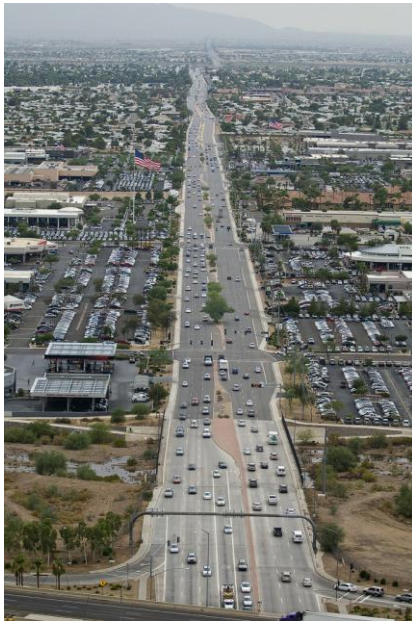


2011 Showcase in Excellence Award Recipient

Maricopa County Department of Transportation “Scoreboard Measurement Process”



Organization Information:

Highest Ranking Official:
David R. Smith, County Manager,
Maricopa County, Arizona

Contact Person:
John Hauskins, Director,
Maricopa County Department of
Transportation
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Type of work:
The main products and services of MCDOT include transportation planning, design, construction, maintenance, operation and traffic management of the transportation infrastructure and system.

Workforce: 400 employees

Testimonial of Value of the Arizona Performance Excellence Award Program

“The Arizona Quality Awards program has assisted us in broadening the communication within our agency and contributed to development of cross-functional effectiveness through enhanced understanding of the processes and requirements of the MCDOT work flow. An ongoing dialogue between work teams has resulted in benefits realized which are: improved performance, shorter delivery times for work products and clarity in expectations for the participants. The 33 measurements include activities in every branch of the agency and they provide continuous feedback as to performance. These scoreboards have contributed to significant improvements across the board.”

John Hauskins, Director, Maricopa County Department of Transportation

Highlights of Organizational Process:

MCDOT is responsible for the planning, design, construction, maintenance, operation and traffic management of the transportation system within the unincorporated portion of the County which comprises approximately 80 percent of the total area of the County, or 7380 square miles out of the total of 9300 square miles. At the same time the organization is also faced with the following challenges:

- Revenue streams are depressed due to the downturn in the economy;
- Regulatory and Federal requirements are more stringent;
- Staff hiring freezes;
- Budgetary constraints are more severe than normal;
- Increases in customer requests for services with higher customer expectations.

Process:

Process Need: The Scoreboard Measurement Process was developed to increase the understanding and commitment of MCDOT employees to the new demands requiring high performance and to be more responsive to these customer needs. Clear goals and on-going results feedback were needed. The process helps to direct focus on the services and products of the different functional and cross-functional areas, and enrich the vertical and horizontal communications and decision making of the department.

The MCDOT management team developed a comprehensive set of scoreboard measures for their functional areas and two overarching measures of customer and employee satisfaction that help the organization to perform even better to meet increasing citizen demand. As the process has evolved, the measurements have evolved with it and have migrated from the initial production oriented measures to more customer service and end result quality measures. It has also resulted in more input from the customers and the employees in terms of performance expectations and results.

The measures are also aligned to the County Managing for Results (MfR) goals and the MCDOT overarching goals.

Key Requirements and Purpose: The primary requirements of the process include:

- Timely reporting of the measurement results – on time monthly reporting and quarterly review;
- Accurate measures and results – correct information provided to improve decision making,
- Usefulness of the measures and results – use of measures leads to dialogue and improvement action;
- Meaningfulness of the measures and results – measures reflect the most important work and overarching goals of the department.

Additional purposes served by the Scoreboard process include: setting direction for the organization, broader communication of results, review targets for improvement, and reward and recognition of employees.

Communication and Feedback: Scheduled meetings take place during which the process and measures are discussed at director, division, branch manager and employee levels. These discussions broaden the overall understanding of employees of the services and products delivered in the different functional areas which support the overall advancement of the organization. Formal feedback is also obtained through surveying of employees and citizen customers, and used in refining the measures and enhancing service to customers.

Benchmarking: To ensure measures are meaningful and continuously challenging the organization, the process also includes benchmarking with agencies, from the southwest region of the United States, which are similar in size and service delivery.

Results:

The process performance results and trends in key measures since the development year of FY2008 are:

- Senior management ratings of the four key requirements, and value of the scoreboard process show a significant improvement;
- Branch managers overall satisfaction of the process increased;
- The first cycle of employee feedback shows that 63% of them have a favorable rating of the process;
- Project delivery, a key measures of performance in the organization, has increased by 42 percent;
- Ratings for bridge sufficiency and pavement condition have improved;
- Trends in the vast majority of the measurement areas have improved;
- MCDOT is seeing increasing satisfaction for both employee and customer satisfaction.