



Policy Code – Version: G17 – V2

Policy Name: Key Performance Indicators

Approved by motion of Board on

29/10/2012

Cross Reference

G16 - Strategic Planning;

T20 - Operator Contract Compliance and Performance Measurement

Related Forms

Operator Facility Audit

Bus and Route Audit

School Site Transportation Audit

TRACS Delay Tracker

Complaint Form

Policy Statement

1. The Ottawa Student Transportation Authority shall establish Key Performance Indicators (KPI) related to the organization's Strategic Plan Objectives in order to establish performance standards of efficiency and effectiveness.
2. Each KPI shall be tracked on a regular basis and trends analyzed and reported to the OSTA Board of Directors and other OSTA stakeholders.
3. OSTA shall ensure it meets its performance standards by identifying opportunities for continuous improvement and implementing strategies to maximize efficiency and effectiveness.
4. KPI's shall be reviewed on an annual basis as part of the Strategic Planning cycle to ensure that performance measurements are appropriate and connected to overall organizational objectives.

Procedure

1. Key Performance Indicators relate to the overall success of OSTA as an organization according to its strategic plan. KPI's are meant to encapsulate and represent core impacts affecting the organization's ability to deliver transportation services in a safe, efficient and effective manner.
2. Operational Reports relate to the success in achieving performance goals relating to particular activities in various areas. Operational reports often support and elaborate upon KPI's.
3. KPI's are maintained and reported to the OSTA Board of Directors as a policy requirement, whereas Operational Reports are created and managed by staff. However, Operational Reports may be presented to the OSTA Board for information.
4. Performance standards will be reviewed on an annual basis to ensure that standards accurately reflect the desired outcome and are achievable with the appropriate corrective action by the responsible party.
5. OSTA will set overall performance standards and annual targets for individual KPI's and will communicate the results of those activities to the OSTA Board and OSTA staff.
6. OSTA will collect data, measure interim results, take corrective action and report overall performance measurement to the OSTA Board for the following KPI's:

- a) Service Delivery

On a monthly basis and year over year, bus delays that are within the operator's control will be recorded and tracked per operator. The performance standard for the organization will require that the ratio of bus delays (that are within the operator's control) to daily operating routes not exceed .4% on an annual basis.

Reporting Method: Graph

Origin of Data: Bus delays reported through Bus Planner

- b) Customer Complaints

On a monthly basis and year over year, the number and type of customer complaints will be recorded and tracked. The performance standard for the organization will require that the ratio of complaints to the number of students being transported not exceed .3% on an annual basis.

Reporting Method: Graph

Origin of Data: Complaint forms

c) Cost Control

On an annual basis and year over year, the cost per student will be calculated for yellow bus transportation and daily special vehicle transportation (separately). The performance standard for the organization will require that the cost per student meet, or be less, than Ministry funding for transportation of eligible student for each Member Board.

Method of Reporting: Graphs

Origin of Data: Financial statements, Ministry Survey

d) Safety

On an annual basis and year over year, accidents (minor and major) will be recorded and tracked. The performance standard for the organization will require that the ratio of accidents to the total number of daily routes not exceed .03% on an annual basis.

On an annual basis and year over year, injuries to staff, drivers or students will be recorded and tracked. The performance standard for the organization will require that the ratio of injuries to the total number of students transported not exceed .03% on an annual basis.

Method of Reporting: Graphs

Origin of Data: Accident and injury reports

e) Efficiency and Effectiveness of Routing

On an annual basis and year over year, bus capacity utilization will be calculated for yellow bus transportation. The performance standard for the organization's routing system will demonstrate increased capacity utilization annually with the goal of achieving at least 90% load factor of eligible students.

Method of Reporting: Graphs and %

Origin of Data: E&E 2010 and 2013, Bus Planner (2015+)

f) Ride Times

Student ride times will be tracked to ensure compliance with OSTA's policy. No student in a regular English program, during normal weather, will have a ride time that exceeds 1 hour. Students attending special programs may experience longer ride times.

Method of Reporting: Graphs

Origin of Data: E&E 2010 and 2013, Bus Planner (2015+)

g) Bell Time Analysis

To the extent possible, and with consideration for school community needs, OSTA will set times and/or regulate times, such that bell times are standardized at 3 distinct times: 8:00, 8:30 and 9:15 whenever possible.

Method of Reporting: Graphs

Origin of Data: E&E 2010 and Bus Planner (2015+)

h) Ministry Survey

Annually, OSTA must report the consortium's financial and operational statistics to the Ministry. Results will be presented to the Board and include such measures as:

- Number of students per vehicle type
- Cost per student per vehicle type
- Costs for transporting students in different special programs (gifted, magnet, French, etc)
- Costs for accessible transportation
- Percentage of expenses in relation to overall costs (planning and administration, transportation costs, etc)
- Allocation of runs per type of vehicle

7. OSTA will collect data, measure interim results, take corrective action to ensure contract compliance and to track other operational KPI's:

a) Operator Performance Measurement

On an annual basis and year over year, OSTA will calculate the aggregate results of each bus operator's facility audit, bus and route audits and school site audits on a percentage basis. The performance standard requires that operators hold an overall rating of at least 85% (with no critical non-conformances) in order to achieve a "satisfactory" performance level.

Method of Reporting: Written report, as required

Origin of Data: Facility Audit, School Site Audit, Route Audit

b) Assignment of Drivers

Twice per year (once in the Fall and once in late Winter), Operators will submit proof of regular drivers on routes. The goal is a regular driver on 100% of contracted routes.

Method of Reporting: Written report, as required
Origin of Data: Operator Vehicle Manifest

c) Age of Buses

Annually, OSTA will collect the age of each bus assigned to each route. Unless otherwise agreed upon between the Operator and OSTA, there will be 100% compliance.

Method of Reporting: Written report, as required
Origin of Data: Operator Vehicle Manifest