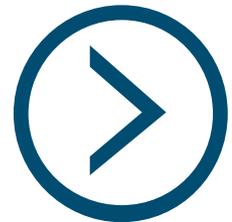




# A RESULTS AND DELIVERY CULTURE: Overview of the Policy on Results

Program Performance and Evaluation Division  
Expenditure Management Sector  
Treasury Board of Canada Secretariat

October 14<sup>th</sup>, 2016

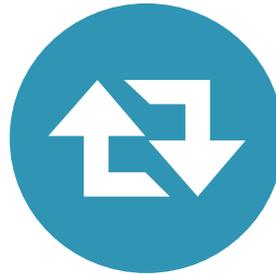


# Who are we?



## Treasury Board Secretariat

- Provides advice and makes recommendations to the Treasury Board committee of ministers on how government spends money
- Is general manager and employer for the federal government



## Expenditure Management Sector

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

This is us!



## Program Performance and Evaluation Division

- Supports Policy on Results
- Leadership for performance measurement and evaluation across government

# An Integrated Approach



## Cabinet Committee on Agenda, Results and Communications

### ***Focused but deep***

*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

### ***Broad but lighter-touch***

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

# 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 will support 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*

# Performance Measurement and Evaluation

## Performance Measurement

### **'What' is happening**

- Ongoing
- Typically done by program managers
- Car's 'dashboard'

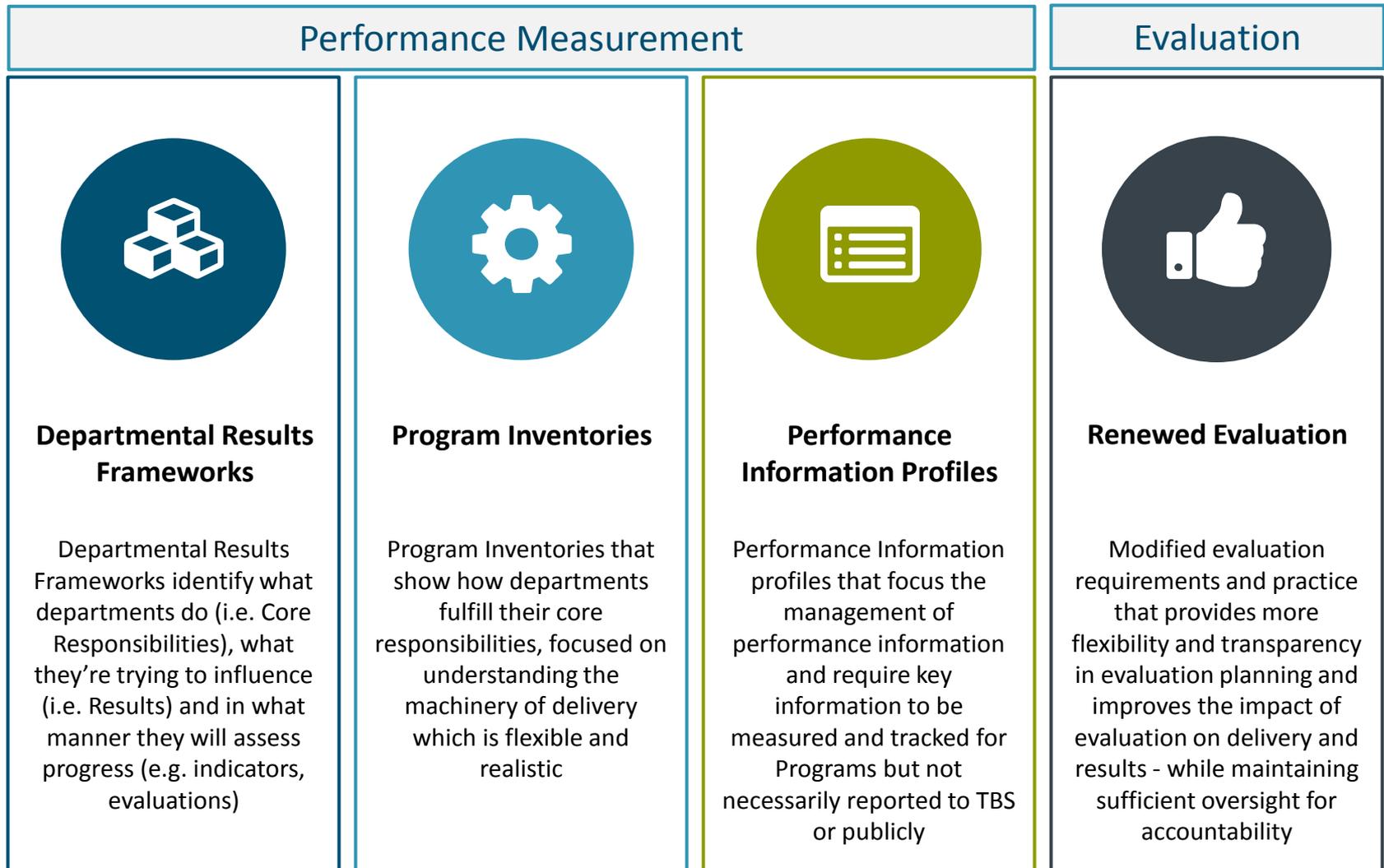
## Evaluation

### **'Why' and 'How' things are happening**

- Periodic
- May also address 'What'
- Typically done by evaluators
- Looking 'under the hood' of a car

Tell a 'performance story' to Canadians and decision makers, support expenditure management and help answer 'what works?'

# What the Policy Brings

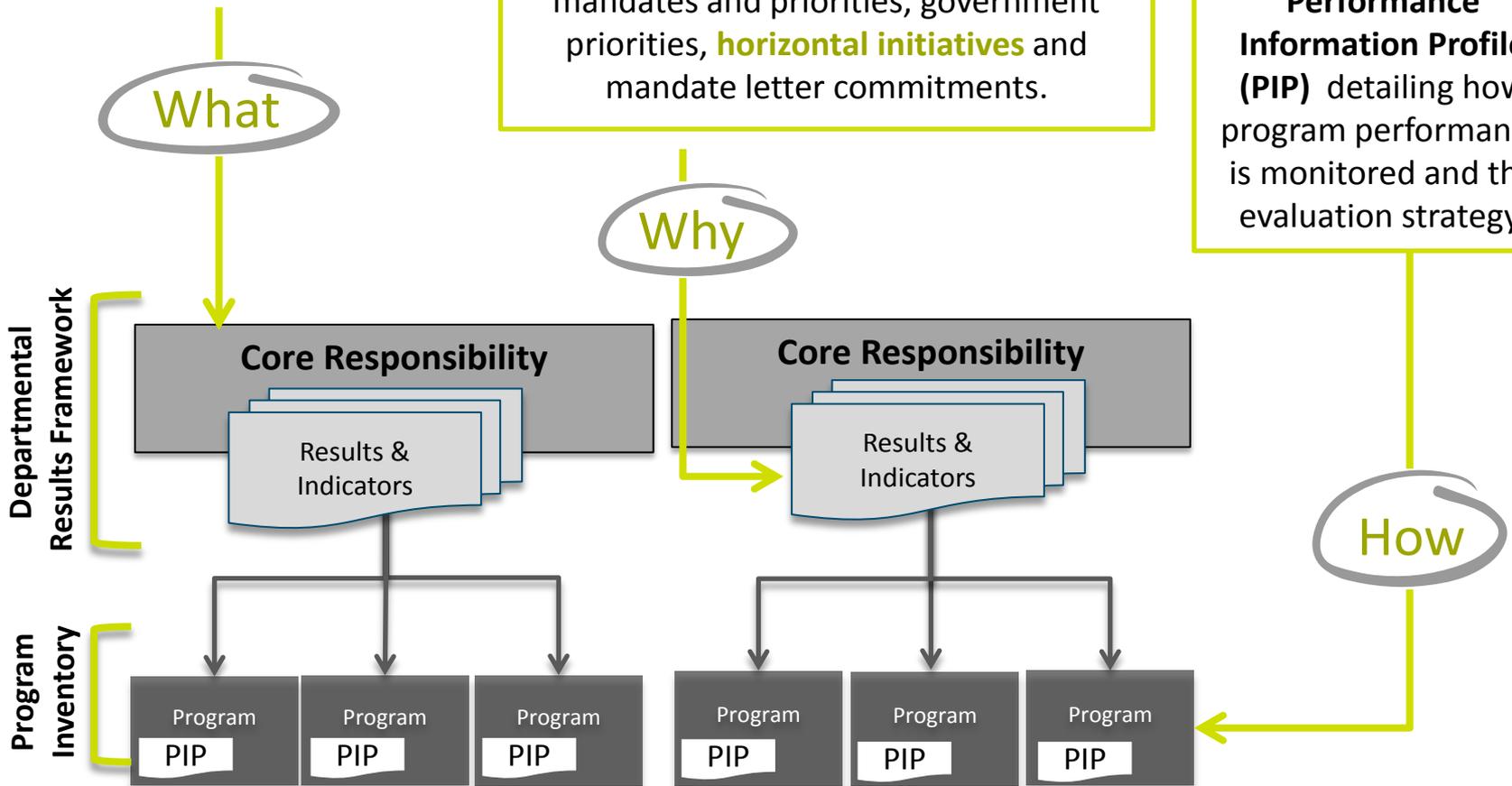


# Structure

Each **Core Responsibility** stems from their mandate. Responsibilities should be relatively consistent over time

**Results** the department is seeking to influence in carrying out each Core Responsibility and **indicators** to measure the degree to which results are being realized. These reflect departmental mandates and priorities, government mandates and priorities, **horizontal initiatives** and mandate letter commitments.

A **Program Inventory** that outlines the department's Programs, each of which have a **Performance Information Profile (PIP)** detailing how program performance is monitored and the evaluation strategy.



# Key Changes for Evaluation



## Flexibility in Coverage and Content

- All spending should be evaluated periodically, but evaluations should target the **needs, risks** and **priorities** of the department.
- Increased flexibility on i) what is evaluated ii) what issues are addressed iii) timing of evaluations iv) methods used



## Strengthened Performance Measurement

- Integrated Performance Measurement and Evaluation Committee
- Clarified oversight of performance measurement, helping support evaluations



## More Accessible Reporting

- Evaluation reports must be accompanied by a summary

# 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



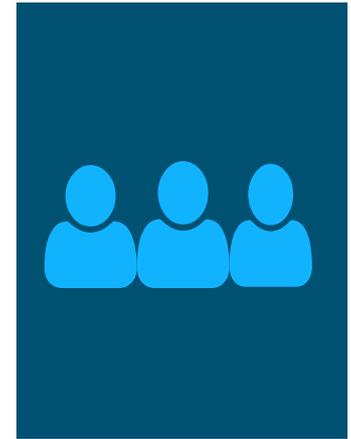
**Head of Performance Measurement**

Leads the departmental performance measurement function



**Head of Evaluation**

Leads the departmental evaluation function



**Program Officials**

Maintain performance information for their program

# 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

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# Questions?

- 1) *What new opportunities are envisioned with this enhanced focus on evidence-based decision-making?*
- 2) *Are there lessons learned from past experiences that could help inform our way forward? Are the foundations in place to meet these new opportunities?*
- 3) *What challenges do you anticipate? How are you planning to address these challenges?*