

Modern Business Management

Corporate Action Plan
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Atlantic Canada
Opportunities
Agency

Agence de
promotion économique
du Canada atlantique

Canada



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President's Message



Since 1987, the Atlantic Canada Opportunities Agency (ACOA) has been working in partnership with the people of Atlantic Canada to create economic growth and business opportunities in the region. Through its broad range of programs and services, ACOA is investing in tools and resources that cultivate greater innovation, expanded trade, better business opportunities in smaller communities, and more skilled and knowledgeable entrepreneurial enterprises in Atlantic Canada.

ACOA recognizes that modern business management practices are critical to support these goals. The government-wide Modern Comptrollership initiative, referred to as the Modern Business Management Initiative within the Agency, is about fostering a culture of concern for public funds and an appreciation of the full costs of our decisions. It is about streamlining procedures and processes in order to provide service to our clients at the lowest cost. It is about attaining a balance between control and service to clients while maintaining a focus on results.

To that end, ACOA officials have identified and are working on a number of major initiatives in the areas of risk management, public reporting transparency, planning and performance measurement, service quality, business process improvement, workplace of choice, and financial costing and reporting. These initiatives are consistent with modern management principles and should contribute to the creation of an environment and culture consistent with those principles.

Management improvement does not only concern mega projects, it is about making small improvements as well. Some of the smaller projects being initiated within the Agency include the creation of a manager's staffing toolkit, an orientation package for new employees, a directory of corporate services, and a manager's handbook, as well as the the installation of suggestion boxes throughout the Agency.

In simple terms, my goal is to see that the Agency continues to be an organization that delivers quality service to the public, integrates financial and performance information into its decision-making, and takes appropriate risks in an environment that values the contribution of employees and fosters their development.

Another key to successful comptrollership is a vision of the organization that is clear and widely understood. I am confident that ACOA's vision will provide a framework and focus for the effective implementation of the Modern Business Management Initiative.

Executive Summary

The government's commitment to putting the needs of citizens first is a challenging one. Allocating scarce resources while continuing to offer quality service and value for money requires improved management framework and techniques.

ACOA is participating in a government-wide initiative called Modern Comptrollership, an evolution focussed on the sound management of resources and effective decision-making. Within the Agency, this initiative is referred to as the Modern Business Management Initiative (MoBMI).

In the context of MoBMI, ACOA has committed to improving its management practices and capacity in the following critical areas:

- Integrating its planning processes and performance information;
- Business process improvement and service quality;
- Risk management; and
- Enhancing the workplace and workforce.

To support these critical areas, the Agency will be actively involved in:

- Providing leadership commitment and increased accountability;
- Increasing external reporting transparency and improving internal communications;
- Increasing the availability of financial management information; and
- Providing a framework for modern comptrollership competencies.

These efforts will provide long-term benefits to the Agency's employees and the public it serves. Through this process, ACOA's goal is to become an organization that delivers quality service to the public, integrates financial and performance information into decision-making, and takes appropriate risks in an environment that values the contribution of employees and fosters their development.

For further details please refer to our Web site at <http://www.acoa-apeca.gc.ca/e/index.shtml> or contact us toll free at 1-800-561-7862, through facsimile at (506) 851-7403, or using the device for the Hearing and speech impaired (TTY) at (506) 851-3540.

Background

Modern Comptrollership is a management reform and philosophy involving:

- Public Service values;
- sound risk management;
- integrated performance information; and
- appropriate control systems.

It took its roots from the 1997 *Report of Independent Review Panel on Modernization of Comptrollership in the Government of Canada*. The Panel's mandate was to look at the current state of comptrollership in government, consider changes in the way government conducts its business, define the nature and the role of modern comptrollership as well as critical success factors needed to achieve this new role and the approach to take.

In 1998, the Government of Canada launched a pilot phase where 15 departments participated and tested the elements of Modern Comptrollership. The success of the pilot phase showed that Modern Comptrollership has a positive impact on decision-making.

In 2000, the government adopted a new management framework entitled *Results for Canadians*. The framework identifies six key management responsibilities of departments and agencies:

- To deliver effective, citizen-focussed services and programs to Canadians and to seek out partnerships where this makes sense;
- To manage for results, applying sound comptrollership practices, reporting on results to Canadians through Parliament, and engaging Canadians in the process of improving services;
- To spend in a disciplined and responsible manner, giving consideration to the integrity of programs critical to the public interest;
- To delegate decision-making authority to the appropriate level in order to achieve results, but in a way that ensures clear accountability, due diligence in the management of public funds and the capacity to report on actual results to higher authorities in the department.
- To develop and implement a modern departmental management agenda, working in partnership with the management board to improve performance in areas such as comptrollership, informatics and service delivery; and
- To promote public service values, leadership and the development of an exemplary workplace characterized by support for the employee, the encouragement of initiative, trust and communication, and a respect for diversity.

Modern Comptrollership is one of six major change initiatives identified in *Results for Canadians*, focussing on these key responsibilities. Modern Comptrollership represents a *long-term effort* to:

- develop standards and practices to integrate financial and non-financial performance information;
- properly assess and manage risk; and,
- ensure appropriate control systems.

Modern Comptrollership enables managers to be more aware of risks and challenges, to make decisions that are more informed, to strengthen control systems and performance monitoring of their organizations and programs, and, ultimately, to deliver improved service to Canadians.

But, modern comptrollership is more than this. It is about people and infrastructure. On the people side, roles and responsibilities related to comptrollership have evolved for managers and functional specialists. Government realizes that the people challenges are:

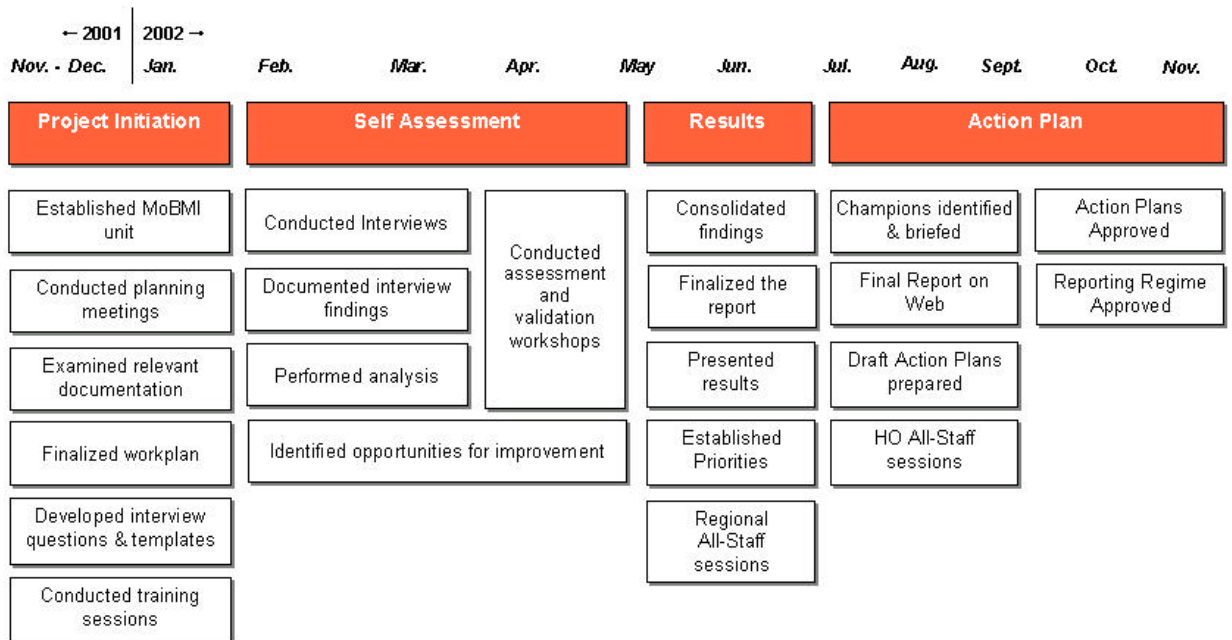
- To build awareness and acceptance of these changing roles and responsibilities;
- To articulate the requisite Modern Comptrollership competencies and skills;
- To self-assess the extent to which we meet the competency profile; and
- To develop learning plans to build the required capacity. ¹

In terms of infrastructure, organizations must create an environment conducive to modern comptrollership and provide the appropriate delegations of authority, mature integrated information systems, appropriate controls and tools to support their managers and functional specialists to manage in this complex reality. Modern Comptrollership is also about a different relationship between departments and agencies and the Treasury Board Secretariat as the Government of Canada's management board. ²

Modern Comptrollership at ACOA

In 2001, ACOA confirmed its participation in the government-wide modern comptrollership initiative and established a project management office. The Treasury Board Secretariat assigned Deloitte & Touche as the consulting firm to undertake the Agency's Capacity Assessment.

The approach taken by the Agency is summarized in the following chart:



¹ Last paragraphs of TBS Intro http://www.tbs-sct.gc.ca/CMO_MFC/intro/intro_e.asp
² Last paragraphs of TBS Intro http://www.tbs-sct.gc.ca/CMO_MFC/intro/intro_e.asp

The Capacity Assessment, along with other management reports and performance information, identified areas for improvement and set the foundation for the development of action plans. It is important to note that an organization cannot excel in every area. However, identifying high-priority areas is important in developing action plans that are properly aligned with Agency priorities. The primary objectives of ACOA's Modern Business Management Action Plan are to:

- address the priority areas and the key recommendations, identified in the Agency's Modern Comptrollership Capacity Assessment;
- reflect the actions underway and those to be taken;
- identify time frames, expected results, expected costs and the individuals responsible; and
- identify the methodology to be used to measure progress (reporting).

The Capacity Assessment

The objective of the Comptrollership Capacity Assessment was to carry out a comprehensive assessment of the state of modern management practices within the Agency. The Capacity Assessment was conducted within ACOA over the period January 2002 to March 2002, using KPMG's Capacity Check self-assessment tool. The assessment was conducted with the expert advice and assistance of Deloitte & Touche and covered the seven key elements:

- Strategic Leadership
- Integrated Performance Information
- Motivated People
- Mature Risk Management
- Clear Accountability
- Shared Values and Ethics
- Rigorous Stewardship

The Capacity Assessment covered all functions and organizational units within the Agency and involved different levels of managers across the organization.

Interviews

Interviews were conducted with 33 senior staff. All staff had the opportunity to provide input to the process and their comments were gathered through an electronic questionnaire. The completed electronic questionnaires were incorporated into the interview notes.

Additional Fact-finding Discussions

In addition to the formal interviews, the interview team conducted fact-finding discussions with functional specialists.

Validation

On May 7, 2002, a validation workshop was conducted with a representative sample of seven senior managers from across the organization. The objective of the workshop was to validate the information collected during the interview phase and determine the ranking for each modern comptrollership sub-element. Areas of priority were then identified to serve as the basis for action planning.

Reporting

The Capacity Assessment Final Report was presented to the Executive Committee on May 28, 2002. Based on the overall results of the assessment and the recommendations of the Validation Team, the committee accepted the Capacity Assessment, agreed to the preparation of a detailed action plan and approved ten Priority Areas.

General Findings

The overall Agency average ranking was 3.0, which represents « Good Management Practice ». The summary table below shows that ACOA is strong in Clear Accountability and Rigorous Stewardship. Specific areas where the Agency has established « Good Management Practice » include Strategic Leadership, Motivated People, and Values and Ethics. In addition to strengthening those areas, the Agency will have to advance the level of management practices in the areas of Integrated Performance Information and Mature Risk Management.

	1 Non-existent/ Undeveloped	2 Early Stages of Development	3 Good Management Practices	4 Advanced Practice	5 Industry Best Practice
Strategic Leadership			3.0		
Integrated Performance Information		2.6			
Motivated People			3.0		
Mature Risk Management		2.5			
Clear Accountability			3.4		
Values and Ethics			3.0		
Rigorous Stewardship			3.4		

Notwithstanding these summary results, ACOA has identified areas where effort has to be concentrated to improve management practices. The following table gives the detailed results of the Capacity Assessment:

Detailed Findings

	1 Non- existent/ Undeveloped	2 Early Stages of Development	3 Good Management Practices	4 Advanced Practice	5 Industry Best Practice
Strategic Leadership					
Leadership Commitment					
Managerial Commitment					
Senior Department Functional Authorities					
Planning					
Resource Management					
Management of Partnerships					
Client Relationship Management					
Integrated Performance Information					
Integrated Departmental Performance Reporting					
Operating Information					
Measuring Client Satisfaction					
Service Standards					
Evaluative Information					
Financial Information					
Cost Management Information					
Motivated People					
Modern Management Practices Competencies					
Employee Satisfaction					
Enabling Work Environment					
Sustainable Workforce					
Valuing Peoples' Contributions					
Mature Risk Management					
Integrated Risk Management					
Integrated Management Control Framework					
Clear Accountability					
Clarity of Responsibilities and Organization					
Performance Agreements and Evaluations					
Specialist Support					
External Reporting					
Values and Ethics					
Values and Ethics Framework					
Rigorous Stewardship					
Business Process Improvement					
Management Tools & Techniques					
Knowledge Management					
Accounting Practices					
Management of Assets					
Internal Audit					
External Audit					

Key Observations and Recommendations

The table below outlines Key Observations as indicators of gaps in management practices. Also featured are Key Recommendations or opportunities for improvement. Based on these observations and recommendations, ACOA identified ten Priority Areas. Other opportunities for improvement are being addressed individually on an ongoing basis under the “Low Hanging Fruit” umbrella. Modern Comptrollership recognizes the interrelationship between the seven core elements.

This is why most of the ten Priority Areas and some of the Low Hanging Fruit combine more than one of the seven core elements, thus having an integrated approach to addressing gaps and weaknesses.

Element	Key Observations	Key Recommendations	Addressed by
Strategic Leadership	The President is not yet able to report or make periodic representations to the Minister and central agencies on the extent to which the government-wide standard for modern management practices has been met in the agency because work on this has just started. Other than the people directly involved in the initiative, understanding of modern comptrollership is limited.	Continued support of MoBMI by senior management. There is a need for better awareness of Modern Comptrollership, and a need for training on Modern Comptrollership tools and techniques available in the Agency.	Priority Area 1 - Continued Leadership Commitment of this initiative. All-Staff awareness sessions were given in June and September 2002.
	In some cases, HR specialists are primarily transactional or process-oriented. Their roles have historically been reactive – this may be because of their “policing” role, often seen as enforcers or inhibitors. They are, however, sought for strategic and operational advice.	HR could be more proactive and should be involved to a greater extent in the development of new initiatives, and in liaison with regions to seek out issues or needs with regard to classification, staffing, training, etc.	Numerous “Low Hanging Fruit” have been defined to address issues related to HR. The DG HR is also reviewing HR functions to increase its integration with other Agency functions.
	Business plans are not consistently prepared throughout the Agency. There is confusion as to what document should be considered “the” plan. Many documents exist, each with its intended audience. There is no Strategic Planning Information System, and the monitoring of results against strategic priorities is, by-and-large, a manual process.	The planning process should be formally defined, enhanced where appropriate, and communicated to staff. The Agency should strengthen the link between resource allocation and strategic priorities.	Priority Areas 5 & 6 - Integrate the Planning Processes & Integrate Planning and Performance Information.

Element	Key Observations	Key Recommendations	Addressed by
	<p>Partnerships are used extensively for program delivery in ACOA. There is a concern that there is an over reliance on partners in program delivery. The terms and conditions of partnership agreements set out roles, accountabilities and expected results. However, the Auditor General has indicated that these are not clearly defined enough to facilitate appropriate monitoring.</p>	<p>There is a need to evaluate long-standing partnerships for effectiveness.</p> <p>More specific guidelines could be prepared for entering into various partnership arrangements.</p>	<p>The Agency is currently analyzing the weaknesses identified by the Auditor General with a view to bringing greater clarity and consistency to guidelines, and to assessing effectiveness and management of partnerships.</p>
<p>Integrated Performance Information</p>	<p>Specific results and measures have been identified, along with interim indicators and key performance indicators. Agency performance targets are formally reported on annually by program and by service line, which can be rolled up to a strategic priority level. However, these expected results and strategic outcomes are not used in an integrated way to manage expenditures or activities. There remains a need for manual data gathering and analysis. Performance measures are perceived to exist exclusively for external reporting.</p>	<p>Improve the integration of the planning and performance reporting processes.</p>	<p>Priority Areas 5 & 6 - Integrate the Planning Processes & Integrate Planning and Performance Information.</p>
	<p>Each project has measurable targets that can be tracked on a transaction basis. QAccess is a system that supports transaction tracking, but its use for this purpose is not consistent. Monitoring of service quality and efficiency is more prevalent on the commercial side of ACOA.</p> <p>The current systems focus on internal efficiency as opposed to client satisfaction. Although there is a corporate plan to regularly measure client satisfaction, regions have differing levels of client satisfaction monitoring.</p>	<p>An increase in the consistent use of QAccess or other system to track transactions, will result in improved data quality for better analysis.</p> <p>Increase consistency in collecting service quality information in program delivery. Assess the need for Service Quality Standards for all programs.</p>	<p>Priority Areas 7 & 9 - Continue to implement the Strategic Plan for Service Quality and Expand business process improvement initiative to all programs.</p>

Element	Key Observations	Key Recommendations	Addressed by
	A pilot project in the NB office is monitoring the efficiency and effectiveness of program delivery. This may lead to the establishment of Agency-wide standards. There are some internal service standards in the Finance, Legal, HR and IT areas related to levels of service to internal clients.	Review Agency programs and operations to identify areas where service standards could be established.	Priority Areas 7 & 9 - Continue to implement the Strategic Plan for Service Quality and Expand business process improvement initiative to all programs.
	Evaluation is seen as an integral part of program management. The Agency's Review Plan is developed considering the risk areas of the Agency and its strategic priorities. Evaluations are made public, and the results are integrated in external reporting.	Increase staff awareness of Agency evaluative information. Evaluation frameworks should be put in place for the Agency's strategic priorities and key initiatives.	Priority Areas 5 & 6 - Integrate the Planning Processes and Integrate Planning and Performance Information.
	Some interviewees viewed the financial system as complex and difficult to use. However, data warehousing, on-line financial information and the Executive Information System give great flexibility in accessing and developing reports to facilitate analysis. Finance and Program systems, while separate, are integrated.	Need to educate and train staff on the information and tools available in the Agency, and identify gaps. Investigate opportunities for greater system integration (Asset, HR, Finance, Programs).	A "Low Hanging Fruit" has been defined to address staff awareness and training on Agency information and tools. Information and Management Technologies (IMT) is currently involved in integration of Agency systems.
	Cost information by activity is not currently being tracked. Analysis of costs by activity is undertaken on an ad-hoc basis as necessary. However, there is a Salary Forecasting project planned for fiscal year 2002-03 that will provide a distribution of salary costs by activity.	Conduct study to determine the benefits of conducting activity costing of service delivery. Pursue the Salary Forecasting project.	Priority Area 10 - Increase the availability of cost management information and review the financial management reporting regime. Salary forecasting project is being implemented.
	ACOA is currently reviewing service delivery through Service Transformation using Business Architecture and Business Intelligence.	Pursue Service Transformation.	The interdisciplinary Office of Service Transformation and Government On-Line will provide a focal point for rethinking and improving service delivery.
Motivated People	Competencies identified through position descriptions and statements of qualifications are sometimes related to "modern management practices competencies".	Assess the need for formally defined modern management practices competencies at ACOA.	Priority Area 2 - Define the competencies for Modern Comptrollership in the Agency.

Element	Key Observations	Key Recommendations	Addressed by
	<p>Apart from Public Service Employee (PSE) surveys, employee satisfaction monitoring is done through less formal mechanisms. There are a number of less formal, ongoing indicators.</p>	<p>The results of PSE surveys will confirm if the less formal mechanisms are sufficient to get a clear understanding of employee satisfaction.</p>	<p>Priority Area 3 - Take action to ensure that the Agency becomes a "Workplace of Choice".</p>
	<p>There are pockets of good communication (especially in the regions). The culture of the Agency is very results-oriented, with great preoccupation with program delivery. This tends to result in communication taking a back seat. Some interviewees felt that the extent to which information is shared is usually a function of individual manager style. There are no formal incentives linked to performance, other than the EX performance pay.</p>	<p>The President has indicated that his goal is for ACOA to be in the top 100 workplaces of choice in Canada.</p> <p>Increase internal transparency.</p>	<p>Priority Area 3 - Take action to ensure that the Agency becomes a "Workplace of Choice".</p> <p>Priority Area 4 - Increase public reporting transparency and improve internal communications.</p>
	<p>Managers solicit input from staff to determine the reasonableness of workload. Unfortunately, it frequently occurs that good workers repeatedly receive more work because they are reliable. Many interviewees indicated that staff was overworked.</p>	<p>Assess feasibility of using the established service standards to better distribute workload.</p>	<p>Priority Area 3 - Take action to ensure that the Agency becomes a "Workplace of Choice".</p>
Mature Risk Management	<p>ACOA has no formal Corporate Risk profile, nor an Integrated Risk Management Framework. The Agency is very strong in risk management in the commercial programs.</p>	<p>Establish a Corporate Risk Profile and an Integrated Risk Management Framework (IRMF).</p>	<p>Priority Area 8 - Establish an Integrated Risk Management Framework as per TB Guidelines.</p>
	<p>Materiality is a consideration in establishing controls, and the controls are built into processes. The delegation of authorities instrument is understood, complied with and reviewed periodically. It is consistent with operating responsibilities and internal control.</p>	<p>Document an integrated management control framework consistent with the TB IRMF.</p> <p>Identify significant gaps and create action plan to address.</p>	<p>Priority Area 8 - Establish an Integrated Risk Management Framework as per TB Guidelines.</p>

Element	Key Observations	Key Recommendations	Addressed by
Clear Accountability	Responsibilities and accountabilities are generally clearly understood and well stated in job descriptions and work plans. Some interviewees indicated that employee performance appraisals are not being conducted on a regular basis.	Ensure that all employees receive an annual performance review. Performance agreements should include commitments to the principles of sound results management.	Two "Low Hanging Fruit" have been defined to address these weaknesses in Clear Accountability. The first is on the EX performance agreements, and the second is on employee performance appraisals.
	Quantitative and qualitative targets are included in performance agreements but typically they do not include financial or operational targets.		
	External reports are seen as necessary, but not always useful to internal staff.	Increase public reporting transparency both within and outside the Agency	Priority Area 4 - Increase public reporting transparency and improve internal communications.
Shared Values and Ethics	The Agency has a Code of Professionalism, which covers values and ethics; however, the majority of interviewees were not aware of the existence of such a document. Values and ethics are monitored informally.	Review current Values and Ethics document, adjust as necessary and re-issue to all staff. Implement process to regularly remind employees of values and ethics.	Priority Area 3 - Take action to ensure that the Agency becomes a Workplace of Choice. A "Low Hanging Fruit" has been defined to refresh ACOA's code of professionalism document.
Rigorous Stewardship	Informal sharing of best practices results in updating processes and manuals. Formal audits, reviews and evaluations also highlight areas of excellence and areas of opportunities.	Continuation of pilot project in NB on program delivery efficiency and effectiveness; based on results, implement improvement. Expand this to include other Agency programs.	Priority Area 9 - Expand business process improvement initiative to all programs.
	The Agency's approach is to take tools that have traditionally been in the hands of specialists and put them in the hands of users (data base, data warehousing, report builders, pivot tables, QAccess – both financial and non financial). This implies changes to the Agency's information management methods and training for users.	Survey staff to see if there are any tools that could help them in their work and decision-making.	A "Low Hanging Fruit" has been defined to address current Agency tools and identity gaps.

Element	Key Observations	Key Recommendations	Addressed by
	Audits, reviews and evaluations are formal vehicles to analyze, manage and share knowledge and best practices. Otherwise, knowledge management is informal through committees, workgroups, etc.	Increase the communication of best practices information and prepare a knowledge management strategy.	The Agency now has a Chief Knowledge Management Officer who is tasked to increase knowledge management at ACOA.
	Internal Audit should do more work in communicating results and recommendations to people who are affected by the audit and can act on recommendations. Managers would like better briefings.	Internal audit should conduct more briefings for affected staff.	Internal Audit now has strict guidelines for field debriefings and report debriefings.

Modern Business Management Target Levels

ACOA's target is to become a level 3.0, "Good Management Practices," in all sub-elements. But efforts will not be restricted to the sub-elements that are below the level 3.0; ACOA also will devote energy to areas that have already attained a 3.0 or higher to strengthen them. An integrated approach will be taken to improve management practices as a whole at ACOA.

Having said this, the next 18 to 24 months will be important in arriving at an improved state of modern management practices at ACOA. A second Capacity Assessment will be undertaken in December 2004, with in-depth analysis during the winter of 2005, to assess progress and adjust activities toward achieving the target levels.

Priorities

Based on the Capacity Assessment results, the Validation Team identified areas in need of improvement. The key areas for improvement were prioritized and approved by the Executive Committee. As a result of this process, ACOA will address the following Priority Areas:

1. Continued Leadership Commitment
2. Competencies for Modern Comptrollership
3. Workplace of Choice
4. Increased Public Reporting Transparency and Improved Internal Communications
5. Planning Processes
6. Integrated Planning and Performance Information
7. Quality Service
8. Risk Management
9. Business Process Improvement
10. Cost Management Information and Improved Financial Reporting Regime

Priority Area Descriptions³

1. Ensure Continued Leadership Commitment of this initiative.

Senior management should reiterate its commitment to the Modern Business Management Initiative and take action to follow through on identified improvement initiatives. The project team of this priority will contribute to modern business management by:

- Keeping Agency staff up-to-date and providing a central point of reference;
- Implementing Low Hanging Fruit to demonstrate progress;
- Amending Accountability Accords to include modern business management elements;
- Co-ordinating communication products, including articles in Agency newsletter and publication of pamphlets, as appropriate;
- Co-ordinating MC training sessions and Best Practices seminars;
- Reporting to Executive Committee, TBS, and Parliament;
- Encouraging promotion of Modern Comptrollership tools and techniques available in the Agency; and
- Conducting a follow-up Capacity Assessment.

2. Define the competencies for Modern Comptrollership in the Agency.

In consultation with the Treasury Board Secretariat, assess the need for formally defined Modern Comptrollership competencies for management positions in the Agency and develop appropriate training and staffing standards. The project team of this priority will contribute to modern business management by:

- Reviewing existing competency profiles;
- Analyzing feasibility/timing of formally defined competencies for ACOA. Forming a Project Team with representation from HR and other units;
- Developing a pilot competency profile that incorporates Modern Comptrollership elements, if a need is identified;
- Developing a tool for managers and staff to identify skills gaps;
- Providing in-house training sessions on specific Modern Comptrollership elements; other training requirements would be out-sourced;
- Reviewing pilot project with a view to expanding to include other groups in the Agency; and
- Conducting periodic reviews of competency profiles and training opportunities

3. Take action to ensure that the Agency becomes a “Workplace of Choice”.

Following the employee survey results, action should be taken in concert with the « Motivated People » recommendations to further enhance the Agency as an employer of choice. The project team of this priority will contribute to modern business management by:

- Creating an employee advisory committee;
- Developing and conducting an employee survey to provide for the benchmarking of ACOA as an employer of choice, and to identify employee priorities for improvement;

³ In order to clarify the original intent of some of the Priority Areas, the wording in their title and in their description (or "Objective") has been amended from the original Priority Areas as listed in the Capacity Assessment Final Report. In addition, the detailed Action Plans found in the Appendix are subject to change based on implementation experience and changing circumstances.

- Identifying specific actions to be taken to improve ACOA as an employer of choice through focus groups and the employee advisory committee; and
- Continuing to monitor progress in becoming and maintaining a Workplace of Choice using future Public Service Employee surveys.

4. Increase public reporting transparency and improve internal communications.

Identify information that should and could be made available to the general public and employees through the Agency's Web site and other mechanisms. The project team of this priority will contribute to modern business management by:

- Determining employee satisfaction with internal information flow, identifying gaps, documenting and promoting best practices to improve information flow;
- Identifying and categorizing the information produced in the Agency and currently available to the public;
- Reviewing formal Access to Information and Privacy requests and corresponding Agency responses;
- Reviewing informal requests for information and corresponding responses;
- Reviewing relevant legislation and identifying obstacles to information sharing with the public;
- Making a proposal for improved transparency for approval and support of Executive Committee;
- Developing an Agency policy / guideline on handling informal requests for information;
- Increasing communications with our clients – exploring mechanisms to share Best Practices and other useful information with our clients; and
- Communicating changes to staff and offering training, if required.

5. Integrate the Planning Processes.

Formally define the planning process, showing the relationships between related components and communicating the planning process to staff. Recommend enhancements to the process. The project team of this priority will contribute to modern business management by:

- Defining the current planning process at ACOA to clearly identify triggers, authorities, documentation and other elements of the planning processes;
- Reviewing specific government departments' planning processes;
- Analyzing the strengths and weaknesses of the Agency's planning processes;
- Identifying and recommending enhancements to the planning process for Executive Committee approval and support;
- Communicating changes to all staff; and
- Implementing improvements as outlined in Executive Committee report.

6. Integrate Planning and Performance Information.

Recommend improvements to integrate the planning and performance reporting processes. The project team of this priority will contribute to modern business management by:

- Identifying current performance measures that are being tracked manually;
- Validating the current performance measures and identifying new measures that would complement existing ones;
- Determining the data sources required to produce the performance measures;

- Conducting feasibility study and cost/benefit analysis of tracking the improved performance measures;
- Recommending to Executive Committee the automation of tracking these performance measures. Creating and implementing performance measures system;
- Training staff on the Agency's performance measures and indicators. Explaining the links that exist between the performance measures, the planning process, and their day-to-day work; and
- Exploring and expanding performance measures to areas outside of Programs (e.g. HR, Contracting).

7. Continue to implement the Strategic Plan for Service Quality.

Enhance the enabling work environment and clarify responsibilities to improve service quality to our clients. The project team of this priority will contribute to modern business management by:

- Measuring client satisfaction to identify areas/priorities for improvement;
- Measuring employee satisfaction as a mirror image of the client satisfaction survey;
- Developing and implementing a Client Service Improvement Plan;
- Developing a formal corporate complaint / redress mechanism for clients;
- Establishing an Agency tracking system to manage client complaints or concerns;
- Reporting to Executive Committee annually and offering staff training as appropriate; and
- Addressing training/skills development: Implementing a systematic corporate process of identifying service quality/program delivery weaknesses.

8. Integrated Risk Management Framework.

Establish an Integrated Risk Management Framework as per Treasury Board Guidelines. The project team of this priority will contribute to modern business management by :

- Defining risk management in the ACOA context;
- Reviewing risk management frameworks of other departments;
- Developing an ACOA template for use in reviewing/reporting on risk;
- Presenting the template to Executive Committee for approval;
- Training on use of templates to prepare submissions;
- Roll-up/reviewing submissions from regional offices. Executive Committee to discuss and review corporate and regional risks;
- Drafting an Agency Integrated Risk Management Framework and putting it forward for Executive Committee review, approval and support;
- Adjusting existing controls and developing new controls in the context of the Agency's Integrated Risk Management Framework; and
- Conducting training sessions for staff on the IRMF, the new and adjusted controls, and their role in managing risk at ACOA.

9. Expand business process improvement initiative to all programs.

Continue with current pilot project in New Brunswick to establish service standards. Review Agency programs and operations to identify areas where service standards could be established. Continue to implement Strategic Plan for Service Quality and assess the need for standards for functional specialists' internal service delivery. The project team of this priority will contribute to modern business management by:

- Co-ordinating Business Development Program (BDP) process mapping;

- Expanding / implementing process mapping approach to other core/programming activities;
- Establishing service standards for BDP;
- Exploring the feasibility of establishing service standards for other Agency programs and operations; and
- Assessing the feasibility of using the established service standards to better distribute workload.

10. Increase the availability of cost management information for better assessment of value for money of ACOA activities. Review financial management reporting regime.

Study the benefits of activity costing of service delivery and recommend appropriate action. Enhance the financial management reporting regime to facilitate financial management analysis and decision-making. The project team of this priority will contribute to modern business management by:

- Implementing a financial reporting project: identify the financial reports used by staff, improvements that could be made, and reports or information that are missing;
- Educating users on improvements or new reports and information through training sessions;
- Determining if missing information is available in a database, if it has to be compiled from scratch, and if the system is capable of capturing information;
- Determining specifications for new reports that have to be programmed, obtaining estimate cost for producing them, including user in designing and testing them;
- Promoting enhanced financial reporting. Providing training to potential users of new reports;
- Ensuring value for money of ACOA activities.
- Selecting a mix of people for the project team by identifying users of financial information;
- Considering various ways to allocate/cost financial information for both Programs and O&M. Assessing system capability to capture this information;
- Assessing cost/benefit of providing this type of costing information. Submitting analysis to Executive Committee for approval and support; and
- Based on cost/benefit analysis, developing an approach to collecting cost information at ACOA.

Other Agency Management Improvement Initiatives

Low-Hanging Fruit

In addition to the ten major priority areas that the Agency Executive Committee has embraced a number of smaller initiatives were identified during the Capacity Assessment that could be implemented relatively quickly. Seven such initiatives have been approved for implementation to date, and additional initiatives will be added over time. It was felt that these initiatives would show more immediate results. The initiatives currently being developed are:

- Include financial and operating goals and measures into performance agreements
- Review current Values and Ethics document; revise as necessary and re-issue to all staff.
- Install suggestion boxes in all regions and branch offices to provide a mechanism for persons working at ACOA to suggest improvements in work processes, management, etc. Investigate possible rewards for adopted suggestions
- Ensure that all employees receive an annual performance review.
- Review and revise an information kit for new employees.
- Develop a Manager's Tool Kit on Staffing for ACOA managers.
- Develop a listing on the ACOA intranet site of corporate services offered at ACOA. (e.g. preparing TB submissions, Request for Proposals).

Office of Service Transformation and Government On-Line

The need for Service Transformation is being promoted at the national level primarily through the Government On-Line project. ACOA recognizes the potential benefits of an integrated approach to serving clients and has strategically positioned itself to exploit various means such as electronic service delivery, to accomplish this. This integrated approach will require a rethinking of the service delivery models currently used by the various sections of ACOA. This is in line with Modern Comptrollership philosophy and supports the Priority Areas identified during the Capacity Assessment process. The result of these innovative integrated service delivery models will improve the quality and accessibility of services that clients receive from the Agency and will result in an approach that is more tailored to their specific requirements. Although major focus will concentrate on external service delivery, the Service Transformation office will explore internal service delivery as well.

This new, albeit temporary, interdisciplinary office will provide a focal point for different business managers to assist them in the process of rethinking service delivery. While the core team will be responsible for the direction and management of the overall initiative, employees from other sections will carry out and manage much of the work through projects generated within their sections. Several working groups and committees will be created encompassing employees from the various disciplines involved in the initiatives. These working groups will act as competency centres.

An example of a project under the Service Transformation office is the Knowledge Management and Operations project. It is being developed to better understand what decisions are being made in the Agency, who is making them, and what critical information is being used to make those decisions. This understanding will allow the Agency to determine if the right information is flowing, if decision-makers understand how to use it, and if the Agency has the right processes in place for internal and external service delivery.

At its head office and in each of its provincial offices in Atlantic Canada, ACOA has a GOL working committee that carries out extensive internal and external consultations with employees, clients, partners, and other stakeholders. The Agency continues to solicit client and stakeholder input and participation through its partnerships with the provinces, the Canada Business Service Centre Network, Community-Based Organizations, etc. Various client satisfaction surveys and studies will continue to be used to measure the expectations of partners, clients and internal staff in providing Web-based services. Surveys/consultations with respect to the GOL initiatives occur approximately every six months. Results from these are rated against our service delivery standards to help determine our priorities.

Knowledge Management

Knowledge is information in use. To manage knowledge is to apply intelligence to its creation and dissemination. In line with Modern Comptrollership objectives, ACOA will establish a foundation and develop a vision for the various levels of knowledge management:

- In level one, the focus is on the information. The intelligence goes into sequencing, cataloguing and organizing the information, then into delivering it through technology or other means.
- In level two, the focus is on creating information that can be used. The intelligence goes into carefully selecting the information for maximum benefit to the user, the organization or the audience.
- In level three, the focus is on infusing multiple intelligent points of control throughout the system that create and disseminate knowledge.
- And in level four, the focus is on stepping outside the knowledge management system to understand and attempt to measure its value, both from economic and social points of view. The value that knowledge management contributes is often referred to as "intellectual capital."

Knowledge management is a key component of Modern Comptrollership and is critical to such management practices as integrating and improving performance information, managing risks, and enabling a supportive work environment, to name a few.

Linkages

Link to “Results for Canadians”

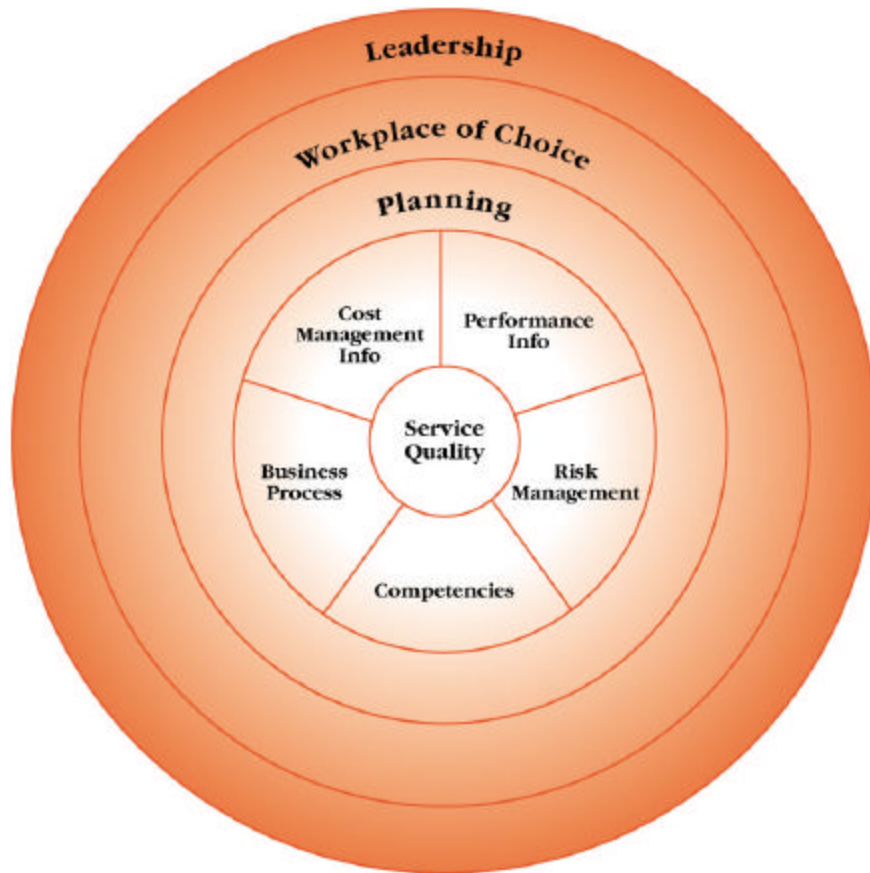
The table below illustrates the relationship between the Agency’s ten priority areas to the six key management responsibilities of departments and agencies outlined in “Results for Canadians”.

MoBMI Priority Areas	Key Management Priorities from “Results for Canadians”					
	Deliver citizen focussed services & programs	Managing for results	Responsible spending	Appropriate delegation ensuring clear accountability and due diligence	Develop and implement a modern management agenda	Promote Public Service values, leadership & develop an exemplary workplace
Leadership commitment	✓				✓	✓
MC competencies					✓	✓
Workplace of choice					✓	✓
Reporting transparency	✓				✓	✓
Integrate the planning processes			✓		✓	✓
Integrate planning and performance information		✓	✓		✓	✓
Implement service quality	✓				✓	✓
Risk management		✓	✓	✓	✓	
Business process improvement	✓		✓	✓	✓	
Cost management information		✓	✓		✓	

Link to HR Modernization

The Treasury Board is involved in an array of initiatives and activities to ensure that Canada has a world-class Public Service able to meet the challenges of the 21st Century. The Honourable Lucienne Robillard, President of the Treasury Board, confirms that departments and agencies are identifying ways to improve policies and procedures to ensure employees have the right tools at the right time. Some of the other initiatives underway to improve human resources management in the Public Service include: values and ethics, recruitment and retention, employment equity and learning. This is another example of the government supporting its commitment to build a stronger Public Service. Many HR Modernization components have similarities to Modern Comptrollership elements. Both the HR Modernization and Modern Comptrollership are converging toward a similar goal: to improve the way government operates.

Relationship Chart of MoBMI Priority Initiatives



Action Plans

During the summer and fall of 2002, eight members of the Executive Committee were identified as champions for one or more of the ten Priority Areas. They were responsible for the development of specific action plans, their implementation, monitoring and reporting on progress. The table below identifies the Agency Champions and the Project Leaders:

Priority Area		Champion	Project Leader
1	Continued Leadership Commitment of this initiative	President	Director, MoBMI
	Senior management should reiterate its commitment to the Modern Business Management Initiative and take action to follow through on identified improvement initiatives.		
2	Define the competencies for modern comptrollership in the Agency	D.G. – Human Resources	Director – Human Resources Development
	In consultation with the Treasury Board Secretariat, assess the need for formally defined modern comptrollership competencies for management positions in the Agency and develop appropriate training and staffing standards.		
3	Take action to ensure that the Agency becomes a “Workplace of Choice”	V. P. New Brunswick	D.G. – Human Resources
	Following the employee survey results, action should be taken in concert with the « Motivated People » recommendations to further enhance the Agency as an employer of choice.		
4	Increase public reporting transparency and improve internal communications	V. P. Newfoundland and Labrador	Director, Finance & Management Services, NL
	Identify information that should and could be made available to the general public and employees through the Agency’s Web site and other mechanism.		
5	Integrate the Planning Processes	V. P. Finance & Corporate Services	Director, MoBMI
	Formally define the planning process, showing the relationships between related components and communicate the planning process to staff. Recommend enhancements to the process.		
6	Integrate Planning and Performance Information	V. P. Finance & Corporate Services	Director General, Service Transformation and Chief Information Officer
	Recommend improvements to integrate the planning and performance reporting processes.		
7	Continue to implement the Strategic Plan for Service Quality	V. P. Policy & Programs	D.G. Operations
	Enhance the enabling work environment and clarify responsibilities to improve service quality to our clients.		
8	Integrated Risk Management Framework	V. P. Nova Scotia	Senior Economist, NS
	Establish an Integrated Risk Management Framework as per Treasury Board Guidelines		
9	Expand business process improvement initiative to all programs	V. P. Policy & Programs	D.G. Operations
	Continue with current pilot project in New Brunswick to establish service standards. Review Agency programs and operations to identify areas where service standards could be established. Continue to implement Strategic Plan for Service Quality and assess the need for standards for functional specialists’ internal service delivery.		

Priority Area		Champion	Project Leader
10	<p>Increase the availability of cost management information for better assessment of value for money of ACOA activities. Review financial management reporting regime.</p> <p>Study the benefits of activity costing of service delivery and recommend appropriate action. Enhance the financial management reporting regime to facilitate financial management analysis and decision-making.</p>	V. P. P.E.I. & Tourism	Manager, Business Programs and Corporate Services, P.E.I.

The preparation of the Action Plans adhered to the following principles:

- be open and transparent;
- engage all regions/branches;
- contribute to improved Agency decision-making and results; and
- demonstrate that the benefits outweigh the effort involved.

The Action Plans were submitted to Executive Committee on November 19, 2002. At this meeting, the plans were approved in principle along with the associated reporting regime. The Action Plans will be implemented over the next two years, after which a new capacity assessment will be undertaken to measure the extent of the progress the Agency has achieved and to identify further areas where improvements could be made. These plans are attached in the Appendix and will be updated over time.

Cost

The following table presents the current resource estimates for implementing the Action Plans.

Modern Business Management Initiative (MoBMI) Estimated Cost of Implementing Priority Initiatives at November 19, 2002

Priority	Description	Cost*			
		Development		Ongoing	
		Dollars (Excl. Salaries)	FTEs	Dollars (Excl. Salaries)	FTEs
1	Continued leadership commitment by actively making use of the results of the MoBMI	109,300	1.5	TBD	TBD
2	Define the competencies for Modern Comptrollership in the Agency	12,800	1.0	TBD	TBD
3	Take action to ensure that the Agency becomes a "Workplace of Choice" **	80,000	2.0	TBD	TBD
4	Increase public reporting transparency both within and outside the Agency	24,000	0.5	15,000	0.25
5	Integrate the planning processes	24,000	0.5	TBD	TBD
6	Integrate planning and performance information	130,000	2.0	20,000	1.0
7	Continue to implement the "Strategic Plan for Service Quality" **	64,000	2.0	TBD	TBD
8	Establish an "Integrated Risk Management Framework" as per Treasury Board guidelines **	30,000	1.5	20,000	1.0
9	Expand business process improvement initiative to all programs **	40,000	0.5	TBD	TBD
10	Increase the availability of cost management information for better assessment of value for money of ACOA activities	65,000	1.0	TBD	TBD
SUBTOTAL		579,100	13	55,000	2.25
SUBTOTAL of Priorities that were already being implemented or that are mandatory		214,000	6	20,000	1.00
TOTAL Incremental Priorities		365,100	7	35,000	1.25

* Costs are the best estimates at this time. Estimates will be regularly updated based on implementation experience.

** Priorities that were already being implemented prior to MoBMI, or that were mandatory by Treasury Board.

Reporting

A regular reporting regime has been established wherein quarterly written reports will be prepared and submitted to the Agency's Executive Committee. Oral reports will be made by two or three champions at every other Executive Committee meeting.

The costs of carrying out the Action Plans will also be tracked through the Agency's financial system in order to determine actual costs in relation to the estimated costs. The table below indicates the reporting regime for calendar year 2003.

Meeting Month	Formal Written Report on all Priorities	Briefing to Executive Committee	Priority Area
December 2002		V. P. New Brunswick	▶ Workplace of Choice
January 2003		V. P. Nova Scotia	▶ Risk Management
February 2003	✓	D.G. – Human Resources	▶ Modern Comptrollership Competencies
		V. P. P.E.I. & Tourism	▶ Costing and Financial Management
		V. P. Newfoundland and Labrador	▶ Reporting Transparency and Internal Communications
March 2003			
April 2003		V. P. Finance & Corporate Services	▶ Continued Leadership ▶ Planning Processes ▶ Integration of Planning and Performance Information
May 2003	✓		
June 2003		V. P. Policy & Programs	▶ Quality Service ▶ Business Process Improvement
July 2003			
August 2003	✓	V. P. Nova Scotia	▶ Risk Management
		V. P. New Brunswick	▶ Workplace of Choice
September 2003			
October 2003		D.G. – Human Resources	▶ Modern Comptrollership Competencies
		V. P. P.E.I. & Tourism	▶ Costing and Financial Management
		V. P. Newfoundland and Labrador	▶ Reporting Transparency and Internal Communications
November 2003	✓		

Communication Plan

It will be important to keep staff informed of the progress of the Modern Business Management Initiative as new and innovative management practices are initiated within the Agency. Communications will play a key role with regard to this aspect. The purpose of this communications plan is to provide communications messages, strategic considerations and a communications approach for the Atlantic Canada Opportunities Agency's Modern Business Management Initiative for the 2003/2004 fiscal year.

Communications Objectives

The objectives of this communications plan are:

- To increase the visibility of the Modern Business Management Initiative within the Agency.
- To explain the objectives, activities and results of the Modern Business Management Initiative.
- To explain the practices and principles of modern business management and demonstrate the benefits to staff.
- To position modern business management as the responsibility of all ACOA managers and demonstrate their important role in its successful implementation.
- To demonstrate senior management's leadership and commitment to the integration of modern business management practices into the ACOA workplace.
- To demonstrate the linkages among the Priority Areas and various activities being carried out under the Modern Business Management Initiative.

Target Audience

- All ACOA employees

Messages for all employees

- ACOA is participating in a government-wide initiative to reinforce modern business management principles and practices into every management activity.
- Modern business management focuses on the enhanced management of scarce resources, on clear accountabilities, and on more effective, integrated decision-making at all levels.
- Modern Business Management is about good management focused on results and value for money.
- The participation of all managers and employees in this initiative is crucial to its success.
- ACOA's Modern Business Management initiative is addressing these ten Priority Areas:
 1. Leadership commitment
 2. Management competencies
 3. Workplace of Choice
 4. Public reporting and internal communications
 5. Planning process
 6. Integrated performance reporting
 7. Quality service
 8. Risk management
 9. Business process improvement
 10. Financial management information
- ACOA is also pursuing a number of smaller, short-term initiatives that are being referred to as "Low Hanging Fruit" projects.

Messages for managers

- Modern business management is every manager's responsibility.
- Modern business management practices will support you in achieving your managerial and operational objectives.
- Modern business management will enable you to be more aware of risks and challenges, make better-informed decisions, improve control and performance monitoring of your organization and programs, and ultimately improve service to Canadians.

Strategic Considerations

Challenges

- **Terminology** - The term Modern Comptrollership is not widely understood by managers and staff and is often mistakenly associated with financial or accounting-related activities. However, Modern Comptrollership goes beyond traditional comptrollership, which focuses primarily on financial information, by addressing a wider-range of management issues, both financial and non-financial in nature. To enhance buy-in and minimize confusion among managers and staff, it would be prudent to avoid the use of the term "Modern Comptrollership" and instead refer to "Modern Business Management".
- **Resistance to Change** - Employees may be sceptical or even critical about this initiative, given reaction to previous change initiatives such as the La Relève and the Universal Classification System.
- **Relevance to Staff** - Managers may not have an extensive knowledge of modern management principles and practices. While senior management will be receptive, middle management opinions may fluctuate between receptive and sceptical because they are the most affected by the initiative. Non-managerial staff may have limited interest in this initiative.
- **Workload Considerations** - Managers may oppose the integration of Modern Business Management because of the perceived increase of workload that this initiative brings.

Opportunities

- **Budget** - ACOA has identified a budget for this initiative. The funds will be used to help undertake various projects and conduct communications activities.
- **Project Management Office** - ACOA has established a project management office to coordinate this initiative and streamline communications to staff. Priority Area champions, project leaders and Action Plans have been identified for each of the ten Priority Areas. The project management office will ensure the strategic sharing of information among the many players.
- **Level of Awareness** - The project management office has conducted several awareness activities with staff over the past year, including information sessions in each ACOA office and the distribution of brochures with pay stubs. Although employees may not fully understand Modern Business Management, most would be aware that this initiative is underway within the Agency.

Communications Approach

Coordination will be key in achieving the objectives of this communications plan. Although most communications activities will be coordinated and implemented through the MoBMI project management office, individual project teams will also, on occasion, communicate directly with staff – to announce the launch of a new management tool or policy or to conduct an employee survey, for example. To ensure that employees make the link between an individual project and the overall Modern Business Management Initiative, all communications should include a standard tag line that links the project to MoBMI.

“*[This project, survey, tool, etc.]* is part of ACOA’s Modern Business Management Initiative, an initiative designed to reinforce modern business management principles and practices in the ACOA workplace. “

A variety of media should be used to communicate with staff to help extend the reach of the messages. Although the MoBMI intranet site will continue to be the main reference point for information about this initiative, other media such as newsletters, posters, email messages and face-to-face meetings will also be used to supplement our communications with managers and staff.

It will also be important to use communications that are open, frequent and in plain language. Messages should be made relevant to staff and clearly explain “what’s in it for them”. To keep this initiative front and centre among employees, on-going strategic announcements of the implementation of MoBMI opportunities – such as the completion of various projects – should be made.

Communications Tools

The following communications activities and tools will be used to meet the communications objectives of this initiative:

- Articles in ACOA’s employee newsletters
- Internal poster to promote MoBMI within ACOA
- Manager’s Kit to be used by middle managers to update their staff on the objectives, priorities and progress of the MoBMI. Updates would be provided to the kit on an ongoing basis.
- Regular updates on the employee Intranet site. Email notices will be sent to staff to encourage them to visit the site and to advise them of new information on the site.
- Regular email and in-person updates from President to ACOA staff.
- In-house promotion of available training sessions and seminars
- Information on ACOA’s Internet site that explains the Modern Business Management Initiative and shares key documents such as the Agency’s Capacity Assessment and Action Plan.

Evaluation

- Informal feedback from target audiences
- Comments on and frequency of visits to MoBMI Intranet site
- Number of articles submitted and published in employee newsletters. Number and frequency of emails sent to staff.
- Visibility of MoBMI posters in the ACOA workplace.
- The use of the MoBMI “tag line” in communications to staff.



PRIORITY 1

Priority: Ensure continued Leadership Commitment of this initiative.

Objective: Senior management should reiterate its commitment to the Modern Business Management Initiative and take action to follow through on identified improvement initiatives.

Champion: Dennis Wallace, President

Project Leader: Steve Merrill, Director, Modern Business Management Initiative

Project Team: Diana Zandberg, Chantal Léger

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Reporting to Executive Committee: regular updates on progress and next steps for follow-through on Modern Comptrollership in ACOA.	Strategic Leadership • Leadership Commitment	Executive Committee kept aware of progress and next steps • Executive Committee	Number and frequency of reports	Every second month
Develop, maintain and promote Web and Intranet sites.	Strategic Leadership • Leadership Commitment	Keep public and staff up-to-date on MoBMI; Provide internal single point of reference • Public • All staff	Memos from President or MoBMI unit; Comments and/or hits on MoBMI site	Ongoing
Through the Capacity Assessment, a number of suggestions for improvements were made. ACOA will regularly review and implement those that have merit on a periodic basis. By regularly implementing these Low Hanging Fruit, the momentum of the initiative is maintained, and staff have practical examples of how this can help them.	Strategic Leadership • Leadership Commitment	Demonstrate MoBMI progress; Promote buy-in • Impacted staff	Implementation of "Low Hanging Fruit"	Quarterly (as per implementation schedule)

PRIORITY 1 - LEADERSHIP

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Specific Communication: 1) Input to Rendezvous, ACOA's employee newsletter. Produce article on MoBMI progress. Provide similar articles according to Rendezvous publication schedule.	Strategic Leadership • Leadership Commitment Motivated People • Enabling Work Environment	Increase staff knowledge of MoBMI; Keep staff up-to-date. • All staff	Articles submitted and published	Submit for November issue and ongoing as per Rendezvous schedule.
Specific Communication: 2) MoBMI Pamphlet: Produce pamphlet/brochure on MoBMI progress and Action Plan activities to come. Follow-up to ensure distribution is completed.	Strategic Leadership • Leadership Commitment Motivated People • Enabling Work Environment	Increase staff knowledge of MoBMI; Keep staff up-to-date. • All staff	Measure distribution of pamphlet	Winter 2003
Investigate the possibility of developing "Team Web Sites" to provide a forum for research and discussion for Action Plan teams. "Team Web Sites" would be available through MoBMI Intranet site. They would offer a single location to store reference documents and to post discussion items, accessible to all team members.	Strategic Leadership • Leadership Commitment	Facilitate participation and communication of project team members; Improve the quality of Action Plan activities • Project Team	Team Sites programmed and tested; based on results, create team sites for each of the ten Priority Areas	Fall 2002
Promotion of Action Plan: Encourage Champions and Project Leaders to promote their Action Plans.	Strategic Leadership • Leadership Commitment	Increase manager and staff awareness of activities • Managers and impacted staff	Action Plans finalized and communicated to staff through formal and informal sessions	Fall 2002, ongoing
Best Practices seminars: Pilot Phase Departments' Show and Tell. Invite managers from the Pilot Phase to present and discuss their practical experience with Modern Comptrollership, including do's and don'ts. Private sector managers could also be invited, provided their experience is applicable to ACOA. These seminars could be open to managers of other local federal departments.	Strategic Leadership • Leadership Commitment Motivated People • Enabling Work Environment	Increase manager knowledge in specific areas; Promote networking with OGDs • Impacted managers and staff	Number of people who came to give seminars (OGDs & Private); Number of participants (ACOA and OGD); Comment cards at end of seminars	Winter 2003

PRIORITY 1 - LEADERSHIP

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Promotion of Modern Comptrollership tools and techniques available in the Agency	Strategic Leadership • Managerial Commitment Motivated People • Enabling Work Environment	Increase knowledge and use of helpful tools and techniques • Affected staff and managers	Number of tools and techniques promoted through formal and informal training sessions	Winter 2003
Training sessions and seminars: Co-ordinate and implement training as identified by Champions. Based on training needs in the Priority Areas, research courses and seminars that could be offered to specific managers and staff. One way to determine needs is to develop a survey.	Strategic Leadership • Leadership Commitment Motivated People • Modern Management Practices Competencies • Enabling Work Environment	Increase manager and staff expertise in specific areas of knowledge • Impacted managers and staff	Satisfaction levels as per evaluation forms; Number of courses and seminars researched / offered; Number of staff participants	Winter and Spring 2003
Amend Accountability Accords to include Modern Comptrollership elements.	Strategic Leadership • Leadership Commitment Clear Accountability • Performance Agreements and Evaluations	Ensure Executives are accountable for practicing Modern Comptrollership; increase staff awareness of accords content • Executives • Staff	Accountability Accords have been modified to include MC elements, and Accords have been communicated to appropriate staff	April 2003
Reporting to TBS and Parliament: update on progress of Modern Comptrollership in ACOA.	Strategic Leadership • Leadership Commitment Clear Accountability • External Reporting	TBS and Parliament are kept aware of progress • TBS and Parliament	Number and frequency of reports.	Parliament: Yearly TBS: Ongoing

PRIORITY 1 - LEADERSHIP

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Conduct follow-up Capacity Assessment to assess the progress and adjust activities to improve the state of modern business management practices at ACOA. Present report to Executive Committee for approval and support.	Strategic Leadership <ul style="list-style-type: none"> • Leadership Commitment • Managerial Commitment 	Clear indication of progress towards achieving target levels in all modern comptrollership elements <ul style="list-style-type: none"> • MoBMI Project Management Office • President • Executive Committee 	Capacity Assessment conducted, results analyzed and acted upon.	Winter 2004

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$109,336	TBD
FTEs:	1.5	TBD

PRIORITY 2 - COMPETENCIES

PRIORITY 2

Priority: Define the competencies for Modern Comptrollership in the Agency.

Objective: In consultation with the Treasury Board Secretariat, assess the need for formally defined Modern Comptrollership competencies for management positions in the Agency, and develop appropriate training and staffing standards.

Champion: Charlene Sullivan, Director General, Human Resources

Project Leader: Eugène Aucoin, Director, Human Resources Development

Project Team: Corinne Mallais, and cross representation from other branches and functions

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Gather data on existing competency profiles (Agency, OGD' s and/or PSC). Explore the TBS draft report on Modern Comptrollership (MC) Competency Profiles.	Motivated People • Modern Management Practices Competencies	Better understanding of competencies, including their strengths and weaknesses • Project Team	Comprehensive research material for use in analysis	Ongoing research between Fall 2002 and 2003
Form a Project Team consisting of representation from HR and other branches to review the material and provide input on the feasibility/timing of formally defined competencies.	Motivated People • Modern Management Practices Competencies • Valuing People's Contributions	ACOA's need for formally defined Modern Comptrollership competencies is assessed • Project Team	Analysis completed; decision made	Winter 2003
If it is determined that the need exists for formally defined competencies, develop a pilot profile (account managers, for example) tailored to ACOA's needs and reality, which incorporate MC elements.	Motivated People • Modern Management Practices Competencies	Pilot Position Profile is developed to test the defined competencies • Project Team, applicable Agency managers and staff who fit the profile	Pilot Profile is rolled-out	Spring 2003

PRIORITY 2 - COMPETENCIES

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Develop a tool to be used by managers and staff to identify their skills gaps compared to the pilot position profile and identified MC elements.	Motivated People • Modern Management Practices Competencies • Enabling Work Environment	Better understanding of the Modern Comptrollership competencies and the Pilot Position Profile • Managers and applicable staff	Tool is developed, training is provided on the use of the tool	Summer 2003
Based on skills gaps identification and needs, provide in-house training sessions on specific MC elements; other training requirements would be sourced.	Motivated People • Modern Management Practices Competencies • Enabling Work Environment	Increased knowledge on specific MC elements, better decision-making • Identified staff	Training sessions are held (in-house and out-sourced)	Fall 2003
Review pilot project with a view to expanding to include other groups in the Agency.	Motivated People • Modern Management Practices Competencies • Enabling Work Environment	Same as above	Same as above	Fall 2003
Conduct periodic reviews of Competency Profiles and training opportunities to keep ACOA staff current on modern business management practices.	Motivated People • Modern Management Practices Competencies • Enabling Work Environment	Competency Profiles are kept current, and Agency staff have the skills, aptitude and knowledge they need to achieve the best results • All staff	Reviews are conducted; training is offered	TBD

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$12,800	TBD
FTEs:	1.0	TBD

PRIORITY 3

Priority: Take action to ensure that the Agency becomes a “Workplace of Choice”

Objective: Following the employee survey results, action should be taken in concert with the « Motivated People » recommendations to further enhance the Agency as an employer of choice.

Champion: Brian Dick, Vice-President, New Brunswick

Project Leader: Charlene Sullivan, Director General, Human Resources

Project Team: John Beeston, Don Cafferty, David Stevens, Lyne Lirette-LeBlanc, Anne Pratt, Diana Robbins, Eugène Aucoin

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Create an Employee Advisory Committee.	Strategic Leadership • Leadership Commitment Motivated People • Valuing People’s Contributions	Employee participation / direction of initiative • Applicable staff	Committee in place and functioning	Completed
Employee Survey to benchmark ACOA as an employer of choice and identify areas for improvement.	Motivated People • Employee Satisfaction	Baseline information regarding current status of ACOA as an employer of choice • Employee Advisory Committee	Completion of survey	December 2002
Benchmark ACOA vis-à-vis other organizations in the public and private sectors. Identify employee priorities for improving ACOA as an employer of choice.	Motivated People • Employee Satisfaction • Valuing people’s contributions	Increased public recognition, employee pride, and facilitated recruitment • Agency managers and staff	Completion of benchmarking	March 2003

PRIORITY 3 - WORKPLACE

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Identify and implement specific actions to improve ACOA as an employer of choice through focus groups and employee advisory committee.	Motivated People <ul style="list-style-type: none"> • Employee Satisfaction • Enabling work environment • Sustainable Workforce 	Improvement in employee satisfaction, increased public recognition, and recruitment and retention benefits <ul style="list-style-type: none"> • Agency managers and staff 	Implementation of Action Plan; Improvement of employee satisfaction in future Public Service surveys	March 2003 2003-04
Continue monitoring of progress in becoming and maintaining a workplace of choice using future Public Service employee surveys.	Motivated People <ul style="list-style-type: none"> • Employee Satisfaction 	Maintain Workplace of Choice standards at ACOA <ul style="list-style-type: none"> • Agency managers and staff 	Completion and analysis of future surveys	TBD

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$80,000	TBD
FTEs:	2.0	TBD

PRIORITY 4 - TRANSPARENCY

PRIORITY 4

Priority: Increase public reporting transparency and improve internal communications.

Objective: Identify information that should and could be made available to the general public and employees through the Agency's Web site and other mechanisms.

Champion: Paul Mills, Vice-President, Newfoundland and Labrador (Rick Comerford, Acting)

Project Leader: Frank Mackey, Director, Finance & Management Services, Newfoundland and Labrador

Project Team: Claudia Gaudet, Diana Zandberg, and Philip Lillies

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
INTERNAL TRANSPARENCY:				
Determine the level of employee satisfaction with internal communications and identify problem areas (using the information provided through the Workplace of Choice and the Public Service Employee surveys).	Motivated People • Enabling work environment	Specific communication gaps are identified and understood • Project Team	Survey results compiled and tabulated; Benchmarks established	January 2003
Identify the formal and informal channels of vertical and horizontal communication.	Motivated People • Enabling work environment	The mechanics of internal communication in the Agency are defined and understood • Project Team	Listing of techniques and practices prepared	March 2003
Identify the strengths and weaknesses of current communications practices. Develop the strengths and mitigate the weaknesses of current communications practices, specifically concentrating on cross-functional and cross-regional communications.	Motivated People • Enabling work environment	Improvement in flow of information between functional areas and regions • All staff	Listing of strengths and weaknesses prepared; Best practices identified; Barriers identified	June 2003

PRIORITY 4 - TRANSPARENCY

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Identify Best Practices for improving information flow. Provide forum for continuous sharing of Best Practices.	Motivated People • Enabling work environment Rigorous Stewardship • Knowledge Management	Increased knowledge sharing; Communication approaches are shared, which can then be applied to other units and regions • All staff	Communication Plan prepared	September 2003
Recommend to EXCOM solutions for improving internal transparency.	Motivated People • Enabling work environment Strategic Leadership • Managerial Commitment	Senior management commitment and support • Executive Committee	Report, including recommendations, prepared for Executive Committee	Fall 2003
Implement approved solutions.	Motivated People • Enabling work environment Strategic Leadership • Managerial Commitment	Agency's internal communications become more transparent; staff has access to better, more complete information for decision-making. Staff feels they are kept abreast of developments in the Agency • All staff	Action Plan prepared; Survey to determine staff satisfaction after implementation	Fall 2003
EXTERNAL TRANSPARENCY:				
ACOA information: Identify and categorize the types of information produced in the Agency. Identify what information is currently available to the public through the Internet and other media.	Clear Accountability • External Reporting	Possible information gaps are identified • Project Team	Listing of current information being produced in the Agency and mechanism for public access	December 2002
ATIP requests: Analyze formal ATIP requests for information, including verbatim (what is being requested), number of occurrences of similar requests, frequency of these similar requests.	Clear Accountability • External Reporting	Better understanding of public information needs and trends, based on requestor type • Project Team	Working document-containing analysis of ATIP requests and responses	March 2003

PRIORITY 4 - TRANSPARENCY

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
ATIP responses: Analyze responses to ATIP requests for information. Determine information and reports that could be made public on an ongoing way, including the mechanism to be used.	Clear Accountability • External Reporting	Better understanding of Agency official responses • Project Team	Working document-containing analysis of ATIP requests and responses	March 2003
Informal requests: Survey the types of informal requests for information that staff receive; identify the nature of such requests, their origin, frequency and how they are handled.	Clear Accountability • External Reporting	Better understanding of ad hoc public information needs and trends • Project Team	Working document containing analysis of informal requests and responses	June 2003
Informal responses: Analyze responses to informal requests for information. Determine information and reports that could be made public on an ongoing way, including the mechanism to be used.	Clear Accountability • External Reporting	Better understanding of informal sharing of information with public • Project Team	Working document-containing analysis of informal requests and responses	June 2003
Obstacles to the release of information: Review relevant legislation including ATIP, as well as parliamentary and Auditor General's requirements, while considering sensitivity of information / reports subject to greater availability.	Clear Accountability • External Reporting	Balanced approach to considering release of information • Project Team	Listing of "obstacles" and rationale	August 2003
Handling informal requests: Develop an Agency policy / guideline on handling informal requests for information to ensure consistent approach. Use existing communication policy, ATIP laws and TB directives for basis. Recommend to EXCOM for approval and for staff training.	Motivated People • Enabling Work Environment Clear Accountability • External Reporting Strategic Leadership • Managerial Commitment	Clear guidelines are available and training is provided on process for dealing with informal requests for information • All Staff	Policy / guideline produced	October 2003

PRIORITY 4 - TRANSPARENCY

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Client base: Increase communication with our clients – explore regular mechanisms to share Best Practices and other useful information for our clients. (Newsletter...)	Strategic Leadership • Client Relationship Management	Clients are better informed and can benefit from shared practices • ACOA Clients	Best Practices mechanism identified and implemented	November 2003
Increase and maintain transparency: Prepare a report for EXCOM approval including: • the rationale for releasing the additional information; • recommended steps to increase and maintain a transparent reporting environment; and the media to be used.	Clear Accountability • External Reporting Strategic Leadership • Managerial Commitment	Approval for a course of action, as well as support and commitment from senior management • Executive Committee	Report for EXCOM approval and implementation	December 2003
Communicate changes to Staff: Conduct brief information sessions to staff to address the changes to the Agency's approach to public transparency.	Strategic Leadership • Leadership Commitment • Managerial Commitment Motivated People • Enabling Work Environment	Staffs are aware of increased transparency • All Staff	Information sessions conducted	January 2004

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$24,000	\$15,000
FTEs:	0.5	0.25

Estimated Resource Requirements

An estimated five ACOA employees will form the Action Plan Team. Travel costs and promotional material costs are included in the Development and Implementation costs. Ongoing and Operating costs would include costs related to increased communication with our client base.

PRIORITY 5 – PLANNING PROCESS

PRIORITY 5

Priority: Integrate the Planning Processes

Objective: Formally define the planning processes, showing the relationships between related components, and communicate the planning processes to staff. Recommend enhancements to the processes.

Champion: Peter Estey, Vice-President, Finance & Corporate Services

Project Leader: Steve Merrill, Director, Modern Business Management Initiative

Project Team: Walter Holleran, Chantal Léger (others as required)

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Define the current planning process at ACOA to clearly identify linkages and gaps, triggers, authorities, documentation and other elements of the planning process (using tools such as flow charts and descriptives).	Strategic Leadership • Leadership Commitment • Planning	A clearly understood description of various planning activities currently used in the Agency • Project Team • President	Documentation on planning processes, flow charts, etc.	March 2003
Review specific OGDs planning processes (e.g. DIAND and VAC, HRDC).	Strategic Leadership • Planning	An understanding of practice in selected OGDs and identification of possible best practices • Project Team	Analysis completed	March 2003
Analyze the strengths and weaknesses of the planning process.	Strategic Leadership • Planning	A better understanding of opportunities for improvement • Project Team • Executive Committee	SWOT analysis completed	April 2003

PRIORITY 5 – PLANNING PROCESS

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Identify and recommend improvements to the planning process (automation?) for Executive Committee approval and support.	Strategic Leadership <ul style="list-style-type: none"> • Leadership Commitment • Managerial Commitment • Planning 	Approval and support for implementing a refined planning process <ul style="list-style-type: none"> • Executive Committee 	List of possible enhancements; Flow chart of improved planning processes; Report to Executive Committee	June 2003
Communicate changes to all staff.	Strategic Leadership <ul style="list-style-type: none"> • Leadership Commitment • Managerial Commitment Motivated People <ul style="list-style-type: none"> • Enabling Work Environment 	Increased awareness and understanding of improvements to planning process <ul style="list-style-type: none"> • All staff 	Memos, information sessions	Summer 2003
Implement improvements as outlined in Executive Committee report.	Strategic Leadership <ul style="list-style-type: none"> • Leadership Commitment • Managerial Commitment • Planning 	An effective planning process, which is known to and understood by all staff <ul style="list-style-type: none"> • All staff 	Enhancements are in place	Fall 2003

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$24,000	TBD
FTEs:	0.5	TBD

Estimated Resource Requirements:

The O&M costs are related to travel for research and employee communication.

PRIORITY 6 – PERFORMANCE INFORMATION

PRIORITY 6

Priority: Integrate Planning and Performance Information

Objective: Recommend improvements to integrate the planning and performance reporting processes.

Champion: Peter Estey, Vice-President, Finance & Corporate Services

Project Leader: Ron Surette, Director General, Service Transformation and Chief Information Officer (CIO)

Project Team: Gilbert Phillon, Brian Crowell

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Identify current performance measures that are being tracked manually. What are we reporting on as far as performance in the regions and from a corporate perspective?	Integrated Performance Information • Integrated Departmental Performance Reporting	Better understanding of performance measures being used, who is using them, and for what purpose • Project Team	Complete inventory of current regional and corporate performance measures	January 2003
Validate the current performance measures by determining whether they are relevant and complete. Identify new measures that would complement existing ones.	Integrated Performance Information • Integrated Departmental Performance Reporting	Better understanding of the performance measures that should be used • Project Team	Inventory of current and new performance measures	March 2003
Determine the data sources required to produce the performance measures.	Integrated Performance Information • Integrated Departmental Performance Reporting	Technical understanding of the information needed to support performance measurement in the Agency • Project Team	Inventory of data sources used in the creation of performance measures	March 2003

PRIORITY 6 – PERFORMANCE INFORMATION

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Re-evaluate the performance measures in conjunction with the defined planning process from (Priority Area 5) to see if they support decision-making and planning.	Strategic Leadership • Planning Integrated Performance Information • Integrated Departmental Performance Reporting	Alignment of performance measures with the newly established planning process • Project Team	Performance measures linked to the planning process	June 2003
Conduct feasibility study and cost/benefit analysis of tracking the improved performance measures.	Strategic Leadership • Leadership Commitment • Managerial Commitment	Balanced approach to assessing the implementation of the improved performance measures • Project Team	Costs and benefits of improved performance measurement tracking is established	August 2003
Recommend to Executive Committee the automation of tracking these performance measures. Create and implement performance measures system.	Strategic Leadership • Leadership Commitment • Managerial Commitment Integrated Performance Information • Integrated Departmental Performance Reporting	Approval and support for the implementation of an automated performance measurement system • Project Team	Performance measurement system in production	November 2003
Train staff on the Agency's performance measures and indicators, how they are developed, tracked and reported on. Explain the links that exist between the performance measures, the planning process, and their day-to-day work.	Motivated People • Enabling Work Environment	Increased understanding and awareness of performance measures and the performance measurement system • All staff	Training offered	Fall 2003

PRIORITY 6 – PERFORMANCE INFORMATION

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Explore and expand performance measures to areas other than Programs (e.g. HR, Contracting).	Strategic Leadership <ul style="list-style-type: none"> • Leadership Commitment • Managerial Commitment Integrated Performance Information <ul style="list-style-type: none"> • Integrated Departmental Performance Reporting 	Holistic approach to performance measures <ul style="list-style-type: none"> • Project Team 	Performance measures are expanded to areas other than Programs	The same activities as previously outlined would be done in succession to the Programs measures

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$130,000	\$20,000
FTEs:	2.0	1.0

Estimated Resource Requirements:

Development / Implementation

- \$130,000 includes: System development (\$100,000) and travel during the research phase and for staff training (\$30,000).
- 2.0 FTE for: Research, development and coordination.

Ongoing / Operating

- \$20,000 includes: System maintenance, plus enhancements related to expanding performance information to other non-Programs areas of the Agency.
- 1.0 FTE for: Quality assurance

PRIORITY 7 – SERVICE QUALITY

PRIORITY 7

Priority: Continue to implement the Strategic Plan for Service Quality

Objective: Enhance the enabling work environment and clarify responsibilities to improve service quality to our clients.

Champion: Paul Leblanc, Vice-President, Policy and Programs

Project Leader: Paul Joudrey, Director General, Operations

Project Team: The Quality Co-ordination Group: Jim Burkimsher, David Hubbard, Bonnie O'Rourke, Scot Harper, Wendell MacGillivray, Mike Urquhart and Jean-Guy Coté

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
<p>1) Measuring client satisfaction: Conduct second corporate client survey to obtain information (results) on satisfaction levels and importance of service and to identify areas/priorities for improvement. Conduct in-depth analysis of current survey results and comparison against previous survey results.</p>	<p>Strategic Leadership</p> <ul style="list-style-type: none"> • Client Relationship Management Integrated Performance Information • Measuring Client Satisfaction 	<p>Comprehensive data on current level of service delivery, including client expectations (importance) and perceptions (satisfaction); Better identification and understanding of areas needing study / improvement</p> <ul style="list-style-type: none"> • Project Team • Programs managers and staff • Clients 	<p>Second corporate client survey instrument which uses 34 key performance indicators based on the government's COMMON MEASURING TOOL-CMT; Report on Client Satisfaction</p>	<p>Survey conducted: Winter 2003</p> <p>Survey Results Report: Spring 2003</p>
<p>2) Training/skills Development: To implement a systematic corporate process of identifying service quality/program delivery weaknesses.</p>	<p>Motivated People</p> <ul style="list-style-type: none"> • Enabling Work Environment 	<p>Capacity for Head Office and regions to produce and update their own process maps</p> <ul style="list-style-type: none"> • Specific programs staff 	<p>Head Office and regional staff trained on using process mapping software</p>	<p>December 2002</p>

PRIORITY 7 – SERVICE QUALITY

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
<p>3) Client Service Improvement Plan: Development and implementation of a service improvement plan in conjunction with the Directors / Directors General of Programs.</p>	<p>Strategic Leadership</p> <ul style="list-style-type: none"> • Client Relationship Management <p>Integrated Performance Information</p> <ul style="list-style-type: none"> • Measuring Client Satisfaction 	<p>Improved service delivery and client satisfaction</p> <ul style="list-style-type: none"> • Clients 	<p>Service improvement plan is implemented and client satisfaction is monitored</p>	<p>February 2003</p>
<p>4) Measuring employee satisfaction: Utilization of corporate employee (Acc't Mgrs) survey information (results) on satisfaction levels, importance of service, to identify areas / priorities for improvement.</p>	<p>Motivated People</p> <ul style="list-style-type: none"> • Employee Satisfaction 	<p>Key information on elements of employee expectations; importance and satisfaction levels; critical barriers; and priorities for improvement</p> <ul style="list-style-type: none"> • Project Team • Programs managers • Employees (Acc't Mgrs) 	<p>Second on-line employee survey; Improvement plan based on employee and client feedback</p>	<p>Winter 2003</p>
<p>5) Complaint Management: To complete the development of a formal corporate complaint/redress mechanism that outlines the actions clients can take if they have service related concerns/suggestions.</p>	<p>Strategic Leadership</p> <ul style="list-style-type: none"> • Client Relationship Management <p>Integrated Performance Information</p> <ul style="list-style-type: none"> • Measuring Client Satisfaction 	<p>Formal methods and processes in place allowing the Agency to receive and resolve client complaints</p> <ul style="list-style-type: none"> • Programs managers and staff 	<p>Indicators to track complaints and their resolution and provide feedback on areas needing improvements</p>	<p>March 2003</p>
<p>6) Complaint Tracking System: To establish a tracking system within the organization to manage complaints and report to senior management on an annual basis. Provide training to users.</p>	<p>Strategic Leadership</p> <ul style="list-style-type: none"> • Client Relationship Management <p>Integrated Performance Information</p> <ul style="list-style-type: none"> • Measuring Client Satisfaction <p>Motivated People</p> <ul style="list-style-type: none"> • Enabling Work Environment 	<p>Enhanced tracking and analysis of client complaints</p> <ul style="list-style-type: none"> • Programs managers and staff 	<p>System in place; Users trained</p>	<p>Fall 2003</p>

PRIORITY 7 – SERVICE QUALITY

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$64,000	TBD
FTEs:	2.0	TBD

Estimated Resource Requirements:

Development / Implementation

- \$6,000 includes: Estimated travel for the development of the service improvement plan, and process mapping training costs of \$3,000 for Head Office and regional staff.
- \$55,000 includes: The cost of the activities associated with the continuation of the Service Quality initiative; includes such costs as consultants for both surveys (\$30,000), printing of paper-based surveys (\$3,000), changes to paper-based survey based on conversation with Communications Canada (\$3,000), administration costs of paper-based survey (e.g. mailing, envelopes, temporary help) (\$4,000), quarterly travel for the Quality Coordination group (\$10,000), travel to regional offices and to Ottawa (\$5,000).

PRIORITY 8 – RISK MANAGEMENT

PRIORITY 8

Priority: Integrated Risk Management Framework

Objective: Establish an Integrated Risk Management Framework as per Treasury Board Guidelines.

Champion: John Knubley, Vice-President, Nova Scotia

Project Leader: Bill MacDonald, Senior Economist

Project Team: Peter Hogan, Simon d'Entremont

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Define risk management in the ACOA context: • what it is; • what we are trying to accomplish; • why do it.	Mature Risk Management • Integrated Risk Management	Risk management definition for ACOA • Project Team • Senior Management	Definition developed and shared	December 2002
Review risk management frameworks of other departments.	Mature Risk Management • Integrated Risk Management	Knowledge of trends/practices from other departments • Project Team	Frameworks of three departments reviewed	January 2003
Develop ACOA template for use in reviewing/reporting on risk.	Rigorous Stewardship • Management Tools and Techniques	Standard tool for use across the Agency • Regional office management teams	Template developed and approved by Risk Management Team	February 2003
Present template to Executive Committee for approval.	Strategic Leadership • Leadership Commitment	Feedback on progress, any necessary adjustment made to process • Executive Committee • Project Team	Template discussed; any recommended edits made	March 2003

PRIORITY 8 – RISK MANAGEMENT

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
John Knuble meets with Vice-Presidents on use of template; regional offices develop submissions.	Strategic Leadership • Managerial Commitment Mature Risk Management • Integrated Risk Management	Standard practice instituted at senior level, Agency-wide understanding of exercise • Regional offices	Meetings held, regional submissions provided to Project Team	March 2003
Roll-up/review submissions from regional offices. Executive Committee to discuss and review corporate and regional risks.	Strategic Leadership • Leadership Commitment Mature Risk Management • Integrated Risk Management	Shared information, opportunity for analysis • Project Team • Executive Committee	Submissions analyzed and rolled-up into an Agency Risk Profile where corporate risks are identified, and regional risks are highlighted; Meetings held	May 2003
Project Team drafts Integrated Risk Management Framework and puts forward for Executive Committee review, approval and support.	Strategic Leadership • Leadership Commitment Mature Risk Management • Integrated Risk Management	Decisions on addressing risks and further development of risk management process • Executive Committee	IRMF finalized and actions are undertaken	June 2003
Adjust existing controls and develop new controls in the context of the Agency's Integrated Risk Management Framework.	Mature Risk Management • Integrated Management Control Framework	Enhanced control framework, reflective of IRMF • Agency	Existing controls adjusted and new controls developed	Summer 2003
Conduct training sessions for staff on the IRMF, the new and adjusted controls, and their role in managing risk at ACOA.	Motivated People • Enabling Work Environment	Increased understanding of risk management and controls, and better use of risk management tools. • All staff	Training sessions held	Fall 2003

PRIORITY 8 – RISK MANAGEMENT

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$30,000	\$20,000
FTEs:	1.5	1.0

Estimated Resource Requirements:

Development / Implementation

- \$30,000 includes: Risk management specialist training, general management training, conferences, consultant advice fees and travel
- 1.5 FTEs for: Development of Corporate Risk Management Profile and Strategy (Framework), communication of strategy and control mechanism

Ongoing / Operating

- \$20,000 includes: Training, conferences and travel
- 1.0 FTE for: Monitoring and evaluation of effectiveness of IRM Strategy and periodic review of risk assessment

PRIORITY 9 – BUSINESS PROCESS MANAGEMENT

PRIORITY 9

Priority: Expand business process improvement initiative to all programs

Objective: Continue with current pilot project in New Brunswick to establish service standards. Review Agency programs and operations to identify areas where service standards could be established. Continue to implement Strategic Plan for Service Quality and assess the need for standards for functional specialists' internal service delivery.

Champion: Paul Leblanc, Vice-President, Policy and Programs

Project Leader: Paul Joudrey, Director General, Operations

Project Team: The Quality Co-ordination Group: Jim Burkimsher, David Hubbard, Bonnie O'Rourke, Scot Harper, Wendell MacGillivray, Mike Urquhart and Jean-Guy Coté

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
1) Process Mapping for non-commercial BDP projects entails the documentation and schematic presentation of work flow to fully comprehend the processes involved in providing our products and services to internal and external clients.	Rigorous Stewardship • Business Process Improvement	Better understanding of delivery systems and allowance for improved capacity to identify opportunities for system improvements • ACOA management and staff; new employees	Reference document containing a complete set of process maps for non-commercial projects under BDP (application and evaluation process) in all other regions except N.B. (already completed)	End of June 2003
2) Expand / implement Process Mapping approach to other core/programming activities such as the CBDCs, SCIF, AIF and CBSCs in all regions.	Rigorous Stewardship • Business Process Improvement	Better understanding of delivery systems and allowance for improved capacity to identify opportunities for system improvements • ACOA management and staff; new employees	Reference document containing a complete set of process maps for other core / programming activities in all regions.	End of June 2004

PRIORITY 9 – BUSINESS PROCESS MANAGEMENT

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
3) Establish Service Standards for BDP Development and monitoring of client service standards; maintaining and updating standards. Complete Pilot Project in NB, and continue with standards development for BDP in all other regions.	Integrated Performance Information • Service Standards	Capacity to measure and compare BDP performance based on empirical data • Programs managers and staff	Published standards for BDP at point of service	Pilot: March 2003 Other regions: August 2003
4) Service Standards for Other Agency Programs and Operations: Review Agency programs and operations to identify areas where service standards could be established, and assess the need for standards for functional specialists' internal service delivery.	Integrated Performance Information • Service Standards	Capacity to measure and compare programs and internal service delivery performance based on empirical data • ACOA managers and staff	Published standards for major business lines at point of service	Programs: End of March 2004 Internal service delivery: End of March 2004

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$40,000	TBD
FTEs:	0.5	TBD

Estimated Resource Requirements:

Development / Implementation

- \$40,000 includes: Contracting for service standards (\$25,000) and estimated travel for the increased process mapping activities (\$15,000)

PRIORITY 10 – COST MANAGEMENT INFORMATION

PRIORITY 10

<p>Priority: Increase the availability of cost management information for better assessment of value for money of ACOA activities. Review financial management reporting regime.</p> <p>Objective: Study the benefits of activity costing of service delivery and recommend appropriate action. Enhance the financial management reporting regime to facilitate financial management analysis and decision-making.</p> <p>Champion: Rory Beck, Vice-President, Prince Edward Island and Tourism</p> <p>Project Leader: Lynne Beairsto, Manager, Business Programs and Corporate Services</p> <p>Project Team: Judi Bell, Vince Pike, Monique McLeod, Ronald Surette, Lucienne Godbout</p>

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Financial Reporting project:				
Survey offices (via group discussion) to identify the financial reports being used, areas where improvements could be made, and what reports or information are needed. (Note: The Data Integrity Committee led by Walter Holleran has started to develop an inventory of reports currently in existence.)	Motivated People <ul style="list-style-type: none"> Employee Satisfaction Valuing Peoples' Contributions 	Better understanding of internal user needs <ul style="list-style-type: none"> Project Team 	Group discussions held, reports identified and suggestions for improvements made	December 2002
Review requests for improved and/or new reports to determine whether the requests can be met through existing reports in other regions. If so, educate users through information sessions.	Motivated People <ul style="list-style-type: none"> Enabling Work Environment Rigorous Stewardship Management Tools and Techniques 	Internal users are better informed on reports and information available to them <ul style="list-style-type: none"> Agency managers and staff 	Information sessions held	February 2003

PRIORITY 10 – COST MANAGEMENT INFORMATION

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Determine whether missing reports and additional information are available in the Agency database, or if the database needs to be modified.	Integrated Performance Information • Financial Information	Ensure key information for decision-making is available • Agency managers and staff	Adjustment to database or system if required	April 2003
For new reports to be written, determine specifications and obtain estimate of cost to produce them. Include user in designing and testing the new report.	Integrated Performance Information • Financial Information Motivated People • Enabling Work Environment • Valuing Peoples' Contributions Rigorous Stewardship • Management Tools and Techniques	Better reporting and analysis • Agency managers and staff	Adjustments to existing reports or creation of new reports	May 2003 (For reports that require changes to our system/database, completion will be August 2003, depending on availability of any required consultant)
Promote enhanced financial reporting. Provide training to potential users of new reports.	Motivated People • Enabling Work Environment	Better understanding and use of Agency financial reporting capabilities • Agency managers and staff	Training sessions held	June 2003
Value for Money of ACOA activities:				
Identify users of financial information and the purposes for which they use information. This will identify the mix of people on the project team.	Motivated People • Valuing Peoples' Contributions	Balanced approach with representation from key stakeholders • Project Team	User groups identified and represented on project team	December 2002
Consider various ways financial information can be allocated / costed (e.g. by program) for both contributions and O&M. Determine whether required information is, or can be, captured or if the current system needs modifications.	Integrated Performance Information • Cost Management Information	Determine options to consider increasing cost management information at ACOA • Project Team	Costing options identified; possible system modifications identified	March 2003

PRIORITY 10 – COST MANAGEMENT INFORMATION

Key Activities	Capacity Assessment Element • Sub-Element	Expected Outcomes • Target Audience	Performance Measures	Milestones
Assess cost/benefit of providing this type of costing information. Submit analysis to Executive Committee for approval and support.	Strategic Leadership • Leadership Commitment Integrated Performance Information • Cost Management Information	Decision on implementing new costing methods • Project Team • Executive Committee	Analysis report submitted to Executive Committee; decision made	May 2002
Based on cost/benefit analysis, develop approach to implementing cost accounting at ACOA.	Integrated Performance Information • Cost Management Information	Enhanced decision-making • Agency managers and staff	New information / reports available for management to manage budgets	TBD

Estimated Resource Requirements		
	Development / Implementation	Ongoing / Operating
Dollars (excluding salaries):	\$65,000	TBD as part of cost/benefit analysis
FTEs:	1.0	TBD

