

Introduction

Environment Canada adopted its previous Business Line structure in 1995 following Program Review. With this fiscal year, the Department has now implemented all Program Review decisions and begins managing within its new, substantially reduced fiscal framework. The experience of managing under these constraints has revealed several shortcomings in the previous structure. These include uncertainties in accountability for results, difficulties in using the structure for making resource decisions, and a lack of ownership and identification with the Business Lines. Environment Canada's Management Framework is intended to address these issues through the following changes:

Focus on benefits to Canadians

The previous structure included a Business Line that was devoted to strategies rather than to results, that is, on "how" results were to be achieved and not "what" these results should be. The activities included under the Greener Society Business Line are now integrated with the work of all four Business Lines. Building partnerships, communicating science and fostering capacity are essential strategies that every business line needs to consider in deciding how to achieve results.

Clearer senior management results accountabilities

Accountability for Business Lines and for Key Results in the previous structure was unclear both internally and externally. Environment Canada has adjusted its Business Lines to align accountability for functional leadership of the Business Lines to organizational accountabilities. This will strengthen the executive team's ownership of the Business Line, its strategies and priorities. Also, accountability for each Business Line and Key Result is now assigned to a single manager.

Stronger linkages between resource decisions and program performance

The previous structure was based on 11 Components and 47 Key Results. While this structure was useful in communicating the Department's performance to external audiences, its complexity led to internal inefficiencies and did not facilitate strategic management decisions. The

Department has simplified the results framework to more closely link resources to results, and to improve measurement of performance against these results. The financial information system is being adjusted accordingly to provide senior managers with the level of financial information they require for the strategic management of the Business Lines and to enhance the Department's capacity for modern comptrollership.

Continued improvement in measuring performance

Performance measurement in Environment Canada has largely been based on the Department's actions rather than on the impacts of those actions and the benefits they bring to Canadians. The new structure improves Departmental performance measures and describes a strategy for integrating performance information into management decisions.

