

Enterprise Performance Management Creating a Data-Driven, Transparent, and Learning Organization

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Session Overview and Learning Objectives

- Define DVR's case for change and EPM
- Share examples of DVR's results and impact on customers, employees, and partners
- Describe EPM tools and best practices, including change management implementation
- Share Data Maturity Model (DMM) and EPM Assessment complimentary offer
- Display examples of dashboards and reports
- Share DVR's EPM learnings
- Outline steps you can take to implement EPM



About DVR (Division of Vocational Rehabilitation)

Vision

Dedicated professionals leading the field of vocational rehabilitations, delivering exceptional experiences to every customer, every time

Mission

Transforming lives by assisting individuals with disabilities to fully participate in their communities through meaningful employment

Values

- Transparency
- Integrity
- Empowerment
- Innovation
- Collaboration
- Equity, diversity, access, and inclusion



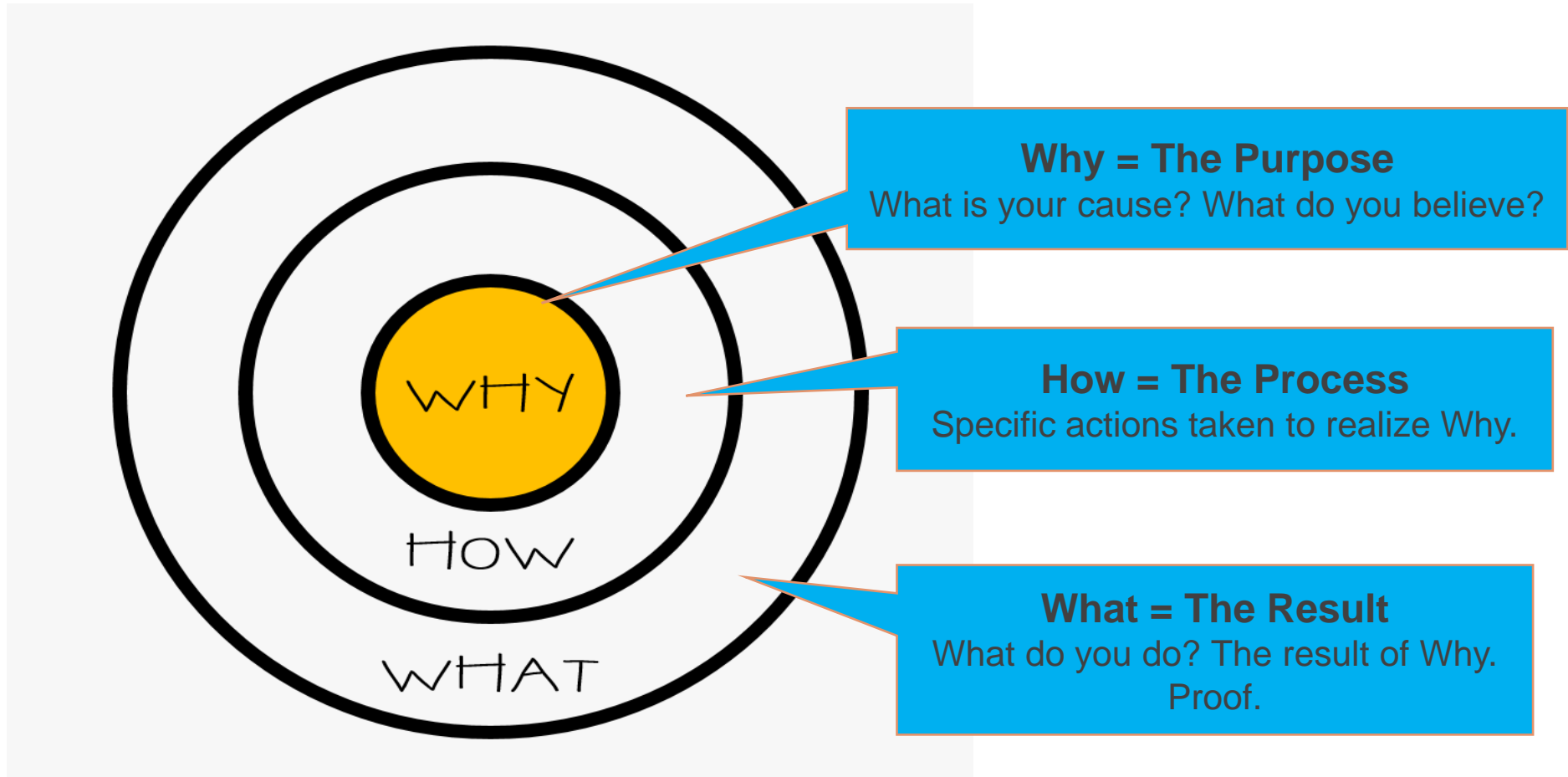
About Mass Ingenuity

- Deployed in over 80 state government agencies and 250,000 FTEs (Washington, California, Oregon, Arizona, New Mexico, and Pennsylvania)
- Power up strategy, deploy an effective enterprise performance management system, and connect strategy with day-to-day operations
- Integrate people, process, and technology
- Cloud-based Enterprise Performance Management (EPM) software and consulting services for strategy-to-execution excellence
- Results Software delivers a full EPM platform
- Connects to any information system through its API (application programming interface)
- Integrates with Power BI and Tableau (visual analytics tools)
- Set up in 5 business days with minimal IT resources needed



DVR's Case for Change: Transforming the Organization Through EPM

Why of Our Work Drives Everything



Source: Simon Sinek

DVR's Case for Change and EPM

- Become data-driven
- Continuously focus on learning
- Increase transparency
- Focus on outcomes
- Increase employee engagement
- Constantly improve customer satisfaction



What Are We Doing?

- DVR has implemented Results Management System and Results Software
- Our new enterprise performance management (EPM) system
- We are intentionally focusing efforts on becoming a data-driven, learning organization
- DVR is currently adopting a Fundamentals Map that defines daily operational core processes
- Critical success factors that support our goals and objectives
- Enables us to focus our resources and continuous improvement efforts where they are most meaningful
- Fundamentals Map creates the foundation of the measures you will see in Results Software
- Aligns the work we do across the agency

Why We Are Doing This?

- Becoming a data-driven, learning organization will help DVR improve the effectiveness, efficiency, and accountability of the services we provide
- Ultimately leading to better outcomes for our customers
- EPM is an approach that aligns our efforts to achieve our goals in a way that is transparent, accountable, and measurable
- Nationwide, VR programs are facing scrutiny related to program outcomes, service quality, and resource allocation and management

In Washington, we are implementing EPM to:

- Demonstrate to partners and stakeholders that we provide essential services, and the cost-benefit of our program is positive
- Identify, prioritize, and connect everyone's daily work with agency goals
- Gain efficiencies in our routine work to free up resources to focus on the most important projects and outcomes
- Make our performance measures transparent and accessible to all staff
- Utilize data effectively to make informed and proactive decisions

What Are the Benefits?

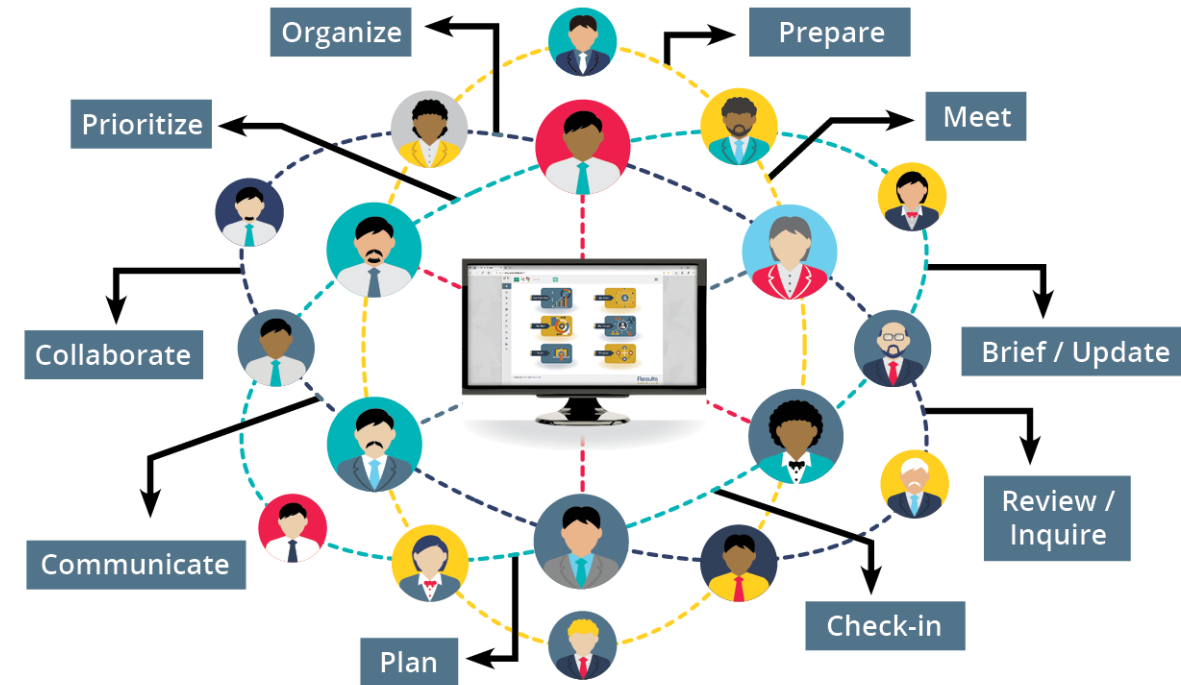
Adopting EPM, expanding performance measures, and making all this information transparent and accessible provides a more comprehensive understanding of our program performance.

Benefits that come with implementing EPM include:

- Quickly identifying areas for improvement and addressing those areas
- Leveraging the use of technology to become flexible and adaptable to the changing needs of our clients, employers, and the labor market
- Increasing employee engagement by breaking down silos and connecting staff across the agency to utilize our collective power to achieve results
- Demonstrating the value of vocational rehabilitation services to stakeholders and partners

Why Enterprise Performance Management Is Powerful

- **Optimize your agency's mission through the "strategy to execution journey"**
 - By seamlessly providing visibility, transparency, accountability, and management best practices
 - Integration of people, process, and technology
- **People:** Change management, group facilitation, leadership development, coaching, inclusion of multiple stakeholders, and engagement of diverse points of view
- **Process:** Macro- and micro-level process improvement; start at executive level and cascading to frontline processes, including performance measures and measure owners
- **Technology:** Manage and connect with performance data from multiple sources; provide visual analytics and reports; seamlessly connect people and processes



Learning EPM Tools and Best Practices

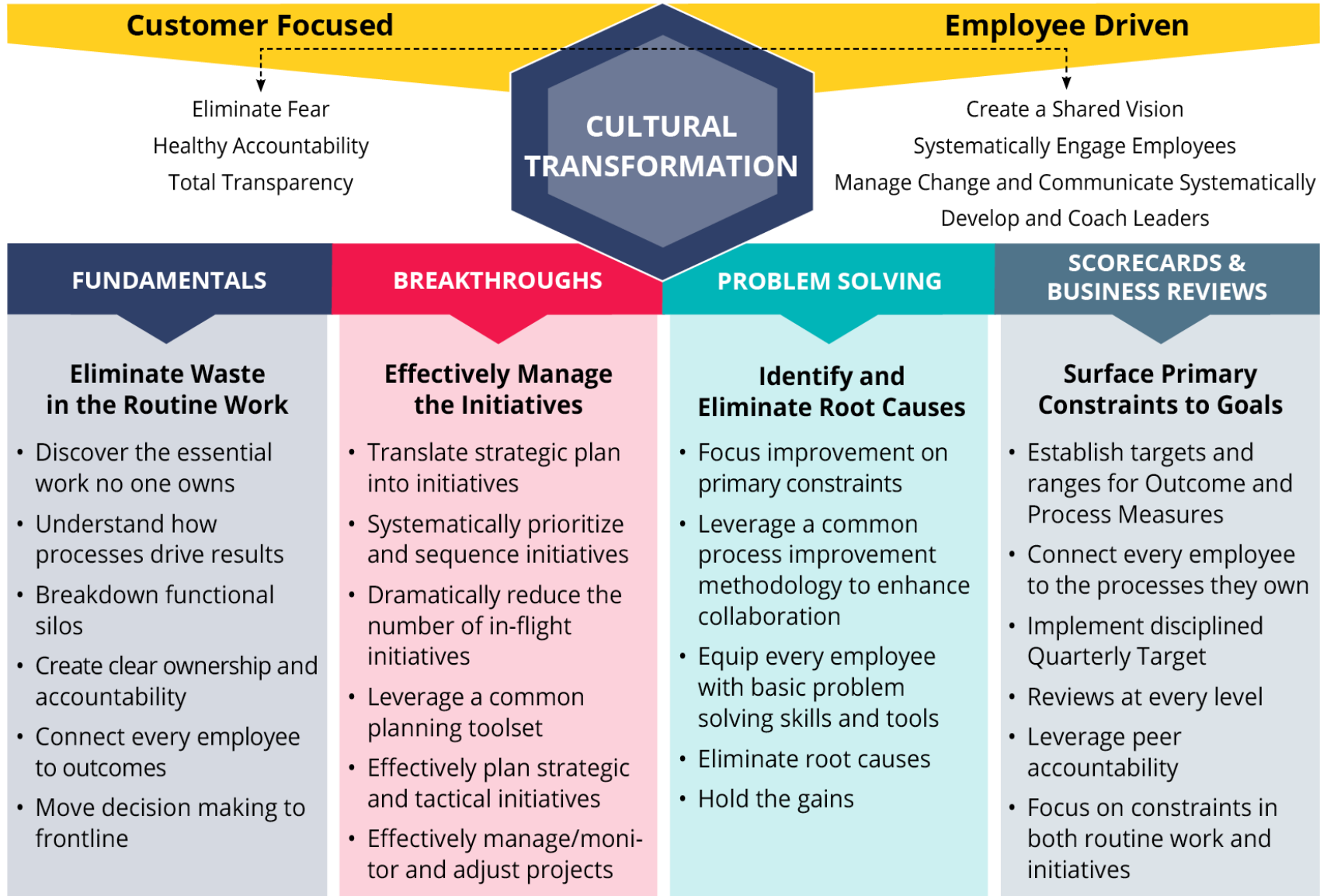
Results EPM System

Government Performance = People + Process + Technology

- **Fundamental Maps** tie strategy to execution and establish KPIs and owners for every strategy, process, and initiative
- **Results Software** institutionalizes performance management by providing easy access to data-driven insights for decision-making and problem-solving

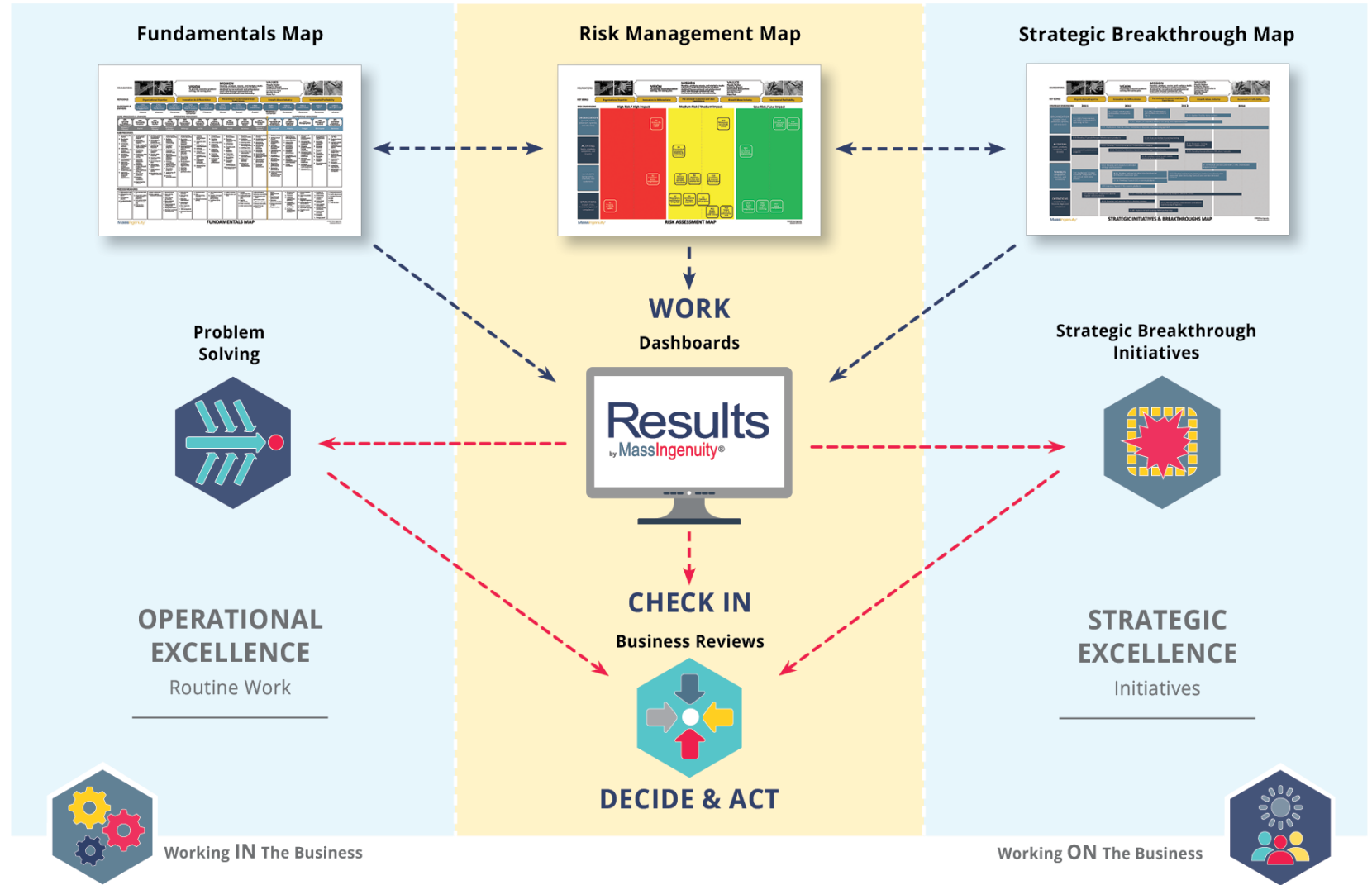


Results Management System



4 Components of Enterprise Performance Management

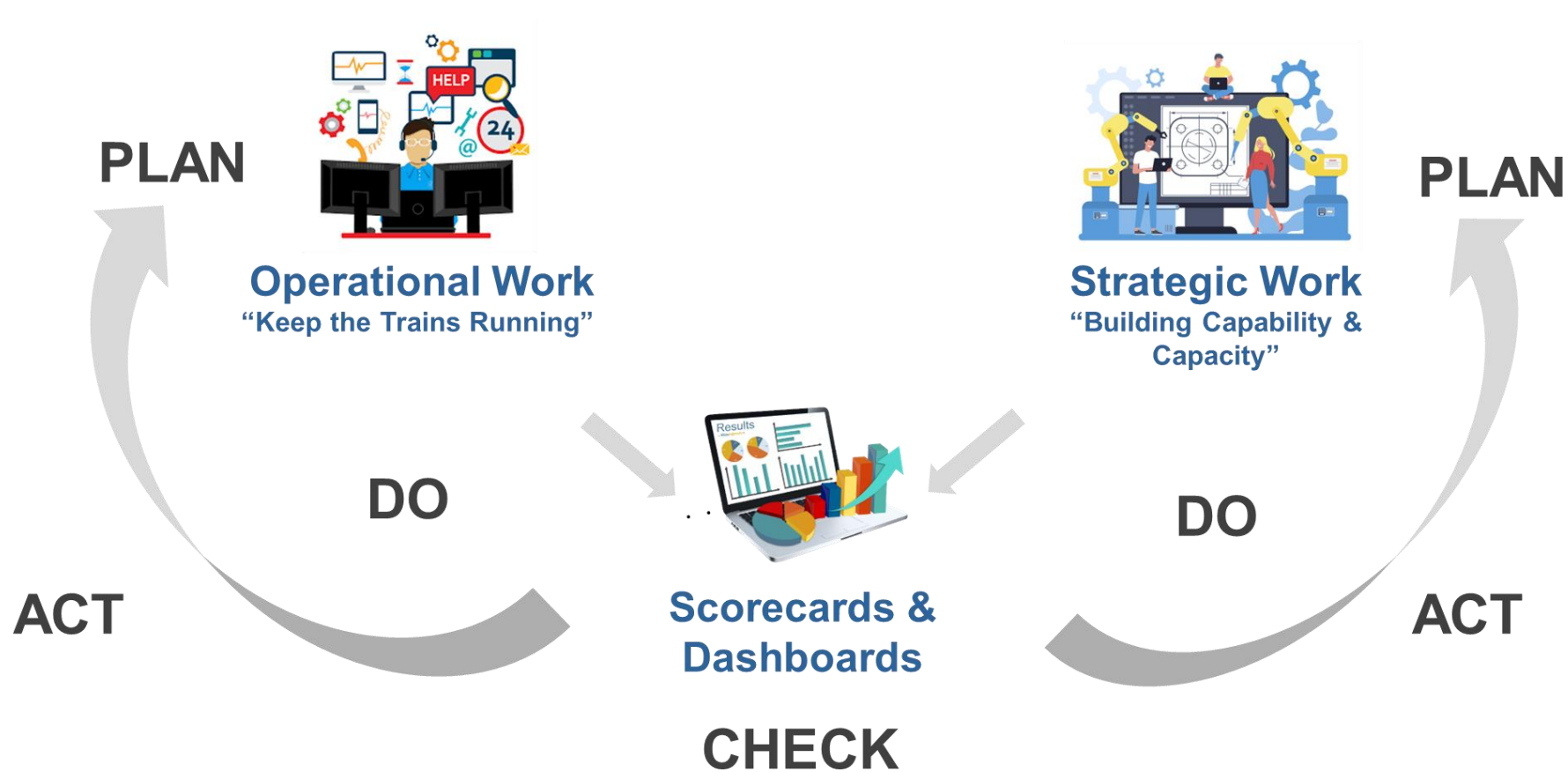
Change Management



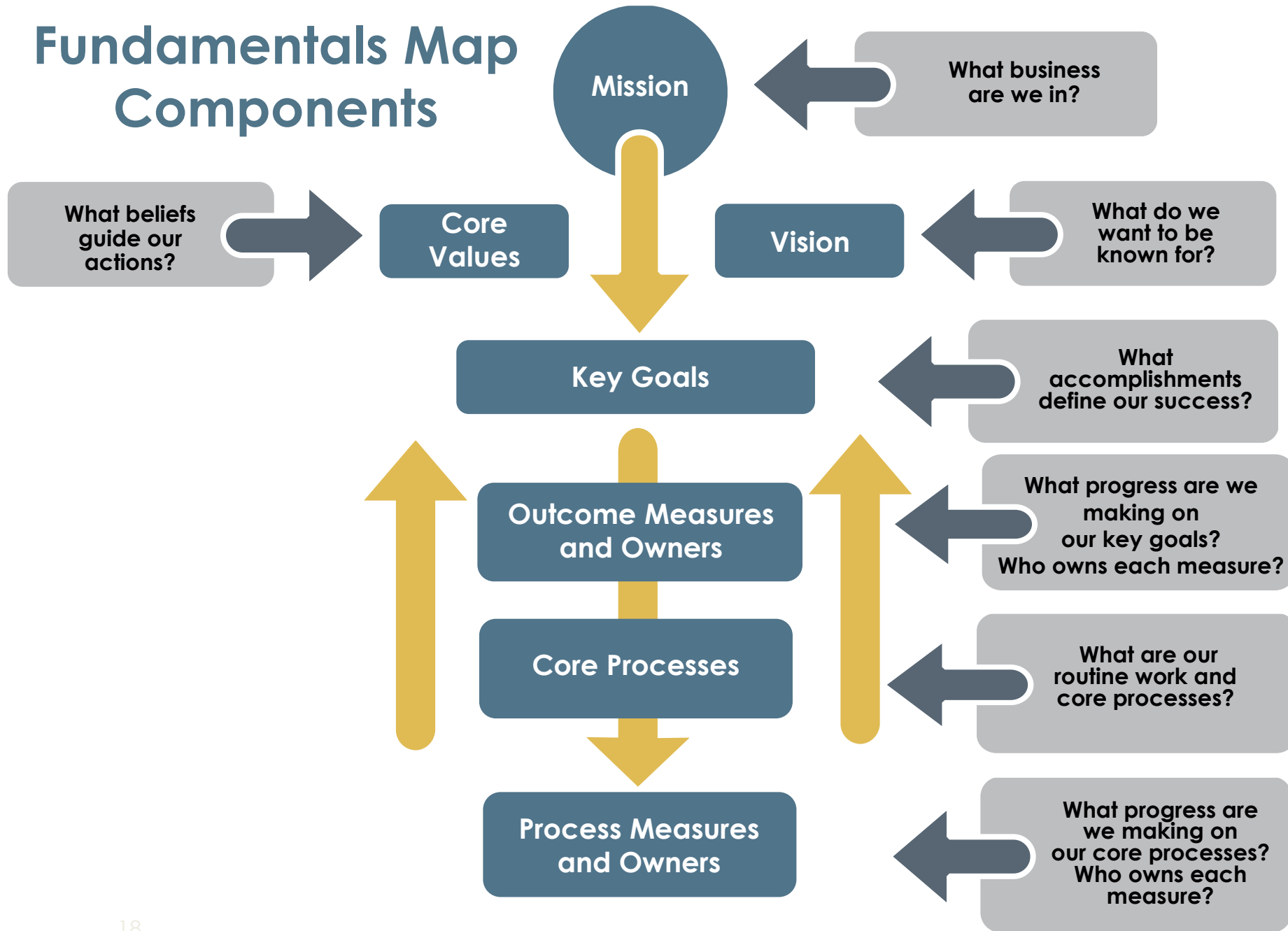
Our roots are in a Lean-based Management System

EPM Cycle

Successful Enterprise Performance Management

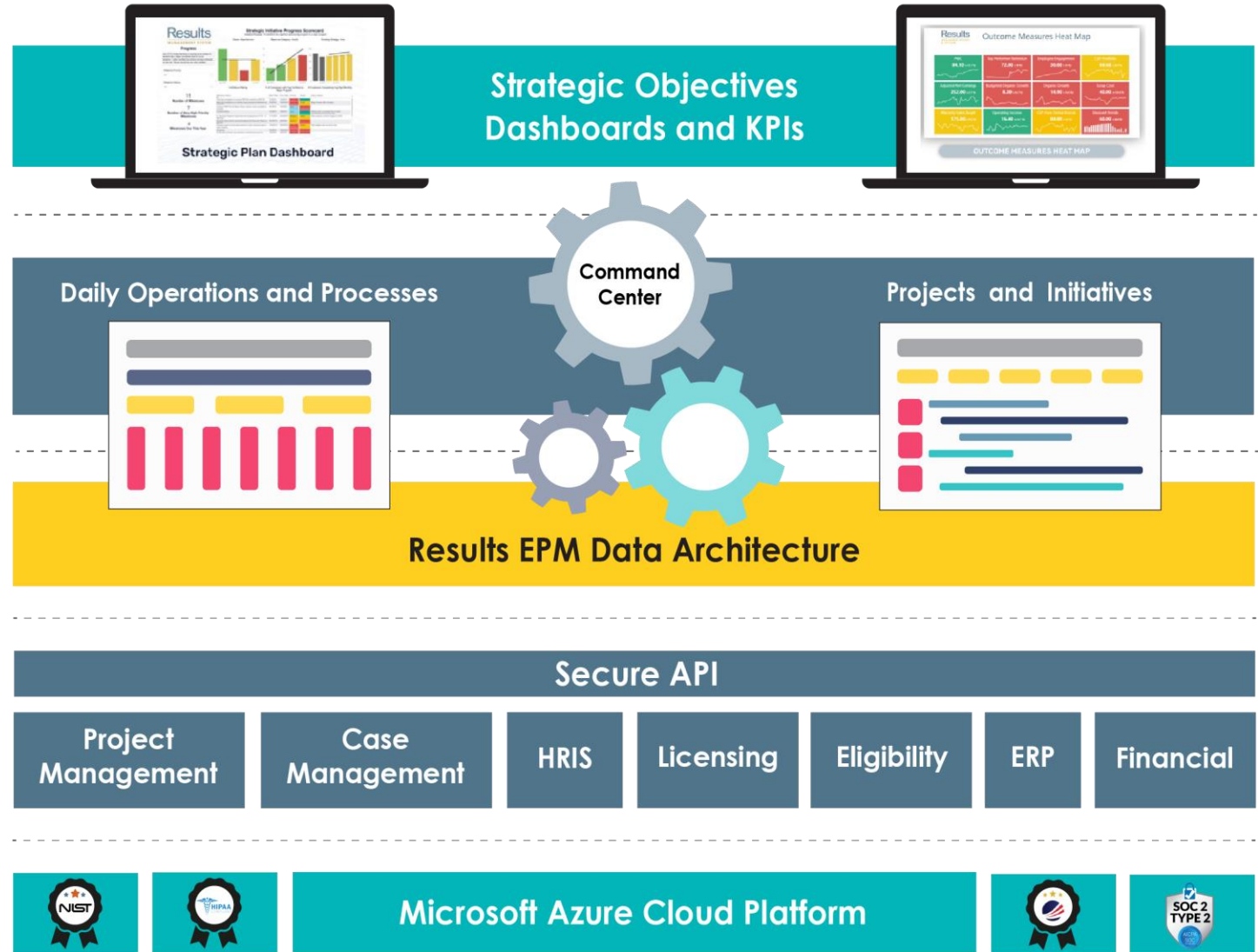


Fundamentals Map Components

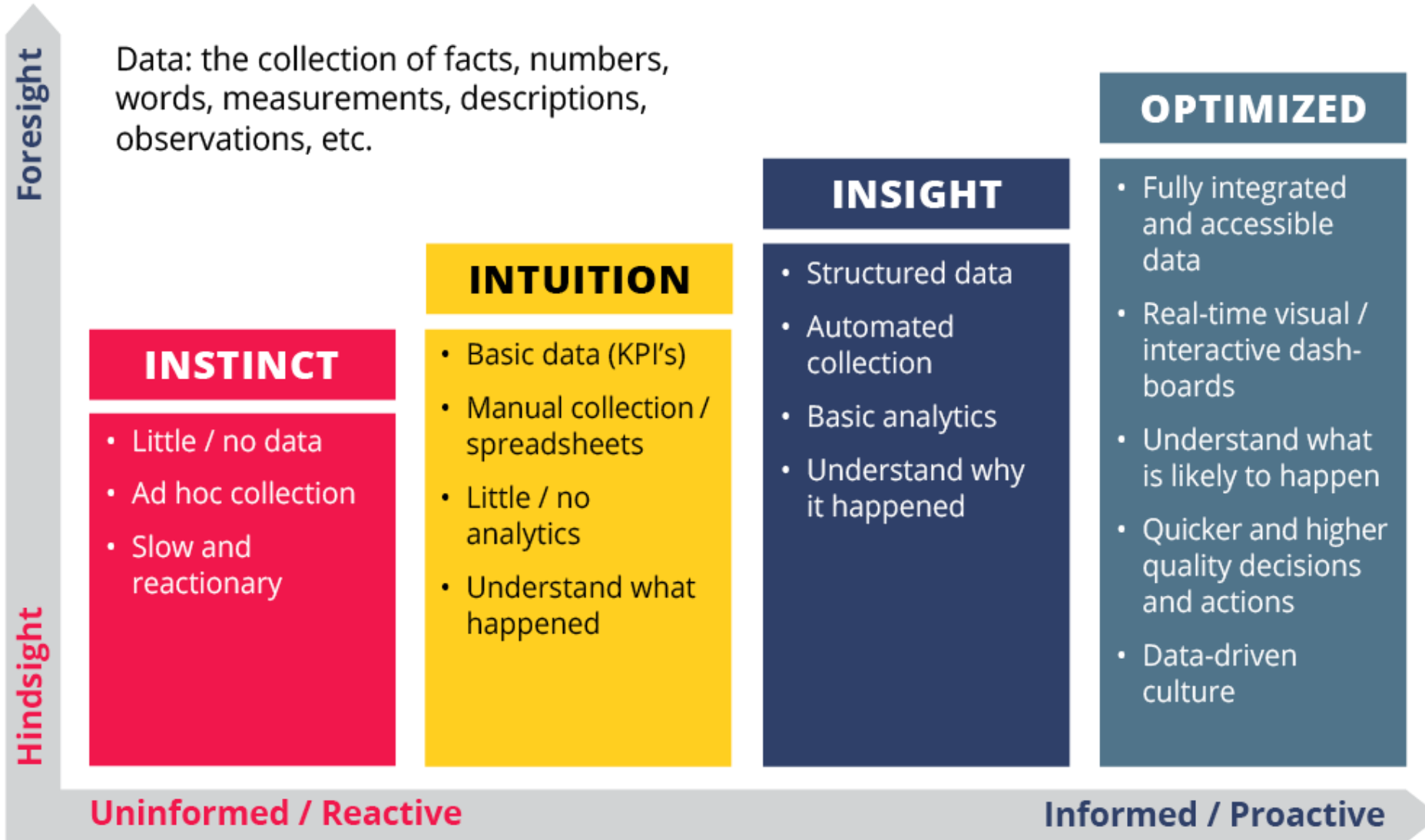


Developing
Operational
Excellence and
Performance
Measurement
Owners

Results Software Technology Stack



Data Maturity: From Instinct to Optimized

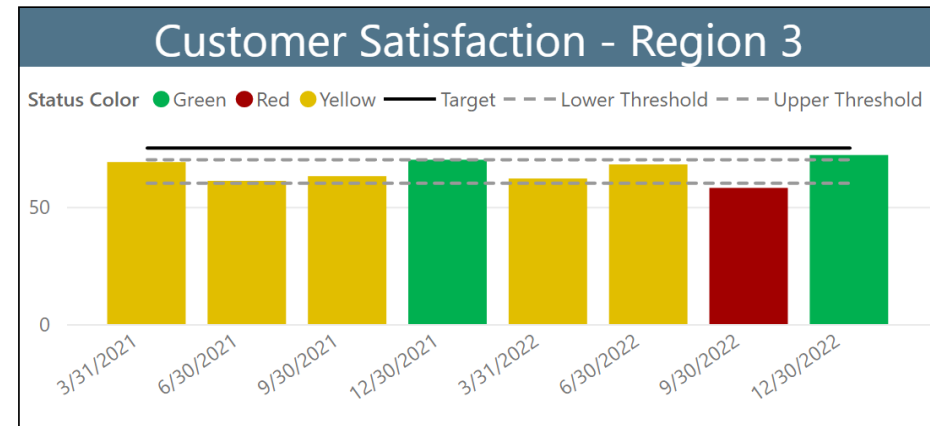
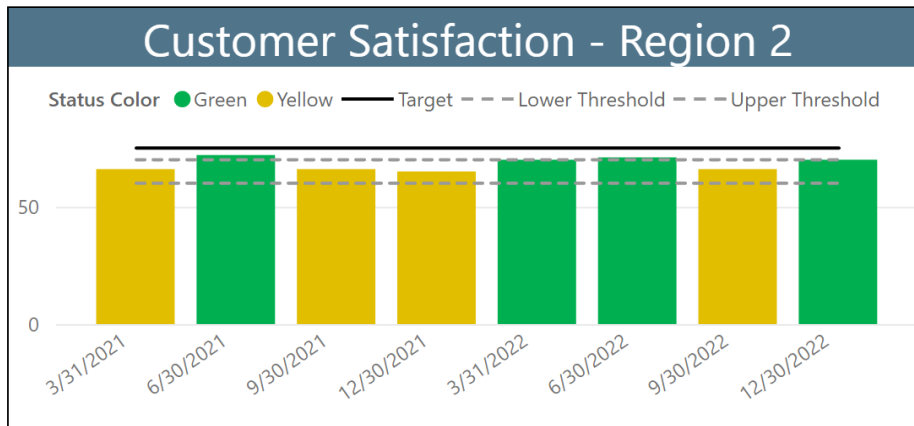
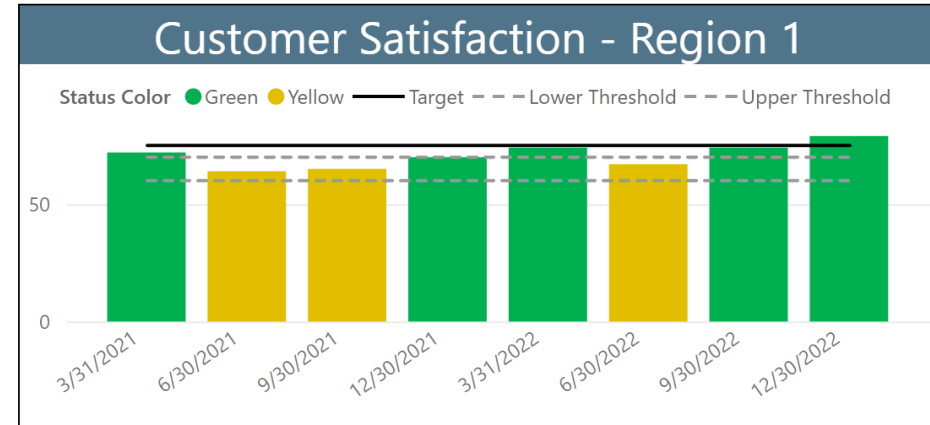
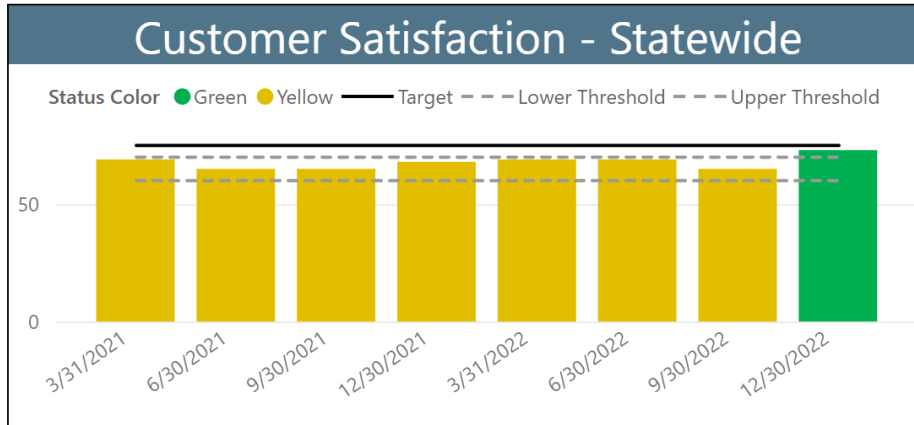


Contact Us for Complimentary EPM and Data Maturity Assessment

Sample Dashboards and Reports (DVR and Others)

DVR Customer Satisfaction Comparison

3/31/2021 12/30/2022



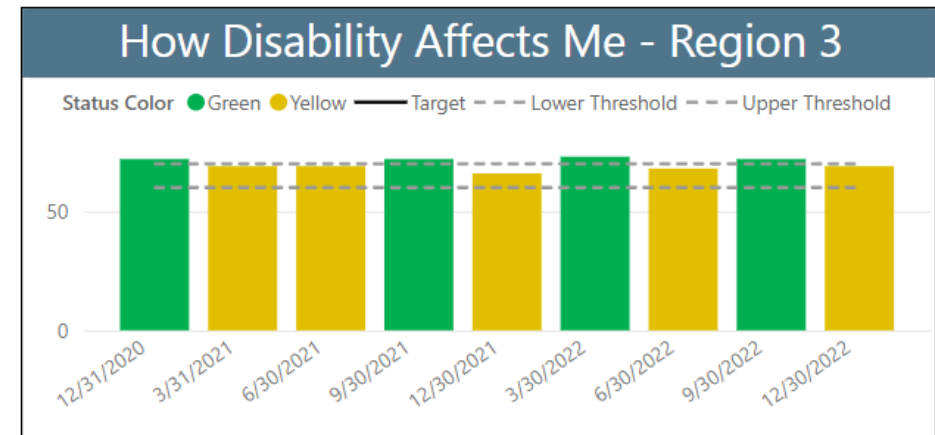
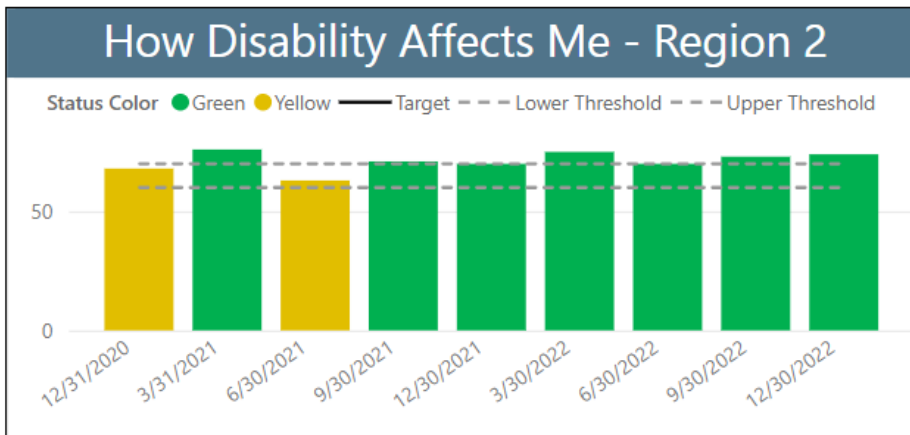
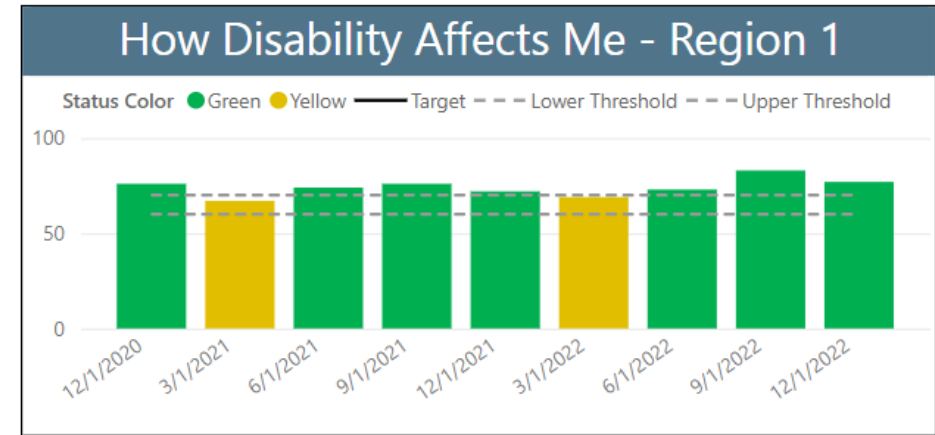
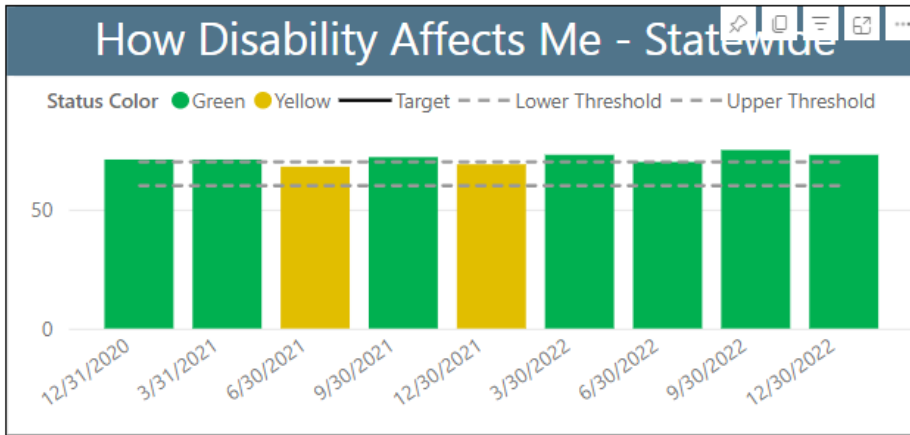


How Disability Affects Me Comparison

"My counselor understands how my disability affects me"

12/31/2015

7/13/2023

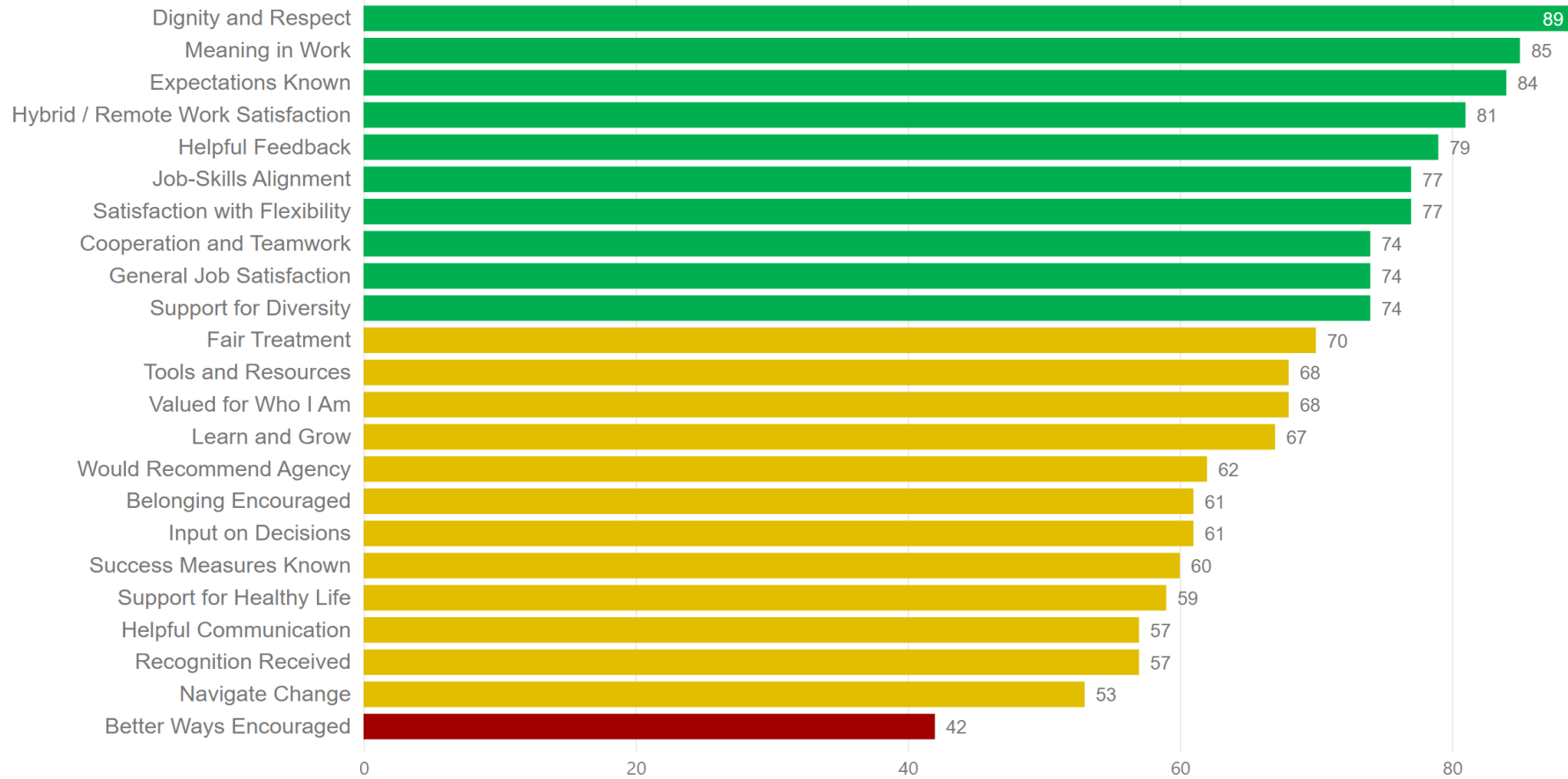


Employee Engagement

Percent Positive Pareto



Year
2022



Employee Engagement Percent Positive Comparison

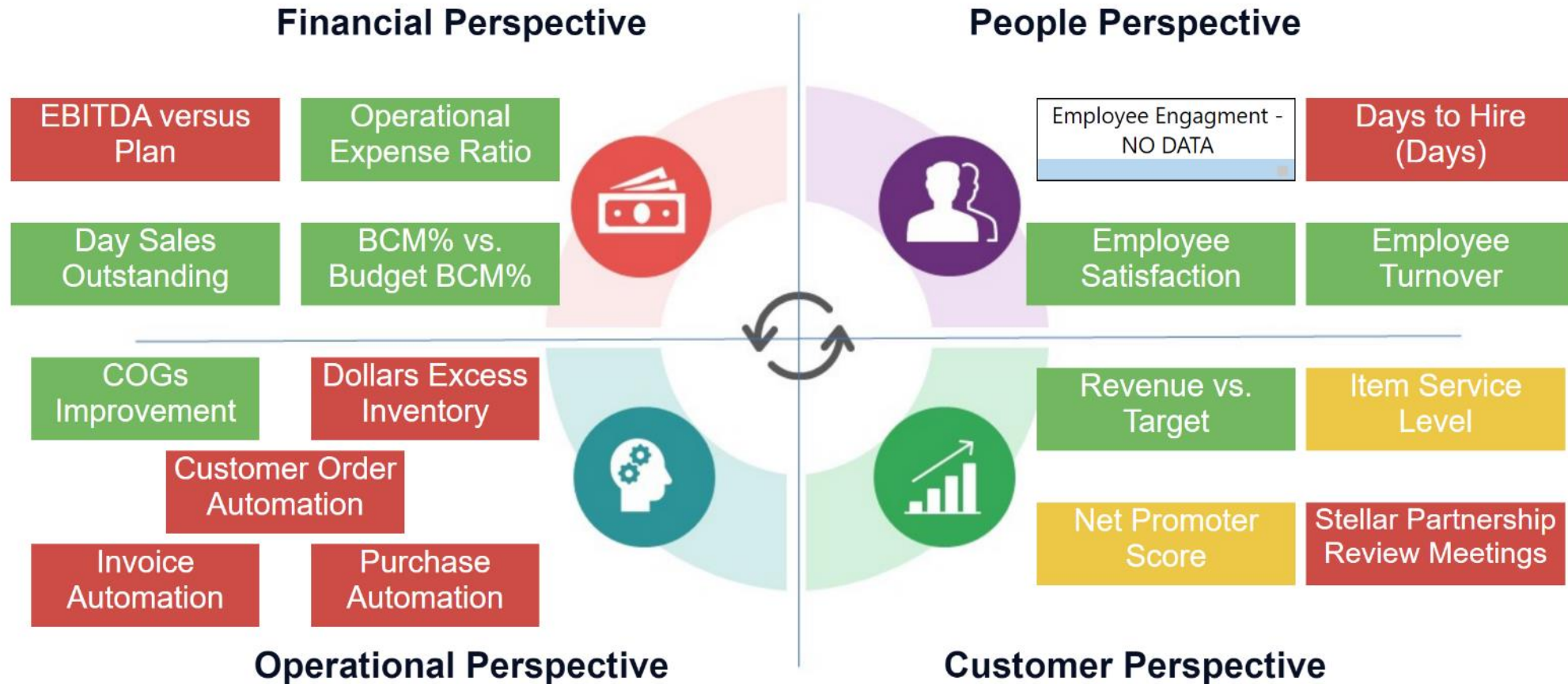


Year
2022

Measure Name	07 Employee Engagement Survey - DVR Data	08 Employee Engagement Survey - DSHS Data
Dignity and Respect	89.00	89.00
Expectations Known	84.00	86.00
Meaning in Work	85.00	79.00
Helpful Feedback	79.00	78.00
Hybrid / Remote Work Satisfaction	81.00	74.00
Support for Diversity	74.00	77.00
Cooperation and Teamwork	74.00	74.00
Job-Skills Alignment	77.00	71.00
Satisfaction with Flexibility	77.00	70.00
General Job Satisfaction	74.00	70.00
Fair Treatment	70.00	72.00
Tools and Resources	68.00	70.00
Valued for Who I Am	68.00	63.00
Learn and Grow	67.00	62.00
Belonging Encouraged	61.00	61.00
Would Recommend Agency	62.00	59.00
Success Measures Known	60.00	57.00
Support for Healthy Life	59.00	58.00
Helpful Communication	57.00	59.00
Input on Decisions	61.00	55.00
Recognition Received	57.00	59.00
Navigate Change	53.00	53.00
Better Ways Encouraged	42.00	50.00

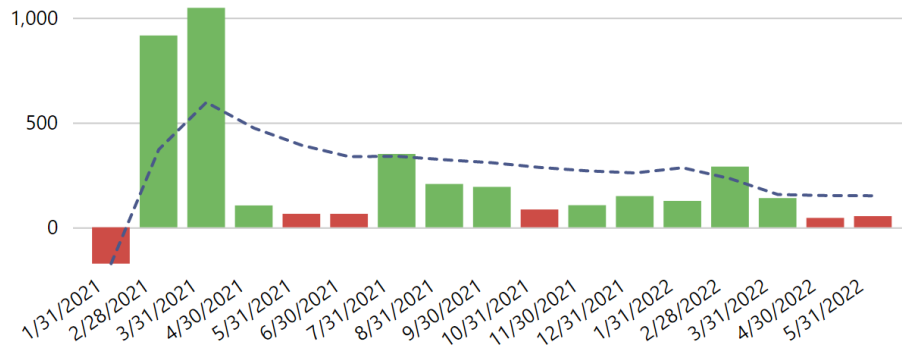
Balanced Scorecard View of KPIs

Commercial Company Priorities

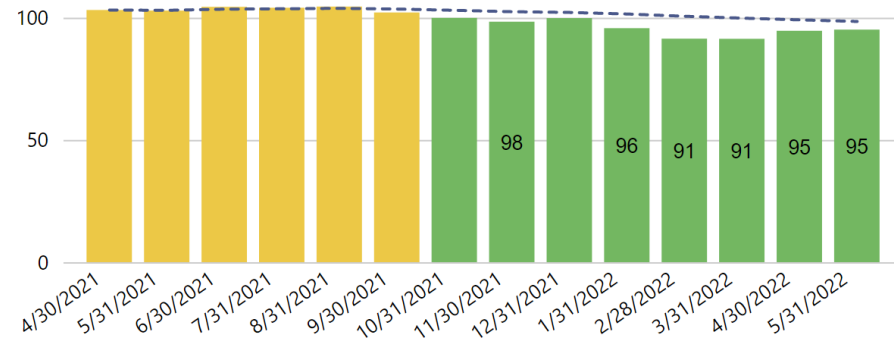


Sample Financial Summary

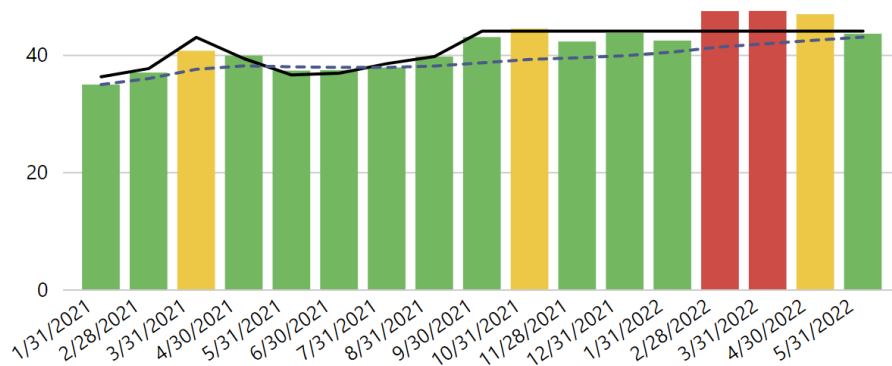
EBITDA vs. Plan



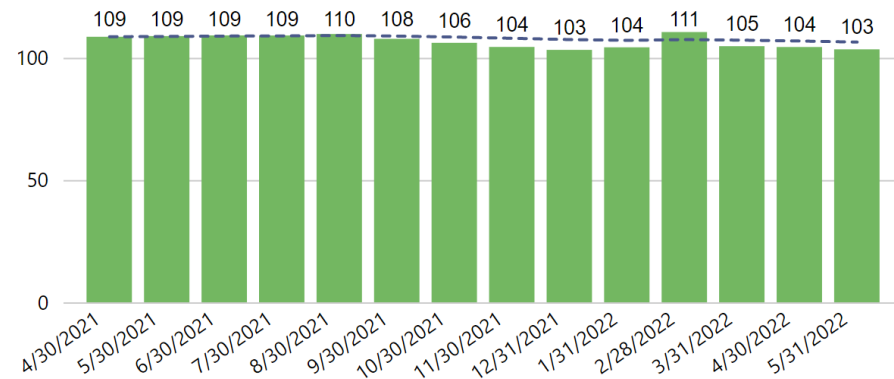
Operating Expense Ratio



Days Sales Outstanding



BCM% vs. Budget BCM%




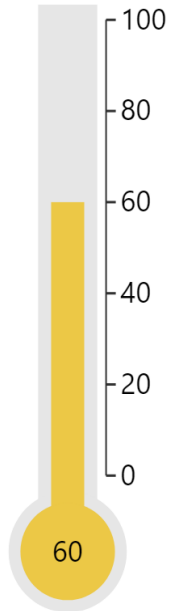
Oregon Department of Fish and Wildlife



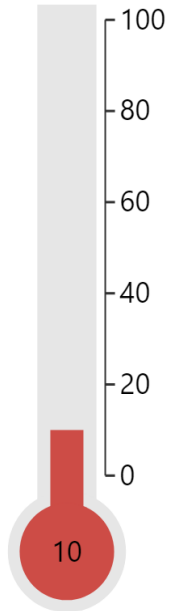
Sage Grouse Core Maps and Plan Update (Phases 2&3)



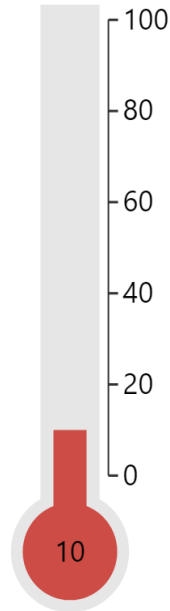
Select the  icon to see each strategy's schedule



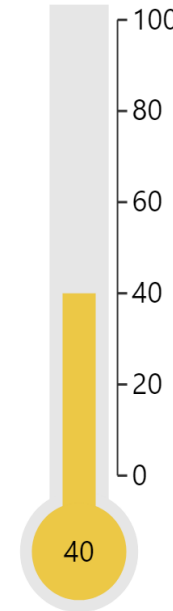
S1



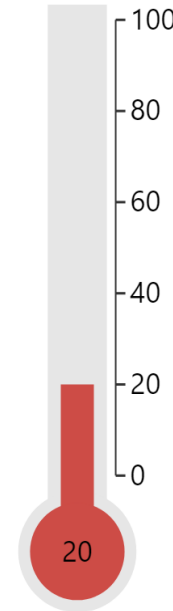
S2



S3



S4



S5

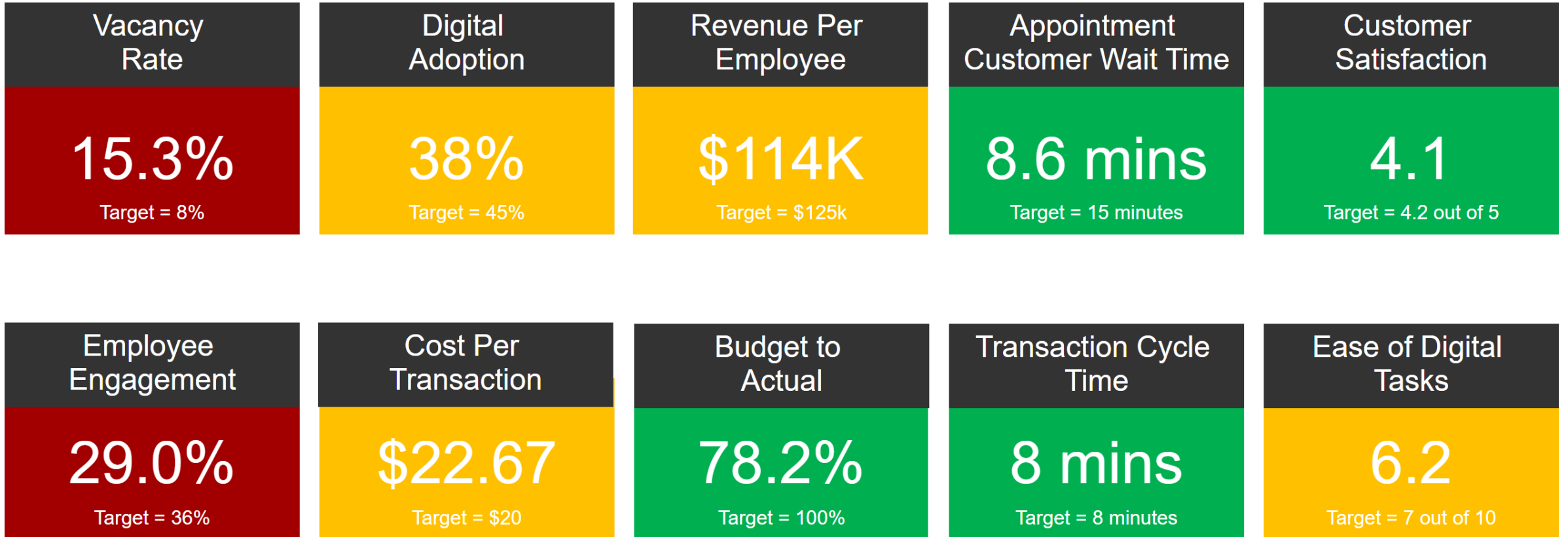


S1 - Conduct ODFW Internal District Review (Phase 2)
S3 - Conduct Partner and Public Review (Phase 3)
S5 - Present Plan for Approval by ODFW Commission

S2 - Conduct Federal Review (Phase 2.5)
S4 - Revise Habitat Layers and Update to Sage Grouse
Conservation Assessment & Strategy

Enterprise Level KPI Heat Map

DMV Strategic Plan KPIs

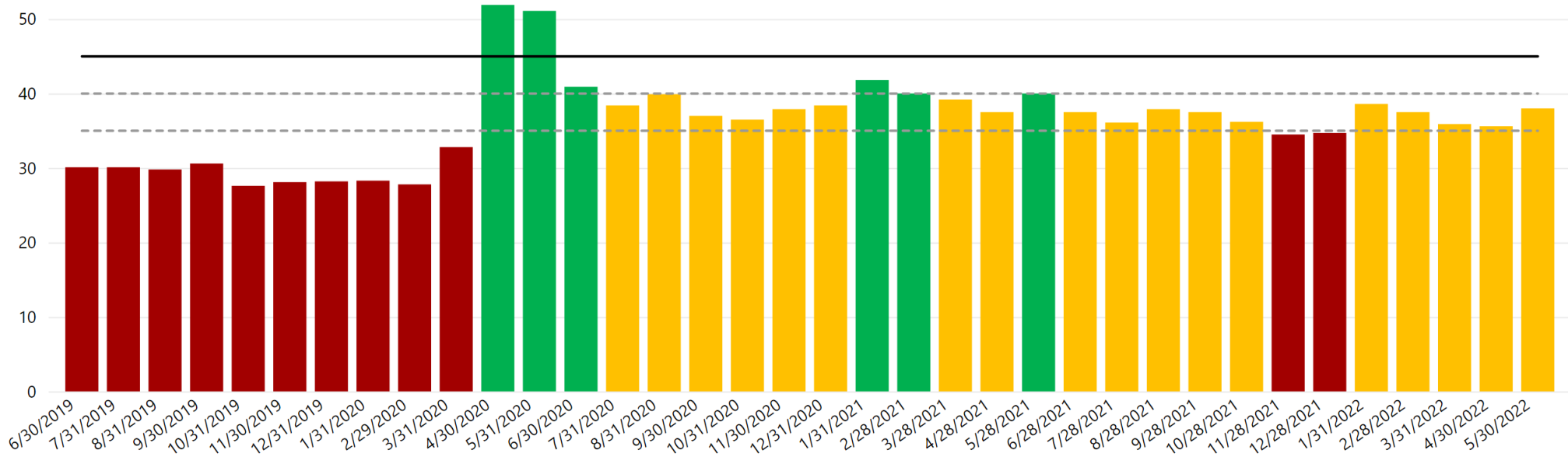


Detailed KPI View

Digital Adoption

Budget to Actual	Cost Per Transaction	Customer Satisfaction	Customer Wait Time with Appointment	Digital Adoption	Ease of Digital Tasks	Employee Engagement	Revenue Per Employee	Transaction Cycle Time - Field Office	Vacancy Rate
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Toggle to view the data in a table



Legend	Measure Owner	Data Steward	Threshold Type
Target Line ———	Thompson, Serenity@DMV	Wells, Brock@DMV	GoodHigh
Threshold Line - - - - -			

[View Measure Description](#)

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Performance Management now
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