

Governor's Advisory Committee on Performance Management
May 2, 2024, 1:00 – 2:30 p.m.

Location: Old Revenue Building, 2 S. Salisbury St., Raleigh
Blue Ridge Training Room #A309

Meeting Agenda Item

Speaker

A. Call to Order and Opening Remarks

Kristin Walker

B. NC Evaluation Fund Recipients

*Dr. Shaun Kellogg, Sr. Director, Friday
Institute for Educational Innovation*

*Chad Jordan, NC Responder
Assistance Initiative Director,*

*Dr. Meret Hofer, Research Triangle
Institute*

C. Change Management Overview

*Dr. ClarLynda Williams-Devane,
Depute Secretary of Operational
Excellence, NC DHHS*

Next Meeting: June 27, 2024, in the Old Revenue Building

Meeting Minutes

- Performance Management Advisory Committee (PMAC) members in attendance:
 - Kristin Walker – Director, Office of State Budget and Management (OSBM)
 - Christie Burris – Chief Data Officer, NC Government Data Analytics Center (GDAC)
 - Dr. Julie Edmunds – Director, Early College Research Center, UNCG
 - Jess Englert – Policy Director, Governor’s Policy Office
 - David Smith – Chief Deputy Commissioner, NC Department of Agriculture and Consumer Services (DACS)
 - Lockhart Taylor – for Barbara Gibson, Director, Office of State Human Resources
 - Dr. ClarLynda Williams-DeVane – Deputy Secretary for Operational Excellence, NC Department of Health and Human Services (DHHS)
 - McKinley Wooten – for Ronald Penny, Secretary, NC Department of Revenue
- Kristin Walker welcomed committee members and shared opening remarks about “Good Government” initiatives in the Governor’s short session budget proposal. A summary of these initiatives is attached.
- Two evaluation fund recipients presented to the committee.
 - Dr. Shaun Kellogg, Senior Director at NC State’s Friday Institute, presented on his work with the Department of Public Instruction to evaluate the implementation and impact of the Advanced Teaching Roles (ATR) Program.
 - ATR’s goal is to improve student outcomes by extending the reach of highly effective teachers beyond a single classroom. ATR provides stipends to advanced teachers for taking on additional responsibilities.
 - The evaluation, which included both quantitative and qualitative methods, found positive effects in math, but not language arts, concentrated in schools with more mature programs. Evaluation challenges included variations in implementation across and within districts, as well as the focus on school-level results for classroom-level interventions.
 - The presentation and full report are attached.
 - Chad Jordan, Director of the North Carolina Responder Assistance Initiative (RAI) at the Department of Public Safety, and Dr. Meret Hofer from the Research Triangle Institute, spoke about their research into the factors that affect participation in behavioral health services amongst first responders.
 - RAI’s goal is to increase resilience and readiness among first responders by focusing on prevention and early intervention and providing a continuum of wellness resources that includes peer teams and trusted professionals.
 - The evaluation included focus groups and interviews with program stakeholders and law enforcement leadership, a statewide survey for staff, and analysis to provide actionable, data-driven recommendations to optimize the reach and scope of RAI services.
 - The presentation and full report are attached.

Please note that materials for all evaluation fund recipients will be posted to the [State of North Carolina Open Science Framework Registry](#) as they become available. The registry is a place to share research relevant to NC state government.

- Dr. ClarLynda Williams-Devane, Deputy Secretary for Operational Excellence at DHHS, presented an overview of change management.
 - Change management focuses on the people side of change, rather than processes or technology.
 - Dr. Williams-Devane spoke about change management as a cycle, rather than a linear process, that starts with defining success (what are we trying to achieve), impact (who has to do their jobs differently?), and approach (what will it take to achieve success?). Ideally, Phase 1 of change management happens prior to requesting funding. Phase 2 focuses on managing change (how to plan and act, track performance, and adapt actions) while Phase 3 focuses on sustaining outcomes (how to review performance, sustain changes, and transfer ownership).
 - Dr. Williams-Devane shared a framework developed by Prosci for managing the people side of change:
 - Awareness of the need for change
 - Desire to participate and support the change
 - Knowledge on how to change
 - Ability to implement required skills and behaviors
 - Reinforcement to sustain the change
 - Dr. Williams-Devane spoke about the importance of having trained resources dedicated to change management implementation, to work closely with project managers and other to move changes forward—these resources could include change managers, change champions, and/or resistance managers.
 - Her presentation is attached.

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