

OCTO

Performance Management

Unit leader discussion

FEBRUARY 2022 FOR DISCUSSION PRELIMINARY AND PREDECISIONAL

Performance Management overview

Accomplishment in the past ~12 weeks

- Developed **manager survey** to baseline current state performance management practices
- Conducted **1-on-1 interviews with unit leaders** to identify forward priorities for performance management
- Reviewed and assessed metrics currently tracked for **OCA quarterly reporting**
- Drafted **roadmap and playbook**, including “goal setting and performance management” **workshops** for unit leads and managers
- Started **piloting playbook** with IT Ops and Digital Services teams (e.g., unit-lead and manager workshops)

Next steps

- Continue implementation** of playbook (e.g., manager level workshops with Cyber team)
- Engage with additional units** for goal setting and performance dialogue training
- Summarize learnings** for potential knowledge and best practice sharing across other DC agencies



OCTO is embarking on a journey to improve Performance Management

4 common themes around Performance Management emerged from the **Skills Assessment Survey**

Emerging themes

Our teams are focused on output (but not always on outcome)

While most teams are tracking metrics, what they track are not always aligned to unit and OCTO priorities

Performance metrics are challenging due to a lack of consistent tracking

We have the opportunity to nurture a culture and mindset that is more performance driven

Voice of our managers

“ ” *We tend to think ‘if we can knock off these 10 things on a list, we have achieved our goal’*

“ ” *It is not always clear how our work at the team level fits into the greater vision*

“ ” *It’s hard for me to know how my team is performing without the right data being presented*

“ ” *Some team members sees performance discussion as punitive, rather than a way to support their growth and success at OCTO*

Near-term priorities

Define and implement a **standardized goal-setting process** for all OCTO teams

Review and refine the metrics we track, and **link them to outcomes**

Integrate a **performance tracking tool** and **recurring performance dialogues** into our week-to-week activities

Promote a **performance driven culture** and **mindset**



To better define performance, there has been an effort to refine objectives and KPIs at the unit level

Over the course of goal-setting working sessions, leaders have refined and developed unit-level goals according to best practices...

Detail to follow

...to be used to guide goal setting at the team-level

Opportunities to improve performance management Preliminary

	Current state	Future state
Unit goals and priorities	<ul style="list-style-type: none"> What does success look like for your unit? What are unit level goals? Where do they live? 	<ul style="list-style-type: none"> Not clear on what some of the new team's goals are Need teams to track utilization
Metrics	<ul style="list-style-type: none"> What metrics (against unit goals and generally) are tracked? How should they be used? 	<ul style="list-style-type: none"> Managers collect some data, but it is not used to drive performance Quality of services and level of customer satisfaction (especially for schools) Need teams to track utilization (e.g. they don't use or are learning a lot of things we don't need) Asked teams to track their activities (e.g. baseline of what teams do quarterly)
Teams	<ul style="list-style-type: none"> Which of the metrics translatable to team level goals? Are they actionable by teams? 	<ul style="list-style-type: none"> Have asked the managers to set goals for their teams DCNET looks different- we are trying to get to the point where we track all activities (making it easy to use, setting all processes) Looking at the asset lifecycle and being able to replace in anticipation time (providing benefits for services) otherwise, we wait until year of to sunset something Forecast of services and hardware replacement Trying to define how we communicate across teams

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Deep dive: performance metrics Preliminary

Metrics (current)	Metrics (aspiration)
<ul style="list-style-type: none"> Spend on legacy devices upkeep Quality of services Level of customer satisfaction Utilization Quarterly activities Ticket information Issue by type Forecasts of demand of services and hardware Currently we have an issue with uptime- we need to tie this to whether the end user can actually access this or not 	<ul style="list-style-type: none"> CSAT score (overall) <ul style="list-style-type: none"> How does this make the customer feel # of major outages/issues Budget (this is more about project though, not a program) Tickets created vs. closed (but that data doesn't mean much because it could just be all password resets) Unplanned outages Delivery of new services Hot ticket items (outages/issues) Roadmap for this week

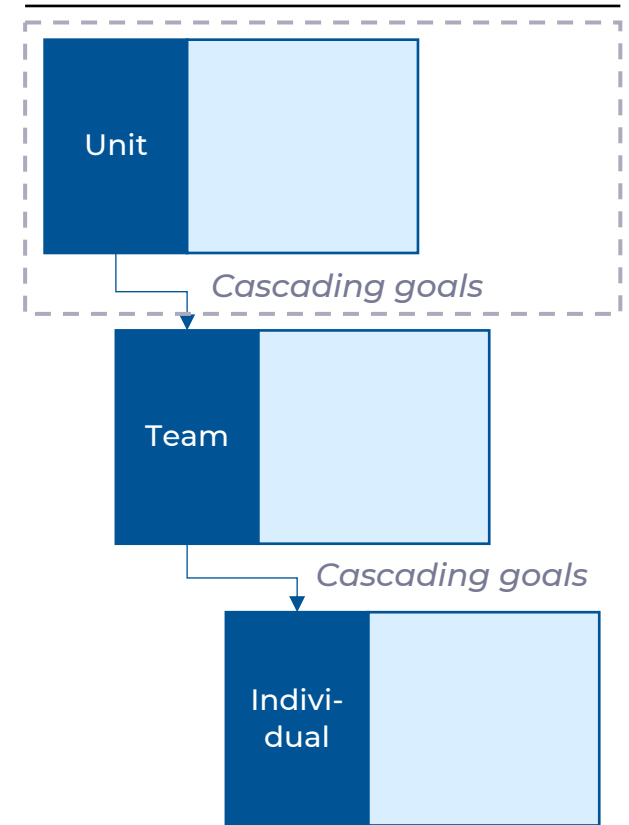
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Goal-setting guide: IT Operations Preliminary

Not Exhaustive Feasible

<p>1 Quality of service</p>	<p>Example metrics</p> <ul style="list-style-type: none"> Average wait times at call center % of calls resolved within X minutes Average customer satisfaction rate, net promoter score (NPS) 	<p>For discussion</p> <ul style="list-style-type: none"> What are the top 2-3 priorities / goals of the IT Operations Unit? <ul style="list-style-type: none"> What reports are frequently requested from leadership? What metrics could help you understand how you and your teams are performing against these goals? What KPIs are feasible for your unit to track and report?
<p>2 Operational health and efficiency</p>	<ul style="list-style-type: none"> # of network outages per quarter Average time to full recovery 	<p>1 Goal 1 (to be filled in)</p> <p>Metric A (to be filled in)</p> <p>Metric B (to be filled in)</p>
<p>IT Operations</p> <p>Enterprise Eng. & Arch.</p> <p>Monitoring</p> <p>Operations & Maintenance</p>	<ul style="list-style-type: none"> Average time to resolve mainframe issues % of data center requests fulfilled within set time period Average time from incident to response (communication) Average time from incident to resolution/owner assignment # of network outages per quarter, by cause Average time to full recovery 	<p>2 Goal 2 (to be filled in)</p> <p>Metric A (to be filled in)</p> <p>Metric B (to be filled in)</p>
		<p>3 Goal 3 (to be filled in)</p> <p>Metric A (to be filled in)</p> <p>Metric B (to be filled in)</p>

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Unit-level goals and KPIs aim to measure our performance against 5 “dimensions of excellence”



Reliability

Maintain a high level of **system availability** and deliver quality services in a **timely** fashion



Value

Produce products and services in a **resource-effective** way and **drives impact** for the District’s residents and businesses



Customer Satisfaction

Exceeds our **customers’ expectations** and continuously improve the **agency** and **end-user** experience



Cyber Security

Guarantee a **safe and secure** IT infrastructure and commit to **risk-mitigation** best practices



Organizational Health

Build a **positive workplace** that embraces collaboration, equity and inclusion, and **talent retention**

Unit-level goals and KPIs to follow

For discussion: IT Ops goals (1/2)

Dimension of excellence Primary Secondary

Goals	Metrics	Reliability	Value	Cust. Sat.	Cyber Sec.	Org. health
Improve system availability	Frequency of unplanned outages (#/period)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Uptime (network and/or servers) (%)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Exposure to cyber security risk (e.g., # of days to restore after outages)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Avg time to mitigate incident (# of days)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Total number of changes (#)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Unplanned service disruptions related to changes (#)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Time to resolution (days)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Value losses of unplanned service disruptions caused by scheduled changes(est. \$)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
Improve service delivery	Time to respond to service request (days)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Time to provide/replace end-user device (days)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Customer satisfaction (e.g., CSAT)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Cost per ticket (\$)		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Number of active tickets (# or %)			<input checked="" type="checkbox"/>		
	Recategorized tickets (# or %)			<input checked="" type="checkbox"/>		

For discussion: IT Ops goals (2/2)

Dimension of excellence Primary Secondary

Goals	Metrics	Reliability	Value	Cust. Sat.	Cyber Sec.	Org. health
Improve service delivery (cont.)	Share of projects that are well-planned (e.g., based on PMO metrics)	<input checked="" type="checkbox"/>				<input type="checkbox"/>
	On-budget delivery and cost optimization (e.g., share of projects on budget)	<input checked="" type="checkbox"/>				<input type="checkbox"/>
	Share of core services with SLA's defined (%)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Share of core services with OLA's defined (%)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
Simplify/optimize service portfolio	Share of devices that are legacy (%)		<input checked="" type="checkbox"/>			
	Spend on legacy devices upkeep (\$)		<input checked="" type="checkbox"/>			
	Time to replace legacy devices with new devices (years)		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

For discussion: Digital Services

Dimension of excellence

Primary
 Secondary

Goals	Metrics	Dimension of excellence				
		Reliability	Value	Cust. Sat.	Cyber Sec.	Org. health
Improve speed and quality of delivery for our customers	Share of delivery to customers that is on-time (%)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Time between user feedback and launch of feature (days)	<input checked="" type="checkbox"/>				
	Customer satisfaction (CSAT)			<input checked="" type="checkbox"/>		
	Share of core services with SLA's defined (%)		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Share of core services with OLA's defined (%)		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Share of projects that are well-planned	<input checked="" type="checkbox"/>				<input type="checkbox"/>
	On-budget delivery and cost optimization (e.g., share of projects on budget)	<input checked="" type="checkbox"/>				<input type="checkbox"/>
Increase data availability	Diversity and volume of data	<input checked="" type="checkbox"/>				
	Number or data pulls by agency (#)	<input checked="" type="checkbox"/>				
	Stakeholder feedback on data availability/accessibility (e.g., CSAT)			<input checked="" type="checkbox"/>		
Drive adoption of enterprise tools	Frequency of training sessions for agencies (#/period)		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	# of agencies adopting enterprise tools		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Share of agency IT spend on enterprise tools (%)		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Deliver user-centric experience (DX team)	Number of new initiatives launched with partner agencies (3)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Success of initiatives launched (e.g., agency feedback, end-user feedback)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
Reduce security vulnerability	# of repeated vulnerability	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	Time to remediation of identified security vulnerability (days)	<input type="checkbox"/>			<input checked="" type="checkbox"/>	

For discussion: Cyber Security

Dimension of excellence Primary Secondary

Goals	Metrics	Reliability	Value	Cust. Sat.	Cyber Sec.	Org. health
Reducing cyber security risk exposure	% of on time monthly patching out of all patching performed	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	Access control policy audited (#)	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	% of resolved security waivers out of all security waivers	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	Avg time to mitigate incident (# of days)	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	# of applications scanned per month	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	# of Critical/High vulnerabilities detected on Internet-facing applications	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	# of days taken to remediate Critical/High/Medium vulnerabilities	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	# of Critical/High/Medium/Low detections per month	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	# of systems protected	<input type="checkbox"/>			<input checked="" type="checkbox"/>	
	# of trainings provided annually				<input checked="" type="checkbox"/>	
	% of staff trained in cyber security annually				<input checked="" type="checkbox"/>	

For discussion: Cross-cutting

Dimension of excellence Primary Secondary

Goals	Metrics	Reliability	Value	Cust. Sat.	Cyber Sec.	Org. health
Overall customer feedback	Customer value realization attributable to OCTO work (e.g., people-hours or cost savings, constituent service delivery speed)		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	End-customer CSAT or Net Promoter Score across all products and services			<input checked="" type="checkbox"/>		
	Customer effort score (e.g., How hard was the process?)		<input type="checkbox"/>	<input checked="" type="checkbox"/>		
Improved support services	Cost per ticket (\$)		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Number of active tickets (# or %)			<input checked="" type="checkbox"/>		
	Recategorized tickets (# or %)			<input checked="" type="checkbox"/>		
	Share of incidents reported via self-service portal via ticket (%)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Share of incidents closed at each support Tier (1-3; lower tiers are better) (%)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	Share of incidents resolved without dispatch (%)	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	First-touch resolution rate (%)				<input checked="" type="checkbox"/>	
Employee satisfaction	Employer satisfaction (e.g., “Net Promoter Score” for OCTO as an employer)					<input checked="" type="checkbox"/>
	Job satisfaction rate (% of employees report being satisfied)					<input checked="" type="checkbox"/>
	Employee attrition (% of team members voluntarily leaving in a FY)					<input checked="" type="checkbox"/>
	Satisfaction around performance management process (e.g., mid-year survey with managers and team)					<input checked="" type="checkbox"/>

OCTO Performance-Management Roadmap



Proposed timing	~Q1 FY22	~Q2-Q3 FY22	~Q4 FY22	FY23 & beyond
Focus areas	Workshops with unit leaders and managers to define unit-level goals and potential KPIs	Establishing of baseline for selected KPIs, leveraging new and existing tools (e.g., ServiceNow)	Analysis of baseline metrics and refinement of initiatives included in internal and OCA reporting	Continued refinement of goals and KPIs based on organization's priority and learning from ongoing performance tracking
Outcomes & deliverables	Alignment around unit-level aspirations and preliminary KPIs	Baseline for selected KPIs	Buy-in on new KPIs for OCA reporting and priority initiatives	"Living" list of KPIs for each unit and team, aligned with OCA reporting metrics


We are here

Appendix

Tentative metrics

Reliability

1. % of high availability and disaster recovery in place and tested within the past year
2. % of uptime in Solarwinds
3. # of incidents
4. Incident response time (amount of time that passes between an incident report and resolution)
5. First-touch resolution rate (including knowledge center/self-help guides as a first touch)
6. Share of core services with SLA's defined (%)
7. Share of core services with OLA's defined (%)
8. Share of incidents reported via self-service portal (via ticket) (%) (e.g., pushing more toward Tier 0 support)
9. Share of incidents closed at each support Tier (1-3; lower tiers are better) (%)
10. Share of incidents resolved without dispatch (%)
11. Total number of changes (#)
12. Unplanned service disruptions related to changes (#)

Value

1. Share of new customers out of all customers (%)
2. Share of repeat customers (%)
3. Cost per ticket (\$)
4. Average time to close ticket/deliver solution/resolve issue (days)
5. Number of active tickets (#)
6. Recategorized tickets (#)
7. Incidents with no known resolution (# or %)
8. Customer value realization attributable to OCTO work (e.g., people-hours or cost savings, constituent service delivery speed)
9. Share of projects that are well-planned (e.g., based on PMO metrics)

Tentative metrics

Cybersecurity

1. % of on time monthly patching out of all patching performed
2. Access control policy audited (#)
3. % of resolved security waivers out of all security waivers
4. Avg time to mitigate incident (# of days)

Customer Satisfaction

1. Customer Satisfaction survey (e.g., impact toward customer mission, customer effort, rating of specific OCTO team)
2. On-time delivery of product, service, or project
3. Share of customers that required additional support (%)
4. Share of customers that find additional support adequate (%)
5. CAST or Net Promoter Score
6. Incident/ticket/service request reopen rate (%)

Organizational Health

1. Employer satisfaction (e.g., “Net Promoter Score” for OCT as an employer)
2. Satisfaction: Job satisfaction rate (total # of employees who report being satisfied/total number of employees)
3. Pay equity
4. Employee attrition (% of team members voluntarily leaving in a FY/total number of team members)