

**Performance Measure Evaluation Executive Summary  
Information Technology Department (IT)  
November 30, 2016**

Introduction:

This report contains four sections: 1. This Executive Summary, 2. A Self-Assessment of current IT performance measurement practices vs. best practices, 3. A catalog of the current IT performance measures broken down by category, and 4. A detailed critique of each measure.

Background:

The Information Technology Department was part of the first group of City organizations to start the business planning process. They hold regular (quarterly) performance reviews, and strive to improve their measures every time. The department does not have a dedicated analyst trained in performance measurement, charting, and Lean, but the Help Desk staff have been trained and have assumed those duties in addition to their normal work. The Department's measures are mature enough to automate the data collection and display processes.

Top 5 Kudo's and OFIs:

The IT Management Team and Help Desk staff should be congratulated for all their hard work. At this time, they are one of the most advanced work units to take on the business plan development/performance measurement challenge in the City of Vancouver. However, there are a few opportunities for improvement (OFI) for the organization to work on this coming year.

KUDO's	OFI's
<b>Complete Business Plan</b> – IT is one of the only City department's with a nice looking and complete business plan – Front, back & interior matrix.	<b>Business Plan vs. Strategy Map Content</b> – The business plan matrix on the inside of the folio does not match the strategy map on the back page, especially in the Learning & Growth perspectives. I suspect this is an issue of version control.
<b>Good Charting</b> – For the most part, IT's charts and graphs are understandable and well-drawn.	<b>Help Desk Requests are Process Errors</b> – By definition, most calls to the Help Desk are errors; if the customer could do it correctly, without any assistance, there would be little reason to call. While you have friendly and knowledgeable staff who close roughly 28% of all calls by themselves, the current process still generates between 1,000 and 1,400 calls for assistance every month.
<b>Operational Definitions and Supporting Information</b> – The performance measure presentation slides are mostly complete and understandable.	<b>Undesirable Performance and MIA Improvement Efforts</b> – By your own metrics: <ul style="list-style-type: none"> <li>• Number of Help desk tickets opened is holding steady.</li> <li>• Percentage of Help Desk tickets closed in 5 hours</li> </ul>

	<p>or less is decreasing.</p> <ul style="list-style-type: none"> <li>• The percentage of Help Desk tickets open for 24+ hours has increased.</li> <li>• The percentage of Help Desk tickets resolved by Help Desk staff is slipping</li> <li>• Average months IT projects are late is increasing.</li> </ul> <p>Taken together, the previously listed metrics indicate IT response to customer and project delivery performance is in decline. Over the past year of regular quarterly performance reviews, I have not seen any formal process improvement efforts chartered to reverse this decline.</p>
<p><b>Well Prepared &amp; Organized</b> – Quarterly performance reviews appear to be well supported and organized; not last-minute rushed affairs. The amount of forethought and follow through is very apparent.</p>	<p><b>Communication</b> – IT does not have a systematic way to reach out to its customers, stakeholders and its own employees to engage them and get feedback on performance-related topics.</p>
<p><b>Mature &amp; Mostly Automated</b> – IT’s performance measures have evolved over time, and many have been successfully automated. The next challenge is to use the automation to create visual management scoreboards in employee areas so everyone can understand current performance in real time and engage in just-in-time problem solving and process improvement work.</p>	<p><b>Help Desk Heavy Measure Focus</b> – Aside from measures around virus outbreaks and late IT project delivery, the rest of the measurement suite focuses on Help Desk responsiveness. Measurement perspectives with limited exposure include:</p> <ul style="list-style-type: none"> <li>• Efficiency</li> <li>• Customer Satisfaction</li> <li>• Outcome/Results</li> <li>• Purchasing</li> <li>• System, network, and data base administration</li> </ul> <p>These are blind spots in the organization’s strategy and may represent a risk by not measuring them.</p>

I invite you to read through all the materials that are part of this evaluation and discuss the comments and recommendations with your team. This report is only a draft, and we can talk about any wording or scoring changes you would like to make before this gets finalized.

Thank you for all your time and support during the business plan development process.