



Performance Information Profiles (PIPs) and Organizational Change

Transforming a
Department for
Results

What do
you see?



The Eagle



The 7 Animals and Birds the Inuit Saw

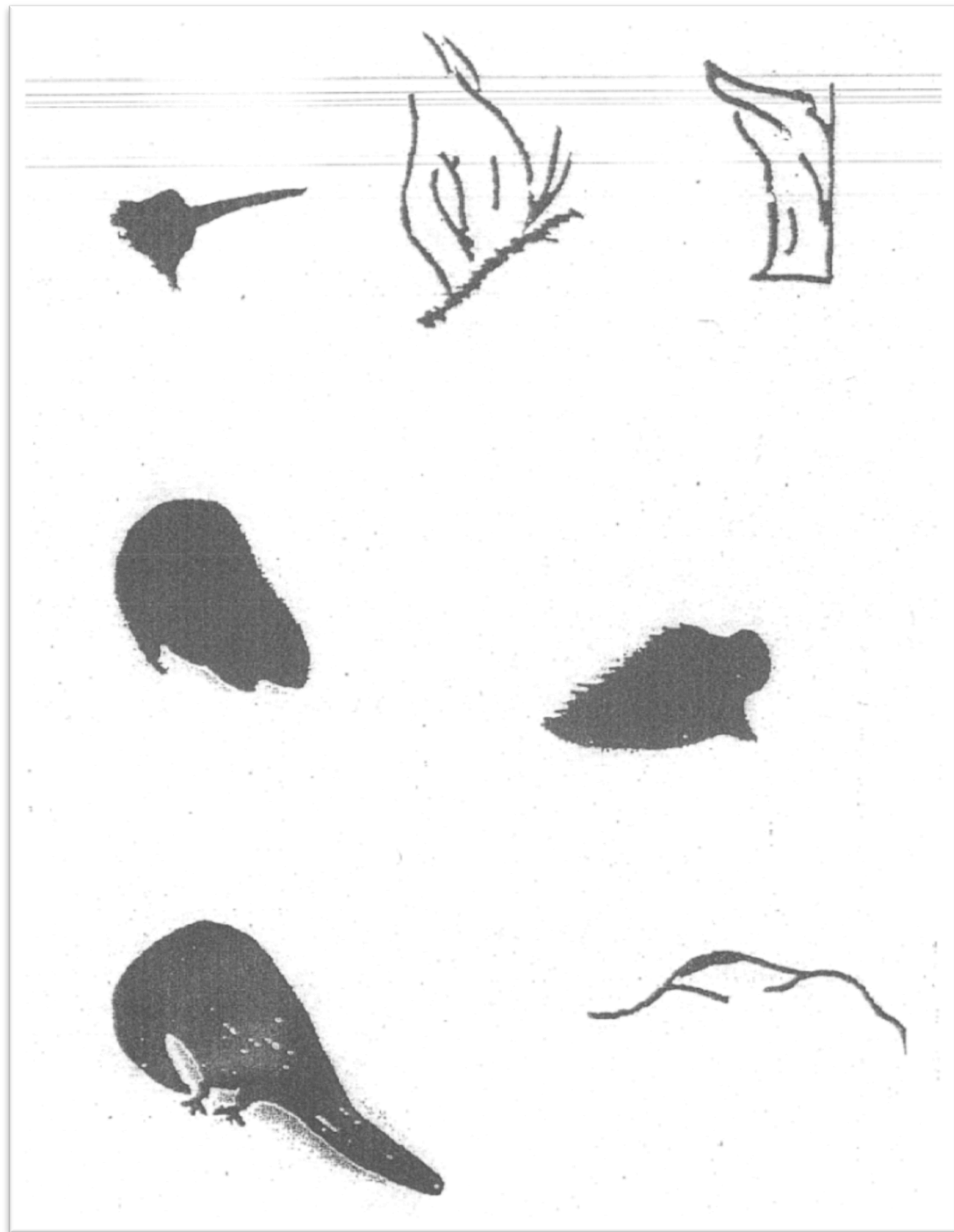


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Introduction

- Delivering results is a central focus and core mandate of every Department and Agency of the Canadian Government
- It applies to all departments and reflects the current emphasis on a **Results and Delivery** approach.
- In this context, ESDC created a **scaffolding** including:
 - reliance on the Policy on Results
 - Organization Change Management (OCM)
 - an innovative 4-phase model
 - an integrated Department-wide system.

Introduction continued...

- Each phase of the 4-phase model is intended to build on the preceding one
- Includes provisions for **operational tactical change** - matched by intended organizational culture change
- Model describes **how employees are mobilized** in early stages of this process. It also suggests how to implement improved and better integrated performance measures to promote culture change

Objectives

- To suggest that full PIPs implementation constitutes an OCM exercise.
- To highlight features of a **scaffolding** developed by ESDC to function as a rationale or theory of change.
- To discuss next steps and Lesson Learned from ESDC Phase 1 implementation thus far.

Policy on Results

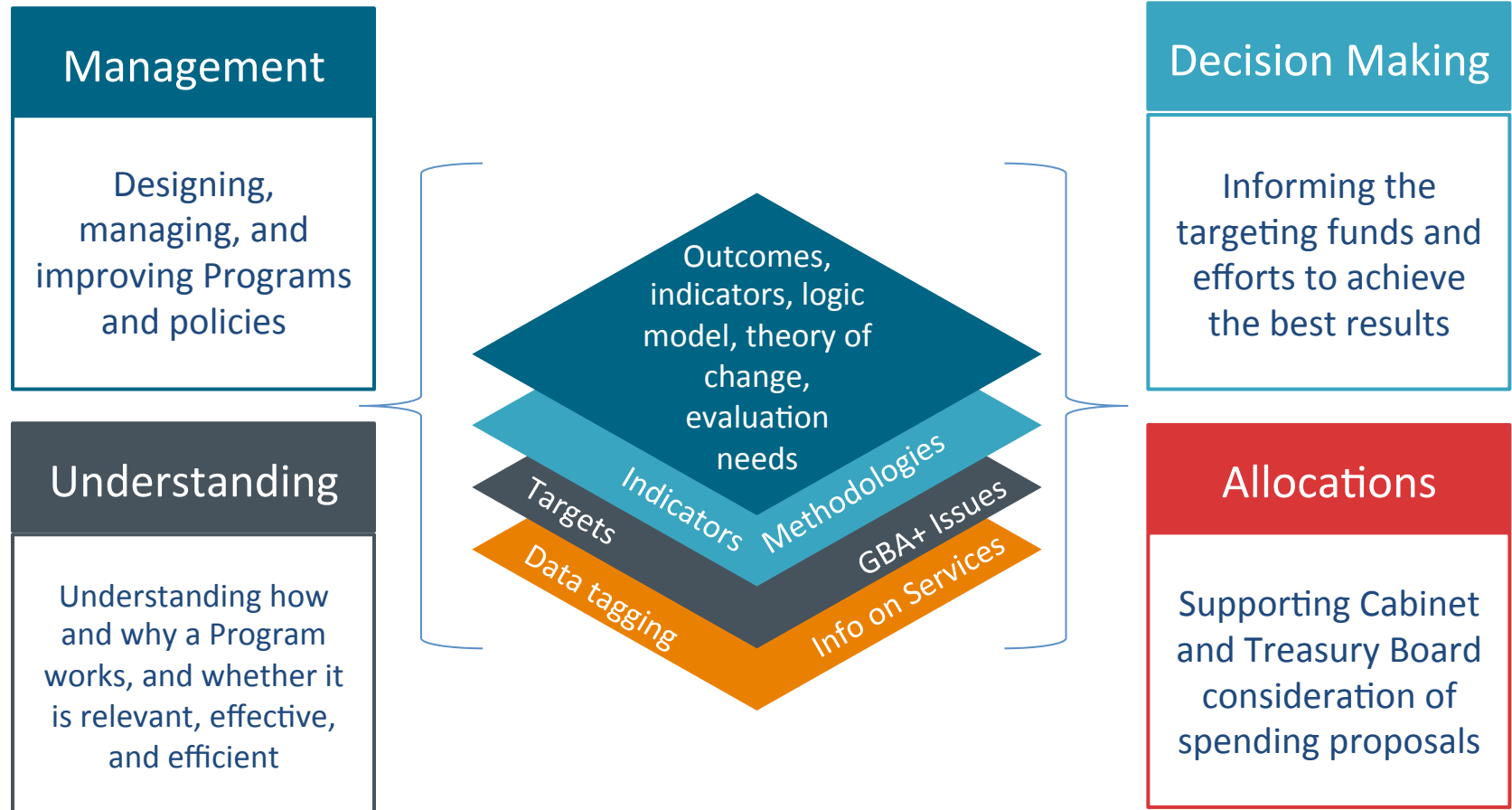
- Is an important first step in instilling a strengthened culture of performance measurement in design and delivery of programs.
- Performance measurement under the Policy on Results has 3 components: Departmental Results Frameworks, Program Inventories, and PIPs
- PIPS are management tools designed to support a department in managing each of the Programs under its Program Inventory

Why Implement PIPs?

- Policy and Directive on Results
- To improve the tracking of outcomes (not just activities and outputs) to provide better accountability
- To better report on and tell the “performance story”
- Multiple uses, including justification for funding, looking at how and what works

Performance Information Profiles (PIPs)

Can be used to support...



Main Challenges with PIPs

- Learning curve with the new Policy (July 2016)
 - *Implementing change management strategies may be advisable.*
- *Organizational Change Management (OCM)*
 - *Perception and Leadership*
- Consistent program outcomes reporting
 - *Consistent program outcomes reporting enables efficient metrics tracking.*
- Indicator/data validity/availability
 - *Comprehensive performance indicators and data on performance may not be readily available.*

Scaffolding to Enable Change

- Policy on Results as guide & driver
- OCM, culture, and perception
 - Process of working together: respect, flexibility, and the model
 - Staff and senior management – perception & leadership
- The 4-Phase Model

Effects of Scaffolding

- Breaks down resistance to change
- Facilitates cultural understanding
- Leads to appropriate approach
- Leads to change of culture
- Leads to artifacts – PIPs then Information Management System(s)

“These people have never talked together before.”

OCM – Getting Elegantly to the Artifacts ... and Beyond

What is OCM?

- Can be seen as a *framework* for managing the effect of changes in organizational structure or cultural changes – or both
- Is “all the actions required for an organization to understand, prepare for, implement and take full advantage of significant change”
- Includes the management of changes to organizational culture, business processes, physical environment, job design, responsibilities, staff skills, knowledge, policies and procedures

Organizational Change

- A systematic approach to OCM is beneficial when change requires people to take on new roles or learn new behaviors and skills, e.g., working with PIPs
- By developing a process for change we help to:
 - Formally set expectations
 - Improve communications among a variety of stakeholders
 - Proactively seek ways to reduce misunderstandings
 - Improve stakeholder buy-in
 - Create a collaborative process to report to Senior Management/Governing Organizations on change.

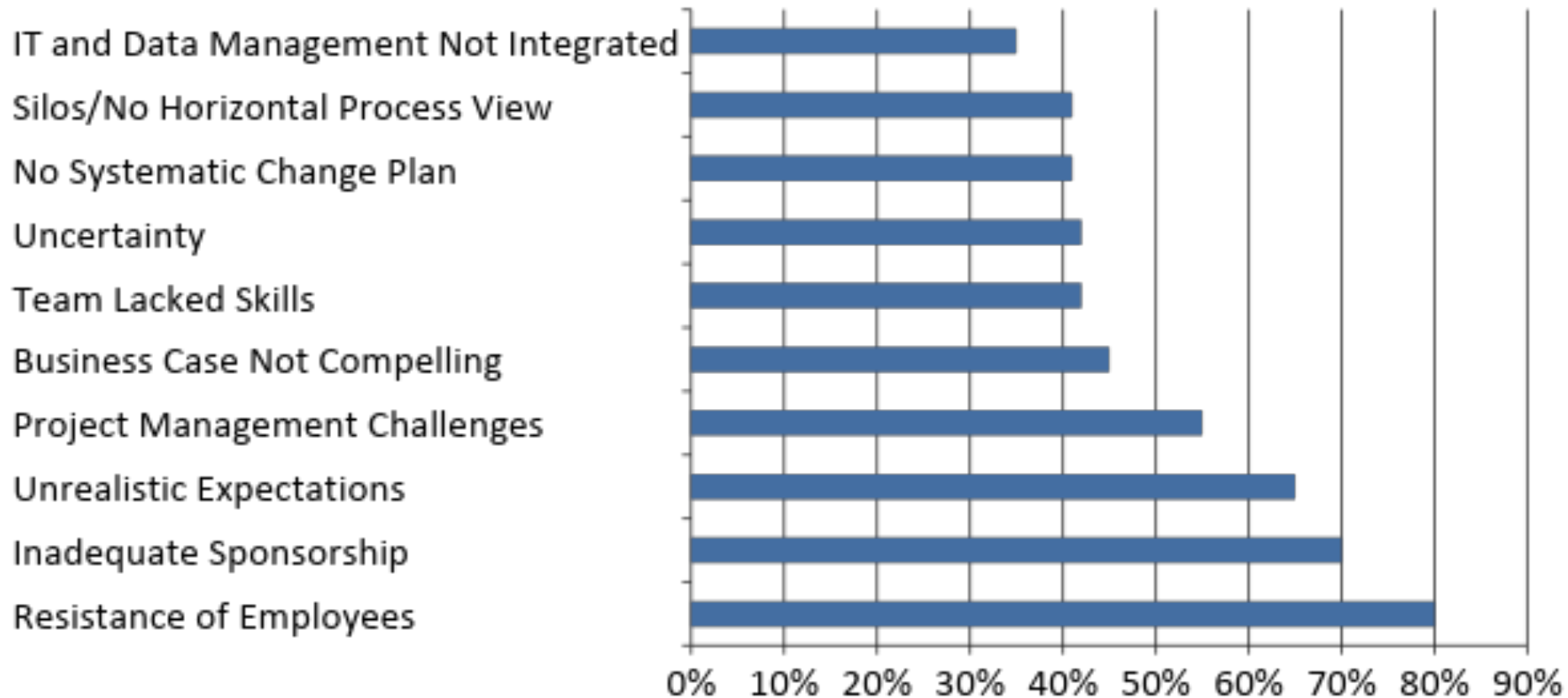
PIPs Require...

- Operational Changes
- Strategic Change(s)
- Structural Changes (e.g., in how employees work together with other stakeholders)
- Cultural Change(s)

Why OCM is Challenging

- Denial
- Resistance
- Exploration
- Renewal

Top Reasons Change Fails



Challenges to OCM

Resistance to Change:

- Why do people resist change:
 - Resistance to change can be a defense mechanism caused by anxiety or frustration
 - Resistance may not be directed at the actual change but rather a fear of the unknown, e.g.,
 - Will they be able to adapt?
 - Do they have the skills/behaviors/resources?
 - Will they be supported going forward to acquire the skills or resources needed?

Challenges to OCM continued...

- Why people resist change:
 - Skepticism or resentment related to past similar types of change that were only partially successful.
 - Competing commitments related to feeling overwhelmed by what is being asked of them
 - People's fear of losing control
 - Require more understanding of change and why it is important and/or why it will be sustainable

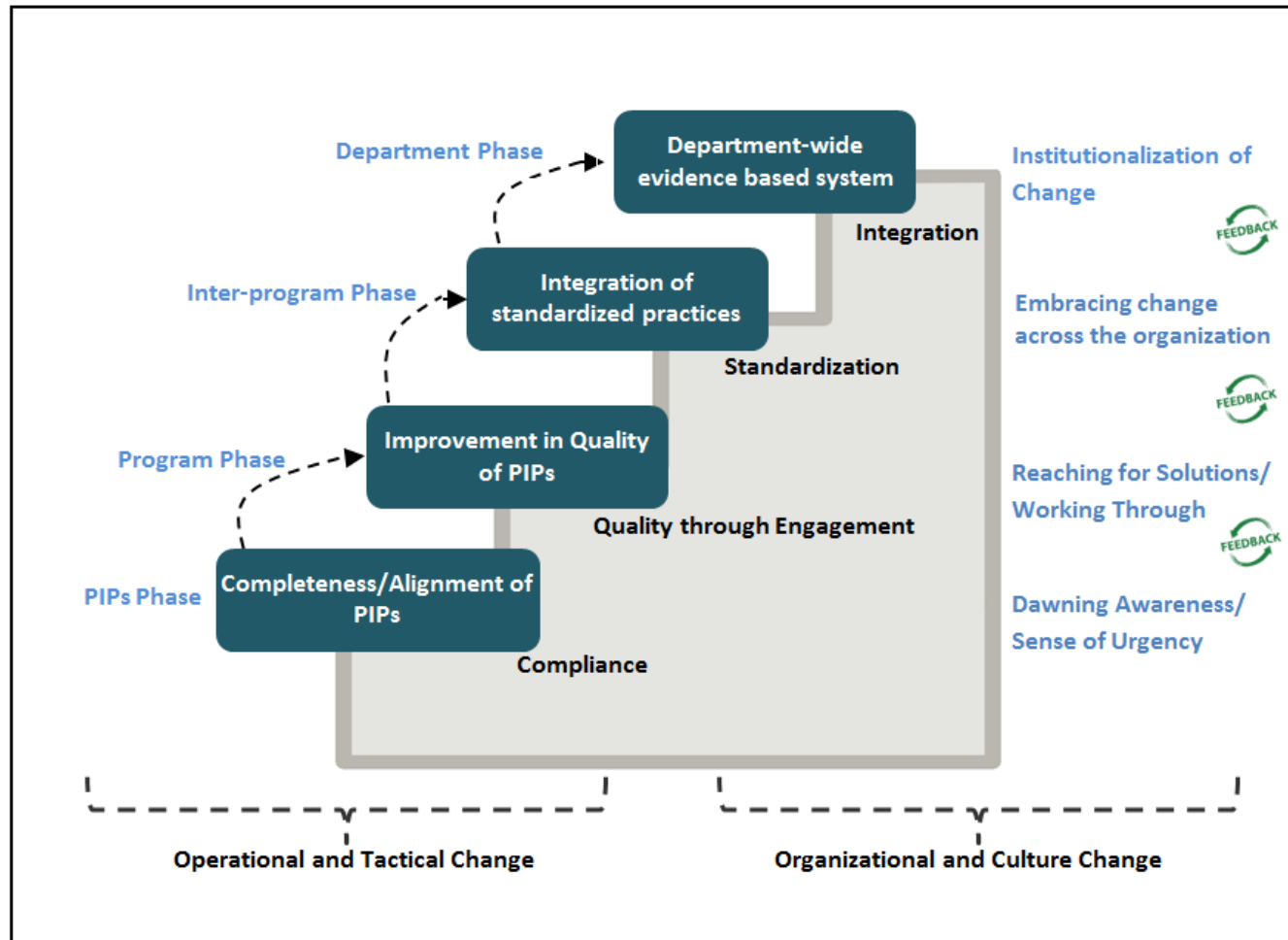
How to address resistance?

- Being prepared for the resistance and making sure your solutions fit the existing culture are the keys to making change work.
- It's important that the new way makes sense at all levels. A solution is not viewed as valuable if it just compensates for a flaw in the system

How was change managed?

- Vision formulated into a “**Maturity Model**”
- Built a **process** for compliance and beyond
- Buy-in and **winning support**
 - Process and **governance** as well as tactics to gain support
- Flexibility to retain diverse stakeholders, expertise and opinions
- Training, mentoring and cross-communication opportunities were built into the process

4-Phase Model – with Theoretical Framework



Phase 1 Maturity Model & Compliance

- The Maturity Model depicted a stepping stone approach beginning with Phase 1.
- Phase 1 began with drafting Program Information Profiles (PIPs) for 40 ESDC programs.
- The focus at Phase 1 was on Completeness and Alignment of PIPs drafted by programs.

Phase 2 Beyond Compliance

- **Phase 2** focuses on programs moving beyond compliance to address quality criteria including relevance, meaningfulness, effectiveness and efficiency and to integrate innovations.
- Using quality principles, supported by internal government and widely recognized external principles (such as OECD DAC), programs review what they need to be able to move forward, especially in terms of establishing if data sources are sufficiently robust to demonstrate program impact or, if not, to develop a plan to measure impact.
- In behavioral terms, this phase involves **participation in clusters working** together to find solutions that help build the new culture. Working together to move beyond silos. It will also emphasize working collaboratively with others in specific '**Program purpose-based**' clusters to begin to move towards building an evidence-based decision-making culture.
- Work led by Skills and Employment (SEB) Branch of ESDC will lay the foundation for programs to: address common issues i.e. **data quality**; identify **common indicators** and **outcomes** where relevant and meaningful (e.g. across similar programs); and provide sufficient support for higher level indicators in the Departmental Results Framework (DRF).

Phase 3. Collaborative Work: Inter-Branch

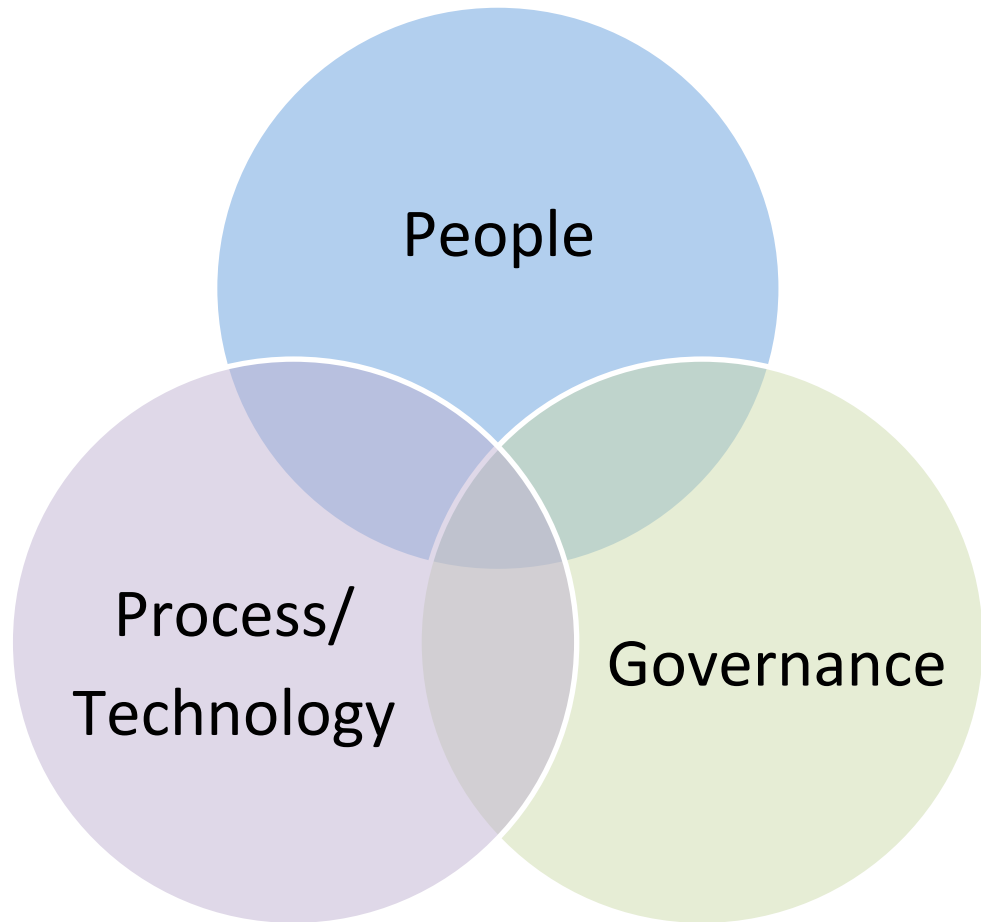
- **Phase 3** features an integrated perspective with **standardized procedures** which are **repeatable** and **inclusive** and which features a **fully developed performance measurement system** which uses robust and **reliable data** from a variety of sources **to inform decision making**.
- In this phase, programs will work in clusters with each other horizontally across branches.
- In phase 3, ESDC personnel, **including senior management**, are brought in so most stakeholders will see the benefits of working across programs using cluster based analysis based on reliable data sources.

Phase 4. Culture Change

- **Phase 4** operates at the Departmental level and features an integrated culture with high levels of innovation in risk analysis, planning and assessing impact and/or contribution.
- In this phase, changes have been **institutionalized** across all levels of ESDC and the benefits of inclusive **evidence-based decision-making** are evident for programs and for senior management.
- Personnel at all levels are encouraged to build their **personal and professional capacities** and contribute to demonstrating program impacts through decision-making which is inclusive and evidence-based.
- This phase assures continuous improvement.

Case Study at ESDC: PIPs and Change

Transitioning to
PIPs and Change
requires an
intersection
between:



PIPs Process in Phase 1

PIPs Development Process (Interim)

DRAFT FOR DISCUSSION PURPOSES

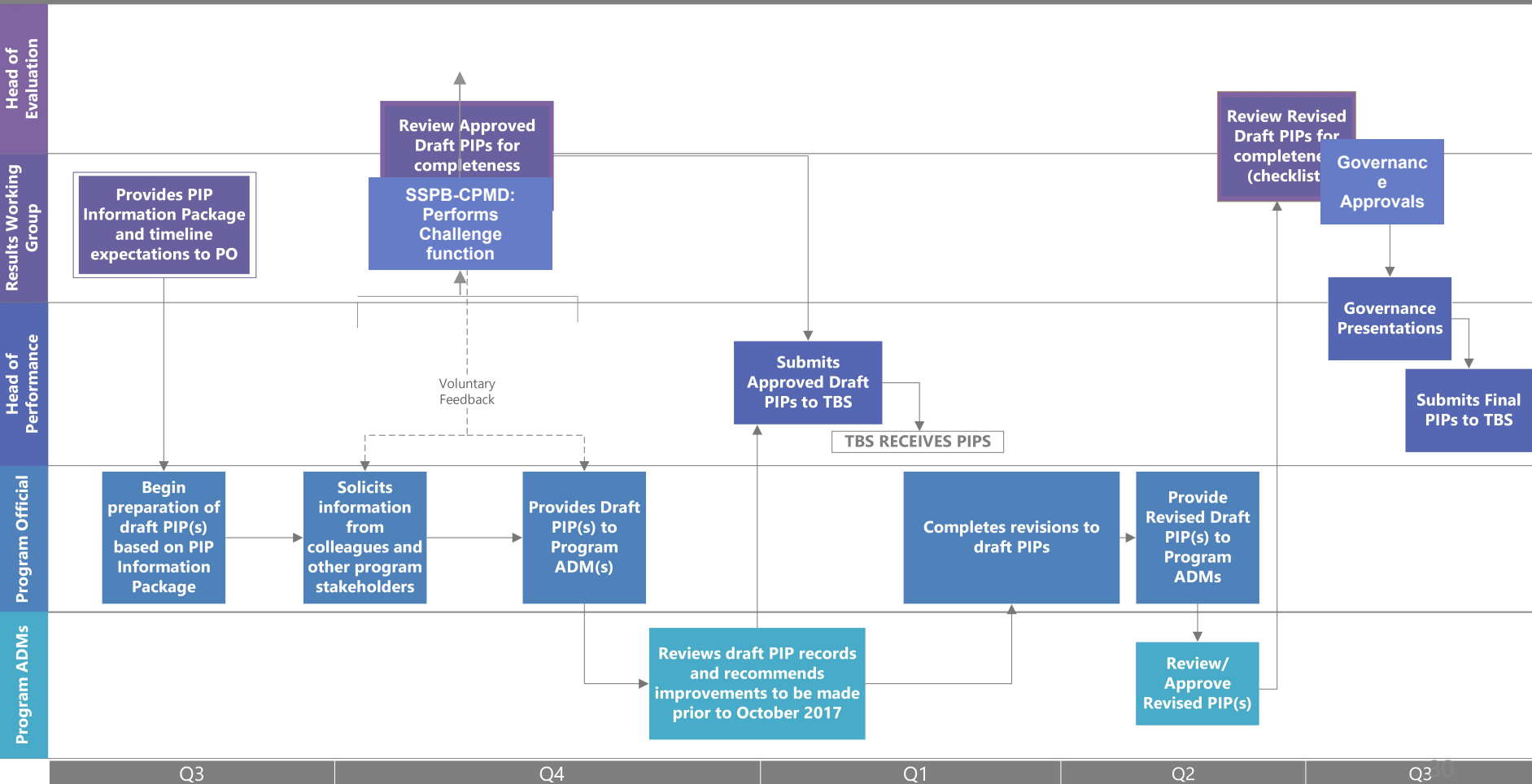


Employment and Social Development Canada

Emploi et Développement social Canada

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Last Updated: November 8, 2016



* Results Working Group will provide support as required throughout the entire process

Key Milestones

Preparation

- Presentation to PMEC on Policy on Results – Sept 21, 2016
- Presentation to PMEC – Dec 13, 2016

Identification

- Program Officials identified by ADMs – Dec 16, 2016
- Notification and guidance sent to Program Officials to begin developing PIPs – Dec 21, 2016

Drafting

- Draft PIPs submitted to Performance Information Profiles Working Group – Jan-Feb 2017
- Challenge Function by SSPB-CPMD
- Draft PIPs submitted to TBS - Apr 2017

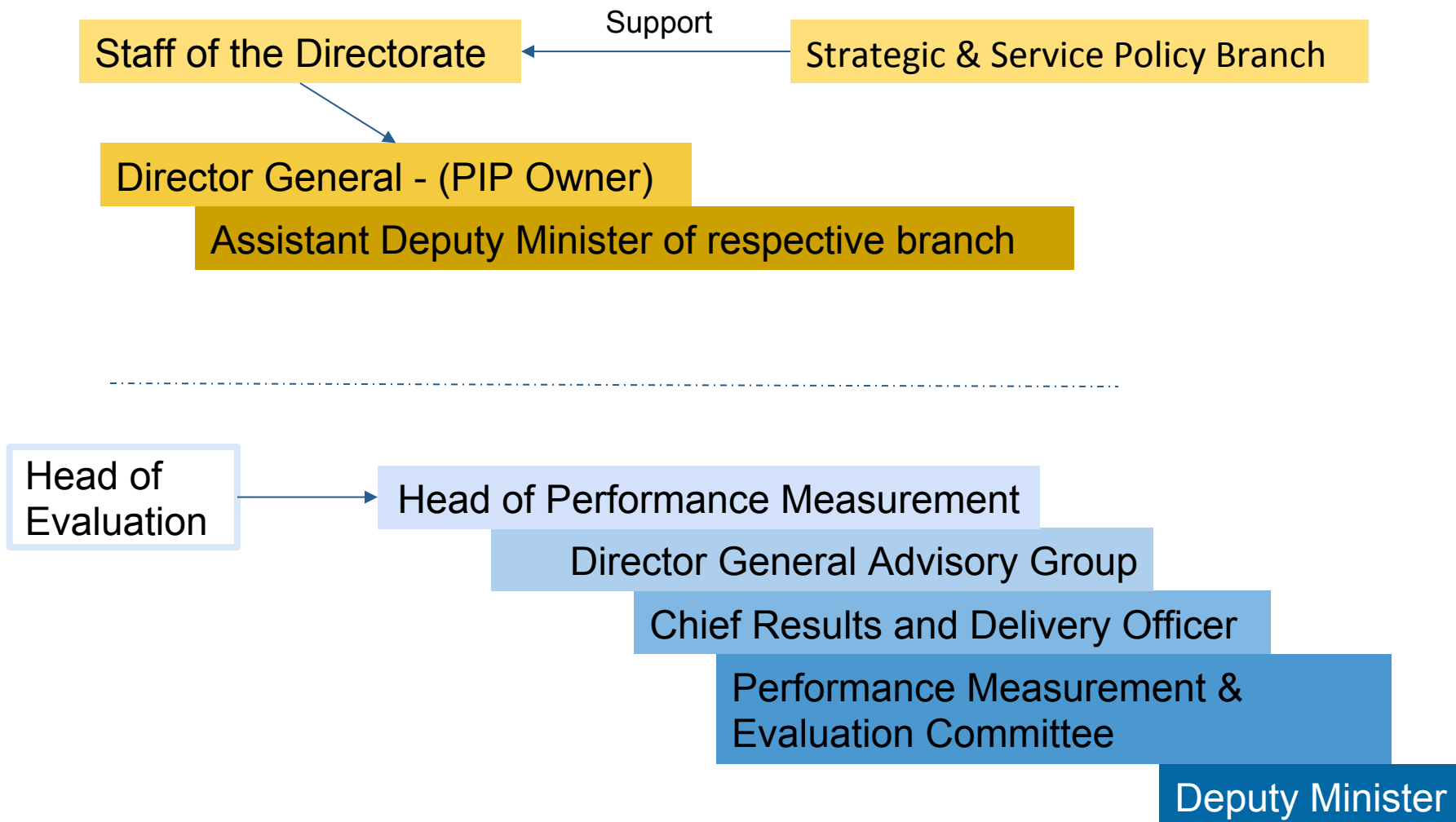
Updating

- PIPs updated by Program Officials - July 2017
- PIPs reviewed and approved by Program ADMs - Aug 2017

Final Approval

- Governance presentations - Aug-Sep 2017
- Final PIPs submitted to TBS - Oct 2017

Governance Structure



Conclusion/Lessons Learned

- Strong, clear and consistent policy direction on a continuing basis from centre (TBS & PCO)
- Adequate resources and authorities associated with the policy need support
- Level of commitment to integrating non financial and financial information is inadequate (PIPs are a key part of this)
- Designated manager responsible for leading team and managing the actual workload

Conclusion/Lessons Learned

- PIPs are an evolutionary step to improved management that benefits from feedback
- PIPs are an important element in the policy cycle that closes the loop and can be used to improve future program design
- The model is a synthesis of applying good management principles including information flow, the trajectory of the Policy on Results, and implementing Change Management

Conclusion/Lessons Learned

- The bottom line is that Organizational Change needs to build capacity of managers and employees. At the same time, it needs to build scaffolding for a system that supports the long term implementation of the Organizational Change at multiple levels.

Top Reasons Change Fails

