Western Economic Diversification – Management Comments on TBS Assessment
MAF – TBS Assessment - April 2006

TBS Measures	TBS Assessment	Management Comments
Public Service Values		
1. Leadership Opportunity for improvement		
Measure: Leadership recognized internally and externally as demonstrating strong ethics and values behaviour, as evidenced by: • Leadership communication with employees about expected ethical behaviour and public service values; Selection, evaluation, promotion and discharge of leaders based on their conduct with respect to PS values and ethics.	The Deputy Minister of Western Economic Diversification (WD) communicates expected ethical behavior to employees through all staff emails. The department also includes values & ethics evaluative components in the EX selection process. As such, WD should consider committing to further work in the following areas: 1) Establish ways for leaders across the organization to communicate with employees about expected ethical behavior and Public Service values in a meaningful way. 2) Collect feedback from employees on their perception of leadership performance, with respect to values and ethics. 3) Evaluate whether the measures to ensure that leaders are selected, evaluated, promoted and discharged based on their conduct positively impacts leadership performance.	In addition to the actions noted by TBS WD leaders demonstrate many other behaviors and engage in regular communication with employees at all levels. For example, in a major speech delivered to the entire EX cadre and their senior managers in September 2005 the Deputy Minister focused her comments on Values and Ethics and her expectations of managers. The address was translated and disseminated in hard copy to all participants and later posted on WD's Learning Drive for all staff. Values and Ethics statements are included in the performance agreements of all EX's and are evaluated in the course of the annual PMP Review by a Senior Executive Review Committee chaired by the Deputy Minister. WD will pay close attention to the results it receives in response to the 2005 National Public Service Employee Survey. The department devoted considerable management effort to secure a participation rate in the survey that ranks at or near the highest across all government departments in an effort to ensure a meaningful and representative message. Plans are already in place to respond fully to the findings as and when these are available. WD's new Learning Program (scheduled for Executive Committee approval early in fiscal 2006/07) will include follow-up values and ethics training for all staff during fiscal 2006/07. Values and Ethics-based questions are included in all EX selection processes and effort will be made in fiscal 2006/07 to include this factor in all staffing processes.

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		WD has developed G&C Accounting and Business Process training material for program staff that contains an extensive values-based introduction stressing the important role that Values and Ethics play in the conduct of WD business.
2. Organizational Culture Acceptable		
Measure: Organizational culture reflecting public service values and ethics, as evidenced by: • Feedback from employees on fairness, respect, satisfaction and engagement; • Departmental benchmark results and implemented improvements • Trends in management and program irregularities, regularly reported on and reviewed by management.	From a Public Service values and ethics perspective, Western Economic Diversification (WD) is considered a high-risk organization due to the nature of its work. WD currently collects employee feedback on an informal basis and plans to use the results from the 2005 Public Service Employee Survey to systematically gather more data. Senior management is currently working with WD's new Chief Audit Executive to develop a comprehensive Risk Profile and WD relies on its Audit and Evaluation unit to identify and report management irregularities. WD is encouraged to also consider the following: 1) Formally collect feedback from employees on their perceptions of the organizational culture and other related values and ethics issues, such as integrity, fairness, respect, satisfaction and engagement. 2) Evaluate whether the identified risks in the Risk Profile can be prevented or mitigated.	WD recognizes the risks associated with both the business it operates and the maturity of the organization. Senior management is currently working with WD's new Chief Audit Executive to develop a comprehensive Risk Profile, which will help to focus attention on the audit function and also senior management with respect to values and ethics training and awareness. WD is a small organization that takes full advantage of its relatively flat organizational structure to encourage two-way dialogue between managers and staff. Town Hall meetings along with regular Labour Management Consultation sessions are held in all offices on a regular basis and staffs are encouraged to ask questions and discuss issues of concern or interest. In addition the Deputy Minister communicates with all staff via e-mail on a regular basis and in all notes encourages questions and input. WD currently collects employee feedback on an informal basis and plans to use the results from the 2005 PSES to systematically gather more data. The 2002 PSE Survey generated an 85% participation rate in which WD received very positive support for its attention to PSES V&E performance. WD has entered into discussions with the Office of Values and Ethics aimed at making use of their Organizational Wellness questionnaire and is hopeful that use of this instrument will occur in 2006/07. In the meantime WD's Corporate Service Branch publishes a quarterly statistical report that provides senior management with a range of organizational indicators such as sick days, turnover, grievances, appeals etc.. The report is discussed at each Executive Committee Meeting. WD relies on its Audit and Evaluation unit to identify and report

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		management irregularities. The department has also promoted the Disclosure of Wrongdoing in the Workplace program but has to date only two "disclosures" both of which were dealt with over two years ago. WD's strategic objectives are met primarily through funding of grants and contributions projects. WD implemented proactive disclosure of all G&C funded projects prior to such disclosure becoming mandatory across government. While projects are assessed and recommended for funding in the regional offices all projects over $200,000 are reviewed in HQ with any unusual items discussed with the Deputy Minister prior to either her or the Minister's approval. All contribution agreements contain a provision for audit and audit reports are submitted to HQ for review. All existing programs have been evaluated and a G&C transaction audit is just being completed. The draft departmental audit plan includes the provision for an ongoing, cyclical audit of the Management of Grants and Contributions.
3. Guidelines and Recourse Opportunity for improvement		
Measure: V&E policies, guidelines, standards, recourse and disclosure mechanisms in place and understood by all employees, as evidenced by: • Customized codes of conduct, including standards of behaviour, consequences and rewards for exemplary behaviour; • Effective communication, learning and orientation strategies for the Code of Public Service Values, for customized organizational codes and guidelines and for public service values and ethics in general; • Appropriate, accessible avenues for employee advice, reports of wrongdoing and resolution of conflicts.	WD has developed a customized Value and Ethics Statement and has been distributing the Keith Draper Award for the past five years, which rewards employees that exemplify and demonstrate the ethics and values of the organization through their interaction and leadership. WD's new learning program, scheduled for executive committee approval early in fiscal 2006/2007, will include follow-up values and ethics training for all staff. Such efforts are duly recognized, yet WD is encouraged to focus on the following: 1) Develop a Value and Ethics learning strategy to orient employees and managers on values and ethics issues and the Public Service Code. 2) Collect feedback to assess whether employees and management, both new and existing, understand and are impacted by the Public Service Code and the Values and	Very few staff have made workplace disclosures making it hard to gauge a level of satisfaction with the existing avenues of redress. The 2002 National Employee survey indicated that staff do not fear using this mechanism where warranted. That said the department will focus attention on employee satisfaction when reviewing the upcoming results of the National Employee Survey and will, as a result, take the appropriate response actions.

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	Ethics Statement. 3) Assess employee usage of existing recourse avenues and whether employees feel comfortable in using them.	

Governance and Strategic Directions

4. Governance Legitimacy Unrated		
Measure: A legal framework of powers, duties and functions related to the institution (or its Minister) reflective and enabling of its objectives, as evidenced by: • Programs and activities authorized by and in compliance with the law (e.g. constitutive legislation, the Financial Administration Act, the Charter of Rights and Freedoms, and other applicable statutes or regulations); A corporate process to identify areas where legal authority may be lacking or issues of lawfulness, including: - a requirement that an assessment of the adequacy of legal authority and lawfulness for new programs and activities be incorporated into the decision making process when these programs and activities are developed; - a process and work plan to review whether current programs and activities are authorized.		All WD programs have been renewed or are in the process of renewal and legal authority is assessed as part of the renewal process both internally and by Central Agencies. WD routinely consults the Department of Justice on legal issues ranging from overall program areas to individual project issues.
5. Governance Structure Opportunity for Improvement		
Measure: A stable (MRRS) the foundation for results- based management as evidenced by: • Clearly defined, measurable strategic outcomes that reflect the organization's corporate mandate and vision; • Clear results outcome statements that are linked to corporate/government-wide priorities; • PAA sufficiently populated with results and financial information; • Defined governance structure outlining the decision-making, mechanisms, responsibilities, and accountabilities	WED has three Strategic Outcomes that give a clear indication of the long-term goals of the Agency. The Agency had not populated the EMI database with any performance information as of March 31st 2005. However, the Agency has recently provided the TBS with a small portion of its MRRS framework, and has committed to completing the rest of it by fall 2006.	WD's strategic outcomes and expected results are articulated in the annual Report on Plans and Priorities. The department has a measurement strategy against which all projects are assessed and approved based on their link to the department's strategic objectives. EMI is populated with General Information and Resources Information, the information requested in the surveys as well as the information on governance structure. Expected results are captured in a departmental database although not in EMIS. The department's DPR clearly links the department's results to the overall

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of the department.		Government of Canada objectives.
6. Effective Planning Function Acceptable		
Measure: An effective planning function as evidenced by: • Approved organizational strategy to integrate business and strategic planning, human resources planning, resource management, and performance monitoring; • Established process and calendar for corporate planning and decision making Operational plans and performance agreements aligned with and linked to strategic plans.	As noted in under other indicators within the Management Accountability Framework assessment, WD has a capital assets plan, an HR plan, and acceptable financial analysis and reporting. A performance measurement strategy is currently under development. According to information provided by the department, WD has a department wide planning team, a planning calendar, and a planning template based on the Management Accountability Framework and the Program Activity Architecture. The planning structure aims to integrate HR planning into each regional business plan. Executive planning sessions are held annually with updates included in regularly scheduled Executive Committee meetings. The degree of complexity of planning is appropriate for an organization of WD's size, core resource allocation, and activities. (WD's key activity is the delivery of grant and contribution programs.) TBS would like to see more evidence that integrated planning informs TB submissions, particularly through the inclusion of specific information related to O&M resources required.	
7. Horizontal Initiatives Unrated		
Measure: Commitment and contribution to the results- based management of horizontal initiatives, as evidenced by: • Leadership where appropriate; • Active participation; and Responsibilities for horizontal initiatives reflected (including leadership) in performance agreements.	The following information was provided by the department: WD leads or actively participates in many horizontal initiatives in keeping with the departments mandate. Accordingly the management of horizontal projects figures prominently in the performance agreements of WD's program delivery executives. The Vancouver Agreement (VA), a key WD-led horizontal initiative, has been commended by many observers. In a November 2005 audit report, the Auditor General found the VA to be a " promising governance model" where the provincial ,municipal, and federal governments are working together to meet community needs. The VA has received	In 2005 TBS commended WD for participating in and showing leadership in horizontal initiatives. Leading horizontal files is central to the management of many of WD's programs. High profile initiatives like the Vancouver and Winnipeg Agreements typify much of WD's work. Accordingly the management of horizontal projects figures prominently in the performance agreements of WD's program delivery executives. The approach to the Vancouver Agreement was developed from the ground up and evolved from an unfunded initiative with an agreement to collaborate to one that is funded. The OAG found that WD provided leadership as the federal representative.

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	awards from the institute of Public Administration of Canada (2004 Innovative Management for Horizontal Collaboration award), the United Nations (2005 Public Service Award for "improving transparency, accountability and responsiveness in public service") and the Association of Professional Executives of the Public Service of Canada (2005 Partnership Award). WD has a similar, long-standing tripartite agreement in Winnipeg and is working on new agreements with Saskatoon and Regina. WD is involved in a number of other horizontal files, including the Social Economy Initiative, the Urban Aboriginal Strategy, the Community Futures Program, and the delivery of Various infrastructures in Canada programs. WD shares in the committee work and least on selected aspects such as the development of the Horizontal RMAF for the Social Economy Initiative and WD ADM's also chaired the Federal Councils in three of the western provinces.	leadership as the federal representative.
8. Portfolio Management Not Applicable		
Measure: An effective portfolio management structure and process in place, as evidenced by: • Clear direction, leadership and communications; • Information exchange, sharing of common/best practices; • Structured consultations on: priority-setting and decision-making, resource allocation and budgeting, policy development and planning • Committee processes and an organized governance structure; • Integrative operational mechanisms and shared services; • Graduated portfolio-based approval processes; • Integrated mandate and common objectives.	WD does not have a portfolio.	

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Results and Performance		
9. Evaluation Function Attention Required		
Measure: An effective evaluation function, as evidenced by: • Capacity of the evaluation function; • The deputy head as chair of an active evaluation (and audit) committe(s); • Risk-based evaluation plans; • Management action plans to address evaluation findings/recommendations; • Evaluation reports submitted to TBS and posted in a timely fashion (3 months); • Performance information regularly audited or evaluated; • Audit and Evaluation or other executive committee review of performance information.	WED has significantly developed its evaluation capacity. However it will not meet the commitments made in the MOU between Deputy Minister and the Secretary of TBS. • 2001-02 A-base evaluation resources: $252,000 • 2005-06 forecast evaluation resources: $537,500 • 2005-06 resource levels required by funding MOU: $760,225 Funding for evaluation in the department is controlled by the Head of Evaluation, ensuring objectivity. Active Audit and Evaluation Committee chaired by the Deputy Minister. The department has not produced a risk-based plan this year. It has developed an interim plan listing projects to be completed during this fiscal year. This interim plan has not been submitted to TBS as of October 24, 2005. The evaluation unit follows-up on the implementation of recommendations but the status of the implementation of recommendations is not yet available as follow-up is not yet complete. There were 12 evaluation reports scheduled to be completed in 2003/04 and 2004/05. Only 4 are publicly available. • 3 out of 4 reports reviewed by the CEE address the issue of relevance of the program and the substantiation of findings was overall good. • 3 out of 4 reports reviewed by the CEE address the issue of Value-for-Money and the substantiation of	Significant improvement has been made in the completion of evaluations for WD programs. Management action plans have been approved and are posted with the evaluation reports on WD's website. The total annual budget for audit and evaluation remains at $1.2M, on average equally split between the two functions. Three-year audit and evaluation plans have been drafted and WD expects to meet evaluation requirements for all programs.

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	findings was limited.	
10. Financial Reporting Acceptable		
Measure: Accounting and reporting of financial activities consistent with Government policies, directives and standards, as evidenced by: • Timely and accurate financial reporting including accuracy of public accounts plates and improvements on the quality and timeliness of departmental financial statements; • Quality of Central Financial Management and Reporting System (CRMRS) trial balance submissions, including materiality and number of errors and timeliness of corrections; • Quality presentation and accounting for specified purpose accounts .	<u>Departmental financial statements & Special Purpose Accounts:</u> Overall conformed well to Treasury Board Accounting Standards and professionally presented. <u>Public Account Plates:</u> Obtained a grade of A with 92% of plates submitted on time. A significant improvement from a grade of D with 50% on time last year. <u>Trial balance submissions:</u> Number of errors remained consistent with the prior year. <u>Internal Audit Reports:</u> No items related to financial reporting noted.	
11. Information and Decision-Making Acceptable		
Measure: Access to and use of integrated information for corporate decision making, as evidenced by: • Integrated information from financial, human resources, payroll, and asset and real property management systems in support of senior management decision making and related to the achievement of strategic objectives; and • Regular DM and senior management challenge of proposed investment decisions on the basis of integrated information from various sources, linked to strategic objectives.	For a discussion of planning, please see the Effective Planning Function indicator. It should be noted that WD generally does not undertake major projects (see Project Management indicator) and has not substantial capital assets (see Assets indicator) in which to invest. The following information was provided by the department: WD's strategic objectives are met primarily through grants and contributions. WD uses an integrated Project Assessment Tool (PAT) to document individual project assessments, including cost, project results relative to strategic outcomes and departmental plans, O&M requirements and repayment implications. The assessment forms the basis for the DM and senor management challenge function, which is mandatory for all projects over $200,00. In the case of IM/IT investments information Management and Technology Council chaired by the DG Corporate Services with the active participation of the	WD's annual planning process determines the basis for G&C funding decisions. The annual plan template is based on the 10 MAF elements and also integrates the departments PAA.

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	DG Finance and Programs conducts a thorough review of all potential projects based on the submission of business cases and a customized project assessment tool.	
12. Performance Reporting Opportunity for improvement		
Measure: Planning and Reporting Systems to support executive decision-making as evidenced by: • RPPs/DPRs reflective of information contained in MRRS; • DPRs linked to RPPs; Electronic, meaningful real-time data linking resources and results	The DPR reports on all commitments made in the RPP and provides a table at the beginning of the report, which summarizes this information. The report is logically organized and provides an analysis of performance by strategic outcome. However, this analysis mainly focuses on departmental activities and outputs and provides little information on performance measures and actual results achieved. The lack of performance measures and outcome information makes it difficult for the reader to assess the department's overall performance.	WD has developed an electronic Project Assessment Tool (PAT) which captures due diligence on all project decisions. For each project the PAT links project results to the departments strategic objectives as per the PAA. Actual results will be captured as projects reach maturity.
Learning, Innovation and Change Management		
13. Innovation and Change Management Unrated		
Measure: Anticipation and management of significant organizational change, as evidenced by : • Change management strategies at the corporate and "initiative" levels; Change management function, assignment of responsibilities and support to change management practices.	"A new policy on Learning, Training and Development came into effect January 1st, 2006. It applies to department and agencies for which Treasury Board is the employer (FAA Schedules 2 and 4). Monitoring of implementation in departments and agencies will begin January 2007, allowing for gradual implementation throughout 2006. Implementation will be support by directives, standards and guidelines and results will be reported annually starting the 2006-2007.This policy replace the Policy for Continuous Learning in the Public Service of Canada. I supports employees at all levels by providing learning and training opportunities deigned to foster excellence and a world-class workforce serving the needs of Canadian of today and for future generations." DEPARTMENTAL FEEDBACK: In response to the passage of the PSMA, the PSLR, and the PSEA WD has organized, in concert with the CSPS, as series of Public Service	

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	Modernization Workshops which the Deputy Minister has made mandatory for all managers and which have run throughout the Fall 2005. These sessions have contained a consistent and carefully designed change management agenda that supports the broad HR Modernization agenda and the government's wider Management Agenda. WD has branded under the heading of "WD's Changing Workplace" an ambitious series of change initiatives that include those contained within the PWGSC "Way Forward Agenda," HR Modernization, the departments own Information Management Agenda and less formal reforms of WD HR policies. An MOU is being developed with the CSPS supporting WD's change management agenda. Under the draft plan the Canada School of Public Service will provide intellectual advice and direct support to WD's Cultural change agenda. All training requests are considered and approved on the basis of an approved Personal Learning Plan.	
14. Organizational Learning Unrated		
Measure: The organization learns from its results, as evidenced by: • An organizational learning strategy incorporating regularly reviewed learning objectives, opportunities and requirements; A strategy to determine organizational knowledge needs, and to capture, manage and apply organizational knowledge to shape action and improve results.	" A new policy on Learning, Training and Development came into effect January 1st , 2006. It applies to departments and agencies for which Treasury Board is the employer (FAA Schedules 2 and 4). Monitoring of implementation in departments and agencies will being in January 2007, allowing for gradual implementation throughout 2006. Directives, standards and guidelines will support implementation and results will be reported annually starting in 2006-2007.This policy replaced the Policy for Continuous Learning in the Public Service of Canada. Its supports employees at all levels by providing learning and training opportunities designed to foster excellence and a world-class workforce serving the needs of Canadians of today and for future generations." DEPARTMENTAL FEEDBACK: WD has appointed a Chief Learning Officer (CLO) who is in the process of reviewing and developing a revitalized learning program, which will be fully	At just short of $.75 million WD's investment in learning is substantial. In addition the department supports three WD sponsored CAP participants and a number of workplace developmental assignments.

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	integrated with WD's HR Plan and the Department's Business Plan. The CLO is receiving excellent support from the CSPS in the form of consulting advice and research. One of the key elements of a new strategy for WD will be an improved information management system capable of tracking learning investments and evaluating the results. Much of WD's corporate investment in learning has been devoted to the design and deliver of programs in support of HR modernization and WD's related change management agenda. In addition to this work corporate fund s have been used to support voluntary and compulsory second language training.	

Policy and Programs

15. Policy Framework   Unrated

Measure: A solid policy framework, as evidenced by: • Consistency with the departmental mandate; • Alignment with the government-wide policy agenda; • Appropriate horizontal linkages to the policy frameworks of other departments; • Clarity to central agencies and other departments; and, • Utility in managing competing demands and allocating scarce resources.90	The following information was provided by the department: WD's policy framework reflects the department's mandate and its three strategic outcomes-Sustainable Communities, Entrepreneurship and innovation. A fourth area of activity (Policy, Advocacy and Coordination) supports the implementation of the departmental mandate through western-based policy research and managing networks that facilitate western Canadian priorities being reflected in national decision making. WD's policy framework is aligned with the government-wide policy agenda in key areas such as support for cities and communities. WD's policy framework provides the basis for departmental planning, priority setting and budgeting. WD faces resource challenges as increasing demands are made to support national and other federal initiatives in western Canada.	WD's policy framework is aligned with the government-wide policy agenda and linked as appropriate to the policy frameworks of other departments. For example, WD's Sustainable Communities agenda has emphasized urban development for over a decade and pioneered the formation of the tri-partite urban development agreements that are one of the main policy thrusts of the government's Cities and Communities agenda. WD has also worked closely with other federal departments and agencies including the PCO to support the development of a "regional development policy framework". Work continues on a collaborative basis with other RDA's, PCO, and some other federal organizations to further refine this framework. The RDA model provides considerable flexibility to each RDA to tailor their individual programs and policies to meet the needs of their region. Each RDA, although having similar objectives and structures, works within their respective regions to support the development and implementation of federal policies and programs that reflect very real and significant differences in economic and demographic structures, policy challenges and priorities, and opportunities for development. WD's policy framework and priorities are outlined in a number of public documents – our annual RPP and DPR, as well as on our website and in our publications.

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16. Strategic Policy Capacity Opportunity for improvement		
Measure: A solid strategic policy function and analytic capacity, as evidenced by: • Ability to anticipate challenges and respond in a strategic rather than a reactive manner; • Organizational model to harness distributed policy capacity; • Strong and sustainable community of analysts; • Policy development process grounded in fact-based analysis with reliable modeling and due regard to implementation and operational matters; • Outcomes-focused policy and program development informed by past performance; • Stakeholder engagement to effectively inform policy making without creating expectations that unduly constrain government decision- making.	WD is not a policy-intensive department. During the MAF period (fall 2004-fall 2005), analyses presented in Memoranda to Cabinet and Treasury Board submissions were not always supported with sufficient facts or modelling to outline intended outcomes. Program development is informed by past performance. WED has a robust stakeholder engagement system. The following information was provided the department: WD has established many thematic working groups within the department that draw on the federal, provincial, business, community and university networks of experienced regional staff. This facilitates the discussion and integration of policy issues within the department.	Although a small department, WD's strategic policy function encompasses a range of activities and individuals that support our policy and analytical activity. These activities have allowed WD to contribute significantly to both the western Canadian and federal policy agenda. WD has also established "working groups" that focus on specific policy areas (innovation, trade and investment, aboriginal development, social economy, environmental industries) with participation from regional management and officers in each WD regional office. This model supports the establishment of provincially based networks within provinces with links to key policy leaders and organizations including federal and provincial groups within each province (e.g. Federal Councils, provincial policy organizations) as well as facilitates the discussion and integration of policy issues on a corporate and pan-western basis within the department. The strong working relationships that have been established with external organizations within the region – including universities, policy think tanks and business/community organizations, and provincial governments - provides access to a broader community from which to draw both representation and potential staff resources. WD is also building relationships with post-secondary institutions that offer degrees in public policy/public administration and related disciplines through cooperative education and other work term programs as a means of identifying and recruiting potential policy and research analysts. In addition to its internal policy capacity, WD makes use of several of Canada's leading public policy institutions, other federal and provincial government research and information sources, and non-government sources of analysis and information, to shape its long-term strategic directions and policy priorities.

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Risk Management		
17. Legal Risk Management Unrated		
Measure: Adequate management of legal risk, as evidenced by: • Ongoing/regular scanning of programs for legal risks, in a manner commensurate with the nature of the department's activities and mandate; • Senior management engagement in LRM, including the active review, avoidance, mitigation and management of legal risks; • Effective sharing of information on legal risks, including with Department of Justice and central agencies (in large part to create a whole of government perspective); Contingency planning to respond to risks that have materialized.	WD works with the Department of Justice through and MOU Service Agreement. Services are coordinated through the Corporate Service Branch and legal Counsel is assigned though a General Counsel who is location with in the justice Canada's Edmonton Region Office. The MOU and the legal services provided are reviewed by the DG corporate Serviced in consultation with WD's senior management on a bi-annual basis. Billings and Justice Canada's Contingency Liability Report are reviewed quarterly. All new programs or partnerships are subjected to legal review and consultation with a view to identifying risk or liability.	
18. Risk Opportunity for improvement **Measure:** Risk as an active factor in decision-making processes, as evidenced by: • Evergreen executive committee assessment of corporate risks and the status of risk management (Corporate Risk Profile); • An integrated risk management function (organizational focus) linked to corporate decision making; • Protocols, processes and tools to ensure the consistent application of risk management principles throughout departmental decision making and delivery; and, • Continuous organizational learning about risk management and lessons learned from risks successfully identified and mitigated or not.	Last information received was that implementation of Integrated Risk Management (IRM) was progressing slowly. Executive level steering committee continued to champion management modernization and to ensure it maintained a high profile within the department. WD's priorities for advancing management included improvements in Human Resource Modernization development of an Integrated Risk Management Framework; and development of an integrated planning process. IRM methodology was being developed and was expected to be ready by December 2004. First generation CRP was developed in cooperation with senior management. The CRP establishes a foundation for IRM methodology and the Agency's risk-based Audit and Evaluation Plan. Risk	Risks specifically related to G&C management are well managed. RBAFs have been developed for all programs and multi-faceted risk assessments are completed for all projects both in support of approvals and all payments. WD plans to complete a strategic risk assessment and prepare a Corporate Risk Profile in 2006. An Integrated Risk Management Framework will be developed in 2007.

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successfully identified and mitigated or not.	specifically related to G&C management is well managed. RBAF's have been developed for all programs and multi-faceted risk assessments are completed for all projects both in support of approvals and all payments. The department has a process to manage risks specifically related to G&C's.	

People

19. Workplace   Unrated

Measure: A workplace that is fair, enabling, healthy and safe in order to provide best services to Canadians, as evidenced by: • fair employment and workplace practices and effective labour relations; • Clear direction, collaboration, respect and support for employees' linguistic rights, diversity and personal circumstances in order to enable them to fulfill their mandate; • Healthy and safe physical and psychological environment.	There has been a doubling of leave without pay for illness or disability over the past 5 years (from 0.60 to 1.91 days) although these rates still remain below the public service average. The rates for uncertified sick leave (4.9 days) and sick leave without pay (3.93 days) increased and are slightly higher than public service average. Certified sick leave has decreased over 5 years and remains consistently lower than public service average. The number of successful Staffing Appeals remained at zero through 2005 although the number of Appeals filed did increase slightly with 4 appeals lodged in 2004-2005.Grievances increased from 4 in 2004-05 to 6 in 2005-06. However, it should be noted that the formal recourse rate remains low in WD with less than 1% of the population filing formal complaints. Under the leadership of the Deputy Minister who chairs regular meetings of the Labour Management Consultation Committee WD has at both the national and, through Regional LMCC's maintained solid working relations with each of its bargaining agents. Under the auspices of the LMCC WD maintains an active National Health and Safety Committee. WD received very positive feedback from the 2002 National	Certified sick leave has decreased over 5 years and remains consistently lower than public service average. This suggests that employees are satisfied with fair practices, effective labor relations and a healthy work environment. The department's above average satisfaction rating in the 2002 survey supports this conclusion.

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	Employees Survey scoring above the PS mean on almost all workplace indicators. With this in mind the department has worked had to encourage a high level of participation in the recently completed 2005 survey.	
20. Workforce Unrated		
Measure: A workforce that is productive, principled, sustainable and adaptable in order to provide best services to Canadians, as evidenced by: • the size, mix of skills and diversity of backgrounds to competently perform its duties • reflective of Canada's population, respectful of Canada's official languages and performs its duties guided by the values and ethics of the Public Service. • renewable and affordable over time. • versatile, innovative and engages in continuous learning.	Western Economic Diversification has an opportunity for improvement with respect to language of work. WD appointed one visible minority EX in December 2003 and is currently hosting 2 visible minorities EX's: one under the AEXDP and the other on assignment from another organization. The department is also in the final phases of an EX-1 selection process focused exclusively on the recruitment of an aboriginal candidate. With a small EX complement of 21 employees, opportunities for recruitment and promotion are limited. However, WD has demonstrated commitment to developing EX feeder groups since all current CAP participants are members of employment equity groups. Secondly, acting appointments or visible minorities into the EX feeder groups was 16.9% in 2004-05.Visible minorities comprised 12.4% (19 out of 153) of the employees externally recruited between 2000-2005 and 16.7%(4-24) of employees externally recruited for 2004-05 Trends for workforce tenure are not significantly different than in the public service. Over the past 5 years, there is a significantly higher transfer rate than the public service average. Similarly, there has been a significant increase in involuntary separations in the same period. There was a significant decrease in voluntary separations, over 5 years. Rates of retirements have remained consistent and in line with public service average. An analysis of separations has identified the following trends. As a small Department with a flat organizational structure, employees seek career opportunities in other departments to	WD meets or exceeds representation levels based on Labour Market Availability numbers under all employment categories.

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	advance in their careers. As well, the labour market for employees with skills in the CO and ES groups is particularly good in Alberta, B.C. and Ottawa, resulting in attractive opportunities outside the Department. In the five-year period under review, WD identified 109 lateral transfers out of the Department. However, this included term as well as indeterminate transfers. Involuntary separations were mainly due to end of term contracts, with 281 end of specified terms.	
21. Employment Equity Opportunity for improvement		
Measure: *Embracing Change* objectives for visible minorities met, and workforce availability targets met for designated groups, as evidenced by: ● demonstrated results in meeting *Embracing Change* targets for: - recruitment - promotions - EX appointments ● Specific initiatives planned or underway to meet targets of WFA for: - Women - Persons with disabilities - Aboriginal persons - Visible minorities	Western Economic Diversification met their minimum representation goals for all of the designated employment equity groups based on departmental work force availability (WFA) estimates. No visible minorities were appointed to the EX group at Western Economic Diversification for the past four years. Visible Minorities received 7.7% (1 out of 13) EX appointments at Western Economic Diversification between 2000-2005 Visible Minorities comprised 12.4% (19 out of 153) of the employees externally recruited by Western Economic Diversification between 2000-2005. Visible minorities accounted for 16.7% (4 out of 24) of employees externally recruited by Western Economic Diversification for 2004-05. Further progress is possible given Western Economic Diversification's occupational needs.	WD appointed one visible minority EX in December 2003 and is currently hosting two visible minority EX's: one under the AEXDP and the other on assignment from another organization. The department is also in the final phases of a EX-1 selection process focused exclusively on the recruitment of an aboriginal candidate. During fiscal 2004-05, WD sponsored four CAP participants: Three were from Visible Minority communities and one from the Persons with Disabilities community. One of the participants successfully graduated from the CAP program in 2005 and was appointed to an EX position in another Department. WD stats show that 5 out of 24 visible minorities were recruited externally in 2004-05. WD has submitted an Embracing Change report with current numbers.

TBS Measures	TBS Assessment	Management Comments
22. HR Planning Notable		
Measure: A well-developed HR planning process integrated with its business planning, as evidenced by: - HR planning aligned with the organization's strategic outcomes and integrated with business planning. - HR planning incorporating future needs, effective recruitment and retention, succession planning, learning and diversity.	WD is a small department (less than 400) located in 4 regions in Western Canada. Their Report on plans and priorities is the basis to integrate regional human resources and business plans. The Manitoba region is the first to integrate human resources and business plans in 2004-05. During 2005-06, the department will simplify the integrated planning process in the remaining 3 regions. Being a small organization, they are considering to have one plan incorporating all human resources (i.e. Employment equity, Official Languages, succession, learning etc) and program management components and one reporting mechanism. WD continues to focus on implementing human resources Modernization that is included in the RPP (2005-06). They have a learning strategy focusing on human resources Modernization and have developed in conjunction with regional universities training programs. Succession planning occurs at 2 levels – EX and non-EX. They have identified the gaps and learning needs at the EX level with the main challenge being the Official Languages obligation for 1 ADM position. Their corporate succession planning is aligned with the Report on plans and priorities. WD has used our integrated human resources and business planning tools in their planning.	
23. Official Languages, language of work Opportunity for improvement		
Measure: Legislation and policy on Official Languages in the workplace respected, as evidenced by: - Composition of the workforce reflecting the presence of both official language communities of Canada; - Incumbents of positions with bilingual requirements meeting those requirements; - Use of the official language of their choice by employees in bilingual regions; - Availability of communications, tools and products in both official languages in bilingual regions;	There are some deficiencies in the linguistic capacity of employees. Only 81.8% of supervisors meet the language requirements of their position, compared to 85% for the Public Service (PS) as a whole. The proportion of employees with responsibilities for personal and central services who meet the language requirements of their position is only 72.5%, compared to 88.6% for the Public Service as a whole. It should be noted that only 66.7% of the EXs located in the only bilingual region in which the department has employees, i.e. the NCR, meet the language requirements of their position, compared to 84.7% for the PS in all bilingual regions taken	

TBS Measures	TBS Assessment	Management Comments
• Availability of training in both official languages.	together. However, the department is continuing its efforts to institute the necessary measures so that employees working at its office located in the bilingual region can use the official language of their choice. *Sources: PCIS – Data as of March 31, 2005, and the 2004-2005 Annual Review produced by the department.*	
24. Performance Review Acceptable		
Measure: An effective performance assessment process, as evidenced by: • performance agreements that: - Have specific outcomes and are results- based - Clearly identify expectations in line with Clerk's priorities - Require sound financial and human resource management • Rigorous performance assessment process (e.g. quality and distribution of performance pay) and HR follow up.	A. Performance Agreements: No review of performance agreements was done for this department in 2004-2005. B. Rigorous Performance Assessment: Budget for lump sums is 7%; Department was within budget with an expenditure of 6.9%. The distribution of ratings was within expected distribution and included some Did Not Meet ratings. The percentage of EXs who received a bonus, at 26.9%, was very close to the average for the public service of 24.8%.	
25. Readiness for PSMA Implementation Acceptable		
Measure: New legislation and delegations of authority, policies and procedures in place, as evidenced by: • collaborative labour relations; • training, tool kits, guides and other supports available for managers and HR professionals; • current and future needs identified leading to their use in clear staffing criteria ; • internal policies, procedures and monitoring to ensure consistent and fair implementation of new act.	PSLRA: Measures in support of PSLRA/FAA have been satisfied. The LMCC is in place and holding meetings, the ICMS is in a position to hold meetings and the FAA was approved with all delegation instruments in place. All other policies have been approved or, in the case of USE of Employer Facilities, are well underway. Communication and training has occurred in support of all elements. PSEA: An appointment Delegation and Accountability Instrument (ADAI) and sub-delegation arrangements have been completed. Essential policies have been approved with 100% of HR staff criteria to support the new staffing regime	WD has prepared and submitted its PSLRA and PSEA Reports. All HR professional staff have completed the necessary training and have received PSC "validation." WD has signed a delegation instrument with the PSC respecting staffing and will have provided two day staffing training to all of its managers by February 7, 2006. Staff training and orientation to PSEA will be conducted in all offices by February 14, 2006. In addition all managers have attended six days of HR Modernization Training that focused on change management, the new labour relations act, competencies, and values and ethics in HR Management. Concurrent with the staffing and labour relations training sessions are being provided to all managers on HR Planning and these will be complete by the end of January 2006. WD has also put in place by the December 2005 deadline

TBS Measures	TBS Assessment	Management Comments
consistent and fair implementation of new act.	and to complete all aspects of the reporting and monitoring framework.	the three mandatory HR Policies. Meanwhile on the learning side the department has appointed a Chief Learning Officer and is busy developing an MOU with the Canada School of Public Service who have provided considerable support and advice with respect to the change management agenda it has established in support of HR Modernization.

Stewardship

26. Capital Assets Acceptable		
Measure: Effective investment planning in capital assets, as evidenced by: • Adequate information on condition and use of capital assets in support of investment planning; • A long-term plan that integrates all capital asset classes (real property, materiel and IM/IT); and • A clear linkage between asset and program delivery.	WD's mandate does not require the management of substantial capital assets. WD's material assets consist primarily of computer equipment. They have a three-year lifecycle management policy for desktop resources	
27. Financial Analysis Acceptable		
Measure: Solid financial analysis, as evidenced by: • Frequent and accurate year-end forecasts and variance reporting (most especially at mid-year) showing the organization's true financial status; • Analyses of high-risk areas in relation to reference levels by program activity and major funding approvals (real and projected) including anticipated funding pressures and re-profiling trends; and, • A reasonable history of carry forwards and lapses.	WD produces mid-year variance reports and provides prompt analysis of anticipated funding pressures and re-profiling trends. WD has also used their operating budget carry forward this year ($2.1M).	
28. Information and IT Management Opportunity for improvement		

TBS Measures	TBS Assessment	Management Comments
Measure: An IM/IT vision and strategy supportive of the organization's business strategy and government- wide directions, as evidenced by: • A governance structure that includes program representation and is effective in priority setting of IM/IT investments and resources; • IM/IT enabled projects that have effective governance and are executed well; • Strategy and approved plans that reflect a GoC Enterprise approach to common IT services; • Implementation of Management of Government Information (MGI) Policy strategy, based on an IM capacity assessment; and, • Integrated privacy and security measures.	Western Economic Diversification Canada completed its Information Management Capacity Assessment in March 2005, resulting in a three-phase, five-year IM strategy. The first phase addressing priority issues is scheduled for completion in Year 1, with Phase 2 being initiated in the last quarter of this fiscal year. Western Economic Diversification will likely not comply with the standard management of IT Security (MITS) by December 2006 Western Economic Diversification has completed or nearly completed 42% of the key MITS requirements. Considerable work remains and some fundamental security requirements and not yet in place. The Action Plan has identified the key gaps and has scheduled them for early completion. WD's Information Management and Technology (IMT) Council, comprised of senior departmental management and business leaders, decides which IT enabled projects are manages using the IMT Project Management Framework, which has been adapted from the Treasury Board Project management guidelines.	Western Economic Diversification should be compliant with MITS by Dec 2006 with the exception of a few key requirements. Western Economic Diversification has completed or nearly completed 42.3% of MITS requirements. Considerable work remains and some fundamental security requirements, including the organization and policy, are not yet in place.
29. Internal Audit Function **Attention Required**		
Measure: An effective internal audit function, as evidenced by : • An appropriate infrastructure to effectively discharge its internal audit responsibilities as outlined in the Internal Audit Policy (governance structure and appropriate level of resources); • A completed risk-based audit plan; and • All reports including progress reports are submitted to TBS for follow-up activities.	An infrastructure to discharge internal audit responsibilities is in place. A new Chief Audit Executive reports to the Deputy Head. The Deputy Head chairs the Audit Committee. An interim audit plan was received. No audit reports have been submitted for the current fiscal year.	WD has made significant progress in the Internal Audit Function. The unit, which includes the evaluation function, has been fully staffed with the position of Chief Audit Executive redesigned and reclassified to reflect the requirement for greater emphasis on accountability, transparency and ethical behavior. The Audit Committee is guided by an approved Charter which was submitted to the Comptroller General and approved. WD has completed a number of audits, two of which relate to the management of the department's grants and contributions programs that represent the cornerstone of the department's activities.

TBS Measures	TBS Assessment	Management Comments
TBS for follow-up activities.		
30. Management of Transfer Payments Acceptable		
Measure: Effective Transfer Payment Program management in place, as evidenced by: • Timely renewal of transfer payment programs; • Departmental internal audit plans include provision for the review of internal management policies, practices and controls of transfer payment programs; • Regular audit of transfer payment programs and follow-up.	WD requested six extensions of Terms and Conditions of transfer payment programs that originally expired on March 31, 2005. Two have been renewed, one was extended only to allow completion of existing projects, one is in the process of renewal, and two have expired after six-month extensions The department provided the following information: WD undertakes cyclical audits or grants and contributions that cover all programs and all aspects of grants a contribution management (Policies, practices and controls). The department id currently completing and audit of grants and contributions transactions.	In December 2004 all departments were given the opportunity to request extensions to program terms and conditions in order to allow TBS and departmental staff adequate time to respond to the PTP requirement to renew all G&C programs by June 30, 2005. WD requested four extensions for programs requiring renewal and two extensions for programs that were expiring but needed additional time for completion of approved projects. WDs internal audit plan is to undertake a regular cyclical audit of the management of grants and contributions. CAC was engaged and completed a draft report for the first phase in January 2006. These cyclical audits will cover all G&C programs and all aspects of G&C management (policies, practices and controls). Audit plans specific to G&C programs are detailed and approved in each program RBAF. The plan to perform regular cyclical audits of the management of G&Cs follows previous audit work done of both management practices and individual programs. The most recent was an audit of G&C transactions (draft report received December 2005). Other recent audits include an audit of the Community Futures Program (2003), Risk based Review of WD's G&C Monitoring and Payments Function (2003), Review of WDs G&C Quality Assurance Review Process (November 2003), Audit of Contribution Audit Policies (March 2004).
31. Materiel Management Acceptable		
Measure: An appropriate materiel management framework in place as evidenced by: • Clear accountabilities consistent with organizational capacity; and • Reliable life- cycle cost and performance information	WD is not a materiel asset-intensive department. WD keeps consolidated records of the location and condition of each capital asset it owns, and has an established governance and accountability structure within which its moveable assets, including IM/IT assets, are managed. WD is in the process of developing a three-year IT capital plans to cover server ~~consolidation initiatives and equipment ever-greening cycles~~	

TBS Measures	TBS Assessment	Management Comments
that supports decision- making.	consolidation initiatives and equipment ever greening cycles.	
32. Procurement and Contract Management Acceptable		
Measure: Risk-based approach to procurement and contracting management, as evidenced by: • Clear delegations of authority are tied to knowledge and capacity; • Demonstrated compliance with delegated contracting authorities and conditions identified by Treasury Board policy; and, • Explicit oversight, monitoring and on- going review of procurement and contracting function and processes (e.g. Contracts Review Committee, quality of contracting data, timely completion of contracts over $10,000 disclosure information, implementation of audit recommendations where applicable, etc); • Methods for procuring demonstrating the most cost-effective end-to-end process.	Concerns at WD are being addressed: WD continues implementing changes as recommended further to TBS monitoring and January 2004 internal audit.· • Delegated financial authorities were reviewed in spring 2004. Delegation highly controlled: regional manager, finance & corporate services or ADM (regional) review contracts for policy compliance and sign all contracts; regional admin officers available for guidance on contracts over $25K· • A January 2004 audit of WD's contracting recommended measures to increase compliance to TB policy including training, web site information, delegated authorities review, contract review committee process, as identified below. In May 2004, WD provided TBS with an action plan to address recommendations and has indicated implementation is well under way. · • Training - targeted training recently given to contracting authorities, contract review officers and management and staff involved in contracting process; regions were also made aware of CSPS contracting courses· Information/communication - web site including procedures for non-competitive contracts was updated summer 2004.· • Policy compliance - employer-employee relationships, verbal contracts and contract splitting identified in audit as areas to improve; clarification of policy has been sent to regional managers & recent training is addressing these issues; sanctions have been imposed in the area of	WD is collaborating with PWGSC in response to the new procurement initiative – The Way Forward.

TBS Measures	TBS Assessment	Management Comments
	verbal/retroactive contracts· • Oversight, monitoring & review - contract review committee established in 2003 reviews and approves all non-competitive contracts; as recommended in the recent audit, director of corporate admin coordinates process and committee implementing risk-based approach to review. Terms of reference and procedures on Intranet to increase staff awareness.· • Purchasing data: WD awarded only 12 contracts valued at $650K and PWGSC awarded a further 18 contracts valued at $750K approx; half of the 30 contracts were below $25K. This is a significant decrease from contracting activity in past years (which averaged at approx $5M) • Dept met requirements for proactive disclosure of contracts above $10K. Data shows 130 contracts at $3.3M, all under $100K for all quarters reported. • Acquisition card use also decreased in 2004 ($678K). There remain opportunities for savings from using acquisition cards for low dollar value goods and services and volume discounts. • Public Accounts show actual expenditures for goods & services have declined to $11.5M (decrease for the 3rd year in a row), with highest expenditures in travel for public servants.	
33. Project Management Not Applicable		
Measure: Risk-based project management approach as evidenced by: • An integrated, achievable up-to-date long-term capital plan or planning document in place that is being implemented (linked to the organization's key priorities); • Explicit project management accountability framework, that addresses decision- making and oversight and effective monitoring and ongoing review; • Properly resourced projects (e.g. project management		

TBS Measures	TBS Assessment	Management Comments
capacity, appropriately trained officials); Demonstrated compliance with delegated project approval requirements and conditions identified by Treasury Board.		
34. Quality of TB submissions **Opportunity for improvement**		
Measure: Quality TB submissions, as evidenced by: • Draft submissions regularly vetted through common departmental quality control to ensure consistency, clarity and conciseness; • Accurate, substantiated and comprehensive financial components; and • Frequency with which TB conditions are imposed.	From Oct. 2004 to Sept. 2005 draft submissions sent to TBS are insufficiently developed (e.g. include errors that could be rectified using the Guide to Preparing Treasury Board Submissions). WD does not always allow sufficient time to revise submissions in advance of key deadlines resulting in conditional approvals to correct technical errors.	WD prepared an unprecedented number of TB submissions in the last fiscal year. Many were complex requiring a great deal of discussion with TBS and other central agency officials often resulting in delays while central agency consultations were taking place. Many submissions involved other departments, which also added to the amount of time required to prepare submissions. In December 2004 all departments were given the opportunity to request extensions to program terms and conditions in order to allow TBS and departmental staff adequate time to respond to the PTP requirement to renew all G&C programs by June 30, 2005. WD requested four extensions for programs requiring renewal and two extensions for programs that were expiring but needed additional time for completion of approved projects.
35. Real Property **Acceptable**		
Measure: An implemented real property management framework to meet its obligations under TB Real Property policies, as evidenced by: • An organizational structure which includes clear accountabilities and appropriate delegations; • Integrated support systems; and An information management framework to provide complete and accurate inventory data.	WD is not a custodian department and thus does not report to the Directory of Federal Real Property or to the Federal Contaminated Sites Inventory. As most of its occupancies expire between February 2006 and July 2008, WD has commissioned an Accommodation Implementation Strategy to assess overall space requirements for the entire department and ensure fair and consistent treatment of all employees. The WD Executive Committee also approved the creation of a National Accommodation Steering Committee, which forms the coordinating body for WD's Accommodation Implementation Strategy (AIS). The AIS, which is based on analysis of existing Occupation Instruments (OIs), a review of current and projected FTE counts, discussions with PWGSC officials regarding approved funding and space allocations, is	

TBS Measures	TBS Assessment	Management Comments
	currently under review and has not yet been approved by Executive Committee. WD currently has an internal accommodation plan which will be presented to Executive Committee for approval.	
36. Treasury Board conditions Acceptable		
Measure: Organizational compliance with conditions imposed by TB, as evidenced by : • Timely compliance; • Adequate engagement with TBS; and • Appropriate reporting.	WD has one outstanding condition regarding the *. WD is in the process of complying with the condition and is maintaining adequate engagement with TBS.	
Citizen-focused Service		
37. External Service Delivery Strategy Acceptable		
Measure: Client centred external service delivery strategy that drives efficiencies, respects client privacy rights and reflects an enterprise view of government services and that results in effective external service delivery, as evidenced by: • Review of key public-facing services to achieve measurable improvements in responsiveness to client needs, effectiveness and value for money;· Partnerships with other programs, organizations or jurisdictions to achieve more client-centric or cost-effective service delivery or to align program rules and regulations (e.g., MOUs/service level agreements in place when partnerships established); • Measurement of the cost-effectiveness of delivery by channel and migration of clients to lower cost channels where appropriate; and • Measurement of client satisfaction in a transparent way (e.g., reporting to clients and Parliament) using the	Analysis: Rethinking public–facing services: · The two Government Online WD services are complete, and both have take-up targets and marketing plans. · However, one service indicates that the front-line staff is not trained to handle increased complexity of queries and there is no HR strategy to redeploy resources.. Pursuing program partnerships: WD met its 2005 partnership target.	The implementation of the new Reporting and Performance Measurement System (RPM) being deployed with 3 of 4 Western Canada Business Services Network partners will include training to ensure effective use of the new online system. With respect to organizational readiness, both services provide an improvement of existing service delivery, such that take-up is expected to be moderate and managed by current staffing levels, and adjusted as required.

TBS Measures	TBS Assessment	Management Comments
Common Measurement Tool, and use of the results to guide continued improvement in client satisfaction.	Measuring cost-effectiveness / channel migration: · Other than the mention of limited qualitative benefits, TBS is not aware of any specific activity being undertaken by WD to measure the cost-effectiveness of service delivery channels. Client-satisfaction: · The Agency has registered for use of the CMT with the Institute for Citizen-centered Service and shows some commitment to measuring client satisfaction. · The Agency has been engaged in client satisfaction surveying of CSBCs in Western Canada using the metrics of the CMT and has published summary results on the web. · There is no evidence of the development or posting of service standards as required by Policy Framework for Service Improvement. Horizontal Solutions: Not Applicable	
38. Government-wide Services Acceptable		
Measure: Internal service delivery supportive of enterprise- wide (Government of Canada-wide) approach (e.g. shared and common services and infrastructure in IT, HR, Finance, Materiel), as evidenced by: • Commitments met on using Secure Channel services (timing and transaction volumes); • Active participation in enterprise-wide initiatives and	Internal Services: WD is an active participant on various regional and national interdepartmental committees with respect to small agency HR heads, HRIS Steering Committee and the Committee of Senior Officers. WD is also an active participant within the ATIP Community and this year hosted the annual Regional Agency/Industry Portfolio ATIP Meeting.	Analysis: Internal Services: WD's Director, IMT is the current Chair of the Alberta Interdepartmental IT Committee, which has operated under the umbrella of the Alberta Federal Council. The group explores shared service options and shares information.

TBS Measures	TBS Assessment	Management Comments
adoption of Shared service and systems.	Agency/Industry Portfolio ATIP Meeting.	service options and shares information.
	WD's Manager, Corporate Accounting, Policies and Business Systems is an active participant on the CAS-System Rationalization Working group (SRWG) and in addition t representing WD is chair of the national GX cluster group. WD has been an active participant since the committee was create in June 2004. In addition, his is an active participant in all Small Agencies and Financing Action Group (SAFAG) meetings.	WD is an active participant on various regional and national interdepartmental committees with respect to small agency HR Heads, HRIS Steering Committee and the Committee of Senior Officers and Officials run out of the Office of Values Ethics, Heads of IT, and Management of Government Information (MGI) committees.
		WD is also an active participant within the ATIP Community and this year hosted the annual Regional Agency/Industry Portfolio ATIP Meeting.
	Secure Channel:	WD's Manager, Corporate Accounting, Policies and Business Systems is an active participant on the CAS –System Rationalization Working group (SRWG) and in addition to representing WD is chair of the national GX cluster group. WD has been an active participant since the committee was created in June 2004. In addition, he is an active participant in all Small Agencies and Financing Action Group (SAFAG) meetings.
	All departments and agencies participate in common, core Secure Channel services: Data Network Service, Secure Application Key Management Service and Federated Infrastructure National Directory Service.	
	WD is an early adopter of Secure Channel services, and considers opportunities as appropriate.	WD's Director, Business Planning and Resourcing participates in CASS SFFO Council meetings and workshops. In addition, shared services are often included as agenda items in SAAN meetings and workshops in which he also actively participates.
		WD's Director General Corporate Finance and Programs or a delegate attends SFO meetings organized by the OCG where CAS developments are discussed. He also participates in the Comptroller General's Financial Management Advisory Committee where CAS is discussed.
		Secure Channel:
		This past year, the use of EPASS was evaluated for our online transactional service, RPM, however a less complex, cost-effective solution was chosen to meet client needs.
39. Official Languages for External Service Delivery Average		

TBS Measures	TBS Assessment	Management Comments
Measure: External communications in both official languages, as evidenced by : • Availability of communications, tools and products in both official languages, for external services to clients.	The proportion of employees meeting the language requirements of their position (81%) is below the rate for the Public Service (PS) as a whole, which is 88.6%. Although the department provided an active offer in only 75% of cases during the Government of Canada 2003-2004 telephone audit, it was able to provide services in both official languages in 100% of cases. The Department mentions as that language at the main entrances indicates that service is available in both official languages. In addition, the department ensures the quality of the information provided to the public and access to the information in both official languages, including printed material, electronic documents and media documents. Sources: 2004-2005 Annual Review of Official Languages; data from the Position and Classification Information system (PCIS) as of March 31,2005;PSHRMAC's telephone audit published in 2004;and departmental feedback about the preliminary	The Department is committed to linguistic duality and to offering services to clients in their official language of choice. In addition to the bilingual officers on staff, there are signs prominently displayed indicating availability of services in the official language of choice at the main entrances to the Department. It should also be noted that all departmental printed or electronic materials are consistently available in both official languages. WD's web site development team continues to ensure a high quality of information and accessibility in the official language of choice. With regard to formal communications, public announcements, News Releases, and other items pertaining to media relations, are all carried out in English and French. WD also partners with the Official Language Minority Communities (OLMCs) to ensure it meets the needs of the western French-speaking population. The Department established partnerships with the Francophone Economic Development Organizations (FEDOs) in April 2001. In a 2004 audit by the Commissioner of Official Languages (COL), WD was commended for its level of service to francophone entrepreneurs, small businesses, and OLMCs. Particular emphasis was placed on WD's work with OLMCs as partners in economic development initiatives, rather than solely as recipients of projects or services. The Commissioner noted that WD has integrated the FEDOs, to serve the Francophone communities and entrepreneurs and that the FEDOs offer excellent services in French to the OLMCs. The Commissioner congratulated WD for this initiative and encouraged the other federal institutions to consider this model. Furthermore, an internal evaluation of WD's OLA Action Plan in 2004 showed that it was generally implemented as planned and has been successful overall. A key recommendation was proposed regarding the development of an internal and external communication strategy. WD's management agrees with this recommendation and has recently developed this strategy. As for the telephone audit, no extra measures were taken over the last year other than the regular procedures currently in place owing to the positive findings of the audit.
40. Service Delivery and User Fees		

TBS Measures	TBS Assessment	Management Comments
Opportunity for improvement		
Measure: Compliance with service delivery and user fee requirements, as evidenced by: • Performance information for all user fees to which the Act applies; it is based on the DPR (or an alternative report employed by the department) and observations of departmental compliance with the User Fees Act relative to the disclosure of service standards.	According to current legal opinion, none of this organization's fees require the establishment of service standards per the User Fees Act and, as such, the criteria of this indicator do not technically apply. Further to the parameters of this indicator, however, TBS will assess all DPR user fee information against the reporting requirements of the User Fees Act this fall. Notwithstanding the application boundaries of UFA requirements, performance information presented (note - draft Departmental Performance Report) indicates opportunity for improvement: Access to Information is the only fee referenced. Performance standard and result information is not provided. Policy on Service Standards for External Fees requires compliance by 2005-06 DPR. WD has not indicated current status or intent of compliance.	WD charges a user fee in one area, Access to Information, in the amount of $200. This fee is reported annually in an ATIP report to Parliament and in the DPR WD will comply with all requirements of the Act.
Accountability		
41. Authorities and Delegations **Opportunity for improvement**		
Measure: Compliance with approved financial authorities and delegations, as evidenced by: • Issues identified through departmental contacts, Internal Audit reports, OAG reports, by Program Sectors, and through review of media reports or other relevant sources of information.	A January 2004 internal audit of Western Economic Diversification contracting standards identified that the department is in non-compliance with the Treasury Board' financial management Policy on Delegation of Authorities. The policy requires a review and update of all delegations at least annually. Between 1997 and February 2004, the department had the same delegation document. In February 2004, a new delegation document was approved by the Minister.	A new delegation document was approved by the Minister in February 2004. WD will ensure all staff with signing authority participate in the Authority Delegation Training in 2006.