



Environment Canada's Management Framework

Vision

We want to see a Canada where people make responsible decisions about the environment; and where the environment is thereby sustained for the benefit of present and future generations.

Mission

To make sustainable development a reality in Canada by helping Canadians live and prosper in an environment that needs to be respected, protected and conserved.

		Business Lines			
		Clean Environment	Nature	Weather and Environmental Predictions	Management, Administration and Policy
Outcome	<p>Protection from domestic and global sources of pollution.</p> <p>(Assistant Deputy Minister, Environmental Protection Service)</p>	<p>Conservation of biodiversity in healthy ecosystems.</p> <p>(Assistant Deputy Minister, Environmental Conservation Service)</p>	<p>Adaptation to influences and impacts of atmospheric and related environmental conditions on human health and safety, economic prosperity, and environmental quality.</p> <p>(Assistant Deputy Minister, Atmospheric Environment Service)</p>	<p>Strategic and effective departmental management to achieve environmental results.</p> <p>(Assistant Deputy Minister, Corporate Services)</p>	
	Results	<p>Adverse human impact on the atmosphere and on air quality is reduced.</p> <p>The environmental and human health threats posed by toxic substances and other substances of concern are understood, and prevented or reduced.*</p>	<p>Biological diversity is conserved.</p> <p>Human impacts on the health of ecosystems are understood and reduced.</p> <p>Priority ecosystems are conserved and restored.</p>	<p>Reduced impact of weather and related hazards on health, safety and the economy.</p> <p>Adaptation to day-to-day and longer term changes in atmospheric, hydrological and ice conditions.</p>	<p>Strategic and integrated policy priorities and plans.</p> <p>A well-performing organization supported by efficient and innovative services.*</p>

Accountability and Matrix Management

Environment Canada adopted a matrix approach to managing its activities seven years ago with the move to a single Environment Program. Perhaps the most visible product of this change was the creation of its integrated Regions five years ago. Integration enhances the ecosystemic approach to environmental issues, and provides a single window to provinces, partners and citizens. Integration continues to be a key strategy of the Department and the new Management Framework is intended to solidify the gains made in this direction.

Matrix management means that senior management accountabilities are defined in more than one dimension; at EC, these dimensions are based on organizations and expected results. The Department is divided organizationally into five headquarters Services and five Regions, plus the Human Resources Directorate and the Corporate Offices. The four Business Lines and nine Key Results represent the results dimension.

Business Lines are the forums for setting national direction, ensuring national coherence in program delivery, establishing clear accountabilities for results across organizations, and tracking and reporting on performance against Business Lines and Departmental commitments. They also provide a shared context for managing Departmental resources.

The positions identified in this table are accountable for providing functional leadership to the Business Line. Functional leadership consists in building consensus and shared ownership among senior management colleagues on directions, strategies and priorities. The Environmental Management Board continues to make decisions and set direction on policies, resources, priorities and results for the Department as a whole.

Organizational leads (the Assistant Deputy Ministers and Regional Directors General) are accountable for the delivery of the results set out in the Business Line plans, and for management of their organizations. Staff continue to be accountable through organizational lines of authority.

Accountability for Results

Accountability in the public service was formerly understood as accountability for inputs and outputs, that is, for stewardship of resources and for delivery of direct products and services. In response to public demands, greater attention is being directed to results, particularly the benefits Canadians receive from federal programs. This new approach is challenging because public servants often do not have complete control over the factors that affect achievement of results.

Being accountable for results means demonstrating that the programs and actions of government make a difference. To do this, clear objectives should be articulated based on the expected results to be achieved through various programs, policies and services. Meaningful measures of performance should then be monitored, and progress in achieving the objectives reported in a fair and credible manner. Performance information should then be used to redirect efforts and provide lessons for future decision making.

* Reflects changes in wording of the results statement since approval of the Management Framework in November, 1998.

Planning, measuring and reporting performance is particularly difficult for science-based departments like Environment Canada. Changes may take decades to become visible and the connections between fundamental research and environmental change may be indirect. Much of the work of the department involves many partners, changing behaviours patterns and preventing harms of occurring — conditions that make it difficult to measure impacts or attribute results solely to the Department. Far from making performance measurement unworkable, these factors make it all the more essential to articulate a clear vision of success.

Environment Canada's performance measurement strategy is designed to provide meaningful information to Parliament and the public on progress toward departmental objectives. Measures of the state of the environment, reduction of harm to human health and safety, and economic efficiency — the ultimate outcomes of Environment Canada's programs — will continue to be developed and reported. More attention is being directed, however, toward measures of intermediate outcomes that help demonstrate the effects of the Department's activities. These measures will be supplemented with rigorous and qualitative assessments, surveys of public, client and staff opinion, program evaluations and special studies so that a complete and balanced picture of Departmental performance may be shown.