



The City's Performance Management System

If we aren't moving forwards, we're falling behind.

What is it?

The Performance Management System is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens.

Why do we need it?

In a dynamic and complex organization, it's challenging to be consistent and effective. The City is charged with the responsibility of delivering a wide array of programs and services under the pressures of increasing service demands, competing priorities and limited funding, all within a changing environment.

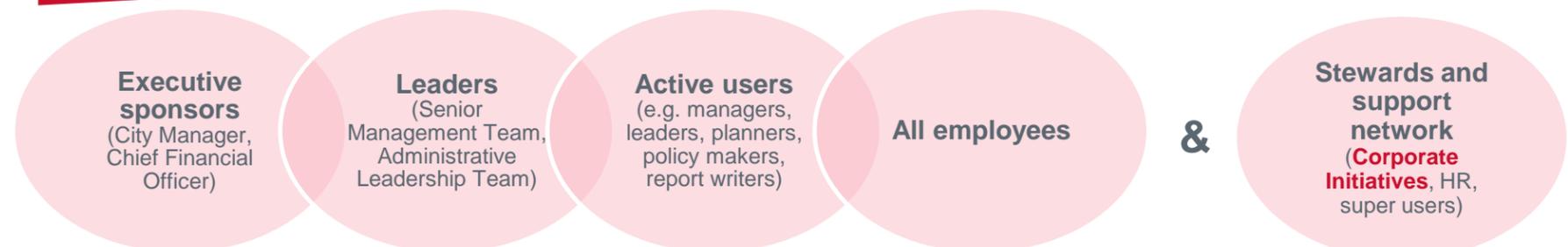
The Performance Management System provides tested methods and tools that allows us to manage our programs and services in a more consistent, effective and efficient way.

What are the benefits?

A successfully implemented Performance Management System can:

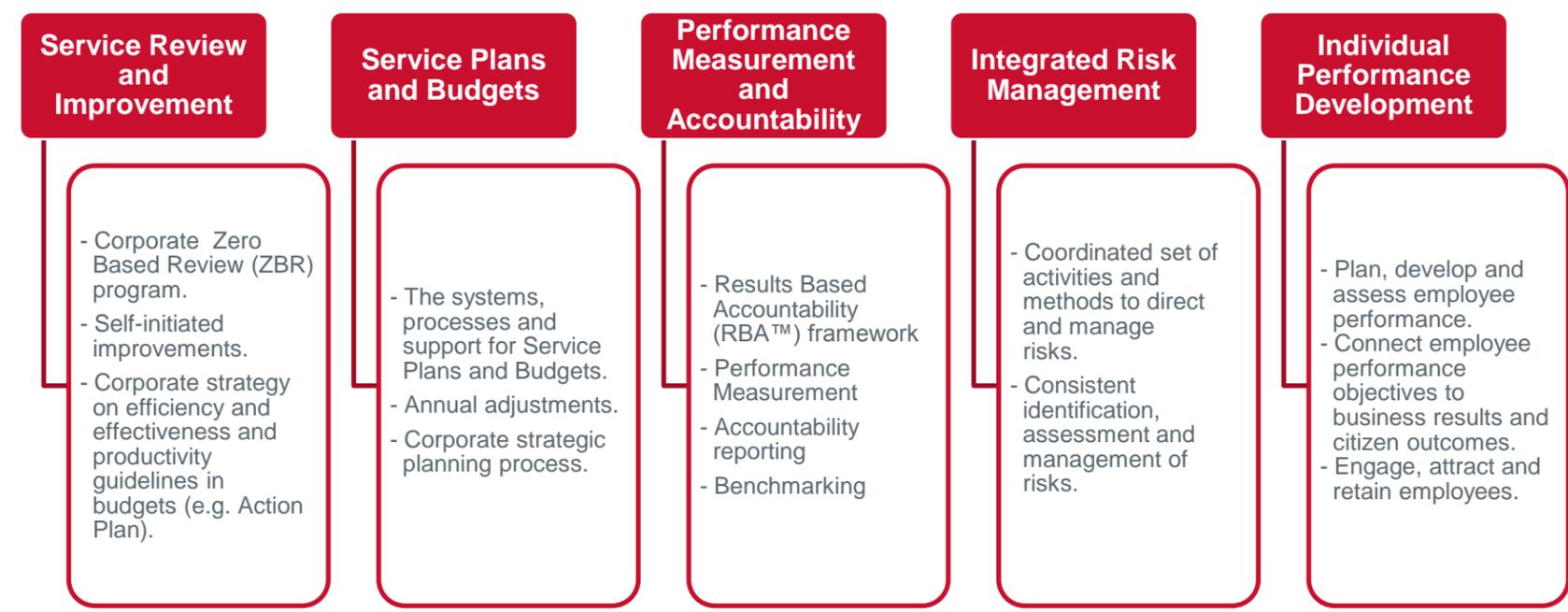
- ✓ Increase our citizen-focus
- ✓ Help us achieve better performance results
- ✓ Improve our decision-making
- ✓ Develop our organizational capacity
- ✓ Connect our work cross-corporately

Who is responsible?



- Value**
- Clarifies role in supporting the organization to achieve objectives and provide services to citizens.
 - Provides consistency in a complex and dynamic organization.
 - Will increase the trust and confidence of Council and citizens in the organization.
- What's needed from them**
- Communicate what the Performance Management System is and how it can be applied.
 - Develop, enhance and continuously improve the tools within the system.
 - Support active users in applying the tools.
 - Continuously improve expert knowledge of the system tools.

What's included in the system?



Note - Corporate Initiatives stewards all components above except Individual Performance Development, which is stewarded by HR. These components are aligned to the various other programs and systems within the organization.

Telling the Performance Management System story



- The Performance Management System is part of the **DNA** of our organization.
- The system provides us with a disciplined approach to continuous improvement, and the strands of this approach are in all that we do.
- We move forward through continuous improvement, supporting the success of the programs and services that our citizens value most.
- The Performance Management System is designed to increase our organization's capacity, enabling us to be as efficient and effective as possible with tax dollars.
- This efficiency and effectiveness supports us in achieving one of our organization's major priorities – to better serve our customers, communities and citizens.



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Roles and responsibilities

Executive sponsors
(City Manager, Chief Financial Officer)

Value

- Provides consistency in a complex and dynamic enterprise.
- An effectively integrated performance system can provide Council and citizens with trust and confidence in the organization.
- Develops organizational capacity.

What's needed from them

- Endorse the Performance Management System by articulating advantages and encouraging others to use it.
- Identify opportunities to use the system within existing programs, processes and work, while integrating the system into new work and emerging needs.
- Recognize and reward when the system is being applied.
- Model the system: use it in decisions and discussions with peers and direct reports.

Leaders
(Senior Management Team, Administrative Leadership Team)

Value

- Makes their jobs easier by:
- Helping leaders turn ideas into results (including delivering service to citizens).
 - Providing a simple and consistent approach to problem-solving.
 - Formalizing, connecting and strengthening activities leaders are already doing.
 - Providing a tested method and tools for management decisions.

What's needed from them

- Understand the Performance Management System (including what it is and how to apply it).
- Actively pursue opportunities and encourage the use of the system.
- Identify opportunities to collaborate and apply the system across the organization.
- Model the system: use it in decisions and discussions with peers and direct reports.

Active users
(e.g. managers, leaders, planners, policy makers, report writers)

Value

- Makes their jobs easier by:
- Formalizing, connecting and strengthening activities they are already doing.
 - Providing ready-made tools, training and support.
 - Enhancing employee engagement and productivity.

What's needed from them

- Understand the Performance Management System (including what it is and how to apply it).
- Seek appropriate resources and support to apply it.
- Provide clear expectations for system use for all employees.
- Continuously identify and share opportunities for system use.

All employees

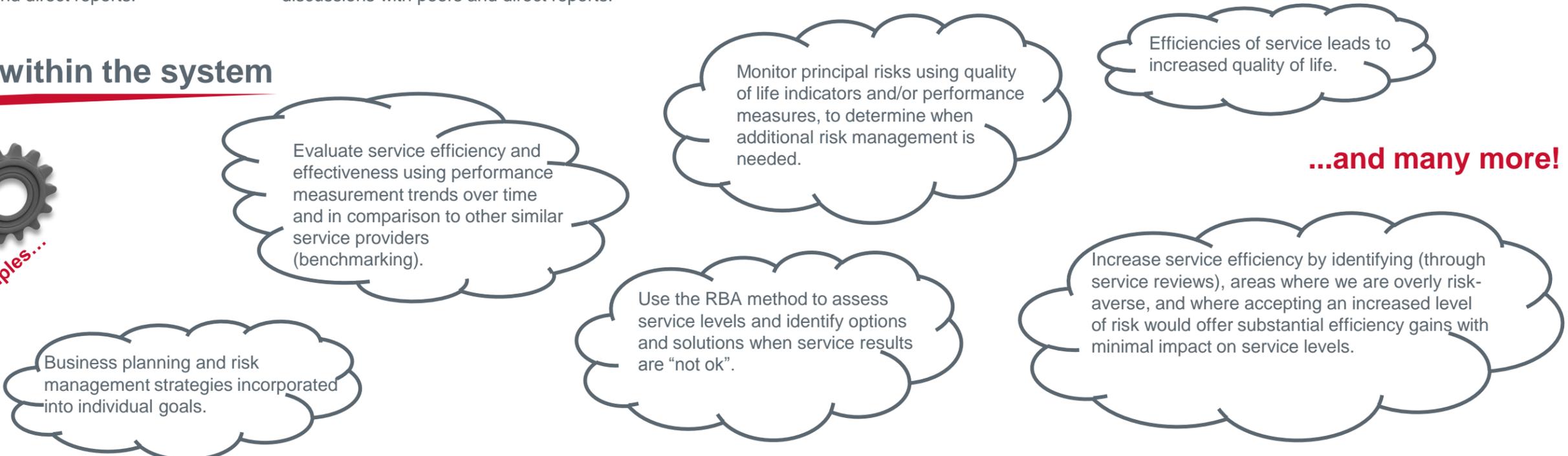
Value

- Employees feel more engaged as they understand how their individual contributions translate into meaningful work to support organizational results.

What's needed from them

- Have an awareness of results.
- Understand how individual contributions connect to the big picture (individual responsibility, collective accountability).
- Apply relevant components of the Performance Management System.

Connections within the system



...and many more!