

Performance Measures
Advisory Memorandum 201314-03

October 28, 2013

Executive Summary

The Office of Inspector General (OIG) reviewed the Florida Department of Highway Safety and Motor Vehicles' Performance Measures for the 2012-13 Fiscal Year as required by Section 20.055(2)(b), Florida Statutes.

We assessed the validity and reliability of four measures from the Public Safety category, three measures from the Reliable Service Delivery category, and one measure from the Leverage Technology category for the 2012-13 Fiscal Year as shown in Appendix 1, and evaluated the proposed changes to 12 performance measures, including four new measures, for the Department's Long-Range Program Plan (LRPP) for the 2014-15 through 2018-19 Fiscal Years, as shown in Appendix 2.

For this review, we defined:

Validity - The appropriateness of the measuring instrument in relation to the purpose for which it is being used.

Reliability - The extent to which the measuring procedure yields the same results on repeated trials and data are complete and sufficiently error free for the intended use.

All eight of the performance measures reviewed from the Public Safety, Reliable Service Delivery, and Leverage Technology categories were valid in relation to the intended purpose; however, two measures were not reliable because of errors in the methodology used to obtain the Department's crash data.

The proposed changes to 12 performance measures that became effective July 1, 2013, are also valid and reliable in relation to the intended purpose and use.

Background and Introduction

The Government Accountability and Performance Act of 1994 requires state agencies to implement performance-based program budgeting, which includes establishing legislatively approved performance measures and standards.

Section 216.013, Florida Statutes, requires state agencies to develop a Long-Range Program Plan (LRPP) that is policy based, priority driven, accountable, and developed through careful examination and justification of all agency and judicial branch programs. The statute requires state agencies to post their long-range program plans on their internet websites not later than September 30th of each year, and provide written notice to the Governor and the Legislature that the plans have been posted.

Section 20.055(2)(b), Florida Statutes, requires the OIG to assess the validity and reliability of the information reported by the Department and make recommendations for improvement, if necessary, prior to submission of those measures and standards to the Executive Office of the Governor.

Results of Review

We assessed the validity and reliability of four measures from the Public Safety category, three measures from the Reliable Service Delivery category, and one measure from the Leverage Technology category for the 2012-13 Fiscal Year as shown in Appendix 1, and evaluated the proposed changes to 12 performance measures, including four new measures, for the Department's LRPP for the 2014-15 through 2018-19 Fiscal Years, as shown in Appendix 2.

All eight of the performance measures reviewed from the Public Safety, Reliable Service Delivery, and Leverage Technology categories were valid in relation to the intended purpose; however, two measures were not reliable because of errors in the methodology used to obtain the Department's crash data.

The reliability of the Department's crash data was discussed with the Office of Performance Management, Division of Motorist Services, and the Department's private sector third-party contractor responsible for maintaining crash data.

The Office of Performance Management, in conjunction with the Division of Motorist Services' Bureau of Records and the Department's private-sector third-party contractor, has addressed the methodology issues related to crash data and has implemented a review process to ensure crash data is consistently and accurately obtained.

The Office of Performance Management also reissued the Executive Director's *Annual Performance Report* to include the most accurate and complete crash data available for the reporting period. We have informed the Office of Performance Management that performance measures related to crash data will be reviewed during next year's assessment.

The proposed changes to 12 performance measures that became effective July 1, 2013, are also valid and reliable in relation to the intended purpose and use.

Purpose, Scope, and Methodology

The purpose of this review was to evaluate the Department's Performance Measures in the Public Safety, Reliable Service Delivery, and Leverage Technology categories for the 2012-13 Fiscal Year, and to evaluate the proposed changes to the performance measures for the Department's LRPP for the 2014-15 through 2018-19 Fiscal Years to determine if each is valid and reliable.

For this review, we defined:

Validity - The appropriateness of the measuring instrument in relation to the purpose for which it is being used.

Reliability - The extent to which the measuring procedure yields the same results on repeated trials and data are complete and sufficiently error free for the intended use.

The scope of this review included the Department performance measures submitted as part of the Department's LRPP.

The methodology included:

- Researching and reviewing applicable statutes, rules, and procedures;
- Interviewing appropriate Department members;
- Reviewing the LRPP and supporting documentation;
- Calculating amounts for each measure using the source data and methodology defined by the Department;
- Testing reported data and formulas used for the measures; and
- Reviewing data collection and reporting processes, measure definitions, methodologies, and assumptions used for calculating and reporting performance measure data.



Distribution, Statement of Accordance, and Project Team

Distribution

Julie L. Jones, Executive Director

Copies distributed to:

Diana Vaughn, Deputy Executive Director
Terry Rhodes, Chief of Staff
Dave Westberry, Chief Performance Officer
Colonel David Brierton, Director, Florida Highway Patrol
Rob Fields, Chief Information Officer
Boyd Walden, Director of Motor Services
Jim McCallister, Director of Workforce Services
Denise Wyche-Kenon, Chief Learning Officer
Terry Stepp, Chief of Personnel Services

Statement of Accordance

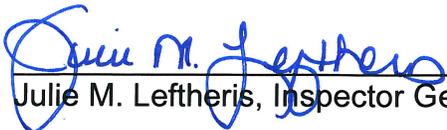
Section 20.055, Florida Statutes, requires the Florida Department of Highway Safety and Motor Vehicles' Inspector General to review, evaluate and report on policies, plans, procedures, accounting, financial and other operations of the Department and to recommend improvements.

Project Team

Engagement conducted by:
Doane Rohr, Auditor

Under the supervision of:
David Ulewicz, Audit Director

Approved by:


Julie M. Leftheris, Inspector General

APPENDIX 1 – 2012-13 Performance Measure Assessment

	<i>Measure Description</i>	<i>Responsible Office</i>	<i>Valid</i>	<i>Reliable</i>	<i>LRPP Standard</i>
Public Safety					
A	Highway Crashes				
1	% change in highway fatalities to previous year	Florida Highway Patrol	Yes	No	0% or reduction
2	% change in highway crashes to previous year	Florida Highway Patrol	Yes	No	0% or reduction
4	% change in teen drivers involved in fatal crashes to previous year	Florida Highway Patrol	Yes	Yes	0% or reduction
6	% change in commercial vehicle crashes to previous year	Florida Highway Patrol	Yes	Yes	1.3% or greater reduction
Reliable Service Delivery					
A	Motorist transactions successfully completed				
17	% of driver license and identification card transactions successfully completed	Motorist Services Bureau of Issuance and Oversight	Yes	Yes	98%
B	Customer services completed timely				
19	% of calls for service responded to by FHP within 30 minutes	Florida Highway Patrol	Yes	Yes	65%
22	% change in average wait time for Customer Service Center calls to previous year	Customer Service Center	Yes	Yes	5% or greater reduction
Leverage Technology					
A	Customer Technology Use				
25	% of customers being served via internet	Motorist Services Bureau of Issuance and Oversight	Yes	Yes	20%

APPENDIX 2 – New or Changed Performance Measures

The Office of Performance Management proposed changes to the following measures that became effective July 1, 2013:

	<i>Measure Description</i>	<i>Responsible Office</i>	<i>Change</i>	<i>Valid</i>	<i>Reliable</i>	<i>LRPP Standard</i>
Public Safety						
A	Highway Crashes					
4	% change in mature drivers involved in fatal crashes to previous year	Florida Highway Patrol	New Measure	Yes	Yes	0% or reduction
6	% change in impaired drivers involved in fatal crashes to previous year	Florida Highway Patrol	Measure language changed from alcohol related to impaired	Yes	Yes	0% or reduction
C	Criminal Investigations					
13	% of field intelligence reports reviewed, analyzed, adjudicated and shared as appropriate within 30 days	Florida Highway Patrol Bureau of Criminal Intelligence and Investigations	Measure language combined "reviewed, analyzed, and adjudicated within 30 days" and "shared within 7 days" to one measure	Yes	Yes	90%
Reliable Service Delivery						
B	Customer Services Completed Timely					
21	% of business licenses issued within 5 days	Motorist Services Bureau of Issuance and Oversight	Measure language changed from "timely" to "within 5 days"	Yes	Yes	98%
Leverage Technology						
B	New Technology Projects					
25	% of projects in progress which are on time and budget	Information Systems Administration Strategic Business Operations	Measure language changed from "new projects developed and implemented successfully to "projects in progress which are on time and budget"	Yes	Yes	80%



			Standard changed from 95% to 80%			
C	Computer Support uptime available to our partners					
26	% of State provided Data Center system uptime	Information Systems Administration	Measure language changed from "Mainframe" to "State provided Data Center"	Yes	Yes	99.9%
27	% of Partner provided Data Center system uptime	Information Systems Administration	Measure language changed from "Oracle" to "Partner provided Data Center"	Yes	Yes	99.9%
28	% of Network provided Data Center system uptime	Information Systems Administration	Measure language changed from "SQL server" to "Network provided Data Center"	Yes	Yes	99.9%
Talent Creation and Development						
32	%of members participating in a discretionary leadership related course/program	Learning and Development	New Measure	Yes	Yes	25%
33	%of members participating in a discretionary technology related course/program	Learning and Development	New Measure	Yes	Yes	20%
34	%of members participating in a discretionary service delivery related course/program	Learning and Development	New Measure	Yes	Yes	25%
35	% of positions filled by internal promotion	Bureau of Personnel Services	Measure language changed from "increase % of positions filled by internal promotion" to "% of positions filled by internal promotion" Standard changed from 1% or greater to 30%	Yes	Yes	30%