

The Courage to Change: A vision for Uncompromising Service and Performance



The Journey . . .

- Vision
- Strategy
- Culture
- Human Resources



Share the Vision: The policy makers perspective

Better Service



Lower Cost



Develop the Strategy

1. Service Excellence
2. Operational Excellence
3. Product Excellence



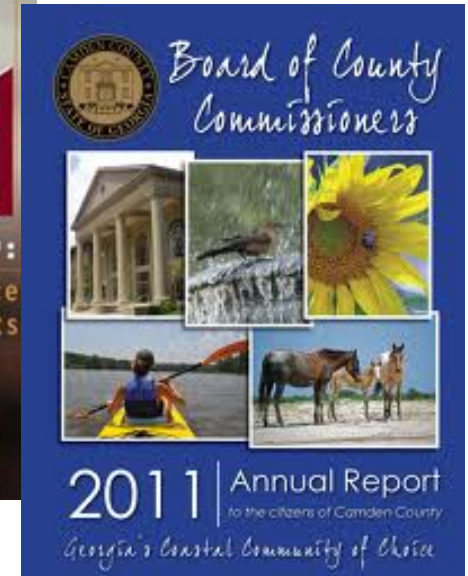
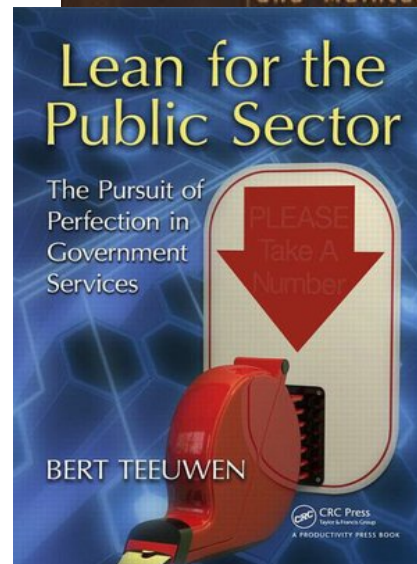
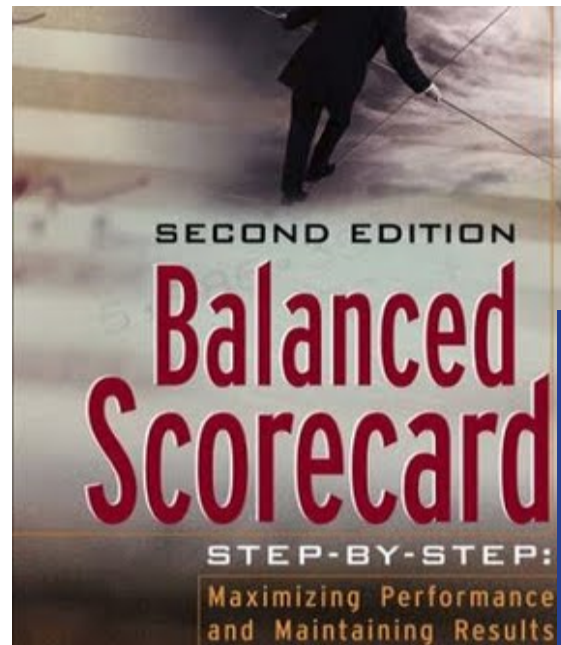
Excellence.

Care more than others think is wise;
Risk more than others think is safe;
Dream more than others think is practical;
Expect more than others think is possible.

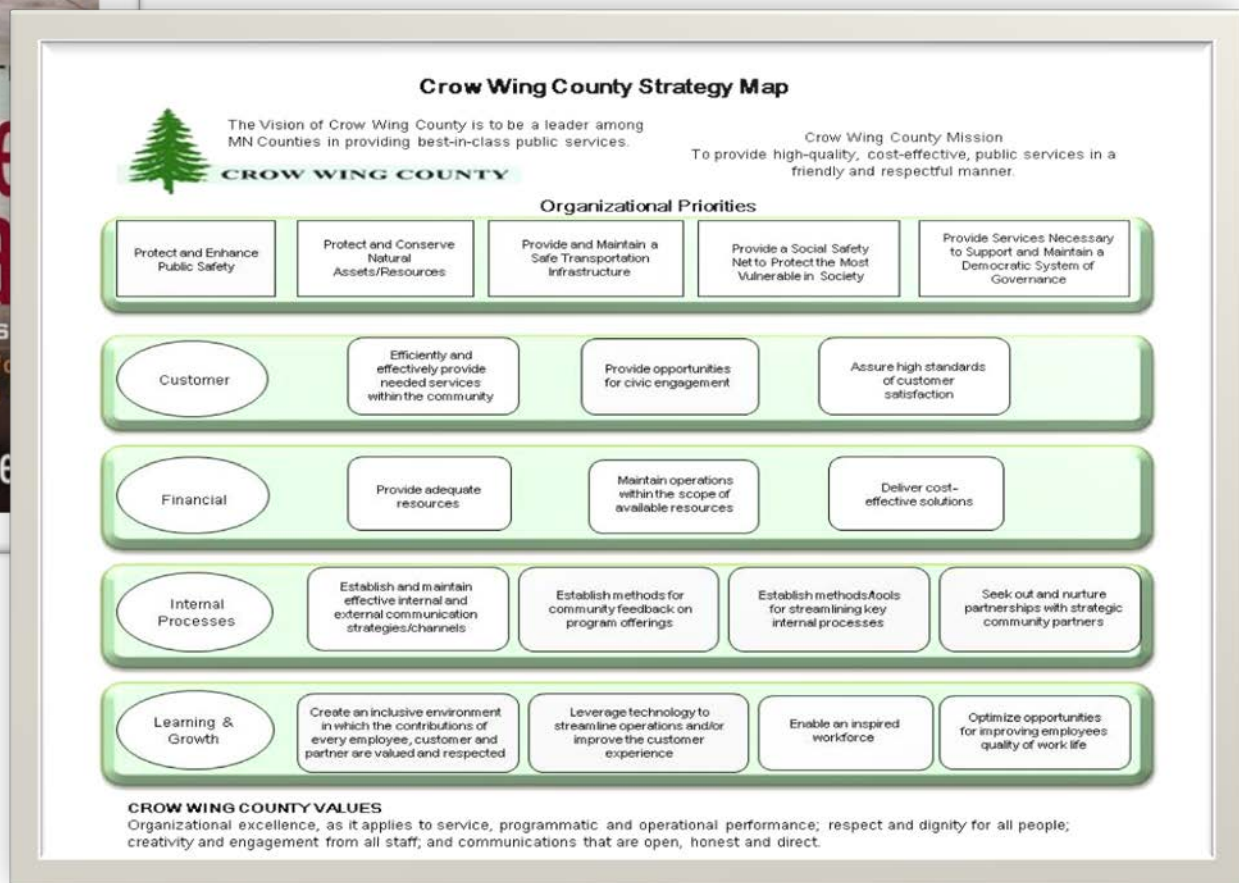
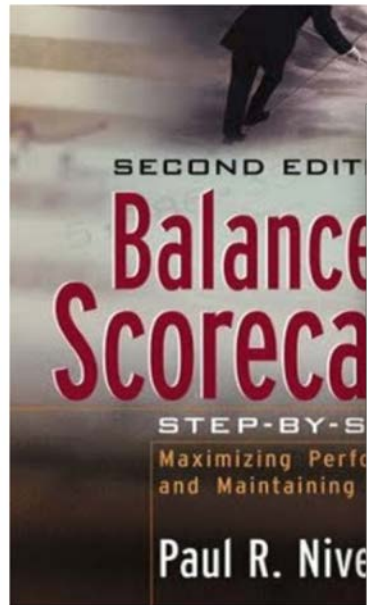


Add Performance Tools

- Balanced Scorecard
- Lean
- Annual Report



Build Your Strategy Map



COMMUNITY SERVICES INQUIRIES AT ALL RECEPTION DESKS

Desk Inquiries 2012 - weekly									
Weekly Data	Social Service	IMU	Child Support	Vets	Health - WIC, Imm. Clinics	RSVP	Customer Service Desk	TOTAL in-person assists per week	% change
5-14 thru 5-18	180	438	93	80	151	19	293	1254	-7%
5-21 thru 5-25	168	398	81	63	158	24	255	1147	-9%
5-28 thru 6-1	170	430	83	66	58	21	232	1060	-8%
6-4 thru 6-8	173	347	104	84	115	33	263	1119	6%
% change from previous week	2%	-19%	25%	27%	98%	57%	13%	6%	
M-t-d total	173	347	104	84	115	33	263	1119	
% per Division	15%	31%	9%	8%	10%	3%	24%		

Customer Service Desk Recap			
Total	Customer Serviced	Redirected to another Div. or Dept.	Ratio of customers stopping once
293	260	33	89%
286	255	31	89%
252	232	20	92%
311	263	48	85%

Desk Inquiries 2012 - monthly									
Monthly Data	Social Service	IMU	Child Support	Vets	Health	RSVP	Customer Service Desk	TOTAL in-person assists per week	% change
April	844	1823	360	206	854	60	1085	5232	
May	916	2252	424	360	589	107	1473	6121	17%
% change from previous month	9%	24%	18%	75%	-31%	78%	36%	17%	
Y-t-d total	1760	4075	784	566	1443	167	2558	11353	
% per Division	16%	36%	7%	5%	13%	1%	23%		

Desk Inquires - yearly			
Desk	# of	Desk	%
2012	Inquiries	2013	change
Jan	**		
Feb	**		
Mar	**		
Apr	5232		
May	6121		

** no data

Analyze Your Metrics

CURRENT WEEK PERMIT STATISTICS - Week Ending 6-15-12

PERMITS ISSUED		01/01/12	01/01/11
	CURRENT WEEK	thru	thru
Week	6-11 thru 6-15	06/15/12	06/15/11
Total Permits Issued	31	353	268
PERMIT TYPE	Current Week	2012 YTD	2011 YTD
New Construction(Dwlg)	3	59	47
Septic - New	7	68	66
Septic Upgrades	5	25	24
Sheds	6	108	141
Additions	11	85	56
Decks	3	78	123
Misc.	2	46	63
Shoreland Alteration	9	60	25
E911 Addresses	7	95	59
PERMIT PROPERTY LOCATION	Current Week	YTD 2012	YTD 2011
Riparian	21	232	183
Non-Riparian	10	121	85
STORMWATER DATA	Current Week	YTD 2012	YTD 2011
BMP's	11	171	63
Stormwater/SAIF Plans	10	85	25
Shoreland Buffer	0	5	8
Public Hearings Requiring Plan	0	20*****	43*****
CALLS FOR SERVICE	Current Week		YTD 2011
Total	14	116	99
Riparian	11	97	74
Non-Riparian	3	19	25

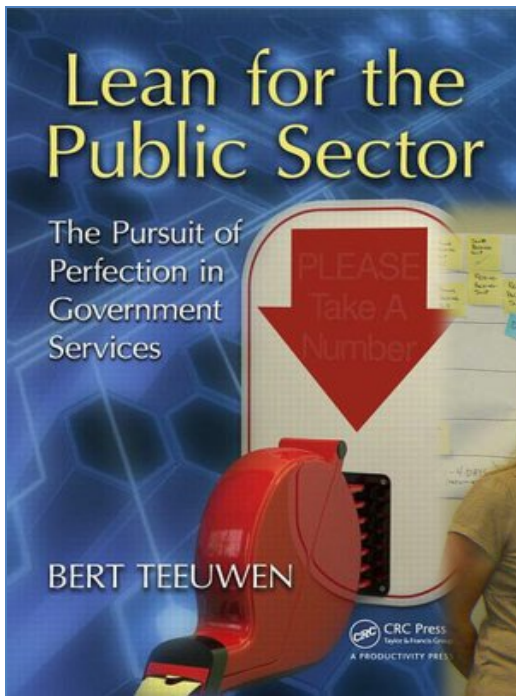
* = Month to date
 ** = Year to Date
 *** = No Data Available
 **** = for Entire 2011

Number of Permits Issued			
Year to Date Comparison			
Thru	2012	2011	% Change
June 15	353	268	+32%

Analyze Your Metrics

*****thru May, 2012

Transform Through Lean



Engage Your Customer



1. During construction, traffic control was adequate and I felt I could safely travel through the construction zone.

Agree Disagree Not applicable
2. If I had any interaction with county or contractor staff, they were polite and professional.

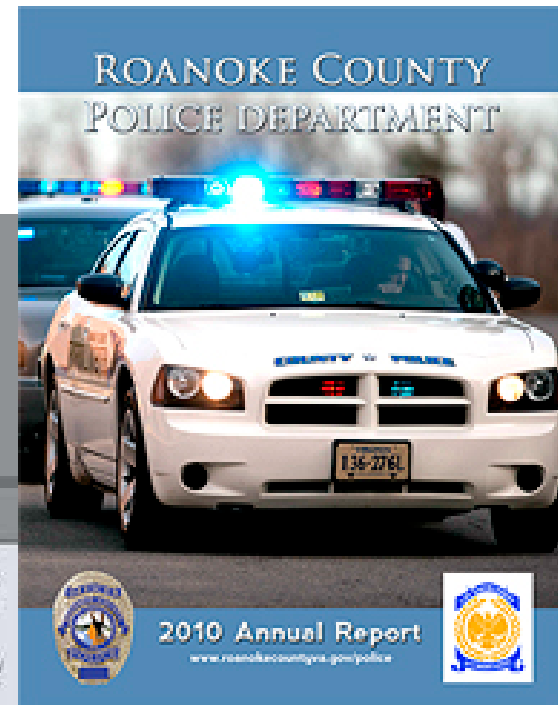
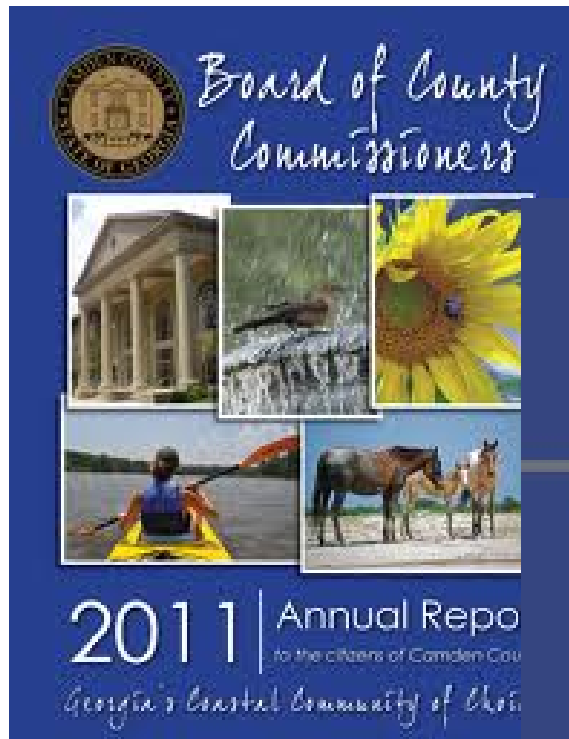
Agree Disagree Not applicable
3. The project was a good investment and improvement that was needed, and the finished roadway is a quality product.

Agree Disagree Not applicable
4. Whether during construction or after, my overall experience has been satisfactory.

Agree Disagree Not applicable

Additional Comments:

Market Your Performance



Define Your Culture



What does it mean to have a performance culture at CWC?



Teamwork

Work performed
combined effort to provide
organized cooperation
working together or
to achieve better results



Engaged Employees



Q¹² employee engagement items

Ranked by level of agreement among respondents worldwide

I know what is expected of me at work.

I have the materials and equipment I need to do my work right.

At work, I have the opportunity to do what I do best every day.

My associates or fellow employees are committed to doing quality work.

The mission or purpose of my company makes me feel my job is important.

I have a best friend at work.

At work, my opinions seem to count.

My supervisor, or someone at work, seems to care about me as a person.

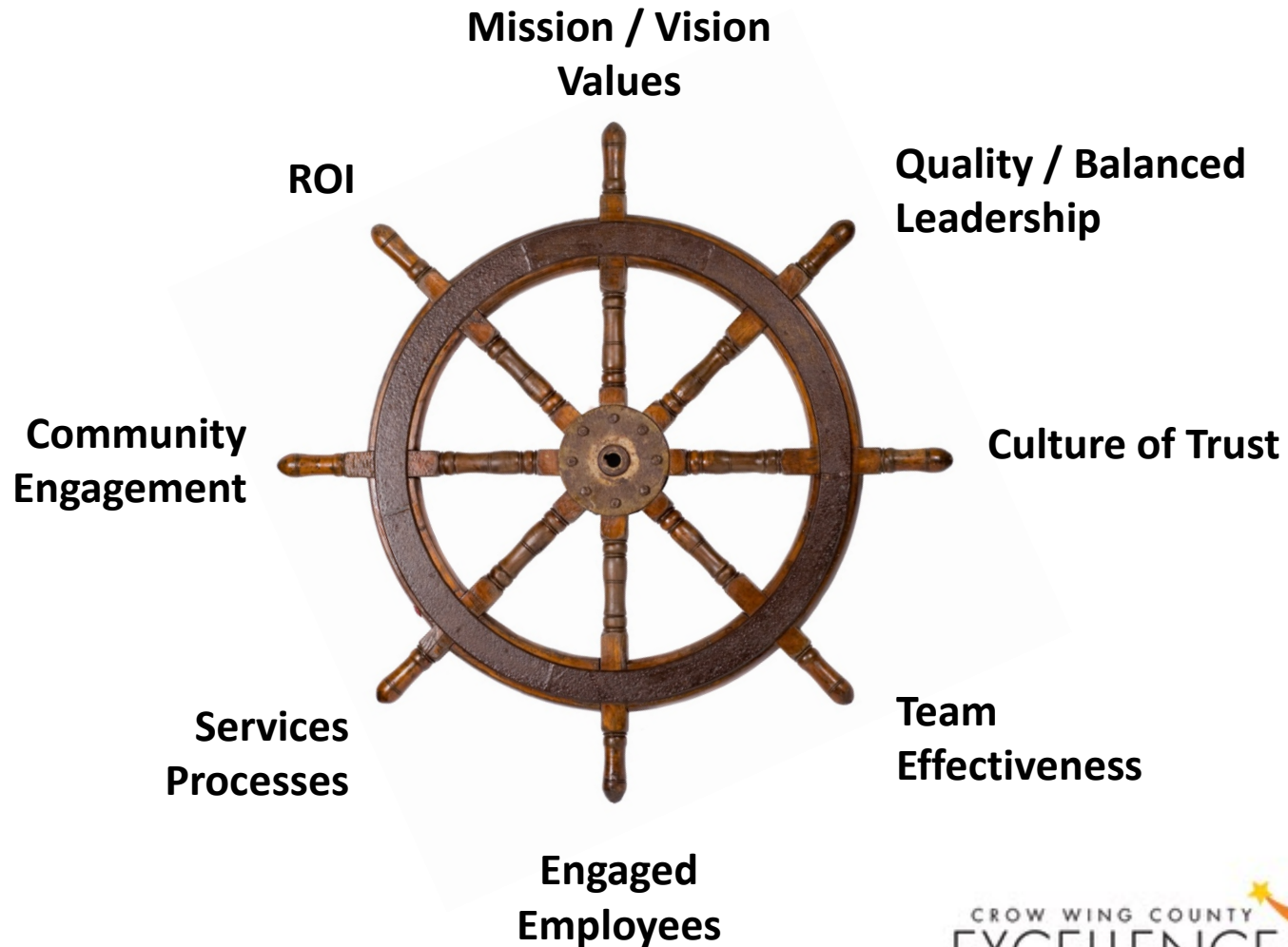
There is someone at work who encourages my development.

This last year, I have had opportunities at work to learn and grow.

In the last seven days, I have received recognition or praise for doing good work.

In the last six months, someone at work has talked to me about my progress.

Getting There: The Service Value Wheel



Alignment: The Performance Pyramid



Human Resource Strategy

Strategically
Aligned

Market
Competitive

Performance
Driven



Strategically Aligned

- Quality Balanced Leadership
- Engaged Employees
- Customer Centric
- Market Competitive



Taking the
government out
of government.



CROW WING COUNTY COMMUNITY SERVICES

CROW WING COUNTY
EXCELLENCE
By you. For you.





Fiery Red



Sunshine Yellow



Earth Green



Cool Blue

Appears	Businesslike Functional	Informal Outgoing	Casual Conforming	Formal Conservative
Primary Focus	Results	Interaction	Maintaining Harmony	Problem Solving
Wants to be	In control	Admired	Liked	Correct
Likes you to be	Brief	Engaging	Pleasant	Precise
Fears	Losing control	Disapproval	Confrontation	Embarrassment
Can be irritated by	Inefficiency Indecision	Rules Routine	Insensitivity Impatience	Unpredictability Carelessness
Under pressure may	Dictate	Dramatise/ over-react	Feel over- burdened	Withdraw
Decisions are	Pragmatic	Spontaneous	Considered	Logical and deliberate

Quality Balanced Leadership

• *Understanding Self and Others*

• *Employee Engagement*

• *Performance Measures*

• *Competencies*

• *Performance Planning*

• *Performance Management*

Engaged Employees

All-Staff
Meetings

Surveys

Score Cards

Lean

Performance
Plans

DRIVE

Recognition



Customer Centric

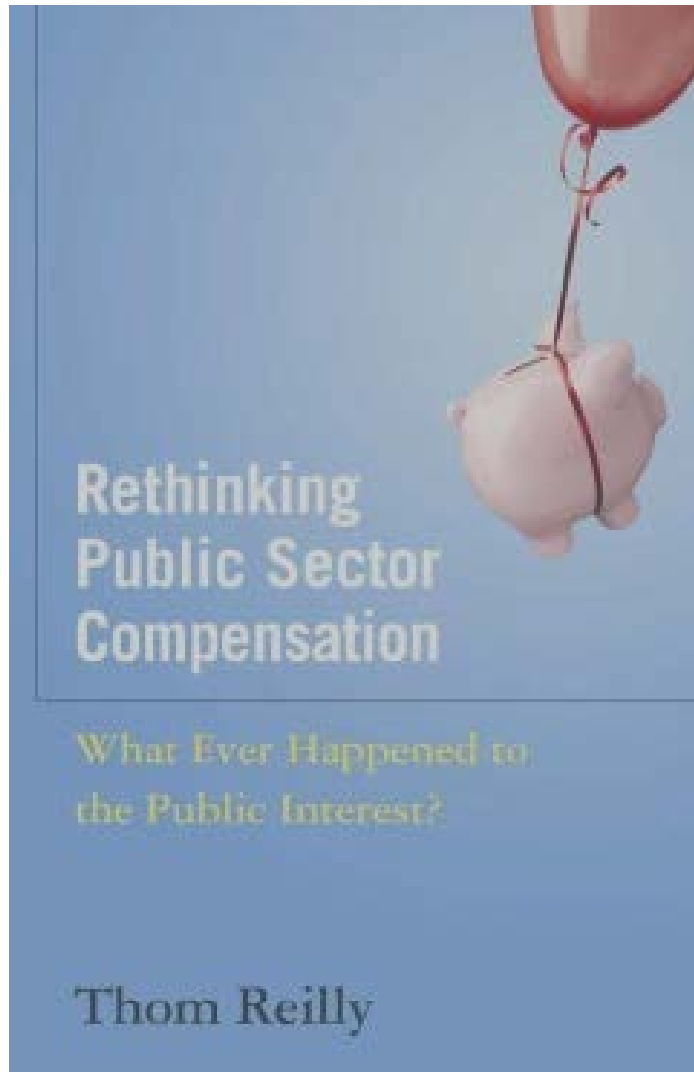
Customer
Service
Stories

Customer
Service
Scorecard

Customer
Service
Competency



Market Competitive Wages



SurveyNavigator™
Salaries and Benefits on the Web

Managed & Powered By
 **THE WATERS
CONSULTING
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Compensation costs for state and local government workers increased 1.5 percent for the 12-month period ending March 2012.

HR Strategy:

Market Competitive Wages



Performance
Driven

Performance Based Pay

2013

	MIN- 1/4	1/4- MID	MID- 3/4	3/4- MAX
PERFORMANCE				
Exceptional	6.50%	6.00%	5.50%	5.00%
Exceeds	5.00%	4.50%	4.00%	3.50%
Achieves	3.50%	3.00%	2.50%	2.00%
Learner or Corrective Action	0.00%	0.00%	0.00%	0.00%

100	130	185
1/4- MID	MID- 3/4	3/4- MAX

415

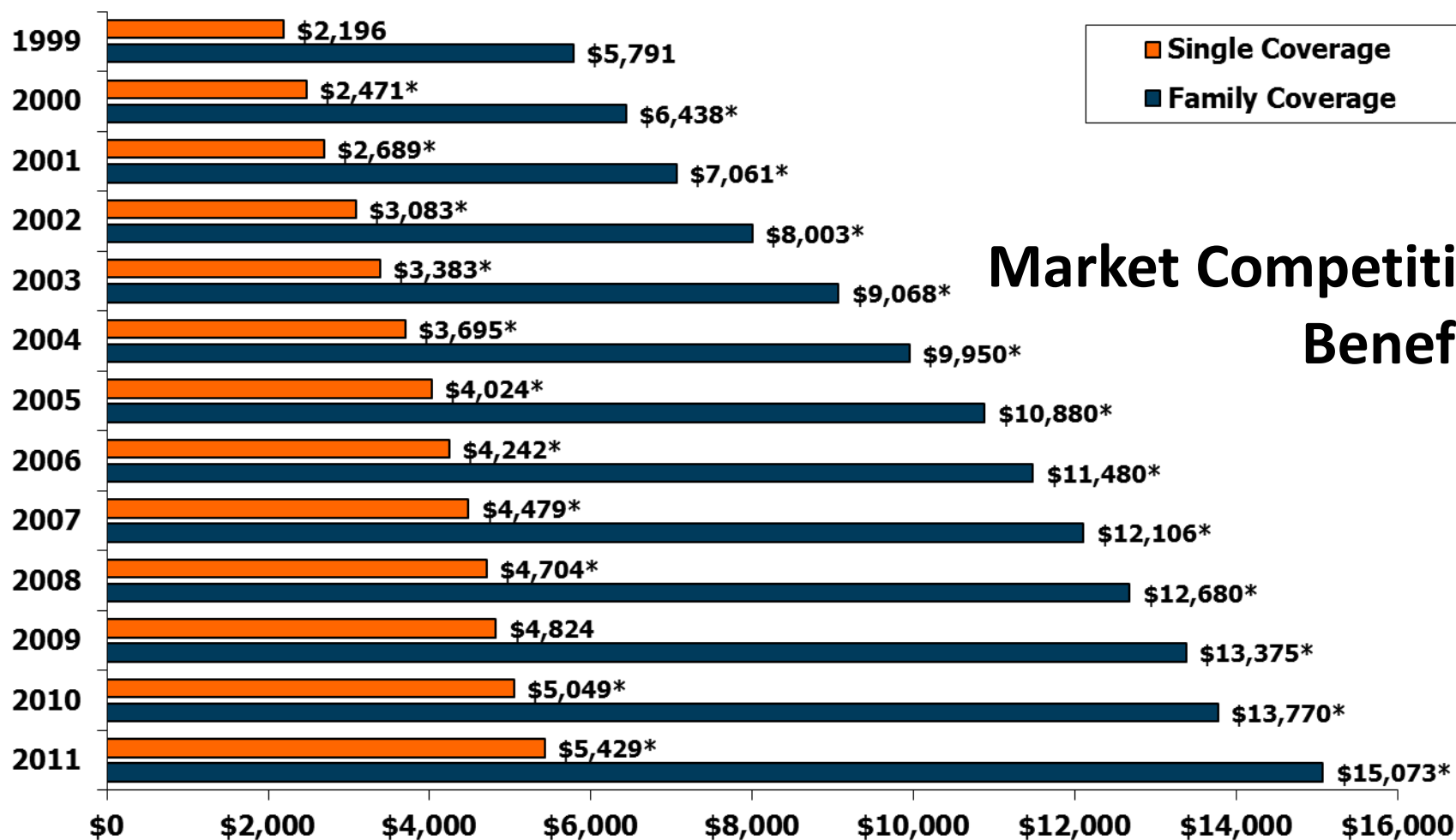
5%
20%
70%
5%

WAGE INCREASE
WEIGHTED AVE.

2.73%

100% total needs to equal 100%

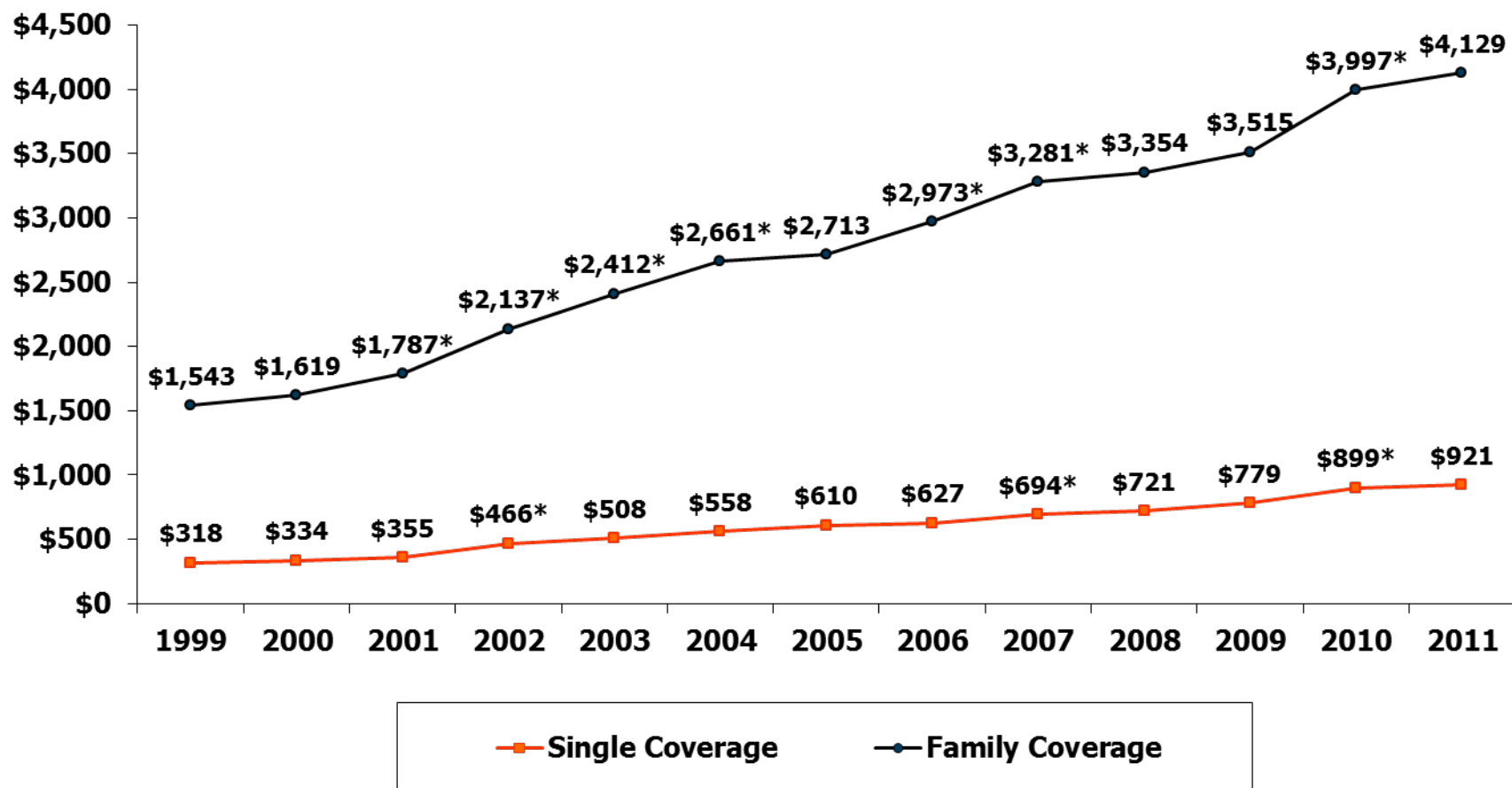
Average Annual Premiums for Single and Family Coverage, 1999-2011



* Estimate is statistically different from estimate for the previous year shown ($p < .05$).

Source: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 1999-2011.


Average Annual Worker Premium Contributions Paid by Covered Workers for Single and Family Coverage, 1999-2011



*Estimate is statistically different from estimate for the previous year shown ($p < .05$).

Source: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 1999-2011.

HR Strategy: Market Competitive Wages

- 
- PAY STRUCTURE
 - ELIMINATE STEPS
 - ELIMINATE COLAS
 - IMPLEMENT PAY FOR PERFORMANCE
 - REDUCE MINIMUM PAY RATES
 - INCREASE MAXIMUM PAY RATES
 - ADDRESS LONGEVITY PAY

How Much by When?

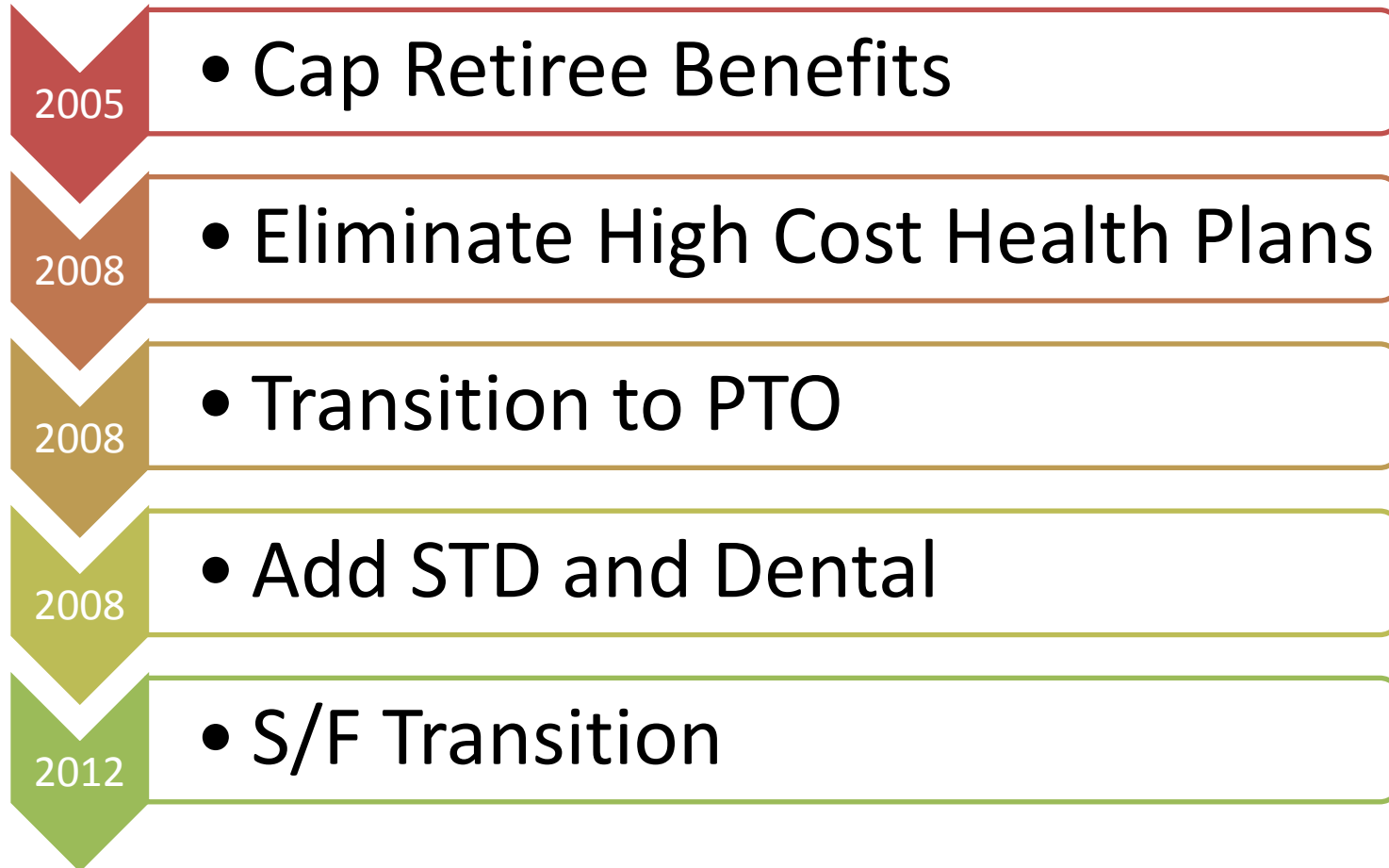
HR Strategy: Market Competitive Benefits

– Benefit Programs

- Vacation/Sick Leave
- Health / Dental
- Retiree Benefits
- Life Insurance
- Disability Insurance
- Tuition Reimbursement



Market Based Pay and Benefits



Performance and Productivity

2009

- Service Integration

2010

- Balanced Scorecard

2011

- Lean Process

2011

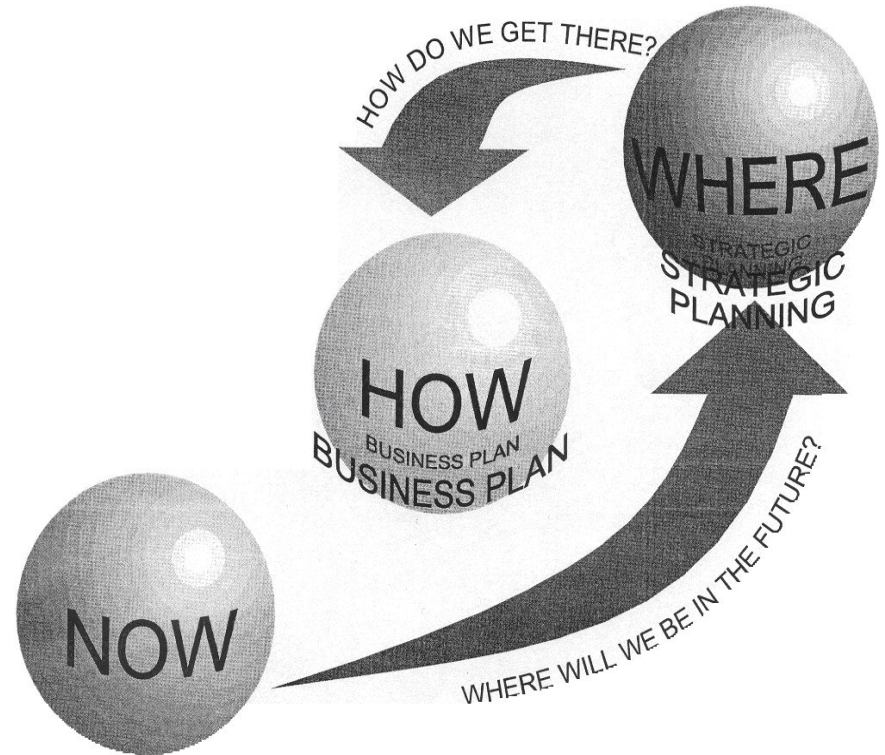
- Employee Development

2012

- Performance Based pay

Getting There

- The Negotiating Team
- Contract Review
- Market Data
- Board Engagement

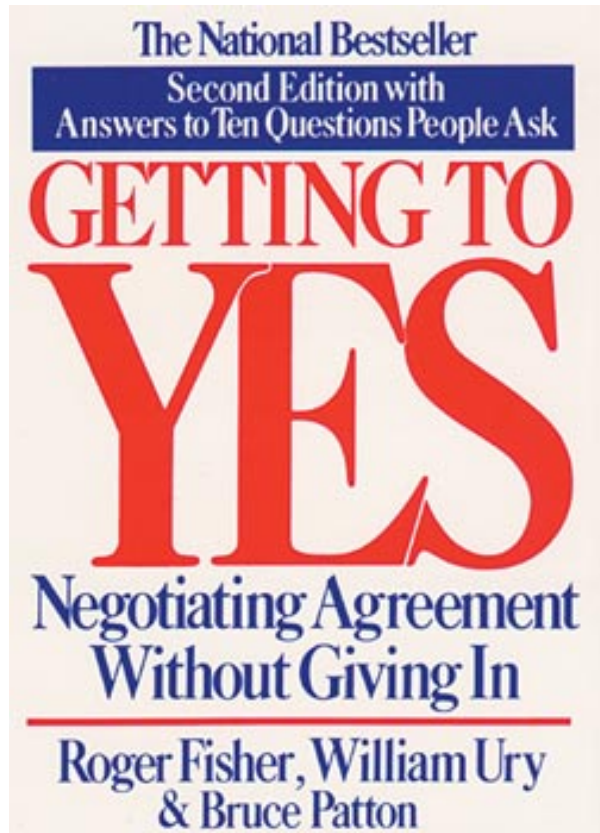


Getting There

- Proposal Development
- Communication Strategy
- Contingency Planning



Negotiating the Agreement



- Key message
- Priorities
- Mediator

Total Rewards: more to come

- Recognition
 - Performance Based Pay
 - Service Awards
 - Excellence Awards
- Work-Life Programs
 - DRIVE



Closing Thoughts

- Get the Right People on the Bus
- Confront the Brutal Facts
- Be Disciplined
- Be Courageous
- Expect Greatness
- Reward Results



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