



# Person entered

## Performance Management

ClearPoint Strategy Summit  
June 5, 2019



## Performance Management

- What it is
- Why it matters
- What's in it for you
- How to shift

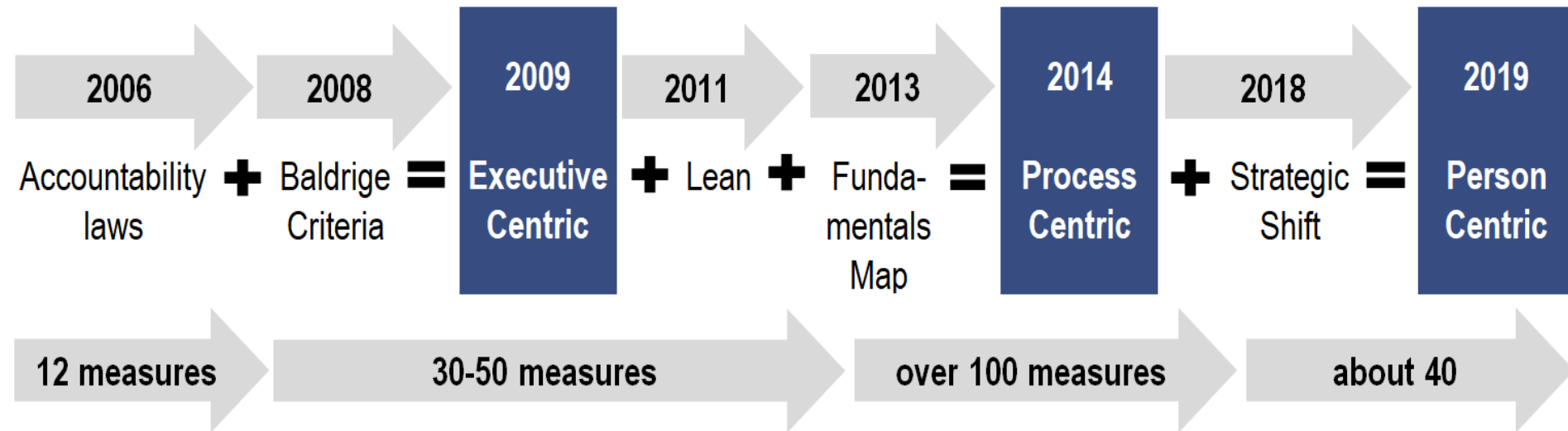


# First, who we are

- Washington State Department of Licensing
  - ▶ Helping every Washington resident live, work, drive, and thrive.
  - ▶ 6 million residents need ID cards, driver licenses, vehicle titles and tabs, professional licenses
- Planning and Performance Team
  - ▶ Design and facilitate strategic planning for executive team
  - ▶ Evolve agency performance management system
  - ▶ Coach employees at all levels to discover their performance stories
- Tony and Janet



## What we've been up to





# What is Person Centered Performance Management?

A system based on:

- Who is my customer?
- What do they need?
- How do I know if I'm meeting their unique need?
- What measure will reflect their personal experience?
- What will I do differently to honor their feedback?

*It's personal,  
to you,  
to your customer,  
to those you've  
not yet served.*



## Who is Tony's customer?

- What do they care about and need?
- How does my work help them?
- How do my decisions impact them?



Jeff  
Real Estate  
License

Professional  
Licensing



Ashley  
Motorcycle Rider

Motorcycle  
Endorsement



Frank  
School Bus  
Driver

Commercial  
Driver's License



Maria  
Driver

Driver's License  
and Vehicle Tabs



Theo  
Kid

Future Young  
Driver

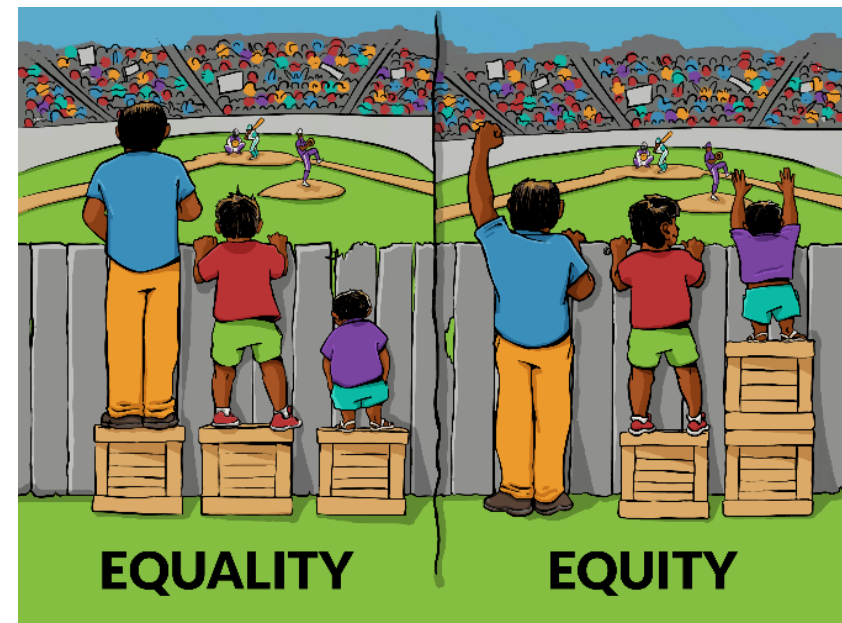


# Why it matters

- The answer to “who is my customer” must expand like the population
  - ▶ Who have I excluded?
  - ▶ Who is underserved?
  - ▶ Who is unserved?
  - ▶ How will I learn about and meet their unique needs?
- Time to shift
  - ▶ from Golden Rule to Platinum Rule

*...from “Treat others the way you’d like to be treated” to “... the way they’d like to be treated”*

  - ▶ from equal to equitable access





## What's in it for your organization

- Improve culture: how employees feel and leaders decide
- Increase customer base
- Improve customer experience
- Refresh your performance management system

*It's humanizing.  
People are not  
widgets or averages.*





## What our shift depended upon

Shift	from	to
Strategic framework	Mission, Vision, Values, and traditional view of customers	Purpose, Values, and inclusive view of customers
Performance framework	Process-focused	Person-focused
Measures	Too many, timeliness focus, reflecting our intent	Essential few, experience focus, reflecting our impact
Reporting	Data stories	“People behind the data” stories
Culture	Fear of being off target	Trust and respect



## from Mission Statement

With a strong commitment to great service,  
we advance public safety and consumer protection  
through licensing, regulation and education,  
and we collect revenue  
that supports our state's transportation system.

## to Purpose Statement

Helping every Washington resident live, work, drive, and thrive.

*From what we do  
to why*



## ... from process focus

FOUNDATION	MISSION With a strong commitment to great service, we advance public safety and consumer protection through licensing, regulation, and education, and we collect revenue that supports our state's transportation system.				VISION Proudly earning Washington's confidence every day through the highest level of service and commitment to public safety.				VALUES Integrity, Inclusion, Respect, Results, Service Excellence															
OUTCOME measures	Aligning with Governor's Goal & Efficient, Effective & Accountable Government												Aligning with Governor's Goal & Healthy & Safe Communities											
	Engaged Employees				A Customer Focused Organization				Efficient, Effective Services				A Trusted, Credible Partner				Improved Public Safety							
OUTCOME MEASURES	Milligan				Waller				Kahler				Wade				DeJure							
	a. % of positive responses to DOL employee engagement poll (2 & 4.5) b. % of workforce diversity compared to population diversity c. % of employees who say they are encouraged to come up with better ways of doing things (2.2)				a. % of customers served in person who say we met or exceeded their ideal expectation (drivers, vehicles, professions) (2.7) b. % of customers served by phone who say we met or exceeded their ideal expectation (drivers, vehicles, professions) (2.7) c. % of customers served online who say we met or exceeded their ideal expectation (drivers, vehicles, professions) (2.7) d. % of customers with lobby wait times within 30 minutes e. % of customer calls answered within 4 minutes f. % of customers who say we were helpful and solved their problem (drivers, vehicles, professions)				a. % of customers, stakeholders, & employees who say the system & processes improved after new system implementation (2.8) b. % of transactions completed online (drivers, vehicles, professions) (2.8) c. % of agency-level measures on target (2.9)				a. # of compliance findings on DOL from external audits b. % on schedule implementing the data risk mitigation project (2.11)				a. # of fatalities involving young drivers b. # of serious injuries involving young drivers c. # of fatalities involving motorcycles d. # of fatalities involving drivers aged 70 & older (2.13) e. % of Driver Safety Program action plans completed (2.14)							
CORE PROCESS	OPERATING PROCESSES												SUPPORTING PROCESSES											
	Build		Issue		Manage & Provide Records		Regulation & Compliance		Manage Revenue		Develop Our Workforce		Manage Goods & Services		Manage Risk		Manage Technology		Manage Finance		Manage People		Improve Performance	
SUB- PROCESSES	1. Communicate license requirements		1. Screen applicant for document & fee requirements		1. Create & secure records		1. Audit & inspect		1. Review fees, fees, fines & donations		1. Analyze business needs, define work, create & classify positions		1. Plan & maintain facilities		1. Identify current & future agency risks		1. Identify business & technology requirements		1. Prepare and submit budget requests		1. Develop new legislation, rules & policies		1. Define agency performance using customer, employee input, news & data analysis	
	2. Develop education programs & materials		2. Screen applicant for identity & eligibility		2. Maintain & update records		2. Investigate allegations		2. Identify sources of money and post to appropriate codes		2. Recruit, select & on-board diverse workforce		2. Manage assets		2. Analyze & prioritize risks needing mitigation		2. Schedule & resource work		2. Manage budgets		2. Implement new legislation, rules & policies		2. Measure agency performance of core processes, strategic initiatives & key goals	
PROCESS MEASURES	3. Provide education & information to customers		3. Test applicant for knowledge, skills & abilities		3. Provide record data to law enforcement & other authorized entities		3. Take regulatory or compliance action		3. Deposit money		3. Develop employees & manage performance		3. Develop & manage contracts		3. Develop, implement & monitor risk mitigation action plans		3. Manage & deliver IT projects		3. Process expenditures		3. Evaluate outcomes of new legislation, rules & policies		3. Analyze performance data & use it for action planning	
	4. Approve application & issue license, or deny application & provide information		4. Approve application & issue license, or deny application & provide information		4. Complete & archive data from license records		4. Provide due process		4. Process refunds & external transfers		4. Increase engagement		4. Manage mail		4. Evaluate & improve effectiveness of risk mitigation action plans		4. Maintain & repair IT systems		4. Review financial reports & consultation		4. Review & update existing internal policies		4. Improve agency performance	
PROCESS MEASURES	a. % of applicants completing application on first attempt		a. % of driver & vehicle information entered timely & accurately		a. % of audit & inspection findings resolved timely		a. % of revenue transactions completed timely		a. % of days from IRS receiving PIR to filing supporting documents		a. % of leased facility claims resolved, by type		a. % of employees receiving PIR to filing supporting documents		a. % of employees receiving PIR to filing supporting documents		a. % of new employees hired on schedule, by type		a. % of employees receiving PIR to filing supporting documents		a. % of employees receiving PIR to filing supporting documents		a. % of employees receiving PIR to filing supporting documents	
	b. % of web page user requests for web page was helpful		b. % of license & vehicle transfers entered timely		b. % of complaint actions completed timely		b. % of revenue withdrawn from bank accounts		b. % of employees, supervisors, & managers trained in change management (2.16)		b. % of facilities requests completed timely		b. % of facilities requests completed timely		b. % of facilities requests completed timely		b. % of facilities requests completed timely		b. % of facilities requests completed timely		b. % of facilities requests completed timely		b. % of facilities requests completed timely	
PROCESS MEASURES	c. % of web page updates made within 4 days		c. % of vehicle title fraud preventions		c. % of audit & inspection findings with follow-up action completed		c. % of audit & inspection findings with follow-up action completed		c. % of purchases made from minority, women or veteran owned businesses		c. % of purchases made from minority, women or veteran owned businesses		c. % of purchases made from minority, women or veteran owned businesses		c. % of purchases made from minority, women or veteran owned businesses		c. % of purchases made from minority, women or veteran owned businesses		c. % of purchases made from minority, women or veteran owned businesses		c. % of purchases made from minority, women or veteran owned businesses		c. % of purchases made from minority, women or veteran owned businesses	
	d. % of driving instructors & examiners who met all standards for delivering DOL-approved curriculum & tests to students		d. % of professional & business licenses issued timely		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)		d. % of law enforcement agencies & firearm dealers submitting records electronically (2.15)	
PROCESS MEASURES	e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings		e. % of EDL audits without findings	
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## ... to person focus

PURPOSE	Helping every Washington resident live, work, drive, and thrive.	
VALUES	<b>Respect:</b> We treat each person with dignity and respect. <b>Trust:</b> We earn your trust through our actions. <b>Diversity:</b> Our differences are our strengths. <b>Equity:</b> We meet each person's unique needs. <b>Inclusion:</b> Your voice informs and influences.	
GOAL Real future	OBJECTIVES What progress looks like	STRATEGIES What we'll do to cause measurable progress
Easy and equitable access to great service	<b>Equitable access:</b> Everyone can easily find clear information about every service.	<b>Ask communities what they need:</b> Reach out to all communities, especially the underserved, to learn how to remove barriers to information and services.
	<b>Better service:</b> Everyone can easily access and navigate every service.	<b>Use clearer language:</b> Rewrite website content, forms, and letters, using customer, stakeholder, and employee input, so language is clearer, more welcoming, and translatable. <b>Make online service easier:</b> Redesign webpages and online transaction services, using customer, stakeholder, and employee input, to improve accessibility, usability, and translation.
Fully engaged and prepared employees	<b>Cultural competencies:</b> Every employee demonstrates DEI skills with each other and every customer. <b>Leadership competencies:</b> Every employee receives opportunities to develop leadership skills.	<b>Develop every employee's cultural competencies:</b> Provide every employee with Diversity, Equity, and Inclusion (DEI) training, tools, coaching, and performance expectations. Provide every supervisor with expert assistance. <b>Develop new leaders:</b> Deliver a new Employee Development Program reflecting agency purpose, values, goals, and leadership competencies.
Safer drivers	<b>Reduced risk:</b> More drivers avoid high risk behaviors, traffic violations, and collisions.	<b>Strengthen safety programs:</b> Revise driver training curriculum, tests, and laws to reflect the best safety research and expert partner input, and improve equitable access to training. <b>Promote a safe driving culture:</b> Partner with communities to increase public awareness and decrease high risk driving behaviors.
Safer professions	<b>Professions' standards achieved:</b> More licensees achieve and sustain their professions' standards.	<b>Partner with professions to reduce consumer risk:</b> Provide more proactive and inclusive assistance to professions on how to prevent and correct consumer risk, leveraging modern technologies and processes.
Safer data	<b>Data Compliance:</b> Every internal and external data user meets the highest data privacy, protection, and management standards.	<b>Strengthen data privacy and protection:</b> Implement advanced data management policies, standards, technologies, and compliance audits. <b>Develop every employee's data stewardship competencies:</b> Train and support all employees to use the highest data privacy and protection standards for data collection, storage, and use.



# Person Centered Measure Framework

Who is our customer?	What do they need?	How will we know if we're meeting their need?
Every person in Washington	Equitable access	Community members say it's easy to access information and services
	To feel safe and respected	Community members say they felt treated with respect
		Employees say co-workers & management demonstrate respect
Drivers, ID card holders, Vehicle owners, Professions	Great in-person service	Customers say we were friendly, helpful, met or exceeded expectations
		Service completed within 45 minutes of arrival
	Great phone service	Customers say we were friendly, helpful, met or exceeded expectations
		Calls answered within 4 minutes
	Great online service	Customers say our web pages are helpful
		Customers say online transaction service met or exceeded expectation
	Safer drivers	Driver training curriculum, tests and laws reflect best safety research
	Safer professions	Professions receive proactive DOL services to achieve safety standards



Don't do this

## Average Lobby Wait Time in Minutes

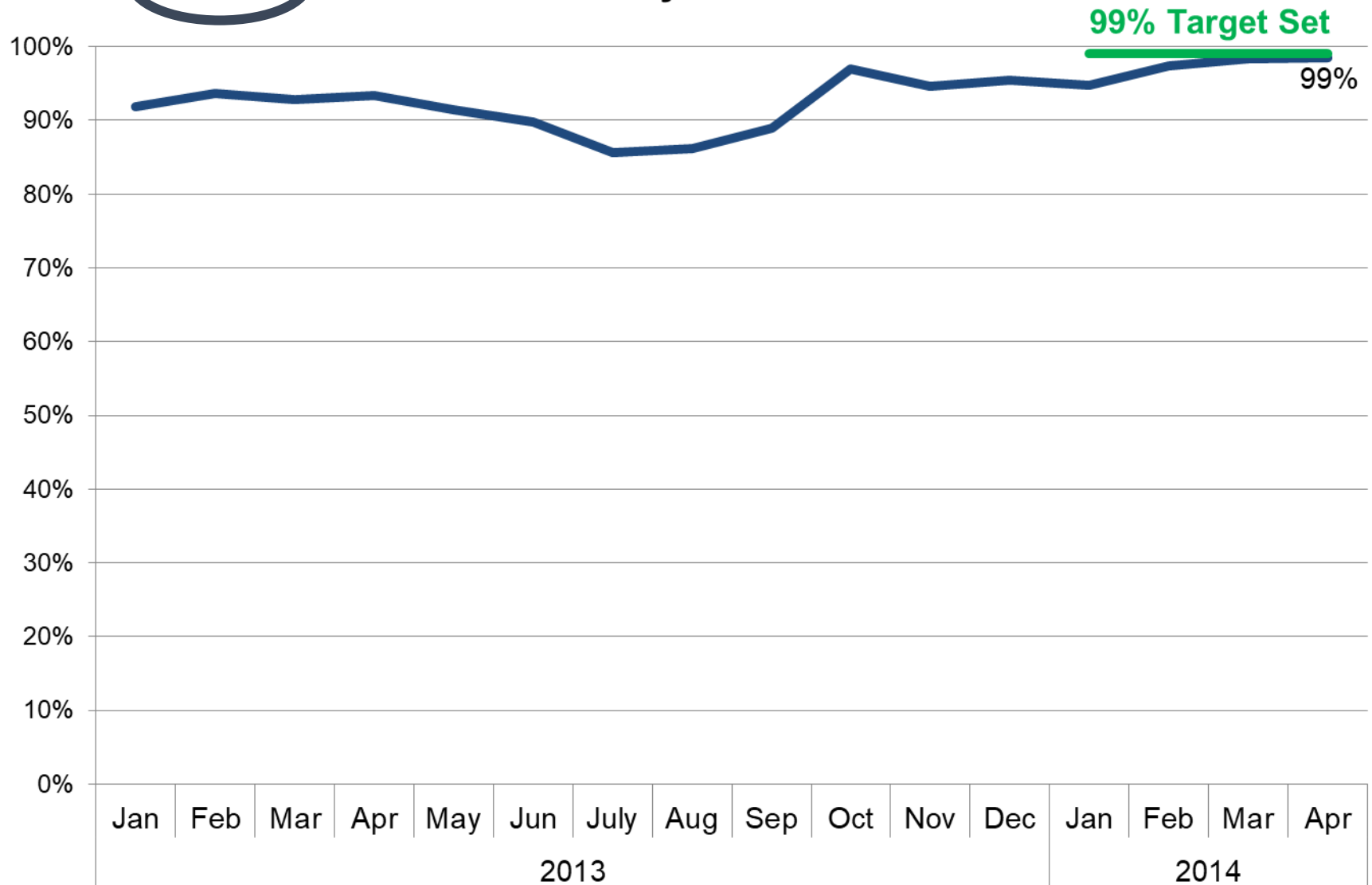
Target: under 15 minutes





Don't do only this

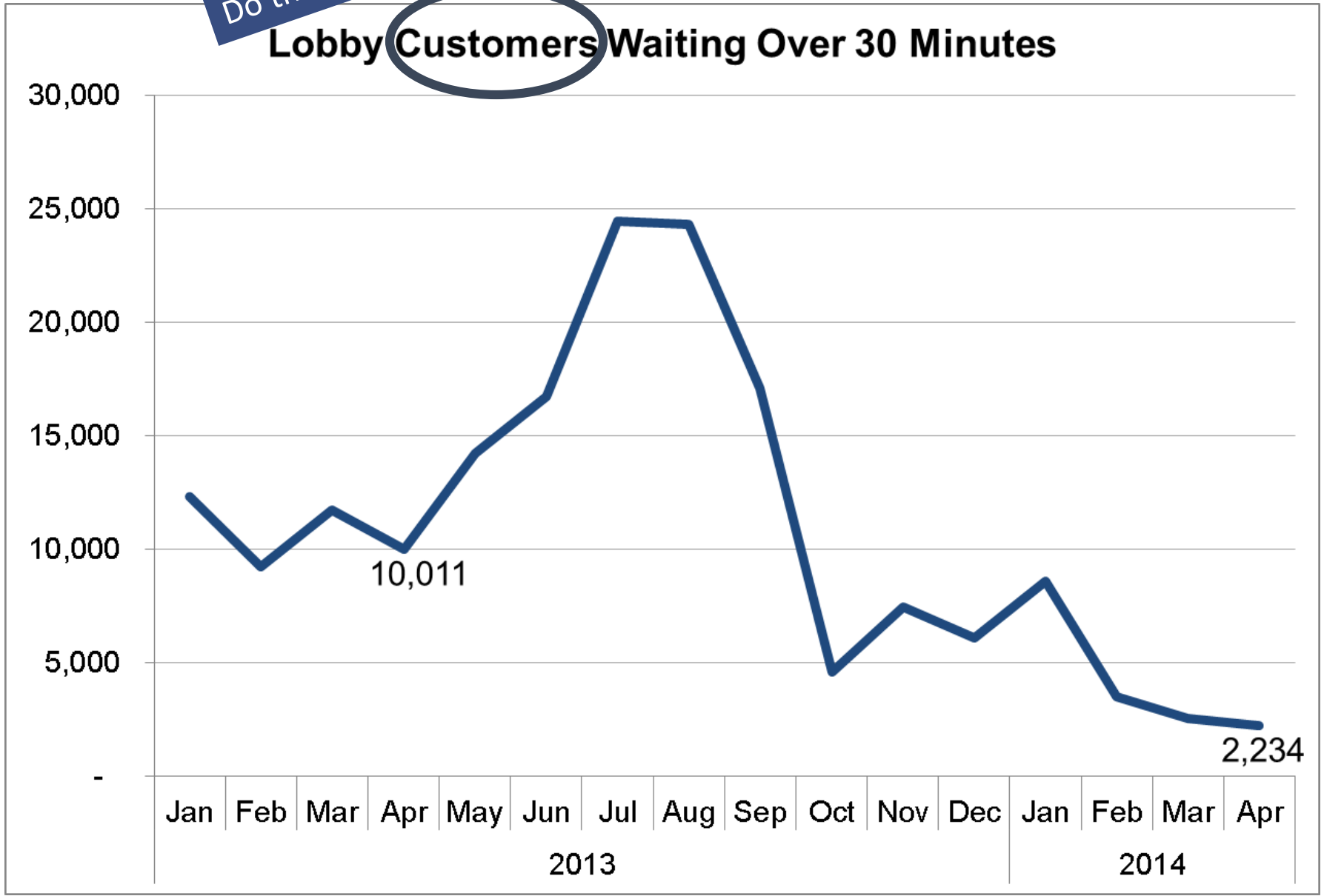
## Percent of Customers' Lobby Wait Times Within 30 Minutes





Do this, focus on the people

# Lobby Customers Waiting Over 30 Minutes





# Start every report with “about our customers”

LSO Customer Service Time  
DOL

Monthly - 2018 forward

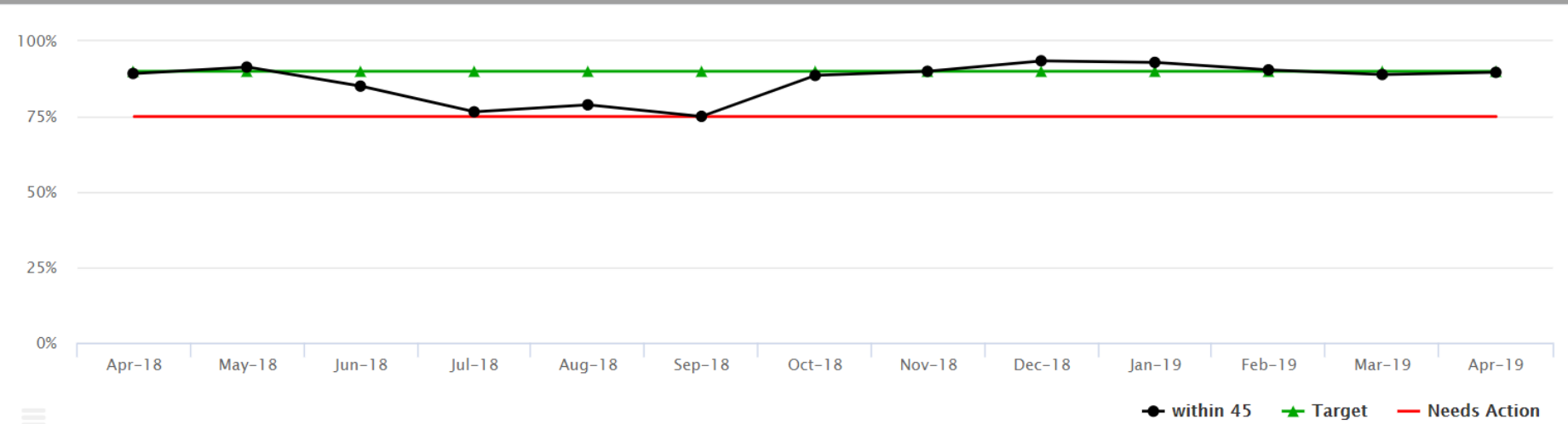
Apr-19



## About our customers

Nearly 180,000 Washington residents visit a licensing service office (LSO) every month, for driver or identification card services. We want every one of them to have a positive experience, including minimal waiting and quick service, without compromising service quality.

% of LSO customers' service completed within 45 minutes of arrival







# Write about the people behind the data

## What's happening and why?

Apr-19

### 90% of customers were served timely in April despite increased office visit and call volumes

- Over 160,000 customers' service was completed within 45 minutes of their arrival, more than in most months, without a decrease in positive customer feedback. In fact, customer feedback on comment cards has been 92-100% positive for 17 months in a row. However, that feedback doesn't yet reflect outreach to under-served communities. (See more feedback [reported separately](#)).
- Over 18,000 customers experienced a combined wait and service time exceeding 45 minutes. This included over 2,500 with us longer than 90 minutes (within normal range of customers needing extended service).
- Over 6,300 customers abandoned service, above normal range, so we'll watch monthly data and conduct root cause analysis if this recurs.
- LSO staff was lower in April than in any of the 12 months prior.

### LSO employees continue to increase their knowledge and skills using the new DRIVES system

- They are aided by the increasing availability of DRIVES Help Articles and Knowledge Owl sections that they identified as missing when DRIVES launched September 2018.

## Who's doing what by when?

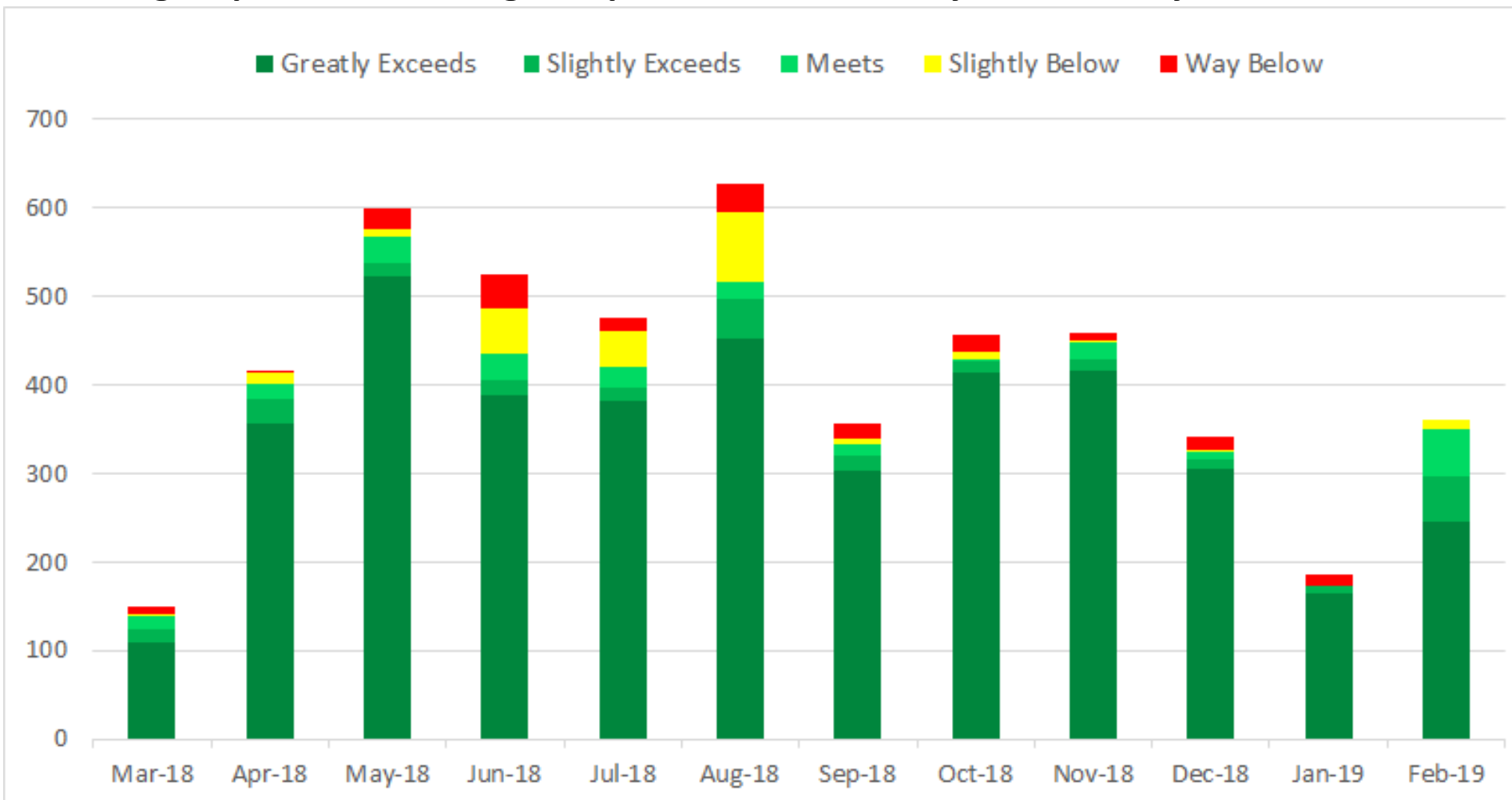
Apr-19

Jan-Jun'19	Use LSO Workload funding to hire and train more CSC staff and redirect 8-10 more LSOs' customer calls to the CSC. (Redirected 12 LSOs as of Jun'18).	in progress
Jan-May'19	Add more cameras to highest volume LSOs to improve customer flow and reduce their experience time.	In progress
Sep'18	Change from 2-person to 1-person EDL issuance process to reduce 1/2 to 1 minute per original issuance.	Completed
May'18	CR Deputy AD and Communications Mgr collaborate to improve EDL/EID application instruction accessibility.	Completed
Apr-Jul'18	Lobby coordinators pilot mobile tablets. Lacey April, Tacoma May, 16 more large LSOs rolling out July.	Completed
Mar-		



# Actionable feedback:

right questions, enough responses, comments you can analyze





## How to nudge your organization's shift

What	How
Develop Measures	<ul style="list-style-type: none"><li>• Use “Who’s my customer, what do they need, how do I know...”</li><li>• Test drive the measure with data mock-up and conversation</li></ul>
Visualize Data	<ul style="list-style-type: none"><li>• Segment data by groups of people and their experience</li><li>• Add charts with # served, underserved, and unserved</li></ul>
Report Performance	<ul style="list-style-type: none"><li>• Write about the people; don’t write about the data</li><li>• Quote your customer</li></ul>
Plan for Improvement	<ul style="list-style-type: none"><li>• Focus on people behind the process, not just the process</li><li>• Solve for specific customer group, not the “average” group; one size doesn’t fit all</li></ul>



## Make it personal

- Picture the people you serve
- Picture the people you don't
- Feel empathy for their experience
- Find your own personal measures of success
- Help co-workers find their impact

*“People will forget what you said, people will forget what you did,  
but people will never forget how you made them feel.”*

--Maya Angelou  
American poet and civil rights activist



## We'd love to keep learning from each other between summits!

### **Tony Griego**

Planning & Performance Manager  
Office of Performance and Accountability  
Office: 360-902-0168

[tgriego@dol.wa.gov](mailto:tgriego@dol.wa.gov) | [dol.wa.gov](http://dol.wa.gov)

### **Janet Zars**

Planning & Performance Manager  
Office of Performance and Accountability  
Office: 360-902-0179

[jzars@dol.wa.gov](mailto:jzars@dol.wa.gov) | [dol.wa.gov](http://dol.wa.gov)

### **Washington State Department of Licensing**

*Helping every Washington resident live, work, drive, and thrive.*

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