

# Presentation to the Fall PBM-SIG Conference: The Future of Performance-Based Management in the U.S. Department of Energy

Day 2 Workshop on...  
Integrated Performance Measurement

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**Battelle**

U.S. Department of Energy  
Pacific Northwest National Laboratory

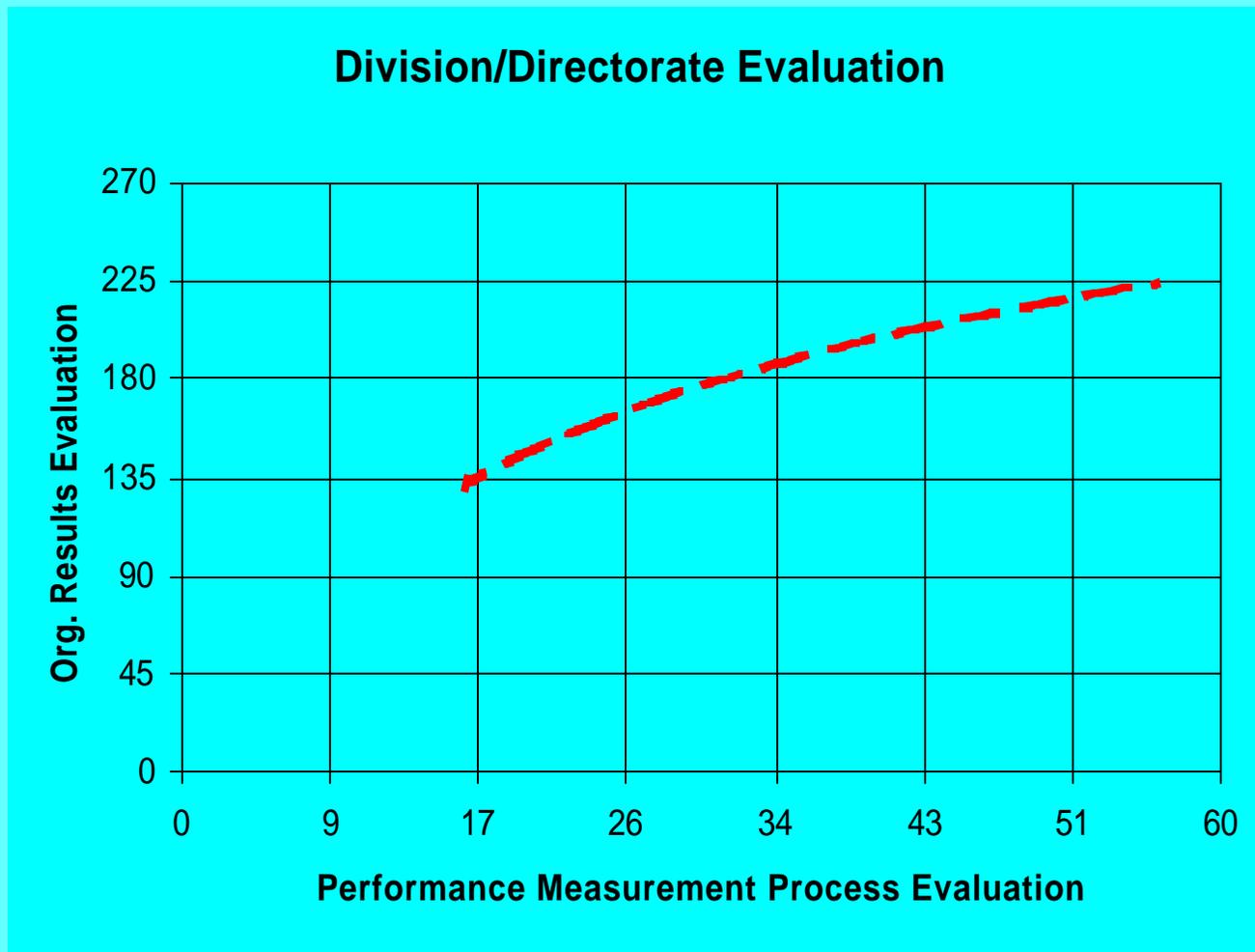
# Presentation Outcomes

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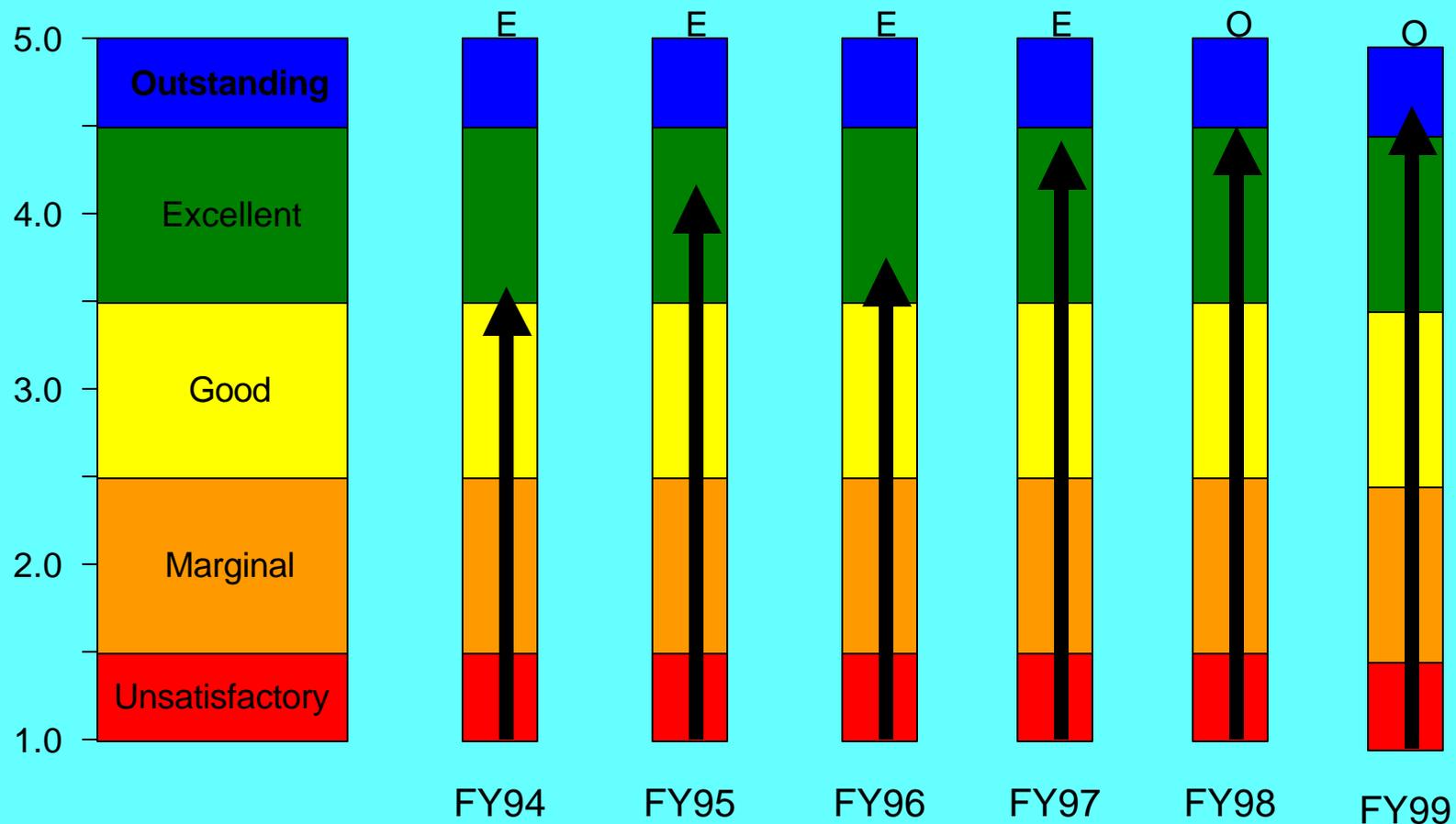
- Gain an understanding of causal relationships: how “good” performance measurement systems help achieve “good” business results.
- How to identify the attributes of a “world class” performance measurement system.
- How business results are reflective of organizational strategy.

# PNNL FY1999 Self-Assessment Evaluation Results

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# Historical PNNL Performance Ratings



# A World Class Performance Measurement System

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- Attributes of the system:
  - Selection of measures/use in operations
  - Integration of measures
  - Extent and effectiveness of using key comparative data
  - Data reliability
  - Cost/benefits of improvement options
  - Correlation/projection of data to support planning
- Best Practices:
  - Balanced approach to performance measurement and the infrastructure to support its implementation
  - Extensive use of comparative data to evaluate HR performance, set performance targets, and keep measures current with national standards
  - A metrics weighting system that provides the organization with a more comprehensive analysis of their performance

# A World Class Performance Measurement System

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  - Cost/benefits of improvement options
  - Correlation/projection of data to support planning
- System is kept current with business needs
- Best Practices:
  - Robust process in place to ensure measures are kept current with changing business needs

# A World Class Performance Measurement System

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  - Selection of measures/use in operations
  - Integration of measures
  - Extent and effectiveness of using key comparative data
  - Data reliability
  - Cost/benefits of improvement options
  - Correlation/projection of data to support planning
- System is kept current with business needs
- Analysis of performance information to understand overall org performance
- Best Practices:
  - Ongoing review and refinement of metrics used to indicate achievement of objectives; leading indicators emphasized.

# Business Results - Reflective of Organizational Strategy

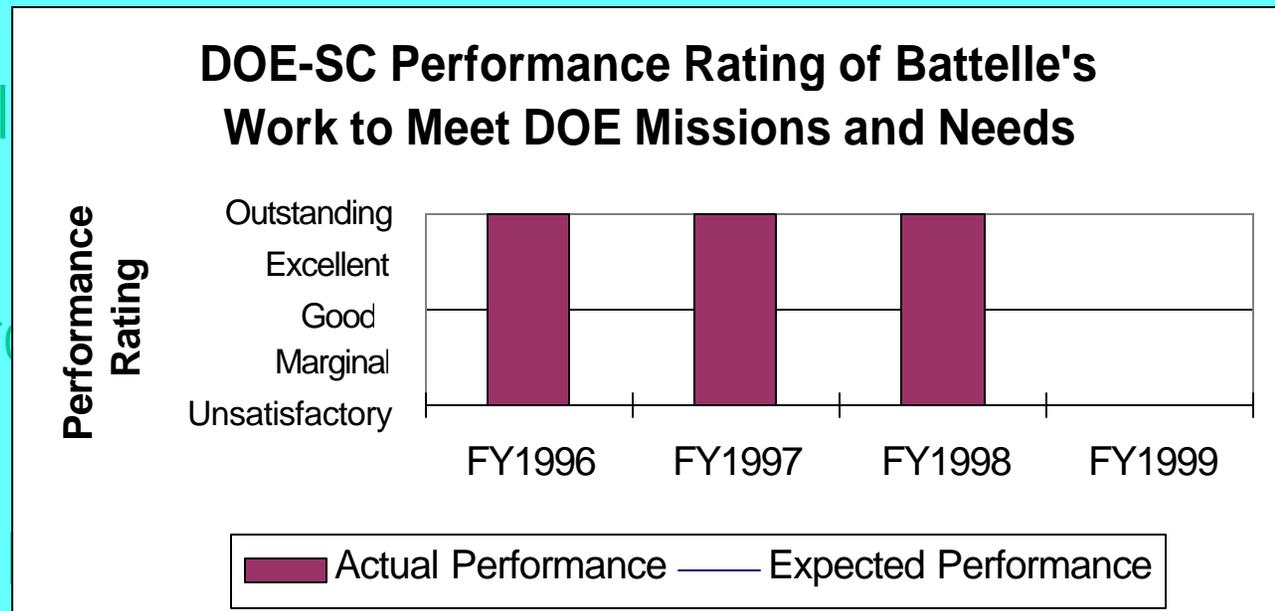
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- Customer Focused Results

- Financial Results

- Human Resources

- Organizational Results



# Business Results - Reflective of Organizational Strategy

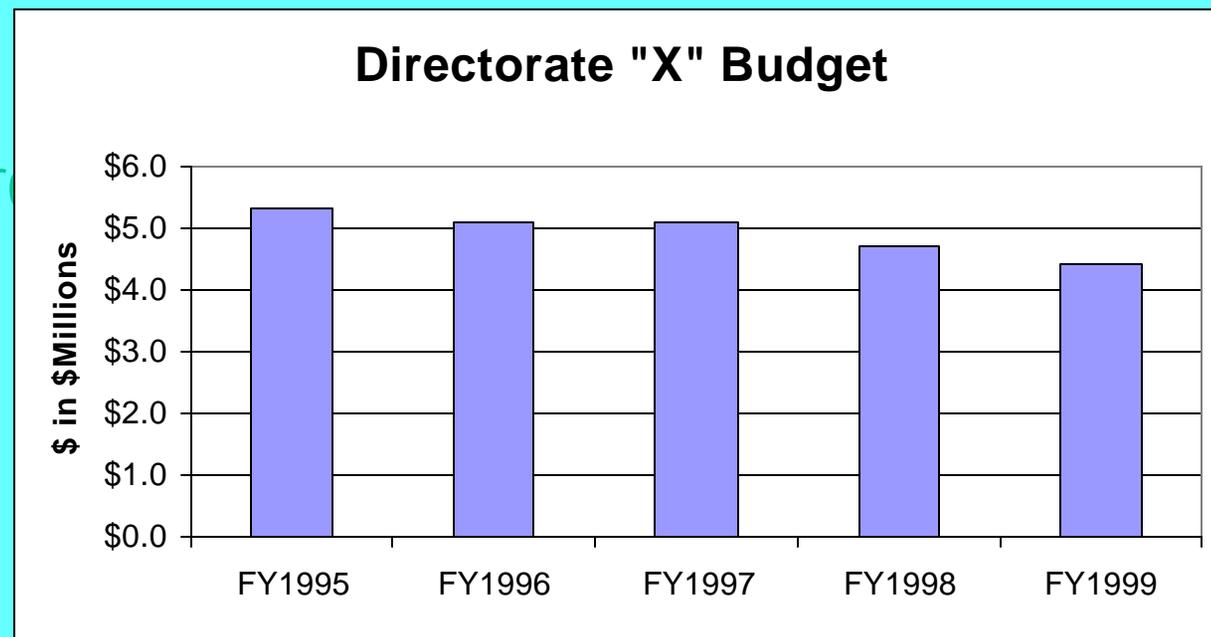
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- Customer Focused Results

- Financial Results

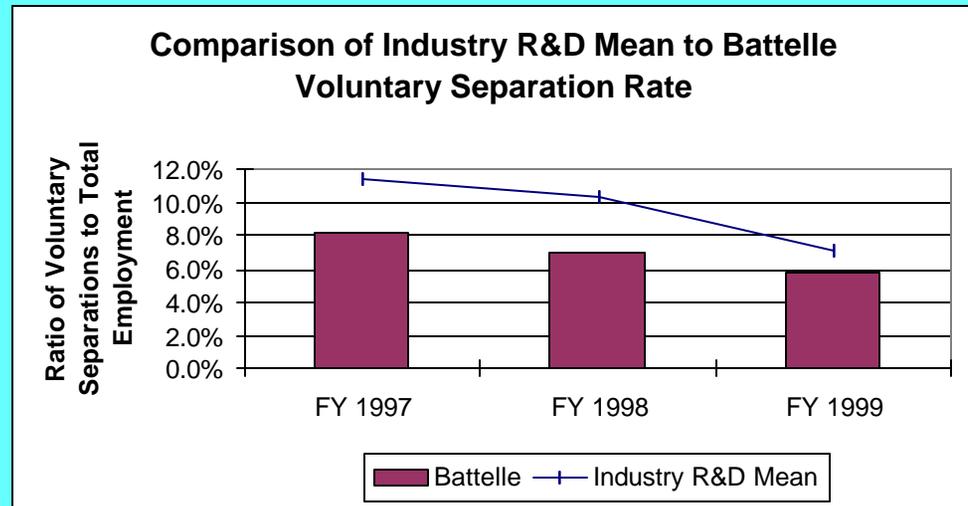
- Human Resources

- Organizational Results



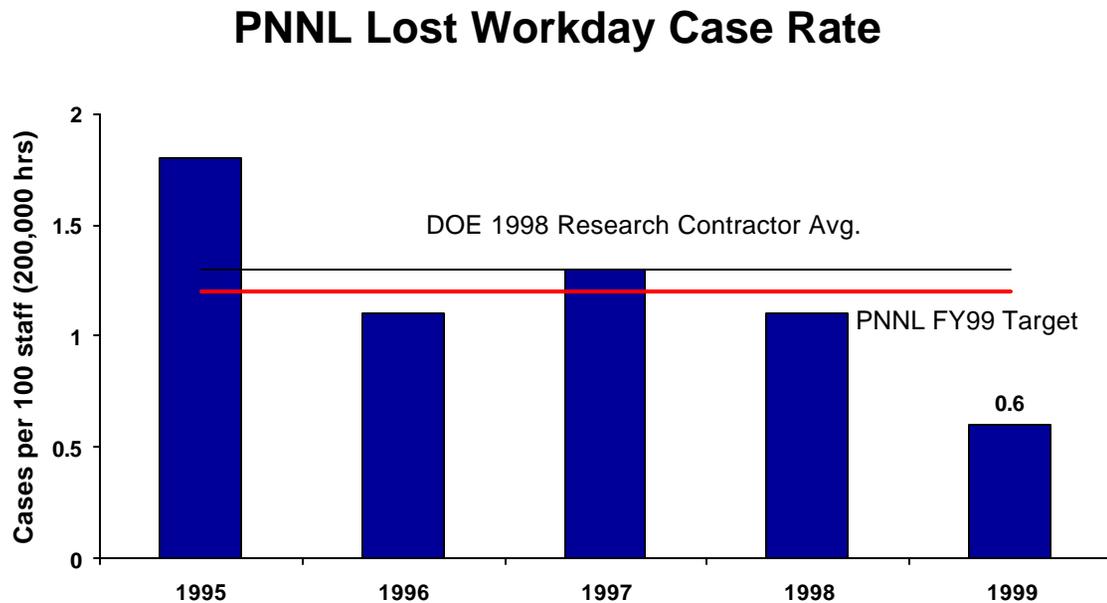
# Business Results - Reflective of Organizational Strategy

- Customer Focused Results
- Financial Results
- Human Resource Results
- Organizational Effectiveness Results



# Business Results - Reflective of Organizational Strategy

- Customer Focused
- Financial Results
- Human Resource F



- Organizational Effectiveness  
Results