Each year, the City conducts a 6-month leadership training program, the *Art and Practice of Leadership (APL)*. Participants (managers throughout the organization) attend biweekly leadership trainings and complete a team project. The fall 2009 APL session included two APL team projects on performance measures. The teams were engaged to conduct a thorough review and redesign of the Office of Economic Development and Public Works Department performance measures. The City’s performance measure coordinator met regularly with department staff and APL teams to provide technical expertise and guidance on designing effective performance measures and eliminating measures that have unreliable data.

During the annual period when departments are invited to propose performance measure changes, Budget Office analysts review changes with key departmental staff (analysts, program managers, and/or division managers) to ensure changes reflect an accurate methodology. In this year’s budget development process, performance measure changes were discussed with the Environmental Services Department analytical team; Public Works division leads; Economic Development performance coordinator; Planning, Building and Code Enforcement analytical staff; Fire Department performance measures analyst; and Housing Department fiscal staff.

In February 2010, City Auditor Sharon Erickson delivered a Performance Measure city-wide staff training: *Performance Measurement - Are you measuring what matters?* The course covered the basics of performance measurement and how to use it to improve operations; criteria for selecting good performance measures; how to find good data; how to track and document performance; and how to actually put measures to work

Two San Jose staff teams participated in ICMA’s *Leadership Management & the Key Role of Performance Measurement* in November 2009. A team of Library managers and a team of City Manager’s Office staff participated in the session, and the information was incorporated into the APL team projects.

Additionally, as referenced above, the Auditor’s Office reviews performance data with department staff to discuss data collection methodologies, calculations, and analysis and reporting during development of the *SEA Report*.