



National Executive Forum on Public Property

# Performance measures : advancing new knowledge

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# Why measure performance

- Feedback on results/outcomes:
  - did we achieve goals (*understand objectives*)
  - Was it done effectively (*comparative framework*)
  - Lessons learned (*record and share new knowledge*)
- Identify, analyse and report measurement results
- Inform social, political and economic context and priorities



# What is meant by 'performance'?

- Service quality and facility conditions
- Cost-effectiveness (operating and capital)
- Client/customer satisfaction
- Accessibility/functionality
- Sustainability/energy effectiveness
- Occupancy standards/space savings
- Portfolio performance/value



# Value of benchmarking

- Internal
- Competitive
- Industry
- Best-In-Class
- Process
- Performance
- Strategic
- Competitive
- Cooperative
- Collaborative
- *McNair and Leibfried, 1992*
- *Bogan and English, 1996*
- *Boxwell, 1994*



# Measurement tools

- What to measure is defined by what you want to know
  - Tools for data collection (standardized or customized)
  - Data analysis (time, categories)
  - Interpretation/relevance/application of results
- KPI selection, data available, information targets (who will use results)
  - Context-dependent (municipal, provincial, federal)



# NEFPP approach

1. Category of performance to measure
2. KPI's selected appropriate to category
3. Data collected for each KPI
4. Data analysis and summary
5. Results distributed internally or made public
6. Priorities set for future improvement



# For example:

1. Category of performance to measure
2. KPI's selected appropriate to category
3. Data collected for each KPI
4. Data analysis and summary
5. Results distributed internally or made public
6. Priorities set for future improvement

1. Service Quality
2. Customer satisfaction, tenant satisfaction, cost-effectiveness, project delivery effectiveness
3. User surveys, tenant feedback, budgetary limits, client feedback.
4. Data compilation and summary
5. Results distributed internally or made public



## Next steps:

- Begin to standardise data collected/compiled (measurement)
- Plan and prepare for internal cross-comparisons (benchmarking)
- Anticipate where and how results to be directed and used
- Establish internal process for planning changes





# Summary and conclusions

1. Understand real estate issues and business objectives
2. Identify opportunities by comparing key performance measures to 'best-in-class' performers
3. Identify solutions by assessing critical drivers
4. Implement and revise solutions consistent with changing business objectives

*E.Noha, 1993*

- **Benefits: reduced occupancy costs and more efficient use of capital**