Program Description Forms: Guidance and examples

EXAMPLES OF WHAT GOOD LOOKS LIKE - FROM FY 2021 AWARD WINNERS
Purpose of document

To provide guidance on completing the FY22 Program Description form and examples of past program description forms to help show “what good looks like”
Achieving superior and sustained organizational performance and health requires a disciplined, data-driven process.

1. Set strategic direction & objectives
2. Establish measures and clear accountabilities
3. Create targets, plans, and budgets
4. Track performance
5. Hold robust, fact-based performance dialogues
6. Decide actions, rewards, and consequences

Superior and sustained organizational performance and health

WHY: IMPORTANCE

Focus of document
Good measures follow the “SMART” principle

**Simple**
- Does it have a clear definition?
- Is it straightforward and easy to understand?

**Measurable**
- Is it easy to measure?
- Do we have or can we collect the data required?
- Can it be benchmarked against other organizations or outside data?
- Can the measurement be defined in an unambiguous way?

**Achievable**
- Do we understand the drivers that are behind the measure?
- Can the team responsible for the measure actually influence it?
- Can we mitigate the impact of drivers beyond our control?

**Relevant**
- Is the measure aligned with the department’s strategy and objectives?
- Is the measure relevant to a program’s specific goal?
- Does it support other higher-level objectives (e.g., themes)?

**Timely**
- Can the measure be monitored at a frequency that enables the team to take action based upon the information and affect the measure?
- When will we monitor it? Can the measure move between periods?
Program Description Forms

WHAT: PROGRAM DESCRIPTION FORMS

1a. What strategic priority does this program address?

1b. What does this program do?

2a. Provide an activity measure(s) for the program.

2b. Provide a measure(s) of the program’s quality.

2c. Provide a measure(s) of the program’s impact.

2d. Provide a measure(s) of the program’s efficiency.

3. Provide actual expenditures for the prior three fiscal years and planned expenditures for the current fiscal year. (Note: Amounts do not include fringe benefit costs.)

4. What are the sources of the “Other” funds?

5. What is the authorization for this program, i.e., federal or state statute, etc.? (Include the federal program number, if applicable.)

6. Are there federal matching requirements? If yes, please explain.

7. Is this a federally mandated program? If yes, please explain.
1 a. What strategic priority does the program address?

- Use the strategic theme in the department’s strategic “placemat” that is supported by the program.

1 b. What does the program do?

- Limit the first paragraph to no more than 3 sentences. Focus what is most important.
- Provide a succinct description that explains what a program is designed to do, how it works, and its goals. Therefore, a good description helps identify what the measures will be in Sections 2 a-d:
  - **Activity**: What does the program do?
  - **Quality**: Is it done well?
  - **Impact**: Did it achieve the expected outcome?
  - **Efficiency**: Were resources optimized?
- Write for a regular reader, not an expert. Avoid acronyms and jargon. Ask a colleague outside your program to review for clarity.
- Use formatting (e.g., bullets, underlining, etc.) as needed to make easier to read.
- If needed, include more technical or detailed information after the opening paragraph.
2 a-d: Program Description Forms will include four types of measures

**Activity:** Is the organization doing what it said it would do in the program description?
- Examples: Frequency, rates, numbers of actions completed, clients served, etc.
- Select the activity measure or measures that best communicate the most important dimension of the program and department priorities to the General Assembly and Missouri citizens.

**Quality:** Is the activity done well?
- Examples: Satisfaction levels, assessment against benchmarks, etc.

**Impact:** Does the program deliver? Is the activity achieving the program’s goals as presented in the Program Description?
- Examples: Outcomes, effectiveness; return on investment; reduction in risk factors, change in behavior; compliance with standards and regulations; proportion of clients or customers showing improved well-being; success in a targeted population.

**Efficiency:** Is it worth it? How much effort is invested to achieve the impact?
- Examples: Productivity; return on investment; cost per unit; cycle times; accuracy rates
- Typically measured in a ratio.
Provided below are four examples of program description forms from the FY21 Budget. They come from the winners for Best Overall & Honorable Mention Program Description Form.

None of these program description forms are perfect. But together they help show what good can look like.

In considering these examples – and in developing your own program description form – consider these questions:

• Is the program description clear and concise? Does it point the way to the measures?
• Does the description avoid jargon?
• Is the measure relevant to the program objectives/description and appropriate to the measure type (i.e. activity, quality, impact, efficiency)?
• Do the measures
  • convey what the program does?
  • include targets – both baseline and stretch?
  • include appropriate benchmarks (clear what good looks like)?
  • follow SMART principles?
  • demonstrate good use of graphics and formatting?
  • use footnotes with brief definitions and explanations to ensure clear communication?

Please use these examples, not as definitive, but as guidance and a source for ideas to improve your program’s description and measures.
FY 21 Program Description Form winners

BEST OVERALL

- DOLIR – Administration
  https://oa.mo.gov/sites/default/files/dolir_administration.pdf

- MoDOT – Construction
  https://oa.mo.gov/sites/default/files/modot_construction.pdf

HONORABLE MENTION

- DED – Regional Engagement

- DOR – Collections and Tax Assistance
  https://oa.mo.gov/sites/default/files/dor_taxation_cata_bureau_fy21_program_desc.pdf
FY21 Best Overall 1: DOLIR – Administration


<table>
<thead>
<tr>
<th>Department of Labor and Industrial Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Name: Administration</td>
</tr>
<tr>
<td>Program is found in the following core budget(s): Director &amp; Staff</td>
</tr>
</tbody>
</table>

1a. What strategic priority does this program address? Opportunity: Invest in our workforce for today and tomorrow.

1b. What does this program do?
- Provides centralized support functions to the six divisions of the Department including: Communications, Procurement, Financial Management, Human Resources, Legal Services, Legislative Affairs, and General Services in order to ensure smooth day-to-day operations of the Department.
- Ensures compliance with State and Federal laws for expenditure requirements, documentation and reporting, security of data and records, and program management to promote good stewardship of taxpayer funds and accountability for the services delivered by the department.

- Matches Dept’s strategic priority
- Easy to understand
- A clear and concise program description leads to the appropriate measures and vice versa

2a. Provide an activity measure(s) for the program.

<table>
<thead>
<tr>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected</td>
<td>Actual</td>
<td>Projected</td>
<td>Actual</td>
<td>Projected</td>
<td>Actual</td>
</tr>
<tr>
<td>Hours of Training Completed by Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Trained</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training Sessions Conducted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Unduplicated Vendors Paid</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Provides appropriate footnotes
- Are there other significant activities that can be documented? Perhaps review other Dept.’s. Admin for ideas
DOLIR – Administration

**HOW: EXAMPLE MEASURES AND TARGETS**

1. **Good and appropriate Quality measure**
   - Easy to understand
   - Targets ✓
   - Benchmark ✓

2. **Appropriate Quality measure**
   - Easy to understand
   - No target (see footnote)
   - No Benchmark

---

2b. Provide a measure(s) of the program’s quality.

**Voluntary* Employee Turnover Rates by Tenure**

- **FY 2017**:
  - Total: 30.5%
  - 10.8%
  - 12.7%
  - 9.5%

- **FY 2018**:
  - Total: 20.2%
  - 14.0%
  - 9.0%

- **FY 2019**:
  - Total: 18.0%
  - 12.5%
  - 16.4%

- **FY 2020**:
  - Total: 16.0%
  - 10.0%

- **FY 2021**:
  - Total: 14.0%
  - 9.5%

- **FY 2022**:
  - Total: 12.0%
  - 9.3%

*Resigned Agency or Resigned State

---

2b. Provide a measure(s) of the program’s quality.

**Communication by Department Management with Staff Regarding Strategic Direction of the Department**

Employees Who Feel They Understand:

- **Employee Involvement**
  - 2017: 23%
  - 2018: 36%
  - 2019: 47%

- **Strategic Clarity**
  - 2017: 26%
  - 2018: 44%
  - 2019: 52%

- **Shared Vision**
  - 2017: 31%
  - 2018: 51%
  - 2019: 60%

---

* The department is currently analyzing data in order to develop target goals for this measure.
Footnote might state what is being done to reduce postage expense

- Good measure
- Comparison to total E&E doesn’t seem to add much value, just complexity
- Base target ✓
- Stretch target ✓
- Benchmarks - probably N/A
HOW: EXAMPLE MEASURES AND TARGETS

- Good & relevant indicators of efficiency
- Graphs are clear and easy to understand
- Base Targets ✓
- Stretch Targets ✓
- Benchmarks needed as appropriate
- Appropriate footnotes included
- For ease of interpretation, recommend the 2 line graphs have the same legend
FY21 Best Overall 2: MoDot – Construction

- Matches Dept’s strategic priority
- Clear and concise program description
- Recommend moving comments about costs and projects awarded to footnotes of relevant measures
- Good indicator of activity
- Graph is clear and easy to understand
MoDot – Construction

Graphs are clear and easy to understand
- Targets ✓ (projections)
- Benchmark cited on first measure is too broad to be relevant to this survey
- Appropriate footnotes included, but could be more brief
- Including survey questions is helpful
Very relevant and appropriate Impact measures
Targets ✓ (projections)
Footnotes are helpful, but could be more brief.
Consider adding brief information on the rating system - “good”.

Benchmark ✓
MoDot – Construction

- Good efficiency measure, relevant to program objectives
- Target ✓
- Benchmarks ✓
- The graphic is difficult to follow - perhaps increase the size/scale of the vertical axis
- Footnotes are helpful, but could be more clear

Construction projects are programmed, or budgeted, in the department's Statewide Transportation Improvement Program (STIP). Once a project is awarded and work begins, final project costs can change from the original programmed cost in the STIP. Construction project cost changes are usually caused by final quantity adjustments, weather, subgrade issues or other additional construction phase service costs. Nebraska has been selected for comparison because it is the only state with comparable data available. The target is zero percent difference, indicating MoDOT is making timely use of available funds.
MoDOT – Construction

- Good efficiency measures, relevant to program objectives
- Graphs are clear and easy to understand
- Targets ✓
- Benchmarks for the 2nd measure
- Footnotes are helpful, but could be more brief

**MoDOT Road and Bridge Projects Completed by the Original Contract Completion Date**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>67.0</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>68.0</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>68.0</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>75.0</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>80.0</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>80.0</td>
<td></td>
</tr>
</tbody>
</table>

MoDOT works to meet the initial contract completion date by preparing accurate plans and quantities and setting aggressive but reasonable dates. Occasionally, an authorized extension of the completion date is required for things like weather or additional work. This measure records road and bridge projects completed by the commitment date originally established in the contract. MoDOT’s target is 80 percent.

**Ratio of Full-Time Equivalents to Lane Miles for Calendar Year 2017**

<table>
<thead>
<tr>
<th>State</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Average</td>
<td>0.110</td>
</tr>
<tr>
<td>Missouri</td>
<td>0.068</td>
</tr>
<tr>
<td>Kentucky</td>
<td>0.066</td>
</tr>
<tr>
<td>Nebraska</td>
<td>0.079</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>0.093</td>
</tr>
<tr>
<td>Iowa</td>
<td>0.094</td>
</tr>
<tr>
<td>Arkansas</td>
<td>0.097</td>
</tr>
<tr>
<td>Tennessee</td>
<td>0.099</td>
</tr>
<tr>
<td>Kansas</td>
<td>0.108</td>
</tr>
<tr>
<td>Indiana</td>
<td>0.123</td>
</tr>
<tr>
<td>Ohio</td>
<td>0.129</td>
</tr>
<tr>
<td>Illinois</td>
<td>0.129</td>
</tr>
</tbody>
</table>

Full-time equivalent (FTE) is the total number of hours worked or on paid leave divided by 2,080. The ratio in this measure was calculated by dividing the FTEs in the Census Bureau - 2017 Annual Survey of Public Employees and Payroll, by the estimated number of lane miles in the 2017 FHWA report of State Highway Agency-Owned Public Roads (HM-81). A low ratio means MoDOT is efficiently maintaining roadways with limited resources. The projection is based on the department's goal for FTEs. Data for 2018 was not available at the time of publication.
FY21 Honorable Mention 1: DED – Regional Engagement

HOW: EXAMPLE MEASURES AND TARGETS

- Matches Dept’s strategic priority
- Activities correlate with description in 1b
- Provides appropriate footnotes
- Appropriate Quality measure
- What % completed the survey?
- Are there additional measures to demonstrate Quality?
DED – Regional Engagement

- Appropriate Impact measures
- Simple & easy to read

- Base target ✓
- Stretch target ✓
- Benchmark is unclear

- Base target ✓
- Stretch target ✓
- Benchmark - none

- Base target ✓
- Stretch target ✓
- Benchmark is unclear

Note 1: Committed Jobs represents those jobs to be created or retained in growth opportunities facilitated.
Note 2: FY2020 base is an average of FY2017-2019 actuals and remains consistent.
Note 3: Benchmarks based on research compiled by DED in FY2019 and represent the portion of jobs coming from existing Missouri businesses.
Note 4: New and retained job commitments vary significantly with industry and economic conditions. FY2019 committed jobs includes significant retention commitments. FY2020-2022 projections adjust for these one time commitments and plan for future growth.

Note 1: Committed Average Wages represents wage thresholds for created or retained jobs at the time of proposal acceptance or program enrollment.
Note 2: FY2020 base is an average of FY2017-2019 actuals and remains consistent. Stretch goals for payroll assumes a 5% increase annually.

Note 1: Committed Private Capital Investment represents planned expenditures at the time of proposal acceptance or program enrollment.
Note 2: FY2020 base is an average of FY2017-2019 actuals and remains consistent. Stretch targets advance Missouri into the Midwest’s top half by FY2022.
Note 3: Benchmarks based on research compiled by DED in FY2019 and represent the portion of investment coming from existing Missouri businesses.
DED – Regional Engagement

- Appropriate Efficiency measure
- Simple & easy to read

How: Example Measures and Targets

- Base target ✔
- Stretch target ✔
- Benchmark - none
- Easy to read graphics

Note 1: This is a shared measure with Business and Community Solutions Finance team. Measure is calculated by dividing proposed economic incentives by the committed number of jobs to be created or retained.

Note 2: Base targets for FY2020-2022 are based on the averages of FY2017-2019 actuals. Stretch targets assume a 10% decrease in the state’s incentives cost per job.
FY21 Honorable Mention 2: DOR – Collections and Tax Assistance

- Matches Dept’s strategic priority
- Clear and concise program description
- Leads to the very appropriate measures that follow

- Good indication of Activity
- Simple
- Easy to read graphics
- Base target ✓
- Benchmarks – N/A

Department of Revenue
Program Name: Collections and Tax Assistance
Program is found in the following core budget(s): Taxation

1a. What strategic priority does this program address?
Embed Transformational Purpose; Focus on Service Culture; Partnerships; IT Roadmap

1b. What does this program do?
The Collections and Tax Assistance Bureau issues tax clearances and no tax due to taxpayers, operates a call center, provides remote field office customer assistance, and collects delinquent tax liabilities to help citizens meet their tax obligations by focusing on customer oriented account resolution. Collection activities include account management, lien filing, garnishments, and working with collection agencies and prosecuting attorneys to collect delinquent taxes.

2a. Provide an activity measure(s) for the program.

<table>
<thead>
<tr>
<th>Office Locations/Opening Date</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jefferson City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>St. Louis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joplin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Springfield</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kansas City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cape Girardeau</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tax Assistance Offices - Customer Contacts

- Target
- Walk-ins

2019 Results
DOR – Collections and Tax Assistance

2b. Provide a measure(s) of the program’s quality.

The Department is currently testing a call center customer survey application. Survey results will be reported in the Governor’s recommended budget.

CALL CENTER
Call Volume and Abandoned/Deflected Calls
Target Abandoned/Deflected Calls = 0

- FY2017
- FY2018
- FY2019

Comment: Due to system modernization, we experienced an influx of calls during income tax refund season and we increased business tax notices volumes. We also added business registration calls to the call center.

Base target ✓ 100%

- Base target ✓
- Stretch target - none
- Benchmark would be helpful to know what good looks like

- Targets ✓
- The targets are a bit confusing. The important target for abandoned calls is in the title, not on the graph

- Good and relevant indicators of Quality
- Simple
- Easy to read graphics
DOR – Collections and Tax Assistance

HOW: EXAMPLE MEASURES AND TARGETS

- Targets ✓
- Stretch target - none
- Benchmarks – none
- Perhaps a footnote could explain why collections/FTE are projected to decrease
DOR – Collections and Tax Assistance

- Good and relevant indicator of Efficiency
- Simple
- Easy to read graphics

- Targets ✓
- Stretch target - none
- Benchmarks – none
Contact information

Drew Erdmann, Chief Operating Officer for the State of Missouri
  - Drew.Erdmann@governor.mo.gov

Dan Haug, Director, OA – Budget & Planning
  - Dan.Haug@oa.mo.gov

Tony Roberts, Assistant Director for Budget, OA – Budget & Planning
  - Tony.Roberts@oa.mo.gov

Marianne Mills, Assistant Director for Budget, OA – Budget & Planning
  - Marianne.Mills@oa.mo.gov

Melissa Hope, Planner/Budget Analyst, OA – Budget & Planning
  - Melissa.Hope@oa.mo.gov

Questions for OA Budget and Planning:
Contact your Department’s assigned Budget Analyst