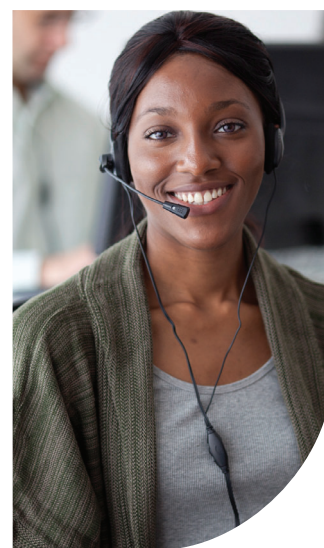
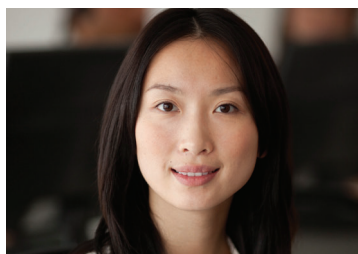


Board of Management Oversight Framework (BoMOF) Assessment of Performance 2011-2012

July 3, 2012



Canada Revenue
Agency

Agence du revenu
du Canada

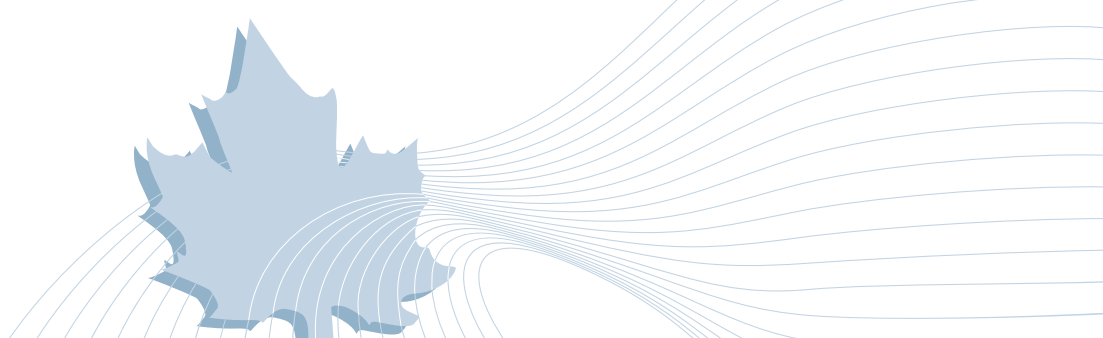
Canada



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Introduction

What's new for 2011-2012

Like the Treasury Board Secretariat (TBS) Management Accountability Framework, the BoMOF has evolved in concert with management best practices as well as the management capacity of the CRA. As a reflection of this evolution, a risk-based approach for the BoMOF Assessment of Performance was adopted this year. This approach allows for a more in-depth analysis of expectations selected for review in a particular year. Over a three year period, all expectations will be reviewed. Depending on the Board's priorities, some expectations may continue to be assessed annually.

Ensuring the Agency's readiness for change has been an important consideration in selecting the expectations for assessment. For 2011-2012, the Board assessed 14 Expectations: Internal Accountability; Agency Performance Measurement; Financial Management; Program Evaluation; IT Investment; IT Security; Information management - Structured; Information Management - Unstructured; Service Strategy; Service Redress Mechanism; HR Planning; HR Acquisition; HR Development and Knowledge Transfer; and HR Retention/Mobilization.

Assessment Scale

- ☐ **Strong** – All of the evidence meets or exceeds Board expectations and suggests continued strong performance.
- ☐ **Acceptable** – Most of the evidence meets Board expectations.
- ☐ **Opportunity for Improvement** – Some of the evidence meets Board expectations. Deficiencies noted.
- ☐ **Attention Required** – None of the evidence meets Board expectations. Immediate attention required.

List of Priority Expectations

For Assessment	Not for Assessment
Internal Accountability	Governance
Program Evaluation	Risk Management
Agency Performance Measurement	Internal Audit
Financial Management	Project Management
IT Investment	Asset Management
IT Security	Procurement
Information Management - Structured	Sustainable Development
Information Management - Unstructured	Service Performance Measurement
Service Strategy	
Service Redress Mechanism	
HR Planning	
HR Acquisition	
HR Development and Knowledge Transfer	
HR Retention/Mobilization	



Focus for 2011-2012 Assessment – Readiness for Change

The CRA has entered a period of significant change, one that will continue for the next few years. In addition to delivering on its usual ambitious objectives for core business and service enhancements, the Agency was faced with developing options that would contribute to reducing the deficit, overseeing the implementation of the Cost Containment Plan initiatives, managing the transition to Shared Services Canada (SSC), and the revocation of the Harmonized Sales Tax (HST) in British Columbia. The clear management challenge for the Agency's leadership was to prepare for and subsequently launch these changes.

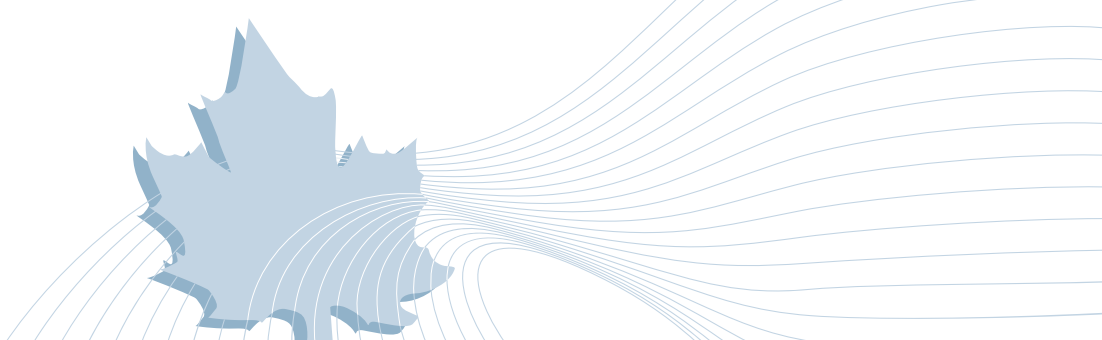
In this first year of the risk-based approach to the BoMOF assessment of Performance, ensuring Agency readiness for change has figured heavily into what has been selected for assessment. Financial management and management of information technology (IT) were assessed this year in light of changes to the CRA's IT environment, with the creation of SSC, and the need to ensure efficient resource allocation in a cost containment environment.

The Board also recognized that the people component of change must be effectively addressed in the planning and implementation of business transformation initiatives, the transfer of employees to SSC and the reversal of the HST. As a result, each of the five expectations under the Management of Personnel area of oversight was assessed.

Two critical elements in operationalizing business transformation are accountability and performance measurement. Successful business change requires setting clear targets for results, and assigning accountability for achieving them. Reflecting the significant changes in the CRA's operating environment, internal accountability and Agency performance measurement have been assessed this year to ensure that the Agency continues to focus on them as it navigates the coming changes.

For this year's assessment, the Agency has undertaken a series of measures to evolve the BoMOF by strengthening the rating criteria, while also placing greater emphasis on results achieved. These changes have resulted in increased expectations regarding the performance and readiness of the Agency's business functions.

The Board's overall assessment for the Agency was very positive. The Board identified areas where it intends to place its focus in 2012-2013, such as IT Security, Information Management of Unstructured data, Agency Performance Measurement and Management of Personnel. In addition, the Board will be overseeing many of the initiatives that will be announced as part of the Agency's Transformation Agenda.



Organization of the Agency

Expectation (b): Internal Accountability - The Board must assure itself that the Agency has an appropriate internal accountability structure.

Assessment Criteria

- The effectiveness of the Agency is supported by the alignment of plans, priorities, and Board objectives
- The Agency has implemented its cost containment plan and managed the impacts
- Processes and options have been identified for the deficit reduction action plan
- Business transformation is being managed to ensure continuity
- Evidence of innovation

Information Considered by the Board

The CRA's governance regime ensures that accountabilities are appropriately aligned with plans, priorities, and Board objectives. All priorities and accountabilities are linked from the Commissioner, the Deputy Commissioner, and Assistant Commissioner to the overall Government of Canada and Public Service of Canada priorities.

With respect to cost-cutting initiatives, the effectiveness of the CRA's corporate governance regime was clearly demonstrated through the Agency's implementation of its Cost Containment Plan (CCP). Responding to the Government of Canada (GoC) Budget 2010 Operating Freeze, the Agency successfully launched an internal review that allowed for the reallocation of approximately \$70 million in 2011-2012 and \$135 million in 2012-2013.

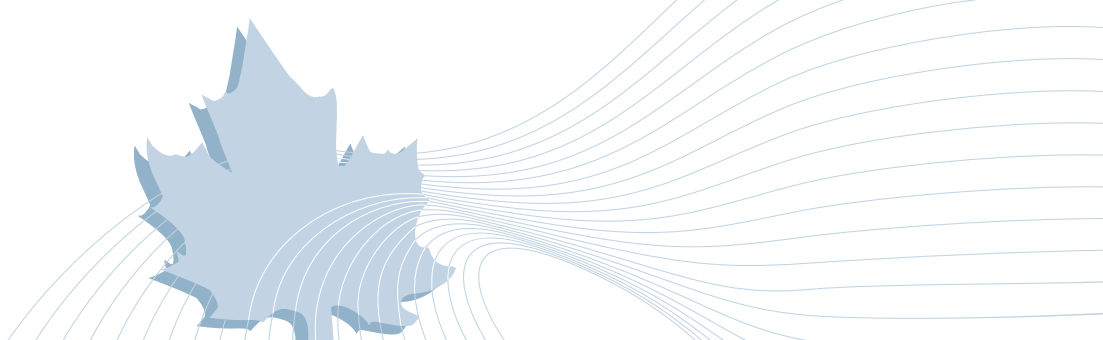
The deficit reduction action plan followed a similar process to that of the CCP initiative. Throughout the year, a number of Agency corporate committee and strategic planning meetings were held to discuss and identify options for the initiative. During these sessions the Agency applied a set of core principles and considerations to the proposed options to ensure strategic alignment. The Agency undertook extensive work to ensure that developed business cases included changes that could be implemented in a three-year period, and took the opportunity to strategically realign parts of the business structure.

To manage the additional work that will result from the transformation agenda, the Agency has created a centralized Agency Transformation Office (ATO) led by the Strategy and Integration Branch. Program branches have also begun to organize transformation teams and implementation plans are underway so that the programs will be ready to engage with the necessary stakeholders to operationalize the business changes that are to be decided by the Government.

Board's Assessment

Overall, the Board observed that the Agency has a strong governance structure with appropriate processes and protocols to ensure alignment of priorities and key accountabilities. The Board also noted that the governance of the change agenda will be key to successful implementation of the CRA's transformation agenda. It will be important that the Agency continues to monitor the plan to ensure the objectives of these initiatives are realized

Board's Rating: Strong



Administration of the Agency

Expectation (b): Program Evaluation - The Board must assure itself that the Agency has an effective program evaluation function to assess the long-term success of Agency programs.

Assessment Criteria

- Credible and neutral information is provided on program performance
- Requests for advice and guidance on results measurement are provided
- Evaluation information is used to inform expenditure/policy decisions and program improvements
- Evidence of innovation

Information Considered by the Board

In 2011-2012, the Program Evaluation Division (PED) continued to provide neutral and credible results-related information on existing programs to CRA management. They completed one Evaluation Feasibility Study, three Evaluation Frameworks and three Evaluation Studies. PED also responded to seventeen requests for advice, guidance or comments on results measurement issues. Client feedback about advice and guidance received from PED continues to be positive. Evaluation recommendations have been addressed with action plans that will be followed up over the next few years by Corporate Audit and Evaluation Branch (CAEB).

Board's Assessment

The Board considers that the Agency has a sound and well performing program evaluation function. As the CRA is a large operational organization, program evaluation is one of several sources of information that contribute to the Agency's assessment of its programs.

Board's Rating: Acceptable

Expectation (e): Agency Performance Measurement - The Board must assure itself that the Agency has a measurement framework that supports the Agency's business priorities.

Assessment Criteria

- Agency performance indicators are aligned, comprehensive and not duplicated
- Performance indicators are in place to track progress on the Agency's strategic goals
- Evidence of innovation

Information Considered by the Board

Although the CRA has an existing TBS approved Performance Activity Architecture (PAA), a supporting Performance Measurement Framework (PMF) including performance indicators, the Annual Report to Parliament, and quarterly performance reports, the Board of Management identified performance measurement at the enterprise level as an area of focus for the Agency in 2011-2012. A stocktake exercise was conducted to analyze existing Agency performance measurement reporting documents and identify potential overlaps. Through branch consultation and the assistance of an external consultant, a model of Agency Performance Indicators was developed for presentation to the Board in July 2012.

Board's Assessment

The Board agreed that the Agency has a range of performance measures in place to respond to different needs. The opportunity for improvement lies in reducing unnecessary duplication and establishing a strategic results based framework that draws on information from across the compliance continuum.

Board's Rating: Opportunity for Improvement



Management of Resources

Expectation (a): Financial Management - The Board must assure itself that the Agency has and follows the appropriate control framework for the management of its financial resources.

Assessment Criteria

- Evidence of sound management of financial authorities provided by Parliament
- Processes and internal controls are in place to report on administered activities accurately, completely, and in a timely manner
- Evidence of innovation

Information Considered by the Board

In March 2011, the Corporate Audit and Evaluation Branch (CAEB) conducted an audit of the Financial Administration Act (FAA) accountabilities for Agency activities. The audit concluded that CRA employees with delegated authorities understood their associated responsibilities and acknowledged the existence and importance of personal accountability.

The Agency has developed a resource management strategy to address key operational pressures. This strategy will help in prioritizing funding pressures as the Agency implements the deficit reduction action plan strategy.

The Agency has taken steps to strengthen the underpinnings of the Agency's financial management system. For example, both the Management Group Learning Program and the Executive Cadre Learning Program include a financial management component to ensure that new managers are aware of key financial management issues, policies, and practices. The Agency has also finalized new procedures requiring the Commissioner and the Chief Financial Officer (CFO) to attest in the Statement of Management Responsibility for the annual audited financial statements.

Board's Assessment

The Board observed that the Agency's high standard of financial management has been maintained and demonstrated in its management and monitoring of recent initiatives which impact the CRA's financial situation.

Board's Rating: Strong

Expectation (e): Information Technology (Investments) - The Board must assure itself that the Agency adequately plans and invests in its IT assets to ensure they support the achievement of its business goals.

Assessment Criteria

- IT investments are integrated into the Agency's business plans
- Workforce supports IT operations
- IT investments are managed to ensure business requirements are met
- IT service delivery meets clients expectations
- Performance tracking information is used to improve performance
- Evidence of innovation

Information Considered by the Board

The CRA's Infrastructure Investment Plan (IIP) functions to govern the planning processes that guide investment choices and establish strategic priorities. Through the development and implementation of IT architecture roadmaps, the Agency ensures that identified priorities are appropriately aligned with emerging IT industry trends. Areas that have generated attention include e-services, enterprise content management, and collaboration.

Over the past year the CRA has continued to maintain high levels of service availability for the multiple national CRA and CBSA key applications. Service availability metrics for the CRA's critical applications in 2010-2011 indicates that all service level objectives were met.

In comparison to industry best practices, the CRA's IT performance reporting tools have achieved a high level of maturity and have continued to provide senior management with a holistic view of CRA IT performance.

Board's Assessment

The Board considered that areas of particular strength include the IT architecture roadmaps and the IT HR management model. An area of focus for the next year will be ensuring that the Agency has the skill set required to manage an outsourced IT service.

Board's Rating: Strong

Expectation (f): Information Technology (Security) - The Board must assure itself that the Agency adequately manages and safeguards its IT assets to ensure they support the achievement of its business goals.

Assessment Criteria

- IT Business Continuity Plans are maintained and tested
- Security provisions are in place to protect the Agency and Shared Services Canada
- The service management regime is in place for infrastructure provided by Shared Services Canada
- Plans are in place for managing IT applications and infrastructure
- Evidence of innovation

Information Considered by the Board

Information Technology continuity is comprised of two programs at the CRA, the Business Continuity Program (BCP) and the Disaster Recovery Plan Program (DRP). For the 2011 calendar year there were no events that required BCPs to be activated. That being said, the IT Security and Continuity Division (ITSC) continually reviews and updates BCPs. The CRA's IT Security Strategy also ensures that CRA data, information assets, and IT infrastructure continue to be protected from both current and future threats.

The Agency is working with Shared Service Canada (SSC) as a partner in supporting the CRA's mandate and mission. Material changes will be planned in concert with CRA on the basis of business cases that are agreed upon by both organizations. This will ensure that the review processes of both organizations are respected and that they provide the necessary assurance that neither entity will be placed at risk, thus creating the necessary success factors of a healthy and sustainable partnership.

The Agency recognizes the importance of maintaining feasible sustainability programs for infrastructure maintenance and development. The Application Sustainability Program (ASP) is the primary driver that mitigates risks with older applications. The program includes an annual assessment of IT applications and applications that are dependant on obsolete technology that will require upgrading to current CRA standard technologies. The largest sustainability issue within the high risk group is the use of Integrated Data Management System (IDMS). The Agency continues to work on converting applications using the relational data base management technology, known as DB2, which is consistent with the direction taken by most of the IT industry.

Board's Assessment

Overall, the Board observed that the Agency has strong processes and protocols in place to manage IT security. While the Agency has taken prudent steps to manage the emerging relationship with Shared Services Canada, this is a significant development in the IT security environment that will require sustained attention to reach maturity. Moving forward, the Board will continue to work closely with senior management in this area over the course of the coming year.

Board's Rating: Acceptable

Expectation (g): Information Management (Structured) - The Board must assure itself that the Agency has measures in place to appropriately manage its structured information.

Assessment Criteria

- Structured information effectively supports program delivery, planning and design
- Measures are in place to meet legislative requirements for the management of structured information
- Mechanisms are in place for governance and risk management of structured information
- Evidence of innovation

Information Considered by the Board

The structured information at the CRA is gathered from CRA operational systems and organized to support program and activity monitoring through query and reporting solutions. In terms of controls, most are built into the systems to capture and process the information and are rigorously designed to ensure that the quality of the information meets program delivery needs. The Agency's IM Strategy, adopted in 2010, included few activities related to structured information. This was primarily the result of having well established processes and practices in place to manage this type of information. However, it has been recognized that the CRA can do more on a whole-of-Agency basis, especially in relation to sharing data and solutions.

The Agency has implemented stringent controls for the capture, use and protection of taxpayer information in accordance with the applicable provisions in the program legislation. These controls include policy instruments governing information use and disclosure, standardized processes and clauses for the development of written collaborative arrangements, and an automated solution - the National Information Exchange Registry - for the tracking of information exchanges between the CRA and external clients and partners.

Oversight of the Agency's IM program, priorities and plans is provided through an IM governance structure which includes an Assistant Commissioner level steering committee and supporting Director General level committees. All committees include representation from branches with responsibilities for delivering aspects of the IM program as well as select program and corporate branches and regions. Cross-Agency participation ensures program areas have an opportunity to influence IM plans and activities. The IM governance is also supported through linkages to the Agency's corporate committees.

Board's Assessment

The Agency's policies and practices in IM of structured taxpayer data are mature and continue to be strengthened through a rigorous governance framework.

Board's Rating: Strong

Expectation (h): Information Management (Unstructured) - The Board must assure itself that the Agency has measures in place to appropriately manage its unstructured information.

Assessment Criteria

- Direction and tools are provided to employees to manage unstructured information
- Management of unstructured information meets legislative requirements and supports decision-making
- Mechanisms are in place for governance and risk management of unstructured information
- Evidence of innovation

Information Considered by the Board

The IM Strategy was approved by the Agency Management Committee in 2010 and covers a three-year period, from April 1, 2010 to March 31, 2013. Given the strength of structured data, the IM strategy principally addresses the Agency's unstructured data, particularly corporate documents and emails.

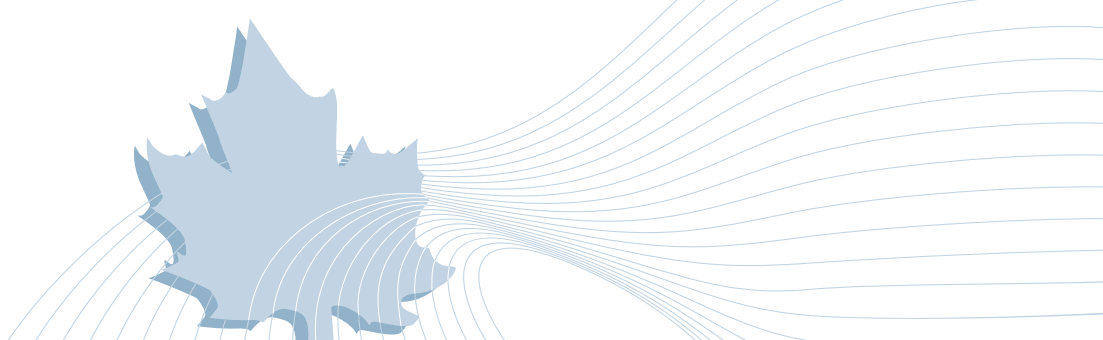
The focus areas for this period were Recordkeeping, Information Quality and Horizontality (particularly in the areas of data management and Web content management), Education and Awareness, and IM Program Alignment and Integration. The largest investments are for the Recordkeeping activities. The Strategy established six (6) objectives to be achieved during the period, three of which relate to Recordkeeping and one each to the remaining three focus areas. After one year of implementation, the CRA has made solid progress on all objectives. However, it was accepted that a fully mature IM program for unstructured corporate information at the CRA will take time.

In terms of assessing the outcomes of implemented IM initiatives to date, the majority of initiatives and activities currently underway are foundational in nature. Focus is concentrated on the planning and preparation for larger-scale changes in Agency and employee IM practices that will occur in future years.

Board's Assessment

While results in these activities are positive, the Board concluded that it is too early to fully assess the impacts in terms of improving the management of unstructured information within the Agency. The Board agreed that the Agency has achieved some significant results in the area of IM awareness - which is the first step to changing the IM culture.

Board's Rating: Opportunity for Improvement



Management of Services

Expectation (a): Service Strategy - The Board must assure itself that the Agency has established a service strategy that is adaptable to meet the evolving needs of taxpayers and benefit recipients.

Assessment Criteria

- Progress against Service Strategy baseline data supports corporate objectives
- Evidence of innovation

Information Considered by the Board

The CRA Service Strategy 2009-2010 to 2011-2012 sets out goals and measurable objectives for the Agency's service to Canadians. Following the Service Strategy's second year of implementation, the CRA continues to show solid progress on all of its services.

In 2010-2011, the Agency met its objectives for service standards and exceeded its objective of a five percent increase in the share of total interactions/transactions that are undertaken on a self-service basis one year ahead of time. However, the CRA's achievements with regard to taxpayer satisfaction have risen only modestly. Further results will be reported to the Board in the fall of 2012.

Board's Assessment

Given the need to consider the Agency's post-budget transformation agenda and new Vision 2020 strategic directions, the Board agreed with the postponement of the Service Strategy renewal until the summer of 2012. It was agreed that the full Service Strategy 2013-2014 to 2015-2016 will be presented to the Board in March 2013.

Board's Rating: Acceptable

Expectation (c): Service Redress Mechanism - The Board must assure itself that the Agency has established a service redress mechanism to address service complaints in a timely fashion.

Assessment Criteria

- Service complaints are addressed in a timely manner
- There is evidence of continuous improvement in relation to service complaints
- Evidence of innovation

Information Considered by the Board

Over the past year, the CRA has met its 90% internal performance measures for timely resolution of service complaints and also met its 95% performance measures for timeliness in problem resolution cases.

In addition, the Agency has developed procedures and processes that enable it to identify and track trends and issues from a variety of sources that affect service delivery across the Agency. In 2010-2011, the Agency identified and addressed 16 of 21 issues; nine related to CRA processes and procedures, six related to poor or misleading information, two related to system errors, and the last four related to mistakes and undue delays.

The CRA continues to improve its service redress by building stronger relationships across the Agency and with other stakeholders and by providing more detailed trend analysis of service complaints. To address the Board's next steps identified in 2010-2011, an action plan has been developed and will be implemented by April 2012 to strengthen the transparency and accessibility of the taxpayer fairness instruments.

Board's Assessment

The Board noted that investments made by the Agency have resulted in more timely and more accessible service redress mechanisms for taxpayers.

Board's Rating: Strong



Management of Personnel

Expectation (a): Planning - The Board must ensure that the Agency proactively identifies workforce risks and priorities and the strategic plans are developed and implemented to address them.

Assessment Criteria

- HR objectives are integrated and aligned with Agency business and budgets
- Key risks are identified and addressed
- Employees have met the language and competency profiles for their positions
- The Agency workforce is representative of employment equity groups
- Evidence of innovation

Information Considered by the Board

The CRA's long-standing EC succession planning program is now being complemented by an increasingly robust approach to succession planning for key non-EC positions.

To effectively manage the workforce impacts of the Cost Containment Plan (CCP), the deficit reduction action plan, and the creation Shared Services Canada (SSC), the Human Resources Branch led the people management aspects of the decisions and related change management plans in accordance with the Agency's HR regime and applicable collective agreements. A mitigation plan was created and implemented.

The official languages targets established in the CRA Action Plan on Official Languages were surpassed overall in the areas of service to the public, language of work, and participation of English- and French-speaking Canadians.

The representation rates for all four designated employment equity groups continued to surpass their respective labour market availability at the national and Agency-wide level.

Board's Assessment

The Board observed that the CRA has established a comprehensive workplace planning framework that should reach maturity over the next few cycles. Workforce planning will be vital in responding to a challenging HR environment over the coming years.

Board's Rating: Strong

Expectation (b): Acquisition - The Board must ensure that the Agency has a human resource management system that attracts the talent it needs to attain its operational objectives.

Assessment Criteria

- The CRA is attracting the talent it needs
- Positions are staffed within acceptable timeframes
- Comprehensive resourcing plans target priority talent needs
- Evidence of innovation

Information Considered by the Board

The need to continuously attract talent has links to one of the four Agency risks whose risk response is to mitigate immediately. The reduction in external hiring combined with relatively constant attrition levels has resulted in there being fewer permanent employees in the CRA workforce for 2011-2012. The overall reduction in the workforce size stems principally from the Agency-wide cost containment plan. That being said, this year the CRA has achieved notable success in its high priority objective of reducing time to staff.

In 2011-2012, the CRA initiated a multi-tiered approach that added annual workforce plans at the branch and regional levels. This comprehensive approach is helping the CRA identify workforce gaps and HR priorities that must be addressed to support program excellence.

Board's Assessment

The Board remarked that the focus for the coming years should be on ensuring that strategic recruitment provides the Agency with a workforce that continues to support program excellence.

Board's Rating: Acceptable

Expectation (c): Development and Knowledge Transfer - The Board must ensure that the Agency has a human resource management system that develops the talent it needs to attain its operational objectives and that sustains the transfer of its corporate knowledge.

Assessment Criteria

- The Agency's learning priorities are aligned with its business objectives and budgets
- The CRA maintains and develops technical and leadership competencies to attain operational objectives
- Promotion and transfer of knowledge is fostered
- Investments in training and learning are optimized
- Evidence of innovation

Information Considered by the Board

The CRA has a well-established history of investing in its workforce and supporting the development of its employees. In 2010-2011, the Agency Learning Priorities (ALP) were developed to facilitate the alignment of the CRA's learning investment with its business and workforce goals. To support EC learning and development needs and to ensure knowledge transfer, a variety of learning initiatives have been delivered this year. Additionally, efforts were made to maintain required technical competencies to ensure that the Agency has the HR capacity and capability to deliver on priorities, objectives, and programs. Recognizing the importance of this imperative, the Agency pursued a number of activities and made significant progress toward addressing the loss of corporate knowledge. In terms of the Agency optimizing its investments in training and learning, the Board commended the Agency for surpassing the national overall completion rate of individual learning plans (ILP) for the third consecutive year.

Board's Assessment

Given the realities surrounding imminent retirements, the internal movement of employees, and growing technical capacity challenges, the Board commented that knowledge transfer will increasingly become a vital conduit through which to secure corporate memory and organizational sustainability and will remain a focus for the coming year.

Board's Rating: Strong

Expectation (d): Retention/mobilization -The Board must ensure that the Agency has a human resource management system that retains and mobilizes the talent it needs to attain its operational objectives.

Assessment Criteria

- Promotion of wellness in the workplace
- Effective labour/management relations
- Retention of talent
- Healthy balance between internal mobility and meeting operational objectives
- Adjustment of resources based on changing priorities
- Ensuring employee safety
- Fostering and promoting values and ethics
- Official language of choice in the workplace
- Evidence of innovation

Information Considered by the Board

The CRA has many programs, policies and tools in place to promote a healthy and safe work environment. This year's Employee Assistance Program statistics indicated favourable results. The services offered by the program helped managers, HR professionals, and union representatives deal with complex people management situations and contributed to an effective, productive, and healthy workplace.

The collective agreement for the Professional Institute of the Public Service of Canada - Audit, Financial and Scientific (PIPSC-AFS) expired this year. The Agency developed a proposed negotiations strategy based on the current and projected economic and political environments.

Retaining existing employees is a pillar of the CRA's approach to effective talent management. The success of the organization's focus on retention has been demonstrated through an average retention rate of 95% over the last five years.

The Agency was successful at maintaining the level of internal mobility to ensure a healthy balance between managing employees' careers and meeting the CRA's operational objectives. In 2011-2012, the Agency's internal mobility rate was stable.

The Agency has needed to demonstrate flexibility to adjust resources based on changing priorities, such as SSC, the Harmonized Sales Tax (HST) revocation in B.C., and the continued implementation of HST in Ontario with onboarding of provincial employees. The Agency has been successful at managing these changes.

The Agency undertook many necessary measures to foster and promote values and ethics within the organization. The Agency's goal is to make integrity a real part of daily operations and decision making. To achieve this goal, the CRA developed a comprehensive report to benchmark values and ethics at the CRA.

The Agency made sustained efforts to ensure that employees work in a bilingual environment and that managers' bilingual capacity is sufficient to respond to the needs of their employees. In 2011, supervisors who met their linguistic profiles of their positions increased in comparison to the previous year.

Board's Assessment

As next steps, the Board noted that the Agency will establish integrity as a separate Expectation.

Board's Rating: Strong

Management Accountability Assessment Ratings for CRA

Management Accountability Assessment Ratings for the CRA

	BoMOF Expectations	2009- 2010	2010- 2011	2011- 2012	MAF – Areas of Management	2009- 2010	2010- 2011	2011- 2012
Organization of the Agency	• Governance <i>Renée-France Bouliane</i>	ST	ST	n.a.	• Governance and Planning	ST	ST	NLA
	• Internal Accountability Structure <i>Filipe Dinis/ Catherine Bennett</i>	n.a.	ST	ST				
Administration of the Agency	• Enterprise Risk Management <i>Brian Philbin</i>	ST	ST	n.a.	• Integrated Risk Management	ST	ST	ST
	• Program Evaluation <i>Patricia MacDonald</i>	AC	AC	AC	• Managing for Results	ST	AC	AC
	• Internal Audit <i>Patricia MacDonald</i>	ST	ST	n.a.	• Contribution to Government-Wide Priorities	ST	n.a.	NLA
	• Sustainable Development <i>Filipe Dinis</i>	ST	ST	n.a.	• Quality of Analysis in TB Submissions	AC	n.a.	NLA
	• Agency Performance Measurement <i>Catherine Bennett</i>	n.a.	n.a.	OFI	• Quality of Performance Reporting	ST	n.a.	NLA
Management of Resources	• Financial Management <i>Filipe Dinis</i>	ST	ST	ST	• Financial Management and Control	AC	AC	AC
	• Project Management <i>Filipe Dinis</i>	ST	ST	n.a.	• Information Management	AC	AC	AC (ATIP)
	• Asset Management <i>Filipe Dinis</i>	ST	ST	n.a.	• IT Management	ST	ST	ST
	• Procurement Management <i>Filipe Dinis</i>	ST	ST	n.a.	• Management of Security	ST	ST	ST

Management Accountability Assessment Ratings for the CRA

	BoMOF Expectations	2009-2010	2010-2011	2011-2012	MAF – Areas of Management	2009-2010	2010-2011	2011-2012
	<ul style="list-style-type: none"> Information Technology – Investments <i>Peter Poulin</i> 	ST	ST	ST	Not applicable			
	<ul style="list-style-type: none"> Information Technology – Security <i>Peter Poulin</i> 	ST	ST	AC				
	<ul style="list-style-type: none"> Information Management - Structured <i>Catherine Bennett</i> 	n.a.	n.a.	ST				
	<ul style="list-style-type: none"> Information Management - Unstructured <i>Catherine Bennett</i> 	n.a.	n.a.	OFI				
Management of Services	<ul style="list-style-type: none"> Service Strategy <i>Catherine Bennett</i> 	AC	AC	AC				
	<ul style="list-style-type: none"> Service Performance Measurement <i>Catherine Bennett/ Sandra Lavigne</i> 	AC	AC	n.a.				
	<ul style="list-style-type: none"> Service Redress Mechanism <i>Anne-Marie Lévesque</i> 	AC	ST	ST				
Management of Personnel	<ul style="list-style-type: none"> Planning <i>Cheryl Fraser</i> 	ST	ST	ST				
	<ul style="list-style-type: none"> Acquisition <i>Cheryl Fraser</i> 	ST	ST	AC				
	<ul style="list-style-type: none"> Development / Knowledge Transfer <i>Cheryl Fraser</i> 	ST	ST	ST				
	<ul style="list-style-type: none"> Retention/ mobilisation <i>Cheryl Fraser</i> 	ST	ST	ST				

Explanation of MAF Ratings

Strong (ST)*	No deficiencies in any of the measures and sustained performance for the indicator that exceeds Treasury Board Portfolio's (TBP) expectations and suggests continued strong performance
Acceptable (AC)*	No significant deficiencies in any of the measures and meets expectations
Opportunity for Improvement (OFI)*	Moderate deficiencies, or deficiencies in some of the measures listed for the indicator, and evidence of attention to the deficiencies and progress
Attention Required (AR)*	Significant deficiencies, or deficiencies in most of the measures listed for the indicator, and/or inadequate attention to the deficiencies
No Longer Assessed (NLA)	Area of Management no longer assessed through MAF
Not Assessed (n.a.)	Expectation not assessed this year.

*Source: Treasury Board of Canada Secretariat