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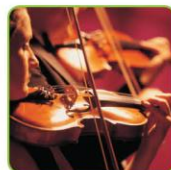
Canada



Performance Measurement Audit

Office of the Chief Audit and Evaluation Executive
Audit and Assurance Services Directorate

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Table of Contents

Executive Summary	1
1. Introduction and Context	5
1.1 Authority for the Project.....	5
1.2 Background	5
2. Objectives	6
3. Scope	6
4. Approach and Methodology	7
5. Findings and Recommendations	7
5.1 Governance, Internal Control and Risk Management.....	8
5.1.1 <i>Promotion of Practices</i>	8
5.1.2 <i>Optimizing Use of Data Analysis Resources</i>	10
5.1.3 <i>Manual Processes and Distinct Systems</i>	11
Appendix A – Audit Criteria	13
Appendix B – Management Action Plan	17

Executive Summary

Introduction

A performance measurement process is comprised of multiple integrated elements, including the establishment of meaningful performance measures, the use of tools, systems and practices to support the collection of performance data, and a process to compile, analyse and report performance data. As a cultural Department in the Government of Canada with a strong focus on the delivery of grants and contributions (G&C) programs, it is important for the Department of Canadian Heritage (PCH) to have an effective performance measurement process in place.

In that regard, within PCH currently, there are a variety of G&C modernization and streamlining initiatives underway such as the Department's G&C Modernization Initiative, the G&C Business Online development efforts, as well as upgrades to the G&C Information Management System.

The objectives of this audit¹ were to provide value-added recommendations to Senior Management to improve the Department's performance measurement processes and systems. Specifically, the audit's objectives were to:

- Assess the data collection tools, roles and responsibilities, and data collection plans/schedules that are in use by PCH programs in order to identify "leading practices" that can be shared across the Department.
- Assess practices in place across PCH programs for aggregation of performance measurement data at a program level, management oversight to ensure data integrity, capacity/roles and skills related to data analysis, reporting tools, and how aggregated data is reviewed and used by management.
- Assess the number and nature of supporting "systems" in place across the Department's programs used to compile performance measurement data, in order to highlight potential cost/efficiency savings opportunities for the Department.

The audit's scope included the Department's G&C programs as identified in the 2010-2011 PCH Program Activity Architecture. The focus of this audit was on the underlying performance measurement infrastructure used for data collection, compilation and analysis. It should be noted that the scope of this audit did not include an assessment of the quality or appropriateness of the Department's performance measures themselves, nor did it include an assessment of the Departmental Performance Report development process.

The audit team recognizes that a critical foundation for a performance measurement program is having the right performance measures in place. The audit team also

¹ The audit was designed to be horizontal in nature – covering G&C programs across the Department – with

recognizes that a number of other reviews/studies have taken place at PCH in the past two years that have examined various aspects of the Department's performance measurement process. As such, the nature and timing of management's actions to address this audit's recommendations should be considered in an integrated fashion with the Department's ongoing performance measurement modernization initiatives as well as the actions being taken to address recommendations from previous reviews/studies.

Key Findings

During audit fieldwork, the audit team observed several examples of how controls are properly designed and applied effectively which resulted in several positive findings including:

- Ongoing efforts are underway to modernize the Department's G&C process through initiatives such as G&C Modernization Initiative and G&C Business Online;
- Programs have developed data collection tools and supporting systems to support the collection and compilation of performance measurement data; and
- Process enablers are in place such as descriptions of data collection roles and responsibilities, and work plans for data collection covering high level requirements such as frequency of data collection, data sources, etc.

The audit team also identified the following observations that highlight opportunities for improvement that should be addressed by PCH:

1. In conducting this audit, the audit team noted a variety of promotable performance measurement practices that exist in the Department. The Department would benefit from formalized processes to identify and communicate these types of practices across the Department in order to enable broader profiling and sharing of practices across PCH's G&C programs.
2. Data analysis resources are an important component of the performance measurement process. Currently in the Department, there is varying capacity in place by which programs obtain the required resources for data analysis. There is an opportunity for the Department to identify alternative models to leverage and share scarce data analysis resources so that G&C programs are provided with the required support and assistance in an optimal manner.
3. There are a variety of performance measurement data collection tools in place across the Department's various G&C programs, with the vast majority of the tools being manual in nature. There are also a large number of distinct supporting systems used by G&C programs for performance measurement data compilation and analysis. In conjunction with the Department's ongoing G&C initiatives, PCH would benefit from a reduction in the number of manual processes and distinct systems in place for performance measurement data collection.

Recommendations

The Assistant Deputy Minister, Strategic Policy, Planning and Corporate Affairs, in relation to promotable practices should:

- 1** Formalize a process and single point of contact to identify and communicate promotable G&C performance measurement practices within the Department to further promote and recognize innovation, creativity and collaboration. This process should, where possible, leverage existing mechanisms within the Department.

In relation to optimizing the use of data analysis resources should:

- 2** In conjunction with PCH's ongoing efforts to modernize/streamline its G&C processes and the ongoing discussions to identify potential saving opportunities in the Department, develop an approach or mechanism to ensure effective and efficient sharing of scarce data analysis resources.

In relation to manual processes and distinct systems should:

- 3.2** In parallel with the Department's current efforts to streamline and modernize its G&C processes, identify and incorporate mechanisms and enablers that will reduce the number of manual processes and distinct systems in place for performance measurement data collection, and ensure the Department's long-term investment planning reflects these requirements.
- 3.2** In conjunction with addressing Recommendation 3.1, identify whether there are opportunities within government to share infrastructure, best practices and costs in relation to G&C performance measurement enabling systems.
- 3.2** Ensure that all program level information technology investments in relation to performance measurement data collection and reporting are aligned to PCH's overall performance measurement strategy and follow the Department's formal business planning process.

Statement of Assurance

In my professional judgment as Chief Audit and Evaluation Executive, sufficient and appropriate audit procedures have been conducted and evidence gathered to support the accuracy of the opinion provided and contained in this report.

Audit Opinion

In my opinion, the Department's performance measurement data collection and analysis practices have moderate issues that require improvements in relation to enabling more automated and streamlined performance measurement data collection tools and systems, exploring alternative delivery mechanisms to maximize use of scarce resources to perform data analysis, and enhancing the communication of promotable practices.

Richard Willan

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With the assistance of external resources

1. Introduction and Context

1.1 Authority for the Project

The authority for this audit is derived from the Department's Risk-Based Audit Plan 2011-12 to 2013-14, which was recommended by the Departmental Audit Committee and approved by the Deputy Minister in March 2011.

1.2 Background

A performance measurement process is comprised of multiple integrated elements, including the establishment of meaningful performance measures, the use of tools, systems and practices to support the collection of performance data, and a process to compile, analyse and report performance data.

Within the Department of Canadian Heritage (PCH), a variety of grants and contributions (G&C) modernization and streamlining initiatives are currently underway such as the Department's G&C Modernization Initiative, the G&C Business Online development efforts, as well as upgrades to the G&C Information Management System.

- The Modernization of Grants and Contributions is currently underway with the objective to build on our reputation as a “vanguard department” by developing a plan to implement an innovative, streamlined business model that delivers Gs & Cs to Canadians.
- G&C Information Management System is a Department-wide system used to facilitate the effective management and tracking of Gs & Cs for all PCH funding programs. It does so through a case-management process, by capturing all steps in the project management cycle, from the time a file is first opened by an officer to the time the file is officially closed.
- G&C Business Online is a custom online system developed in PCH that allows clients to apply, submit and track their tax credit submissions in a protected environment. The Canadian Audio-Visual Certification Office program is the main user. The Movable Cultural Property program will also be using this system in the next few months.

The audit team recognizes that a critical foundation for a performance measurement program is having the right performance measures in place. The audit team also recognizes that a number of other reviews have taken place at PCH in the past two years that have examined various aspects of the Department's performance measurement process. As such, the nature and timing of management's actions to address this audit's recommendations should be considered in an integrated fashion with the Department's ongoing performance measurement modernization initiatives as well as the actions being taken to address recommendations from previous reviews.

2. Objectives

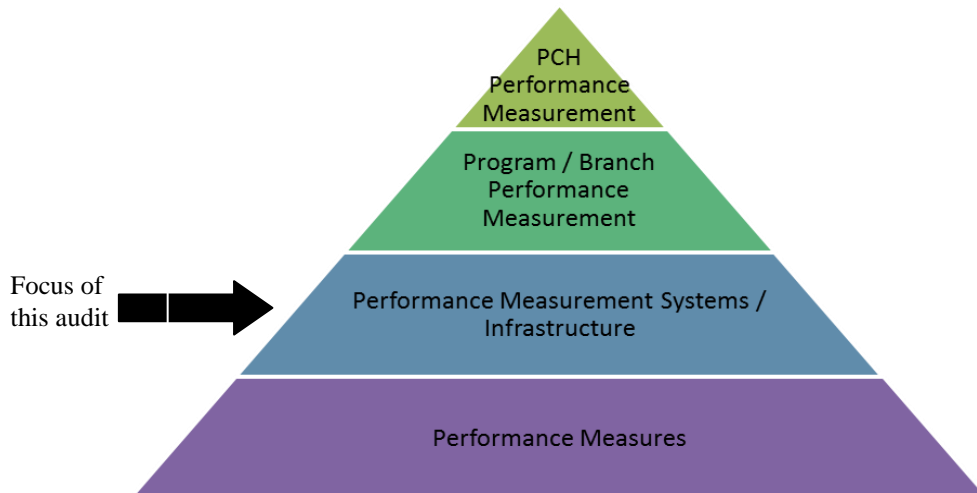
The objectives of this audit were to provide value-added recommendations to senior management to improve the Department's performance measurement processes and systems². Specifically, the audit's objectives were to:

- Assess the data collection tools, roles and responsibilities, and data collection plans/schedules that are in use by PCH programs in order to identify “leading practices” that can be shared across the Department.
- Assess practices in place across PCH programs for aggregation of performance measurement data at a program level, management oversight to ensure data integrity, capacity/roles and skills related to data analysis, reporting tools, and how aggregated data is reviewed and used by management.
- Assess the number and nature of supporting “systems” in place across the Department's programs used to compile performance measurement data, in order to highlight potential cost/efficiency savings opportunities for the Department.

3. Scope

The audit's scope focused on relevant departmental G&C programs as identified in the 2010-2011 PCH Program Activity Architecture, and focused on practices in place within the programs at the time of the audit's completion – which was between June and September 2011.

The focus of this audit was on the underlying performance measurement infrastructure used for data collection, compilation and analysis, as illustrated below:



It should be noted that the scope of this audit did not include an assessment of the quality or appropriateness of the Department's performance measures themselves,

² The audit was designed to be a horizontal audit – covering G&C programs across the Department – with the intent of identifying department-wide observations and findings.

nor did it include an assessment of the Departmental Performance Report development process.

4. Approach and Methodology

All audit work was conducted in accordance with the Treasury Board Secretariat's *Internal Auditing Standards for the Government of Canada*, and *Policy on Internal Audit*. The audit methodology included:

- Conducting over 40 interviews with program representatives to understand program-specific practices used to collect, compile, and analyze performance measurement data;
- Review of individual program Results-Based Management Accountability Framework and /or Performance Measurement, Evaluation and Risk Strategy to identify data collection requirements and identify sources of data;
- Examination of relevant supporting evidence provided in the areas of data collection tools, systems, and data analysis and aggregation (e.g. contribution agreements, activity reports, accountability agreements, spreadsheets, system descriptions, etc.);
- Analysis and synthesis of program-level information into overall Department-level observations;
- Meetings with corporate functions and senior management (e.g. Centre of Expertise, Policy and Research Group, Finance, Strategic Planning, Directors-General) to validate observations and solicit feedback on draft recommendations; and
- The conduct of walkthroughs of data collection tools and practices (where applicable).

5. Findings and Recommendations

Based on a combination of the evidence gathered through an examination of documentation, analysis and interviews conducted, each of the audit's criteria were assessed by the audit team and a conclusion are included in Appendix A. Analysis of supporting evidence and synthesis of program-level information was conducted by the audit team in order to develop overall Department-level observations.

The audit team identified opportunities for improvement resulting in five recommendations. Details of the audit's observations and recommendations are provided below.

5.1 Governance, Internal Control and Risk Management

This audit was designed to be horizontal in nature, with the intent of identifying Department-wide observations and recommendations in relation to the Department's performance measurement data collection processes and systems. The audit's scope included aspects of governance, internal control and risk management, and, given the Department-wide implications and strategic level in the organization to which the recommendations are addressed, observations and recommendations have been aggregated and reported in that context.

5.1.1 Promotion of Practices

In conducting this audit, the audit team noted a variety of promotable performance measurement practices that exist in the Department. The Department would benefit from formalized processes to identify and communicate these types of practices across the Department in order to enable broader profiling and sharing of practices across PCH's G&C programs.

Analysis

Through the conduct of this audit, the audit team noted examples of promotable practices with respect to performance measurement data collection and analysis which were identified in select programs across the Department.³ Examples of some of the promotable practices identified are described below:

- With respect to data collection templates, the audit team found that some programs use data collection templates which include the specific performance indicators from the program's performance measurement strategy (e.g. embedded directly in recipient reporting templates), thereby drawing a clear link between activities of the recipient and performance of the program. The audit team also noted an example of a program that provided recipients with a detailed instruction and guidance document on how to complete the recipient reporting template, thereby enabling the program to have a greater level of assurance that it will collect the required performance measurement information from its recipients.
- In multiple programs, it was noted that program participant satisfaction data is passed on to the program allowing program management to utilize this data when documenting its performance results.
- In some programs, standardized job descriptions have been customized with more detailed descriptions of roles and responsibilities related to performance

³ It should be noted that the audit team tested the design and implementation of data collection tools and practices (where applicable) and the linkage to PMERS; but did not conduct an assessment of the response rates with regards to the completion and submission of the data collection.

- measurement activities, thereby allowing for clear accountability and expectations for program staff with regards to supporting performance measurement processes.
- One Branch expanded its performance measurement strategies/frameworks to create a more detailed framework including the identification of specific targets for performance indicators as well as desired dates to achieve the performance measurement targets. The expanded strategies/frameworks also assigned responsibilities for the performance indicators as well as for data collection activities.
 - The audit team noted that one Directorate has created a diary related to current performance measurement activities. The blog is kept on a shared drive, and promotes practices that have been identified which could help to address common challenges and highlights potential opportunities for increased efficiencies.
 - Finally, an example was noted where a program had organized a presentation on their current performance measurement activities in order to share practices being followed with another program. This type of practice allows programs to learn from each other, identify new ways to address challenges and highlights potential opportunities for increased efficiencies.

While the audit team found some sharing of this type of information across G&C programs, the sharing seems to be relatively limited and informal in nature. There is an opportunity for the Department to enhance the profiling, sharing and communication of promotable practices that emerge from PCH G&C programs, which could result in a more effective and efficient overall performance measurement process within PCH G&C programs. The audit team noted a number of potential mechanisms that are already in place which could be used to help to promote these types of practices, such as the Research Junction, Research Network, Research Newsletter, etc.

Risk Assessment

There is a risk that innovation, creativity and collaboration will not be adequately recognized or shared across the Department, and, as a result, performance measurement processes in G&C programs will not be in a position to benefit from innovative practices that are occurring within the Department.

Recommendation

The Assistant Deputy Minister, Strategic Policy, Planning and Corporate Affairs should:

1. Formalize a process and single point of contact to identify and communicate promotable G&C performance measurement practices within the Department to further promote and recognize innovation, creativity and collaboration. This process should, where possible, leverage existing mechanisms within the Department.

5.1.2 Optimizing Use of Data Analysis Resources

Data analysis resources are an important component of the performance measurement process. Currently in the Department, there is varying capacity in place by which programs obtain the required resources for data analysis. There is an opportunity for the Department to identify alternative models to leverage and share scarce data analysis resources so that G&C programs are provided with the required support and assistance in an optimal manner.

Analysis

Once performance measurement data has been collected, an aggregation and analysis process is required to be able to tell the performance “story”. As a result, having appropriate performance measurement data analysis resources (both people and capabilities/skill sets) is a key element in the analysis and reporting of useful performance measurement information.

Within PCH, the audit team found that there are different models in place across the Department’s G&C programs with respect to the manner by which programs obtain the required resources for data analysis. Some programs have resources focused on providing these capabilities. Other programs have utilized Branch-level support resources in this regard. And other programs are using the Department’s Policy Research Group to support their data analysis requirements.

The audit team recognizes that the optimal delivery and support model for data analysis resources may need to vary depending on the nature of each program and a program’s existing capabilities. For instance, a very specialized program may need capabilities and knowledge with deep insights and backgrounds in particular areas in order to be in a position to provide effective analysis. On the other hand, other programs may be served as effectively through data analysis resource(s) at a sector, Branch or Departmental level.

Given the desire of some program personnel for additional data analysis resources, the current environment, and a general goal of ensuring an optimized support model is in place for performance measurement analysis and reporting, there is an opportunity for the Department to explore alternative models to leverage and allocate data analysis resources that exist within the Department so that G&C programs are provided with the required support and assistance in an optimal manner.

While conducting the audit, the team was made aware of previous internal reviews/studies (as well as on-going discussions) on this subject. Given the current reality of fiscal restraint, the actions to address this issue will be influenced by financial discussions and resulting decisions.

Risk Assessment

There is a risk that the Department is not optimally utilizing its data analysis resources for the benefit of all programs and the Department as a whole, thereby limiting support for data analysis for some programs, and resulting in lower quality performance measurement analysis and reporting.

Recommendation(s)

The Assistant Deputy Minister, Strategic Policy, Planning and Corporate Affairs should:

2. In conjunction with PCH's ongoing efforts to modernize/streamline its G&C processes and the ongoing discussions to identify potential saving opportunities in the Department, develop an approach or mechanism to ensure effective and efficient sharing of scarce data analysis resources.

5.1.3 Manual Processes and Distinct Systems

There are a variety of performance measurement data collection tools in place across the Department's various G&C programs, with the vast majority of the tools being manual in nature. There are also a large number of distinct supporting systems used by G&C programs for performance measurement data compilation and analysis. In conjunction with the Department's ongoing G&C initiatives, PCH would benefit from a reduction in the number of manual processes and distinct systems in place for performance measurement data collection.

Analysis

The data collection step in performance measurement includes the activities, practices and processes used to collect quantitative and qualitative data for analysis and reporting purposes. For G&C programs, performance measurement data collection practices typically involve tools or mechanisms such as application forms, recipient activity reports, surveys, questionnaires, third party reports, amongst others, along with enabling systems to compile the data for analysis.

At PCH, G&C programs define individual program-level performance measures using a performance measurement plan in the program's Results-Based Management Accountability Framework or Performance Measurement, Evaluation and Risk Strategy. For the program's key outputs and outcomes, the performance measurement plan identifies the performance indicator(s), data source(s), frequency and timing for collection, and responsibility for collection. The most common data collection tools used by PCH G&C programs include application forms/funding agreements, financial reports, recipient interim and final reports, and participant surveys. The audit team noted that the data collection process related to the large majority of these tools is highly manual in nature (e.g. paper-based forms, human intervention required to re-enter data).

The audit team also found that most G&C programs at PCH use their own distinct supporting "system" to assist with data compilation and analysis. These systems range from relatively simple Microsoft Excel spreadsheets, to more advanced databases and

customized solutions. Through discussions the audit team had with the programs and Chief Information Officer Branch management, it was noted that the number of G&C applications in place and the annual expenditures to develop and support these applications is substantial.

As noted previously, while there are a variety of G&C modernization and streamlining initiatives occurring within the Department, the audit team found that the current approved scopes for these initiatives have yet to specifically address ways in which to automate and streamline performance measurement data collection processes.

Given that departments are being encouraged to identify efficiency opportunities and to work with central agencies and other departments to explore optimized approaches to meeting infrastructure and service delivery requirements, PCH has an opportunity to reduce the number of manual processes and distinct systems in place for performance measurement data collection within the Department in an optimized fashion.

As noted previously, the audit team recognizes that the nature and timing of management's actions in this regard will need to be considered in an integrated fashion with the Department's ongoing G&C modernization initiatives as well as the actions being taken to address recommendations from previous related reviews.

Risk Assessment

There is a risk that the Department's overall approach to program-level performance measurement data collection and analysis will not be as efficient, timely and cost effective as it could be. Similarly, there is a risk that the Department will not be in a position to receive maximum benefits from its current G&C improvement initiatives. There is a risk that the Department's spending and resource allocation decisions with regards to existing performance measurement data collection processes/systems may not be optimal.

Recommendations

The Assistant Deputy Minister, Strategic Policy, Planning and Corporate Affairs should:

- 3.1** In parallel with the Department's current efforts to streamline and modernize its G&C processes, identify and incorporate mechanisms and enablers that will reduce the number of manual processes and distinct systems in place for performance measurement data collection, and ensure the Department's long-term investment planning reflects these requirements.
- 3.2** In conjunction with addressing Recommendation 3.1, identify whether there are opportunities within government to share infrastructure, best practices and costs in relation to G&C performance measurement enabling systems.
- 3.3** Ensure that all program level information technology investments in relation to performance measurement data collection and reporting are aligned to PCH's overall performance measurement strategy and follow the Department's formal business planning process.

Appendix A – Audit Criteria

The conclusions reached for each of the audit criteria used in the audit were developed according to the following definitions.

Numerical Categorization	Conclusion on Audit Criteria	Definition of Conclusion
1	Well Controlled	<ul style="list-style-type: none"> Well managed, effective, and no material weaknesses noted.
2	Controlled	<ul style="list-style-type: none"> Well managed, but minor improvements are needed.
3	Moderate Issues	<p>Has moderate issues requiring management focus (at least one of the following two criteria need to be met):</p> <ul style="list-style-type: none"> control weaknesses, but exposure is limited because likelihood of risk occurring is not high; control weaknesses, but exposure is limited because impact of the risk is not high.
4	Significant Improvements Required	<p>Requires significant improvements (at least one of the following three criteria need to be met):</p> <ul style="list-style-type: none"> financial adjustments material to line item or area or to the Department; or control deficiencies represent serious exposure; or major deficiencies in overall control structure. <p>Note: Every audit criteria that is categorized as a “4” must be immediately disclosed to the CAEE and the subjects matter’s Director General or higher level for corrective action.</p>

The following are the audit criteria and examples of key evidence and/or observations noted which were analyzed and against which conclusions were drawn. In cases where significant improvements (4) and/or moderate issues (3) were observed, these were reported in the audit report, and the exposure risk is noted in the table below.

Criteria #	Audit Criteria	Conclusion on Audit Criteria	Examples of Key Evidence / Observation
1	Appropriate tools have been developed to collect the required performance measurement information as defined in the Program's RMAF/PMERS	3	<ul style="list-style-type: none"> Tools are in place to collect performance measurement data. Tools are highly manual in nature requiring substantial re-keying of data with increased likelihood of data entry error, and reportedly increasing levels of effort and negatively impacting timeliness. Some longer term outputs and outcomes will require additional data input/analysis outside the day-to-day data gathering tools. Promotable practices exist which could be shared across Department.
2	Roles and responsibilities for performance data collection are clearly defined and communicated.	2	<ul style="list-style-type: none"> Roles and responsibilities for data collection are generally described through job descriptions. Examples of programs were noted that have developed additional details on performance measurement roles and responsibilities.
3	A formalized plan/schedule is in place to ensure Program data collection activities are aligned with reporting requirements.	2	<ul style="list-style-type: none"> Generally, a program's Performance Measurement Strategy covers a high-level plan related to data collection activities that need to occur. Most programs don't have elaborate work plans to track data collection due to regular timing and integration of data collection activities with the program's ongoing activities. Some programs have developed tracking tools to assist with

Criteria #	Audit Criteria	Conclusion on Audit Criteria	Examples of Key Evidence / Observation
			monitoring data collection efforts.
4	Appropriate systems are used across the Department to enable the compilation and storage of performance measurement information.	3	<ul style="list-style-type: none"> • Programs have systems in place to compile data, however, there are many distinct systems in place and supported across the Department. • Significant expenditures are incurred annually to maintain and develop G&C applications for the various G&C programs across the Department.
5	Control processes have been designed to ensure appropriate data access and data protection within the systems	2	<ul style="list-style-type: none"> • Controls differ depending on sophistication of the system in place. • Typically, a combination of network sign-on passwords are used to limit access; and sometimes system-specific passwords and limited access for systems are also being used.
6	Program-level summary performance information is aggregated using appropriate practices and with sufficient management (i.e. Director General level) input/review)	2	<ul style="list-style-type: none"> • Management review and approval takes place with respect to Departmental Performance Report inputs provided from the G&C programs.
7	Personnel with appropriate experience are used by the Programs to aggregate performance measurement data into Program-level results	3	<ul style="list-style-type: none"> • Management generally perceives that their programs have the skill sets required, or can use on-the-job training to get the required skill sets put in place. • Some programs have adopted other models such as relying on Policy Research Group, or using a Sector/Branch-level resource(s) to support data analysis requirements. • Opportunities exist to explore alternate delivery models to optimize the use of data analysis

Criteria #	Audit Criteria	Conclusion on Audit Criteria	Examples of Key Evidence / Observation
			resources.

Appendix B – Management Action Plan

Recommendation	Actions	Target Date
5.1.1 Promotion of Practices	<p>Management agrees with the recommendations and as such, are accepted. Concomitant to the three areas of recommendation articulated in the Audit: <i>Promotion of Practices, Optimizing Use of Data Analysis Resources, Manual Processes and Distinct System</i> - the requested action plan is as follows:</p> <p>The Department's governance structure will be used in order to ensure alignment and coherence of performance measurement activities.</p> <p>The Strategic Planning Directorate will be the single point of contact for identifying and communicating performance measurement best practices on an ongoing basis.</p>	
<p>1. Formalize a process and single point of contact to identify and communicate promotable G&C performance measurement practices within the Department to further promote and recognize innovation, creativity and collaboration. This process should, where possible, leverage existing mechanisms within the Department.</p>		
5.1.2 Optimizing Use of Data Analysis Resources		
<p>2. In conjunction with PCH's ongoing efforts to modernize/streamline its G&C processes and the ongoing discussions to identify potential saving opportunities in the Department, develop an approach or mechanism to ensure effective and efficient sharing of scarce data analysis resources.</p>	<p>The established integrated management planning process at PCH will be used to align technology investments in systems and to ensure data acquisition and analysis resources are put to the best use as part of an overall research strategy for the Department that will be lead by the Strategic Policy, Planning and Research Branch.</p>	October 2012

5.1.3 Manual Processes and Distinct Systems	With respect to the concept of a corporate performance measurement system, the Strategic Planning Directorate will explore opportunities within the Department (e.g. CAVCO) and externally (eg. TBS G&C Centre of Expertise) for best practices, information and cost sharing.	March 2012
3.1 In parallel with the Department's current efforts to streamline and modernize its G&C processes, identify and incorporate mechanisms and enablers that will reduce the number of manual processes and distinct systems in place for performance measurement data collection, and ensure the Department's long-term investment planning reflects these requirements.	The Strategic Planning Directorate and the Chief Information Officer Branch will conduct a feasibility study for building and implementing a corporate system. The direction the Government of Canada (GOC) is taking around effectiveness and efficiencies of management systems, particularly in a shared services context, as well as the results of the deficit reduction action plan, will factor into feasibility and possible implementation scenarios.	Feasibility – FY 2012-13, Potential Implementation – FY 2013-14.
3.2 In conjunction with addressing Recommendation 3.1, identify whether there are opportunities within government to share infrastructure, best practices and costs in relation to G&C performance measurement enabling systems.		
3.3 Ensure that all program level information technology investments in relation to performance measurement data collection and reporting are aligned to PCH's overall performance measurement strategy and follow the Department's formal business planning process.		