



# 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.

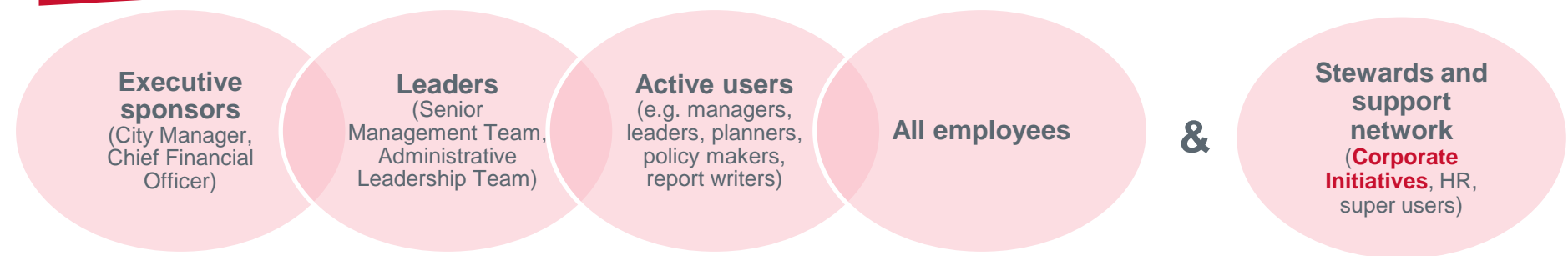
The Performance Management System provides tested methods and tools that allows us to manage our programs and services in a more consistent, effective and efficient way.

## 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?

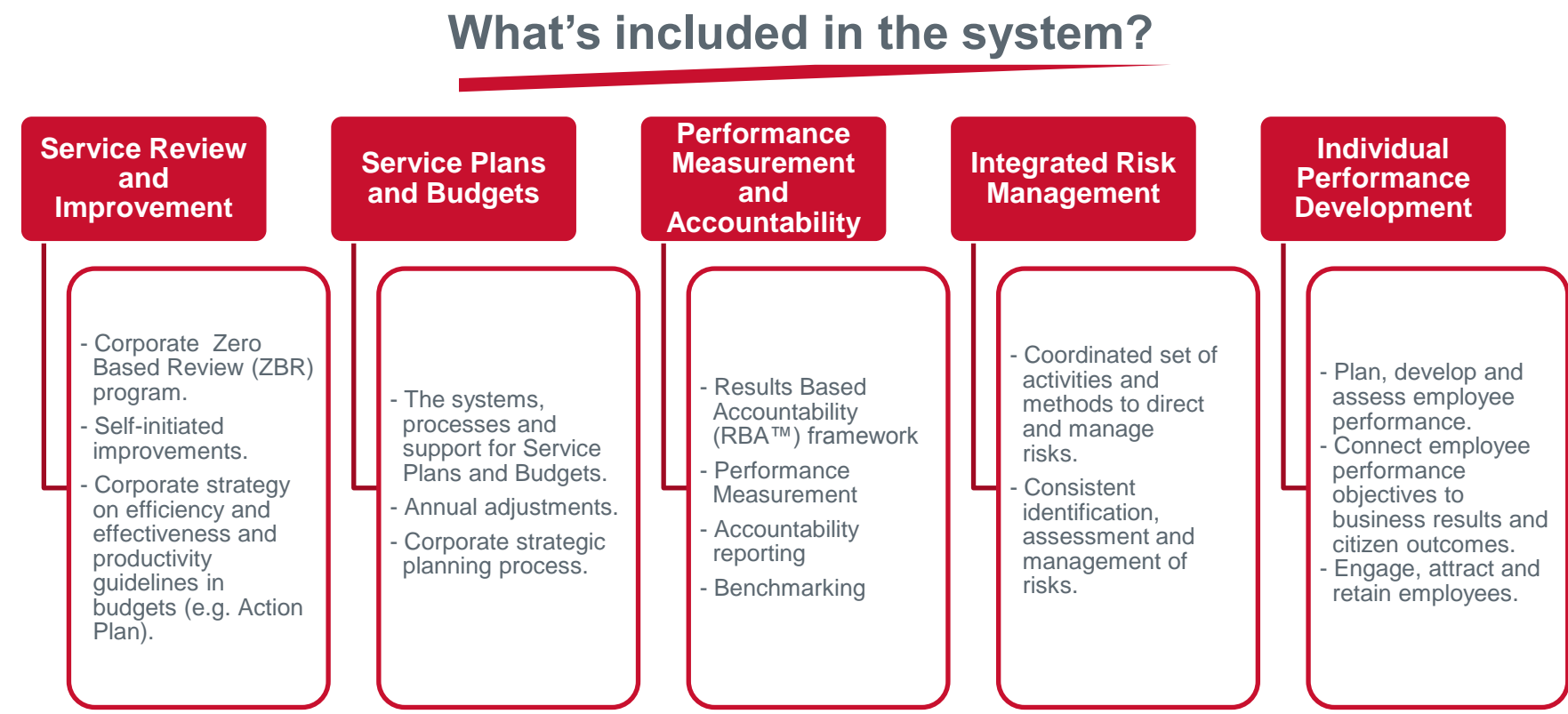


**Value**

- 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.



**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**

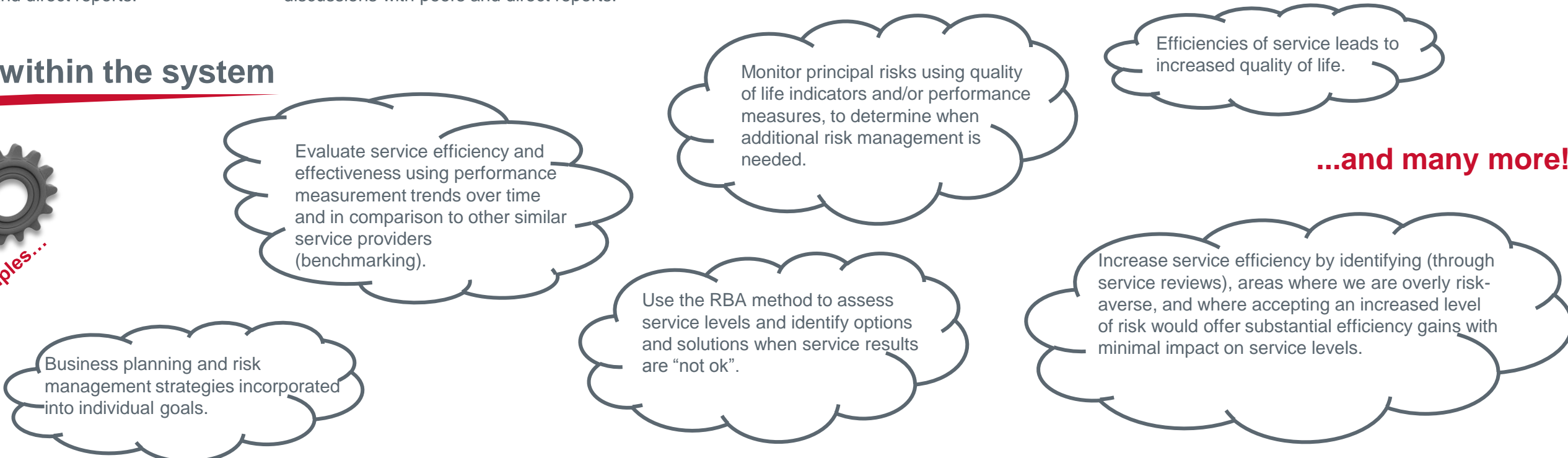
**Value**

- 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!**