

ROLE 4: ENCOURAGE OR ASSIST MANAGEMENT

Practice 4a. Encourage management: Encourage management to develop and implement performance management systems.

Portland, Oregon, City Auditor (www.portlandonline.com/auditor): The City Auditor's Office has often played a role of encouraging management of city agencies to develop or improve performance management. This has sometimes been done as part of performance audit projects that have resulted in recommendations to improve performance measurement and how it is used by a particular agency, including some projects that have focused entirely on an agency's management systems or performance measures (see 1b). In other cases, the City Auditor's Office has performed this role informally, through discussions with managers, sometimes after an audit, on how they can improve agency performance management. In 2002, the City Auditor's Office conducted its first entity-wide study of performance management practices, from the Mayor and City Council down, including the extent of use of performance information in planning, budgeting, managing, and public reporting, resulting in a December 2002 report *Managing for Results: A Proposal for the City of Portland*. As well as examining existing City of Portland practices, the report provides an historical context of performance management practices in Portland since the 1970s, and a national context of increasing use of results-oriented practices in government and examples of leading performance management practices from other state and local governments. A chapter of that report described existing City of Portland performance management strengths (financial management, citizen involvement, public reporting, evaluation and audit) and weaknesses (city missions and goals, performance measurement framework, aspects of the budget process, using performance measurement), and provided a proposal to implement an integrated managing for results process in Portland that builds on existing strengths. The proposal includes roles and responsibilities for the City Council, the Office of Management and Finance, City bureaus (Portland's service operating departments), and the City Auditor's Office. In Portland, City Council members are not only legislators, they also play executive roles as "Commissioners" (their actual elected title) with one or more City bureaus reporting to them, so this report is as much encouragement to management as it is to elected officials (see 5a) to develop a full managing for results cycle in the City of Portland. The City Auditor is separately elected, so is independent of management.

Managing for Results: A Proposal for the City of Portland, December 2002, is available as a "publication" from the City Auditor's website (www.portlandonline.com/auditor) or an "audit report" from the Audit Services Division page (www.portlandonline.com/auditor/auditservices)