



FDM 2-10-1 Introduction

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1.1 Overview

Performance management is a continuous process of asking what is important to the organization, how those activities can be monitored and identifying opportunities for improvement. As an organization that is constantly looking for ways to become more efficient improve efficiency, DTSD has used various performance measures over the years. DTSD has also invested human and capital resources in the performance management system.

All DTSD staff and management are involved in performance management. Each of us has a role to play in either direct project delivery or the management of a program. Likewise, each of us is responsible to ensure that we deliver a quality product as efficiently as possible. Wisconsin taxpayers and the FHWA invest large amounts of money through WisDOT. These stakeholders expect that their valuable resources are being managed to maximize benefits. DTSD has a responsibility to these stakeholders to look for improvement opportunities, implement state of the art solutions and deliver programs that meet their various needs.

Historically, DTSD performance measures have been used as a report card to grade ourselves. We look back at how well we did or did not do, discuss why it may have turned out that way and identify potential improvements. Teams and committees investigate the root causes of the concern, develop recommendations for improvement and hand off the effort for implementation.

As DTSD takes a new look at performance management, the division is emphasizing the structure needed to not only successfully identify potential improvement areas but to build this process of continuous improvement into the organization in a more structured manner. Performance measure reports have been assigned to business area leads. The reports have also been scheduled on a calendar. WisDOT staff can review performance measure information on the DOTNET at <http://dotnet/dtsd/strategic/perfman/>.

Project management plans are a key component to the performance management system. Accurate scope, schedule and budget information allows project teams to track progress, compare progress to benchmarks and inform the department of the project's progress. Monitoring and controlling these elements will lead to stable project delivery, a project that meets the intended needs and delivered on time and at or below budget.

Successful project delivery leads to program stability. Managing each individual project will improve the division's overall performance. Whether the project is a design, construction or non-let project, each project is part of a program and is important to meeting division goals.

Like other organizations, DTSD needs to know not only how we did but also the current state of the many programs the division has underway at any given time. Performance Indicators are a mechanism to assess the current health of a project or process. Unlike a measure which does not allow you time to make a correction, an indicator raises a concern in time to allow for corrective action if needed.

Performance measures and indicators are essential for a continuously improving organization. Process improvements that result from the feedback loop allow the division to increase quality, exhibit good stewardship and potentially reduce resource demand in some areas so they can be shifted to new tasks.

Direct questions about individual performance measures to your business area representative. Direct questions about project specific results to your management team.