
Procedure to Recommend Key Performance Indicator Target Change

Date Approved: **DRAFT**

Section: Capital Asset Management

Date of Last Updated:

Lead: Director, Operations

Keywords: Capital Asset Management, Asset Evaluation

Supports: **Policy CAM-004 – City of Selkirk Levels of Service Policy**

SUPPORTING POLICY, PROCEDURES & TOOLS

Policy:

Procedures:

Tools:

- CAM-004-000-01 Key Performance Indicator (KPI) Database
- CAM-004-002-01 Key Performance Indicator (KPI) Fail to Meet Targets Worksheet
- CAM-004-002-02 Key Performance Indicator(KPI) Exceed Service Targets Worksheet

OBJECTIVES

Procedure to follow in order to recommend council approve a change to an existing key performance indicator target.

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1. DETERMINE TYPE OF CHANGE REQUIRED

Who: GIS/Survey Technician

- 1.1. When compiling the *KPI Database*, the GIS/Survey Technician must be observant of trends that have occurred over the recent years, relative to the targets set in the most recent Level of Service (LOS) Council Resolution.
- 1.2. The GIS/Survey Technician must identify whether service delivery meets, exceeds or falls short of the targets established in the most recent council Levels of Service Resolution.
- 1.3. If performance fails to meet the established targets, continue to Step 2. If performance far exceeds established targets, continue to Step 3.

2. COMPLETE “KPI FAIL TO MEET TARGET” WORKSHEET

Who: GIS/Survey Technician

- 2.1. Complete the following fields on the *Key Performance Indicator Fail to Meet Targets Worksheet*:
 - 2.1.1. Service Area.
 - 2.1.2. Key Performance Indicator (KPI). This can be retrieved from the most recent Level of Service Target Tables.
 - 2.1.3. Target Set by Council. This can be retrieved from the most recent Level of Service Target Tables.
- 2.2. Once these fields have been completed, provide the worksheet to the manager of the specific service area.

Who: & Manager of Service Area

- 2.3. The manager of each service area is required to complete the remaining fields of the *Key Performance Indicator Fail to Meet Targets Worksheet*. These fields include:
 - 2.3.1. Potential Reason for Shortfall. What are the circumstances that lead us to underachieving targets that have been set? For example, targets may be too high, or there may have been extenuating circumstances that prevented regular service delivery.

2.3.2. Cost Breakdown of Current Level of Service and cost to alter service to meet target. Describe what is currently being spent on service delivery, and how much additional would it cost to increase services to reach the set targets.

2.3.3. Administrations Recommendation to Council. Based on the situational information provided, is it recommended that we increase the amount of money spent on service delivery so that targets are met, or is service delivery maintained but targets are decreased.

2.4. The Department Manager, and Director must both sign off on the completed worksheet.

2.5. Proceed to Step 4.

3. COMPLETE “KPI OVER DELIVERY ON SERVICE TARGET” WORKSHEET

Who: GIS/Survey Technician & Manager of Service Area

3.1. Complete the following fields on the *Key Performance Indicator Exceed Service Targets Worksheet*:

3.1.1. Service Area

3.1.2. Key Performance Indicator (KPI). This can be retrieved from the most recent Level of Service Target Tables.

3.1.3. Target Set by Council. This can be retrieved from the most recent Level of Service Target Tables.

Who: Manager of Service Area

3.2. The manager of each service area is required to complete the remaining fields of the *Key Performance Indicator Exceed Service Targets Worksheet*. These fields include:

3.2.1. Explanation of Exceeded Service Targets. What is the reason for service delivery to be exceeding targets? For example, the targets may be too low, or we may be over spending in this specific area.

3.2.2. Cost Breakdown of Current Level of Service and Cost to Alter Service to Meet Target. How much money would the City save by reducing service delivery, so it is closer to the set targets.

3.2.3. Administrations Recommendation to Council. Based on the situational information provided, is it recommended that we decrease the delivery of service so that we are closer to our targets, or is it recommended that we increase the service targets.

3.3. The Department Manager, and Director must both sign off on the completed worksheet.

4. UPDATE LEVEL OF SERVICE TARGET TABLES

4.1. Who: CAMP Team & Service Area Manager

4.2. Based on the information recorded in the *KPI Fail to Meet Targets Worksheet*, or *KPI Exceed Service Targets Worksheet*, the service target table for that service area must be updated.

4.3. Meet with CAMP Team and Service Area Manager to develop a recommendation as to what the new service target shall be set to.

4.4. Once agreed on, the Level of Service Target Table for that service area will be updated.

4.5. Changes that have been made to the Level of Service Target Tables must be highlighted.

4.6. GIS/Survey Technician will compile all updated service area Level of Service Target Tables.

5. COMPLETE ADMINISTRATIVE REPORT

Follow the City of Selkirk's Administrative Report Process.