

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.

West Palm Beach, Florida, Internal Audit (www.cityofwpb.com/audit): In 2000, the City of West Palm Beach decided to expand the Internal Audit consulting function by adding a management analyst position. The analyst spends about 600 to 800 hours per year helping departments to develop or improve performance measurement. One of the departments assisted to date by the management analyst has been Construction Services. Early project steps included providing an orientation to performance measurement for Construction Services department staff. Another early step was to ask building contractors, developers, and other department customers what was important to them about the department's work. These were members of an existing Construction Services customer group. Department volunteers were then recruited to staff a working group within the department to develop performance measures. All occupations in the department were included in the working group. These individuals received more detailed performance measurement training. In developing measures, the task group also talked about challenges in the department and what the department was doing to address them. Measures were developed to track improvements in areas where they were addressing challenges. Explanations of how they are doing on these initiatives can be found in the narrative section of the budget. Internal Audit assists the department management in examining these initiatives to see what impact they are having on measured performance.