

ROLE 4: ENCOURAGE OR ASSIST MANAGEMENT

Practice 4b. Assist management: Assist management in designing, improving, or maintaining performance management systems, or build the capacity of management to do so.

Milwaukee County, Wisconsin, Department of Audit (from <http://milwaukeecounty.org> click on “Directory” then on “Audit, Department of”): In 1999, the County Auditor participated in an Outcomes Based Measurement Design Team. The design team was created as a result of a belief by Milwaukee County's Long Range Strategic Plan Steering Committee that the time was ripe for Milwaukee County to adopt a result-oriented approach to governing. One of the driving forces behind this effort was the need to link department and division results to the County's budget process. To guide Milwaukee County's transition to an outcome and performance measurement system by 2002, the design team devoted 300 staff-hours per year from 1999-2001, and developed guiding principles, an implementation plan, a glossary, a logic model, and a template for reporting outcomes, indicators, and targets. The implementation plan called for establishing commitment and providing training for key County leaders and staff, establishing outcomes, developing performance measures and data collection plans, and making a connection between performance and budgeting. In addition, the plan called for a Countywide performance report based on the performance reports submitted by departments, divisions, offices, and agencies. The plan also called for the Auditor's Office to submit an audit of the Countywide performance report to the County Board (see 2b).