



Management Response and Action Plan

A - For inclusion in the report

The findings and recommendations of the Competition Bureau’s Advocacy Unit Formative Evaluation Report were presented to Competition Bureau management. Management has agreed with the findings included in this report and will take action to address all applicable recommendations by March 2018.

B - For follow-up purposes - Detailed actions to address the recommendations in the report

Recommendation	Planned Action on the Recommendation	Responsible Official (position)	Target completion date
<p>Recommendation 1</p> <p>The Bureau should review the Advocacy Unit’s mandate and develop a long-term strategic plan with the capacity of the unit and medium-to-longer-term objectives in mind.</p>	<p>Competition Bureau (“CB”) management will continue to review the mandate of the Advocacy Unit, build on the Bureau’s strategic plans and develop an advocacy strategy to ensure the medium to long-term viability and effectiveness of the Unit.</p> <p>Implementation of the advocacy strategy will be focused on enacting the Evaluation Report’s sub-recommendations #1(a) through 1(e), as described below. In developing the strategy, CB management will also decide on appropriate training or other measures to ensure that the Advocacy Unit has the required expertise to fulfill its mandate.</p>	<p>Associate Deputy Commissioner, Policy Planning and Advocacy Directorate</p>	<p>Develop an advocacy strategy by December 2017</p>
<p>Recommendation 1 (a)</p> <p>Determining the skills required to complete advocacy work, and assessing whether these skills are currently available within the</p>	<p>Agreed. CB management will develop an advocacy strategy, as referred to in Recommendation #1 above, containing:</p> <p>(i) an assessment of necessary skills to</p>	<p>Associate Deputy Commissioner, Policy Planning and Advocacy Directorate</p>	<p>Develop an advocacy strategy by December 2017</p>

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organization.	successfully carry out advocacy work; (ii) an inventory of identified skills and expertise within the organization; and (iii) a plan to build further skills and knowledge in areas such as machinery of government and outreach to regulatory and policy makers.		
<p>Recommendation 1 (b)</p> <p>Developing a unique communications strategy for advocacy work and consider including targeted work for engaging a wider audience on projects with long time horizons or a target audience outside of the program’s usual stakeholders.</p>	<p>Agreed. Communications plays an essential role in effective engagement. As part of its advocacy strategy, the CB will:</p> <p>(i) identify possible departmental and regulatory audiences for advocacy efforts;</p> <p>(ii) outline prospective new opportunities for regulatory interventions and informal advocacy work, such as participation on interdepartmental committees;</p> <p>(iii) explore new areas and stakeholder groups that the CB has not previously targeted and that would offer unique opportunities for advocacy efforts; and</p> <p>(iv) promote effective and long-term engagement with various federal and provincial regulatory bodies through</p>	<p>Associate Deputy Commissioner, Policy Planning and Advocacy Directorate and Executive Director, Public Affairs and Outreach Directorate</p>	<p>Phase I</p> <p>Develop an advocacy strategy by December 2017</p> <p>Phase II</p> <p>Develop a unique communications strategy, which will align with the advocacy strategy, by December 2018</p>

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	<p>consultations targeting the sectors and areas identified as advocacy opportunities in the mid-to-long term.</p> <p>Following the development of the advocacy strategy, the CB will develop a unique communications strategy for advocacy work including a plan for targeted strategies to be developed on projects with long time horizons or unique target audiences, which will align with the advocacy strategy.</p>		
<p>Recommendation 1 (c) Developing an engagement strategy for regulators across jurisdictions to further understanding of the competition lens and what the Advocacy Unit has to offer.</p>	<p>Agreed. The planned actions are detailed in the response to Recommendation #1(b) above, particularly (iii).</p>	<p>Associate Deputy Commissioner, Policy Planning and Advocacy Directorate</p>	<p>Develop an advocacy strategy by December 2017</p>

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<p>Recommendation 1 (d)</p> <p>Engaging an advisory committee to assist the unit in project selection and planning as well as networking and engaging key stakeholders.</p>	<p>Agreed. CB management will hire an outside expert to assist with identifying and developing options for such an advisory committee.</p> <p>The expert would help the CB identify its needs and available resources, and accordingly develop a number of options in terms of a potential committee's mandate, structure and membership. Once an option is selected, the CB will implement it.</p> <p>While options for the committee are being explored, the CB will continue to rely on the cross-Bureau, executive-level Major Enforcement and Advocacy Committee to independently review potential advocacy initiatives put forward by the Unit.</p>	<p>Associate Deputy Commissioner, Policy Planning and Advocacy Directorate</p>	<p>Phase I</p> <p>Identify and develop options for an advisory committee, as part of the advocacy strategy, by December 2017</p> <p>Phase II</p> <p>Implement the selected option by September 2018</p>

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<p>Recommendation 1 (e)</p> <p>Developing a policy on market studies in consultation with experts and key stakeholders and make it publicly available to clarify such matters as how projects are selected, what participants can expect and provide accountability and transparency on related research and results.</p>	<p>Agreed. The CB will enhance its public guidance on the conduct of market studies by posting written guidance on the CB's website to improve transparency and accountability for stakeholders.</p> <p>In the interim, the CB has taken steps to increase transparency and accountability by publishing public notices for its market studies, such as its ongoing study into the FinTech sector. Through such notices, the CB informs stakeholders of ongoing studies, clarifies the study's topics and goals, and provides opportunities for interested parties to feed into the process.</p> <p>In response to the Evaluation, the CB is reinstating the advocacy suggestion forms to its website to accept advocacy initiative suggestions from the public on an ongoing basis.</p>	<p>Associate Deputy Commissioner, Policy Planning and Advocacy Directorate</p>	<p>Develop guidance on market studies, as part of the advocacy strategy, and post on the CB's website by December 2017</p>

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<p>Recommendation 2</p> <p>Revise the program’s logic model and performance measurement strategy to better capture the requisites and results of advocacy work.</p>	<p>Agreed. The CB has created a working group to review how it measures its performance. The recommendations of this working group will inform both a review of the CB’s logic model and the development of a performance measurement strategy which will cover advocacy. Performance measurement will also be part of the wider advocacy strategy discussed in Recommendation #1.</p>	<p>Associate Deputy Commissioner, Policy Planning and Advocacy Directorate</p>	<p>Revise logic model by March 2018</p>