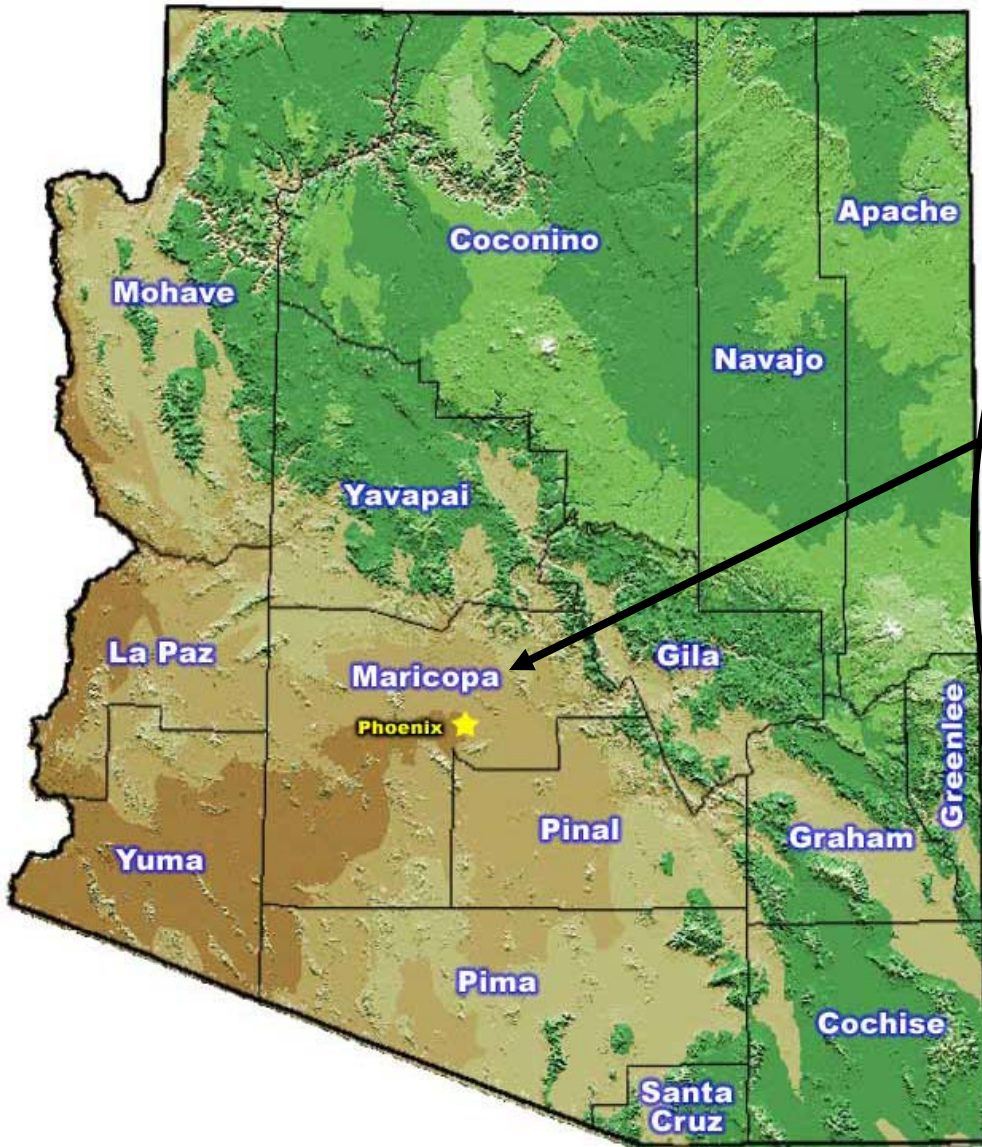




Implementing Performance Management while Balancing Political Realities: A Decade of Managing for Results in Maricopa County

**Public Performance Measurement and Reporting Conference
September 23-24, 2011**





Maricopa County

4th most populous county in the nation (over 4.2 million people)

From 2000 to 2009, significant numerical gains in population; added more than 100,000 new residents annually

Maricopa County Government



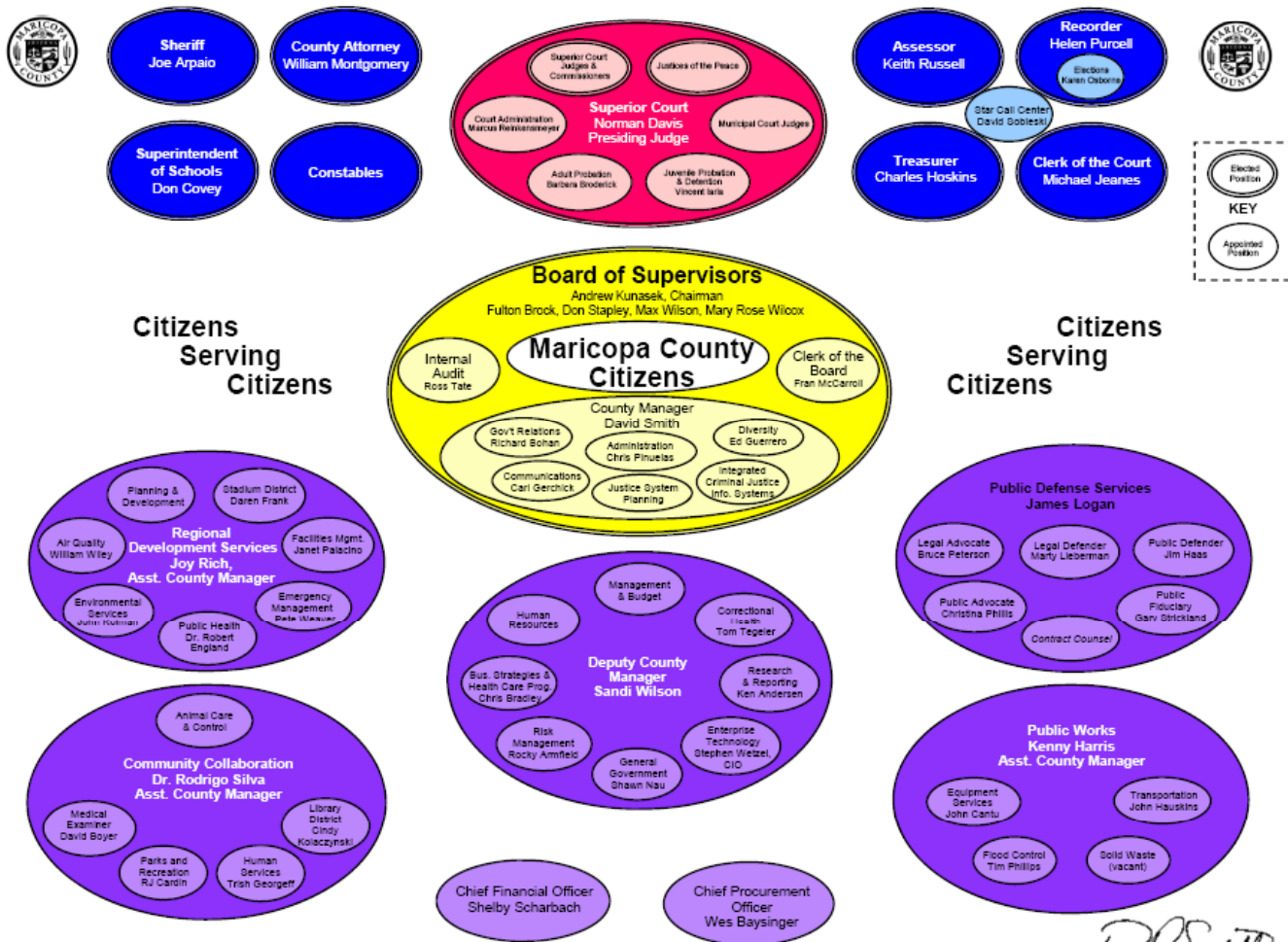
- \$2.26 billion budget (FY2011)
 - Structurally balanced
 - CIP - PayGo
- 55 departments
 - 8 elected
 - 3 judicial branches
 - 3 special districts
- 12,000+ FTEs, non union

County Structure

- **Appointed Departments** – report to County Manager (professional)
- **Direct Appointed Departments** – report directly to five-member Board of Supervisors
- **Elected Departments** – report to Elected Official (e.g., Assessor, Sheriff, Treasurer)
- **Judicial (Court) Departments** – report to State Judicial Branch
- **Special Districts** – legally distinct subdivisions



County Organizational Chart



DRSmith
 UPDATED 8/2011 CMO APPROVAL

Managing for Results

- ***Managing for Results*** provides a mechanism – linked to the budget process – for establishing greater coordination of performance management countywide
 - ▣ History – policy adopted in 2000
 - ▣ Performance management framework with a results focus
- Integrated management system
- Common organizing structure, language, processes





Evaluating & Improving Results

- Evaluate Performance against Targets
- Initiate Service Improvements
- Conduct Employee Evaluations

Planning for Results

- Mission, Vision, Values
- Issue Statements
- Strategic Goals
- Inventory of Services and Targets
- Performance Measures and Targets
- Employee Performance Plans

Analyzing & Reporting

- Validate and Record Data
- Analyze Performance Information
- Communicate Results

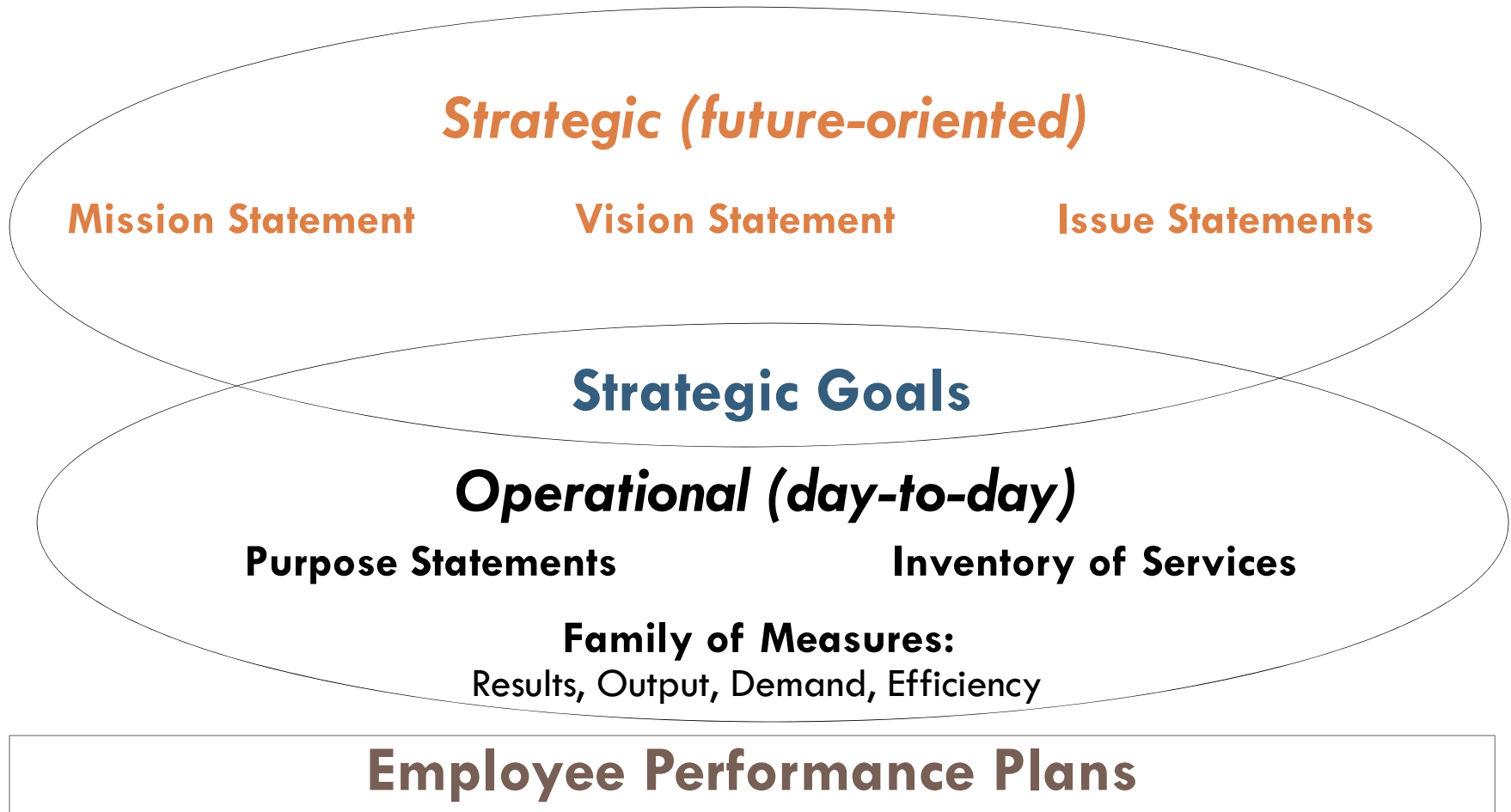
Budgeting for Results

- Align with Strategic Goals and Performance
- Allocate Resources
- Purchase Results

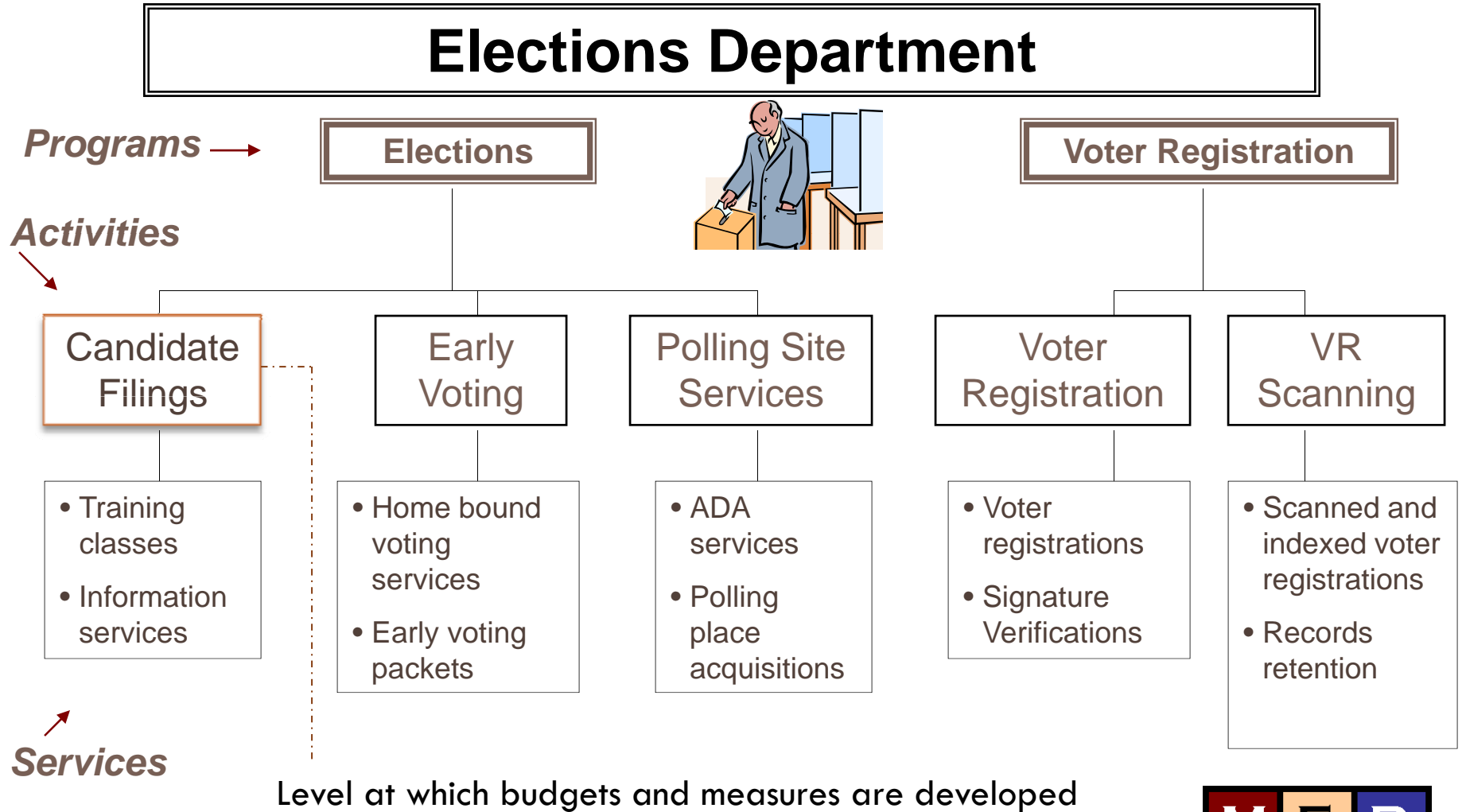
Delivering Results

- Deliver Services and Collect Data
- Monitor Activity and Budget Performance


Strategic Business Plan Elements



Results-Based Organization Structure



The purpose of the Voter Registration Activity is to provide registration services to eligible citizens who maintain residency in the County so they can readily express their preferences through the electoral process.



Type	Measure
Result	Percent of registrations provided in time to meet election participation deadlines
Output	Number of registrations provided
Demand	Number of registrations requested
Efficiency	Expenditure per registration provided



Integrated Management System

- Managing for Results Information System (MFRIS)
 - Planning
 - Budgeting
 - Reporting
 - Analyzing
- Connected technically through common Program, Activity, Services (PAS) coding scheme



Evaluating & Improving Results

- Evaluate Performance against Targets
- Initiate Service Improvements
- Conduct Employee Evaluations

Dashboards:
Performance metrics + financials + plan info

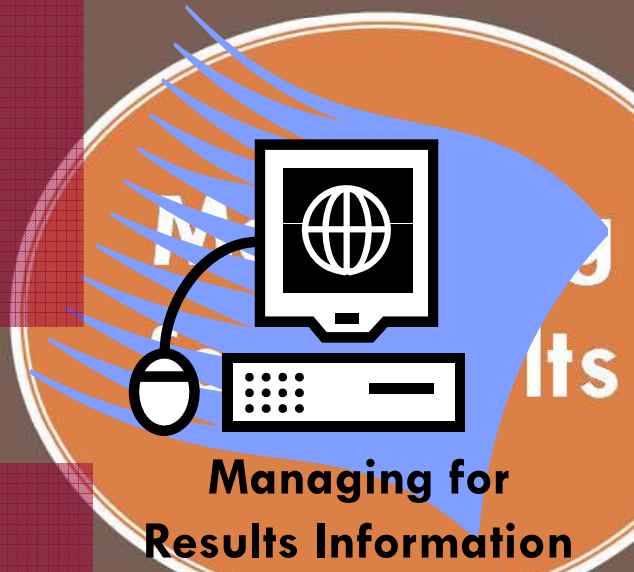
Analyzing & Reporting

- Validate and Record Data
- Analyze Performance Information
- Communicate Results

Reporting Performance Metrics:
connected to strategic plan and budgeting

Delivering Results

- Deliver Services and Collect Data
- Monitor Activity and Budget Performance



Planning for Results

- Mission, Vision, Values
- Issue Statements
- Strategic Goals
- Inventory of Services
- Performance Measures and Targets
- Employee Performance

Strategic Plans:
Goals, purpose statements, Measures defined

Budgeting for Results

- Align with Strategic Goals and Performance
 - Allocate Resources
 - Purchase Results
- Budget System,**
connected to strategic plans, accounting and personnel systems

Finding Common Ground

- ▣ **Board of Supervisors'** five-year County Strategic Plan
- ▣ ***Strategic priorities and goals*** are established in the County Strategic Plan through collaborative effort
- ▣ ***Corporate Review Team*** with representation from each area—appointed, elected, judicial, districts—advises the planning processes
- ▣ ***Department goals align*** with County Strategic Plan priorities and goals

Finding Common Ground

▣ Common Budget Process

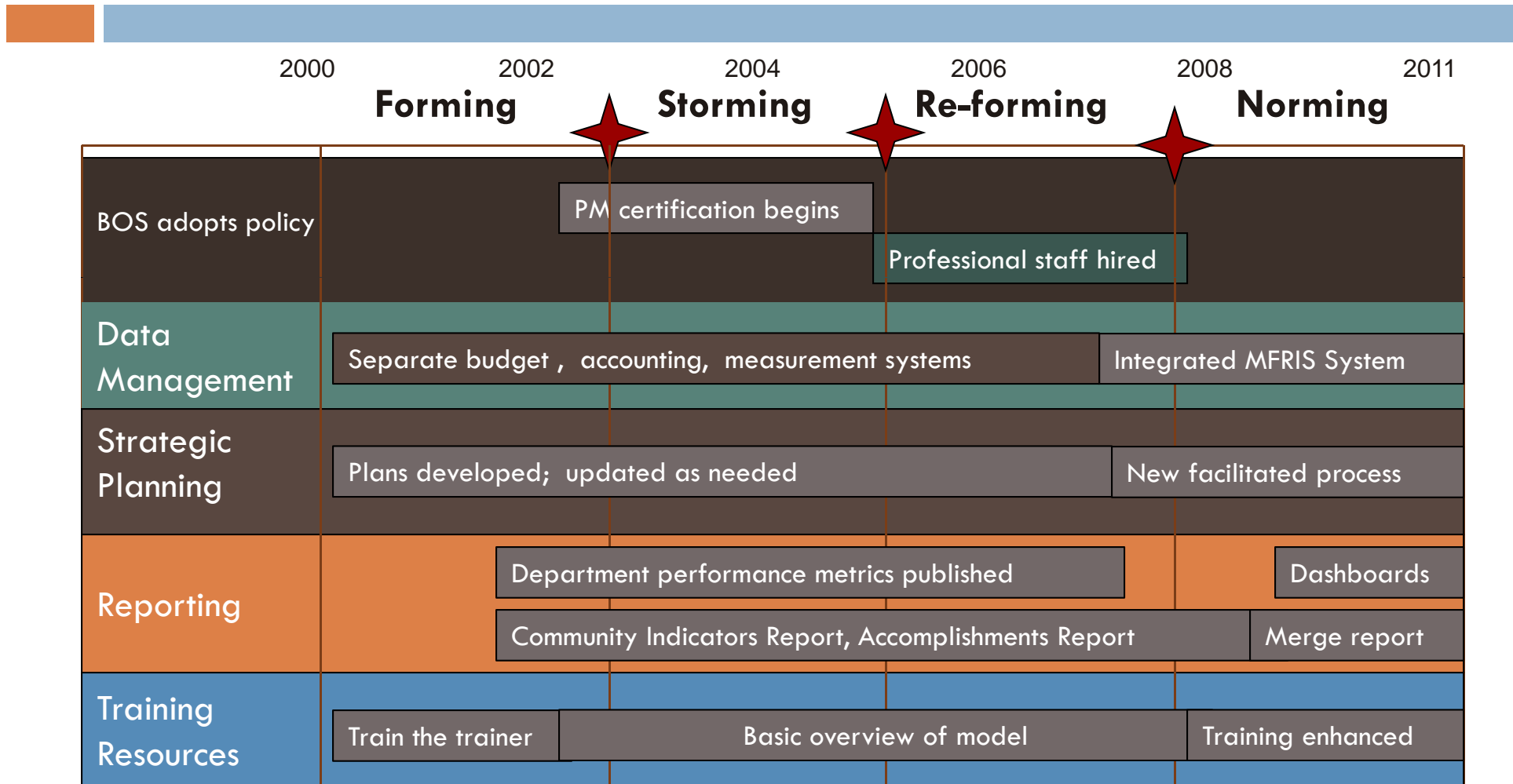
- Budgeting for Results – departments follow same format for budget submission, consistent reviews of financial and performance information

▣ Countywide Performance Reporting

- *Community Indicators* covers cross-cutting priorities and goals
- *Annual Accomplishments Report*—all departments contribute
- Department Performance Measurement Dashboards



A Decade of Managing for Results



Benefits and Successes

- Consistency of review, targeted analysis
- Provides an inventory of County services
- Tells the story at the Department/Activity Level
- Continued leadership and support from Board of Supervisors, and County management

“Managing for Results brought a major tool that effected in a positive way the relationship between the County and our 12,000 employees in terms of their productivity and their job.”

--Don Stapley, Supervisor, District 2



On-going Challenges

- Overcoming compliance culture
 - Identified as strictly part of the budget process
 - Isolates employees from participating
 - Lack of management ownership for information
- Resistance to pre-determined performance measures types, particularly results measures
 - “Random acts of performance measurement” not connected to MFR framework
 - Multiple reporting requirements from multiple stakeholders
- Lack of demonstrated use of MFR performance data for learning and performance improvement
- Employee Performance Planning(?)



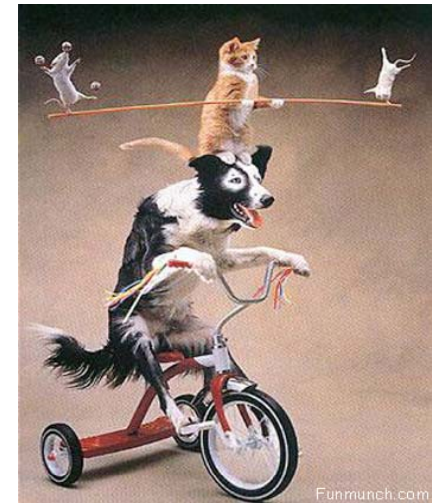
Moving Forward

- Improved and accessible performance reporting
- Enhanced training and facilitation
 - ▣ Strategic planning sessions are facilitated
 - ▣ Training:
 - Performance Measurement 101
 - Data Analysis Tools and Techniques
 - MFR for Supervisors: Employee Performance Planning
- MFR Learning Forums (in pilot)



Leadership is Key

- Balancing political realities
 - ▣ Highly fragmented government structure
 - ▣ Rapidly growing population base, then steep economic recession
- Impact of time
 - ▣ Evolutionary process
 - ▣ Importance of focus:
 - Stay true to the philosophical and organizational focus
 - Don't let capacity building and learning opportunities lapse
 - ▣ Maintain dialogue and relationships



For More Information

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