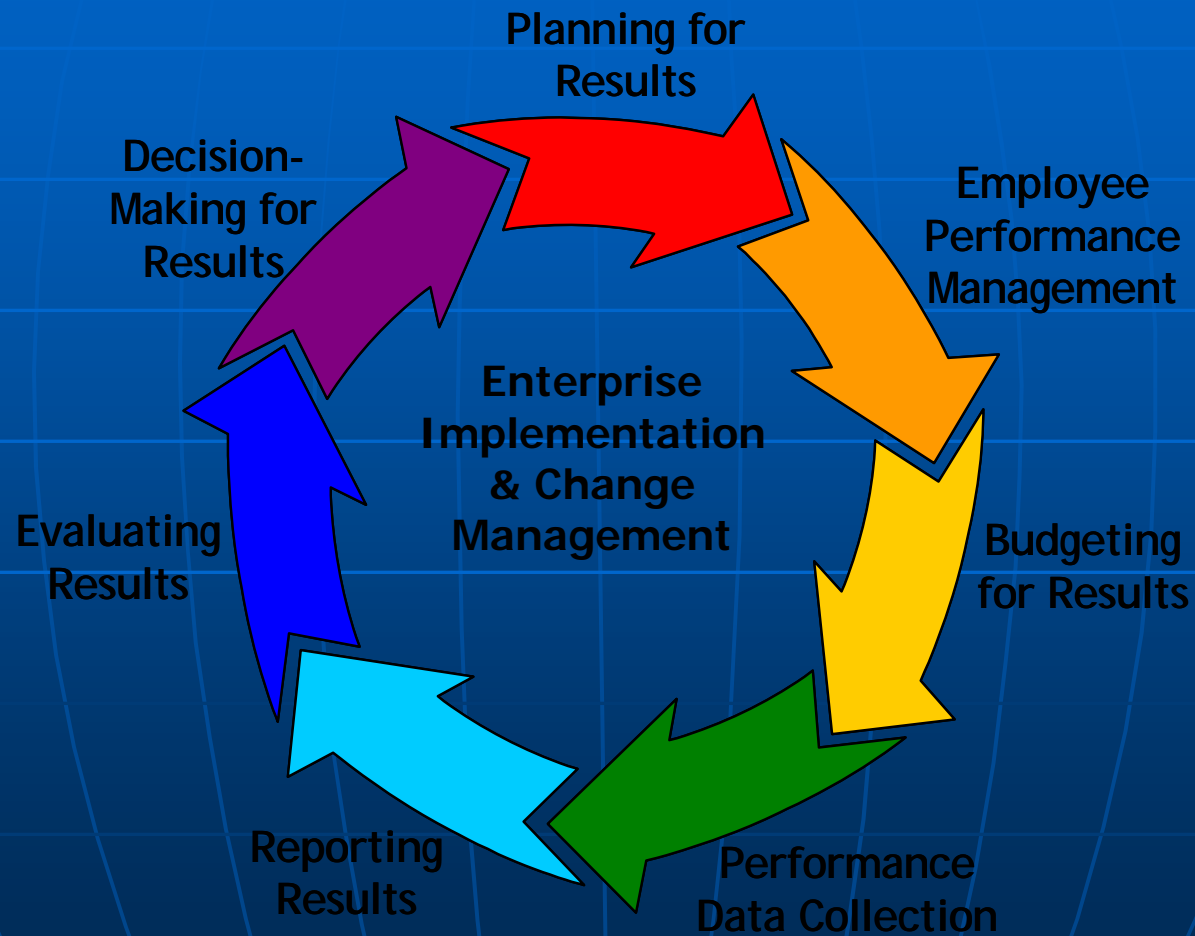
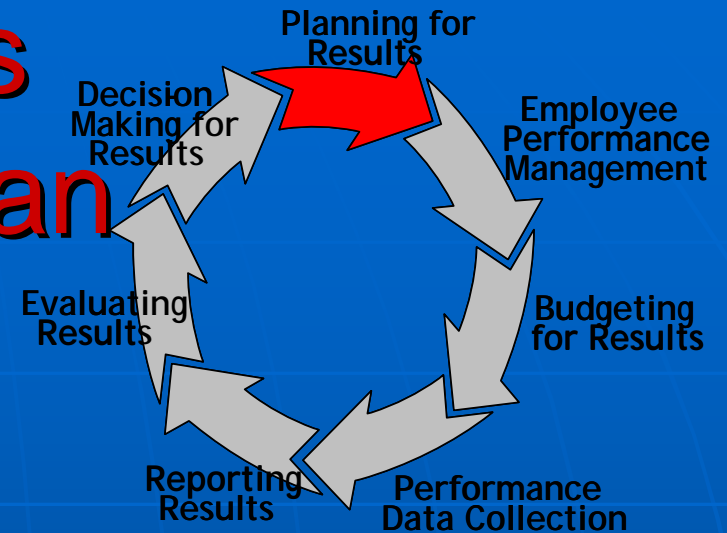


# *Managing for Results Cycle*



# Planning for Results County Strategic Plan

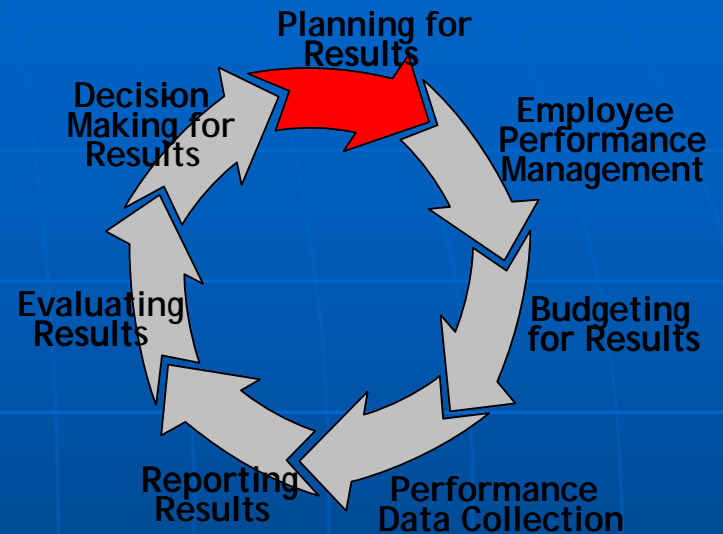


- Focuses long-term results for County residents
- Creates a sustained focus on what is strategic – even when that is difficult
- Involves all Elected Officials for improved overall performance
- Provides guidance for budget reduction and expansion decisions, keeps emphasis on accountability and transparency and provides basis for alignment of department plans and performance

# Planning for Results

## Department Strategic Business Plans

- Focuses on long-term and operational results
- Organizes services around results
- Establishes performance measures for programs
- Provides the structure for the performance-based budget, accounting system, performance contracts, and employee performance plans
- Basis for managing service delivery

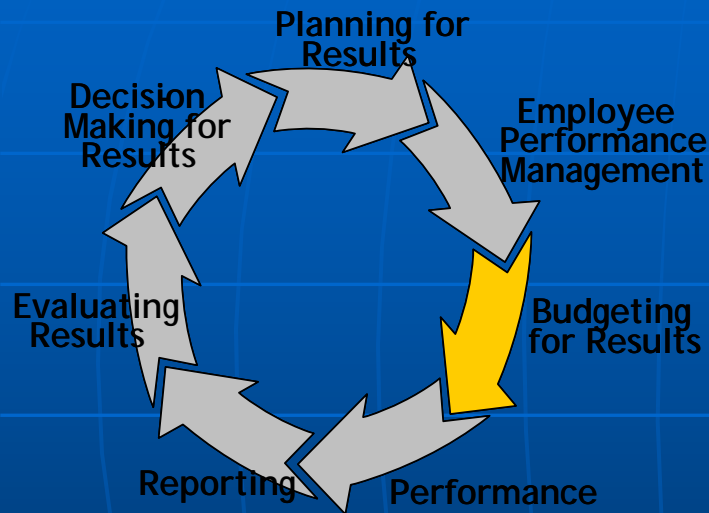


# Employee Performance

- Ties employee performance to County and Department Results so that every employee can align their performance to the organization's performance goals
- Provides the tools to manage performance down into the organization.

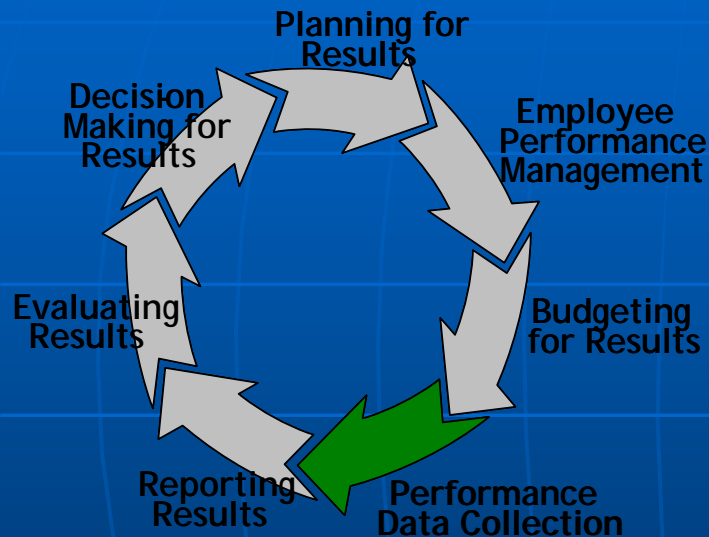


# Budgeting for Results



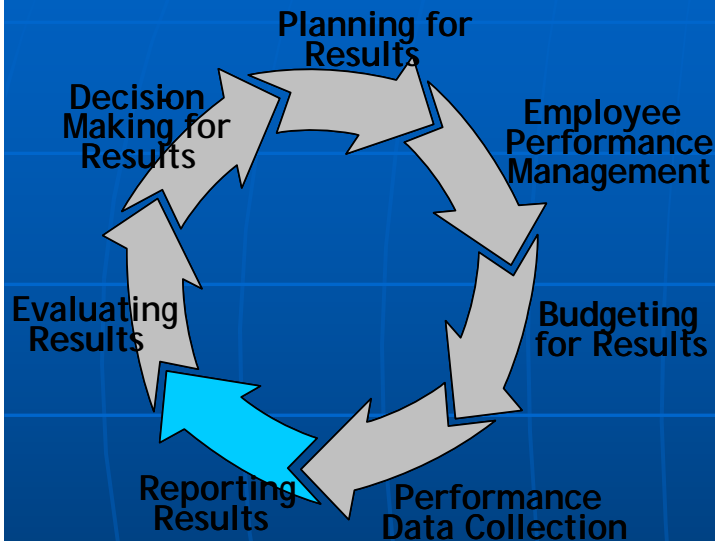
- Budget structured by Programs around measurable results for residents
- Aligned to the County Strategic Plan
- Presented by Programs and Lines of Business
- Integrates results and cost information-
- Aligns resources, people and results
- Changes the conversation to what do County residents get for their money

# Performance Data Collection



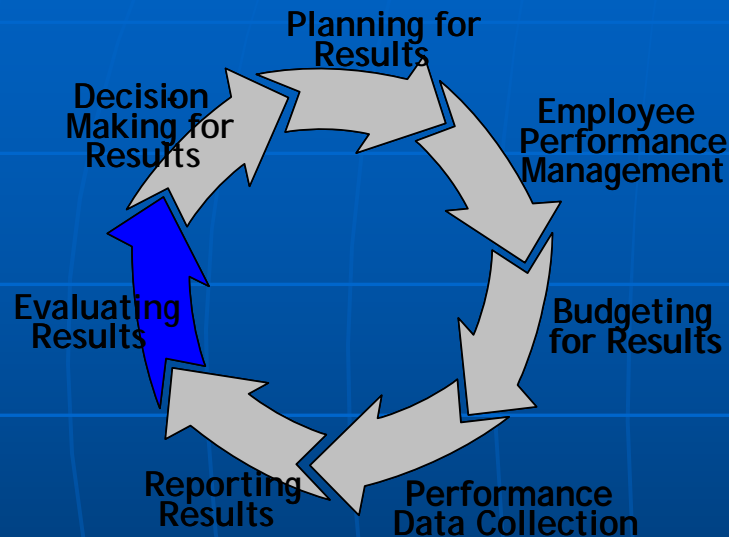
- Provides the means to accurately capture, track, analyze, report and review performance information
- Provides information to support operational and policy decisions
- Raises the questions that managers need to ask to maintain high performance

# Reporting Results



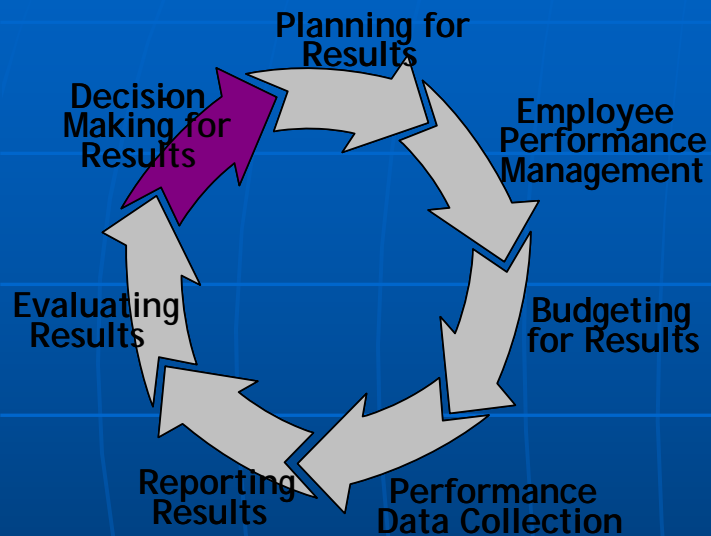
- Provides the community, policymakers, and County clear and concise performance reports so they know what results are being achieved and why
- Closes the accountability loop—demonstrates that we “deliver what we promise”
- Provides the basis upon which to improve service delivery and customer results

# Evaluating Results



- Leads to identification of areas for potential improvement
- Involves everyone
- Reinforces internal commitment to Managing for Results
- Supports and accelerates performance
- Maintains overall system integrity

# Decision Making for Results



- Uses performance information as the foundation for making policy, operational and financial decisions
- Provides information at a pace and quality to ensure that the County is a leading indicator of progress, rather than an indicator of lagging progress



# **MFR: Organizational Change Stages**

## **Stage One: Compliance/ Understanding**

- Getting started: intro the concept, build capacity
- Strategic Business Plans across the organization
- Something “required”—this too shall pass
- Not quite sure how this will be used
- Get stuck: this is all about planning, training

## **Stage Two: Integration**

- Begin integration into business systems: budgeting, reporting, appraisals
- Collect, review, and report performance data
- Begin to experience value of having data to make decisions
- Get stuck: this is all about budgeting

## **Stage Three: Performance Improvement & Enhanced Customer Focus**

- Performance Improvement Action Planning in earnest: use analysis of data to make process improvements and product innovations
- Customer expectations and satisfaction levels actively sought
- Movement to deliver better results cost effectively
- This isn't going away



# **MFR: Organizational Change Stages**

## **Stage Four: Common Practice**

- Way of doing business: fully embedded in business processes
- Consistent across the organization
- Improved service delivery/customer experience
- Experiencing and sharing success stories
- Results tied to costs
- Value of the investment in MFR clear to all

## **Stage Five: Mastery, Maintenance & Continual Realignment**

- MFR Advocates
- Data used to prove value of County work/dollars spent
- Assessment of progress/identify where "drift"
- Recommitment
- Review, evaluation, update of SBPs
- Review and modify systems

# How are we doing in Managing for Results?

High Use of Information for Management

Low Use of  
Information  
for Budget  
and  
Reporting

High Use of  
Information  
for Budget  
and  
Reporting

Low Use of Information for Management