

## **Best Practices for Performance Measurement**

1. A robust Performance Management system that is part of the organizational culture.
2. Use of a Performance Measurement framework consistently across the organization.
3. Organization has a good quality dashboard and utilizes a major software provider to support the dashboard.
4. Web analytics of dashboard activity is performed regularly (e.g. monthly or quarterly).
5. The entire Performance Measurement system is directly linked to the organization's strategic plan.
6. Annual reporting of Performance Measurement activity and results via a formal report.
7. An annual Performance Measurement Report that has a sample of the content validated by the City Auditor's Office.
8. A well-defined Performance Measurement methodology that is documented in writing and consistently followed across the entire organization.
9. Corporate-wide training is provided to all employees for topics such as performance measurement, continuous improvement and innovation.
10. Performance Measurement is ingrained in the culture of the organization and is consistently part of the decision-making process.
11. Performance Measurement information is centrally available on the City's website via a dashboard.
12. The dashboard contains high-end visuals that are user friendly with a simple message.
13. Real-time data (< 5 minutes delay) is available and published for relevant performance measures.
14. City-score: use of a one-score to simply and elegantly communicate a City's performance compared to target.
15. Strong support of performance measurement by the executive team.
16. There is a team dedicated to performance measurement and they provide training to the organization and facilitate related processes.
17. Performance Measures are a mix of qualitative and quantitative measures.
18. Performance Measures are a mix of short-term and long-term measures.

19. Performance Measures are regularly updated to reflect the current environment.
20. Performance Measures are chosen based on importance to program and strategic objectives rather than ease of information/data availability.
21. Performance Measures have targets based on internal best practices and are supported by external benchmarking.
22. Relevant data is collected and stored in automated system.
23. Performance measures from various programs are tracked collectively at the corporate level.
24. Data is collected throughout the year.
25. Policies and procedures exist, are followed and are updated regularly using a defined and consistent methodology.
26. There is regular performance measurement reporting to the executive team, Council and the public.
27. The Performance Measurement system reports on actual results compared to targets, explanations for are provided, along with relevant trend analysis. Action plans are provided when targets are not met.
28. Graphs, infographics and data visualizations are used extensively to communicate performance results on a dashboard and in related reports.
29. Key issues, performance measures and improvements are highlighted in dashboard content.
30. Performance Measures are used to guide strategic decisions, set goals, resource allocations, budget and business planning, and are linked to individual performance.
31. Staff are trained, knowledgeable and demonstrate proficiency in performance measurement.
32. People, systems, money and time are dedicated to performance measurement.
33. Budgets are approved to obtain resources and proceed with activities to achieve performance results.
34. The executive team and management support performance measurement activities, fosters a culture of continuous learning and improvement, and are regularly held to account for performance results and related action plans.
35. Staff are involved in the selection of measures, setting targets and action plans.