

A Performance Measurement Framework for the Office of the Superintendent of Motor Vehicles

598 Report

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Executive Summary

Objectives

The objective of this project was to develop performance measures for use in the Administrative Driving Prohibition Program and the Vehicle Impoundment Program within the Office of the Superintendent of Motor Vehicles (OSMV), Ministry of Public Safety and Solicitor General. The intent was to develop detailed performance measures that would provide internal decision makers and management with concrete data and information on which to make sound decisions and continuously improve performance. By routinely measuring performance, an organization can chart its achievement in accomplishing desired outcomes. Performance measures developed through this project are intended to be used for formative purposes, that is, to improve the efficiency and effectiveness of programs and/or the organization.

The project piloted an approach to developing performance measures through a workshop process. The purpose was to develop a process that would serve as a blueprint for the other program areas and allow the organization to repeat the process to add new indicators, as the appropriateness of the set of performance measures is reviewed and refined over time.

Background

In the past ten years there has been a growing emphasis on performance measurement in the public sector provincially and federally in Canada as well as in the United States and in other jurisdictions around the world. In 2000, legislation was passed that mandated performance reporting for all BC government Ministries. Under the legislation, Ministries must

prepare an annual three-year service plan that includes a statement of performance measures.

The performance measurement information in the Ministry of Public Safety and Solicitor General Service Plan is primarily intended for public reporting. Since the measures are at a high level it is difficult to deconstruct OSMV's contribution to the outcomes. Therefore, this project was designed to supplement the measures in the Ministry Service Plan by developing a more detailed set of performance measures for individual program areas within OSMV.

Summary of Method

The first phase of the project involved establishing a steering committee that included the Superintendent of Motor Vehicles, directors, and other senior managers. The role of the steering committee was to provide advice and guidance to the project and to approve major deliverables. The Superintendent of Motor Vehicles was the project sponsor. The sponsor was responsible for obtaining approvals for resources and funding and championing the goals and objectives of the project within the organization.

A review the literature on performance measurement, particularly as it pertains to the Province of British Columbia was conducted and a survey of public sector road safety organizations across Canada was carried out. The survey was conducted to obtain information on best practices with respect to performance measurement for road safety organizations and to help guide the development of measures for OSMV. Another objective of the survey was to

examine the feasibility of comparing the OSMV's performance against that of other jurisdictions or comparable organizations to develop benchmarks.

In addition to the literature review and the inter-jurisdictional survey, a workshop was held to develop logic models and performance measures for two key program areas. The workshop involved staff at all levels and external stakeholders in the process of developing logical models and identifying key outcomes and other performance measures.

Results with Recommendations

In the first stage of the project, a shopping list of measures was developed through a workshop format involving group exercises using intense dialogue and considerable input from a range of staff and key stakeholders. The performance measures recommended by workshop participants are listed in Appendix VI. The indicators include measures of capacity, service quality, financial and efficiency and outcome measures to assess whether shared goals and objectives are achieved, whether public expenditures are effective and provide value, and whether the organization is performing well.

It is recommended that during the next phase of the project the process of developing measures and logic models through a workshop format be repeated for the other program areas. This will occur in conjunction with a strategic planning process, which OSMV initiated in March 2005. The final strategic plan will update the vision, mandate, principles, goals and strategies for the organization which will guide the final choice of performance measures.

The steering committee will select the final set of measures from the list of measures developed through the workshop, based on factors such as cost, appropriateness, and reliability. Based on available data, specific performance measures will be selected that link to the goals, objective and strategies in the strategic plan. Once measures are finalized and data sources are identified, performance data will be collected and analyzed. An implementation plan will be developed to describe how the performance information will be used to improve organizational performance. Once baseline data are collected, the organization can set performance targets for the next year. The performance measures will continue to evolve through ongoing evaluation and review.

Introduction

Traditionally government has provided citizens with information that shows where tax dollars are spent. The focus has been on inputs, program activities, program outputs and compliance with statutory authority and adherence to appropriate financial management and accounting procedures. More recently, the emphasis has shifted from where the money is spent to what has actually been accomplished through the expenditure of those funds or more simply, measuring outcomes. In other words, the public sector is now expected to be accountable both for the resources it consumes and the results it produces. (Office of the Auditor General of BC, 1996, Auditor General of Canada, 1997, McDavid and Hawthorn, 2004).

Several factors likely contribute to the heightened interest in outcome measurement or public performance reporting, including fiscal pressures and a growing public perception that government programs do not deliver enough value for tax dollars being spent. There is a belief that public disillusionment with government can be mitigated if citizens know that government programs are relevant and are effective and efficient in meeting the objectives government has set. Performance measures give taxpayers information on how well government programs are performing and whether the programs are achieving what was intended. This is one of the key ways government demonstrates accountability and helps ensure scarce public resources are being applied in ways that provide the most value for taxpayers. (Auditor General of Canada 1997, McDavid and Hawthorn, 2004).

Currently, most public sector agencies collect a significant amount of input, program activity, and output data in order to manage day-to-day operations. The purpose of this project is to move beyond the collection of input and output data, to identify performance measures for the Administrative Driving Prohibition program and the Vehicle Impoundment program within OSMV.

In the first part of the project, logic models were developed that show the logical sequence of activities that tie resources to expected outcomes. The next phase involved establishing a shopping list of performance measures. This project was intended to serve as a pilot to test this approach to performance measurement development so measures can be developed for all program areas within OSMV. Performance measures will allow managers to track progress toward desired outcomes and make adjustments to improve the performance of existing programs.

Background on the Ministry and OSMV

The mission of the Ministry of Public Safety and Solicitor General is to ensure the security and economic vitality of communities through effective policing, corrections, liquor and gaming control and other protective and regulatory programs. The five core business areas within the ministry include corrections, policy and community safety, gaming policy and enforcement, liquor control and licensing and compliance and consumer services (Ministry of Public Safety and Solicitor General Service Plan 2005/06-2007/08).

The OSMV is a division within the Compliance and Consumer Services Branch.

The OSMV has overall responsibility for:

- Setting licensing policy and monitoring and regulating dangerous and unfit drivers;
- Conducting appeals of administrative driving prohibitions and vehicle impoundments;
- Conducting hearings and reviews of ICBC decisions respecting driver's licence sanctions, driver training schools and driver training licences;
- Leading and supporting government traffic safety initiatives.

(Office of the Superintendent of Motor Vehicles, A Guide to Operations, June 2005.)

Project Structure

One of the key factors that contribute to the success of designing and implementing a performance measurement system is organizational commitment and sustained top level management support for the process of constructing and using a performance measurement system (McDavid and Hawthorn, 2004). The organizational champion or sponsor for the project is the Superintendent of Motor Vehicles. In addition to the sponsor, the project is being managed by a steering committee composed of senior managers, representing key program areas within OSMV. The steering committee consists of the Superintendent of Motor Vehicles, the Director of Hearings and Appeals, the Director of Driver Fitness and the Manager of Management Services.

The role of the steering committee is to provide high-level direction, approve scope changes, review and approve major deliverables. The Project Sponsor is responsible for obtaining approvals for resources, funding and

deliverables; resolving internal issues and providing support and guidance to the Senior Policy Advisor. The project team leader is the Senior Policy Advisor who will be responsible for producing the deliverables as outlined in the project proposal.

In this case, the main purpose of developing performance measures is for formative uses, that is, for internal performance management. The information will be used primarily by internal decision makers to assess whether programs are meeting objectives and achieving results with a view to improving existing programs and making adjustments to program processes. Over time, the performance measurement system may also be used for summative purposes, that is, to meet external accountability requirements for public reporting. Another goal of the project is to review the two program areas to clarify inputs, activities, outputs and outcomes through the development of logic models. The logic models are intended to increase managers, staff and stakeholders understanding about the programs and help differentiate between what the organization does and the results that are intended (outcomes).

Performance Management

It is important to understand what is meant by performance management and how it relates to performance measurement and strategic planning. Performance management is using performance information for performance planning, reporting, managing and decision-making. Performance management is a systematic effort to define performance in terms of results or outcomes, set measurable levels of intended achievement or performance targets, determine the extent to which results are achieved

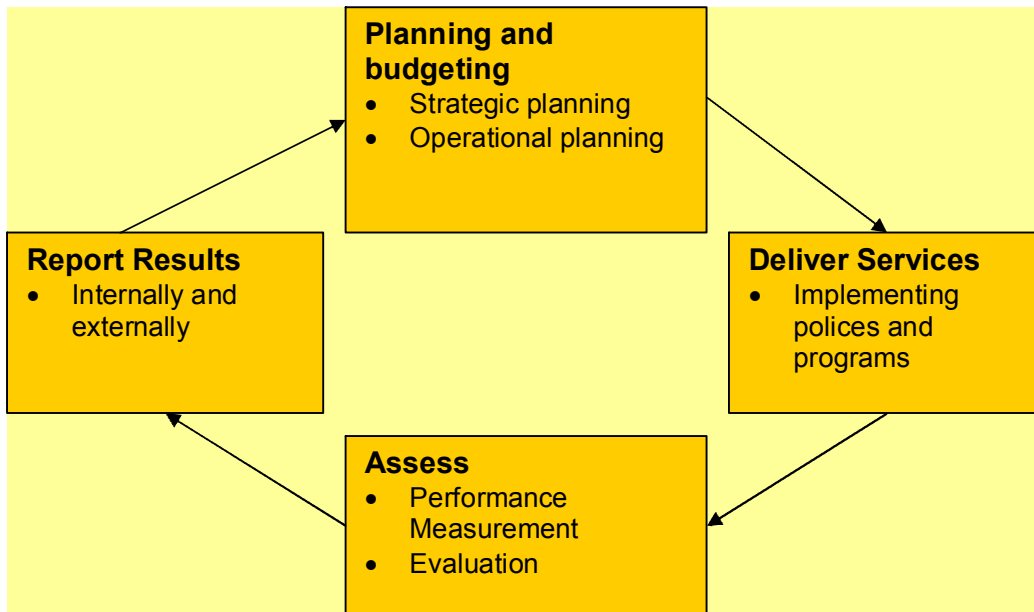
using performance indicators and provide an accounting of the achievement of results in light of the resource used. Performance measurement supports performance management by providing information to assess and report performance (McDavid and Hawthorn, 2004).

It is important to note that performance management is intended to be a continuous activity or an ongoing part of managing programs. In contrast, program evaluation is more in depth and occurs at one point in time. Many organizations conduct program evaluations sporadically to evaluate the success of specific programs. Both program evaluation and performance measurement can measure whether programs have achieved intended outcomes. Performance measures simply describe what is going on. Whereas, program evaluation goes a step further by getting at the attribution question of whether those outcomes are actually due to the program. Despite the attribution challenge, by effectively measuring and reporting performance, organizations can demonstrate their contribution to the ultimate outcome.

The diagram on the following page shows that strategic planning, performance measurement and program evaluation are part of a broader performance management cycle. The first phase of implementing a performance management framework is strategic planning. Operational planning, which is intended to provide a detailed tactical plan, is another tool that follows from the strategic framework. The next phases of the cycle are delivering services or implementing policies and programs, evaluating the results through performance measurement and program evaluation and reporting the results. A link is shown between performance measurement and evaluation and strategic planning because performance results should feed

into the next phase of the strategic planning cycle and the development and modification of strategic goals. (McDavid and Hawthorn, 2004).

Performance Management Cycle



Strategic Planning

Strategic planning is another tool that supports the cycle of performance management that includes planning and providing resources, delivering services, assessing performance and reporting on results. Strategic planning defines an organization’s reason for being, defines the critical issues, and establishes a vision, sets measurable objectives, and prioritizes strategies for achieving the vision.

Strategic planning can directly benefit an organization by improving its performance. Other benefits include improved decision-making and responsiveness to the organization’s external and internal environment and various stakeholders and clarification of the organization’s future direction and the establishment of organizational priorities.

OSMV undertook a strategic planning process in March 2005. The purpose was to create a three year Service Plan for the organization. Through a series of workshops the management team conducted an environmental scan and revised the vision, mandate, and principles of the organization. In addition, the management team developed goals, strategies, performance measures and targets for the next three years in consultation with staff and stakeholders.

Once the strategic plan is finalized in August 2005, the steering committee will review the measures developed through the strategic planning process and through the performance measurement project and come up with the list of final core measures for the organization. To determine the final list of measures, the steering committee will consider how the measures link to the goals, objectives and strategies in the strategic plan as well as the reliability, validity and credibility of the measures and cost effectiveness in terms of the cost of collecting and processing the data.

Performance Measurement

As noted previously, performance measurement is embedded in performance management and plays a critical role in program improvement and accountability. Performance measurement supports performance management and strategic planning by providing the yardsticks for assessing and reporting process toward measuring the degree of success in achieving an origination's goals and objectives. Therefore, designing and implementing a performance measurement system should be done in conjunction with strategic planning as part of an organization's commitment to adopting a broader performance management strategy.

Literature Review on Performance Measurement

BC Government

In BC, the early foundations of performance measurement can be traced back to the mid-1990s when the BC Office of the Auditor General (OAG) and the Deputy Minister's Council (DMC) produced a series of three reports that articulated a centralized accountability framework for the BC government that was intended to improve government performance and accountability. The first report produced in 1995 was entitled *Enhancing Accountability of Performance in the British Columbia Public Sector* and other subsequent reports describe a high-level implementation plan, a progress report and a plan for extending the accountability framework to funded agencies. Although this initiative was supported at a high level, the extent to which accountability for performance was adopted across the BC government ministries was quite mixed (OAG & DMC, 1996, 1997).

In response to the "Fudge-It-Budget" of 1996-97, a review of the budget and estimates process for government was undertaken by the Auditor General which culminated in a 1999 report, *A Review of the Estimates Process in BC*. The government struck a Budget Process Review Panel to review the results of the report and make recommendations. Following the recommendations from this report, in 2000, the BC government passed the *Budget Transparency and Accountability Act* - amended in 2001. The Act makes it mandatory for all provincial government departments to produce annual three-year service plans and Performance Reports. Performance Plans must include goals, objectives, strategies, performance measures and targets consistent with the government strategic plan. The Performance

Reports must compare actual results with intended results and targets identified in the Performance Plan. These plans are tabled in the Legislature and are made public each year and are available on the Ministry websites. Service Plans tend to be high level documents and only include key measures of success for the Ministry.

Federal Government

The federal government is also moving to enhance its performance reporting. In 1995, the Federal government launched an Improved Reporting to Parliament Project to provide Parliament and citizens with better information on the government's plans and performance. The project worked on a pilot basis and was intended to split up the Estimates documents into two reports: a report on plans and priorities and a Performance Report. In 2000, a government wide audit was conducted to examine the state of performance reporting in the federal government. In the 2000, *Reporting Performance to Parliament: Progress Too Slow*, the Auditor General notes that although federal departments have been reporting on performance for the past three years, the results are disappointing. The report recommends some significant changes such as developing clear and common reporting principles, providing incentives for good reporting and securing long-term leadership for the process. In addition, the report suggests that the federal government consider passing legislation that mandates performance measurement and public reporting (Auditor General of Canada, 2000).

In March 2000, the federal government further committed itself to a process of moving toward results based management with the issuance of *Results for Canadians*, a management framework for the federal government.

A Results-based Management and Accountability Framework (RMAF) was also introduced that was intended to provide guidance to managers on measuring and reporting on outcomes throughout the lifecycle of a policy, program or initiative. RMAF is now required with all Treasury Board submissions and includes identification of performance measures, a measurement strategy, an evaluation strategy and a reporting strategy (Treasury Board Secretariat, August 2001).

Other Jurisdictions

Jurisdictions in the United States are also reporting performance. In 1993, Congress passed the *Government Performance and Results Act*. The Act mandates performance reporting for all federal agencies. Specifically it requires federal agencies to set strategic goals, measure performance, and report on the degree to which goals were met. Most States have legislated performance measurement and reporting requirements. The state of Oregon, for example, has been measuring performance since the late 1980s with then the Oregon Progress Board's benchmarks. It was actually the pioneering efforts of local governments in the United States that began the reform movement of measuring both costs and outputs (McDavid and Hawthorn, 2004).

The recent push for performance measurement is occurring in many sectors for both social programs and other government programs in the United States, Europe and elsewhere and more recently the thrust has extended to the non-profit sector with the pioneering work of agencies such as the United Way of America. However, it is important to note that outcome based management is not new. It has its origin in other measurement based

management reform initiatives such as management by objective, program planning and budgeting systems and management by results initiatives that were popular in the 1970s and 1980s (Perrin, 1998).

Approaches to Performance Measurement in the BC Government: Implementing the Legislated Requirements

In 2001, the government of British Columbia Assistant Deputy Minister's Committee on Corporate Services and Performance Measurement produced a performance measurement framework for ministries in the BC government. The purpose of the framework was to assist ministries in choosing a balanced portfolio of performance measures to measure the success of a program or ministry and to achieve a higher degree of consistency across ministries in term of the set of performance measures reported. The framework sets out four core categories of performance measures which are essential to all government ministries: outcomes, service quality, productivity/workload, and financial results. Other possible measures include organizational capacity, community building, environmental impact, stakeholder consultation, secondary impacts, ethics, compliance and integration.

Methodology for the Pilot Project in the Office of the Superintendent of Motor Vehicles

Since measuring performance is a significant change in the way the organization does business, it was important to actively pursue staff and manager input and generate support and enthusiasm for the process of measuring outcomes. Therefore, the methodology chosen for developing

performance measures was a pilot workshop aimed at actively involving program staff, managers and key stakeholders in the development process. Involving staff at various levels and intended users in the development and review of measures was intended to facilitate organizational commitment to the process of measuring and reporting on actual outcomes, which will improve the sustainability of the performance measurement system over time. Conducting this pilot project presented a good opportunity for the organisation to move slowly toward a management culture that is more focused on results. As well, a repeatable process will provide a framework for reviewing and adjusting measures over time as more experience and understanding is acquired, which is essential given the changing environment in which government programs operate.

Fourteen staff participated in the workshop, twelve from the OSMV and two stakeholders from the Insurance Corporation of British Columbia. No representatives from Police Services Division, Ministry of Public Safety and Solicitor General, were available to participate. The workshop consisted of a brief overview of performance measurement to ensure participants were familiar with the basic concepts and had the necessary knowledge, skills and abilities to develop logic models and performance measures. Moreover, participants were also given information on why performance measurement is being undertaken, what their role will be in the new system and how performance information will be used in the organization. Participants were told that the measures were intended primarily for formative uses – for internal performance reporting to provide feedback to allow managers to monitor performance and compare actual results to intended results and assess the

efficiency and effectiveness of programs with emphasis on improving existing programs.

It was decided that the format would involve participants developing a logic model of the Administrative Driving Prohibition and Vehicle Impoundment Programs because the logic model facilitates the task of conceptualising programs in terms of inputs, outputs, and outcomes. It also helps depict the sequence of outcomes resulting from activities and outputs. The process used to develop logic models was to undertake a group brainstorming session facilitated by an expert in performance measurement. The facilitator provided the structure for the model (i.e. activities, outputs, outcomes). He also provided a sample logic model from a similar program area to explain key concepts and prompt participants. The group started with brainstorming what they saw as the final outcomes of the programs. They were asked to focus on the following questions: what are the ultimate outcomes we are trying to achieve by the program or what is the problem the program is trying to solve? For the immediate and intermediate outcomes participants focused on what we expect to achieve that will demonstrate process toward the achievement of the ultimate outcomes. Through group brainstorming the team identified the key elements in each of these components of the logic model and team members with different perspectives from within and outside the organization contributed to the overall development of the final agreed on model, which is presented in Appendix 1. The final logic models shows how resources are connected with the ultimate results the organization strives to achieve for both the ADP and VI programs.

The second part of the workshop involved identifying and selecting the most appropriate indicators to measure performance. The first step in the process involved workshop participants going through the outputs and outcomes in the logic model and identifying what information would be necessary to determine whether the output was produced or the outcome was achieved. In addition to the measures identified through the logic models, workshop participants identified other measures of performance using brainstorming and group discussion from the perspectives of financial, efficiency and capacity (from the ADM Framework). Service quality was also included as a special type of performance measure. To help guide the process, participants considered the following principles in determining the most appropriate measures: validity, relevance, reliability, simplicity, and affordability. In terms of validity participants were asked to consider whether "on its face" does the measure seem like a good translation of the construct; in terms of relevance is the measure relevant in terms of the mandate of the organization and the intended outcomes of the programs and in terms of simplicity and affordability, participants were asked to consider the complexity of the measure and the practicality and cost of collecting the data, based on their knowledge of the organization's existing data and reporting capacity. Finally, for assessing reliability, participants were asked to consider whether it was practical to obtain consistent data for the measures over time. At this stage in the process, participants were focused on developing a broad shopping list of measures which will be further refined and approved by the steering committee.

During the second phase of the project, over the next few months, using an iterative process, measures for other program areas will be developed through a series of formal and informal workshops. This first workshop served as a pilot to test this collaborative approach to developing a set of recommended measures. One of the key objectives was to develop a standard and repeatable process for developing performance measures that is widely understood and embraced by staff and management.

Following the workshop, an evaluation of the success of the workshop was conducted by the steering committee to refine the process for future workshops for the other program areas. It was agreed that the workshop approach was the most appropriate way to develop performance measures given the desire to involve staff and stakeholders, the need to capture the knowledge of diverse groups and the need to reach agreement on the desired outcomes.

Logic Models

Two logic models were developed through the workshops for two separate program areas: the Vehicle Impoundment Program (VI) and the Administrative Driving Prohibition Program (ADP). The two programs are similar in terms of OSMV's involvement so the logic models developed are almost identical.

The Vehicle Impoundment Program requires police to impound a vehicle immediately when operated by a driver, who is prohibited from driving, or is unlicensed and has a previous conviction of driving without a driver's licence. The logic model for the Vehicle Impoundment Program shows that the expected result is that the program deters prohibited and suspended

drivers from driving, deters owners from lending their cars to prohibited and suspended drivers and establishes a fair basis for review of the vehicle impoundment.

The two program components that are connected to the outcome of establishing a fair basis for review are intake and conducting the review. The activities that support that outcome are providing and receiving information, giving drivers options and providing disclosure, hearing and weighing evidence and adjudicating based on criteria. The logic of the program is that a fair basis for review is established by ensuring clients have adequate notice of the hearing, received full disclosure of information so they know the case against them and the hearing is adjudicated by an impartial decision maker who considers the evidence in a balanced way, and makes the decision according to established criteria.

Another expected result of the program is that it should deter persons from driving while prohibited/suspended and deter owners from lending their vehicles to drivers who are prohibited and suspended. The program components that are related to those outcomes are police activity and public education. The logic is that if drivers are aware of the consequences of driving while prohibited or suspended and the police enforce the law correctly, people will be less likely to drive while prohibited/suspended. Moreover, if owners are informed about the consequences of lending their vehicle to a prohibited or suspended driver they will be less likely to do so.

The other components in the logic model such as processing routine impoundments and impound lot operators are more process oriented and are not directly tied to intermediate or ultimate outcomes.

Under the ADP program police can issue a 90-day driving prohibition to a driver whose Blood Alcohol Content exceeds the legal limit (80mg/ml) within three hours of driving, or fails or refuses to comply with a breath or blood alcohol test without a reasonable excuse. The program is intended to reduce alcohol-related motor vehicle crashes and to remove impaired drivers from the road. The logic model for the Vehicle Impoundment program is similar to the model for Administrative Driving Prohibition program because OSMV's role for both programs is identical, that is, developing the policy and conducting reviews.

The underlying theory of the program is that public education creates greater awareness of the consequences of drinking driving and effective enforcement activities creates a further deterrence effect. The set of activities under those headings are intended to lead to the intended outcome of deterring drinking driving. The appeal process establishes due process and fairness for drivers who receive an ADP. The activities such as providing adequate notice of the hearing, disclosure of information are intended to establish the fair basis for review which is the ultimate outcome of this component of the program.

Performance Measures

In addition to the logic models, workshop participants identified performance measures for the two program areas (see Appendix VI). The framework includes outcome measures as well as measures of efficiency, capacity and financial measures. The choice of categories of measures is based on the Assistant Deputy Minister's Committee on Corporate Services and Performance Measurement framework for ministries.

Social outcome measures such as improving road safety provide a strategic focus for government programs that are intended to serve the public. However, those outcomes are so broad a single agency cannot determine the degree to which its programs contribute to the results. For instance, it is not possible to determine the degree to which OSMV programs impact the reduction in persons driving while prohibited or suspended because it is a multifaceted outcome that involves police, courts and other road safety partners and many factors that are external to government control.

Therefore, the set of outcome measures selected for the ADP/VI program were taken from the immediate and the intermediate outcomes in the logic model. Those outcomes are more within the control/influence of the program. For the administrative review process outcome measures are focused on providing due process to drivers who wish to contest a VI or ADP. This forms the basis of several performance measures such as: the extent to which clients receive complete and timely information; the review process is fair, timely, understandable, and accessible, percentage of files in compliance with principles of administrative fairness and client and stakeholder satisfaction with service. Customer perception and satisfaction data is often gathered through the use of surveys. A client survey could be developed to capture this perception based outcome data, though the cost and practicality of this approach requires further investigation.

Public education is a key priority of the organization. A performance measure was developed to report on the effectiveness of the public education program in addressing drinking driving and other unsafe driving behaviour like driving while prohibited or unlicensed. If OSMV decided to use this measure,

OSMV would have to conduct a survey or have another agency conduct a survey on awareness and exposure to public education.

Another important aspect of performance for the ADP program is the extent to which police are correctly administering the program and applying the law. The percentage of rejected or returned police files could be used as a measure of performance to determine the number of files with missing or incorrect information and/or illegible police reports that result in an ADP or VI being revoked. Police files will serve as the data source for this measure.

Timeliness measures are another important metric of customer service that is not currently tracked. Some possible measures include the percentage of orders of release issued immediately upon request of the clients and the percentage of decisions to approve or deny an Impound Lot Operator's application for the Vehicle Impoundment Program made within 30 days of receipt of the application, and the percentage of dropped calls and average wait time for customers. Data for those measures is available through internal administrative records.

A long-term outcome measure of the quality of the hearing process is the percentage of files reviewed that meet certain criteria such as in compliance with legislation and policy. Currently there is no internal audit of case paperwork. In order to implement this measure, supervisors or an outside agency would have to review a sample of hearing files to check the quality of the work completed by each adjudicator and enter a quality rating.

Other service quality measures are as follows: number of valid complaints per 100 cases, based on the outcome of the case, and the

percentage of cases overturned at judicial review. Existing administrative records could be used to collect information on those measures.

Some measures of efficiency or workload include unit cost to conduct a hearing, case volumes per full time equivalent, and the administrative costs as a percentage of program delivery costs. Administrative data currently exists to provide data sources for those measures. Another measure of workload is staff satisfaction with workload. A staff survey would be required to collect information on that measure.

Financial measures are important to include in a balanced framework. The measure of financial results identified was budget versus actual expenditures. Currently, the organization captures macro level spending; program specific expenditure data are not currently tracked. It was agreed that given the size of the budget, aggregate spending data would be a suitable measure of performance for the organization.

Measures were also developed under the perspective of capacity. Capacity measures the ability of an organization to succeed in the future in terms of resources – human and other capital. Measures selected under this category include staff turnover, which is intended to provide information for succession planning. Administrative data currently exists as a data source for that measure. Related to these measures are the competency base of staff which will be measured by conducting a skills inventory of staff and the alignment of staff and stakeholders with the mission, mandate, goals and objectives of the organization.

The technology that supports some of the business processes is antiquated. The ability of the organization to carry out its mandate is

dependent on systems that are external to the organization. ICBC owns the driver's system which provides data on all drivers in BC. Given the importance of technology to day-to-day operations, a performance measure related to capacity is the adequacy of the current information system in the organization.

Inter-jurisdictional Survey

What can be learned about the quality of performance through comparisons of an organization to itself over time is limited. Therefore, this project also conducted a survey of road safety organizations in Canada so OSMV could eventually examine its progress against that of other similar organizations. Through cross-jurisdictional comparisons and analyses, best practices can be identified and recommended performance measures for OSMV can be assessed against alternatives used elsewhere to determine what works best. As its reporting capacity matures, OSMV may try to find common measures to benchmark with other jurisdictions in Canada and around the world in addition to setting internal targets.

Survey respondents were selected from a list of road safety research and policy contacts provided by the Canadian Council of Motor Transport Administrators (see appendix IV for the list the agencies). The questionnaire was sent out via e-mail (a copy of the questionnaire is contained in Appendix V).

Findings

In total, 11 regions responded to the questionnaire, of a possible 12 that were surveyed (see Appendix VII for detailed results). Results suggest

that performance measurement is at a nascent stage in most jurisdictions. Much of the measurement is in the area of timeliness, service quality and high-level social outcome measures. The most widely used measures seem to be in the area of outcome measures with respect to reducing the number of accidents and injuries on provincial roads. Many jurisdictions use comparisons in assessing performance such as comparisons to established targets or external sources. Results suggest that in Canadian road safety organizations, generally, performance measures are developed internally by managers.

Summary of Key Measures by Jurisdiction

| Key Measures | Output | Outcome |
|---------------|---|---|
| Alberta | None reported | Percentage of inspected vehicles requiring on-site adjustments or the attention of a mechanic Percentage of vehicle occupants wearing seat belts – urban, rural Percentage of drinking drivers involved in fatal or injury collisions |
| Manitoba | Number of and wait times for driver road tests Number of licences issues Number of suspensions issued | Level of customer service provided |
| Saskatchewan | Front line staff receiving specialized training | Reduction in the 1996-2001 average number of fatalities Reduction in the 1996-2001 average number serious injuries |
| Ontario | None reported | Reducing the fatality rate per 10,000 licensed drivers |
| Nova Scotia | None reported | Casualty (fatality and injury) rate per 10,000 motor vehicles registered |
| New Brunswick | None reported | None reported |

| Key Measures | Output | Outcome |
|-----------------------|---|--|
| PEI | Wait times for written and driving exams Wait times for appointments with records department | None |
| Newfoundland | None reported | None reported |
| Yukon | None reported | Reduce accidents, injuries and deaths on Yukon roads |
| Northwest Territories | None reported | None reported |
| Nunavut | None reported | None reported |

Two jurisdictions focus on service quality measures of performance. Manitoba reported wait times for road tests and Prince Edward Island reported measuring the time frames for all areas in their department as a measure of performance. Manitoba also measures the number of road tests conducted and the number of licenses issued. Newfoundland, New Brunswick, Nunavut and the Northwest Territories reported no capacity for performance measurement at the present time.

Other jurisdictions reported performance measures that are focused on more broad social outcomes as key measures of success. Nova Scotia's performance measures are deaths and injuries due to the operation of a motor vehicle, deaths and injuries due to incidents of drinking and driving, deaths and injuries due to incidents of not wearing a seat belt and deaths and injuries due to incidents involving commercial drivers. Similarly, the Yukon reported long-term outcome measures such as accidents, injuries and deaths on Yukon roads.

Saskatchewan Auto Fund uses a balanced scorecard approach to performance measurement (financial, customer, public policy and learning and growth). In terms of the financial perspective, the agency tracks the Rate Stabilization Reserve (the objective is to maintain an adequate reserve equal to 17% of claims). For the customer service perspective, the measure is a cross-Canada comparison of private auto insurance rates (target is 1st or 2nd lowest) and a claims customer service survey (target 91% satisfied). For the learning and innovation category the performance measure is front-line staff receiving specialized experience training (target is 25%). Under the rubric of public policy, the performance measure are the per cent of dollars spent in Saskatchewan, the reduction in the 1996-2001 average number serious injuries of 667, and the number of women, aboriginal people and people with disabilities in underrepresented categories in the organization.

Alberta has a detailed set of performance measures to define the success of each program area. In the commercial vehicle safety area, Alberta tracks the percentage of inspected vehicles requiring on-site adjustments, the percentage of inspected vehicles requiring attention of a mechanic and the percentage of commercial vehicles involved in casualty collisions. Other outcome measures for impaired driving include the percentage of drinking drivers involved in injury and fatal collisions. For seat belt usage, Alberta reports the percentage of vehicle occupants wearing seat belts in urban and rural areas.

Ontario was the only province that differentiated between measures reported publicly and measures reported for internal use. The key measure of success that is publicly reported is the reduction in the fatality rate per 10,000

licensed drivers. Other measures for internal use include reducing fatalities and injuries due to improper use and non-use of occupant protection systems; reducing drinking and driving related fatalities and major injuries; reducing road users killed and seriously injured in collisions involving large trucks; improving the customer satisfaction rate with overall quality of service provided by the ministry's Private Issuers Network ; improving the customer satisfaction rate with overall quality of service provided at Drive Test centres; reducing the rate of young drivers/riders (16-19 years) killed and seriously injured in collisions; reducing the fatality rate of senior drivers over 80 years of age; reduce the fatality rate of vulnerable road users (bicyclists, motorcyclists and pedestrians); increasing the percentage of commercial vehicles identified as mechanically fit in a random three-day survey (Road Check) conducted annually; and reducing the rate of road users killed and seriously injured in speed or intersection related collisions.

Survey results do suggest some possible performance measures for OSMV in the area of service quality. Some examples to be considered include measures of client wait times and measures of overall customer satisfaction. In terms of outcome measures, findings suggest that Canadian road safety organizations are holding themselves accountable for things over which they have little or no control such as the number of accidents and injuries caused by drinking drivers. A key consideration in the selection of performance measures for OSMV will be whether it is reasonable to believe that OSMV can influence them and whether OSMV can reasonably be held accountable.

Recommendations

The original scope of the performance measurement project was limited to developing a shopping list of performance measures for the ADP and VI programs and piloting an approach to performance measure development to use as a model for identifying performance measures for each program area. When the performance measures project was initiated in September of 2004, it was not explicitly linked to a comprehensive performance management system that included strategic planning, budgeting and performance measurement.

Now that the strategic plan is near conclusion, it has become clear that the steering committee should have integrated strategic planning and performance measurement processes to ensure that the measures developed through this project were directly linked to the goals, objectives and strategies in the strategic plan. Since the two projects were not integrated, the steering committee must now attempt to determine how the strategies in the plan relate to performance measures developed through the pilot project.

The recommendations that follow are broader than the current project because they reflect lessons learned from both the performance measurement project and the strategic planning process and reflect best practices.

1. Make the performance measures workshop more effective.
 - More careful facilitation during the workshop is required to ensure that all staff can participate fully. This will ensure that less senior

staff have an opportunity to contribute more fully to the development of the logic models and performance measures.

- More effectively structure the workshop to ensure that a variety of individual and group exercises and tools are used to get at the core concepts and produce the desired results.
 - More clearly articulate the purpose of the workshop and prior to the workshop have a clearly defined process for developing the logic models and performance measures and ensure that the process for selecting the shopping list of performance measures is clearly articulated to workshop participants.
2. Put more emphasis on putting all the pieces together into a coherent performance management system. Link budgeting, strategic planning, performance measurement in a continuous process.
- The fact that the performance measures for the ADP and VI program were developed prior to the completion of the strategic plan was less than ideal.
 - Ideally, in the future, the strategic planning process should occur in conjunction with performance measure development to ensure that the strategic plan and performance measures are explicitly linked.
 - Since the strategic plan will be completed prior to the next workshops are held it will be important to review the strategic plan with workshop participants to ensure that measures are linked to the goals, objectives, and strategies in the strategic plan.

3. Create a performance management system. Ensure that there is a standard repeatable strategic planning and performance measurement process in place.
 - Build on the process developed through this workshop to design a process suitable for OSMV's planning purposes that includes all the components in the performance management cycle.
4. Ensure that there is continuing organizational commitment and dedicated resources available to ensure that performance measurement becomes a regular part of managing programs.
 - Ensure that an area or position and dedicated resources within the organization are responsible for the ongoing maintenance of the performance measurement system.
5. Develop a plan for the next phase of the project which will involve the work of implementing the performance measures.
 - The implementation plan should include a time frame and resources to collect data for the measures, prepare reports and maintain and renew the system.
 - Ensure that performance measures are well specified and formally documented so it is clear the purpose of the measures, how they related to one another and how they are calculated.
 - Document definitions, assumptions, data sources and calculations.

- Ensure that the final measures selected are well-balanced.
Balanced measures should include outcome, financial, cost, quality and timeliness measures.
6. Continue to explore business intelligent solutions to improve performance reporting and analysis.
- Currently most reports are not automated. Most reports are produced using excel spreadsheets and other databases. Data from production systems is manually entered to produce reports
 - Create a central repository for performance measures and data to support performance management and analysis.
7. Re-evaluate performance measures after a period of use.
- Ensure a process is in place for replacing or adjusting measures and targets. Measures should not be changed arbitrarily. In order to compare performance over time measures should be stable when possible.

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Appendix 1: Program Descriptions

Administrative Driving Prohibition (ADP) Program

The Administrative Driving Prohibition program is a road safety program that is designed to reduce alcohol-related motor vehicle crashes and to remove impaired drivers from the road.

An Administrative Driving Prohibition is a 90-day driving ban issued to impaired drivers under the *Motor Vehicle Act*. A police officer will issue a Notice of Driving Prohibition when a driver operates or has care or control of a motor vehicle and has a blood alcohol level over the legal limit (80mg/ml) within three hours of driving, or fails or refuses to comply with a breath or blood alcohol test without a reasonable excuse.

The Superintendent provides affected drivers an independent review of the Administrative Driving Prohibition.

Vehicle Impoundment Program

The Vehicle Impoundment Program requires police to impound a vehicle immediately when operated by a driver, who is prohibited from driving, or is unlicensed and has a previous conviction of driving without a driver's licence.

Currently the length of impoundment for unlicensed or prohibited drivers is 30 days, unless the owner has previously had a vehicle impounded for the same reason under the program; then the impoundment is 60 days. For prohibited and suspended drivers, effective April 1, 2005, the impoundment periods will increase from 30 to 60 days and from 60 to 90 days and vehicle impoundment will be extended to drivers who are suspended from driving for *Criminal Code* convictions and drivers who are prohibited because they are medically unfit to drive.

The Superintendent provides vehicle owners an opportunity for an independent review of the vehicle impoundment.

Appendix II: Performance Measurement Workshop Participants

Location: Dunsmuir Lodge

Date: March 23, 2005

Time: 8:30 to 4:30

| Name | Position | E-mail Address |
|------------------------|----------------------------------|------------------------------------|
| Mark Medgyesi | Superintendent of Motor Vehicles | Mark.Medgyesi@gems5.gov.bc.ca |
| Linda Blackman | Senior Policy Advisor | Linda.blackman@gems1.gov.bc.ca |
| Lisa Howie | Director, Driver Fitness | Lisa.Howie@gems4.gov.bc.ca |
| Judy Tsukijima | Senior Policy Advisor | Judy.Tsukijima@gems3.gov.bc.ca |
| Victoria Stevenson | Office Manager | Victoria.Stevenson@gems1.gov.bc.ca |
| Karys Miguez | Intake Agent | Karys.Miguez@gems3.gov.bc.ca |
| Marie Thompson | Intake Agent | Marie.Thompson@gems5.gov.bc.ca |
| Kathy Renshaw | Intake Agent | Kathy.Renshaw@gems5.gov.bc.ca |
| Carol Gamble | Adjudicator | Carol.gamble@gems8.gov.bc.ca |
| Kevin Murray | Case Manager | Kevin.Murray@gems2.gov.bc.ca |
| April Paxton | Team Leader | April.Paxton@gems1.gov.bc.ca |
| Brenda McKenzie | Adjudicator | Brenda.McKenzie@gems1.gov.bc.ca |
| Jennifer Kroeker-Hall, | ICBC | Jennifer.Kroeker-Hall@icbc.com |
| Arthur, Melanie | ICBC | Melanie.Arthur@icbc.com |

Appendix III: Workshop Agenda

Office of the Superintendent of Motor Vehicles

Administrative Driving Prohibition Program

Vehicle Impoundment Program

Developing Performance Measures

Wednesday March 23, 2005

Facilitator: Les McAdams

Agenda

| | |
|-------------|--|
| 8:30- 8:45 | Introduction and Overview |
| 8:45- 9:15 | Introduction to Logic Models |
| 9:15- 11:30 | Building Logic Models |
| 11:30- 2:00 | Identifying and Selecting Outcome Measures |
| 2:00- 2:30 | Review of a Balanced Framework of Measures |
| 2:30- 3:45 | Selecting Measures |
| 3:45- 4:00 | Putting it all together |
| 4:00- 4:15 | Connecting to Planning |
| 4:15-4:30 | Next steps |

Breaks: Coffee 10:00 and 3:00
 Lunch 12:00- 1:00

Appendix IV: Survey Respondents

Participating Agencies

- We contacted the following agencies to complete this survey:

Northwest Territories Department of Transportation (North West Territories)

Service Nova Scotia and Municipal Relations (Nova Scotia)

Alberta Transportation, Research and Traffic Safety Initiative (Alberta)

Transport Canada, Road Safety and Motor Vehicle Regulations (Canada)

New Brunswick Department of Public Safety (New Brunswick)

Department of Government Services, Traffic Safety Programs (Newfoundland)

Department of Public Transportation and Public Works (PEI)

Department of Highways and Public Works, Transport Services (Yukon)

Ontario Ministry of Transportation Safety Policy and Education Branch

(Ontario)

Traffic Safety program (Saskatchewan)

Department of Economic Development and Transportation (Nunavut)

Manitoba Public Insurance, Driver and Vehicle Licensing (Manitoba)

Appendix V: Questionnaire

Survey of Performance Measures

The Office of the Superintendent of Motor Vehicles (OSMV) is developing performance measures for specific program areas with OSMV to improve the delivery of services, assist in decision-making and improve public accountability.

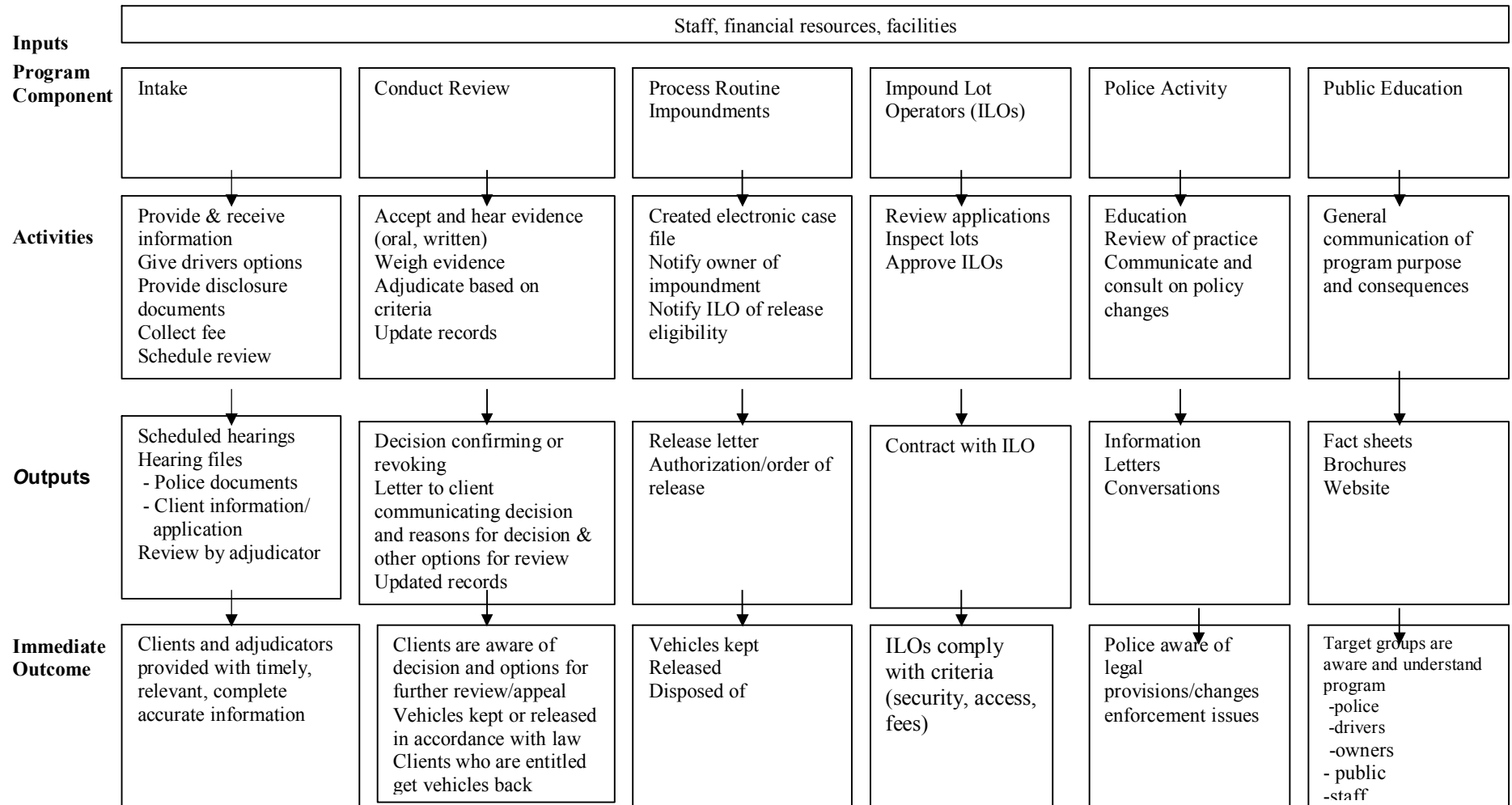
It is important to develop measures that will allow us to compare our performance with the performance results of other jurisdictions. To this end, we are conducting a survey of other jurisdictions.

Please answer the questions listed below and attach any relevant information.

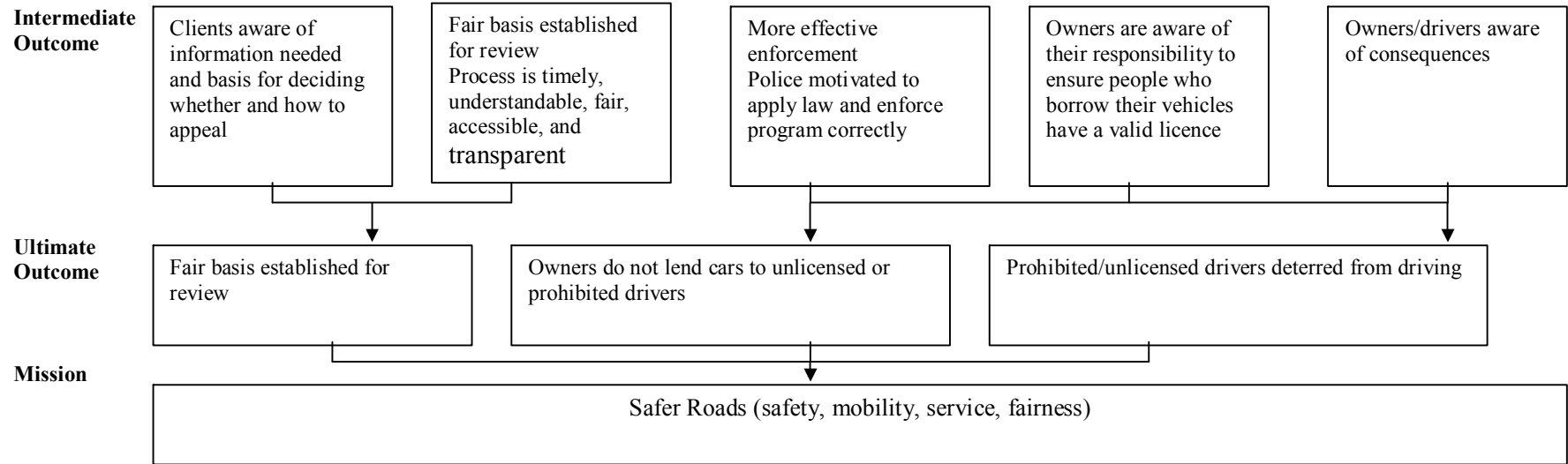
1. Have you developed goals, objectives and strategies for your branch/organization? If so, please list and describe the goals, objectives and strategies.
2. Have you developed performance measures for your organization? If so, please list and describe the measures and outline what programs and services are included.
3. Please outline who was involved in developing the measures (for example, managers, staff, stakeholders)?
4. Is there a legal requirement to report on performance? (Are you compelled by law to produce an annual report or strategic plan and are there any requirements as to the content, format or timing?).

Thank you for your participation.

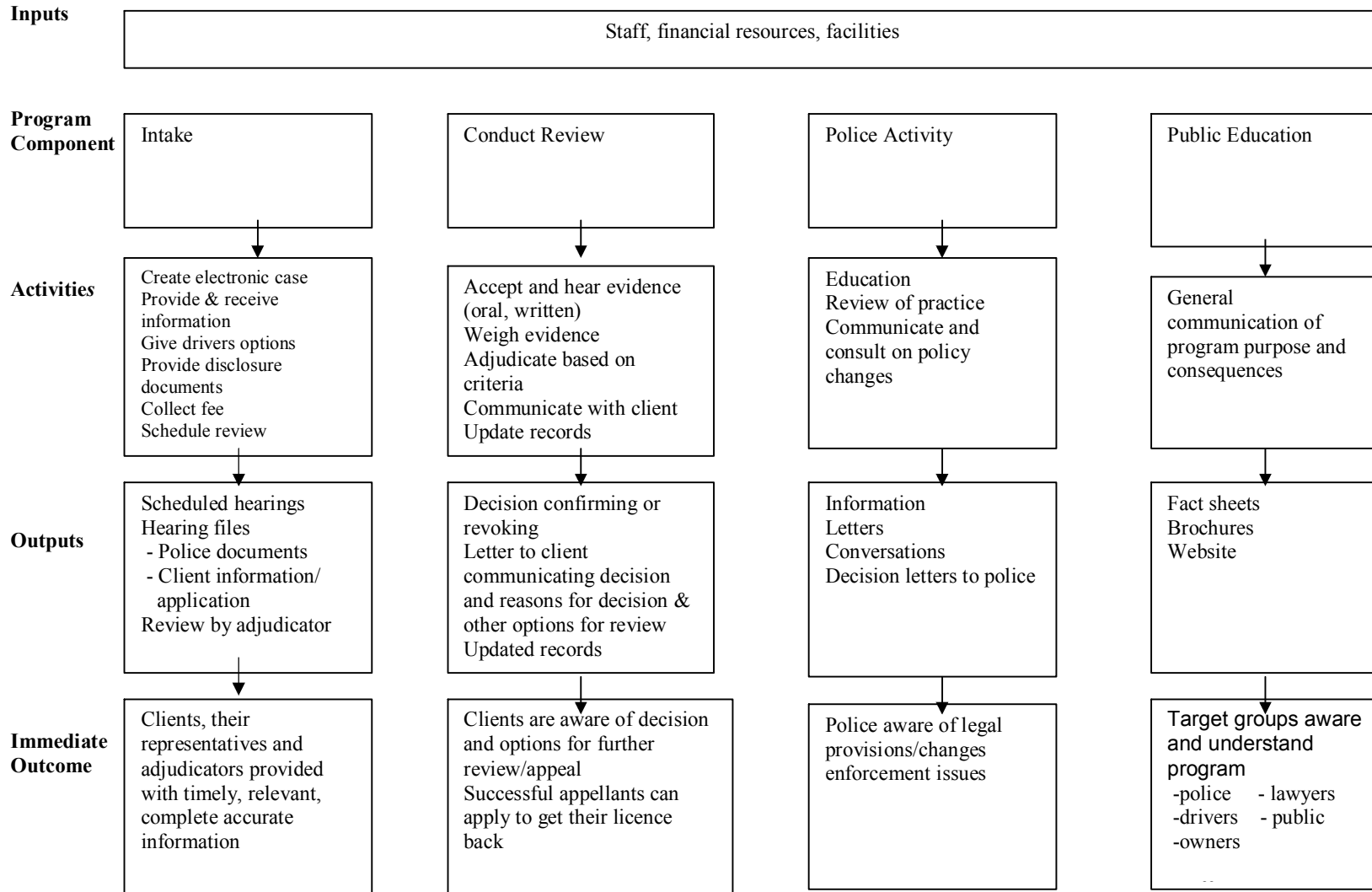
LOGIC MODEL FOR THE VEHICLE IMPOUNDMENT PROGRAM



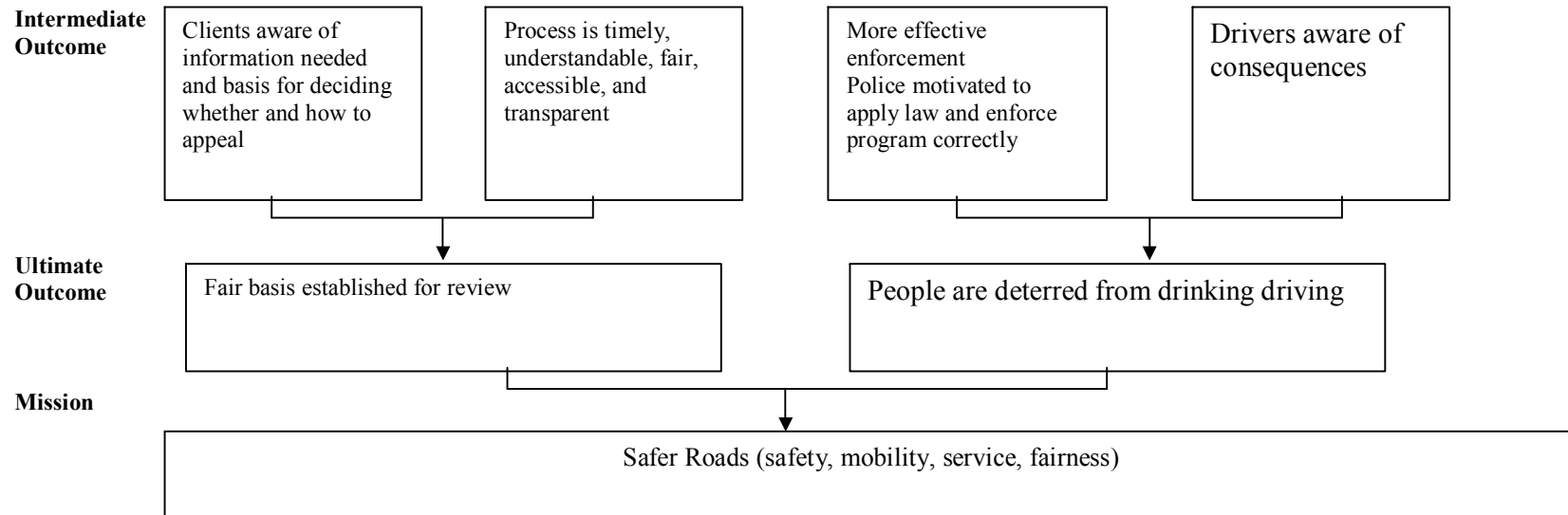
LOGIC MODEL FOR THE VEHICLE IMPOUNDMENT PROGRAM



LOGIC MODEL FOR THE ADMINISTRATIVE DRIVING PROHIBITION PROGRAM



LOGIC MODEL FOR THE ADMINISTRATIVE DRIVING PROHIBITION PROGRAM



Appendix VI

Performance Measures Vehicle Impoundment and Administrative Driving Prohibition Programs

| Type of Measure | Program Area | Measures | Data Source |
|--------------------------------|--------------|--|---|
| Immediate (short term) Outcome | ADP/VI | Clients receive complete and timely information | Client Survey |
| Intermediate Outcome | ADP/VI | The review process is fair, timely, understandable, and accessible | Client Survey |
| Immediate Outcome | ADP/VI | Awareness changes as a result of public education | Client Survey |
| Immediate Outcome | ADP | % of rejected or returned police files | Police files |
| Immediate Outcome | VI | % of orders of release issued immediately upon request of the client | Administrative records |
| Immediate Outcome | VI | % of decisions to approve/deny ILOs application made within 30 days of application | Administrative records |
| Service Quality (Outcome) | ADP/VI | % of files reviewed that meet criteria (consistent with law and policy) | Peer review/internal audit |
| Service Quality (Outcome) | ADP/VI | Number of valid complaints per 100 cases (based on outcome of case) | Ombudsman, MLA complaints, minister's letters, OSMV mailbox |
| Service Quality (Outcome) | ADP/VI | % of cases overturned at judicial review | Administrative data |
| Service Quality (Outcome) | ADP/VI | Clients and stakeholders rating of satisfaction with service | Client Survey |

| Type of Measure | Program Area | Measures | Data Source |
|--|--------------|---|--------------------------|
| Service Quality (Outcome) | ADP/VI | % of files in compliance with principles of administrative fairness | Need to develop criteria |
| Service Quality (Outcome) | ADP/VI | % of dropped telephone calls | TBD |
| Efficiency/Workload (output) | ADP/VI | Unit cost to conduct a hearing | FTEs |
| Efficiency/Workload (output) | ADP/VI | Case volumes | TBD |
| Efficiency/Workload (output) | ADP/VI | Number of Full time equivalents | FTE burn |
| Efficiency/Workload (output) | ADP/VI | Administrative costs as a % of program delivery costs | TBD |
| Efficiency/Workload (outcome) | ADP/VI | Staff satisfaction with workload | Staff survey |
| Financial (output) | ADP/VI | Budget vs. actual | Macro level spending |
| Capacity – succession (output) | ADP/VI | Staff turnover | Administrative data |
| Capacity – competency base (output) | ADP/VI | Skills inventory | TBD |
| Capacity – information systems (output) | ADP/VI | Assessment of adequacy / replacement | TBD |
| Capacity – alignment of staff (outcome) | ADP/VI | % of staff who understand mission, mandate, goals, objectives and know how they contribute to those goals | Staff survey |
| Capacity - alignment of stakeholders (outcome) | ADP/VI | Stakeholder assessment | TBD |

Appendix VII: Survey results

| Jurisdiction | Goals, Objectives, Strategies | Performance Measures | Who was involved | Legal Requirement |
|--|---|---|--|-------------------|
| Prince Edward Island (Department of Transportation and Public Works) | Mandate: <ul style="list-style-type: none"> To contribute to the economic development and quality of life by maintaining and enhancing in an affordable and environmentally appropriate way, the essential transportation systems and services for the efficient and safe movement of people, goods, and services. | Time frames for all areas in the Department. For example: <ul style="list-style-type: none"> wait times for written and driving exams wait times for appointments with the Records Department Inspections Medical exams | Director Managers | No |
| Newfoundland (Traffic Safety Programs, Department of Government Services) | There are departmental goals specific to Motor Registration Division which relate to Public Safety and Serving the Public. | None specified. Newfoundland is audited by the Attorney General. | Measures were developed back in the late 90's with input from staff, managers, department heads and the Premiers Office. | No |
| Nova Scotia (Service Nova Scotia and Municipal Relations) | Strategies <ul style="list-style-type: none"> Ensure that the appropriate roles and responsibilities for each program area are properly allocated across divisions and that coordination mechanisms are in place to provide for effective program delivery Update, enhance and clarify provisions through legislative amendments in several program areas | <ul style="list-style-type: none"> Deaths and injuries due to the operation of a motor vehicle Deaths and injuries due to incidents of drinking and driving Deaths and injuries due to incidents of not wearing a seat belt Deaths and injuries due to incidents involving commercial drivers | Not specified | None |

Appendix VII: Survey Results

| Jurisdiction | Goals, Objectives, Strategies | Performance Measures | Who was involved | Legal Requirement |
|---|---|--|--|-------------------|
| Manitoba (Manitoba Public Insurance, Driver and Vehicle Licensing) | The Department's current goals are: <ul style="list-style-type: none"> • Reduce transport costs for business • Improve safety • Improve decision making for allocation of resources • Maintain a competent workforce in a competent workforce in an environment of technological and demographic change • Improve customer service | <ul style="list-style-type: none"> • number of road tests and wait times • Number of licenses issued • Number of suspensions • Level of customer service | Managers Research support staff | No ¹ |
| Yukon (Dept. of Highways and Public Works) | To reduce accidents, injuries and deaths on Yukon roads | To reduce accidents, injuries and deaths on Yukon roads | No response | No |
| North West Territories (Department of Transportation North West Territories) | No goals have been established to date. | Presently reviewing performance measures for driver and vehicle licensing services | Managers Regional Superintendents, Regional Customer Service Coordinators The Registrar | No |

¹ , However Manitoba Public Insurance has a legal obligation to report on performance. The merger of the two organizations will result in a change in the way that the Driver and Vehicle Licensing measures and reports.

Appendix VII: Survey Results

| Jurisdiction | Goals, Objectives, Strategies | Performance Measures | Who was involved | Legal Requirement |
|--|---|---|---|-------------------|
| Saskatchewan (Saskatchewan Government Insurance Auto Fund Division) | Strategic Objectives: <ul style="list-style-type: none"> • Maintaining an adequate Rate Stabilization Reserve • Deliver lowest average rates in Canada • Claims customer satisfaction • Improve business effectiveness through corporate training • Economic diversification and growth • Reduce fatalities and serious injuries due to motor vehicle crashes • Representative workforce | <ul style="list-style-type: none"> • Rate Stabilization Reserve balance equal to 17% of claims incurred • SGI cross Canada Comparison • Claims customer service survey • Front-line staff receiving specialized experience training • Per cent of dollars spent in Saskatchewan • Reduction in the 1996-2001 average number serious injuries of 667 • Women in underrepresented categories • Aboriginal • People with disabilities • Visible minorities | The corporate targets are developed at the executive level, and the divisional targets with input from the managers and staff of the appropriate division | No ² |

² Required by policy established by the Crown Management Board of Saskatchewan to provide information on the Corporate Balanced Scorecard in their annual report.

Appendix VII: Survey Results

| Jurisdiction | Goals, Objectives, Strategies | Performance Measures | Who was involved | Legal Requirement |
|----------------------------------|--|---|---|-------------------------|
| Alberta (Alberta Transportation) | <p>Goals:</p> <ul style="list-style-type: none"> • Improve road user behaviour • Enhance safety through highway system improvements • Improve vehicle safety through monitoring and enforcement • Continue programs to support the safe operation of railways under provincial jurisdiction <p>Objectives, Strategies:</p> <ul style="list-style-type: none"> • develop and implement traffic safety programs and initiatives • enhance regulations under the New <i>Traffic Safety Act</i> to improve driver behaviour and vehicle safety • provide direction and input related to road safety issues • work with stakeholders to improve commercial driver competency. • implement program to ensure vehicles registered for use are mechanically safe. • pursue Road Safety Vision 2010 initiatives | <p>Involvement of Commercial Vehicles in Casualty Collisions (under development)</p> <ol style="list-style-type: none"> Percentage of inspected vehicles requiring on-site adjustments Percentage of inspected vehicles requiring attention of a mechanic <p>Involvement of Drinking Drivers in Casualty Collisions</p> <ol style="list-style-type: none"> Percentage of drinking drivers in fatal collisions in Alberta Transportation Percentage of drinking drivers in injury collisions in Alberta <p>Involvement of Commercial Vehicles in Casualty Collisions</p> <ol style="list-style-type: none"> Percentage of commercial vehicles involved in casualty collisions <p>Seat Belt Usage</p> <ol style="list-style-type: none"> Percentage of vehicle occupants wearing seat belts – Alberta Percentage of vehicle occupants wearing seat belts – rural | <p>Performance measures are developed and “owned” by managers and staff from the line areas. Alberta Transportation’s Transportation Safety Services Division is responsible for developing, monitoring, reviewing and maintaining them</p> | <p>Yes³.</p> |

³ The *Government Accountability Act* requires an annual report each fiscal year.

Appendix VII: Survey Results

| Jurisdiction | Goals, objectives, strategies | Performance Measures | Who was involved | Legal Requirement |
|---|---|--|--|---|
| Ontario (Ontario Ministry of Transportation) | <p>Goal: a balanced and integrated transportation network that promotes strong communities offering a high quality of life and positive business climate within Ontario.</p> <p>Objectives, Strategies</p> <ul style="list-style-type: none"> • to pursue priorities to help deliver the government's vision: <ul style="list-style-type: none"> • promoting road safety; and, • enhancing public service and customer satisfaction. • to deliver programs more efficiently through improved business processes and procedures regarding: <ul style="list-style-type: none"> • strengthen services of vital public interest; and, • revenue generation and cost-containment • contribute to the improvement of road safety through the promotion and regulation of safe driving behaviour • reduce death and injury on our roads by developing, promoting and participating in road safety programs. • improve customer service and accessibility of MTO services. | <p>Proposed for 04/05 and 05/06 Ministry's Business Plan to be presented in Spring 2005 focussed towards programs and initiatives.</p> <ul style="list-style-type: none"> • reduce the fatality rate per 10,000 licensed drivers. • reduce fatalities and injuries due to improper use and non-use of occupant protection systems. • reduce drinking and driving related fatalities and major injuries. • reduce road users killed and seriously injured in collisions involving large trucks. • improve customer satisfaction rate with overall quality of service • reduce rate of young drivers/riders (16-19 years) killed or seriously injured in collisions. • reduce fatality rate of senior drivers over 80 years of age. • reduce fatality rate of vulnerable road users (bicyclists, motorcyclists and pedestrians). • increase percentage of commercial vehicles identified as mechanically fit in an annual | <p>Directors, managers and staff are directly responsible for the development of measures that are approved by Assistant Deputy Minister for the following program areas.</p> <ul style="list-style-type: none"> • Safety Policy and Education Branch • Carrier Safety and Enforcement Branch • Licensing Services Branch • Service Delivery Partnerships Branch • Business Services Branch | <p>No legislative requirement, is a standard practice that is supported by the Provincial Auditor</p> |

| Jurisdiction | Goals, objectives, strategies | Performance Measures | Who was involved | Legal Requirement |
|--|---|--|-------------------------|--|
| Ontario (Ontario Ministry of Transportation) | <ul style="list-style-type: none"> provide and support regulatory framework for safe roads and highways. | <ul style="list-style-type: none"> random three-day survey (road check). reduce rate of road users killed or seriously injured in speed or intersection related collisions. <p>endorse Road Safety Vision 2010, to make Canada's roads the safest in the world</p> | | |
| Nunavut | No | No | No reply | No reply |
| New Brunswick | The Department of Public Safety has recently undergone a restructuring. As part of the restructuring, the Motor Vehicle Branch was created, therefore, as the newly formed Motor Vehicle Branch we have yet develop goals, objectives, strategies and performance measures. | No reply | No reply | <p>The Motor Vehicle Branch has a legal requirement under the <i>Motor Vehicle Act</i> to produce collision reports.</p> <p>The Department of Public Safety requires the Motor Vehicle Branch to produce statistical data reports.</p> |