

# LEXICON

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Accountability:	The obligation to demonstrate and take responsibility for performance in light of agreed expectations. There is a difference between responsibility and accountability — responsibility is the obligation to act whereas accountability is the obligation to answer for an action.
Activity:	An operation or work process internal to an organization, intended to produce specific outputs (e.g. products or services). Activities are the primary link in the chain through which outcomes are achieved.
Activity-Based Model of Communication:	An ad hoc approach to management in which the focus is on process and outputs, rather than driving toward a specifically intended result or change. There is no deliberate focus on performance, measurement or evaluation. Efforts tend to be fragmented, driven by the urgent, rather than the important, and disconnected from the core organizational objective.
Benchmark:	A point of reference that serves as a standard by which others may be measured or judged.
Effect:	Effect like impact is a synonym for outcome although impact is somewhat more direct than an effect. Both terms are commonly used, but neither is a technical term. For technical precision, Treasury Board Secretariat recommends that outcome be used instead of effect.
Evaluation:	The systematic collection and analysis of information on the performance of a policy, program or initiative to make judgements about relevance, progress or success and cost-effectiveness and/or to inform future programming decisions about design and implementation.
Goal:	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome. For technical precision, Treasury Board Secretariat recommends that Strategic Outcome be used instead of goal. See also Objective.
Impact:	A synonym for outcome. Both terms are commonly used, but neither is a technical term.
Indicator:	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
Innovation:	The process of converting knowledge and ideas into better ways of doing business or into new or improved products and services that are valued by the community.
Integration:	The state of combination or the process of combining into completeness and harmony.
Measurement Tool:	Any device used to measure or collect data on a variable. Examples include scales, questionnaires, surveys, interviews.
Message Architecture:	Core messaging to package a program/policy's value proposition in general and segment-specific fashions is a critical tool in the strategy development process.

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Metric:	A system of related measures that facilitates the quantification of some particular characteristic.
Objective:	The high-level, enduring benefit towards which effort is directed. The term is roughly equivalent to Strategic Outcome.
Outcomes:	An external consequence attributed to an organization, policy, program or initiative that is considered significant in relation to its commitments. Outcomes may be described as: immediate, intermediate or final, direct or indirect, intended or unintended.
Outputs:	Direct products or services stemming from the activities of a policy, program or initiative, and delivered to a target group or population.
Public Environment Analysis:	A rigorous process to gain a comprehensive perspective on a communications/marketing challenge and opportunity. The Analysis should be structured broadly to include public opinion research, stakeholder documents, Web content, media coverage, industry literature and public-sector initiatives.
Result:	The consequence attributed to the activities of an organization, policy, program or initiative. Results is a general term that often includes both outputs produced and outcomes achieved by a given organization, policy, program or initiative. In the government's agenda for results-based management and in Results for Canadians, the term result refers to outcomes.
Results-Based Model of Communication:	A comprehensive, life-cycle, approach to management that integrates business strategy, people, processes and measurements to improve decision-making and drive change. The approach focuses on getting the right design early in a process, implementing performance measurement, learning and changing, and reporting performance. Based on the work of Peter Drucker.
Strategy:	The art and science of directing a systematic plan of action toward a specific, intended result.
Strategic Consideration:	An insightful, value-added assessment of an issue rooted in a sound Public Environment Analysis. The strategic considerations tend to be forward-looking in charting a future course of action based on an analysis of the past.