

5. Quality of Analysis in TB Submissions

The organization puts forward Treasury Board Submissions with realistic options, well-identified risk factors and mitigation strategies, and appropriate context

Strong	TB submissions consistently exceed requirements for thoroughness, accuracy, clarity, and responsiveness, and reflect a sustained organizational capacity for analysis and quality assurance. As a consequence, the organization enjoys the confidence of TBS and merits expeditious consideration of its submissions by Ministers.
Acceptable	TB submissions consistently include adequate explanation, accurate information, and sufficient detail, meet acceptable standards for clarity and reflect the organization's responsiveness to TBS comment, commitment to consultation and capacity for analyzing options and implementation challenges. As a consequence, the submission process is efficient, and the product enables informed decision making by Ministers.
Opportunity for Improvement	While TB submissions present explanations for key elements, such as the selection of the favoured option and the resourcing strategy, these are not articulated in sufficient detail to permit full understanding, and inadequate quality control results in incomplete or inaccurate information. As a consequence, submissions may be delayed by lengthy exchanges with TBS and necessitate conditions.
Attention Required	TB submissions show no systematic consideration of the essential points, such as the rationale for the favoured option, or for the resourcing strategy, and little attention to the accuracy, thoroughness, and quality of the information and analysis presented. As consequences, submissions likely demand protracted exchanges with TBS, provide Ministers with inadequate advice, and necessitate conditions.

Evidence

1. Accuracy and reliability of supporting information in TB Submissions.

Strong	Supporting information in TB submissions is always very accurate, reliable, and complete, and the organization is highly responsive to TBS feedback.
Acceptable	Established capacity to assemble usually accurate, reliable and complete supporting information in TB submissions. And the organization has the capacity to respond effectively to most TBS feedback.
Opportunity for Improvement	Emerging capacity to assemble supporting information in TB submissions that is sometimes accurate and reliable, partially complete and emerging capacity to respond appropriately to TBS feedback.
Attention Required	Little or no capacity to assemble accurate and reliable supporting information for TB submissions and little or no capacity to respond to TBS feedback.

2. Quality, adequacy and soundness of analysis

Strong	Sustained demonstration of capacity to analyse the proposals, options and implementation requirements in TB submissions. The organization is highly responsive to TBS feedback.
Acceptable	Established capacity to analyse the proposals, options and implementation requirements in TB submissions. The organization has the capacity to respond to TBS feedback.
Opportunity for Improvement	Emerging demonstration of capacity to analyse the proposals, options and implementation requirements in TB submissions. Emerging capacity to respond to TBS feedback.
Attention Required	Little or no demonstration of capacity to analyse the proposals, options and implementation requirements in TB submissions. Little or no capacity to respond to TBS feedback.

3. Timeliness of consultations with TBS on TB Submissions

Strong	Consultations with central agencies are always planned and conducted in a timely manner with sufficient lead time.
Acceptable	Consultations with central agencies are usually planned and conducted in a timely manner with sufficient lead time.
Opportunity for Improvement	Emerging capacity to plan and initiate consultations with TBS with sufficient lead time.
Attention Required	Little or no capacity to plan to ensure adequate time to review TB submissions.

4. Presence of a quality control process on TB Submissions and the extent of its rigour and effectiveness

Strong	A highly rigorous and effective quality control process is followed for all TB submissions.
Acceptable	A generally rigorous and effective quality control process is in place and usually followed for TB submissions.
Opportunity for Improvement	A quality control process is sometimes evident and partially effective.
Attention Required	No quality control process is in evidence.