Managing Performance

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City Manager's Office

Overview

- Session 1: Defining Our Purpose

- Session 2: Identifying Core Services

- Session 3: Measuring Performance

Session 1: Defining Our Purpose

Defining Our Purpose

Why does your department exist?

- What role does your department fill for the city?

- What critical services does your department provide to customers?

Defining Our Purpose

Who are your customers?

- An actual or potential user of your department's programs or services – external and internal.
- Primary external customers are residents, businesses, and visitors.

What desired results are you trying to achieve?

- What outcomes does your department want to achieve – from the perspective of your customers?
- The ultimate benefit to your customers from the work you do.

Defining Our Purpose

Why do you do it?

- Pursue Organizational Excellence and Collaborative and Respectful Leadership

- Enhance Infrastructure and Mobility

- Foster Economic Opportunity and Affordability

- Strengthen Community and Quality of Life

- Support Healthy and Safe Communities

- Promote Sustainability and the Environment

Next Steps

Session 1: Defining Our Purpose

- <mark>Homework: Review and refine purpose statement</mark>

Session 2: Identifying Core Services

Session 3: Measuring Performance

Questions?

Session 2: Identifying Core Services

Identifying Core Services

What is a core service?

A core service is an **HOW** we achieve our purpose and desired outcomes. Core services have the most impact on the success of the department and those we serve.

- Water Utilities – Provide potable water to customers
- Parks and Recreation – Provide access to recreational facilities and activities
- Human Resources – Administer employee benefits
- City Secretary's Office – Coordinate open records requests to comply with open records laws

Identifying Core Services

What are your department's core services?

- Which services benefit the most customers?

- Which services use the most resources?

- Which services are most closely identified with your department?

Identifying Core Services

What are the major components needed to deliver your core services?

- What are the critical actions to accomplish the desired outcome?
- What major processes align with the core service?

Identifying Core Services

Example

Core Service	Brief Description	Major Processes
Oversee Utility Billing	Customer Service is responsible for processing monthly municipal services bills for electric, water, wastewater, drainage, trash, and recycling for over 35,000 customer accounts.	Maintain Customer Accounts · Read Meters · Prepare Bills · Collect Payments

Next Steps

Session 1: Defining Our Purpose

Session 2: Identifying Core Services

- Homework: Review and refine core services

Session 3: Measuring Performance

Questions?

Session 3: Measuring Performance

Measuring Performance

Evaluate	Control	Budget	Motivate
How well are we performing?	*How can I ensure we are doing the right thing?*	*What should we spend the public's money on?*	*How can I motivate others to improve?*
Comparison against past performance, peers, industry standards or political expectations	Measure compliance with requirements or regulations	Efficiency measures (effectiveness or outputs measures divided by reliable cost or staff data)	Almost-real-time "lead" measures or outputs to compare with established targets

Promote	Celebrate	Learn	Improve
How can I convince others we are doing well?	*What successes are worthy of celebrating?*	*Why is it working or not working?*	*What should we do differently to improve?*
Efficiency and effectiveness measures conducive to interesting and meaningful peer comparisons	Periodic and significant targets that, when achieved, provide sense of accomplishment	Wide variety of measures with potential to detect unexpected and significant results	Helps understand how inputs, environment and operations can impact outputs or outcomes

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Different measures are useful for different purposes

Understanding Types of Measures

Inputs

Measures amount of resources used (or available) to provide services

Outputs

Measures amount of work produced or services delivered

Outcomes

Measures extent to which core services impacted intended audience and if expectations are being met

Efficiencies

Measures amount of work done per resources used

Understanding Types of Measures

Examples

- Money spent on equipment

- Number of employee hours worked

- Number of vehicles

- Facility costs

- Total operating expenditures

- Rental fees

- Number of full-time employees

Understanding Types of Measures

Outputs

Measures amount of work produced or services delivered

Examples

- Number of permits issued

- Number of pavement miles resurfaced

- Number of people trained

- Number of water leaks fixed

- Number of arrests made

- Number of documents processed

- Number of customers served

- Number of books checked out

Understanding Types of Measures

Examples

Effectiveness

- Percent of cases resolved

- Percent of properties in compliance with codes

- Percent of businesses retained

Accuracy

- Percent of accurate utility bills

- Percent of permits requiring rework due to internal errors

Requirements

- Percent of samples meeting water quality requirements

Meeting Customer Needs

- Percent of customers rating service good or excellent

Timeliness

- Percent of calls responded to in under 4 minutes and 20 seconds

Understanding Types of Measures

Examples

Unit Cost

- Cost per license issued

- Cost per employee trained

- Cost per land mile paved

- Cost per customer served

Productivity

- Tons of refuse collected per operator

- Calls handled per hour

- Number of payments processed per representative

Choosing Performance Measures

Is your measure?	If so, it will be:
Critical	Measuring a vital component of, or outcome from, the work being done
Clear	Easy to understand what is measured
Controllable	Directly related to clearly-stated objectives for the key process and matched to the specific work group responsible for and capable of acting to improve performance
Comprehensive	Based on accurate data sources and methods, not manipulated or distorted
Comparable	Useful in making comparisons; for example, can be compared from period to period, with peers, targets, etc.
Constructive	Identifies when improvement is needed

Choosing Performance Measures

"The key is always to measure the right things."
- Patrick Lencioni

Setting Targets

Targets:
- Have motivational value
- Hold people accountable
- Can be an effective way to judge performance

Targets also:
- Can be an arbitrary number
- Can encourage people to "game the numbers''
- Can incentivize negative behaviors

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Comparing Data

- Comparing one organization's performance to another
- Comparing to our own past performance
- Comparing results to other agencies delivering similar services to similar customers
  - ICMA
  - Professional Organizations
  - Local Comparisons
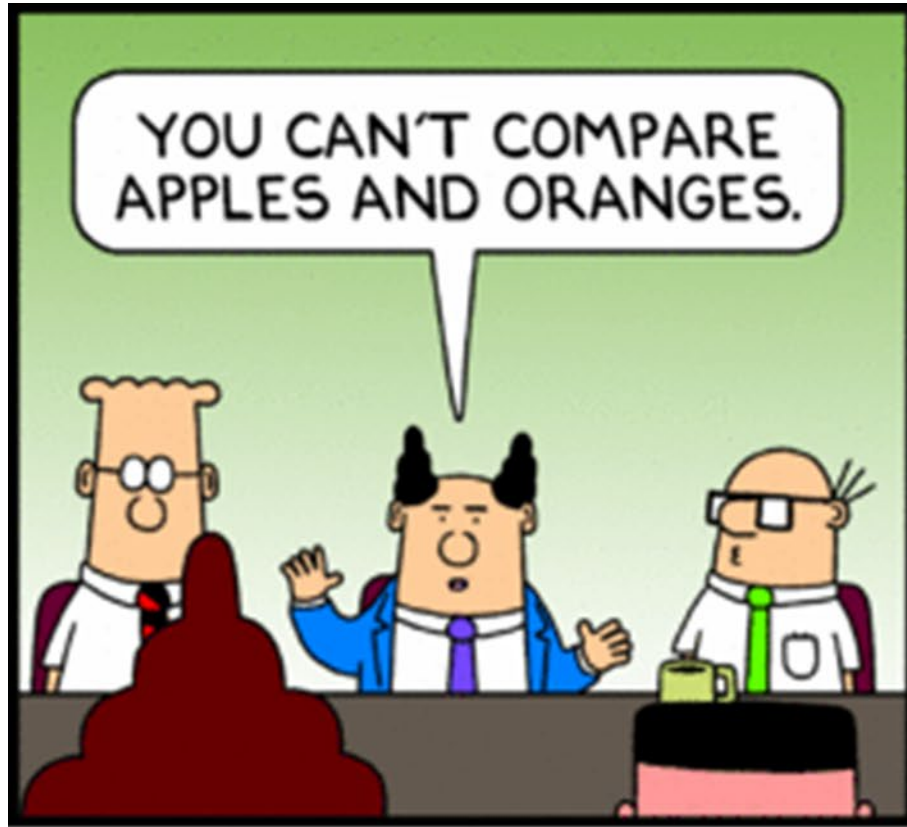
Comparing Data

Why compare data?

- We compare for validation

- So that we can demonstrate our differences and similarities

- To track our progress and growth

- We compare for motivation

- We compare to understand

"Our councils, local newspapers, our citizens are seeking comparative information to better understand what we do and why we do it."

- Harvard Business Review

Comparing Data

**Who do we compare ourselves with?**

- Carrollton

- The Colony

- Flower Mound

- Highland Village

- Lewisville

- Prosper

- Coppell

- Trophy Club

- Plano

- Frisco

Telling Your Story

78%

Residents Rating Overall Quality of Life Good/Excellent
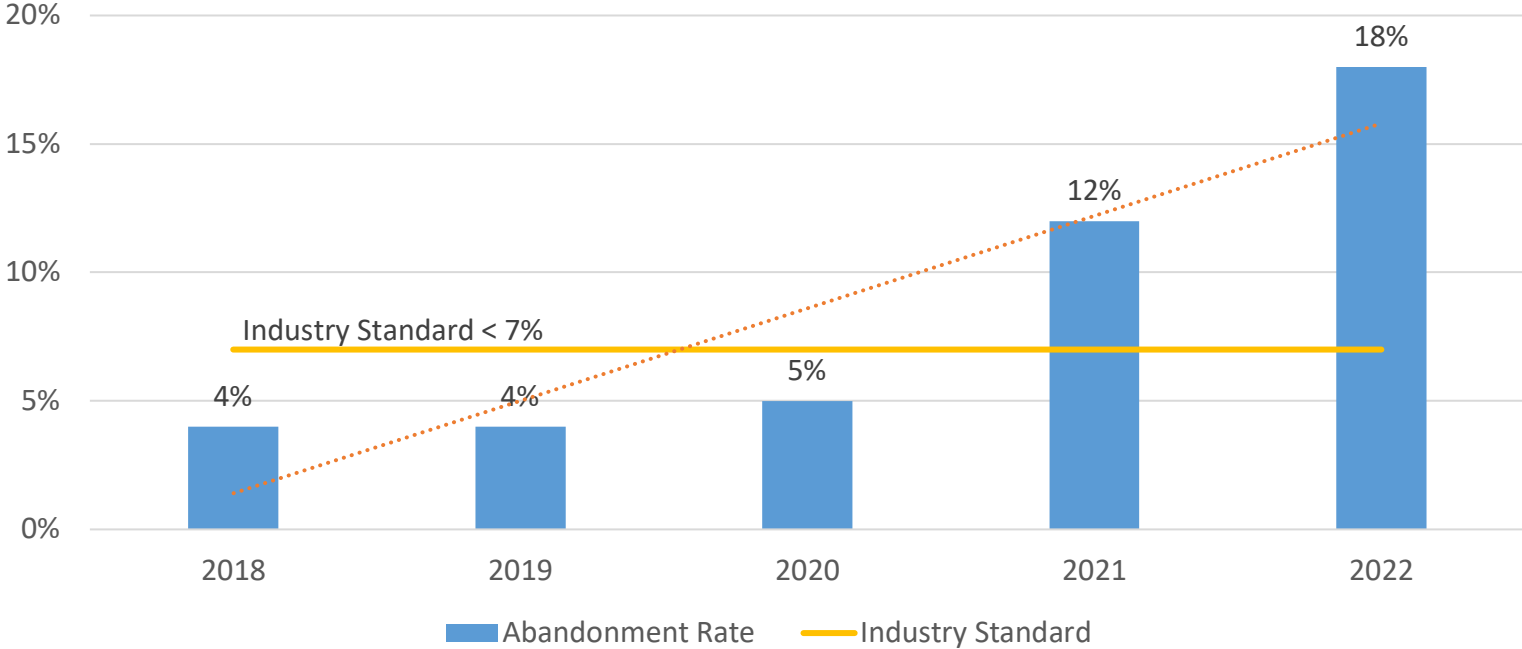
Residents Rating Overall Quality of Life Good/Excellent

Year	Rating	Benchmark
2016	70%	63%
2018	69%	66%
2020	74%	72%
2022	78%	68%

Rating ▮ Benchmark ▮ Target —
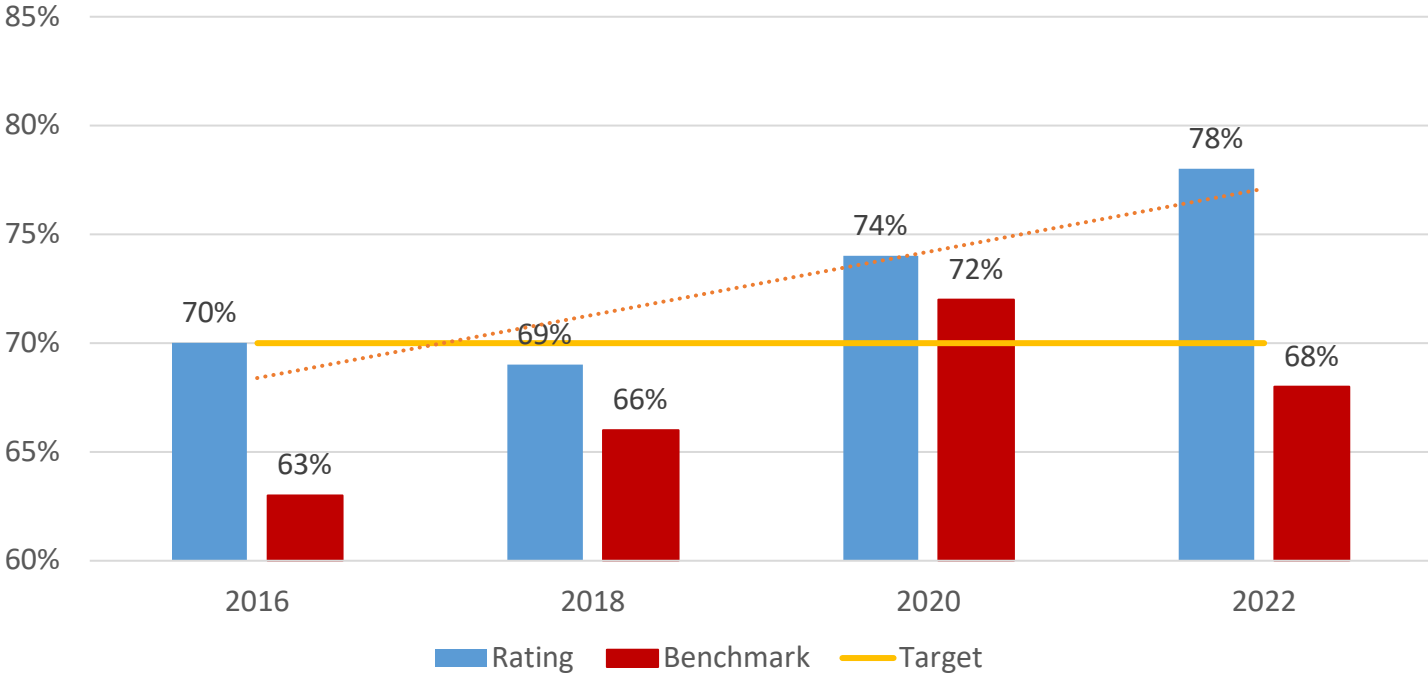
Telling Your Story

18%

Customer Service Calls Abandoned

Customer Service Call Abandonment Rate

Year	Abandonment Rate
2018	4%
2019	4%
2020	5%
2021	12%
2022	18%

Industry Standard < 7%

Legend: Abandonment Rate · Industry Standard

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Telling Your Story

Call Abandonment Rate
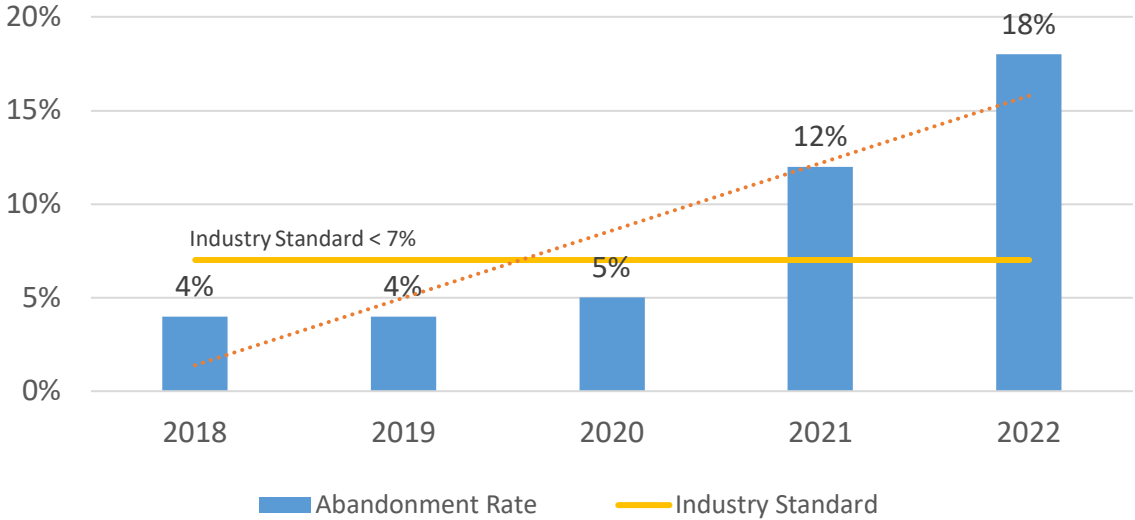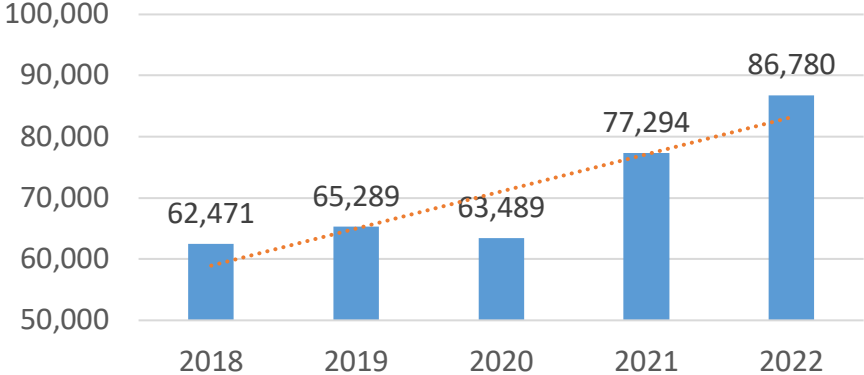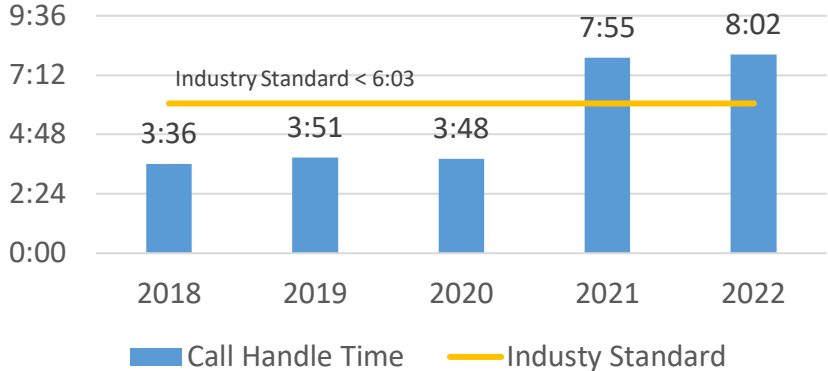
- 2018: 4%
- 2019: 4%
- 2020: 5%
- 2021: 12%
- 2022: 18%

Industry Standard < 7%

Legend: Abandonment Rate | Industry Standard

Calls Received

- 2018: 62,471
- 2019: 65,289
- 2020: 63,489
- 2021: 77,294
- 2022: 86,780

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Call Handle Time

- 2018: 3:36
- 2019: 3:51
- 2020: 3:48
- 2021: 7:55
- 2022: 8:02

Industry Standard < 6:03

Legend: Call Handle Time | Industy Standard

Next Steps

Session 1: Defining Our Purpose

Session 2: Identifying Core Services

Session 3: Measuring Performance

- Homework: Review and refine family of measures

  → Final Output: Data sheets (with targets and comparisons) to begin collecting data for inclusion in new performance management system

Questions?