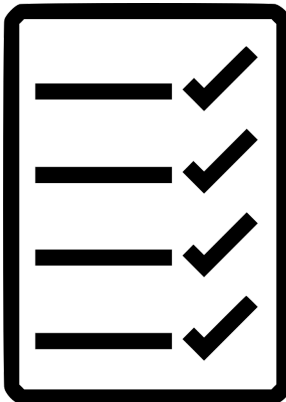

*NASCIO 2019 State IT Recognition Awards
Data Management, Analytics & Visualization*



Arizona's My Agency Scorecard - Executive Cabinet Implementation

Title: Arizona's My Agency Scorecard
Category: Data Management, Analytics & Visualization

State: Arizona
Contact: Rob Woods
Rob.Woods@azdoa.gov
(602)364-0773

Start date: 1/1/2018
End date: 1/1/2019



EXECUTIVE SUMMARY

Situation

Prior to 2014, statewide agency data was used largely for budgetary and federal reporting purposes. There were few instances where data was collected and reported agencywide, and those instances were limited to Access databases and Excel. There were even fewer instances where data was being collected and reported out, then reviewed, and subsequently used in data-based decision making.

Background

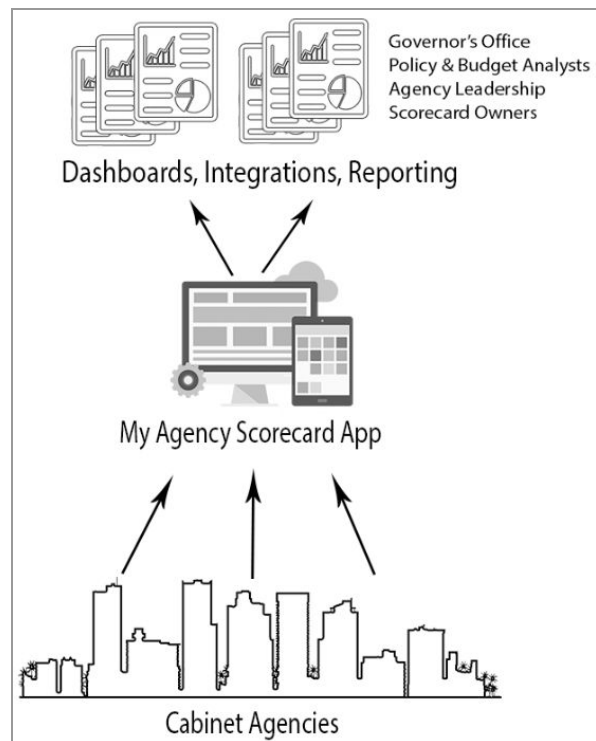
The introduction of the Arizona Management System (AMS) produced a statewide initiative to establish team metrics (people, service, quality, and cost) and agency scorecards. It was identified that agencies needed to come up with a set of Goals, Objectives, and Targets (GOT) and represent them on a dashboard. There was also an additional requirement that agencies produce breakthrough projects in addition to metrics.

Analysis

With the introduction of scorecards and breakthroughs, the Arizona Department of Administration (ADOA) suddenly had eight division scorecards collecting data for a total of 450 data points per month. Outside of ADOA there were approximately 130 agencies reporting similar data. The metrics and breakthrough targets all required change control procedures. As the scorecards moved to the cloud, a need for metrics and target change control emerged. In the absence of change control, managers and teams were recasting their metrics and there was not enough accountability.

Action

The State of Arizona has successfully implemented and internally developed a cloud-based agency performance reporting application that has transformed the ability to understand and visualize organizational health across the government enterprise. This application, the My Agency Scorecard, allows all 35 cabinet agencies to track, monitor, and report current data on 800+ key metrics monthly to the Governor's Office.



CONCEPT

Each of these organizations have performance dashboards developed and curated to their specific needs within the overall performance reporting program. This is possible due to the data access features of application platform, the structured data model of the underlying performance dataset, and a strong reliance on developing specific roles and permissions. This data can be provided in multiple formats as needed for any chosen analytics, reporting, or dashboarding solutions.



SIGNIFICANCE

The underlying performance metric dataset generated by this application is used to power integrated dashboards that provide operational and strategic insight to numerous stakeholders within state government. This includes multiple roles within the Governor’s Office leadership and policy teams, the Governor’s Office of Strategic Planning and Budgeting, all cabinet agencies and the Government Transformation Office.

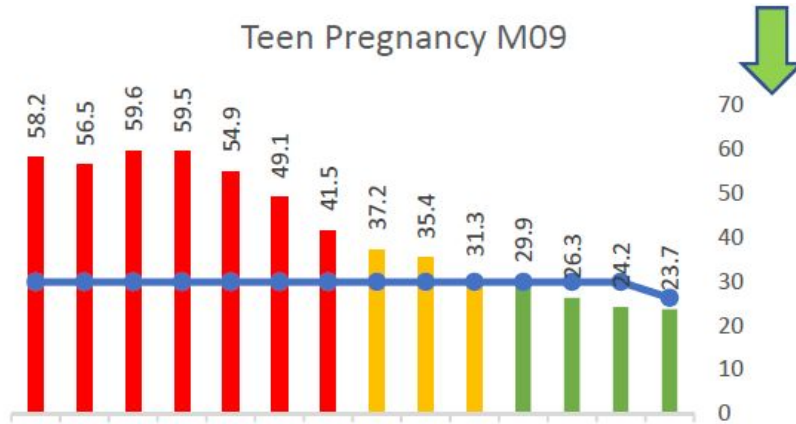
IMPACT

The tools of the management system help us see and visually manage performance. Today, every cabinet agency tracks its most important mission performance measures on agency scorecards, and executive leadership meets for monthly business reviews to measure progress on scorecard targets and take stock of the agency’s overall health and performance. Employees’ performance in day-to-day work on mission priorities contributes directly to what the agency is tracking on its scorecard.

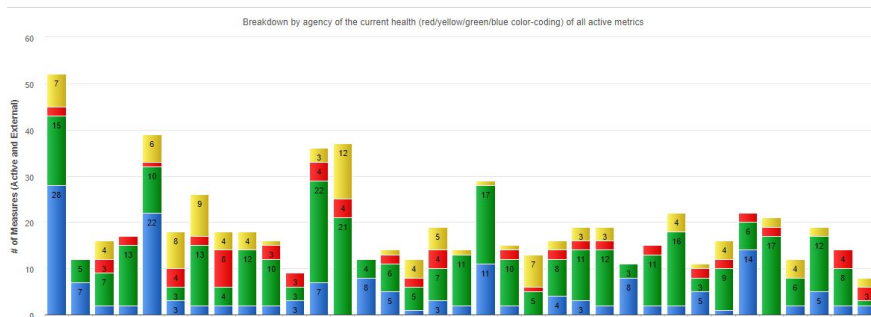
The agency scorecards roll up monthly to the Governor’s Office for review and feedback. The scorecards align with the Governor’s Fundamentals Map, an important document that visually presents the foundational touchstones for Governor Ducey’s administration: its mission, vision, core values and beliefs, as well as the key goals and metrics that define success for Arizona. The Fundamentals Map helps every department, every team, and ultimately every employee understand how what they do connects to the Governor’s most critical goals.

Examples of key application features providing insight, including dashboard KPIs, are listed below.

- **Metric Trending Charts** - Shows historical performance for individual metrics in visual consumable format.



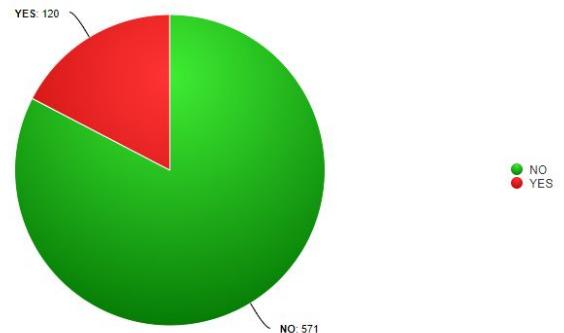
- **Current Metric Health** - Displays Green|Yellow|Red status of metric subsets based on current progress towards current monthly targets.



- **Countermeasures** - Display of underperforming metrics requiring action and includes current agency action plans detailing how they will improve performance.

Countermeasure Summary Chart

Report of all metrics. The CM Flag filter identifies if metrics are underperforming and in need of countermeasuring.

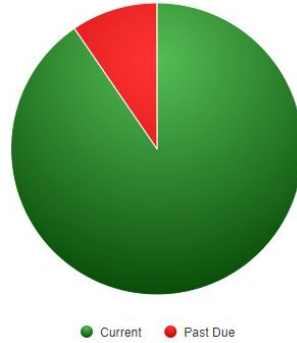


- **Strategic Objectives, Statewide and Operational Metric progress** - Summary and current health of strategic metrics tied to an agency's strategic plan for the current FY.

Agency	Metric Title	Breakthrough Metric	Current Outcome Date	Current Target Value	Current Actual Value	% to Target	File/Attachment
Strategic (278 Metrics)							
DEPT OF AGRICULTURE	Public Engagement		03-15-2019	100%	100%	100%	
DEPT OF AGRICULTURE	OTV Film Identification		03-15-2019	100%	100%	100%	
DEPT OF FINANCIAL INSTITUTIONS	Complaint Resolution Time - Regular Complaint (ex. Real Estate Appraisal Division) (days)		04-15-2019	400	387	96.75%	
DEPT OF FINANCIAL INSTITUTIONS	License Lead Time - Certified General Appraiser Application (days)		06-15-2018	100%	100%	100%	
ARIZONA COMMERCE AUTHORITY	Increase new jobs in the state		04-15-2019	100%	100%	100%	
ARIZONA COMMERCE AUTHORITY	Increase capital investment in the state		04-15-2019	100%	100%	100%	
ARIZONA COMMERCE AUTHORITY	Increase new pipeline opportunities		04-15-2019	100%	100%	100%	
ARIZONA COMMERCE AUTHORITY	Increase investment in Arizona's early-stage companies		03-15-2019	100%	100%	100%	
DEPT OF CHILD SAFETY	Total Number of Children in Out-of-Home Care (O:17)	✓	02-15-2019	100%	100%	100%	
DEPT OF CHILD SAFETY	Of the Children who entered care 1 year ago in the given month, what % of those children exited care within 12 months (O:CA)		04-15-2019	100%	100%	100%	
DEPT OF CHILD SAFETY	Total Agency Turn Over (rolling 12 months)	✓	04-15-2019	100%	100%	100%	
DEPT OF CORRECTIONS	MM17.B Re-incarcerated due to technical violations		04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	MM18.A Community supervision successes		04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	MM2.B Quantity of vacant COI positions		04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	MM2.C Number of staff caseloads		04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	MM5.C Sentences (actual cases, not included)	✓	04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	OP1.D Inmate contraband volume		04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	OP1.E Inmate work/program involvement		04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	OP1.G Suicide Attempts		04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	MM13.B High risk, high needs inmates program completions	✓	04-30-2019	100%	100%	100%	
DEPT OF CORRECTIONS	MM13.A Volunteer hours		04-30-2019	100%	100%	100%	
DEPT OF ECONOMIC SECURITY	Percent of New ALTCS Members who Received Services within 30 Days from Assessment Date		04-15-2019	100%	100%	100%	
DEPT OF ECONOMIC SECURITY	Percent of Current ALTCS Members who Received Services within 14 Days from Assessment Date	✓	04-15-2019	100%	100%	100%	
DEPT OF JUVENILE CORRECTIONS	Youth Care Plan Progress		03-15-2019	100%	100%	100%	

Aggregate of metrics that have current data vs metrics that are past due

- **Metric data schedules | updates -**
Chart of metrics that have current data versus metrics that need to be updated.



- **Goal Council Metrics -** Subset of metrics organized by Governor Ducey's five priority areas and used to drive cross-agency Goal Council dashboards and trend charts.

