Good to Great
Program Review

June 5, 2018
Thank You
Motion

THAT Administration develop a process for conducting a program review/operational audit of all departments and provide a report to Council with respect to the structure and scope of the review by the end of the second quarter in 2018.
Program Reviews

• The key outcomes of program reviews are to ensure:

  – Resources are allocated to achieve desired goals and results
  – Long-term financial sustainability
  – Acknowledge what is working
  – Identify where we can improve
Program Reviews

- Program reviews consider three key things:
  - **Relevance** - Why we do the things we do?
  - **Effectiveness** - Are we doing the right things?
  - **Efficiency** - Are we doing things well?
Program Review Foundation

• What Administration has been doing to date:
  – In Pursuit of Excellence Report
  – Business Plan and Budget Implementation (BPBI)
Current Program Review Tools

Business Planning

- **Clear direction** on the goals and results that we want to achieve
- **Priority-based budgeting** optimizes resource allocation across programs to better drive expected results
- **Improvement initiatives** enhance program effectiveness and efficiency
The 2019-22 Corporate Business Plan organizational excellence goal is

“Continuously improving the way we work, as one organization, in an agile and sustainable manner.”

### Key Results Supported:

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<tr>
<th>Supports long term financial sustainability</th>
<th>Supports insight-driven/evidence-based decision making</th>
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<td>Supports infrastructure management</td>
<td>Leverages tools (i.e. technology, equipment) to assist in service delivery</td>
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<td>Supports workplace culture that builds trust and promotes employee contribution</td>
<td>Engages stakeholders in decision making</td>
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<td>Supports development of employee capacity through training and development</td>
<td>Communicates to stakeholders about County programs and services</td>
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Improvement Initiatives

• Examples of key improvement initiatives already underway are:
  – The Business Transformation
  – The People Plan
  – The I & T Strategy
  – Multi-year business planning and execution enhancements
  – The long-term financial sustainability framework
  – The realignment of corporate and financial planning branches
Program Review Process

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• Implementing leading practices that support continuous program improvement
Improving Program Review Process

• Add three foundational elements to improve our program review process:
  ➢ Program based budgeting
  ➢ Program efficiency and effectiveness performance measures
  ➢ Program service level reviews
Program Based Budgeting

- Revenues and costs by program
- Improved understanding
- Increased program transparency and accountability
Program Performance Measures

- Output (efficiency) and outcome (effectiveness) measures for all programs
- Set targets, measure, monitor and report on program performance
- Systematic, data-driven analysis of whether programs are effective and efficient
- Continuous improvement to optimize business results
Service Level Reviews

- Service level inventory for all programs
- Benchmark comparison of service levels with other municipalities
- Identify where service levels need to increase or decrease
- Improved service expectations
Next Up

• Project approach:
  – Current state analysis
  – Future state design
  – Measured implementation
Program Review Portfolio

- Independent assessment of annual department program reviews of relevance, effectiveness and efficiency
- Chaired by an Associate Commissioner and made up of senior leadership team members and subject matter experts
- Evaluates program reviews and improvement recommendations
- Ask questions and requests further information as required
- Adds perspectives and enhances relationships across the corporation
"Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline."

Jim Collins
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Recommendation

• THAT adding three new elements, program based budgeting, program efficiency and effectiveness performance measures, and program service level reviews, to the current program review process be approved.
Questions?