



# **PERFORMANCE MANAGEMENT AT THE WATER BOARDS**

## **FIVE YEARS OF PERFORMANCE REPORTING**

### **HOW TO REMAIN TRANSPARENT AND ACCOUNTABLE WHEN THE MESSAGE IS NOT ALWAYS POSITIVE**

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## WHO WE ARE

- Environmental protection: Water Quality and Water Rights
  - Regulate 24,000 dischargers
  - Regulate 29,000 water right holders
  - 9 core regulatory programs
  - 4 Divisions, 10 Boards, 13 offices
  - 1480 PY, 300~ in supervisory positions
  - \$256 M operating budget
  - \$502 M in local assistance funding and cleanup
  - \$7.8 Billion in loans
  - \$19.6 M in penalties assessed





# PERFORMANCE MANAGEMENT BACKGROUND

- January 2006, The Office of Research Planning and Performance was created:
  - Set Clear Priorities ([Strategic Plan](#))
  - Develop Measurable Targets (Measure Effectiveness and Efficiency)
  - Ensure Accountability (Evaluate and Report)





*The State Board is a model for performance management and reporting that all other agencies working in the Delta should follow.*

**- 2012 Delta Vision Report Card**

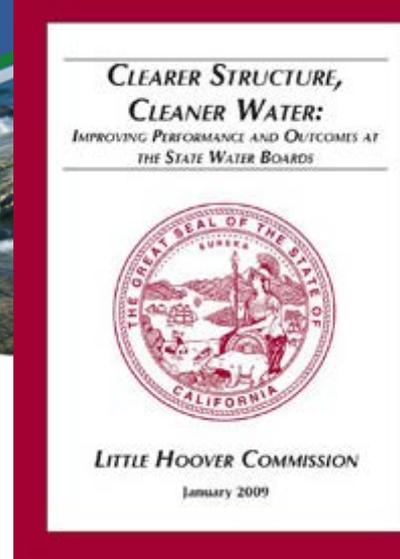


*THE PROCESS OF INTEGRATING PERFORMANCE MEASURES INTO THE  
BOARDS HAS BEEN PAINFUL AND SLOW*

*AND THERE IS STILL A REAL GAP BETWEEN OUTPUTS AND  
OUTCOMES*

*THE EFFECTIVENESS OF TMDLS, FOR EXAMPLE, SHOULDN'T BE  
JUDGED ON THE NUMBER OF PERMITS, BUT ACHIEVEMENTS IN TERMS  
OF WATER QUALITY*

*-Stanford University Woods Institute, 2011*



## BACKGROUND

- Little Hoover Commission Report: “CLEARER STRUCTURE, CLEANER WATER: IMPROVING PERFORMANCE AND OUTCOMES AT THE STATE WATER BOARDS” (January 2009)
  - Increasingly complex water quality problems,
  - A decentralized government structure.. hinders accountability and transparency
  - **Recommendations:**
    - Move toward a more consistent, transparent and accountable governance structure that allows for both statewide and regional flexibility
    - Improve use of data, science and planning
    - Focus on clean-water outcomes
    - Use cost-effectiveness analyses to help set priorities

## **ORPP Performance Strategy Team Vision\***

The California Water Boards are performance-based organizations that deliver results, and demonstrate actual measurable improvements in compliance, water quality, and beneficial uses.

## **ORPP Performance Strategy Team Mission**

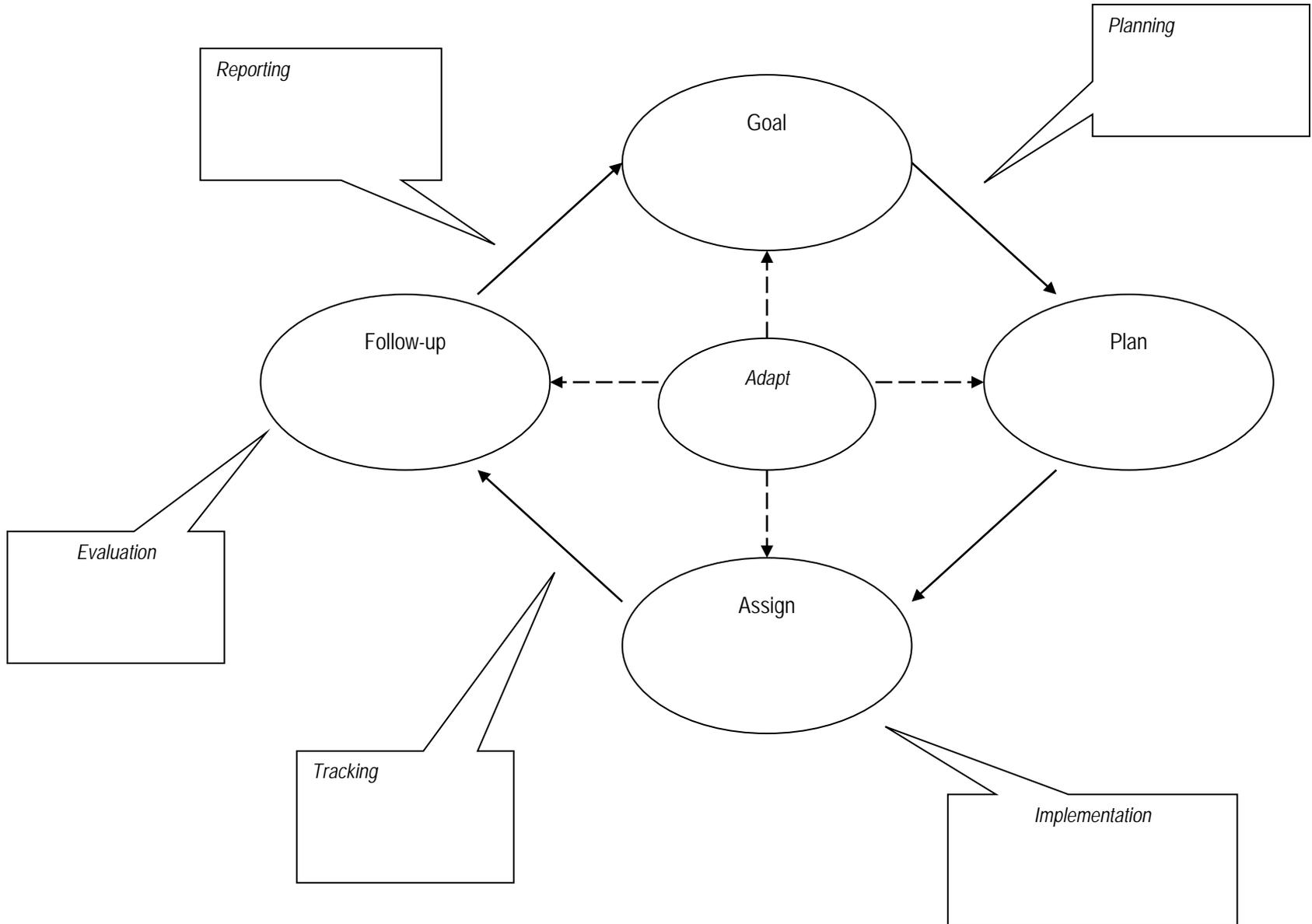
To help promote the Water Boards as performance-based organizations to improve our effectiveness, efficiency, transparency, and accountability for achieving our mission for the people of the State.

### **PERFORMANCE STRATEGY GOALS (OUTCOMES)**

The California Water Boards are performance-based organizations that deliver results, and are:

- Effective
- Efficient
- Transparent
- Accountable
- Informed (science-based)
- Responsive
- Problem-focused
- Results-oriented

# Model Performance Management System



## WHAT IS PERFORMANCE MANAGEMENT?

It is known by various names, such as:

- performance-based management
- results-based management
- managing for results
- results for customers

Simply put, performance management is:

- Basing decisions and actions on actual measured results using information to manage
- Doing things systematically so that information is there when you need it
- Good management practice, including activities to ensure that goals are consistently being met in an effective and efficient manner.

It is important to note that “performance measures” are not “performance management”. Performance measures are tools in the performance management system to help us assess achievement of our goals. Those goals are based on problems we want to solve.

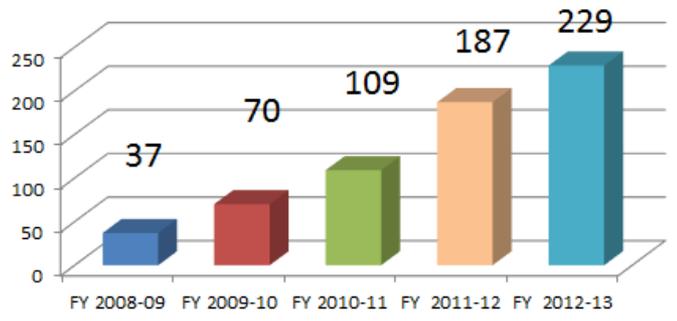


# DEVELOPING PERFORMANCE MEASURES

- Guide the programs in their own PM development process:
  - What do we do?
  - How do we measure it?
  - What is important?
  - What does it mean?
- Logic Models?
- Don't wait for perfection, report something: the value is in starting the reporting as soon as possible.
- Set targets early. (Rationality for targets?)
- Measures Vs. Targets



Number of Cards in Annual Performance Report

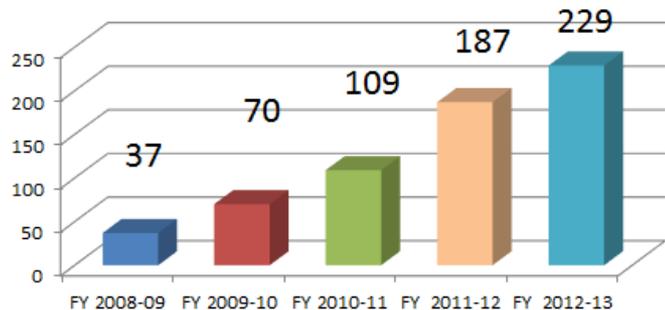


# 5 YEARS OF PERFORMANCE REPORTING

- September 2009. 1<sup>st</sup> Annual Performance Report (FY 08-09)
- FY 2009-10: Targets established for key measures and reported
- FY 2010-11: KPI targets expanded
- FY 2011-12: Target setting methodology based on resources
- FY 2012-13: Partial data automation
- FY 2013-14: Full data automation?



Number of Cards in Annual Performance Report



## 5 YEARS OF PERFORMANCE REPORTING

- Continually improving, evolving, and growing
  - 229 report cards
  - 898 performance measures
  - More than 18,500 data points
- Developed internally
- 19,000 unique website visitors

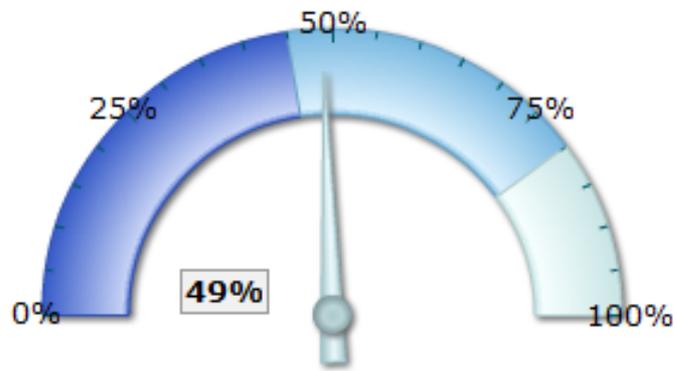


## PERFORMANCE REPORT

Percentage of Targets Achieved in FY 2011-12



Percentage of Targets Achieved in FY 2012-13





## WHY?

- WE ARE A LEARNING ORGANIZATION-WE LEARN FROM OUR SUCCESSES AND SETBACKS
- WE USE OUR RESOURCES WISELY AND EFFICIENTLY
- WE ARE TRANSPARENT AND ACCOUNTABLE
- WE ARE DRIVEN BY RESULTS



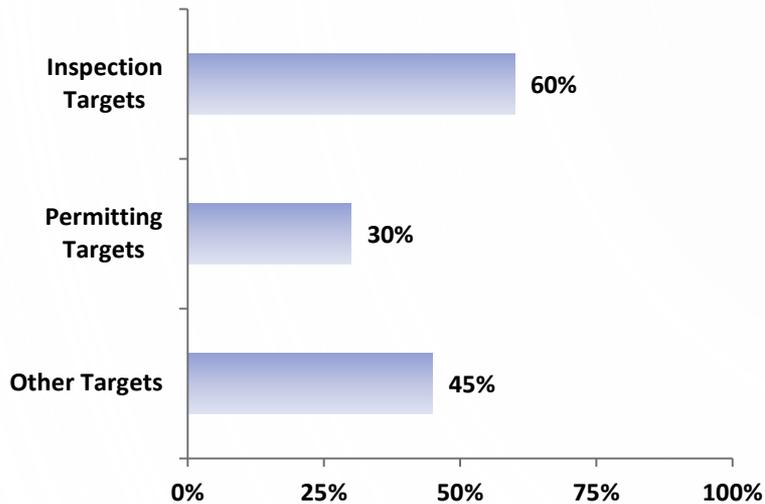


## TARGET SETTING APPROACH

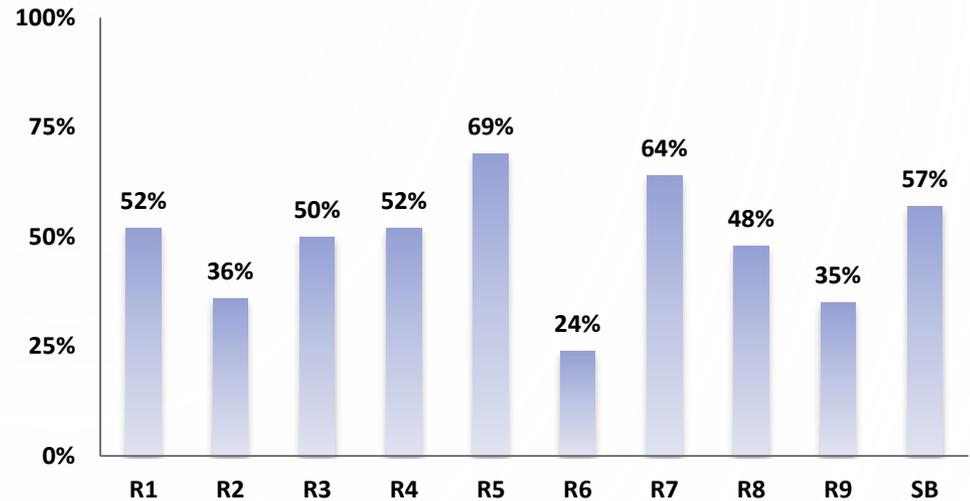
- PROVIDE FLEXIBILITY TO ALIGN TARGETS WITH PRIORITIES
- BASED ON A UNIFORM APPROACH AND STANDARDIZED COST FACTORS
- ALLOW COMPARABLE RESULTS ACROSS THE STATE
- OUTPUTS/TARGETS BASED ON ACTUAL ALLOCATION OF RESOURCES

# TARGET RESULTS

## Statewide Targets Achieved by Category



## Targets Achieved by Organization



- MEETING TARGETS IS IMPORTANT
- PROCESS IS EQUALLY AS IMPORTANT
- UNDERSTANDING WHY TARGETS ARE NOT MET IS A KEY TO IMPROVING PERFORMANCE
  - NEW TARGET SETTING METHOD/STANDARDIZED COST FACTORS
  - LATE OR INCOMPLETE DATA ENTRY
  - REDIRECTION OF RESOURCES TO EMERGING PRIORITIES
  - STAFFING CONSTRAINTS (FURLOUGHS, STUDENT RESOURCES ETC.)

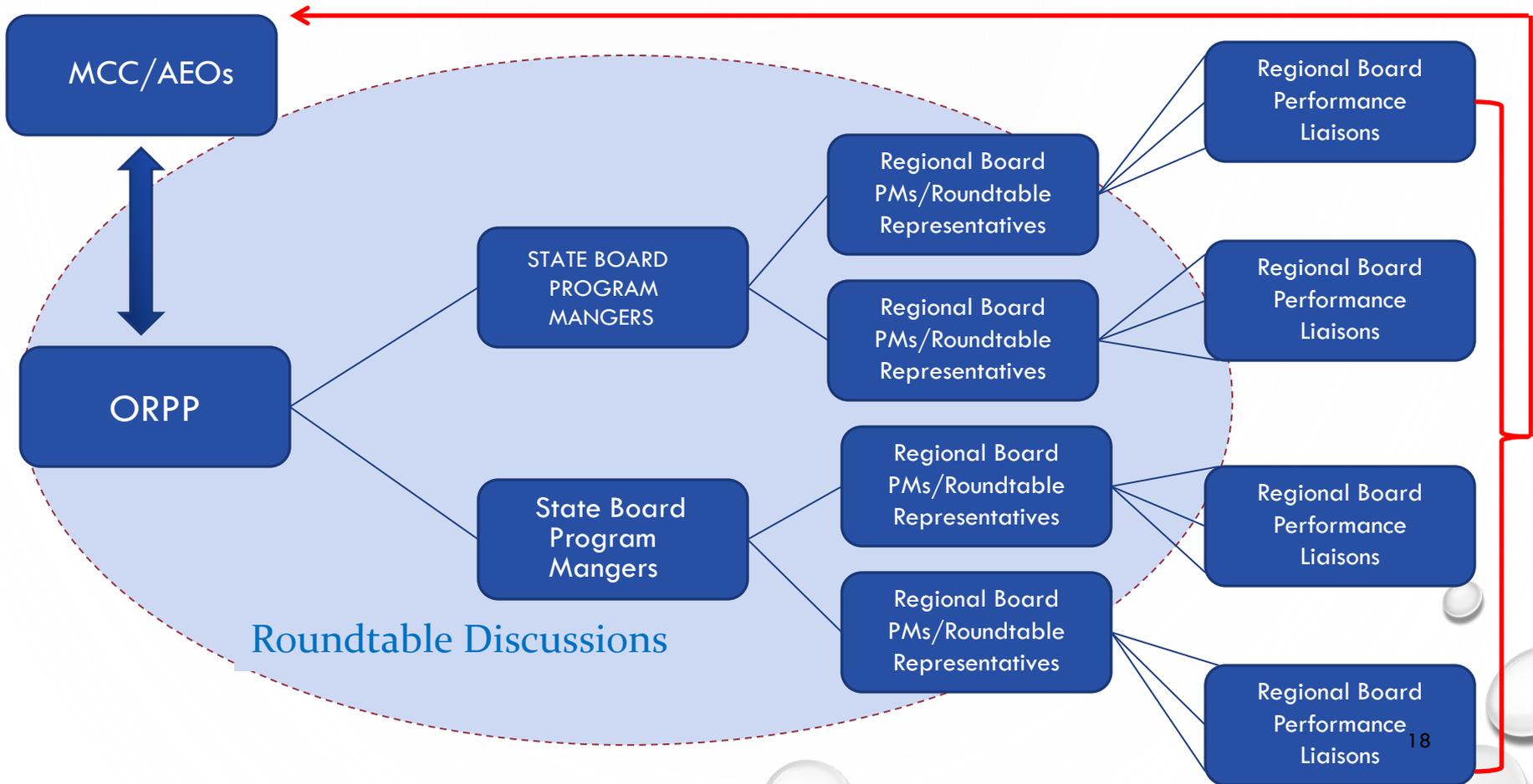


## ONGOING CHALLENGES

- TRACKING SYSTEMS/CONTINUED DATA CONCERNS
  - DATA FROM MULTIPLE CENTRAL AND LOCAL SOURCES
  - DATA QUALITY AND CONSISTENCY IMPROVING, BUT THERE IS STILL ROOM FOR IMPROVEMENT
- ENSURING REPORT IS ACCURATELY CAPTURING WORK ACCOMPLISHED
  - SOME OF OUR ORGANIZATIONS REMAIN CONCERNED THAT CERTAIN WORK IS NOT GETTING COUNTED
- ROLES AND RESPONSIBILITIES
- COMMUNICATION



# COMMUNICATION

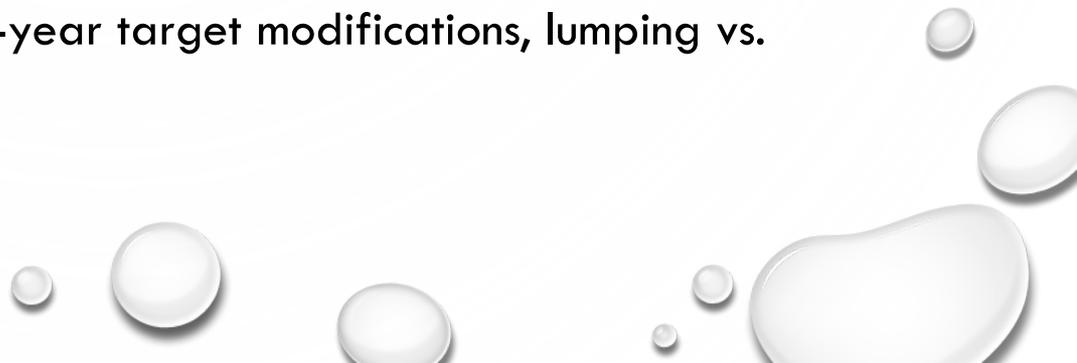




## ISSUES AND CONCERNS

(WHAT WE ARE HEARING FROM OUR ORGANIZATIONS)

- Some work is not getting counted
- Not measuring enough/measuring too much
  - Not giving credit to staff for ALL the work they do (not measuring enough)
  - Not having targets for everything we do
- Need better definition of what is being counted
- Poor results can be demoralizing (red arrows ↓ )
- Need more flexibility (e.g., mid-year target modifications, lumping vs. splitting)
- Cost factors imprecise





## RECOMMENDATIONS

- What makes a good target?
  - Measurable
  - Relevant/Linked to priorities
  - Able to plan for
  - Linked to resources (budget)



## RECOMMENDATIONS

- Management support is critical
- Find champions/supporters
- Integrate into management systems and use a tool
- Analyze data (patterns, anomalies, etc..)
- Be rigorous with data and be able to replicate reported numbers (preferably from a database)
- Measure outputs and outcomes even with no established causality
- Communication and documentation are critical
- Don't try to measure or set targets for everything: Accomplishment report





## RECOMMENDATIONS

- Use performance information to lead, learn, and improve outcomes (reports must be useful)
- Effective communication: communicate concisely and coherently using a standard format
- Don't wait for perfection





## RELATED EFFORTS

- External Evaluations
- Internal Reviews
- Resource Alignment
- Cost of Compliance





*“No one got in trouble if the crime rate went up. They got in trouble if they did not know why it had gone up and did not have a plan to address it.”*

Bratton accountability principle (CompStat)



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