



**Public Health Division**

**Core Performance Management & Quality Improvement Knowledge, Skills, & Abilities (KSAs) for Staff**

8/4/17

**Performance Management KSAs**

Tier 1/All Staff	Tier 2 Staff	Tier 3 Staff
<p><b>Goals &amp; Objectives</b></p> <ul style="list-style-type: none"> <li>Understand how goals &amp; objectives set direction for programs</li> <li>Describe how goals &amp; objectives fit into a performance management system</li> <li>Contribute to the development of program goals &amp; objectives</li> <li>Describe current program goals &amp; objectives</li> </ul>	<p><b>Goals &amp; Objectives</b></p> <ul style="list-style-type: none"> <li>Understand how to use goals and objectives to set program direction</li> <li>Develop/write good goals and SMART objectives</li> </ul>	<p><b>Goals &amp; Objectives</b></p> <ul style="list-style-type: none"> <li>Align goals and objectives throughout the division to achieve overarching organizational and strategic goals/objectives</li> </ul>
<p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>Understand the basic function and components of a performance management system (basic concepts &amp; terms)</li> <li>Describe the performance management system structure at JCPH</li> </ul>	<p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>Identify/select program standards</li> <li>Identify/select program measures</li> <li>Utilize the performance management system to improve program performance</li> </ul>	<p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>Utilize the performance management system to achieve the division-wide objectives and division mission &amp; vision</li> <li>Communicate/report performance results</li> </ul>
<p><b>Strategic Planning</b></p> <ul style="list-style-type: none"> <li>Understand/describe the basic function of a strategic plan &amp; how it fits into the performance management system</li> <li>Understand/describe how individual work fits into strategic plan implementation</li> </ul>	<p><b>Strategic Planning</b></p> <ul style="list-style-type: none"> <li>Monitor strategic plan implementation</li> <li>Contribute to the development of a strategic plan</li> </ul>	<p><b>Strategic Planning</b></p> <ul style="list-style-type: none"> <li>Develop a strategic plan</li> <li>Align other division plans, goals, and objectives with the strategic plan</li> </ul>

Note: All KSAs listed in each tier build on those from the previous tier. Therefore, all tier 2 staff are expected to demonstrate the KSAs as described in tier 1 in addition to those in tier 2. Tier 3 staff are expected to demonstrate the KSAs as described in all three tiers.

## Quality Improvement KSAs

Tier 1/All Staff	Tier 2 Staff	Tier 3 Staff
<p>Quality Improvement</p> <ul style="list-style-type: none"> <li>• Understand/describe general principles of quality improvement and benefits in public health (general terms &amp; concepts)</li> <li>• Describe the QI system structure and processes at JCPH</li> <li>• Identify improvement opportunities</li> <li>• Engage in improving programs, policies, &amp; services</li> </ul>	<p>Quality Improvement</p> <ul style="list-style-type: none"> <li>• Apply/utilize QI tools and techniques</li> <li>• Propose QI projects</li> </ul>	<p>Quality Improvement</p> <ul style="list-style-type: none"> <li>• Promote/foster a culture of quality improvement</li> <li>• Select/prioritize QI projects</li> </ul>
<p>Plan-Do-Study-Act (PDSA)</p> <ul style="list-style-type: none"> <li>• Understand/describe what PDSA is and how it is used (general terms &amp; concepts)</li> </ul>	<p>Plan-Do-Study-Act (PDSA)</p> <ul style="list-style-type: none"> <li>• Apply/utilize PDSA in conducting QI projects</li> </ul>	
	<p>QI Tools &amp; Techniques</p> <ul style="list-style-type: none"> <li>• Conduct root cause analysis</li> <li>• Understand/apply value and waste detection</li> <li>• Develop an AIM statement</li> <li>• Apply/utilize the following QI tools and data analysis techniques:               <ul style="list-style-type: none"> <li style="width: 50%;">○ Cause &amp; effect (Fishbone) diagram</li> <li style="width: 50%;">○ Control chart</li> <li style="width: 50%;">○ Pareto chart</li> <li style="width: 50%;">○ Histogram</li> <li style="width: 50%;">○ Process map/Flow chart</li> <li style="width: 50%;">○ Scatter diagram</li> <li style="width: 50%;">○ 5 Whys</li> <li style="width: 50%;">○ Stratification</li> <li style="width: 50%;">○ Multi voting</li> <li style="width: 50%;">○ Run chart</li> <li style="width: 50%;">○ Brainstorming</li> <li style="width: 50%;">○ Check sheet</li> <li style="width: 50%;">○ SWOT analysis</li> <li style="width: 50%;">○ Affinity diagram</li> <li style="width: 50%;">○ Force field analysis</li> <li style="width: 50%;">○ Prioritization matrix</li> <li style="width: 50%;">○ Interrelationship diagram</li> <li style="width: 50%;">○ PICK chart</li> <li style="width: 50%;">○ Swim lane mapping</li> </ul> </li> </ul>	

## General Performance Management/Quality Improvement KSAs

Tier 1/All Staff	Tier 2 Staff	Tier 3 Staff
<p>PM/QI Plan</p> <ul style="list-style-type: none"> <li>Understand/describe the basic function of the PM/QI plan</li> </ul>	<p>PM/QI Plan</p> <ul style="list-style-type: none"> <li>Utilize the PM/QI plan to guide performance management and quality improvement activities</li> <li>Correctly complete forms described within the PM/QI plan</li> </ul>	
<p>Information-based problem-solving &amp; decision-making</p> <ul style="list-style-type: none"> <li>Understand the need to utilize data and other evidence in problem-solving and decision-making</li> <li>Describe how evidence is used in decision-making</li> </ul>	<p>Information-based problem-solving &amp; decision-making</p> <ul style="list-style-type: none"> <li>Conduct a literature review</li> <li>Evaluate data and other evidence</li> <li>Make evidence-based decisions</li> <li>Advocate for the use of evidence</li> </ul>	<p>Information-based problem-solving &amp; decision-making</p> <ul style="list-style-type: none"> <li>Promote a culture of utilizing data and other evidence in problem-solving and decision-making</li> </ul>
<p>Team building</p> <ul style="list-style-type: none"> <li>Actively and constructively participate in teams</li> <li>Describe the value of teams</li> </ul>	<p>Team building</p> <ul style="list-style-type: none"> <li>Establish and lead teams</li> </ul>	<p>Team building</p> <ul style="list-style-type: none"> <li>Evaluate team performance</li> <li>Ensure conditions for team success</li> <li>Promote a culture of teamwork</li> </ul>
<p>Motivation</p> <ul style="list-style-type: none"> <li>Motivate colleagues for the purpose of achieving program and organizational goals</li> </ul>		<p>Motivation</p> <ul style="list-style-type: none"> <li>Motivate personnel for the purpose of achieving program and organizational goals</li> </ul>
	<p>Facilitation/Coaching</p> <ul style="list-style-type: none"> <li>Facilitate communication between individuals</li> <li>Facilitate group processes (such as QI projects)</li> </ul>	
	<p>Information dissemination</p> <ul style="list-style-type: none"> <li>Determine approaches for disseminating data and information</li> <li>Convey data and information</li> </ul>	

Tier 1/All Staff	Tier 2 Staff	Tier 3 Staff
	Performance-related tools & techniques <ul style="list-style-type: none"> <li>• Apply/utilize the following tools:               <ul style="list-style-type: none"> <li>○ Action planning</li> <li>○ Logic model</li> <li>○ Gantt chart</li> </ul> </li> </ul>	
		Change Management <ul style="list-style-type: none"> <li>• Manage organizational change</li> </ul>