

Management Maturity Model

Seven Fundamentals of Organizational Success

1. Set Goals and Targets – SCORE: 4

- *What is your organization's primary purpose?*
 - Emphasizing customer service, we provide safe, efficient, dependable, and cost efficient services (DFO mission statement).
 1. Specifically, our primary purpose is to meet the fleet, fuel and travel needs of customers.

- *What specific targets or goals do you have for this fiscal year?*
 - Fleet**
 1. Complete a cost/benefit analysis of the DFO call center.
 2. Add repair times at vehicle and repair specific levels to give the technician labor times for each repair authorized by the DFO call center.
 3. Update the method in take-home authorization rule to an electronic signature.
 4. Simplify the communication correspondence with agency fleet contacts during the model year 2013 replacement process.
 5. Purchase at least 30 CNG vehicles during the 2013 replacement year.

 - Travel**
 6. Complete the implementation of the online hotel database.
 7. Roll out the online booking tool, "Concur," to all state agencies.
 8. Develop online travel training.
 9. Set up the travel "GPA tool" with our contract information to use for monthly benchmarking.

 - Fuel**
 10. Upgrade or replace dispensers at 10 fuel sites.
 11. Upgrade or replace the sumps at 5 fuel sites.
 12. Upgrade or replace 5 tank monitors at fuel sites
 13. Automate 4 fuel sites for remote access.
 14. Clean and paint 10 fuel sites.

- *What methods or measures do you have in place to track progress toward identified targets and the organization's overall performance?*
 - **Service Plans** required by statute (UCA 63-1-111) to describe services provided, methods of providing the service, and performance measures and standards.
 - **Customer Services Summaries (CSS)** from DFO provide operational metrics to customers.
 - **Utah Performance Management (UPM)** allows division directors and managers to align department and division goals from individual performance plans to the Governor.
 - **Balanced Scorecards** measure outcomes of the service plans monthly for program managers and department directors.
 - **Annual surveys** of division customers.

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- **Benchmark comparisons** to the private sector services.

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2. Use Process Improvement and Thinking Tools – SCORE: 4

- *What methodologies or approaches does your organization use to improve processes and solve problems?*
 - **Enterprise Risk Management** – DFO supports this department initiative by chairing the COOP/Emergency Preparedness committee and by providing staff support to several other ERM committees.
 - **Theory of Constraints** – DFO uses the theory of constraints model to identify and resolve bottlenecks in the division.
 - **Professional organization best practices** – Managers belong to national professional organizations and attend annual conferences to learn industry best practices from other professionals in the fleet, fuel, and travel industries.
 - **Feedback from Customers** – Managers meet with and survey customers about their satisfaction annually. Feedback is also received in quarterly user meetings.
 - **Advisory Committees** – The State Fleet Manager regularly receives formal input from the Motor Vehicle Review Committee concerning fleet policies and potential rule changes.
- *Are these methods concentrated within management or used across the entire enterprise?*
 - Methodologies mentioned above are used by all programs in the Division with the exception of the Motor Vehicle Review Committee which is dedicated to the Fleet program.
- *What tools do you use when deciding what programs to invest in?*
 - **Information systems** used by the fleet, fuel and travel programs provide the best information in “investment” or program decisions. Program managers are skilled at querying large data sets to draw conclusions or identify trends.

3. Create Your System and Strategies – SCORE: 4

- *What specific strategies and tactics do you have in place to meet your goal?*
 - Regular manager and staff meetings (typically every two weeks) to discuss progress and to report on defined goals
 - Annual customer service meetings
 - Annual formal reviews with department directors
 - Forum meetings
- *Have you defined the system and processes by which you will achieve your goal?*
 - Yes, programs managers are updating goals with the UPM system to track employee performance.
- *How do you identify and mitigate your risks?*
 - Enterprise Risk Management committee participation
 - COOP/emergency preparedness planning
 - Cyber security

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- Participation in Emergency Support Function #12 (Energy) within the State Emergency Operations Center.
- Participation in the Department of Emergency Management coordination meetings representing DAS/DFO.
- *Do your budget and building block requests align with and support your targets and goals?*
 - Yes, our budget and rate development process are tied with the goals of the division and goals/priorities identified by DAS/Governor's Office.

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4. Create Your Organization – SCORE: 4

- *What is your philosophy around organizational design?*
 - Each division program is staffed to be as lean as possible while meeting the customer's demands for service.
 - The Division also uses technology to increase efficiency and reduce overhead.
For example:
 - FleetFocus (information system)
 - On line reports for customers
 - On line conferencing/training
 - Remote access equipment in the fuel program
- *Do you have consistent spans of control?*
 - Yes, DFO has a reasonable “span of control” in the programs. See the information below
 - Jeff Done (Fuel Manager) – supervises 7 employees
 - Scott Bingham (Fleet Manager) – supervises 10 employees
 - Tami Nelson (Travel Manager) – supervises 5 employees (including the travel agents)
- *Do you pay attention to your management to field staff ratios?*
 - Yes, see the information above.
- *Does your organization design align with your goals and strategies?*
 - Yes, the three programs are distinct enough that each requires a program manager. Each program is responsible to align with the division and department strategic goals.
- *How do you determine which functions should be centralized or standardized?*
 - The programs in the division are centralized in their format and structure to take advantage of economies of scale and to reduce overhead expenses for state agencies.
- *What are your administrative costs as compared to operations and client benefits?*
 - The current administrative costs in the division hover around 1% of the total annual costs. This is a measure tracked monthly on the DFO balanced scorecard.

5. Engage Staff – SCORE: 4

- *How do you communicate the organization's purpose, goals, and strategies to staff?*
 - Annual employee meetings
 - Through communication from division directors to managers, then managers to line staff
 - Through published service level agreements signed annually with fleet customers

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- *How are employees involved in helping the organization meet its goals?*
 - **Enterprise Risk Management** involves employees in both an annual survey and coordinated risk groups. The annual surveys provide an opportunity for all employees to give feedback to the Department on strategic goals and risks faced in meeting those goals. Risk groups allow employees throughout the department to work together in providing solutions to risks identified to accomplishing our strategic goals.
 - **UPM Performance Plans** align employee performance with the department's strategic goals.
 - **Employee Recognition** at annual awards ceremonies acknowledges employees for exemplary innovation and efficiency initiatives.
 - Division goals are regularly discussed **at manager and program level staff meetings**
 - **Collaborative efforts** between program managers.
 - **Project management teams** to accomplish specific program and division initiatives.
- *How are performance plans used to reinforce the organization's goals and priorities?*
 - **Straight "line of vision"** from the employee to the Division to the Department to the Governor's priorities using UPM. This is a work in progress by program managers.
- *What incentive or compensation plans do you have in place?*
 - When appropriate division directors and program managers submit employees for both ASI and one-time incentive awards to recognize and reward high performing employees.
- *Do you conduct employee surveys or receive feedback on managers and supervisors?*
 - **Enterprise Risk Management** provides an annual employee survey to give feedback to the Department on strategic goals and risks. The first year of the survey there was about a 40 percent response rate. This year, after incorporating many suggestions from employees we saw a 70 percent response rate.
 - **Annual Employee Satisfaction Survey** assesses employee fulfillment, contentment, and commitment to work in the Department as well as feedback on management and organization.
 - **Annual Customer Satisfaction Survey** assesses the Division's ability to provide services to customers in a timely, effective, and cost efficient manner.

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6. Synchronize Your Projects and Policies – SCORE: 4

- *What types of governance structures do you have in place to monitor and prioritize projects—including IT?*
 - **IT Council** comprised of Division Directors and DTS representatives provides a roundtable discussion and coordination to prioritize IT projects and merge similar projects across the department
 - **HR Council** comprised of Division Directors and DHRM representatives facilitates a roundtable discussion and coordination on department-wide and division specific personnel issues.
 - **Monthly Division Director Roundtables** provide a forum for discussing agency-wide initiatives and progress as well as decisions for additional projects.
 - **Enterprise Risk Management** provides a tool for ongoing discussions to assess what priorities the Department should focus on to address risk as well as how those projects are progressing.
 - **Feedback from Customers** through Customer Service Summary meetings and survey responses gives the Department feedback and allows us to understand how our progress is perceived from the outside.
 - **Guidance from the Legislature and Governor’s Office** often dictate our priorities though we often have little influence or input into the decisions.
 - DFO holds a monthly “**coordination meeting**” with key division personnel to update and discuss projects that cross programs or need to be reviewed by a group larger than the management team.
 - Division directors monitor and prioritize agency projects at **management team meetings** held every two weeks.
- *How do you monitor the ROI for projects that are developed and implemented?*
 - **Performance Measures** (BSC, CSS, ERM) track the value of department services to customers.
 - **Business Case Analysis** on the front end often provides metrics and measures that help track ROI after implementation.
 - **Cost Avoidance Measures** compare our services to other markets and benchmarks to assess our value to customers.
 - DFO uses a financial **ROI calculation** on the balanced scorecard to monitor the return on investment in the fleet program.
- *How do you evaluate policies to ensure they support your goals and targets?*
 - **Monthly Division Director Roundtables** provide a forum for discussing agency-wide policies.
 - **Staff Retreats and Executive Summit** require Division Directors to review services and goals in light of current statute, rule, and policy to evaluate need and purpose.
 - **IT Council** comprised of Division Directors and DTS representatives provides a roundtable discussion of IT related policy

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- **HR Council** comprised of Division Directors and DHRM representatives facilitates a roundtable discussion of HR policies.
- **Enterprise Risk Management** provides a tool for ongoing discussions to assess what priorities the Department should focus on and what policies should be implemented to ensure their success.
- Policy and rule changes are evaluated by the **Motor Vehicle Review Committee**.

7. Stay Focused – SCORE: 4

- *What management meetings do you have to monitor progress?*
 - Annual **Executive Summit** comprised of Department managers and executives.
 - Monthly **Division Director** Meetings
 - Bi-monthly **One-on-One** Division Director meetings with the Executive Director
 - Monthly **Enterprise Risk Management** meetings and group work
 - Monthly **IT Council**
 - Monthly **HR Council**
 - Both division directors and program managers hold **semi-monthly staff meetings** to review projects and discuss progress on goals
- *What types of dashboards or reports do you use?*
 - Balanced Scorecard
 - Customer Service Summaries
 - Enterprise Risk Management Heat Maps
 - Strategic Plans
 - Monthly Budget Reports
 - Each program manager in the division has a tracking spreadsheet with key performance measures updated regularly.
 - The fleet program compares its data to other similar governmental fleets through a company called Utilimarc
- *How do you stay focused on the key priorities?*
 - Monthly Enterprise Risk Management meetings
 - Constant and Consistent Communication
 - Monthly Management Meetings
 - UPM Performance Measures for individuals
 - Division directors have a prioritized tracking sheet to monitor and adjust division priorities