

Treasury Board and its Secretariat

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2017 Performance Assessment of Government Organizations Program

2017 政府组织机构运行及评估培训课程



Outline and Format of Presentation

- Outline
 - Treasury Board's relevance to the State Commission for Public Reform
 - Core responsibilities
 - Main organizational units addressing the core responsibilities
 - Current priorities within the core responsibilities
 - The policy suite
 - The organization assessment process using the Management Accountability Framework (MAF)
- Format
 - Presentation makes extensive use of links to online material
 - An online version of the presentation is available on the [Atlas of Public Management](#) at [Treasury Board and its Secretariat, 21 November 2017](#)
 - Web version facilitates automatic translation - e.g., with Microsoft Internet Explorer <right click> anywhere on page and select <Translate with Bing>





Treasury Board's Relevance

- It is Canada's largest institution focusing on challenges "to raise efficiency, accountability and transparency, and to improve administrative mechanisms and government management"
- The [Treasury Board](#) is a committee of ministers in the Government of Canada "responsible for accountability and ethics, financial, personnel and administrative management, comptrollership, approving regulations and most Orders-in-Council"
- The [Treasury Board of Canada Secretariat](#) is the department of government that "provides advice and makes recommendations to the Treasury Board committee of ministers on how the government spends money on programs and services, how it regulates and how it is managed"

Size of Treasury Board

- [Full-Time Equivalents \(FTEs\) 2017-18](#) 1,875
- [Operating/Program Expenditure 2016-17](#) \$291 million

Size of Government of Canada

- [Population of the Federal Public Service \(2016\)](#) 258,979 (core 197,354)
- [Federal program expenses \(2017-18\)](#) \$305.4 billion



Core Responsibilities

As described in [Departmental Plan](#) (with FTEs for 2017-18; Internal Services 607 FTEs)

- **Spending Oversight** (319 FTEs) - Review spending proposals and authorities; review existing and proposed government programs for efficiency, effectiveness and relevance; provide information to Parliament and Canadians on government spending
- **Administrative Leadership** (494 FTEs) - Lead government-wide initiatives; develop policies and set the strategic direction for government administration related to service delivery and access to government information, as well as the management of assets, finances, information and technology
- **Employer** (422 FTEs) - Develop policies and set the strategic direction for people management in the public service; manage total compensation (including pensions and benefits) and labour relations; undertake initiatives to improve performance in support of recruitment and retention objectives
- **Regulatory Oversight** (33 FTEs) - Develop and oversee policies to promote good regulatory practices, review proposed regulations to ensure they adhere to the requirements of government policy, and advance regulatory cooperation across jurisdictions





Spending Oversight – Main Units

As displayed in [Government Electronic Directory Services](#)

- [Expenditure Management Sector](#)
 - [Expenditure Strategies and Estimates](#)
 - [Expenditure Analysis and Compensation Planning](#)
 - [Spending Reviews and Expenditure Policy](#)
 - [Program Performance and Evaluation Division](#)
- [Economic Sector](#)
- [Social and Cultural Sector](#)
- [International Affairs, Security and Justice Sector](#)
- [Government Operations Sector](#)





Priorities in Spending Oversight

Getting results and better oversight (described in [Departmental Plan](#))

- **Conduct spending reviews** - In collaboration with the Department of Finance, the Secretariat will conduct reviews of program spending to provide the Treasury Board with information on how program resources align with priorities, results and opportunities for innovation
- **Improve costing** - The Secretariat will improve the rigour of cost estimates of proposed legislation and programs by encouraging departments to use the Treasury Board Secretariat [Guidelines on Costing](#)
- **Roll out Departmental Results Frameworks** - The Secretariat will work with departments to complete their Departmental Results Frameworks, program inventories and performance information profiles by November 1, 2017
- **Improve Departmental Results** - The Secretariat will work with departments to set and achieve targets for the high-level results set out in Departmental Results Frameworks
- **Promote experimentation**
- **Enhance information provided through TBS InfoBase**
- **Modernize the Estimates process through a proposed four-pillar approach**





Administrative Leadership – Main Units

As displayed in [Government Electronic Directory Services](#)

- [Office of the Comptroller General](#)
 - [Financial Management Sector](#)
 - [Acquired Services and Assets Sector](#)
 - [Internal Audit Sector](#)
- [Chief Information Officer Branch](#)
 - [Information Technology](#)
 - [IT Project Review and Oversight](#)
 - [Security and Identity Management](#)
 - [Service and GC 2.0 Policy and Community Enablement Division](#)
 - [Information Management and Open Government](#)
 - [Information and Privacy Policy](#)
- [Priorities and Planning](#)
 - [Management Accountability Framework and Risk Management](#)
 - [Strategic Policy](#) and [Strategic Planning](#)



Priorities in Administrative Leadership (1)

Open and transparent government (as described in [Departmental Plan](#))

- **Expand and improve open data** - The Secretariat will coordinate implementation of the [Third Biennial Plan to the Open Government Partnership](#); increase the quality and visibility of federal data holdings; set measurable targets for the release of open data over the next five years; and collaborate with provincial, territorial and municipal partners to further standardize and harmonize the delivery of open government data across jurisdictions
- **Promote dialogue on open government** - The Secretariat will develop mechanisms to foster ongoing dialogue and to engage Canadians and the world in support of open government
- **Report publicly on departmental progress** - The Secretariat will develop a performance management framework for open government and will issue an annual report on departments' progress on implementing Canada's open government plans
- **Offer learning opportunities on open government.** The Secretariat will develop learning opportunities on open government with support from the Canada School of Public Service





Priorities in Administrative Leadership (2)

Open and transparent government (as described in [Departmental Plan](#))

- **Increase fiscal transparency** - More open information on government spending and procurement will increase fiscal transparency. The Secretariat, with support from Canadian Heritage, will increase access to consistent and searchable information on Grants and Contribution program funding
- **Monitor the implementation and results of the Treasury Board [Policy on Communications and Federal Identity](#)**, which came into effect in 2016–17
- **Improve access to information** - The Secretariat will support the President in working with the Minister of Justice and the Minister of Democratic Institutions to improve access to information through making changes to the [Access to Information Act](#) and to conduct a full review of the act, beginning in 2018
- **Create a central website for access to information and personal information** - The Secretariat will create a central website where Canadians can submit requests to any government institution for access to government information and to their personal information



Priorities in Administrative Leadership (3)

Better service to Canadians (as described in [Departmental Plan](#))

- **Develop and implement a client-first service strategy** - Working with service delivery departments, the Secretariat will develop and implement a client-first service strategy. This strategy will include a framework and plan for supporting government-wide improvements and integrated service delivery to Canadians and businesses. Progress will be determined by the percentage of clients who are satisfied with the delivery of government services
- **Support the development of service standards** - The Secretariat will support departments in developing their service standards. Progress will be demonstrated by an increase in priority services that meet service standard targets
- **Report on government performance** - The Secretariat will develop a government-wide approach to measure and report annually on performance, with a focus on client satisfaction. The first report will be issued in 2018
- **Lead large-scale government-wide transformation initiatives** - The Secretariat will provide leadership through coordination, policy, guidance and oversight of government-wide initiatives to transform departmental corporate administrative functions



Priorities in Administrative Leadership (4)

Better oversight, information, and reporting (as described in [Departmental Plan](#))

- **Complete the renewal of the Treasury Board policy suite and implement the renewed policies** - The Secretariat is working to renew the suite of Treasury Board policy instruments to streamline requirements and to provide essential rules that have clear accountabilities, that are easy to find and apply, that increase the use of evidence and data, and that properly mitigate risks
- **Modernize government procurement** - The Secretariat will work with Public Services and Procurement Canada to streamline and simplify policy instruments so that they are less administratively burdensome, and so that they better support broader economic, social and environmental goals
- **Promote greater consistency in policy design** - The Secretariat will develop a framework for providing guidance to departments on designing policy instruments so that policies are more consistent across federal departments and agencies
- **Promote experimentation** - The Secretariat will work with departments to experiment with new approaches so that departments integrate ongoing innovation and measurement into policy and program design and deliver.
- **Improve the functionality of the policy suite website**



Priorities in Administrative Leadership (5)

Supporting sustainable development (as described in [Departmental Plan](#))

- **Lead a renewed greening agenda** - The Secretariat will lead a renewed greening agenda to track the government's emissions centrally, coordinate efforts across government, and monitor results to make sure that it meets its objectives.
- **Provide leadership to make government operations low-carbon** - The Secretariat will provide leadership to departments and will direct action to make government operations low-carbon and to enhance reporting. The Secretariat will work with departments to set new targets, monitor emissions, disclose performance and monitor progress on commitments
- **Provide expertise and promote the sharing of best practices** - The Secretariat will provide expertise on the development of administrative policies and directives, will undertake research, and will foster the sharing of best practices by establishing a community of practice
- **Expand the inventory of greenhouse gas emissions** - In collaboration with Public Services and Procurement Canada and Natural Resources Canada, the Secretariat will expand the inventory of greenhouse gas emissions from government operations by measuring a broader set of federal greenhouse gas emissions





Human Resources (Employer) – Main Units

As displayed in [Government Electronic Directory Services](#)

- Office of the Chief Human Resources Officer
 - [Compensation and Labour Relations Sector](#)
 - Workforce Organization and Classification
 - Compensation Management (and Negotiation)
 - Labour Relations
 - Pay Equity Reform
 - [Pensions and Benefits Sector](#)
 - [Executive Management and Leadership Development Sector](#)
 - [Governance, Planning and Policy Sector](#)
 - Official Languages
 - Values and Ethics
 - HRM Governance and Community Engagement
 - [HR Management Transformation Sector](#)





Priorities as Employer (1)

Workforce of the future (described in [Departmental Plan](#))

- **Complete, through good faith bargaining, the 2014 round of collective bargaining** with all 27 bargaining units in the core public administration and provide mandates and advice to separate-agency employers toward the completion of their ongoing collective bargaining negotiations in 2017
- **Put in place and administer the new series of collective agreements** for the core public service, once they are ratified
- **Implement strategies to attract employees** - The Secretariat will continue to implement strategies to attract employees who have the talent and skills to meet the needs of the public service of the future and who reflect the diversity and linguistic duality of Canada's population.
- **Address health and wellness** - The Secretariat will continue to renew the Public Service Health Care Plan in good faith with bargaining agents and will lead action to address mental health. The Secretariat will support departments in developing their action plans, which are a first step in the government's efforts to build a healthy, respectful and supportive work environment, and to address the three strategic goals of the 2016 [Federal Public Service Workplace Mental Health Strategy](#)





Priorities as Employer (2)

Workforce of the future (described in [Departmental Plan](#))

- **Improve employee wellness in the public service** - The Secretariat will launch a joint union-management task force on the Employee Wellness Support Plan to develop recommendations to improve employee wellness in the public service
- **Lead departmental action to strengthen the approach to addressing and preventing harassment and violence in the public service**
- **Lead a joint union-management task force to address diversity and inclusion** - The task force will submit an action plan for improving diversity and inclusion in the public service in the fall of 2017
- **Review the [Official Languages Regulations on Communications with and Services to the Public](#)** - The Secretariat will work with Canadian Heritage to review the regulations to ensure that all federal services are delivered in full compliance with the [Official Languages Act](#)
- **Help develop a proactive pay equity regime** - The Secretariat will work with Employment and Social Development Canada and Status of Women Canada to introduce proactive pay equity legislation for federally regulated workers by 2018



Units and Priorities in Regulatory Oversight

Organizational unit (as displayed in [Government Electronic Directory Services](#))

- [Regulatory Affairs Secretariat](#)
 - Cabinet Committee Operations
 - Centre for Regulatory Expertise
 - Regulatory Policy

Initiatives to support priorities (as described in [Departmental Plan](#))

- **Provide regulatory policy guidance** to departments and support horizontal policy management
- **Ensure that Governor-in-Council regulatory submissions are based on evidence** and adhere to the requirements of federal regulatory policy
- **Support the Treasury Board ministers** in their role as members of a committee of the Queen's Privy Council for Canada by providing advice on regulatory and order-in-council matters
- **Strengthen and expand regulatory cooperation** to support the interests of industry, consumers and regulators, both domestically and internationally





The Policy Suite

- Policies, directives, standards, and guidelines
 - People management
 - Financial management
 - Information management / Information technology
 - Service delivery and transfer payments
 - Results, Evaluation, and Internal Audit
 - Assets and acquired services
 - Government security
 - Communications and Federal Identity
 - Official languages
- Browse policy instruments hierarchically





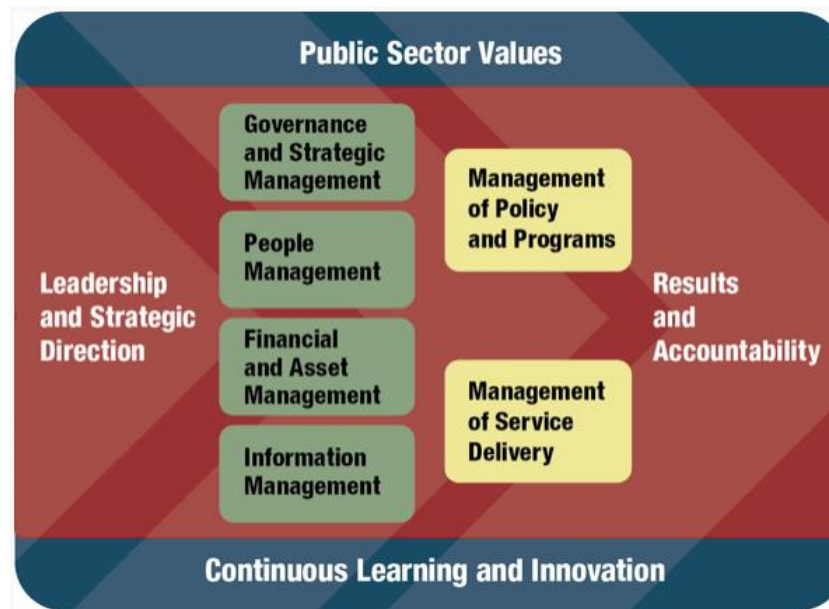
Controlling Misuse and Misconduct

- [Clark \(2007\)](#) distinguishes between:
 - **Fraud:** an intentional act or omission, in respect of either expenditure or revenue, which involves the use or presentation of false, incorrect or incomplete statements or documents, or specific non-disclosure of information, or misapplication of funds or benefits. Fraud is a criminal offence
 - **Irregularity:** an omission due to error or negligence, or a deliberate act short of fraud, which undermines the integrity of government
 - **Imprudence:** an act or omission that falls short of the professional standards or ethical norms that could reasonably be expected of a person in that situation
 - **Wastefulness:** the payment of more than is necessary for goods or services required to deliver a government program
 - **Inefficiency:** the production of less output per dollar than would be possible with better processes and better management
 - **Ineffectiveness:** the production of less social benefit per dollar than would be possible with a better program design delivering better outputs
- Although Treasury Board policies make little reference to fraud, irregularity, or imprudence, many of its policies are intended to minimize their occurrence



Management Accountability Framework

- The [Management Accountability Framework](#) (MAF) is a framework for management excellence, accompanied by an annual assessment of management practices and performance in most departments and agencies of the Government of Canada
- The MAF is a key tool of oversight that is used by the Treasury Board of Canada Secretariat (TBS) to help ensure that federal departments and agencies are well managed, accountable and that resources are allocated to achieve results



MAF Assessment Process Areas

See [MAF Assessment Process](#) including [video](#)

- The MAF assessment process sets out the expectations of public sector managers and deputy heads in specific Areas of Management and measures organizational performance against these expectations
- All organizations participating are assessed annually on the **core management areas**:
 1. Financial Management
 2. Information Management and Information Technology (IM/IT) Management
 3. Management of Integrated Risk, Planning and Performance
 4. People Management
- Select organizations are assessed annually on one or more of the **department-specific management areas**:
 5. Management of Acquired Services and Assets
 6. Security Management
 7. Service Management



MAF Assessment Process Timeline

As described in the video transcript at [MAF Assessment Process](#):

- The MAF assessment process is launched in the late spring, when [area-of-management methodologies](#) are provided to participating organizations
- Between summer and early winter, organizations complete the questionnaires and submit them, along with any requested documents, to the online MAF Portal. Subject matter experts within policy centres review the submissions and prepare draft assessment reports, which are provided to organizations in mid-winter. Organizations then have one month to discuss their draft assessments with the Treasury Board Secretariat officials
- The MAF results contain observations by the Treasury Board Secretariat on where performance meets expectations, and where there may be opportunities to improve
- In late winter, the draft assessments are revised. The final MAF results are released to individual organizations in the spring. At this time, the Secretary of the Treasury Board meets with deputy heads to discuss the performance of their organizations
- The results are then used as an input to the performance management program for deputy heads, conducted by the Privy Council Office



How MAF Assessments Are Used

As described at [MAF Assessment Process](#):

- MAF assessments provide individual organizations with observations by the Treasury Board of Canada Secretariat on where performance meets expectations on the specific performance indicators that are reviewed, and where there may be opportunities to improve. This information is of value to both deputy heads and the Treasury Board of Canada Secretariat
- Deputy heads and departmental managers use the MAF assessments to understand the management capacity that exists in their organizations and to identify the areas that may require attention so they can implement any necessary changes within their organizations
- The assessments also give deputy heads information to benchmark their organizations' performance against performance government-wide and facilitate the sharing of leading management practices across departments and agencies
- The Treasury Board of Canada Secretariat uses the MAF results to gain a broad perspective on the state of management practices and challenges in the federal government and to monitor policy compliance and implementation across government



Thank you

Questions?

