



City of St. Albert  
**CITY COUNCIL POLICY**

Continuous Improvement Review  
Program

AUTHORITY	APPROVED	Res. No.	mm dd	REVISED	Res. No.	mm dd
City Council		C564-2011	09 06			

### Purpose

To ensure that the City maximizes the value for money it expends on program and service delivery, through an ongoing 'continuous improvement' review program.

### Policy

The City is committed to operating efficiently and effectively in order to maintain its sustainability and maximize the value it provides to its ratepayers. The City is also committed to ensuring that the financial support it offers to various community organizations that provide services on behalf of the City is appropriately administered and structured to achieve desired outcomes.

To meet these objectives the City shall conduct 'continuous improvement' reviews of administrative departments that focus on ensuring an appropriate balance between cost minimization, revenue maximization, and quality enhancement in program and service delivery. The City may also require reviews of various external organizations that receive ongoing municipal operational funding. All continuous improvement reviews shall be conducted in a spirit of collaboration and shared value.

### Definitions

"Administration" means the various municipal departments and personnel within the City of St. Albert.

"City" means the municipal corporation of the City of St. Albert or, where the context so requires, the area contained within the boundaries of the city.

"City Manager" means the Chief Administrative Officer of the City of St. Albert.

"Continuous Improvement" means the process of systematically analyzing and reducing redundancies, raising productivity, and adjusting practices to complement the changing organizational environment (including the needs of customers and employees).

"Council" means the municipal council of the City of St. Albert.

"External Organization" means any community organization that receives or benefits from City of St. Albert financial support.

"Review" means an analysis of the operations and/or performance of an organization, based on a chosen type and objective.



## Standards

### 1. Eligibility

- a. All internal departments, business units, or processes within Administration may be included within the City's review schedule.
- b. Any service or program provided by an external organization that receives funding from the City on an ongoing basis may have that service or program included within the City's review schedule.

### 2. Objectives

- a. Reviews of administrative departments or business units may focus on a variety of objectives, including minor operational reviews in response to legislative or personnel or technological changes, or significant operational or corporate reviews in response to changes in the organizational environment, strategic direction, client requirements, and/or organizational performance. Major service level or investigative reviews, potentially the result of real or perceived service level misalignments, may also be considered.
- b. Reviews of external organizations may focus on a variety of objectives, including regular compliance reviews to ensure funding and service delivery requirements have been met, and detailed compliance reviews that also consider continued alignment with municipal priorities. Major operational or investigative reviews, potentially the result of significant real or perceived issues, may also be considered.

### 3. Timing and Resources

- a. During the City's business planning and budget process, the City Manager shall present a proposed list of planned internal and external reviews to Council, including a confirmed list of reviews for the following year and a tentative list for the following two (2) years.
- b. If a review is expected to exceed Administration's existing capacity or resources to complete, the City Manager shall prepare a business case for Council's consideration during the City's regular business planning and budget process.

### 4. Engagement and Culture

- a. The City Manager shall ensure that internal employees, external boards, and/or other stakeholders are engaged to offer inputs into reviews, and to contribute ideas and solutions that may affect their work or the performance of the entity being reviewed.
- b. The City Manager shall reinforce a culture of Continuous Improvement within the City. This shall include a commitment to research best practices and participate in knowledge networks, industry associations, professional associations, municipal advocacy groups, public sector research bodies, and so forth. These resources and others provide administrators with access to a vast knowledge bank and innovative tools to improve organizational systems and outcomes on an ongoing basis.



- c. Ongoing Continuous Improvement initiatives shall be encouraged within Administration or within external organizations, despite the potential for a future review.

5. Reporting

The City Manager shall provide Council with an annual summary of continuous improvement efforts and / or review findings, for information.

6. Policy Review

This policy shall be reviewed annually by Administration, with amendments to be recommended to Council as necessary.





City of St. Albert  
**ADMINISTRATIVE  
 PROCEDURES**

Continuous Improvement Review  
 Program

AUTHORITY  
 City Manager

SIGNATURE

APPROVED: mm dd yyyy  
 09 06 2011  
 REVISED:

## 1. Internal Review Guidelines

- a. Internal reviews maintain and improve organizational effectiveness wherever possible, and shall be based on a consistent review philosophy. A variety of review models may be utilized, including business process reviews, productivity and efficiency reviews, internal control or system audits, value for money audits, client satisfaction reviews, performance/outcome reviews, etc. Objective metrics shall be emphasized.
- b. The type of required internal review will be selected by the City Manager or delegate, based on the estimated impact and value to the organization. Criteria may include the proposed review's scope, number of stakeholders, complexity, and political sensitivity.
- c. Minor operational reviews may include one or more departments, and generally require oversight from one or more general managers. Significant inter-departmental or corporate reviews may include multiple directors and general managers and may require oversight from a cross-functional committee. Major service level or investigative reviews may focus on one or more departments, and may include elected officials and/or members of the public at the City Manager's discretion.
- d. Cross-functional review committees, if required, may include representatives from Corporate Planning, Information Technology, Human Resources, and other representatives as appropriate. The use and composition of a cross-functional review committee shall be at the City Manager's discretion.
- e. A proposed project plan (**Appendix A**) shall be approved by the City Manager or delegate for each internal review, prior to commencement. The project plan shall include references to the review's key objectives, scope, stakeholders, timeline, resources, constraints, deliverables, and other elements as necessary. Project plans for any review shall be developed in consultation with the relevant department and other stakeholders.

## 2. External Review Guidelines

- a. External reviews shall focus on maintaining and improving public confidence in the disbursement of public funds, and shall be based on a consistent review philosophy. A variety of review models may be utilized, including efficiency reviews, internal control or system audits, value for money audits, performance/outcome reviews, etc.. Objective metrics shall be emphasized.
- b. The type of required external review will be selected by the City Manager, or delegate, based on the estimated impact and value to the organization. Criteria may include the proposed review's scope, number of stakeholders, complexity, and political sensitivity.



- c. A proposed project plan shall be approved by the City Manager or delegate for each external review, prior to commencement. The project plan shall include references to the review's key objectives, scope, stakeholders, timeline, resources, constraints, deliverables, and other elements as necessary. Project plans for any review shall be developed in consultation with the relevant board, administration, or stakeholders of the external organization.
- d. Where an external organization can provide information related to a recent and satisfactory completion of a similar review, the proposed review schedule may be amended by the City Manager.

### 3. Performance Measurement

- a. To ensure that accurate and appropriate performance information is readily available for the City, reporting shall include performance measurement and benchmarking comparisons where possible. This includes tools such as client feedback mechanisms, comparator surveys, statistical analysis over time, and so forth.
- b. External organizations which seek municipal funding shall be encouraged to provide the City with detailed performance information. This information may be used to assess the requirement for an external review.

### 4. Implementation

- a. Implementation plans, describing timelines and other considerations related to implementation, shall be prepared by the relevant departmental director or external organization for all completed reviews.
- b. Where an internal review may result in changes to current business practices or relationships, directors shall prepare appropriate change management processes.

**Project Name**  
**Project Plan**

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*Date*

**PROJECT SUMMARY**

<b>Project Objective</b>	
<b>Project Sponsor</b>	
<b>Project Manager</b>	
<b>Project Team</b>	
<b>Project Support and Other Resources</b>	
<b>Stakeholder Groups and Links to Other Initiatives</b>	
<b>Timing</b>	
<b>Deliverable(s)</b>	

## **INTRODUCTION**

*Provide a brief introduction for the project/initiative.*

## **PROJECT REQUIREMENTS**

### **OBJECTIVES**

*The objective of this project is to:*

### **SCOPE**

*The scope will include:*

### **INPUTS**

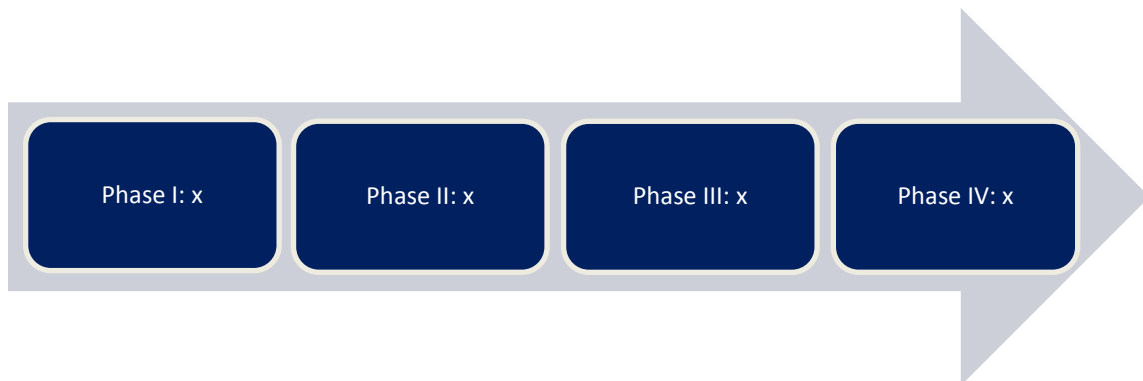
*The following key documents will be used:*

### **CRITICAL SUCCESS FACTORS**

*The following critical success factors must occur for the project to remain on time and to meet expectations:*

## **PROJECT APPROACH**

*Provide description of the approach used to complete this project and if there is a phased approach.*



**PROJECT TIMELINES**

The project work steps, deliverables, anticipated completion dates and time requirements for this review are outlined in the table below.

Work Step	Deliverable	Date Due	Time (hrs) in Meetings
<b>Phase 1: Project Initiation [typical phase I]</b>			
<i>Objective: Clear project terms of reference and team sign off</i>			
<b>Phase 2: x</b>			
<i>Objective: x</i>			
<b>Phase 3: x</b>			
<i>Objective: x</i>			
<b>Phase 4: Final Report [typical last phase]</b>			
<i>Objective: Complete the Final Report</i>			

**TEAM AND PROJECT REPORTING STRUCTURE**

*Provide information on team and project structure.*

**PROJECT TEAM COMMITMENT AGREEMENT**

The Project Team Members agree to undertake the duties, responsibilities and directives necessary to successfully complete this project.

The Project Team Members accept the responsibility for fulfilling any aspects of the project planning and development that applies to the Team, including attending project meetings, providing information, resources, actively participating, and effectively communicating with other team members.

**Name:**

**Signature**

**Role**



_____	Project Sponsor
_____	Project Manager
_____	Project Team Leader
_____	Team Member
_____	Team Member

This Team Commitment Agreement was signed on \_\_\_\_\_.