

Aitkin County

Strategic Impact Guide



Dear Revitalization Team,

Monitoring the strategic impact of your revitalization initiatives at Aitkin is essential to making change stick! For many of us, there's nothing more satisfying than seeing and sharing concrete evidence that our efforts are paying off.

This guide is designed to help you develop metrics around the fruits of your labor, including indicators of increased engagement, well-being, efficiency, and effectiveness.

Some of this evidence can be accessed in non-intrusive ways, such as analyzing data that is already collected and available at Aitkin County. Other evidence will require new forms of data collection such as brief surveys, interviews, and focus groups.

As always, I'm here to coach and help you develop mechanisms that make this aspect of revitalization more meaningful and less time-consuming!

Enjoy!



Dr. Bill Brendel
bill@tlinstitute.com

Contents

- Keys to Measuring Impact 1
 - Questions 1
 - Indicators..... 1
 - Stakeholders..... 1
 - Goals..... 2
 - Attribution..... 3
- Engagement 4
 - Engagement Likert Scale Survey Item (Examples) 6
 - Calculating ROI for Decreased Turnover Rates 7
- Well-being..... 8
 - Well-Being Likert Scale Survey Item (Examples)..... 10
- Efficiency 11
 - Efficiency Likert Scale Survey Item (Examples) 12
- Effectiveness 13
 - Effectiveness Likert Scale Survey Item (Examples) 14
- Strategic Innovation..... 15
 - Strategic Innovation Likert Scale Survey Item (Examples)..... 17
- Helpful Resources 17

Keys to Measuring Impact

Questions

When embarking on a revitalization project, it's crucial to ask pointed questions that help define what "success" will look like. What are the specific challenges or opportunities your effort is designed to address? Is the focus on streamlining an inefficient process, boosting employee engagement, attracting top talent, or introducing a new service? These foundational questions help in setting a baseline against which you can measure the project's impact before and after implementation.



Indicators

Another layer of inquiry revolves around the indicators that signify success. Are you looking at increased time savings, cost savings, or perhaps a combination of both? What are the current levels of these indicators, and what are your target levels? By identifying these key performance indicators (KPIs) beforehand, you set the stage for a more empirical evaluation of the project's outcomes.

Stakeholders

It's also essential to consider who will be affected by strategic initiatives and how their experiences and behaviors might offer insights into the project's effectiveness (e.g., Workout). Will you be surveying employees, tracking utilization rates, or perhaps monitoring citizen feedback? The methods of data collection should align with the intended outcomes, providing a holistic view of impact.

Goals

Aitkin County's revitalization initiative has three primary goals, which align with numerous opportunities to measure strategic impact. Here are some examples.

Strategic Goals	Measuring Impact
<p>Cultivate an organizational culture marked by inspiration and engagement, evidenced by employees who work together to support the health and well-being of colleagues and citizens.</p>	<p>Engagement</p> <ul style="list-style-type: none"> ✓ Employee Satisfaction ✓ Employee Net Promoter Score ✓ Event Participation ✓ Peer Recognition ✓ Turnover Rates ✓ Volunteerism ✓ Job Referrals ✓ Absenteeism ✓ Innovation Participation ✓ Skill Development <p>Well-Being</p> <ul style="list-style-type: none"> ✓ Work-Life Balance ✓ Stress Levels ✓ Employee Burnout ✓ Psychological Safety ✓ Job Satisfaction ✓ Personal Development ✓ EAP Utilization ✓ Remote/Hybrid Work Satisfaction
<p>Develop capabilities that create space for meaningful, high-impact work, and draw upon the unique strengths and hopes of our great talent!</p>	<p>Efficiency</p> <ul style="list-style-type: none"> ✓ Task Completion Rate ✓ Error Rate ✓ Response Time ✓ Resource Utilization ✓ Adoption Rate for New Processes
<p>Create a clear/compelling strategy built through consensus building and commitment amongst key stakeholders.</p>	<p>Effectiveness</p> <ul style="list-style-type: none"> ✓ Citizen Satisfaction ✓ Ease of Use/Service ✓ Data Driven Decision Making ✓ Employee Value Proposition ✓ Employee Skill Level ✓ Policy Compliance

Attribution

Finally, when evaluating the impact of strategic initiatives, it's not merely about recognizing improvements; it's also crucial to identify the degree to which these improvements are directly due to the project. One effective approach to determine this is through post-implementation surveys. Employees can be asked to specify, on a percentage basis, how much of the observed positive change in various areas they attribute to the strategic project. Here are a few examples.

<p>Streamlining Permit Approval</p> <ol style="list-style-type: none"> 1. Old average time per permit: 60 minutes 2. New average time per permit: 45 minutes 3. Post-implementation survey: 80% of time saved attributed to new system. 4. Employee hourly wage: \$20 <p>Calculation:</p> <ul style="list-style-type: none"> ✓ Cost Savings = (60 minutes - 45 minutes) x \$20/hour x 0.8 ✓ Cost Savings = 15 minutes x \$20/hour x 0.8 ✓ Cost Savings = \$240 per day for an 8-hour shift 	<p>Automating Routine Data Entry</p> <ol style="list-style-type: none"> 1. Old average time for data entry: 3 hours per day 2. New average time for data entry: 2 hours per day 3. Post-implementation survey: 90% of time saved attributed to automation. 4. Employee hourly wage: \$18 <p>Calculation:</p> <ul style="list-style-type: none"> ✓ Cost Savings = (3 hours - 2 hours) x \$18/hour x 0.9 ✓ Cost Savings = 1 hour x \$18/hour x 0.9 ✓ Cost Savings = \$16.20 per day
<p>Reducing Turnover through Improved Onboarding</p> <ol style="list-style-type: none"> 1. Old average cost of turnover per employee: \$10,000 2. New average cost of turnover per employee: \$8,500 3. Post-implementation survey: 85% of turnover cost reduction attributed to new onboarding program. <p>Calculation:</p> <ul style="list-style-type: none"> ✓ Cost Savings = (\$10,000 - \$8,500) x 0.85 ✓ Cost Savings = \$1,500 x 0.85 ✓ Cost Savings = \$1,275 per employee 	<p>Centralizing Customer Service for Multiple Departments</p> <ol style="list-style-type: none"> 1. Old average cost for customer service across departments: \$20,000 per month 2. New average cost for centralized customer service: \$17,000 per month 3. Post-implementation survey: 85% of cost savings attributed to centralization. <p>Calculation:</p> <ul style="list-style-type: none"> ✓ Cost Savings = (\$20,000 - \$17,000) x 0.85 ✓ Cost Savings = \$3,000 x 0.85 ✓ Cost Savings = \$2,550 per month

Engagement

Employee engagement is not merely a human resources buzzword; it's a critical determinant of organizational vitality. Engaged employees are more productive, demonstrate a stronger commitment to their roles, and contribute positively to workplace culture. For county governments, the stakes are even higher. A highly engaged workforce directly correlates with the quality of services provided to citizens—from public safety to healthcare, education, and beyond. Therefore, focusing on engagement metrics is not just beneficial for individual well-being, but it's also indispensable for the prosperity and effectiveness of county governance. Here are examples of great engagement measures, data collection methods, and calculations.

Measure	Description	Method	Calculation	Savings
Employee Net Promoter Score (eNPS)	Gauges employee loyalty	Survey	$eNPS = \text{Percentage of Promoters} - \text{Percentage of Detractors}$	eNPS improved from 30 to 50
Participation in Internal Events	Quantifies employee involvement in company events	Attendance records	$\text{Participation Rate} = (\text{Number of Attendees} / \text{Total Employees}) \times 100$	20% increase in participation
Peer Recognition	Measures acknowledgments among employees	Tracking recognition badges	$\text{Recognition Rate} = (\text{Number of Recognitions Given} / \text{Total Employees}) \times 100$	30% more recognitions given
Turnover Rate	Indicates employee departures	HR records	$\text{Turnover Rate} = (\text{Number of Leavers} / \text{Average Number of Employees}) \times 100$	Reduced turnover by 15%
Volunteerism	Measures participation in volunteer activities	Participation logs	$\text{Volunteer Rate} = (\text{Number of Volunteers} / \text{Total Employees}) \times 100$	25% increase in volunteerism

Measure	Description	Method	Calculation	Savings
Job Referrals	Indicates employee referrals for job openings	Recruitment records	Referral Rate = (Number of Referrals / Total Employees) x 100	Doubled the number of referrals
Absenteeism	Measures the rate of unscheduled absences	Attendance records	Absenteeism Rate = (Number of Absences / Total Workdays) x 100	Reduced absenteeism by 20%
Innovation Participation	Measures contributions to improvement or innovation	Idea submission records	Innovation Rate = (Number of Ideas Submitted / Total Employees) x 100	40 new ideas submitted
Skill Development	Quantifies participation in skill development programs	Training records	Skill Development Rate = (Number of Participants / Total Employees) x 100	30% more employees trained

Engagement Likert Scale Survey Item (Examples)

Innovation

1. How much has the Workout initiative increased your participation in innovation? (1=Not at all, 5=Significantly)
2. Do you believe the Workout project has made it easier to submit new ideas? (1=Strongly Disagree, 5=Strongly Agree)
3. Has the Workout initiative made you more interested in being involved in innovative solutions? (1=Strongly Disagree, 5=Strongly Agree)

Collaboration

1. Has the Workout initiative improved your collaboration with peers? (1=Not at all, 5=Significantly)
2. Do you find it easier to approach your peers for help after the Workout project? (1=Strongly Disagree, 5=Strongly Agree)
3. To what extent has the Workout initiative fostered a collaborative culture? (1=Not at all, 5=Extremely)

Calculating ROI for Decreased Turnover Rates

- Reducing turnover rates has a direct financial impact on an organization, especially when considering the costs associated with employee departures. Typically, losing an employee can cost between 60% to 80% of their annual salary when you account for the expenses to recruit, hire, and onboard a replacement.
- To calculate the ROI for decreased turnover rates, you first need to determine the cost of turnover per employee. If an employee's annual salary is \$50,000, losing that employee would cost between \$30,000 to \$40,000. Next, calculate the total cost savings from reduced turnover. For example, if your Workout initiative led to a reduction of 10 employee departures over a year, the total savings would be $10 \times \$30,000 = \$300,000$ at the 60% rate, or $10 \times \$40,000 = \$400,000$ at the 80% rate.
- Now, let's factor in percent attribution. If employees attribute 70% of the turnover reduction to the Workout initiative, the attributed savings would be $\$300,000 \times 0.7 = \$210,000$ at the 60% rate or $\$400,000 \times 0.7 = \$280,000$ at the 80% rate. To calculate the ROI, divide these attributed savings by the cost of implementing the Workout project and multiply by 100. This will give you a percentage-based ROI, offering a quantifiable measure of the initiative's success in reducing turnover.
- By conducting such an ROI analysis, you provide stakeholders with a compelling financial argument for the value generated by your Workout initiatives.

Well-being

Well-being in the workplace extends beyond the simplistic notion of employee happiness; it encapsulates physical health, emotional stability, and job satisfaction, among other factors. A focus on well-being is not altruism—it’s strategic. In county government, where public services are the backbone of community life, the well-being of employees has a multiplier effect. It impacts not just the efficacy of service delivery but also affects public trust and the overall reputation of government institutions. Therefore, well-being metrics offer dual benefits: enhancing individual quality of life and fortifying the pillars of effective governance.

Measure	Description	Method	Calculation	Improvements
Work-Life Balance	Assesses work-life balance	Surveys	Average score on work-life balance questions	Score improved from 6 to 8 out of 10
Stress Levels	Measures stress levels	Surveys or stress assessments	Average score on stress-level questions	Stress levels reduced by 20%
Physical Health	Tracks physical health	Wellness program or HR records	Participation Rate = (Number of Participants / Total Employees) x 100	15% increase in participation
Mental Health	Assesses mental health	Surveys or resource utilization	Average score on mental health questions	25% increase in resource utilization
Employee Burnout	Measures burnout	Surveys	Average score on burnout-related questions	Burnout scores reduced by 10%
Job Satisfaction	Assesses job satisfaction	Surveys	Average score on job satisfaction questions	Satisfaction scores increased by 15%
Personal Development	Tracks personal development	Program participation records	Participation Rate = (Number of Participants / Total Employees) x 100	20% increase in participation

Measure	Description	Method	Calculation	Improvements
Ergonomic Assessments	Measures ergonomic assessments	Assessment records	Assessment Rate = (Number of Assessments / Total Employees) x 100	30% more assessments completed
Employee Assistance Program (EAP)	Tracks EAP utilization	EAP usage records	Utilization Rate = (Number of Users / Total Employees) x 100	50% increase in utilization
Remote Work Satisfaction	Measures remote work satisfaction	Surveys	Average score on remote work satisfaction questions	Score improved from 7 to 9 out of 10

Well-Being Likert Scale Survey Item (Examples)

Participation in Wellness Programs

1. Has the Workout initiative positively impacted your physical health? (1=Strongly Disagree, 5=Strongly Agree)
2. Do you participate more in wellness programs due to the Workout project? (1=Not at all, 5=Significantly)
3. To what extent has the Workout initiative influenced your commitment to physical well-being? (1=Not at all, 5=Extremely)

Emotional Intelligence

1. Do you feel that the Workout initiative has helped you understand your emotions better? (1=Not at all, 5=Significantly)
2. Has the Workout project made you more aware of your colleagues' emotions? (1=Not at all, 5=Significantly)
3. To what extent has the Workout initiative improved your emotional intelligence? (1=Not at all, 5=Extremely)

Efficiency

Efficiency is not merely about speed but involves accomplishing objectives with the optimal use of resources. For employees, working in an efficient environment can reduce stress and increase job satisfaction, as they spend less time on bureaucratic hurdles and more on impactful work. For county governments, efficiency is directly tied to fiscal responsibility and operational agility. Inefficient processes not only waste resources but can also erode the public's trust. Therefore, measuring and improving efficiency is not only good for employee morale but critical for the long-term sustainability of public services.

Measure	Description	Method	Calculation	Improvements
Task Completion Rate	Tracks task or project completion	Project management software	Completion Rate = (Tasks Completed On Time / Total Tasks) x 100	90% tasks completed on time
Error Rate	Measures frequency of errors	Error logs	Error Rate = (Number of Errors / Total Operations) x 100	Error rate reduced by 25%
Response Time	Measures response time	Customer service logs	Average response time	Response time reduced by 30%
Resource Utilization	Measures resource utilization	Resource allocation records	Utilization Rate = (Resources Used / Resources Available) x 100	95% resource utilization rate
Adoption Rate for New Processes	Measures adoption of new processes	Usage logs	Adoption Rate = (Number of Adopters / Total Employees) x 100	70% adoption rate for new processes

Efficiency Likert Scale Survey Item (Examples)

Time Saved

1. How much has the recent Workout initiative contributed to saving time in your daily tasks? (1=Not at all, 5=Significantly)
2. To what extent do you feel your department has become more efficient due to the Workout project? (1=Not at all, 5=Extremely)
3. Has the Workout initiative made it easier to meet deadlines? (1=Strongly Disagree, 5=Strongly Agree)

Resource Utilization

1. Do you believe the Workout initiative has optimized the use of resources in your department? (1=Strongly Disagree, 5=Strongly Agree)
2. How much has the Workout project helped in reducing resource wastage? (1=Not at all, 5=Significantly)
3. Has the Workout initiative contributed to better budget allocation? (1=Strongly Disagree, 5=Strongly Agree)

Cost Savings

1. How much has the recent Workout initiative contributed to cost savings in your department? (1=Not at all, 5=Significantly)
2. To what extent do you believe the Workout project has made your department more financially efficient? (1=Not at all, 5=Extremely)
3. Has the Workout initiative impacted your perception of the department's financial management? (1=Strongly Disagree, 5=Strongly Agree)

Effectiveness

Effectiveness in organizational terms is a measure of how well resources are utilized to achieve specific goals. It's about doing the right things, not just doing things right. For employees, a culture that values effectiveness can lead to higher job satisfaction, clearer role definitions, and ultimately, a more meaningful work experience. In the context of county government, effectiveness is not a luxury—it's a mandate. Taxpayers expect services to be delivered efficiently, ethically, and to a high standard. Thus, gauging effectiveness through various metrics serves the dual purpose of individual fulfillment and public accountability.

Measure	Description	Method	Calculation	Improvements
Data-Driven Decision-Making	Measures use of data in decisions	Evaluation of KPIs	Improvement in KPIs post-implementation	15% improvement in key KPIs
Process Standardization	Assesses process standardization	Audit logs	Percentage of processes standardized	80% of processes now standardized
Citizen or Client Satisfaction	Measures citizen satisfaction	Citizen surveys	Customer Satisfaction = (Number of Positive Responses / Total Responses) x 100	Satisfaction up by 20%
Employee Skill Level	Measures employee skill levels	Skill assessments	Average skill level scores	Average skill level up by 2 points
Employee Value Proposition	Assesses perceived value of working for the organization	Employee surveys	Average score on value proposition questions	Score improved from 6.5 to 8 out of 10
Policy Compliance	Measures policy compliance	Compliance audits	Compliance Rate = (Compliant Instances / Total Instances) x 100	98% compliance rate
Ease of Use/Service	Measures user-friendliness and service quality	User feedback or service logs	User satisfaction scores or service ratings	User satisfaction increased by 20%

Effectiveness Likert Scale Survey Item (Examples)

Data-Driven Decision-Making

1. Has the Workout initiative improved your department's reliance on data for decision-making? (1=Strongly Disagree, 5=Strongly Agree)
2. Do you find it easier to interpret and use data after the Workout project? (1=Not at all, 5=Significantly)
3. To what extent has the Workout initiative contributed to more effective decision-making in your department? (1=Not at all, 5=Extremely)

Process Standardization

1. How much has the Workout initiative contributed to standardizing processes in your department? (1=Not at all, 5=Significantly)
2. Do you find the standardized processes easier to follow post-Workout? (1=Strongly Disagree, 5=Strongly Agree)
3. Has the Workout initiative led to more consistent service delivery? (1=Strongly Disagree, 5=Strongly Agree)

Strategic Innovation

Strategic innovation is the nexus where creativity meets long-term planning. For employees, a culture that encourages innovation offers more than just engagement; it offers a sense of purpose and fulfillment. Employees are not just executing tasks; they are contributing to a larger vision. For county governments, strategic innovation is crucial for staying adaptable and relevant in an ever-changing societal landscape. In an era where citizens expect digital interfaces, quick responses, and transparent governance, innovation is not an option—it's a requirement for future readiness.

Measure	Description	Method	Calculation	Improvements
Innovation Index	Measures innovation capabilities	Surveys, KPI tracking	Aggregate score of innovation metrics	Index increased by 20 points
New Product/Service Launch Success	Measures new product success	Customer feedback, revenue	Success Rate = (Successful Launches / Total Launches) x 100	85% success rate in new launches
Idea to Implementation Time	Tracks time from idea to project	Project records	Average time from idea to implementation	Reduced time by 15 days
Innovation ROI	Measures ROI for innovation	Financial records	Innovation ROI = (Net Profit from Innovation / Cost of Innovation) x 100	ROI increased by 30%

Measure	Description	Method	Calculation	Improvements
Patent Filings	Counts patents filed	Patent records	Total number of patents filed	Filed 10 new patents this year
Customer-Centric Innovations	Measures customer-focused innovations	Project records	Total number of customer-centric innovations	Introduced 5 customer-centric innovations
Employee Involvement in Innovation	Tracks employee involvement in innovation	Employee records	Employee Involvement Rate = $(\text{Employees Involved} / \text{Total Employees}) \times 100$	70% of employees involved
Technology Adoption Rate	Measures technology adoption	Technology usage logs	Adoption Rate = $(\text{Number of Adopters} / \text{Total Employees}) \times 100$	90% adoption rate
Disruption Potential	Assesses disruption potential	Market analysis	Disruption score based on various factors	High disruption potential score
Collaborative Innovations	Tracks collaborative innovations	Project records	Total number of collaborative innovations	8 collaborative projects completed

Strategic Innovation Likert Scale Survey Item (Examples)

New Service Introduction

1. How much has the Workout initiative contributed to the successful launch of new services? (1=Not at all, 5=Significantly)
2. Do you believe the new services align with the county's strategic goals post-Workout? (1=Strongly Disagree, 5=Strongly Agree)
3. Has the Workout project increased your department's focus on strategic innovation? (1=Not at all, 5=Extremely)

Adaptive Strategy

1. Has the Workout initiative made it easier for your department to adapt its strategies? (1=Strongly Disagree, 5 =Strongly Agree)

Helpful Resources

"The Balanced Scorecard: Translating Strategy into Action"

by Robert S. Kaplan and David P. Norton

"Wellbeing: The Five Essential Elements"

by Tom Rath and Jim Harter

"Strategy Maps: Converting Intangible Assets into Tangible Outcomes"

by Robert S. Kaplan and David P. Norton

"Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs"

by David Parmenter

"Performance Dashboards: Measuring, Monitoring, and Managing Your Business"

by Wayne W. Eckerson

[PMI Website](#)

Project Management Institute (PMI)

[ROI Institute Website](#)

ROI Institute