Results and Delivery in Canada: Building on momentum

Results and Delivery Unit
Privy Council Office
October 2017

Tracking progress on results and delivery
Presentation Overview

1. Background
   Review context and key goals guiding our work

2. Current status
   Describe implementation of new governance structures, tools and routines

3. Path forward
   Look ahead to areas for continued attention in short- and medium-term

Annex – Results and Delivery Resources:
Strategies and methods supporting the approach
Systems and routines are organized to support goals

**Clear objectives**
- Cabinet Committee on Agenda, Results and Communications
- Mandate Letter Commitments
- Results and Delivery Charters
- New requirements for MCs and TB subs

**Sustained attention**
- Stock Takes with the Prime Minister
- Ministerial Results Tables
- Tracking by PCO Results and Delivery Unit
- Departmental Chief Results and Delivery Officers

**Improved measurement**
- Data Strategy for Results
- Policy on Results
- Data Leads
- Public Reporting
Key Characteristics of Useful Indicators

**Meaningful**
Will moving the numbers on this indicator deliver the result and make a difference in the lives of citizens they can feel?

**Moveable**
Can we realistically move the numbers on this indicator with the levers at our disposal?

**Measurable**
Do we already collect well-defined data on this indicator, or are we willing to make an investment to get that data?
Our **Data Strategy for Results** is intended to help:

- Make evidence-based policy decisions
- Improve internal processes and implementation
- Report on performance and progress towards stated outcomes
Path forward requires collective efforts

Drive relentless implementation of remaining agenda

- Implement plans and address at-risk issues of significance
- Deep dives to drive performance, track progress and make course corrections

Communicate results from actions in a way that is meaningful to Canadians

- Launch one-stop results portal, then quickly iterate improvements
- Build on growing list of issues with horizontal results reporting, e.g., Atlantic Growth Strategy

Continue to build on established routines, systems and tools

- PM Stock Takes and Ministerial Results Tables
- Departmental implementation, monitoring and routines
- Data strategies to recognize what it will take to achieve priorities
- Align resources and activities to achieve ambitious goals
## Responding to overcome constraints

<table>
<thead>
<tr>
<th>Constraint</th>
<th>Key messages</th>
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<tbody>
<tr>
<td>It takes a long time to see results, so...</td>
<td>... we need to be confident our actions today are putting us on the right path, and prioritize meaningful activities that also deliver short-term results.</td>
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<td>We can’t attribute all results to our actions, so...</td>
<td>... we need to make sure we are doing our part to make positive change, and track the difference we are making through our actions.</td>
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</tbody>
</table>


Annex: **Links to more information**

- [Priorities] Ministerial [Mandate Letters](#)
- [Backgrounder] [The Results Agenda](#)
- [Policy] Treasury Board [Policy on Results](#)
- [Reporting] Treasury Board Secretariat [InfoBase](#)
- [GCPedia] [Results Portal](#), [Results Practices](#)
- [Gcconnex] [Results and Delivery Network](#)
- [Guidance] [Results and Delivery Manual](#)
- [Guidance] [Experimentation direction to Deputy Heads](#)
- [Video] [Results and Delivery: Lessons from Around the World](#)
- [Video] [Sir Michael Barber: Results and Delivery Unit: Lessons for Canada](#)
## Annex: Five perpetual questions

<table>
<thead>
<tr>
<th></th>
<th>What are you trying to do?</th>
<th>How are you trying to do it?</th>
<th>How, at any given moment, will you know whether you are on track?</th>
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<td></td>
<td>Clear priorities</td>
<td>Clear practical plans, regularly updated</td>
<td>Good, steady, timely data</td>
<td>Actions followed up and refined</td>
<td>Maintaining routines, Analysis and problem-solving, Horizontal coordination</td>
</tr>
</tbody>
</table>
Annex: Results and Delivery System Linkages

Government priority

Results and Delivery Charters describe horizontal results across organizations

Mandate Letters
Describe priority commitments for each Minister

Departmental Results Frameworks for each department and agency are basis for financial and non-financial performance reporting

Program Performance Information Profiles
performance information gathered for each individual program
Annex: **Results and Delivery Charter**

- Cabinet document
- Informs reporting on top priorities
- Focused on **results**
- Supports results focus on horizontal initiatives

### Results and Delivery Charter

- Statement of outcome / result
- Identification of key indicators
- Delivery strategy / implementation plan