



A Brief History of the
Performance and Planning Exchange
(PPX)

1996 to 2016

By Peter J. Green



The name for the Performance and Planning Exchange was conceived in 1997 on a drive home from Twin Elm Rugby Park, following a rugby match and the imbibing of several libations on the part of its creator. The notion was to provide an opportunity for the exchange of knowledge and experience among those involved in planning and reporting.

The genesis of PPX requires a context.

Pre-PPX: 1986-1996

The realization that an organ for learning was needed followed five government-wide initiatives:

- ◆ Increased Ministerial Authority and Accountability (IMAA) (1986)
- ◆ Public Service 2000 (December 1989)
- ◆ Program Review – Getting Government Right (1989-93)
- ◆ Improved Reporting to Parliament (March 1996)
- ◆ Planning, Reporting and Accountability Structure (PRAS) (September 1996)

IMAA (1986)

In February 1986, the Mulroney Government introduced Increased Ministerial Authority and Accountability (IMAA), the second part of its public service reform initiative (the first being the Ministerial Task Force on Program Review of 1984). The IMAA program was optional. In return for increased authority over such things as contracting and classification, as well as reduced reporting requirements, a department had to enter into a Memorandum of Understanding (MOU) with the Treasury Board of Canada. The MOU was to specify objective program service targets and set performance measurements to evaluate how well the department fulfilled established goals. It was a move from transactional controls to agreed strategic objectives and results with enhanced accountability based on results achieved.

It was less than successful and short lived.

Program Review – Getting Government Right (1989-93)

Building on the IMAA experience, the government, in December 1989, introduced Public Service 2000, a process to reform and renew the public service by making it less rule-bound and more innovative. Like the IMAA, Public Service 2000 focused on achieving results and serving the public.

Major program cuts in the early 1990s weakened important administrative functions such as audit, evaluation, and human resource and financial management. These cuts were not results-based – that is, they were not based as much on performance information as they were on general ease of making one cut as opposed to another.

In the mid-1990s the government decided that further reform was necessary to improve departmental and ministerial accountability for making policies and delivering programs. The 1993 Program Review – Getting Government Right – determined that attention needed to be given to the overall standards of management within the federal government. There was also a need to develop mechanisms to assure parliamentarians and the Treasury Board that departments maintained Public Service values and achieved Business Plan objectives. The conclusion was that a government-wide management framework was required. As accountability of the government to Parliament was the cornerstone of democracy in Canada, it was incumbent that Parliament have relevant, accurate and timely information on its priorities, plans and performance if accountability was to be maintained.

The framework was intended to be evolutionary and dynamic. It would focus on strategic directions rather than on transactions: on results, not on process. Such a government-wide management framework would provide the key links between departmental plans, priorities, achievements and accountabilities and the overall strategic direction of the government. It would make departments clearly accountable to ministers for their stewardship of public resources, and ministers clearly accountable to Parliament and Canadians for their exercise of public trust. All of this formed the foundation of what was later to become the Planning, Reporting and Accountability Structure (PRAS).

The Improved Reporting to Parliament Project (1996)

In March 1996, the Improved Reporting to Parliament Project introduced, on a trial basis, innovations in the format of reports made to Parliament as part of the Estimates. Pilot projects were created to test replacing the existing departmental Part III documents, tabled with the Main Estimates; separate reports on departmental plans and priorities were to be tabled in the spring, followed by performance reports in the fall.

The following 16 departments agreed, as a pilot project, to report on the results they achieved for the fiscal year ending March 31, 1996:

Agriculture and Agri-food Canada
Atlantic Canada Opportunities Agency
Environment Canada
Fisheries and Oceans
Immigration and Refugee Board
Indian and Northern Affairs Canada
National Energy Board
National Parole Board

Natural Resources Canada
Revenue Canada
Royal Canadian Mounted Police
Statistics Canada
Status of Women Canada
Transport Canada
Treasury Board of Canada, Secretariat
Veterans Affairs Canada

Their individual Performance Reports were to provide information on the results actually obtained in serving Canadians and on the cost of serving them. These reports were expected to present information on past performance and to help parliamentarians assess departmental plans and priorities for upcoming fiscal years. In a results-oriented management environment, this kind of information is valuable for making decisions, improving services to clients and ensuring that the right kinds of programs are being delivered.

The performance measurement strategy involved three steps: identifying key expected results for departments and portfolios; improving measurement of performance and related costs; and improving reporting to Parliament. The President of the Treasury Board would table the individual performance reports in the House of Commons at the end of October.

In early 1996 the Departmental Results Accountability Directorate (DRA) of the Treasury Board (TBS) was given the responsibility of supporting the creation and coordinating the production of the 16 pilot Departmental Performance Reports (DPRs). Negative responses poured into TBS: *"What in G**s name is Managing for Results?"*... *"What is Results based Management?"* ... *"Don't expect my Minister or Deputy to report failures to achieve a result"* ... *"Do the MPs understand what this is all about?"* ... *"Anyway what is a result?"*

Most of the 16 organizations went hunting for experts in the consulting community, hoping that they could provide needed wisdom. The New Zealand High Commission was inundated with requests for copies of NZ studies, manuals and reports, as they were the first to "touch the water with their toes" in introducing results-based management. High Commissioner for Canada Maurice McTigue had, while a Minister in the New Zealand Government, been party to the changes their government introduced. He was to become one of our first PPX speakers.

Few in Ottawa, if any, knew much on the subject. In many instances, people were concerned about the political fallout of publicly stating the expected result of a program. Nobody was happy – except for those in the consulting community, where many saw it as "program evaluation heaven."

My staff and I in DRA had a growing concern that much of the wisdom being conveyed by consultants was weak and often wrong. In truth, we in DRA were not experts either and thus had little wisdom to offer. My office organized an all-day event where departmental officers who had been involved in preparing the pilot DPRs would sit with colleagues and identify strong and weak aspects of the 16 reports and the lessons they had learned. In advance of the event, and once the reports had been tabled in the House, each participant was sent four DPRs: a copy of their own report and three others. Tables were pre-set in the main hall of the Government Conference Centre so that all the participants received the same four reports, one of which would be their own. The result of the event would be an event report compiling all the conclusions reached at each table.

We invited members of the consulting community – despite the lack of universal support for this within TBS. My position was that, as the DPRs were now in the public domain, we were not dealing in state secrets and that it was critical that consultants understood what was being proposed.

The guest speaker was the Honorable Ron Duhamel Minister of Western Economic Diversification, who, as Parliamentary Secretary to Treasury Board President Marcel Masse, had handled the Improved Reporting to Parliament file through Parliament. I will always remember my heart stopping when Duhamel, who had a PhD in Education and had been Minister of Education in Manitoba, opened by asking the audience what they had learned during the morning and someone stood up and said: "Nothing." Fortunately, the responder went on to say that he learned something only after reading the three other reports and reflecting on their good and poor practices. The 1996 gathering, attended by well over 100 people, was considered a great success

In the year following the tabling of the 1998 DPRs, my office proposed a formal evaluation of these reports. We sought TBS support for the presentation of awards for best DPRs in a "large" and in a "small" department or agency. A large agency was an organization with more than 400 employees, while a small one had less. The choice of 400 was arbitrary. There were 81 DPRs in all – around 27 *large* and the rest *small*.

A set of criteria was developed and sent for review by the CCAF, OAG and the PPX Board members. We asked for volunteers from the DPR "community" to help in the evaluation. The volunteers were divided into two groups, and then sub-divided into three groups for the "large" and three for the "small." Each sub-group was assigned to evaluate the same DPRs, and copies were sent to each sub-group member. The volunteers were given two weeks to read and evaluate their assigned reports using the approved evaluation criteria. Evening meetings were set up at TBS over a series of evenings, with TBS paying for catered food. These meetings were held to whittle the assigned reports down to the best three. This resulted in nine *large* candidates and nine *small*. A further two meetings were held until the best three in each group were selected.

From the beginning, DRA's intent was to have a "Blue Ribbon" panel do the final evaluation with the winners announced at the 1999 PPX Symposium. Working with the Comptroller General and the Executive Director of the CCAF, three CCAF Board of Directors were chosen and given the six reports. However, the PPX was out-manuevered when the CCAF decided they would present the awards at their Ottawa Conference. At the awards, the PPX and all the volunteers were given passing credit for their work, but not for the creation of the concept.

The awards ceremony saw the RCMP winning for *large* and ACOA for *small*. On a positive note, the CCAF Conference audience came from across Canada and contained many shakers and movers from federal, provincial and municipal governments, and Peter Harder, the Treasury Board Secretary, made the presentation.

PRAS (1996)

Almost in parallel with the Improved Reporting to Parliament initiative, the Treasury Board approved the Planning, Reporting and Accountability Structure Policy (PRAS). The policy required all departments and agencies to submit a PRAS to the Treasury Board for approval. The PRAS was to form the basis or framework for descriptions of objectives, key results and financial information included in all expenditure management reports to the Board and to Parliament. Departments and agencies were to base their business plans, departmental plans, performance reports, and results commitments on the Business Line structure outlined in the PRAS. The same reporting structures used for internal management purposes formed the basis for all external reporting requirements. A PRAS was to be no longer than 10 to 15 pages in length, with one to two pages per Business Line.

Departments were told that developing a PRAS was not an exact science – that no single formula could be applied to each government department or program to arrive at the "right" structure. Instead, each structure was to reflect the priorities and management philosophy of the minister and departmental senior management, in keeping with the government's agenda and stakeholder needs. It was recognized that it was going to be a difficult task, and that the PRAS could only be a success if a deputy and the senior management team were involved.

This new requirement increased levels of anxiety within departments, and in many instances led to acrimony when ADMs were told that they would not be a distinct Business Line. Staff in many departments were at their wits end because their senior management saw the PRAS as just one more unnecessary Treasury Board requirement. As a result, strong messaging was sent from the Secretary of the Treasury Board to the heads of all departments and agencies.

During this period my staff and I had received many requests from departments for help, clarification of instructions, and reassurance that their PRAS would be acceptable. I recall walking into a room of generals and senior DND staff to discuss statements of

results. I had sent them a listing of "result type" (commitment) statements I had drawn from DND publications. They were hostile and slightly incredulous at first and then shamefaced when I showed them where they had made these public commitments in Part IIIs and Defence papers. There was silence when I asked them if they were ready to report against them. They did not realize the hole they had dug for themselves. This was typical.

DRA decided to hold weekly "open house" meetings at TBS where departments could come and ask questions and get "instant" answers from TBS "experts" (although some answers came a day or two later). These questions and answers went into a weekly newsletter we cheekily called *Performance Anxiety*. The newsletter included cartoons and attempts at humour. One of the best of these was the "Ten DPR Commandments," one of which was "Thou shalt steal thy neighbours best practices." *Performance Anxiety* received a great deal of attention – one Deputy Minister, at a DM breakfast, even congratulated the Secretary of the TBS on its novelty as a learning tool.

All of this further reinforced the need for learning events relating to results management, performance measurement and public reporting. The advisory group recommended that TBS consider periodic events where lessons learned and best/good practices could be disclosed and discussed using people from departments and the consultancies as speakers. I and my staff received permission to actively encourage and take leadership roles in organizing an educational program related to results management and to hold and pay for periodic workshop-type meetings.

The PPX Years

Pre-incorporation: 1996-2000

The success of the 1996 gathering for the Improved Reporting to Parliament Project triggered the notion that there should be periodic learning events. I initially turned to Steve Montague (PMN) and Tom Goss (Goss Gilroy Inc.) to help in the early formation of what would eventually become the PPX.

I did not want the PPX to be (solely) developed and centred on government (Treasury Board) values and thinking regarding results and performance measurement. I wanted private sector inputs and guidance to ensure that the broadest uptake and practical experiences and best practices would drive the formative PPX purposes and activities. I wanted to use their combined consulting lessons-learned and practical success stories to kick-start a more systematic approach to reaching and sharing such tools with more government departments, agencies and the like.

Concurrent to the Reporting to Parliament Project, Steve and Tom were concluding a four-year joint project sponsored by Industry Canada called the Technology Outreach Program (encompassing 18 leading technology centres of excellence). They had

worked closely together developing a hands-on performance-based management system (akin to an RBM) using measures of reach and direct impacts, both short and long term. The results scorecard from this program was by far the most effective tool ever developed to date for the federal government.

Steve was the leading proponent of performance measurement in federal government circles in the early 1990s. Tom gained his expertise at the same time, drawing on the knowledge of Goss Gilroy's Ed Hahn and Ron Corbeil, gurus of evaluation and performance measurement. They provided valued advice in forming what was to become the PPX, as well as in shaping learning programs. A number of other people from various departments, including Alexandre Daigle (KPMG) and Agnes Jelking (RCMP), also agreed to be advisors and join an informal advisory group.

The responsibility for managing the Reports on Plans and Priorities prepared by departments and agencies rested with Program Branch in TBS. However, when we invited the branch to become involved, it showed little interest – although this seemed to have more to do with internal politics than consideration of the benefits.

It was during this period that I came up with the name the Performance and Planning Exchange – with its serendipitous abbreviation, the PPX. I still had the hope that those responsible for the Reports on Plans and Priorities would join in the venture. During the winter of 1996-97, the advisory group proposed that my division of the DRA arrange an annual two-day symposium, where leaders from academia, business and other levels of national, provincial, state and municipal government would share their knowledge. It would be an event where best practices would be exposed and leading-edge thinking presented and discussed. It was during this planning that the vision of the PPX was born.

However, the TBS did not have money in its budget for the planned event. It might be able to pay for a few things, but any revenue generated would go directly to the Receiver General and would not be available for paying event expenses. So Steve Montague and his partner Suzanne Lafortune at PMN Inc. generously agreed to manage the symposium – with PMN keeping any profit the event might generate.

DRA invited plenary and workshop speakers with expertise in management by results and performance measurement, as well as reporting techniques. It was disconcerting to discover that, excluding those working in evaluation, there were no Canadian or American academics working in the area.

One of the first speakers was Jean-Pierre Boisclair of the CCAF, who elaborated on the main message from the CCAF's recent publication, *Accountability, Performance Reporting, Comprehensive Audit – An Integrated Perspective*. The CCAF was to support the PPX's endeavours for several years. Another was Member of Parliament Shaugnesey Cohen, who spoke candidly about the lack of interest on the part of MPs in

performance information, indicating that it was minimal at best. Speakers came from near and far: for example, Rideauwood Addiction and Family Services; the governments of Alberta and of Oregon (both early movers to results management); the National Quality Institute of Canada; and John Williams, MP and Chair of Public Accounts Committee.

Included in the material distributed at the first symposium was a letter from the PPX president, which captured the intent behind its creation:

The PPX concept was born out of the need to share knowledge, ideas, successes and failures, as well as concerns regarding results-based management as it was being introduced in the Canadian federal government. It was born out of the belief that the sharing should be open to all those interested in improving governance – be they public servants, private sector consultants, academics or members of the general public.

At the 1997 symposium we also received sage advice from Goss Gilroy's Ed Hahn, who said, "Grow slowly" and "Don't create expectations you can't deliver."

Following the second successful symposium, PMN decided that they could not continue managing the symposium, as it interfered with their regular business. We sent out a call to event organizers, and eventually settled on SCOAP (Society of Collaborative Opportunities and Advancement of Professionals), a Division of the CATA Alliance. However, in mid-April, while attending the annual CCAF conference in Montreal, I received word that SCOAP had decided to withdraw, as they forecasted losing money. SCOAP had selected consultant Ken Prevost to perform the work, and he indicated that he would continue but only if he received funds to cover immediate disbursements.

A meeting was quickly arranged in Montreal, with Peter Harder (Secretary), Alex Himmelfarb (Associate Secretary), Keith Coulter (Assistant Secretary), and myself. Both Harder and Himmelfarb insisted that the symposium go forward, arguing that TBS's reputation was at stake and that the PPX added considerable value to the government's furtherance of results-based management. The issue of where to get the funds was resolved through the immediate registration of 15 TBS employees (at \$695 per person) for the event using the TBS credit card. This infusion of cash enabled Ken Prevost to operate until other departments began to register their staff. There was a mad scramble to organize and market the symposium. The speakers and presenters had already been invited, including deputy ministers, Norman Spector, members of parliament, and public servants from Florida. In the end, thanks to Ken, the 1999 symposium was a profitable success (\$27,040.55).

This created another problem: what to do with the cash and in whose name to hold it. It certainly could not be held by TBS. This dilemma precipitated the decision by the "advisory group" that the PPX should be federally incorporated. After consultation with

lawyers from both the private sector and the Department of Justice (TBS), a PPX bank account was opened.

Incorporation of the PPX as a not-for-profit organization took more than a year. Because the future president and a board member of the PPX (Peter Green and Keith Coulter) were federal public servants and TBS staff, TBS lawyers had to review and consult on the incorporation. The President of the Treasury Board had to endorse its involvement. Furthermore, it was TBS's intention to actively support the PPX during its infancy through the use of TBS staff, service contracts and the funding of the translation of documents, power-point presentations, and speeches. Incorporation was obtained at last on March 6, 2000.

During this time as well, from October 1999 onwards, work had started on the creation of a PPX constitution and a set of by-laws. These were put into force with their passage at the 2000 PPX Annual General Meeting.

PPX Inc.: 2000-2016

Membership

Upon incorporation, the first PPX Board comprised Peter Green (TBS), Steve Montague (PMN), Tom Goss (Goss Gilroy), Sherril Minns (IC), Mark Schacter (Institute on Governance), Ivan Blake (EC), and Keith Coulter (TBS). Besides members of the advisory group and the PPX Board, a number of people in TBS and departments and agencies also played a vital role in the early success of PPX, namely Barry Leighton, Bram Deurloo, Vance Reavie, and Annik Beaudry.

Many PPX members have served as president of the PPX: Peter Green (TBS); Steve Montague (PMN); Lee McCormick (TBS); Art Stewart (CRA); and Brian Evans (EC). Co-presidents have included Steve Montague (PMN), Murray Kronick (Interis Consulting), Lori Watson (PWC Associates), and Dana-Mae Grainger (retired). Until November 2002, all PPX board meetings were held in TBS boardrooms.

The requirement to be a PPX member had first been introduced in 1998, with a fee of \$25.00. In 2002 the PPX Board debated the topic of membership. It was quickly decided that we did not want to be mired in the administrative quagmire of seeking annual membership dues. Thus, a motion was passed that membership would be for life. A symposium discount would be given to those who had attended previous symposia. Eventually, the Board decided to dismiss charging for membership.

Website

Early in its history, the PPX set about establishing its presence online. In February 2000, the PPX was granted temporary approval of the CA domain names, www.ppx.ca and www.ferp.ca. An early PPX Board decision was to locate a PPX website on a private sector server. Besides information on PPX events, the website would carry copies of presentations and speeches from PPX Learning Events and symposia.

Content, as much as possible, was to be in both French and English. (This was to become an issue later when the Commissioner of Official Languages tried to make a ruling as if the PPX were a federal body bound by the Official Languages Act.) The website would also include a section to advertise job opportunities.

However, the most important and widely used sections related to information resources. The site contained links to all Treasury Board policies, and these were heavily used, as it was easier and faster than going through the TB website portals. Co-op students in DRA conducted wide-ranging research to identify useful resources across Canada and in other countries and then create links to ppx.ca. These students also developed a database of "good/best practices." All of this made the site attractive to PPX members, departmental staff and, it was learned, people in other countries. It was also a valuable tool for identifying possible speakers and presenters. An example of this was the identification of the work being conducted by OPPAGA, Florida Public Accounts Office's in the Florida State government.

The PPX website offered the opportunity to advertise job opportunities in evaluation, performance measurement, planning, and related areas. Several departments took advantage, including the TBS's Planning, Performance and Reporting Sector. But the value of this type of advertising to the community was short-lived, as departments and agencies found that it did not attract many applications.

Another segment of the website was devoted to a calendar of events. TBS co-op students maintained a calendar of international conferences where performance measurement, public reporting, results-based management, planning and accountability were being discussed. This segment also included announcements of events being offered by the FMI, CES, CMA and other such Ottawa-based professional groups.

Symposia and Learning Events

Over the years, the PPX symposia have been held in various venues in Hull (now Gatineau) and Ottawa. The first three were at the Palais des Congres in Hull, the next at the Government Conference Centre, whose configuration of breakout rooms and dining proved unsuitable, then at the Ottawa Conference Centre, and since 2006 at the Ottawa Conference and Event Centre. The move to the latter venue was necessitated by a labour dispute at the Ottawa Conference Centre. The PPX was the first event held at the new venue.

The PPX made great effort throughout its history to invite leading disciples and practitioners of results-based management and performance measurement from around the world. Our invitations were well received, as those invited were intrigued by what we were hoping to accomplish and felt that they could contribute. It became easier to get speakers as time passed and the PPX symposia were seen as a productive, effective and successful venue. This was particularly true of deputy ministers and heads of agencies. Having supporters such as Alex Himmelfarb and Jean-Pierre Boisclair helped

During this first decade, our speakers constituted the “Who’s Who” of the results world. The appendices list plenary speakers and panel members, but not the hundreds of people who generously accepted to present at the symposia workshops and the periodic Learning Event presentations. (Sadly, symposium programs listings of the speakers for 1997, 1998 and 2009 have been lost.)

It was noted after the 2000 Symposium that many new faces had been in attendance. The evaluation comments of these attendees indicated the need for more basic information. Further investigation by the Board revealed considerable staff turnover in departmental and agency units preparing the DPRs, leading to its decision to offer "Results 101" tutorials on the day prior to symposiums.

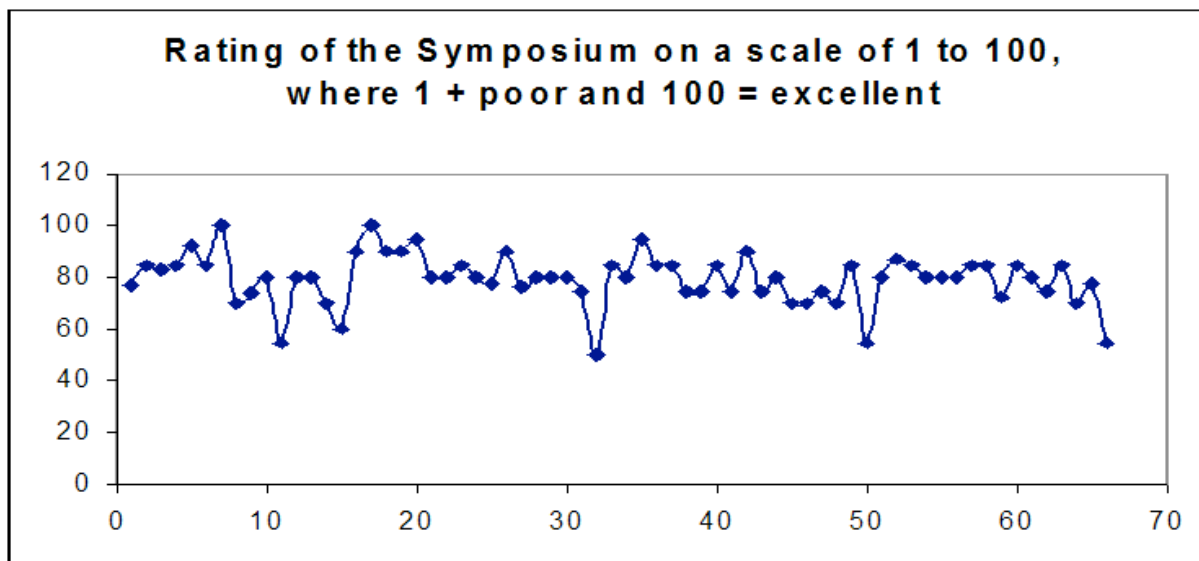
A further incentive for the tutorials was the incursion of several training organizations from the US and Toronto into Ottawa, where they were offering one-, two- or three-day courses on performance measurement, results management and various derivatives. The courses were very expensive and, in the opinion of the PPX Board, the speakers were not leaders or experts in the area.

It became easier each year to invite speakers when they learned who had spoken previously. It also became easier to find presenters for both symposium workshops and the learning events program offered throughout the year. It provided public servants and others the opportunity to showcase their good practices, methodologies, processes and achievements. Increasingly, people were contacting PPX Board members offering to participate.

The longevity of the PPX is the result of offering learning opportunities that are cutting edge and practical. Great credit goes to the hundreds of people who volunteered to make presentations and participate at symposia and the periodic Learning Events offered each year.

At each symposium and Learning Event, attendees are asked to complete an evaluation form. These evaluations are very important, providing guidance for future events.

Results are tabulated and graphed, and some items compared from year to year. Comments added to the evaluation are also valuable, and have led to the Board making many changes.



2004 Symposium rating on overall quality; 66 respondents gave an average rating of 79.5% compared with 84.84% in 2006, 76.95 in 2005 79.5% in 2004 and 76.16% in 2003.

The PPX is not in business to make money. The symposia are anticipated to, at worst, break even, but hopefully be profitable. Learning Events are variable and frequently run at a loss. Any profits from the symposia are to be used to offset any losses. It was the Board's view that the symposia should subsidize the Learning Events Program, if necessary.

The following list shows examples of Learning Events offered in the early years, from 2002-2003, and from 2005-2006:

September 2002	Integrated Management Frameworks: An Approach
October 2002	Result-based Management: Building the Crosswalk between the Various Approaches
November 2002	Integrated Management Frameworks: PWGSC a Case Study
December 2002	Managing for Results: Transition Models
January 2003	CCAF: Reporting Principles: Taking Public Performance Reporting to a New Level
February 2003 (in French only)	L'imputabilité dans un contexte de gestion horizontale
February 2003	Implementing Integrated Risk Management: A Key Management Initiative to Achieving Modern Comptrollership
March 2003	Integration of RMAFs and RBAFs: The Overall Approach
April 2003	Integrated Management Framework Case Studies: AAFC and TC
November 2005	Results Based Management: Principles, Problems and Promising Practices
December 2005	Creating, Integrating and Using the MRRS and MAF: Departments and Agencies Bare It All

On a few occasions, the PPX entered into a profit sharing agreement with presenters rather than paying a guaranteed honourarium. In one instance, the agreement with Queen's University Professor Tony Dimnik netted the PPX \$3,023.93. On several occasions Learning Events were joint ventures with other groups, such as the Ottawa chapters of the Canadian Evaluation Society, the Financial Management Institute, and the Canadian Management Association.

In April 2002, the PPX was asked to collaborate in the series of Armchair Discussions that the CCMD held on the theme of Modern Comptrollership. It formed alliances with the Canadian Association of Management Consultants (CAMC) and such public service groups as the Leadership Network and the Middle Management Network. This led to PPX co-hosting a one-day learning event on modern comptrollership in January 2003 with the Leadership Network and Fonctionnaires Sans Frontières (FSF).

Probably the most successful Learning Event was *Making Change Personal: Why We Don't Know What We Know*, given by David Ulrich. The event attracted over 120 people in November 2003. All agreed that it had been a memorable experience.

Communications and Promotion

Communication and marketing have presented significant challenges. Members provide their e-mail addresses at the time of registration, but these prove useless when members move, and few notify the PPX of their new address. Marketing of the first two symposia was accomplished by communicating with DPR representatives in departments and agencies and asking them to "spread the word." The creation of the PPX Website also helped spread the word, but only to those who knew of its existence. We knew that federal public servants beyond Ottawa knew nothing about the PPX and its offerings. We had been unsuccessful in gaining the attention of provincial public servants and the Federation of Canadian Municipalities.

During the PPX's first decade, most PPX material explicitly referred to its collaboration with the Treasury Board Secretariat. This was important, as it gave the fledgling organization added legitimacy both within the federal public service and in the eyes of those we hoped would speak or make workshop presentations. The close relationship and intimate involvement of TBS staff added credence to announcements and communications.

At the end of 1999 the Board hired a designer to create a distinctive logo. The logo over the years has been modified three times. It has appeared on letterhead, banners, and symposium "goodies" such as totes, mugs, note pads, pens and post-its. The use of the logo has aided significantly in establishing the PPX "brand."



In 2004 the Board decided to actively increase awareness of the PPX in departments and agencies. PPX sent a letter to Treasury Board President Reg Alcock, seeking his support. (He later spoke at two symposia). A second letter was sent to deputy ministers and agency heads, which resulted in the designation of more than 20 official department and agency contacts for PPX at the director level and above. A third letter was sent to the executive directors of the provincial Federal Council Secretariats, seeking their support in distributing PPX information in their regions. Only Nova Scotia responded.

The organizational contacts extended the reach of PPX in the National Capital area by, among other things, facilitating the delivery of hard and soft copy promotional material on Learning Events and the annual symposium, identifying best practices for promotion by PPX, and providing ideas for future PPX events. A breakfast meeting was held at the Ottawa Congress Centre to brief many of these contacts on their role.

When Ken Prevost became executive director in 1999, he proposed that we should seek sponsorship for the PPX, our Learning Events, and particularly the symposia. The Board mandated him to seek out sponsors for the symposium. In 2001, five sponsors – Cognos, Panorama, DMR Consulting, TBS, and Hyperion – together contributed \$9,500.00 in symposium revenue.

In 2006 in an effort to swell the bank account, the Board decided to seek corporate sponsors to pay an annual fee to be recognized in PPX communications, Atlantic Canada Opportunities.

Agency, Environment Canada, Parks Canada, CIDA, Canada Firearms Centre, Canadian Heritage, Western Economic Diversification Canada, Goss Gilroy, Anthony Macauley Associates, and Raymond Chabot Grant Thornton Consulting Inc. received recognition.

In 2001 the PPX Board formed committees on Education, Research and Development, Planning and Promotion, and Collaboration and Alliances. Membership of the committees was drawn from a broad range of departments and agencies, with one member coming from Moncton, N.B.

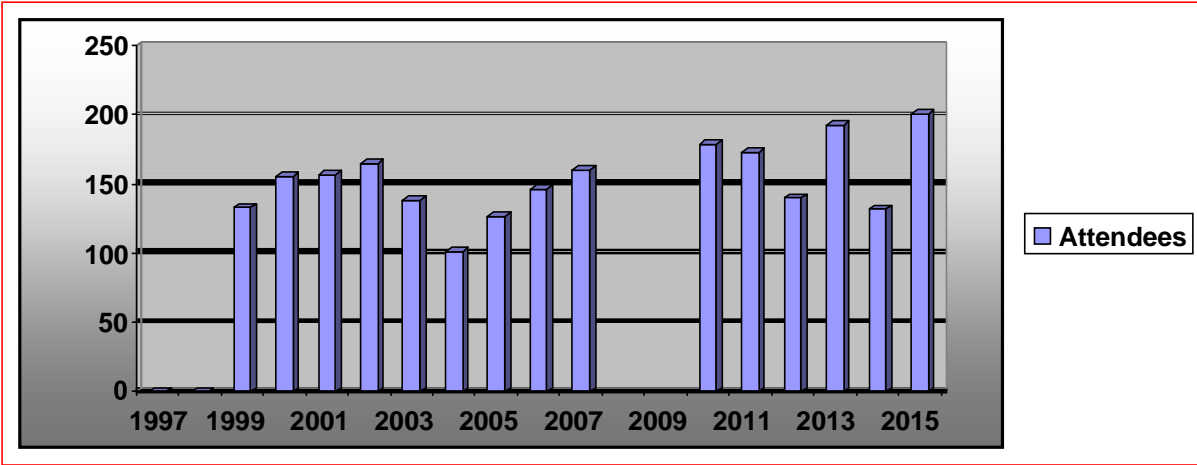
In 2002, the Board approved the establishment of a research budget of \$10,000 to \$20,000, and requested that the R & D Committee explore alternative and matching sources of research funding to support this initiative. The committee's initial research project was on the impact of organizational culture on performance measurement and horizontal management initiatives. The research questions generated by this project were expected to provide a platform for future research. Ten thousand dollars were paid for the research work.

Les Pal, a public policy professor at Carleton University, put together the research proposal/paper in 2002 and presented the research findings at the 2003 Annual Symposium. The research paper was published on the PPX Website and copies were given to CCMD. It was noted that the paper would be subject to a PPX copyright. The results were sent to Optimum, the IT training consultancy at Cranfield University for publication, and the Auditor General indicated that they might wish to publish and distribute the paper.

In 2006, the PPX Board decided to reach out to all Canadian Universities offering programs in Public Administration. The concept was to have a student paper competition on Management by Results, with a prize of \$500 plus travel/hotel costs of the winner's travel to Ottawa to present their paper at the annual symposium. Students were encouraged to write about results, accountability or performance. However, only very few schools responded, and the few that did declined. This reinforced the Board's observation that public administration programs did not reflect current trends.

During 2008 and 2009, the Board undertook projects to upgrade its website and to begin publishing briefs on work being done in departments and agencies. The decision was to proceed with the design work required for the briefs and to bring two briefs to fruition with a budget not to exceed \$4,000. The briefs, written by the organization and edited and translated at PPX's expense, would be posted to the new PPX website. The briefs were aimed at public sector servants and consultants.

Number of PPX Members Attending Symposia



Note: The numbers for 1997, 1998, 2008 and 2009 are lost.

TBS continued to support the PPX financially until 2003, with a service contract of \$10,000 for mounting the annual symposium and Learning Events. Since 2009, however, PPX's special relationship with TBS has declined, changing from proactive to reactive, and the TBS's use of the PPX as a vehicle for dissemination of information and instruction has diminished.

Appendices

- A Annual Symposium Themes**
- B Government of Canada**
- C Other Levels of Canadian Government**
- D Canadian Academics**
- E Canadian NGOs**
- F International Governments**
- G International Academics**
- H International NGOs**
- I Members of Panel Discussions**

Appendix A – Annual Symposium Themes

Year	Theme
1997	
1998	
1999	Integrating Performance Management: Overcoming Challenges and Lessons Learned"
2000	Leadership for Results
2001	Building a New Results Agenda for Canada
2002	Governance for Results: Confronting Critical Issues
2003	Embedding a Results-based Management Culture: Moving Modern Management Forward
2004	Results-based Management: A Decade In Building upon Experience – Our Own and Others
2005	Results-based Management: Learning from Others – The Great Exchange
2006	Results-based Management: Transparency and Accountability – It All Began with Improving Public Reporting in Canada
2007	Managing for Results: The Foundation of Planning and Reporting
2008	Creating a Results Culture: What We Can Learn from Others
2009	
2100	Getting Results: Perspectives, Pressures and Passion.
2011	Using Results to Manage
2012	From a Compliance Mindset to a Performance Culture
2013	Planning for Performance throughout the Business Cycle
2014	Getting to More Effective Government
2015	Planning and Performance: Getting It Right

Appendix B – Government of Canada

Symposium	Title of Talk	Speaker	Title, Organization & Note of Interest
1		Barry Lacombe	Assistant Secretary, Expenditure Management Sector, Treasury Board of Canada, Secretariat
2	My Views	Shaughnessy Cohen	MP Windsor – St. Clair
2	The Small Agency Experience	Marian L Robson	Chair, Canadian Transportation Agency
3		Joseph Volpe	Member of Parliament & Chair of Standing Committee on Health
3	Measuring-up	Peter Estey	Vice-President, ACOA
3	The Challenges	Scott Serson	Deputy Minister, Indian and Northern Affairs Canada
4	Results for Canadians	Frank Claydon	Secretary, Treasury Board
4	Creating a Results Environment	Scott Serson	Chairman, Public Service Commission
4	Impact of Public Reporting on Results in the RPPs and DPRs	Andy Scott	MP
4	Impact of Public Reporting on Results in the RPPs and DPRs	Carolyn Bennett	MP
4	Doing It Horizontally	Bob Hoeg	Executive Director, Nova Scotia Federal Council Secretariat
4	Luncheon	Michael Horgan	President, Atlantic Canada Opportunities Agency
4	Shifting Culture and Performance Reporting	Maria Barrados	Assistant Auditor General, Auditor General of Canada
5	Building the Results Agenda	Carol Swan	Associate Secretary, Treasury Board of Canada Secretariat
5	What One Department Has Learned in Creating a Results Based Organization	Allan Winberg	Assistant Deputy Minister, Human Resources Development Canada
5	Inserting Results into a Reform Agenda	Michael Nurse	Associate Deputy Minister, Public Works and Government Services Canada
5	Future Directions	Keith Coulter	Assistant Secretary, Planning, Performance and Reporting Sector, Treasury Board of Canada Secretariat
5	Putting a Framework to Work	Diane Ganshorn	Prairie Farm Rehabilitation

			Administration, Agriculture and Agri-Food Canada, Regina
5	Horizontal Management: Team Canada Inc. Experience	Richard Pageau	Director General, Trade and Operations Branch, and Executive Member of Team Canada Inc. Management Board, Industry Canada
5	Planning the Government Agenda	Janice Charette	Assistant Secretary, Priorities and Planning, Privy Council Office
5	What We Saw and What We Liked	Sheila Fraser	Interim Auditor General of Canada
6	Horizontal Management: Coordination of Federal Activities in the Regions of Canada	Judith Moses	Assistant Deputy Minister, Office of the Deputy Minister, Intergovernmental Affairs, Privy Council Office
6	Results for Sustainability	David McGuinty	President and Chief Executive Officer, Prime Minister's National Round Table on the Environment and the Economy
6	Electronic Reporting	Reg Alcock	MP
7	What Needs to Be changed	Ruth Dantzer	Associate Secretary, Treasury Board of Canada, Secretariat
7	A Success Story	Johanne Gelinias	Commissioner of the Environment and Sustainable Development, Office of the Auditor General of Canada
7	Human Resources Reform Contributes to Embedding Results-based Management	Stephen Baker	Executive Director, Planning, Reporting and Information, Human Resources Management Office, Treasury Board of Canada, Secretariat
7	Changing for Results	Lucie McClung	Commissioner, Correctional Services Canada
7	A Decade of Change in Defence	Vice-Admiral (ret.d) Gary L. Garnett	Former Vice Chief of Defence Staff, National Defence
7	Modernizing Accountability in the Public Service	Maria Barrados	Assistant Auditor General, Office of the Auditor General of Canada
8		Bruce Deacon	Assistant Deputy Minister, Corporate Management, Agriculture and Agri-Food Canada
8	People, Money, Information and Risk: Expectations for Sound Management	Alan Winberg	Senior Visiting Fellow, Canada School of Public Service
9		Ruth Dantzer	Associate Secretary, Treasury Board of Canada, Secretariat
9	Solving the Performance Riddle: A New Rubik's Cube for the 21st Century?	Bruce Manion	Assistant Deputy Minister, Planning and Corporate Affairs, Canadian Heritage
9	Comptrollership	Charles-Antoine St-Jean	Comptroller General of Canada, TBS

9	How We Manage	Francois Guimont	Associate Deputy Minister, Public Works and Government Services
10	Managing for Results in the Government's Expenditures Management System	David Moloney	Assistant Secretary, Expenditure Management Sector, Treasury Board of Canada, Secretariat
11	Change Is Happening	Jamshed Merchant	Assistant Secretary, Climate Change Review and Sustainable Development, Treasury Board of Canada, Secretariat
12	Creating an Evaluative Culture	Maureen O'Neil	President, International Development Research Centre (IDRC)
	The Three Pillars of Public Management: Secrets of Sustained Success	Ole Ingstrup	Former Commissioner, Corrections Canada
14		Anita Biguzs	Associate Secretary, Treasury Board of Canada Secretariat
14	External Governance of Internal Audit: The Keystone to a Learning Agency	Alain Jolicoeur	Former Chair, Audit Committee, World Customs Organization; DM and President, Canada Border Service Agency; DM, DINA; Deputy Commissioner, CRA; Associate DM, National Revenue; and Deputy Secretary, Treasury Board of Canada Secretariat
15	Challenges to Using Results for Management and Accountability in Canada	Kevin Page	Parliamentary Budget Officer, Library of Parliament
15		David Enns	Deputy Assistant Secretary, Expenditure Management, Treasury Board of Canada Secretariat
16		Grant Westcott	Chief Operating Officer, Shared Services Canada
16	The Role of the Public Accounts Committee	David Christopherson	Federal Public Accounts Chair – MP for Hamilton Centre
17	Parliamentary Review of Government Spending	Bill Matthews	Assistant Secretary, Expenditure Management, Treasury Board of Canada Secretariat
17	Open and Transparent Government: Does It Improve Performance Or Not?	Kevin Page	Parliamentary Budget Officer, Library of Parliament
17	Performance Measurement from the Perspective of a Deputy Minister	Bill Baker	Former Commissioner and CEO, Canada Revenue Agency
17	Managing for Results with Imperfect Measures	Maria Barrados	Former President, Public Service Commission
18	Key Note	Daniel Watson	Chief Human Resources Officer, Government of Canada
18	The Management, Resources and Results Structure and Evolution of Resource Allocation and	Sally Thornton	Deputy Assistant Secretary, Expenditure Management Sector, Treasury Board of Canada Secretariat

	Accountability Frameworks		
18	The Role of the Auditor General of Canada	Michael Ferguson	Auditor General of Canada
19	Building Relationships Between Policy, Planning and Performance	Anne Scotton	Chief Audit and Evaluation Executive, Aboriginal Affairs and Northern Development Canada
19	Veterans 2020: Using Strategic Planning to Bolster Service Excellence for Canada's Veterans	Walter John Natynczyk	Deputy Minister, Veterans Affairs Canada
19	Strengthening Performance Measurement and Reporting	Brian Pagan	Assistant Secretary, Expenditure Management, Treasury Board Secretariat
		Julie Gelfand	Commissioner of the Environment and Sustainable Development, Office of the Auditor General of Canada

Appendix C – Other Levels of Canadian Government

Symposium	Title of Talk	Speaker	Title, Organization & Note of Interest
5	Performance Measurement in Other Jurisdictions: Marching Onward	Jon W. Singleton	Provincial Auditor, Government of Manitoba
9		Rita Dionne-Marsolais	Députée de Rosemont, Parti Québécois; President, Public Administration Committee, Government of Quebec
9	Moving Forward in Ontario: Public Accountability through Results-based Management	Peggy Mooney	Assistant Deputy Minister, Program Management and Estimates, Management Board, Government of Ontario
10	Ontario Government's Results Teams	Barbara Adams	Performance Measurement and Evaluation, Business Planning and Expenditure Management, Treasury Board Office, Finance, Government of Ontario
		Tai Huynh	Health Results Team on Information Management, Ministry of Health and Long-Term Care Government of Ontario
12	Measuring Up: Alberta's Results Culture	Murray Lyle	Executive Director, Performance Planning and Reporting, Treasury Board, Government of Alberta
14	Adapting to a Results-based Management Framework	Marie-Claude Francoeur	Assistant Deputy Minister, Policy and Analysis, Department of International Relations, Government of Quebec
15		Jeff Kucharski	Assistant Deputy Minister International Energy Policy, Intergovernmental Relations and Energy Strategy, Alberta Department of Energy
15		Raelynn Douglas	Director, Performance Management Branch, Saskatchewan Ministry of Finance
16	Organizational Challenges in the Transition to a Performance-Oriented Culture	Marie-Claude Francoeur	Assistant Deputy Minister, Policy and Analysis, Department of International Relations, Government of Quebec
16	Enterprise Risk Management Audit Report	Malcolm Gaston	Assistant Auditor General, British Columbia
18	New Brunswick's Public Service: Pursuing Performance Excellence	Jane Washburn	Chief of Strategy Management, Government of New Brunswick

Appendix D – Canadian Academics

Symposium	Title of talk	Speaker	Title, Organization & Note of Interest
4	SUFA: The Way Ahead	Susan Phillips	Coordinator of the PhD Program in Public Policy and Associate Professor, Carleton University
4	ABC and Results	Tony Dimnik	Director, Queen's Executive MBA, Queen's School of Business
5	What Will Happen if We Don't Focus upon Results for Canadians	Arthur Kroeger	Chancellor Carleton University
6	Managing Hearts and Minds: Organizational Culture and Performance Measurement	Leslie A. Pal & Tatyana Teplova <i>(First PPX funded research project)</i>	Director of School of Public Policy and Administration, Carleton University
6		Denis Desautels	Executive Director, Centre on Governance, Ottawa University
7	Meta-Strategies of Change: the Secret to Successful Change Leadership	Mike Miles	School of Management, University of Ottawa
7	Whither Change? How to Face the 21 st Century after Enron and September 11	Omar Aktouf	Professor Department of Management, HEC Montreal
8	Control, Trust, Performance and Accountability in Government: Some Speculations on the Future	Paul Thomas	Duff Roblin Professor of Government at the University of Manitoba
8	The Challenges of Learning through Measuring and Evaluating Performance	Jacques Bourgault	Université du Québec à Montréal / ENAP
9	Result-based Management and Public service Accountability after Gomery	Peter Aucoin	Eric Dennis Memorial Professor of Government and Political Science, Dalhousie University
9	Managing Government Third Party Tensions in RBM: The Emerging Case of the Social Economy	Edward T. Jackson	Chair, Carleton Centre for Community Innovation, and Associate Professor, School of Public Policy and Administration, Carleton University
9	Accountability: Fear and Loathing	Andrew Graham	School of Policy Studies, Queens University
10		Christopher Waddell	Associate Professor, Carty Chair in Business and Financial Journalism, School of Journalism and Communication, Carleton University

10		David Zussman	Jarislowsky Chair in Public Service Management, School of Management, University of Ottawa
10		James C. McDavid	Professor and Co-director, Local Government Institute, School of Public Administration, University of Victoria
10	People, Service and Trust: Exploring the Public Sector Service Value Chain	Ralph Heintzman	Senior Research Fellow, Faculty of Social Sciences, University of Ottawa
11	Bringing Public Services to Public Account: An Insider's View of Reform in the UK	Wendy Thomson CBE	Director of the School of Social Work, McGill University (Prior to this she was the Prime Minister's Chief Adviser, Office of Public Service Reform, UK.)
11	Quebec's Experience in Administrative Reform: The Public Administrative Act	Louis Côté	Director of the Observatory of Public Administration, Ecole nationale d'administration publique, Université du Québec
11	The Federal Accountability Act: If You Get What You Aim For, Do You Lose What You Don't?	S. L. (Sharon) Sutherland	Visiting Professor, School of Political Studies, University of Ottawa
12	What Makes Evaluation Useful? A Concept Mapping Study	Brad Cousins	Faculty of Education, University of Ottawa / Faculté d'Éducation, Université d'Ottawa
13	Civil Society, Democracy, and Development	Barbara Wake Carrol	Professor Emeritus, Department of Political Science, McMaster University; and Adjunct Professor, Brock University
14	Impacts of Trends in Media on Public Interest in Government Performance	Christopher Waddell	Carty Chair in Business and Financial Journalism, Carleton University
14	The Cult of Accountability: The Limits and Risks of our Current Model	Alex Himelfarb	Director, Glendon School of Public and International Affairs, York University
14		Swee Goh	Interis Research Fellow and Professor, Telfer School of Management, University of Ottawa
14		Gilles Paquet	Professor Emeritus, Telfer School of Management, University of Ottawa
14		Greg Richards	Professor of Performance Management, Telfer School of Management, University of Ottawa
17	Developing Program Efficiency Indicators: Alternative Perspectives and Strategic Issues	Evert Lindquist	Professor of Public Administration, University of Victoria

Appendix E – Canadian NGOs

Symposium	Title of Talk	Speaker	Title, Organization & Note of Interest
	Leadership for Results	Otto Brodrick	Consultant
2	Is Anyone Interested in Results?	Graham Fraser	<i>Toronto Star</i>
2	How Results Are Essential to Good Governance	Tim Plumbtre	Managing Director, Institute on Governance
3	Evaluating Outcomes in Nonprofit Human Services	R. Paul Welch	Executive Director, Rideauwood Addiction and Family Services, Ottawa
3	Do People Pay Attention?	Norman Spector	Past Secretary to the Cabinet for Federal-Provincial Relations, Brian Mulroney's Chief of Staff, Ambassador to Israel, President of the Atlantic Canada Opportunities Agency, and <i>Globe & Mail</i> Columnist
4	What the CCAF Has Learned about the Contribution of Public Performance Reporting to Results-based Management	Jean-Pierre Boisclair	President, Canadian Comprehensive Auditing Foundation
4	Impact of Public Reporting on Results in the RPPs and DPRs	Hugh Windsor	<i>Globe and Mail</i>
6	Impact of e-Government on Governance	Donald Lenihan	Director, Centre for Collaborative Government
6	Impact of Results on Personal Performance	Lawrence Strong	Former President of Unilever Canada and past-Chair of the Advisory Committee on Senior Level Retention and Compensation
7	Embedding a Results-based Management Culture /Moving Modern Management Forward	Ian Mumford	Executive Vice President, Operations at Canadian Blood Services
7	Barriers to Modern Management	Susan Galley	Vice President, EKOS Research Associates Inc.
8	Improved Reporting to Parliament Study Results	Jim Thomas	Institute of Public Administration of Canada
9	Public Performance Reporting	John Hodgins	Chair of the Canadian Institute of Chartered Accountants, Public Performance Reporting Framework Task Force
9	Improving the Quality of Public Services in Canada: A Best Practice Case Study	Charles Vincent	Institute for Citizen-Centred Services (ICCS)
9	Performance Reporting in the Private Sector: CICA's Disclosure Framework for Management's	Alan Willis	Project Director, Knowledge Development, Canadian Institute of

	Discussion and Analysis		Chartered Accountants
11	Trashing Results-based Management, or Throwing out the Baby with the Bath Water	Mark Schacter	Schacter Consulting
11	Canadian Public Service in the 21st Century	Jodi White	President, Public Policy Forum
15	Key note	Barbara MacInnes	President & CEO, Community Foundation of Ottawa
15		Peter Goodhand	President & CEO, Canadian Cancer Society
15	Challenges to Using Results for management and accountability in Canada	Dan Gardner	<i>Ottawa Citizen</i>
15	Challenges to using results for Management and Accountability in Canada	Christine Elliot	Former Ontario MPP
16		Grant Westcott	Chief Operating Officer, Shared Services Canada
16	Creating a Measurably Better Community: How United Way Ottawa's Focus on Results Drives its Community Investments	Michael Allen	President and CEO, United Way Ottawa
17	Understanding Public Opinion: Key to Successful Planning and Performance Management	Nik Nanos	President and CEO, Nanos Research
19	Shopping for Votes	Susan Delacourt	<i>Toronto Star</i>

Appendix F – International Governments

Symposium	Title of Talk	Speaker	Title, Organization & Note of Interest
3	Florida Government's Accountability Report: Understanding and Using Accountability Ratings	John Turcotte	OPPAGA, Florida Public Accounts Office
5	What Has the US Learned?	Christopher J. Mihm	Associate Director US General Accounting Office
10	Improving the Performance of Federal Programs: The Program Assessment Rating Tool (PART)	Jennifer Gera	Human Resource Programs, Health Division, Executive Office of the President of the United States
11	Speaking Truth to Power: The Art and Science of Communicating with Key Government Stakeholders	Kathy McGuire	Deputy Director, Florida Office of Program Policy Analysis and Government Accountability (OPPAGA)
12		Brian Etheridge	Director, Civil Service Capability Group, Cabinet Office, UK Government
12		Bernice Steinhardt	Director, Government-wide Management & Strategic Issues, US Government Accountability Office,
14		Mary Craig	Deputy Commissioner, Corporate Services, Inland Revenue, Government of New Zealand
14	Impacts of Trends in Media on Public Interest in Government Performance	Shelley Metzenbaum	Associate Director, Performance and Personnel Management, Office of Management and Budget, Executive Office of the President, Government of the United States
18	Defining Good Government: The Michigan Story	Stuart Campbell	Department Specialist – Performance Management, Department of Technology Management and Budget, Office of Good Government, Government of Michigan

Appendix G – International Academics

Symposium	Title of talk	Speaker	Title, Organization & Note of Interest
2	Performance Management: The Achilles Heel of Administrative Reform	B. Guy Peters	Maurice Falk Professor of American Government, University of Pittsburgh
2	New Zealand Experience	Maurice McTigue	Former New Zealand Cabinet Minister & High Commissioner to Canada, and Distinguished Visiting Scholar, Mercauter Centre George Mason University
4	Beyond Measurement: Managing for Results in State Government	Patricia Wallace Ingraham	Distinguished Professor of Public Administration, Maxwell School, Syracuse University
4	Results-based Leadership	Norman Smallwood	Ross School of Management, University of Michigan, and co-founder of RBL Group with Dave Ulrich
6		Andy Neely	Director of the Centre for Business Performance, and Professor of Operations Strategy and Performance, Cranfield School of Management, UK
8	Results-based Leadership	David Ulrich	Rensis Likert Professor, Ross School of Business, University of Michigan
8	The Limits to Performance-based Accountability	Alasdair Roberts	Director, Campbell Public Affairs Institute, The Maxwell School of Syracuse University
10	Measuring to Comply or Measuring to Perform?	Shelley H. Metzenbaum	Director, Performance Management Project, Kennedy School of Government, and Visiting Professor, University of Maryland School of Public Affairs
11	The Spirit of Public Administration	George Frederickson	Edwin Stene Distinguished Professor of Public Administration, University of Kansas.
11	E-Reporting: Strengthening Democratic Accountability – E-Reporting: Back to the Future	Mordecai Lee	Professor of Government Affairs, University of Wisconsin-Milwaukee
12	Keynote Lecture on Regulatory and Enforcement Strategy, Security and Risk Control	Malcolm K. Sparrow	Professor of Practice of Public Management, Program in Criminal Justice Policy and Management, Malcolm Wiener Center for Social Policy, Harvard University
13	Driving Government Performance: Leadership Strategies that Produce Results	Robert D. Behn	Kennedy School of Government, Harvard University

Appendix H – International NGOs

Symposium	Title of Talk	Speaker	Title, Organization & Note of Interest
4	Collecting, Communicating and Using Performance Information: The Role Of Information Technology	Howard Rohm	U.S. Foundation for Performance Measurement
10	Lip Service or Real Service? Emerging Developments in Results-based Management	H. P. Hatry	Principal Research Associate and Director of the Public Management Program for The Urban Institute
12	Designing and Building Results-based Monitoring and Evaluation Systems	Ray Rist	World Bank and professorships at Johns Hopkins, Cornell, and George Washington Universities
13		Christopher Wye	Director of the Center for Improving Government Performance, and Director of the Performance Consortium, US National Academy of Public Administration

Appendix I – Members of Panel Discussions

Symposium	Title	Panel Members
4	Impact of Public Reporting on Results in the RPPs and DPRs	Chair: David Zussman, President, Public Policy Forum Panel: Carolyn Bennett, MP, House of Commons; The Hon. Andy Scott, MP, House of Commons; Graham Fraser, National Affairs Writer, Toronto Star
4	Planning for Results	Chair: Keith Coulter, Assistant Secretary, Treasury Board Secretariat Panel: Paul Gauvin, Deputy Commissioner, RCMP; Rod Monette, Assistant Secretary, TBS; Hau Sing Tse, Vice-President, CIDA; Mary Zamparo, Corporate Comptroller, Industry Canada
5	What Canada's Learned and Why Canada Has Become a Leader: Proud But Not Complacent	Chair: Carolyn Farquhar, Conference Board of Canada Panel: John Mayne Office of the Auditor General; Lee McCormack, TBS; Steve Montague, Performance Management Network
5	What We Expect!	Chair: Donald Lenihan, Director Centre for Collaborative Government Panel: Reg Alcock, MP; John Williams, MP; Carolyn Bennett, MP
7	Making Change Happen	Moderator: Alan Winberg, Senior Visiting Fellow, Public Management, CCMD Panel: Françoise Raynauld, Secretary, NAFTA Secretariat, Canadian Section; Paul Gauvin Deputy Commissioner, Corporate Management & Comptrollership, Royal Canadian Mounted Police; Ian Mumford, Executive Vice-President, Operations, Canadian Blood Services
8	Expenditure Review Committee and Program Activity Architecture	Chair: Mike Joyce, Assistant Secretary, Treasury Board of Canada, Secretariat Panel: Kevin Page Executive Director, Treasury Board of Canada, Secretariat; David McGovern Executive Director Special Coordinating, Treasury Board of Canada
8	Why Is the Media Not Interested in Government Success Stories?	Media Panel Discussion: Christopher Dornan, Director, School of Journalism and Communication, Carleton University; Susan Harada, Assistant Professor, School of Journalism and Communication, Carleton University; Allan Thompson, Assistant Professor, School of Journalism and Communication, Carleton University
10	The Roles of Audit and Evaluation in Providing Assurance to Canadians	Chair: Steve Montague, Partner, Performance Management Network Members: Robert Hamilton, Director General, Audit and Evaluation, Fisheries and Oceans Canada; Elizabeth Murphy-Walsh, Director General, Internal Audit and Risk Management Services, Human Resources and Skills Development Canada; Allan Culham, Inspector General, Foreign Affairs Canada and International Trade Canada
10	Issues Related to Transparency, Accountability, RBM and Public Reporting	Chair: Alan Winberg, Executive Director Indian Claims Commission Panel: Bruce Manion, Assistant Deputy Minister, Planning and Corporate Affairs, Canadian Heritage; Donald Di Salle Vice-President Corporate Services, National Research Council; Sherril

		Minns A/Vice President Finance and Corporate Services, Atlantic Canada Opportunities Agency; Andrew Treusch, Assistant Deputy Minister, Strategic Policy and Planning, Human Resources and Skills Development Canada
11	Has There Been Progress?	Panel of Members of Parliament Moderator: Michael Eastman, Executive Director, CCAF Panel: John Williams, MP(C); Shawn Murphy, MP (L); Jean-Yves Laforest, MP (BQ)
12	Risk, Innovation and Control: Web of Rules	Chair: Lee McCormack, Director of Research, CCAF Members: Marie-France D'Auray-Boult, Director General Performance and Knowledge Management, Canadian International Development Agency; Joe Wild, Executive Director Strategic Policy, Corporate Priorities, Planning and Policies Renewal Sector, Treasury Board Secretariat; Richard Smith, Assistant Auditor General, Strategic Planning and Professional Practices
12	Panel of ADMs: Two Years Later and What Has Changed with Transparency, Accountability, RBM and Public Reporting	Chair: Alan Winberg Members: Bruce Manion, Assistant Deputy Minister, Planning and Corporate Affairs, Canadian Heritage; Donald Di Salle, Vice-President Corporate Services, National Research Council; Sherril Minns, Vice President Finance and Corporate Services, Atlantic Canada Opportunities Agency; Andrew Treusch, Executive Director, Competition Policy Review Panel Secretariat, Industry Canada
14	Perspectives on Balance Reporting	Chair: Michael van Aanhout, President, Stratos Inc. Members: Duff Conacher, Democracy Watch Coordinator; Campbell Clark, <i>Globe and Mail</i> Political Reporter; Marlene Catterall, former MP and Chief Government Whip
14	Getting Results: Perspectives, Pressures and Passion	Chair: Jean-Pierre Boisclair, Vice President, Conference Board of Canada Members: Mary Craig, Deputy Commissioner, Corporate Services, Inland Revenue, Government of New Zealand; Shelley Metzenbaum, Office of Management and Budget, Executive Office of the President, Government of the United States; Alister Smith, Assistant Secretary, Expenditure Management, Treasury Board of Canada Secretariat
16	Barriers to Cultural Change in the Public Service	Panel: Wendy Thomson, Director and Professor, School of Social Work, McGill University; John Kamensky, Senior Fellow, IBM Center for the Business of Government; Paul Thomas, Professor Emeritus in Political Studies, University of Manitoba
16	Be It Resolved That RBM Is Still Relevant in Government	Moderator: Toby Fyfe, Editor-in-Chief, Canadian Government Executive Executive: Ian Lee, Assistant Professor, Strategic Management and International Business, Sprott School of Business; Gilles Paquet, Professor Emeritus, Telfer School of Management; Art Stewart, Treasury Board Secretariat (retired); Sue Milks, A/Director General, Corporate Planning, Performance, and Risk Management, DFO
16	The Need for Evidence-Based Information	Alister Smith, Associate Secretary, Treasury Board of Canada Secretariat; Wendy Feldman, IPAC Director of Research Neil Maxwell, Assistant Auditor General
18	Blueprint 2020: More of the Same, or a Bona Fide Change for the Future?	Moderator: Toby Fyfe, Editor, Canadian Government Executive Magazine Members: Ken Rasmussen, Professor, University of Regina, Graduate School of Public Policy; Rob Shepherd, Associate Professor, School of Public Policy and Administration, Carleton University; Kathy Brock, Professor in the School of Policy Studies

		and Department of Political Studies, Queen's University Lori Turnbull, Associate Professor of Political Science and Canadian Studies, Dalhousie University
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