

Governor's Advisory Committee on Performance Management

September 16th, 2019

2:00 – 4:00pm

Location:

Commission Room, 2nd Floor (#2009)

Dobbs Building

430 N Salisbury St, Raleigh, NC

Meeting Agenda

<i>Item</i>	<i>Speaker</i>
A. Call to Order and Opening Remarks	<i>Charles Perusse</i>
B. Updates from OSBM	<i>Brianna Van Stekelenburg</i>
C. OSBM Performance Management Projects	<i>Jason Juffras</i>
D. Department of Labor Systems Analysis Pilot	<i>Kevin Beauregard</i> <i>Beth Rodman</i>
E. Updates from Committee Members	<i>Committee Members</i>

Meeting Minutes

Attendees: Chairman Perusse, Anne Bacon as designee for Elizabeth Grovenstein, Secretary Penny, Jennifer Haigwood, Joshua Davis, Jenni Owen and David Ammons

- **2:00pm – Chairman Perusse calls to order and provides opening remarks**
- **2:05 pm – Brianna Van Stekelenburg from OSBM provides updates**
 - Brianna mentioned that OSBM has a lot going on related to performance management that we want to make sure committee members are aware of.
 - Strategic Plan Training will be offered in September on monitoring and using strategic plans. It will be a training and sharing session with OSBM, the Department of Revenue and the NC Community College System talking about how they monitor and track progress towards their strategic goals. The event will be September 26th from 2-4pm in the Commission Room of the Dobbs Building.
 - Strategic Plan Dashboards Training will be offered in December on how to create and use strategic plan dashboards in PowerBI. This will build off the September training. The event will be December 8th from 10am-3:30pm in the Albemarle Building.
 - J-PAL Training: The Pew Charitable Trusts has partnered with J-PAL North America to provide a customized training course for state partners interested in completing rigorous evaluations of their policies and programs. J-PAL North America is a regional office of the Abdul Latif Jameel Poverty Action Lab (J-PAL), a global network of researchers who use randomized evaluations to answer policy questions. OSBM is currently organizing a training with Pew and J-PAL later this year. The training will focus on practical design considerations for measuring impact, the mechanics of randomization, and the importance of grounding evaluation methodology in a theory of change, among other topics. OSBM anticipates 15-30 staff from the Division of Juvenile Justice, OSBM and the Department of Health and Human Services will attend the training.
 - Website: We have launched a new [webpage](#) for the committee. All of the agendas, minutes and presentations will be posted on the website moving forward. Feel free to share the link if you are referencing the committee.
 - Evidence Trainings: Brianna asked the committee to advise on OSBM potentially providing evidence trainings. OSBM has worked with Pew in the past to provide evidence 101 trainings and wanted to know if the committee members found those useful, what they would like to see in future trainings, and who they would send to the trainings.
 - Committee members mentioned that they thought evidence trainings would be valuable and would probably want to send a blend of staff, potentially including the staff that submit budget development requests.
- **2:20pm – Jason Juffras from OSBM presents on the OSBM Performance Management Projects**
 - See materials: Advancing Efficient and Effective Government Handout
 - OSBM has launched a new initiative to strengthen its focus on performance management and provide agencies with more assistance in this area.
 - Each OSBM Budget Development Analyst has been tasked with choosing a performance management project to work on with their agency. Projects can range from creating a program inventory to providing assistance with their strategic plan to creating dashboards to working on a systems analysis project. The projects will begin this fall.
 - Committee members thought that this initiative sounds promising.

- **2:35 – Kevin Beauregard and Beth Rodman from the Department of Labor present on the Department of Labor Systems Analysis Pilot**
 - See materials: Systems Analysis for PMAC
 - The NC Department of Labor (NCDOL) and OSBM focused on the Agricultural Safety and Health Bureau’s migrant housing preoccupancy inspection process for the systems analysis pilot with the goal of reducing or limiting the number of provisional occupancy notices by optimizing the inspection process.
 - Jennifer Haigwood mentioned that NCDOL enjoyed working with OSBM on this project and was interested to hear what OSBM plans are moving forward with Systems Analysis projects.
 - After the presentation, Jenni Owen asked if NCDOL would be able to use what they learned from the systems analysis process and apply it to other areas as well as if it requires the level of external engagement that OSBM provided.
 - Kevin Beauregard and Beth Rodman mentioned that it would likely be more difficult without OSBM involvement, but possible from the experience gained; prioritization and time commitment required are likely the largest limiting factors for success of the project without the same level of involvement from an outside stakeholder like OSBM.

- **3:05pm – Committee Members provide updates**
 - Chairman Perusse asked the committee members to share anything they are working on in their agency or organization related to performance management and/or evidence-based policy.
 - Anne Bacon, representing Elizabeth Grovenstein, shared that the Community College System is rolling out 60 different data dashboards to make their data more accessible.
 - David Ammons shared information on a [research study](#) he just completed on “Exploring Devolved Decision Authority in Performance Management Regimes: The Relevance of Perceived and Actual Decision Authority as Elements of Performance Management Success.”
 - Secretary Penny highlighted the dashboards the Department of Revenue is using and that they are working to choose a performance management project.
 - Joshua Davis shared that the Department of Natural and Cultural Resources is working on narrowing down a performance management project.
 - Jenni Owen mentioned that there have been some challenges in gaining access to state data and asked what role the committee could/should play in providing guidance or taking a stance on data sharing to make state data more accessible.

- **3:30pm – Chairman Perusse adjourns the meeting**

Next Meeting: November 18th from 2:00pm-4:00pm

North Carolina Department of Labor

Systems Analysis

**Performance Management Advisory Committee
September 16, 2019**

Presented by:

Kevin Beauregard, NC DOL Occupational Safety and Health Division

Beth Rodman, NC DOL Agricultural Safety and Health Bureau

What is “Systems Analysis”?

- Performance management pilot directed by S.L. 2018-5, Section 26.1.(b)
- North Carolina “System Analysis” project is based on a performance management process used in Utah
- NCDOL partnered with OSBM to pilot “Systems Analysis” in North Carolina
- Seeks to improve operational performance and efficiency within a defined “system” through the targeted application of improvement strategies

Agricultural Safety and Health Bureau

- NCDOL and OSBM focused on the Agricultural Safety and Health (ASH) Bureau's migrant housing preoccupancy inspection process
- The ASH Bureau supports NCDOL's strategic plan to improve the safety and health of workers living in migrant housing
- In 2018, ASH conducted 1,881 preoccupancy inspections



Source: NCDOL photo library

Goal Statement

- Reduce or limit the number of provisional occupancy notices by optimizing the inspection process
 - Provisional occupancy notices are issued under certain conditions to allow occupancy of migrant housing until an inspection is carried out

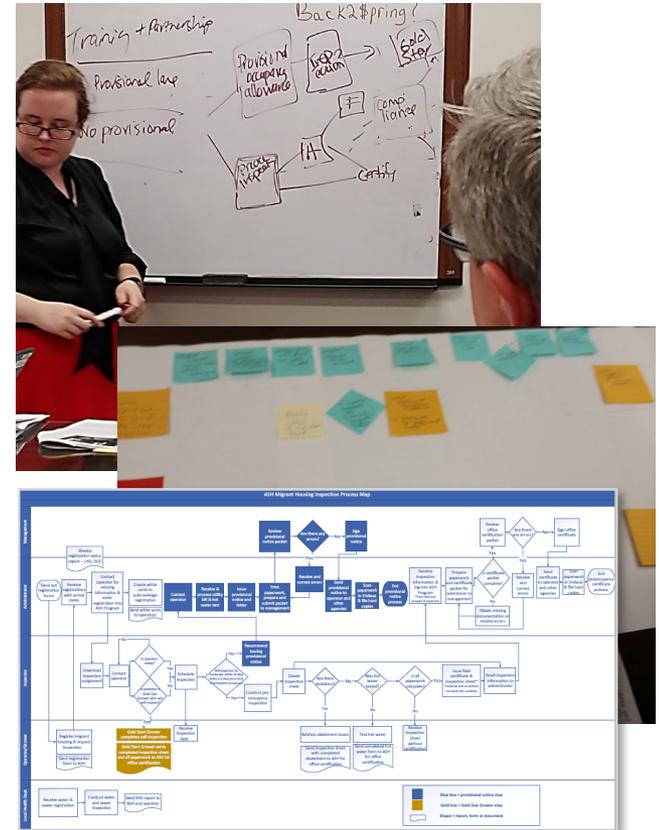


		Agricultural Safety and Health Bureau North Carolina Department of Labor 1101 Mail Service Center Raleigh, NC 27602-1101 (919) 707-7820 Fax: (919) 807-2924	
Provisional Occupancy Notice			
A. Identifying Information			
1a. Name and address of owner of housing unit:		4a. Name and address of individual(s) in charge:	
1b. Telephone:		4b. Telephone:	
2a. Name and Address of farm labor contractor, if known:		5. Registration Date: 12/21/2018	
2b. Registration Number:		6. Expected date of occupancy:	
3. Location of housing to be inspected:		7. Description of housing units and number of units:	
B. Certification			
<p>*****</p> <p>Migrant housing may be occupied on a provisional basis if the operator applied for a pre-occupancy inspection at least 45 days prior to occupancy and the pre-occupancy inspection was not conducted by the NCDOL at least four days prior to the anticipated occupancy. Upon subsequent inspection by NCDOL, the provisional occupancy shall be revoked if any deficiencies have not been corrected within the period of time specified by NCDOL, or within two days after receipt of written notice provided on-site to the operator. Penalties may be assessed if substantive violations existed during provisional occupancy. If an operator has applied for an inspection and one or more migrants arrive in advance of the arrival date stated in the application, the operator shall notify NCDOL within two working days of the occupancy of the migrant housing.</p>			
Date of inspection: N/A		Date Certificate Expires:	
Inspector: N/A		December 21, 2019 or when camp becomes vacant	
Special conditions:			
Beth Rodman, Bureau Chief		Date Certificate Issued:	
Important Notice			
<p>An inspection certificate will be issued when an inspection is completed and it is determined that the migrant housing is in compliance with the Migrant Housing Act of North Carolina, Article 19 of N.C. Gen. Stat. §§95, and 29 CFR 1919.142. Issuance of a Housing Occupancy Certificate does not relieve any person from compliance with any applicable federal, state, county, or local law or ordinance. Receipt and posting of a Housing Occupancy Certificate does not relieve the person who owns or controls the facility, or property from the responsibility of ensuring that such facility or property meets the applicable state and federal safety and health.</p>			

Source: NCDOL's Agricultural Safety and Health Bureau

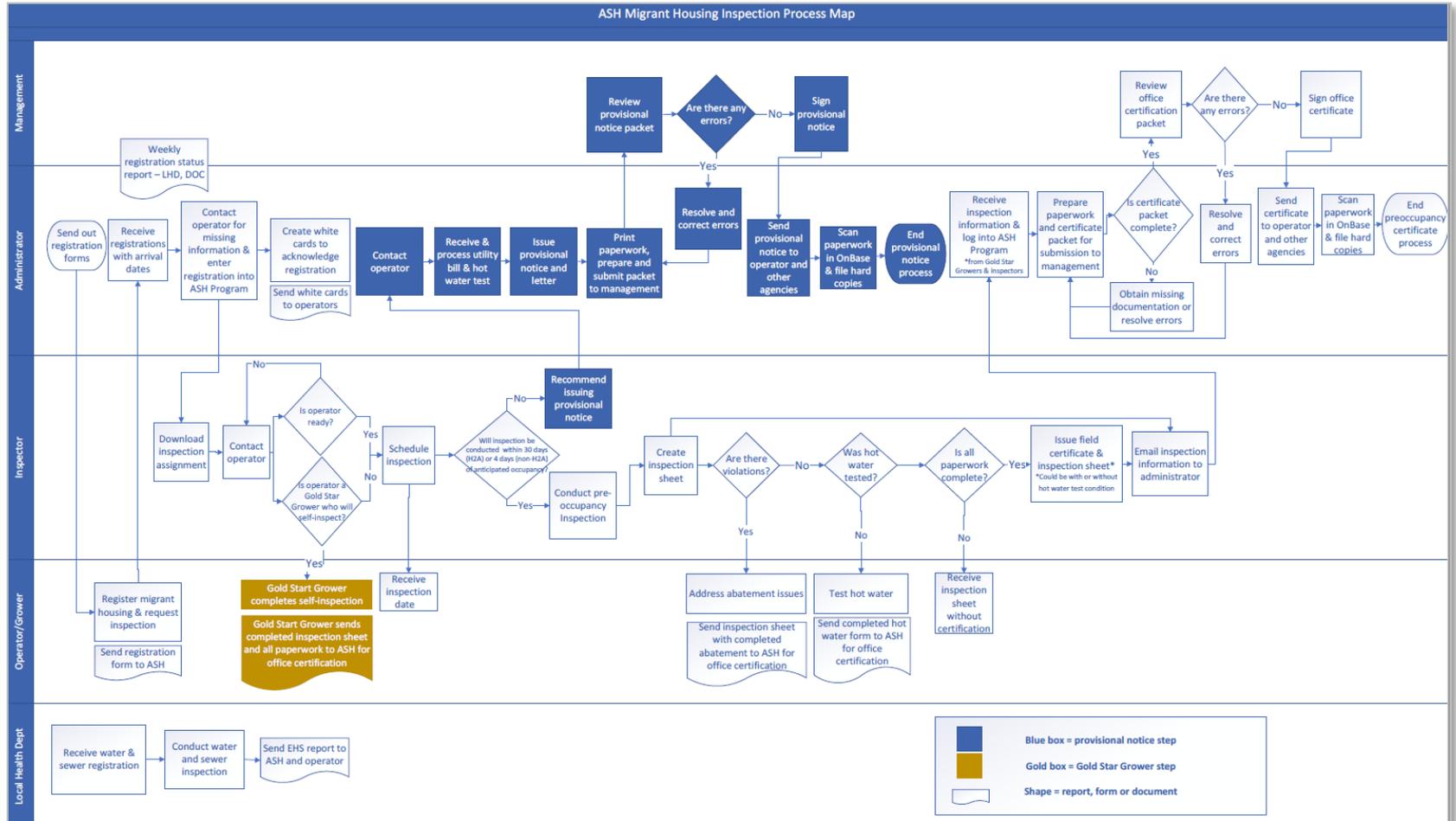
Key Steps of Systems Analysis

1. Identify agency system for improvement
2. Map out system processes
3. Identify issues and their root causes
4. Weigh possible solutions against key decision criteria
5. Implement chosen solutions, monitor performance and adapt



Source: OSBM Systems Analysis Team

Example: Process Map



Action Plan

Identified Solution	Anticipated Benefits
Solutions for Immediate Implementation	
Shorten Gold Star Program annual training workshop.	Additional staff time allocated to preoccupancy inspections during busy season.
Explore possible MOU with Department of Commerce for preoccupancy inspections.	With adequate training and oversight, reduced inspector workload without additional positions, leading to less provisional occupancy notices.
Shorter-term IT program improvements until new program can be developed.	Reduced inspector and administrative staff workload, allowing for increased quality control.
Evaluate water bill collection and hot water process.	Reduced processing time for preoccupancy inspection files.
Simplify white card for growers.	Increased understanding of inspection process by growers and housing operators.
Conduct biweekly teleconference staff meetings.	Structured opportunities to share best practices among inspectors that work independently.
Offer new and additional training at annual staff training in October.	Improved knowledge for inspectors to continue bettering the inspection process.
Solutions with Longer Timeline	
Request funding for additional staff.	Reduced inspector workload, leading to less provisional occupancy notices.
Develop new ASH IT program.	Reduced processing time for preoccupancy inspection files and inputting inspection data.

Key Insights - NCDOL/ASH

- OSBM participation provided a welcomed different perspective
- Narrowing scope down to one process to improve was a key factor for a successful outcome
- Regularly scheduled meetings organized by OSBM helped to expedite the process
- Including management from outside of OSH/ASH helped to set NCDOL priorities for the identified solutions

Key Insights - Continued

- Short-term solutions identified should have a positive impact on efficiency
- Pilot project report provides supporting documentation for funding requests for additional staff and new IT program
- Reviewing the preoccupancy process in detail provided an opportunity to identify feasible and realistic changes that should help achieve our goal

Going Forward

- Short-term solutions will be worked on and as many will be implemented, as possible
- Assistance will be needed during the next budget cycle to implement long-term solutions
- Baseline data will be compiled and systems will be implemented to monitor progress towards achieving the goal of reducing the number of provisional notices issued
- NCDOL recommends that this pilot project be extended to include some additional agencies

Thank You For Attending!

Questions?

1-800-NC-LABOR

(1-800-625-2267)

www.labor.nc.gov



Occupational Safety
& Health Division

Cherie Berry, Commissioner of Labor

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