Chief Performance Office

Who We Are

The Vermont Chief Performance Office (CPO) is a small team within the Agency of Administration that serves all three branches of state government. Its mission is to empower state government to better solve problems, manage operations, and improve results. Despite its size, the office plays a central role in aligning state operations with long-term goals, fostering a culture of continuous improvement, and ensuring the effective use of resources for all Vermonters.

Justin Kenney, Chief Performance Officer

Katie Bockwoldt, Statewide Director of Performance Improvement
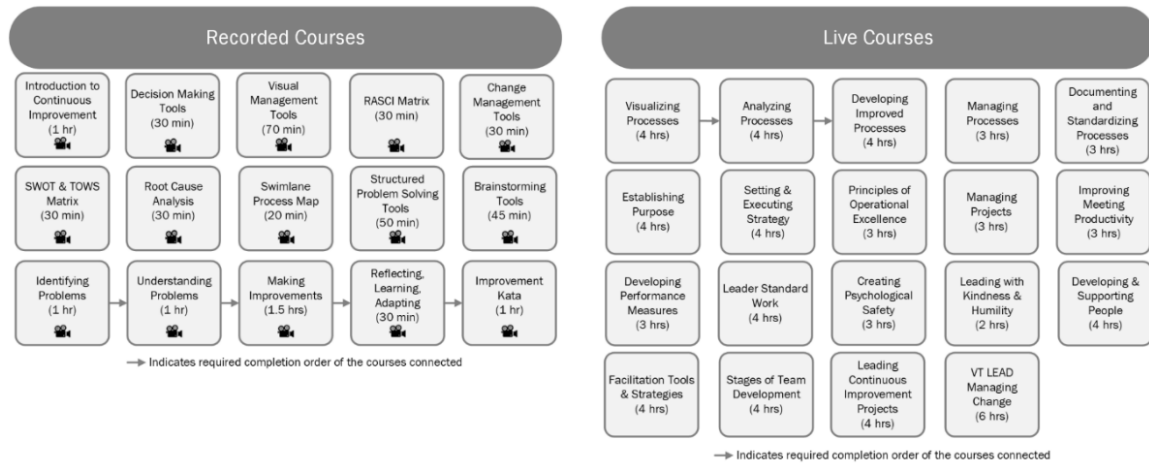
What We Do

Consultation

The CPO plays a pivotal role in advancing strategy development and deployment, performance management, and process improvement across Vermont State Government by providing knowledge, expertise, resources and counsel to state employees. Here are some specific examples of the types of services we offer:

- Assist in developing strategies, performance targets, and actionable plans.
- Evaluate the effectiveness and efficiency of programs and services.
- Recommend ways to improve team operations and collaboration.
- Assist in developing performance measures and management systems.
- Provide recommendations to sustain improvements over time.
- Consult on project scope, goals, deliverables, and resource needs.
- Promote and educate staff on existing solutions and technological tools.
- Identify and support the development of no-code/low-code solutions.

Continuous Improvement Training

The CPO manages the State of Vermont's Continuous Improvement Training Program which currently consists of 34 courses, ranging from 30 minutes to 4 hours each. Courses cover various topics related to structured problem solving, performance measurement, project management, change management, facilitation, data analysis, software usages, supervision, operational management, and strategic planning.

Recorded Courses

Introduction to Continuous Improvement (1 hr)	Decision Making Tools (30 min)	Visual Management Tools (70 min)	RASCI Matrix (30 min)	Change Management Tools (30 min)
SWOT & TOWS Matrix (30 min)	Root Cause Analysis (30 min)	Swimlane Process Map (20 min)	Structured Problem Solving Tools (50 min)	Brainstorming Tools (45 min)
Identifying Problems (1 hr)	Understanding Problems (1 hr)	Making Improvements (1.5 hrs)	Reflecting, Learning, Adapting (30 min)	Improvement Kata (1 hr)

→ Indicates required completion order of the courses connected

Live Courses

Visualizing Processes (4 hrs)	Analyzing Processes (4 hrs)	Developing Improved Processes (4 hrs)	Managing Processes (3 hrs)	Documenting and Standardizing Processes (3 hrs)
Establishing Purpose (4 hrs)	Setting & Executing Strategy (4 hrs)	Principles of Operational Excellence (3 hrs)	Managing Projects (3 hrs)	Improving Meeting Productivity (3 hrs)
Developing Performance Measures (3 hrs)	Leader Standard Work (4 hrs)	Creating Psychological Safety (3 hrs)	Leading with Kindness & Humility (2 hrs)	Developing & Supporting People (4 hrs)
Facilitation Tools & Strategies (4 hrs)	Stages of Team Development (4 hrs)	Leading Continuous Improvement Projects (4 hrs)	VT LEAD Managing Change (6 hrs)	

→ Indicates required completion order of the courses connected

Technology Training

The CPO launched a TechBoost Training Program intended to equip state employees with essential technology skills through hands-on courses focused on Excel, SharePoint, Power Automate, and more. Courses range in length and cover topics such as data management, workflow automation, collaboration tools, and digital productivity, helping employees streamline processes, reduce manual effort, and enhance efficiency.

Communities of Practice

The CPO manages several communities of practice where state employees can deepen their knowledge about continuous improvement.

- **Continuous Improvement Network** - Members have access to speaker series, workshops, book discussions, and other monthly learning opportunities.
- **TechHub** – Members have access to monthly training and demos on various technology tools (e.g., Teams, SharePoint, Outlook, etc.).
- **Government Communities of Practice** – Employees can register for monthly meetings that cover Accessibility, Community Engagement, Financial Services, Grants & Contracts, Data Management & Analysis, Project & Change Management, and Workforce & Organizational Development.

State Outcomes and Performance Reporting

Government performance measurement is a cornerstone of accountability, enabling Vermont to evaluate how effectively resources are used and policy goals are met. By assessing efficiency and outcomes, it becomes possible to identify successes, address challenges, and improve service delivery. Vermont focuses on two interconnected areas of accountability: population accountability and program accountability, each supported by key statutory reports.

Annual Outcomes Report

The Annual Outcomes Report, established under Act 186 of 2014, evaluates population accountability by tracking Vermont's progress on ten aspirational outcomes of well-being, such as a prosperous economy, a safe environment, and dignified living for all residents. These outcomes are measured through specific population-level indicators, with data published annually by September 30. The report, presented as an interactive scorecard, promotes transparency and collective action by providing accessible data to the public, stakeholders, and decision-makers to drive positive change.

Programmatic Performance Measure Budget (PPMB) Report

The PPMB Report, associated with 32 V.S.A. § 307(c)(2), supports program accountability by linking financial data with program performance metrics. This report is intended to help inform resource allocation, enhance accountability, and drive continuous improvement in government operations. The PPMB report consolidates data from various state systems and participation from state agencies. Recent enhancements, such as polarities and trend indicators, improve clarity and usability, helping stakeholders better understand program efficiency and effectiveness.

How We Measure Success

Below is a summary of performance measures that we use to monitor our efforts and identify areas for improvement.

Measure	FY 2022	FY 2023	FY 2024	Target
Number of unique staff participating in CPO-led training annually	291	223	645	650
Percent of staff who report an increase in knowledge, skill, or ability from participating in CPO-led trainings	89%	92%	95%	90%
Percent of staff who report leveraging training knowledge to improve processes and/or programs	69%	78%	78%	90%
Average training net promoter score	-	31	59	80
Percent of staff who report an increase in knowledge, skill, or ability from participating in communities of practice	89%	96%	87%	90%
Percent of staff who report leveraging community of practice knowledge to improve processes and/or programs	71%	91%	63%	80%
Number of self-reported continuous improvement activities completed	42	118	100	200

Measure	FY 2022	FY 2023	FY 2024	Target
Number of engagements/projects supported	4	30	33	-
Percent of staff who report the Chief Performance Office's assistance provided value to their work	100%	100%	100%	100%
Percent of staff who report the Chief Performance Office's direct assistance enabled them quality, efficiency, satisfaction, safety, strategy, or team dynamics	100%	96%	96%	100%