



Strategic Coordinator Newsletter



Reporting Results, Celebrating Achievements

County departments have just finished reporting FY2006 performance results in the MFR database, and soon we'll be reporting FY07 first quarter data. Whew!! It seems that we don't have time to reflect on the achievements and success of the past year before we have to jump into the next year. In this Time of No Time, we often lose sight of the importance of celebrating achievements. All organizations need to celebrate achievements. Celebration is important because it motivates, promotes, and rewards people. When performance information identifies good performance in achieving results, those who contributed (individual or group as a whole) should be recognized.

In the enhanced MFR Cycle introduced in the previous newsletter and which became the foundation for the new MFR Resource Guide and EBC website, the Analyzing and Reporting Results component was reworked to include an emphasis on Communicating Results and Celebrating Achievements. In this issue of the newsletter, you'll see a variety of

reporting mechanisms used to report results and celebrate achievement and progress at the County level. The County Manager recently released the County's Annual Accomplishments Report for FY2006, which outlines County departments' accomplishments and progress toward achieving the Board of Supervisor's strategic priorities and goals. The MFR Team is assisting the County Manager in implementing an MFR Quarterly Review Process that focuses on strategic performance measures and accomplishments in achieving selected strategic goals, and the team is working on an update to the Community Indicators report which is intended to demonstrate the impact that Maricopa County's activities have had on the community by reporting objective measurements that show how the community is doing.

How are you using your performance information to celebrate achievements in your department? The MFR Team is looking for

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Fall 2006

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MFR Quarterly Strategic Review Program

In FY2006, at the request of County Manager, the MFR Team initiated an MFR Quarterly Strategic Review pilot with four volunteer departments—Animal Care & Control, Adult Probation, Human Services, and Office of Management and Budget. In the pilot program, departments prepared high-level reports with quarterly and fiscal year-to-date key results measures with internally driven targets, budget analysis, compliance/regulatory/audit issues, and customer and workforce indicators that focused on overall department performance. Departments reviewed:

- the status and accomplishments for current goals, and rationale and corrective actions if goal was not being met;
- financial and budget status including discussion of any variances;
- key performance measures compared with historical results and current goals;
- customer survey results with summaries of actions taken to improve performance, such as structured process improvement, as well as factors for success when performance was better than targets;

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**Next Strategic
Coordinator's Meeting:
Tuesday, October 24, 2006
8:30am — 11:30am
Aspen/Birch Training
Room
Administration Building**

MFR Certificate Program

One of the objectives of the MFR Team is to increase the capacity of employees to fully implement MFR at the departmental level. To that end, beginning in 2007, the MFR Team will be offering Maricopa County employees an MFR Certificate Program for developing their level of competency in Managing for Results. The purpose of the certification is to denote that “results-driven” employees have successfully mastered an advanced level of understanding in all aspects of Managing for Results—strategic planning, performance measurement, and process improvement—and demonstrated the ability to utilize this knowledge for practical MFR applications that benefit employees, their departments, and Maricopa County citizens.

Why Be Certified?

Certification means that employees have obtained the knowledge and skills to implement and use well established management principles that focus on achieving results for the customer. Individuals obtaining certification earn a professional credential that acknowledges and recognizes their “results-driven” expertise in applying Managing for Results principles—the foundation of leading any high-performing government organization. By completing certification, individuals also will increase their skills in key organizational performance management areas, such as leadership, strategic thinking, and program analysis, and will enhance their overall value to the organization.

How to Be Certified

Certification will be a three-step process:

1. Employees must complete an application indicating interest in the Certification Program. Employees can apply throughout the year; the program is open to all employees.
2. Second, the applicant must complete coursework—one prerequisite, four core classes, and four electives—within two calendar years.
3. The third step is development of a portfolio of at least three work products that provide evidence of practical application of lessons learned from the coursework. Work products in the portfolio might include, but are not limited to, evidence of: (a) developing and implementing a new customer survey, collecting data, evaluating the results, and using results to make a decision and/or to improve performance; (b) developing and implementing new strategies to communicate performance information to management, staff, and/or customers (e.g., scorecard, indicators report, powerpoint presentation, newsletter); or (c) leading a successful process improvement effort.

More information about the MFR Certificate Program, including a list of courses and application materials, will be available at the Strategic Coordinator’s meeting on October 24, 2006.

MFR Quarterly Strategic Review Program (cont).

(Continued from page 1)

- results from the employee survey and actions taken to build on strengths and address issues to improve satisfaction; and
- the status of any compliance/regulatory/audit issues.

Quarterly reports were prepared and presented to the County Manager, who participated in meetings with department leadership to discuss the findings. Participating departments indicated that this quarterly review was a valuable management tool that provided them with the opportunity to take a more strategic approach in dealing with issues related to their department’s performance, and the reporting procedures assisted them in understanding and articulating the issues facing

the department in a report format that could be understood and used throughout the department.

As mentioned above, each department participating in the pilot used a common reporting template that helped to organize the strategic information. The MFR Team is making a fill-in version of the template available on the EBC website for use by additional departments.

The County Manager has directed an additional group of departments to participate in the program in FY2007, but the program is open to every department. If you would like to know more about the Quarterly Strategic Review Program and how it can help your department, contact Tom Brandt.

Evaluating and Improving Results

Process Improvement Update

Advanced Process Improvement Class

Kirk Jaeger conducted a new Advanced Process Improvement class in two 3-hour sessions on September 12 and September 14, 2006. This class provided practical tools and techniques for actual and potential process improvement Team Leaders, Facilitators, and Management Sponsors who already have a basic understanding of the principles of structured process improvement. The class is intended to help people take the next step and learn how to successfully lead, coach, and manage process improvement teams.

Nineteen people attended the training, representing nine departments. Evaluations of the class were very positive, and many attendees commented that the information was interesting and would be useful to them. They also especially appreciated examples from current County efforts and other real-world examples. Finally, several attendees mentioned that they really appreciated the snacks, especially the edible statistical data!

The class will be offered again, also in two 3-hour sessions, on November 1, 2006 and November 15, 2006. Please let people in your area know about the class (CIP106) if they are currently serving in these roles or would be good candidates for these roles in the future.

ASU Student Consulting Teams

The MFR Team has been coordinating the partnership with the Arizona State University W.P. Carey School of Business and the ASU student consulting teams from a “Changing Business Process” class to work with the County on business process improvements.

This Fall Semester two teams are working with the County on more business process improvements. One team is working with Adult Probation in their efforts to recruit and retain a diverse workforce by examining the role that “perceived image” of the department plays in the hiring process. The other ASU team is working with Employee Health Initiatives to help EHI increase and retain enrollment in consumer-based programs, such as Flexible Savings Account, Drug Reimbursement Account, and Health Savings Account, by identifying the characteristics of Maricopa County customers who successfully use these products and the characteristics of the products that encourage enrollment and successful usage of these programs.

Both of these efforts are directly aligned with the County’s Strategic Priority 6 “Quality Workforce.”

FY2007 1st Quarter Measures Reporting

The MFR Database will be open **October 4, 2006 – November 10, 2006** for reporting 1st quarter FY07 performance measure data.

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



Reporting Results (cont.)

(Continued from page 1)

some good examples of how County agencies are reporting performance information and celebrating achievements. From working with the departments, it is apparent that a number of you are creative and conscientious about

reporting results. We’d like to hear from you so your good practices can be shared with others who could benefit from your experience. We’ll highlight those practices found to be working well for departments in future issues of this newsletter, Newsline, and on the EBC.

ON LEADERSHIP

The best leaders use oral and written praise to guard their organizations against the “extinction theory” which is:

Good performance that goes unacknowledged will gradually disappear.

Analyzing and Reporting Results

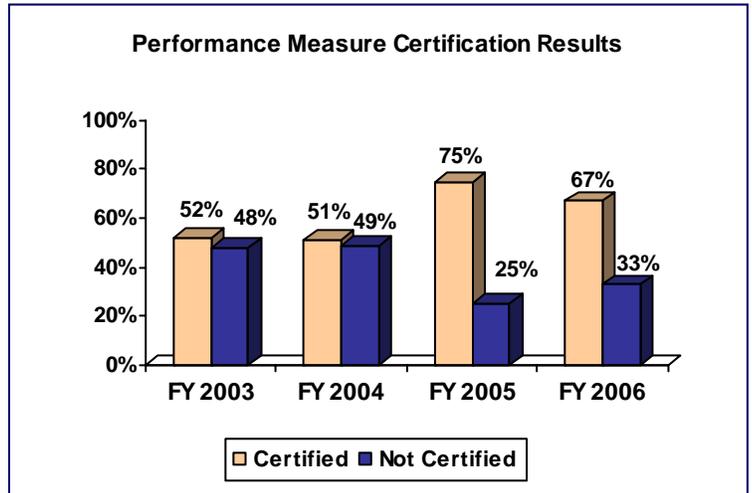
Performance Measure Certification Program



Internal Audit has released the FY2006 Performance Measurement Certification Report. Internal Audit conducts the Performance Measure Certification (PMC)

The MFR Team has been working to enhance knowledge and understanding of performance measures and provide resources and tools to ensure that measure certification results will

validate performance measures for County management, the Board of Supervisors, and the general public. Under the program, Internal Audit reviews MFR Key Results, assigns certification ratings, and reports conclusions. The certification enables County leaders to rely upon reported performance measures and make informed decisions concerning government resources.



According to the FY2006 report, 67% of the 42 measures reviewed were certified, meaning that the reported measurements were accurate, and that adequate procedures were in place for collecting and reporting performance data. The FY2006 results were slightly less favorable (8%) from the 75% certified in the previous year, but significantly better than FY2003 and FY2004. Four of the seven departments reviewed received 100% certification on their measures reviewed, one department had 90% certified, one department had 21% certified, and one department had 0% certified.

continue to improve. One of the tools introduced in FY2006 was the Program Key Results Measure Summary Form which provides a template for collecting the information critical to ensuring measures are certified. Internal Audit offers quarterly classes on preparing for performance measure certification audits. Check the EBC online training calendar for a schedule of upcoming classes.

To view the full performance measures certification report from Internal Audit, visit: http://www.maricopa.gov/internal_audit/pma.aspx.



Recent Changes/Additions to the MFR EBC site

Added:

- Updated list of Process Improvement efforts
- New MFR Annual Report
- New County Annual Accomplishments Report and Executive Summary
- New bullet on the “About MFR” page to quickly access MFR Memos and presentations
- Advanced Process Improvement class presentation
- Forms: Quarterly Review fill-in template; new Process Improvement Teams Quarterly Reporting fill-in form
- “Why Performance Matters” article

Why Performance Matters Presentation on EBC-TV

Friday, October 20, 2006, 8:15am—10:30am

View the October Management Team Presentation & Discussion on *Why Performance Matters*, by Michael Lawson, Director of the ICMA Center for Performance Measurement. EBC-TV, 8:15 a.m.–10:30 a.m., Friday, October 20th. Mr. Lawson will share his thoughts and insights, as well as examples from local government, on what he views as the overarching reason to use performance measurement – to improve the effectiveness and efficiency of government services in order to make our communities better places to live and work.

Annual Accomplishments Report

Maricopa County recently completed its first year of operations under the new Strategic Plan that was adopted by the Board of Supervisors in June 2005. The *2005-2010 Maricopa County Strategic Plan* contains the County’s mission and vision statements and a set of strategic priorities and goals that establish a roadmap of what the County aspires to achieve. Departments used the County Plan to craft their own departmental plans and establish supporting strategic objectives and action plans for implementing the Board’s priorities. After one year into implementation, the County is already demonstrating substantial progress toward these priorities and goals. A new report, the *Strategic Directions for Maricopa County FY2006 Annual Accomplishments Report*, has been developed to ensure we are staying on track with the County Plan; to keep the Board of Supervisors and public informed of overall progress; and to celebrate County accomplishments.

While it’s too soon in most cases to demonstrate full outcomes, this report does highlight and summarize a number of accomplishments and efforts underway across the County that are helping advance and achieve the Board’s

priorities. For example, the County is funding a three-year, \$6 million Crime Prevention Grant to help cities, towns, and tribal governments enhance their crime prevention programs; and the County is contributing \$2.5 million to cosponsor an anti-methamphetamine media campaign. Both programs are designed to help ensure safer communities. The Parks and Recreation Department partnered with Arizona Public Service to install a state-of-the-art solar thermal system at the Desert Outdoor Center at Lake Pleasant that will help the environment and save the County money. Animal Care and Control surpassed its goals and has not euthanized any healthy, adoptable pets in nearly a year. And, with a goal of expanding programs for young people, the Library District has held more than 1,900 youth programs with a total attendance of nearly 80,000. These are just a small sampling of achievements and progress outlined in the report.

The full report and an executive summary are available on the Managing for Results (MFR) website <http://www.maricopa.gov/mfr>.

Thanks to everyone who contributed material for the report!



Community Indicators Report 2006

Maricopa County demonstrates that it is accountable to its residents by communicating what it does or does not achieve. The *Maricopa County Annual Report of Community Indicators* is intended to demonstrate the impact that Maricopa County’s activities have had on the community by reporting objective measurements that show how the community is doing in the County’s seven strategic priority areas. The indicators reveal whether key community attributes are going up or down; forward or backward; getting better or worse, or staying the same.

The indicators selected for inclusion represent broad interests and trends in Maricopa County, and, in some cases, are comparable to indicators in similar communities

throughout the country.

While many of the indicators are not completely within the control of County government, decisions made by County leadership influence the measures and contribute to the quality of life in Maricopa County.

The MFR Team has begun work on the 2006 edition of the *Maricopa County Community Indicators Report*. In the past few months, the MFR Team worked with lead and co-lead departments to enhance the indicators associated with the strategic priorities. More than 40 indicators will be included in the 2006 report covering the seven priority areas. The report will be completed in early December.

Employee Satisfaction Survey

**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.

Each year, Research and Reporting conducts an Employee Satisfaction Survey. Its stated objectives are to:

- Assess employee perceptions of present and new County policies and procedures;
- Provide employees the opportunity to contribute directly to the changing environment and/or culture of the County;
- Establish an ongoing action process aimed at improving the County's organizational effectiveness;
- Determine the current level of employee job satisfaction; and
- Enhance two-way communication between employees and management.

Research and Reporting has released the final results for FY2006 for appointed departments. Overall employee satisfaction Countywide increased from 76% in FY 2005 to 79% in FY 2006. On a rating scale of 2 to 8 where 2=very dissatisfied, 8=very satisfied, the average score was 5.72 in FY06, up from 5.57 recorded in FY05, and the highest rating in the 10 years that Research and Reporting has conducted the survey. The full report is on the EBC at <http://ebc.maricopa.gov/MFR/surveys.aspx>.

One of the sections of the survey pertains to the use of County Employee Satisfaction Survey Results. Countywide, 72% of survey respondents agreed with the statement that "Employee Satisfaction Survey Results were used to make the County/department a better place to work," an increase from 70% in FY05. However, it is important to note that nearly half of the departments surveyed showed a decrease in this overall agreement score, suggesting that employees in those departments do not feel the survey results are being used to address employee concerns.

Using the results from the employee survey to develop strategies and action plans to build on department strengths and to address issues to improve employee satisfaction will lead to achieving the Countywide goal to maintain a quality workforce. To assist managers and supervisors in using employee satisfaction survey results, the MFR Team is working with Research and Reporting to develop a "Manager's Guide to Using Employee Satisfaction Survey Results," and a class is being developed for the Spring 2007.

Annual Customer Surveys

Maricopa County has adopted the MFR initiative to ensure its departments are focused on results for its customers and to continually improve the overall customer experience. Understanding the level of customer satisfaction is paramount to improving the customer experience, and the best way to assess the customer experience is to ask the customer directly. Since 2000, the County has conducted an annual Citizen Survey to assess how its County residents perceive the quality of service delivered by County government. Research and Reporting released the results of the 2006 survey in early September. The surveyed showed a slight decrease in overall citizen satisfaction from 83% in FY05 to 80%

in FY06. The full results are on the web at <http://www.maricopa.gov/mfr/css.asp>.

Departments are encouraged to conduct their own customer surveys to supplement the citizen survey with more specific data to use in assessing the customer experience with services they provide.

To assist departments in developing and using customer satisfaction results to improve the overall customer experience, the MFR Team is working with Research and Reporting to develop and deliver a course on Using Customer Satisfaction Survey Results. The course will be delivered in the Spring of 2007.

**Strategic Priority 7:
Customer Satisfaction**

Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.

MFR Self-Assessment Tool

Over the summer, the MFR cycle was enhanced to better articulate how to fully implement Managing for Results countywide. How can you tell how well your department is doing in fully implementing MFR at the department level? The Office of the Auditor General of Canada has developed a Managing for Results Self-Assessment Tool that can help a department to “take stock of its ability to manage for results.”

The Canadian self-assessment model describes a transition or improvement path toward MFR in five stages:

- **Awareness:** The organization is aware of, but not committed to, managing for results.
- **Exploration:** the organization begins to commit to MFR and explores different implementation approaches.
- **Transition:** the organization has committed itself to MFR and is making the transition from previous management systems.
- **Full implementation:** The organization fully implements MFR in all areas.
- **Continuous learning:** the organization uses the MFR plan and continually updates methods, processes, and training, that support the use of MFR information in the organization.

In the Canadian self-assessment model, the elements that best characterize Managing for Results include:

- A. *Commitment to results:* focuses on organizational leadership and support for MFR, the implementing capacity of the organization, the reinforcement of the values of MFR, and its presence in management accountability.
- B. *Results-based strategic planning:* encompasses the notion that results should be linked to high-level organizational objectives and expressed through operational processes.
- C. *Operational planning:* focuses on performance expectations [targets] and how these align with results.
- D. *Measuring results:* examines whether data collection includes end results in addition to inputs and outputs, and describes how measurement is linked to planning and reporting.
- E. *Reporting on results:* rather than focusing on the reports required by OMB, this element highlights the integration of external reporting with the actual MFR practices and results within an organization.

The tool, which includes detailed instructions and worksheets, can help you assess your department’s stage with regard to each element. If you’d like to learn more about the MFR Self-Assessment Tool, it is available for download on the web at http://www.tbs-sct.gc.ca/rma/account/transmod/tm_e.asp.

Tips from the MFR Resource Guide...

Program Key Result Measures

(section 8, pages 36-38)

In the *Managing for Results* system, the Program Key Result Measure is defined as the measure of the overall result a Program is expected to achieve, and that tells the customer/public how well the Program (and department) is performing. They are “key” because they reflect

- (1) what is most important to the customer; (2) what is most in need of improvement; and/or (3) an element required by regulation, grantor, or law.

The most important aspect of a Key Result Measure is that it tells something about how well the Program is performing. As such, good Key Result Measures will address at least one of the following elements:

- **Quality:** the degree to which services are delivered to customers’ expectations. *Example:* % of services that meet quality standards.
- **Timeliness:** time involved in producing an appropriate output. *Example:* % of applications processed within 48 hours.
- **Effectiveness:** the degree to which a department, program, or activity meets stated objectives. *Example:* % of participants completing smoking cessation class and not smoking after 12 months.
- **Accuracy:** accuracy rates, e.g., making projections/forecasts, data entry, or other administrative processes. *Example:* % of applications for permits processed accurately the first time.
- **Satisfaction:** customer satisfaction with products and/or services. *Example:* % of customers rating services as very good or excellent.

Departments are encouraged to develop and track these strategic measures and use the information to develop actions that can improve performance and enhance the customer experience.



Other MFR News

State Quality Award Applications

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. Eight departments submitted Showcase Award applications and the Library District submitted an application for the full quality award in 2006. Winners will be announced in November. To learn more about the Quality Awards, go to <http://www.arizona-excellence.com>.

Waseda University Visit

In August, a delegation from Japan met with County Manager David Smith, Deputy Budget Director Brian Hushek, and MFR Coordinator Tom Brandt to learn about the County's MFR Program. The Okuma School of Public Management at Waseda University in Tokyo, Japan, is conducting research on behalf of municipal



governments in Japan to identify best practices and approaches for introducing greater transparency and accountability into local government practices. The delegation selected to visit the City of Portland, Oregon, and Maricopa County because of the strength of our MFR programs. Members of the delegation included faculty and students from the University, as well as representatives from municipal governments across Japan.

Great Places to Work Initiative

In March 2006, representatives from the Great Places to Work Institute (GPTW) visited the County to discuss steps Maricopa County can take to understand how it fares as a best place to work in comparison to other organizations—public and private. 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. Currently, analysis is underway to correlate the findings from the focus groups with data from the most current employee satisfaction survey results to identify key areas for improvement.

Upcoming Conferences

AGA's Second Annual National Performance Management Conference. October 30-31, 2006, Schaumburg, IL (just north of Chicago O'Hare Airport). Focuses on government performance reporting. http://www.agacgfm.org/pmc_2006/index.htm

MFR Bookshelf

Below is a list of references and reports that provide additional information and examples on reporting results to customers and stakeholders. All are available on the Internet [available as of September 28, 2006]:

Fairfax County, Virginia http://www.fairfaxcounty.gov/dmb/perf_measure.htm

Oregon Progress Board <http://www.oregon.gov/DAS/OPB/>

City of Austin, Texas <http://www.ci.austin.tx.us/budget/scorecard00-01.htm>

City of Phoenix <http://www.ci.phoenix.az.us/MGRREPT/index.html>

Results Iowa <http://www.resultsiowa.org/>

Washington County, Minnesota

http://www.co.washington.mn.us/info_for_residents/your_county_government_links/performance_measurement_-_2005





Maricopa County



Increasing Accountability, Improving Performance, Achieving Results

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We're on the Web!

<http://www.maricopa.gov/mfr>

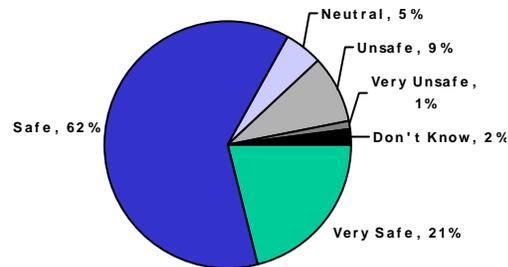
<http://ebc.maricopa.gov/mfr>

The Back Page Story

From the upcoming Community Indicators Report 2006:

Citizens consider their personal safety to be one of the most significant factors affecting their quality of life and where they choose to live and work. Maricopa County has adopted a key strategic priority to ensure safe communities. Community indicators of the County's progress toward meeting its Safe Communities goals includes crime rates, emergency response rates, and efficient court case resolution. Starting with the 2006 Community Indicators report, the County will begin tracking "Citizen Feelings of Safety" based on responses to new questions added to the General Citizen Survey. Below are baseline results to a key question on the survey:

*Overall how safe or unsafe do you feel living in Maricopa County?
(Do you feel very safe, safe, unsafe or very unsafe?)*



MFR Calendar

FY 2007 Strategic Coordinators Meetings

Meetings will be held in the Aspen/Birch Training room, 3rd floor, Administration Building

Tuesday, October 24, 2006, 8:30am—11:30am

Tuesday, January 23, 2007, 8:30am—11:30am

Tuesday, April 17, 2007, 8:30am—11:30am

Tuesday, July 24, 2007, 8:30am—11:30am

FY 2007 Quarterly Measures Reporting Schedule

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

1st quarter MFR Data Entry: October 4, 2006 — November 10, 2006

2nd quarter MFR Data Entry: January 3, 2007 — February 9, 2007

3rd quarter MFR Data Entry: April 4, 2007 — May 11, 2007

4th quarter MFR Data Entry: July 3, 2007 — August 10, 2007

FY 2008 Plan Updates

Plan Updates Finalized w/OMB November 3, 2006