

Performance Measures and Targets



Small number of measures that inform
about customer experience, end-to-end

Targets are a curse on your organisation.


Purpose of Measures

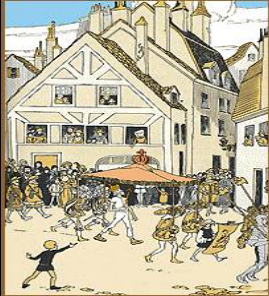
- Accountability?
- Learning and Improving?
- Both?


- Mutually exclusive?

- Think differently





CENTRAL OTAGO
A WORLD OF DIFFERENCE




CENTRAL OTAGO
A WORLD OF DIFFERENCE


Use of targets based on belief they:

- Focus performance (set direction)
- Encourage better performance (motivate people)
- Qualities SMART, RAW
 - Specific, measurable, achievable, relevant, time related
 - Realistic, achievable, worthwhile


CENTRAL OTAGO
A WORLD OF DIFFERENCE

Targets

1. Task to lift water
2. Target as high as you can
3. Reward for the one who lifts the water highest



Individual Targets



Effect?



Swimming Facility Manager

Average last 5 years 1,000,000 p.a.

Target for next year 1,050,000



- Run some new programmes 'hot summer' 1,080,000 turn up – what do you report?
- Run same new programmes 'cold summer' 980,000 turn up – what do you report?



What's the average?

$$1,080,000 + 980,000 = 1,030,000$$

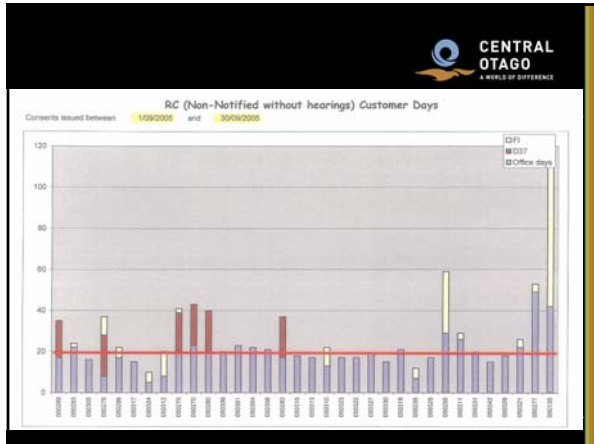


Letters turn around time 90% in
10 working days



“SMART” Target

No more than two substantiated complaints per site received a year from a member of the public regarding the physical condition or cleanliness of any of the CODC Offices.



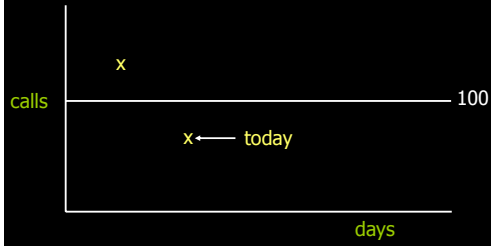
Target / measures designed by us for us

- Accountability?
- Learning?

Standards are destructive

Because customers are not standard!

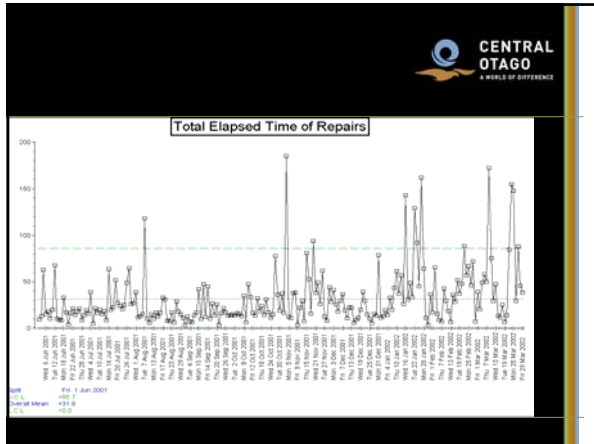
John's calls each day

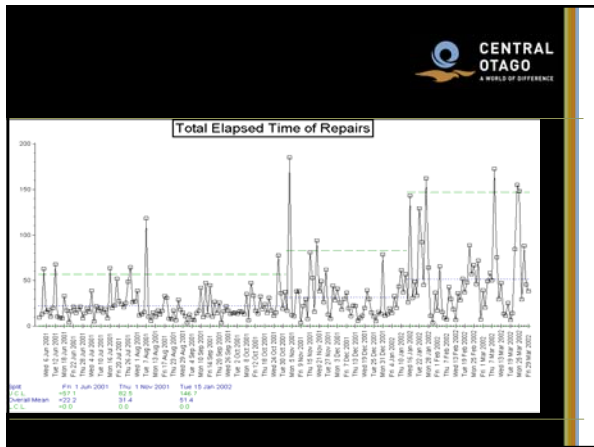


John's capability



Natural Variation





So

Need to design system to deal with variation.
Not provide a standard.

More standards?
British experience
National benchmarking

Targets

- Make people dishonest and untrustworthy
- Discourage people from working together
- Upset customers
- Underestimate possible performance

So don't have them



Measures must


- Be linked to purpose
- Inform how performing against purpose
- Highlight experience of customers.
- Purpose must be from customers' perspective

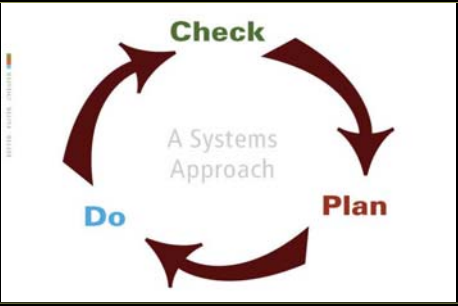


CODC Experience 

Adopted Lean Service

www.lean-service.com

CODC Experience 



A Systems Approach

Check 

Understand customer experience

In-depth


Check




- Clarify purpose
 - To help people develop their land appropriately
 - To help people build properly
 - Smooth, safe roads




Check
Capacity Measures



- Clean consents
- Failure demand
- Time taken start-to-end
- Cost / km of road graded



Plan



Applied Lean Service Principles to design of new process

- Design against demand
- Do it once, right, at first point of contact
- One person responsible
- Don't move it on unless clean
- No rejects

Measure




Time taken start-to-end
i.e. customer days

Not looking for result
Looking for learning!




Results - customer days



Average in-house Resource Consents		
Before	30	(15)
After	13	(9)
Average Building		
Before	36	(22)
After	13	(8)

Gravel Roads



Purpose Smooth safe roads

Measure Cost per km – actual daily cost /km for each grader driver


Grader 1	100	100	700	200	100
Grader 2	200	100	100	300	150
Grader 3	200	300	400	200	350

CODC



Three demands:

- I want to develop
- I want to live somewhere that works
- I want to enjoy what is special about this place into the future






I want to develop


- Customer days for consents





I want to live somewhere that works

- Maintenance cost per km or m²
- Number in pools each hour?
- Dog control time start to finish?



I want to enjoy what is special about this place into the future

- Customer days for notified consents (including Environment Court)?



- Do it
- Measure what happens
- Learn and improve
- Report



Statutory requirement LGA 02
Sch. 10 clause 2 (1) (c)

“A statement of... the performance targets and other measures by which actual levels of service provision may meaningfully be assessed”

Legal issue of targets

- Target to improve on measures?
- Narrative to explain why measures do the job?

Warning!

Don't try this at home!

It's a Systems Approach so need to implement the whole system for this work.
