

Draft Minutes



Performance Measures Review Working Group meeting #6

Date: 5 October 2012

Time: 10:00 am – 3:30 pm

Place: CASA

In attendance:

Name	Stakeholder group
Ann Baran	Southern Alberta Group for the Environment
Cindy Christopher	Imperial Oil
Peter Darbyshire	Graymont Inc.
Robyn Jacobsen	CASA
Carolyn Kolebaba	Alberta Association of Municipal District & Counties
David Lawlor	ENMAX
Ruth Yanor	Mewassin Community Council
Celeste Dempster	CASA

With regrets:

Name	Stakeholder group
Crystal Parrell	Alberta Environment and Sustainable Resource Development

Peter Darbyshire chaired the meeting which began at 10:05am. Quorum was achieved.

Action Items:

Action items	Who	Due
6.1: Celeste will update Appendix 4 (Guidelines for Project Teams) of the Strategy as discussed at meeting #6.	Celeste	15 October 2012
6.2: Celeste and Robyn will investigate a financial performance measure relating to sustainability and CASA's 'reserve fund'.	Celeste and Robyn	15 October 2012
6.3: Celeste will update the Performance Measurement Strategy as discussed at meeting #6.	Celeste	15 October 2012
6.4: Celeste will update the 2012 Performance Measures Review Report as discussed at meeting #6.	Celeste	15 October 2012
6.5: Celeste will send out a meeting notice for a teleconference on Monday October 22 nd from 10am – 12pm to review the next drafts of the Performance Measurement Strategy and the 2012 Performance Measures Review Report.	Celeste	ASAP

1) Administrative Items

Participants were introduced and welcomed to the meeting.

The agenda and meeting objectives were approved by consensus with the amendment to have a working lunch.

The minutes from meeting #5 were approved by consensus with the correction of two editorial comments.

The action items from meeting #5 can be updated as follows:

Action items	Who	Due
3.1: Once a rough draft of the Strategy is prepared, Celeste will add a list of acronyms to the document.	Celeste	Complete.
4.1: Celeste will begin adding definitions to the terms in the glossary.	Celeste	Complete.
5.1: Celeste will add information on the following concepts from the Balanced Scorecard to the Performance Measurement Strategy: <ul style="list-style-type: none"> • Wording and creating objectives • Adding a column for ‘target’ and ‘initiatives’ to the Objectives and Measures/Indicators Straw Dog 	Celeste	Complete.
5.2: Celeste will consult with CASA’s Financial Administrator about a performance measure relating to audits.	Celeste	Complete.
5.3: Celeste will consult CASA’s Strategic Plan to clarify the objective under Goal 4 “Provide a forum for information-sharing”.	Celeste	Complete.
5.4: Celeste will update the Objectives and Measures/Indicators Straw Dog with the changes discussed.	Celeste	Complete.
5.5: Celeste will conduct consultations with project team co-chairs with respect to the draft Guidelines for Project Teams on Performance Measurement.	Celeste	Complete.
5.6: Celeste will poll for dates for the next meeting in October.	Celeste	Complete.

2) CASA Update

Celeste gave an update on current CASA activities:

- All present attended the Board meeting on September 27th and received updates on current CASA initiatives.
- The next Board meeting will be held on December 13th in Calgary.

The group discussed the PMRWG presentation that was delivered to the Board on the 27th and the ‘take away’ ideas that could be used in December when the group plans to present the results of the 2012 performance measures review:

- Performance measurement is complicated – it will be important to review the fundamentals again in December.
- Incorporate visuals to help explain the information; these could be posted around the room or given as handouts.
- Keep explanations simple and easy to understand.

3) Part 1: Draft Performance Measurement Strategy

The group has already reviewed much of the content in the Performance Measurement Strategy at previous meetings. To be efficient, the group focused on the sections of the Strategy that have not yet been reviewed:

- Acronyms:
 - The group decided to split the list into “Acronyms” and “List of Chemical Formulas”.
- Section 4: Methodology:
 - The group agreed that the majority of the content from this section belongs in the Final Report rather than the Strategy.
 - Added an example of an input to the CASA example of a logic model in the 3rd paragraph.
- Section 3.2.1: Levels of Performance Measurement:
 - This section had been put aside at a past meeting for future review. The group decided that the content in this section wasn’t relevant and it would be best to remove it to avoid any confusion.
- Glossary:
 - The group reviewed the definitions in the Glossary as well as the new terms that Celeste added. The group agreed to keep all the new terms and made the following changes to definitions:
 - Activity: removed “(e.g. training, research, construction, negotiation, investigation)”.
 - CASA stakeholder: changed “etc.” to “e.g.”.
 - Input: definition changed to “Resources available to do work”.
 - Metric: added definition “A qualitative or quantitative system or standard of measurement”.
- Section 3.3.2: Principles
 - Changed the fourth bullet: “Use data that is readily available, accessible *and reliable*.”
- General comments:
 - Add page numbers to the Strategy.
 - There is some content overlap between the Strategy and the Final Report. The detailed information in the Methodology Section of the Strategy actually belongs in the Final Report as it supports the ‘why’ of the performance measures review.
 - The title of Appendix 1 (Logic Model) needs to be reworded for clarity and the group should consider if the title of Appendix 2 is appropriate.

4) Review Feedback from Consultation with Project Team Co-Chairs

One of the steps in the performance measures review process is to consult with project teams. The PMRWG decided at the meeting on August 15th to conduct consultations with current project team co-chairs on the proposed Guidelines for Project Teams on Performance Measurement.

The group reviewed the handout that outlined how the consultation process was completed and the compiled the results of the consultation. Co-chairs were asked to read the proposed Guidelines and answer two questions:

1. Would these guidelines be useful to project teams in developing their performance measures? Why or why not?
2. Would these guidelines help to enhance the overall outcomes of project teams? Why or why not?

After reviewing the compiled results, the group updated Appendix 4 (Guidelines for Project Teams) of the Strategy as follows:

- Internal project team performance measures are embedded in the more detailed and robust Project Charter as outlined in CASA's upcoming Managing Collaborative Processes guide (ex. timelines, budgets). This should be stated in the Appendix. If project teams would like to create additional performance measures they should contact the Performance Measures Committee for advice. This gives project teams flexibility with respect to performance measures without creating extra work for teams.
- After today's meeting, Celeste should insert the list of performance measures into the Appendix where is currently reads [placeholder] and insert a reference to the Managing Collaborative Processes guide.

Action Item 6.1: Celeste will update Appendix 4 (Guidelines for Project Teams) of the Strategy as discussed at meeting #6.

The group broke for lunch for 15 minutes then resumed with a working lunch. Ruth Yanor assumed the Chair.

5) Part 2: Draft Performance Measurement Strategy

The group was provided with an update on consultations with the Communications Committee. As was decided by the PMRWG, last November (CC Meeting #55) the Communications Committee was notified of the performance measures review and were provided an update (CC Meeting #56). The Communications Committee has been included in these discussions because they are responsible for coordinating and calculating specific measures. At the latest Communications Committee on October 2nd, Celeste provided an overview presentation on the performance measures review, and reviewed those measures relevant to the Communications Committee:

- Stakeholder Satisfaction survey – “Degree of CASA satisfaction with members, partners and stakeholders’ satisfaction”:
 - The CC agreed that this measure should be carried forward, and that the 7 individual measures could be averaged to create one overall satisfaction rating. The wording of the measure will be updated to reflect this.
- “Increased awareness of CASA, CASA Projects and CDM.”
 - The CC agreed with the three measures proposed by the PMRWG. Wording around third party requests for CASA “involvement” was changed to “assistance”. The associated initiatives were updated to reflect the CCs current activities.

The group discussed the feedback from the Communications Committee and agreed to incorporate it into the Performance Measurement Framework section of the Strategy as describe above.

The group continued to work through the sections of the Strategy that require further discussion:

- Performance Measurement Framework:
 - Financial performance measures:
 - The group approved the new financial measure on audits.
 - The group decided to remove the measure “Percentage of Secretariat time used to serve stakeholders vs administration”. While this information is currently available, the group felt that the information the resulted did not necessarily reflect Secretariat time spent as administrative activities also often serve stakeholder; and the group was not sure how the results would be used to improve CASA’s performance over time.
 - The group would like to see a new financial measure looking at sustainability of CASA funding and the ‘reserve fund’ that allows CASA to bridge CASA’s financial year which ends in December and government’s financial year which begins in April.
 - Secretariat performance measures:
 - The group asked that the measure “Percentage of objectives from the Strategic Plan listed as yellow or high (according to the colour coded rating system)” be reworded for clarity.
 - The group discussed the measure “Percentage of low-rated recommendations being monitored” to determine if stronger wording is required such as “followed-up on”. The group determined to leave the measure as is. This measure is a procedural issue for the Performance Measures Committee. They consistently obtain status updates on low-rated recommendations and annually bring recommendations before the Board for action. Not all recommendations are brought before the Board annually – only when sufficient information is available for the Board to make a decision. For example, a status update may indicate that the recommendation will be completed in one year’s time. In this case, the PMC will wait one year, obtain a new status update and then bring the recommendation before the Board. The Initiatives column will be updated to reflect this procedure.
 - Board performance measures:
 - Update to read “Percentage of Board attendance *at Board meetings* by sector” and “Project teams’ degree of satisfaction with support provided by Board member counterparts by sector”.
 - Strategic Plan Goal 2:
 - Update to read “Degree of satisfaction with project team work *by sector*”.
 - Strategic Plan Goal 3:
 - Update to read “Number of visits to CASA’s ~~Clearinghouse~~ *Information Portal* webpage”.
 - Strategic Plan Goal 4:
 - The group agreed to remove the objective “Provide a forum for information sharing” from the Framework as an appropriate measure has not been found and the objective does not accurately reflect Strategic Plan Goal 4.
 - Targets and Initiatives:

- The group reviewed the targets and initiatives in the Framework:
 - Update initiatives under objective “Provide support to CASA stakeholders” and “Monitor the implementation of CASA recommendations”.
 - The target for the measure “Degree of satisfaction with project team work by sector” was updated to read 75%.
- Appendix 2 (Comprehensive Performance Measurement Framework):
 - The group reviewed each measure and classified them as internal or external. Internal measures will be reported to the Board in the Performance Measures Committee Annual Report while external measures will be reported to the Board in the Performance Measures Committee Annual Report and presented in CASA’s Annual Report. Appendix 2 will be updated to reflect this.
- Surveys:
 - The group reviewed the newly created CASA Project Team Exit Survey and CASA Project Team Biannual survey. The group agreed that both surveys should be included in the Strategy with the amendment of two editorial changes.

Action Item 6.2: Celeste and Robyn will investigate a financial performance measure relating to sustainability and CASA’s ‘reserve fund’.

Action Item 6.3: Celeste will update the Performance Measurement Strategy as discussed at meeting #6.

6) Draft Final Report

The group reviewed the 2012 Performance Measures Review Report:

- The last sentence in the first paragraph of Section 5 should be revised for clarity.
- The group updated the wording of the recommendations in the Report.
- Celeste will update the Report to reflect the changes that were made to the Strategy at this meeting.
- Celeste will add the Executive Summary which will provide the Board with a clear, concise summary of the process and the results.

Action Item 6.4: Celeste will update the 2012 Performance Measures Review Report as discussed at meeting #6.

7) Next Steps

The group reviewed the workplan and recognized that timelines to complete the Strategy and Final Report in time for the December 13th Board meeting are tight. All members expressed their commitment to preparing the two documents in time for the December Board meeting.

Action Item 6.5: Celeste will send out a meeting notice for a teleconference on Monday October 22nd from 10am – 12pm to review the next drafts of the Performance Measurement Strategy and the 2012 Performance Measures Review Report.

The meeting adjourned at 2:30pm.