Office of Performance Improvement

Public Works Committee Meeting

March 2019

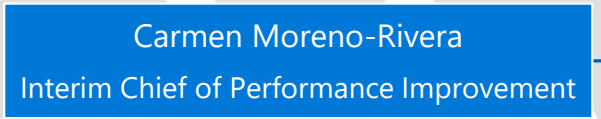
OFFICE OF
PERFORMANCE
IMPROVEMENT
AND INNOVATION

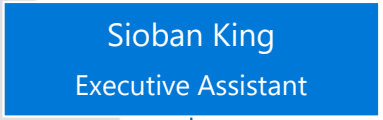
Who We Are

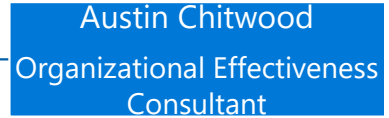
Internal Draft

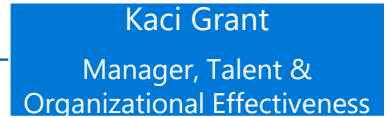
OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

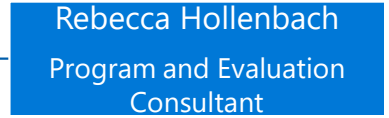
Office of Performance Improvement

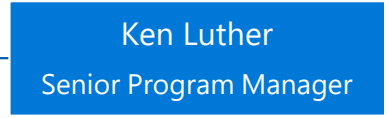


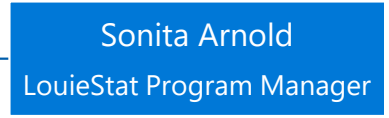












OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

What We Do

Office of Performance Improvement
About Us

Performance Improvement provides management consulting services to all of Louisville Metro Government. Performance Improvement staff facilitate cross-functional teams tasked with solving known problems, which span multiple departments or s Government. We offer training to Metro leadership, management and employees in continuous improvement methodologies including Lean, Plan-Do-Check-Act Problem Solving, Six Sigma process improvement, project management, as well as overall management best practices.

We help departments achieve functional excellence.

OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

Office of Performance Improvement
Our Services

Strategic Planning & Performance Management
- Strategic plan development and assessment
- LouieStat management

Continuous Improvement
- Problem solving, Plan-Do-Check-Act (PDCA) methodology
- Process monitoring and assessment

Evaluation & Data Analysis
- Program planning and evaluation
- Data collection and analysis

Project Management
- Cross-functional team support
- Training, tools and governance development

Talent Management
- Management of the employee life-cycle
- Organizational design and cultural alignment

OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

How We Do It

Office of Performance Improvement
Our Approach

Coaching

- Maximize existing skills to increase ability to perform task

Consulting

- Filing a gap with expertise/resource to implement strategic solutions

Training

- Develop new skills through experiential learning opportunities

OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

Our Tools

Strategic Development & Release

Elements	Examples
Project Management Tools	Project Charter, Activity List, Communication Plan, Stakeholder Analysis, Status Report, Risk Register, Lessons Learned
Problem Solving Tools	PDCA worksheet, Process Mapping, Gemba Walk, Data Collection Plans, Fishbone Diagram
Meeting Management Tools	Agenda, Meeting Summary, Hopper Documentation, Rosters
Operational Tools	KPI Documentation, Planning Updates, Governance Documents, Contingency and Continuity Plans
Assessments and Training	Predictive Index, Individual Development Plans, Learn & Grow Series, Data Academy, Employee Evaluations, Customer Surveys

Strategic Planning Process

Internal Draft

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Louisville Metro Government Strategic Planning Process

	What?	Why?	How?		Tools?
1	Design	Do what is appropriate	• Senior leader expectations • Use trained facilitator • Determine who and scope of planning		• Metro Strategic Planning Guidelines
2	Assess	Collect performance data	• Set practical assessment timeframe • Use LouieStat and other reports • Identify tools and scope		• SWOT Analysis • Enterprise Models • Risk Assessment • Interviews • Accreditation
3	Align	Connect city & your plan(s)	• Review how you support city's plan • Identify any other department plans • Incorporate all info into new plan		• City Strategic Plan • Department Strategic Plan Template
4	Identify	Critical and daily work	Director(s), Staff, and Performance Partner	• List critical work and process names on Post It notes	• Post It notes, Flip Chart or White Board • Meeting Agenda Template • Strategic Planning PowerPoint file
5	Validate	Captured right content for department and city plan		• Review mission, vision, city values, and 3-5 department themes	• Meeting Agenda Template • Sample Mission and Vision Statements • Affinity Diagram & Brainstorming
6	Develop Goals	Develop SMART goals for key themes		• Develop SMART goals • Think directionally	• SMART Goal Worksheet
7	Act	Convert SMART goals to action plans with resources		• Create action plans • 10-20 minutes per goal	• Strategic Work Table for what, who, why, when, check-step, and resources
8	Stop	Identify work that can be stopped	• Determine willingness to do this • Brainstorm work that can be ended • Review with Director and staff		• Brainstorming
9	Communicate	Communicate plan with all employees	• Identify best way to communicate • Send plan to OPI Chief • Build a Communication Plan		• Communication Plan
10	Do	Work the plan and track progress	• Identify how to track progress • Report progress in LouieStat • Improve operations and programs		• Status Report, PDCA Tools

OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

Louisville Metro's Strategic Plan

Themes:

Theme	*Definition*
Lifelong Learning	Successful cities embrace lifelong learning. Louisville Metro Government creates and supports learning opportunities for our employees, and champions community learning through the Cradle to Career/Louisville Promise initiative. LMG will fully support C2C's "whole child" focus (mental, physical and social development), as well as a post-secondary promise scholarship and the lifetime training required for successful 21st century careers. Supporting the Ready4K Alliance and JCPS are integral to this goal. LMG will also work with UofL and other higher education institutions to create best practices in Town and Gown relations. The end result of lifelong learning is an equitable, high performance city where all citizens' human potential is thriving.
Equity, Resilience, and Compassion	Louisville is committed to creating a culture of equity, resilience and compassion, by addressing structures and systems that prevent residents from achieving their full human potential. The plan integrates equity in Metro procurement to best practice levels and ensures the workforce and its leadership are representative of the community. LMG will champion community policies, practices and culture change initiatives that advance equity, and examine issues and recommend policies to encourage investment without displacement. This includes the work of Lean Into Louisville, which aims to provide education and initiate conversation, which in turn prompt community action to overcome all forms of discrimination. Our community-driven Resilience Plan makes our community more resilient to shocks and stressors by addressing the challenges faced by Louisville's most vulnerable populations, our environment (including MSD's Critical Repair Plan) and other issues related to climate change. Advancing our sustainability work is imbedded in this goal. Our compassion work builds on the Compassionate Schools Program, mindfulness and emotional health improvements, affordable housing progress, support of veterans and expansion of the Give A Day Week of Service into a year-long culture of service.
Safe and Healthy City	Our administration's highest priority is public safety. This theme includes our public health system's work addressing the root causes of poor health outcomes, violence and inequity, with an emphasis on the social determinants of health. Actions involve building equity among residents in housing, economic opportunity, education, environmental quality, transportation, digital inclusion and criminal justice. Continued attention to address substance use disorders, homelessness and trauma is included in this goal. This work will accelerate co-production of safety by our citizens, LMPD, OSHN, Corrections and LYDC, through a comprehensive six pillar violence reduction strategy consisting of enforcement, prevention, intervention, organizational change, community mobilization and reentry, as well as our work in Black Male Achievement. The next stage of this work includes ongoing improvement of SafeStat 2.0, including participation of our criminal justice system. LFD and EMA improvements are imbedded in this goal. LMG works to create sustainable, clean and healthy air, water, and soil. Keeping our city clean and green, as it relates to our streets, sidewalks, bike lanes, building appearance, parks, is included here. Significant improvement of the physical health of LMG employees is also included in this theme.

Louisville Metro's Strategic Plan

Goals:
Goal Table

Theme	#	Goal
Lifelong Learning	1.1	By 2022, align wrap-around support services, including academic, social service, health and medical interventions, with needs identified by Cradle to Career. (LMG Goal)
	1.2	By 2022, ensure that 77% of students entering kindergarten are "school ready". (Community Goal)
	1.3	By 2022, ensure that 70% of high school graduates are transition ready and increase percent of high school graduates going to college by 85%. (Community Goal)
	1.4	By 2020, 40% of working age adults earns a bachelor's degree or higher and 10% earns an associate's degree. (Community Goal)
Equity, Resilience, and Compassion	2.1	Louisville Metro Government will identify and remove racial equity barriers in the procurement/contracting process to make it easier for minority (including foreign-born) businesses to do business with the city so that procurement and contracting resources benefit the community it serves proportionate to community demographics.
	2.2	Louisville Metro Government will advance racial equity by having an equitable workforce throughout its breadth and hierarchy that reflects the demographics of the community.
	2.3	Louisville Metro Government will engage, train and grow the leadership of youth and partner with agencies or organizations that support youth of color, including foreign-born youth, to advance racial equity so all Louisville's youth can reach their full potential.
	2.4	Make Louisville a healthier, greener and more environmentally friendly city by implementing the Sustain Louisville Plan.
	2.5	Increase economic stability, wealth building and economic development to address inequalities as they relate to move individuals and families from low to median income status.
	2.6	Reduce number of persons living in Louisville without shelter by 10% annually over the next four years.
	2.7	Increase participation in the volunteer programs managed by the department of Resilience and Community Services.
	2.8	By 2020, achieve 750,000 acts of compassion annually by increasing compassionate activities among Louisvillians and Louisville Metro employees.
	2.9	Utilize Louisville's ranking on UofL's Institute for Sustainable Health & Optimal Aging's Compassion Index to provide a baseline and goal for the city moving forward. Work with the Office of Sustainable Aging at U of L and with Compassionate Louisville to partner with the aging sector to enhance and co-create goals and continue refinement of index.
	2.10	Develop more robust and equitable housing options at all income levels to achieve a higher quality of life and more equitable community.

Enterprise KPIs

Internal Draft

OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

Current Enterprise KPIs

- Unscheduled Overtime
- Hours Not Worked
- Lost Time Injuries
- Turnover
- Transfer Rate

OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

Unscheduled OT ($)

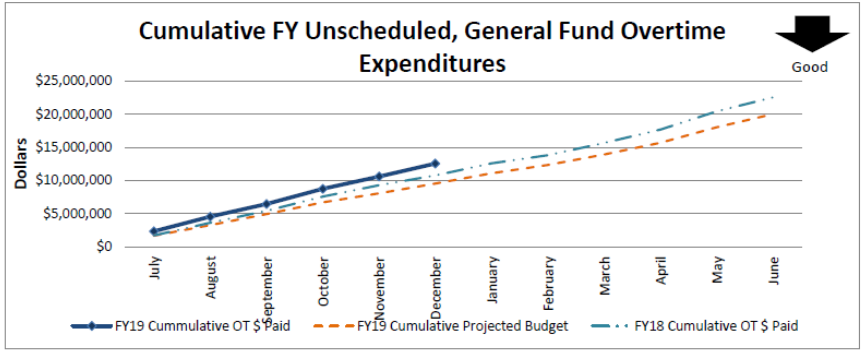
Cumulative FY Unscheduled, General Fund Overtime Expenditures
Louisville Metro Government

KPI Owner: Chiefs of Departments which Drive Overtime Process: Overtime Management

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: FY18 OT Dollars Paid - $22,546,293 Goal: Do not exceeed the FY19 Projected Overtime Budget of $20,024,200 Benchmark: TBD	Data Source: LeAP Goal Source: FY19 OT Projected Budget Benchmark Source: TBD	Plan-Do-Check-Act Step 8: Monitor and diagnose Measurement Method: Total overtime dollars paid for by the general fund excluding Metro Council Why Measure: To help address structural budget issues Next Improvement Step: Document leadership expectations for reducing overtime.

How Are We Doing?

Actual OT spent to date for FY18	Actual OT spent to date for FY19		OT Goal to date for FY19	Actual OT spent to date for FY19	
$10,765,763	$12,562,116		$9,541,700	$12,562,116	
Dollars	Dollars		Dollars	Dollars	



Month	FY19 OT Dollars	Projected Budget	FY18 OT Dollars	Under Budget?	Under FY17?
July	$2,339,008	$1,675,000	$1,711,927	✗	✗
August	$2,205,255	$1,608,500	$1,910,543	✗	✗
September	$1,906,593	$1,640,700	$1,804,708	✗	✗
October	$2,310,111	$1,774,900	$2,143,356	✗	✗
November	$1,830,816	$1,380,300	$1,720,960	✗	✗
December	$1,970,331	$1,462,300	$1,474,269	✗	✗
January		$1,551,900	$1,820,671		
February		$1,245,400	$1,226,083		
March		$1,583,300	$1,848,366		
April		$1,776,900	$2,014,222		
May		$2,340,500	$2,762,991		
June		$1,984,500	$2,108,196		

OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

Unscheduled OT ($)

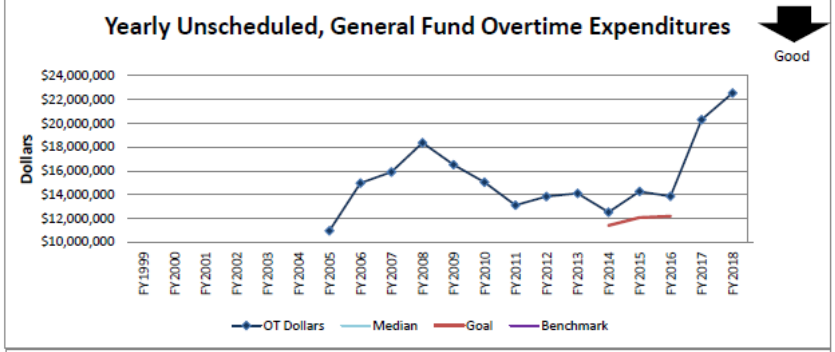
Yearly Unscheduled, General Fund Overtime Expenditures
Louisville Metro Government

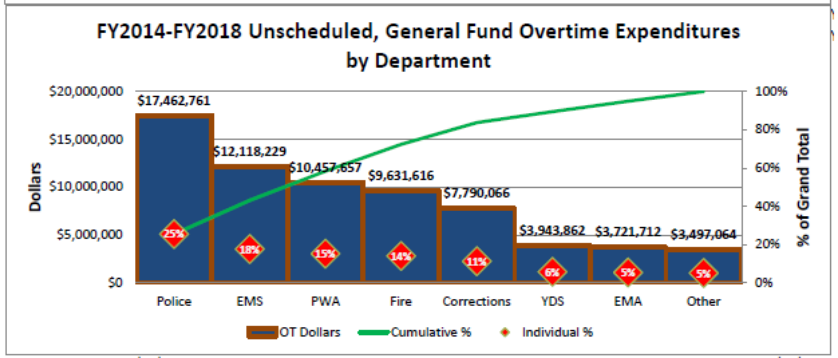
KPI Owner: Chiefs of Departments which Drive Overtime Process: Overtime Management

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: FY12(July 2011 to June 2012) $14.1M Goal: Do not exceed the overtime budget. Benchmark: TBD	Data Source: LeAP Goal Source: Detail Budget Benchmark Source: TBD	Plan-Do-Check-Act Step 8: Monitor and diagnose Measurement Method: Total overtime dollars paid for by the general fund Why Measure: To help address structural budget issues Next Improvement Step: Document leadership expectations for reducing overtime.

How Are We Doing?

FY2016-FY2018 3 Year Goal	FY2016-FY2018 3 Year Actual		FY2018 Goal	FY2018 Actual	
#N/A	$56,716,531		#N/A	$22,546,293	
Dollars	Dollars		Dollars	Dollars	





OFFICE OF PERFORMANCE IMPROVEMENT AND INNOVATION

Hrs Not Worked

Biweekly Hours Not Worked
Louisville Metro Government

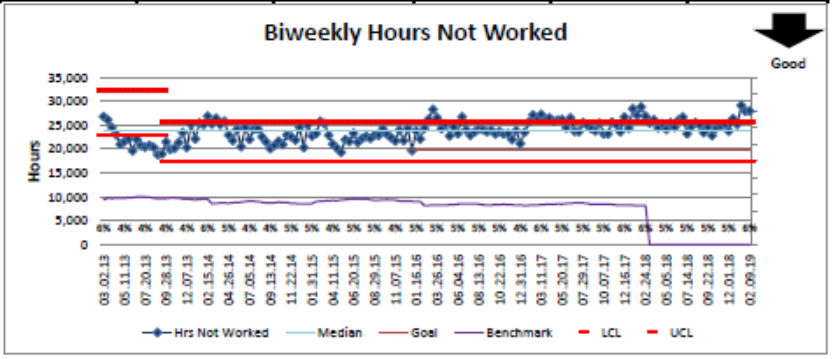
KPI Owner: Chief of Performance

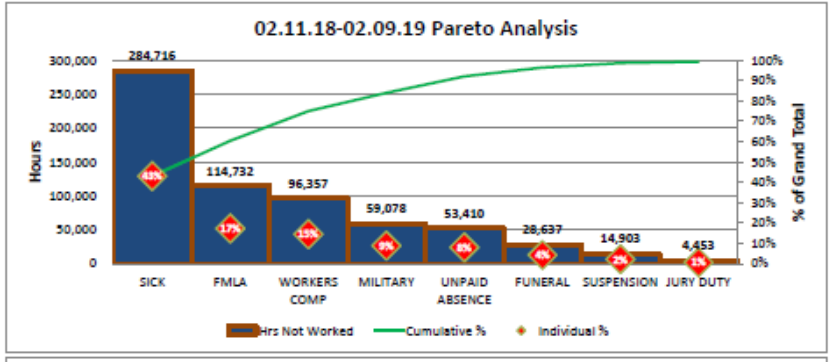
Process: Time & Attendance

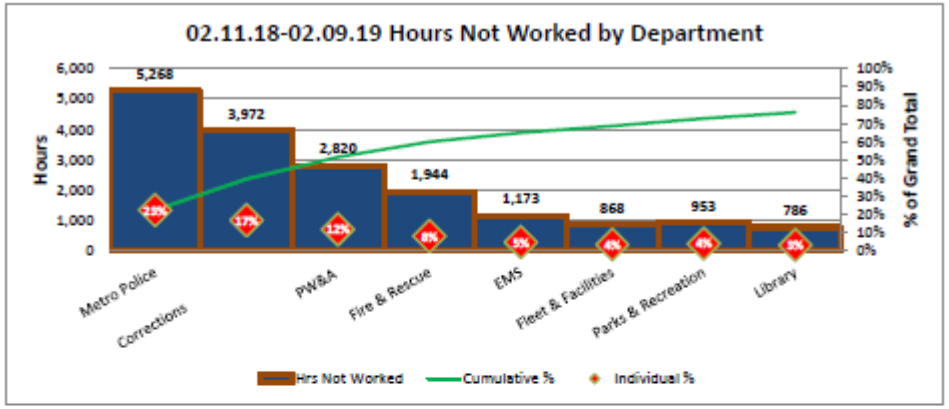
Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: Calendar Year 2012 667,504 Hours Goal: Reduce the total annual hours not worked to 520,000 hours or less Benchmark: Local Government Rate of 0%	Data Source: Payable Time PeopleSoft Goal Source: TBD Benchmark Source: Bureau Labor Statistics	Plan-Do-Check-Act Step 8: Monitor and diagnose Measurement Method: Total hrs employees not at work (excludes vacations & holidays); rate calculated by dividing by total standard hrs Why Measure: Better understand culture impact on employee attendance Next Improvement Step: Share best practices and continue to publish reports comparing each department's performance.

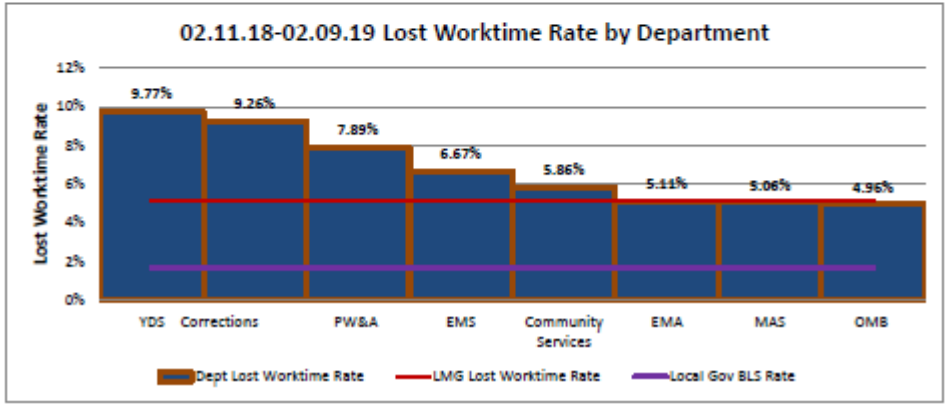
How Are We Doing?

02.11.18-02.09.19 12 Month Goal	02.11.18-02.09.19 12 Month Actual		01.27.19-02.09.19 Goal	01.27.19-02.09.19 Actual	
520,000	660,386		20,000	28,030	
Hours	Hours		Hours	Hours	









AND INNOVATION

Lost Time Injuries

Lost Time Injury Rate per 100 FTEs (cases with days away from work)
Louisville Metro Government

LouieStat

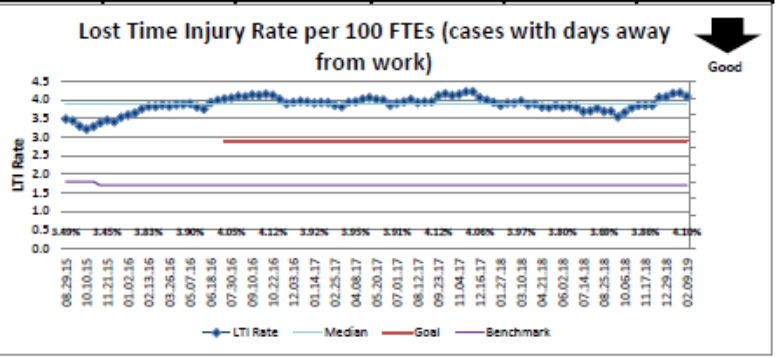
KPI Owner: Director of Human Resources

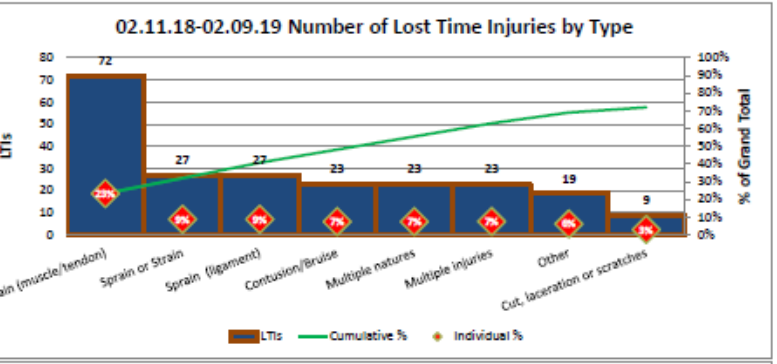
Process: Safety Management

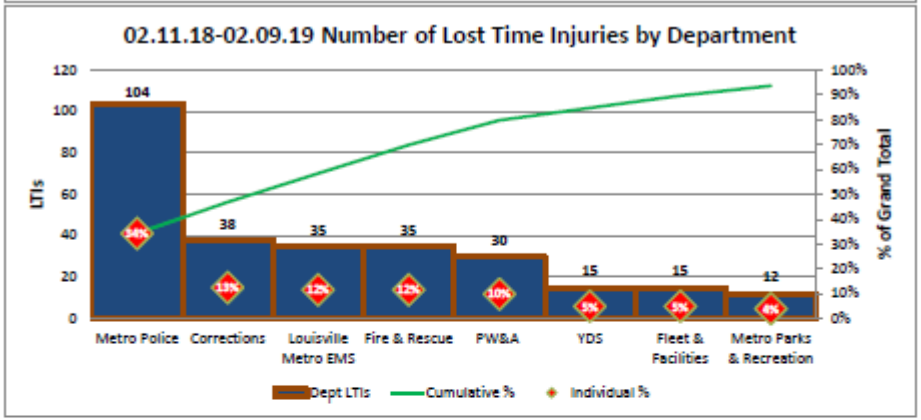
Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: 3.71 (1/5/14 to 1/3/15) Goal: Reduce the annual Lost Time Injury rate to 2.9 Benchmark: 1.7% all local gov Nov2015	Data Source: OSHA Logs & Payable Time Goal Source: TBD Benchmark Source: Bureau Labor Statistics	Plan-Do-Check-Act Step 8: Monitor and diagnose Measurement Method: In a 52 week period, # of OSHA recordables with days away from work times 200,000 divided the total # of hrs worked Why Measure: minimize number & severity of workplace injuries/illness Next Improvement Step: HR will collaborate with targeted departments to improve safety. EMS is running a Six Sigma cross-functional team.

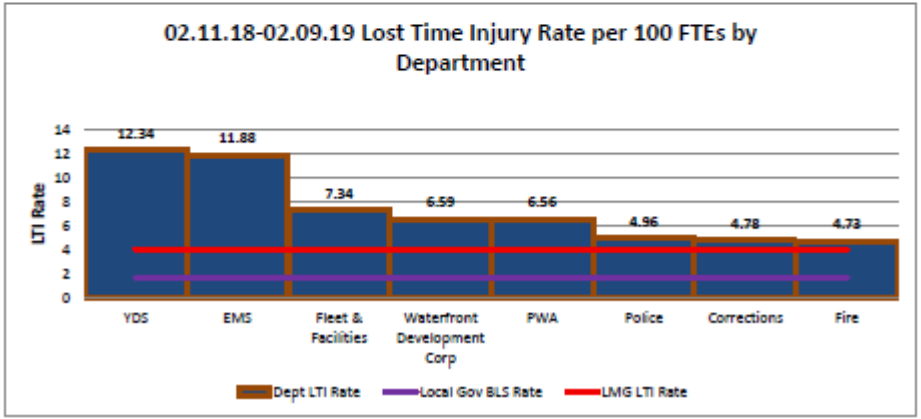
How Are We Doing?

02.11.18-02.09.19 Rolling 52wk Avg	02.11.18-02.09.19 Rolling 52wk Avg		02.11.18-02.09.19 Goal	02.11.18-02.09.19 Actual	
2.90	3.86		2.90	4.10	
LTI Rate	LTI Rate		LTI Rate	LTI Rate	









Turnover

Turnover Rate (Excluding Temporary and Seasonal)
Louisville Metro Government

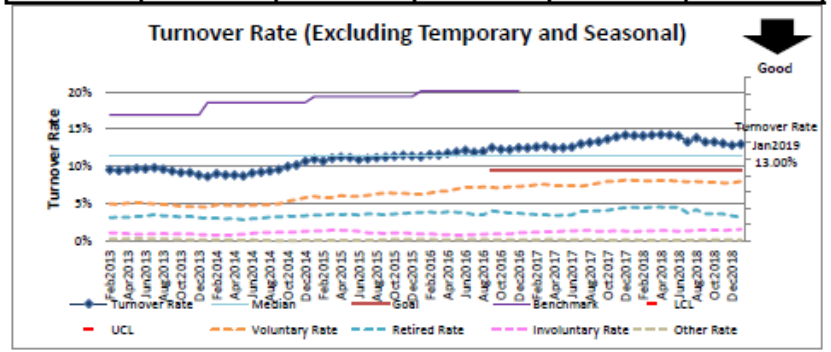
KPI Owner: Director of Human Resources

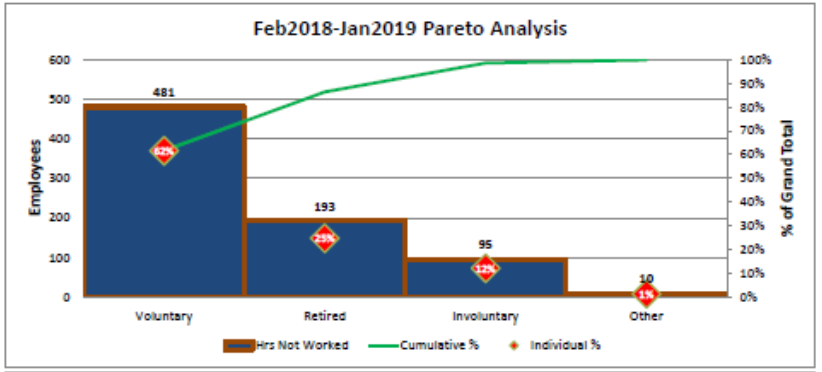
Process: Retention

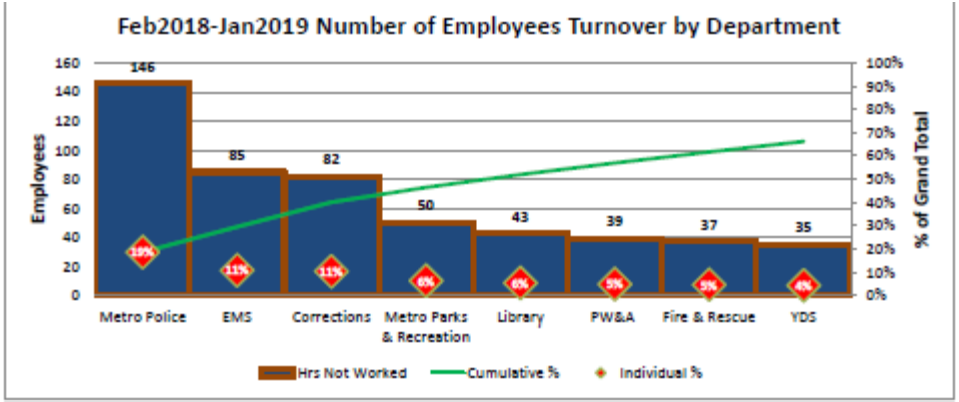
Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: 12.16% Jun2016 Goal: To reduce turnover rate to 9.5% or less Benchmark: 20.1% State/Local Gov 2016	Data Source: PeopleSoft Goal Source: TBD Benchmark Source: Bureau Labor Statistics	Plan-Do-Check-Act Step 8: Monitor and diagnose Measurement Method: # of emps who left Metro (excluding temporary or seasonal) in a 12 month period divided by the avg # of emps Why Measure: Better understand culture impact on employee retention Next Improvement Step: Share best practices and continue to publish reports comparing each department's performance.

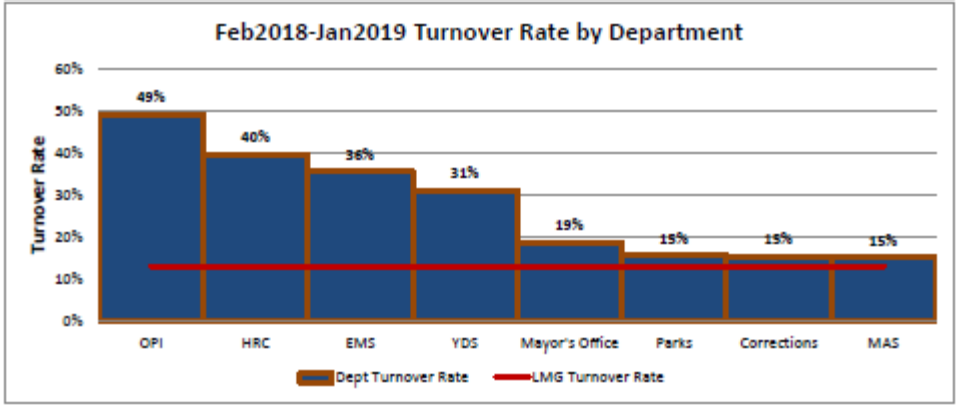
How Are We Doing?

Mar2017-Jan2019 Annual Rolling Goal	Mar2017-Jan2019 Annual Rolling Avg		Jan2019 Goal	Jan2019 Actual	
9.50%	13.64%		9.50%	13.00%	
Turnover Rate	Turnover Rate		Turnover Rate	Turnover Rate	









IMPROVEMENT AND INNOVATION

Transfer Rate

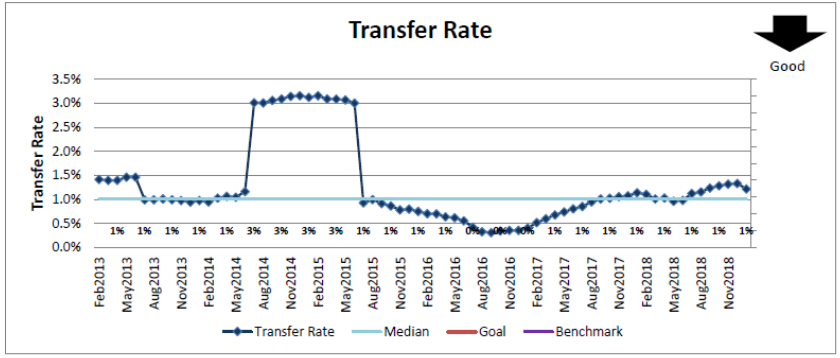
Transfer Rate
Louisville Metro Government

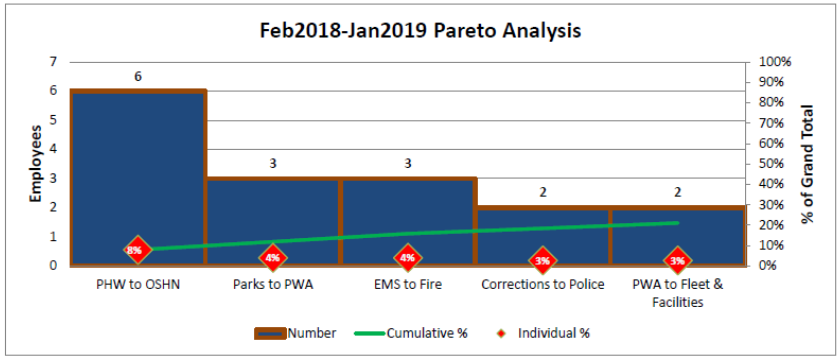
KPI Owner: Director of Human Resources Process: Retention

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: TBD Goal: TBD Benchmark: TBD	Data Source: PeopleSoft Goal Source: TBD Benchmark Source: TBD	Plan-Do-Check-Act Step 1: Define the problem Measurement Method: # of emps who transferred from one Metro department to another in a 12 month period divided by the avg # of emps Why Measure: Better understand cultural impact on staff retention Next Improvement Step: TBD

How Are We Doing?

Feb2018-Jan2019 12 Month Goal	Feb2018-Jan2019 12 Month Avg		Jan2019 Goal	Jan2019 Actual	
TBD	1.15%		TBD	1.22%	
Transfer Rate	Transfer Rate		Transfer Rate	Transfer Rate	





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