

Performance and “Altitude”

OPPMA Brownbag

April 16, 2014 - Willamette University

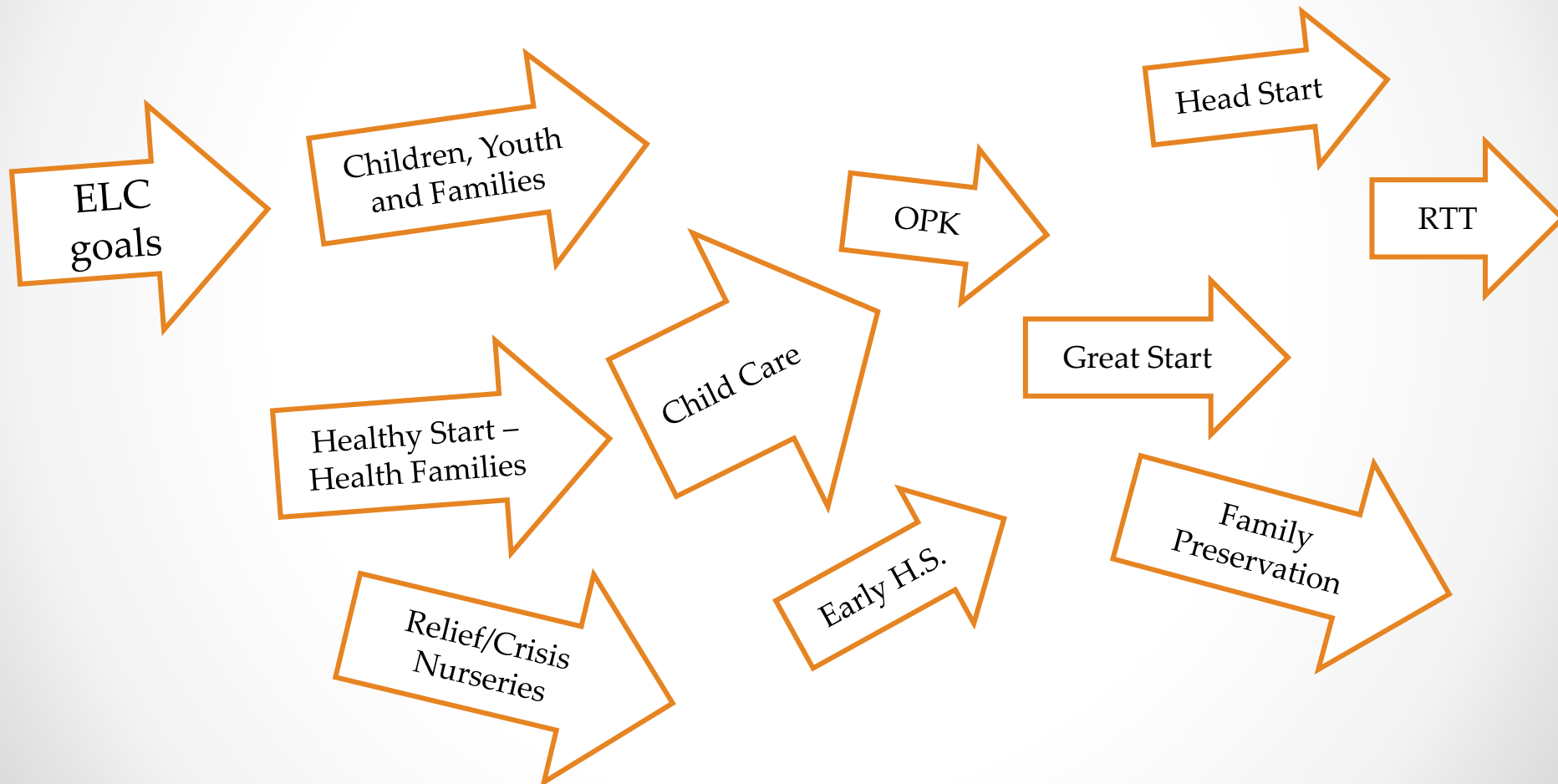
By Rita Conrad

The metaphysics of goals

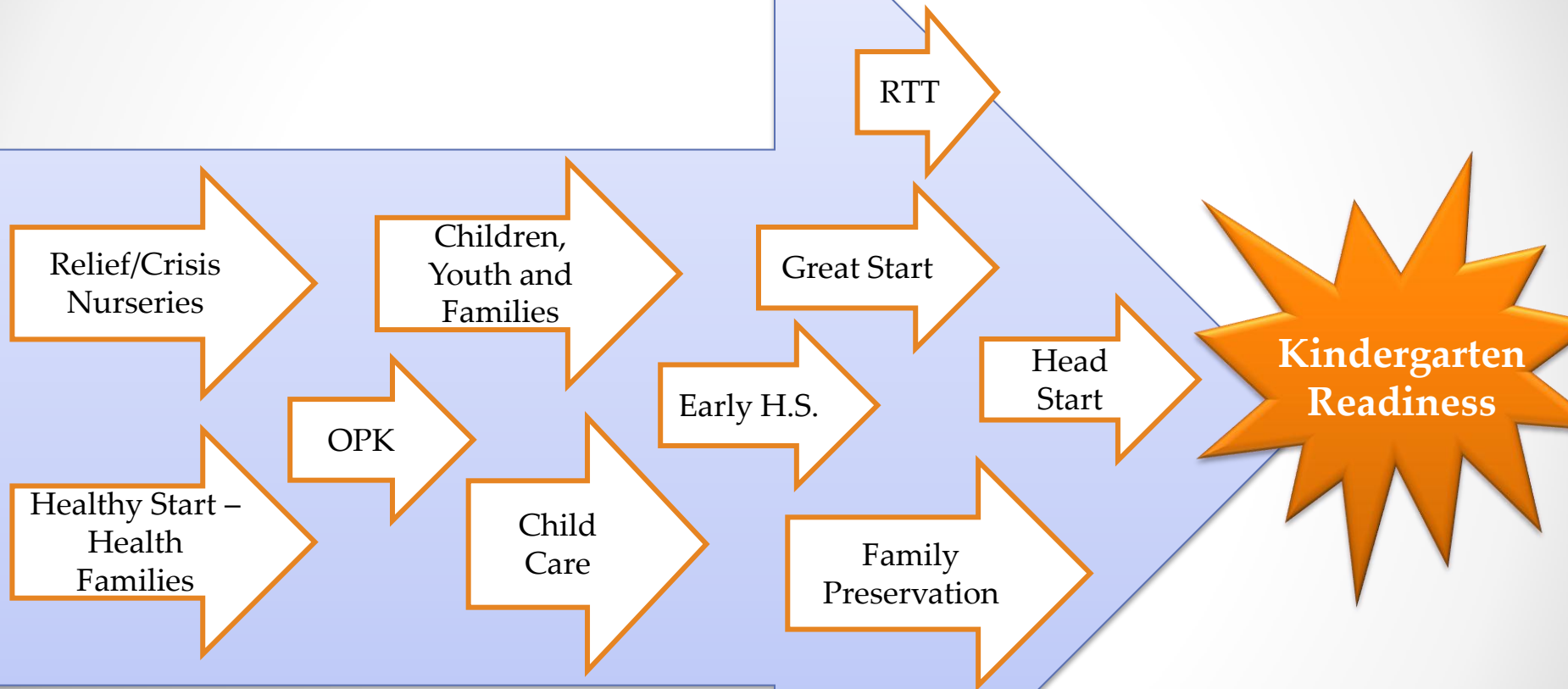
...

Which of the following do you think will be more successful?
Why?

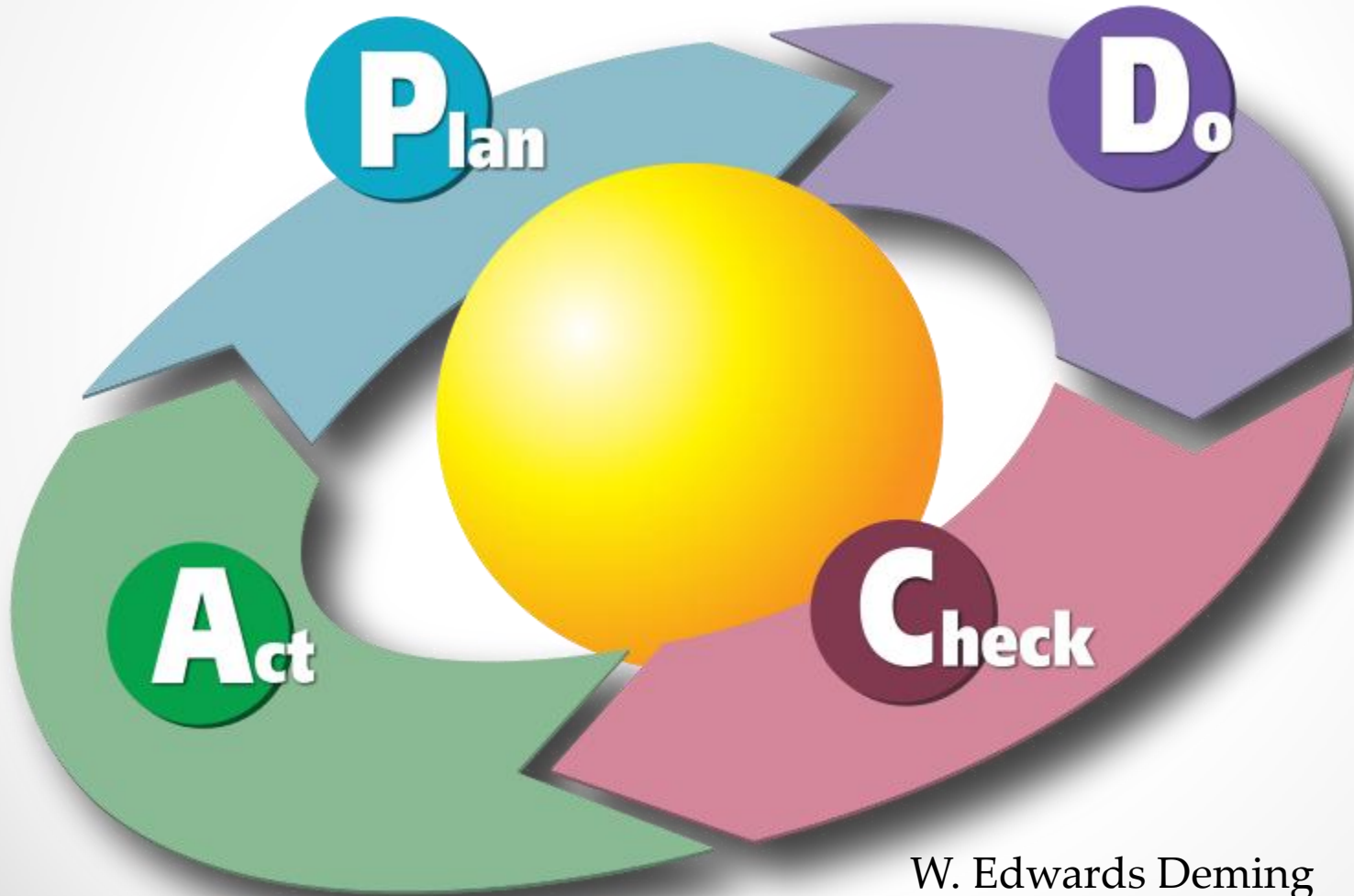
Multiple programs for children



Aligned to a single goal



Deming nailed the thought process by which humans achieve their goals.



W. Edwards Deming

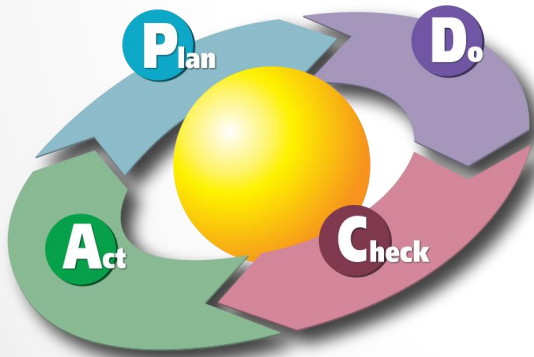
<http://en.wikipedia.org/wiki/PDCA>

PDCA happens at many altitudes in varying degrees.

- 45,000 ft. Global
- 40,000 ft. National
- 35,000 ft. State
- 30,000 ft. Regional Jurisdiction
- 20-25,000 ft. City or County Jurisdiction
- 20,000 ft. Agency within a government jurisdiction
- 15,000 ft. Division within an agency
- 10,000 ft. Program within division
- 5,000 ft. Project within program
- 0,000 ft. Ground level at home or work

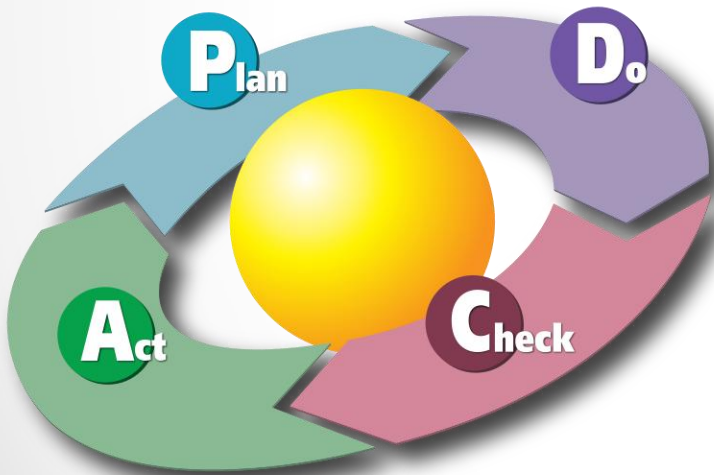
Ground Level: Vacation Planning

- **Plan:** plan trip
- **Do:** take trip
- **Check:** rave or rant
- **Adjust:** next year



Ground level - Individual

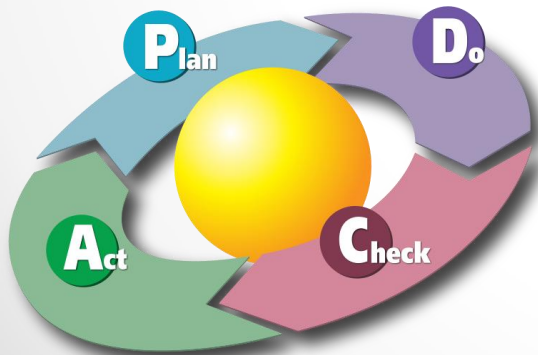
- What does PCDA look like for you personally?



Project Level – 5-10,000 ft. Race to the Top

Oregon was funded in the 2nd round (2012)

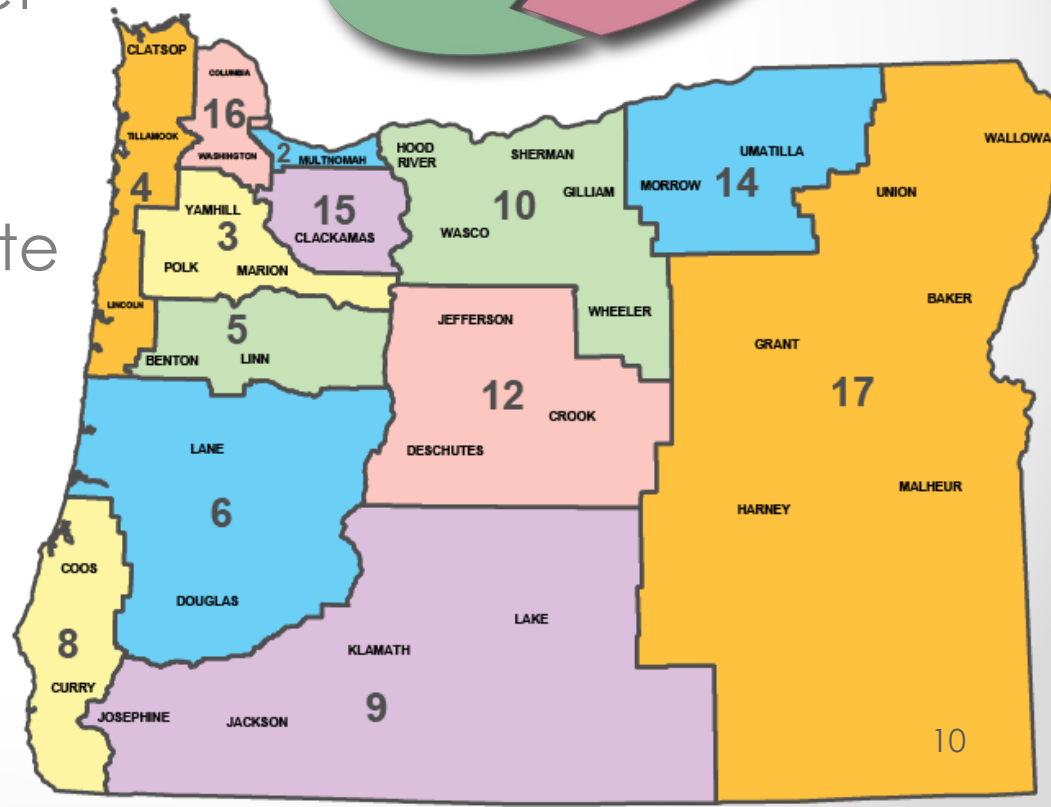
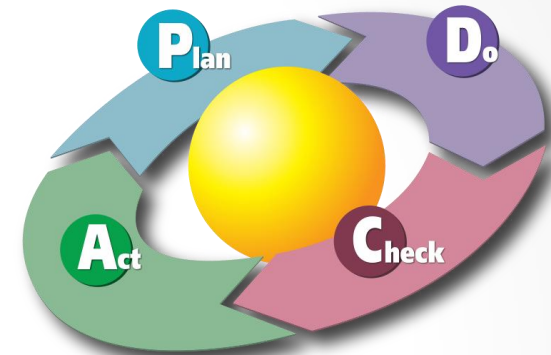
- **Plan** = application work plan – goals and metrics
- **Do** = work the plan
- **Check** = annual progress report to the feds using performance data
- **Adjust** = yes



Program level – 10,000 ft.

Child Care Resource & Referral Contracts

- **Plan** = goal-oriented work plans and measures embedded in contract
- **Do** = work happens
- **Check** = quarterly progress reports to state
- **Adjust** = course corrections



Division Level – 15,000 ft.

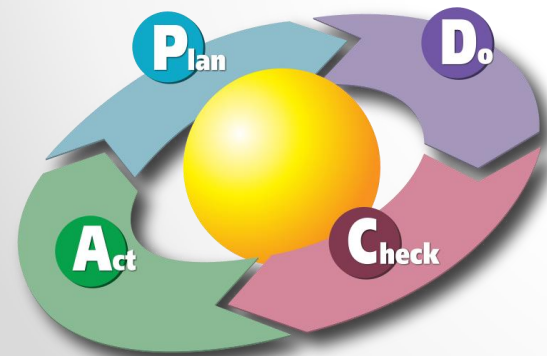
Early Learning Division

- **Plan** – 3 big goals 1) K readiness, 2) attached and stable families, 3) system integration
- **Do** – all programs in the Division (child care, Hubs, k-assessment, Healthy Families, Early Literacy, etc.)
- **Check** –
- **Adjust** -

OREGON'S EARLY LEARNING SYSTEM

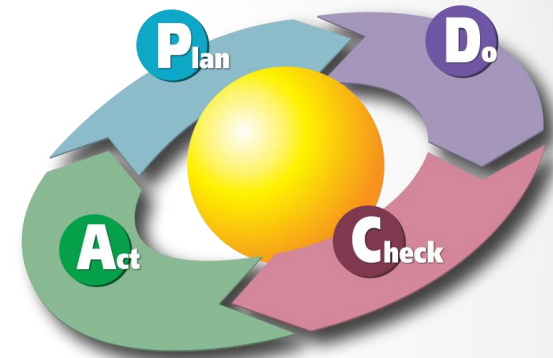
POSITIVE EARLY EXPERIENCES. A LIFETIME OF LEARNING. RESULTS FOR OREGON.

search



Department Level – 20,000 ft: Education

- **Plan – 40-40-20 = vision**; strategic plan has goals, strategies and metrics
- **Do** – aligned operations
- **Check** – six month and annual reports
- **Adjust** -



DEPARTMENT OF
EDUCATION

How Do I... ?

Search

GO



Fostering Excellence for Every Learner

Standards

Teaching & Learning

Reports

Programs & Services

Education Funding

Testing & Accountability



Statewide Full-Day Kindergarten Summit Coming Soon!

On May 2, 2014 COSA and ODE will host a Full-Day Kindergarten Summit for Oregon teachers and administrators. With districts able to receive a full funding weight for kindergarten students starting in the 2015-16 school year, this summit will help support district teams as they develop their implementation plans. Click here to register or learn more.

Strategic Priorities

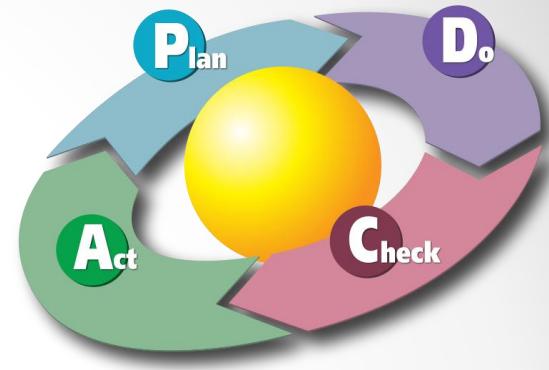
Educator Effectiveness

Priority & Focus Schools

Equity: Closing the Achievement Gap

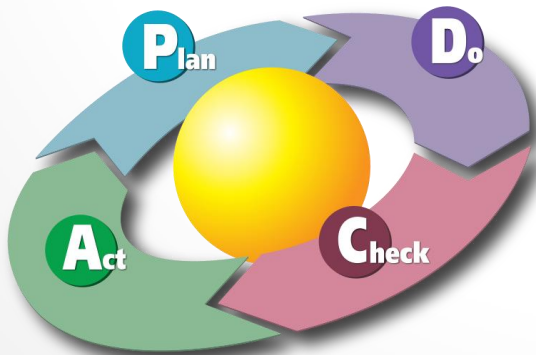
City Level = 25,000 ft. Portland

- **Plan** – Portland Plan adopted 4-25-12
- **Do** – City policy and practices
- **Check** – Reports against metrics in plan
- **Adjust** – Period updates required by the state

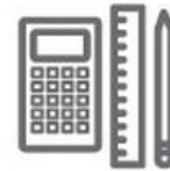


Regional Level – 30,000 ft.

- **Plan** – nine “Results Teams” produced desired outcomes and corresponding metrics
- **Do** - *inspires action via portlandpulse.org/*, outreach to media, jurisdictions
- **Check** –
- **Act** -



economic
opportunity



education



healthy people



safe people



arts and
culture



civic
engagement



healthy natural
environment



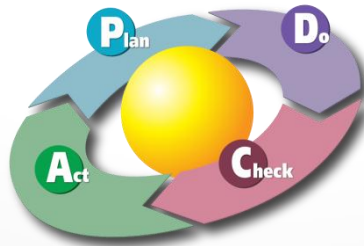
housing and
communities




access
and mobility

State Level – 35,000 ft. Oregon Progress Board


- **Plan** – *Oregon Shines* 1989, 1997; Oregon Benchmarks
- **Do** – Align partners: state agencies; Children First for Oregon; OSU/Oregon Community Indicators; Oregon Business Council Competitive Index; Oregon Commission on Children and Families; scientists/SOER
- **Check** – Biennial Benchmark Reports; County Data Books; Race & Ethnicity Reports; KPM-OBM Crosswalks
- **Act** -



 **ACHIEVING THE OREGON SHINES VISION**
HIGHLIGHTS
2009 Benchmark Report to the People of Oregon

QUALITY JOBS FOR ALL OREGONIANS

ECONOMY


EDUCATION



CIVIC ENGAGEMENT
OFFICIAL ELECTION BALLOT
VOTE & RETURN PROMPTLY

SOCIAL SUPPORT


PUBLIC SAFETY


ENGAGED, CARING & SAFE COMMUNITIES

HEALTHY, SUSTAINABLE SURROUNDINGS

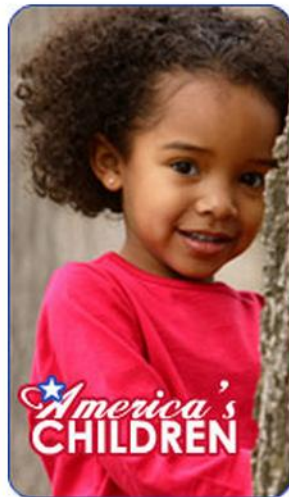
BUILT ENVIRONMENT


NATURAL ENVIRONMENT


FEBRUARY 2009
www.oregon.gov/DAS/OPB
<http://benchmarks.oregon.gov>

National Level – 40,000 ft. ChildStats.gov

- **Plan** –
- **Do** – mission = to foster coordination and collaboration and to improve consistency of data
- **Check** – *America's Children: Key National Indicators...*
- **Adjust** –



WELCOME TO AMERICA'S CHILDREN: KEY NATIONAL INDICATORS OF WELL-BEING

The signature report of the Federal Interagency Forum on Child and Family Statistics, *America's Children: Key National Indicators of Well-Being* features statistics on children and families in the United States across a range of domains, including family and social environment, economic circumstances, health care, physical environment and safety, behavior, education and health.

A working group of 22 Federal agencies, the Forum fosters coordination, collaboration, and integration of Federal efforts to collect, analyze and report data on conditions and trends in issues related to child and family well-being. The Forum also has partners in private research organizations.

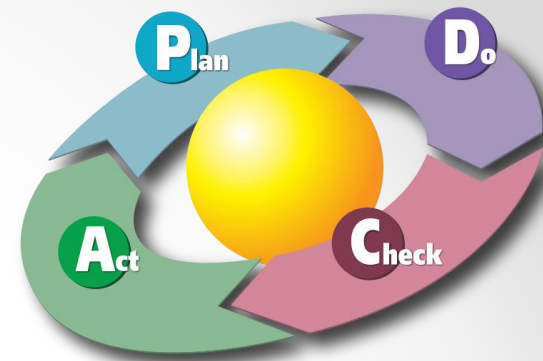


[View the 2013 Report](#)



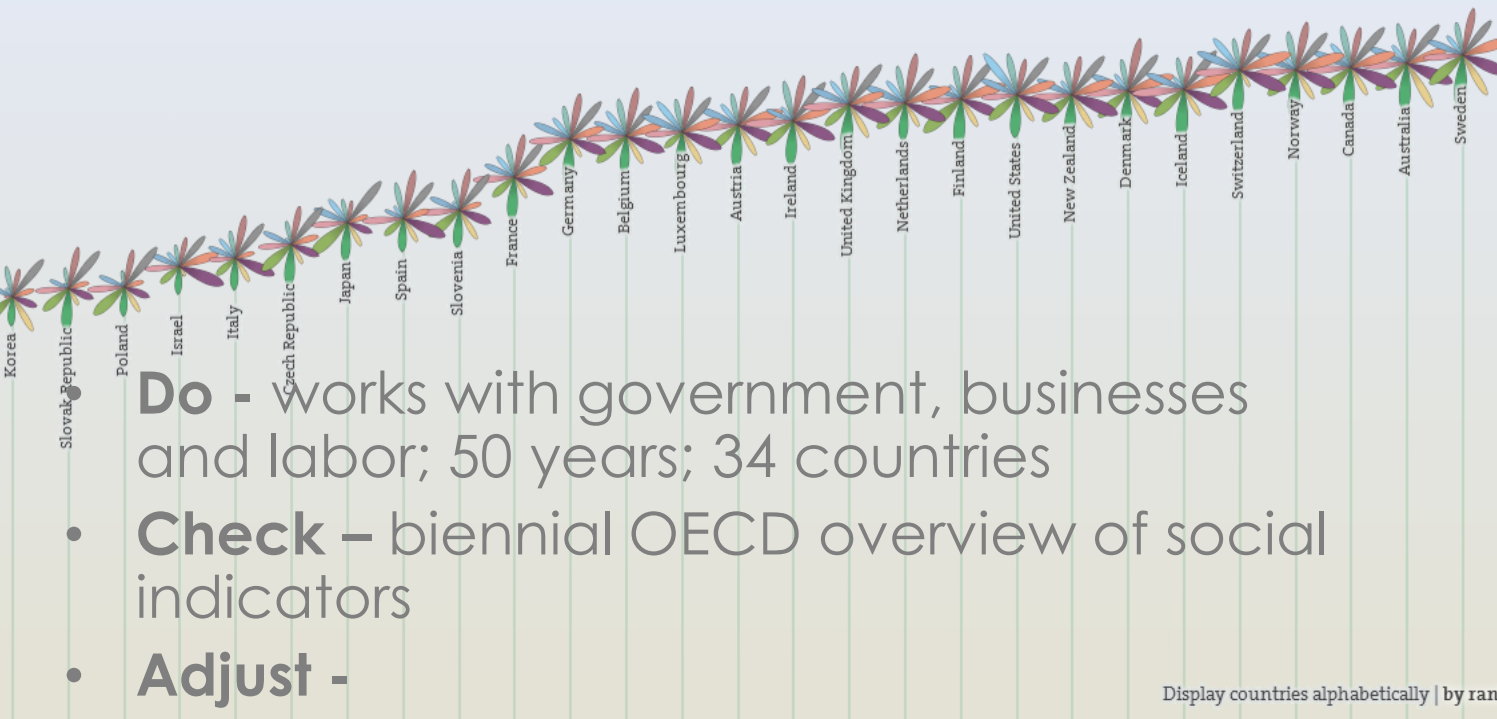
[2013 Press Release](#)

45,000 ft., Global How's Life? OECD



Organization for Economic Co-operation & Development

- **Plan** – interactive web page crowd-sources priorities, goals:

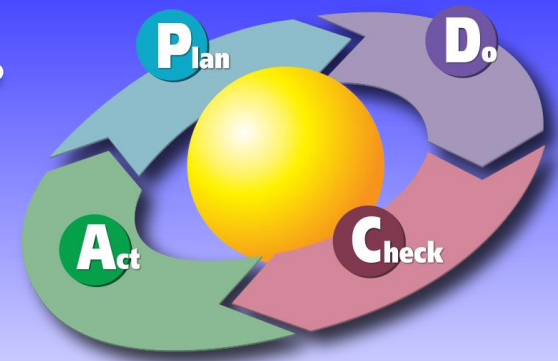


Create Your Better Life Index

Rate the topics according to their importance to you:

	-	+
Housing	<input type="range"/>	<input type="range"/>
Income	<input type="range"/>	<input type="range"/>
Jobs	<input type="range"/>	<input type="range"/>
Community	<input type="range"/>	<input type="range"/>
Education	<input type="range"/>	<input type="range"/>
Environment	<input type="range"/>	<input type="range"/>
Civic Engagement	<input type="range"/>	<input type="range"/>
Health	<input type="range"/>	<input type="range"/>
Life Satisfaction	<input type="range"/>	<input type="range"/>
Safety	<input type="range"/>	<input type="range"/>
Work-Life Balance	<input type="range"/>	<input type="range"/>
<input type="button" value="Reset"/> <input type="button" value="Help"/>		

Data don't achieve results. People do.

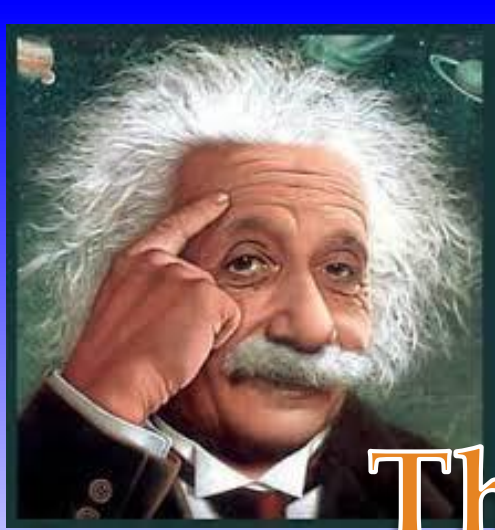


	Lower Altitudes	Higher altitudes
Perspective	People understand how work happens.	People can see <i>whole</i> systems better.
Results	Easier to achieve – more top-down control, more linear	Harder to achieve – more organic and complex; less control; requires different skills and attitudes about self and others

Human Tendencies

Free Advice

- Tendency to not listen
 - Learn to listen
 - Listen to learn
- Tendency to be a reductionist
 - A problem/goal cannot be solved by working just with component parts (reductionism); one must work with everything touching it -- *whole system*,
- Tendency to not value what others have to offer
 - It is impossible to see the whole system all by oneself.
 - Essential to learn from those who know how work happens at all altitudes.
- Tendency to be attached to one's own ideas
 - Ask more questions
 - Replace frustration with curiosity
 - It's a lot more fun, and people will want to work with you!



The significant problems
we face cannot be solved
at the same
level [or altitude]
of thinking we were at
when we created them.