Managing Organizational Performance
Technology Center Conference Room, 8:30 a.m. – noon

Welcome and Introductions

1. **The case for managing organizational performance**
   a. Reducing anonymity, irrelevance and immeasurability
   b. Settling upon a consistent and intelligent method
   c. Scottsdale Performance Management Process

2. **PLAN - Planning for performance**
   a. What is strategic planning?
   b. The strategic planning process
   c. *Exercise – Scottsdale's Mission Statement*
   d. *Exercise – Using a logic model*
   e. Scottsdale's strategic planning framework

3. **DO - Measuring results**
   a. Measures vs. indicators
   b. Different types of measures
   c. *Exercise – Identifying performance measures*
   d. Why measure?

4. **REVIEW / REVISE**
   a. **Evaluating performance**
      i. Historical trending
      ii. Target setting
      iii. Benchmarking
      iv. Review Sessions
      v. Data verification

   b. **Communicating and reporting results**
      i. Conquering Complexity – Empathize, Distill and Clarify
      ii. Effective Information Visualization – Simplicity, Transparency, Creativity, Sociability
      iii. Key Design Concepts - Remove Chartjunk, Increase Data-ink
      iv. Data visualization techniques

5. **Wrap-up**
   a. *Exercise - Solid Waste Department*

HELLO
my name is

Brent Stockwell
Strategic Initiatives Director
City Manager's Office
Serving Scottsdale since 2002

HELLO
my name is

Who are you? What you do?
What's one key service you provide?
Why did you sign-up for this class?

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

Patrick Lencioni

What should Abigail do?

What should Daniel do?

Slide 1

What should Emily do?

Slide 2

Tools for success.

- Strategic Planning
- Logic Models
- Performance Measures
- Evaluation & Analysis
- Reporting

Slide 3

Three reasons employees don't like their jobs
From Patrick Lencioni. 2007. *"The Three Signs of a Miserable Job."*

Anonymity

We aren't understood or appreciated for our unique contribution

Irrelevance

We don't see how our work impacts the lives of others

Immeasurability

We don't get a daily sense of measurable accomplishment

Slide 4

Three reasons employees don't like their jobs
From Patrick Lencioni. 2007. *"The Three Signs of a Miserable Job."*

Anonymity   **Irrelevance**   **Immeasurability**

But, what if…
we understood our unique contribution,
knew how our work impacted others
and got a daily sense of accomplishment?
Wouldn't that make a difference?

Slide 5

Three reasons employees don't like their jobs
From Patrick Lencioni. 2007. *"The Three Signs of a Miserable Job."*

Anonymity   **Irrelevance**   **Immeasurability**

This is true for organizations as well.

What if…
we clearly communicated what we do,
why we do it,
and how well we do it?
Wouldn't that make a difference?

Slide 6

"Imagine playing or watching a football game and not knowing the score."

Patrick Lencioni

"The key is always to measure the right things."

Patrick Lencioni

"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."
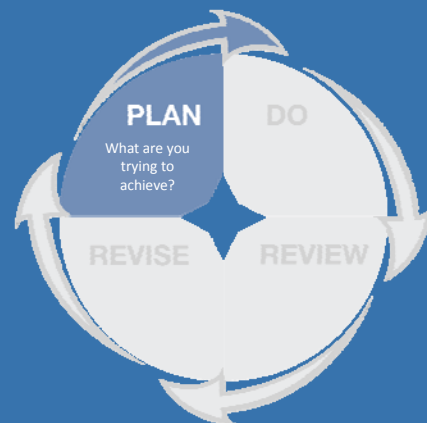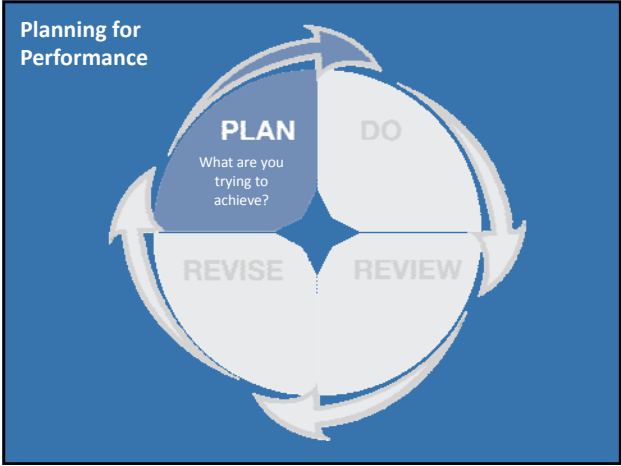Jim Collins

Performance management is…

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

Performance Management Process

PLAN — What are you trying to achieve?
DO — What must you do to achieve your desired results?
REVISE — What must you improve to achieve your desired results?
REVIEW — How will you know if you are successful?

PLAN — What are you trying to achieve?
DO
REVISE
REVIEW

Planning for Performance

"Plans are worthless, planning is everything."
Dwight D. Eisenhower

Some strategic plans are nothing more than…
_____

Robert McCall- Arizona 2010
Scottsdale Public Art Collection

What is a Strategic Planning?

A management tool to:
- assess the current environment
- anticipate and respond to change
- envision the future
- increase effectiveness
- develop commitment to the mission
- achieve consensus on objectives
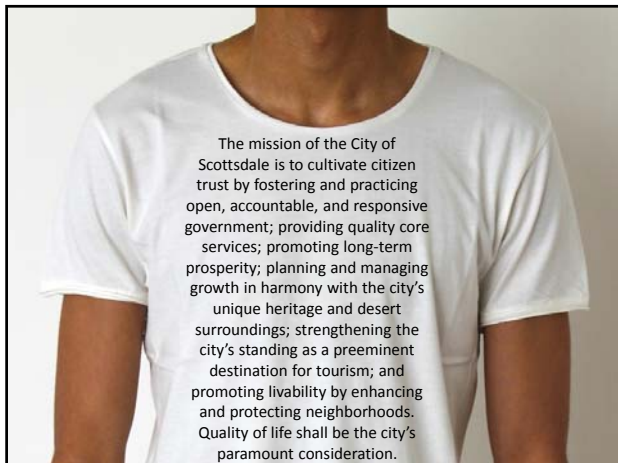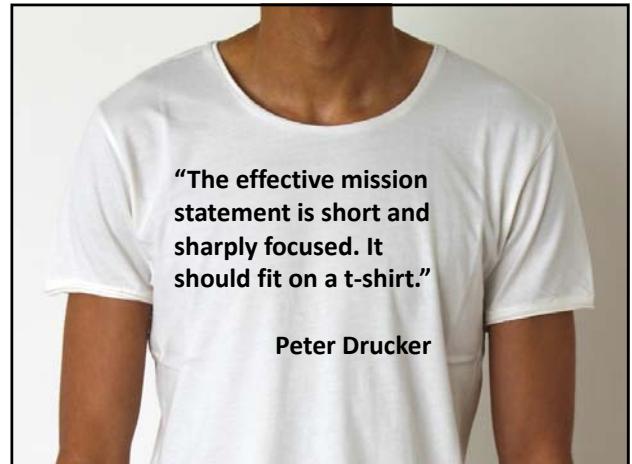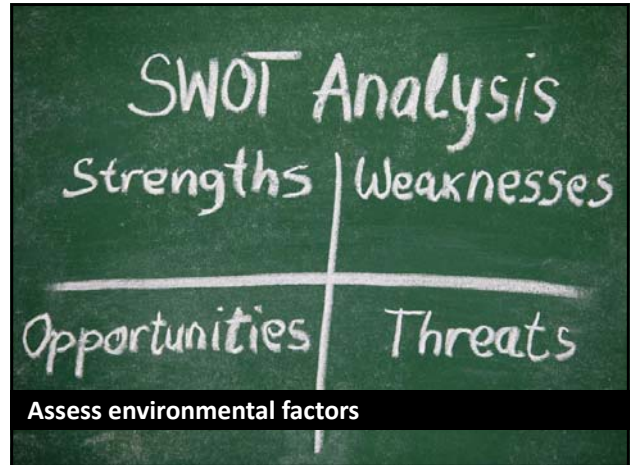
GFOA Best Practices (2005)

Prepare a mission statement

In contrast, 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

Prepare a mission statement

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

Peter Drucker

The mission of the City of Scottsdale is to cultivate citizen trust by fostering and practicing open, accountable, and responsive government; providing quality core services; promoting long-term prosperity; planning and managing growth in harmony with the city's unique heritage and desert surroundings; strengthening the city's standing as a preeminent destination for tourism; and promoting livability by enhancing and protecting neighborhoods. Quality of life shall be the city's paramount consideration.

Simply Better Service for a World-Class Community

Simply better service for a
world-class community

What does this mean to you
as an employee?

What might you do, or not do,
as a result of this mission statement?

SWOT Analysis
Strengths | Weaknesses
Opportunities | Threats

Assess environmental factors

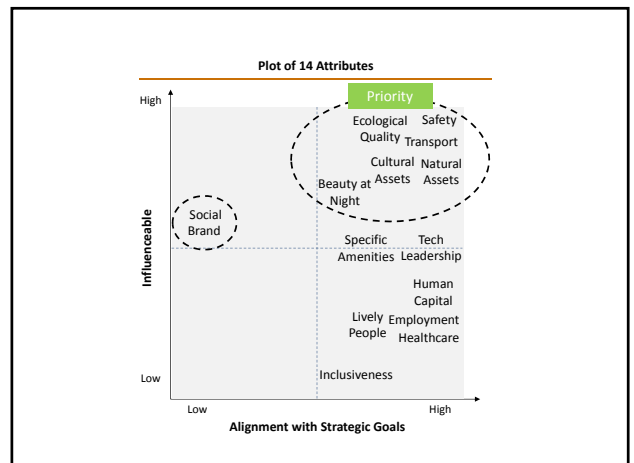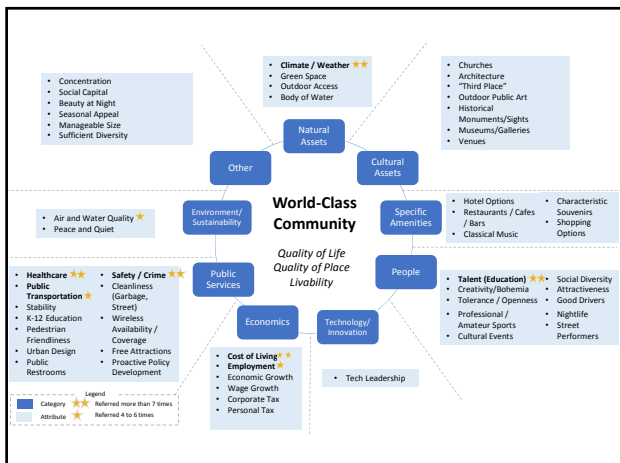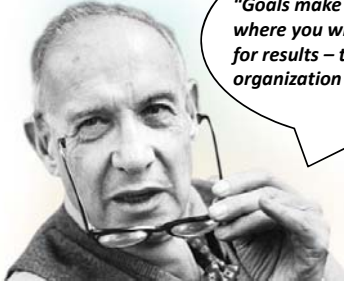
CITY OF SCOTTSDALE :: STRENGTHS

SCOTTSDALE AIRPORT/AIRPARK
DOWNTOWN REPUTATION &
DISTRICT NAME RECOGNITION
TOP EXECUTIVES & FIRMS
QUALITY OF LIFE
PUBLIC STAFF AND SERVICES EVENTS
EDUCATED & AFFLUENT PEOPLE
DESTINATION TOURISM

CITY OF SCOTTSDALE :: WEAKNESSES

DIVISIVENESS IN GOVERNMENT
LACK OF SITES BUILT-OUT
LACK OF ECONOMIC DIVIDED
DEVELOPMENT MARKETING CITY
LACK OF YOUNG TALENT
LACK OF VISION
PUBLIC/CITIZEN VITRIOL
LACK OF LAND ARROGANCE

CITY OF SCOTTSDALE :: OPPORTUNITIES

GROW HIGH INCREASE
VALUE SECTORS CIVILITY
EMPLOYMENT CENTERS
QUALITY JOBS
MCDOWELL ROAD YOUNG TALENT
ECONOMIC DEVELOPMENT
CURE CORRIDOR HOUSING
EXPANDED TRANSPORTATION
AND TRANSIT DOWNTOWN

From draft Economic Development Strategic Framework

CITY OF SCOTTSDALE :: THREATS

ANTI-GROWTH ATTITUDES
UNWILLINGNESS TO "ENCLAVE"
INVEST IN FUTURE MENTALITY
LACK OF TRANSPORTATION
INCREASED FAILED BOND
COMPETITION ELECTIONS
FAILED SCHOOL OVERRIDES
HIGH COST NORTH VS. SOUTH, OLD VS.
HOUSING NEW, RICH VS. LESS AFFLUENT
ATTRACTING / PERCEPTION
RETAINING TALENT
LIMITED CAPITAL FOR STARTUPS

Identify critical issues and areas for focus

- Concentration
- Social Capital
- Beauty at Night
- Seasonal Appeal
- Manageable Size
- Sufficient Diversity

Climate / Weather ★★
- Green Space
- Outdoor Access
- Body of Water

- Churches
- Architecture
- "Third Place"
- Outdoor Public Art
- Historical Monuments/Sights
- Museums/Galleries
- Venues

Natural Assets

Other

Cultural Assets

- Air and Water Quality ★
- Peace and Quiet

Environment/ Sustainability

World-Class Community

*Quality of Life
Quality of Place
Livability*

Specific Amenities

- Hotel Options
- Restaurants / Cafes / Bars
- Classical Music

- Characteristic Souvenirs
- Shopping Options

- **Healthcare** ★★
- **Public Transportation** ★
- Stability
- K-12 Education
- Pedestrian Friendliness
- Public Restrooms

- **Safety / Crime** ★★
- Cleanliness (Garbage, Street)
- Wireless Availability / Coverage
- Free Attractions
- Proactive Policy Development

Public Services

Economics

People

Technology/ Innovation

- **Talent (Education)** ★★
- Creativity/Bohemia
- Tolerance / Openness
- Professional / Amateur Sports
- Cultural Events

- Social Diversity
- Attractiveness
- Good Drivers
- Nightlife
- Street Performers

- **Cost of Living** ★★
- **Employment** ★
- Economic Growth
- Wage Growth
- Corporate Tax
- Personal Tax

- Tech Leadership

Legend
Category ★★ Referred more than 7 times
Attribute ★ Referred 4 to 6 times

Plot of 14 Attributes

High

Priority

Ecological Quality | Safety
Transport
Cultural Natural
Beauty at Assets Assets
Night

Social Brand

Specific | Tech
Amenities | Leadership

Human Capital
Lively Employment
People Healthcare

Influenceable

Low

Inclusiveness

Low → High

Alignment with Strategic Goals

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

Peter Drucker

Agree on a small number of broad goals

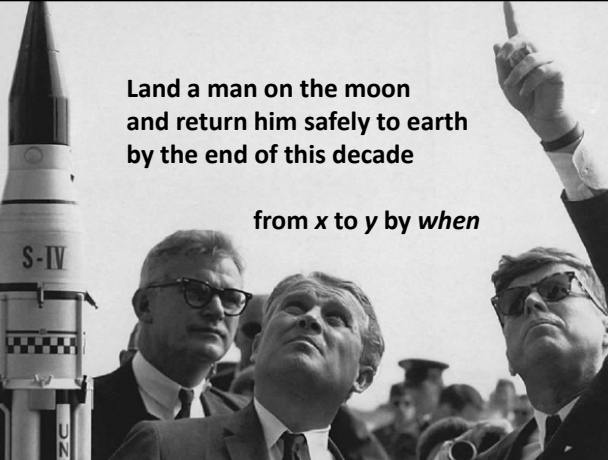**"The hunter who chases two rabbits catches neither."**

Goals:
- Are overarching
- Should be few in number (5 or less)
- Flow from the mission
- Build on strengths
- Address opportunities
- Collectively outline your desired future

Land a man on the moon and return him safely to earth by the end of this decade

from *x* to *y* by *when*

Decide what you're trying to accomplish

Ask yourself these two questions:
1. How will you know whether or not you're making progress?
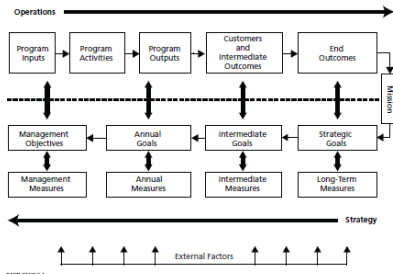2. How will you persuade someone else you're right?

From Robert Lewis. 2009. *"No metrics? Don't fret; you can still manage without measuring."* Minneapolis St. Paul Business Journal.
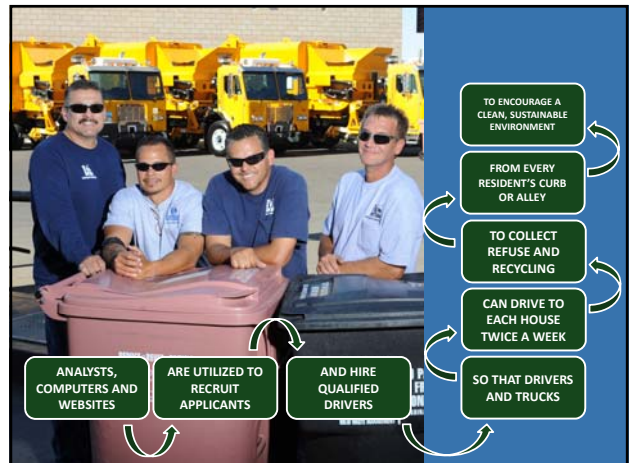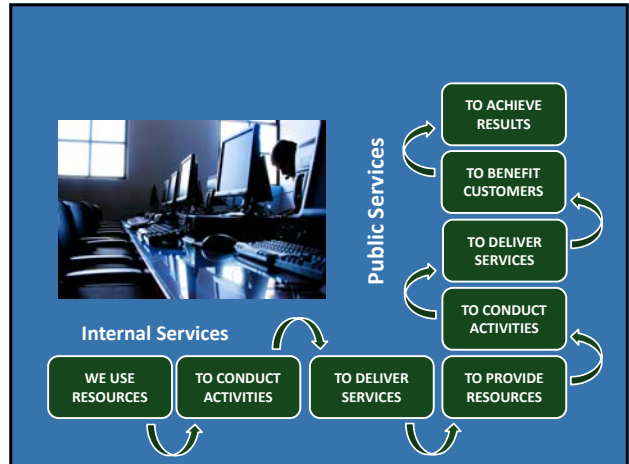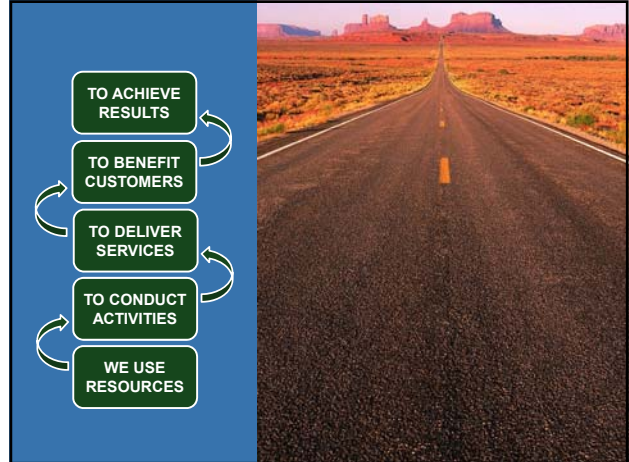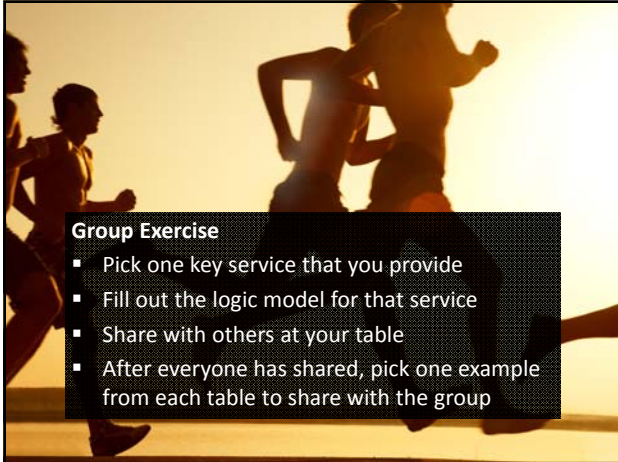

Develop strategies to achieve broad goals

- Customer
- Financial
- Process
- Growth

What is a logic model?

Figure 1.1
RAND Logic Model Template

Operations

| Program Inputs | → | Program Activities | → | Program Outputs | → | Customers and Intermediate Outcomes | → | End Outcomes |

Mission

| Management Objectives | ← | Annual Goals | ← | Intermediate Goals | ← | Strategic Goals |

| Management Measures | Annual Measures | Intermediate Measures | Long-Term Measures |

Strategy

External Factors

RAND TR370-1.1

Source: http://www.rand.org/content/dam/rand/pubs/technical_reports/2006/RAND_TR370.pdf

TO ACHIEVE RESULTS

TO BENEFIT CUSTOMERS

TO DELIVER SERVICES

TO CONDUCT ACTIVITIES

WE USE RESOURCES

TO ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT

FROM EVERY RESIDENT'S CURB OR ALLEY

TO COLLECT REFUSE AND RECYCLING

DRIVE TO EACH HOUSE TWICE A WEEK

DRIVERS AND TRUCKS

Public Services

TO ACHIEVE RESULTS

TO BENEFIT CUSTOMERS

TO DELIVER SERVICES

TO CONDUCT ACTIVITIES

TO PROVIDE RESOURCES

Internal Services

WE USE RESOURCES

TO CONDUCT ACTIVITIES

TO DELIVER SERVICES

TO ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT

FROM EVERY RESIDENT'S CURB OR ALLEY

TO COLLECT REFUSE AND RECYCLING

CAN DRIVE TO EACH HOUSE TWICE A WEEK

SO THAT DRIVERS AND TRUCKS

USE TECHS AND TOOLS

TO REPAIR AND MAINTAIN VEHICLES

TO KEEP THEM OPERATING EFFECTIVELY

TO ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT

FROM EVERY RESIDENT'S CURB OR ALLEY

TO COLLECT REFUSE AND RECYCLING

CAN DRIVE TO EACH HOUSE TWICE A WEEK

SO THAT DRIVERS AND TRUCKS

ANALYSTS, COMPUTERS AND WEBSITES

ARE UTILIZED TO RECRUIT APPLICANTS
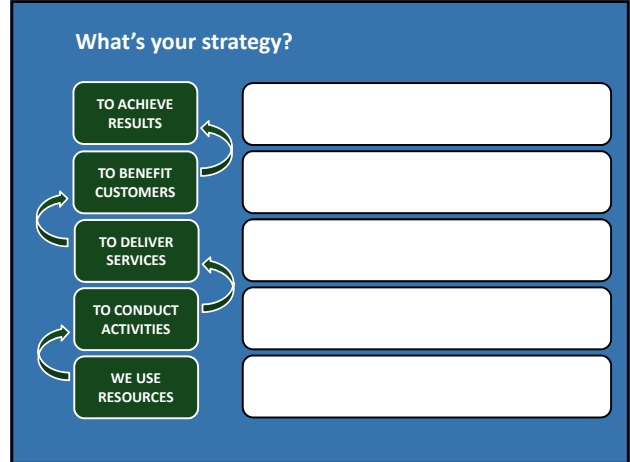
AND HIRE QUALIFIED DRIVERS

Slide 1

Group Exercise
- Pick one key service that you provide
- Fill out the logic model for that service
- Share with others at your table
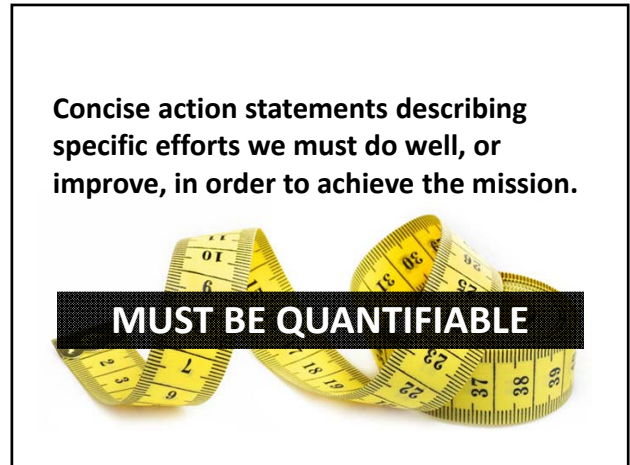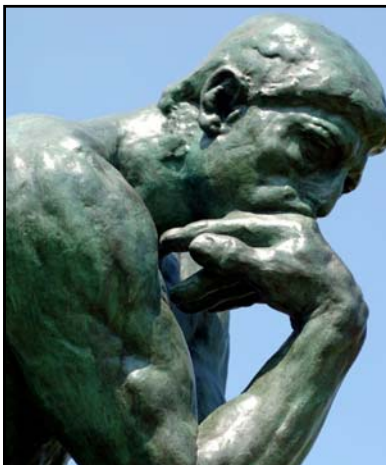- After everyone has shared, pick one example from each table to share with the group

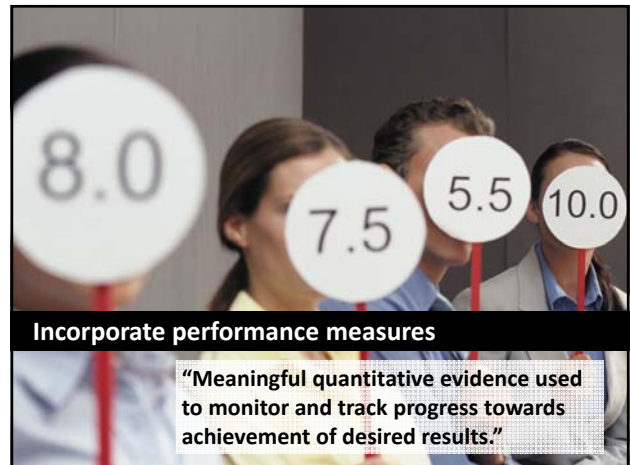## Slide 2

What's your strategy?

- TO ACHIEVE RESULTS
- TO BENEFIT CUSTOMERS
- TO DELIVER SERVICES
- TO CONDUCT ACTIVITIES
- WE USE RESOURCES

Slide 3

Create an action plan

10
9
8
7
6
5
4
3

Slide 4

Concise action statements describing specific efforts we must do well, or improve, in order to achieve the mission.

MUST BE QUANTIFIABLE

Slide 5

Specific

Measurable
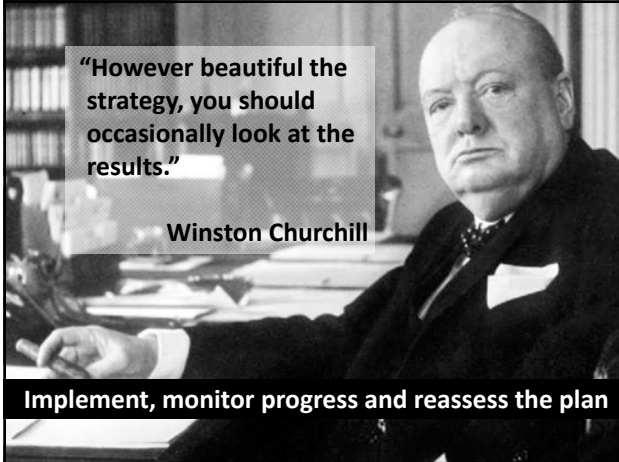
Achievable

Relevant

Timely

Slide 6

8.0
7.5
5.5
10.0

Incorporate performance measures

"Meaningful quantitative evidence used to monitor and track progress towards achievement of desired results."

What's your strategy?

TO ACHIEVE RESULTS	**TO BENEFIT CUSTOMERS**	**TO DELIVER SERVICES**	**TO CONDUCT ACTIVITIES**	**WE USE RESOURCES**

"However beautiful the strategy, you should occasionally look at the results."

Winston Churchill

Implement, monitor progress and reassess the plan

Align unit strategic plans with the organization-wide assumptions and strategies
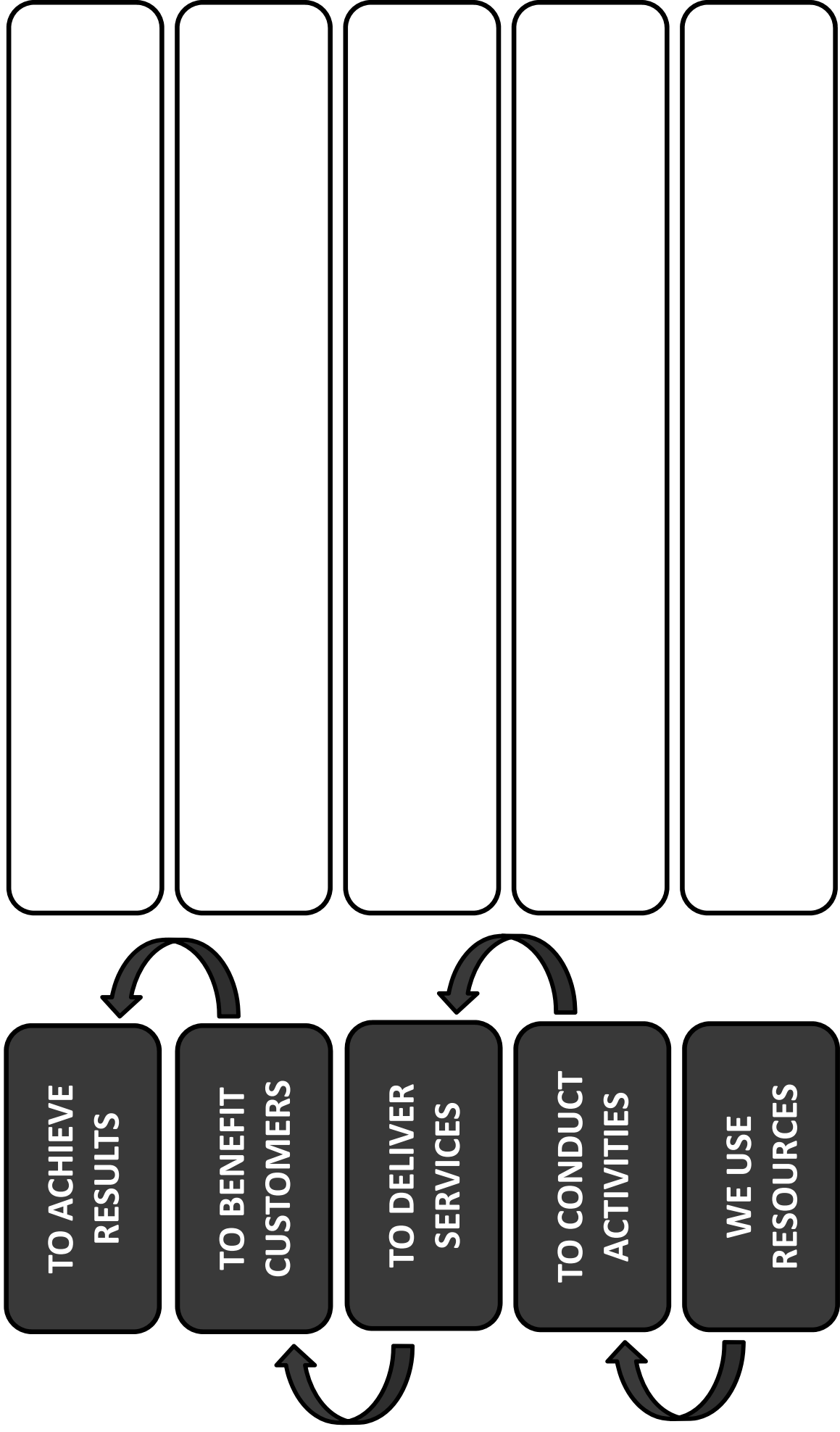
Mission	What is our purpose? Why do we exist?
Goals	What are our main focus areas for the long- and short-term?
Values	What principles govern our actions and the way we do business?
Objectives	What efforts are needed to get results?
Initiatives	What specific activities must be done to ensure we meet the objectives?
Measures	How will we know if we are achieving results?

Strategic Goals	General Plan Elements
Value Scottsdale's Unique Lifestyle and Character	Character and Design
	Land Use
Economic Vitality	Economic Vitality
Enhance Neighborhoods	Community Involvement
	Housing
	Neighborhoods
Preserve Meaningful Open Space	Open Space and Recreation
	Preservation and Environment Planning
Seek Sustainability	Cost of Development
	Growth Areas
	Public Services and Facilities
Advance Transportation	Community Mobility

Simply better service for a world-class community
A. Partner with residents and businesses to revitalize the McDowell Road corridor
B. Provide strategic support of tourism and visitor events
C. Create and adopt a comprehensive economic development strategy
D. Develop a transportation strategy that anticipates future needs
E. Prepare and adopt fiscally sustainable operating and capital budgets
F. Reinvest in a high performance organization and work culture

A. Partner with residents and businesses to revitalize the McDowell Road corridor
1. Define the McDowell Road Corridor boundaries and get direction on the appropriate tools to consider in revitalizing the area
2. Listen to key stakeholders to understand current market conditions and ensure marketing efforts are focused on recruiting desired businesses to the area
3. Establish a new "brand" or identity for the McDowell Road corridor
4. Improve linkages to nearby amenities and adjacent communities
5. Improve transit service along the McDowell Road corridor
6. Work with area residents to strengthen neighborhoods in and around the revitalization area

Slide 2 — What should Abigail do?

Review or create a strategic plan for her area.

Make sure there's a mission statement – or create one

Have a few key goals her department is working to accomplish

Work with her team to develop a strategy/logic model to understand how their work helps achieve the mission.

What should Abigail do?

Slide 3 — What should Daniel do?

Gather data for the SWOT analysis.

Review the strategic plan for the department and see if there's alignment between the measures and the goals.

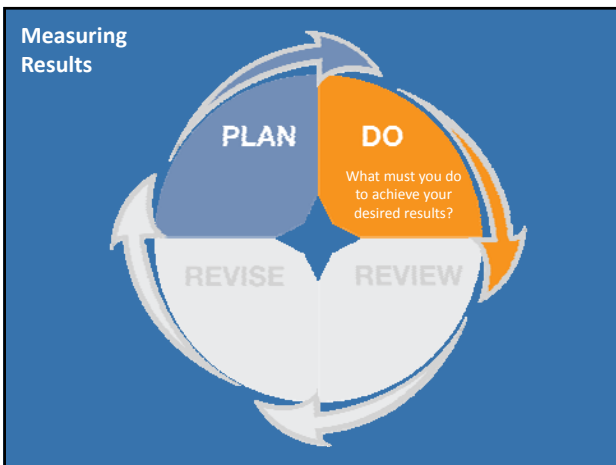**What should Daniel do?**

Slide 4 — What should Emily do?

Participate in planning efforts

Review plans to provide feedback on feasibility

Make sure her work is measurably accomplishing the mission
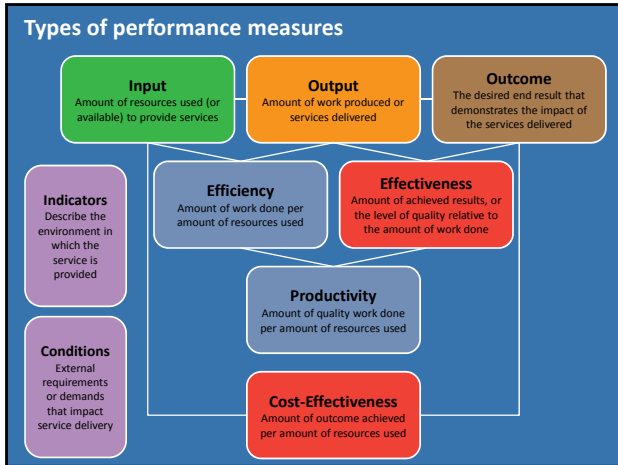
Suggest changes as needed

What should Emily do?

Slide 5 — Measuring Results

Measuring Results

PLAN   DO

What must you do to achieve your desired results?

REVISE   REVIEW

Slide 6 — Performance measures

8.0   7.5   5.5   10.0

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

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

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

Productivity — Amount of quality work done per amount of resources used

Conditions — External requirements or demands that impact service delivery

Cost-Effectiveness — Amount of outcome achieved per amount of resources used

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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?

Slide 1: Productivity

Productivity

Amount of quality work done per amount of resources used

Calculated by dividing an efficiency (or input) measure by an effectiveness measure

Examples:
- Cost per <u>properly</u> repaired meter
- Cost per vacancy filled <u>successfully</u>

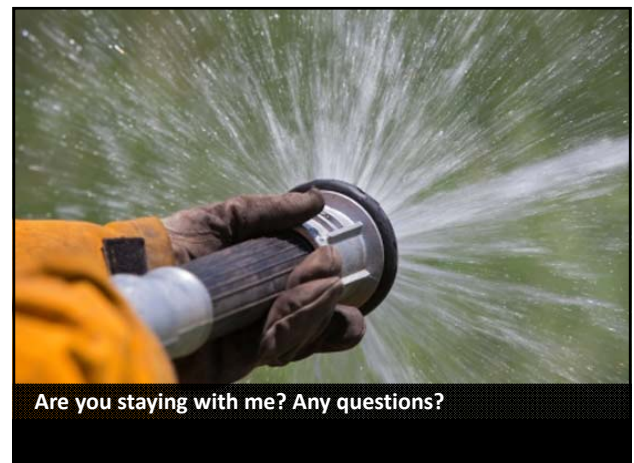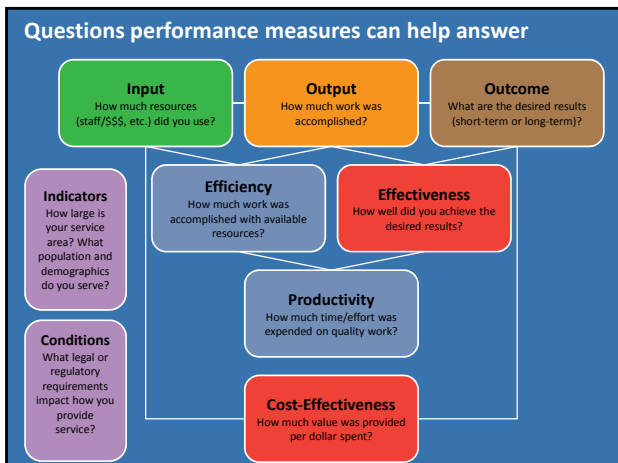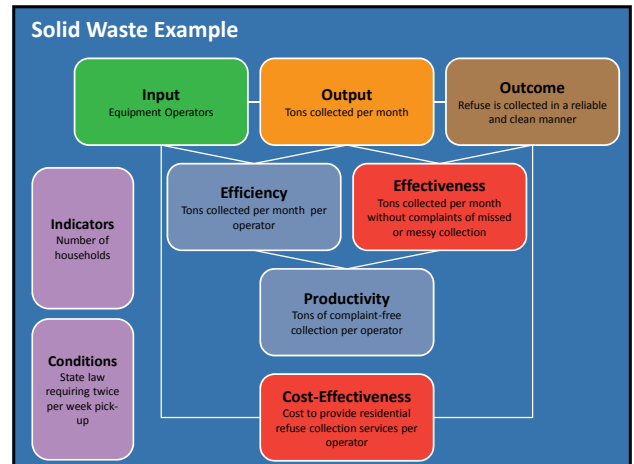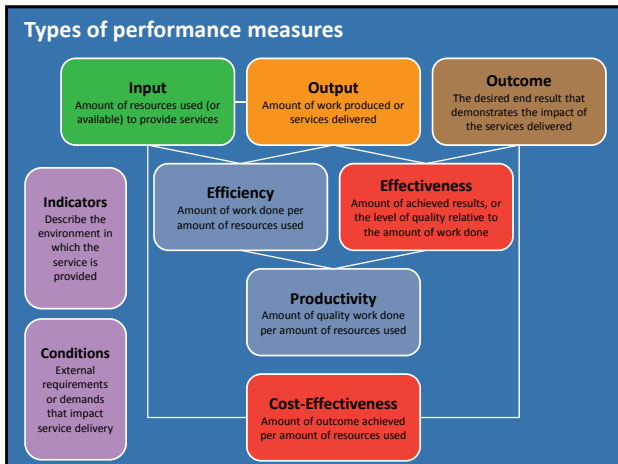*How might you measure the amount of quality work per amount of resources used in your area?*

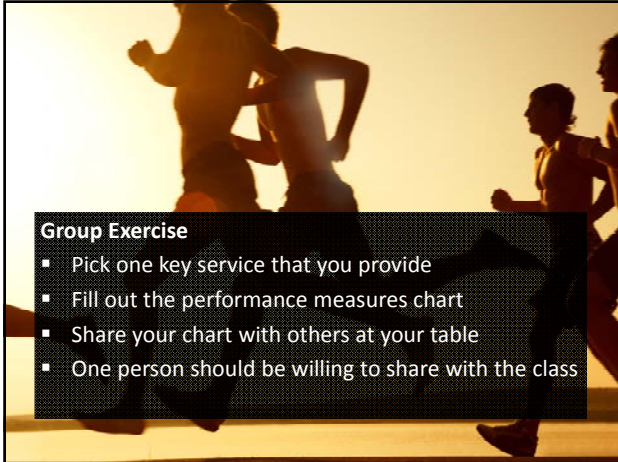## Slide 2: Cost-Effectiveness

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
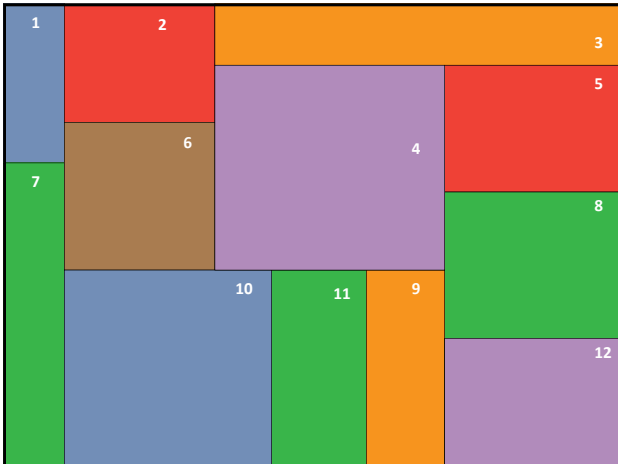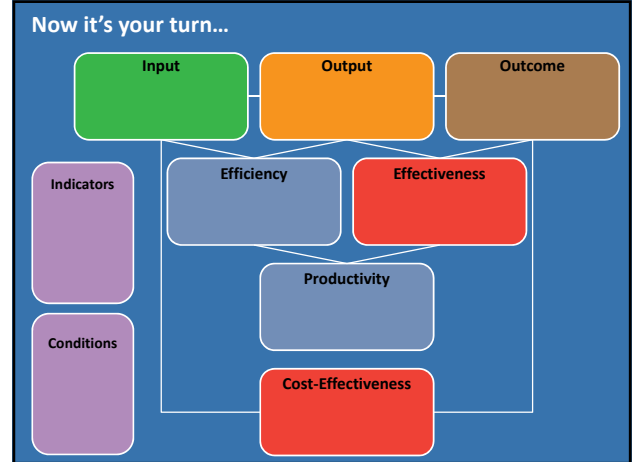- Per customer cost to provide neighborhood trolley services

*How might you measure cost-effectiveness in your area?*

Slide 3: 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

Productivity — Amount of quality work done per amount of resources used

Cost-Effectiveness — Amount of outcome achieved per amount of resources used

Slide 4: Solid Waste Example

Input — Equipment Operators

Output — Tons collected per month

Outcome — Refuse is collected in a reliable and clean manner

Indicators — Number of households

Conditions — State law requiring twice per week pick-up

Efficiency — Tons collected per month per operator

Effectiveness — Tons collected per month without complaints of missed or messy collection

Productivity — Tons of complaint-free collection per operator

Cost-Effectiveness — Cost to provide residential refuse collection services per operator

Slide 5: 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?

Productivity — How much time/effort was expended on quality work?

Cost-Effectiveness — How much value was provided per dollar spent?

Slide 6

Are you staying with me? Any questions?

Group Exercise
- Pick one key service that you provide
- Fill out the performance measures chart
- Share your chart with others at your table
- One person should be willing to share with the class

Now it's your turn...

Input — Output — Outcome

Indicators — Efficiency — Effectiveness

Productivity

Conditions

Cost-Effectiveness

Select a palette of performance 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

Now it's your turn...

Outcome

Output

Input

Effectiveness

Productivity

Cost-Effectiveness

Efficiency

Indicators

Conditions
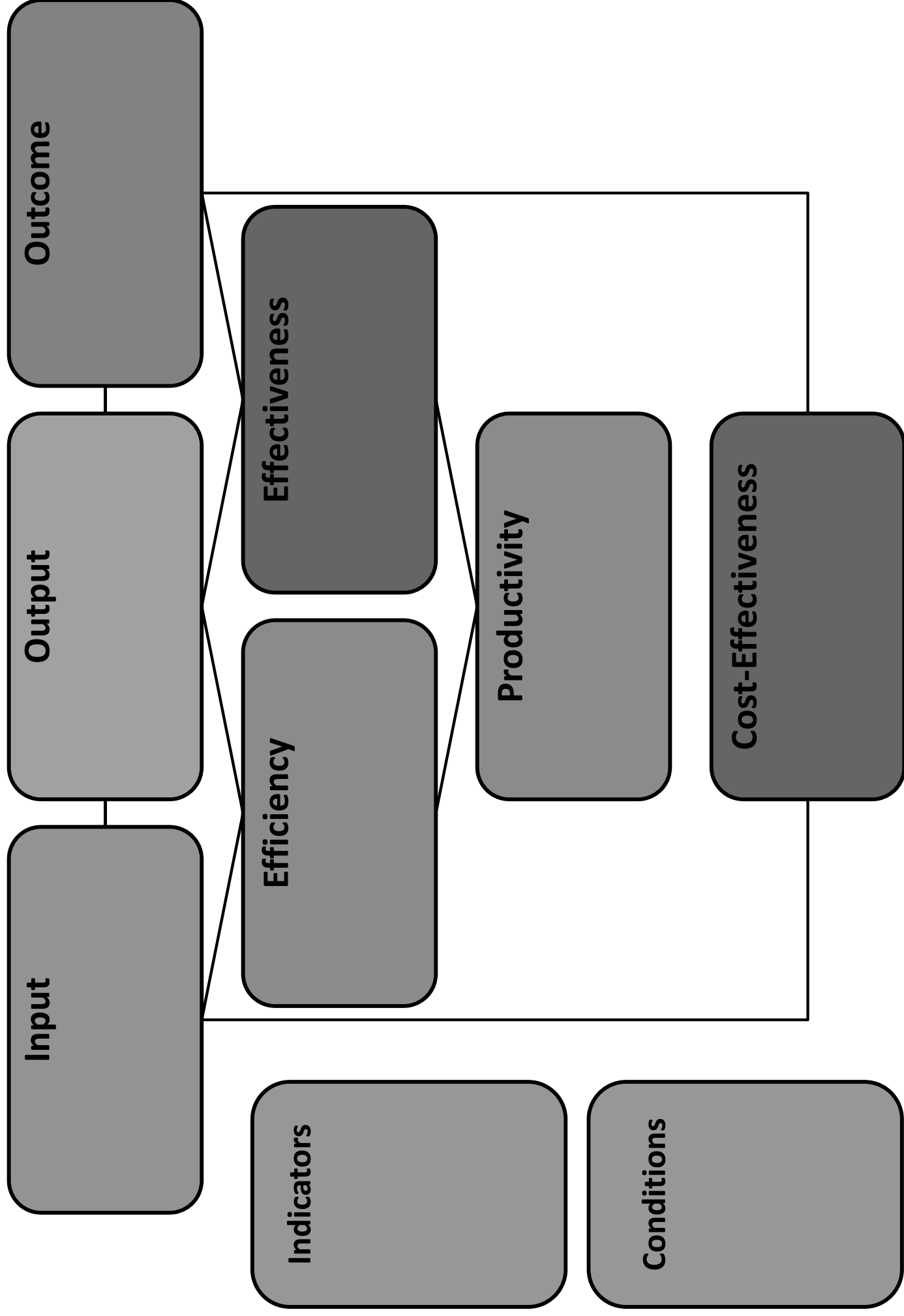
Why measure?

If You Don't Measure Results,
You Can't Tell Success from Failure

If You Can't See Success,
You Can't Reward It

If You Can't Reward Success,
You're Probably Rewarding Failure

If You Can't See Success,
You Can't Learn From It

If You Can't Recognize Failure,
You Can't Correct It

If You Can Demonstrate Results,
You Can Win Public Support

David Osborne and Ted Gaebler. 1992. *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector.*

Lead her team in an effort to identify possible performance measures

Build a palette of measures that are relevant, understandable and complete

What should Abigail do?

Evaluate the selected measures to ensure they provide a relevant understandable and complete picture of performance in the department

What should Daniel do?

Provide feedback on whether the measures accurately measure what they are trying to measure

Make sure data is accurate and reported in a timely manner

What should Emily do?

Evaluating and Reporting Results

PLAN

DO

REVISE
What must you improve to achieve your desired results?

REVIEW
How will you know if you are successful?
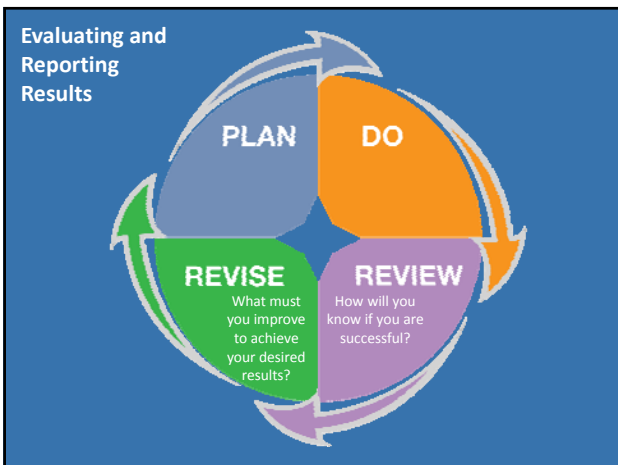
Questions for evaluation:

What happened?
Why did it happen?
How did it happen?
Was this the most efficient use of resources?
How effective was the effort?
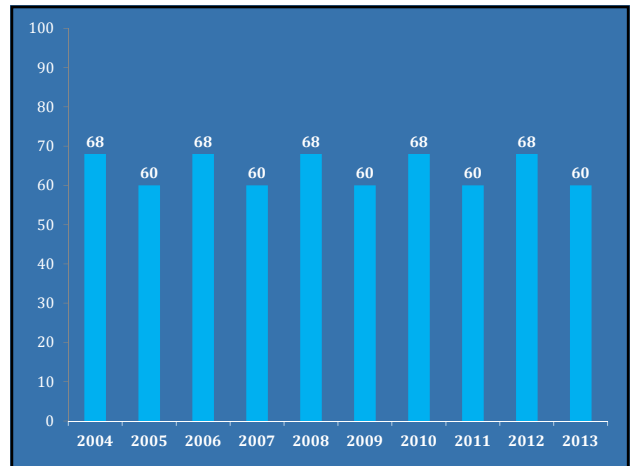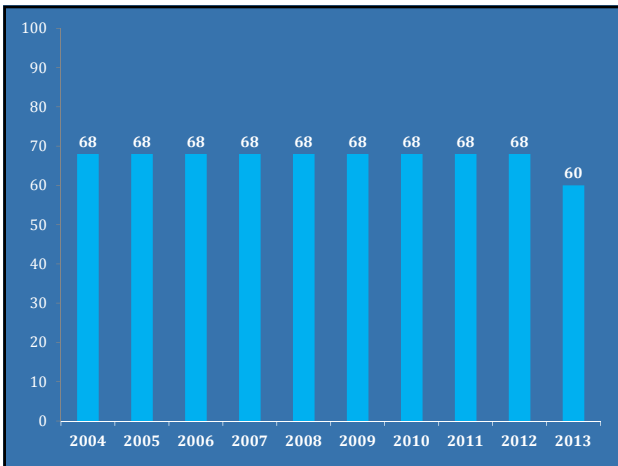How can we improve on the result?

Assign staff to analyze the performance data

Ask questions about the data – does this make sense?

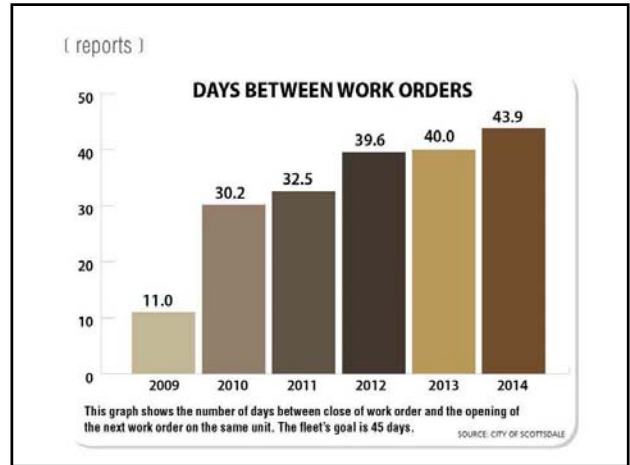Regularly review reports as part of the management cycle

THOSE WHO DO NOT REMEMBER THE PAST ARE CONDEMNED TO REPEAT IT.

Historical Trending

Chart 1: 2004: 68, 2005: 68, 2006: 68, 2007: 68, 2008: 68, 2009: 68, 2010: 68, 2011: 68, 2012: 68, 2013: 60

Chart 2: 2004: 68, 2005: 60, 2006: 68, 2007: 60, 2008: 68, 2009: 60, 2010: 68, 2011: 60, 2012: 68, 2013: 60

Chart 3: 2004: 82, 2005: 80, 2006: 77, 2007: 77, 2008: 74, 2009: 74, 2010: 72, 2011: 70, 2012: 68, 2013: 60

"We must understand variation."
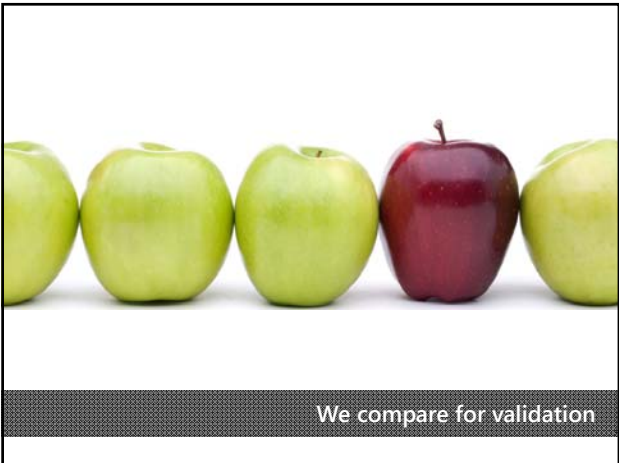
(avoid management tampering)

Dr. W. Edwards Deming

Targets express a specific level of performance the organization is aiming to achieve.

Standards (also called "benchmarks") express the minimum acceptable level of performance that is expected and achieved by other, high-performing organizations.

How else will you know how well you are doing without context?

A key question to ask is: "compared to what?"

Target setting

Rating **Target or Standard**

Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Rating	50	55	57	58	59	61	62	66	68	60

(reports)

DAYS BETWEEN WORK ORDERS

Year	2009	2010	2011	2012	2013	2014
Days	11.0	30.2	32.5	39.6	40.0	43.9

This graph shows the number of days between close of work order and the opening of the next work order on the same unit. The fleet's goal is 45 days.

SOURCE: CITY OF SCOTTSDALE

MEASURES		Annual Target	Q1 Target	Q1 Actual	% of Target
→ MEASURE:	Drinking Water Produced Daily	70.9	81.8	78.8	96.3%
COMMENT:	Average daily potable water production in millions of gallons. Significant late monsoon rains reduced demand for water in the first quarter.				
↑ MEASURE:	Sewage Treated Daily	21.4	21.4	23.1	108%
COMMENT:	Average daily volume of sewage treated in million gallons. Includes flow to 91ˢᵗ Avenue regional facility.				
↓ MEASURE:	Percent of Lost & Unaccounted For Water	6%	6%	7.7%	128%
COMMENT:	Required state standard is 10%. Scottsdale's goal is aggressive and 40% lower than the state standard. Based on the many factors influencing this measure, it may take more than one year to achieve.				
→ MEASURE:	Percentage of calls handled and resolved immediately by staff in a single phone call	85%	85%	84.6%	100%
→ MEASURE:	Drinking Water compliance rate	100%	100%	100%	100%
↑ MEASURE:	Amount of water (in million gallons) recharged above Safe Yield	2,500	625	3,469	555%
COMMENT:	Substantial off-site recharge planned for the previous fiscal year was delayed and not included in initial target.				
→ MEASURE:	Percentage of workshop participants who attended a landscape workshop and rated the program as "Excellent" or "Good" in a feedback survey	98%	98%	100%	102%
COMMENT:	100% of 277 workshop attendees rated the workshops as good or excellent.				

CODE: COMPLETED ✓ FAVORABLE ↑ ON TARGET → (95-105%) UNFAVORABLE ↓ DELAYED ◄
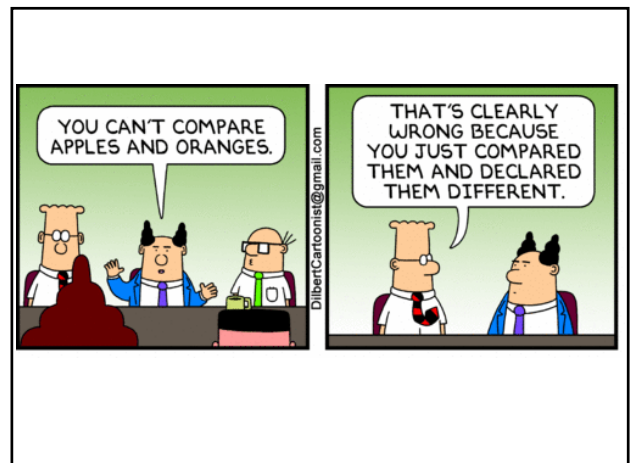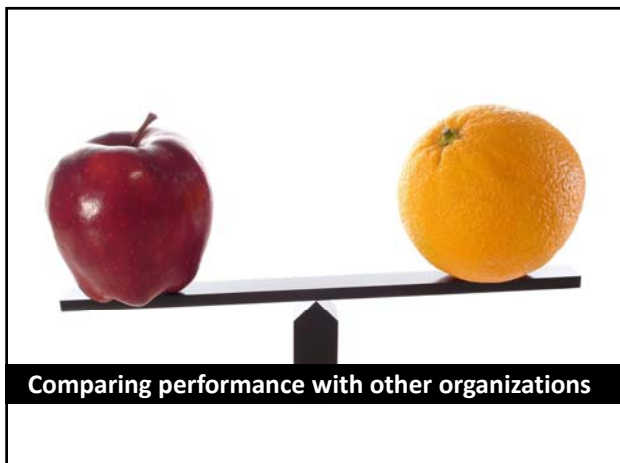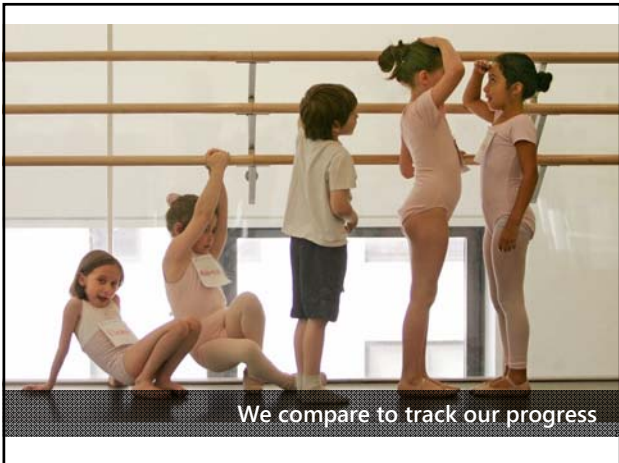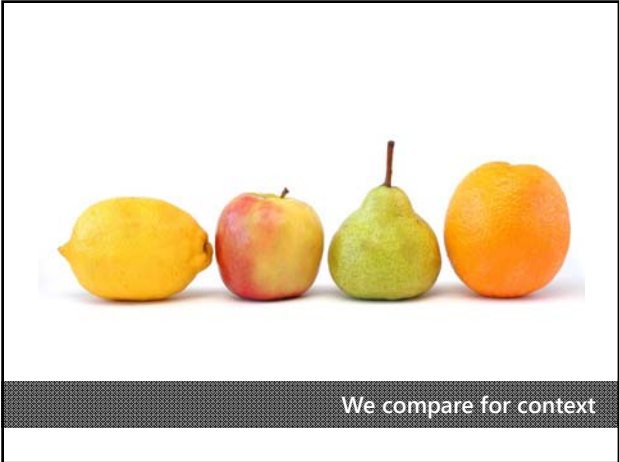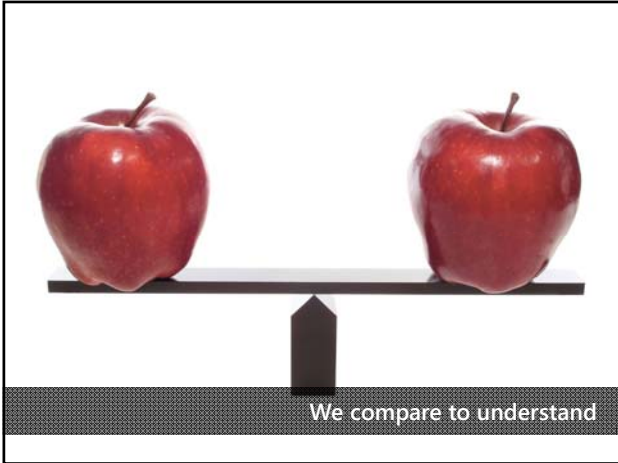
Benchmarking

Comparing performance with other organizations

YOU CAN'T COMPARE APPLES AND ORANGES.

THAT'S CLEARLY WRONG BECAUSE YOU JUST COMPARED THEM AND DECLARED THEM DIFFERENT.

DilbertCartoonist@gmail.com

We compare for context

We compare for validation

We compare to track our progress

We compare for motivation

We compare to understand

If we don't compare, others will

What's in it for us?

**"Residents who experienced …
'operational transparency' in government
services – seeing the work that government
is doing – expressed more positive attitudes
toward government and greater support for
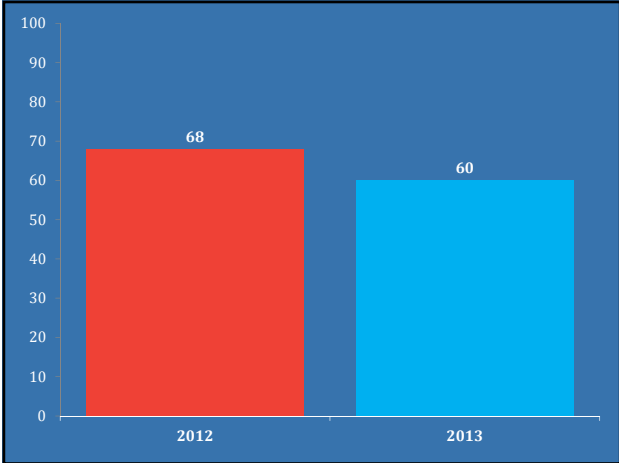maintaining or expanding the scale of
government programs."**

Harvard Business School study, 2013

How will you know how you are doing without context?
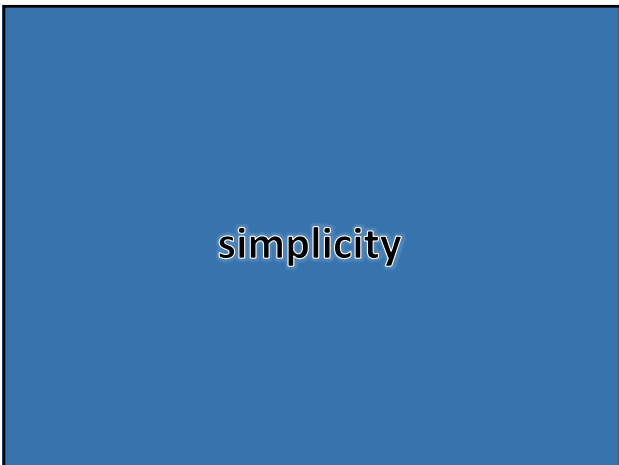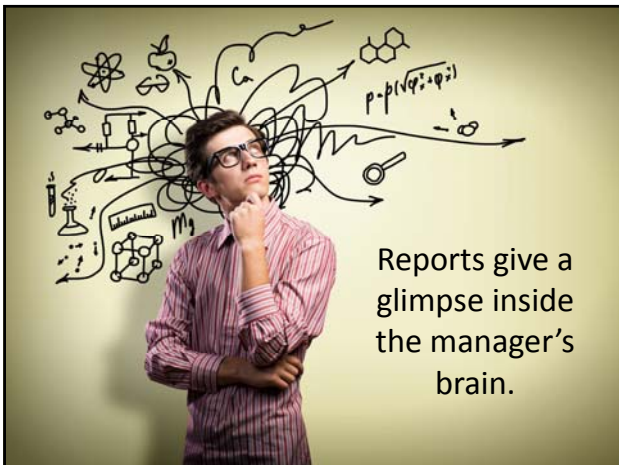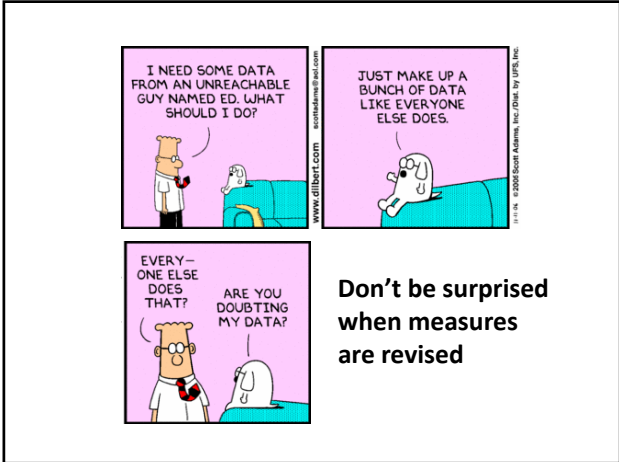

Valley Benchmark Cities
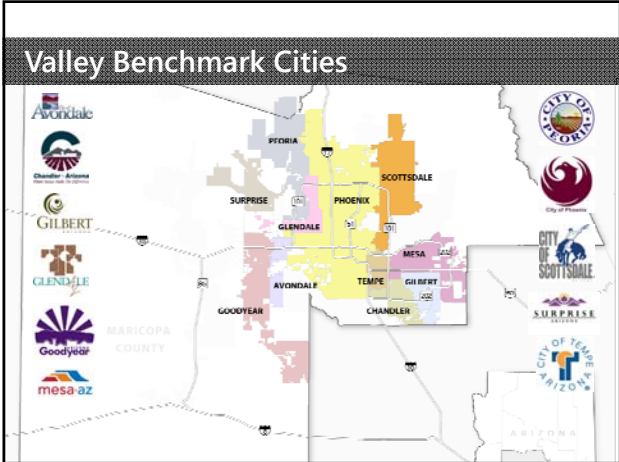
"Evidence suggests that improved performance occurs at a much greater rate when performance measures are compared."
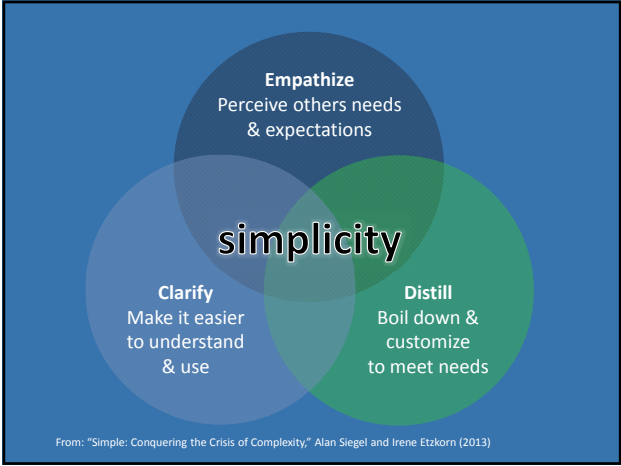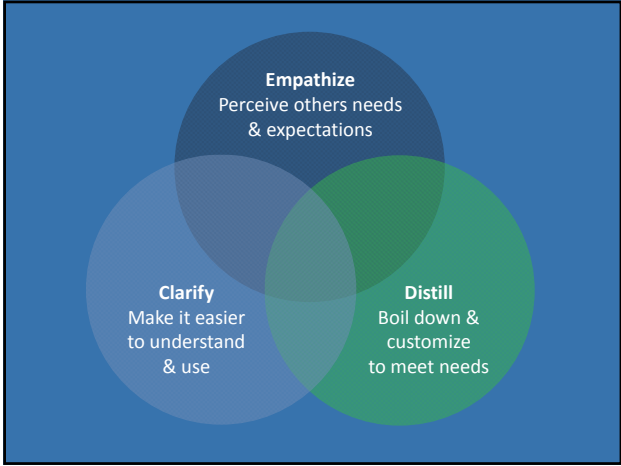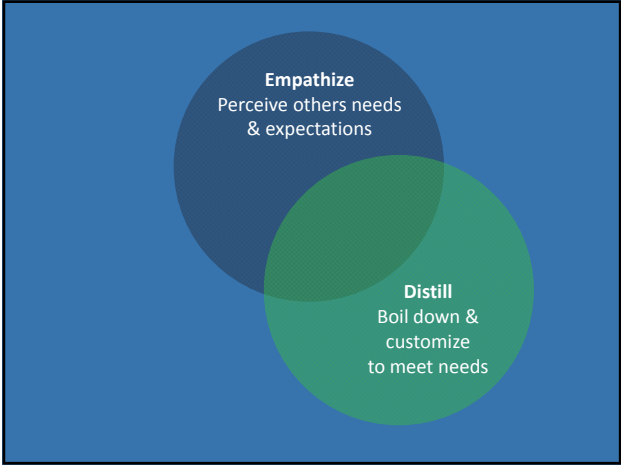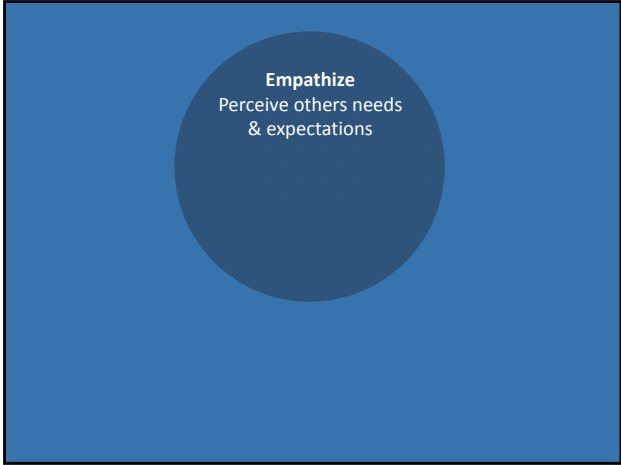Smith and Cheng, 2004

Tips for successful Performance Review Sessions:

- Leadership sufficiently interested to support and participate in regular meetings
- A process that provides timely and accurate data on program outputs and outcomes
- Staff that can assist the leader in examining the data and provide advice on issues to address at the meetings

Performance Review Sessions

Data validation

"But you must never forget that every one of these figures comes from the village watchman, who just puts down what he damn well pleases." Sir Josiah Stamp, 1911

Don't be surprised when measures are revised

Don't take it personally...

Performance Management is **communication**.

Reports give a glimpse inside the manager's brain.

simplicity

Empathize
Perceive others needs
& expectations

Empathize
Perceive others needs
& expectations

Distill
Boil down &
customize
to meet needs

Empathize
Perceive others needs
& expectations

Clarify
Make it easier
to understand
& use

Distill
Boil down &
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simplicity

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From: "Simple: Conquering the Crisis of Complexity," Alan Siegel and Irene Etzkorn (2013)

"effective information visualization (is) premised on:

simplicity
(complex notions simplified to save time for reader);

transparency
(visual honesty and responsibility in sourcing);

creativity
(design that is memorable and understandable);

sociability
(easily shared and improved)"

@Sambrook   http://www.edelman.com/p/6-a-m/visualizing-information/

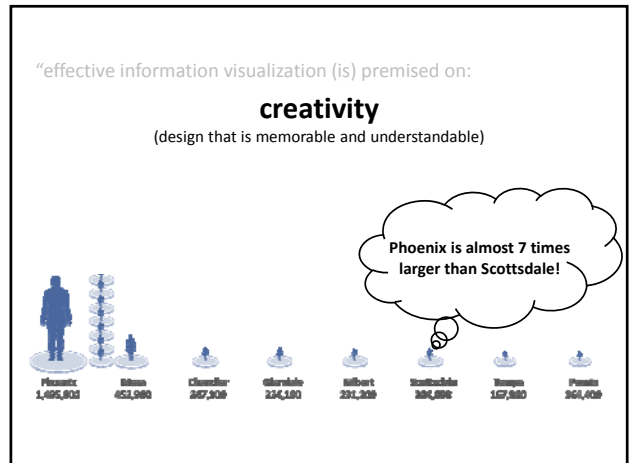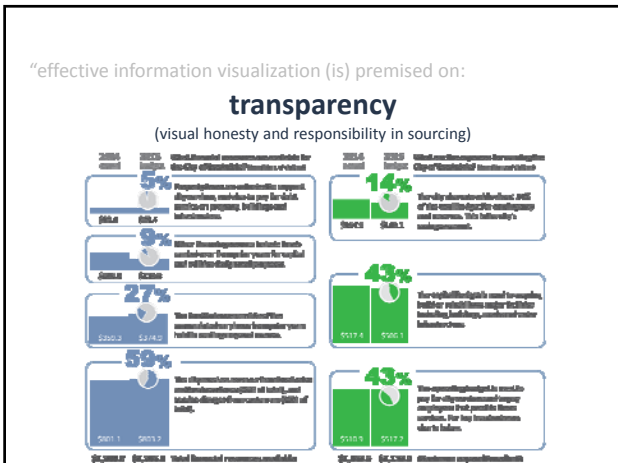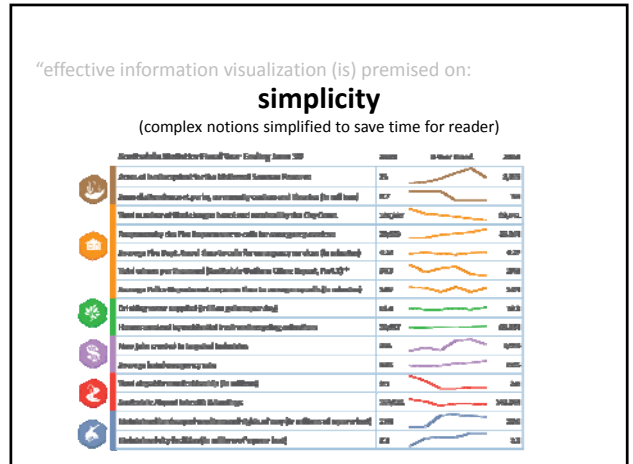"effective information visualization (is) premised on:

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Slide 1

"effective information visualization (is) premised on:

🐦 sociability

(easily shared and improved)

Slide 2
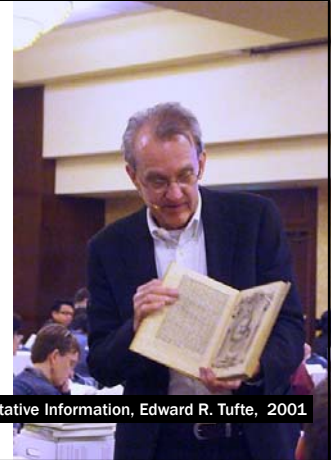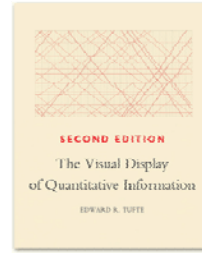
Edward R. Tufte

The Visual Display of Quantitative Information, Edward R. Tufte, 2001

🐦 @EdwardTufte

Slide 3

Remove Chartjunk

"interior decoration of graphics generates a lot of ink that does not tell the viewer anything new."

Series 1

Slide 4
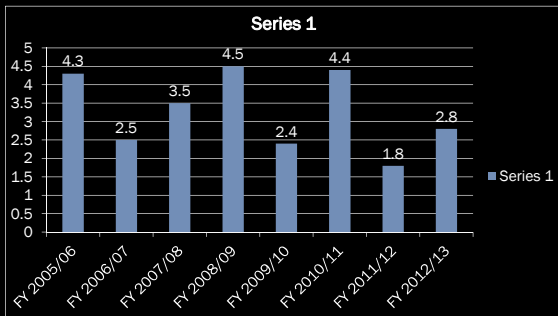
Increase Data-Ink

"data graphics should draw the viewer's attention to the sense and substance of the data, not to something else."

High - 4.5

$2.8 million

Low - 1.8

2006   2009   2013

Slide 5
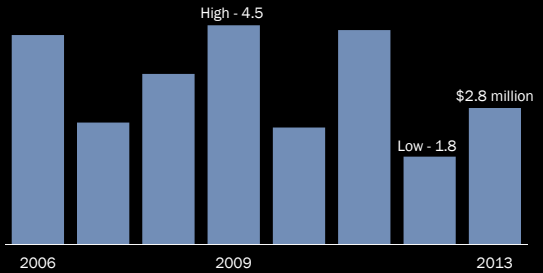
Accessible Complexity: The Friendly Data Graphic

Characteristics of friendly graphics
- ❑ words are spelled out
- ❑ words run from left to right
- ❑ little messages help explain data
- ❑ avoid elaborately encoded shadings, crosshatching and colors
- ❑ labels are placed on the graphic itself; no legend is required
- ❑ graphic attracts viewer, provokes curiosity
- ❑ colors, if used, are chosen so that color-deficient and color-blind (5 to 10 percent of viewers) can make sense of the graphic (blue can be distinguished from other colors by most color-deficient people)
- ❑ Type is clear, precise, modest
- ❑ Type is upper- and lower-case, with serifs

The Visual Display of Quantitative Information, Edward R. Tufte, 2001, p. 183

Slide 6

Total Full-Time Attrition and Unemployment Rate

Slide 1
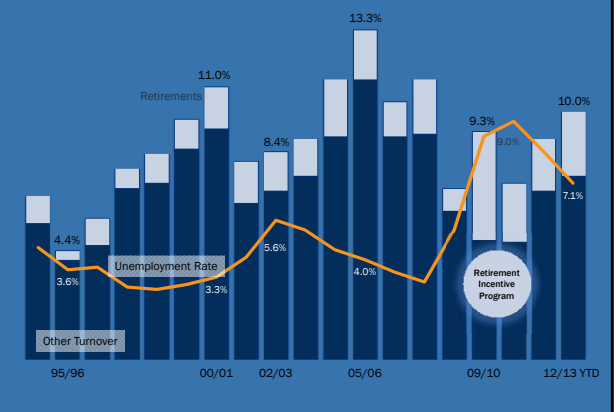
First Response Unit - Station 602 Area

	10% more calls
93% **7%** OTHERS	**77%** **23%** OTHERS
601 3%	601 13%
603 3%	603 7%
PHX 1%	PHX 4%
TEMPE .2%	TEMPE .3%

FY 2011/12
1.9 companies
Station 602
6,161 Calls

FY 2012/13
1.1 companies
Station 602
6,784 Calls

Slide 2

"People… operate with beliefs and biases.
To the extent you can eliminate both and replace them with data, you gain a clear advantage."

Michael Lewis | Moneyball: The Art of Winning an Unfair Game

Moneyball (2011)

Slide 3

Assign a staff member to regularly review performance measures

Make sure that targets and standards are identified for each measure

Build review of measures into the regular management cycle – monthly staff meetings?

Work with her team to create a simple report that distills and clarifies performance information for management and customers

What should Abigail do?

Slide 4

Review measures on an regular basis and look at historical trends, performance against targets and standards – including benchmarked organizations

Make sure Abigail is prepared for management review sessions

What should Daniel do?

Slide 5

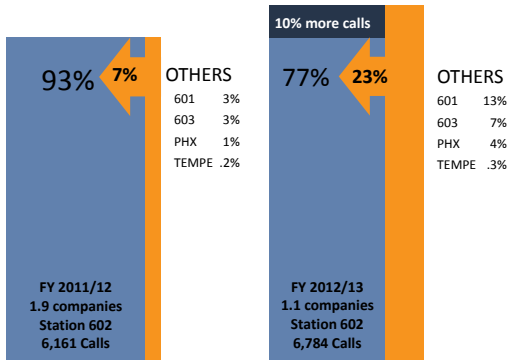Take a look at the reports and look for explanations for variations in data.

Keep Abigail updated on changes or trends as she notices them

Provide feedback on reports and analysis from the perspective of the customers she works with.

What should Emily do?

Slide 6

Solid Waste Department

Mission	Solid Waste maintains clean neighborhoods and protects public health by providing solid waste collection, transportation, disposal, compliance and education services at the lowest practical rate and the highest possible customer satisfaction.
	Key services include: ▪ Provide weekly refuse/recycling and monthly brush/bulk collection to residents ▪ Provide commercial refuse collection 6 days a week to business and apartments
Expectations	#1 Department personnel must treat residents and businesses as customers #2 Encourage residents and businesses to increase the amount of recycling #3 Scheduled pick-ups must be adhered to in all possible circumstances #4 The department must provide cost-effective services for the citizens
Goal 1	To provide the highest quality service at the lowest practical rate
Goal 2	Increase residential recycling diversion rate to 35% or greater by 2020
Goal 3	To reduce the number of missed collections by 40% by 2015
Goal 4	95% of residents will rate department personnel as "excellent" by 2015

Slide 1

Performance Summary

Measure	Input	Output	Efficiency	Effectiveness	Link to Goal	Link to Expectations
124,000 tons of garbage collected annually						
620 pounds of recyclable material collected per resident per year						
$10.8 million expended for equipment and materials						
10 commercial users reporting missing collections per 1,000						
Average monthly cost of $15.96 per customer for residential service						
$6.2 million expended for labor						
80,000 households and 1,500 commercial customers						
5 household reported missed collections per 10,000 collections						
17% diversion rate for material collected						

Slide 2

Questions for Discussion:

- What historical information would help you better evaluate these measures?

- What benchmark information would help the reader evaluate the information?

- How could this information be presented to the city council to be as effective as possible?

Slide 3

What are we asking you to do?

1. Review services to ensure they are aligned with strategic, council or general plan goals, 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, create and execute a plan to improve performance

Slide 4

Managing Organizational Performance

CITY OF SCOTTSDALE

Brent Stockwell
Strategic Initiatives Director
Scottsdale City Manager's Office
Bstockwell@ScottsdaleAZ.gov
480-312-7288

Solid Waste Department

Mission

Solid Waste maintains clean neighborhoods and protects public health by providing solid waste collection, transportation, disposal, compliance and education services at the lowest practical rate and the highest possible customer satisfaction.

Key services include:

- Provide weekly refuse/recycling and monthly brush/bulk collection to residents
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#1 Department personnel must treat residents and businesses as customers
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#3 Scheduled pick-ups must be adhered to in all possible circumstances
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Goal 1

To provide the highest quality service at the lowest practical rate

Goal 2

Increase residential recycling diversion rate to 35% or greater by 2020

Goal 3

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Goal 4

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CITY OF SCOTTSDALE ARIZONA

Strategic Planning Framework

Item	Purpose	Description	Source
Mission	What is our purpose? What do we do?	Simply better service for a world-class community.	The mission statement was adopted by the City Council Dec. 10, 2013.
Goals	What are our main focus areas?	Strategic Goals (long-term goals): ▪ Value Scottsdale's Unique Lifestyle and Character ▪ Support Economic Vitality ▪ Enhance Neighborhoods ▪ Preserve Meaningful Open Space ▪ Seek Sustainability ▪ Advance Transportation Council Priorities (short-term goals): a. Partner with residents and businesses to revitalize the McDowell Road corridor. b. Provide strategic support of tourism and visitor events. c. Create and adopt a comprehensive economic development strategy. d. Develop a transportation strategy that anticipates future needs. e. Prepare and adopt fiscally sustainable operating and capital budgets. f. Reinvest in a high performance organization and work culture.	The Strategic Goals are the six guiding principles in the 2001 General Plan, and are listed in the order they appear as chapter headings in the General Plan. In addition to the Strategic Goals, short-term goals or priorities are set by the City Council to address specific needs or challenges facing the organization and/or community. This list of priorities was approved by the City Council Dec. 10, 2013.
Values	What principles govern our actions and the way we do business?	▪ Focus on Quality Customer Service ▪ Be Accountable & Act with Integrity ▪ Respect the Individual ▪ Plan & Innovate for the Future ▪ Listen, Communicate, Take Action ▪ Collaborate as a Team ▪ Learn & Grow Continuously ▪ Show Caring & Compassion for Others	The Scottsdale Employee Values demonstrate the behaviors that employees and management model in fulfilling the mission, and goals. They were developed by employee focus groups and were last revised in June 2004.
Objectives	What are we trying to accomplish? What efforts are needed to get results?	Concise action statements describing specific efforts or services we must do well, or improve, in order to achieve the mission and goals. Objectives support either strategic goals or short-term goals. Objectives must be quantifiable.	To be developed by divisions and departments; reviewed by executive management, and incorporated in the annual budget.
Initiatives	What specific activities must be done to ensure we meet the objectives?	The specific programs, activities, projects or actions that will drive our efforts to achieve the objectives	To be developed by divisions and departments.
Measures	How will we know if we are achieving the objectives?	Meaningful quantitative evidence used to monitor and track progress towards achievement of desired results.	To be developed by divisions and departments.

rev. Dec. 10, 2013

General Plan Elements and Goals grouped by Strategic Goal

Strategic Goal	Element (2), Number and Abbreviated Goal		Page
A Character	CD 1	Use community goals, character and context to determine development appropriateness.	43
A Character	CD 2	Review the design of all development proposals.	47
A Character	CD 3	Identify, promote and protect historic, cultural and archaeological resources.	48
A Character	CD 4	Encourage "streetscapes" for major roadways of the surrounding area.	48
A Character	CD 5	Maximize the potential of public art to enrich residents and visitors lives.	50
A Character	CD 6	Maintain landscaping standards that reinforce city character.	51
A Character	CD 7	Encourage sensitive outdoor lighting.	51
A Character	LU 1	Recognize Scottsdale's role as a major economic center.	65
A Character	LU 2	Coordinate land uses with regional transportation networks.	66
A Character	LU 3	Transition land uses between intense and less intense areas.	66
A Character	LU 4	Maintain a balance of land uses.	67
A Character	LU 5	Support a variety of mobility choices in land use patterns.	67
A Character	LU 6	Promote land use patterns that conserve resources.	68
A Character	LU 7	Sensitively integrate land uses into the surrounding settings.	68
A Character	LU 8	Create a sense of community through land uses.	69
A Character	LU 9	Create synergy within mixed-use neighborhoods.	69
B Vitality	EV 1	Sustain Scottsdale as a tourist destination.	82
B Vitality	EV 2	Encourage high quality retail and entertainment.	83
B Vitality	EV 3	Support a diversity of businesses.	83
B Vitality	EV 4	Foster economic and employment opportunities.	84
B Vitality	EV 5	Integrate non-residential development where it can be accessed and visible.	84
B Vitality	EV 6	Support quality employment and business opportunities.	85
B Vitality	EV 7	Utilize redevelopment and revitalization efforts to sustain economic well-being.	85
C Neighborhoods	CI 1	Seek early and ongoing involvement.	90
C Neighborhoods	CI 2	Seek community-wide representation on issues.	91
C Neighborhoods	CI 3	Process city issues in a convenient manner for citizens.	91
C Neighborhoods	CI 4	Utilize new communication technologies.	92
C Neighborhoods	CI 5	Make community issue information readily available.	92
C Neighborhoods	CI 6	Foster community partnerships to formulate collaborative solutions.	93
C Neighborhoods	HO 1	Preserve the quality of dwellings and neighborhoods.	98
C Neighborhoods	HO 2	Seek a variety of housing options.	98
C Neighborhoods	HO 3	Seek a variety of housing options to meet the community's socioeconomic needs.	99
C Neighborhoods	HO 4	Encourage mixed-use development.	99
C Neighborhoods	HO 5	Promote revitalization of older neighborhoods and dated housing stock.	100
C Neighborhoods	HO 6	Integrate housing for all age groups and those with special needs.	100
C Neighborhoods	NE 1	Enhance and protect neighborhoods.	105
C Neighborhoods	NE 2	Provide for long-term stability of neighborhoods.	105
C Neighborhoods	NE 3	Sustain economic well-being through neighborhood revitalization efforts.	105
C Neighborhoods	NE 4	Preserve and enhance the unique sense of neighborhood.	106
C Neighborhoods	NE 5	Encourage context-appropriate development.	107
D Open Space	OS 1	Provide high quality and ample quantities of open space.	113
D Open Space	OS 2	Manage a comprehensive open space program.	115
D Open Space	OS 3	Acquire and develop high priority open space.	116
D Open Space	OS 4	Encourage and cooperate with other agencies to preserve and protect regional open space.	116
D Open Space	OS 5	Ensure a wide range of recreational facilities and services.	116
D Open Space	OS 6	Coordinate with schools to provide recreational opportunities.	117
D Open Space	OS 7	Provide attractive, well-maintained recreational facilities.	118
D Open Space	OS 8	Provide access to educational, recreational, and cultural services for all residents.	119
D Open Space	PR 1	Acquire the land within the recommended study boundary of the McDowell Sonoran Preserve.	132
D Open Space	PR 2	Protect the natural environment.	132
D Open Space	PR 3	Achieve natural resource sustainability.	132
D Open Space	PR 4	Promote energy conservation.	133
D Open Space	PR 5	Conserve water and encourage the reuse of wastewater.	134
D Open Space	PR 6	Ensure quality of ground and surface water supplies.	135
D Open Space	PR 7	Promote local and regional efforts to improve air quality.	135
D Open Space	PR 8	Maximize resource recovery, reuse and recycling.	136
D Open Space	PR 9	Protect and conserve native plants.	137
D Open Space	PR 10	Encourage "green building" alternatives.	137
E Sustainability	DE 1	Use fiscal impact modeling for tabular and graphic analyses.	145
E Sustainability	DE 2	Assign a staff liaison to help manage the fiscal impact model.	146

Please note that the abbreviated goals have been summarized by staff and may or may not reflect all the concepts included within the goal in the voter-approved 2001 General Plan. Please refer to the referenced page in the General Plan for more detail.

E	Sustainability	DE 3	Use fiscal impact modeling for budgeting public service operations.	146
E	Sustainability	GA 1	Direct and sustain growth in designated areas.	153
E	Sustainability	GA 2	Make circulation more efficient.	153
E	Sustainability	GA 3	Conserve natural resources and open space in growth areas.	153
E	Sustainability	GA 4	Coordinate infrastructure funding and financial planning with development activity.	154
E	Sustainability	GA 5	Identify legal mandates and policies concerning future growth.	154
E	Sustainability	GA 6	Integrate public art into the character of growth areas.	154
E	Sustainability	GA 7	Plan for the orderly building of infrastructure.	154
E	Sustainability	PS 1	Maintain a sustainable solid waste system.	162
E	Sustainability	PS 2	Protect the public from flooding.	163
E	Sustainability	PS 3	Provide reliable power and communication services that match the character of Scottsdale.	163
E	Sustainability	PS 4	Develop strategies to place the library in a position to respond to challenges.	164
E	Sustainability	PS 5	Partner with other jurisdictions and agencies.	164
E	Sustainability	PS 6	Provide services to improve neighborhoods and the lives of Scottsdale residents.	165
E	Sustainability	PS 7	Provide a safe environment for all citizens, visitors, and private interests.	166
E	Sustainability	PS 8	Provide city service facilities to meet the needs of the community.	167
E	Sustainability	PS 9	Design public buildings to increase appeal as community gathering spaces.	167
E	Sustainability	PS 10	Provide recreational opportunities.	168
E	Sustainability	PS 11	Coordinate with the school districts.	169
E	Sustainability	PS 12	Ensure renewable, long-term water supplies.	169
E	Sustainability	PS 14	Meet or surpass water quality standards.	170
E	Sustainability	PS 13	Conserve water and reuse of wastewater.	170
F	Transportation	CM 1	Protect regional air and land corridors.	177
F	Transportation	CM 2	Protect regional transportation networks.	177
F	Transportation	CM 3	Promote regional diversity and connectivity of mobility choices.	178
F	Transportation	CM 4	Safely, effectively and efficiently move people, goods and information.	179
F	Transportation	CM 5	Relieve traffic congestion.	179
F	Transportation	CM 6	Optimize mobility for city build-out.	180
F	Transportation	CM 7	Maintain aesthetics and environmental standards in the transportation system.	181
F	Transportation	CM 8	Emphasize live, work and play land use relationships.	181
F	Transportation	CM 9	Protect neighborhoods from regional and citywide networks.	182
F	Transportation	CM 10	Encourage a diversity of transportation system links.	182
F	Transportation	CM 11	Build community through neighborhood mobility.	183
F	Transportation	CM 12	Recognize diversity and different mobility needs.	184

NOTES:

(1) The strategic goals are the guiding principles in the General Plan and serve as the chapter headings. They are abbreviated as follows: Preserve meaningful OPEN SPACE; Enhance NEIGHBORHOODS; Seek SUSTAINABILITY; Support economic VITALITY; Advance TRANSPORTATION; Value Scottsdale's unique lifestyle and CHARACTER.

(2) Abbreviated Elements: CD=Character and Design; LU=Land Use; EV=Economic Vitality; CI=Community Involvement; HO=Housing; NE=Neighborhoods; OS=Open Space and Recreation; PR=Preservation and Environmental Planning; DE=Cost of Development; GA=Growth Areas; PS=Public Services and Facilities; CM=Community Mobility

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

Type	Description	Explanation	Examples
Outcome	The desired end result that demonstrates the impact of the services delivered	Typically qualitative, they are quantified through effectiveness measures, which compare them to a target or standard. Identify outcomes clearly so you can identify the measureable factors that will get you the results you desire.	- City facilities are clean, well-maintained and open - Streets and roads are well-maintained and clean - Travel/transit times are reasonable & predictable
Cost-Effectiveness	Amount of outcome achieved per amount of resources used	Another way to measure effectiveness is to measure how economically it is done. This is different from "efficiency" measure, which are the ratio of outputs created to inputs used. You can also measure the cost-effectiveness of different levels of service.	- Per customer cost to provide after-school programs - Cost to provide 24-hour turnaround service on all building inspections
Effectiveness	Amount of achieved results, or the level of quality relative to the amount of work done	Called outcome measures because they measure the extent to which outputs achieve desired customer-focus results. Financial Policy 3 requires budgets to include proof that programs met intended objectives (effectiveness criteria). They tell you how effectively you are providing the service, but don't tell you how efficiently it is being done.	- Citizen, employee and customer satisfaction, quality and timeliness ratings from surveys - Pavement condition index (PCI) % of improperly repaired meters
Productivity	Amount of quality work done per amount of resources used	Calculated by dividing an efficiency (or input) measure by an effectiveness measure. Productivity measures are an efficiency measure that measures amount of quality work done per amount of inputs used. Difficult to do, but productivity measures encourage both efficiency <u>and</u> effectiveness.	- Cost per <u>properly</u> repaired meter - Cost per vacancy filled <u>successfully</u>

Efficiency	Amount of work done per amount of resources used	Efficiency is the ratio between outputs delivered and inputs used to produce the output. Efficiency measures tell you the quantity done relative to the inputs used; they do not tell you the quality of work done. Financial Policy 3 requires budgets to include proof that programs provide value in terms of dollars allocated (efficiency).	▪ Number of transactions per FTE ▪ Cost per work order completed ▪ Expenditures per case closed ▪ Road rehab expenditures per lane mile
Output	Amount of work produced or services delivered	Outputs are the amount of work done by the organization or contractors – the completed products of <u>internal</u> activity. They are also known as workload measures and can be compared with prior years to see if volume is up or down. They can be divided by indicators such as population to compare relative levels with other organizations. Outputs reveal the <u>quantity</u> of work done, but say nothing about the quality of the work or efficiently it was done.	▪ 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
Input	Amount of resources used (or available) to provide services	Inputs contribute to the production and delivery of an output, such as expenditures, labor units or physical resources. The amounts that were actually used (not the amounts budgeted) are the relevant numbers. Input measures don't really tell you anything about performance, but are necessary to create other measures.	▪ Employees or full-time equivalents (FTEs) hours/2,080 ▪ $ Expended ▪ Paid Hours ▪ Supplies used– electricity, water, gas, steel, cement, asphalt
Indicators	Describe the environment in which the service is provided	Indicators describe the external environment and provide context on operations, including those factors that impact services. Also called descriptors. Measures are controllable, indicators are usually not, but may be influenceable.	▪ Population ▪ Square Miles ▪ Crime Rates
Conditions	External requirements or demands that impact service delivery	Conditions are external requirements or demands that impact services. Include procedural requirements, but also things to which you must be responsive.	▪ Laws ▪ Regulations ▪ Calls for service ▪ Citizen Complaints