

Using Quad Charting to Engage Managers

or

*"How I Muddled my Way into
Performance Measurement in 1001
Easy Steps..."*

PSPC 2004

Myke Gable

Assistant Director, Vehicle Services



Status upon Kick-off

- I was the brand-new **Asst Director!** *Yikes!!*
- Had been reviewing measurements and use of data in all 30+ program areas
- Was sorting out what's important, what's not needed, what's missing
- *Boss initiated the LBR*
(... that'll speed things up! ...)



Then What?

Boss initiated the LBR...

- Met with Administrators
 - What's important to them to show ELT?
 - Garner buy-in
 - Begin to develop goals & institutionalize measurements and data-gathering processes
- AD Staff brought it all together
 - Staff Consultant helped sort things out
 - Admin Assistant helped create slides
 - Program staff developed measures & ownership



Then What?

- *I took the first “turn in the barrel” solo*
 - Establish my credibility with the program
 - Find out interests of the ELT staff
 - Show several “Concept-Only” slides
 - Prove that it can be done (!)
- **Program Staff briefed subsequent LBRs**
 - Visibility for staff
 - Expert/in-depth discussion
 - Refinement of measures and presentation



Next Steps...

- Next steps I planned to take:
 - Continued to clarify data and validate measurements
 - Establish goals and improvement
 - Determined the “refresh rate” of showing slides
 - Create a Perf Mgmt Rvw System (PMRS)
 - Bring together our various reporting efforts
 - I'm the new AD again!!
 - Inherited a PMRS-in-process
 - Contract with consultant

BPD Licensing Business Review

August 3, 2004

May 04

Aug 04



BUDGET



FTEs



WAIT TIMES



APPLICATION HANDLING TIME



PUBLIC PROTECTION UNIT



BUS/PRO LICENSES ONLINE



02-02 MLS EXPANSION



BUDGET

Review Each LBR

Measurement

Allotments vs. Expenditures

Strategic Goal:

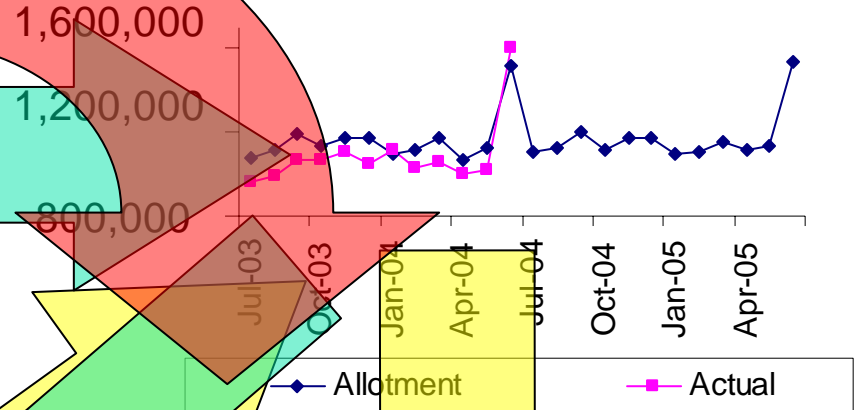
Be accountable for results, ensuring performance of people & processes

Source:

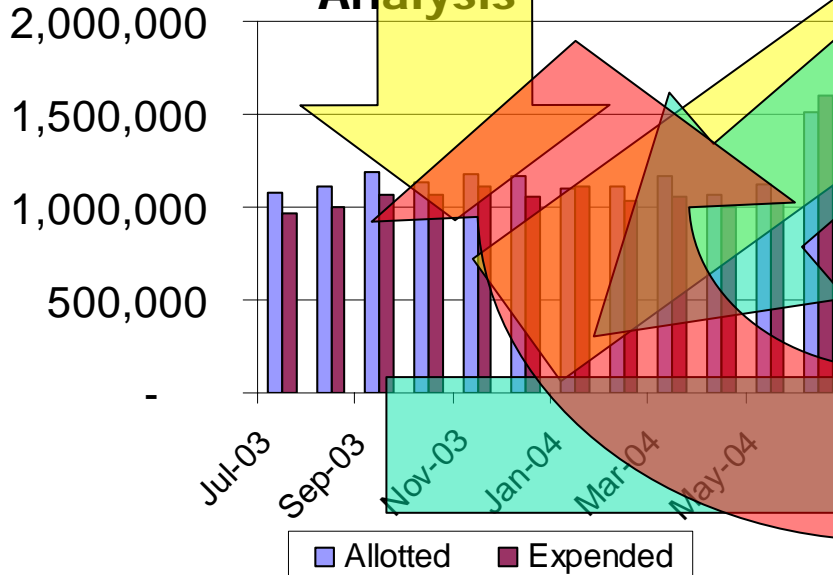
AFRS/Fastrack 05/04

Trend Info

Allotment vs Spending



Analysis



Action Plan

- Monitor monthly
- AD reviewing budget charts with all sections quarterly



FTEs

Review Each LBR

Measurement

of FTEs Allotted/Filled

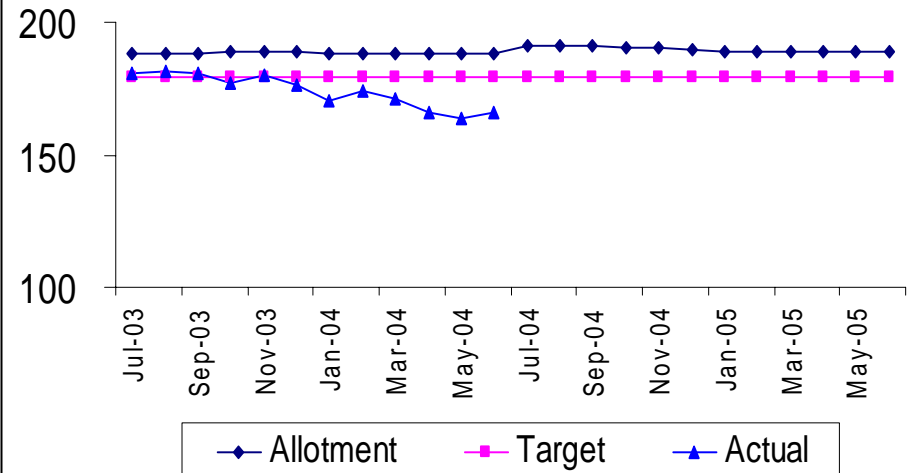
Strategic Goal:

Operate efficiently, saving the state money

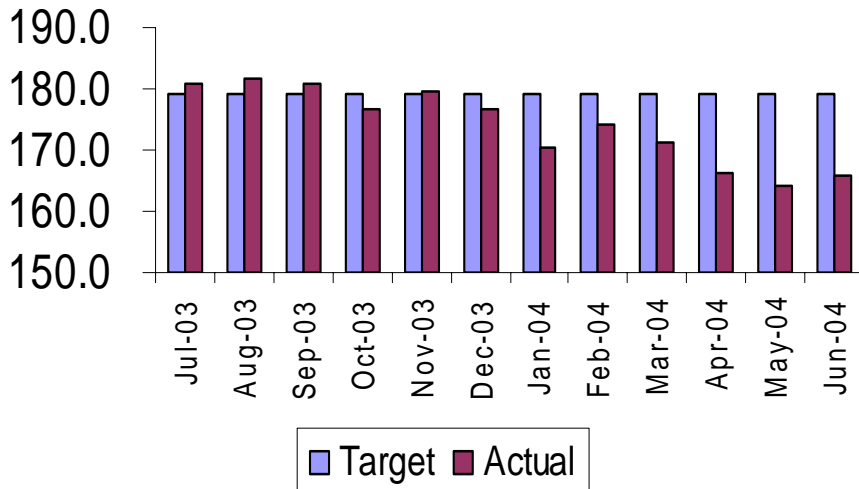
Source:

FTE Report 05/10/04

Trend Info



Analysis



Action Plan

- Monitor open positions
- Each hire gets reviewed
- Maintain the current FTE aggregate per agreement



WAIT TIMES

Review Semi-Annually

Measurement

Wait Times at BPD Counters

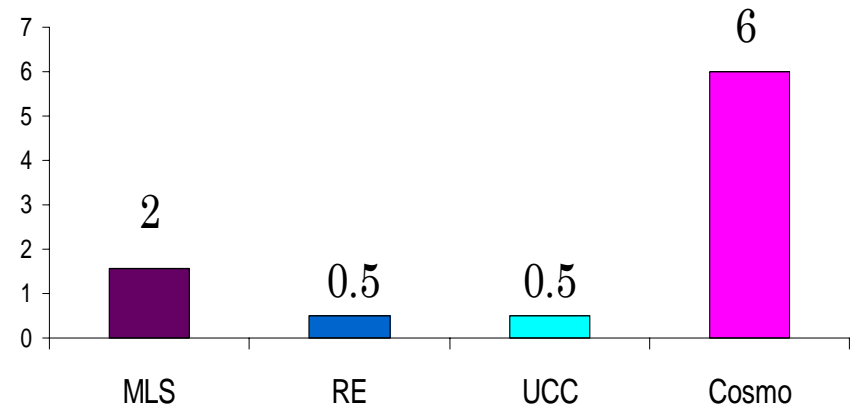
Strategic Goal:

Serve citizens in a way that fosters trust & confidence in government

Source:
Manual Tracking 05/04

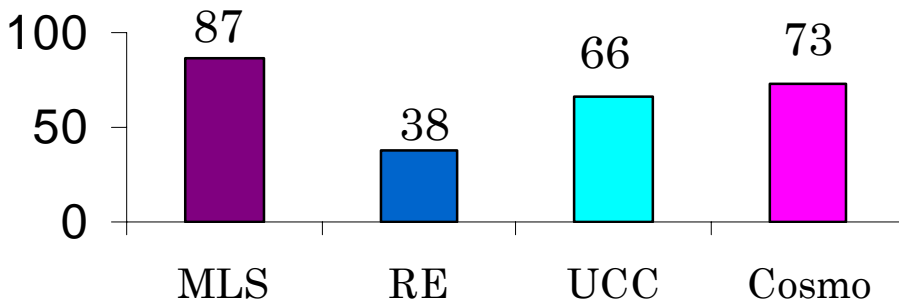
Analysis

Average Wait Time in Minutes



Trend Info

Weekly Avg # of Visits



Action Plan

- Investigating way to eliminate waiting in 2 lines for Cosmetology
- Will review wait times regularly (manual process)



APPLICATION HANDLING TIME

Review Semi-Annually

Measurement

Lic App Handling in PLSS

Strategic Goal:

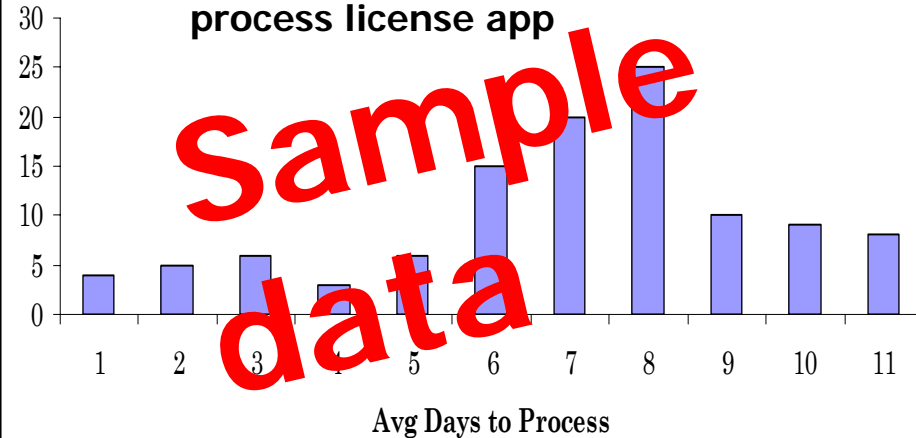
Serve citizens in a way that fosters trust & confidence in government

Source:

Manual Tracking 05/04

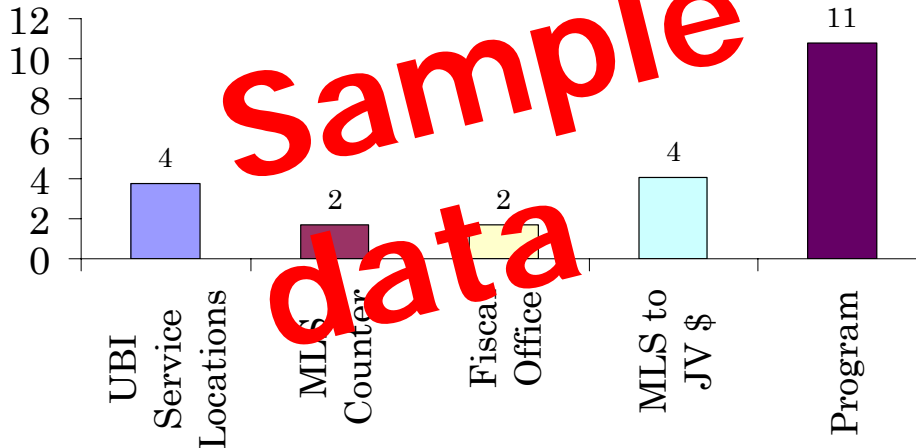
Trend Info

of days in our control to process license app



Analysis

Causes of Delays



Action Plan

- Develop tracking system
- Monitor results
- Deploy to other programs



WAIT TIMES

Measurement

Wait Times at BPD Counters

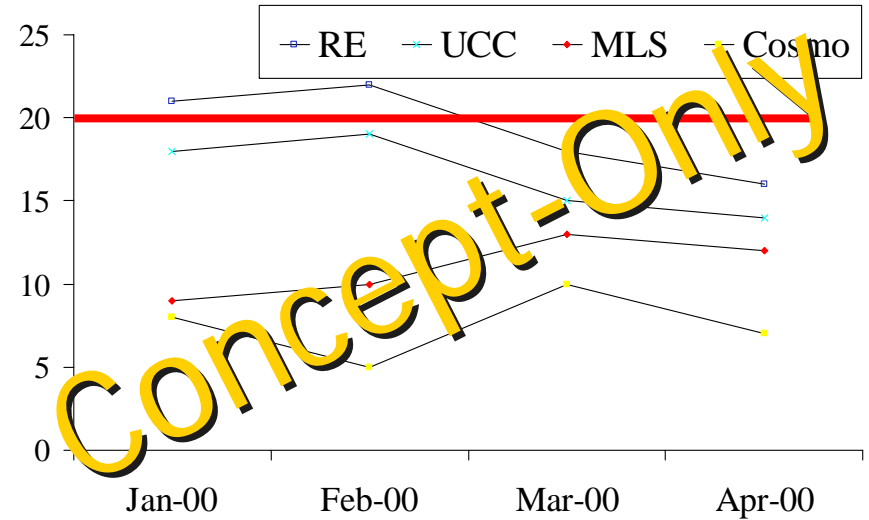
Source:

Manual Tracking 05/04

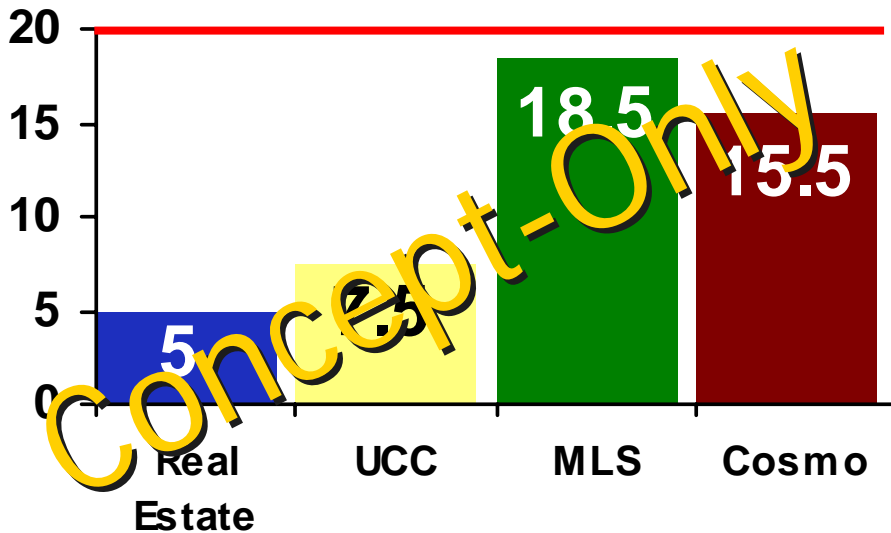
Strategic Goal:

Serve citizens in a way that fosters trust & confidence in government

Trend Info



Analysis



Action Plan

- Reviewing “wait time” data for all BPD counters
- Establish a baseline and scope the problem



UCC FILINGS & SEARCHES

BPD LBR
May 18, 2004

Measurement

UCC Filings and Searches

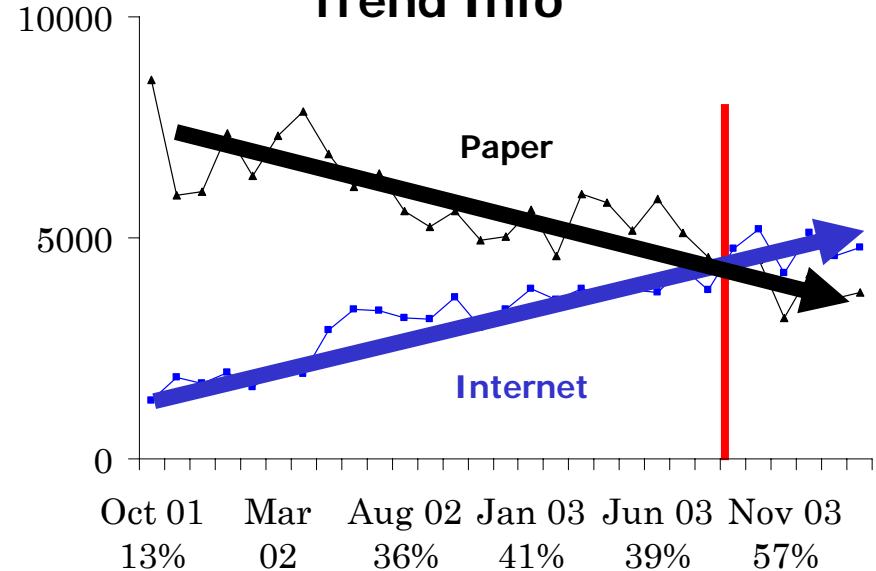
Source:

Manual Tracking thru 12/01;
UCC System 01/02 - Current

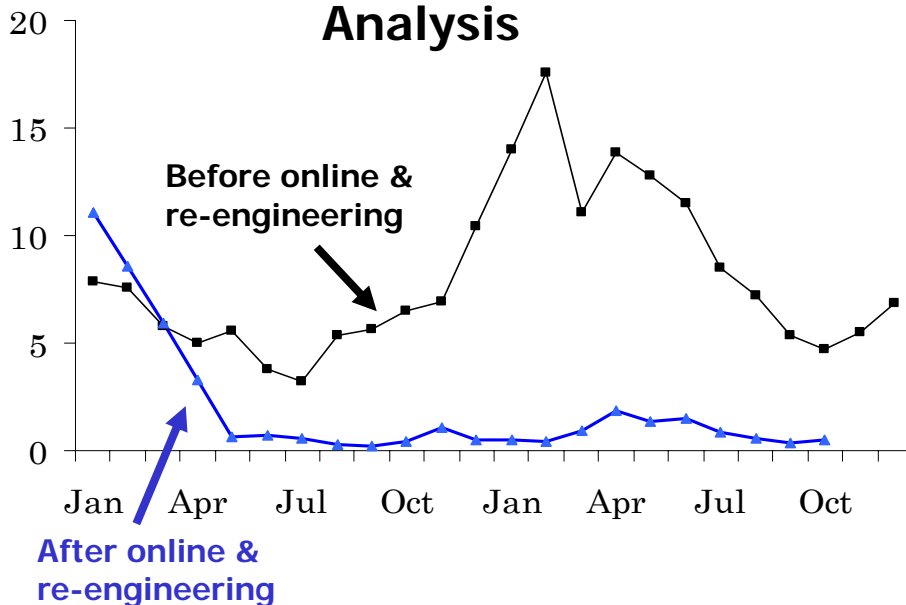
Strategic Goal:

Make it easier to do business
through “self-service” options

Trend Info



Analysis



Action Plan

- Systems Improvements:
 - Electronic imaging
 - Multiple batch searches
 - Upgrade to .NET



BUS/PRO LIC RENEWALS ONLINE

Review Semi-Annually

Measurement

Licenses Available Online

Strategic Goal:

Make it easier to do business through “self-service” options

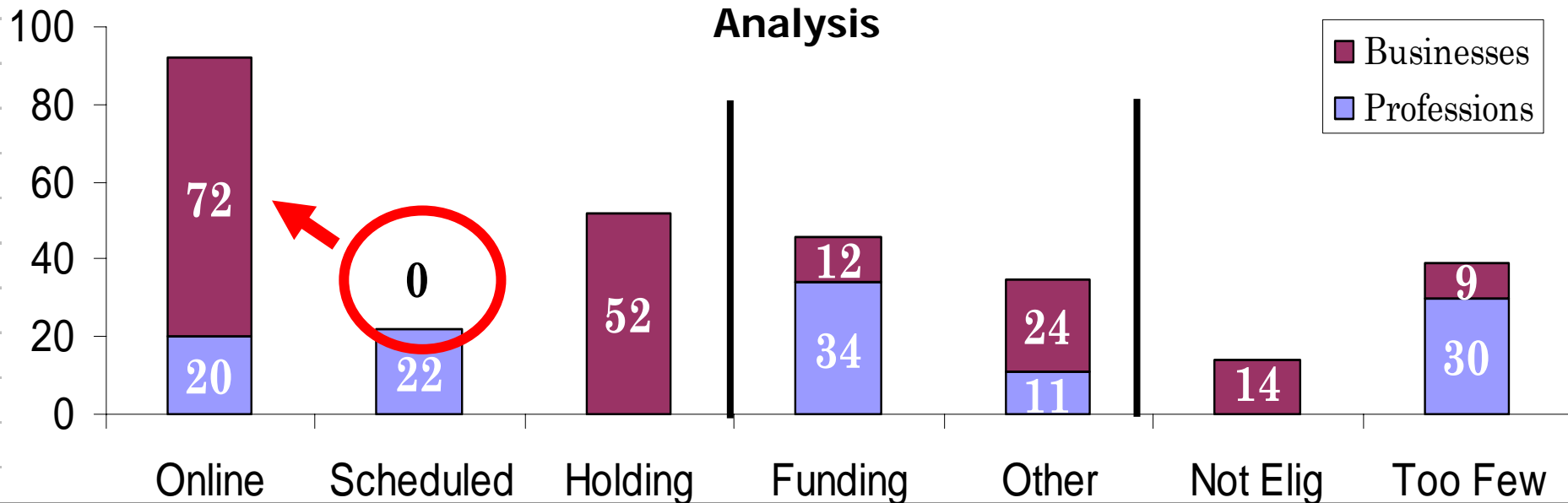
Source:

Manual Tracking 05/04

Action Plan

- 30 MLS licenses added in July
- Investigate online services other than renewals and other self-service options

Analysis





02-02 MLS EXPANSION PROJECT

Review Semi-Annually

Measurement

Cities/Agencies Participating

Strategic Goal:

Strengthen enterprise solutions to improve safety, economic vitality, & effectiveness of government

Source:

MLS Solar Internet Survey results since inception Sept 03

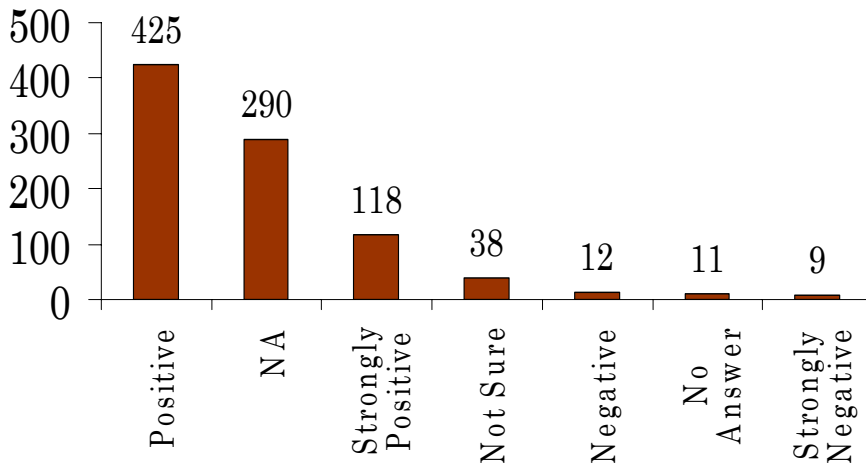
Trend Info

	Initial Interest	Business Rules	Programming &	Document &	Finalize
Tacoma	Work Accomplished				
Pierce Co.					
Spokane Vly	Work Accomplished	Recent Progress			
Edgewood	Work Accomplished	On Hold			
Olympia	Work Accomplished				
Lacey	Work Accomplished				
Seattle	Work Accomplished	Stopped	Under Review		
Kent	Work Accomplished		Recent Progress	On Hold	
Everett	Work Accomplished		Recent Progress	On Hold	
Liquor Board	Work Accomplished			Recent Progress	Recent Progress
Sammamish	Work Accomplished				
Tumwater	Work Accomplished				
Richland	Work Accomplished				
Bellevue	Work Accomplished				

Key: Work Accomplished (Dark Green), Recent Progress (Light Green), On Hold (Yellow), Stopped (Red), Under Review (Orange)

Analysis

Satisfaction with Internet Service



Action Plan

- Director visited Seattle & Pierce County
 - Seattle “re-interested”
 - Will explore w/Pierce Co.
- Develop and implement survey to assess satisfaction with expansion

BUSINESS AND PROFESSIONS DIVISION
As of March 8, 2004
Open Projects

ID	Name	2003				2004				2005				
		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	IT Projects													
2														
3	Master License Service													
4	<i>Internet MBA Redevelopment</i>													
5	MLS Upgrade - Cities (02-02)													
6	Professions													
7	<i>Venture History</i>													
8	<i>Venture Revenue from Unisys thru Venture (not</i>													
9	<i>Unisys Decommissioning</i>													
10	<i>Venture Revenue Project (from Revenue Accou</i>													
11	Cosmetology Inspection System													
12	Complaints Tracking Redevelopment													
13	Real Estate Audit Tracking System													
14	Architect License & Exam System													
15														
16	Multiple Systems Projects													
17	<i>SOLAR 3</i>													
18	<i>Venture for Funeral & Cemetery</i>													
19	<i>SOLAR 4</i>													
20	<i>Venture for Real Estate</i>													
21	<i>Active Directory Conversion</i>													
22	<i>NCR Replacement</i>													
23	ProfQuery Redevelopment													
24														
25	UCC System													
26	<i>Multiple Addenda</i>													
27														
28														
29	BUSINESS PROJECTS													
30	Cash Handling Over-the-Counter													
31	Internet Usage													
32	URBP Follow Up													
33	URBP Housekeeping													
34	Information Systems Change Review Team													
35	Revenue Procedures, Not Over-the-Counter													
36	Records Retention for Electronic Records													
37	PLSS Pilot Project on Legal Documents/Hearings													
38	MLS Pilot Project on Data Warehousing													
39	UCC Pilot Project on Mail Remittance													



IT SYSTEMS IMPROVEMENT

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
MLS	MLS IMBA Implemntd	MLS Internet Corp Renewal Implemntd	WALI Implemntd	02-02 started (Sammamish & Tumwater)		MLS IMBA Redevelop // MLS "Off IBM" Feasibility Study	MLS Internet Corp Renewal System Redevelop // MLS Imaging Implement	Redevelop MLS from IBM to Server		
Firearms					Firearms System Redeveloped		Firearms to LEDA	Develop Firearms Internet CPL System	Redevelop Firearms Transfer System to Internet	
ComTrack/Venture	ComTrack Implemntd	Venture Pilot	Venture Cycles 1-4 Implemntd	Venture Fully Implemntd		ComTrack Improvmt		Professional Licensing Imaging // Redevelop Venture to .NET		
SOLAR			SOLAR 1 Bus & Pro License Renewals Implemntd	SOLAR 2 Implemntd	SOLAR 3 Implemntd; Redeveloped into .NET	SOLAR 4 Expansion	SOLAR 5 Expansion	SOLAR 6 Expansion	SOLAR 7 Expansion	SOLAR 8 Expansion
ProfQuery		Internet ProfQuery Implemntd					Redevelop ProfQuery			
Misc	UCC Imaging Feasibility Study	UCC Imaging Implemntd		SoS Imaging System Implemntd (MLS side)	Print Vendor Migration Completed		Redevelop RE Audit Mgmt System, ALEXS, & Cosmo Insp System			



PUBLIC PROTECTION UNIT

Review As Needed

Measurement

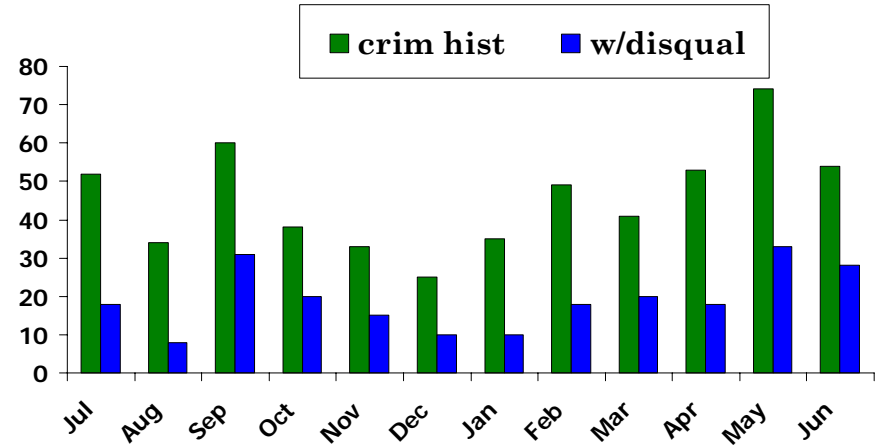
PI, Security Guard
apps disqualified due to criminal
history

Strategic Goal:
Strengthen detection and
prevention of identity theft,
consumer fraud and other
violations

Source:
Manual Tracking

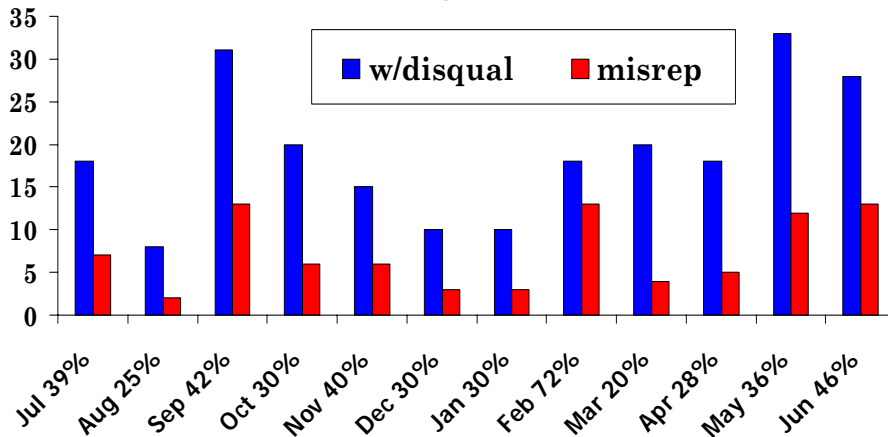
Trend Info

Applicants W/Criminal History



Analysis

Criminal History Not Declared



Action Plan

- Work with stakeholders to reduce non-declared criminal history
- Standardize abbreviated process for denying licensure



PUBLIC PROTECTION UNIT

Review As Needed

Measurement

PI, Security Guard apps
disqualified due to criminal history

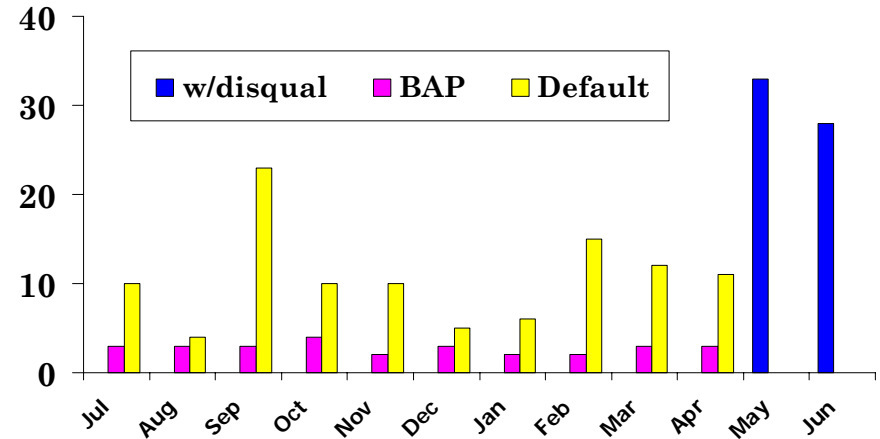
Strategic Goal:

Strengthen detection and
prevention of identity theft,
consumer fraud and other
violations

Source:
Manual Tracking

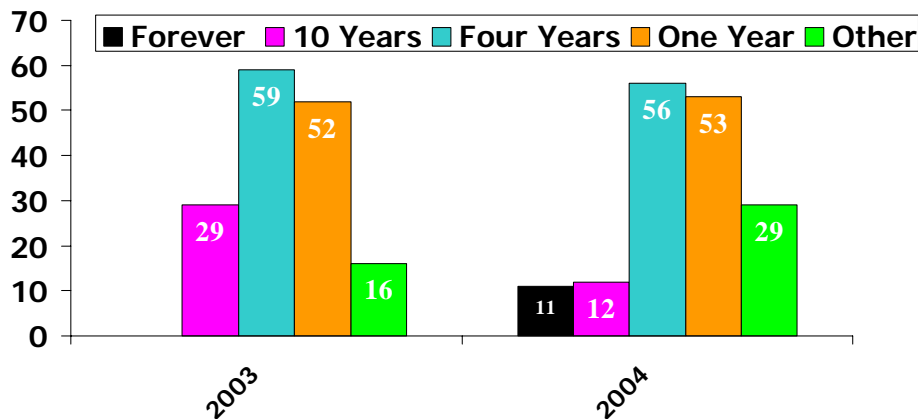
Trend Info

Denials



Analysis

Disqualifying Periods



Action Plan

- Work with stakeholders to reduce non-declared criminal history
- Standardize abbreviated process for denying licensure



Goals for Next LBRs

- Continue refining measures
 - Establish baselines
 - Define goals
 - Determine what to regularly report
- Simplify processes and reduce resources needed for collecting and reporting data for LBR
- Coordinate independent data collection efforts (Perf Agreement, LBR, employee survey, Budget Perf Measures, etc.)