MultStat

Multnomah County Oregon

Accountability Performance Forum

Department of County Management

MultStat Kick-Off: The First MultStat Performance Forum

Friday November 16, 2007 -- 1:00-2:30 pm
MultStat Room (EOC), Multnomah Building Basement

Welcome

- What is MultStat?
- What do you mean by “operational”?
- Where do we get the data?
- MultStat vs. DCMStat
- What do I have to do?

MultStat Roles & Responsibilities

- Chair Wheeler: lead the discussion; learn business models; focus on solutions; prioritize resources
- Leadership Team: ask the hard questions; offer solutions; think about systems
- Department Directors: answer questions; be accountable for your performance
- Department Staff: answer questions; provide accurate, meaningful data
- MultStat Staff: comprehensibly analyze and display the data

- A Pre-Packet will be sent out to the Chair, the Leadership Team, and the Department Directors one week before each meeting with draft copies of the presentation and supporting materials

Leadership Team Expectations

- Focus on measurable outcomes
- Know the data
- Attend all meetings
- Be prepared to ask questions
- Speak candidly and respectfully
- Avoid “groupthink”
- Provide solutions and options
- Challenge conventional approaches
- Support informed risk-taking
- Respect your peers

Departmental Expectations

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- Know your data
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- Avoid “groupthink”
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MultStat Timeline

- Each functional area meets once a month
  - 1st Week: Basic Needs
  - 2nd Week: Accountability
  - 3rd Week: Safety
  - 4th Week : No MultStat meetings

- Meetings held on Fridays from 9:30-11 in the MultStat (EOC) Room

Tentative Roll-Out Schedule

Nov. 16	Accountability	DCM
Dec 14 Dec 21	Accountability Safety	DCM DCJ
Jan 4 Jan 11 Jan 18	Basic Needs Accountability Safety	DCHS DCM DCJ, DA

The MultStat Agenda

- Relentless Follow-Up
  - This section is devoted to reviewing action items from the previous meeting.
- Examine Timely, Accurate, Relevant Data
  - Organizational Health
    - Standardized data about hiring, budgets/revenues/expenditures, leave time, and top priority projects for each Department.
  - Performance Review
    - Reviews regular program data which is either out of parameters or is of particular concern to the Leadership team.
  - Forum Focus (optional)
    - This optional section focuses discussion on a particular topic researched in advance with an emphasis on recommendations and actions.
- Action Items
  - This section summarizes action items discussed during the meeting. These items will be Relentless Follow-up items the following month.

The Department of County Management (DCM)

Carol Ford, Director

Divisions

- A&T- Kathy Tuneberg
- Budget- Karyne Dargan*
- Facilities- Doug Butler*
- Finance- Mindy Harris*
- FREDS- Rich Swift
- HR- Travis Graves*
- IT- Becky Porter*

*** Denotes member of MultStat Leadership Team**

Relentless Follow-Up

MultStat Process Feedback

- As part of quality assurance and to meet our MultStat performance reporting requirements we will be soliciting your feedback after each MultStat session from a very brief card.

Timely, Accurate, Relevant Data

- County Management (DCM)

Coming soon:

- *Community Services (DCS)*
- *Library (LIB)*

Organizational Health

Organizational Health Overview

- Purpose
  - To show a monthly standardized snapshot of a department's inputs—what you use to run your business—that are not usually related to your line of work. For instance money and staff. Every department uses the same measures.
- Use in MultStat
  - An Org Health sheet for every department every month will be included in the pre-packet of materials. It will be reviewed quickly in the meeting and only anomalies will be discussed.

DCM Organizational Health

Department of County Management
Carol Ford, Department Director
DCM Programs Reporting in MultStat (25%)

MULTSTAT Multnomah County Oregon

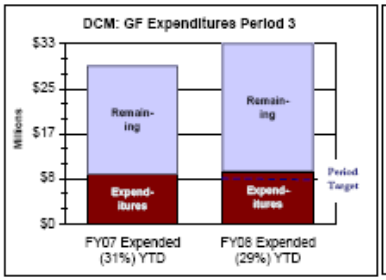
November 16, 2007

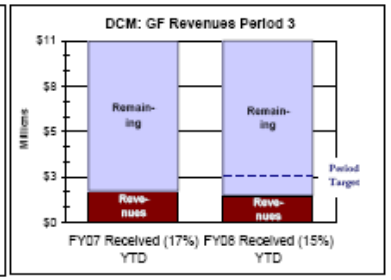
Key Areas

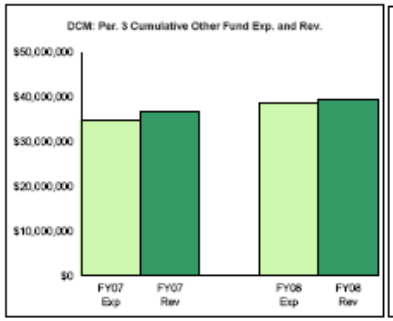
Assessment & Taxation--Kathy Tuneberg; Budget Office--Karyne Dargan; Facilities--Doug Butler; Finance & Risk Management--Mindy Harris; FREDS--Rich Swift; Human Resources--Travis Graves & Arnold Quigley; Information Technology--Becky Porter

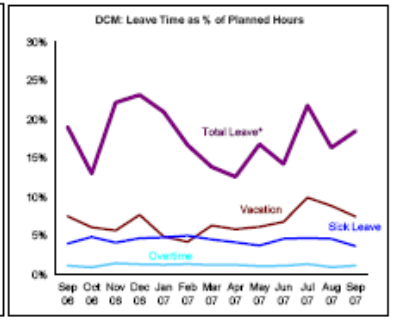
Top 5 Projects or Programs	Status	Note
County Website Redesign	green	Consultant project management revised
County Employment Vital Aging Workgroup	green	Workgroup is meeting. On schedule.
Phone Access to County Services	yellow	Just being initiated. Current status assessment.
Countywide Equity and Diversity Initiatives	red	DCM project management direction needs clarification.
DCM Strategic Objectives & Accountability	green	Each Div's objectives shared w/ Chair's Off. Developing reporting processes.

Budget and Expenditures









* Total Leave includes all types of leave plus holidays which are not reported separately.

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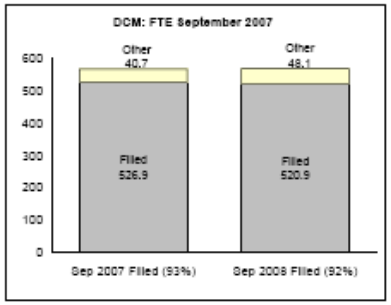
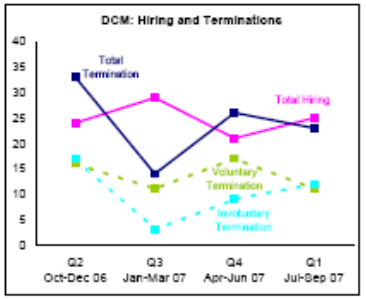
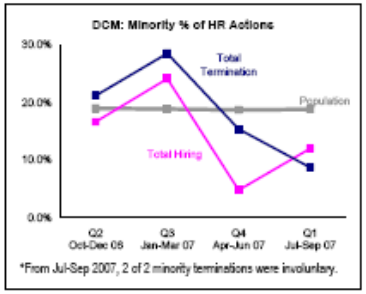
Staff

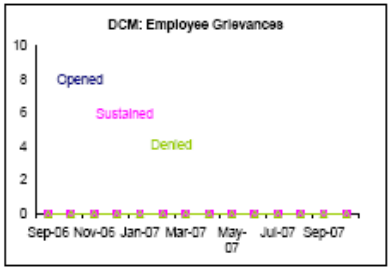




New Measure
To Be
Determined



*From Jul-Sep 2007, 2 of 2 minority terminations were involuntary.



September Grievances Resolved	Settled Mutually: Sustained (in whole or part)	Settled Mutually: Denied and closed	Not Mutual: Arbitrated and denied	Not Mutual: Arbitrated and sustained
N	0	0	0	0
N (FY07)	*0*	*0*	*0*	*0*
avg. time in days	0	0	0	0
avg. time in days (FY07)	*0*	*0*	*0*	*0*

Sustained and denied grievances include resolution by arbitration.

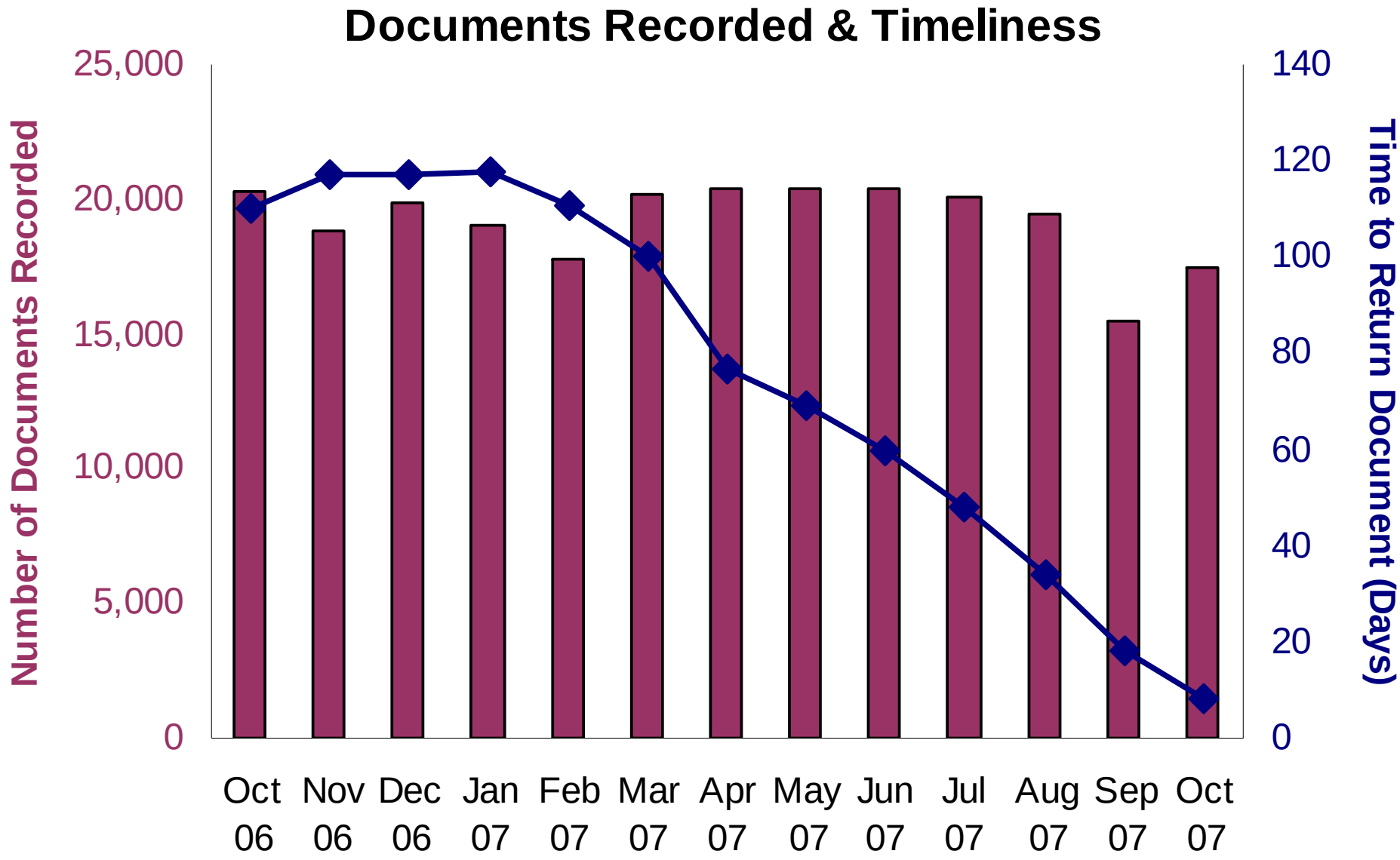
MultStat Performance

- DCM Programs Purchased in FY2008: 81 (69 direct service)
- Percent DCM Reporting: 29%

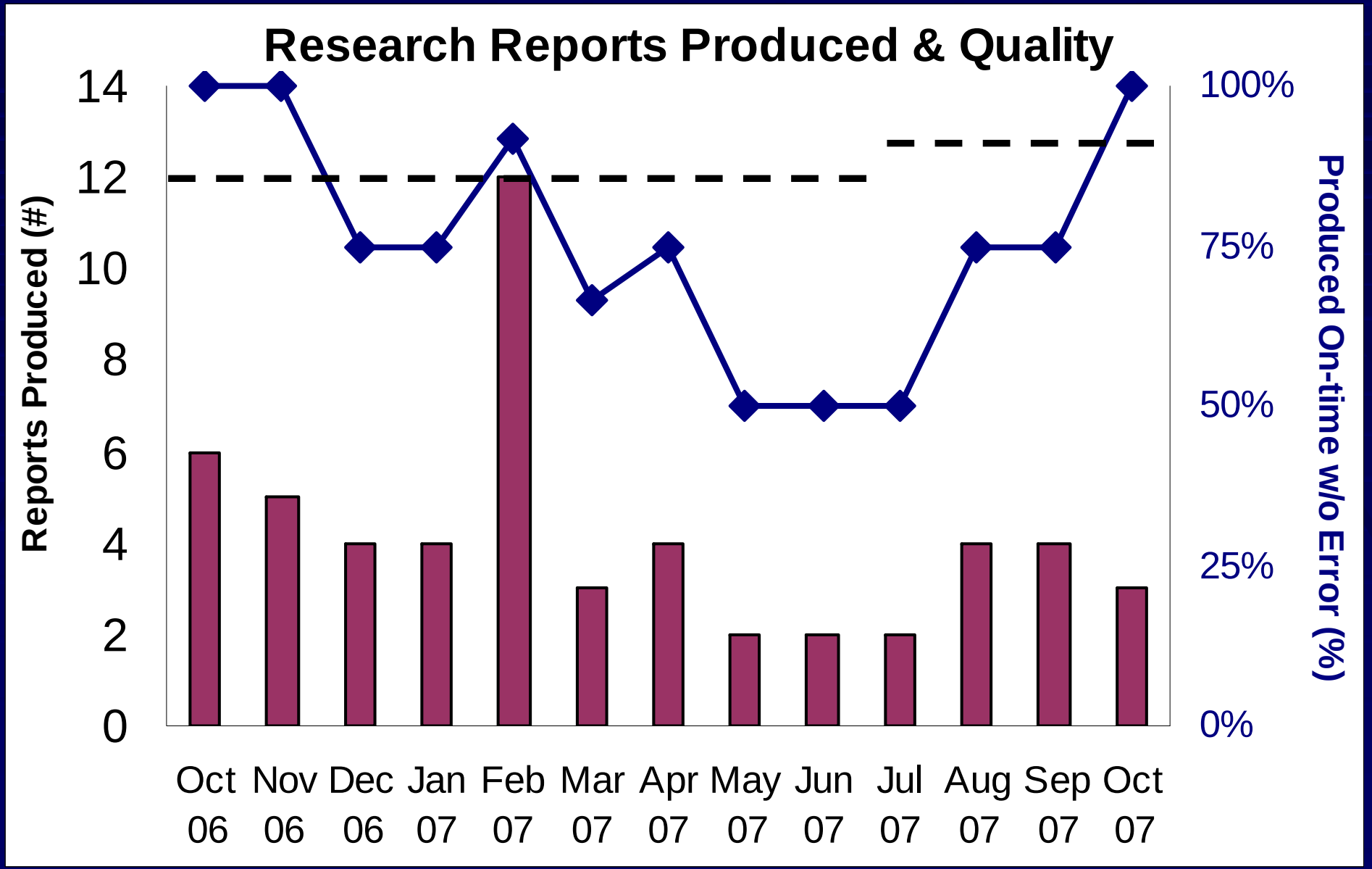
Performance Review

- County Management (DCM)

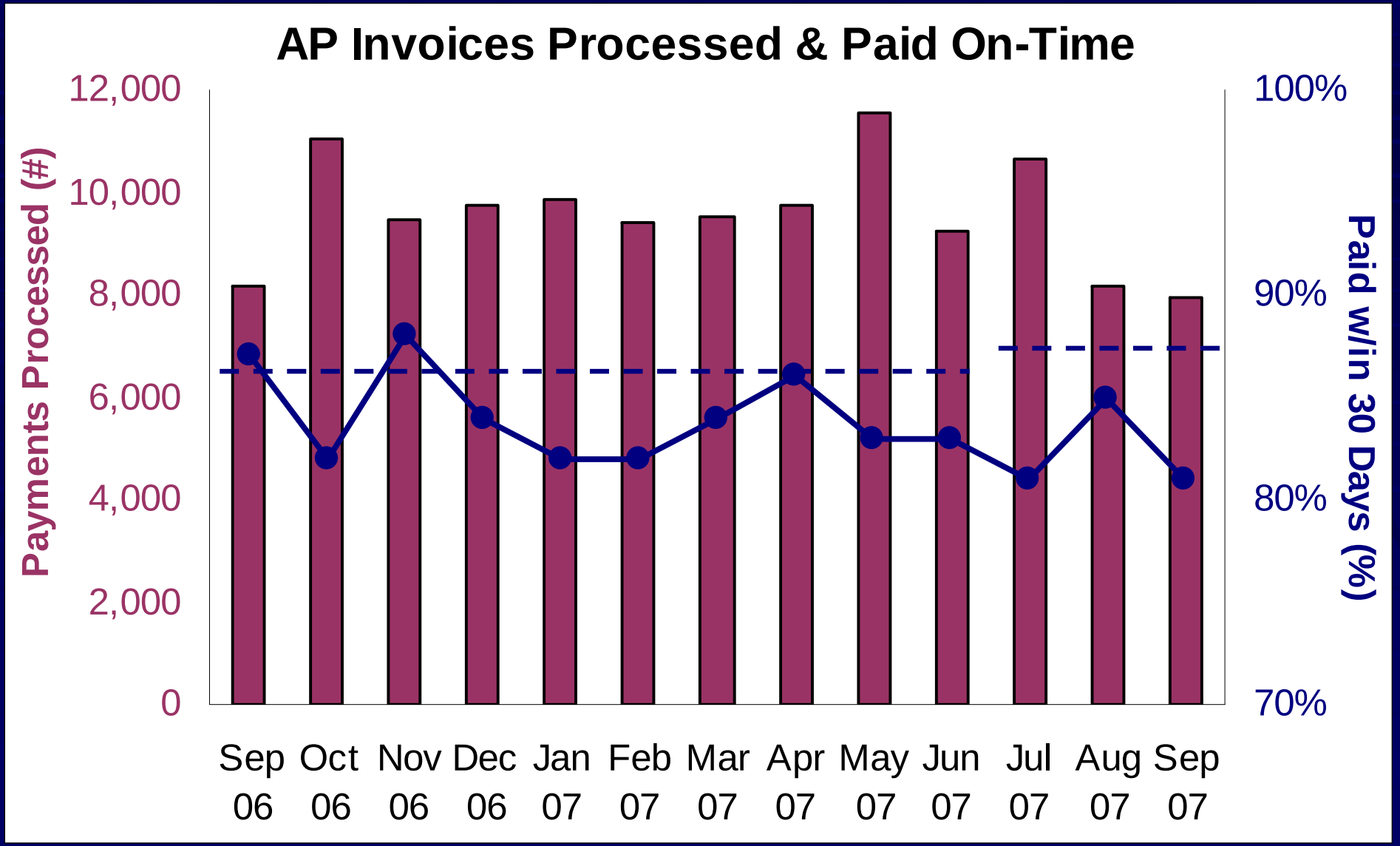
A&T- Recording



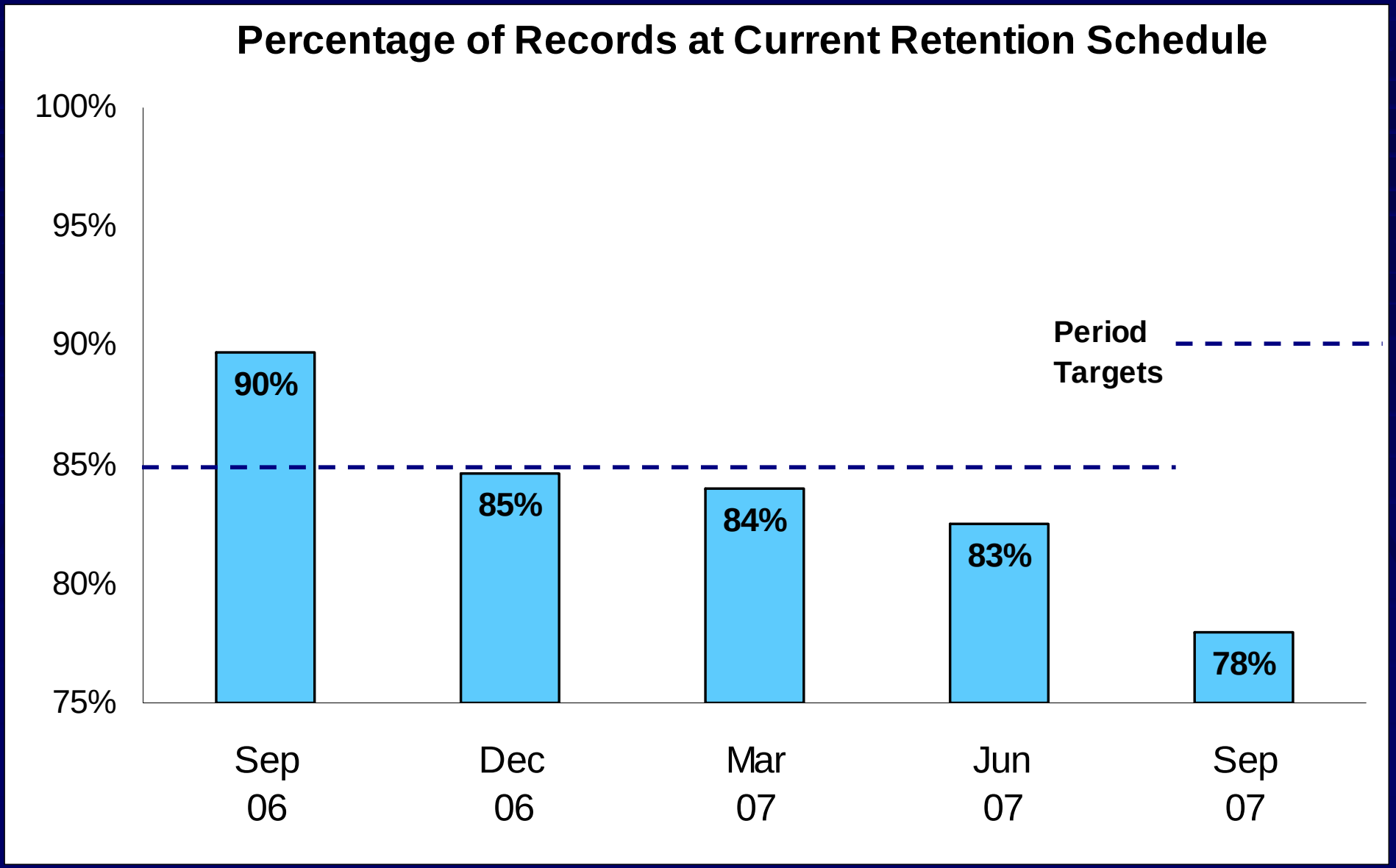
Budget Office- Evaluation



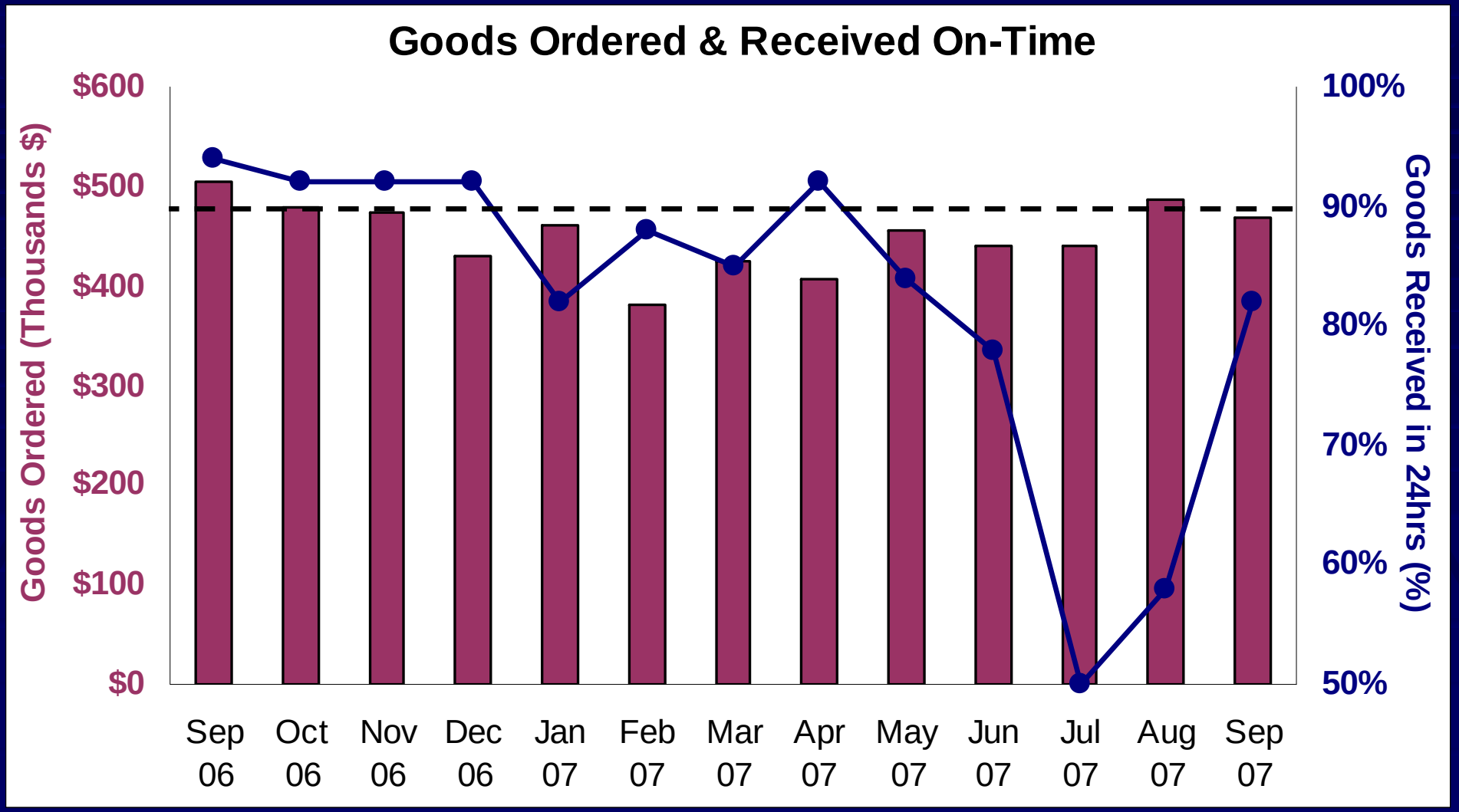
Finance- Accounts Payable



FREDS- Records

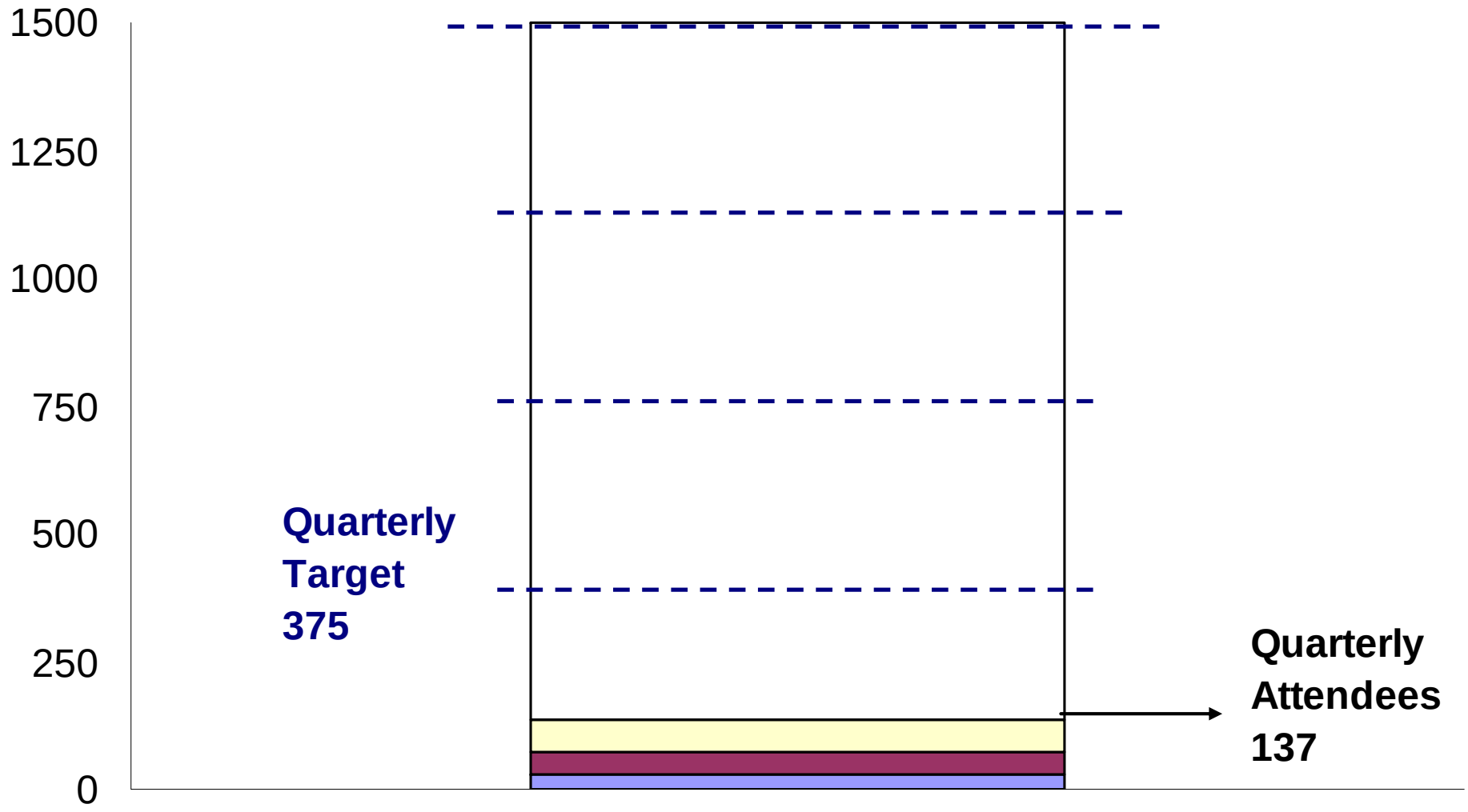


FREDS- Materiel Management

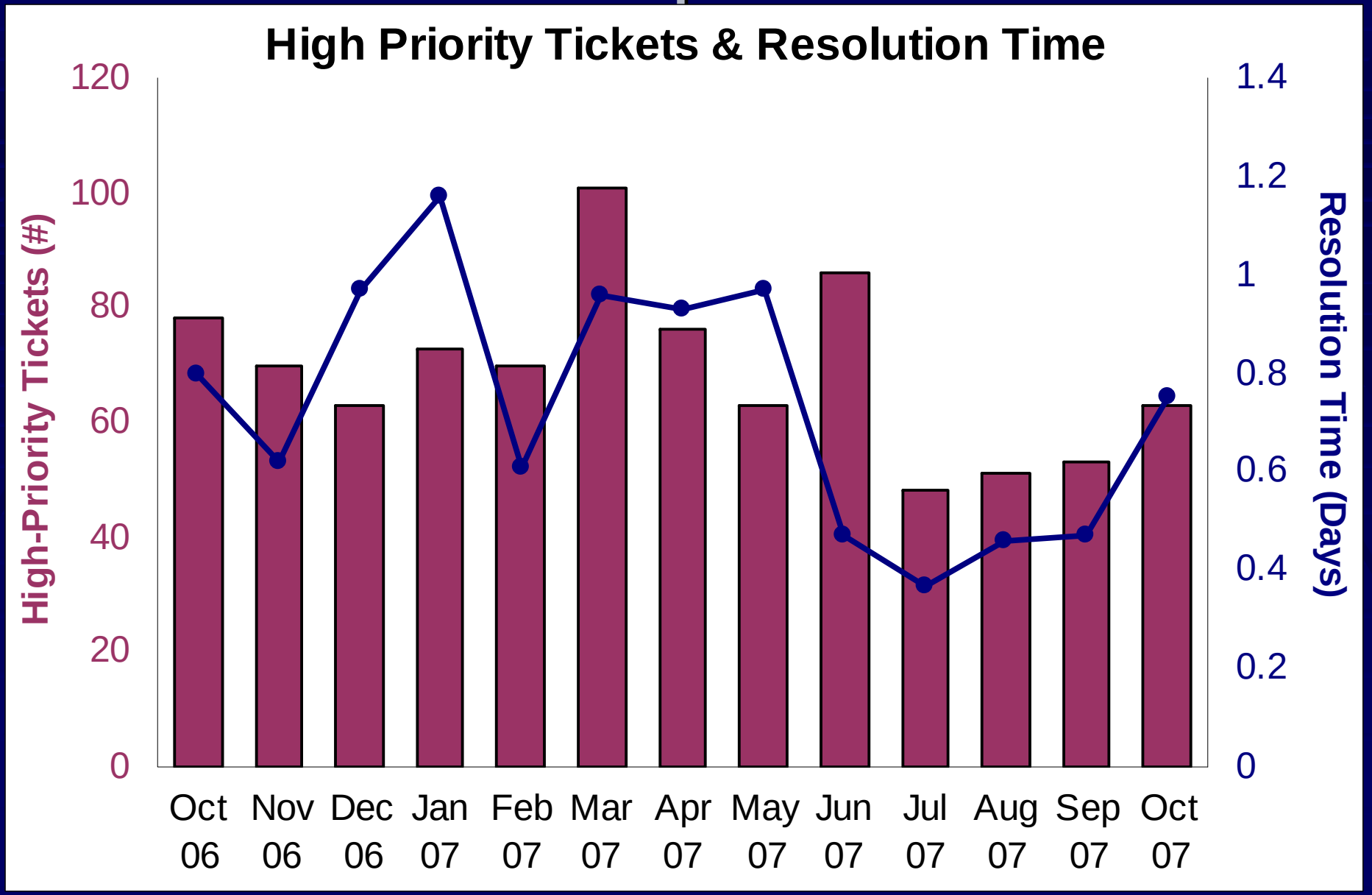


HR- Central HR Services

Number of Countywide Training Class Attendees



IT- Desktop Services



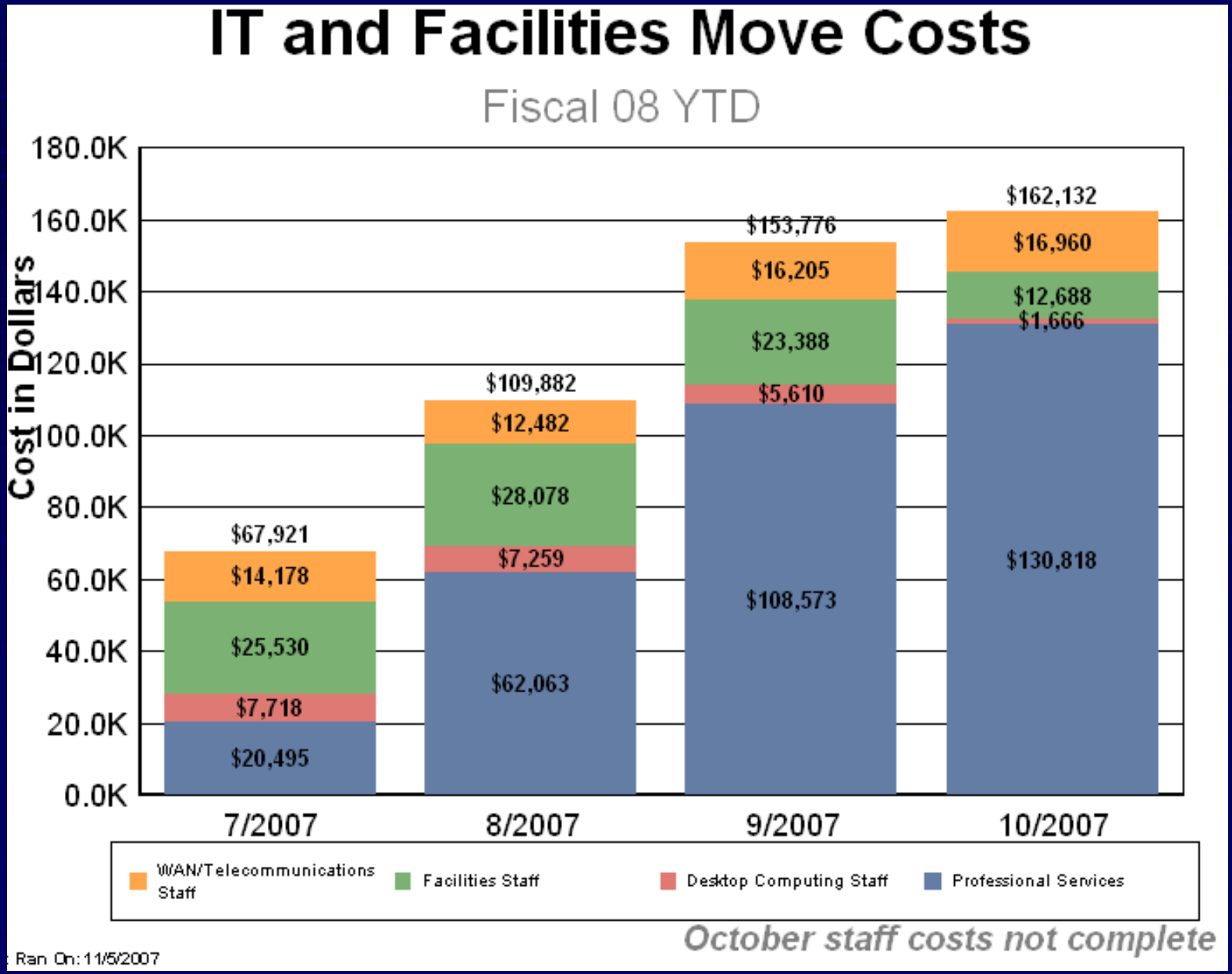
Forum Focus

Moves, Adds, Changes (MACS)

Moves/ Adds/ Changes- MACS

- Source of Issue (DCMStat)
  - Two Teams Reviewed (Facilities & IT)
- Goals (3)
  - Establish meaningful MultStat metrics & reports; Identify opportunities to control MAC costs; Provide recommendations to control MAC demand
- Define MACS
  - Moves: *Activities that support staff relocations; Typically discretionary spending; Often relies on external service providers*

MACS- Costs


IT and Facilities Move Costs
Fiscal 08 YTD
Cost in Dollars
180.0K
160.0K
140.0K
120.0K
100.0K
80.0K
60.0K
40.0K
20.0K
0.0K
$67,921
$14,178
$25,530
$7,718
$20,495
$109,882
$12,482
$28,078
$7,259
$62,063
$153,776
$16,205
$23,388
$5,610
$108,573
$162,132
$16,960
$12,688
$1,666
$130,818
7/2007
8/2007
9/2007
10/2007
WAN/Telecommunications Staff
Facilities Staff
Desktop Computing Staff
Professional Services
October staff costs not complete
Ran On: 11/5/2007

Moves/ Adds/ Changes- MACS

- Define MACS
  - Adds & Changes: *Often not discretionary spending (e.g. New Hire & Termination activities, etc.); Relies less on external service providers*
- Current Situation
  - Past reporting metrics combined Moves, Adds & Changes into one data point (blurs issue)
  - Lack of formal approval process
  - No guidelines defining acceptable business drivers
  - Telecom & Facilities expenses directly billed to customers
    - Desktop move expenses not billed directly, but are in departmental PC rates based on # of desktops. So desktop moves are subsidized at the enterprise level

MACS- Recommendations

- 1. MultStat reports should focus on “moves” (i.e. discretionary spending)
  - better informed Sr. Management and provides opportunity to control discretionary spending
- 2. Institute a MAC approval process
  - Bring higher visibility to managers and level of approval can be defined by MAC size
- 3. Convene cross departmental team to identify the business drivers that create move demand
  - Suggest guidelines governing move requests
- 4. Remove cost of desktop moves from desktop rates
  - Bill customers directly - similar to Telecom and Facilities

Action Items

Review expected items for next time (who, what, when)

MULTSTAT

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Accountability Performance Forum

County Management, Community Services, Library

Next Accountability Forum:	Friday Dec. 14, 9:30-11
Next Safety Forum:	Friday Dec. 21, 9:30-11
Next Basic Needs Forum:	Friday Jan. 4, 9:30-11

By invitation only