

The Literacy Link – Supporting you through change

Wednesday, June 6, 2012



Performance Management Framework

Literacy Link South Central has committed to providing performance management assistance to LBS service providers throughout the coming year. As part of the business planning process, the Learning Networks of Ontario will be spearheading provincial initiatives around this topic. Over the next several months, you will be receiving newsletters from LLSC on the performance management topic and we'll be passing along some of the tools and resources that will be created provincially.

What is it?

What MTCU says:

A performance management framework aims to make the LBS program more effective, efficient and customer-focused.

To ensure consistency throughout Ontario, the Ontario Public Service (OPS) relies on performance management systems that support high quality customer service and outcomes in a manner that is transparent and accountable. A transparent performance management system (PMS) means that everyone involved (clients, communities, delivery organizations, and the funder) understands what quality of service is expected, how it is measured, how the service system is performing, and where there is room for improvement.

Performance management systems evaluate service effectiveness, provide benchmarks to ensure a consistent standard of service quality to all customers, and support service providers to set targets to continuously improve service. It also supports ongoing program design, development, innovation, and decision-making. It sets out the core measures of performance that contribute to an overall service quality standard. Results are assessed on a balance of effectiveness, efficiency, and customer service that are evaluated as part of overall service quality.

LLSC's recommendations:

- Share performance management requirements with all staff so they know what is being expected by our funder.
- Keep in mind that the next two years are a time of transition as far as PMF goes. While you'll still be evaluated on efficiency, effectiveness, and customer service, MTCU's PMF will not be fully put into effect until 2014-2015.

What are the benefits?

What MTCU says:

Client:

- Improved service and results

Funder:

- Improved results and value for money through high quality service

Service provider:

- Greater independence determining delivery strategies
- Increased influence locally and with the Ministry in discussing changes to service plans, program design, and resource allocations
- Increased learning from best practices and insight into customer satisfaction
- More flexibility, efficiency, and strategy in planning and resource allocation
- More productive conversations with Ministry staff because of clear and consistent standards
- Greater ability to respond to community needs because of a more responsive model of business

LLSC's recommendations:

Think about the value of PMS for your organization. What kind of information would you like to collect and analyze? Your program's ability to attract and adequately serve the clients you say you will is going to become increasingly important. You might want to ask yourself how you will know if you're attracting and serving who you should (above and beyond just the number of clients you are supposed to serve.)

What does it include?

What MTCU says:

- Three dimensions of service delivery success: customer service, effectiveness, and efficiency
- Four to eight inter-related core measures of performance
- Measurable standards of performance in each service delivery dimension and in overall service quality – including indicators of organizational strength and capacity
- Core measure standards based on *what is* (baseline) and targets based on *what can be* (continuous improvement)
- Consistent, reliable, and verifiable data
- Linking funding to a consistent standard of overall service quality
- Clear performance expectations and the relationship to funding
- A focus on continuous improvement, flexibility, adaptability, and constant evolution
- Rewarding excellence and innovation

LLSC's recommendations:

- Make your continuous improvement targets realistic. Any improvement is good improvement.
- Focus on the area of customer service. When your customers are satisfied, you will get good referrals.
- Think about how you can use numbers to promote your program. If you're not sure what kinds of numbers will "tell" a good story about your program, have a focus group or two. Ask Board members or learners for their input!



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