

Chapter 4. CONSIDERATIONS APPLICABLE TO REMOTE MONITORING OR
ON-SITE REVIEWS

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A. Because all other functional areas ultimately lead back to OMP, the OMP reviewer must, more than his/her functional counterparts, ensure:

1. Performance and compliance issues covered by the other functional areas are considered collectively, not in isolation. The OMP reviewer should attempt to see the big picture, to see things from the wider, fully encompassing perspective of the Board and Executive Director.

2. Emphasis is placed on evaluating the interdependency, connections and causal linkages between functional areas, both regarding management's ability to see the connections, and whether other functional area specialists have formed conclusions on that basis.

3. Management's position has been fully considered, and given due consideration especially when PHA management has made informed judgements regarding alternative strategies and competing needs.

B. The Basis for Forming Conclusions. Of all the functional areas, OMP lends itself least to quantified measures. Assessment of OMP is, of necessity, more reliant on oral testimony and judgement than on hard statistics. The reviewer will be hearing a great deal of opinion in the course of important interviews. It is therefore important that the reviewer make every attempt to separate opinion from fact and validate that which will serve to form the basis of a conclusion or recommendation. Validation can take the form of review of corroborating documentation, and confirmation through additional interviews with other staff, particularly those whose opinion may differ. Where possible, the reviewer should attempt to be specific through quantification or cite specific examples. For instance, instead of observing that employee evaluations are not being performed, state the percent of employees not receiving an evaluation in the last 12 months. Other indices include:

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1. Percent of employee turnover
2. Percent staff time lost to absenteeism
3. Percent of position descriptions that are current
4. Training dollars per unit per month compared to similar sized PHAs
5. Present a case study of how the PHA organized itself to complete some multi-functional task, as an illustration.
6. Average number of days to evict
7. Percent of successful evictions

Before forming a conclusion, it is critical that PHA management be given the opportunity to review the conclusion and the facts and

information upon which it is based. As much research as the reviewer may have done, it is possible that the reviewer's information is incomplete or somehow flawed. Without this important step, the value of the results of remote monitoring or the on-site review, as the foundation for problem solving and the development of an improvement plan, can be severely diminished.