Accomplishing Results

Part 1: Defining and Achieving Results

Photo by Scott Amonson

CITY OF
SCOTTSDALE

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go to ScottsdaleAZ.gov search "performance"

"..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.**"
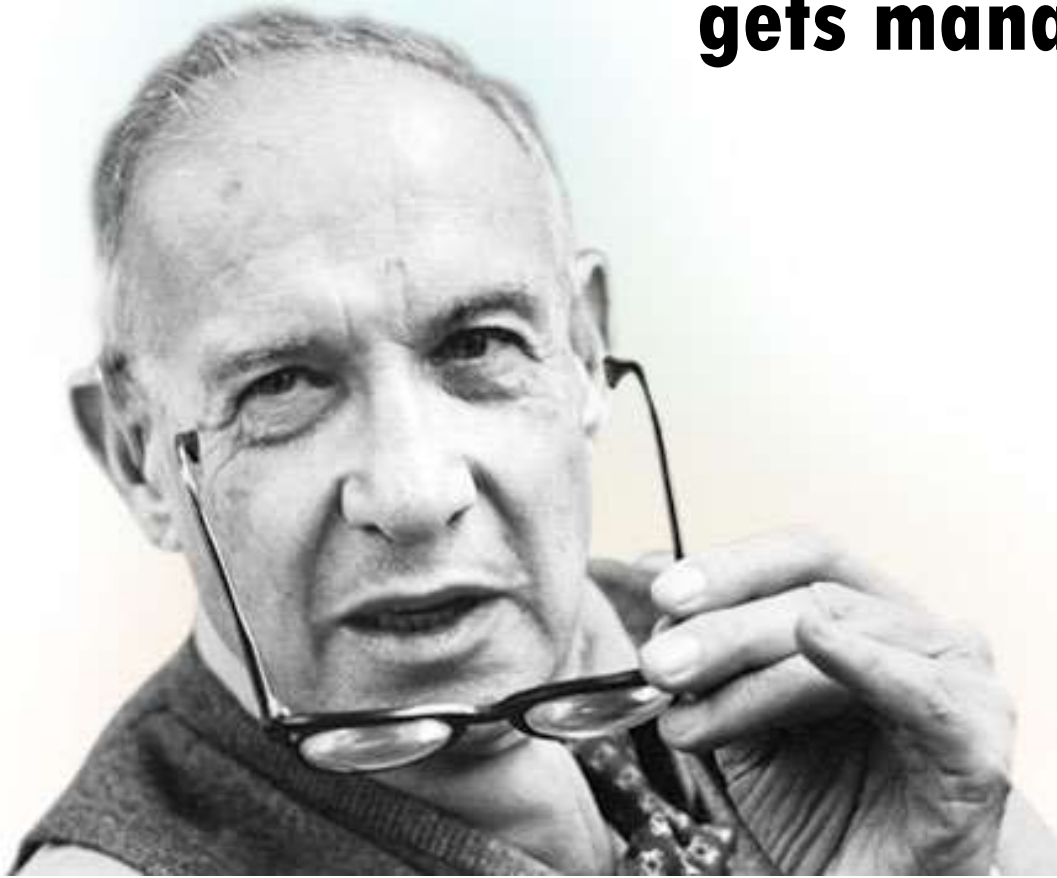
Jim Collins

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?
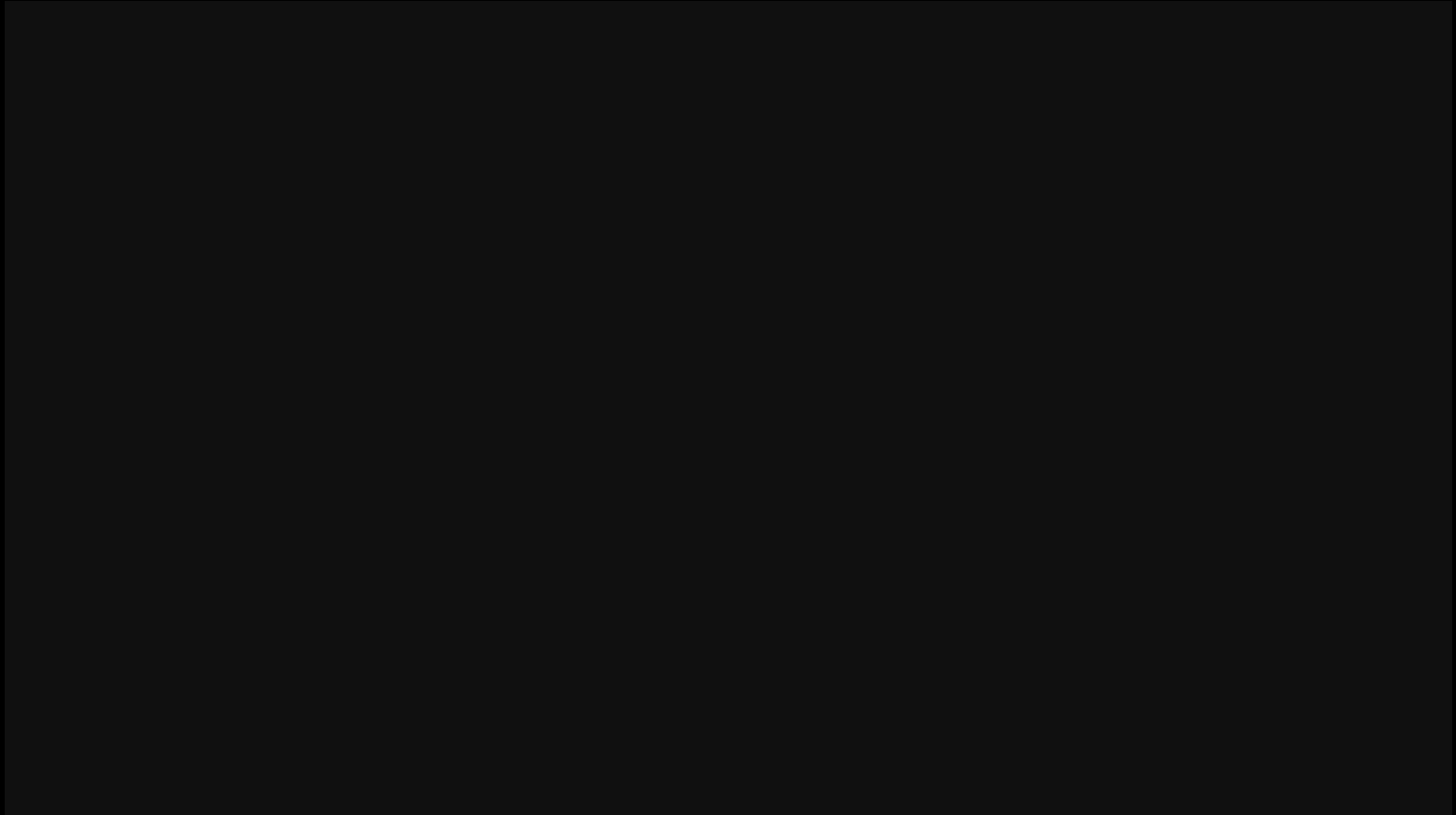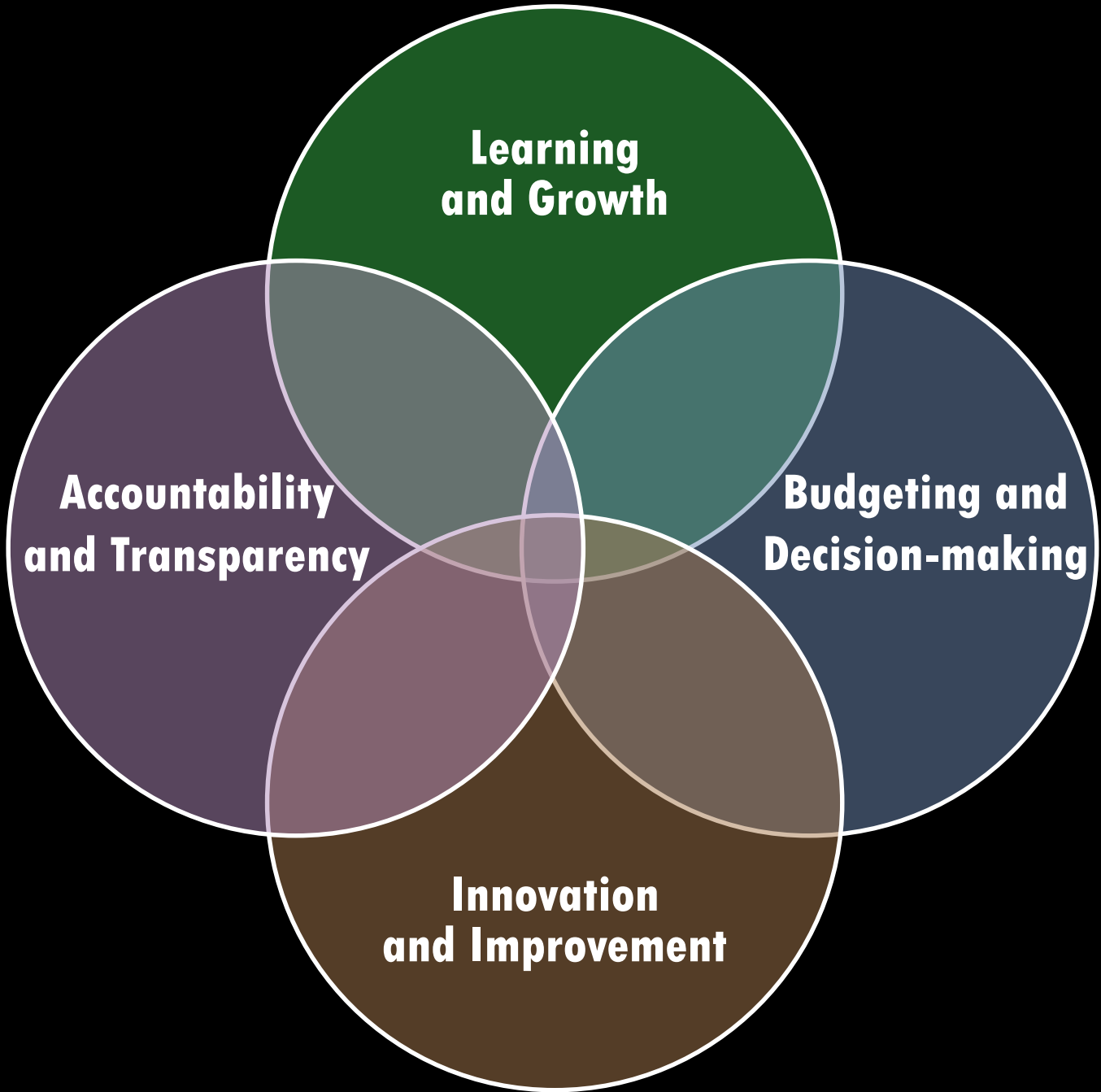
Start with Why
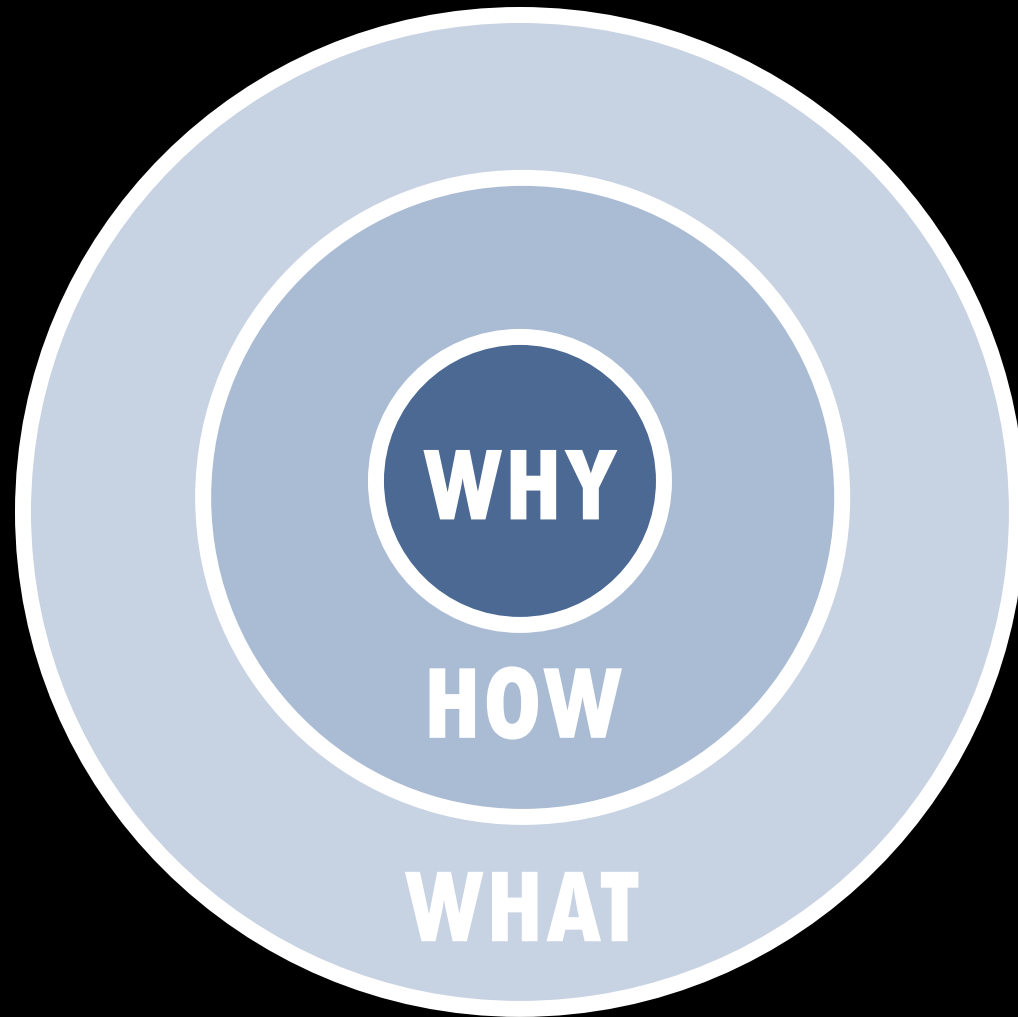
WHY

HOW
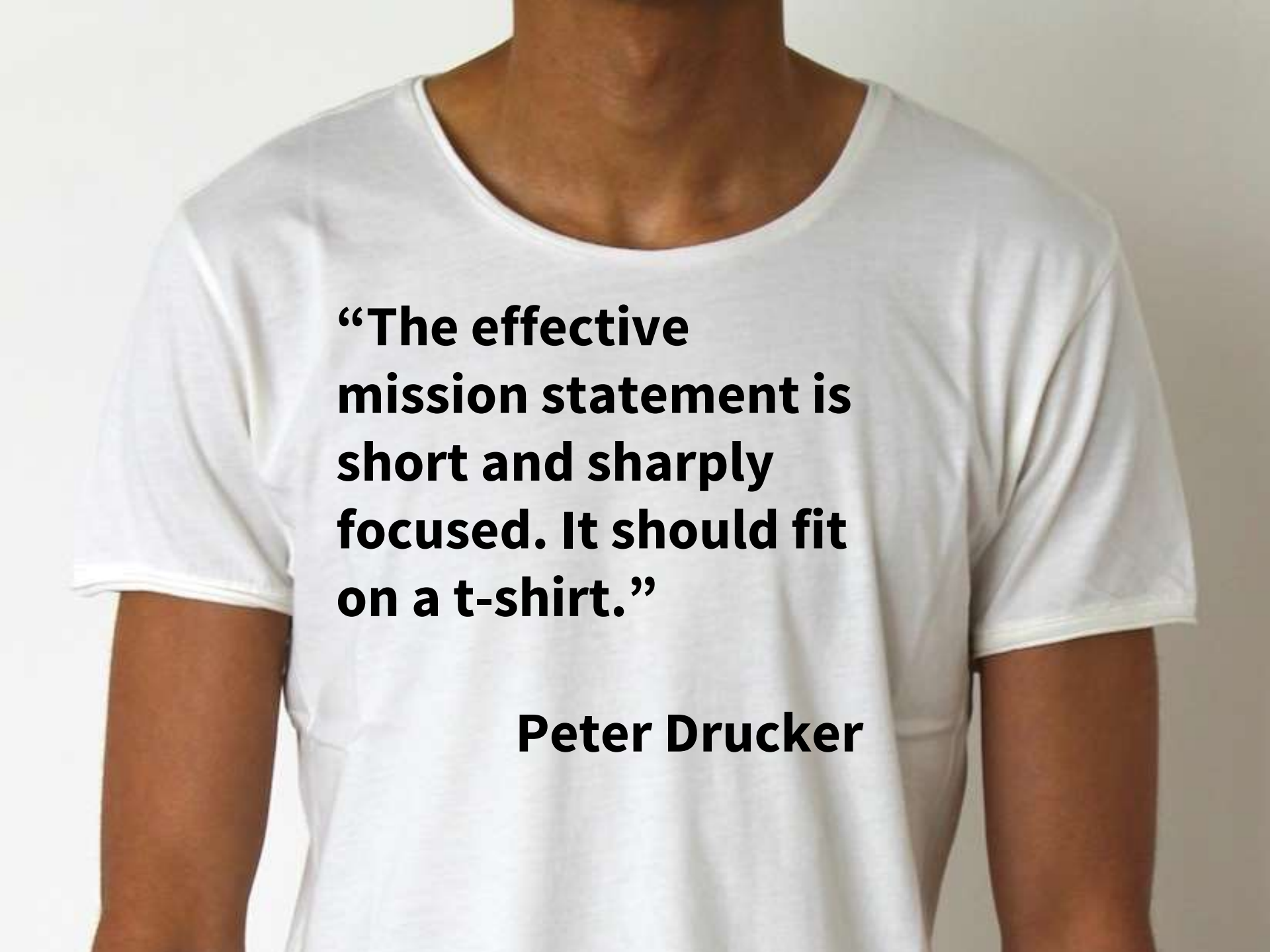
WHAT

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

"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
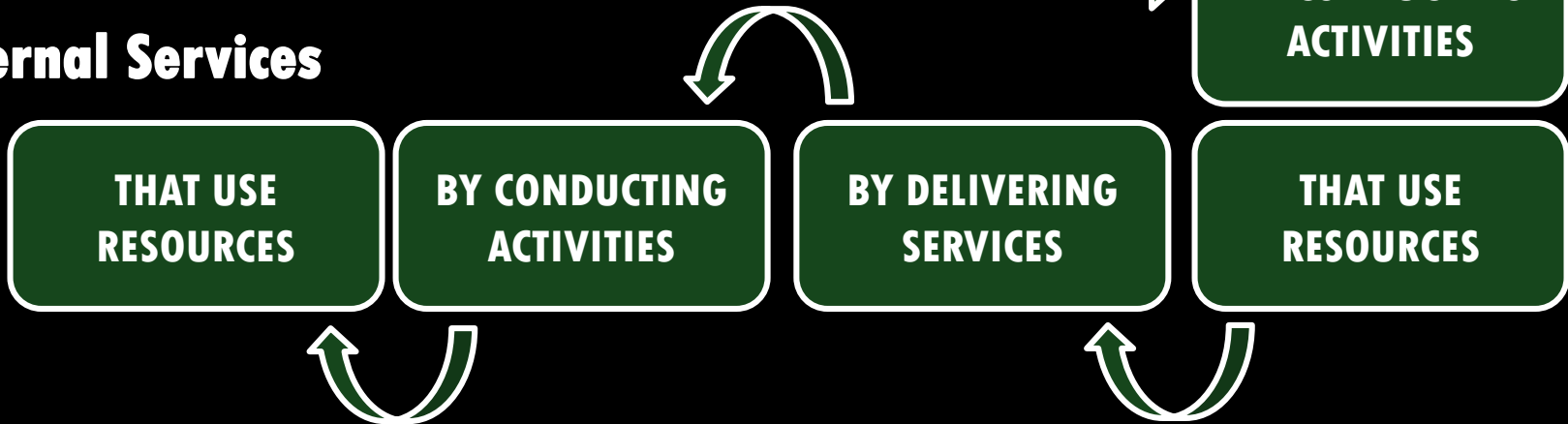
WE ACHIEVE RESULTS

THAT BENEFIT CUSTOMERS

BY DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

THAT USE RESOURCES

Public Services

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

Internal Services

- THAT USE RESOURCES
- BY CONDUCTING ACTIVITIES
- BY DELIVERING 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

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

THAT ARE KEPT OPERATING EFFECTIVELY

BY REPAIRING AND MAINTAINING VEHICLES

WITH TECHS AND TOOLS

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

THAT ARE QUALIFIED DRIVERS

BY RECRUITING APPLICANTS

WITH ANALYSTS, COMPUTERS AND WEBSITES

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
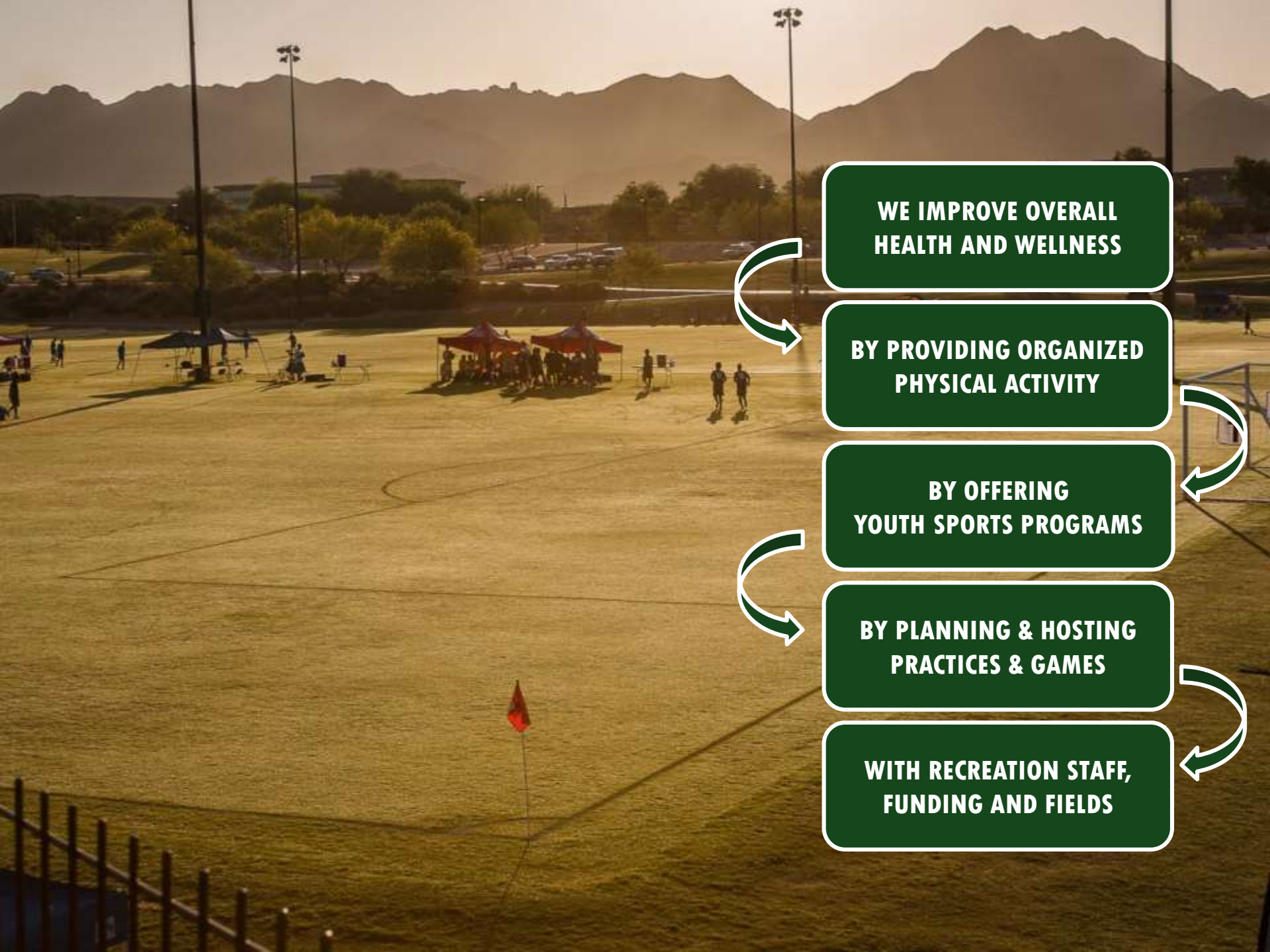
WE IMPROVE OVERALL HEALTH AND WELLNESS

BY PROVIDING ORGANIZED PHYSICAL ACTIVITY

BY OFFERING YOUTH SPORTS PROGRAMS

BY PLANNING & HOSTING PRACTICES & GAMES

WITH RECREATION STAFF, FUNDING AND FIELDS
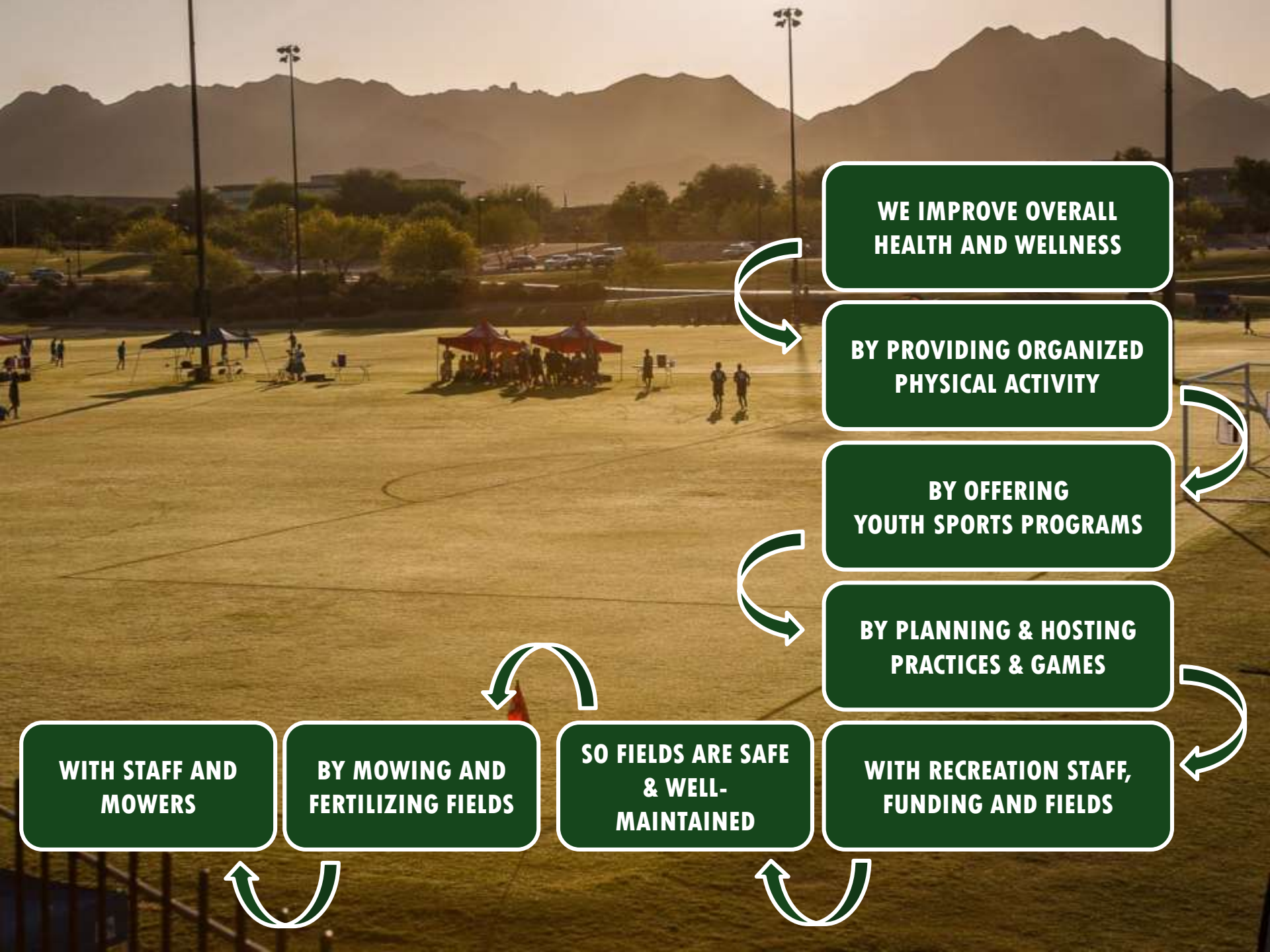
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BY PROVIDING ORGANIZED PHYSICAL ACTIVITY

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 DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

BY CONDUCTING ACTIVITIES

BY CONDUCTING ACTIVITIES

THAT USE RESOURCES

THAT USE RESOURCES

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Exercise – Alignment Model
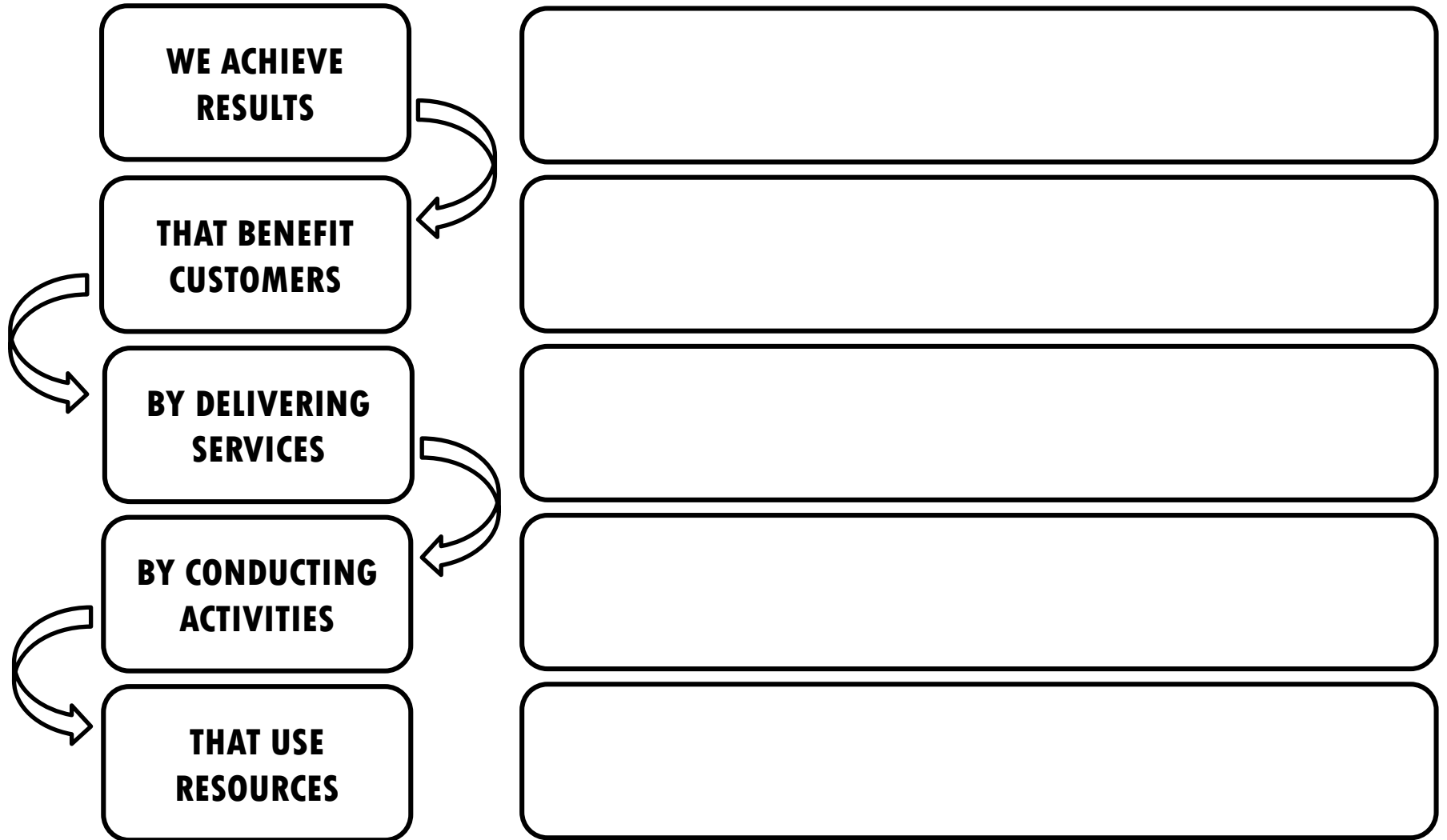
WE ACHIEVE RESULTS	
THAT BENEFIT CUSTOMERS	
BY DELIVERING SERVICES	
BY CONDUCTING ACTIVITIES	
THAT USE RESOURCES	

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
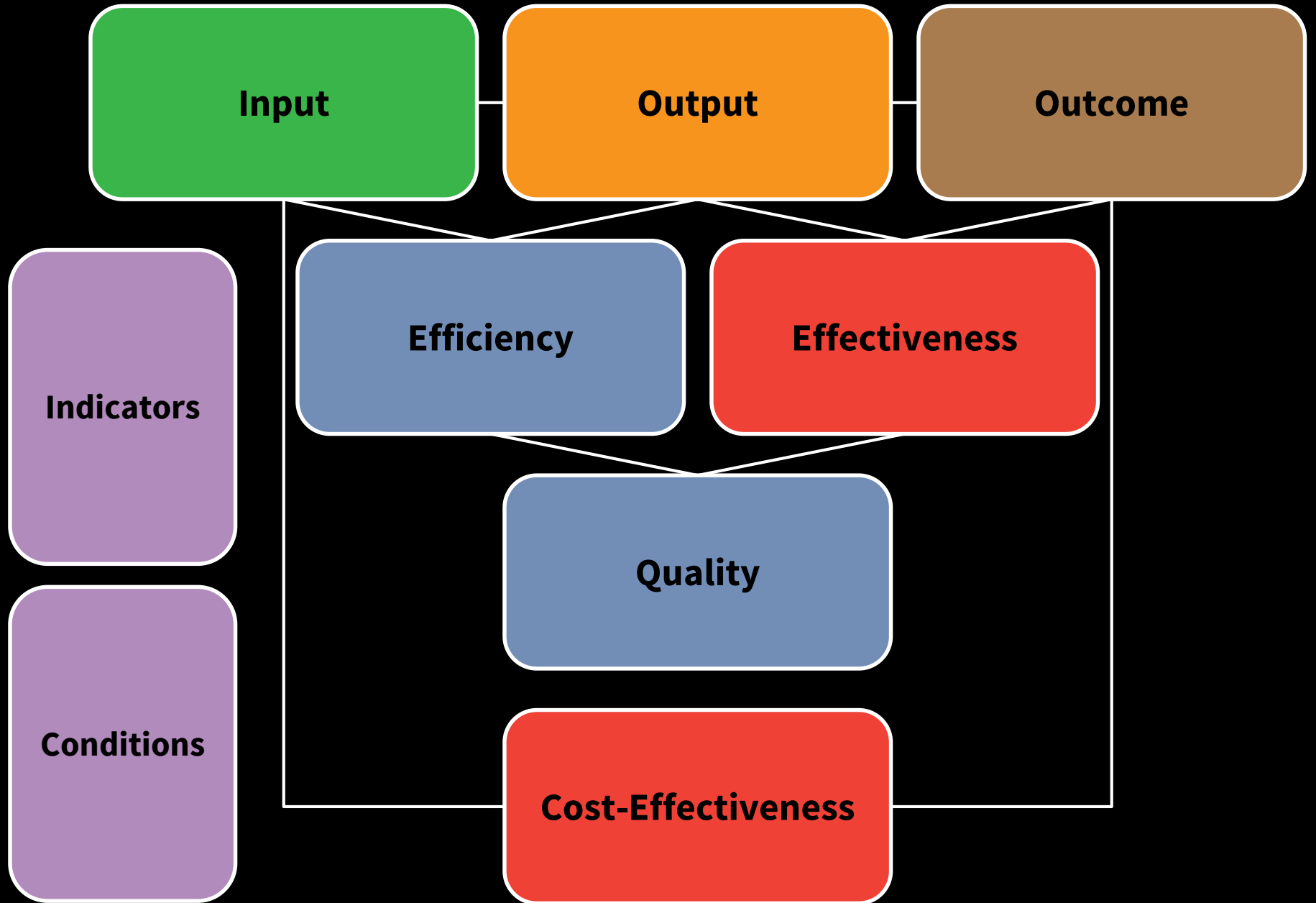
Input

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 <u>per</u> FTE
- Cost <u>per</u> work order completed
- Expenditures <u>per</u> case closed
- Road rehab expenditures <u>per</u> 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 <u>30 seconds</u>
- Cost per <u>properly</u> repaired meter
- Cost per vacancy filled <u>successfully</u>
- % 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

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

Conditions
External requirements or demands that impact service delivery

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?

Efficiency
How much work was accomplished with available resources?

Effectiveness
How well did you achieve the desired results?

Conditions
What legal or regulatory requirements impact how you provide service?

Quality
How much time/effort was expended on quality work?

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

Street Operations Example

Input
Staff

Output
Signals Repaired

Outcome
Signs and signals function correctly and are in good working order

Indicators
Number of Signals

Efficiency
Repairs per staff member

Effectiveness
Proactive repairs as a percent of total repairs or
Hours signals are out of service

Quality
Proactive repairs per staff member

Conditions
MUTCD Requirements

Cost-Effectiveness
Operating and maintenance cost per signal

Fleet Maintenance Example

Input
Technician Hours

Output
Vehicle Repairs

Outcome
Timely and complete vehicle repairs

Indicators
Number of Vehicles

Conditions
ADEQ Requirements

Efficiency
Repairs per Technician Hour

Effectiveness
% of vehicles repaired within 1 day; % of vehicles still working properly 6 months after repair

Quality
Time per properly repaired vehicle per technician

Cost-Effectiveness
Operation and Maintenance Cost per Vehicle

Human Services Example

Input
Staff (FTEs)

Output
Hours of Meetings with Clients

Outcome
Clients are self-sufficient and living independently

Indicators
Population at Low-Income Levels

Conditions
DES Requirements

Efficiency
Hours of Meetings with Eligible Clients per FTE

Effectiveness
Number of clients reporting improved financial condition

Quality
Clients reporting improved financial condition per FTE

Cost-Effectiveness
Per Client cost to provide case management services

Parks and Recreation Example

Input
Staff, Fields, Instructors, $$$, Contract Hours

Output
# of Classes
# of Participants

Outcome
Kids participate in organized physical activity and improve their health and wellness

Indicators
Total number of residents in target age group

Efficiency
Cost per class;
Cost per participants
Participants per instructor

Effectiveness
% willing to participate again; % rating excellent or good; Seats filled vs. seats available

Quality
Direct instruction as a % of total program hours; Hours utilized vs. hours available

Conditions
Liability insurance; CPS reporting; Classes offered by others

Cost-Effectiveness
Cost to provide class vs. cost charged to customer; Cost per filled seat

Library Example

Input
Staff, Budget, Computers, Library Square Footage

Output
Borrowers, Items, Circulation

Outcome
Well-maintained , well-equipped facilities with desirable resources for use in lifelong learning.

Indicators
Residents

Efficiency
Circulated items per borrower

Effectiveness
% rating library services as "excellent" or "good;"
% rating they could find what they were looking for

Quality
Cost per circulated item (fiction, non-fiction, electronic, etc.)

Conditions
Inter-Library Loan linked to LSTA Funding

Cost-Effectiveness
Cost for library services per resident, or per borrower

Human Resources Example

Input
Recruitment & Selection Expenses, Recruitment Staff Hours

Output
Recruitments Conducted

Outcome
Vacancies are filled timely & successfully to minimize service disruption

Indicators
Authorized FTEs

Efficiency
Cost per vacancy filled; Time per vacancy filled

Effectiveness
New hires successfully completing probation and performing satisfactorily 6 monThs later

Quality
Cost per vacancy filled successfully

Conditions
EEOC, ADA, etc.

Cost-Effectiveness
Cost to provide recruitment and selection services

Police Example

Input
Police Officers

Output
Arrests

Outcome
Provide a safe city through arresting offenders and bringing them to justice

Indicators
Reported Crimes

Efficiency
Arrests per officer

Effectiveness
Clearance rate

Quality
Clearance rate per officer

Conditions
State statutes;
Case law;
Legal evidence requirements

Cost-Effectiveness
Cost per cleared case

Police Example

Input
Officers; Training; Vehicles; Technology

Output
Citations Issued

Outcome
Discourage high speeds and avoid collisions

Indicators
Traffic volume

Conditions
Laws regulating traffic enforcement; legal evidence requirements

Efficiency
Citations issued per hour of active enforcement

Effectiveness
Compliance rate (+); Collision rate (-); Citizen satisfaction with traffic enforcement

Quality
Compliance Rate per hour of active enforcement

Cost-Effectiveness
Cost per hour of active enforcement

Are you staying with me? Any questions?

Exercise - Measures

Input	Output	Outcome

Indicators

Conditions

Efficiency

Effectiveness

Quality

Cost Effectiveness

Exercise – Use Model to Identify Measures

WE ACHIEVE RESULTS

THAT BENEFIT CUSTOMERS

BY DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

THAT USE RESOURCES

1
2
3
5
4
6
7
8
10
11
9
12

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 <u>and</u>
- 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?
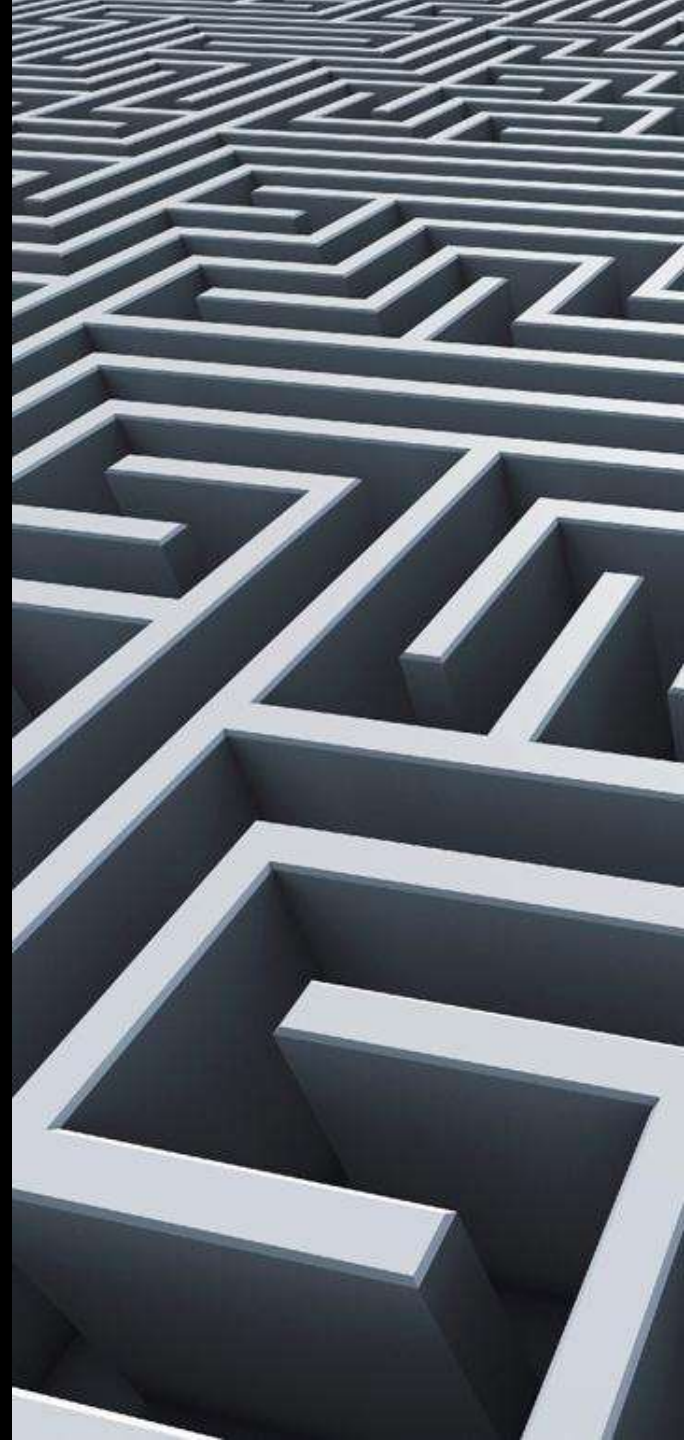
Developing measures

- 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: / / /

RR #: _____

Inspected by:

Check Points	Wt	Score %	Wted Score %
Toilets/urinals clean	25	85%	21%
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

Finding the best (available) outcome measures

Output (Activities)		Outcome (Results)
Permits provided	*Is not the same as*	**Businesses operating within code**
Miles of road paved	*Is not the same as*	**Safe driving conditions**
Students receiving training	*Is not the same as*	**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?**
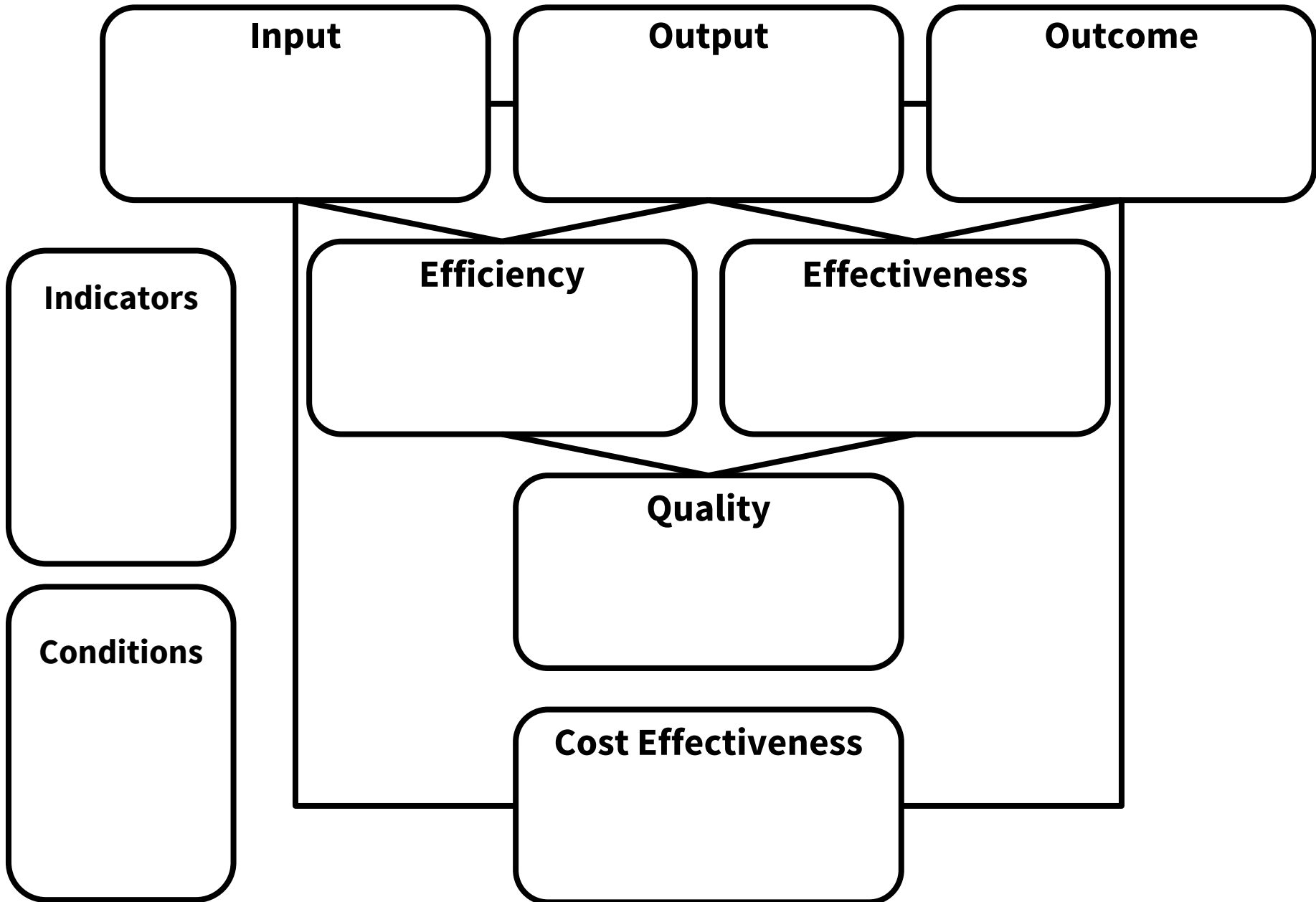
From Robert Lewis. 2009. *"No metrics? Don't fret; you can still manage without measuring."* Minneapolis St. Paul Business Journal.

Exercise - Measures

| Input | Output | Outcome |

| Indicators | Efficiency | Effectiveness |

| Conditions | Quality |

Cost Effectiveness

WE MANAGE TRAFFIC TO AVOID COLLISIONS AND DISCOURAGE UNREASONABLE SPEEDS	**COMPLIANCE RATE PER 1000 VEHICLES**
SO THAT TRAVEL TIMES ARE REASONABLE, PREDICTABLE AND COLLISION-FREE	**COLLISION RATE PER 1000 VEHICLES**
BY ISSUING TRAFFIC CITATIONS TO THOSE WITH UNREASONABLE SPEEDS	**CITATIONS ISSUED PER HOUR OF ACTIVE ENFORCEMENT**
BY ENFORCING SPEED LIMITS ON STREETS THROUGH REGULAR PATROLS	**COMPLIANCE RATE PER HOUR OF ACTIVE ENFORCEMENT**
WITH TRAINED OFFICERS, VEHICLES, AND TECHNOLOGY	**ACTIVE ENFORCEMENT AS A % OF TOTAL HOURS PAID**

Exercise – Use Model to Identify Measures

WE ACHIEVE RESULTS

THAT BENEFIT CUSTOMERS

BY DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

THAT USE RESOURCES

CITY OF
SCOTTSDALE

Accomplishing Results

Part 2: Assessing & Improving Results
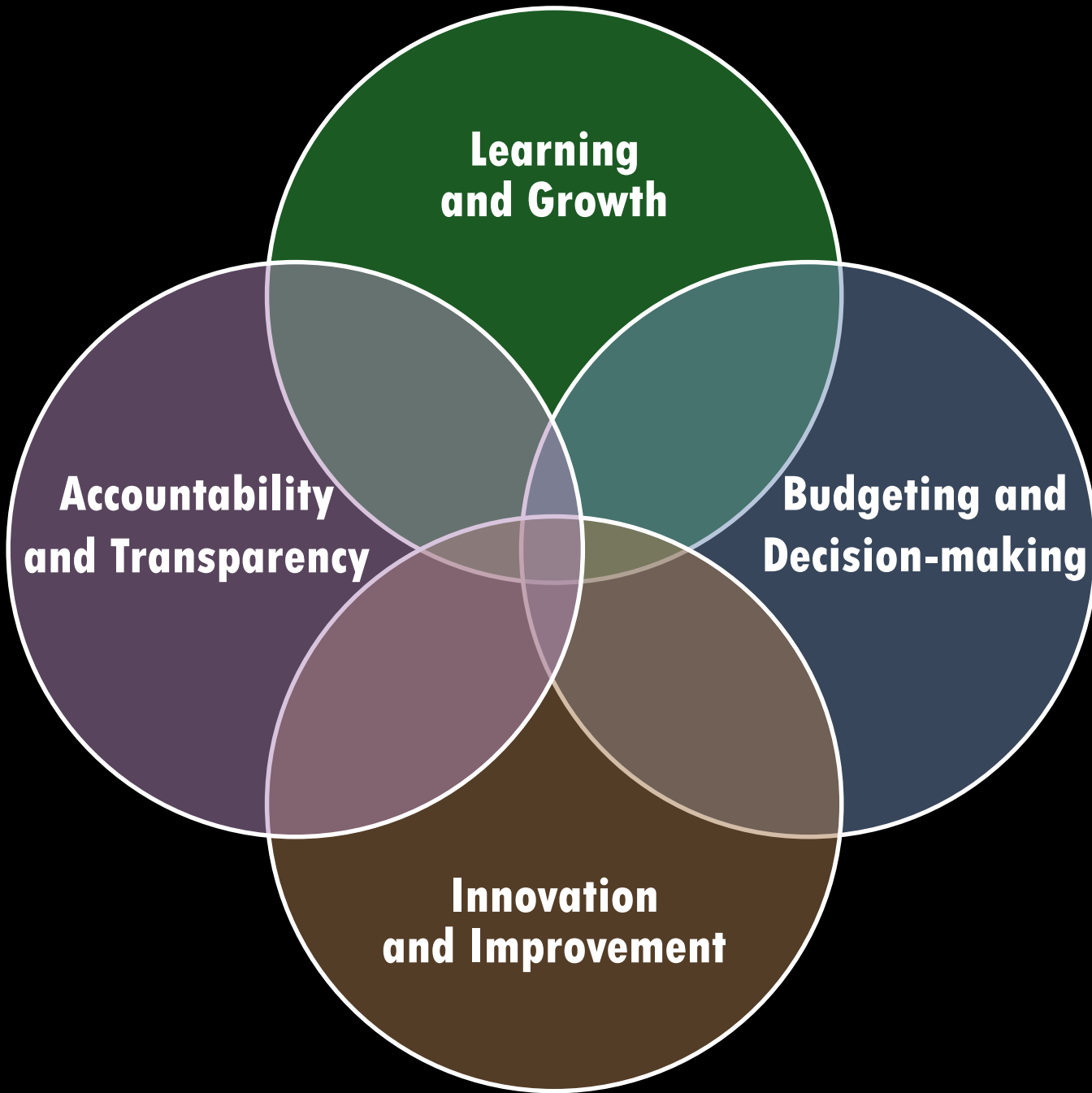
Mission	**Why do we exist? What is our purpose?**
Goals	**What are our main focus areas to achieve the mission?**
Objectives	**What specific actions are needed to achieve the goals?**
Initiatives	**What specific projects are needed to achieve the objectives?**
Measures	**How will we know if we are achieving results?**

Alignment Model

WE ACHIEVE RESULTS	
THAT BENEFIT CUSTOMERS	
BY DELIVERING SERVICES	
BY CONDUCTING ACTIVITIES	
THAT USE RESOURCES	
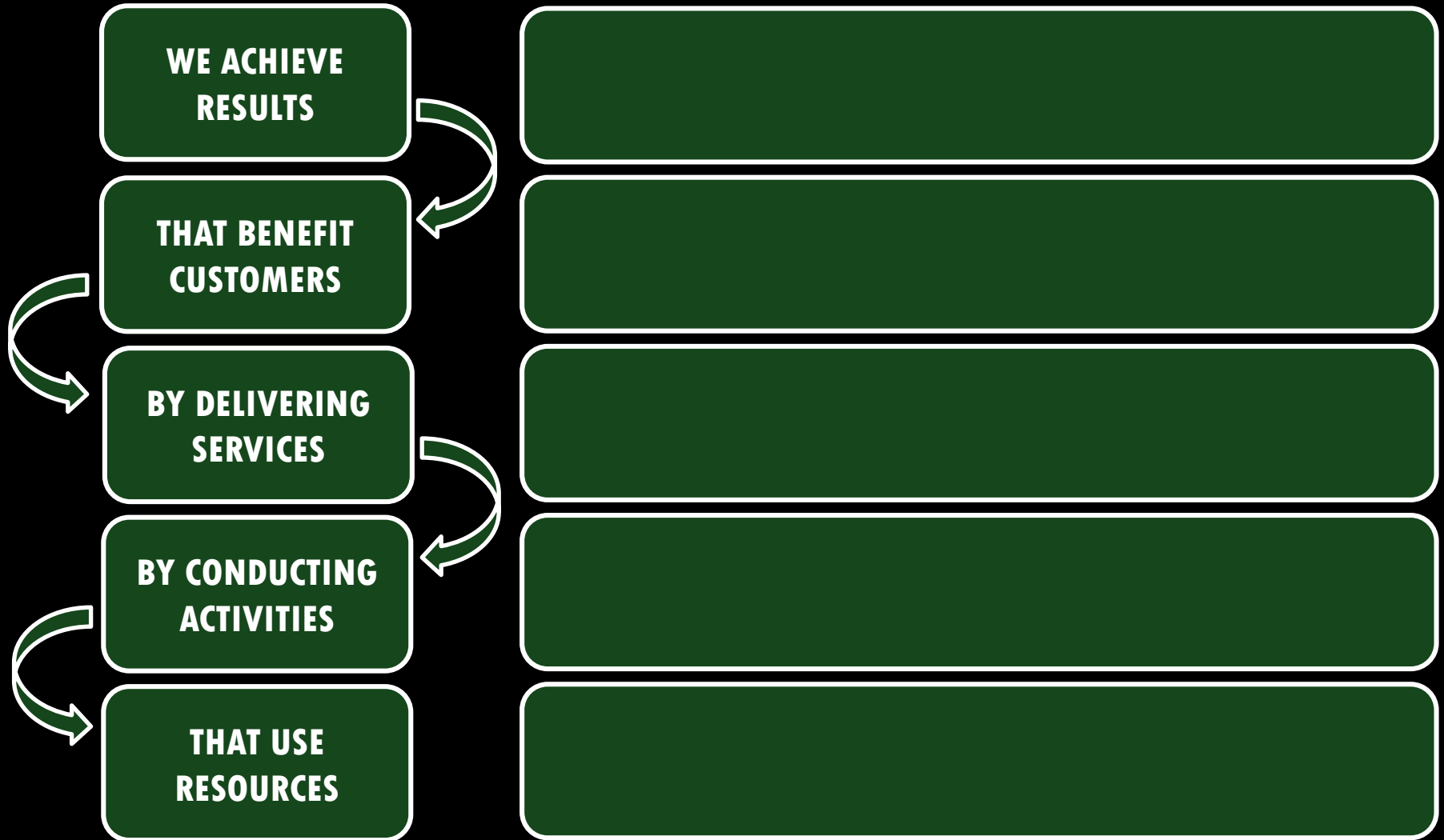
Types of performance measures

WE MANAGE TRAFFIC TO AVOID COLLISIONS AND DISCOURAGE UNREASONABLE SPEEDS	**COMPLIANCE RATE PER 1000 VEHICLES**
SO THAT TRAVEL TIMES ARE REASONABLE, PREDICTABLE AND COLLISION-FREE	**COLLISION RATE PER 1000 VEHICLES**
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BY ENFORCING SPEED LIMITS ON STREETS THROUGH REGULAR PATROLS	**COMPLIANCE RATE PER HOUR OF ACTIVE ENFORCEMENT**
WITH TRAINED OFFICERS, VEHICLES, AND TECHNOLOGY	**ACTIVE ENFORCEMENT AS A % OF TOTAL HOURS PAID**

Exercise – Use Model to Identify Measures

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THAT BENEFIT CUSTOMERS

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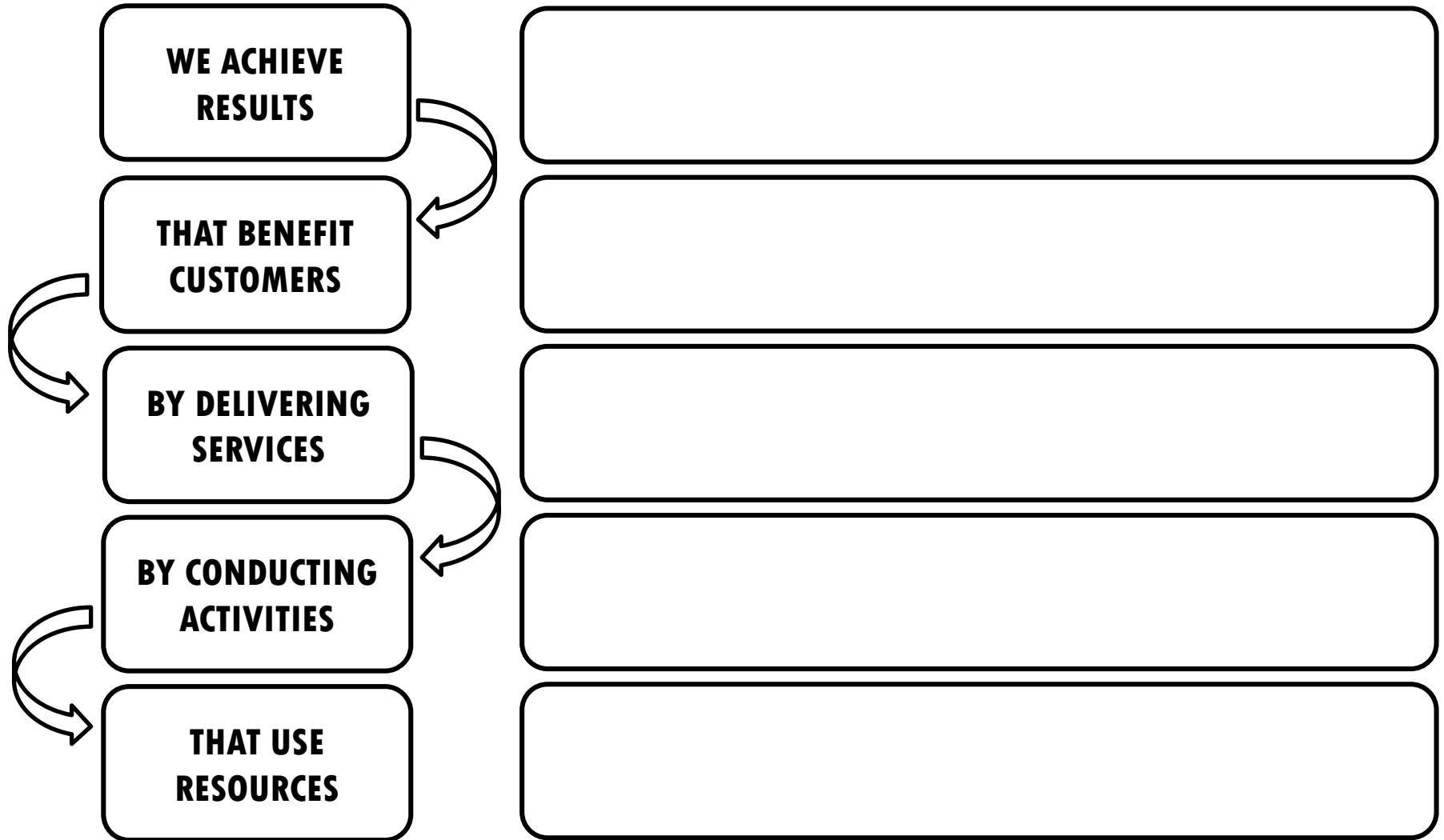
THAT USE RESOURCES

ASSESS
RESULTS

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

"Hello, this is Tech Support.

May I close your ticket now?"
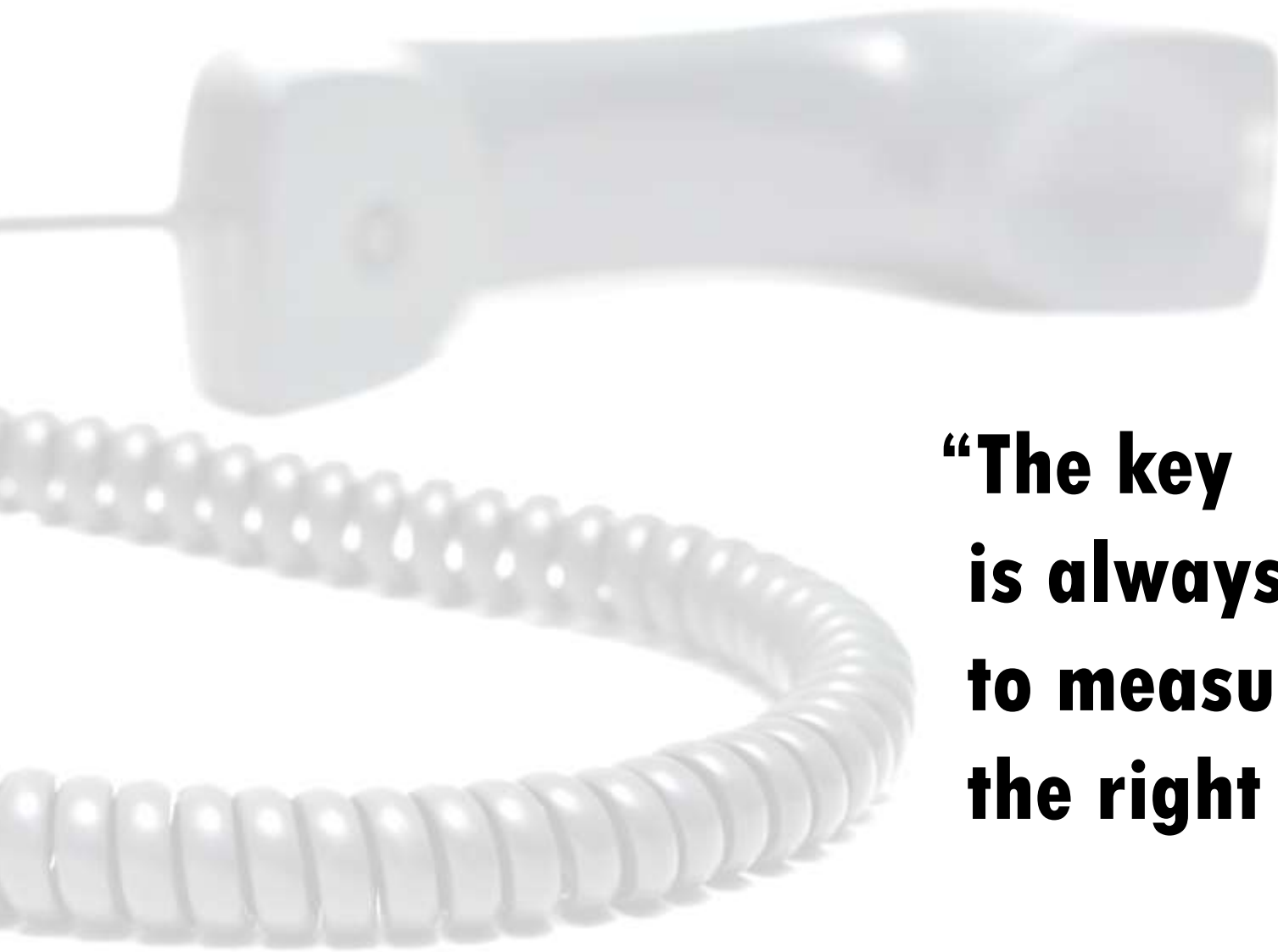
"The key
is always
to measure
the right things."

Patrick Lencioni

Target setting

Setting Targets for Performance Measures

Five Common Categories

Progress Toward Goal

1 Uncertainty

2 Overconfidence

3 Mediocrity

4 Accuracy

5 Stability

Time

······ Target —— Actual ······ Baseline

https://centerforgov.gitbooks.io/setting-performance-targets-getting-started-guide/content/
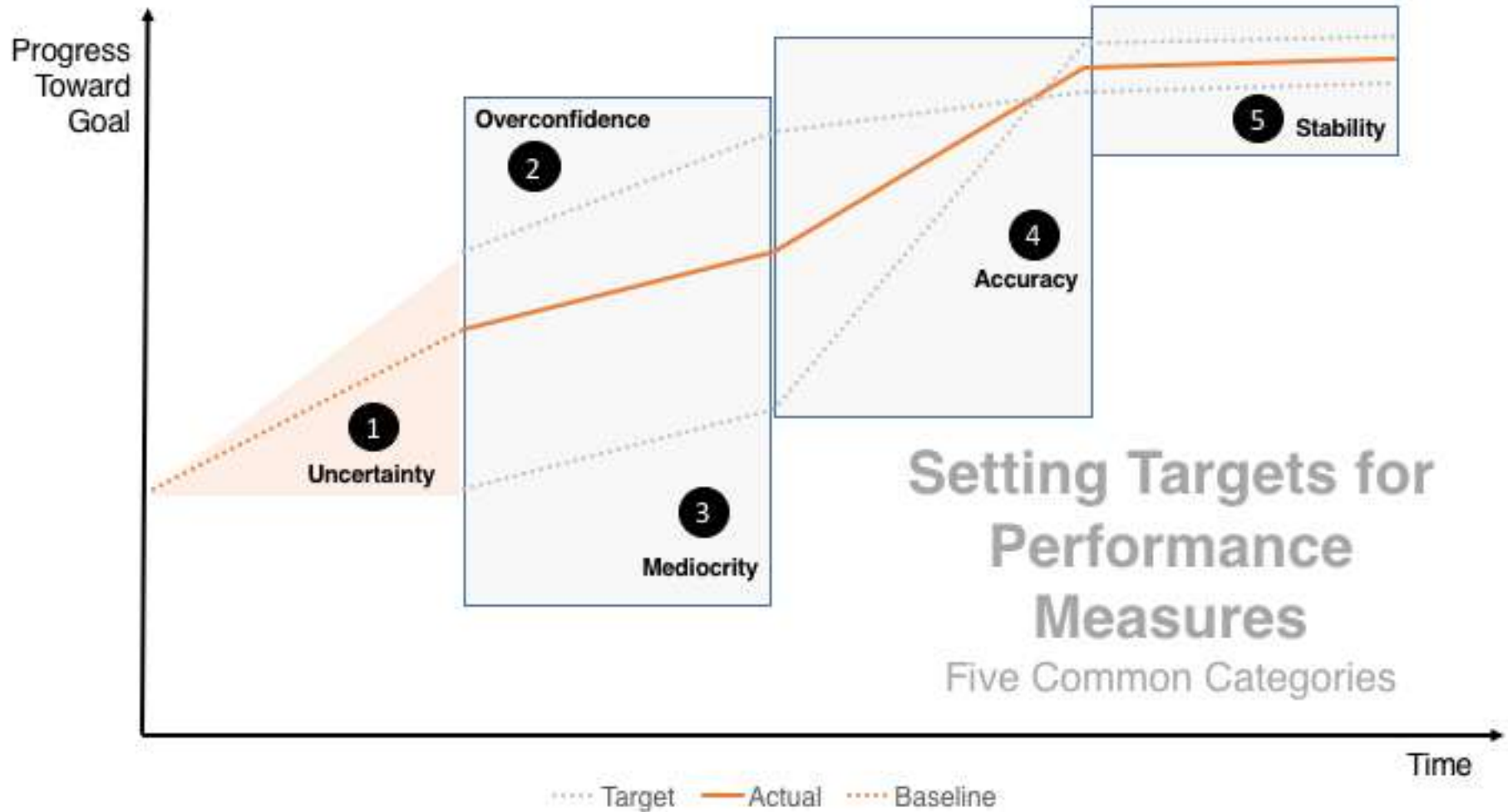
Standards (also called "benchmarks") express the minimum acceptable level of performance that is expected and achieved by other, high-performing organizations.

Benchmarking

- The art of evaluating by comparison with a standard for learning, improvement
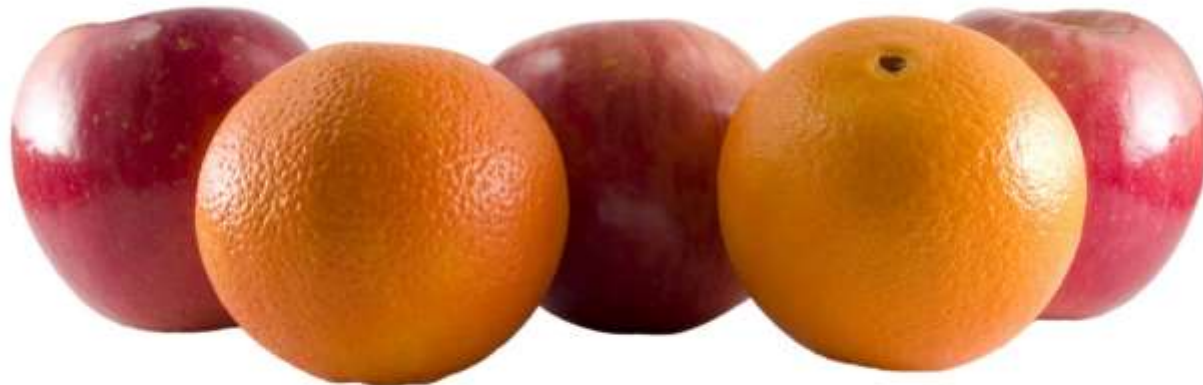
The key question should be:

"Compared to what?"
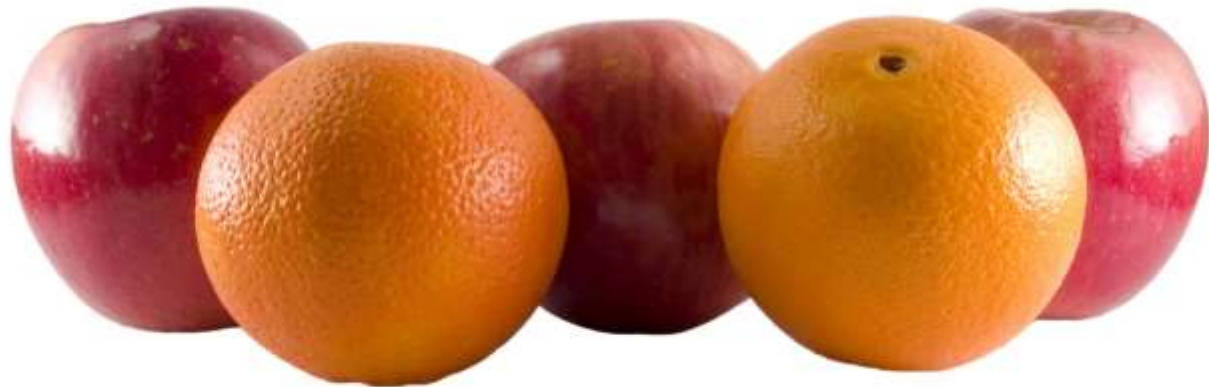
What you don't know

- You don't know what you don't know
- Have no explanation for variation
- Reasons why you got the results
- Reliability / validity of data
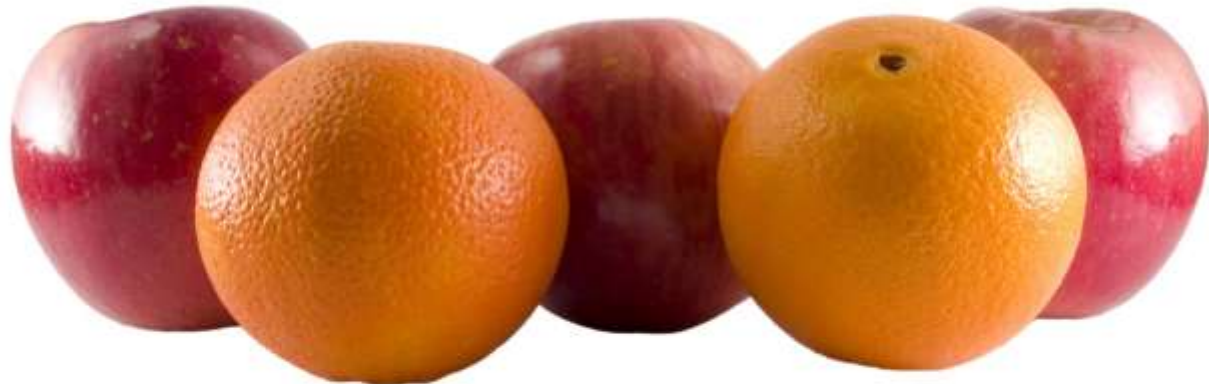
How networks can help

- Discussions to gain understanding
- Identify best practices and improve the services we provide
- Track progress and trends
- Improve accuracy
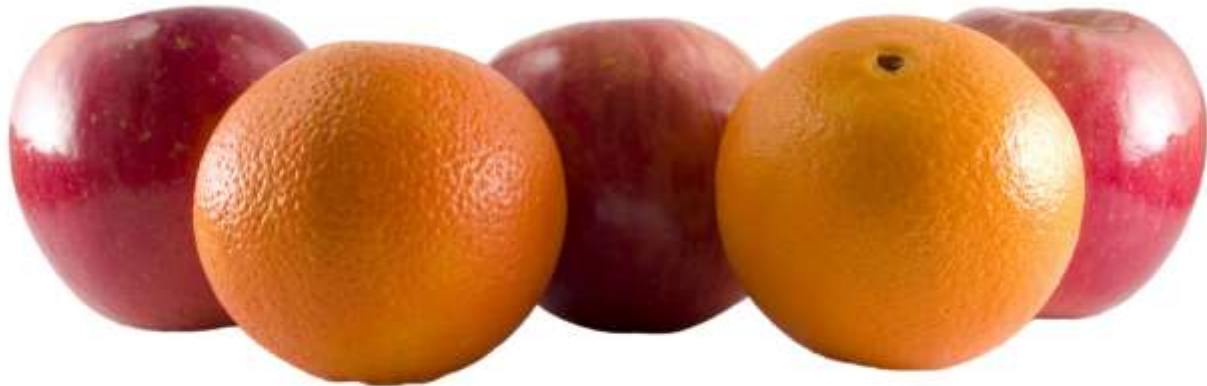
Monthly residential utility bill

$64 $71 $79 $111

Top Priority Fire Response Times
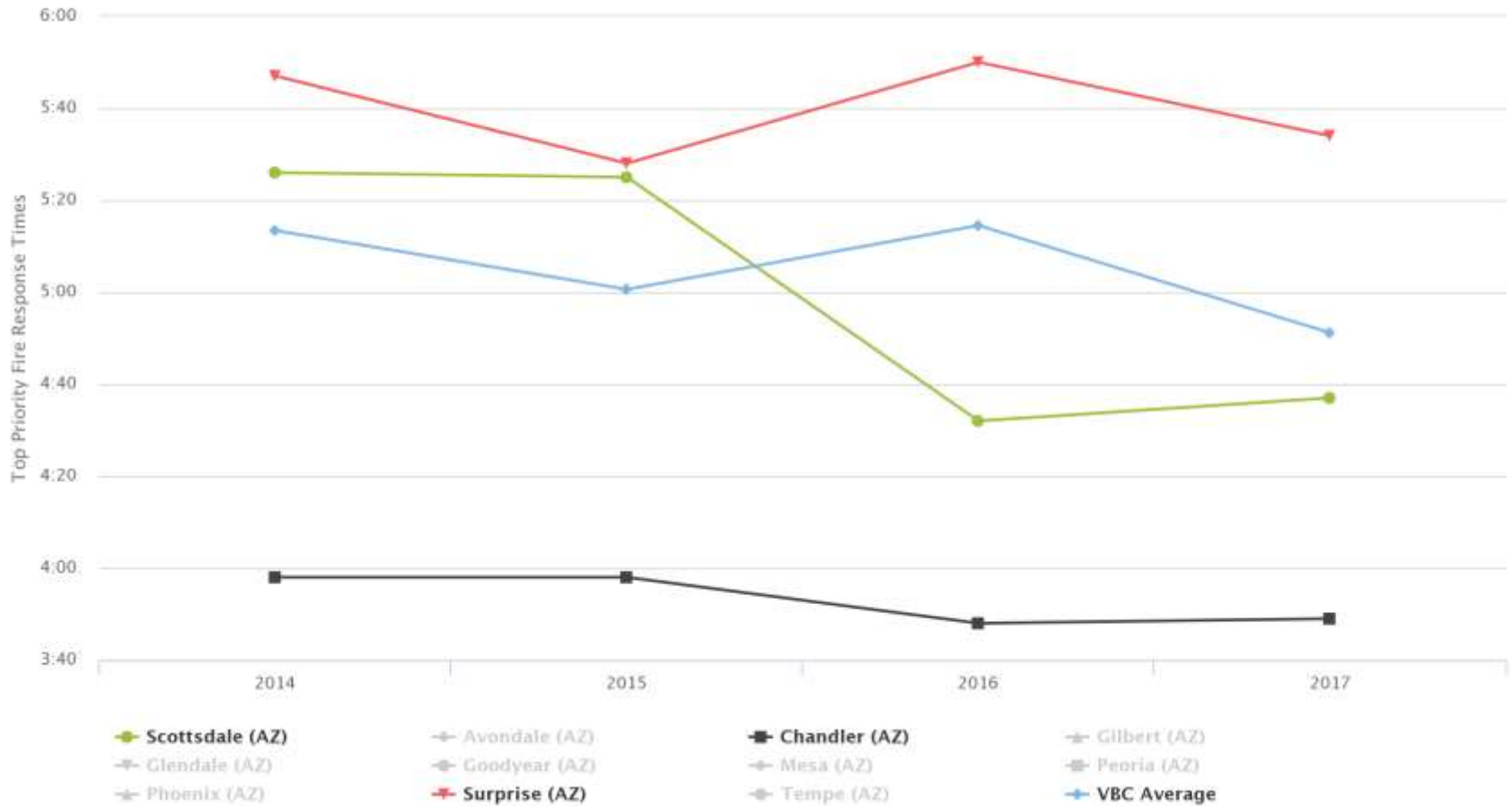
Average length of time for a fire apparatus to arrive on scene for a code 3, top priority call.
Measured in minutes and seconds

ENVISIO

Police Response Times
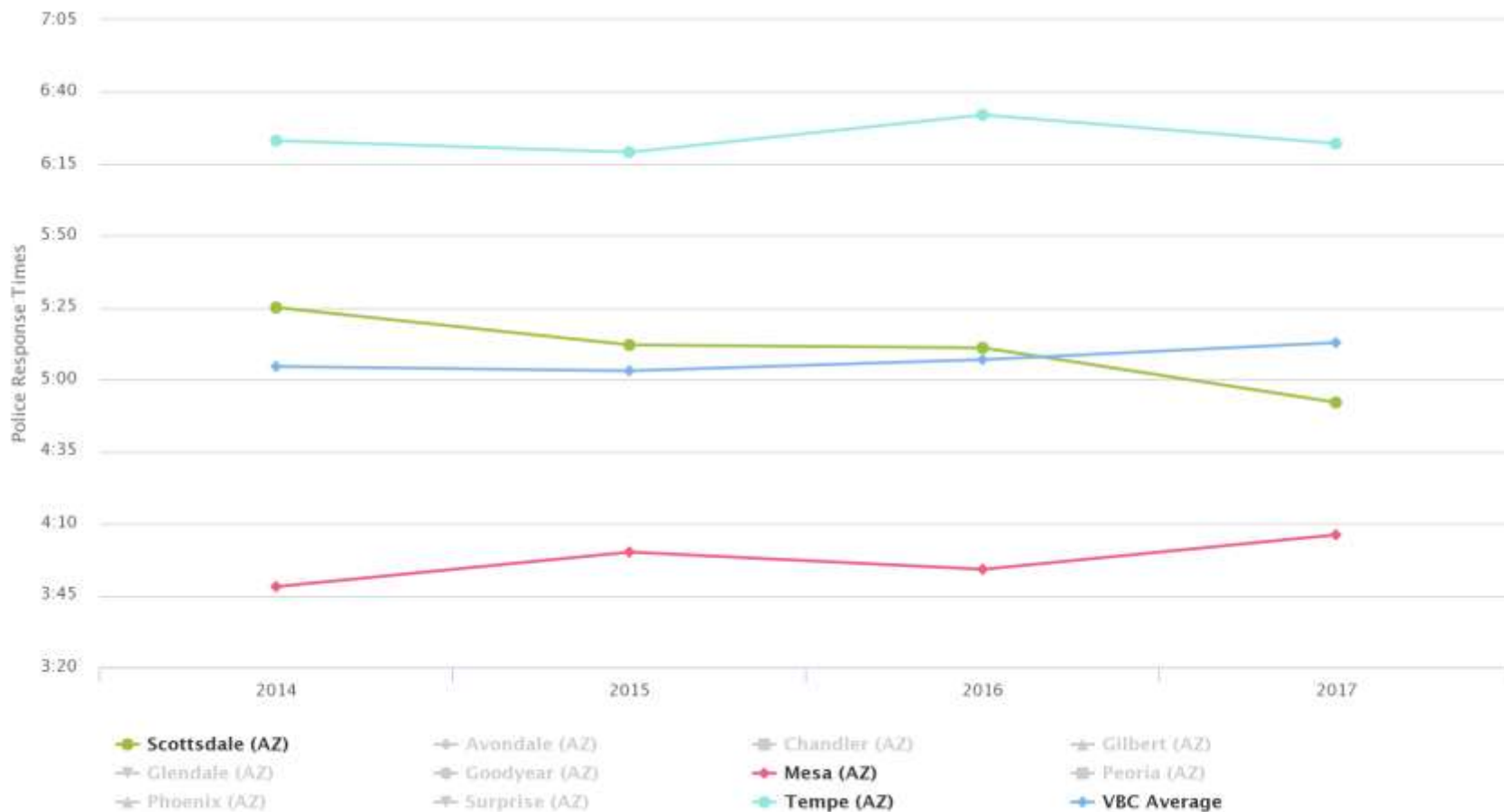
Average length of time it takes for police to arrive after a top priority call is answered.
Measured in minutes and seconds.

ENVISIO

"Evidence suggests that improved performance occurs at a much greater rate when performance measures are compared."

Smith and Cheng, 2004

Exercise

	O	R	Y	G	Bl	Br	Total
1							
2							
3							
4							
5							
6							
Total							

M&M Distribution
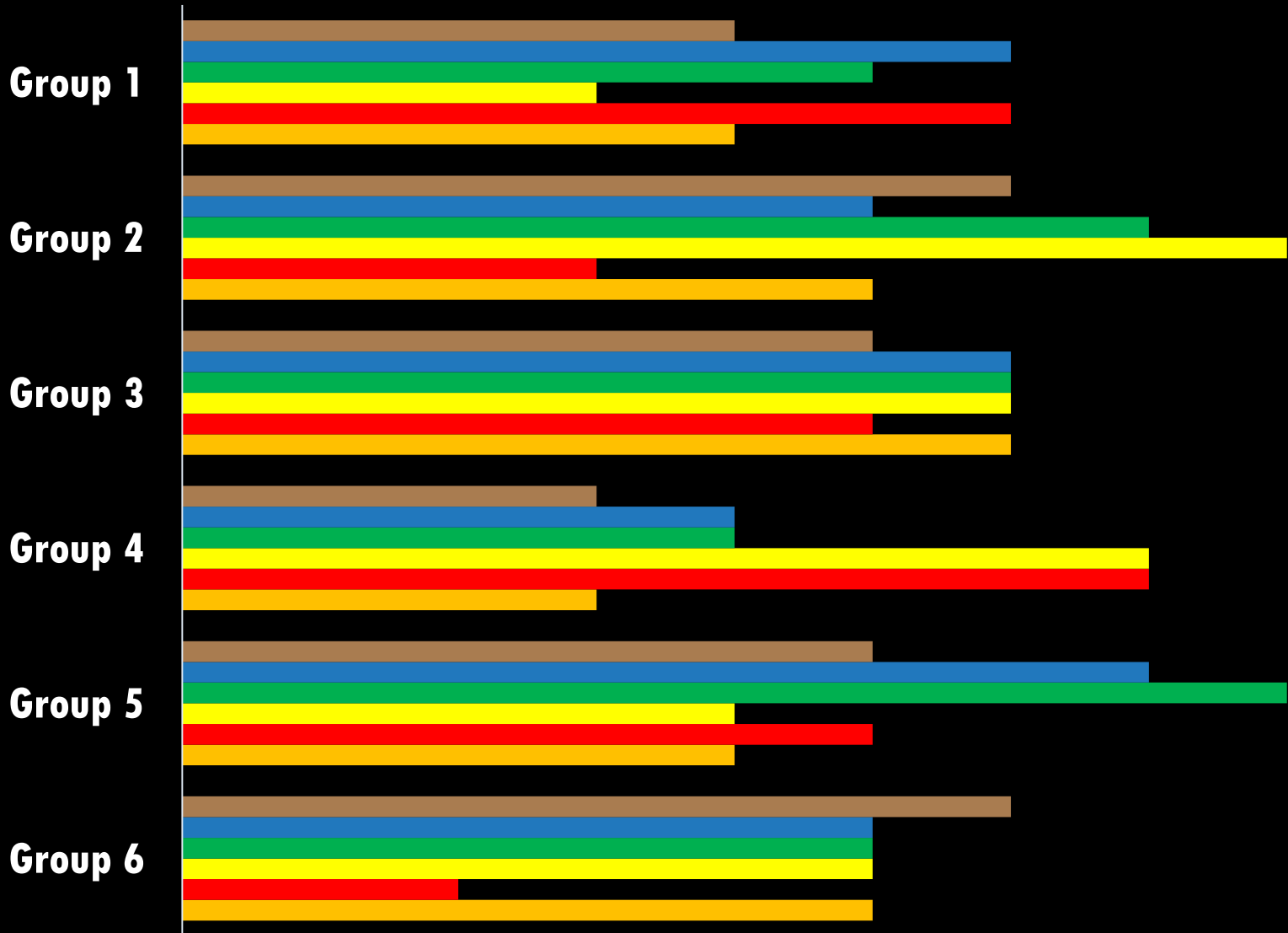
Measure

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

Target or Standard

Measure

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
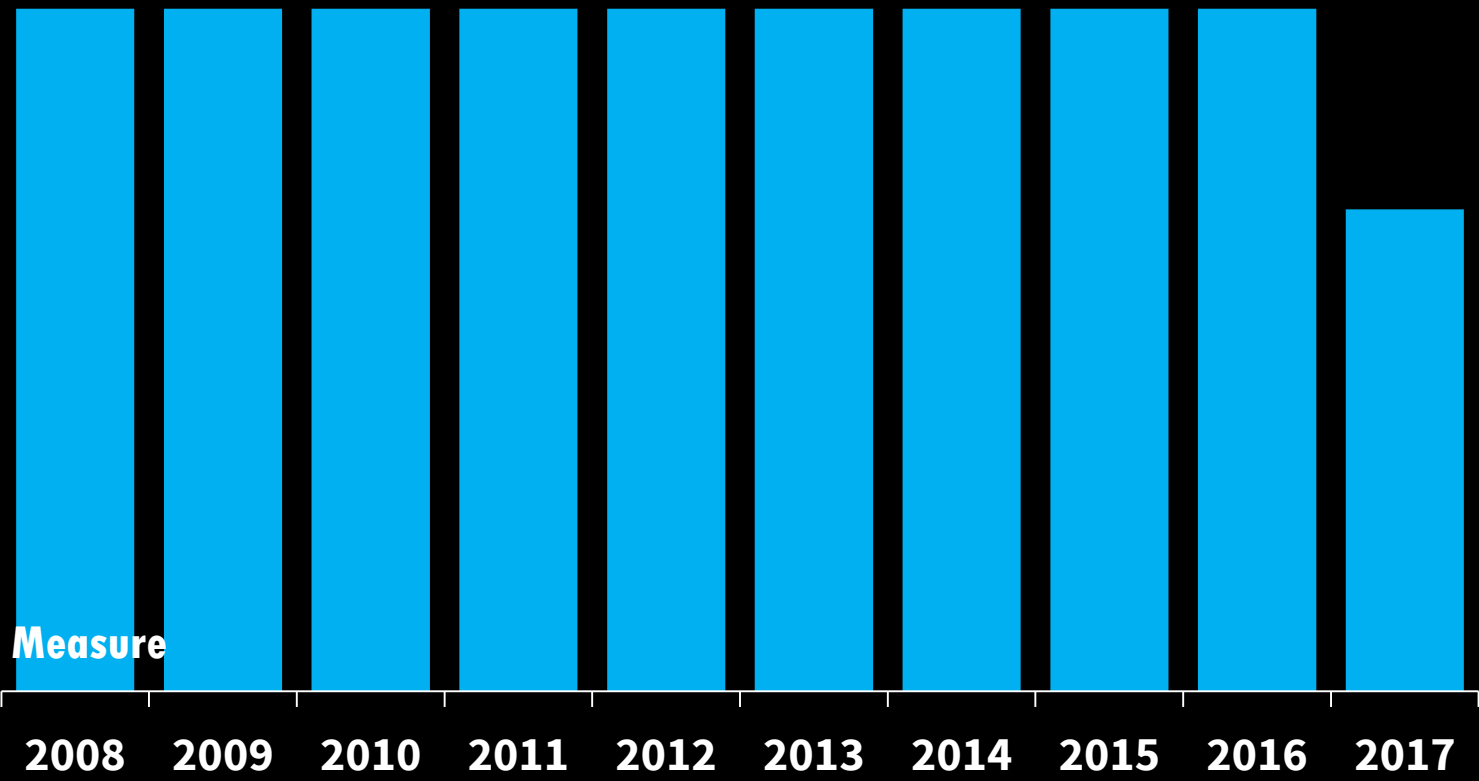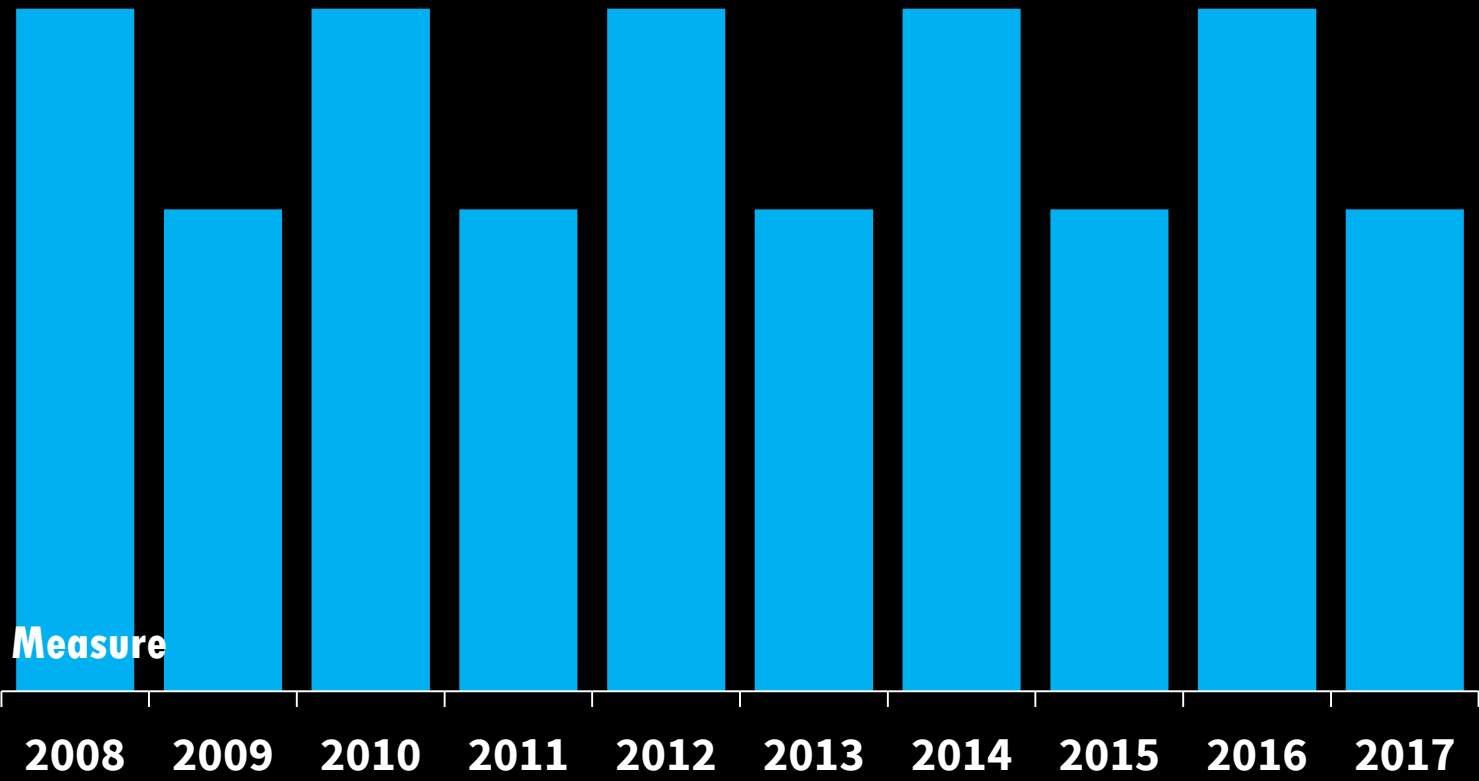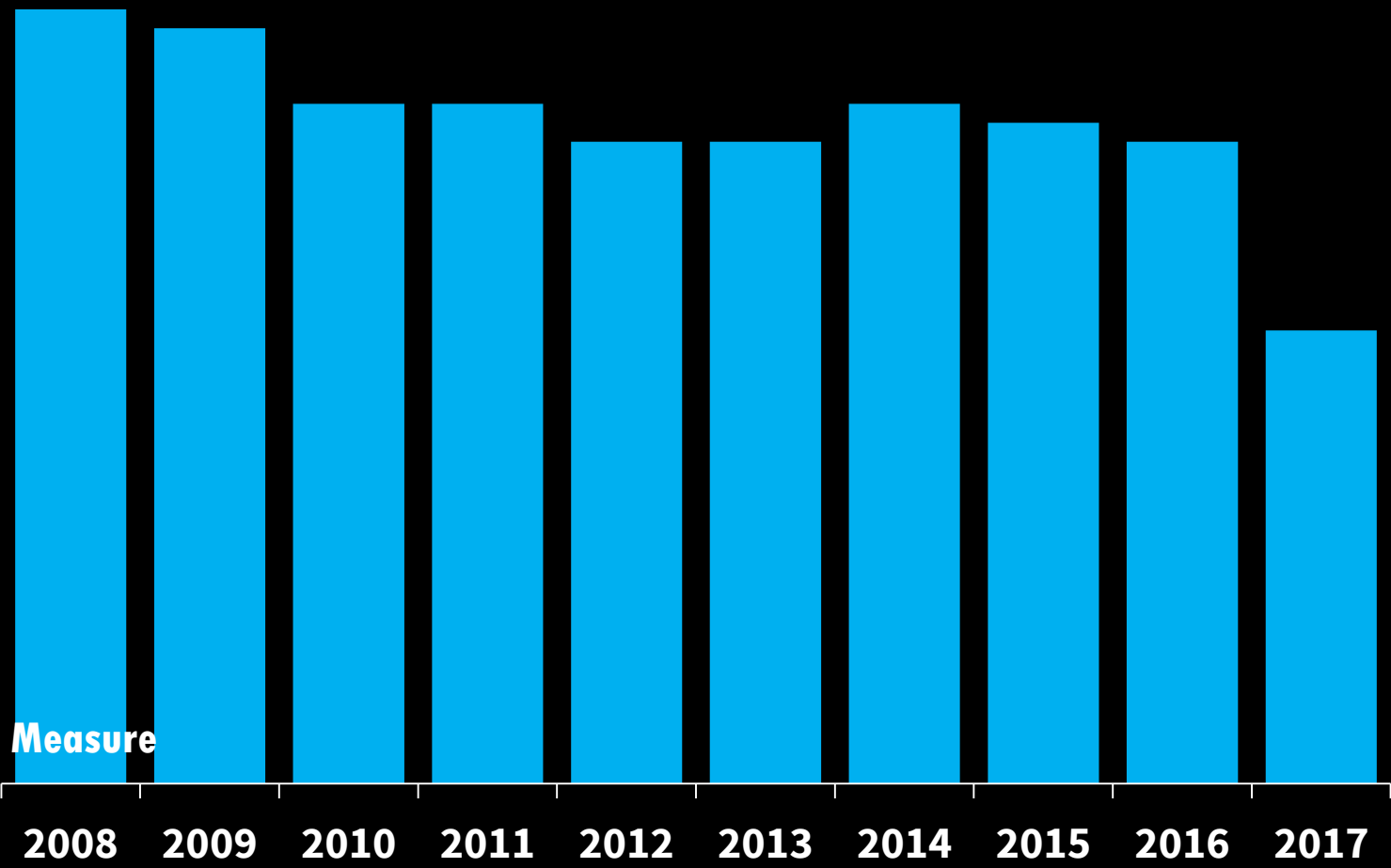
Target or Standard
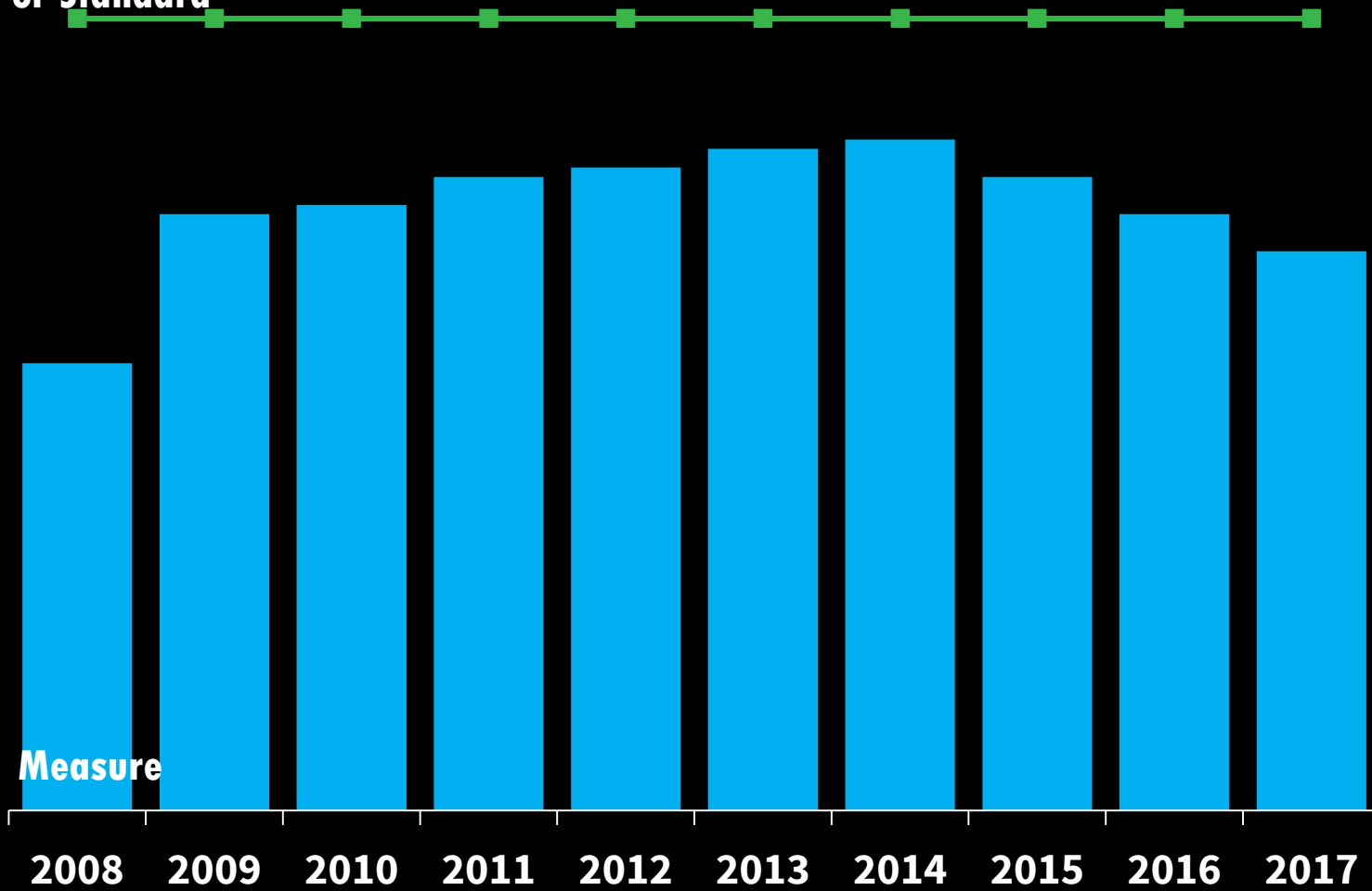
Measure

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
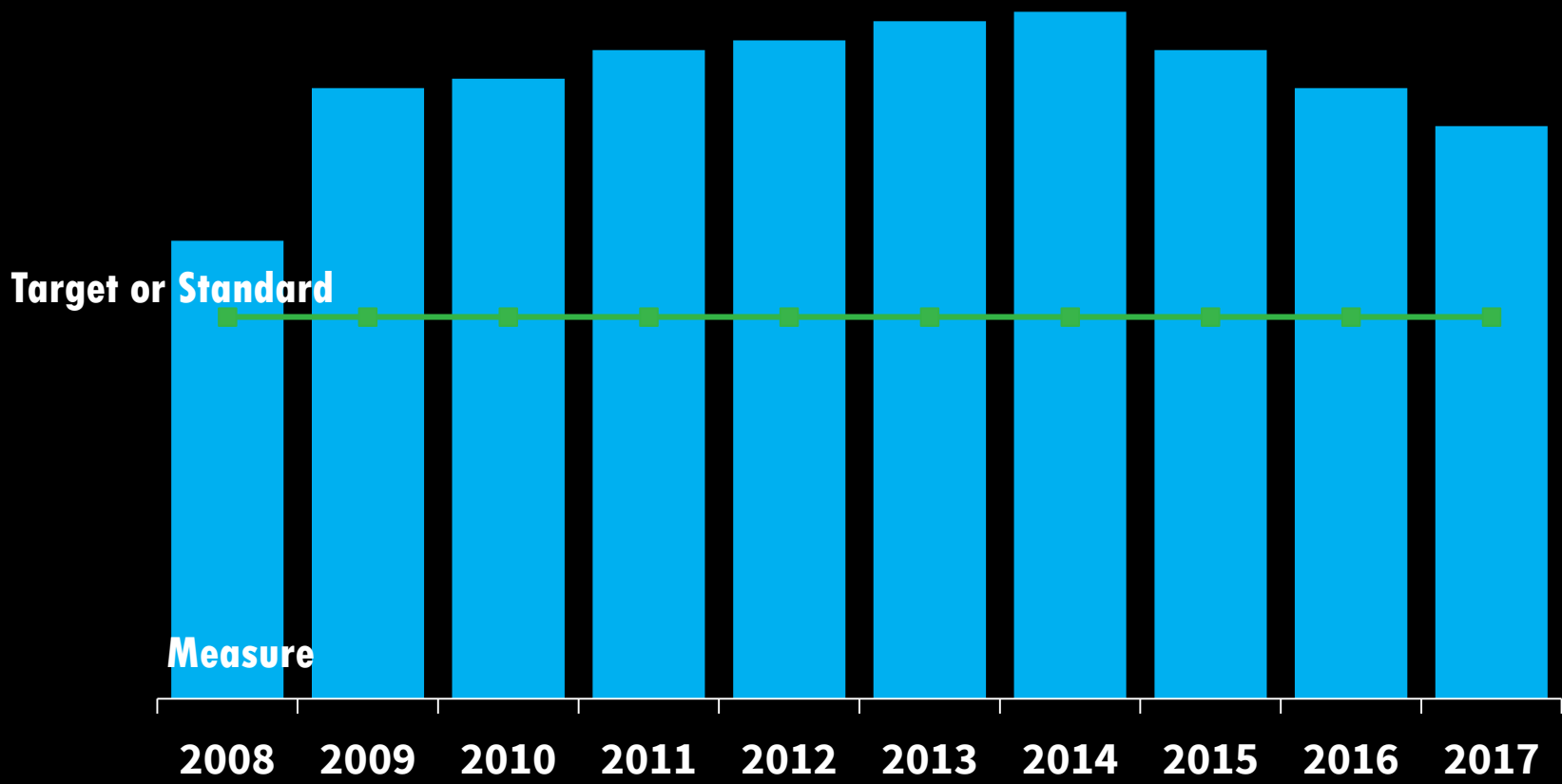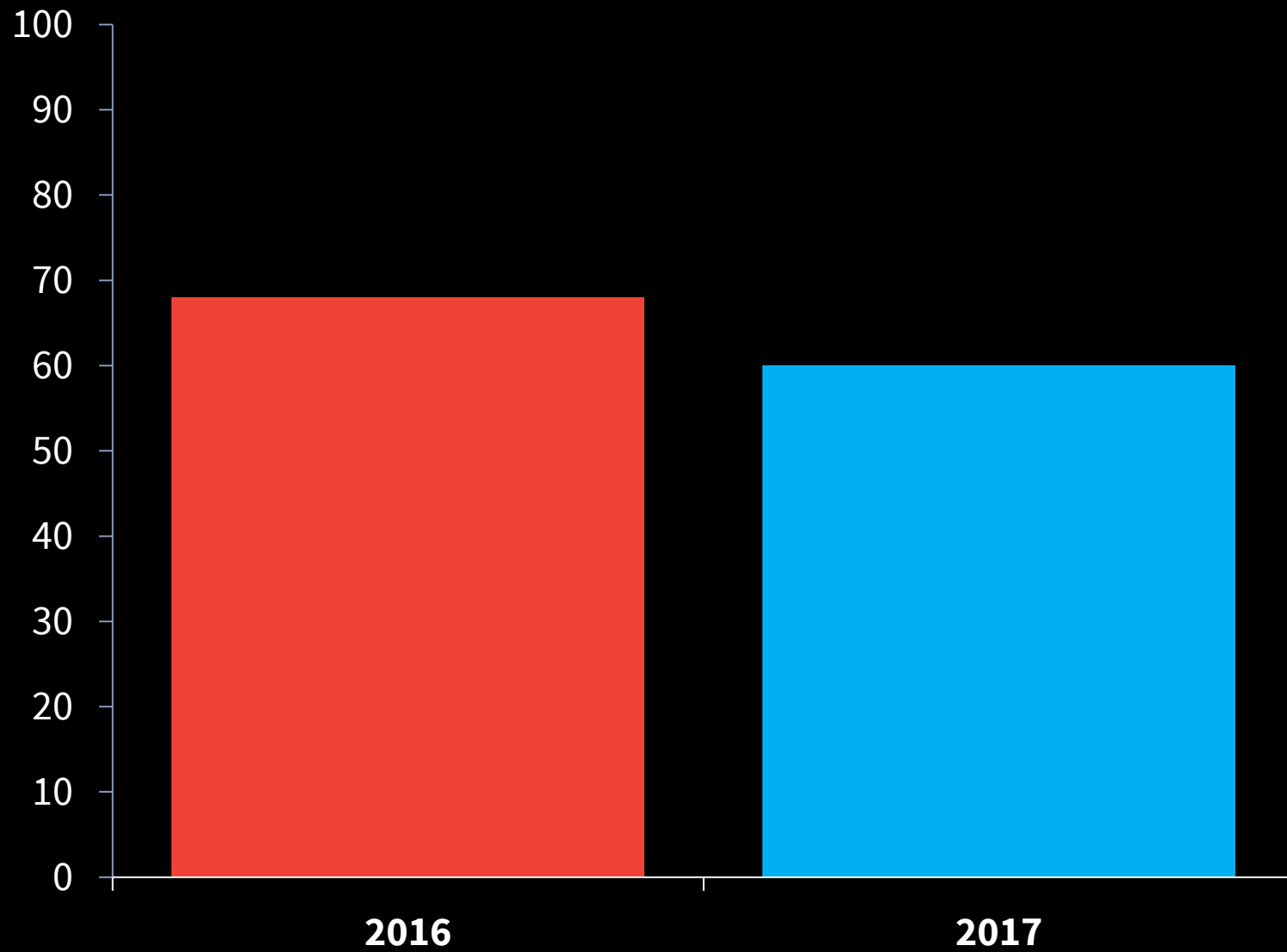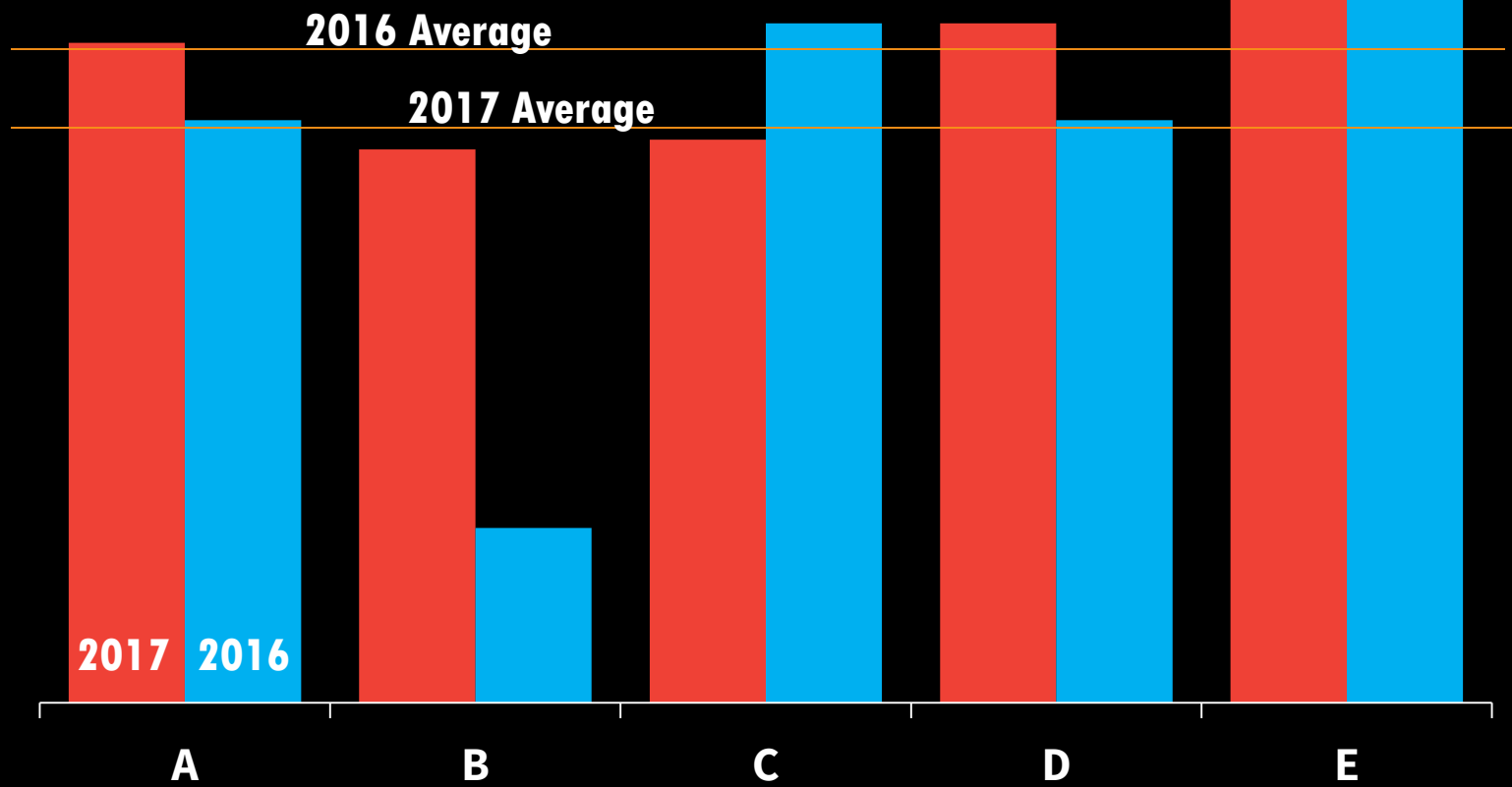
With performance measures: look for patterns, not points

"We must understand variation."

(avoid management tampering)

Dr. W. Edwards Deming
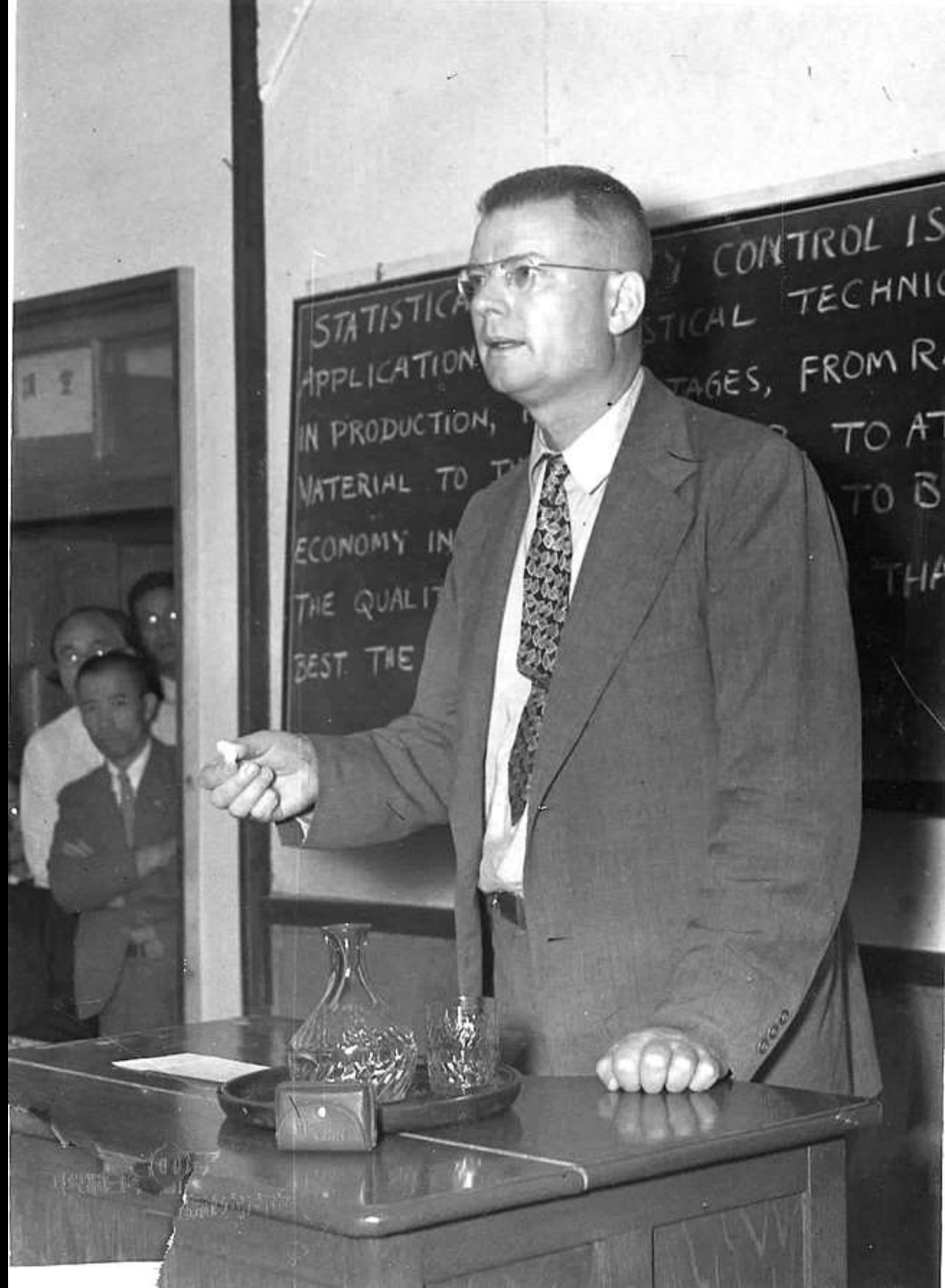
Data validation

"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

Talking about Performance
The performance dialogue process

INITIATE

Participants first seeing the data and attempting to understand and to identify signals

INTEGRATE

Sharing interpretations of the data with each other

SEARCH

Additional information and data gathering (if necessary) to find causes

DECIDE

Identify solutions and determine activities to put the chosen solution into practice

Tips for successful Results 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

"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
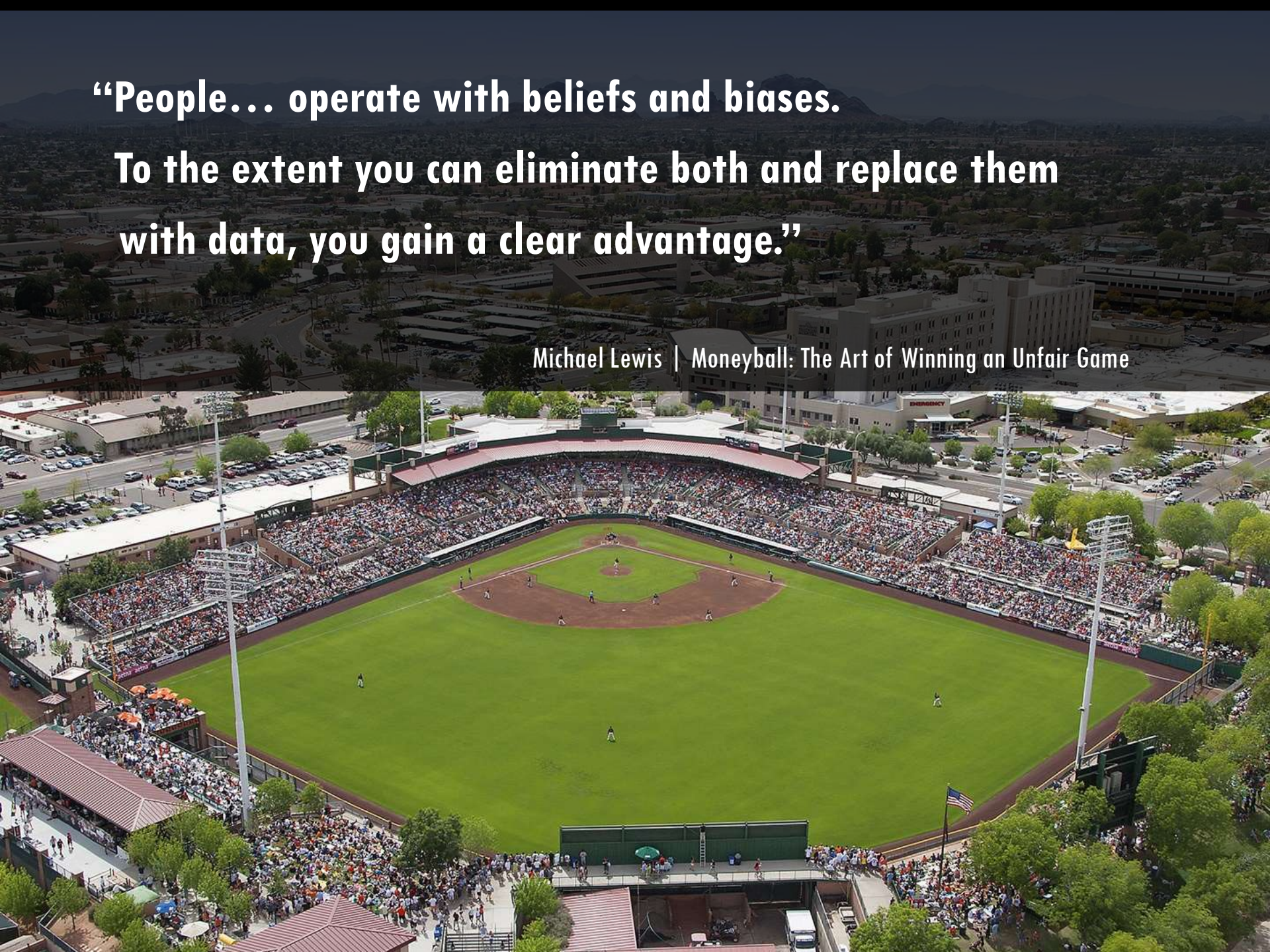
How have you used data comparisons to improve results?

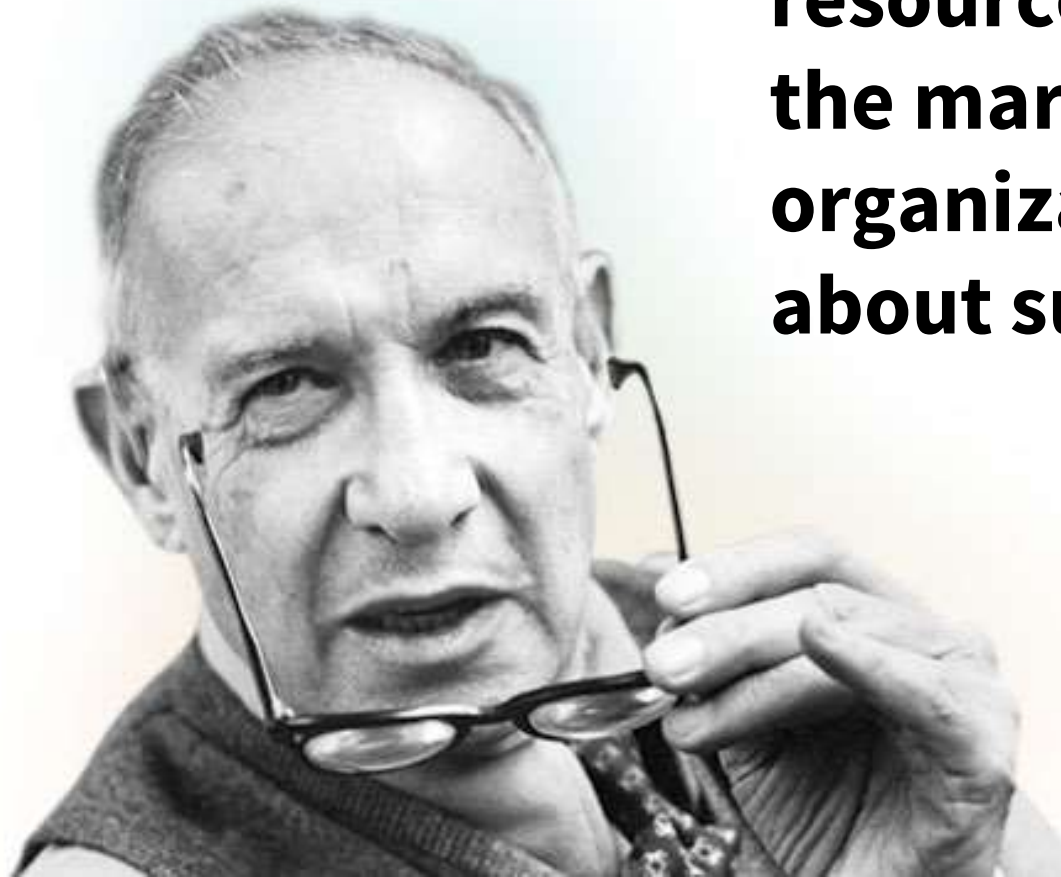IMPROVE
RESULTS

Start with your data and reports

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

Peter Drucker

What are you trying to achieve?

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 all Scottsdale residents, the Transportation Department
will increase bike lane miles by 5% by June 30.

What are you trying to achieve?

Who are you doing it for?

To enhance public safety for all Scottsdale residents, 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?

EXERCISE – WRITING IMPROVEMENT GOALS

What are you trying to achieve?

Who are you doing it for?

To demonstrate understanding of these concepts, you will write one improvement goal using this format and answering these questions in the next 10 minutes.

How will you contribute?

How will you measure progress?

Who is responsible?

When will you get there?

Human Resources Staffing Services Example

Simply better service … — Organization

High-performing organization and work culture — Division

Achieve favorable timeliness rating of 75% for recruitment services — Department

Meet 60 day target in 80% of recruitments (assumes 100 recruitments with 5 employees) — Center

Meet 60 day target in 80% of assigned recruitments (20 recruitments per employee) — Employees

Includes both Strategic Goals (General Plan) and Council Priorities (Strategic Plan)

- Defines a specific **area of concentration**
- **Outcome-oriented** (either quantitative or qualitative)
- **Flexibility** in manner of meeting goal
- Often pertinent to **more than** one area
- Something you influence, not totally control
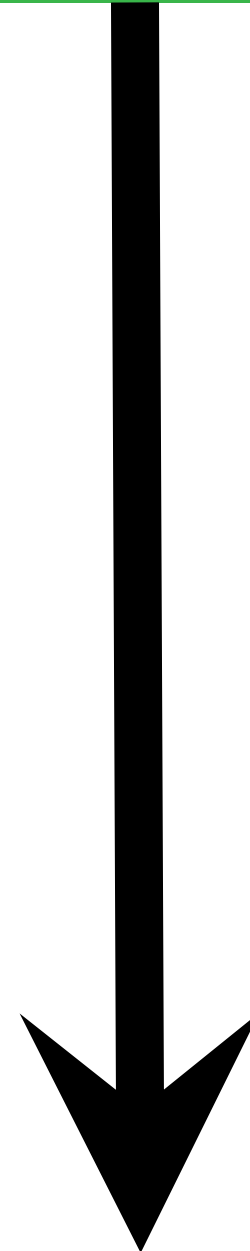
- Restatement of strategic or operational goal specifically relating to department
- Oriented to **measurable results** or outcomes
- Usually within department's area of control
- Goal achievement requires one or more SMART objectives and one or more initiatives
- Objectives usually address the result of a **process** -- improve, reduce, cut, increase
- Initiatives are managed as **projects** -- schedule milestones, cost, quality, completion date

Direct control. A goal entirely under employee's control

Indirect control. A goal partially under employee's control but requires working with others, either inside or outside the organization, to accomplish the goal

Influenceable, but not controllable. A goal not under the employee's control, typically addressing a major issue, or potential issue, that may be influenced through coordinated efforts.

As responsibility increases, goals typically move from Direct, to Indirect, to Influenceable, but not controllable
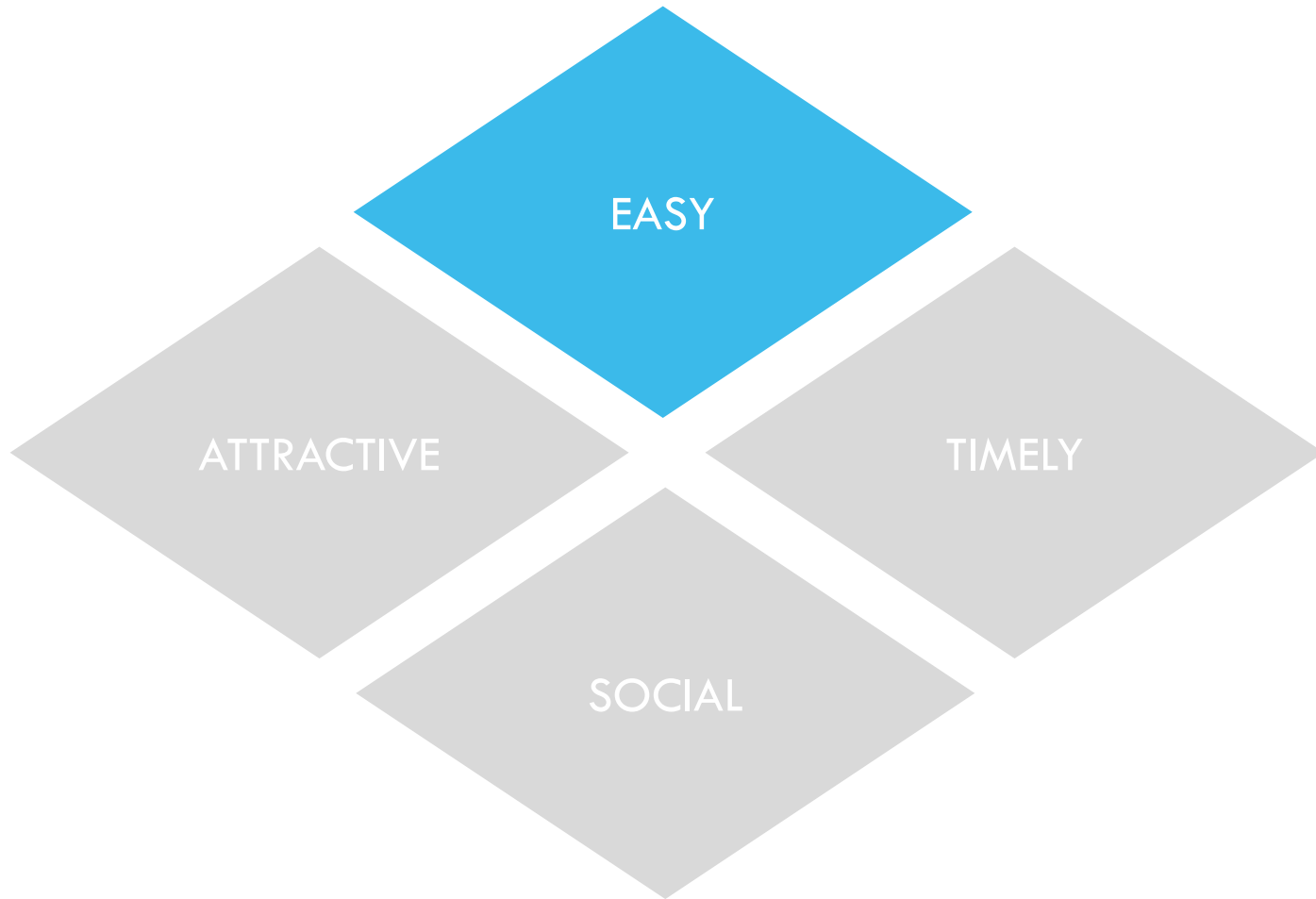
How have you used goals to improve results?

What are nudges?

An improvement approach that uses information in a predictable way to influence behavior to a significant degree without the use of <u>regulation</u> or <u>incentives</u>

Four simple ways to apply behavioral insights

EASY

ATTRACTIVE

TIMELY

SOCIAL

Annex 1: Yes and No buttons email

From: Greg Bestgen, City of Scottsdale
Subject: Scottsdale Cares!

Dear neighbor,

Scottsdale Cares is an easy way for you to give back to your community. 100% of donations go to local non-profits that help Scottsdale residents in need.

Local charities needed more than $400,000 in funding to support Scottsdale residents, but Scottsdale Cares was only able to fund one-fourth of the need. This year, thousands of your neighbors have stepped up. **But there's more work to be done.**
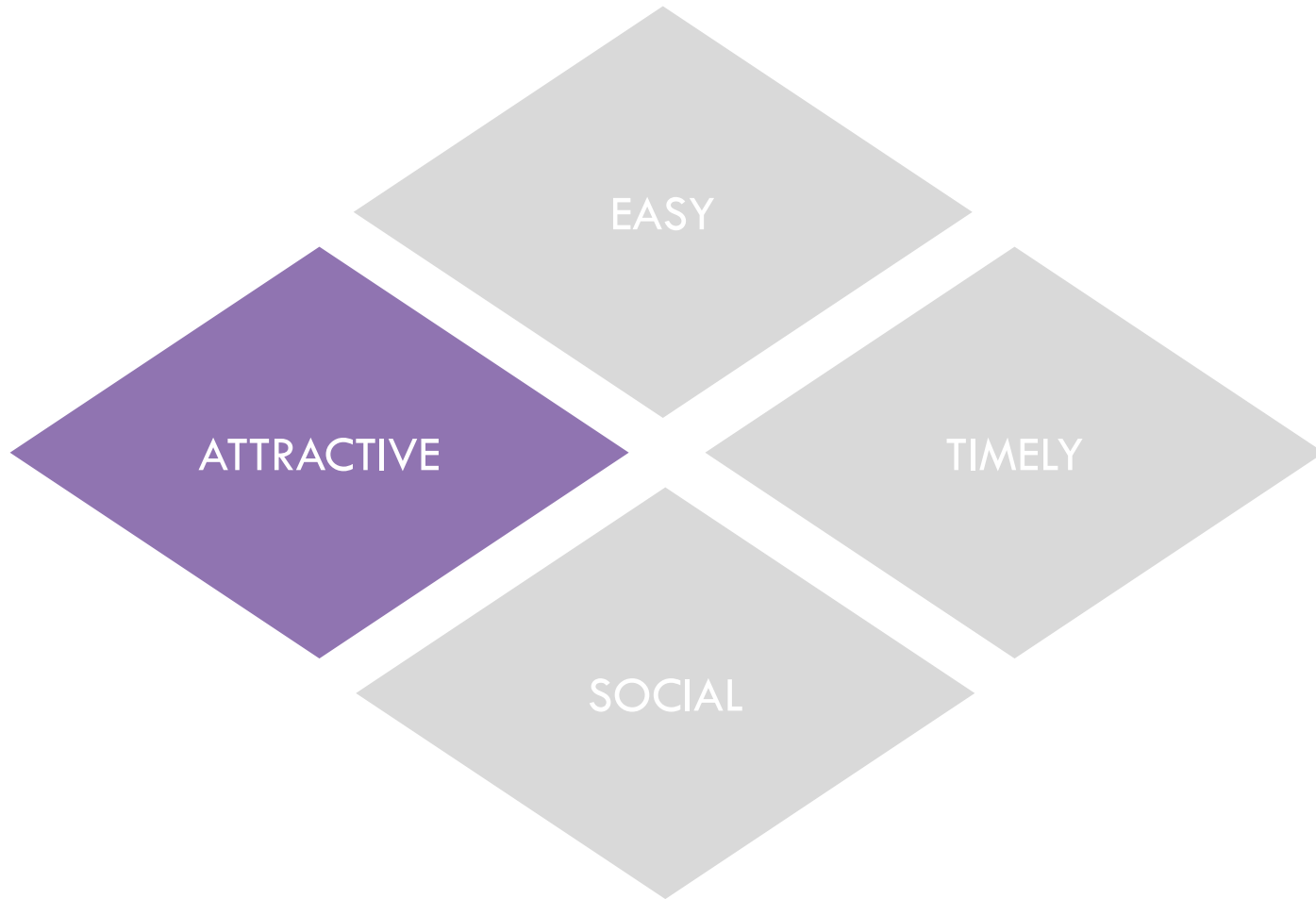
Funded	Unable to fund

$0	$100,000	$200,000	$300,000	$400,000

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

NO,
I do not want to donate $1/month to Scottsdale Cares.

YES,
I want to donate $1/month to Scottsdale Cares!

Four simple ways to apply behavioral insights

EASY

ATTRACTIVE

TIMELY

SOCIAL

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.

Four simple ways to apply behavioral insights

Hi [NAME],

Are you up for a challenge?

I love being a police officer because no two days are the same. It's challenging, but I feel like I'm my best self every day.

Scottsdale Police has changed its recruitment process, and we are looking for new officers to join our department. I hope you consider applying. **If you thrive in a challenging environment, you're just the kind of person we're looking for.**
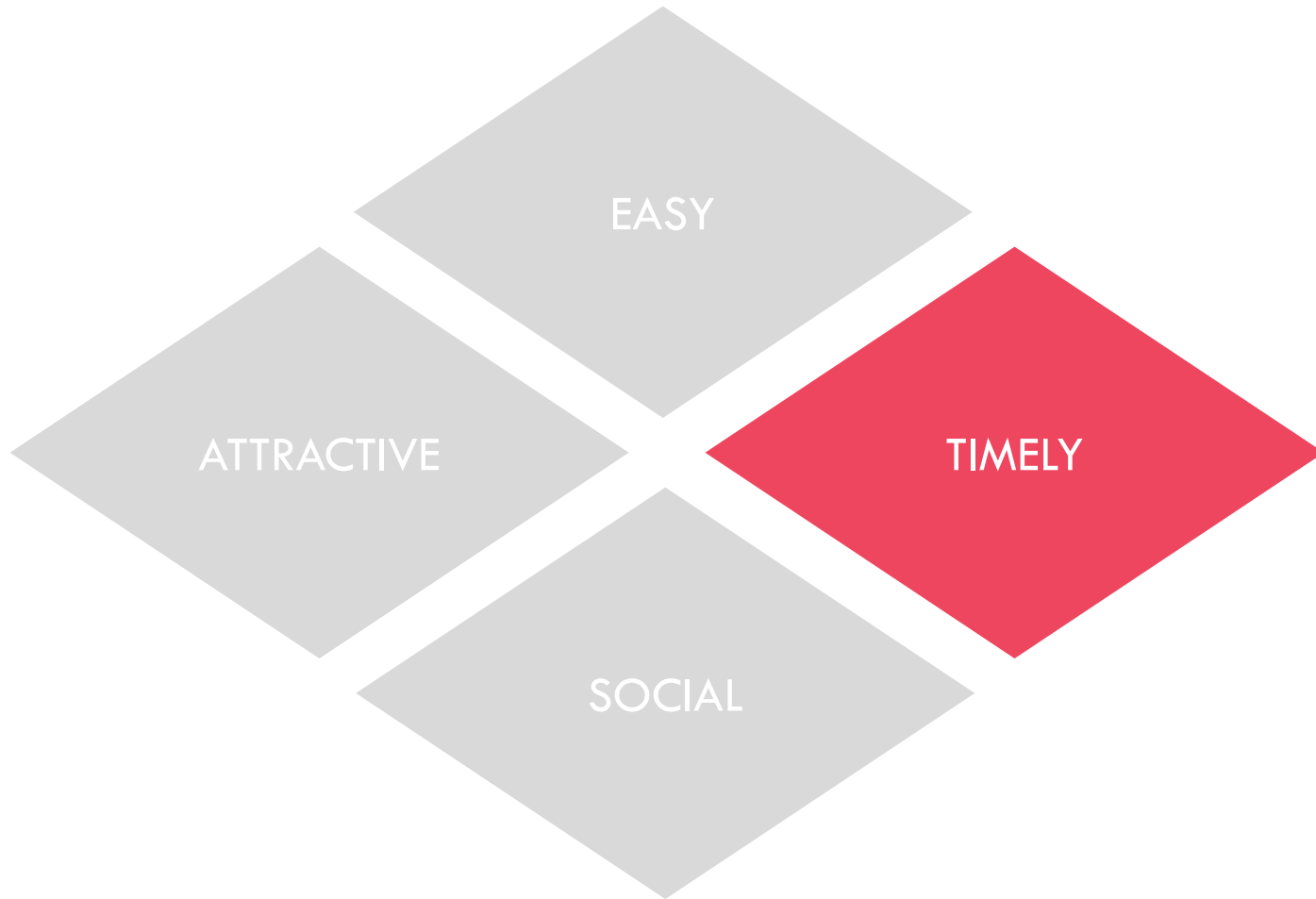
To apply, go to https://www.governmentjobs.com/careers/scottsdaleaz/jobs/1688869/police-officer-recruits-laterals-waivers?keywords=police%20officer&pagetype=jobOpportunitiesJobs#, and submit by April 9th.

Good luck!

Marcos Garcia
Police Officer, Scottsdale Police Department

Four simple ways to apply behavioral insights

What is the behavioral insights approach?

1. **Use what we already know about human behavior to make local government programs and services better**

Make sure your communications pass the "flip test."

OnStreet PARC
PARKING AUTHORITY OF RIVER CITY

January 29, 2016

PAY NOW

<Name>
<Address 1>
<Address 2>
<City, State Zip>

Dear Driver,

Our records show that you have not yet paid a parking fine that you received in Louisville <> days ago.

The majority of drivers who receive a parking fine in Louisville pay it within 13 days. If you do not pay your fine, your debt will be referred to a third-party collection agency.

You owe: $<Amount>   VISA MasterCard DISCOVER PayPal

To pay now, visit www.parkingticketpayment.com/louisville/

Ticket Number: <insert>

License Plate: <insert>

To pay over the phone, please call 1-855-816-7003. **To pay by mail,** please include (1) this letter and (2) a check or money order made out to "PARC", and mail both to:

On Street PARC
430 South 3rd Street, Suite A
Louisville, KY 40202

To pay in person, please visit us at our offices located at 430 South 3rd Street, Suite A, Louisville, KY. Office hours are Monday – Friday, 8 am – 6 pm. Our office phone number is (502) 569-6222.

Sincerely,

LaDonna Bernus
Senior Manager, OnStreet PARC

If you have already paid, please contact us with proof of payment in order to update our records. Please note that you may have other unpaid parking citations not listed in this letter. If you have 3 or more outstanding citations, your vehicle is subject to immobilization or towing.

My name is not "Dear Resident"!

To increase the number of job seekers showing up for mass hiring events, text messages that used the job seeker's first name were more effective than those that were not personalized.

Shorten your URLs, and take us right where we need to go.

Which is easier?

This?
https://police.southbendin.gov/get-involved/start-career-sbpd
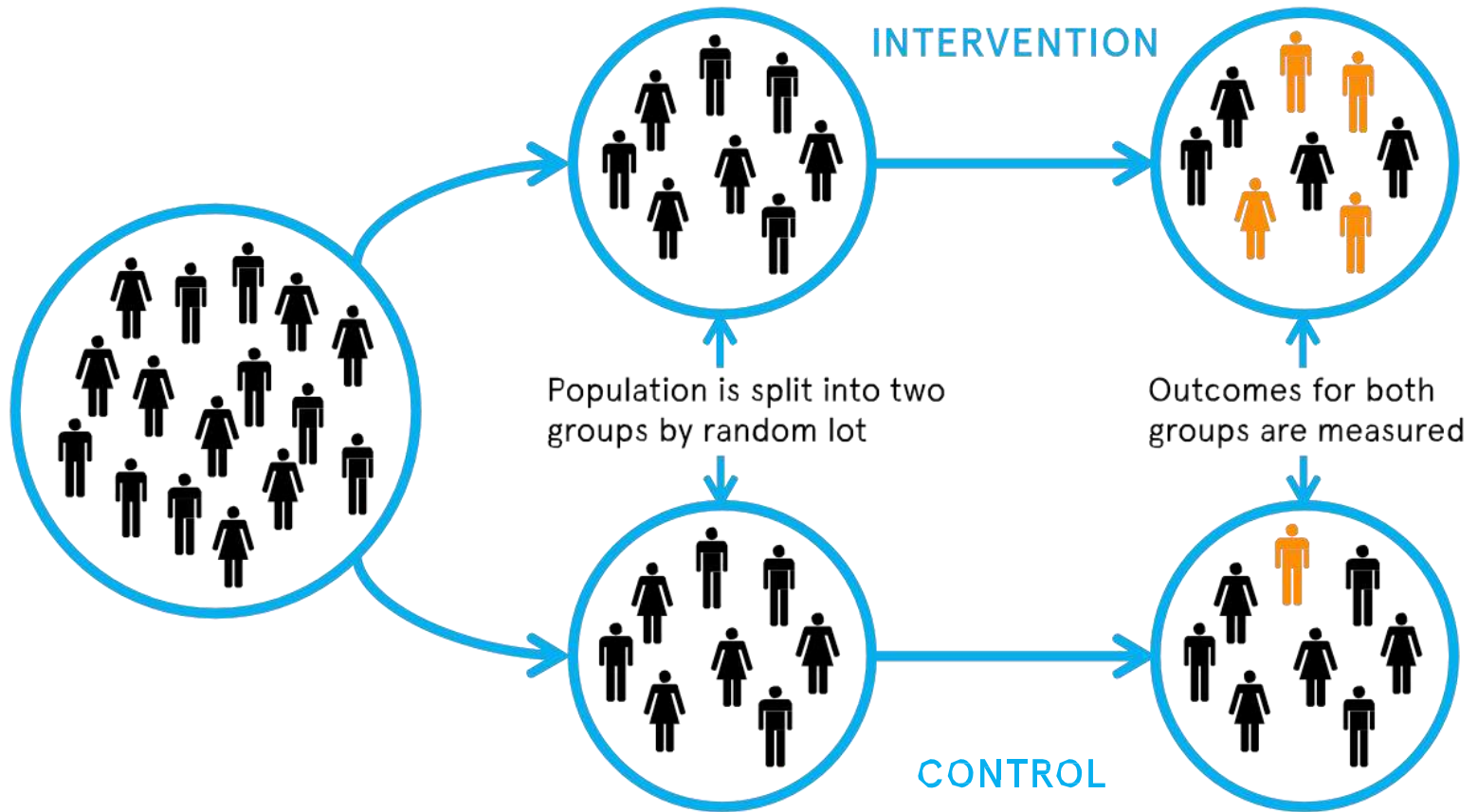
Or this?
www.bit.do/SBPDserve

AND

2. Test these approaches using randomized control trials to find out what really works

"One of the dirty secrets of government is actually that we don't know whether what we're doing works a lot of the time."

Rory Gallagher, Behavioral Insights Team

Get random.

INTERVENTION

CONTROL

Population is split into two
groups by random lot

Outcomes for both
groups are measured

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

A/B test your emails and digital content

Email A

Email B

You need a tangible and impactful goal, with a clear, short-term outcome

Example: Increase payment of parking fines by 10% within 30 days, as measured by the proportion who paid their fine within 30 days

You need access to relevant data and a substantial sample size

Typically, evaluations have sample sizes in the thousands, and the department possesses and can share the raw data

It's not just about communicating better (although that does help)

It's not a cure all, you're likely to find processes need improvement

EXERCISE:

Policy Challenge Areas
a. Pay their utility bills on time
b. Donate more to charities
c. Save more money for retirement
d. Reduce household water use
e. Increase household recycling
f. Encourage more diverse people to apply for jobs

EASY

ATTRACTIVE

TIMELY

SOCIAL
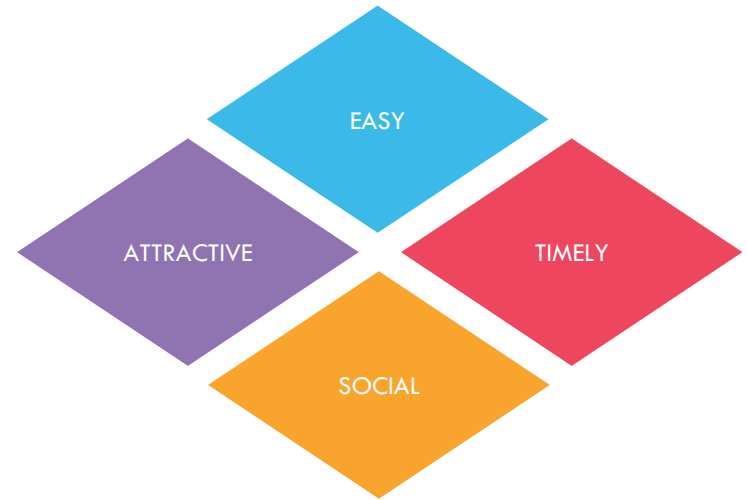
Idea Generation Instructions
1. Each person draws a card and reads it.
2. Take a minute to come up with ways in which the behavioral insight on the card could be applied to the policy challenge.
3. Share your ideas with the group.
4. Share your best ideas with the class

What causes problems?

85%

15%

Process Mapping, Process Improvement and Process Management, Dan Madison
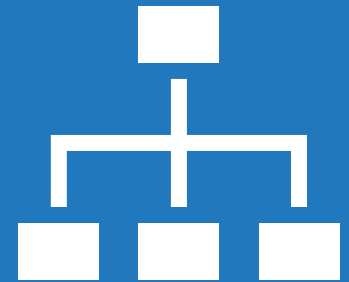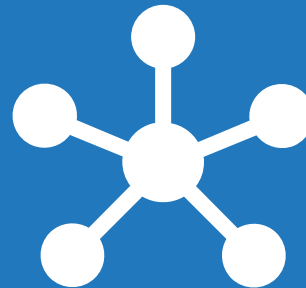
Symptoms of a broken process

- Customers are unhappy
- Some things just take too long
- It wasn't done right the first time
- We throw people at the problem and it doesn't get better
- High frustration factor
- Process spans departments and there is finger-pointing and blaming
- High variability in output or results

Process Mapping, Process Improvement and Process Management, Dan Madison

THE ABC'S OF PROCESS IMPROVEMENT

ASSESS — Review efficiency and effectiveness measures and survey customers and employees to determine processes in need of improvement

BEGIN — Begin the project by setting a goal for improvement and obtaining buy-in from key stakeholders

CREATE — Create the performance improvement project and team

DOCUMENT — Document the existing process and performance measures

EVALUATE — Develop alternatives, evaluate the cost and benefits of alternatives and recommend alternatives that achieve desired results

FOLLOW-UP — Follow-up to ensure goal was achieved and desired results were obtained.

GO BACK — Go back and re-assess the process, identifying and implementing additional improvements
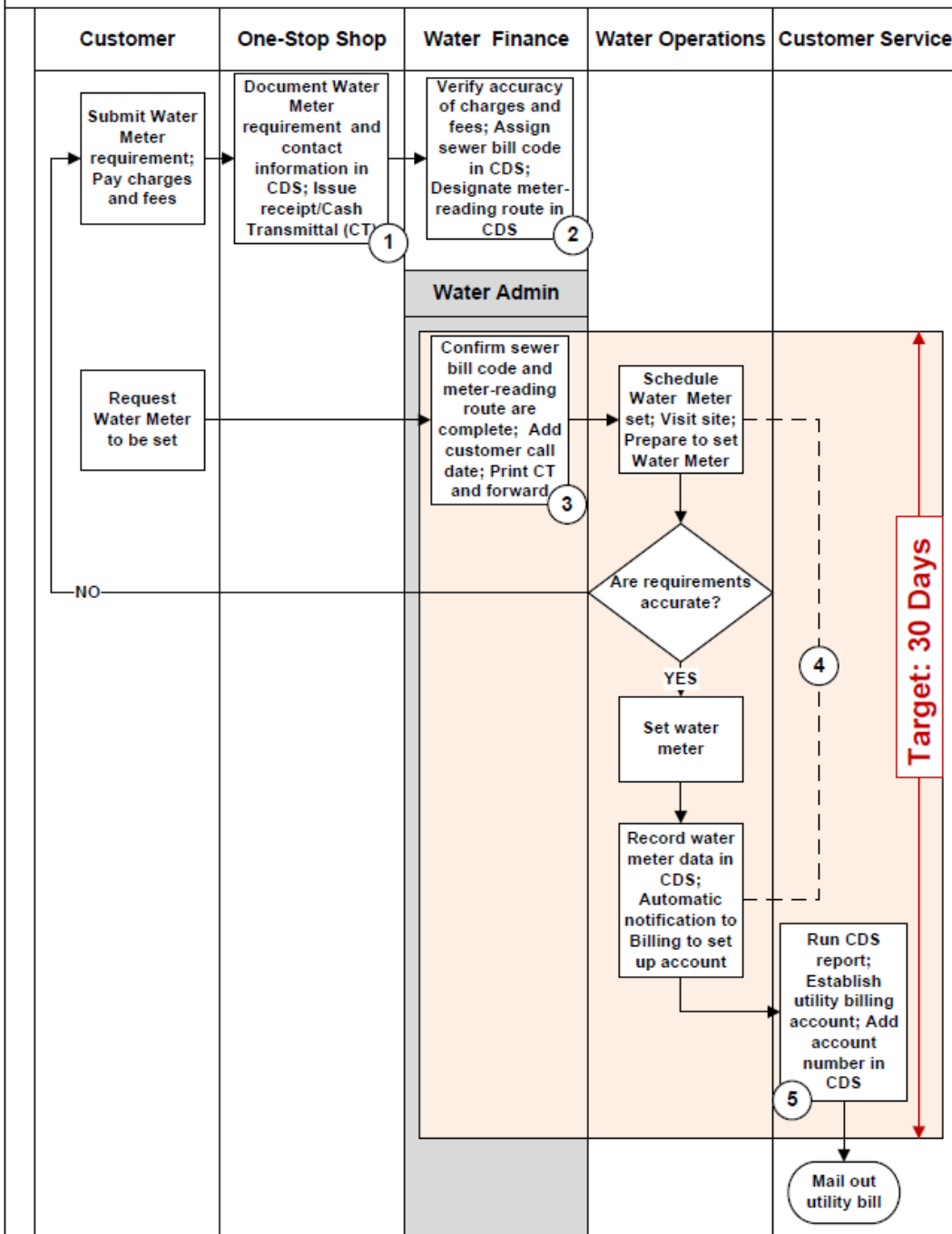
Basic flow chart symbols

Activity Boxes – Verb + Noun

Install sign

Reconcile Account

Take call

Review and decision diamonds

Which Location?

What account gets charged?

Is it our responsibility?

Process flow arrow ➡

City of Scottsdale -- Water Account Establishment Procedure   11/15/2016

Customer	One-Stop Shop	Water Finance	Water Operations	Customer Service

Customer
- Submit Water Meter requirement; Pay charges and fees
- Request Water Meter to be set
- NO

One-Stop Shop
- Document Water Meter requirement and contact information in CDS; Issue receipt/Cash Transmittal (CT) ①

Water Finance
- Verify accuracy of charges and fees; Assign sewer bill code in CDS; Designate meter-reading route in CDS ②

Water Admin
- Confirm sewer bill code and meter-reading route are complete; Add customer call date; Print CT and forward ③

Water Operations
- Schedule Water Meter set; Visit site; Prepare to set Water Meter
- Are requirements accurate?
- YES
- Set water meter
- Record water meter data in CDS; Automatic notification to Billing to set up account ④

Customer Service
- Run CDS report; Establish utility billing account; Add account number in CDS ⑤
- Mail out utility bill

Target: 30 Days

Five Key Design Principles

2. Work is performed where it makes the most sense.

3. Provide a single point of contact for customers and suppliers.

12. Push decision-making down to the lowest reasonable level.

20. Involve as few people as possible in performing a process.

21. Redesign the process first, and then automate it.

Process Mapping, Process Improvement and Process Management, Dan Madison, pp. 151-162

WRAP IT UP ALREADY!!!

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

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?

What is your main takeaway from this class?

CITY OF SCOTTSDALE

Brent Stockwell | Asst. City Manager

480-312-7288 | bstockwell@ScottsdaleAZ.gov

go to ScottsdaleAZ.gov search "performance"