



# **Linking Results and Financial Information to Build a Culture of Results at Fisheries and Oceans Canada**

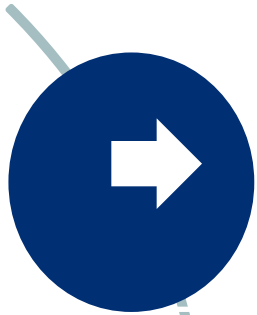
**2019 PPX Symposium**

**May 15, 2019**

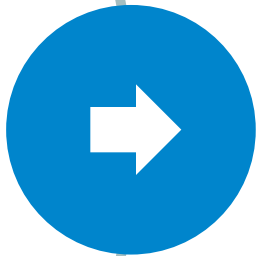
**Chris Boughton and Carl Boisvert**



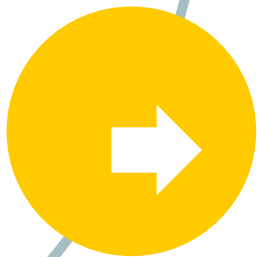
## Objectives of the Presentation



Discuss how different directorates in Fisheries and Oceans Canada are working together to improve the understanding of results achieved and resources used to achieve them



Introduce two DFO projects advancing this work:  
1) Linking financials and results information and  
2) Results Reviews

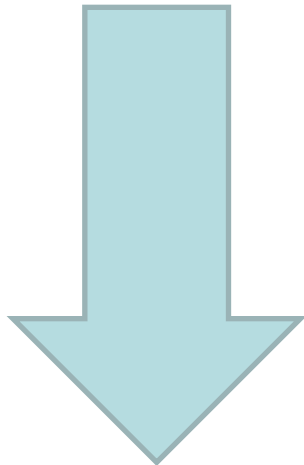


Hear from other departments about what they are doing in this regard

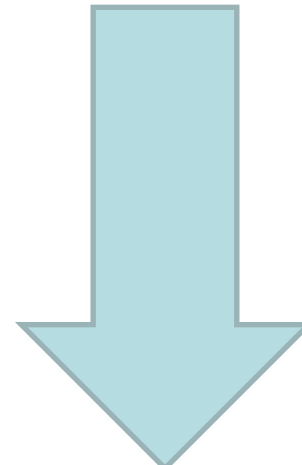


# Introduction

**Fisheries and Oceans Canada – Chief Financial Officer Sector**



Planning, Results and  
Evaluation Directorate –  
Results Division



Budget Planning and  
Financial Management



# Why Link Results and Financials?

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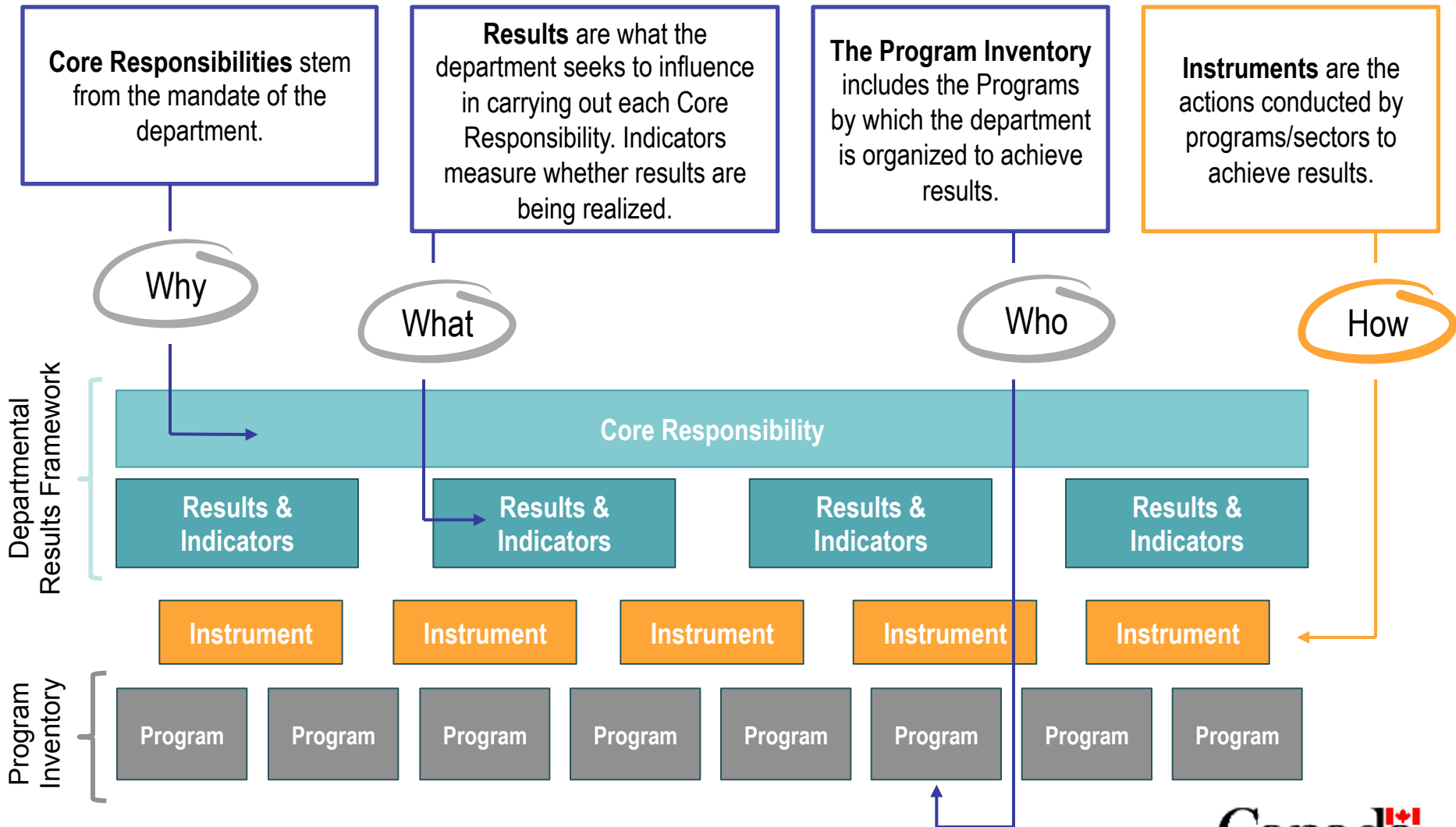
At Fisheries and Oceans Canada's Performance Measurement and Evaluation Committee in January 2018, a decision was taken to link results and financial information.

**Why was this decision taken?** So the Department can better assess **how** it is achieving results, and understand the resources it is spending to achieve its Departmental Results.

**How will this help the department?** This will allow the Department to optimize the effectiveness and efficiency of different ways of achieving results, strengthen program management, support innovation, and improve how it tells its performance story.

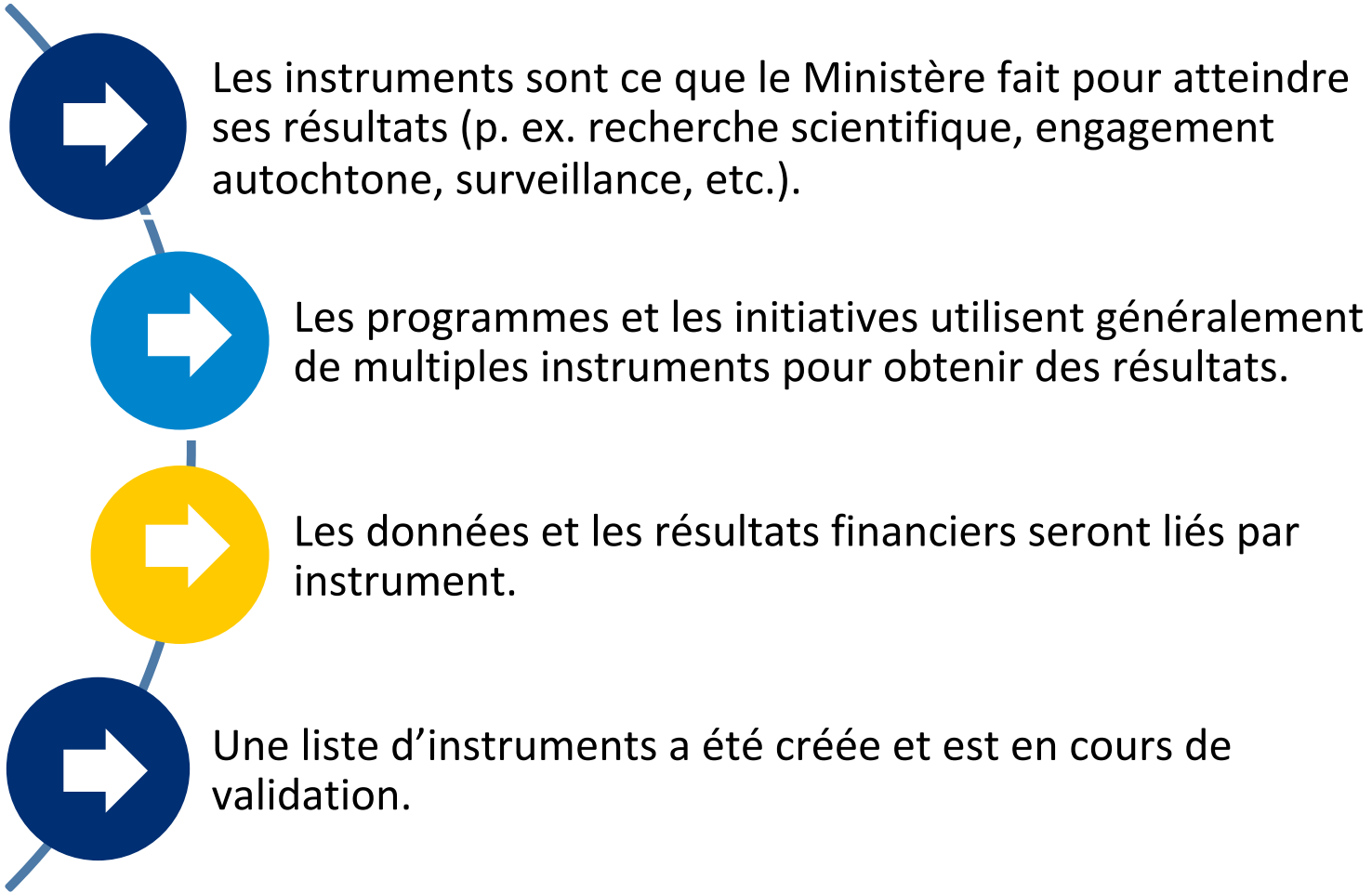


# Results – What, Why, Who and How





## Qu'est-ce qu'un instrument?





# Illustration: Instruments for Recovery of Endangered Whales



Expected Result: Human-induced threats for specific species of whales are addressed to support the implementation of Species at Risk Act Recovery Strategies and Action Plans for these species



Science  
Advice and  
Information  
\$



Plans and  
Strategies  
Development  
\$



Enforcement  
\$



Indigenous  
Engagement  
\$

**Instruments Funded to Achieve Expected Result**



# Instruments (under development)

- Conducting Research
- Developing and Providing Information, Analysis, Advice



- Engaging and Consulting With Indigenous Peoples
- Engaging and Consulting With International Parties
- Engaging and Consulting with Provinces and Territories
- Engaging and Consulting with Others



- Developing and Implementing Agreements with Indigenous Peoples
- ... with International Parties
- ...with Provinces / Territories



- Developing Legislation, Regulations and Policies
- Communicating ...
- Implementing ...
- Reviewing...



- Developing Plans / Strategies
- Disseminating Plans / Strategies
- Implementing Plans / Strategies



- Educating the Public



- Supporting External Capacity Building

- Monitoring and Surveillance



- Enforcement



- Maintaining External Infrastructure

- Recruiting for Operational Readiness
- Training for Operational Readiness



- Acquiring Assets
- Maintaining Assets
- Disposing of Assets



- Providing Services to Support Accessible and Safe Marine Travel
- Conducting Search and Rescue
- Responding to Environmental Incidents
- Responding to Maritime Security Incidents







## Linking Programs, Results and Financial Data

The Department will link Departmental Results and financial data by identifying

- 1) What instruments are used by Programs
- 2) How much is expended on each instrument used (through the Business Line)

Program	Departmental Result	Program Business Line	NEW INFORMATION	
			Instruments funded through the BL	Expenditures for each instrument
P01 – Fisheries Management	1.1 Canadian Fisheries are Sustainably Managed	Business Line	Developing Plans and Strategies	\$XXXX
			Developing Legislation, Regulations and Policies	\$XXXX
			Engaging with Indigenous Peoples	\$XXXX



## Linking to Results in the Financial System: Multi-Phased Approach

A multi-phased approach has been proposed to link results to financial data:

**Phase 1**  
**2018-19 to**  
**2019-20**

Existing financial codes will be mapped or allocated to Departmental Results and Instruments

**Phase 2**  
**Approx.**  
**2020-21**

Based on outcomes of Phase 1, new financial codes may be created to link financial information to Departmental Results, ideally coinciding with SAP implementation



# Results Reviews



## Situation

- **Limited information** comparing effectiveness, and use of resources, of departmental activities **across programs and regions**
- Numerous past reviews at DFO have all used programs, organization structures as their frame. Need a **new approach to learn something new**

## Approach

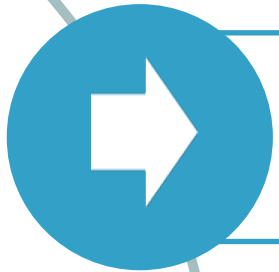
- Horizontal review of the actions being used to achieve results and their associated resources
- Leveraging existing knowledge (e.g., reviews, evaluations, financial and administrative data, etc.) to **minimize burden on programs**
- Consulting with programs and regions

## Deliverables

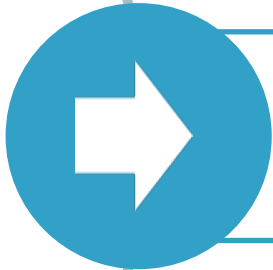
- Information on resources associated with different types of actions taken by the department
- Options on **improvements to achieving results and/or resource allocations/re-allocations**
- Effective / innovative practices in program delivery to **disseminate** across program/regions



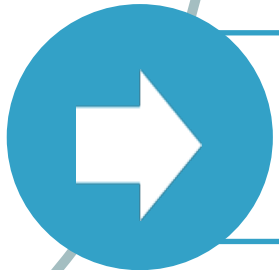
## Results Reviews are...



Structured assessments of an **instrument**



Horizontal across programs and regions



Estimated to take between 3 and 6 months to complete,  
depending on the complexity of the instrument



# Les principes des examens de résultats





# Proposed Process for Typical Results Review



Initial meetings with DGs and staff of implicated programs

Using financial data and allocations, estimate resources associated with instruments

Review existing documents (e.g. evaluations, past reviews, PIPs) and, as needed, analyze administrative data

Understand how instruments are used across regions and programs, and assess whether instruments achieve results in an effective and efficient manner

Organize workshops with program stakeholders to identify / share best practices and lessons learned across regions and programs (workshops)

Identify and present options to senior management



## Discussion

- What are other departments doing to support analysis of how results are being achieved and the resources being used to achieve them?



## Contact

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