



Canadian Food  
Inspection Agency

Agence canadienne  
d'inspection des aliments

# Deep Dive: Approach to get more out of an indicator

PPX Symposium

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Canada

# Our environment

- Policy on Results
  - requires us to state what we do, why and how we are making progress
  - sets **a floor, not a ceiling** for what we can do
  - establishes minimum requirements (example: governance, structural and reporting)
- To report how we are making progress properly, *indicators need to be meaningful*

# Challenge: Required vs useful

- **Required** for reporting
  - Year-end reporting is a massive roll-up of results
- **Useful** for business
  - Business and program delivery depends on deeper analysis
- Policy provides the opening to re-evaluate and **explore data more deeply**

# Deep dive path

- Define problem
- Define scope
- Understand data
- Establish rules
- Model the data to tell the story

# Define the problem

On its own, the CFIA indicator does not provide enough context.

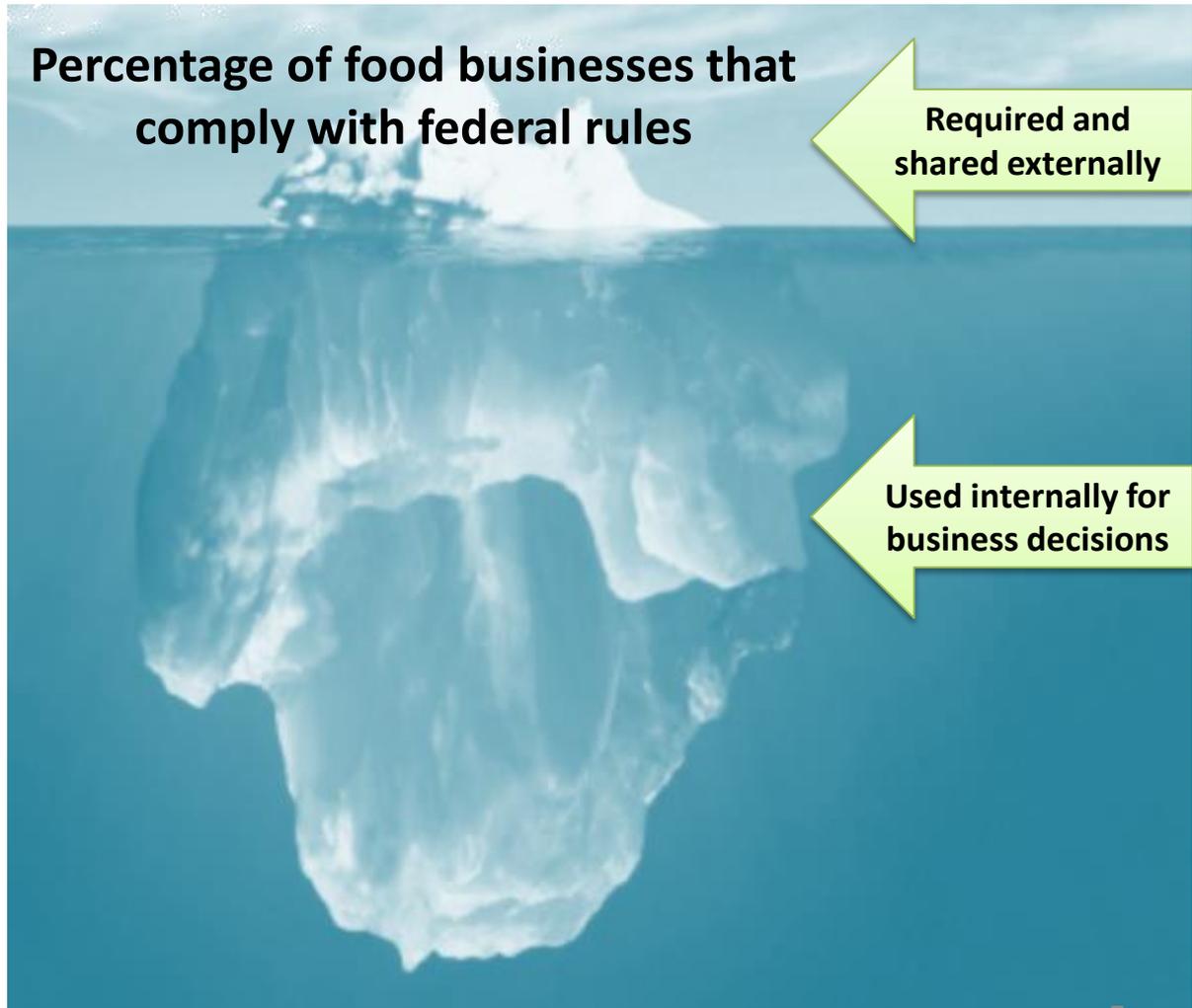
In fact, the information analyzed to produce the result is what is most valuable to inform program design.

We need more **visibility** into this information.

**Percentage of food businesses that comply with federal rules**

**Required and shared externally**

**Used internally for business decisions**



# Define the solution: Scope

- Define what you intend to solve
- Example DRF Indicator:  
*“Percentage of food businesses that comply with federal rules.”*
- Use *terminology* that is consistent and understood as well as *data* that is actually captured
  - For example, what is a “business”?

# Define the solution: Data

- Well-defined scope is necessary to knowing what data to use
- Need to **understand IT systems and their data** in order to evaluate what is *and* is not captured

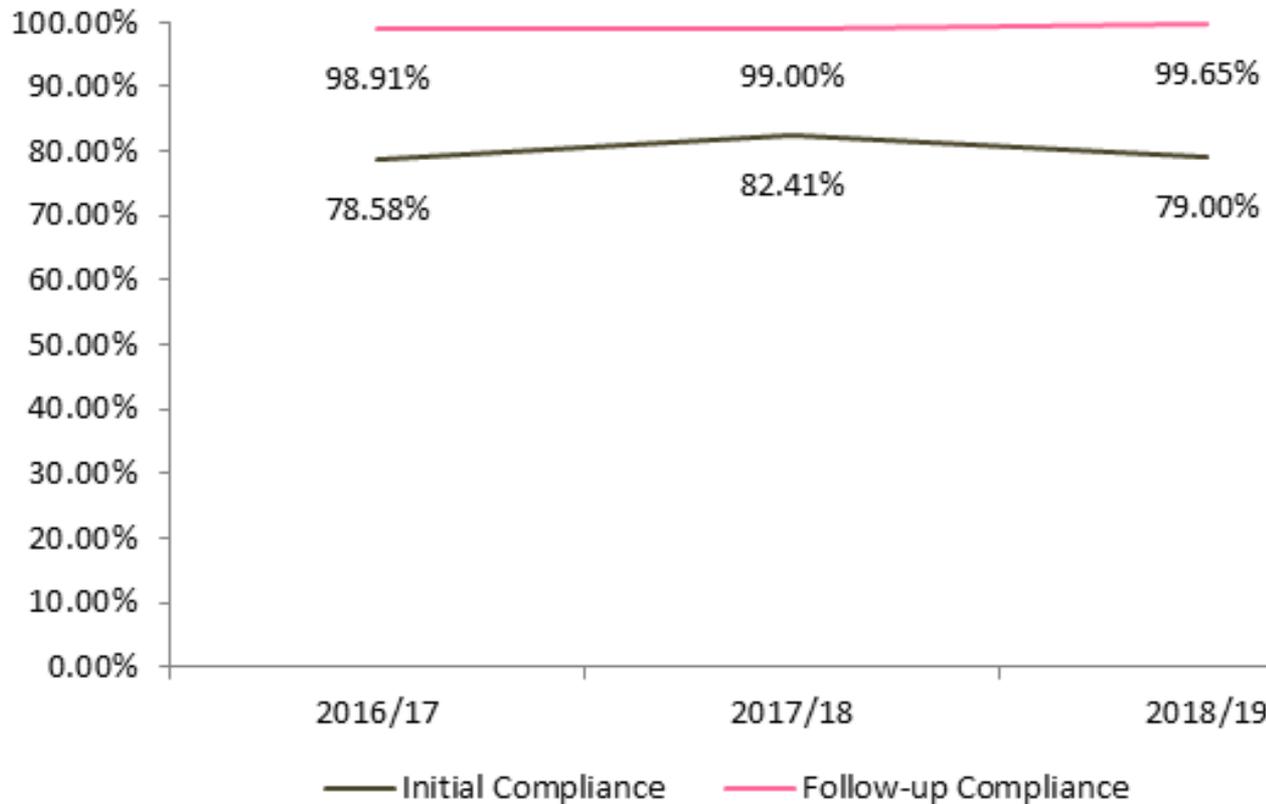
# Define the solution: Rules

- Define criteria related to which data sets we would use and why
- Establish business rules
  - Electronic data not manual collection
  - Assumptions
  - Methodology

# Model the data to tell the story

## Compliance Rate of Initial and Follow-up Reviews

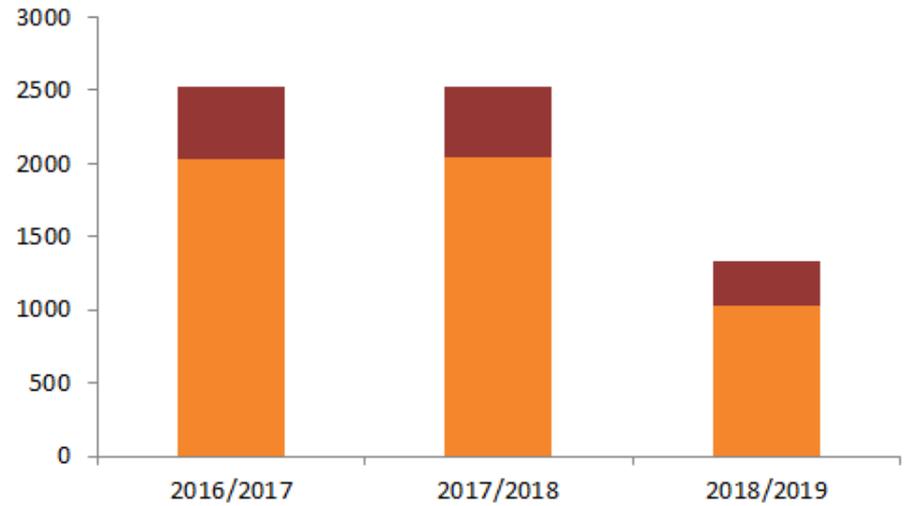
*Compliance is calculated as the number of reviews with no fails as a percentage of the total number of reviews*



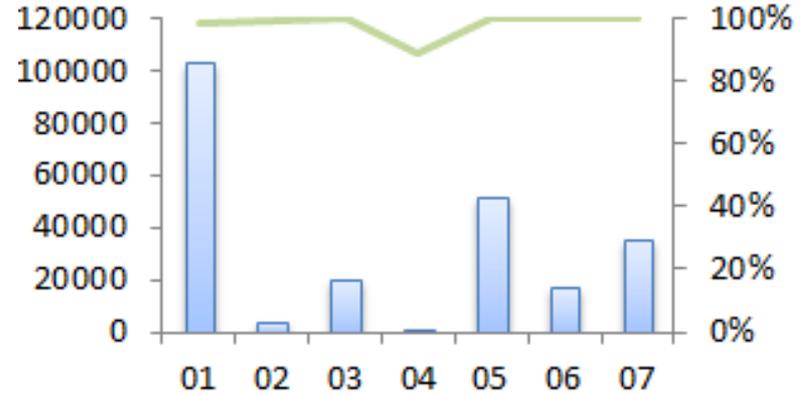
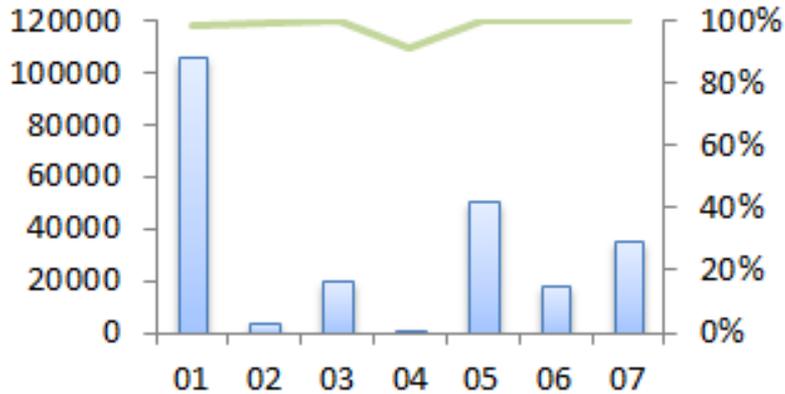
*Fictional data for demonstration purposes only*

Number of Inspections	2016/2017	2017/2018	2018/2019
Percentage of the year establishments are in compliance	78.58%	82.41%	79.00%
Compliance percentage achieved post Infraction	98.91%	99.00%	99.65%
Number of Infractions	2033	2041	1033
Number of Unique Establishments Inspected	484	487	302

*Fictional data for demonstration purposes only*

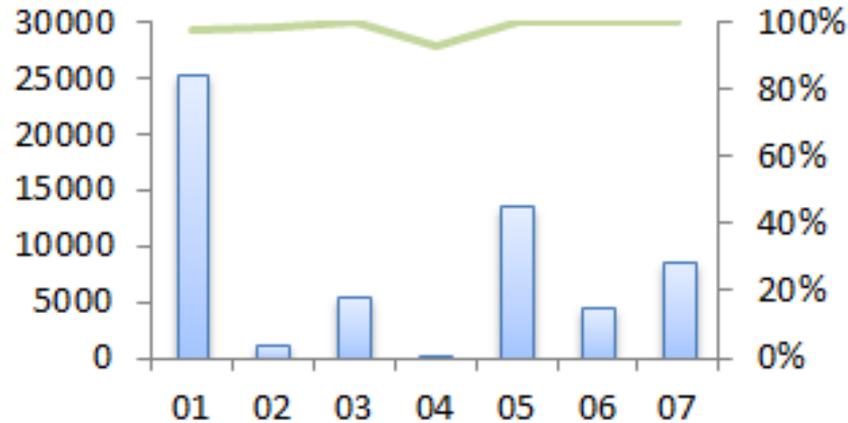


# Initial Review Data



2016-2017

2017-2018



2018-2019

*Fictional data for demonstration purposes only*

Elements Evaluated
  Compliance Rate

# Potential considerations

- Be prepared for potential technical considerations when defining the solution
  - Be comfortable making **assumptions** – data is not always perfect
  - Often **indirect logic** needs to be applied instead of direct logic

# Outcomes

- We have an approach and result that
  - we can **defend**
  - provokes **deeper questions** for continual improvement
  - finds **relationships** between data sets in other lines of business
  - is **consistent** across programs
  - eliminates **biases**

# Outcomes: where we are going next

- Automate and track trends
- Focus on data modeling and data quality
- Continually improve – performance measurement sets **a floor, not a ceiling** for what you can do

# Key messages

- Performance measurement makes business sense
- Policy on Results allows us to evaluate and improve how we do business
- Dig deeper: Indicators may not tell whole performance story
- Take the time to define the problem and the solution

# Q&A



# Your turn: activity

## GOING DEEP

*Getting more out of an indicator*

*% change in number of complaints received over 1 year*

*Use the boxes on your worksheet to record your thoughts and comments.*

*What supporting data points and relevant pieces of information would help explain this indicator?*



*We hope you will be willing to share your ideas and rationale.*

# Answer key



1. Source of complaints breakdown (industry, consumer, academia)
  2. Yearly trend in number of complaints
  3. Monthly trend in number of complaints over the past year
  4. Category of complaint breakdown (about a person or behaviour; about material/communication; about policy/regulation; etc.)
  5. % complaints responded to within service standards
  6. Percentage of complaints verified as legitimate
  7. Number of complaints that were not directed at organization
  8. Percentage of complaints that organization acted upon
  9. Breakdown of organization response actions (policy change; disciplinary action; compensation)
  10. Average time/resources required to respond to a complaint
  11. Percentage of complainants satisfied with response from organization
  12. Number of instances of multiple complaints from same person
  13. Level at which complaints were resolved (Minister, DM, sr. management, working level)
  14. Geographic distribution of source of complaints
  15. Cost estimate of responding to complaints
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# Connect with us

- We won't do your work but we would like to be your friend
- Connect with us on **GCcollab**