

# Minutes



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## Performance Measures Review Working Group meeting #1

Date: 24 January 2012  
Time: 10:00 am – 3:30 pm  
Place: CASA

### In attendance:

Name	Organization
Ann Baran	Southern Alberta Group for the Environment
Cindy Christopher (by phone)	Imperial Oil
Peter Darbyshire (by phone)	Graymont Inc.
David Lawlor (from 10:30-2pm)	ENMAX
Bob Myrick	Alberta Environment and Water
Ruth Yanor	Mewassin Community Council
Celeste Dempster	CASA
Robyn Jacobsen	CASA

### With regrets:

Name	Organization
Carolyn Kolebaba	Alberta Association of Municipal District & Counties

Bob Myrick chaired the meeting which began at 10:05 am. Quorum was achieved.

### Action Items:

Action items	Who	Due
1.1: Celeste will wordsmith a new step to be included in the performance measures review process which asks the Committee to consider whether a qualitative or quantitative measure is most appropriate.	Celeste Dempster	Sent with Agenda one week before next meeting.
1.2: At the next meeting, the Committee will discuss how to include project teams in performance measurement.	Celeste Dempster	Will add to Agenda for next meeting.
1.3: Celeste will contact Sandra Lambertus in order to put together definitions of performance measure and performance indicator.	Celeste Dempster	Sent with Agenda one week before next meeting.
1.4: Celeste will send out a poll for dates for the next meeting of the Performance Measures Review Working Group in early March.	Celeste Dempster	Early February

## 1) Administrative Items

Participants were introduced and welcomed to the meeting. The Performance Measures Committee experienced a change in membership; regretfully Ted Stoner has retired, but the PMC is pleased to welcome Peter Darbyshire as the new industry representative on the Committee. The Performance Measures Committee also expressed its thanks to the Board members who volunteered to attend the meeting in order to help with the performance measures review.

The Agenda and Meeting Objectives were approved by consensus.

## **2) CASA Update**

Celeste gave an update on current CASA activities.

## **3) Presentation from Sandra Lambertus on Performance Measurement**

The Committee was pleased to have Sandra Lambertus as a guest speaker at the meeting. Sandra works for Alberta Energy where she engages with performance measurement as part of her job description. Sandra has vast experience with performance measurement in a variety of forums and has offered to share some of her insights with the Committee.

Performance measures should help an organization to demonstrate that performance is aligned with its mission, remain accountable to clients and stakeholders, engage in continuous improvement (meaning incremental improvements over time), and should inform how to run business by acting as early warning flags. Most importantly, performance measures should tell the story of your organization.

Recently, there have been several big changes in thinking in the world of performance measurement. Degree of control is an important consideration. This is especially relevant for organizations whose main goal is influencing government and changing behaviours. It is important that performance measures reflect results that are within the control of the organization and show what the organization is trying to accomplish. Performance measures also need to consider that influencing attitudes, behaviours and knowledge represent long-term outcomes and it can be challenging to show attribution. Performance measures are not silos; they should be reviewed regularly, and change as an organization evolves. Don't hang onto performance measures that don't work for your organization.

An increasing trend is towards the use of qualitative performance measures. A quantitative measure does not always best explain results, and if a number is not available it doesn't mean that you can't talk about something that may be important to your organization. Qualitative measures can help to tell the complete story. A qualitative measure could be an example, an explanation, or a description of a process or task. In the case of CASA, it may not be possible to demonstrate CASA's influence on government with a number. A qualitative measure showing the work that has been done in this area may be more useful. Qualitative explanations can also be included with performance measures to explain the importance of a particular measure or result and how it fits into the understanding of your organization.

Within performance measurement, there can be different levels of performance measures. Some performance measures may be strictly for internal consideration, while others may be for external consideration and for example may be published in an annual report.

Tracking performance over time is an important part of performance measurement. Setting targets helps to measure progress and work towards continuous improvement. When setting targets, it is important to gather the implementers of your objective to ensure that the chosen target is reasonable.

The terms ‘performance measure’ and ‘performance indicator’ are often used interchangeably. The Government of Alberta and the auditor general, however, do differentiate between the two terms. The distinction is based on control. An organization has direct control over what is being measured by a performance measure. An organization may have influence but does not have control over what is measured by a performance indicator. Performance indicators are usually quite high level (ex. societal level). This information may be relevant and help show the big picture, but an organization has no direct control. Performance measures look at what an organization actually does, whereas performance indicators may look at longer term trends and the bigger picture.

## 4) Performance Measures Review Process

The Committee reviewed the steps that should be included in the performance measures review process:

- review the relevancy to the CASA identity, mission, vision, mandate, and goals of the existing performance measures;
- review the consistency with the principles and criteria for indicators of the existing indicators for each performance measure;
- solicit input from the Board on all aspects of the performance measures, including the principles and criteria for indicators, the existing performance measures and indicators and desirable additional measures and indicators;
- solicit input from CASA teams and review past team reports regarding all aspects of the performance measures;
- review relevant reports and documents for ideas and information on all aspects of the performance measures;
- from information gathered in these ways decide what measures and indicators should be dropped, revised or added;
- develop calculation protocols for new and revised indicators; and
- report to the Board.

After reviewing the steps, the Committee decided that an additional step was required which asks the Committee to consider whether a qualitative or quantitative measure is most appropriate. The Committee agreed that Celeste will wordsmith a new step which will be reviewed at the next meeting.

***Action Item 1.1: Celeste will wordsmith a new step to be included in the performance measures review process which asks the Committee to consider whether a qualitative or quantitative measure is most appropriate.***

The Committee also reviewed the feedback received from the Board, at the December Board meeting, in response to the request for strategic direction with regards to the performance measures review process.

## **5) CASA Strategic Plan**

The Committee agreed that it is important to track progress on the implementation of the new Strategic Plan and to relate the Strategic Plan to Performance Measurement. In the past, CASA evaluated the Business Plan (which is now termed a Strategic Plan) using a rating scale (1-4) with an accompanying written explanation, which was submitted to the Board. It was found, however, that that qualitative explanation was valuable whereas the rating scale was not useful.

The Committee needs to consider how to link the Strategic Plan with performance measurement. It is not uncommon for performance measures to be reviewed when a Business Plan/Strategic Plan changes. There needs to be a balance, however, with longer term continuity of performance measures and ensuring that performance measures are relevant and responsive to changes in the organization. One way to address this issue may be to focus on the higher level goals of the CASA Strategic Plan rather than on the more specific objectives. The goals are more likely to remain constant whereas the objectives may change as they are accomplished. Another suggestion is to focus on metrics in terms of achievement rather than as trends. In this way the target could be revised as circumstances change rather than the performance measure itself. It was also recognized that some goals are short term and should be reset as those goals are met.

## **6) Audience**

After lunch, Ruth Yanor assumed the chair.

The Committee reviewed the ‘Target Audience Matrix’ provided by the Communications Committee which contains a thorough list of different parties who may have an interest in CASA. This document is still in draft form.

At the December Board meeting, the PMC asked the Board for strategic direction with respect to the Performance Measures Review. Specifically, the PMC asked:

- 1) Who are CASA’s performance measure for?
- 2) What do they care about?

The PMC built on the subsequent Board discussion by generating an exhaustive list of relevant groups and their potential performance measure needs. This discussion is summarized in the table below.

Who are CASA's performance measures for?	What do they care about?
CASA Board	<ul style="list-style-type: none"> <li>• Strategic Plan Goals 1, 2, 3, 4</li> <li>• Operational/internal focus, including: <ul style="list-style-type: none"> <li>○ Secretariat</li> <li>○ Staffing</li> <li>○ Resources</li> <li>○ Finances</li> <li>○ Stakeholder support</li> </ul> </li> <li>• Performance towards implementing Strategic Plan and vision</li> <li>• Updates from the Government of Alberta on CASA recommendations</li> <li>• Partnering</li> <li>• Opportunities (ex. Partnering, new policy)</li> <li>• Quick response to issues</li> <li>• Project team work</li> <li>• Provincial air quality information (summary)</li> <li>• Clarifying issues/creating a path forward</li> </ul>
CASA Secretariat	<ul style="list-style-type: none"> <li>• Stakeholder support (in-kind and dollars)</li> <li>• Financial information</li> <li>• Implementation of recommendations</li> <li>• Stakeholder satisfaction</li> </ul>
CASA Stakeholders (includes government, industry and NGOs who are directly involved with CASA)	<ul style="list-style-type: none"> <li>• Strategic Plan Goals 1, 2, 3, 4</li> <li>• How much impact CASA has had</li> <li>• CASA as a success story which motivates participation in CASA <ul style="list-style-type: none"> <li>○ The process produces results, cleaner air and better management</li> </ul> </li> <li>• The process allows for collaborative work where interests are heard and decisions are vetted through consensus</li> <li>• Efforts produce substantive results</li> <li>• Effort vs. reward</li> <li>• Clarifying issues/creating a path forward</li> </ul>
Project Teams	<ul style="list-style-type: none"> <li>• Strategic Plan Goals 1, 2, 3, 4</li> <li>• That their efforts produced substantive results</li> </ul>

	<ul style="list-style-type: none"> <li>• Effort vs reward</li> <li>• Clarifying issues/creating a path forward</li> </ul> <p>*The Committee needs to consider how to include Project Teams in performance measurement. The current policy is that PTs are responsible for their own performance measures. One suggestion is to create a template for PTs. The template could include questions such as: Did participants feel their voice was heard in the process? These types of results could feed into higher level performance measures.</p>
Government of Alberta (as a client)	<ul style="list-style-type: none"> <li>• Strategic Plan Goal 1, 2, 3, 4</li> <li>• Funding, implementation of recommendations, political administration</li> <li>• What is CASA doing for us? (some overlap with the Board) <ul style="list-style-type: none"> <li>○ CASA's financial health</li> <li>○ Opportunities/partnerships</li> </ul> </li> <li>• How does CASA help us hit our targets? (Business Plan) <ul style="list-style-type: none"> <li>○ This may be qualitative</li> </ul> </li> <li>• Strategic recommendations</li> <li>• The collaborative process (as a service provided, helping to build capacity)</li> <li>• Clarifying issues/creating a path forward</li> </ul>
Targeted Public Audience	<ul style="list-style-type: none"> <li>• Strategic Plan Goal 4 (and possibly 2 and 3)</li> <li>• Air quality information <ul style="list-style-type: none"> <li>○ Link to health</li> <li>○ Link to ecosystems</li> </ul> </li> <li>• Learning about CASA and collaboration as well as the end-value of the CASA approach</li> <li>• Clarifying issues/creating a path forward</li> </ul>
Partners <ul style="list-style-type: none"> <li>• This could include AZs, Water Council, municipalities, others using the collaborative process, air management, LUF</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Goals 1, 2, 3, 4</li> <li>• Benefits of dealing with CASA</li> <li>• Helping partners to build capacity, collaborative processes</li> <li>• Collaboration hub</li> </ul>
Think Tanks <ul style="list-style-type: none"> <li>• This could include: Universities and academia, R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Plan Goals 3, 4</li> <li>• Information and data</li> <li>• Making contacts and connecting with others</li> <li>• How their information was used by CASA</li> </ul>

## 7) Performance Measures Review, Step 1

The Committee began to look at the first step of the performance review process which is to review the relevancy to the CASA identity, mission, vision, mandate, and goals of the existing performance measures. The preliminary comments are recorded in the table below.

<b>Performance Measure</b>	<b>How does this PM relate to CASA's identity, mission, vision and goals?</b>	<b>Other comments</b>
1a)	-linked to Goal 2, 3 -ties into vision	Meets a need for information, but is probably an indicator rather than a measure.
1b)	-linked to Goal 1, 2, 3 -ties into vision	Meets a need for information, but is probably an indicator rather than a measure. We have control over the recommendations but not the implementation of the recommendation. This is probably an indicator rather than a measure. This was developed from project team recommendations.
1c)	-this is project specific so we will need to revisit in the context of the bigger picture	This is probably an indicator rather than a measure.
2	-linked to Goal 2, 3 -linked to vision	The "indicator" does not reflect the "measure". The "indicator" was developed based on the best available information at the time. This would need to be revised to increase the connection.
3	-Goal 3, provides indirect information to Goal 4	This may be an indicator rather than a measure because CASA has no control over implementation of recommendations.
4	-Goal 1(with wordsmithing), 2 (AZs) -CASA's identity	If the wording were changed to say for example "CASA's effectiveness" rather than "CASA approach" this measure would link better with Goal 1. This is measure, rather than an indicator since CASA directly controls the results.
5	-Goal 4, 2	It is strongly linked to Goal 4, but there may also be a link to Goal 2. This is a measure, rather than an indicator since CASA directly controls the results.

During the discussion around the relevancy of CASA's performance measures, the Committee realized that several of the performance measures are based on recommendations from project teams. This made discussing the performance measures in the context of the new Strategic Plan challenging because the Strategic Plan is written at a higher organizational level. The Committee agreed that it

will be important to have a discussion which looks at how to include project teams in performance measurement. This will help to increase cohesiveness and coherence.

***Action Item 1.2: At the next meeting, the Committee will discuss how to include project teams in performance measurement.***

In the context of Sandra's presentation, the Committee realized that some of the current measures may actually be indicators. In order to clarify this distinction, the Committee would like to have concrete definitions of performance measure and performance indicators. Celeste will contact Sandra Lambertus in order to put together definitions of performance measure and performance indicator.

***Action Item 1.3: Celeste will contact Sandra Lambertus in order to put together definitions of performance measure and performance indicator.***

The Committee recognized the importance of considering information availability throughout the performance measures review process.

## **8) Next Steps**

The Committee decided to create a Performance Measures Review Working Group which will include the continued participation of interested Board members who volunteered to attend today's meeting. It was agreed that Robyn would also join the Working Group as a participant. The Committee agreed that the Working Group should meet next in early March and Celeste will send out a poll for dates.

***Action Item 1.4: Celeste will send out a poll for dates for the next meeting of the Performance Measures Review Working Group in early March.***

The Committee also agreed that at the March Board meeting, a status report will be given on the performance measures review rather than a presentation.

Meeting was adjourned at 3:15pm.