Milestones in Performance Management

• Milestones are an important part of the goal implementation process
• Agencies can use milestones to track progress towards goal achievement on a quarterly basis
• Milestones are especially helpful for goals with only annual measures and targets
• Milestones can be qualitative or quantitative in nature
Considerations for Milestone Setting

Project Management – critical path milestones

• Key milestones driving project schedule

Other types of milestones

• Finding and learning what works
  • Analyzing best practices to understand how to improve performance of goals
  • Testing the replication of best practices
  • Evaluations and studies

• Spreading and scaling success

• Coordination across organizations
  • Both within components of the agencies and cross-agency

• Improving ability to measure progress
  • Developing milestones that depict key actions to advance progress where it is otherwise difficult to develop quantitative indicators
Characteristics of Milestones

GOOD Characteristics

✓ Milestones should be concise and easy to understand
✓ Milestones should articulate concrete actions the agency plans to take that quarter that connect to an achievement of a strategy and/or outcome (e.g. inclusion of an “in order to...” statement)
✓ Milestones should be specific, measurable, actionable, results-oriented and time-bound
✓ Milestones should be jargon-free
✓ Great milestones will clearly articulate the projected impact of the anticipated action

BAD Characteristics

▪ Progress updates should not be milestones
▪ A meeting with no definition of purpose or the planned outcome should not be a milestone
▪ If an agency is "continuing to do [insert activity]", that is not a milestone
▪ Training, without any explanation as to the target audience, purpose or expected result, is a bad milestone
▪ General stakeholder outreach, without any planned targeting, strategy or purpose, is a bad milestone
Examples of Good Milestones

Project Management – critical path milestones

- Award contract to begin training services to support implementation of revised Job Development Program at all CONUS and OCONUS training locations

Process

- Implement Homeless Patient Aligned Care Teams (H-PACT) at 32 sites with the goal of eliminating barriers to quality healthcare and improving housing outcomes for Veterans who are homeless or at imminent risk of homelessness

IT

- Complete the FY2011 release and evaluation of iClaim, incorporating a language option for those who preferred language is Spanish, as well as accepting applications from eligible individuals who live in foreign countries

Stakeholders

- Conduct targeted marketing to representative payees of working SSI recipients, to increase the use of the SSI Telephone Wage Reporting System

Training

- Conduct hurricane disaster assistance training for 300 staff in Region 4 in order to equip them with the latest tools leading to a faster response time

Reports

- Publish X Report which contains the combined information from all states and territories that will communicate accomplishments from the past year as well as areas for improvement to follow up on

Note: all the above milestones should be time-bound
Bad Milestones – The “What Nots”

Process
• Continue to make progress on this goal as applications are received

Meeting
• Hold a meeting with senior leadership

IT
• Plan to launch next phase of IT roll-out

Stakeholders
• Perform outreach to stakeholder groups

Progress
• Perform status check and/or achieve the goal

Training
• Conduct awareness training

Reports
• Publish quarterly report on [insert topic]