

Minutes



Performance Measures Review Working Group meeting #2

Date: 26 March 2012

Time: 10:00 am – 3:30 pm

Place: CASA

In attendance:

Name	Stakeholder group
Ann Baran	Southern Alberta Group for the Environment
Peter Darbyshire	Graymont Inc.
Robyn Jacobsen	CASA
Carolyn Kolebaba (by phone)	Alberta Association of Municipal District & Counties
David Lawlor (until 1:30pm)	ENMAX
Bob Myrick (until 1pm)	Alberta Environment and Water
Crystal Parrell	Alberta Environment and Water
Ruth Yanor	Mewassin Community Council
Celeste Dempster	CASA

With regrets:

Name	Stakeholder group
Cindy Christopher	Imperial Oil

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

Action Items:

Action items	Who	Due
2.1: The group will send comments/suggestions/edits to Celeste on the definitions of performance measure and performance indicator by Thursday April 5 th .	All	Thursday April 5 th
2.2: Celeste will revise the definitions of performance measure and performance indicator.	Celeste	Ready for review at next meeting.
2.3: Celeste will compile available information into the PM strategy and create a workplan detailing how long this will take.	Celeste	As soon as possible.
2.4: Celeste will send the powerpoint presentation on the elements of a performance measurement strategy to the PMRWG.	Celeste	Send out with meeting #2 minutes.
2.5: Once Action Item 2.3 is complete, Celeste will poll for dates for the next meeting.	Celeste	After Action Item 2.3 is complete.

1) Administrative Items

Participants were introduced and welcomed to the meeting.

The agenda and meeting objectives were approved by consensus.

The minutes from meeting #1 were amended and approved by consensus.

The action items from meeting #1 can be updated as follows:

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	Done. The new step was reviewed and accepted by the PMRWG.
1.2: At the next meeting, the Committee will discuss how to include project teams in performance measurement.	Celeste Dempster	Done. On agenda for meeting #2.
1.3: Celeste will contact Sandra Lambertus in order to put together definitions of performance measure and performance indicator.	Celeste Dempster	Done. Discussion of this item is on the agenda for meeting #2.
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	Done.

2) CASA Update

Celeste gave an update on current CASA activities.

3) Definitions of Performance Measure and Performance Indicator

At the last PMRWG meeting, the group was reviewing the relevance of CASA’s current performance measures and decided that definitions of performance measure and performance indicator were needed to continue this task. Celeste obtained definitions from Sandra Lambertus (the guest presenter from meeting #1) and presented them to the group for review:

Performance Measure: Performance measures gauge the results of the program activities, which are the outputs and outcomes. Because there should be a very close link between outputs/outcomes and the respective performance measures, outcomes and impact should be SMART: specific, measurable, action-oriented, realistic and time bound. *How do we measure what we produce? How do we measure the short/medium/long-term outcomes?*

Performance Indicator: Performance indicators are generally not program specific (as are most performance measures) but they offer useful assessments of how a system is performing overall. Performance indicators are aligned with impact, and therefore are outside the range of full department control/accountability.

The group decided that clearer definitions are required. They should be short, simple, easy to understand and provide an example. Extra information will be provided in a subsequent paragraph which details how the new definitions differ from CASA's old definitions.

Action Item 2.1: The group will send comments/suggestions/edits to Celeste on the definitions of performance measure and performance indicator by Thursday April 5th.

Action Item 2.2: Celeste will revise the definitions of performance measure and performance indicator.

4) Project Teams and Performance Measurement

The group discussed two questions relating to performance measurement and CASA project teams:

1. How should project teams be included in performance measurement?

This discussion was prompted by an observation at the last meeting that many of CASA's current performance measures relate to a specific recommendation from a specific project team (which may or may not be disbanded). The group agreed that going forward CASA's performance measures should represent CASA at a higher level and not be recommendation specific. There may be a hierarchy of performance measures with performance measures from the project team level rolling up to the CASA organizational level.

CASA's current policy is that project teams are in charge of their own performance measures. Going forward, it would be helpful for the PMC to aid project teams with this task. One possibility would be with a template that project teams could use to look at two items: 1) How well is the collaborative process working?, and 2) Is the team completing their work in the time allotted? The responses to these questions could help to demonstrate CASA's effectiveness and could potentially be rolled up into a higher level performance measure. This could be important information to help project teams stay on track and also to help CASA to learn from its successes and failures. This template would need to be user friendly and efficient. It should make the process simpler rather than more complicated. It could resemble a 'report card' style document that could include timelines, if the project team met its mandate, if there was consensus, the deliverables that the team produced, etc. This would help to let the CASA Board know if air issues are being resolved through the CASA process.

The discussion about project teams also brought up comments that it is important to also evaluate the effectiveness of the Board and the Secretariat. One possibility is that by telling CASA's story, these measures would reflect the effectiveness of the Board.

It was also mentioned that the responses from the project teams represent performance measures because CASA has direct control over the outcomes. Performance indicators (for example NOx levels), which CASA does not control, may help to show CASA's influence and also to inform work that needs to be done.

2. How to include project team in the review process?

One step in the performance measures review process is to solicit input from current and recently disbanded project teams. The group decided that it will be important to solicit feedback from the project teams but it should be done later in the process once the group has more concrete information and ideas to share. The group reviewed the questionnaire that has been used to solicit information from project teams in the past. A questionnaire/survey is potentially one way to solicit information in the future. Currently available information that can help to inform the group include lessons learned from project team reports, and institutional memory from the Secretariat and PMRWG members.

5) Elements of a Performance Measurement Strategy

After lunch, Ruth Yanor assumed the chair.

Celeste gave a presentation proposing the elements that should be included in a performance measurement strategy. A performance measurement strategy is a tool that helps to guide the ongoing use of performance measurement at CASA; it pulls together all the parts of performance measurement into one comprehensive document. Much of this information is already available but has not been gathered into one place. This strategy will also help the PMRWG to justify any changes to performance measurement at CASA to the Board. The elements proposed in the presentation were developed based on a model from the Treasury Board of Canada with input from the Office of the Auditor General of Canada and the discussions of the PMRWG. The group agreed that the proposed elements in the presentation would form the basis of the performance measurement strategy going forward:

- Glossary: The glossary will help to create a common language to discuss performance measurement and dispel any confusion around performance measurement jargon. It can also help to draw attention to important terms.
- Background information: This element will also help to create a common understanding of the history performance measurement at CASA and how it has evolved.
- Organizational profile: The organizational profile outlines the underlying influences that inform CASA's performance measurement strategy. This includes the purpose of CASA's performance measurements, the target audience, the relationship between performance measurement and CASA's strategic plan, etc.
- Methodology: The methodology section adds legitimacy to the development and choice of performance measures (and indicators) by outlining the performance measurement theory that was used in their development.
- Performance measurement framework: This section outlines CASA's performance measures/indicators and related information including: objective, data source, data collection information, frequency, baseline, target, etc. This section is similar to the Methodology Handbook that currently exists.
- Performance review strategy: The review strategy outlines the procedures and steps for carrying out the review.
- Performance evaluation strategy: The evaluation strategy outlines the procedures and steps for carrying out the evaluation.

Action Item 2.3: Celeste will compile available information into the PM strategy and create a workplan detailing how long this will take.

Action Item 2.4: Celeste will send the powerpoint presentation on the elements of a performance measurement strategy to the PMRWG.

6) Performance Measures Review, Step 1

The group continued an exercise begun at the last meeting to review the relevancy of the current performance measures to CASA's identity, mission, vision, mandate and goal. At the last meeting, the group focused on the relevance to the goals from CASA's Strategic Plan and vision.

The group separated CASA's current performance measures into performance indicators and performance measures (using the new definitions) and briefly discussed each one. The group considered how the information from each performance measure is used.

1a (Improved air quality in areas of CASA action), b (Change in emissions of substances of concern in areas of CASA action), c (Energy use as an indirect measure of air quality in areas of CASA action):

- These are performance indicators as CASA does not have direct control over their outcomes.
- They look at the big picture at the provincial level and represent areas of CASA influence. They may help to inform scoping and opportunities for future work.
- Bullet 4 of 1a) looks at the number of exceedances of the CASA PM and Ozone Management Framework. It is important to consider how CASA uses this information and why it is being reported.

2 (Capability to measure air quality effects on humans and the ecosystem):

- This is also a performance indicator as CASA does not control the implementation of the AMSP.
- The group was not sure how/if CASA uses this information.
- The "indicator" that accompanies this "measure" does not reflect the spirit of the "measure". It was the best data available at the time. The "measure" is important as it relates to CASA's vision but a more useful "indicator" needs to be found.
 - One option may be to separate "Capability to measure air quality" and "effects on humans and the ecosystem". This may make it easier to find meaningful metrics.

3 (Number of recommendations through CAMS implemented):

- This is also a performance indicator as CASA does not have direct control over the implementation of recommendations.
- It is very important, however, to know this information as generating recommendations is one of CASA's main functions. The group needs to think about how we can relate this information back to an area of CASA control (for example, what has CASA done to follow up on recommendations? To encourage implementation?) in order to bring accountability back to something that CASA can control.
 - In essence there should be two parts to this metric: 1) Overall implementation of recommendations, and 2) What has CASA done to contribute to this?
- This indicator helps to assure CASA stakeholder and participants that the times they have spent on project teams has been worthwhile.

4 (Degree of CASA members, partners and clients' satisfaction with the CASA approach):

- This is a performance measure as CASA has direct control over the outcomes.
- Going forward it will be important to develop targets for this performance measure. This will tell us how well we are doing and may suggest areas requiring action.
- Specifications are also needed as to the percentage of survey respondents required.

5 (Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta):

- This is a performance measure as CASA can control how it presents its public face. However, some of the “indicators” that were chosen are areas where CASA does not necessarily have control. For example, CASA does not control how many news stories are written about CASA or the quality of these stories. This should be given consideration going forward.
- Going forward it will be important to develop targets for this performance measure. This will tell us how well we are doing and may suggest areas requiring action.
- We should be measuring things that are important to CASA.
- PM 5 ties directly into CASA’s Strategic Plan (goal 4 specifically).
- It was also noted, that CASA could take advantage of industry and government newsletter to increase awareness about CASA and CASA activities.

7) Next Steps

The group reviewed the Action Items from the meeting.

The group agreed that the date for the next meeting will be determined once Celeste has completed the workplan for the Performance Measurement Strategy (Action Item 2.3).

Action Item 2.5: Once Action Item 2.3 is complete, Celeste will poll for dates for the next meeting.

The meeting adjourned at 2:45pm.