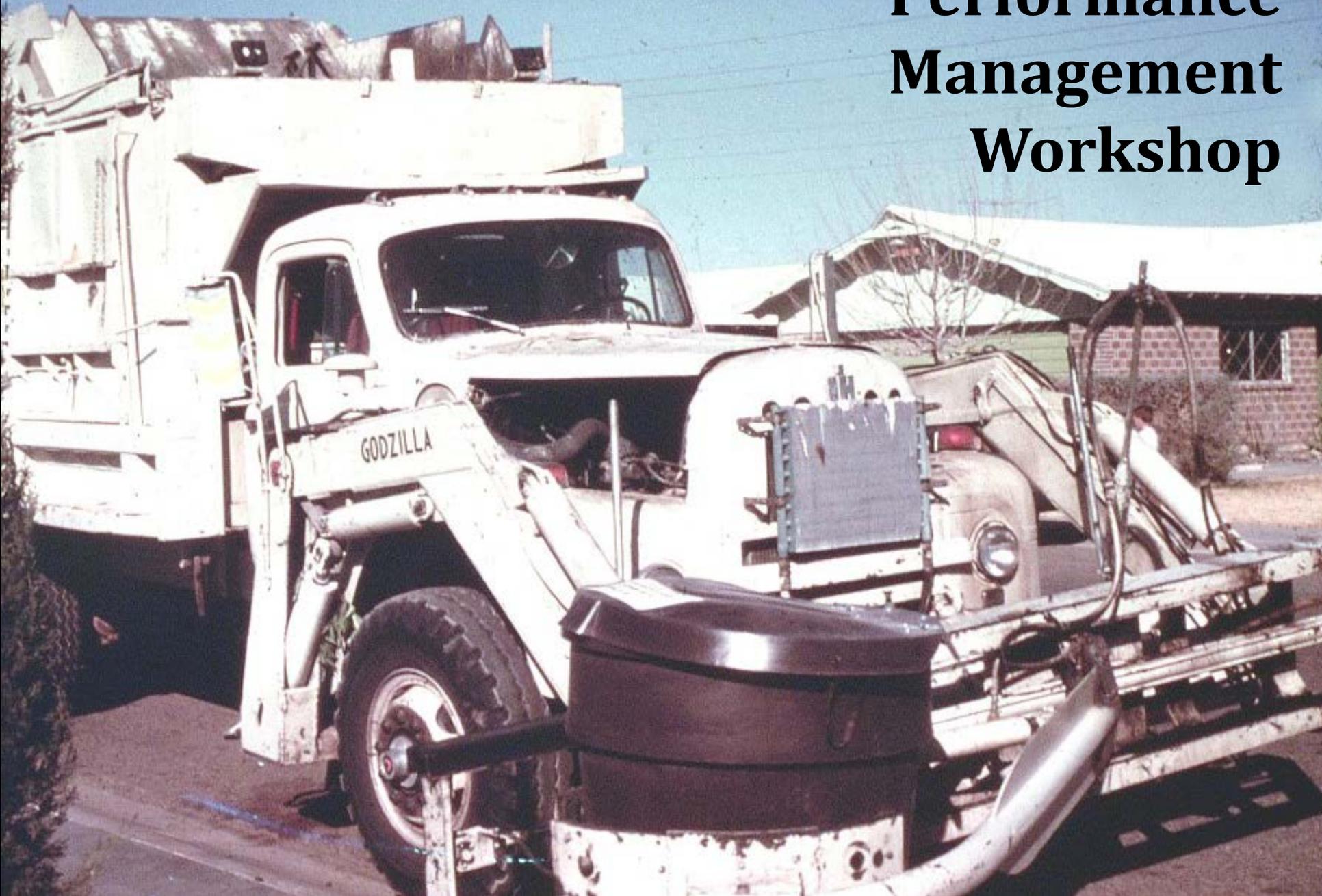


Performance Management Workshop



Agenda

1. How to align efforts to advance the mission and strategic goals



2. How to select performance measures to track desired results

4. How to improve performance by formulating strategic objectives

3. How to identify standards and targets to evaluate success



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



Questions that we must answer well to be successful



**What must we achieve?
Why must we achieve it?**



Where must we focus our efforts to get the desired results?

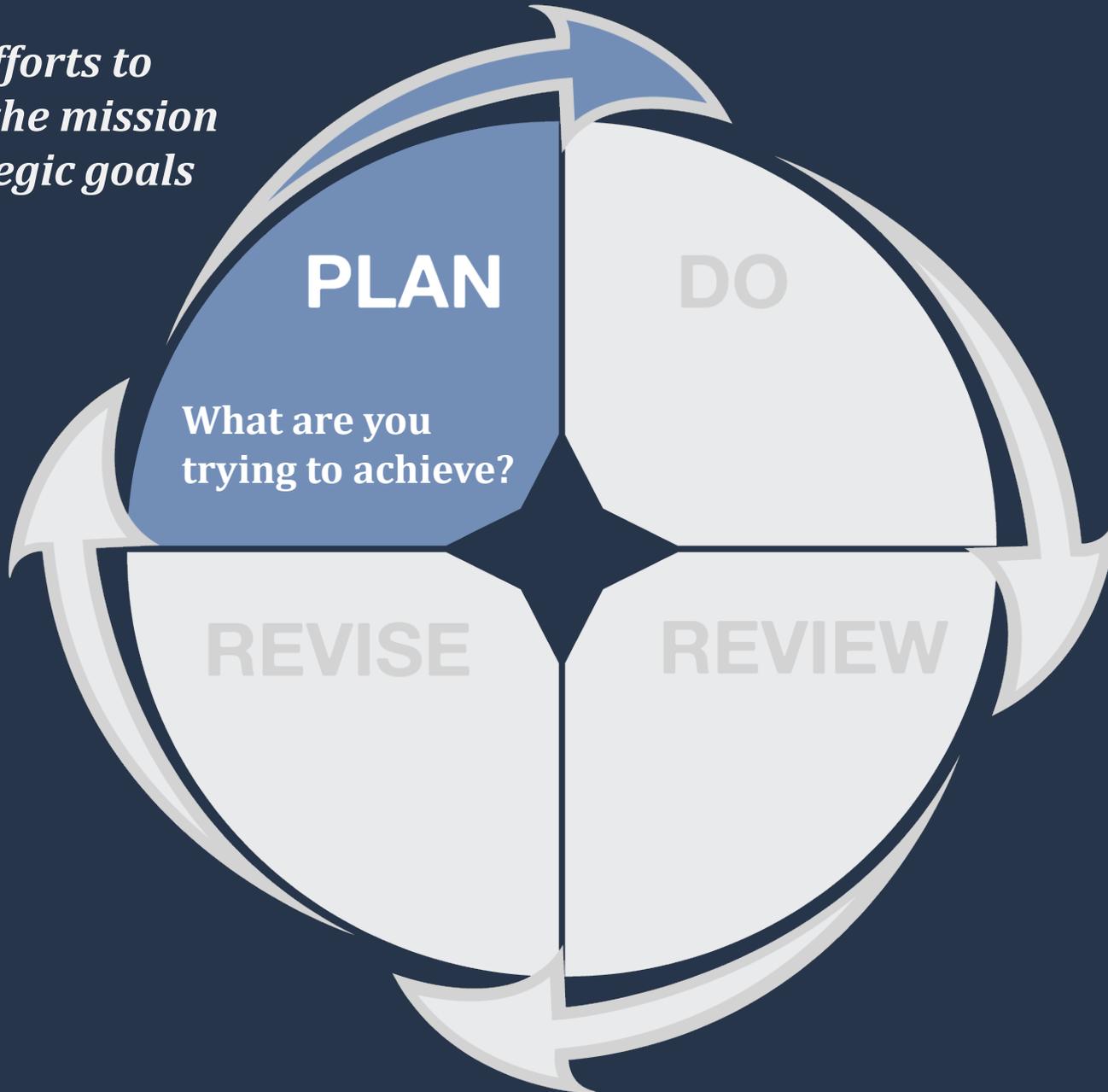


**How will we know if we are successful?
How will we convince others?**



Did we achieve our objectives? If not, what do we need to improve?

*1. Align efforts to
advance the mission
and strategic goals*



Mission

What is our purpose? What do we do?

Goals

What are our main focus areas for the long- and short-term?

Values

What principles govern our actions and the way we do business?

Objectives

What efforts are needed to get results?

Initiatives

What specific activities must be done to ensure we meet the objectives?

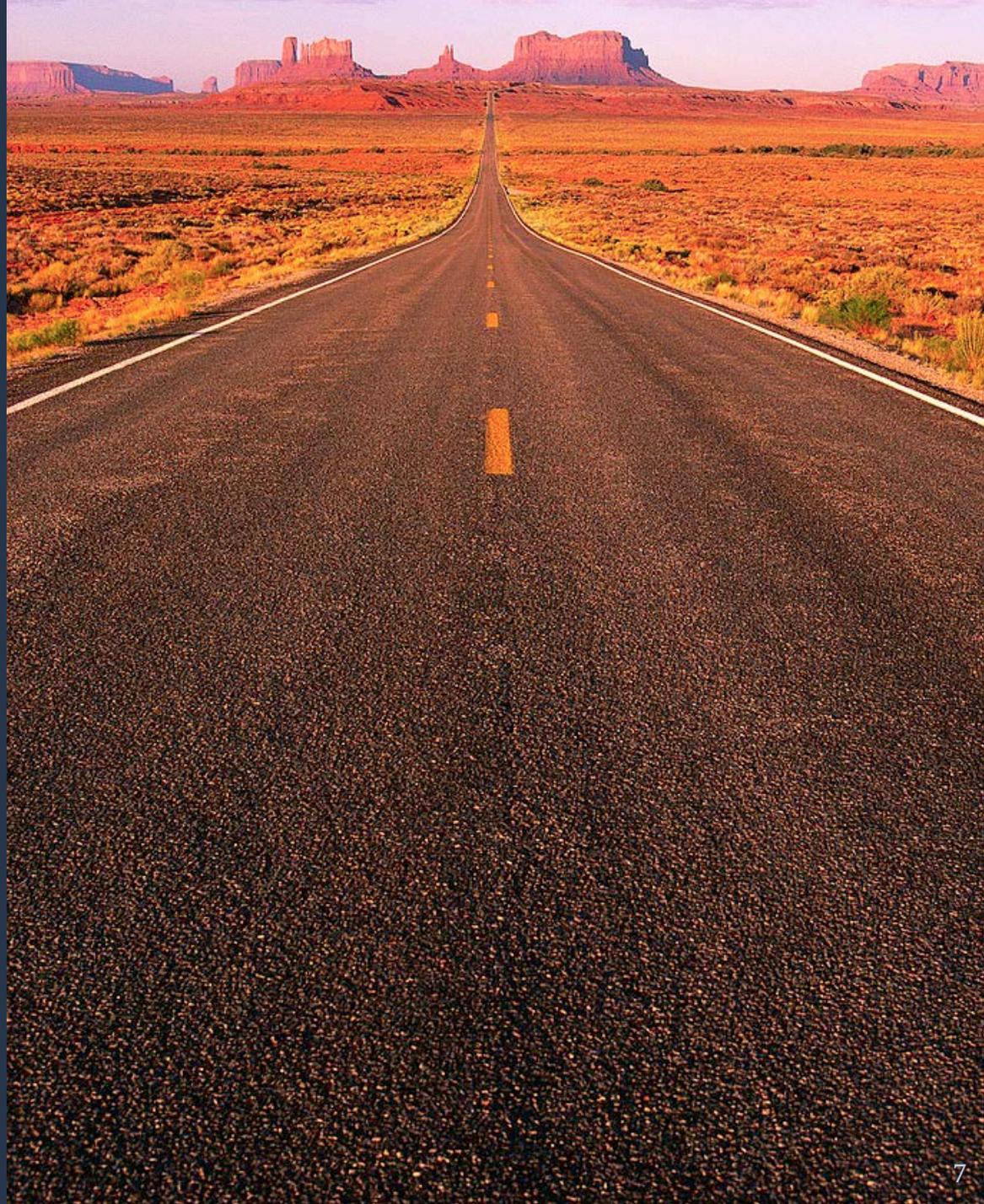
Measures

How will we know if we are achieving the objectives?

Already Determined

To Be Determined

Strategy Model

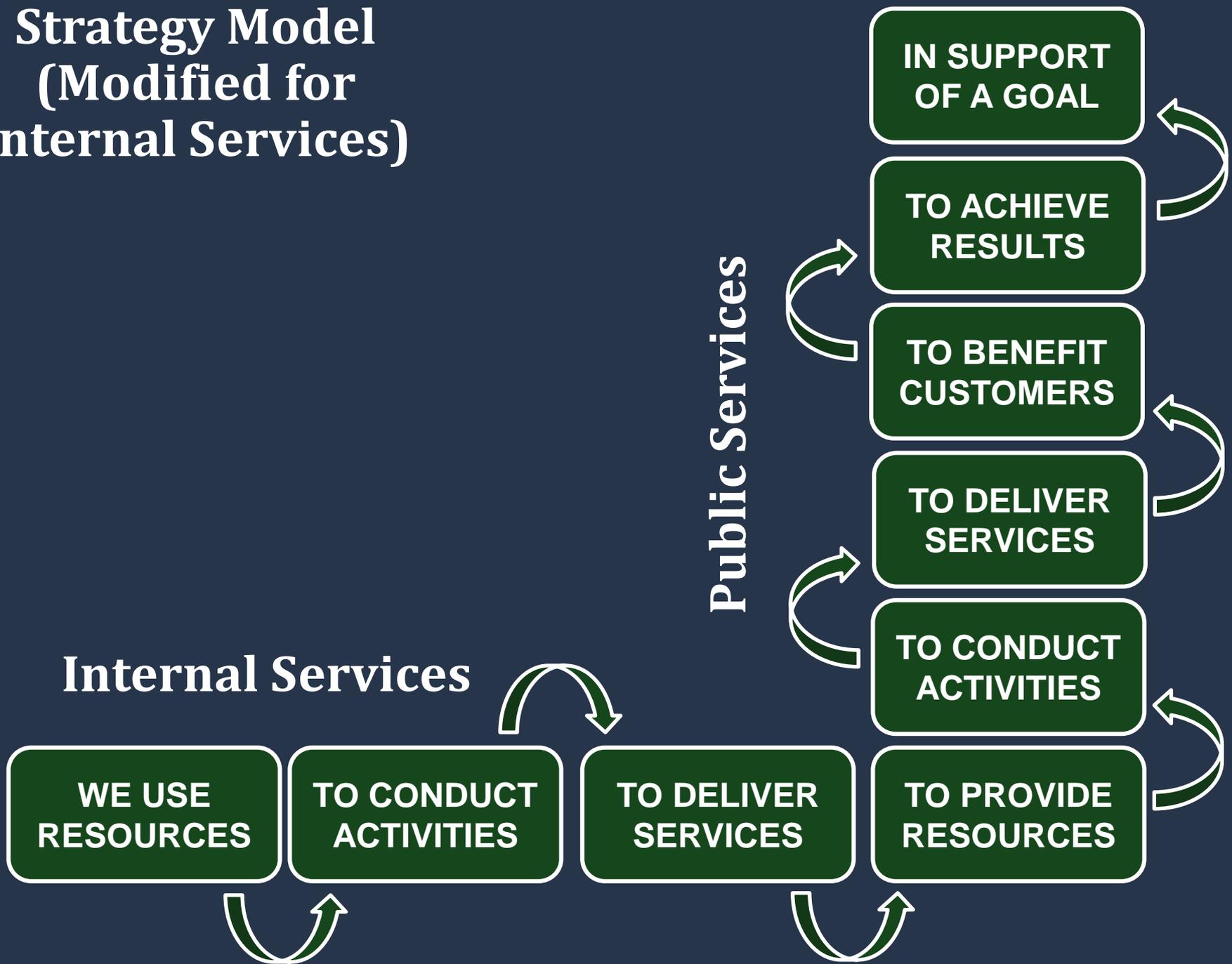




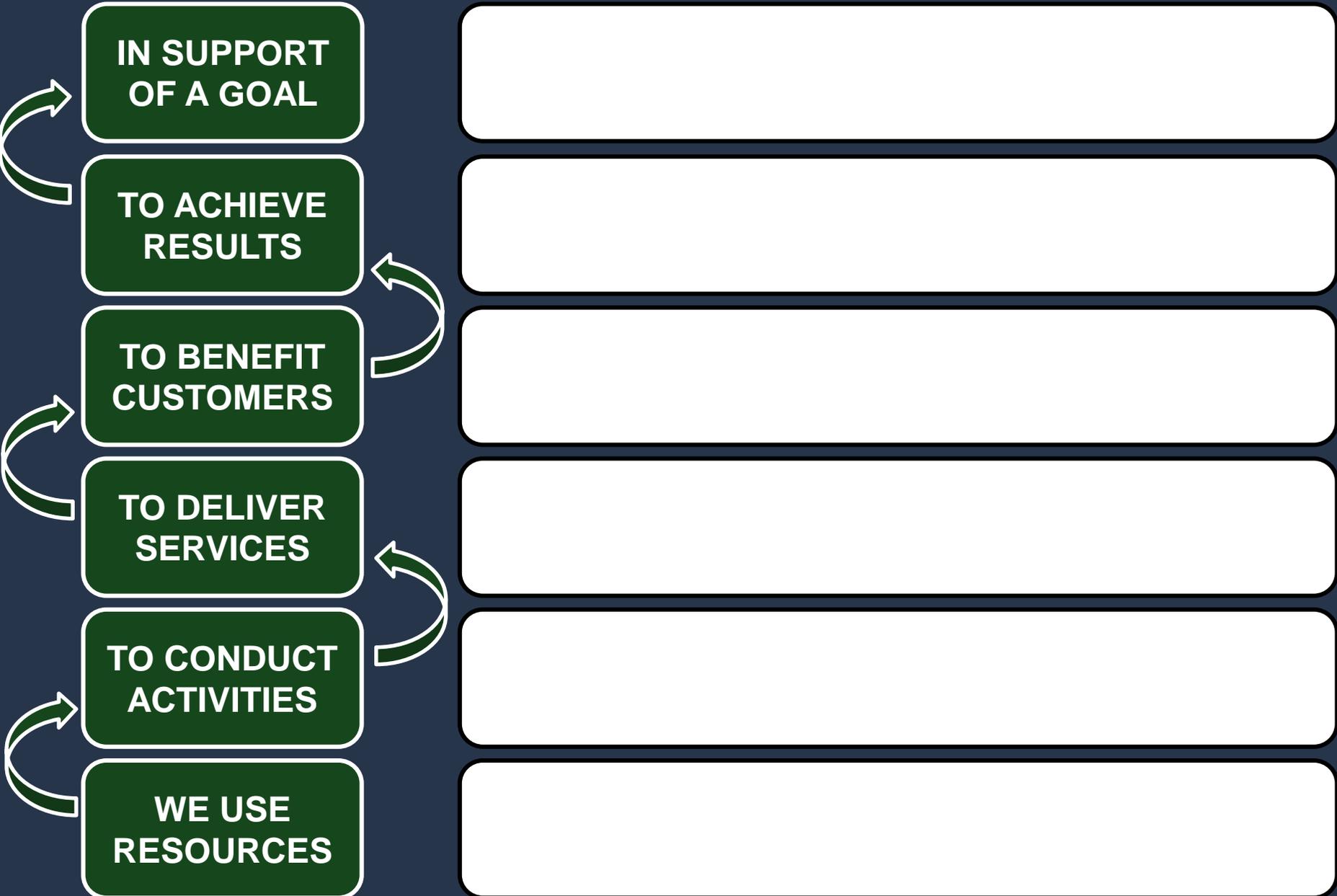
Solid Waste Example



Strategy Model (Modified for Internal Services)



What's your strategy?



*2. Select
performance
measures to track
desired results*





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

Such as: Population, Square Miles, Crime Rates

Measures are controllable, indicators are not (usually)

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

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



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

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



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 cardiac arrest patients delivered with a pulse
- % of improperly repaired meters
- Fire confined to room of origin

Productivity

Amount of quality work done
per amount of resources used

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

Examples:

- Cost per properly repaired meter
- Cost per vacancy filled successfully

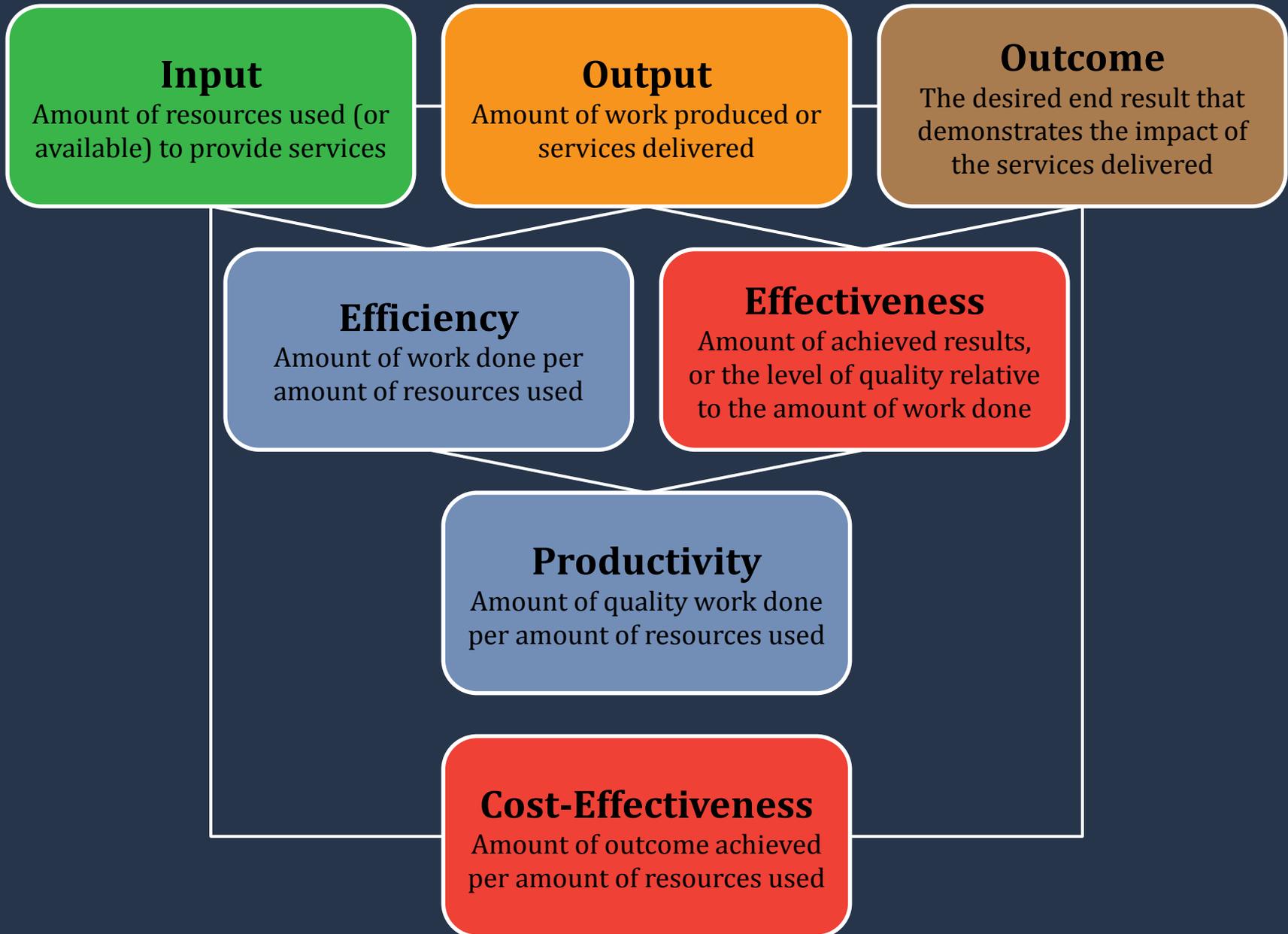
Cost-Effectiveness

Amount of outcomes achieved per amount of resources used

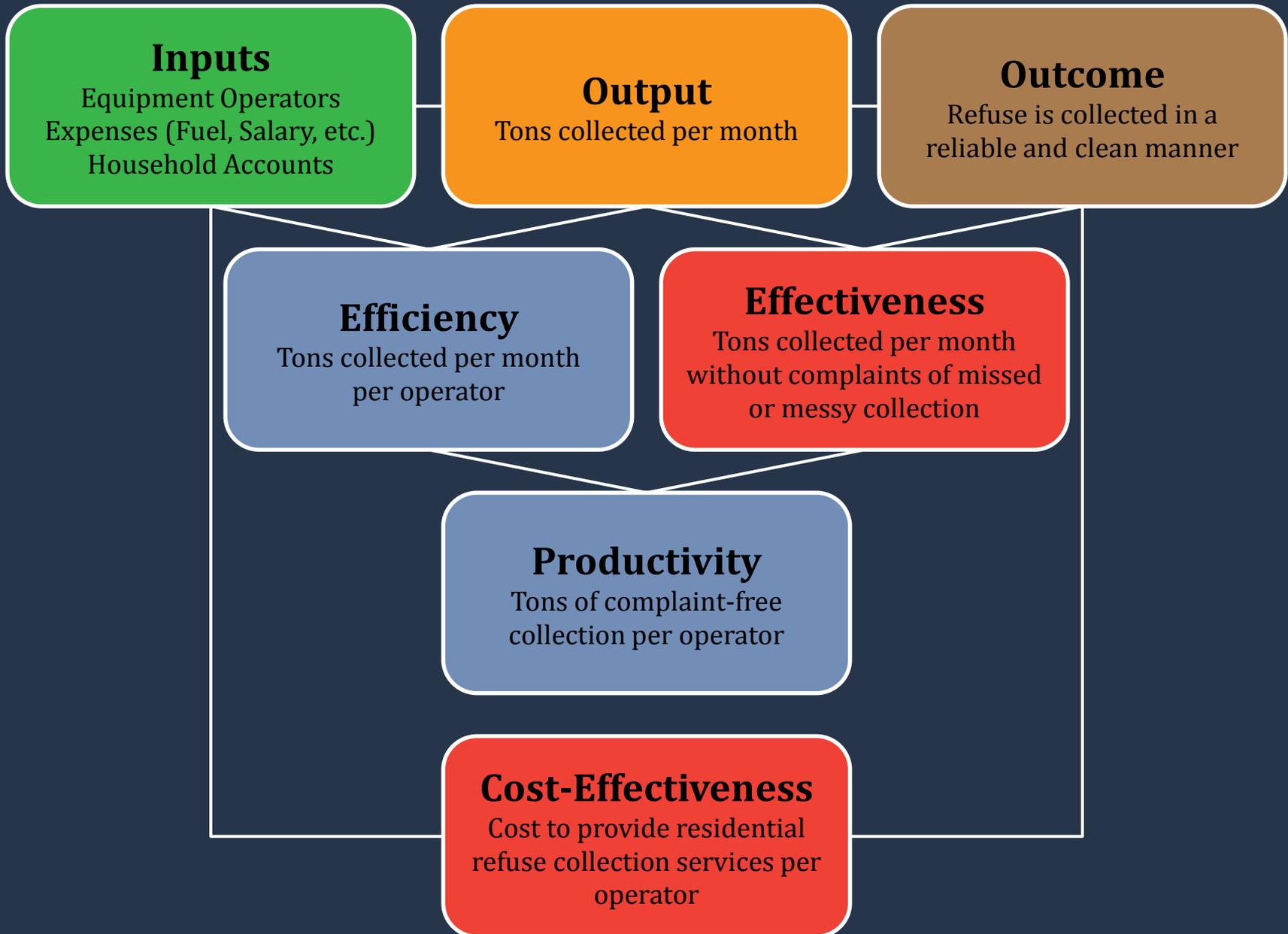
Examples:

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

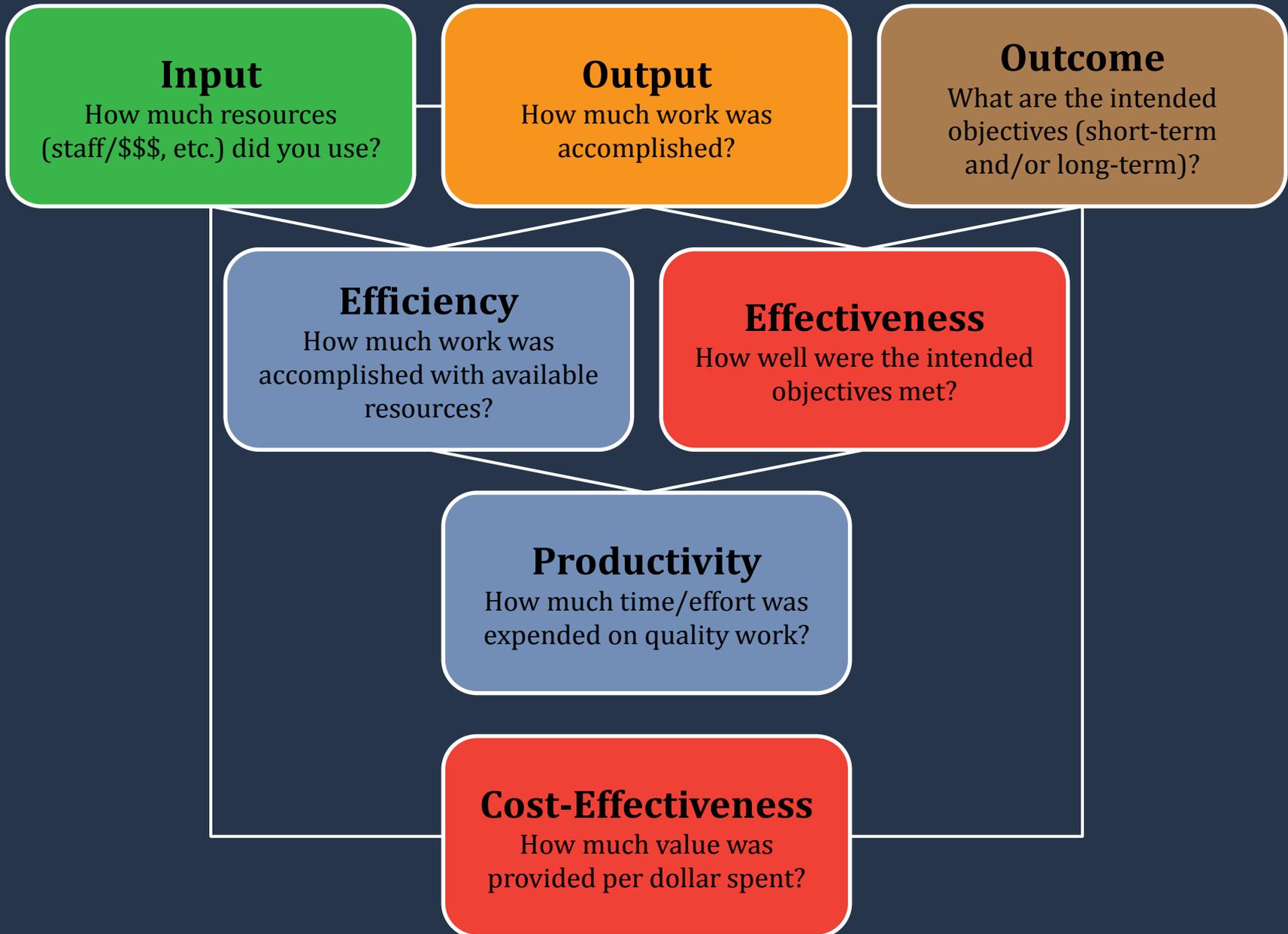
Types of performance measures



Solid Waste Example



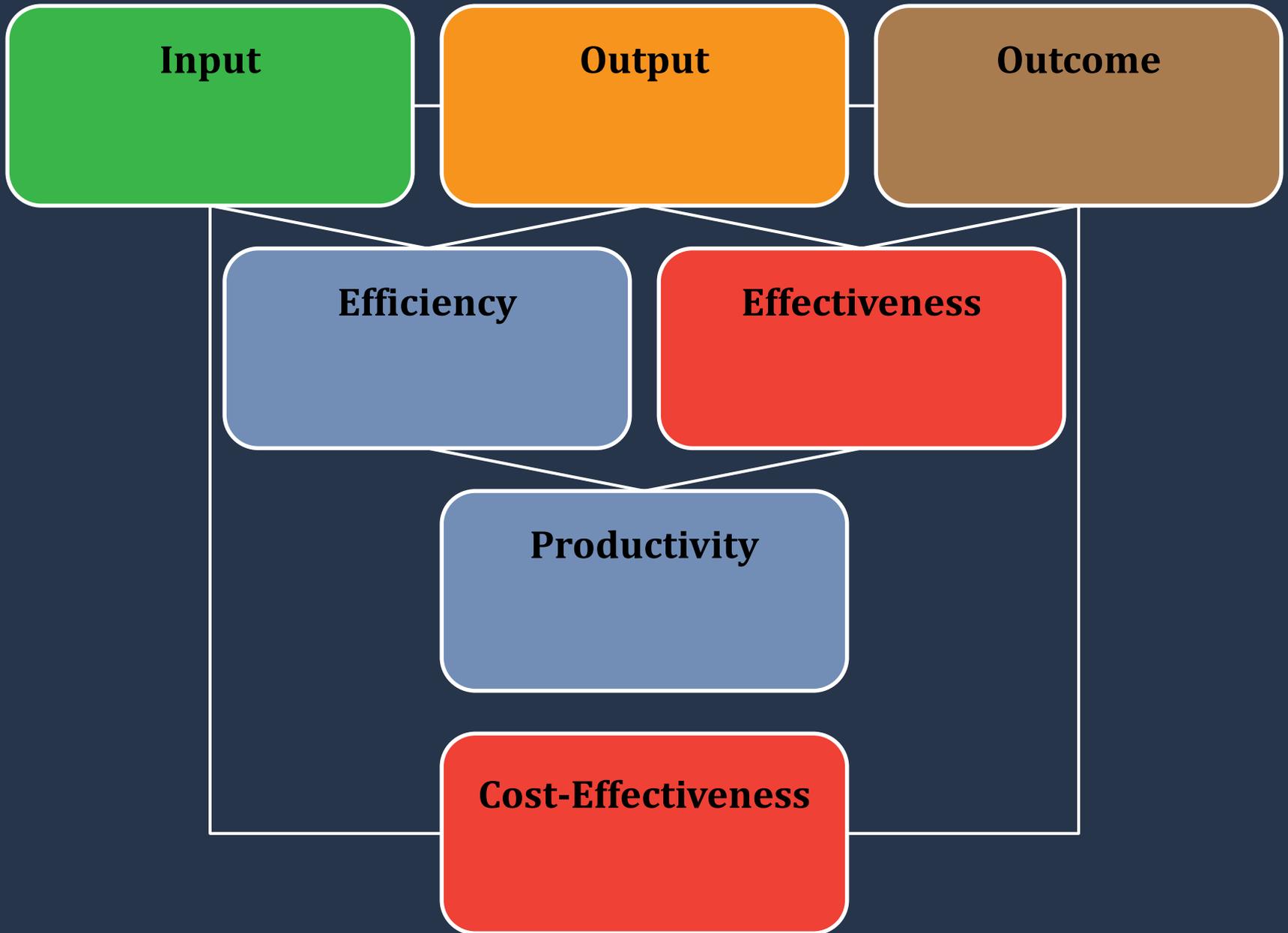
Questions performance measures can help answer



Practice Session

What are some possible measures for your area?





Lead Measures

Measure actions
that must be done well to
achieve the desired result

Example:
Circle of Safety checks conducted

Lag Measures

Measure how well you
achieved the desired result

Example:
Vehicle Accident Rate

Measuring what matters

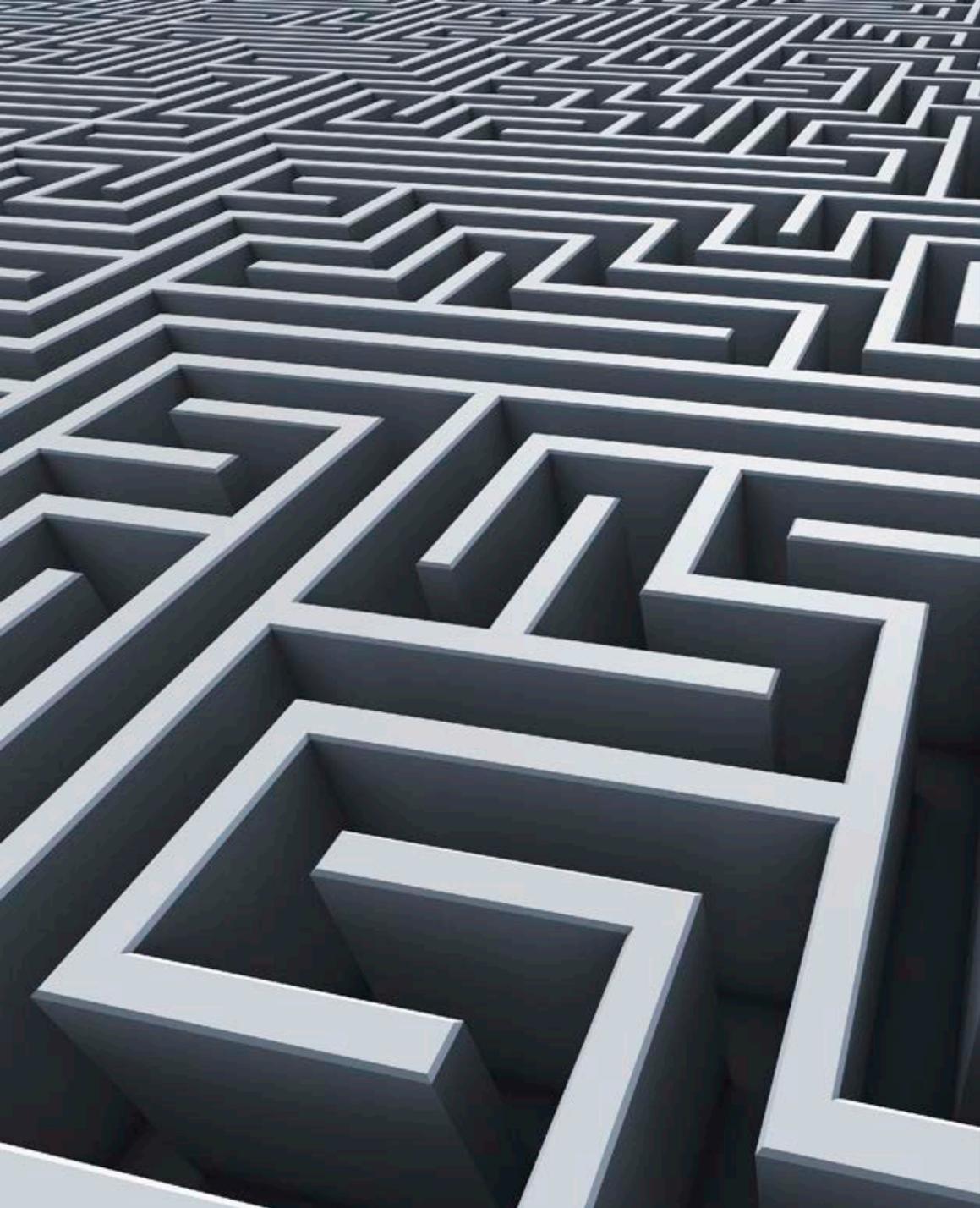
“What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results and then tracking your trajectory with rigor.”

Jim Collins. 2005. *Good to Great and the Social Sectors.*

A magnifying glass is held over a document, focusing on a fingerprint. The document has the word 'INDEX' visible. The background is a dark blue gradient.

*...improving results by
integrating objective evidence
with decision-making processes*

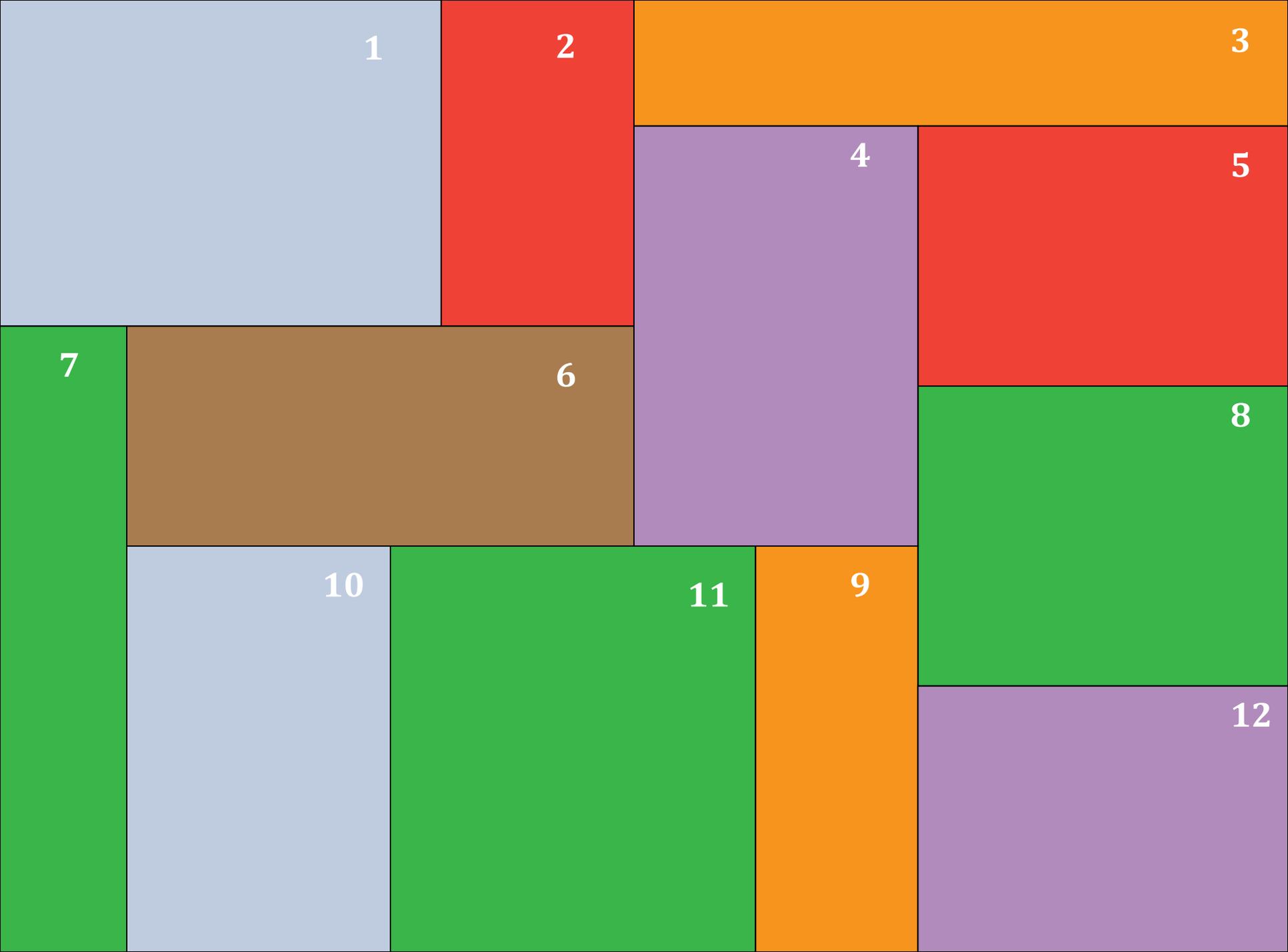
**“...rigorously assemble evidence –
quantitative or qualitative – to
track your progress.”**

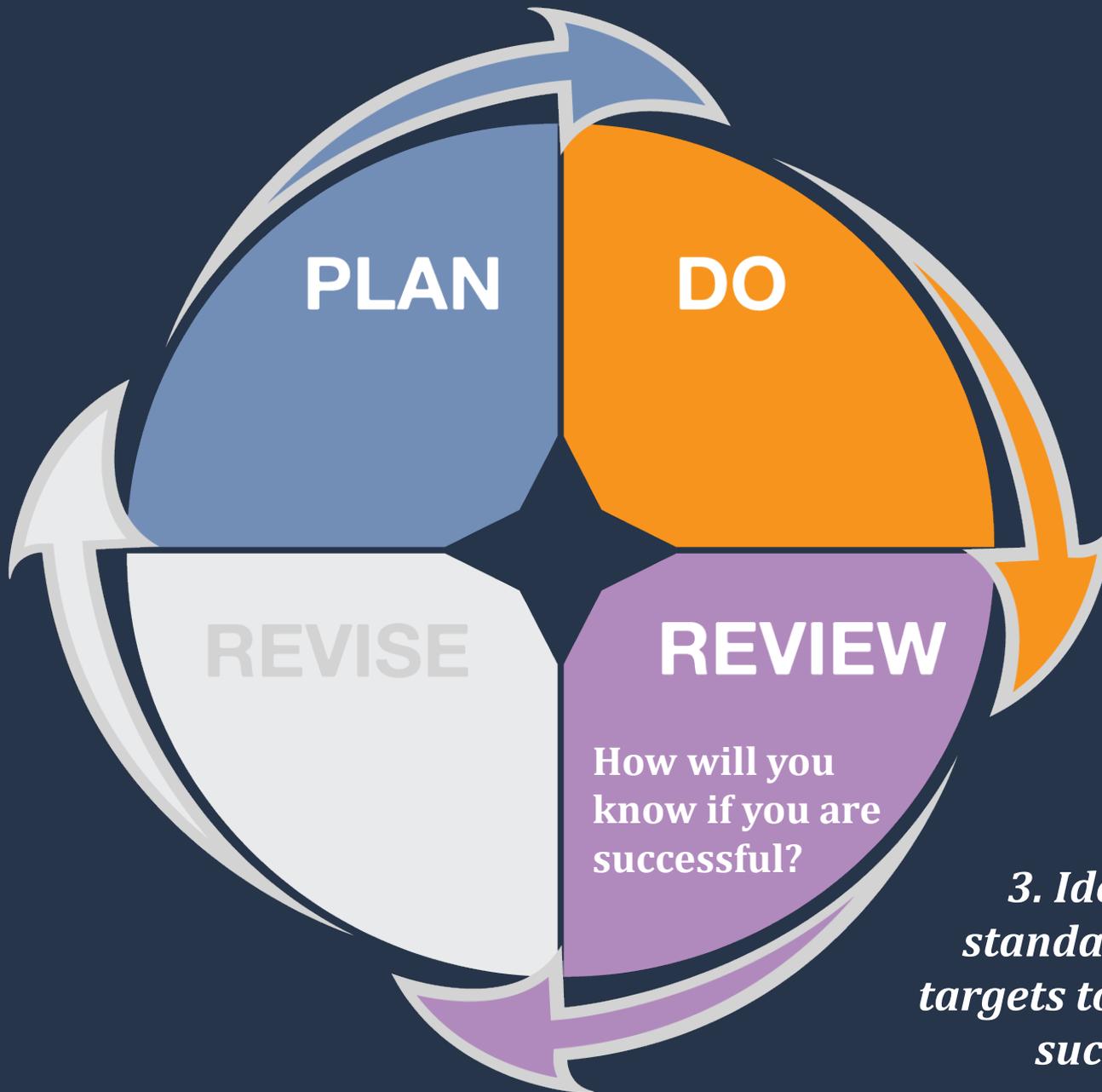


Don't settle for easy measures

“Never give up on an important goal that’s hard to measure in favor of a less important one that’s easy to measure.”

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





3. Identify standards and targets to evaluate success



“Evidence suggests that improved performance occurs at a much greater rate when performance measures are compared.” Smith and Hartung, 2004

Targets express a specific level of performance the organization is aiming to achieve. **Standards** (also called “benchmarks”) express the minimum acceptable level of performance that is expected and achieved by other, high-performing organizations. How else will you know how well you are doing without context?



4. Improve performance by formulating strategic objectives

Four strategic perspectives

Customer Focus

How are we responding to the needs and concerns of our citizens?

Financial Sustainability

How are we managing the funds and resources entrusted to us?

Continuous Improvement

How are we ensuring service delivery is efficient, effective and economical?

Organizational Capacity

Do we have the right people in the right places with the right skills & information?

These are lenses through which you can view the organization – and elements to consider in identifying objectives/initiatives

Objectives

**What are we trying to accomplish?
What efforts are needed to get results?**

Concise action statements describing specific efforts or services we must do well, or improve, in order to achieve the mission and goals. Objectives support either strategic goals or short-term goals. Objectives must be quantifiable.

Initiatives

What specific activities must be done to ensure we meet the objectives?

The specific programs, activities, projects or actions that will drive our efforts to achieve the objectives.

Measures

How will we know if we are achieving the objectives?

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

Thinking “S.M.A.R.T.”

Specific

...what must be done?

Measurable

...is it quantifiable?

Achievable

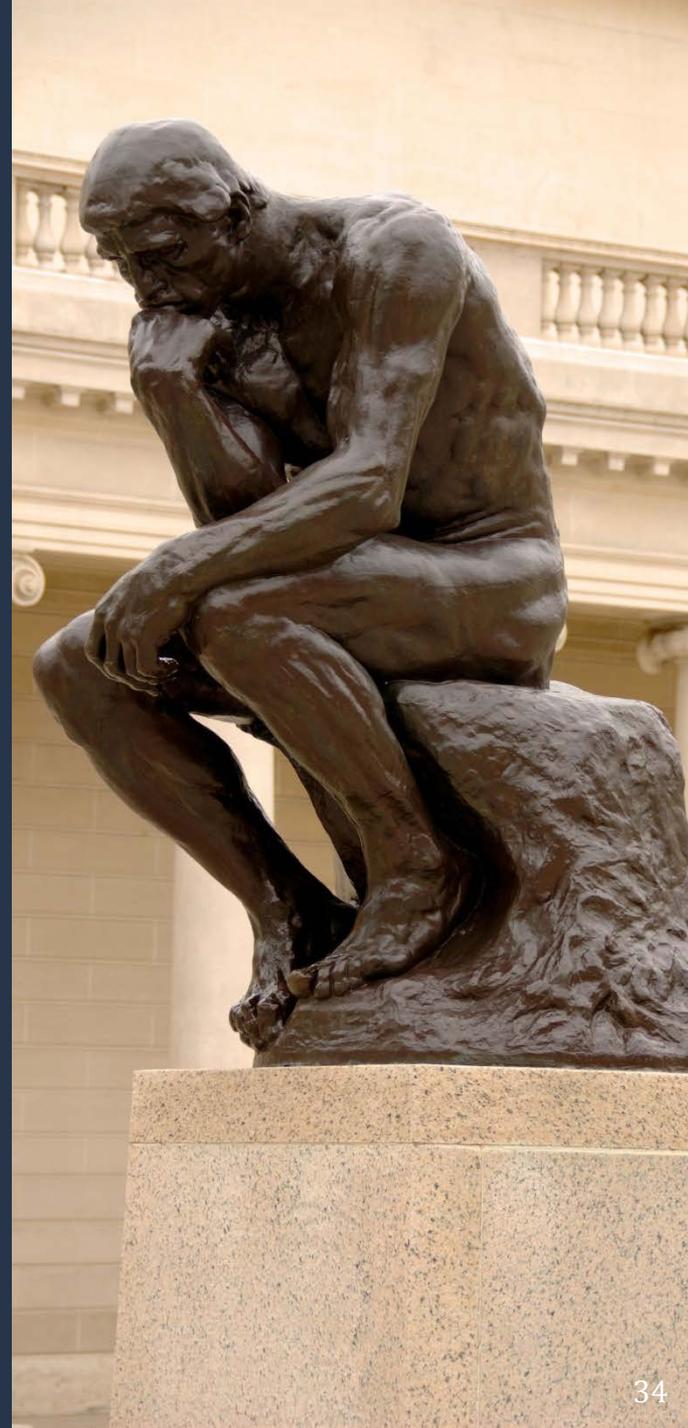
...is there a clear path to get to a defined target or standard?

Relevant

...is it something you must do to achieve a goal or comply with a law?

Timely

...can it be accomplished within the next 12-18 months?



What are you trying to improve?



WHAT IS THE STRATEGIC GOAL?
WHAT IS THE RELATED GENERAL PLAN GOAL?

Seek Sustainability.

Public Services and Facilities #4a. Adapt to accommodate technology needs* of the community and locate accessible technology in the libraries (p. 164)

Note: The assumed technology need is improved access to digital media (ebooks, audio books, mp3, DVDs)

WHAT IS THE OBJECTIVE?

Increase digital item circulation to 40,000 digital items by year-end

Comment: this is quantifiable because circulation is measurable and actionable because it requires movement towards a target by a deadline.

WHAT INITIATIVES WILL YOU UNDERTAKE?

1. Review digital item supply and demand and modify as needed within available budget

2. Provide patrons with on-line and in-library instructions for accessing digital media

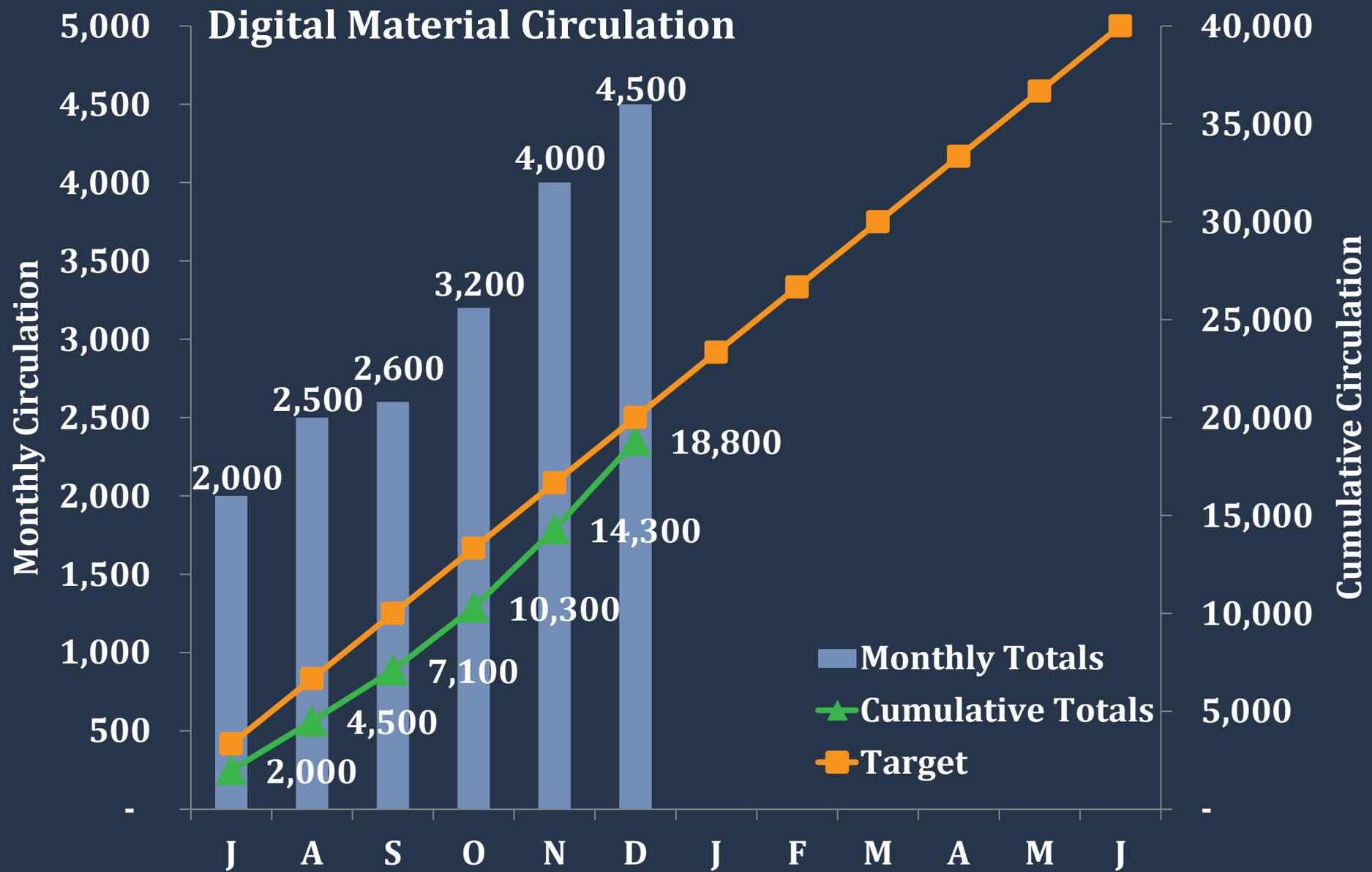
3. Develop campaign to inform customers about access and availability of free digital items

WHAT WILL YOU MEASURE SO YOU KNOW IF YOU'VE SUCCEEDED?

Start tracking collection and circulation of digital items. Compare monthly and cumulative circulation relative to target.



Monitor, evaluate and report





What are you trying to improve?

WHAT IS THE STRATEGIC GOAL?
WHAT IS THE RELATED GENERAL PLAN GOAL?

Seek Sustainability.
PR#4(n). Promote energy conservation measures in the maintenance and operation of city facilities and equipment.

WHAT IS THE OBJECTIVE?

WHAT INITIATIVES WILL YOU UNDERTAKE?

WHAT WILL YOU MEASURE SO YOU KNOW IF YOU'VE SUCCEEDED?



Why measure?

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

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

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

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

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

**If You Can Demonstrate Results,
You Can Win Public Support**

What are we asking you to do?



1. Review services and existing objectives 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



How can we improve this workshop?

Questions, Comments, Feedback?

- **What worked well?**
- **What didn't work well?**
- **What questions do you still have?**