

# ADVANCED PERFORMANCE MANAGEMENT FOR GOVERNMENT

Dates Offered:

August 7-9, 2017

## GOVERNMENT PERFORMANCE LEADER CAREER PATH:

Obtain the skills and a pathway to taking a leadership role on performance improvement initiatives in government

## ALIGN PROGRAMS TO RESULTS:

Proven approaches for aligning programs and management initiatives to an integrated performance management system for your government organization

## TAMING DATA AND METRICS:

Tools and methodologies for managing the deluge of performance information to find the most meaningful measures and data sets

## OVERCOME INTERNAL RESISTANCE:

Techniques for gaining leadership buy-in for performance improvement initiatives – and building a performance team of program managers and line employees sets

## AGILE PERFORMANCE MANAGEMENT:

Refine and adjust your performance measures and initiatives to fit changing environments in government

An invitation-only certification  
training program for individuals  
leading performance improvement  
initiatives in government



Register online at [www.performanceinstitute.org](http://www.performanceinstitute.org)  
or call 1-877-992-9521

The Performance Institute  
1440 G St NW  
Washington, DC 20005



PLAN • JUSTIFY • MEASURE • EVALUATE • MANAGE • REPORT • INNOVATE

# ADVANCED PERFORMANCE MANAGEMENT FOR GOVERNMENT

## TOPIC OVERVIEW

The Advanced Performance Management for Government Week is designed for individuals who will lead or play a key execution role in performance improvement initiatives in their organization.

### This course is not for beginners.

It involves a vetting process to ensure you are ready to participate in this level of coursework. Attendees are asked to bring a project they are working on to the class or to identify a project that they would like to see implemented within their agency.

## What you will learn:

You will emerge from this interactive workshop with the skills you need to lead successful performance improvement initiatives, including the following competencies:

- Secure buy-in from elected officials, political appointees, senior managers, and line managers for using performance management in government
- Overcome resistance to performance measurement transparency and reporting requirements
- Integrate performance management initiatives into other management improvement efforts already underway in your agency
- Lead cultural change within government to achieve improved results
- Utilize performance measures with state-of-the-practice techniques of evidence-based analysis, data analytics, performance reporting, benchmarking, etc.
- Devise and lead performance improvement teams – working across program silos to get better results

## Certification:

Participants will receive a specialized certificate as an Advanced Government Performance Manager – provided they have completed the Institute's Government Performance Management Week (Strategic Planning and Performance Measurement) along with one other course of their choosing. After completing the requirement, you will have a solid career path: Advancing in government as someone known for proven abilities in management performance improvement initiatives.

## Advanced Performance Management for Government Specifications:

- PDU Credits: 24
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: Strategic Planning and Performance Measurement – or equivalent
- Advanced Preparation: None
- Length: 3 Days (in class)
- Tuition: \$2195
- 30-day Early-Bird Rate: \$1995

## Application process:

Attendees are vetted to ensure suitability to the program. You must already have taken the Performance Institute's courses in Strategic Planning for Government and Performance Measurements for Government to be invited to attend or demonstrate an equivalence knowledge in these areas for acceptance into the program.

Class size is limited to foster hands-on interaction with the instructors and among participants.



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# Day 1: Becoming a Performance Leader in Government

## MODULE 1

### *Government Performance Manager Career Path: What it takes to lead performance improvement initiatives*

- Landscape: Update on the latest trends and mandates in government performance management
- Opportunities: What roles do performance managers play in government?
- Advancement: How do you position yourself for one of these roles?
- Skills Development: What key skills do you need to be a performance manager?
- The Community: How you can network with other performance improvement leads in government to access lessons and best practices

Exercise: Participants will introduce themselves, their work experience, and discuss a performance improvement initiative currently going on within their government organization or one they would like to see launched. Participants will be asked to apply concepts learned during the course to their cases.

## MODULE 2

### *The Five Major Barriers to Strategy Execution in Government*

Definition of the Barriers and Signs Your Organization Has A Problem With Them

- Vision Barrier
- Requirements Barrier
- Resources Barrier
- Measurement Barrier
- Leadership Barrier

## MODULE 3

### *Assessing Your Starting Point: The Government Performance Management Maturity Model*

- Conducting a comprehensive assessment of your government organization's current use of performance management concepts
- Identifying weaknesses in the current approach to performance management
- Tailoring your approach to performance management to build the capacities lacking within your government organization

## MODULE 4

### *Defining the Scope of Your Performance Management Initiative*

- Selecting Your Targets: Identify performance improvement opportunities and cross-walk to external mandates or internal leadership policy goals
- Project Management Fundamentals for Performance Improvement Initiatives
- Managing and scheduling kickoffs, working sessions, review points, and more
- Resourcing your initiative: understanding your own budgetary and resource constraints

## MODULE 5

### *Identifying and Developing Your Performance Improvement Team*

- Policy Leaders: The core group of leaders responsible for setting overall direction, approving lower-level plans, and determining the approach to and success of the implementation management program
- Planning Process Leader (PPL): The individual responsible for developing and managing the planning schedule, coaching individual teams and team leaders, and integrating final results into integrated implementation plans
- Planning Unit Team Leaders: Individuals responsible for creating a team and performing the work associated with Situation Assessments and Action Plans
- Primary Planning Unit Team Leaders
- Issue-Unit and Cross-Unit Team Leaders
- Other Team Leaders
- Team-building and team development

## MODULE 6

### *RF AIM: Gaining Senior-Level Leadership Buy-In*

- Identify alignment opportunities between performance management and political, legislative, or Administration priorities
- Looking for external supporters – stakeholders, program partners, media, legislative leaders
- Making the pitch – and the importance of putting a price tag on leadership saying “yes”

# Day 2: Strategy Development and Performance Analytics

## MODULE 7

### *RF AIM: Strategy Development and Situation Assessments*

- Unit overview of primary activities, deliverables, customer focus, size
- Stakeholder analysis: whose interests are served and how well
- Trend analysis of size and key operational measures
- Values Analysis of customer and stakeholder values
- Cost analysis for status quo
- Competitive benchmarks for performance comparisons and important developments
- External factor analysis and their potential implications
- SWOT summary

## MODULE 8

### *RF AIM: Using “Performance Analytics” to Select the Right Performance Measures*

- 11 key criteria for effective performance measurement systems
- Mapping all performance measures using the Logic Model
- Activating only the vital few performance measures for actual use
- Developing your measurement approach – the fewer the better
- Setting up your own Measurement and Data Analytics function that drives the need for an initiative

## MODULE 9

### *RF ALIGN: Cascade Goals, Initiatives, and Measures into Action Plans for Each Major Program*

- Program Alignment: Using Requirements to Results approach to aligning program activities to new goals, strategies, and measures
- Management Function Alignment: Identifying ways to harness existing management initiatives to integrate with your performance management initiative
- Cross-Cutting Initiatives: Identify performance goals and measures that require inter-governmental collaboration and facilitating buy-in process for those

## MODULE 10

### *RF ALIGN: Management Function Alignment: Identifying ways to harness existing management initiatives to integrate with your performance management initiative*

- Human Resources/Workforce Management
- Financial Management/Budget
- Enterprise Risk Management
- Information Technology/Digital
- Open Government/Transparency
- Customer Service/Process Improvement
- Legislative Affairs/Government Affairs
- Regulatory Management
- Acquisition and Contracting

# Day 3: Agile Performance Management to Achieve Results Performance Analytics

## MODULE 11

### *RF ALIGN: Dealing with Cross-Cutting Performance Goals*

- Coordinating performance across programs within your organization
- Coordinating performance across programs across government
- Coordinating performance across levels of government (federal, state, local)

## MODULE 12

### *RF ALIGN: Internal Communications Plan and Change Management Approach*

- Develop and roll out internal Strategy Communications Plan
- Clear expectations for Progress Reporting: what, who, when how
- Clear expectations for Progress Reviews: who, what, inputs, agenda, outputs
- Approach for tracking decisions and responses
- Keeping it all in the right place: Strategic Plan, Performance Plan, Performance Report, Budget Justification, Open Data portal, internal data portal, etc.
- Develop and implement needed Reinforcing Mechanisms
  1. Results Management PRO to track, analyze, and report progress
  2. Needed data integration plan, systems, and report development
  3. Required key personnel additions
  4. Required training initiatives
  5. Performance evaluation and incentive systems adjustments
  6. Recognition programs
  7. Shared learning approach

## MODULE 13

### *RF ACHIEVE: Driving the Achievement of Performance Goals*

- Data-Driven Performance Reviews: Facilitating a process for analyzing and using performance information internally to drive improvements
- Performance Analysis: Selecting programs and initiatives for advanced program evaluation, data analytics, performance auditing, benchmarking, etc.
- Post-Planning Adjustments to the Team: Evolving your team members and roles based on capability, interest and involvement

## MODULE 14

### *RF ACHIEVE: Agile Performance Management Techniques to Evolve Your Measures and Initiatives*

- Adjusting Measures and Targets: Identifying which measures are actually being used, provide the most meaningful information, drive the most change, etc.
- Refining Initiatives: Identifying which performance strategies are working, which are not. Prioritizing based on ROI, launching new initiatives, etc.

## MODULE 15

### *RF ACHIEVE: Communicating Your Performance Story*

- Going beyond your Performance Report to make your successes known
- Outreach to media, legislative leaders, stakeholders, and program partners
- Developing your external communications plan

# 3 Easy Ways to Register



**CALL**

1.877.992.9521

**EMAIL**

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**MAIL\***

Name

Title

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\* Payment by company check, credit card or SF-182 must be received for all mail registrations no later than 5 business days PRIOR to course date.

Check this box if agree to receive ongoing emails from Performance Institute about this and future classes that we offer. Because we value our relationship with you, you may un-subscribe at any time at the bottom of our emails.

Additional discounts may be available.  
Contact PI for more information.

## ON-SITE TRAINING

### Bring PI Training and Certification On-site to Your Organization

Bringing PI training in-house for groups of seven to 30 allows you to better utilize your training dollars. The Performance Institute's subject matter experts will work with you and your team to examine your programs and determine your organizations specific needs. The identification of real-life examples will create a learning atmosphere that resonates with participants while simultaneously providing an immediate return on your training investment. Using interactive exercises that employ actual projects or scenarios from your organization, instructors can address specific challenges and align the curriculum of each session to your objectives.

For more information about bringing PI Training on-site at your organization, call 1-877-992-9521.

Performance Institute is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org).

## GET CERTIFIED

### Certified Government Performance Manager (CGPM) Program

The Performance Institute's Certified Government Performance Manager (CGPM) program provides the skills and tools needed to make you a lead performance management resource for your organization. Candidates for our standard certificate sit for a brief examination. Candidates for our advanced certificate complete a capstone project—a real-world project from your agency that you can use to apply concepts, knowledge and skills from your courses and receive expert feedback from a staff member of The Performance Institute.

Upon completion of certification, you will gain both a professional distinction and academic credit. The Performance Institute's courses are accredited through the National Association of State Boards of Accountancy (NASBA) and the Project Management Institute (PMI).

For more information about the CGPM program, or for help customizing CGPM certification to suit your needs, contact The Performance Institute at 1-877-992-9521.



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