

Accomplishing Results

Part 1: Defining and Achieving Results

Photo by Scott Amonson



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go to ScottsdaleAZ.gov search "performance"

HELLO
my name is


Brent Stockwell
Assistant City Manager



HELLO
my name is

Who are you? What you do?

*What do you hope to
gain from this class today?*

A photograph of a green grassy field, likely a sports field, with a white line running across it. In the foreground, there is a red bag with a white letter 'G' on it. In the middle ground, there is a red cone. The background shows a green hillside.

“..the only measure of a great team – or a great organization – is whether it accomplishes what it sets out to accomplish.”

Patrick Lencioni

What have you set out to accomplish?



“What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results and then tracking your trajectory with rigor.”

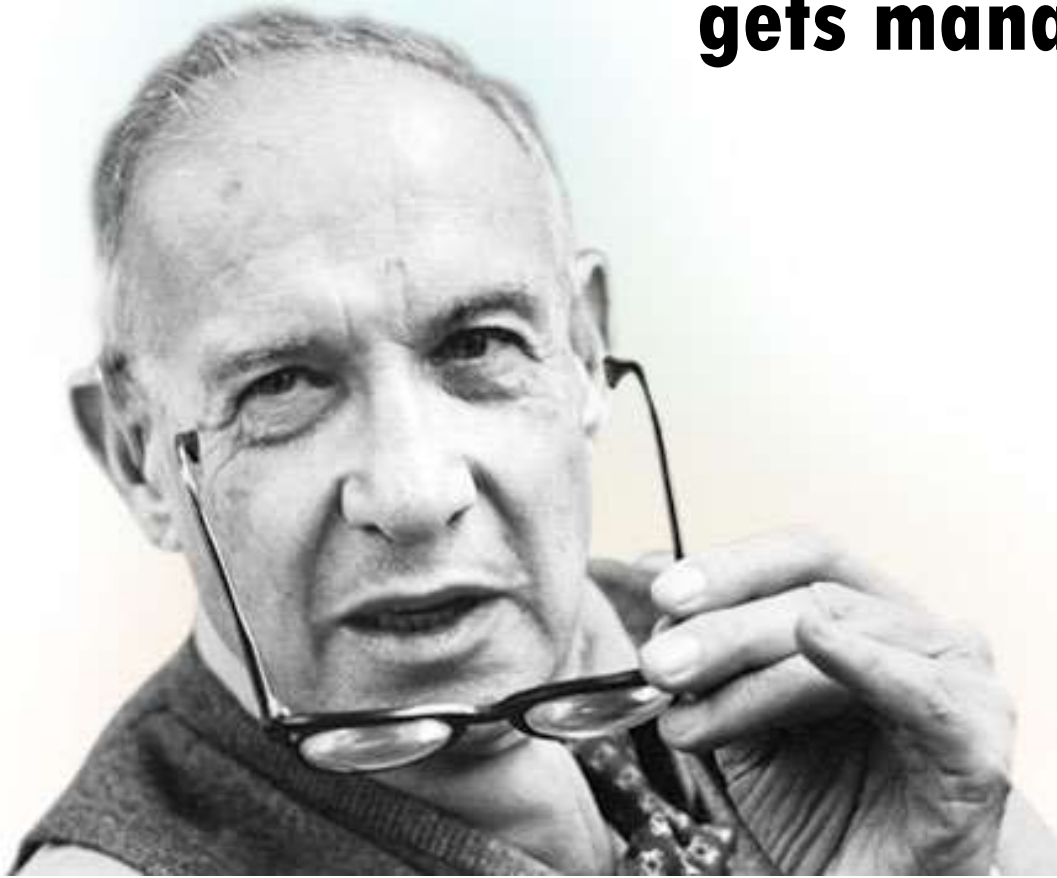
Jim Collins



Performance management is an organization-wide effort to improve results by integrating objective evidence with decision-making processes

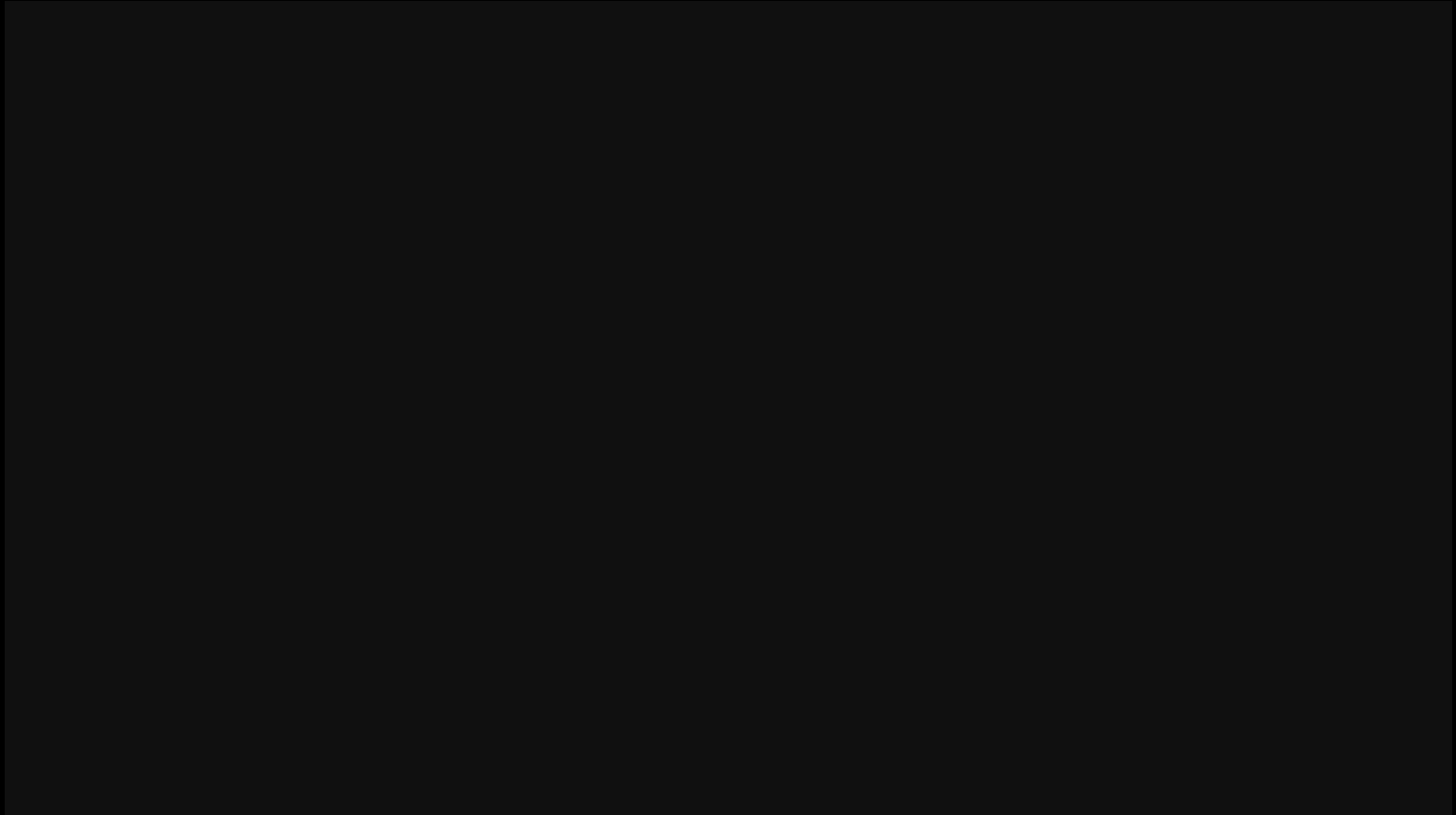


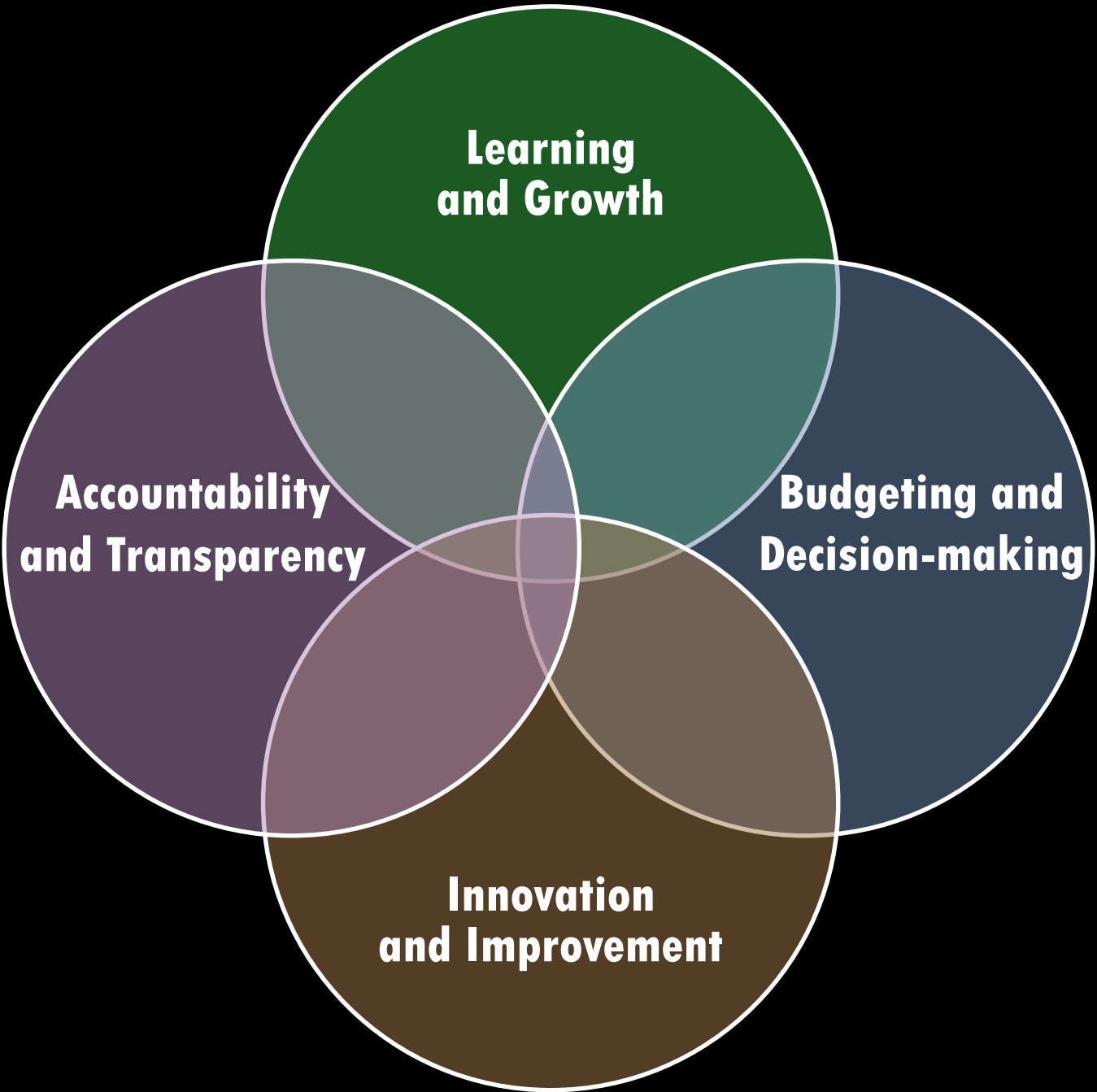
**“What gets measured,
gets managed.”**



Peter Drucker

Exercise – what might you measure?





**Learning
and Growth**

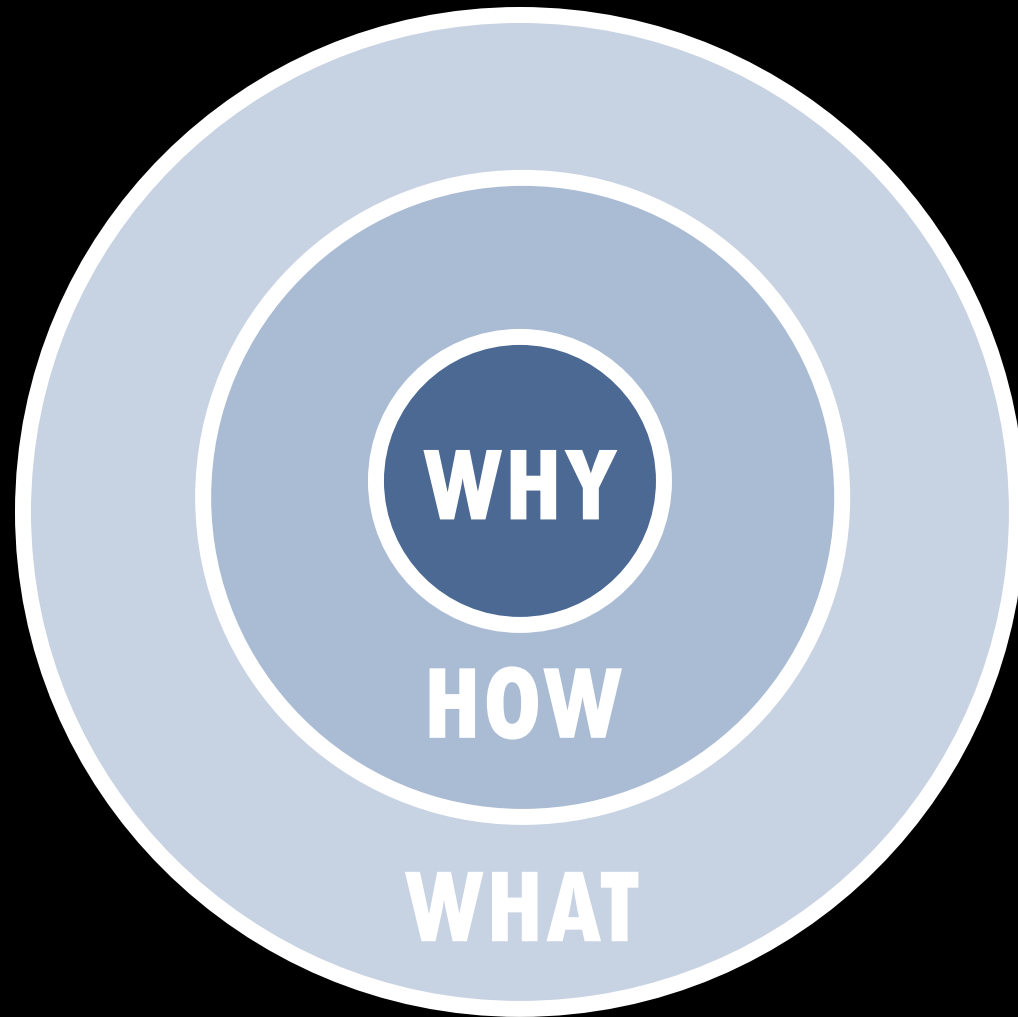
**Accountability
and Transparency**

**Budgeting and
Decision-making**

**Innovation
and Improvement**



Start with Why



Mission Statement

GUIDED BY A RELENTLESS FOCUS
(HEARTFELT ADJECTIVE)

ON QUALITY, _____, AND _____
(CLICHE) (ANOTHER CLICHE) (YET ANOTHER CLICHE)

WE WILL STRIVE TO _____
(LONG-WINDED PHRASE)

DELIVERING _____ TO OUR _____
(BIG ASPIRATIONAL WORD) (VAGUE GROUP)

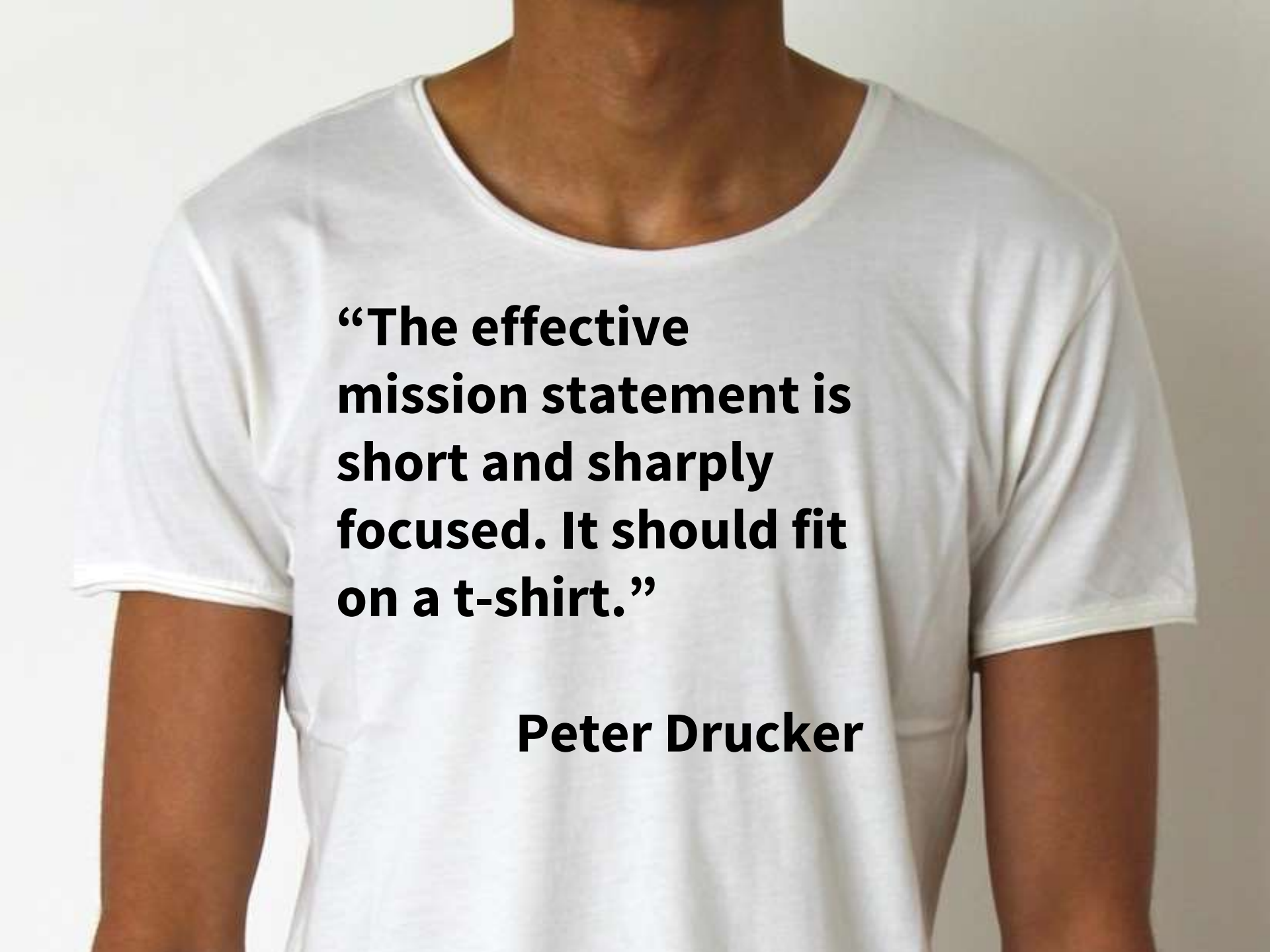
SLIDE 1 OF 42

QUALITY! WE'VE
ALREADY
USED
THAT



Good mission statements:

- **Are short and sharply focused**
- **State why we do what we do**
- **Provide direction for doing the right things**
- **Are clear and easily understood**
- **Are memorable and easily memorizable**
- **Describe what we want to be remembered for**

A photograph of a person's torso wearing a plain white t-shirt. The person's head and arms are partially visible. The background is a neutral, light-colored wall. Overlaid on the t-shirt is a quote in bold black text.

“The effective mission statement is short and sharply focused. It should fit on a t-shirt.”

Peter Drucker

Mission Statement

The mission of _____
(name of group)

is to _____
(key services delivered)

to / for _____
(customers)

so that _____.
(results to be achieved)

Mission Statement (Example)

The mission of the Solid Waste Department
(name of group)

is to provide refuse and recycling collection
(key services delivered)

to / for residents and businesses
(customers)

so that there is a clean sustainable environment.
(results to be achieved)

Exercise - Mission Statement

The mission of _____

(name of group)

is to _____

(key services delivered)

to / for _____

(customers)

so that _____.

(results to be achieved)

Mission

Why do we exist? What is our purpose?

Goals

What are our main focus areas to achieve the mission?

Objectives

What specific actions are needed to achieve the goals?

Initiatives

What specific projects are needed to achieve the objectives?

Measures

How will we know if we are achieving results?

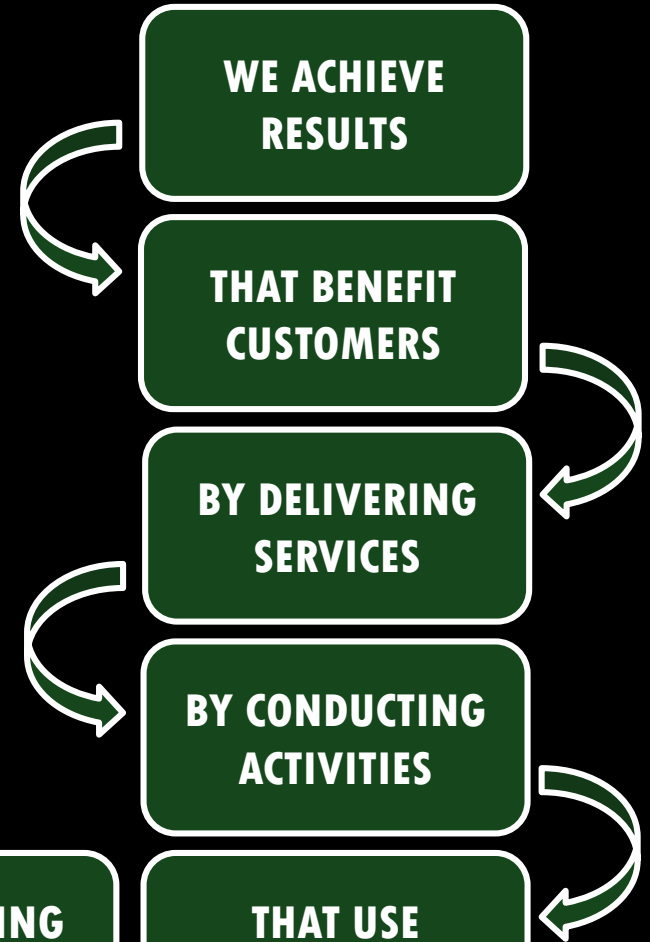
- **GOALS** are **results-oriented** and help achieve the mission
- **OBJECTIVES** are **action-oriented** and help attain goals
- **INITIATIVES** are **managed as projects** and support attainment of organizational goals and objectives



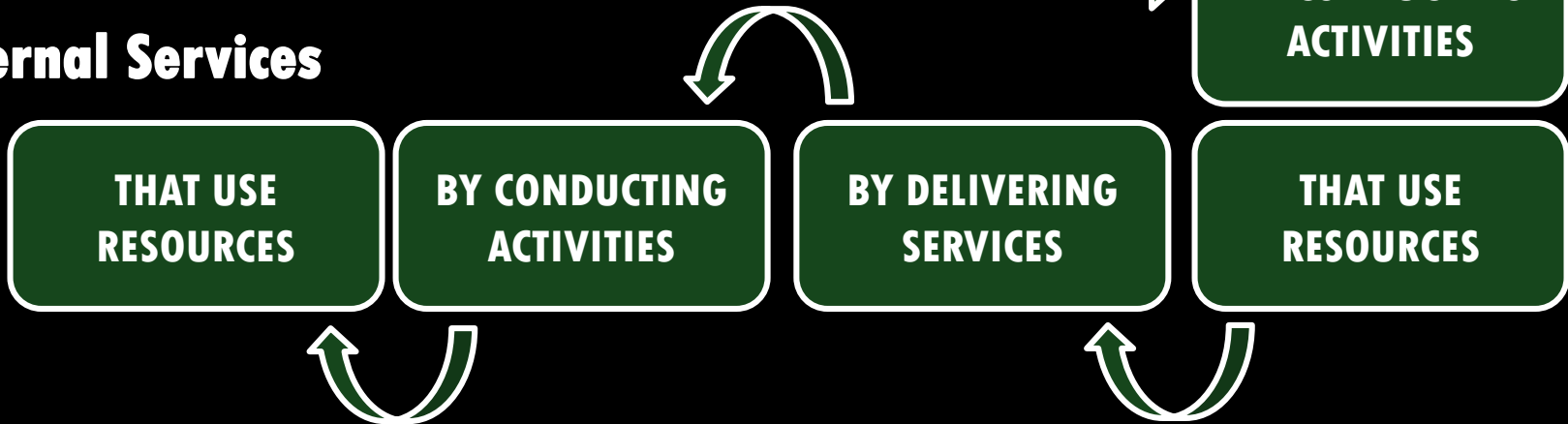




Public Services



Internal Services





**WE ENCOURAGE A
CLEAN, SUSTAINABLE
ENVIRONMENT**

**FROM EVERY
HOUSEHOLD**

**BY COLLECTING REFUSE
AND RECYCLING**

**BY DRIVING TO EACH
HOUSE TWICE A WEEK**

**WITH DRIVERS AND
TRUCKS**



**WITH TECHS
AND TOOLS**

**BY REPAIRING AND
MAINTAINING
VEHICLES**

**THAT ARE KEPT
OPERATING
EFFECTIVELY**

**WITH DRIVERS AND
TRUCKS**

**BY DRIVING TO EACH
HOUSE TWICE A WEEK**

**BY COLLECTING REFUSE
AND RECYCLING**

**FROM EVERY
HOUSEHOLD**

**WE ENCOURAGE A
CLEAN, SUSTAINABLE
ENVIRONMENT**





**WE ENCOURAGE A
CLEAN, SUSTAINABLE
ENVIRONMENT**

**FROM EVERY
HOUSEHOLD**

**BY COLLECTING REFUSE
AND RECYCLING**

**BY DRIVING TO EACH
HOUSE TWICE A WEEK**

**WITH DRIVERS AND
TRUCKS**

**WITH ANALYSTS,
COMPUTERS AND
WEBSITES**

**BY RECRUITING
APPLICANTS**

**THAT ARE QUALIFIED
DRIVERS**





Vista del Camino
Community Center
7700

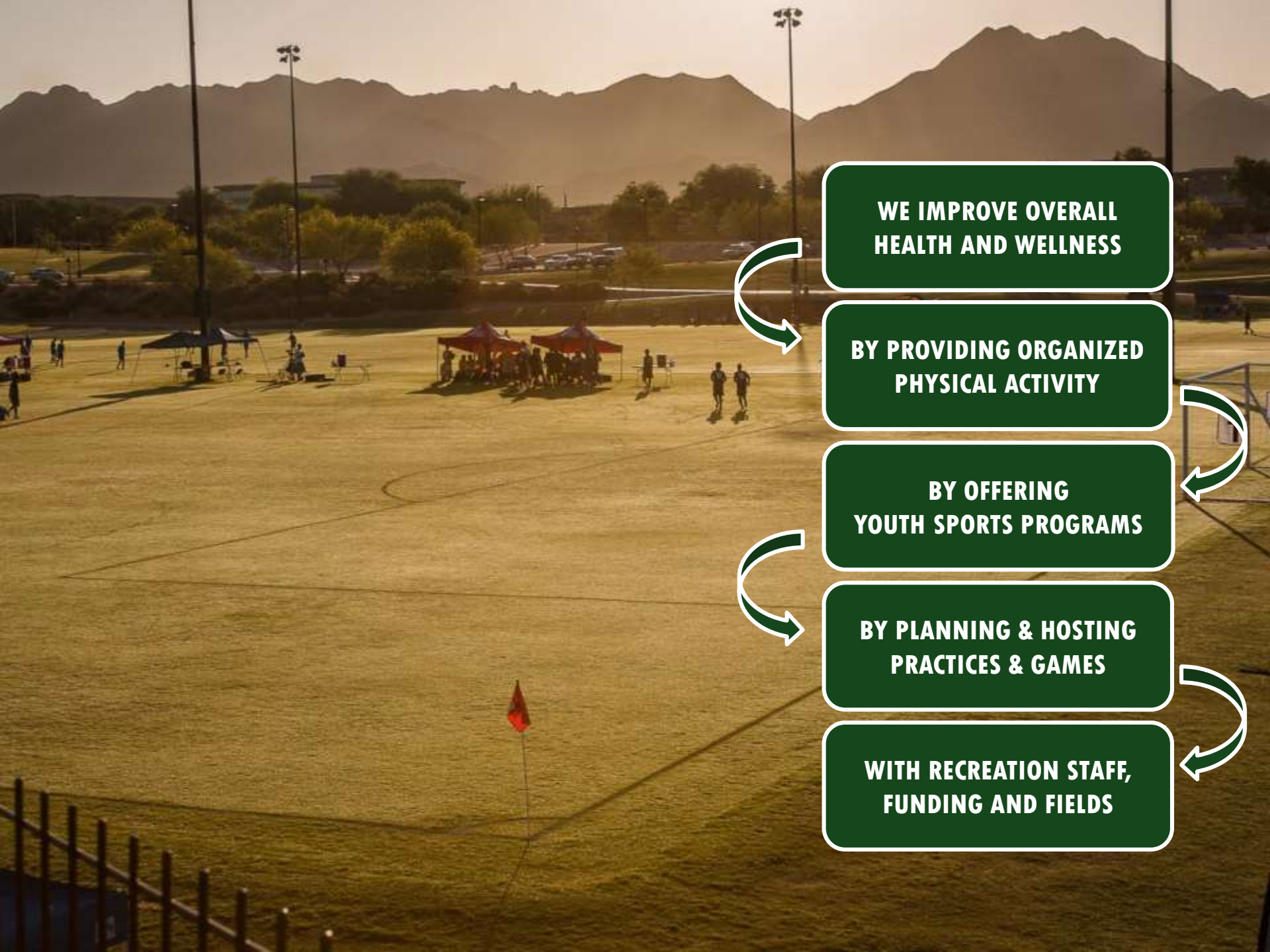
WE PROMOTE SELF-SUFFICIENCY AND SUPPORT INDEPENDENT LIVING

BY HELPING RESIDENTS AVOID EVICTION, FORECLOSURE AND UTILITY TERMINATION

BY CONNECTING THEM WITH EMERGENCY ASSISTANCE AND OTHER RESOURCES

BY MEETING WITH CLIENTS

WITH SOCIAL WORKERS



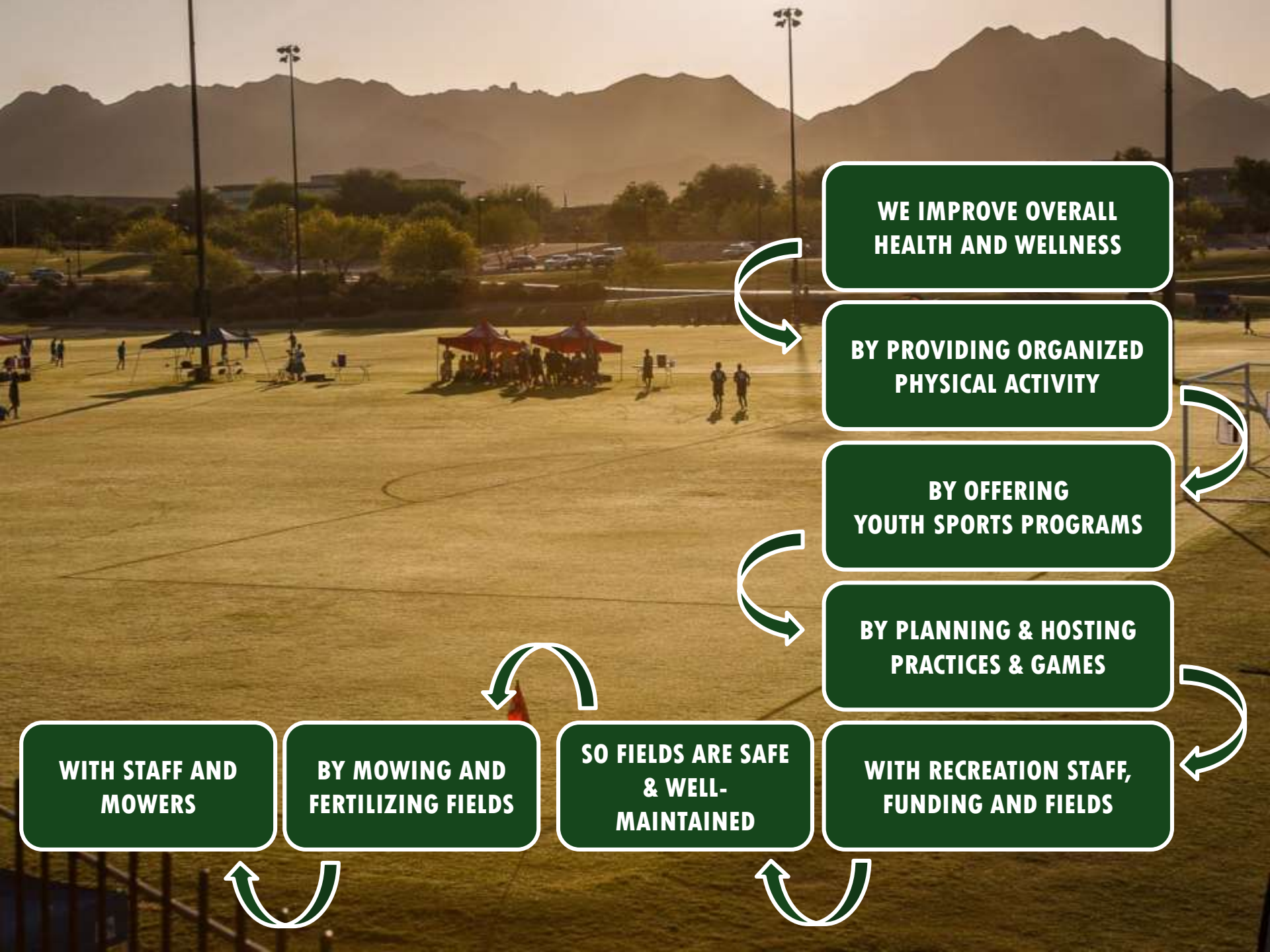
**WE IMPROVE OVERALL
HEALTH AND WELLNESS**

**BY PROVIDING ORGANIZED
PHYSICAL ACTIVITY**

**BY OFFERING
YOUTH SPORTS PROGRAMS**

**BY PLANNING & HOSTING
PRACTICES & GAMES**

**WITH RECREATION STAFF,
FUNDING AND FIELDS**



**WE IMPROVE OVERALL
HEALTH AND WELLNESS**

**BY PROVIDING ORGANIZED
PHYSICAL ACTIVITY**

**BY OFFERING
YOUTH SPORTS PROGRAMS**

**BY PLANNING & HOSTING
PRACTICES & GAMES**

**WITH RECREATION STAFF,
FUNDING AND FIELDS**

**SO FIELDS ARE SAFE
& WELL-
MAINTAINED**

**BY MOWING AND
FERTILIZING FIELDS**

**WITH STAFF AND
MOWERS**





**WE CREATE AN INFORMED, LITERATE
AND ENGAGED COMMUNITY**

**BY GIVING SCOTTSDALE RESIDENTS
ACCESS TO INFORMATION,
KNOWLEDGE AND IDEAS**

**BY PROVIDING MATERIALS
FOR USE BY THE COMMUNITY**

**BY SELECTING AND PURCHASING
BOOKS AND ELECTRONIC RESOURCES**

WITH STAFF, FUNDS AND TECHNOLOGY



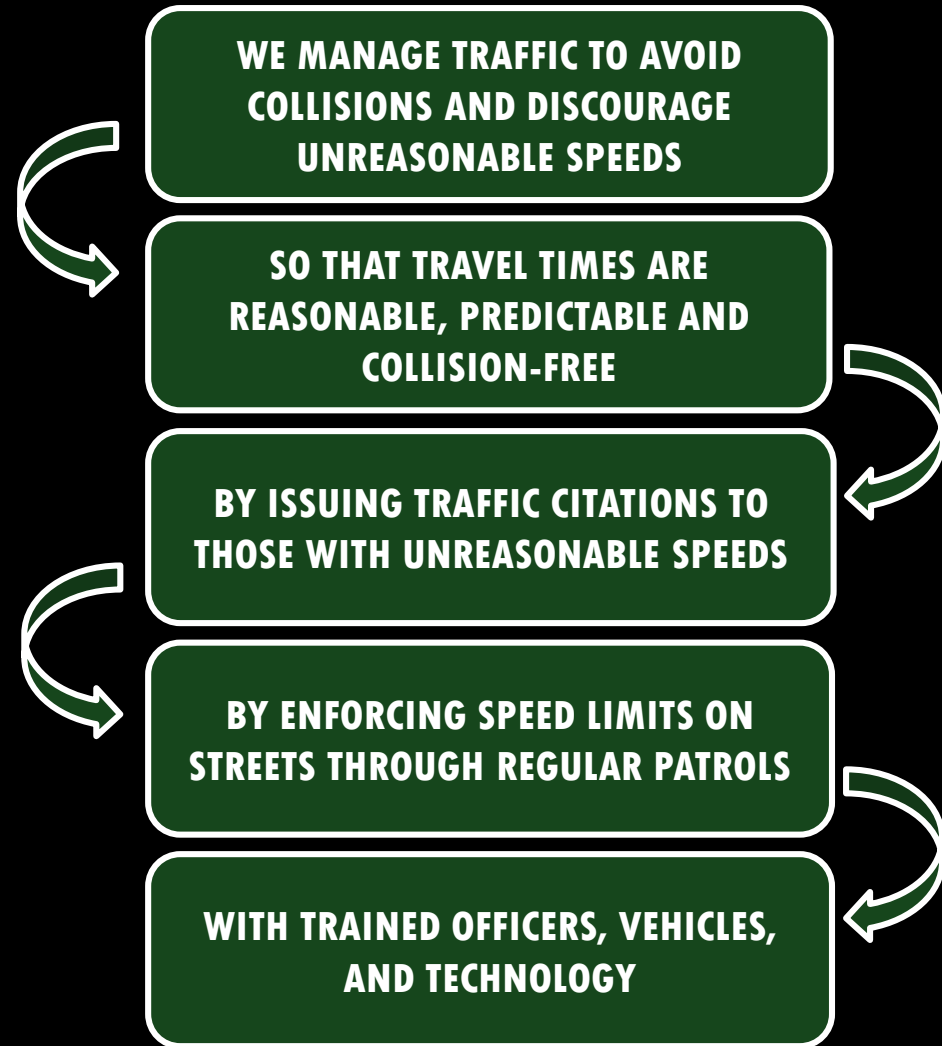
WE AVOID COLLISIONS

BY DISCOURAGING UNREASONABLE SPEEDS AND ALERTING DRIVERS TO POTENTIAL HAZARDS

BY KEEPING SIGNALS AND SIGNAGE OPERATIONAL

BY REPAIRING & MAINTAINING SIGNS AND SIGNALS

WITH EMPLOYEES AND EQUIPMENT





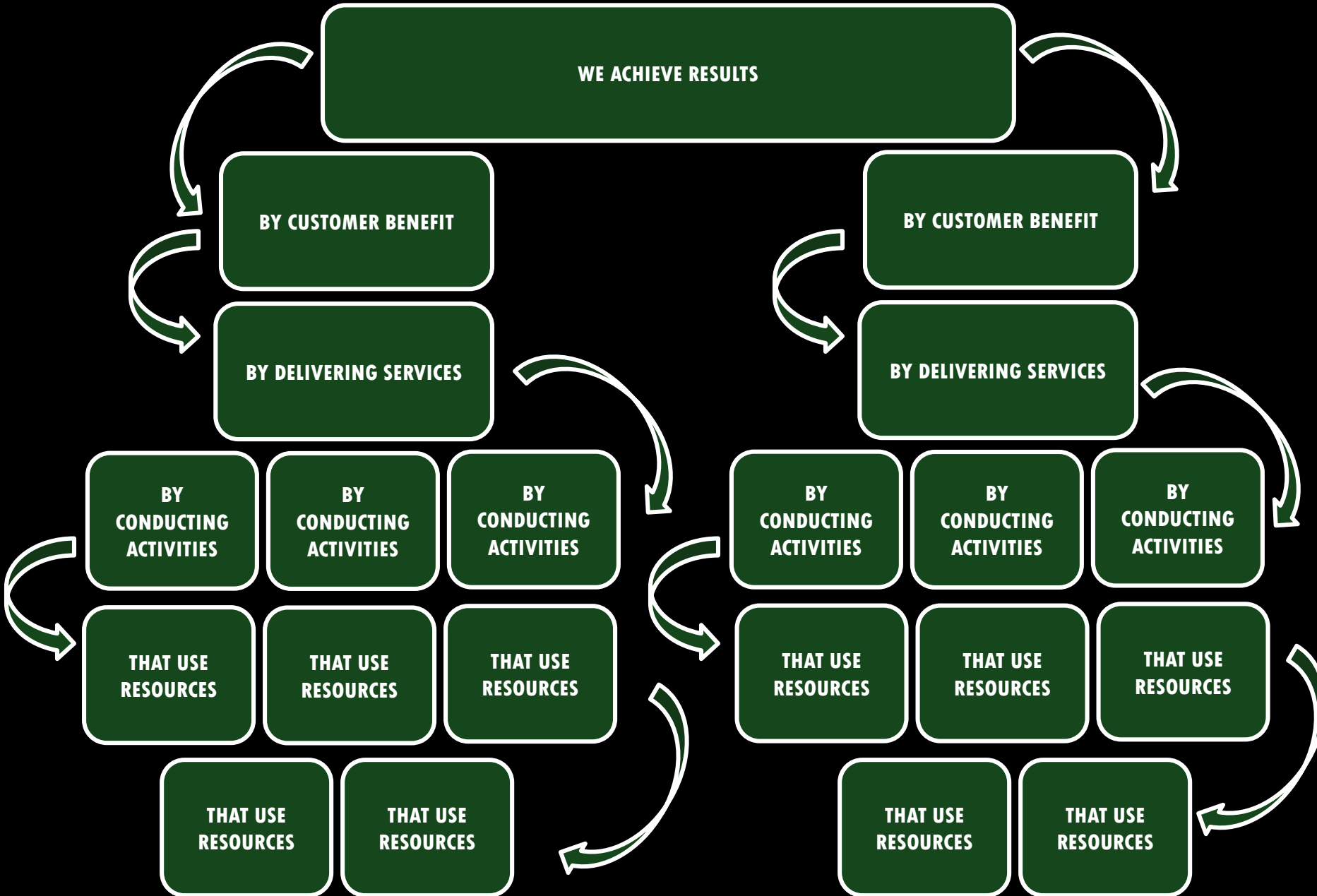
**WE PROVIDE A SAFE CITY
WITH A LOW CRIME RATE**

BY BRINGING OFFENDERS TO JUSTICE

**BY CONDUCTING THOROUGH
CRIMINAL INVESTIGATIONS**

**BY RESPONDING TO CALLS FOR
SERVICE**

**WITH POLICE PERSONNEL
AND VEHICLES**



WE ACHIEVE RESULTS

BY CUSTOMER BENEFIT

BY CUSTOMER BENEFIT

BY DELIVERING SERVICES

BY DELIVERING SERVICES

**BY
CONDUCTING
ACTIVITIES**

**BY
CONDUCTING
ACTIVITIES**

**BY
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ACTIVITIES**

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**BY
CONDUCTING
ACTIVITIES**

**THAT USE
RESOURCES**

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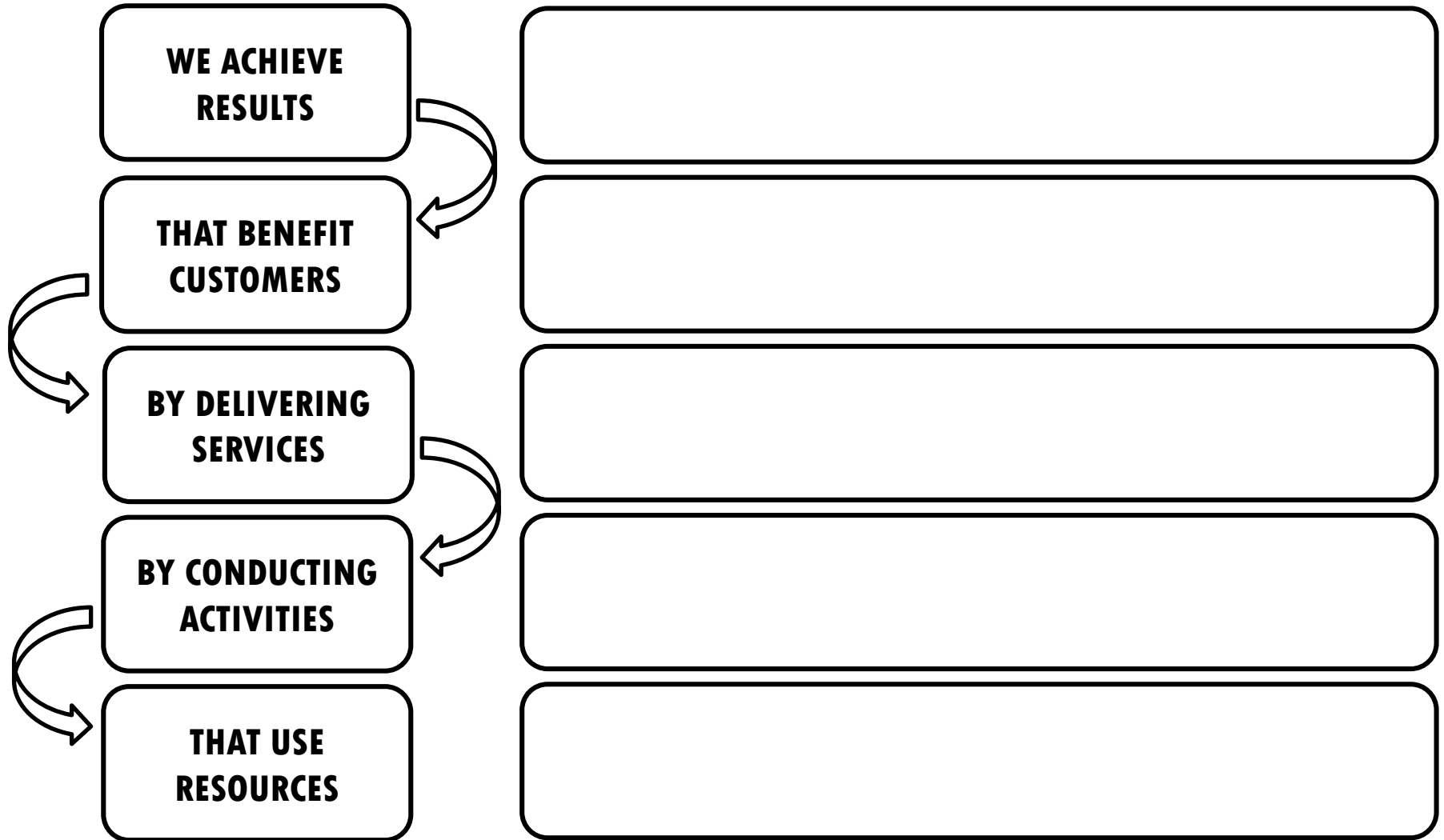
**THAT USE
RESOURCES**

**THAT USE
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**THAT USE
RESOURCES**

Exercise – Alignment Model





**ACHIEVE
RESULTS**

Exercise – what do you learn from looking at this car dashboard?



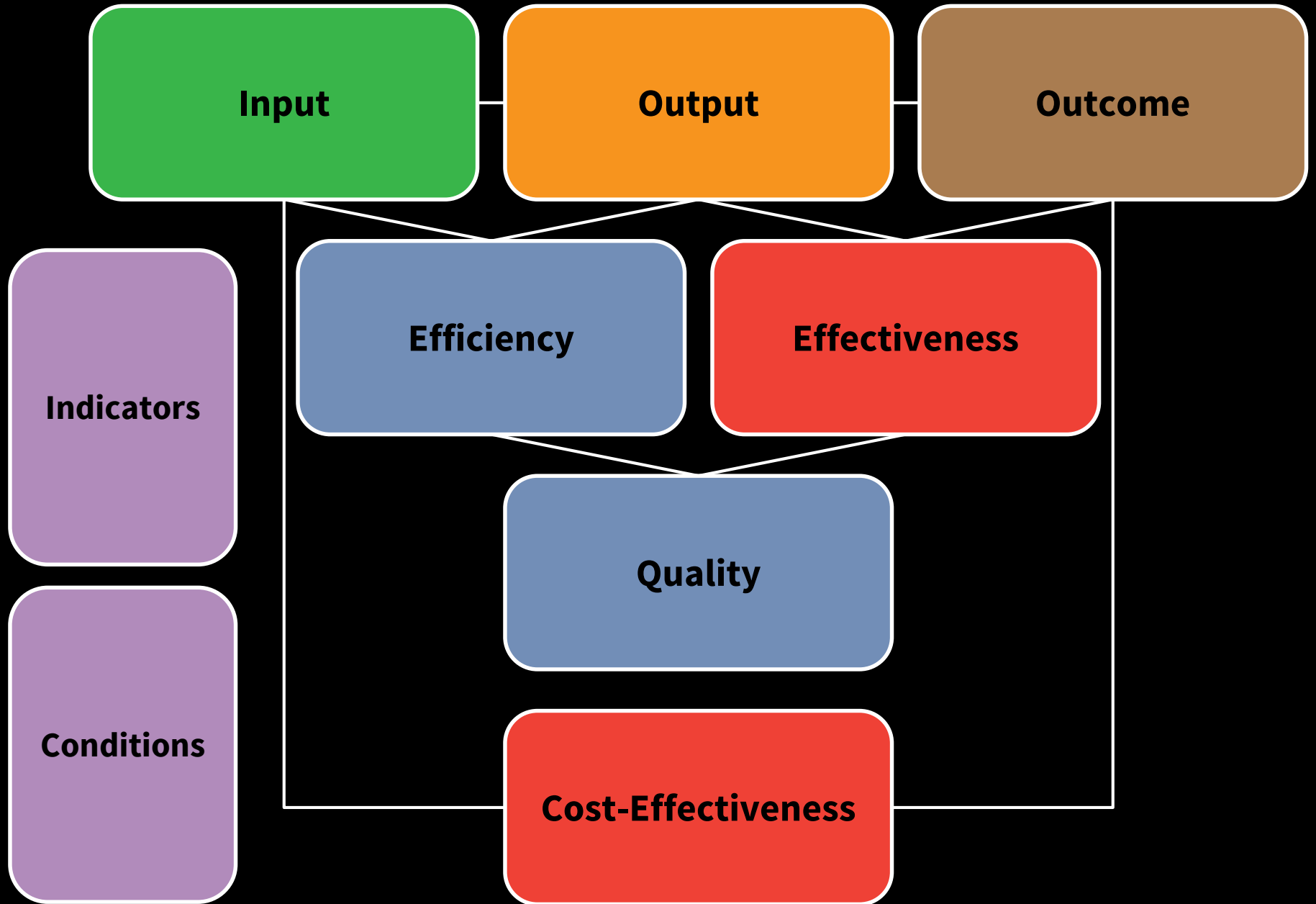


Performance measures are meaningful quantitative evidence used to monitor and track progress towards achievement of desired results

An indicator describes the environment in which you operate, including external factors that impact services

Measures are controllable, indicators are not (usually)

Types of performance measures



The background of the slide is a collage of various US dollar bills, including \$100 and \$20 bills, scattered across the page. The bills are slightly overlapping and tilted at different angles, creating a textured, financial background.

Input

Amount of resources used (or available) to provide services

Examples:

- Employees or full-time equivalents (FTEs) hours/2,080
- Expenditures for library materials
- Number of sworn firefighters
- Hours paid to sworn police personnel
- Physical resources used– electricity, water, gas, steel, cement, asphalt

What's an input in your area?

Output

Amount of work produced
or services delivered

Examples:

- Tons of residential refuse collected
- Number of lane miles swept
- Number of applications processed
- Number of sets of city council minutes prepared
- Number of arrests
- Number of trees planted

What's an output for your area?



Outcome

The desired end result that demonstrates the impact of the services delivered

Examples:

- City facilities are clean, well-maintained and open
- Streets and roads are well-maintained and clean
- Travel/transit times are reasonable & predictable

Identify outcomes clearly so you can identify the measureable factors that will get you the results you desire

What's an outcome for your area?



Efficiency

Amount of work done
per amount of resources used

Examples:

- Number of transactions per FTE
- Cost per work order completed
- Expenditures per case closed
- Road rehab expenditures per lane mile

What's one way to measure efficiency in your area?



Effectiveness

Amount of achieved results, or the level of quality relative to amount of work done



Examples:

- Citizen, employee and customer satisfaction, quality and timeliness ratings from surveys
- Pavement condition index (PCI)
- % of improperly repaired meters
- % of cardiac arrest patients delivered with a pulse
- Fire confined to room of origin

Thinking about your key outcomes, what's one way to measure effectiveness in your area?

Quality

Quality work or services provided
per amount of resources used

Results achieved compared to a standard of acceptability or norm.
Calculated by dividing an efficiency (or input) measure by an effectiveness measure

Examples:

- Percent of 9-1-1 calls dispatched within 30 seconds
- Cost per properly repaired meter
- Cost per vacancy filled successfully
- % repaired within 24 hours

How might you measure quality work or services in your area?

Cost-Effectiveness

Amount of outcome achieved per amount of resources used

Examples:

- Per customer cost to provide after-school programs
- Cost to provide 24-hour turnaround service on all building inspections
- Per customer cost to provide passport services
- Per customer cost for twice-weekly refuse and recycling collection
- Per customer cost to provide neighborhood trolley services

How might you measure cost-effectiveness in your area?

Types of performance measures

Input

Amount of resources used (or available) to provide services

Output

Amount of work produced or services delivered

Outcome

The desired end result that demonstrates the impact of the services delivered

Indicators

Describe the environment in which the service is provided

Conditions

External requirements or demands that impact service delivery

Efficiency

Amount of work done per amount of resources used

Effectiveness

Amount of achieved results, or the level of quality relative to the amount of work done

Quality

Amount of quality work done per amount of resources used

Cost-Effectiveness

Amount of outcome achieved per amount of resources used

Questions performance measures can help answer

Input

How much resources (staff/\$\$\$, etc.) did you use?

Output

How much work was accomplished?

Outcome

What are the desired results (short-term or long-term)?

Indicators

How large is your service area? What population and demographics do you serve?

Conditions

What legal or regulatory requirements impact how you provide service?

Efficiency

How much work was accomplished with available resources?

Effectiveness

How well did you achieve the desired results?

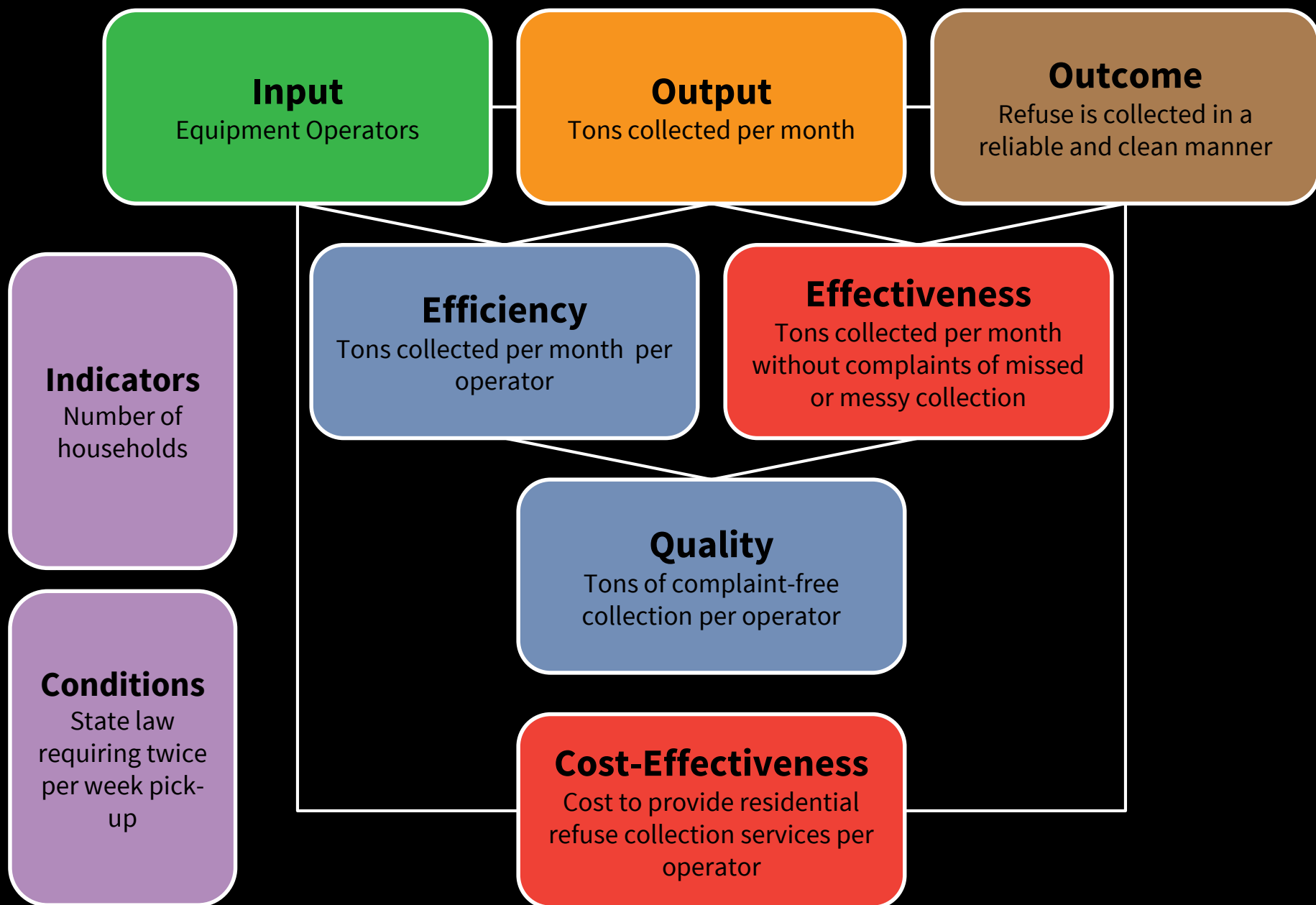
Quality

How much time/effort was expended on quality work?

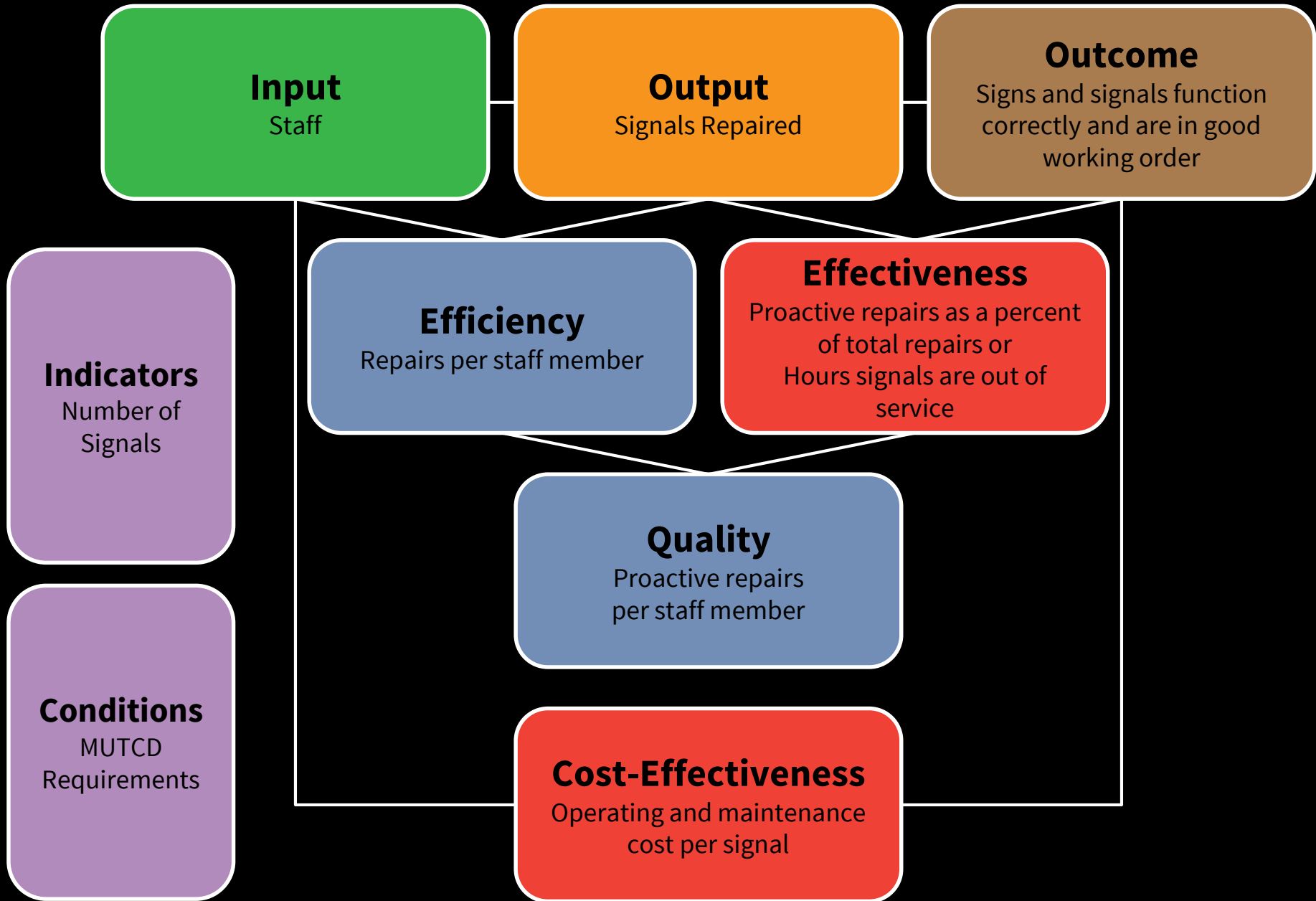
Cost-Effectiveness

How much value was provided per dollar spent?

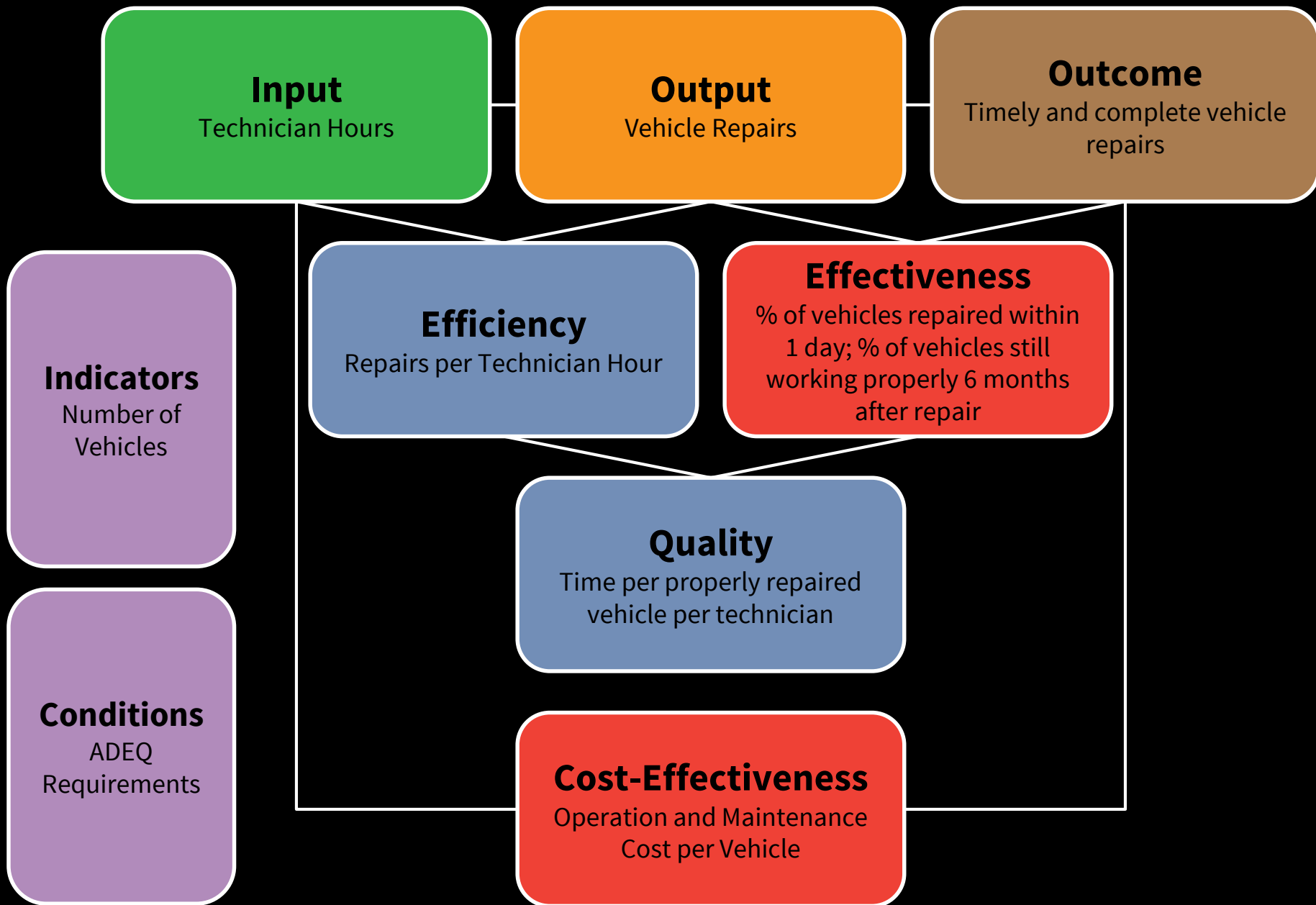
Solid Waste Example



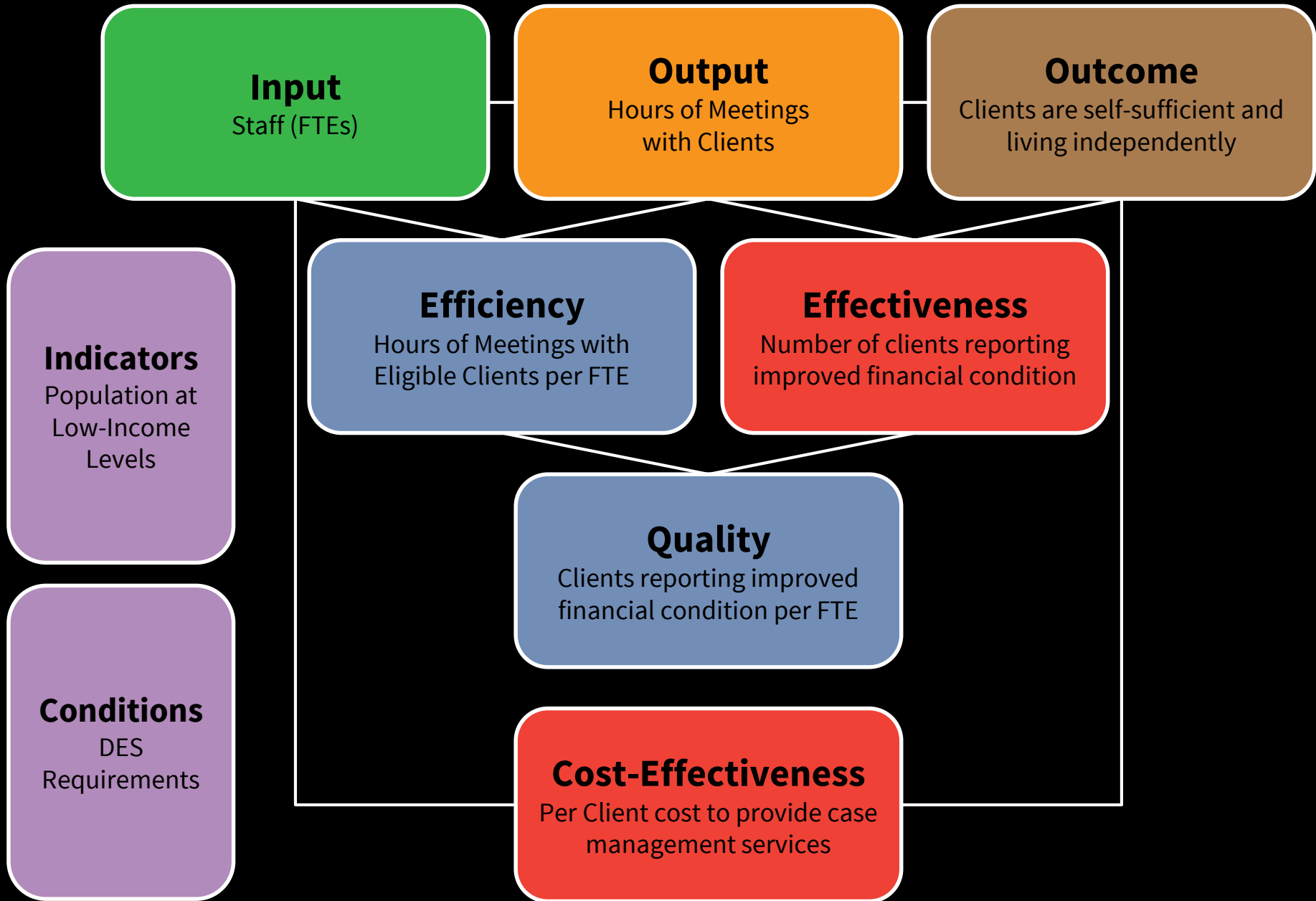
Street Operations Example



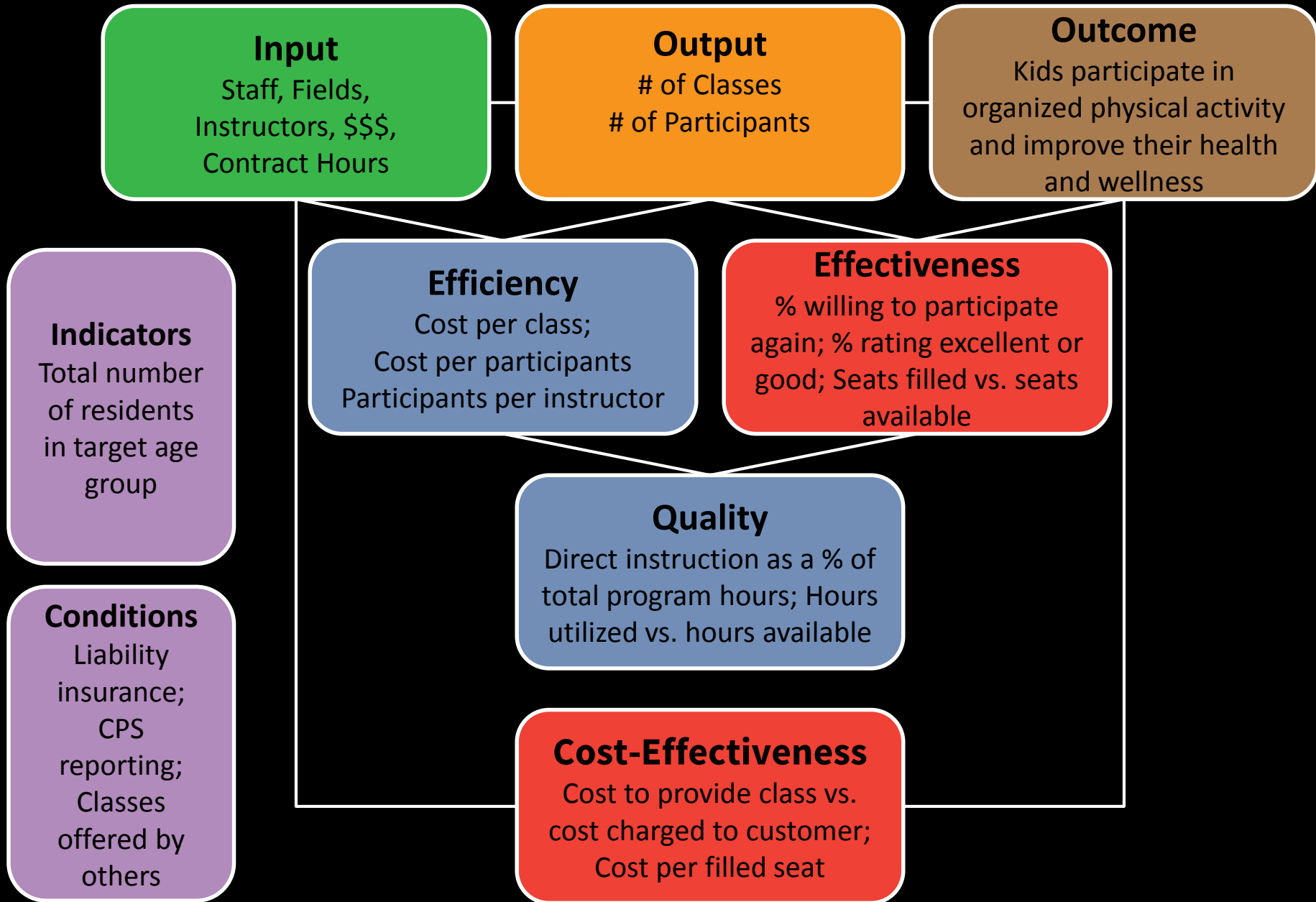
Fleet Maintenance Example



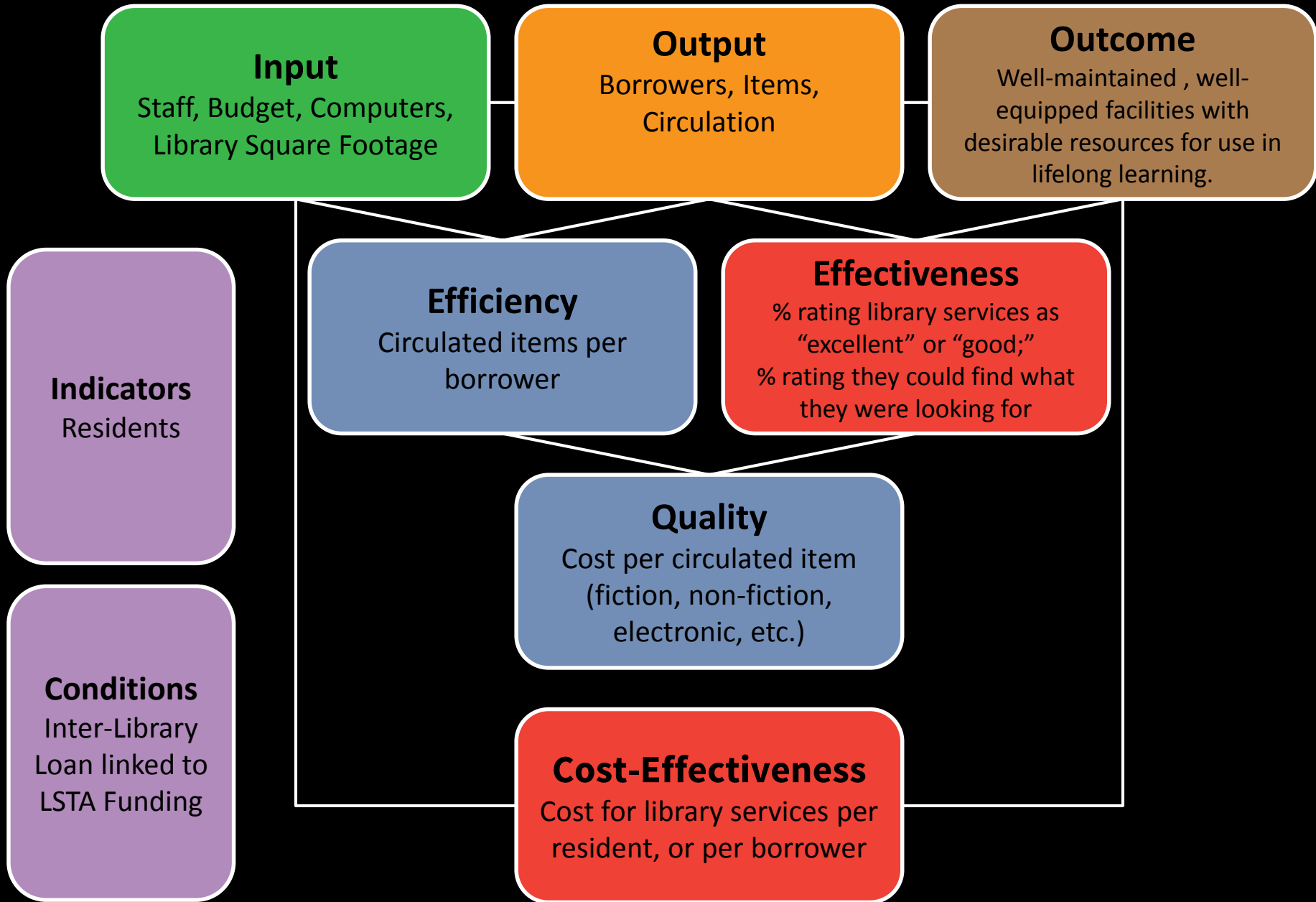
Human Services Example



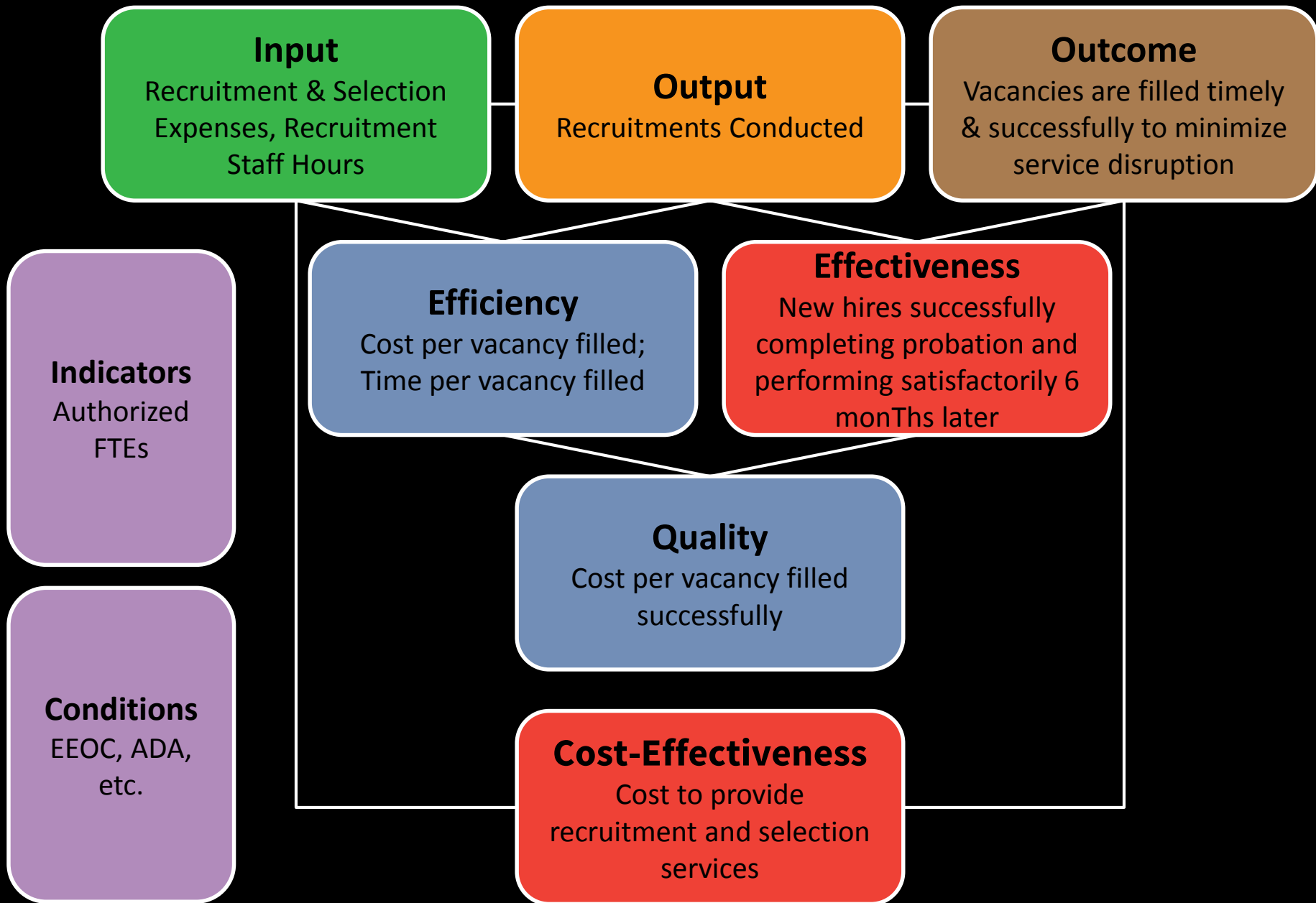
Parks and Recreation Example



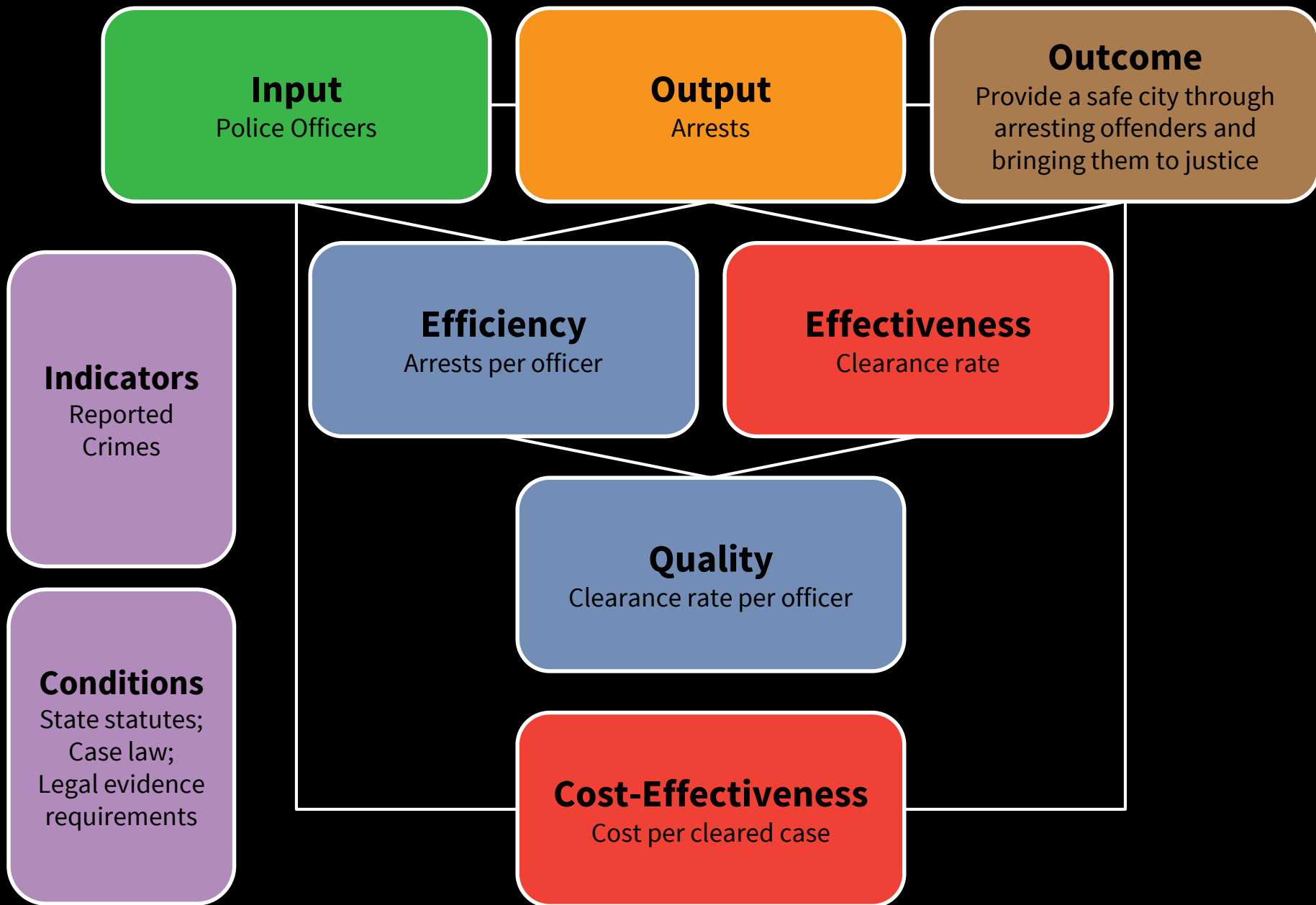
Library Example



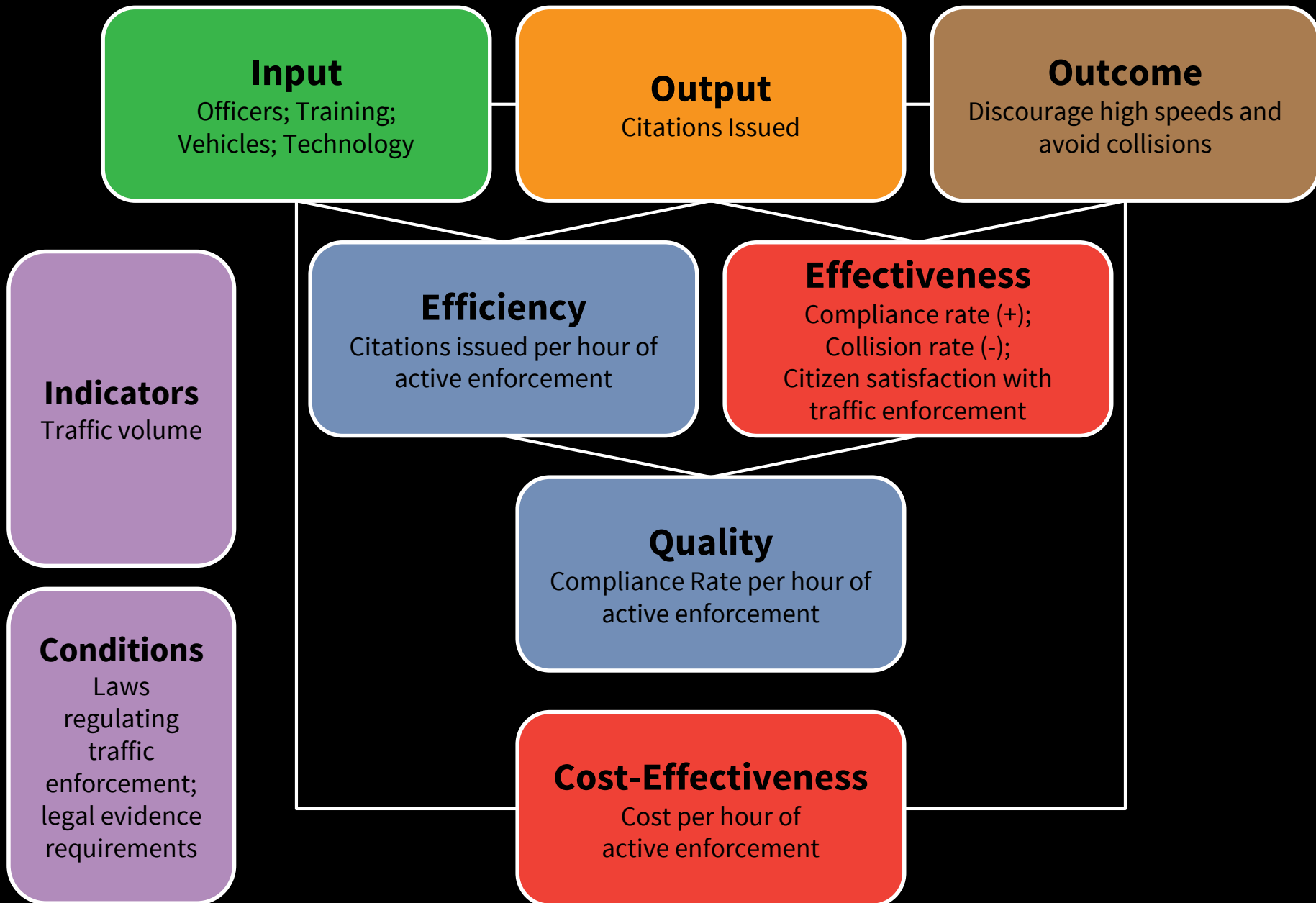
Human Resources Example



Police Example



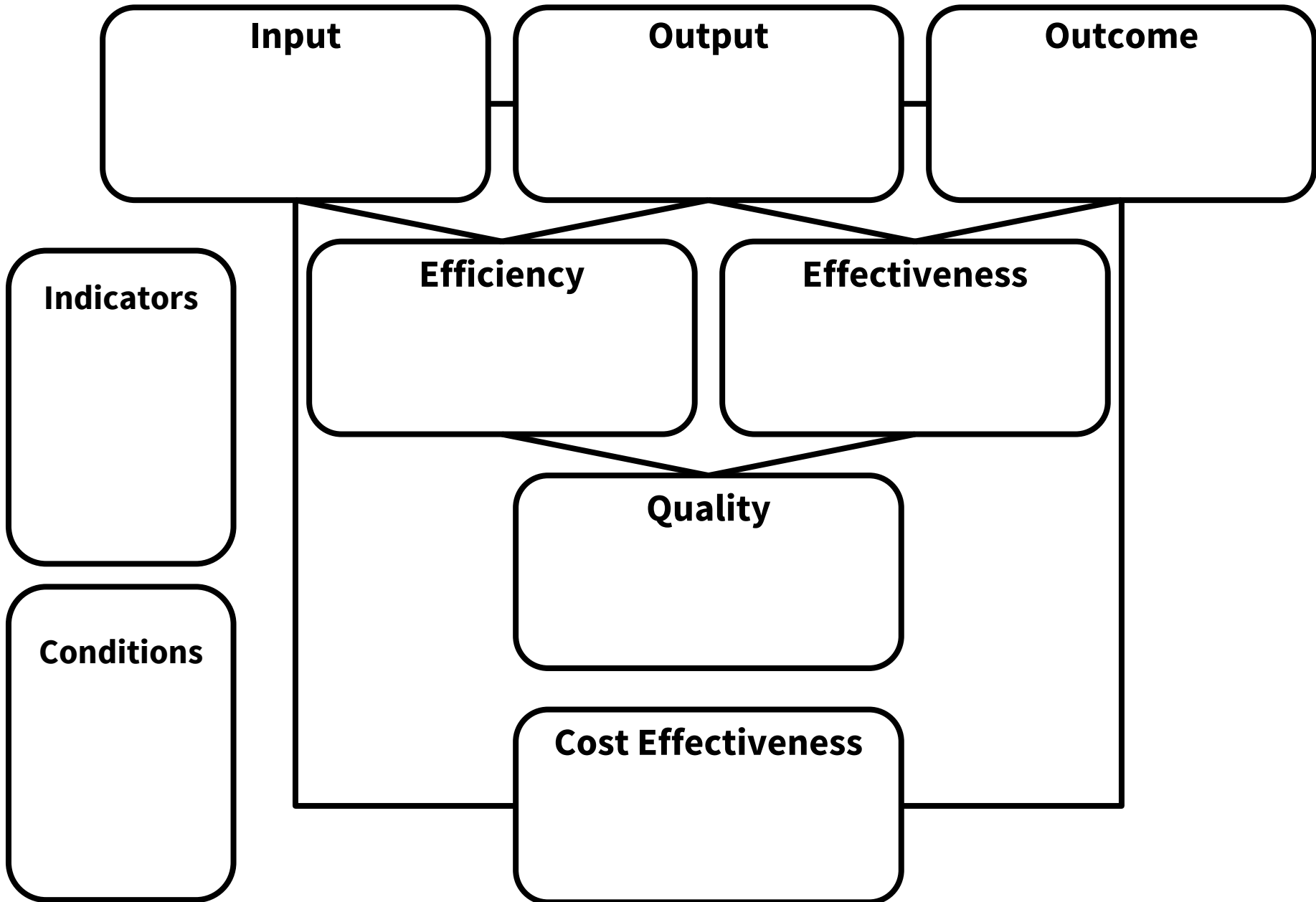
Police Example



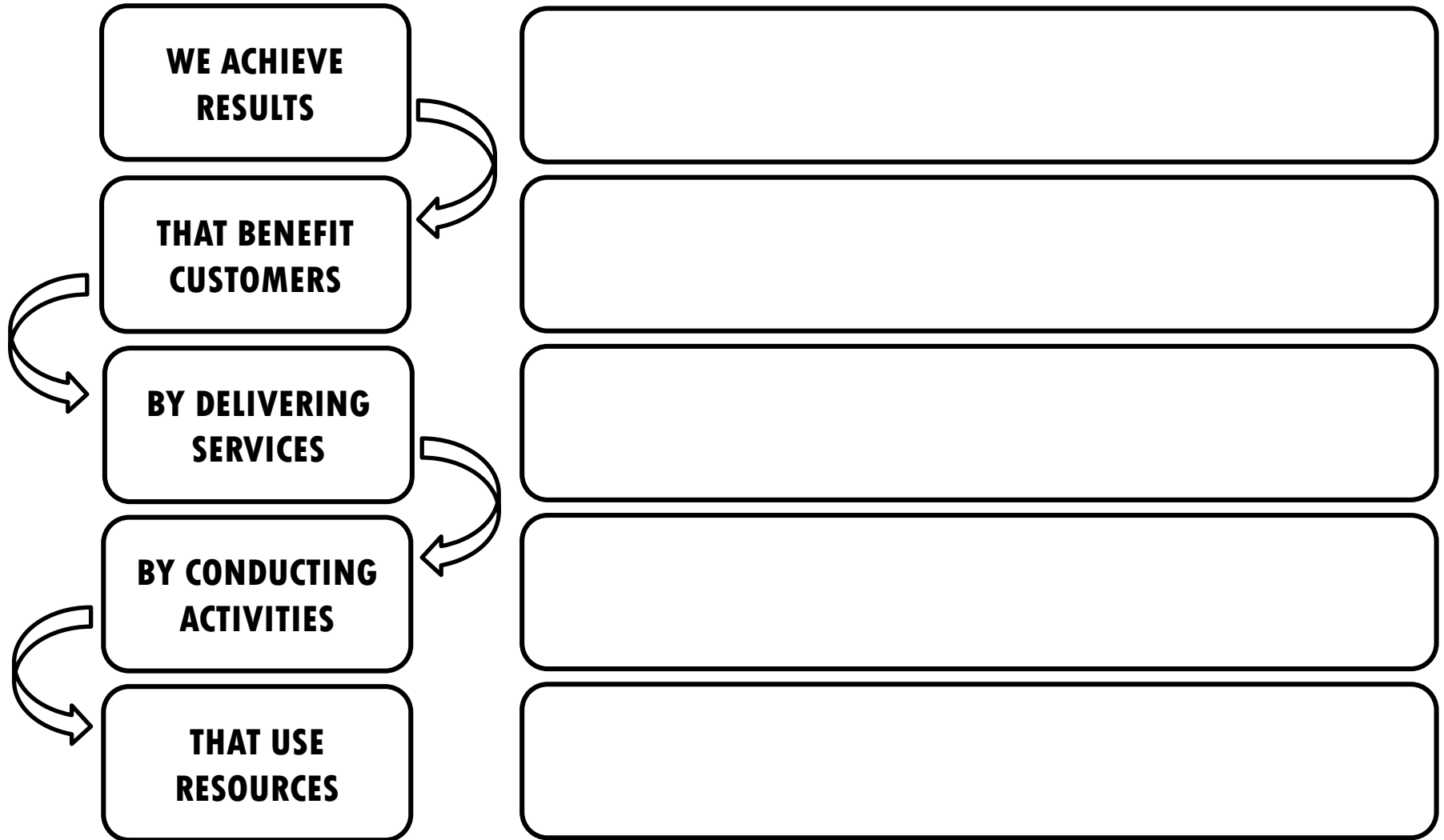


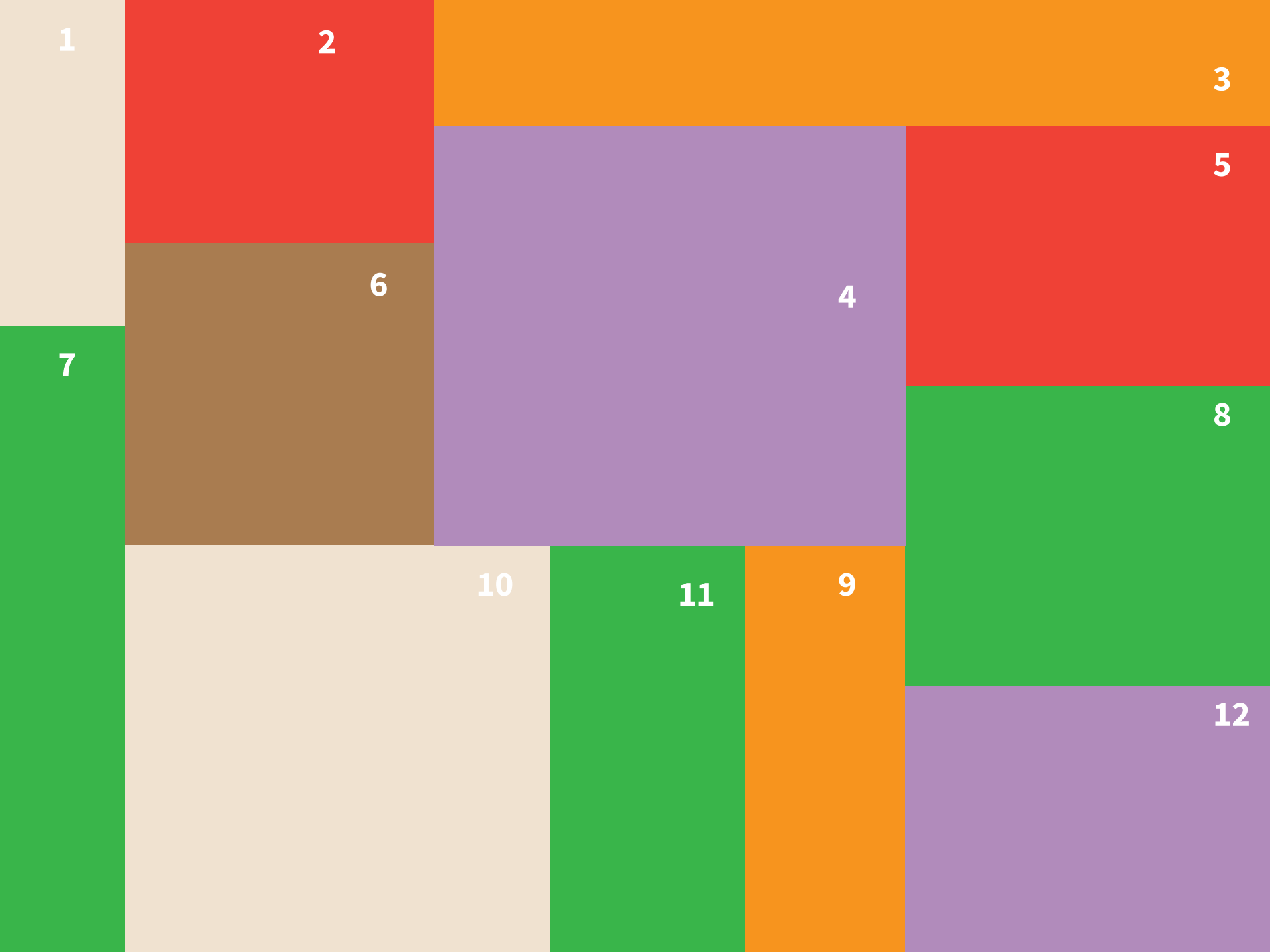
Are you staying with me? Any questions?

Exercise - Measures



Exercise – Use Model to Identify Measures







Your palette should be:

relevant

understandable

complete

| | | | |
|---------------------------------------|--|--|--|
| Step 1. What do you do? | Definition. Describe in one-sentence what you do... why it exists. | | |
| Step 2. Why do you do it? | Customers. Who are your primary customers? Who benefits from the work you do? | | |
| | Outcomes. What desired results are you trying to achieve from the perspective of your customers? What difference do you make? | | |
| | External Indicators and Conditions. What external indicators and demands impact what you do and why you do it? | | |
| Step 3. How do you do it? | 1. Service | 2. Service | 3. Service |
| | Context Measures (Inputs/Outputs/Indicators). | Context Measures (Inputs/Outputs/Indicators). | Context Measures (Inputs/Outputs/Indicators). |
| Step 4. How well do you do it? | Efficiency Measures | Efficiency Measures | Efficiency Measures |
| | Effectiveness Measures | Effectiveness Measures | Effectiveness Measures |

**How to develop a
consistent and intelligent approach
to measuring the performance
of your work unit**

Today's Goal:

- develop a consistent and intelligent method to measuring performance in your department and
- identify a set of initial measures to track efficiency and effectiveness of your department

1. What do you do? Describing your purpose
2. Why do you do it? Identifying outcomes
3. How do you do it? Counting inputs and outputs
4. How well do you do it? Measuring efficiency & effectiveness
5. Can you explain it to others?



**Review the
description of
your area**

Does this accurately
respond to the question -
Why does your
department exist?



Who are your customers?

Write down one customer that you serve

A customer is an actual or potential user of your organization's products, programs or services.

Can be direct, or indirect



What desired results are you trying to achieve?

Write down a desired result (outcome) that your organization is striving to achieve from the perspective of each customer.

Desired results describe the ultimate benefit to your customers from the work you do



What services do you provide?

These are the significant services your department provides.



What are your top priority services?

Consider these questions in selecting your top three priority services

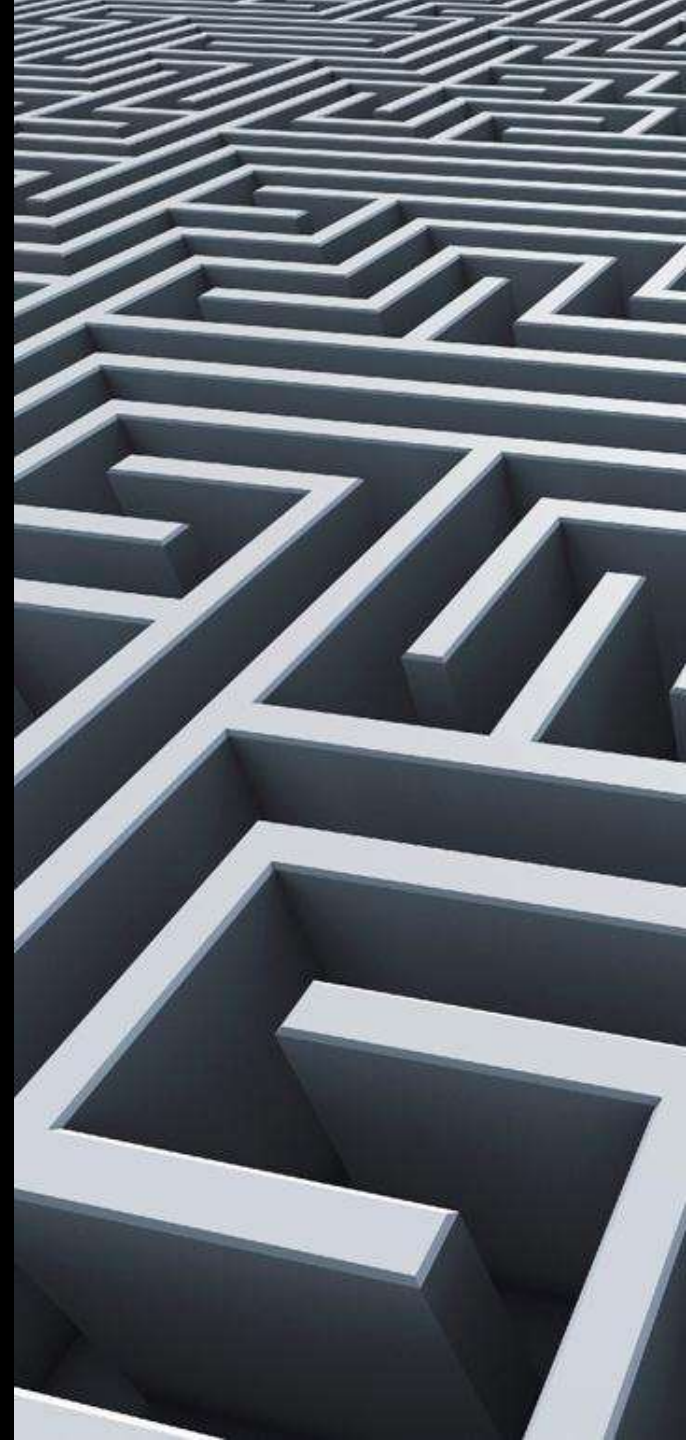
- Which service benefits the most customers?
- Which service can only be received from your organization?
- Which service uses the most resources (\$\$\$, time, staff)?
- Which service is most closely identified with your organizational unit?



What external indicators or conditions impact how you provide services?

Includes such things as:

- Legal requirements
- Government regulations
- Number and types of customers/calls for service
- What external requirements or demands impact what you do and why you do it?



Developing measures

- What resources (inputs) do you have available?
- What activities (outputs) do you perform?
- Thinking about your outcomes, which activities most impact your outcome?



Efficiency / Effectiveness

- How can you best measure the efficiency of your area?
- How can you best measure the effectiveness of your area?
- Thinking back to your description, which combinations of measures lead to the best overall snapshot of performance in your area?



Some ways to measure effectiveness



Restroom Cleanliness Evaluation

Date: / /

| Check Points | Wt | Score % | Wted Score % | RR #: _____ |
|-----------------------------|-----|---------|--------------|---------------|
| Toilets/urinals clean | 25 | 85% | 21% | Inspected by: |
| Sinks clean | 15 | 90% | 14% | |
| Floor clean | 10 | 50% | 5% | |
| Mirror clean | 10 | 100% | 10% | |
| Paper products in place | 25 | 80% | 20% | |
| No trash on floors/counters | 15 | 100% | 15% | |
| Totals | 100 | | 85% | |

Notes:

1. Criteria must be designed and used for evaluating each Check Point. The inspector fills in a score for each Check Point (in blue above).
2. The weighted score for each Check Point is found by multiplying the [Wt X Score %] (in red above). The Total Weighted Score % provides a measure of the restroom cleanliness based on the weighted scores of each Check Point.
3. Scores can be compared by dates to assess trends (up or down).
4. Scores may also be compared for different restrooms.
5. This method is useful for establishing a measure for elements that are subjective, i.e., a matter of judgment.



Does this make sense to others?

Review your proposed measures through three filters to determine it's a consistent and intelligent approach.

1. From your customers perspective
2. From the organization's perspective (management and employees)
3. From the City Council's perspective

Is this relevant, understandable and complete?

If not, what changes are needed?





What are we asking you to do?



1. Review services to ensure they are linked to the strategic and/or general plan goals, and make adjustments as needed



2. Review existing measures to ensure you are measuring the efficiency, effectiveness, and cost-effectiveness of services and create new measures, if needed



3. Identify standards and targets for each measure to ensure that you have context for evaluating success



4. When measures do not meet identified targets or standards, develop objectives, initiatives and measures to improve performance

A hand is holding a black magnifying glass. The lens of the magnifying glass is focused on the text 'Finding the best (available) outcome measures', which is written in a bold, black, sans-serif font. The background is plain white.

**Finding the
best (available)
outcome
measures**

| Output (Activities) | | Outcome (Results) |
|------------------------------------|---------------------------|--|
| Permits provided | <i>Is not the same as</i> | Businesses operating within code |
| Miles of road paved | <i>Is not the same as</i> | Safe driving conditions |
| Students receiving training | <i>Is not the same as</i> | Students acquire knowledge/skills |

Which of the following is the best example of a measure for the outcome of “Customers are loyal to our coffee shop.”

- A. Repeat visitors – Percent of customers who indicated they visit our coffee shop more frequently than other coffee shops in the city, from a random monthly survey
- B. Implement customer loyalty rewards program by December 2014
- C. Customer share of wallet – the average across all our customers of the percentage of their expenses for coffee that is spent with our coffee shop, from a monthly random sample of customers.
- D. Product awareness – percentage of local coffee drinkers who are aware of our coffee shop.
- E. Customer loyalty—Number of members in our customer loyalty program

An outcome measure is...

**a comparison that provides
objective evidence of the degree
to which a performance result is
occurring over time.**

Stacey Barr



**Decide what you're trying
to accomplish**

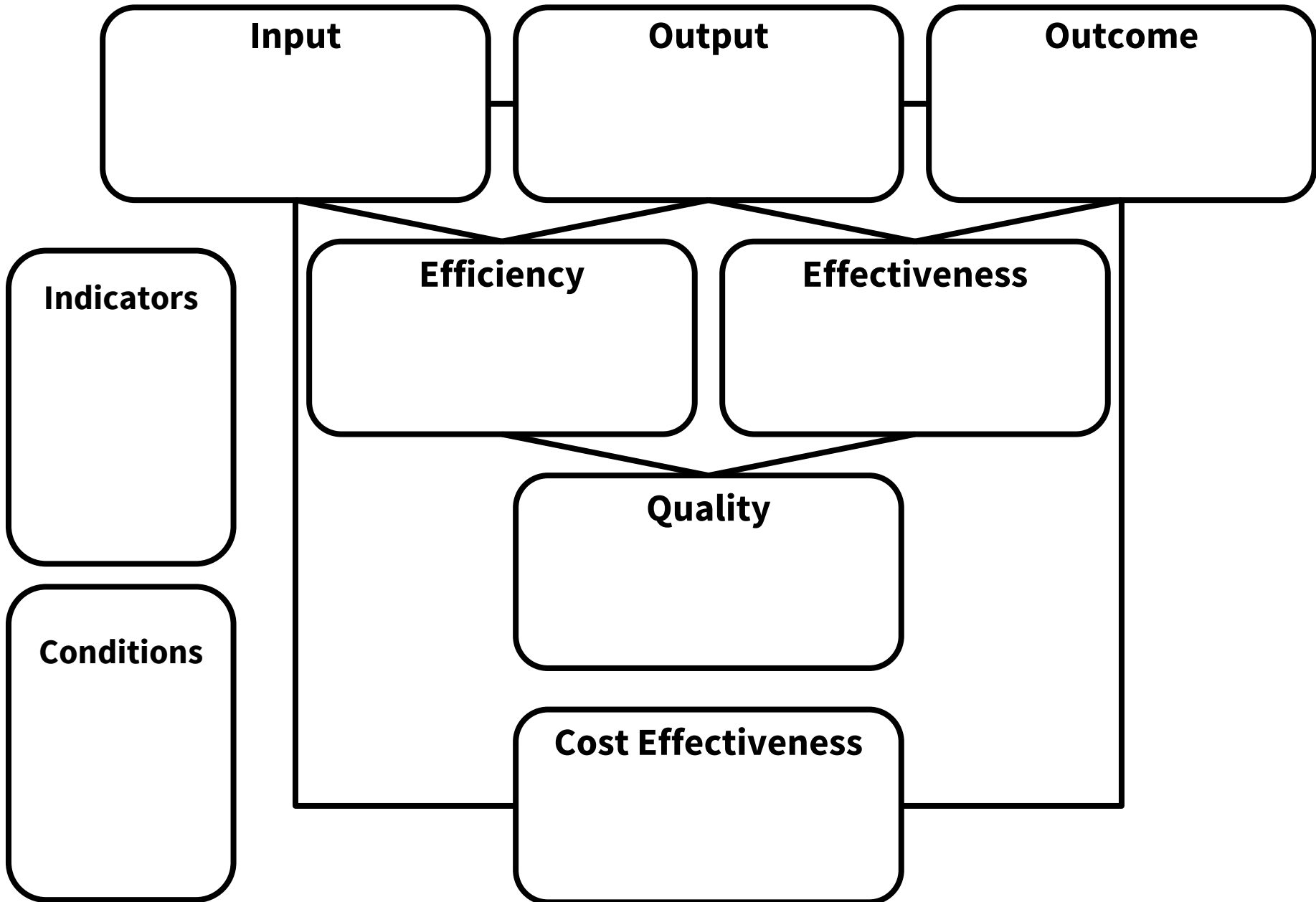
**Ask yourself these two
questions:**

- 1. How will you know
whether or not you're
making progress?**
- 2. How will you
persuade someone
else you're right?**

You're in
LUCK!



Exercise - Measures



WE MANAGE TRAFFIC TO AVOID COLLISIONS AND DISCOURAGE UNREASONABLE SPEEDS

SO THAT TRAVEL TIMES ARE REASONABLE, PREDICTABLE AND COLLISION-FREE

BY ISSUING TRAFFIC CITATIONS TO THOSE WITH UNREASONABLE SPEEDS

BY ENFORCING SPEED LIMITS ON STREETS THROUGH REGULAR PATROLS

WITH TRAINED OFFICERS, VEHICLES, AND TECHNOLOGY

COMPLIANCE RATE PER 1000 VEHICLES

COLLISION RATE PER 1000 VEHICLES

CITATIONS ISSUED PER HOUR OF ACTIVE ENFORCEMENT

COMPLIANCE RATE PER HOUR OF ACTIVE ENFORCEMENT

ACTIVE ENFORCEMENT AS A % OF TOTAL HOURS PAID

Exercise – Use Model to Identify Measures

