

Governor's Advisory Committee on Performance Management
December 6, 2023
1:30 – 3:00 p.m.

Location:

Board Room, Transportation Building, 1 S. Wilmington St., Raleigh
Room #150 (1st Floor)

Webex Information:

Meeting Link: [Click here](#)

Dial-in Number: (415) 655-0003

Meeting Number: 2426 369 5305

Meeting Password: x4Dmi9pvnb6

Meeting Agenda

Item

Speaker

A. Call to Order and Opening Remarks

Kristin Walker

B. PMAC Guidance on Recruitment and
Retention and Leveraging Data to Improve
Performance

Committee Members

C. Year-in-Review Report

OSBM

D. Discussion of PMAC in 2024

Committee Members

Next meeting: February 22, 2024 at 1:00pm

MEETING MINUTES

- Performance Management Advisory Committee (PMAC) members in attendance:
 - Kristin Walker – Director, Office of State Budget and Management (OSBM)
 - Carol Burroughs – Chief Data Officer, NC Government Data Analytics Center (GDAC)
 - Dr. Julie Edmunds, Director, Early College Research Center, UNC-Greensboro
 - Representative Dennis Riddell – NC State Representative, District 64
 - David Smith – Chief Deputy Commissioner, NC Department of Agriculture and Consumer Services (DACS)
 - Blake Thomas, General Counsel, Office of State Human Resources (OSHR), and Lockhart Taylor, Director of Government Relations, OSHR (for Director Barbara Gibson)
 - Dr. ClarLynda Williams-DeVane – Deputy Secretary for Operational Excellence, NC Department of Health and Human Services (DHHS)
 - McKinley Wooten – Assistant Secretary for Tax Processing, Research, and Equity, NC Department of Revenue (DOR – for Secretary Ronald Penny)
- Kristin Walker welcomed everyone and thanked the Committee for time and engagement in the Committee’s work in 2023.
- Year-in-Review Report
 - Izzi Hernandez-Cruz, OSBM, provided an overview of the draft Year-in-Review report for 2023.
 - Blake Thomas asked about the process for reviewing and endorsing the report and recommendations. Izzi Hernandez-Cruz confirmed that OSBM would incorporate feedback from members. Kristin Walker indicated that members could use the meeting to endorse the report and recommendations if members did not have many suggested changes. She shared the hope for PMAC to send the Year-in-Review report, which will include the recommendations, to the Governor in January.
- PMAC Guidance on Recruitment and Retention and Leveraging Data to Improve Performance
 - Kristin Walker gave members time to read through the draft recommendations and asked them for feedback on both the recommendations and the corresponding next step.
 - Members discussed ways to improve the guidance, starting with the recommendations to better leverage data to enhance performance across state government. Members offered the following changes:
 - To explicitly include external researchers in the recommendations about the data sharing agreements (DSAs) and data use agreements (DUAs);
 - To specifically mention the need for infrastructure – and to think about where datasets, people, and the like, will be housed;
 - To broaden the recommendation on building capacity for data analytics to include data literacy;
 - To broaden the recommendation on the inventory of available data to include state-related data, instead of just state agency data;
 - To clarify “data collection” in the recommendation about responsible gathering and use of personal data;
 - To reflect the importance of supportive pieces like data security protocols, governance standards, data management, and common methodologies and processes in data access and analysis;

- To more clearly describe the difference between DUAs and DSAs and why the State needs these templates;
- To include a glossary of terms in the Year in Review Report
- To enhance the ability of agencies to accept funding from external partners specifically for data/research partnerships;
- To include external partners and in-state institutions of higher education in recommendations related to building capacity and add a recommendation to provide more guidance to agencies to collaborate with them;
- To update recommendations to stress the importance of keeping publicly available data current;
- To include more agencies in the recommendations about developing DSA and DUA templates and an enterprise data sharing memorandum of understanding;
- To broaden “Hire more data scientists” to “Hire more data-oriented positions;”
- To adjust the language in the recommendation about position descriptions to refer to “classification” rather than “position descriptions”; and,
- To expand the recommendation on hiring more data-related positions to connect to university pipelines within the state.
- Members suggested the following changes to the recruitment and retention recommendations:
 - To consider resources when assigning responsibility for various recommendations, and, when resources are limited, to address how agencies should prioritize recommended activities;
 - To revise the language to emphasize where recommendations build on efforts already underway;
 - To coordinate evaluation efforts that are currently happening in silos across agencies and support methodological consistency;
 - To survey agencies to better understand the status and perceived impact of current pilot initiatives;
 - To include external partners when considering ways to expand capacity, specifically the state’s institutions of higher education, which can be a cost-effective alternative to consulting firms;
 - To lean on the recruitment and retention working group to reduce the burden on other agencies;
 - To include priority questions related to recruitment and retention in the Year-in-Review report appendix;
 - To expand the recommendation about internships to include formalizing shadowing experiences and promoting opportunities to work with master’s degree students completing their practicums;
 - To include the Department of State Treasurer in discussions about benefit offerings since insurance benefits are a key component of the benefit package; and,
 - To clarify that tuition benefits could apply to children of all state employees, not just faculty at state institutions.

- OSBM will incorporate these suggestions in the recommendations or adjust as discussed in the meeting. OSBM will also host conversations with the most impacted agencies to discuss steps needed to implement the recommendations.
- PMAC 2024 Agenda
 - Members discussed topics of interest for 2024, including:
 - Agencies' current approaches to the change management necessary for innovation;
 - Updates from the NC Longitudinal Data Service on its research-ready analytical hub and other initiatives;
 - Ongoing efforts to enhance data literacy and management;
 - Agency presentations about successful performance management efforts;
 - Best practices and frameworks for incorporating artificial intelligence into state government operations; and,
 - Examples of agencies' evaluation methodologies to support procedural consistency.