

Calibration

Bringing Strategy and Budget Together for Efficient Operations



Everyone is doing it!

- 1. Everyone knows that all the work gets done!**
- 2. Everyone knows that employees are interrupted from their regular work to do other work. (for example, unexpected meetings, unexpected bus driving, unexpected event set up)**
- 3. Everyone knows this adds time to the work.**

How does all the work get done in time frame allotted?

Right Things in the Right Time Frames

Time, Tasks, and Cost

Quality, Accuracy, and Engagement

- **Timeliness is a key driver of cost. The reason we don't know if we can get all the work done, including unintended disruptive requests, is that we don't manage processes well.**

This project helps to identify how workers at all levels spend their time.

Only then can we manage cost, quality, accuracy, and satisfaction and engagement!

What to do first?

- **Brainstorm with staff to identify their regular work activities and incorporate the additional “out of the ordinary activities” or “emergencies” or “unintended interruptions” that are not always considered/budgeted for.**
- **Capture all work on spreadsheets and annualize the hours with pay to determine the cost of time!**
- **Provide a realistic view/blueprint of what work is done, by whom, by when. An awareness of activities, outside their daily functions, that consume their time (i.e. training, emergency preparedness, meetings, etc.)**

Why is this important?

- **Provides a realistic view of what can be accomplished.**
- **Helps to calibrate the budget to include hours, staff, funding and time for emergencies. Identify work needed to accomplish the organization's strategy.**
- **Balances core operations and quality of life work with staff hours and funds needed.**

Next Step? – Truth Up!

- **Take time to review and validate the accuracy of employee submissions! They may exaggerate...**
- **Process the information and perhaps recalculate (spreadsheets are prepared with formulas for automatic recalculation)**
- **Prepare global message to ensure that the staff understands the project and their positive impact on the department! This is critical!**

Global Messages!

What the data may tell us!

- **The data may tell us that the funding for labor hours is not calibrated with the budget allocated for labor!**
- **The budget may be driving strategy not vice versa!**
- **There may be more hours expended than wage budget to cover tasks. This may mean that core services are not being completed to the quality service level expected as employees struggle to accomplish everything being asked of them!**
- **The organization may place more focus on lower level priorities than the other service level priorities!**
- **The organization may not consider the service level pyramid when creating the budget!**
- **The organization may not consider all components of the strategy when creating the annual budget or task allocations!**