

Minutes



Performance Measures Review Working Group meeting #3

Date: 16 May 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 12:00pm by phone)	ENMAX
Ruth Yanor	Mewassin Community Council
Celeste Dempster	CASA

With regrets:

Name	Stakeholder group
Cindy Christopher	Imperial Oil
Crystal Parrell	Alberta Environment and Water
Bob Myrick	Alberta Environment and Water

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

Action Items:

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	When Strategy is complete.
3.2: Celeste will consult with Bob Myrick to determine the original intent of the Principle “The indicators should be cost effective for all stakeholders”.	Celeste	By next meeting.
3.3: Celeste will send the powerpoint presentation on methodologies to the PMRWG.	Celeste	Tuesday May 22 nd
3.4: Celeste and Robyn will research the Balanced Scorecard in greater depth and explore if it is possible to integrate the two methodologies and what might be the benefit of doing so.	Celeste and Robyn	By next meeting.

3.5: Each member of the group will fill in a logic model (to the best of their ability) for CASA from a big picture organizational point of view and send to Celeste by Thursday June 14 th .	All	Thursday June 14 th
3.6: To help the group members with Action Item 3.5, Celeste will send out the logic model template and explanatory handout as well as the current performance measures and goals from the Strategic Plan.	Celeste	Tuesday May 22 nd
3.7: Celeste will compile the draft logic models from Action Item 3.5 and send to the PMRWG in time for the next meeting.	Celeste	To be sent out 1 week prior to next meeting
3.8: Celeste will contact absent PMRWG members to update them on meeting #3.	Celeste	By next meeting.

1) Administrative Items

Participants were introduced and welcomed to the meeting.

The agenda and meeting objectives were approved by consensus.

The minutes from meeting #2 were amended and approved by consensus.

The action items from meeting #2 can be updated as follows:

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	Done.
2.2: Celeste will revise the definitions of performance measure and performance indicator.	Celeste	Done.
2.3: Celeste will compile available information into the PM strategy and create a workplan detailing how long this will take.	Celeste	Done.
2.4: Celeste will send the powerpoint presentation on the elements of a performance measurement strategy to the PMRWG.	Celeste	Done.
2.5: Once Action Item 2.3 is complete, Celeste will poll for dates for the next meeting.	Celeste	Done.

Action item 2.2: The group discussed the revised definitions of performance measure and performance indicator. The group made some final wording changes and decided to add a paragraph break between the definition and the example. The group also decided to add the word 'metric' to the glossary.

2) CASA Update

Celeste gave an update on current CASA activities.

3) Provide Feedback on Section 1 – List of Glossary Terms

The group reviewed and discussed the list of glossary terms. The terms ‘metric’, ‘CASA Strategic Plan’ and ‘CASA stakeholder’ will be added to the list.

Action Item 3.1: Once a rough draft of the Strategy is prepared, Celeste will add a list of acronyms to the document.

4) Provide Feedback on Section 2 – Background Information

The group reviewed and discussed the background information section. The group decided to remove the words “along with associated goals” from the text and make it into a footnote instead while referencing the original document where the goals are listed. The group also agreed that more information should be added around the 2007 and 2009 reviews and once the 2012 review is complete these changes will also be described.

5) Provide Feedback on Section 3 – Organizational Profile

The group reviewed and discussed the organizational profile section. The group agreed to change the name of the section to “Guidance for Performance Measurement at CASA”. The group agreed that the paragraph describing the purpose of this section should be reworded. In section 3.1, the group decided to change the wording to “CASA’s vision, mission, ~~expectations~~ and *the goals in the CASA Strategic Plan*”. The group agreed that the expectations are discussed later in the section and do not fit into the same category as the vision, mission and Strategic Plan. The expectations are expectations of performance measurement rather than of CASA.

With respect to section 3.2, the group decided that the audience should also include the CASA Secretariat. The group also discussed section 3.2.1 on “levels of performance measurement”. The group felt that this paragraph could potential refer to two ideas; the first being tailoring different measures/indicators to different audiences, and the second looking at the scale of the performance measurement and the potential to “roll-up” measures/indicators from different levels. This section will be kept as a placeholder and revisited once the performance measures/indicators have been determined.

The group also reviewed the Criteria and Principles in order to ensure that the language matched the new ideas that have been introduced around qualitative measures/indicators and the new definitions of measures/indicators. Several were also reworded for clarity.

Action Item 3.2: Celeste will consult with Bob Myrick to determine the original intent of the Principle “The indicators should be cost effective for all stakeholders”.

6) Provide Feedback on Section 5 – Performance Measurement Framework (table only)

After lunch, Ruth Yanor assumed the chair.

The group reviewed and discussed the table that will appear in section 5. The table is meant to act as a how-to manual for CASA's performance measures/indicators. The headings in this table are designed so that anyone can read the table and know exactly how to collect, calculate and present the data for the measure/indicator and who is responsible for what. The table for the indicators is slightly different than that of the measures in that for indicators there are no targets. This is consistent with performance measurement theory.

The group decided to remove the column entitled "Level". Levels could refer to the party responsible for calculating the measure/indicators or who is being measured. This also relates to the discussion the group had around "Levels of performance measurement" in section 3. The group agreed that this is a formatting issue of how to group the performance measures/indicators. The group will revisit this formatting issue once the performance measures/indicators have been finalized.

7) Performance Measurement Strategy, Section 4 – Methodology

The methodology section outlines the performance measurement theory that supports the choice of performance measures/indicators outlined in the performance measurement framework (section 5). The methodology section helps readers to follow the thought process behind those choices by making the link between the organizational profile and the performance measurement framework sections. This helps to give these choices credibility and legitimacy.

Celeste gave a presentation on possible methodologies that the PMRWG could use in the Performance Measurement Strategy. Two methodologies were discussed: the logic model and the Balanced Scorecard. The group agreed that both methodologies had merit. The group discussed the possibility of integrating both methodologies, using the Balanced Scorecard to look at the Secretariat, the Board and Project Teams and the logic model for everything else including a higher level organizational review.

Action Item 3.3: Celeste will send the powerpoint presentation on methodologies to the PMRWG.

Action Item 3.4: Celeste and Robyn will research the Balanced Scorecard in greater depth and explore if it is possible to integrate the two methodologies and what might be the benefit of doing so.

Action Item 3.5: Each member of the group will fill in a logic model (to the best of their ability) for CASA from a big picture organizational point of view and send to Celeste by Thursday June 14th.

Action Item 3.6: To help the group members with Action Item 3.5, Celeste will send out the logic model template and explanatory handout as well as the current performance measures and goals from the Strategic Plan.

Action Item 3.7: Celeste will compile the draft logic models from Action Item 3.5 and send to the PMRWG in time for the next meeting.

8) Performance Measurement Strategy, Section 5 – Performance Measurement Framework

The group decided that this item would need to be deferred until the next meeting after the group has had time to further consider methodologies. It was agreed that the next meeting will be very important as the group will be making decisions about the performance measures/indicators to be used going forward.

Action Item 3.8: Celeste will contact absent PMRWG members to update them on meeting #3.

9) Next Steps

The group reviewed the Action Items from the meeting.

The group reviewed the workplan for completing the Performance Measurement Strategy.

The group decided that the next meeting will be Thursday June 28th from 10am to 3:30pm at the CASA offices in Edmonton.

The meeting adjourned at 2:30pm.