



Performance Management Outside the Classroom

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Introduction

Educational leaders are responsible for achieving their district's mission and goals as efficiently and effectively as possible. Realizing these outcomes requires that they do so inside and outside the classroom. Some districts have a system to manage academic performance. Few, however, have a system for evaluating and optimizing performance outside the classroom.

The result: management's understanding of efficiency, effectiveness, services levels and quality is limited and their effectiveness is constrained. Opportunities to save or achieve higher performance are missed. Cost cutting rather than improvement becomes the primary management tool. Leaders must often rely on ad hoc, advocacy based hunches rather than facts to make critical decisions about students, people and money.

What is Performance Management?

Performance management is about ensuring that goals and mission are achieved in an efficient and effective manner. School districts are already engaged in performance management in the classroom. Expectations are established for teachers and students in the form of grades, test scores and other criteria. Districts use a variety of tests (measures) to assess performance. Results are compared to standards; trends are tracked and gaps identified. Teachers, principals and district support staff develop plans to help students close the learning gap. Systematic and continued use of data over time generally leads to better results.

Performance management, then, is effectively a data-supported guidance and steering system. Used properly, it helps leaders stay aware of performance, solve problems, translate ideas in action and more effectively move the district towards its goals, mission and vision.

Performance management therefore involves a number of key elements:

1. An organizational appropriate framework for evaluation
2. A system for measuring efficiency and effectiveness inside the organization
3. Parameters or targets that define acceptable levels of performance or goals
4. Evaluation and analysis of performance
5. Performance reporting
6. Organization, quality and control of data flow

Why Data-Driven Performance Management Outside the Classroom?

It works. Evidence to support deeper and broader use of performance management in education is abundant. Performance management tools have been successfully used outside education since the 1960s. Readers may be familiar with many of the tools: Continuous Improvement, Performance Measurement, Benchmarking, Baldrige, Lean, Process Improvement and the Balanced Scorecard. Most recently business intelligence and big data analytics have been added to the tool kit.

Research Proves It. Jim Collins in his book, "Good to Great," identifies Data-Driven leadership as one of 5 hallmarks of highly successful organizations. Experts in data-driven and quality methods (Juran, Lean) claim through their experience that the improvement and/or cost reduction potential in a process or department can be as high as 30% or more.

Our Students and Communities Expect It and Deserve It. Performance management is about more than cost savings. It's also about aligning resources with the level of service and quality our communities expect. Enlīt's Performance Management and Reporting tools help school districts create transparency and a focus on efficiency and even accountability that tax payers have come to expect.

Enlīt Performance Management Technology and Tools

The Enlīt system fills the gap that exists in all districts - a system dedicated to measuring and managing efficiency and effectiveness outside the classroom. It effectively provides all the elements of performance management as well as best practice-based disciplines discussed above.

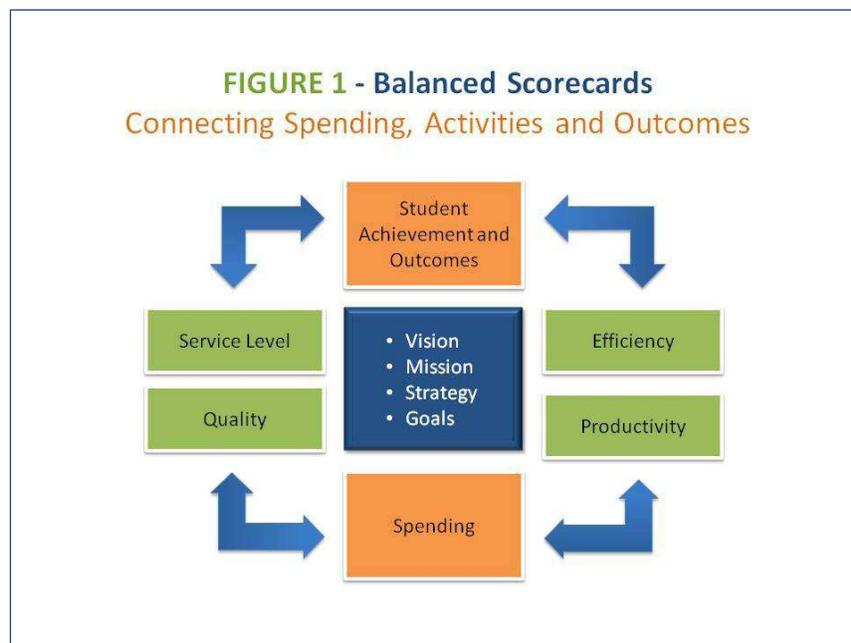
1) The Starting Point

A Powerful Framework for Data-Driven Evaluation and Management

The Balanced Scorecard framework was developed by Robert S. Kaplan from Harvard and David P. Norton in the 1990s. The Balanced Scorecard gives boards, superintendents, business managers and even staff a much better financial and non-financial understanding of performance than traditional financial reporting tools. Its use has exploded throughout the business, not-for-profit and even education industry. Armed with better data and understanding, leaders that use this tool can make better decisions, avoid bad decisions and more effectively shape strategy and drive improvement.

The scorecard is like the dials in a cockpit. It simplifies and reports complex information so the pilots can understand and navigate accordingly. It tells direction, efficiency, elevation. The pilot uses that information that can be understood quickly, to maintain situational awareness and make adjustments needed to stay on the flight plan. *Note that the pilot is not wasting his time collecting and analyzing data - he or she is busy using it to fly the plane.*

Enlīt uses the framework shown below to provide the information the school district leaders and their staff needs to manage and improve efficiency and effectiveness. Enlīt's scorecards help users quickly understand strengths and weaknesses and pinpoint potential solutions. Our detailed measurement system provides the facts to define these different perspectives on performance.



The balanced scorecard framework provides the priorities and structure for Enlīt's Scorecard Reporting system. One card presents all the perspectives, shown in the diagram above, in a logical and easy to understand order. So at a glance, users can see.

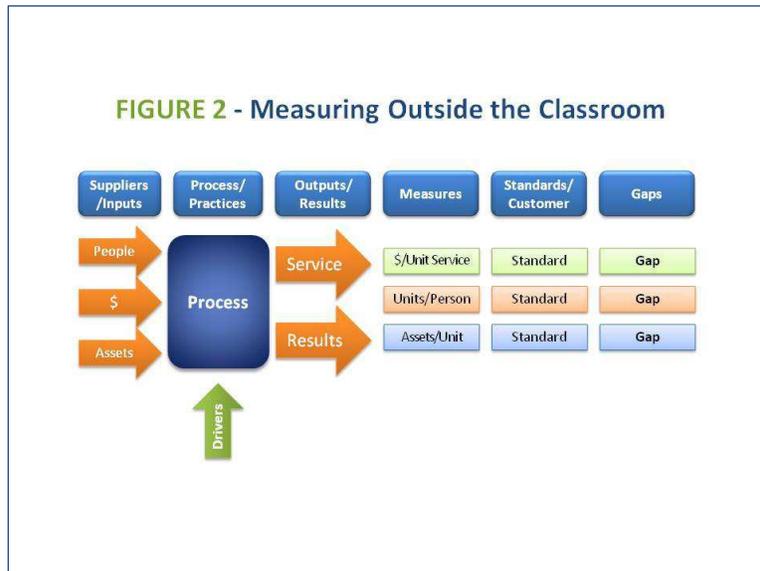
2) State of the Art, Holistic System for Measuring Performance

Once the framework is built, the next step in performance management is selecting and developing measures to define each perspective. And at Enlīt, we believe that if you don't measure, you can't understand or improve. Enlīt's detailed measurement system has been developed with the benefit of over 20 years experience using data to focus improvement from the top to deepest levels in districts. The table below compares Enlīt's general measurement categories with traditional measures.

Table 1

Measures	Traditional	Enlīt System
Test Scores	✓	✓
Student Outcomes	✓	✓
Spending	✓	✓
Cost/Performance Drivers		✓
Efficiency		✓
Effectiveness		✓
Productivity		✓
Asset Management		✓
Service Level		✓
Quality		✓
Strategy		✓

Enlīt's measurement system gives leaders the details they need to know what, where and how to improve. Department level performance evaluation models, such as the one illustrated in Figure 2, determine the suite of measures needed to evaluate performance. Enlīt's measurement system connects the dots to spending, efficiency, effectiveness and service and quality levels.



Enlīt's measures inform decision makers on the efficiency of a department, staff productivity, level of service, unit costs and where applicable, quality. These measures help diagnose and pinpoint opportunities to reduce waste, raise efficiency and improve performance. And the measures give decision makers the ability to implement practical solutions.

3) Apples to Apples Detailed Benchmarks and Database

Benchmarking is a process and tool for comparing both the performance and practices of organizations that perform similar services and functions. Benchmarking is just beginning to be used broadly in education and many existing approaches use high level benchmarks that only lead to the need to do more measurement and data collection.

Benchmarking's highest value, however, is in the details and Enlīt provides those details. The power of this detail is that it reveals the key factors that are behind differences in performance. And Enlīt's detailed, non-financial and operating measures overcome many of the issues with comparing districts of different sizes, demographics and related factors. Why? Because of the level of detail and types of ratios that have been developed from decades of experience using benchmarking. The following table compares traditional benchmarking with state data to Enlīt benchmarking data.

Table 2: Benchmarking with State Data versus Enlīt Measures

<i>Application</i>	<i>State Data</i>	<i>Enlīt</i>
Fiscal Year	Previous	Current and Past
Consistency	Uncertain	Assured
Compare Spending	✓	✓
Compare Revenue	✓	✓
Compare Staff and Compensation	✓	✓
Identify Waste		✓
Raise Efficiency		✓
Improve Performance		✓
Raise Productivity		✓
Compare Service Levels		✓
Compare Quality		✓
Evaluate Strategy		✓
Pinpoint Solutions		✓

Enlīt's system includes the ability to use state data and the scorecard tool for spending and staff comparisons (where data is available).

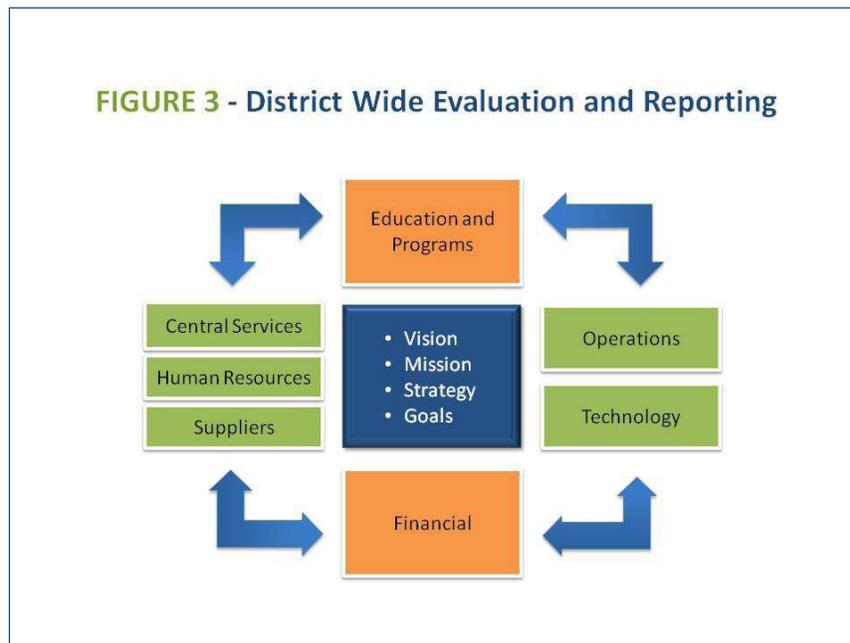
The Enlīt system also enables districts within or outside a state to share data and compare performance.

4) Department Level Evaluation Software - Like Having a Team of Analysts

The Enlīt software code analyzes performance at a department level and, therefore, gives districts the capabilities of a team of experienced analysts. Enlīt software organizes district data, calculates measures, compares performance to standards or peer results and calculates performance gaps. The software tool does all the data analysis and stores the results in one place where it can be accessed, reused, updated and shared among all users. Use of a standards-based, common tool ensures thorough analysis and accurate data and consolidates analysis to one source.

Enlīt's evaluation software, as show in Figure 3, includes a performance evaluation model for most programs and services.

FIGURE 3 - District Wide Evaluation and Reporting



5) Dashboard and Scorecards that Makes Data Easy-to-Use

As noted above, Enlīt uses the balanced scorecard framework to summarize and present the results of the measurement, analysis and benchmarking on every area. Scorecards are organized and integrated so users can start at the top level, identify performance anomalies and drill into the details needed to pinpoint performance improvement opportunities all within minutes.

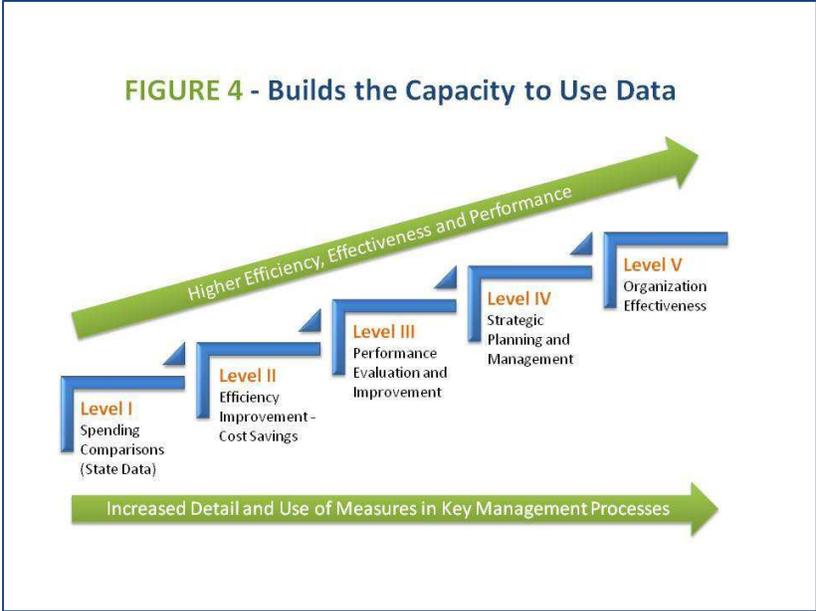
District, division and department level scorecard presents performance trends, peer performance trends, drivers of performance, unit costs, staff productivity, service levels and quality where measurable. Information is presented in drillable cards that enable users to identify an issue at a glance and drill into why performance is different in minutes. Benchmarks on every measure help leaders see where they stand relative to peer-based standards or custom peer groups.

6) Improve Efficiency and Quality of Data Management and Reporting

Ensuring the quality of district data is a critical first step to using data to manage and improve performance. Quality is critical since it impacts people's lives and students. Enlīt clients find that the data management process helps them assure the quality of internal data, set standards and better control the flow of critical data.

Builds the Capacity to Use Data

The power of measurement is not in the volume of intelligence it provides, but in how it's used. School districts have been inundated with data for decades, but there is no known correlation between volumes of data and performance. Improvement comes from the progressive use of measurement and data in key management and governance processes (Figure 4).



Key applications of the data-driven knowledge provided by the Enlit system are summarized in Table 3.

Table 3

<i>Information Use</i>	<i>Traditional</i>	<i>Enlit System</i>
Budgeting	✓	✓
Student/Teacher Assessment	✓	
School Improvement	✓	
Data-Driven Decisions	✓	✓
Forecasting/Performance Budgeting		✓
Management (Cost) Accounting		✓
District Annual Performance Review		✓
Operations Improvement		✓
Goal Setting and Engagement		✓
Communications with Community		✓
Accountability		✓
Strategic Planning		✓
HR Planning and Management		✓
Vendor Supply and Service Use		✓
Negotiations with Vendors and Unions		✓

Conclusions

Enlit gives district leaders the ability to use a powerful, best practice-based performance management system and tools. The methods are proven across a wide range of industries and situations. Enlit's use of cloud based technology and database storage allows districts to adapt and use the system and tools at a fraction of the cost of a traditional data warehouse and reporting system. The out-of-the-box application can be used immediately and customized to meet district reporting requirements. Moreover, the ability to share data and best practices with peers allows districts to accelerate improvement efforts and identify and adapt innovations more quickly.

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