

ROLE 4: ENCOURAGE OR ASSIST MANAGEMENT

Practice 4b. Assist management: Assist management in designing, improving, or maintaining performance management systems, or build the capacity of management to do so.

Phoenix, Arizona, City Auditor Department (<http://phoenix.gov/AUDITOR>): Service performance analysis and improvement has been an operating norm in the City of Phoenix since the 1970s, with the capacity for using performance measurement and managing their own measurement systems built within City departments since then. Led by various city managers, Phoenix has also made major changes and additions to organization-wide performance practices over the years (performance-based pay, service level analysis in the budget, customer satisfaction measurement, to name only three) to keep its performance management practices fresh and robust. The City Auditor Department, which reports to the City Manager, eventually became a key agent in efforts to keep improving performance management, with a major emphasis since 1990 of helping management increase the results-orientation of measurement, and improve communication of results to the public.

From 1990-95, the City Auditor Department worked with all 25 City departments to assist them in making their performance measures more results-oriented, and used citizen and service customer perspectives of results as key drivers of the process to help departments select new measures (see 3a and 5d). By 1996, the monthly City Manager Executive Report to the City Council of major performance trends was fully revised to reflect departments' new measures. A consultant was used to assist in the development of graphs and pictures to make the report reader friendly and more eye-appealing. In 1999, the Auditor Department again met with citizens (see 5d), in a process to determine a select group of results indicators of greatest interest to the public. These became the "Organizational Indicators" reported in the front of the City Manager Executive Report.

In 2000, the City Manager asked the City Auditor to improve the Executive Report to make it more suitable for Internet distribution to reach a much wider public. Audit staff advised departments in selecting graphic styles for their measures and, on request, created computer graphics for departments that needed technical help. From 2001-02, the Auditor Department validated all measures reported (see 2a) before the report was launched on the Internet.

Since the 2002 launch of the on-line version of the City Manager Executive Report, the City Auditor and City Manager reviewed options for next steps in improving City performance accountability. To determine possible improvements, audit staff reviewed external sources, such as *Governing* magazine reports on other cities, for practices Phoenix was not doing. Audit staff also reviewed their notes from a 2000 discussion group of Phoenix citizens run by the Governmental Accounting Standards Board for ideas suggested by citizens. Since then, the following additional public communication improvements were decided upon and implemented:

- Creating an annual summary booklet of Executive Report Organizational Indicators (with information for getting more details) and making copies available at numerous City service

counters (where customer feedback forms have long been prominent) for people to take away;

- In recognition of Phoenix's large Spanish-speaking population, including a Spanish version of the performance summary at the end of the booklet;
- Making the fiscal year end Executive Report available in Phoenix Public Library branches.

The City Auditor takes on Citywide initiatives, such as those above, at the direction of the City Manager. The Auditor Department also assists departments in improving performance management practices in other ways. For example, based on auditors' established expertise, it is common for department staff to call auditors they have worked with and informally ask their advice on performance measurement-related issues. As it became particularly common for department staff to ask for advice on conducting customer surveys, the Auditor Department has been preparing "how to" tips on customer surveys to post on the City Intranet for departments to use as a reference source. On request, the City Auditor Department also conducts customer focus groups for departments (see 5d), as well as occasional larger scale studies, audits, or evaluations related to measuring and improving performance (see 1a for an example).

The *City Manager Executive Report* is available from the web pages of the City Manager (<http://phoenix.gov/CITYGOV/citymgr.html>) and City Auditor (<http://phoenix.gov/AUDITOR>).