CITY OF
SCOTTSDALE

Accomplishing Results

Part 2: Assessing & Improving Results

TIME FOR REVIEW
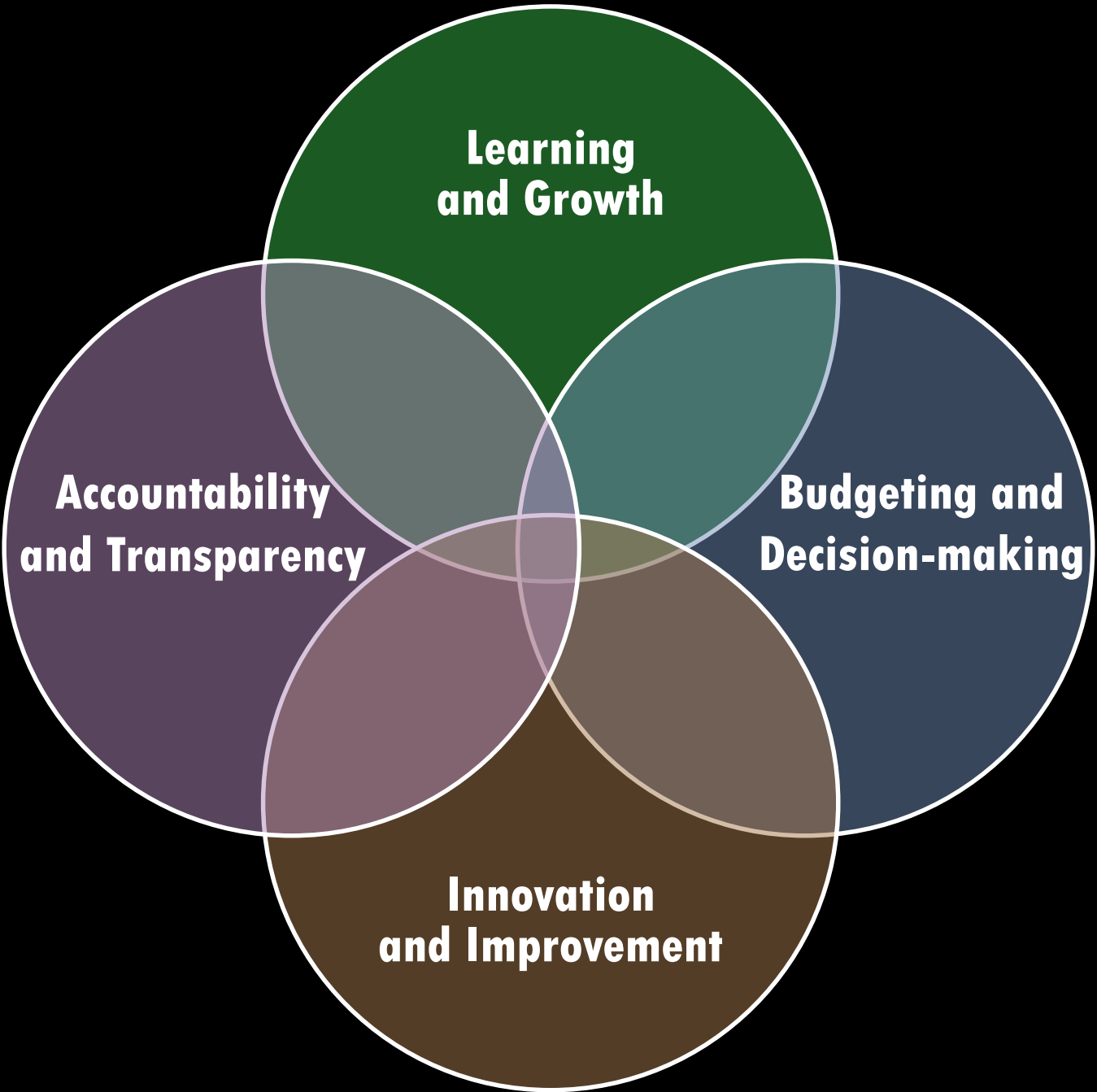
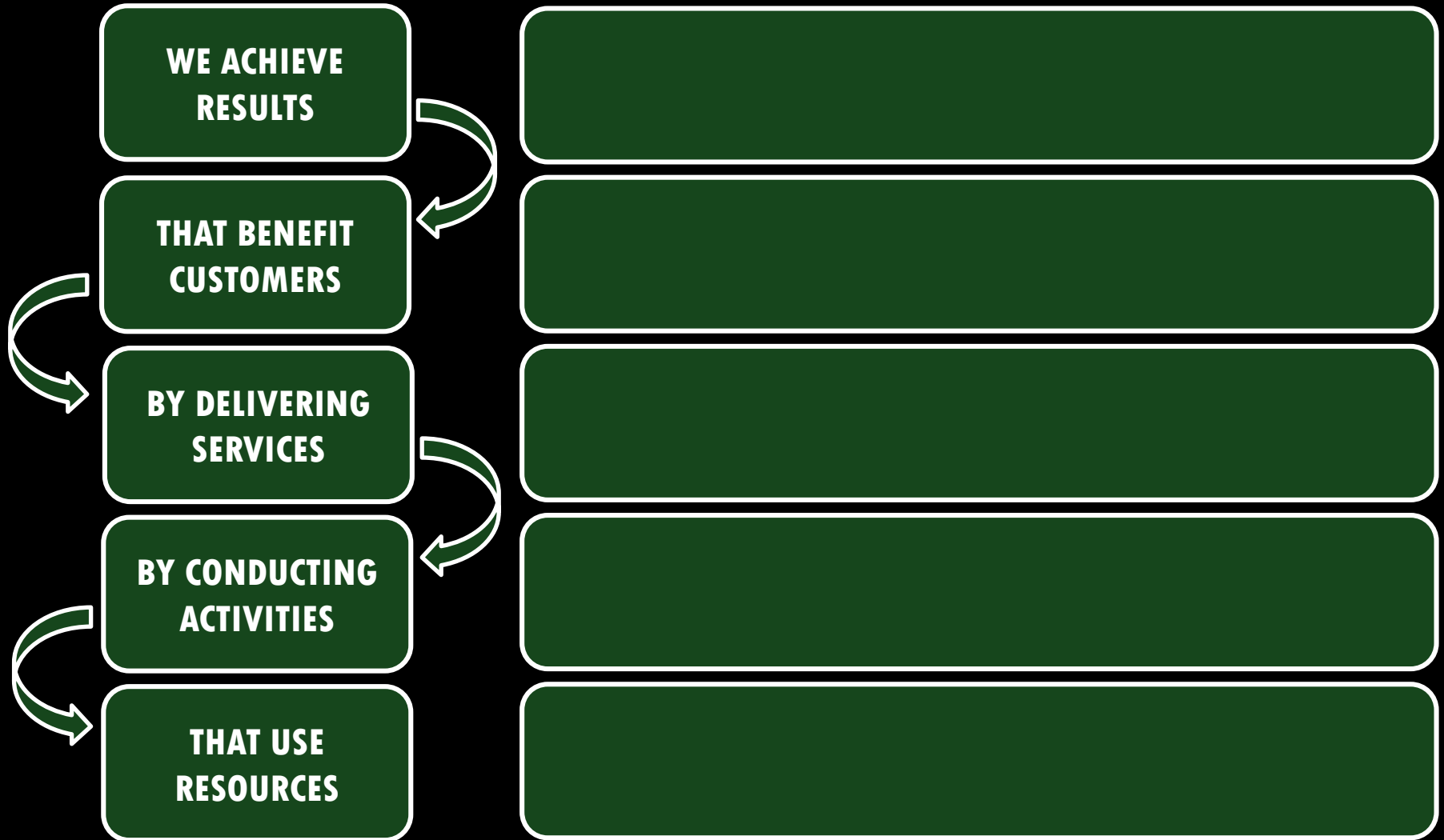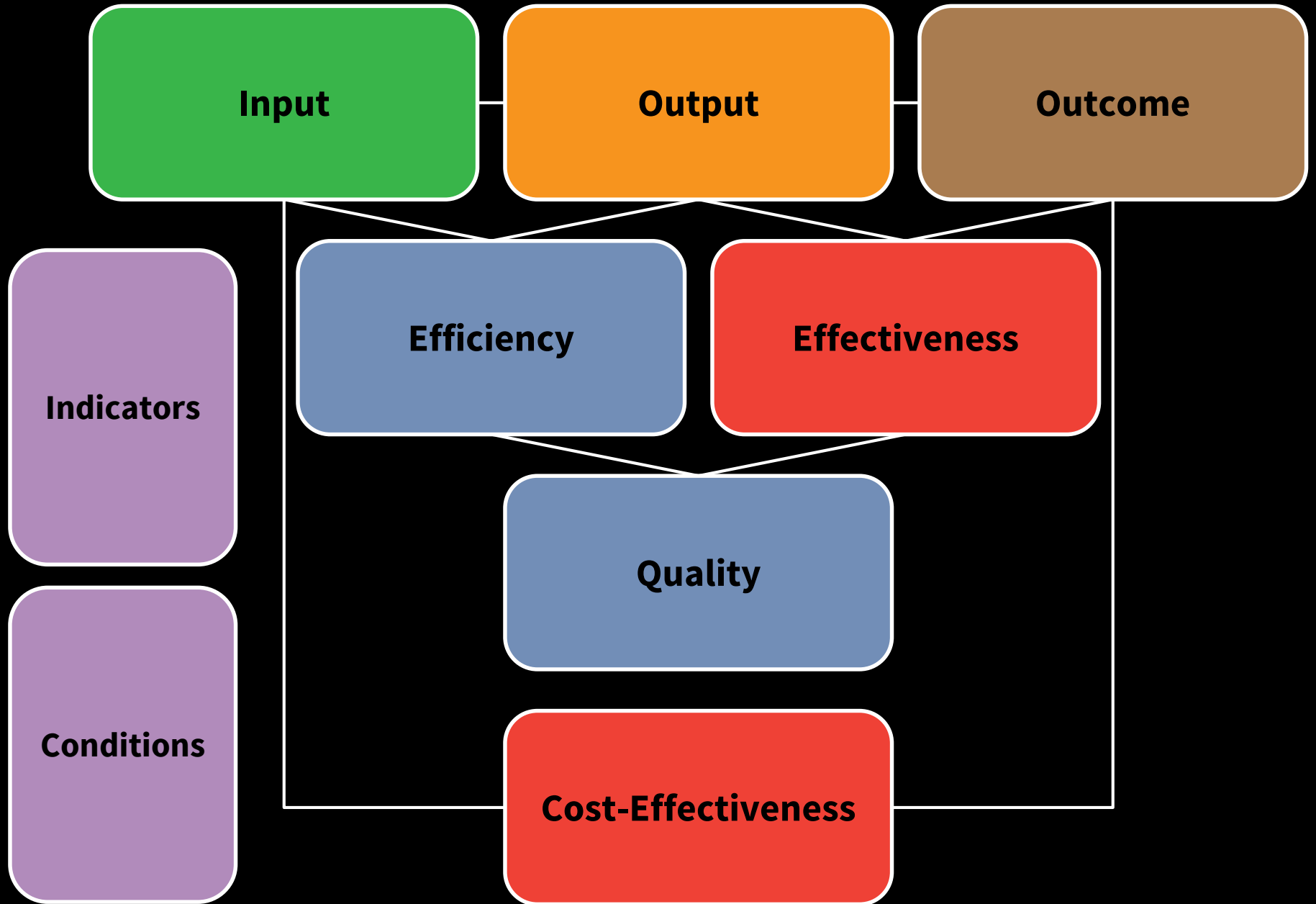| Mission | Why do we exist? What is our purpose? |
Goals	What are our main focus areas to achieve the mission?
Objectives	What specific actions are needed to achieve the goals?
Initiatives	What specific projects are needed to achieve the objectives?
Measures	How will we know if we are achieving results?

Alignment Model

WE ACHIEVE RESULTS

THAT BENEFIT CUSTOMERS

BY DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

THAT USE RESOURCES

Types of performance measures

WE MANAGE TRAFFIC TO AVOID COLLISIONS AND DISCOURAGE UNREASONABLE SPEEDS	**COMPLIANCE RATE PER 1000 VEHICLES**
SO THAT TRAVEL TIMES ARE REASONABLE, PREDICTABLE AND COLLISION-FREE	**COLLISION RATE PER 1000 VEHICLES**
BY ISSUING TRAFFIC CITATIONS TO THOSE WITH UNREASONABLE SPEEDS	**CITATIONS ISSUED PER HOUR OF ACTIVE ENFORCEMENT**
BY ENFORCING SPEED LIMITS ON STREETS THROUGH REGULAR PATROLS	**COMPLIANCE RATE PER HOUR OF ACTIVE ENFORCEMENT**
WITH TRAINED OFFICERS, VEHICLES, AND TECHNOLOGY	**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

DEFINE RESULTS

ACHIEVE RESULTS

IMPROVE RESULTS
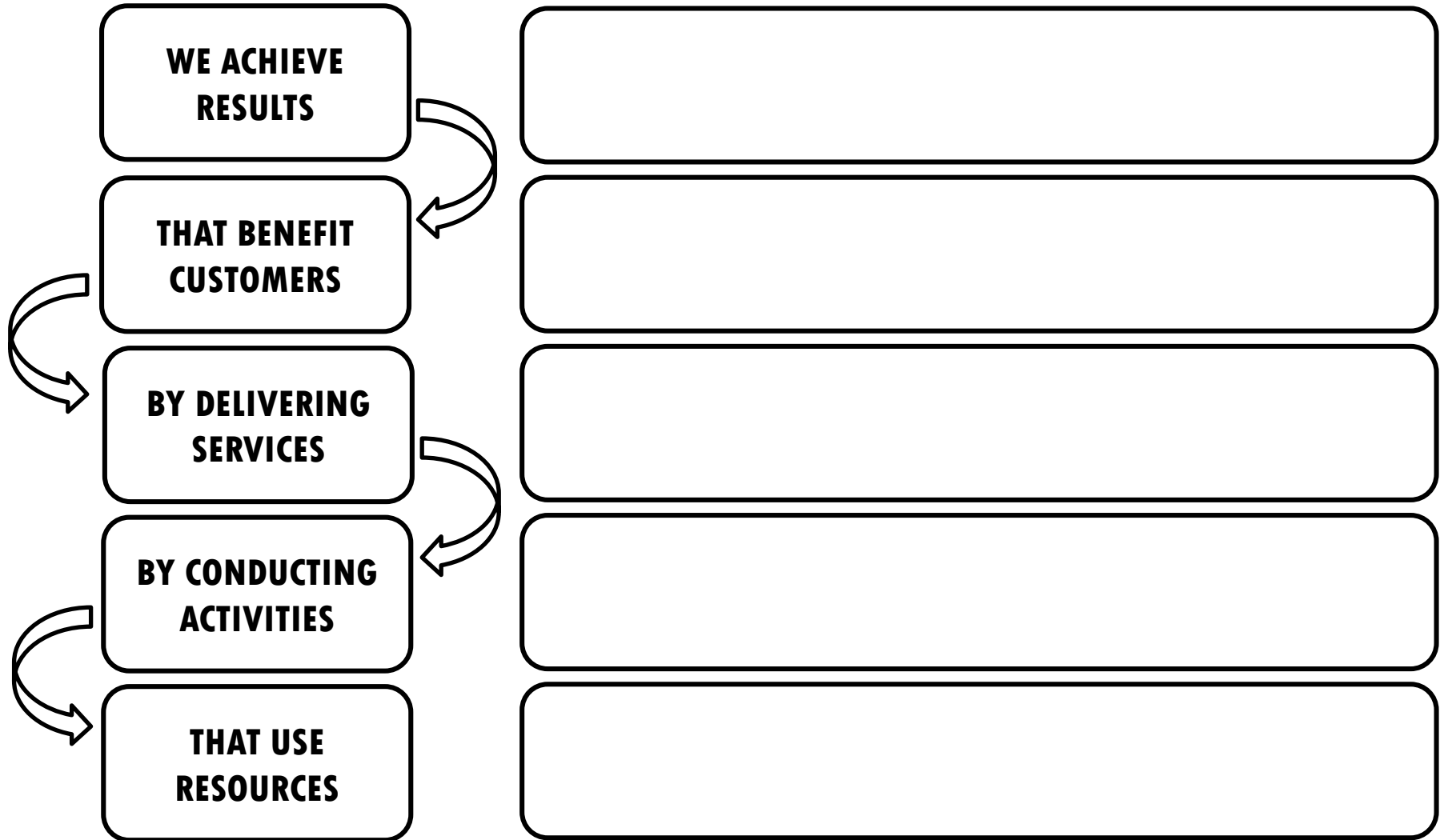
ASSESS RESULTS

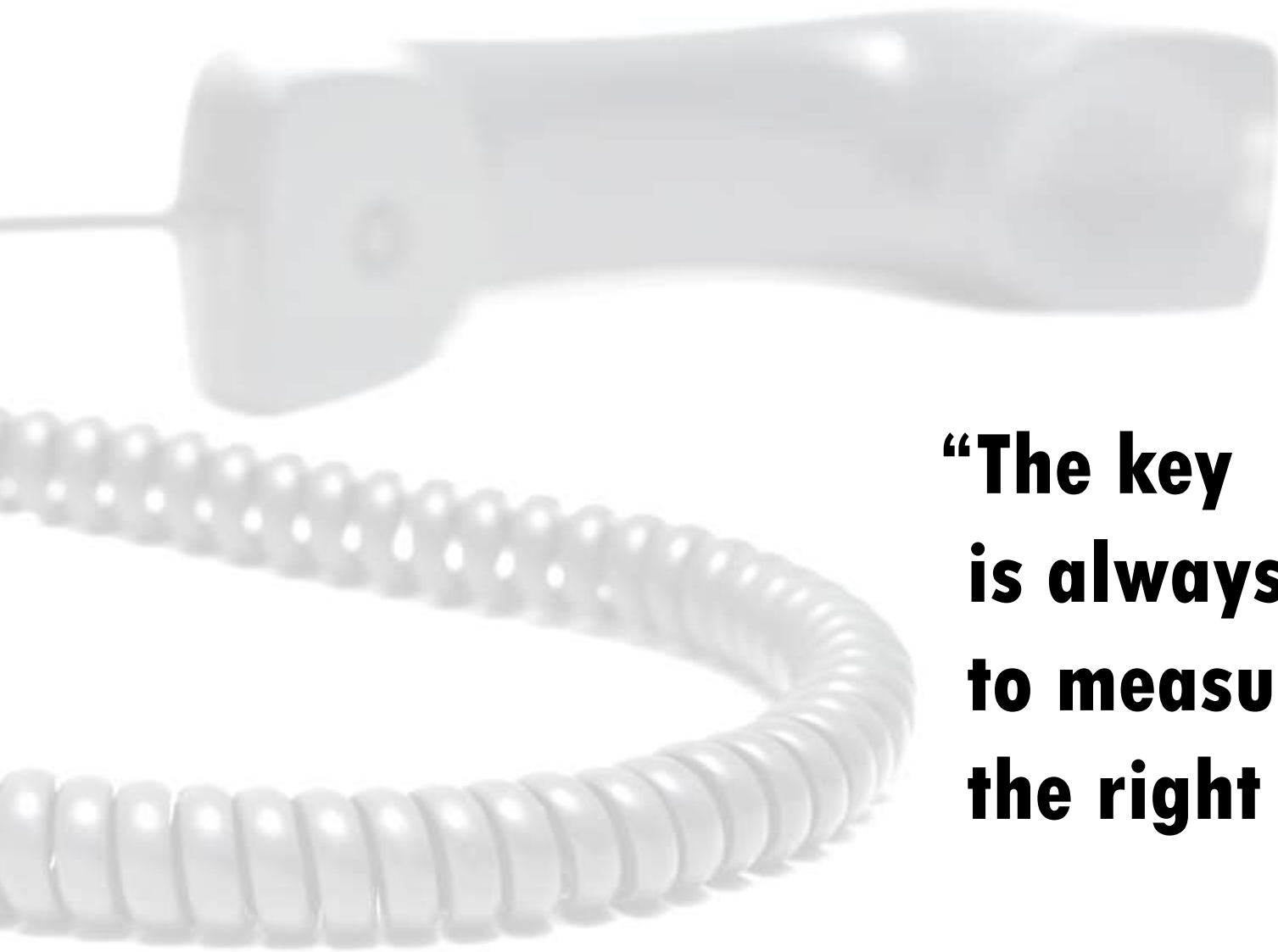How have you used performance measures to improve results?

ASSESS
RESULTS

Targets express a specific level of performance the organization is aiming to achieve.

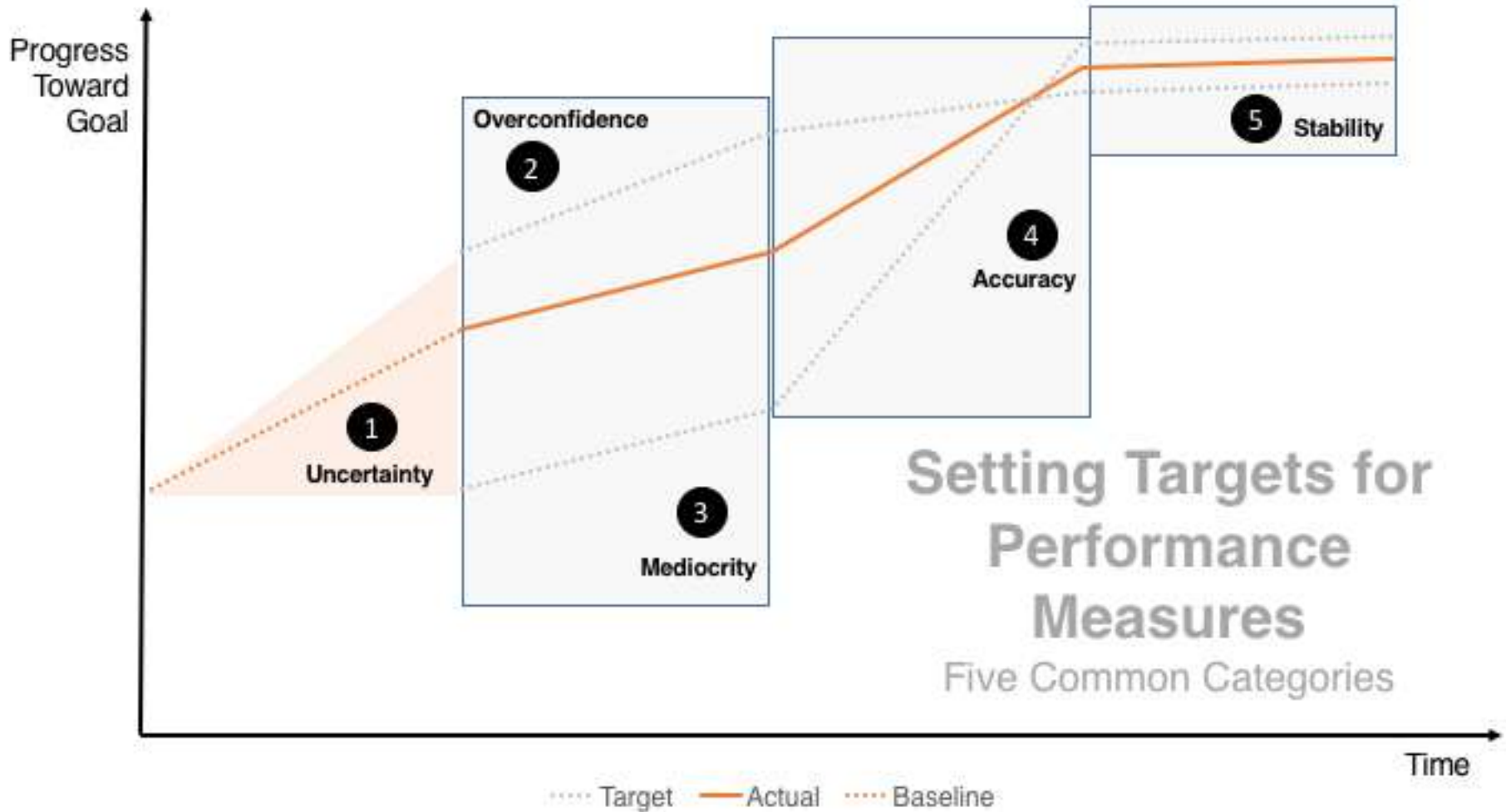"Hello, this is Tech Support.

May I close your ticket now?"

"The key
is always
to measure
the right things."

Patrick Lencioni

Target setting

Setting Targets for Performance Measures
Five Common Categories

Progress Toward Goal (y-axis) vs Time (x-axis)

1 Uncertainty
2 Overconfidence
3 Mediocrity
4 Accuracy
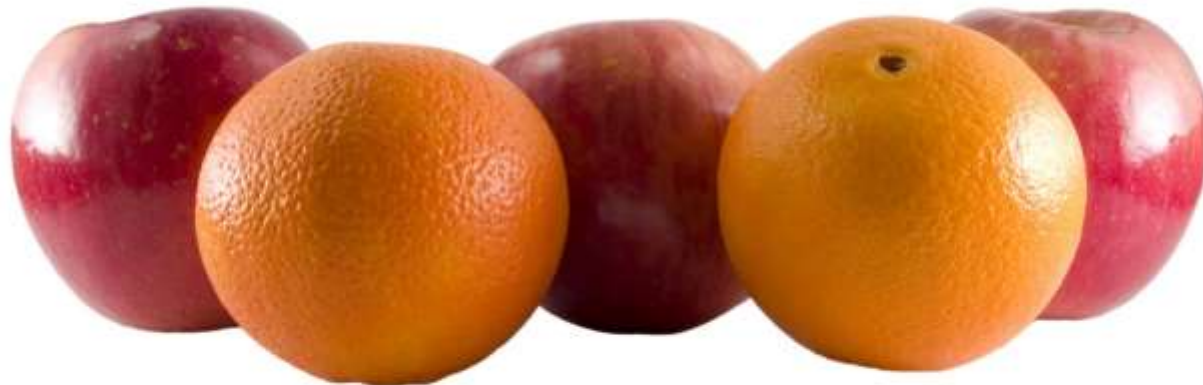5 Stability

····· Target — Actual ····· Baseline

https://centerforgov.gitbooks.io/setting-performance-targets-getting-started-guide/content/

Standards (also called "benchmarks") express the minimum acceptable level of performance that is expected and achieved by other, high-performing organizations.
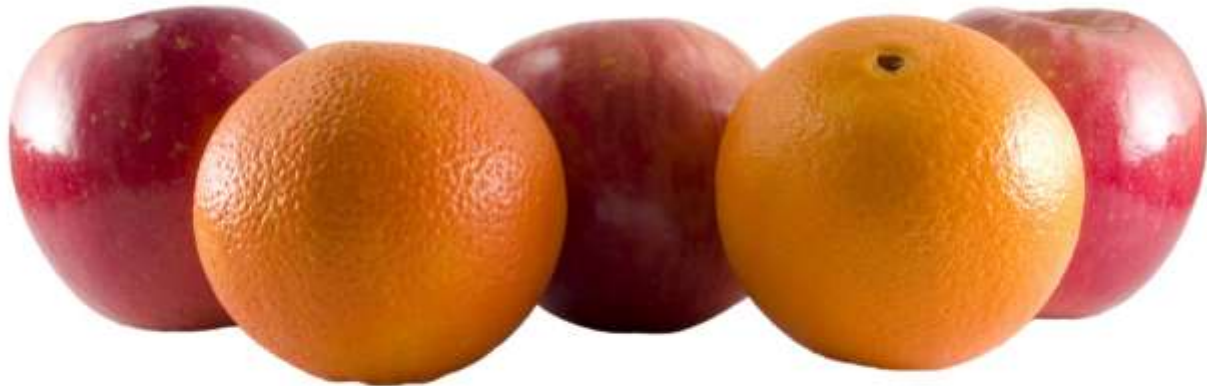
Benchmarking

- **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
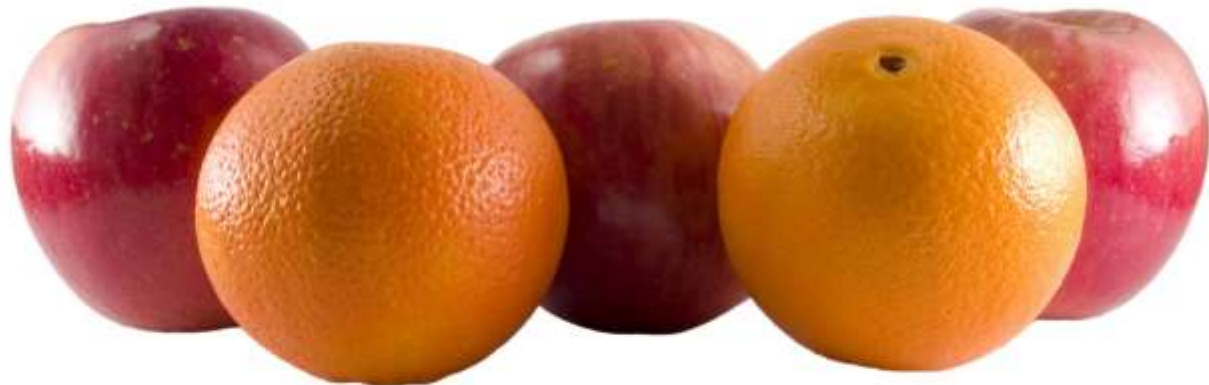
How networks can help

- Discussions to gain understanding
- Identify best practices and improve the services we provide
- Track progress and trends
- Improve accuracy
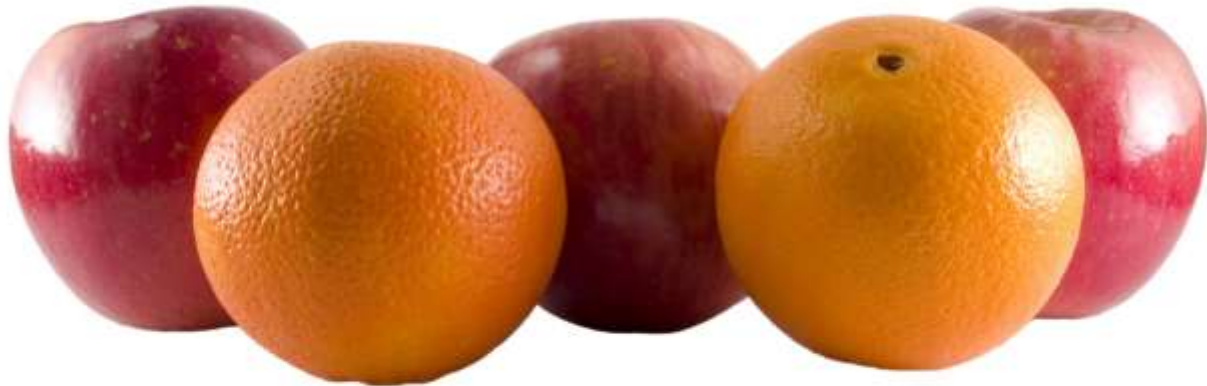
Monthly residential utility bill

$64 $71 $79 $111

Top Priority Fire Response Times
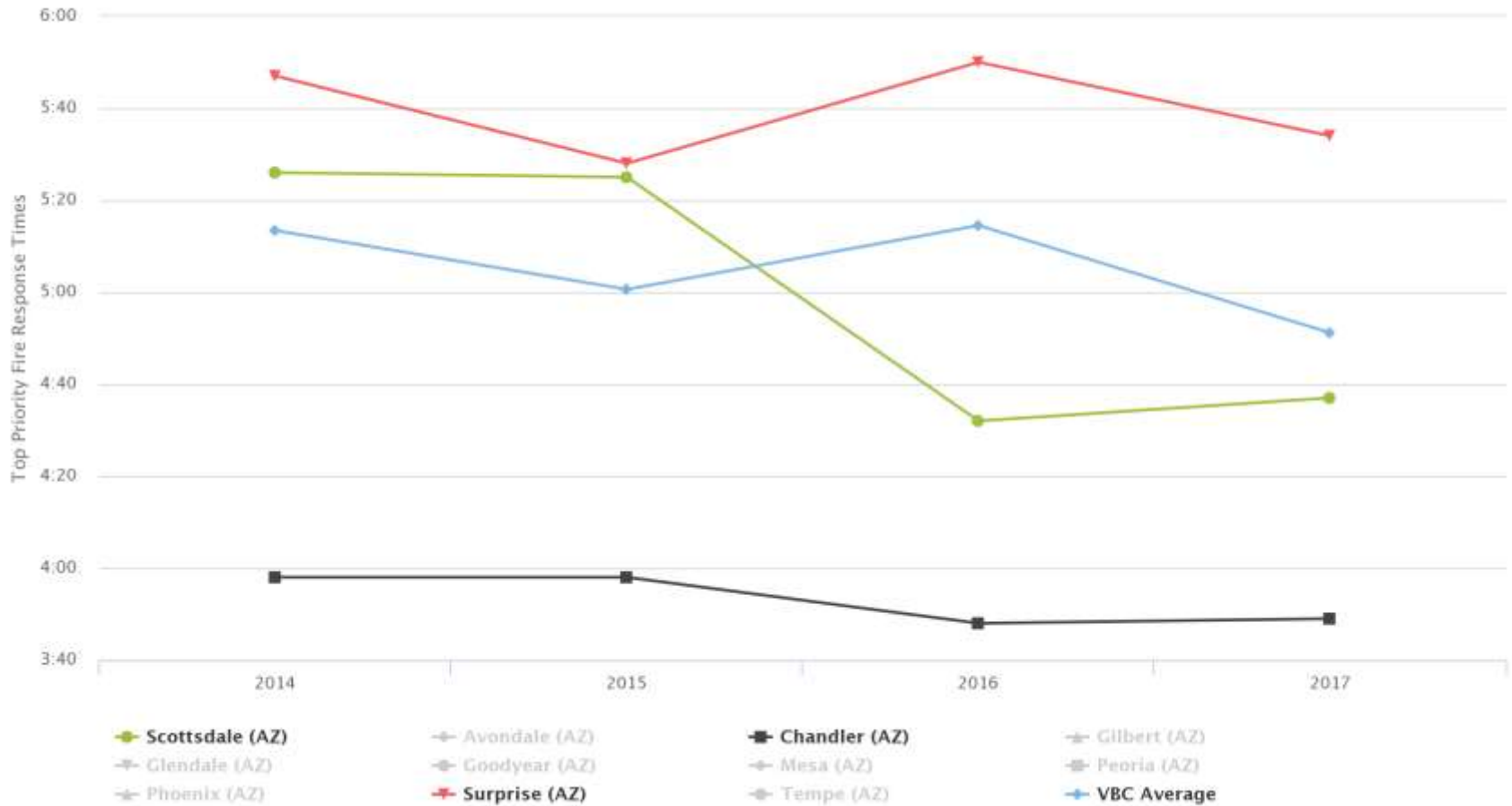
Average length of time for a fire apparatus to arrive on scene for a code 3, top priority call.
Measured in minutes and seconds

Police Response Times
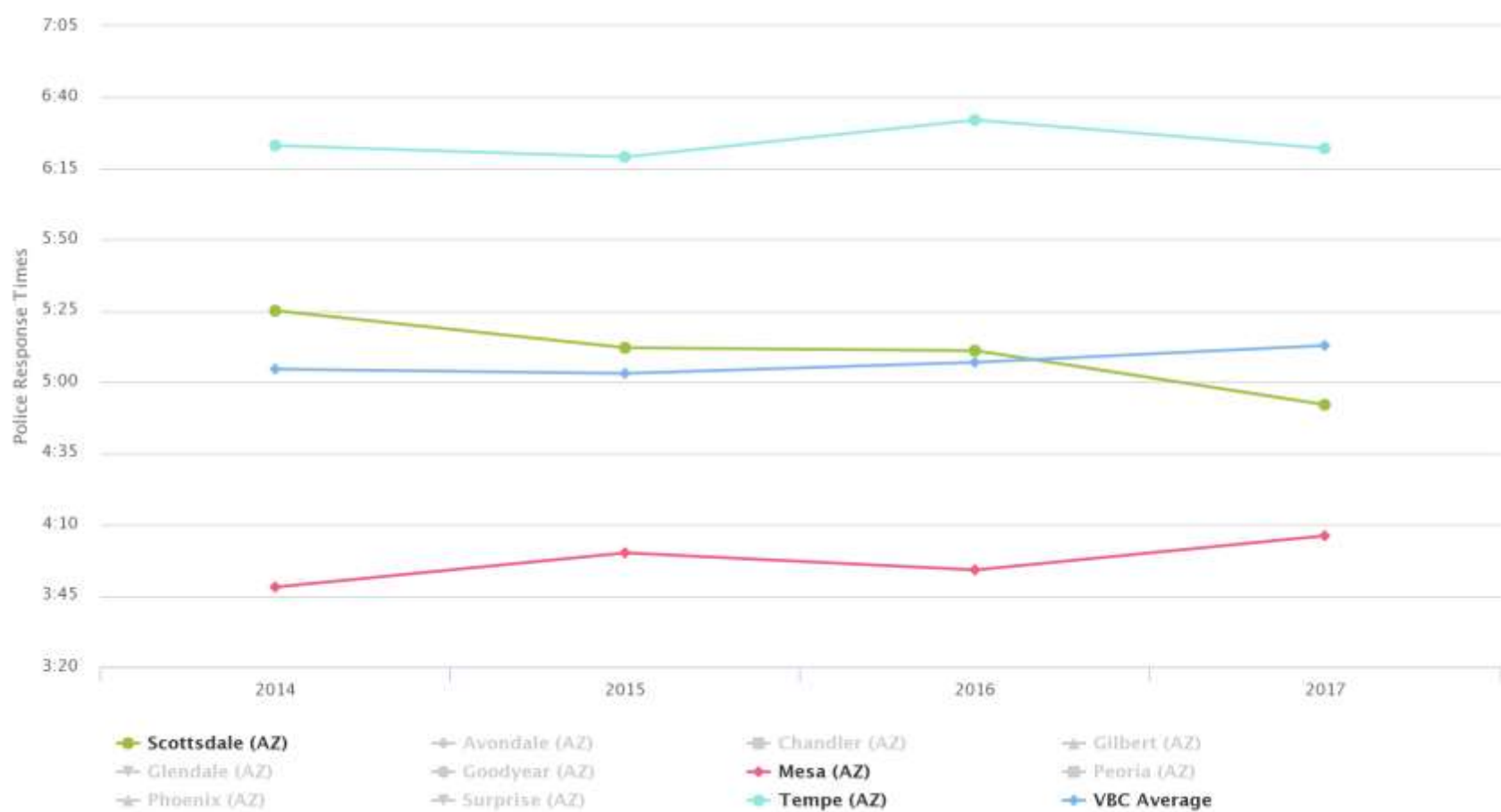
Average length of time it takes for police to arrive after a top priority call is answered.
Measured in minutes and seconds.

ENVISIO

"**Evidence suggests that improved performance occurs at a much greater rate when performance measures are compared.**"

Smith and Cheng, 2004

Exercise

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

M&M Distribution
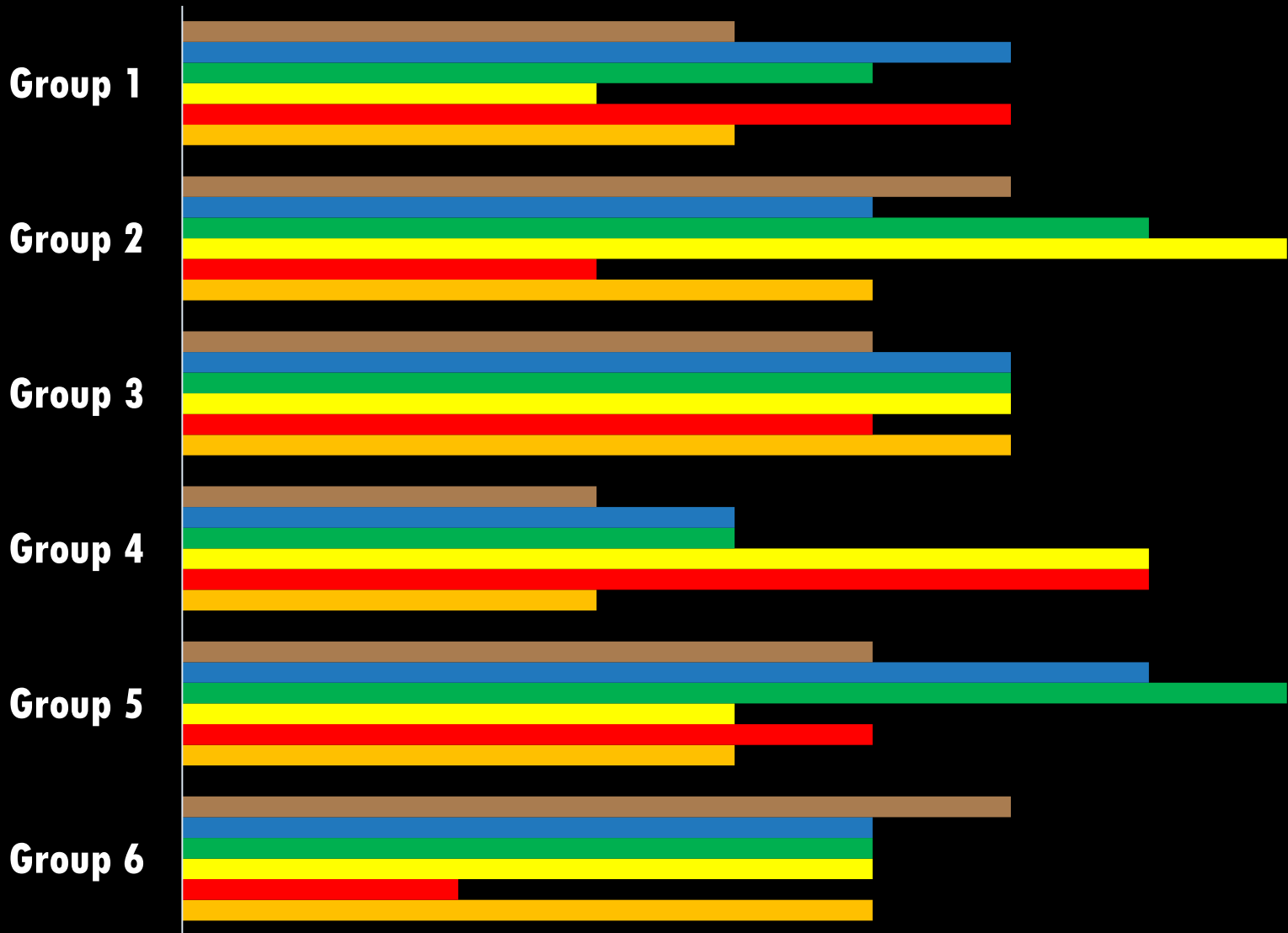
Measure

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
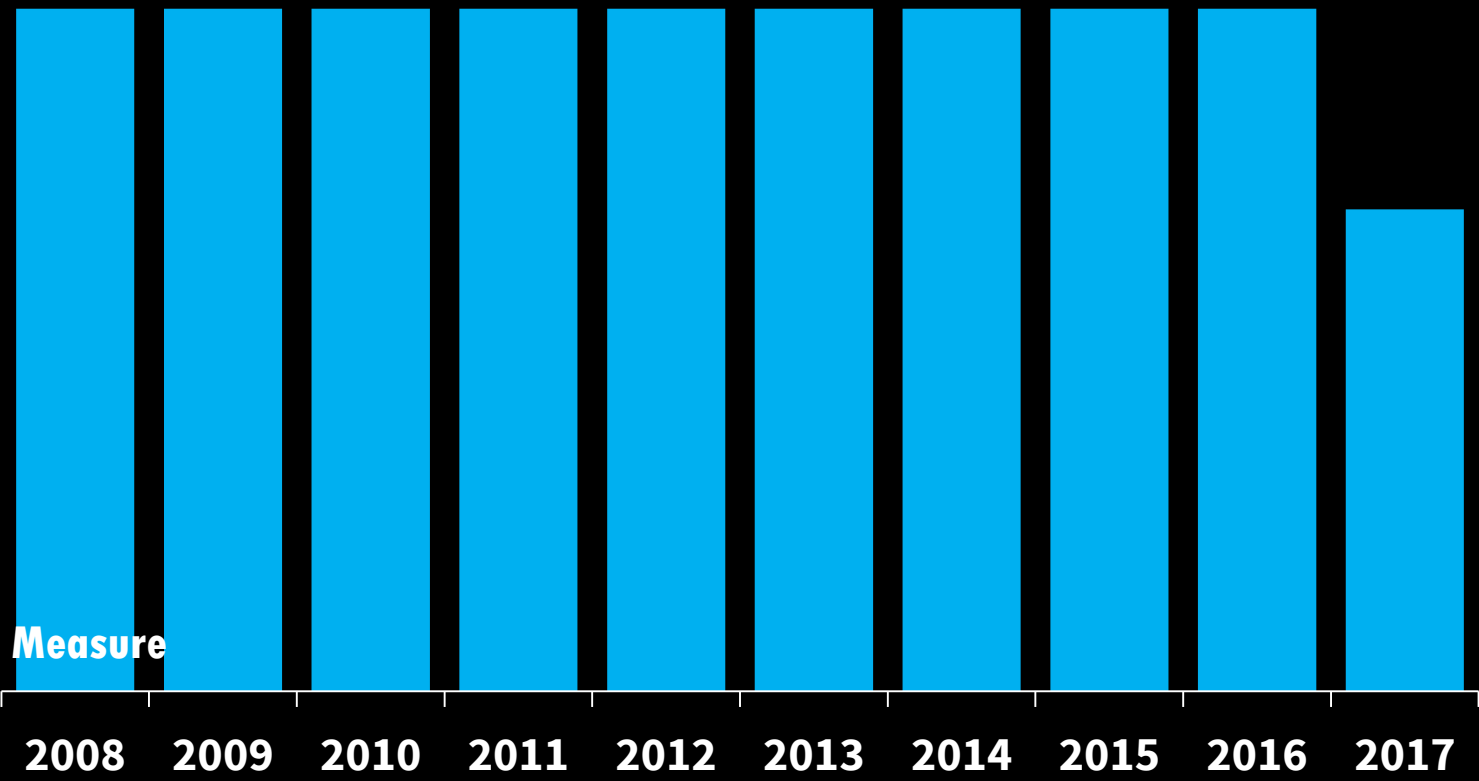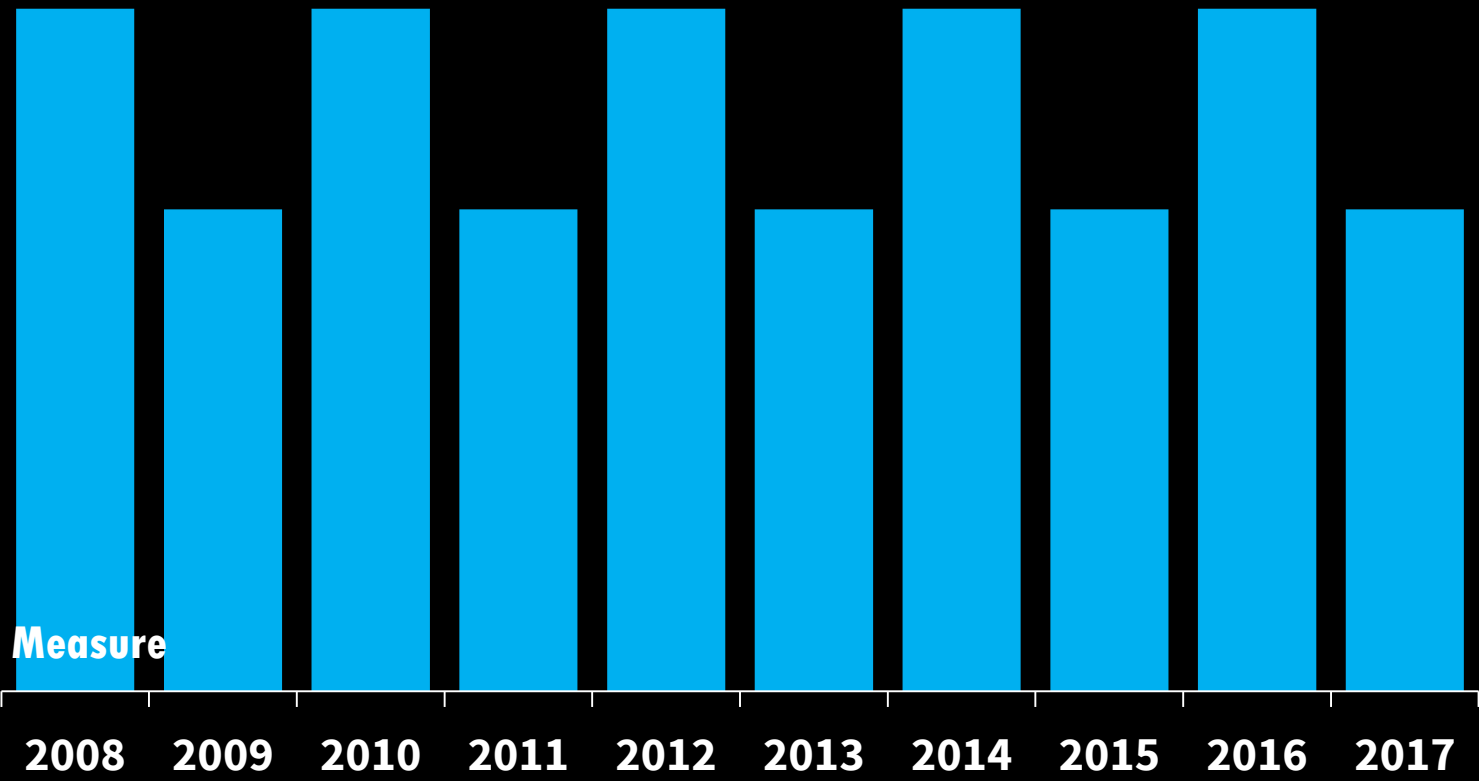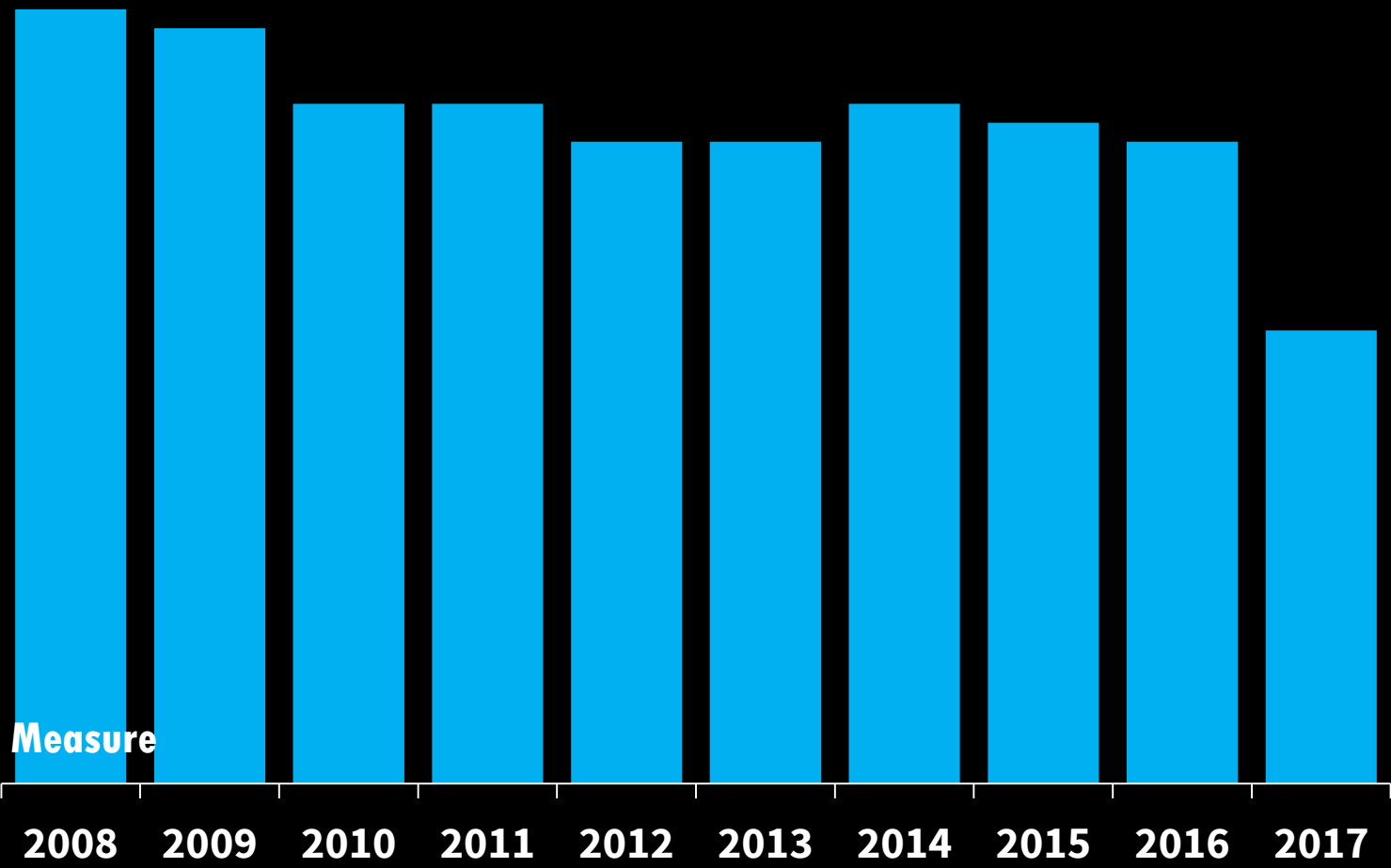
Target or Standard
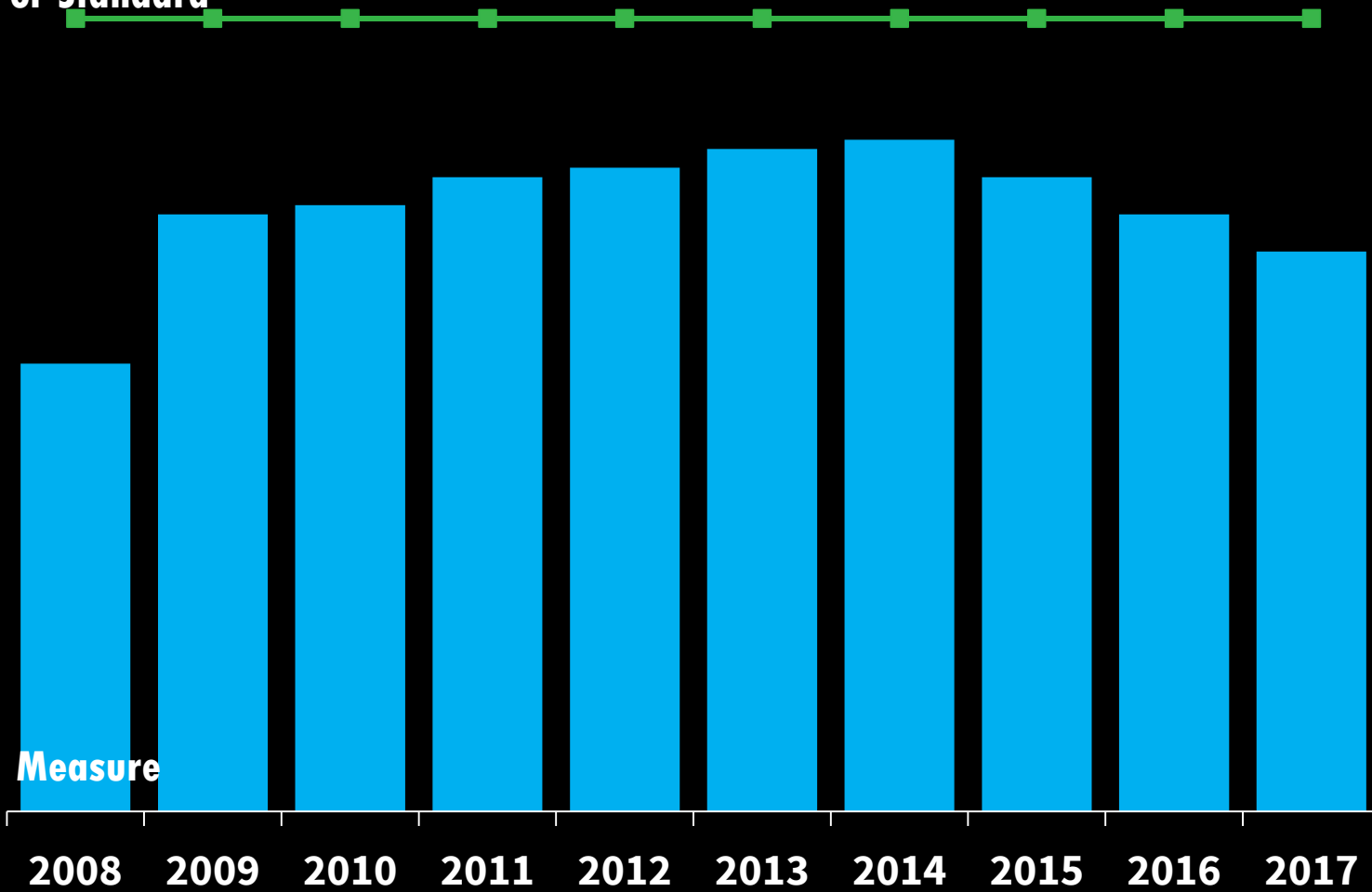
Measure

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
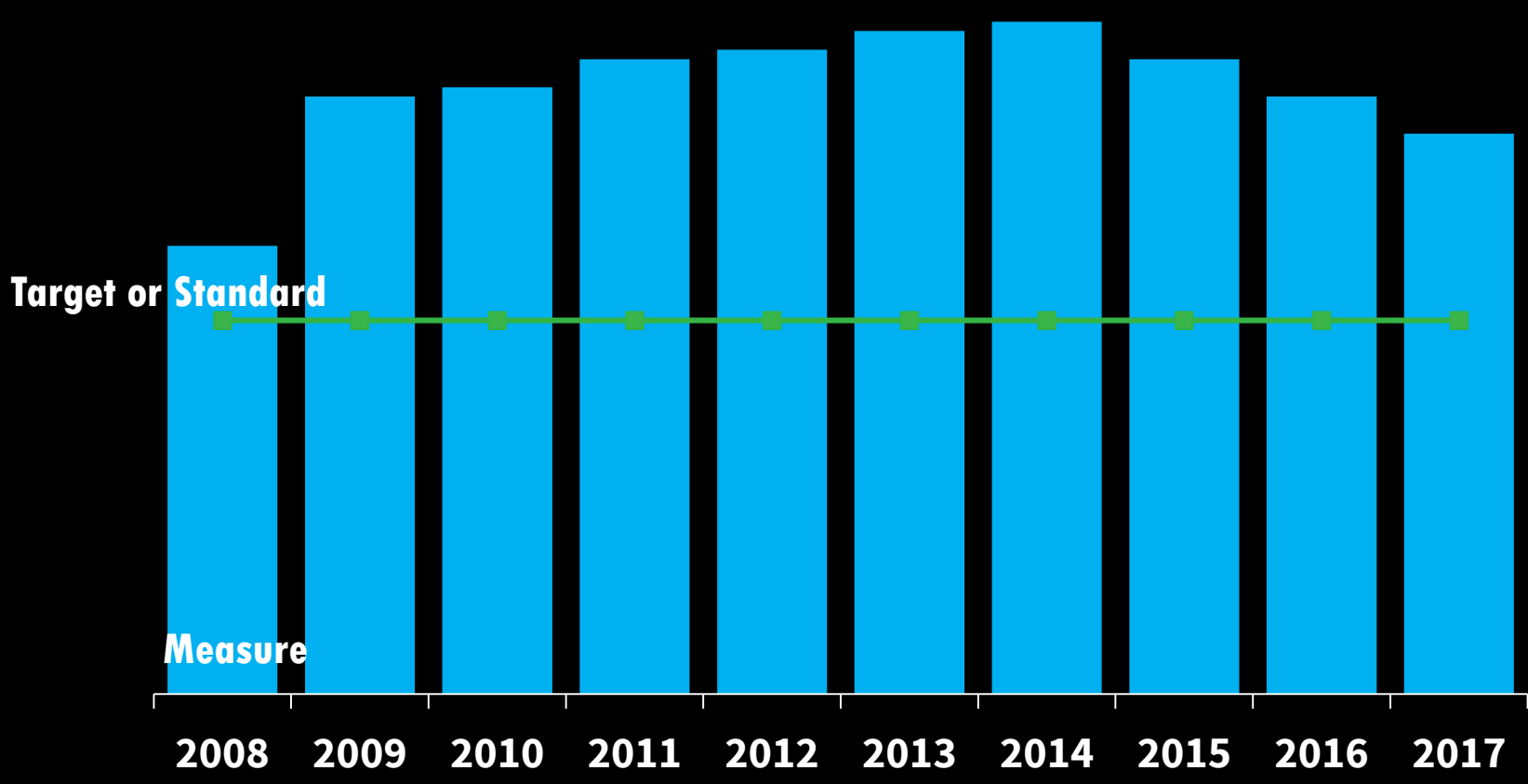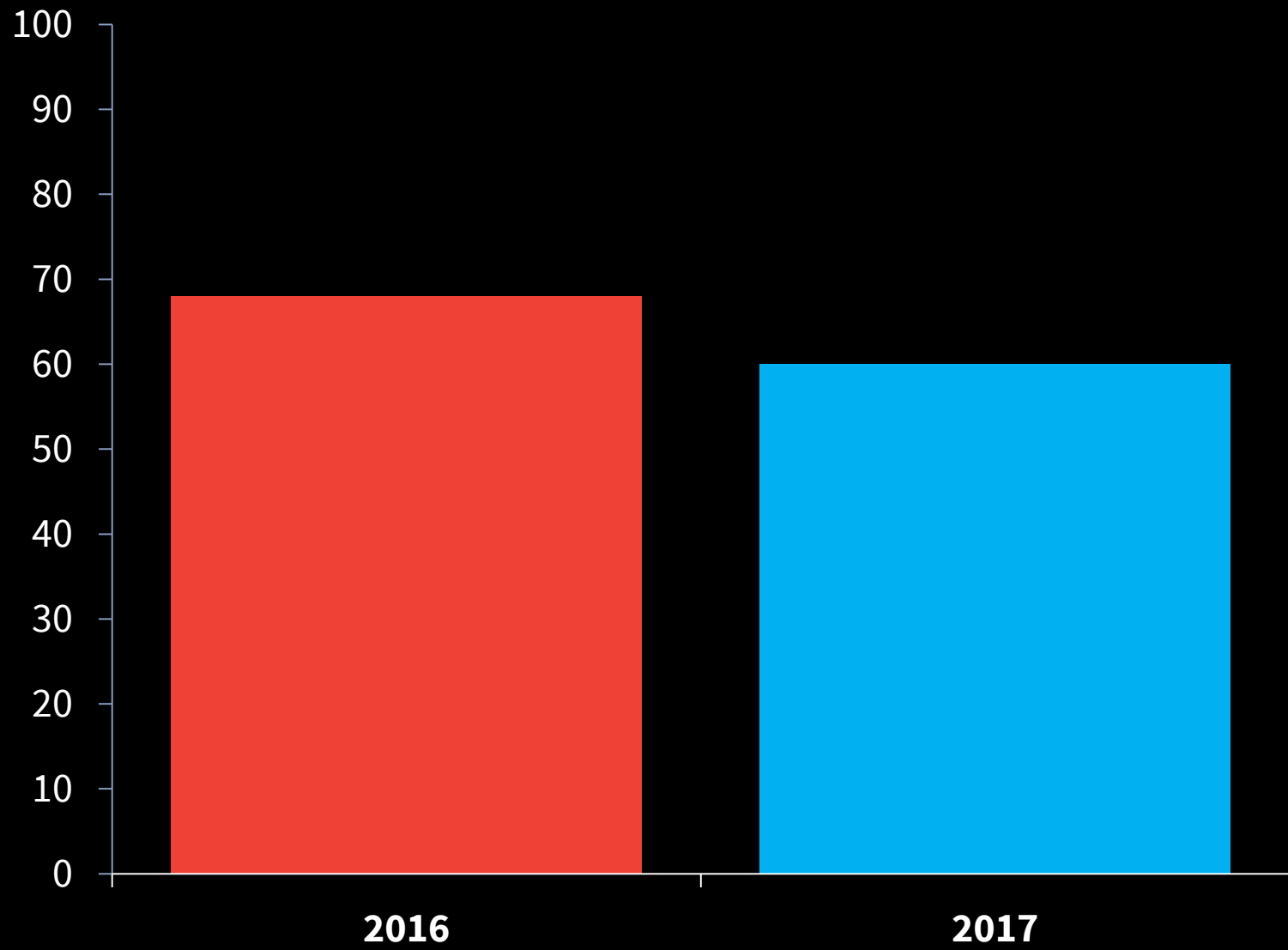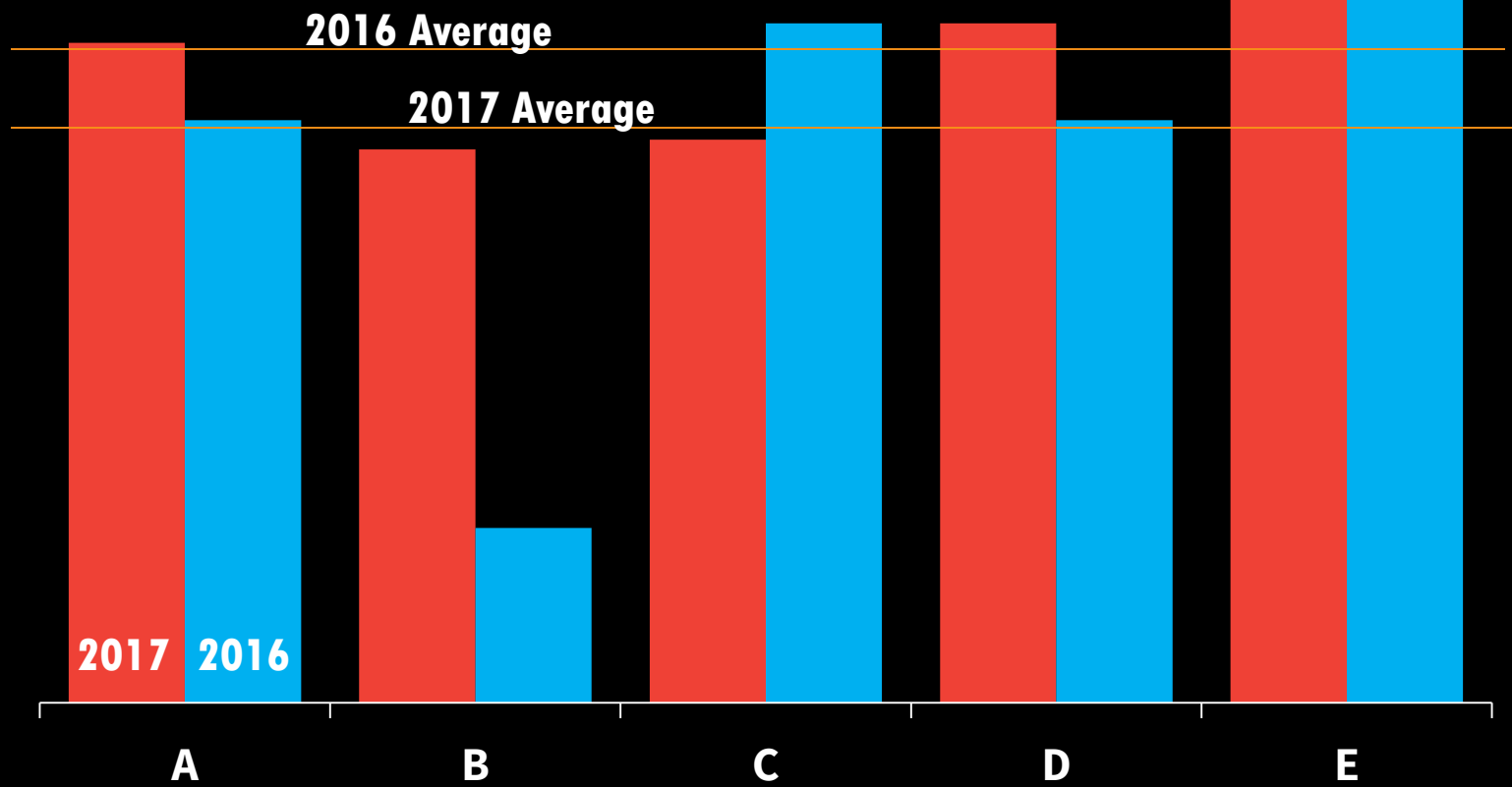
With performance measures: look for patterns, not points

"We must understand variation."

(avoid management tampering)

Dr. W. Edwards Deming
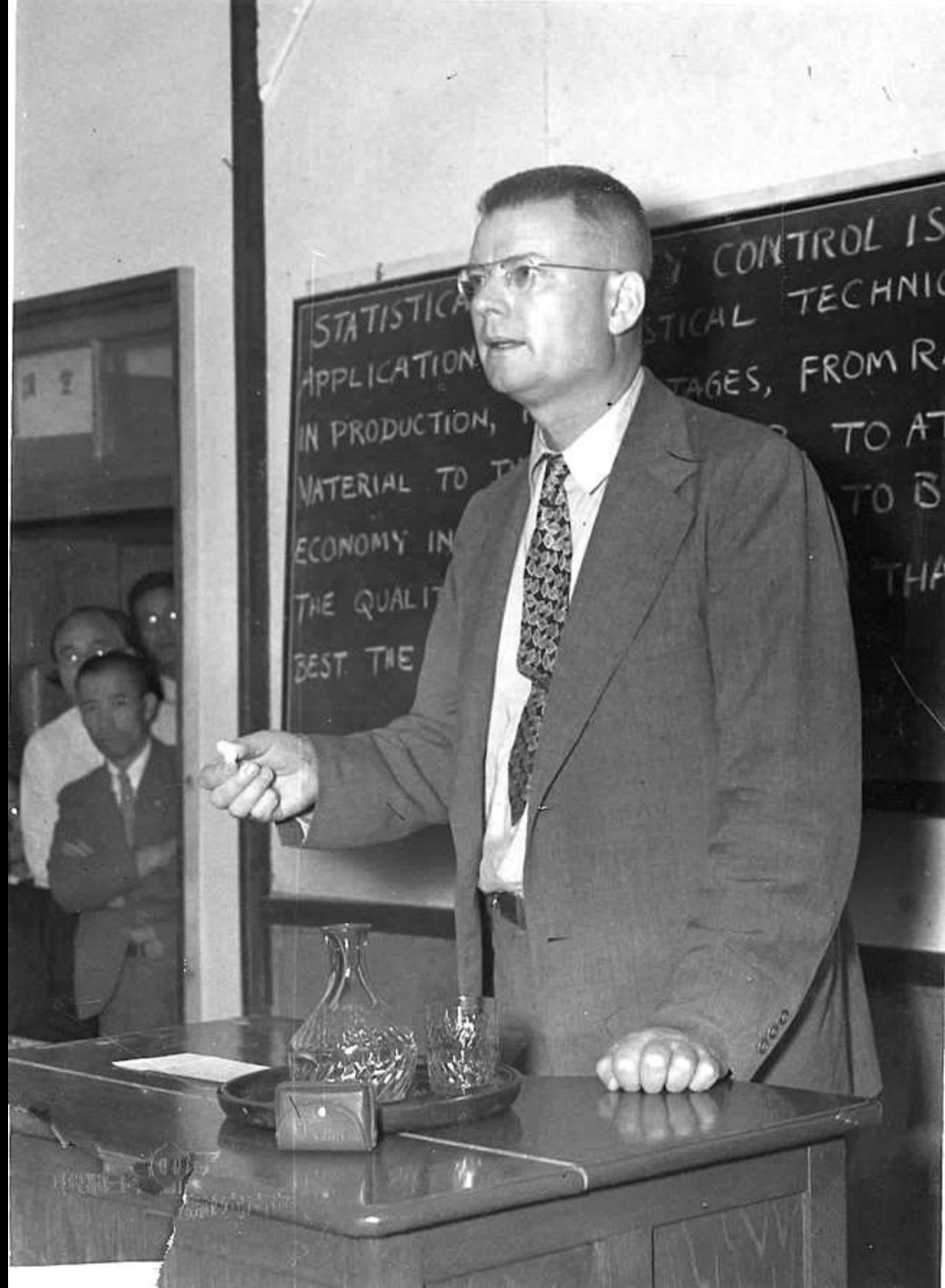
Data validation

"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
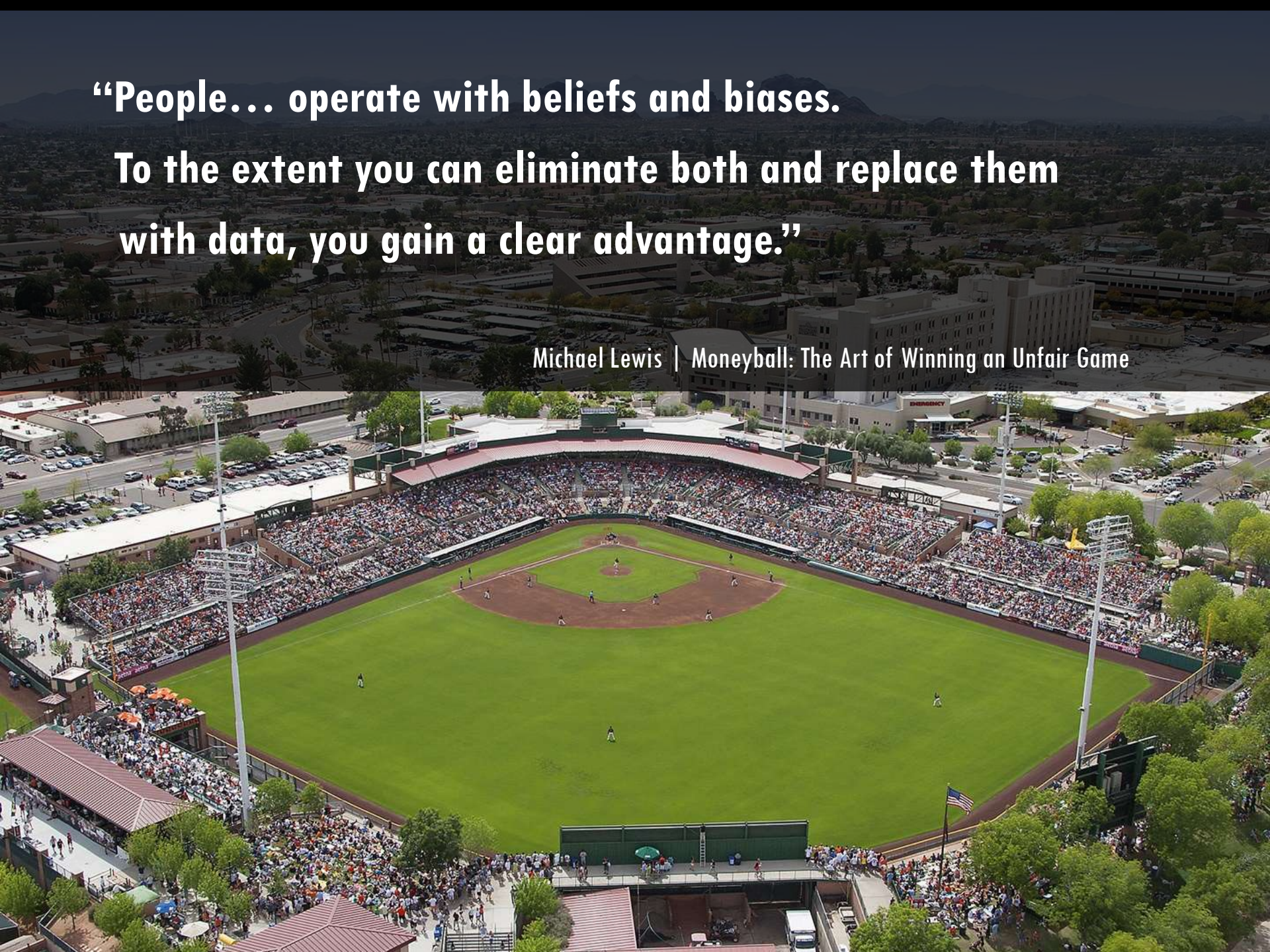
How have you used data comparisons to improve results?
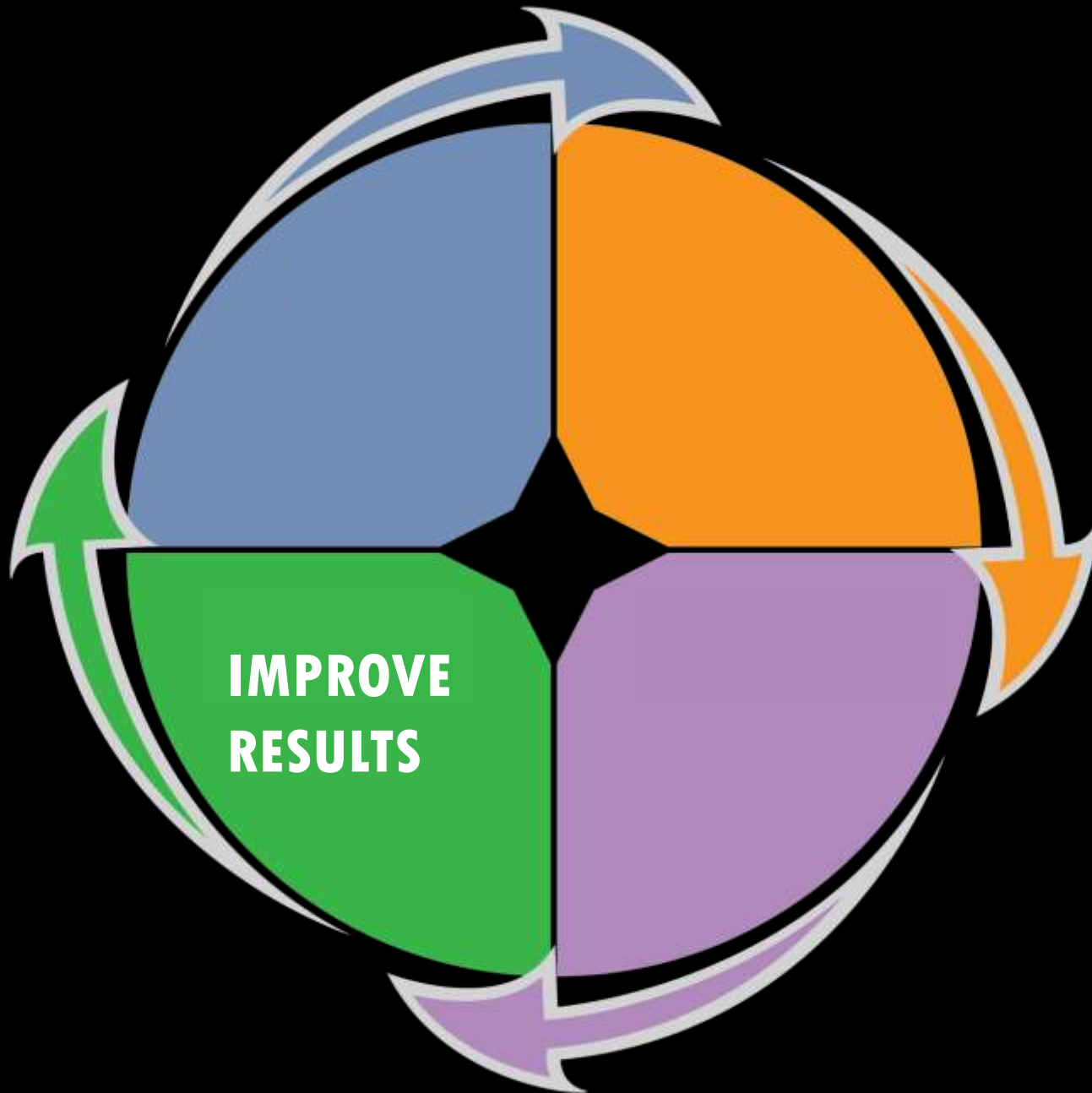
Start with your data and reports

"Goals make it absolutely clear where you will concentrate resources for results – the mark of an organization serious about success."

Peter Drucker
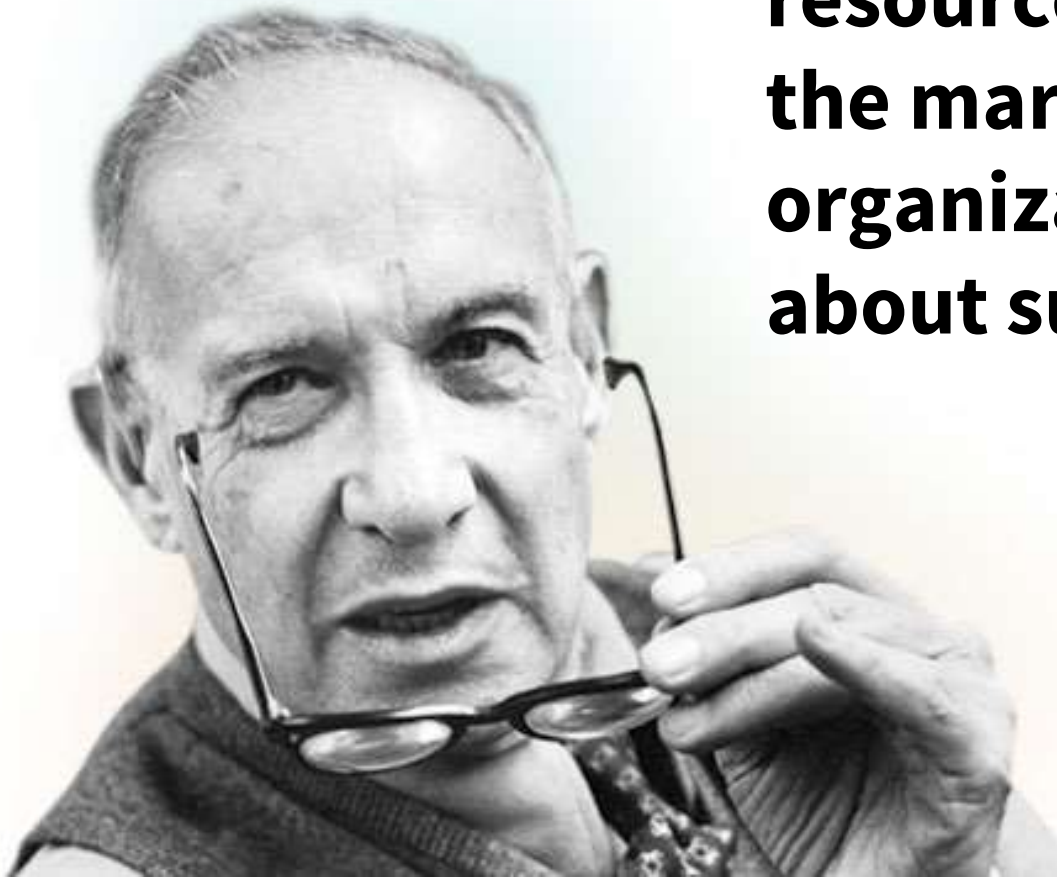
What are you trying to achieve?

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.

What are you trying to achieve?

Who are you doing it for?

To enhance public safety for all Scottsdale residents, the Transportation Department will increase bike lane miles by 5% by June 30.

How will you contribute?

How will you measure progress?

Who is responsible?

When will you get there?

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 … — Organization
- High-performing organization and work culture — Division
- Achieve favorable timeliness rating of 75% for recruitment services — Department
- Meet 60 day target in 80% of recruitments (assumes 100 recruitments with 5 employees) — Center
- Meet 60 day target in 80% of assigned recruitments (20 recruitments per employee) — 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
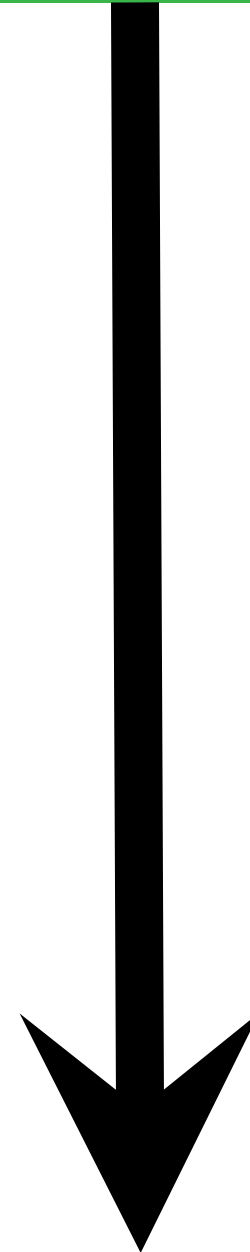
Division/Department/Center Goals and Objectives   **10,000 feet**

- 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

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 <u>regulation</u> or <u>incentives</u>

Four simple ways to apply behavioral insights

EASY

ATTRACTIVE

TIMELY

SOCIAL
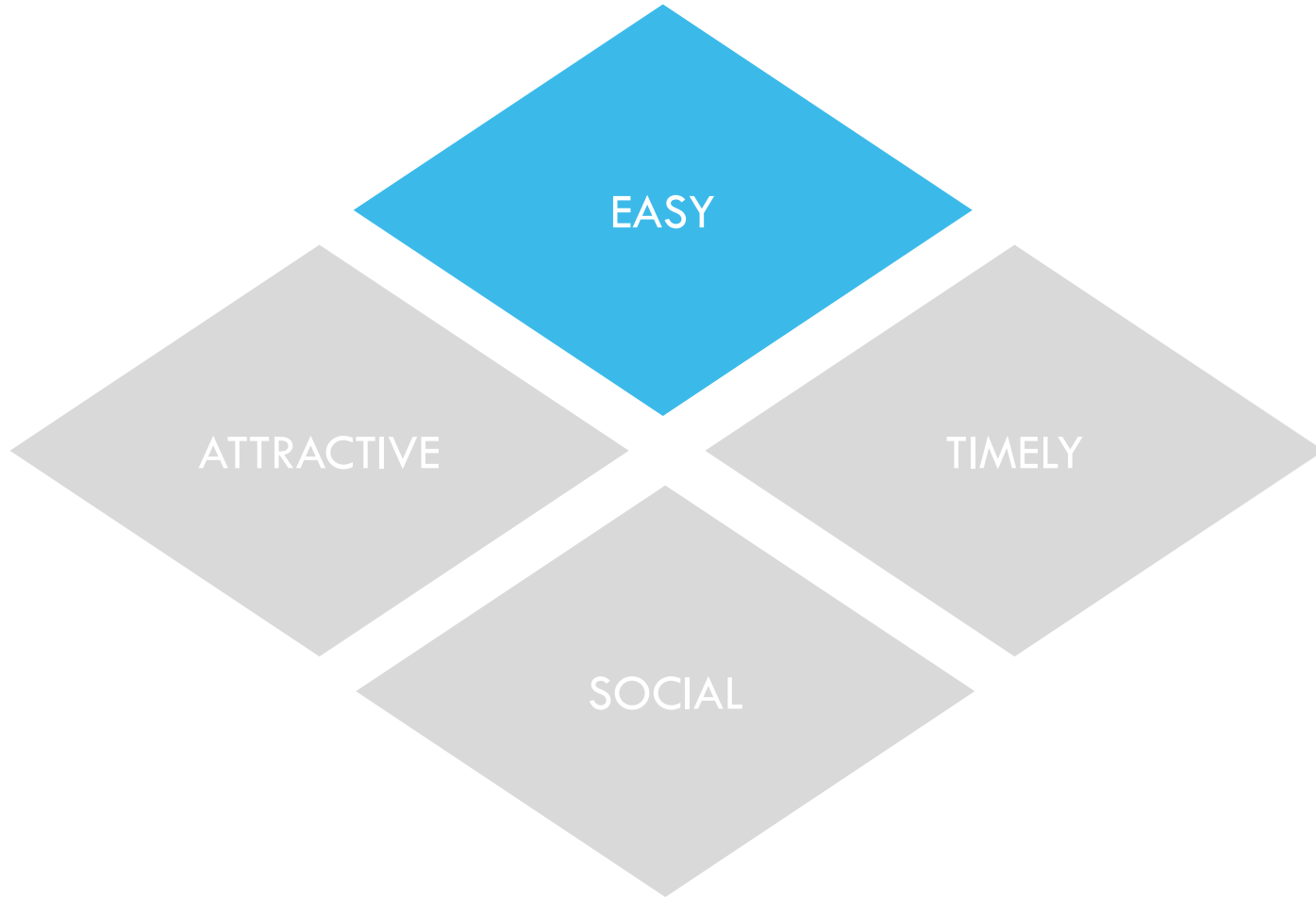
Annex 1: Yes and No buttons email

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.**

Funded	Unable to fund			
$0	$100,000	$200,000	$300,000	$400,000

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

ATTRACTIVE

TIMELY

SOCIAL
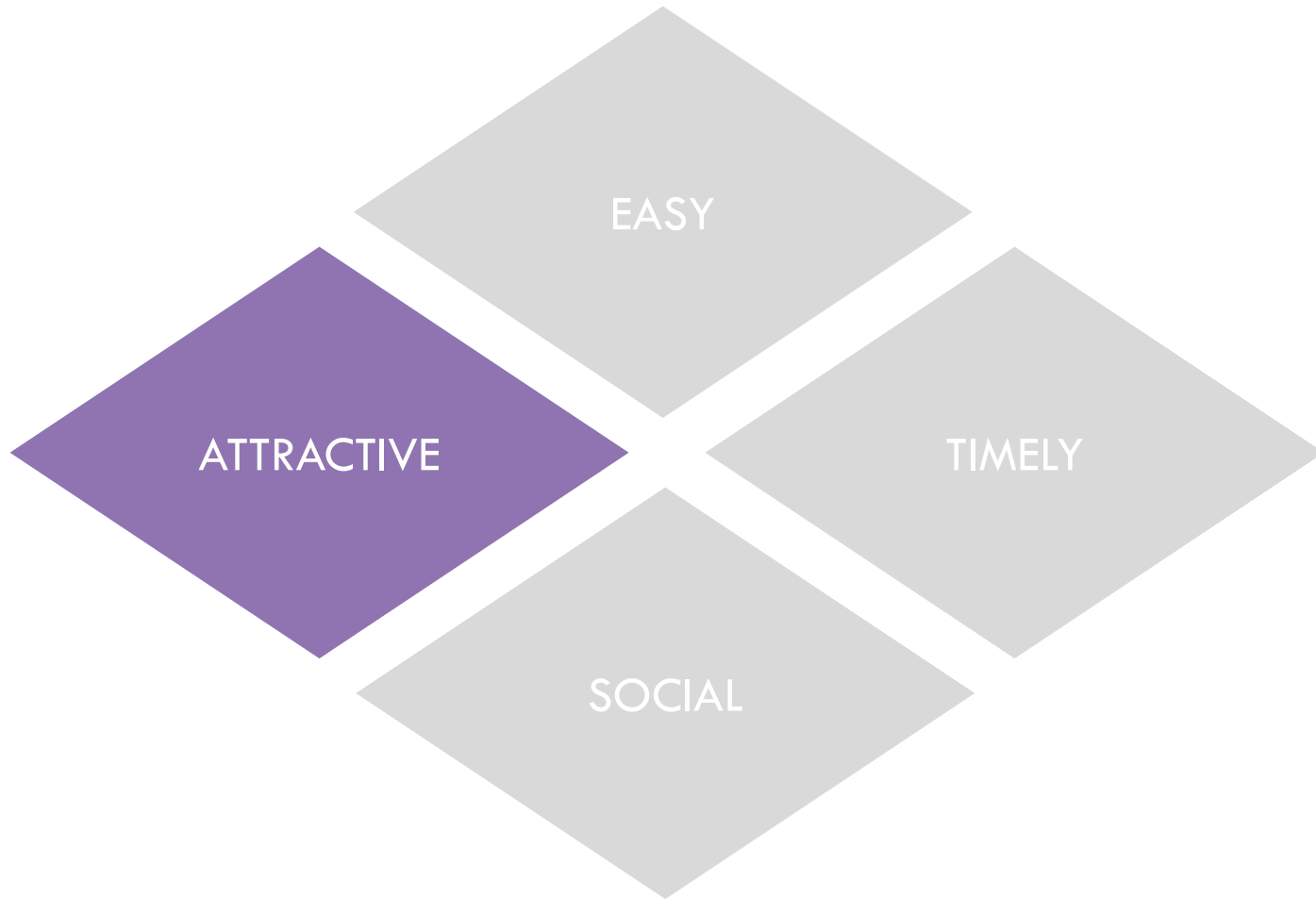
This is what $120 looks like.

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.

Four simple ways to apply behavioral insights

EASY

ATTRACTIVE

TIMELY

SOCIAL

Subject: Apply to the Scottsdale Police Department today

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.**

To apply, go to https://www.governmentjobs.com/careers/scottsdaleaz/jobs/1688869/police-officer-recruits-laterals-waivers?keywords=police%20officer&pagetype=jobOpportunitiesJobs#, and submit by April 9th.

Good luck!

Marcos Garcia
Police Officer, Scottsdale Police Department

Four simple ways to apply behavioral insights

EASY

ATTRACTIVE

TIMELY

SOCIAL
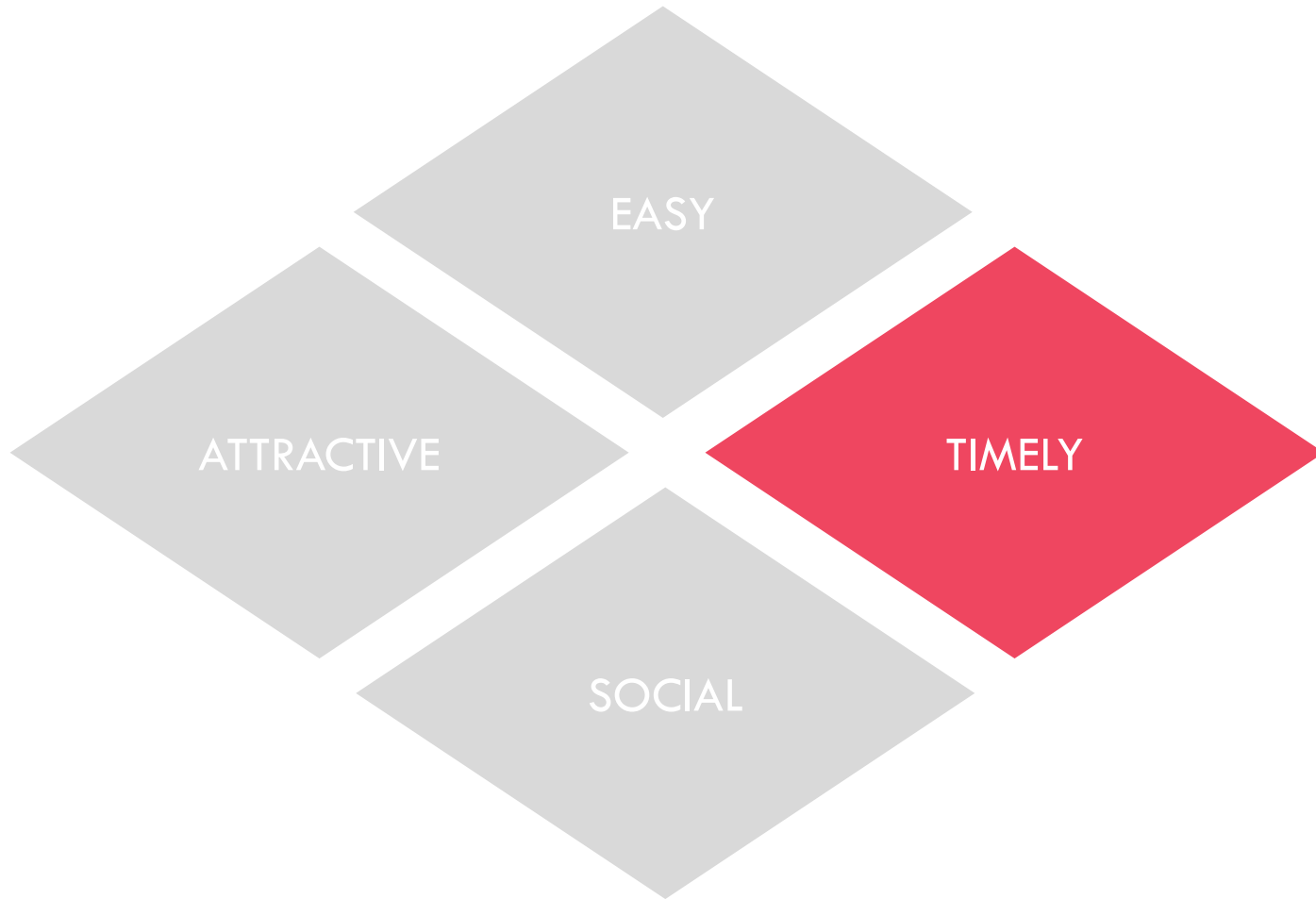
Join thousands of Scottsdale residents who have gone paperless.

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."

OnStreet PARC
PARKING AUTHORITY OF RIVER CITY

January 29, 2016

<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>   VISA MasterCard DISCOVER PayPal

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.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.

INTERVENTION

Population is split into two groups by random lot

Outcomes for both groups are measured

CONTROL
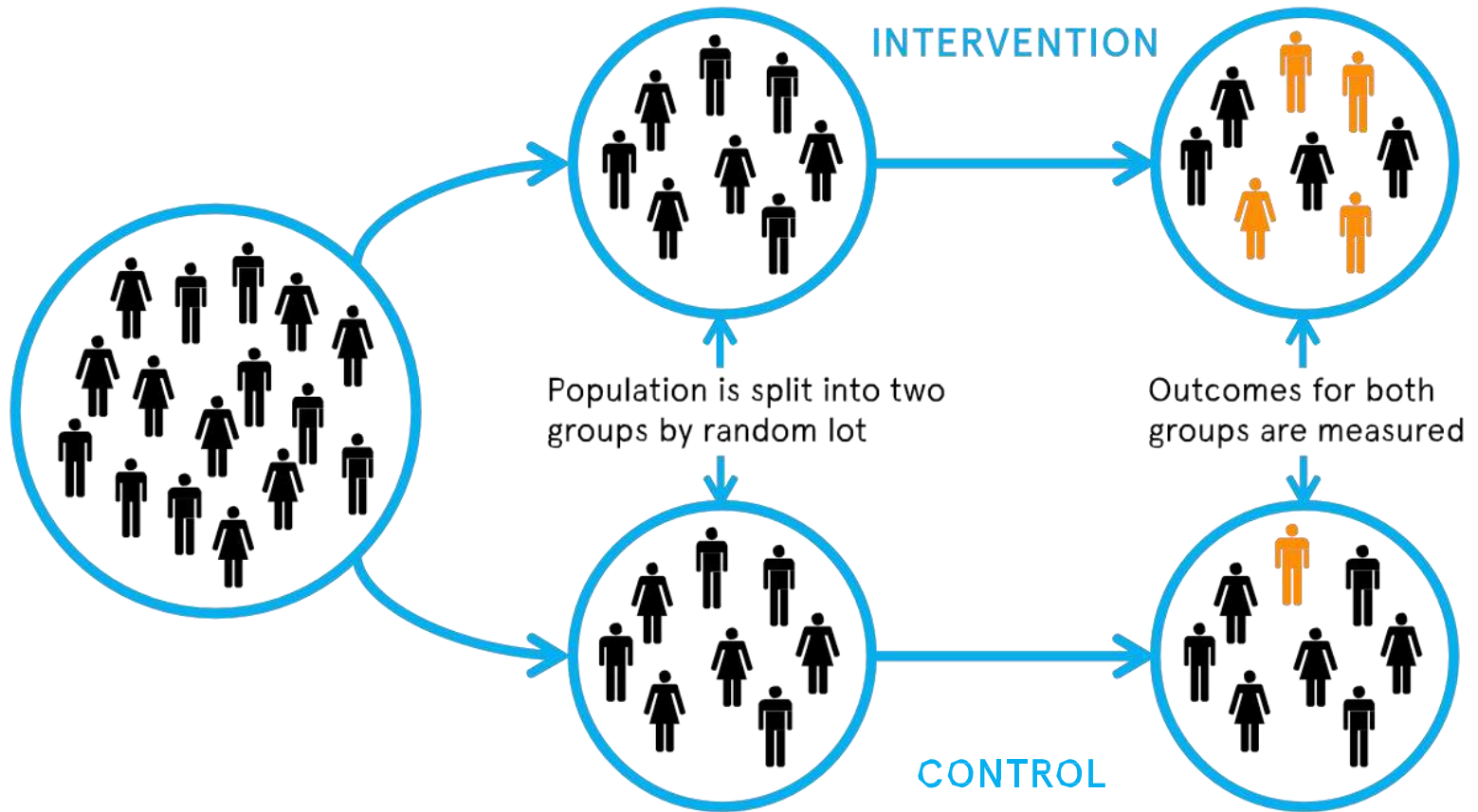
A/B test your emails and digital content

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
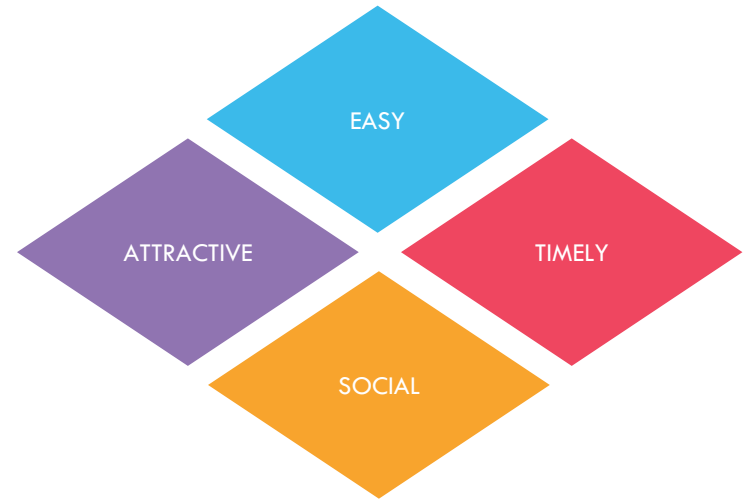
Idea Generation Instructions

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
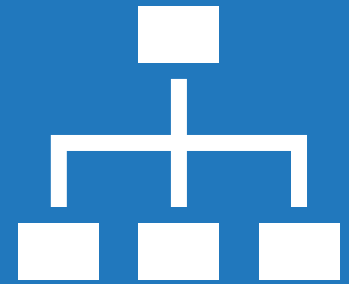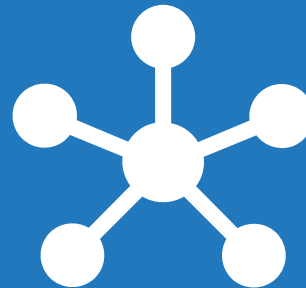
Symptoms of a broken process

- 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

Process Mapping, Process Improvement and Process Management, Dan Madison

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
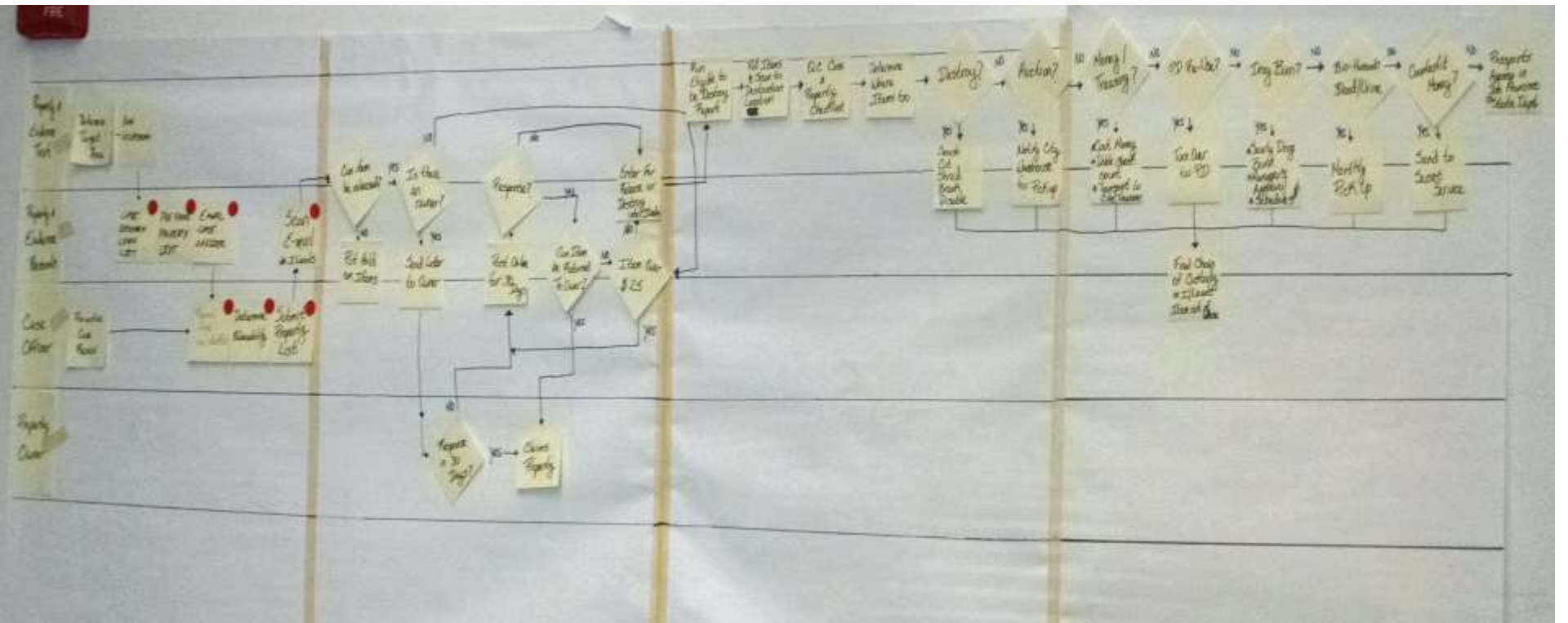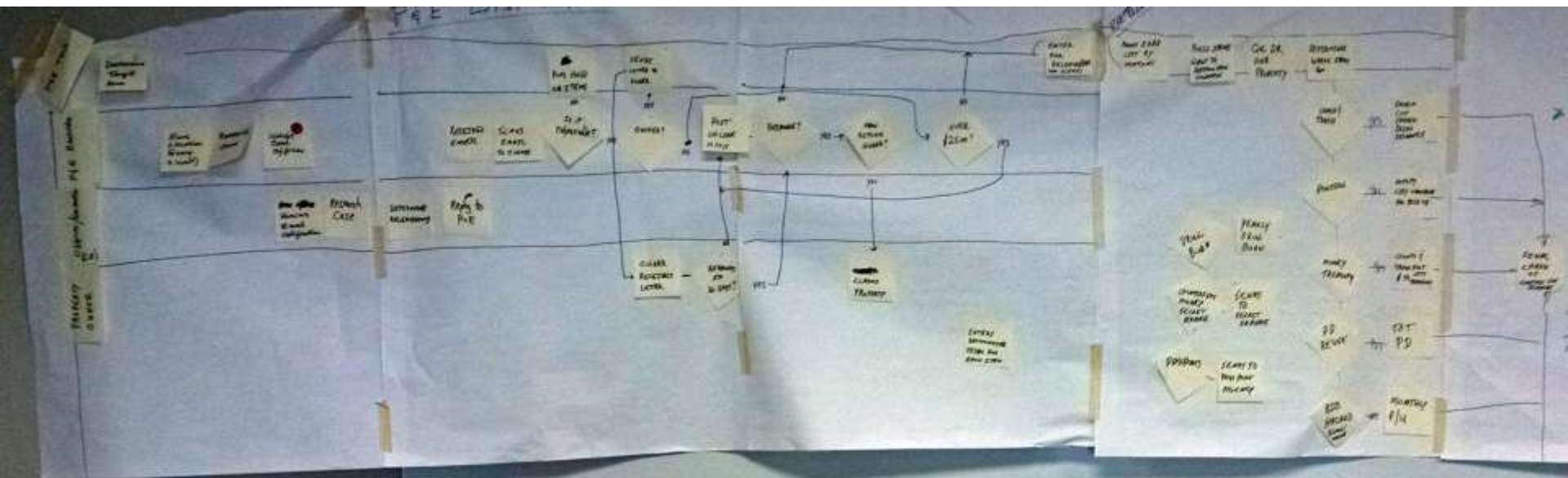
Basic flow chart symbols

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 — 11/15/2016

Customer
- Submit Water Meter requirement; Pay charges and fees
- Request Water Meter to be set

One-Stop Shop
- Document Water Meter requirement and contact information in CDS; Issue receipt/Cash Transmittal (CT) ①

Water Finance
- Verify accuracy of charges and fees; Assign sewer bill code in CDS; Designate meter-reading route in CDS ②

Water Admin
- Confirm sewer bill code and meter-reading route are complete; Add customer call date; Print CT and forward ③
- Are requirements accurate? — NO / YES
- Set water meter
- Record water meter data in CDS; Automatic notification to Billing to set up account

Water Operations
- Schedule Water Meter set; Visit site; Prepare to set Water Meter ④

Customer Service
- Run CDS report; Establish utility billing account; Add account number in CDS ⑤
- 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!!!

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

Anonymity   **Irrelevance**   **Immeasurability**

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?

What is your main takeaway from this class?

CITY OF SCOTTSDALE

Brent Stockwell | Asst. City Manager

480-312-7288 | bstockwell@ScottsdaleAZ.gov

go to ScottsdaleAZ.gov search "performance"