



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Canada

The Treasury Board of Canada's Policy on Results

Progress and prospects

May 16th, 2018

Introduction

Since the Policy on Results (the *Policy*) came into effect on July 1st, 2016, government departments have worked with the Treasury Board of Canada Secretariat (TBS) to implement the Policy by transforming their systems and processes.

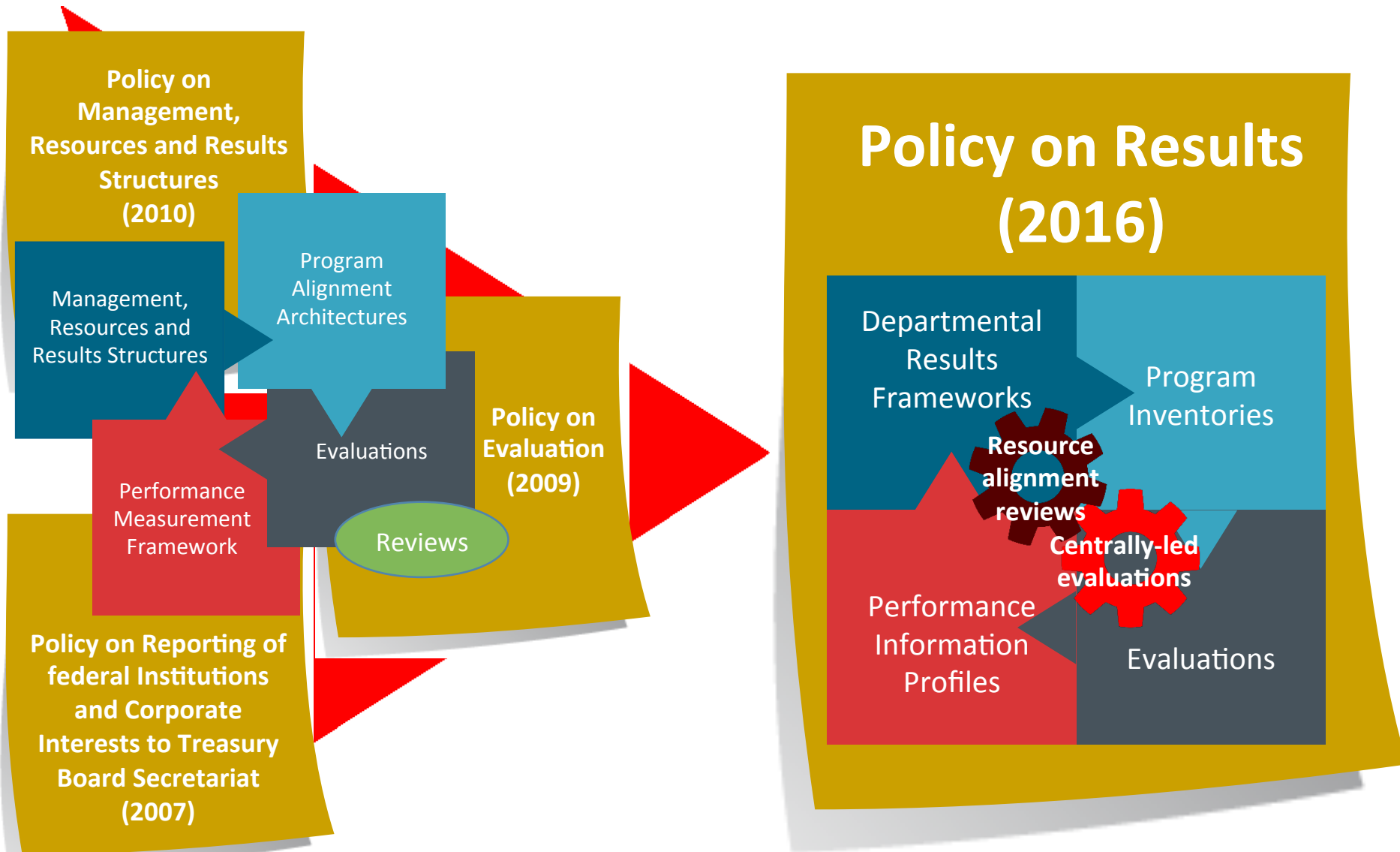
The purpose of this presentation is to:



Provide an overview of the *Policy* implementation to date

Identify how the *Policy* can contribute to a strengthened culture of performance measurement, evaluation and innovation in program and policy design and delivery

Before and after the *Policy on Results*



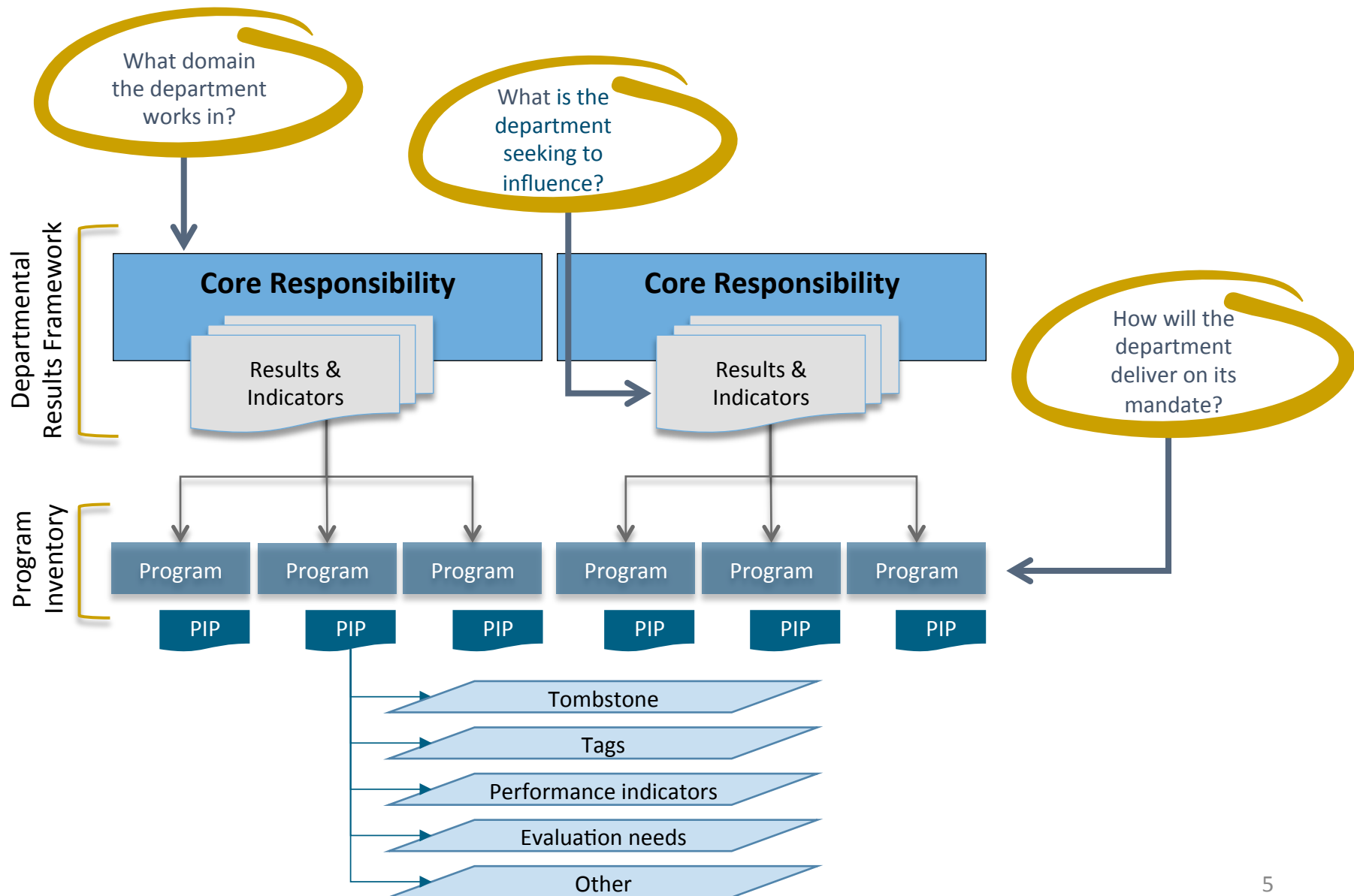
The *Policy* and performance measurement

The *Policy* introduced new structures, governance, roles, processes and expectations for planning, performance measurement, evaluation and reporting.

Three new tools were developed to enhance planning, performance measurement and reporting: Program Inventories (PIs), Departmental Results Frameworks (DRFs) and Performance Information Profiles (PIPs).

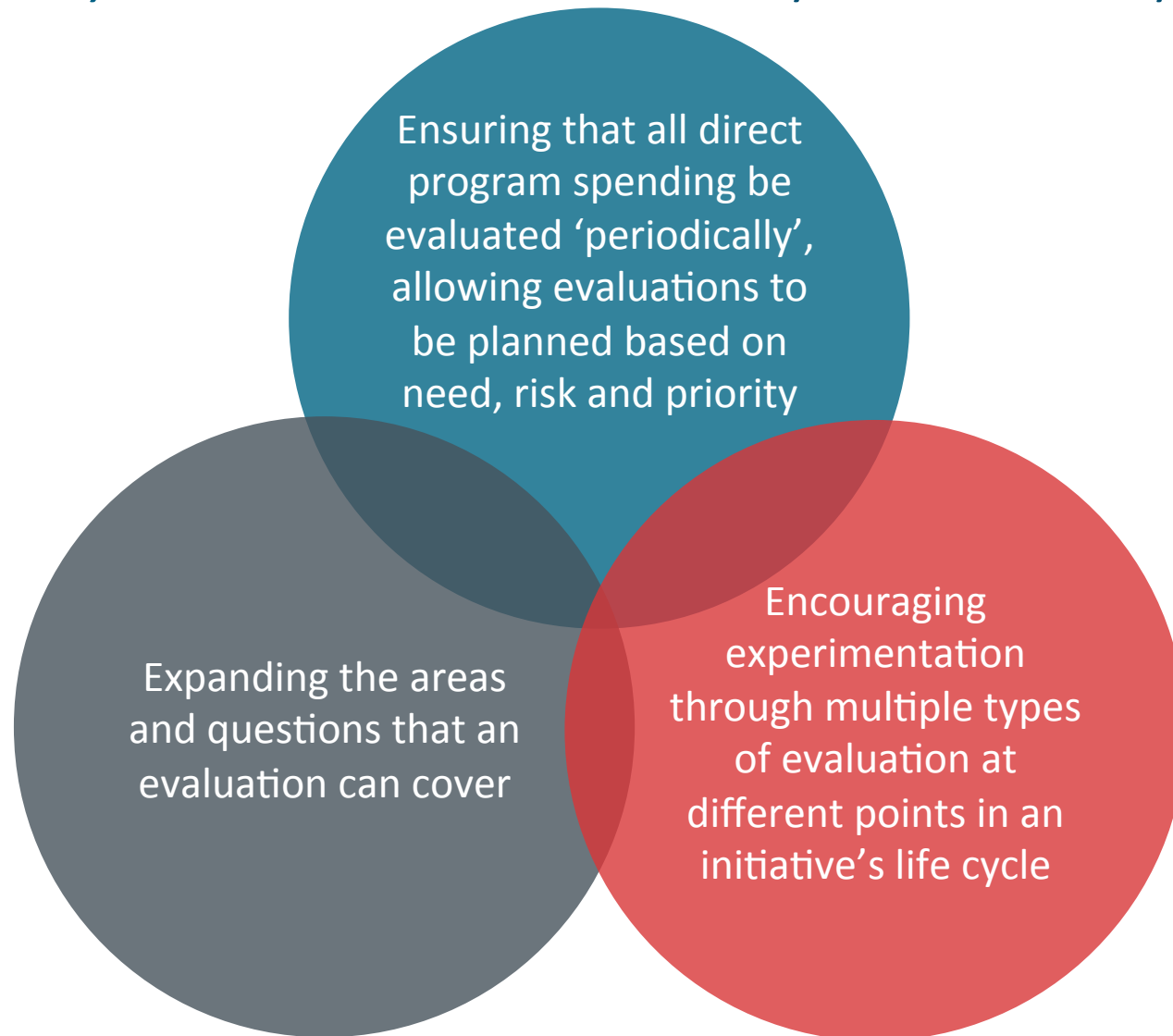


DRF, PI and PIPs



The *Policy* and evaluation

The *Policy* also introduced more flexibility in evaluation by:



Structures and processes in place

Emphasized

Importance of performance measurement and evaluation

- Created a defined role for a **Head of Performance Measurement (HoPM)**
- Establishing competencies for **HoPMs, Heads of Evaluation (HoEs)** and evaluators

Fostered

Use of performance information and collaboration across functions

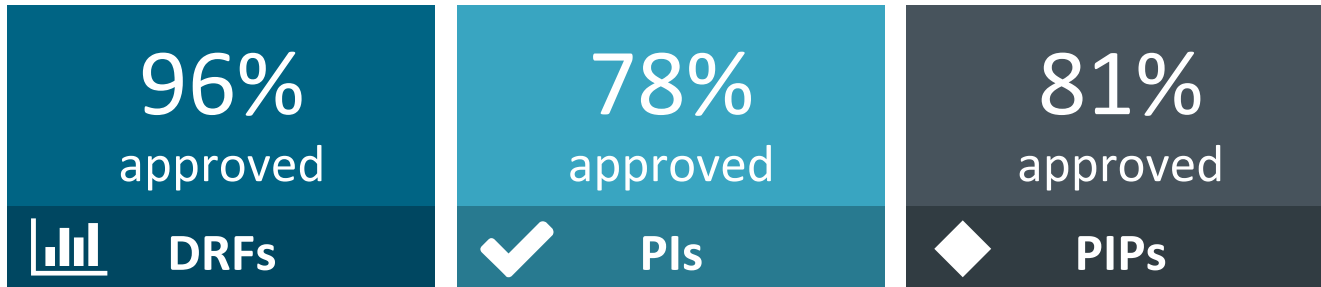
- Established relationships of mutual assistance among these key players
- Required all to come together at a **Performance Measurement and Evaluation Committee (PMEC)** for a more complete performance perspective that supports decision making, accountability and reporting

Defined

Clear roles and responsibilities

- Tasked **PMECs, HoPMs** and **HoEs** with clear responsibilities vis-à-vis performance measurement and evaluation

Measuring progress



- ✓ Departments have transitioned from Departmental Evaluation Committees to PMECs.
- ✓ Planned evaluation coverage has been publicly released.
- ✓ Departmental-level performance information previously contained in Reports on Plans and Priorities and Departmental Performance Reports has been transitioned to Departmental Plans (DPs) and Departmental Results Reports (DRRs), respectively.

Using results information



Public reporting



**Monitoring and
management**



**Canadians &
Parliament**

Help provide an understanding of how money is spent and help to hold the government to account

**Deputy
heads of
departments**

Provide information on what is working and what needs to be improved

**Program
managers**

Help monitor and manage programs

**Central
agencies**

Help to make decisions on allocating resources to departments

Major early impacts



The requirement for Ministers to present DRFs for TBS approval has raised the profile of the results agenda across government

1



PIs have allowed departments to provide a more accurate model of how they organize their work

2



DRFs have allowed DPs and DRRs to provide clearer, more concise and meaningful performance information

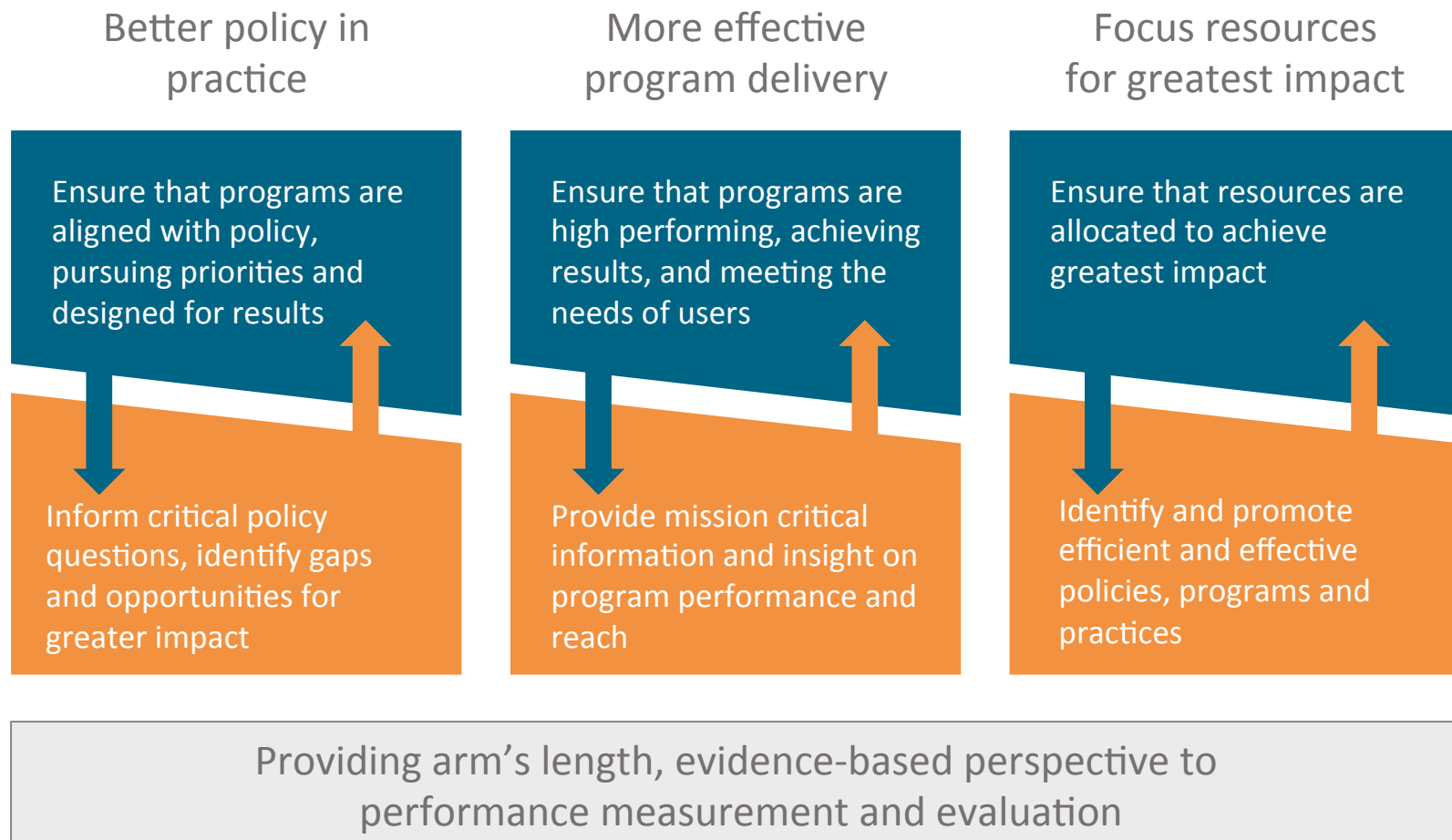
3



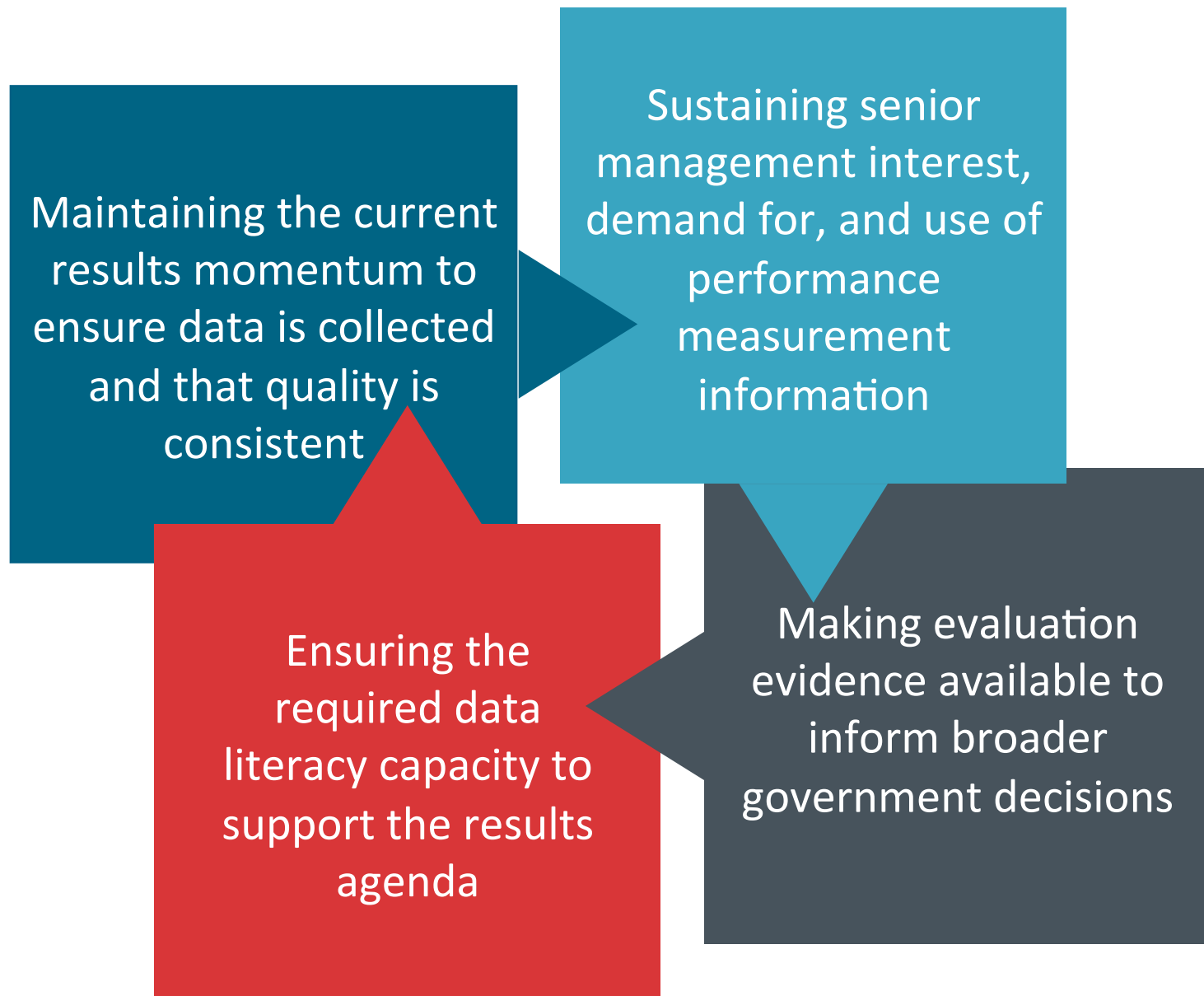
Information has been consolidated into GC InfoBase, an interactive data-visualization tool on government spending

4

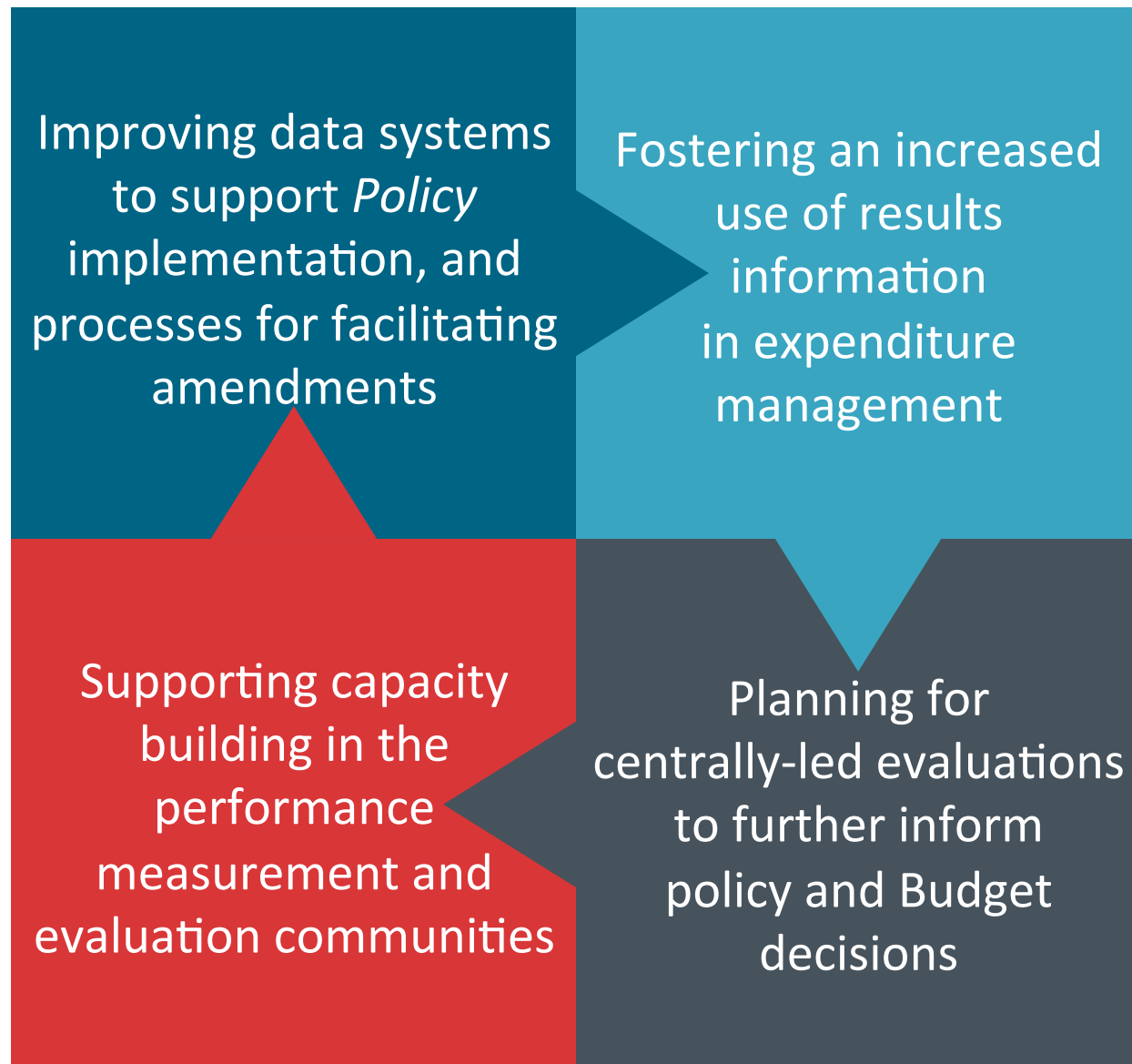
What we are trying to do



Current challenges



The way forward



On centrally-led evaluations and resource alignment reviews

> Planning for centrally-led evaluations

- Additional arms-length perspective
- Greater experimentation and the testing to support ongoing evaluation and reviews
- Performance measurement evolution through work with partners and the development of analytical tools

1

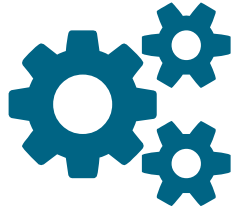
> Continuing work on resource alignment reviews

- Departmental reviews
- Horizontal reviews

2

Working towards performance budgeting

Key takeaways



Policy
implementation
has progressed
with most
departments
having the
necessary
structures and
processes in
place



A renewed
focus on
performance
measurement
and evaluation
will allow the
government to
more clearly
convey its
performance
story to
Canadians



By more
accurately and
consistently
assessing the
impacts of its
programs, the
government will
be able to better
align its
resources with
Canadians'
priorities



Clearly
communicating
departmental
activities, results
and level of
success will
enhance the
transparency
and clarity of
reporting to
Parliament

Questions?





Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Canada

Annex

Departmental Results Frameworks (DRFs)

DRFs lay out what departments do (Core Responsibilities), what they are trying to achieve (Departmental Results), and how they are going to assess progress (Departmental Results Indicators).

- Each Core Responsibility stems from a department's mandate.
- Departmental Results are the changes the department seeks to influence or achieve for Canadians in carrying out each Core Responsibility.
- Departmental Results Indicators are used to measure the degree to which Departmental Results are being realized.

DRFs speak to a department's responsibilities, what the department is trying to achieve, and how results will be measured.

Program Inventories (PIs)

PIs identify a department's programs, describe how resources will contribute to Core Responsibilities in the DRF, and support reporting through GC InfoBase. A PI identifies:

- Programs aligned to Core Responsibilities.
- Program Officials for each program.
- Linkage tags (metadata) to Departmental Results and the whole-of-government framework.
- Descriptive tags (metadata).
- Outcome(s) and indicator(s) to be used for public reporting.

PIs speak to how a department is making the required changes.

Performance Information Profiles (PIPs)

PIPs are management tools to coordinate the various performance information requirements of programs. A PIP provides:

- A program description.
- Information on the program's outputs, outcomes and related indicators.
- Program evaluation needs.
- Key information related to the program's performance (e.g., on horizontal initiatives, approved evaluations, etc.).

PIPs speak to what information the department needs to track and monitor in managing and reporting on program performance.

Current review approach

Results-focused



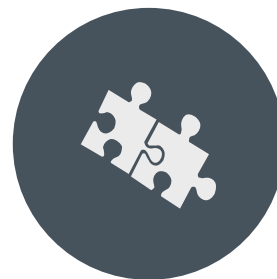
Targeted

Select a small number (3-5) of departments each year to limit burden and focus on best opportunities (program delivery issues, transformation and new priorities)



Horizontal Reviews

Started in 2017, capture cross-cutting opportunities to deliver results against the government's agenda



Minimize Overlap

Manage overlap between departmental and horizontal reviews



Fiscal Management

Realign existing program spending to government priorities and support fiscal discipline

Other definitions

Program Official:

- Responsible for establishing, implementing and maintaining a program's PIP, including ensuring data collection for it.

Performance Measurement and Evaluation Committee (PMEC):

- A committee of senior officials, chaired by the Deputy Head, which oversees departmental performance measurement and evaluation.

Program:

- Individual or groups of services, activities or combinations thereof that are managed together within a department and focus on a specific set of outputs, outcomes or service levels.

Head of Performance Measurement (HoPM):

- An official in each department responsible for developing the PI and overseeing PIPs. Must demonstrate in his or her work competencies set by TBS.