

# Developing a Performance Measurement Culture

**Ali Ladhani**

Project Leader, Enterprise Decision Support

**Kenneth Leung**

Performance Measurement Analyst, EDS

**City of Mississauga**



# Agenda

#	Agenda Item	Time
1	About the City of Mississauga	
2	The Enterprise Decision Support Program and its Journey	
3	Example: MiWay Project on Fare Media	
4	Lessons Learned and What's Next	

# 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





# ENTERPRISE DECISION SUPPORT

Governance ❖ Process ❖ Technology

**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
- 1<sup>st</sup> Deliverable: Build a Methodology & Approach
- Service Areas Collaboration



## Step 1: Assess

- Building an assessment model



- Maturity / readiness as it relates to:

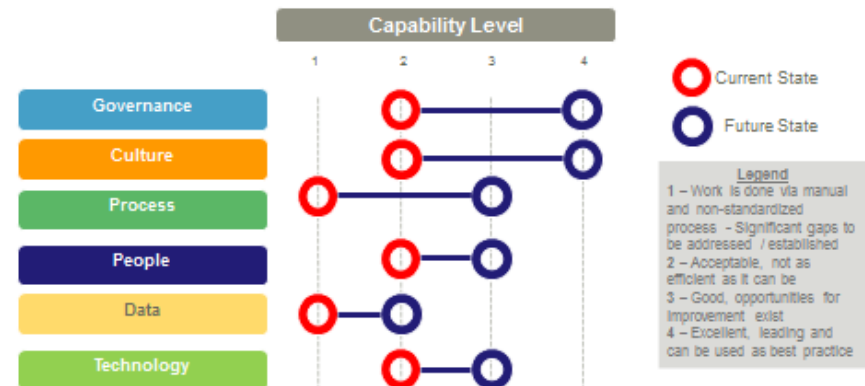
- Governance*
- Culture*
- People*
- Process*
- Data*
- Technology*





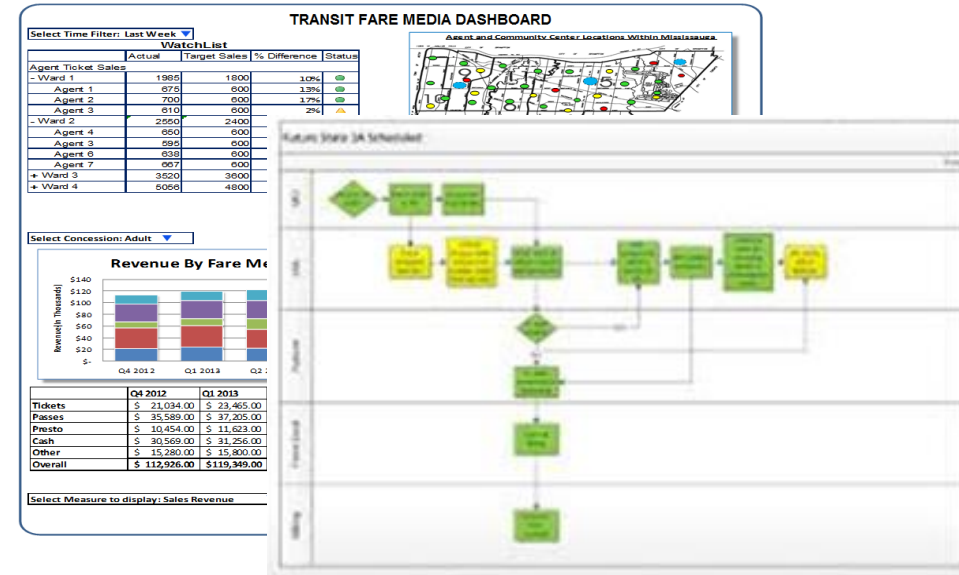
# Step 2: Evaluate & Align

- Opportunity Analysis Report
- Conduct Prioritization
- Deliverable: Prepare Business Case



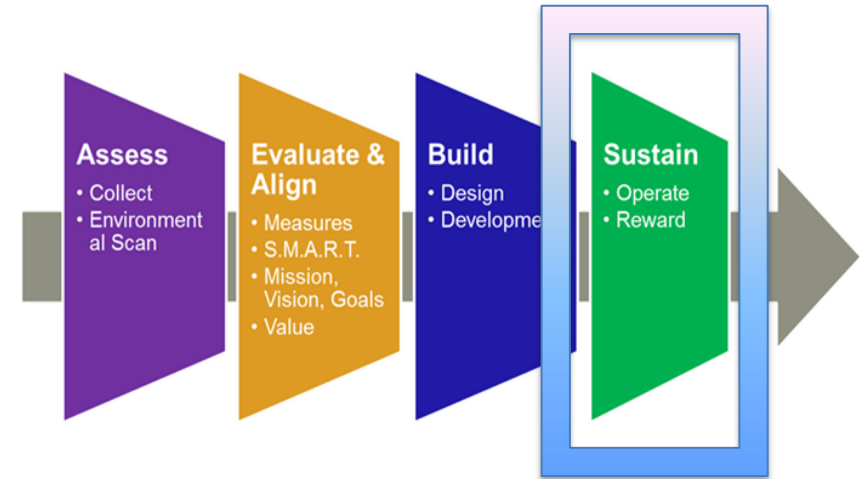
## Step 3: Build

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

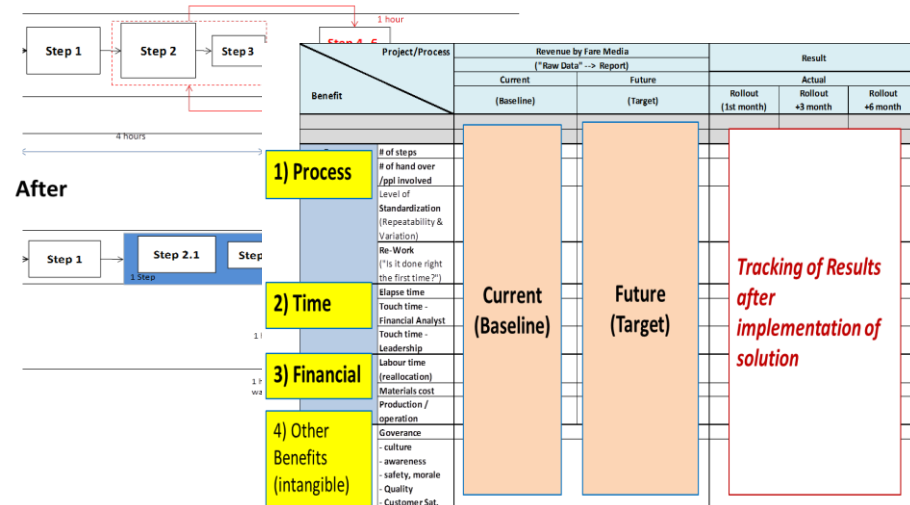


## Step 4: Sustain

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



Before



# Long-Term Approach

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



# Example

- EDS and MiWay around Fare Media Strategies

## TRANSIT





# 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

## TRANSIT



### 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



Transit Balance Scorecard

Measures for MiWay (Mississauga Transit)	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Revenue Ridership	31,083,100	33,448,800	34,761,500	35,456,700	36,165,900	36,889,200	37,627,000
Municipal Operating Contribution per Capita	\$69	\$81	\$80	\$85	\$90	\$90	\$95
Revenue to Cost Ratio	47%	46%	45%	45%	45%	46%	47%
<b>Customer:</b>							
Customer Contact (Feedback & Information Requests)	408,612	465,834	443,046	447,476	451,951	456,470	461,035
Self-Service Option (CityLink, ClicknRide, Mobile Site)	6,298,200	7,485,200	7,673,300	7,826,700	7,983,300	8,143,000	8,305,800
Customer Contact Resolution Rate	96%	84%	87%	90%	92%	92%	94%
<b>Employees/Innovation:</b>							
Corporate Employee Satisfaction Survey (conducted every 2 years; Transit Statistic)	63%	n/a	63.5%	n/a	65%	n/a	67%
Preventable Accidents/100,000 kms.	0.29	0.24	0.24	0.25	0.25	0.25	0.23
Lost Time Frequency (# of LTI / 200,000 hours)	18.3	16.4	14.9	15.0	15.0	15.0	15.0
<b>Internal Business Process:</b>							
Schedule Adherence (+3) min. / (-) 7 minutes	N/A	N/A	87%	90%	90%	95%	95%
Fleet Availability [above daily requirements]	N/A	1.13	1.16	1.13	1.12	1.10	1.08
Average No. of Transfers per Passenger Trip	1.47	1.47	1.45	1.45	1.45	1.47	1.50

F-28

2014-2016 Business Plan Update and 2014 Budget

## 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



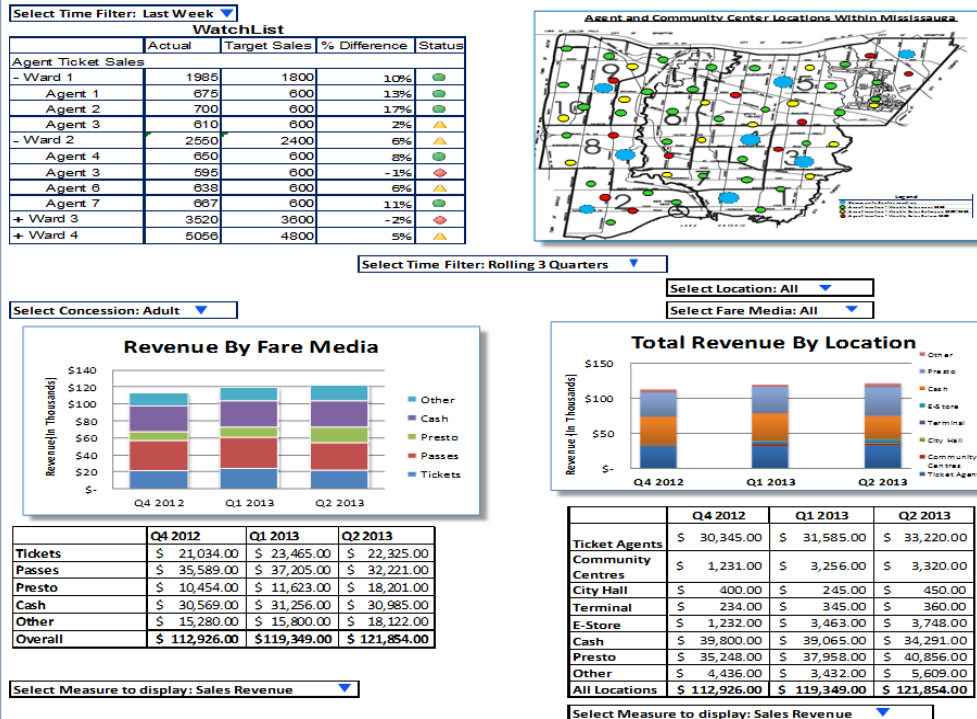
Indicator	Description	Decision / Monitor	Business Owner	Data Owner										
Impact on Removing Fare Types	When a decision is made to remove a particular fare media, and transition to Presto	Decision based on costs of producing fare media (i.e. Student pass)	Transit Management Team											
Impact on Sales and Inventory	What is being purchased when a fare type is eliminated? Is Presto being purchased from a	Decision on marketing/communication.		Transit Revenue										
(3)														
Indicator Information					Maturity/Readiness to implement Enterprise Decision Support									
Indicator	Description	Monitor / Decision	Business Owner	Data Owner	Matrix	Governance	Culture	People	Process	Data	Technology			
What!	Impact on removing fare types	When a decision is made to remove a particular fare media, and transition to Presto	Decision based on costs of producing fare media (i.e. Student pass)		⊖	4	3	2	2	4	3			
					⊕	4	4	3	3	4	4			
Ma	Impact on Sales (3rd Party vs Internal, Sold vs Unsold)	What is being purchased when a fare type is eliminated? Is Presto being purchased from a vendor/externally at Community Centres? Impact on Inventory	Decision on marketing/communication, sales distribution, demographic	Revenue Team	⊖	4	3	2	2	4	3			
					⊕	4	4	3	3	4	4			
Cu Si	What Mediums used? (Online vs Others)	What is being used to purchase/reload presto cards? Completed online or in person?	Decision on marketing/communication campaigns	Data comes from SAP (Reconciled), Excel Spreadsheets and Cashier Office	⊖	4	3	3	2	4	3			
					⊕	4	4	3	3	4	4			
Fu Si	Transit Maturity / Readiness				⊖	4	3	2	2	4	3			
					⊕	4	4	3	3	4	4			

## Step 3: Build

### Creation of a Transit Fare Media Dashboard



TRANSIT FARE MEDIA DASHBOARD

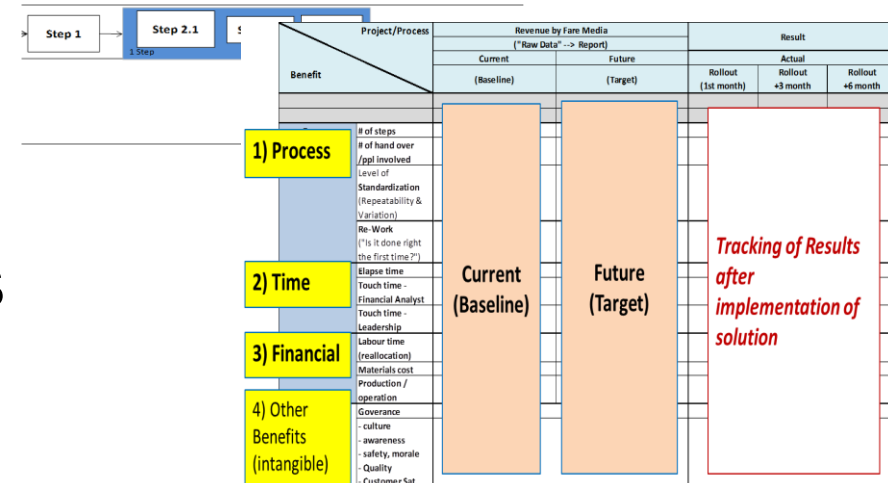
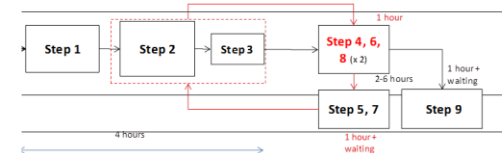


- Enabled Red/Yellow/Green for crossing thresholds
- Trending (↑ ↓ →)
- Showing sales across Mississauga and its wards



# 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



## Strategic Pillars for Change:





# Thank You!

**Session Code: ThP/13**

**Developing a Performance Measurement Culture**

**Ali Ladhani**

City of Mississauga

[Ali.Ladhani@mississauga.ca](mailto:Ali.Ladhani@mississauga.ca)