



**Evaluation of Policy, Advocacy and Coordination Functions
Management Response and Action Plan
October 1, 2009**

| Recommendation | Action Plan | Responsibility | Expected Completion Date |
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| <p>1. The department should review and assess its performance measurement framework under PAC to determine and implement performance measures that cover the range of PAC outcomes.</p> <p>➤ Appropriate performance indicators incorporated within the departmental performance measurement system would ensure that results from PAC-related G&C and O&M projects can be reported in departmental performance reports.</p> | <p>In the context of WD's overall review of its Performance Management Framework, WD will examine its performance measurement framework for PAC activities and select appropriate performance measures that effectively capture and report on the range of PAC outputs and outcomes. Where possible, the number of performance measures employed will be reduced. Effective performance measures will allow the department to meaningfully report on both G&C and O&M projects.</p> | <p>Executive Director, Policy, Planning and Performance Measurement (PPM)</p> | <p>March 31, 2010</p> |



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| <p>2. The department should re-examine and clarify roles and responsibilities within and among the various PAC units at WD.</p> <p>➤ Findings indicated that among the issues examined in this evaluation, there was a relatively low level of stakeholder support for the effectiveness of the current structure for PAC activities. Among the issues identified were: lack of sufficient coordination/communication between regional offices, Ottawa liaison office and headquarters; lack of clarity between roles of regional offices, the Ottawa liaison office, and headquarters; and different PAC priorities from province to province.</p> | <p>WD has taken recent steps to evaluate and clarify roles and responsibilities for PAC activities in some areas. In March 2009 the WD Executive Committee approved Terms of Reference for a Directors, Policy Committee and for a Research Managers Committee. In September 2008 the department created and staffed the new position of Executive Director, Policy, Planning and Performance Measurement (PPM) in Headquarters. In February 2009 a new position of Director, Policy was created in the HQ PPM Branch and staffed in June 2009. Within the context of these changes, WD will examine issues identified in the evaluation related to the clarity of roles and responsibilities for various PAC activities.</p> | <p>Executive Committee</p> | <p>March 31, 2010</p> |



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| <p>3. The department should improve the frequency and extent of communications and coordination between PAC regional, the Ottawa Liaison, and the Corporate Policy, Planning and Performance Measurement offices.</p> <ul style="list-style-type: none">➤ The establishment and maintenance of a policy network where senior policy staff from each office meet on a regular basis, and convening an annual policy forum among the various policy units would help to improve communications and coordination. | <p>There are currently several policy networks and periodic meetings within WD that bring together policy staff to deal with both general and subject specific policy matters. These include the Directors' Policy group that meets by conference call bi-weekly and in person two to three times a year, and theme-based networks in areas such as Trade and Investment, Procurement/IRB's, Innovation, and Sustainable Development.</p> <p>The evaluation report notes that 87% of WD staff interviewed for the evaluation felt the lines of communication are adequate and effective. However, the report identifies several ideas for further improving communications. WD senior policy executives will examine these and other opportunities, such as the possible expansion or formalization of internal policy networks and an annual policy forum, including broader staff participation, to ensure adequate coverage of priority PAC activities and improve communications and coordination between units responsible for PAC activities within WD offices.</p> | <p>Executive Director, PPM and Directors Policy.</p> | <p>December 2010</p> |



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| <p>4. The department should develop and implement a communication strategy to disseminate the results of Research & Analysis projects.</p> <ul style="list-style-type: none">➤ A communication strategy developed and implemented across WD to disseminate the results of Research & Analysis conducted or supported within the PAC function would enhance the availability of research results to various stakeholders to influence policy decisions for Western Canada. | <p>The Executive Director PPM will work with the Policy Directors and Director, CMC in Ottawa to review existing dissemination strategies such as electronic mail-outs, the Knowledge Warehouse and periodic research videoconferences and examine new options and ideas in order to identify opportunities to improve the dissemination of the results of the department's research and analysis projects.</p> | <p>Executive Director, PPM, Directors' Policy, and Director, CMC Ottawa</p> | <p>March 2010</p> |



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| <p>5. The department should formally acknowledge that PAC functions play a supporting/enabling role in relation to the entrepreneurship and innovation, and the community economic development strategic objectives for WD.</p> <ul style="list-style-type: none">➤ The scale and scope of PAC activities positions them to support other key WD strategic outcomes, but playing that role does not require a separate strategic outcome for PAC activities. The department must consider how best to position the PAC functions within its current PAA.➤ As WD remains a major conduit for federal funding to Western Canada, a robust and well-resourced PAC function will be important to support new and existing programs and funds. | <p>The positioning of PAC functions within the department's Program Activity Architecture (PAA) will be assessed as WD reviews its overall PAA structure over 2009 and 2010.</p> <p>The importance of a robust and well-resourced PAC function is recognized by WD's Executive Committee, and the capacity of PAC activities and resources to support WD's mandate and priorities is a subject of ongoing review and periodic adjustment.</p> | <p>Executive Director, PPM</p> | <p>November 2010</p> |