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5. **MAF**

www.tbs-sct.gc.ca/cmo_mfc

After the summer, blackout and hot temperatures, fall is coming and a busy agenda awaits us. Events, conferences, projects and workshops will keep CMD very busy to the end of the second phase of the Modern Comptrollership (MC).

Many questions are being asked regarding the Management Accountability Framework (MAF) and MC. For example: Is MC going to be phased out? Is the MAF replacing MC? Should we stop working on the MC for the benefit of the MAF? The answers to all these questions are NO, NO, NO! The MAF is built on MC, given that the four pillars (Values and Ethics, Results and Performance Information, Risk Management and Stewardship) of the MC provide the foundations for management excellence. We need these foundations to consolidate the basis to move on. "Managers cannot make responsible decisions without the MC's pillars," Mr. Blake, Executive Director of CMD reminds us. MC is as important to MAF as air is to our survival. These pillars will stay essential and a necessity in the implementation of the MAF.

In order to illustrate the transition toward the MAF and its interdependence with the MC, CMD has decided to modify the format of its newsletter. Many changes have been made. The newsletter is now divided by sections, each one addressing a MC pillar, a MC enabler, or other elements of the MAF. For example, this edition contains sections on results and performance, learning, and governance & strategic direction.

Also, the CMD has updated its colours. The CMD pink and gold banner has been replaced by the blue and grey tones of TBS.

This edition of the MC Info includes a brief summary of two reports: *Modern Comptrollership Initiative: A Progress Report on Government-wide Implementation* and *Integrated Risk Management Framework: A Report on Implementation Progress* which can be read and printed in PDF version by clicking on the logo. We also highlight findings of a project conducted by Industry Canada on barriers to implement MC within the federal public service. Finally, do not forget to take a few minutes to look at the Analysts' Corner where new portfolio managers are introduced.

CMD, as always, welcomes your comments on suggestions on the newsletter.

Views about Modern Comptrollership

Under the leadership of Industry Canada, and in partnership with HC and NRCan, a study, funded by TBS, was conducted to identify and better understand the operational and cultural barriers that impede the implementation of MC.

This report is based on the results of both qualitative and quantitative research, specifically focus groups, interviews with senior managers and a survey with managers and specialists. In total, 1,186 individuals responded to the survey.

In interpreting the results contained in the report, it is important to be mindful of the fact that the findings are not necessarily representative of the state of modern management practices in the federal government as a whole, as the research pertains to only three departments. While the findings of the report serve as a useful guide to implementing the MC initiative, in general, the results, as such, must be interpreted with caution.

Findings :

Progress, support and improvements attributed to MC :

- Improved communications
- Better assessment tools and practices
- More results-oriented
- Enhanced effort in partnerships with other agencies and organizations.
- Progress is reported in financial management, accountability, risk measurement, internal communications and performance agreements.

On the other hand, organizational support for improvement to management practices, skills and training, and access to specialist support are considered insufficient, largely due to a lack of buy-in from senior management. There is also a general lack of awareness and knowledge of tools in management of staff and resources.

Specific barriers to progress on MC Pillars

- **Risk-Assessment** - There is a lack of clarity and formalized tools with respect to risk assessment. The overall perception is that departments are averse to risk and that managers who take risks are not rewarded.
- **Performance Measurement** – Strong need for faster progress and enhanced communication/documentation on performance measurement: Senior managers find it difficult to identify an appropriate set of performance measures particularly when working with outside partners.
- **Values and Ethics** – There were few identified barriers for this pillar; however it is also considered the least tangibly connected to MC and the most controversial.

Consensus

MC provides a common frame of reference, particularly for new managers within the public service. MC signals a new emphasis on management, and has the potential to provide greater flexibility and guidance to managers. Yet awareness and knowledge of MC is uneven across participating departments. MC is not only commonly perceived as broad and overwhelming, it tends to be associated with the reform of financial processes. Detailed knowledge of MC tends to be concentrated among staff in financial and administrative areas.

Governance & Strategy

- **Control** – The right balance between control and results is always difficult to achieve. On the one hand, there is scrupulous attention to fairness, transparency and accountability, on the other, there is a demand for timeliness and responsiveness.

Summary of Barriers and Potential Solutions

A. Barrier: Lack of Understanding and Familiarity of MC:

Relatively few managers and specialists agree that they have a good grasp of the initiative and its purpose. Most do not feel plugged into MC and more than half feel they have neither the experience nor the training needed to implement MC within their units. MC is seen as too diffuse, nebulous and complex to implement in work units.

Solutions:

- Improve communication about MC and move the focus away from the financial aspect to the broader issues related to overall management, including issues of control, values and ethics, performance measurement and risk assessment.
- Provide detailed information about implementing modern management practices, i.e., examples of best practices and lessons learned, and celebrate the successes.
- Provide more concrete information about goals and rationale. Keep it basic and straightforward by breaking each section into manageable pieces.

B. Barrier: Good Management is not rewarded or recognized:

A major barrier to MC implementation is the lack of tools and information to manage effectively. The management function in the PS is seen as a second order priority that is not tied to rewards or recognition.

Solutions:

- Treat management as equal to other responsibilities, i.e., reward management and support decision-making and innovation. Send message that management function is a top priority and highly valued.
- Provide clear guidance and leadership, e.g., include MC in performance agreements.
- Improve existing tools (information, finance, and human resource management tools).
- Provide more professional development support, i.e., training and mentoring.
- Take MC from conceptual to a practical level by providing “how to” details and make the necessary tools for implementation more accessible (and available) to managers and specialists.

C. Barrier: Lack of Support from Senior Management

There is a sense that managers have not bought into MC because it is not tied to the performance agreements and pay of senior managers.

Solutions:

- Tie implementation of MC to performance agreements for senior managers.

Results and Performance

Assessing and Reporting on Modern Comptrollership

Assessing progress and reporting on modern comptrollership implementation represents good management practice and forms part of what Government does to account for the expenditure of public funds.

In support of this, the Treasury Board Secretariat (TBS) Comptrollership Modernization Directorate has developed, in collaboration with departments and agencies, two interim progress reports, with another report scheduled for March 2004.

Also, ongoing measurement and evaluation strategies have been developed as part of a Results-based Management and Accountability Framework for the Modern Comptrollership Initiative. Each of these is presented below, along with a brief description and relevant web links.

Interim Progress Reports

TBS has recently completed two reports on the government-wide progress in implementing improved management practices. The purpose of these interim progress reports is to highlight actions and identify trends in implementation of both Modern Comptrollership and the principles and concepts of the Integrated Risk Management Framework across government, and to identify any substantive adjustments to modernization efforts in the future.

These reports were presented to TB Ministers on June 18, 2003. They are available through the following web links:

- “*Modern Comptrollership Initiative: A Progress Report on Government-wide Implementation*” is available at: http://www.tbs-sct.gc.ca/cmo_mfc/resources2/mci_imc/00_e.asp; and,
- “*Integrated Risk Management Framework: A report on Implementation Progress*” is available at: http://publiservice.tbs-sct.gc.ca/rm-gr/irmf-cgir/2003-03-rprt_e.asp

Preparing these reports provided us with an oppor-

tunity to assess our collective efforts at strengthening the foundations of modern management and the challenges still to be addressed. They represent a valuable source of information for managers who want to get a quick snapshot of common trends, progress and the efforts underway; and allow for a comparison of the progress government-wide to that of individual organizations.

Modern Comptrollership Initiative: A Progress Report on Government-wide Implementation

This interim assessment shows that most departments and agencies are in the early stages of implementation, however, there has been progress in enabling change and modernizing government management practices. The executive level is paying more attention to management practices; performance information is improving; understanding of Modern Comptrollership concepts is growing; and, leading departments and agencies are putting in place the key building blocks to make integrated risk management meaningful to their organizations.

The reports also show, however, that sustained commitment is still required to fully implement the principles of Modern Comptrollership—to promote its practices, incorporate its concepts in core competencies, and build capacity.

Integrated Risk Management Framework: A report on Implementation Progress

This report outlines the findings of a review of the extent to which the principles and practices described in the Integrated Risk Management Framework are being implemented across the federal government. The report takes stock of progress being made in departments and agencies, and identifies early lessons learned and implementation challenges.

The report identifies three primary areas where de-

Results and Performance

departments and agencies are focusing their efforts:

- Developing a corporate risk profile – building a corporate picture of the threats and opportunities organizations face in carrying out their mandate.
- Building risk management capacity and capability – setting up the corporate infrastructure for integrated risk management, developing frameworks, policies and tools, building awareness, and training.
- Linking risk to strategic planning – using a strategic risk lens to look at corporate priority setting and resource allocation.

Departments and agencies that are progressing on these fronts find that these activities provide an opportunity to increase awareness, secure senior management engagement, build understanding of the benefits of managing risks more corporately, and provide a forum for more open dialogue about risks.

Four major lessons have been learned to date from departmental experiences. These are:

- Early and visible engagement of senior management signals organizational commitment;
- Early warning systems, based on corporate-wide priority setting and supported by clear lines of accountability and communication, position organizations to be proactive in managing risks in an integrated approach;
- Initial investment in raising awareness and building capacity fosters implementation and is further evidence of organizational commitment to integrated risk management; and
- Good risk management practices must be communicated throughout the organization.

The findings were also used to inform the section on sound risk management in the Modern Comptroller-ship Report. For more information on these reports, please visit the Risk Management Website at www.tbs-sct.gc.ca/rm-gr.

Results-based Management and Accountability Framework

The Results-based Management and Accountability Framework (RMAF) of the Modern Comptrollership Initiative is now available on our website at: http://www.tbs-sct.gc.ca/cmo_mfc/resources2/RMAF/RMAF00_e.asp.

Departments and agencies, as well as the TBS, can use this document to assess progress and evaluate results in achieving the changed management practices that are the goal of Modern Comptrollership.

The RMAF includes: a profile of the Initiative; a logic model; an ongoing performance measurement strategy; and an evaluation and reporting strategy. Its annexes include evaluation issues with related indicators and data sources from which organizations can choose in structuring their internal assessments or evaluations.

Let us know your comments and suggestions in the space provided along with the RMAF on our website. The RMAF is intended, as are all RMAFs, to be a “living document”. Your feedback will allow us, over time, to gain a better understanding of the ways in which the RMAF is practically applied and the results that stem from its implementation, to adjust it so that it is as useful as possible.

2004 Report

TBS is committed to producing a report on the status of government-wide implementation of modern comptrollership by March 2004, to coincide with the completion of Phase II of Modern Comptrollership. We are now concluding consultations with the ADM members of the Comptrollership Council on the issues they feel should be included in this report.

We will be providing you with further information as the work on this reporting project progresses, and **we welcome your input to this process**. Please contact Elizabeth Murphy-Walsh, Senior Director, Capacity Building and Corporate Reporting at (613) 957-4203 or Murphy-Walsh.Elizabeth@tbs-sct.gc.ca.

The Smart Border Declaration: Reducing the Risk

The Canadian Centre for Management Development (CCMD) was near capacity for the arm-chair discussion on “The Smart Border Declaration: Reducing the Risk”. The fact that this particular discussion was held on the second anniversary of the attack on the World Trade Centre seemed particularly appropriate, as it was this event which gave the impetus to develop this project. Two speakers came to share their experiences: Director of Operations, Graham Flack and Assistant Commissioner Denis Lefebvre, from PCO and CCRA respectively.

In his introduction of the session, moderator Alan Winberg gave a brief outline of Modern Comptrollership and how it would relate to the upcoming talk. He emphasized that, in addition to the obvious management of physical risk which was at the heart of the Smart Border Declaration, the initiative had to take into account many other types of risk and, as well, had to use effective management tools in order to respond quickly to the rapid change in the political environment and, ultimately, to succeed.

Graham Flack gave the background to the Smart Border Declaration, starting with the events of September 11th and how it changed the way the border was viewed. Drafted by Canada and virtually unaltered by the US, the Smart Border Declaration was signed on December 12, 2001 and included an action plan based on : the secure flow of people, the secure flow of goods, secure infrastructure, and information sharing and coordination in the enforcement of these objectives. The vision behind establishing the Declaration went beyond limiting damage to trade between Canada and the U.S. – its goal is to transform the border to enhance security, while at the same time also enhance the flow of economic goods. To do this, strict programs had to be put in place with clear deliverables. In his summation, Mr. Flack emphasized the im-

portance of clear goals and assigning clear accountability to meet those goals.

Denis Lefebvre discussed the role CCRA plays in both the Canada U.S. border, as well as in controlling the perimeter of North American continent. He linked many aspects of his talk to Modern Comptrollership as well as to effective management, emphasizing that risk management is at the heart of what CCRA does and that effective use of resources is key to their activities. As protecting Canada from terrorism and weapons of mass destruction is a top priority and this threat mostly comes from airports and seaports rather than the shared border, putting resources there rather than spending them on people and businesses identified as low-risk makes sense. With this in mind, Canada and the U.S. have formed strong links and work together to administer programs. An example cited was the program NEXUS which allows low-risk travelers to be pre-screened and registered to facilitate their crossing the border, allowing greater focus on high-risk or unknown travelers. Having strong joint programs like this already in place allow faster reaction and adaptation in times of crisis.

In closing, Alan Winberg again brought the discussion back into the context of Modern Comptrollership, emphasizing that in order to have achieved the success it has, the Smart Border Declaration has had to take into account:

- the financial and non-financial aspects that flow into projects;
- the importance of tasks, accountabilities and deadlines; and,
- the importance of motivated people

Learning

MC On line courses

TBS and CCMD would like to announce the release of the four remaining on-line courses in their 5-course Modern Comptrollership suite:

- *Effective Control of Public Resources*
- *Integrated Performance Information*
- *Integrated Risk Management*
- *Values and Ethics*

These courses focus on each of the four pillars of Modern Comptrollership, as outlined in the first on-line course, Modern Comptrollership: An Integrated Approach to Decision-Making, released in February 2003. All these courses are free to federal civil servants on CCMD's Campusdirect. The on-line course suite, or any of its five components, can be used as a stand-alone resource or as preliminary study leading to formal classroom learning. At present, the on-line courses Modern Comptrollership: An Integrated Approach to Decision-Making and Values and Ethics are pre-requisite reading for the corresponding CCMD classroom courses. Registration is required before accessing the on-line courses; however, once registration is complete access is simply a matter of logging in. Please click [here](#) for instructions for free registration. For additional information, please visit the Modern Comptrollership learning page on the following website: http://www.tbs-sct.gc.ca/cmo_mfc/learning_e.asp

Thematic Series

A Thematic Series on Modern Comptrollership:

“A Foundation for the Management Accountability Framework”

CCMD has organized a thematic series to assist Public Service managers in understanding and making operational the Management Accountability Framework.

The thematic series will be moderated by Alan Winberg of

CCMD and will consist of five half-day workshops focusing on the ten components that make up the Management Accountability Framework. Each workshop will be held in the O'Connor Room of the Sheraton Hotel in Ottawa and will begin at 10:00 a. m. and finish at 2:00 p.m. Lunch is included.

Wednesday, November 5, 2003

Governance & Strategic Direction
Results Performance

Friday, December 5, 2003

Public Service Values
Learning, Innovation & Change Management

Wednesday, January 7, 2004

Policy & Programs
Citizen Focused Service

Wednesday, February 11, 2004

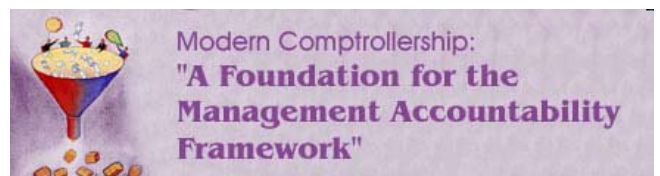
People
Stewardship

Wednesday, March 3, 2004

Risk Management
Accountability

Each workshop will focus on two components of the Management Accountability Framework, in order to:

1. *Identify within departments opportunities for and benefits of implementing these concepts;*
2. *Identify overcome obstacles for implementation;*
3. *Share common issues and lessons learned as they relate to the Framework.*



Learning

Conferences

The third annual Learning Summit!

October 29 & 30, 2003

The Learning Summit is an opportunity to learn from leaders in your midst and from around the world - leaders who achieve remarkable results for people and their organizations by daring to push the envelope. Building on the successes of the previous Summits, the Third Annual Learning Summit: "Dare to know...know to dare" will offer a host of outstanding presenters including:

Federico Mayor; Dr. Carol Goman; Goéry Delacôte; François de Closets; Nelofer Pazira



Third Annual Modern Comptrollership Fall Event

The major Modern Comptrollership community event of the year! The project phase of the Modern Comptrollership Initiative is scheduled to end in March 2004. The progress made so far is remarkable, with 94 departments and agencies well engaged and committed in the modernization of their management practices. It is now time to determine our next steps and to ensure that the investment made government-wide over the last three years continue to bear fruit. We need your views on what are the best approaches and strategies to ensure the sustainability and on-going strengthening of modern comptrollership and management practices. Here is your chance to exchange and network with colleagues who are facing similar issues and challenges in

implementing Modern Comptrollership and maintaining momentum in their departments and agencies. Come and join us! To register please contact Kelly Boville by e-mail or by telephone at 613-941-7196.

Training and Development Canada

Training and Development Canada is offering courses on risk management and MC (titles of the courses are below).

Introduction to Risk Management

Content:

- risk concepts (descriptions, categories and key factors)
- steps in a risk management process
- tools, techniques and processes for each step
- essential elements, expected results and benefits of integrated risk management

October 15, 2003 (E) NCR
October 29, 2003 (E) Edmonton
November 7, 2003 (E) St. John's
November 24, 2003 (F) NCR
November 27, 2003 (F) Quebec City

Modern Comptrollership

Content:

- the conceptual basis for modern comptrollership
- linkages with other Treasury Board initiatives
- implementation process and tools
- roles and responsibilities
- best practices

November 13-14, 2003 (E) NCR
January 13-14, 2003 (E) NCR
November 15-16, 2004 (E) NCR
January 10-11, 2005 (F) NCR

Analysts' Corner

This section is our chance to introduce some of our team members and portfolio analysts. If you have any questions, please contact them, they will be only more than willing to help. To find out the departments they represent go to our [Active Departments](#) page and follow the links.

New portfolio analysts have joined the MDC. This section presents two of them and lists the names of the other ones.

New analysts:

Blagovesta Maneva-Sleyman
Mariette Thomas
Martine Néron
Jacqueline Jodoin
Janet Wong
Shawna Cameron
Pascal Milly
Sonia Lemay



Sonia Lemay

Sonia Lemay has been on assignment with the Integration, Communications and Committee Support unit of CMD since May 12, 2003. Her home

department is Industry Canada, where she previously worked with Spectrum, Information Technologies and Telecommunications Branch. Sonia studied in Psycho-Education, Project Management and holds a master degree in Business Administration. She worked in the para-public sector as a program coordinator and in private sector as a consultant before joining the Public Service in 2001 with Industry Canada. Sonia is currently CMD's Portfolio Manager for Canadian Force Grievance Board (CFGB); Communication Security Establishment; NAFTA Secretariat-Canadian Section; Canadian Intergovernmental Conference Secretariat (CIC) and National Round Table for the Environment and the Economy.



Blagovesta Maneva-Sleyman

Blagovesta is currently CMD's Portfolio Manager for National Parole Board, Supreme Court of Canada, Office of the Commissioner for Federal Judicial Affairs, Department of the Solicitor General and the Office of the Correctional Investigator, Canadian Human Rights Tribunal, Canadian Human Rights Commission and the Law Commission of Canada, Office of the Information Commissioner, Privacy Commissioner Office, and National Battlefield Commission. She is also actively

Analysts' Corner

involved in a special project on Modern Comp-trollership Competencies.

Blagovesta has joined the public service in June 2001 as a MTP participant. Her first assignment was as a Project Manager, Communications and Marketing, Office of Dispute Management, CCRA, followed by an assignment in the Ottawa Tax Services Office as a responsible for a special project in Human Resources Strategic Planning and for a project aiming to create a coaching network for managers using technology.

Before joining the public service, Blagovesta taught Phonetics and Linguistics courses in the Department of Linguistics and Translation, Université de Montréal, where she was also responsible for Professional Training. Blagovesta was also a Research Associate in the Department of Psychology, McGill University, and had worked on research projects in Université de Montréal, Concordia University, Institut National de Recherche Scientifique – Télécommunications. In her “previous” life (before moving to Canada) she was a journalist and editor in chief of a publishing centre.

Blagovesta holds a degree in Philology (University of Sofia, Bulgaria), a Ph.D. in Linguistics (Université de Montréal) and a Post-doc in Language Acquisition (Université de Franche-Comté, France).

Blagovesta is married with one child.