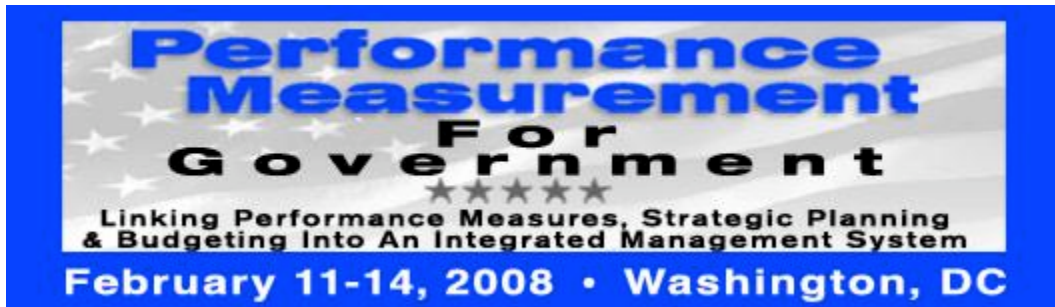


"...We are not here to mark time, but to make progress, to achieve results, and to leave a record of excellence." - President George W. Bush

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### **Rave Review from a Past Conference Participant:**

*"Real world case study approach was excellent. The key is good presenters, and overall, the presenters were top notch."*

H. Recksiek, Program Coordinator

**NOAA Coastal Services Center**

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### **KEY TAKE AWAYS**

Attend this conference to learn how to measure and monitor your strategic plan to ensure innovative, efficient government, including:

- **Understanding** the inner-workings and best methods for your performance measurement initiatives
- **Transforming** your day-to-day operations to make them more citizen-centered and results-oriented
- **Cascading** measurement processes down throughout all levels of your agency to ensure everyday, bottom-line management
- **Allocating** and justifying budget funds by developing mission-aligned business cases
- **Integrating** performance-based budgeting into your organization
- **Linking** reward and recognition programs with organizational performance measures to ensure agency-wide ownership
- **Standardizing** your measurement systems to ensure data validity
- **Fostering** mission-focused employee behavior and culture to support the measurement framework
- **Analyzing**, integrating, and evaluating the effects of using performance measures for budgeting, management, and reporting
- **Developing** a set of methods for communicating

### **SPEAKING ORGANIZATIONS**

Hear from these leading agency representatives and experts what it takes to make performance measurement an integral part of your strategic planning process and advance your efforts to the next level, with practical lessons learned from:

**U.S. Army Forces Command**

**U.S. Postal Service**

**Chesterfield County, Virginia**

**Veterans Health Administration,  
U.S. Department of Veterans Affairs**

**U.S. General Services Administration**

**Naval Audit Service, U.S. Navy**

**U.S. Department of Health and Human Services**

**Bureau of Land Management,  
U.S. Department of the Interior**

**Natural Resources Conservation Service,  
U.S. Department of Agriculture**

**American Institutes for Research**

performance measurements

- **Improving** your quality of work and client satisfaction through performance measures
- **Utilizing** the balanced scorecard to streamline your measurement process
- **Establishing** the keys to a successful performance measurement program - leadership, cooperation between the branches of government, communication across government, and training
- **Aligning** employees and business processes to strategic goals and objectives
- **Integrating** elements of strategy, budget and performance management into one centrally-managed system
- **Providing** transparency to citizens
- **Adjusting** to change within your performance management strategies

Weidner, Inc.

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John R. Allen Management Consulting

SAS

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THE GEORGE WASHINGTON UNIVERSITY WASHINGTON DC

**A Message From The President's Management Agenda...**



"Government likes to begin things - to declare grand new programs and causes. But good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises. In my Administration, that will be the standard from the farthest regional office of government to the highest office in the land." - President George W. Bush

**WHY IS THIS A CAN'T MISS EVENT?**

Several agencies are making dramatic strides in developing approaches and systems that work for them. The periodic sharing of these experiences and "best practices" is an important element of this government evolution. That is why this forum, presented by the Advanced Learning Institute, is such a valuable opportunity to hear perspectives and share experiences of other professionals engaged in the "journey." Join your colleagues now to learn how to improve government results by measuring government performance.

\*\*\*\*\* Register by December 19th to Save \$400! \*\*\*\*\*  
To Register, Call (888) 362-7400 -or- (773) 695-9400

**EXPAND YOUR LEARNING...**

Sign up for your choice of these interactive workshops to focus on your individual needs:

• **Pre-Conference Morning Workshop A –**

**Monday, February 11, 2008, 8:30a.m. – 11:30a.m.:**

How To Integrate Strategic Planning, Performance Measures, Accounting, Budgeting, Performance Contracting And Employee Performance Management Into An Integrated Management System Focused On Results For Customers

• **Pre-Conference Afternoon Workshop B –**

**Monday, February 11, 2008, 1:00p.m. – 5:00p.m.:**

Performance Measurement: How To Do It, How To Use It

• **Post-Conference Morning Workshop C –**

**Thursday, February 14, 2008, 8:30a.m. – 11:30a.m.:**

Performance Alignment: How To Cascade Strategy Throughout Your Organization

• **Post-Conference Afternoon Workshop D –**

Thursday, February 14, 2008, 1:00p.m. - 4:00p.m:

How to Know What You Don't Know: How To Determine What Elements Of An Effective Performance Management Program Your Organization Lacks, Which Elements Are Needed Most, And How To Get Started Building Them Into Your Program

## **WHO WILL ATTEND**

This conference has been researched with and designed for Government Executives, Managers, Directors, Analysts, Leaders, Officers, Administrators, Specialists, Advisors, Coordinators, Staff & Consultants involved in:

- Performance Measurement
- Strategic Planning
- Budgeting
- GPRA
- Quality Management
- Financial Planning
- Information Services & Systems
- Auditing
- Administration
- Organizational Development
- Human Resources
- Compensation & Rewards
- Strategic Analysis
- Program Management
- Customer Service & Satisfaction
- Evaluation
- Reporting
- Change Management
- Operations
- Business Process Reengineering
- Accounting
- Leadership Systems
- Quality & Reinvention
- Contracting
- Communications
- Procurement, Purchasing & Acquisition

And all those interested in performance measurement, strategic planning and improving the effectiveness of government programs.

## **BENEFITS OF ATTENDING THIS CRITICAL CONFERENCE:**

This conference is a must-attend event for all those who are serious about ensuring their agency's effectiveness in managing for results. You will benefit from:

- **20 innovative speakers** at your disposal to share their strategies and experiences in performance measurement fundamentals that are already proven to work
- **Over 24 hours of intense, interactive learning** - we guarantee you will recoup your money spent by implementing just a few of the strategies shared during the conference
- **The opportunity to customize your learning by participating in the unique and interactive workshop sessions** that will enable you to practice and apply your skills in peer groups -- you will walk away with strategies and tactics that you can begin to implement in your own organization
- **An abundance of networking opportunities** - be sure to bring plenty of business cards to exchange with your fellow attendees
- **A comprehensive overview of performance measurement** from leading practitioners like the **U.S. Postal Service, U.S. Army, Chesterfield County, Virginia, U.S. Department of Health & Human Services** and many more
- **Acquiring new knowledge** to lead your organization through the imperative, yet sometimes extremely difficult responsibility of ensuring that your organization's strategic plan stays on track
- **A complimentary packet of research materials** that will serve as a helpful resource long after you have attended this conference
- **A formal Certificate of Completion**, which documents your training achievement and commitment to continuing professional development

## A LETTER FROM THE CONFERENCE CHAIRPERSON:

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**Dear Government Professional:**

Performance measurement is the backbone of a successful, innovative and high-performing government organization. Using performance measures to track past performance and forecast future outcomes is critical to success. Performance measurement helps to clarify people's responsibilities, forms a sound, logical basis upon which to allocate resources, and ensures a results-oriented focus for the entire organization.

When you attend "Performance Measurement for Government," this February in Washington, DC, you will explore and discuss best practices in managing for results and integrating performance measures and budget processes.

### WHY CAN'T YOU MISS THIS CRITICAL CONFERENCE?

Tying performance measures to the budget of your organization requires efficient systems, a dedication to high-caliber performance and an understanding that measurement fuels your strategic plan. It's difficult, but well worth the effort. When your strategic efforts are aligned with your measurement processes and budget, your organization's success in producing results your customers care about increases. Without measurement, you cannot correct mistakes you may not even know you are making. **A budget integrated with performance measurement is crucial to achieving high performance and showing taxpayers what they are getting for their money.**

Increasingly, the public is calling for greater government accountability. **It is crucial you learn how to stay on track and link performance to resources and results. Agencies that have developed good performance measures have a greater chance of showing how much "bang for the buck" they can get.**

### HOW WILL THIS CONFERENCE HELP YOU & YOUR AGENCY?

**Attend the "Performance Measurement For Government: Linking Performance Measures, Strategic Planning & Budgeting Into An Integrated Management System" conference and don't be left behind.** At this conference, you will hear proven strategies and practical experience, firsthand, from leading agencies and practitioners like yourself, on how to improve your management initiatives and learn best practices in using performance measures to drive improvements in organizational performance, including how the:

- **Naval Audit Service, U.S. Navy** ties together executive and employee performance goals to strategic objectives
- **Chesterfield County, Virginia**, uses the "Measurement Alignment Tool" to measure the performance of a strategic plan
- **Bureau of Land Management, U.S. Department of the Interior** maintains a sustainable infrastructure that permeates all levels of their organization so that change is lasting and improvements are long term

Register today to join your colleagues for 4 days of education, practical advice, inspiration and networking. Call our hotline at 1-888-362-7400 to reserve your space or register online at [www.aliconferences.com](http://www.aliconferences.com).

If you're charged with the task of monitoring your organization's progress toward developing an integrated performance measurement and budget process, then this is an event you can't miss! I look forward to welcoming you to this unique benchmarking forum this February.

Sincerely,

A handwritten signature in cursive script that reads 'Marv Weidner'.

Marv Weidner, President & CEO

## **WEIDNER, INC.**

**Conference Chairperson**

**P.S. Reserve your spot today to learn how you and your team can better manage for results. Register 3 people and get the 4th for FREE!**

## **RAVE REVIEWS FROM PAST CONFERENCE ATTENDEES**

---

*"I felt that all presenters were well prepared and provided insights and ideas that I will use."*

L. Ogden, Program Analyst

**U.S. Environmental Protection Agency**

*"Every level of government should have the benefit of this quality training."*

V. Young, Supervisory Community Supervision Officer

**Court Services and Offender Supervision Agency**

*"Range of subjects was good. Some new ideas for me, some repeat info; all was good. Speakers were knowledgeable of their subject matter, interesting and value-adding."*

L. Berry, Management Analyst

**U.S. Army**

*"Very well organized and fantastic content."*

J. Werth, Performance Management Coordinator, Health & Human Services Agency

**County of San Diego, CA**

*"A great mixture of Federal, State and private sector speakers."*

B. Engelbrecht, Deputy Director, Office of Emergency Management

**U.S. General Services Administration**

*"Good conference. Lots of good information to take back to my organization."*

S. Lacy, Assistant Director

**U.S. Forest Service, USDA**

*"I have attended other performance measurement conferences in which promises were not met. I now see clearly the strategies & tactical uses of performance measurement. Thank you very much."*

R. Gamble, IT Business Planner

**U.S. Coast Guard**

*"This is Top Notch - Best in Class - Best I've been to!"*

M. Pitt, Chief Innovation

**U.S. Air Force Office of Special Investigation**

*"I acquired insights into GPRA that will be very helpful."*

M. Roberts, Program Analyst

**Federal Emergency Management Agency**

*"Overall, this was an excellent conference. Great speakers and very informative."*

L. Bransford, Chief, Staffing & Training

**U.S. Department of Defense**

*"The best part of the conference was that it allowed me to focus purely on strategic planning and performance measures."*

J. Proctor, Deputy Commandant

**U.S. Army Intelligence Center**

## **PRE-CONFERENCE WORKSHOPS: Monday, February 11, 2008**

Take performance measurement from complexity to clarity through these interactive workshops guaranteed to jumpstart your conference experience. These information-packed sessions are a great opportunity to network with fellow attendees



while taking a hands-on, common-sense approach to mastering measurement that will enhance your understanding of the informative, case study presentations throughout the entire conference.

**Choose A or B or BOTH for maximum value and learning**

**8:30a.m. - 11:30a.m.**

### **MORNING PRE-CONFERENCE WORKSHOP A**

**Registration and continental breakfast will begin at 8:00a.m. for the morning workshop attendees.**

### **How To Integrate Strategic Planning, Performance Measures, Accounting, Budgeting, Performance Contracting And Employee Performance Management Into An Integrated Management System Focused On Results For Customers**

---

"Managing for Results" means developing an integrated management system that focuses people and resources on results for customers at both the operational and strategic levels. Award-winning government organizations have done it and done it well. In this session, you will learn how the Cities of Austin, Nashville, Seattle, the District of Columbia, and the Counties of Maricopa, Arizona and Franklin, Ohio and the U.S. Forest Service have successfully developed these integrated management systems focused on results. Apply what they have learned to your own organization by hearing how they implemented a corporate performance management system.

Specifically, in this workshop, you will learn to how to:

- Use a consistent and comprehensive approach to strategic business planning that organizes services around results and provides the program structure
- Integrate the strategic business plans with the accounting and budgeting systems
- Use this highly successful planning and performance measurement process to develop result and efficiency measures for operational and administrative programs
- Use this advanced system to align individual employee performance with organization performance by integrating operational performance measures, including results, into the performance plans of every employee
- Use their strategic business plans to succeed at performance-based contracting
- Achieve new levels of accountability by telling taxpayers what they are getting for their money
- Use performance information to save money and improve performance

Attend this dynamic and highly interactive workshop to learn what it takes to successfully manage for results in your organization.

**WORKSHOP LEADER: Marv Weidner, President & CEO of Weidner, Inc., has over 20 years of senior government experience.** Since leaving government service in the State of Iowa in 1998, he has worked as a consultant with some of the nation's best-run federal, state and local government organizations to help them develop and implement Managing for Results.

#### **Testimonials From Past Marv Weidner Sessions:**

*"This hit the mark of what I wanted from the conference."*

*"Great speaker; good at thinking on his feet and answering questions."*

*"Very knowledgeable and superbly presented. Great tools for use in the field."*

*"Marv really knows his material--he was pleasant and made listening easy."*

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**11:30 a.m. - 1:00p.m.**

**Lunch On Your Own**

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1:00p.m. - 5:00p.m.

## AFTERNOON PRE-CONFERENCE WORKSHOP B

### Performance Measurement: How To Do It, How To Use It

---

What gets measured, gets done. A sound performance measurement system drives government in a positive direction. It strengthens accountability to elected officials, it demonstrates value for money to taxpayers, and it reinforces and supports modern planning and quality assurance processes. Most importantly, performance measurement is instrumental in improving government performance at the customer, operational and strategic policy levels.

This workshop provides a simple, step-by-step guide to developing meaningful and useful performance measures for government. What is more, it focuses on the use of performance measurement in reporting, decision making, and improving services. This is an intensive, interactive workshop with many examples and case studies from a variety of government agencies. It is guaranteed to jumpstart your understanding of performance measurement and to enhance your conference experience.

#### **PARTICIPANTS WILL LEARN:**

How to develop performance measures, by:

- Defining the program mission
- Identifying and classifying program results
- Selecting performance indicators

How to use performance measures to achieve strategic goals and objectives, through:

- Performance planning and reporting
- Linking performance measures to a variety of management processes
- Applying simple, analytical techniques

**WORKSHOP LEADER: John R. Allen is a management consultant from Toronto with 30 years experience in government performance measurement.** He has served governments at all levels in both the United States and Canada, including the U.S. Department of Energy, the States of Oklahoma, Nevada, and Wisconsin, the Cities of Seattle and Toronto, along with Montgomery County, MD, and many others.

#### **Testimonials From Past John Allen Sessions:**

*"Great jump start to the conference."*

*"John is very knowledgeable and interacts well with the workshop participants. I appreciated the application of performance measurement concepts to government. Great job!"*

*"Thank you!! Excellent presentation and speaker. The handouts were great."*

*"John was an excellent presenter. He expertly used his experience/knowledge to help participants understand the power of performance measurements."*

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**AGENDA - DAY 1: Tuesday, February 12, 2008**

8:00 a.m.

## Registration & Continental Breakfast

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8:40 a.m.



### CHAIRPERSON'S ADDRESS

## Chairperson's Welcome, Opening Remarks & Presentation: How To Lead Organizational And Cultural Change To Achieve Results For Customers

---

This dynamic presentation will introduce you to advanced change management strategies to move your organization toward managing for results at both the strategic & operational levels. Advanced strategies to create organizational & cultural change used by successful managers & leaders in the cities, counties, states and federal agencies will be highlighted.

Starting with the premise that performance measurement inherently prompts change in an organization, this presentation will help you lead and manage the change you are trying to orchestrate. The challenges you face in moving your organization forward, including bringing on board decision makers at all levels in the organization, are the challenges that keep you from sleeping at night. Special emphasis will be given to strategies that help managers throughout your organization recognize the value of measuring performance.

Some of the topics to be covered include:

- Learning what changes can reasonably be expected when an organization measures performance
- Developing system-wide commitment to build an integrated management system
- Using training as a way to instill the new culture
- Recruiting champions & sponsors for the change effort
- Appealing to managers' "enlightened self-interest"
- Using accountability systems to ensure performance
- Dealing with resistance; is this 'real' and is it going to last? The importance of connecting performance measurement to major business processes
- Productively involving appointed and elected officials, citizens and customers

Marv Weidner, President & CEO

**WEIDNER, INC.**

9:40 a.m.



## Speed Networking

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Meet your colleagues in this fun and fast-paced forum! You'll have a chance to meet and greet your fellow attendees.

10:10 a.m.



## Morning Refreshment & Networking Break

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10:40 a.m.



## How To Build A Real-Time, Web-Based System To Collect, Monitor And Analyze Performance Information

---

As a result of the Government Performance & Results Act (GPRA), the Natural Resources Conservation Service (NRCS) adopted a proactive approach in bringing accountability, responsibility, and performance together under one umbrella. As a result, in 1998, NRCS began development of the Integrated Accountability System (IAS). The purpose of the IAS is to establish budget and program credibility, link agency performance to strategic plan goals, account for time and funding, articulate accomplishments, and provide better customer service and continuous improvement. NRCS now geo-references performance data and uses impact data to estimate outcomes. The vision of the IAS is to collect high quality information with minimal burden on the field, design the system to be web-based and user friendly, provide standard reports available to the public and employees, and provide customized analysis for leadership.

Through this example, you will learn strategies for:

- Organizing your own strategic and performance planning processes
- Selecting the best performance measures
- Collecting, monitoring and analyzing performance information using a real-time, web-based system

Katherine Gugulis, Deputy Chief, Strategic Planning & Accountability

**NATURAL RESOURCES CONSERVATION SERVICE,  
U.S. DEPARTMENT OF AGRICULTURE**

11:35 a.m.



## Utilizing The Balanced Scorecard To Streamline The Monitoring Of Quality Performance Measurement In The VA Capitol Health Care Network

---

The VA Capitol Health Care Network (VISN 5) serves veterans from wide demographic and geographic arena, inclusive of portions of four states, Maryland, Virginia, West Virginia, and Pennsylvania, as well as District of Columbia.

Presently, the VA Performance Measurement system has been built in a step wise manner from the early 1990's. Over the last two fiscal years, the Performance Metrics have broadened to assess quality of care (Clinical Domain), timeliness of care (Access Domain), improvement in functional status of veterans (Functional Status Domain), veteran satisfaction in the outpatient and inpatient setting (Satisfaction Domain), and assess integration of the VA's mission of education (Healthy Community Domain). VISN 5 has created an interdisciplinary team with a focus on achieving the highest quality. This team provides monthly feedback to the facility and the VISN leadership with strategic and tactical insight, so that implementation of action plans are addressed.

Data is validated, routinely, and senior and department leadership are held accountable for performance. However, these measures need to be consolidated, linked, and weighted in a "balanced scorecard". One approach used by VHA is to create a single aggregate weighted measure based on five domains of performance (Clinical, access, satisfaction, functional status, and healthy communities). Alternative approaches will also be discussed in this presentation.

Dr. Archna Sharma, M.D., M.P.H., Quality Management Officer, VISN 5

Dr. Allen Berkowitz, Ph.D., M.S.E., Strategic Planning Officer, VISN 5

**VETERANS HEALTH ADMINISTRATION, U.S. DEPARTMENT OF VETERANS AFFAIRS**

12:30 p.m.

## Lunch On Your Own -- But Not Alone!

---

Join a small group of your colleagues for lunch with an informal discussion facilitated by one of our expert speakers. Take this opportunity to join others in an interactive group setting to network and brainstorm solutions to your most pressing performance measurement concerns.

2:00 p.m.



## How Using Six-Sigma Has Changed Performance Processes That Deliver Cost-Effective, High-Quality Results

---

Attend this case study to learn why the Department of Defense is becoming increasingly more engaged in transforming its business processes into more effective customer-focused processes that deliver cost-effective, high-quality results. While generally the focus is on large organizational measurements and improvements, opportunities to use performance measurements to improve daily operations within an office are tremendous.

This case study will examine how the theory of business transformation influences the everyday work environment, such as the funding distribution process. Learn first-hand how the use of fact-based process management and performance measures can improve activities within the office.

Topics that will be discussed include:

- Identifying problem areas and learning how to change your thinking from analyzing a series of events to a continuous flow process
- Measuring the process, the obstacles and the opportunities in your work environment
- Understanding what makes good measurements
- Holding onto positive improvements
- Capturing the lessons learned from dealing with employees involved in improvement opportunities

Colonel Ray Meadows, Budget Director  
Kevin Kerns, Director of Business Transformation  
**U.S. ARMY FORCES COMMAND**

2:55 p.m.



## Transitioning To An Outcome Culture: Putting The Answer To “So What?” On The Front Burner

---

The Centers for Medicare & Medicaid Services (CMS) are transitioning its performance culture from an output/operational orientation to a more outcome/strategic orientation. Making this transition is by no means an easy effort! The CMS Office of Operations Management has implemented a Strategic Planning and Performance Measurement Process Map that helps employees see the entire performance cycle from a strategic perspective.

Attend this case study to learn about the best practices and lessons learned in evolving from an output to an outcome performance culture. Participants in this session will obtain some key take-aways about how to address the interesting successes and challenges with establishing enterprise portfolio management in a federal environment.

Topics that will be discussed include:

- Communicating effectively during a performance transition
- Implementing strategic planning and alignment throughout an organization
- Transitioning performance measurement orientations successfully
- Incorporating technology into your performance measurement strategy

Juliette S. Jenkins, RN, MSN, CPHQ, Director Planning, Performance Management & Analysis Group,  
Office of Operations Management, Centers for Medicare & Medicaid Services

Anna Barton-Thomas, Program Analyst, Planning, Performance Management, & Analysis Group,  
Office of Operations Management, Centers for Medicare & Medicaid Services

**U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES**

3:50 p.m.



## Afternoon Refreshment & Networking Break

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4:05 p.m.



### CASE STUDY

## Moving To Effective: How To Build And Use A Performance Management System To Increase The Effectiveness And Efficiency Of Your Grant Program

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Using case studies of grant programs primarily from the U.S. Department of Education, this presentation will describe the key steps to developing or revising a performance management system and present examples of common pitfalls to avoid. Specifically, this session will teach you how to:

- Decide how many and which measures with which to begin, why measuring too much is too common and strategies structurally to avoid it
- Determine how and when to use the data, why using data right away (even if poor quality) is not only desirable but essential
- Understand what types of efficiency measures are most useful, and why efficiency only means something when an appropriate comparison group is presented

Examples of tools provided to grantees of two grant programs, including report card and desk monitoring templates, will be provided. For example, the report card templates provide fill-in-the-blank tables in Excel, which automatically generate graphs that are then linked to Word templates of report cards with spaces for text and pictures already inserted. These tools make it easy for federal, state, and local administrators use the data and are publicly available for modification and use by others.

Natalia Pane, Principal Research Analyst

**AMERICAN INSTITUTES FOR RESEARCH (AIR)**

5:00 p.m.

## End of Day One

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5:15 p.m.



## Networking Reception: Please Join Us!

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We invite you to join us for a drink as you relax with your peers. All conference attendees and speakers are welcome to join us for this special opportunity to continue networking. Don't miss this chance to benchmark new ideas over complimentary drinks!

6:30 p.m.



## Dine Around

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Sign up during the day for dinner with a group. Take advantage of DC's fine dining while you continue to network with your colleagues.

## AGENDA - DAY 2: Wednesday, February 13, 2008

8:00 a.m.

### Continental Breakfast

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8:30 a.m.

### Chairperson's Opening of Day Two

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Marv Weidner, President & CEO

**WEIDNER, INC.**

8:40 a.m.



### Entrepreneurship And Innovation In Public Services: The Transformation Of The U.S. Postal Service

---

The Postal Service has an enviable performance record over the last several years and has dramatically improved productivity, service performance, and customer satisfaction. Even with the reduction of more than 100,000 employees and an increase in workload (mail volume and number of deliveries), employee attitudes have improved.

As a leader in the successful adoption of businesslike practices in the federal government, this informative session will share with you the Postal Service's successes so that you too can learn how to:

- Engage decision makers in developing and maintaining an effective performance management process
- Align and communicate goals throughout the organization to focus on desired results
- Respond more effectively to stakeholder demands and disruptive strategic changes
- Change a risk-averse, rules oriented bureaucracy into an innovative, entrepreneurial organization

Kent Smith, Strategic Business Planning

**U.S. POSTAL SERVICE**

9:35 a.m.



### Morning Refreshment & Networking Break

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10:05 a.m.



### Going Beyond The Metrics: How To Measure, Improve, And Continually Monitor And Enhance Your Organization's Performance

---

As the Department of Navy's only internal audit organization, the Naval Audit Service has extensive experience assessing the performance of the Department's many diverse activities, including small and large programs in areas such as anti-terrorism and force protection, financial and inventory management, acquisition and contracting, human resources and environmental management, medical support, and military readiness. This presentation builds on that experience and focuses on what the Naval Audit Service has done within their own organization to drive performance and productivity through a variety of methods – not just metrics.

Specifically, this case study will discuss how this valuable organization uses the following tools to measure, improve, and continually monitor and enhance their organization's performance through:

- Tying executive and employee performance goals to strategic objectives
- Matching resources to significant corporate risks
- Assuring audit planning and execution quality
- Providing for and tracking employee development, and much more...

Jonathan Kleinwaks, Assistant Auditor General for Manpower and Reserve Affairs Audits

Ronnie J. Booth, Assistant Auditor General for Installations and Environment Audits

**NAVAL AUDIT SERVICE, U.S. NAVY**

11:00 a.m.



## **How To Establish A Management Framework That Integrates Cost, Performance, Budget, And Strategic Planning To Improve Program Results**

---

In this session, you will learn how the Bureau of Land Management (BLM) has established a management framework which provides a disciplined approach to resource management for improving performance, service quality, and customer satisfaction. Through it, the Agency defines what is important, establishes the level of work and outputs to be accomplished, and allocates the budgetary resources necessary to accomplish the specific activities that when aggregated, measure performance in terms of strategic outcomes/results. In developing its management framework, the BLM has focused on integrating the concept of improving performance through informed decisions. Doing this has assured the BLM a sustainable infrastructure that permeates all levels of the organization so that change is lasting and improvements are long-term.

This fascinating case study will examine a management framework which facilitates the integration of cost, performance, budget, and strategic direction in the BLM. Specifically, you will gain an understanding of:

- The concepts, tools, strategies, and results for the Agency
- Performance and cost information to formulate program strategies and make business decisions
- Why cost and performance information is integral to the budget process
- A balanced approach and why this is important for organizational success
- Management challenges encountered in implementing an integrated management and performance framework

Michael A. Ferguson, Assistant Director, Business and Fiscal Resources and Chief Financial Officer

Betty B. Buxton, Deputy Chief Financial Officer

**BUREAU OF LAND MANAGEMENT, U.S. DEPARTMENT OF THE INTERIOR**

11:55 a.m.

## **Lunch On Your Own -- But Not Alone!**

---

Join a small group of your colleagues for lunch with a discussion facilitated by one of our expert speakers. Take this opportunity to join others in an interactive group setting to network and brainstorm solutions to your most pressing performance measurement concerns.

1:25 p.m.



## **Group Exercise: Brainstorm Solutions And New Ideas You Can Use**

---

You asked for it, you got it! Interact and discuss solutions to your performance measurement challenges with your fellow attendees and our experienced speakers. You will leave with new tools and hands-on experience and ideas for more successfully applying best practices to your own performance measurement initiatives.

2:00 p.m.



## CASE STUDY

### Measuring the Performance Of A Strategic Plan

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Strategic planning is a key part of managing an organization, but yet measuring the performance to the plan can be challenging. Quite often questions like “How many measures should we have?” and “What measures should we use?” can put an organization in measurement paralysis or measurement overload. Chesterfield County has made this process more achievable with a tool called a “Measurement Alignment Tool”. This tool incorporates both the balanced scorecard and the Malcolm Baldrige Criteria. This tool includes input from senior leaders and middle managers. The process used to manage the measures pulls in information from the majority of departments in the county and the results are reviewed quarterly. This tool helps us to understand our performance, make better data driven decisions, and focus on improvement.

Through this case study example, you will learn strategies for:

- Organizing your own set of measures
- Selecting the best measures
- Developing a process for review, analysis and data driven decisions
- Sharing your organizational performance results regularly

Jo L. Rohr, Chesterfield County Quality Coordinator

**CHESTERFIELD COUNTY, VIRGINIA**

2:55 p.m.



### Afternoon Refreshment & Networking Break

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3:15 p.m.



## CASE STUDY

### Developing And Insuring Measures That Produce Effective Results For Your Organization

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Hear from the Financial Systems Integration Office (FSIO) (formerly JFMIP) about the process of developing performance measures that provide meaningful information to financial managers. Learn about the importance of developing measures that are cost effective to compile and that can be gathered consistently from period to period, insuring that measures are comparable between agencies, and ensuring effective results for your organization.

This case study will also cover the importance of:

- Benchmarking to establish a performance baseline for the organization
- Analyzing the cause and effect factors for the performance being evaluated

This will be an insightful presentation to learn how to develop your own performance measures in your organization.

Dianne Copeland, Director, Financial Systems Integration Office

**U.S. GENERAL SERVICES ADMINISTRATION**

4:10 p.m.

### Chairperson's Recap:

### Key Takeaways And What To Do When You Get Back To The Office

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We'll recap the highlights of the past two days and ask you to share key insights and next steps with the group.



4:30 p.m.

## Close Of General Sessions

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\*\*\*\*\* Register by December 19th to Save \$400! \*\*\*\*\*  
To Register, Call (888) 362-7400 -or- (773) 695-9400

## POST-CONFERENCE WORKSHOPS: Thursday, February 14, 2008

### INTERACTIVE CONFERENCE WORKSHOPS

These workshops are designed to take your conference experience to the next level. Workshops allow you to take the information you gained from the general sessions, and identify and focus on your individual needs and applications. Make the most out of this conference by attending these highly interactive, hands-on sessions. Space is limited to ensure interactivity!

### Choose C or D or BOTH for maximum value and learning

8:30 a.m. - 11:30 a.m.

### MORNING POST-CONFERENCE WORKSHOP C

Continental breakfast will be provided at 8:00 a.m. for the morning workshop attendees.

### Performance Alignment: How To Cascade Strategy Throughout Your Organization

The goal of performance management is to align execution with strategy throughout the organization. Too often, however, organizational strategy is limited to a few top-level goals while financial and operational measures used day-to-day are isolated in functional silos. Cascading goals and measures from the top level of an organization throughout all levels of an agency ensures every-day, bottom-line management.

Using real-world examples in this informative and insightful workshop, you will gain the knowledge necessary to:

- Understand the different styles of cascading and when each one is appropriate to use
- Determine where in an organization to begin to cascade
- Maximize accountability and transparency throughout the organization

**WORKSHOP LEADER: WORKSHOP LEADER: Jonathan Becher, SVP/GM of Strategy Management at SAP Labs U.S.**, is responsible for championing a wide range of analytic and information worker solutions, including performance management (PM) and governance, risk, and compliance (GRC). Becher joins SAP from its acquisition of Pilot Software where he was President and CEO. He is a frequent speaker at industry conferences, an active member of the performance management community, and author of multiple papers on a wide range of subjects, including a popular performance management blog (<http://alignment.wordpress.com>). Prior to Pilot Software, Becher was CEO and president of Accrue Software, the leading Web site analytics company; and president, CEO and co-founder of NeoVista Software, the leading data mining company. Earlier in his career, he held a variety of senior roles at MasPar Computer Corporation. Becher completed his Master of Science degree in computer science from Duke University and a Bachelor of Science degree in computer engineering from the University of Virginia.

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### Testimonials From Past Jonathan Becher Sessions:

*"Good overview of topic and good for someone new to the strategic planning area."*

*"This was great! Really helped me understand the madness of our current strategic plan."*

*"The information was on point and was what I needed. We need to go back and do a strategy map and re-examine objectives in my organization."*

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11:30 a.m. - 1:00 p.m.

## Afternoon Break/Lunch On Your Own

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1:00 p.m. - 4:00 p.m.

## AFTERNOON POST-CONFERENCE WORKSHOP D

### How to Know What You Don't Know: How To Determine What Elements Of An Effective Performance Management Program Your Organization Lacks, Which Elements Are Needed Most, And How To Get Started Building Them Into Your Program

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Many agencies understand the importance of building a performance management program to help them run their agencies. Some may have even begun or completed a performance management initiative. But how do leaders know that a performance management program will do—or is doing—the “right” things for their agency? And, since every agency is unique, just what are those “right” things anyway?

This collaborative workshop will show government executives how to answer these tough questions and more. The two co-presenters will tap into their experience with government agencies and private companies to first postulate and explain the principles of effective performance management—those essential pieces of the performance management puzzle that all initiatives should have. While these principles increase the likelihood of a successful performance management program, they do not guarantee performance improvements in any organization.

Armed with this understanding, the workshop will then turn to an assessment approach based on the SAS Information Evolution Model (IEM). The IEM is a conceptual model used to evaluate and benchmark the maturity of information management practices in any organization. The model describes five levels of organizational maturity in the context of four critical dimensions: Human Capital, Knowledge Processes, Culture & Infrastructure.

This assessment approach is the key to determining “what you don’t know” about your organization’s performance.

This interactive workshop session will provide tools, techniques, and leading practices you can use to define your own performance measurement and information management processes. It will provide approaches to ensure performance management efforts – both large and small – achieve the “right” things for your agency. This workshop will also touch on leveraging various software solutions to ensure agency performance improvements are achieved.

Specifically, by attending this workshop you will learn how to:

- Ensure your agency’s performance management program is based on principles of effective performance management
- Baseline your agency’s human capital, infrastructure, culture and knowledge process maturity levels
- Analyze and identify desired improvements in your performance management program as well as advance your agency through the maturity levels
- Determine a realistic way ahead to achieve true agency performance improvements

**WORKSHOP LEADERS: Dr. Andrew Vogelsang is a Senior Manager at Capgemini Government Solutions, North America.** He spent 10 years working on Capitol Hill and the GAO before pursuing a career in management consulting. For the last 9 years, Dr. Vogelsang has been providing performance management solutions to government and private sector clients. His previous clients include Dell Computer, Bank of America, Sun Microsystems, and agencies at the Department of Homeland Security, the Department of Defense, and other companies and agencies. Capgemini, one of the world’s foremost providers of Consulting, Technology and Outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, which it calls the “Collaborative Business Experience.” Capgemini reported 2006 global revenues of \$10 billion and employs more than 80,000 people worldwide. More information is available at <http://www.us.capgemini.com/>.

**Aiman Zeid is a Global Manager for the Business Intelligence Competency Center Program at SAS.** He has worked with clients for more than 20 years in information management and business intelligence. He provided solutions to clients in the government sector, finance, life sciences, and pharmaceuticals. Mr. Zeid specializes in applying SAS’ Information Evolution Model to evaluate the use and delivery of information for decision making and competitive advantage. Mr. Zeid holds a Bachelor’s Degree in Engineering and an MBA from George Washington University. SAS is a

leader in Business Intelligence software. It provides software that enables organizations to navigate today's challenges and capitalize on tomorrow's opportunities

## VENUE AND LODGING:

**ALL CONFERENCE SESSIONS & LODGING ARRANGEMENTS HAVE BEEN MADE AT:**

### Doubletree Hotel Crystal City

300 Army Navy Drive

Arlington, VA 22202

T: 703-416-4100 -or- 1-800-222-TREE

**For the conference, a group of rooms has been reserved at the government per diem rate of \$201 per night. Please be sure to call the hotel no later than January 11, 2008 and mention you are part of GROUP CODE "ALI" – OR-mention you are attending "Advanced Learning Institute's Government Conference."**

Just minutes away from Ronald Reagan National Airport, the Doubletree is located across the Potomac from Washington D.C. in Arlington, Virginia. This full service hotel is within walking distance to The Pentagon and Fashion Centre Mall at Pentagon City. This convenient location, surrounded by major government centers and top area attractions, makes it easy to explore and discover DC.

Join us in the nation's capitol for A.L.I.'s "**Performance Measurement for Government: Linking Performance Measures, Strategic Planning & Budgeting Into An Integrated Management System**" and enjoy this wonderful city's restaurants, shopping, attractions and nightlife.

For more information on your visit to Washington, DC, go to [www.washington.org](http://www.washington.org).

## REGISTRATION FEES

The following are included in your conference registration: attendance, continental breakfasts, refreshments, evening networking reception, a detailed conference workbook and any additional meeting materials.

<b>Group Discount: Register 3 colleagues and the 4th is FREE!</b>	<b>Earlybird Pricing: Register with payment by December 19<sup>th</sup></b>	<b>Regular Pricing: Register with payment after December 19<sup>th</sup></b>
Conference Only (February 12th & 13th)	\$1,299	\$1,699
Conference Plus <b>One</b> Workshop	\$1,699	\$2,099
Conference Plus <b>Two</b> Workshops	\$1,999	\$2,399
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Conference Workbook Only	\$199.00* + \$20.00 S&H	
*IL residents will be charged 8.75% sales tax on workbook orders.		
<b>Payment is due two weeks prior to the conference. If payment has not been received two weeks before the conference, a credit-card hold will be taken to ensure your space.</b>		

## SPONSORSHIP & EXHIBIT OPPORTUNITIES ARE AVAILABLE:

This conference provides an excellent opportunity to market your products and services to a targeted government executive audience. Space is limited, so please call Kelly at (773) 695-9400 x18, for more information.

## GROUP DISCOUNTS:

Four or more attendees, registering together, enjoy a savings of at least \$1,299! **Register three attendees and the fourth registrant is FREE! That's a 25% savings off each registration.** Note to small departments—register together with your colleagues from another organization and receive the same group discount. The free registrant must be of equal or lesser value.

## **A.L.I. FREQUENT ATTENDEE DISCOUNT:**

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Earn conference attendance bonuses as you benchmark with other organizations. **For every A.L.I. conference attended, receive a \$200 discount off your next A.L.I. conference.** Also, you will receive special bonuses and perks reserved only for A.L.I. frequent attendees.

## **PROGRAM CHANGES:**

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A.L.I. reserves the right to make changes in programs and speakers, or to cancel programs if enrollment criteria are not met or when conditions beyond its control prevail. Every effort will be made to contact each enrollee if a program is canceled. If a program is not held for any reason, A.L.I.'s liability is limited to the refund of the program fee only.

## **CANCELLATION POLICY:**

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You may make substitutions at any time; please notify us as soon as possible. If you cancel (in writing) more than two weeks prior to the conference (before January 28), a \$150 service fee will be charged and a credit memo will be sent reflective of that amount, which can be used for a future A.L.I. conference. Registered delegates who do not attend or who cancel two weeks prior to the conference or less are liable for the entire fee. A credit memo will be issued which can be used for a future A.L.I. conference by anyone in your organization.

## **ABOUT THE ADVANCED LEARNING INSTITUTE:**

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The Advanced Learning Institute's mission is to help executives build strong personal relationships, expand their business knowledge of cutting-edge trends, and find proven solutions to a wide range of strategic management problems.

Our forums bring together industry leaders and experts to share valuable, real-world experiences, and best practices on how to meet tomorrow's management challenges.

The Advanced Learning Institute's focus is on delivering high-quality programs, which consistently meet the needs of our customers. Our conferences serve a broad range of specialized industries and functions, including:

**Government... Strategic Planning... Performance Measurement...  
Communications... Health Care... Human Resources... Brand Management...  
Marketing... Biometrics... e-Commerce... Technology**

## **ABOUT OUR CO-SPONSOR:**

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The Center for Excellence in Public Leadership is the result of an innovative public-private partnership established in 1997. The Center's mission is to develop public leaders who make a positive difference in their organizations and the lives of the people they serve, by providing leadership and management development experiences which inspire public leaders and are grounded in research and practical knowledge; creating collaborative networks among public leaders to share resources, knowledge, and experience. They accomplish their mission by working in three core areas: high-quality executive education in leadership and public management, research on state-of-the-art public management policies and practices, and expert management advice.

The Center brings more than 20 years experience to its work with federal managers. It provides both standardized training that prepares persons for the Senior Executive Service, and customized training to address specific training needs for a variety of managerial and supervisory levels. Its areas of expertise include: Performance Based Management, Program Evaluation, Strategic Information Management, Project Management, & Succession Planning.

Visit [www.gwu.edu/~cepl](http://www.gwu.edu/~cepl) for more information.

## **WE GUARANTEE RESULTS:**

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The Advanced Learning Institute has been successfully providing senior executives with forums to share practical experiences and solutions to a variety of organizational challenges. We are so confident you'll benefit from the innovative strategies shared during this conference that we'll guarantee it! If you follow the advice of our speakers, and you don't improve efficiency valued at the cost of your registration fee, then we'll send you a full credit to be used for another event.

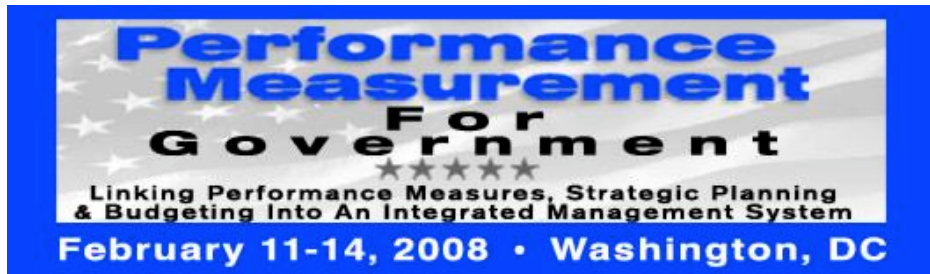
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- FDA
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## Registration Form *Please photocopy for group members.*

Yes, I'd like to register for the February 2008 Performance Measurement for Government Conference in D.C.

**Please check:**      E-mail Priority Code: \_\_\_\_\_ Amount Due: \_\_\_\_\_

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Post-Conference Workshop C: Performance Alignment: How To Cascade Strategy Throughout Your Organization

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