Accomplishing Results
Part 1: Defining and Achieving Results

Brent Stockwell | Asst. City Manager
480-312-7288 | Bstockwell@ScottsdaleAZ.gov
go to ScottsdaleAZ.gov search “performance”
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**, (cliché), (another cliché), and (yet another cliché)

We will strive to (long-winded phrase)

Delivering (big aspirational word) to our (vague group)

**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 ____________________________ is to ____________________________ to / for ____________________________ so that ____________________________.

(name of group) (key services delivered) (customers) (results to be achieved)

The mission of the Solid Waste Department is to provide refuse and recycling collection to / for residents and businesses so that there is a clean sustainable environment.
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>
<tr>
<th>Mission</th>
<th>Why do we exist? What is our purpose?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals</td>
<td>What are our main focus areas to achieve the mission?</td>
</tr>
<tr>
<td>Objectives</td>
<td>What specific actions are needed to achieve the goals?</td>
</tr>
<tr>
<td>Initiatives</td>
<td>What specific projects are needed to achieve the objectives?</td>
</tr>
<tr>
<td>Measures</td>
<td>How will we know if we are achieving results?</td>
</tr>
</tbody>
</table>
- **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.
BY CONDUCTING ACTIVITIES
BY DELIVERING SERVICES
THAT BENEFIT CUSTOMERS
WE ACHIEVE RESULTS
BY DELIVERING SERVICES
BY CONDUCTING ACTIVITIES
THAT USE RESOURCES
By conducting activities by delivering services that benefit customers, we achieve results that use resources.

Internal Services

Public Services
We encourage a clean, sustainable environment from every household by collecting refuse and recycling. By driving to each house twice a week with drivers and trucks, we aim to create a cleaner, more sustainable environment.
BY REPAIRING AND MAINTAINING VEHICLES WITH TECHS AND TOOLS

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
BY RECRUITING APPLICANTS THAT ARE QUALIFIED DRIVERS
WITH ANALYSTS, COMPUTERS AND WEBSITES
BY DRIVING TO EACH HOUSE TWICE A WEEK
BY COLLECTING REFUSE AND RECYCLING FROM EVERY HOUSEHOLD
WE ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT
THAT ARE QUALIFIED DRIVERS
WITH DRIVERS AND TRUCKS
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
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
BY MOWING AND FERTILIZING FIELDS SO FIELDS ARE SAFE & WELL-MAINTAINED

WE IMPROVE OVERALL HEALTH AND WELLNESS

BY PROVIDING ORGANIZED PHYSICAL ACTIVITY

BY OFFERING YOUTH SPORTS PROGRAMS

BY PLANNING & HOSTING PRACTICES & GAMES

WITH STAFF AND MOWERS

BY MOWING AND FERTILIZING FIELDS

SO FIELDS ARE SAFE & WELL-MAINTAINED

WITH RECREATION STAFF, FUNDING AND FIELDS
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

WE PROVIDE A SAFE CITY WITH A LOW CRIME RATE

WITH POLICE PERSONNEL AND VEHICLES
WE ACHIEVE RESULTS

BY CONDUCTING ACTIVITIES

BY CUSTOMER BENEFIT

BY DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

BY CONDUCTING ACTIVITIES

BY CONDUCTING ACTIVITIES

BY CONDUCTING ACTIVITIES

BY CONDUCTING ACTIVITIES

BY DELIVERING SERVICES

BY CUSTOMER BENEFIT

THAT USE RESOURCES

THAT USE RESOURCES

THAT USE RESOURCES

THAT USE RESOURCES

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THAT USE RESOURCES
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

- Efficiency
- Effectiveness
- Quality
- Cost-Effectiveness

Indicators
Conditions
What's an input in your area?

- 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

Input

Amount of resources used (or available) to provide services
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?
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?*
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

**Quality**
Amount of quality work done per amount of resources used

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

**Cost-Effectiveness**
Amount of outcome achieved per amount of resources used
Questions performance measures can help answer

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

**Output**
How much work was accomplished?

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

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

**Efficiency**
How much work was accomplished with available resources?

**Effectiveness**
How well did you achieve the desired results?

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

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

**Conditions**
What legal or regulatory requirements impact how you provide service?
**Input**
Equipment Operators

**Output**
Tons collected per month

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

**Efficiency**
Tons collected per month per operator

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

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

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

**Indicators**
Number of households

**Conditions**
State law requiring twice per week pick-up
Street Operations Example

**Input**
- Staff

**Output**
- Signals Repaired

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

**Indicators**
- 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
Fleet Maintenance Example

**Input**
Technician Hours

**Output**
Vehicle Repairs

**Outcome**
Timely and complete vehicle repairs

**Indicators**

- Efficiency
  Repairs per Technician Hour

- Quality
  Time per properly repaired vehicle per technician

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

- Cost-Effectiveness
  Operation and Maintenance Cost per Vehicle

**Conditions**
ADEQ 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**
Total number of residents in target age group

**Efficiency**
- Cost per class;
- Cost per participants
- Participants per instructor

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

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

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

**Conditions**
- Liability insurance;
- CPS reporting;
- Classes offered by others
Library Example

**Input**
Staff, Budget, Computers, Library Square Footage

**Output**
Borrowers, Items, Circulation

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

**Indicators**
Resident

**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

**Conditions**
Inter-Library Loan linked to LSTA Funding
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
- Quality: Cost per vacancy filled successfully
- Cost-Effectiveness: Cost to provide recruitment and selection services

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

**Input**
- Police Officers

**Output**
- Arrests

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

**Indicators**
- Efficiency
  - Arrests per officer
- Effectiveness
  - Clearance rate
- Quality
  - Clearance rate per officer
- Cost-Effectiveness
  - Cost per cleared case

**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
Traffic volume

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 - Measures

Input → Efficiency → Quality → Cost Effectiveness

Output

Outcome

Indicators

Conditions
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
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><strong>Customers.</strong> Who are your primary customers? Who benefits from the work you do?</td>
</tr>
<tr>
<td></td>
<td><strong>Outcomes.</strong> 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><strong>External Indicators and Conditions.</strong> What external indicators and demands impact what you do and why you do it?</td>
</tr>
</tbody>
</table>
| Step 3. How do you do it? | 1. **Service**
|                        | **Context Measures** (Inputs/Outputs/Indicators). |
|                        | 2. **Service**
|                        | **Context Measures** (Inputs/Outputs/Indicators). |
|                        | 3. **Service**
|                        | **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
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
## Restroom Cleanliness Evaluation

<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><strong>85%</strong></td>
<td></td>
</tr>
</tbody>
</table>

**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.
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?

Does this make sense to others?
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
<table>
<thead>
<tr>
<th>Output (Activities)</th>
<th>Outcome (Results)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permits provided</td>
<td>Businesses operating within code</td>
</tr>
<tr>
<td>Miles of road paved</td>
<td>Safe driving conditions</td>
</tr>
<tr>
<td>Students receiving training</td>
<td>Students acquire knowledge/skills</td>
</tr>
</tbody>
</table>

*Is not the same as*
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!
Exercise - Measures

Input

Output

Outcome

Efficiency

Effectiveness

Quality

Cost Effectiveness

Indicators

Conditions
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

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