Program Activity Architecture Performance Measurement Information session

Treasury Board Secretariat

SFFOs/SAFAG

June 2004

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Goals of this presentation

- To present some of the concepts around performance measurement in the PAA.
- To communicate the requirements for performance measures in the PAA.

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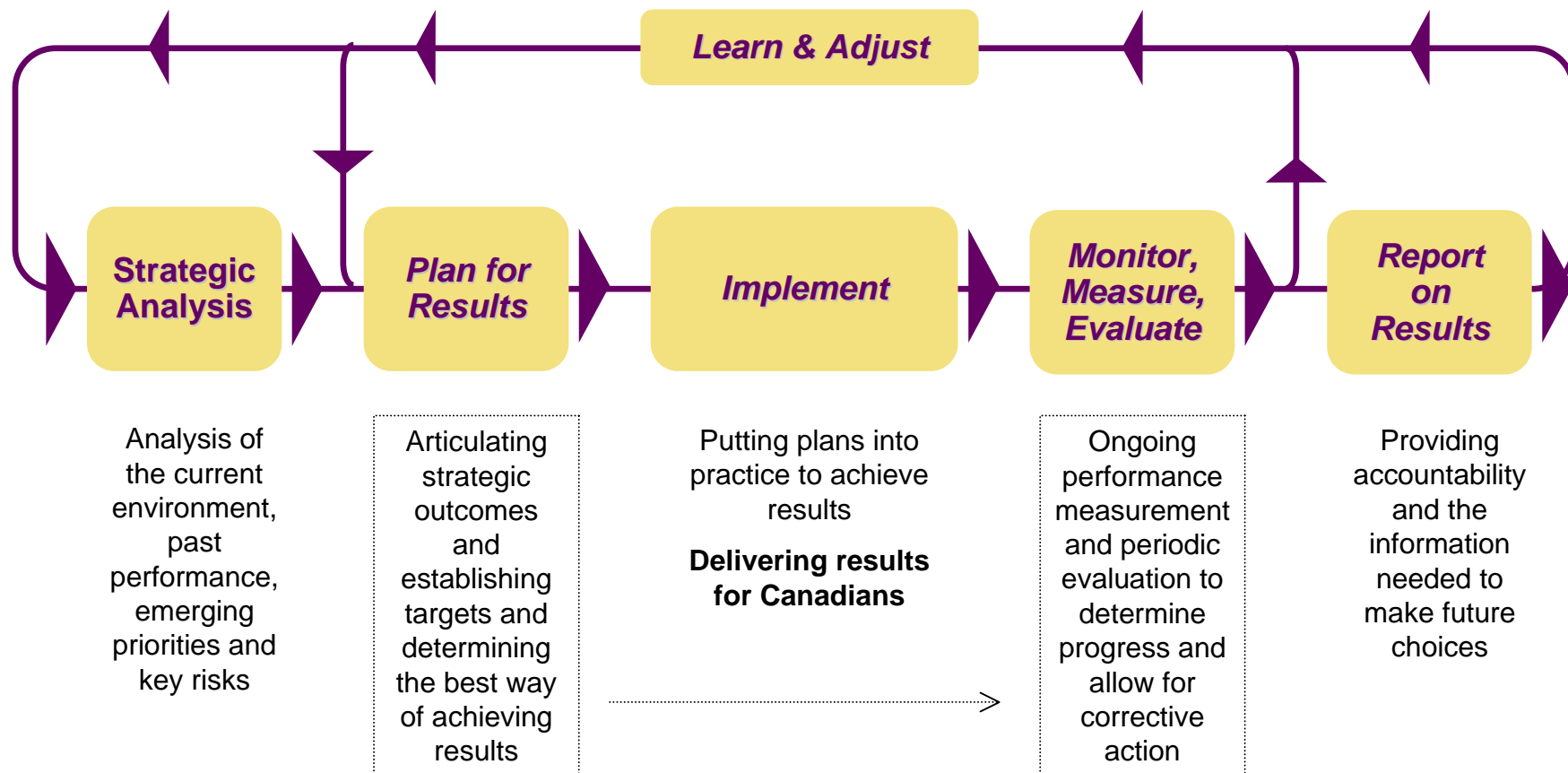Treasury Board of Canada Secretariat

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PAA Performance Measurement Framework

- A systematic collection and reporting of information that track resources used, work produced, and intended results achieved.

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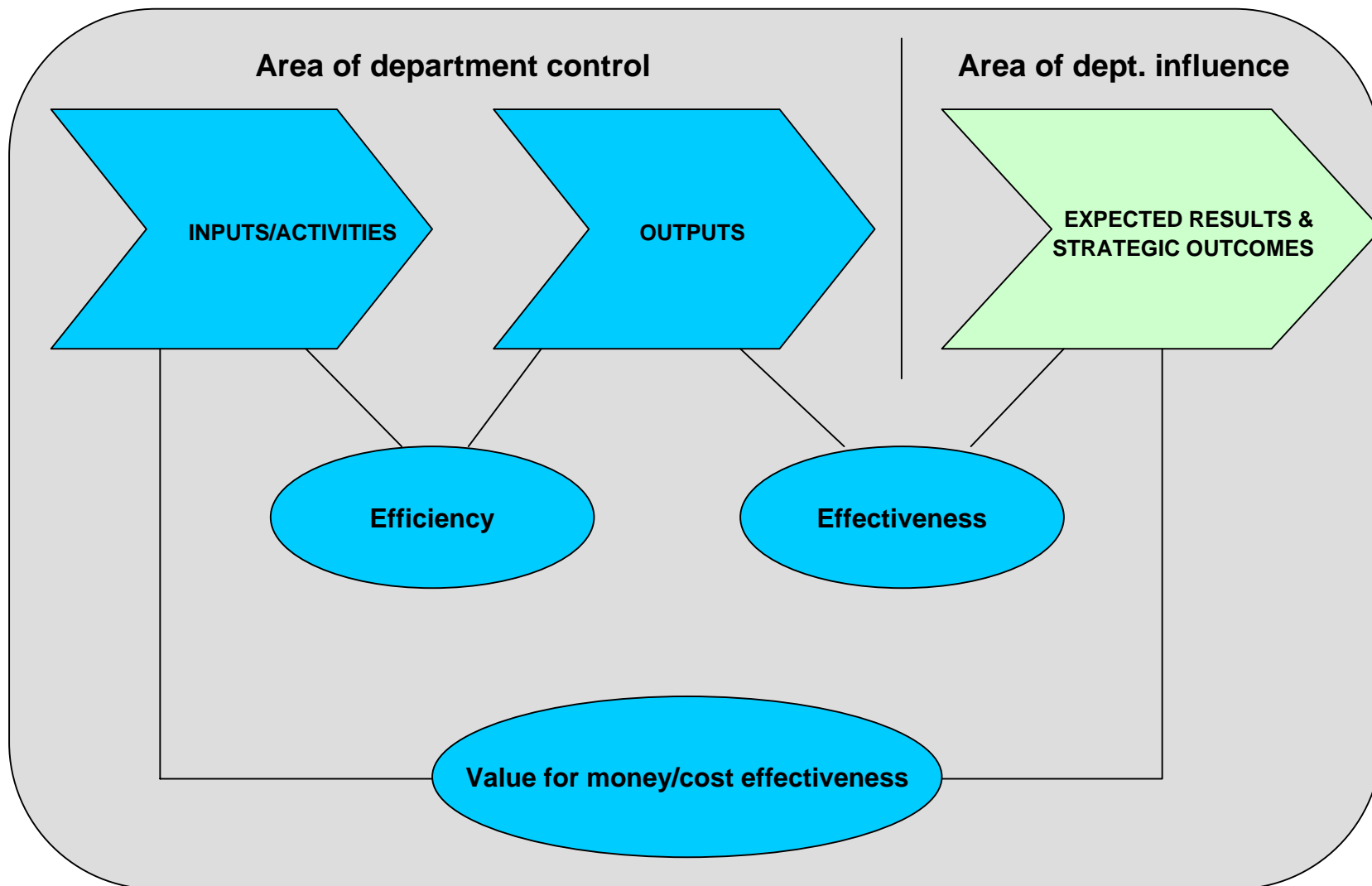Treasury Board of Canada Secretariat

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What PAA performance measures should permit us to do:

- Have accountability at all levels
- Assess the performance of an organisation
- Motivate staff and stakeholders to perform
- Report on performance to public and others
- Celebrate good performance
- Learn what works and what does not
- Improve performance

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The Life Cycle Approach to Managing for Results – How do Performance Indicators fit into the Broader Results-based Management Context?

Learn & Adjust

Strategic Analysis	Plan for Results	Implement	Monitor, Measure, Evaluate	Report on Results
Analysis of the current environment, past performance, emerging priorities and key risks	Articulating strategic outcomes and establishing targets and determining the best way of achieving results	Putting plans into practice to achieve results **Delivering results for Canadians**	Ongoing performance measurement and periodic evaluation to determine progress and allow for corrective action	Providing accountability and the information needed to make future choices

Activities to outcomes

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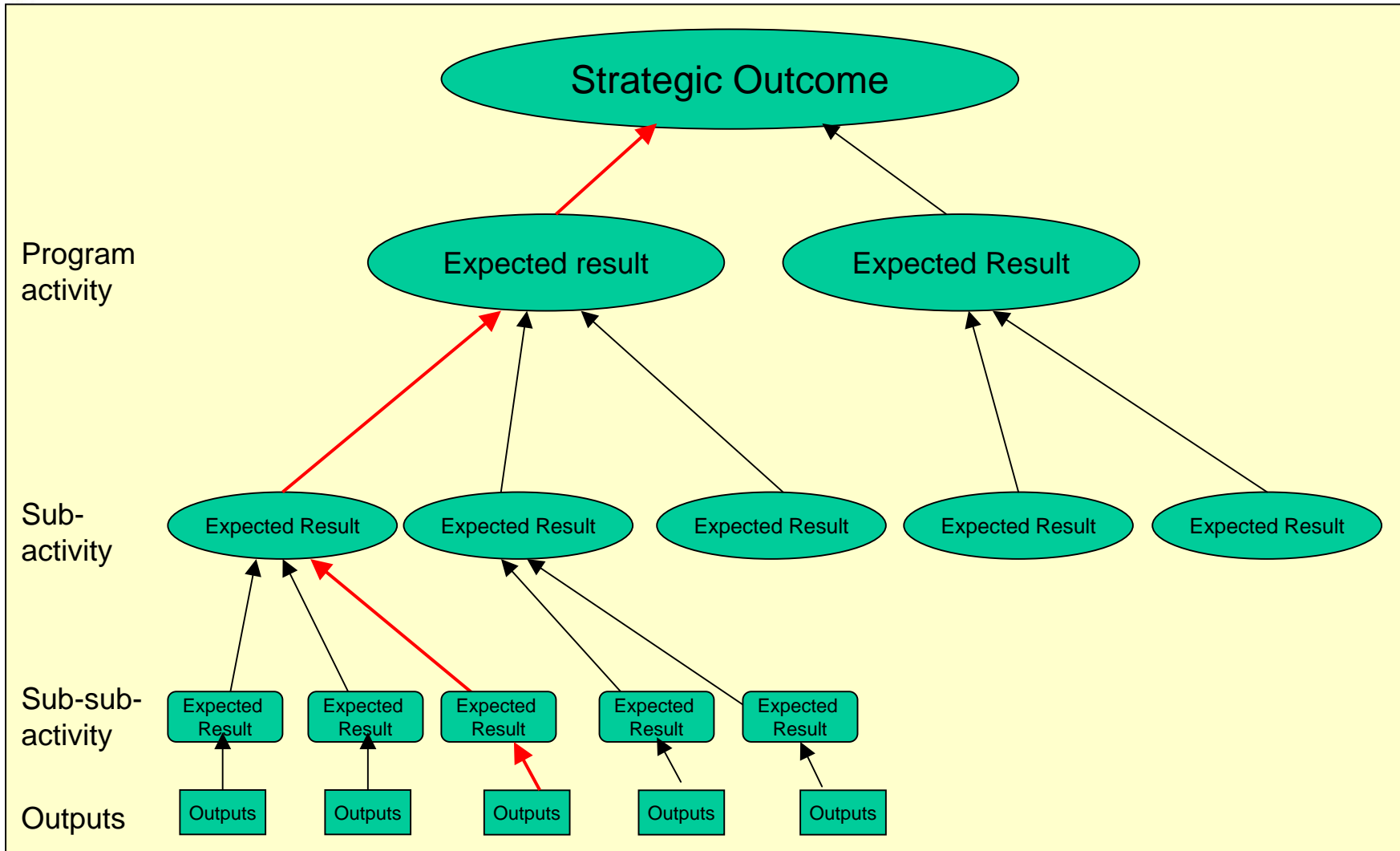
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Minimum analysis from PAA performance measures

- Compare results achieved with expected results and targets.

- Compare performance and resources over time - trend analysis.

- Make some determination of value for money

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Results logic from the PAA for a performance story

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Features of Good Performance Measures

- ## Reliable & Valid
    - Measures the same thing across time and groups/regions
    - Measure must be strongly connected to the outcome eg varies proportionally with outcome.

- ## Comparable
    - Measure can be compared at different points in time e.g percentage (not number) of adult Canadians with university education.

- ## Cost-effective
    - Must be relatively easy to collect data

- ## Clear to Canadians

The clarity issue for performance measures

- Make them citizen focussed – easily read and understood
  - E.g of lack of clarity: Percent of first payments made within 14 days of the first compensable week.

- Each should be a complete thought
  - <u>Example 1</u>: not "quality of life of veterans" but maybe - % of veterans deemed to have a "good" quality of life.
  - <u>Example 2</u>: not "perception of visitors" but - % of visitors who indicated being satisfied with their visit to our parks"
  - <u>Example 3</u>: not "opinion of key stakeholders" but number (%) of key stakeholders who feel they are being adequately consulted.

PAA data requirements & timelines

Boiler plate information: Strategic Outcome to Sub-activity – June 30th

- Succinctly describe the governance structures for:
    1) the department or agency;
    2) each strategic outcome; and
    3) each program activity

- **Name of Program Activity/Sub-Activity**
  (based on Departmental Program Architecture)

- **Program Activity/Sub-Activity Description**
  (should identify the need or gap being addressed and method of intervention- regulation, G&Cs etc)

- **Position accountable for decision making for this Program Activity/Sub-Activity**

- **Has an evaluation been done of this Program Activity/Sub-Activity (within the past 5 years)?**

- **Has an audit been done of this Program Activity/Sub-Activity (within the past 5 years)?**

- **Is an Evaluation planned for this Program Activity/Sub-Activity**?

- **Is an Audit planned for this Program Activity/Sub-Activity?**

Sub-sub-activity and lower - Aug 31st

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Description of data fields

Strategic Outcome	Indicators	Data source(s)	Frequency	Actual		Effective Date for Actual Value	Target/ Benchmark
Long-term and enduring benefit to Canadians that stems from a department's mandate, vision and efforts**.**	A performance indicator (qualitative or quantitative), e.g. percentage of Canadians owning their homes.	The source from which data for a performanc e indicator will be available on a regular basis.	The frequency with which the data for a performance indicator will be available, e.g. annually.	This refers to the last performance indicator data that is available, e.g. 65% of Canadians own their homes to use the example above.		The date at which the last actual data was collected (i.e. 65% above).	Performance levels achieved by any other organization or jurisdiction that allows a department to compare with its own achievements. Usually seen as best practices.

Expected Results	Indicators	Data Source(s)	Frequency	Target	Date to Achieve Target	Actual	Effective Date for Actual Value
An outcome that a department or agency is trying to achieve through different activities in its PAA	Same as before	Same as before	Same as before	Same as before	The date that has been set for the achievemen t of a target.	Same as before	Same as before

Description of data fields (…cont)

Outputs	Indicators	Data Source(s)	Frequency	Target	Date to Achieve Target	Actual	Effective Date for Actual Value
Products or services that stem directly from an activity, e.g. a policy paper.	Same as before	Same as before	Same as before	Same as before	Same as before	Same as before	Same as before

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Data Timelines for all results information

June 30th '04

- Boiler plate info for SO to Sub-activity

Aug 31st '04

- Expected results for the lowest level of PAA (and any performance data at this level)
- Boiler plate info for sub-sub-activity and lower

Dec 31st '04

- Expected results for all other levels of PAA (includes outputs)
- Performance indicators for all levels of PAA.

Mar 31st '05

- All other information

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Assessing your PAA performance framework

- Expected results statements
  - Clarity
  - Reasonable for the activity
- Performance indicators
  - Clarity
  - Amount- too few or too many
  - Validity- do they have face validity for the expected result?
  - Can progress in short and long-term be obtained?
  - Do the indicators represent a balance set i.e. not too narrow a focus in any area?
- Methodology to set targets including benchmarking.
  - Does a methodology exist?
  - Is it reasonable and logical?

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Questions & Discussion