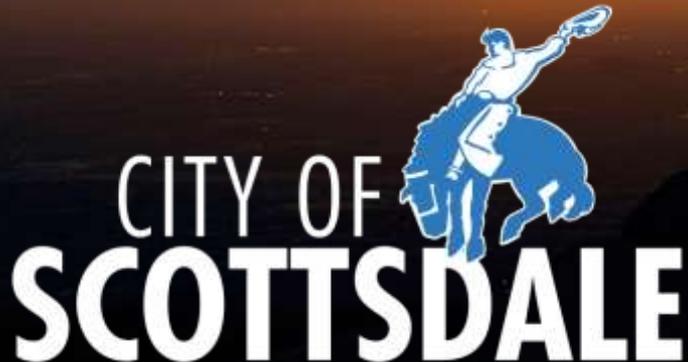


Accomplishing Results

Aligning measures with mission and goals

Photo by Scott Amonson



M. Brent Stockwell | Asst. City Manager

480-312-7288 | Bstockwell@ScottsdaleAZ.gov

go to ScottsdaleAZ.gov search "about"

HELLO
my name is

Brent Stockwell
Assistant City Manager



HELLO
my name is

Who are you? What you do?

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

A photograph of a green grassy field, likely a sports field, with a white line running across it. In the foreground, there is a pink marker with a large blue letter 'G' on it. In the middle ground, there is an orange cone. The background shows a rolling green hill.

“..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.”

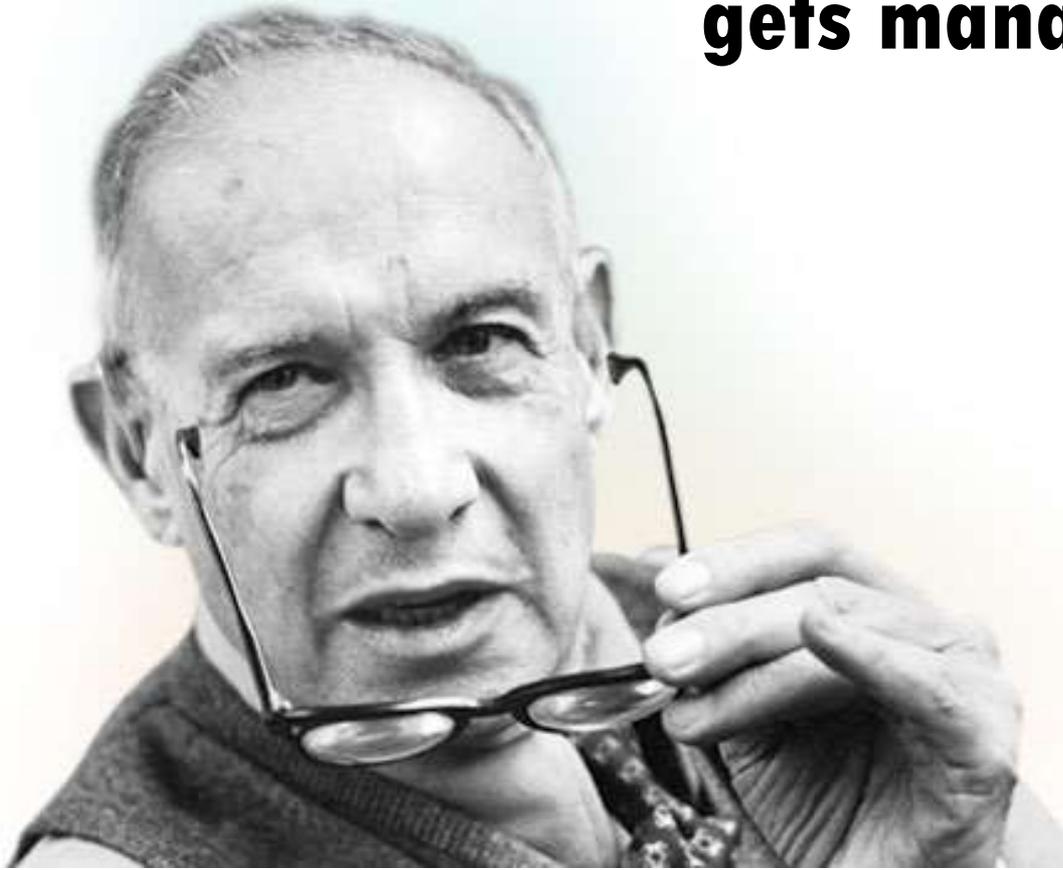
Jim Collins



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

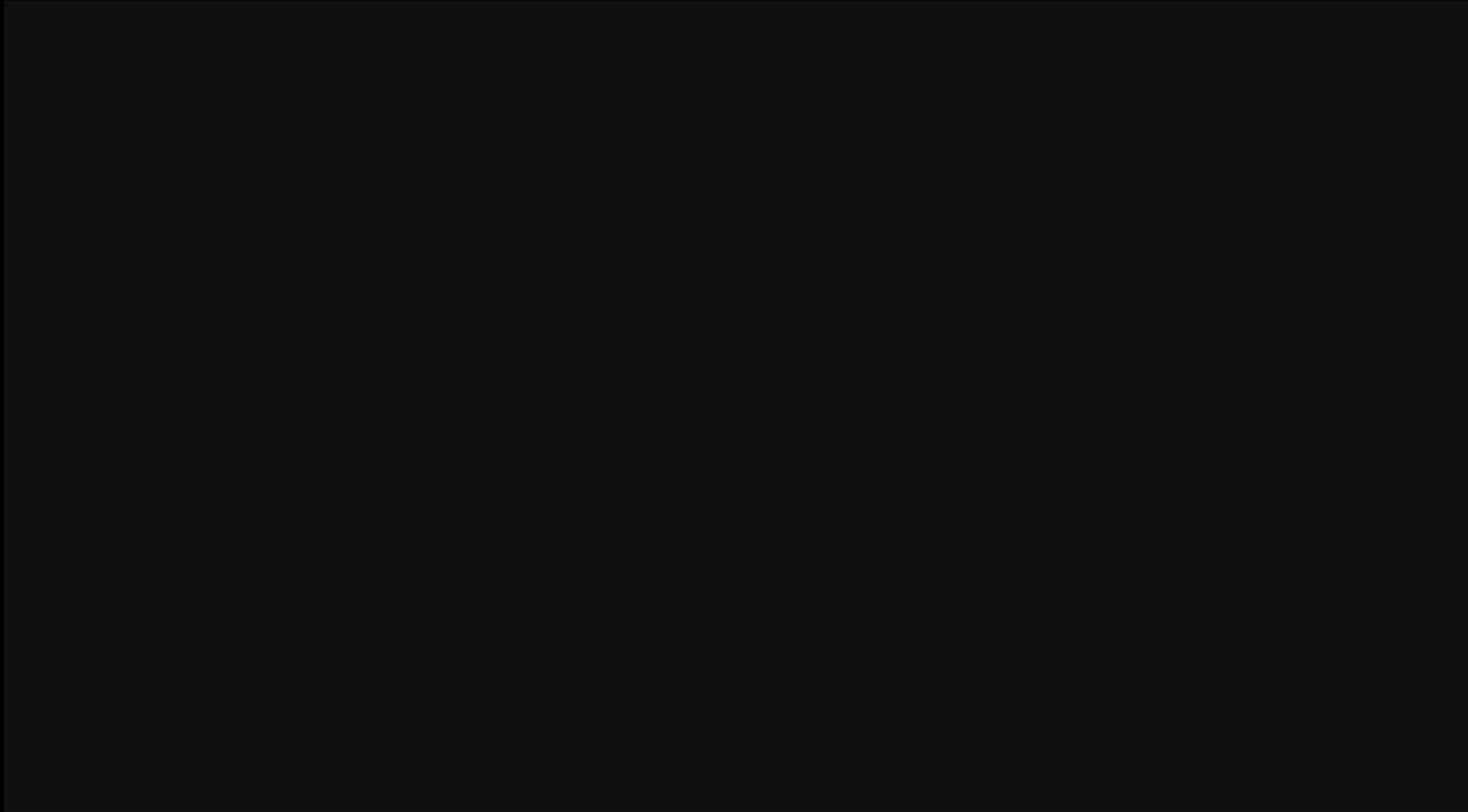


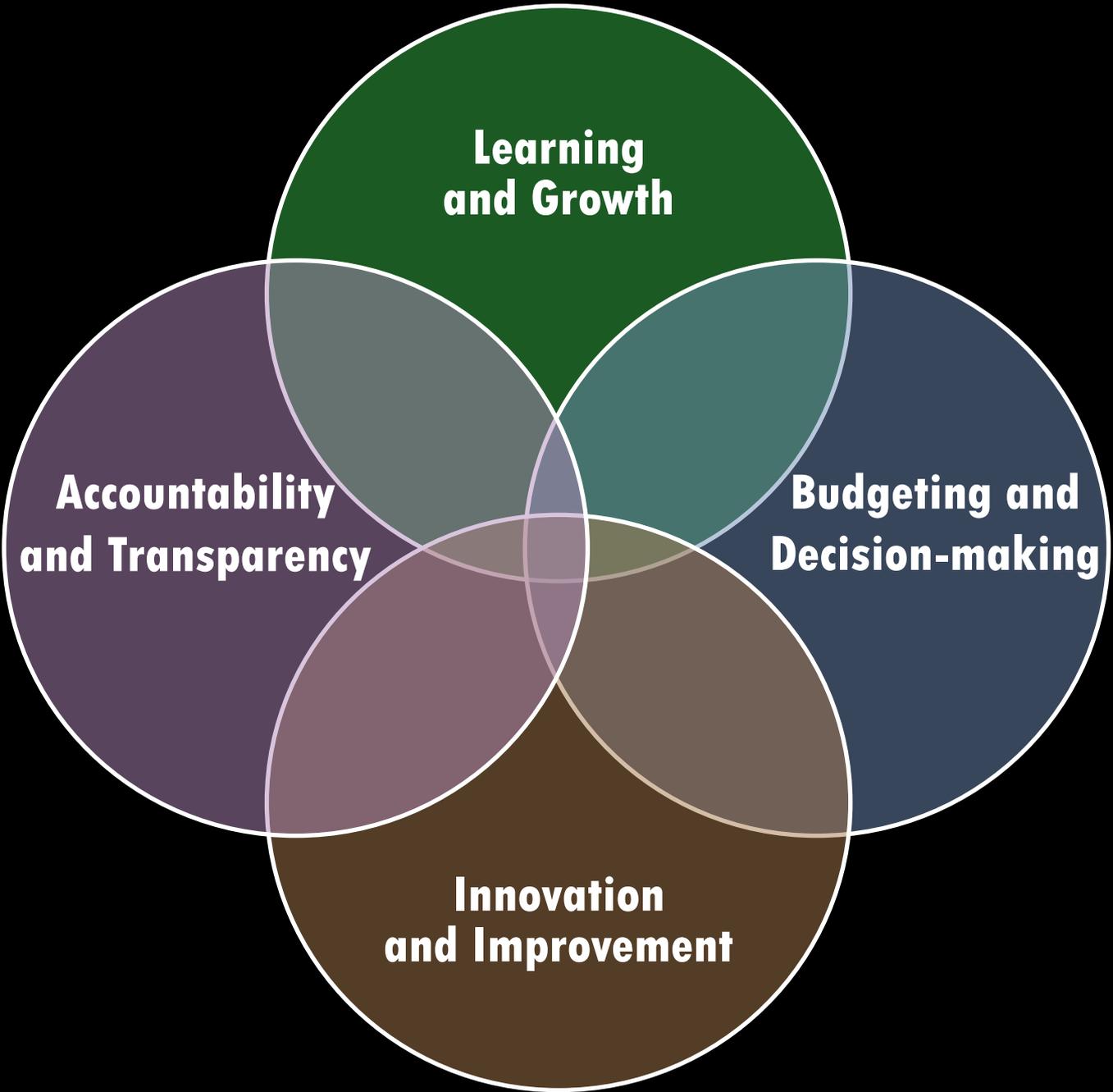
**“What gets measured,
gets managed.”**



Peter Drucker

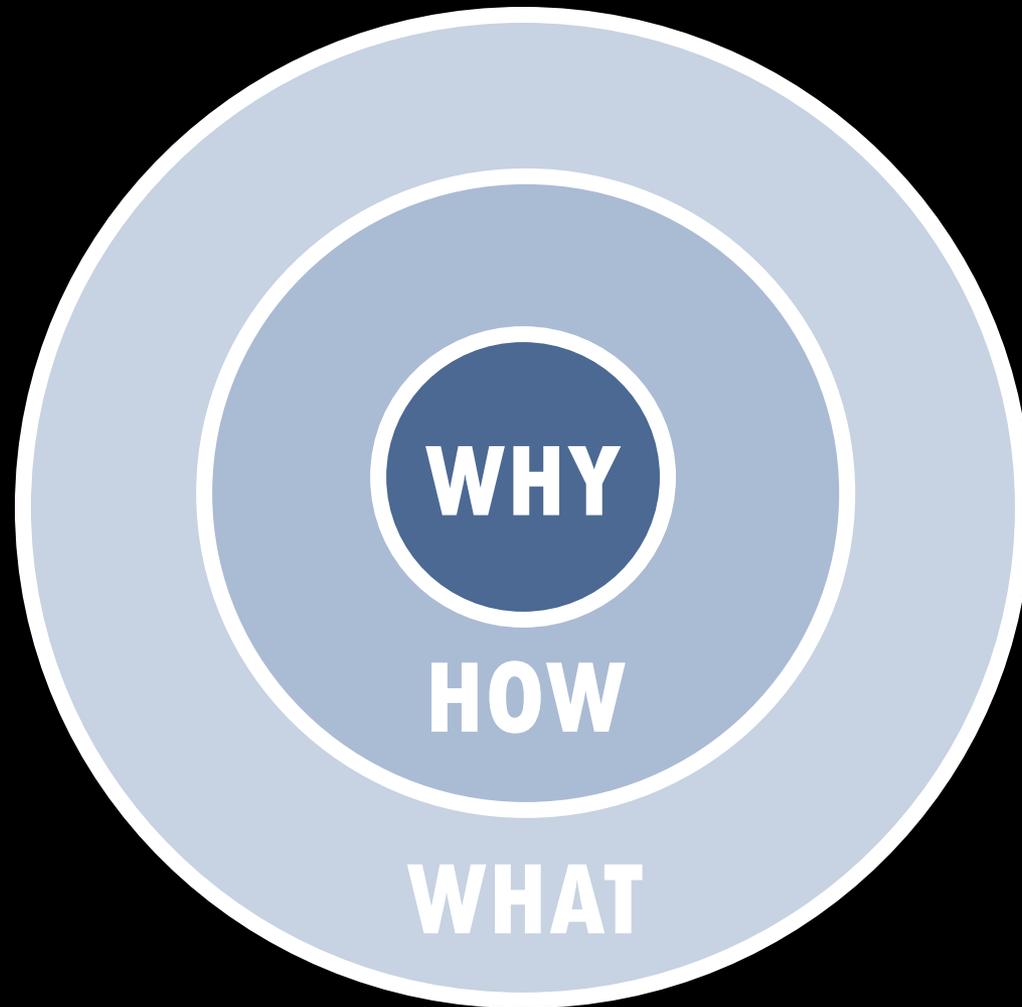
Exercise – what might you measure?







Start with Why



Mission Statement

GUIDED BY A RELENTLESS FOCUS
(HEARTFELT ADJECTIVE)

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

WE WILL STRIVE TO _____
(LONG-WINDED PHRASE)

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

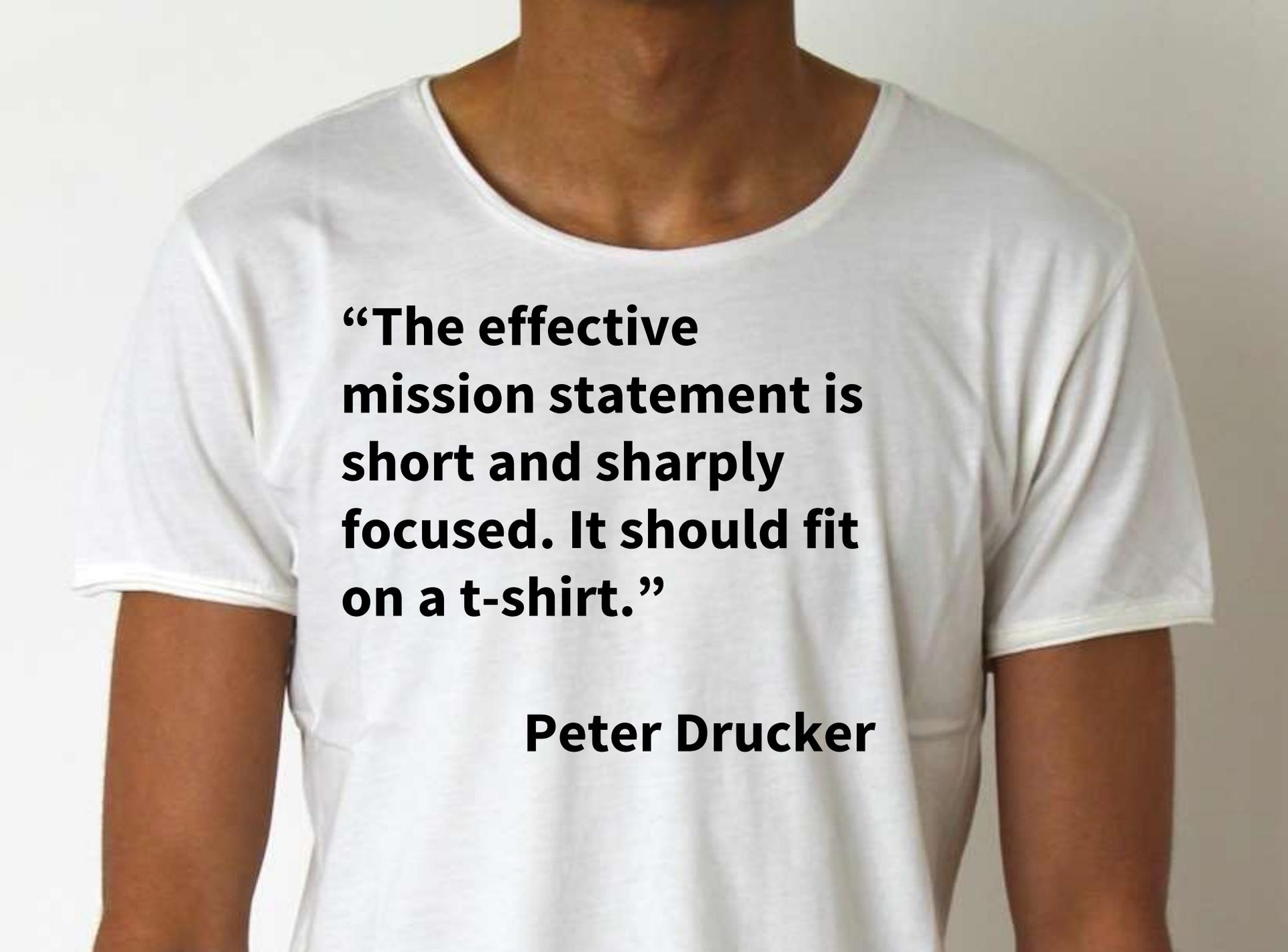
SLIDE 1 OF 42

QUALITY! WE'VE
ALREADY
USED
THAT



Good mission statements:

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

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

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

Peter Drucker

Mission Statement

The mission of _____
(name of group)

is to _____
(key services delivered)

to / for _____
(customers)

so that _____.
(results to be achieved)

Mission Statement (Example)

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

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

to / for residents and businesses
(customers)

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

Exercise - Mission Statement

The mission of _____
(name of group)

is to _____
(key services delivered)

to / for _____
(customers)

so that _____.
(results to be achieved)

Mission

Why do we exist? What is our purpose?

Goals

What are our main focus areas to achieve the mission?

Objectives

What specific actions are needed to achieve the goals?

Initiatives

What specific projects are needed to achieve the objectives?

Measures

How will we know if we are achieving results?

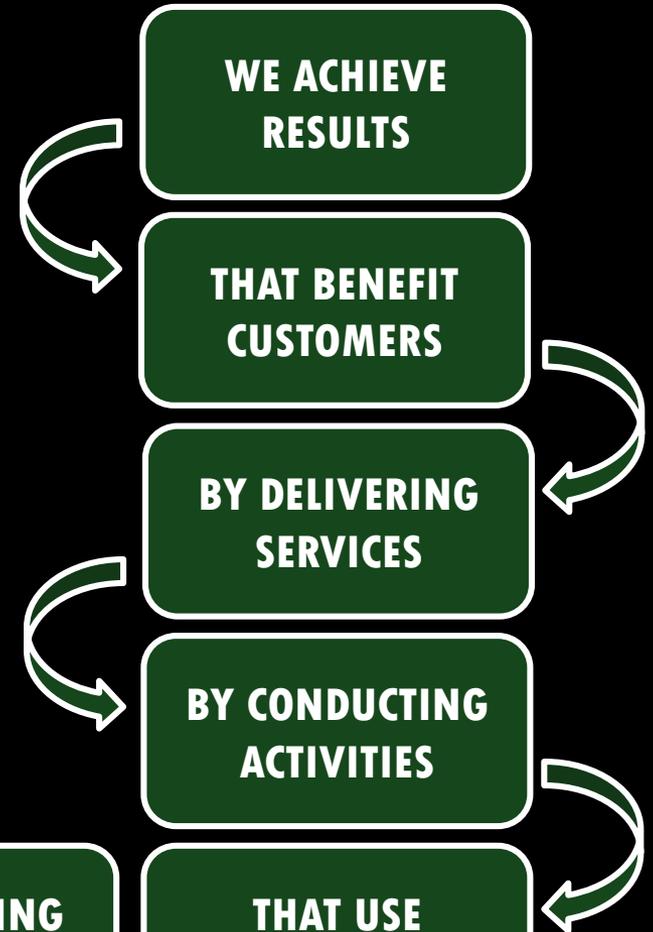
- **GOALS** are **results-oriented** and help achieve the mission
- **OBJECTIVES** are **action-oriented** and help attain goals
- **INITIATIVES** are **managed as projects** and support attainment of organizational goals and objectives



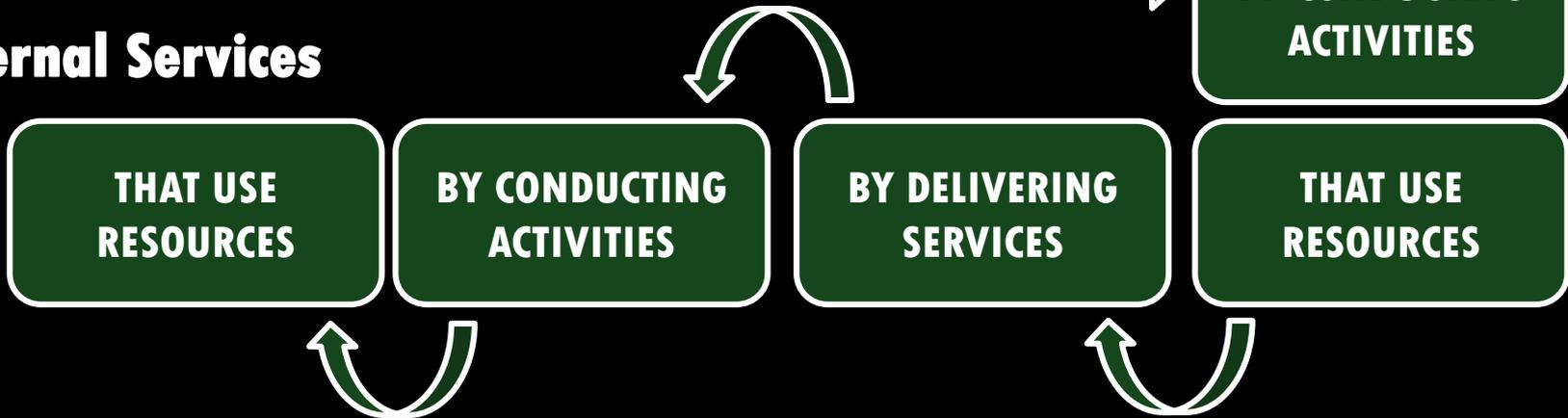




Public Services



Internal Services





**WE ENCOURAGE A
CLEAN, SUSTAINABLE
ENVIRONMENT**

**FROM EVERY
HOUSEHOLD**

**BY COLLECTING REFUSE
AND RECYCLING**

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

**WITH DRIVERS AND
TRUCKS**



**WITH TECHS
AND TOOLS**

**BY REPAIRING AND
MAINTAINING
VEHICLES**

**THAT ARE KEPT
OPERATING
EFFECTIVELY**

**WITH DRIVERS AND
TRUCKS**

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

**BY COLLECTING REFUSE
AND RECYCLING**

**FROM EVERY
HOUSEHOLD**

**WE ENCOURAGE A
CLEAN, SUSTAINABLE
ENVIRONMENT**





**WE ENCOURAGE A
CLEAN, SUSTAINABLE
ENVIRONMENT**

**FROM EVERY
HOUSEHOLD**

**BY COLLECTING REFUSE
AND RECYCLING**

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

**WITH DRIVERS AND
TRUCKS**

**WITH ANALYSTS,
COMPUTERS AND
WEBSITES**

**BY RECRUITING
APPLICANTS**

**THAT ARE QUALIFIED
DRIVERS**





Vista del Camino
Community Center
7700

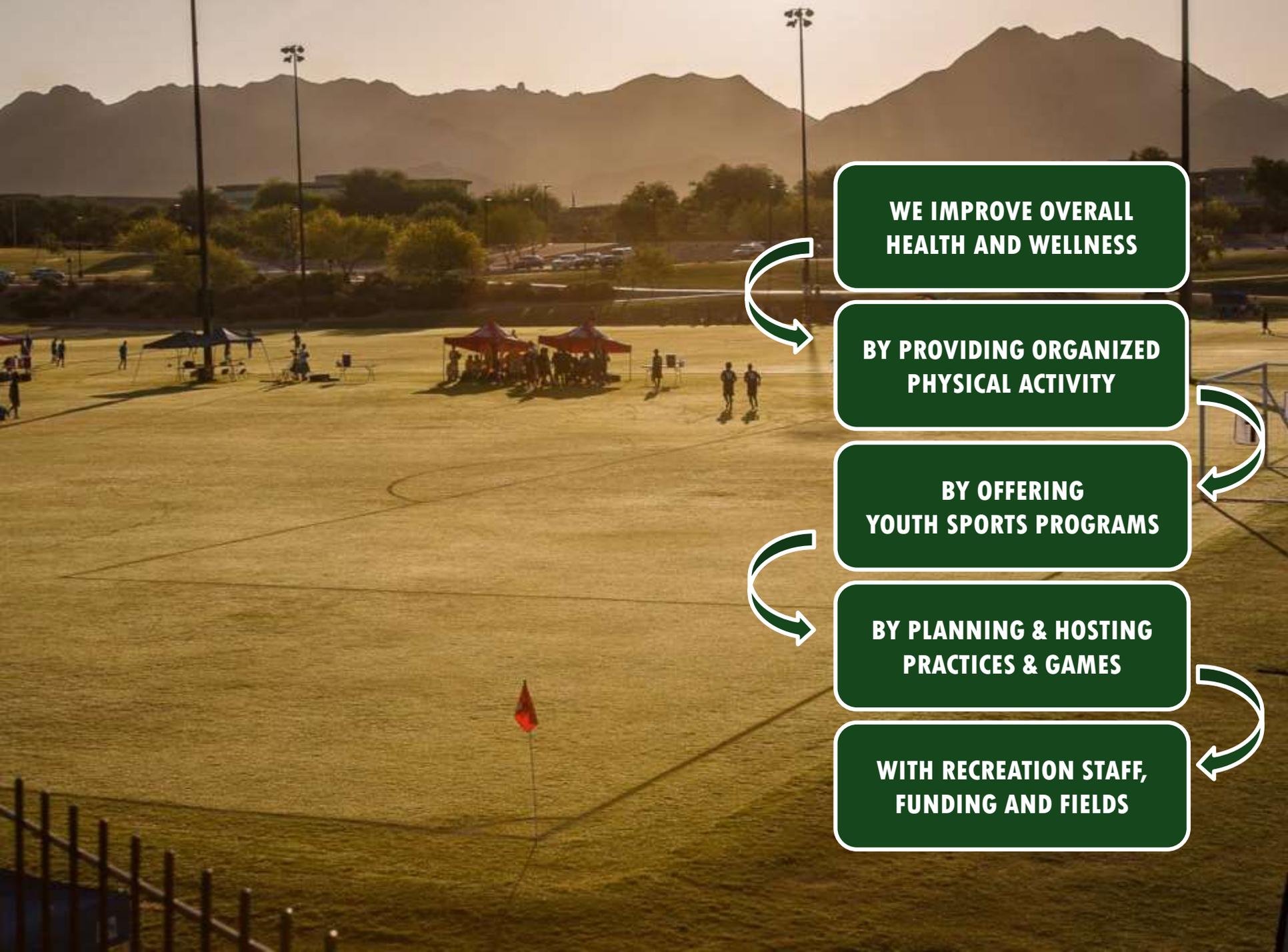
WE PROMOTE SELF-SUFFICIENCY AND SUPPORT INDEPENDENT LIVING

BY HELPING RESIDENTS AVOID EVICTION, FORECLOSURE AND UTILITY TERMINATION

BY CONNECTING THEM WITH EMERGENCY ASSISTANCE AND OTHER RESOURCES

BY MEETING WITH CLIENTS

WITH SOCIAL WORKERS



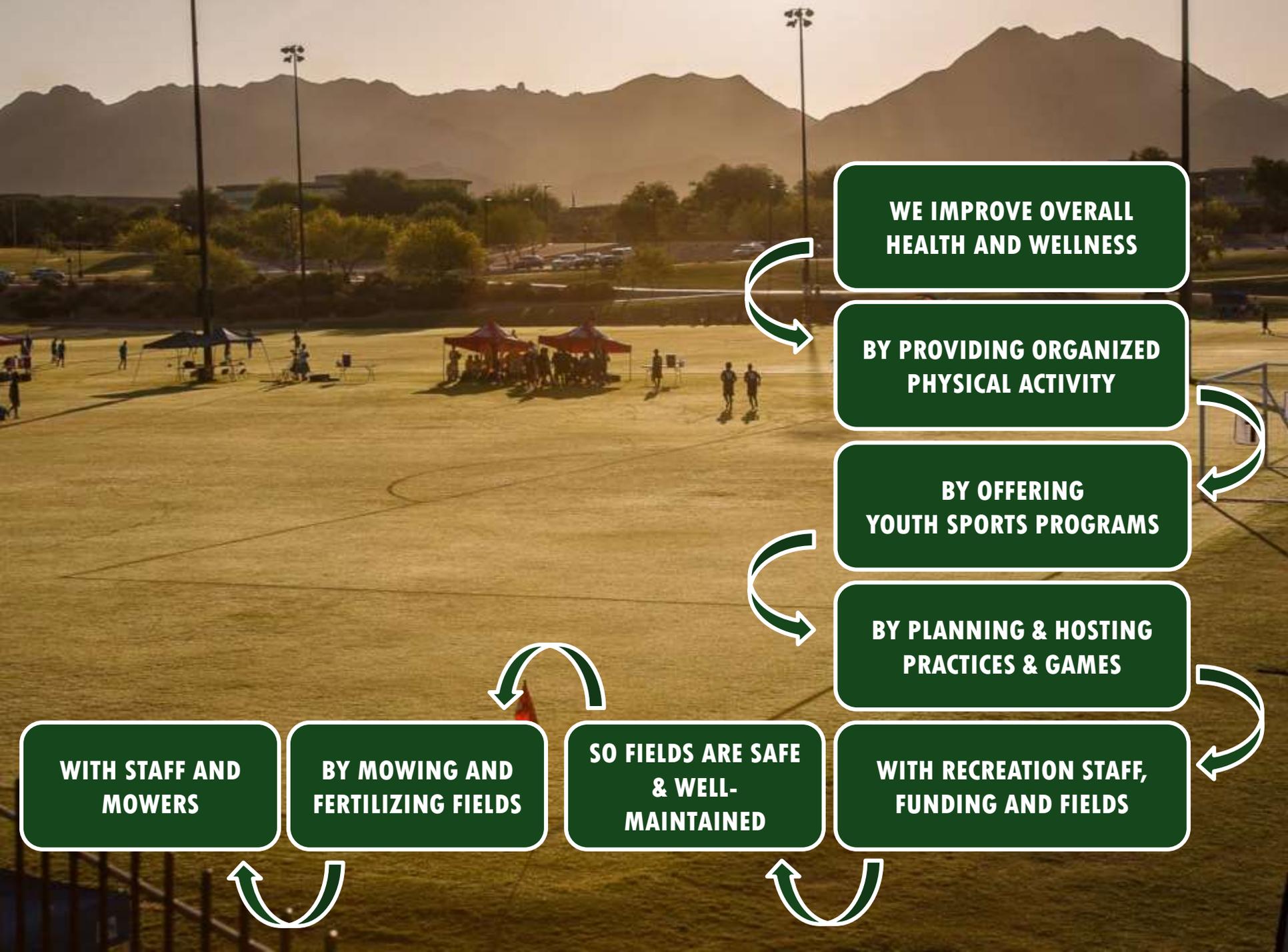
**WE IMPROVE OVERALL
HEALTH AND WELLNESS**

**BY PROVIDING ORGANIZED
PHYSICAL ACTIVITY**

**BY OFFERING
YOUTH SPORTS PROGRAMS**

**BY PLANNING & HOSTING
PRACTICES & GAMES**

**WITH RECREATION STAFF,
FUNDING AND FIELDS**



**WE IMPROVE OVERALL
HEALTH AND WELLNESS**

**BY PROVIDING ORGANIZED
PHYSICAL ACTIVITY**

**BY OFFERING
YOUTH SPORTS PROGRAMS**

**BY PLANNING & HOSTING
PRACTICES & GAMES**

**WITH RECREATION STAFF,
FUNDING AND FIELDS**

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

**BY MOWING AND
FERTILIZING FIELDS**

**WITH STAFF AND
MOWERS**



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

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

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

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

WITH STAFF, FUNDS AND TECHNOLOGY



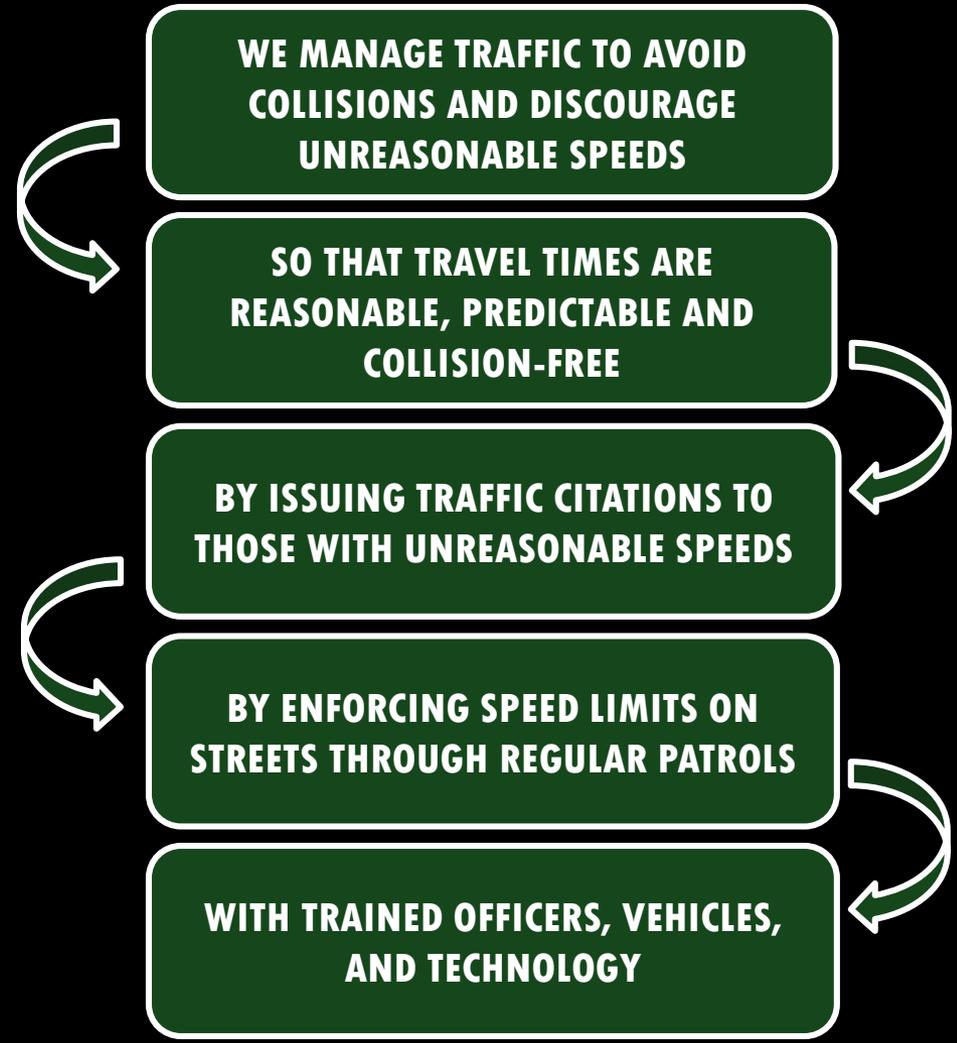
WE AVOID COLLISIONS

BY DISCOURAGING UNREASONABLE SPEEDS AND ALERTING DRIVERS TO POTENTIAL HAZARDS

BY KEEPING SIGNALS AND SIGNAGE OPERATIONAL

BY REPAIRING & MAINTAINING SIGNS AND SIGNALS

WITH EMPLOYEES AND EQUIPMENT





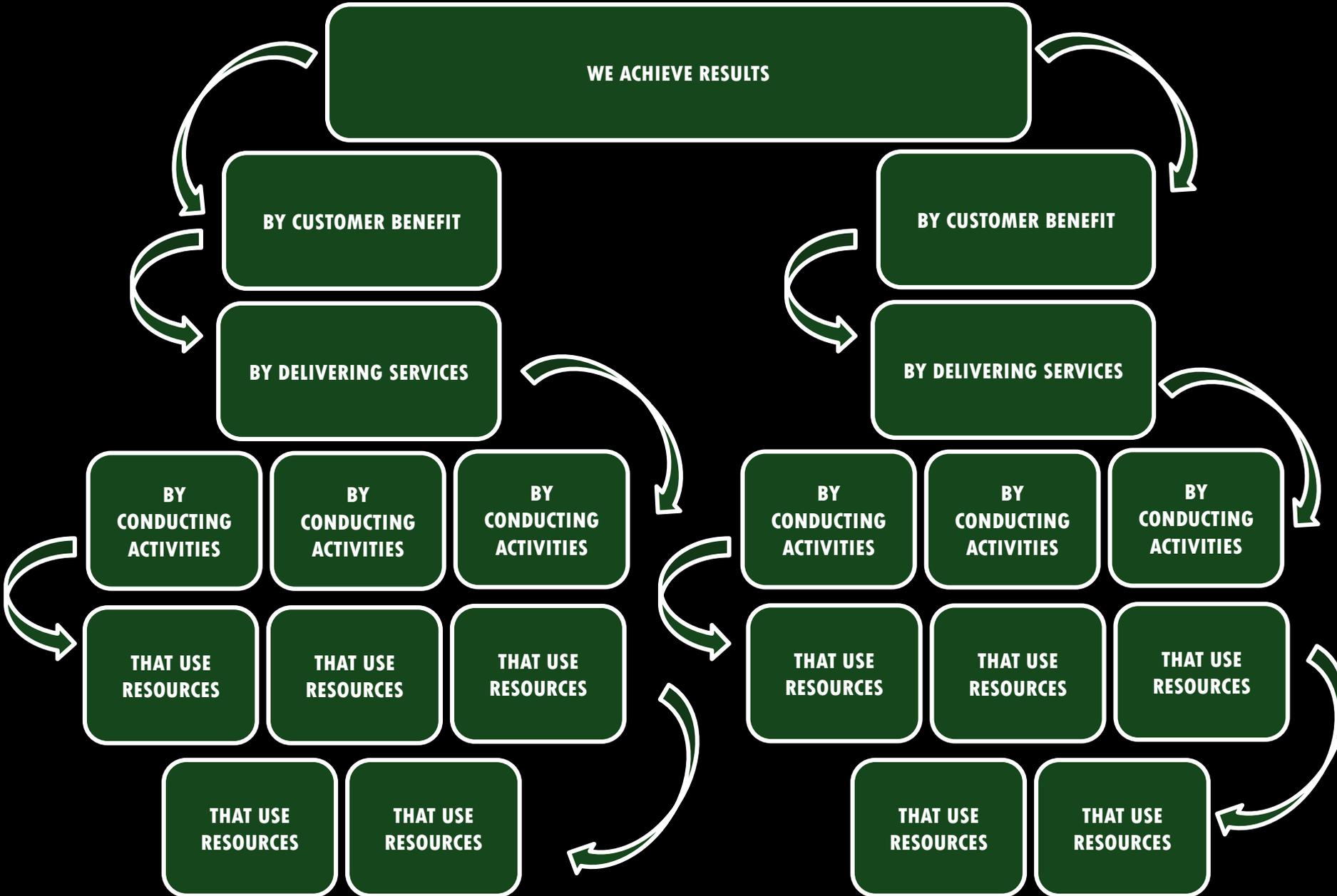
**WE PROVIDE A SAFE CITY
WITH A LOW CRIME RATE**

BY BRINGING OFFENDERS TO JUSTICE

**BY CONDUCTING THOROUGH
CRIMINAL INVESTIGATIONS**

**BY RESPONDING TO CALLS FOR
SERVICE**

**WITH POLICE PERSONNEL
AND VEHICLES**



WE ACHIEVE RESULTS

BY CUSTOMER BENEFIT

BY CUSTOMER BENEFIT

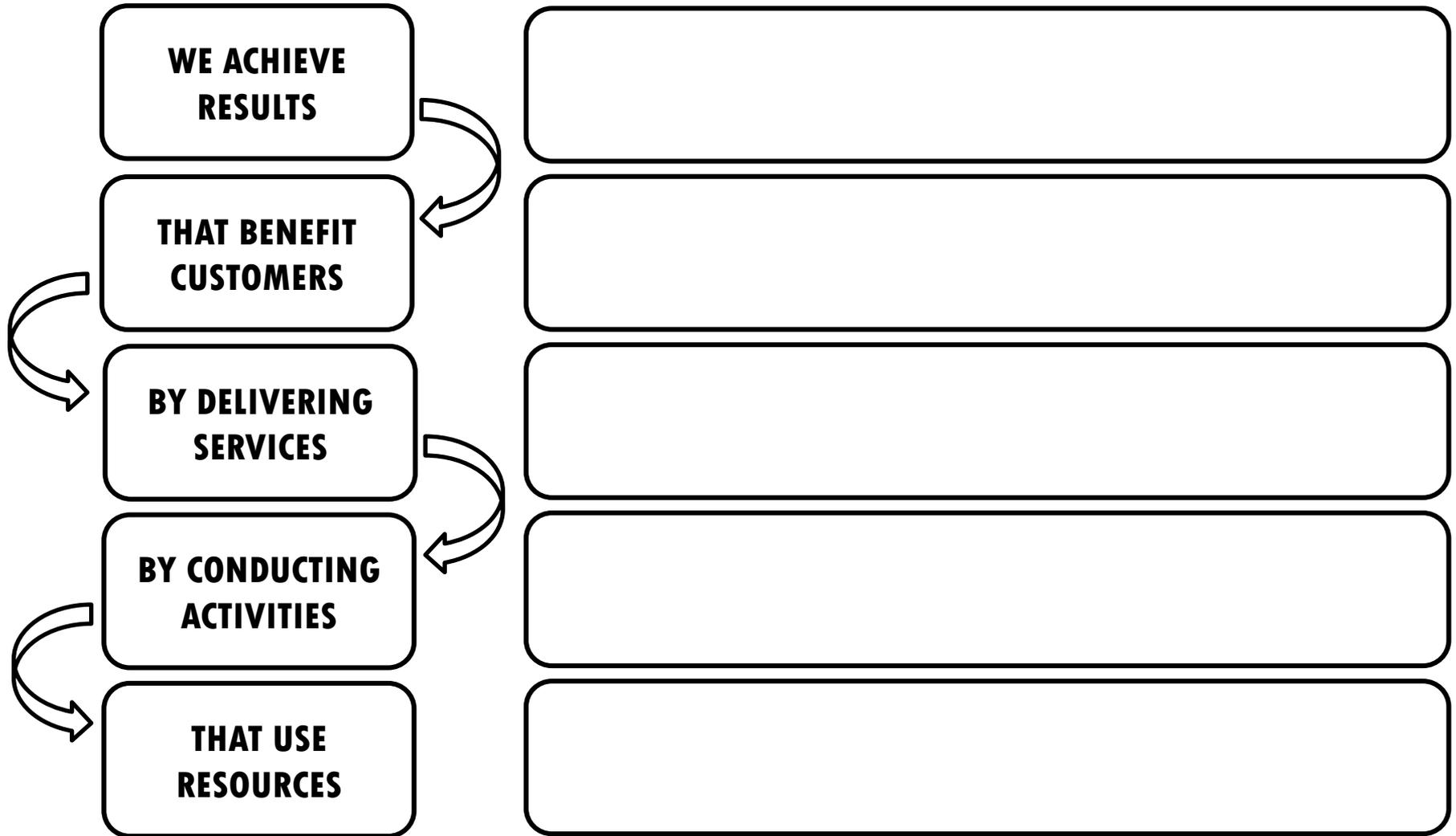
BY DELIVERING SERVICES

BY DELIVERING SERVICES

**BY
CONDUCTING
ACTIVITIES**

**THAT USE
RESOURCES**

Exercise – Alignment Model





**ACHIEVE
RESULTS**

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



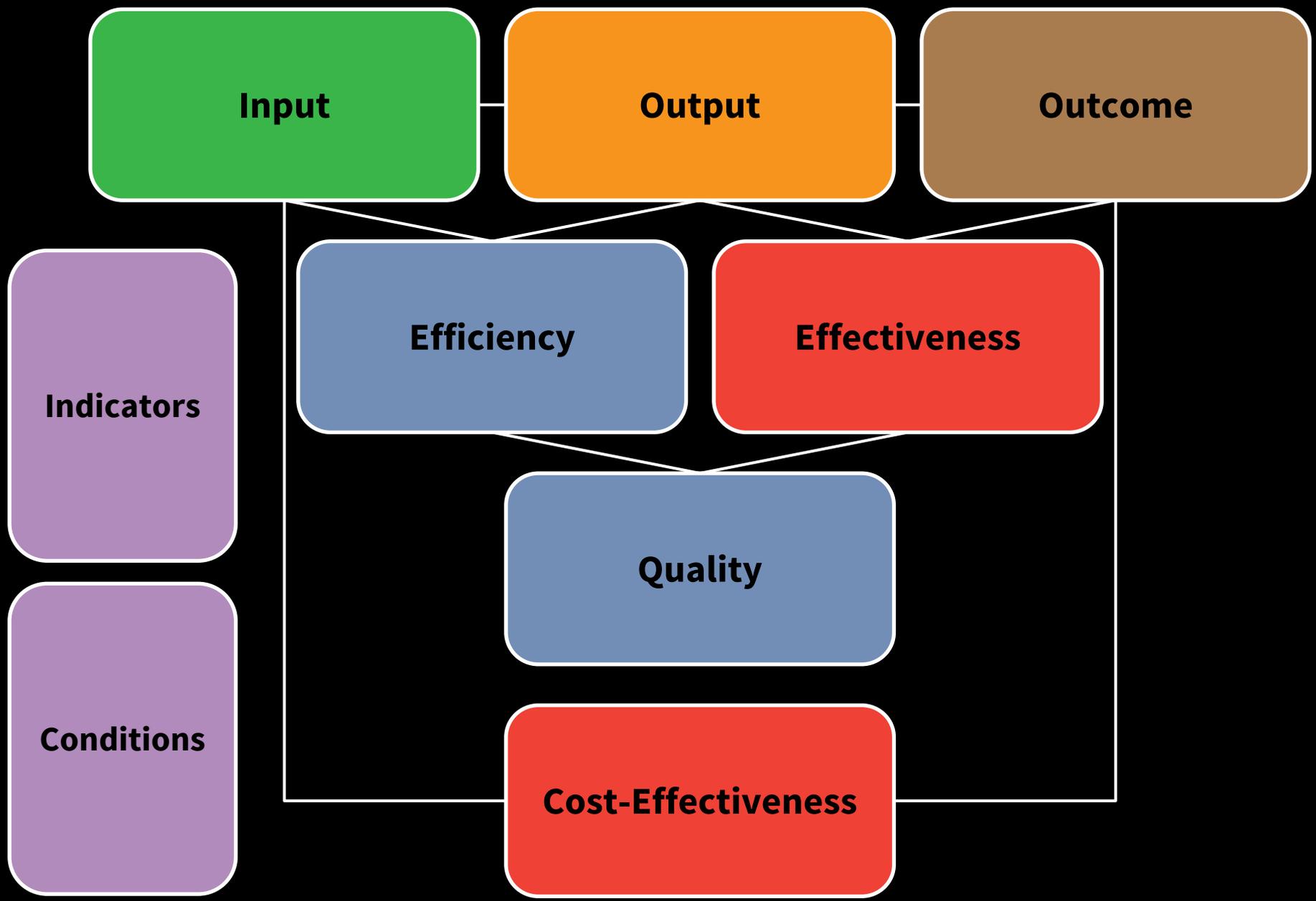


Performance measures are meaningful quantitative evidence used to monitor and track progress towards achievement of desired results

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

Measures are controllable, indicators are not (usually)

Types of performance measures



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

Input

Amount of resources used (or available) to provide services

Examples:

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

What's an input in your area?

Output

Amount of work produced
or services delivered

Examples:

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

What's an output for your area?



Outcome

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

Examples:

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

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

What's an outcome for your area?

Efficiency

Amount of work done
per amount of resources used

Examples:

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

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



Effectiveness

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



Examples:

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

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

Quality

Quality work or services provided
per amount of resources used

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

Examples:

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

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

Cost-Effectiveness

Amount of outcome achieved per amount of resources used

Examples:

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

How might you measure cost-effectiveness in your area?

Types of performance measures

Input

Amount of resources used (or available) to provide services

Output

Amount of work produced or services delivered

Outcome

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

Indicators

Describe the environment in which the service is provided

Conditions

External requirements or demands that impact service delivery

Efficiency

Amount of work done per amount of resources used

Effectiveness

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

Quality

Amount of quality work done per amount of resources used

Cost-Effectiveness

Amount of outcome achieved per amount of resources used

Questions performance measures can help answer

Input

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

Output

How much work was accomplished?

Outcome

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

Indicators

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

Conditions

What legal or regulatory requirements impact how you provide service?

Efficiency

How much work was accomplished with available resources?

Effectiveness

How well did you achieve the desired results?

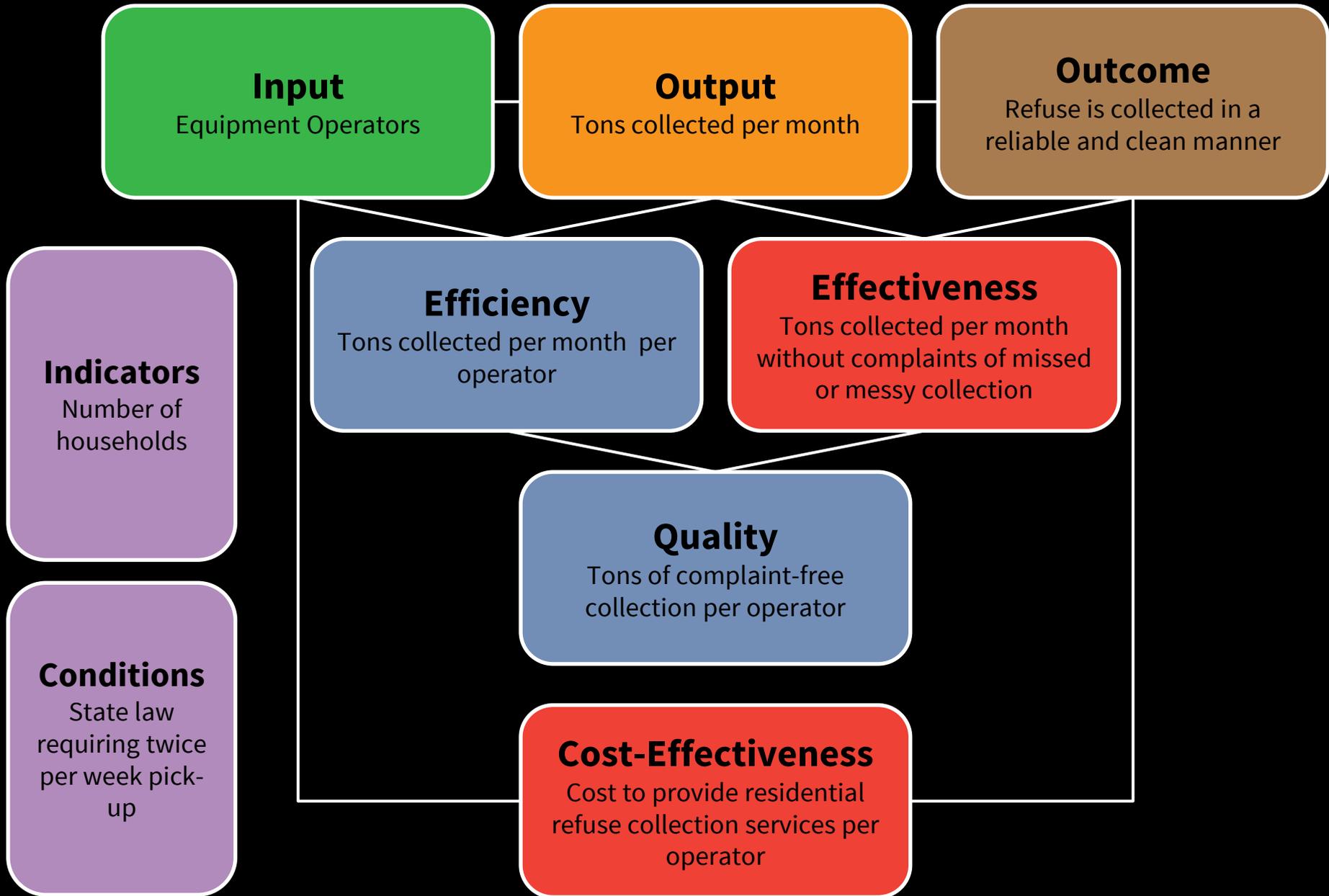
Quality

How much time/effort was expended on quality work?

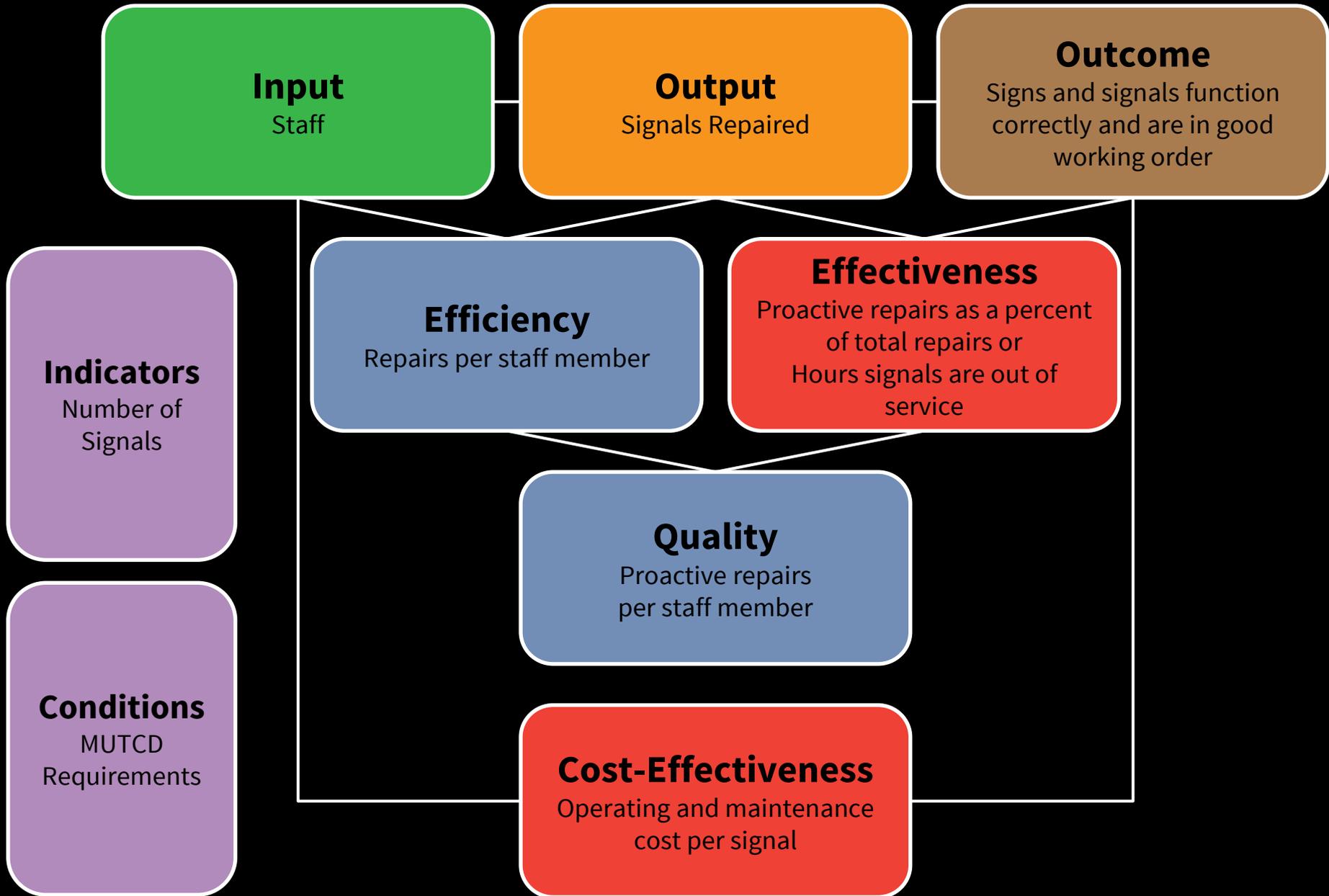
Cost-Effectiveness

How much value was provided per dollar spent?

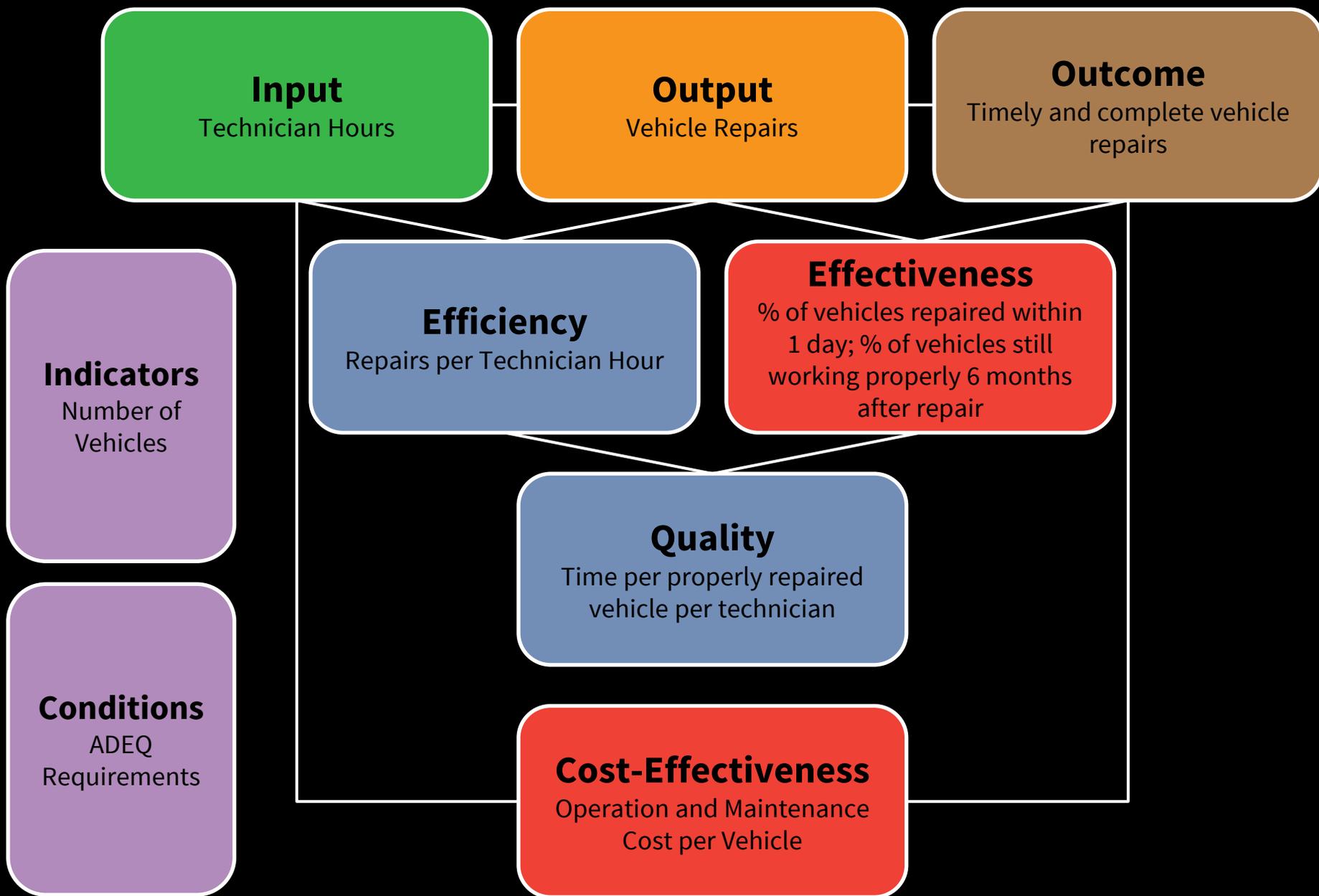
Solid Waste Example



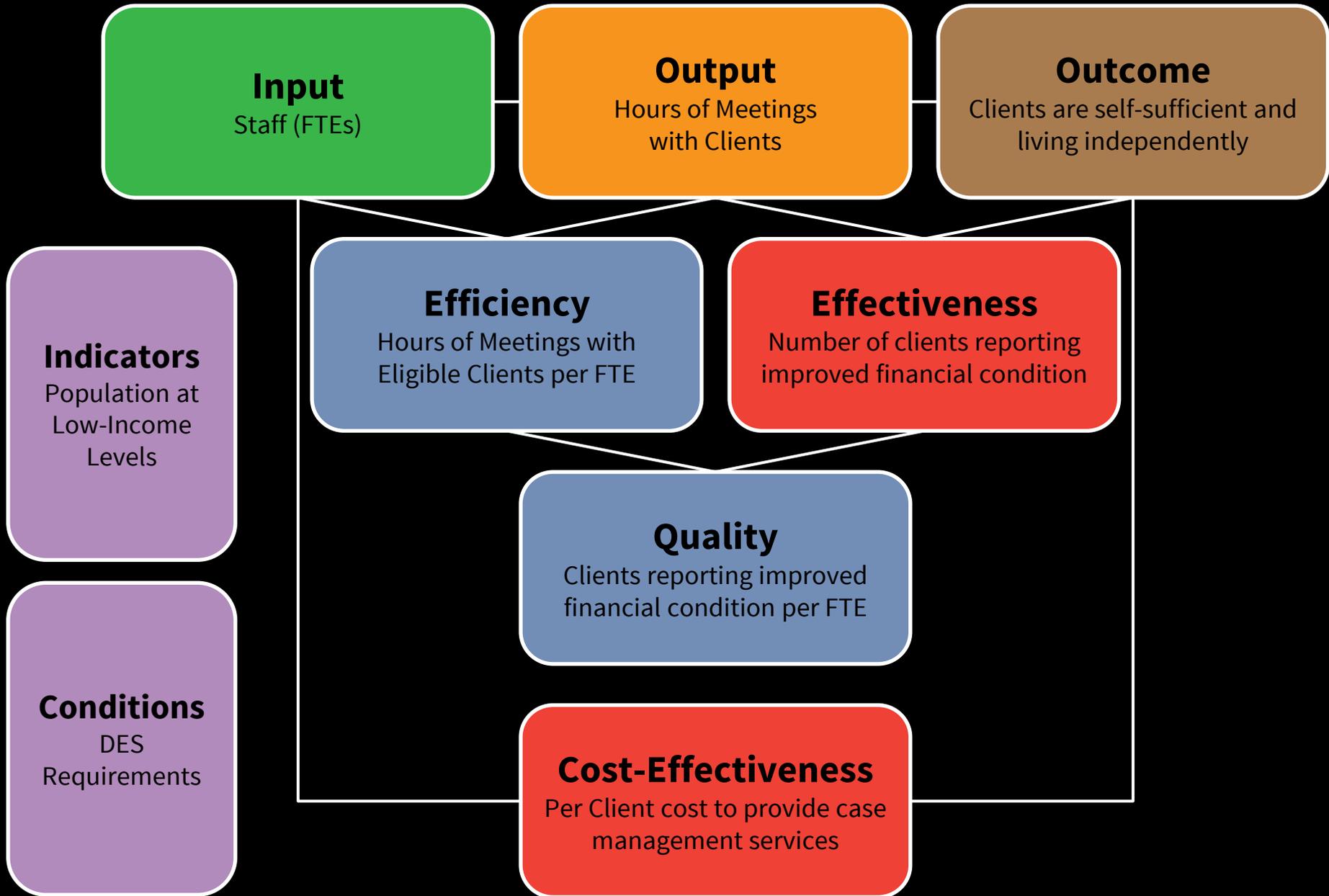
Street Operations Example



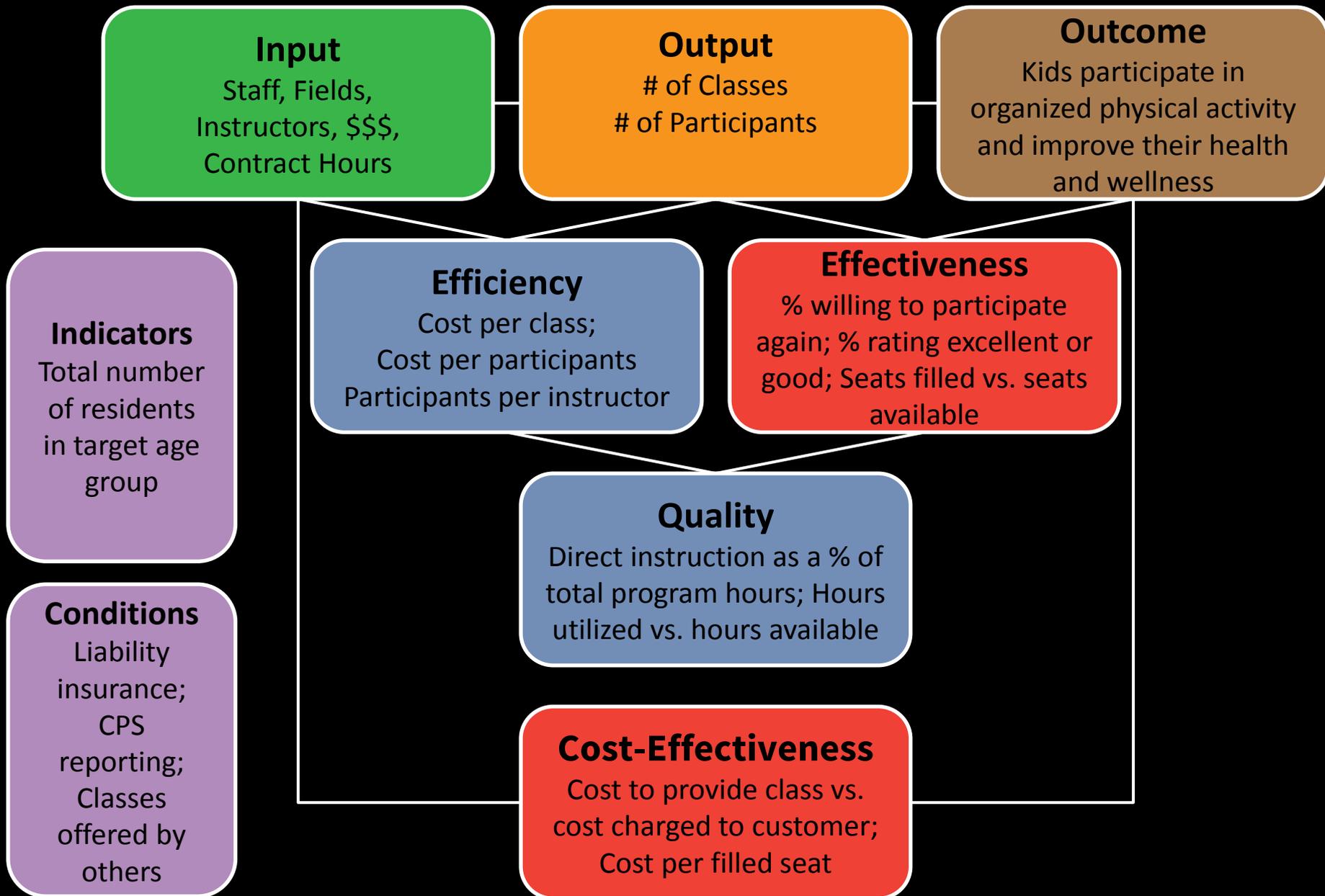
Fleet Maintenance Example



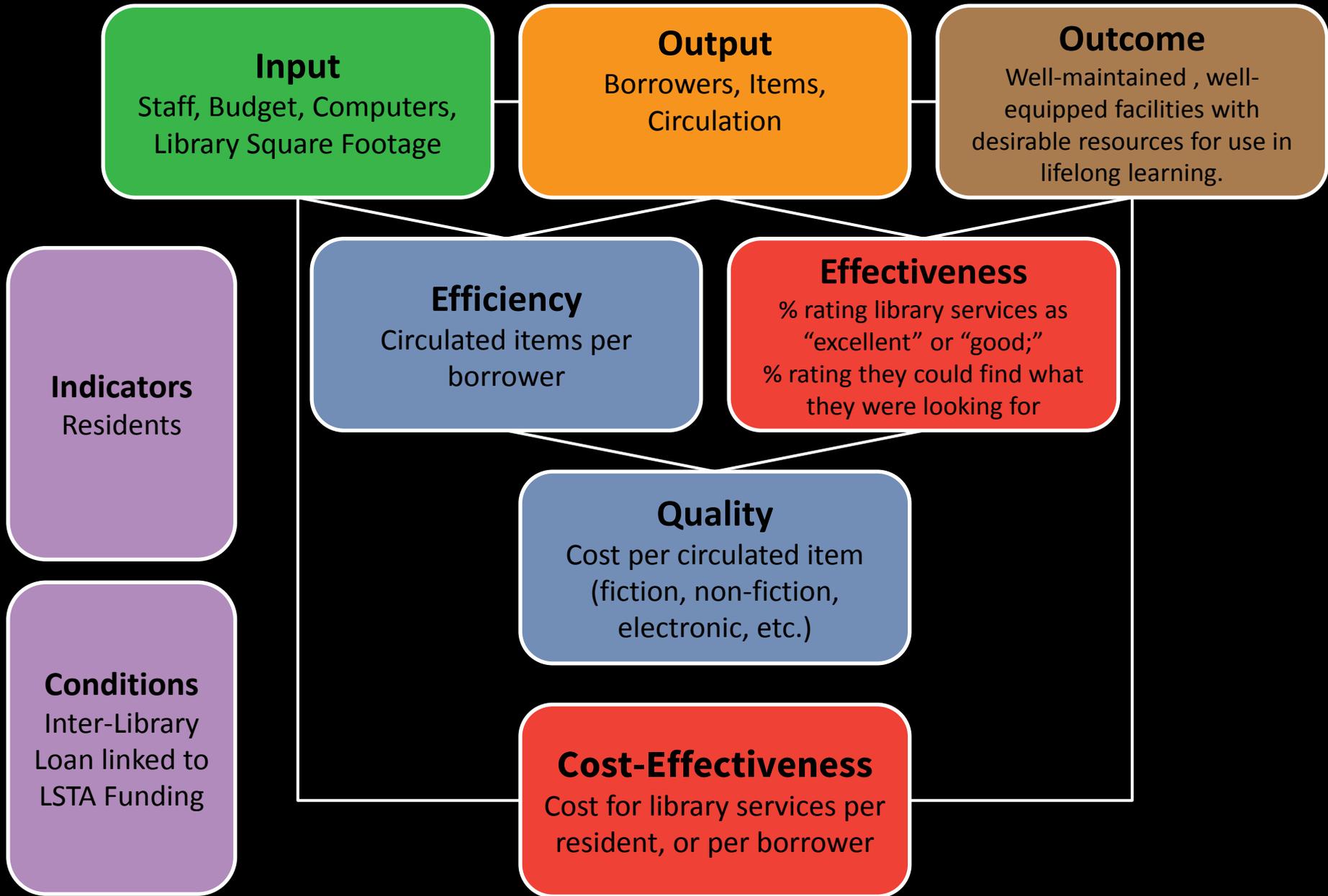
Human Services Example



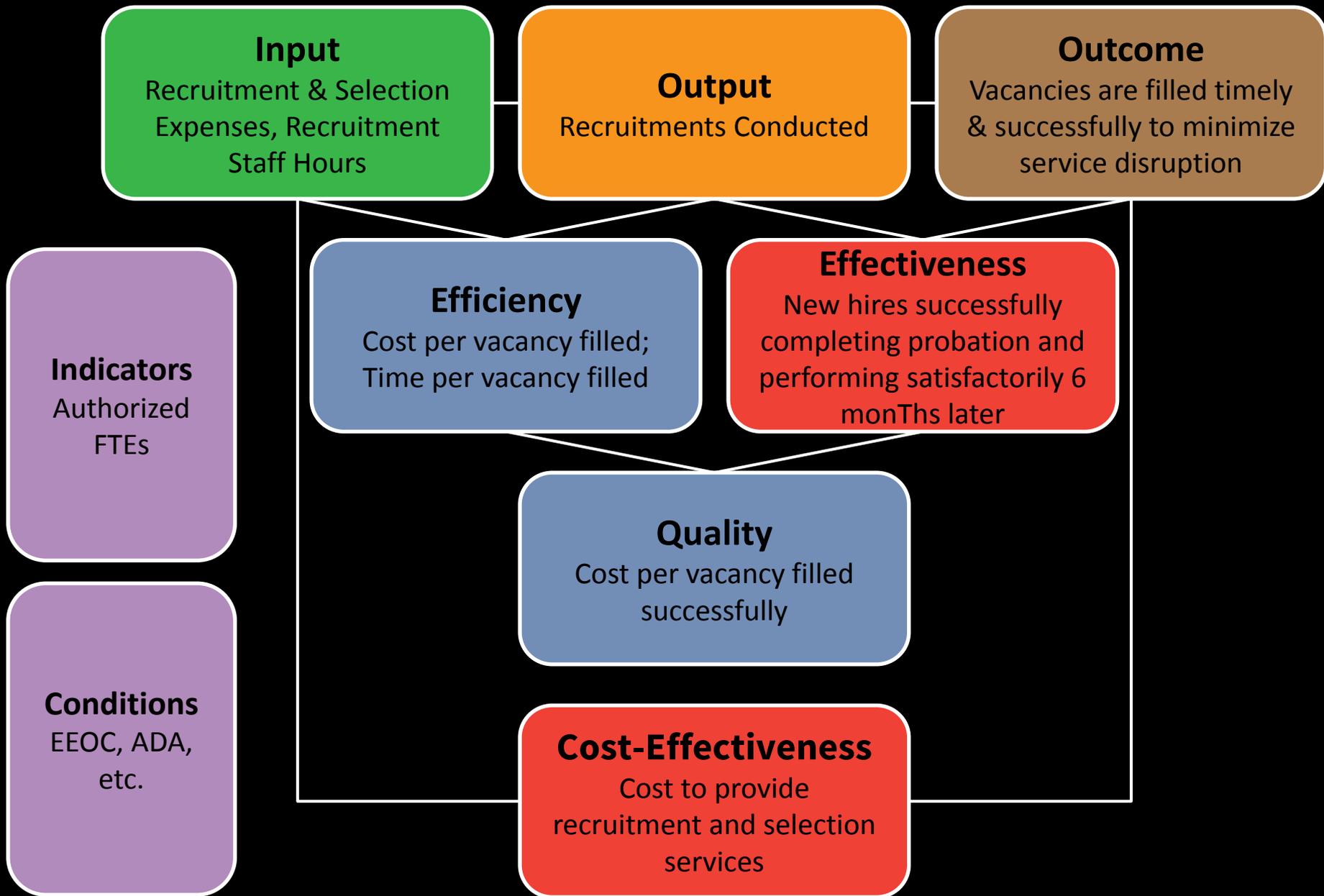
Parks and Recreation Example



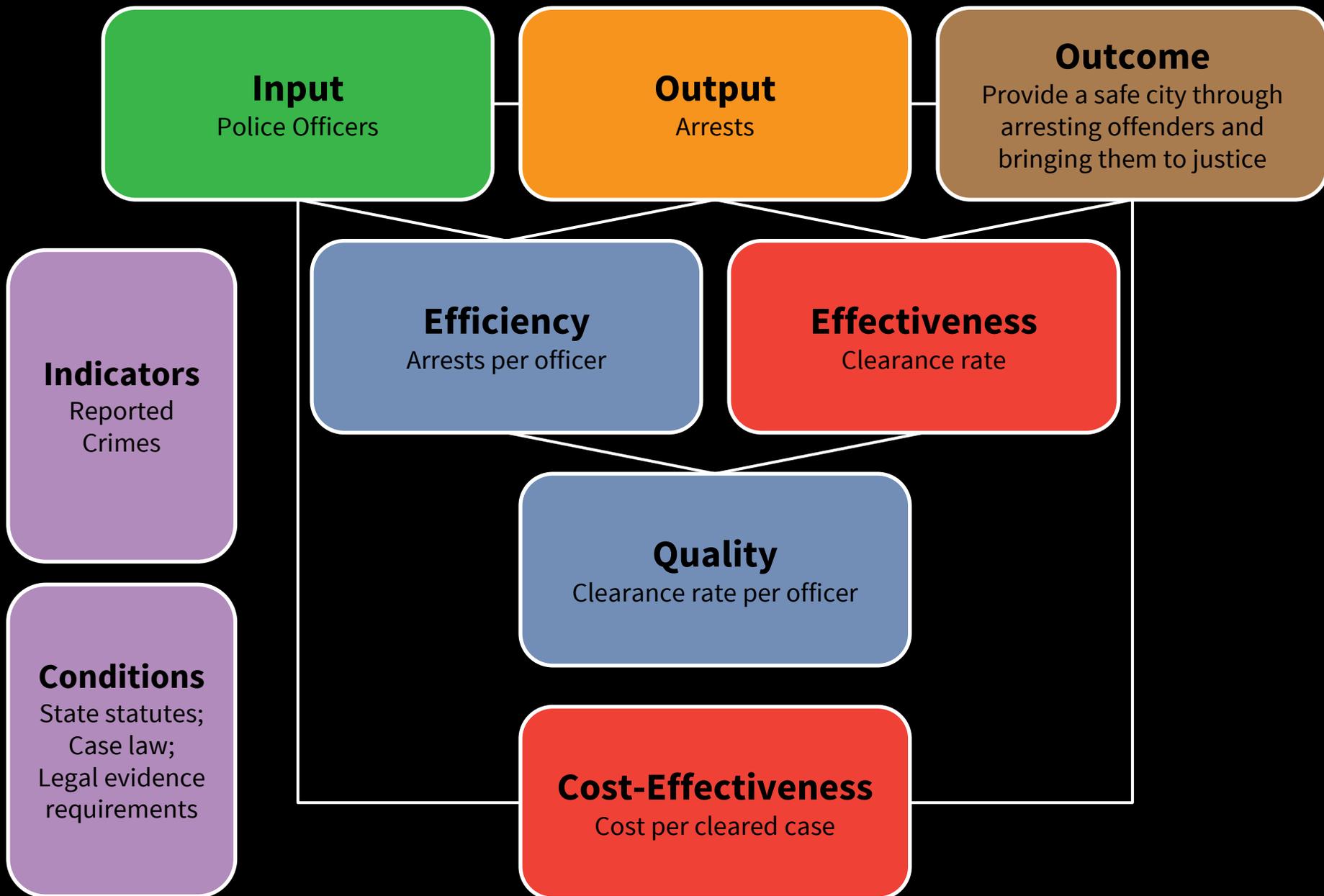
Library Example



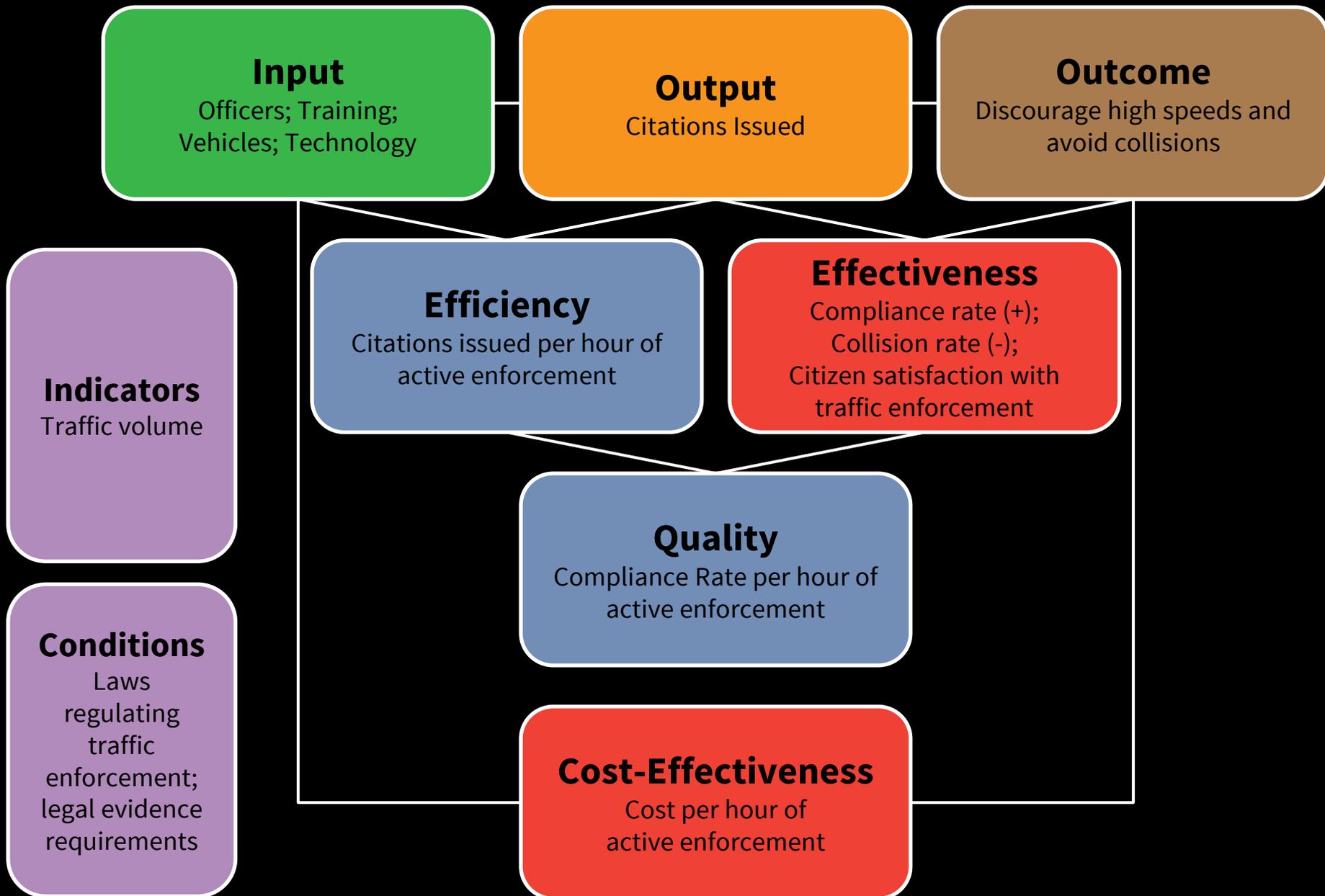
Human Resources Example



Police Example



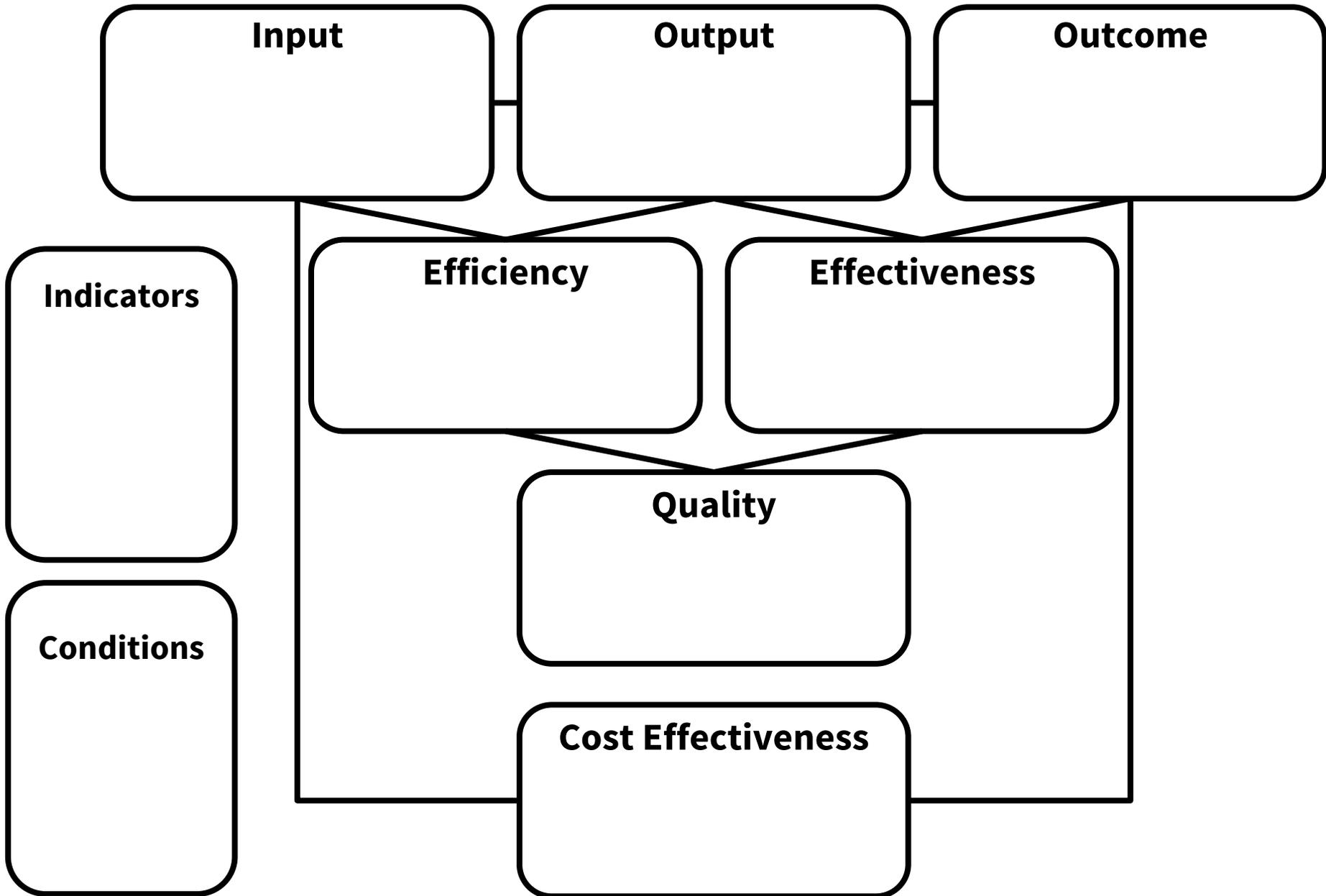
Police Example



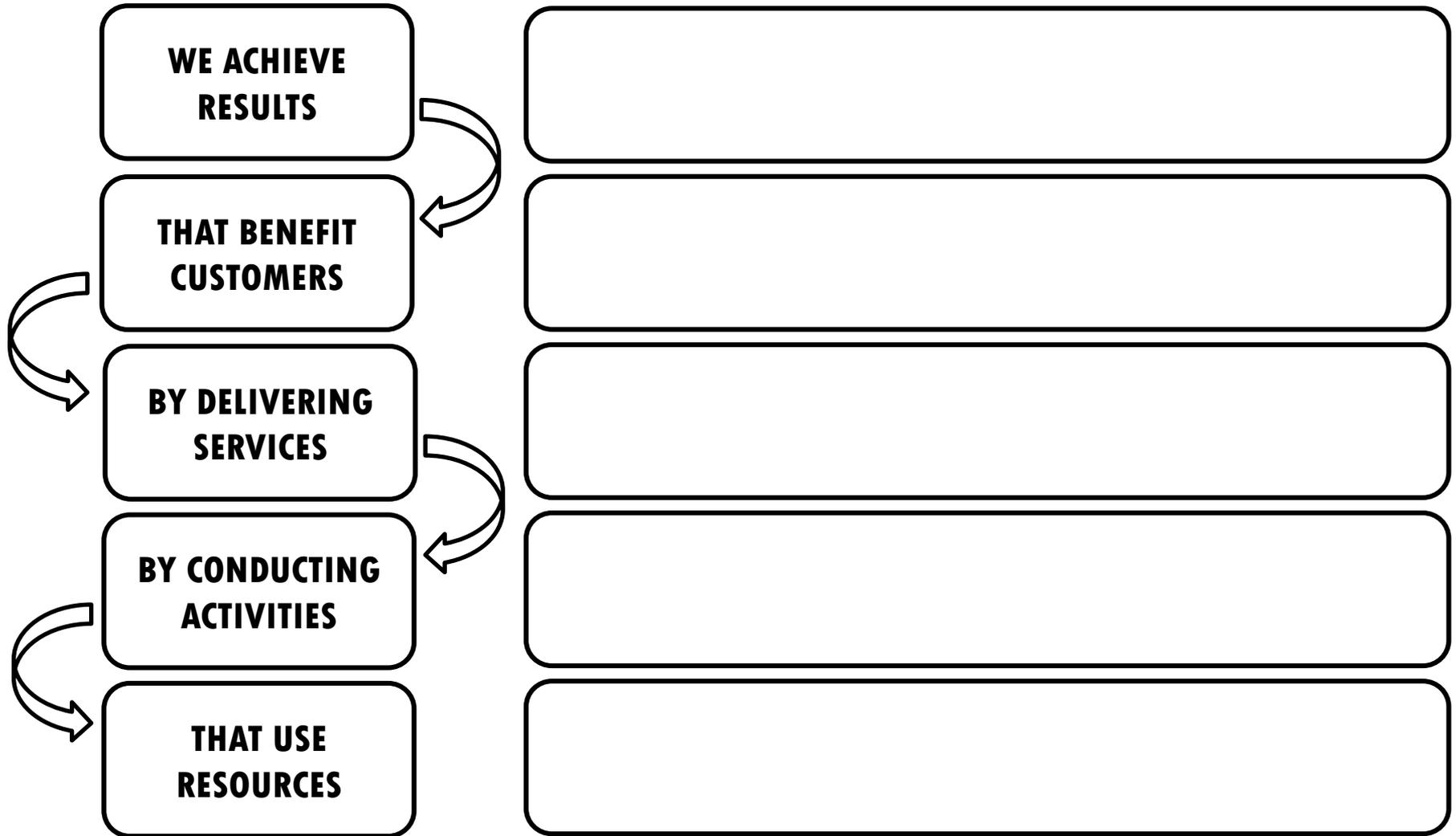


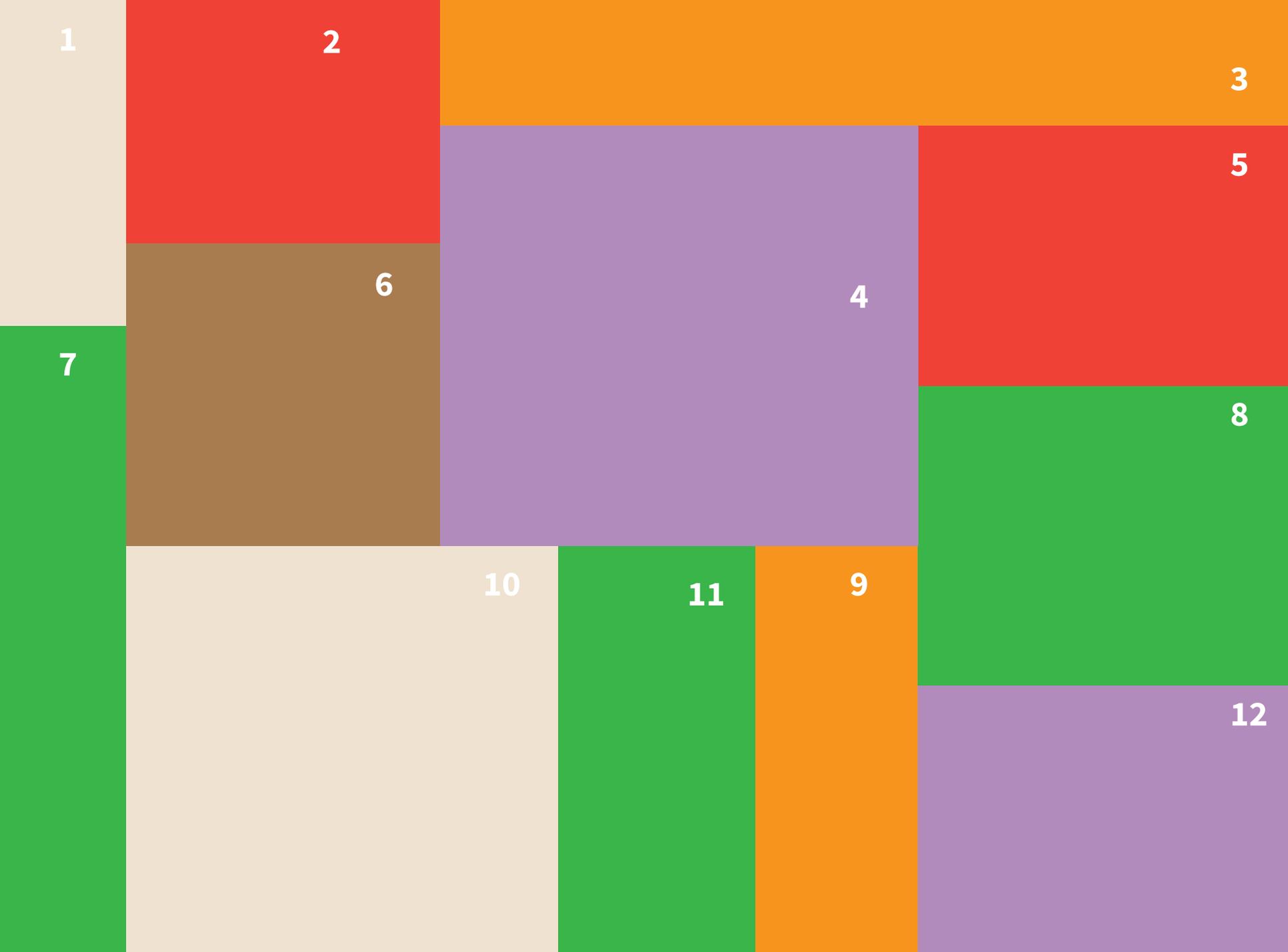
Are you staying with me? Any questions?

Exercise - Measures



Exercise – Use Model to Identify Measures







Your palette should be:

relevant

understandable

complete

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

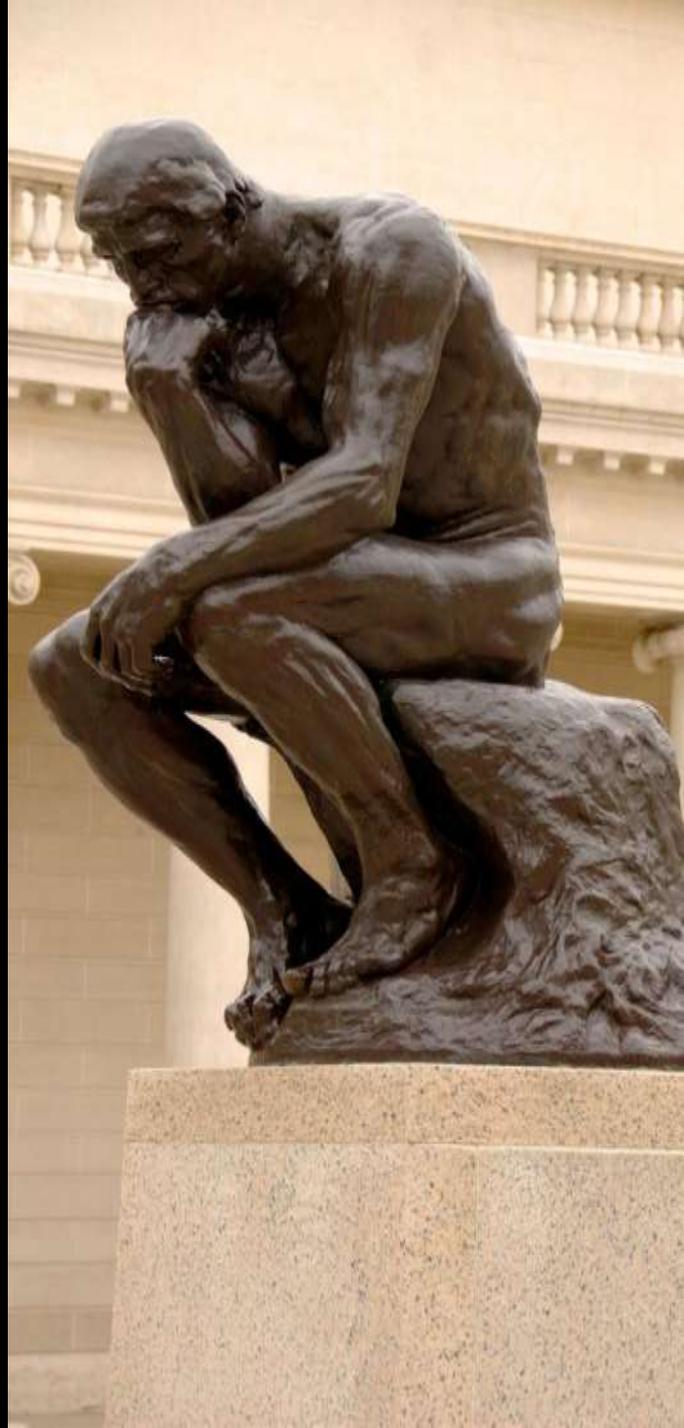
**How to develop a
consistent and intelligent approach
to measuring the performance
of your work unit**

Today's Goal:

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

Review the description of your area

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



Who are your customers?

Write down one customer that you serve

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

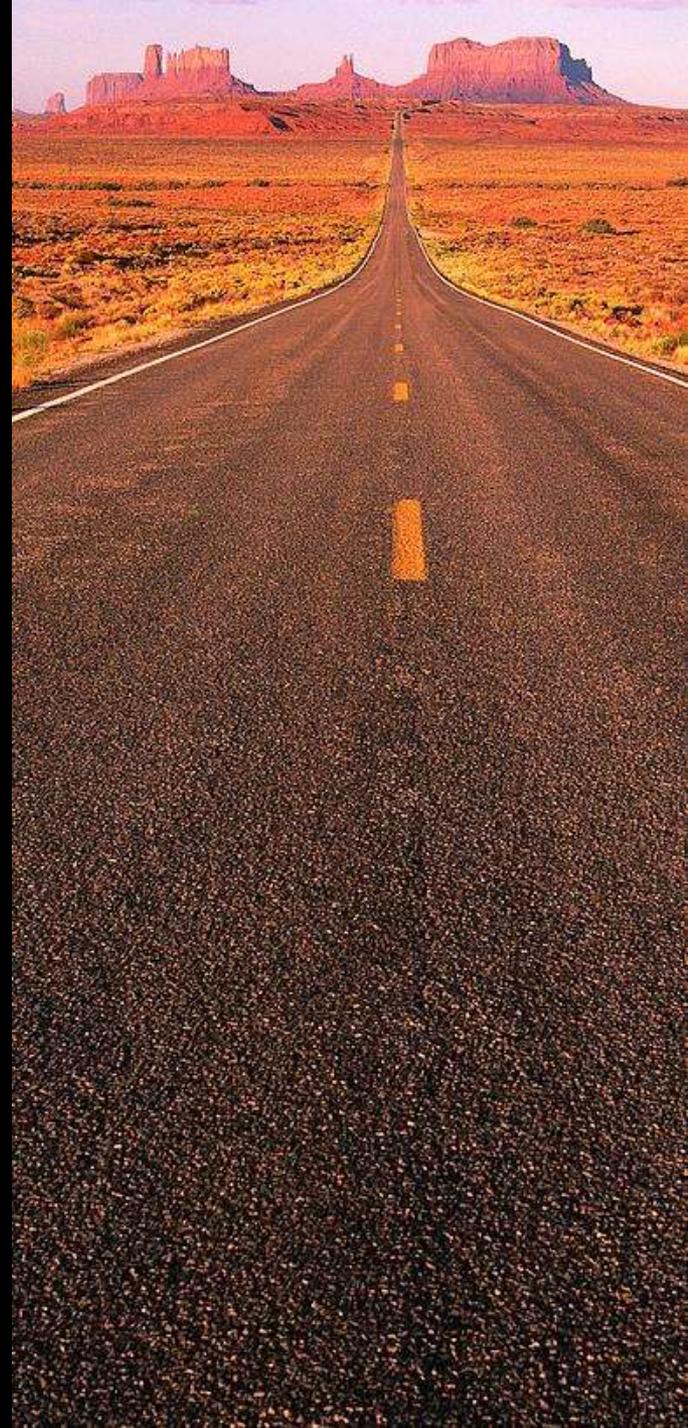
Can be direct, or indirect



What desired results are you trying to achieve?

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

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



What services do you provide?

These are the significant services your department provides.



What are your top priority services?

Consider these questions in selecting your top three priority services

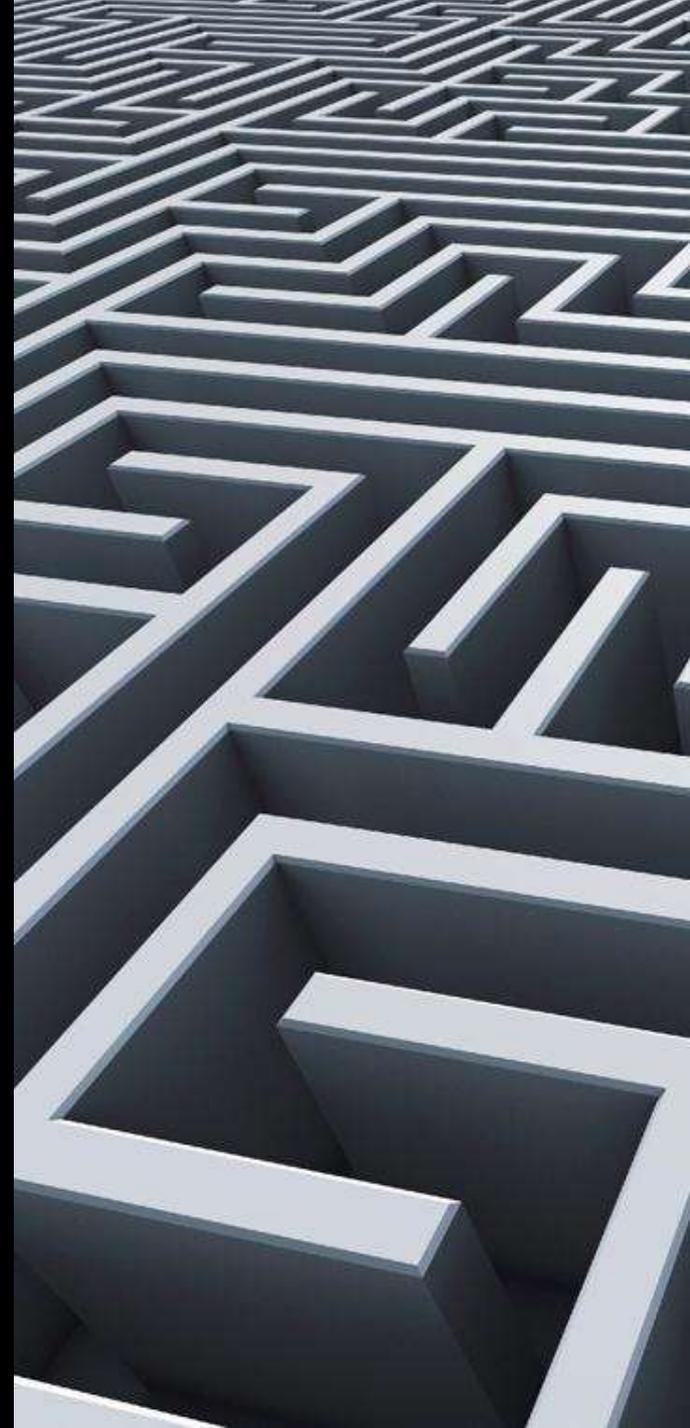
- Which service benefits the most customers?
- Which service can only be received from your organization?
- Which service uses the most resources (\$\$\$, time, staff)?
- Which service is most closely identified with your organizational unit?



What external indicators or conditions impact how you provide services?

Includes such things as:

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



Developing measures

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



Efficiency / Effectiveness

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



Some ways to measure effectiveness



Restroom Cleanliness Evaluation

Date: / /

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

Notes:

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



Does this make sense to others?

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

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

Is this relevant, understandable and complete?

If not, what changes are needed?





What are we asking you to do?



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



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



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



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

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

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

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

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

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

An outcome measure is...

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

Stacey Barr



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

**Ask yourself these two
questions:**

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

You're in
LUCK!





**ASSESS
RESULTS**

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



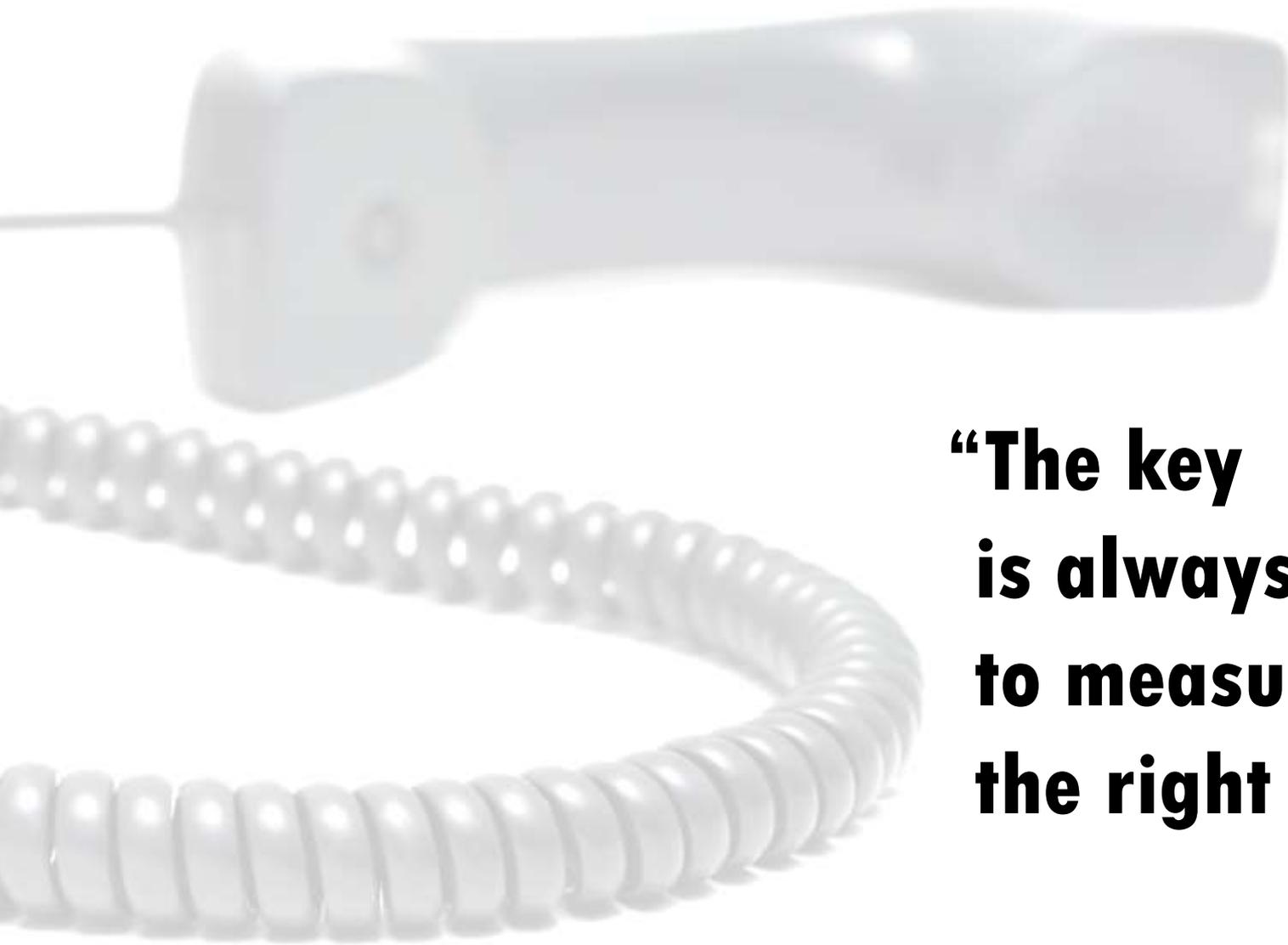
Standards (also called “benchmarks”) express the minimum acceptable level of performance that is expected and achieved by other, high-performing organizations.





**“Hello, this is
Tech Support.**

**May I close
your ticket
now?”**

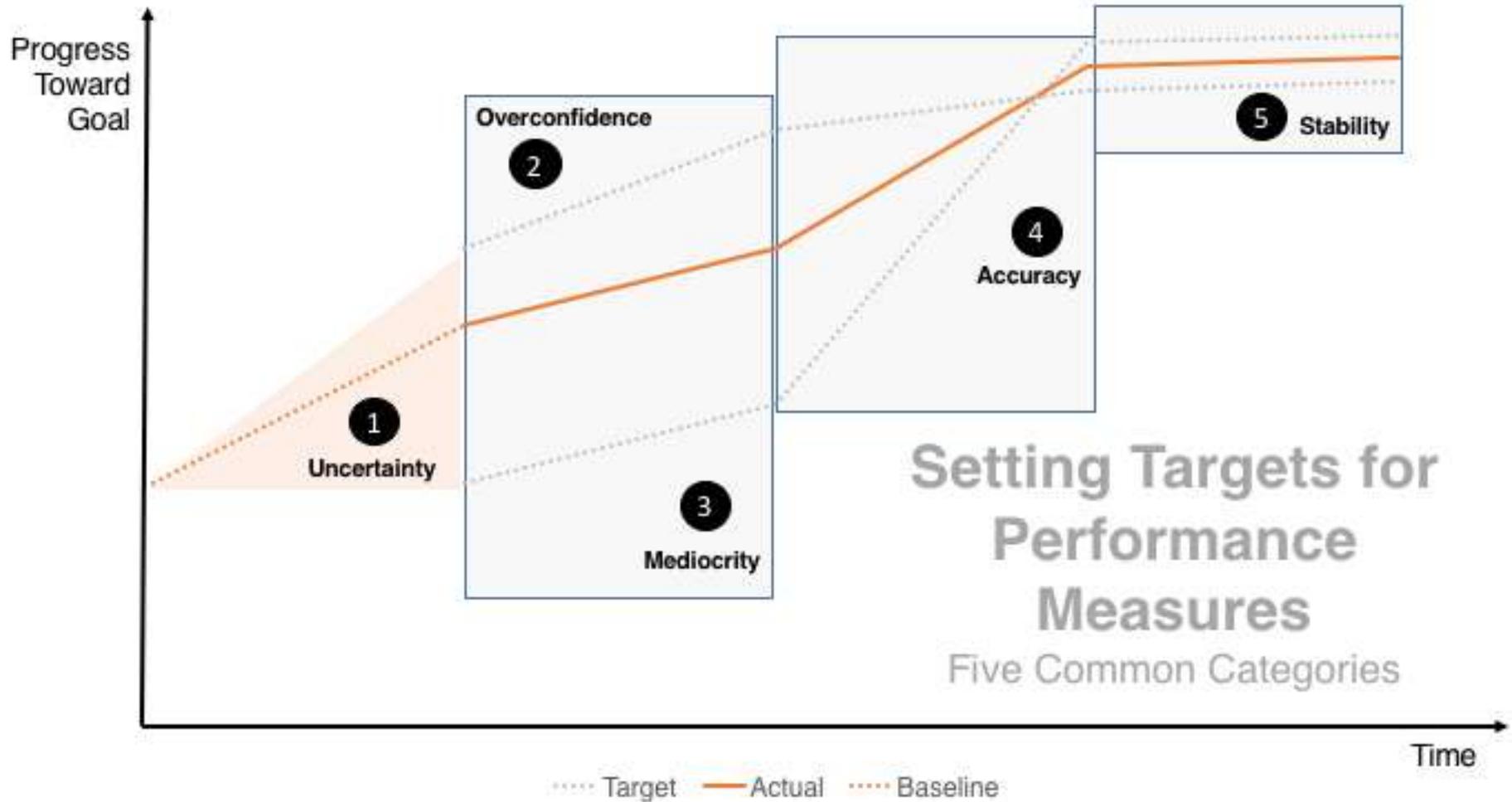


**“The key
is always
to measure
the right things.”**

Patrick Lencioni

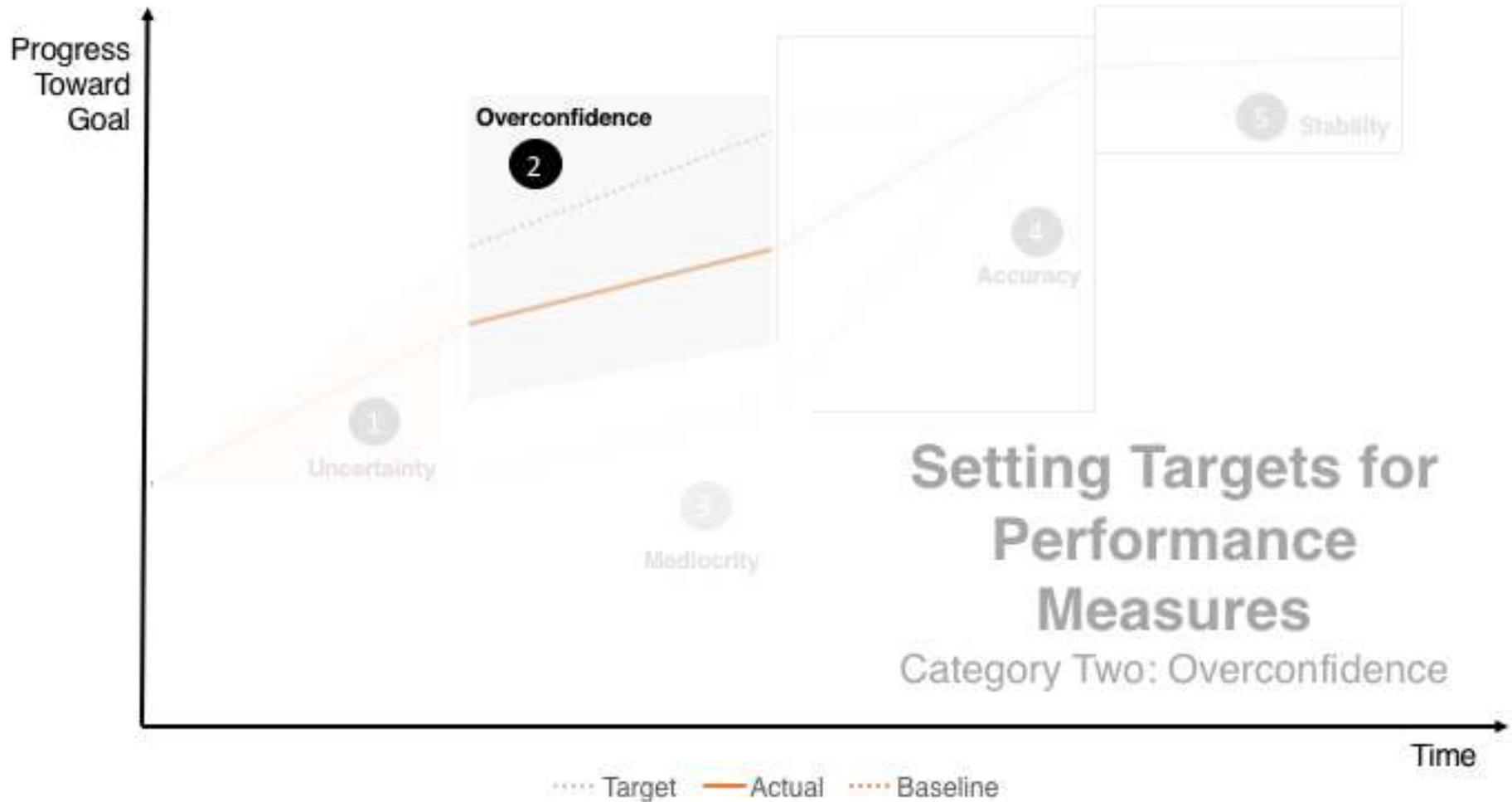


Target setting



<https://centerforgov.gitbooks.io/setting-performance-targets-getting-started-guide/content/>





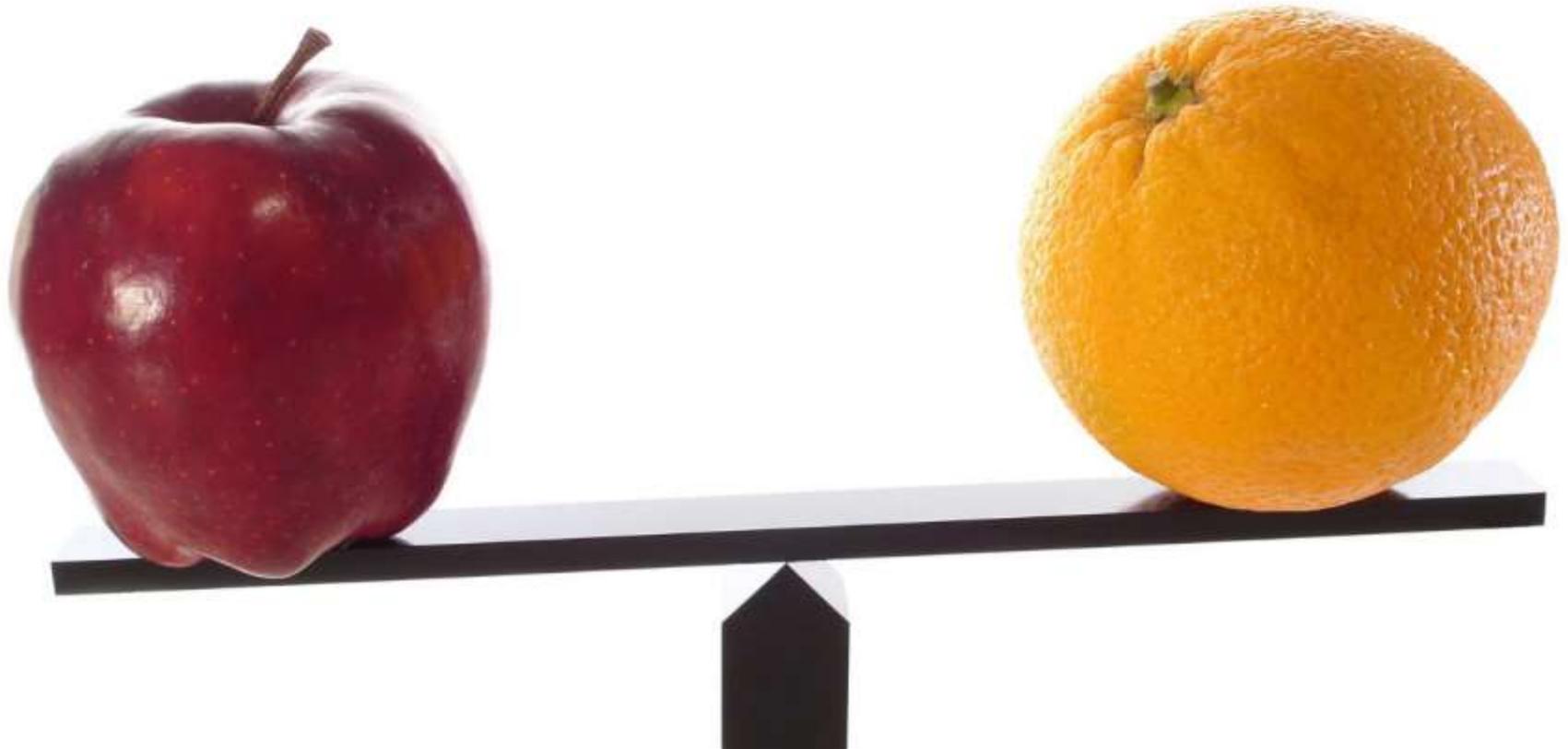








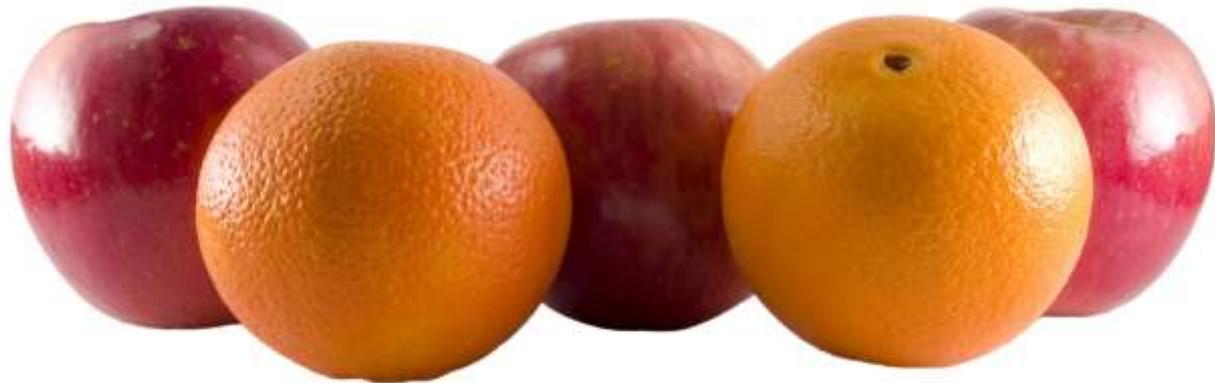
Benchmarking



Comparing performance with other organizations

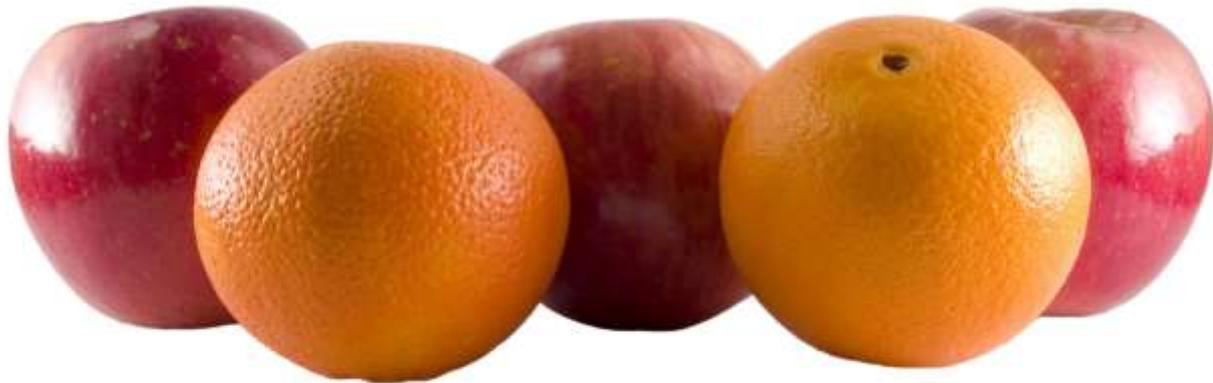
Why compare? It's human nature

- We compare for context
- We compare for validation
- We compare to track progress
- We compare for motivation
- We compare to understand



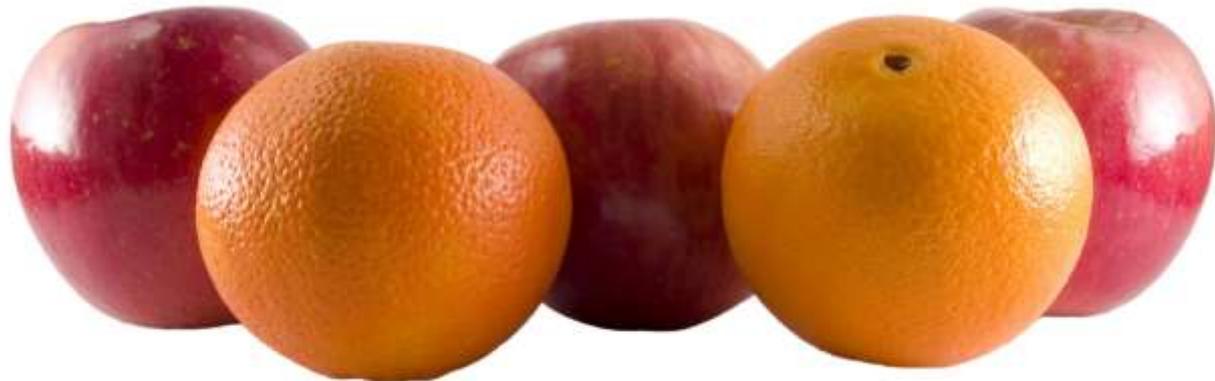
The key question should be:

“Compared to what?”



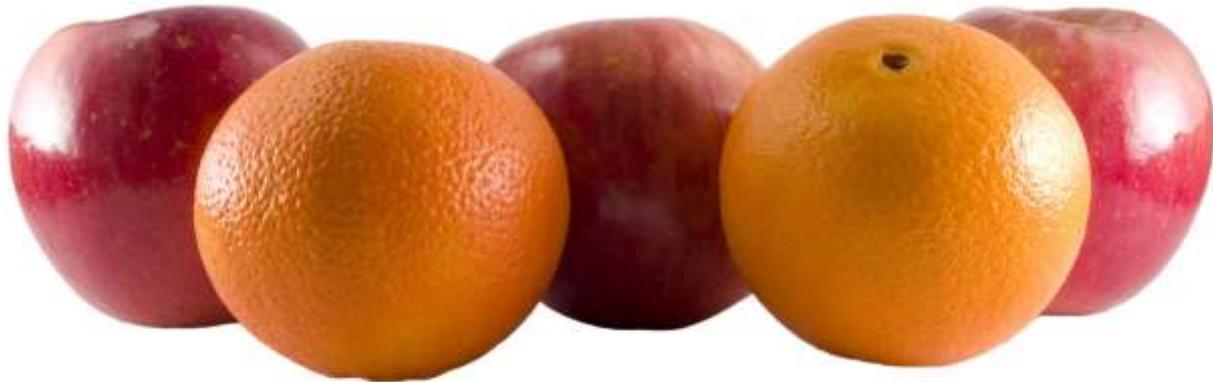
What you don't know

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



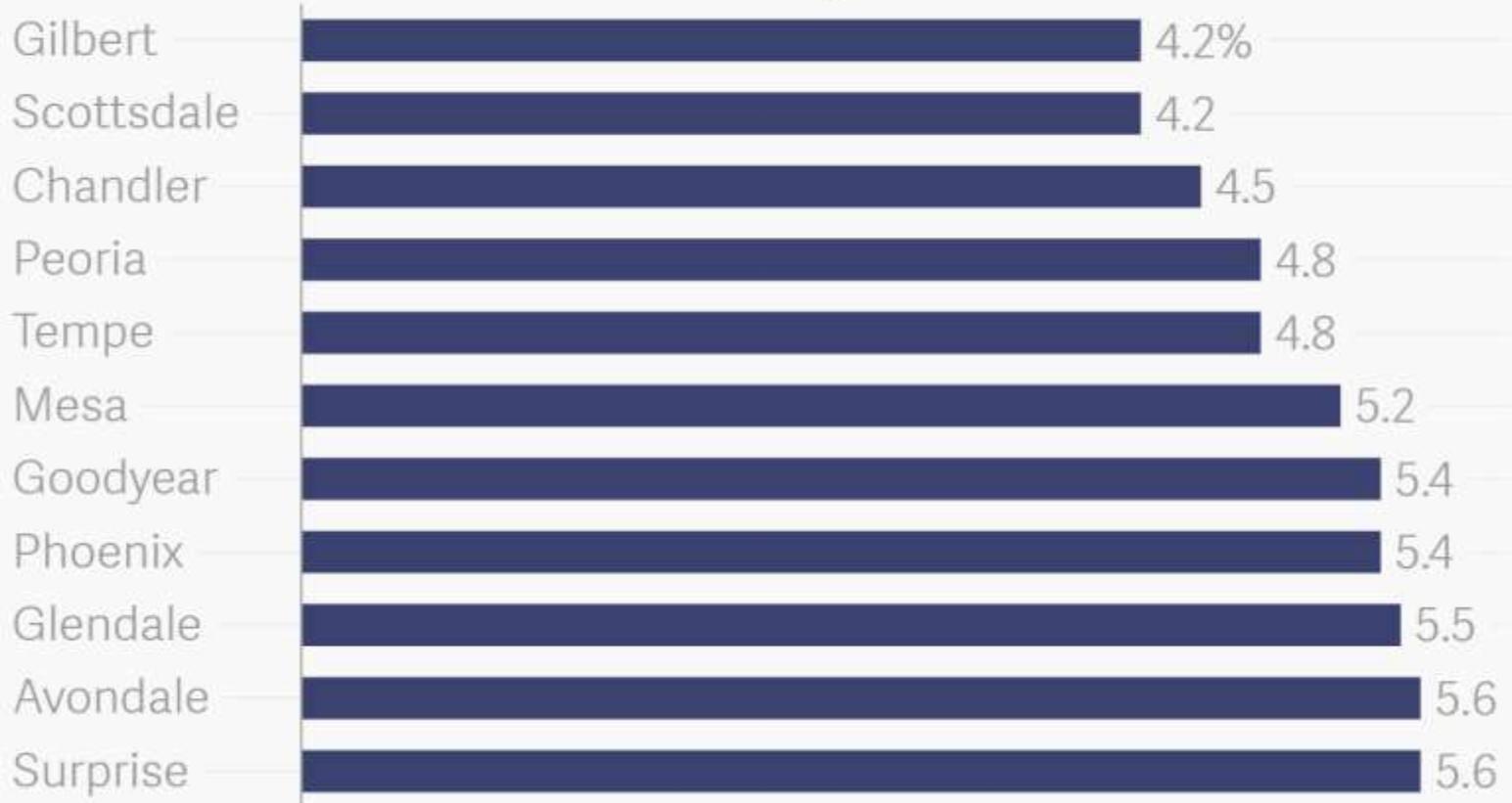
How networks can help

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

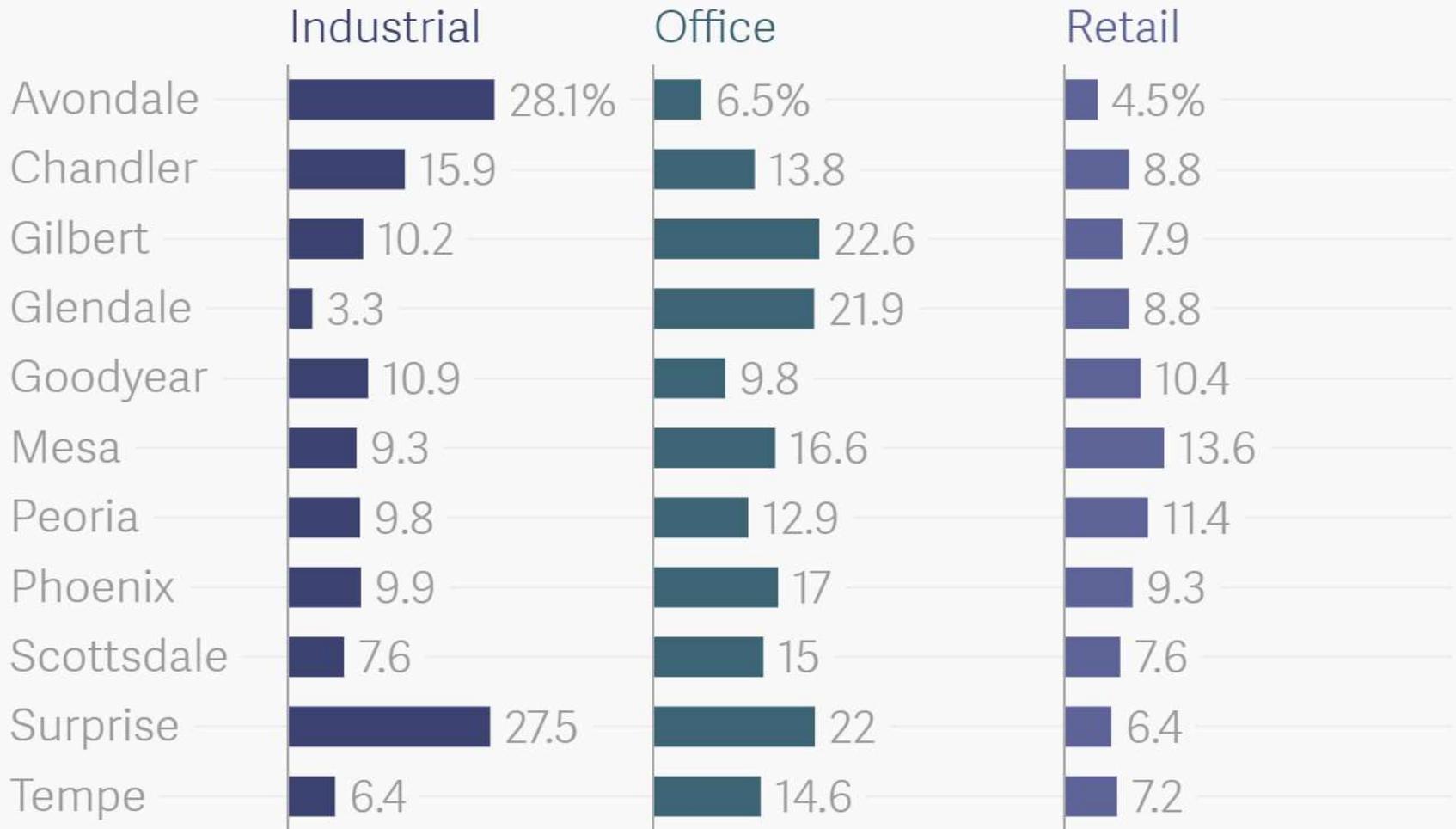


Valley City Unemployment Rates

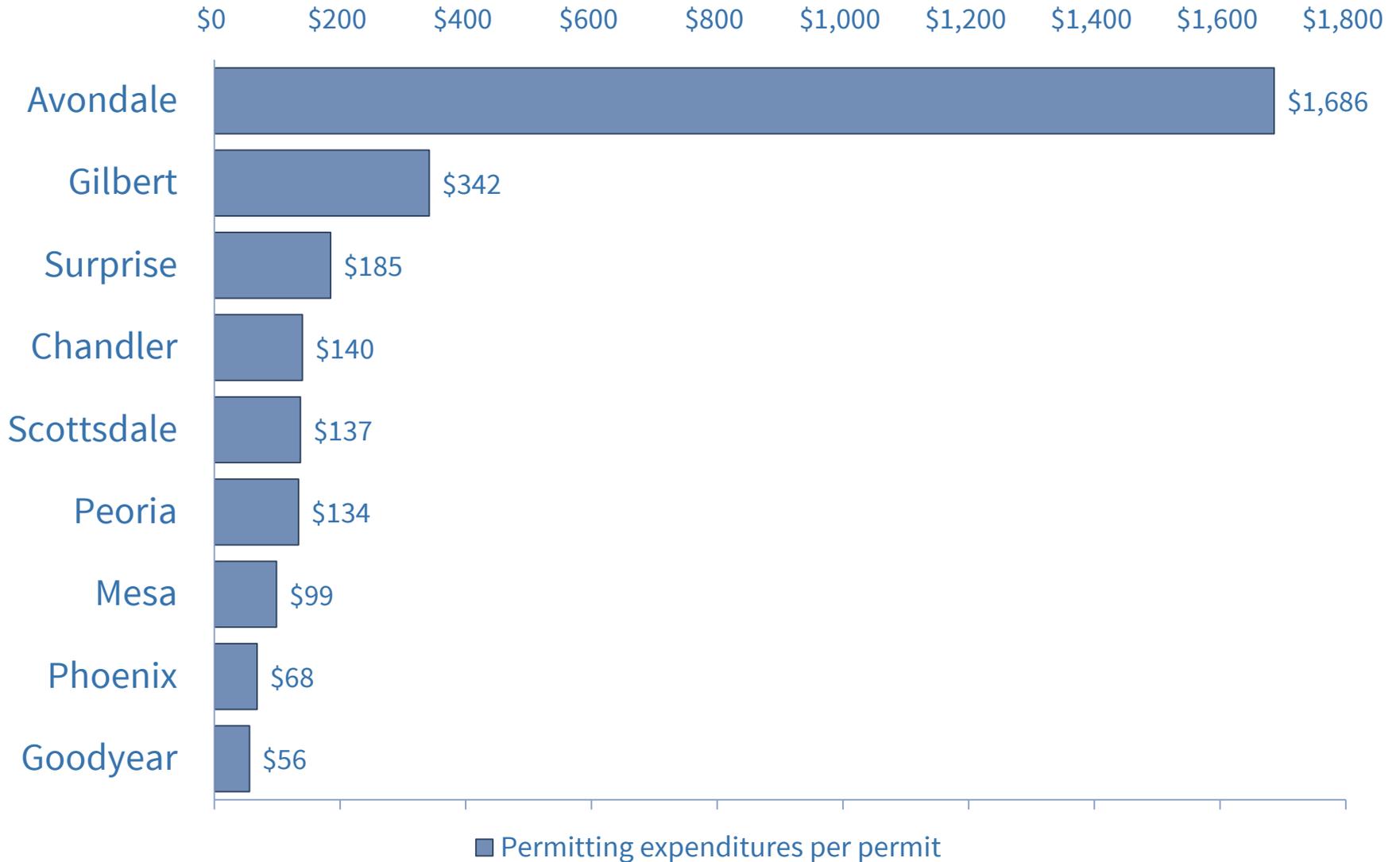
What was the 2015 average rate in these cities?



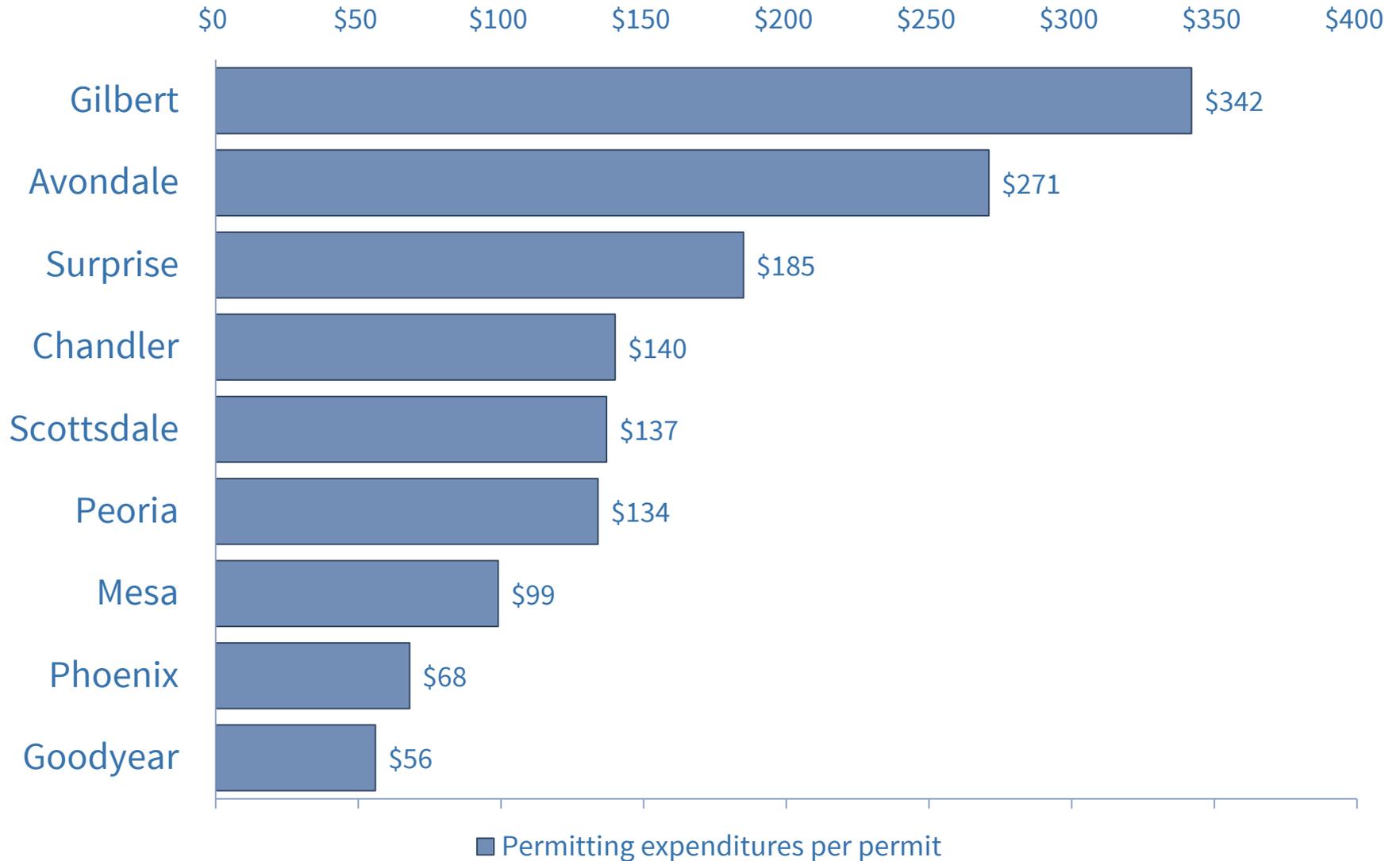
Valley City Vacancy Rates



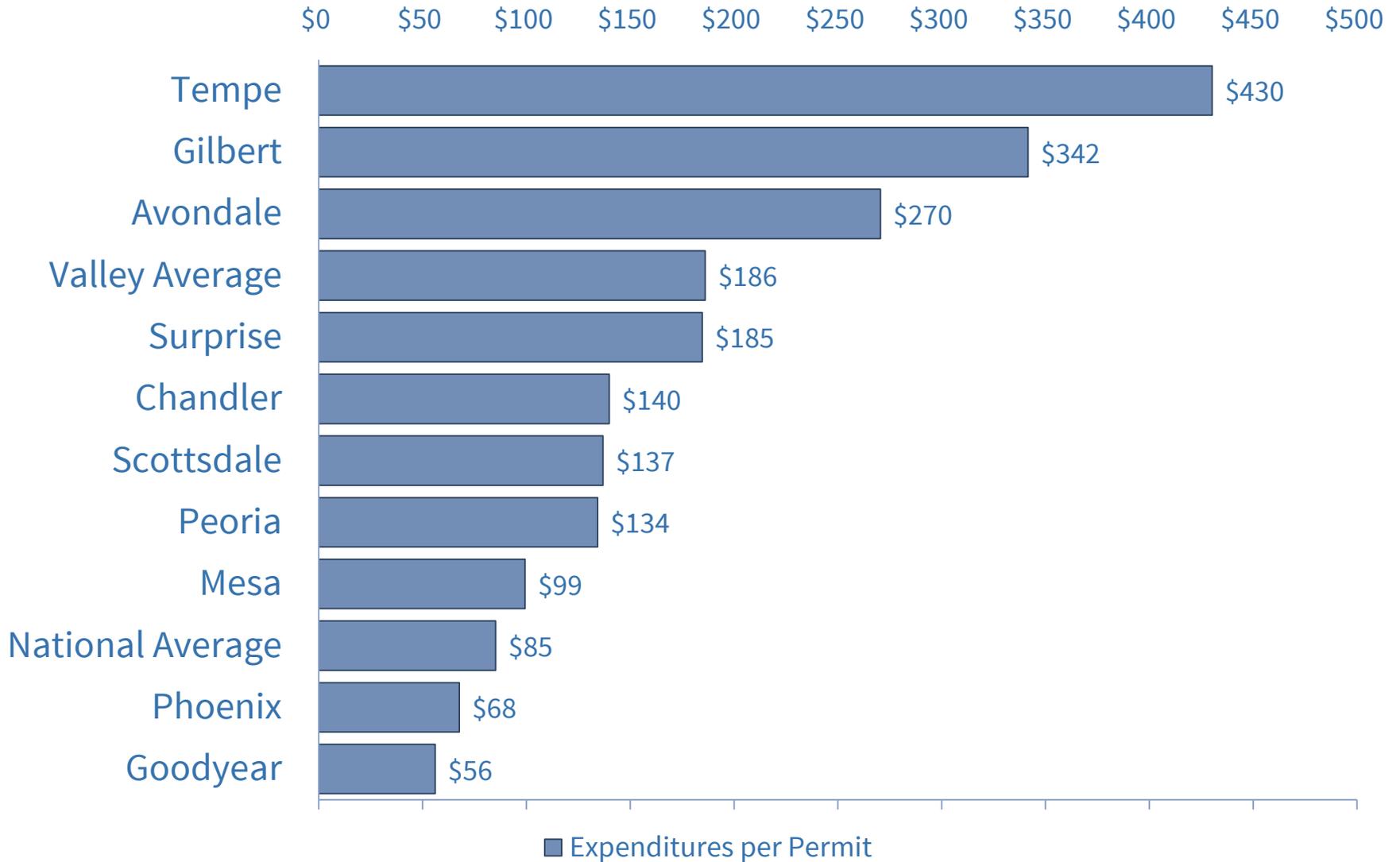
Permitting expenditures per permit (in \$)



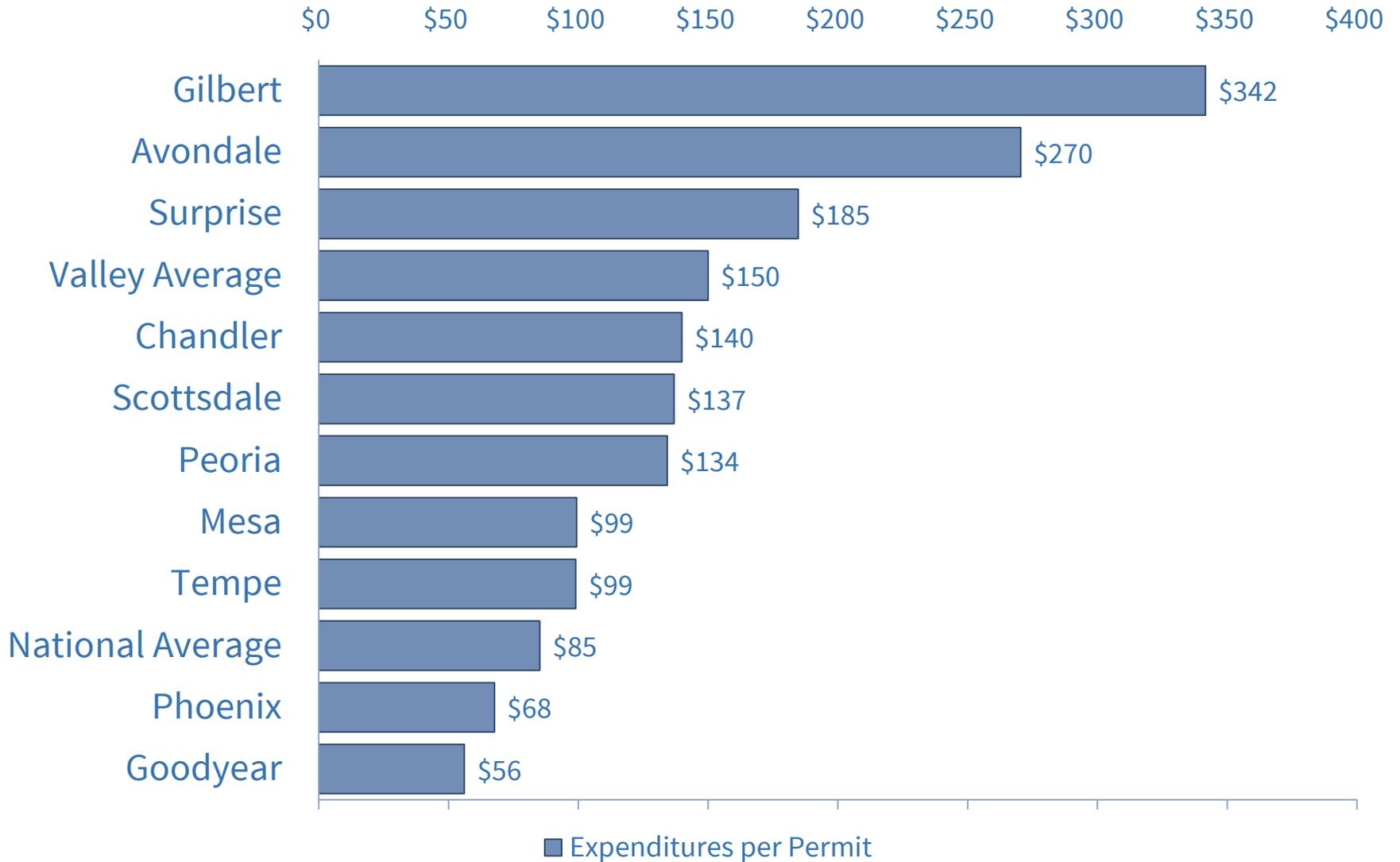
Permitting expenditures per permit (in \$)



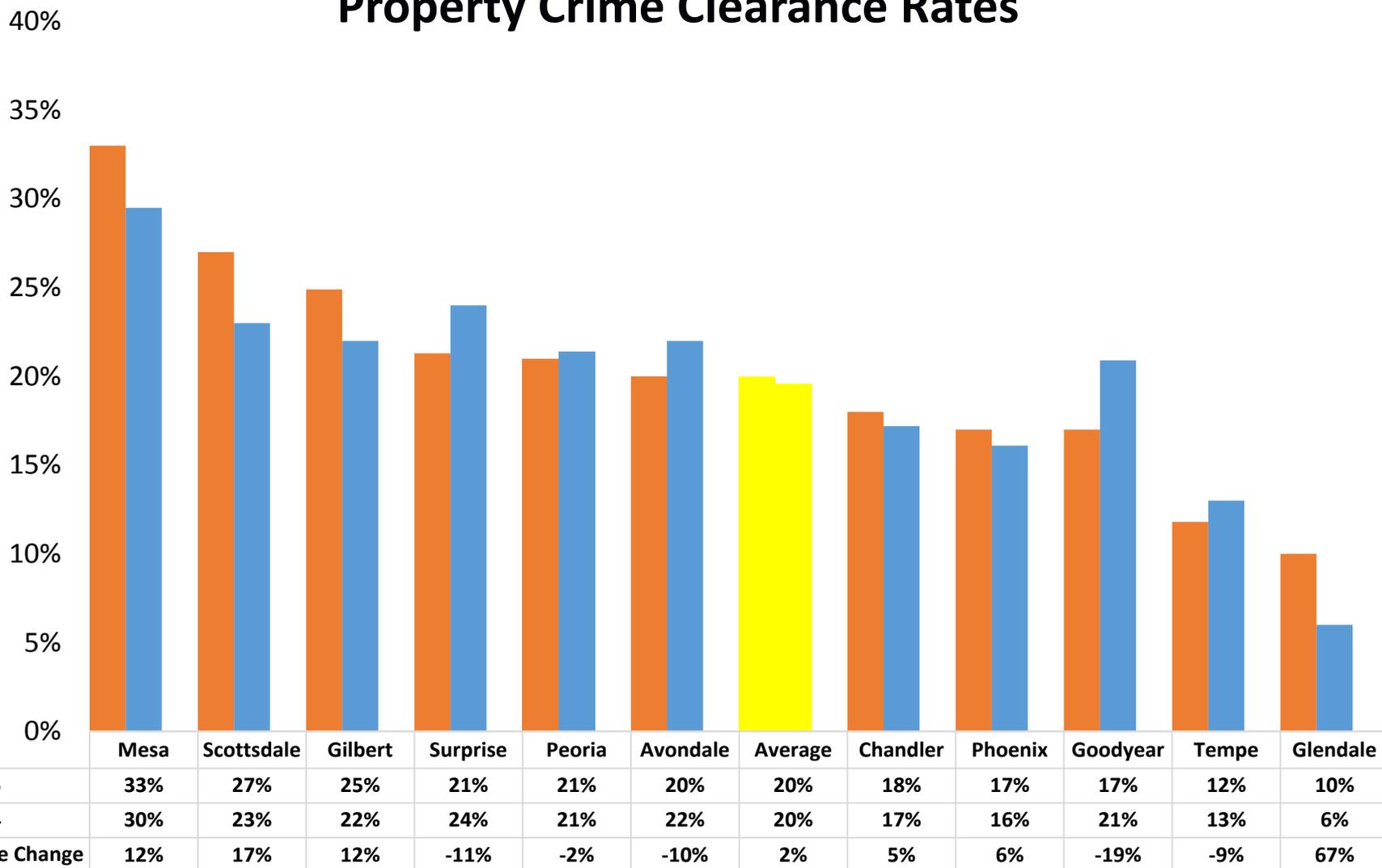
Permitting expenditures per permit (in \$)



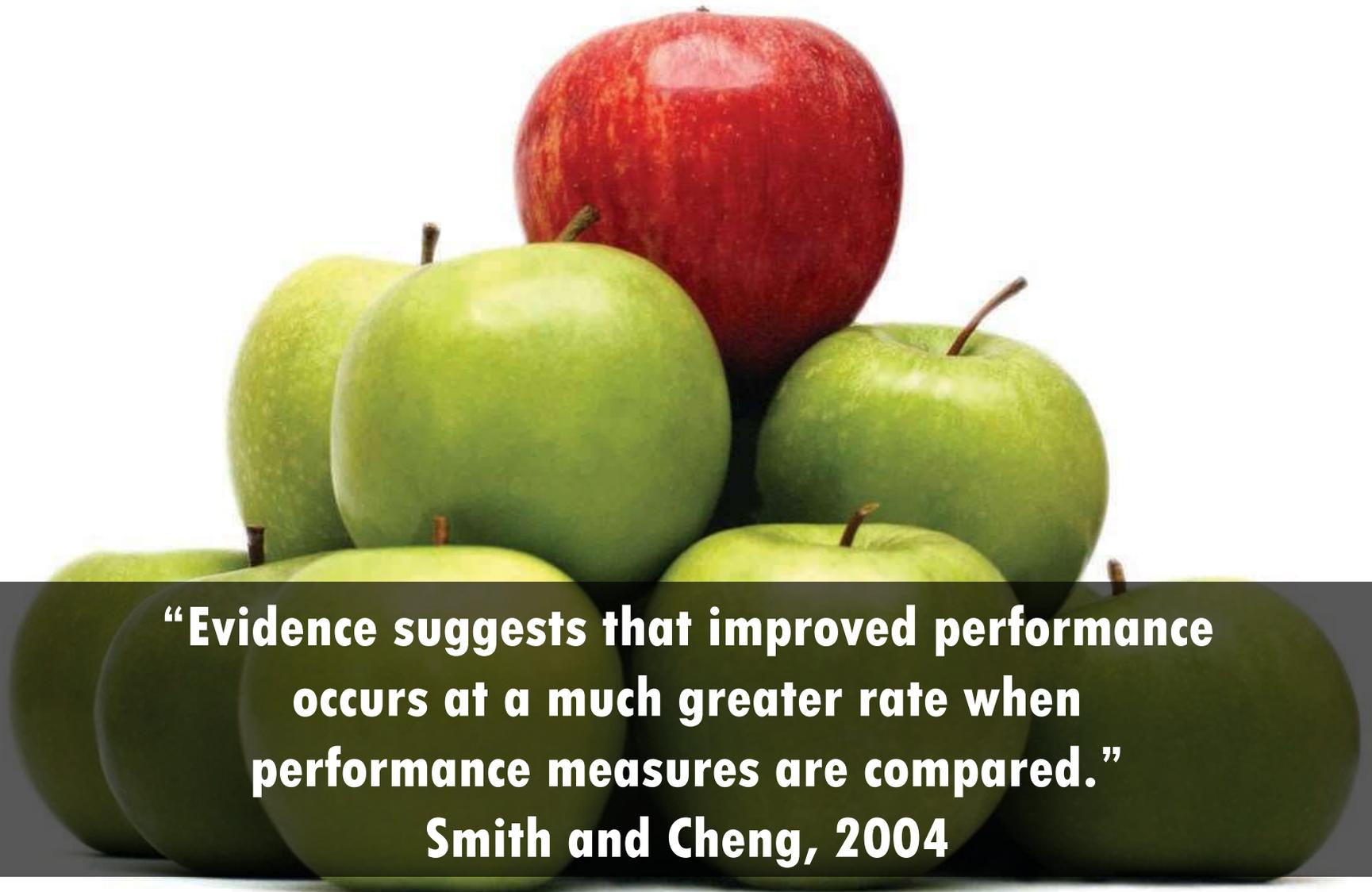
Permitting expenditures per permit (in \$)



Property Crime Clearance Rates



- Glendale: Clearance Rates include cases “Cleared by Arrest” or “Submitted to Prosecutor” and cases “Cleared Exceptional”
- Tempe: Tracks “Adult” and “Juvenile” clearance rates, reporting aggregate rate. Arson data is unavailable and not included in property crime totals.
- A clearance rate is calculated by dividing the number of crimes that are “cleared” via a charge being assessed by the total number of crimes recorded in a given year. Considering the special complexity of some cases, some charges will be included outside of the year when the crime occurred.



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

Smith and Cheng, 2004

| | | |
|----------|-----------|--|
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| 07,45 | 21233,20 | |
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| 1936,10 | 10858,35 | |
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| 24707,45 | 15125,63 | |
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| 24707,45 | 22281,19 | |
| 12793,01 | 22678,72 | |
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| 9695,90 | 23473,78 | |
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| 24707,45 | 24666,37 | |
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| 11996,10 | 25461,43 | |
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| 24707,45 | 29436,79 | |
| 12793,01 | 29834,32 | |
| 11996,10 | 30231,85 | |
| 9695,90 | 30629,38 | |
| 12033,75 | 31026,91 | |
| 8871,50 | 31424,44 | |
| 24707,45 | 31821,97 | |
| 12793,01 | 32219,50 | |
| 11996,10 | 32617,03 | |
| 9695,90 | 33014,56 | |
| 12033,75 | 33412,09 | |
| 8871,50 | 33809,62 | |
| 24707,45 | 34207,15 | |
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| 9695,90 | 35399,74 | |
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| 11996,10 | 37387,39 | |
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| 24707,45 | 53288,61 | |
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| 12033,75 | 54878,73 | |
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| 24707,45 | 55673,79 | |
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| 11996,10 | 56468,85 | |
| 9695,90 | 56866,38 | |
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| 8871,50 | 76742,88 | |
| 24707,45 | 77140,41 | |
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| 11996,10 | 77935,47 | |
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| 24707,45 | 81910,77 | |
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| 24707,45 | 84295,95 | |
| 12793,01 | 84693,48 | |
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| 9695,90 | 85488,54 | |
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| 8871,50 | 86283,60 | |
| 24707,45 | 86681,13 | |
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| 12033,75 | 95426,79 | |
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| 24707,45 | 96221,85 | |
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| 9695,90 | 97414,44 | |
| 12033,75 | 97811,97 | |
| 8871,50 | 98209,50 | |
| 24707,45 | 98607,03 | |
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| 11996,10 | 99402,09 | |
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| 12793,01 | 151478,54 | |
| 11996,10 | 151876,07 | |
| 9695,90 | 152273,60 | |

Exercise



Questions for evaluation:

What happened?

Why did it happen?

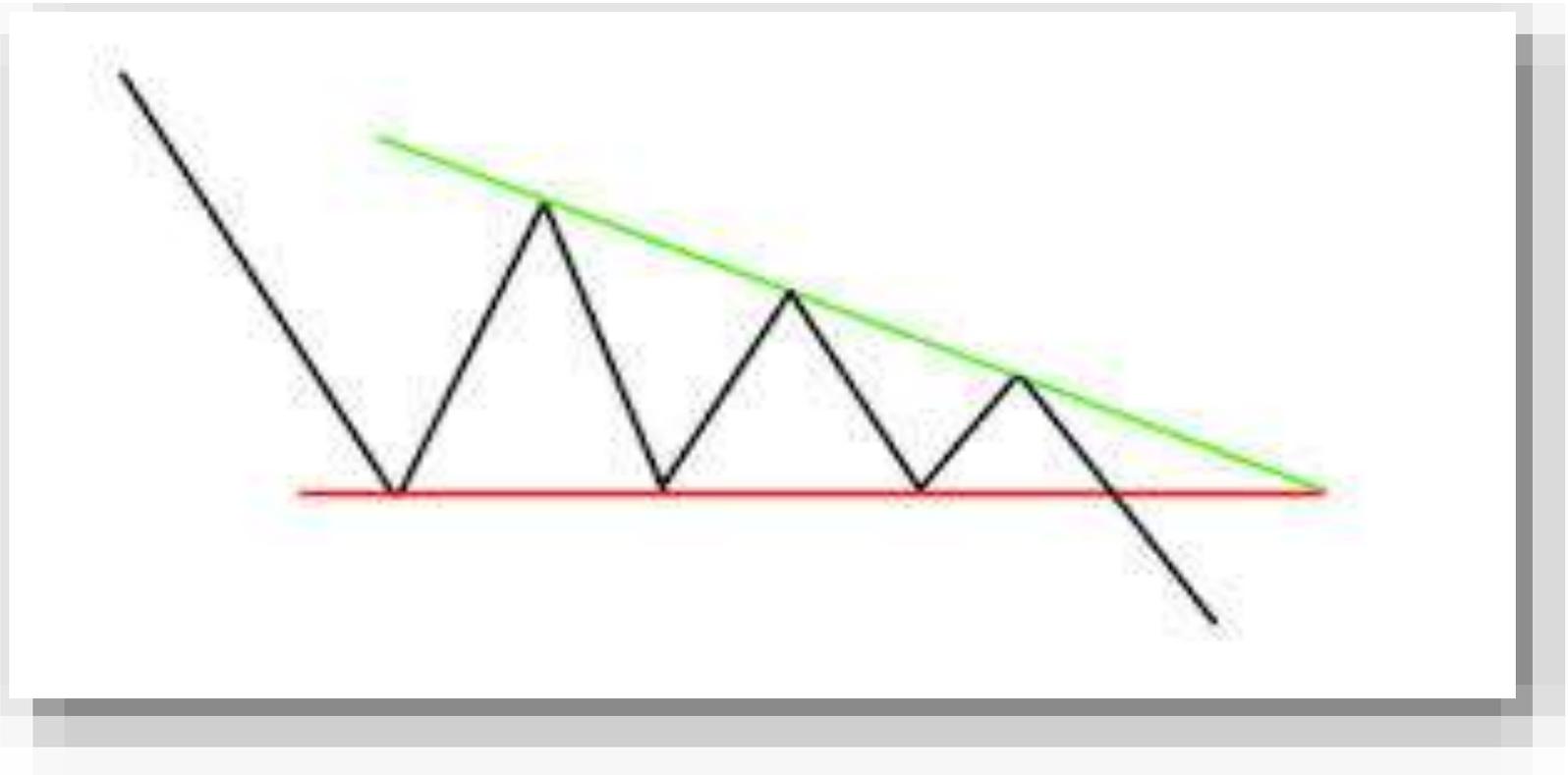
How did it happen?

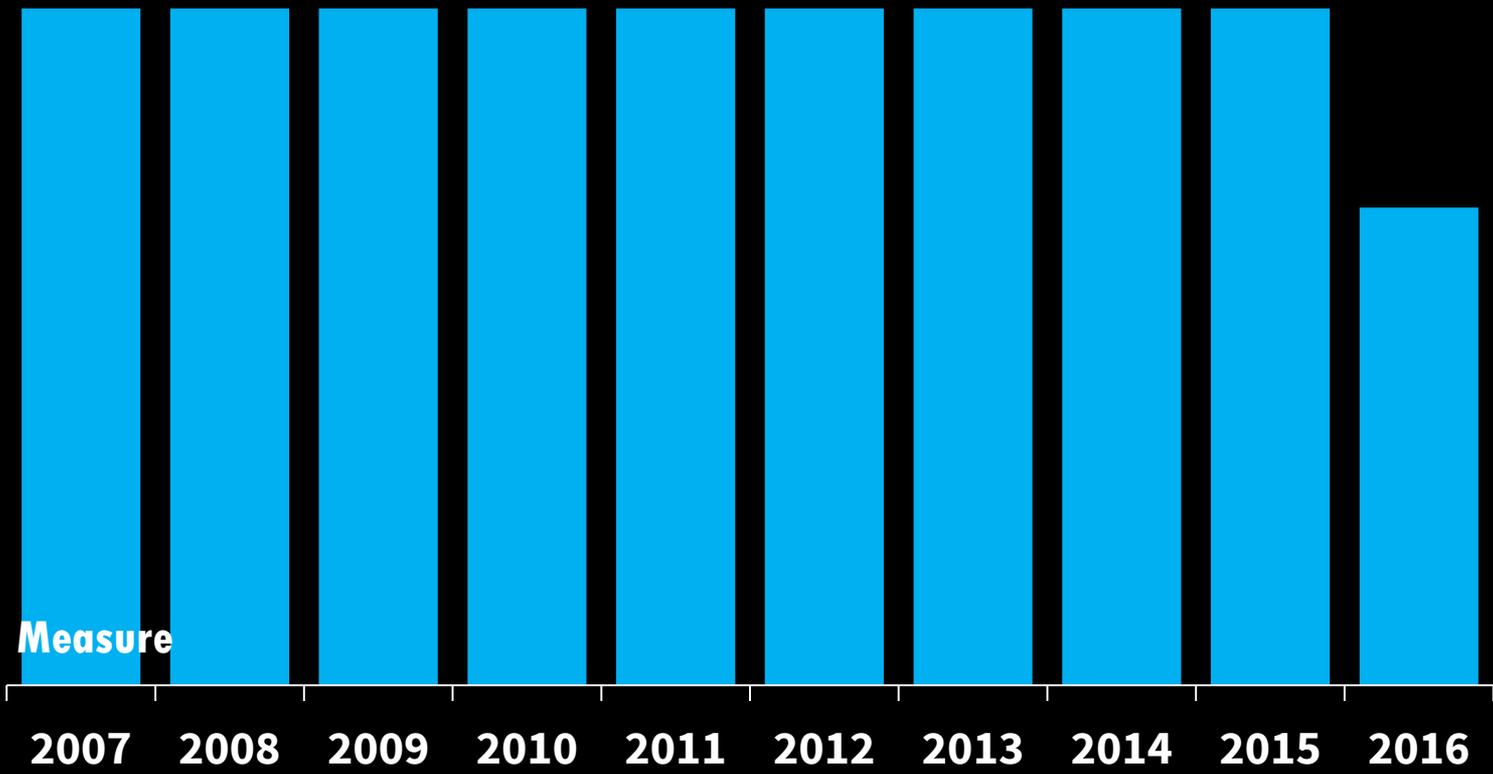
Was this the most efficient use of resources?

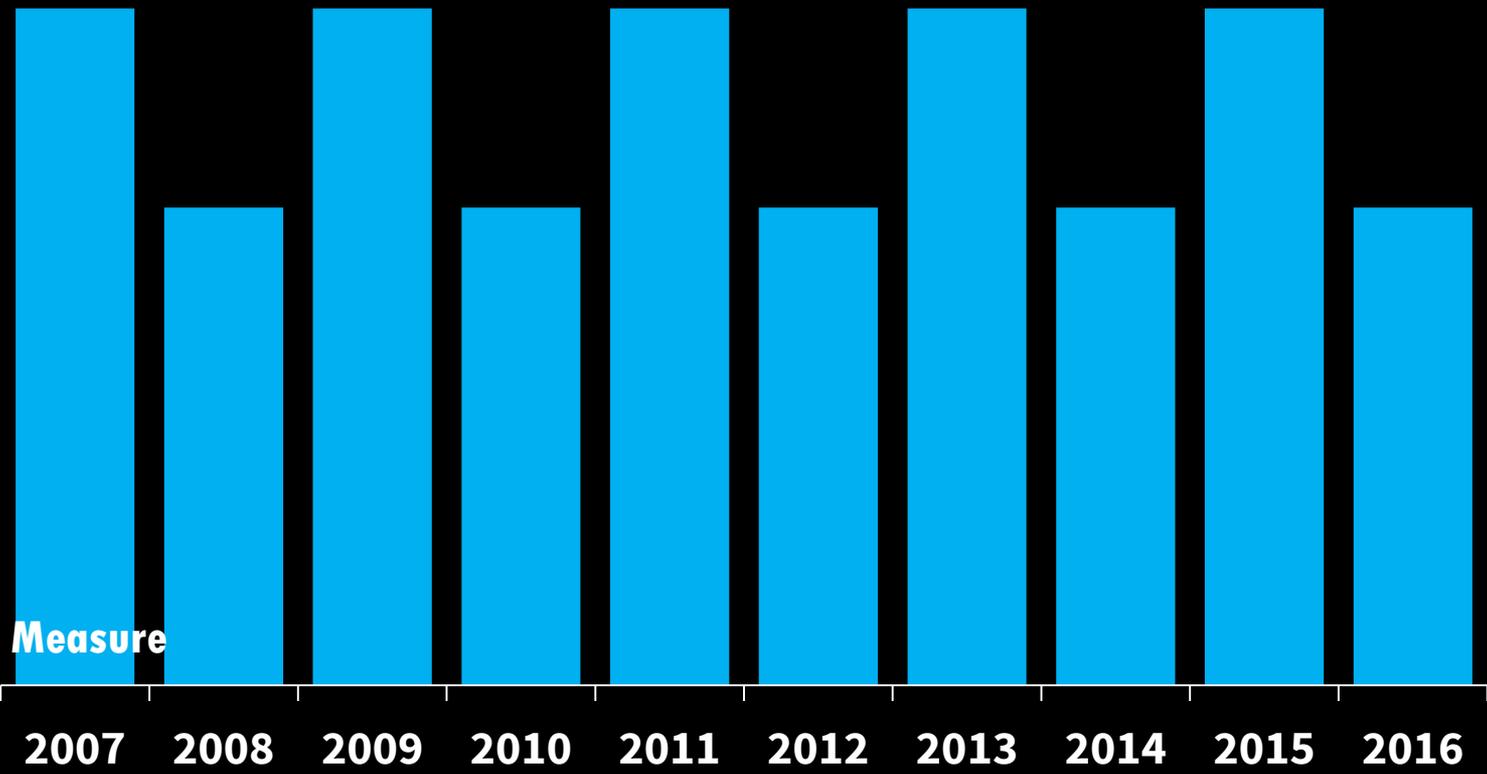
How effective was the effort?

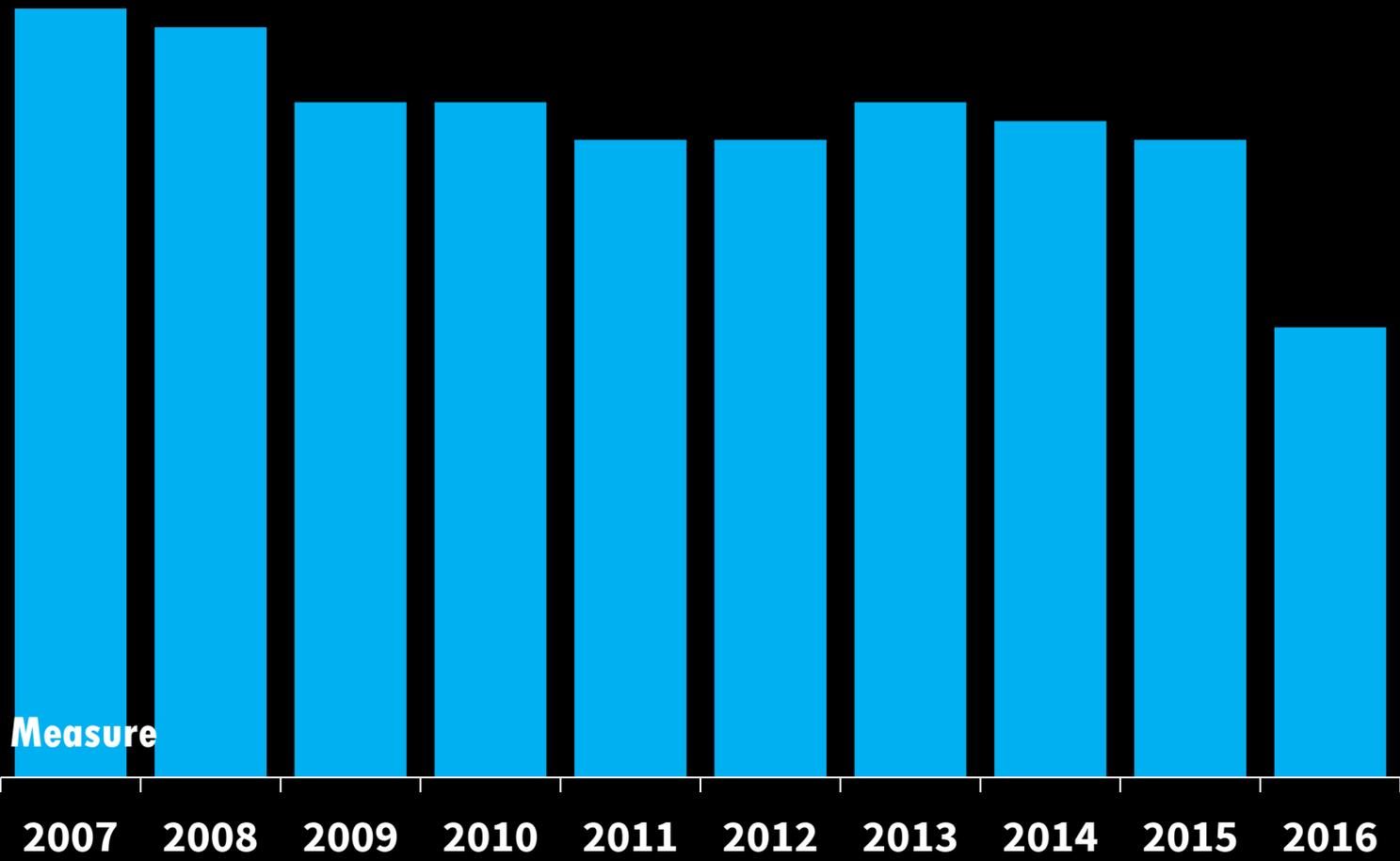
How can we improve on the result?

**With performance measures:
look for patterns,
not points**

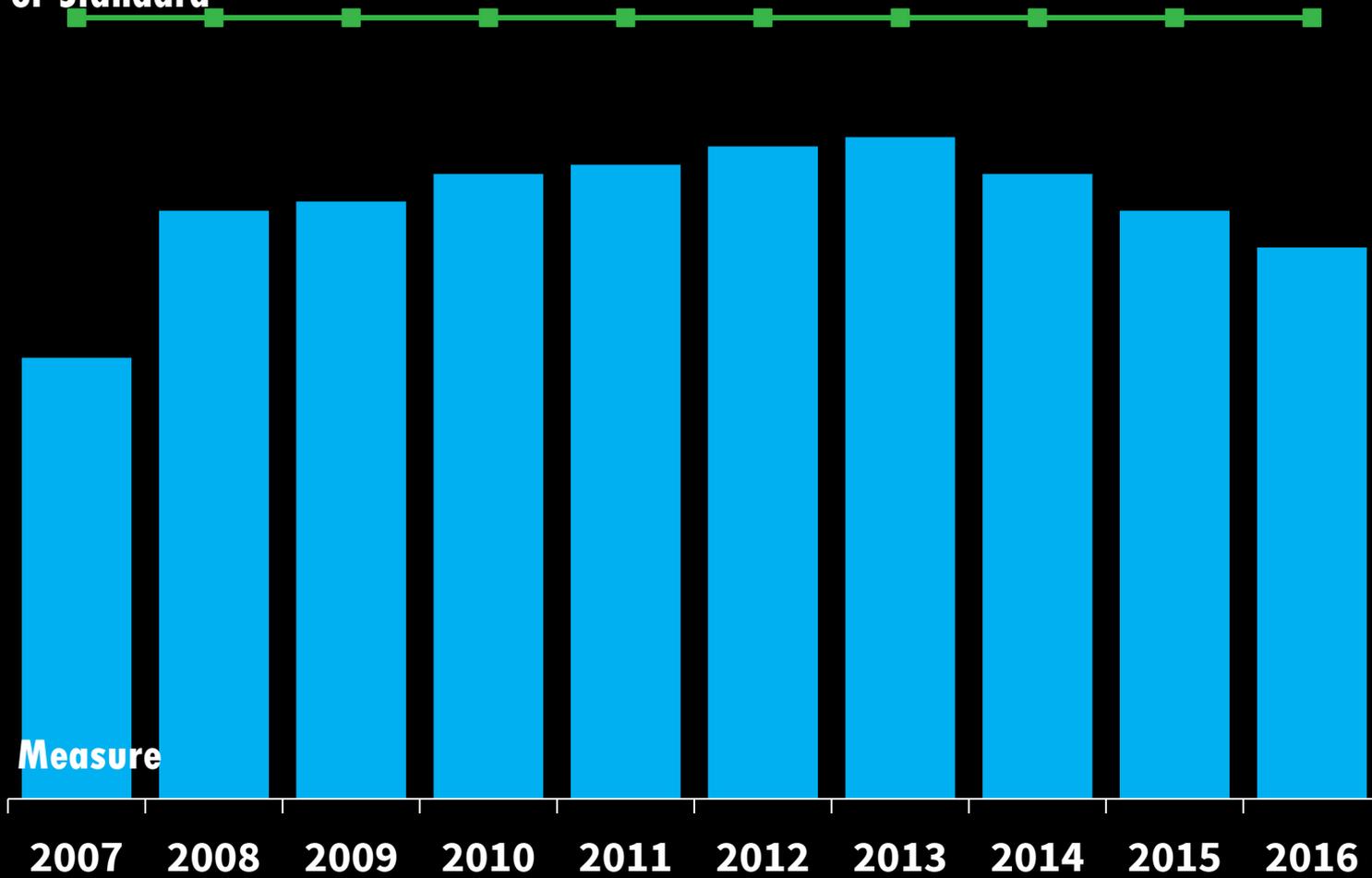








Target or Standard



Measure

2007

2008

2009

2010

2011

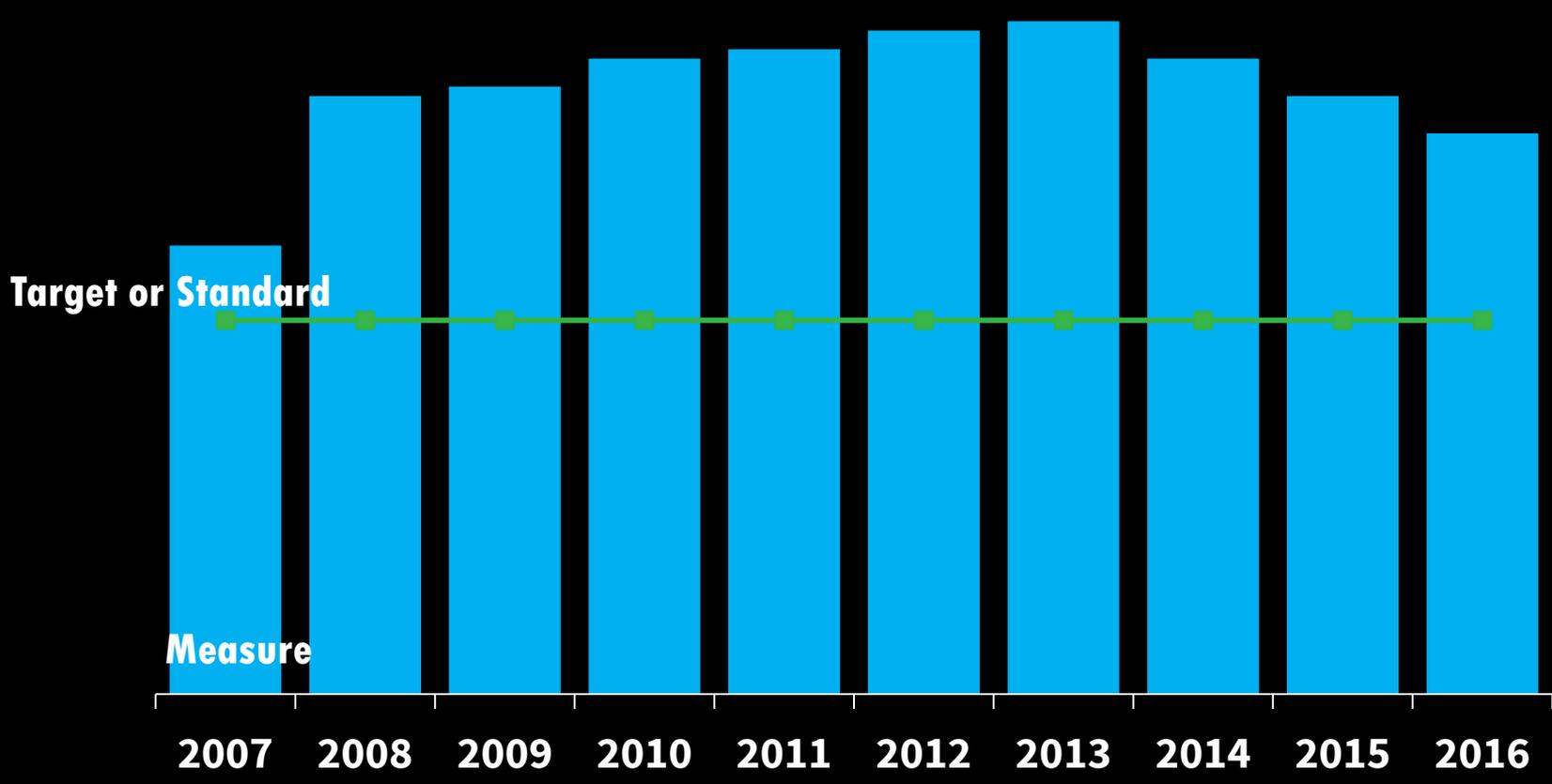
2012

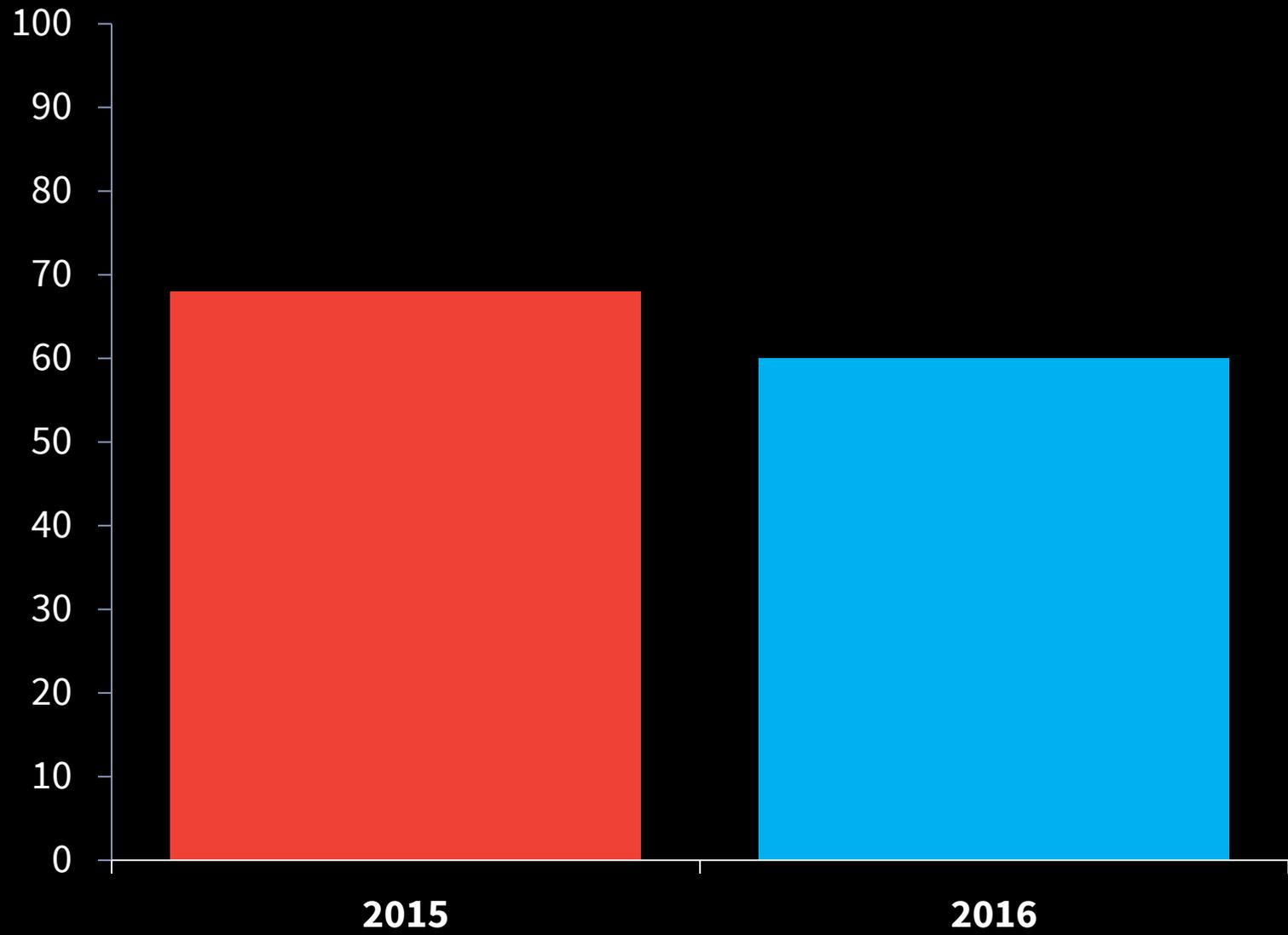
2013

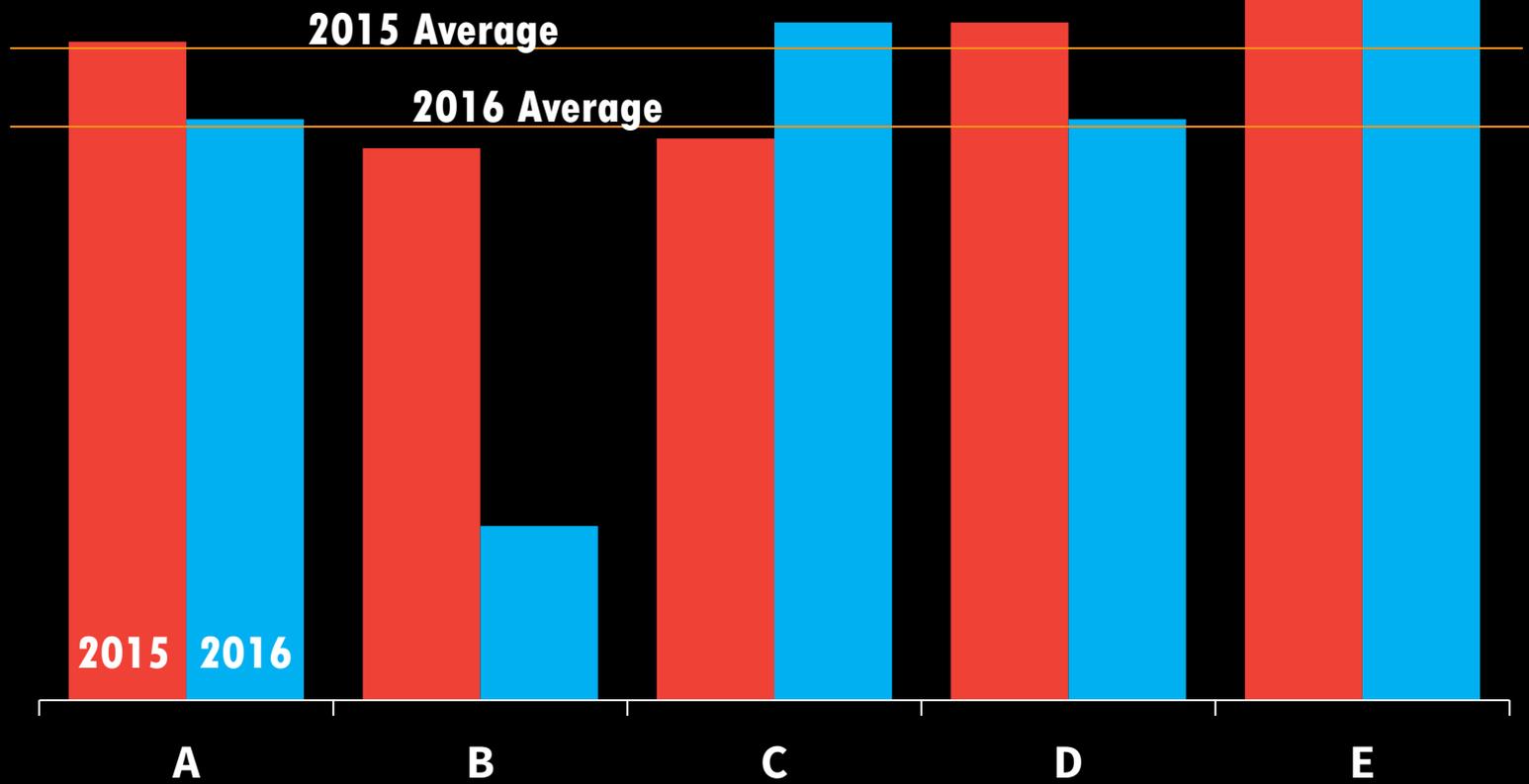
2014

2015

2016



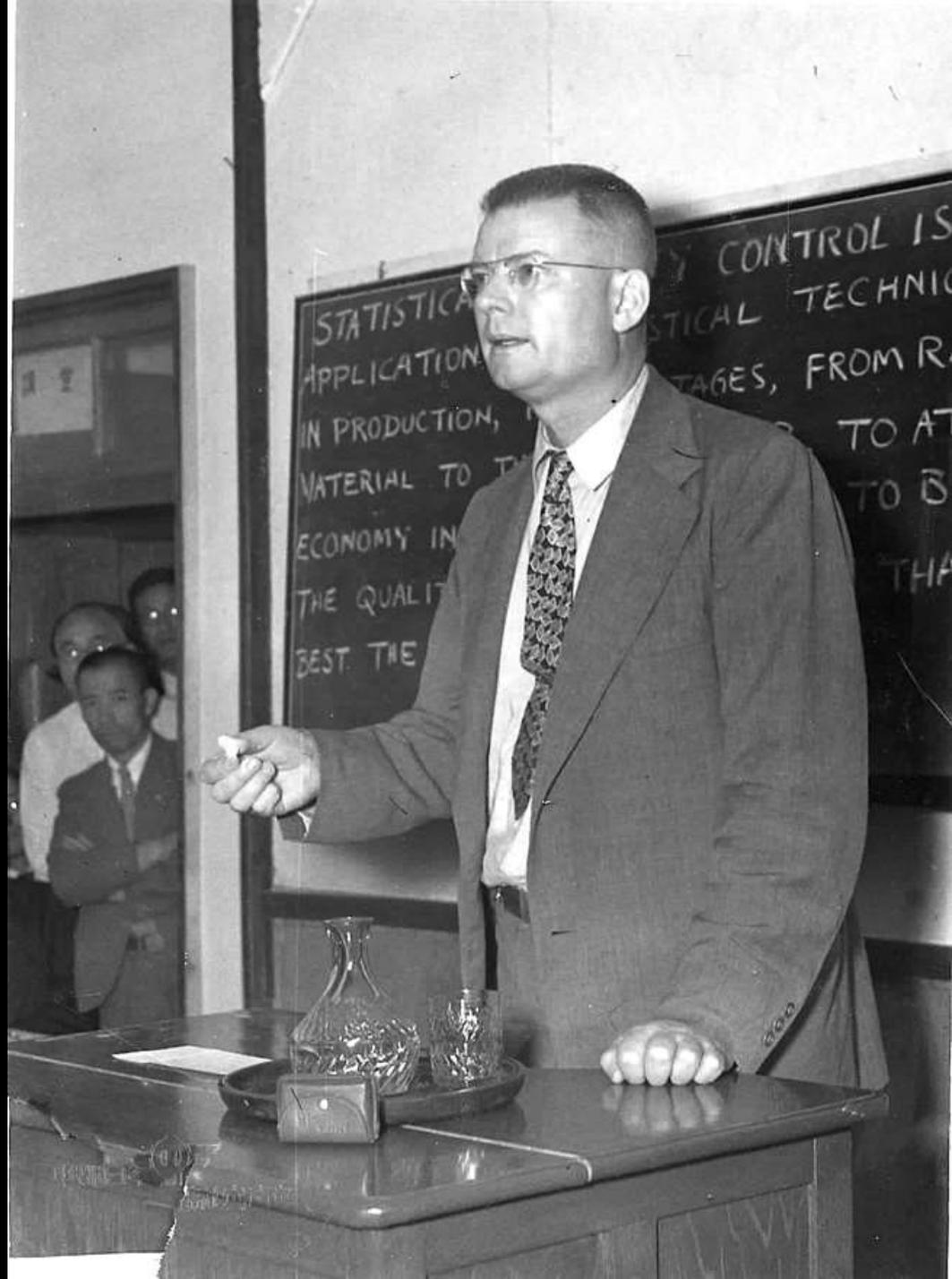


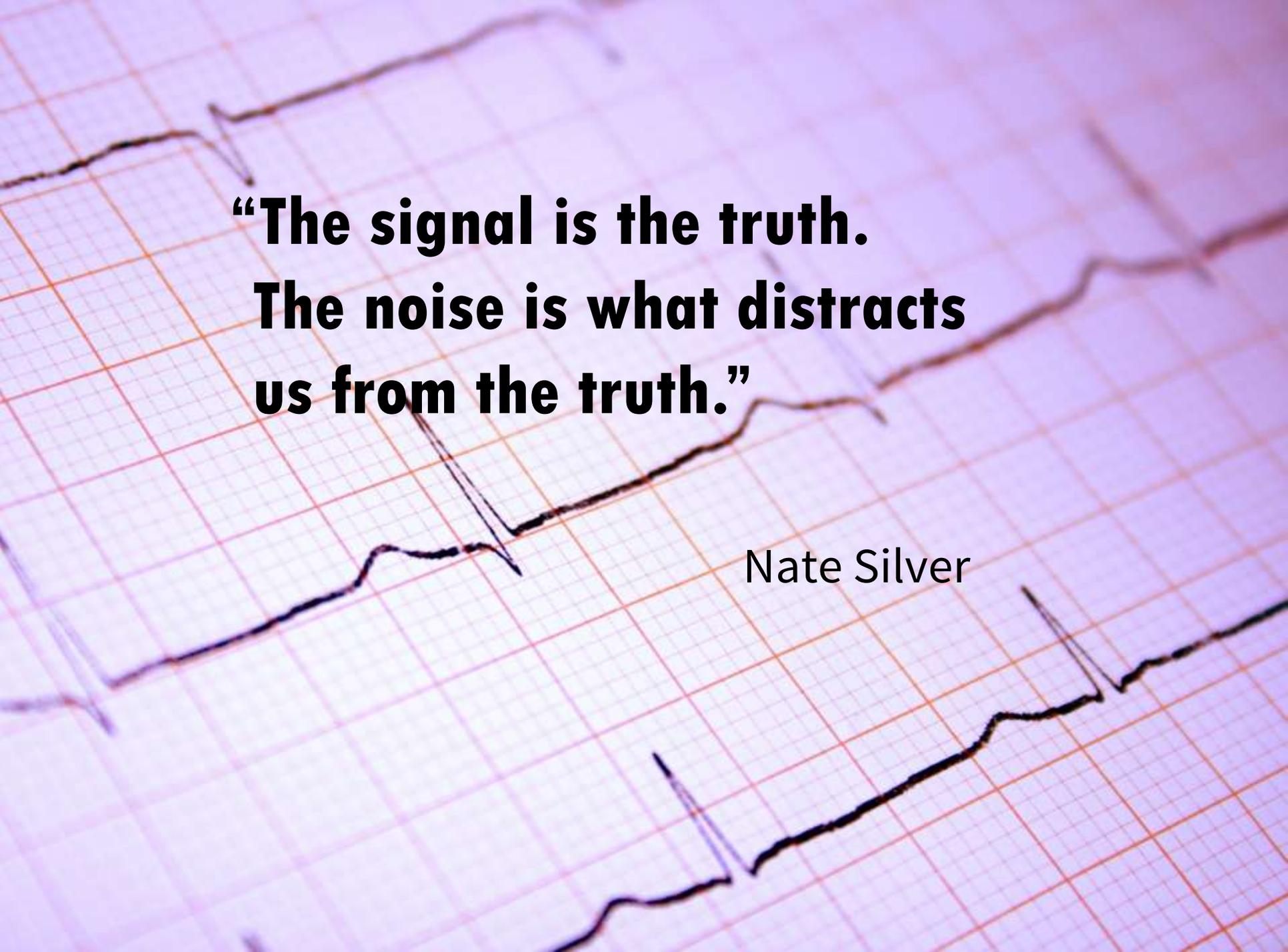


**“We must
understand
variation.”**

**(avoid management
tampering)**

Dr. W. Edwards Deming



The background of the image is a close-up of an electrocardiogram (ECG) strip. It features a grid of small squares and larger squares, with a red line tracing the heart's electrical activity. The tracing shows several distinct P waves, QRS complexes, and T waves, indicating a regular rhythm. The overall color palette is a mix of light purple, pink, and white.

**“The signal is the truth.
The noise is what distracts
us from the truth.”**

Nate Silver

Seven important performance signals

1 Unpredictable or chaotic

2 Worsening

3 Stable and not changing

4 Improving, but not fast enough

5 Improving at a rate fast enough

6 Reached target

7 Exceeded the target

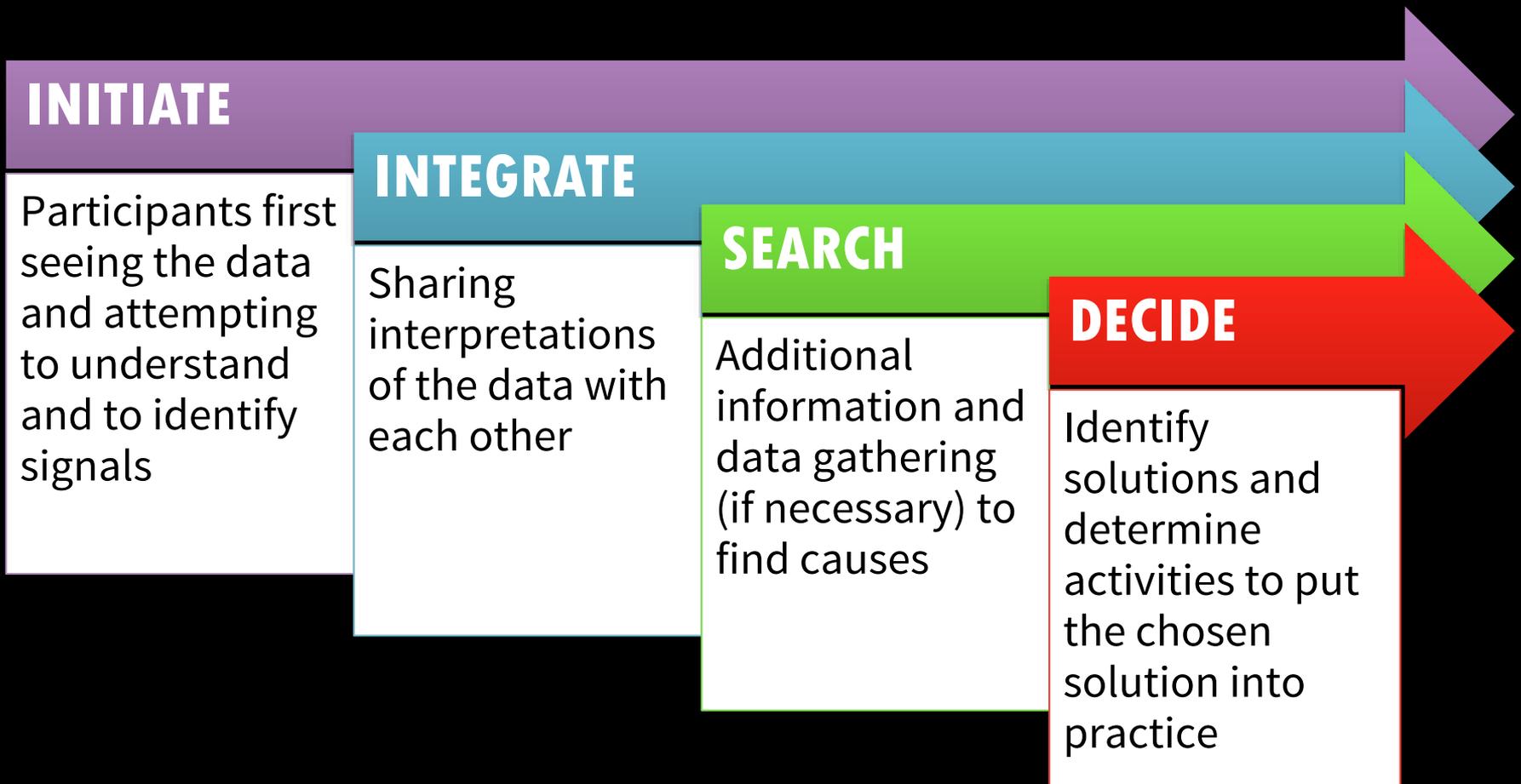
Data validation

A photograph of a street in a European village, likely Rothenburg ob der Tauber. The street is paved with cobblestones and lined with half-timbered houses. In the center, there is a stone tower with a red roof and a small dome, which serves as a gate to the town. The houses are painted in various colors, including yellow, green, and blue, and have white window frames and flower boxes. The scene is captured during the day, with soft lighting.

“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





Basic principles of “stats” programs

- Accurate and timely intelligence
- Rapid deployment of resources
- Effective tactics
- Relentless follow-up and assessment

**HOW
TO
REPORT
USING
DATA**

SUCCESS

SUCCESS

SUCCESS

“...the public feels strongly that government has a responsibility to provide understandable information to the public.”

Harris Interactive Survey (2010)



clutter



clarity



**IF YOU
CAN'T
CONVINCE
THEM
CONFUSE
THEM**

The three principles of *simplicity*



Empathize

Perceive others needs
& expectations

**BEGINNING
OF TIME**

2003

FIVE BILLION GIGABYTES

WEDNESDAY

FRIDAY



40 hours

640,000 words

1,600 pages

25 reports





**what
you want
to say**



**what
they need
to hear**

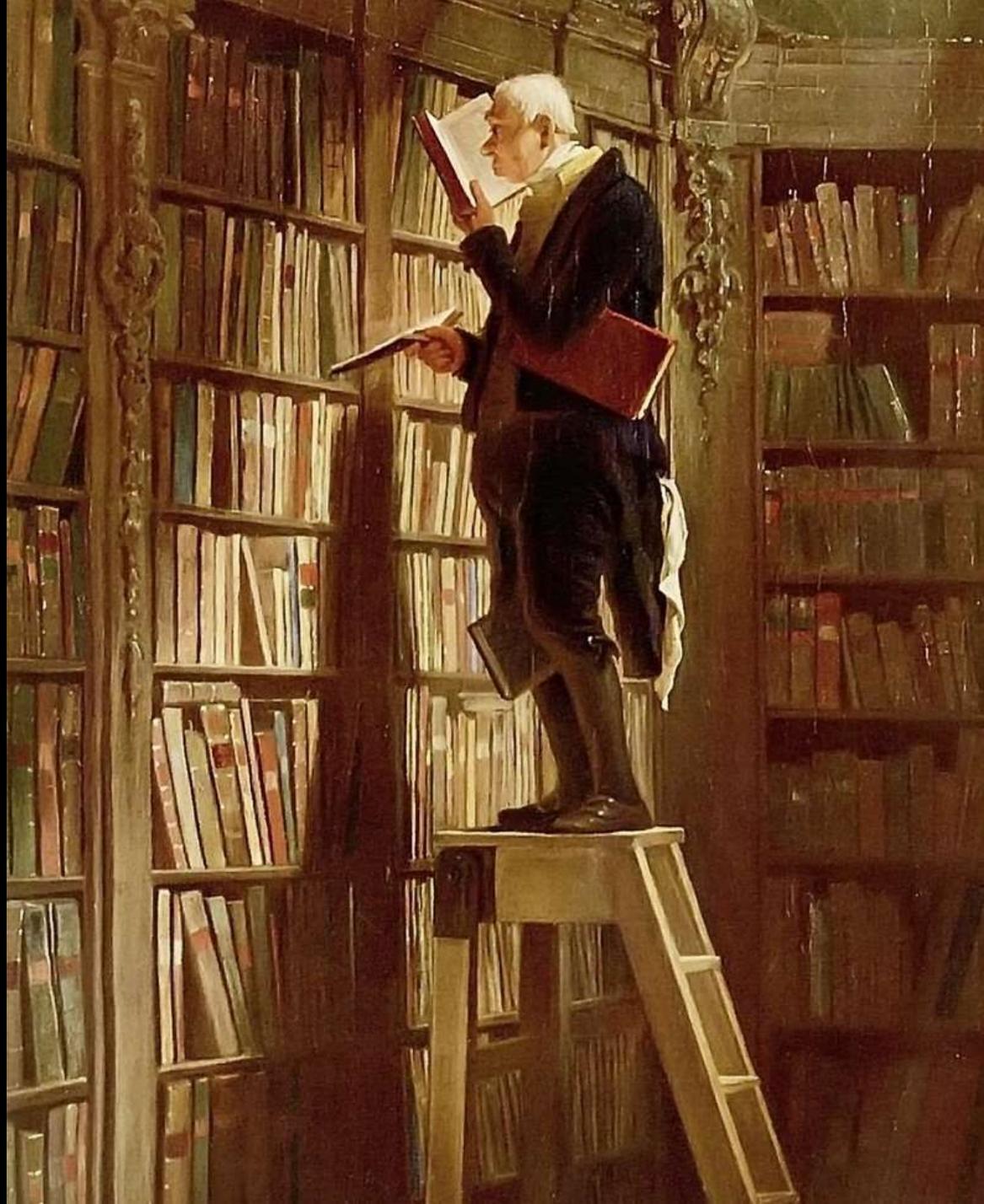
Empathize

Perceive others needs
& expectations

Distill

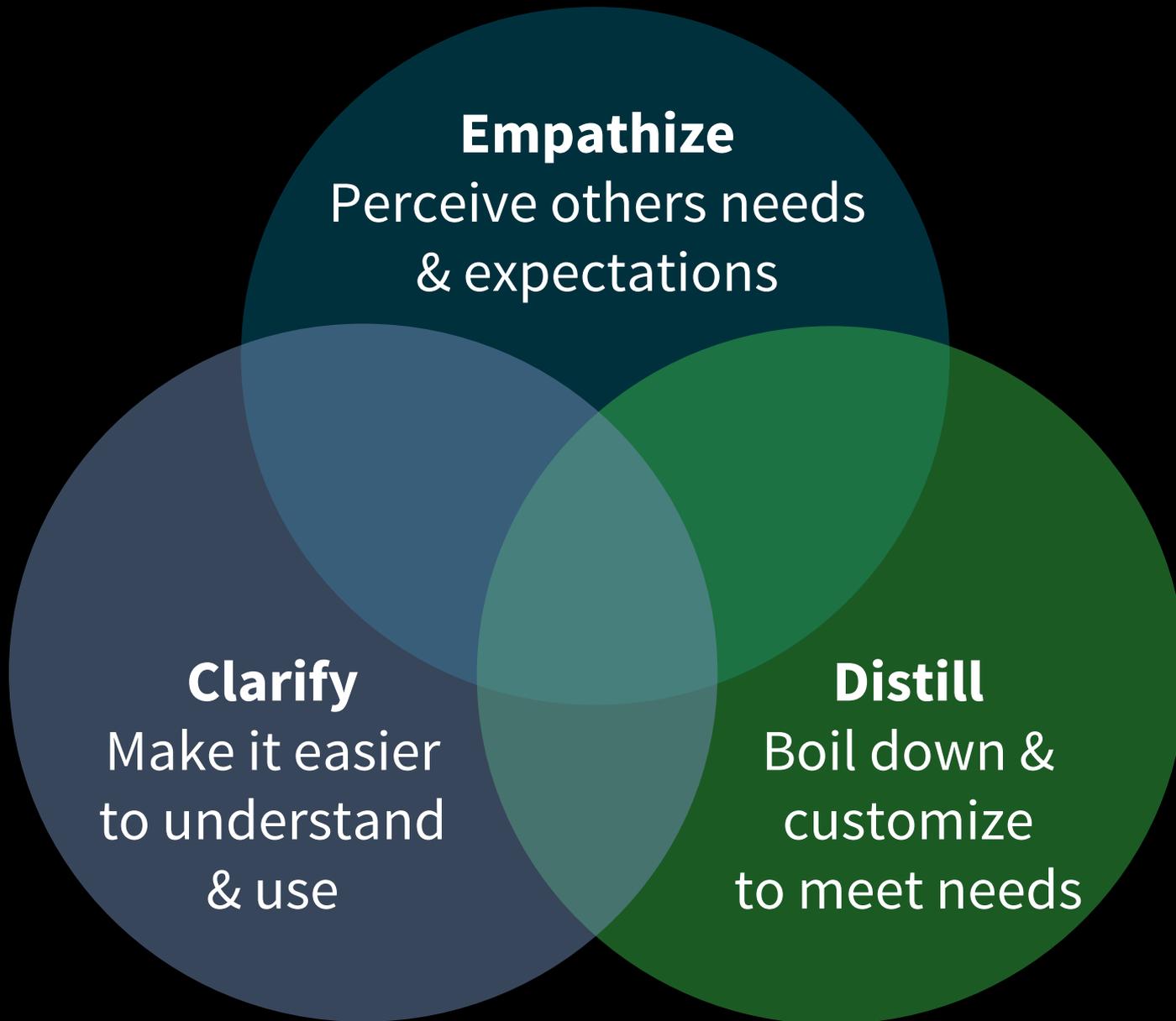
Boil down &
customize
to meet needs

**You are
a curator.**





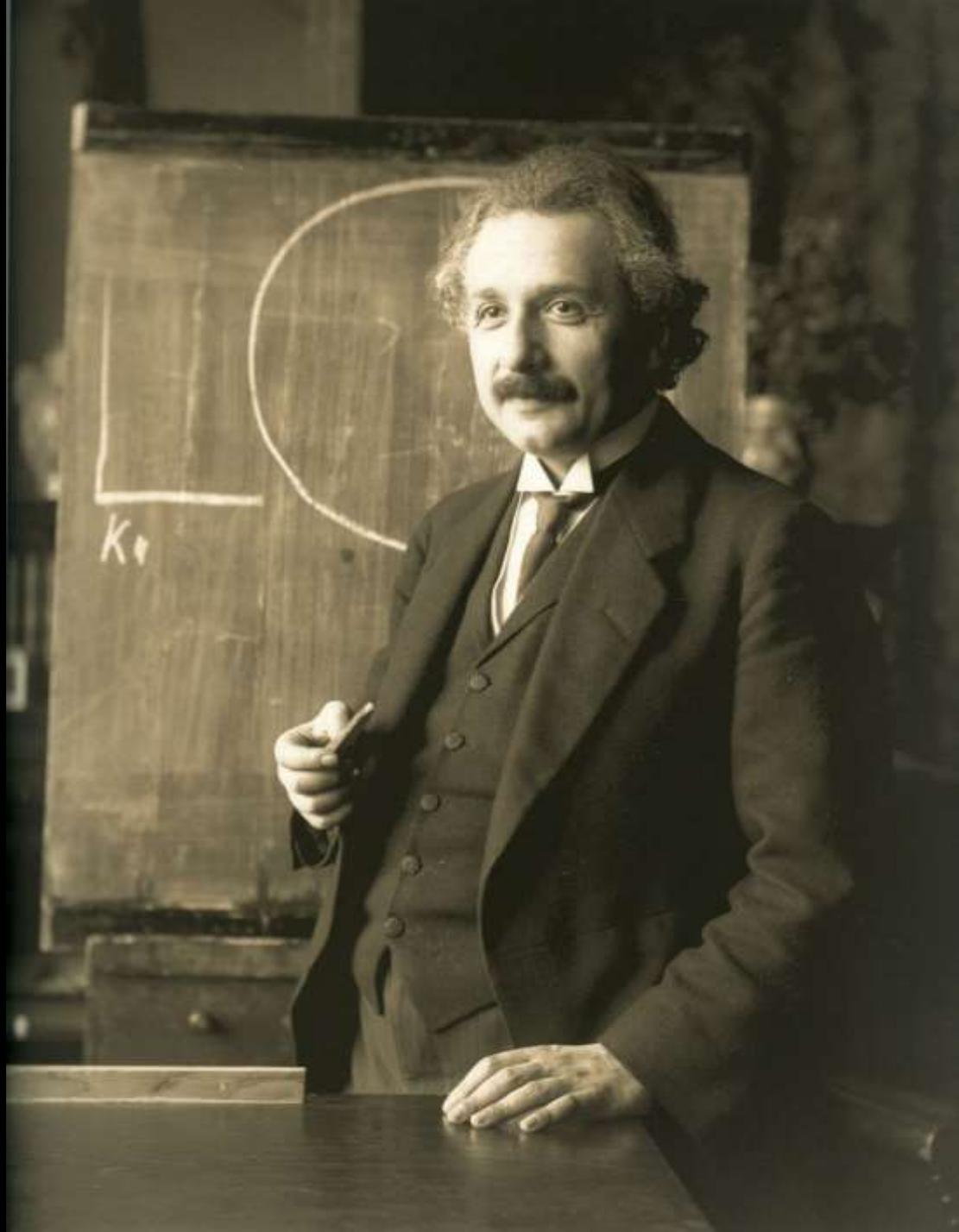
Don't hide the T-Rex.

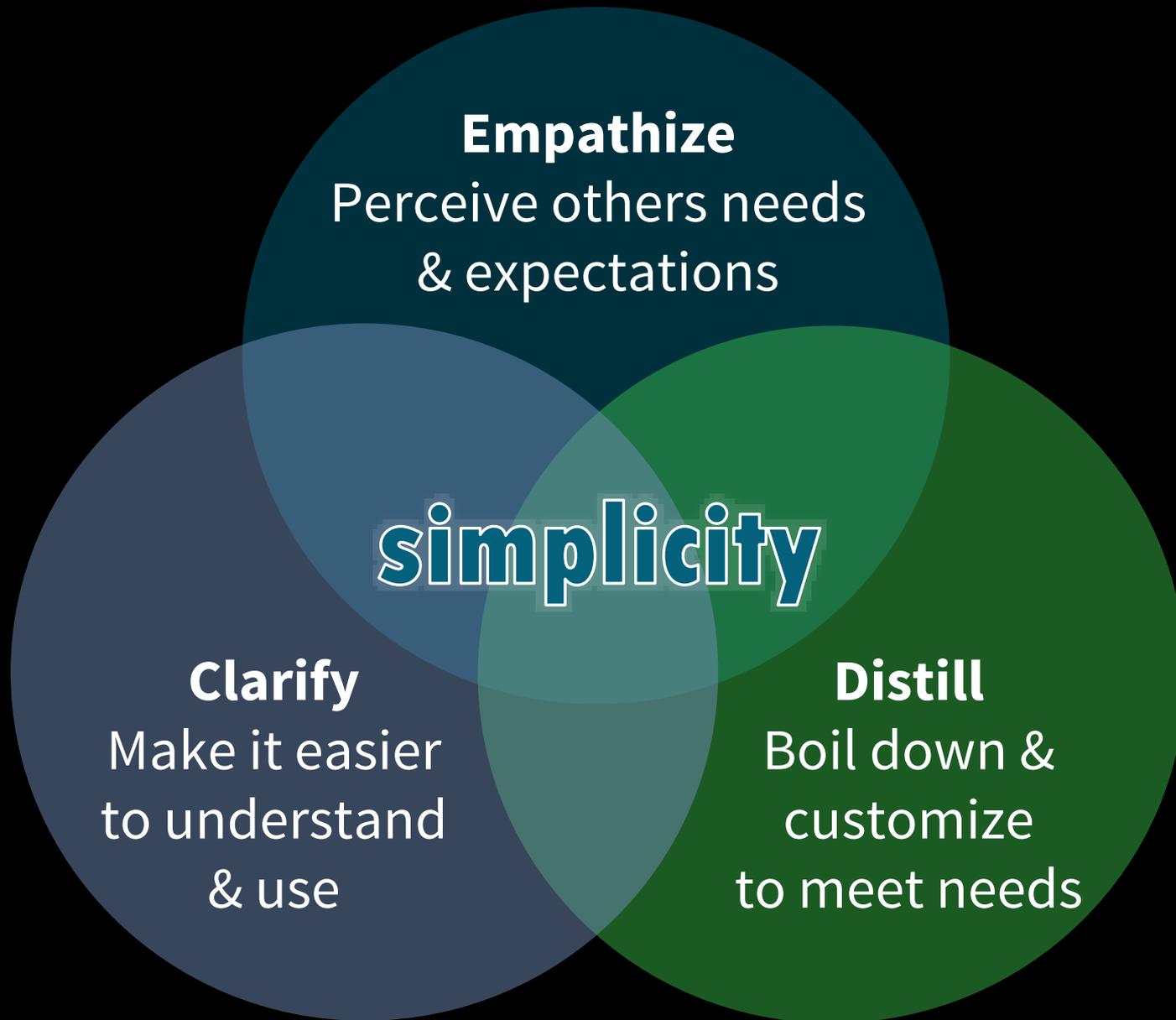


“It can scarcely be denied that the supreme goal of all theory is to make the irreducible basic elements as simple and as few as possible without having to surrender the adequate representation of a single datum of experience.”

from “On the Method of Theoretical Physics.”

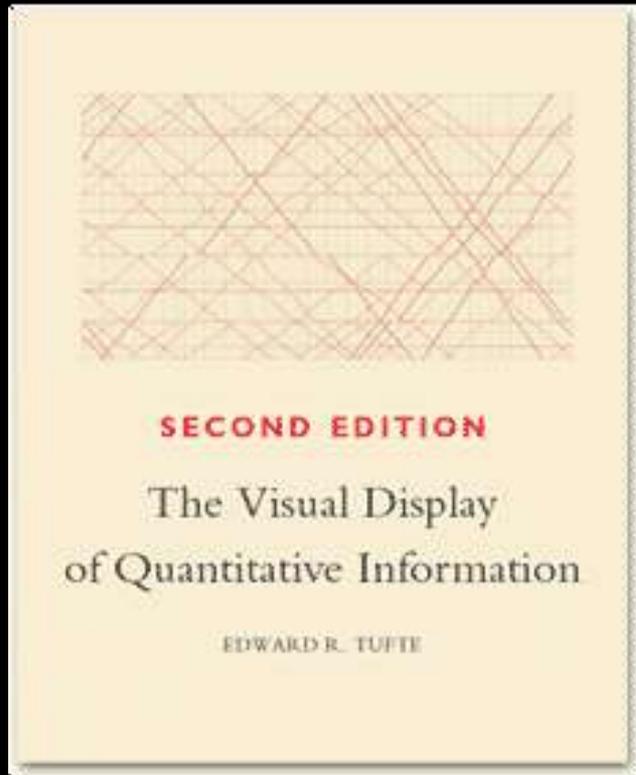
Albert Einstein (1933)





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

Edward R. Tufte



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

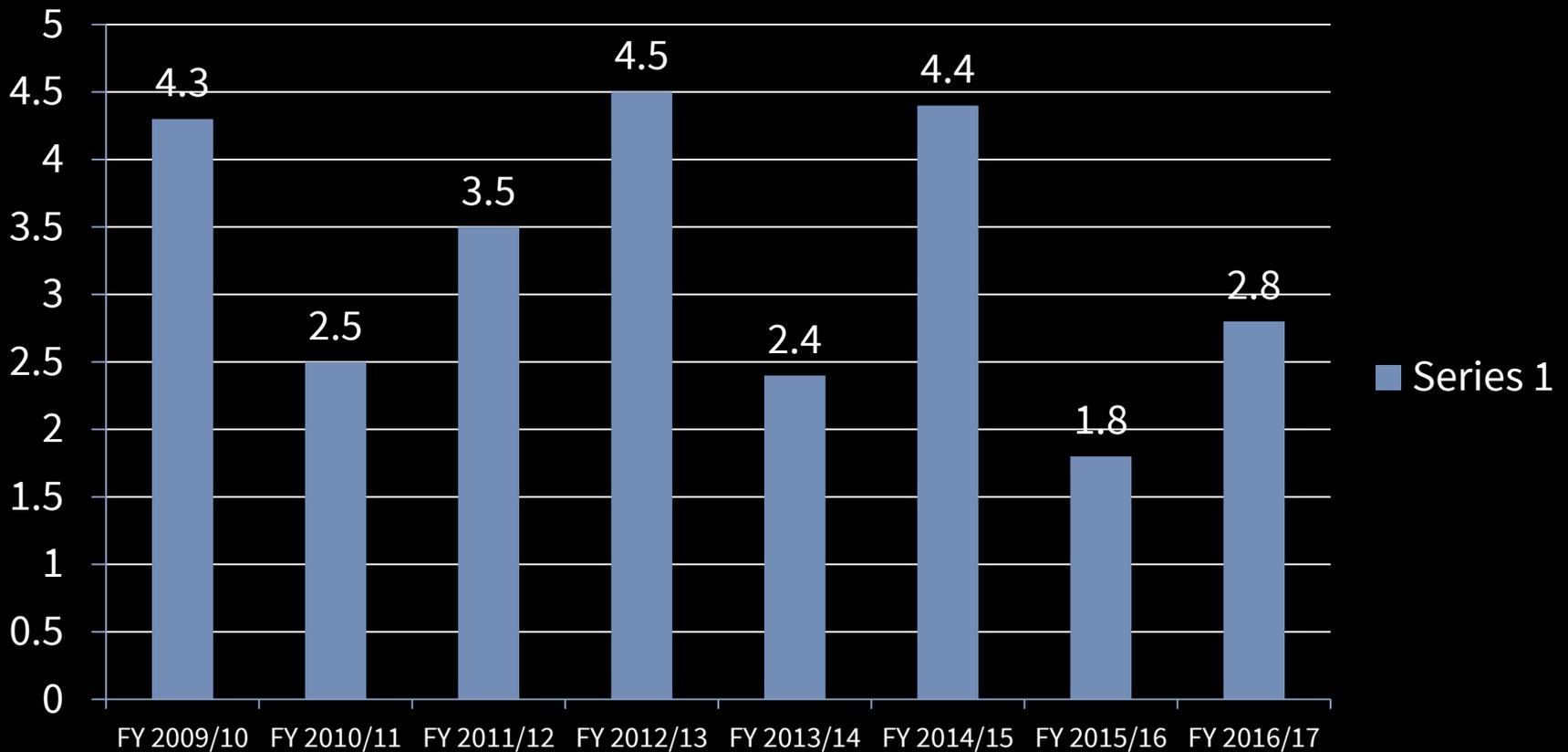


@EdwardTufte

Remove Chartjunk

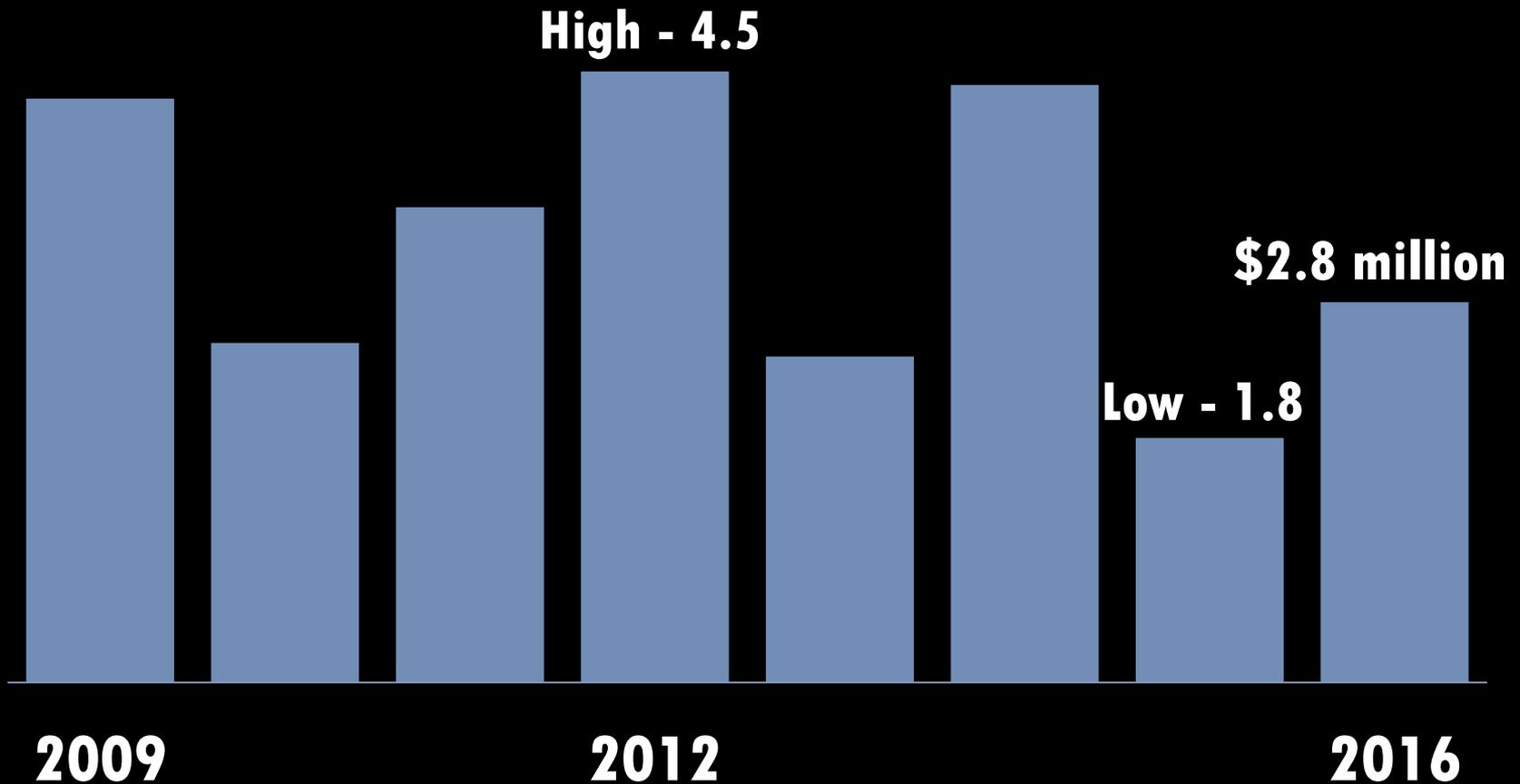
“interior decoration of graphics generates a lot of ink that does not tell the viewer anything new.”

Series 1



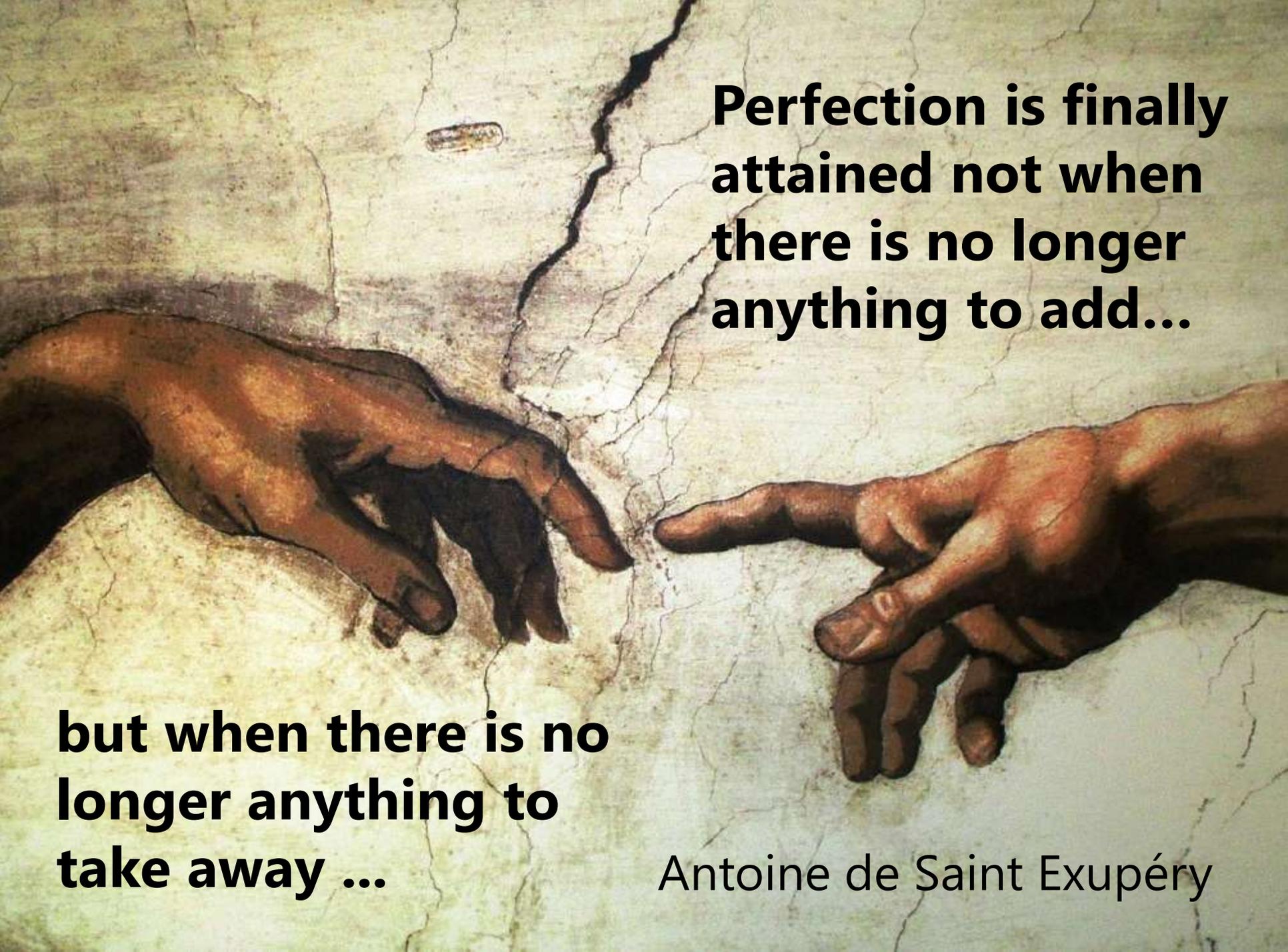
Increase Data-Ink

“data graphics should draw the viewer’s attention to the sense and substance of the data, not to something else.”



Accessible Complexity: Characteristics of the Friendly Data Graphic

- 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 image is a reproduction of the famous fresco 'The Creation of Adam' by Michelangelo. It depicts two hands reaching towards each other, separated by a small gap. The hand on the left is the hand of God, and the hand on the right is the hand of Adam. The background is the cracked and aged plaster of the original fresco. The text is overlaid on the right side of the image.

**Perfection is finally
attained not when
there is no longer
anything to add...**

**but when there is no
longer anything to
take away ...**

Antoine de Saint Exupéry

“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

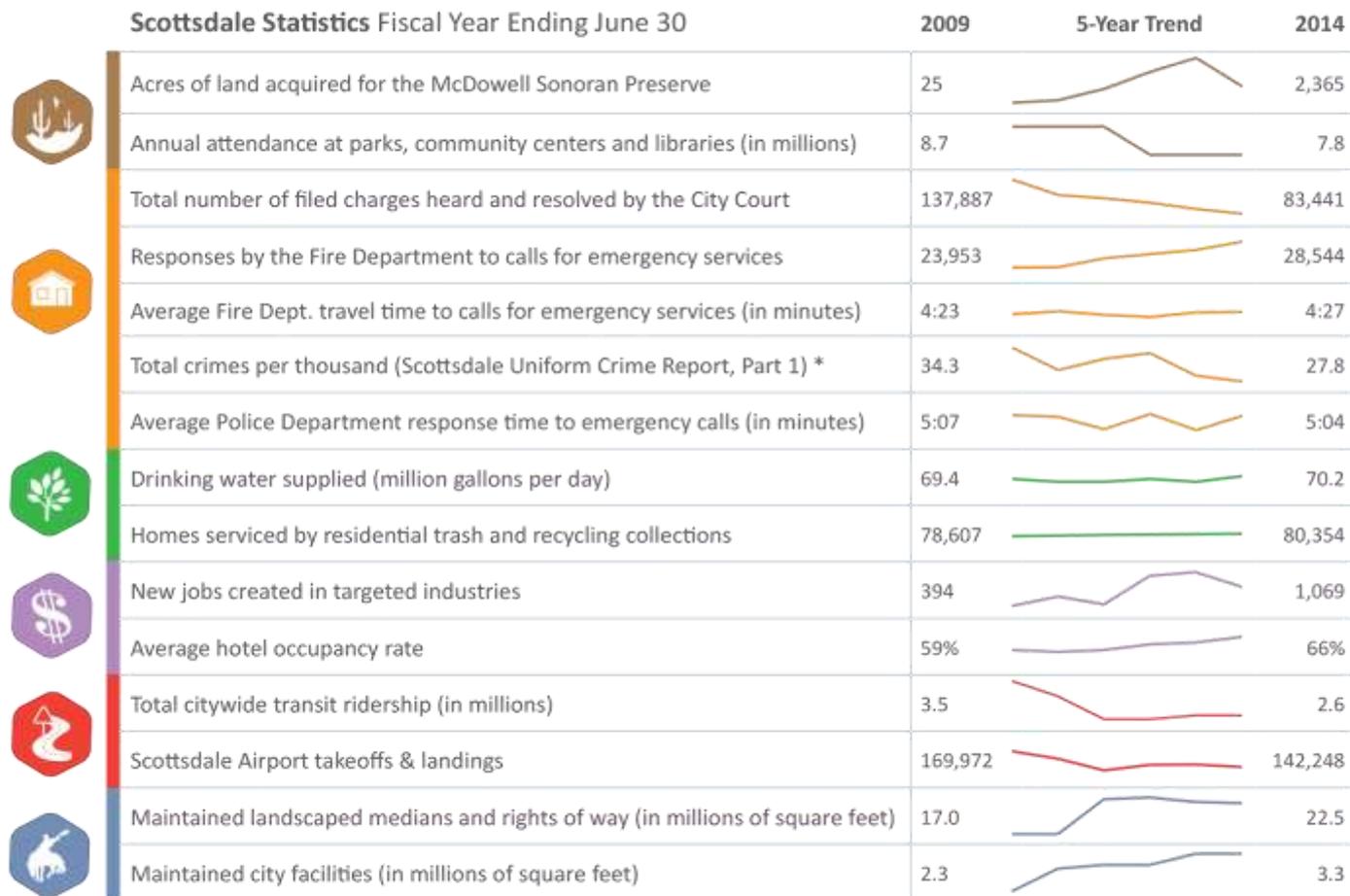
(easily shared and improved)”



“effective information visualization (is) premised on:

simplicity

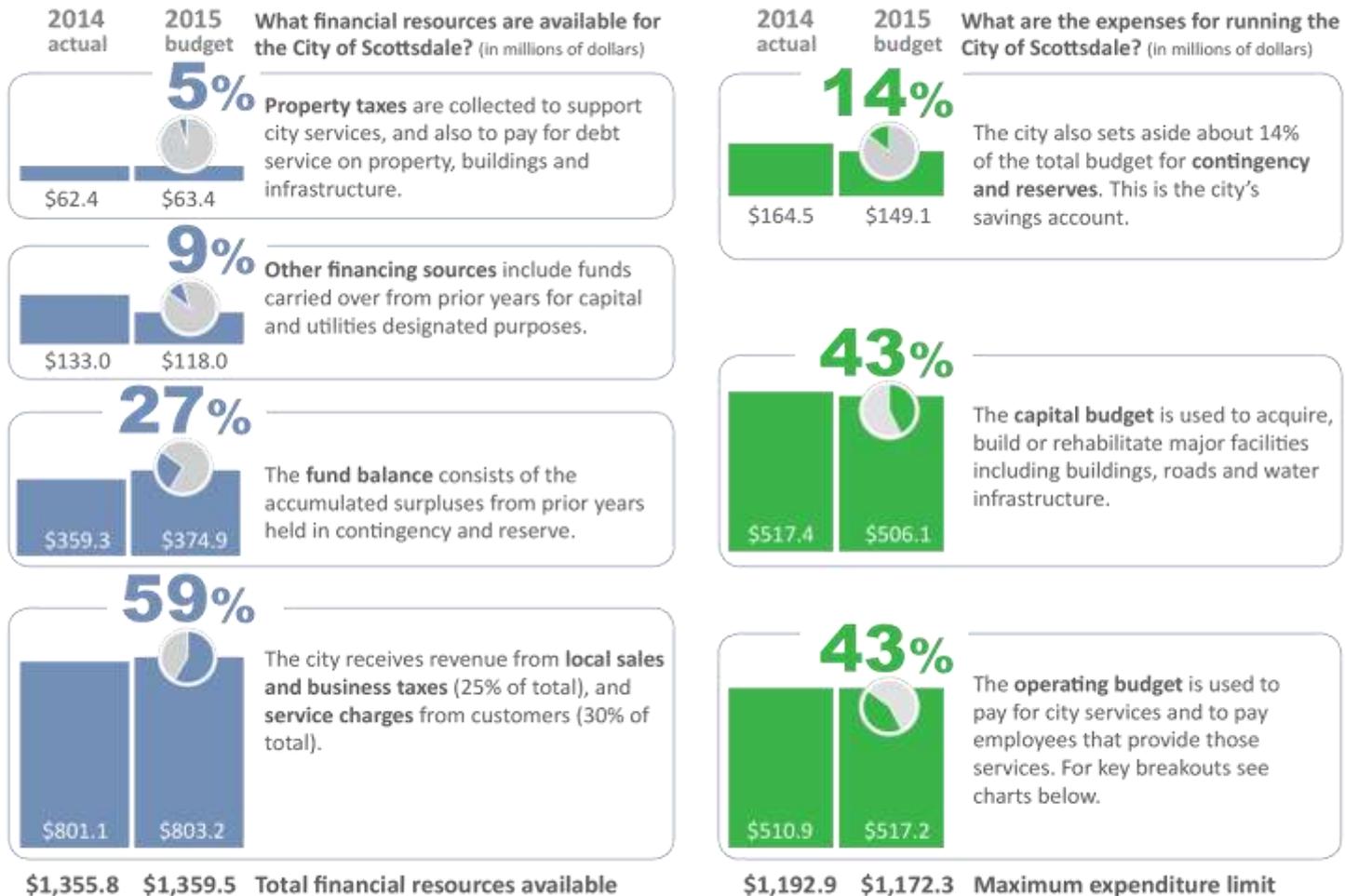
(complex notions simplified to save time for reader)



“effective information visualization (is) premised on:

transparency

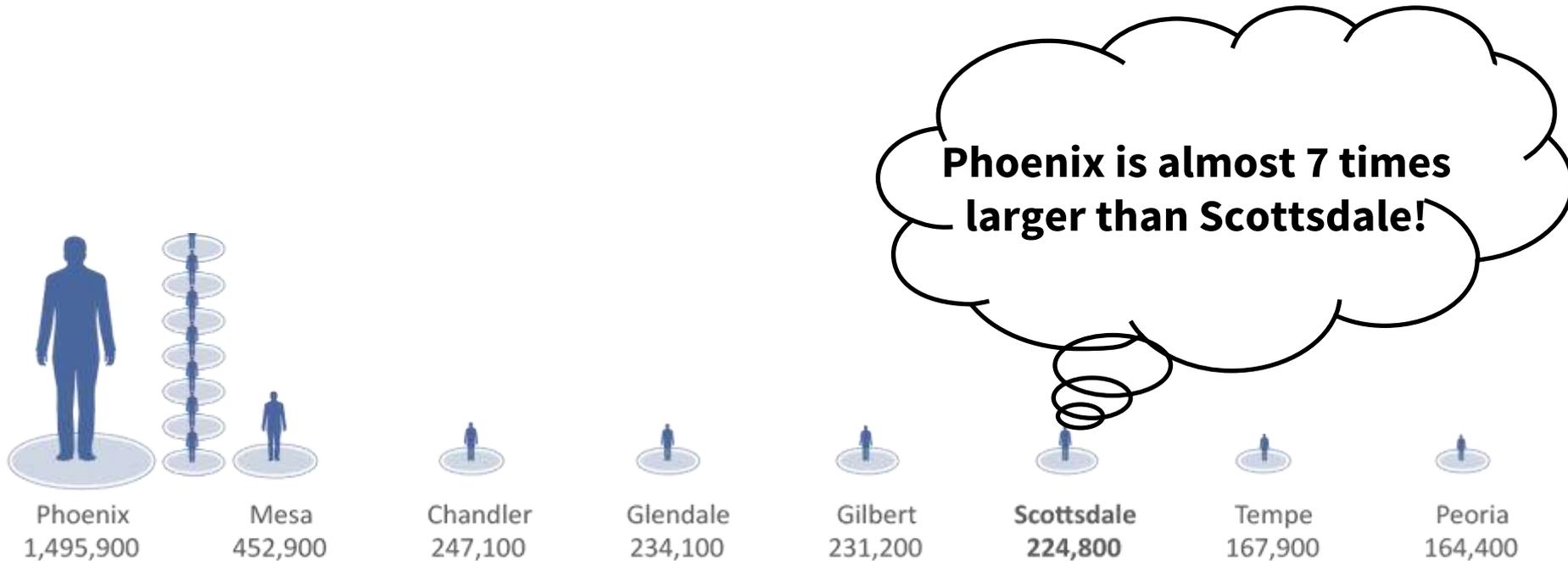
(visual honesty and responsibility in sourcing)



“effective information visualization (is) premised on:

creativity

(design that is memorable and understandable)



“effective information visualization (is) premised on:

sociability

(easily shared and improved)

 **ScottsdaleAZgov**
Posted by Scotty Scottsdale [?] · 23 hours ago

How do we compare with neighboring cities? Scottsdale's tax rates are among the lowest of the larger cities.

Estimated City Property Tax on a \$250,000 House
Source: City Budget Office, Based on adopted FY 2014/15 rates.

| | | | | | | | |
|-------|----------|---------|--------|------------|-------|----------|---------|
| Tempe | Glendale | Phoenix | Peoria | Scottsdale | Mesa | Chandler | Gilbert |
| \$609 | \$538 | \$455 | \$360 | \$311 | \$296 | \$295 | \$266 |

Estimated City Sales Tax on a \$25,000 Car
Source: Arizona Department of Revenue As of Aug. 1, 2014

| | | | | | | | |
|----------|---------|-------|--------|-------|------------|----------|---------|
| Glendale | Phoenix | Tempe | Peoria | Mesa | Scottsdale | Chandler | Gilbert |
| \$550 | \$500 | \$450 | \$450 | \$438 | \$413 | \$375 | \$375 |

Monthly Residential Utility Bill
Source: City of Tempe, Total water, garbage and sewer charges as of July 2014

| | | | | | | | |
|-------|----------|---------|-------|--------|------------|---------|----------|
| Mesa | Glendale | Phoenix | Tempe | Peoria | Scottsdale | Gilbert | Chandler |
| \$100 | \$82 | \$77 | \$70 | \$69 | \$69 | \$63 | \$63 |

Unlike · Comment · Share · Buffer

 ScottsdaleAZgov, Heidi Greasby, Amanda Coe, Jessica Lee Miller and 4 others like this. Top Comments

 Write a comment.. 

 **Marie Cannon** It seems like Scottsdale provides better services, too. We get more bang for our buck. 😊
Unlike · Reply · 2 · 22 hours ago



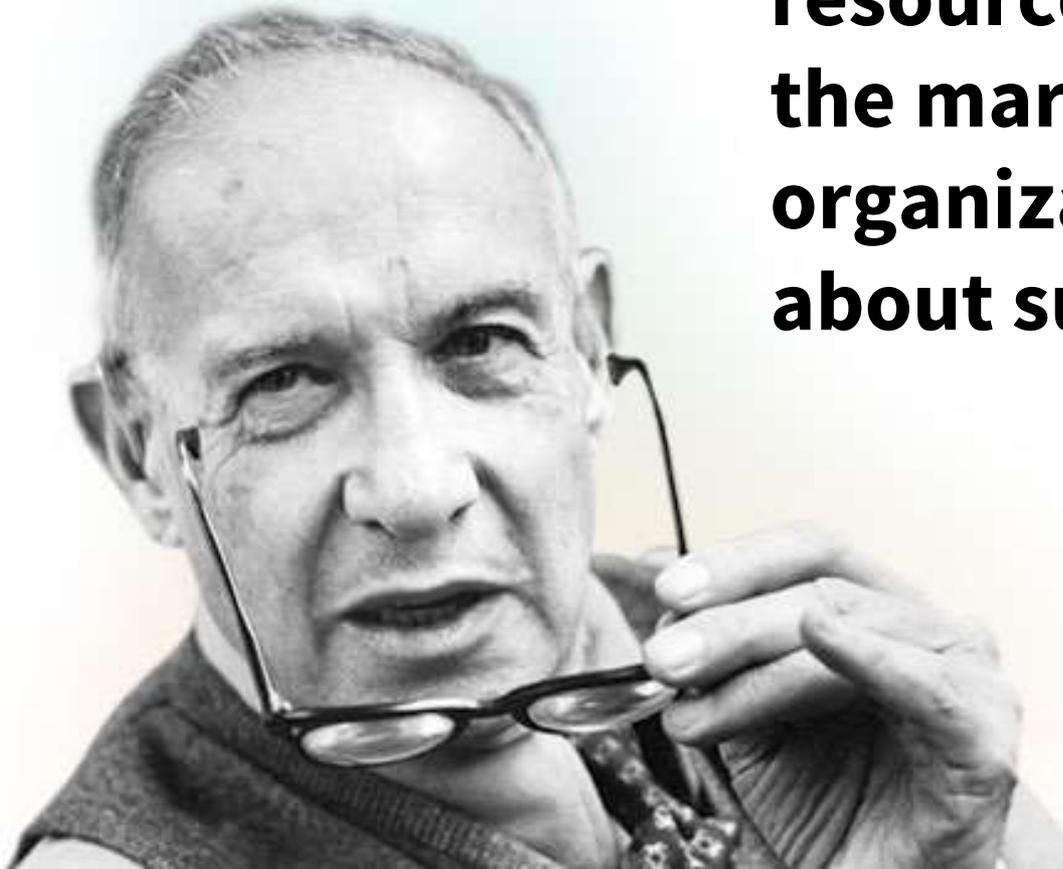
**IMPROVE
RESULTS**



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



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**





Customer

Financial

Process

Growth

The basic formula for effective goals



a measure



a target



a timeframe

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



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



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





Land a man on the moon



And return him safely to earth



By the end of this decade



Said another way...



do this



to this level



by this time

Measuring success of effective goals



**was it done?
how do you know?**



**were the standards met?
every time? to what degree?**



was it done on time?

Complete work that is of high quality and free of errors.

Produce reports that are free from self-made errors (grammatical, factual, omissions) with no more than 10 reports containing errors in a fiscal year.



10 or less



error free documents



fiscal year

Enhance officer safety

Reduce the total number of officer accidents by 10 percent from previous year's number by June 30



10% reduction



reduce accidents



fiscal year

Provide excellent customer service

Complete 80% of work orders classified non-emergency within 14 days of submission with a satisfaction score of "satisfactory" or above



number of completed work orders



80% completed within 14 days and with a score of "satisfactory" or above



within 14 days

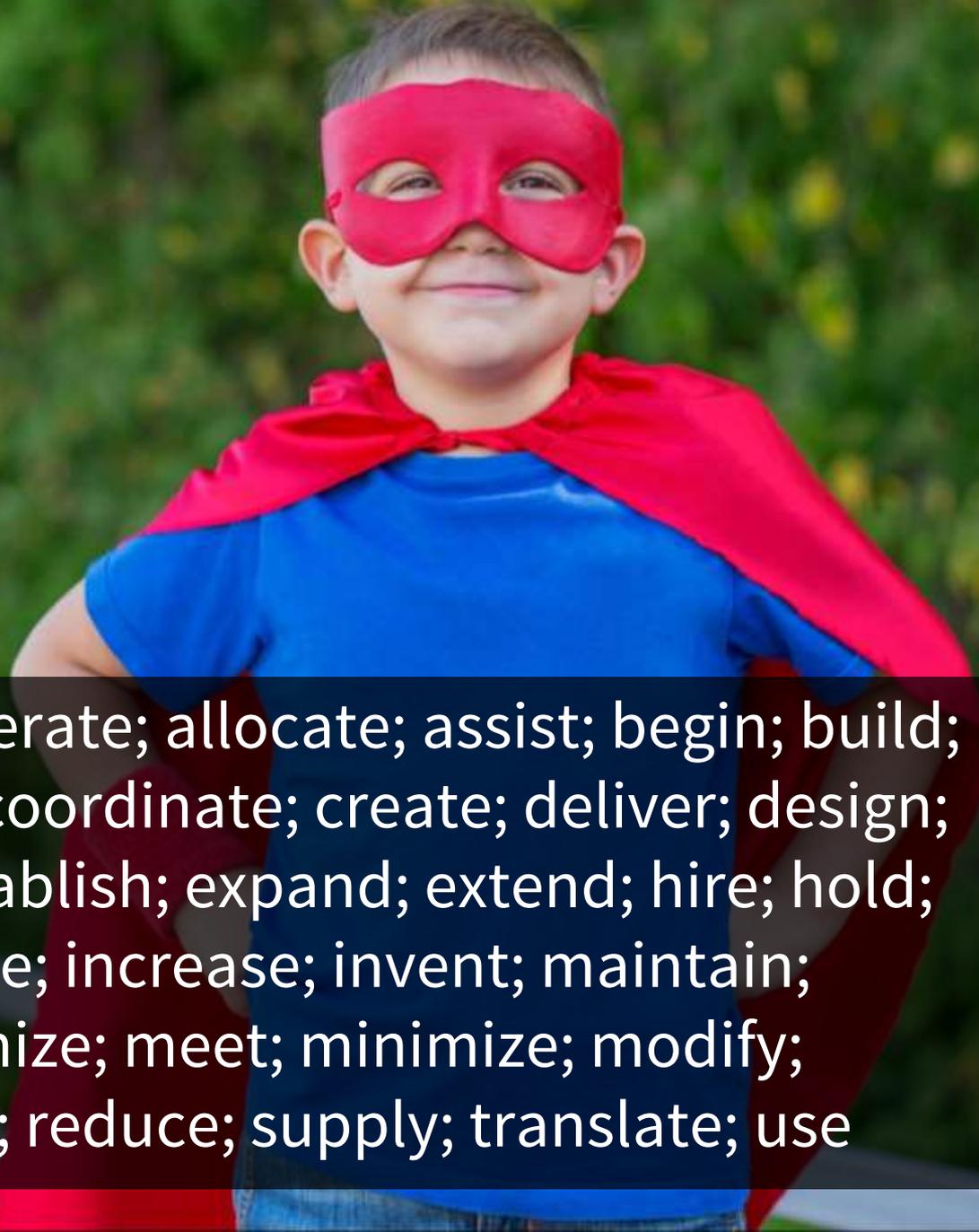
| No. |  A measure. How will you measure achievement? |  A target. What level of performance are you seeking to achieve? |  A timeframe. When must this be achieved? |
|-----|---|--|---|
| 1. | What result are you trying to achieve? | | |
| | | | |
| 2. | What result are you trying to achieve? | | |
| | | | |
| 3. | What result are you trying to achieve? | | |
| | | | |
| 4. | What result are you trying to achieve? | | |
| | | | |
| 5. | What result are you trying to achieve? | | |
| | | | |

SMART Goals are:
Specific. What is the desired result? (who, what, when, why, how)
Measurable. How can you quantify (numerically or descriptively) completion? How can you measure progress?
Attainable. What skills are needed? What resources are necessary? How does the environment impact goal achievement? Does the goal require the right amount of effort?
Relevant. Is the goal in alignment with the overall mission and strategy?
Time-Bound. What is the deadline? Is the deadline realistic?



Weasel Words

Activate, advance; assure; cultivate; efficient; effective;
engage; enhance; enlighten; ensure; facilitate; implement;
inspire; integrate; maintain; mitigate; monitor; optimize;
productive; realize; responsiveness; revitalize;
strengthen; strive; support; sustain; utilize



ACTION WORDS

achieve; apply; accelerate; allocate; assist; begin; build; complete; conduct; coordinate; create; deliver; design; develop; devise; establish; expand; extend; hire; hold; identify; improve; increase; invent; maintain; manage; maximize; meet; minimize; modify; produce; provide; reduce; supply; translate; use

**Human Resources
Staffing Services
Example**

Organization

**Simply
better
service ...**

Division

**High-performing
organization and
work culture**

Department

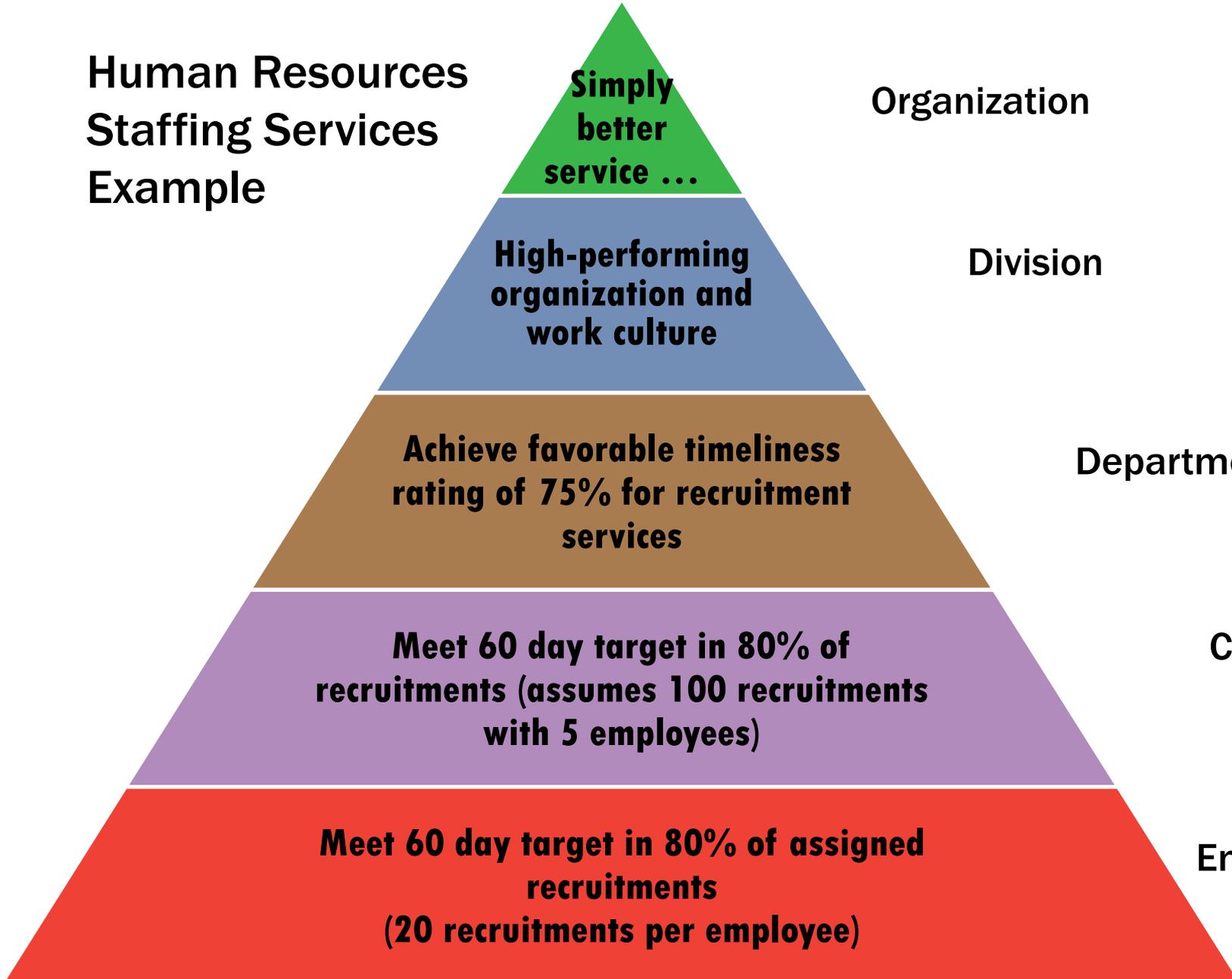
**Achieve favorable timeliness
rating of 75% for recruitment
services**

Center

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

Employees

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



Citywide Goals

50,000 feet

Division/Department/Center Goals and Objectives

10,000 feet

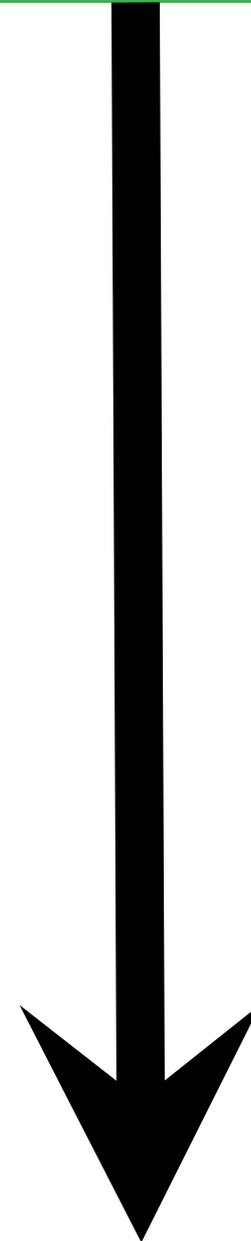
Employee Goals

Sea level



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



Division/Department/Center Goals and Objectives

10,000 feet

- 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

*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.

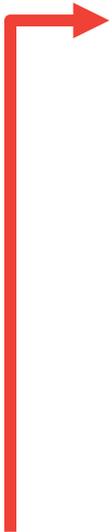
How will you contribute?



How will you measure progress?



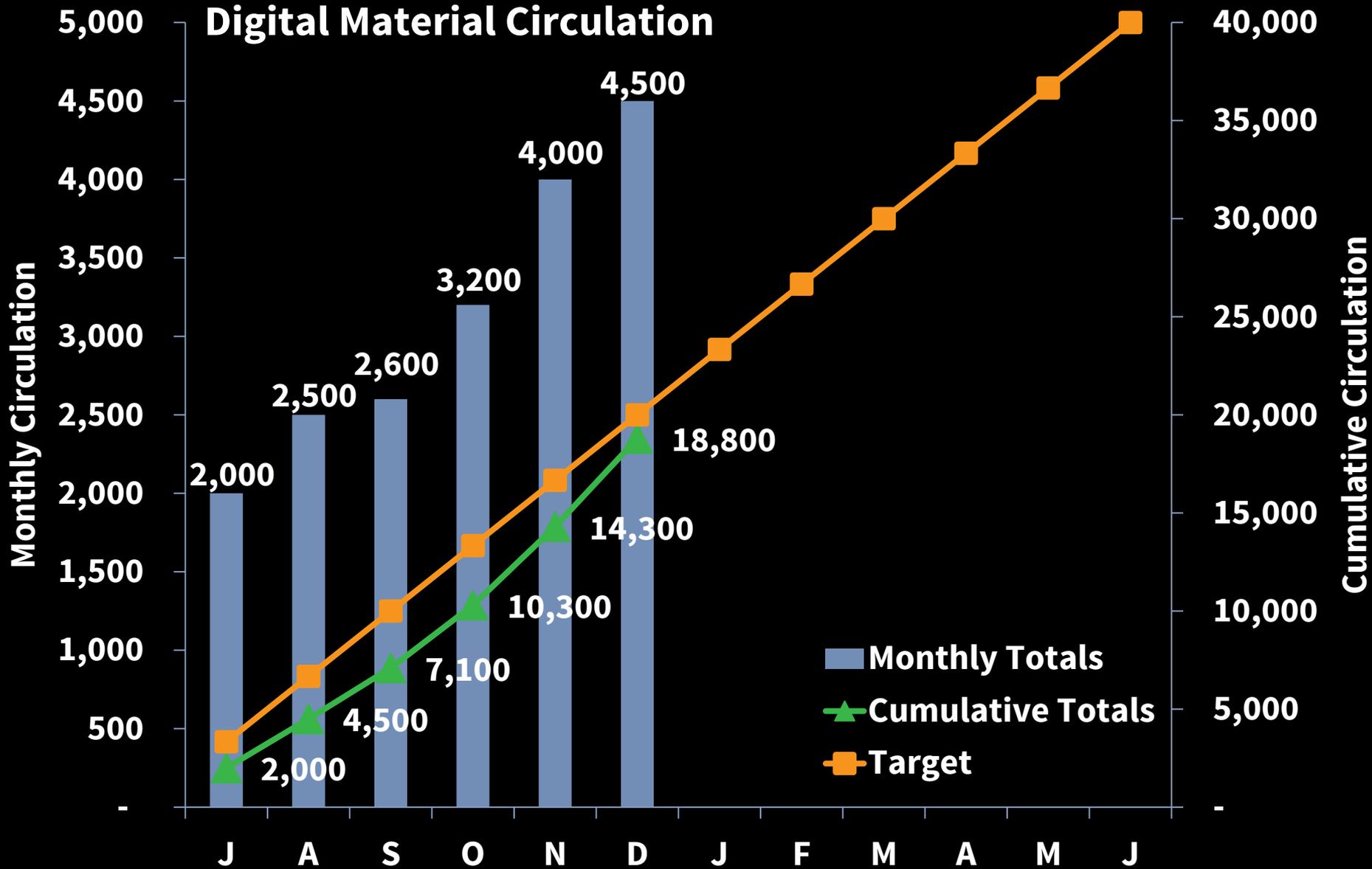
Who is responsible?



When will you get there?



Digital Material Circulation



**“Don’t write so that you
can be understood,
write so that you can’t
be misunderstood.”**

**President William
Howard Taft**



WRAP IT UP ALREADY!!!



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

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



Anonymity

Irrelevance

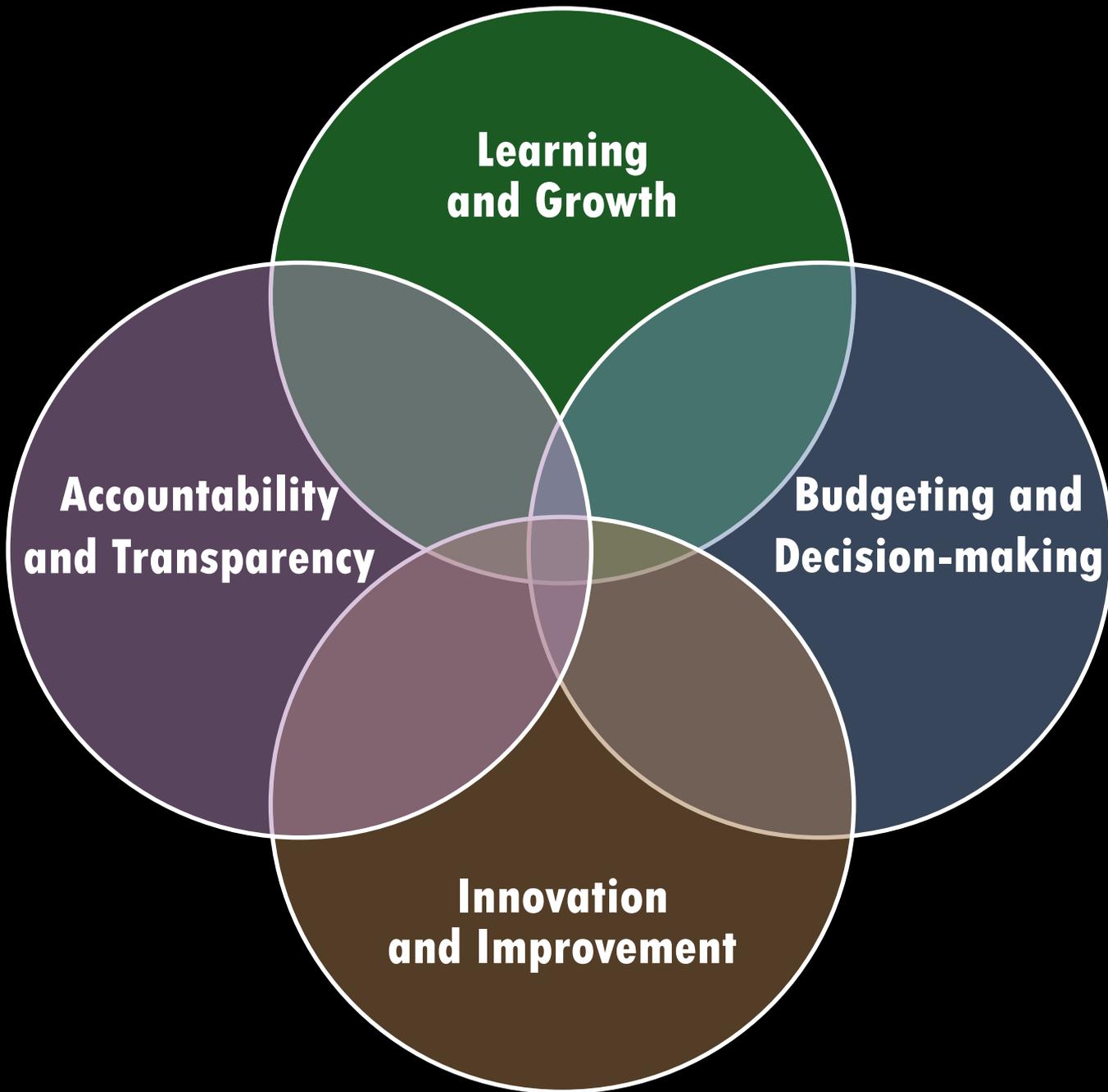
Immeasurability

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?

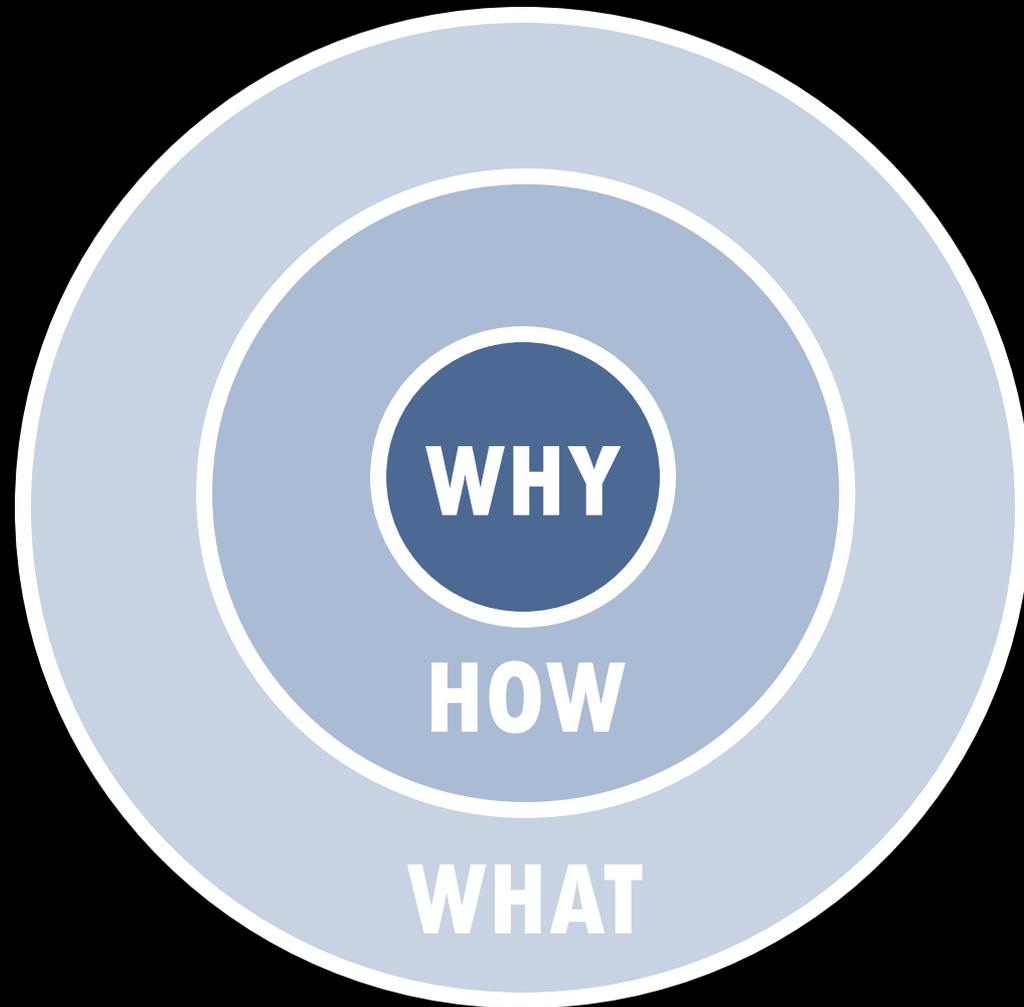


TIME FOR REVIEW





Start with Why



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?

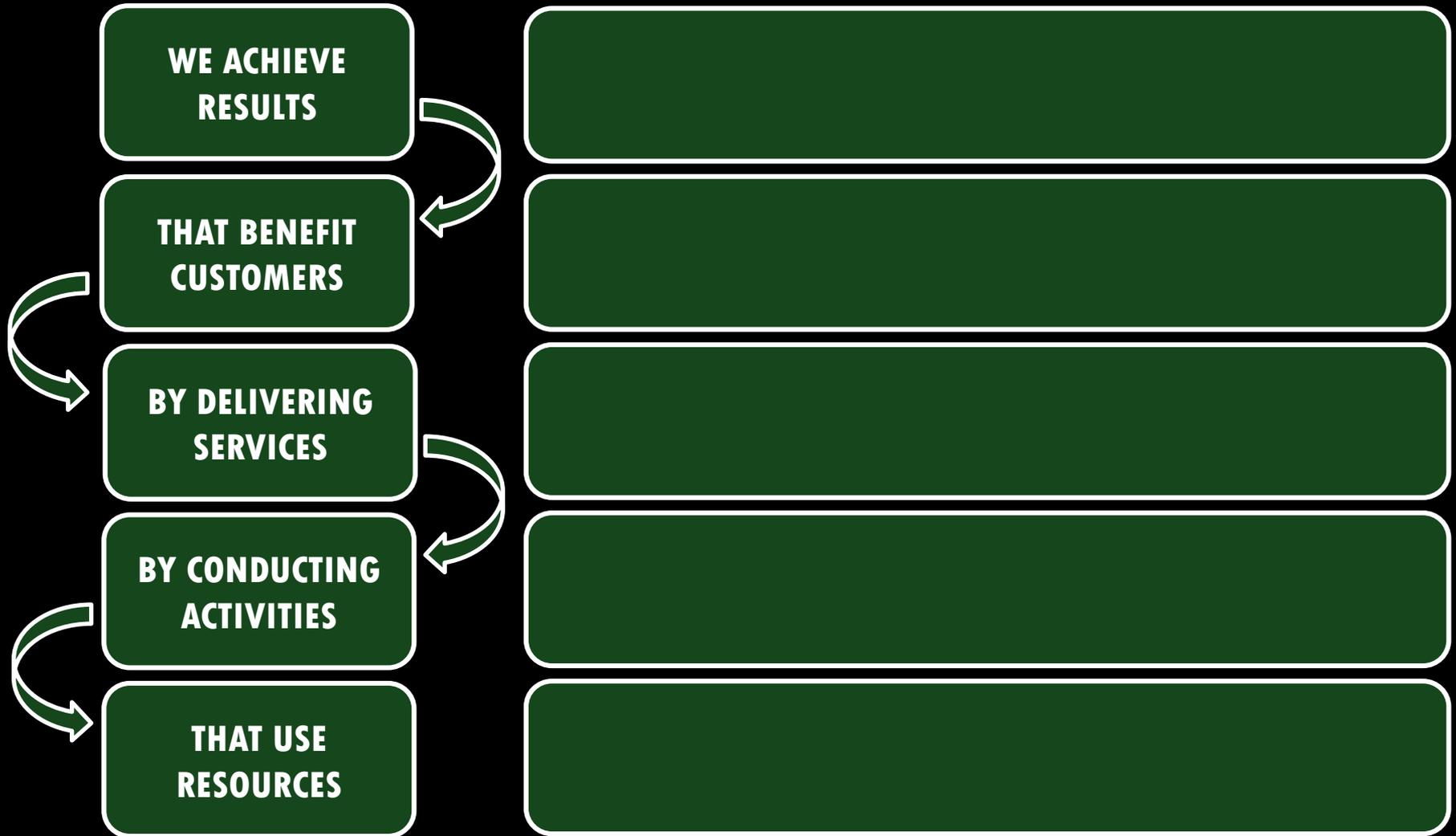
Initiatives

What specific projects are needed to achieve the objectives?

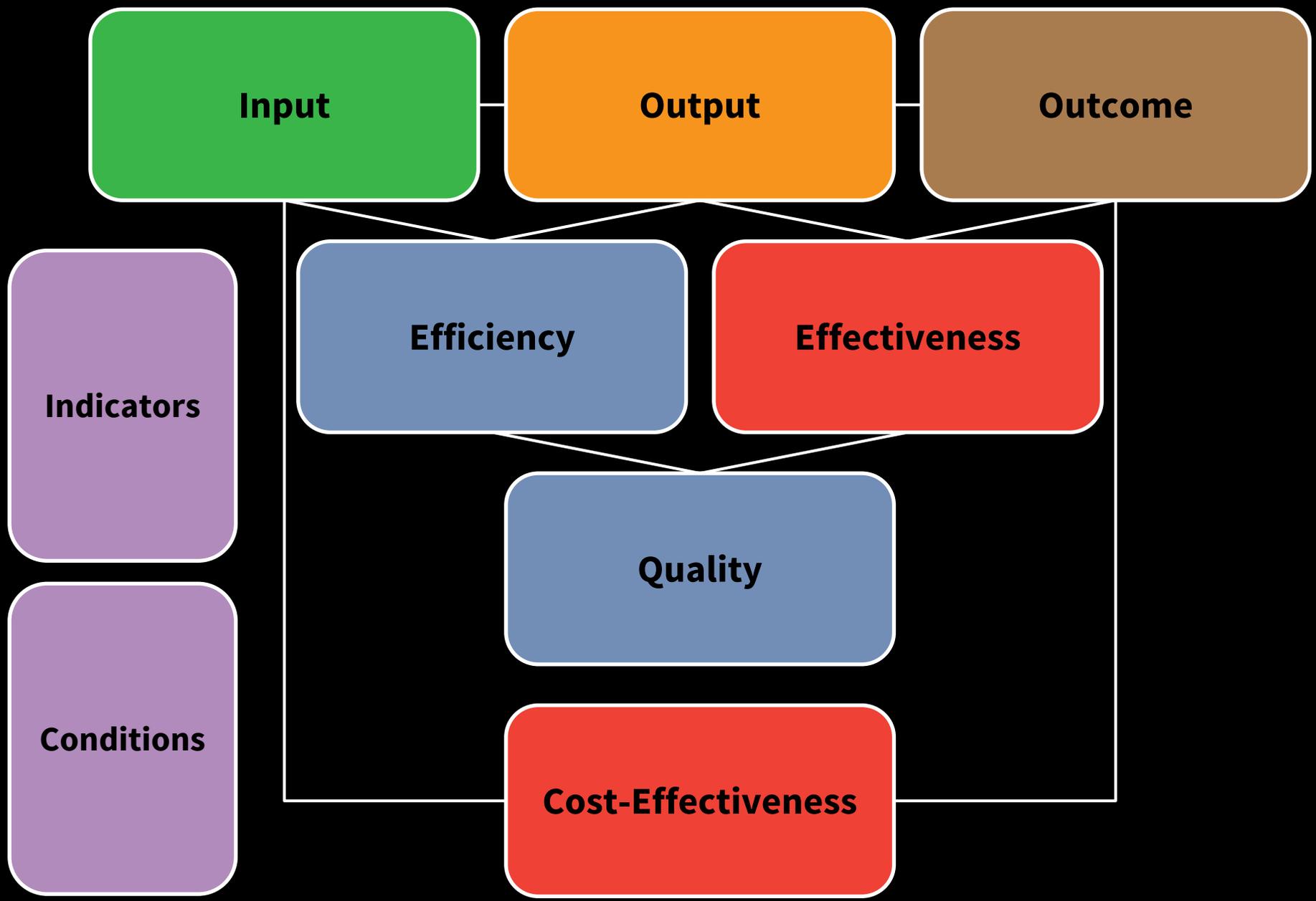
Measures

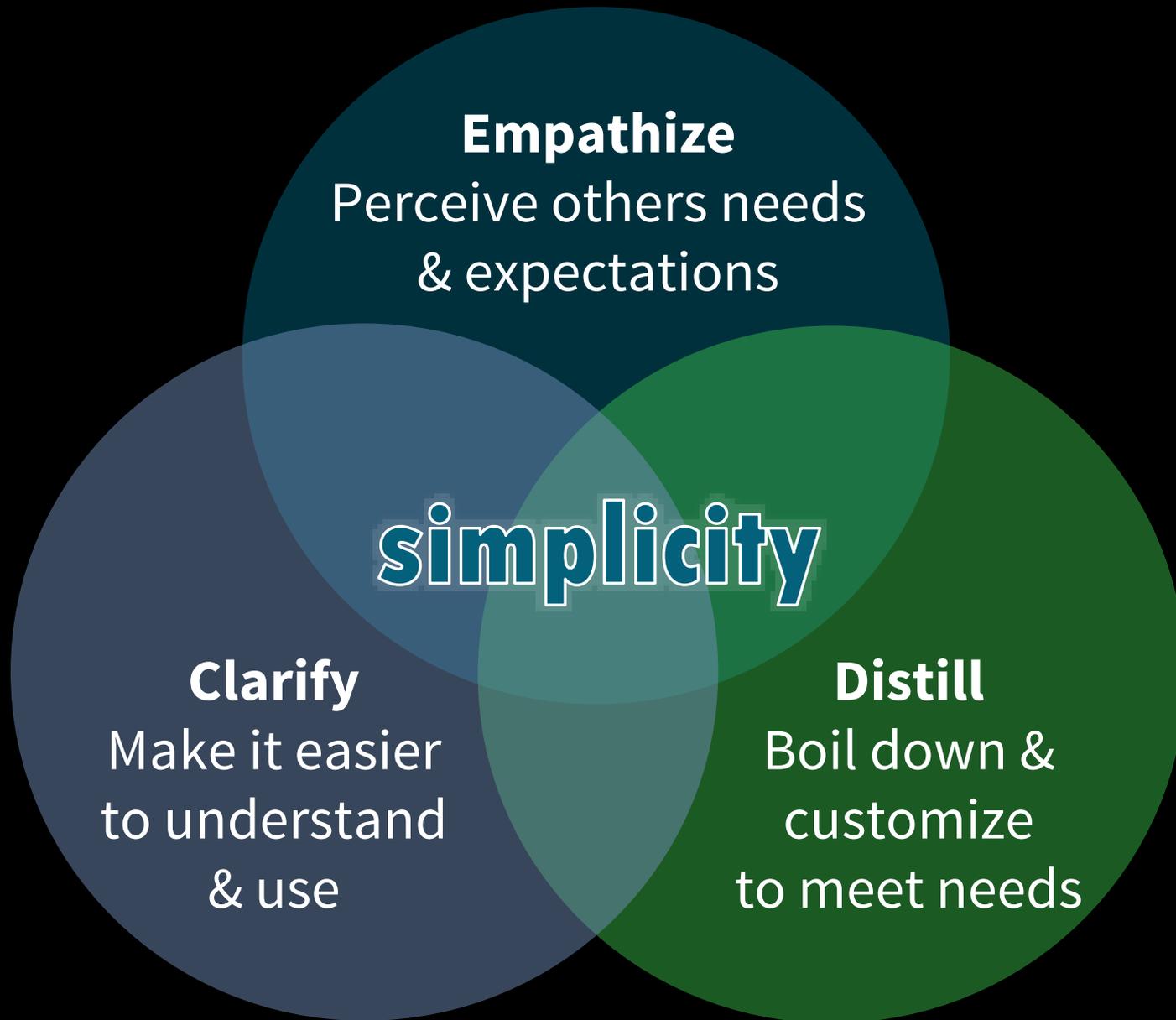
How will we know if we are achieving results?

Alignment Model



Types of performance measures





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

The basic formula for effective goals



a measure



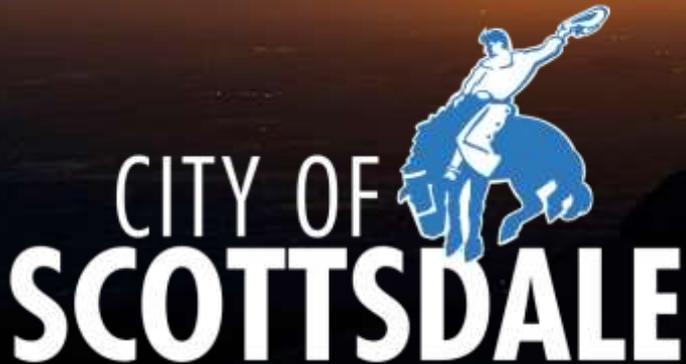
a target



a timeframe

What have you set out to accomplish?

Photo by Scott Amonson



M. Brent Stockwell | Asst. City Manager

480-312-7288 | Bstockwell@ScottsdaleAZ.gov

go to ScottsdaleAZ.gov search "about"