Saint Paul Service Performance Management Glossary

Key questions for any service are always:
1. <u>What</u> are you doing?
2. <u>How well</u> are you doing it?
3. <u>How do you know</u> how well you are doing it?
4. <u>How can you demonstrate to others</u> how well you are doing it?

Service performance management: A city's service performance management program is tailored to its needs, according to Dr. Robert Behn, a public policy lecturer at the Harvard Kennedy School. However, most programs have the following characteristics:
- Pre-determined, specific public goals
- Regular, frequent, integrated meetings between the chief executive and/or the principal members of the chief executive's leadership team and the director and top managers of different subunits
- The use of current data to analyze specific, previously defined aspects of each unit's past performance
- Regular follow-up on previous decisions and commitments to produce results; the examination and ability to learn from each unit's efforts to improve performance and achieve performance targets

Strategic Objective: Category of subject matter on which the city wishes to achieve results. Categories may include public safety, public health, education, sustainability and the environment, jobs and the economy, and government operations and management.

Goal: A measurable, timeline driven organizational or program priority that will lead to results in the identified strategic objective. Goals are more specific than strategic objectives, and there may be multiple goals for each strategic objective. A city may have short term, long term, and intermediate goals. Goals can be a blend of operational (process based) and programmatic (how well the processes are followed).

Metric: A measurement used to develop and measure progress to goals. Tracks progress and ultimately success toward the goal. A city may identify a metric by inventorying data that it already collects, or using validating data. Saint Paul's <u>Data Collection Plan</u> helps strengthen the repeatability & reproducibility of service performance measures while also creating crystal clarity in regards to key questions any audience may have about the resulting analysis displayed via charts, graphs, visualizations.

Target: Values that represent where a specific metric should ideally be at a certain point in time – ideally defined by the customers of the actual service/process. While some targets may appear to be almost impossible to reach by employees, the point is to rigorously track progress and drive city's continuous improvement towards successfully meeting customer requirements. This is where we can prove increases in the quality of city services provided to the public, residents, customers, constituents, etc.

Actions: These are the *work plans* that represent the actual day to day efforts & work that will be prioritized to get done in an effort to directly 'move the needle' or make improvements to these measures of success and either maintain achievement of performance measurement *target* or to get closer to achieving the targets.

Example:

Strategic Objective	Public Safety
Goal	Reduce Violent Crime by 20% by 2015
Metric Examples:	Number of Open Warrants, Number of Inmates, Crimes Committed, Domestic Violence Crimes, Visits of Probation Officers for Serious Offenders, Technical Violation of Parole or Probation, etc.
Target:	20% reduction
Actions:	Improvement efforts/plans/projects/implementations

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Service Performance Management Session

Having a good understanding of your performance measures and the information on your data displays/dashboards will help prepare you for a successful Service Performance Management Session, which brings leaders and stakeholders together to reflect on data trends and action plans.

Here are some questions to consider:

About the Measures *(think goal tree + data collection plan here)*
☐ How do your measure(s) relate to the Core Business Process's stated desired outcome?
☐ Why did you choose to measure at the frequency you chose?
☐ How did you establish your target(s)?
☐ How did you determine the minimum or maximum threshold for the measure?
☐ What is the source for your data?
☐ What is the context (or story) of your measures?

About the Performance Analysis *(think data display review here)*
☐ Is there a pattern or trend with the data?
☐ Is performance improving, but not as fast as you anticipated? Is performance improving at a rate fast enough that the target will likely be met? What is your theory about why this is happening?
☐ Is performance deteriorating? Stable and not changing? What is your theory about why this is happening?
☐ If performance has reached or exceeded the target, why/how did that happen?
☐ Are there cyclical factors at work (seasonal demand, weather, etc.) related to performance?

About Taking Action
☐ What are your plans to improve performance? Can it get better? Should it get better? Will it get better?
☐ What are the performance deficit(s) you will work to improve in the next quarter and why are they important?
☐ What have you learned through the measurement and analysis process?