, VA 22201

Phone: 703-894-0481 | Fax: 703-894-0482

www.PerformanceWeb.org/Consulting