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?

- Executive sponsors (City Manager, Chief Financial Officer)
- Leaders (Senior Management Team, Administrative Leadership Team)
- Active users (e.g. managers, leaders, planners, policy makers, report writers)
- All employees
- Stewards and support network (Corporate Initiatives, HR, super users)

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.
The City’s Performance Management System

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

Roles and responsibilities

- **Executive sponsors** (City Manager, Chief Financial Officer)
- **Leaders** (Senior Management Team, Administrative Leadership Team)
- **Active users** (e.g. managers, leaders, planners, policy makers, report writers)
- **All employees**

**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.

**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.
- Model the system: use it in decisions and discussions with peers and direct reports.

**Value**
- 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.

**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

- **Examples:**
  - Business planning and risk management strategies incorporated into individual goals.
  - Use the RBA method to assess service levels and identify options and solutions when service results are “not ok”.
  - Monitor principal risks using quality of life indicators and/or performance measures, to determine when additional risk management is needed.
  - Evaluate service efficiency and effectiveness using performance measurement trends over time and in comparison to other similar service providers (benchmarking).
  - Increase service efficiency by identifying (through service reviews), areas where we are overly risk-averse, and where accepting an increased level of risk would offer substantial efficiency gains with minimal impact on service levels.
  - Efficiencies of service leads to increased quality of life.

...and many more!