TIME FOR REVIEW
   a. Exercise – How did you use the model to identify measures?
   b. Discussion: How have you used performance measures to improve results?

1. ASSESSING RESULTS
   a. Targets, Standards and Benchmarking
   b. Exercise – Data Analysis and Variation
   c. Learning from Data
   d. Discussion – how have you used data comparisons to improve results?

BREAK

2. IMPROVING RESULTS
   a. How to write good goals
   b. Exercise – Write a good goal
   c. Discussion – How have you used goals to improve results?
   d. Behavioral Insights
   e. Exercise – Using behavioral insights
   f. Process Improvement

WRAP-UP
   a. The three signs of a miserable job
   b. Discussion – What is your main takeaway from this class?
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Questions for evaluation:

- What happened?
- Why did it happen?
- How did it happen?
- How can we improve?
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.
To demonstrate understanding of these concepts, you will write one improvement goal using this format and answering these questions in the next 10 minutes.

**EXERCISE – WRITING IMPROVEMENT GOALS**

- **What are you trying to achieve?**
- **Who are you doing it for?**
- **When will you get there?**
- **Who is responsible?**
- **How will you contribute?**
- **How will you measure progress?**
Simply better service...

High-performing organization and work culture

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

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

Achieve favorable timeliness rating of 75% for recruitment services

Example

Center

Division

Organization

Staffing Services

Human Resources

Employees
Citywide Goals

50,000 feet

Includes both Strategic Goals (General Plan) and Council Priorities (Strategic Plan)
Division/Department/Center Goals and Objectives

- Restatement of strategic or operational goals
- Oriented to measurable results or outcomes
- Specifically relating to departmental goals
- SMART objectives and one or more initiatives
- Goal achievement requires one or more objectives
- Usually within department's area of control
- Process -- improve, reduce, cut, increase
- Initiatives are managed as projects -- schedule milestones, cost, quality, completion date
- Objectives usually address the result of a process
- Objectives specifically addressing department goals
Employee Goals

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.

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 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.
What is the behavioral insights approach?

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

What is the behavioral insights approach?
Make sure your communications pass the “flip test.”
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.

Delivered

event Friday, good luck!

Brent, I’ve booked you a spot at the Job Recruitment

My name is not “Dear Resident”!
Shorten your URLs, and take us right where we need to go.

Which is easier?

This?

https://police.southbend.in.gov/get-involved/start-career-sbpd

Or this?

www.bit.do/SBPDserve

Which is easier?

We need to go.
AND

2. Test these approaches using randomized control trials to find out what really works
Get random. Four simple ways to apply behavioural insights.

- Control: Groups are measured outcomes for both.
- Intervention: Groups are split into two.
- Population is random lot.
A/B test your emails and digital content
You need a tangible and impactful goal, with a clear, short-term outcome. 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, 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.
Policy Challenge Areas

- Pay their utility bills on time
- Donate more to charities
- Save more money for retirement
- Reduce household water use
- Increase household recycling
- Encourage more diverse people to apply for jobs

Exercise:

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.
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 variability in output or results
- High frustration factor
- Process spans departments and there is finger pointing and blaming
- Process Mapping, Process Improvement and Process Management, Dan Madison

- Some things just take too long
- Customers are unhappy
**THE ABC’S OF PROCESS IMPROVEMENT**

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

**CREATE**
Create the performance improvement project and team.

**DOCUMENT**
Document the existing process and performance measures.

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

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

**GO BACK**
Go back and re-assess the process, identifying and implementing additional improvements.

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

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

**GO BACK**
Go back and re-assess the process, identifying and implementing additional improvements.
Keep It Simple Scottsdale Overview

To provide *simply better service for a world-class community*, we must:

1. empathize with our customers’ needs by regularly requesting and listening to their feedback;
2. distill service processes down to critical elements by only requiring steps that add value; and
3. clarify how to use our services through clear, simple communication

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<th>Step</th>
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| ASSESS | Review service efficiency and effectiveness measures and survey customers and employees to determine processes in need of improvement | - Is there significant customer (internal or external) dissatisfaction or complaints?  
- Are measures showing unsatisfactory performance?  
- Is there a significant backlog?  
- Does the process take too long or use too many resources?  
- Is it hard to measure results or outcomes?  
- Have there been allegations of fraud or abuse? |
| BEGIN  | Begin the project by setting a goal for improvement and obtaining buy-in from key stakeholders | - Set a goal to be achieved from the process improvement effort. From x to y by when.  
- Scope out the project and set boundaries.  
- Identify who will be the project sponsor and champion  
- Obtain buy-in to dedicate sufficient resources to the project, and commit to implementing recommended changes |
| CREATE | Create the performance improvement project and team | - Identify subject matter experts (employees that do the work) and key customers that utilize the service  
- Build a team with experts, customers and facilitator/co-facilitator  
- Schedule training to introduce team to process redesign concepts  
- Develop team charter and obtain sponsor/champion approval  
- Set team meetings to accomplish goal within established timeframe |
| DOCUMENT | Document the existing process and performance measures | - Use the process mapping, analysis and redesign process to identify critical steps and identify activities that don’t add value  
- Create an “as is” flowchart  
- Interview customers  
- Identify benchmarks and best practices |
| EVALUATE | Develop alternatives, evaluate the cost and benefits of alternatives and recommend alternatives that achieve desired results | - Brainstorm possible ideas for improvement  
- Redesign the process  
- Review the redesign with management  
- Pilot test the redesign  
- Evaluate the cost and benefit of alternatives  
- Prepare final report  
- Make recommendations to project sponsor |
| FOLLOW-UP | Follow-up to ensure goal was achieved and desired results were obtained. | - Determine follow up schedule  
- Install measures and methods of continuous improvement  
- Follow up and record implementation results |
| GO BACK | Go back and re-assess the process, identifying and implementing additional improvements | - Where things didn’t work as intended, go back and rework the process until it works effectively. |
Basic flow chart symbols

Activity Boxes – Verb + Noun

Review and decision diamonds

Process flow arrow

- Which Location?
- What account gets charged?
- Is it our responsibility?
- Install sign
- Reconcile Account
- Take call
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 responsible level.

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

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

Wendy's that make a difference?
and get a daily sense of accomplishment?
know how our work impacted others
we understood our unique contribution,

But, what if...

Anonymity
Immeasurability
Irrelevance

We don't get a daily sense of achievement.
We don't see how our work impacts the lives of others.
We aren't appreciated for our unique contribution.
We aren't understood or appreciated for our unique contribution.

Three reasons employees don't like their jobs