



A Message to Strategic Coordinators

From Tom Brandt, MFR Coordinator....

It's hard to believe that one year has passed since I joined the County as Managing for Results (MFR) Coordinator, and much has happened with MFR since then, including the development of a new, more comprehensive County strategic plan, establishment of an MFR team, introduction of a process improvement framework, more extensive internal and external communications, and much, much more. I've appreciated the opportunity to work with and get to

know the strategic coordinators who have such a vital role in building and maintaining the success of MFR within departments. Our desire to continue to increase the value and usefulness of MFR hinges on the ongoing support and assistance from strategic coordinators. To that end, we are working to improve the tools and resources available to coordinators by revamping the Strategic Planning Resource Guide, the MFR website, and the MFR database; continuing to hold quarterly information-sharing forums; clarifying and

simplifying MFR requirements where possible; and identifying and making available additional training opportunities. Janet, Kirk and I will continue to partner with strategic coordinators as we move forward in strengthening MFR, and we welcome and encourage your ideas, input and help along the way.

Thank you for your support!



Spring 2006

INSIDE THIS ISSUE:

Mid-Year Progress Report	2
Process Improvement Update	2
Key Results Measures	3
Countywide Admin Services Program	3
Communicating and Marketing Your Plan	3
Countywide Plan Update	4
"Great Place to Work" Initiative	4
Other MFR News	5
MFR Resource Guide and Web Sites Update	5
MFR Calendar	6

A Peek at the Results of the Strategic Coordinator's Assessment

The MFR Team recently asked strategic coordinators to complete an assessment questionnaire about their roles and responsibilities. The results are being compiled for presentation at the next Strategic Coordinators meeting. Thirty-six (36) of 49 coordinators completed the assessment, for a response rate of 69.4%. A peek at some of the findings from the assessment shows that,

on average, strategic coordinators completing the assessment have served in that role for about 39 months and spend about 18% of their time each month working on MFR-related activities. Of coordinators responding, none had an official title of "strategic coordinator" and 9 have been coordinators since the inception of MFR. Fourteen (14) or 41% of the coordinators are also their

department's budget liaison. Ninety-four percent (94%) believe a role of the strategic coordinator should be to regularly brief the management team on MFR-related developments, while only 73.5% of coordinators currently have that role in their department. The full results will be shared and discussed at the Strategic Coordinator meeting on April 18th.

Welcome new Strategic Coordinators!

Suzanne Gray, Planning and Development

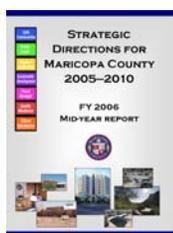
Bob Mungovan, Library District

John Roanhorse, Flood Control District

Evaluating Results

Mid-Year Progress Report

The MFR Team has compiled the first mid-year report on progress in implementing the Board of Supervisors 2005-2010 Strategic Plan. To compile the report, County departments were asked to provide an update on progress toward implementing the Countywide strategic priorities and goals during the first six months of FY 2006 (Jul-Dec 2005). Additionally, all



departments were asked to provide details about partnerships and relationships with local area governments and Tribal Nations, and on efforts to improve

access to the services offered by the County.

While it's too soon in most cases to demonstrate full results, the report does highlight and summarize a number of actions and efforts underway across the County that are helping to advance and achieve the Board's priorities.

A special thanks to all the strategic coordinators who helped the MFR Team collect the information by providing a quick response to requests for information.

The final report is available for download on the web at www.maricopa.gov/mfr.



Decision Making

Process Improvement Update

Process Improvement Steering Committee

A new Process Improvement Steering Committee has been formed to help ensure the success of the process improvement initiative of the County. The Steering Committee will help guide and promote the use of process improvement projects. Some of its responsibilities will include:

- Reviewing proposed process improvement projects
- Providing guidance and support to process improvement teams
- Periodically reviewing team progress and results
- Recognizing teams for their efforts
- Aligning projects with strategic planning and budgeting

Steering Committee members/alternates include Tina Allen (Parks and Recreation), Barbara Frerichs (Recorder's Office), Elliott Hibbs (County Manager's Office), Gary Huish (ICJIS), Kirk Jaeger (OMB), Peter Martin (Animal Care and Control), Cindy Reid (Trial

Courts), Bill Scalzo (Community Services), Mike Schaiberger (Employee Health Initiatives), and Pat Vancil (Employee Health Initiatives).

The Steering Committee met for the first time in February to discuss their mission, goals, and objectives. For more information about the Process Improvement Steering Committee, contact Kirk Jaeger, 602-506-7104.

Process Improvement Teams

The Process Improvement Steering Committee would like to identify all County departments' process improvement efforts. So far we have identified approx. 20 department process improvement teams, but there may be many more active projects. Please identify any teams operating in your department and send an e-mail to Kirk Jaeger at jaegerk@mail.maricopa.gov that briefly describes the project and includes contact information for the team leader.

FY2006 3rd Quarter Measures Reporting

The MFR Database will be open **April 5, 2006 — May 12, 2006** for reporting 3rd quarter performance measure data.

During this period, departments should also enter updates for their goals and provide any explanatory comments about their performance measures.

Planning for Results

Key Result Measures



From the MFR Resource Guide...

As part of the Planning for Results components of Managing for Results, departments are required to identify Key Result Measures for each Activity that reflect the end results/benefits expected. Key Result

Measures should tell the customer/public how well the program is performing. They also are the focus of the Internal Audit Department's Performance Measure Certification (PMC) program. A Key Result Measure Summary Form,

which aligns with many of the requirements of the PMC program, has been developed and should be completed for each key measure to ensure consistency and reliability. The form can be found at the end of this newsletter.

Budgeting for Results

Countywide Admin Services Program Changes

Over the past few months, OMB has been working with central service departments to streamline and simplify the Countywide Administrative Services Program. The purpose of this program, established as part of the roll-out of MFR, is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments and the Board of Supervisors in order to

conduct benchmarking analyses and track program performance and costs. Activities comprising the Program include Executive Management (formerly Office of the Director), Budgeting, Financial Services, Human Resources, Risk Management, and Procurement. The primary changes being made include the deletion of sub-PAS codes at the service level and identification of fewer, more

useful performance measures. A draft of the proposed changes will be shared for review and comment at upcoming Budget Liaison and Strategic Coordinator meetings. Instructions and guidance covering how to appropriately code charges to the Program and how performance measures will be tracked will be provided prior to the targeted implementation date of July 2006.

SPLOTS

Strategic Plans Languishing On The Shelf

Don't let SPLOTS happen to you!



Reporting Results

Communicating and Marketing Your Strategic Plan

Successful implementation of your strategic plan depends on effective communication. Internally, the strategic plan should be communicated at all organizational levels. Managers and staff need to have a clear understanding of the plan and their roles

in it. A plan has little value if it is not widely understood and accepted. It must form the basis for daily action throughout the organization. Consider using the following ideas to communicate your plan internally

- Talk about the plan at staff meetings.

- Distribute copies of the plan to all staff.
- Display the mission statement in a prominent location in the building.
- Recognize progress on the plan's goals at staff meetings, in newsletters, and at other events.

The strategic plan also should be communicated to

other individuals and organizations that have an interest in, or an effect on, the department's programs (e.g., local governments, interest groups, and the public). This can generate more awareness, understanding and public support for your programs.



Countywide Strategic Plan Update

Countywide Plan Indicators Project

Work continues on the consolidated Countywide plan. The MFR Team is working with the Board of Supervisors, County leadership and departments to identify a limited set of results-oriented indicators and measures related to the County priorities and goals. Generally, “indicators” are statistics and trends that display the direction in which a particular condition is heading. For the purposes of this Countywide Plan Indicators Project, an indicator is defined as a quantitative measure that can be used to track and evaluate the County’s progress in achieving its strategic priorities. Criteria for inclusion as a recommended Countywide results indicator, include the following:

- ✓ Relevant—the indicator addresses one of the Countywide strategic priorities or goals

- ✓ Consistent and Reliable—information source provides high-quality data over a number of years
- ✓ Comparable—data allows for comparisons and trend analysis over time
- ✓ Credible—the indicator is believable and comes from a trustworthy source
- ✓ Valid—the indicator is measuring what it is intended to measure

The MFR Team has compiled a list of proposed indicators and is conducting research to verify that the proposed indicators meet the above criteria. After analysis is complete, the indicators and a set of proposed targets will be presented to Corporate Review Team for consideration before presentation to the Board of Supervisors.



“Great Place to Work” Initiative

Strategic Priority 6, to maintain a quality workforce, is a priority that affects every County department. As part of the action plan to achieve the strategic goals aligned to the priority, the County began to examine where it currently stands as a “best place to work”. The County contacted representatives from the Great Place to Work® Institute (GPTW), the organization that produces *Fortune Magazine’s* annual ranking of the “100 Best Places to Work,” to discuss steps Maricopa County can take to better understand how it fares as a best place to work in comparison to other organizations—public and private.

GPTW representatives visited the County in March to make a presentation to management team members. The basic message of their presentation was that if the County wanted to move from being a *good* place to work to being a *great* place to work we should focus not on what we are doing, but on how and why we are doing it so that it reflects the

organization’s special culture and identity. They provided insights into the core characteristics of a great place to work, which is one where you:

- **Trust** the people you work for,
- Have **pride** in what you do, and
- **Enjoy** the people you work with.

The GPTW representatives conducted focus groups with management team members, employees, and first-level supervisors to learn more about employee perceptions of working for the County. They also reviewed recent employee survey data. They’ll be preparing a summary of their findings and offering some recommendations on how the County might proceed in its effort to become a “great place to work.”

**Strategic Priority 6:
Quality Workforce**

Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.

CREDIBILITY
RESPECT
CAMARADERIE



FAIRNESS
PRIDE

Other MFR News

Performance Measurement Certification Class

Internal Audit is offering a class on the Performance Measure Certification process to help departments understand how to achieve a "passing" score on a performance measure audit. The class will focus on what the reviewers look for when reviewing department performance measures. Class is open to all interested



employees. *Date:* May 4, 2006; *Location:* Aspen/Birch Training Room. Sign up today for course PDV355A .

State Quality Awards

Applications for the 2006 State Quality Awards are available. The Arizona Quality Awards, sponsored by the Arizona Quality Alliance, recognize Arizona organizations for performance excellence. Five County departments were recognized with awards in 2005. Several departments have indicated they plan to

apply in 2006. Deadline to apply is July 14. To learn more about the Quality Awards and to download an application, go to www.arizona-excellence.com

2006 City & County Performance Summit

Tom Brandt recently spoke at the 2006 City & County Performance Summit held in Las Vegas. The conference, held annually by The Performance Institute, is an opportunity to share best practices, learn of new ideas and approaches for effective

performance management, and network with peers doing similar work in cities and counties throughout the nation. Tom shared information about Maricopa County's MFR program, and discussed how MFR has provided a common framework for planning and budgeting across the County. A copy of his presentation is available at ebc.maricopa.gov/mfr. For more information on the conference, visit www.performanceweb.org.

Upcoming Conferences, Seminars, Workshops

Advanced Learning Institute, "Performance Measurement for Government."
Location/Date: Washington DC, April 25-27, 2006; Denver, CO, May 10-12, 2006, www.aliconferences.com/conferences.htm

American Strategic Management Institute, "The Performance Conference."
Location/Date: Nashville, TN, May 15-17, 2006, www.asmiweb.com/performance

Government Finance Officers Association (GFOA), "Performance Measurement: Focusing on Outcomes and Integration." Annual Conference, pre-conference seminar.
Location/Date: Montreal, Quebec, May 6, 2006, www.gfoa/conference/2006/precon.shtml

MFR Resource Guide and Web Site Updates

The MFR Team is revising the *Strategic Planning Resource Guide* and redesigning the MFR websites on both the EBC and the WWW. Both the guide and the websites will include more resources for Strategic Coordinators and others involved in MFR. A team of strategic coordinators has been advising the MFR Team on the updates to ensure the

information provided is useful, consistent, and easily accessible.

The last update to the Strategic Planning Resource Guide was in 2002. The MFR Team intends to update the guide on a regular basis to ensure the information stays current. New features in this update will include a Table of

Contents and comprehensive index for easy access to the information; a complete section on selecting, analyzing, and reporting performance measures; examples and references; process improvement tips; and a series of checklists and worksheets.

The MFR EBC web site will

include more resources such as an MFR calendar, and links to tools and resources based on the MFR Cycle to access information as you move through the process.

The MFR Team expects to have the revised Resource Guide and the web sites completed for FY2007.



Maricopa County



Tom Brandt, MFR Coordinator
602-506-2204

Kirk Jaeger, MFR Analyst
602-506-7104

Janet Woolum, MFR Analyst
602-506-7103

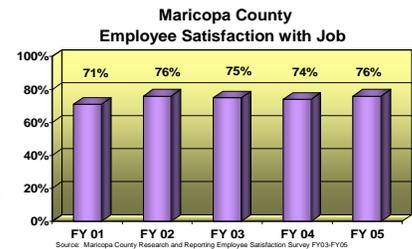
We're on the Web!
www.maricopa.gov/mfr
ebc.maricopa.gov/mfr

The Back Page Story

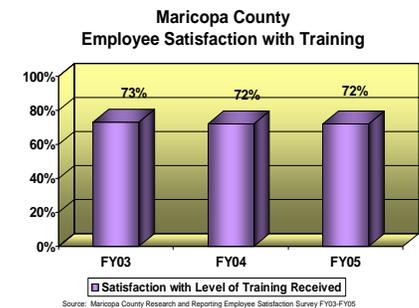
From the Community Indicators Report 2005:

Employee Satisfaction

Maricopa County recognizes the important role its employees have in the success of its operation. The County has established a strategic priority to maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well. Each year the County administers an employee satisfaction survey so County leadership can keep in tune with how employees feel about working for the County, and also to assist management in improving processes, which translates into better services to its customers.



The County has shown a relatively consistent satisfaction rating over the past few years. In FY05, 76% of employees responding to the survey indicated overall satisfaction with their jobs, up from 74% in FY04.



Training and resources are key to the employees' ability to perform their jobs and deliver high-quality services that citizens deserve. Generally, employees were satisfied with the level of training they have received for their jobs. The rating has remained

steady over the previous three fiscal years with nearly three out of four (72%) indicating they were satisfied or very satisfied with the level of training they received.

MFR Calendar

FY 2006 Strategic Coordinators Meetings

Tuesday, April 18, 2006, 8:30am—12 noon

Tuesday, July 18, 2006, 8:30am—12 noon

FY 2007 Strategic Coordinators Meetings

Tuesday, October 24, 2006, 8:30am—12 noon

Tuesday, January 23, 2007, 8:30am—12 noon

FY 2006 Quarterly Measures Reporting Schedule

The MFR Database will be open for quarterly reporting of performance measures data as follows:

3rd quarter MFR Data Entry: April 5, 2006 — May 12, 2006

4th quarter MFR Data Entry: July 5, 2006 — August 11, 2006

Countywide Strategic Plan Reporting

Annual Progress Reports Due: July 28th



Key Result Measure Summary Form

One of the most difficult aspects of strategic planning is picking a balanced set of results-based performance measures to gauge the success in meeting goals and objectives. After these “key result” measures are decided upon, departments should define the key measures, determine data requirements, identify current baselines, set realistic performance targets based on benchmarking, and compare actual performance with expected results.

To assist departments, the MFR Team has developed a system to dissect and record all pertinent information about individual performance measures using the Key Result Measure Summary Form. A form can be completed for each performance measure at the department, program, and activity level.

Using the Key Result Measure Summary Form ensures that a detailed history of each performance measure can always be accessed by department staff. Additionally, with the summary forms on file, questions regarding any aspect of the data can be answered quickly and consistently.

Instructions for Completing the Key Result Measure Summary Form

1. **Program Name:** as it appears in the most recent MFR Database
2. **Activity:** as it appears in the most recent MFR Database
3. **Name of Contact Person:** the person directly responsible for the program or activity
4. **Performance Measure:** list the baseline year and number
5. **Performance Measure Title:** the full title of each performance measure
6. **Definition of Measure and Key Terms:** describe what is actually being measured and describe any technical jargon used in the performance measure, and be sure to explain descriptive terms. For example:
 - Instead of using *accurately*: state the acceptable level of error
 - Instead of using *timely*: state the turnaround time you are aiming for
 - Instead of using *eligible*: state the criteria for eligibility
 - For *customer satisfaction*: explain what kind of survey instrument (e.g., mail, phone, internet, etc.) will be used, what rating scale (e.g., 5=highest, 1=lowest) will be used, and who is in the target population (e.g., full-time residents over age 18, walk-in customers to service center, etc.)
 - For terms such as *poverty*: explain what specific definition you will use
7. **Rationale for Use:** explain how this particular performance measure demonstrates department, program or activity performance and/or result achieved
8. **Collected:** indicate how often the data will be collected (i.e., specify monthly, quarterly, annually, or some other time period)
9. **How Performance Measure is Computed:** describe how the raw data will be transformed into usable information for quarterly and annual reporting
10. **Data Collection Source(s) and Methodology:** provide a brief description of data collection methodology, and provide the names of the specific reports, documents, or databases from which the raw data for the performance measure is obtained
11. **Has Benchmarking Been Used to Set Performance Targets?** If not, skip to the Data Collection Issues/Limitations

12. **Benchmarking Sources/Standards:** list the organizations/departments that have been used to compare performance. Identify any applicable national standards and/or reports that provided actual data obtained during the benchmarking process.
13. **Data Collection Issues/Limitations:** discuss any problems that you have or anticipate having in collecting and reporting the data now and in the future. This section also can be used for any other explanatory comments on the limitations of the data.
14. **Additional Information:** provide any additional information about the measure
15. **Date Last Updated:** indicate when the form was previously updated and by whom

Program Name: _____

Activity: _____

Name of Contact Person: _____

Performance Measure

Baseline Year _____

Performance Measure Title:	Definition of Measure and Key Terms:	Rationale for Use: (i.e., result it measures)
----------------------------	--------------------------------------	---

Collected: Monthly _____ Quarterly _____ Yearly _____ Other _____

How Performance Measure is Computed:	Data Collection Source(s) and Methodology:
--------------------------------------	--

Has Benchmarking Been Used to Set Performance Targets? Yes _____ No _____
 Benchmarking Sources/Standards:

Data Collection Issues/Limitations:

Additional Information:

Date last updated: _____
 By _____