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# Performance Frameworks: Telling the Story

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# Key elements for a Performance story

A performance story uses analysis of objective measurement data along with contextual data to present success and areas of improvement.

Key elements needed are:

1. A well-defined program
2. Clear Expected Outcome(s), valid performance indicators, baselines/targets
3. Actual results data for the indicators – trend data + contextual data
4. Data analysis
5. Periodic evaluations or reviews

# How are these elements covered by the Policy on Results

For the Policy, departments are required to have:

A Departmental Results Framework and Program Inventory that reflects their mandate and operations

A Program Information Profile (PIP) of outcomes, indicators, and other results information on each Program

Collection of actual results data

On-going analysis and use of results and resources data to inform decision-making.

Periodic evaluations and reviews

# Some criteria for a good performance story

## A good performance story will:

- Meet the needs of the decision-maker
- Simply state the logic of your program - what you are trying to achieve and what you are doing to achieve it
- Include all available data: those that suggest success and those that indicate gaps
- Emphasize unexpected findings from the data
  - These can result in the greatest management learning
  - The laws of heredity were discovered by an unexpected finding!

# Example: Using PIPs for managing performance

## ➤ **A PIP should have:**

1. Tombstone info on a program
2. Performance information, including actual results data, evaluation findings, etc
3. Resource data
4. Other related useful information e.g GBA+, external factors, etc

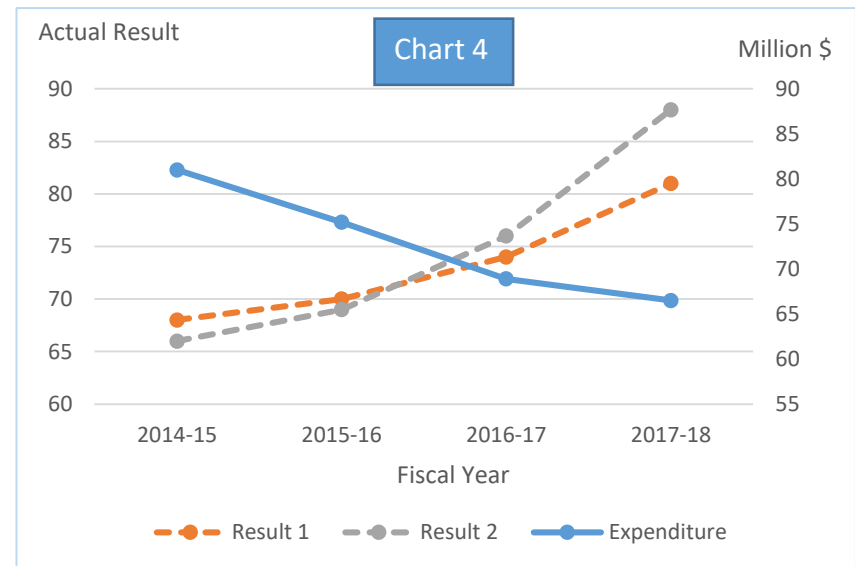
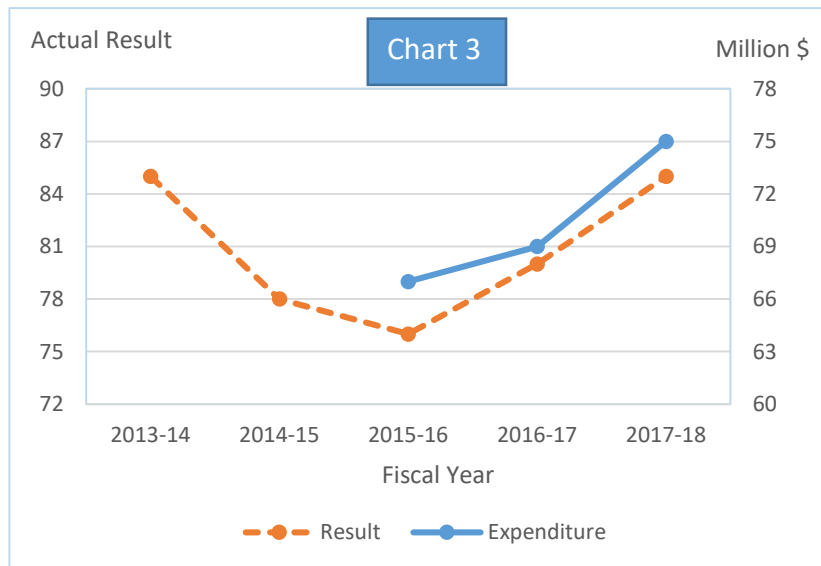
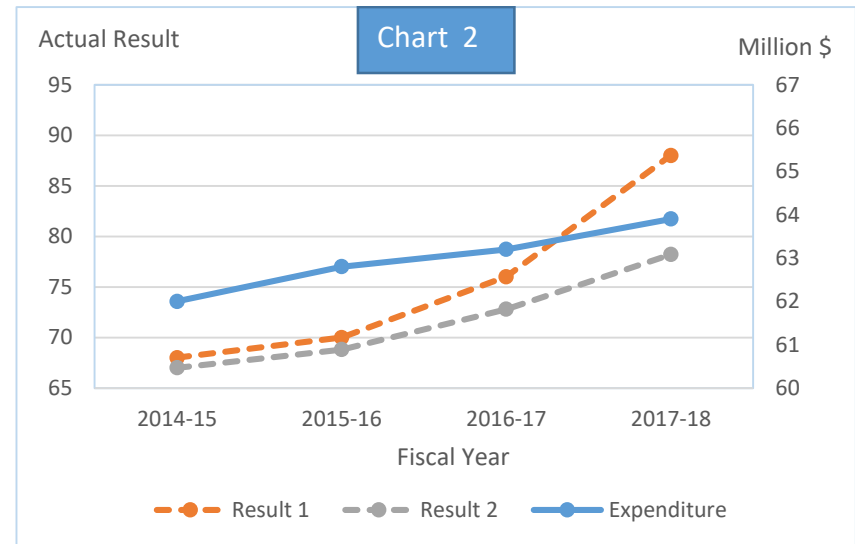
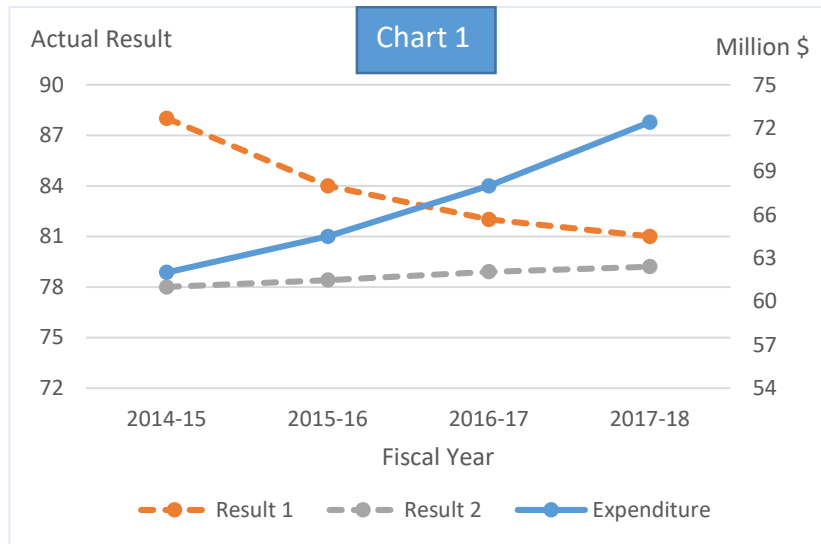
## ➤ **Use your PIP indicators to answer some basic questions:**

1. What is the trend in actual program expenditures?
2. What is the variance of each performance indicator from its baseline?
3. What is the improvement in the ultimate outcome of this program over 1-5 years?
4. Others....

## ➤ **And take action**

- Have a management discussion on the above to decide whether there was acceptable progress, given the funds spent
- Make decisions on what are the areas of weak performance and what needs to change in the program outputs and as a consequence resource allocation

# Some illustrated examples



# How can departments can improve their performance stories?

## Focus on having quality trend data

- Stable indicators preferable, but
- New indicators could still have trend data

## Build data science/analytical capacity

- Makes data collection, data access and analysis more feasible
- The data will never speak for itself – it needs to be mined and analysed

## Have peers review your story

- TBS and peers in other departments

# TBS efforts to support data collection and use

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## More open data sets

- GC Infobase for public access to data;
- In progress: A searchable data base of all outcomes and indicators used over the past 5 years
- Capacity Survey data released to all departments
- Internal Services indicator data – requesting department agreement to share all data

## Central Data repository:

- In progress: a centralized performance information system of budget office data

## Leadership in data use and availability

- Co-chair with PCO a DG data leads committee
- Building our own data science capacity



## Closing remarks

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There is a growing demand for using results data to have credible stories for reporting, funding proposal, program improvements

Departments should develop the capacity to use their data to have credible performance stories

A performance story needs to cover both successes and areas for improvements

# Annex – What is Data Science?

Data science is a "concept to unify statistics, data analysis, machine learning and their related methods" in order to "understand and analyze actual phenomena" with data.

It employs techniques and theories drawn from many fields within the context of mathematics, statistics, information science, and computer science.

Business knowledge is an important part of data science