Deriving Value:
Asking the tough questions

Presented to PPX on 16 May 2018

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What is Performance Measurement?

- The **process** of generating, collecting, analyzing and reporting information on the performance of an individual, group, organization, system or component
- A way of **studying** processes/strategies within organizations to see whether outputs are in line with what was intended or should have been achieved
- **Tracking** selected performance measures at regular time intervals so as to **assess** performance and enhance programmatic or organization decision making, performance, and accountability

"How are we doing?"

Why Performance Measurement?

Policy compliance

Increase program function

Enhance decision-making

Compare organizations/benchmark
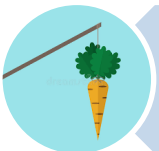
Incentivize behaviour

What usually happens…

1) Someone demands we develop measures
2) We find some data
3) Data becomes our measure
4) We attempt to explain what the data is showing us

OR

1) Someone demands we develop measures
2) We come up with something that sounds great
3) At year-end, we find we can't get the data or the measure doesn't work

What if…

…we could design a system that gives decision-makers useful information and analysis

…and decision-makers <u>use</u> that information to inform decisions and more effectively guide programs

Challenges to creating the ideal system

How to
...measure non-financial performance
…determine how many measures to have, and at what level
…use them
…communicate the results, and to whom

What
…measures to choose and why
…resources are needed to manage the system
…mechanism to design, deploy, operate, and maintain

Who
…should be responsible for using the results

The key to creating an effective system

You need to know:

- – who you are
- – what you do
- – why you do it

Use this to drive your work as you design a performance measurement system

How do we do that?

- Logic model
- Process maps
- Organizational structures
- Mandate and authority/delegation documents
- Strategies
- Benefits map
- Business plans
- Concept of operations

Finding the key at ADM(IE) – how we started

- Document scan
  - Concept of Operations (for some functions)
  - Outdated delegation of authority (pre-consolidation, missing new function)
  - PAA sub-sub programs (didn't cover everything)
  - Existing org structure (pre-consolidation)
  - Consultant report and a high-level strategy that laid out future state (for some functions)

We had some work to do!

Performance Measurement at ADM(IE)

Program Charter

Issued on the Authority of the Assistant Deputy Minister (Infrastructure and Environment)

Canada

Ultimate Outcomes

Infrastructure solutions support Defence needs

Well being of Defence Team is supported

Impact of Defence activities on indigenous communities, human health and the environment is minimized

Intermediate Outcomes

Defence infrastructure is well managed throughout its lifecycle

Infrastructure portfolio is right sized and of the right composition

Infrastructure assets are available for use by DND/CAF

Defence activities are conducted in a safe and sustainable manner

Defence activities are conducted in a respectful and responsible manner

Inputs

Immediate Outcomes

Informed decision-making is enabled and occurs

Infrastructure portfolio is strategically* reduced

Infrastructure portfolio is appropriately augmented to meet Defence needs

Infrastructure assets are renovated, repurposed, or retrofitted to meet changing DND/CAF needs

Infrastructure portfolio is maintained to an acceptable standard to support Defence activities

CAF members and their families have access to appropriate accommodations and facilities

Defence carries out comprehensive and appropriate activities that manage risk to life, property and the environment

Defence carries out activities in an environmentally responsible and sustainable manner

Aboriginal rights and indigenous culture are respected during the conduct of defence activities

Outputs

Advice, Analysis, and Recommendations

Plans and Strategies

Contracts

Accommodations Solutions

Buildings, Works, and Land

IE Data

Policies, Directives, and Standards

Guidance and Training (military and civilian)

IE Services

Activities

Program Management, Planning, Project Management and Delivery, Repairs , Divestments and Disposals, Acquisitions, Maintenance, Contract Administration, Facilities Management , Compliance Management, Remediation, Policy Development, Training Development, Tool Design, Specialist Advice, Stakeholder Engagement, RP Transactions, Communications, Asset Information Management, Customer Relationship Management

Human Resources (incl. community management), Financial Resources, GoC Policies and Directives, IM/IT Tools, Data, Strategic Direction (incl. DND/CAF)

Arriving at the why

What do you do?

We manage our portfolio.

We do the things we need to take care of our assets.

We maintain and repair buildings.

We maintain and repair Defence buildings.

We maintain and repair Defence infrastructure.

We're at the "what"!

Arriving at the why (2)
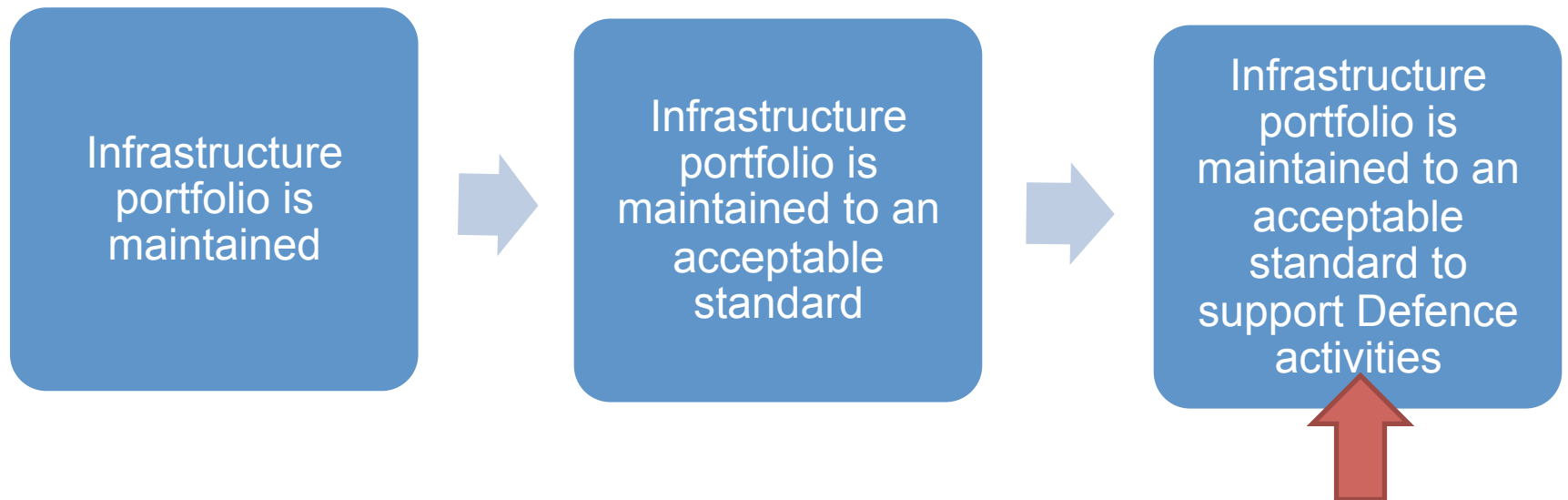
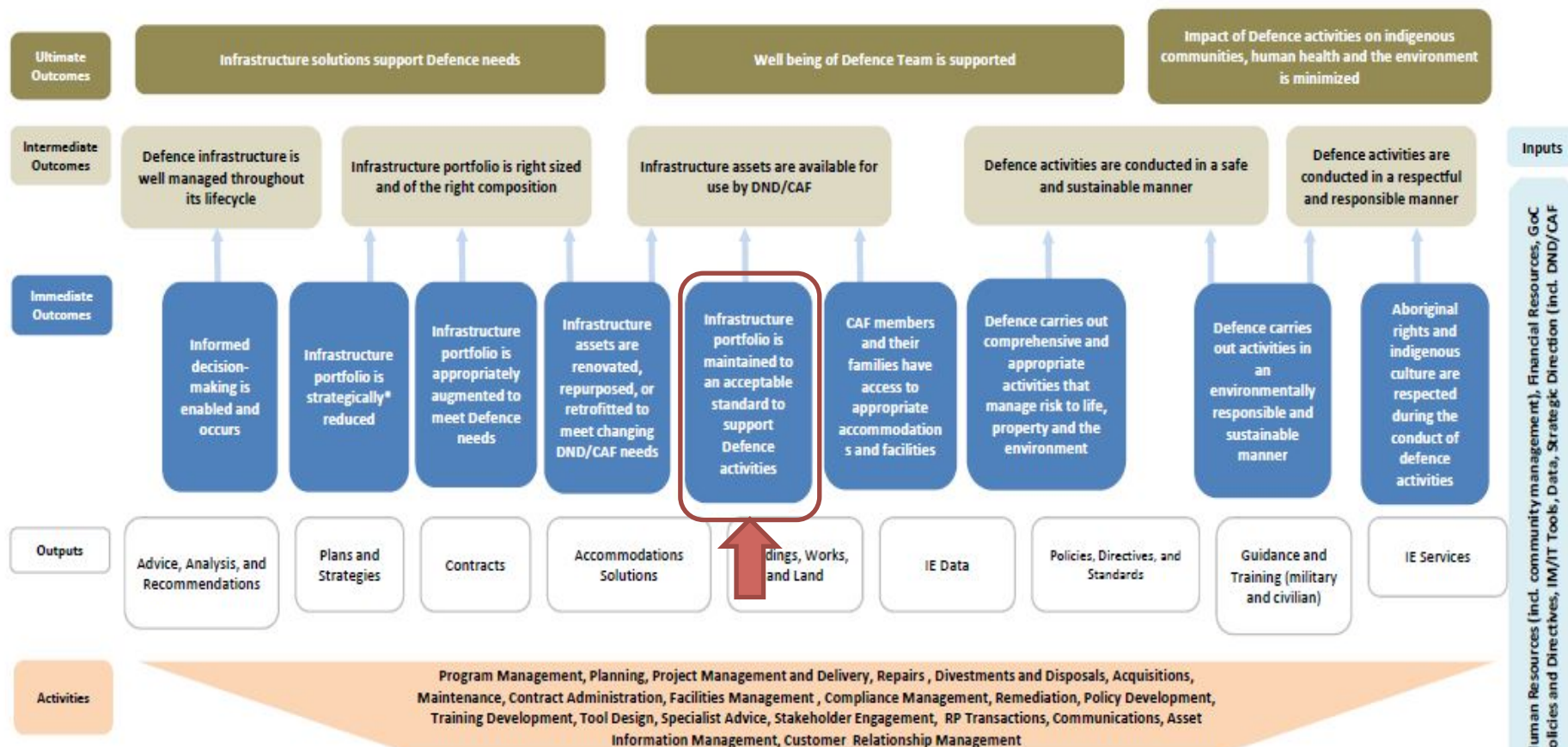Why do we maintain and repair Defence infrastructure?
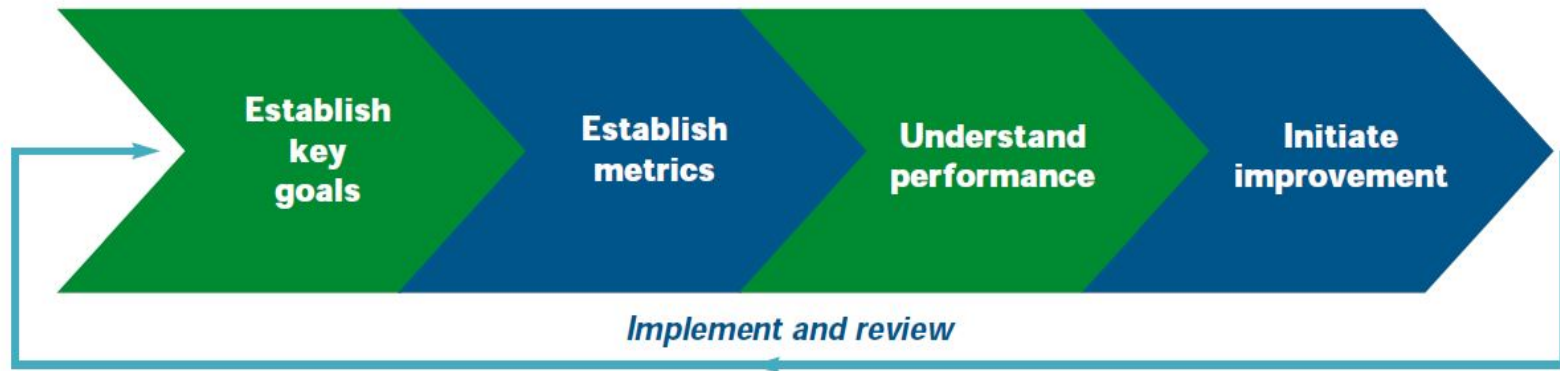
Because we have to according to TB policy.

Because we need to take care of what we have.

➢ *We take care of it so we can use it.*

➢ *We take care of it so the Canadian Armed Forces (CAF) can use it*

➢ *We take care of it so that the CAF's needs are met, and so that they can meet their objectives.*

We might be at the why!

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To guide you, <u>use your</u> **WHY**

Key messages

Don't start with designing measures.

- You first have to know what you are measuring.

Know who you are, what you do, and WHY.

- Your best friends are "why?" and "so what?"
- It's not about the tool, but about the conversations.

Use the WHY to guide your next steps.

- Build a system that measures what matters.

Want to know more?

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