

City of Charlottesville
City Manager's Office
MEMO



America's #1 City!

TO: City Councilors
FROM: Leslie Beauregard, Director, Budget & Performance Management
CC: Gary O'Connell, City Manager
DATE: April 10, 2009
SUBJECT: Additional Information on the proposed Performance Management Analyst

At the Budget Public Hearing on Monday, April 6th, City Council asked for additional information about the new Performance Management Analyst position in the FY 2010 Proposed Budget.

In light of recent concerns about this position, **staff wants to assure Council that we will expect this position to produce real, quantifiable results and cost savings.** Therefore, staff proposes the following:

- Structure this position as a 2 year contract, during which time he/she will be expected to produce and report quantifiable efficiency savings of at least his/her salary during the first year.
- If this is not achieved, we will reconsider the value of this position and make changes accordingly.

Chesterfield County, VA has a great example of this through their *Quick Reports* (see **Attachment I**). These reports pull together the various quality indications they track, in addition to the hours saved and dollars saved. There are graphs for them within the report as well.

As has already been communicated to Council in the budget material, this position would at a minimum serve as dedicated staff to the City's performance management and measurement system, **P3: Plan, Perform, Perfect** – which you will receive a more detailed report on at your May 4th City Council meeting. In addition, this position would perform special projects that focus on organization performance – not only internally but externally as it relates to where City money is being spent. An example given the other night related to the non profit agencies that are funded by the City, and ensuring that the City can better understand and provide analysis of the outcomes and benefits of City monies that are provided to outside agencies.

Examples from Other Localities

I surveyed several localities, large and small, for information on what a comparable position performs for the organization and the value found in having someone dedicated to organizational excellence.

1. Albemarle County, VA

Position Title: Manger of Performance and Strategic Plans (since 1999)

In general, this position coordinates, manages and provides leadership for the County's organizational performance management and strategic planning efforts, and provides expert advice, consultation, assistance, training, and facilitation to all levels of County managers in developing and implementing strategic goals, objectives, action strategies, business plans, and performance/outcome measures. This position also oversees organizational efforts to implement strategic objectives and performance goals by providing training on and facilitating the conduct of various business process analysis and quality improvement efforts, and by designing and delivering methods, training and systems to identify, evaluate and track program performance and outcome measures, document business processes, and integrate strategies and performance measures with the county's budget development and other organizational efforts.

Specific responsibilities include the following:

- Coordinates and facilitates the implementation of strategic planning and process improvement efforts within and among county departments by providing expertise in using a variety of business process analysis and modeling methods, work process improvement, customer service improvement, and organizational team building tools and methods. Works with managers to identify opportunities for process improvement, and ensures coordination of efforts with other County programs and systems, and process improvement work;
- Manages the County's Performance Measurement System. Advises and assists department heads and staffs regarding development of outcome, workload, effectiveness and efficiency measures. Tracks progress in achieving various measures and analyzes trends. Helps departments use information for benchmarking measurement of work processes and process improvements. Provides coordination with other County programs and systems;
- Designs, implements, or procures training programs and, as needed conducts training, on a variety of organizational development, customer service, business process improvement, and strategic planning concepts, methods, and techniques to achieve organizational goals, reinforce strategic direction, and facilitate change;
- Assists in the preparation and development of the County's operating and capital budgets, particularly to ensure the integration of strategic goals and objectives, longer-range and near-term strategies and implementation plans, and performance results into the County's budgetary processes. In consultation with Department Heads,

tracks progress of and analyzes trends in achieving various performance/outcome measures, and ties performance implementation plans into the budget processes;

- Establishes and maintains an accountability system for tracking implementation of strategic objectives, work process and quality improvements, performance measures, and customer service initiatives, integrating them with other management information systems, and budgetary/financial management information;
- Surveys other agencies and organizations to identify transferable service improvements;

2. Chesterfield County, VA

Position Title: Quality Coordinator (since 1995)

Here is a brief explanation of what this position does for the organization:

Provide in-house professional consultation on performance excellence for the County Administrator, BOS and Department Directors.

Serve as chairman to the Executive Quality Committee and County Quality Council within the quality system and provide support to all its councils and sub-teams.

Direct the development of the countywide strategic plan.

Direct quality measurement system for performance.

Develop and manage the quality database system for process management.

Direct the countywide Citizen Satisfaction Survey process.

Direct the countywide Business Climate Assessment process.

Serve as Dean of the School of Quality and chairman of its Board of Advisors.

Direct communications for quality to all County employees.

Manage benchmarking visits and inquiries as requested.

Make internal and external presentations

Point of contact for ICMA, The Alliance for Innovation and The Virginia Senate Productivity & Quality Award

The value this person provides ranges based on the focus and direction provided by the Senior Leaders. It typically includes such things as:

Subject matter expert-consultant

To lead strategic planning

Manage key performance measures

Centralized person for information and data

Connect business needs to customer service, strategic planning and process management

Insight to Senior Leaders on workforce, culture and communications for a supportive quality environment

To lead and manage the content of the training material for development of the workforce on quality

3. Aspen, CO

Position Title: Business Process Manager (since at least 2003)

Aspen has had a dedicated position for that function in Aspen for at least 6 years. The Business Process Manager function manages their Goals and Outcome Measures efforts, which is a performance contract between the City Manager and each department. As part of that program, they make up to \$1,800 per person an “at risk” bonus payable to every employee in a department – depending on the percentage of their goals they reach. In addition, the position acts as an internal consultant for process improvement, customer service and handled a variety of surveying efforts (including the necessary internal and external citizen surveys required to “score” some of the goals).

Several years ago, several job responsibilities were added to help an external consultant with our Council-driven “Top Ten Goal” setting and execution efforts as well. The scores for the Goals and Outcome Measures effort are part of an individual’s annual performance review and are part of what determines everyone’s annual pay increase. The value found in this position is that Aspen leaders believe they need someone full-time to perform those above tasks in order to have a fully effective performance management system and organizational process.

4. Mesa, AZ

Department Title: Management Performance and Accountability (since 1999 at least)

The Director leads a small office of internal consultants in/for the City Manager's Office. The mission of the Management Performance and Accountability office is to provide the tools and knowledge to help leaders at all levels of the City increase productivity and cut costs in their organizations while maintaining the quality of their service. The areas for which they provide guidance include: Continuous improvement, Performance measurement, Process and performance benchmarking, Analysis and identification of performance problems, Customer needs assessment, Survey design and administration, Work flow analysis and improvement, Strategic planning, Annual work planning and monitoring Attached are our job descriptions and the two Advisor positions have existed for approximately ten years.