



Elements of Managing and Improving Performance

Clark County
December 4, 2012

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Key Elements to Performance Management

Measure selection:

1. Report on progress toward achieving strategic goals and priorities.
2. Used to evaluate performance and identify needs.
3. Limited number of relevant measures for each department.
4. Address perspectives beyond workload and productivity.
 - Effectiveness, customer satisfaction, service quality, process speed and timeliness, Efficiency, and cost

Reporting:

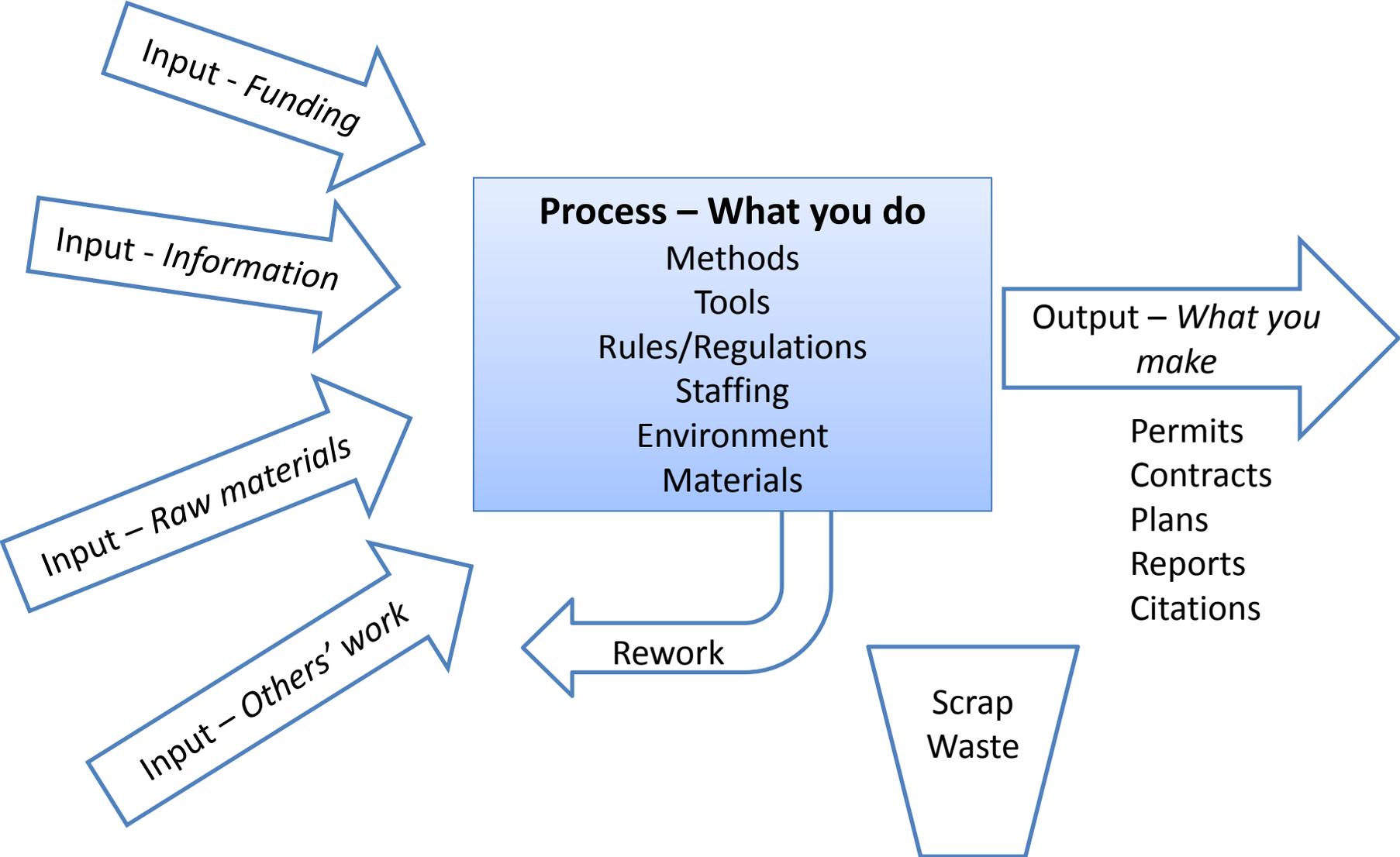
5. Frequent data collection and regular reporting intervals.
6. Easy to understand charts and graphs.
7. Enough data to identify patterns and trends.
8. Current performance can be compared to past performance, baselines, and targets.

Purpose:

9. Used to improve performance.
10. Monitor if changes worked and to tell if performance is getting better, worse, or staying about the same.



Define your process



Terms & definitions

- **Outcomes** – The purpose of the system. Why does anyone perform this work in the first place? What should be better if this work is done well?
- **Outputs** (Widgets) – The product that is actually delivered or produced.
- **Customers** – The people, organizations, or work units that actually use the product or service produced or delivered.
- **Process** – The way work gets done or the way service is delivered.
- **Rework** – The time and expense needed to fix the inputs so they are usable for the process, or to fix the outputs so they are acceptable to the customer.
- **Scrap/Waste** – Byproducts or leftovers created by the process.
- **Inputs** – The raw materials/information needed to do the work or provide a service.
- **Suppliers** – The people, organizations, or work units that provide the materials/information needed to perform the work.

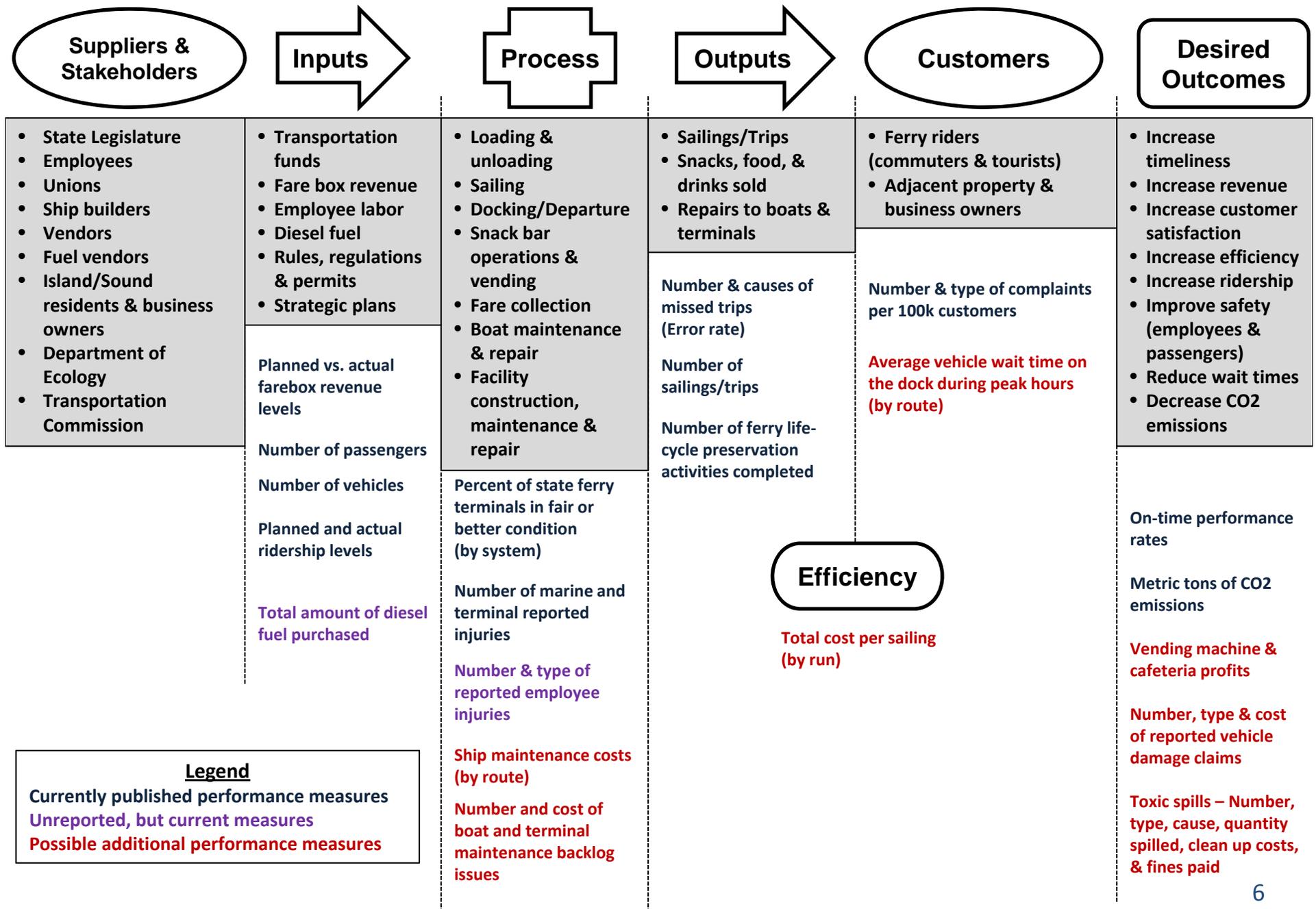


Expand your process to define the system

Outcomes:
Organizational Benefits
User Benefits
Financial Stakeholder Benefits



Washington State Ferry System Example



Define your own system exercise - Handout



A thing or two about outcomes

- You rarely work directly on them.
- You can't control them.
 - Too many other things impact performance.
- You can only influence them.
- They can be difficult to measure.
- Citizens and financial stakeholders want to hold you accountable for achieving them.
- You must be prepared to report progress on achieving them.

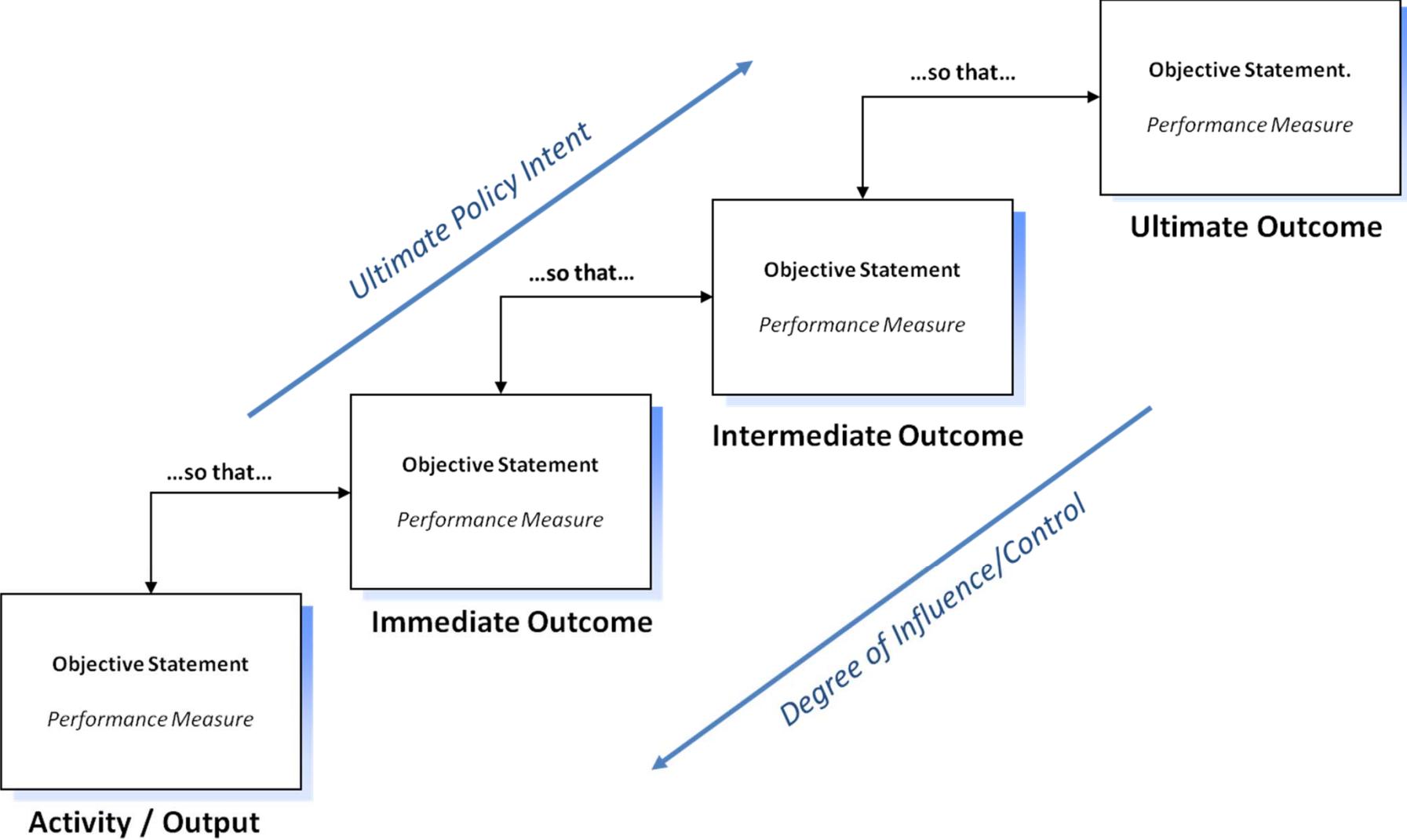


Purpose of a Logic Model

- Graphically illustrate the theoretical connection between what you actually do (and what you can control) to the desired outcomes you are supposed to influence.
- Help identify relevant performance measures to track progress.

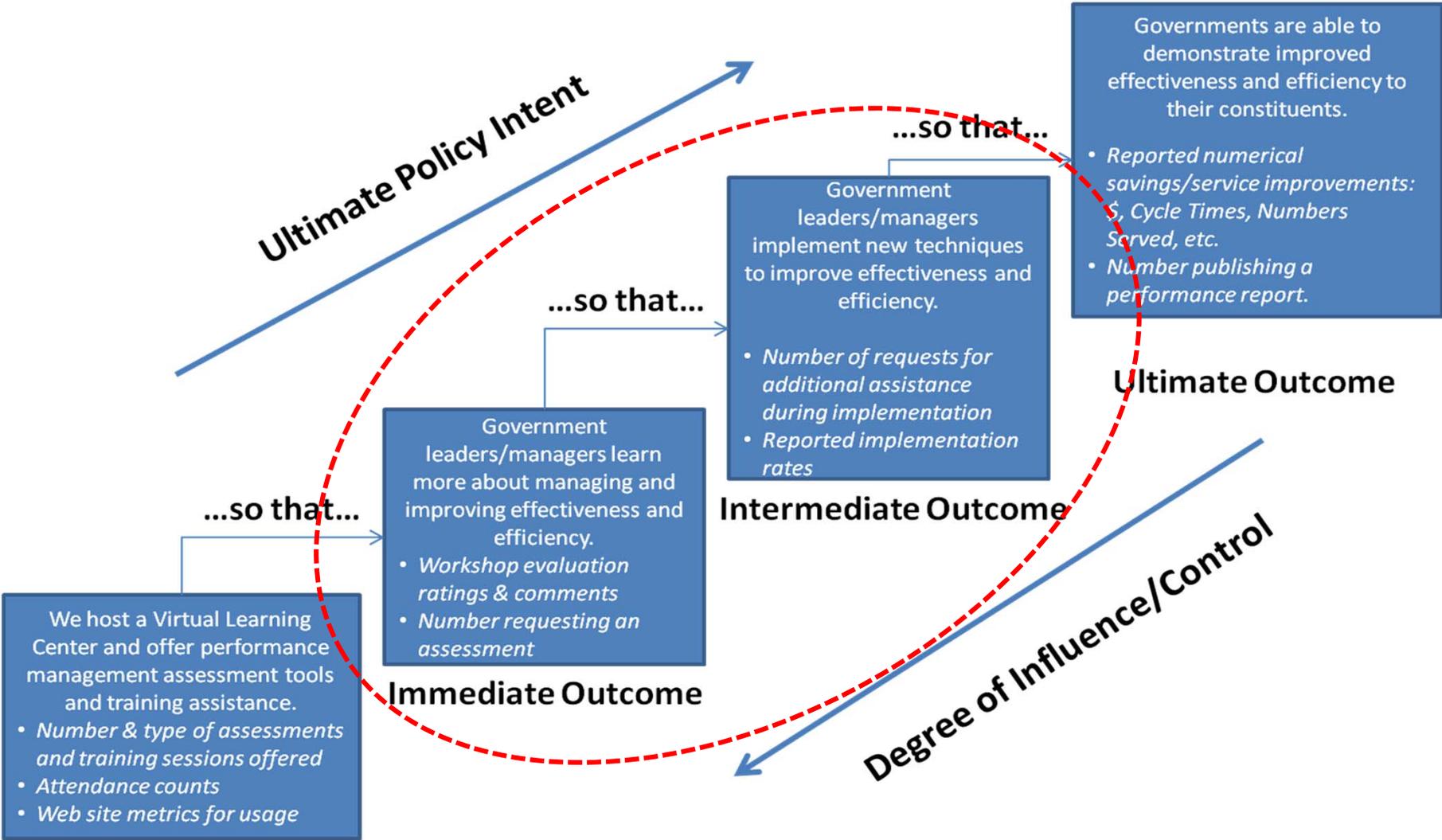


Structure of a line-of-sight Logic Model



Example Logic Model – What are we doing here today?

Local Government Performance Center Logic Model

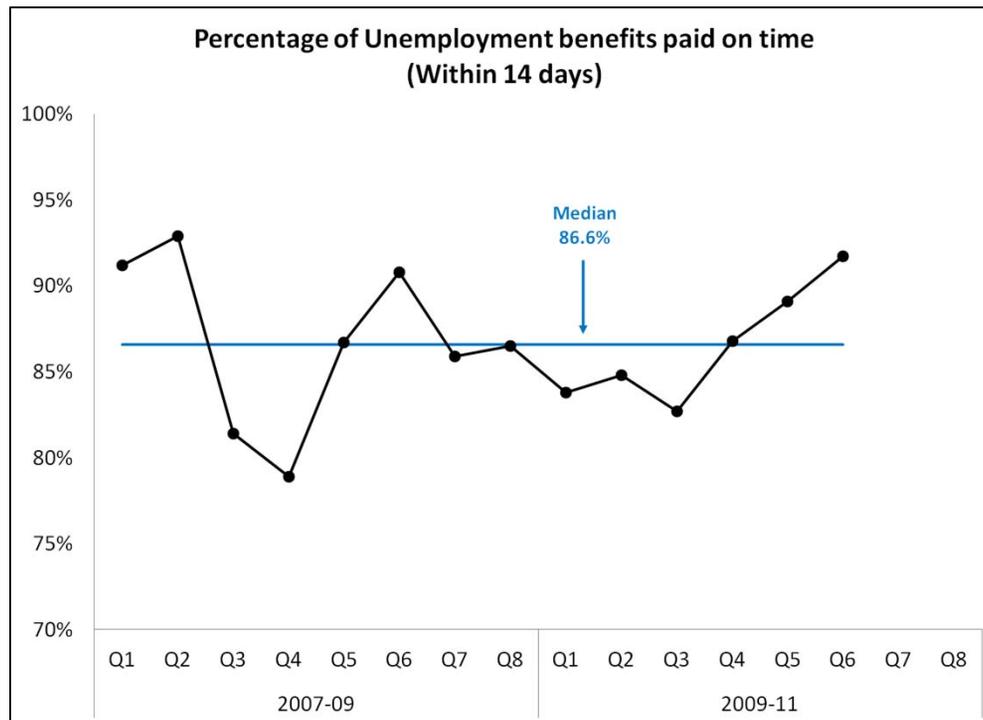




Make a Logic Model for the system defined earlier
Handout – Logic Model Template



Better, worse, or about the same?

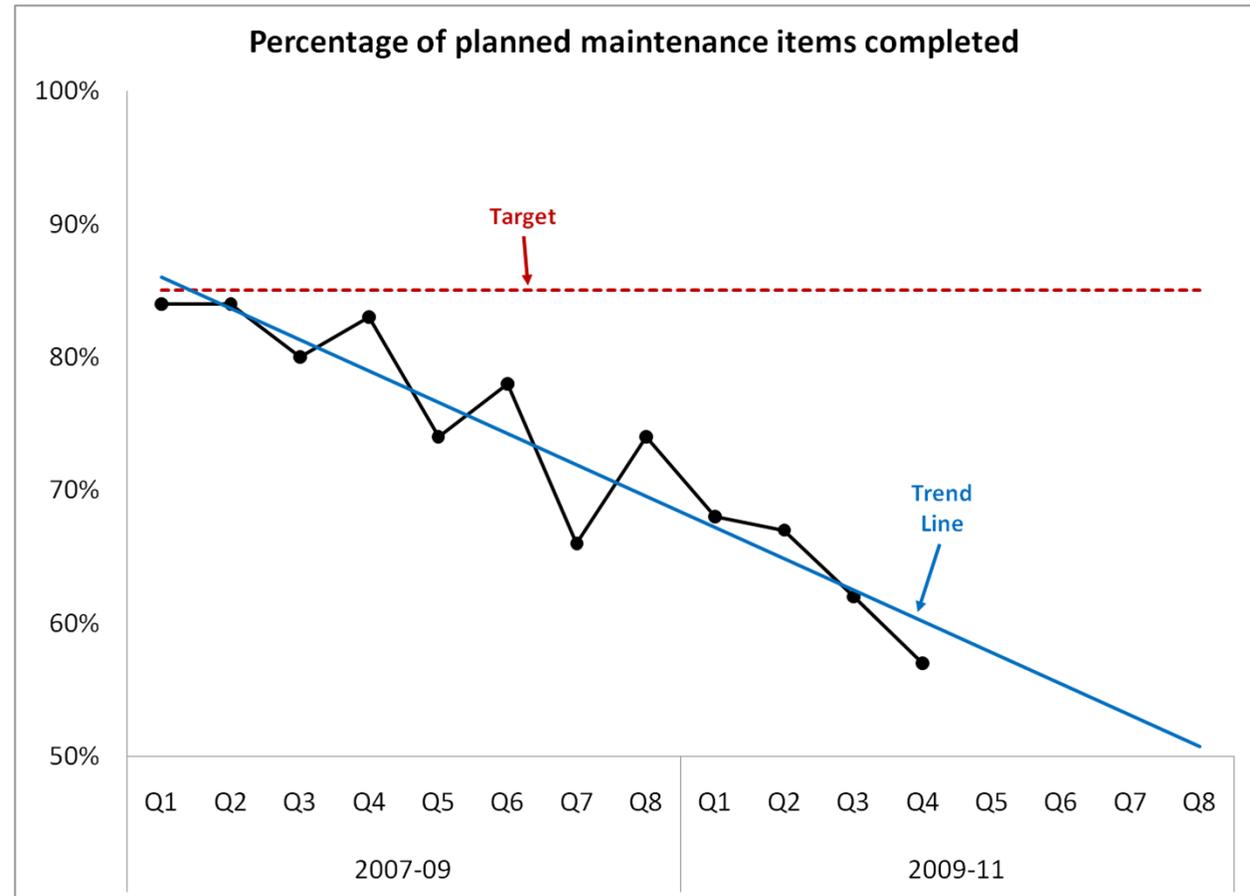


- Chart your data over time and review it often.
- Establish a baseline.
- Learn how to recognize “normal” and “abnormal” variation patterns.
- Set a performance target if it is a priority to improve performance in that area.
- Fundamentally change the process.
- Did things get better, worse, or did they stay about the same?



What makes a performance measure “good?”

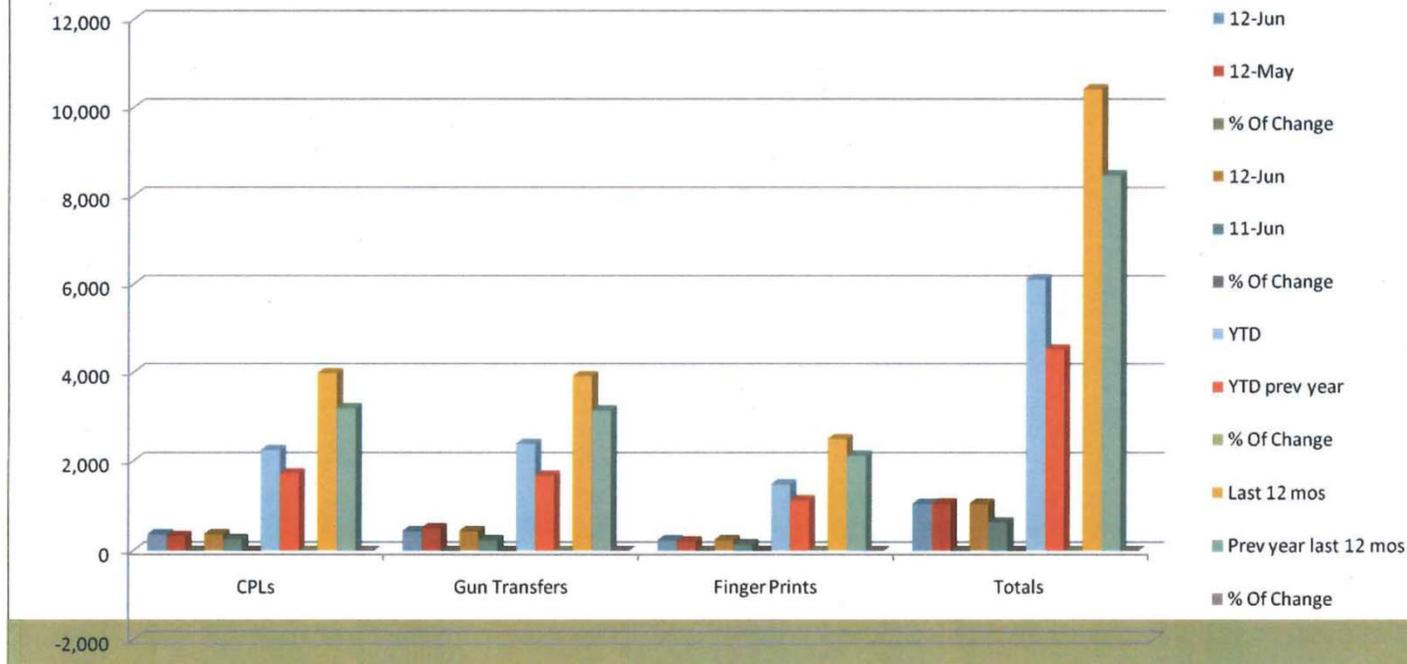
- Relevance
 - Purpose
 - Control/Influence
- Context
 - History
 - Targets
- Understandable
 - Titles
 - Graphics
- Timely
- Reliability



Practice Evaluating a Measure

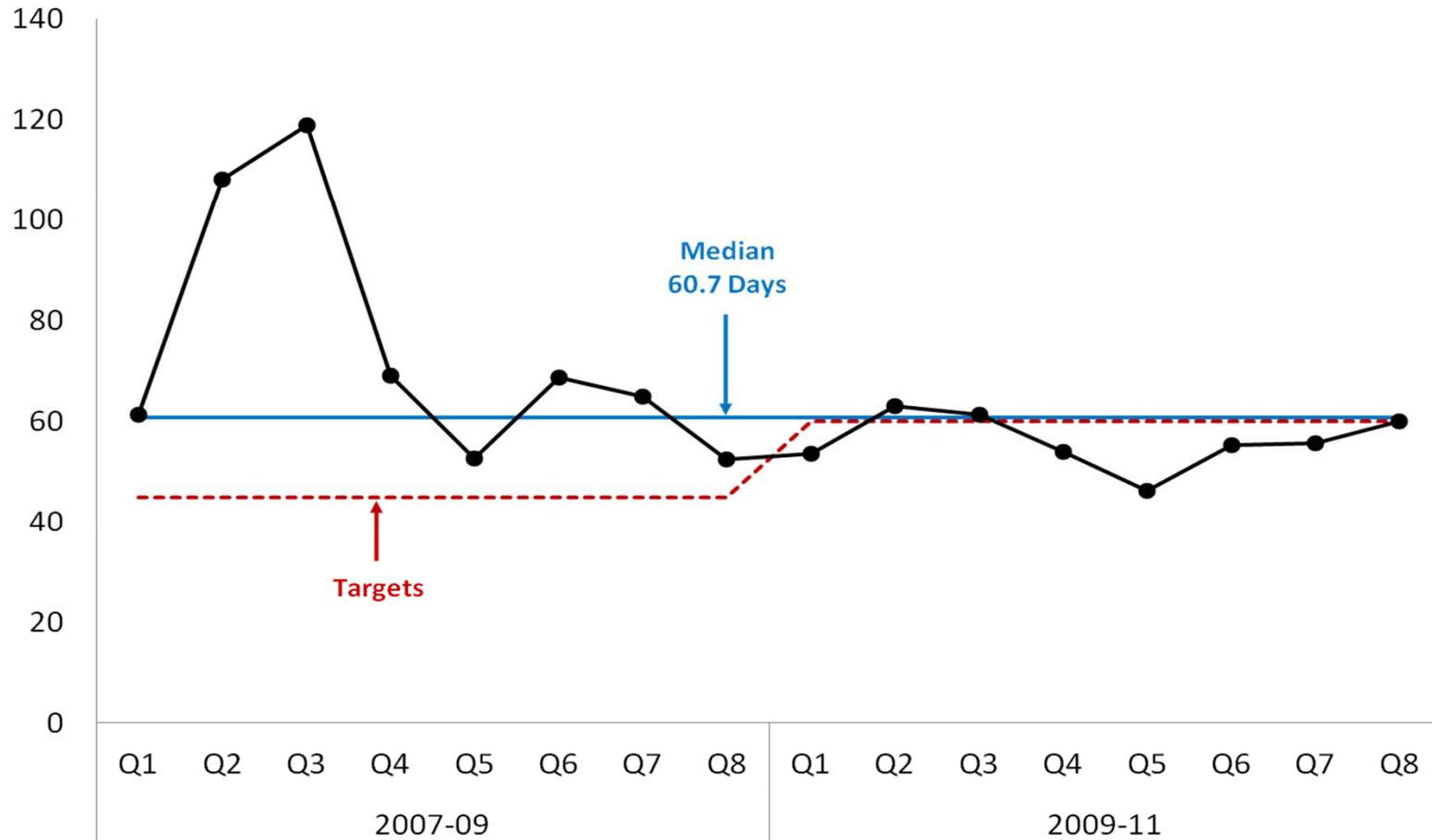
Front Desk Activity

	12-Jun	12-May	% Of Change	12-Jun	11-Jun	% Of Change	YTD	YTD prev year	% Of Change	Last 12 mos	Prev year last 12 mos	% Of Change
CPLs	374	335	11.6%	374	260	43.8%	2,251	1,729	30.2%	3,989	3,197	24.8%
Gun Transfers	445	510	-12.7%	445	241	84.6%	2,394	1,675	42.9%	3,924	3,145	24.8%
Finger Prints	237	213	11.3%	237	145	63.4%	1,476	1,133	30.3%	2,509	2,124	18.1%
Totals	1,056	1,058	-0.2%	1,056	646	63.5%	6,121	4,537	34.9%	10,422	8,466	23.1%

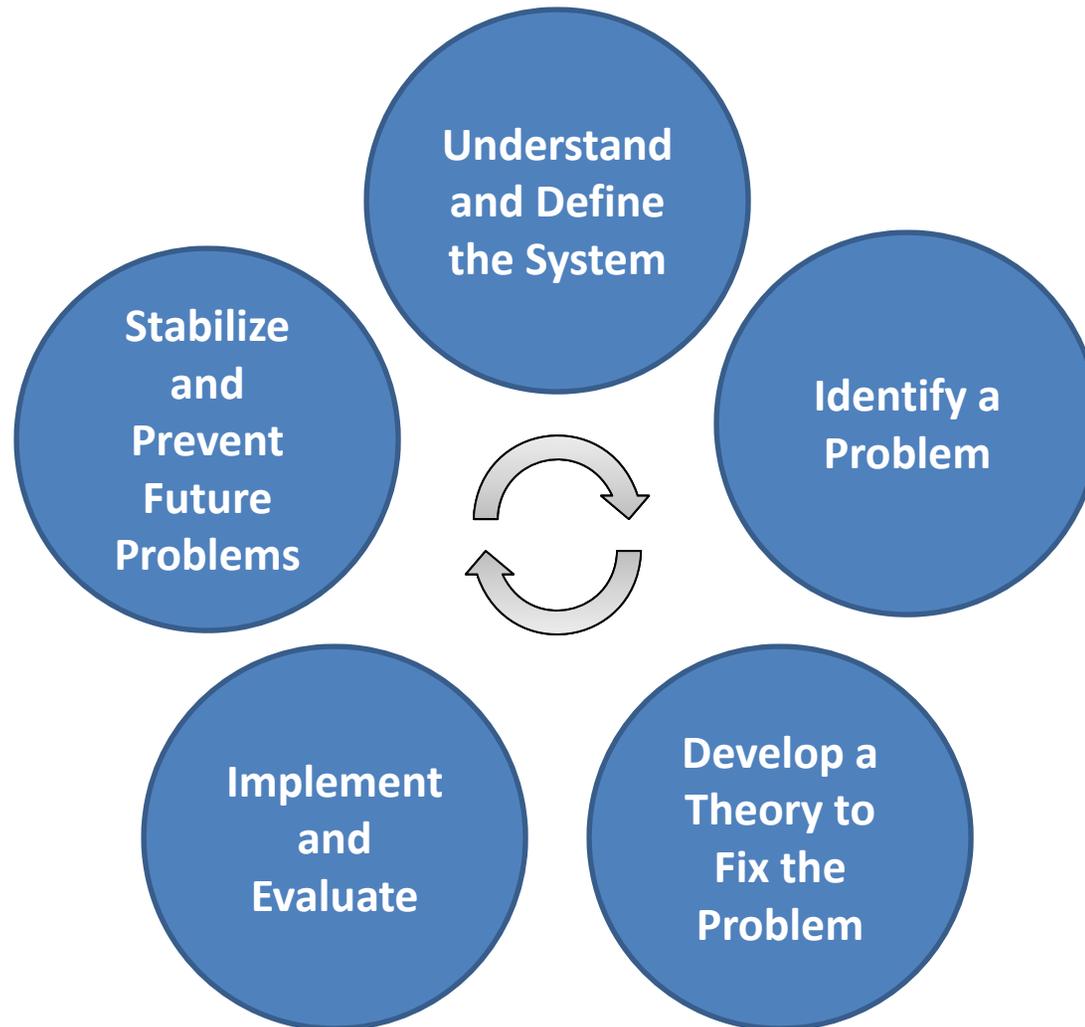


Practice Evaluating a Measure

Average number of days it takes to make final decisions on construction stormwater permits



All improvement is based on the scientific method



What is LEAN?

AKA – The Toyota manufacturing system

LEAN is a set of ***concepts, principles, and tools*** used to create and deliver value from the customers' perspective and increase organizational capacity, while consuming the fewest resources, and engaging employees in continuous problem solving.

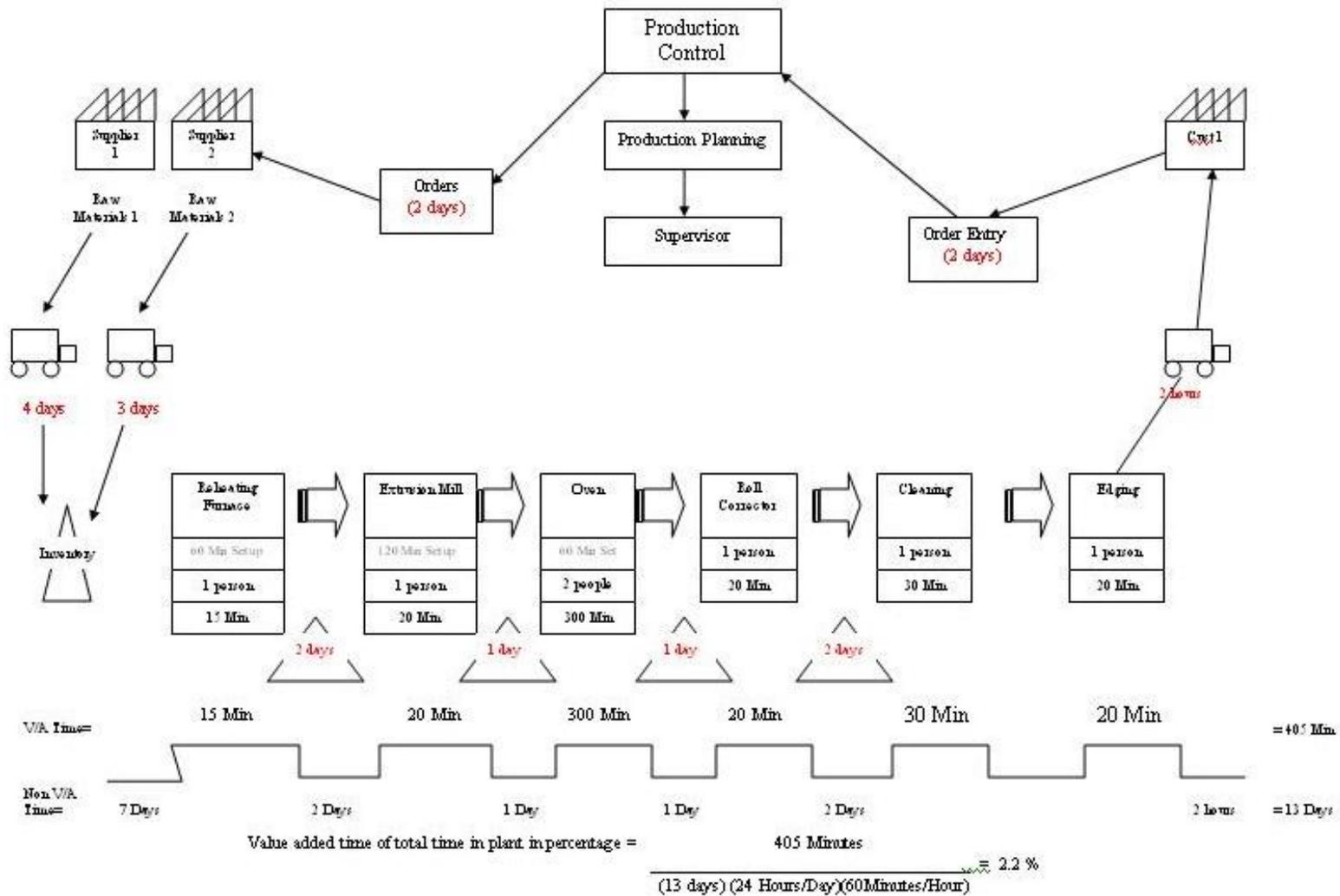


Common LEAN Tools

- Value Stream Map
- 5S
 - Standardize, Sort, Store, Shine, Sustain
- TAKT Time Chart
- Spaghetti Chart
- Standard Work Sheet
- A3 Sheet



Example Value Stream Map



LEAN Concepts

- Customer 1st
- Eliminate waste, overburden, and variation
- Standardize work
- Identify problems
- Never pass on a problem to someone else
- Eliminate blockages to the flow of work
- Just-in-time
- Visual management
- Continuous improvement



Waste

Any factor (staff, machine, method, etc.) that does not contribute to the process by adding value.

The goal of LEAN is to eliminate any factors that consume resources without adding value.

Types of Waste		
Defects	Overproduction	Waiting
Not Utilizing Staff	Talent	Transportation
Inventory	Motion	Excess Processing



LEAN Process Improvement Exercise – Handout

The Pot Luck



Additional reading and references

Performance Measures, T.S. Marshall, 1990.

The New Economics, Dr. W. Edwards Deming, 1994.

The Leader's Handbook, Peter Scholtes, 1998.

We Don't Make Widgets, Ken Miller, 2006.

Extreme Government Makeover, Ken Miller, 2011.

Key Concepts of LEAN, Lean Enterprise Institute, 2011

A Performance Management Framework for State and Local Government, National Performance Management Advisory Commission, 2010. <http://www.pmcommission.org>



More Information? Help?

Local Government Performance Center

Website: <http://www.sao.wa.gov/EN/Audits/PerformanceAudit/Pages/Performance.aspx>

Twitter: www.twitter.com/LocalGovPerform

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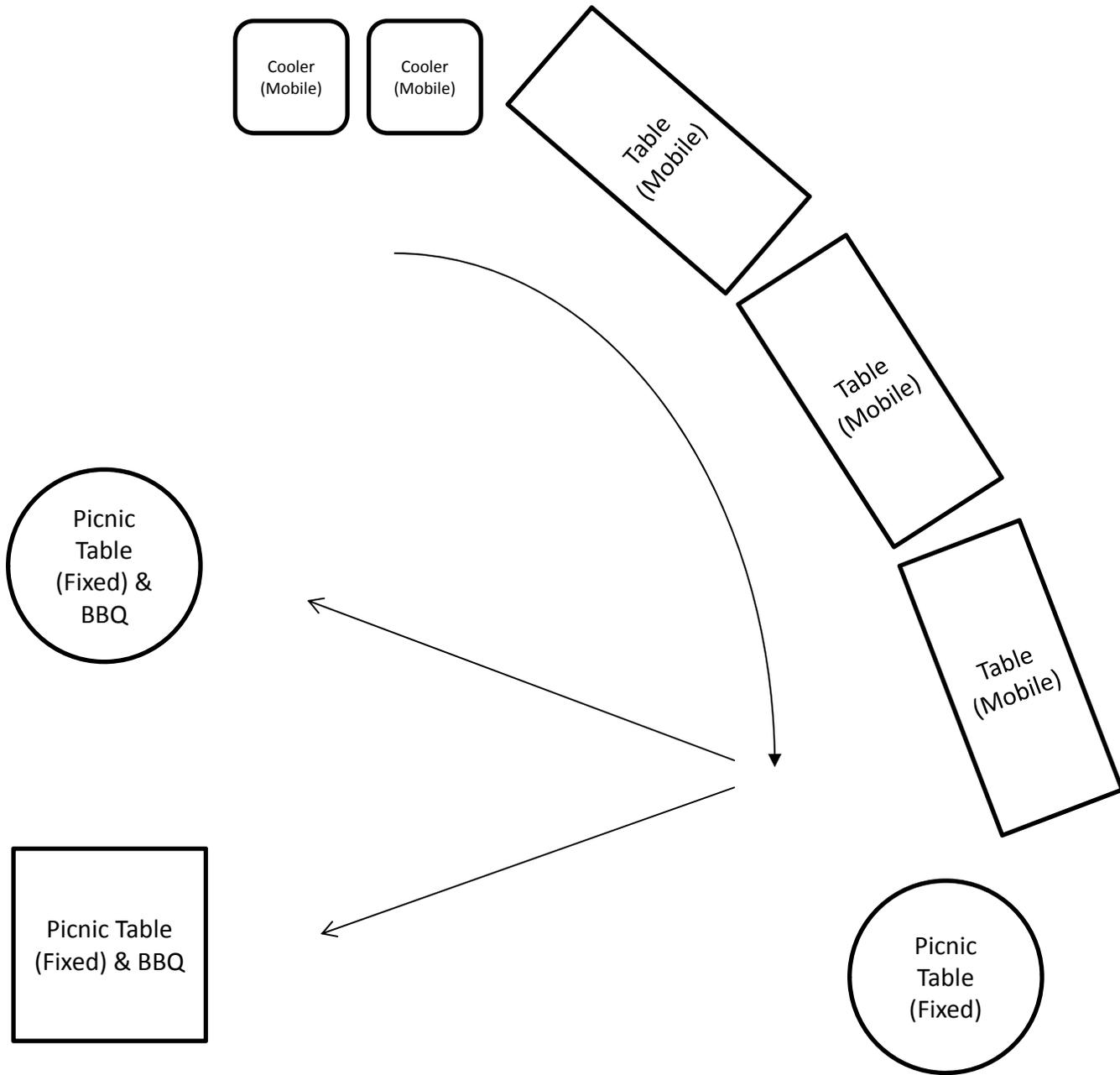
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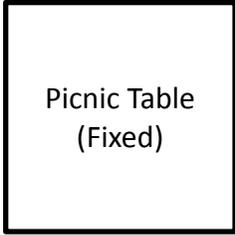


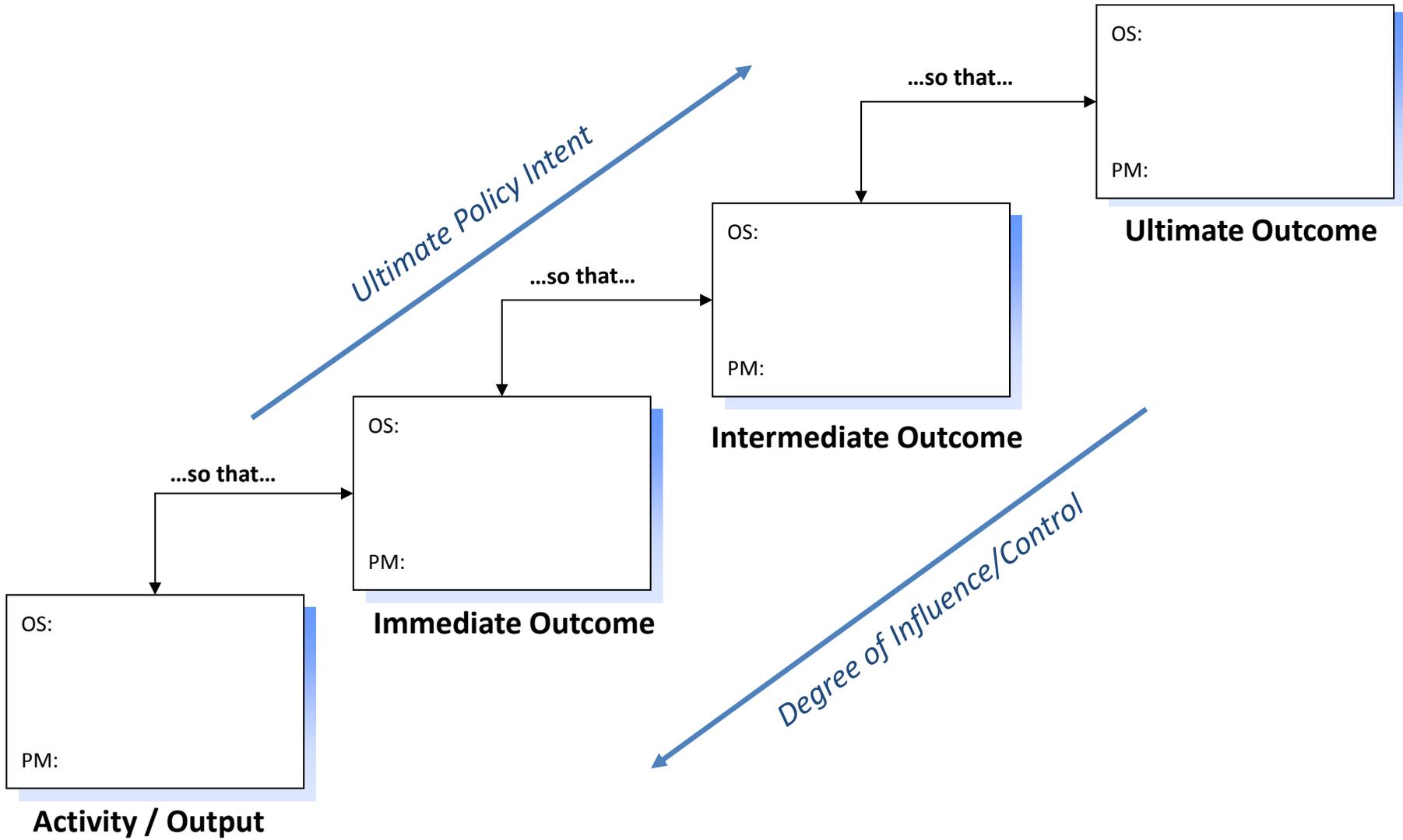


BBQ Pot Luck Items

- Plates
- Hamburgers
- Condiments
- Deserts
- Lettuce & Tomatoes

- | | |
|---------|---------|
| Cutlery | Glasses |
| Buns | Cheese |
| Chips | Salads |
| Drinks | Napkins |





Define Your Own System

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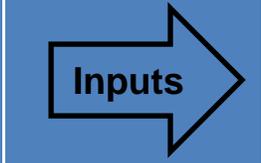
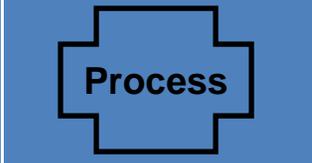
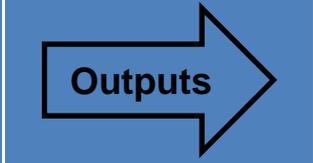
5

4

1

2

3

					
<p>Who supplies you with the things you need to do your job</p>	<p>What do things you need to do your job ? (Materials, data, information, etc)?</p>	<p>What are the main steps in the process?</p>	<p>What thing(s) do you produce?</p>	<p>Who actually uses the things you produce?</p>	<p>How does the organization benefit from this work? (Increase/decrease)</p>
<p>Which suppliers are the most problematic? (Untimely, incomplete, broken, poor quality, etc.)</p>	<p>What are your expectations for those things (adjectives)?</p>	<p>Describe what an error or defect looks like in the outputs you create. What steps do you take to inspect and fix your inputs so you can use them?</p>		<p>What are their expectations for those things (adjectives)?</p>	<p>How do the users benefit from this work? (Increase/decrease)</p>

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Brian Willett is a Performance Analyst, consultant, and trainer specializing in performance management, quality improvement, and strategic planning.

Brian was hired by the Washington State Auditor's Office in June 2009 to assist the Performance Audit Team and to conduct assessments of government performance measurement systems. In his 22 year-long career working for the State of Washington, he has also served as a Budget Analyst for the Office of Financial Management, an internal Performance and Accountability Consultant for the Employment Security Department and the Department of Transportation, and as a Student Services Coordinator, Assistant Dean and Conversational Spanish instructor at Yakima Valley Community College.

Brian holds a Master's of Science degree in Organizational Development from Central Washington University and a Bachelor of Arts degree in Spanish from Brigham Young University.