

# Organizing To Deliver Results

Few environmental issues today can be dealt with unilaterally, in a single-disciplinary fashion. Most require an approach that is multi-disciplinary and ecosystemic, that is, an approach which considers social and economic factors as well as the natural scientific dimensions of an issue. Furthermore, most environmental issues require the partnership and collaborative efforts of multiple jurisdictions and stakeholders.

In response to the increasingly complex nature of the public environmental agenda, Environment Canada has adopted a matrix approach to management. This matrix defines accountabilities for leadership on an organizational and functional basis. Using a matrix approach ensures that results are the focus of departmental planning and reporting, but also that these results are delivered in an integrated manner that respects regional differences. A more complete description of accountabilities within the Department is included in the Accountability Charter.

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**Environment Canada has adopted a matrix approach to management.**

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Environment Canada is divided organizationally into five headquarters Services, led by Assistant Deputy Ministers, and five Regions, led by Regional Directors General. The Departmental headquarters also includes the Human Resources Directorate and the Offices of the Minister and Deputy Minister. The organizational leads are accountable for the delivery of results as set out in Business Line plans and for management of their organizations. Environment Canada's regional offices have integrated the delivery of their programs across Service lines to enhance the ecosystemic approach to environmental challenges, and to provide a single window to the provinces, partners and citizens. The benefits of this approach are manifest in the growing importance and effectiveness of regional ecosystems initiatives and in many other less prominent, but still important, examples.

Functional management based on Business Lines cuts across this organizational structure to provide a focus on shared strategies and results. 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 Line and Departmental commitments. They also provide a shared strategic context for department-wide expenditure management.

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Business Line leads are accountable for providing functional leadership to the Business Line. The Accountable Positions identified in the Management Framework provide functional leadership at the level of Key Results on behalf of the Business Line lead. Functional leadership consists of building consensus and shared ownership among senior management colleagues on the directions, strategies and priorities of the Business Line, and in bringing solutions to the Deputy Minister (with strengths and weaknesses) when consensus cannot be reached.

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Under the new Management Framework, Business Lines are the focus for strategic resource decision making and accountability for results. Greater emphasis is placed on annual priority setting and allocation of resources in the planning year to minimize the need for reallocations during the operating year. Business Line plans include the contribution each organization (Region or headquarters Service) will make to the achievement of departmental results. These Business Line plans constitute contracts between senior managers for achievement of the established targets and commitments. Following the operating year, organizations report to the Business Lines on their performance as input into the next planning cycle. As a system of one-pass planning, Business Line plans and performance reports form the basis for the Departmental Performance Reports, Business Plans, and Reports on Plans and Priorities.

The new structure also provides greater assurance that resources allocated to Business Lines will be used to achieve Business Line results. Business Line leads are now expected to provide strategic management of Business Line resources to ensure results are delivered as efficiently as possible. Business Lines also have greater responsibility to deal with resource pressures during the operating year. Prior to making reallocations between Business Lines, organizations are required to demonstrate the need for such changes, and evidence of internal actions in response to resource pressures, to the leads of the affected Business Lines. Multi-year adjustments to the reference levels for Business Lines will be considered periodically, but in a context where the pressures faced by all Business Lines and organizations can be examined jointly.