

A portrait of Michelangelo, showing his head and shoulders. He has a beard and is wearing a white ruff collar. The background is dark and textured.

# PERFORMANCE JOURNALISM

- BRIDGING THE INFORMATION GAP

THE GREATER DANGER FOR MOST LIES NOT IN SETTING  
OUR AIM TOO HIGH AND FALLING SHORT;  
BUT IN SETTING OUR AIM TOO LOW  
AND ACHIEVING OUR MARK.

- MICHELANGELO



PHIL "PK" KASE - PERFORMANCE MANAGEMENT CHIEF (ODOT)

# TOPICS FOR TODAY

- ❖ Performance Measures
- ❖ Principles of Performance Journalism





# WHAT IS A PERFORMANCE MEASURE

- ❖ A quantifiable expression
- ❖ Planning statements are not performance measures





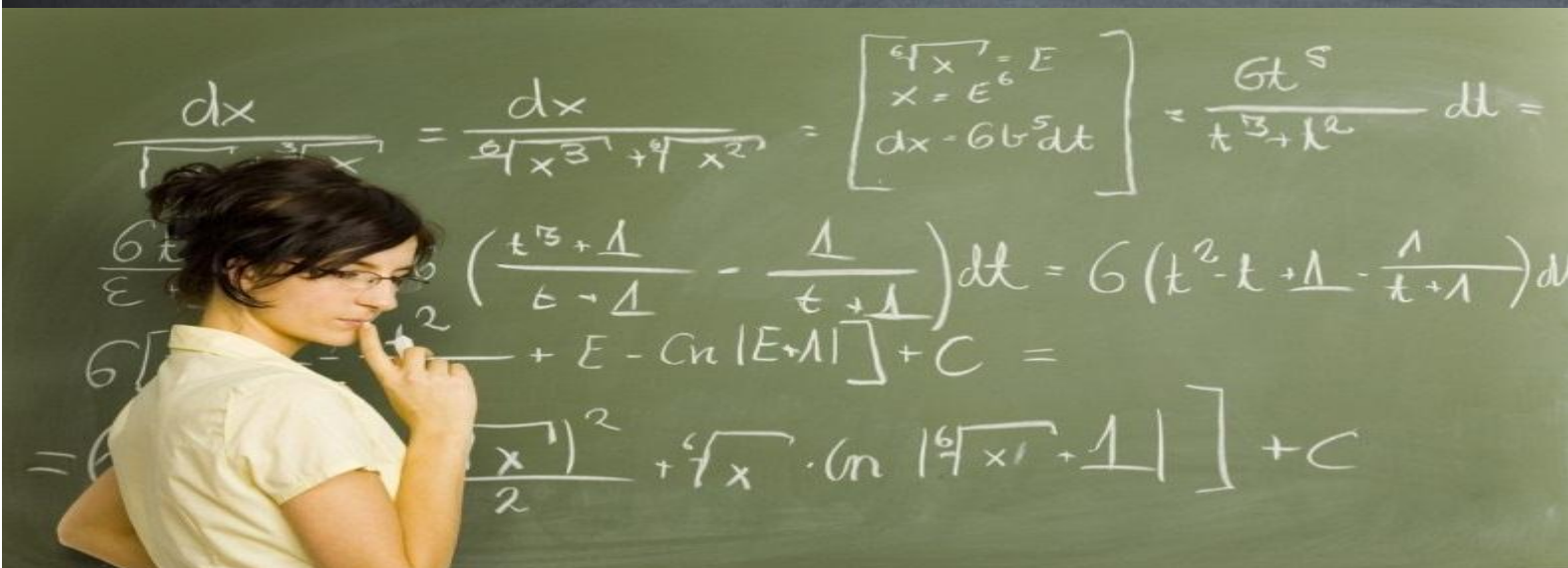
## MAJOR TYPES OF PERFORMANCE MEASURES

- ❖ Input/Workload
- ❖ Process
- ❖ Output
- ❖ Outcome
- ❖ Relevance

# OTHER COMMON MEASUREMENTS

- ❖ Demand and Capacity
- ❖ Quality and Error Rate
- ❖ Efficiency
- ❖ Revenue
- ❖ Assets vs. Need
- ❖ Compliance
- ❖ Support planning and budgeting efforts
- ❖ Catalyst for improvement
- ❖ Reallocation of resources
- ❖ Contract monitoring
- ❖ Benchmarking
- ❖ Communication
- ❖ Program evaluation for transparency and accountability

# PURPOSE OF PERFORMANCE MEASURES

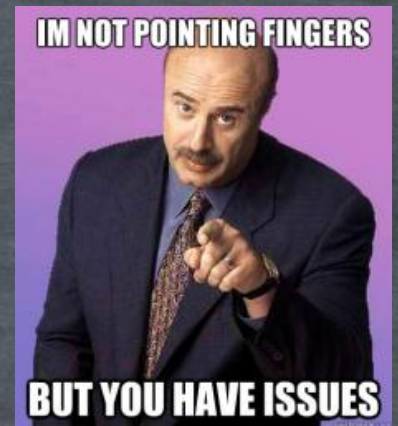


- ❖ Start conversations
- ❖ Answer questions



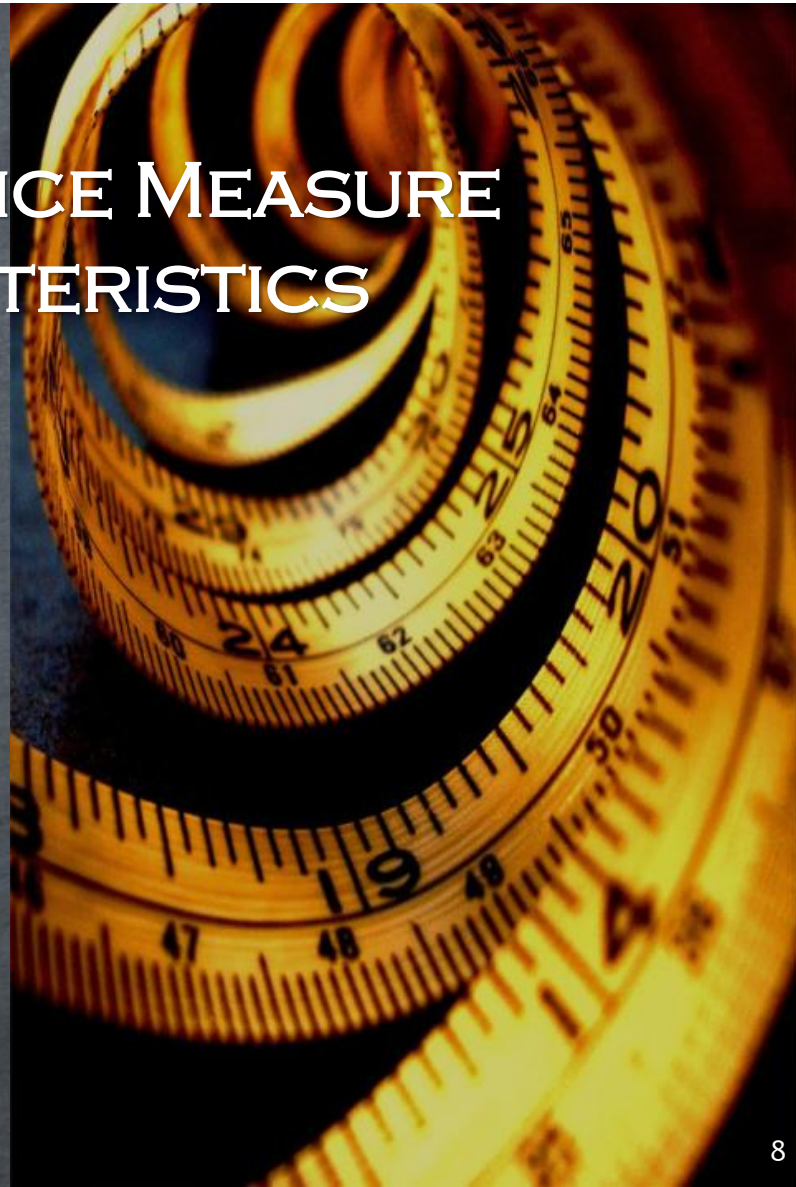
# PERFORMANCE MEASUREMENT HAS “ISSUES”

- ❖ The useable information has been limited
- ❖ Need to analyze and strategize
- ❖ Too shallow or too deep



# PERFORMANCE MEASURE CHARACTERISTICS

- ❖ Relevant
- ❖ Understandable
- ❖ Timely
- ❖ Comparable
- ❖ Reliable
- ❖ Cost-Effective



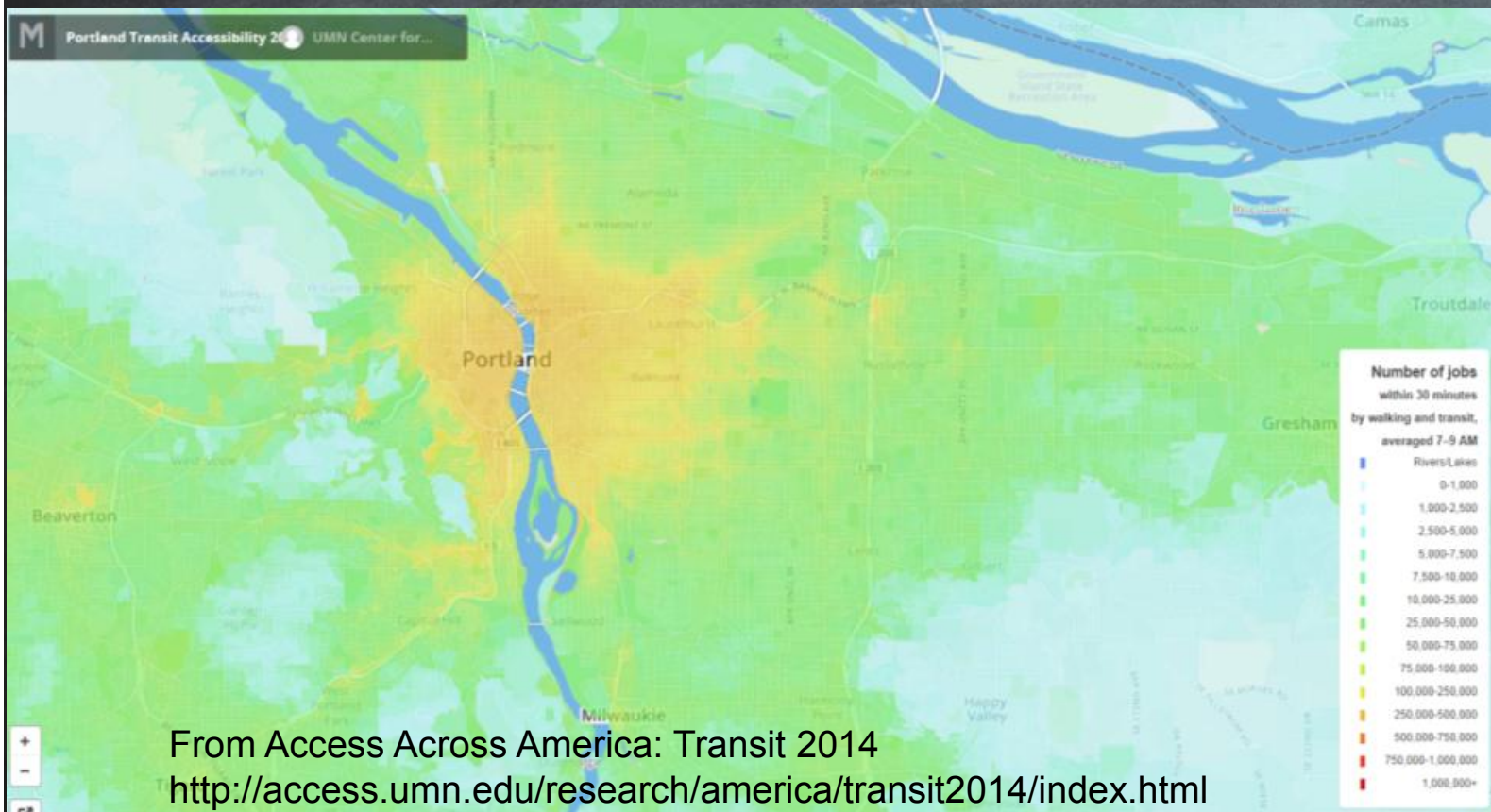


An aerial photograph of a city, likely New York City, showing a dense urban area. A bright yellow and green data overlay is visible, suggesting a heat map or a visualization of data density. The overlay is concentrated in the central part of the image, possibly representing a major transit hub or a high-density area.

# PERFORMANCE MEASUREMENT

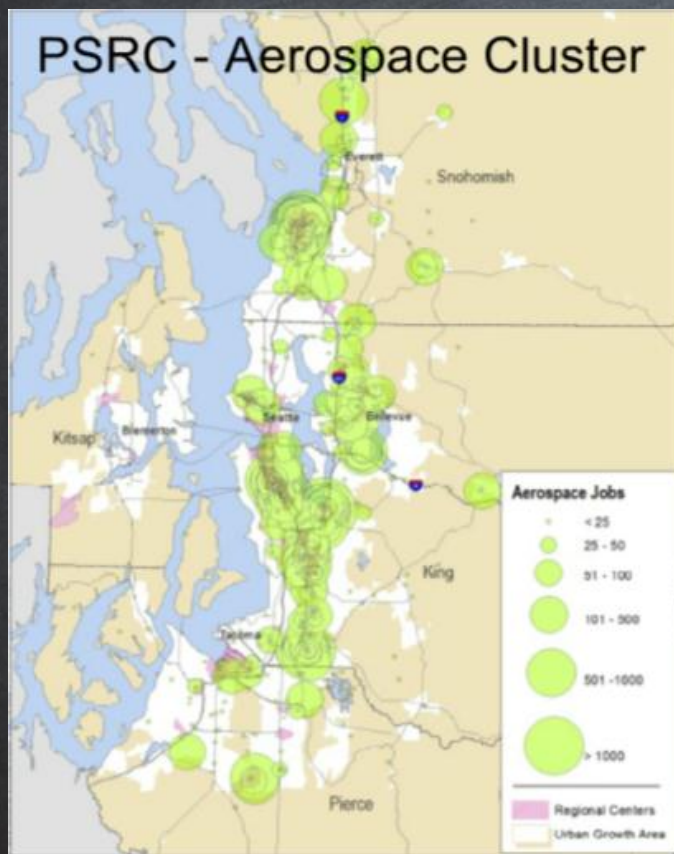
- ❖ Major advancements: Data Analytics, Data Visualization, and Big Data
- ❖ Increased opportunities
- ❖ It's time to improve performance of the performance information

# ALTERNATE MEASUREMENTS ACCESS OR SOCIAL JUSTICE





# ALTERNATE MEASUREMENTS ECONOMIC DEVELOPMENT



- How does transportation investment lead to supporting new/existing jobs?
- Survey of corporations shows “Availability of skilled labor,” “highway accessibility” are highest ranking\*

\*Area Development Magazine (2011 & 2013 survey)



# FAILURE TO COMMUNICATE

“We rock!”

(but the public doesn't think so)



- ❖ Information asymmetry
- ❖ Provide consumable information

# AUDIENCE

- ❖ Federal - Funding
  - ❖ Legislature and Executive Branch - Funding
  - ❖ Department and Divisions - Funding
  - ❖ Public - Funding
- 

# PERFORMANCE JOURNALISM METHOD FOR COMMUNICATION

- ❖ Seven key principles
- ❖ Internet, print media, press releases, intrAnet, presentations, meetings
- ❖ Less confusion and assumptions and more credibility



# PERFORMANCE JOURNALISM

## SEVEN KEY PRINCIPLES

- ❖ Good stories and graphics
- ❖ Good writing
- ❖ Good data
- ❖ Good infographics
- ❖ Good format
- ❖ Quality Control
- ❖ Good timing



# PRINCIPLE ONE - GOOD STORIES AND GOOD GRAPHICS

- ❖ Use limited text to accompany the data that are presented as graphs, tables, and charts
- ❖ Explain key challenges, trends, and other supporting or comparative data
- ❖ Clear, concise, unbiased writing (what, why, who, and when)

# PRINCIPLE ONE - GOOD STORIES AND GOOD GRAPHICS

- ❖ Do not trivialize issues, use vague descriptions, avoid candor, or bury the result in bureaucratic jargon
- ❖ Ask hard questions, “Five Whys” exercise
- ❖ Crafting a paragraph that explains results clearly and concisely takes discipline and time



## PRINCIPLE TWO - GOOD WRITING

- ❖ Narrative stories (reader friendly)
- ❖ Plain English is essential
- ❖ Family BBQ test



## PRINCIPLE THREE - GOOD DATA

Yes son a pivot table would be quicker, but I've told you my boss's stance on things he doesn't understand



- ❖ Data form the basis of a performance report
- ❖ Highest standards for data analysis
- ❖ Balance the need for data perfection against a need to publish



# PRINCIPLE THREE - GOOD DATA

## WSDOT Incident Response clearance times faster while total number of responses increase Second quarter (April through June) 2013 and 2014

2013 - Q2 **11,784** incident responses  **12.1**-minute average incident clearance time

2014 - Q2 **13,153** incident responses  **11.4**-minute average incident clearance time

incident responses **11.6%** ↑ increased clearance time **5.8%** ↓ decreased

Data source: Washington Incident Tracking System.

Notes: Data above only account for incidents to which an IR unit responded. IR data reported for the current quarter (Q2 2014) are considered preliminary. In *Gray Notebook 50*, WSDOT reported that IR teams responded to 11,784 incidents in the second quarter of 2013. In the first quarter of 2014, WSDOT responded to 11,333 incidents, clearing them in an average of 12.4 minutes. These numbers have been confirmed and are now finalized.

## Lean Process Improvements Quarterly Update

**54**

### Notable results

■ WSDOT and the Department of Licensing reduced the time it takes to approve a new license plate design by 84%.

■ WSDOT has completed 12 of 36 Lean projects undertaken in the past 18 months.

### Agencies expedite new license plate designs by 84 percent

Organizations pre-approved for specialty license plates will get through the design process faster. In just about one month, which is a decline from about two months. Washington state residents are becoming increasingly familiar with a wide range of vehicle license plate designs, many of which support non-profit organizations, universities, and causes such as conservation efforts. Vehicle owners are charged an additional \$30 fee annually for most types of specialty plates. \$29 is revenue for the sponsoring organization. The Washington State Department of Licensing (DOL) works closely with WSDOT and the Washington State Patrol (WSP) to ensure the new designs meet criteria for reflectivity and the ability to be read by WSDOT's electronic tolling system.

In March 2014, DOL, WSDOT and WSP formed an interagency Lean team to improve the process for approving new license plate designs. With input from WSDOT, DOL is now able to provide the sponsoring organizations with clearer guidelines regarding the color spectrum that will likely help to meet tolling requirements the first time around, reducing the number of times the plates need to be re-worked.

Early on, DOL communicates legislative processes to the sponsoring organizations to give them ample time to meet deadlines. The DOL starts taking with organizations as early as two years before the plate gets to the legislative session.

In addition, plate samples manufactured by Consensual Industries were originally sent to DOL staff, who would forward them to WSDOT. Now, they will go directly to WSDOT to test for compatibility with the electronic tolling system.



One of the many specialty design license plates available to Washington state drivers. Fees from this plate help support the state's national parks.

Instead of providing written approval or feedback by mail when returning the test plates, WSDOT now sends an email to DOL, which triggers the next step in the process while the sample plates are in the mail to DOL. These changes alone improved the approval timeline by up to 10 days.

The benefits expected by the team include:

- Cutting the process steps in half (22 down to 11).
- Shortening the approval timeline by 84 percent (206 days down to 33 days), and
- Eliminating eight hand-offs (17 down to nine).

These actions save time and effort by agency staff and, more importantly, expedite delivery of what customers want: specialty plate designs that support the causes they care about.

More information about the specialty design license plates that are currently approved and available is located online at <http://www.dol.wa.gov/vehicledesignation/specialdesign.html>.



This team expedited delivery of new license plate designs: Rob Huse and Melissa Van Gorkom (WSP), Julie Knittel, Josh Johnston, Matt Lamm, George Piro, Tom Wilson, Tom Richardson, and Ellen West (DOL). Not pictured: Tony Merl and Tyler Patterson (WSDOT) and Nancy Williams and Jenie Black-Buchanan.

Strategic goal: Stewardship - Lean Process Improvements

Q2 2014 Edition 54 - June 30, 2014 | 33



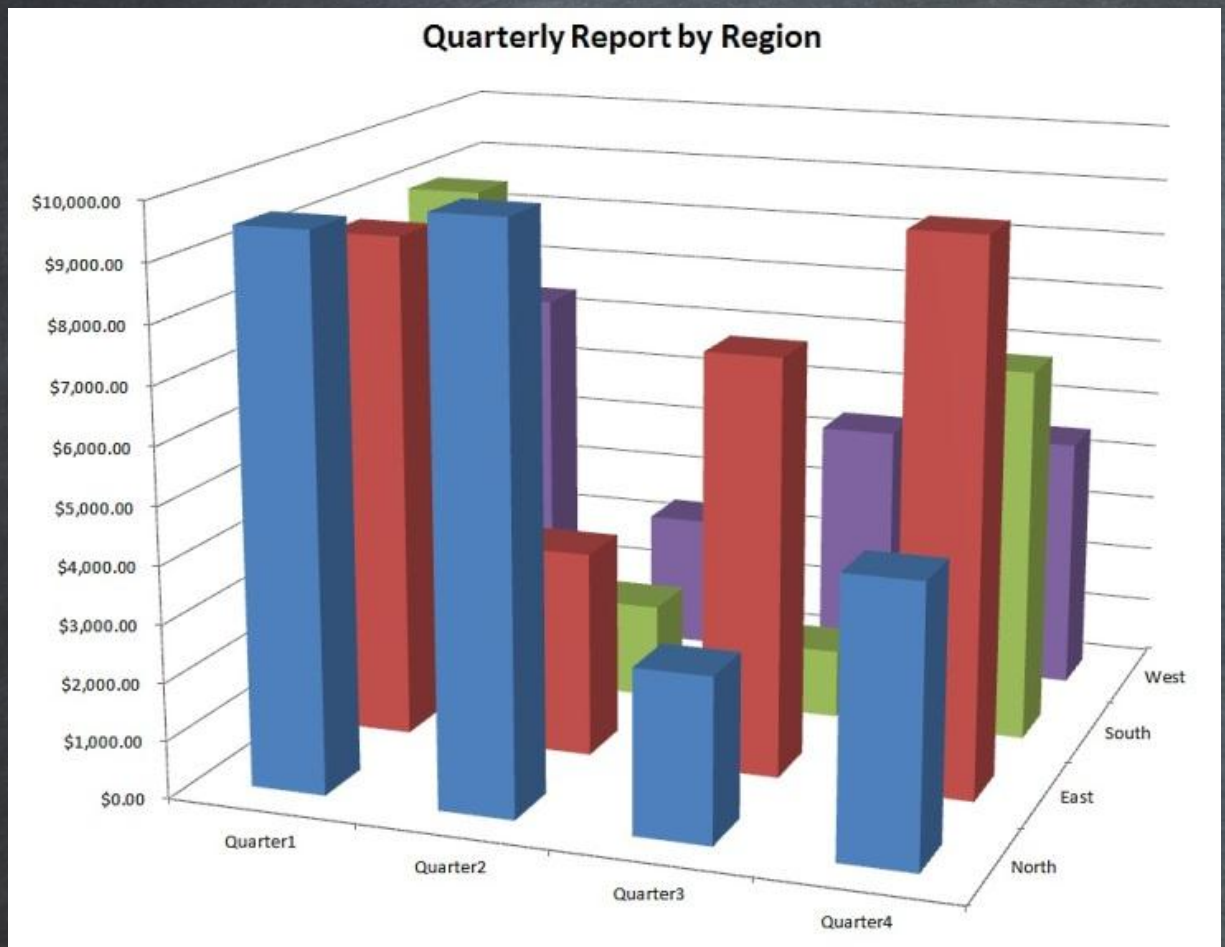
## PRINCIPLE FOUR - GOOD INFOGRAPHICS (DATA VIZ)

- ❖ Quantitative and narrative reporting are vital
- ❖ Graphs should clearly communicate results
- ❖ Quickly comprehended and understood
- ❖ Relevant to the data and topic
- ❖ Formatted with a sense of balance, proportion, and clarity of design
- ❖ Can stand on their own
- ❖ Have data, analysis, and scale integrity
- ❖ Answer some fundamental questions

NO

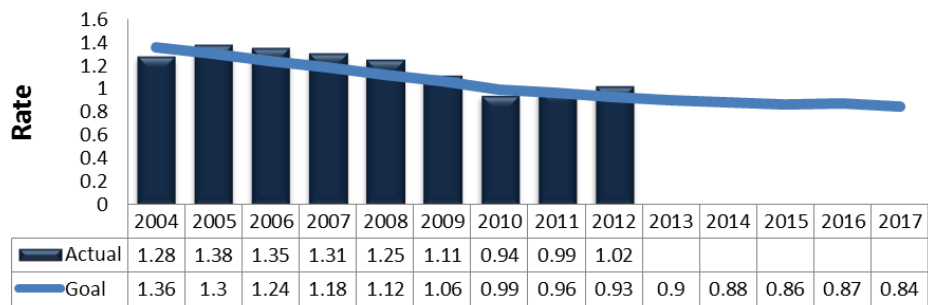
NO

NO



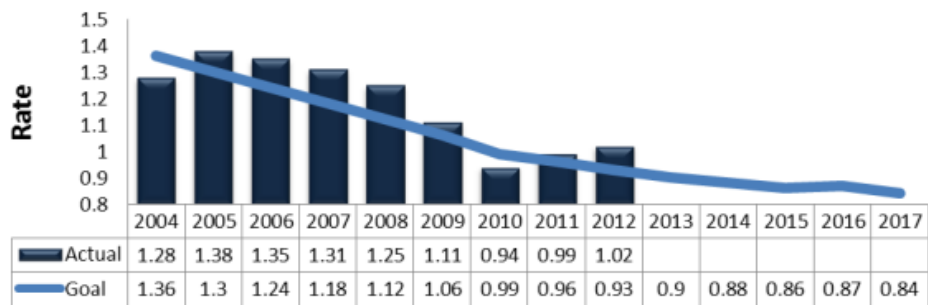
YES

**Traffic Fatalities per 100 Million Vehicle Miles Traveled (VMT)**



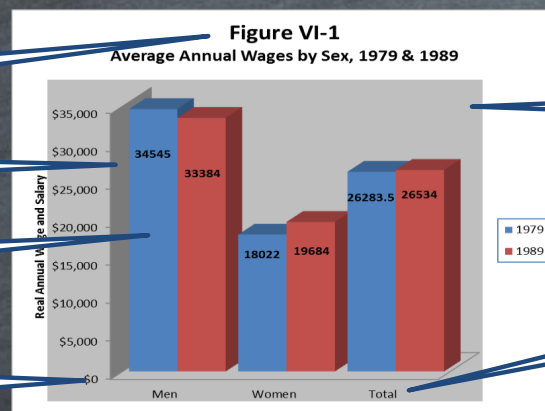
NO

**Traffic Fatalities per 100 Million Vehicle Miles Traveled (VMT)**





# PRINCIPLE FOUR - GOOD INFOGRAPHICS “DATA VIZ”



Remove Figure Label

Remove Outside Box

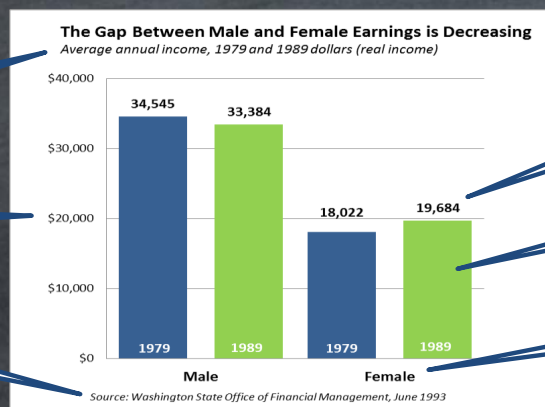
Remove 3D Effect

Remove Extraneous Digits on Y Axis and Vertical Legend

Remove Background Shading

Remove Legend

Remove Totals Category



Improve Chart Title and Description

Move Y Axis Label to Subheading

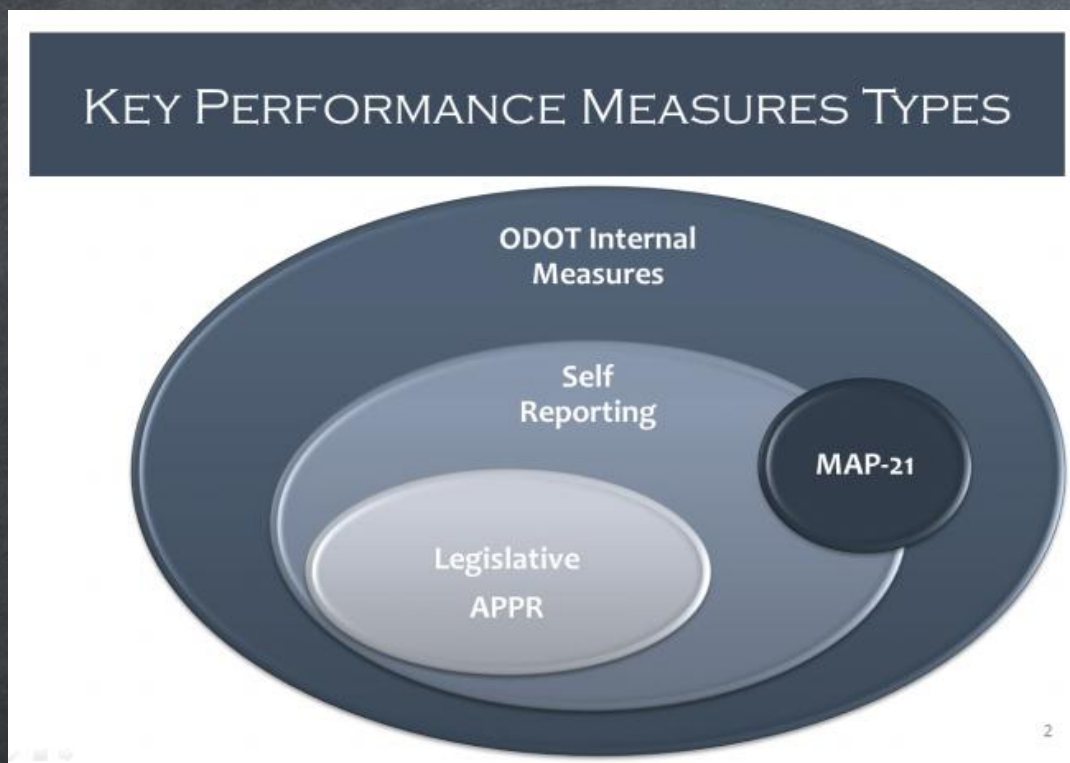
Label Data Source

Label Bars and Move Totals

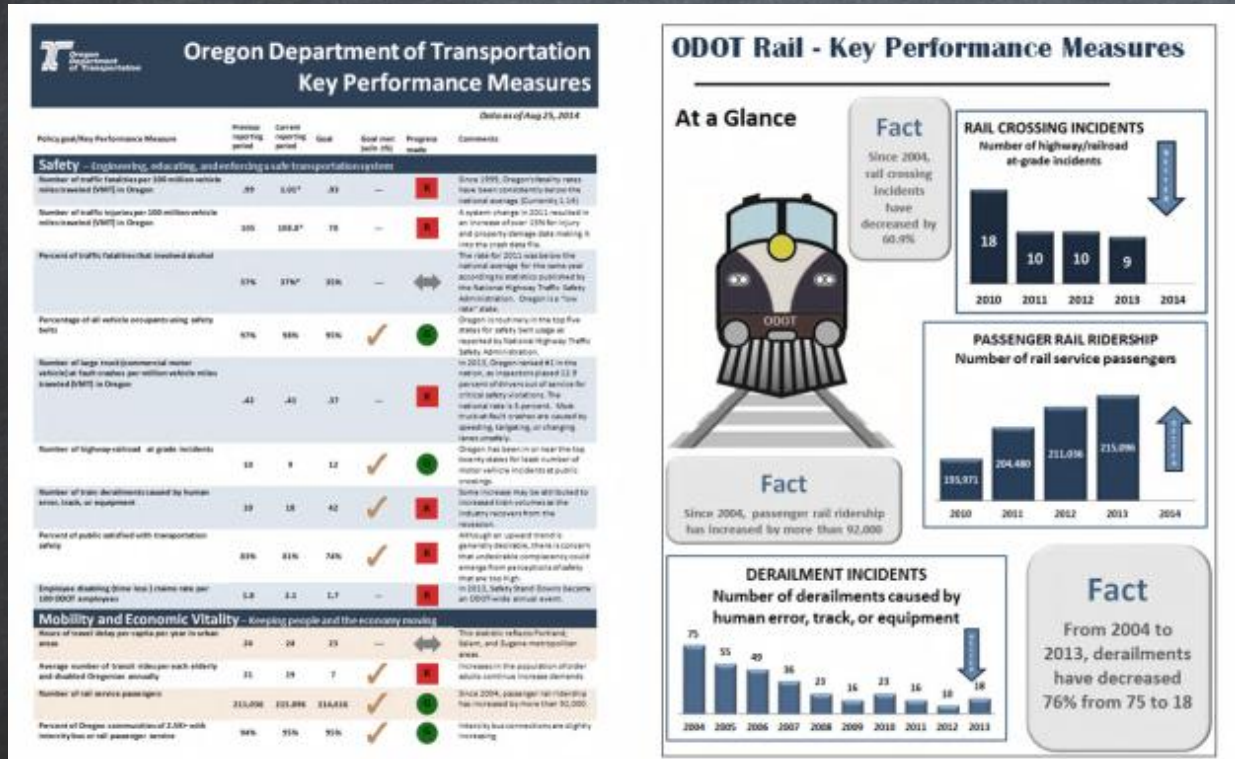
“Strengthen” color

Match to the Headings

# PRINCIPLE FOUR - GOOD INFOGRAPHICS (DATA VIZ)



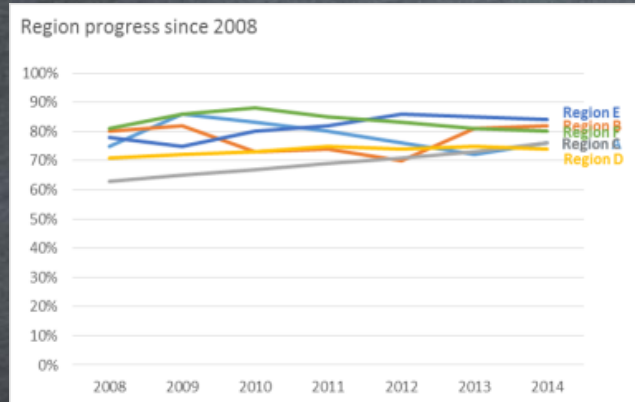
# PRINCIPLE FOUR - GOOD INFOGRAPHICS (DATA VIZ)



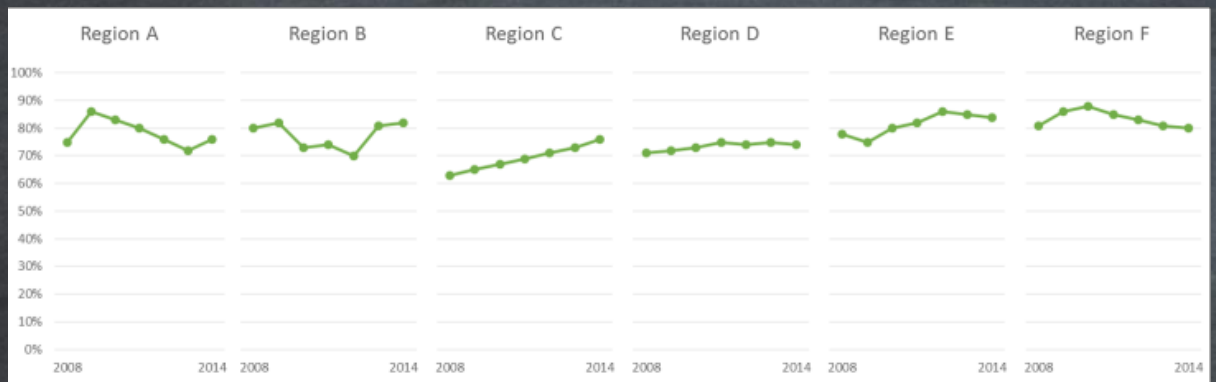


# PRINCIPLE FOUR - GOOD INFOGRAPHICS (DATA VIZ)

NO



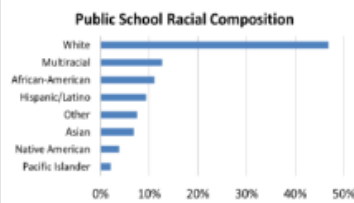
YES



# PRINCIPLE FOUR - GOOD INFOGRAPHICS (DATA VIZ)

## Part-to-whole

Bar/Column Chart

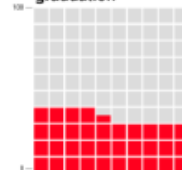


Pie Chart

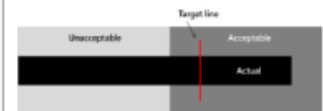


Icon Array

Over 1/3 of our students do not make it to graduation



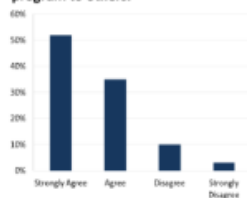
Bullet Chart



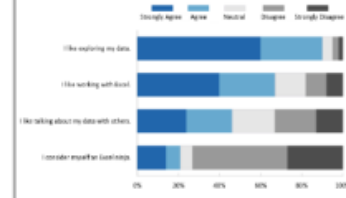
## Spread

Bar/Column Chart

I would recommend this program to others.

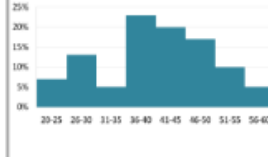


Stacked Bar Chart



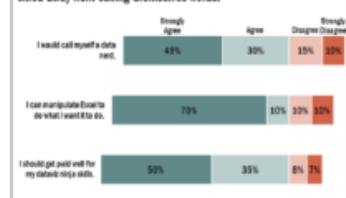
Histogram

Participants are mainly 36-50.



Diverging Stacked Bar

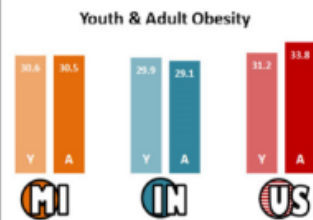
While feeling confident in data wrangling, more participants shied away from calling themselves nerds.



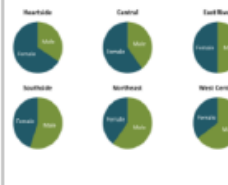
# PRINCIPLE FOUR - GOOD INFOGRAPHICS (DATA VIZ)

## Compare

Side-by-side Column Chart



Small Multiples



Back-to-Back Bar

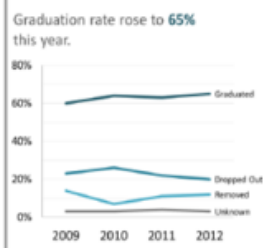


Dot Plot

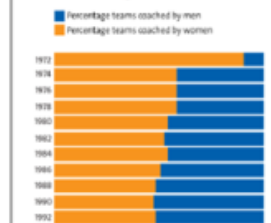


## Change over Time

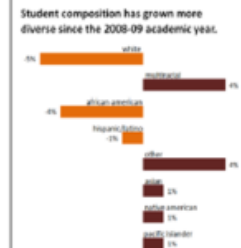
Line Chart



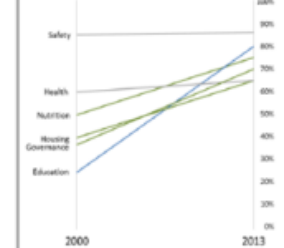
Stacked Bar Chart  
motherjones.com



Split Axis Bar Chart



Slopegraph



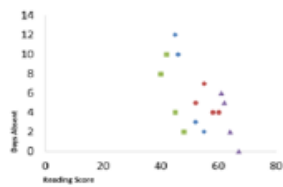


# PRINCIPLE FOUR - GOOD INFOGRAPHICS (DATA VIZ)

## Correlation

### Scatterplot

In 2012, the more days a student was absent, the lower her reading score.  
The correlation was  $-0.64$ .



## Network

### Network Diagram



## Flow

### Sankey Diagram

Carleton College Career Paths



## Geographic Dispersion

### Map



## PRINCIPLE FIVE - GOOD FORMAT AND PRESENTATION

- ❖ Entice the reader
- ❖ Not too many fonts, colors, reference labels
- ❖ Use the “proper” graphs, and photos, white space
- ❖ Group relevant information together
- ❖ Not too much info on one page

# PRINCIPLE FIVE - GOOD FORMAT AND PRESENTATION

## DRAFT PERFORMANCE MEASURE BUNDLES



### **Safety** (Summer '14)

- Fatalities (number and rate)
- Serious injuries (number and rate)

### **Infrastructure Condition** (Fall '14)

- Bridge condition on NHS
- Pavement condition on the Interstate
- Pavement condition on non-Interstate NHS

### **System Performance** (Winter '14)

- Traffic congestion
- Performance of the Interstate
- Performance of the non-Interstate NHS
- Freight movement on the Interstate



## PRINCIPLE SIX - QUALITY CONTROL

- ❖ It is correct, but is it reasonable
- ❖ Audit trail of all data
- ❖ Challenge assumptions and explanations



TIMING IS EVERYTHING



## PRINCIPLE SEVEN - TIMING IS (ALMOST) EVERYTHING

- ❖ Lead, not follow
- ❖ Report frequently, consistently, and timely
- ❖ Perfect is the enemy of good
- ❖ Coffee house mentality



# THE GOOD, THE BAD, AND THE UGLY

- ❖ Don't hide bad news
- ❖ Tell the story first, correctly and completely
- ❖ HEADLINES control
- ❖ Build credibility

# FINAL NOTE — PERFORMANCE JOURNALISM

- ❖ Spread far - Spread wide
- ❖ More than compiling and publishing data
- ❖ Show the fish, teach to fish, go fishing



Toy Story  
A Bug's Life  
Toy Story 2  
Monsters, Inc  
Finding Nemo  
The Incredibles  
Cars  
Ratatouille  
WALL-E  
Up  
Toy Story 3  
Brave  
Monsters University

**“MAKE THEM CARE”**  
- ANDREW STANTON