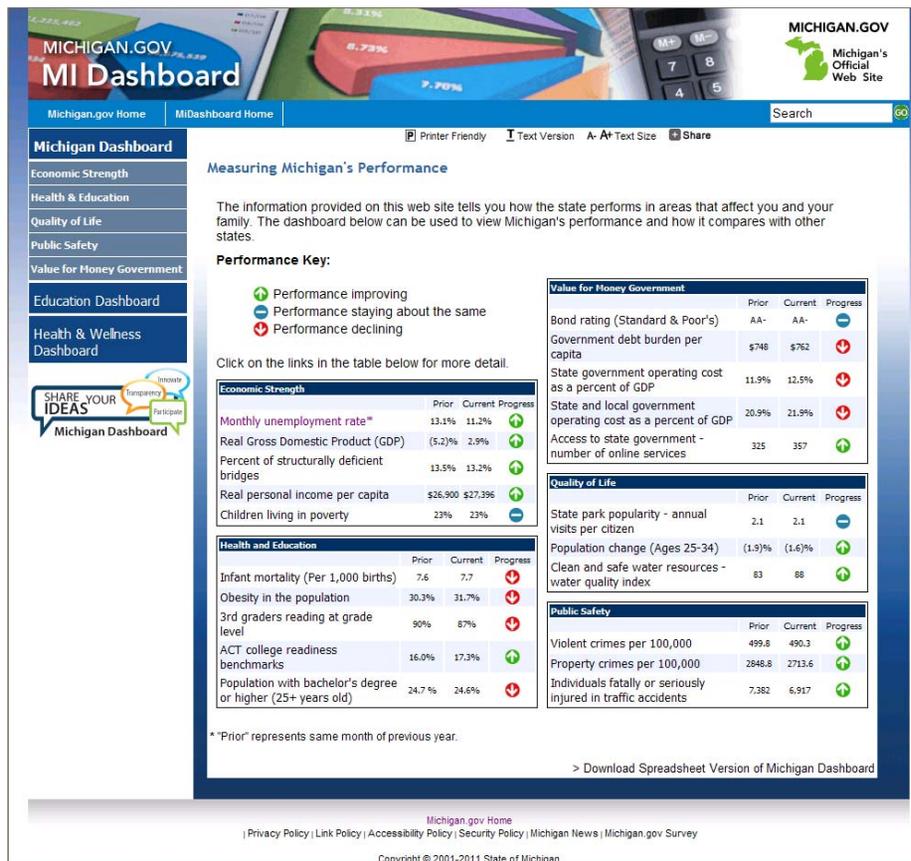


# **Performance Management in State Government**



# Creating a Culture of Quality Governance: Focus on Results

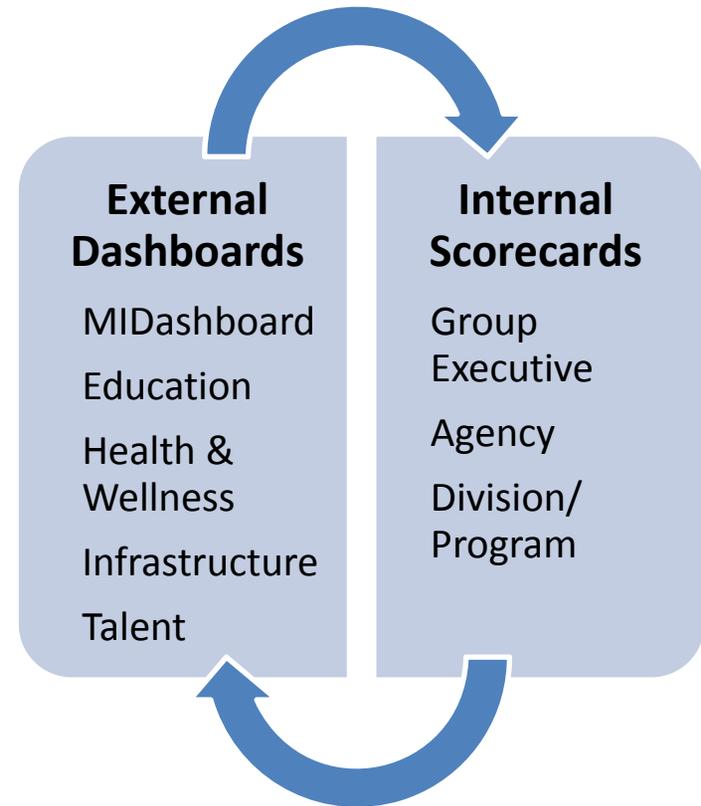


“True success is based on achieving **real results for real people**. We’re going to have tough, hard measurements. Our achievements or lack of progress will be evident . . .”

- **Governor Rick Snyder**  
*2011 State of the State Address*

# Delivering metrics that matter

- External dashboards provide transparency and awareness of Michigan's overall performance for our citizens and businesses
- Internal scorecards are management tools to measure state government outcomes and outputs, to inform decision-makers
- As a system, performance management will drive value for the citizens of Michigan





# State of Michigan Dashboards

[www.michigan.gov/midashboard](http://www.michigan.gov/midashboard)

MICHIGAN.GOV  
**MI Dashboard**

MICHIGAN.GOV  
Michigan's Official Web Site

Michigan.gov Home | MiDashboard Home

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## Measuring Michigan's Performance

Michigan's dashboards were implemented by [Governor Rick Snyder](#) to provide a quick assessment of the state's performance in key areas including: economic strength; health and education; value for money government; quality of life; and public safety. To view the dashboards click below.

**Michigan Dashboard**  
This information tells you how the state performs in areas that affect you and your family.

More

2012 State of the State  
MiDashboard at a Glance

Click for Local Government Dashboards

# Transparency in government

MICHIGAN.GOV  
**OPEN MICHIGAN**

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Michigan's Official Web Site

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Data Access  
Spending & Accountability  
Michigan Performance  
Government Performance

SHARE YOUR IDEAS  
Innovate  
Transparency  
Participate

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### Michigan's Open Government Initiative

Michigan is committed to an "open door" approach to government. This site makes it easier for you to track government's performance and its success in meeting its goals of greater efficiency, effectiveness and transparency.

[Text Version](#) >

00:09 00:59

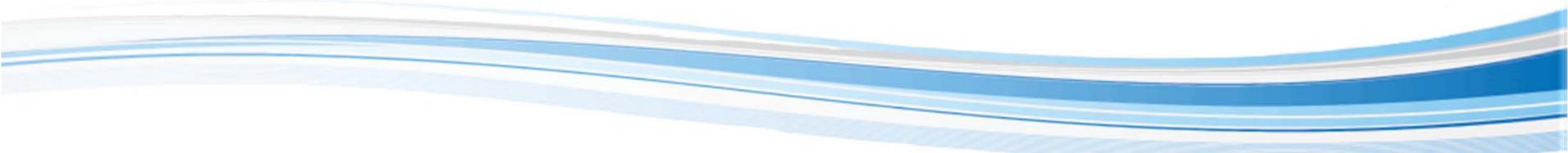
**Data on Demand**  
Locate the data you need.

**Spending & Accountability**  
Find out who's spending what.

**Performance Management**  
How are we doing?  
[Michigan Performance - Dashboards](#)  
[Government Performance - Scorecards](#)

*Ensuring transparency and the sharing of expectations/ accountability across departments and before the citizens and businesses of Michigan.*

[www.michigan.gov/openmichigan](http://www.michigan.gov/openmichigan)



## Creating a Culture of Quality Governance: Focus on Results

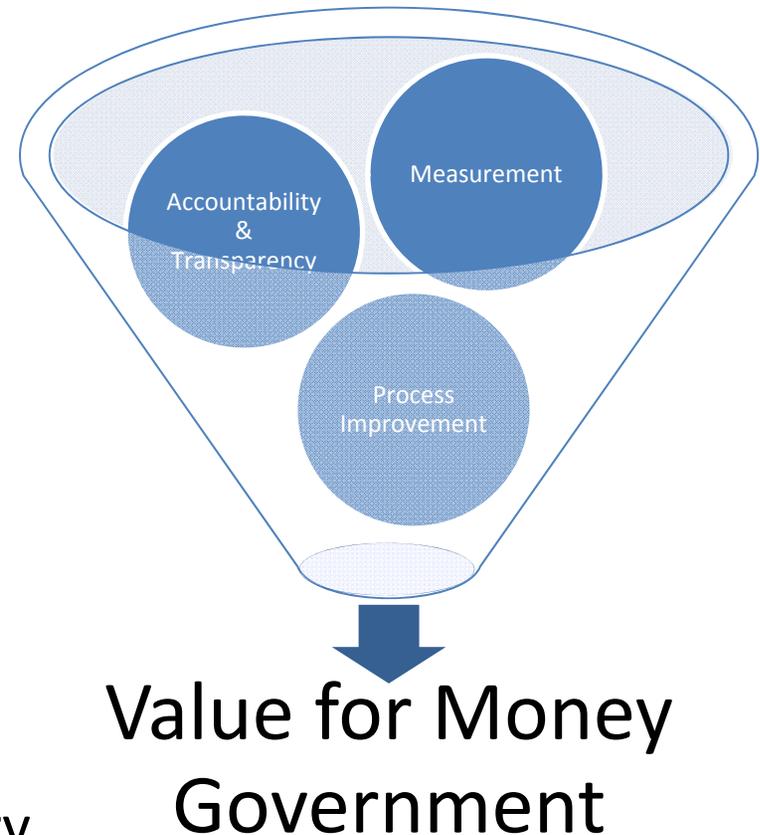
“Our state government has to be innovative and efficient in order to deliver the services citizens deserve with the revenue it has available. As Governor, I will implement billions in structural reforms, bring innovation to government, and a new level of transparency and accountability in Michigan.”

- *Governor Rick Snyder*

# Performance Management Purpose

Drive value for the citizens of Michigan:

- Measuring what matters as an internal management tool
- Providing accountability and transparency before citizens and businesses
- Fueling process improvement to ensure customer satisfaction, every time



# Scorecards – Internal Accountability

- Internal tool—containing vital performance measures—to measure, highlight and track areas where performance is lacking, meets or exceeds expectations
- Balanced information based on department priorities
- Leaders use these at team meetings, in publications and executive reviews

Scorecard Performance Summary																	
Department Name: MDARD		Stat		Track		Target		Current		Previous		Frequency		Metric Definition			
Executive/Director: Keith Crough		Performance		Performance		Performance		90% or greater of target		75% to 90% of target		less than 75% of target					
Period: for the period ending Jan 31, 2012		Goal		Start		End		Target		Current		Previous		Frequency			
Measures - Safe and Healthy Food																	
Metric	Goal	Start	End	Target	Current	Previous	Frequency	Metric Definition									
FS-01	Routine Food Establishment Inspections	1,2,3,4			75%	45%	73%	Quarterly	Measures the percent of scheduled routine food inspections completed during the period. MDARD's goal is to complete at least 75% of routine inspections due for MDARD inspected food establishments which include processing plants, warehouses, and retail food stores.								
FS-02	Milk Safety Inspection Standards	1,2,3,4			100%	87%	100%	Quarterly	Measures the percent of audited milk safety inspections meeting the national enforcement standard. MDARD's goal is to maintain 100% compliance with national milk safety standards.								
FS-03	Manufactured Food Regulatory Program Standards	1,2,3,4			100%	10%	0%	Quarterly	Measures the percent of national Manufactured Food Regulatory Program Standard (MFRPS) elements where self-assessment and corrective action plans are complete. The percentage is a cumulative measure with a goal of 100% annually.								
FS-04	Migrant Labor Housing Seasonal Inspections	1,2,3,4,5			100%	None	None	Annually	Measures the outcome of Migrant Labor Housing inspection and enforcement activity. The measure is an indicator of MDARD's ability to ensure a safe and healthy migrant labor workforce.								
FS-05	Migrant Labor Housing Access/Upro	1,2,3,4,5			100%	24%	24%	Annually	Measures percent of migrant labor living in licensed housing.								
Measures - Animal and Plant Health																	
AP-01	Bovine TB Status	1,3,4,5			86%	86%	18%	Annually	Measures the percent of Michigan counties designated as Bovine TB free by the USDA. MDARD's goal is to maintain and enhance market access for animal agriculture through surveillance, control, and								
AP-02	Wildlife Risk Assessment Program	1,3,5			95%	93%	85%	Quarterly	Measures the percent of producers in 11 northern lower peninsula counties with completed wildlife risk assessment plans.								
AP-03	Medicated Feed Manufacturing Facility Inspections	1,4			100%	None	None	Quarterly	This measure the percentage of medicated feed manufacturing facilities inspected for the purpose of ensuring that medicated feeds are properly formulated and produced in accordance with feed law and								
AP-04	Exotic Forest Pests Partnership	1,3			12	None	None	Quarterly	This measure the number of education workshops and webinars offered to the arboriculture industry and communities to train the trainer opportunities with a target of 12 over a two year period.								
AP-05	Nursery Stock Inspections	1,3			700	None	None	Quarterly	This measure the number of inspections of nursery stock growers and dealers who impart nursery stock from, or export nursery stock to other countries and states.								
AP-06	Livestock Market Inspections	1,2,3			50%	None	None	Quarterly	This measure the percentage of livestock markets in Michigan inspected to assure a healthy and disease free food supply in Michigan and the nation.								

## Reinventing Michigan



- 1 Create more and better jobs
- 2 Leverage our new tax system
- 3 Reinvent our government
- 4 Keep our youth—our future—here
- 5 Restore our cities
- 6 Enhance our national and international image
- 7 Protect our environment
- 8 Revitalize our educational system
- 9 Reinvent our health care system
- 10 Winning in Michigan through Relentless Positive Action

[www.michigan.gov/gov](http://www.michigan.gov/gov)

Not paid for with state funds.

## Alignment – To Strategy

Alignment to the Governor’s vision for the state and corresponding agency mission, vision and goals

- Connects each employee with the strategy of their unit, division, department, and the state
- Integrates the program with overall business intelligence, and establishes expectations
- Ensures that goals, programs, activities, and resources are aligned with priorities and desired results

# Alignment to Strategy

## Strategic Planning at MDARD

- Engage in continuous strategic planning
- Stakeholder Engagement
  - ✓ Food Processors Summit
  - ✓ Governor's Summit on Production Agriculture
  - ✓ Feedback from field / program staff
- Employee Engagement
  - ✓ Regional Focus Groups
  - ✓ Building MDARD's Future
  - ✓ All Employee Meeting
  - ✓ Director and Deputy Director Regional Visits



## MDARD Vision & Mission

**Vision** - To be recognized as a national leader among state departments of agriculture through our expertise, effectiveness, application of sound science and delivery of quality service to our stakeholders.

**Mission** - Assure the food safety, agricultural, environmental, and economic interests of the people of the State of Michigan are met through service, partnership, and collaboration.

# MDARD Outcomes, Goals & Priorities

## Shared Outcomes

- Vibrant Communities
- Healthy Food
- Skilled Talent
- Strong Ecosystem

## Goals

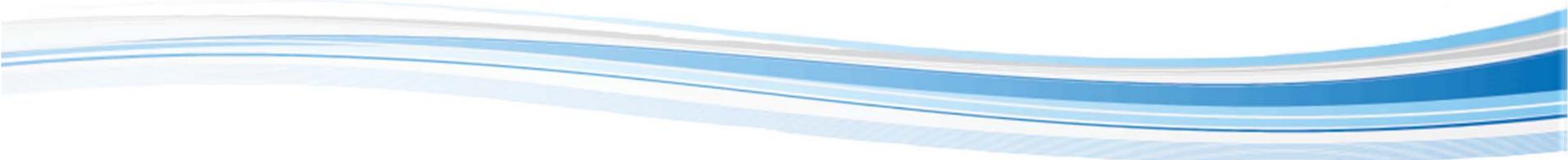
- Increase the economic impact of the food and agriculture industry from \$71 billion to \$100 billion.
- Double agricultural exports from \$1.75 billion to \$3.5 billion.
- Increase food and agriculture jobs from 1 million to 1.1 million.
- Improve access to healthy food for Michigan consumers from 40% to 60% of residents.
- Increase sustainable food and agricultural systems by increasing the number of farm verifications from 1,000 to 5,000.

## Priorities

- Assure a Safe and Healthy Food Supply
- Protect Animal & Plant Health
- Sustain Environmental Stewardship
- Provide Consumer Protection
- Enable Rural Development
- Foster Efficient Agency Operations

# MDARD Performance Management

- MDARD Scorecard – Training for Divisions
- Performance Excellence Workgroup
  - ✓ Meets monthly to review measures
  - ✓ Representation from each Division / Office
  - ✓ Driving Performance Management within Divisions
- Active Participation in “Champions” group.
- LEAN Process Improvement
  - ✓ Use of LEAN tools to drive MDARD’s culture of quality
    - Online Pesticide Exam Scheduling (OPES)
    - Breeders Awards Payment Processing
    - MDARD Food Service Correspondence Database
    - Herds Online Permit System (HOPS)



Questions?

Thank You