

Performance Management Approach

1. Assess Current Strategy

Assess the current strategy and performance management framework by reviewing previously utilized measures and assessing CSS services and objectives.

2. Create Performance Measurement Tools

Create a Value Driver Tree that illustrates the links between Business Strategies and performance metrics through the levels below:

- Business Strategies are at the top of the Value Driver Tree, as they represent the functions that enable CSS to achieve its vision and mission.
- Value Drivers are the next level of the tree, representing the major drivers of success for the Business Strategies.
- Attributes comprise the next level, describing the behaviors CSS must exhibit to deliver value.
- Performance Metrics lie at the base of the tree, and are aligned with the specific attribute that they measure.

Create a Performance Dashboard to illustrate operational performance trends for business strategies, value drivers, and attributes. The Dashboard contains status indicators based solely on performance against measurement goals, expected trends, and CSS Leadership comments to provide context.

3. Set Performance Metric Goals

Review prior CSS performance to set goals that are adjusted for current operational trends. Performance against these goals dictate the status that is reported on the Dashboard.

4. Implement Performance Measures

Implement measurement tools and track performance metrics. Design reporting structures required for proper information flow.

5. Make Decisions Utilizing Performance Measurement Information

Empower the team to make informed decisions by utilizing the measurement tools. Enhance CSS leadership's ability to effectively focus attention on the most pressing areas of need by performing root cause analysis with the performance metrics data.