



PERFORMANCE AND PLANNING EXCHANGE
FORUM SUR LE RENDEMENT ET LA PLANIFICATION

Making Performance Management an Integral Part of Organizational Practices

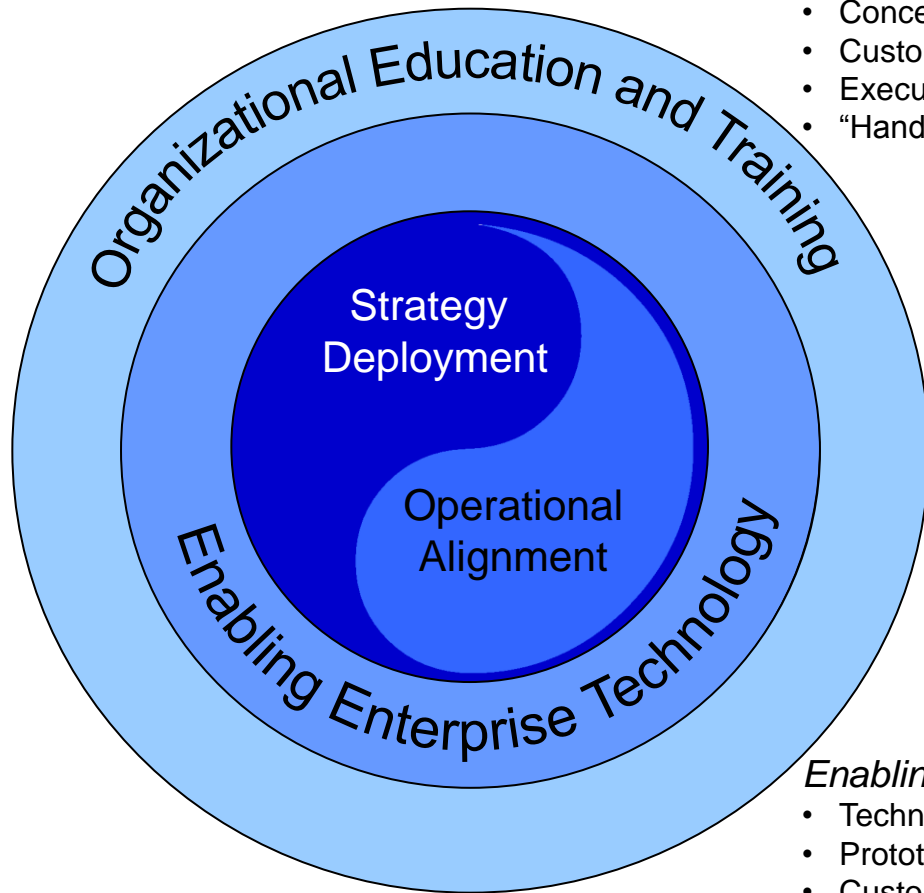
How Integrated Planning & Reporting Supports Performance Alignment



LANDMARK DECISIONS INC.
www.landmark.ca

Mike Haley
Landmark Decisions Inc.

Landmark Decisions Overview



Organization Education & Training

- Conceptual & Methodology Education
- Customized In-House workshops
- Executive and Team Facilitation
- “Hands-On” Technology Training

Strategy Deployment

- Alignment and Communication of Goals, Plans & Initiatives
- PM Model Development (BSC, Logic, EFQM, NQI, Baldrige)
- Identification and Reporting of Leading Measures of Success
- Establishment of Accountability
- Development of Organizational/Team/Personal Scorecards

Operational Alignment

- Activity-based Management
- Process Mapping & Management
- Resource Deployment/Utilization
- Customer, Product and/or Service Profitability

Enabling Enterprise Technology

- Technology Requirements & Fit (Organizational & Infrastructure)
- Prototyping of Software Models
- Customized MS Office Toolsets
- Software/Vendor Review or Selection
- Technology Implementation and Project Management



PERFORMANCE

- the **execution** of an action
- something **accomplished** or the **fulfillment** of a claim, promise, or request
- the **ability** to perform (i.e. **efficiency**)
- the manner of **reacting to stimuli** (i.e. behaviour)

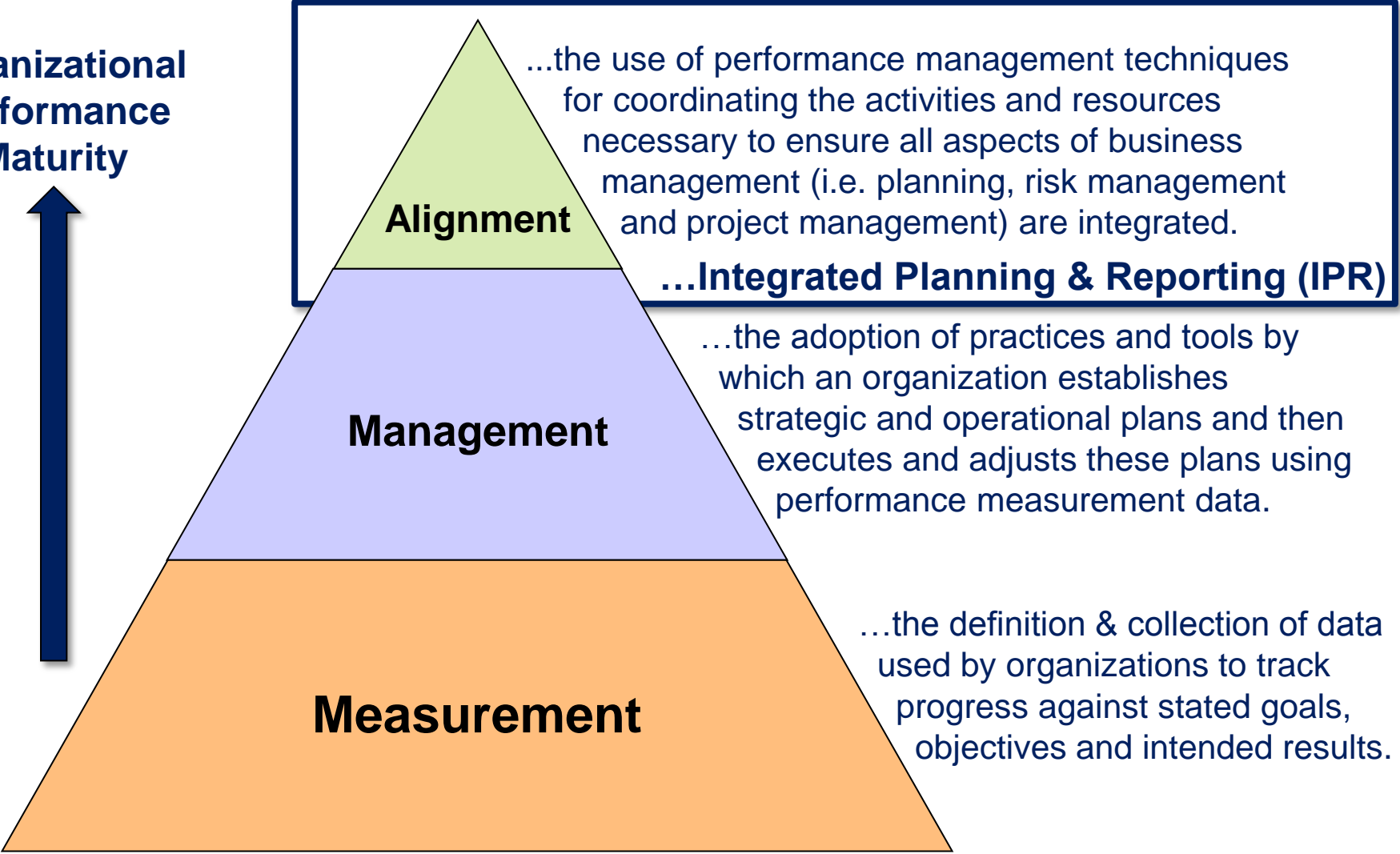
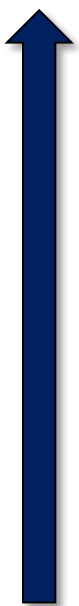
ALIGNMENT

- the **proper positioning** or state of **adjustment of parts** in relation to each other
- an arrangement of groups or forces in **relation to one another**

Merriam-Webster Online Dictionary (2010)

From Performance Measurement to Performance Alignment

Organizational Performance Maturity



Why is Performance Alignment important?

- **Employee Engagement**
 - Involvement in Development Process
 - Clearly Defined Expectations
 - Improved Change Capacity
- **Enhanced Decision Making Capacity**
 - Results Against Expectations
 - Resource Requirements (i.e. Value for Money or “Efficiency & Economy”)
 - Support for Strategic Reviews
- **Reduced Time & Effort on Planning, Reporting & Evaluation**
 - Departmental Reporting – RPP/DPR, PMF, Horizontal Initiatives
 - Consistent Approach Across Department (“Economies of Scale”)
 - Evaluations (“Built In” by design)
- **Improved Compliance with Central Agency Requirements**
 - TBS Policies & Directives
 - MAF Ratings & Action Plans
 - OAG Findings / Recommendations / Action Plans

Drives an Organizational Performance Culture Shift!



Key TBS Policies and Guidance on Performance

- Management, Resources and Results Structure (MRRS)
- Policy on Evaluation
- Policy on Transfer Payments
- Cabinet Directive on Streamlining Regulations
- Framework for the Management of Risk
- Policy on the Management of Projects
- Policies on Financial Management
- Policy on Investment Planning - Assets & Acquired Services
- Policy on Management of Executives

Management, Resources and Results Structure (MRRS)

February 2010

Highlights

The objective of this policy is to ensure that the government and Parliament receive **integrated financial and non-financial program performance information** for use to support improved allocation and reallocation decisions in individual departments and across the government.

The program activity architecture (PAA) will provide the framework to **link expected results and performance measures to each program** at all levels of the program activity architecture and for which actual results are reported.

A **Performance Measurement Framework (PMF)** is an objective basis for collecting information related to the intended results of a department and its programs. It identifies **performance indicators** to be used to assess the organization's progress towards achieving its expected results.

A **performance indicator** is a qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of a program.

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Policy on Evaluation

April 2009

Highlights

Promotes collaboration between the evaluation function and program managers to help **improve the design, delivery, performance and performance measurement of the organization's policies and programs**

Ensure that ongoing performance measurement is implemented throughout the department so that **sufficient performance information** is available to effectively support the evaluation of programs

Review the adequacy of **resources allocated to performance measurement activities** as they relate to evaluation

Consult on the **performance measurement strategies** embedded in the department's Management, Resources and Results Structure.

An annual report on the **state of performance measurement of programs** in support of evaluation

Performance: the extent to which effectiveness, efficiency and economy are achieved by a program.

Performance measurement strategy: the selection, development and ongoing use of performance measures for program management or decision-making.

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Policy on Transfer Payments

October 2008

Highlights

Ensuring that a **performance measurement strategy** is established at the time of program design, and that it is maintained and updated throughout its life cycle, to effectively support an evaluation or review of relevance and effectiveness of each transfer payment program.

Ensuring that cost-effective oversight, internal control, **performance measurement and reporting systems** are in place to support the management of transfer payments.

Performance: achieved by using taxpayer resources well, producing program outputs in an affordable manner, and achieving outcomes consistent with program objectives.

The performance measurement strategy for ongoing performance management of the transfer payment program, including the **performance measures and indicators** and the **supporting data requirements and data collection strategy**.

The purpose and objectives of the transfer payment program with clear linkage to departmental and government objectives, and an **identification of expected results with performance measures and indicators for monitoring and reporting**.

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Cabinet Directive on Streamlining Regulations (CDSR)

April 2007

Highlights

4.3 Setting public policy objectives

Once policy issues have been assessed and it is determined that government intervention is required, departments and agencies are responsible for setting public policy objectives that outline tangible outcomes for Canadians.

Departments and agencies are to:

develop and use performance indicators on an ongoing basis to monitor and report on *progress against performance expectations*.

4.6 Measuring, evaluating, and reviewing regulation

Departments and agencies are responsible for ensuring that regulation continually meets its initial policy objectives and for renewing regulatory frameworks on an ongoing basis.

Departments and agencies are to:

identify the intended results of regulation in managing a public policy issue and, before submitting a regulatory proposal, *develop time-based performance indicators* for significant regulatory activities; *integrate performance measures* that can be used to adjust compliance plans as needed;

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Framework for the Management of Risk

August 2010

Highlights

In order to foster a risk-informed culture and capacity to **fully realize performance improvements** within federal organizations, strengthened risk management approaches must be reflected across all business practices. Failure to effectively manage risks can result in increased program costs and missed opportunities, which can **compromise program outcomes**, and ultimately public trust. In contrast, sound risk management is fundamental to effective public administration as it can lead to a more **effective, results-based, and high performance government**.

Effective risk management in the federal government should:

achieve a balance between the level of risk responses and established controls and support for flexibility and innovation to **improve performance and outcomes**;

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Policy on the Management of Projects

December 2009

Highlights

The management of projects is key to providing value for money and demonstrating sound stewardship in program delivery. A comprehensive approach to managing projects, which is integrated across the department and is appropriate for the level of project risk and complexity, will enhance the likelihood of realizing project outcomes. This approach **should ensure that accountability for outcomes is clear**, appropriate controls are in place to minimize risk and limit project duplication and overlap, key project stakeholders are consulted, and **outputs and outcomes are monitored and reported**.

A project brief provides a synopsis of these core project documents and describes the expected business outcomes, the significance of the project to achieving program and government objectives, potential options, **the performance indicators to be measured** and an evaluation strategy that identifies critical milestones ensuring objectives are met and amended only when necessary, and value for money is achieved.

A project brief includes complete descriptions of the following:

*The **performance and outcome management measures**, including an evaluation strategy and provision for an independent third-party evaluation when required.*

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Policy on Financial Management Governance

April 2009

Highlights

The deputy head is responsible for:

ensuring the strategic planning process gives due consideration to financial risks, financial sustainability, governance, resource allocation and **performance monitoring**;

Policy on Financial Resource Management, Information & Reporting

June 2010

Highlights

The deputy head is responsible for:

ensuring effective oversight of the department's financial plan, budget and related allocations of its resources and making decisions based on sound analysis of reliable information. This includes monitoring and reporting on the use and **performance of financial resources are effective**

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Policy on Investment Planning

December 2009

Highlights

Effective investment planning ensures resources are allocated in a manner that **clearly supports program outcomes** and government priorities

Deputy heads are responsible for the effective management of the investment planning function within their departments. Effective management includes developing a departmental investment plan, exercising oversight in the implementation of the investment decisions and ensuring appropriate, **ongoing measurement of investment performance**.

Deputy heads are responsible for ensuring that information systems are in place that support planning, budgeting and accounting for resource allocation and which **enable performance measurement** and reporting related to the management of departmental investments.

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Directive on the Performance Management Program (PMP) for Executives

July 2007

Highlights

Performance measures describe how an observer would know that the results are achieved within the fiscal year and define standards for the expected level of achievement of these results.

The choice of a **performance measure implies that quantifiable data/information indicating performance achievement is available** and that efforts are made to obtain the information defined in the specific measure.

If feasible, performance measures can also describe **what characterizes levels of performance** that are above expectations.

Performance measures are established at the start of the fiscal year when commitments are established and can be adjusted during the fiscal year. There are **one (1) to three (3) performance measures per Ongoing and Key Commitment**.

Departments are responsible for ensuring that **performance measures are reviewed periodically** to ensure they are measuring the right results.

Potential Performance Alignment Impact on MAF

Highest Impact

→ **AoM 2 – *Managing for Results*** – the quality of the PAA, **PMF, performance reporting** and the extent to which MRRS info is used to **support planning and decision making**.

→ **AoM 3 – *Governance and Planning*** – An **integrated corporate system** of decision-making enables effective allocation of **resources to priorities, alignment of activities to outcomes and management of accountabilities**

} No longer assessed > Round 9

→ **AoM 6 – *Quality and Use of Evaluation*** – the **use of performance indicators** for assessments on value for money and program improvement.

→ **AoM 7 – *Effectiveness of Financial Management & Control*** – **Reliable and timely financial information** is available to support effective decision making, accountability and transparency both internally and externally

→ **AoM 9 – *Integrated Risk Management*** – Risk management is **integrated across management practices** and progress and **performance on risk responses** is monitored and reported.

→ **AoM 10 – *Excellence in People Management*** – status of the PS Renewal Action Plan **Key Performance Indicators (KPI's) against established targets**.

→ **AoM 12 – *Effectiveness of Information Management*** – The organization's IM strategy supports the effective management of information and records to **meet program and service outcomes, operational needs and accountabilities**

→ **AoM 13 – *Effectiveness of IT Management*** – Demonstrated **IT value to the departmental business outcomes through the use of performance measurement tools and metrics** to guide information technology towards improved efficiency, effectiveness and innovation

} Not assessed in Round 9

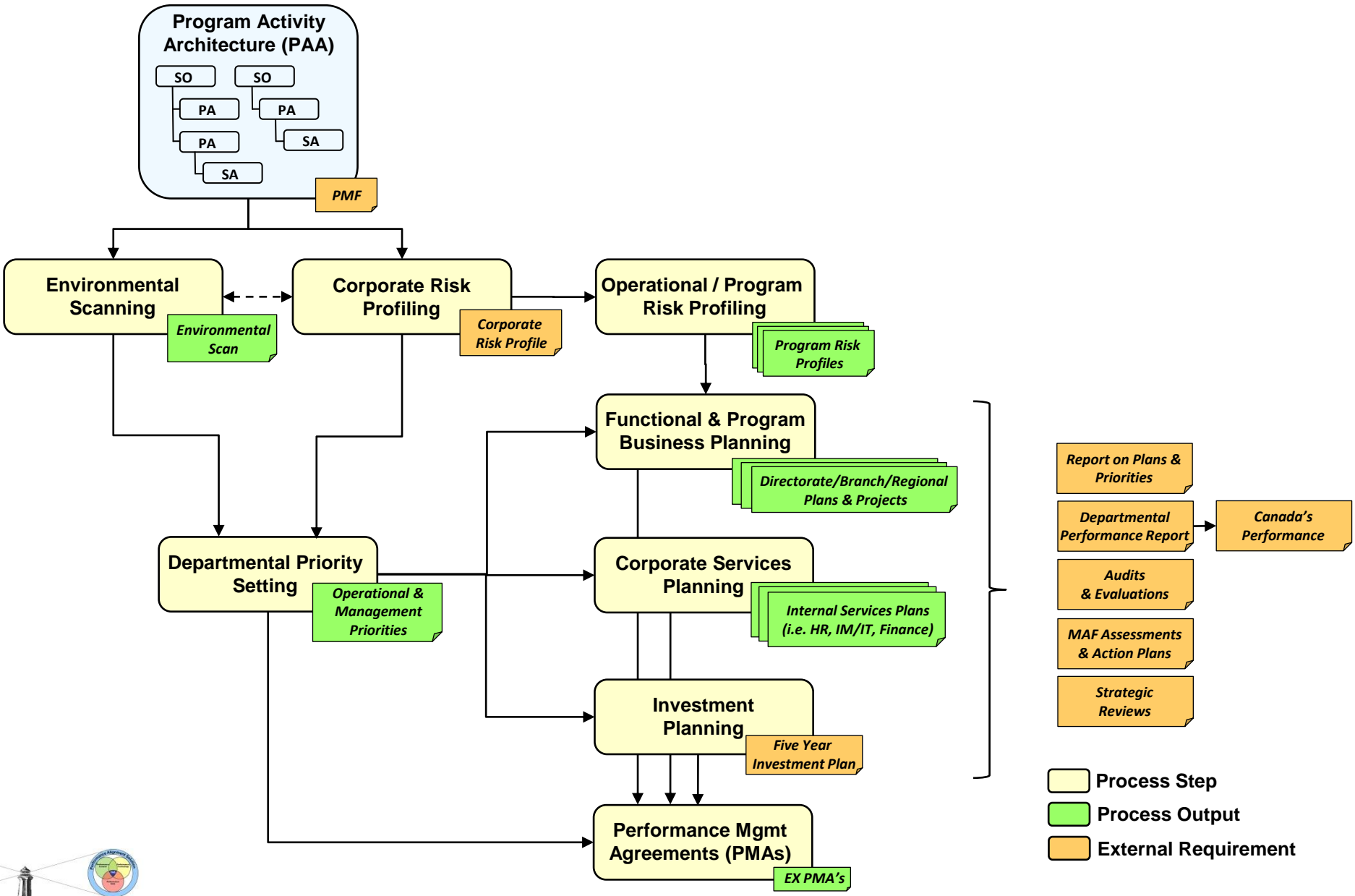
→ **AoM 14 – *Effectiveness of Asset Management***– Real property and materiel management to be managed with **performance measures** to support **cost-effective** program delivery

→ **AoM 15 – *Investment Planning and Management of Projects*** – the use of **project performance metrics** around the management of project resources and results

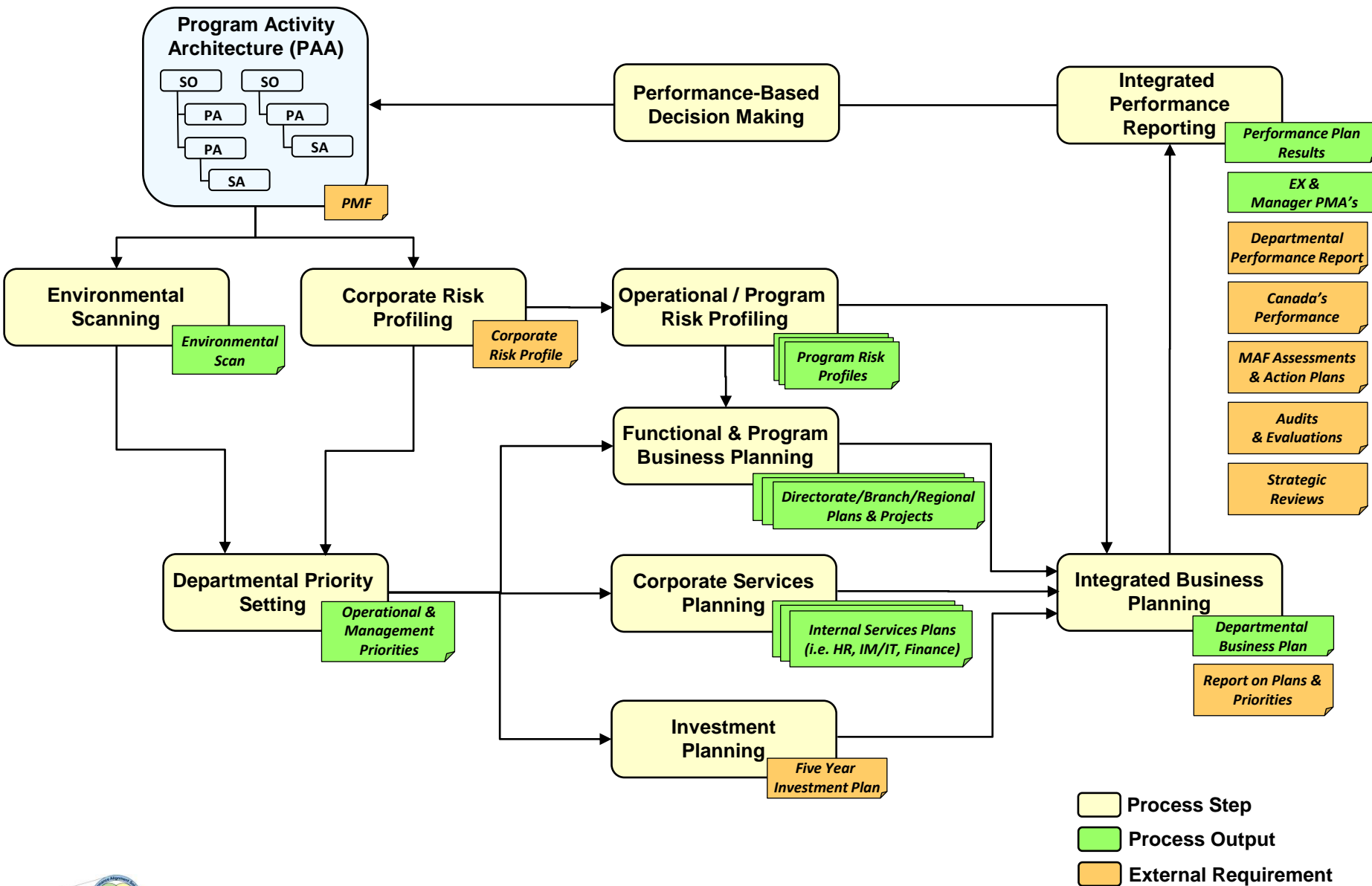
AoM : Area of Management
 10 of 15 Rated Management Areas in Round VIII (2010-2011)



Challenges in GOC Planning & Reporting Process



Value of Integrated Planning & Reporting

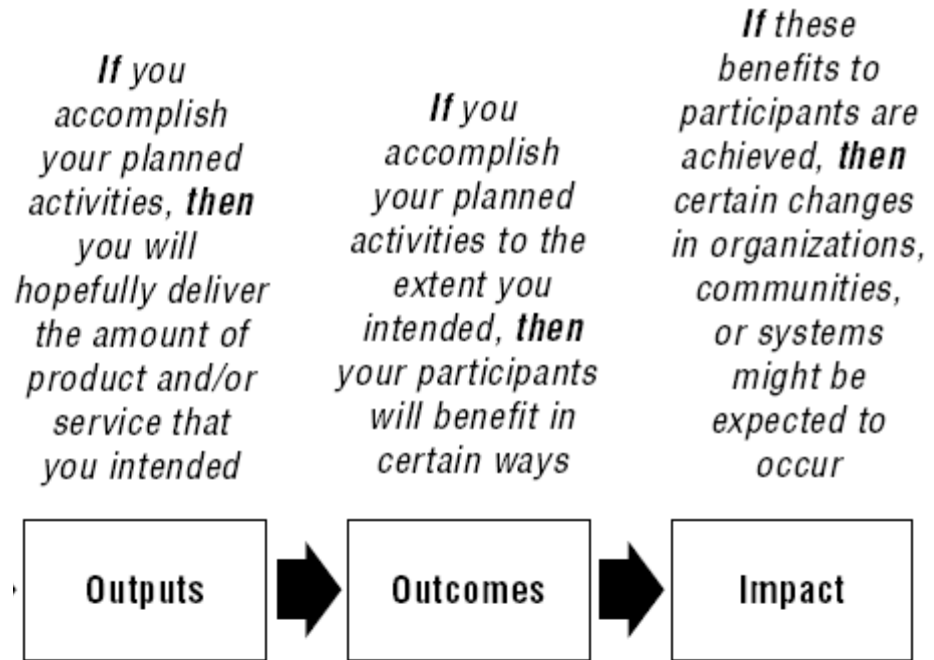


- Process Step
- Process Output
- External Requirement

Integration of Management Perspectives

- **Plan Management**
 - Validation of causal linkages (Logic Modeling of Outputs > Outcomes)
 - Support for improved target setting
 - A “backbone” for linking strategies, programs, initiatives, and other management perspectives
- **Risk Management**
 - Monitoring of Leading Risk Indicators
 - Effectiveness/Progress of Risk Mitigation Strategies
 - Risk “Scorecard” using Risk Profile Weightings
- **Project Management**
 - Project Status Reporting (i.e. Scope, Milestones, Budget)
 - Resource Requirements & Consumption
 - Project Impact Effectiveness (Causal Relationships)
- **Resource Management**
 - Financial (O&M, Capital), Labour (HR), Assets
 - Resource Usage against Plan (i.e. Budget, Actuals, Commitments, Forecasts)
 - Resource Utilization & Balancing (Efficiency)
 - Workforce / HR Management (i.e. OCHRO “People Management Scorecard”)

The Logic Model is a Key Planning Vehicle...

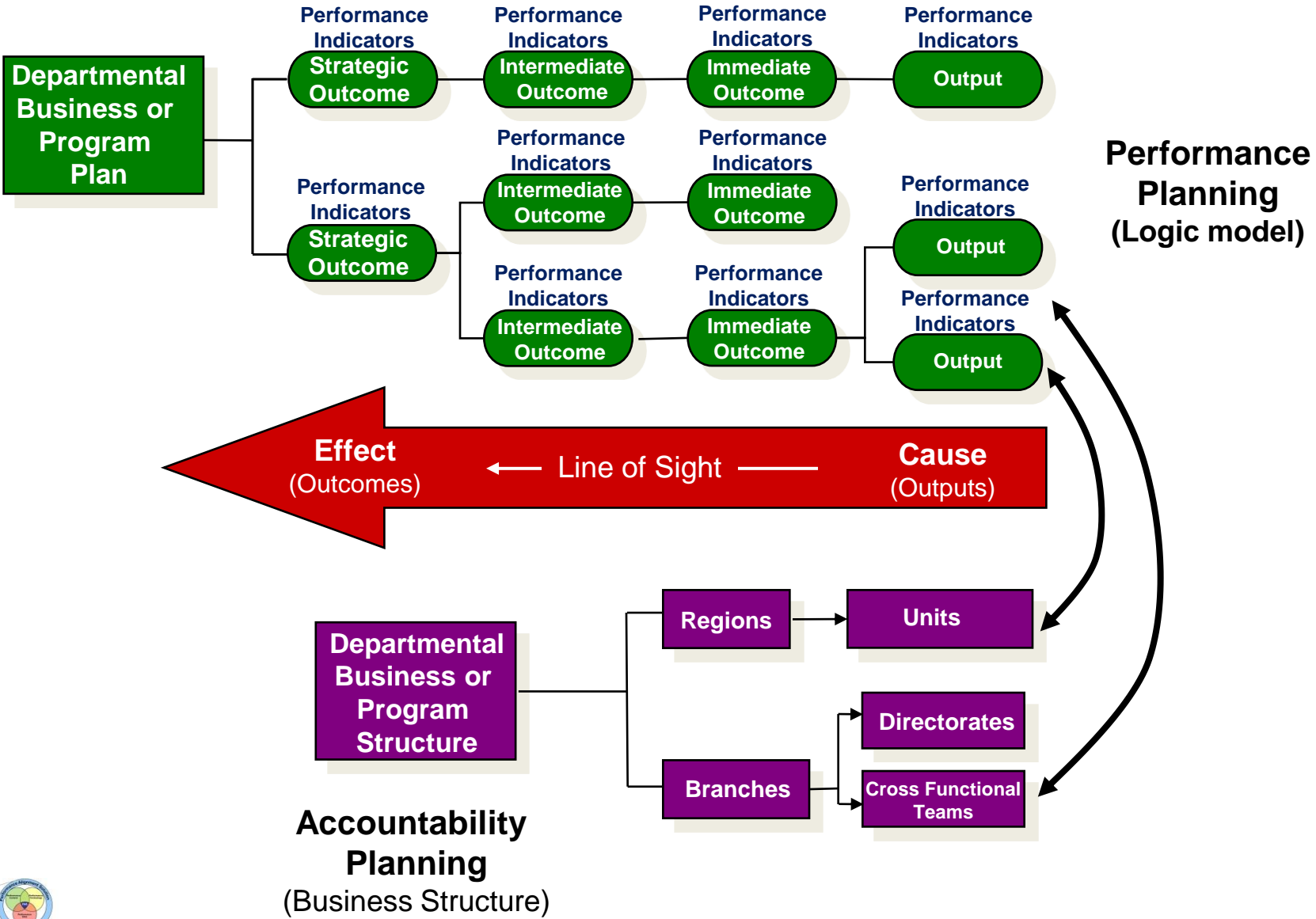


Your Intended Results

Source: Logic Model Development Guide
 W.K. Kellogg Foundation (Dec/01)

Plan Management Alignment

Performance & Accountability Planning



Aligning Risk Management Practices

A Risk is

- A threat or possibility that an action or event will adversely or beneficially affect an organization's ability to achieve its objectives
- Expressed in terms of the likelihood of occurrence and the degree of impact if it should occur

Risk Management is

- A systematic approach to setting the best course of action under uncertainty by identifying, assessing, understanding, making decisions on and **communicating risk issues**
- A continuous, proactive and systematic process to understand, manage and communicate risk from an organization-wide perspective. It is about **supporting strategic decision-making that contributes to the achievement of an organization's overall objectives**
- A risk-informed approach to management builds risk management into existing governance and organizational structures, including business planning, decision-making and operational processes. It also ensures that the **workplace has the capacity and tools to be innovative** while protecting the public interest and maintaining public trust.

Treasury Board Secretariat, Framework for the Management of Risk, August 27, 2010

Components for Risk Management Performance

Risk Factor

- An attribute / event which if present directly increases the probability of occurrence of a specific risk outcome

Risk Acceptance / Risk Threshold

- Amount of risk exposure, or potential adverse impact from an event, that the organization is willing to accept/retain
- Once breached, mitigation strategies are implemented to bring the exposure level back within the accepted range

Risk Profile

- Summative description of the collection of causal risk factors that contribute to the occurrence of a specific risk outcome

Risk Mitigation

- Approaches and actions that could be taken to minimize the exposure and impacts in the event a specific risk outcome occurs.



Linking Risk Management to the Performance Plan

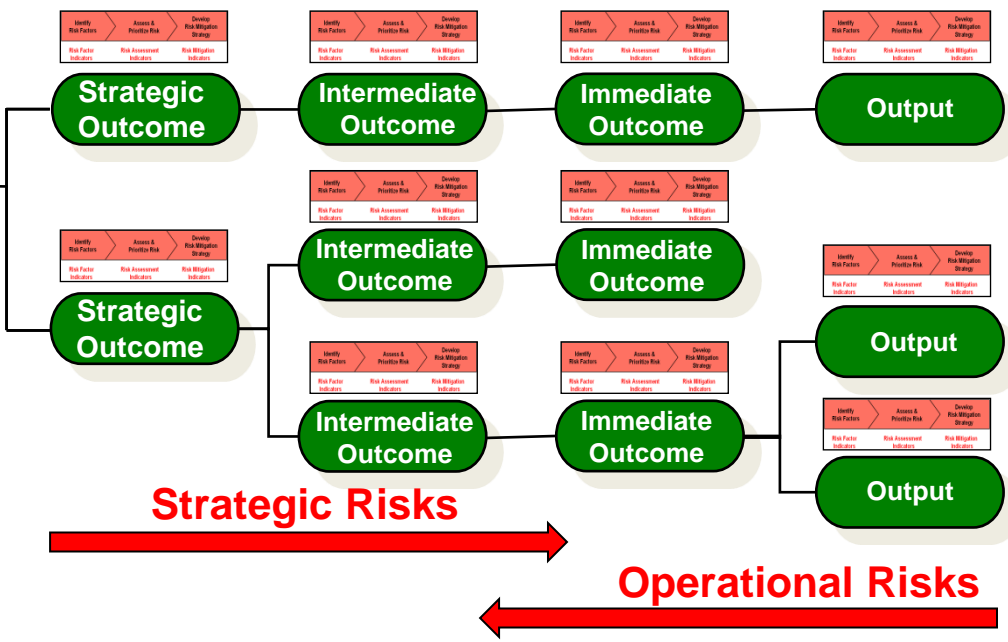
Risk Management Process



Risk Factor Indicators

Risk Assessment Indicators

Risk Mitigation Indicators

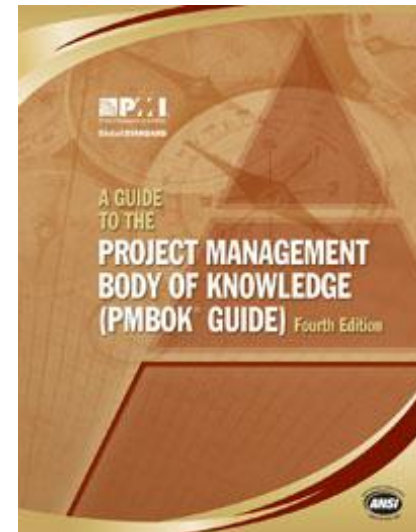
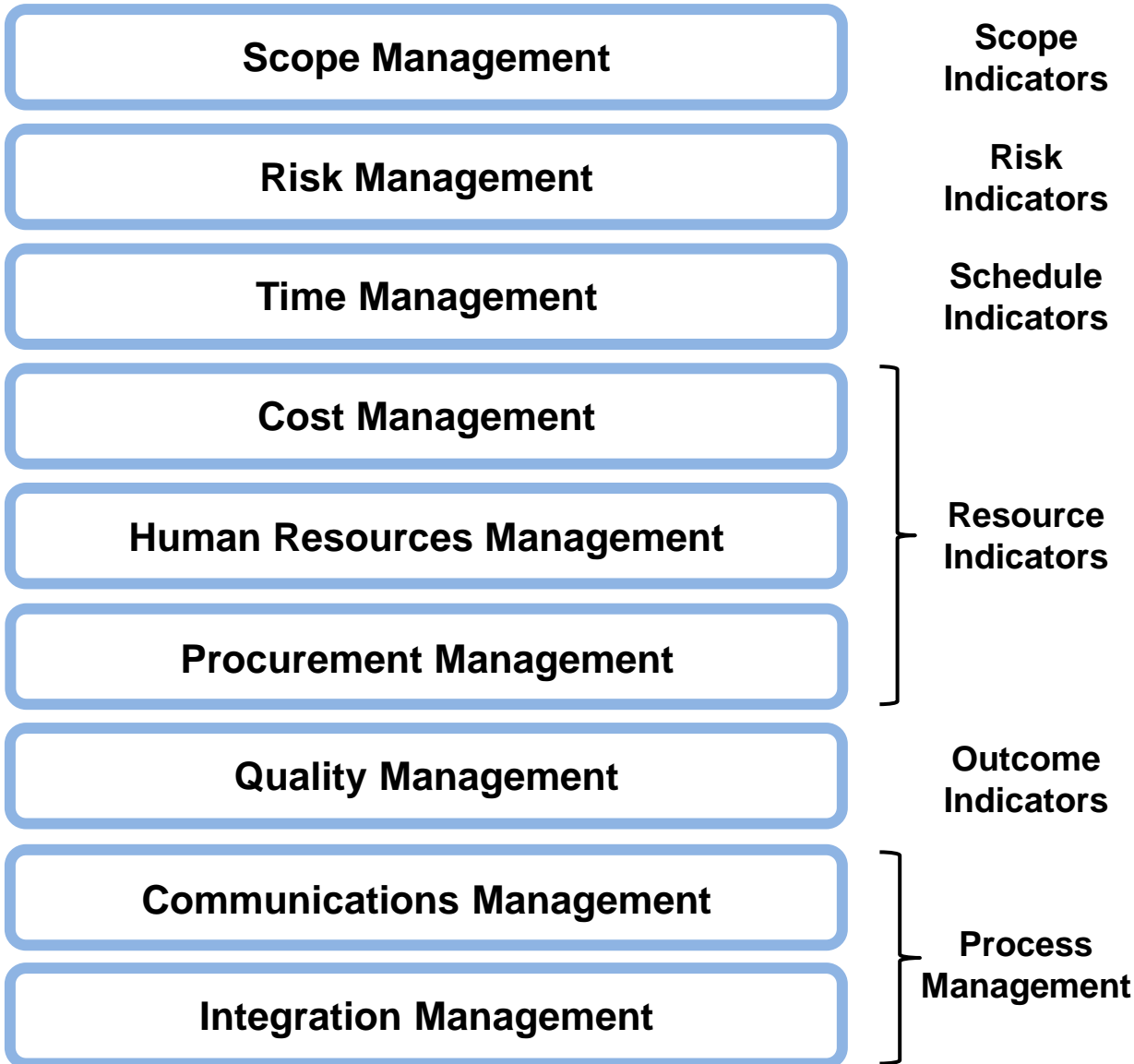


Performance Plan (Logic Model)

Aligning the Project Management Perspective

Elements of Project Management – PM-BOK (PMI)

KNOWLEDGE AREAS



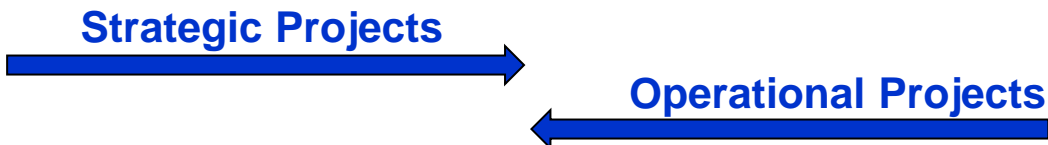
TBS Organizational Project Management Knowledge Areas

Organizational Integration	Investment Portfolio Management					
	Investment Program Management					
	Organizational Support Structures					
	Project Management Standards					
Core Project Management	Project Integration Management	Project Scope Management	Project Time Management	Project Cost Management	Project Risk Management	
		✓	✓	✓	✓	
		Project Quality Management				✓
		Project Procurement Management				✓
		Project Human Resource Management				✓
Supporting Project Management	Project Communication Management					

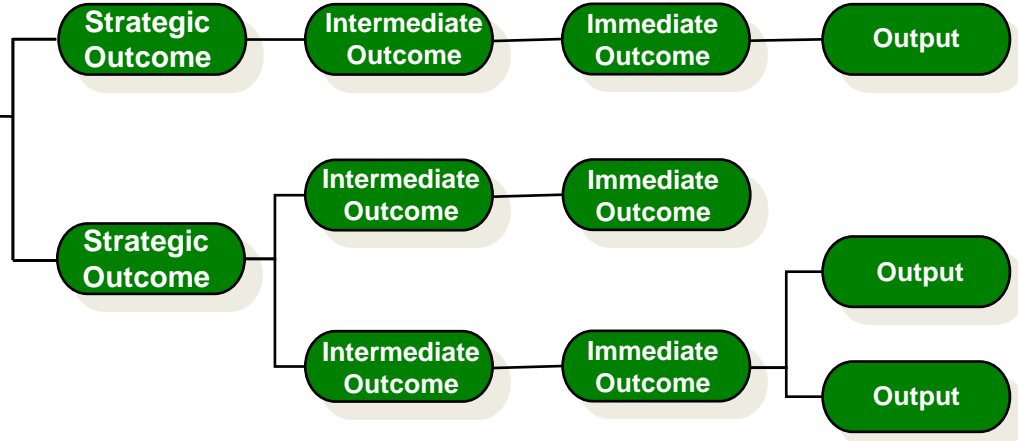
✓ **Best Use of Performance Indicators**

TBS Guide to Using the Organizational Project Management Capacity Assessment Tool
 Final Version 1.2

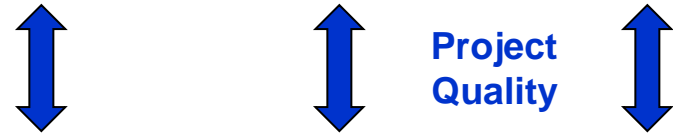
Linking Project Management to the Performance Plan



Departmental Business or Program Plan

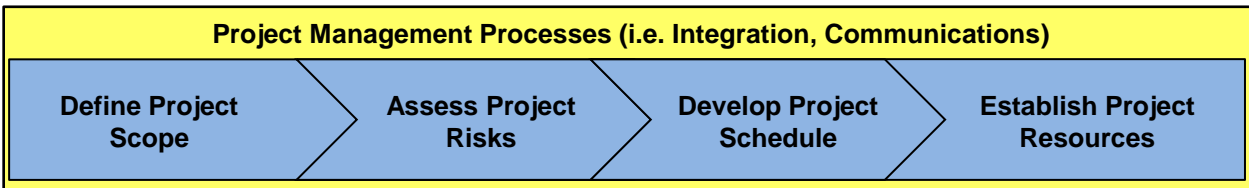


Performance Plan (Logic Model)



Project Quality

Project Management Process



Project Scope Indicators Project Risk Indicators Project Schedule Indicators Project Resource Indicators

Project Effectiveness and Efficiency Indicators



Aligning the Resource Management Perspective

- Organizational resources, sometimes called “Inputs”, can essentially be broken down into:
 - Workforce (i.e. Internal Labour)
 - Owned/Managed Assets (i.e. Facilities, Equipment)
 - Externally Acquired Resources or Services (i.e. Contractors, Services, Specialized Equipment, Leases, etc.)
- Resources should be viewed as being “consumed” by activities in the support of outputs or deliverables
- Most resources have an associated cost (i.e. salaries, O&M expense, capital expense)
- All resources have a defined capacity based on the availability/use of the resource over a time period or based on the availability of funds to pay for the resource (i.e. budget)

Ongoing Strategic Reviews

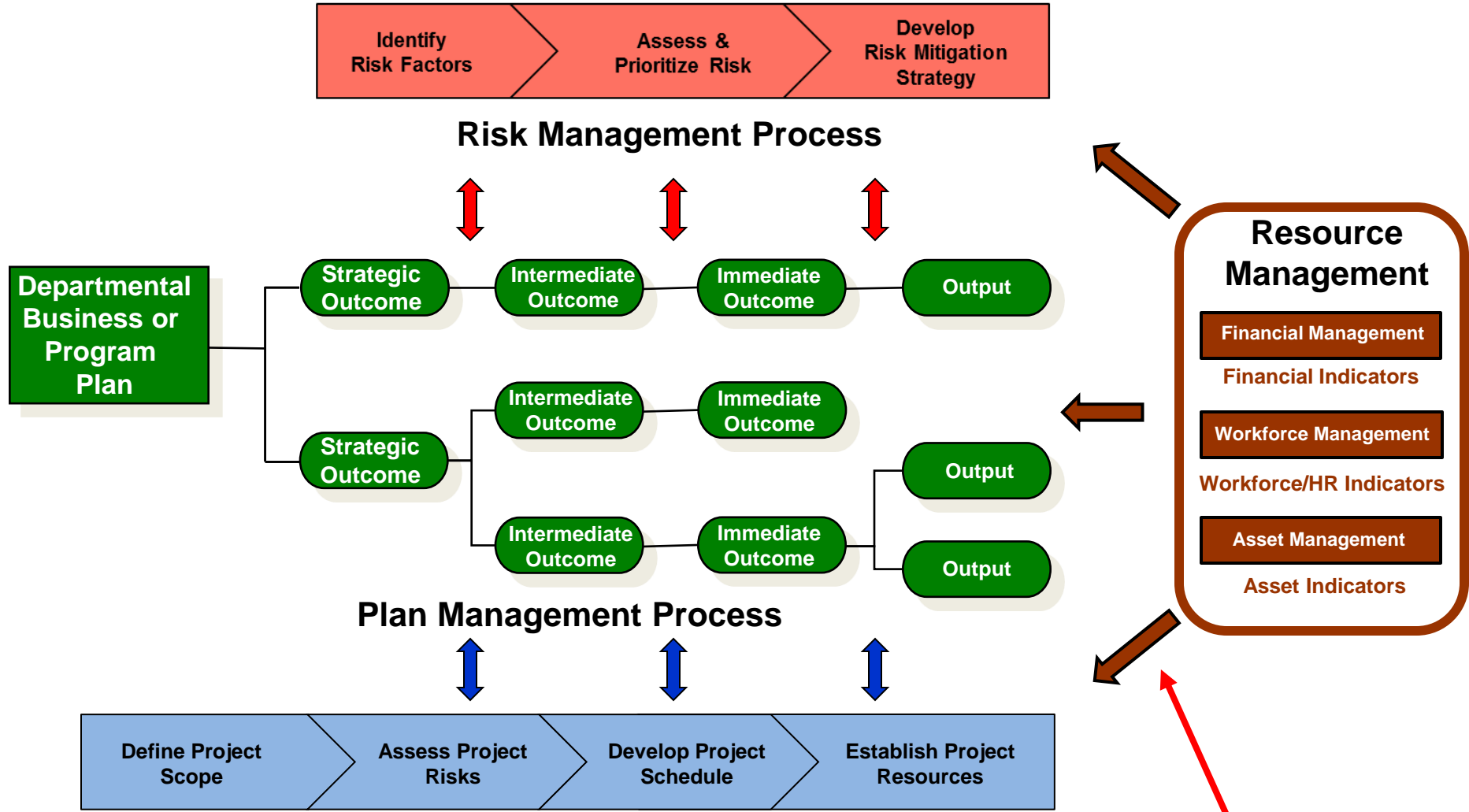
An annual assessment of all direct program spending where Departments and Agencies review 100% of their programs every four years with a view to better focus programs and services, **streamline internal operations** and transform the way they do business and achieve better results for Canadians. In this way, federal organizations are better able to:

- **Increase efficiencies** and effectiveness
- Focus on core roles
- **Meet the priorities** of Canadians

Strategic Operating Review (SOR) or Deficit Reduction Action Plans (DRAP)

An assessment by Departments & Agencies to table opportunities to reduce their operating expenses and **improve productivity**. The focus is more on **Economy & Efficiency** although program effectiveness is also considered. The current review (2011-12) affect **all Departments and Agencies** and requires proposals on how a 5-10% cut in operational funding (\$4B government wide) would be implemented over the next 3 years beginning in 2012-13.

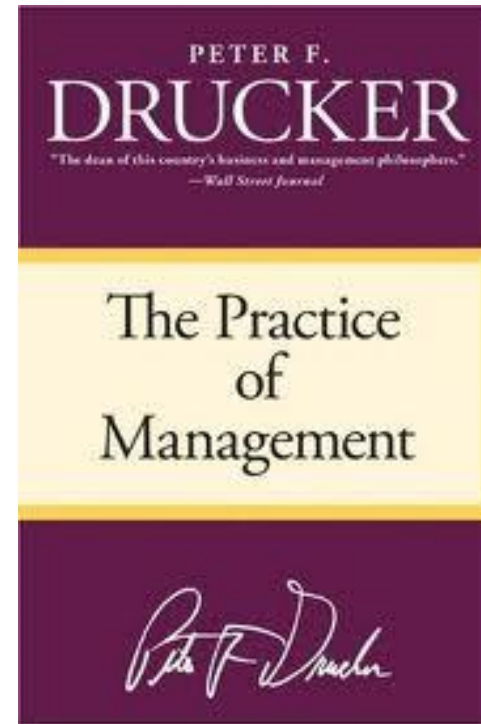
Linking Resource Management with the Performance Plan



**What's missing?
Activities !**

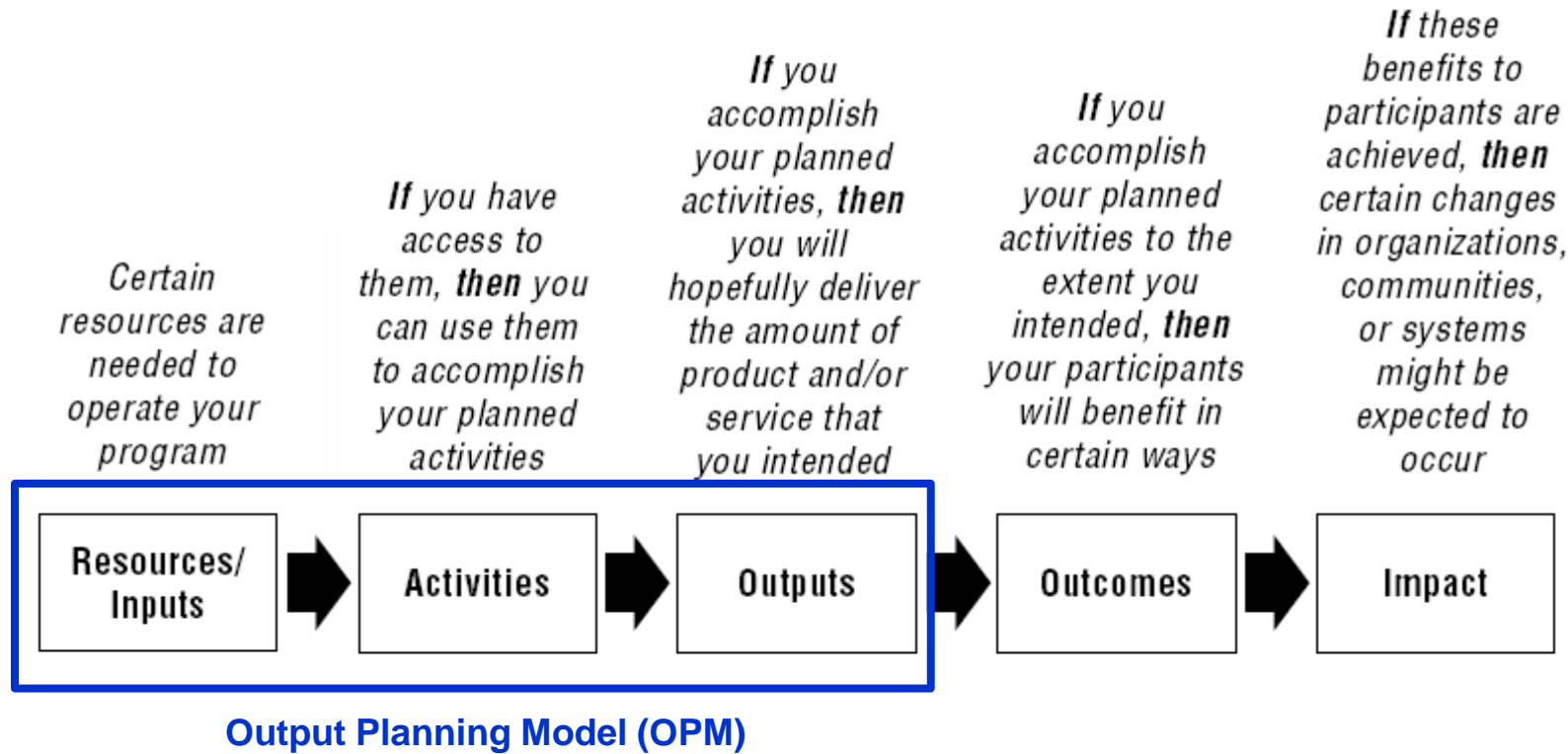
Thought Leadership References

“ Questions can only be answered by analyzing the activities that are needed to attain objectives.”



1954 !

Resources support the Logic Model ...



Your Planned Work

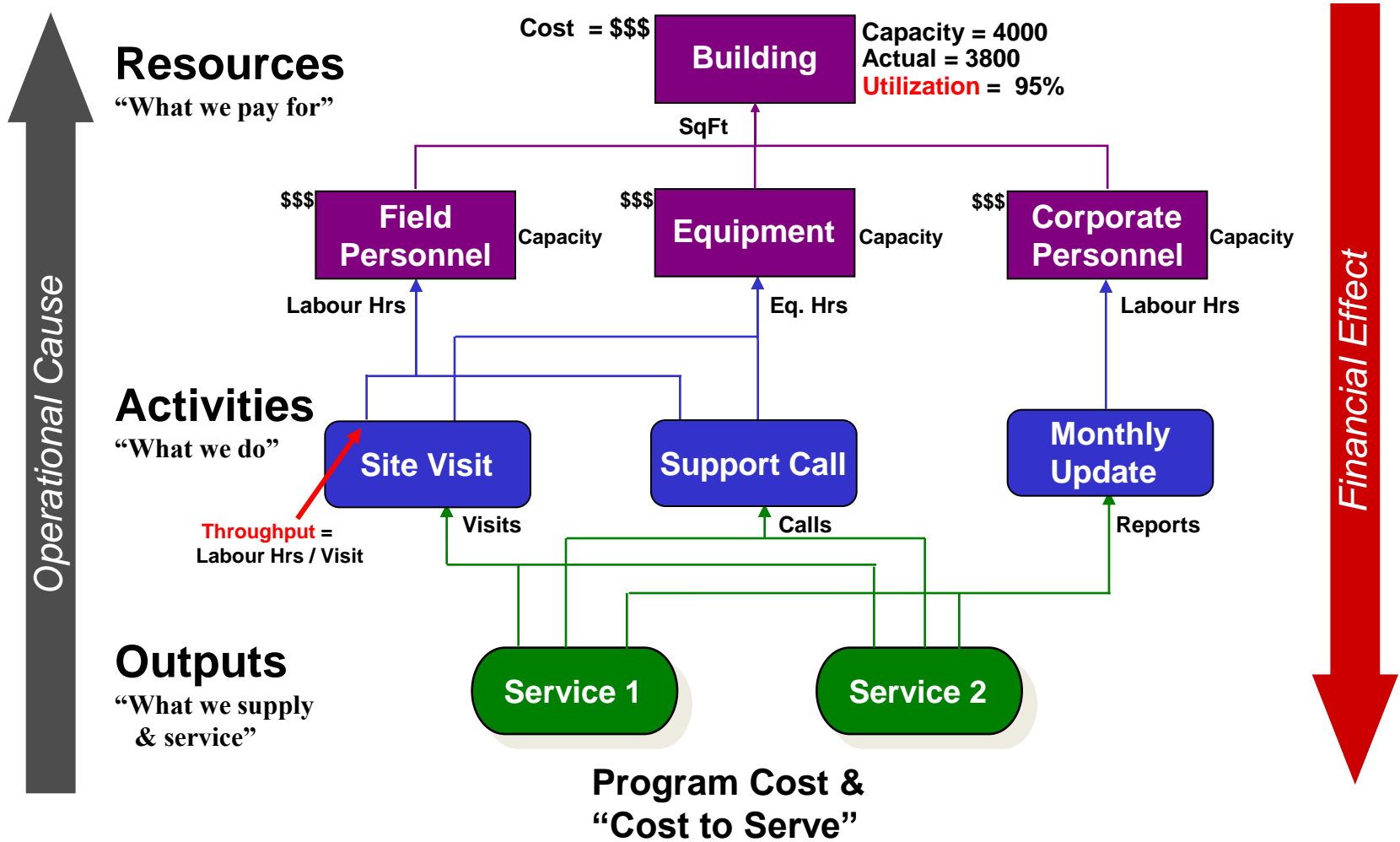
Your Intended Results

“Operational Plan”

Source: Logic Model Development Guide
W.K. Kellogg Foundation (Dec/01)

Output Planning Model (OPM)

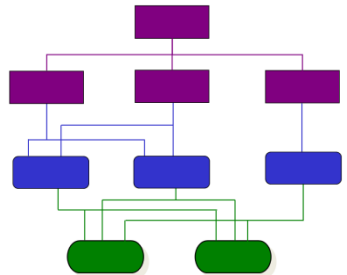
An Operational “Cause & Effect” Model



Also termed “Activity Based Planning & Budgeting (ABP/B)”

CAM-I

Benefits of an Output Planning Model



OPERATIONS MANAGEMENT
Resource Allocations/Scheduling
Capacity Planning
Alternative Program Delivery

FINANCIAL MANAGEMENT
Planning & Budgeting
Transfer Pricing
“Value for Money”

CLIENT MANAGEMENT
Service Standards
User Fee Pricing Strategies
Cost to Serve

STRATEGIC MANAGEMENT
Program Rationalization
Business Scenarios
Shared Services

OPM Terms

Utilization

Throughput

Recent TBS Definitions

Economy: minimizing the use of resources. Economy is achieved when the cost of resources used approximates the **minimum amount of resources needed** to achieve expected outcomes.

Efficiency: the extent to which resources are used such that a **greater level of output is produced with the same level of input** or, a **lower level of input is used to produce the same level of output**. The level of input and output could be increases or decreases in quantity, quality, or both.

Effectiveness: the extent to which a program is **achieving expected outcomes**.

Performance: the extent to which **effectiveness, efficiency and economy** are achieved by a program

Source: TBS Policy on Evaluation (2009)

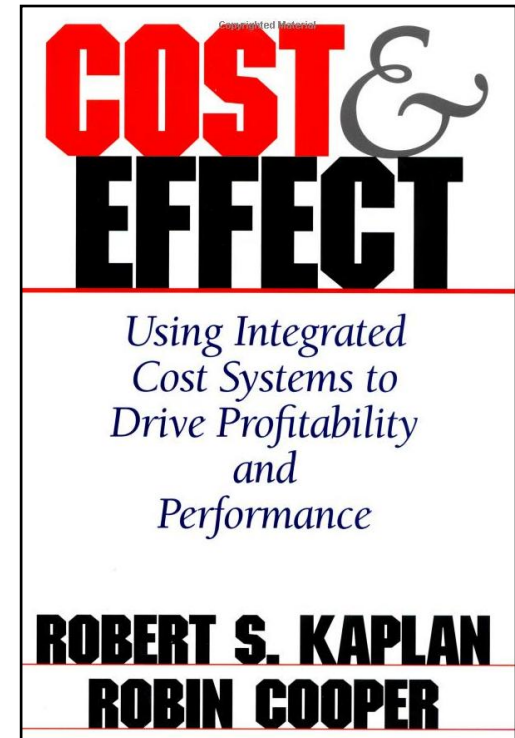
Thought Leadership References

Doing Things Right - *Operational Changes*

- Reduced Costs
- Improved Efficiencies
- Resource Capacity Planning
- Resource Constraint Management

Doing the Right Things - *Strategic Changes*

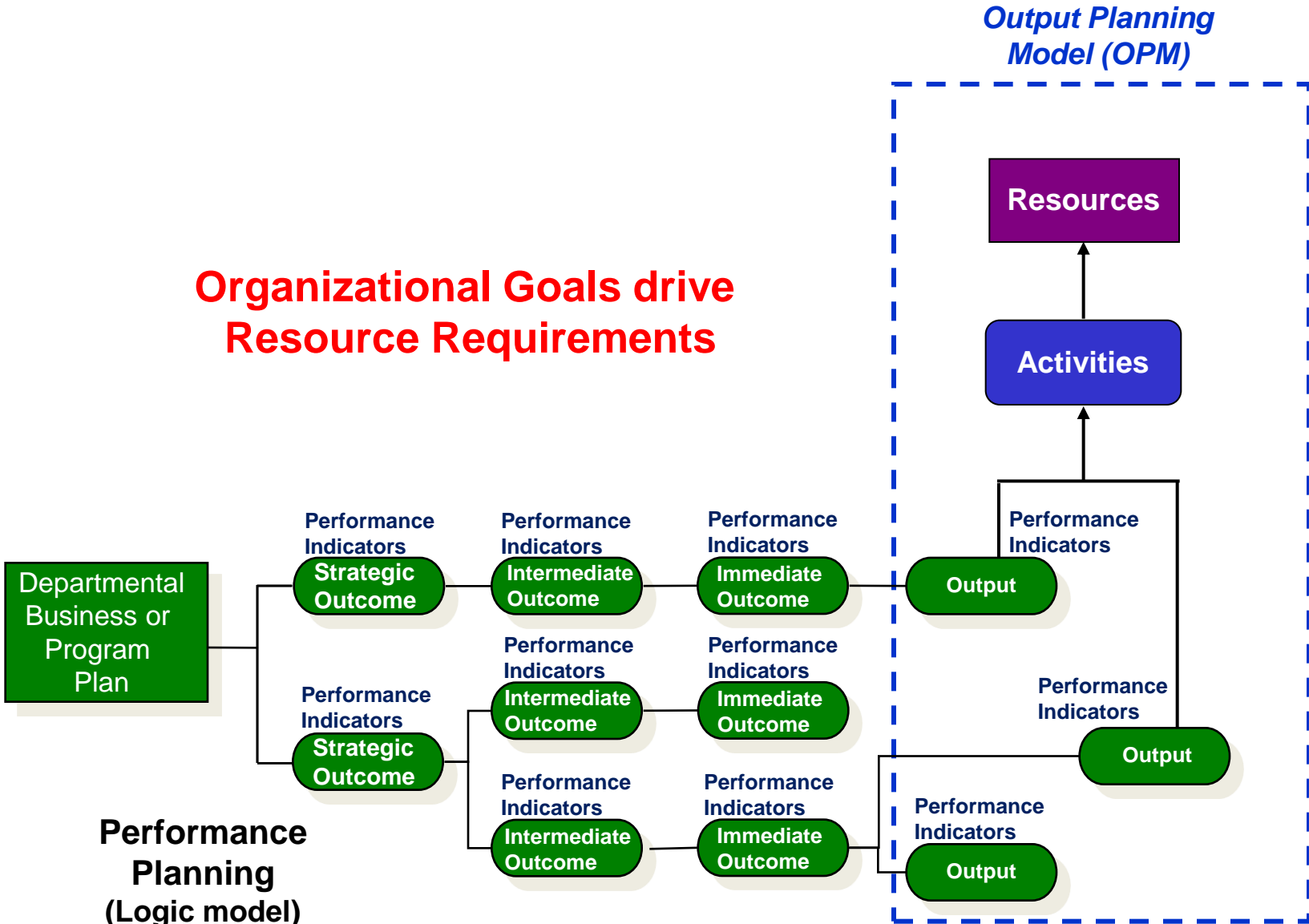
- Program / Services Rationalization
- Business Process Design
- Impact on Outcomes
- Shared Service Opportunities
- “Value for Money”



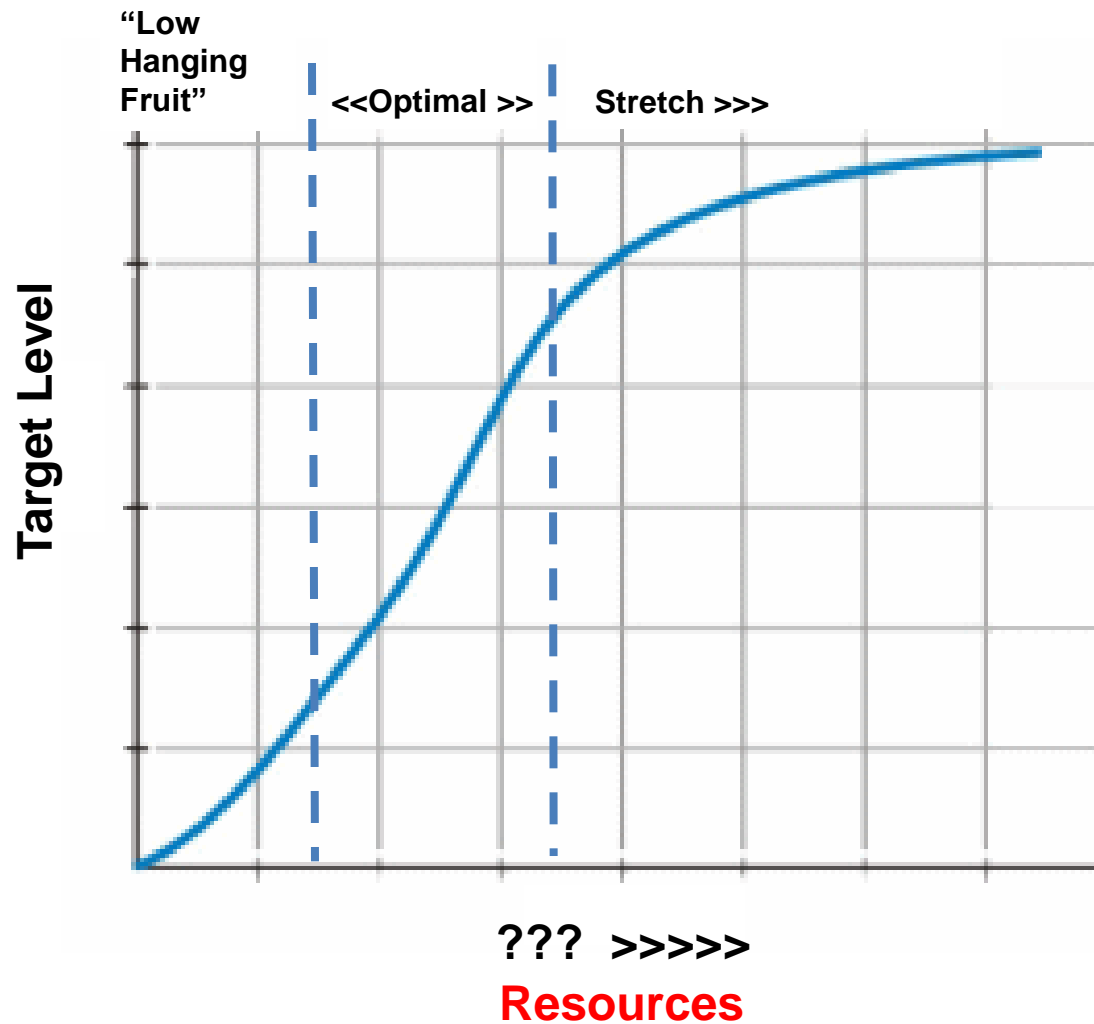
1998

Linking OPM to the Performance Plan

Organizational Goals drive Resource Requirements



Key Factors for Setting Performance Targets



What Resources are Required to Achieve Targets ?

1. Labour
2. Dollars
3. Time

Targets should be directly proportional to resource availability !

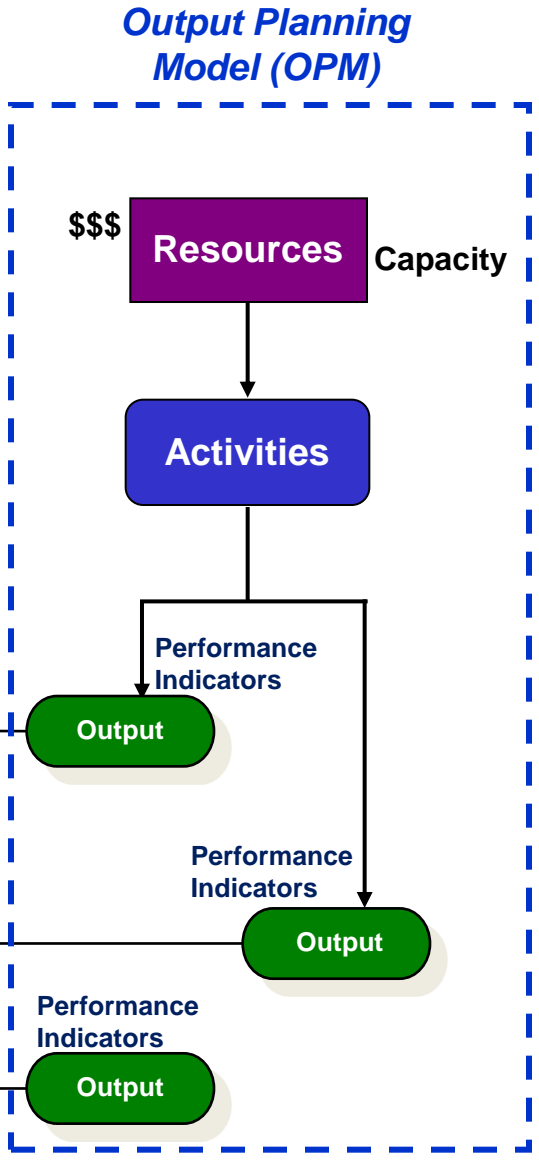
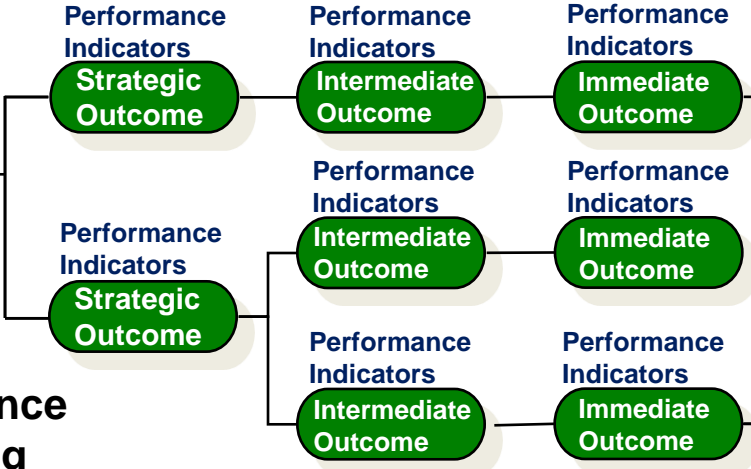
Linking OPM to the Performance Plan

Resources dictate Performance Achievement & “Cost to Deliver”

Performance Targets Are Bounded by Resources



Performance Planning (Logic model)



Barriers to Integrated Planning & Reporting

- **Leadership Obstacles**
 - Diminished support from senior management over the duration of a change initiative
 - Lack of middle management commitment and support
- **Cultural Obstacles**
 - Resistance to change and skepticism
 - Lack of trust (and fear of job loss)
- **Communication Obstacles**
 - Lack of coordinated communication process
 - Poor understanding of business strategy, goals, roles, priorities and expectations
- **Structural Obstacles**
 - Lack of resources to support an initiative
 - Limited change in structure and systems to support change initiative
- **Integration Obstacles**
 - Lack of integration and linkage between initiatives
 - Lack of clear strategic aims

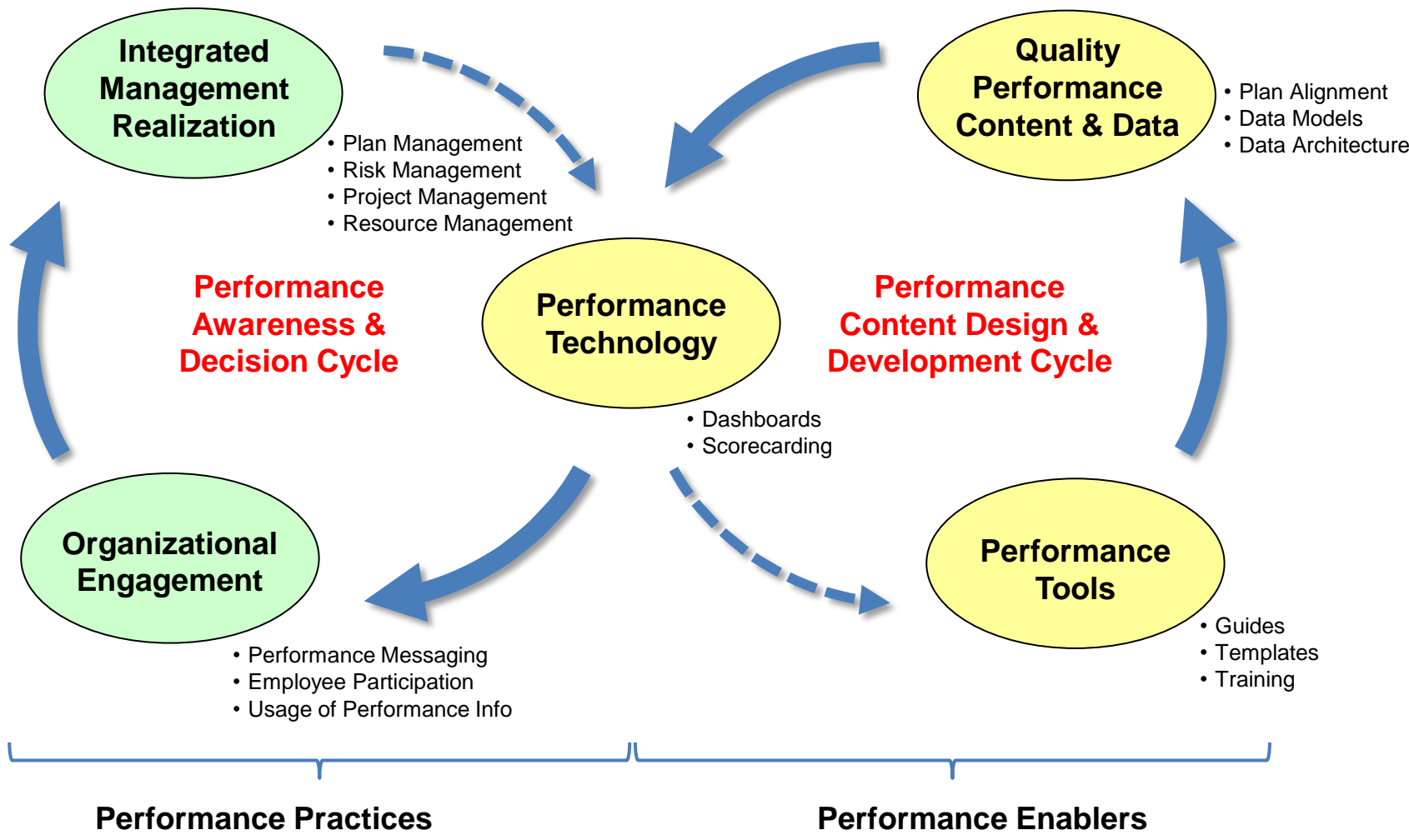
Based on result of study conducted by
 Amherst Consulting Group, 1996



Key Elements for Performance Alignment

- Assessment of Performance Alignment Maturity
 - Analysis of Current Status Across Multiple Performance Perspectives (i.e. Plans, Risks, Projects, Resources)
 - Identification of Gaps and/or Disconnects Hindering Progress
 - Understanding Key Deliverables for Improvement
 - Develop a “Performance Alignment Roadmap”
- Extend and Aligning Performance Content
 - Baseline Training & Education
 - Structured and Consistent Approach
 - Facilitated Alignment Sessions & Documented Results
 - Blueprint to Implement the “Performance Change Agenda”
- Sustainability and Continual Improvement
 - Knowledge Management (i.e. Centre of Expertise)
 - Consistent Tools and Systems
 - Quality Performance Data & Systems
 - Use of Performance Management Technology

Development & Life Cycle for Integrated Planning & Reporting



Performance Alignment Maturity Model (PAMM)

		Level 1 Elementary	Level 2 Conventional	Level 3 Enhanced	Level 4 Progressive
Performance Culture		Siloed management perspectives and limited availability of comprehensive data for making decisions End State = Static	Ability to periodically monitor strategy and operations for better insight into management choices End State = Reactive	Facility for a comprehensive view of the organization (i.e. Outcomes, Risks, Projects, Resources) on a regular basis End State = Proactive	Capability to rapidly identify and validate causal linkages to ensure strategic alignment of management practices End State = Predictive
Performance Practices	Integrated Management Realization	<ul style="list-style-type: none"> Regulatory Reporting Performance Compliance Reporting (i.e. PAA, PMP) Basic Project Reporting Core Resource Reporting (Financials & HR) 	<ul style="list-style-type: none"> High level strategic, business, program plans Detailed Project Reporting (Scope, Budget, Schedule, Risks) Expanded Resource Reporting (Financial, HR, Assets) Some efforts at program delivery costing 	<ul style="list-style-type: none"> Detailed Planning Risk Indicator Reporting Integrated Resource Management including linkages to operational and program plans/projects Coordinated cost analysis across multiple programs 	<ul style="list-style-type: none"> Integrated Planning, Monitoring & Reporting of Strategic, Business, and/or Program Plans, Risks, Projects and Resources Continuous improvement opportunities are readily identified and pursued Detailed cost analysis and reporting on resource utilization
	Organizational Engagement	<ul style="list-style-type: none"> Sporadic review of available performance data driven by external reporting requirements Performance information not widely used in decision making 	<ul style="list-style-type: none"> Periodic analysis of historical performance data to examine trends as supplemental support for decision making Performance information used in isolation solely by senior managers 	<ul style="list-style-type: none"> Regular analysis of information to assess opportunities for improvement and evaluate management options Performance information used by senior and middle managers 	<ul style="list-style-type: none"> Continual ad-hoc analysis of data to understand correlations, identify root causes and make best informed decisions Performance information is used collaboratively by staff throughout the organization
Performance Enablers	Performance Management Technology	<ul style="list-style-type: none"> Legacy system hard-copy reporting Some MS Office analysis 	<ul style="list-style-type: none"> Mainly Excel-based data management /analysis Some COTS customized dashboards 	<ul style="list-style-type: none"> COTS automated dashboards with drill down functionality Some elementary scorecarding 	<ul style="list-style-type: none"> Enterprise data models Integrated dashboards & scorecards Performance thresholds, scoring, traffic lighting “Performance Planning Portals”
	Performance Content & Data	<ul style="list-style-type: none"> Mainly monthly financials from automated systems Some use MS Office (Word/Excel) for data collection Annual Performance Data 	<ul style="list-style-type: none"> Blend of financial & some non-financial quantitative indicators Variety of legacy data systems Quarterly Performance Data 	<ul style="list-style-type: none"> Significant non-financial data automation Links to qualitative information Centralized data store Monthly Performance Data 	<ul style="list-style-type: none"> Automated/integrated planning & data models Commentaries and anecdotal information Monthly / Near Live-Interactive Performance Data
	Performance Tools	<ul style="list-style-type: none"> Paper-based planning templates with manual input Limited performance training (external) 	<ul style="list-style-type: none"> Some online templates & inputs for qualitative planning information Basic logic models Occasional performance training (internal) 	<ul style="list-style-type: none"> Templates integrated with reporting systems Comprehensive logic models In-depth conceptual training program(s) 	<ul style="list-style-type: none"> Guides Continual performance training for all staff Systems for interactive logic models and on-line support PM Centre of Expertise (CoE)

PAMM Rated Criteria – Sample Scoring

Departmental Performance Culture Rating				1.6									
Group	Category	Element	Criteria	Level 1 Elementary	Level 2 Conventional	Level 3 Enhanced	Level 4 Progressive	Criteria Score	Element Score	Category Score	Group Score		
Performance Practices	Integrated Management Realization	Planning Performance	Strategic Planning					2	2.7	1.9	1.7		
			Program Planning					3					
			Operational Planning					3					
		Risk Management Performance	Strategic Risks						1			1.3	
			Operational Risks					2					
			Risk Mitigation Performance						1				
		Project Management Performance	Project to Plan Alignment						1			1.5	
			Project Tracking and Reporting					2					
			Resource Management Performance	HR Management Performance					2				
	Organizational Engagement	Performance Proficiency	Performance Knowledge Development					2	1.5				
			Performance Messaging							1			
		Performance Involvement	Performance Leadership					2		1.7			
			Employee Participation in Performance					2					
			Usage of Performance Info						1				
Performance Enablers	Performance Management Technology	Dashboarding Solutions	Reporting Ability					2	1.3	1.2	1.5		
			Quantitative Analysis									1	
			Degree of Integration									1	
		Scorecarding Solutions	Performance Alignment & Visualizations						1			1.0	
			Qualitative & Collaborative Capability						1				
			Initiative Monitoring						1				
	PM Solution Usage	Customization							2	1.3			
		Accountability Focus						1					
		Maintenance & Sustainability						1					
	Performance Content & Data	Data Infrastructure	Performance Data Sources							2		1.5	
			Performance Architecture						1				
		Data Properties	Performance Indicator Types							2			1.5
			Performance Data Quality						1				
	Performance Tools	Performance Processes	Performance Modeling							2		1.3	
Performance Prioritization								1					
Indicator Characterization								1					
Performance Materials		Performance Lexicon							3	2.3			
		Performance Guides							2				
		Performance Training						2					



Value Proposition for Performance Alignment

- **Consolidates Seemingly Disparate Management Perspectives**
 - Planning (Output > Outcome Indicators)
 - Risk Management (Risk Indicators and Risk Mitigation Strategies)
 - Project Management (Linkage to Outcomes and Delivery)
 - Resource Management (Inputs – Financial, HR, Assets)

- **Enhances Departmental and Central Agency Reporting Compliance**
 - Improved consistency in messaging
 - Reduced time and effort

- **Employs Results-Based Management for Improved Departmental Decision Making**
 - Identify true drivers of performance (Cause & Effect)
 - Understanding of Resource Requirements (i.e. Value for Money)
 - Employee Engagement

Creates a Sustainable Organizational Performance Culture



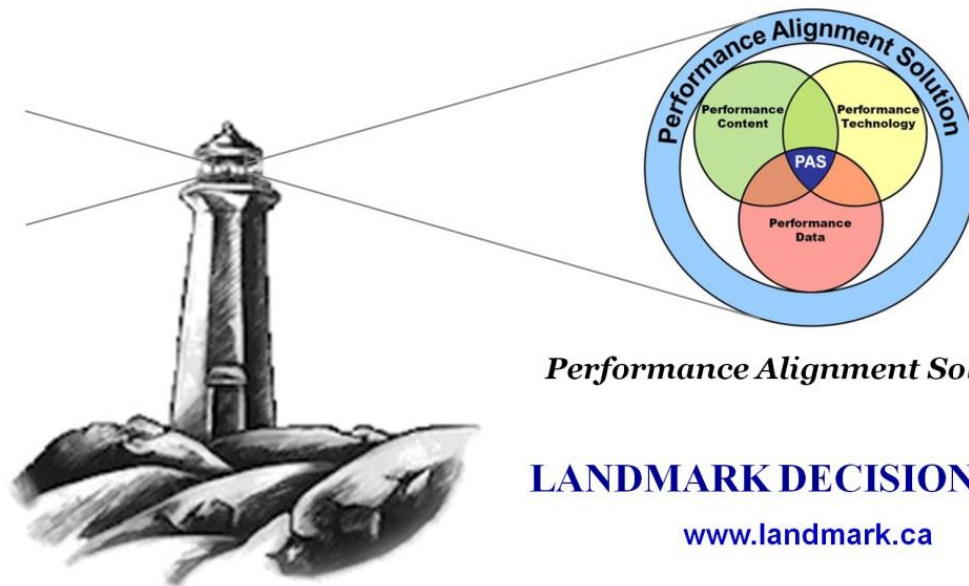
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