MQA Feedback Report Summary

February 5, 2018

Scoring Summary and Key Themes

Process Band - 4	Results Band – 2
The organization demonstrates effective, systematic *approaches* responsive to the overall requirements of the Criteria, but *deployment* may vary in some areas or work units. Key processes benefit from fact-based *evaluation* and improvement, and approaches are being *aligned* with overall organizational needs.	Results are reported for several areas responsive to the basic Criteria requirements and the accomplishment of the organization's mission. Some of these results demonstrate good performance *levels*. The use of *comparative* and *trend* data is in the early stages.

Strength Comments: Improve the things your organization does well

- Key Themes Process Strengths
    - Customer-Focused Excellence
    - Strategic Planning and Focus on Success

Opportunities for improvement:

Key Theme Process OFI

- Process management and continuous improvement
- Workforce engagement and High Performance Management

Significant Results Strengths

- Overall Satisfaction with Customer Service
- Total Police Calls for Service City-Wide
- Worker Compensation Claims
- Total Bond Debt Coverage Ratio with results for Water/Electric, Sewer and SW significantly above the 1.10 require coverage ratio

Significant Results OFI's

- Adverse Trends – Overall reported results are in early stages of developing trends
- Poor levels for Pension Funding Ratio
- Missing Results

Opportunities for Improvement (OFI's)

Category 1.1 Senior Leadership (30-45%)

- Personal actions of ALL senior leaders in role modeling and reinforcing consistent values and priorities in all departments and with all stakeholders – CPD and Utilities have departmental core values that are different than those of the city.
- No systematic process to ensure input is frank and two-way when discussing key decisions and organizational change with key stakeholders.
- Direction may change based on annual elections.
- There is no systematic process to ensure an environment for success and agility in all departments.

Category 1.2 Governance and Societal Responsibilities (50-65%)

- No succession plan for leaders appointed by city council and senior leaders hired by CM.
- No systematic process to assess and improve the effectiveness of Mayor/Council.
- No measures and goals for meeting and surpassing regulatory requirements, or for addressing risks associated with its processes and services.

Category 2.1 Strategy Development (50-65%)

- SP process does not systematically identify or prioritize changes necessary to deliver city services, meet unfunded mandates, and address strategic challenges of aging infrastructure, rising demand for social services, and a tax base at risk.
- There is no process to identify and evaluate strategic opportunities across all departments that may address different needs.
- Work systems – support, services and civic engagement. No process exists for the city to make decisions on what processes use internal, versus external resources. No process to identify future core competencies necessary to address strategic priorities.
- No systematic process to align strategic priorities with strategic challenges, core competencies and strategic advantages.

Category 2.2 Strategy Implementation (30-45%)

- No systematic process to evaluate workforce capacity and capability needs. Gaps in goal of providing competitive compensation to demonstrate the value of employees – employee engagement, retention, aging workforce, deliver services with a tax base at risk.
- Action plan measurement system has not been deployed to all departments (utilities).
- No systematic process for modifying action plans that are longer term and may involve more funds.

Category 3.1 Voice of the Customer (50-65%)

- No systematic process to collect and aggregate actionable feedback from these methods – social media and web-based technologies. Systematic process that captures and aggregates actionable information from ALL sources.
- No systematic approach to listen to former, potential, and competitors' customers to obtain actionable information.
- No measures of satisfaction, dissatisfaction or engagement such as win/loss ratios from potential businesses, conventions, or other visitor groups.
- No process to obtain information on student, business, or visitor satisfaction relative to other cities or surrounding unincorporated areas.

Category 3.2 Customer Engagement (50-65%)

- No systematic approach to understand requirement of key segments.
- Need to build relationships and enhance the city's brand image outside of current businesses, citizens and students.
- No systematic process for tracking complaints that do not come through the Contact Center.

Category 4.1 Measurement, Analysis, and Knowledge Management (30-45%)

- No systematic approach to select comparative data and information to support fact-based decision making, beyond STAR.
- No approach to incorporating key comparative and competitive data in its projections of future performance in other departments (financial and budgetary projections only).
- No systematic process to use findings from its performance reviews to develop priorities for continuous improvement and opportunities for innovation.

Category 4.2 Information and Knowledge Management (50-65%)

- No systematic process to collect and share knowledge, best practices between departments, etc. Departments have different processes for ONBOARDING employees, acting on complaints and developing action plans.
- Departments/Individuals do not include cycles of learning in their everyday work.

Category 5.1 Workforce Environment (50-65%)

- No systematic process to select employees that align with city values and are driven by mission.
- Gaps in approach the city uses for preparing its workforce for changing capacity and capability needs.
- No systematic process exists to drive employee engagement and exceed performance expectations.

Category 5.2 Workforce Engagement (30-45%)

- Systematic processes are not in place to ensure that the city benefits from the diverse ideas, cultures, and thinking of the workforce, as evidenced by a lack of effective open communication processes.
- Gaps exist in process to identify key drivers of engagement and how they differ by key workforce segments. No process exists to determine drivers of engagement for volunteers.
- There is no correlation of learning and development to employee engagement or business outcomes. No systematic process to evaluate the effectiveness of the customer service training in lowering customer complaints or improving customer satisfaction and engagement.
- No citywide development or succession plan for leaders exists.

Category 6.1 Work Processes (30-45%)

- Key services are not addressed. Key requirements for each of these services have not been determined.
- The city does not systematically use in-process measures to manage day-to-day operations and ensure processes meet key requirements.
- A process to manage day-to-day operations to ensure support processes meet key business requirements and are efficient is lacking.
- There are no systematic approaches to measure/evaluate supplier performance beyond completion of work and meeting purchasing requirements. There are no approaches to provide feedback or help suppliers improve their performance to ensure city requirements are met.
- A systematic process for identifying, monitoring, and prioritizing strategic opportunities may allow the city to better capitalize on pans and meet unfunded obligations.

Category 6.2 Operational Effectiveness (50-65%)

- City does not have a systematic process to decrease cycle time, increase productivity or prevent defects and errors.
- City does not have a systematic approach to analyze root causes of accidents.
- Walk around interviews with three mission-critical departments indicated that front-line staff were not familiar with their department's procedures or responsibilities in the case of relevant disasters. Staff had also not participated in relevant drills.

Category 7 Results Key Themes

- Adverse Trends
- Missing Results

Next Steps:

- Thank the workforce
- Share the feedback we received
- Determine how to best address and prioritize the opportunities and develop action plans
- Build on the strengths outlined in the feedback report
- Keep everyone informed of our progress