OBJECTIVES FOR THIS SESSION

• Participants will build their understanding of the description and elements of performance management and sustainability.

• Participants will identify opportunities to communicate and engage with their stakeholders and partners about their progress.
WHAT IS PERFORMANCE MANAGEMENT?

What does “performance management” mean to you?
Performance management is a **systemic approach** to ensure quality and progress toward organizational goals by **aligning structures, processes and routines** through a set of reinforcing activities that enable an agency to methodically and routinely monitor the connection between the work underway and the outcomes sought.
THERE ARE FOUR ELEMENTS OF PERFORMANCE MANAGEMENT

**Clarity of Outcomes and Theory of Action**
- Set student outcome targets to achieve project goals
- Establish a theory of action and strategies for implementing priority reforms
- Develop plan(s) that align strategies with project goals

**Alignment of Resources**
- Directing resources to project priorities
- Establishing clear leadership of project goals and reforms

**Collection and Use of Data**
- Ensure quality data on performance
- Ensure quality data on implementation
- Using data to review processes and make mid-course corrections

**Accountability for Results**
- Link internal accountability to results
- Link external accountability to results
- Engage stakeholders about results

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WHAT IS SUSTAINABILITY?
THE DEPARTMENT ENGAGED 17 PARTNERS TO HELP BUILD FRAMEWORKS AND TOOLS TO SUPPORT RACE TO THE TOP GRANTEEES.
DESCRIPTION OF SUSTAINABILITY

Sustainable reforms are **durable, adaptive** and **persistently focused** on priority goals for improved student growth in the face of **changing conditions**.
THE SUSTAINABILITY FRAMEWORK CONSIDERS THE FACTORS THAT CONTRIBUTE TO LASTING REFORM

System Capacity
- SEA Capacity
- State Capacity

Performance Management
- Clarity of Outcomes & Theory of Action
- Alignment of Resources
- Collection and Use of Data
- Accountability for Results

Context
- Alignment of the Statewide System
- Public Value

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PARTNERS and STAKEHOLDERS

Partners – a person or group of people who have an investment in the project’s goals, a partner brings something to the table—knowledge, skills, and/or resources—and stands to benefit in some way from the success of the project.

Stakeholders – a person or group of people who has an interest in the project’s goals. Includes SEAs, LEAs, and groups of non-organized people (e.g. teachers as a whole, parents as a whole), the field, and organizations that have influence over implementation of the project.
MESSAGES SHOULD BE SIMPLE, BUT HAVE RATIONALE AND EMOTIONAL LEVELS

Think

Feel

Do

EMOTIONAL
How do you want them to feel?

RATIONAL
What should your target think?

ATTRIBUTES
What are the simple things that your target needs to know?

- Facts
- Dates
- Times
- Places
- People involved

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EXERCISE

<table>
<thead>
<tr>
<th>What</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>▪ With your facilitator, brainstorm a list of partners, and a list of stakeholders on flip chart paper</td>
<td>5</td>
</tr>
<tr>
<td>▪ Choose one partner and one stakeholder to complete the “Think, Feel, Do” template on brown paper.</td>
<td>20</td>
</tr>
<tr>
<td>▪ What role do you want them to play towards sustaining your project? What do you want to them to think, feel, and do in relation to your project?</td>
<td></td>
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</tbody>
</table>
THE AIM IS TO CHANGE THE WAY WE LOOK AT OUR STAKEHOLDERS

From
• Passive recipients of information
• People to be managed
• Skeptics “across the table”

To
• Active participants in dialogue
• Equal partners in the project
• Problem-solvers alongside you
THE 4 I’S FRAMEWORK OFFERS STRATEGIES TO INCREASE ENGAGEMENT

Inform
One-way emails, press releases, PPTs, web, etc.

Inquire
Listening, surveys, focus groups, etc.

Involve
More active engagement, advisory groups, steering committees, etc.

Inspire
Stakeholders as owners and champions
ADDITIONAL RESOURCES

- PERFORMANCE MANAGEMENT RESOURCES
  - Performance Management Briefs
  - Rhode Island Performance Management Case Studies
ADDITIONAL RESOURCES

- **SUSTAINABILITY RESOURCES**
  - Full Sustainability Rubric
  - Sustainability Rubric Summary
  - Sustainability Self-Assessment Workbook
  - Capacity Building Template
  - District resources, too!

- **COMMUNICATIONS RESOURCES**
  - 4 I’s Framework
  - Engaging Stakeholders Templates
  - Social Media Guide and “Tip Sheets”

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Thank you!

For more Information
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Link to other Performance Management and Sustainability Resources and Tools:
• https://rtt.grads360.org/