

Enterprise Performance Management: Mission-Driven Government

2022 Washington Lean Conference



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Results
by MassIngenuity®

About the California State Controller's Office

Mission

The SCO ensures the state government's monetary resources are independently accounted for and disbursed according to law in a timely manner.

Vision

The SCO strengthens California's fiscal and economic standing by protecting taxpayer dollars, promoting transparency, modeling financial integrity, and supporting accountability throughout government.

Values

- Responsible Governance
- Integrity
- Customer Service
- Innovation
- Collaboration



About Mass Ingenuity

- Deployed in over 80 state government agencies and 250,000 FTEs (Washington, California, Oregon, Arizona, and Pennsylvania)
- Power up strategy, deploy an effective enterprise performance management system, and connect strategy with day-to-day operations
- Integrate people, process, and technology
- Cloud-based Enterprise Performance Management (EPM) software and consulting services for strategy-to-execution excellence
- Results Software delivers a full EPM platform
- Connects to any information system through its API (application programming interface)
- Integrates with Power BI and Tableau (visual analytics tools)
- Set up in 5 business days with minimal IT resources needed



Session Objectives

- #1 - Describe the value proposition for Enterprise Performance Management in achieving an agency's mission, goals, and objectives while cultivating a results-driven culture.
- #2 - Define the role of key performance measures and why data visualization matters.
- #3 - Describe the executive's role and a roadmap for sponsoring Enterprise Performance Management in government.

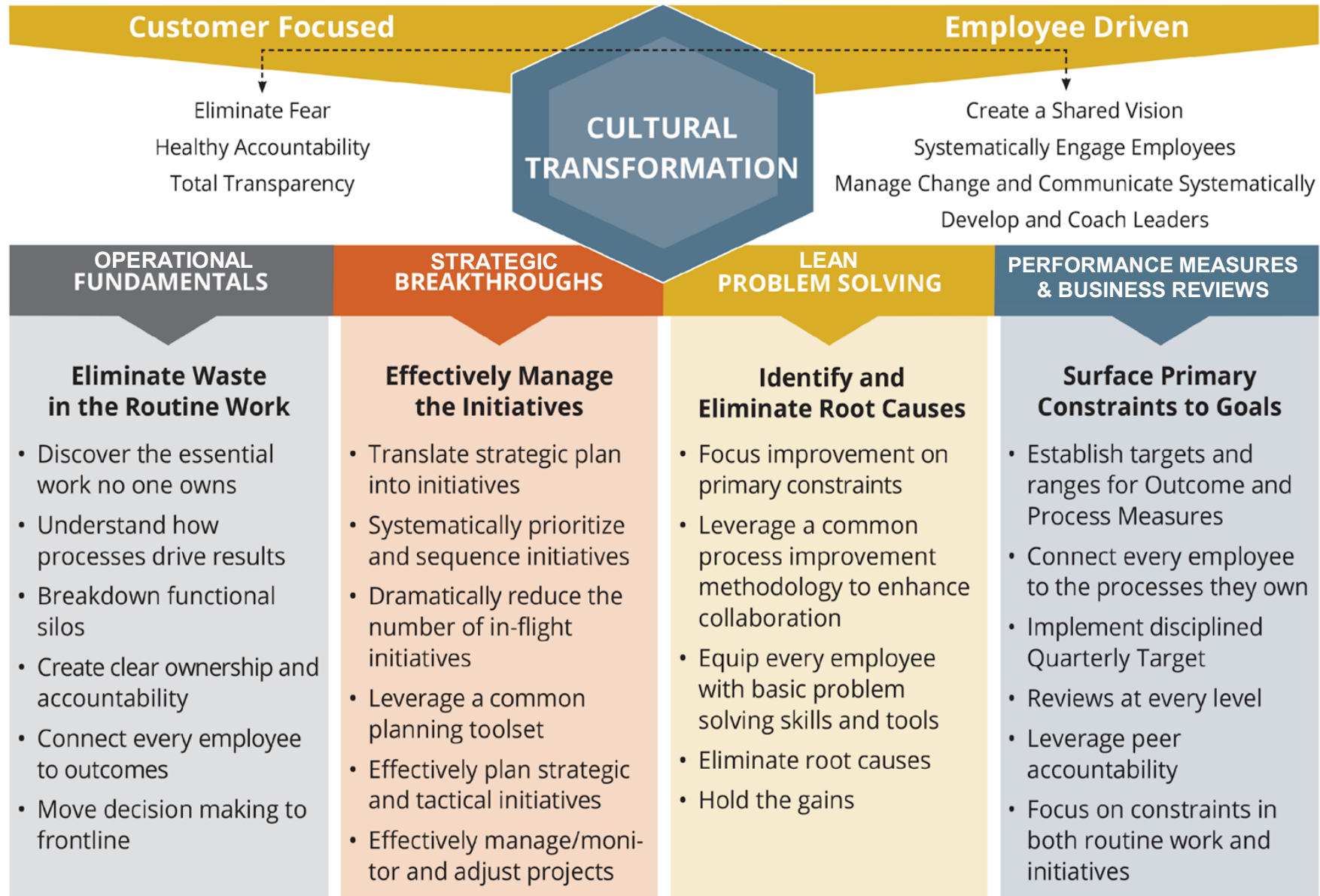


Why Enterprise Performance Management Is Powerful

- **Optimize your agency's mission through the "strategy to execution journey"**
 - By seamlessly providing visibility, transparency, accountability, and management best practices
 - Integration of people, process, and technology
- **People:** Change management, group facilitation, leadership development, coaching, inclusion of multiple stakeholders, and engagement of diverse points of view
- **Process:** Macro- and micro-level process improvement; start at executive level and cascading to frontline processes, including performance measures and measure owners
- **Technology:** Manage and connect with performance data from multiple sources; provide visual analytics and reports; seamlessly connect people and processes



Results Management System™

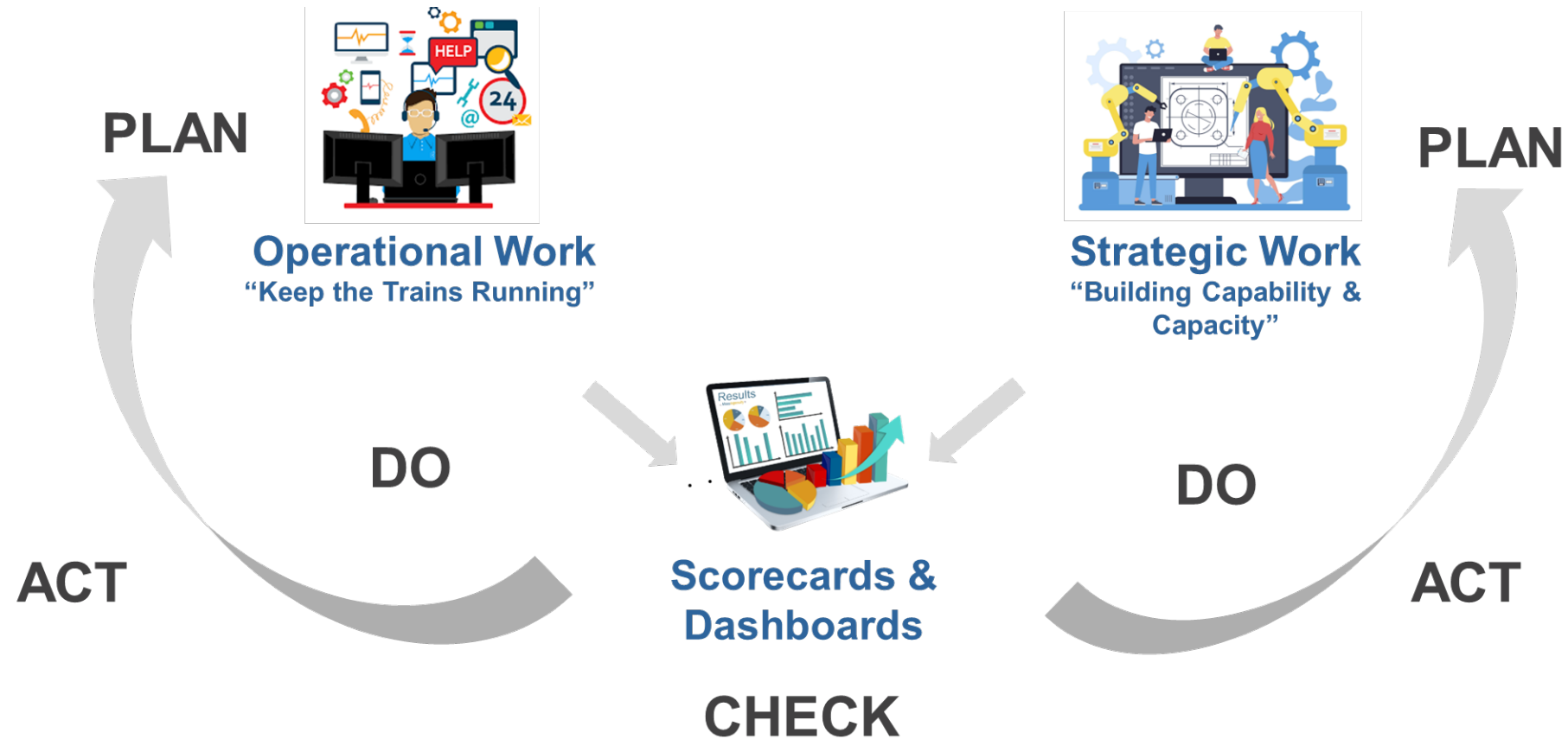


Enterprise Performance Management: Problems It Solves

- **Strategic and operational excellence**
 - Significantly greater visibility and management of initiatives
 - Improved customer and financial outcomes
- **People aligned around what matters most**
 - Greater clarity about roles, ownership, accountability, and inter-agency collaboration
 - Improved resource utilization
 - Increased employee engagement, productivity, and innovation
- **Process waste and cost reductions**
 - Improved customer experience and satisfaction
- **Technology as single source of EPM data**
 - Real-time visibility to enterprise performance measures, data, and visual analytics



The Heartbeat of EPM: Plan – Do – Check – Act



The Why of Our Work

The value of a mission statement is in its importance to serve as the guidepost in achieving something and creating a culture unified by a shared purpose

It is ...

The Why behind what we do

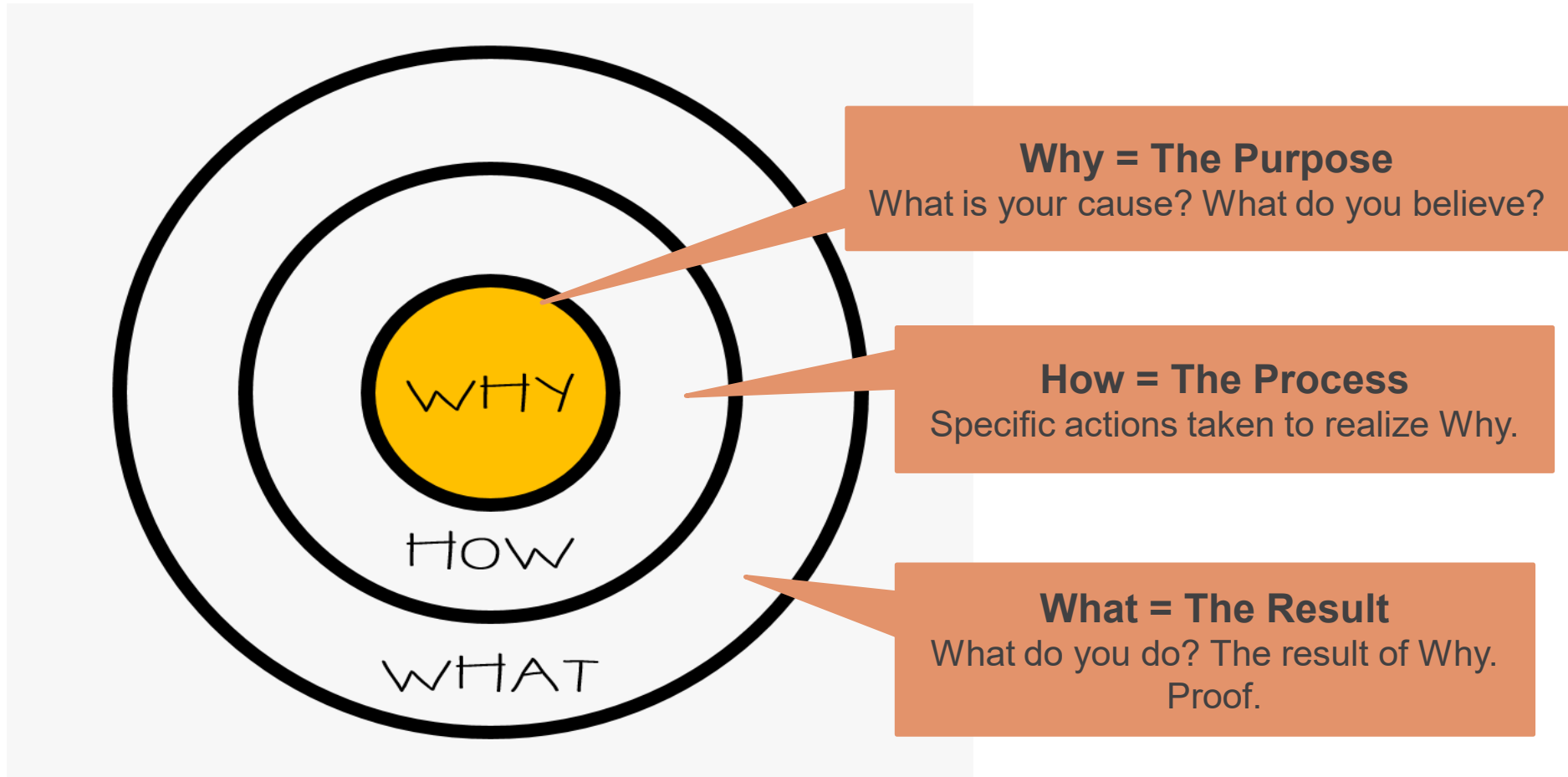
The Purpose of our work

The Measure of our success

...as stewards of the public good!



The Why of Our Work

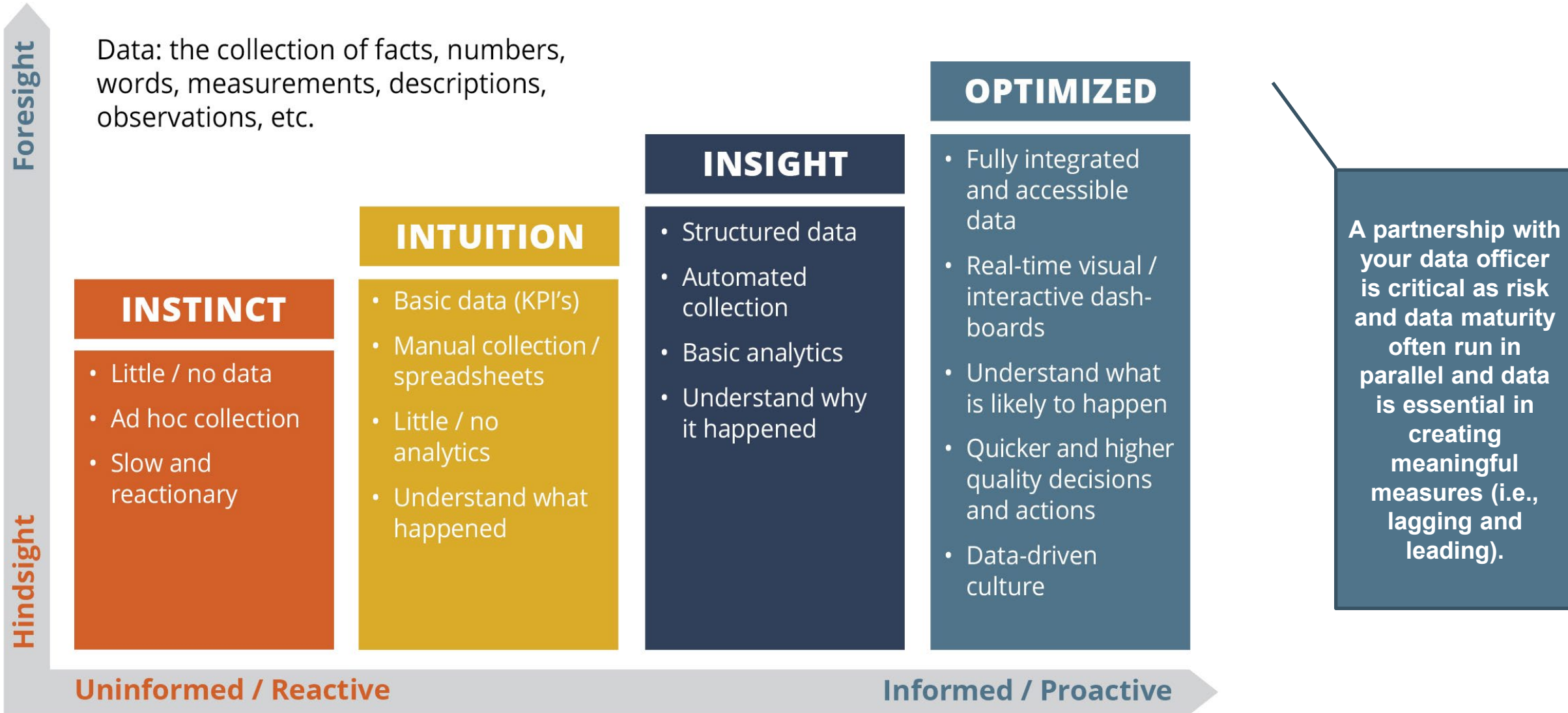


Source: Simon Sinek

Leaders as Champions of Enterprise Performance Management

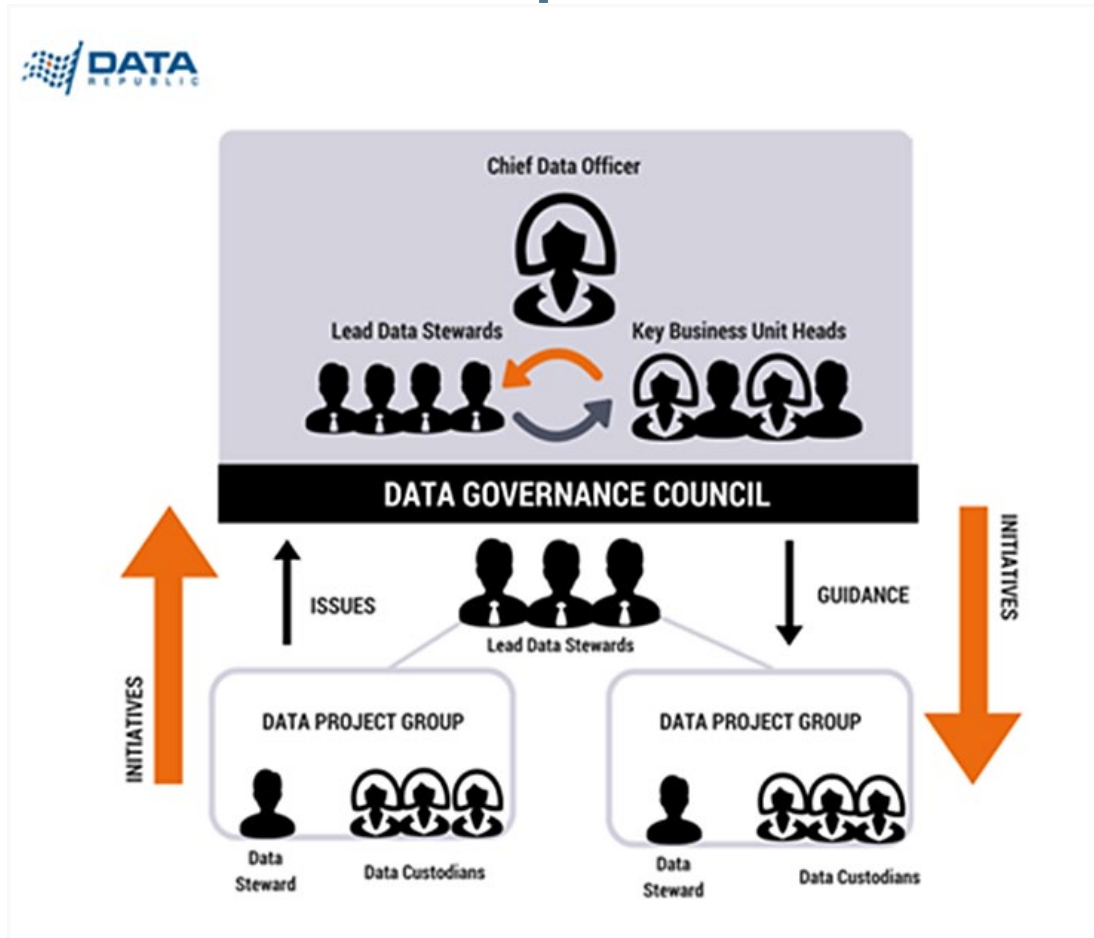


Data Maturity: From Instinct to Optimized



Data Governance, Management and Analytics

Three Specific Functions That Work In Partnership



Governance

- Establishes goals, objectives, policies and procedures to effectively manage data assets

Management

- Actions the policies, procedures to compile and use the data for decision-making

Analytics

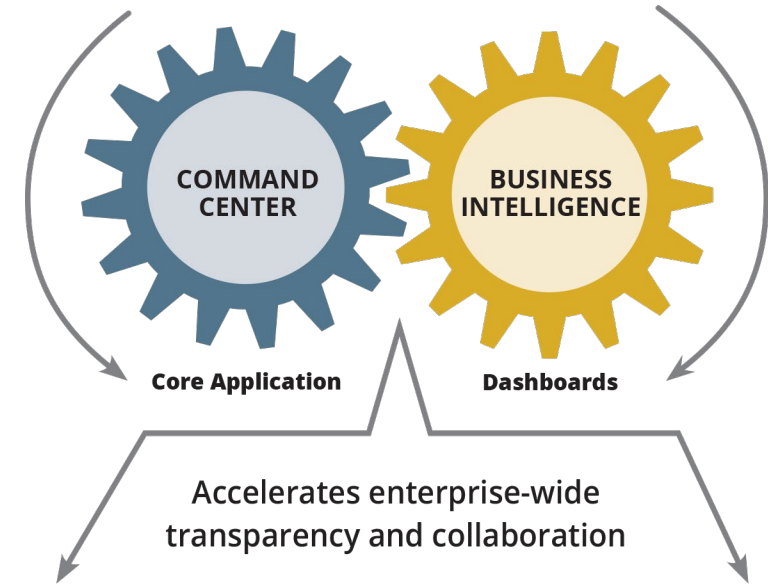
- Tests and validates data sources to ensure accuracy and integrity of data for decision-making

Results Software: Two Key Engines

Easy-to-use tool to manage complex work and data!

Engine #1

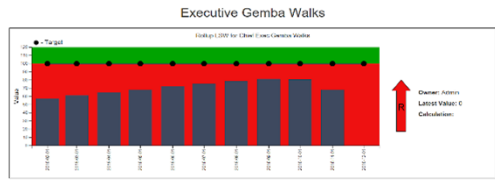
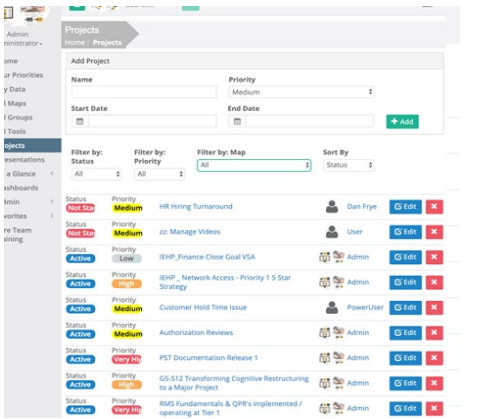
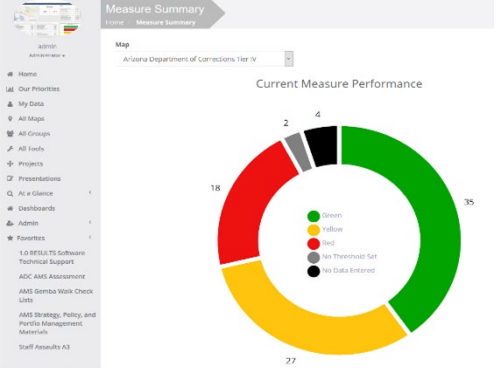
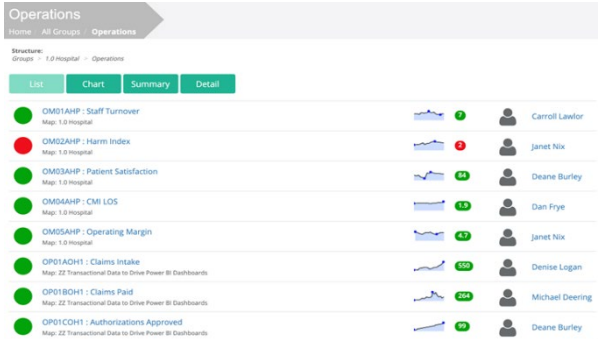
Engine #2



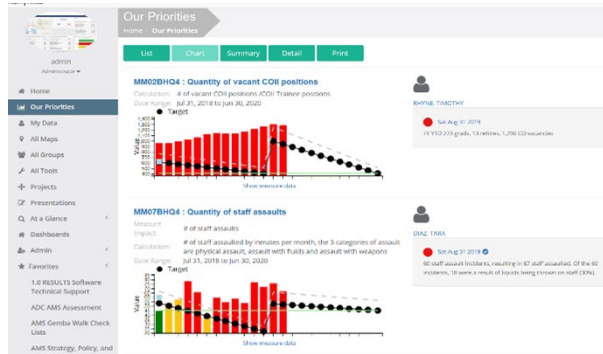
Command Center Engine



COMMAND CENTER DASHBOARDS

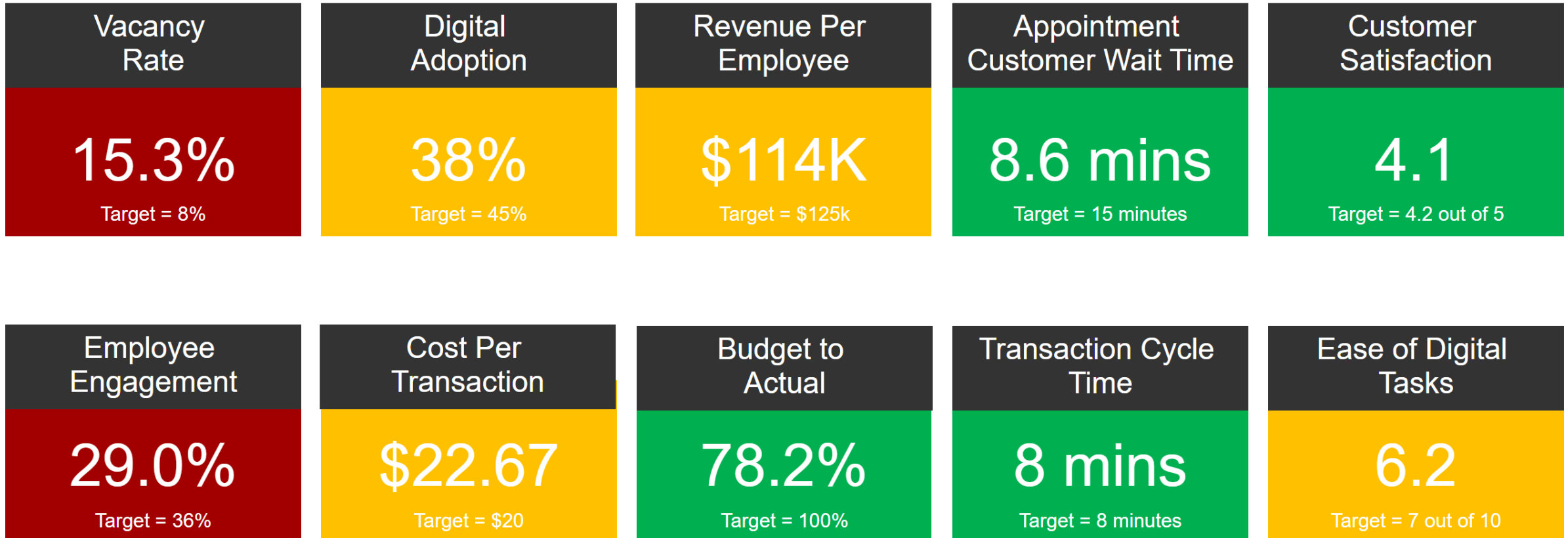


Leader standard work sets the tone for our organization and its performance management behaviors.



Enterprise Level KPI Heat Map

Strategic Plan KPIs



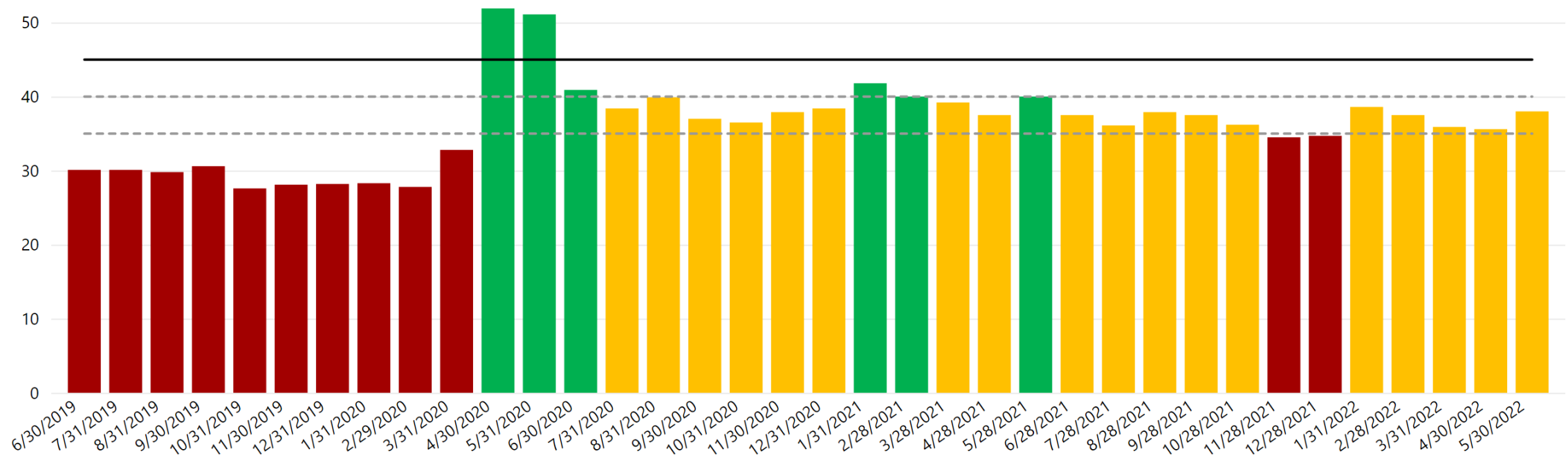
Detailed KPI View

KPI Trends

Digital Adoption

Budget to Actual	Cost Per Transaction	Customer Satisfaction	Customer Wait Time with Appointment	Digital Adoption	Ease of Digital Tasks	Employee Engagement	Revenue Per Employee	Transaction Cycle Time - Field Office	Vacancy Rate
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☐ Toggle to view the data in a table



Legend	Measure Owner	Data Steward	Threshold Type
Target Line ———			GoodHigh
Threshold Line - - - -			

View Measure Description

View Measure Calculation

View All Comments

Enterprise Portfolio Management

Enterprise Project Health

Executive Sponsor

All

Goal Selection:

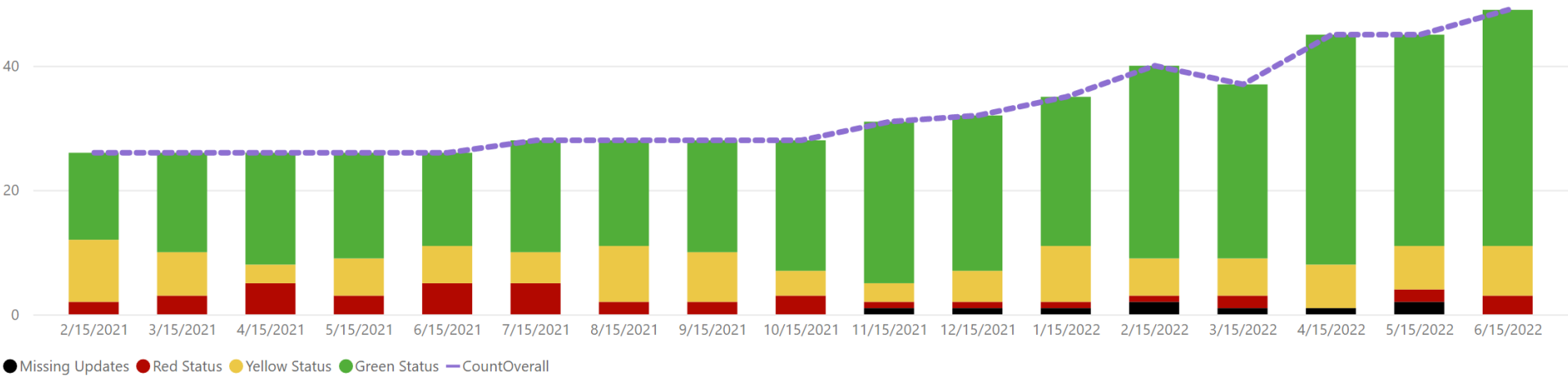
Customers

Digital Services

Operational Efficiency

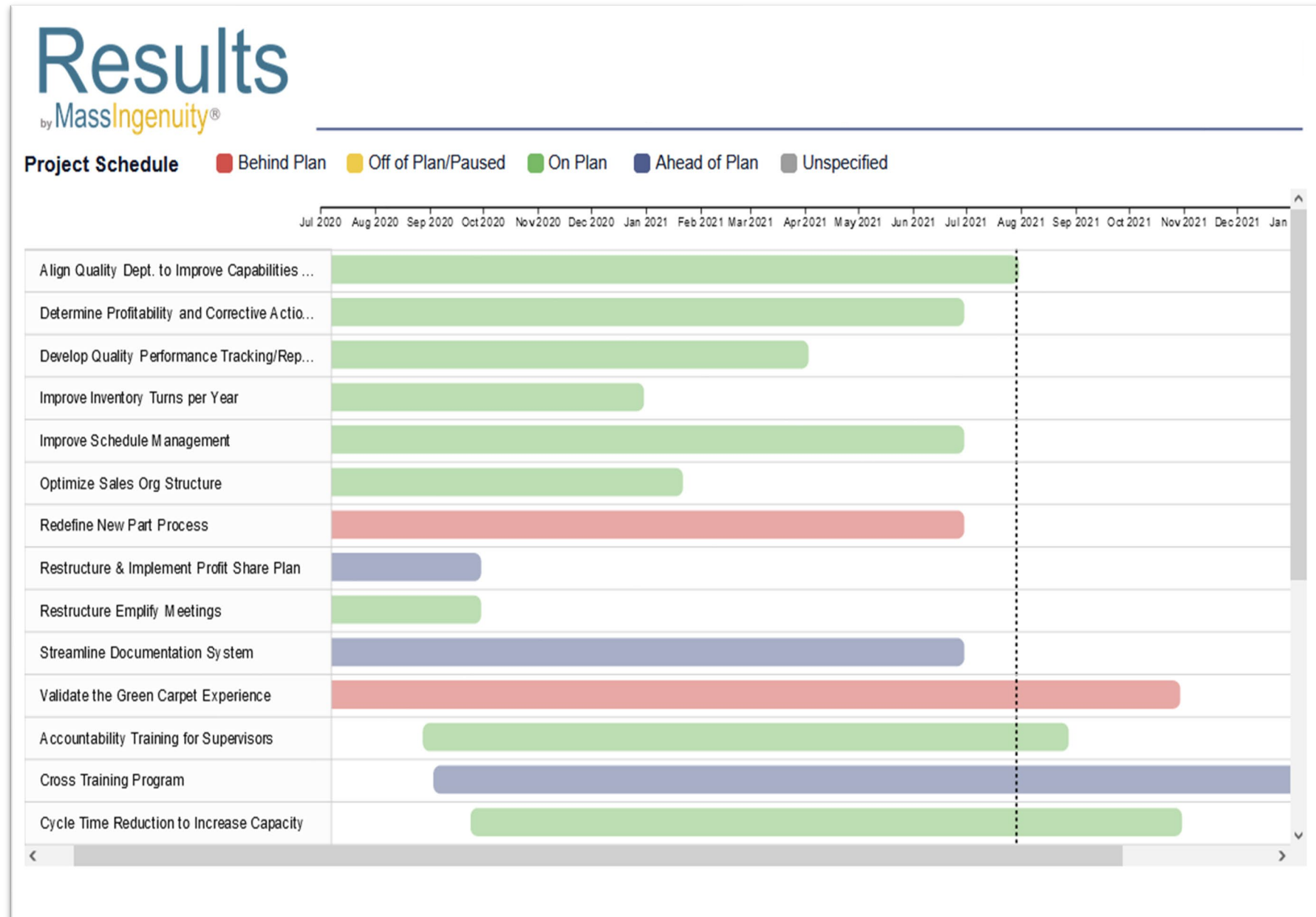
Technology & Data

Workforce



Name	Budget	Overall Health	Schedule	Scope	Staff
70+ RBM and DL410/DL6 Bot in IVR	Green	Yellow	Yellow	Green	Yellow
Agent Credit Card Functionality (IVR/SMS/Email)	Green	Green	Green	Green	Green
AI-based Remote Proctoring Solution	Green	Green	Green	Green	Green
Automate Bank-Issued Checks	Green	Green	Green	Green	Green
Blockchain for Vehicle Titles	Green	Yellow	Green	Yellow	Green
Ceridian Workforce Management	Green	Yellow	Yellow	Green	Green
Clean Air Decals	Green	Green	Green	Green	Green
Comcast SD-WAN Network	Green	Green	Green	Green	Green
Contact Center Systems Integration	Green	Green	Green	Green	Green
Customer Experience/Employee Experience Project	Green	Green	Green	Green	Green
Digital Experience Platform (DDP) Pilot	Green	Green	Green	Green	Green

Improvement Project Timeline



Commercial Top Level KPI Heat Map

Results
by MassIngenuity®

DCS YTD (% of Sales)

14.99%

Revenue YTD vs
Budget (% of Budget)

108.03%

GM\$ YTD vs Budget (%
of Budget)

107.29%

EBITDA YTD vs Budget
(% of Budget)

123.19%

Opportunity Pipeline (\$)

27.78M

Dollars Excess
Inventory (% of Total)

22.16%

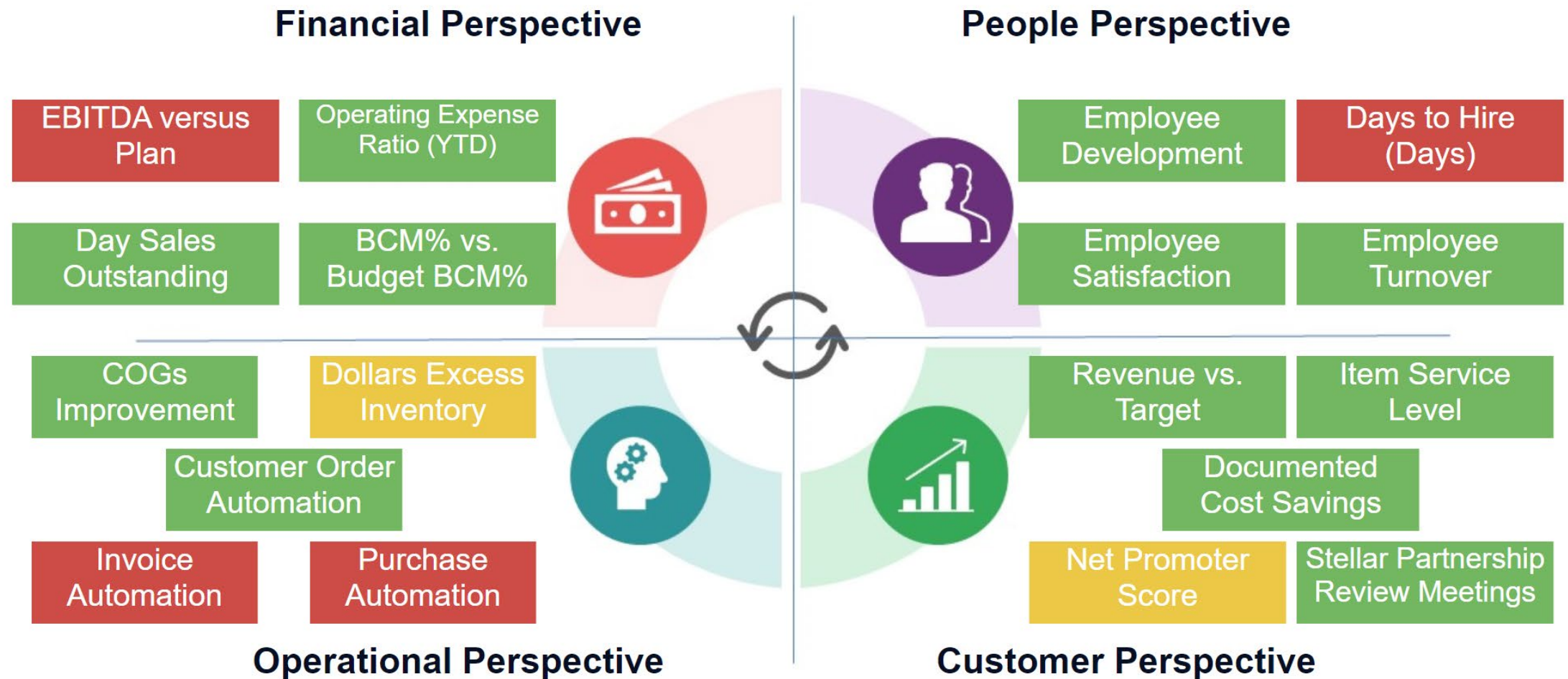
Automated Order Lines
YTD (% of Lines)

73.22%

OpEx YTD vs Budget
(% of Budget)

102.22%

Balanced Scorecard View of KPIs



Sample Financial Summary

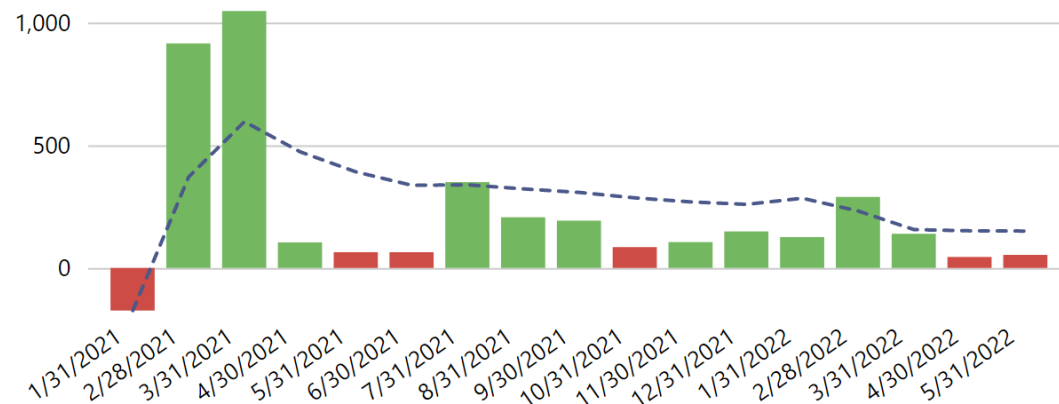
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7/15/2020

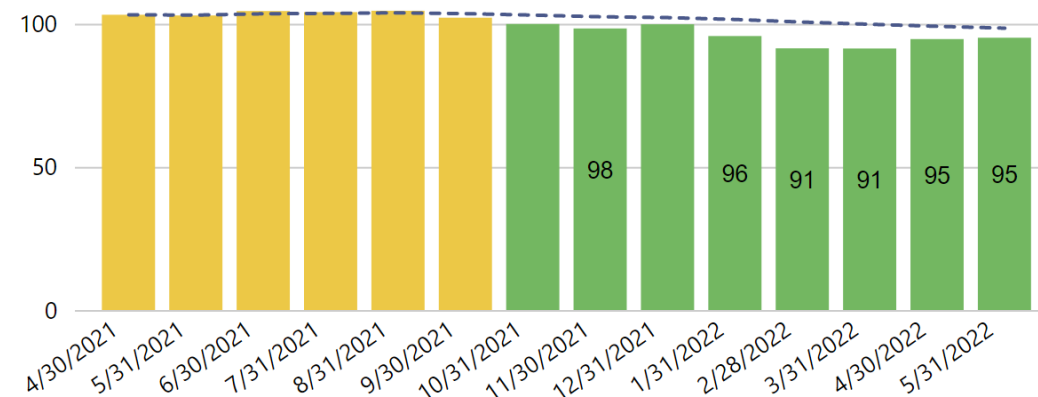
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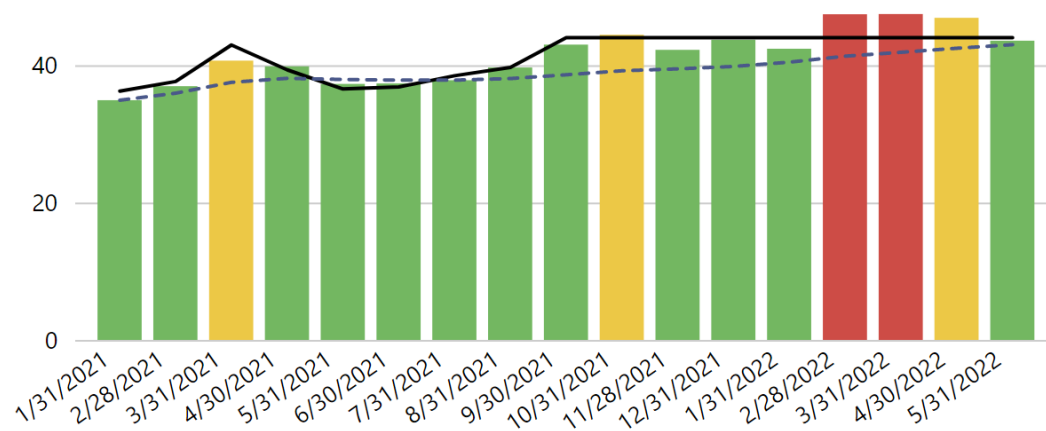
EBITDA vs. Plan



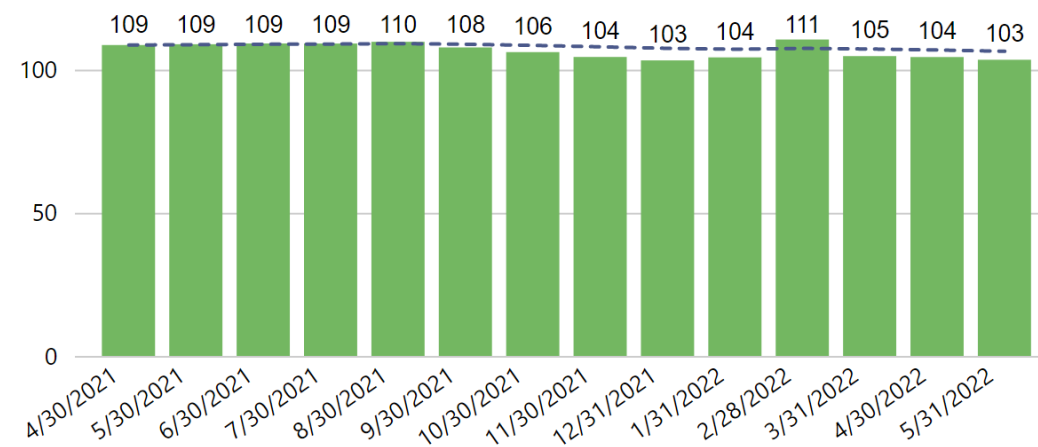
Operating Expense Ratio



Days Sales Outstanding



BCM% vs. Budget BCM%



Executive Sponsorship of Enterprise Performance Management

Executive sponsor's role is the full integration of people, process, and technology

- **People:** Change management, group facilitation, leadership development, coaching, inclusion of multiple stakeholders, and engagement of diverse points of view
- **Process:** Macro- and micro-level process improvement; start at executive level and cascade to frontline processes, including performance measures and measure owners
- **Technology:** Manage and connect with performance data from multiple sources; provide visual analytics and reports; seamlessly connect people and processes



Executive Sponsorship of Enterprise Performance Management

- Advocates for operational and strategic excellence
- Sponsors change initiatives effectively by clearly articulating what is changing, why the change is important, and how the change benefits the organization
- Remains actively and visibly engaged throughout the change process, regularly communicates directly with staff regarding progress, and shows authentic enthusiasm for the change
- Fosters employee engagement with a clear line-of-sight connection to the organization's vision and mission
- Assesses and accurately reports on current performance data on a regular basis, especially the process and outcome measures they own



Executive Sponsorship, cont.

- Incorporates data into regular 1:1 meetings with managers/supervisors; holds direct reports accountable for high performance
- Demonstrates best practices for managing the “strategy to execution” journey
- Models exemplary behavior in treating others with respect
- Shares difficult messages in a way that minimizes negativity, without diluting the seriousness or implications of the message



Achieving Mission Driven Government

1. Focus your Enterprise Performance Management on achieving an agency's mission, goals, and objectives while cultivating a results-driven culture.
2. Establish key performance measures and powerful data governance, management, and analytics.
3. Describe the executive's role and a roadmap for sponsoring Enterprise Performance Management in government.





Get more information on Results now

www.massingenuity.com



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