



Management Accountability Framework

Preserving value and trust

Band Managers Workshop
March 20, 2014



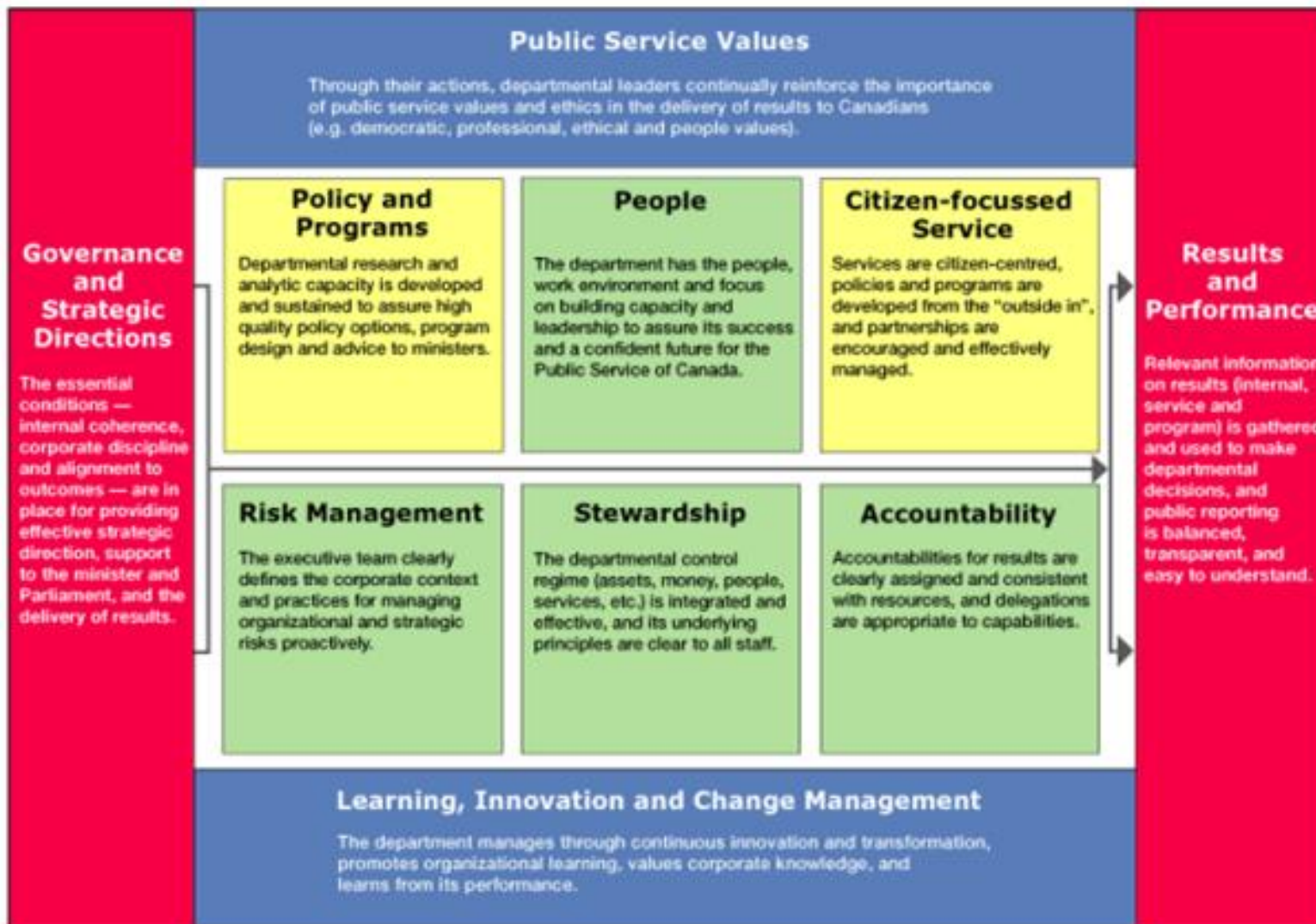
Accountability

“There is significant press around accountability and how the government and members of First Nations communities are demanding increased accountability from the Chiefs and Councils. This session will provide insights into the management accountability framework and how it can be leveraged to help reinforce sound management.”

Accountability = Responsibility

Treasury Board Management Accountability Framework

Structured around 10 elements:



What are the MAF's objectives?

- To clarify management expectations of deputy heads and support ongoing dialogue on management priorities with their executive team and the Treasury Board Secretariat
- To provide a comprehensive perspective on the state of management practices and challenges in the federal government
- To identify government-wide trends and general issues in order to help deputy heads set priorities and resolve issues

MAF details

- Framework includes a list of audit criteria related to internal controls that can reasonably be expected to be in place in most or all federal departments and agencies



MAF Core Management Controls

- Each of the ten elements has a range of Core Management Controls (CMCs) and the following is an extract of controls for the Governance and Strategic Direction element:

Core management Control	Audit Criteria
G-1. Effective oversight bodies are established.	<ul style="list-style-type: none"> a) A Senior Management Committee and an independent Departmental Audit Committee are established. b) The DAC includes independent, external members who are not currently members of the federal public administration. c) Members collectively possess sufficient knowledge , experience and time to exercise a meaningful oversight function. d) The oversight bodies meet regularly (i.e., 4 times per year at a minimum) and receive key information to allow for effective monitoring of management's objectives, strategies and results. e) The DAC oversees the work of both internal and external auditors and meets privately with internal and external audit to discuss relevant matters.
G-3. The organization has clearly defined and communicated strategic directions and strategic objectives, aligned with its mandate.	<ul style="list-style-type: none"> a) The organization has an approved mandate. b) Strategic direction and objectives are established and revisited through formal strategic planning activities. Consideration is given to government priorities, identified risks and client needs. c) All key functions have been involved in the establishment of the organization's objectives.

Areas of management assessed

- Area of Management 1: Values and Ethics
- Area of Management 2: Managing for Results (not assessed in 2012-13)
- ~~Area of Management 3: Governance and Planning (no longer assessed)~~
- Area of Management 4: Citizen-focused Service (not assessed in 2012-13)
- Area of Management 5: Internal Audit
- Area of Management 6: Evaluation
- Area of Management 7: Financial Management and Control
- Area of Management 8: Management of Security (not assessed in 2012-13)
- Area of Management 9: Integrated Risk Management
- Area of Management 10: People Management
- Area of Management 11: Procurement (not assessed in 2012-13)
- Area of Management 12: Information Management (not assessed in 2012-13)
- Area of Management 13: Information Technology (not assessed in 2012-13)
- Area of Management 14: Asset Management (not assessed in 2012-13)
- Area of Management 15: Investment Planning and Management of Projects (not assessed in 2012-13)

Evolution of Management Accountability Framework

- Provides a basis for senior leadership to engage with departments
- Suggests ways for departments both to move forward and to measure progress
- Sets out the expectations of senior public servants for good public service management
- Focuses on management results rather than required capabilities
- Critical areas of management are assessed on an annual basis and others on a three-year cycle
- Linked to Deputy heads performance bonus

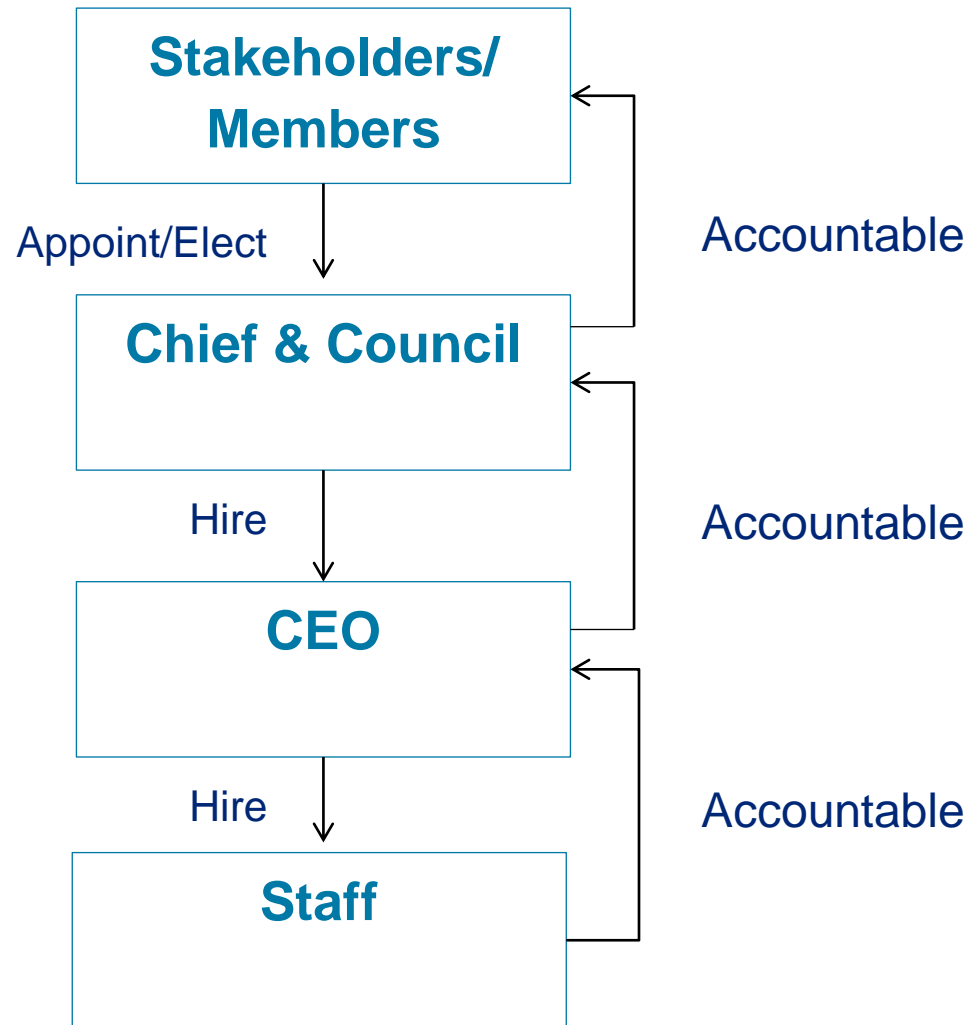
Reforms in Modernizing Management Practices ...

Lessons learned:

- Early initiatives were criticized for being too top-down and failed to improve services or address the required cultural changes
- A more business-like approach to the management of programs and services is needed
- Fostering a culture for change with a focus on cost management is the key to achieving real progress
- Ongoing leadership attention is needed to achieve sustainable progress
- Joint efforts from all senior public servants are required to implement government wide systems and processes

Where do you start?

Accountability structure

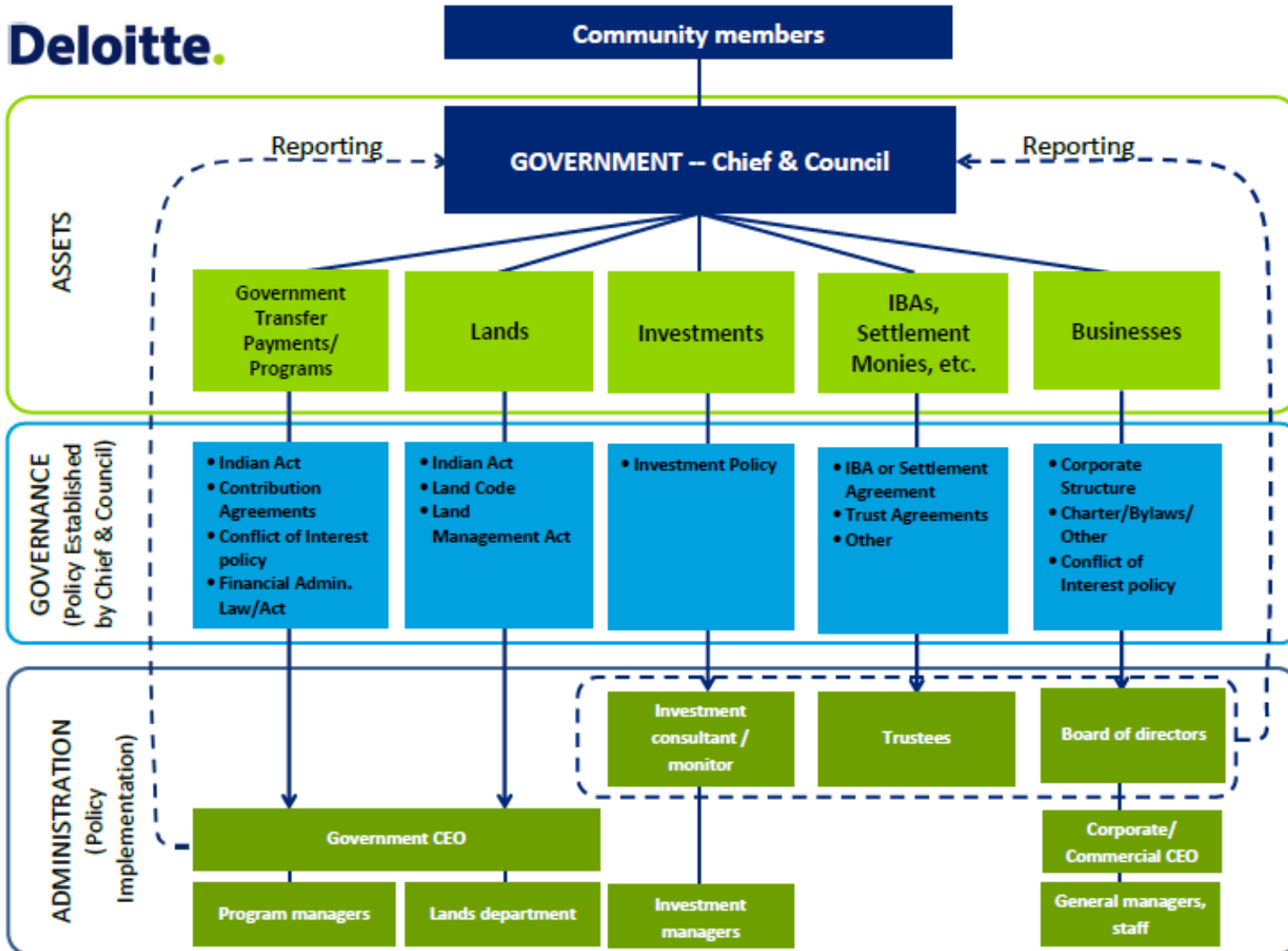


1. Governance

- Develop the structure
- Establish guiding principles for the Council and Committees of Council
- Mandate and objectives for each Standing and Executive Committee
- Committee membership
- Define roles and responsibilities for staff and within the mandates

Aboriginal governance model

Deloitte.



Define roles and responsibilities

Term of Reference - Guidelines

Mandate	<ul style="list-style-type: none">• Represents “What we are, and what we aim to do”• Defines purpose, reason for being• Value statement that seeks to respond to why the Committee exists, its basic reason for beings
Goals	<ul style="list-style-type: none">• Relates back to the mandate of the Committee• Remains true to First Nation’s values• Clear statements of the mandate, which specifies accomplishments to be achieved if the mandate is to become real.• Specific, realistic and time bound
Objectives	<ul style="list-style-type: none">• Clearly outlined points around how to meet the specific goals of the Committee.• Precise and can be validated• Focused on a result, not an activity and are SMART:<ul style="list-style-type: none">○ Specific○ Measureable○ Achievable○ Relevant○ Time bound

Guiding principles

Guiding Principle	What does this mean?	Example of Supporting Activities
Accountability and Transparency	<ul style="list-style-type: none"> • Commitment to the interests of the FN Community • Defined accountabilities and responsibilities • Clear lines of authority for decision making • Adequate management oversight and reporting • Clear and transparent communication 	<ul style="list-style-type: none"> • Progress respective mandate/s to achieve objectives as approved by Chief and Council • Report on the plans and progress of the Committee to Members • Report results and decision of committee meetings • Publish meeting schedule, agenda and minutes for Chief and Council • Declare any perceived or real conflict of interests • Follow media procedures when engaging in public communications • Communicate effectively and engage FN Community
Clear Mandate	<ul style="list-style-type: none"> • Clearly defined Committee mandate and objectives • Alignment with mandate to the Council vision • Execution of actions / plans which achieve mandate 	<ul style="list-style-type: none"> • Understand Standing Committee and Executive Committee mandates and roles and responsibilities • Review Council vision and strategic objectives annually and confirm mandates and objectives align with Council strategy • Evaluate if Committee plans and activities are addressing the mandate
Line of Authority	<ul style="list-style-type: none"> • Well understood chain of command • Adequate decision making and follow through • Appropriate escalation and resolution of issues • Appropriate lines of authority 	<ul style="list-style-type: none"> • The Standing Committees and Executive Committee DO NOT direct Band Administration staff • The Standing Committees and Executive Committee DO NOT speak on behalf of Chief and Council outside of their mandate as approved by Chief and Council • The Standing Committees and the Executive Committee DO NOT commit Chief and Council
Solution Focused	<ul style="list-style-type: none"> • Focus on what is possible rather than on causes of problems • Create solutions and present solutions as recommendations to Council for consideration 	<ul style="list-style-type: none"> • Identify risks and address issues at the committee level within mandate • Raise issues and recommend solutions to Chief and Council where issue exceeds the mandate of the Committee

2. Decision making and escalation guide

Who makes the decision	What are they authorized to decide on?	What to progress/escalate?	To whom?
Chief and Council	<ul style="list-style-type: none"> Strategic and operational issues to Nation Members and external stakeholders Approve recommendation brought forward by Committees 	<ul style="list-style-type: none"> Complex issues which cannot be solved internally by to Council May consult the membership, Standing Committees and/or staff in working towards solutions 	Chief Nation Membership
Standing Committee	<ul style="list-style-type: none"> Determine how to deliver on Committee's mandate, objectives and goals Form recommendations to present Council 	<ul style="list-style-type: none"> Recommendations to Council for consideration and approval, in order to advance their agenda/mandates 	Council (or Exec Committee)
Executive Committee	<ul style="list-style-type: none"> Administration program issues and other Council programs/initiatives which cannot be resolved at the Administration level and requires liaison with Council 	<ul style="list-style-type: none"> Administration issues that cannot be resolved by the Executive Committee or COO 	Council
COO	<ul style="list-style-type: none"> Administration and program issues that can be resolved at the Administration level 	<ul style="list-style-type: none"> Administration and program issues that cannot be resolved at the Administration level 	Executive Committee
Program Managers	<ul style="list-style-type: none"> Program issues that can be resolved at the operational level or below 	<ul style="list-style-type: none"> Program issues that cannot be resolved at the operational level 	COO

3. Strategic planning

- Start with your mission and vision
- Do a risk assessment – SWOT analysis
- Identify your goals
- Develop strategies to achieve those goals
- Add in action steps, owners, and timelines (target dates)
- Develop performance metrics to track progress

4. Budgets and forecasting

- Develop operational plan that relates to your strategy
- Support the plan with a budget
- Establish timing – complete at least 4 months prior to year end
- Throughout the year hold people accountable – they have to explain variances (set thresholds)
- Where necessary take corrective action
- Depending on your financial policy – publish the information for your members to keep them informed and the process transparent
- Publish audited financial statements and on time

5. Policies and procedures – examples

- Program Policies
- Administrative Appeal/Grievance Procedures
- Financial Administration Policies (delegation of authority, travel, expenses)
- Access to Information Procedures
- Redress disputes
- Conflict of Interest Guidelines
- Code of Ethics
- Elections Code
- Community Consultation Procedures
- Contracts

6. Managing conflicts

Conflict in decision making may arise and can be categorized into two basic types:

- A disagreement over an administrative or political decision
- A personal disagreement

Conflicts of Interests:

Councilors should always be aware of the potential for conflict of interest. In their role as an elected member, they have been entrusted to govern on behalf of their communities. As such, they must ensure that they do not gain personal benefit from their positions.

7. Reporting

- Audited financial statements
- Report on results achieved – link to goals
- Hold consultations – be prepared to hear concerns and see if targeted performance metrics are meeting their expectations

Share with all those concerned – provide opportunity to receive feedback and celebrate successes

8. Assurance

- Verify that internal controls are functioning as intended
- Assess compliance with policies and procedures
- Communicate those results to the appropriate parties

Contact information

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