



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Implementing the New Management, Resources, Results Structure (MRRS)

Linking resources and results

IM/IT Conference

Feb 24th 2005

Canada 



Growing Pressure to Change.....

- Canadians demanding greater accountability and transparency
- SFT priorities are significant horizontal policy and management issues (health, Aboriginal, security, etc).
- Commitments to change the way government works:
 - Increased role for Parliament
 - Launch of ongoing ERC government-wide reviews and Budget 2004 reallocation targets

Ministers recognize that strengthened public management is critical to advance policy priorities



Current and Future Environment

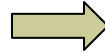
Current

Management focus largely on dollars and inputs:

- Weak performance information; tied to inputs not outputs and results
- Reallocation and budgeting done on an incremental basis, usually across the board cuts

Planning and information focussed largely at departmental level:

- Little standardized information to support horizontal management
- Challenges in collaboration across departments on priorities



Future

More balanced perspective including priorities and performance

- Information systems link resources to results
- Continual review and realignment of resources to priorities

Promote 'whole of government' management system:

- Comprehensive horizontal information
- Support for collective planning and resource (re)allocation

Information is a key driver for management renewal.





New Management Approach

- Implementation of the “**Management, Resources, Results Structure (MRRS)**” to replace the 1996 PRAS Policy
- To reflect how the organization is structured and how it is managed. Composed of:
 - Strategic Outcomes
 - Programs linked to strategic outcomes (PAA)
 - Actual and planned resource information for each element
 - Performance measures and results for each element
 - Governance structure
- The goal: capacity to assess results against resources used

A common information framework that serves multiple purposes



From PRAS to MRRS

OLD: PRAS

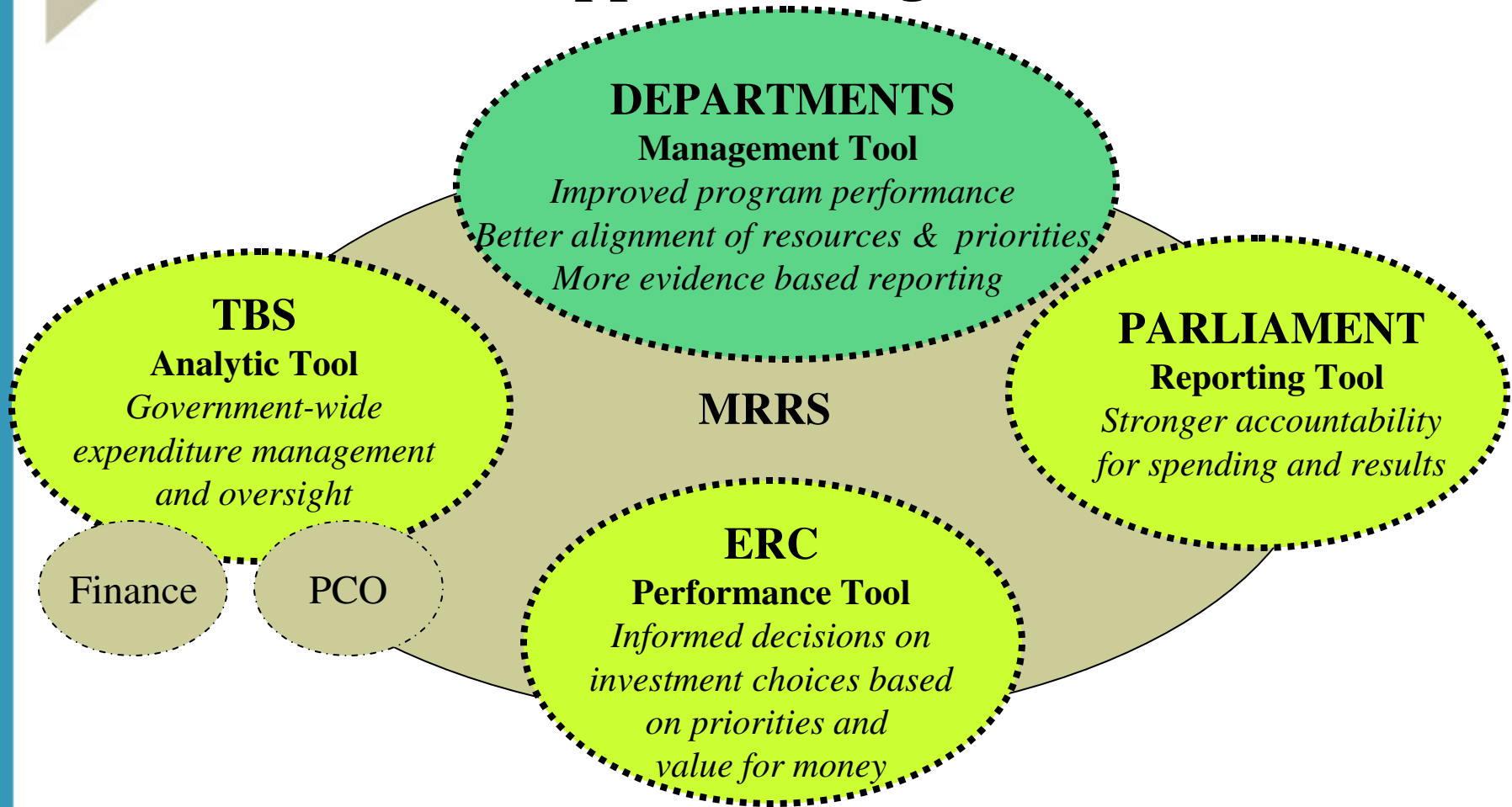
1. Resources organized according to departmental Business Lines
2. Weak alignment of resources and results
3. Lack of standardized information to support horizontal management
4. Reports to Parliament and central agencies do not reflect the way departments manage; results in weak accountability
5. Lack of timely and relevant information; transaction based not strategic
6. Multiple reporting requirements for departments, central agencies, Cabinet, Parliament

NEW: MRRS

1. Resources aligned to departmental and federal Strategic Outcomes
2. Performance and results for each activity
3. Comprehensive information that tells the story of spending and results at the appropriate level to support horizontal management
4. Internal operating aligned with reporting - strengthens accountability for resources allocated
5. Mature system will provide link between planned and actual (financial and non-financial) on a more timely basis
6. Single information platform for multiple uses (reporting, performance, accountability)



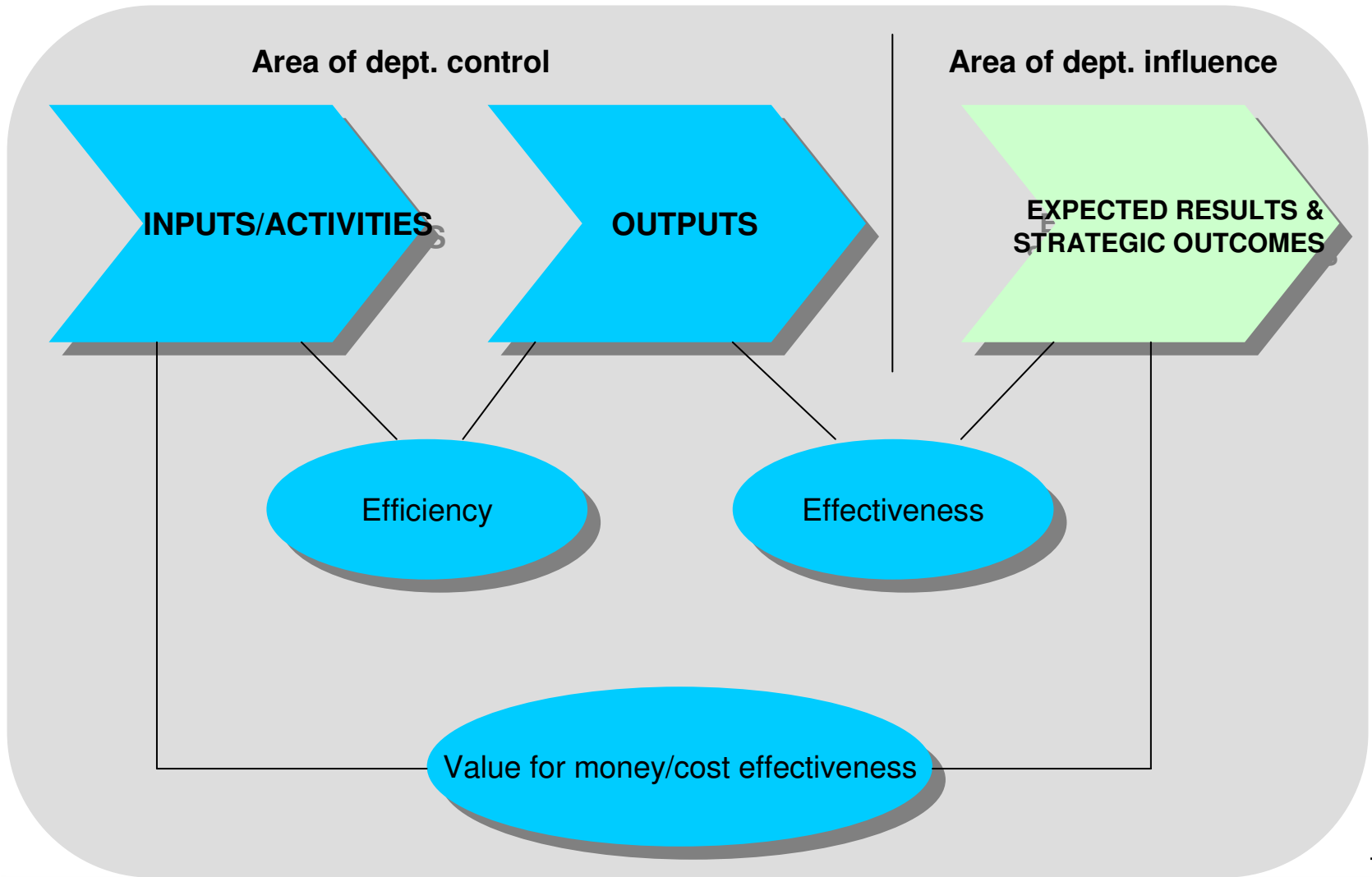
MRRS will Support Management Renewal



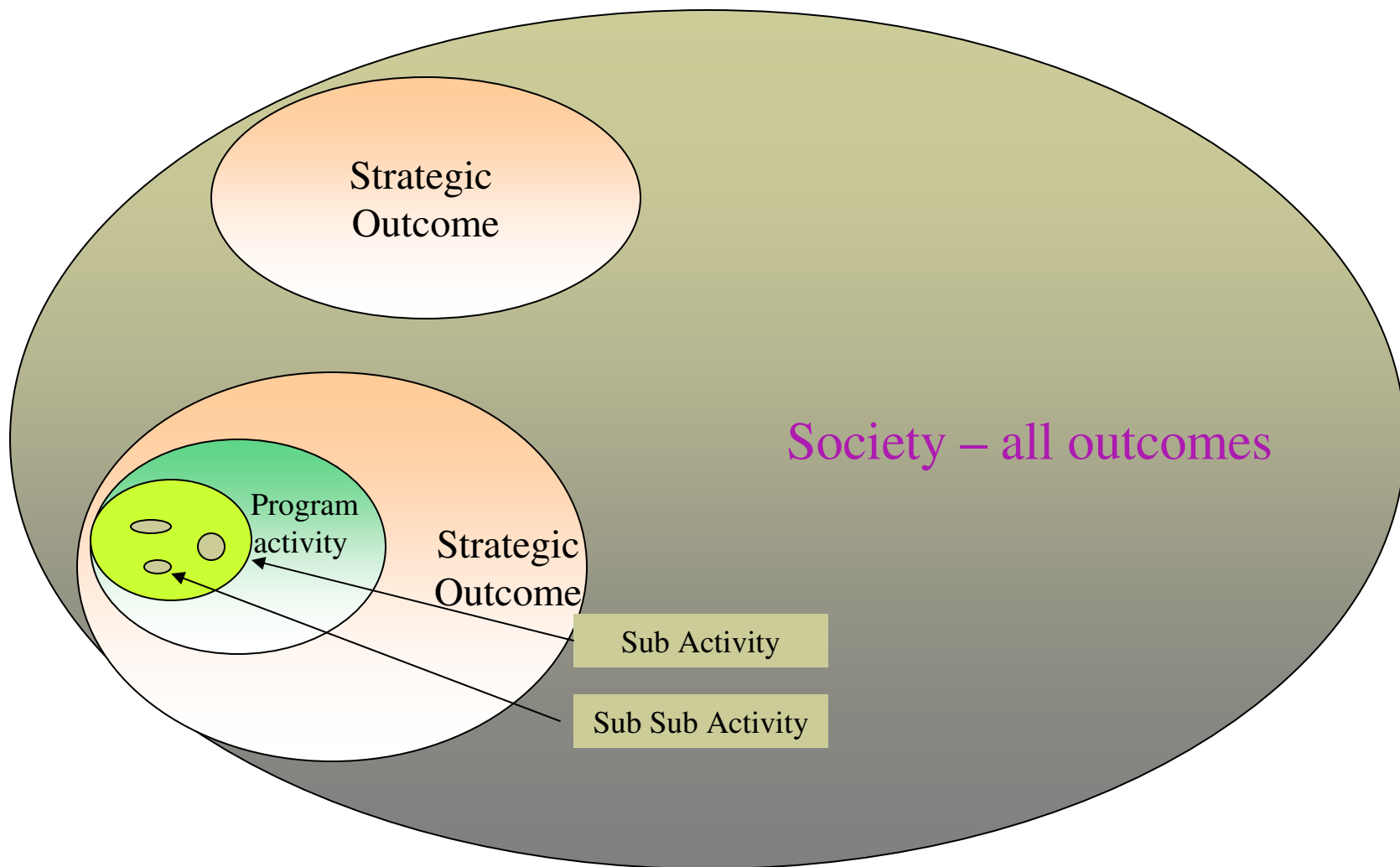
Progress at the departmental level across government will set the stage for improved reporting, resource realignment and oversight



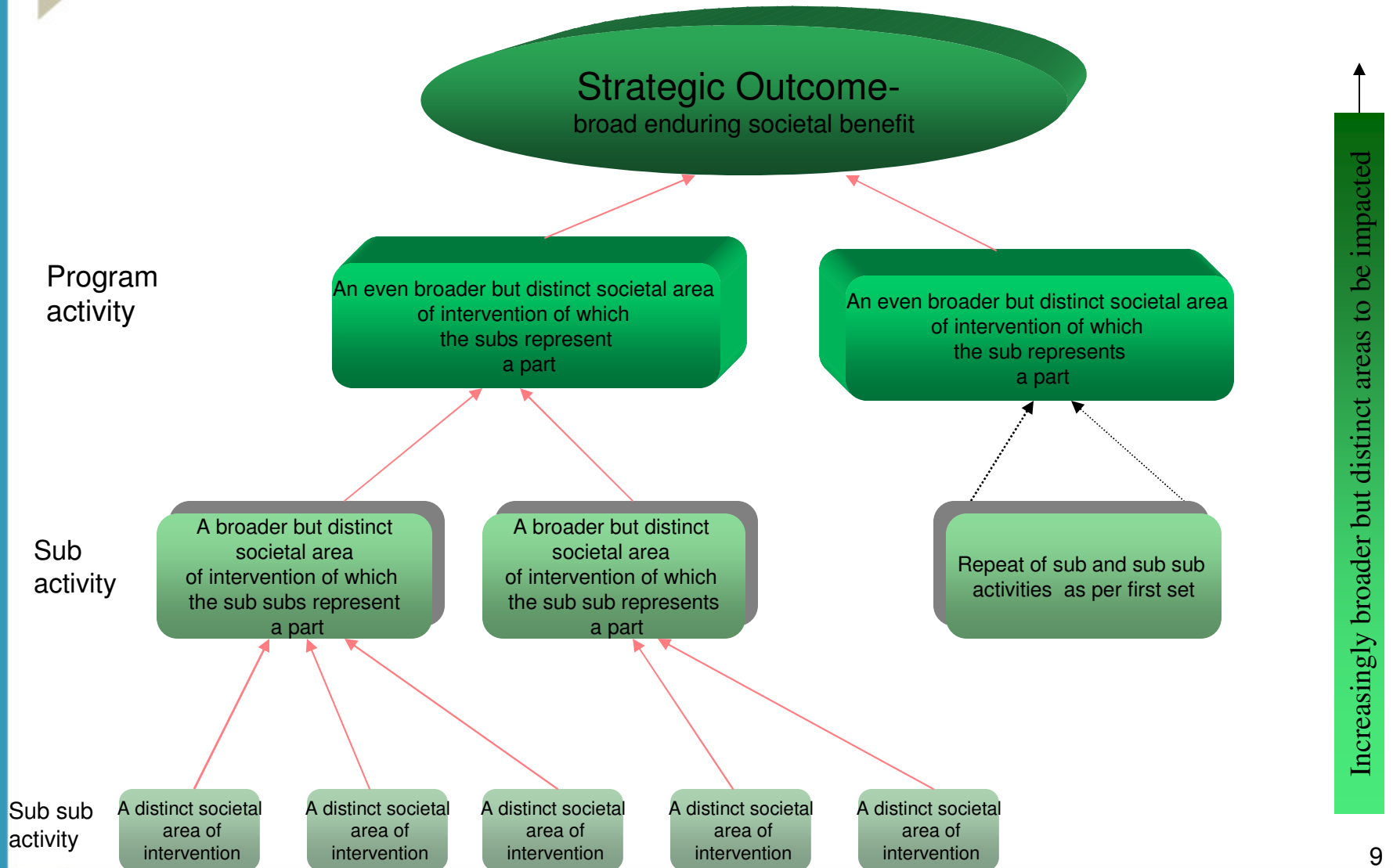
PAA model of activities to outcomes



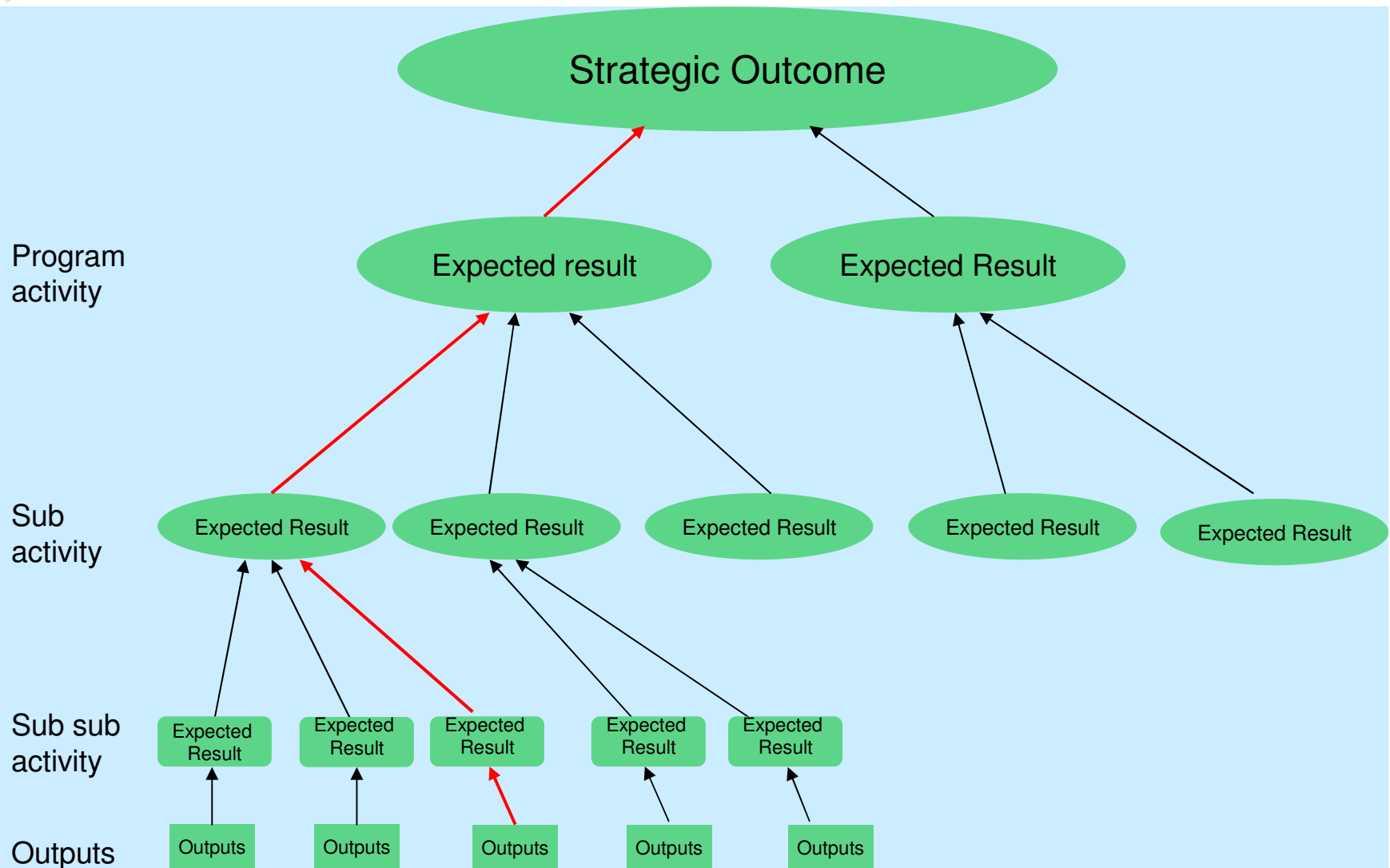
PAA graphic representation



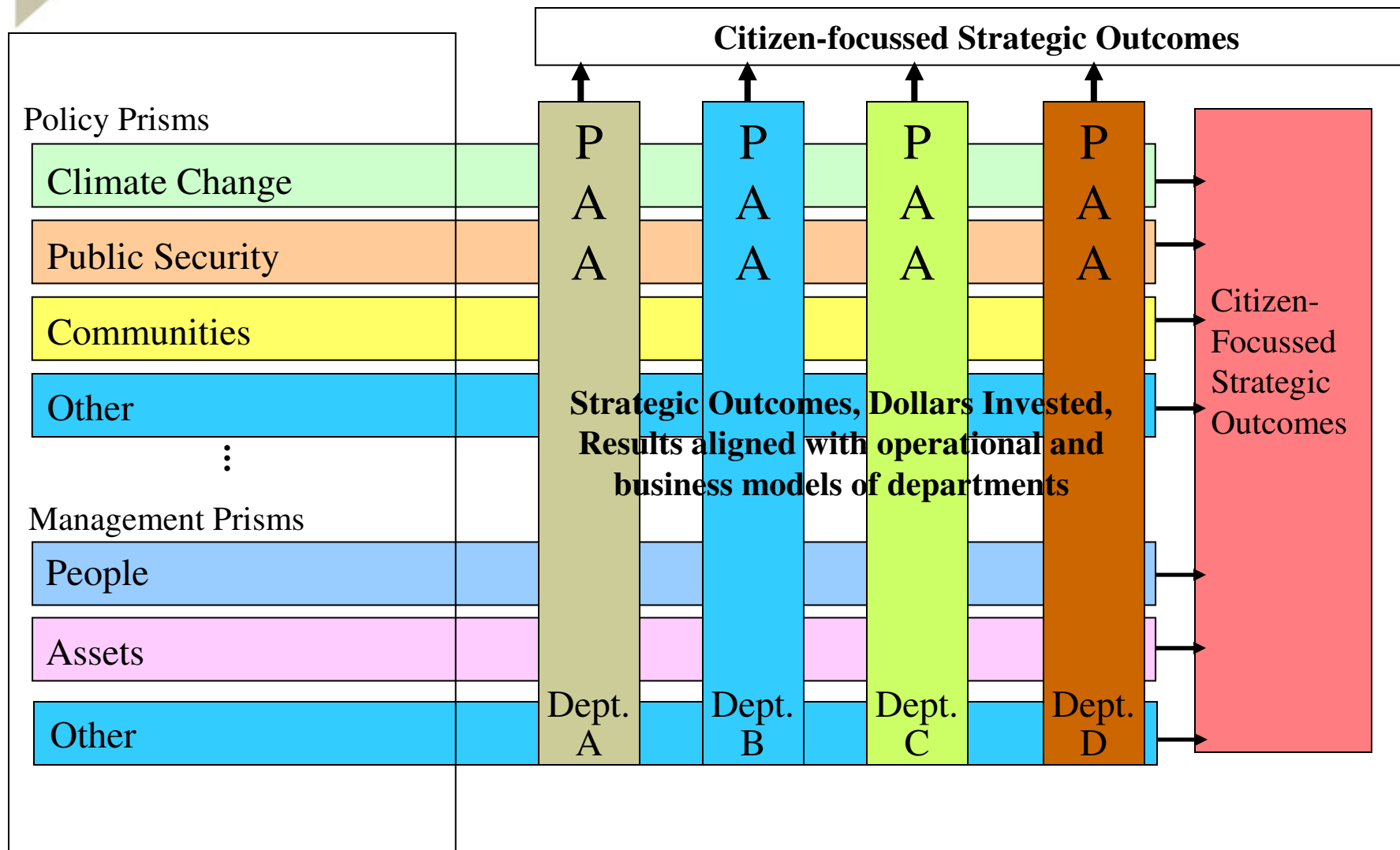
The PAA structure



The PAA results logic : a performance story



MRRS will Support Collective Management of Horizontal Issues





MRRS link to reporting

- The basis for RPPs and DPRs
 - Priorities to identify activities in MRRS that relate to them.
- Estimates documents based on MRRS structures
- Whole of govt reporting of financial and non-financial performance information
- Improved reporting to Parliament
- *Other possibilities....*



Analysis based on MRRS

- Basis to interpret and decide on TB Submissions
- General expenditure and trend analysis of program spending and results achievement
- Targeted evaluations and audits
- More in-depth analysis on what types of govt. interventions are more successful
- Many other possibilities....





The near future..

- Refine and improve performance measurement
- Extend measurement to corporate services
- Determine concrete ways to have accountability for outcomes
- Determine possibilities for results-based budgeting





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