Performance Management in Practice

Presented by,
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Atlanta Fire Rescue Department
AFRD Assessment & Planning Section

- Assessment & Planning Section
  - Manage Accreditation
  - AFRStat
  - GIS Analysis & Mapping
  - Special Projects / Community Risk Reduction

- FOR Atlanta (Focus On Results – Atlanta)
GIS Mapping

ASAP – Community Risk Reduction

Outside of Norm – Travel Time
**AFRStat**

- **Bi-Weekly Performance Management Meetings**
  - “Problem Solving Sessions” vs. “Bi-Weekly Beatings”
  - Managers take ownership and provide action plans

<table>
<thead>
<tr>
<th>AFR Strategic Initiative:</th>
<th>Improve</th>
<th>Prove</th>
<th>Sustain</th>
<th>Focus on Results for Atlanta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Target:</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

| Data Source:             |         |       |         |                             |
| Current Period:          |         |       |         |                             |
| Previous Period:         |         |       |         |                             |

- **Analysis**
  - Their Interpretation

- **Recommendations**
  - Their Recommendations

- **Impact**
  - The Impact They Expect
AFR Strategic Initiative: Fire Investigation

Data Source: BATS

Current Period: FY 2014

<table>
<thead>
<tr>
<th></th>
<th>FY 14 Q1</th>
<th>FY 14 Q2</th>
<th>FY 14 Q3</th>
<th>FY 14 Q4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td># of fire investigations per quarter</td>
<td>54</td>
<td>57</td>
<td>58</td>
<td>51</td>
<td>220</td>
</tr>
<tr>
<td># of incendiary fires</td>
<td>20</td>
<td>16</td>
<td>12</td>
<td>12</td>
<td>60</td>
</tr>
<tr>
<td># of fires set by juveniles</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>6</td>
</tr>
</tbody>
</table>

Analysis

Fires determined to be set by juveniles remains low but consistent.

In FY 2014 4 juveniles were referred to the JFS Program

2 Juveniles were arrested and awaiting trial

Recommendations

Continue to improve current Juvenile Fire Setters Program with additional training for Fire Ed Specialist.
Have all Fire Investigators attend Juvenile Fire Setters training.
Continue Fire Safety Training in school age children.
Build a stronger rapport with the juvenile justice system to ensure sentencing of arrested juveniles includes JFS Program.
Conduct follow up visits to ensure no additional occurrences.

Impact

Educating juveniles on the danger of fire and fire safety principles will reduce instances of fires making for a safer community.
AFR Strategic Initiative:

Accident Review Committee

Data Source: ARC – Access Database

Current Period: FY14

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td># of accidents</td>
<td>47</td>
<td>42</td>
<td>53</td>
<td>33</td>
</tr>
<tr>
<td># Missing Packets</td>
<td>14</td>
<td>9</td>
<td>22</td>
<td>11</td>
</tr>
<tr>
<td>% of accident invest. Missing Packets</td>
<td>30%</td>
<td>21%</td>
<td>42%</td>
<td>33%</td>
</tr>
</tbody>
</table>

Analysis

175 Accidents by Battalion and Administration:
Batt. 2 – (30), Batt. 3 (41), Batt. 4 (27), Batt. 5 (28), Batt. 6 (17), Batt. 7 (16), Adm. (16)

Missing Accident Packages by Battalion & Administration: Batt. 2 (9), Batt. 3 (6), Batt. 4 (13), Batt. 5 (13), Batt. 6 (12), Batt. 7 (1), Adm. (4)

Recommendations

- Submit all accident/incident packages within 14 day or provide justification
- Provide additional training on the policy, see ppt
- Utilize specified email address – AFR-ARPackages@atlantaga.gov.
- Provide sample accident package on Outlook

Impact

- Timely Submittal of accident/incident packages
- Increase accuracy of accident/incident packages
- Timely review of accidents packages
- Timely adjudication of accidents/incidents
AFR Strategic Initiative:
Structure Fires – Turnout Time
Battalion 6 – All Shifts

Data Source: Emergency Management-Based Reporting System (EMBRS) and Response Analyst Application (RAA)

Current Period: 07/01/2014 to 09/30/2014
Previous Period: 04/01/2014 to 06/30/2014

13 responses missed target during the review period
11 missed target by less than 30 seconds (85%)
2 missed target by a range of 52–63 seconds (15%)

Performance Target: Turnout time for first–due Unit, staffed with at least 3 FF’s, is 2 minutes and 3 seconds 90th Percentile

1st Due Turnout Time

<table>
<thead>
<tr>
<th>Shift</th>
<th>FY 2014-4th QT</th>
<th>FY 2015-1st QT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># Inc</td>
<td>ToT</td>
</tr>
<tr>
<td>A</td>
<td>127</td>
<td>02:10</td>
</tr>
<tr>
<td>B</td>
<td>88</td>
<td>01:48</td>
</tr>
<tr>
<td>C</td>
<td>212</td>
<td>02:06</td>
</tr>
</tbody>
</table>

Analysis

Recommendations

- Continue to actively monitor and measure unit performance
- Meet with Company Officers to identify factors affecting unit response performance
- Implement action(s) that positively impact performance

Impact

- Company-level performance accountability
- Enhanced company-level awareness & participation
- Reduction of the gap between actual and target performance
Focus On Results – FOR Atlanta

- “COO Monthly Roundtable”
- Innovation Delivery and Performance Team

Key Performance Indicators

- Monthly Performance Data

Initial Open Performance Data Initiative

- http://foratlanta.github.io/
“In 1968, New York City struck a deal with the RAND Corporation to use their computer models to establish more efficient public services and save millions of dollars, beginning their first civilian effort with the FDNY. Over the next decade a series of fires swept through New York, displacing more than 600,000 people, all thanks to the intentional withdrawal of fire protection from the city's poorest neighborhoods - and all based on RAND's computer modeling systems.”
“Juking The Stats”

Juke: (Gullah) “To deceive or outmaneuver…”

› “Fudging the Numbers”
   ◦ Reclassifying calls after the fact
   ◦ Changing data on the front end

› What Is Measured, Matters…
   ◦ Most Important?
   ◦ Mutually Exclusive?
   ◦ Manipulate-able?

› Philadelphia PD – UCR Data
› AFRD Turnout Times
Practical Solutions or Political Solutions

- Can supervisors really fix the problems identified?
  - Is your service model focused on supply or demand?

- Displacement
  - “Whack-a-Mole”

- Public perception of proposed “solutions”
  - Concerted Deployment

- Political perception of proposed “solutions”
  - System Status Models