



Health Canada and the Public  
Health Agency of Canada

Santé Canada et l'Agence  
de la santé publique du Canada

Canada

# Implementing Performance Standards

CIPMM Presentation – June 2016

YOUR HEALTH AND SAFETY... OUR PRIORITY.



# Overview

- Why Monitor Performance
- Concerns and Challenges
- Lessons Learned
- Guiding Principles
- Overall Approach
- Health Canada Process and Examples

# Why Monitor Performance



## Performance Measurement Goals

- *Help materiel management/procurement work toward a common vision and strategy vis-à-vis mandate and services provided*
- *Help manage client expectations*
- *Track performance and assess strengths and weaknesses*
- *Help to identify process improvements*
- *Help to make decisions about resource levels and support requests for more resources*
- *Support external reporting requirements*
- *Link to accountability (ex. MAF)*

# Why Monitor Performance

*The initial focus is typically on the performance measurement framework*

Typical elements of a performance measurement framework

1. Overall strategy
2. Results
3. Performance indicators
4. Performance targets
5. Data sources
6. Improvement actions



# Potential Concerns and Challenges

- 1. Creating better understanding among employees as to what performance measurement is about**
- 2. Distinguishing between performance measurement and performance management/appraisal**
- 3. General skepticism and lack of interest**
- 4. Linking the performance measurement framework with the ongoing strategic and operational planning carried out by managers**
- 5. Managers need to be actively engaged in providing feedback to staff on results achieved**
- 6. Staff want to know how the performance information will be used**
- 7. Worries about attribution**

# Potential Concerns and Challenges

- 8.** Too many performance indicators
- 9.** High complexity
- 10.** Problems in compiling data
- 11.** Availability of quantitative data
- 12.** Responsibility for data collection
- 13.** Self-assessment versus third party
- 14.** Risk of using the wrong indicators
- 15.** The right time to acquire a system to support the performance measurement

# What We Have Learnt From Others



- Indicators must relate to strategic direction
- Senior management support and leadership
- Avoid having too many indicators
- Involve staff in development of indicators
- Measure both efficiency and effectiveness
- Set realistic targets for first attempt
- Do not underestimate the importance of data collection
- Start with a simple data and analysis reporting tool
- Consider a pilot as part of the implementation
- Centralize data collection where this makes sense
- Track initiatives related to performance indicators
- Create dialogue around the performance indicators

# Guiding Principles in Developing Performance Indicators



Maintain the number of performance indicators to a manageable level, taking into consideration the ability of the agency to maintain the framework on an ongoing basis



Include both outcomes and operational indicators



Include both qualitative and quantitative performance measures



Maintain the number of data collection methods and sources at a manageable level



The performance information should reinforce the organization's strategy. Ensure that the performance indicators are closely aligned with the strategic objectives of the units and results expected



To the extent possible, performance information should be drawn from information in existing data bases. This does not exclude the need for special surveys or evaluations to collect certain information periodically



A close alignment is required between the performance measurement framework and other business planning processes and management systems



The performance information must meet a number of attributes. *For example, it must be easily understandable, relevant to managers, timely, and verifiable*



# Overall Approach



## Project Planning

- Confirm scope of review
- Introductory awareness/training session
- Obtain documentation (e.g., audits, evaluations)
- Select overall performance measurement approach



## Reporting

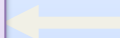
- Confirm performance targets
- Collect performance data
- Prepare pro-forma reports
- Confirm reporting cycle
- Link with overall planning and reporting

## Data collection plan

- Review sources of information and gaps
- Develop report templates
- Develop overall data collection plan
- Assign accountabilities

## Develop Performance Measurement Framework

- Confirm strategic objectives, outcomes and expected results
- Identify performance indicators
- Validate with senior management and staff



## Implementation planning

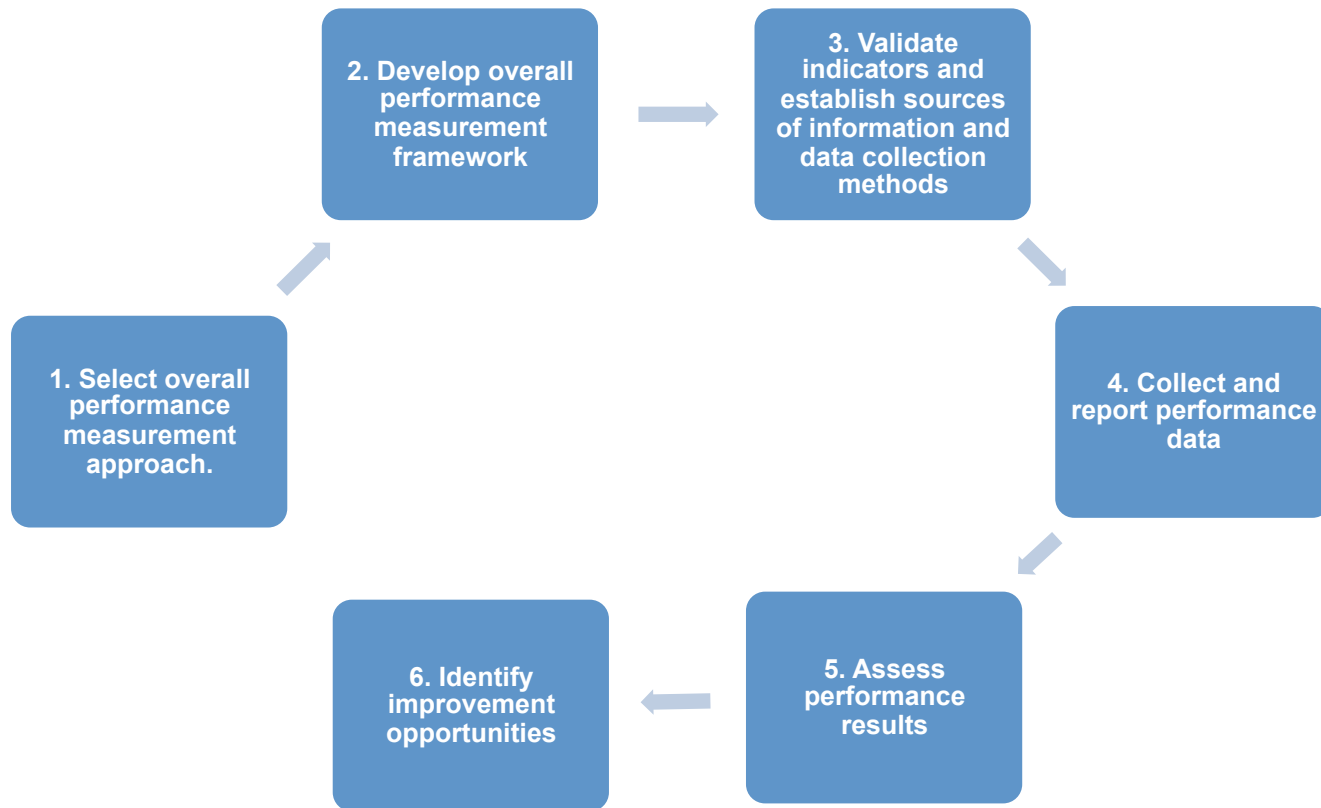
- Identify and roll out system improvements required to support data collection and reporting



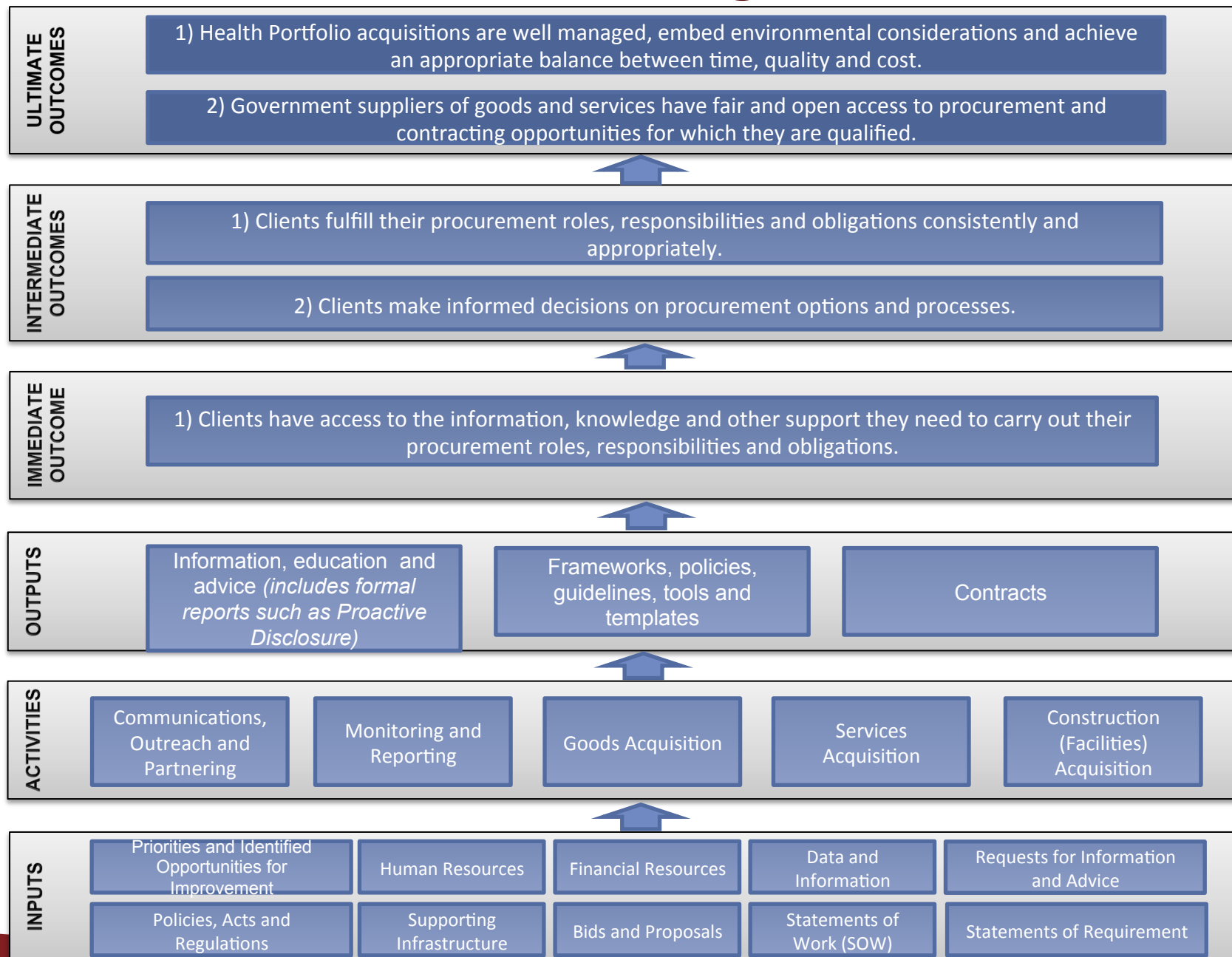
# Health Canada Process

- High Level Workplan
- Logic Models
  - Acquisition Services
  - Materiel Services
- 4 Pillars
- Performance Indicators
- Overview of Service Standards Model

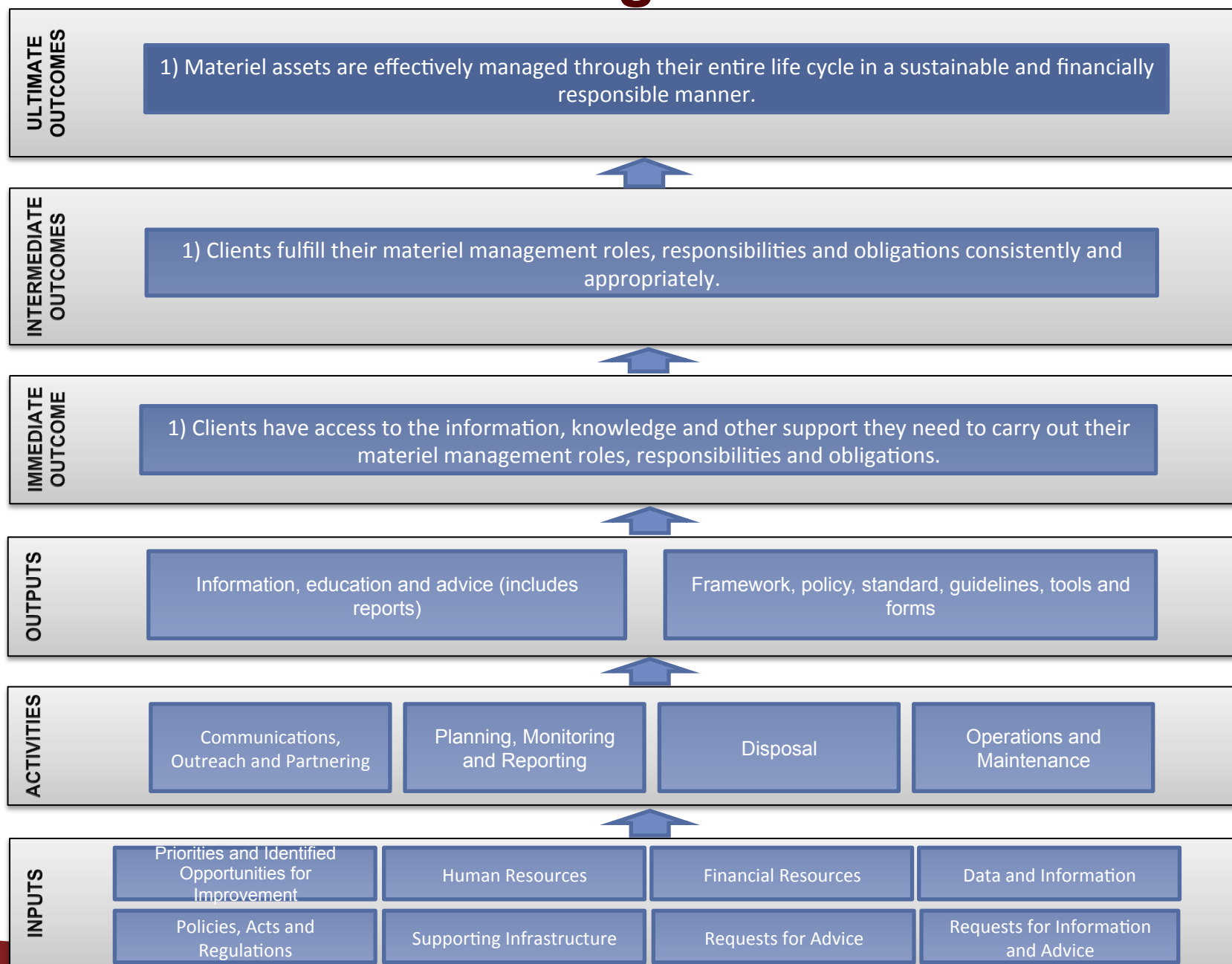
# High Level Work Plan



# Acquisition Services Logic Model



# Materiel Services Logic Model



# Health Canada Pillars of Reporting and Performance



# Procurement Service Standards

Contract Type	Procurement type	Contract Requisition required	Delegated Signing Authority	Time required	
				Competitive	Non-Competitive
942/CS/TT	Call-ups Against a Standing Offer (excluding IT goods) (942, CS, TT) < \$10K	No	CCM	7	7
942/CS/TT	Call-ups Against a Standing Offer (excluding IT Goods) (942, CS, TT) > \$10K+	Yes	PG	28	28
942	Call-ups Against a Standing Offer (all IT) (all values \$)	Yes (except under \$10K)	PG	28	28
TH	Calls-ups Against a Temporary Help Standing Offer (all values \$)	No	CCM	7	7
9200	PWGSC Purchase Requisition	Yes (all values)	PW	14	14
MOA/ILA	Memorandum of Agreement (MOA) / Inter-departmental Letter of Agreement (ILA)	No	CCM	21	21
PO	PO (Goods – Non-IT) < \$10K	No	CCM	14	7
PO	PO (Goods – Non-IT) > \$10K+	Yes	PG	14	7
PO	PO (Goods IT) (\$0.0 - \$25K)	Yes (all values)	PG	21	14
PS1	PS1 (Services) (\$10K +)	Yes (all values)	PG	TC = 70	TN = 30
PS1	PS1 (Services) Open Bidding Requirements (OB)	Yes (all values)	PG	105	N/A
PS1	PS1 (Services) Open Bidding Requirements (ACAN)	Yes (all values)	PG	63	N/A
SAC	Supply Arrangement Contract	Yes (all values)	PG	77	30
	Services & Construction (all values \$) (i.e. PASS; PS Online; TBIPS and TSPS)				
SAC	Supply Arrangement Contract Goods only (which includes IT) (all values \$)	Yes (all values)	PG	21	14
LPO	Local Purchase Order (\$0.0 – \$5K)	No	CCM	7	7
PS2	Short Form Contracts (\$0.0 – \$10K)	No	CCM	7	7

# Procurement Service Standards

The screenshot shows a software application window titled "ZLRPT\_SERVICE\_STANDARDS". The window has a menu bar with "Program", "Edit", "Goto", "System", and "Help". Below the menu bar is a toolbar with various icons including a checkmark, a document, a left arrow, a save icon, a refresh icon, a delete icon, a print icon, a zoom in icon, a zoom out icon, a search icon, a help icon, and a color palette icon. The main area of the window is divided into four rows, each with a label, a text input field, a "to" label, another text input field, and a button with a right arrow. The first row is for "Company Code" with the value "0220". The second row is for "Release date" with the value "2014.04.01" and a "to" label followed by "2015.03.31". The third row is for "Region" with a yellow dropdown menu and a "to" label followed by an empty field. The fourth row is for "Branch" with an empty field and a "to" label followed by an empty field. There are also small icons for a clock and a document in the top left corner of the main area.

**ZLRPT\_SERVICE\_STANDARDS**

Company Code 0220 to

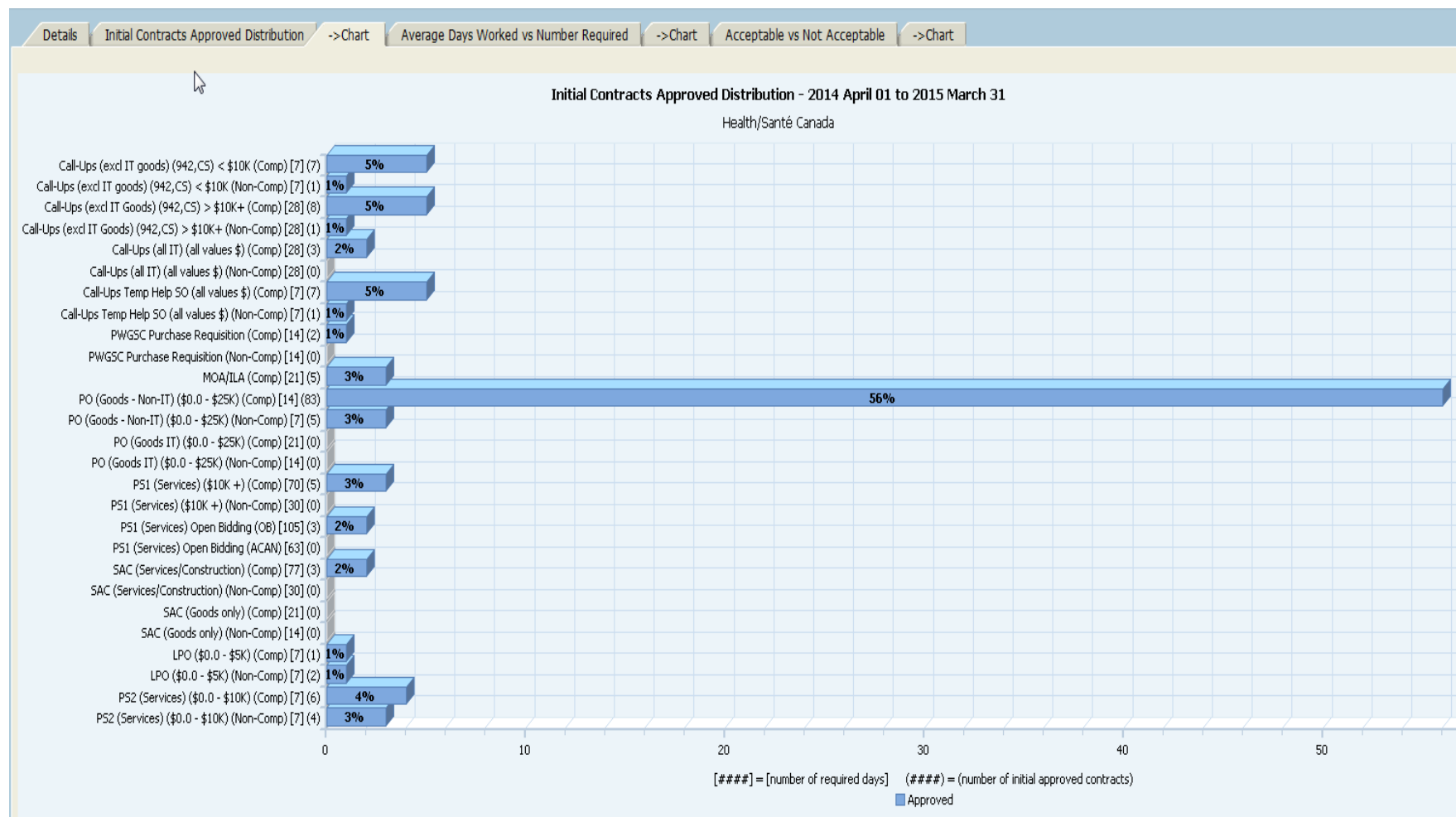
Release date 2014.04.01 to 2015.03.31

Region to

Branch to



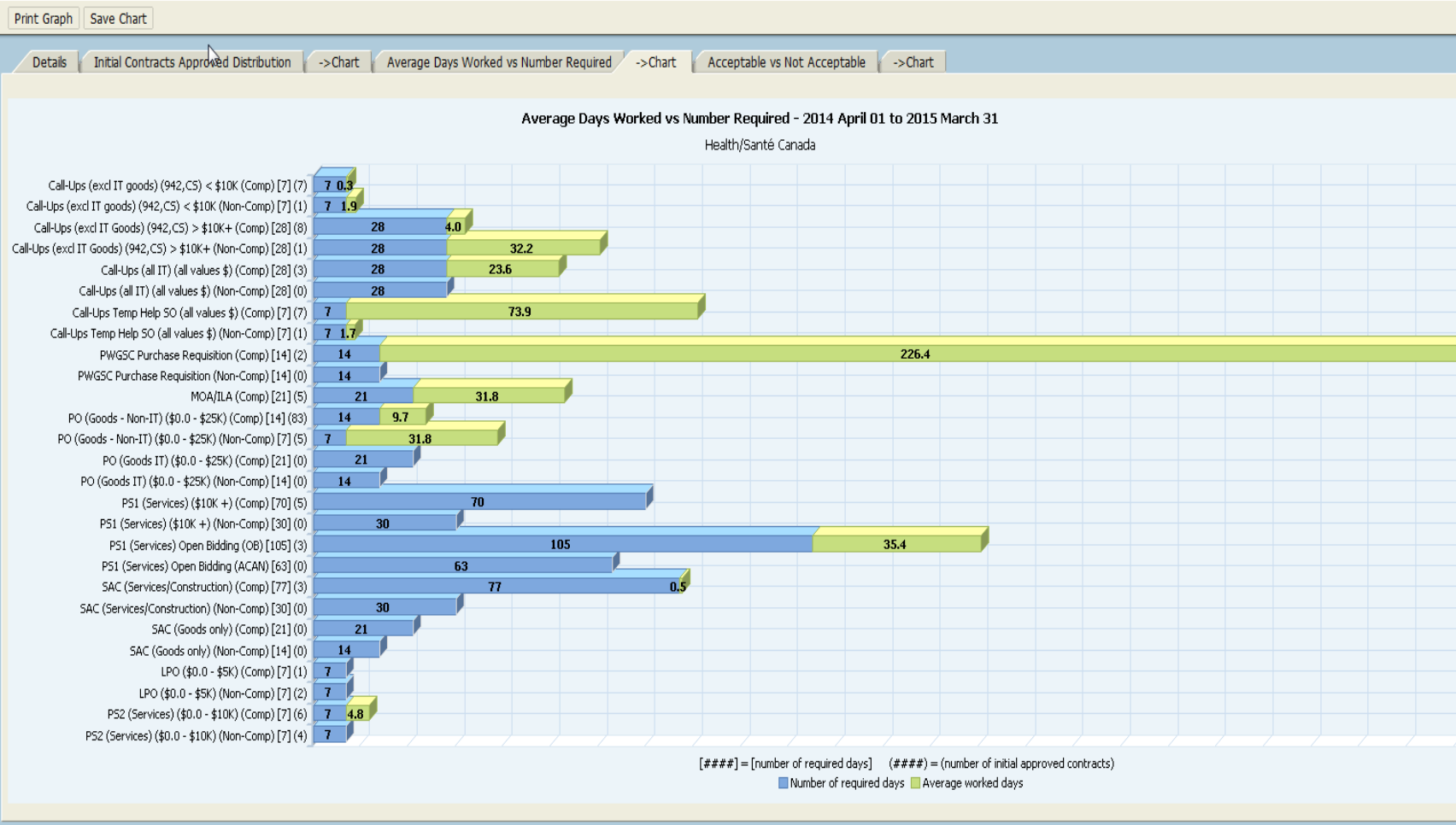
# Procurement Service Standards\*



\*Not real results – Data provided for illustration purposes only.

# Procurement Service Standards\*

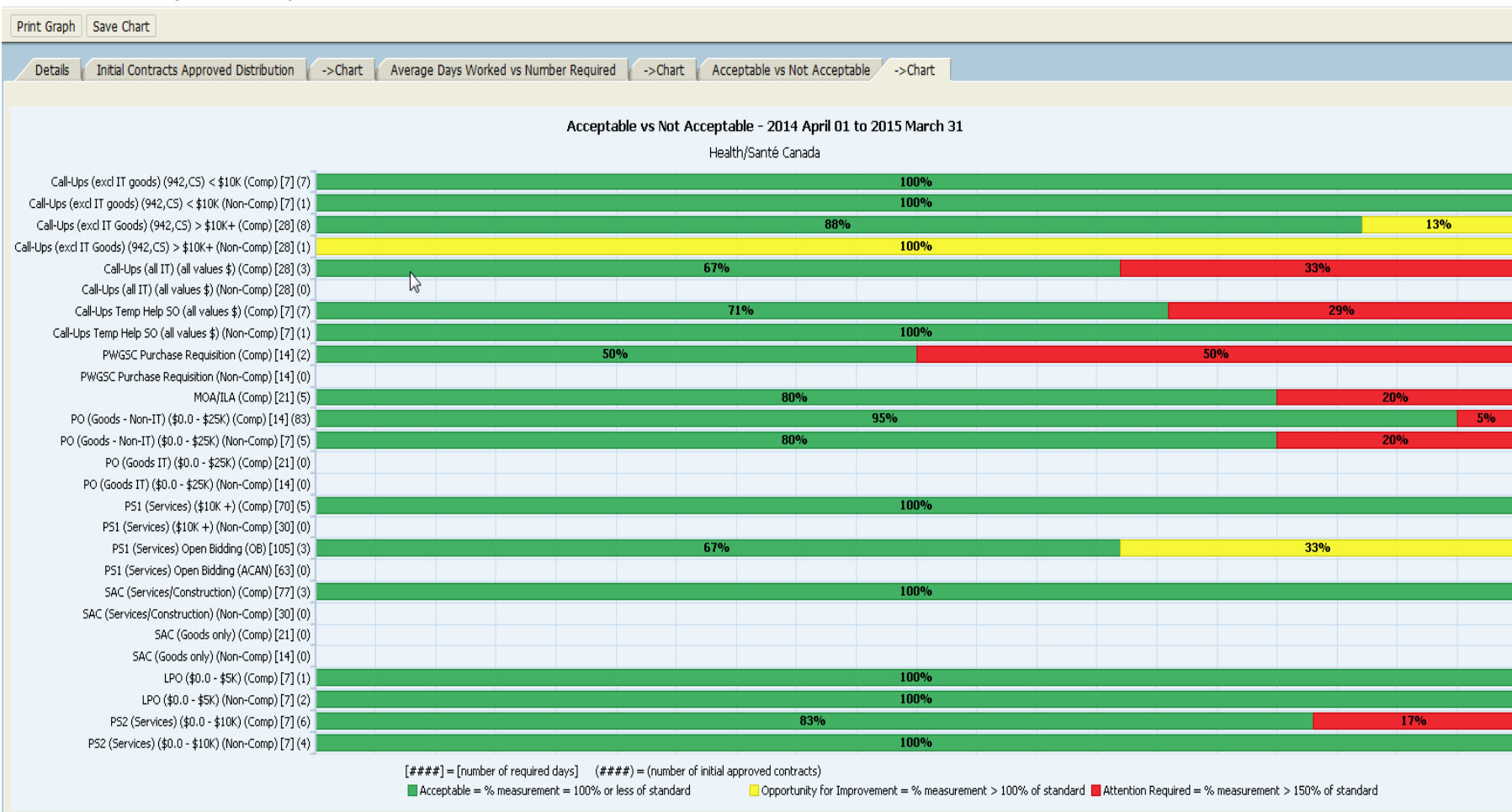
## Service Standard Reports - Health/Santé Canada



\*Not real results – Data provided for illustration purposes only.

# Procurement Service Standards\*

## Service Standard Reports - Health/Santé Canada



\*Not real results – Data provided for illustration purposes only.

# Questions

