

MANAGING FOR RESULTS STRATEGIC COORDINATOR NEWSLETTER

Welcome New MfR Staff

Included In This Edition

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MfR Future Direction
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State Quality Awards
Measures Workshop
Process Improvement

By Sandi Wilson,
Deputy County Manager

It is my pleasure to welcome to the County two new members of the Office of Management Budget's MfR staff: Tom Brandt, MfR Coordinator and Kirk Jaeger, MfR Analyst. Tom joins us after a 10-year career with the Internal Revenue Service in Washington, D.C. where he served, most recently, as Senior Manager for Performance Management with responsibilities for coordinating the performance measurement, analysis, and reporting activities of the agency's Large & Mid-Size Business Division. Kirk joins us after serving as an analyst for four years with the Arizona Office of the Auditor General and as a specialist for almost two decades in the aerospace industry. He brings with him experience in performance measurement, process improvement and quality. For more information about Tom and Kirk, please see page 5.

We created these MfR positions after reviews conducted by our office and by an outside consultant showed several opportunities to further enhance and strengthen the County's MfR program that could be accomplished by establishing dedicated staff resources to support the program. Since creating the MfR program in 2001, the County has successfully developed a strategic plan, established performance measures for all departments, and recently implemented performance-based budgeting at the activity level.

As we seek to advance the MfR program, Tom and Kirk have been assisting the Board of Supervisors in updating the County's Mission, Vision and Strategic Priorities. Once that update is finalized, we will work with County Departments to update their respective plans in support of the new Board priorities. Additional areas of focus will include establishing more comprehensive key results measures for County programs and services, strengthening the alignment of performance measures with activity-based budgeting, improving the way we capture MfR data, and expanding the performance reporting component of MfR.

I am excited about the opportunities we have to continue building the MfR program and strengthening the MfR goal of ensuring that County services are delivered to citizens effectively, efficiently and in alignment with the overall strategic priorities and goals of the County, as established by the Board of Supervisors.

Please join me in welcoming Tom and Kirk to the MfR team!

Let other employees know that they can obtain more information about Managing for Results and view prior editions of the Strategic Coordinator Newsletter by visiting the following sites: Ebc.maricopa.gov/mfr or www.maricopa.gov/cio/mfr. For more information about *Managing for Results* contact Tom Brandt at (602) 506-2204 or brandtt@mail.maricopa.gov.



MANAGING FOR RESULTS STRATEGIC COORDINATOR NEWSLETTER

Setting the Future Direction for MfR

By Tom Brandt,
Office of Management & Budget



As we look to the future of the MfR program in Maricopa County, a road map has been provided that will help set the direction for moving forward. Among the strategic priorities established by the Board of Supervisors is one that relates directly to the MfR program. The priority, “*Continue to improve the County’s public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County,*” includes a supporting goal that, “*By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives.*” This priority and goal have been translated into some key objectives for the MfR program to achieve over the course of the next two years.

MfR Objectives:

- By July 1, 2006, build accountability for performance by implementing an enhanced reporting process that regularly communicates key performance results both internally and externally.
- By December 31, 2006, ensure that each Department has a current strategic plan aligned with the Board of Supervisors Strategic Priorities, a data-supported set of managing-for-results and budgeting-for-results performance measures, and a process for regularly reviewing and improving organizational performance.
- By July 2007, increase the level of employee awareness and understanding about the overall purpose and structure of Managing for Results as measured by the Employee Satisfaction Survey from the 2004 score of 43% to 75%.
- By Fiscal Year 2007/2008 (July 1, 2007), have in place a new or significantly improved Managing for Results database that is used as an integral and effective performance-management tool.

In addition, with the assignment of additional staff in the Office of Management & Budget dedicated to the MfR program, a purpose statement and key areas of focus have been established to help guide and direct the utilization of these resources.

Maricopa County Managing for Results Team Purpose & Areas of Focus

Our Purpose: The purpose of the MfR Team is to help County Departments plan, measure, report and improve performance in order to deliver outstanding results for Maricopa County residents.

Key Areas of Focus:

Providing Managing for Results training and consulting services to County Departments in four primary areas:

- Planning – developing and refining strategic and operational plans and goals
- Performance Measurement – developing, refining and tracking performance measures that are useful to management
- Performance Reporting – developing methods for internally and externally reporting performance results
- Performance Improvement – providing assistance in analyzing results, identifying areas for improvement, and engaging in process improvement

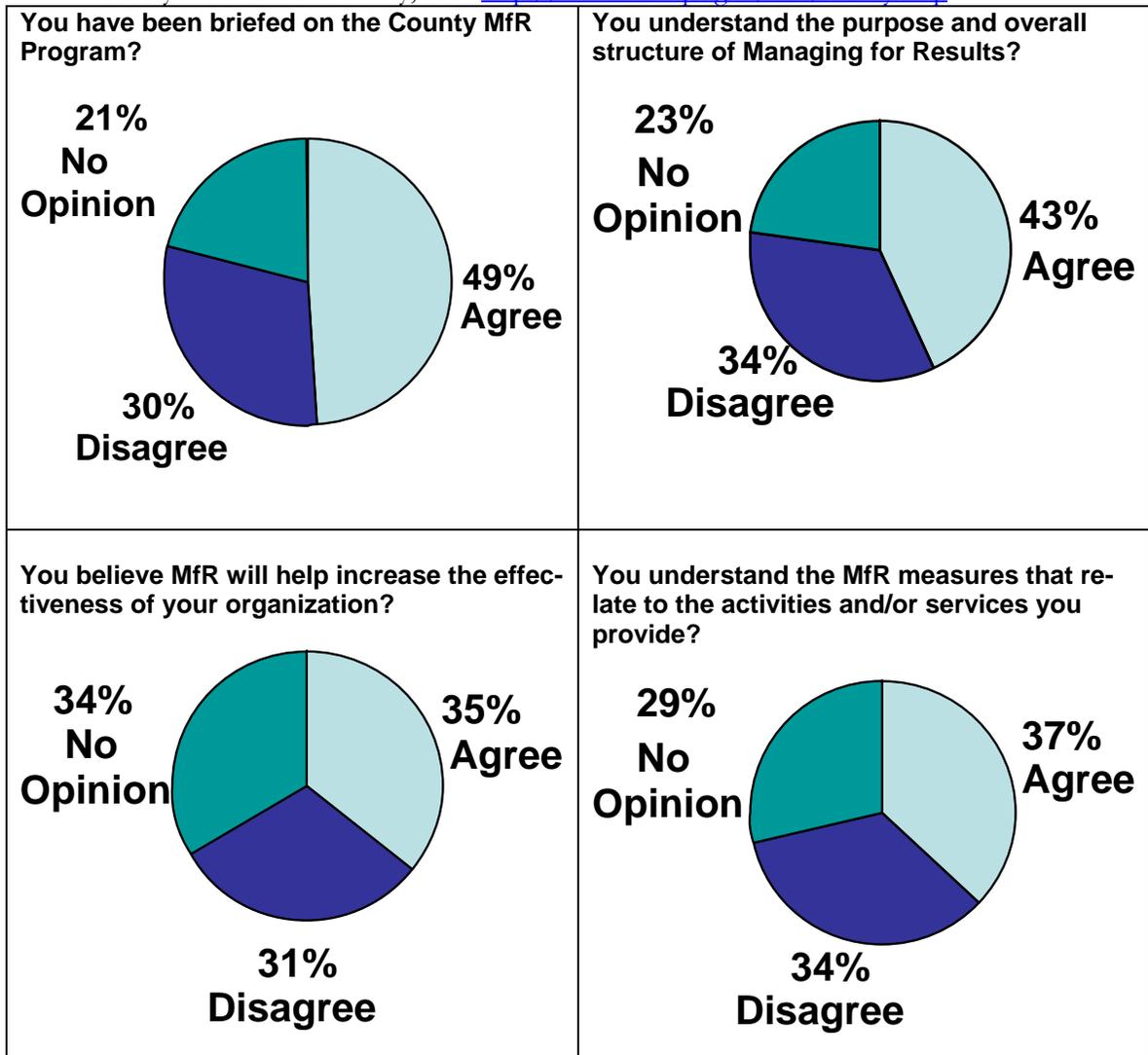
For MfR assistance, please contact Tom Brandt, MfR Coordinator at 602-506-2204 or Kirk Jaeger, MfR Analyst, 602-506-7104.

MANAGING FOR RESULTS STRATEGIC COORDINATOR NEWSLETTER

Scoring MfR: Room for Improvement

By Tom Brandt,
Office of Management & Budget

The FY 2003-2004 Maricopa County Employee Satisfaction Survey asked employees about their knowledge, awareness and understanding of the County's Managing for Results (MfR) Program. The summary scores for the County overall, as shown below, were mixed, with employees generally responding more favorably than unfavorably about MfR. However, almost one-third of the respondents rated each question unfavorably. In addition, the percentage of survey participants not answering the questions or marking "no opinion" exceeded 20%, suggesting that a large number of employees are either unaware of or not fully informed about the MfR program. Based on these scores, expectations for improving the MfR survey results were built into the performance agreements of the management team last year. Progress against those improvement expectations will be assessed as survey results become available this year. For more information on employee satisfaction survey results in the County, visit: <http://ebc.maricopa.gov/mfr/surveys.asp>.



Source: FY 2003-2004 Employee Satisfaction Survey.

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Departments to Pursue State Quality Awards

By Tom Brandt,
Office of Management & Budget

This year, for the first time, County Departments will be applying for the Arizona State Quality Award (SQA). The Awards program annually recognizes Arizona organizations that excel in continuous improvement, quality, and performance excellence. Modeled after the National Baldrige Quality Program, the Arizona SQA program evaluates applicants in seven key areas: Leadership; Strategic Planning; Customer and Market Focus; Measurement, Analysis, and Knowledge Management; Human Resource Focus; Process Management; and Organizational Results. Departments vying for the award complete a comprehensive application explaining their organization's approach and deployment of the principles for each category and describe the performance results that have been achieved. The development and implementation of the County's Managing for Results Program has provided departments with the framework necessary for meeting the criteria of many of the quality award categories and will be an essential component of each department's application.

Applications, which are due by June 24, 2005, are then evaluated, reviewed and scored by a team of skilled examiners who conduct site visits and prepare detailed reports of their findings. The reports contain valuable feedback about an organization's strengths and opportunities for improvement in each of the categories. The SQA may then award the Arizona Pioneer Award for Quality and/or the Governor's Award for Quality based on the quality scores attained by the applicants. The Pioneer Award recognizes organizations that have established and deployed quality systems within their organizations while the Governor's Award recognizes organizations with mature and fully-deployed quality systems and a record of demonstrated performance achievement. In addition to the quality awards, organizations may also apply for a Showcase in Excellence Award that focuses on specific organizational processes within a department. Organizations previously recognized by the SQA include: Boeing, Honeywell, Arizona Department of Transportation, Sonora Quest Laboratory, and Holsum Bakery. More information about the Arizona State Quality Awards Program can be located at <http://www.arizona-excellence.com/>.

How to Survive a Performance Measure Audit

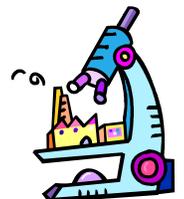
By John Schulz,
Internal Audit

In conjunction with Staff Training and Development, Internal Audit will be offering a one-hour workshop titled "Surviving a Performance Measure Certification Audit." This workshop is designed to give Strategic Coordinators the knowledge and tools to successfully pass a Performance Measure Audit. It is anticipated that the workshops will begin in August 2005. Topics to be covered will include the following:

Performance Measures: Types, Measure Definition, Data Collection, Controls for Accuracy and Consistency, Automation, and Duplicability

Certification Process: Procedures, Necessary Documents, and Rating System

Be on the lookout this summer for the class schedule.



MANAGING FOR RESULTS STRATEGIC COORDINATOR NEWSLETTER



Welcome Tom Brandt

By Brian Hushek,
Office of Management & Budget

Tom Brandt, the new Managing for Results Coordinator, started in the position on March 7th and joins Maricopa County after ten years with the U.S. Internal Revenue Service (IRS) in Washington, D.C. For the past 4 years, Tom was the senior manager for performance management in the IRS's Large & Mid-Size Business Division (LMSB) where he managed a staff of 18. Tom and his group were responsible for the collection, analysis and reporting of performance information regarding the effectiveness and efficiency of the various programs and services administered by LMSB. Tom also oversaw the Division's customer satisfaction and employee satisfaction surveys and developed the annual operations plan for the Division. He coordinated business performance reviews of agency performance with stakeholders, including the Treasury Department and the IRS Oversight Board. Prior to joining LMSB, Tom held various positions in IRS's budget and planning offices and was one of the lead analysts charged with developing and implementing a new balanced measurement system for the IRS as part of a major restructuring of the agency. He was also an instructor for balanced measures and business consulting skills classes at the IRS and provided on-site tax administration advisory assistance in the areas of planning and performance measurement to the governments of Tanzania and Indonesia through joint efforts with the International Monetary Fund and the U.S. Agency for International Development. Tom earned his master's degree in public administration from American University in Washington, D.C. and his bachelor's degree in political science from the State University of New York at Geneseo. Having lived on the East Coast all of his life, Tom says he is looking forward to the opportunities that residing in Phoenix will provide for exploring the Southwest and Western parts of the Country!

Meet Kirk Jaeger

By Tom Brandt,
Office of Management & Budget

Kirk Jaeger, a new Managing for Results Analyst, joined OMB on May 2nd. Kirk spent the past four years as a Government Analyst with the Performance Audit Division of the Arizona Office of the Auditor General. Kirk evaluated the effectiveness and efficiency of state agencies, including an evaluation of their performance measures, and made recommendations to the agencies and to the State Legislature to improve agency operations.

Kirk also conducted training in evaluating performance measures for personnel from various divisions of the Office of the Auditor General. Previously, Kirk had worked for many years in the aerospace industry, where he was very involved in Continuous Improvement efforts. He conducted training in techniques to solve problems, improve processes, and measure results. He also taught leadership classes for team leaders and facilitators. As part of another initiative to improve productivity, Kirk worked with manufacturing personnel to reduce the time required to convert a production line from one product to another. This effort resulted in a significant reduction in machine downtime, greatly increasing productivity. Kirk was also part of a management team that developed performance measurement standards for identifying and rewarding benchmark teams that produced exceptional results. After the standards were developed, Kirk was selected to work on another management committee to evaluate and reward the benchmark teams. Kirk grew up in the East Valley and earned his Master of Business Administration degree from Arizona State University.



MANAGING FOR RESULTS STRATEGIC COORDINATOR NEWSLETTER

Coming Your Way...Process Improvement

By Kirk Jaeger,
Office of Management & Budget

At the May management team retreat, process improvement was highlighted as a major benefit of Managing for Results (MfR). In the MfR Cycle, the element of delivering services is, from the customers' point of view, each department's most important function, and our customers want these services to be timely, accurate, and effective. Therefore, collecting data on timeliness, accuracy and quality gives each department an opportunity to identify and focus on processes that are not meeting the performance expectations. David Smith, County Manager, said that he expects each department to select at least one service-delivery process for improvement this year. To that end, there are several systematic methods that departments can utilize to help them identify, select and improve processes. Although these process-improvement models do not always have the same number or sequence of steps, they emphasize that processes should be selected based on data, and that a systematic methodology, such as the model below, should be followed to improve the project and to measure the results. For more information or assistance in process improvement, please contact the MfR Team.

TEN Step Process Improvement Model

