Measuring the Road To Improvement: Performance Measures for Public Works

What is performance measurement?
The concept of performance measurement is straightforward: you get what you measure; and can’t manage a project unless you measure it.

Performance Measures: The Basic Questions
- How well we are doing?
- Are we meeting our goals?
- Is the customer satisfied?
- Do we need to improve?

10 Top Tips for Performance Measures
Adapt, don’t Adopt.

10 Top Tips for Performance Measures
Generate Buy-in, from all levels.

10 Top Tips for Performance Measures
Expect resistance.
10 Top Tips for Performance Measures

Don’t spout theory-talk about results.

Communicate.

Be patient.

Avoid information overload.

Let the customer operate the equipment.

Keep It Simple Stupid.
Top Tips for Performance Measures

Sometimes, the workers know better.

Adapted from:
Measuring the Road to Improvement
by Connie Yew and Pamela Friedman

If it ain’t broke, don’t fix it.
If it’s broke, fix it.
**Oxymoron?**

**Government Performance**

**Performance Measures:**
- Cost per street repair completed (by type)
- Number of staff hours per snow event worked
- Percent change in the tons of debris collected through street sweeping
- Percent change in the number of snow events responded to
- Percent of streets cleared within 24 hours of a snow event
- Road rehabilitation expenditures per paved lane mile
- Average waste per household
- Average yard waste per household
- Cost per ton of yard waste and/or leaves collected
- Percent of waste stream that is diverted as yard waste
- Percent of emergency work orders completed within 24 hours of receipt
- Number of custodial project work orders per FTE
- Average response time for custodial non-emergency repairs

---

**Performance Measures:**
- Percent of CIP projects completed within budget
- Percent of CIP projects completed on schedule
- Number of projects managed per FTE
- Number of reviews completed per FTE
- Average number of calendar days to complete a work order
- Overall fleet availability
- Hours worked per vehicle or equipment
- Percent of fleet expenditures contracted out
- Cost per linear foot of pipe maintained (by type)
- Percent of inspections completed as scheduled (by type)
- Percent of preventative maintenance work completed as scheduled (by type)
- Percent of work orders closed within 48 hours of receipt (by type)
- Average number of calendar days required to complete work order (by type)
- Percent of emergency calls responded to within 4 hours (by type)
- Percent of citizens who rate snow removal as good or excellent
- Percent of citizens who rate street repair as good or excellent

---

**Still Awake?**

**Questions?**