

State agencies need to build a strong performance management foundation to meet stakeholder demands and successfully carry out their mission. Effective performance management is geared toward eliminating waste in routine work, surfacing constraints to accomplishing the organization's strategic goals, and addressing root causes of performance constraints.

Agencies should evaluate practices on four critical management system components and four critical capabilities that together form the basis for optimal organizational performance. The outcomes of this assessment should:

- Determine the agency's preparedness to meet performance objectives
- Identify opportunities for development in critical competency areas
- Inform investment decisions on capabilities and capacity as stakeholder demands increase
- Drive targeted strategic and process improvement initiatives



# The Skill Map for State Agencies



### **Management System Components**

Fundamentals are the routine, core work of the organization	Strategic Initiatives drive strategy and performance improvement efforts	Business Reviews provide a forum to review and discuss performance	Problem Solving addresses barriers to optimal performance
	When do		
Eliminates waste in day-to-day work and processes	Integrates goals, planning, and continuous improvement	Identifies specific improvement opportunities	Pinpoints and resolves root causes

## **Critical Capabilities**

#### CommsQuotient

The communication skills, resources, and practices to achieve alignment and engagement and effectively manage change

#### CultureQuotient

An organizational culture that drives continuous improvement by engaging every member of the team and reinforcing expectations and practices

#### TechQuotient

The tools and technology in place to enable consistent, efficient, and effective performance management throughout the organization

#### ProcessQuotient

Established processes, frameworks, practices, and accountabilities for routine work and special initiatives



**People focused** 

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