NYC Consumer Affairs

MEASURING OUR WORK

Performance Metrics 101

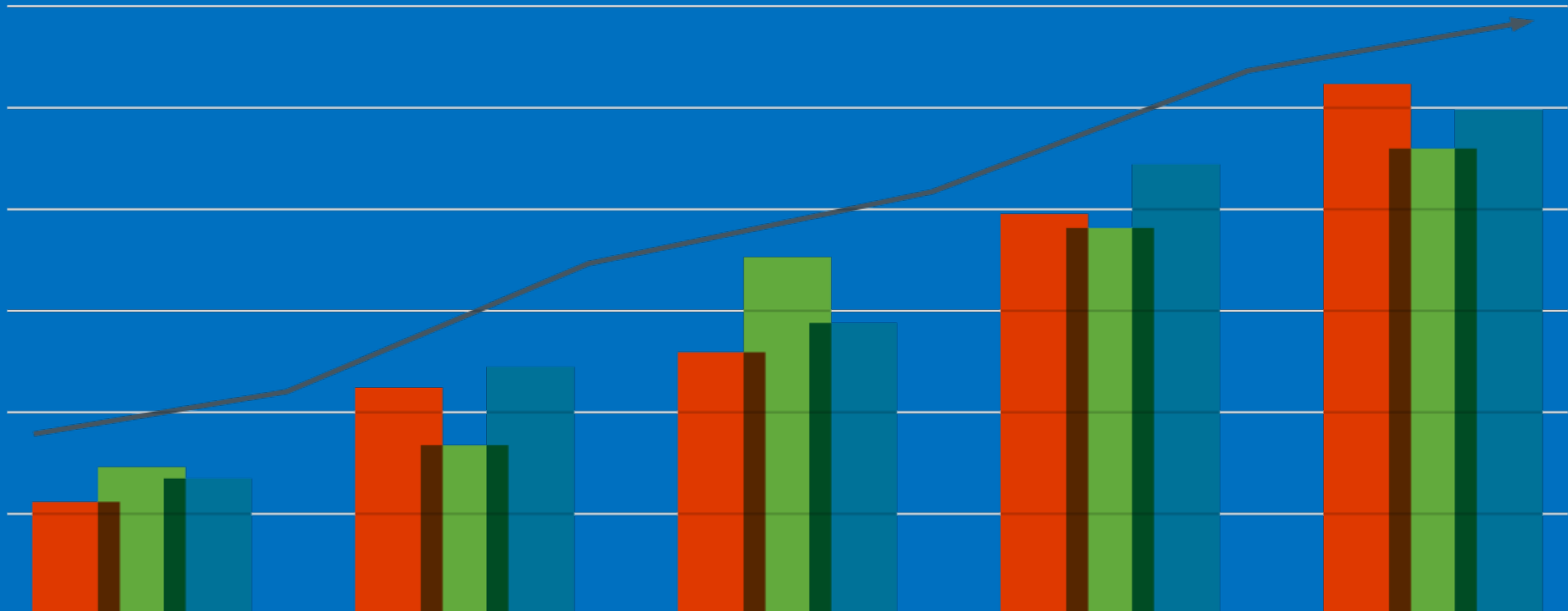
Friday, October 30th, 2015

Matthew Petric
Executive Director – Analysis and Strategic Planning – NYC DCA

Why are metrics helpful?

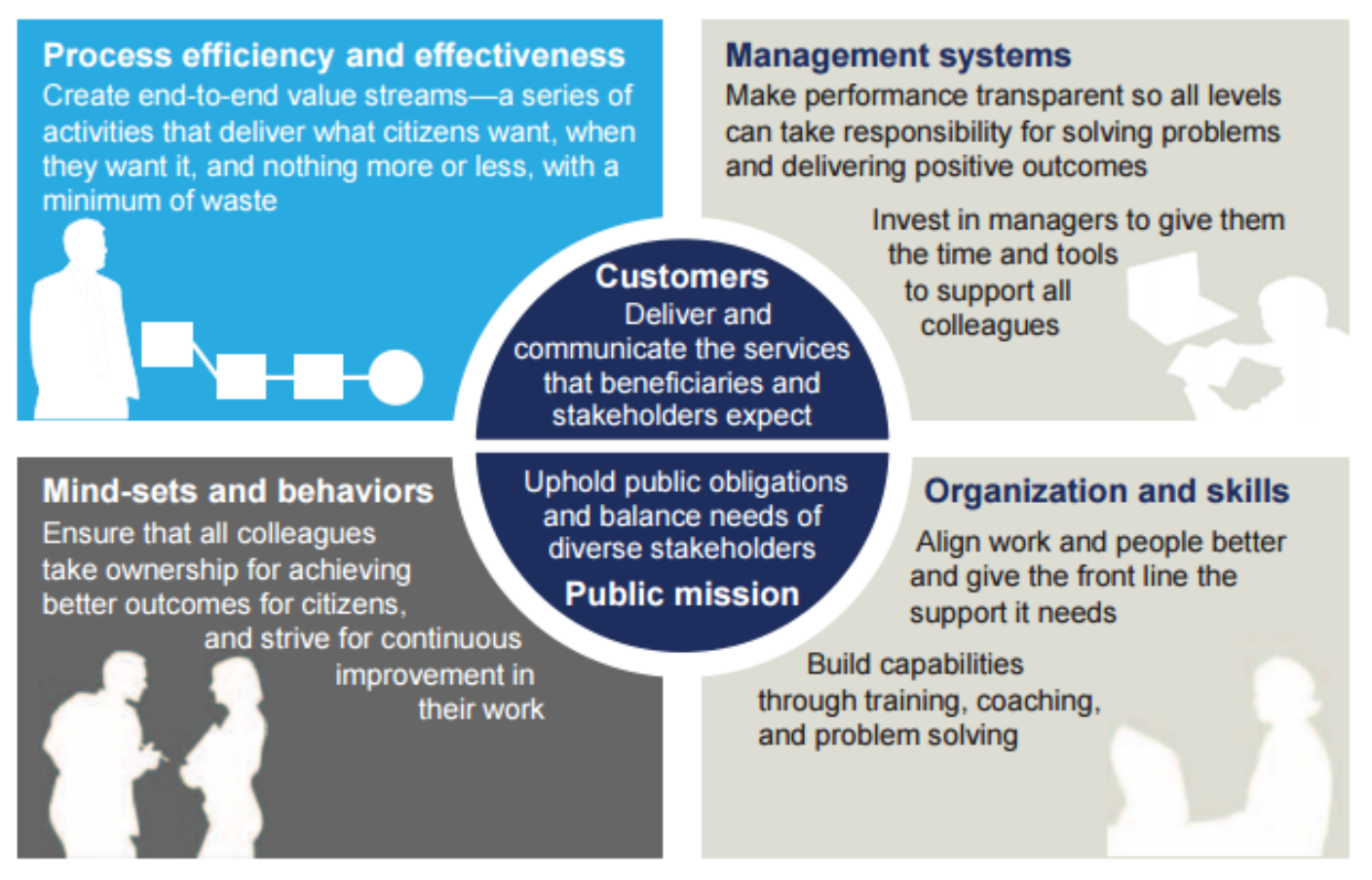
Metrics help address four key questions:

1. What are you doing?
2. How well are you doing?
3. How do you know how well you are doing?
4. How can you demonstrate to others how well you are doing?



Why are metrics helpful?

Metrics are not a panacea. Performance management systems are just one component of an effective public sector management approach.



Source: McKinsey, *Transforming Government Performance Through Lean Management*

Three levels of data-driven performance management systems

- **Level 1:** Define what's important and collect the right data
- **Level 2:** Establish accountability
- **Level 3:** Move beyond using data for performance metrics; use data to more effectively target resources

Main focus will be on Levels 1 and 2.

What are the main types of metrics?

- **Inputs**
  - e.g. budgets, headcounts, complaints received

- **Outputs** - Focus on the quantity, quality, or timeliness of services delivered
  - e.g. number of arrests and tickets issued

- **Outcomes** – Define success based on mission and mandates
  - e.g. improvements in neighborhood safety and quality of life

What does a performance metric typically include?

Four parts:

1. **Indicator** – what change is to be measured
   (e.g. response time on complaints)

2. **Unit of measure** – how to quantify indicator
   (e.g. days, hours, dollars, etc.)

3. **Baseline** – starting reference level
   (useful for setting targets)

4. **Target** – desired performance
   (e.g. decrease response time from 15 to 10 days)

Challenges in defining metrics

- **Mature programs:** Isolating what is actually important from the "ocean" of government data

> *For metrics to be useful in driving performance improvements, they must have a direct link to actions that public managers can execute.*

- **New programs:** Collecting the relevant data and making sure it is accurate.

In both scenarios, more is not always better. Collecting too much data, or the wrong data, can drown out the positive aspects of performance management.

Challenges in defining metrics, *continued*

No single performance metric can do everything.

- **Outcome** measures better demonstrate program impact and success, and are often most meaningful to the public, but:
  - Often more difficult to measure
  - Often take longer to measure
  - Often are not meaningful level of information for day-to-day management

- **Output** measures are often less meaningful to the public, but:
  - Often show their effects more quickly
  - Often are meaningful for day-to-day management.

Solution: Take a balanced approach, but don't run the risk of drowning out the positive by measuring too much.

Establishing Accountability

• For performance metrics to be useful, they must be shared with those who can make change.

• Requires routine monitoring and formal dialogue with people accountable for meeting goals.

- Governments increasingly moving to monitoring systems that provide real time access to the data, rather than systems built around monthly or quarterly reports.

Establishing Accountability: Creating Automated Monitoring Tools

Example internal dashboard used by DCA's consumer protection enforcement unit

Broad overview of key data:

ENFORCEMENT DASHBOARD	TARGET	2 MONTHS AGO AUGUST	LAST MONTH SEPTEMBER	THIS MONTH OCTOBER
CRITICAL INDICATORS				
Refund and Receipt Compliance				
Refund and Receipt Inspections (#)	-	2,159	2,716	1,065
Refund and Receipt Violations (#)	-	268	322	112
Refund and Receipt Compliance Rate (%)	80	87.6%	88.1%	89.5%
License Law Compliance				
Inspections of Businesses Requiring DCA License (#)	-	1,099	1,396	529
Violations for Unlicensed Activity on Inspections (#)	-	74	97	33
License Law Compliance Rate (%)	90	93.3%	93.1%	93.8%
Undercover Tobacco Inspection Compliance				
Undercover Tobacco Inspections (#)	-	902	766	318
Sale to Minor Violations (#)	-	30	40	17
Undercover Inspection Compliance Rate (%)	86	96.7%	94.8%	94.7%
OTHER MONTHLY METRICS				
Total Inspections (#)	-	5,267	6,036	2,647
Total Inspections with Violations (#)	-	939	1,140	484
Certificates Per Inspector Day (#)	-	8.2	8.5	6.5
Scale Fees Assessed ($)	-	$66,830	$76,890	$50,640
Data Entry Time (median days)	-	7	7	9

ENFORCEMENT COVERAGE		
		COMPLETED INSPS
Tobacco Grant Year Sale-to-Minor Completed Inspections (#)		5100
	TOTAL OPEN	TOTAL DUE
Outstanding Scheduled Inspections (#)	187	69
		% REQUIRING
Patrol Locations Requiring Inspection (%)		18.1%

Ability to drill down into operations

UNDERCOVER TOBACCO INSPECTIONS (ENF)
CURRENT MONTH

RETURN TO PREVIOUS PAGE

BY BOROUGH

	Undercover Inspections	Sale to Minor Vios	Compliance
Queens	88	2	97.7%
Manhattan	80	5	93.8%
Brooklyn	67	3	95.5%
Bronx	56	7	87.5%
Staten Island	27	0	100.0%

BY ZIP CODE POVERTY

	Undercover Inspections	Sale to Minor Vios	Compliance
1st Quintile - 1-12% below poverty level	67	1	98.5%
2nd Quintile - 12-16% below poverty level	80	3	96.2%
3rd Quintile - 16-21% below poverty level	23	0	100.0%
4th Quintile - 21-29% below poverty level	84	6	92.9%
5th Quntile - 29-47% below poverty level	57	7	87.7%
Unknown	7	0	100.0%

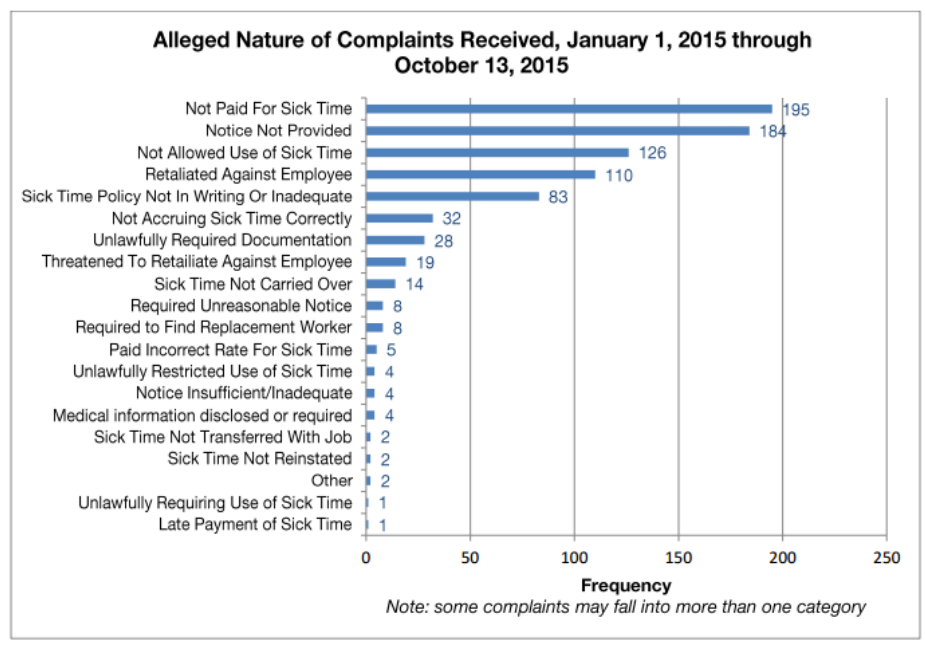
FULL DATA

Establishing Accountability: Making Data Public

NYC Paid Sick Leave routinely posts data updates online.

NYC Consumer Affairs

	January 1, 2015 – October 13, 2015
Number of Complaints Received	322
Number of Open Complaints	143
Number of On-Site Investigations	43
Number of Notices of Violation	10
Number of Hearings Held	0
Number of Complaints Closed	438
Number of Complaints Resolved Through Mediation	173
Number of Legal Settlements Mediated	93
Number of Judgments with Violations	0
Number of Dismissal Judgments	0
Number of Complaints Not Substantiated	38
Number of Complaints "Administratively Closed"	134
Average Time to Resolve Complaints (days)	82
Average Time to Resolve Complaints through Mediation (days)	33
Amount of Fines Assessed ($)	$337,726.56
Amount of Restitution to Employees ($)	$473,301.25
Number of Employees Receiving Restitution	6,145



NYC Consumer Affairs

Establishing Accountability: Making Data Public

Seattle's Office of Labor Standards has gone one step further and developed more visually appealing performance dashboard.

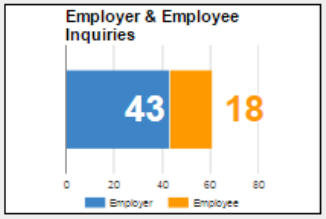
Paid Sick & Safe Time

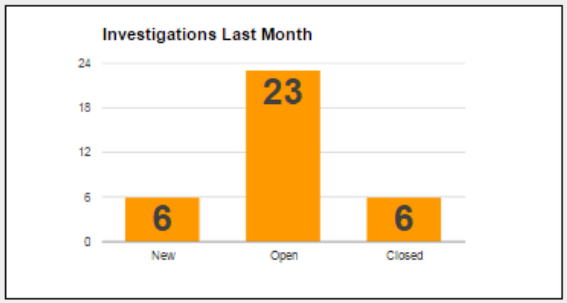
Latest Month

(July 2015)

Total Inquiries

61





Since Implementation

(Since September 2012)

Employer Inquiries

2921

Employee Inquiries

768

Money Recovered

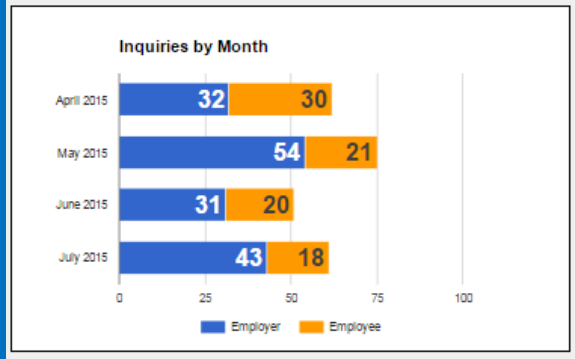
Money Recovered for Employees

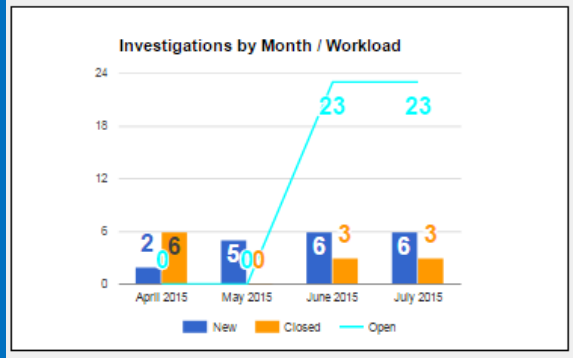
$30,931

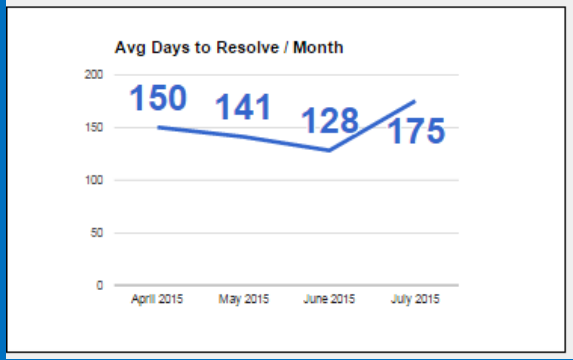
Average Days to Resolve

146.1666667

This Year







Establishing Accountability: Benchmarking Against Peers

- There is likely at least some overlap in the way public services are delivered in Jurisdiction A v. Jurisdiction B v. Jurisdiction C, etc.

- Benchmarking against peers can help drive performance by:
  - Helping define performance ambitions.
  - Showing how different organizations operate and which practices produce best results.
  - Helping leaders identify potential performance-improvement approaches and then tailoring those approaches to their specific contexts.

Returning to Outcomes versus Outputs

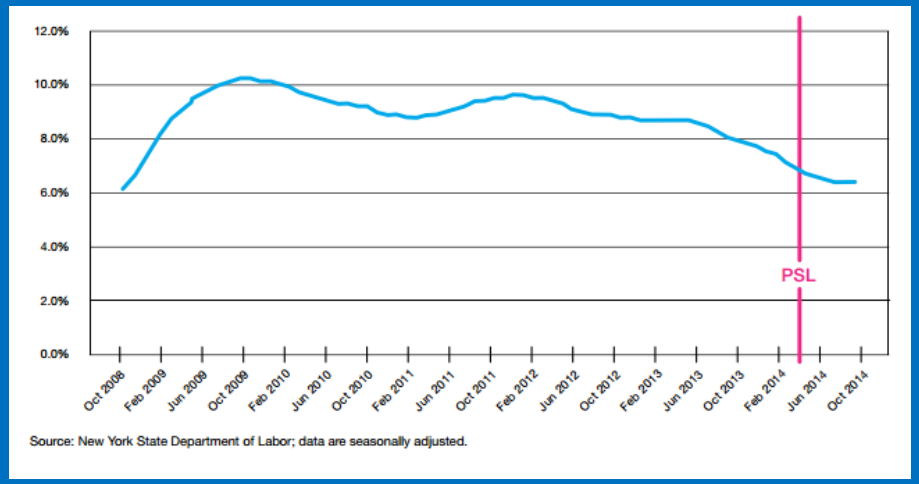
Seattle and NYC Dashboards focus on **outputs** (processing time, restitution, etc.) - Great for day-to-day management

But there are bigger **outcome** questions left unaddressed:

- **Do more people have access to Paid Sick Leave now?**
  - Must be addressed through tools like a representative survey

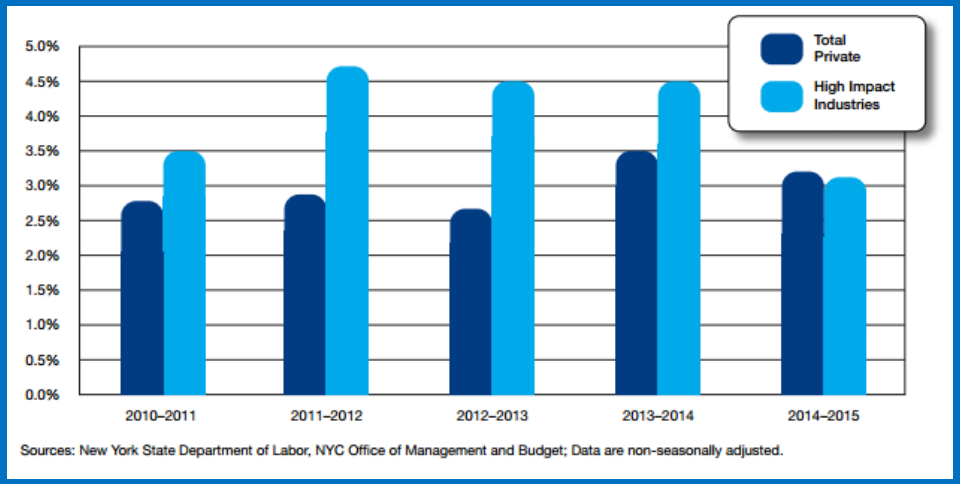
    (e.g. *Good for Business? Connecticut's Paid Sick Leave Law* by Murphy Institute/CUNY)
- **How is Paid Sick Leave affecting economy?**
  - Can be hard to disambiguate impact

NYC Unemployment Rate



Source: New York State Department of Labor; data are seasonally adjusted.

Percent Change in Employment (Jan 14 to Jan 15)



Sources: New York State Department of Labor, NYC Office of Management and Budget; Data are non-seasonally adjusted.

Moving Beyond Metrics

How else can data be used to drive performance improvements?

- Example from NYC:
  - Mayor's Office of Data Analytics compared list of restaurants that have grease-hauling contracts with locations of sewer blockages to develop a "suspect list" of restaurants that were likely disposing of grease illegally. Data came from two different city agencies and had never been compared before. City inspectors eventually issued violations on 95 percent of targets on suspect list.

Source: City of Arlington, VA

- Example from NYC PSL Outreach:
  - Mapped employers in four industries with high complaint volumes (home-health aides, dental offices, security firms, and temp-agencies) to identify clusters of businesses and perform efficient outreach through small business education walks.