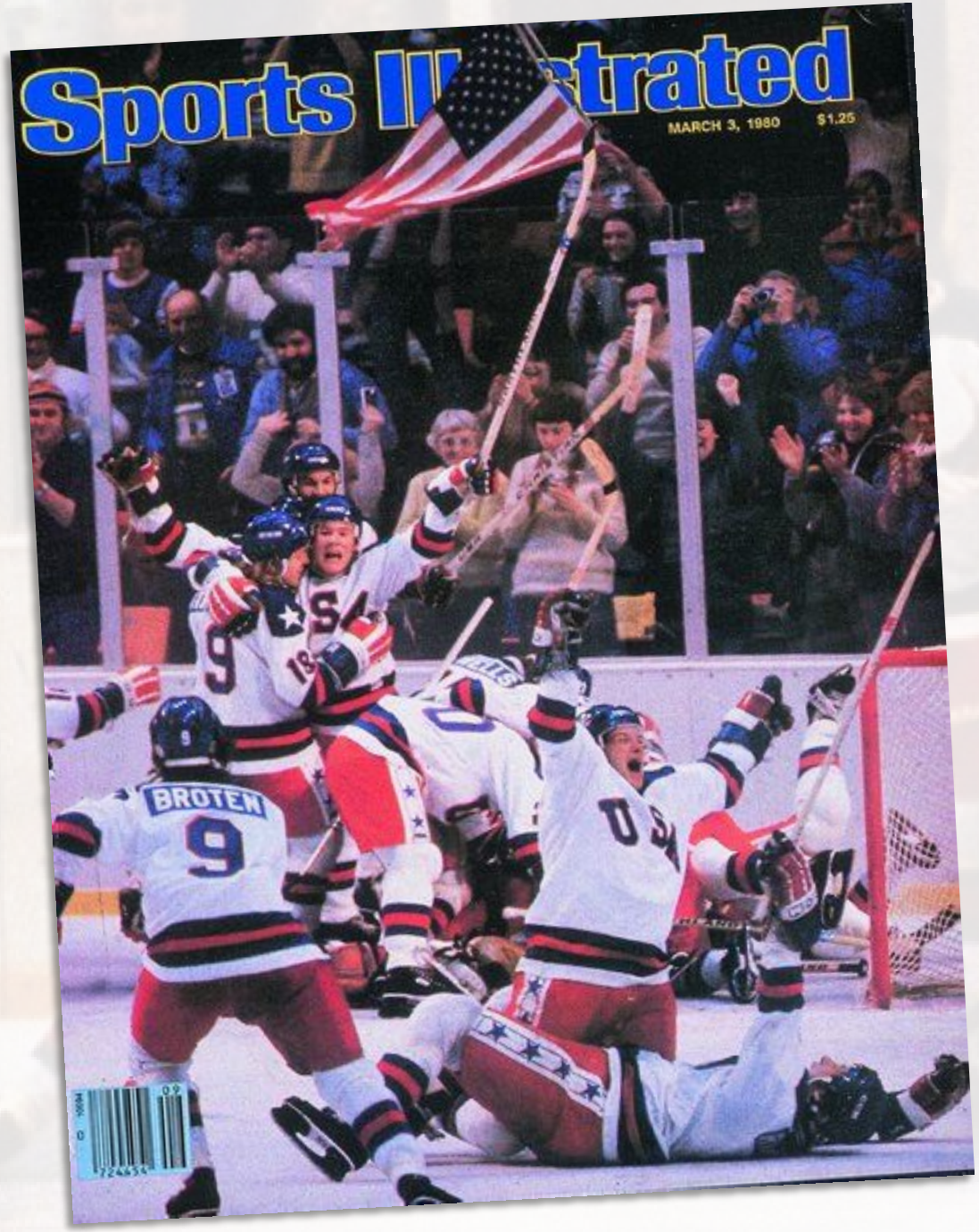
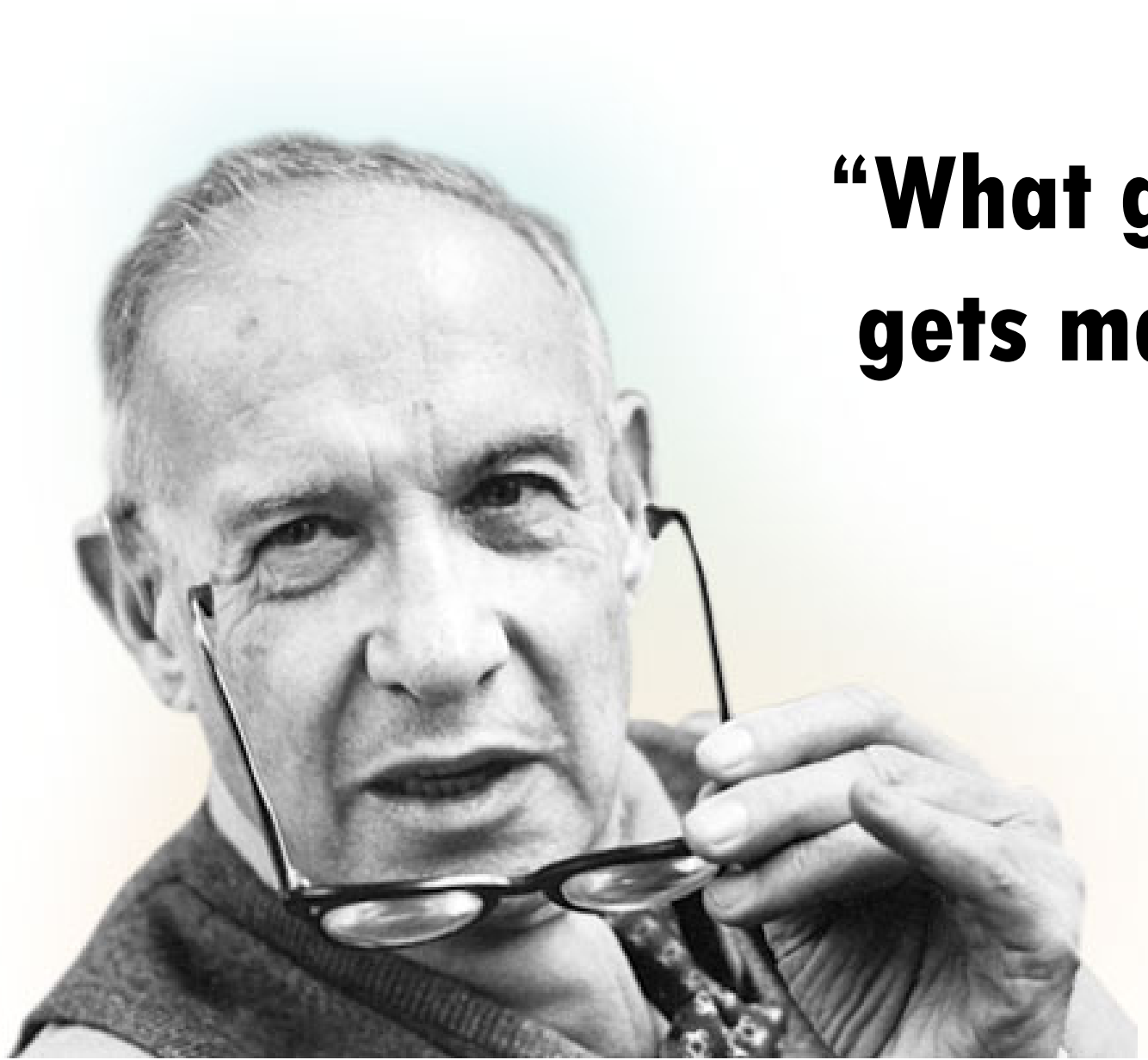
MEASURE WHAT MATTERS

Organizational Performance Management in Scottsdale, Arizona



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

Patrick Lencioni



“What gets measured, gets managed.”

Peter Drucker

Evidence-based decision-making improves results by integrating objective evidence with decision-making processes

DEFINE RESULTS
ACHIEVE RESULTS
IMPROVE RESULTS
ASSESS RESULTS

2009
2019
Performance Management Team
Citizen-Friendly Report
Valley Benchmark Cities
Performance Management Training
Organization Strategic Plan
Quarterly Performance Report
Process Improvement Team
Behavioral Insights Team
Open Data Portal
Strategic Plan Dashboard
Performance Measures Dashboard

confusion

clarity

IF YOU
CAN'T
CONVINCE
THEM
CONFUSE
THEM

“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

WE ACHIEVE RESULTS
THAT BENEFIT CUSTOMERS
BY DELIVERING SERVICES
THROUGH CONDUCTING ACTIVITIES
THAT USE RESOURCES

WE MANAGE TRAFFIC TO AVOID COLLISIONS AND DISCOURAGE UNREASONABLE SPEEDS

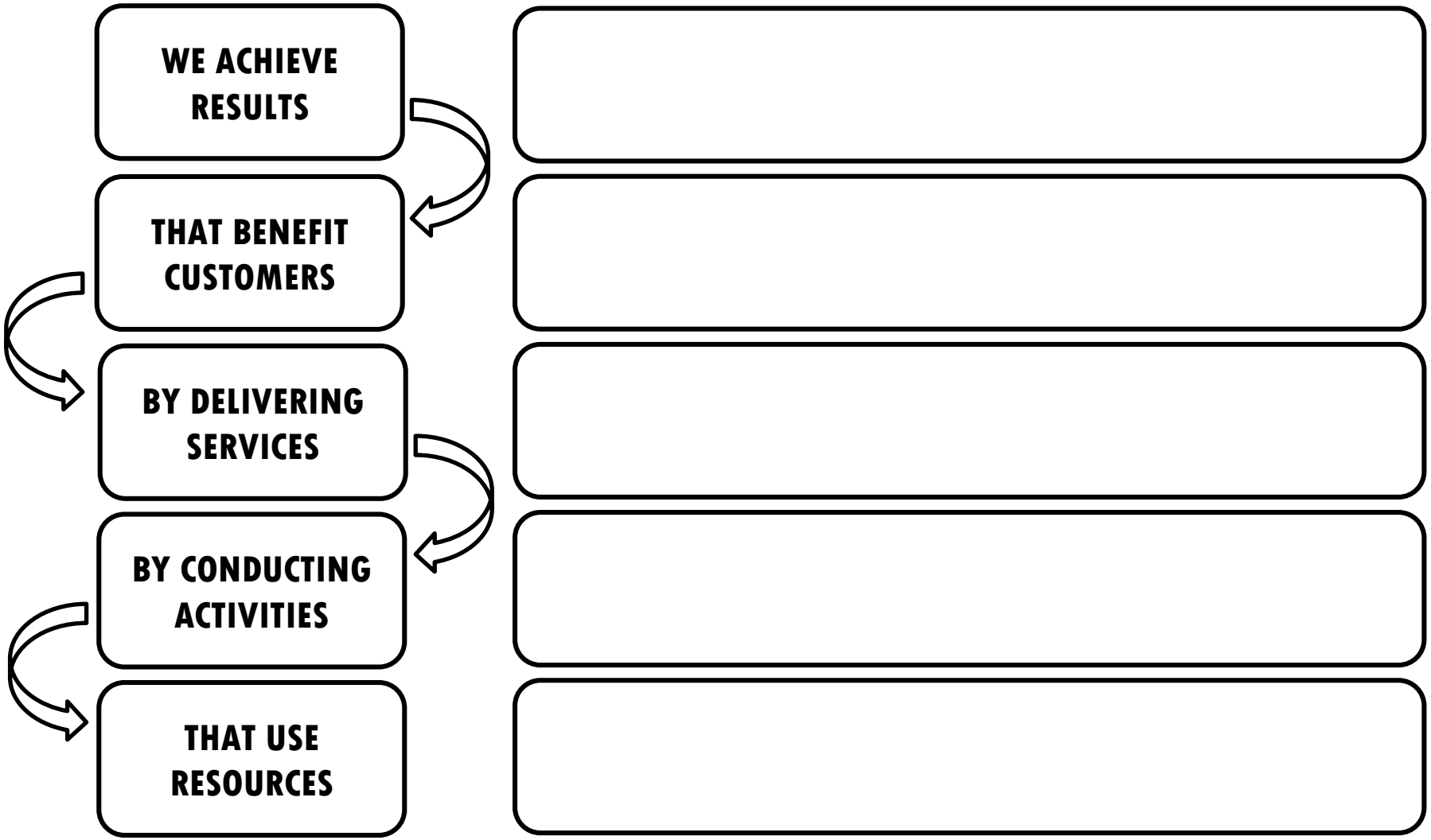
SO THAT TRAVEL TIMES ARE REASONABLE, PREDICTABLE AND COLLISION-FREE

BY ISSUING TRAFFIC CITATIONS TO THOSE WITH UNREASONABLE SPEEDS

BY ENFORCING SPEED LIMITS ON STREETS THROUGH REGULAR PATROLS

WITH TRAINED OFFICERS, VEHICLES, AND TECHNOLOGY

Exercise


WE ACHIEVE RESULTS
THAT BENEFIT CUSTOMERS
BY DELIVERING SERVICES
BY CONDUCTING ACTIVITIES
THAT USE RESOURCES

Reporting/Benchmarking

This performance dashboard provides a quarter-by-quarter progress update toward achieving the performance measures included in the annual budget book. The development of a quarterly performance report helps achieve a key objective in the organization strategic plan to "evaluate performance and make adjustments as needed throughout the fiscal year." This is a work-in-progress and we would appreciate your feedback.

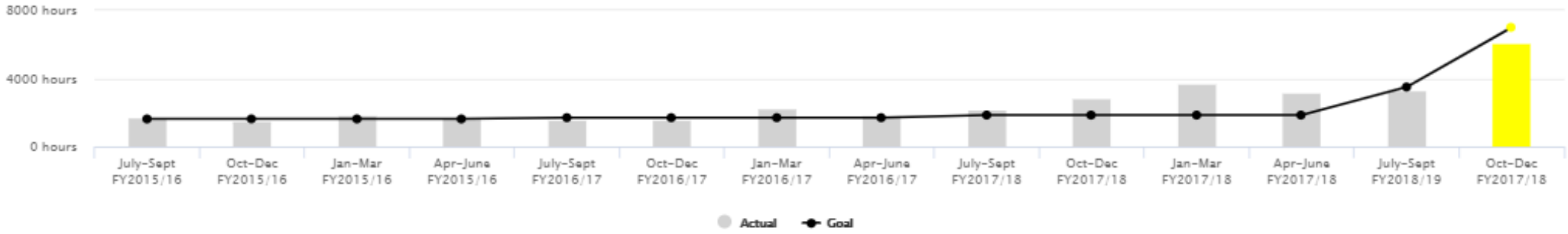
For more information about this report, contact Megan Lynn, management assistant to the city manager, at MLynn@ScottsdaleAZ.gov or 480-312-2854.

Scroll down for additional performance measures

Administrative Services

Total Time Viewers Spent Watching Original Videos Produced by Channel 11 and Distributed Via YouTube

This number grows and is of growing importance as the city employs short form videos as a primary means to inform and engage the public.

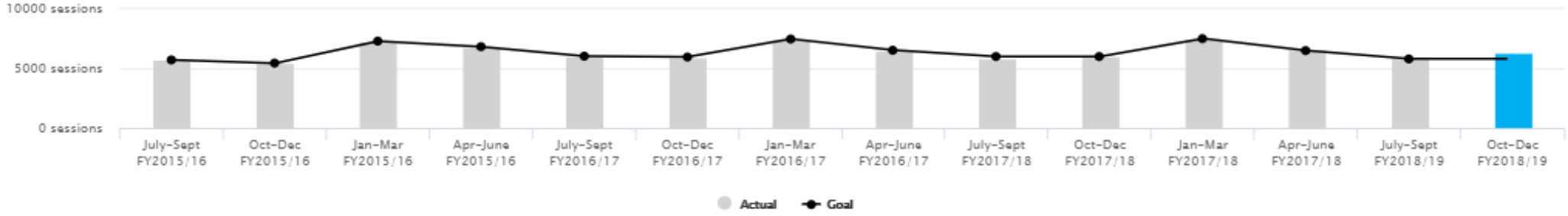


-910 hours

Unfavorable
(-13.00% below target)

Daily User Sessions on ScottsdaleAZ.gov

A user session occurs each time an individual user accesses the city's website on a device. A user session doesn't count clicks or time spent on pages. If the user is idle for more than 30 minutes, the session is timed out.
Please note as this a new measure, target data for prior year does not exist and so the target will just be reported as the actuals amount.



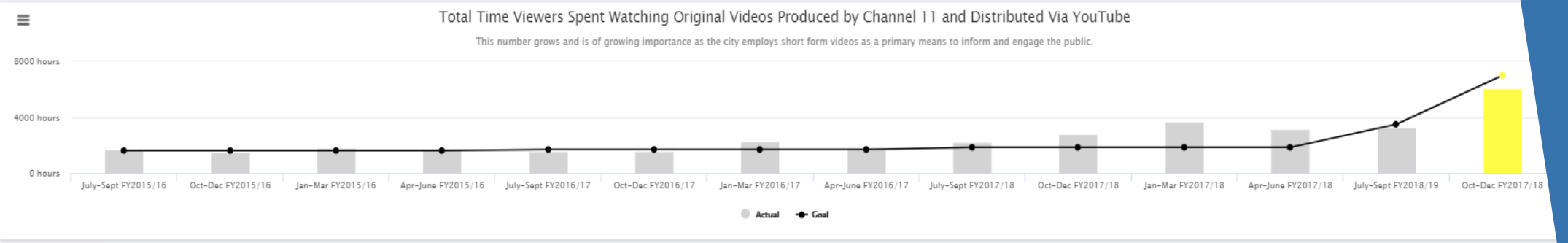
6280 sessions

Favorable
(8.28% above target)

Quarterly Performance Report

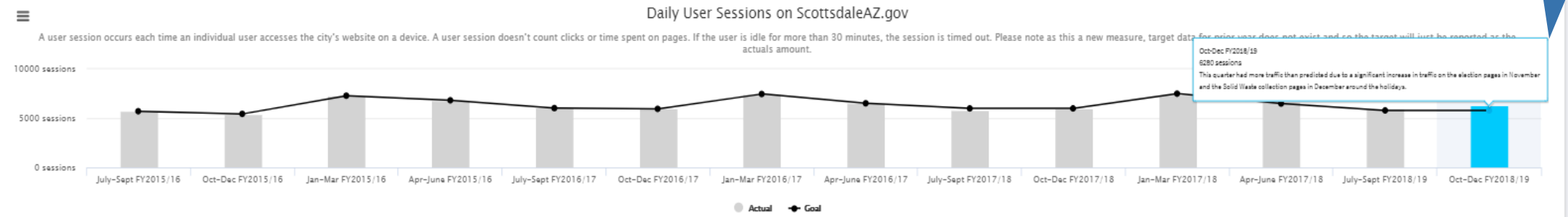
This quarter had more traffic than predicted due to a significant increase in traffic on the electronic pages in November and the Solid Waste Collection's page in December around the holidays.

Administrative Services



-910 hours

Unfavorable
(-13.00% below target)



6280 sessions

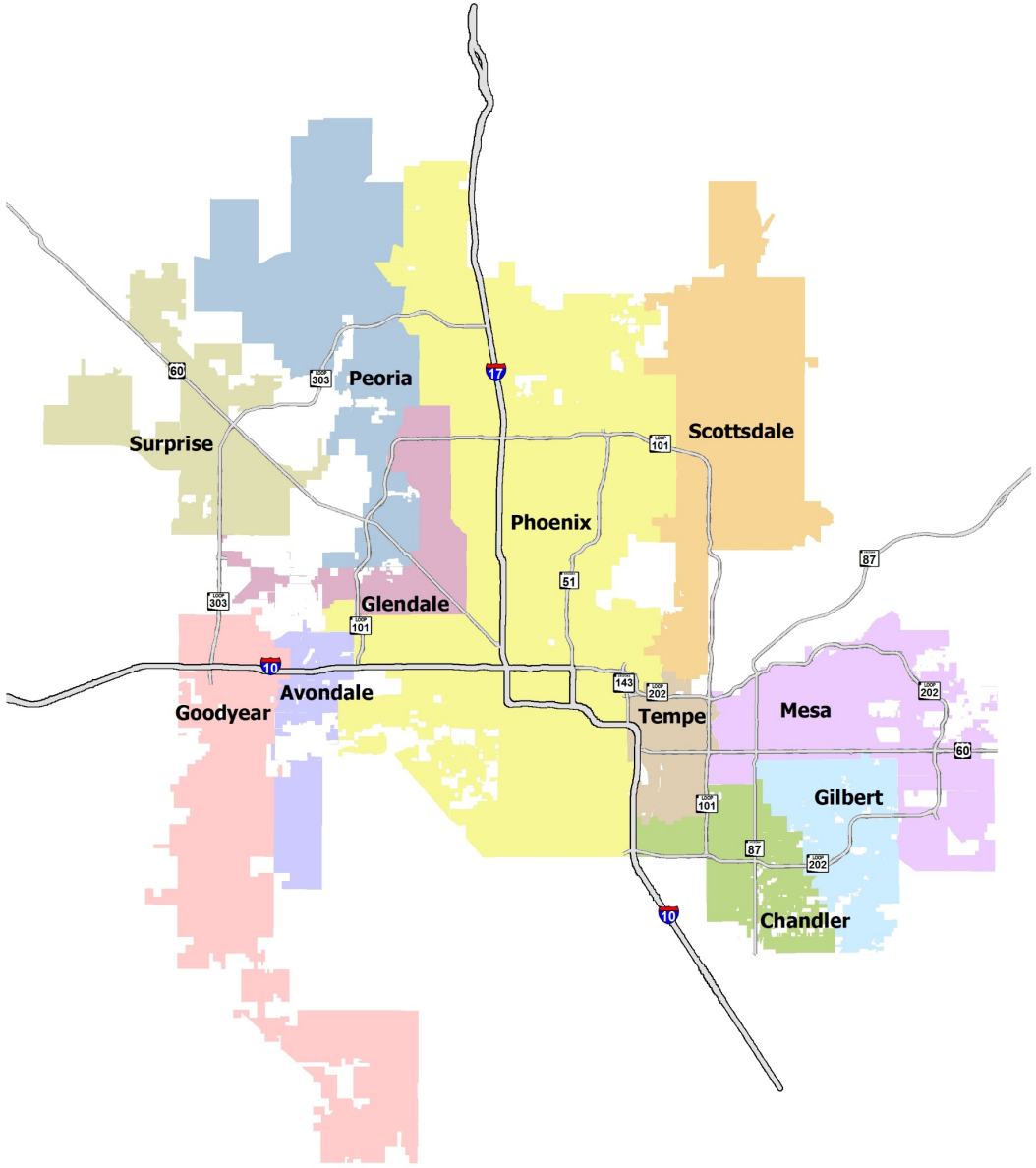
Favorable
(8.28% above target)

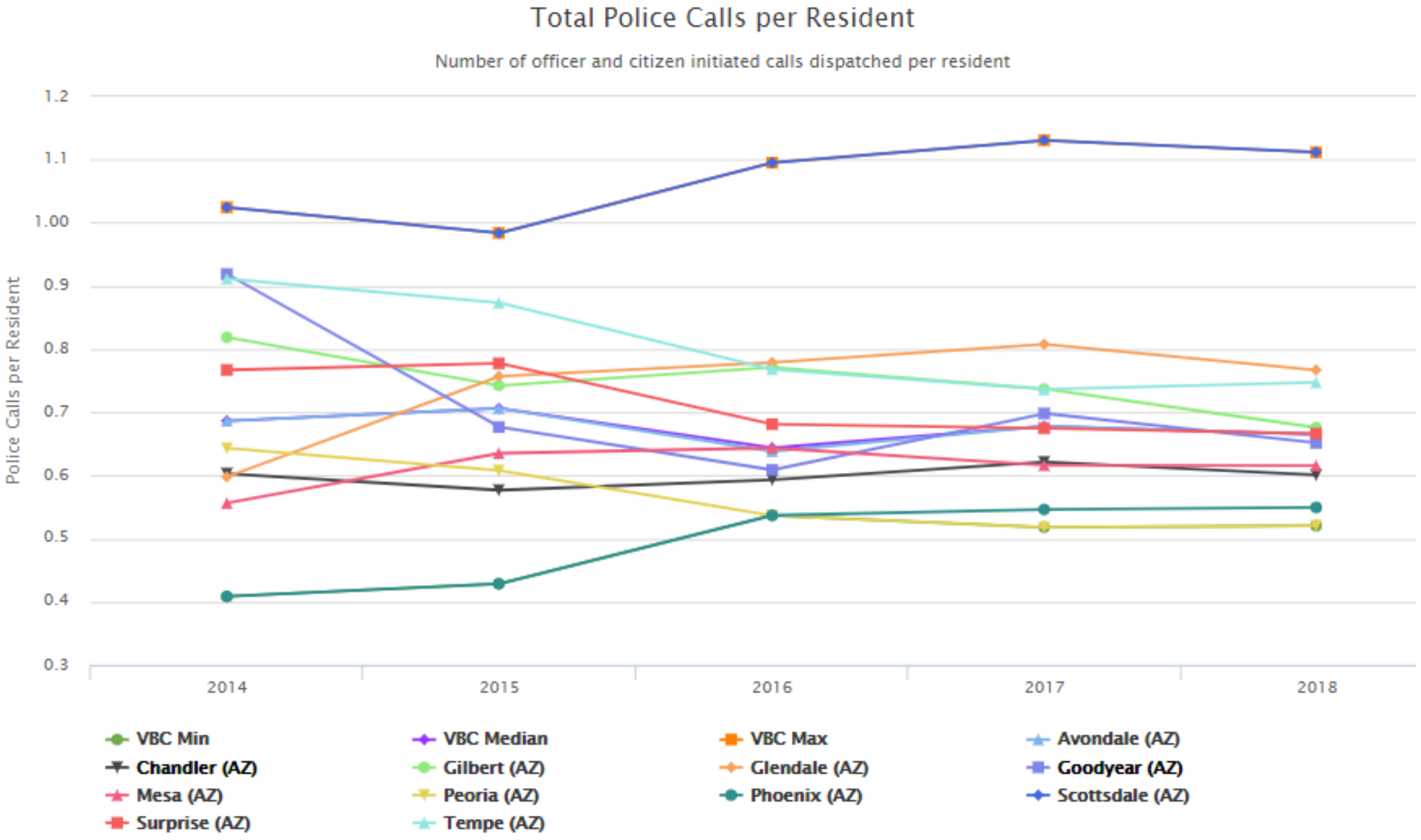
Quarterly Performance Report

ARIZONA

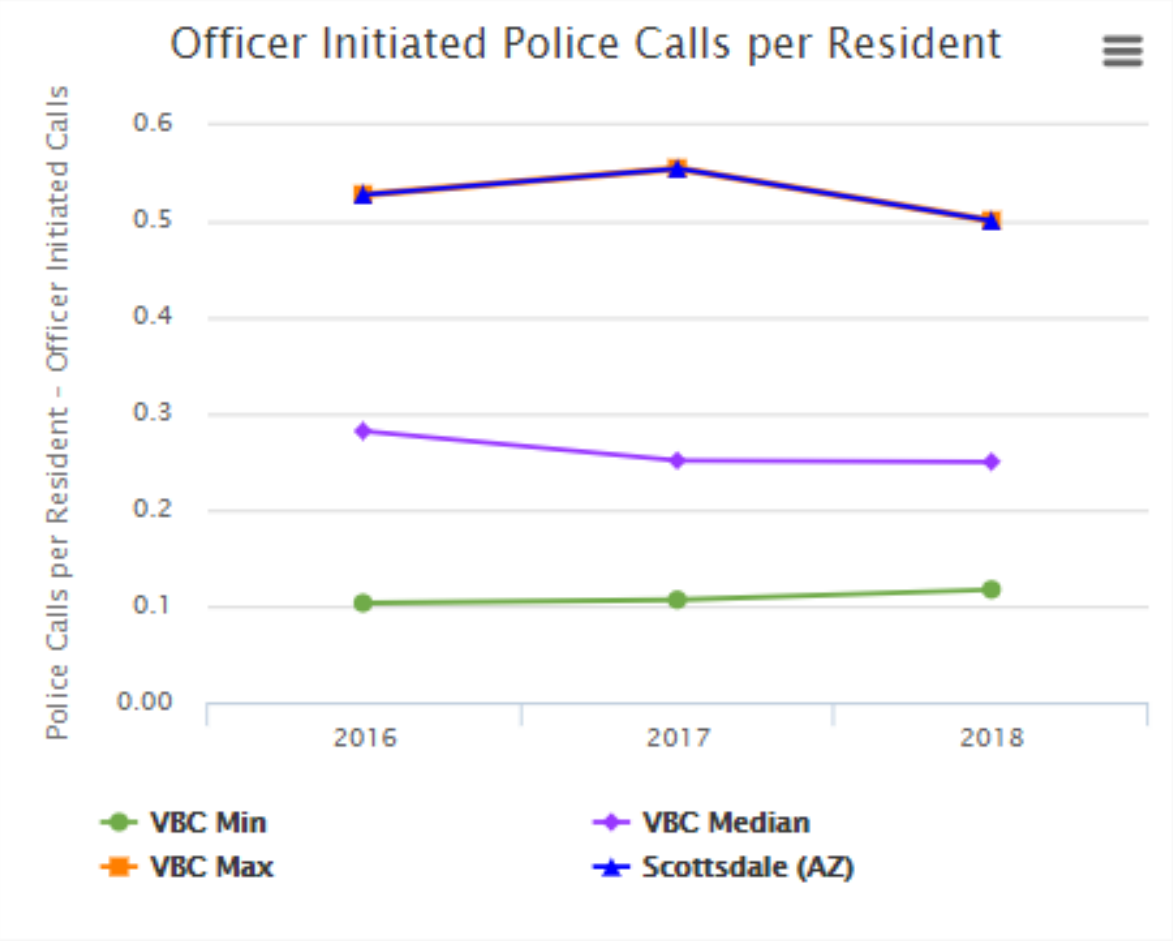
VALLEY BENCHMARK

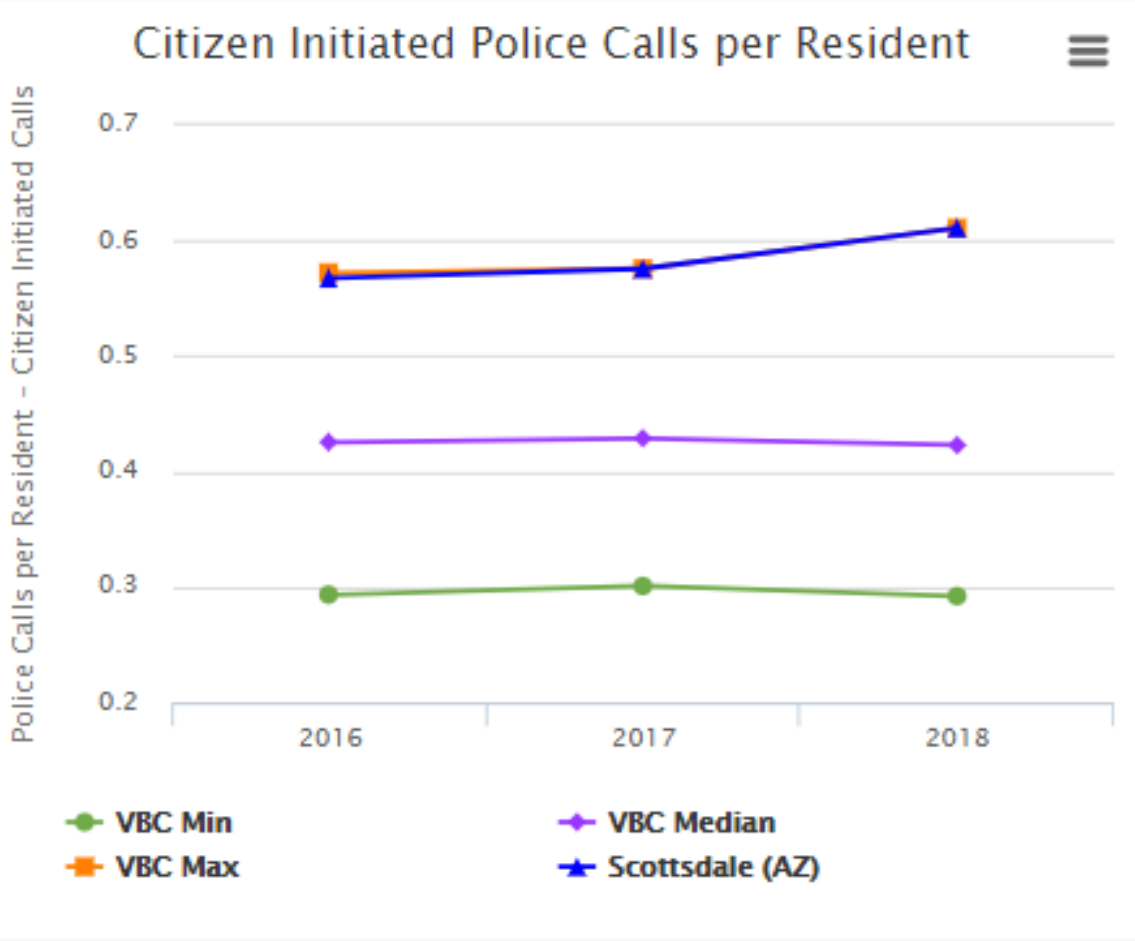
CITIES





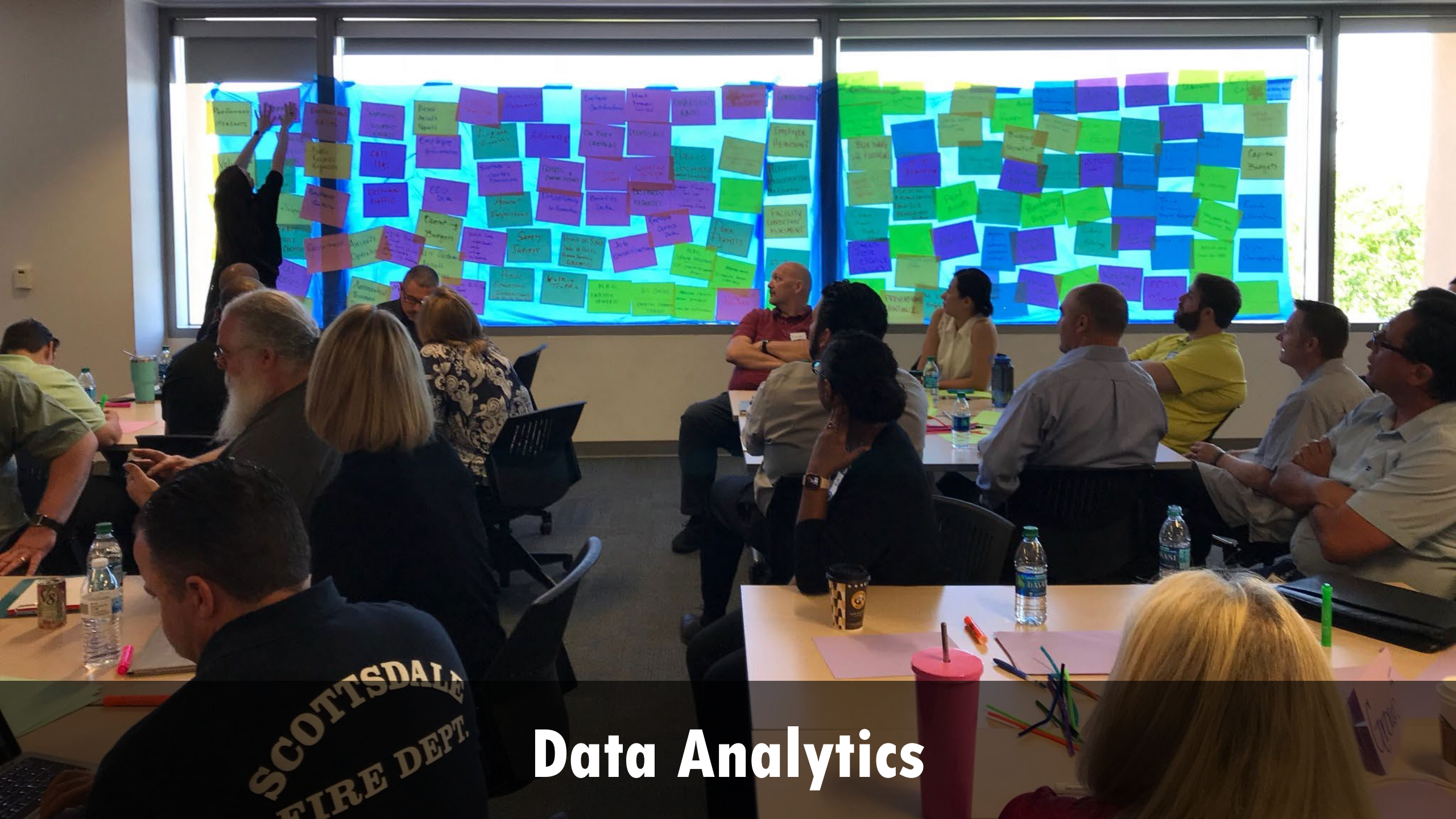
Valley Benchmark Cities





Officer initiated and citizen initiated calls provides some insight into the ability for certain cities to take a more proactive policing approach rather than a reactive response approach as seen in increasing ratios of officer initiated citizen initiated calls. Staffing levels, deployment practices, and community policing efforts likely have an impact on the individual cities results.

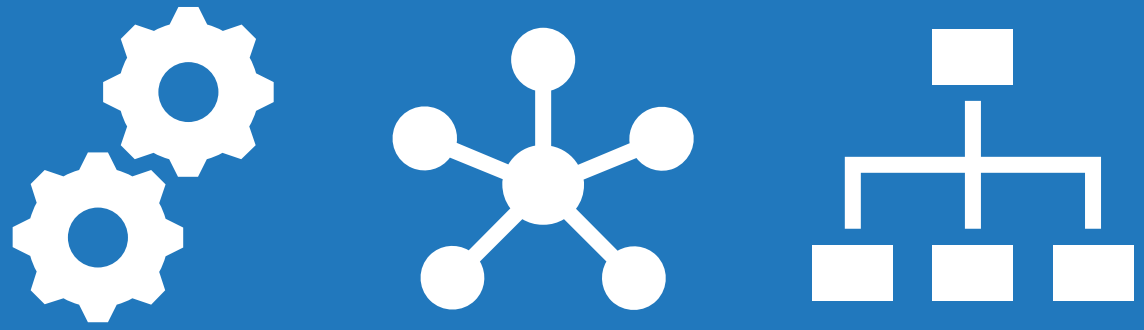
Valley Benchmark Cities



Data Analytics

What causes problems?

85%

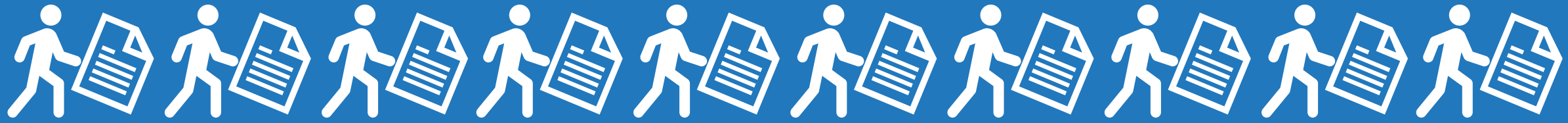


15%

Process Mapping, Process Improvement and Process Management, Dan Madison

Process Improvement

Before



21 days

After:

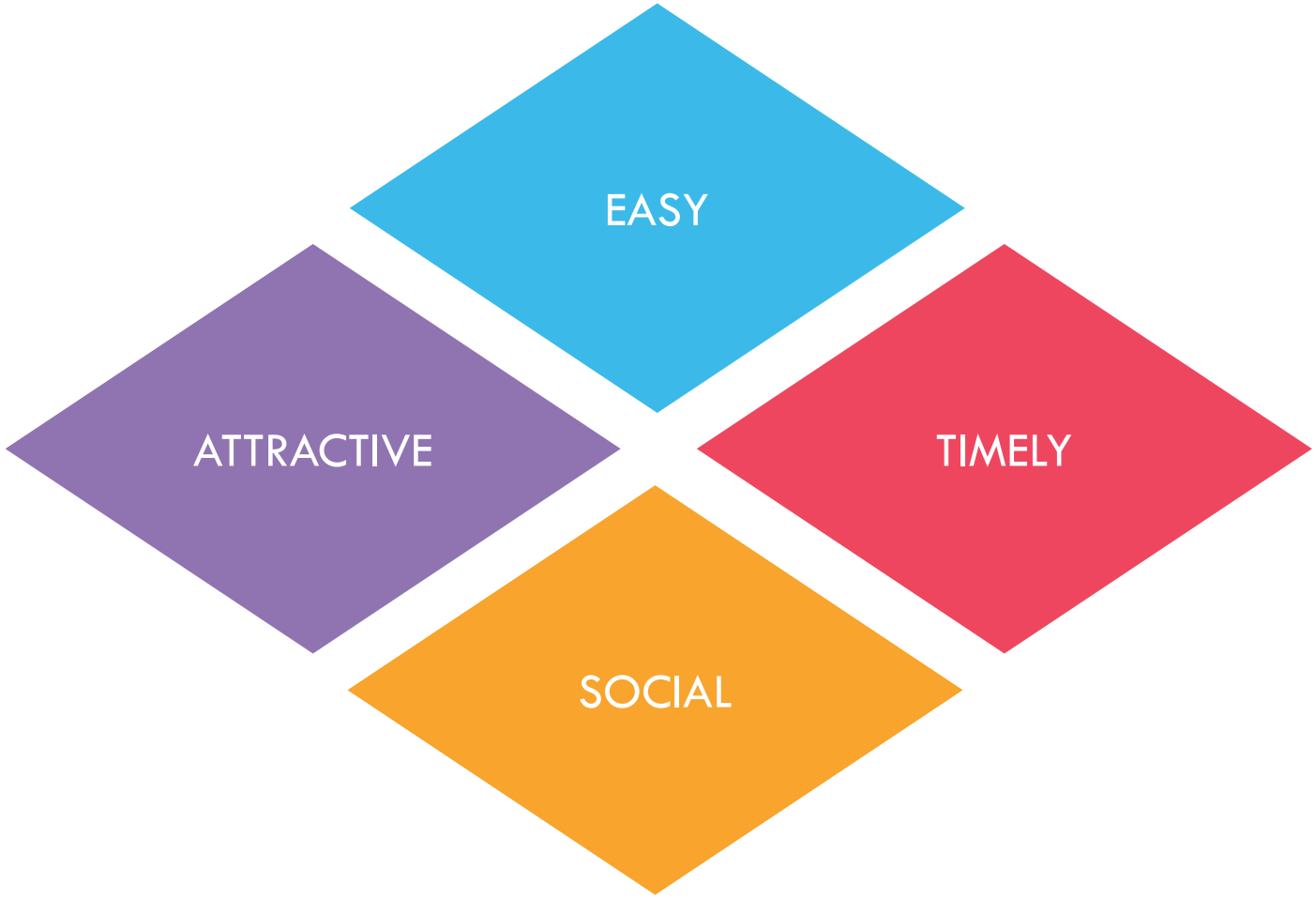
Less than
10 days

Behavioral Insights

THE BEHAVIORAL INSIGHTS APPROACH

- Take what we know about human behavior
- Apply interventions to existing practices
- Test what really works

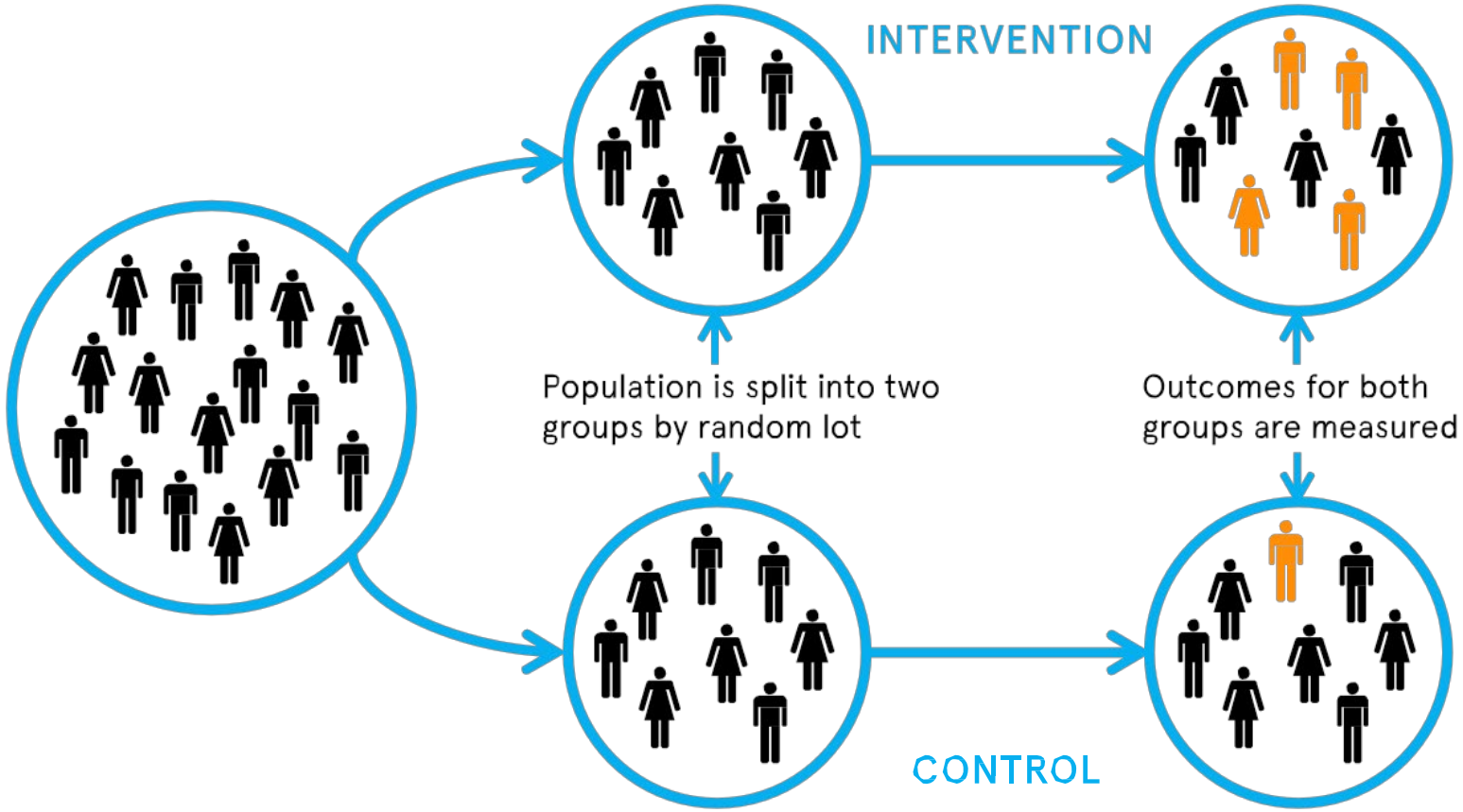
EAST. Four simple ways to apply behavioral insights



This is what $120 looks like.

If you don't submit your Health Risk Assessment by Aug. 15, **you'll miss out on $120**.

That's the incentive each employee receives for completing it. If you have a spouse or partner on the city's health plan, you earn another $120 if they do it, too.



Graphic from EAST. Four simple ways to apply behavioral insights.

Would you like to join your neighbors and donate to Scottsdale Cares?

What's your superpower?
People?
Process?
Detail?
Big picture?
Follow-through?

“Goals make it absolutely clear where you will concentrate resources for results – the mark of an organization serious about success.”

Peter Drucker

Why are you trying to achieve this goal?

Who are you doing it for?

Questions that well-written goals answer

How will you contribute?

How will you measure progress?

Who is responsible?

When will you get there?

To enhance public safety for bicyclists,
the Transportation Department
will increase bike lane miles by 5% by June 30.

Why are you trying to achieve this goal?
Who are you doing it for?
To enhance public safety for bicyclists,
the Transportation Department
will increase bike lane miles by 5% by June 30.
How will you contribute?
How will you measure progress?
Who is responsible?
When will you get there?

Why are you trying to achieve this goal?

Who are you doing it for?

To demonstrate understanding of these concepts to us,
everyone in this session
will write 1 goal and be ready to share in 10 minutes.

How will you contribute?

How will you measure progress?

Who is responsible?

When will you get there?

Lessons Learned

1. Make sure it's a priority
2. Build your capacity
3. Never sit still

Go to ScottsdaleAZ.gov, and search "performance"

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