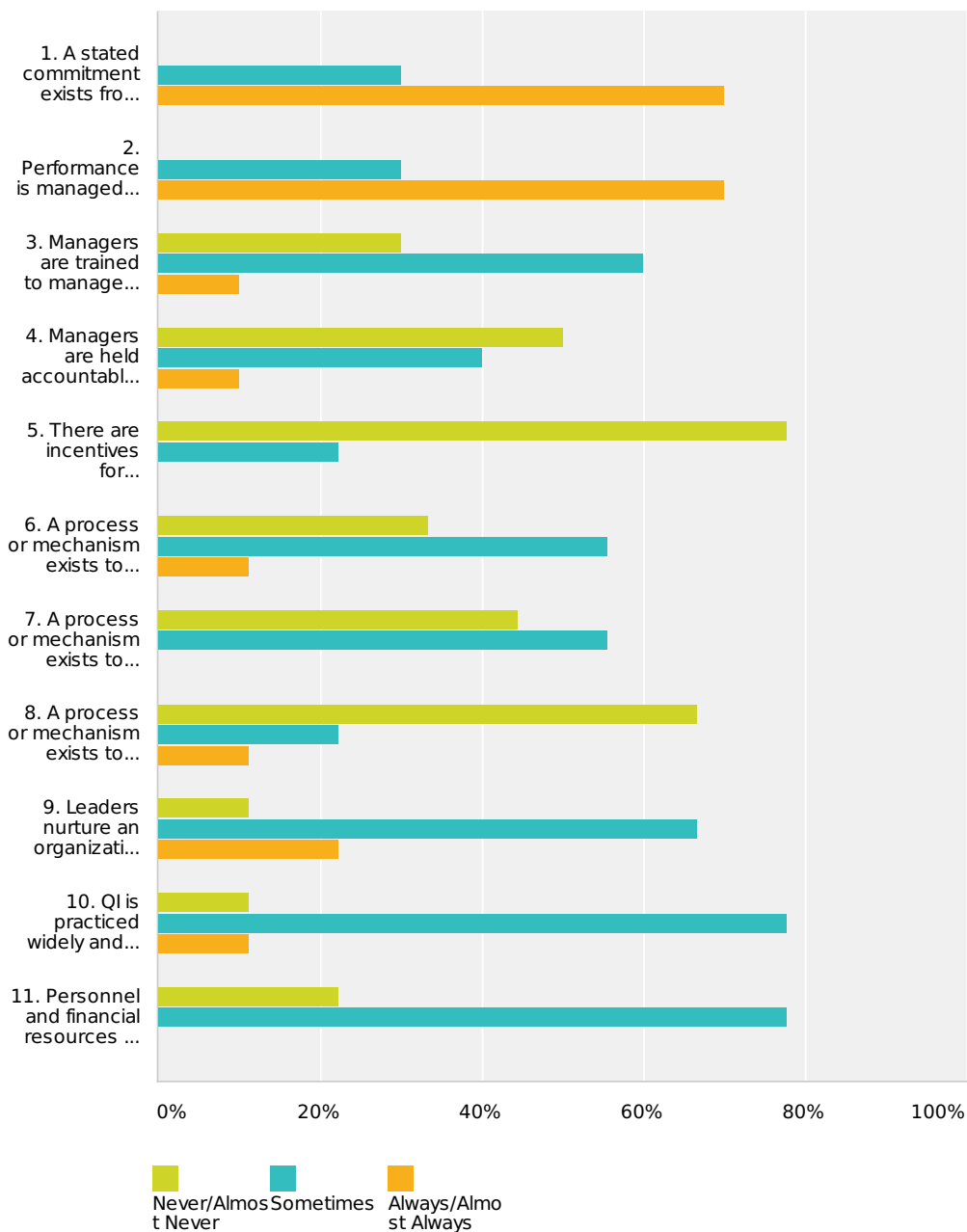


Q1 Choose the best response that represents the stage of development for your program: - Always/Almost Always = You explicitly do this activity or have this capacity in place. - Sometimes = You explicitly do this or have the capacity, but have a way to go. - Never/Almost Never = You do this barely or not at all. What occurs is not the result of any explicit strategy.

Answered: 10 Skipped: 0

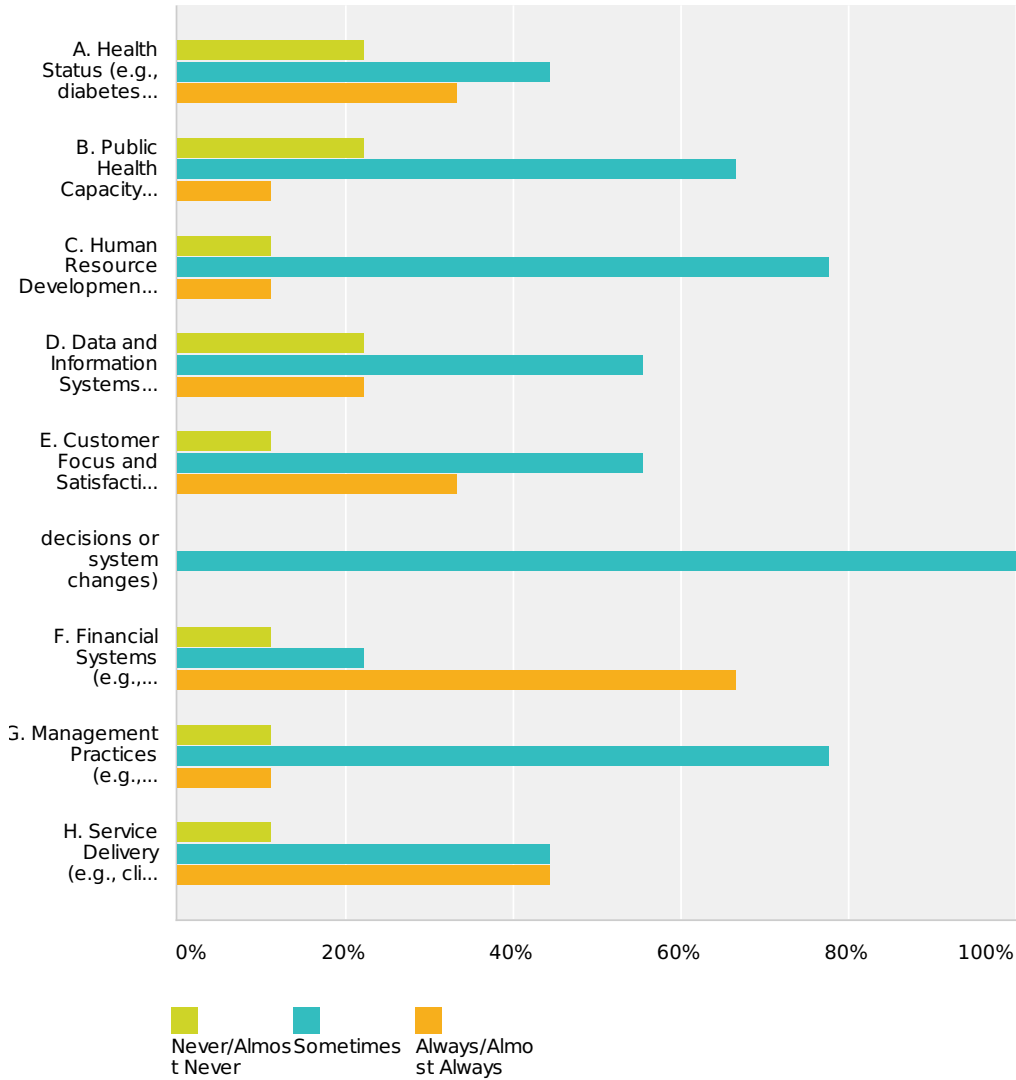


Performance Management Self-Assessment

| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|--|--------------------|-------------|----------------------|-------|
| 1. A stated commitment exists from high-level leadership for a performance management system | 0% 0 | 30% 3 | 70% 7 | 10 |
| 2. Performance is managed for at least some priority areas that are critical to the organization's mission and function | 0% 0 | 30% 3 | 70% 7 | 10 |
| 3. Managers are trained to manage performance | 30% 3 | 60% 6 | 10% 1 | 10 |
| 4. Managers are held accountable for developing, maintaining, and improving the performance management system | 50% 5 | 40% 4 | 10% 1 | 10 |
| 5. There are incentives for performance improvement | 77.78% 7 | 22.22% 2 | 0% 0 | 9 |
| 6. A process or mechanism exists to align the various components of the performance management system (i.e., performance standards, measures, reports, and improvement processes focus on the same things) | 33.33% 3 | 55.56% 5 | 11.11% 1 | 9 |
| 7. A process or mechanism exists to align the organization's performance management system with your strategic plan | 44.44% 4 | 55.56% 5 | 0% 0 | 9 |
| 8. A process or mechanism exists to align your performance priorities with your budget | 66.67% 6 | 22.22% 2 | 11.11% 1 | 9 |
| 9. Leaders nurture an organizational culture focused on performance improvement | 11.11% 1 | 66.67% 6 | 22.22% 2 | 9 |
| 10. QI is practiced widely and regularly in the department | 11.11% 1 | 77.78% 7 | 11.11% 1 | 9 |
| 11. Personnel and financial resources are assigned to performance management functions | 22.22% 2 | 77.78% 7 | 0% 0 | 9 |

Q2 12. Performance is actively managed in the following areas (CHECK ALL THAT APPLY)

Answered: 9 Skipped: 1



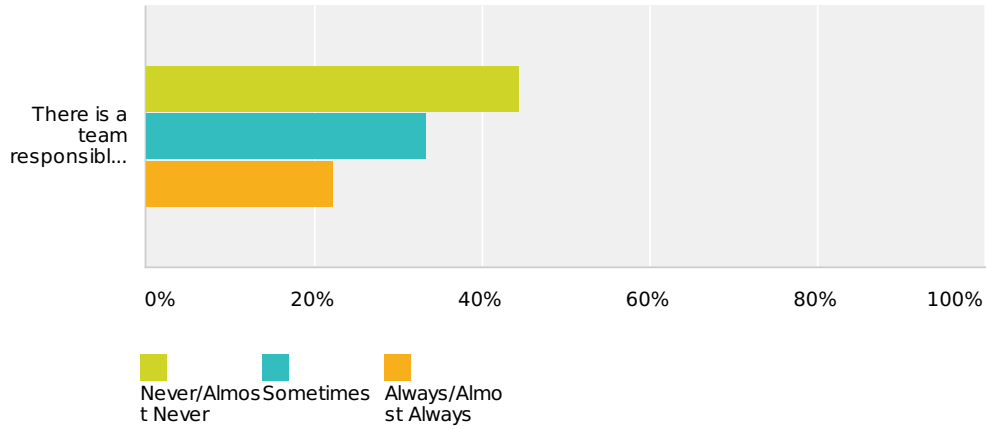
| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|--|--------------------|-------------|----------------------|-------|
| A. Health Status (e.g., diabetes rates) | 22.22% 2 | 44.44% 4 | 33.33% 3 | 9 |
| B. Public Health Capacity (e.g., communities served by a health department or program) | 22.22% 2 | 66.67% 6 | 11.11% 1 | 9 |
| C. Human Resource Development (e.g., workforce training in core competencies) | 11.11% 1 | 77.78% 7 | 11.11% 1 | 9 |
| D. Data and Information Systems (e.g., injury report lag time, participation in intranet report system) | 22.22% 2 | 55.56% 5 | 22.22% 2 | 9 |

Performance Management Self-Assessment

| E. Customer Focus and Satisfaction (e.g., use of customer/stakeholder feedback to make program decisions or system changes) | 11.11% 1 | 55.56% 5 | 33.33% 3 | 9 |
|--|--------------------|--------------------|--------------------|---|
| F. Financial Systems (e.g., frequency of financial reports, reports that categorize expenses by strategic priorities) | 11.11% 1 | 22.22% 2 | 66.67% 6 | 9 |
| G. Management Practices (e.g., communication of vision to employees, projects completed on time) | 11.11% 1 | 77.78% 7 | 11.11% 1 | 9 |
| H. Service Delivery (e.g., clinic no-show rates) | 11.11% 1 | 44.44% 4 | 44.44% 4 | 9 |

Q3 13. Regarding the areas listed above:

Answered: 9 Skipped: 1

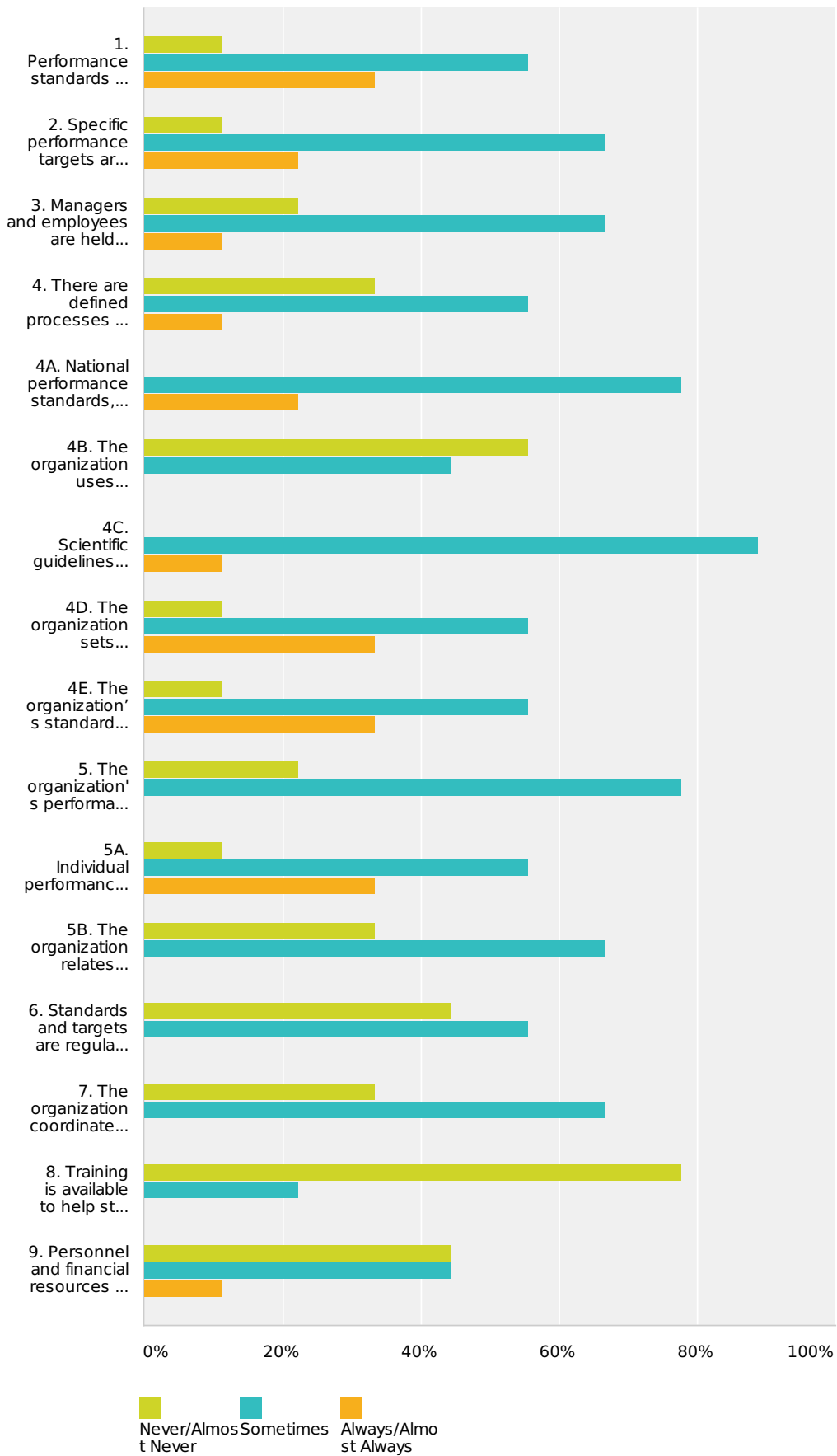


| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|--|--------------------|--------------------|----------------------|-------|
| There is a team responsible for integrating performance management efforts across all the areas | 44.44% 4 | 33.33% 3 | 22.22% 2 | 9 |

Q4 Choose the response that is closest to your program's stage of development:

Answered: 9 Skipped: 1

Performance Management Self-Assessment



| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|--|--------------------|-----------|----------------------|-------|
|--|--------------------|-----------|----------------------|-------|

Performance Management Self-Assessment

| | | | | |
|--|--------------------|--------------------|--------------------|---|
| | | | | |
| 1. Performance standards are used and relevant to the organization's activities | 11.11% 1 | 55.56% 5 | 33.33% 3 | 9 |
| 2. Specific performance targets are set to be achieved in a certain time period | 11.11% 1 | 66.67% 6 | 22.22% 2 | 9 |
| 3. Managers and employees are held accountable for meeting standards and targets | 22.22% 2 | 66.67% 6 | 11.11% 1 | 9 |
| 4. There are defined processes and methods for choosing performance standards, indicators, or targets. | 33.33% 3 | 55.56% 5 | 11.11% 1 | 9 |
| 4A. National performance standards, indicators, and targets are used when possible (e.g., National Public Health Performance Standards, Leading Health Indicators, Healthy People 2020) | 0% 0 | 77.78% 7 | 22.22% 2 | 9 |
| 4B. The organization uses benchmarks against similar organizations | 55.56% 5 | 44.44% 4 | 0% 0 | 9 |
| 4C. Scientific guidelines are used | 0% 0 | 88.89% 8 | 11.11% 1 | 9 |
| 4D. The organization sets priorities | 11.11% 1 | 55.56% 5 | 33.33% 3 | 9 |
| 4E. The organization's standards cover a mix of capacities, processes, and outcomes | 11.11% 1 | 55.56% 5 | 33.33% 3 | 9 |
| 5. The organization's performance standards, indicators, and targets are communicated throughout the organization and its stakeholders or partners | 22.22% 2 | 77.78% 7 | 0% 0 | 9 |
| 5A. Individual performance expectations are regularly communicated | 11.11% 1 | 55.56% 5 | 33.33% 3 | 9 |
| 5B. The organization relates performance standards to recognized public health goals and frameworks, (e.g., Essential Public Health Services) | 33.33% 3 | 66.67% 6 | 0% 0 | 9 |

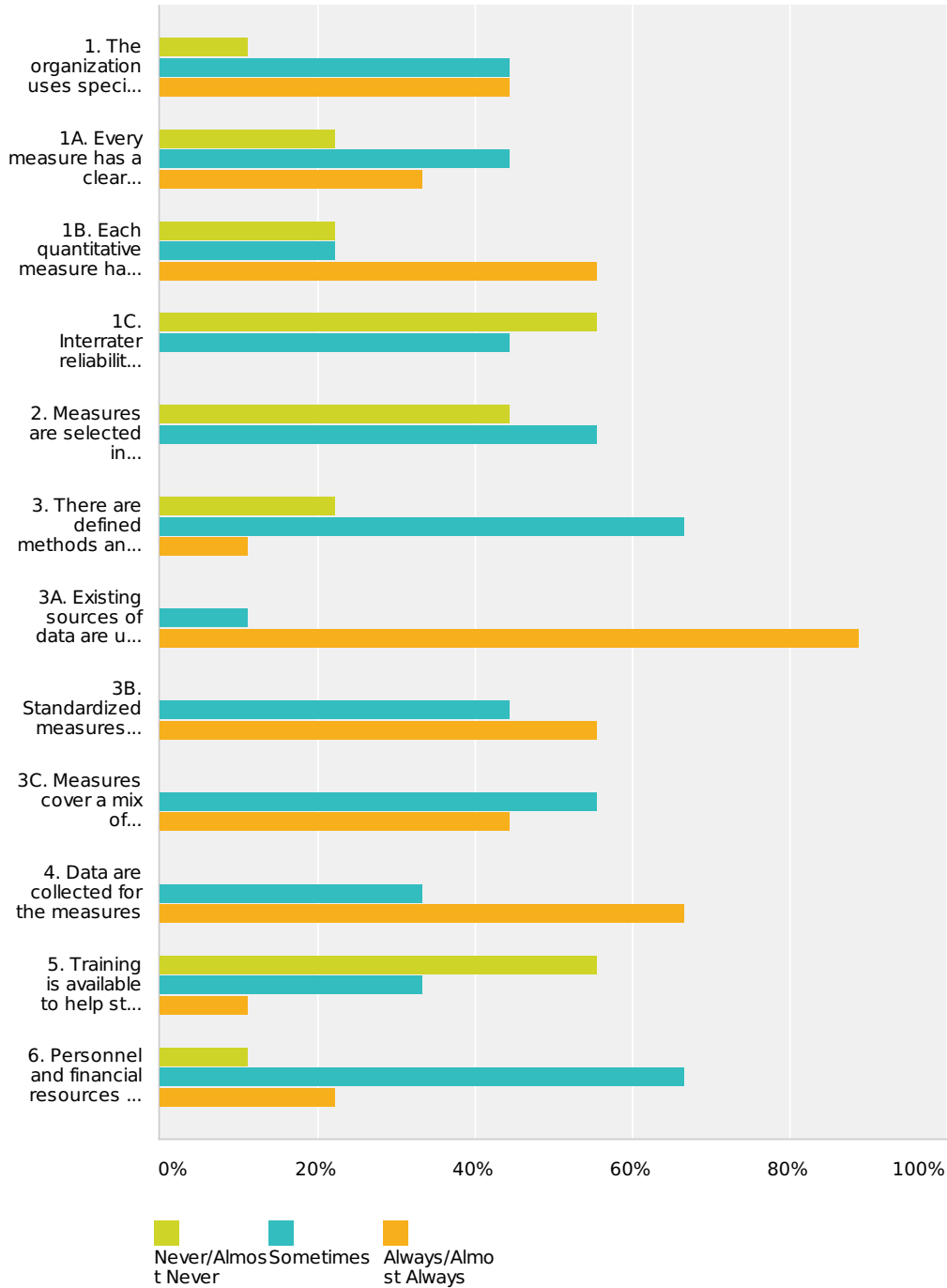
Performance Management Self-Assessment

| | | | | |
|---|--------------------|--------------------|--------------------|---|
| | | | | |
| 6. Standards and targets are regularly tested to assure they are understood | 44.44% 4 | 55.56% 5 | 0% 0 | 9 |
| 7. The organization coordinates regularly so multiple programs, divisions, or organizations use the same performance standards and targets (e.g., same child health standard is used across programs and agencies) | 33.33% 3 | 66.67% 6 | 0% 0 | 9 |
| 8. Training is available to help staff use performance standards | 77.78% 7 | 22.22% 2 | 0% 0 | 9 |
| 9. Personnel and financial resources are assigned to make sure efforts are guided by relevant performance standards and targets | 44.44% 4 | 44.44% 4 | 11.11% 1 | 9 |

Notes: (1)

Q5 Choose the response that is closest to your program's stage of development:

Answered: 9 Skipped: 1



| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|--|--------------------|-------------|----------------------|-------|
| 1. The organization uses specific measures for all or most of the established performance standards and targets | 11.11% 1 | 44.44% 4 | 44.44% 4 | 9 |

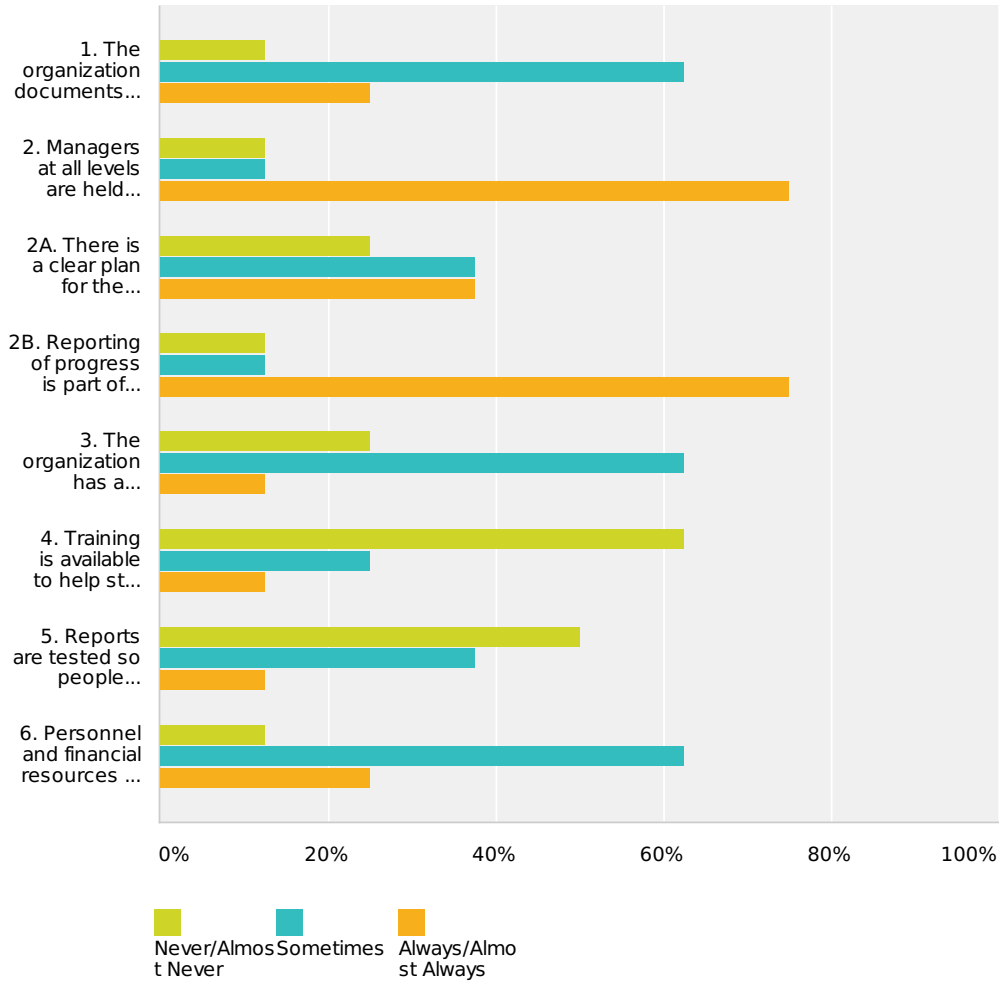
Performance Management Self-Assessment

| | | | | |
|--|--------------------|--------------------|--------------------|---|
| | | | | |
| 1A. Every measure has a clear definition | 22.22% 2 | 44.44% 4 | 33.33% 3 | 9 |
| 1B. Each quantitative measure has a clear unit of measure defined | 22.22% 2 | 22.22% 2 | 55.56% 5 | 9 |
| 1C. Interrater reliability has been established for qualitative measures | 55.56% 5 | 44.44% 4 | 0% 0 | 9 |
| 2. Measures are selected in coordination with other programs, divisions, or organizations to avoid duplication of data collection | 44.44% 4 | 55.56% 5 | 0% 0 | 9 |
| 3. There are defined methods and criteria for selecting performance measures | 22.22% 2 | 66.67% 6 | 11.11% 1 | 9 |
| 3A. Existing sources of data are used whenever possible | 0% 0 | 11.11% 1 | 88.89% 8 | 9 |
| 3B. Standardized measures (e.g., national program or health indicators) are used whenever possible | 0% 0 | 44.44% 4 | 55.56% 5 | 9 |
| 3C. Measures cover a mix of capacities, processes, and outcomes | 0% 0 | 55.56% 5 | 44.44% 4 | 9 |
| 4. Data are collected for the measures | 0% 0 | 33.33% 3 | 66.67% 6 | 9 |
| 5. Training is available to help staff measure performance | 55.56% 5 | 33.33% 3 | 11.11% 1 | 9 |
| 6. Personnel and financial resources are assigned to collect performance measurement data | 11.11% 1 | 66.67% 6 | 22.22% 2 | 9 |

Notes: (1)

Q6 Choose the response that is closest to your program's stage of development:

Answered: 8 Skipped: 2



| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|--|--------------------|-------------|----------------------|-------|
| 1. The organization documents progress related to performance standards and targets | 12.50% 1 | 62.50% 5 | 25% 2 | 8 |
| 2. Managers at all levels are held accountable for reporting performance | 12.50% 1 | 12.50% 1 | 75% 6 | 8 |
| 2A. There is a clear plan for the release of these reports (i.e., who is responsible, methods, how often) | 25% 2 | 37.50% 3 | 37.50% 3 | 8 |
| 2B. Reporting of progress is part of the organization's strategic planning process | 12.50% 1 | 12.50% 1 | 75% 6 | 8 |

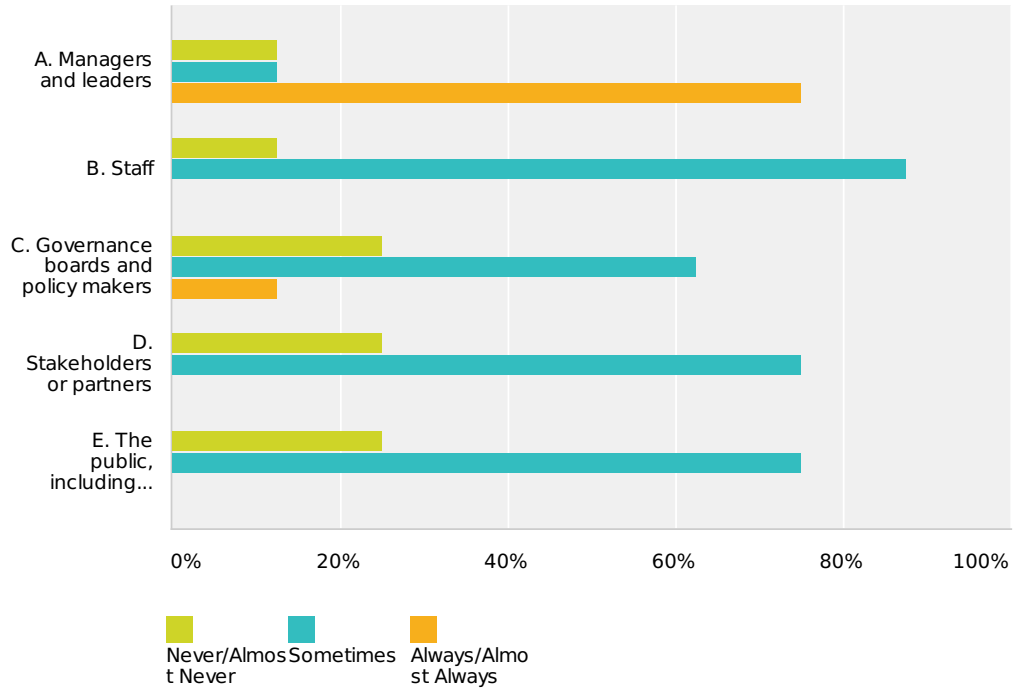
Performance Management Self-Assessment

| | | | | |
|--|--------------------|--------------------|--------------------|---|
| | | | | |
| 3. The organization has a reporting system that integrates performance data from programs, agencies, divisions, or management areas (e.g., financial systems, health outcomes, customer focus and satisfaction) | 25% 2 | 62.50% 5 | 12.50% 1 | 8 |
| 4. Training is available to help staff effectively analyze and report performance data | 62.50% 5 | 25% 2 | 12.50% 1 | 8 |
| 5. Reports are tested so people understand them and can use them for decision-making | 50% 4 | 37.50% 3 | 12.50% 1 | 8 |
| 6. Personnel and financial resources are assigned to analyze performance data and report progress | 12.50% 1 | 62.50% 5 | 25% 2 | 8 |

Notes: (1)

Q7 7. Performance information is regularly made available to the following (CHECK ALL THAT APPLY)

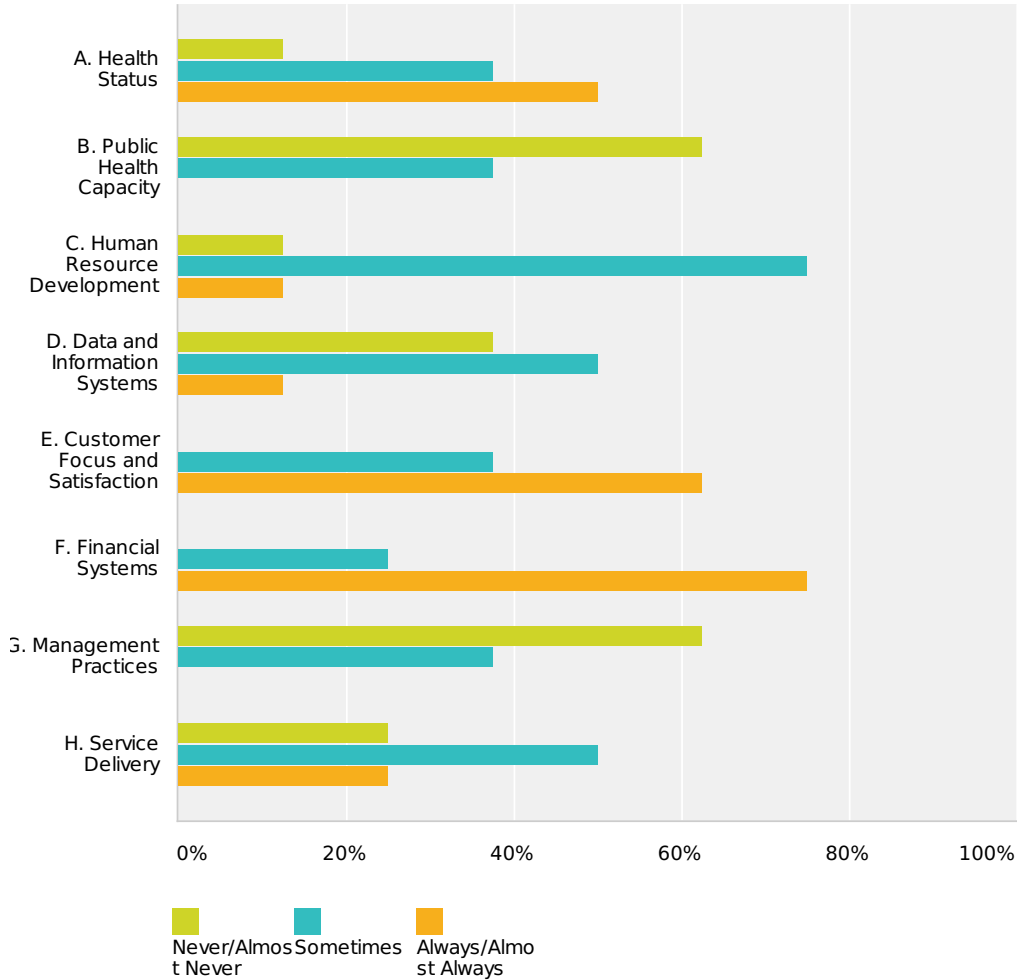
Answered: 8 Skipped: 2



| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|---|--------------------|-------------|----------------------|-------|
| A. Managers and leaders | 12.50% 1 | 12.50% 1 | 75% 6 | 8 |
| B. Staff | 12.50% 1 | 87.50% 7 | 0% 0 | 8 |
| C. Governance boards and policy makers | 25% 2 | 62.50% 5 | 12.50% 1 | 8 |
| D. Stakeholders or partners | 25% 2 | 75% 6 | 0% 0 | 8 |
| E. The public, including media | 25% 2 | 75% 6 | 0% 0 | 8 |

Q8 8. A decision has been made on the frequency of analysis and reporting on performance progress for the following types of measures (CHECK ALL THAT APPLY)

Answered: 8 Skipped: 2



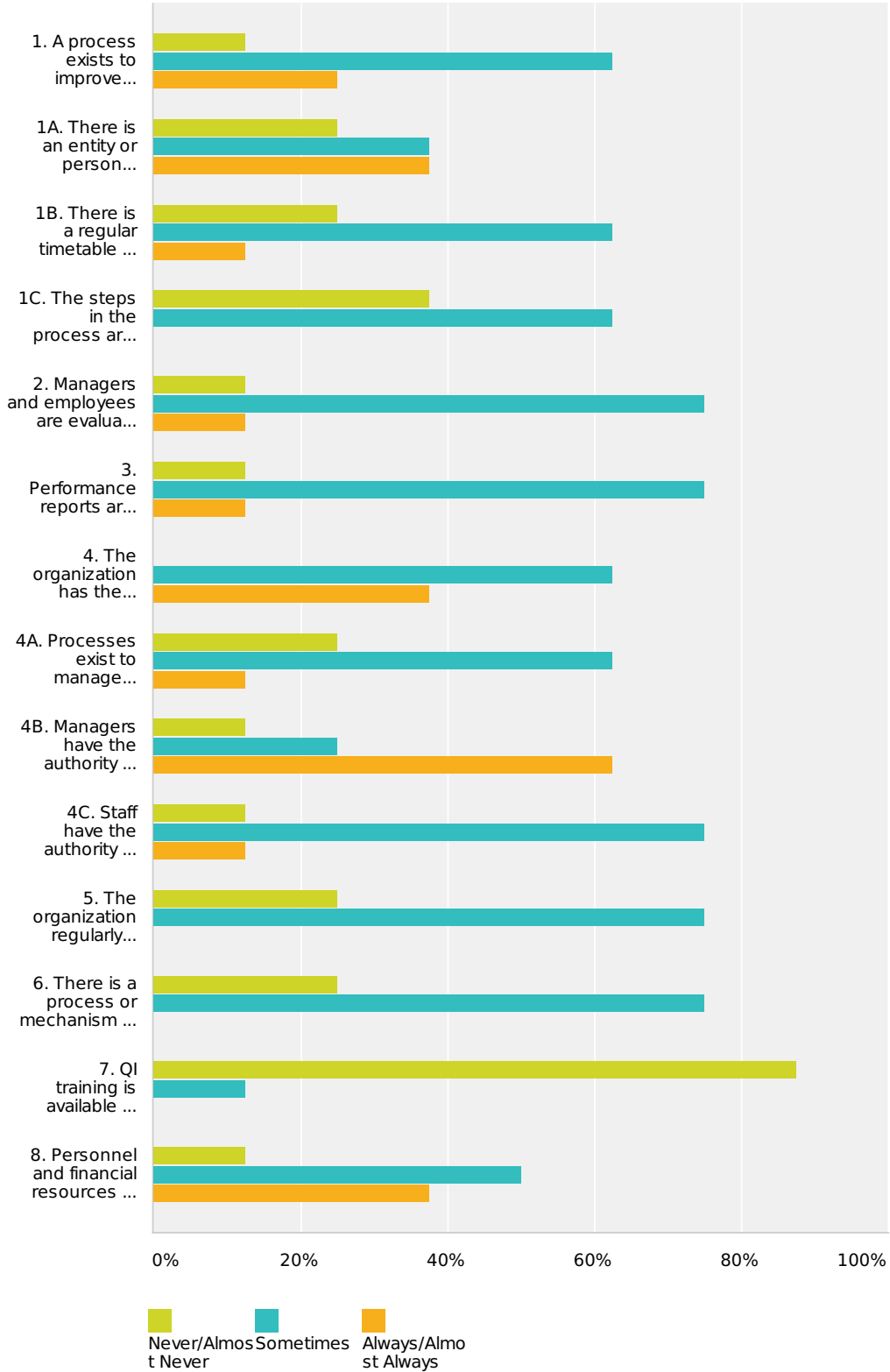
| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|---|--------------------|-------------|----------------------|-------|
| A. Health Status | 12.50% 1 | 37.50% 3 | 50% 4 | 8 |
| B. Public Health Capacity | 62.50% 5 | 37.50% 3 | 0% 0 | 8 |
| C. Human Resource Development | 12.50% 1 | 75% 6 | 12.50% 1 | 8 |
| D. Data and Information Systems | 37.50% 3 | 50% 4 | 12.50% 1 | 8 |
| E. Customer Focus and Satisfaction | 0% 0 | 37.50% 3 | 62.50% 5 | 8 |
| F. Financial Systems | 0% 0 | 25% 2 | 75% 6 | 8 |
| G. Management Practices | 62.50% 5 | 37.50% 3 | 0% 0 | 8 |

Performance Management Self-Assessment

| H. Service Delivery | 25% 2 | 50% 4 | 25% 2 | 8 |
|----------------------------|-----------------|-----------------|-----------------|---|

Q9 Choose the response that is closest to your program's stage of development:

Answered: 8 Skipped: 2



| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|--|--------------------|-----------|----------------------|-------|
|--|--------------------|-----------|----------------------|-------|

Performance Management Self-Assessment

| | | | | |
|--|--------------------|--------------------|--------------------|---|
| | | | | |
| 1. A process exists to improve quality or performance | 12.50% 1 | 62.50% 5 | 25% 2 | 8 |
| 1A. There is an entity or person responsible for decision making based on performance reports (ex., top management team, governing or advisory board) | 25% 2 | 37.50% 3 | 37.50% 3 | 8 |
| 1B. There is a regular timetable for your QI process | 25% 2 | 62.50% 5 | 12.50% 1 | 8 |
| 1C. The steps in the process are communicated | 37.50% 3 | 62.50% 5 | 0% 0 | 8 |
| 2. Managers and employees are evaluated for their performance improvement efforts (ex., performance improvement is in their job descriptions) | 12.50% 1 | 75% 6 | 12.50% 1 | 8 |
| 3. Performance reports are used regularly for decision-making | 12.50% 1 | 75% 6 | 12.50% 1 | 8 |
| 4. The organization has the capacity to take action to improve performance when needed | 0% 0 | 62.50% 5 | 37.50% 3 | 8 |
| 4A. Processes exist to manage changes in policies, programs, or infrastructure | 25% 2 | 62.50% 5 | 12.50% 1 | 8 |
| 4B. Managers have the authority to make certain changes to improve performance | 12.50% 1 | 25% 2 | 62.50% 5 | 8 |
| 4C. Staff have the authority to make certain changes to improve performance | 12.50% 1 | 75% 6 | 12.50% 1 | 8 |
| 5. The organization regularly develops performance improvement or QI plans that specify timelines, actions, and responsible parties | 25% 2 | 75% 6 | 0% 0 | 8 |
| 6. There is a process or mechanism to coordinate QI efforts among programs, divisions, or organizations that share the same performance targets | 25% 2 | 75% 6 | 0% 0 | 8 |
| 7. QI training is available to managers and staff | 87.50% 7 | 12.50% 1 | 0% 0 | 8 |

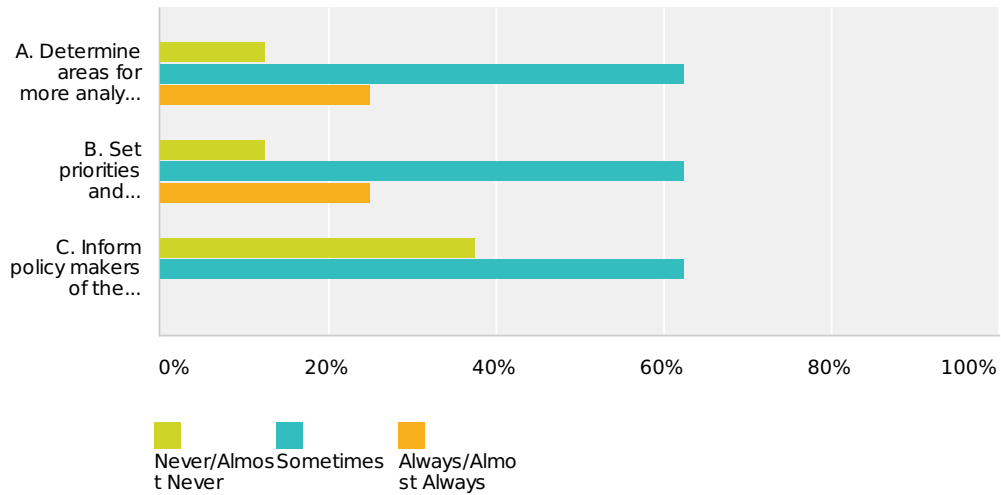
Performance Management Self-Assessment

| 8. Personnel and financial resources are allocated to the organization's QI process | 12.50% 1 | 50% 4 | 37.50% 3 | 8 |
|--|--------------------|-----------------|--------------------|---|

Notes: (1)

Q10 9. Performance information is used to do the following (CHECK ALL THAT APPLY)

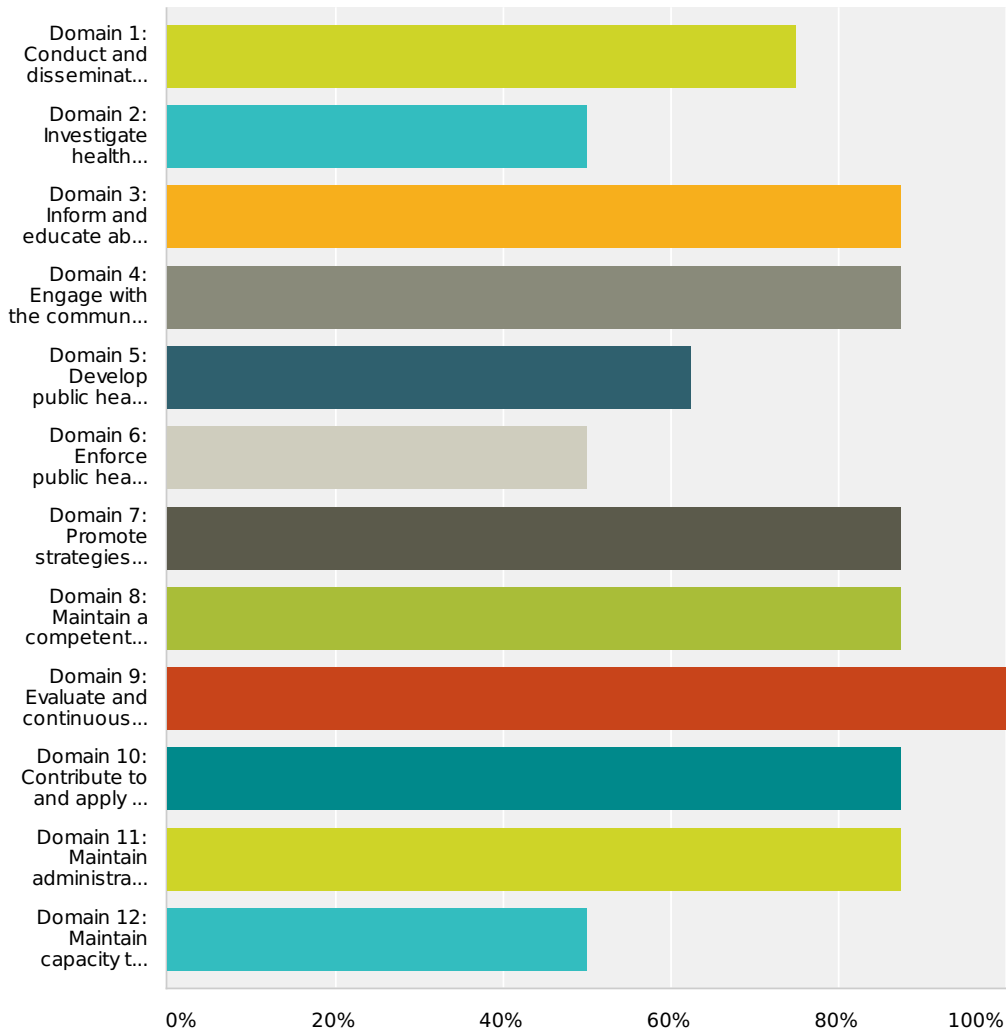
Answered: 8 Skipped: 2



| | Never/Almost Never | Sometimes | Always/Almost Always | Total |
|---|--------------------|--------------------|----------------------|-------|
| A. Determine areas for more analysis or evaluation | 12.50% 1 | 62.50% 5 | 25% 2 | 8 |
| B. Set priorities and allocate/redirect resources | 12.50% 1 | 62.50% 5 | 25% 2 | 8 |
| C. Inform policy makers of the observed or potential impact of decisions under their consideration | 37.50% 3 | 62.50% 5 | 0% 0 | 8 |

Q11 Which Public Health Accreditation Board (PHAB) domains do the activities of your program(s) address? (CHECK ALL THAT APPLY)

Answered: 8 Skipped: 2



| Answer Choices | Responses |
|--|-----------|
| Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community | 75% 6 |
| Domain 2: Investigate health problems and environmental public health hazards to protect the community | 50% 4 |
| Domain 3: Inform and educate about public health issues and functions | 87.50% 7 |
| Domain 4: Engage with the community to identify and address health problems | 87.50% 7 |
| Domain 5: Develop public health policies and plans | 62.50% 5 |
| Domain 6: Enforce public health laws | 50% 4 |
| Total Respondents: 8 | |
| Other (please specify) (0) | |

Performance Management Self-Assessment

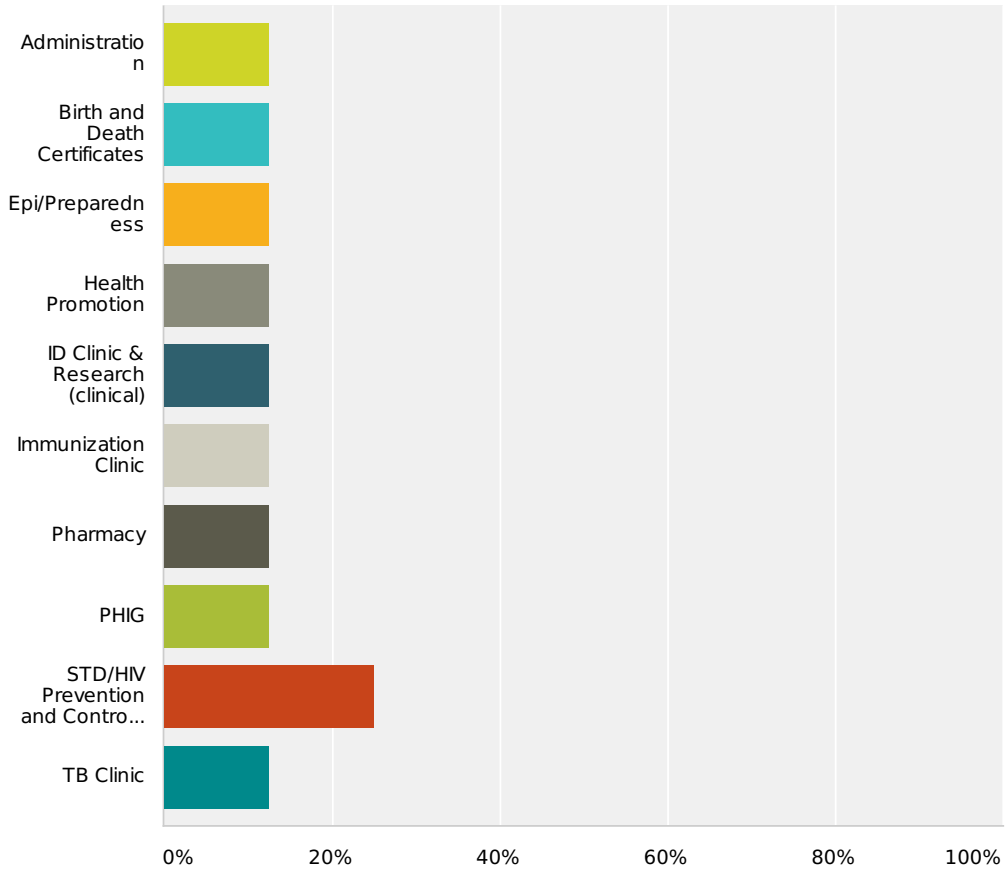
| | | |
|---|---------------|----------|
| Domain 7: Promote strategies to improve access to health care services | 87.50% | 7 |
| Domain 8: Maintain a competent public health workforce | 87.50% | 7 |
| Domain 9: Evaluate and continuously improve health department processes, programs, and interventions | 100% | 8 |
| Domain 10: Contribute to and apply the evidence base of public health | 87.50% | 7 |
| Domain 11: Maintain administrative and management capacity | 87.50% | 7 |
| Domain 12: Maintain capacity to engage the public health governing entity | 50% | 4 |

Total Respondents: 8

Other (please specify) (0)

Q12 What program(s) are you submitting this survey on behalf of (CHECK ALL THAT APPLY)?

Answered: 8 Skipped: 2



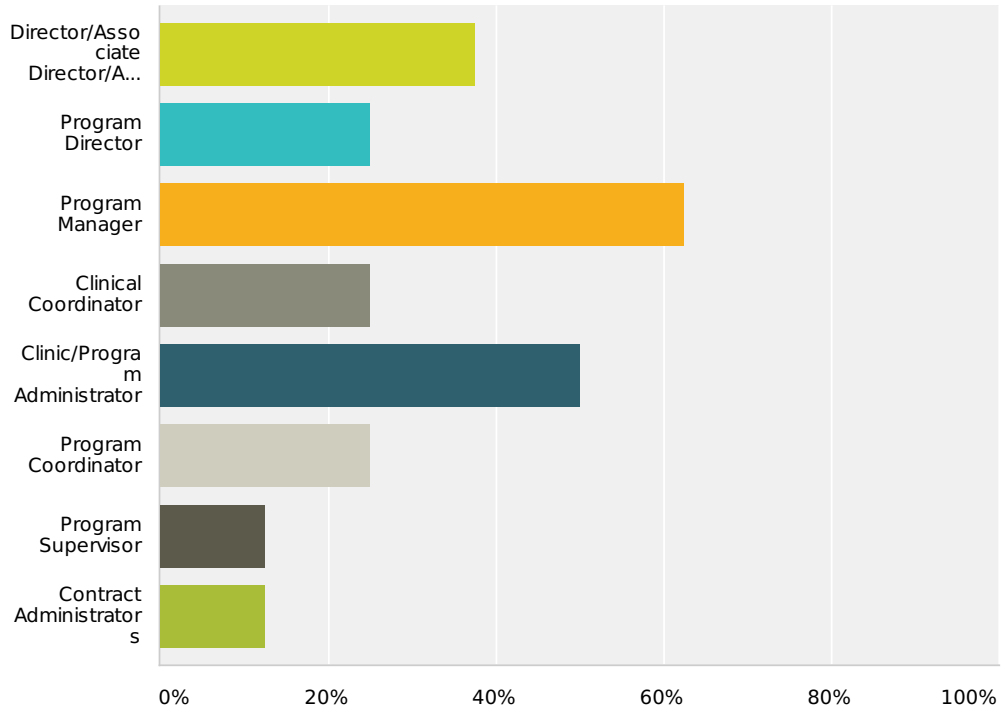
| Answer Choices | Responses |
|---|-----------------|
| Administration | 12.50% 1 |
| Birth and Death Certificates | 12.50% 1 |
| Epi/Preparedness | 12.50% 1 |
| Health Promotion | 12.50% 1 |
| ID Clinic & Research (clinical) | 12.50% 1 |
| Immunization Clinic | 12.50% 1 |
| Pharmacy | 12.50% 1 |
| PHIG | 12.50% 1 |
| STD/HIV Prevention and Control (STD Clinic, HIV Prevention & Outreach, PTC, LTC, and Behavioral Surveillance/Research) | 25% 2 |
| TB Clinic | 12.50% 1 |

Total Respondents: 8

Other (please specify) (1)

Q13 What staff were involved with completing the survey (CHECK ALL THAT APPLY)

Answered: 8 Skipped: 2



| Answer Choices | Responses |
|--|-----------------|
| Director/Associate Director/Administrative Director | 37.50% 3 |
| Program Director | 25% 2 |
| Program Manager | 62.50% 5 |
| Clinical Coordinator | 25% 2 |
| Clinic/Program Administrator | 50% 4 |
| Program Coordinator | 25% 2 |
| Program Supervisor | 12.50% 1 |
| Contract Administrators | 12.50% 1 |
| Total Respondents: 8 | |
| Other (please specify) (2) | |