

ROLE 1: AUDIT PERFORMANCE OR PM SYSTEMS

Practice 1b. Audit performance management systems: Audit or assess existing performance management systems or practices.

Portland, Oregon, City Auditor (www.portlandonline.com/auditor): The City Auditor's Office sometimes examines aspects of an agency's performance management system as part of a larger performance audit, and occasionally conducts an entire audit focused on an agency's existing performance measures or performance management system. For example, a performance audit focused entirely on the management systems of the Bureau of Parks and Recreation. The February 2000 audit report included a chapter titled "Managing for Results: Setting a Course, Measuring Performance," which described bureau strengths (e.g., mission and goals) and weaknesses (e.g., objectives, performance measures, data reliability and timeliness, communicating and using data) in managing for results. Six other cities' parks and recreation measures were provided as contrasts with the Portland bureau's measures. The report included a series of recommendations for improving bureau performance measurement and use of performance information, including a set of "proposed core performance measures" for the bureau. For each proposed measure, the report indicated whether reliable data already existed, the recommended data source, and the relationship of the measures to bureau's mission and goals. Similarly, an audit of the City's development review process included a review of performance management, and the January 2003 audit report included a chapter titled "The Need for Better Performance Measurement." The chapter indicated weaknesses in the Bureau of Development Services mission and goal statements and suggested alternatives, suggested possible revisions of performance indicators, and charted the relationship of results indicators with suggested alternative mission and goals. In an earlier project, at the request of the Bureau of General Services, the Auditor's Office conducted a study to develop performance measures for the bureau's Facilities Services Division. The April 1999 report included 20 performance measures the audit staff had identified, an early look at results for some measures, and recommended next steps for the division to develop a full performance monitoring system. (See Practice 4a for the City Auditor's entity-wide study of performance management systems.)

The following audit reports are available as "publications" from the City Auditor's website (www.portlandonline.com/auditor) or as "audit reports" from the Audit Services Division home page (www.portlandonline.com/auditor/auditservices):

- *Facilities Services Division Bureau of General Services: Developing and Reporting Performance Measures*, April 1999.
- *Bureau of Parks and Recreation: A Review of Management Systems*, February 2000
- *Development Review Process: Progress Made, Further Improvements Needed*, January 2003