

CCOHS Modern Comptrollership Action Plan

Background

The Canadian Centre for Occupational Health and Safety began the process of the Capacity Assessment in January 2002 and it was completed in April 2002. The report was prepared in accordance with Treasury Board's Modern Comptrollership Initiative.

The report was completed by BDO who used the KPMG model for the review exercise. This consisted of individual interviews with each Senior Manager, the President and Vice President. They were asked to rate each individual element of modern comptrollership using the KPMG assessment tool. In addition, two focus group sessions were held with representatives from each department at CCOHS. This group consisted of a variety of individuals from various occupations within the organization. While the capacity assessment normally only includes managers, CCOHS only has one level of management due to its small size. In order to balance the viewpoint, it was decided that input from other levels would be essential.

In addition to the interviews and focus groups, a validation meeting was held. Participants at this meeting were representative of senior management and members of the two focus groups. The results were presented and the variances in the results from various groups discussed if required. The group validated responses and provided additional insight to the consultants on concrete examples for each element and other information pertinent to the ratings.

Where there were significant differences between CCOHS' ratings and elements required, supporting evidence was added. In a few instances where the ratings could not be justified, the group agreed to adjust the rating to more accurately reflect CCOHS' development.

The Executive Summary to the Capacity Assessment can be found in Appendix A for information. The complete document can be viewed at <http://www.ccohs.ca/ccohs/reports.html>

Commitment to an Integrated Agenda for Modern Comptrollership Implementation

The capacity assessment is viewed as an opportunity to identify the elements of Modern Comptrollership that could be improved at CCOHS. The timing of this exercise coincides with CCOHS' review of its strategic objectives in light of the recent changes in funding. While CCOHS continues to be a small organization with limited financial and human resources, we are eager to participate in opportunities that result from Modern Comptrollership initiatives. The ratings in the capacity assessment were reflective of

CCOHS as a young organization (under 25 years) and one that has had limited ability to progress as an institution because of the serious financial difficulties experienced.

Modern Comptrollership initiatives parallel the direction of CCOHS. While the past 12 years have been focused on financial crisis and survival, CCOHS is now able to focus on serving the public and providing a sound infrastructure to support the services. Infrastructure includes management of human resources and development of programs and policies to support the program.

The Capacity Assessment has highlighted where improvements can be made which will improve the operations while providing results for Canadians. This includes formalizing many practices through policies and templates and ensuring they are being applied consistently throughout the organization. Attention needs to be focused on staff development and communications. The development and nurturing of people skills have been lost during the many years of financial difficulties. While there are excellent communication channels available, not all the information is getting to the appropriate employees or is not consistent throughout the organization.

The strategies, planning processes and resources need to be more closely linked. These linkages should be clear and communicated to everyone. This will concentrate efforts on the goals of the organization.

Modern Comptrollership issues are being integrated into CCOHS' training plans. The training plans are being geared towards the principles of modern comptrollership. These are the goals that we expect to accomplish through the training program:

- Establish leadership criteria
- Establish service standards (for future performance measurement)
- Implement continuous business improvement processes
- Improve communications
- Address customer relationship management issues through greater understanding
- Improve employee morale through training in soft skills such as communications, time management, project planning, having input into planning processes and customer feedback initiatives
- To develop respect for the value of the service you provide.

Performance appraisals methods have been updated and the goals of modern comptrollership are being integrated as objectives for managers and staff.

Performance measurement is also key to ensuring results for Canadians. While an extensive evaluation study was completed in the past year, a long range plan needs to be in place to measure the results, reach and satisfaction of stakeholders for existing programs. To ensure this, CCOHS needs to produce information on program costs and results required for sound decision making. We must bring together financial and non-financial performance information to link costs with actual or expected results. We need

to effectively manage risk and establish a proper environment of modern management practices.

Setting Modern Comptrollership Up for Success

Governance Structure:

The Modern Comptrollership program is monitored through Senior Management and by the Controller. While CCOHS is a small organization (under 100 employees), there is not an elaborate governance structure. The plan is available to all staff and is supported by Senior Management. Modern Comptrollership is part of the regular Senior Management agenda.

Priority Setting and Risk Management:

They key priorities for Modern Comptrollership are:

1. Values and Ethics
2. Partnerships
3. Employee focus: training, communications, performance appraisals and recognition
4. Establishing linkages between planning, resources, authorities and communications

These areas have been selected as they were common themes in the comments from the focus groups. They have been identified as needing improvement. They are also very important to Senior Management. The key risks with not addressing these areas are as follows:

- Perceived lack of ethics and values in the workplace
- No basis for ethical decision making
- Lack of cross training for partnership management and development and no formalized policies make future partnerships risky and dependent upon one person
- Lack of communications, soft skills training, performance appraisals and recognition may result in employee dissatisfaction and difficulty recruiting staff. It may also result in a decrease in skills without proper training. Communications issues can result in a negative work environment.
- Alignment of responsibilities, authorities and resources are necessary to accomplish tasks and move forward. Lack of linkages causes delays in the delivery of products and services

In order to minimize these risks, CCOHS is committed to addressing the items as described in the action plan.

Communications Strategy:

The communications strategy for Modern Comptrollership includes presentations at regular General Staff Meetings, monthly updates at Senior Management meetings and training programs. Modern Comptrollership has a section on CCOHS' intranet site. Modern Comptrollership developments are also reported on in the annual Departmental Performance report.

Accountability:

Accountability for Modern Comptrollership actions will be facilitated through the Performance Appraisals of Senior Management.

Evaluation of Modern Comptrollership Advancements:

Initially all advancements will be reported monthly via the Senior Management meetings, quarterly General Staff Meetings and documents will be posted on the Modern Comptrollership Intranet page. The progress will be reported in the annual Departmental Performance Report. Further feedback will be obtained through re-surveying the focus group and Senior Management about the Modern Comptrollership elements two years after the action plan has been accepted.

Strategic Leadership:

Desired Outcomes	<ul style="list-style-type: none"> • Establish a modern management practices environment • Training program for managers: modern practices training, performance measurement; values and ethics training
Link to CA Results	<ul style="list-style-type: none"> • Leadership Commitment
Actions to take	<p>Awareness, training and priority given to Modern Comptrollership principles through:</p> <ul style="list-style-type: none"> • Training activities • Presentations to managers and staff annually on strategic directions • Guidance to managers • Implement Integrated Performance Reporting • Communicating mission, vision and strategic planning, budgets and council priorities
Responsibility	<p>Lead: Bonnie Easterbrook, Controller Contributor: S. Len Hong, PCEO</p>
Timelines and Estimated Resources	<p>Ongoing throughout 2002/3 .2 FTE</p>
Progress to date	<ul style="list-style-type: none"> • Completion of the Capacity Assessment Intranet site for Modern Comptrollership • Service training for cross departmental development staff with external and internal customers • Updating of service standards • Reported in DPR
What You Can Do	<ul style="list-style-type: none"> • Participate in the service training • Support performance feedback efforts • Read the MC Intranet site • Review the service standards for your group

Shared Values and Ethics:

Desired Outcomes	<ul style="list-style-type: none"> • Values and ethics policy should be developed and incorporated into all facets of operations within the Centre
Link to CA Results	<ul style="list-style-type: none"> • Shared Values and Ethics
Actions to take	<ul style="list-style-type: none"> • Develop values and ethics policy • Promote the policy in all facets of operations such as recruitment and training • Communicate to staff • Incorporate into performance appraisals
Responsibility	Lead L. Henderson, HR Contributor: S. Len Hong, PCEO
Timelines and Estimated Resources	To be completed by March 2003 .2 FTE
Progress to date	<ul style="list-style-type: none"> • Workshop on service standards included discussion regarding values and ethics • Conflict of interest guidelines in place
What You Can Do	<ul style="list-style-type: none"> • Participate in training session • Provide feedback on policy development

Strategic Leadership Partnerships:

Desired Outcomes	<ul style="list-style-type: none"> • A framework for the management of partnerships which would include assessment and review of partnerships.
Link to CA Results	<ul style="list-style-type: none"> • Strategic Leadership
Actions to take	<ul style="list-style-type: none"> • Develop a standard review practice and policy for partnerships • Ensure that all partnerships have been reviewed for risks and adherence to CCOHS' strategic priorities • Develop toolkits and performance measurement techniques to be used for the management of partnerships • Share the knowledge with several key individuals to protect the corporate knowledge.
Responsibility	Lead P.K. Abeytung, VP Contributor: S. Len Hong, PCEO
Timelines and Estimated Resources	To be completed by May 2003 .2 FTE
Progress to date	<ul style="list-style-type: none"> • Contract agreements are circulated and discussed in depth at Senior Management • Partnership policies of other organizations have been reviewed for background information
What You Can Do	<ul style="list-style-type: none"> • Participate in the information exchange to learn more about partnerships • Provide input for the development of the Partnership policy.

Mature Risk Management - Integrated Risk Management:

Desired Outcomes	<ul style="list-style-type: none"> • Develop and implement an integrated risk management framework • Provide management training on risk identification management and mitigation techniques
Link to CA Results	<ul style="list-style-type: none"> • Mature risk management
Actions to take	<ul style="list-style-type: none"> • Develop a policy for risk management • Plan a training program for Senior Management • Use risk management techniques in key decision making • Communicate the policy to staff • Develop evaluation and reporting mechanisms to report on risk performance
Responsibility	<p>Lead S. Len Hong, PCEO Contributor B. Easterbrook, Controller</p>
Timelines and Estimated Resources	To be completed by March 2004 .2 FTE
Progress to date:	No progress has been made
What You Can Do	<ul style="list-style-type: none"> • Learn more about risk management through articles and best practices information on the internet • Attend training programs

Motivated People - Modern Management Practices Competencies:

Desired Outcomes	<ul style="list-style-type: none"> • Modern management practices competencies should be clearly defined, documented and communicated to management • Managers' skills gaps should be identified and specific training plans developed to address the skills gaps. This should be incorporated into the performance appraisal process.
Link to CA Results	<ul style="list-style-type: none"> • Modern Management Practices Competencies
Actions to take	<ul style="list-style-type: none"> • Develop a management training program • Revise the performance appraisal process • Communicate Modern Comptrollership requirements
Responsibility	Lead S. Len Hong, PCEO Contributor L. Henderson, HR
Timelines and Estimated Resources	To be completed by March 2004 .2 FTE
Progress to date	No progress has been made
What You Can Do	<ul style="list-style-type: none"> • Learn more about Modern Comptrollership through the intranet site • Attend training programs • Discuss Modern Comptrollership in the performance appraisal

Motivated People - Enabling Work Environment:

Desired Outcomes	<ul style="list-style-type: none"> • Improved communication to employees of management decisions • Provide opportunities for employee input
Link to CA Results	<ul style="list-style-type: none"> • Enabling Work Environment
Actions to take	<ul style="list-style-type: none"> • Apply policies consistently in the organization • Improve cross departmental communications • Increase frequency of general staff meetings and communications of key decisions • Advise of new postings of important minutes • Carefully monitor resource allocation in relation to priorities and workload assignment
Responsibility	Lead L. Henderson, HR. Contributor L. Hong, PCEO
Timelines and Estimated Resources	To be completed by October 2003 .1 FTE
Progress to date	No progress has been made
What You Can Do	<ul style="list-style-type: none"> • Ask questions about decisions and review documents on the intranet

Motivated People - Sustainable Workforce:

Desired Outcomes	<ul style="list-style-type: none"> • Develop service standards for applicable operations • Cross train management staff to compensate for extended absences • Improved communications through cross departmental groups • Increase amount of feedback obtained from staff on important decisions in the organization • Communicate final decisions to staff including the rationale • Improve the use of the Intranet by adding a what's new feature, search button and highlighting important information
Link to CA Results	<ul style="list-style-type: none"> • Sustainable Workforce
Actions to take	<ul style="list-style-type: none"> • Workloads and deadlines are established based upon business plans • Complete service standards
Responsibility	Lead L. Henderson, HR. Contributor L. Hong, PCEO
Timelines and Estimated Resources	To be completed by March 2004 .1 FTE
Progress to date	<ul style="list-style-type: none"> • Development of cross departmental group to review priorities, strategies and resource allocation
What You Can Do	<ul style="list-style-type: none"> • Participate in the service standards development

Motivated People - Valuing Peoples Contributions:

Desired Outcomes	<ul style="list-style-type: none"> • Develop a program to recognize achievement, innovation and new ideas
Link to CA Results	<ul style="list-style-type: none"> • Valuing Peoples Contribution
Actions to take	<ul style="list-style-type: none"> • Develop methods for recognizing achievement innovation and new ideas • Encourage team work across all operational groups • Information and new ideas need to be shared and encouraged across all departments • Formally acknowledge the work of staff • Get feedback from groups on how to recognize performance
Responsibility	Lead L. Henderson, HR. Contributor L. Hong, PCEO
Timelines and Estimated Resources	To be completed by October 2003 .2 FTE
Progress to date	No progress has been made

Clear Accountability - Clarity of Responsibilities and Organization:

Desired Outcomes	<ul style="list-style-type: none"> • Clear understanding of assignment of responsibilities and accountabilities for project managers, ie web site • Increase ability to implement change by members of the web design group representing all departments
Link to CA Results	<ul style="list-style-type: none"> • Clarity of Responsibilities and Organization
Actions to take	<ul style="list-style-type: none"> • Increase ability of marketing and product development to implement changes quickly on the internet • Discuss ways to appropriately assign responsibilities with project leaders to develop proposals
Responsibility	Lead A. Graveraux, HSPS Contributor Group Managers, E Irwin
Timelines and Estimated Resources	To be completed by October 2003 .2 FTE
Progress to date	No progress has been made

Clear Accountability - Performance Agreement and Evaluations:

Desired Outcomes	<ul style="list-style-type: none"> • All managers should have performance agreements in place • Performance agreements should be linked directly to the Centre's strategic objectives and aligned with the operational plans and budgets • One-on-one coaching session should be implemented • Managers should be held accountable for completing staff appraisals in a timely manner
Link to CA Results	<ul style="list-style-type: none"> • Performance Agreements and Evaluation
Actions to take	<ul style="list-style-type: none"> • All managers have a performance evaluation yearly • Strategic objectives, budgets are to be aligned with operational plans • Managers should be accountable in their performance agreements for the timely completion of staff performance appraisals
Responsibility	<p>Lead L. Hong, PCEO Contributor L. Henderson, HR</p>
Timelines and Estimated Resources	<p>To be completed by January 2003 .2 FTE</p>
Progress to date	<ul style="list-style-type: none"> • New performance appraisal software has been implemented to assist managers complete appraisals on a timely basis with appropriate goals and measurements

Integrated Performance Information - Integrated Performance Reporting:

Desired Outcomes	<ul style="list-style-type: none"> • Performance measures for all key operational areas which are linked to strategic priorities and objectives • Establish Mechanisms to gather information, track, monitor and report non-financial performance • Develop a non-financial reporting system that links back to strategic priorities and objectives
Link to CA Results	<ul style="list-style-type: none"> • Integrated Performance Reporting
Actions to take	<ul style="list-style-type: none"> • Develop reporting mechanism for non-financial information • Develop performance measures for all key operational areas
Responsibility	Lead B. Easterbrook, Finance. Contributor E. Irwin, MSC, Group Managers
Timelines and Estimated Resources	To be completed by December 2003 .2 FTE
Progress to date	No progress has been made

Integrated Performance Information - Measuring Client Satisfaction:

Desired Outcomes	<ul style="list-style-type: none"> • Regular measurement of client satisfaction should be completed for all major service points • Performance agreements should be linked directly to the Centre's strategic objectives and aligned with the operational plans and budgets
Link to CA Results	<ul style="list-style-type: none"> • Measuring Client Satisfaction
Actions to take	<ul style="list-style-type: none"> • Identify service points for measurement • Determine survey methodology and identification of sample sets • Implement satisfaction surveys • Review results and develop action plan
Responsibility	Lead B. Easterbrook, Finance. Contributor E. Irwin, R. Cockerline
Timelines and Estimated Resources	To be completed by March 2003 .2 FTE
Progress to date:	<ul style="list-style-type: none"> • Completed 3 day training program on Measuring Client Satisfaction

Integrated Performance Information - Service Standards:

Desired Outcomes	<ul style="list-style-type: none"> • Identify organization-wide service standards and a system to track and analyze results over time • Additional training to facilitate the identification of appropriate service standards and tracking systems
Link to CA Results	<ul style="list-style-type: none"> • Service Standards
Actions to take	<ul style="list-style-type: none"> • Identify service standards organization wide and post on the intranet site • Develop reporting mechanisms for service standards • Complete the training for all staff dealing with internal and external services
Responsibility	Lead L. Henderson, HR Contributor All managers
Timelines and Estimated Resources	To be completed by October 2003 .6 FTE
Progress to date	<ul style="list-style-type: none"> • Training completed for 75% of staff • Posting of some service standards • Additional service standards under development
What can you do?	<ul style="list-style-type: none"> • Participate in the training program • Participate in the development of service standards for your group • Utilize skills learned in training to provide better service

Integrated Performance Information - Evaluative Information:

Desired Outcomes	<ul style="list-style-type: none"> • Prepare an evaluation framework and implementation plan. • Conduct a basic evaluation every three years.
Link to CA Results	<ul style="list-style-type: none"> • Integrated Performance Information
Actions to take	<ul style="list-style-type: none"> • Develop a basic evaluation plan • Implement every three years • Monitor satisfaction results to see if this will impact the evaluation needs
Responsibility	Lead B. Easterbrook, Finance Contributor All Managers
Timelines and Estimated Resources	To be completed by October 2003 .2 FTE
Progress to date	No progress has been made

Rigorous Stewardship - Management tools and techniques:

Desired Outcomes	<ul style="list-style-type: none">• Training in analytical techniques to enable managers to take advantage of the appropriate techniques to assist them in decision making
Link to CA Results	<ul style="list-style-type: none">• Management tools and techniques
Actions to take	<ul style="list-style-type: none">• Provide training on management tools and techniques
Responsibility	Lead L. Henderson, HR. Contributor L. Hong, PCEO
Timelines and Estimated Resources	To be completed by January 2004 .1 FTE
Progress to date	No progress has been made