Performance Excellence: The 7 Areas that Any City Can Focus on to Enhance Service, Improve Morale and Cut Costs

Trainer(s):

Tommy Gonzalez
City of El Paso, Texas
https://www.elpasotexas.gov/city-manager/
Performance Excellence:
The 7 Areas that Any City Can Focus on to Enhance Service, Improve Morale and Cut Costs

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Tommy Gonzalez, City Manager
City of El Paso, Texas
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I’m totally committed to excellence! Even if a brickwall gets in my way!
WE ARE WHAT we REPEATEDLY do EXCELLENCE, therefore, IS NOT AN ACT, BUT A HABIT

(ARISTOTLE)
City of El Paso

- 676,160 residents
- 6,425 employees
- 6th most populous city in Texas; 19th in the U.S.
- Largest U.S. city on U.S./Mexico border
- Part of 2.5 million person metropolitan area
Everything from Animals to Zoning

- Law enforcement
- Fire protection and EMS
- Refuse collection
- Street maintenance
- Traffic maintenance
- Parks and libraries
- Recreational and cultural programming
- Capital Improvements

26 departments
Over 200 services
“EXCELLENCE is not a Skill. It is an ATTITUDE.”

– Ralph Marston
Performance Excellence Models

Organizational Profile

- Strategy
- Leadership
- Workforce
- Integration
- Customers
- Operations
- RESULTS

Core Values and Concepts

Measurement, Analysis, and Knowledge Management

Lean Six Sigma: DMAIC

- DEFINE
  - Define the problem.
- MEASURE
  - Map out the current process.
- ANALYZE
  - Identify the cause of the problem.
- IMPROVE
  - Implement and verify the solution.
- CONTROL
  - Maintain the solution.

Pursuing Excellence

Leadership/Management

Six Sigma/Best Practices Meet in the Middle

Workforce
Benefits of Performance Excellence

- Profitability
- Customer-focus
- Efficiency & effectiveness
- Empowered employees
- Competitive advantage
- Data-based decisions
What Performance Excellence is **NOT**:  

- NOT a fad…effective performance model for 25 years  
- NOT (intended to be) addictive  
- NOT easy  
- NOT a quick fix  
- NOT a program or award  
- NOT a destination
Progress Requires a Change in Mindset
What are your OFIs (opportunities for improvement)?

SIX SIGMA CONSULTANT

THE FIRST STEP IS TO IDENTIFY YOUR PROBLEMS.

WE DON’T HAVE ANY PROBLEMS. WHAT’S THE SECOND STEP?

MUST... CONTROL... FIST.

I HOPE SOMEONE GIVES ME A BELT.
Using Proven Criteria to Improve Quality

• Provides management approach to improve organizational performance
• Guides organizations:
  – Think and act *strategically*
  – *Align* processes and resources
  – *Engage* workforce and customers
  – *Focus* on key results
7 Focus Areas in Performance Excellence

- Leadership
- Strategic Planning
- Customer Focus
- Measurement/Analysis/Knowledge Management
- Workforce
- Operations
- RESULTS
Developing Leaders

Leadership Essentials

- Mission, vision & values
- Strategic plan
- Leadership model
- Town hall meetings
- Lean Six Sigma
- Management toolkit
Developing Leaders – In Action

• Organizational Values
• Empowerment
• Training-Examiner, LSS
• Leadership Forums
Developing Leaders – In Action
Setting a Strategic Course

Strategic Planning Essentials

- Align Strategic Plan with budget and resources
- Strategic planning retreat
- Conduct SWOT analysis
- Integrate KPIs and other meaningful measures
- Cross-functional teams to execute
- Strategic Briefing Reviews
If you don't know where you are going, you might wind up someplace else.

Yogi Berra
Key Ingredients for Planning

- Clear expectations
- Team culture
- Incentives
- Input from all angles
360° Input

Strategic Plan

- Public Hearings
- Community Input
- CITIZEN SURVEY
- 211/311 Calls
- Boards and Commissions
- Employee Surveys
- Economic Indicators
- Point of Service Surveys
- City Representative Community Meetings
Strategic Planning – In Action

- Aligned with budget and workforce

8 Goals
53 Strategies
129 Actions
316 Tasks
Integrated Budget

Goal 1
Economic Development

Goal 2
Safety

Goal 3
Visual Image

Goal 4
Quality of Life

Goal 5
Communication

Goal 6
Sound Governance

Goal 7
Infrastructure

Goal 8
Sustainability
Customer Focus Essentials

- Citizen & point of service surveys
- Customer service training & pledge
- Engagement & outreach
- Social networking
- Complaint tracking system-311/211
Listening to Voice of Customer

Residents-Businesses-Visitors

- Define your customer
- Develop customized survey system
  - internal service departments
  - resident, business, visitors
  - customers at the point of service
- Use the data to make improvements/ change the way we operate
Translating Info into Action

- Better target key services to needs
- Identify service performance gaps
- External benchmark comparisons
- Track city performance over time
Translating Info into Action

- Be proactive vs. reactive
- Preemptively address issues
- Minimize inconvenience
- Go to the customer
- Provide 24/7 service
- Modify services for customer (when necessary)
Translating Info into Action

Customer Service Committee

• Training
• Pledge & Standards
• Customer Service video
Monitoring & Measuring

Performance Essentials

- Measures aligned with strategic plan
- Centralized system for measures
- Scorecards
- Measuring what matters
- Extending technology and data access to the field
Monitoring & Measuring – In Action

- City Report Card
- Goal Team Scorecards
- Customer Report Card

![Goal 4: Enhance El Paso's Quality of Life through Recreational, Cultural and Educational Environments](image)
Engaging & Empowering Your Team

**Workforce Essentials**

- Succession Planning and Mentoring
- Employee and Team Training
- Aligned performance evaluations
- Pre-hiring assessment
- Incentives
- Customer Service Committee
- Employee Recognition Programs
Empowering Your Team

- ACCEPT no limitations
- ELIMINATE unnecessary work/tasks
- DEVELOP meaningful training
- EXECUTE professional development plans
- PROVIDE tools and resources
Empowering Your Team – In Action

- Town Hall meetings
- Consistent & constant messaging
- Cross-functional teams
- Learning/living the mission, vision, values
Town Hall Meetings

- Servant leadership
- Take action on customer feedback
- Consistent and constant messaging to increase engagement
Communicating with Your Team
Establishing Cross-Functional Teams

- Quality of Life
- Economic Development Team
- Process Improvement Team (PIT)
- Legal Implementation Team (LIT)
- Strategic Plan Goal Teams (8)
Providing Tools for Success
Rewarding Success

• “U Matter”
• Safety Award
• Comprehensive Wellness Program
Making it FUN!

ENROLL NOW!!!
Operating More Efficiently

Operating Essentials

- Lean Six Sigma
- Sharing of best practices
- Contract Management System
- Emergency response plan
- Continuity of operations plan
Building a Culture of Improvement

• Keys to Successful LSS Deployment
  – Leadership involvement
  – Training everyone
  – Implementing improvements
  – Reward and Recognition
  – Project/Team selection
  – Testimonials
  – Knowledge sharing
  – Early wins

“Such a Relief! Much quicker than previous years and much more convenient.”

Mike Coulter
Race Adventures El Paso
Efficiency in Action

Outdoor Space Permitting
- 16 days to <1 day
- Reduced customer interactions (and chances for mistakes) from 14 to 1
- $32,165 savings annually

Irrigation Repair Work Orders
- 24 hours to 1.81 hours
- Reduced costs from $297 to $22.40
- $78,089 savings annually

Asphalt Repairs
- Increased number of repairs completed weekly by 40%
- Reduced program costs by 14%
- $200,000 savings annually

Zoning Processes
- Response times cut by 65%: 5 days to <2 days
- Increase caseload by 410%
- $394,214 savings annually

Court Order Compliance
- Case compliance within 30 days increased from 35% to 43%
- Revenue collected within 30 days increased 4%

Food Handler Course Registration
- Wait time reduced from 2 hours to 5 minutes
- Process reduced from 24 steps to 8

$394,214 savings annually
The WOW! Factor
Results: Sharing the Good News

- Operations Report
- Capital Improvements
- Strategic Snapshot
- LSS—WOW!
Results: Attracting Attention!

- 3rd “Best Run Cities in America”
- 7th among most attractive cities for 20-somethings
- 5th best in Nationwide Well-Being Index
- State Comptroller Platinum Level Transparency Award
Questions