

ACCOMPLISHING RESULTS

Part 2: Assessing and Improving Results

Technology Center Conference Room

8:30-11:30 a.m., Nov. 30, 2017

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?*

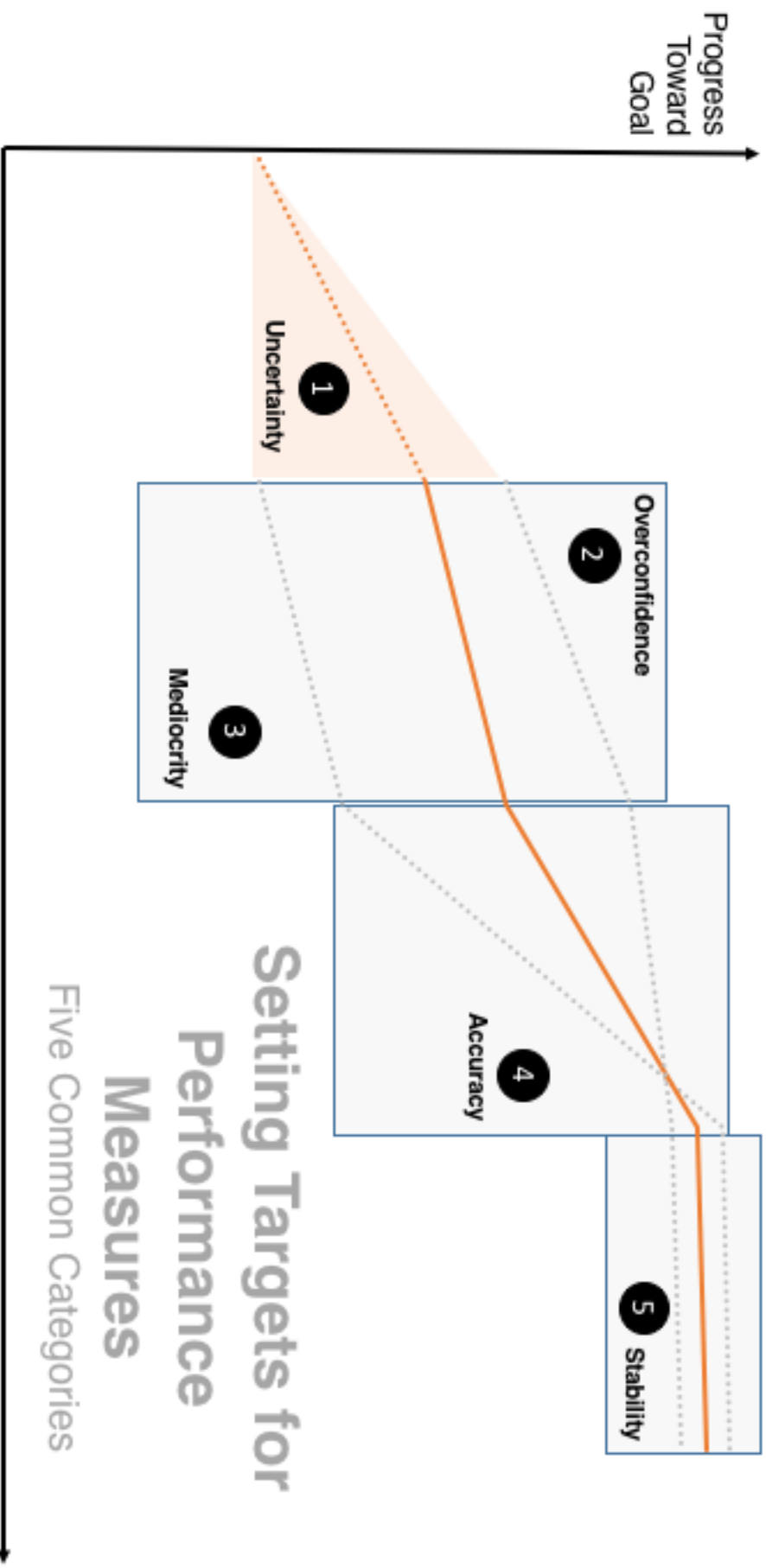
BREAK

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?*



Setting Targets for Performance Measures

Five Common Categories

	0	R	Y	G	Bl	Br	Total
1							
2							
3							
4							
5							
6							
Total							

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

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.**

*How will you
contribute?*

*How will you
measure progress?*

Who is responsible?

When will you get there?

**Human Resources
Staffing Services
Example**

**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)**

Organization

Division

Department

Center

Employees

Includes both Strategic Goals (General Plan) and Council Priorities (Strategic Plan)

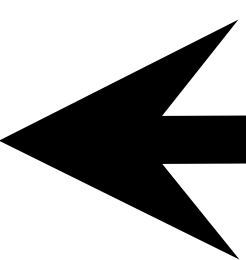
- Defines a specific **area of concentration**
- **Outcome-oriented** (either quantitative or qualitative)
- **Flexibility** in manner of meeting goal
- Often pertinent to **more than** one area
- Something you influence, not totally control



Division/Department/Center Goals and Objectives

10,000 feet

- 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

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**



January 29, 2016

Make sure your communications pass the “flip test.”

<Name>
<Address 1>
<Address 2>
<City, State Zip>



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 Bemus
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”!

iMessage

Today 2:57 PM

Brent, I've booked you a spot at the job recruitment event Friday, good luck!

Delivered

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.southbend.in.gov/get-involved/start-career-sbppd>

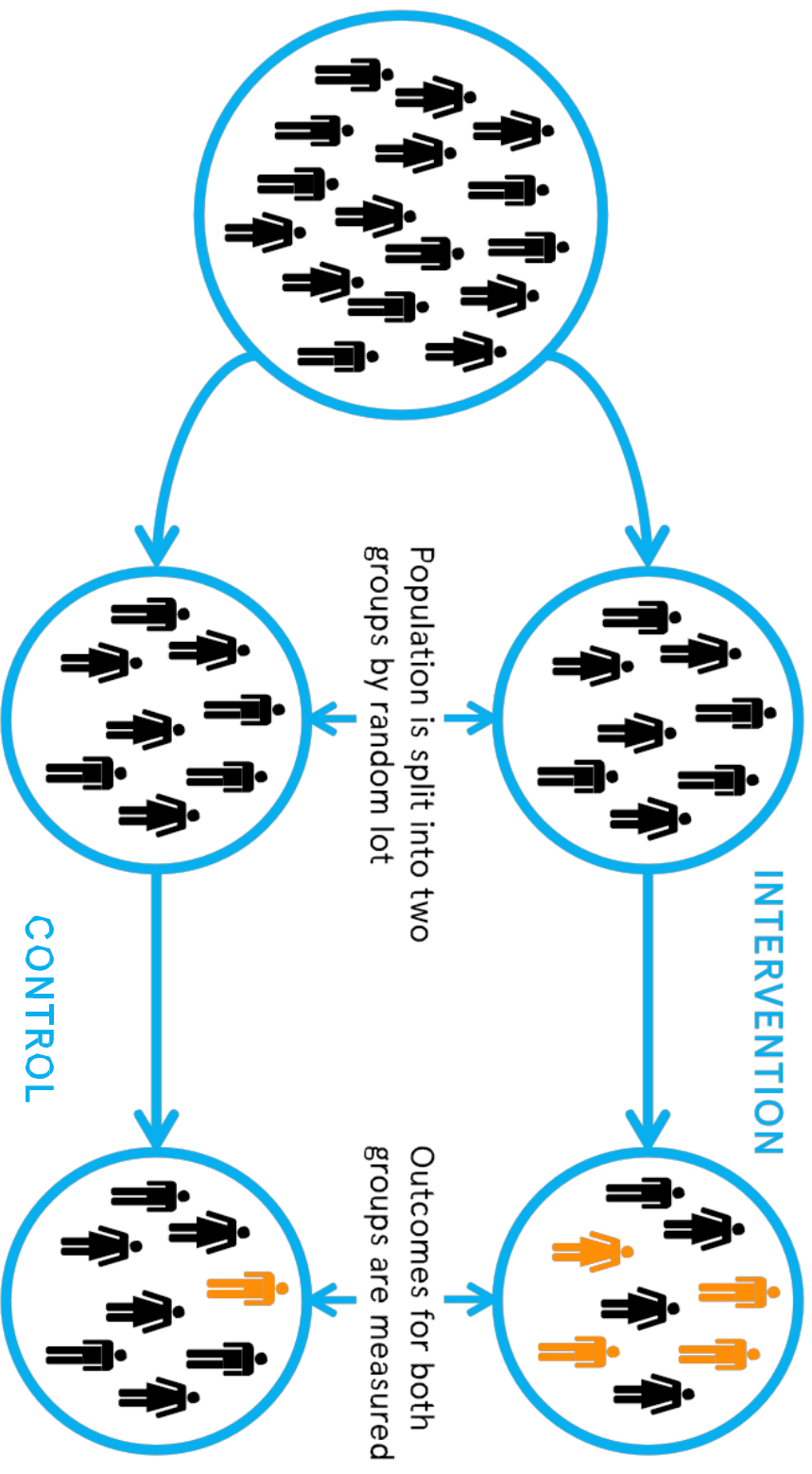
Or this?

www.bit.do/SBPDserve

AND

**2. Test these approaches using
randomized control trials to
find out what really works**

Get random.



A/B test your emails and digital content

Email A



Podcastgov.com is giving you the gift of time this holiday season.

Bring the joy of the DMV and answer your business questions anytime, at any time, on any device.

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Email B



"I'd rather be waiting at the DMV during the holidays," said NO ONE EVER.

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With podcastgov.com, you can do just that and answer your business questions the "magic mirror" when personalized content is at hand and exciting jobs are being recruited, and so much more. Denver's mobile website is the gift that keeps on giving.

Check your profile today and get access to city services from anywhere, at any time, on any device.



**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**

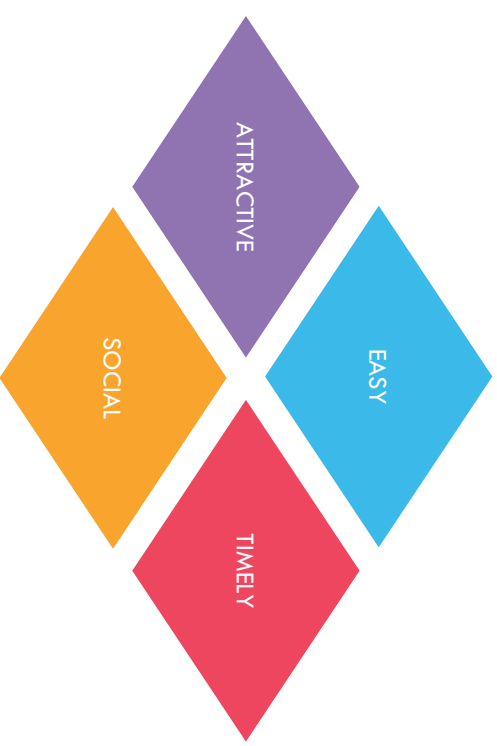
**You need access to relevant data
and a substantial sample size**

**Typically, evaluations have sample sizes in
the thousands, and the department
possesses and can share the raw data**

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

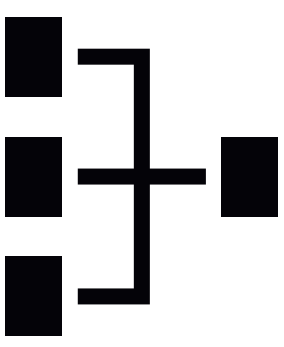
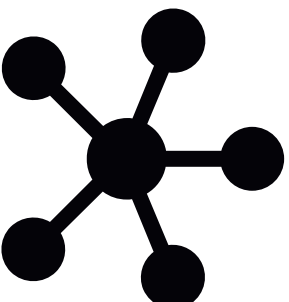
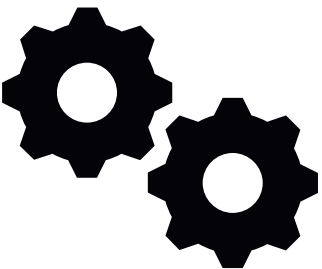


Idea Generation Instructions

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%



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

THE ABC'S OF PROCESS IMPROVEMENT

ASSESS

Review efficiency and effectiveness measures and survey customers and employees to determine processes in need of 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

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

Step	Description	Details
ASSESS	Review service efficiency and effectiveness measures and survey customers and employees to determine processes in need of improvement	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Set a goal to be achieved from the process improvement effort. From <i>x</i> to <i>y</i> by <i>when</i>. • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Install
sign

Reconcile
Account

Take
call

Review and decision diamonds

Which
Location?

What
account gets
charged?

Is it our
responsibility?

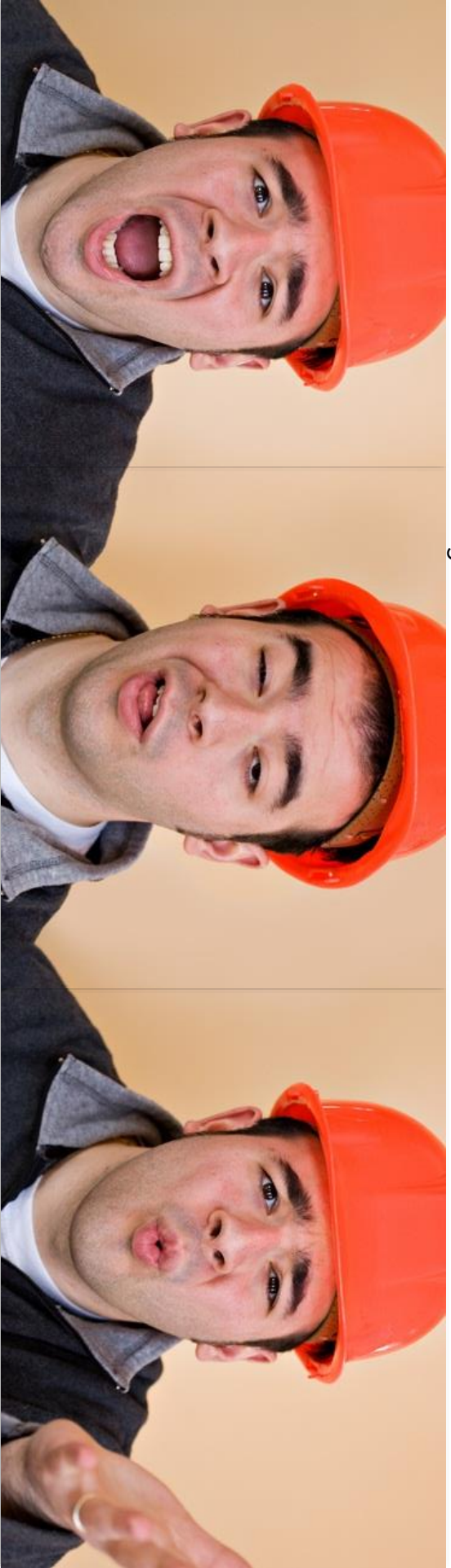
Process flow arrow →

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.

Three reasons employees don't like their jobs

From Patrick Lencioni. 2007. *"The Three Signs of a Miserable Job."*



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

But, what if...

we understood our unique contribution, knew how our work impacted others and got a daily sense of accomplishment? Wouldn't that make a difference?