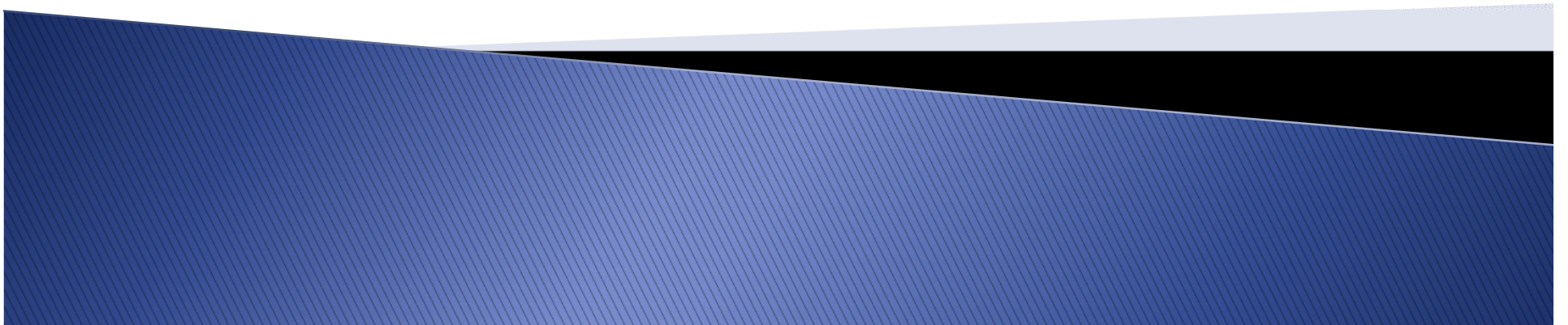


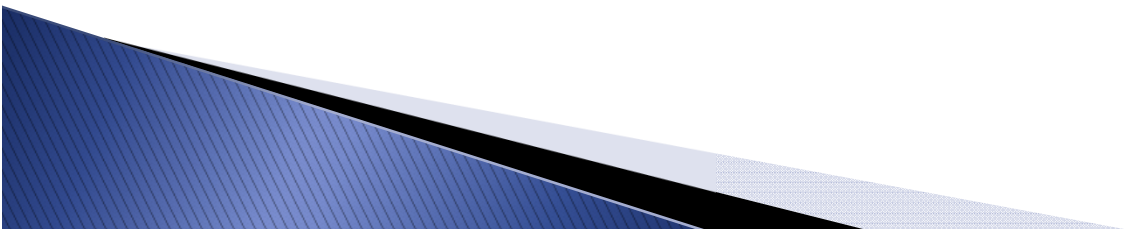
Citywide Policy Process



Project Background

About the Process

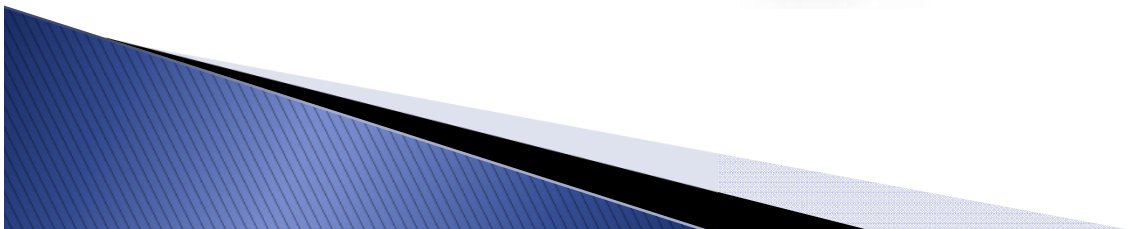
- ▶ Department of Administration and Regulatory Affairs (ARA) is responsible for managing and facilitating the Citywide policy review and approval.
- ▶ Citywide policies/procedures apply to all or most City departments.
- ▶ 100 + administrative policies/procedures, executive orders and mayor's policies currently in affect.



Project Background

Becoming a Greenbelt Project

- ▶ April 2014, the Controller's Office released a draft report regarding Citywide Policy Governance.
 - ▶ Recommended changes to Citywide Policy Management Processes
 - ▶ Required an ARA Management Action Plan to address the findings
- ▶ Subsequent to the Controller's Office report:
 - ▶ The Policy Management section was restructured.
 - ▶ ARA conducted an internal review of the policy management process
 - ▶ ARA explored centralized policy management practices.



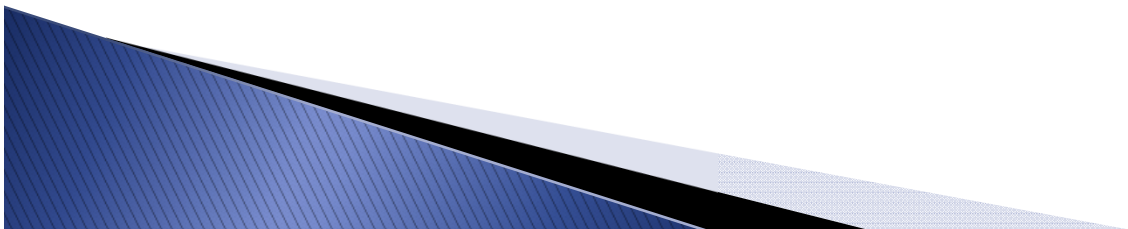
PROJECT DETAILS

- ▶ **Problem Statement**

- ▶ ARA's processing time for policies (from activation to publication) averaged 189 days in calendar year 2012, resulting in a backlog of outdated policies. Data for 2013 and 2014 was not available.

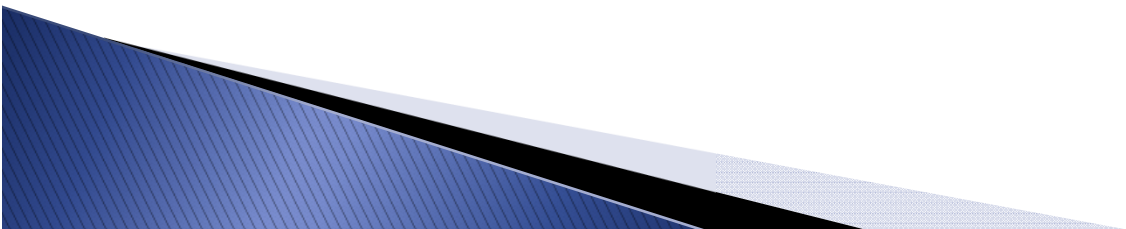
- ▶ **Mission Statement:**

- ▶ Policies should be published no more than 90 days after activation.



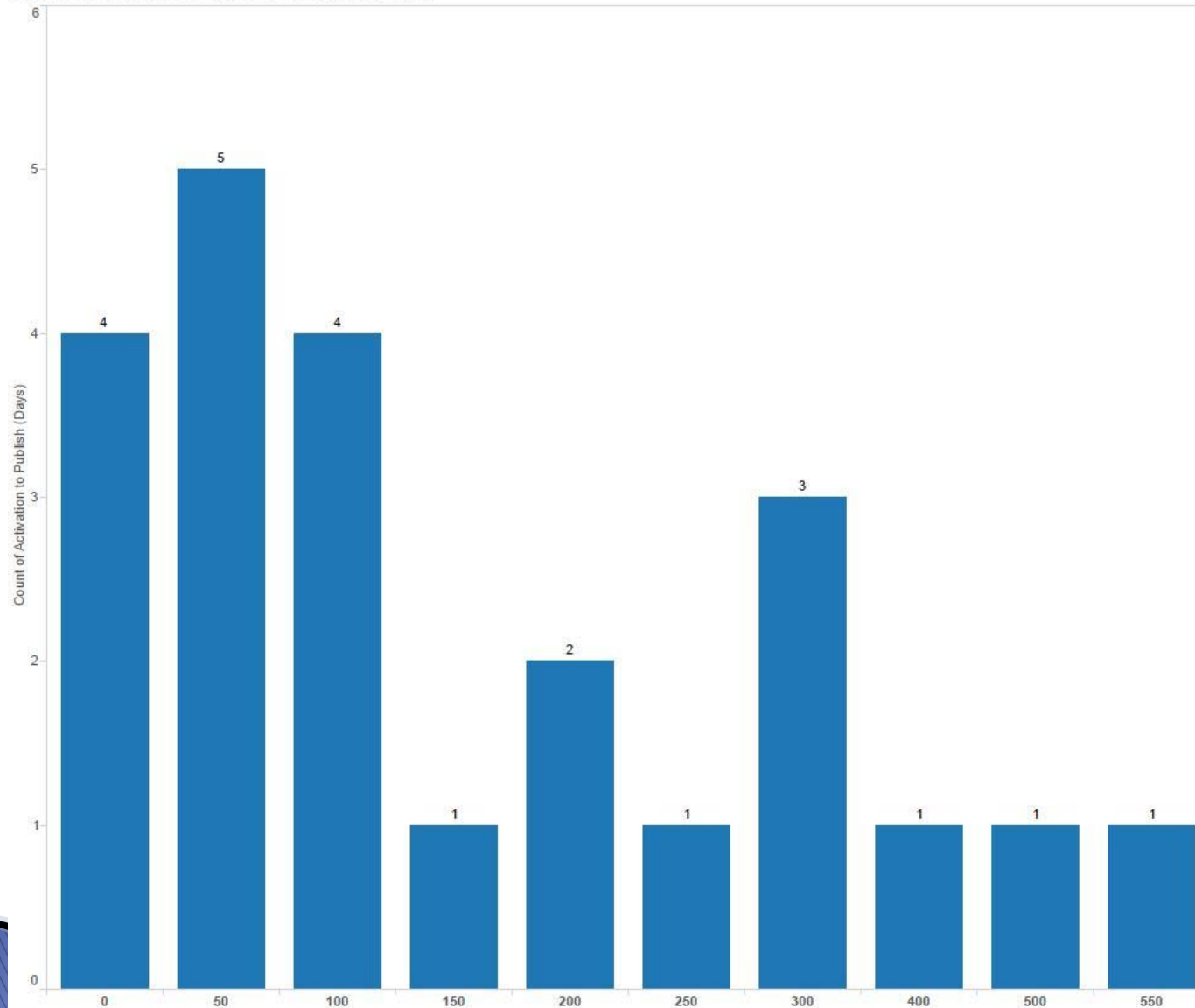
Baseline Measurements

- ▶ Obtaining baseline data was difficult.
 - No standard methodology for gathering data on the old process
 - Data that we were able to collect was not verifiable



Baseline Measurements

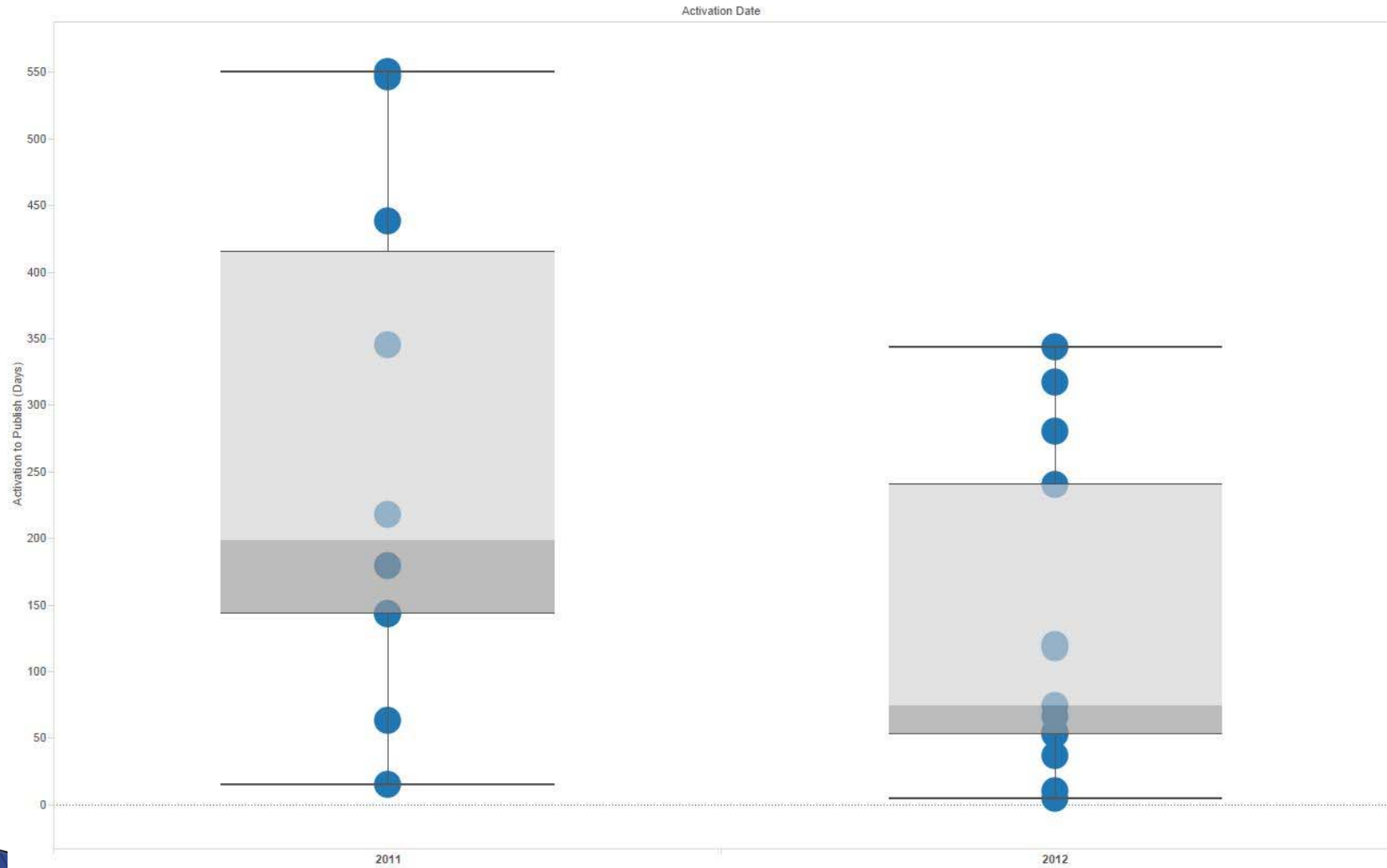
Time to Publish for Completed Policies (Days)



Count of Activation to Publish (Days) for each Activation to Publish (Days) (bin). The marks are labeled by sum of Number of Records. The view is filtered on Activation to Publish (Days) (bin), which excludes Null.

Baseline Measurements

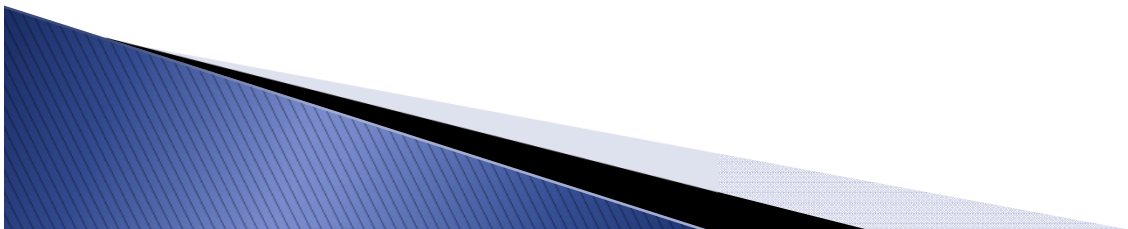
Completion Time by Year



Activation to Publish (Days) for each Year of Activation Date.

Historical Data

- ▶ For calendar year 2012
 - ▶ 38 policies were worked on.
 - ▶ 23 were completed and published (61%).
 - ▶ Excluding rescinded policies 82% were published.
 - ▶ For completed policies, the average time from activation to completion was 189 days



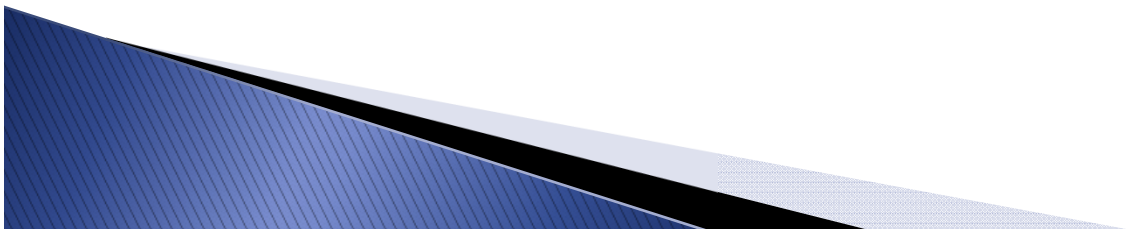
Current State

▶ Current Process

- ▶ No standard process for policy review and approval
- ▶ Unable to identify process
- ▶ Customers circumvented process
- ▶ Lacked data collection method

▶ Methods for Analysis

- ▶ Key player interviews
- ▶ Stakeholder meeting
- ▶ Data analysis
- ▶ Process mapping



VOICE OF CUSTOMER Stakeholder Meeting

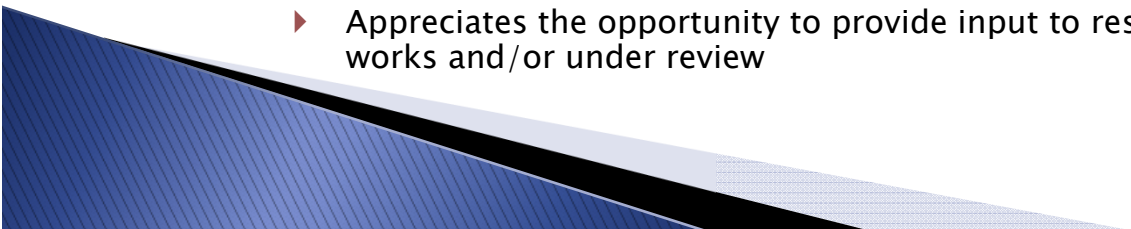
▶ Attendees

- ▶ Department Policy Liaisons
- ▶ Other interested and key stakeholders
- ▶ Not all key players attended or sent representatives
- ▶ 17 total attendees representing 11 different departments

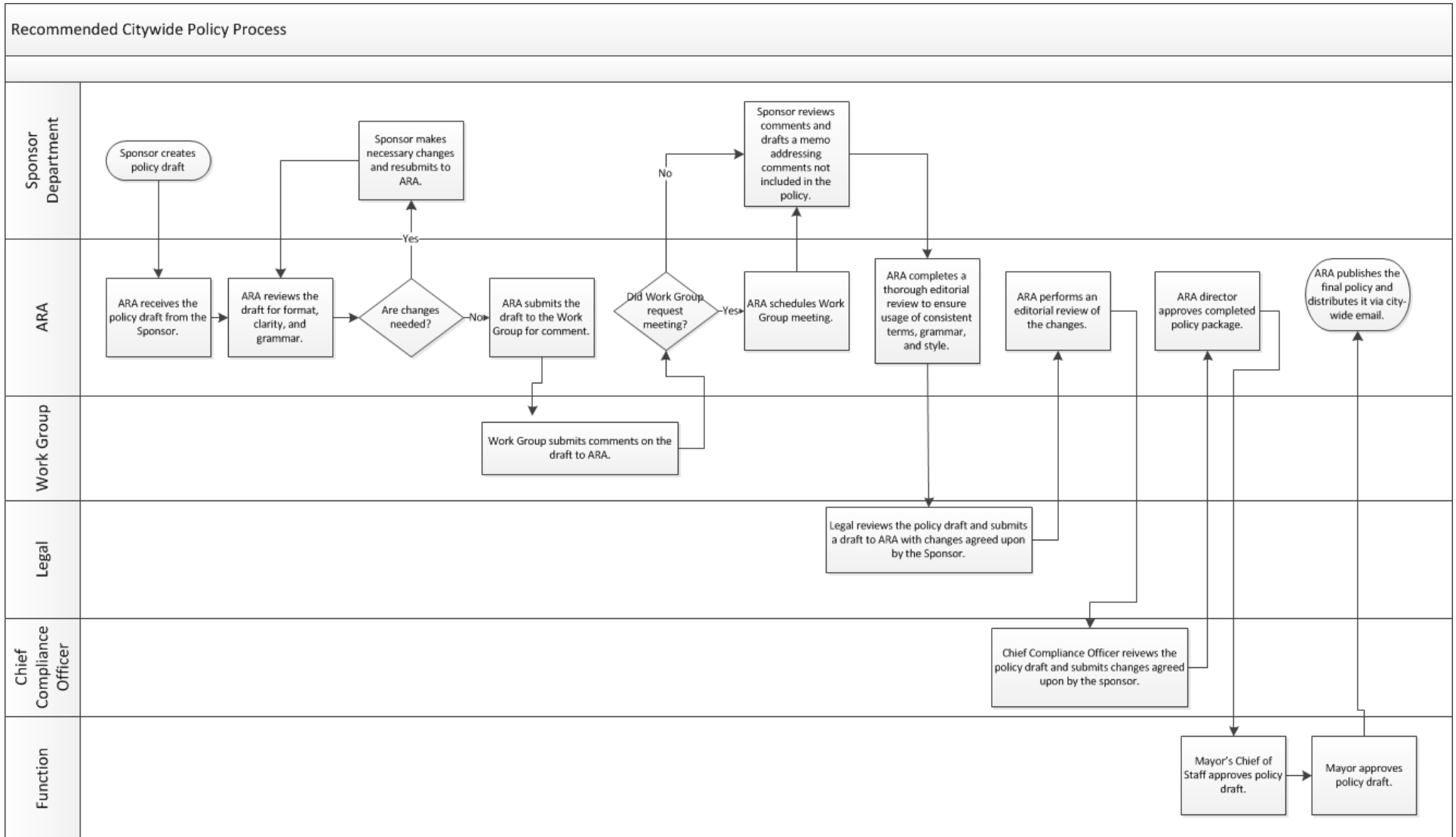
▶ About the Meeting

- ▶ Provide overview of key player roles and responsibilities
- ▶ Defined and outlined difference between policy instruments
- ▶ Provided opportunity for feedback regarding the current process
- ▶ Provided opportunity for feedback on new/defined process

▶ Stakeholder Feedback

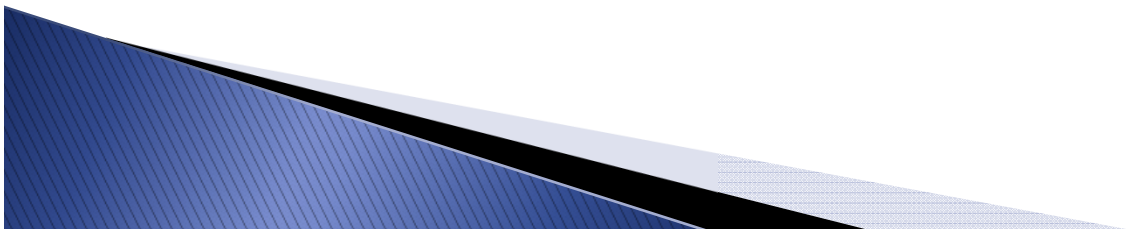
- ▶ Not clear about the process and how it worked.
 - ▶ Appreciated clarification of roles and responsibilities and the policy process.
 - ▶ Like the opportunity to provide input on draft policies.
 - ▶ Preferred that workgroup meetings be streamlined.
 - ▶ Preferred that a responsible department for each policy be established.
 - ▶ Appreciates the opportunity to provide input to responsible department on policies in the works and/or under review
- 

Process Map



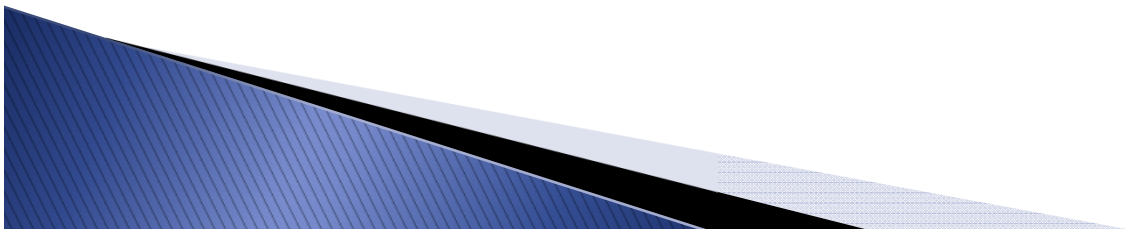
Recommendations Improvement

- ▶ Define the Process
 - ▶ Establish a policy framework
 - ▶ Define the policy instruments
 - ▶ Define key player roles and responsibilities
 - ▶ Establish a standard procedure for the policy review and approval process



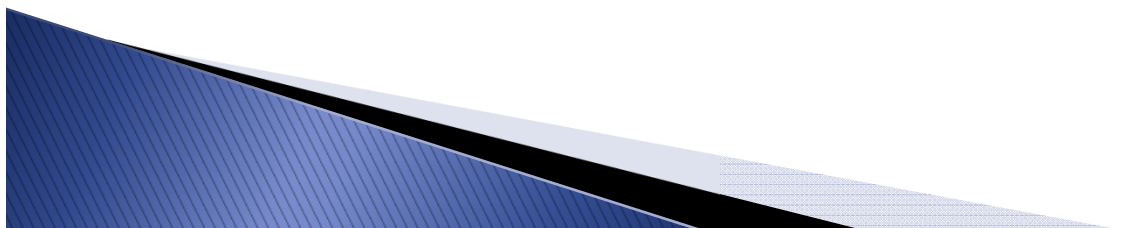
Recommendations Control Plan

- ▶ **Already Implemented**
 - ▶ Develop data collection method and performance measures
 - ▶ Create policy tracking spreadsheet
 - ▶ Tracks process
 - ▶ Identifies major milestones
 - ▶ Projects completion dates
 - ▶ Create policy templates
- ▶ **Future Recommendations**
 - ▶ Establish the Process
 - ▶ Update and adopt and a City-Wide administrative policy and procedure related to Policy Management
 - ▶ Provide Training for Policy Sponsors and Key Players
 - ▶ Roles and Responsibilities
 - ▶ Process steps
 - ▶ Policy template
 - ▶ Difference between policy instruments
 - ▶ Create a Policy Portal
 - ▶ Easy access to tools




Policy Tracking Spreadsheet

Policy Information		Key Dates			Review and Approval Steps											
No.	Description	Activation	Original Completion	Current Completion	Key Steps	Initial Draft Submitte	ARA Initial Review	Sponsor Resubmits	Submitted to Workgroup	Workgroup Meeting	ITGB/ Safety Review	Submitted to Legal	Legal Review/ Approval	Director Review/ Approval	Mayor's Review / Approval	Distributed/ Posted
2-17	Audio and Visual Recording in the Workplace	03/23/14	11/14/14	01/13/15												
					Target	N/A	03/30/14	10/01/14	10/01/14	10/15/14	N/A	12/14/14	12/28/14	01/03/15	01/06/15	01/13/15
					Actual	03/23/14	03/30/14	10/02/14	10/03/14	10/09/14	N/A	12/08/14	12/22/14	01/02/15	01/03/15	
					Comments:					2 Meeting						
2-	Automatic External Debrillators	08/20/14	01/07/15	03/03/15												
					Target	11/20/14	12/15/14	12/09/14	12/03/14	12/16/14	N/A	02/05/15	02/09/15	02/23/15	02/27/15	03/03/15
					Actual	N/A	N/A	N/A	12/02/14	N/A	N/A	N/A	N/A	N/A	N/A	N/A
					Comments:					4 Meeting						
2-	Employee Safety and Health (replaces MP 105)	08/20/14	03/03/15	03/03/15												
					Target	10/01/14	11/07/14	11/11/14	11/14/14	11/28/14	01/07/15	02/03/15	02/23/15	02/27/15	03/05/15	03/03/15
					Actual	10/30/14	11/07/14	N/A	11/13/14	11/24/14	12/15/14	12/19/14	01/05/14	01/16/15	01/19/15	
					Comments:					3 Meetings						
105	Employee Safety and Health (replaced by AP 2-21)	08/20/14	03/03/15	03/03/15												
					Target	10/01/14	11/07/14	11/11/14	11/14/14	11/28/14	01/07/15	02/03/15	02/23/15	02/27/15	03/05/15	03/03/15
					Actual	10/30/14	11/07/14	N/A	11/13/14	11/24/14	12/15/14	12/19/14	01/05/14	01/16/15	01/19/15	
					Comments:					3 Meetings						
3-7	Positive Corrective Discipline Program (Revised) (replaces MP 504)	08/20/14	01/13/15	01/17/14												
					Target	10/01/14	10/16/14	N/A	10/20/14	10/29/14	N/A	12/17/14	01/03/14	01/09/15	01/15/15	01/17/15
					Actual	10/05/14	10/16/14	N/A	10/16/14	10/29/14	N/A	01/06/14				03/11/15
					Comments:					3 Meetings						



Policy Template

	Administrative Policy INSERT POLICY TITLE		
		A.P. No.	A.P Add No.
		Effective Date:	Insert Date
<p>1. POLICY STATEMENT</p> <p>Insert text here</p> <p>2. POLICY PURPOSE</p> <p>Insert text here</p> <p>3. SCOPE</p> <p>Insert text here</p> <p>4. DEFINITIONS</p> <p>Insert Definition Term: Insert definition here.</p> <p>Insert Definition Term: Insert definition here.</p> <p>Insert Definition Term: Insert definition here.</p> <p>Insert Definition Term: Insert definition here.</p>			

Lessons Learned and Limitations

▶ Lessons Learned

- ▶ Document and measure processes
 - ▶ Create standard operating procedures for processes
 - ▶ Develop and use measuring tools to track process
- ▶ Train key players and stakeholders
 - ▶ May not know roles and responsibilities
 - ▶ May not know process
 - ▶ Necessary to establish buy-in to the process
- ▶ External key players significantly influence the average time from activation to completion.

▶ Limitations

- ▶ Information regarding existing policy management process was unclear and inconsistent
- ▶ Historical data was limited and possibly unreliable
 - ▶ No method for collecting data
 - ▶ No performance metrics
- ▶ Difficulty obtaining buy-in from all critical stakeholders
- ▶ Additional key player recently added, adding additional step to the process



Questions

