Accomplishing Results
Part 1: Defining and Achieving Results
Brent Stockwell
Assistant City Manager
Who are you? What you do?
What do you hope to gain from this class today?
“...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?
Learning and Growth

Accountability and Transparency

Innovation and Improvement

Budgeting and Decision-making
Start with Why

Adapted from The Golden Circle, Simon Sinek, Start with Why
Mission Statement

Guided by a relentless focus
(heartfelt adjective)

On quality, another cliché, and yet another cliché

We will strive to deliver
to our vague group

(A big aspirational word)

Quality! We've already used that

Slide 1 of 42
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)
<table>
<thead>
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- **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
BY CONDUCTING ACTIVITIES
BY DELIVERING SERVICES
THAT BENEFIT CUSTOMERS
WE ACHIEVE RESULTS
THAT USE RESOURCES
We achieve results that benefit customers by delivering services by conducting activities. By delivering services, we use resources. By conducting activities, we use resources.

Internal Services

- That use resources
- By conducting activities

Public Services

- That benefit customers
- By delivering services
WITH DRIVERS AND TRUCKS
BY DRIVING TO EACH HOUSEHOLD TWICE A WEEK
BY COLLECTING REFUSE AND RECYCLING FROM EVERY HOUSEHOLD
WE ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT
WITH DRIVERS AND TRUCKS
BY REPAIRING AND MAINTAINING VEHICLES THAT ARE KEPT OPERATING EFFECTIVELY 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

BY COLLECTING REFUSE AND RECYCLING FROM EVERY HOUSEHOLD
By recruiting applicants that are qualified drivers with analysts, computers and websites, we encourage a clean, sustainable environment by collecting refuse and recycling from every household by driving to each house twice a week.
WITH SOCIAL WORKERS

BY MEETING WITH CLIENTS

BY CONNECTING THEM WITH EMERGENCY ASSISTANCE AND OTHER RESOURCES

BY HELPING RESIDENTS AVOID EVICTION, FORECLOSURE AND UTILITY TERMINATION

WE PROMOTE SELF-SUFFICIENCY AND SUPPORT INDEPENDENT LIVING

WITH SOCIAL WORKERS
BY PLANNING & HOSTING
PRACTICES & GAMES

BY OFFERING
YOUTH SPORTS PROGRAMS

BY PROVIDING ORGANIZED
PHYSICAL ACTIVITY

WE IMPROVE OVERALL
HEALTH AND WELLNESS

WITH RECREATION STAFF,
FUNDING AND FIELDS
BY MOWING AND FERTILIZING FIELDS SO FIELDS ARE SAFE & WELL-MAINTAINED

WITH STAFF AND MOWERS

BY MOWING AND FERTILIZING FIELDS

SO FIELDS ARE SAFE & WELL-MAINTAINED

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
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
BY ENFORCING SPEED LIMITS ON STREETS THROUGH REGULAR PATROLS

BY ISSUING TRAFFIC CITATIONS TO THOSE WITH UNREASONABLE SPEEDS

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

WE MANAGE TRAFFIC TO AVOID COLLISIONS AND DISCOURAGE UNREASONABLE SPEEDS

WITH TRAINED OFFICERS, VEHICLES, AND TECHNOLOGY
BY RESPONDING TO CALLS FOR SERVICE
BY CONDUCTING THOROUGH CRIMINAL INVESTIGATIONS
BY BRINGING OFFENDERS TO JUSTICE
WITH POLICE PERSONNEL AND VEHICLES
WE PROVIDE A SAFE CITY WITH A LOW CRIME RATE
WE ACHIEVE RESULTS

BY CONDUCTING ACTIVITIES
- BY DELIVERING SERVICES
  - BY CUSTOMER BENEFIT
    - THAT USE RESOURCES
      - THAT USE RESOURCES
        - THAT USE RESOURCES
          - THAT USE RESOURCES

BY CONDUCTING ACTIVITIES
- BY DELIVERING SERVICES
  - BY CUSTOMER BENEFIT
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Exercise – Alignment Model

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

- Input
- Output
- Outcome

Indicators:
- Efficiency
- Effectiveness
- Quality
- Cost-Effectiveness

Conditions:

Input:
- Cost
- Effectiveness

Output:
- Quality

Outcome:
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?
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?
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?
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?
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

**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

**Indicators**
Describe the environment in which the service is provided

**Conditions**
External requirements or demands that impact service delivery
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?
Solid Waste Example

**Input**
- Equipment Operators

**Output**
- Tons collected per month

**Outcome**
- Refuse is collected in a reliable and clean manner

**Indicators**
- Number of households

**Conditions**
- State law requiring twice per week pick-up

**Efficiency**
- Tons collected per month per operator

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

**Quality**
- Tons of complaint-free collection per operator

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

**Cost-Effectiveness**
- Operating and maintenance cost per signal

**Conditions**
- MUTCD Requirements
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

**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

**Conditions**
- DES
- Requirements
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**

- **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

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

**Conditions**

- Liability insurance;
- CPS reporting;
- Classes offered by others
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

Conditions
Inter-Library Loan linked to LSTA Funding

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.)

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**
- Efficiency
  - Cost per vacancy filled
  - Time per vacancy filled

**Conditions**
- EEOC, ADA, etc.

**Effectiveness**
- New hires successfully completing probation and performing satisfactorily 6 months later

**Quality**
- Cost per vacancy filled successfully

**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

Efficiency
Arrests per officer

Effectiveness
Clearance rate

Quality
Clearance rate per officer

Cost-Effectiveness
Cost per cleared case

Indicators
Reported Crimes

Conditions
State statutes; Case law; Legal evidence requirements
Police Example

**Input**
- Officers; Training; Vehicles; Technology

**Output**
- Citations Issued

**Outcome**
- Discourage high speeds and avoid collisions

**Indicators**
- Efficiency
  - Citations issued per hour of active enforcement

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

**Conditions**
- Laws regulating traffic enforcement;
- legal evidence requirements

**Quality**
- Compliance Rate per hour of active enforcement

**Cost-Effectiveness**
- Cost per hour of active enforcement
Are you staying with me? Any questions?
Exercise – Use Model to Identify Measures

WE ACHIEVE RESULTS

THAT BENEFIT CUSTOMERS

BY DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

THAT USE RESOURCES
Your palette should be:
- **relevant**
- **understandable**
- **complete**
<table>
<thead>
<tr>
<th>Step 1. What do you do?</th>
<th>Definition. Describe in one-sentence what you do... why it exists.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 2. Why do you do it?</td>
<td>Customers. Who are your primary customers? Who benefits from the work you do?</td>
</tr>
<tr>
<td></td>
<td>Outcomes. What desired results are you trying to achieve from the perspective of your customers? What difference do you make?</td>
</tr>
<tr>
<td></td>
<td>External Indicators and Conditions. What external indicators and demands impact what you do and why you do it?</td>
</tr>
<tr>
<td>Step 3. How do you do it?</td>
<td>1. Service</td>
</tr>
<tr>
<td></td>
<td>2. Service</td>
</tr>
<tr>
<td>Context Measures (Inputs/Outputs/Indicators).</td>
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<tr>
<td>Step 4. How well do you do it?</td>
<td>Efficiency Measures</td>
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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
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
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
<table>
<thead>
<tr>
<th>Check Points</th>
<th>Wt</th>
<th>Score %</th>
<th>Wted Score %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toilets/urinals clean</td>
<td>25</td>
<td>85%</td>
<td>21%</td>
</tr>
<tr>
<td>Sinks clean</td>
<td>15</td>
<td>90%</td>
<td>14%</td>
</tr>
<tr>
<td>Floor clean</td>
<td>10</td>
<td>50%</td>
<td>5%</td>
</tr>
<tr>
<td>Mirror clean</td>
<td>10</td>
<td>100%</td>
<td>10%</td>
</tr>
<tr>
<td>Paper products in place</td>
<td>25</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>No trash on floors/counters</td>
<td>15</td>
<td>100%</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>100</td>
<td>85%</td>
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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 \[Wt \times \text{Score} \%\] (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...

da 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!
WE MANAGE TRAFFIC TO AVOID COLLISIONS AND DISCOURAGE UNREASONABLE SPEEDS

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

BY ISSUING TRAFFIC CITATIONS TO THOSE WITH UNREASONABLE SPEEDS

BY ENFORCING SPEED LIMITS ON STREETS THROUGH REGULAR PATROLS

WITH TRAINED OFFICERS, VEHICLES, AND TECHNOLOGY

COMPLIANCE RATE PER 1000 VEHICLES

COLLISION RATE PER 1000 VEHICLES

CITATIONS ISSUED PER HOUR OF ACTIVE ENFORCEMENT

COMPLIANCE RATE PER HOUR OF ACTIVE ENFORCEMENT

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
Accomplishing Results
Part 2: Assessing & Improving Results
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Alignment Model

WE ACHIEVE RESULTS

THAT BENEFIT CUSTOMERS

BY DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

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WE ACHIEVE RESULTS

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THAT USE RESOURCES
Types of performance measures

- Input
- Output
- Outcome

- Efficiency
- Effectiveness
- Quality
- Cost-Effectiveness

Indicators

Conditions
By enforcing speed limits on streets through regular patrols by issuing traffic citations to those with unreasonable speeds so that travel times are reasonable, predictable and collision-free, we manage traffic to avoid collisions and discourage unreasonable speeds.

With trained officers, vehicles, and technology.

- Compliance rate per 1000 vehicles
- Collision rate per 1000 vehicles
- Citations issued per hour of active enforcement
- Compliance rate per hour of active enforcement
- 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

RESULTS

CUSTOMERS

SERVICES

ACTIVITIES

RESOURCES
How have you used performance measures to improve 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
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
Average length of time for a fire apparatus to arrive on scene for a code 3, top priority call. Measured in minutes and seconds.
Average length of time it takes for police to arrive after a top priority call is answered. Measured in minutes and seconds.
“Evidence suggests that improved performance occurs at a much greater rate when performance measures are compared.”

Smith and Cheng, 2004
Exercise
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<th>G</th>
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Questions for evaluation:

What happened?
Why did it happen?
How did it happen?
How can we improve?
With performance measures: look for patterns, not points
“We must understand variation.”

(avoid management tampering)

Dr. W. Edwards Deming
“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?
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.
To enhance public safety for all Scottsdale residents, the Transportation Department will increase bike lane miles by 5% by June 30.
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.

Who is responsible?  
How will you contribute?  
How will you measure progress?  
When will you get there?
Simply better service ...

High-performing organization and work culture

Achieve favorable timeliness rating of 75% for recruitment services

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

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

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

- 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 regulation or incentives.
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.

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

TIMELY

SOCIAL

ATTRACTIVE
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

- Easy
- Attractive
- Timely
- Social

EAST. Four simple ways to apply behavioural 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.


Good luck!

Marcos Garcia
Police Officer, Scottsdale Police Department
Four simple ways to apply behavioral insights

- Easy
- Attractive
- Social
- Timely
Join thousands of Scottsdale residents who have gone paperless.

Sign-up to receive your utility bill electronically at this link: bit.do/scottsdale

- Go to the above link
- Click on the enroll tab
- Enter your account #
- Never receive a paper bill again!

CITY OF SCOTTSDALE
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.”

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>

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 Bamus
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.

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

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

Create the performance improvement project and team.

Document the existing process and performance measures.

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

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

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

Customer:
- Submit Water Meter requirement; Pay charges and fees

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

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

Water Operations:
- 
  - Schedule Water Meter set; Visit site; Prepare to set Water Meter

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

  - Are requirements accurate?

    - YES:
      - Set water meter
      - Record water meter data in CDS; Automatic notification to Billing to set up account

    - NO:

Customer Service:
- Run CDS report; Establish utility billing account; Add account number in CDS

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.

Three reasons employees don’t like their jobs
But, what if…
we understood our unique contribution,
and got a daily sense of accomplishment?
Wouldn’t that make a difference?

Three reasons employees don’t like their jobs

Anonymity    Irrelevance    Immeasurability
What is your main takeaway from this class?