

Senior Services Strategic Plan 2009 Environmental Scan

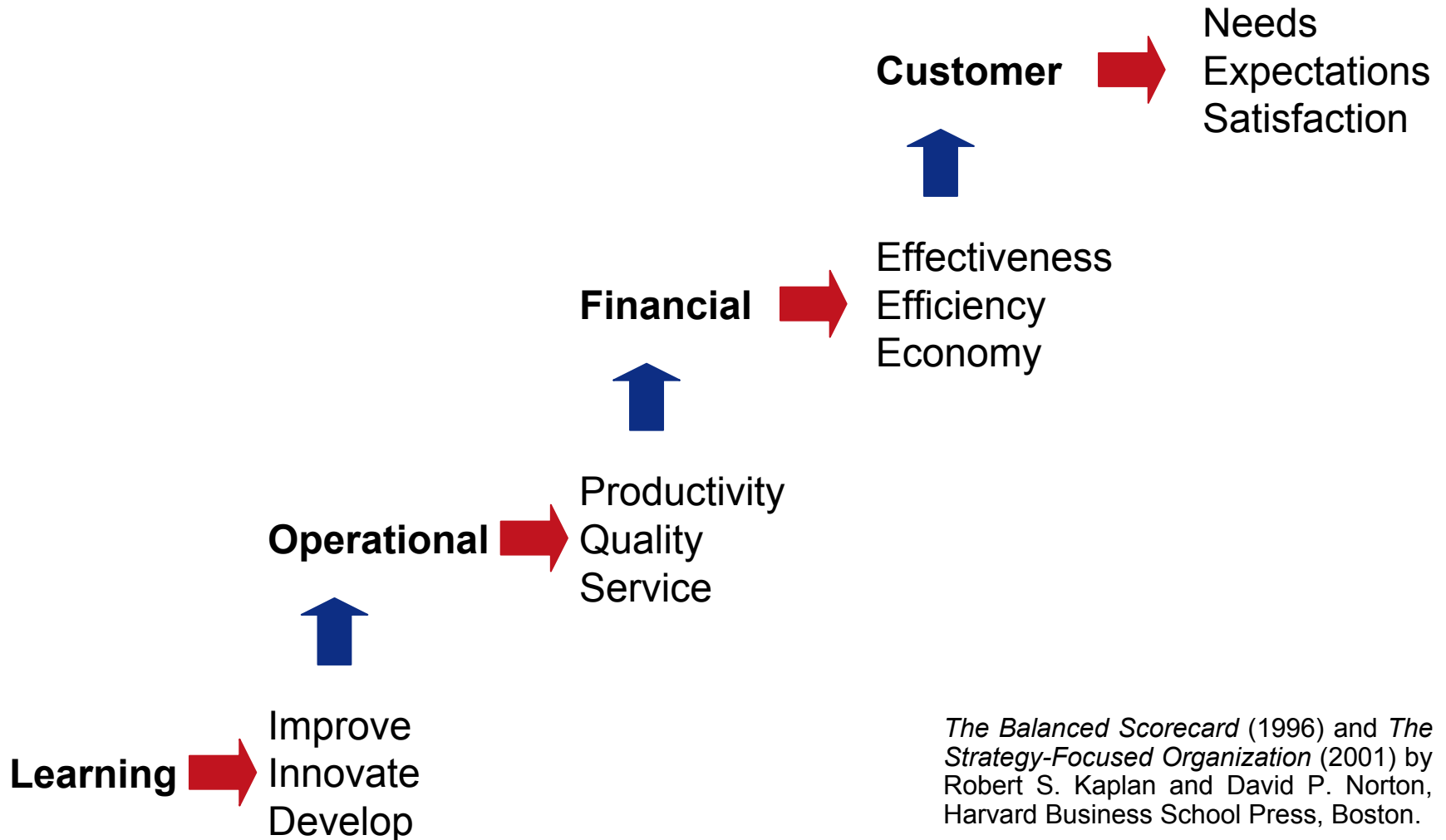
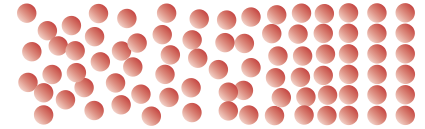


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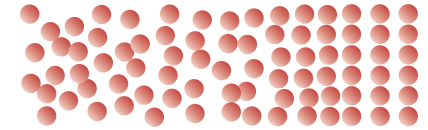
City of Phoenix
Human Services Department
Senior Services Division
February 2004

Perspectives



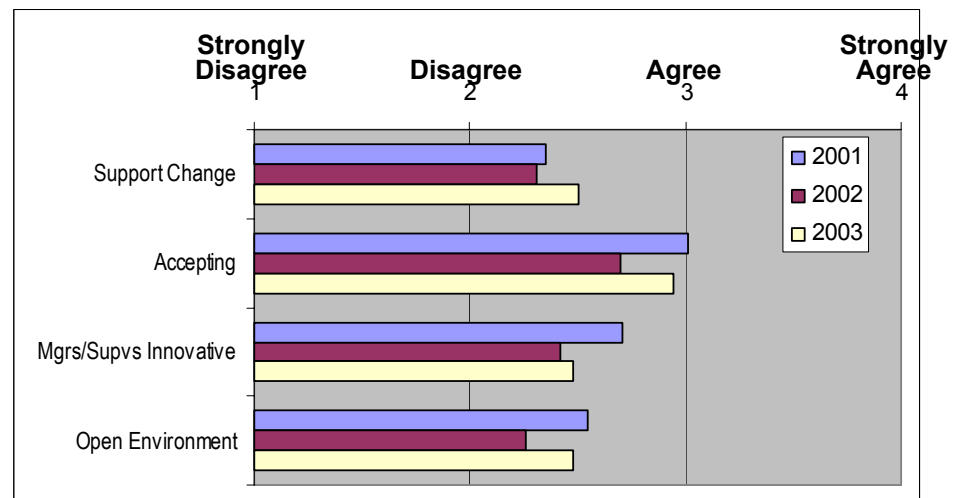
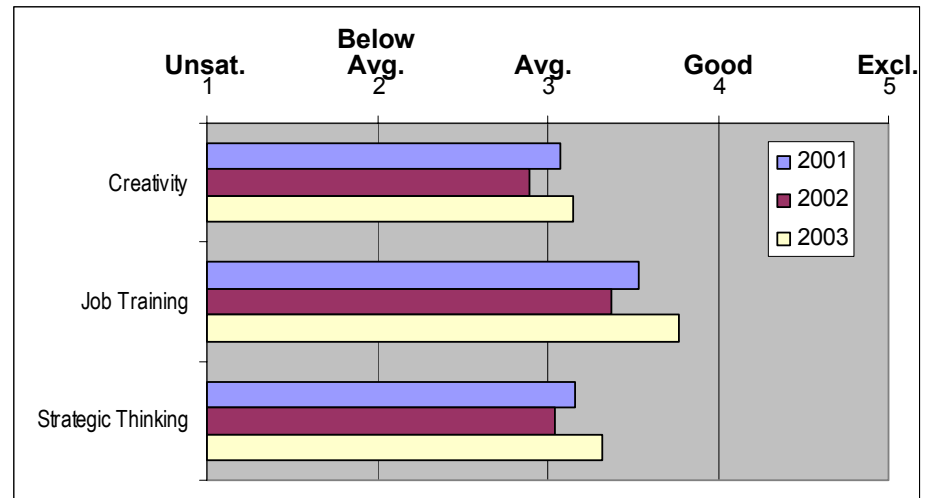
The Balanced Scorecard (1996) and *The Strategy-Focused Organization* (2001) by Robert S. Kaplan and David P. Norton, Harvard Business School Press, Boston.

SSD Learning Factors

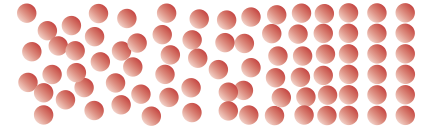


Employee Survey 2003

- Job Training has highest value, 2nd most improved in 2003
- All values are below “good” or “agree”
- Three Learning Factors have lowest values of 16 Diversity Factors
- Little change since 2001; culture supports the *status quo*

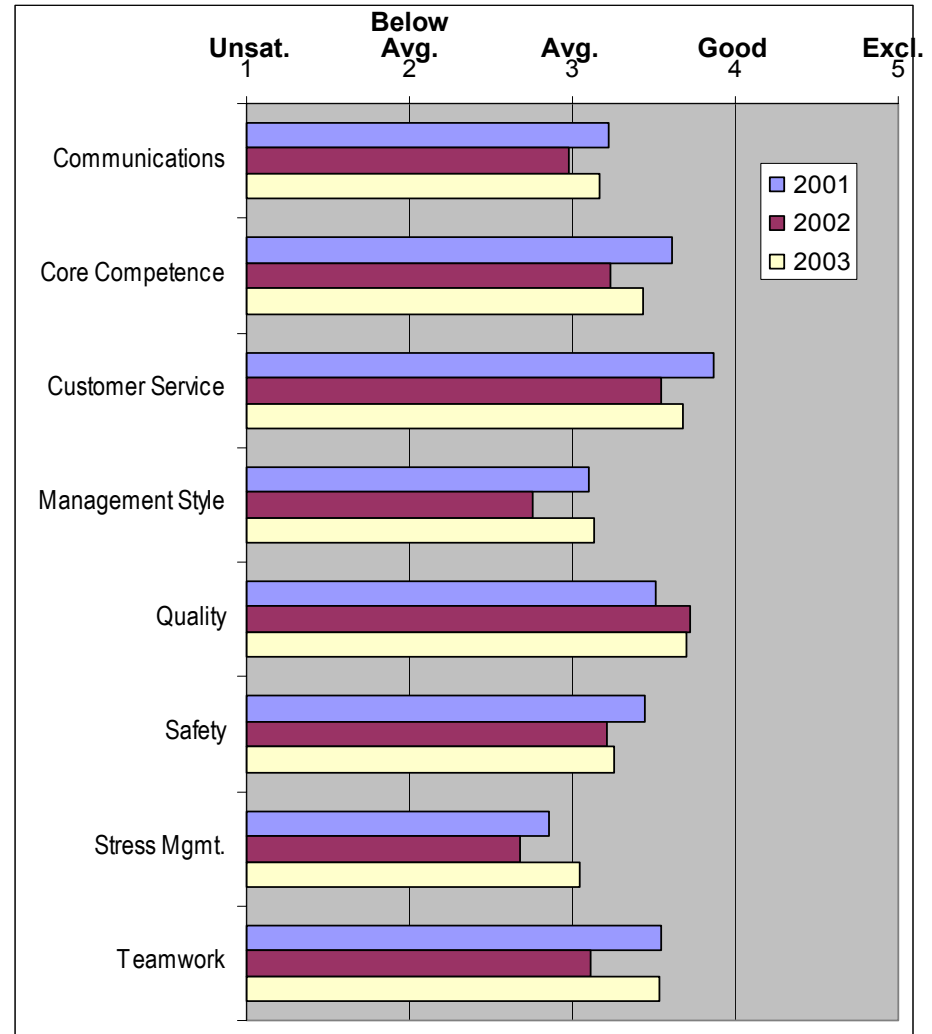


SSD Operational Factors

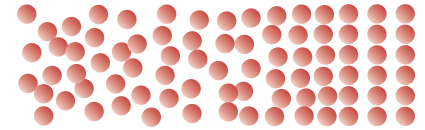


Employee Survey 2003

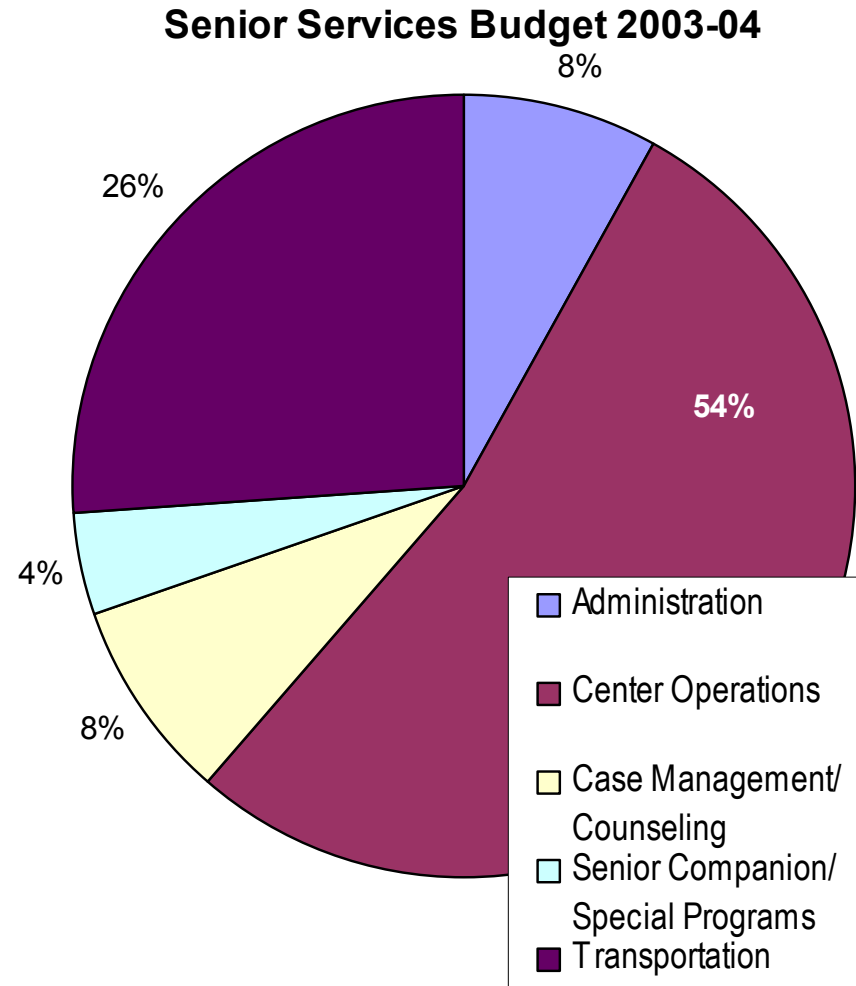
- Best factors are customer service, quality
- All factors are below “good”
- 2003 not significantly above 2001
- No significant change over two years



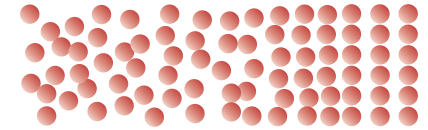
Financial Perspective



- Administration is a small part of the program; 92% is field client services
- New facilities to meet growing client base, but staff positions frozen at 165.6

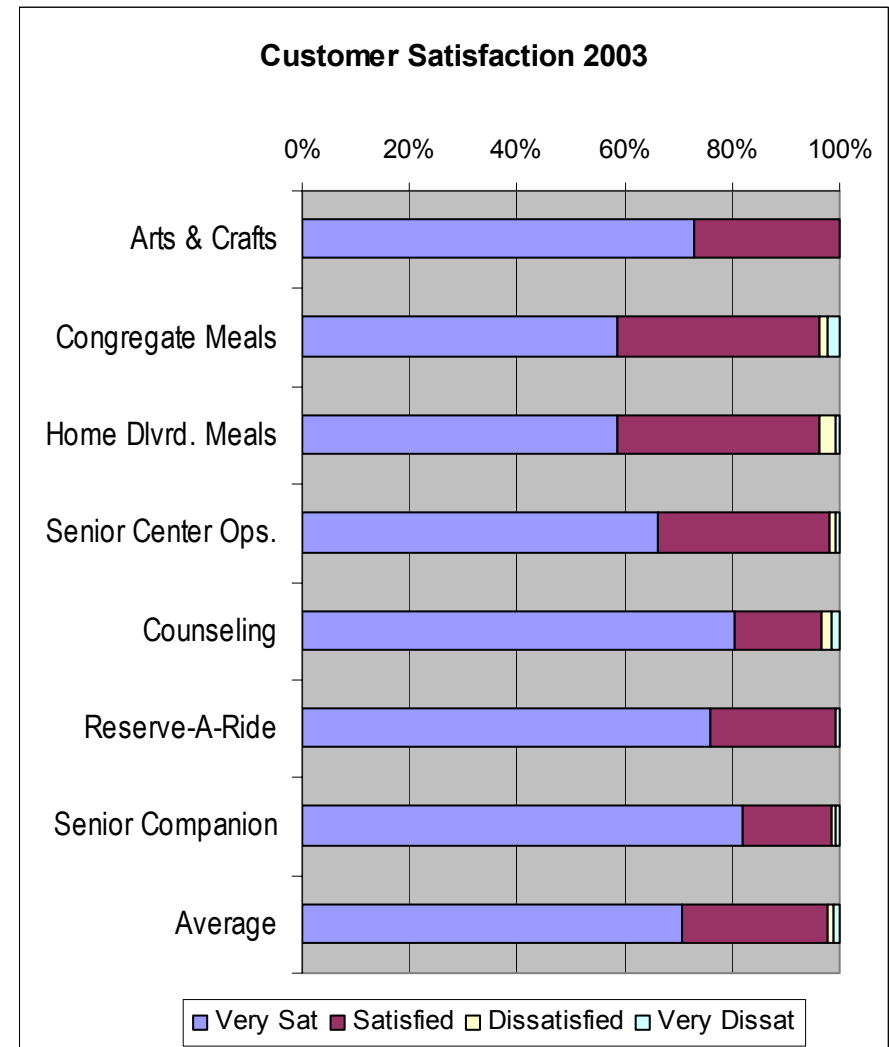


Customer Perspective

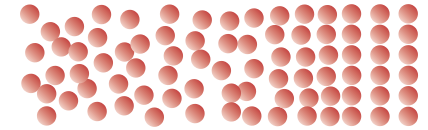


Customer Satisfaction Survey 2003

- Satisfaction rate = 94-98%
- Very Satisfied = 58-80%
- Dissatisfaction rate = 4% or less
- Counseling satisfaction rate grew most, from 74% in 2001 to 97% in 2003
- Meals have lowest scores
- Paradox: internal survey vs. customer satisfaction



Customer Perspective



ASU Study 2002 - Gitelson

- 43-68% of clients want to spend more time at the Center
- Participants are busy, active people
- Lots of variability by Center
- South Mountain: transportation issue

