

**Volume 6:
Utilizing Performance Information**



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Today's presentation

**Overview and Use of
Performance Information**

**Bob Van Ness
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Benchmarking

**Kay Kendall
Director, Quality and Six Sigma
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Reengineering

**Bill O'Connor
Program Manager
International Safeguards Division, NN-44
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Utilizing performance information

- **Using performance information to drive improvement**
- **Benchmarking**
- **Reengineering**
- **Continuous improvement**
- **Process improvement**
- **Appendices**
 - **Definitions**
 - **Acronyms**
 - **Reference books and videos**
 - **Benchmarking data resources**
 - **Benchmarking partners**
 - **Corporate benchmarking guidelines and training methods**
 - **Benchmarking "Code of Conduct"**
 - **Self-assessment survey formats**
 - **"How to" use management improvement tools**
 - **Websites**

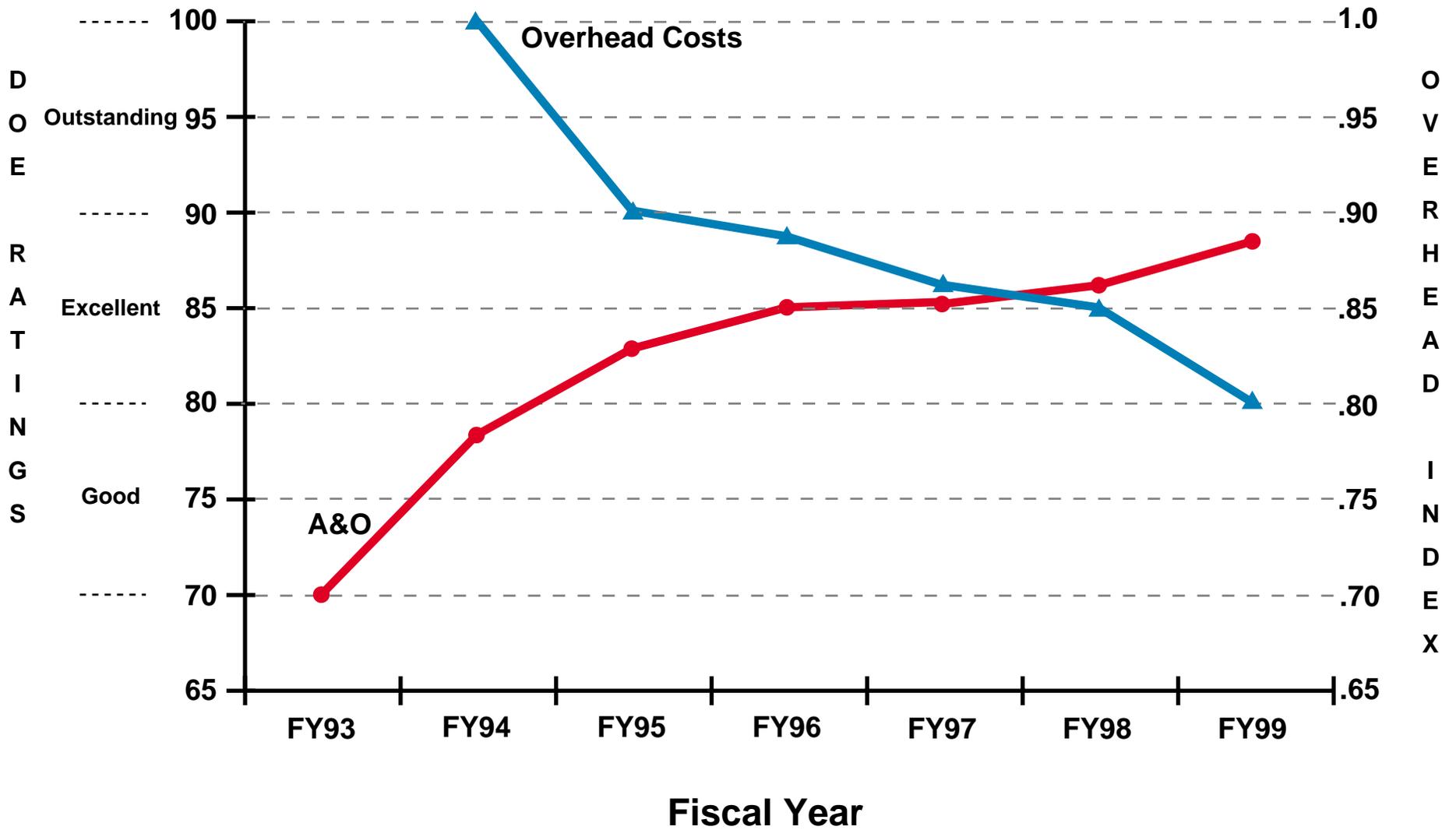
Utilizing performance information to drive improvement

- **Benefits**
 - **Drives improvement**
 - **Effective structure for driving corporate alignment**
 - **Factual data for management decision making**
 - **Vital to organizational effectiveness**
 - **View of current level of performance**
 - **View of past levels of performance**
 - **View of rate of improvement**
 - **Basis for comparison to others**
 - **Helps justify programs and their costs**
 - **Demonstrates accountability for taxpayer dollars**
 - **Required by Government Performance and Results Act (GPRA) of 1993 and the Government Management Reform Act (GMRA) of 1994**

"If you don't keep score, you're only practicing."

**Tom Malone, President
Milliken Company**

LBNL, LLNL, LANL - Seven Years of Progress Administrative Excellence while Reducing Overhead Costs

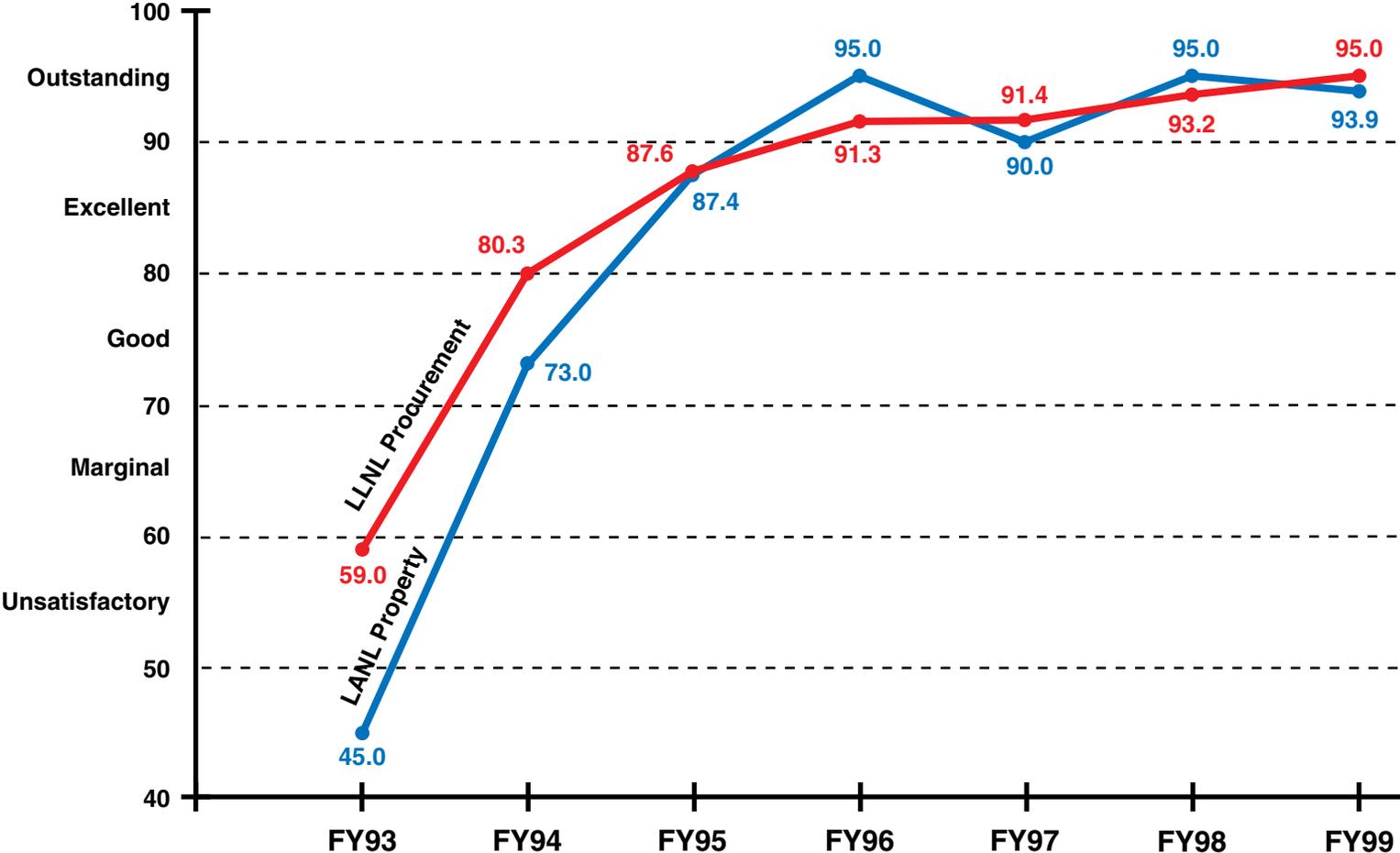


Good ↑

Key Improvement Results - Appendix F

Two "Broken" Functional Areas in FY93

No New "Broken" Functional Areas FY94 to FY99



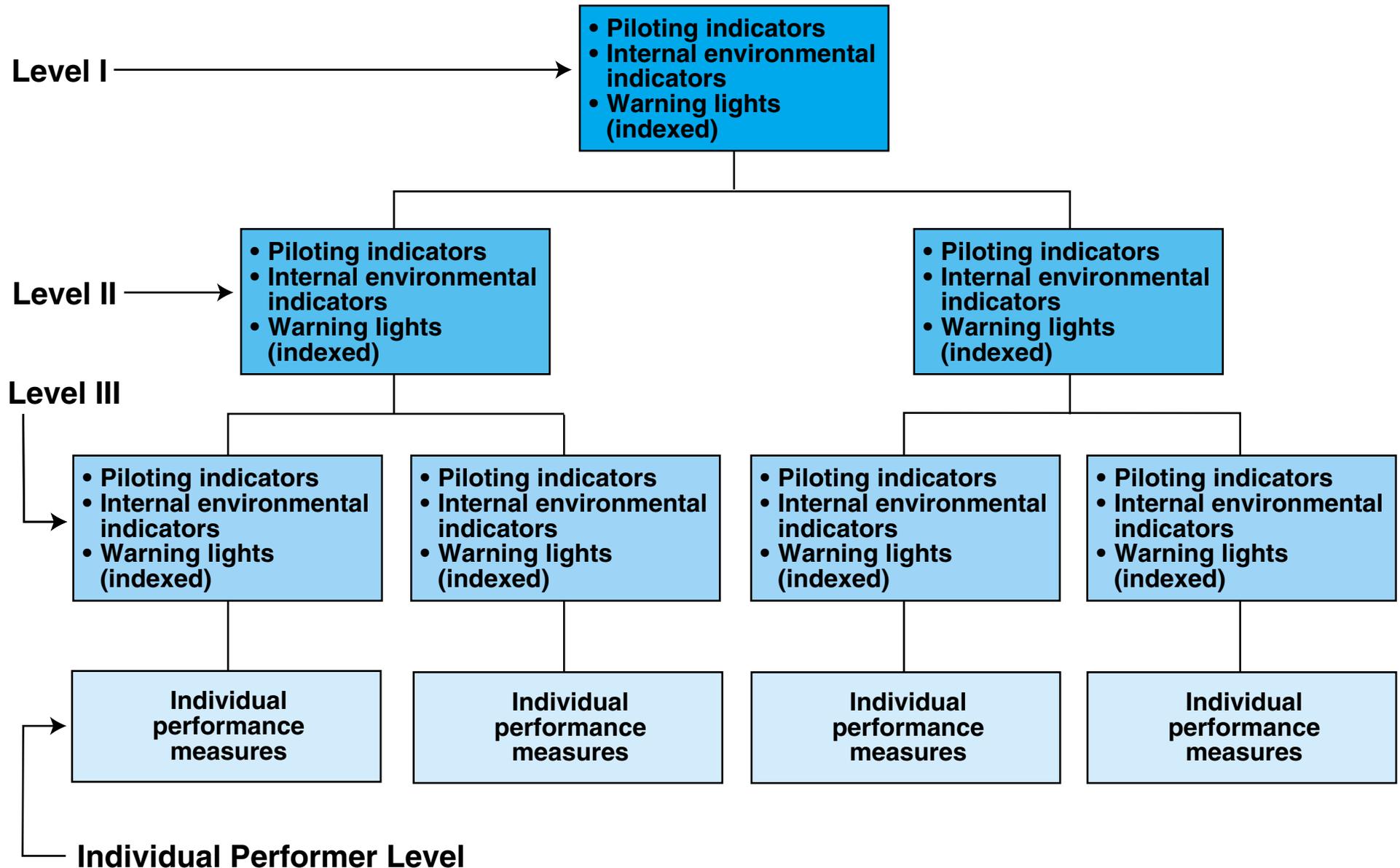
LANL
LLNL

Excellent examples of metric-based improvements

Key concepts

- **Maximize performer ownership of measures**
 - **Management identifies major goals**
 - **Workforce develops measures**
- **Critical Few**
- **Is the ladder against the right wall?**
 - **The Goal: Eliyahu M. Goldratt; Jeff Cox**
- **Management must use output**
 - **Failure to use will:**
 - **demotivate use of measures by workforce**
 - **limit impact of data to single task silos**
 - **reduce entire process to a paper exercise**
- **Performance information provided by measures is key to benchmarking, reengineering, continuous improvement and process improvement**

Performance Measurement and Presentation Architecture



1997 National Performance Review (NPR) Benchmarking Study of Performance-based Management



- **128 organizations were identified as candidates in U.S. and Canada**
- **32 were selected as "best-in-class" at performance based management**
- **DOE/UC partnership selected as one of three Federal organizations**

The DOE/UC system is a national "Best Practice"



"Best Practice" Organizations

Prince William County, VA

AT&T Telecommunications

Pratt & Whitney

Trade Marks, Industry (Canada)

Halliburton Company

Xerox

Chevron

Custom Research, Inc.

Florida Power & Light

Multnomah County, OR

Department of Energy/University of California

Commonwealth of Virginia

DuPont

Lockheed Martin Tactical Aircraft System

City of Scottsdale, AZ

City of Coral Springs, FL

Granite Rock

City of Sunnyvale, CA

Honeywell Air Transport

ADAC

Fannie Mae

St. Lawrence Seaway Authority

Department of Veterans Affairs

Saturn

British Telecommunications

Eastman Kodak

U. S. Coast Guard

Wainright Industries

Federal Express Corporation

Her Majesty Land Registry

Bell South



National Baldrige Award Winner



1989 Deming Prize