

Part 2 City Productivity and Performance Audit: Productivity and Performance Measure Analysis

Recommendation

That the November 17, 2020, Office of the City Auditor report OCA00146, be received for information.

Executive Summary

This report presents the results of Part 2 City Productivity and Performance Audit: Productivity and Performance Measure Analysis.

Report

This audit had three objectives, we assessed if City services:

1. Are measuring and monitoring their productivity or performance.
2. Have improved their productivity or performance.
3. Are monitoring their productivity or performance in comparison or in context with external organizations (i.e. benchmarking).

We found that City services are being measured and monitored for performance, however productivity itself is not a priority measurement for most services. There is also a limited use and reporting of benchmarking being undertaken by the City. This means that City decision makers may miss out on opportunities to explore operational differences and improve performance.

We summarized results based on whether trending either improved or declined by at least 10%. Of the 52 productivity and performance measures, 18 demonstrated a positive change to productivity or performance, 11 showed a negative change in productivity or performance, and 23 showed no significant change (i.e. trends were within 10%).

There is a reluctance in service areas to benchmark their performance to external organizations. We did observe operational level benchmarking is conducted within a few services, but overall limited activity exists. Differences in practices is most often indicated as the reason. The lack of benchmarking limits the information available to decision makers to understand the City of Edmonton's practices and performance in context of how other cities or organizations are performing and potential opportunities for improvement.

Based on these observations, we recommended that the Administration explore best-practices to implement a corporate process for incorporating benchmark measures into the Enterprise Performance Management (EPM) framework for the City's services and transformational actions. This includes development of clear guidelines for when and how benchmarking is used. Results will be reported to members of ELT and Council on a regular-basis (e.g., annually). Relevant benchmarks for services and other methodologies used to inform EPM targets should be clearly documented and available to members of ELT and council to provide context for interpreting results to inform decision-making.

Administration has accepted our recommendation and put forward an action plan to incorporate more benchmarking within the City. This action plan is included within the final audit report.

Policy

Bylaw 16097, Audit Committee Bylaw, Section 14(d) states that, "Committee will review all reports from the City Auditor dealing with completed audit projects."

Public Engagement

Public engagement was not required for this report.

Attachment

1. Part 2 City Productivity and Performance Audit: Productivity and Performance Measure Analysis Report