Results that Empower

Departmental Evaluation Plan
2016–17 to 2020–21

May 5, 2016

Strategic and Service Policy Branch

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Canada

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List of Acronyms

CESP	Canada Education Savings Program
COEP	Canadians Out-of-Employment Panel
CPP	Canada Pension Plan
DEC	Departmental Evaluation Committee
DEP	Departmental Evaluation Plan
EI	Employment Insurance
EI MAR	Employment Insurance Monitoring and Assessment Report
ESDC	Employment and Social Development Canada
FAA	Financial Administration Act
Gs&Cs	Grants and Contributions
GIS	Guaranteed Income Supplement
LMAPD	Labour Market Agreements for Persons with Disabilities
LMDA	Labour Market Development Agreements
MAF	Management Accountability Framework
OAG	Office of the Auditor General
OAS	Old Age Security
PAA	Program Alignment Architecture
PREP	Planning and Reporting on Evaluation Projects
SSPB	Strategic and Service Policy Branch
TB	Treasury Board
TBS	Treasury Board Secretariat
UCCB	Universal Child Care Benefit

Deputy Head's Confirmation Note

I am pleased to submit the approved Employment and Social Development Canada (ESDC) Departmental Evaluation Plan for fiscal years 2016-17 to 2020-21 to the Treasury Board, as required by the *Policy on Evaluation.*

As per Sections 6.1.7 and 6.1.8 of the *Policy*, I confirm that this five-year Plan:

- Includes evaluation coverage of all ongoing direct program spending;
- Includes all ongoing programs of grants and contributions administered by the department, as required by section 42.1 of the *Financial Administration Act (FAA);*
- Includes all administrative aspects of major statutory spending;
- Aligns with and supports the departmental Management, Resources and Results Structures; and
- Has been designed to help support the requirements of the Expenditure Management System, including strategic reviews.

I will ensure that this Plan is updated annually, and I will provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

Executive Summary

The Department of Employment and Social Development Canada delivers approximately $122.2 billion annually in services and programs such as Employment Insurance, Aboriginal Skills and Employment Training Strategy, Old Age Security Programs and other statutory transfer payment programs that profoundly impact the lives of Canadians. The role of the Evaluation Directorate is to provide ESDC decision-makers with evaluation results that empower: timely and relevant information they can rely on for policy development and spending decisions.

According to the mandate of the three ESDC ministers, all work must be grounded in performance measurement, evidence, and feedback from Canadians. The Treasury Board Secretariat has also been mandated a strengthened culture of measurement, evaluation, and innovation in program and policy design and service delivery, characterized by improved use of evidence and data in program innovation and evaluation.

The Evaluation Directorate recognizes and welcomes the pivotal role it can play in the realization of these mandates. In addition, the Directorate has focused resources to ensure that evaluation reports emphasize delivery and results. This allows the Department to determine where and when resources can be most effective in delivering programs.

This document presents 59 evaluation projects that the Evaluation Directorate will be conducting from 2016-17 to 2020-21.

The Plan is based on its initial budget of $6.48M for 2016-17, a budget that recognizes the need for timely and relevant results in the context of value for money, as determined by the programs' relevance and performance. As proof of the Directorate's commitment to implementing cost-effective methods, this Plan features more efficient evaluation strategies such as a streamlined process for assessing Labour Market Information Agreements, and a reduced overall reliance on professional services spending when cost-effective.

The Plan provides information on evaluation status and coverage for projects required by legislation, as well as for major statutory programs such as Employment Insurance and Canada Pension Plan programs that address social and economic issues supporting the Government's policy agenda. It also reports on the Evaluation Directorate's enabling activities – such as advising on privacy and performance measurement – as well as developing its own expanded performance measurement strategy focused on collaborating, innovating, streamlining and strategizing.

One of the main challenges that the Directorate faces, is incomplete performance measurement information for some programs, which is necessary for high quality evaluation reports. Multiple initiatives have been introduced to manage this challenge, such as investing more in the planning and pre-evaluation stages, developing evaluation strategies, and engaging more in developing performance measurement strategies.

Additionally, the Directorate is mitigating a risk to ensure evaluation coverage on all ongoing direct program spending, including the administrative aspects of major statutory programs, by developing a proposal in consultation with key stakeholders to evaluate three Service Canada delivery channels (telephone, in-person and internet).

Achievements by the Directorate in 2015-16 include:

- Completing seven evaluation reports;
- Providing performance measurement advice to over 35 programs and initiatives;
- Disseminating knowledge through presentations at the 2015 Canadian Evaluation Society conference and sharing technical studies with provinces and territories;
- Seeking input from clients using surveys (e.g., Post-Evaluation Survey);
- Using software technologies such as SharePoint and the Planning and Reporting on Evaluation Projects (PREP) database to facilitate engagement and dissemination of information across ESDC;
- Developing a web analytics methodology for the evaluation of Learning and Labour Market Information;
- Demonstrating leadership in the evaluation community by participating in a pilot project to develop common indicators for evaluating social outcomes and impacts;
- Conducting more work in-house in support of the Federal Government's priority to reduce spending on external consultants.

This Plan demonstrates that the Evaluation Directorate is fulfilling its own mandate of providing "results that empower," while seeking to expand on the value it can provide to: ESDC's management team; portfolio ministers and parliamentarians; provinces, territories and third party organizations; and by strategic program, operational policy developers and central agencies.

Planning Environment

Government and Departmental Priorities

As the fourth largest federal department, ESDC oversees three business lines: Employment and Social Development, the Labour Program and Service Canada. ESDC is responsible for developing, managing and delivering social, labour market and economic programs and services. How these programs and services are implemented and delivered is critical to the Department's success in becoming a higher-performing organization that provides quality service and value for money.

ESDC's priorities must respond to align with the needs of Canadians. The three ESDC ministers have been asked by the Prime Minister to respond to emerging priorities and seek input from stakeholders in policy and program development. By collaborating, innovating, streamlining and strategizing, the Evaluation Directorate will deliver results that empower their efforts[1] to ensure:

> **Measuring performance and providing evidence for decision making.**
>
> - Instill a strengthened culture of measurement, evaluation, and innovation in program and policy design and delivery.
> - Improve the use of evidence and data in program innovation and evaluation.
>
> *President of the Treasury Board of Canada's mandate letter*

- Work is informed by performance measurement, evidence and feedback from Canadians;
- Effective measures are developed to assess the impact of the organization;
- New performance standards are established to better serve Canadians; and
- Resources are directed to those initiatives having the greatest positive impact on the lives of Canadians.

The Directorate produces evaluations which surpass policy requirements to assess programs related to important social and economic issues on the Government of Canada's policy agenda (e.g., Employment Insurance, Canada Pension Plan, Third Party Leadership Social Pilot Project), as well as other internal departmental initiatives such as the Evaluation of the Group Mentoring Pilot. Accordingly, the Evaluation Directorate invests resources and effort to determine whether Canadians are receiving value for money and meeting the needs of Parliamentarians, senior management and citizens with information about major statutory programs for decision-making and accountability purposes.

The Evaluation Directorate is also making progress toward the achievement of the Blueprint 2020[2] vision of an open and connected government that engages citizens and partners for the public good, and a modern workplace that makes smart use of new technologies to improve networking, access to data and customer service. For example, the Directorate conducted a post-evaluation survey in 2015-16 and received feedback which will be used to identify opportunities to improve its effectiveness, efficiency and value for the future.

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[1] Expressed in the ESDC Ministers' mandate letters.
[2] Blueprint 2020 is a vision for an innovative, modern, sustainable and world-class public service of the future.

Branch Priorities

The Evaluation Directorate is part of the Strategic and Service Policy Branch (SSPB), which brings together expertise and activities to strengthen corporate planning processes and align strategic, program and operational policy across the Department, while maintaining connections with regional operations and program delivery.

The Evaluation Directorate contributes to the Branch's work by influencing the improvement of ESDC's policy, program and service delivery to better serve Canadians. It does this by delivering high-quality, relevant, timely and cost-efficient evaluations to support decision-making.

In 2016-17, SSPB branch priorities that will impact the Directorate's work include:

- Establish the mandate/functions of a Chief Data Officer and staff the position. Implement portfolio-wide data governance and develop a data vision and plan.
- Enable innovation and higher performance by creating a conducive environment, developing skills within the branch, and attracting the necessary talent.
- Identify information and data needs, potential sources, and develop the necessary tools, partnerships and mechanisms allowing ESDC to maximize the potential benefits of data, information and knowledge holdings.

Evaluation Strategies

Another important consideration that impacts evaluation planning is the recognition that each project is different and presents unique challenges. Developing evaluation strategies for individual projects and investing more time and resources in the planning and pre-evaluation stages allows the Evaluation Directorate to better:

- Recognize potential challenges, such as the availability of useful performance information, and explore innovative processes and methodologies for overcoming challenges;

- Calibrate individual evaluations (i.e. evaluating two or more overlapping programs in one project risk assessment such as evaluating eight programs in the Labour Branch in six evaluations) to improve timeliness and produce more relevant evaluation reports that respond to users' needs;

Post-evaluation survey indicates that:

- Evaluation products and services were rated positively in terms of value and quality.
- The majority (60%) of clients were satisfied with the service provided by evaluators.

- Reduce duplication of efforts and maximize cost-effectiveness by involving key partners in the early planning phase of evaluations, such as continuing collaboration with the Audit Branch within ESDC to reduce reporting burden and leverage work; and

- Engage senior management at the Departmental Evaluation Committee (DEC) meetings, which supports the Destination 2020's[3] goal to improve process and empowerment by connecting employees with senior management. By including senior management in the planning process, evaluation information can also be more useful and relevant to the decision-making process.

Role of the Departmental Evaluation Committee

The DEC serves as an advisory body to the Deputy Minister on matters relating to the Departmental Evaluation Plan (the Plan), resourcing and final evaluation reports. It also serves as a decision-making body on other evaluations and evaluation-related activities of the Department.

Before it is recommended to the Deputy Minister for approval, the Plan is reviewed by DEC for evaluation coverage, adequacy of resources allocated to the evaluation function and related performance measurement activities, and the approach and level of effort to be applied to individual planned evaluations.

Effective dialogue and feedback throughout the evaluation process through:

- Evaluation Working Groups.
- Evaluation Advisory Committees.
- Departmental Evaluation Committee.

Departmental Evaluation Plan, Alignment and Consultations

In addition to planning individual projects, the Evaluation Directorate updates the Plan annually to report on its work over the previous year, to ensure the Department is meeting accountability requirements with regard to evaluations, and to develop a strategic plan for the evaluation function.

The Plan reflects the *Financial Administration Act* and TB *Policy on Evaluation* requirements by placing the evaluation planning on a five-year cycle. The Directorate has also taken steps to better align the planning of evaluations with the Departmental and Branch integrated planning cycle by producing the Plan earlier in the fiscal year.

For this year's Plan, evaluation project descriptions were completed for 59 projects. These included program description, evaluation resources, legislative requirements for conducting the evaluation, status of performance information, evaluation scope and timelines. Evaluators consulted with programs at the working level during autumn 2015 to complete the evaluation project descriptions, then, in the spirit of Blueprint 2020, consulted with senior management on the overall Plan in January to March 2016. The Evaluation Directorate also took the opportunity to build knowledge and understanding among program areas of the evaluation function.

The Directorate is making progress to be more responsive to the needs of a range of users.

- Consultations took place through various committees as well: SSPB DG Weekly, DG Planners Committee, Labour's Policy and Program Committee, DG Data Committee.

As a new initiative this year, the Directorate developed the Planning and Reporting on Evaluation Projects (PREP) database. PREP is a one-stop shop that enables more efficient collection and reporting of evaluation information, as well as easier access for all Department users via the existing SharePoint site.

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[3] Destination 2020 is the roadmap which outlines the steps the public service will be taking on key horizontal priorities identified by employees as important to achieving the vision.

Identifying Risks and Mitigation Strategies

As part of the evaluation planning process, the Evaluation Directorate performed a risk assessment to identify and mitigate risks to the Department in terms of evaluation planning and coverage under the FAA and *Policy on Evaluation*. Given the high number of evaluation projects planned for completion in 2017-18 (15) and 2018-19 (15), Evaluation took a pro-active approach to mitigate the risk that these evaluations would not be completed on time. Consultations with program areas were held to:

- Reschedule evaluations not required under the *FAA* and *Policy on Evaluation*, thereby reducing the number of evaluations scheduled for the next three fiscal years.

- Recalibrate evaluations that must be completed to meet legal and/or policy requirements, thereby ensuring the information is available when needed to support decision-making. For example, the evaluation of Old Age Security will be conducted in two phases: the first will ensure all *Policy on Evaluation* requirements are met on time, and the second will review additional program elements to provide information that would be of use to senior management and the program.

> **Annual Report of the Office of the Privacy Commissioner of Canada on the Privacy Act (December 2015).**
>
> *"Canadians' personal information is regularly collected and used by federal institutions as a matter of legal necessity and not by individual choice. Often times, this information is extremely sensitive. As a result, institutions' duty of care needs to meet the highest standards".*
>
> Privacy Commissioner of Canada

Achievements in 2015-2016

In addition to delivering on its core responsibility of producing required evaluation reports, the Directorate made significant progress in the achievement of other goals. This included increasing its involvement in policy discussions and program development, reporting on the state of performance within EDSC, and improving the way it measures its own performance via a new framework.

> **Requirements for Evaluation:**
>
> - **FAA:** Every department shall conduct a review every five years of the relevance and effectiveness of each ongoing grants and contribution program for which it is responsible.
> - **TB Policy on Evaluation:** All direct program spending as well as the administrative aspect of major statutory spending are evaluated every five years.

Evaluation Reports Completed in 2015-2016

The following table shows the seven evaluation reports, covering eight initiatives, completed in 2015-16, which compares to 12 reports in 2014-15. To ensure the delivery of real-time results, technical reports and studies related to those evaluations were shared with program areas throughout the evaluation process. The Directorate has also invested more time and resources in planning for the increase in new evaluation projects over the next fiscal years (30 projects over the next 2 years 2017-2019).

In addition to traditional evaluation reports and related activities, the Evaluation Directorate has invested more time in advising program colleagues on performance measurement strategies (performance measurement advice was provided to over 35 programs and initiatives).

This commitment supports the increase demand in the Department to improve performance measurement information as well as build the Branch's capacity to deliver high quality performance measurement advice and services. In 2015-2016, the Directorate completed five evaluation strategies and eight evaluability assessments.

Table 1: Completed Evaluation Reports (2015-16)

EVALUATION REPORT	COMPLETION DATE[4]
1. Joint Summative Evaluation of Foreign Credential Recognition Program (FCRP) and Inter-provincial Labour Mobility Initiative (ILMI)	June 2015
2. Summative Evaluation of the Canada Education Savings Program (CESP) - Canada Education Savings Grant and Canada Learning Bond	November 2015
3. Evaluation of Workplace Information and Research Activities of the Labour Program	November 2015
4. Evaluation of the Employment Insurance Pilot Projects Providing Increased Access to Employment and Unemployment Benefits for New Entrants and Re-Entrants (NERE) and Calculating Benefit Rate Based On Claimant's 14 Highest Weeks of Insurable Earning	November 2015
5. Summative Evaluation of the New Horizons for Seniors Program	December 2015
6. Joint Evaluation of the On Reserve Income Assistance Reform[5]	March 2016
7. Evaluation of Work-Sharing Program	March 2016

The completion of these following evaluations will be carried over[6] into 2016-17:

1. Evaluation of EI Automation and Modernization;
2. Evaluation of the Extended Duration of Employment Insurance Regular Benefits Initiative and the Pilot Project 15 Relating to Extended Benefits;
3. Summative Evaluation of the Budget 2008 Enhancements in the Canada Student Loans Program (CSLP);
4. Evaluation of EI Special Benefits for Self-Employed (SBSE); and
5. Building Aboriginal Support for West Coast Energy Projects Initiative – Skills and Partnership Fund Review.

Enhancing the usefulness of Evaluation work with other activities:

- Approximately 30 technical studies were completed in 2015-16.
- Three lessons learned reports were produced in 2015-16.
- Six supplemental studies were completed to help inform the EI Monitoring and Assessment Report to Parliament in 2015-16.
- Numerous reports (methodology, technical, national, P/T level) relating to the LMDAs were done in 2015-16.

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[4] Completion date is the date of Deputy Minister's approval.
[5] This evaluation was previously titled *Formative Evaluation of the First Nations Job Fund*.
[6] Carried over indicates evaluation projects that were planned to be completed for fiscal year 2015-16. This is not an issue in terms of meeting FAA legislative requirements. Work done in current carried over evaluations is almost complete.

Supporting Policy Discussions and Program Improvement

The Evaluation Directorate provides evidence for both program and policy decisions and planning and accountability purposes. In addition to evaluation reports, the Directorate influenced policy and program design through other products in 2015-16, such as:

- Roll-up Summaries on Social Partnership Pilot Projects
- Cost-benefit Analysis of Employment Benefits and Support Measures
- Synthesis of Lessons Learned in Learning and Labour Market Information
- What Works for Whom: An Update of the LMDA Cycle II Evaluation

Of note, the Evaluation Directorate is also innovating in its application of web analytics. As part of the evaluation of Learning and Labour Market Information disseminated by ESDC, data on the usage patterns and preferences of Job Bank website users are being analyzed. This analysis, triangulated with other sources including administrative data, surveys, interviews and focus groups, will improve the quality, performance and utility of content provided on the website. This study will be completed in spring 2017.

Evaluation also supports policy dialogue through providing strategic advice, including reviewing policy documents and sharing evaluation evidence to strengthen such documents. In 2015-16, the Directorate attended approximately 20 policy discussions and provided input into seven Treasury Board Submissions and three Memoranda to Cabinet.

As program areas prepared to brief ESDC's new ministers in the fall of 2015, Evaluation provided input into briefing materials on, for example, Labour Market Development Agreements, Literacy and Essential Skills, and Connecting Canadians with Available Jobs.

ESDC Performance Measurement Reporting

As a tool for monitoring and reporting on program results, performance measurement has emerged as a priority for the Government of Canada. Within ESDC, all three Ministers have been mandated to ensure that the Department's work is informed by performance measurement, evidence, and feedback from Canadians. Examples of recent Evaluation Directorate initiatives in this area include:

Annual Report on the State of Performance Measurement Strategies 2014-2015

> **The 2015-16 post-evaluation survey indicates that:**
>
> - The majority of the evaluation report findings and recommendations were used, or planned to be used, for program improvements.
> - Close to 90% of respondents indicated that the results of the evaluation report were delivered in a timely manner and met our needs in terms of timeliness.

> **Evaluation Directorate is supporting development of Performance measurement Strategy within the department:**
>
> - Provided advice on over 35 performance measurement strategies.
> - Presented at the Canadian Evaluation Society in Montreal on May 25, 2015 - "What can Evaluation do to Support Performance Measurement?", highlighting the benefits of early evaluation in program development, and synergies between evaluation and performance measurement.

As required by the TB *Directive on the Evaluation Function*, the Evaluation Directorate reports on the state of performance measurement. Overall, these annual reports concluded that ESDC has made significant improvements in the last few years, achieving 85% coverage compared to 60% the previous

year. The last report included updates on 47 performance measurement strategies, of which 28 were complete, two were exempt from the requirement to have a strategy, and 12 were planned to be completed by 2016. ESDC has made significant improvements in the area of performance measurement in the last few years. However, the lack of performance measurement strategies and information is persistent and causing major challenges for evaluators to evaluate some programs. Efforts are continuing to improve performance measurement information so that program managers have reliable data to manage programs, and evaluators can better assess the achievement of outcomes.

Innovation Lab Session on Performance Measurement

In October 2015, the Evaluation Directorate, the Corporate Planning and Management Directorate, and the New Horizons for Seniors Program (NHSP) co-hosted the "Moving forward towards better Performance Measurement – A Spotlight on Innovation" event in ESDC's new Innovation Lab. This successful event showcased the innovative work that NHSP is undertaking to track performance against desired outcomes. Participants shared their experiences, best practices and ideas about how to effectively measure performance and provide leaders with useful performance information for decision-making. A summary note on key issues discussed was disseminated via the EvalConnex group on GCconnex.

Looking within: Measuring the Evaluation Directorate's Performance

While a performance measurement strategy is not required for internal services such as Evaluation, the Directorate chose to develop a framework for its function in fall 2015. The purpose of this exercise was to measure and improve the delivery of Evaluation's activities, support the neutral assessment of its function, inform decisions to move the function forward, and better communicate Evaluation's vision as a provider of results that empower decision-making. In addition to being closely aligned with governmental and departmental priorities, the data collected through Evaluation's own internal measurement will support the TB evaluation policy requirement for the Deputy Head to conduct a neutral assessment of the function every five years. The next assessment will be conducted in 2018.

The strategy is supported by a post-evaluation client survey which collects feedback from recently evaluated programs on the usefulness and timeliness of the Directorate's products and services. To collect data on other indicators, evaluators enter quantitative and qualitative information into a newly-created performance data component of the PREP database. Data collected in 2015-16 and 2016-17 will help the Directorate establish baselines and determine the most useful and reliable indicators.

The Evaluation Directorate's performance measurement framework focuses on four core actions to enhance the evaluation function: **collaborate, innovate, streamline** and **strategize**.

1. *Collaborate*

The Evaluation Directorate, by its nature as an internal service, cannot complete its projects without engaging partners and stakeholders across ESDC. In 2015-16, the Directorate made progress in strengthening connections in the following ways:

Evaluation presented 3 papers at Statistics Canada's 2016 International Methodology Symposium:

- Using Administrative Data to Better Inform Policy Development while Cutting Costs.
- Estimating the impact of active labour market programs using administrative data and matching methods.
- Estimating the effects related to the timing of participation in employment assistance services using rich administrative data.

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- **Disseminating knowledge** and promising practices widely among external stakeholders through conferences (e.g., presentations at the 2015 Canadian Evaluation Society conference) and sharing technical studies with provinces and territories.

- **Seeking input** from clients using surveys (e.g., survey on the work of the Databank Review Working Group, and on evaluation service to clients) to improve the Directorate's performance. Input is also sought from the wider evaluation community via professional networks, working groups and EvalConnex to get feedback on innovative projects (e.g., social media pilot project, Evaluation Directorate performance measurement strategy), to participate in discussions and share best practices.

- **Using software technologies** such as SharePoint and the PREP database to facilitate engagement and dissemination of information across ESDC.

2. *Innovate*

To improve effectiveness and efficiency, the Evaluation Directorate continually challenges traditional ways of doing business. The *Blueprint 2020* vision includes expectations of a modern workplace that makes smart use of new technologies that improve networking, access to data and customer service. Recent innovations include:

- **Developing a web analytics methodology** for the evaluation of Learning and Labour Market Information. This study, highlighted earlier as an example of a supporting product, is exploring how to use Google analytics to develop a portrait of site users and address questions of relevance and performance. Because the study features the early-stage adoption of innovative methodologies, the Evaluation Directorate will be well-placed to pioneer the use of web analytics as a tool to improve ESDC programs.

- **Providing programs with comprehensive analysis of administrative data quality**. This informs data collection activities, improves the quality of evaluations and increases business intelligence (e.g., New Horizons for Seniors Program, First Nations Job Fund, national long tenure worker study) without relying on costly surveys.

- **Demonstrating leadership in the evaluation community** through a pilot project to develop common indicators for evaluating social outcomes and impacts. Evaluation is collaborating with ESDC's Income Security and Social Development Branch and Skills and Employment Branch on this project.

3. *Streamline*

The evaluation function is itself subject to regular reviews through TBS's Management Accountability Framework assessments (every three years) and capacity assessment surveys (annually); periodic reviews from the Office of the Auditor General; and neutral assessments at least once every five years. In the last few years, these reviews indicated that ESDC has a strong evaluation function; however, the Directorate continually seeks more effective and efficient ways of doing business and supporting ESDC in becoming a higher-performing organization. Streamlining initiatives include:

> **Bundling and splitting evaluations when it makes sense.**
>
> - The Apprenticeships Grants and Skilled Trades and Apprenticeships Program (Red Seal) are being evaluated together in one project.
> - Old Age Security is being evaluated in two phases to ensure all *Policy on Evaluation* requirements are met on time while still allowing for a more thorough review of such a complex program.

- **Conducting more work in-house** in support of the Federal Government's priority to reduce spending on external consultants. Producing more in-sourced evaluations and lessons learned reports reduces the need for costly surveys, and leads to improved savings and turnaround times.

- **Calibrating evaluations to increase the timeliness, cost-effectiveness and usefulness** of evaluation findings. When programs intersect, the Evaluation Directorate will attempt to bundle them into one evaluation. Additionally, a single evaluation strategy will be developed for related programs, as was done in 2015-16 for Occupational Health and Safety Program, Labour Standards Program, and Occupational Health and Safety Grants.

- **Making evidence-based decisions** by measuring how the Directorate meets its objectives. This will be done by creating a monitoring database to collect concrete evidence on Evaluation's performance.

4. *Strategize*

Adopting a wide-angle view of the planning environment allows the Evaluation Directorate to develop evaluation and support strategies that are comprehensive and sustainable. These include:

- **Integrating** the DEP better into the departmental annual planning cycle to align Evaluation activities more closely with ESDC's proposed approach to Enterprise Planning and Performance. This new approach ensures that necessary information is available to program areas to support their planning for the fiscal year ahead.

- **Building capacity and understanding** of the evaluation function throughout the Department by holding discussions with program areas on evaluation projects and on evaluation as a tool for decision making, and by increasing the usefulness of evaluation products for program managers. In 2015-16, Evaluation staff gave a presentation to the Labour Program management committee on evaluation plans and evaluability assessments of Labour Program evaluations.

- **Demonstrating greater nimbleness** by making technical reports, short evaluation reports and studies available to various stakeholders within the department (e.g., Youth Employment Strategy and Targeted Initiative for Older Workers). Real-time information is provided to better enable programs and senior management to respond to emerging policy issues.

- **Filling knowledge gaps** when performance data is not available for evaluations by using various methods. For example, in 2015-16, the Directorate provided advice on performance measurement strategies for over 35 programs and initiatives. Evaluation is also helping ESDC's Integrated Framework on Mental Health initiative to develop a Performance Measurement Strategy.

- **Following up on management responses to evaluations** through annual reports to DEC. The Directorate conducts follows up on the implementation of actions indicated in management responses to evaluation recommendations. These exercises reinforce implementation, resolve outstanding items, assess progress and strengthen program area accountability. Additionally, the information collected is used as business intelligence when planning future evaluation work.

Moving the Evaluation Function Forward in 2016-17

The Evaluation Directorate is working towards strengthening its influence on policy, program, and service delivery development as well as enhancing the strategic use of evaluation information in decision making.

Enhancing Efficiency and Effectiveness

The Directorate supports Government of Canada and ESDC priorities in make progress toward achieving its mandate and vision, and continuing to implement *Blueprint 2020* objectives in 2016-17. It will continue to act on our identified priorities – collaborate, innovate, strategize and streamline – with a strong emphasis over the coming year in these specific areas:

- **Knowledge dissemination** will be one of Evaluation's priorities in the upcoming years to communicate the value and usefulness of evaluation to stakeholders. It is planning to participate more in conferences and symposiums, and to publish some of our lessons learned and findings. The Evaluation Directorate will continue to hold discussions, learning series and workshops (e.g. annual workshops on Social Partnerships Pilot) for policy and program staff, senior management, external departments and academics.

- **Using infographics** will be explored to visually represent evaluation information, data or knowledge, making the material more accessible and useful to stakeholders.

- **Continuing to hire** highly qualified junior evaluators, enhancing experience as well as knowledge through training and participation in conferences. The Directorate will also continue developing and maintaining resource tools to capture valuable employee knowledge (e.g. Evaluation and Professional Practices Guide).

- **Identifying needs, gaps and options** by conducting an assessment to streamline data collection instruments for upcoming Labour Market Information, Service Delivery and Employment Insurance program evaluations.

Contributing to Performance Measurement beyond Programs

As part of its commitment to performance measurement, supporting an open and networked government, and to providing advice on performance measurement, the Evaluation Directorate has provided feedback on **Internal Audit Services' performance measurement audit**, planned to begin in 2016-2017. As the Government of Canada's priorities include performance measurement and evidence-based policy, this project is well-timed to provide the Department with information on the practice and culture of performance measurement within ESDC and to provide a starting point for department-wide improvements. In addition, the Evaluation Directorate is supporting the establishment of a Centre of Expertise in Performance Measurement within ESDC.

> **Major statutory programs in the Department:**
> - Employment Insurance
> - Old Age Security
> - Canada Pension Plan

Representatives from the Evaluation Directorate are also supporting the work of innovative projects such as the **Canada Pension Plan-Disability Second Prototype Initiative**, which aims to use information on applicants already collected by third-party insurers to improve the efficiency of processing CPPD applications for higher quality service to Canadians. Evaluation is providing strategic advice on how to monitor performance and evaluate changes in the quality of service. For the **ESDC Mental Health Framework Implementation Committee**, it is providing assessment and performance measurement advisory services.

Departmental Evaluation Schedule for 2016-17 to 2020-21

TBS requires two templates to be completed to monitor coverage requirements: a five-year evaluation plan, and evaluation coverage of ongoing grants and contributions (Gs&Cs) required by section 42.1 of the FAA.

Five-year Evaluation Schedule (Annex A)

Through this five-year evaluation schedule, ESDC seeks to ensure that evaluations are conducted on all ongoing direct program spending, and of all the administrative aspects of major statutory programs which fall under the TB *Policy on Evaluation* suite. However, there is some risk associated with reaching 100% coverage of all three sub-programs under 1.1 "Service Network Supporting Government Departments" within the Strategic Outcome of "Government-wide service excellence." As per the *Policy*, the Evaluation Directorate has until March 2018 to cover 1.1.1 Government of Canada Telephone General Inquiries Services and 1.1.3 In-Person Points of Service by evaluation; and until March 2019 in case of 1.1.2 Government of Canada Internet Presence.

In addition, the Directorate faces a challenge with incomplete performance measurement information for some programs, which is necessary for high quality evaluation reports. Multiple initiatives have been introduced to manage this challenge, such as investing more in the planning and pre-evaluation stages, developing evaluation strategies, and engaging more in developing performance measurement strategies.

The plan encompasses 59 evaluation projects planned for completion from 2016-17 to 2020-21, including those not required by either the policy or by *FAA*. Despite being outside of legislative requirements, these evaluations are crucial to assessing programs related to important social and economic issues on the Government of Canada's policy agenda. Accordingly, the Evaluation Directorate invests resources and efforts to determine whether Canadians are receiving value for money and to provide senior management, parliamentarians and citizens with information for decision-making and accountability purposes.

Evaluation Coverage of Ongoing Grants and Contributions Programs (Annex B)

Through its five-year evaluation plan (2016-17 to 2020-21), ESDC ensures that all ongoing[7] Gs & Cs programs are evaluated. These include 17 ongoing, non-statutory (voted) programs. A number of other voted non-ongoing programs will also be covered by evaluation (e.g., Joint Evaluation of the On Reserve Income Assistance Reform to inform the renewal process for the First Nations Job Fund).

Capacity, Resource Planning and Structures

The Evaluation Directorate continually assesses the adequacy of its human and financial resources. Evaluations are conducted both in-house and with the assistance of contracted consultants; however, in light of strategic objectives, internal capacity is being increased.

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[7] The term "ongoing program" refers to a program that will continue or is likely to continue for a period in excess of five years. If a program is set to terminate beyond a five-year period, the Department should consult with the Centre of Excellence for Evaluation at TBS regarding the requirement to evaluate the program. The decision will likely involve consultation with TBS legal services, Program Sector analysts and the Office of the Comptroller General - Transfer Payment Policy group.

Organizational Structure

The Evaluation Directorate currently consists of 57 employees across three divisions: Statutory and Gs&Cs Evaluation, Partnership Evaluation and Strategic Planning and Methodology, and the Office of the Director General.

Table 2: Composition of Human Resources in the Evaluation Directorate

Level	EX03	EX01	EC07	EC06	EC05	EC04	EC02	AS06	AS05	AS03	AS01	Total
Total	1	3	8	10	9	9	10	1	1	3	2	57

* Based on current filled positions as of March 31, 2016.

Human Resources Strategy for ESDC's Evaluation Function

To enhance and enrich knowledge and experience acquired through training, the Directorate has strengthened its training strategy. The identified training goals are to:

- Produce more in-house evaluation work;
- Expand junior-level positions;
- Ensure that the work is produced and managed efficiently and effectively;
- Retain talented employees and
- Support employee engagement and mental health to ensure a healthy, productive workforce.

In support of these goals, employees are encouraged to participate in relevant conferences and association events. Directorate-specific events including workshops, all-staff meetings, and learning/training sessions on emerging evaluation theories, methods and technologies are also planned and coordinated.

The Evaluation Directorate has developed and maintains resource tools to capture valuable employee operational knowledge, including the *Guide on Evaluation and Professional Practices*. This guide has become a standard tool for new and experienced employees alike, and a key resource for supporting employees in their duties.

The following targeted training was offered to evaluators in 2015-2016:

- Coaching and mentoring workshops.
- Monthly Evaluation Learning Series presentations on various topics (e.g., social media as a potential line of evidence in evaluations, data management).
- PREP database training for collection of evaluation planning and performance data.

The Departmental Evaluation Plan is based on its initial budget of $6.48M as summarized below. The Directorate continues its commitment to seeking cost-effective ways of conducting evaluations and reduce spending on professional services when cost-effective, despite broadening the scope and improving on the strategic nature of evaluation.

Table 3: Summary of Evaluation Spending and Number of Full Time Equivalents

	Actual Spending						Forecast Spending
	2010-2011	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Salaries	$5.65M	$5.16M	$5.17M	$4.72M	$5.51M	$5.23M	$5.52M
Operations and Maintenance	$3.47M	$4.06M	$2.87M	$2.55M	$2.01M	$1.02M	$965K
Total	$9.12M	$9.22M	$8.04M	$7.27M	$7.52M	$6.25M	$6.48M
FTEs	68	64	61	56	62	57	TBD

Notes:
-Actual salary spending includes all employees except students; forecast spending includes further human resources staffing actions planned for 2016-17.
-Operations and Maintenance expenses include training, travel, printing, students, utilities, materials and supplies, special services, construction/acquisition machinery and equipment, other business services and tenant services.

Select Organization	Employment and Social Development Canada
Identify PAA used:	2015-2016
Spending Source Used	
Identify total organizational structure spending ($) (e.g. Total Budget Main Estimates, Total Expenditures of Public Accounts, etc.)	$61,637,881,808[10]

Annex A

| Please Note that further clarification on information requested in the table can be found in the footnote at the end of the table. |

Five Year Evaluation Schedule										
ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
1415.12	2.1.1	EI Automation and Modernization - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal	No	11/2011	05/2011	04/2016			
1415.13	2.1.1	EI Special Benefits for Self-Employed Workers (SBSE) - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal	No	N/A	01/2011	04/2016			PMMC was removed from this evaluation, now it is under 1617.18
1415.15	2.1.1	Extended Duration of EI Regular Benefits Initiative and the Pilot Project 15 Relating to Extended Benefits - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal	No	N/A	11/2010	07/2016			
1516.6	2.2.1	Budget 2008 CSLP Enhancements - Summative Evaluation	Direct Program Spending	Non-Horizontal		06/2014	04/2011	04/2016		$1,494,528,309	

Five Year Evaluation Schedule											
ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
1617.15	2.1.5	Opportunities Fund for Persons with Disabilities (OFPD) Phase 1 - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		11/2014	12/2015	02/2017	$45,026,000	$49,166,380	
1516.10	2.1.7	Targeted Initiative for Older Workers (TIOW) - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		05/2014	10/2014	07/2016	$25,253,716	$26,194,078	
1516.11	4.1.2	Canada Pension Plan (CPP) Retirement Pension and Survivor Benefits - Summative Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		1995	06/2013	05/2016			This evaluation is departmental priority.
1516.13	2.1.10	Building Aboriginal Support for West Coast Energy Projects Initiative – Skills and Partnership Fund Review - Evaluation	Direct Program Spending	Horizontal Participant		02/2015	06/2015	03/2017		$4,346,686	Technical report only without DM approval.
1516.7	2.1.12	Learning and Labour Market information (LLMI) as	Spending not subject to the Policy on Evaluation	Non-Horizontal		2005	02/2015	03/2017			This program is funded from EI.

Five Year Evaluation Schedule											
ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
		disseminated by ESDC using a web-based consolidated approach - Evaluation									
1617.1	2.1.8	Enabling Fund for Official Language Minority Communities (OLMC) - Evaluation	Direct Program Spending, Ongoing Gs and Cs			05/2013	05/2016	03/2017	$12,000,000	$13,257,366	
1617.11	2.1.1	Connecting Canadians with Available Jobs (CCAJ) - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		N/A	01/2013	03/2017			Required by 2016-17 as per TB Submission. Covers both policy and administrative aspects.
1617.16	2.1.1	EI Monitoring and Assessment Supplemental Studies	Spending not subject to the Policy on Evaluation	Horizontal Lead		N/A	04/2016	03/2017			
1617.17	3.1.4	International Trade and Labour and Occupational Health and Safety (Gs and Cs) - Evaluation	Ongoing Gs and Cs	Non-Horizontal		N/A	09/2016	03/2017	$1,703,000		All DPS for ITL is listed under 1617.6. Includes all G&C value for Labour Funding Program. OHS Gs and Cs value under 1617.17.
1617.18	4.2.6	Federal Income Support for Parents of Murdered or Missing Children (PMMC) -	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		N/A	03/2016	03/2017	$10,000,000	$11,130,016	Formerly clustered with 1516.8

ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
		Evaluation									
1617.6	3.1.4	Bilateral and Regional Labour Affairs (BRLA) - Evaluation	Direct Program Spending	Non-Horizontal		02/2011	12/2014	03/2017		$5,298,852	All DPS for PAA 3.1.4 is listed here.
							Total 2016-2017		**$93,982,716**	**$1,603,921,687**	
1516.5	4.1.4	Canada Disability Savings Program (CDSP) - Summative Evaluation	Direct Program Spending	Non-Horizontal		10/2014	10/2015	03/2018		$467,644,811	
1617.12	2.1.1	Working While on Claim Pilot Projects - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		N/A	2005	03/2018			
1617.14	N/A(2)	Pathways to Education Canada - Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		N/A	04/2017	03/2018	$9,500,000	$9,500,000	
1617.5	3.1.4	Multilateral Labour Affairs - Evaluation	Direct Program Spending	Non-Horizontal			11/2015	09/2017			DPS listed under 1617.6.
1617.8	3.1.3.1	Labour Standards - Evaluation	Direct Program Spending	Non-Horizontal		06/2005	04/2016	03/2018		$13,050,817	
1718.1	2.1.14	Literacy and Essential Skills - Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		10/2012	09/2015	04/2017	$18,009,000	$21,794,972	
1718.12	2.1.2	Second Cycle of the LMDA Evaluations	Spending not subject to the Policy on Evaluation	Horizontal Co-Lead		10/2012		03/2018			EI funded program.

ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
1718.18	2.2.1	Canada Apprentice Loan - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		N/A	12/2015	06/2017		$4,272,751	
1718.19	4.1.1	Old Age Security (OAS) Evaluation Phase 1	Administrative Aspect of Major Statutory Spending	Non-Horizontal		05/2012	03/2015	05/2017		$125,506,503	
1718.3	3.1.2.1	Occupational Health and Safety (OHS) - Evaluation	Direct Program Spending	Non-Horizontal		2005	09/2016	09/2017		$18,992,054	
1718.4	3.1.2.2	Federal Workers' Compensation Service - Evaluation	Direct Program Spending	Non-Horizontal		2002	04/2017	03/2018		$48,527,043	
1718.5	3.1.3.2	Employment Equity Programs - Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		04/2013	01/2017	01/2018		$1,364,553	Includes Workplace Opportunities: Removing Barriers to Equity (Labour Funding Program - Stream 4). G&C value is listed under 1617.17.
1718.8	4.2.5	Enabling Accessibility Fund (EAF) - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		12/2012	12/2015	06/2017	$13,650,000	$14,753,989	
1819.1	2.1.13	Sectoral Initiatives Program - Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		N/A	02/2017	02/2018	$5,724,123	$6,619,610	
1819.5	2.1.18	Temporary Foreign Worker	Direct Program Spending	Non-Horizontal		04/2013	09/2016	02/2018		$41,602,445	

Five Year Evaluation Schedule

ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
		Program (TFWP) - Evaluation Phase 1									
								Total 2017-2018	**$46,883,123**	**$773,629,548**	
1516.8	2.1.1	EI Sickness Benefits - Evaluation	Direct Program Spending	Non-Horizontal		N/A	03/2015	03/2019			Formerly clustered with 1617.8
1617.13	4.2.1	Homelessness Partnering Strategy (HPS) - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		07/2014	03/2016	03/2019	$111,744,275	$123,455,298	
1617.2	2.1.4	Labour Market Agreements for Persons with Disabilities (LMAPDs) - Review	Direct Program Spending	Horizontal Lead		N/A	04/2014	03/2019	$222,000,000	$222,781,007	Other Transfer Payment program.
1718.13	2.1.1	EI Maternity Benefit, Parental Benefit and Benefit for Parents of Critically Ill Children - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		2005	03/2017	03/2019			Required by TB submission and covers both policy and administrative aspects of the program.
1718.16	4.1.1	Guaranteed Income Supplement Take-up - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		05/2012	09/2016	09/2018			This evaluation is departmental priority.
1718.6	3.1.3.3	Wage Earner Protection Program (WEPP) -	Direct Program Spending	Horizontal Lead		03/2014	01/2017	03/2019		$50,878,163	

Five Year Evaluation Schedule											
ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
		Evaluation									
1819.10	2.1.12	Job Bank - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		08/2011	01/2015	03/2019		$2,141,864	EI funded program.
1819.11	4.2.2	Social Development Partnerships Program (SDPP) - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		06/2014	01/2017	06/2018	$20,615,000	$33,337,445	
1819.12	2.1.15 2.1.16	Apprenticeship Grants (AG) and Interprovincial Standards Red Seal (2018) - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		07/2014	01/2017	07/2018	$114,552,200	$119,961,781	
1819.13	1.2.1	Passport Program Delivery-Evaluation	Spending not subject to the Policy on Evaluation	Horizontal Participant		02/2015	03/2018	03/2019			
1819.15	4.1.1	Old Age Security (OAS) Evaluation Phase 2	Administrative Aspect of Major Statutory Spending	Non-Horizontal		05/2012	05/2017	12/2018			Estimated program value listed under phase 1 (1718.19).
1819.2	2.2.1	Program Cost of the Canada Student Loans and Grants Program - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		07/2011	04/2017	03/2019			

Five Year Evaluation Schedule											
ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
1819.7	N/A(1)	OECD Named Grants - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non Horizontal		02/2014	01/2018	10/2018	$100,000	$100,000	
1819.8	3.1.1	Workplace Dispute Prevention and Resolution - Evaluation	Direct Program Spending	Non-Horizontal		11/2014	04/2017	03/2019			All DPS is listed under 1920.13
1819.9	2.1.3	Canada Job Fund Agreements - Evaluation	Direct Program Spending	Horizontal Lead		N/A	10/2014	03/2019	$500,000,000	$501,680,729	Other Transfer Payments
							Total 2018-2019		**$969,011,475**	**$1,054,336,287**	
1718.17	4.1.1	International Social Security Agreements - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		1995	09/2017	01/2020			
1920.10	2.2.2	Canada Education Savings Program - Evaluation	Direct Program Spending	Non-Horizontal		11/2015	04/2018	03/2020		$966,539,992	
1920.11	4.2.3	New Horizons for Seniors Program (NHSP) - Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		12/2015	06/2018	11/2019	$43,140,000	$48,298,558	
1920.12	2.1.5	Opportunities Fund for Persons with Disabilities (OFPD) Phase 2 - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		11/2014	04/2019	03/2020			All DPS and G&C value is listed under Phase 1 in line 1617.15

ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
1920.2	2.1.18	Temporary Foreign Worker Program (TFWP) Phase 2 – Evaluation	Direct Program Spending	Non-Horizontal		04/2013	03/2018	08/2019			DPS is listed under Phase 1 in line 1819.5
1920.3	2.1.6	Youth Employment Strategy (YES) - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Horizontal Lead		02/2015	04/2015	02/2020	$236,954,000	$259,961,781	
1920.4	2.1.17	Foreign Credential Recognition Program (2019) - Summative Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		06/2015	05/2018	11/2019	$21,420,000	$26,641,055	
1920.5	4.1.3	Canada Pension Plan Disability (CPPD) Benefits (Return-to-work supports) - Summative Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal		05/2011	03/2019	01/2020			
1920.6	2.1.9	Post-2016 Aboriginal Labour Market Programming - Evaluation	Direct Program Spending, Ongoing Gs and Cs	Non-Horizontal		02/2015	04/2016	02/2020	$249,643,000	$264,137,722	
							Total 2019-2020		$551,157,000	$1,565,579,108	
	2.1.1	EI Modernization- Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal			TBD	03/2021			This evaluation is a departmental priority.

ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
1920.13	3.1.1	Workplace Information and Research Activities of Labour Program Branch - Evaluation	Direct Program Spending	Non-Horizontal	No	11/2015	TBD	11/2020		$14,945,026	
							Total 2020-2021		**$0**	**$14,945,026**	
	4.1.2	Canada Pension Plan (CPP) Service Improvement (Vision 2020) - Evaluation	Spending not subject to the Policy on Evaluation	Non-Horizontal			01/2019	03/2022			This evaluation is a departmental priority.
	4.1.1	OAS/GIS Service Improvement – Evaluation	Aspect of Major Statutory Spending	Non-Horizontal		05/2012	TBD	03/2022			
	2.1.11	Joint Evaluation of the On Reserve Income Assistance Reform	Direct Program Spending, Ongoing Gs and Cs	Horizontal Co-Lead		03/2016	TBD	11/2020	$31,409,566	$32,701,026	FNJF is a G&C program, but is currently approved as a four-year program only.
							Total 2021-2022		**$31,409,566**	**$32,701,026**	
							Total 1: Five-year total		**$1,692,443,880**	**$5,045,112,682**	
	Internal Services and Other Statutory (Operating)										
	5.1 Internal Services Operating and 1.2 Delivery of Services to Other GoC Programs and net CPP/CPP-D									$199,642,592	
	Employment Benefit Plan									$241,708,033	
	Minister salary and car allowance, annuities and CSI									$347,000	
							Total 2		**$0**	**$ 441,697,625**	
							Total 1+2		**$0**	**$5,486,810,307**	

Five Year Evaluation Schedule

Five Year Evaluation Schedule										
ID#[1]	Link to PAA(#) s[2]	Proposed Evaluation Title	Identify *Policy on Evaluation* Coverage Requirement	Horizontal Evaluation[3]	Involves Public Opinion Research[4]	Date Last Evaluated (DH Approval Date)[5]	Planned Evaluation Start Date[6]	Planned DH Approval Date	Estimated G&C Value ($)[7]	Estimated Value (Incl Gs & Cs)[8]	Comments
Spending Not Subject to the *Policy on Evaluation*[9]										
Universal Child Care Benefit (UCCB)										$7,697,637,081	
Old Age Security (OAS) Pension										$37,086,489,507	
Guaranteed Income Supplement (GIS)										$10,804,379,368	
Allowances										$ 515,877,981	
Total 3: Total spending not subject to the Policy on Evaluation									$0	**$56,104,383,937**	
Grand Total = Total 1 + Total 2 + Total 3									$1,692,443,880	**$61,591,194,244**	
% of Spending accounted for										**99.92%**	

[1] Each evaluation should be assigned a unique identifier in the Five Year Evaluation Schedule. This unique identifier will facilitate the tracking of evaluations as the title of evaluations can sometimes change from the planning stage to the final approval stage of the evaluation.

[2] Identify the departmental Program Alignment Architecture (PAA) programs that this evaluation report is linked to. Refer to your organization's PAA and identify the pertinent program number(s) at the lowest level of the PAA. Ensure that all PAA elements are accounted for in the five year schedule. Separate listed items with a comma.

[3] A horizontal evaluation is an evaluation that is undertaken with other departments/agencies. The Horizontal Lead designates that the organization is the department/agency that provides direction and is delegated with appropriate decision making authority for a horizontal evaluation. The Horizontal Participant designates all departments/agencies, other than the Lead organization, that is involved in the horizontal evaluation.

[4] Indicate "Yes" if surveys, focus groups, interviews, etc., are planned with any target groups that are NOT known stakeholders that the program has had previous direct contact with.

[5] Indicate "N/A" if not applicable. For example, if the program has not been evaluated yet.

[6] Planned Evaluation Start Date is whenever your organization considers an evaluation to have started (e.g., signed Terms of Reference, when the evaluation planning stage begins, etc.)

[7] If applicable, enter the estimated value ($) of the grants and contributions spending being covered by the evaluation.

[8] This is the spending being covered by the evaluation and should always be equal to or greater than the G&C spending as this value includes Gs&Cs and any budgeted operating or capital expenditures. In other words, Estimated Value includes all grants and/or contributions budgeted to be paid to beneficiaries plus any budgeted operating or capital expenditures.

[9] Spending not subject to the Policy on Evaluation (e.g., major statutory spending as per section 6.1.8 of the Policy on Evaluation).

[10] The 2016-17 Main Estimates figure for Employment and Social Development Canada was published with the inclusion of the National Child Benefit (NCB), which has now been removed from the Evaluation schedule because of changes to the program. The new total without the Estimated Program Value for the NCB ($156,391) is $61,637,725,417.

Organization	Employment and Social Development Canada
Enter the total value (S) of Voted Grants and Contributions from the Main Estimates for FY1	$1,692,443,880

Status of Evaluation Coverage of all Ongoing Programs of Grants and Contributions as Required by Section 42.1 of the *Financial Administration Act*									
Title of Ongoing Program of Gs&CS[1]	Title of Corresponding Voted Gs&Cs listed in the Main Estimates[2]	Estimated Voted Gs&Cs Value[3] ($)	Estimated Program Value[4] ($)	Program Start Date(M/Y)[5]	Program End Date (or ongoing)[6]	Date of Next Planned Evaluation (DH Approval)	Date Last Evaluated (DH Approval)	Title of Last Evaluation	Comments
Aboriginal Skills and Employment Training Strategy	Payments to provinces, territories, municipalities, other public bodies, organizations, groups, communities, employers and individuals for the provision of training and/or work experience, the mobilization of community resources, and human resource planning and adjustment measures necessary for the efficient functioning of the Canadian Labour market	$249,643,000	$264,137,722	04/2010	ongoing	02/2020	02/2015	Evaluation of ASETS incl. SPF	
Opportunities Fund for Persons with Disabilities		$45,026,000	$49,166,380	04/1997	ongoing	02/2017	11/2014	Summative Evaluation of the Opportunities Fund for Persons with Disabilities	
Youth Employment Strategy		$236,954,000	$259,961,781	04/2003	ongoing	02/2020	02/2015	Summative Evaluation of the Youth Employment Strategy.	
Skills and Partnership Fund		$0	$4,346,686	06/2013	03/2016	03/2017	02/2015	Evaluation of the Aboriginal Skills and Employment Strategy incl. Skills and Partnership Funds.	

Status of Evaluation Coverage of all Ongoing Programs of Grants and Contributions as Required by Section 42.1 of the *Financial Administration Act*									
Title of Ongoing Program of Gs&CS[1]	Title of Corresponding Voted Gs&Cs listed in the Main Estimates[2]	Estimated Voted Gs&Cs Value[3] ($)	Estimated Program Value[4] ($)	Program Start Date(M/Y)[5]	Program End Date (or ongoing)[6]	Date of Next Planned Evaluation (DH Approval)	Date Last Evaluated (DH Approval)	Title of Last Evaluation	Comments
Literacy & Essential Skills	Grants to not-for-profit, for-profit, and aboriginal organizations, municipal, provincial and territorial governments for adult learning, literacy and essential skills.	$14,800,000	$21,794,972	04/2006	ongoing	04/2017	10/2012	Adult Learning, Literacy and Essential Skills - Summative Evaluation	
	Contributions to not-for-profit, for-profit, and aboriginal organizations, municipal, provincial and territorial governments for adult learning, literacy and essential skills.	$3,209,000	$0						
Apprenticeship Grants	Apprenticeship Grants	$114,552,200	$119,558,700		ongoing	07/2018	07/2014	AG and Red Seal Phase 1 - Summative Evaluation	
Enabling Fund for Official Language Minority Communities	Contributions to organizations to support the development of human resources, economic growth, job creation and retention in official language minority communities.	$12,000,000	$13,257,366	04/2005	ongoing	03/2017	05/2013	Summative Evaluation of OLMC	

Title of Ongoing Program of Gs&CS[1]	Title of Corresponding Voted Gs&Cs listed in the Main Estimates[2]	Estimated Voted Gs&Cs Value[3] ($)	Estimated Program Value[4] ($)	Program Start Date(M/Y)[5]	Program End Date (or ongoing)[6]	Date of Next Planned Evaluation (DH Approval)	Date Last Evaluated (DH Approval)	Title of Last Evaluation	Comments
Foreign Credential Recognition Program (FCRP)	Contributions to provincial/territorial governments, band councils, tribal councils, Aboriginal Human Resources Development Agreement holders, municipal governments, not-for-profit organizations, professional associations, business and private sector organizations, consortia, industry groups, unions, regulatory bodies, ad-hoc associations, public health institutions, school boards, universities, colleges, CEGEPs, sector councils, and cross-sectoral councils to support enhanced productivity and competitiveness of Canadian workplaces by supporting investment in and recognition and utilization of skills.	$21,420,000	$26,641,055	04/2004	ongoing	11/2019	06/2015	Joint Summative Evaluation of the Foreign Credential Recognition Program and the Interprovincial Labour Mobility Initiative	
Sectoral Initiatives Program		$5,724,123	$6,619,610	04/2013	ongoing	02/2018	N/A	N/A	
Targeted Initiative for Older Workers	Contributions to assist unemployed older workers in communities with ongoing high unemployment and/or affected by downsizing.	$25,253,716	$26,194,078	10/2006	03/2017	06/2016	05/2014	Summative Evaluation of the Targeted Initiative for Older Workers	

Title of Ongoing Program of Gs&CS[1]	Title of Corresponding Voted Gs&Cs listed in the Main Estimates[2]	Estimated Voted Gs&Cs Value[3] ($)	Estimated Program Value[4] ($)	Program Start Date(M/Y)[5]	Program End Date (or ongoing)[6]	Date of Next Planned Evaluation (DH Approval)	Date Last Evaluated (DH Approval)	Title of Last Evaluation	Comments
Enabling Accessibility Fund	Enabling Accessibility Fund Small Projects Grant	$13,650,000	$14,753,989	03/2007	ongoing	06/2017	12/2012	Enabling Accessibility Fund (EAF) - Summative Evaluation	
Homelessness Partnering Strategy	Grants to not-for-profit organizations, individuals, municipal governments, Band/tribal councils and other Aboriginal organizations, public health and educational institutions, Régies régionales, for-profit enterprises, research organizations and research institutes to carry out research on homelessness to help communities better understand and more effectively address homelessness issues.	$250,000	$123,455,298	12/2006	03/2019	03/2019	07/2014	Summative Evaluation of the Homelessness Partnering Strategy (HPS)	
	Contributions to not-for-profit organizations, individuals, municipal governments, Band/tribal councils and other Aboriginal organizations, public health and educational institutions, Régies régionales, for-profit enterprises, research organizations and research institutes to support activities to help	$111,494,275							

Title of Ongoing Program of Gs&CS[1]	Title of Corresponding Voted Gs&Cs listed in the Main Estimates[2]	Estimated Voted Gs&Cs Value[3] ($)	Estimated Program Value[4] ($)	Program Start Date(M/Y)[5]	Program End Date (or ongoing)[6]	Date of Next Planned Evaluation (DH Approval)	Date Last Evaluated (DH Approval)	Title of Last Evaluation	Comments
	alleviate and prevent homelessness across Canada and to carry out research on homelessness to help communities better understand and more effectively address homelessness issues.								
New Horizons for Seniors Program	New Horizons For Seniors Program	$41,340,000	$48,298,558	10/2004		11/2019	12/2015	Evaluation of the New Horizons for Seniors Program (NHSP)	
	Payment to non-profit organizations to develop national or provincial/territorial/regional educational and awareness activities to help reduce the incidence of elder abuse fraud	$1,800,000							
Social Development Partnerships Program	Grants to non-profit organizations for activities eligible for support through the Social Development Partnerships Program.	$14,775,000	$33,337,445	04/1998		06/2018	06/2014	Summative Evaluation of the Social Development Partnerships Program	

Status of Evaluation Coverage of all Ongoing Programs of Grants and Contributions as Required by Section 42.1 of the *Financial Administration Act*										
Title of Ongoing Program of Gs&CS[1]	Title of Corresponding Voted Gs&Cs listed in the Main Estimates[2]	Estimated Voted Gs&Cs Value[3] ($)	Estimated Program Value[4] ($)	Program Start Date(M/Y)[5]	Program End Date (or ongoing)[6]	Date of Next Planned Evaluation (DH Approval)	Date Last Evaluated (DH Approval)	Title of Last Evaluation	Comments
	Payments to provinces, territories, municipalities, other public bodies, organizations, groups, communities, employers and individuals for the provision of training and/or work or business experience, the mobilization of community resources and human resource planning and adjustment measures necessary for the social development of Canadians and other participants in Canadian life.	$5,840,000							
OECD Named Grants	Named grants for the Organization for Economic Co-operation and Development.	$100,000	$100,000	06/1905	ongoing	10/2018	02/2014	Evaluation of the OECD Named Grants	
Labour Funding Program	Labour Funding Program	$1,703,000	$5,298,852	04/2012	ongoing	03/2017	N/A	N/A	Streams of LFP will be evaluated through different evaluations, starting with stream 3.
Federal Income Support for Parents of Murdered or Missing Children (PMMC)	Federal Income Support for Parents of Murdered or Missing Children	$10,000,000	$11,130,016	01/2013	ongoing	03/2017	N/A	N/A	
Sub-Total		**$929,534,314**	**$1,028,052,508**						
% of the dollar value of Voted Gs & Cs from the Main Estimates Accounted For:		**55%**							Does not include the two Other Transfer Payments programs or the two not ongoing ones.
		100%	*The value should be 100%*						Includes the two Other Transfer Payments programs and two not ongoing ones.

Transfer Payments not Subject to Section 42.1 of the FAA[7]	Reason it is not subject to section 42.1 of the FAA	Estimated Transfer Payment Value	Estimated Program Value	Program Start Date	Program End Date	Date of Next Evaluation (DH Approval)	Title of last Evaluation	Comments
Labour Market Agreements for Persons with Disabilities	Yes	$222,000,000	$222,781,007	04/2014	03/2019		N/A	
Canada Job Fund Agreements	Payments to provinces and territories to deliver employment programs and services under the Canada job Fund and under Labour Market Agreement	$500,000,000	$501,680,729	04/2014	03/2019	03/2020	N/A	
First Nations Job Fund	Yes	$31,409,566	$32,701,026	03/2013	11/2015	03/2017	N/A	Related DPS and G$C value under 1617.4.
Pathways to Education Canada	Yes	$9,500,000	$9,500,000	04/2014	03/2018	03/2018	N/A	
Canada Student Grants to qualifying full and part-time students pursuant to Canada Student Financial Assistance Act	Yes	$763,845,037	$1,494,528,309					
Payments related to the direct financing arrangement under the Canada Student Financial Assistance Act	Yes	$705,088,437						
The provision of funds for interest and other payments to lending institutions and liabilities under the Canada Financial Assistance Act	Yes	$6,892,073						
The provision of funds for interest payment to lending institutions under the Canada Student Loan Act	Yes	$759						
The provision of Funds for liabilities including liabilities in the form of guaranteed loans under the Canada Student Loans Act	Yes	-$4,080,004						
Canada Apprentice Loan	Yes	$2,028,644	$4,272,751					

Transfer Payments not Subject to Section 42.1 of the FAA[7]	Reason it is not subject to section 42.1 of the FAA	Estimated Transfer Payment Value	Estimated Program Value	Program Start Date	Program End Date	Date of Next Evaluation (DH Approval)	Title of last Evaluation	Comments
Canada Learning Bond payments to Registered Education Savings Plan (RESP) trustees on behalf of RESP beneficiaries to support access to post-secondary education for children from low-income families	Yes	$133,000,000	$966,539,992					
Canada Education Saving grant payments to Registered Education Savings Plan (RESP) trustees on behalf of RESP beneficiaries to encourage Canadians to save for post secondary education for their children	Yes	$824,000,000						
Merchant Seamen-Labour	Yes	$5,000	$48,527,043					
Wage Earner Protection Program payments to eligible applicants owed wages and vacation pay, severance pay and termination pay from employers who are either bankrupt or in receivership as well as payments to trustees and receivers who will provide the necessary information to determine eligibility	Yes	$49,250,000	$50,878,163					
Canada Disability Savings Grant payments to Registered Disability Savings Plan (RDSP) issuers on behalf of RDSP beneficiaries to encourage long-term financial security of eligible individuals with disabilities	Yes	$322,900,000	$467,644,811					

Transfer Payments not Subject to Section 42.1 of the FAA[7]	Reason it is not subject to section 42.1 of the FAA	Estimated Transfer Payment Value	Estimated Program Value	Program Start Date	Program End Date	Date of Next Evaluation (DH Approval)	Title of last Evaluation	Comments
Canada Disability Savings Bond payments to Registered Disability Savings Plan (RDSP) issuers on behalf of RDSP beneficiaries to encourage long-term financial security of eligible individuals with disabilities	Yes	$142,200,000						
Old Age Security Payments (R.S.C., 1985, c. O-9)	Yes	$37,086,489,507						
Guaranteed Income Supplement Payments (R.S.C., 1985, c. O-9)	Yes	$10,804,379,368						
Allowance Payments (R.S.C., 1985, c. O-9)	Yes	$515,877,981						
Universal Child Care Benefit	Yes	$7,697,267,462						
	Sub-Total	**$59,812,423,449**	**$3,799,053,831**					
	Total	**$60,741,957,763**	**$4, 827,106,339**					

[1] This column is aimed at providing an inventory of all ongoing programs of grants or contributions managed by the organization. A program of Gs&Cs may have a one to one relationship with the Gs&Cs listed in the main estimates, may include more than one grant or contribution, or it is possible that one grant or contribution is distributed across multiple programs of Gs&Cs. The inventory should reflect how programs of Gs&Cs are viewed within the organization.

[2] All voted Gs&Cs listed in the Main Estimates for the first year of the DEP should be accounted for.

[3] Estimated voted value ($) of the grants and/or contributions from the Main Estimates for the first year of the schedule. Apply first year values to all evaluations listed in the schedule. The total should be equal to the voted grants and contributions total outlined in the Main Estimates for the first year of the DEP.

[4] Program value should always be equal to or greater than the Gs&Cs value as the program value includes Gs&Cs and any operating or capital expenditures associated with the program of Gs&Cs.

[5] The date when the department has obtained the original (as opposed to renewal) required policy and legal authorities for the program (e.g., approved TB submission and spending authority).

[6] Indicate the date (month/year) that the program is expected to end (if time-limited funding) or indicate "ongoing" if there is no anticipated end date.

[7] Any transfer payment that is excluded from the requirements of section 42.1 of the FAA should be listed here (e.g., statutory programs, "other transfer payments", programs that are funded for five years or less, or where a provision to not evaluate the program was specified in a directive issued by the Treasury Board).

2016-2017 ESDC Program Alignment Architecture

Strategic Outcomes	1 Government-wide service excellence		2 A skilled, adaptable and inclusive labour force and an efficient labour market		3 Safe, fair and productive workplaces and cooperative workplace relations	4 Income security, access to opportunities and well-being for individuals, families and communities		5 Internal Services
Programs	1.1 Service Network Supporting Government Departments	1.2 Delivery of Services for Other Government of Canada Programs	2.1 Skills and Employment	2.2 Learning	3.1 Labour	4.1 Income Security	4.2 Social Development	5.1 Internal Services
Sub-programs Sub-sub-programs	**1.1.1 Government of Canada Telephone General Enquiries Services** **1.1.2 Government of Canada Internet Presence** **1.1.3 In-Person Points of Service**	**1.2.1 Passport** **1.2.2 Other Government Department Programs**	**2.1.1 Employment Insurance** **2.1.2 Labour Market Development Agreements** **2.1.3 Canada Job Fund Agreements** **2.1.4 Labour Market Agreements for Persons with Disabilities** **2.1.5 Opportunities Fund for Persons with Disabilities** **2.1.6 Youth Employment Strategy** **2.1.7 Targeted Initiative for Older Workers** **2.1.8 Enabling Fund for Official Language Minority Communities** **2.1.9 Aboriginal Skills and Employment Training Strategy** **2.1.10 Skills and Partnership Fund** **2.1.11 First Nations Job Fund** **2.1.12 Job Bank** **2.1.13 Sectoral Initiatives Program** **2.1.14 Literacy and Essential Skills** **2.1.15 Skilled Trades and Apprenticeship (Red Seal Program)** **2.1.16 Apprenticeship Grants** **2.1.17 Foreign Credential Recognition Program** **2.1.18 Temporary Foreign Worker Program**	**2.2.1 Canada Student Loans and Grants and Canada Apprentice Loans Program** **2.2.2 Canada Education Savings Program**	**3.1.1 Labour Relations** **3.1.2 Workplace Health and Safety** 3.1.2.1 Occupational Health and Safety 3.1.2.2 Federal Workers' Compensation **3.1.3 Labour Standards and Equity** 3.1.3.1 Labour Standards 3.1.3.2 Workplace Equity 3.1.3.3 Wage Earner Protection Program **3.1.4 International Labour Affairs**	**4.1.1 Old Age Security** **4.1.2 Canada Pension Plan** **4.1.3 Canada Pension Plan Disability Benefits** **4.1.4 Canada Disability Savings Program** **4.1.5 National Child Benefit**	**4.2.1 Homelessness Partnering Strategy** **4.2.2 Social Development Partnerships Program** 4.2.2.1 Children and Families 4.2.2.2 Disability **4.2.3 New Horizons for Seniors Program** **4.2.4 Universal Child Care Benefit** **4.2.5 Enabling Accessibility Fund** **4.2.6 Federal Income Support for Parents of Murdered or Missing Children**	**5.1.1 Management and Oversight Services** **5.1.2 Communications Services** **5.1.3 Legal Services** **5.1.4 Human Resources Management Services** **5.1.5 Financial Management Services** **5.1.6 Information Management Services** **5.1.7 Information Technology Services** **5.1.8 Real Property Services** **5.1.9 Materiel Services** **5.1.10 Acquisition Services**