#### NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS



# Grantee and Subgrantee Performance Management





#### **Cast of Characters**

- Amanda Marcott-Thottunkal
  - Oklahoma WAP Manager
- Heather Hubbard
  - Delaware WAP Manager
- Meghan McMillen
  - Weatherization Director, Community Housing Partners
- Jeff Heino
  - Wisconsin WAP Manager





#### Agenda

- Root Cause Analysis
- Performance Gap Assessment, Performance Metrics
- Break
- Policy and Procedures
- Subgrantee Performance and Production
- Data Management Systems
- Communication and Engagement





# Problem Identification and Root-Cause Analysis

A **problem** is a gap between your current state and your ideal state.

Problem identification is critical.

You can spend a lot of time solving the wrong problem.

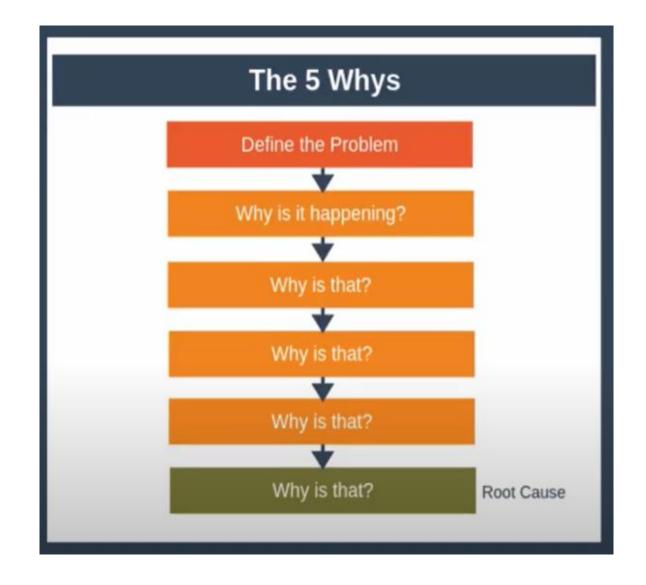
If the root-cause of the problem is not identified, the problem will repeat itself.





# Root-Cause Analysis

The 5 Whys



# Root-Cause Analysis

The 5 Whys

Problem: State WAP has significant carryover and risks returning federal funds.

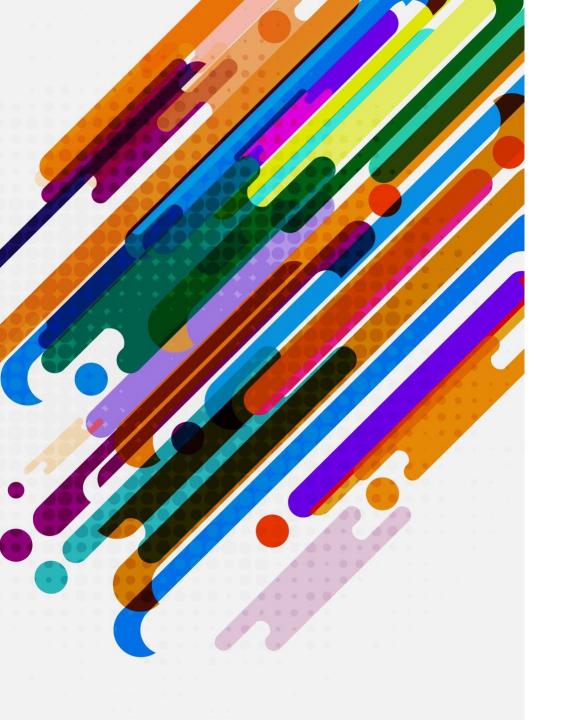
Why: Local agencies are not meeting annual spend and production goals.

WHY: Local agencies are not given a full 12-months to perform.

WHY: Local agency contracts are not being executed on time.

Why: The state plan is not approved on time.

Why: The state is not starting the planning process early enough.



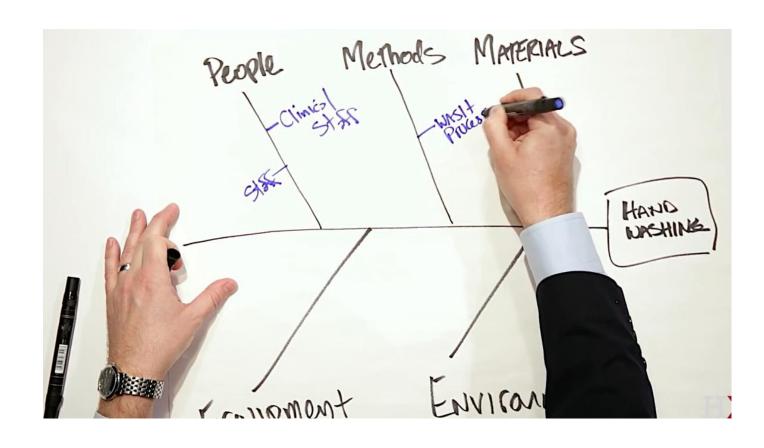
# **Group Exercise:**

Decide on a problem or symptom of a problem among your group. Take the problem through the FIVE WHY's of Root Cause Analysis.

# Root-Cause Analysis

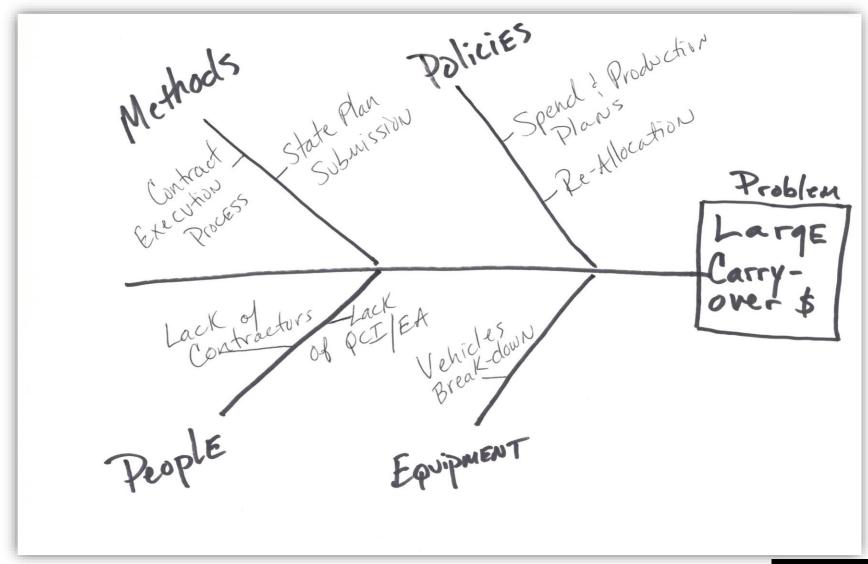
Cause and
Effect
Diagrams
(Fishbone)

**Fishbone Diagram:** Identifies multiple causes by separating them into categories.



# Cause and Effect Diagrams (Fishbone)

**Fishbone Diagram:** Identifies multiple causes by separating them into categories.







# Group Exercise:

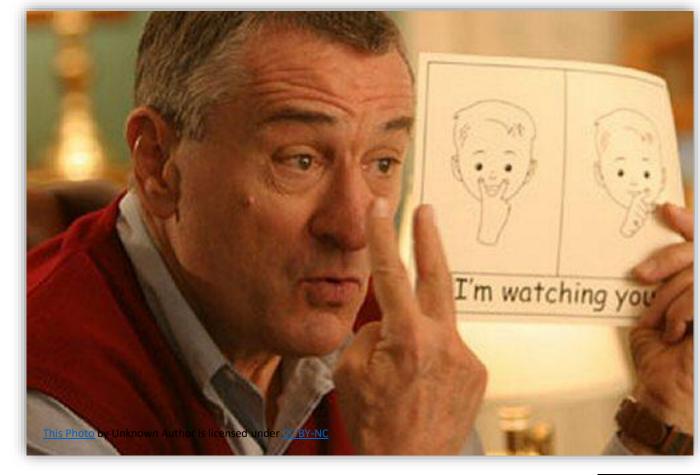
Take the same problem or issue you just identified but put it through the **Fishbone Diagram** exercise of Root Cause Analysis

Did you get to a different root cause?

#### How Do You Define Success?

#### **Turns the lens inward:**

- As the Grantee, have you established performance goals?
- How do you communicate these performance goals?
- Performance metrics are you delivering success?
- Do as I do! Lead by making sure your own house is in order.
- Utilize feedback and surveys to help drive change







#### **Group Exercise:**

Share your top 3 key WAP performance metrics from your organization with the group.

- How are they similar? Different?
- How do you communicate and track your performance with your network?



#### **Build SMART Goals**

SPECIFIC

WHO, WHAT, WHEN, WHERE, WHY, WHICH

DEFINE THE GOALAS CLEARLY AS POSSIBLE IN TERMS THAT EVERYONE CAN UNDERSTAND.

WHO IS INVOLVED? WHAT DO I WANT TO ACCOMPLISH? WHERE WILL IT BE DONE? WHY AM I DOING THIS? WHICH CONSTRAINTS DO I HAVE? M

**MEASURABLE** 

FROM AND TO

CAN YOU TRACK THE PROGRESS AND MEASURE THE OUTCOME?

HOW MUCH, HOW MANY, HOW WILL I KNOW WHEN MY GOAL IS ACCOMPLISHED? A

ATTAINABLE

HOW

IS THE GOAL REASONABLE ENOUGH TO BE ACCOMPLISHED?

HOW SO?

MAKE SURE THE GOAL IS NOT OUT OF REACH OR BELOW STANDARD PERFORMANCE.

R

RELEVANT

WORTHWHILE

IS THE GOAL WORTHWHILE AND WILL IT MEET YOUR NEEDS?

IS EACH GOAL CONSISTENT WITH OTHER GOALS YOU HAVE ESTABLISHED?

DOES IT FIT IN WITH YOUR IMMEDIATE AND LONG TERM PLANS? TIMELY

WHEN

YOUR OBJECTIVE SHOULD INCLUDE A TIME LIMIT.

"I WILL COMPLETE THIS STEP BY MONTH/DAY/ YEAR."

IT WILL ESTABLISH A SENSE OF URGENCY AND PROMPT YOU TO MANAGE YOUR TIME BETTER.

• Source: Lean Six Sigma Project Charter: Creating a SMART Goal statement







#### Setting SMART Goals

#### **Example:**

In PY2023, the State WAP network will meet 90% of contractual spend and production commitments by delivering on quarterly spend targets to better serve our lowincome clients.





#### **Group Exercise**

 Develop a SMART goal for a common issue in WAP







# Performance Gaps and Performance Metrics

 Amanda Marcott-Thottunkal, OK WAP Manager



This Photo by Unknown Author is licensed under CC BY-SA





#### **Small Group Discussion**

#### PERFORMANCE METRICS and DEFINING SUCCESS

- Discuss which metrics are used to track performance
  - Could these be improved? Unintended consequences?
- How can we define success?





# Time for a Break!

Please return @ 10:30



# Polices to affect change

Heather Hubbard, DE WAP Manager



This Photo by Unknown Author is licensed under CC BY



### **Small Group Discussion**

#### **POLICIES and PROCEDURES**

- Describe policies/procedures implemented that were designed to solve issues.
- What policies/procedures can you think of that could provide a positive change to your program?





# Subgrantee Production Management

Meghan McMillen, Wx Director, Community Housing Partners







### **Small Group Discussion**

#### **MONITORING**

- How do you resolve issues noted during monitoring?
- What Quality Control methods do you use?
- How can Grantees assist with improving the quality of work?





#### Data Systems

Jeff Heino, WI WAP Manager



This Photo by Unknown Author is licensed under CC BY-SA





#### **Small Group Discussion**

#### **Data Management Systems**

- How can Data Management Systems (DMS) assist with compliance?
- What improvements would be helpful within your existing DMS?
- What are some lessons learned with developing data systems to aid in program compliance/evaluation





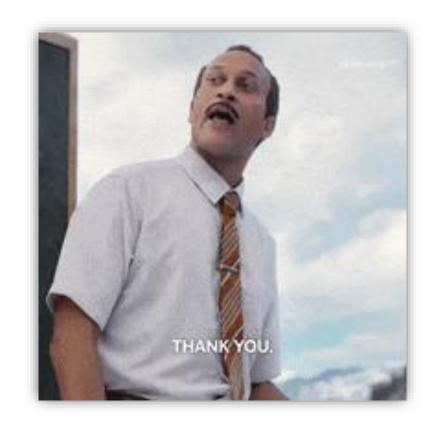
### **Small Group Discussion:**

#### **Communication and Engagement**

- How often do you meet with your Subgrantees?
  - Monthly or Quarterly?
  - T&TA Calls to review monitoring, production, new guidance?
  - State planning?
- What innovative communication methods have you tried.
  - (Example: Subgrantee Technical Advisory Committee)
- How do you implement new guidance or policies in your state?
- Do you host an annual training conference in your state?
- Describe the communication that exists outside of Monitoring







# Thank you

- Amanda Marcott-Thottunkal
- Heather Hubbard
- Meghan McMillen
- Jeff Heino
- Jonathan Ballew

**EVALUATION QR CODE** 





