

CommStat



PUCO Performance Management



National
Association of
Regulatory
Utility
Commissioners

Ohio

**Public Utilities
Commission**

Performance Management

- Background information
- Project information
- Process and objectives
- Recommendations
- Challenges and lessons
- Conclusions

Background information



Balanced Scorecard (BSC)

Measures financial and non-financial performance across four perspectives

- Financial: Budget formation and execution
- Stakeholder: “Customer satisfaction”
- Internal Business Processes: Operations critical to organizational success
- Organizational Capacity: Human and information systems

Project information

Project objectives

- Develop system to measure, track, and improve agency performance across all four BSC perspectives
- Realign resources strategically; invest in services that produce results

Strategic intent

- Become a model regulatory agency

Project information

Project management team

- Backed by executive sponsorship
- Responsible for planning and implementation
- Transparent and open communications
- Information management

Department directors and coordinators

- Responsible for guiding department staff and soliciting feedback

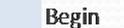
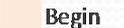
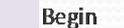
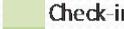
Process and objectives

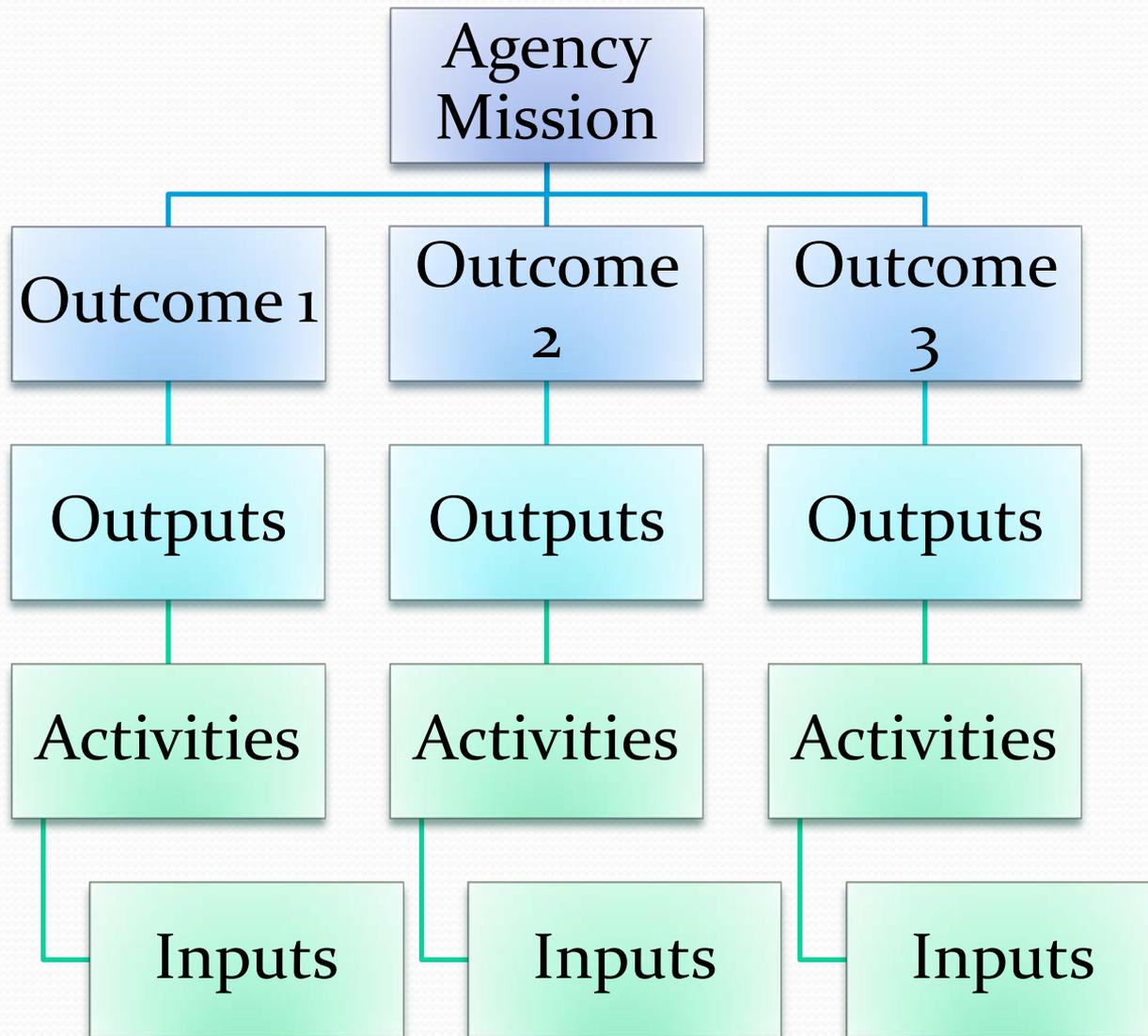
Project schedule

- Project was divided into four phases:
 1. Services – which services are critical to our success?
 2. Performance – how can we evaluate performance?
 3. Goals – how can we improve critical services?
 4. Organization – how do we arrange services logically?
- Allowed each department to focus on project one step at a time
- Allowed steering committee to track and report progress at all stages

Process and objectives

		8/8/2011	8/15/2011	8/22/2011	8/29/2011	9/5/2011	9/12/2011	9/19/2011	9/26/2011	10/3/2011	10/10/2011	10/17/2011	10/24/2011	10/31/2011	11/7/2011	11/14/2011	11/21/2011	11/28/2011	12/5/2011	12/12/2011	12/19/2011	12/26/2011	1/2/2012	1/9/2012
Business Resources, Administration			✓	✓	⚠		✓	✓	✓		✓	✓	✓		✓	✓	✓							
Public Affairs			✓	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓	✓							
Service Monitoring and Enforcement				✓	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓	✓						
Commission, Legal					⚠	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓	✓					
Transportation					✓	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓			
Energy & Environment						✓	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓	✓				
Utilities							✓	✓	✓		✓	✓	✓		✓	✓	✓		✓	✓				

Services Inventory	Performance Measures	Performance Goals	Data Organization
 Begin	 Begin	 Begin	 Begin
 Check-in	 Check-in	 Check-in	 Check-in
 Finalize	 Finalize	 Finalize	 Finalize



Recommendations

- **Schedule and conduct regular performance management meetings**
No reason to develop the “perfect” management system before we start measuring and improving performance
- **Initiate in-depth review of services, measures, and goals**
Ensure consistency and start looking for ways to improve right away
- **Finalize process before committing IT resources**
Reporting process and system needs will likely change, no need to commit resources too early; work bugs out first
- **Invest in performance management**
Successful implementation requires time, effort, and resources

CommStat



PUCO Performance Management

✔ Business Resources

- ✔ -Fiscal Management
- ✔ -Human Capital Management
- ✔ -Information Systems Management

✔ Service Monitoring & Enforcement

- ✔ -Customer Contact & Response
- ✔ -Low-income Assistance Programs
- ✔ -Safety & Reliability
- ✔ -Case Management & Administration

✔ Commission

- ✔ -Placeholder text, Placeholder text,
- ✔ -Placeholder text, Placeholder text,
- ✔ -Placeholder text, Placeholder text,

✔ Legal

- ✔ -Case Processing
- ✔ -Rule Making
- ✔ -Legal Advice

✔ Energy & Environment

- ✔ -Placeholder text, Placeholder text,
- ✔ -Placeholder text, Placeholder text,

✔ Administration

- ✔ -Customer Service (external)
- ✔ -Customer Service (internal)
- ✔ -Provide Access to Accurate Records
- ✔ -Management

✔ Transportation

- ✔ -Placeholder text, Placeholder text,
- ✔ -Placeholder text, Placeholder text,
- ✔ -Placeholder text, Placeholder text,

✔ Public Affairs, Economic Development

- ✔ -Legislative Advocacy
- ✔ -Media & Public Relations
- ✔ -Economic Development

✔ Federal Energy Advocate

- ✔ -Placeholder text, Placeholder text,
- ✔ -Placeholder text, Placeholder text,

✔ Utilities

- ✔ -Placeholder text, Placeholder text,
- ✔ -Placeholder text, Placeholder text,

Challenges and lessons

- Change management
Change can be difficult, must be managed proactively
- Project schedule
Development and implementation can take up to one year, plan accordingly
- Qualitative v. quantitative measurements
Tendency is to measure objective measures only, subjective measures can and should be measured

Conclusions

- CommStat is the first step towards managing performance
- Successful implementation will take time, effort, and resources
- Steering committee has been tasked with implementing recommendations
- Next step: How do we improve?