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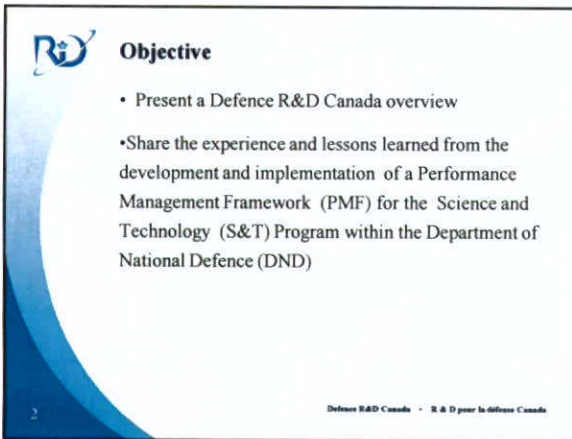
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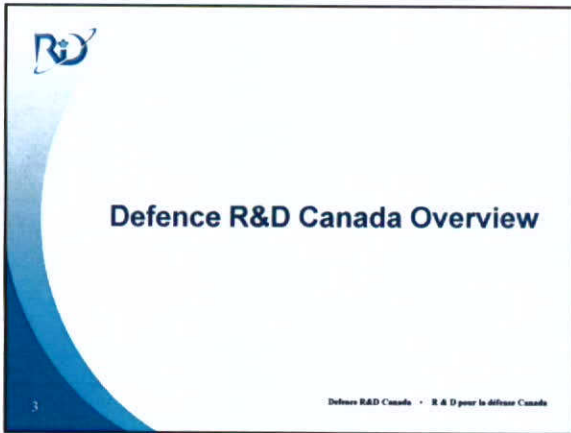
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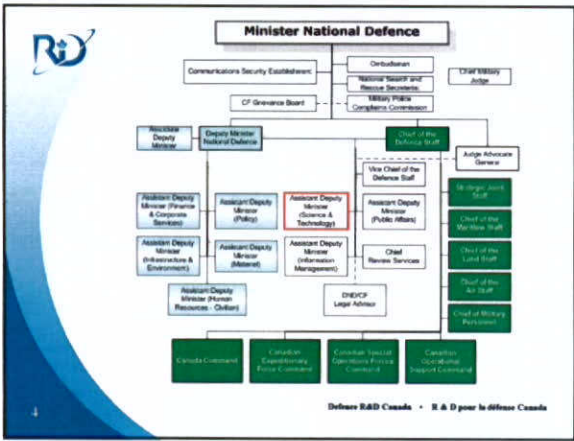
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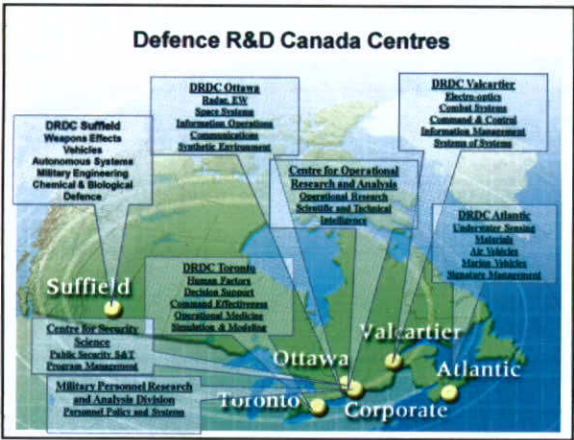
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**R&D S&T Program Resources**

- Total of 1740 Employees , 1240 Science Workers
- Annual Budget of about \$350 Million
- About 500 Canadian Industry R&D Suppliers

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## Designing and Implementing S&T Performance

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### Key Design Principles

- Aim for a single PMF for the entire organization (top/down and bottom/up)
- Integrated with DND/TBS Frameworks (PAA, MAF, ...)
- Pragmatic (80% solution now better than a future 100% solution)
- Not just for compliance but a true management decision tool
- Approach: Use a top-down and a system-view approach for the development of the PMF

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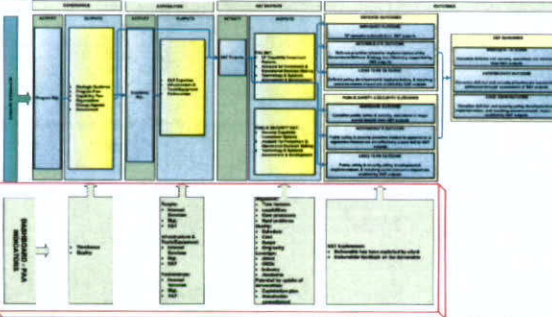
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### Logic Model – S&T Program



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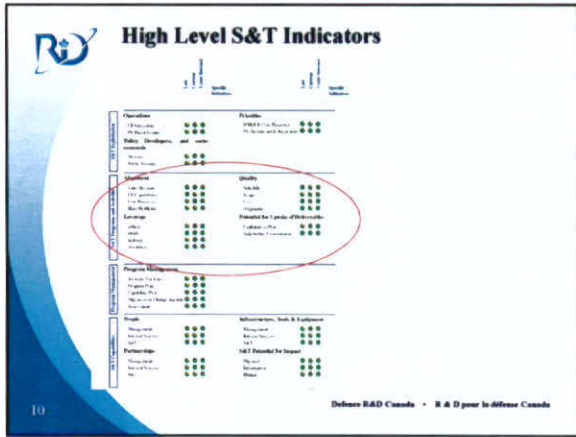
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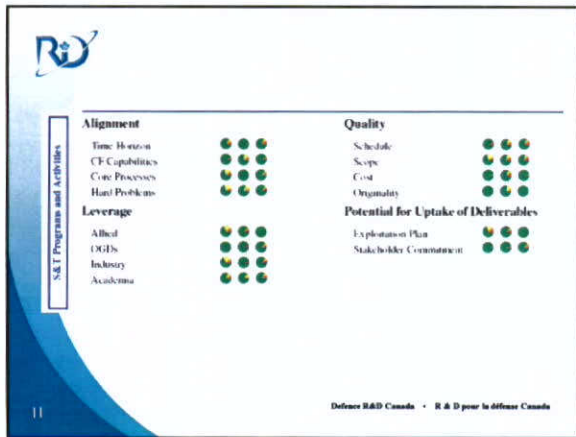
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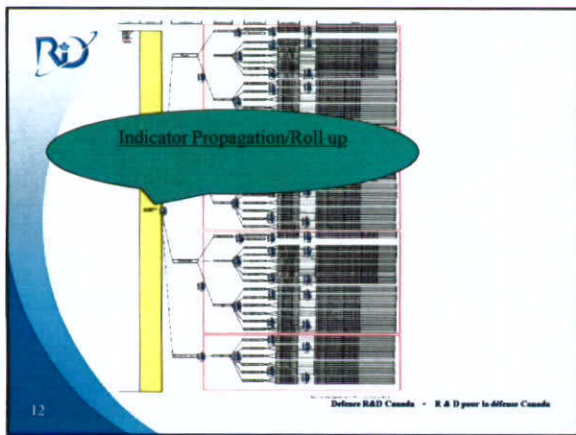
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### Lessons Learned

- Engage as often as possible the key stakeholders
- Stakeholders must see what is in for them (not just compliance)
- Ensure that feedback are incorporated ASAP
- Use/test the 'usefulness' of the PMF at the first opportunity
- Some challenges in integrating MAF
- Outcomes definitions/assessments in S&T

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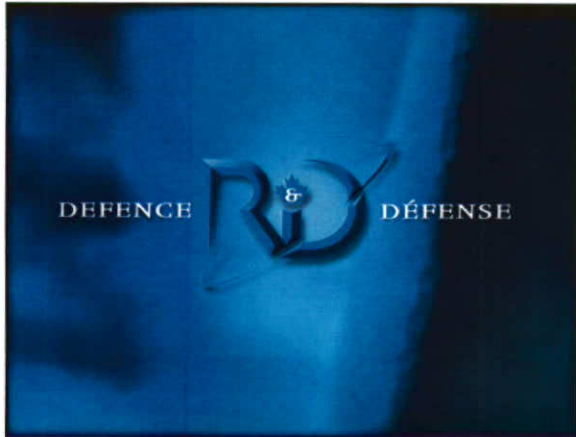
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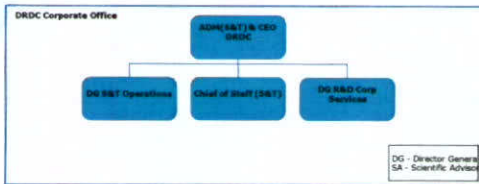
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### Defence R&D Canada Organization



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