



Office of  
Financial Management  
STATE OF WASHINGTON

# Activity Inventory Performance Measure Assessment

## Department of Personnel (DOP)

### *25 July 2008*

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Based on a review of the following: OFM Performance Measure Tracking System for agency no. 111; DOP Strategic Plan, 2007-09; various internal agency GMAP presentations; <http://www.dop.wa.gov/>

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# OFM Comments About Measures 1

- Six of DOP's twelve performance measures are also strategic plan measures.
  - While this is good, it still means that half of DOP's measures appear to be unique to OFM so not aligned with other uses.
  - Having measures that are used for multiple purposes can provide consistency and minimize work.
- None of DOP's activities have current performance information in OFM's Performance Measure Tracking (PMT) system. Some data was provided for this assessment by DOP staff:
  - Three activities have no measures
  - Six activities have measures, but the measures have neither targets nor data
  - Six measures have targets but no data.
- All of DOP's measures are aggregated and reported only once year.
  - Aggregating data hides variation. Variation describes how well a process is performing.
  - Data is not available frequently enough to benefit management decision-making.
- None of the measurement footnotes have information about data sources, assumptions, measurement techniques, responsibilities, etc. This is somewhat surprising, given the wealth of instructions that DOP has given to agencies about filling out the Human Resources Management Report.
- DOP performance targets are not consistent. Targets entered in 2006 for budget development do not match the targets in the 2007 data report provided for this Assessment.

## OFM Comments About Measures 2

- DOP measures were based on a previous strategic plan. With a shift in agency focus (from a “transaction-based” to a “service-based” organization) these measures may be less relevant today.
- Several measures seem related to implementing civil service reform and the Human Resources Management System (HRMS). Now that DOP has moved past implementation, it may be time to consider new measures appropriate to a “mature” human resources management system, such as:
  - Time to hire (in days)
  - Number of applicants using E-recruitment system per month or per quarter
  - Number of requests for changes to job classes per quarter
  - Percent of new employees leaving state employment within 6 or 12 months
  - Percent of managers receiving performance management training
  - Productivity increases from new technology, etc.
- If DOP is focusing on a service model, then counting the number of agency consultations by each type of consultant might be an easy first thing to measure. Once each Activity has asked its customers what is most important to them, attention can shift to measuring performance of the few things that are most important to customers.

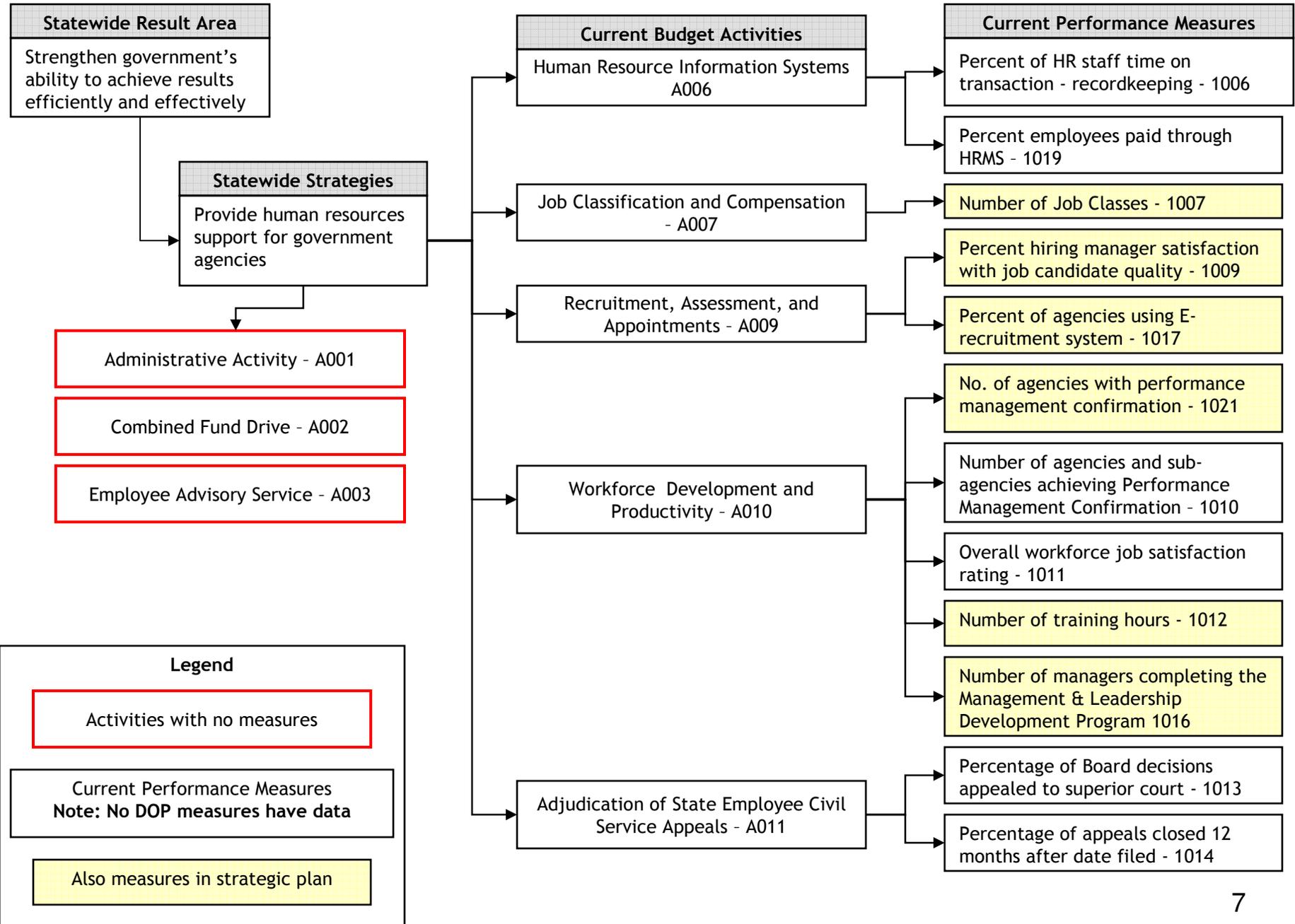
# Potential Improvements

- DOP should work with their OFM Budget Analyst to develop meaningful measures, and ensure that data is entered in the OFM system on a regular, frequent basis.
- To help focus on things that are important, and align its measurement work, DOP should identify measures that are calculated and used in other venues (e.g. GMAP Forums or internal agency reports.)
- There is broad literature on measuring performance by typical public sector human resource (HR) and personnel functions. DOP should consider adopting standard measures that are relevant to typical functions, such as:
  - Hiring
  - Training
  - Retention
  - Payroll
- DOP measures should relate to the work processes carried out by its key lines of business. To develop these measures, DOP may want to ask customers of each key business process what is most important to them, and then measure that (reference: *We Don't Make Widgets*, Ken Miller, 82-83.)
- DOP staff should use performance measure footnotes to document data sources, assumptions, responsibilities, etc.

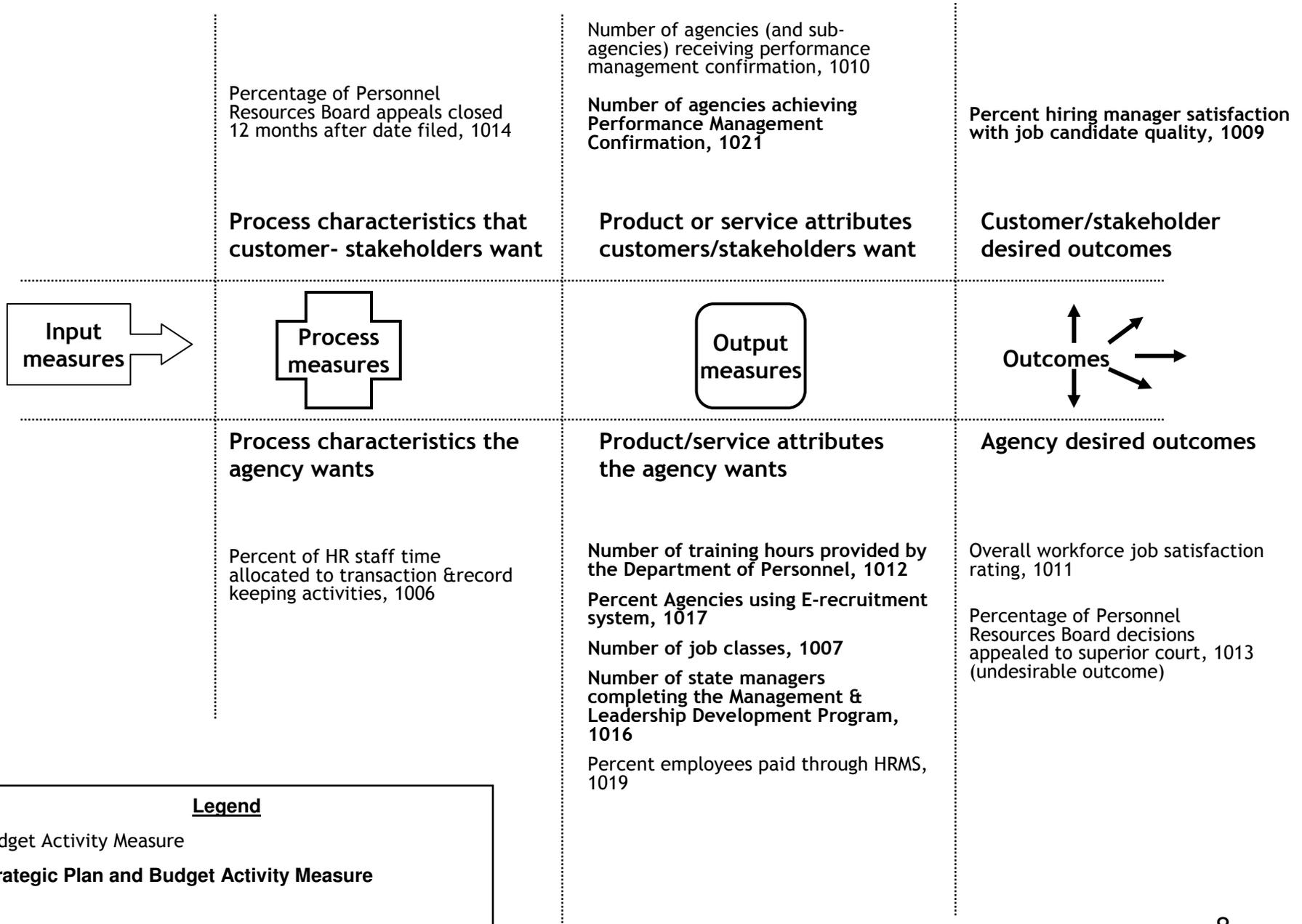
# Agency Comments

- DOP appreciates the review and analysis reflected in the assessment. The observations and recommendations for improvements helped us enhance the data and performance measures in our Activity Inventory that we will submit to OFM with our budget.
- With our new Activity Inventory list and performance measures we will be in a better position to align our key lines of business with our budget. Tracking and analyzing will be much easier to accomplish and incorporate in our internal GMAP/ Reporting sessions.
- Thank you very much for your input and support.

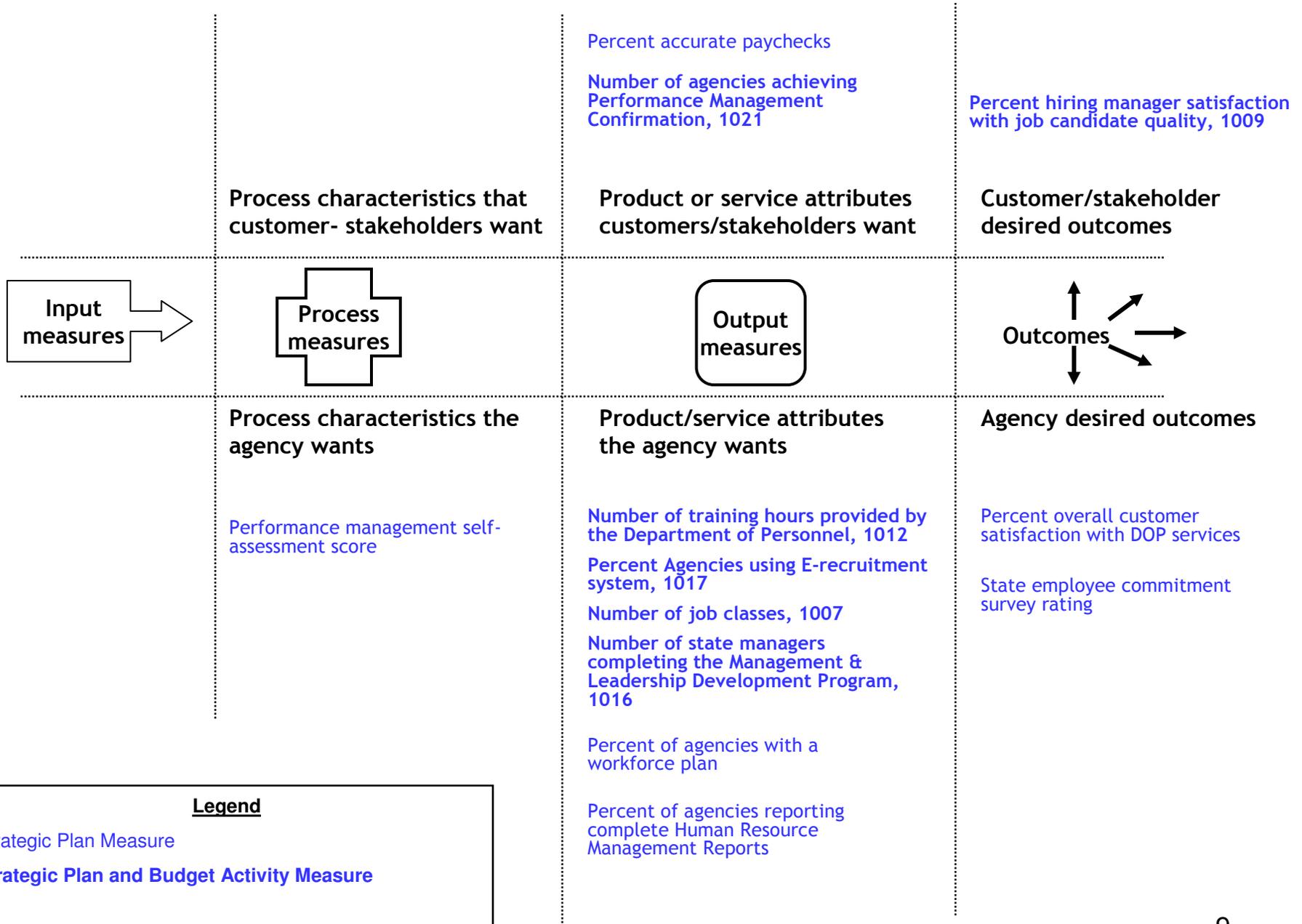
# Links: Statewide Results and Strategies with Budget Activities & Measures



# DOP Budget Activity Measure Perspectives



# DOP Strategic Plan Measure Perspectives



# Staff (FTEs) and Budget allocated to each Activity in the Dept. of Personnel

Activity	Activity Title	Staff (FTEs)	Total Funds (\$ thousand)	% FTE	% of \$
A006	Human Resource Information Systems	63.2	\$35,242	31%	52%
A009	Recruitment, Assessment, and Appointments	38.6	\$5,992	19%	9%
A001	<b>Administrative Activity*</b>	31.7	\$14,960	15%	22%
A010	Workforce Development and Productivity	29.1	\$3,626	14%	5%
A007	Job Classification and Compensation	27.4	\$5,449	13%	8%
A003	<b>Employee Advisory Service*</b>	9.4	\$1,479	5%	2%
A002	<b>Combined Fund Drive*</b>	4.7		2%	0%
A011	Adjudication of State Employee Civil Service Appeals	3	\$394	1%	1%
	Totals	207.1	\$67,142		

**\*Activities without measures in PMT**

# Activity Measure Assessment - Number of job classes

<p><b>Performance Measure Description:</b> Number of Job Classes - 1007</p>	<div style="text-align: center;"> <p><b>Number of job classes</b></p> <table border="1"> <caption>Number of Job Classes Data</caption> <thead> <tr> <th>Period</th> <th>Q4</th> <th>Q8</th> </tr> </thead> <tbody> <tr> <td>2003-05</td> <td>~2,400</td> <td>~2,100</td> </tr> <tr> <td>2005-07</td> <td>~1,900</td> <td>~1,700</td> </tr> <tr> <td>2007-09</td> <td>~1,700</td> <td>~1,700</td> </tr> </tbody> </table> </div>	Period	Q4	Q8	2003-05	~2,400	~2,100	2005-07	~1,900	~1,700	2007-09	~1,700	~1,700
Period		Q4	Q8										
2003-05		~2,400	~2,100										
2005-07		~1,900	~1,700										
2007-09		~1,700	~1,700										
<p><b>Budget Activity Links:</b> Job Classification and Compensation - A007</p>													
<p><b>Category of Measure:</b> The annual total number of approved job classes could be considered an output of this Activity' work of reviewing and approving job classifications.</p>													
<p><b>Analysis of Variation:</b> There appears to be a consistent trend of about 240 fewer job classes per year, although there are not yet enough observations to draw a statistical conclusion (7 data points are the minimum to establish a temporary trend).</p>													
<p><b>Analysis of Targeted vs. Actual Performance:</b> Fewer job classes represents desirable performance. Performance met the target once, and exceeded the target once. It's not clear how targets have been set, since they increased this year.</p>													

Comments About Desirable Characteristics		General Comments & Explanations:
<p><b>Relevance:</b> An annual count of job classes would seem to be only marginally relevant to staff (who deal with requests for job class changes) and customers (who are interested in job classes that meet their needs).</p>	<p><b>Timeliness:</b> Although it does provide a regular point for counting total number of things, annual data is less informative than more frequent data because it does not show variation as readily.</p>	<p>• With the target leveling off, it appears as if DOP has achieved its first objective of consolidating job classes. If this is so, DOP should consider using a new measure, related to immediate outcomes that consolidated job classes are intended to achieve, such as:</p> <ul style="list-style-type: none"> <li>o Greater manager flexibility (possible measures might be "error rates," such as number of requests for salary adjustments or revisions to the classification plan)</li> <li>o Better skills match (candidates per recruitment, days to hire)</li> <li>o Employee career advancement (% of employees taking new jobs with lateral move or advancement).</li> </ul> <p>Reference: <i>Personnel Reform Key Changes</i>, <a href="http://www.dop.wa.gov/Employees/PersonnelReform/">http://www.dop.wa.gov/Employees/PersonnelReform/</a></p>
<p><b>Understandability:</b> Although a simple count of things is easy to understand, the concept of job classes is somewhat technical. Measure notes could explain "job classification"</p>	<p><b>Comparability:</b> A count of job classes should be consistent if the operational definition and measurement technique are consistently applied</p>	
<p><b>Reliability:</b> Assume a simple count of job classes is fairly easy to do</p>	<p><b>Cost Effectiveness:</b> This is also a DOP strategic plan measure, so presumably is already calculated and available with little additional cost.</p>	

# Activity Measure Assessment - Annual training hours

<p><b>Performance Measure Description:</b> Training hours per year (1012)</p>	<div data-bbox="892 224 1885 812"> <p style="text-align: center;"><b>Total training hours offered by Personnel</b></p> <table border="1"> <caption>Data for Total training hours offered by Personnel</caption> <thead> <tr> <th>Biennium</th> <th>Quarter</th> <th>Thousands of Hours</th> </tr> </thead> <tbody> <tr> <td rowspan="2">2003-05</td> <td>Q4</td> <td>~320</td> </tr> <tr> <td>Q8</td> <td>~345</td> </tr> <tr> <td rowspan="2">2005-07</td> <td>Q4</td> <td>~335</td> </tr> <tr> <td>Q8</td> <td>~325</td> </tr> <tr> <td rowspan="2">2007-09</td> <td>Q4</td> <td>~335</td> </tr> <tr> <td>Q8</td> <td>~345</td> </tr> </tbody> </table> </div>	Biennium	Quarter	Thousands of Hours	2003-05	Q4	~320	Q8	~345	2005-07	Q4	~335	Q8	~325	2007-09	Q4	~335	Q8	~345
Biennium		Quarter	Thousands of Hours																
2003-05		Q4	~320																
		Q8	~345																
2005-07		Q4	~335																
	Q8	~325																	
2007-09	Q4	~335																	
	Q8	~345																	
<p><b>Budget Activity Links:</b> A010 - Workforce Development and Productivity</p>																			
<p><b>Category of Measure:</b> Output measure, although it could be a measure of inputs (i.e. the time that a class is scheduled is not the same as hours of instruction)</p>																			
<p><b>Analysis of Variation:</b> Performance appears to be stable, although there are not enough data points to judge.</p>																			
<p><b>Analysis of Targeted vs. Actual Performance:</b> The relatively high number of hours in Q8 of 2003-05 may have been due to training on new systems, so may be a unique event. It's not clear why the 05-07 targets were set lower than performance the previous two years.</p>																			

Comments About Desirable Characteristics		General Comments & Explanations:
<p><b>Relevance:</b> The total number of training hours is fairly unsatisfactory as a measure of performance, as it does not communicate what is being taught or whether the training is accomplishing its objectives.</p>	<p><b>Timeliness:</b> Although it does provide a regular point for counting total number of things, annual data is less informative than more frequent data because it does not show variation as readily.</p>	<p><b>General Comments &amp; Explanations:</b></p> <ul style="list-style-type: none"> <li>• It's not clear what counts as a "training hour". Is it the scheduled time of every class, no matter what the attendance or how long the class lasts? Or does it consider the number of students attending and instruction time?</li> <li>• According to notes on the performance measures provided for this assessment, past performance included training on civil service reform (CSR) and the new Human Resources Management System (HRMS) R1 &amp; R2, and, "This large anomaly will not be repeated in FY08 and FY09." However, the target shows just as many training hours for the current biennium.</li> <li>• More satisfactory measures of training might relate to strategic priorities (e.g. hours of HR professional training taken or percent of HR professionals completing course of study), training demand (% of classes filled or canceled), or learning objectives (% of test scores over 80%).</li> </ul> <p style="text-align: right;">12</p>
<p><b>Understandability:</b> Although total number of hours seems straightforward, hundreds of thousands of hours is somewhat difficult to apprehend on a human scale.</p>	<p><b>Comparability:</b> This should be fairly comparable, assuming the method of counting training hours is consistently used.</p>	
<p><b>Reliability:</b> Can't be sure, since there's no information about how DOP calculates training hours.</p>	<p><b>Cost Effectiveness:</b> This is also a DOP strategic plan measure, so presumably is already calculated and available with little additional cost.</p>	

## Activity Measure Assessment - Agencies with Performance Mgmt. Confirmation

<b>Performance Measure Description:</b> Number of agencies achieving Performance Management Confirmation (measures 1010 and 1021).	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th colspan="5">Number of agencies achieving Performance Management Confirmation</th> </tr> <tr> <th>Biennium</th> <th>Quarter</th> <th>Actual (Aug. 2007)</th> <th>Target - PMT (Fall 2006)</th> <th>Target - (Aug. 2007)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">2005-07</td> <td style="text-align: center;">Q8</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td></td> </tr> <tr> <td rowspan="2" style="text-align: center;">2007-09</td> <td style="text-align: center;">Q4</td> <td></td> <td style="text-align: center;">7</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: center;">Q8</td> <td></td> <td style="text-align: center;">11</td> <td style="text-align: center;">4</td> </tr> </tbody> </table>	Number of agencies achieving Performance Management Confirmation					Biennium	Quarter	Actual (Aug. 2007)	Target - PMT (Fall 2006)	Target - (Aug. 2007)	2005-07	Q8	2	3		2007-09	Q4		7	4	Q8		11	4
Number of agencies achieving Performance Management Confirmation																									
Biennium		Quarter	Actual (Aug. 2007)	Target - PMT (Fall 2006)	Target - (Aug. 2007)																				
2005-07		Q8	2	3																					
2007-09		Q4		7	4																				
	Q8		11	4																					
<b>Budget Activity Links:</b> Workforce Development and Productivity - A010																									
<b>Category of Measure:</b> Output measure																									
<b>Analysis of Variation:</b> Not enough data to judge																									
<b>Analysis of Targeted vs. Actual Performance:</b> Performance is below what was expected, even with an apparent downward shift of targets.																									

Comments About Desirable Characteristics		<b>General Comments &amp; Explanations:</b> <ul style="list-style-type: none"> <li>The limited number of agencies achieving performance management confirmation underscores what the Pew Center on the States and Governing.com wrote in the “Grading the States” report about, “the rigorous Human Resources Management Confirmation Process.”</li> <li>Achieving performance management confirmation is just an intermediate step in a logic model, where results include, “Productive employees are retained”. Thus, a measure of employee retention (or the related unwanted outcomes, such as “percent of employees leaving within 6 months” or “employee turnover rate”) might be more informative about progress than this.</li> </ul>
<b>Relevance:</b> The relevance of this measure to the Activity of workforce development and productivity is not clear at all, possibly because the phrase “achieving performance confirmation” is jargon, requiring knowledge about the detail of civil service reform.	<b>Timeliness:</b> Annual data hides variation, so is less informative than more frequent data.	
<b>Understandability:</b> Number of agencies is easy to understand, but “performance management confirmation” is jargon. Also, DOP has two measures that are difficult to tell apart (one of them involving sub-agencies).	<b>Comparability:</b> This process is unique to WA; it is not comparable to any other state.	
<b>Reliability:</b> Good.	<b>Cost Effectiveness:</b> This is also a strategic plan measure, and counting number of agencies is very easy to do.	

# Activity Measure Assessment - Managers completing leadership development

<b>Performance Measure Description:</b> Number of state managers completing the Management & Leadership Development Program, 1016
<b>Budget Activity Links:</b> A010 - Workforce Development and Productivity
<b>Category of Measure:</b> Output measure
<b>Analysis of Variation:</b> Although performance increased last year, with only two data points there's not enough data to judge
<b>Analysis of Targeted vs. Actual Performance:</b> Actual performance (898) was very close to the target (930) - less than 3.5% lower. It's not clear how the target was set.



## Comments About Desirable Characteristics

<b>Relevance:</b> While this is relevant to the Activity of workforce development, it appears to be a simple count of bodies in any management class.	<b>Timeliness:</b> Although it does provide a regular point for counting total number of things, annual data is less informative because it does not show variation as readily.
<b>Understandability:</b> The phrase, “completing the Management Leadership & Development Program” suggests managers have successfully taken an entire course of study. This is not what is being counted, though.	<b>Comparability:</b> Since DOP has offered similar management classes for decades, it seems as if this data should be readily available for comparison. A percentage would be more comparable, and (if this is cumulative) eliminating cumulated data would be even better.
<b>Reliability:</b> DOP provided good notes describing what was included in the measure (see General Comments). Such notes go a long way toward establishing data reliability.	<b>Cost Effectiveness:</b> This is also a DOP strategic plan measure, so presumably is already calculated and available with little additional cost.

## General Comments & Explanations:

- The notes provided with the data indicate that the fiscal year 2007 total of 898 managers includes Supervision Essentials phase 1 (567 attendees) and phase 2 (149), mid-management leadership academy (70), executive management program (59) and Harvard executive program (53). Thus, this measure appears to be of a simple sum of managers taking any management class from DOP rather than what the measure description suggests: the number who have completed and mastered a specified curriculum or set of courses. Better measures might include:
  - Market penetration: Percent of managers at each level (supervisor, mid-manager, and senior) that have (or have not) taken relevant courses.
  - Learning: Percent of managers certified as a “performance manager”, i.e. who have taken a given set of classes and demonstrated mastery by correctly answering 80% of test questions after the class.
  - Behavior: Percent of managers completing evaluations on time.

# Activity Measure Assessment - Percent of employees paid through HRMS

<b>Performance Measure Description:</b> Percent of employees paid through HRMS - 1019	<div style="text-align: center;"> <b>Percent of employees paid through HRMS</b> </div> <table border="1"> <caption>Data for Percent of employees paid through HRMS</caption> <thead> <tr> <th>Year</th> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td rowspan="2">2005-07</td> <td>Q4</td> <td>99.92</td> <td>99.80</td> </tr> <tr> <td>Q8</td> <td>99.80</td> <td>99.80</td> </tr> <tr> <td rowspan="2">2007-09</td> <td>Q4</td> <td>-</td> <td>99.80</td> </tr> <tr> <td>Q8</td> <td>-</td> <td>99.80</td> </tr> </tbody> </table>	Year	Quarter	Performance (%)	Target (%)	2005-07	Q4	99.92	99.80	Q8	99.80	99.80	2007-09	Q4	-	99.80	Q8	-	99.80
Year		Quarter	Performance (%)	Target (%)															
2005-07		Q4	99.92	99.80															
		Q8	99.80	99.80															
2007-09		Q4	-	99.80															
	Q8	-	99.80																
<b>Budget Activity Links:</b> Human Resource Information Systems (A006)																			
<b>Category of Measure:</b> Output measure																			
<b>Analysis of Variation:</b> Not enough data to judge. The 2006 performance (99.92 %)																			
<b>Analysis of Targeted vs. Actual Performance:</b> The 2007-09 target is set below fiscal year 2006 performance, which suggests that DOP wants fewer employees paid through the system.																			

Comments About Desirable Characteristics		General Comments & Explanations:
<b>Relevance:</b> Payroll is one of the primary human resources (HR) functions supported by HRMS. If a goal is to get all employees paid through HRMS, then a measure of “percent of employees NOT paid through HRMS” would focus attention on the piece that needs to be improved to get to 100%.	<b>Timeliness:</b> Annual data hides variation, so is less informative than more frequent data.	<ul style="list-style-type: none"> <li>Actual performance in Q4, 2005-07, was 99.92%, which seems close enough to 100% to declare success and develop another performance measure. If 100% is an absolute target, then measures may need to focus attention on the piece that needs to be improved to get to 100%.</li> <li>With aggregated data (i.e. annual reporting), it’s impossible to tell what contributed to .08% of employees not being paid through HRMS. Was it a technical glitch one pay period? Was it a single agency? Is it a type of employee, or a geographic location?</li> <li>Alternate measures to consider might be customer ease of use of HRMS (time to enter data for payroll), or error rates (e.g., payroll accuracy, which is a DOP strategic plan measure, or number of payroll exceptions per period).</li> </ul>
<b>Understandability:</b> Very easy to understand.	<b>Comparability:</b> This sort of measure should be comparable in any organization.	
<b>Reliability:</b> Assume good	<b>Cost Effectiveness:</b> This measure is not used by DOP in its strategic plan, but assume data should be relatively easy to get.	

# Activity Measure Assessment - Percent of agencies using E-Recruitment

**Performance Measure Description:** Percent of agencies using E-recruitment system - 1017

**Budget Activity Links:** Recruitment, Assessment, and Appointments - A009

**Category of Measure:** Could be considered an output measure, but might also be an input.

**Analysis of Variation:** Not enough data to judge

**Analysis of Targeted vs. Actual Performance:** Targets provided by DOP with the data (70/80% in 2007-09) do not match targets in OFM's system (80/90%). DOP was only at about 60% of its target of 70% of the 25% of state agencies using the system.

Percent of agencies using E-recruitment system			
Biennium	Quarter	Actual	Target
2005-07	Q8	43%	
2007-09	Q4		70%
	Q8		80%

## Comments About Desirable Characteristics

**Relevance:** This measure has little relevance to the success of the hiring process in general, or use of the E-recruitment system in particular.

**Understandability:** It's not clear that the set of agencies being measured is much smaller than the universe of all state agencies.

**Reliability:** It's impossible to independently verify the number of agencies posting jobs to E-recruit (at least from 27 March to 7 April) because the system is off-line, and the list of 1,000 open jobs does not specify (or allow one to sort by) the agency doing the hiring.

**Timeliness:** Annual data hides variation, so is less informative than more frequent data. The data is dated Aug. 2007, so was five months old when it was provided. A new web system, in particular, is going to have dynamic, monthly change.

**Comparability:** With its focus on just this system, the data is not comparable with the previous approach (percent of agencies use DOP's recruitment web site), although such a before-and-after comparison would be very informative about the degree to which the new system was meeting objectives.

**Cost Effectiveness:** A count of agencies should be easy to get.

## General Comments & Explanations:

- Notes provided by DOP say this, "includes posting through certification for the 37 agencies with an assigned CSM". 43% of 37 agencies mean that 16 agencies are using the E-recruiting system. However, there are at about 140 agencies in state government. A measure that weighted agencies by size (e.g. percent of state employees in agencies using E-recruitment system, or percent of state job applications posted on E-recruit) might be better.
- DOP may want to measure how the E-recruitment system meets the needs of **the other major customer of the system (job seekers)** by measuring the number of new registrants each month, number of returning visitors, percent of registrants successfully hired, etc.
- Technology is supposed to improve productivity (faster time, higher quality, better results). DOP may want to measure aspects of hiring before and after the E-Recruitment system: time to hire; percent of new hires that came from e-Recruitment, time to post a resume, etc.
- System availability is a standard technology measure.

# Activity Measure Assessment - Percent of appeals closed in 12 months

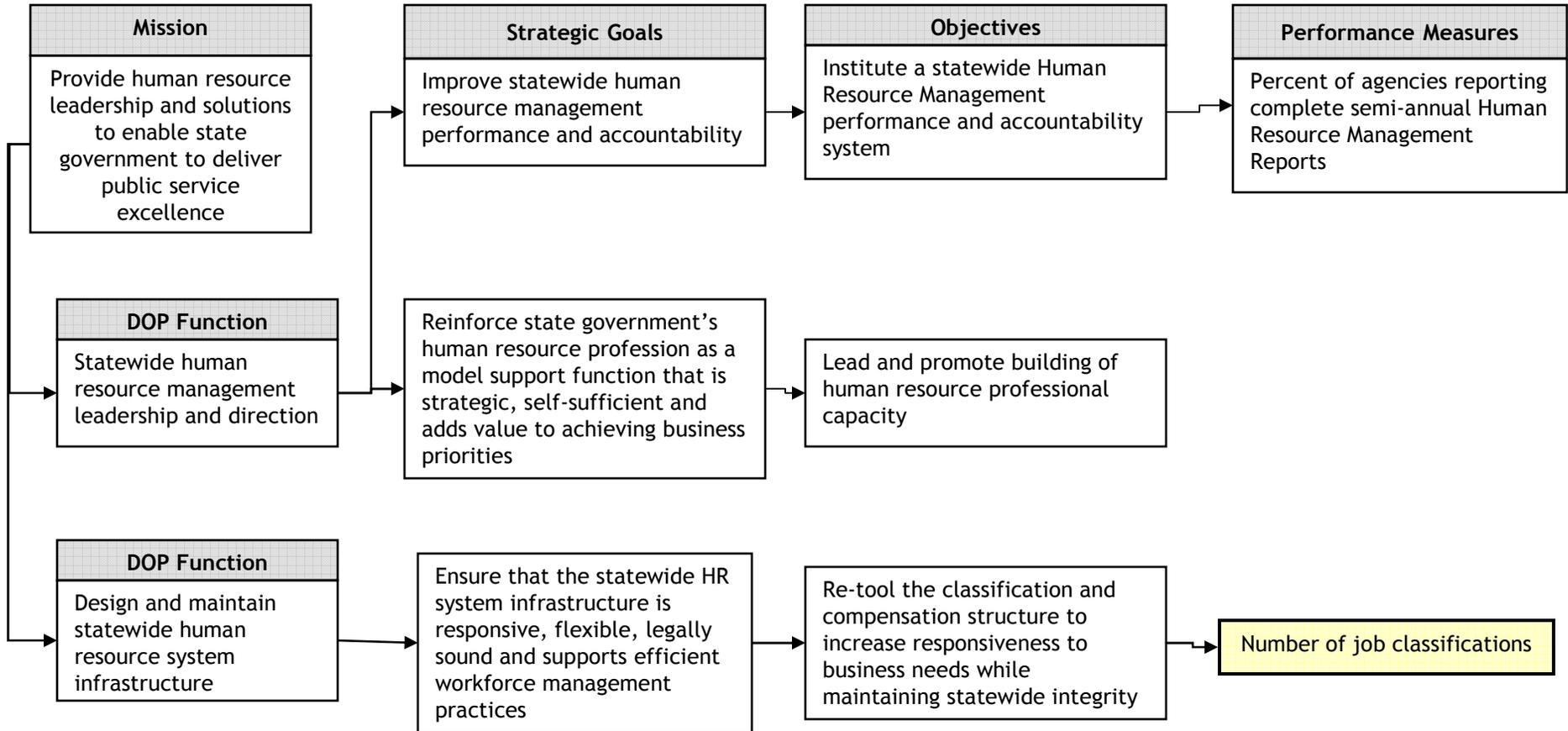
<b>Performance Measure Description:</b> 1014 - Pct. of appeals closed 12 months after date filed	<table border="1"> <thead> <tr> <th colspan="4">Percent of personnel appeals closed within 12 months</th> </tr> <tr> <th>Biennium</th> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2005-07</td> <td>Q8</td> <td style="text-align: center;"><b>96%</b></td> <td style="text-align: center;">80%</td> </tr> <tr> <td rowspan="2" style="text-align: center;">2007-09</td> <td>Q4</td> <td></td> <td style="text-align: center;">90%</td> </tr> <tr> <td>Q8</td> <td></td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>	Percent of personnel appeals closed within 12 months				Biennium	Quarter	Actual	Target	2005-07	Q8	<b>96%</b>	80%	2007-09	Q4		90%	Q8		100%
Percent of personnel appeals closed within 12 months																				
Biennium		Quarter	Actual	Target																
2005-07		Q8	<b>96%</b>	80%																
2007-09		Q4		90%																
	Q8		100%																	
<b>Budget Activity Links:</b> A011 - Adjudication of State Employee Civil Service Appeals																				
<b>Category of Measure:</b> Process measure																				
<b>Analysis of Variation:</b> Not enough data to judge																				
<b>Analysis of Targeted vs. Actual Performance:</b> Actual performance for fiscal year 2007, closing 96% of appeals within 12 months, was far above the expected result of 80%. However, the relevance of 12 months isn't clear.																				

Comments About Desirable Characteristics		<b>General Comments &amp; Explanations:</b> <ul style="list-style-type: none"> <li>The Personnel Resources Board has what appears to be a good case management system, and data from this is available on the web at: <a href="https://fortress.wa.gov/dop/prb">https://fortress.wa.gov/dop/prb</a>. It's fairly easy to export data to a spreadsheet showing appeals closed in a given calendar year, when the case was filed, when a decision was made, and when the hearing was held, then calculate, for instance . . . :                             <ul style="list-style-type: none"> <li>Number of cases per period (22 in 2006)</li> <li><b>Average days open (286 days, 9.5 months)</b></li> <li>Longest days open (one case, open 532 days, represents the 4% variance in the data above)</li> <li>Average time between hearing and final order (28 days)</li> <li>Average time between the date an appeal was filed and the hearing date (223 days).</li> </ul> </li> </ul>
<b>Relevance:</b> Making timely decisions about appeals is relevant to this Activity, but it's not clear why 12 months represents timeliness, since the average days open is 9.5 months. This type of measure (percent done within a period) hides data. Reporting "days to close an appeal" would be more informative.	<b>Timeliness:</b> Quarterly reporting would be more informative than annual reporting.	
<b>Understandability:</b> Percent of things done within a given time frame is fairly easy to understand.	<b>Comparability:</b> Appeals appear to be reported on a calendar year basis, which makes converting to a fiscal year somewhat difficult.	
<b>Reliability:</b> Appears to be reliable based on a review of case data at <a href="https://fortress.wa.gov/dop/prb">https://fortress.wa.gov/dop/prb</a>	<b>Cost Effectiveness:</b> Even though this is not a measure in DOP's strategic plan, the appeals board has a case management system, data is readily available on the web and can be exported to spreadsheets, and the calculation can be done easily.	

# Measures not analyzed

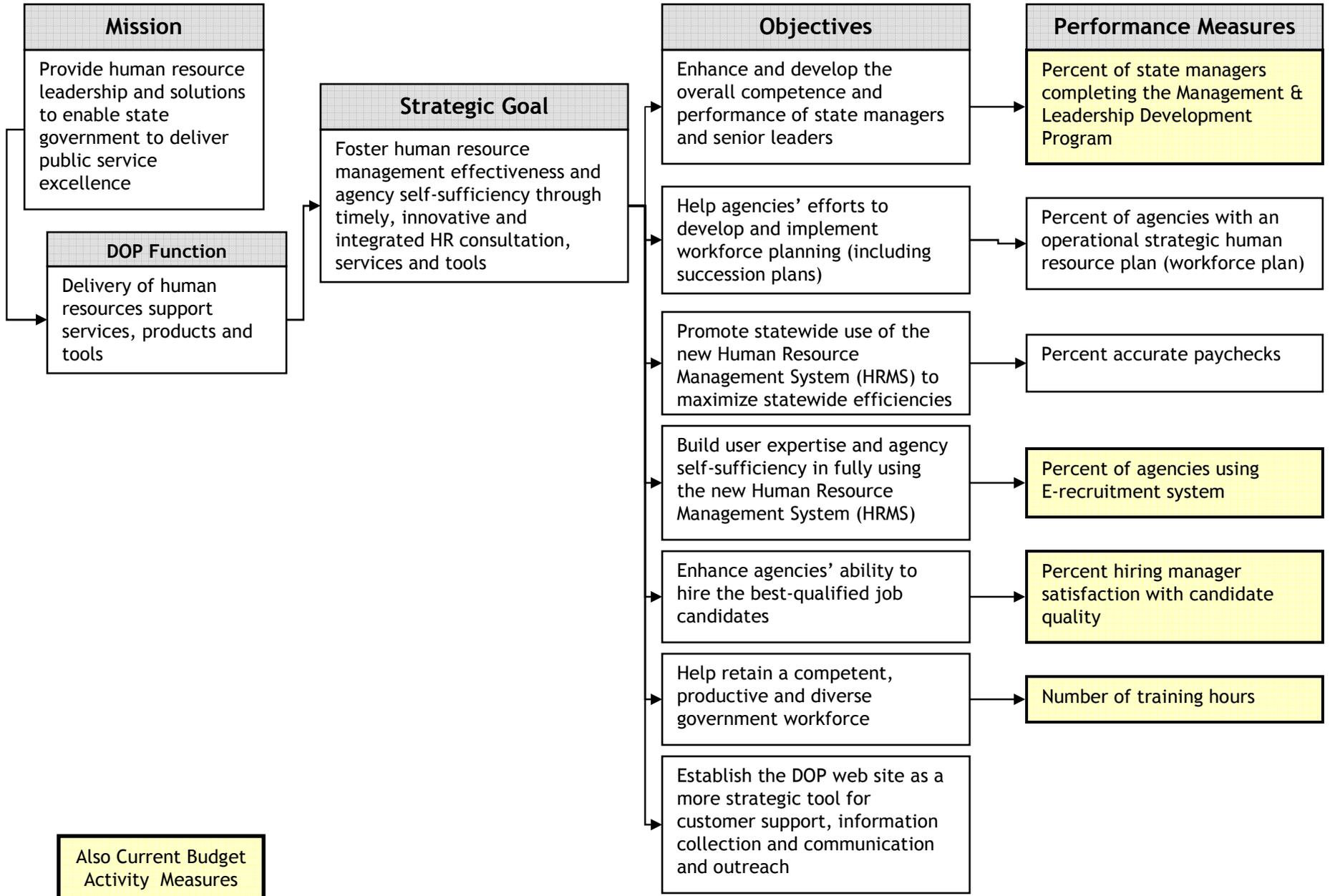
The following measures were not analyzed because there is no data or targets in PMT:	
1021	Percent of HR staff time on transaction - recordkeeping - 1006
1009	Percent hiring manager satisfaction with job candidate quality
1013	Percentage of Personnel Resources Board decisions appealed to superior court.
1011	Overall workforce job satisfaction rating

# Overview of DOP Strategic Planning & Performance Measure Alignment -1 of 3



Also Current Budget Activity Measures

# DOP Strategic Planning & Performance Measure Alignment - 2 of 3



# DOP Strategic Planning & Performance Measure Alignment - 3 of 3

