

ROLE 3: DEFINE OR MEASURE PERFORMANCE

Practice 3a. Help choose measures or targets: Provide advice on determining performance measures or performance expectations.

Kansas City, Missouri, City Auditor (www.kcmo.org/auditor): The City Auditor's Office occasionally conducts special studies focused on identifying performance measures for a city agency. "Special Reports" are issued on these projects, and the Auditor's Office follows Government Auditing Standards in conducting these studies, but these are not typical performance audits as they are focused on how an agency should measure performance, rather than on how the agency is performing at that time. The City Auditor's Office began this practice in 1998. A typical special study of this type takes about 750 staff-hours to complete. Two such special reports were on the Parks and Recreation Department (March 2000) and the Information Technology Department (ITD, March 2001). In these projects, in addition to conducting literature reviews, examining existing performance measures, and interviewing agency management and staff, the Auditor's Office conducted focus groups of users of these departments' services and other relevant stakeholders. For the Parks and Recreation study, the Auditor's Office conducted five focus groups with members of neighborhood associations, service organizations, and patrons of recreation services to identify types of information stakeholders would use to evaluate recreation services. For the ITD study, the Auditor's Office conducted four focus groups with department executives, members of the City's Information Technology Advisory Board and Information Policy Oversight Group, and general city users to identify types of information stakeholders would use to evaluate ITD. In another case, in 2001, when requested by the Mayor to recommend performance measures for the City's housing activities, the City Auditor did not need to conduct a new study, but could draw upon an April 2000 special report and a July 2001 performance audit report, as well as other material such as city budgets and ICMA comparative performance measures. The City Auditor used that information to prepare a memo to the Mayor recommending 12 performance measures focusing on outputs and outcomes of the City's housing efforts.

Relevant reports available from the City Auditor's website (www.kcmo.org/auditor) include:

- The special report *Parks Recreation Program Performance Measures*, March 2000
- The special report *IT Department Performance Measures*, March 2001
- The council memo (to mayor) *Housing Performance Measures*, September 2001