Developing a Performance Measurement Culture

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City of Mississauga
## Agenda

<table>
<thead>
<tr>
<th>#</th>
<th>Agenda Item</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>About the City of Mississauga</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The Enterprise Decision Support Program and its Journey</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Example: MiWay Project on Fare Media</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Lessons Learned and What’s Next</td>
<td></td>
</tr>
</tbody>
</table>
About City of Mississauga

(Video Clip to be inserted)
14 Service Areas

- Single service objective: Providing programs and services for the Citizens of Mississauga
- Each with its own culture and set of processes
- Each with its own governance, data and technology
Growing Needs

• What is that “single version of the truth”?

• Inconsistent business results based on situation

• Alignment between operational & strategic perspective

• Inconsistent views on the value of KPIs

• The “Big Data” conundrum

• Varied levels of maturity across the organization
Technology – *Develop and implement tools to enable decision-making*

Key Questions:
- Does Data exist in a secure and mature state?
- Can information be automated?
The Journey

• Launched in 2011
• Understanding the maturity of the City and its 14 Service Areas
• 1st Deliverable: Build a Methodology & Approach
• Service Areas Collaboration
Step 1: Assess

- Building an assessment model

- Maturity / readiness as it relates to:
  - Governance
  - Culture
  - People
  - Process
  - Data
  - Technology
Step 2: Evaluate & Align

- Opportunity Analysis Report
- Conduct Prioritization
- Deliverable: Prepare Business Case
Step 3: Build

- Upon Prioritization the team makes recommendations
- Typical outcomes are:
  - Process Improvement Initiative
  - Training
  - Workshops
  - Tools - Dashboard including Indicators and Thresholds
Step 4: Sustain

- Culture Growth
- Review solutions
- Report on measurable benefits
- Routine review of business performance
Long-Term Approach

To manage risk and change, the EDS Strategy uses “Crawl, Walk, Run” Approach
Example

- EDS and MiWay around Fare Media Strategies
Background

“Implement an Integrated Transit Fare System” is part of Metrolinx’s strategic plan

PRESTO:
• Reloadable smartcard
• Allows customers to pay their fare with the simple tap of a card.
Transit Fare Media Project

Purpose:
To enable timely evidence-based decisions regarding Fare Media and support the move towards Presto.

Key Questions:
• Purchasing Trend
• Internal and third party inventory
• marketing/communication strategy

http://www.mississauga.ca/budget
Step 1: Assess

- Business processes and Key Performance Measures from Transit
  - Best practices from other municipalities (environmental scan)
  - Governance, Culture, People, Process, Data and Technology (facilitated discussion)
  - “dig deeper” into indicators (Workshop)

Transit Balance Scorecard
Step 2: Evaluate & Align

- Strong Governance, Process and alignment

- Provided an **Opportunity Analysis Report** on **Current & Future State Maturity**

- Conducted **Prioritization with Service Area Leadership Teams**

- Needs Identified:
  - threshold-based targets
  - geographic performance
Step 3: Build

Creation of a Transit Fare Media Dashboard

- Enabled Red/Yellow/Green for crossing thresholds
- Trending (↑↓→)
- Showing sales across Mississauga and its wards
Step 4: Sustain

Sustain improvements with MiWay through:

- Review solutions for quality
- Report on measurable benefits
- Routine review of business performance
Lessons Learned

“Change does not come overnight”

• Engage the proper change agents

• It takes education, creation of champions and continuous evolving

• Champions need to be created with both Strategic and Front-line leaders as well as buy-in

• Innovation and identification of change agents to engrain continuous improvement in the culture
Lessons Learned

“Focus on a common purpose, mission, vision and goals”

• “What decision can I drive with this process? With this indicator?”

• Understanding the need first BEFORE implementing technology

• MUST have the proper Governance, Culture, People, Process and Data Maturity to drive performance measurement
Lessons Learned

“Focus on Maturity”

• “Where am I now and what do I need to get to that future state vision?”

• Documentation and analysis of business processes, needs and requirements is essential
What’s Next?

• Continue in the “Crawl” Phase

• Focus on continuous improvement & best practices

• Continue effective delivery of programs and services to the citizens of Mississauga
Thank You!

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