



Hamilton

Planning and Economic
Development Department

Memorandum

Date: June 10, 2019

To: Chair and Members
Open for Business Sub-Committee

From: Ed VanderWindt
Director, Building and Chief Building Official
Planning and Economic Development Department

Subject: **Building Division KPI and Dashboards -
Building Division Dashboard and Plan Examination Performance
Dashboard - Case Study No. 24**

BACKGROUND

The role of the Planning and Economic Development Department Continuous Improvement Team (CIT) is to review select case studies after they have been through the approvals process to identify any lessons learned and opportunities for process improvements.

Over the past few years The Planning and Economic Development Department has been tracking and developing Metrics and KPI's for the various services in each Division. Specifically, in this instance the Building Division's Our People Survey working team was created in May 2018, and one of the improvement opportunities identified by the working team was to create a metric system where staff can receive performance updates periodically. The Building Division also recognizes that to achieve their vision of Building the Best City Together, it is important to set performance indicators that measure how well the division and sections are meeting both the internal and legislative service delivery standards. In addition, the division needs to have accurate and up-to-date information in real time and on demand.

The Building Division has reviewed existing reports, streamlined business processes and gathered information from multiple sources to determine the required information to establish this metric.

OBSERVATIONS AND ISSUES

The Building Division has approximately 150 reports in the AMANDA system and dozens of other reports stored in local and shared drives. While there are a variety of reports available, each report only provides a portion of the information. Management usually goes through multiple reports before getting the required information which

**SUBJECT: Building Division Performance Metrics -
Building Division Dashboard and Plan Examination Performance
Dashboard - Case Study No. 24 - Page 2 of 2**

hinders timely decision making. Staff has also expressed a need for a performance metric, so that they can stay informed on how well they are meeting their goals. Some of the other issues that were identified include:

- a) Current reports are too late, after the fact, limiting the potential for course correction;
- b) Current reports lack the ability to provide high-level information with the option to drill down, which makes it difficult to identify root causes; and,
- c) There are limited forward-looking reports to articulate resources, set strategic direction and explain future risks and opportunities.

OUTCOME

The Building Division is pleased that the first version of the Building Division Dashboard and the Plan Examination Performance Dashboard has been created.

The Building Division Dashboard contains high-level metrics that track the current year's performances, year-over-year trends, permit volume by community and on-time permit review percentage. As the dashboard continues to develop, it will be shared with the teams involved. When the Division is fully comfortable with the use and display options, this dashboard will be shared openly with both internal and external stakeholders. Some of the advantages of utilizing the Building Division Dashboard include:

- a) Customers will have a better understanding of Building Division's services and performances;
- b) Customers are better informed on the average review times of the permits they are applying for;
- c) Management will easily identify trends and improvement opportunities through the dashboard, which leads to better decisions and action plans; and,
- d) Alignment to the City Wide 2016-2025 Strategic Plan in Community Engagement and Participation as well as Our People and Performance.

The Plan Examination Performance Dashboard tracks sectional progress towards meeting the performance goals. It includes: volume of permits reviewed broken down by permit and work type, on-time review percentage, distribution of workload among the teams, average review days, week over week trends, review letter issued percentage and volume of permits that are due in the following weeks. The dashboard will be introduced to the Divisional Leadership Team by the end of Q2 in 2019. The Plan Examination Performance Dashboard will be utilized in the following areas:

- a) Supervisors will be able to recognize exceptional performance and learn from best practices, improving employee morale and creating a continuous learning atmosphere;

**SUBJECT: Building Division Performance Metrics -
Building Division Dashboard and Plan Examination Performance
Dashboard - Case Study No. 24 - Page 2 of 2**

- b) Supervisors will be able to identify weak performance and provide further training where needed. This creates an open, honest and trusting culture with solution-orientated development plans; and,
- c) Supervisors will be able to review the permits due in the following weeks and manage resources accordingly to avoid future risks.

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