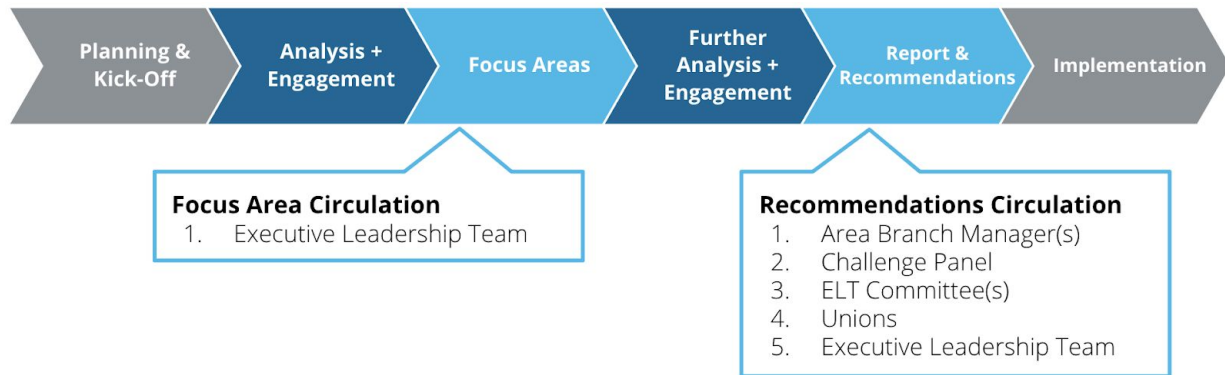


## Evolution of the Program and Service Review Process

To be excellent, the City must perform to the highest standard and continue to adapt to meet the changing needs of Council and the people it serves. The process of conducting formal service reviews is subject to the same expectation of continuous improvement. Following the previous update to Executive Committee (CR\_5394 - Program and Service Review - Q1 2018 Status Update), the service review process was refined to improve overall effectiveness and impact as follows:



This process is linear yet flexible. This means that if, at any point in the process, new information or perspectives are identified that could impact a focus area or recommendation, Administration may opt to repeat steps to ensure that service review outputs are thoughtful and well-considered.

To be cognizant that changes to one service may have implications for other programs or services, focus areas and recommendations are extensively circulated and reviewed prior to approval. Although this results in a lengthier process, this allows Administration to provide Council with informed recommendations that are reviewed from diverse perspectives, and with intense scrutiny and precision.

Despite slight adjustments to the overall process, no changes have been made to the engagement with the City's labour unions and management associations. All recommendations are circulated with these stakeholders to ensure potential staffing impacts are carefully considered.

Similar to the intent of the Challenge Panel and circulation with the City's labour unions and associations, review by internal leadership committees (i.e. ELT Committees) ensures that implications and risks of changes are well understood. Each ELT committee has a specialized focus:

- **Strategy and Council Priorities** - ensures alignment between City Council's vision, goals and priorities for Edmonton and the Corporation's strategic plan, business plans, budgets and initiatives
- **Integrated Operating** - ensures alignment and provides direction in relation to all workforce and employee focus areas in conjunction with the delivery of the City's programs
- **External Relations and Partnerships** - support the corporation in the deliberate development of effective, mutually beneficial relationships and strategic partnerships with external organizations who play a role in achieving Council's vision and goals
- **People and Workforce** - steward the creation and implementation of systemic approaches for addressing operational priorities of significance to the entire corporation

Differing perspectives are welcomed to ensure that the recommendations are thoughtful and thorough. Overall, all Departments and their leadership teams, work together to achieve a common goal in an environment which respects and values diversity within our workplace and across the communities we serve. The viewpoints of all stakeholders including business associations, unions, City Council, and Edmontonians are respected.

As the overall approach matures, recent reviews have focused on greater depth and detail in which the Program and Service Review project team collaborates with the responsible business area to develop more impactful recommendations. The following diagram represents a shift in the overall approach towards more prescriptive recommendations with a clear path towards implementation and financial sustainability.

## SERVICE REVIEW APPROACH

