



Managing for Excellence at Health Canada



Modern management is like a river running through the landscape of your working life.

To understand how to best navigate on this river you need to focus attention not only on the river itself, but on its entire environment. It means asking the right questions and integrating management tools in the most effective manner to achieve results. Like the river, modern management at Health Canada is much more than a model, a strategy and an action plan. It is about fostering a management culture that focuses on our values, mission and objectives and strives for excellence.



Managing for excellence at Health Canada means focusing at every level on the effective management of resources for the achievement of results in a manner consistent with clearly defined and commonly accepted values and ethics.

If you really thought about it, you might realize it's not easy. It never stops. No beginning, no end. A constant flow of activities to plan and decisions to make.

And you're in the middle of it. At the centre, the epicentre.

When you plan, you check past results. When you introduce change, you examine risk and tolerance for risk. You create contingency plans. You consult, collaborate and communicate. You use historical data to project future needs and results. You optimize use of resources. You delegate. What you don't know, you learn. What you need to improve, you acknowledge and work towards improving.

It's what you do every day as a Health Canada manager. It describes your every effort to achieve the best results.

Health Canada is ready

In May 2002, Health Canada adopted a Modern Management Strategy to integrate modern comptrollership throughout the organization. Through its Office of Modern Comptrollership, it is working with managers across the country to raise awareness and understanding of the principles of modern management. Managers at all levels play a key role in the success of this endeavour by adopting practices that best exemplify excellence in management.

Health Canada's vision of modern management includes a solid foundation of motivated people and skilled leaders who embrace and support public service values and ethics. This foundation supports four pillars that operationalize modern comptrollership into decision making: clear accountability systems, integrated performance information, appropriate control systems, and integrated risk management.

Start where you are

There is no ordered checklist for implementing modern management. Simultaneous actions—large and small—on many fronts will infuse Health Canada with modern management. Where you are is where you start. Begin applying the principles of modern management to whatever task or project is currently driving your agenda. Use the questions below as a tool to guide you in your decision-making. They illustrate a modern management mindset that is focused on mission and objectives, driven by integrated information, risk-attuned and ethical. By adopting this approach in your every day work, you will establish new relationships, obtain better information, develop new tools and achieve better results.

Creating a modern management environment

Health Canada is well underway in building its strong foundation for modern management with initiatives like the Dialogue on Values and Ethics and Workplace Health and Human Resource Modernization (WHAHRM). The Department's Multi-Year Action Plan for Values and Ethics, which includes a variety of activities and tools to communicate the Department's core values, was featured as a best practice by Treasury Board Secretariat. The WHAHRM action plan is about building in organizational practices and creating an organizational culture that will enable the department to move forward and become a model work environment.

On this foundation, we are strengthening the four pillars of modern management by introducing concrete changes in systems and processes and new management frameworks, thus creating an environment and opportunities for learning, knowledge sharing and sound decision-making.

For example, the new management frameworks on Grants and Contributions and Contracting are strengthening and streamlining core processes and tools that are essential to the sound management of resources throughout the Department. Managers were well supported throughout the implementation of these frameworks with training and expert advice by specialists.

*L'*esprit de la gestion moderne

What do I want to accomplish?
Goals & Objectives

How will I know I have succeeded?
Performance Measures

How do I know this is achievable?
Benchmark

Why did I choose this strategy?
Cost/Benefit Analysis

Message from the Champion

I am proud of the progress that Health Canada has made in implementing its Modern Management Strategy. I look forward to working with all managers to maintain the pace and momentum of these positive changes, as we learn from one another and continuously improve our performance.

This is the foundation of management excellence, the core of a great public service striving to achieve results for Canadians.

Patrick Borbey
Assistant Deputy Minister
Corporate Services Branch

Building on its existing expertise in managing risks, the Department is now implementing an Integrated Risk Management (IRM) Framework and is developing a Corporate Risk Profile through the dedicated Office of IRM and a Departmental IRM Network. Managers will have an opportunity to learn more about risk management as the Department progresses with the integration of risk management in the departmental business planning cycle and decision-making processes throughout the organization. Other improvements in the areas of performance management and information systems are helping provide a better alignment between financial and operational information.

Health Canada has made great strides in establishing the groundwork for modern management as most activities identified in

its Modern Management Strategy Action Plan are completed or well underway. The changes introduced in systems and processes will lead to a new management culture where managers at all levels consciously apply the principles of modern management in their decision-making, thus ensuring that the downstream impacts they achieve reflect only the best of upstream planning.

To further support departments in ensuring that they are on the right course to management excellence, Treasury Board Secretary has introduced a comprehensive Management Accountability Framework which builds on modern comptrollership and provides clear expectations for sound management. Health Canada's work to date has prepared us well to work with this new tool.

How sure am I of this plan?
Risk Management

How will I know that I am on the right track?
Milestones

How will others know about my progress?
Reporting and Control Systems

How far am I willing to go to succeed?
Values & Ethics

The Office of Modern Comptrollership wants to hear from you

The Office of Modern Comptrollership (OMC), Planning and Special Projects Directorate, Corporate Services Branch, has been leading the project since Health Canada joined the Modern Comptrollership initiative in 2000. The OMC is focussing its activities on developing strategies to communicate and build understanding about modern management and to promote the sharing of best practices.

The OMC also provides advice and support to managers in the implementation of modern management practices in their area. Besides making presentations and providing documentation on modern comptrollership, the OMC can help you identify those areas you want to develop and create your own plan to move toward management excellence.

As learning is an integral part of this change initiative, the principles and concepts of modern comptrollership have been integrated into the Managing for Results course delivered by the Learning Centres across the Department. We can provide you with more information on learning opportunities about modern comptrollership.

We would like to hear from you! Share your best practices or significant improvement initiatives with your colleagues through our office.

Visit our website to find more information on Health Canada's Modern Management Strategy as well as regular reports on our progress.

Office of Modern Comptrollership

Health Canada
Address locator: 0905A
Brooke Claxton Building, Tunney's Pasture
Ottawa, ON
K1A 0K9

Telephone: (613) 954-2784

Fax: (613) 957-6364

mcs-sfcm@hc-sc.gc.ca

Managing for Excellence at Health Canada
www.hc-sc.gc.ca/english/care/estimates/modern_comptrollership.htm

