Implementing Performance Alignment for Results

Course Summary

Description

Few organizations have truly embedded performance thinking into everyday decision making. With the recent introduction of two new inter-related frameworks/approaches (Deliverology and the Policy on Results), Canadian federal government managers risk becoming increasingly frustrated in responding to seemingly disparate performance-based requests, which are often seen as time-consuming, error-prone, and disconnected from the information needed to manage the business.

This two-day course will help you better understand the critical success factors associated with implementing a comprehensive and sustainable integrated performance planning approach that not only meets new central agency compliance requirements, but more importantly, develops practical information to support better decision-making. We will examine the key ingredients for ensuring a sustainable performance program including a means to assess organizational performance maturity, and how to design optimal organizational performance governance structures.

You'll also explore the need and value of using enterprise-class planning and performance technology to enhance organizational engagement and support. The course also provides an opportunity to discuss best practices for the identification and implementation of leading planning and performance technologies.

Through the use of real world examples and case studies, you'll come away with ready-to-apply tips, techniques, and templates to initiate and enhance planning and performance efforts in your organization.

Objectives

By the end of this course, students will be able to:

- Map existing performance frameworks and results to new Government of Canada policies and strategic directives (Deliverology and the Policy on Results)
- Identify key performance linkages between results and planning / risk / project / resource management
- Understand the role and value of planning and performance technology
- Initiate and sustain performance alignment opportunities in your organization
- Build a Results Performance Culture which engages all stakeholders

Topics

- Performance Alignment Overview
- Building a Performance Plan
- Aligning Risk Management with the Performance Plan
- Aligning Resources and Understanding Efficiency in Achieving Results
- Initiating and Sustaining a Departmental Performance Culture

- Performance Data Management
- The Role and Value of Performance Technology
- Technology Showcase: Planning, Dashboards, and Scorecarding Illustrations
- Introducing and Maintaining Performance Technologies

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Course Summary (cont’d)

Audience

This workshop provides not only foundational training on developing high quality performance indicators, but also on how planning, risk management, project management, and resource management need to be integrated across all perspectives of program and service delivery performance. As such it will benefit:

- Program/service directors, managers and planners
- Corporate planners, performance leads and evaluators
- Financial and resource management personnel

Prerequisites

There are no prerequisites for this course.

Duration

Two days
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Course Outline

I. Performance Alignment Overview
   A. Driving forces for enhanced departmental performance
   B. Performance Maturity: measurement to management to alignment
   C. Linking with Government of Canada performance initiatives: Deliverology, Policy on Results (DRFs and PIPs), MAF, RPP/DPR, Evaluation
   D. Understanding the overlaps for the new Policy on Results and Deliverology concepts
   E. The value of integrated business planning and strategic alignment
   F. Key components of a performance alignment strategy

II. Building a Performance Plan
   A. Articulating organizational strategy within a Departmental Results Framework and Program Inventory construct
   B. The use of Logic Models as a foundation for a Performance Plan
   C. Ensuring organizational accountability
   D. Quantifying the Performance Plan with SMART indicators
   E. Performance modeling technology illustration – DoView ®

III. Aligning Risk Management with the Performance Plan
   A. Public sector risk drivers
   B. The importance of risk thinking for performance plans
   C. The role and value of risk indicators
   D. Defining risk performance: risk factor indicators, risk assessment indicators, risk mitigation indicators
   E. Aligning Project Management with the Performance Plan
   F. How projects support a performance plan
   G. Defining project performance: scope indicators, project risk indicators, scheduling indicators, resource indicators

IV. Aligning Resources and Understanding Efficiency in Achieving Results
   A. Linking resources to plans, risks and projects
   B. Balancing resources with targets
   C. Understanding the role of Business Process Mapping in supporting outputs and measuring efficiency
   D. Measuring and managing efficiency and developing sustainable and actionable efficiency indicators

V. Initiating and Sustaining a Departmental Performance Culture
   A. Barriers to successful performance implementations
   B. Linking other strategic performance initiatives (i.e., Lean, Balanced Scorecard)
   C. Enablers and Practices for successful Performance Alignment
   D. Performance Alignment Maturity Model: A departmental performance self-assessment tool
   E. Steps for creating an organizational “Results Performance Culture”

VI. Performance Data Management
   A. Data management fundamentals
   B. Government of Canada pressures on data management practices
   C. Aligning with TBS directives on data management
   D. Creating Government of Canada / departmental compliant performance data
   E. Techniques for implementing sound data management strategies

VII. The Role and Value of Performance Technology
   A. The Performance Alignment "Value Chain": 5 key components for successful organizational engagement
   B. Technology as a performance program enabler
   C. Fundamentals of Business Intelligence (BI), Dashboards and Scorecarding
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Course Outline (cont’d)

D. Program, functional and accountability dashboards
E. The scorecarding process: linking and visualizing plans, risks, projects, and resources
F. Optimizing dashboards and scorecarding use in program and departmental planning, monitoring and reporting processes
G. Technologies for operational modeling, cost management and work planning

VIII. Technology Showcase: Planning, Dashboards, and Scorecarding Illustrations
A. IBM Cognos BI and Scorecarding
B. SAP Business Planning and Consolidation (BPC) and BI
C. SAP Strategy Management (SSM)

IX. Introducing and Maintaining Performance Technologies
A. Barriers to successful technology implementations
B. Implementing technology: The 4 P’s Approach (Proof of Concept, Prototype, Pilot, Production)
C. Key roles: Sponsors, Champions, Leaders
D. Building a performance technology roadmap
E. Tips for building the business case and managing a gated implementation
F. Government of Canada case studies / illustrations on the use of technology for enhancing engagement