SSHRC CRSH

Social Sciences and Humanities Research Council

2013–14

Departmental Performance Report

James Moore
Minister of Industry

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Foreword

Departmental Performance Reports are part of the Estimates family of documents. Estimates documents support appropriation acts, which specify the amounts and broad purposes for which funds can be spent by the government. The Estimates document family has three parts.

Part I (Government Expenditure Plan) provides an overview of federal spending.

Part II (Main Estimates) lists the financial resources required by individual departments, agencies and Crown corporations for the upcoming fiscal year.

Part III (Departmental Expenditure Plans) consists of two documents. Reports on Plans and Priorities (RPPs) are expenditure plans for each appropriated department and agency (excluding Crown corporations). They describe departmental priorities, strategic outcomes, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Performance Reports (DPRs) are individual department and agency accounts of actual performance, for the most recently completed fiscal year, against the plans, priorities and expected results set out in their respective RPPs. DPRs inform parliamentarians and Canadians of the results achieved by government organizations for Canadians.

Additionally, Supplementary Estimates documents present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or were subsequently refined to account for developments in particular programs and services.

The financial information in DPRs is drawn directly from authorities presented in the Main Estimates and the planned spending information in RPPs. The financial information in DPRs is also consistent with information in the Public Accounts of Canada. The Public Accounts of Canada include the Government of Canada Consolidated Statement of Financial Position, the Consolidated Statement of Operations and Accumulated Deficit, the Consolidated Statement of Change in Net Debt, and the Consolidated Statement of Cash Flow, as well as details of financial operations segregated by ministerial portfolio for a given fiscal year. For the DPR, two types of financial information are drawn from the Public Accounts of Canada: authorities available for use by an appropriated organization for the fiscal year, and authorities used for that same fiscal year. The latter corresponds to actual spending as presented in the DPR.

The Treasury Board *Policy on Management, Resources and Results Structures* further strengthens the alignment of the performance information presented in DPRs, other Estimates documents and the Public Accounts of Canada. The policy establishes the

Program Alignment Architecture of appropriated organizations as the structure against which financial and non-financial performance information is provided for Estimates and parliamentary reporting. The same reporting structure applies irrespective of whether the organization is reporting in the Main Estimates, the RPP, the DPR or the Public Accounts of Canada.

A number of changes have been made to DPRs for 2013−14 to better support decisions on appropriations. Where applicable, DPRs now provide financial, human resources and performance information in Section II at the lowest level of the organization's Program Alignment Architecture.

In addition, the DPR's format and terminology have been revised to provide greater clarity, consistency and a strengthened emphasis on Estimates and Public Accounts information. As well, departmental reporting on the Federal Sustainable Development Strategy has been consolidated into a new supplementary information table posted on departmental websites. This new table brings together all of the components of the Departmental Sustainable Development Strategy formerly presented in DPRs and on departmental websites, including reporting on the Greening of Government Operations and Strategic Environmental Assessments. Section III of the report provides a link to the new table on the organization's website. Finally, definitions of terminology are now provided in an appendix.

Minister's Message

Canada has a long and proud history of excellence in research and discovery. As our country becomes more and more integrated into the globally competitive economy, harnessing the power of science, technology and innovation is key to the success of Canadian entrepreneurs and to the creation of jobs and prosperity for Canadians.

Industry Canada's portfolio partners continue to play central roles in promoting innovation, improving Canada's marketplace policies, and efficiently managing programs and services. From supporting experts in the field to youth in the classroom, the partners have maintained their commitment to fostering strong working partnerships and forging groundbreaking relationships.

Since being elected, our government has made record investments in science, technology and innovation, and we will continue to support research across Canada.

In 2013–14, the Social Sciences and Humanities Research Council of Canada (SSHRC) supported our government's science and technology strategy by generating innovative solutions and actively encouraging a culture of innovation. Through initiatives like the Canada Research Chairs Program, SSHRC supported Canada's world-class enterprises and helped stakeholders work together by sharing common innovative initiatives

As Industry Canada revises the federal science, technology and innovation strategy, it will work in partnership with SSHRC to help shape Canada's international competitiveness by promoting our world-class research and discovery.

It is my pleasure to present the 2013–14 Departmental Performance Report for the Social Sciences and Humanities Research Council of Canada.

James Moore
Minister of Industry.

Minister of State's Message

A strong focus on science, technology and innovation has never been more important than in today's globally competitive environment. As Minister of State for Science and Technology, I am proud to be part of a government that has committed record investments in these disciplines to push the boundaries of knowledge and to create jobs and opportunities while improving the quality of life of Canadians.

By leveraging investments and providing new opportunities, the Social Sciences and Humanities Research Council of Canada (SSHRC) has distinguished itself as one of Canada's leading organizations in promoting research and scientific advancement. The work it has accomplished this year has greatly helped to secure Canada's reputation for research excellence.

As a leader and innovator in research funding—not only in Canada but also internationally—SSHRC continues to be at the forefront of promoting world-class research and collaboration between industry and academia. Throughout 2013–14, SSHRC supported Canada's leadership in the social sciences and humanities to the social and economic benefit of all Canadians. SSHRC continues to support developing, attracting and retaining talented, highly qualified people at Canada's colleges, universities and institutes through its suite of programs that range from the Partnership Grants, which foster broad partnerships leveraging the expertise of multiple researchers and universities, through to the Canada Research Chairs Program, which supports Canada's research leaders. SSHRC also supported top research initiatives and talent in the social sciences and humanities, helping individuals across all sectors contribute to Canada's economic growth and prosperity. On behalf of the Government of Canada, SSHRC is delivering a number of new initiatives in support of research and innovation. These include the Canada First Research Excellence Fund, aimed at helping Canadian post-secondary institutions excel globally in research areas that create long-term economic advantages for Canada, and the College Social Innovation Fund, aimed at connecting the innovation and talent found in Canada's colleges and polytechnics with the research needs of community organizations. In addition, SSHRC administers the Indirect Costs Program, distributing funds to help Canadian post-secondary institutions maintain world-class labs and equipment, transfer knowledge to other sectors, manage research activities and meet regulatory standards. In the year ahead, SSHRC will administer the Canada First Research Excellence Fund, a $1.5-billion legacy commitment to world-leading research

at Canadian post-secondary institutions. The outcomes of SSHRC-led initiatives enable Canadian citizens, businesses and communities to innovate, prosper and enjoy a better quality of life.

Moving forward, we hope to build on these measures and further align the objectives of the Industry Portfolio with the Government's overarching goals of creating jobs and opportunities for Canadians. Together, we can create lasting partnerships to build a prosperous future for Canada.

It is my pleasure to join my colleague, the Honourable James Moore, Minister of Industry, in presenting the 2013–14 Departmental Performance Report for SSHRC.

Ed Holder
Minister of State (Science and Technology)

President's Message

It is my pleasure to present the Social Sciences and Humanities Research Council of Canada's Departmental Performance Report for the fiscal year 2013-14. This report summarizes SSHRC's continuing progress in promoting and supporting social sciences and humanities research for the benefit of Canada and the world. Guided by its strategic plan, SSHRC has moved steadily ahead over the past year in enhancing its operations as well as leading major domestic and international research initiatives to confront challenges and seize opportunities in the rapidly changing 21st century.

During 2013-14, SSHRC made significant progress on a number of fronts. Migration of grants management to the comprehensive new Research Portal continued, improving user experience and promoting knowledge mobilization across society. Similarly, SSHRC took steps toward the ambition of a robust and sustainable digital ecosystem for Canadian scholarship by focusing on Open Access to both research data and journal publications. As part of the Imagining Canada's Future initiative, SSHRC began integrating into its programming and corporate activities six future challenge areas to engage the research community in exploring vital issues facing Canada in the coming decades. In a similar vein, SSHRC is driving a global first through its leading role in the ground-breaking Trans-Atlantic Platform (T-AP), a collaborative partnership on an unprecedented scale among research funding agencies in Europe and the Americas. Along the way, the popular and highly successful Storytellers competition offered training and a public showcase for the next generation of young research communicators to share their work with a broad audience.

These examples highlight some of the ways in which better knowledge and understanding of human thought and behaviour are increasingly enhancing our quality of life in Canada and beyond. In my eight years as SSHRC president, I have had the privilege of seeing first-hand the world-class research in Canada that is now internationally recognized both for its quality and impact. It has been particularly gratifying to see how SSHRC has increasingly helped Canada's postsecondary institutions compete with the best in the world for talented scholars who develop new insights into the past and present and who strengthen connections among across campus and with the private, public and non-profit

sectors. As I step down as president, let me emphasize my profound gratitude to the SSHRC team and to all our partners and collaborators for their engagement and contributions to the promotion and support of the social sciences and humanities for the benefit of Canada and the world.

Chad Gaffield
President

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: James Moore, Minister of Industry
Ed Holder, Minister of State (Science and Technology)

Institutional Head: Ted Hewitt, Chief Operating Officer and Executive Vice-President

Ministerial Portfolio: Industry Canada

Enabling Instrument: *Social Sciences and Humanities Research Council Act,*
R.S.C. 1985, c. S-12

Year of Incorporation / Commencement: 1977

Organizational Context

Raison d'être

The Social Sciences and Humanities Research Council (SSHRC) funds research and
research training that builds knowledge about people, past and present, with a view
toward creating a better future. From questions of family and culture to concerns about
jobs and employment, research about people—how we live, what we think, how we act—
informs new knowledge and insights on the issues that matter most to Canadians.

SSHRC plays a unique role within Canada's science, technology and innovation system
by awarding grants and scholarships to researchers, students and fellows who work as
individuals, in small groups and in formal partnerships to develop talent, generate
insights and build connections that address the needs of all sectors of society.

Responsibilities

SSHRC is an agency that reports to Parliament through the Minister of Industry. It was
created through an act of Parliament in 1977 and mandated to:

- promote and assist research and scholarship in the social sciences and humanities;
  and
- advise the Minister in respect of such matters relating to such research as the
  Minister may refer to the Council for its consideration.

To fulfil its mandate, SSHRC offers funding opportunities that provide support to
Canadian researchers and students through grants, scholarships and fellowships,

respecting the terms of the federal Policy on Transfer Payments. SSHRC is also responsible for administering the following tri-agency programs, offered jointly with the Natural Sciences and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR):

- the Canada Research Chairs Program;
- the Canada Excellence Research Chairs Program; and
- the Indirect Costs Program.

In addition, SSHRC works with Industry Canada, as well as with NSERC and CIHR, to support Networks of Centres of Excellence initiatives. It collaborates with NSERC and CIHR to deliver the Canada Graduate Scholarships, Vanier Canada Graduate Scholarships, and Banting Postdoctoral Fellowships programs. SSHRC and CIHR also participate in the College and Community Innovation Program, managed by NSERC. SSHRC will continue to foster this collaboration to the benefit of all Canadians by building on the harmonization of tri-agency programs, practices and policies.

The president of SSHRC is supported by a governing council appointed by order-in-council to reflect the perspectives of the academic, public and private sectors. SSHRC's governing council promotes and assists research and scholarship in the social sciences and humanities. It meets regularly to set strategic policy and program priorities, allocate budgets, and advise the Minister of Industry and Parliament on matters related to research in these areas.

Strategic Outcomes and Program Alignment Architecture

1. **Strategic Outcome:** Canada is a world leader in social sciences and humanities research and research training

    1.1   **Program:** Talent: attraction, retention and development of students and researchers in the social sciences and humanities
    - 1.1.1   **Sub-program:** Canada Research Chairs
    - 1.1.2   **Sub-program:** Canada Graduate Scholarships
    - 1.1.3   **Sub-program:** Vanier Canada Graduate Scholarships
    - 1.1.4   **Sub-program:** Banting Postdoctoral Fellowships
    - 1.1.5   **Sub-program:** SSHRC Doctoral and Postdoctoral Fellowships

    1.2   **Program:** Insight: new knowledge in the social sciences and humanities
    - 1.2.1   **Sub-program:** Individual, team and partnership research grants
    - 1.2.2   **Sub-program:** Institutional research capacity grants

    1.3   **Program:** Connection: mobilization of social sciences and humanities knowledge
    - 1.3.1   **Sub-program:** Individual, team and partnership knowledge mobilization grants
    - 1.3.2   **Sub-program:** Research-based knowledge culture
    - 1.3.3   **Sub-program:** Networks of Centres of Excellence

2. **Strategic Outcome:** Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health

    2.1 **Program:** Indirect Costs of Research

Internal Services

Organizational Priorities

Priority	Type[1]	Strategic Outcome
Promote and support Canadian excellence in social sciences and humanities research and talent development	New	1
Summary of Progress		

SSHRC must continue to be at the forefront of promoting world-class research and engagement in Canada in a number of ways, first and foremost by working closely with Canada's research community to update policies and practices for fostering research excellence. As the premier funder of social sciences and humanities research in Canada, SSHRC must also ensure its assessment criteria and merit review processes evolve in keeping with the changing character of research excellence. Finally, because research excellence is defined in an international context, Canadian social sciences and humanities research must be increasingly connected to global research networks and contribute to global research agendas.

What progress has been made toward this priority?

For plans to (1) promote the skills, tools and infrastructure necessary for success in research and research training and (2) champion merit review processes that are robust, efficient, sustainable, and that recognize a broad range of research contributions, SSHRC did the following:

- Deliver phase 2 of the Canada Excellence Research Chairs competition.

    ○ Phase 2 is proceeding as planned. Universities had until February 2014 to submit their nomination for chairholders. The merit review process is proceeding, with results expected in 2014–15.

- Develop an Aboriginal Research Integrated Strategy.

    ○ In November 2013, SSHRC's governing council approved the vision, goals and objectives of an Aboriginal Research Integrated Strategy. The strategy focuses on the effective horizontal integration of aboriginal research and talent development into SSHRC's program architecture. In March 2014, the Aboriginal Advisory Circle met to advise SSHRC senior management on ongoing activities pertaining to the implementation of the strategy. In 2014, SSHRC will continue to work on a number of activities in collaboration with the Aboriginal Advisory Circle, including the review of SSHRC's current definition and development of guidelines for the evaluation of aboriginal research; the development of a statement of principles outlining SSHRC's support to aboriginal research and talent development; and the review of efforts to support talent development and recognition for aboriginal students and scholars across the social sciences and humanities.

- Promote digital scholarship.

    ○ In partnership with NSERC, CIHR, the Canada Foundation for Innovation and Genome Canada, SSHRC solicited feedback on the consultation document, *Capitalizing on Big Data: Toward a Policy Framework for Advancing Digital*

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1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or DPR.

Scholarship in Canada,[1] in fall 2013. In the document, the agencies propose a collective realignment of funding policies that will help promote excellence in data management practices in agency-funded projects. Various stakeholders—including individual researchers, universities, government departments, professional and scholarly associations, and non-governmental and research organizations—provided input on various issues, including discipline concerns, data management plans, grant funding needs, training and privacy concerns.

○ SSHRC is updating its policies on research outputs, including on open access and research data archiving, in collaboration with NSERC and CIHR, as appropriate. A fall 2013 consultation on a draft interagency open access policy focusing on peer-reviewed articles led to a revised policy that will be presented for endorsement by SSHRC's governing council in 2014–15.

For plans to strengthen and promote international connections and collaboration in research and talent development, SSHRC did the following:

− Leverage opportunities generated by the Trans-Atlantic Platform.

○ SSHRC is the co-ordinator for the Americas for the Trans-Atlantic Platform (T-AP) initiative, funded by the European Commission. The inaugural steering committee meeting of the T-AP was held in October 2013 in Montréal. SSHRC organized the launch event and second steering committee meeting, which took place in Amsterdam in March 2014. The steering committee discussions, led by SSHRC's president, focused on ensuring that all partners have a common understanding of the T-AP objectives, that planned activities support those objectives and are on track, and that roles and responsibilities are clear. SSHRC is playing a leadership role on work related to digital scholarship and thematic priorities, in addition to providing communications, governance and administrative support.

Priority	Type	Strategic Outcome
Work with Canadian postsecondary institutions and other organizations to build a 21st-century research and training environment in the social sciences and humanities	New	1
Summary of Progress		

SSHRC and postsecondary institutions work together to ensure Canada can continue to provide the enabling environment in which researchers can do excellent work and new talent can be trained with advanced research skills, while at the same time, through development of appropriate achievement measurement tools, ensure that change is successfully implemented.

What progress has been made toward this priority?

For plans to (1) facilitate world-class research and research training by regularly updating all steps in the grant management process to ensure they are effective, efficient and enabling and (2) support and broaden co-operation among Canada's research granting agencies in policy and program development and delivery, SSHRC did the following:

− Advance SSHRC's grants management systems to improve the user experience, streamline business processes and enable innovation in program delivery, as well as replacing aging technologies, including establishing a new data warehouse.

○ Work on the grants management system this fiscal year focused on completing the baseline functionality required to support the current programs. A second competition of the Insight Development Grants funding opportunity was completed using the new Research Portal, which received positive feedback from the research community. The harmonized application form and associated Scholarship Liaison Officer functionalities for the Canada Graduate Scholarships—Master's program were also delivered this fiscal year. Universities now have an enhanced ability to support and manage these applications, leading to greater efficiencies for both the institutions and the granting agencies.

For plans to strengthen policies and other supports that recognize, preserve and value the full range of outputs, outcomes and impacts of research and training, SSHRC did the following:

− Launch a new online achievement reporting system for Insight Development Grants that will capture data and information on the results and outcomes of the funding provided.

○ A project charter has been developed and a working group established to plan and implement achievement reporting for all of SSHRC's funding opportunities, which will be phased in over the next several years.

Priority	Type	Strategic Outcome
Position knowledge and expertise about human thought and behaviour to bring maximal benefits to Canada and the world	New	1
Summary of Progress		

SSHRC, in partnership with the research community, has a responsibility to ensure that the benefits of research and talent development are realized as fully as possible. We must see to it that opportunities are seized for the social sciences and humanities to contribute to national debate; address the challenges of today and tomorrow; and produce new intellectual, economic, social and cultural value. And this must be done for the benefit not only of Canada but also of the world.

What progress has been made toward this priority?

For plans to support research and talent development activities in areas identified as important future challenge areas for Canada, SSHRC did the following:

− Identify four or five priority areas resulting from the Imagining Canada's Future initiative including an implementation framework for their integration into SSHRC's program architecture and corporate activities.

○ Six future challenge areas under the Imagining Canada's Future initiative were publicly released in September 2013. The initiative, started in 2011, aimed to identify future challenge areas for Canada in an evolving global context that are likely to emerge in five, 10 and 20 years and to which the social sciences and humanities research community could contribute its knowledge, talent and expertise. Public engagement activities were completed between September 2013 and February 2014. SSHRC leaders held six regional knowledge mobilization activities on ongoing research linked to one or two future challenge areas. Work on the implementation framework is proceeding, under the leadership of a newly appointed associate vice-president, Future Challenges.

For plans to (1) promote the value of multisectoral partnerships for Talent, Insight and Connection and (2) enhance and promote the contribution of social sciences and humanities to robust cultures of innovation across the private, public and not-for-profit sectors in Canada, SSHRC did the following:

- Implement the marketing plan for industry-academic sector partnerships.

  - Supported by Budget 2013 funding, SSHRC is further expanding support for industry-academic research partnerships. To promote partnerships, a series of new videos was produced; the partnerships section of the website was completely redesigned—it now features comprehensive resource material targeted to specific audiences; and external experts were retained to review good practices. The experts met with external stakeholders in March 2014.

- Update SSHRC's Knowledge Mobilization Strategy.

  - SSHRC has developed an approach, a work plan and a timeline for the renewal of the Knowledge Mobilization Strategy and secured support through SSHRC's internal governance process. The following activities were completed in 2013–14: researched knowledge mobilization achievements since 2009; hired a consultant to manage the strategy development process and develop materials for internal and external consultations; cross-referenced the SSHRC strategic objectives, corporate priorities and knowledge mobilization evaluation findings; and developed the first draft of the Knowledge Mobilization Strategy, to be used for consultations.

- Position knowledge and expertise about higher education, labour markets and skills to enrich policy discussions on these topics.

  - SSHRC awarded 16 Knowledge Synthesis Grants on Skills Development for the Future Needs of the Canadian Labour Market. As part of the initiative, SSHRC hosted two workshops in partnership with Employment and Social Development Canada, in September 2013 and in February 2014, to bring together grant recipients and potential research users. The February workshop drew roughly 70 participants, including grant recipients and/or members of their teams, SSHRC staff, and representatives from the public, private and not-for-profit sectors. The Institute for Research on Public Policy highlighted the results of this initiative in *Policy Options* and the results were also posted on SSHRC's website, including a summary of the initiative, videos with the researchers and links to the final reports.

Priority	Type	Strategic Outcomes
Improve SSHRC's governance, management and service delivery, focusing on results for Canadians	Previously committed to	1 2
Summary of Progress		

SSHRC has been undertaking measures to improve its corporate governance and management structures, such that it is now recognized as a leader among organizations of its type, both nationally and internationally. It has also worked to effectively manage and ensure the continued and substantial contribution of the thousands of research community members who provide immense in-kind benefit to SSHRC's grant review operation. These changes are enabling an even more streamlined and rigorous approach to corporate planning and reporting, and are

enhancing SSHRC's effectiveness as an organization that delivers results in the most efficient manner possible for Canadians.

What progress has been made toward this priority?

For plans to improve governance and management practices by building stronger links between strategic, operational, financial and human resources planning, SSHRC did the following:

- Integrate planning processes.

  ○ An internal audit of SSHRC's integrated planning process[ii] was conducted in 2013–14 and concluded that the organization has developed "a robust framework which includes all the components necessary to support effective and efficient integrated planning throughout the organization, aligning the Agency with best practices in government." The audit recommended that senior management identify a limited number of corporate priorities (three to five) every year and formally communicate them to support resource allocation/reallocation decisions.

For plans to strengthen functional authorities and accountabilities, SSHRC did the following:

- Implement the Resource Management Framework.

  ○ The Financial Resource Management Policy was approved by SSHRC and is now in effect. Further, SSHRC has formalized budget reviews and approvals, enhanced management reporting and undertaken development of additional budget management tools.

For plans to enhance service delivery for operational effectiveness and improved client services, SSHRC did the following:

- Participate in the federal government's shared financial systems and services initiative for small departments and agencies.

  ○ The development of the government's shared system solution (SAP) is in the planning stages. Preparations for joining the Shared Travel Services Initiative are under way.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Managing the budget	SSHRC has put in place a budget management policy and directives for both grant and operating budgets, an authority matrix, driver-based budgets, monthly management reporting packages, regular formal reviews of results and variances, as well as tools and procedures for both grants and scholarships and operating resources.	Strategic Outcome 1
Managing internal change	SSHRC created a change management toolkit that will be integrated into the Project Management Office suite of tools. A variety of courses, workshops, information sessions and webinars about change management and job-specific software and technologies were offered in 2013–14. The Research Portal team continues to work with business partners to offer training in a classroom setting as well as on a one-on-one basis.	Strategic Outcome 1
Leveraging information technology innovation	The Research Portal Steering Committee identified co-champions from SSHRC and NSERC, thereby offering increased support and leadership for the project while facilitating increased collaboration between the agencies and encouraging the harmonization of their business processes. The Research Portal team made a number of presentations to internal and external stakeholders to obtain feedback for improving the Research Portal. SSHRC, NSERC and CIHR completed a needs/gaps analysis study to examine the feasibility and desirability of developing and implementing a common data standard for research classification.	Strategic Outcome 1

SSHRC administers a significant budget—roughly $349 million for SSHRC programs and $332 million for the Indirect Costs Program. Despite the size of this budget, the overall level of risk to the organization is low in terms of continuity of government operations, the maintenance of services to and protection of interests of the Canadian public, and the safety and security of the Canadian public.

SSHRC has adopted an integrated risk management framework, which provides a comprehensive view of corporate risks, and assigns responsibility for their management and mitigation. The approach is part of SSHRC's annual planning cycle, which integrates priority-setting, resource allocation and risk management. This approach aligns with the Treasury Board's Framework for the Management of Risk. As part of its annual planning cycle, SSHRC reviewed and updated its Corporate Risk Profile and Corporate Risk Management Framework in 2013–14, to ensure that each risk would be systematically monitored by senior management. The framework integrates the results of the Corporate Risk Profile, while identifying triggers, controls and response strategies for each risk. It also outlines processes and expectations for the ongoing monitoring and reporting of risks within SSHRC's integrated planning cycle.

Through the review of the Corporate Risk Profile, three risks were deemed to fall outside management's risk tolerance threshold, and to require dedicated resources and more rigorous monitoring and follow-up. These risks, and the response strategies to mitigate them, are presented in the above table.

Actual Expenditures

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	Difference (actual minus planned)
682,749,959	686,067,729	697,181,615	695,719,438	9,651,709*

* The difference between planned and actual spending is primarily due to increases announced in Budget 2013.

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
192	206	14*

* The variance in FTEs is primarily due to increases announced in Budget 2013 and an increase in temporary staffing to deal with higher than expected demand during peak periods.

Budgetary Performance Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs and Internal Services	2013–14 Main Estimates	2013–14 Planned Spending	2014–15 Planned Spending	2015–16 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)	2011–12 Actual Spending (authorities used)
Strategic Outcome 1: Canada is a world leader in social sciences and humanities research and research training								
1.1 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	173,429,819	173,429,819	173,584,311	173,625,715	172,321,931	170,656,178	172,287,321	177,835,463
1.2 Insight: new knowledge in the social sciences and humanities	135,235,370	135,235,370	142,782,747	142,772,858	141,933,474	143,601,012	139,741,893	130,421,944
1.3 Connection: mobilization of social sciences and humanities knowledge	25,889,091	29,206,861	27,204,962	27,673,148	34,254,944	34,556,118	35,544,201	41,235,997
Subtotal	334,554,280	337,872,050	343,572,020	344,071,721	348,510,349	348,813,308	347,573,415	349,493,404
Strategic Outcome 2: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health								
2.1 Indirect Costs of Research	332,825,880	332,825,880	332,572,946	332,572,946	332,047,462	331,845,665	332,129,423	332,020,788
Subtotal	332,825,880	332,825,880	332,572,946	332,572,946	332,047,462	331,845,665	332,129,423	332,020,788
Internal Services Subtotal	15,369,799	15,369,799	15,605,199	15,625,903	16,623,804	15,060,465	16,722,871	16,432,856
Total	682,749,959	686,067,729	691,750,165	692,270,570	697,181,615	695,719,438	696,425,709	697,947,048

Note: The difference in planned and actual spending is primarily due to increases announced in Budget 2013.
Projected spending does not include increases announced in Budget 2014.

Alignment of Spending with the Whole-of-Government Framework

Alignment of 2013–14 Actual Spending with the Whole-of-Government Framework[iii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2013–14 Actual Spending
1. Canada is a world leader in social sciences and humanities research and research training	1.1 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	Economic Affairs	An innovative and knowledge-based economy	170,656,178
	1.2 Insight: new knowledge in the social sciences and humanities	Economic Affairs	An innovative and knowledge-based economy	143,601,012
	1.3 Connection: mobilization of social sciences and humanities knowledge	Economic Affairs	An innovative and knowledge-based economy	34,556,118
2. Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health	2.1 Indirect Costs of Research	Economic Affairs	An innovative and knowledge-based economy	331,845,665

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs	670,697,930	680,658,973
Social Affairs	N/A	N/A
International Affairs	N/A	N/A
Government Affairs	N/A	N/A

Departmental Spending Trend

Spending Trend—SSHRC
(excluding the Indirect Costs Program)

$ millions

	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17
Sunset Programs	0	0	0	0	0	0
Total Spending	366	364	364	359	360	359

Spending Trend—Indirect Costs Program

$ millions

	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17
Sunset Programs	0	0	0	0	0	0
Total Spending	332	332	332	333	333	333
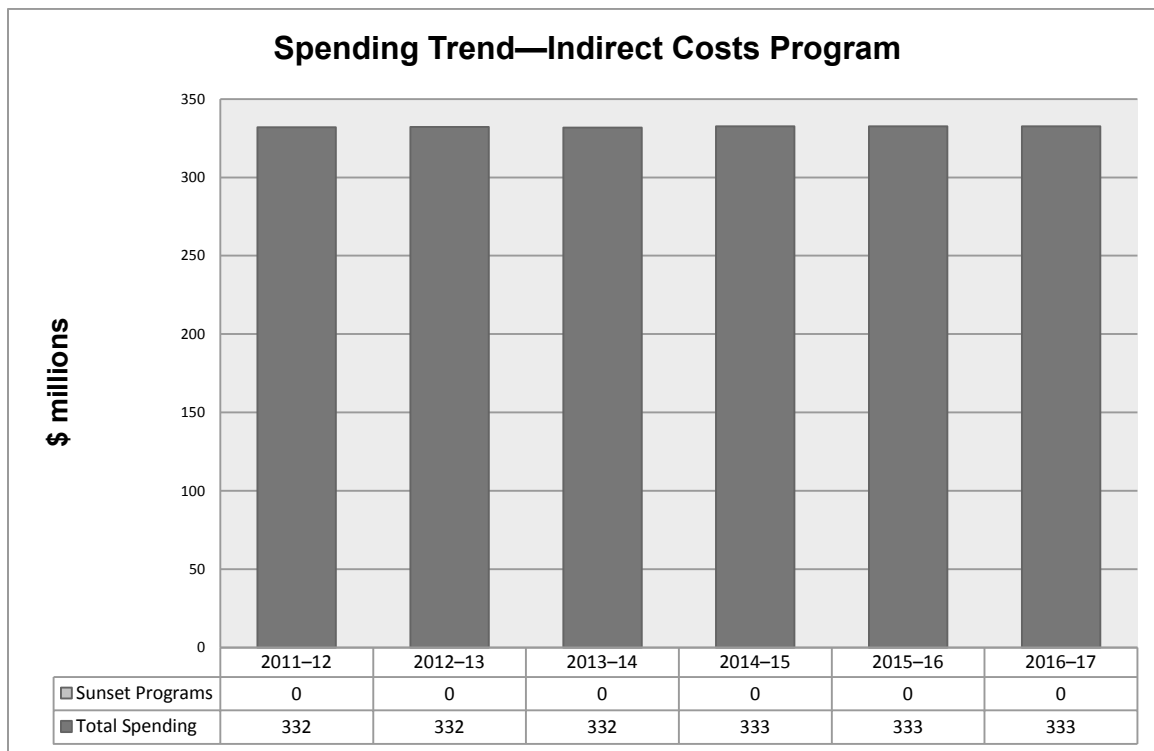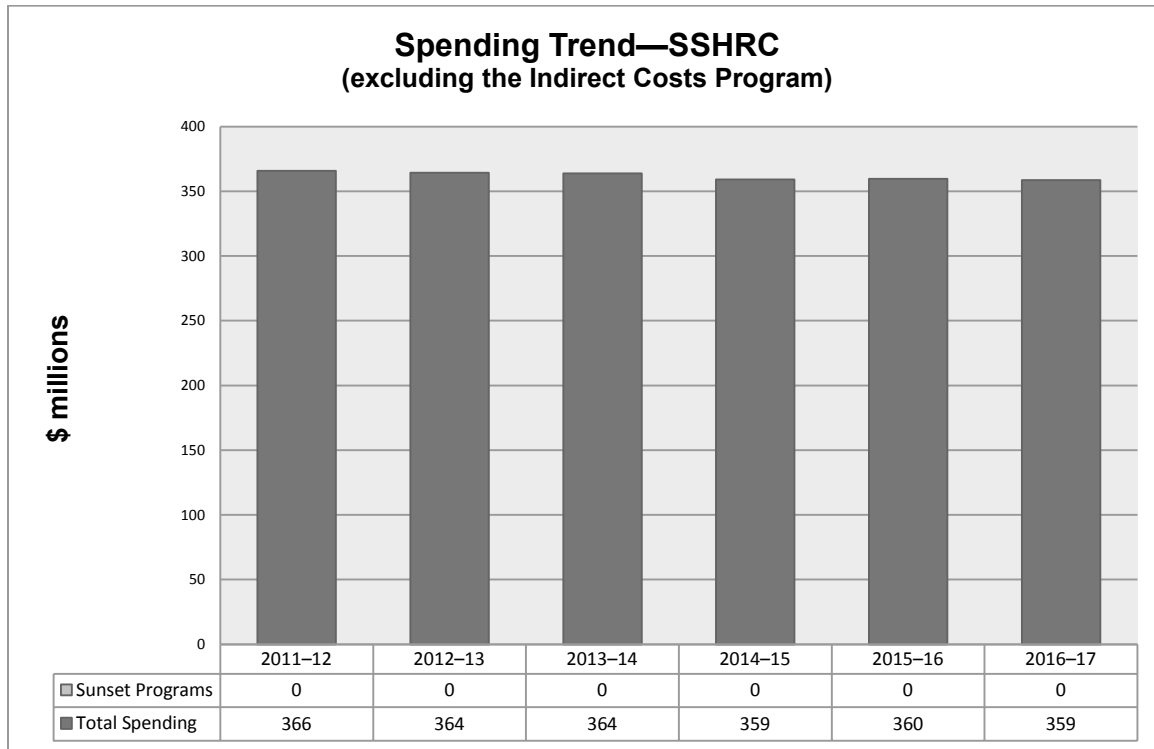
SSHRC does not have any sunsetting programs at the current time. SSHRC's projected spending does not include increases announced in Budget 2014.

Estimates by Vote

For information on SSHRC's organizational votes and statutory expenditures, consult the *Public Accounts of Canada 2014* on the Public Works and Government Services Canada website.[iv]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome 1: Canada is a world leader in social sciences and humanities research and research training

Performance Measurement

Performance Indicators	Targets	Actual Results
Number of Canadian institutions appearing in top-50 international rankings in the social sciences and humanities	Three by 2014–15	Three
Canadian social sciences and humanities citation impact relative to world baselines	Top-10 ranking internationally by 2017–18	Fifth
Degree completion rates of Canadian students versus other Organisation for Economic Co-operation and Development (OECD) countries	Top-10 ranking internationally by 2014–15	Eighth

The QS World University Rankings[v] considers over 2,000 institutions, evaluates more than 700 universities, and ranks the top 500 in the world. The methodology is based on six indicators relating to academic reputation, employer reputation, international reputation, faculty/student ratio, and citations per faculty member. In 2013, three Canadian institutions placed in the top 50 in social sciences and humanities research— McGill University, the University of Toronto and The University of British Columbia. These universities have consistently placed among the best over the last five years.

Average relative citations are a measure of the frequency of citation of publications. The scores are normalized by field of research. In its *2012 State of Science and Technology*[vi] report, the Council of Canadian Academies looked at Canada's research impact using average relative citation scores. The report revealed that Canada ranked fifth out of the top 19 countries in the "general arts, humanities and social sciences" field of research. Of note, Canada ranked first in the subfields of criminology and classics, and second in the subfield of general psychology and cognitive sciences, as well as second in the subfield titled history of social sciences.

For degree completion, Canada ranks first among OECD countries for percentage of the population having completed postsecondary education (college or university). At the doctoral level, Canada ranks eighth for number of doctoral students per thousand of population. The same report from the Council of Canadian Academies noted that "from 2005 to 2009, the number of doctoral graduates from Canadian institutions grew

substantially, with the largest percentage growth [32.2 per cent] among comparable OECD countries."

Program 1.1: Talent: attraction, retention and development of students and researchers in the social sciences and humanities

Description

This program provides support to graduate students and postdoctoral fellows in the form of fellowships, and to researchers in postsecondary institutions in the form of grants that cover salary and the direct costs of research. This program is necessary in order to attract, retain and develop talent in the social sciences and humanities, to cultivate leaders within academia and across the public, private and not-for-profit sectors, and to build centres of world-class research excellence at Canadian postsecondary institutions. The program brands Canada as a top destination for research and research training.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
173,429,819	173,429,819	172,321,931	170,656,178	-2,773,641*

* The difference between planned and actual spending is due to a number of Canada Research Chairs not being filled at any given point, due to normal turnover of incumbents, and the funds have been reallocated to other programs.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
34	38	4*

* The variance in FTEs is due to temporary support required to successfully deliver on priorities, such as the harmonization of the Canada Graduate Scholarships program among the three federal research funding agencies.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
SSHRC-funded scholarship and fellowship recipients are employed in positions of leadership, research, management, etc. in Canada and	Employment rates of SSHRC-funded scholarship and fellowship recipients by degree and sector	85 per cent Master's 85 per cent Doctoral 90 per cent Postdoctoral by 2014–15	47 per cent Master's 90 per cent Doctoral 95 per cent Postdoctoral

internationally			
Canada builds research excellence and research capacity by attracting, developing and retaining world-class social sciences and humanities researchers in Canadian institutions	Proportion of social sciences and humanities Chairs awarded to Canadian, returning expatriate and foreign candidates	75 per cent Canadians 25 per cent recruited from outside Canada (12.5 per cent expatriate Canadians) by 2014–15	85 per cent Canadians 15 per cent recruited from outside Canada (6 per cent expatriate Canadians)
	Proportion of SSHRC Talent-funded researchers receiving Canadian and/or international recognition or prizes	5 per cent by 2017–18	10 per cent

Performance Analysis and Lessons Learned

Talent funding constituted 49 per cent of SSHRC's grant expenditures in 2013–14 under Strategic Outcome 1. The scholarships, fellowships and chairs offered under the Talent program are key to attracting, retaining and developing students and researchers in the social sciences and humanities.

The 2011–12 SSHRC Scholarships and Fellowships Survey revealed that the majority of former recipients perceived the opportunities offered by the award as the most important influence on their research and career path. The survey assessed the career progression of a cohort of SSHRC Canada Graduate Scholarships master's scholars and SSHRC doctoral and postdoctoral fellowship recipients, to compare trends in employment. The survey included Canada Graduate Scholarships master's scholars who received their award in 2004, SSHRC doctoral recipients from 2000 to 2002, and SSHRC postdoctoral recipients from 2002 to 2004. The majority of doctoral and postdoctoral fellowship recipients were employed at the time of the survey. The rate of employment for the Canada Graduate Scholarships master's recipients was 47 per cent; however, almost 45 per cent of the Canada Graduate Scholarships master's recipients were not employed because they were pursuing doctoral or postdoctoral studies. Nearly 92 per cent of postdoctoral fellowship recipients and about 85 per cent of doctoral fellowship recipients had found employment at a university or college. Canada Graduate Scholarships master's recipients were more diversely employed—in universities (41 per cent), the public sector (25 per cent), the private sector (15 per cent) and the not-for-profit sector (13 per cent).

The Canada Research Chairs Program stands at the centre of a national strategy to make Canada one of the world's top countries in research and development and, more specifically, to attract and retain some of the world's most accomplished and promising minds. The 10th-year evaluation of the program (2010)[vii] concluded that the program "is

a very well-regarded and effective tool for Canadian universities to attract and retain leading researchers." A 2011 qualitative and quantitative analysis of the annual reports produced by social sciences and humanities chairholders highlighted that they won a wide range of prizes, including the Boyd McCandless Award, the Humboldt Research Award, the Killam Award and the National Achievement Award.

Sub-Program 1.1.1: Canada Research Chairs

Description

This program provides support to research chairs in the form of salary and research funding, to attract and retain talent in the social sciences and humanities. National and international researchers can be chairholders. This program is necessary in order to strengthen research excellence, improve research training of highly qualified personnel, improve universities' capacity to generate and apply new knowledge, and promote the best possible use of research resources through strategic institutional planning and collaboration among institutions and between sectors. Tier 1 Canada Research Chairs have a value of $200,000 per year, and Tier 2 Canada Research Chairs have a value of $100,000 per year. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
55,868,028	53,640,971	-2,227,057*

* The difference between planned and actual spending is due to a number of Canada Research Chairs not being filled at any given point, due to normal turnover of incumbents, and the funds have been reallocated to other programs.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
11	12	1*

* The variance in FTEs is due to temporary support required to successfully deliver on priorities.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Best possible use of research resources through universities' strategic planning	Proportion of universities agreeing that the chairs have created and/or enhanced research centres and clusters in areas of strategic importance	45 per cent by 2013–14	87 per cent (created) 93 per cent (enhanced)
Collaboration among disciplines, institutions and sectors, and the engagement of end users	Proportion of chairholders reporting positive impact on multidisciplinary, Canadian or international collaborations (≥4 on a 5-point scale)	≥60 per cent by 2015–16	66 per cent
Training of highly qualified personnel by social sciences and humanities chairholders	Average number of highly qualified personnel trained annually per social sciences and humanities chair	14 by 2015–16	10.8

Performance Analysis and Lessons Learned

At the end of March 2014, 370 individuals held Canada Research Chairs in the social sciences and humanities, comprising 147 Tier 1 chairholders and 223 Tier 2 chairholders at 72 universities. Through their institutional annual reports, 93 per cent of universities reported that the Canada Research Chairs Program was important or very important to their ability to support existing research centres and research clusters, and 87 per cent also indicated that the program was important or very important to the creation of new research clusters and research centres. The 10th-year evaluation of the program concluded that, overall, the program "supported increases in national and international scientific collaboration … and helped [program] chairholders keep pace with other Canadian researchers." In addition, a 2011 qualitative and quantitative analysis of the annual reports produced by social sciences and humanities chairholders revealed that 97 per cent of chairholders undertake international collaboration with university researchers around the world, 63 per cent collaborate with not-for-profit organizations in Canada or abroad, 55 per cent work with Canadian and international governmental organizations, and 41 per cent work with private sector organizations. The same study found that, on average, each chairholder in the humanities and social sciences employed, trained or supervised more than 10 highly qualified personnel within the context of their research. Overall, chairholders supervised more than 1,500 doctoral students, averaging nearly five per chair.

The November 2012 Canada Research Chairs Program internal audit[viii] showed that the program operates within a well-defined, well-established framework, facilitating effective program delivery. The internal audit highlighted the importance of working in collaboration with internal partners to better entrench the processes of governance, risk

management and internal control in the program's practices. The Canada Research Chairs Program is administered by the Chairs Secretariat representing Canada's three federal research funding agencies. The Secretariat is housed within SSHRC.

Sub-Program 1.1.2: Canada Graduate Scholarships

Description

This program provides scholarships to Canadian master's and doctoral students in the social sciences and humanities who demonstrate a high standard of achievement in their undergraduate and graduate studies. The program is necessary in order for graduate students to develop the research skills needed to become highly qualified personnel and research leaders of the future. Scholarships are tenable only at eligible Canadian universities; master's scholarships are worth $17,500 (one payment for 12 months) and doctoral scholarships $35,000 per year (for 36 months). This program uses funding from the following transfer payment: Canada Graduate Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
70,486,091	70,422,776	-63,315*

* The difference between planned and actual spending is due to normal turnover of incumbents and the funds have been reallocated to other programs.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
13	15	2*

* The variance in FTEs is due to temporary support required to successfully deliver on priorities, such as the harmonization of the Canada Graduate Scholarships program among the three federal research funding agencies.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Increased incentives for students to enrol in graduate studies in Canada	Number of Canada Graduate Scholarships applications received in the social sciences and humanities annually	≥2,500 by 2013–14	2,370
Increased incentives for students to complete studies in a timely manner	Improvement in students' degree completion time (in months)	Master's— 23 months Doctorate— 68 months By 2013–14	Master's— 24 months Doctorate—Not available
Students receive high-quality research training	Proportion of students indicating they were satisfied with the training provided (≥6 on a 7-point scale)	50 per cent by 2013–14	Masters— 77 per cent Doctorate—Not available

Performance Analysis and Lessons Learned

In 2013–14, SSHRC awarded 1,300 master's scholarships and 430 doctoral scholarships through the Joseph-Armand Bombardier Canada Graduate Scholarships funding opportunity. The last evaluation of the Canada Graduate Scholarships program, in 2009, found that both the possibility of receiving a scholarship and actually receiving a scholarship were, for 70 per cent of scholarship recipients at both the master's and doctoral levels, important incentives for enrolling in graduate studies. The 2011–12 SSHRC Scholarships and Fellowships survey looked at the SSHRC Canada Graduate Scholarships master's cohort from 2004 and revealed that over 97 per cent of respondents completed their graduate degree or research program, and that the median time to completion was just under two years. Canada Graduate Scholarships master's respondents also reported satisfaction with different facets of their program: 77 per cent were satisfied with their overall experience in the program; 78 per cent were satisfied with the opportunity to conduct research during their program; and 75 per cent were satisfied with the quality of the teaching in their program. The next evaluation of the Canada Graduate Scholarships program will be completed in 2014–15.

In fall 2012, the federal research granting agencies launched an initiative to harmonize the Canada Graduate Scholarships program. The initiative aimed to provide an opportunity to critically examine the ways in which the three granting agencies are delivering the Canada Graduate Scholarships program, and to rethink some of the administrative fundamentals. Resulting benefits to the academic community and the agencies will include streamlined, simplified application and review processes that are fully aligned across the three agencies. The design of the harmonized Canada Graduate

Scholarships program was approved by the presidents of the three granting agencies in June 2013. Changes to the Canada Graduate Scholarships—Masters program were implemented and the first harmonized competition was launched in September 2013, with a deadline date in December 2013.

Sub-Program 1.1.3: Vanier Canada Graduate Scholarships

Description

This program provides scholarships to doctoral students in the social sciences and humanities who demonstrate an exceptionally high standard of achievement and leadership potential. This program is necessary to attract outstanding doctoral students from abroad and to retain top Canadian doctoral students, to help build world-class research capacity. The program brands Canada as a venue for excellent research, and encourages scholarship recipients to stay and lead the next generation of researchers in Canada. Canadian and international students are eligible to be nominated for a Vanier scholarship, which is valued at $50,000 per year for three years, offering a value and prestige comparable to other internationally recognized scholarship programs. This program uses funding from the following transfer payment: Vanier Canada Graduate Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
8,476,489	8,510,825	34,336

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
2	2	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Enhanced capacity of Canadian universities to attract and retain the best and brightest doctoral students	Proportion of foreign Vanier candidates put forward by universities	30 per cent by 2013–14	33 per cent
Vanier Canada Graduate Scholarships social sciences and humanities graduates have the potential to become leaders in Canada and abroad	Degree completion rates for social sciences and humanities Vanier recipients	80 per cent by 2014–15	Not available*

* Data will be collected as part of the Vanier Canada Graduate Scholarships program evaluation that will be completed in 2014–15.

Performance Analysis and Lessons Learned

The Vanier Canada Graduate Scholarships program attracts and retains world-class doctoral students and helps establish Canada as a global centre of excellence in research and higher learning. SSHRC funded 55 new Vanier scholars in 2013–14, including 25 foreign citizens. In this competition, 33 per cent of the candidates put forward by universities in the humanities and social sciences were from outside Canada.

The Vanier Canada Graduate Scholarships program is administered by the Vanier-Banting Secretariat representing Canada's three federal research funding agencies. The Secretariat is housed within CIHR. The results of the program evaluation will be used to revise the Performance Measurement Strategy, which is expected to be completed by March 2015.

Sub-Program 1.1.4: Banting Postdoctoral Fellowships

Description

This program provides fellowships to top-tier postdoctoral researchers in the social sciences and humanities from Canada and around the world, enabling them to pursue research opportunities at Canadian postsecondary institutions. A limited number of fellowships are also awarded to top-ranking individuals who have completed a PhD in Canada, to pursue research opportunities at foreign institutions. These prestigious two-year fellowships, valued at $70,000 per year, aim to reinforce Canada's standing as a global player in research, and as a destination of choice for promising researchers at an early stage in their careers. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
3,336,128	3,340,616	4,488

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
1	1	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Program is new (under development)	Not available	Not available	Not available*

* Expected results and indicators have now been developed for the next reporting cycle.

Performance Analysis and Lessons Learned

The Banting Postdoctoral Fellowships Program aims to attract and retain top-tier postdoctoral talent, both nationally and internationally. By developing their leadership potential and being positioned for success as research leaders of tomorrow, fellowship holders are positively contributing to Canada's economic, social and research-based growth through research-intensive careers. SSHRC funded 23 new Banting Postdoctoral Fellowship awards in 2013–14, eight of which were awarded to foreign citizens. In this competition, 34 per cent of the candidates put forward by universities in the humanities and social sciences were from outside Canada.

The program is administered by the Vanier-Banting Secretariat representing Canada's three federal research funding agencies, which is housed within CIHR. The program's performance measurement strategy was approved in December 2013 and its first evaluation is under way and expected to be completed in 2015–16.

Sub-Program 1.1.5: SSHRC Doctoral and Postdoctoral Fellowships

Description

This program provides fellowships to doctoral students and postdoctoral researchers with a demonstrated record of achievement in their studies and research skills. This program is necessary to support the training of highly qualified personnel, develop and retain the best and most promising research talent in the social sciences and humanities, and expand the research qualifications of emerging scholars of the highest potential at an important time in their research careers. Doctoral Fellowships are valued at $20,000 per year for between 12 and 48 months, and are tenable at any recognized university in Canada or abroad. Postdoctoral Fellowships are valued at $38,000 per year for 12 or 24 months, and are tenable at Canadian or foreign universities and research institutions, and provide stipendiary support to non-tenured PhD graduates to undertake new research, publish research findings, develop and expand personal research networks, broaden teaching experiences, and become competitive in national research competitions. Doctoral students and postdoctoral researchers who choose to take their fellowships abroad benefit from the opportunity to expand their knowledge and build the international linkages necessary to ensure success in the globalized 21st century. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
35,263,083	34,740,990	-522,093*

* The difference between planned and actual spending is due to normal turnover of incumbents and the funds have been reallocated to other programs.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
7	8	1*

* The variance in FTEs is due to temporary support required to successfully deliver on priorities.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Awardees expand their skills (e.g., training, teaching and professional) through opportunities to gain international experience	Proportion of SSHRC fellowship awardees who study abroad	30 per cent by 2013–14	Doctoral: 48 per cent* Postdoctoral: 52 per cent*
	Proportion indicating "above average" quality level of the overall research experience (≥4 on a 5-point scale)	80 per cent by 2013–14	Doctoral 84 per cent Postdoctoral: 85 per cent
Awardees create and disseminate research findings in Canada and abroad	Proportion who report disseminating research findings beyond dissertation	30 per cent by 2013–14	Postdoctoral: 93 per cent

* These percentages reflect the proportion of awardees who studied or conducted research outside Canada during their award.

Performance Analysis and Lessons Learned

SSHRC funded 545 new doctoral fellowship awards and 182 postdoctoral fellowship awards in 2013–14. The 2011–12 SSHRC Scholarships and Fellowships Survey revealed that 84 per cent of doctoral fellowship respondents reported satisfaction with their experience in the funded program, 90 per cent with the opportunity to conduct research during their program, and 78 per cent with the quality of the teaching in their program. The 2012 evaluation of SSHRC Postdoctoral Fellowships[ix] confirmed that recipients were satisfied with their experience: over 85 per cent of respondents said the quality of their learning experience was above average to excellent; 84 per cent gave these ratings to their postdoctoral experience; and 72 per cent did so for the quality of the training provided.

The SSHRC Scholarships and Fellowships Survey found that research and/or study abroad was undertaken by 48 per cent of doctoral fellowship recipients and 62 per cent of postdoctoral fellowship recipients.

SSHRC doctoral and postdoctoral fellows are also successful at disseminating their research findings. Based on the 2009 evaluation of SSHRC Doctoral Fellowships, recipients on average did 6.8 conference presentations; and published 1.8 articles and 1.6 research papers, books, book chapters or technical publications. These rates were higher than for students who did not receive the awards. Most postdoctoral researchers also indicated they had published, or were planning to disseminate, the results of their research in peer-reviewed journals and/or conferences (93 per cent), as reported in the 2012 evaluation of the SSHRC Postdoctoral Fellowships funding opportunity.

Based on the 2012 Postdoctoral Fellowships evaluation, and as part of its program architecture renewal, SSHRC endorsed a series of changes effective for the 2014–15 competition, including: (1) increasing the value of the award from $38,000 to $40,500 per year; (2) reducing from three to two the number of years applicants are eligible to apply after completing their PhD; (3) removing eligibility of applicants who previously held a tri-agency postdoctoral award; and (4) aligning the merit review evaluation criteria with other SSHRC evaluation criteria.

Program 1.2: Insight: new knowledge in the social sciences and humanities

Description

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships among the academic, public, private and/or not-for-profit sectors, and to support the building of institutional research capacity. This program is necessary to build knowledge and understanding about people, societies and the world, as well as to inform the search for solutions to societal challenges.

The objectives of the program are to build knowledge and understanding from disciplinary, interdisciplinary and/or cross-sector perspectives; support new approaches to research on complex and important topics; provide a high-quality research training experience for students; mobilize research knowledge to and from academic and non-academic audiences; and build institutional research capacity. Research supported by the program has the potential to lead to intellectual, cultural, social and economic influence, benefit and impact, and increased institutional research capacity. International research initiatives that offer outstanding opportunities to advance Canadian research are encouraged. Partnerships can include both Canadian and international partners.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
135,235,370	135,235,370	141,933,474	143,601,012	8,365,642*

* The difference between planned and actual spending is primarily due to increases announced in Budget 2013; it is also due to funds transferred from Canadian Heritage for research to inform policy development related to participation in sports.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
35	39	4*

* The variance in FTEs is primarily due to increases announced in Budget 2013 and an increase in temporary staffing to deal with higher than expected demand during peak periods.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
SSHRC funds excellent social sciences and humanities researchers / new scholars	Number of research projects cited for Canadian and/or international recognition or prizes	100 by 2015–16	68
Creation of new/enhanced research knowledge	Average number of research contributions per grant (e.g., peer-reviewed articles, presentations, speeches)	14 by 2015–16	16
Additional funding is leveraged to advance research, build capacity and increase intersectoral understanding among partners	Ratio of actual financial contributions leveraged from formal Partnerships grants compared to SSHRC funding	0.35:1 ($) by 2014–15	Partnership Grants: 0.89:1* Partnership Development Grants: 1.02:1*

*   These ratios are based on application data and include cash and in-kind contributions.

Performance Analysis and Lessons Learned

In 2013–14, SSHRC invested 41 per cent of its Strategic Outcome 1 grants budget in funding opportunities under its Insight program. This program aims to support and foster excellence in social sciences and humanities research intended to increase understanding of individuals and societies, and to inform the search for solutions to societal challenges. SSHRC-funded researchers are building knowledge and understanding of complex and important topics in the humanities and social sciences, producing an average of 16 research contributions per project. The majority of these are conference papers (24.4 per cent of research contributions), peer-reviewed articles in research journals (23.5 per cent), and books and book chapters (16.2 per cent). SSHRC-funded researchers are also present in the media, radio and television broadcasts, public lectures, and websites. The work of researchers funded through the Insight program is recognized nationally and internationally. A number of funded research projects have been cited for recognition or prizes, and the researchers themselves have won various awards for their books and articles, as well as prestigious prizes such as the Killam Prize.

SSHRC supports many mechanisms for formal partnerships (with financial and/or in-kind contributions from partners) involving partners from the academic, public, private and not-for-profit sectors within Canada and internationally. For every dollar requested through SSHRC, Partnership Grant holders are, on average, leveraging up to $0.89 in cash and in-kind partner contributions. Furthermore, Partnership Development Grant holders are leveraging up to $1.02 through partner contributions.

SSHRC partners with other organizations to offer several joint initiatives, such as the International Partnerships for Sustainable Societies (IPaSS), a collaboration with the International Development Research Centre to create opportunities for researchers and partners in Canada and in low- or middle-income countries to develop a collaborative international research program across sectoral, organizational and international boundaries. SSHRC awarded four partnership grants under the IPaSS joint initiative in 2013–14. The Digging into Data initiative is another international collaboration with 10 international research funders supporting research into how computational techniques can be applied to "big data"; 14 teams representing Canada, the United States, the United Kingdom and the Netherlands were awarded a grant.

Sub-Program 1.2.1: Individual, team and partnership research grants

Description

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships, including international initiatives. This program is necessary to build knowledge and understanding and develop new research questions from disciplinary, interdisciplinary and/or cross-sector perspectives. It supports initial-stage research, experimentation with new methods, theoretical approaches and/or ideas, research on complex and important topics, including those that transcend the capacity of any one scholar or institution, and ongoing collaboration and mutual learning. Funding ranges from $7,000 to $2.5 million over one to seven years. The program leverages external funding through collaborative partnerships. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
129,215,049	137,651,828	8,436,779*

*   The difference between planned and actual spending is primarily due to increases announced in Budget 2013; it is also due to funds transferred from Canadian Heritage for research to inform policy development related to participation in sports.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
33	37	4*

* The variance in FTEs is primarily due to increases announced in Budget 2013 and an increase in temporary staffing to deal with higher than expected demand during peak periods.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Training opportunities for students and postdoctoral fellows that lead to the development of research and professional skills and employment	Proportion of budget planned and actually spent on students and highly qualified personnel	30 per cent by 2013–14	37 per cent
Research that builds capacity in priority areas to society in Canada and the world	Proportion of applications received in SSHRC-identified priority areas	30 per cent by 2013–14	38 per cent
Partners, representing a range of sectors, are involved in the intellectual leadership and governance of social sciences and humanities research in Canada	Ratio of formal partnerships per grant	3.2:1 by 2017–18	Partnership Grants: 16.9:1 Partnership Development Grants: 5.3:1

Performance Analysis and Lessons Learned

SSHRC funded 461 Insight Grants and 306 Insight Development Grants in 2013–14. Through these funding opportunities, SSHRC supports research in the humanities and social sciences. Thirty-eight per cent of applications received were in SSHRC-identified priority areas, as follows: Aboriginal Research (11 per cent); Canadian Environmental Issues (11 per cent); Digital Economy (20 per cent); Innovation, Leadership and Prosperity (41 per cent); Northern Communities: Towards Social and Economic Prosperity (1 per cent); and more than one priority area (16 per cent). The Insight program also aims to provide a high-quality training experience for students—37 per cent of the grants were spent on training and skills development for students and postdoctoral researchers in 2013–14.

Partnership Grants and Partnership Development Grants provide support to partnerships for initiatives that advance research, training and knowledge. In 2013–14, SSHRC awarded 17 new Partnership Grants, involving 251 distinct partners; and 52 Partnership Development Grants, involving 242 distinct partners. Partners were from various sectors:

government (11 per cent of partners), industry (9 per cent), not-for-profit organizations (38 per cent) and postsecondary institutions (42 per cent).

Budget 2013 provided SSHRC with additional funding to strengthen research partnerships between postsecondary institutions and industry. With this new funding, SSHRC awarded 10 new Partnership Grants 21 new Partnership Development Grants and 16 new Insight Grants that had at least one industry partner or collaborator for a total value of $31 million.

Efforts to strengthen industry involvement within partnerships included webinars, outreach activities and industry representatives in the merit review process. Partnership proposals were reviewed by multidisciplinary and multisectoral committees. Overall, industry partners were involved in 54 per cent of the new partnerships awarded funding in 2013–14.

SSHRC regularly assesses its processes to ensure their efficiency. For the 2013–14 Partnership Development Grants competition, adjudication meetings were conducted through videoconferences. The application process was reviewed, and webinars have been organized to assist applicants and better involve non-academic participants.

Sub-Program 1.2.2: Institutional research capacity grants

Description

This program provides grants to Canadian postsecondary institutions for the development of research capacity in the social sciences and humanities. This program is intended to increase research excellence and strengthen research capacity by covering expenses that include the start-up costs of research centres, support for visiting scholars (travel and stipend), help for emerging scholars to become competitive in national-level grants competitions, and support for national and international dissemination and collaboration. Funding ranges from $5,000 to $30,000 per year for a maximum of three years. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
6,020,321	5,949,184	-71,137

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
2	2	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Eligible Canadian universities develop, increase or strengthen research excellence and capacity in social sciences and humanities	Number of universities reporting enhanced capacity to support research activities from institutional grants	75 by 2013–14	Not available*
Building a culture of research ethics among institutions, research ethics boards, researchers and students	Number of researchers whose work involves human participants who have heard of the Tri-Council Policy Statement	85 per cent by 2013–14	Not available*

* New reporting tools will be developed based on the results of the Institutional Research Capacity Grants evaluation, which is scheduled to be completed by 2015.

Performance Analysis and Lessons Learned

Two funding opportunities are offered under this sub-program. The Aid to Small Universities funding opportunity enables small postsecondary institutions to develop and strengthen research capacity in the social sciences and humanities. The SSHRC Institutional Grants funding opportunity helps Canadian postsecondary institutions to develop, increase or strengthen research excellence in the social sciences and humanities. These funding opportunities are offered on a three-year cycle. Through the most recent competition, for the 2011–14 period, 79 SSHRC Institutional Grants and 21 Aid to Small Universities grants were awarded to Canadian postsecondary institutions.

The Secretariat on Responsible Conduct of Research provides administrative support for the three federal research funding agencies with respect to the second edition of the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans* (TCPS 2),[x] and the *Tri-Agency Framework: Responsible Conduct of Research*.[xi] Last year, as part of its commitment to increase awareness and understanding of these policies, the Secretariat issued 140 policy interpretations, delivered 25 presentations and recorded two webinars. At the end of the year, 112,000 users had registered for the TCPS 2 online tutorial (an increase of 47 per cent over the year before) and the webinar recordings had been viewed

7,500 times (an increase of 25 per cent). During the year the public interpretation web pages received 6,600 visits.

Program 1.3: Connection: mobilization of social sciences and humanities knowledge

Description

This program provides funding (grants and operational) to support the multidirectional flow, exchange and co-creation of knowledge in the social sciences and humanities among researchers and diverse groups of policy-makers, business leaders, community groups, educators and the media, working as individuals, in teams, in formal partnerships and in networks. This program is necessary to help stimulate leading-edge, internationally competitive research in areas critical to Canada; build multisectoral partnerships; and accelerate the use of multidisciplinary research results by organizations that can harness them for Canadian economic and social development. The program increases the availability and use of social sciences and humanities research knowledge among academic and non-academic audiences; supports the building of reciprocal relationships, networks and tools designed to facilitate scholarly work; and makes such networks and tools more accessible to non-academic audiences. The funding opportunities offered in this program are intended to complement activities funded through the Talent and Insight programs.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
25,889,091	29,206,861	34,254,944	34,556,118	5,349,257*

* The difference between planned and actual spending is due to increases announced in Budget 2013 and to the program cycle, where funding amounts are determined post-competition and appropriated through the Supplementary Estimates during the year.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
14	15	1*

* The variance in FTEs is primarily due to increases announced in Budget 2013 and an increase in temporary staffing to deal with higher than expected demand during peak periods.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Partners and researchers benefit from linkages and mobilizing knowledge within and across their respective sectors	Proportion of researchers and partners indicating their partnership to be "quite successful" (≥4 on a 5-point scale)	60 per cent by 2015–16	Not available*
Additional funding is leveraged to mobilize knowledge in social sciences and humanities	Ratio of actual financial contributions leveraged from Connection grants compared to SSHRC funding	0.35:1 ($) by 2014–15	1.05:1**

* New reporting tools are under development and are expected to be in place in 2015.

** This ratio is based on application data and includes cash and in-kind contributions.

Performance Analysis and Lessons Learned

In 2013–14, Connection program funding constituted 10 per cent of SSHRC's grant expenditures under Strategic Outcome 1. SSHRC's support for knowledge mobilization activities enhances access to, and maximizes the impact of, publicly funded research in the social sciences and humanities. In addition, SSHRC continued its integration of knowledge mobilization activities across its suite of programs, so that Canadian and international policy-makers, business and community leaders, educators, media representatives, and countless others benefit from SSHRC-funded activities. Activities include the publication of scholarly journals and books; organization of and participation in events to discuss, compare and plan research activities; the honouring and recognition of researchers, graduate students and postdoctoral fellows whose contributions to research have enriched Canadian society; and the development of large-scale, virtual research networks that bring together partners from academia, industry, government and not-for-profit organizations.

Budget 2013 provided SSHRC with additional funding to strengthen research partnerships between postsecondary institutions and industry. With this new funding, SSHRC awarded 37 new Connection Grants for a total of $1.4 million.

The evaluation of SSHRC's knowledge mobilization funding opportunities,[xii] completed in 2013, concluded that "for the social sciences, SSHRC has achieved its strategic objectives for knowledge mobilization, as articulated in the 2009-2011 Knowledge Mobilization Strategy.... The social science community is now on the upslope of the adoption curve." (p. 68) The evaluation also revealed that SSHRC's knowledge mobilization funding opportunities were very successful in creating partnerships and networks, and that a large array of organization types are involved as contributors, including aboriginal associations, museums, not-for-profit organizations, private business enterprises and different levels of government. Every dollar awarded by SSHRC through

its Connection Grants funding opportunity in 2013–14 yielded a commitment of $1.05 in combined cash and in-kind contributions.

In December 2012, SSHRC started offering institutional Connection Grants, through which institutions may submit an application to conduct an event or outreach activity that creates opportunities to exchange knowledge and to engage on research issues in the social sciences and humanities that support strategic objectives relevant to the institution's mission and mandate. As a result, 15 institutional Connection grants were awarded in 2013–14.

Sub-Program 1.3.1: Individual, team and partnership knowledge mobilization grants

Description

This program provides grants to support the knowledge mobilization activities of scholars and researchers working as individuals, in teams, and in formal partnerships with the academic, public, private and/or not-for-profit sectors. This program is necessary to build links between the social sciences and humanities research community and potential users of research, to maximize the impact of research beyond academia and allow for fruitful exchanges and the multidirectional flow of knowledge, and to foster an entrepreneurial spirit. Funding opportunities support the dissemination of research results via publications of various types, such as scholarly journals and books; the organization of events for researchers to meet, discuss, compare and plan research activities; and the co-creation, synthesis and application of research knowledge. The program leverages external funding through collaborative knowledge partnerships. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
14,046,194	16,284,379	2,238,185*

* The difference between planned and actual spending is primarily due to increases announced in Budget 2013.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
13	14	1*

* The variance in FTEs is primarily due to increases announced in Budget 2013 and an increase in temporary staffing to deal with higher than expected demand during peak periods.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Social sciences and humanities research knowledge is accessible to the academic and non-academic communities in Canada and the world	Proportion of targeted audiences who claim access to social sciences and humanities research at least to "some extent" (≥4 on a 5-point scale)	50 per cent by 2017–18	Not available*
Social sciences and humanities research knowledge is used by academic and non-academic communities in Canada and the world	Proportion of targeted audiences who claim use of social sciences and humanities research at least to "some extent" (≥4 on a 5-point scale)	50 per cent by 2017–18	Not available*
Training opportunities for students and postdoctoral fellows that lead to the development of knowledge mobilization skills	Planned and actual grant amounts ($) spent on students and highly qualified personnel	30 per cent of grant budget spent on students by 2013–14	33 per cent

* New reporting tools are under development and are expected to be in place in 2015.

Performance Analysis and Lessons Learned

SSHRC awarded 237 Connection Grants in 2013–14. Connection Grants support workshops, colloquiums, conferences, forums, summer institutes or other events or outreach activities that facilitate knowledge exchanges, at all levels, in the social sciences and humanities. Case studies from the evaluation of SSHRC's knowledge mobilization funding opportunities showed that funded researchers used a variety of approaches, mechanisms, activities, events and products to disseminate research knowledge to academic and non-academic audiences. They used a wide range of channels to ensure the flow of knowledge between and among researchers and research users. Examples include working and discussion papers, policy briefs, e-newsletters, conferences and workshops, meetings with senior decision-makers, websites, Twitter feeds, toolkits, teaching and training, and various media coverage. The 2013 evaluation of knowledge mobilization

also concluded that "there was clear evidence across the case studies of ... grants' contributions to access, uptake and application of research-based knowledge by receptor audiences." Students and postdoctoral fellows interviewed for the evaluation were very enthusiastic about their training in knowledge mobilization: "They especially appreciated opportunities to meet decision- and policy-makers, program deliverers and practitioners, to learn about their worlds and develop understanding and connections that they expect will be useful later in their careers." The evaluation noted, however, that the commitment to and engagement in formal development of knowledge mobilization skills was highly variable. It recommended that training in knowledge mobilization be part of all funding opportunities that contribute to the development of highly qualified personnel.

The greater than expected demand for Connection Grants prompted SSHRC to institute some changes to this funding opportunity, such as implementing new requirements related to application materials, and implementing demand management measures related to multiple applications and amounts requested from SSHRC. These changes were implemented in 2013–14 and have already had the desired effect: allowing SSHRC to better manage workload issues, to pay institutions quarterly, and to exercise greater control over the funding opportunity's limited budget.

Building on these improvements, SSHRC has increased transparency by providing the research community with an application schedule that includes deadlines. This will be implemented over the next year.

Sub-Program 1.3.2: Research-based knowledge culture

Description
This program provides support to social sciences and humanities researchers, graduate students, postdoctoral fellows and the organization, in the form of prizes and operations and maintenance funds. This program is necessary to develop and sustain a research-based knowledge culture in the social sciences and humanities, by honouring and bringing recognition to researchers, graduate students and postdoctoral fellows whose originality and outstanding contribution to research have enriched Canadian society; by supporting brokering activities aimed at building capacity in other sectors to engage in social sciences and humanities research activities; and by promoting the use of research knowledge, to the benefit of Canadian society. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
1,332,967	1,276,755	-56,212

* The difference between planned and actual spending has been reallocated to other programs.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
1	1	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Excellent SSHRC-funded research is promoted as beneficial to Canada, internationally and to individual researchers' careers	Proportion of prize/special research fellowship recipients indicating that the award has contributed to career development / opportunities / recognition (≥4 on a 5-point scale)	No target set—baseline data was required*	80 per cent
Awareness of excellent SSHRC-funded research	Proportion of recipients and partner organizations indicating that the recognition- and promotion-related activities have contributed to increased visibility and/or profile of recipients (≥4 on a 5-point scale)	No target set—baseline data was required*	75 per cent

* Targets will be set based on the actual results.

Performance Analysis and Lessons Learned

SSHRC offers prizes to recognize and inspire the highest standards of scholarship. Based on recommendations from a 2012 evaluation,[xiii] SSHRC redesigned its prizes and special fellowships, to permit more flexible treatment across SSHRC's program architecture, as well as more appropriate strategic alignment. The new SSHRC Impact Awards were launched in March 2013, replacing the existing prizes, except for the Gold Medal and the Molson Prize, which were retained. In 2013–14, SSHRC awarded five awards to outstanding and high-achieving researchers and students: the Gold Medal for Achievement in Research, the Talent Award, the Insight Award, the Connection Award,

and the Partnership Award. Two Molson Prizes, a separate joint initiative with the Canada Council for the Arts, were also awarded in 2013–14.

The 2012 evaluation of SSHRC's prizes and special fellowships concluded that the prizes and special fellowships programs have had a positive impact on career development and opportunities for recipients. Survey respondents agreed that, to a large extent or to some extent, their prizes contributed to having their research results published in academic publications or venues (88 per cent), extending their research network (73 per cent), and providing opportunities they would otherwise not have had (65 per cent). Three-quarters of key informants, including funding partners, agreed that the prizes program has increased recipient visibility. The survey findings also suggested that the majority of recipients felt their award resulted in additional publishing opportunities and media coverage that may have increased their visibility.

Sub-Program 1.3.3: Networks of Centres of Excellence

Description

This program provides support to partners in the form of grants through Canada's three granting agencies. Centres supported through SSHRC focus on social sciences and humanities issues, supporting large-scale virtual research networks that bring together partners from academia, industry, government and not-for-profit organizations. This program comprises the Networks of Centres of Excellence, the Centres of Excellence for Commercialization and Research, and the Business-Led Networks of Centres of Excellence. This program is necessary to harness the creativity and inventiveness of the best minds in various disciplines and sectors to find solutions to critical issues of importance to Canada, using internationally competitive research, building multisectoral partnerships and accelerating the use of multidisciplinary research results by organizations that can use them for economic, social and environmental benefits to Canada. This includes creating centres to advance research and facilitate the commercialization of technologies, products and services within priority areas and helping increase private sector investments in Canadian research and support training of skilled researchers. This program uses funding from the following transfer payments: Networks of Centres of Excellence and Business-Led Networks of Centres of Excellence.

Budgetary Financial Resources (dollars)

| 2013–14
Planned Spending | 2013–14
Actual Spending | 2013–14
Difference
(actual minus planned) |
|---|---|---|
| 13,827,700 | 16,994,984 | 3,167,284* |

* The difference between planned and actual spending is due to the program cycle, where funding amounts are determined post-competition and appropriated through the Supplementary Estimates during the year.

Human Resources (FTEs)

| 2013–14
Planned | 2013–14
Actual | 2013–14
Difference
(actual minus planned) |
|---|---|---|
| Not applicable* | Not applicable* | Not applicable* |

* The program is managed by NSERC.

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
Linkages and partnerships resulting in the transfer and use of knowledge with economic or societal benefits to Canada	Significant demonstration of policies influenced or created, new capacities established and/or processes or practices affected	100 per cent of networks (at year 4) by 2013–14	100 per cent

Performance Analysis and Lessons Learned

An evaluation of the Networks of Centres of Excellence (NCE) program is currently under way and the results are expected in winter 2015. A 2013–14 audit of the program identified several positive findings linked to the core activities of the program, notably the adjudication of applications and award payment. The program's merit review assessments were found to be consistent and well documented, with decisions supported by thorough justifications, highlighting the quality of the merit review, as well as the diligence and professionalism of staff. The second NCE Knowledge Mobilization competition led to the identification of two new NCE Knowledge Mobilization networks: Serene (cybersecurity) and CellCAN (regenerative medicine). Funding began in March 2014.

The Centres of Excellence for Commercialization and Research (CECR) program held a competition for additional funds for centres originally funded in 2009. The 2014 CECR competition emphasized each centre's progress, their achievements, and the viability of their business and sustainability plans. More than $22 million was awarded to three centres to pursue their commercialization and sustainability activities. The first CECR

competition for new centres since 2010 was also launched, with management, business and finance included as a priority area. After a letter of intent screening phase, 11 applicants were invited to submit applications for adjudication.

In Budget 2012, the Business Led-Networks of Centres of Excellence (BL-NCE) program was made permanent with an annual budget of $12 million. One recommendation of the evaluation completed in 2011–12 encouraged expanding the opportunity for existing BL-NCEs to compete for renewed funding. The Quebec Consortium for Drug Discovery—CQDM BL-NCE successfully renewed its funding in 2012; the remaining budget for the program was allocated through a new competition launched in 2013 to fund up to four new BL-NCEs. The following BL-NCEs receiving new funding: Green Aviation Research and Development Network—GARDN II; PreThera Research—PreThera; Refined Manufacturing Acceleration Process—ReMAP; and Ultra Deep Mining Network—UDMN. Funding began in March 2014.

Strategic Outcome 2: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health

Performance Measurement

Performance Indicators	Targets	Actual Results
Number of Canadian universities appearing in Top-300 QS World University Rankings	16 by 2017–18	13
Proportion of institutions indicating increased capacity to attract and retain world-class researchers (≥6 on a 10-point scale)	80 per cent by 2015–16	94 per cent
Research funding advantage from federal, provincial and private sources as percentage of gross domestic product compared to OECD averages	30 per cent by 2014–15	38 per cent

The Indirect Costs Program, administered by SSHRC for the three federal research funding agencies, contributes to improving the overall ability of postsecondary institutions to conduct research and to recruit and retain world-class researchers in the social sciences and humanities, natural sciences and engineering, and health. In 2012–13, 94 per cent of institutions agreed that the funds from the program contributed to their ability to attract and retain world-class researchers, by helping institutions provide an adequate and supportive research environment that will attract emerging researchers and retain established ones.

In 2013, 13 Canadian institutions placed in the top-300 QS World University Rankings. The decrease in the number of Canadian universities in this ranking over the last few years may be due to the change in coverage to include institutions from emerging economies such as Brazil, Russia, India and China.

The OECD measures a country's gross expenditures in research and development by performing sector. In 2013, Canada's research and development expenditures in the higher education sector represented approximately 38 per cent of its gross expenditures in research and development. This is well above the OECD average of 19 per cent.

Program 2.1: Indirect Costs of Research

Description

This program provides support to institutions in the form of grants in the social sciences and humanities, natural sciences and engineering, and health. This program is necessary to build institutional capacity for the conduct of research and research-related activities, to maximize the investment of publicly funded academic research. This program helps to offset the central and departmental administrative costs that institutions incur in supporting research, which are not attributable to specific research projects, such as lighting and heating, maintenance of libraries, laboratories and research networking spaces, or for the technical support required for an institution's website or library computer system, ultimately helping researchers concentrate on cutting-edge discoveries and scholarship excellence, and ensuring that federally funded research projects are conducted in world-class facilities with the best equipment and administrative support available. The program is administered by the SSHRC-hosted Chairs Secretariat on behalf of the three research granting agencies. This program uses funding from the following transfer payment: Indirect Costs of Research.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
332,825,880	332,825,880	332,047,462	331,845,665	-980,215*

* The difference between planned and actual spending is due to annual transfers to the Department of National Defence through the Supplementary Estimates process to support activities at the Royal Military College.

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
4	4	0

Performance Results

Expected Result	Performance Indicator	Target	Actual Result
Universities and colleges have the necessary resources to host world-class research and enable knowledge mobilization	Proportion of institutions reporting maintained or improved capacity to support research activities by providing: - management and administration services - research resources (such as libraries) - research facilities - regulatory compliance - intellectual property management	80 per cent by 2017–18	Not available*

* Data was not captured in the 2012–13 outcome reports. Changes to the program will be reflected in future reporting of performance results.

Performance Analysis and Lessons Learned

Indirect Costs Program grants to postsecondary institutions equalled $331.6 million in 2013–14, providing vital support to the academic research environment in Canada. The Indirect Costs Program partially offsets institutional expenses by providing support in five categories. In 2012–13, institutions allocated 34 per cent of the grants to research facilities, 17 per cent to research resources, 34 per cent to management and administration, 10 per cent to regulatory requirements and accreditation, and 5 per cent to intellectual property management. In their annual outcomes report, 83 per cent of institutions cited the program as an important factor in gaining new sources of funding. The impact of the grants was both direct, through supporting research administration and grant writing, and indirect, by helping to maintain the infrastructure necessary to support new initiatives.

An evaluation of the Indirect Costs Program was initiated in 2013–14, and will be completed in 2014–15. Preliminary evaluation findings suggest that the program continues to meet its intended outcomes.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
15,369,799	15,369,799	16,623,804	15,060,465	-309,334

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
105	110	5*

*   The variance in FTEs is primarily due to increases announced in Budget 2013 and an increase in temporary staffing to deal with higher than expected demand during peak periods.

Performance Analysis and Lessons Learned

SSHRC and NSERC use a common administrative services model for their general administration and for services relating to human resources, finance, awards administration, and information and technology management. This shared approach has proven highly efficient. SSHRC provides its own corporate services related to governance, policy, planning, statistics, program evaluation, performance measurement, communications and international affairs.

In 2013–14, SSHRC continued to transform its business tools and processes, for example, by participating in the federal government's shared financial systems and services initiative for small departments and agencies.

Section III: Supplementary Information

Financial Statements Highlights

Social Sciences and Humanities Research Council
Condensed Statement of Operations and Departmental Net Financial Position (audited)
For the Year Ended March 31, 2014
($ thousands)

	2013–14 Planned Results	2013–14 Actual	2012–13 Actual	Difference (2013–14 actual minus 2013–14 planned)	Difference (2013–14 actual minus 2012–13 actual)
Total expenses	690,610	698,280	694,250	7,670	4,030
Total revenues	—	92	—	92	92
Net cost of operations before government funding and transfers	690,610	698,188	694,250	7,578	3,938
Departmental net financial position	1,288	2,482	2,041	1,194	441

Social Sciences and Humanities Research Council
Condensed Statement of Financial Position (audited)
As at March 31, 2014
($ thousands)

	2013–14	2012–13	Difference (2013–14 minus 2012–13)
Total net liabilities	4,557	4,327	230
Total net financial assets	3,595	3,792	(197)
Departmental net debt	962	535	427
Total non-financial assets	3,444	2,576	868
Departmental net financial position	2,482	2,041	441

The increase of $0.4 million in the departmental net financial position is due to an increase of $0.9 million in tangible capital assets, offset by an increase of $0.2 million in total net liabilities due to the accrual of a pay equity settlement, and a decrease of $0.2 million in total net financial assets related to a reduction in accounts receivable.

Financial Statements

SSHRC's audited financial statements for the year ending March 31, 2014, can be found on SSHRC's website.[xiv]

Supplementary Information Tables

The supplementary information tables listed in the *2013–14 Departmental Performance Report* can be found on SSHRC's website.[xv]

– Departmental Sustainable Development Strategy;
– Details on Transfer Payment Programs; and
– Internal Audits and Evaluations.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xvi] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the strategic outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired strategic outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the strategic outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

strategic outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to

continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i   *Capitalizing on Big Data: Toward a Policy Framework for Advancing Digital Scholarship in Canada*, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/digital_scholarship_consultation_e.pdf

ii   *2014 Audit of Integrated Planning*, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/audit/integrated_planning-planification_integre-eng.aspx

iii. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

iv. *Public Accounts of Canada 2014*, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

v   QS World University rankings, http://www.topuniversities.com

vi   *2012 State of Science and Technology*, http://www.scienceadvice.ca/en/assessments/completed/science-tech.aspx

vii *Tenth-Year Evaluation of the Canada Research Chairs Program*, http://www.chairs-chaires.gc.ca/about_us-a_notre_sujet/publications/ten_year_evaluation_e.pdf

viii Canada Research Chairs Program internal audit, http://www.chairs-chaires.gc.ca/about_us-a_notre_sujet/publications/audit_chairs_e.pdf

ix   *Evaluation of the SSHRC Postdoctoral Fellowships Program*, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/SSHRC_Postdoctoral_Evaluation_Exec_Summary_2012-e.pdf

x   *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans*, http://www.ethics.gc.ca/pdf/eng/tcps2/TCPS_2_FINAL_Web.pdf

xi   *Tri-Agency Framework: Responsible Conduct of Research*, http://www.rcr.ethics.gc.ca/eng/policy-politique/framework-cadre

xii *Evaluation of SSHRC's Knowledge Mobilization Funding Opportunities: Final Report*, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/KMb_evaluation_2013_e.pdf

xiii 2012 Evaluation of the SSHRC Prizes and Special Fellowships, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/prizes_special_fellowships_evaluation_E.pdf

xiv SSHRC departmental performance reports and audited financial statements, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx#a1

xv   SSHRC departmental performance reports and supplementary tables, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx#a1

xvi. *Tax Expenditures and Evaluations* publication, http://www.fin.gc.ca/purl/taxexp-eng.asp