

NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS



Grantee and Subgrantee Performance Management

20
23

ANNUAL TRAINING
CONFERENCE

SEPTEMBER 25 - 29



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

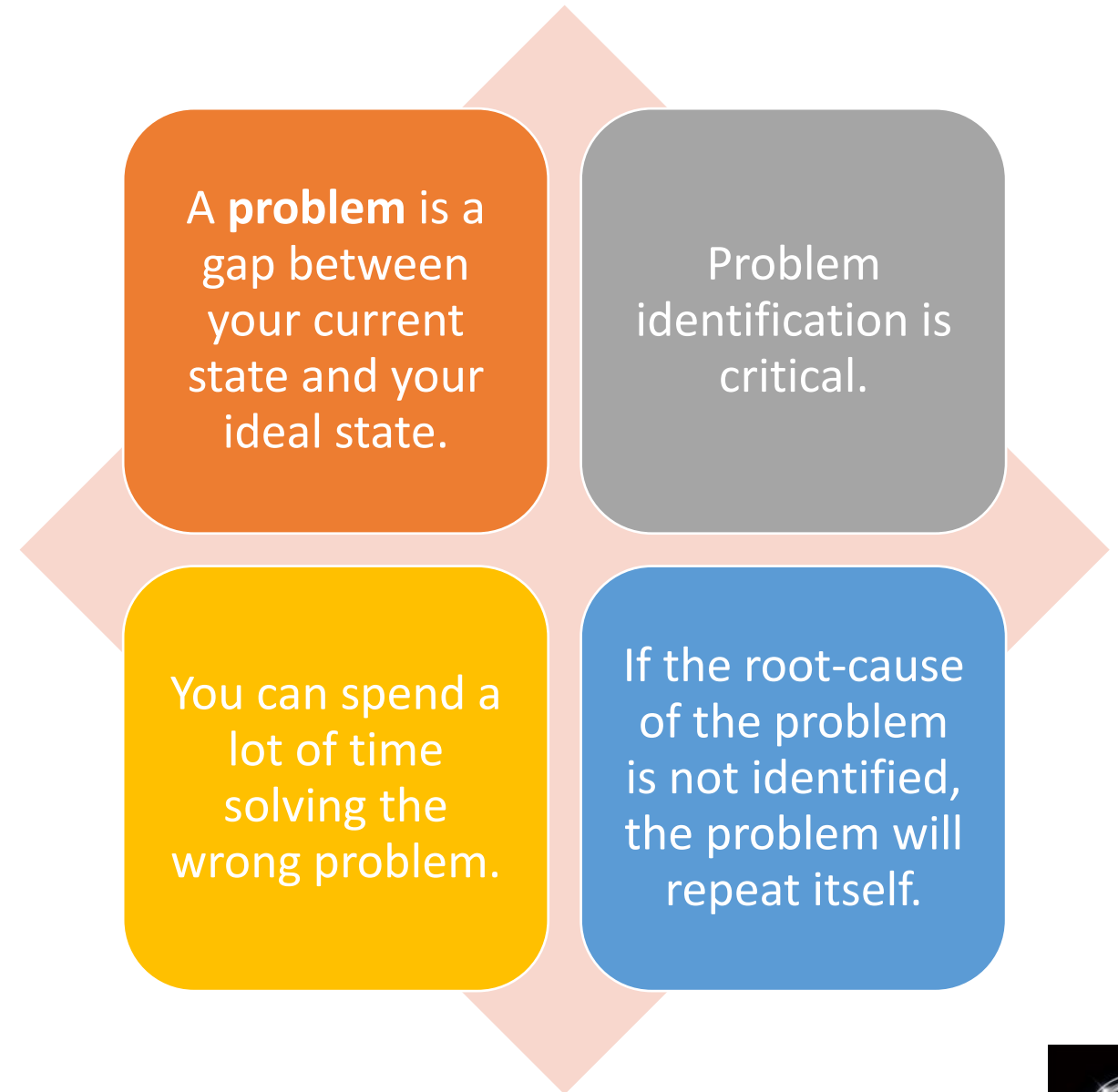


Agenda

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

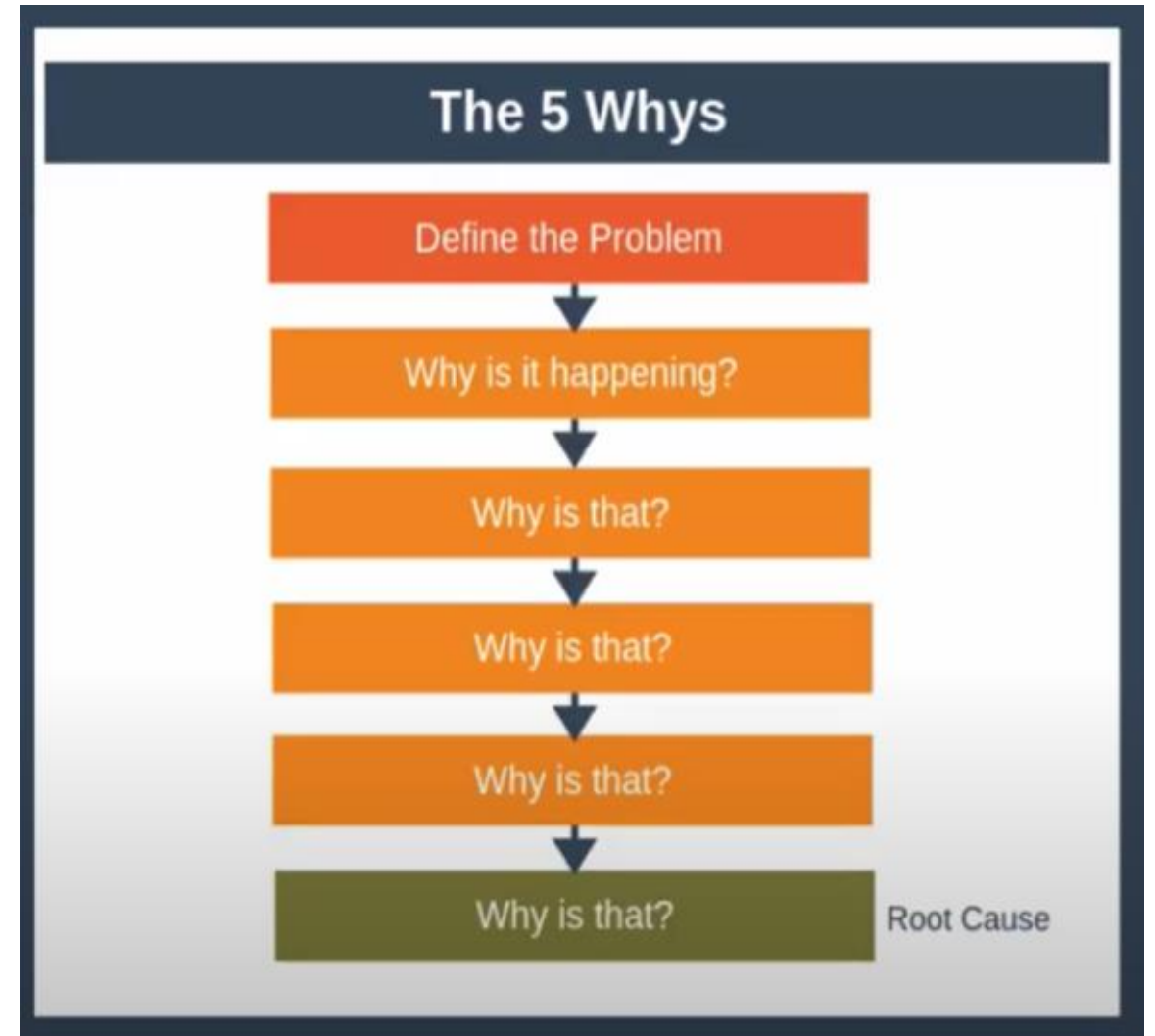


Problem Identification and Root-Cause Analysis



Root-Cause Analysis

The 5 Whys



Root-Cause Analysis

The 5 Whys

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

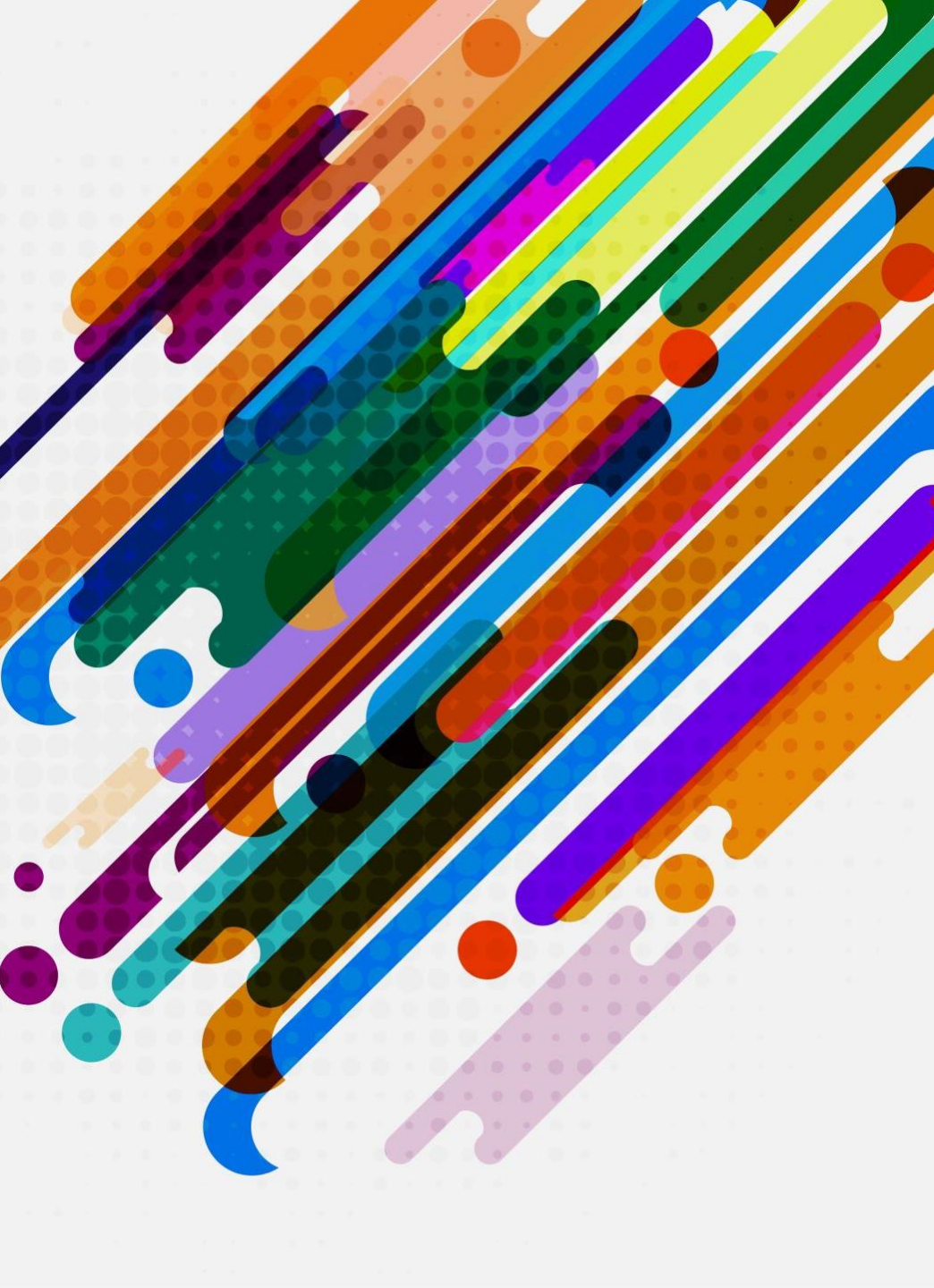
Why: Local agencies are not meeting annual spend and production goals.

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

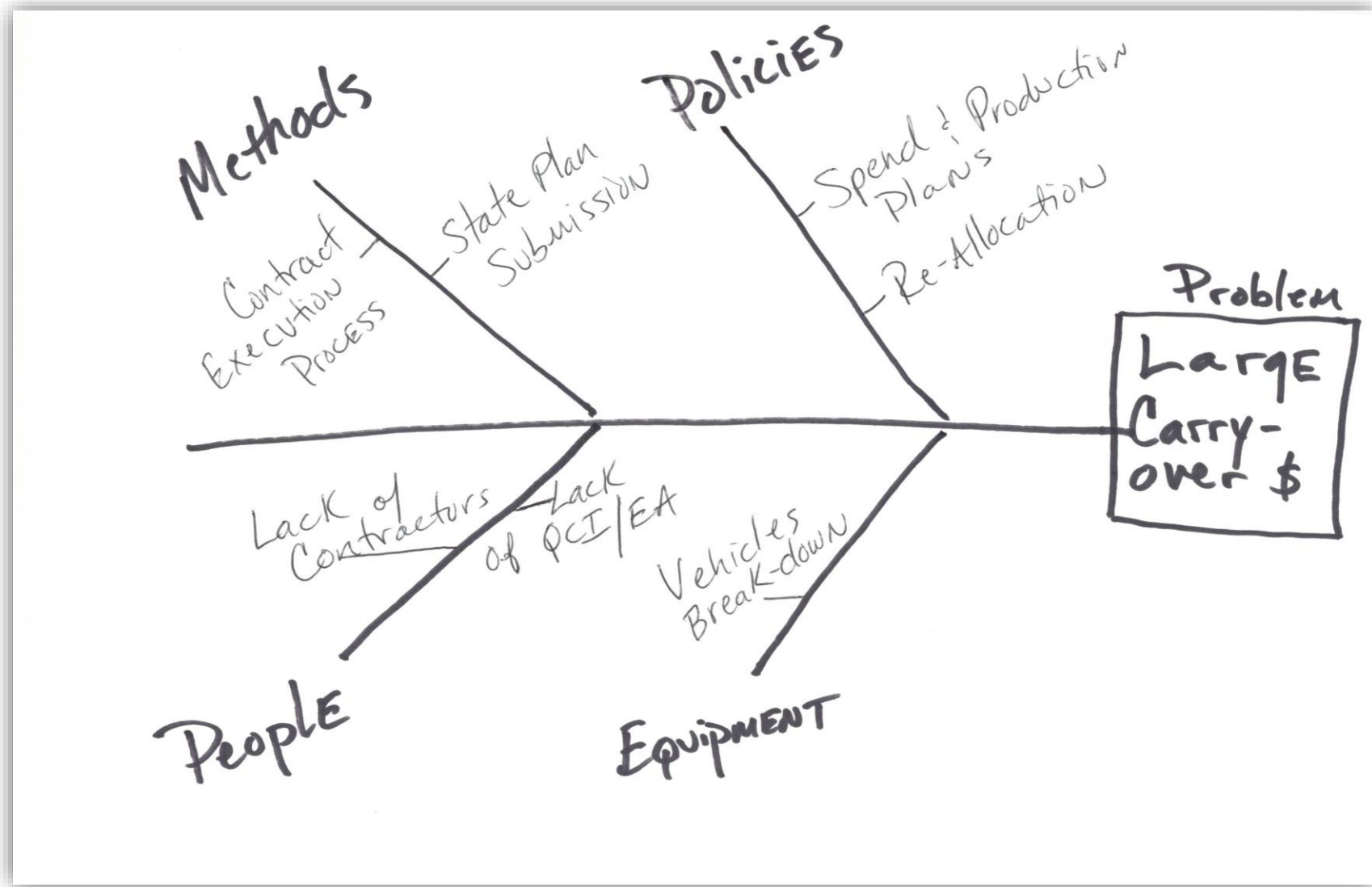
Cause and Effect Diagrams (Fishbone)

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



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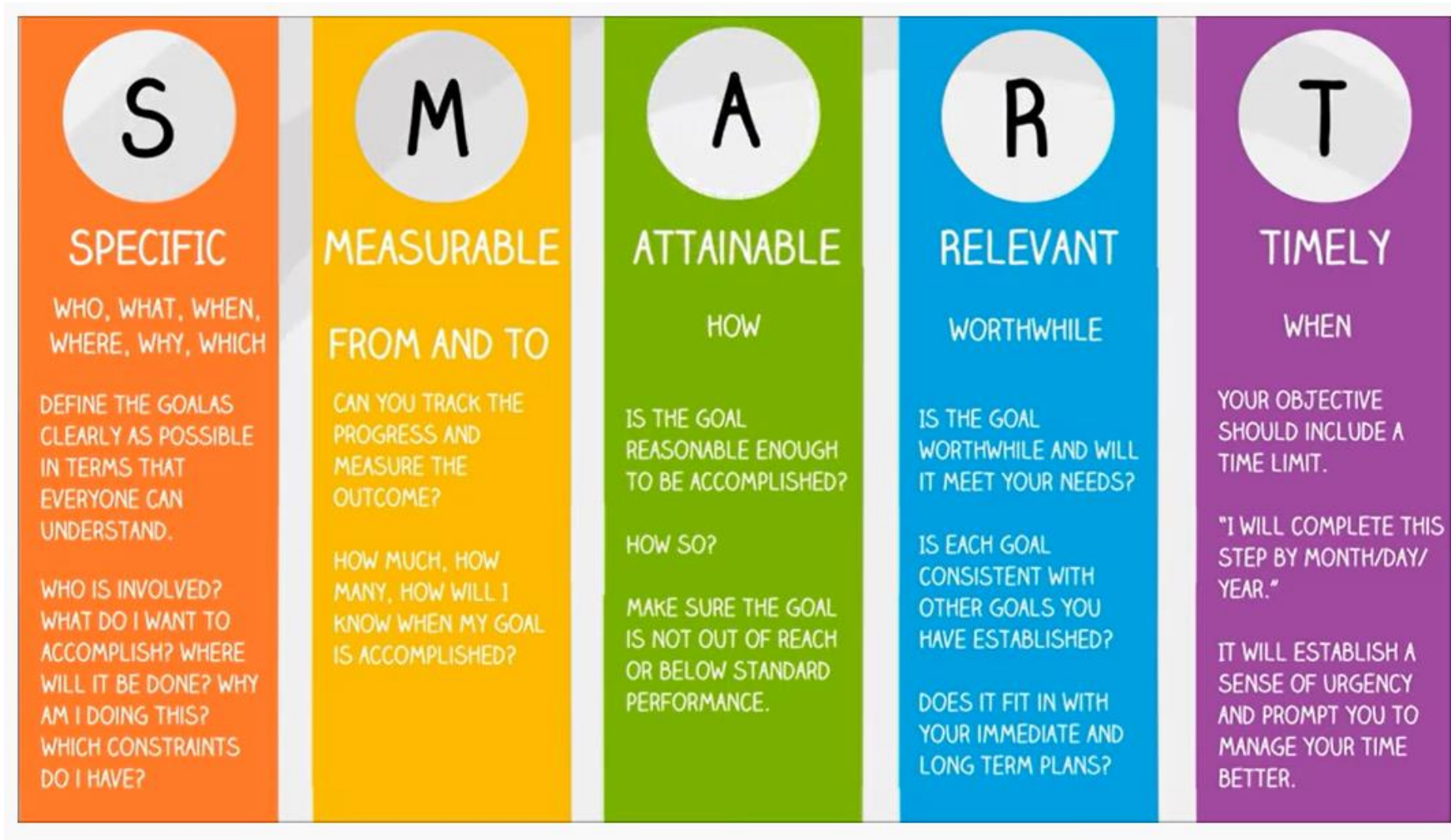
Group Exercise:

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



• 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 low-income clients.



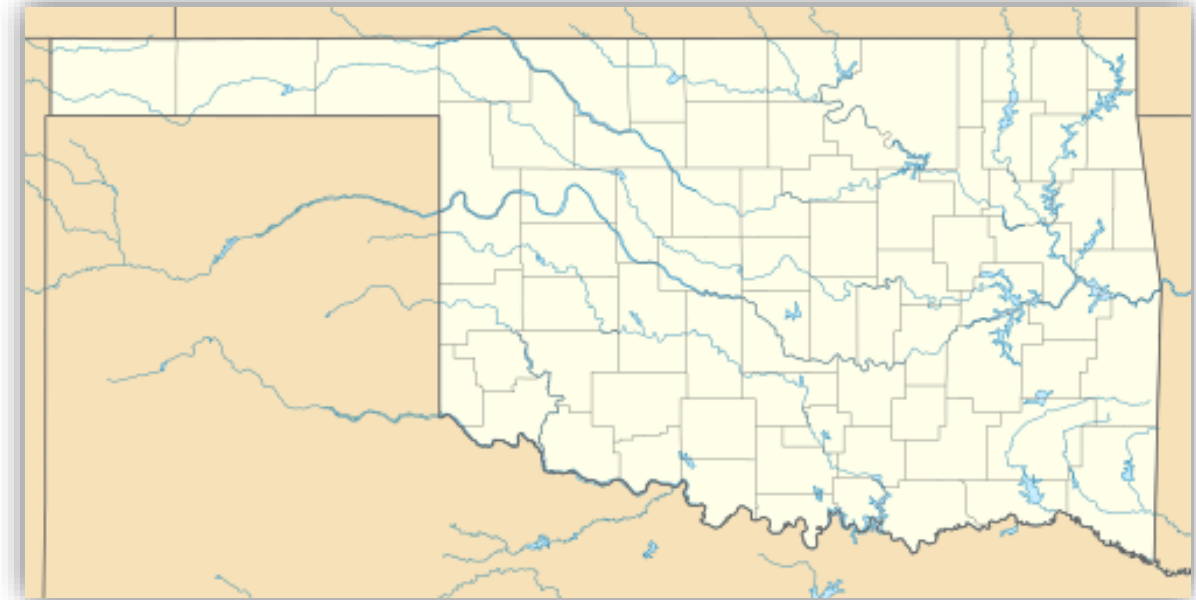
Group Exercise

- Develop a SMART goal for a common issue in WAP



Performance Gaps and Performance Metrics

- Amanda Marcott-Thottunkal, OK WAP Manager



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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



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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



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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

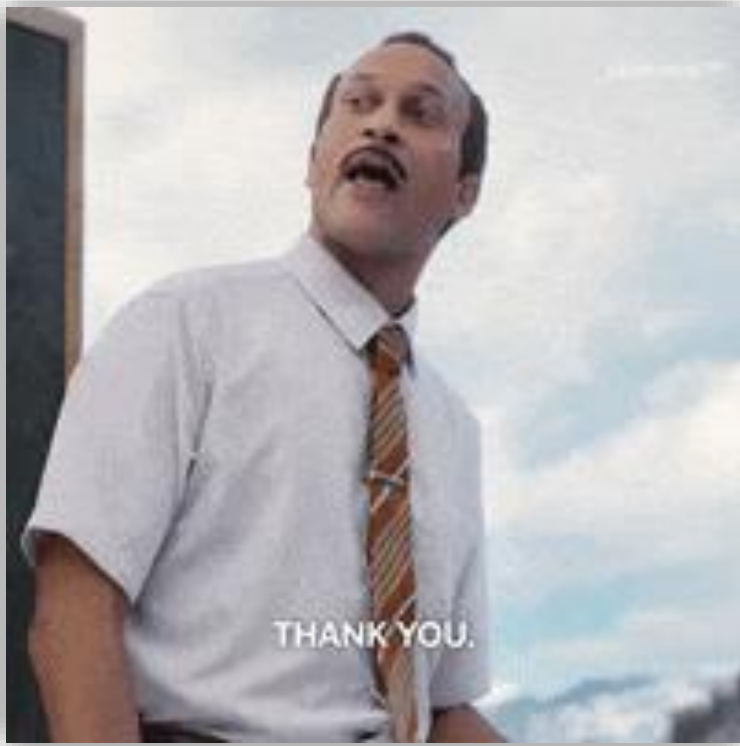


Small Group Discussion:

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

