Treasury Board of Canada Secretariat | Secrétariat du Conseil du Trésor du Canada

Canada

# The Policy on Results

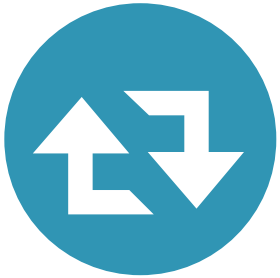
Results Division
Expenditure Management Sector
Treasury Board of Canada Secretariat
October 24th, 2019

# Who are we?

This is us!

**Treasury Board Secretariat (TBS)**

- A **central agency** and the **administrative arm** of the Treasury Board
- Provides **advice** and **makes recommendations** to Treasury Board committee of ministers on how government spends money
- Provides **direction**, **leadership** and **capacity building** for functional communities
- Is the **employer** for the federal government



**Expenditure Management Sector**

- Responsible for the **Expenditure Management System**, including expenditure oversight and management for results

**Results Division**

- Policy Center for the **Policy on Results**
- Provide **leadership** and **direction** for performance measurement and evaluation across Government of Canada

# A New Policy

The Policy on Results (2016) is an important step in instilling a **strengthened culture of measurement**, **evaluation**, and **innovation** in program and policy design and delivery.

It supports a strong **focus on results**, enabling Cabinet committees and individual ministers to: …

*Track and report on the progress of commitments*

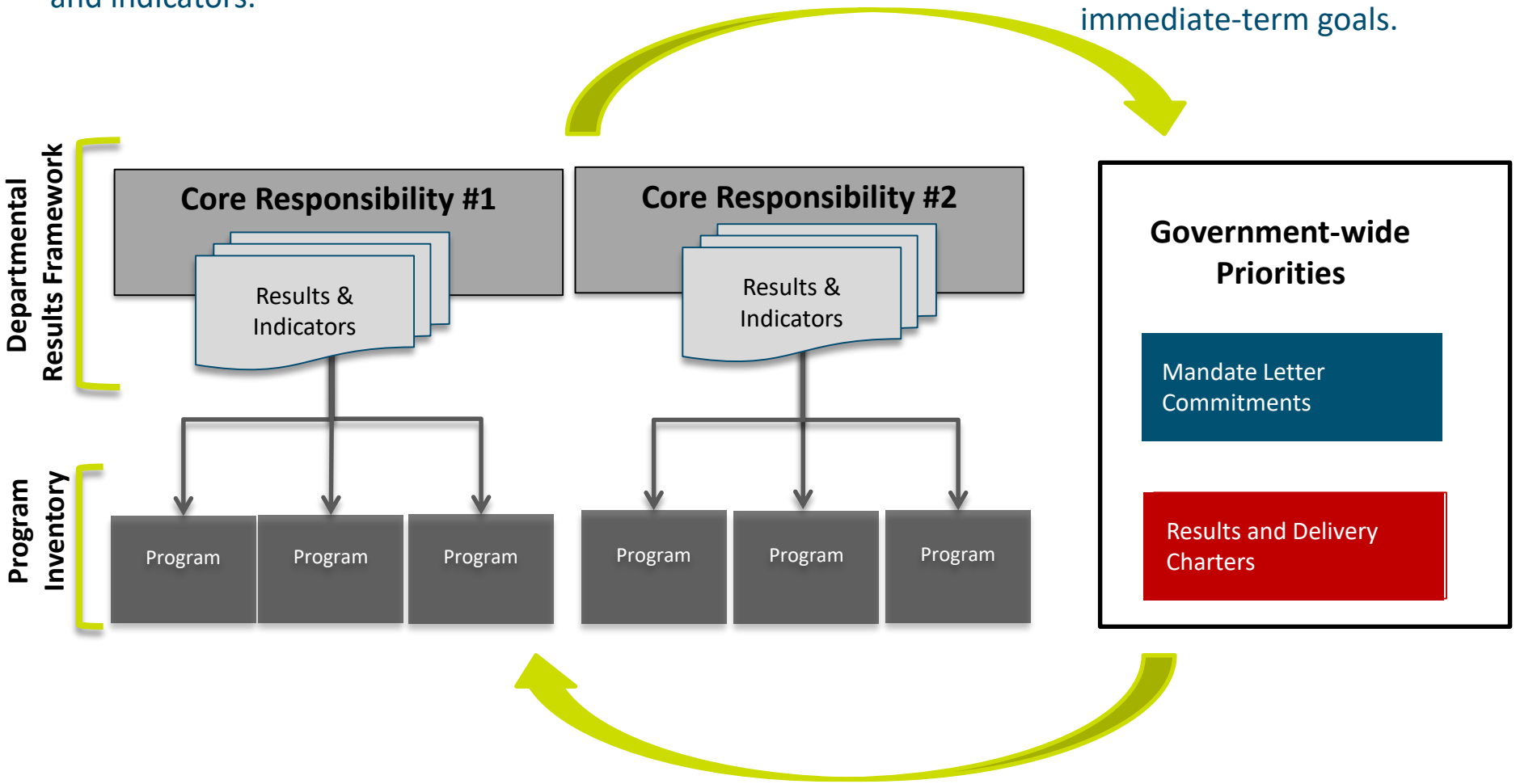
*Assess the effectiveness of our work*

*Align resources with priorities*

# Relationship between PCO and TBS

DRFs and PIs are enduring results reporting structures that may include components of government-wide priorities as well as other results and indicators.

Government-wide priorities represent a segment of DRF and PI results, with a stronger focus on immediate-term goals.



# What the Policy Brings

## Performance Measurement

### Departmental Results Frameworks

Identify **what departments do** (i.e. Core Responsibilities), what they're **trying to influence** (i.e. Results) and in what manner they will **assess progress** (e.g. indicators, evaluations)

### Program Inventories

Show how departments **fulfill their core responsibilities**, focused on understanding the **machinery of delivery** which is flexible and realistic

### Performance Information Profiles

Focus the **management of performance information** and require key information to be measured

## Evaluation

### Renewed Evaluation

The *Policy* provides flexibility and transparency in evaluation planning and **improves the impact of evaluation on delivery and results** - while maintaining sufficient oversight for accountability

# Requirements and Exemptions Specific to Large and Small Departments and Agencies*

| Governance and Roles under the Policy on Results | Required of Large Departments? | Required of Small Departments? |
|---|---|---|
| Performance Measurement and Evaluation Committee | ✓ | ✓ |
| Maintain a performance measurement function | ✓ | No |
| Maintain an evaluation function | ✓ | No |
| Head of Performance Measurement | ✓ | ✓ |
| Head of Evaluation | ✓ | ✓ |
| That the Head of Performance Measurement and the Head of Evaluation demonstrate competencies set by TBS | ✓ | No |

*SDA's are organizations that have reference levels including revenues credited to the vote of less than $300 million per year.

# Requirements and Exemptions Specific to Large and Small Departments and Agencies*

| Other Requirements under the Policy on Results | Required of Large Departments? | Required of Small Departments? |
|---|---|---|
| Develop a five-year evaluation plan | ✓ | No |
| Conduct an annual evaluation exercise | ✓ | ✓ |
| Annual release of planned five-year evaluation coverage | ✓ | ✓ |
| Rationale for spending and programs not scheduled for evaluation | ✓ | No |
| Flexibility of coverage, frequency and core issues for evaluation | ✓ | ✓ |
| Neutral assessment of evaluation function every five years | ✓ | No |
| Departmental Results Framework | ✓ | ✓ |
| Program Inventory | ✓ | ✓ |
| Performance Information Profile | ✓ | ✓ |

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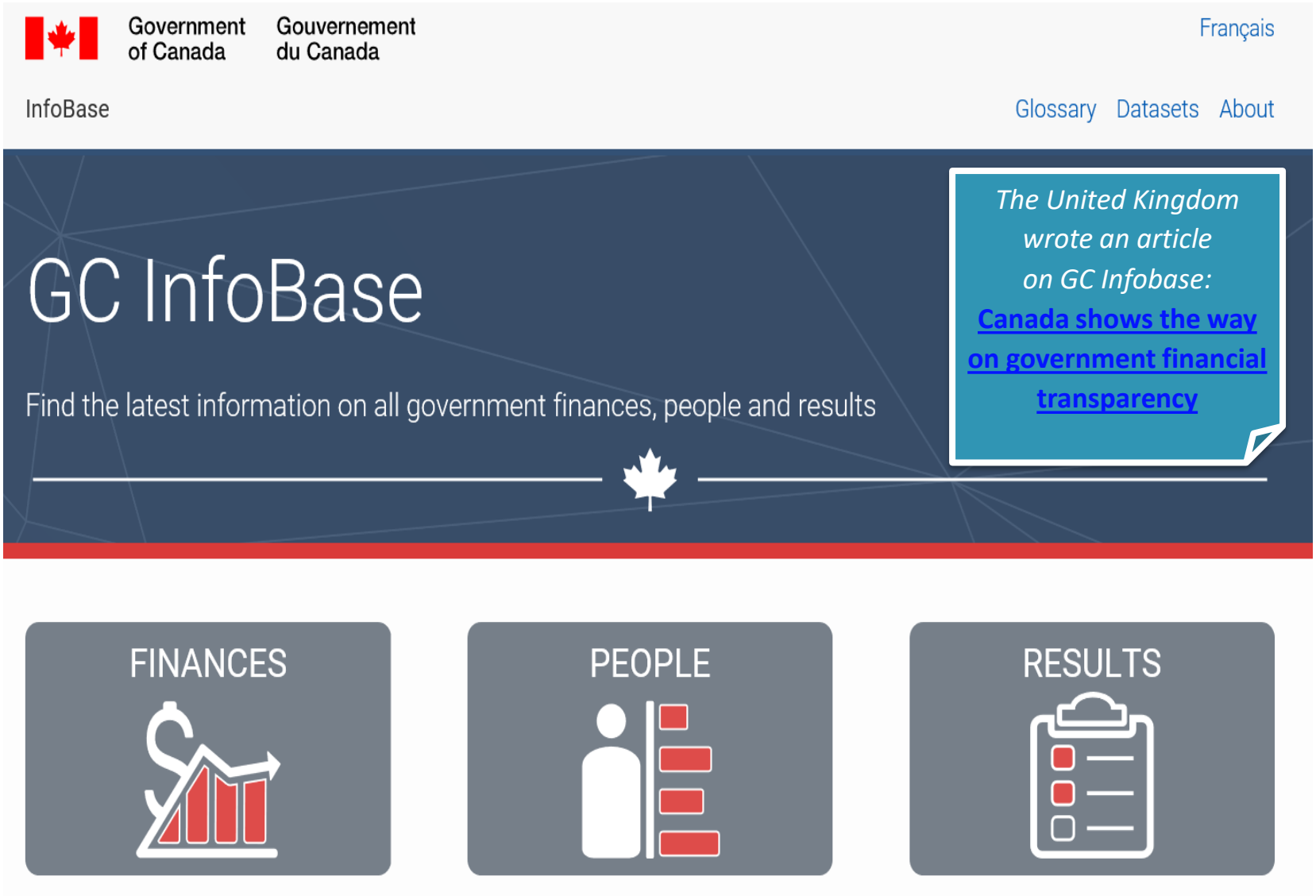
# How Results Are Being Used

**Public Reporting**

**Monitoring and Management**

| | |
|---|---|
| **Canadians & Parliament** | Helps provide an understanding of how money is spent and helps hold the government to account |
| **Deputy Heads** | Provides information on what is working and what needs to be improved |
| **Program Managers** | Helps monitor and manage programs |
| **CFOs & Financial Managers** | Helps monitor and validate departmental expenditure and costing by programs |
| **Central Agencies** | Helps to make decisions on allocating resources to departments |

# GC InfoBase: Interactive Information Platform



# GC InfoBase: Financial Information Trend

| Organization ▲▽ | Program △▽ | 2015-16 - Expenditures △▽ | 2016-17 - Expenditures △▽ | 2017-18 - Expenditures △▽ | 2019-20 - Planned Spending △▽ | 2020-21 - Planned Spending △▽ | 2021-22 - Planned Spending △▽ |
|---|---|---|---|---|---|---|---|
| Department of Canadian Heritage | Sport | 219,677 | 210,651 | 219,442 | 0 | 0 | 0 |
| Department of Canadian Heritage | Arts | 110,935 | 194,522 | 202,745 | 0 | 0 | 0 |
| Department of Canadian Heritage | Cultural Industries | 298,962 | 303,728 | 309,422 | 0 | 0 | 0 |
| Department of Canadian Heritage | Heritage | 28,745 | 30,313 | 38,215 | 0 | 0 | 0 |
| Department of Canadian Heritage | Attachment to Canada | 96,963 | 149,879 | 196,598 | 0 | 0 | 0 |
| Department of Canadian Heritage | Engagement and Community Participation | 45,728 | 50,727 | 83,470 | 0 | 0 | 0 |
| Department of Canadian Heritage | Official Languages | 358,867 | 365,929 | 364,305 | 0 | 0 | 0 |
| Department of Canadian Heritage | Multiculturalism | 3,685 | 10,067 | 0 | 0 | 0 | 0 |
| Department of Canadian Heritage | Arts | 0 | 0 | 0 | 152,870 | 151,722 | 146,970 |
| Department of Canadian Heritage | Cultural Marketplace Framework | 0 | 0 | 0 | 26,026 | 25,697 | 24,596 |
| Department of Canadian Heritage | Cultural Industries Support and Development | 0 | 0 | 0 | 296,000 | 294,066 | 294,153 |
| Department of Canadian Heritage | National Celebrations, Commemorations and Symbols | 0 | 0 | 0 | 36,079 | 36,013 | 36,013 |
| Department of Canadian Heritage | Community Engagement and Heritage | 0 | 0 | 0 | 22,077 | 22,056 | 22,056 |

# GC InfoBase: FTEs Information Trend

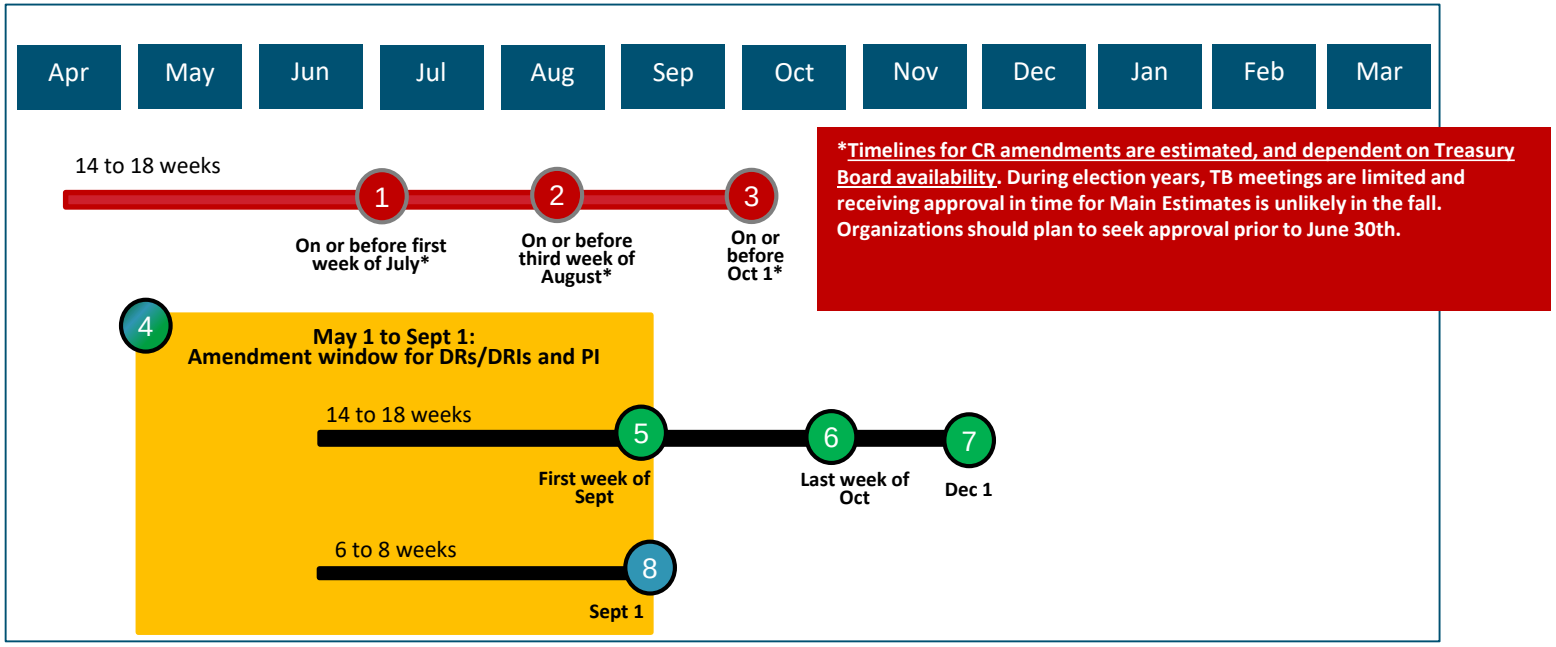
| Organization ▲▽ | Program △▽ | 2013-14 Actual FTEs △▽ | 2014-15 Actual FTEs △▽ | 2015-16 Actual FTEs △▽ | 2016-17 Actual FTEs △▽ | 2017-18 Actual FTEs △▽ | 2019-20 Planned FTEs △▽ | 2020-21 Planned FTEs △▽ | 2021-22 Planned FTEs △▽ |
|---|---|---|---|---|---|---|---|---|---|
| Department of Canadian Heritage | Sport | 128 | 121 | 109 | 95 | 93 | 0 | 0 | 0 |
| Department of Canadian Heritage | Arts | 115 | 124 | 128 | 136 | 140 | 0 | 0 | 0 |
| Department of Canadian Heritage | Cultural Industries | 248 | 237 | 233 | 238 | 247 | 0 | 0 | 0 |
| Department of Canadian Heritage | Heritage | 176 | 144 | 127 | 121 | 125 | 0 | 0 | 0 |
| Department of Canadian Heritage | Attachment to Canada | 141 | 183 | 207 | 208 | 210 | 0 | 0 | 0 |
| Department of Canadian Heritage | Engagement and Community Participation | 103 | 104 | 126 | 128 | 203 | 0 | 0 | 0 |
| Department of Canadian Heritage | Official Languages | 149 | 144 | 151 | 146 | 143 | 0 | 0 | 0 |
| Department of Canadian Heritage | Multiculturalism | 0 | 0 | 10 | 22 | 0 | 0 | 0 | 0 |
| Department of Canadian Heritage | Arts | 0 | 0 | 0 | 0 | 0 | 140 | 140 | 140 |
| Department of Canadian Heritage | Cultural Marketplace Framework | 0 | 0 | 0 | 0 | 0 | 129 | 130 | 130 |
| Department of Canadian Heritage | Cultural Industries Support and Development | 0 | 0 | 0 | 0 | 0 | 145 | 145 | 145 |
| Department of Canadian Heritage | National Celebrations, Commemorations and Symbols | 0 | 0 | 0 | 0 | 0 | 148 | 147 | 147 |
| Department of Canadian Heritage | Community Engagement and Heritage | 0 | 0 | 0 | 0 | 0 | 53 | 52 | 52 |
| Department of Canadian Heritage | Preservation of and Access to Heritage | 0 | 0 | 0 | 0 | 0 | 125 | 125 | 125 |

# Departmental Results Framework and Program Inventory Amendment (Updated for 2020-2021)

- **What?** – Two overarching amendment processes:
  - Departmental Results (DRs) and Departmental Results Indicators (DRIs)
  - Program Inventories (PIs); structural and non-structural
- **When?** – Window for organizations to submit changes – May 1st to Sept. 1st
- **Why?** – In order for changes to be reflected in the Main Estimates, Part III Estimates and GC InfoBase, specific key timelines must be met
- **Who?** – Submit proposed changes to Program Sector (and Results Division)
- **How?** – A few notes:
  - TBS will provide organizations with a Word document containing their authoritative DRF and PI structures (moving away from previous templates)
  - Streamlined amendments (no distinction between Major and Minor)
  - Organizations seeking multiple amendments to their DRF are encouraged to bundle these revisions into a single request for the year (same for PI changes)

Process for amending reporting structures for Crown Corporations, Parliamentary Entities and Agents of Parliament has been clarified

# Visual timeline




**Legend**

**Amendments to CRs* and accompanying DRs and DRIs**

1 – Draft documents to TBS
2 – Final signed Ministerial package to TBS
3 – Treasury Board approval

**Amendments to DRs / DRIs (only)**

4 – TBS opens amendment window
5 – Draft documents to TBS
6 – Final package to TBS
7 – Secretary approval

**Amendments to the PI**

4 – TBS opens amendment window
8 – Revised PI information to TBS

Organizations seeking to make multiple amendments to their DRF are encouraged to bundle these revisions into a single request for the year. Similar bundling should occur for PI amendments.

# Important Reminders

To ensure that amendments to the DRF and PI are effectively coordinated and reflect the view of all relevant partners, organizations are strongly encouraged to engage and consult both internally and with TBS

- Head of Performance Measurement
- Head of Evaluation
- Performance Measurement and Evaluation Committee (PMEC)
- Chief Results and Delivery Officer (CRDO)
- TBS Program Sector
- Corporate Planning and Reporting Group
- Finance Reporting Group
- Portfolio lead department
- Human Resources
- TBS Results Division

The CFO is responsible **for verifying**, in writing, the accuracy of the **planned and actual financial expenditures** reported to the Treasury Board of Canada Secretariat for **each Program in the Program Inventory**, as well as the financial data associated **with departmental performance information** when it is provided to the Treasury Board of Canada Secretariat.

# Contacts and Resources

Results Mailbox
(results-resultats@tbs-sct.gc.ca)

http://www.tbs-sct.gc.ca
See Policy on Results

GC InfoBase
(https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html)

The Results Portal
(http://www.gcpedia.gc.ca/wiki/The_Results_Portal)