

Maricopa County Administrative Services Program Managing for Results Guide



July 2006



About this Guide

This guide has been developed to provide information about the Managing for Results framework developed for the County's Administrative Services Program. It is intended to provide summary information about the performance measures established for each Administrative Service Activity; guidance on the calculations, data sources, and reporting frequency of MFR measures; and information for Program and Activity managers on how to use this information, in conjunction with supplemental information collected by each department, to inform their ongoing management of the Countywide Administrative Services program. In addition, general information about Managing for Results and performance measures is also provided for reference purposes.

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Administrative Services Program

Program Name: Administrative Services Program

Program Purpose: The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Activities: The Administrative Services Program contains the following six activities, with the respective PAS code included in parentheses:

- Budgeting Activity (BDGT)
- Executive Management Activity (ODIR)
- Financial Services Activity (FSAC)
- Human Resources Activity (HRAC)
- Risk Management Activity (RMGT)
- Procurement Activity (PROC)

Services: The detailed tables that follow for each activity include the relevant services.

Performance Measures: A limited number of performance measures have been identified for each Activity in the Administrative Services Program and will be reported on annually. As administrative functions, it is difficult to accurately and meaningfully define a *quantifiable* demand and output for “administrative services.” Therefore, because these activities do not easily align to a “family of measures”, that approach has not been applied to the Administrative Services Program. The measures for Administrative Services Program will be reported centrally by the respective organizational function (e.g., Human Resources, OMB, Finance, etc.).

Allocating Budgets by Activity Overview

Purpose and Background

Effective cost accounting is an important element of Managing for Results, and particularly Budgeting for Results. Budgeting for Results requires that expenditures and program-specific revenues be aligned with outputs and results by activity. Accurately budgeting and reporting the cost to provide services allows policy-makers and managers to gauge the efficiency of services, as well as analyze expenditure trends and develop budgets. Furthermore, aligning revenues with expenditures by activity provides information useful for determining the extent to which activities are self-supporting.

Allocation Responsibilities

Revenues

Revenues are either general or program-specific. Most departments will only have program-specific revenues.

General Revenues: General Revenues are revenues that do not pertain to a single activity, and include Taxes, Payments in Lieu of Taxes, and State Shared Revenues. These revenues should be budgeted in the General Government Program. Note that only a few departments have general revenues – namely General Government, Transportation, Flood Control District, Library District, and Stadium District. Other departments will not have this activity available for use in the budget system.

Program Revenues: Program Revenues are revenues that are associated with specific programs and activities. Program revenues generally include Licenses & Permits, Intergovernmental Payments, Charges for Services, and Fines & Forfeits. These revenues should always be budgeted in the most appropriate direct activity. For example, if a department collects a fee for the purchase of a GIS map, the fee revenue should be budgeted in the activity that provides the service (GIS Activity).

Expenditures

- Expenditures should always be budgeted in the most appropriate direct Activity.
- The Administrative Services Program is intended solely for use by central administrative units within a department. The activities that comprise the Department Administrative Services Program should generally not be used by line personnel and managers: manager and employee time should be allocated to the direct service activities carried out by their organizational unit.
- Salaries, Benefits, Overtime, and Other Pay: Salary and benefits payments to employees should be budgeted in the appropriate direct service activity codes, or to Administrative Services or Information Technology programs as appropriate.
- Budgeting and reporting personnel costs to the Administrative Services Program and its associated activities in a consistent manner across all departments is crucial in order to provide meaningful performance data for these activities. Therefore, Administrative Program activities should only be used to budget and report personnel costs related to specific organizational units that provide centralized support for an entire department with multiple organizational units performing a variety of direct service activities. For example, time spent by the manager of an organizational unit that provides direct services on employee performance plans should be allocated to the one or more direct service activities the unit performs, not to the Human Resources Activity. On the other hand, time spent by a department's Human Resources Manager reviewing records to determine whether all employee performance plans are up to date, and following up on exceptions with the department's other managers, would be charged to the Human Resources Activity (HRAC).
- Personal Service Allocations: Personal Service Allocations should be budgeted in the activities to which the allocated employee is assigned.

- **Personnel Savings:** In order to maintain valid budget-to-actual comparisons, budgeted personnel savings should be allocated by program similarly to the way in which overall personal services are allocated. Exceptions should be made if the department does not realize personnel savings consistently throughout the organization. For example, if a department sees unusually high turnover associated with the positions that perform Activity A, the budgeted personnel savings for Activity A should reflect higher anticipated savings, and other activities should be budgeted at proportionately lower amounts.
- **Supplies, Services & Capital Outlay:** These expenditures should be budgeted in the appropriate direct service activity whenever possible. In cases where expenditures are for multiple activities, such as office supplies, it is acceptable to budget these costs in the department's Administrative Services Program.

For more detailed information about allocating expenditures to the Administrative Services Program, contact your Department's Budget Liaison or your OMB budget analyst.

Administrative Services Programs P/A/S Code Guidelines

To enhance consistency across departments/agencies, the following guidelines are offered for Activities and Services included in the Administrative Services Program. Activities are listed alphabetically and a set of Services is listed for each Activity to provide examples of appropriate purposes for charging costs to that Activity.

NOTE: Before charging costs to an Administrative Activity, all efforts should be made first to charge costs to a specific (non-administrative) Service or Activity.

BUDGETING ACTIVITY

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
BUDGETING	BDGT		For use by departmental staff involved in budgeting assignments. BDGT costs are coded at the Activity level.
		Appropriation Adjustment Requests	Includes work by departmental staff who process requests/approvals for budgetary and capital improvement adjustments to increase or decrease agency or capital project budgets so that their budgets will accurately reflect current expectations for revenue and expenditures. This activity is generally tied to creation of Agenda Items for BOS approval. Includes research, processing Agenda Items in Agenda Central, follow-up, phone calls, etc. required to complete the adjustment. This includes adjustments to Major Maintenance and CIP projects that require BOS approval.
		Budget development, submission and maintenance	Includes work by departmental staff who develop, submit and maintain budget requests per requested instructions and in keeping with Board of Supervisors' policies. The purpose is to provide a budget that is technically sound and structurally balanced, and to ensure that sufficient information to analyze all budgetary requests has been provided. Includes research, data entry (Cognos), filling out forms, budget promotions, follow-up, phone calls, reporting, etc.
		Budget variance analyses	Includes work by departmental staff who conduct analysis of actual and projected budget numbers. The purpose of this activity is to verify and/or amend data in a timely manner so that Departmental Management can make informed budgetary decisions. Includes research, data entry (Cognos), follow-up, phone calls, reporting, etc. required in completing the analysis and projections.
		Management consultations	Includes work by departmental staff who consult with management on issues regarding budget status,

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
			performance measurement, and budget policy issues. The purpose of this service is to provide timely and accurate information so departmental management can make informed decisions. Includes research, follow-up, phone calls, reporting, etc. required in completing the task.
		Position Requests	Includes work by departmental staff who maintain budgets in the Budget Maintenance System and assist with documents to create and delete positions, change employee salaries, and fill positions as per the Funded Position Policy. Includes research, data entry (Cognos), filling out forms, follow-up, phone calls, reporting, etc. required in completing the task.

Performance Measures

Measure	Percentage of Activities within Budget at Year-End	How to Use this Measure: An increasing percentage of activities within budget suggests sound budgeting and financial management is occurring at the activity level. A low and/or declining percentage suggests a need to review the factors causing the activity(ies) to go over budget and, as appropriate, implement practices or procedures to ensure more rigorous management and oversight at the activity level.
Calculation	Total number of activities that do not exceed their revised budget allotment / total number of activities	
Data Source	Report from Cognos	
Reporting	Centrally by OMB	

EXECUTIVE MANAGEMENT ACTIVITY

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
Executive Management	ODIR		For use by a department Executive Manager/Official and support staff in the Executive's office who are involved in providing direct assistance/support to a department director/elected official that cannot be charged to a specific departmental (non-administrative) Service or Activity. All efforts should first be made to charge to a specific (non-administrative) Service or Activity. ODIR costs are coded at the Activity level.
		Administrative reports	Includes work by the Executive's staff who conduct research, compile information or generate administrative reports that cannot be charged to a specific departmental (non-administrative) Service or Activity.
		Administrative assistance	Includes work by the Executive's staff who perform the following duties for the Executive: <u>Calendar</u> - Establish and/or maintain the department Executive's calendar. <u>Mail</u> - Compose, generate, and/or mail correspondence, and receive, open, review and distribute departmental mail. <u>Customer Services</u> - Greet, assist and/or direct visitors – both in person and on the telephone – who contact the office. May include follow-up of customer requests. <u>Filing</u> - Create and maintain internal departmental files. <u>Employee Communication</u> - Compile, draft, generate, publish and/or disseminate communication materials geared to departmental employees. Includes departmental newsletters, departmental events planning and notification, etc. <u>Facilities Management Coordination</u> - Coordinate departmental facilities needs with the Facilities Management Department staff. <u>IT Coordination</u> - Coordinate departmental technology needs with the Office of the CIO staff. Includes requesting repairs, coordinating requests for new/expanded services, etc. <u>Telecommunication Department</u> - Coordinate departmental telecommunication needs with the Telecommunications Department. Includes requesting repairs, coordinating requests for new/expanded services, reviewing and processing telecommunication charges, etc.
		Agenda items	Includes work by the Executive's administrative staff who initiate and/or conduct departmental level reviews of Board of Supervisors' Agenda

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
			Items. Includes research, follow-up, phone calls, etc. required to complete the reviews.
		Citizen Board and Commission support	Includes work by the Executive's staff who provide support to departmental citizen boards/commissions that do not relate to a specific departmental (non-administrative) Service or Activity. Includes preparing meeting agendas, taking minutes, preparing and distributing informational materials to board/commission members, etc.
		Corporate initiative meetings	Includes work by the Executive's staff involved in workplace giving campaigns, food drives, blood drives, etc. Includes scheduling and/or conducting employee meetings, designing and/or distributing informational materials, coordinating with other County employees, etc. Also used by employees who attend such meetings.
		Departmental policies and procedures	Includes work by the Executive's staff who are involved in researching, drafting, and/or generating internal administrative departmental policies and procedures. Operational instructions should be coded to the appropriate program or activity to which they relate.
		Legislation research and analysis	Includes work by the Executive's administrative staff charged with conducting research and/or analysis of current or proposed legislation affecting the department operation.
		Public communication materials/events	Includes work by the Executive's staff involved in public communications and/or events that cannot be charged to a specific departmental (nonadministrative) Service or Activity. Includes compiling, drafting, generating, publishing and/or disseminating communication materials to the public; coordinating, communicating and/or conducting public events and meetings.
		Strategic planning services	Includes work by the Executive's staff assigned as the Strategic Coordinator. Includes facilitating departmental planning sessions, collecting and/or reporting data, maintaining information on the EBC MFR database, and all related functions.

Performance Measures

Measure	Employee Satisfaction	<p>How to Use this Measure: As employees become more satisfied with their jobs, research has shown that productivity, quality and customer satisfaction increase as well. Use this measure to assess the overall direction of satisfaction in the organization. Declining satisfaction may suggest a need to examine underlying questions to determine factors causing employee dissatisfaction and then developing action plans to address root causes. Improving satisfaction should be reviewed to determine what elements are increasing and seek ways to continue those improvements. A detailed guide on how to use the employee satisfaction survey results is available on the EBC at: http://ebc.maricopa.gov/management/Tools/Survey/Essguide.pdf</p>
Calculation	Percentage of employees more satisfied than dissatisfied	
Data Source	Research and Reporting Annual Employee Satisfaction Survey	
Reporting	Centrally by OMB using data provided by Research & Reporting	

Measure	Customer Satisfaction	<p>How to Use this Measure: A strategic priority in the County Plan is to increase citizen satisfaction with the quality and cost-effectiveness of the services provided by the County. Use this measure to assess the overall direction of customer satisfaction. Declining satisfaction may suggest a need to examine underlying questions to determine factors causing customer dissatisfaction and then developing action plans to address root causes. Increasing satisfaction scores should be reviewed to determine the elements that are increasing and to seek ways to continue or expand those improvements. Keep in mind that the survey score itself is just a starting point that often needs to be supplemented with more in-depth discussions, interviews, or targeted surveys with customers to pinpoint the specific aspects that should be addressed.</p>
Calculation	Percentage of customers more satisfied than dissatisfied. (Data for departments serving the general population will come from the Annual Citizen Satisfaction Survey administered by Research & Reporting. [# Very Satisfied or Satisfied / (# respondents minus # with No Opinion)]. Data for departments serving other county departments will come from the annual Internal Services Customer Satisfaction Survey conducted by Research & Reporting. [# Very Satisfied or Satisfied that dept fulfills mission / (# dept directors responding minus # with No Opinion)].	
Data Source	Research and Reporting Annual Citizen Survey, Annual Internal Services Survey	
Reporting	Centrally by OMB using data provided by Research & Reporting	

Measure	Cost of Administrative Services Program as a Percentage of Total Department Expenditures	How to Use this Measure: This measure can be used to monitor how the costs of the Administrative Services Activities compare to total costs for the department, and over time, can be compared to historical amounts. Results can also be viewed across departments. While differences in the size and structure of departments will cause variations, sizeable differences from the percentages reported for similar departments may suggest a need to examine and understand the primary cost drivers and causes for the differences in percentages.
Calculation	Total expenditures of the Administrative Services Program activities / Total costs expended for the entire department	
Data Source	Cognos	
Reporting	Centrally by OMB	

FINANCIAL SERVICES ACTIVITY

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
Financial Services	FSAC		For use by departmental staff involved in financial service assignments. FSAC costs are coded at the Activity level.
		Accounts payable	Includes work by departmental staff who research, prepare, approve and/or input accounts payable transactions. Accounts payable transactions include filing, follow-up, phone calls, distribution, and reconciliation to Advantage and/or warrant register and all steps necessary to complete a transaction. Additional accounts payable activity due to fiscal year-end closing requirements can be posted to the FSAC PAS Code.
		Accounts receivable	Includes work by departmental staff who research, prepare and/or approve departmental accounts receivable transactions, including deposits. Accounts receivable transactions include filing, follow-up, phone calls, reconciliation to Advantage and/or Treasurer and all steps necessary to complete a transaction.
		Billings	Includes work by departmental staff who research, prepare, mail and/or approve billings for services or per IGAs to other entities that cannot be charged to a specific department (non-administrative) Service or Activity. Billings include filing, follow-up, phone calls and all steps necessary to complete a transaction.
		Capital projects accounting	Includes work by departmental staff who performs any function of capital project accounting that cannot be charged to a specific departmental (nonadministrative) Service or Activity.
		Cash receipts	Includes work by departmental staff who research, prepare, and/or approve cash receipts and deposits to either the Treasurer or depository accounts. Cash receipt transactions include filing, follow-up, phone calls, reconciliation to Advantage and/or Treasurer and all steps necessary to complete a transaction.
		Cost allocations	Includes work by departmental staff who research, prepare, charge and or approve the allocation of costs from PAS code 9999 and the Administrative Services Program.

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
		Financial analyses	Includes work by departmental staff who perform any form of financial analyses that cannot be charged to a specific departmental (non-administrative) Service or Activity.
		Financial/management reports	Includes work by departmental staff who research, prepare, review and/or approve departmental financial/management reports that cannot be charged to a specific departmental (non-administrative) Service or Activity.
		General Fixed Assets accounting	Includes work by departmental staff who research, prepare and/or approve transactions related to the accounting of departmental fixed assets.
		Grant accounting	Includes work by departmental staff who performs any function of grant accounting that cannot be charged to a specific departmental (nonadministrative) Service or Activity.
		Journal Voucher entries	Includes work by departmental staff who research, prepare, approve and/or data input journal voucher entries. Journal voucher transactions include filing, follow-up, phone calls, reconciliation to Advantage and all steps necessary to complete a transaction.
		Petty cash	Includes work by departmental staff who research, prepare, maintain and/or approve petty cash transactions. Petty cash transactions include filing, follow-up, phone calls, reconciliation to Advantage and all steps necessary to complete a transaction.
		Reconciliations	Includes work by departmental staff who research, prepare and/or approve any form of departmental reconciliations, including reconciliations of financial information via Advantage, reconciliations of internal departmental financial information, bank accounts, etc.
		Year-end closing packages	Includes work by departmental staff who are involved in the research, completion of forms and/or approval of the items requested in the yearend closing package developed by the Department of Finance. Code could also be used for any time spent on additional year-end financial work related to the closing of the year.

Performance Measures

Measure	Cost of Financial Services Activity as a Percent of Total Department Expenditures	How to Use this Measure: This measure can be used to monitor how the costs of the Financial Services activity compare to total costs for the department, and over time, can be compared to historical amounts. Results can also be viewed across departments. While differences in the size and structure of departments will cause variations, sizeable differences from the percentages reported for similar departments may suggest a need to examine and understand the primary cost drivers and causes for the differences in percentages.
Calculation	FSAC total expenditures / total expenditures for the entire department	
Date Source	Advantage Financial System	
Reporting	Centrally by Finance	

HUMAN RESOURCES ACTIVITY

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
Human Resources	HRAC		For use by departmental staff involved in human resources related services. HRAC costs are coded at the Activity level.
		Employee relations	Includes work by departmental staff who advise department supervisors, managers and directors on ombudsman issues, employee relations issues, including Merit Rules and other County HR policies, and to track time and cost related to conducting internal investigations.
		Hiring services	Includes work by departmental staff who prepare Personnel Requisitions, advertising, complete all in-processing activities. Also includes reviewing résumés and conducting interviews for potential employees.
		Market Study/ Salary Advancement Requests	Includes work by departmental staff who complete job descriptions and market study request forms and who process the paperwork associated with the requests. Includes all e-mails, follow-ups and other correspondence related to this service.
		Payroll services	Includes work by departmental payroll liaisons. Includes all task associated with payroll. Includes processing timesheets and distribution of pay statements, also includes all e-mails, follow-ups and other correspondence related to this service.
		Tuition Reimbursement forms processing	Includes work ONLY for departments that by the nature of their funding administer their own tuition reimbursement program; i.e., Flood Control District, Library, Stadium District, Transportation and MIHS.
		Trip Reduction/Commute Options	Includes work by departmental staff who handle and coordinate trip reduction program activities.
		Peak Performer Awards	Includes work by departmental staff who handle administrative requirements for the Peak Performance Award Program.

Performance Measures

Measure	Turnover rate of employees within the first 6 months of hire by department	How to Use this Measure: Compare this measure to historical results and results for other departments. Turnover rates that are increasing over time or substantially higher than other departments suggest a need to examine the root causes for the high turnover. One step may be to review exit survey data to pinpoint areas of dissatisfaction and identify improvements. Additionally, changes in the practices and procedures for recruiting, selecting, and orienting new employees may also be necessary.
Calculation	The number of employees that leave the County within 6 months of hire (non-voluntary and voluntary) divided by the number of new hires.	
Data Source	PeopleSoft	
Reporting	Centrally by Recruiting	

Measure	Turnover rate of employees within the first year of hire by department	How to Use this Measure: Compare this measure to historical results and results for other departments. Turnover rates that are increasing over time or substantially higher than other departments suggest a need to examine the root causes for the high turnover. One step may be to review exit survey data to pinpoint areas of dissatisfaction and identify improvements. Additionally, changes in the practices and procedures for recruiting, selecting, and orienting new employees may also be necessary.
Calculation	The number of employees that leave the County within 12 months of hire (non-voluntary and voluntary) divided by the number of new hires.	
Data Source	PeopleSoft	
Reporting: Centrally or by Individual Departments	Centrally by Recruiting	

Measure	Number of employee grievances by department	How to Use this Measure: This number is an indicator and should be used with caution. A high or low number in itself is not sufficient to draw conclusions. The number must be reviewed in consideration of the size of the organization and a careful analysis of the factors cited as causes of the grievances. As an indicator, however, significant increases in grievance activity should be an alert for department leadership and managers to determine root causes for the increase in grievances, and, when necessary, to seek assistance from Human Resources in determining the appropriate steps for addressing the underlying causes of the grievances.
Calculation	Adding total grievances by department	
Data Source	Employee Relations Tracking Log	
Reporting	Centrally by Employee Relations	

Measure	Number of Ombudsman referrals by department	How to Use this Measure: This number is an indicator and should be used with caution. A high or low number in itself is not sufficient to draw conclusions. The number must be reviewed in consideration of the size of the organization and a careful analysis of the factors cited as causes of the grievances. As an indicator, however, significant increases in ombudsman referral activity should be an alert for department leadership and managers to determine root causes for the increase in referrals, and, when necessary, to seek assistance from Human Resources in determining the appropriate steps for addressing the underlying causes of the referrals. Only referrals that result in the Ombudsman taking an "Advise and Consult" action will count as a full Ombudsman referral.
Calculation	Adding total referrals that result in an "Advise and Consult" action.	
Data Source	Ombudsman Tracking Log	
Reporting	Centrally by Employee Relations	

Measure	Percent of employees satisfied with the level of training received for the job	How to Use this Measure: Ensuring that employees receive the training necessary to perform their jobs effectively contributes to: a productive workplace, quality work products and services, and customers satisfied with the services they receive. Low or declining scores in the percentage of employees satisfied with the level of training received for the job is an indicator of the need to review the availability, level and types of training provided. The survey score itself is just a starting point that often needs to be supplemented with more in-depth discussions, interviews, or targeted surveys with employees to pinpoint the specific training aspects that should be addressed.
Calculation	Percentage of employees more satisfied than dissatisfied with the level of training received for the job	
Data Source	Research and Reporting Annual Employee Satisfaction Survey	
Reporting	Centrally by OMB using data provided by Research & Reporting	

Measure	Trip Reduction Survey response rates for each department	How to Use this Measure: The successful operation of the Trip Reduction Program is dependent upon full participation by county departments and employees and helps ensure that the program is meeting the needs of County employees so that they will consider, explore and participate in trip reduction activities. A low or declining response rate suggests a need for greater encouragement and communication across the department at the time of the survey to facilitate increased participation. For assistance, contact your departmental Trip Reduction Program Coordinator, or the County Trip Reduction Coordinator 506-3792.
Calculation	Number of employees who respond to the Trip Reduction survey divided by the total number of employees in the department	
Data Source	Valley Metro	
Reporting	Centrally by Human Resources Trip Reduction Coordinator	

Measure	Percent of paychecks/paycards issued using direct deposit	How to Use this Measure: In order to improve the timeliness, efficiency, convenience, and security of issuing paychecks, the County encourages all employees to receive their paychecks via direct deposit or by paycard. The percentage for each department is calculated by dividing the total number of direct deposits by the total number of checks issued (which includes direct deposit, live checks and manual warrants.) Payroll subtracts the number of terminating employees that are issued checks if their direct deposit is "shut-off" by the termination procedure. A low percentage for this measure may suggest a need to offer additional communications and visibility about the benefits and ease of utilizing direct deposit or paycards. For assistance in promoting direct deposit and paycards in your department, contact your Payroll Coordinator.
Calculation	Number of paychecks issued using direct deposit divided by the total number of paychecks issued for the department	
Data Source	PeopleSoft	
Reporting	Centrally by Central Payroll	

RISK MANAGEMENT ACITVITY

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
Risk Management	RMGT		For use by departmental staff involved in loss prevention and safety assignments. RMGT costs are coded at the Activity level.
		Injury, accident and loss forms and reports	Includes work by departmental staff who complete required forms each time a Department experiences an injury or loss. The purpose of this Service is to provide information, in the form of an Industrial Injury or general liability form, in a timely and accurate manner (within 24 hours). All of the claim forms are in Word97 and can be forwarded to the Risk Management Department via e-mail. Includes completion of forms, obtaining additional documentation, research, follow-up, phone calls, etc. required to complete the task.
		Injury and accident investigations	Includes work by departmental staff who conduct post-accident investigations that determine the cause of the accident and preventative measures to reduce future occurrence of similar incidents. The purpose of this Service is to assist in the determination of comparative negligence of all parties. Includes photographing when necessary, recording the identities of the involved parties and witnesses, and documenting the time and location of the accident.
		Loss control/compliance inspections	Includes work by departmental staff who perform regular safety inspections of work activities and facilities. The purpose of the safety inspections is to ensure the safety and health of employees. Includes periodic inspections of work areas and facilities, development and completion of an approved checklist, documentation of deficiencies, identification of corrective actions needed, and maintenance of inspection records for one year.
		Safety meetings	Includes work by departmental staff who conduct employee safety meetings. The purpose of the meetings is to review pertinent safety subjects or recent incidents affecting department safety. The meetings are designed to enhance departmental awareness and knowledge of safety precautions, procedures and work practices. Includes research, presentation development, and conducting meetings.
		Safety/Equipment training classes	Includes work by departmental staff who attend safety or equipment training classes, including

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
			Supervisor Training in Accident Reduction Techniques (START) and Roadbuilder classes. The purpose of the training is to help staff master safety challenges encountered in the work environment or to develop proficiency in operation of equipment. These classes enhance job performance and productivity.

Performance Measures:

Measure	# of claims opened	How to Use this Measure:
Calculation	Count of claims opened in the quarter using claim date for each department excluding workers compensation and unemployment	Review this rate in comparison to historical results and results for other departments. Increases in the number of claims opened, or numbers that are higher than similarly sized departments performing similar work, should be examined carefully to determine causes and to implement appropriate solutions that may include training, process changes, the procurement of additional safeguards in the workplace, etc.
Data Source	Risk Management Claims Division – RiskMaster and Claims Spreadsheets	
Reporting	Centrally by Risk Management	

Measure	Injury incident rate	How to Use this Measure:
Calculation	Injury incident rate = number of injuries x 200,000 / hours of exposure	Review this rate in comparison to historical results and results for other departments. Increases in the injury incident rate, or rates that are higher than departments performing similar work, should be examined carefully to determine causes and to implement appropriate solutions that may include training, process changes, the procurement of additional safeguards in the workplace, etc. For assistance in determining how to reduce the injury incident rate, contact the Risk Management Department.
Data Source	Risk Management Safety Division – Safety Report Worksheets	
Reporting	Centrally by Risk Management	

PROCUREMENT ACTIVITY

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
Procurement	PROC		For use by departmental staff involved in the departmental procurement assignments. PROC costs are coded at the Activity level.
		Commodities (supplies, equipment, parts, etc.)	Includes work by departmental staff who track time and cost of ordering commodity items utilized by their respective departments.
		Consultation sessions	Includes work by departmental staff who track time and cost of assisting internal departmental personnel with identifying or defining requirement or for receiving advice, guidance, direction, and dispute resolution services from Materials Management personnel related to the procurement of commodities or services.
		Contract Monitoring and Auditing	Includes work by departmental staff who track time and cost of conducting or participating in contract monitoring and auditing activities either internal to their respective departments or in support of Materials Management contract monitoring activities that cannot be charged to a specific departmental (non-administrative) Service or Activity.
		P-card support services	Includes work by departmental staff who track time and cost of efforts expended in support of all aspects of P-Card utilization by their respective departments.
		Reports (status/tracking, pricing, vendors, specs, etc.)	Includes work by departmental staff who track time and cost of developing, reviewing and correcting various reports that support their respective departments procurement activities that cannot be charged to a specific departmental (non-administrative) Service or Activity.
		Warehousing/Inventory Services	Includes work by departmental staff who track time and cost of supporting activities directly related to the storage, maintenance, inventorying, and/or issuance of commodities and materials maintained to support the activities of their respective departments. Also includes time and costs associated with forwarding/processing equipment to surplus.
		Construction Services	Includes work by departmental staff who

ACTIVITY	PAS CODE	SERVICE	GUIDELINE
		(Article 5)	track time and cost of ordering Article 5 items utilized by their respective departments.

Performance Measures

Measure	Percentage of procurement purchases that are direct paid through Finance	How to Use this Measure:
Calculation	The total number of Article 3-type purchases using direct pay divided by the total number of Article 3-type purchases	<p>This measure provides information about the percentage of purchases made that were either unplanned or that did not follow customary purchasing rules. A high or increasing percentage of purchases that are direct paid suggest a need to review procurement practices and ensure that rules and requirements are being met. While unique circumstances may occasionally justify the use of the direct pay method, the percentage of purchases made in this manner should be minimal to ensure that the County's purchasing practices conform and comply with required policies and procedures.</p>
Data Source	Advantage	
Reporting	Centrally by Procurement	
	Note: This measure includes only Article 3-type purchases and does not include Article 5-type purchases that involve construction and related architect/engineer/consultant services	