Management Accountability Framework (MAF)

Overview

Virginie Ethier
Planning and Performance Exchange
May 15, 2007
Presentation Outline

• Overview or Reminder of the Management Accountability Framework (MAF)
  – Vision
  – Expectations for Deputy Heads
  – Evolution
• Treasury Board (TB) Change Management Agenda
• More Effective Use of Findings: The Dividends
The Management Accountability Framework (MAF)

Public Service Values
Through their actions, departmental leaders continually reinforce the importance of public service values and ethics in the delivery of results to Canadians (e.g. democratic, professional, ethical and people values).

Policy and Programs
Departmental research and analytic capacity is developed and sustained to assure high quality policy options, program design and advice to ministers.

People
The department has the people, work environment and focus on building capacity and leadership to assure its success and a confident future for the Public Service of Canada.

Citizen-focused Service
Services are citizen-centred, policies and programs are developed from the "outside in", and partnerships are encouraged and effectively managed.

Governance and Strategic Directions
The essential conditions — internal coherence, corporate discipline and alignment to outcomes — are in place for providing effective strategic direction, support to the minister and Parliament, and the delivery of results.

Risk Management
The executive team clearly defines the corporate context and practices for managing organizational and strategic risks proactively.

Stewardship
The departmental control regime (assets, money, people, services, etc.) is integrated and effective, and its underlying principles are clear to all staff.

Accountability
Accountabilities for results are clearly assigned and consistent with resources, and delegations are appropriate to capabilities.

Learning, Innovation and Change Management
The department manages through continuous innovation and transformation, promotes organizational learning, values corporate knowledge, and learns from its performance.

Results and Performance
Relevant information on results (internal, service and program) is gathered and used to make departmental decisions, and public reporting is balanced, transparent, and easy to understand.
The Vision Behind MAF

In Canada we want a Public Service that:

– Continuously improves the quality of its analysis and its understanding of the perspectives of its citizens.

– Is founded on values that will never change and an appreciation that everything else may.

– Exists for the express purpose of turning the direction of Government into results for Canadians.

– Frames all its decisions with due regard to risk, rigorous stewardship of public resources, the capacity and condition of its human resources and the systematic management of its accountabilities.
Expectations of Deputy Heads

MAF translates the vision of “sound public management” into 10 questions for managers:

– Exemplify Public Service values and ethics?
– Enforce organizational coherence and alignment to outcomes?
– Require and use performance information?
– Foster organizational confidence in the face of inevitable change?
– Secure adequate analytic capacity?
– Define the corporate context for managing risk?
– Develop the workforce/workplace needed by the department and Public Service of Canada?
– Establish a comprehensive and comprehensible system of internal controls?
– Consider the citizen’s perspective first?
– Manage accountabilities systematically?
The Continued Evolution of the Vision

MAF was designed to:

- Summarize Treasury Board Secretariat (TBS) vision of sound public management as 10 expectations of Deputy Ministers (DM) and heads.

- Reinforce the message that modern management integrates all management aspects.

- Provide basis for dialogue between TBS, Public Service Human Resources Management Agency of Canada (PSHRMAC) and departments.
Evolution of MAF Assessments

- Early success: intuitive, tool for evaluating leadership, framework for setting management priorities.
- In 2003, began as a “framework for a conversation” among TB Secretary, CGC, PSHRMAC President and DM colleagues (Bilateral Meetings).
- Number of indicators initially increased and now streamlined: learning and improving the tool, and growing confidence.
- Formal link of DM accountability for management to PMA with Clerk.
- Growing body of government-wide information: findings provide an overview of the state of Public Service management.
- Evolving into an oversight tool in support of Treasury Board Ministers.
Approach for Round IV Assessments (2006)

- Streamlined indicators
- More disciplined process
- More evidenced-based findings
- More effective use of the findings
Streamlined Indicators

Challenge was to preserve some continuity with previous suite while having indicators better reflect what deputy heads and TB Ministers need to know:

- 20 indicators and 90 measures, down from 41 indicators and 134 measures – 15% reduction in coverage
- More ‘horizontal’, requiring input from multiple Treasury Board Portfolio (TBP) sources, to tell a more integrative story
- Refocused to reflect what TBP can/should know based on its normal engagement of departments and agencies
More Disciplined Process

While engagement on draft assessments in Round III made final products stronger, the process and timeline became unwieldy. To correct this:

– Exchange via designated ‘single window’ contacts, especially through latter stages
– MAF mailbox to ensure timely attention to issues
– ‘Read only’ access to draft for 4 weeks in lieu of formal exchange for correction of errors
– Stricter adherence to time lines
More Evidenced-based Findings

To meet expectations of quality, credibility and consistency, we have:

– Made the info sources for measure-level assessment more explicit
– Improved *Rating Scale* to ensure greater consistency in its application (although have preserved 4-level approach and previous descriptors)
– Improved the training of TBP analysts on the conduct of assessments and use of ‘sensitive’ language
– Appointed Indicator Leads to ensure more consistent application of measures, indicators and rating scale across all departments
Inclusion of Small Agencies

Management risks and challenges can be as significant in small organizations as in large. In Round IV, we have:

– Adopted a new rotation: TBP will assess 1/3 of small departments and agencies per year
– Conducted assessments against all indicators as appropriate
– Conducted assessments in same timeframe as large organizations
– Encouraged self-assessment by balance of organizations
– Offered to provide guidance and support to small organizations in the conduct of their self-assessments
Treasury Board’s Change Management Agenda

MAF as an oversight tool for TBP

- Each MAF assessment presents a snapshot in time of a department’s management capacity, risks and results.
- Information will be aggregated to provide an enterprise-wide picture of management capability to TB ministers and Parliament.
- TBP analysts require MAF information to become effective and strategic « Client Managers ». For this to work, MAF needs to be embedded in how TBP conducts its business.
More Effective Use of Findings: The Dividends

MAF assessment process has become part of the annual government-wide cycle of planning and reporting; challenge is to get full value from the effort.

- Assessments help determining departmental management priorities
- Assessments provide essential context for departmental management performance appraisals
- The aggregation of MAF findings into « enterprise-wide information » influences both TBP’s strategic investment decisions and advice and recommendations to TB Ministers
- Eventually MAF information will contribute to renewed Expenditure Management System
- Round IV assessments - like Round III - will be publicly released
Conclusion

Details on assessment coverage, indicators, process, etc. can be obtained by:

– Contacting your MAF departmental contact
– Sending an e-mail to the MAF Mailbox
  MAF_GOC_Coordination@tbs-sct.gc.ca
– Checking out the TBP MAF website
  http://publiservice.tbs-sct.gc.ca/index_e.asp