Lansing SAVE Performance Meetings Background

Performance management helps organizations use technology and data to openly set goals, hold participants accountable, connect to stakeholders, track progress, and achieve results. By linking data to overarching priorities, collecting and analyzing data and evidence, and determining the desired outputs and outcomes, organizations can use performance management to best administer policies and programs to the benefit of their community and residents. Simply put, a performance management meeting is about raising issues and problem-solving using data. This is an opportunity for the people in the room to brainstorm improvements in the way they do business to achieve desired results. Because it is difficult to predict where exactly the conversation will go, meeting participants must be prepared to discuss various issues and be well-acquainted with their performance measures and data.

In January 2020, the City of Lansing and the Johns Hopkins Center for Government Excellence began a technical assistance project to support the formation of a performance management program for the Lansing SAVE program. The engagement trained staff across all Lansing SAVE partner organizations to help: identify Lansing SAVE's priorities, build strong performance measures, align data to goals, and stand up a performance management meeting structure and timeline.

Lansing SAVE Performance Team Members

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Team and Meeting Responsibilities

- The Lansing SAVE Performance Management Team meets quarterly for 60-90 minutes.

- **Host Responsibilities:**
    - All meeting logistics will be the host's responsibility
    - Setting venue/virtual call-in details
    - Sending meeting invites to all participants
    - Send out the pre-meeting memo
    - Developing agenda and sending out one week prior to the quarterly meeting

- **Meeting Minutes and Notes:** The prior host will take minutes at each meeting.

- **Data sharing process:** Two weeks before the meeting, City of Lansing[1] sends data to the host, and the host sends it out to the performance team for review for one week, prompting each team member to submit 1-2 discussion questions related to the data. *Consider using Microsoft Teams to provide the data in a shareable format.*

- **Regular review of Michigan College Access Network (MCAN) Impact Map:** Along with review and updates to the Lansing SAVE performance metrics, each meeting should allow time to review updated data in MCAN's Impact Map – particularly focused on college enrollment, college attainment, FAFSA completion, and persistence rates for Ingham County.[2]

- **Pre-meeting Memo:** The pre-meeting memo will be sent by the organization that is hosting. One week before the meeting, the host compiles all submitted discussion questions into the pre-meeting memo. This memo will go out to all participants in advance of each meeting and will include questions from the group on data that was sent out.

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[1] City of Lansing will only lead the data sharing process on a temporary basis, until Outcome Tracker is fully operational.
[2] MCAN's Impact Map is not currently disaggregated by school district, so the Ingham County level is the smallest unit of measure.

- **Post-meeting Memo:** The post-meeting memo will be created by the assigned minute taker for each quarterly meeting. This memo will be sent out to all team members within one week after the quarterly meeting. It will include the meeting minutes and follow-up questions for the group to consider moving forward.

Lansing SAVE Performance Meeting Responsibilities

	Date & Time	Collects & Analyzes Data	Meeting Host	Takes Minutes	Presents the Data	Sends Pre-Meeting Memo	Sends Post-Meeting Memo
Meeting 1	August 20, 2020 12:30pm	City of Lansing	MSUFCU	City of Lansing	TBD based on data findings	MSUFCU	City of Lansing
Meeting 2	December 10, 2020 12:30pm	TBD	Lansing School District	MSUFCU	TBD based on data findings	Lansing School District	MSUFCU
Meeting 3	February 11, 2021 12:30pm	TBD	United Way	Lansing School District	TBD based on data findings	United Way	Lansing School District
Meeting 4	May 13, 2021 12:30pm	TBD	CEDAM	United Way	TBD based on data findings	CEDAM	United Way

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Performance Management – Focusing on the Right Questions

One key issue that many organizations overlook is the ability of managers and staff within the organization(s) to ask the right questions of their data. Collecting and analyzing data is critical, but without knowing what questions to ask and answer, analysis will occur haphazardly. This also reduces buy-in among staff and managers as analysis becomes less useful to daily work. **The questions below are general questions to guide managers and staff as they begin using performance management techniques regularly.** Specific data and circumstances often dictate different and more specific questions, but these questions can help guide management decisions while more specific processes are built.

Problem Identification

- What led you to identify this as an area of focus?
- How did you know this was a problem? What evidence exists?
- Have you checked with other Lansing SAVE partner organizations to see if they have additional information or perspective on this problem?
- Do you discuss this issue internally within your department?

Data Quality and Analysis

- What data did you use to identify the problem, and where did it come from?
- Is this the best data point/metric to measure progress on this issue?
- How did you analyze the data you have? What technique did you use?
- Why did you choose that technique? Would other techniques yield different results?

Current Status
- What is the current status and what led you to this conclusion?
- How would the status change if you considered other factors?

Questions below will likely take the bulk of performance meeting time. Questions above may be answered prior to the meeting, allowing deeper focus on actions during meetings.

Trends and targets
- How has the status changed over time?
- How did organizational action affect the trend?
- Why has the trend persisted or been changed?
- What is the projected trend for X period of time?
- What is your goal/target? What is the goal/target based on?

Course Correction
- What is the plan of action to address the problem?
- Who is responsible for changing the course of action?
- How will you measure progress and when will you report back?
- What other stakeholders contribute to progress on this issue?

Performance Management Meeting – Draft Meeting Structure and Expectations

General Meeting Structure (60 to 90 minutes)

- Welcome including successes or highlights (5 min)

- If applicable: Address follow up from last meeting (10 min)

- Review corresponding analysis and data visualizations (10 min)

- Review 2-3 issues (30-40 min)

- Next steps and closing (5 min)

Meeting Expectations

- This is different from a presentation or briefing, take advantage of the time to discuss and problem solve.

- Desired use of time during review:

  o 20% or less background and current status

  o 30% Discuss problems, challenges or opportunities

  o 50% Discuss strategies such as improvement plan with tractable action items, cross-organizational or stakeholder collaboration, citizen engagement. If applicable: Request for assistance or more data, policy or budget awareness or implications.

- Bring subject matter experts and data coordinators who will help clarify and follow up.

- There is a common understanding that no dataset is perfect, but we are going to use what we have to have an informed discussion.

- We are all in this together and are focused on making progress that will benefit Lansing SAVE.