

# MAF Elements and Indicators – 2003

## Public Service Values

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Through their actions, departmental leaders continually reinforce the importance of public service values and ethics in the delivery of results to Canadians (e.g. democratic, professional, ethical and people values).

Organizational integration of Values and Ethics through current key indicators: rate of harassment; rate of disclosure; and results of values and ethics indicators in PS employee surveys in 1999 and 2002

Public service employee survey analysis of survey results and key indicators of progress between 1999 and 2002 surveys

## Governance and Strategic Directions

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The essential conditions - internal coherence, corporate discipline and alignment to outcomes - are in place for providing effective strategic direction, support to the minister and Parliament, and the delivery of results.

Clear results outcome statements linked to corporate/government-wide priorities/departmental mandate stated in PRAS, RPP and consistency between RPPs and DPRs

## Results and Performance

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Relevant information on results (internal, service and program) is gathered and used to make departmental decisions, and public reporting is balanced, transparent, and easy to understand.

Capacity to link information on program resources and performance to Departmental strategic outcomes

Department shows leadership in results based management of horizontal initiatives

## Learning, Innovation and Change Management

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The department manages through continuous innovation and transformation, promotes organizational learning, values corporate knowledge, and learns from its performance.

Further to the results of the 2001 Census on the official language composition of Canada, where applicable, actions underway to assess the demand for services in both official languages

## Policy and Programs

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Departmental research and analytic capacity is developed and sustained to assure high quality policy options, program design and advice to ministers.

Evidence of commitment to strengthening policy and analytical capacity (e.g.: management tools in place)

## Risk Management

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The executive team clearly defines the corporate context and practices for managing organizational and strategic risks proactively.

Risk management approach in place to prevent control failures

## People

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The department has the people, work environment and focus on building capacity and leadership to assure its success and a confident future for the Public Service of Canada.

Compliance with TBS classification program to monitor departmental classification decisions and to report findings to TBS.

EX and non-EX Bilingual status

Evidence of value on promotion of diversity (e.g.: actions taken, progress towards EE targets, official language representation) and plan to address it

## Stewardship

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The departmental control regime (assets, money, people, services, etc.) is integrated and effective, and its underlying principles are clear to all staff.

Audit and evaluation plans exist, are reviewed by Sr. management team, and progress reported, evidence of commitment to build capacity in the departmental audit and evaluation function (% of recommendations responded to and implemented within reasonable timeframe)

Strategy for timely renewal of grants and contributions for full implementation of Transfer Payment Policy by March, 2005 (percentage of RMAFs and RBAFs completed)

Compliance with TB conditions

Mid-year report available on financial status, analysing high-risk areas and anticipated funding pressures, including re-profiling trends, in relation to reference levels by business line and major funding approvals (real and projected).

Financial reporting is timely, accurate and complete (e.g.: financial statements are submitted on time; history of carry forwards and lapses, presentation and contents of statements are professional, dealing with issues of coding, consolidation and reconciliation with CFMRS and presentation; and accounting for specified purpose accounts)

#### Procurement and Contract

Management Procurement program has a strong risk based approach to management and control with an effective regime of delegations of authority tied to knowledge and capacity and clear accountability and supported by explicit approaches to oversight in decision-making, monitoring and ongoing review. (e.g.: review committee in place)

#### Asset Management

An accurate and complete real property inventory including where relevant contaminated sites

An integrated and up-to-date long term capital plan in place

#### Information and IT Management

Departmental IM/IT vision and strategy exists and is being implemented with effective governance of the investments...(e.g.: Proportion of IT spending controlled by CIO, and responsibilities of senior executive charged with information management /overseeing MGI Policy implementation)

### **Citizen-focussed Service**

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Services are citizen-centred, policies and programs are developed from the "outside in", and partnerships are encouraged and effectively managed.

Progress made in implementing on-line services

Partnerships with departments serving the same clients to implement client-centric, whole of government, multi-channel service delivery strategies

Departments sets and informs clients of service delivery standards and client satisfaction improvement targets and measures client satisfaction with service delivery on a regular basis for major programs and, these results guide department service improvement strategy

### **Accountability**

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Accountabilities for results are clearly assigned and consistent with resources, and delegations are appropriate to capabilities.

Compliance with financial authorities and delegations

What 'program activity' breakdown does the deputy use for management purposes within the department, regardless of whether they differ from the approved PRAS business line structure? Within the overall funding levels approved by the Treasury Board for the department, what funding

levels are allocated to each program activity? What results is the deputy prepared to be accountable for achieving for each program activity within the existing level of resources allocated? How are these results to be measured?

Performance agreements reflective of Clerk's priorities, and management practices (e.g.: HR, financial management, etc), and evidence that agreements are actively used (e.g.: distribution of performance pay within each category)