



Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Treasury Board Policy on Results

## A Results and Delivery Culture in the Government of Canada

Financial Management Institute – PD Week  
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Expenditure Management Sector

## Performance Measurement

- ▮ **Planning, Reporting and Accountability Structure (PRAS) Policy (1996):** focused on what departments did (i.e. business lines) and was criticized for not focusing on outcomes, and not linking resources to outcomes
- ▮ **Management, Resources and Results Structures (MRRS) Policy (2008):** focused on outcomes but introduced elaborate program alignment architectures that created low-quality performance indicators for reporting, and often did not reflect how departments were actually organized

## Evaluation

- ▮ **Coverage:** from full (1977) to risk-based (2001) and back to full (2009)

# We Can Do Better

## WHERE WE WERE

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We did a lot of reporting that was **not widely read**

**Large quantity** of **low-quality** performance information

Lack of focus on the **outcomes that mattered** to Canadians

Poor basis for ministerial **decision-making**

Canadians and Parliamentarians had a **hard time understanding** what departments were doing, and how well they were doing it

## WHERE WE ARE GOING

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- **Simpler** and more **flexible** structures focused on more meaningful **results** and **indicators**
- Focusing **departments** on results and measuring progress using solid indicators
- Better performance measurement and more flexible evaluation so departments can pilot, gather evidence, and **innovate** when designing policies and programs
- Telling **Canadians** a clear and compelling story of the difference departments are making in their lives
- Providing **ministers** with a clear understanding of what the department is focused on and how it's doing

# A Strong Focus on Results



The Government committed to clearly demonstrating that public spending achieves results that matter to Canadians.

A new Cabinet committee on Agenda, Results and Communications (ARC) sets the Government's results agenda, ensures overall alignment, and tracks progress on top priorities

A central Results and Delivery Unit in the Privy Council Office ensures government and individual ministers focus and deliver on priorities

The Treasury Board *Policy on Results* (July 1, 2016) establishes the framework to help departments and the government as a whole:

- Articulate the results they aim to achieve
- Identify the programs and resources that contribute to results
- Measure ongoing performance and evaluate programs
- Tell a meaningful performance story for Canadians
- Use performance information to support funding requests

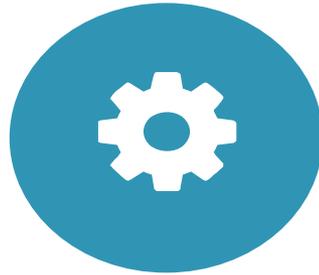
# What the *Policy on Results* Brings

## Performance Measurement



### Departmental Results Frameworks

Departmental Results Frameworks focus on what departments do (i.e. Core Responsibilities), the Results they try to influence and how they assess progress (e.g. indicators, evaluations)



### Program Inventories

Program Inventories show how departments fulfill their Core Responsibilities, and the connected financial and human resources



### Performance Information Profiles

Performance Information Profiles show programs' plans for collecting performance information and are a repository for performance information



### Renewed Evaluation

Modified evaluation requirements and practice for greater flexibility and transparency in evaluation planning and improved impact of evaluations on delivery and results - while maintaining sufficient oversight for accountability

## Evaluation

# Departmental Results Framework and Program Inventory

Each **Core Responsibility** stems from the departmental mandate. Responsibilities should be relatively constant over time

**Results** the department seeks to influence in carrying out each Core Responsibility and **indicators** to measure the degree to which results are being realized

A **Program Inventory** that outlines the Programs by which the department delivers and the basis for collecting and maintaining performance information for each (i.e., Performance Information Profiles (PIPs))

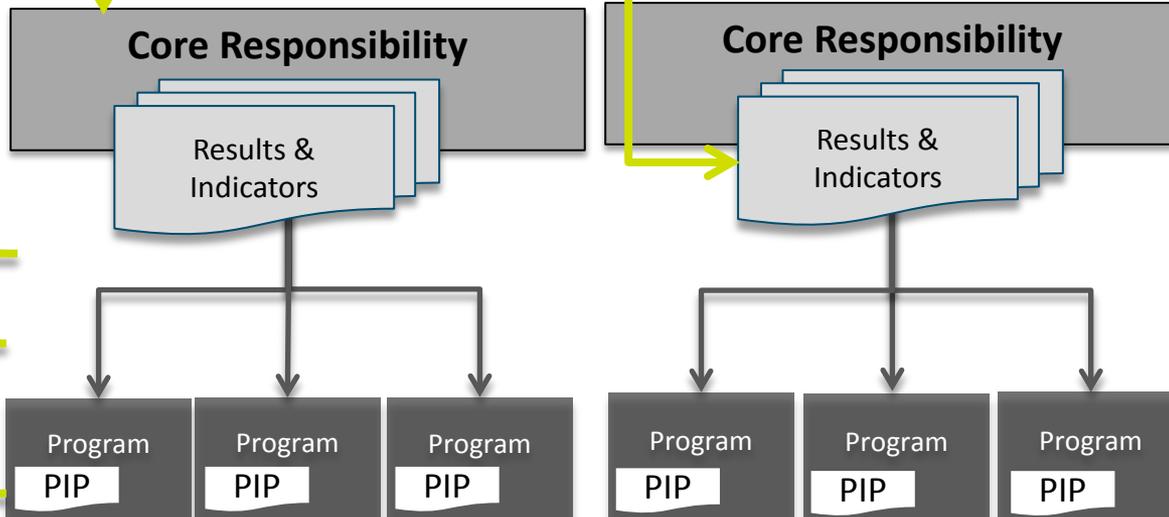
What

Why

How

Departmental Results Framework

Program Inventory



# What Departments Will Measure

## In the Departmental Results Framework:

- Results will be outcomes or outputs
- The number of results will be small, and will focus on:
  - **Highest level outcomes attributable to departmental activities** (i.e., end goals)
  - **Government and departmental priorities** (high profile outputs or outcomes)
  - **Short and long-term**, as appropriate



## In the Performance Information Profiles (PIPs):

- The program design tool (e.g., the program logic model) should identify all important outputs and outcomes (the why and how of the program)
- Focus on short and long term, as appropriate
- The evaluation of programs should be supported



# Governance of the *Policy on Results*



**Department Deputy Head**

Ensures adherence to the Policy on Results



**Performance Measurement and Evaluation Committee**

Oversees departmental performance measurement and evaluation



**Head of Performance Measurement**

Leads the departmental performance measurement function



**Head of Evaluation**

Leads the departmental evaluation function



**Program Officials**

Maintain performance information for their program

# Other Officials with Roles under this Policy



## **Other Officials:**

Chief Information Officer (CIO)

Chief Financial Officer (CFO)

Chief Human Resources Officer (CHRO)

## Specific roles

- CIO advises the Performance Measurement and Evaluation Committee on the IT applications and tools to support policy implementation and reporting to the Treasury Board Secretariat (TBS)
- CFO verifies accuracy of financial information reported to TBS for programs in the Program Inventory, as well as financial data associated with performance information provided to TBS
- CHRO or CFO verifies accuracy of human resources information reported to TBS for programs in the Program Inventory

# From Old to New Policy

From	To
<p>Program Alignment Architecture (PAA) structures that often did not reflect how departments were managed</p>	<p>Flexible <b>Departmental Results Frameworks</b> and <b>Program Inventories</b> that reflect how departments are organized and that are designed in collaboration with TBS. Ministers will be fully engaged in the development of Departmental Results Frameworks, results, and indicators.</p>
<p>Departmental outcomes that did not always clearly contribute to government priorities</p>	<p>Integrated reporting, supported by tagging, that shows how departmental results contribute to the priorities of the government</p>
<p>A requirement for departments to report detailed performance information to TBS at all levels of the PAA</p>	<p>A focus on high-level results that matter to Canadians, that can be associated with accurate financial and people management information from the Receiver General and Office of the Chief Human Resources Officer</p>
<p>Comprehensive evaluation coverage every five years</p>	<p>Robust but more responsive evaluation coverage that is driven by needs, risks, and priorities</p>
<p>Unclear or distributed responsibility within departments for the quality of performance measurement</p>	<p>Departmental <b>Performance Measurement and Evaluation Committees</b> chaired by deputy heads, to advise and oversee performance information and evaluation; A <b>Head of Performance Measurement</b>; and deputy head attestation to performance information in TB Submissions</p>
<p>Relatively little oversight of A-base spending</p>	<p>TBS authority to initiate <b>centrally-led evaluations</b> and <b>resource alignment reviews</b> as needed</p>

# An Integrated Approach



## **Cabinet Committee on Agenda, Results and Communications**

*Identify and track top priorities.  
High-level support and attention to  
monitor implementation, clear  
roadblocks and ensure successful  
delivery.*

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A RESULTS  
CULTURE TO PERMEATE  
THE WHOLE OF  
GOVERNMENT

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## **Treasury Board**

*Authorize new departmental  
expenditures through TB  
Submissions. Ensure transparent  
and clear public reporting and an  
ethos of delivery across  
government*

# Relationship between PCO and TBS

Areas of overlap between PCO and TBS require close collaboration

Government Objectives

Government-wide Outcomes

Results Frameworks align with government priorities and outcomes

Departmental Results Frameworks

Departments organize themselves to deliver the results in their DRFs

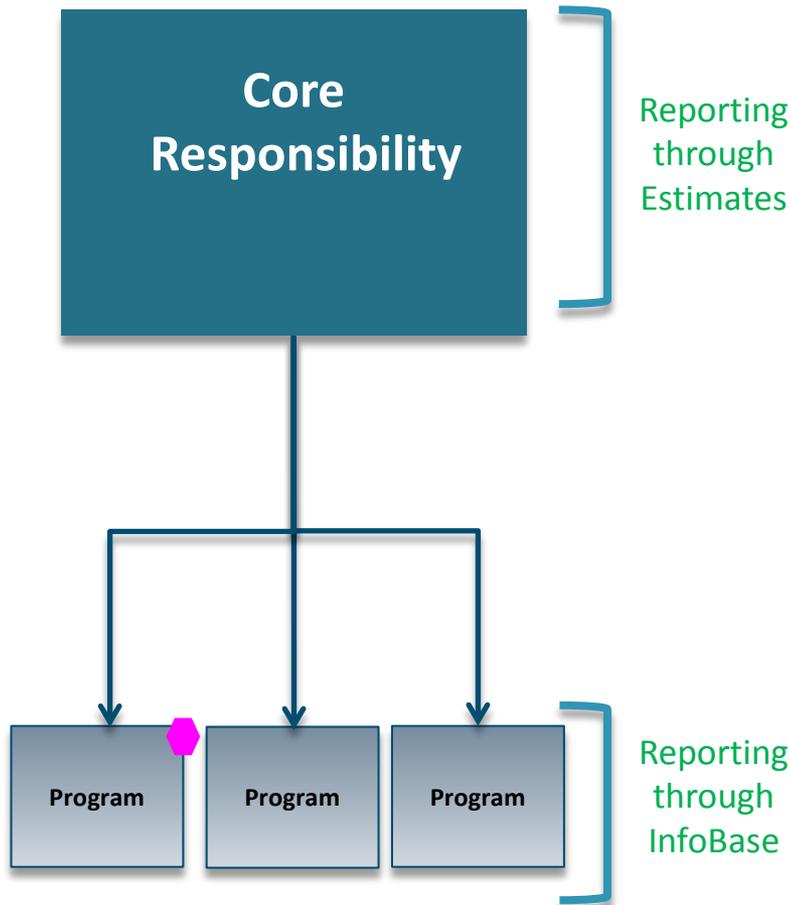
Program Inventory

ARC and RDU play a role in analyzing the full delivery chain for a limited set of government-wide priorities (includes delivery charters)

Departmental Results Frameworks are approved by TB

TB Submissions, reviews, and centrally-led evaluations look deeper into departments as needed

# Reporting on Results



Tagging allows departmental and horizontal linkages between programs

- **High-level Annual Reports to Parliament** based on Core Responsibilities will tell a clear story of what departments plan on doing, what they achieve, and the resources used to do so.
- Departments better able to report on results according to their organizational structure
- Detailed, searchable online **program information using TBS InfoBase.**
- Tagging connections (i.e., commonalities between programs and the core responsibilities and results they support) allows for horizontal performance stories

# Easier Access to Government Information: TBS InfoBase

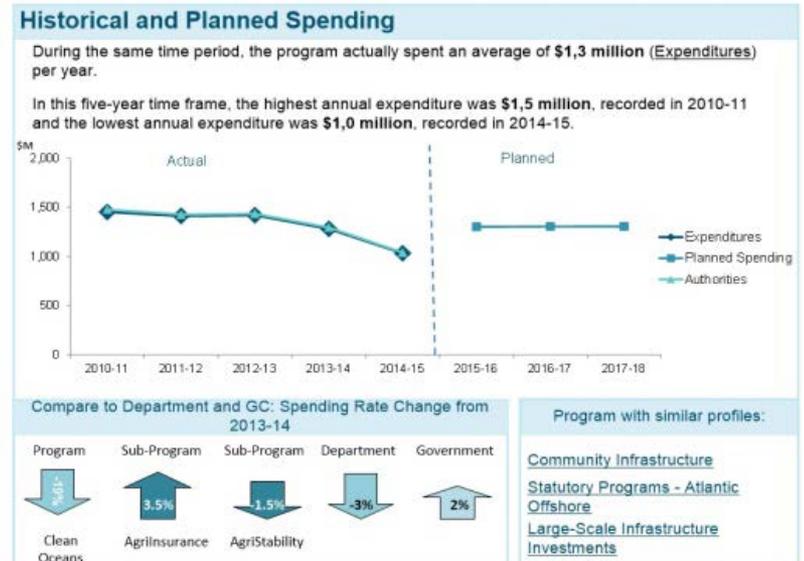
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- The TBS InfoBase was developed in 2013 to allow greater public accessibility and use of financial, people management and planning information.
- InfoBase is an innovative data visualization tool that delivers searchable information by easily-navigated topics.
- Users can directly access the data on their selected topics of interest.

# InfoBase Snapshot

## Sample of available information using an Agriculture and Agri-food Canada program

Horizontal Linkage	Tagging Scheme	Programs with similar profile
Government of Canada Spending Area	Economic Affairs	135
Government of Canada Outcome	Strong Economic Growth	55
Government Priority	Social Protection – Income Security	27
	Economic Growth - Businesses	38
Mandate Letter Priority	Work with producers and provincial governments to assess whether the suite of farm income safety nets meets the needs of Canadian farmers when they are faced with serious challenges beyond their control, including implementing a new multi-year agricultural policy framework to replace Growing Forward 2 (GF2), which will expire in 2018.	N/A



Expected Results	Performance Indicators	Targets	Actual Results
Producers' income losses are reduced	Percentage of producers' net market income plus Business Risk Management payments compared to the previous five-year average net market income plus Business Risk Management payments for the sector for the 2012 program year	85 by March 31, 2015	141%
Producers' income losses are reduced	Percentage of producers considering the Business Risk Management suite of programs as an effective tool to manage business risks	70 by March 31, 2018	Progress to date indicates the target will be achieved
Producers' income losses are reduced	Percentage of overall producers' satisfaction with the delivery of Business Risk Management programs	70 by March 31, 2018	Progress to date indicates the target will be achieved

# What Is to Be Gained



The **evidence** needed to ...

**Innovate**  
Better

- Departments will have the **evidence** they need to make wiser decisions, course correct, and experiment with program design

**Spend**  
Smarter

- Ministers will have **evidence**, in the form of performance information to make spending decisions and ensure impact

**Report**  
More Clearly

- Canadians and parliamentarians will have easy access to **evidence** to assess departmental results and resources used

**Impact**

Improve **achievement of results** across government

Enhance **understanding of results** achieved and **resources** used

# Lessons Learned

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## **Strong leadership and collaboration are essential**

- A good policy is not enough

## **A clear and integrated performance story**

- Focus on the results and indicators that matter

## **Effective ways to communicate results**

- Easily accessible tools