Organizational Performance Management in Scottsdale, Arizona
“...the only measure of a great team – or a great organization – is whether it accomplishes what it sets out to accomplish.”

Patrick Lencioni
“What gets measured, gets managed.”

Peter Drucker
Evidence-based decision-making improves results by integrating objective evidence with decision-making processes.
clarity
IF YOU CAN'T CONVINCE THEM CONFUSE THEM
“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
THROUGH CONDUCTING ACTIVITIES

BY DELIVERING SERVICES

THAT USE RESOURCES

THAT BENEFIT CUSTOMERS

WE ACHIEVE RESULTS
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.
Exercise

WE ACHIEVE RESULTS
THAT BENEFIT CUSTOMERS
BY DELIVERING SERVICES
BY CONDUCTING ACTIVITIES
THAT USE RESOURCES
Reporting/Benchmarking
This performance dashboard provides a quarter-by-quarter progress update toward achieving the performance measures included in the annual budget book. The development of a quarterly performance report helps achieve a key objective in the organization strategic plan to "evaluate performance and make adjustments as needed throughout the fiscal year." This is a work-in-progress and we would appreciate your feedback.

For more information about this report, contact Megan Lynn, management assistant to the city manager, at MLynn@ScottsdaleAZ.gov or 480-312-2854.

Scroll down for additional performance measures.
This quarter had more traffic than predicted due to a significant increase in traffic on the electronic pages in November and the Solid Waste Collection’s page in December around the holidays.
ARIZONA VALLEY BENCHMARK CITIES
Officer initiated and citizen initiated calls provides some insight into the ability for certain cities to take a more proactive policing approach rather than a reactive response approach as seen in increasing ratios of officer initiated citizen initiated calls. Staffing levels, deployment practices, and community policing efforts likely have an impact on the individual cities results.
Data Analytics
What causes problems?

85%

15%

Process Mapping, Process Improvement and Process Management, Dan Madison
Process Improvement
Before: 21 days

After: Less than 10 days
Behavioral Insights
THE BEHAVIORAL INSIGHTS APPROACH

• Take what we know about human behavior

• Apply interventions to existing practices

• Test what really works
EAST. Four simple ways to apply behavioral insights

- Easy
- Attractive
- Timely
- Social
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.
Would you like to join your neighbors and donate to Scottsdale Cares?

YES,
I want to donate $1/month to Scottsdale Cares!
What's your superpower?

People?  
Process?  
Detail?  
Big picture?  
Follow-through?
“Goals make it absolutely clear where you will concentrate resources for results – the mark of an organization serious about success.”

Peter Drucker
Questions that well-written goals answer

- Why are you trying to achieve this goal?
- Who are you doing it for?
- Who is responsible?
- How will you contribute?
- How will you measure progress?
- When will you get there?
To enhance public safety for bicyclists, the Transportation Department will increase bike lane miles by 5% by June 30.
To enhance public safety for bicyclists, the Transportation Department will increase bike lane miles by 5% by June 30.
To demonstrate understanding of these concepts to us, everyone in this session will write 1 goal and be ready to share in 10 minutes.

- Why are you trying to achieve this goal?
- Who are you doing it for?
- How will you contribute?
- Who is responsible?
- How will you measure progress?
- When will you get there?
Lessons Learned

1. Make sure it’s a priority
2. Build your capacity
3. Never sit still

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