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Better government: with partners, for Canadians

Management Accountability Framework

Canadian Public Sector Quality Association

November 20, 2013

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MAF Directorate, TBS

Canada

Management Accountability Framework (MAF)

- The Framework
- The Annual Assessment Process
- Impact of MAF
- Lessons Learned
- The future

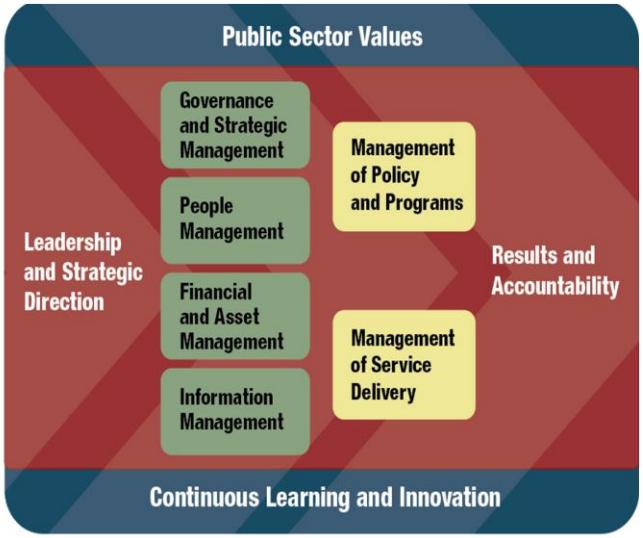
History of Management Initiatives

Modern Comptrollership

Results for Canadians

Program Review

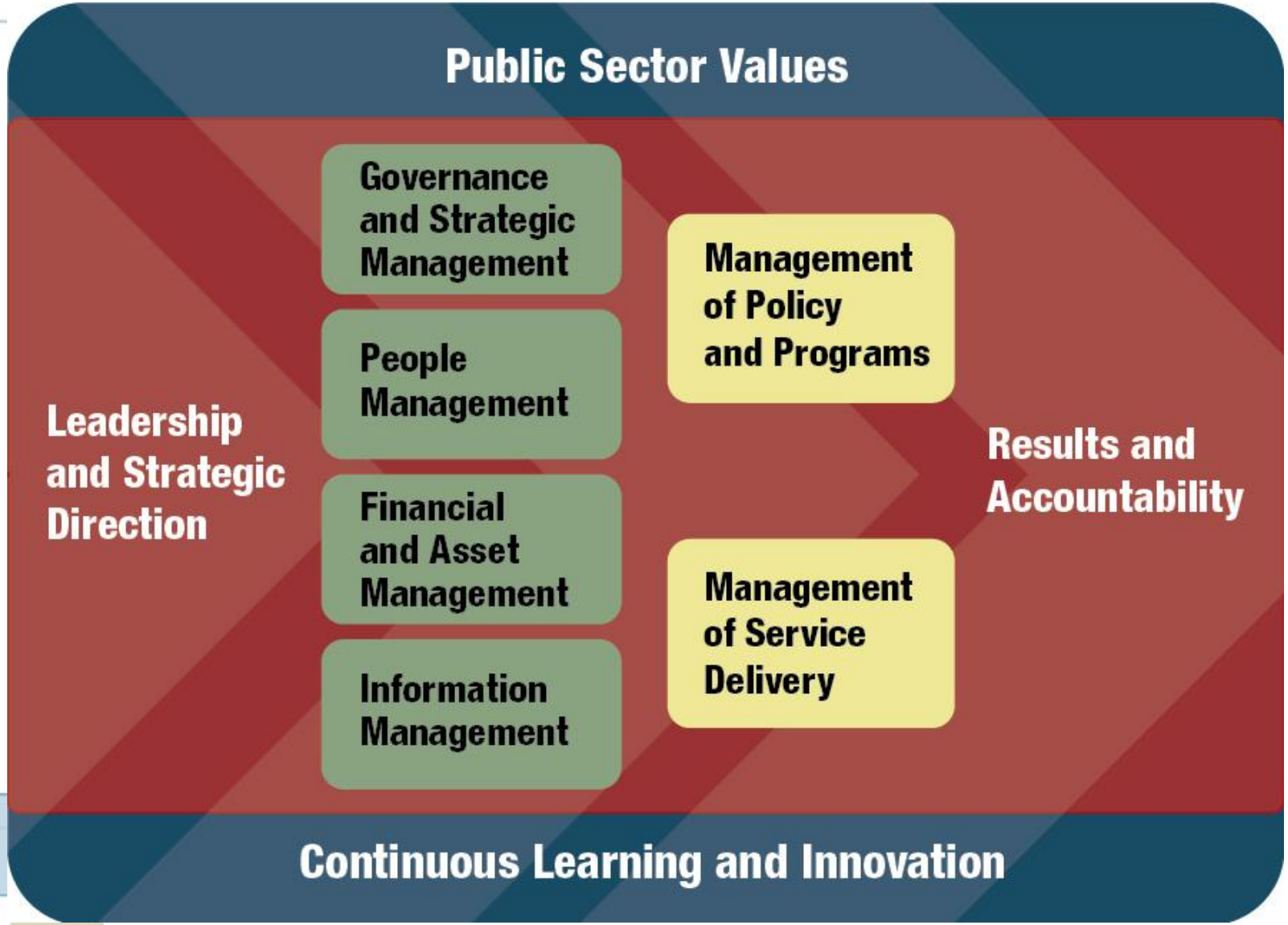
Public Service Renewal



Many initiatives

One Framework

Management Accountability Framework (MAF)



MAF linked to outcomes

Governance and Strategic Management
Maintain effective governance that integrates and aligns priorities, plans, accountabilities and risk management to ensure that internal management functions support and enable high performing policies, programs and services.

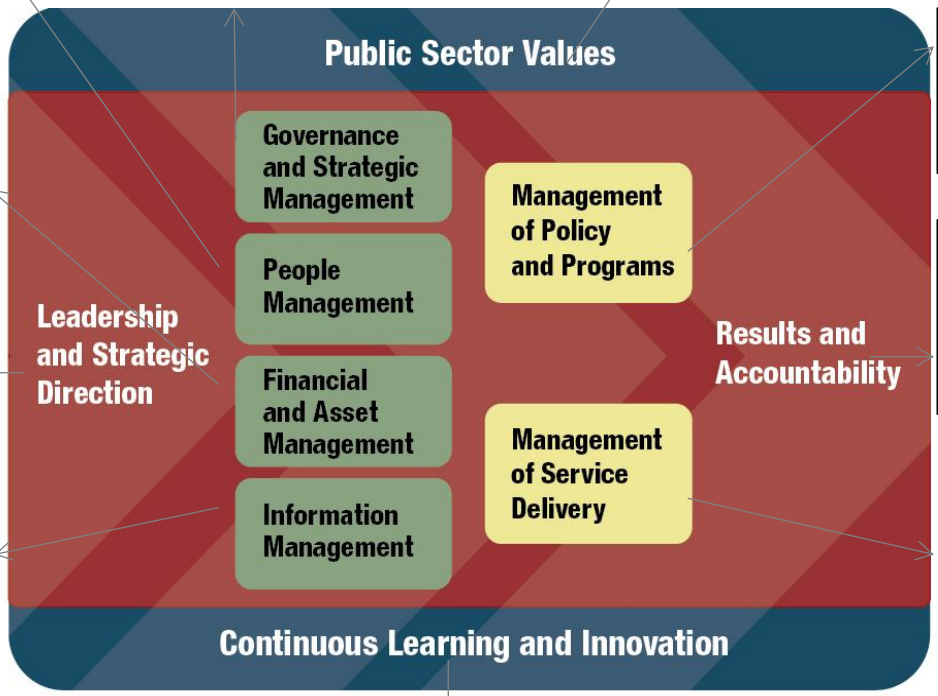
Public Sector Values
Exemplify the core values of the public sector by having respect for people and democracy, serving with integrity and demonstrating stewardship and excellence.

Financial and Asset Management
Provide an effective and sustainable financial management function founded on sound internal controls, timely and reliable reporting, and fairness and transparency in the management of assets and acquired services.

Management of Policy and Programs
Design and manage policies and programs to ensure value for money in achieving results.

Leadership and Strategic Direction
Articulate and embody the vision, mandate and strategic priorities that give direction to the organization while supporting Ministers and Parliament in serving the public interest.

Results and Accountability
Use performance results to ensure accountability and drive ongoing improvements and efficiencies to policies, programs, and services to Canadians.



Information Management
Safeguard and manage information and systems as a public trust and a strategic asset that supports effective decision-making and efficient operations to maximize value in the service of Canadians.

Management of Service Delivery
Deliver client-centred services while optimizing partnerships and technology to meet the needs of stakeholders.

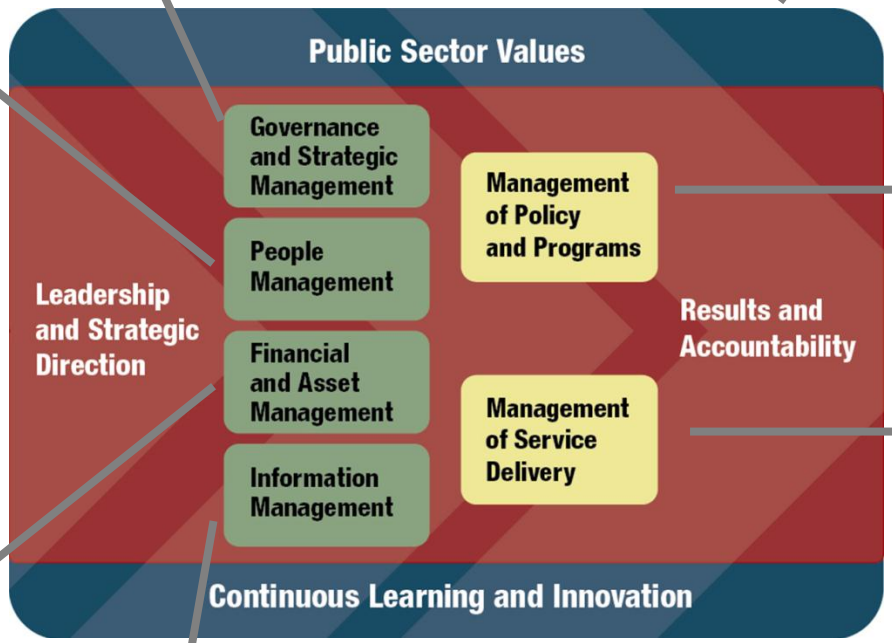
Continuous Learning and Innovation
Manage through continuous innovation and transformation, to promote organizational learning and improve performance.

MAF Link to Management Policies

- Framework for the Management of Risk
- Policy on Management, Resources and Results Structures
- Policy on Government Security
- Policy on Internal Audit
- Policy on Evaluation

- Values and Ethics Code for the Public Sector

- Policy on the Management of Executives
- Policy on Interchange Canada
- Policy on Official Languages
- Policy on Conflict of Interest and Post-employment
- Policy on Harassment Prevention and Resolution

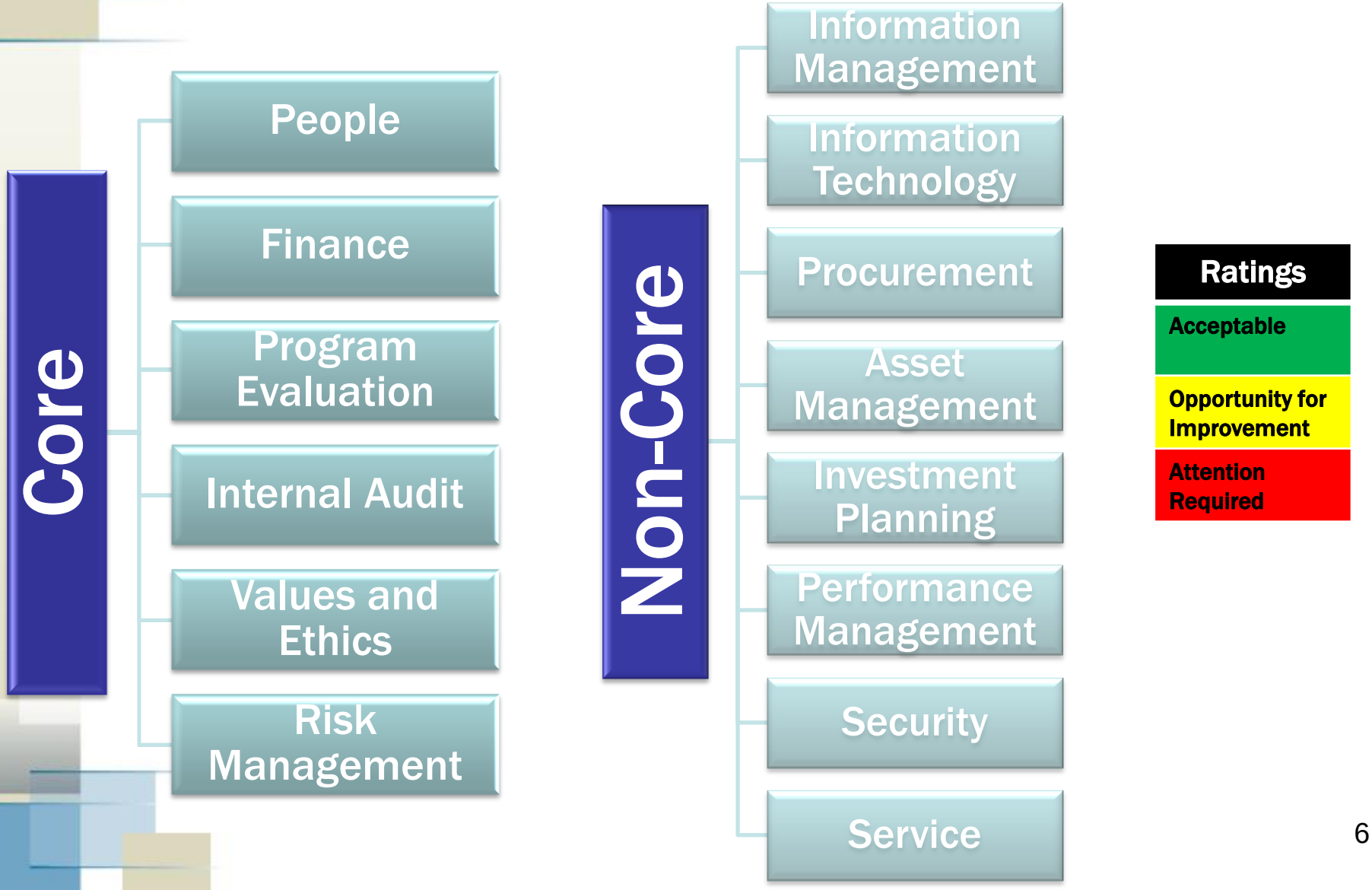


- Communications Policy of the Government of Canada
- Service Improvement Initiative
- Cabinet Directive on Regulatory Management

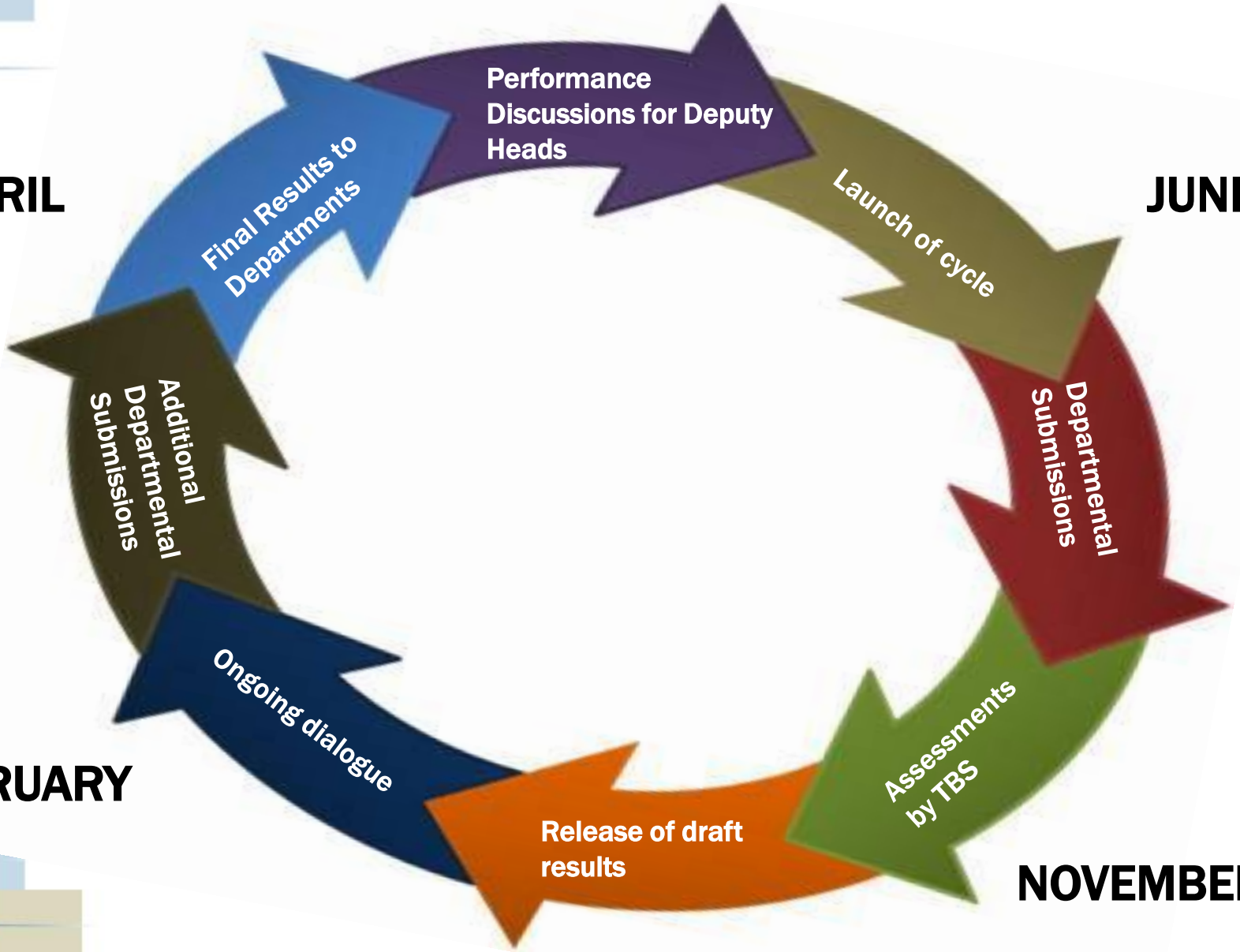
- Policy on Financial Management Governance
- Policy on Internal Control
- Policy on the Stewardship of Financial Management Systems
- Policy on Transfer Payments
- Policy on Financial Resource Management, Information and Reporting
- Procurement Review Policy
- Contracting Policy
- Policy on Management of Real Property
- Policy on Management of Materiel
- Policy on the Management of Projects
- Policy on Investment Planning – Assets and Acquired Services

- Policy on Information Management
- Policy on Access to Information
- Policy on Privacy Protection
- Policy on Management of Information Technology

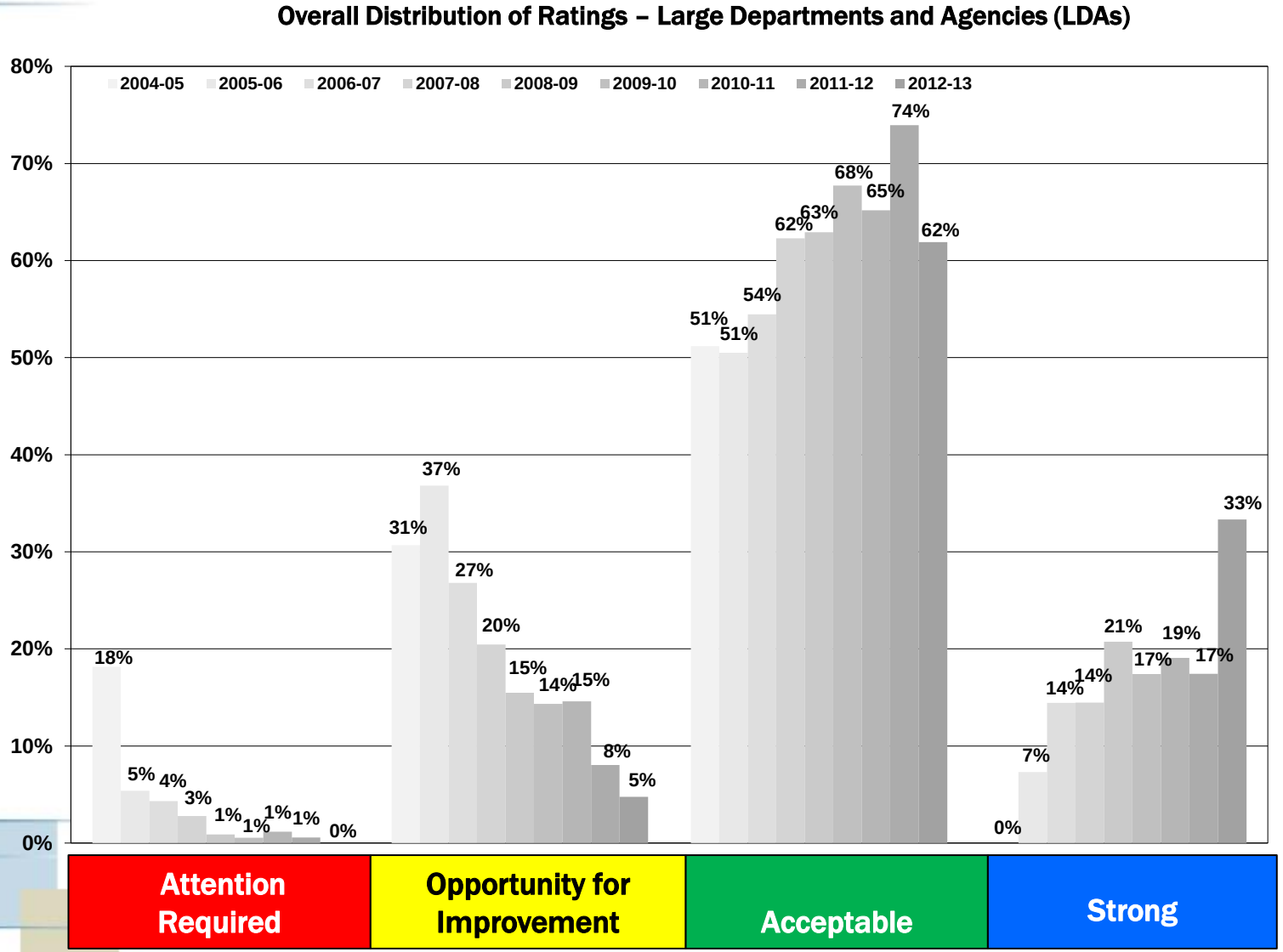
14 Areas of Management Assessed



Annual Assessment Cycle



Management Practices have improved over time because of MAF



Assessment after 10 Years

- **MAF has driven improvements in management capacity and capabilities government-wide by serving as:**
  - A vision of public sector management excellence
  - A high level oversight and assurance tool for both TBS (to assess departments' compliance with policies) and Deputies (to have quasi-independent assessment of their organization's management operations in 14 areas
  - A relatively stable, whole-of-government benchmarking exercise, tracked over time and discussed within functional communities and to assess senior management performance

10 Year Review - Lessons Learned

What works:

- Link to Deputy Minister Performance
- Alignment with Accountabilities
- Self-Assessment
- Credibility
- Comparability
- Discipline

MAF Improved Management

From 2003…

- X **Minimal governance and infrastructure**
- X **Limited scope to planning with short-term perspective**
- X **Difficulties monitoring compliance**
- X **Absence of performance indicators**
- X **Fragmented communities of practice (e.g. Security, IT)**

To 2013

- ✓ **Evident governance and infrastructure**
- ✓ **Better integration of plans**
- ✓ **Strengthened compliance and controls**
- ✓ **Expanded focus on management performance**
- ✓ **Cohesive communities of Practice**

The Future

MAF 2.0: Reset

- **TBS has worked with Deputy Heads through the Public Sector Management Advisory Committee (PSMAC) to:**
  - Develop guiding principles for the annual MAF assessment
  - Refresh the overall Framework
  - Outline how the three categories of management will be assessed
  - Increase the stability and predictability of the process
  - Improve the usefulness of the process outputs/reports

The renewed assessment process will follow these guiding principles:

- Reduce the risk of “false positives”
  - Use measures that will provide reliable, useful, actionable management information for decision-making by Deputy Heads and TBS

- Reduce the reporting burden
  - Streamline assessments by using closed-ended questionnaires
  - Use documents being produced to meet legislative or policy requirements or regular departmental business whenever possible
  - Accept departmental attestation (e.g. CFO attestation)

- Foster predictability and stability of process with three year plans

- Align MAF and other oversight mechanisms and eliminate duplication

- Increase the focus on performance and benchmarking to allow comparisons between departments and over time

Management Categories Assessed through MAF

Management Practices	• Infrastructure measures (e.g. existence of a governance structure, plan, framework) • Process measures (e.g. reporting against a plan) • Closed-ended questions
Management Performance	• Outcome measures • Output measures • Service delivery measures • Quantitative (numbers, percentages)
Progress Management	• Progress against expectations (e.g. phases for Common HR Business Processes implementation, timeframes for policy implementation)

MAF Outputs– A New Reporting Approach

An assessment process that produces ratings

Reports with:

- Ratings and assessment of only one department's results
- Text based qualitative analysis using standardized language in simplified reports

"How do we get a Strong?"

An assessment process that produces metrics and information

Reports with:

- Departmental results within a broader, comparative context
- Graphic and chart- based report with analysis of trends and findings

"How do we improve our performance against this indicator?"

Renewed MAF…

Addresses Weaknesses

- **Perception of false-positives**
  - ☑ Proposed approach clearly outlines what was reviewed, with increased use of quantitative evidence
- **Arbitrariness of one-size-fits-all approach to ratings**
  - ☑ A focus on information and metrics allows an organization to gauge their results and compare themselves to similar organizations
- **Reporting burden driven by production of MAF-only documents**
  - ☑ Evidence documents will be limited to those required by policy or produced as part of regular departmental operations
- **Qualitative assessment reports that do not lend themselves to analytics or provide government-wide context**
  - ☑ Replaced by reports that provide information, metrics and analysis

Maintains Strengths

- **Discipline for TB oversight**
  - ☑ One pass process for assessing implementation of TB policies
  - ☑ View of government-wide results increases TBS ability to address trends and challenges related to policy expectations and performance
- **Communication of expectations and sharing of best practices**
  - ☑ Maintains link between TBS' policy centres and government-wide functional communities
  - ☑ Builds in the identification and sharing of best practices
- **Alignment of accountabilities within departments and with TB policies**
  - ☑ Alignment is maintained with new streamlined Areas of Management

Questions / Comments