



Revised Performance Measures Update

Item 1
February 10, 2010
Organization Committee

To: Organization Committee
From: Chief Executive Officer
Date: January 27, 2010

Report: ORG:2010-01

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PURPOSE:

To provide an update on the development of quarterly performance measures for the Organization Committee.

RECOMMENDATIONS:

That the report be received for information.

REASONS FOR RECOMMENDATIONS:

Effective Organization performance indices have been developed to demonstrate how we are progressing in achieving goals related to:

- finance and risk management;
- workforce diversification;
- satisfaction and engagement;
- succession planning;
- media and external support;
- continuous learning;
- and innovation.

Staff who are leading the way in these program areas defined the performance indices with thresholds to gauge if performance is on target and whether trends require minor adjustments or major intervention.

Data collection was initiated in January 2010 with the expectation that a Fourth Quarter 2009 Report on the Effective Organization strategy will be ready by February 19. The quarterly reports for 2010 will be realigned with the 2010-2012 Community Management Plan once it is approved. There may be the need for additional performance indices for the new CMP strategies and new definitions and data may be required. Some measurement data for the current performance indices is unavailable but will be added to the reports in 2010 as data collection processes and systems are developed.

Definitions for the Effective Organization performance indices are included in the attached chart.

IMPLICATIONS AND RISKS:

The data warehouse will need to be aligned with the strategic performance measures.

Keiko Nakamura
A/Chief Executive Officer

Attachment: 1: Organization Committee Performance Measures - Definitions and Thresholds

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Attachment 1: Organization Committee Performance Measures Definitions and Thresholds

STRATEGIC INDEX 4 - EFFECTIVE ORGANIZATION						
Operational Performance Areas	Performance Measures / Indicators in Concept	Reporting Frequency	Detailed Definition & Calculation	Baseline Targets / Thresholds (G, Y, R)	Data Available? (Y, N)	Reportable By
Financial & Revenue Management	1 NET OPERATING INCOME vs. ACTUAL vs. FORECAST & VARIANCE	Quarterly	This measure will show Net Operating Income budgeted for the fiscal year vs. Actuals, with Forecast to Y/E & Variance (Not Including Investments). For Q1/Q2 the Forecast will equal the Budget unless there are any extenuating circumstances.	Green = 5%+; Yellow = 5% to -5%; Red = -5% or less	Y	Q4'09
	2 ADMIN EXPENSE as % of OPERATIONAL EXPENSE	Quarterly	This measure will show Admin Expense (Corporate Services minus Legal, Comms, etc. - definition from Bora) as a % of total Operating Costs.	Green = Manageable Costs @ 7% (if Total Cost = approx 1%); Yellow = TBD; Red = TBD	Y	Q4'09
	3 MANAGEABLE COST as COST PER UNIT	Quarterly	This measure will show operating expense as "Manageable Cost" per Unit (Unit costs will only include those that are currently being managed by the OU's - e.g. utilities are not likely part of this	Variance Thresholds: Green = - 5% or less; Yellow = 5% to -5%; Red = 5% or greater Cost per Unit target will change annually based on Budget set. Official Unit count for purposes of target setting will be updated annually and stated.	Y	Q4'09
	4 RENTAL REVENUES MAXIMIZED - VACANCY LOSS (Vacant Units Prepared and assigned Effective Lease Date within 30 business days)	Quarterly	This measure will show the average turnaround time on Rentable vacant units and Lost Revenue implications calculated based on an average Unit monthly rental amount. This result will not include units "on hold" or under refurbishment (UR), or "Inactive" .	Green = Less than 30d; Red = 30d+	Y	Q4'09
Risk Management	1 ANNUAL INSURANCE RESERVE PERFORMANCE (BUDGET vs. ACTUAL vs. FORECAST & VARIANCE)	Quarterly	This measure will show the total incurred retained liability and property loss as a % of the total budgeted, with Forecast to fiscal Y/E, and variance.	Green = 5%+; Yellow = 5% to -5%; Red = -5% or less Target will change annually based on budget set.	Y	Q4'09

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Workforce Diversification	1 TCH WORKFORCE vs. GREATER TORONTO AREA POPULATION DEMOGRAPHICS	Semi-Annual	This measure will show how the demographics of the TCH workforce compares directly to the Greater Toronto Area population demographics according to the following categories: 1. Racialized Persons, 2. Women, 3. Persons with Disabilities, 4. Aboriginal Peoples, 5. Youth (25yrs or less)	Green = TBD; Yellow = TBD; Red = TBD	Partial	Q4'09 TBD
	2 WORKFORCE DEMOGRAPHICS BY TCH OCCUPATIONAL GROUPINGS	Semi-Annual	This measure will show how the TCH workforce breaks down by the above categories across the following TCH occupational groups: 1. Senior Management, 2. (Desmond will provide the standard groupings for TCH)	Green = TBD; Yellow = TBD; Red = TBD	Partial	Q4'09 TBD
Workforce Satisfaction & Engagement (Updated Definition including Employee Engagement required)	1 HEALTH & PRODUCTIVITY INDEX (Watson Wyatt "Staying at Work" survey results).	Semi-Annual	Define according to Watson Wyatt index calculations and thresholds.	Performance Thresholds will be according to Watson Wyatt survey respondent results. See Jennifer to confirm percentile targets.	Y	Q4'09 TBD
	2 TBD re: EMPLOYEE ENGAGEMENT (Possibly consider participation in Internal Employee Programs; or survey of New Hires on experience of landing at TCH)		In Progress	In Progress		

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Media Support	1 TBD (Consider Ratio of Positive to Negative media releases within a reporting period, plus weighting depending on source - Pulled from "Media Log")		In Progress	In Progress		
External Support	1 TBD (Consider a measure of targeted interactions completed by key TCH staff with key defined groups/organizations each period)		In Progress	In Progress		
Succession Planning & Retention	1 SUCCESSION PLANNING SUCCESS (Internally vs. Externally filled vacancies)	Quarterly	This measure will show the ratio of permanent staff vacancies filled from within TCH vs. externally filled (not including backfilled "alternate rate / acting" positions because they are not permanently in the position filled. Will include both union and non-union positions), broken down by standard occupational categories	Green = 60%+; Yellow = 40-60%; Red = less than 40%	Y	Q4'09
	2 STAFF TURNOVER (departures by positional band, and by business area - not including retirement)	Quarterly	This measure will show the number of permanent staff departures by occupational band, and by business / operating unit.	Green = TBD; Yellow = TBD; Red = More than 10%	Y	Q4'09
Continuous Learning	1 TBD		In Progress	In Progress		
Innovative Culture	1 TBD (Consider success rates for programs from pilot to operationalization)		In Progress	In Progress		