STAT REVIEW/EXECUTIVE DASHBOARD TASK ORDER

STAT REVIEW SYNTHESIS OF BEST PRACTICES & COMPENDIUM OF BACKGROUND RESEARCH

October 31, 2011

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OVERVIEW

WHAT IS STAT?

Stat refers to a specific process or system of data-driven performance review used to manage complex organizations. It is based on four tenets: 1) accurate and timely data; 2) effective strategies and tactics; 3) rapid deployment of resources; and 4) relentless follow-up and assessment. The data is used to devise strategies for deploying resources to achieve a goal, and these actions are then followed up regularly through subsequent meetings.

HOW IS IT IN USE AT THE FEDERAL, STATE, AND LOCAL LEVELS?

Stat reviews are used to manage everything— from small, local, policing programs— to local and state government of various sizes— all the way to complex, large, federal agencies like Veterans Affairs, HUD or the FDA. These programs are at varying stages of implementation, with some organizations confining Stat reviews to critical priority departments, while others, like the FDA, use regular quarterly meetings to manage every aspect of organizational performance.

HOW CAN STAT BE IMPLEMENTED AT USAID?

Given the decades-long emphasis on performance management and measuring various indicators, implementing Stat Reviews is a logical next step for the agency as it will enable managers to make real-time management decisions based on performance data. Utilizing the variety of indicator information already being regularly collected, a Stat system can be implemented at the Office/Bureau level or agency-wide with only minor adjustment. Leadership commitment to data-driven performance management already exists, and standardized reporting systems are being developed. All that remains is for these assets to be harnessed to put a system into practice and make it a part of Agency culture and process.

The Stat platform with its regular meetings, high-level executive commitment, development of monitoring of key indicators and emphasis on continuous improvement is responsive to several key requirements set forth in the GPRA Modernization Act of 2010. Stat addresses these by: 1) Encouraging attention to the need for continuous improvement; 2) Helping identify policies and practices that are working well and ones in need of improvement; 3) Improving the organization's effectiveness and efficiency; and 4) Providing a more convincing case to OMB and Congress that the organization is using its funds wisely and that its budget requests are justified; and 5) Increasing accountability of programs under review at meetings. Stat emphasizes the use of solid indicator data to drive management-decision making, which is a natural extension of USAID's tradition of performance management. Stat improves the use of this data to manage the Agency. Additionally, USAID is in the midst of developing an Agency-wide MIS that can be used to feed data to a dashboard with relative ease. This effort is an indication that performance information is being further standardized, and is setting the stage for integrated performance management that a Stat system can provide.

STAT BEST PRACTICES SYNTHESIS

This synthesis document highlights essential Stat practices, elements and goals that are common to successful Stat programs and points out common pitfalls to avoid. A substantial amount on the Stat Model and its 15-year evolution has been written by scholars and performance experts. The compendium that accompanies this synthesis presents particularly informative papers and relevant articles. The compendium should serve as a resource for panel members and "required reading" for analysts at USAID.

METHODOLOGY

A comparative approach used for this best-practice synthesis consisted of a two-stage review of available Stat literature. First, Stat methodology and scholarly research was reviewed to gain an insight into the history and evolution of Stat. Following this, a survey of implementation approaches was conducted by examining publicly available information on various municipal, state and federal agency's stat processes. The Stat practices from these organizations have been compiled into a table in Annex 1. Further background information on Stat review is included in the compendium in Annex 2.

STAT BACKGROUND

Stat reviews are a process that refers to a leadership strategy used by executives to monitor and improve efficiency and effectiveness of their department and/or programs through data driven performance reviews.

"The overall process discussed here refers to a leadership strategy that federal executives can use to monitor and improve the efficiency and effectiveness of their department, program, or group of programs. This goal is pursued through the use of regularly scheduled, structured, data-driven meetings to review performance indicators with department or program personnel. Data are normally the centerpiece of the meeting discussion, although non-quantitative information naturally plays a major role as well."[1]

The process involves regularly scheduled, structured meetings to review specific performance indicators with the responsible departments, managers and/or personnel.

"A jurisdiction… is employing a Performance Stat strategy if it holds an ongoing series of regular, frequent, periodic and integrated meetings involving the chief executive, or principal members of the chief executive's leadership team, plus the individual director and the top managers of different subunits…""The meetings must focus on the use of data to analyze a subunit's past performance, to follow up on previous decisions and commitments to improve performance, to establish its next performance objectives, and to examine the effectiveness of its overall performance strategies."[2]

ORIGINS OF STAT

Stat has its roots in a method of mapping transit crimes in New York City in the early 1990s developed by then Lieutenant Jack Maple. By tracking the time and location of transit crime incidents, Lt. Maple was able to notice patterns and deploy police accordingly. The results of this approach to following data patterns and deploying resources resulted in a reduction in the number of incidents from 1200 to 12 in a single year. This approach was soon adopted by the NYPD on a larger scale and later by the City of New York. However, it was under Mayor Martin O'Malley of Baltimore, Maryland that the Stat approach was adapted to encompass the entire gamut of municipal services. Baltimore's CitiStat has now become the model for municipal Stat models.

1 Harry Hatry and Elizabeth Davies, "A Guide to Data-Driven Performance Reviews" by IBM Center for The Business of Government (September 2011)http://www.businessofgovernment.org/sites/default/files/A%20Guide%20to%20Data-Driven%20Performance%20Reviews.pdf

2 Robert Behn, "The Five Big Errors of PerformanceStat." Governing.com (December 12,2007)

http://www.governing.com/columns/mgmt-insights/The-Five-Big-Errors.html

STAT TENETS

There are four common tenets underpinning every Stat model no matter the management context in which it is being used. These are:

1. Based on accurate and timely data,
2. Effective strategies and tactics are used to,
3. Rapidly deploy resources after which,
4. A regimen of relentless follow-up and assessment is instituted.

While these key tenets and principles remain the same, the priorities, interest, level of management commitment and style will determine how the system is implemented and used by a specific organization. Thus while the system can be implemented using best practices and clear goals, without constant involvement, dedication, and commitment to refining it at a senior management level, any such system can become obsolete or useless. These tenets make Stat an ideal tool for helping Agencies comply with the GPRA Modernization Act of 2010 which requires regular assessment of progress toward priority goals.[3] Hatry and Davies enumerate five benefits of Stat that map closely to these GPRA performance requirements:

5. Encourage attention to the need for continuous improvement
6. Help identify policies and practices that are working well and ones in need of improvement
7. Improve the organization's effectiveness and efficiency
8. Provide a more convincing case to OMB and Congress that the organization is using its funds wisely and that its budget requests are justified
9. Increase accountability of programs under review at meetings[4]

WHO USES STAT AND HOW DO THEY USE IT?

Stat is a versatile approach that can be adapted to manage a large variety of organizations and initiatives or programs at the local, state, and federal levels of government. What follows is an overview of different Stat Programs at different levels of government. While there are many Departments and Agencies at all level of government, this document examines only the most developed and/or institutionalized "Stat organizations." Most of the best practices examined in this section have been culled from long established Stat programs which have been operating at the local and state level. At the federal level, great strides are being made through the implementation of TechStat and Performance.gov and agencies like the FDA, however these efforts are relatively new when compared to more established systems in New York city, Baltimore and the state of Maryland. A more comprehensive listing of federal, state and local level organizations using Stat can be found in Annex 3.

STAT AT THE FEDERAL LEVEL

At the Federal level, the GPRA Modernization Act of 2010 has had a major influence on the use of performance reviews. With the inauguration of the performance.gov website, US government performance

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[3] *Title 31 U.S. Code, Section 1121 (b)*

[4] Harry Hatry and Elizabeth Davies, "A Guide to Data-Driven Performance Reviews" by IBM Center for The Business of Government (September 2011)http://www.businessofgovernment.org/sites/default/files/A%20Guide%20to%20Data-Driven%20Performance%20Reviews.pdf

evaluation and data driven performance reviews have been given a prominent place in how the USG approaches performance management.

TechStat

Borne out of the need to curb the roughly $80 billion in annual IT investment, Techstat is the Federal government's Stat review mechanism for monitoring the status and performance of technology initiatives across federal agencies and departments. Unlike other Stat processes, TechStat is only used to monitor the performance of projects that are deemed to be underperforming. TechStat is designed to be a face-to-face, evidence-based, accountability review of federal IT programs. These reviews are intended to result in concrete actions to address weaknesses and reduce wasteful spending on bad or failing programs before they fail. It also services as a forum for lesions learned on management of Federal IT investments. There is a clear toolkit that has been issued for agencies to set up their own TechStat reviews which has been included in the compendium of background documents.

Food and Drug Administration; FDA-TRACK

FDA-TRACK (Transparency, Results, Accountability, Credibility, and Knowledge-sharing) is an agency wide performance management system monitoring all of the FDA's 116 programs. The office of planning collects process and inputs data into the dashboard. Prior to the quarterly meetings Planning office staff issues memos with key questions from follow up at the main meeting. Individual offices and centers will often have their own TRACK meetings to prepare for the agency wide meeting. Information from these meetings is publicly available on the FDA's website.

STAT AT THE STATE LEVEL

Virginia Performs:

This is Virginia's public face of performance management centered on a website where the public has access to performance plans, performance indicators and query tools that allow for regional and local views of state government activity. The site breaks down indicators and data into four key areas which are included in agency or departmental performance plans. The measures from these plans cover core agency/departmental core missions; productivity measures to track the cost and efficiency of core functions; administrative measures related to critical management and compliance issues; and other measures related to service area functions. 5 Best practices from VA Performs are:

- Transparency and public accountability: While Virginia does not hold regular Stat-style meetings around their many measures, they do articulate their key objectives at several different levels (agency, initiative, issue) in a very public way on their website.
- Linking Strategic Plans with particular measures: Many organizations fail to link their strategic and financial planning efforts with actual expenditures and outcomes. While the Virginia's site is a labyrinth of service areas, objectives and measures, it is an attempt to link and report on high-level priorities, spending and performance.

Maryland StateStat

Built on Baltimore's CitiStat model when former Baltimore mayor Martin O'Malley become governor, StateStat was started covering a few state agencies and eventually was expanded to cover nearly all of the

[5] Virginia Performs, www.vaperforms.gov, 2011

state's governing agencies and departments. Meetings are held bi-weekly and examine a large set of performance, administrative and operational data. StateStat Best Practices are:

- **Transparency and public accessibility to internal performance and accountability (Stat) meetings:** Maryland's StateStat site reflects the Governor's commitment to transparency and accountability. Baltimore's CitiStat and StateStat continue to regularly post key operational, personnel and financial data in the form of Stat meeting templates. Although the meetings are generally "invitation only," much of the content of the meetings is public domain and is very detailed. Good and poor performance is generally easy to spot and is often flagged or quantified.
- **Frequency and rare cancellation or rescheduling of meetings:** Governor O'Malley continues to chair StateStat meetings whenever possible despite his busy schedule. When he is unable to attend meetings, his Chief of Staff substitutes and there is little question that the COS speaks for and represents the Governor. On average, StateStat conducts 10 -12 hour-long meetings with agencies and initiative stakeholders each month. StateStat meetings are rarely rescheduled and presenters understand that they are expected to be prepared for every meeting.
- **Integration of GIS:** Baltimore (and StateStat) makes frequent use of geospatial data in their meetings. Maps often add clarity and context to data, especially when it highlights geographic disparities

Washington Government Management Accountability & Performance (GMAP)
GMAP is a management tool designed to hold state government and agency leaders accountable to taxpayers, citizens and customers for the quality, efficiency and effectiveness of government services. The key principles of the GMAP system, while rooted in the original four tenets of Jack Maple's CompStat system, expands on the following ideas:

Engage the leaders at the top of the organizations: GMAP stresses the personal presence of senior managers and those involved in decision making processes.

Do not measure for measurement's sake: stress on only using measures that 1) express what programs and services are expected to influence; 2) show how agencies will use the measures to manage the programs to get results.

Develop and use timely, accurate performance-driven data to set targets and inform decisions.

Reward candor in identifying and diagnosing performance barriers, creativity and commitment to overcoming them: Ensure that all involved understand that it is OK to miss targets but even more important to understand why they were missed and to have a plan to address them.

When the data indicates needed action, quickly and clearly specify what needs to be done, who will do it, and when it will be done: Action plans should focus on what can be done before the next performance report.

Persistent follow-up and clear accountability: Agency leadership should relentlessly follow up on commitments made in action plans. They should also monitor results over time to verify that changes are real and sustainable.

Create a continuous learning environment: Agencies should use process-improvement tools to achieve better results.

Regular meetings are to be public and organized around the Governor's highest priorities. Leaders of agencies/government departments report in person on the most important management and policy challenges to achieving results they need. Agencies have to report back at follow-up meetings and base decisions on data on their strategies. The system is designed to provide managers, the Governor and the public a clear view of how government programs are working. 6 GMAP Best Practices are:

Reviewing cross-cutting initiatives that require the cooperation and involvement of multiple agencies and departments. States are involved in the distribution of state and federal funds to local governments and agencies. Agencies may have initiatives that involve several departments. Governor Gregoire has defined several cross-cutting initiatives (e.g. education, health care, natural resources, vulnerable children & adults) that define her priorities and uses GMAP to track them.

Clearly-stated, published principals and goals. GMAP sets forth its principals and goals on its website. It is important to visit the mission statement or principals frequently to ensure that meetings go not lose sight of its goals. Many Stat meetings have an introductory slide that is projected on the wall (screens) at the outset of each meeting.

Institutionalizing or securing the future of the Stat model. Governor Gregoire's issuance of Executive Order 05-02 legislating GMAP 7 stands as a very public promise to the citizens of Washington State to implement and maintain a rigorous, open performance management program. Institutionalization of the Stat performance model either through formal, budget line adoption under an existing department (finance or executive) or through legislation increases the likelihood that the program will survive a change in administrations. Adequate funding should be budgeted for startup, analyst staffing, software and hardware and anticipated out year costs.

STAT AT THE LOCAL LEVEL

New York City

The NYCStat system centers on a publicly available website for citizens with a host of information on citywide and agency-specific information with an interactive mapping feature for select performance and quality of life indicator data. This website has various trackers available on it to track help citizens track everything from pothole repairs and to Stimulus spending to neighborhood cleanliness and comparative performance data across the five boroughs.

The core of the system is the Citywide Performance Reporting system (CPR), which is the name given to the dashboard UI where the data is presented. While the "front end" of CPR is a data collection and analytical dashboard for NYCStat, the "backend" is a shared computer system that "provides a single point of access for agencies to input data." This type of management information system (MIS) provides a single point of data input and extraction easing the labor burden involved with data collection. The system tracks thousands of indicators, however a two tiered system is used to capture and analyze 500 of the most critical measures which with final outcomes and hence impact. [8] NYCStat best practices are:

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[6] "About GMAP," http://www.accountability.wa.gov/main/about.asp

[7] http://www.governor.wa.gov/execorders/eo_05-02.pdf

[8] "An Introduction to New York City's NYCStat Reporting Portal and the Citywide Performance Reporting (CPR) Tool," NYCStat, Mayor's Office of Operations, http://www.nyc.gov/html/ops/cpr/downloads/pdf/cpr_fact_sheet.pdf, 2011

"Radically" Transparent: Just a few years ago, NYC. government became one of the first municipalities to publish "raw" data sets for public consumption and analysis. Today this is more common, and NYCStat makes available multiple data sets in its NYC DataMine site. NYCStat also publishes 311 Call Center data and reports which are valuable in determining the nature and frequency of particular citizens' concerns.

Baltimore CitiStat

CitiStat was started in 1996 under then Mayor Martin O'Malley who would become late Governor of Maryland and implement StateStat at the state level. The goal of CitiStat was to, "make city government responsive, accountable and cost effective," and was modeled on NYPD's CompStat system. First introduced as a policing tool by the Baltimore police department as ComStat, short for computerized statistics, CitiStat was expanded to cover the full spectrum of city services. Data is collected from three sources to feed CitiStat; 1) 311 service request system where non-emergency service requests are filed by citizens; 2) statistical reports from agencies that have HR information and other measures not collected by the 311 system; 3) fieldwork from CitiStat analysts who follow leads from community liaisons and statistical trends to locate, photograph and present evidence of inefficient policies and programs. Meetings are held monthly and bi-monthly with the Office of the Mayor where agencies are required to examine sub-standard performance and propose efficient solutions. Since the Stat system is designed to promote personal accountability for achieving goals, within hours of each session, "a detailed memorandum is sent directly to the agency head detailing all the agreements made in the previous session and requiring a progress report to be provided before the next session."9 CitiStat Best Practices are:

The Room: The design of the CitiStat room in Baltimore has received a good deal of attention because of its "hot seat"—a podium actually – that is situated in the front of the room under large screens where the presenting director stands front and center. While it is not necessary to have a podium, the layout of a Stat room, protocol and seating arrangement are important. Through the use of name cards and by situating participants in a configuration that facilitates eye contact and some separation, an atmosphere of accountability is established.

Executive Briefing Memos: Baltimore has a staff of approximately 5 CitiStat analysts who each take responsibility for a number of departments. Their responsibilities include the collection and analysis of a data from the presenting departments and the production of an executive briefing memo. The EBM is a word document that summarizes all the slides that comprise a Stat meeting and contains additional commentary, background and analysis that helps explain a topic. The EBM is distributed in advance of the meeting to all panel participants and they are expected to be familiar with the content.

Montgomery County, Maryland CountyStat

The CountyStat system follows the basic tenets of Stat systems that have gone before to ensure better management of county affairs. Meetings are held weekly and are lead by the County Executive and/or the Chief Administrative Officer. The reviews examine the indicators in each department's Departmental Performance Plan and Headline Performance Measures. These plans not only lay out baseline views of performance but also set targets, indicators, and an action plan for achieving them-similar to a PMP. Most importantly, the meetings also focus examining the challenges faced in achieving goals and set plans for overcoming them.10 Montgomery County CountyStat Best Practices

Analysts as an internal consulting arm: Montgomery County has tended to hire very competent analysts who are adept at data visualization. Analysts are encouraged to work with departments in the collection, design and reporting of their metrics. Analysts are also tasked with process and policy improvement.

Walk-through of meetings in advance: The Chief Administrative Officer generally chairs CountyStat meetings in the absence of the County Executive. In lieu of EBM's, the CAO sits through a "dry-run" of most meetings which helps him to understand the data being presented. It also gives the analysts a unique opportunity to discuss the impact of their slides and to provide possible strategies for change of correction with the CAO.

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[9] "CitiStat/Learn About CitiStat," http://www.baltimorecity.gov/Government/AgenciesDepartments/CitiStat, 2011

[10] CountyStat, http://www.montgomerycountymd.gov/mcgtmpl.asp?url=/content/exec/stat/index.asp 2011

Capacity Building in Data Analysis: The County operates a rotational fellowship program for departmental staff to improve their data analysis and presentation skills to develop a better understanding of data-driven performance measurement. This 10 week program has county employees working half time in the CountyStat office where they work with analysts to evaluate issues and performance measures specific to his/her department.

STAT & USAID

WHY STAT IS USEFUL FOR USAID

As Hatry and Davies point out, the Stat platform, with its regular meetings, high-level executive commitment, development of monitoring of key indicators and emphasis on continuous improvement is responsive to several key requirements set forth in the GPRA Modernization Act of 2010. Stat address these by: 1) Encouraging attention to the need for continuous improvement; 2) Helping identify policies and practices that are working well and ones in need of improvement; 3) Improving the organization's effectiveness and efficiency; 4) Providing a more convincing case to OMB and Congress that the organization is using its funds wisely and that its budget requests are justified; 5) Increasing accountability of programs under review at meetings. Stat has an emphasis on using solid indicator data to drive management decision making, which continues USAID's tradition of performance management. Stat is good way to better use this data to manage the Agency. Additionally, USAID is in the midst of developing an Agency-wide MIS that can be used to feed data to a dashboard with relative ease. This effort is an indication that performance information is being further standardized setting the stage for integrated performance management that a Stat system can provide.

CONCLUSIONS & NEXT STEP

In anticipation of the next step in this task order, which is the development of 2 models for USAID's Stat reviews, some questions that need to be addressed prior to implementing Stat are discussed below. These questions of course has a number of dependencies: the frequency of the proposed meetings, the quality and availability of metrics, an appointed day and time and adequate resources to sustain the undertaking. Harry Hatry and Elizabeth Davies provide a list of these essential questions that should be addressed in preparation for the implementation of a Stat review process:

<u>The Core Team</u>

What type of leadership is needed?

Leadership is key to the success or failure of any Stat system. In all organizations where Stat succeeded, senior leadership was drove the process and was involved in the implementation. Additionally heads of the various reporting units should be in attendance. While the executive need not attend in person, it is vital that his/her representative be someone who is recognized to fully represent the executive and be empowered to make decisions.

Who should be included in start-up activities?

Leaders of all reporting units should be included in the developmental stages of the Stat Review process. The leadership should meet with all reporting unit heads to discuss the approach and post meeting follow-up, clarify goals and expectation and determine resources and staffing. The next most essential part of this process is for reporting units to agree on what indicators will be reviewed at the meetings with Agency leadership. Given the changing priorities and nature of development work, indicators themselves should be reviewed on a regular basis by managers to ensure the data collected is appropriate reflecting Agency priorities.

What staffing is needed?

Processing and presenting the data collected from reporting units requires the use of specialized data analysts to complete a number of tasks and run the meetings. Normally, in organizations at large as USAID set up units to manage and run the Stat process. These units are typically housed in the office of the performance improvement officer for the agency. For USAID, any such unit would be best placed in the Bureau for Management and consist of a unit manager to manage analysts and coordinate information flows between reporting units and Agency leaders. The size of the Stat Unit would be determined by the degree to which work and processes were standardized. In this respect, utilizing the anticipated USAID Mission Portfolio Management System (MPMS), which is currently being piloted, may ease data collection and analysis. As this system develops, its utility in the Stat process should be examined closely as it will avoid a duplication of expense and labor. In addition to dedicated analysts in an "AIDStat Unit" individuals would need to be identified in each reporting unit who would be able to dedicate 25 to 50 percent of their time to supporting performance reviews working with the AIDStat unit. Additionally each reporting unit would need to identify a central contact person with access to the unit manger and authority in the unit to expedite post meeting follow-up.

The Meeting Structure

Should meetings focus on reporting units or on specific themes?

There are 3 options for this: 1) Meetings with all reporting units; 2) Meetings held separately with each major reporting unit; 3) Meeting held separately with groups of units that have a common theme. Many large government Departments/Agencies use a combination of these methods. However it will depends purely on what leadership deem necessary and best suited to their goals.

How frequently should the meetings be held?

This varies widely and should be determined by:

1. how much leaders feel comfortable dedicating to meeting
2. whether all units are included or not
3. political importance of data under review
4. the frequency with which performance figures are likely to change
5. how regularly/frequently data can be collected
6. staff capacity to prepare for, assist with and follow up after meetings

How long should meetings last?

Typically meeting run for no more than 2 hours

The Performance Indicators

Which performance indicators should be reviewed?

Indicators tracked should measure both outputs and outcomes. This is the only way to track if initiatives are having the desired effect. While agencies have been using performance indicators for years, it is vital to realize that indicators should change and evolve with the organization. This means that leadership will have to continually examine their measures to ensure that they are current. USAID has already set up measures and indicators so planning will not be as intensive as with other Stat start ups, however leaders will need to choose their indicators carefully.

Does existing technology support regular reporting of performance indicators?

The degree to which IT based reporting systems can support both data collection and analysis will determine the staffing resources and time investment needed to make a Stat system work well. An assessment of existing systems would be a logical first step for this. Should existing systems not be able to support the data collection needs, templates and systems will need to be developed. The more these are standardized, the faster, more efficient and responsive the Stat process will be. It should be noted that while the "dashboard" component of this task order will be used to display and analyze data that is collected by analysts from the reporting units. USAID is implementing MPMS which may serve M Bureau's needs as far as future data collection systems.

Meeting Preparation

What pre-meeting preparation is needed?

Data collection from reporting units to be reviewed and analyzed by Stat analysts. This process can be labor intensive as data submitted needs to be processed, analyzed and prepared for presentation. The more standardized the data collection system and format, the less labor intensive. Stat Units will need to produce analytical reports, summary materials, briefing for senior staff, graphics etc. Again, the more standardized formats, templates and systems that are developed, the less labor intensive this task becomes.

Should the leader notify units of major issues and questions in advance?

This will depend on the leader's preference for allowing reporting unit managers set priorities etc.

Running the Meeting

Which individuals inside the organization should attend the meetings?

- High-level managers of reporting units
- Officials and staff from major supporting offices/organizations/field offices as needed
- In person participation is required as it is likely to be most effective.

Should meetings be open to individuals outside the organization?

Some state and local governments have opened meetings to the public, however in USAID's context this is likely not necessary. Inviting other agencies may be useful in terms of coordination. More important for M Bureau will be to open up the meetings as needed to other USAID Offices and Bureaus whose work will affect M Bureau's or vice a versa.

What is the content and typical agenda of these meetings?

The primary focus of these meetings should be the data, the explanation behind trends, and figuring out follow up actions. The data will be prepared and display in graphic format or presented in briefing packets for attendees. While there is a tendency to be drawn into policy issues and debates, leaders of the meetings need to focus on reviewing of performance and managing units. Policy is separate from performance and should be handled in an alternate forum for discussion.

What should be the tone of the performance review meeting?

Leaders are responsible for the overall tone. However it is important to note that the purpose of these meetings is to determine status, progress and take corrective action as needed. It is best if meeting are kept constructive collegial and respectful. The focus should be on problem solving and not placing blame. At USAID, many development outcomes are not able to be realized in a short timeframe and it is important that leaders recognize this unique reality when following up on issues.

What should be the physical set-up of the meetings?

Typically reporting units face the leadership team. Meeting spaces should also have technological facilities such as display screens, projectors, internet access etc. to facilitate data analysis and display. Some agencies and organizations have dedicated rooms for these meetings

Following up After the Meeting

What follow up should be undertaken?
Follow up is the most essential part of the process to ensure that corrective actions are taken after reviews

<u>Sustaining the Process</u>
Who needs to support this process?
Leaders and their staff, those responsible for goals, leaders of reporting units, support from support units, a team of analysts and mangers to support the effort and support the reporting units.
What did managers recommend to sustain this process?

- Solution oriented tone of meeting
- Useful and usable/actionable data
- Standardized reporting, data collection and follow up forms and templates
- Solid team with the technical skill needed to support Stat reviews
- The process should be flexible so that it is responsive to changing goals and priorities.
- Branding and documenting the Stat effort
- Finding champions within the organizations and get buy in from senior managers
- Demonstrate value added to reporting units and the organization overall
- Does the use of data-driven performance reviews deliver improved services and cost savings[11]

The Agency should give some serious consideration to making sure the backend for any AIDStat dashboard or system can "talk to" or use the Agency-wide MIS system being piloted by the USAID CIO's office in select Missions right now. As in the NYCStat system, where all city agencies use the same MIS system to input data, it is hoped that this USAID MIS will be used by all Missions and offices to report performance data in a standardized way. Using such a system as the core of a Stat Dashboard will ensure the data is of acceptable quality, collected in a timely manner, and is accessible in real time. This is possible because the data inputted into the system will already have their quality assessed at the Mission and project level and since it should be inputted on regular basis to comply with scheduled monthly, quarterly and annual reporting deadlines. This will also ease the burden of creating or selecting new indicators as the majority will have been predetermined in line with Mission PMPs, Agency standard indicators etc.

[11] Harry Hatry and Elizabeth Davies "A Guide to Data-Driven Performance Reviews" IBM Center for The Business of Government (September 2011) http://www.businessofgovernment.org/sites/default/files/A%20Guide%20to%20Data-Driven%20Performance%20Reviews.pdf

ANNEX 1. STAT IMPLEMENTATION AT A GLANCE

Stat Program	Frequency	Duration	Leader	Attendees	Data Reviewed	Follow-Up Process
NYCStat	Monthly	N/A	Mayor	Agency Heads	Performance and management indicator data from agency reports	Follow-up memos and meetings
Baltimore CitiStat	Bi-Monthly	N/A	Deputy Mayor	Agency heads and Stat Team	CitiStat reports from Agencies, CitiTrack report of 311 calls, findings from Stat Analysts	Memorandum of previous session and progress reports prior to sessions
Montgomery County, MD CountyStat	Weekly	N/A	County Exec/Chief Administrative Officer	Exec Branch Dept. heads; CountyStat Team	Performance indicator data as included in departmental performance plans	Follow up Memorandum
Maryland StateStat	Bi-Weekly	N/A	Governor	State Managers	Administrative, Performance & Operational Indicator Data	Executive Briefings and follow up in the regular meetings
Washington GMAP	N/A	N/A	Governor	Agency/Dept. senior management	Administrative, Performance & Operational Indicator Data	N/A

Stat Program	Frequency	Duration	Leader	Attendees	Data Reviewed	Follow-Up Process
TechStat	As needed once a project is deemed to need review.	1 hour	Agency CIO, Deputy Secretary, CFO, CPO	TechStat Team, technical and business reps from projects	Agency performance. Indicators, IT dashboard data(CIO rating, cost and schedule), project baselines and documentation; GAO, IG and Congressional reports	Action Items, recovery plans, follow-up meetings with specific actions, status updates etc. highlighted in memos.
Dept Of Treasury	Quarterly	N/A	Deputy Secretary	Bureau Heads	Priority Indicators	Follow memos and meetings
FDA	Quarterly	N/A	Commissioner/ Deputy Commissioner, Agency leadership team	Program Office, Office of planning	Agency-wide measures, center priority measures, program specific measures, and performance data for key projects	Follow-up Action memos, updated indicator on website, check-ins with Office of planning staff.

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ANNEX 3. FEDERAL, STATE & LOCAL DEPARTMENTS & AGENCIES USING STAT

FEDERAL

- Department of Housing & Urban Development
- Department of Veteran's Affairs
- Environmental Protection Agency
- Federal Aviation Administration
- Food & Drug Administration
- Internal Revenue Service
- National Aeronautics & Space Administration

STATE

- GMAP: Government Management Accountability & Performance in Washington
- PA ChildStat-Pennsylvania
- StateStat-Maryland
- Virginia Performs-Virginia

LOCAL

- AtlStat-Atlanta, Georgia
- CapStat-Washington, D.C.
- CitiStat-Baltimore, Maryland
- CitiStat- Buffalo, New York
- CompStat- New York, New York
- JobStat- Department of Social Services-New York, New York
- KingStat- King County, Washington
- PalmStat- Palm Bay, Florida
- ParkStat- Department of Parks and Recreation, New York, New York
- Philly Stat- Philadelphia, Pennsylvania
- ProvStat- Providence, Rhode Island
- SomerStat- Somerville, Massachusetts
- SyraStat- Syracuse, New York