



Performance Management for Emergency Services

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Performance Management

- What is it?
- Why do we need it?
- How do we measure it?
- Obstacles to Performance Management?
- What does it mean to the Fire/EMS community?

What it is?

- Armstrong and Baron (1998) defined it as a “strategic and integrated approach to increasing the effectiveness of companies by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.”

What it is...

- In general terms...those activities that ensure organizational goals are being consistently met in a effective and efficient manner
- Can focus on the organization, department, employees, the processes used to build a product or service.



Why do we need it?

- Financial gain vs budget management
- Workforce motivation
- Improve operations of department



Financial gain vs budget management



- It isn't always about the money....
- Revenue growth ranks 5th in the importance of expected benefits.
 - Organizational alignment- are the goals set, realistic?
 - Setting goals are great, but can your organization advance whether they meet them or not
- No alignment = marching to the beat of a different drum.
- Basically- Get the house in order and then reap the financial rewards



Financial gain vs Budget management



- Reduction of Costs
- Organizational alignment behind Director's goals
- Decrease the time it takes to create strategic or operational changes by communicating the changes through a new set of goals



Why do we need it?

- Managing employee or system performance facilitates the effective delivery of strategic and operational goals
- Clear correlation between using performance improvement and seeing improved results.
- Improved accountability
- Performance is actual results vs desired results

Why organizations implement performance management strategies	
Strategic Alignment	70%
Budget/plan alignment with strategy	67%
Resource alignment	63%
Financial transparency	59%
Revenue growth	59%
Agility	56%
Competitive advantage	55%
Compliance/governance	54%
Response to market threats and risks	51%
Innovation	47%

Employee Buy in

- Starts off with recruiting at the C-level
 - Lead by example
 - If supported by the executives then the troops are most likely to follow suit
- Employee Buy in-
 - The most sophisticated technology cannot overcome employee resistance
 - Communication of strategy and goals leads to increased transparency
 - Communication leads to clarification of goals
 - Assignment of personal accountability
- Helps employees understand what their role is and where they fit in the scheme of things.

Flavor of the Month

- 4 phases to employee buy in
 - Denial- demonstrates lack of understanding...“I don’t understand what we are trying to accomplish”
 - Resistance- strong beliefs that obstacles prohibit successful execution. “Our organization doesn’t have the right people/processes for the job”
 - Exploration- Signals a desire to learn more. “The leadership might be on to something” “What can I do to facilitate the process”
 - Commitment- Change is now desirable. “Leadership seems pretty committed to this. Perhaps its not the flavor of the month”

Improved workforce motivation

- 5 Master Keys for Success
 - Build Satisfaction
 - Genuine Appreciation
 - Recognition
 - Inspiration
 - Compensation

Herzberg's two-factor theory of motivation

- Motivators...ie challenging work, recognition, additional responsibility, personal growth
- Hygiene factors- status, job security, salary, fringe benefits, work conditions
- Herzberg ...motivation vs movement...want to vs have to.



How do we measure it?

Most Common Performance Management Activities	% performed
Performance measured against goals	81%
Summarized reporting of financial and performance information on department level	78%
Key performance indicators tracked	76%
Consolidation of financials/division product line	68%
Identification, quantification, and prioritization of improvement opportunities	66%
Decision making based on understanding of the measures that drive the organization	64%

Obstacles in Performance Management

- People-
- If you build it they will come mentality
 - General lack of motivation
 - Pay
 - Benefits
 - Job status
- Cultural resistance
 - “Not my Job”
 - “Someone else will do it”
 - “Nobody told me to do it”

Personnel Challenges

- Poor labor/management relationship
- Issues of racial/gender equity is always present in the background
- Large populations of employees no longer feel valued
- Personality conflicts

Personnel Problems

- Why is addressing problems so difficult?
 - Strong cultures/values. Staff is resistant to change.
 - Existing low morale problems
 - Weak management systems
 - Current organizational leadership likes to maintain the status quo
 - Limited resources...ie staffing, money, promotional opportunities



Obstacles in Performance Management



- Infrastructure
 - Organization has so many departments within it that there is inadequate data exchange
 - Problematic when your need to integrate your resources



Some questions to ask yourself

- Are we asking our personnel to do too much to the point that we lose operational efficiency?
- Staffing problems leads to
 - Realignment of department...does that change the overall goals/mission? Or just the timeframe to achieve them.
 - Frequent transfers- increased difficulty in obtaining team cohesion
 - Multiple assignments

Approach to problem solving

- Establish the expectation that information or lack of it should be what drives decision making.
- Develop the ability to monitor and track performance in a simple and systematic manner.
- Monitor the impact and correlation of decisions made to desired results

What does all of this mean for Fire/EMS?

- Performance Measurement
leads to Performance
Management

What does all of this mean for Fire/EMS?

- What are the target areas we typically look to improve on???

Community Safety

- Accidental fires- Reduction through a aggressive fire safety awareness program
- Number of fires with fatal and non-fatal injuries
- Reduction of non intentional fire alarms from automatic detection equipment
- Increased fire inspections
- Increased smoke detectors in buildings

Operational Aspects

- Reduction of apparatus accidents
- Increasing resource availability
- Improving response times to the emergencies
- Limiting the spread of fire. No advancement of initial room and contents fire
- Reduction of CO...Ventilation



Financial aspects

- Reduction of loss time incidents due to sickness and preventable injury
- Station supplies and expenditures
- Equipment rehab vs replace
- Protective gear...How often does it get replaced?

Personnel

- Increased health and safety
- Increase the training levels
- Recruitment and retention
- Increased feedback to staff on performance

Usage of Performance Management



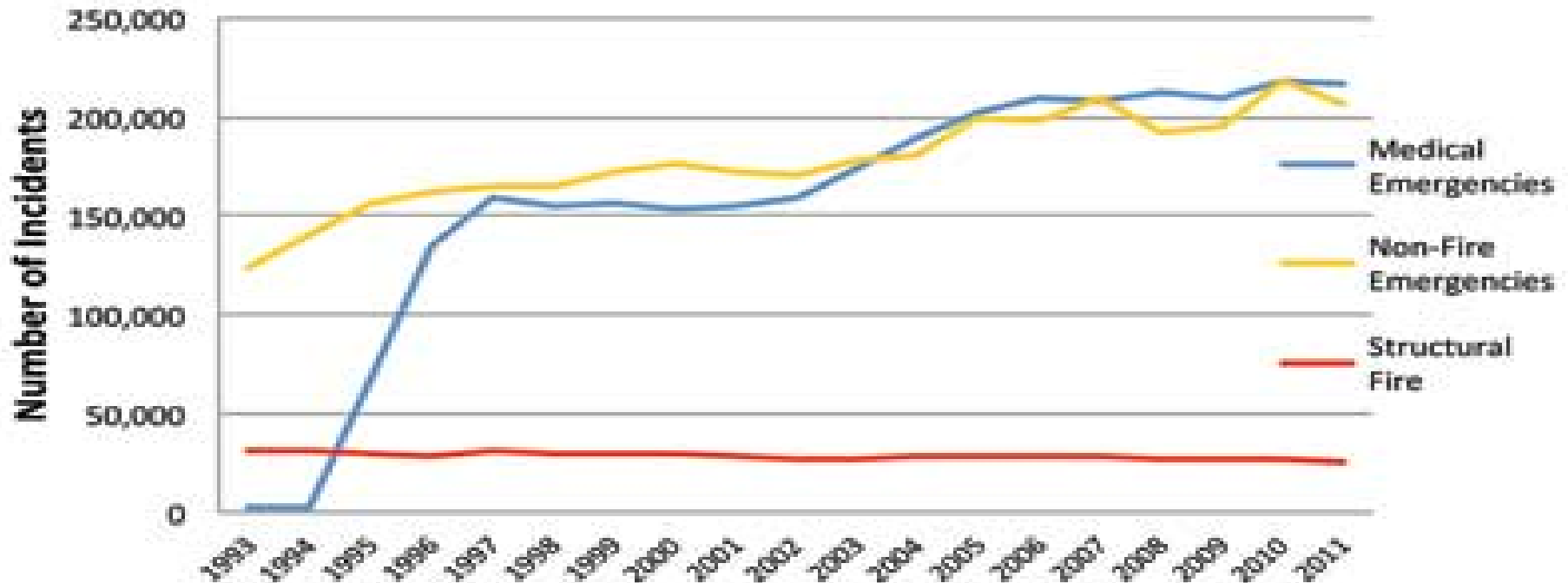
What are organizations doing?

- Enhancement of their existing employee appraisal systems
 - Increased reward distribution based on individual performance
 - Greater individual accountability
 - Increase the pool of talent through personnel development

Fire Departments using Performance management

- FDNY- Annual performance report...Top 3...response times, number of fires (structural/non structural), civilian fatalities

FDNY Structural Fire, Medical and non-Fire Emergency Responses 1993-2011



Serious Fires by Structure Type 2007-2010

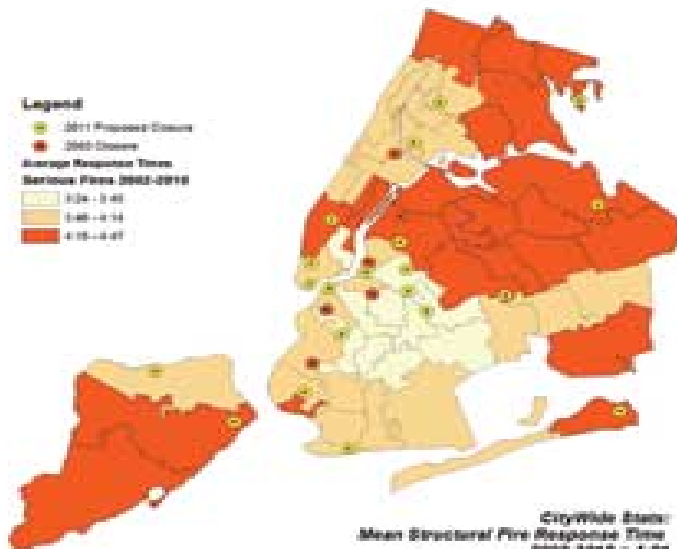
Building Type	Number Of Fires	Percent
1 - Fire Resistive Structure	1,397	16%
2 - Fire Protected Structure	395	5%
3 - Non-Fire Resistive Structure	4,940	57%
4 - Wood-Frame Structure	1,949	22%
5 - Metal Structure	35	0.4%
6 - Heavy Timber Structure	25	0.3%
Total	8,741	100

Map A
Average Structural Response Times
New York City 2002-2010



Legend

- 2011 Proposed Closure
- 2010 Closure
- Average Response Times
Serious Fires 2002-2010
- 3:24 - 3:45
- 3:46 - 4:15
- 4:16 - 4:45



Citywide Stats:
Mean Structural Fire Response Time
2002-2010 = 4:09

Source: NYFIRE Structural Fire Data 2002-2010
Available from the NYF Office of Fire Prevention and Control

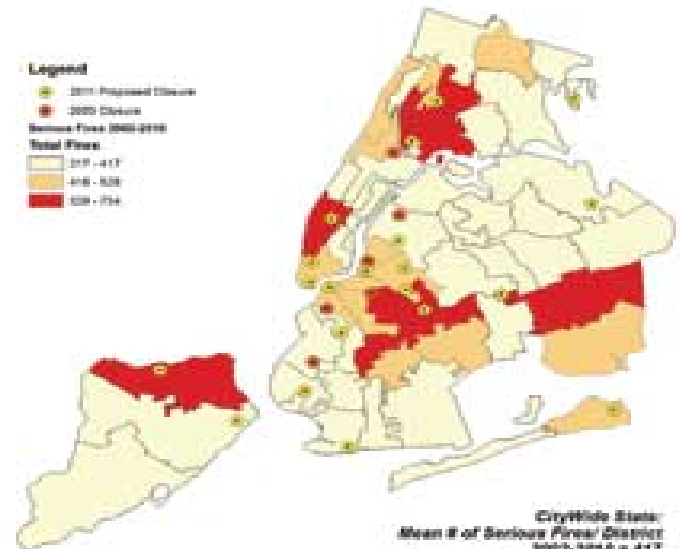


Map B
Major Structural Fires
New York City 2002-2010



Legend

- 2011 Proposed Closure
- 2010 Closure
- Serious Fires 2002-2010
- Total Fires
- 317 - 417
- 418 - 518
- 519 - 714



Citywide Stats:
Mean # of Serious Fires per District
2002-2010 = 417

Source: NYFIRE Structural Fire Data 2002-2010
Available from the NYF Office of Fire Prevention and Control

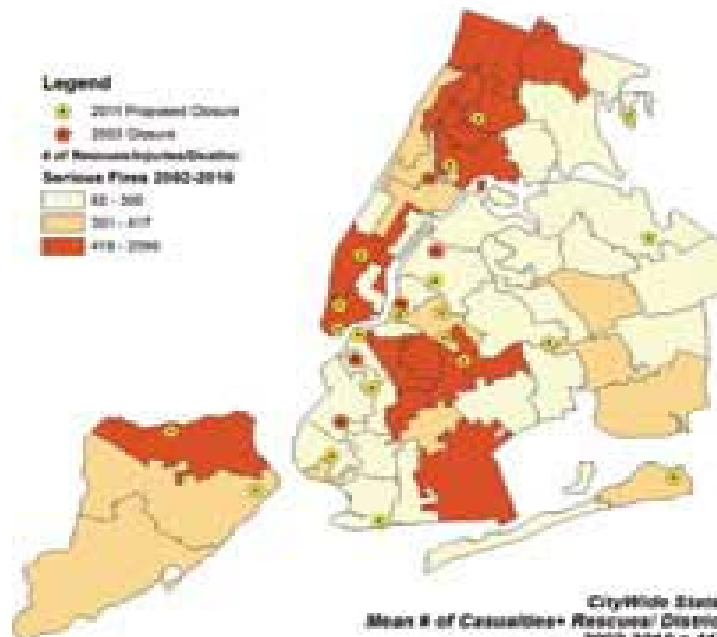


Map C
Civilian Casualties at Serious Fires
New York City 2002-2010



Legend

-  2011 Proposed Closure
-  2003 Closure
- # of Resources/Injuries/Deaths**
- Serious Fires 2002-2010**
-  0 - 500
-  501 - 617
-  618 - 2000



CityWide State:
Mean # of Casualties+ Resources/ District
2002-2010 = 417

Source: NYFIRE Structural Fire Data 2002-2010
Available from the NYF Office of Fire Prevention and Control

City of Vancouver, WA, USA

- Using Performance Management to
 - Meet the goals of the City Manager
 - Fall in line with the strategic plan of the city
 - Align with the Community Performance reporting- How they are doing in relation to the commitments made to the city
 - How they are performing according to the department snapshots of the prior year.
 - Help gauge employee performance appraisals
 - Community Surveys- how well you are performing according to the citizens



Austin Fire Department

- Used civilian fire deaths and trending to determine where the department was coming up short.

Conclusion

- Organizations must strive for organizational excellence
 - The citizens and visitors of your locality deserve it!!!
- In order to achieve excellence you must be willing to go after it.
 - Don't expect it to happen without effort.
- Work with all parties involved to maximize organizational efficiency.
- Allow for feedback and be patient
 - Change doesn't happen overnight