

Municipal Objective Setting and Performance Measurement: An Introduction for BC Small Community Chief Administrative Officers

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Project Purposes

- Learn present status of Municipal Objective Setting and Performance Measurement in small and medium sized communities;
- Combine contemporary academic knowledge with recent experiences of respondents;
- Offer potential tools for improvement; and
- Provide the District of Sooke with a practical application of results

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PROJECT STRUCTURE AND METHODOLOGY:

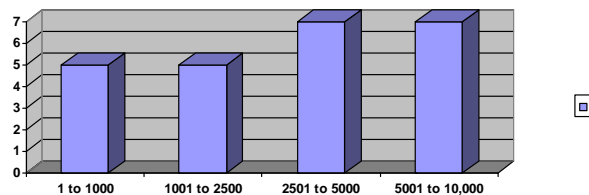
- Review references;
- Design questionnaire;
- Collate/analyze responses;
- Suggest **introductory** MOS&PM system;
- Design presentations for Sooke council, senior staff and residents;
- Submit for instructor scrutiny; and
- Amend as necessary.

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SCOPE & RESPONSE

Questionnaires were sent to 100 BC municipalities with populations of 10,000 or less (response rate 25%).

Population of responding municipalities:



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Issue #1

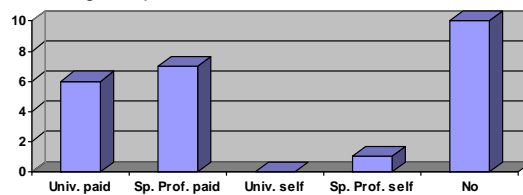
MOS&PM is:

- Complicated
- Requires new resources
- Oversight
- Inter-municipal rating

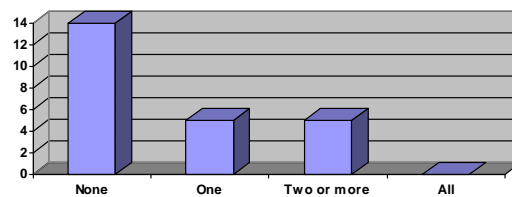
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SURVEY RESULTS: Respondent Training

During the past three years, have you received any formal training that pertains directly to municipal objective setting and performance measurement?



Other than yourself, during the past three years have any **senior staff members** in your municipality received any training in any form (i.e. course, seminar, briefing, etc.) directly pertaining to municipal objective setting and performance measurement?



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Suggestion #1

- Performance *measurement* is **NOT** performance *management*.
- Performance *measurement*: a simple tool to quantify results using appropriate units of measure (\$, #, time, etc.)

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Issue #2

Objectives should be broad - avoid details.

Suggestion #2

- Broad objectives already in OCP or Strategic Plan
- OCP/Strategic Plan = Public desires
- Objective setting makes them specific
- Five-year Financial Plan becomes more specific
- Operational plans may then achieve objectives

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IDEAL CHARACTERISTICS OF OBJECTIVES SHOULD:

- Identify **target population**;
- Specify **direction** of effects;
- Specify **magnitude** of change;
- Specify **time frame**; and
- Be **measurable**.

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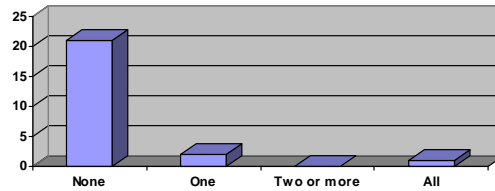
Issue #3

Elected officials and electors do not care.

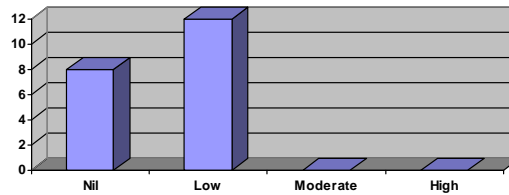
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SURVEY RESULTS – Educate and Inform:

During the past three years, have any **elected officials** in your municipality received any training in any form (i.e. course, seminar, briefing, etc.) directly pertaining to municipal objective setting and performance measurement?



In your community, general public interest in the 2005 and 2006 municipal objectives and performance measures may be characterized as:



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Suggestion #3

Councils must take responsibility for educating residents about this new accountability mechanism;

BECAUSE local governments have no official opposition, no sophisticated news media, interest group or polling firm whose activities educate electors and keep them informed.

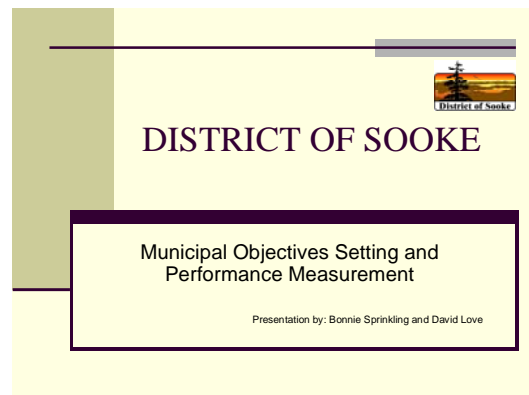
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Summary

1. Performance measurement is NOT performance management (KIS);
2. Objective setting should be specific;
3. Council must ensure that they and the public are educated and informed.

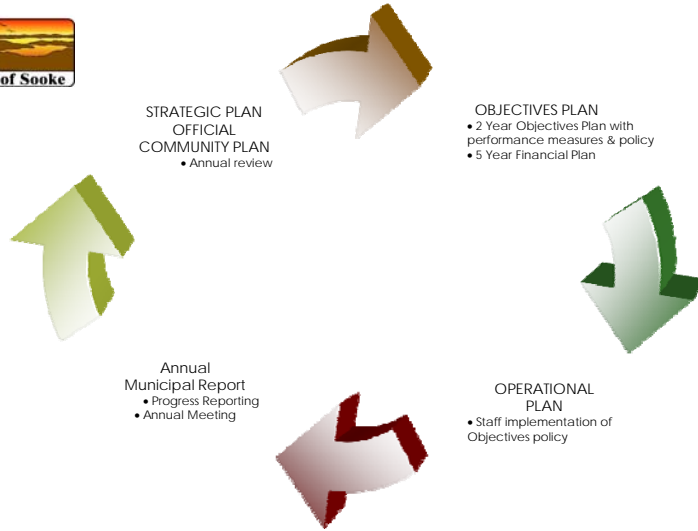
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Case Study – District of Sooke



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Annual Planning Cycle



QUESTIONS?

Documents Available

Upon request:

Term Paper – ADMN 465

- Staff Report
- Powerpoint Presentation
- News Release

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