

RESOLUTION NO.

WHEREAS, city government has a responsibility to its citizens to perform tasks efficiently to achieve the desired outcomes as stated by policymakers and the community; and

WHEREAS, Austin has an adopted long-term comprehensive plan called "Imagine Austin," and the City of Austin is moving forward with implementation plans related to the priority programs; and

WHEREAS, each department has stated missions and goals, and a new performance excellence program could provide an opportunity to strategically define the steps needed to achieve outcomes, report on the progress made on a regular basis, and analyze the data in order to continuously improve programs as needed to effectively reach departmental goals and implement the Imagine Austin priority programs; and

WHEREAS, Baltimore, Denver, and Louisville, among other municipal governments, have implemented performance excellence programs by utilizing key performance indicators like unscheduled overtime, sick time usage, and responsiveness to citizen concerns as standard indicators for all departments to report, along with department-specific and program-specific goals and metrics; and

WHEREAS, some City of Austin departments are tracking various performance measures, but some of the measures in place are showing results that may or may not be impacted by the department's efforts; and

WHEREAS, performance indicators can be reported on a regular basis and provided in a public manner so that citizens, city management, and City Council can identify programs that are working and areas that need improvement; and

WHEREAS, data-informed decision-making can enhance the annual budget process by demonstrating where the city is making a true impact and result in a more efficient allocation of city resources; and

WHEREAS, a comprehensive performance excellence program can also help to recognize high-performing employees, maintain an engaged and motivated workforce, and identify process improvements that can make it easier and faster for citizens and businesses to work with government; and

WHEREAS, a high opportunity area for process improvement is our City's hiring process, which our Human Resources Department stated takes on average 60-90 days to hire someone locally and longer for someone outside of Austin, possibly resulting in the City missing out on the best candidates for the job, extra overtime costs for departments, and delayed program implementation; and

WHEREAS, the City of San Antonio recently did a project to streamline their recruitment process, and the result of their work is being able to identify and hire the best candidate 75% faster and at almost half of the cost; and

WHEREAS, doing a pilot performance improvement project related to the City's hiring process could help inform the overall goal of a strategic performance excellence program; and

WHEREAS, the City now has staff in the Office of Innovation and Communications and Technology Management that are well versed in process improvement methods and could help guide a pilot performance improvement project; **NOW, THEREFORE**,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AUSTIN:

The City Manager is directed to conduct a pilot process improvement project related to the City's hiring process by working with outside stakeholders in the design and process improvement field and city staff from the City's Human Resources Department and other departments as appropriate. After the pilot is complete, staff should analyze the results of the process, determine what metrics could be established to allow for continuous improvement, and decide whether the lessons learned could be applied to future city projects.

The City Manager shall provide a progress report back to Council by **October 1, 2014**.

ADOPTED: _____, 2014 **ATTEST:** _____
Jannette Goodall
City Clerk