

NRC-CNRC



NRC's DRF Implementation

PPX Community of Practice Learning Event
March 22, 2018



National Research
Council Canada

Conseil national de
recherches Canada

Canada

The NRC at a glance

Three key roles:

Business innovation

Federal policy mandates

Advancing knowledge

- 3,700 scientists, engineers, technicians, and other specialists, including 255 SME technology advisors
- Manages 178 buildings (equivalent to 354 NHL hockey rinks) in 72 locations
- \$1B annual expenditure (2016/17) including \$271M in funding for SMEs



Last year we worked with

- **11,000** SMEs (advice - including Concierge)
- **3,400** SMEs (funding)
- **1,000** companies (R&D collaborations)
- **152** hospitals
- **72** colleges and universities
- **34** federal departments
- **39** provincial/municipal governments
- **36** countries

Our approach to the DRF

- Consideration was given to:
 - Previous PAA structure and challenges encountered
 - Internal discussions and consultations on performance measurement
 - Integrated elements of NRC's business – continuum of activities that are not discrete
- Participation in ISED Working Group:
 - Shared approaches across organizations
 - Developed common definitions where relevant
 - Leveraged TBS interactions for benefit of entire portfolio
 - Alignment of Results and Indicators

NRC's DRF

Science & Innovation

Grow and enhance the prosperity of Canada through: undertaking, assisting and promoting innovation-driven research and development (R&D); advancing fundamental science and Canada's global research excellence; providing government, business and research communities with access to scientific and technological infrastructure, services and information; and supporting Canada's skilled workforce and capabilities in science and innovation.

Scientific & technological knowledge advances

- Citation score of NRC-generated publications relative to world average
- Number of unique intellectual assets (e.g., patents, disclosures, publications) generated by NRC research leaders
- Percentage of the NRC workforce made up of underrepresented groups relative to Canadian average labour market availability in Science, Technology, Engineering and Mathematics

Innovative businesses grow

- Percentage revenue growth of firms engaged with NRC (research and development-engaged firms, IRAP-engaged firms)
- Percentage growth in Canada's science and technology related jobs through NRC supported firms (research and development-engaged firms, IRAP-engaged firms)
- Firm investment in NRC research and development services and scientific and technological infrastructure

Evidence-based solutions inform decisions in Government priority areas

- NRC investment in collaborative work with other federal government departments in Government priority areas
- Number of scientific and other publications (e.g., technical papers, committee proceedings, reports) generated by NRC research leaders in Government priority areas

Program Inventory of 21 Programs

(Research Centres, IRAP, other Gs&Cs, National Science Library, 4 Enabling Functions)

Leveraging the DRF

- DRF is one piece of a larger Performance Measurement Framework (PMF) initiative
- PMF will support NRC's narrative of success by:
 - Using consistent and meaningful language and indicators
 - Incenting the right behaviours and organizational practices
 - Simplifying and increasing transparency of results reporting
- Quarterly reports will be structured around the 3 Departmental Results as well as a foundational Result of "Enabling our Success"
- Reports will be a blend of quantitative and qualitative information, as available

Next steps in implementation

- Address challenges encountered post-TB approval
 - Adjust language of indicators for staff understanding – must simplify prior to communicating
 - Update DRF content and structure to reflect current environment – flexibility needed to respond to shifting priorities
- Flesh out additional performance measures for NRC – complementary activity-level indicators that track pathway to Results
- Developing reporting tools for implementation and evolution through 2018-19