



Canadian Centre for Management Development

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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**For the period ending
March 31, 2001**

The Right Honourable Jean Chrétien
Prime Minister of Canada

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Section I: Minister's Message

The world is in the midst of an unprecedented transformation from an industrial-based to a knowledge-based economy and society. The Government of Canada recognizes that a first-rate Public Service will be crucial to Canada and Canadians in the Knowledge Age. The Public Service has a key role to play in bringing a higher quality of life to all Canadians and ensuring that Canada stays at the leading edge of the knowledge revolution.

To stay at the leading edge and remain relevant to the needs of Canada and Canadians, the Public Service must be able to perform effectively as a national institution, fulfill its mission of providing excellent service and advice to those it serves and maintain the confidence of Canadians and those who are elected to represent Canadians.

Learning is key to creating a modern, high-quality Public Service equipped for a knowledge economy and society. It is an essential investment in the Public Service and in the future of Canada. It is key to attracting and retaining the talent the Public Service will need to serve; to preparing those who will be called upon to serve; and to maintaining a professional, non-partisan institution that is relevant to the on-going needs of citizens and able to play its part in Canada's future success.

The Canadian Centre for Management Development (CCMD) was created in 1991 with a mandate to support the learning and development needs of Public Service managers. CCMD plays an important role, on a Public Service-wide level, as a centre of expertise in learning and a champion for building a learning culture in the Public Service. It is uniquely positioned to focus on the common corporate culture of the Public Service and has a critical role to play as a common service provider, focusing on common values, practices and knowledge needs.

I am pleased to present the Centre's performance report for the period 2000/2001. The year 2001 marks the tenth anniversary of CCMD. Later this year, I will have the privilege to table in Parliament the Centre's second Five-Year Review. This will provide an opportunity to further engage Parliamentarians on the progress that CCMD has made over the past five years in achieving its mandate and its directions for the future.

Jean Chrétien
Prime Minister of Canada

Section II: Strategic Context

The Government of Canada has recognized that, in the Knowledge Age, the most important investment a country can make is in its people — in their education, training and lifelong learning. Everyone's talent must be developed to its full potential. This applies equally to those who work in the Public Service:

- It is essential to ensure the ongoing relevance of the Public Service and its ability to adapt and respond to the needs of citizens in the Knowledge Age.
- It matters if the Public Service of Canada is to remain a professional, non-partisan and diverse public service, where public servants work in partnership with political leaders, able to serve as knowledgeable advisors helping the Government to realize its agenda.
- It will be critical to attracting and retaining the knowledge workers the Public Service will need to serve in the future. They will join the Public Service because of the challenges it offers and the desire to serve. They will only stay if they are given the chance to continuously develop their skills and acquire new knowledge.

The learning needs of the Public Service management cadre over the next ten years will be greater than it has been since at least the early 1970s. The Public Service faces a significant demographic challenge. Approximately 70 percent of the executive cadre will be eligible to retire by 2010 and feeder groups to the executive category face similar retirement rates. Efforts to better reflect diversity in the Public Service will increase the pace of external recruitment and transform the composition of the management cadre.

This means that people will move more quickly through the ranks and will not have the years of preparation and experience of their predecessors. Replenishment will not come wholly from within. Recruits from external sources will have a knowledge gap in terms of familiarity with Public Service in areas where there is a need for common knowledge. A higher proportion of recruits to be drawn from culturally and ethnically diverse backgrounds will create additional challenges, including preparing the Public Service to work and serve in a multicultural environment and preparing managers to create an environment supportive of cultural diversity.

At the same time, Public Service managers will serve in a very different environment than their predecessors:

- The knowledge intensity of their work will continue to increase. The policy and service delivery functions will continue to converge as services provided by the public sector become more intangible and knowledge-based. Managers will be called upon to create an environment that attracts, retains and gets the best out of highly skilled and highly mobile knowledge workers.

- The organization of work will continue to evolve. It is moving from individual responsibility to team responsibility and accountability, from vertical structures to networks, from single centres of power to multiple centres of power. A growing portion of work (policy and service delivery) is done through networks and teams. Managing networks is as key as managing vertical structures. Technology has entered into virtually every facet of the workplace. Managers will need to master and exploit the full potential of modern technologies — computer literacy is increasingly a job requirement at all levels.
- Citizens' expectations are also changing. Citizens are better connected, better informed and expect to have a say in the decisions that will affect them most. They have high service expectations — they want to be served on their terms, according to their needs. They are better organized and active in a much wider variety of informed interest groups.

All of this means that Public Service managers will require new, or enhanced, skills to operate effectively in the Knowledge Age.

The Canadian Centre for Management Development, created in 1991, is the only corporate institution dedicated to supporting the training, development and learning needs of Public Service managers. CCMD's objective is to build the intellectual capacity of the Public Service in domains such as governance, public sector management, learning and leadership and, transfer this knowledge to Public Service managers to build the capacity of the Public Service management community and support the learning needs of Public Service managers.

As an organization committed to excellence in learning, the Canadian Centre for Management Development is well positioned to play an important role in preparing Public Service managers to meet the challenges they face in leading, managing and offering the best possible service and advice to Canada and Canadians in the Knowledge Age. Failure of the Public Service to invest in its people would have significant consequences. It would put at risk not just the Public Service as an institution but the quality of life of Canadians and Canada's future success in the community of nations.

Section III: Performance Accomplishments

Context and Background

In June 2000, the CCMD Board of Governors approved a revised *Planning, Reporting and Accountability Structure* for CCMD built around two strategic outcomes. The revised strategic outcomes were presented in the Centre's revised Performance, Reporting and Accountability Structure, (October 2000) and are provided below:

The Canadian Centre for Management Development is committed	
To provide Canadians with:	To be demonstrated by:
A world-class centre of expertise in domains such as governance, public sector management, learning and leadership.	<p>Participation of acclaimed academics and leading thinkers in CCMD's research program and action research networks.</p> <p>Domestic and international demand for CCMD research and learning products.</p> <p>International status as a centre of expertise in governance, public sector management, learning and leadership.</p>
A Public Service management cadre that is well prepared to serve Canada and Canadians in the Knowledge Age.	<p>Relevance of CCMD programs and services to the skills and knowledge needs of Public Service managers.</p> <p>Public Service management and participant satisfaction with CCMD products and services, including courses, events, conferences and learning networks.</p> <p>Recognition of the role of learning in improved management performance and in achievement of mission and organizational objectives.</p>
Accountability: Vice-President for International Cooperation, Directors General for: Career Development Programs; Computer-Based Learning Programs; Corporate Learning Programs; Learning Events; Policy, Strategy and Communications; Public Administration Programs; Strategic Research and Planning.	

The performance accomplishments of the Canadian Centre for Management Development are presented in accordance with these strategic outcomes. These outcomes place increased emphasis on the development of the Centre as a world-class institution in public sector management. As the Centre moves toward status as a world-class centre, it is equally critical to ensure that the expertise developed is effectively transferred to and utilized by Public Service managers who are serving Canadians in the Knowledge Age. Together, these two outcomes will benefit those who serve, by enhancing their leadership capabilities and abilities to manage in the Knowledge Age and ultimately, Canadians who are being served more effectively.

When considering the Centre's performance results, it is important to recognize that the service provided to Canadians is an indirect one. Through supporting and addressing the learning needs of Public Service managers, the Centre contributes to an increased capacity within the Public Service management cadre to serve Canadians well. However, measuring the impact of learning upon management performance is a difficult undertaking. Over time, as the Public Service is transformed into a learning organization and learning permeates all aspects of the organization's culture, it is anticipated that the role of learning in improved management performance and the achievement of mission and organizational objectives will be more readily recognized. In the interim, through its work with the Learning and Development Committee, the Centre continues to explore the development of an evaluation framework to measure learning investments, which will also assist in measuring CCMD's contribution to the learning needs of Public Service managers.

Strategic Outcome I: Knowledge Creation

A world-class centre of expertise in domains such as governance, public sector management, learning and leadership.

Resources Used

<i>Appropriation:</i>	<i>\$2,504,000</i>
<i>Revenue:</i>	<i>n/a</i>
<i>Human Resources:</i>	<i>20 employees*</i>

Note: This table comprises only direct expenditures and persons directly employed in delivering this strategic outcome. Further details on financial performance are provided in Annex A.

*Includes indeterminate and term employees, secondments and those hired under section 15.2 of the CCMD Act.

Outcomes Achieved

Governance

The main vehicle for CCMD to build its capacity in *governance* has been through the Partnership for International Cooperation. The Partnership was established in April 2000

and its secretariat is hosted by CCMD on a pilot project basis. It is comprised of over 40 federal departments, agencies and tribunals and provides single-window access to Canadian public sector know-how.

In 2000-2001, in collaboration with the Canadian International Development Agency (CIDA), the Department of Foreign Affairs and International Trade, the World Bank and the United Nations, the Partnership hosted 39 high-level study tours from over 25 countries. It also coordinated highly successful planning roundtables on federal cooperation strategies toward China and the Americas and, following the Quebec Summit, hosted a major international seminar on changing governance and public sector reform. In its first year of operation, the Partnership exceeded its revenue target by five percent and is two years ahead of the schedule set by the CCMD Board of Governors in its ability to operate without a financial contribution from CCMD's appropriation.

I wanted to record my thanks....for the excellent and challenging program you prepared on my behalf. I have taken away many ideas which will inform the review of our own corporate development programs over the coming months. I was particularly struck by the similarity of the challenges we face in changing the nature of our public service and in developing its leaders.

*Rosalind McCool
Centre for Management and Policy Studies
U.K. Cabinet Office*

Public Administration

In 2000-2001, CCMD built its knowledge in public administration through four Action Research Roundtables (Implementing the Social Union Framework Agreement, Horizontal Management, The Learning Organization and Risk Management). These Roundtables brought together practitioners, academics, and leading thinkers to work on immediate and critical management issues facing Public Service managers in order to capture leading-edge knowledge and make it available quickly to managers so that it could be applied in their work environment.

The Roundtable approach was designed to allow members both to contribute to the process and to learn from it. As demonstrated by a recent survey, Roundtable members agree on average that their Roundtable(s) made good use of their potential to contribute, and they were satisfied with both the nature and quality of the products they produced.

This has been one of the most rewarding public service activities of my career.

*Respondent
Roundtable Participant Survey*

The work of these Action-Research Roundtables led to the production of four key written reports, and twelve supporting Web-based products, which have been well received by managers. These reports are available online at www.ccmd-ccg.gc.ca. Initial results from a survey of users of the publications indicates that readers are not just skimming, but are taking action on the content: almost all respondents have said they are applying the information in the publications to their own work. Documents were highly rated in terms of being easy to read and understand as well as in providing useful information and insights. The value of the Roundtables' work is further evidenced by large departmental/agency orders and hyperlinks to CCMD's Web site, so that staff can use these resources in their own work or as part of internal learning events.

The publications are wonderful! I ordered 30 of each — one for each manager. We will be building management workshops around these.

*Beth Liedke
Canada Customs and Revenue Agency
Prince George, B.C.*

Learning

Being a centre of expertise in *learning, learning organizations and adult learning* is central to CCMD's mission. In 2000-2001, CCMD anchored its efforts in this area around the work of the Deputy Minister Learning and Development Committee. CCMD has assisted the Committee in developing:

- A proposed Public Service-wide learning policy creating a commitment to learning at all levels, as well as a model departmental policy.
- A proposal for portable Learning Accounts and a Learning Passport, which, if implemented, would provide more consistent access for learning across the Public Service.
- A proposal for a Learning Innovation Seed Fund.

In 2000-2001, CCMD also developed tools to create a personal learning plan, including the Learning Coach, an electronic tool to assess learning needs and to develop a learning plan on-line. CCMD designed evaluation and monitoring tools to assist departments and managers to evaluate their learning results and presented workshops in departments and at major conferences. Additional information on the Learning and Development Committee is available online at: www.ccmd-ccg.gc.ca/lcd/index_e.html.

Leadership

CCMD has developed the best family of offerings in *leadership development* in Canada; they are highly regarded by Public Service managers. A new corporate leadership program pilot-tested during the year was very successful and will be offered in 2001 as an executive leadership program.

We are the “Premier Cru” of CCMD’s Corporate Leadership Program — the first public servants to have experienced 18 months of this leading-edge learning. . . . Our assessment is that you are enjoying a terrific return on your investment, an investment that should continue to pay dividends — for you, for us, for the entire public service, but most importantly, for the public we all serve.

*Letter to the Clerk of the Privy Council from
participants in CCMD’s Corporate Leadership
Program, December 2000*

The quality and diversity of CCMD leadership offerings is the envy of other countries around the world. In 2000-2001, CCMD's Leadership Centre has been working with the Commonwealth Secretariat and the Commonwealth Association of Public Administration and Management (CAPAM) to develop a framework to assist other governments to develop leadership capacity in their public services. Governments in Malaysia, Singapore and Hong Kong are exploring the use of CCMD’s leadership programs.

I would also like to thank CCMD for the participation of Mr. Flavio Carvalho in the course “Leadership Reflection and Action,” last November, in Ottawa. It was a very important opportunity of learning and acquiring a state-of-the-art knowledge.

*Regina Silvia Viotto M. Pacheco
President
Escola Nacional de Administração Pública
Brazil, December 18, 2000*

Strategic Outcome II: Knowledge Transfer

A Public Service management cadre that is well prepared to serve Canada and Canadians in the Knowledge Age.

Resources Used

<i>Appropriation:</i>	<i>\$4,649,300</i>
<i>Revenue</i>	
<i>User Purchases:</i>	<i>\$4,876,700</i>
<i>Institutional Purchases:</i>	<i>\$3,870,000</i>
<i>Human Resources:</i>	<i>67 employees*</i>

Note: This table comprises only direct expenditures and persons directly employed in delivering this strategic outcome. Further details on financial performance are provided in Annex A.

*Includes indeterminate and term employees, secondments and those hired under section 15.2 of the CCMD Act.

Outcomes Achieved

When it comes to the transfer of its knowledge to Public Service managers and the Public Service management community, CCMD exceeded every goal set by the Board of Governors for 2000-2001.

Classroom-based Training

Looking at CCMD's classroom-based training:

- In response to the demand from managers for a broader range of courses to meet their diverse needs, CCMD's course selection has more than doubled in two years and the total number of offerings has grown by over 200 percent.
- The increase is especially noticeable in the regions, where CCMD had zero presence in 1998-1999. In 2000-2001, close to 38 percent were in the regions.
- The number of participants in CCMD open-enrolment courses increased by 245 percent in two years. Again, the growth has been particularly noticeable in the regions, where they now represent 36 percent of all participants.

Participants in CCMD's classroom-based learning consistently rate their learning experiences highly and are enthusiastic about recommending courses to colleagues.

"Yes, it is an excellent introduction to the machinery of government and a good updating of the stakes for those that already have considerable experience."

"All managers should have the institutional/political framework information early in their careers"

"This course will be very useful to me: to communicate by example what I learned, to widen my horizons, to know government policies and place them in perspective in my work."

"Moreover, after this memorable course, I am much better equipped to understand the need to cooperate in developing and providing policies and programs for the Aboriginal peoples."

CCMD Course Evaluation Respondents

One of CCMD's more significant accomplishments has been the development of a core curriculum for managers that will enable Public Service managers to develop a shared vision, values and principles, develop a common body of knowledge on government-specific and Public Service-wide issues, and master management skills and competencies critical to performance. This curriculum, which will be offered in 2001-2002, has been developed in consultation with the Managers' Secretariat and champion, the Managers' National Council and many others and has been well received by managers across the country.

Career Development

CCMD also provides services in support of corporate demand, in particular from the employer, Treasury Board Secretariat. Most significantly, it presently provides the educational component and learning programs to three Career Development programs: the *Accelerated Executive Development Program (AEXDP)*, the *Career Assignment Program (CAP)* and the *Management Trainee Program (MTP)*. The level of service provided to these corporate programs is commensurate with the level of corporate funding provided by corporate buyers, including overhead, design and evaluation.

Overall participation in these programs has grown from 2,568 participant days in 1998-1999 to 3,818 participant days in 2000-2001, while funding levels have remained constant. Growth trends will likely continue over the next years as succession needs become more acute. This is particularly the case for the MTP. Projected intake into these programs is creating a funding gap that will need to be addressed if it is not to lead to a serious reduction in service over time. Initial discussions have begun with Treasury Board Secretariat to explore issues associated with this funding gap.

The MTP educational component was extremely beneficial and provided a number of valuable tools, such as: a broad overview of the machinery of government; exposure to a variety of scenarios and policy issues; portable skills such as negotiation and time-management skills. Sessions encouraged risk-taking and thinking "outside the box." An added benefit of participating in this forum with a cross-section of federal government trainees was that it provided an extensive network of valuable contacts.

*Gayle Smith, MTP Graduate
Agriculture and Agri-food Canada*

The CAP Educational Component has been totally redesigned as a six-week competency-based program to support the development of aspiring executives who will lead in the Knowledge Age. The new version was delivered for the first time in 2000-2001. In order for more persons to take advantage of this program, it is now possible for non-CAP participants involved in departmental executive development programs to enroll in it on a cost-recovery basis. Feedback from the participants has been very positive and the number of offerings has grown 50 percent to meet increased demand. The first two phases have received an average rating of 4.5 out of 5. Six months after the end of those phases, participants were still considering that the learning they acquired during each of the phases was beneficial to them (4.2 out of 5).

The CAP Educational Component provided the broader perspective I was seeking, to understand what issues are facing the Public Service as a whole the multi-stakeholder models we saw, in the various levels of government and the private and voluntary sectors, highlighted some key learnings in terms of client consultation and involvement . . . it will enable me to deal with more complex problems facing executives today, especially those with high levels of ambiguity.

*Mike Snaauw
Assessment and Collections Branch
Canada Customs and Revenue Agency*

The AEXDP contributes to the human resource renewal of the Public Service leadership cadre. It has now been four years since the first group entered the AEXDP. Participants have started to graduate from the program and many have been appointed assistant deputy ministers.

Learning Events

To achieve its mission of reaching as many managers as possible, CCMD has had to diversify and utilize a combination and diversity of instruments beyond classroom training.

Learning Events provide “just-in-time” learning opportunities. They are an approach to the transfer of knowledge that is anchored in CCMD’s expertise in adult learning and based on sound academic learning principles. Although they do not provide the in-depth knowledge transfer that one would get from classroom-based training, these low-cost, high-volume just-in-time learning opportunities can be used to quickly transfer knowledge on matters of immediate interest to managers in a timely fashion. They give CCMD an added presence in the Public Service management community across Canada.

In 2000-2001, the scope of learning events expanded from armchairs to include thematic series, national and regional conferences, workshops and lectures. Looking at the results:

- The total number of learning events offered by CCMD has doubled in two years.
- The popularity of learning events is most evident in the growth in participation. Total participation in learning events increased from 1,310 in 1998-1999 to 4,296 in 2000-2001, an increase of over 225 percent in two years.

I feel privileged to have been part of this first forum and am grateful for the connections made. I am also hopeful about our ability to have a positive influence on the future of the Public Service.

*Linda Wood
Public Works and Government Services Canada*

Computer-Assisted Learning

CCMD has started to explore the potential of computer-assisted learning as another way to extend its reach to better serve managers. Computer-assisted learning is about supporting self-learning and learning in the workplace. It is about achieving Public Service-wide economies of scale through centralized purchasing and provision. It is about supporting classroom learning, not replacing it. And it is about convenience, not distance.

In 2000-2001, CCMD:

- Pilot-tested 72 self-directed on-line learning products. It launched this component of its e-learning strategy in June 2001.
- With Athabasca University, pilot-tested an instructor-led on-line course and is refining the instructional model for Public Service managers.
- Developed on-line learning modules to support classroom courses on leadership, diversity and e-government in 2001-2002.

While computer-assisted learning can help expand the reach of CCMD programs to a larger number of managers, there are challenges to overcome. The economies of scale and resulting savings from this form of learning accrue to the individual learners, departments

and the Public Service as a whole. The cost is borne by the service provider (CCMD) and it has no mechanism to capture the economies of scale. As the financial risk is beyond CCMD's capacity to absorb, these issues will have to be resolved in a larger context than that of the Centre's programming.

Conclusion

CCMD now stands at a crossroads. It has achieved all the growth that is possible within existing resources and user fees. CCMD's reliance on revenues has been steadily increasing, to the point where purchases by individual users and institutional programs now comprise over half of CCMD's resources. The existence of some programs is entirely dependent on user fees. Short-term funding through Program Integrity has been accessed to assist CCMD in meeting its mandate, but this is not a viable approach to addressing ongoing learning and development needs of Public Service managers in the Knowledge Age. In the coming year, issues will have to be resolved around CCMD's funding, the alignment of its mandate and business model, and its approach to the delivery of services. This will be the subject of CCMD's Five-Year Review and a departmental assessment.

The Canadian Centre for Management Development is an organization of which we can all be proud. Programs, such as those offered by CCMD, need to be extended to the regions in a coordinated manner, and provided in a fashion that, from a client perspective, is timely, affordable and effective.

Letter from Representatives of Western Regional Councils to the Task Force on Modernizing Human Resources Management in the Public Service of Canada, June 2001.

Annex A: Financial Performance

Financial Performance Overview

The Canadian Centre for Management Development is funded from two sources: the annual appropriation and the revenue it earns from the delivery of courses on a cost-recovery basis. In 2000-2001, it received appropriations of \$16.7 million and earned revenue of \$6.2 million.

In 2000-2001, the Centre received a base appropriation of \$9.8 million. Additional funding was received throughout the year to cover costs associated with collective agreements and pay equity, as well as the subsidization of certain offerings targeted to corporate priorities. The Centre also receives an amount in respect of the educational component it provides for corporate career development programs (\$1.8 million). During the year, the Centre sought additional funding from Program Integrity in order to develop and design necessary learning programs. It received \$2.9 million from this source. In total, appropriations for 2000-2001 were \$16.7 million.

Revenues earned from individual user purchases of CCMD offerings were \$6.2 million, representing a 15% increase over the previous year. This source of revenue has been growing steadily as CCMD has sought to increase its offerings and reach a larger portion of its client base of Public Service managers.

Canadian Centre for Management Development	
Planned Spending	\$ 18,969,000
<i>Total Authorities</i>	<i>\$ 24,283,444</i>
2000-01 Actuals	\$ 24,004,945

Financial Summary Tables

1. Summary of Voted Appropriations
2. Comparison of Total Planned Spending to Actual Spending
3. Historical Comparison of Total Planned Spending to Actual Spending
4. Respendable Revenues pursuant to Section 29.1 (1) of the *FAA*
5. Transfer Payments

Financial Table 1 — Summary of Voted Appropriations

This table explains the way Parliament votes resources to CCMD. The first line refers to the appropriation voted on an annual basis. The significant difference between the Planned Spending and Total/Actual Authorities arises primarily from amounts transferred to CCMD throughout the year for subsidization of offerings targeted to corporate priorities, delivery of the education component of corporate career development programs and Program Integrity funding received for 2000-2001. These amounts are dependent upon activities/services provided through annual agreements or, in the case of Program Integrity, were one-time allocations, and therefore did not form part of CCMD's planned spending.

The second line is a statutory appropriation and refers to cost-recovery activities; the amount shown can only be spent upon earning the equivalent amount in revenue. As revenue forecasts change throughout the year, the authority correspondingly changes. Finally, the third line refers to the Employer's Contributions to Employee Benefit Plans which is a fixed percentage of the Centre's salary costs.

Financial Requirements by Authority (thousands of dollars)				
		2000-2001		
Vote	Canadian Centre for Management Development	Planned Spending	Total¹ Authorities	Actual
5	Program Expenditures	9,786	16,742	16,463
(S)	Expenditures pursuant to Section 29.1 (1) of the <i>Financial Administration Act</i>	7,967	6,177	6,177
(S)	Contributions to Employee Benefit Plans	1,216	1,365	1,365
Total		18,969	24,284	24,005

(1) Includes Main Estimates, Supplementary Estimates and other authorities.

Financial Table 2 — Comparison of Total Planned Spending to Actual Spending

This table explains the way resources outlined in Table 1 were used by CCMD. It also shows the net cost of the Program to the Crown by adding the cost of services provided to CCMD free of charge by other departments, such as space provided by Public Works and Government Services Canada.

Departmental Planned versus Actual Spending (thousands of dollars)			
Canadian Centre for Management Development	2000-01		
	Planned	Total¹ Authorities	Actual
FTEs	130	136	136
Operating ²	18,794	24,109	23,832
Capital	-	-	-
Grants & Contributions	175	175	173
Total Gross Expenditures	18,969	24,284	24,005
Less:			
Respendable Revenues pursuant to Section 29.1 (1) of the <i>FAA</i>	7,967	6,177	6,177
Total Net Expenditures	11,002	18,107	17,828
Other Revenues and Expenditures			
Proceeds from the disposal of surplus Crown Assets	6	12	12
Cost of services provided by other departments	1,436	1,748	1,748
Net Cost of the Program	12,444	19,897	19,588
(1) Includes Main Estimates, Supplementary Estimates and other authorities.			
(2) Includes contributions to employee benefit plans.			

Financial Table 3 — Historical Comparison of Total Planned Spending to Actual Spending

This table provides an historical perspective on the use of resources by CCMD. The increased spending over the years results from a growing reliance on cost-recovery revenues as well as an expansion in the client base of the Centre. The difference between the Planned Spending and Total Authorities in 2000-2001 is accounted for mainly by the allocation from Program Integrity and funding for corporate career development programs.

Business Line	Actual 1998-99	Actual 1999-00	2000-01		
			Planned Spending	Total¹ Authorities	Actual
Canadian Centre for Management Development	15,270	17,784	18,969	24,284	24,005
Total	15,270	17,784	18,969	24,284	24,005

(1) Includes Main Estimates, Supplementary Estimates and other authorities.

Financial Table 4 — Responsible Revenues pursuant to Section 29.1 (1) of the Financial Administration Act

This table compares forecast and actual revenues for CCMD. These are revenues earned from individual user purchases of CCMD offerings. They are growing over time as a result of both a greater number of offerings as well as new types of offerings intended to expand the reach of CCMD to more fully serve its client base of Public Service managers.

Responsible Revenues Pursuant to Section 29.1(1) of the FAA (thousands of dollars)					
Business Line	Actual 1998-99	Actual 1999-00	2000-01		
			Planned Revenues	Total Authorities	Actual
Canadian Centre for Management Development	4,474	5,392	7,967	6,177	6,177
Total Responsible Revenues	4,474	5,392	7,967	6,177	6,177

Financial Table 5 - Transfer Payments

This table provides an historical perspective on how much was transferred by CCMD to other organizations over the years. The intention of this small contributions fund is for the Centre to support the activities of others, such as the Institute for Public Administration of Canada, who are working toward the same goals.

Transfer Payments (thousands of dollars)					
Canadian Centre for Management Development	Actual 1998-99	Actual 1999-00	2000-01		
			Planned Spending	Total Authorities	Actual
Grants	-	-	-	-	-
Contributions	175	175	175	175	173
Total Transfer Payments	175	175	175	175	173

Annex B: Departmental Overview

In recognition of the need for excellence in leadership of the federal Public Service, the then Prime Minister announced in April 1988 the Government's decision to create a credible, national, world-class centre of excellence in teaching and research in public sector management. The Canadian Centre for Management Development (CCMD) was officially established by an Act of Parliament (Bill C-34) on March 27, 1991.

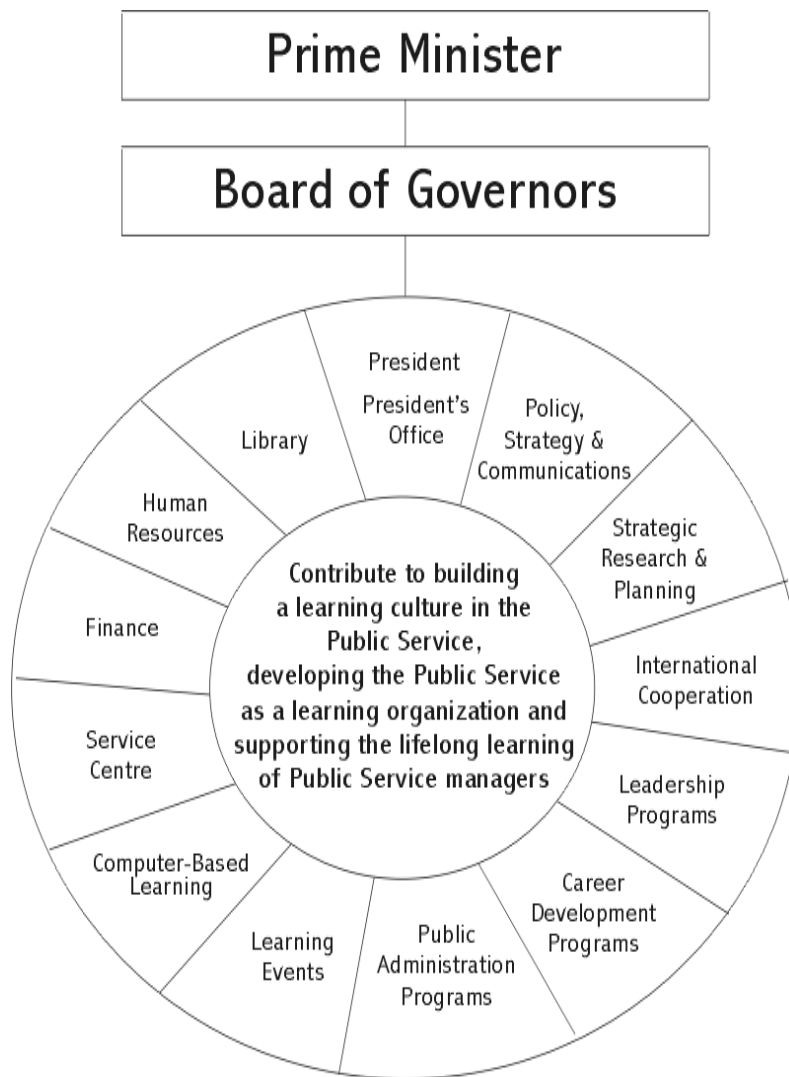
Mandate

CCMD has a broad mandate to support the management development needs of Public Service managers in both official languages. The following objectives were legislated in Section 4 of the CCMD Act:

1. to encourage pride and excellence in the management of the Public Service and to foster among Public Service managers a sense of the purpose, values and traditions of the Public Service;
2. to help ensure that managers in the Public Service have the analytical, creative, advisory, administrative and other management skills and knowledge necessary to develop and implement policy, respond to change (including changes in the social, cultural, racial and linguistic character of Canadian society), and manage government programs, services and personnel efficiently, effectively and equitably;
3. to help managers in the Public Service develop a successful cooperative relationship with staff members at all levels through leadership, motivation, effective internal communications and the encouragement of innovation, high-quality service to the public and skills development;
4. to develop within the Public Service and to attract to the Public Service, through the Centre's programs and studies, persons who are of high calibre and who reflect the diversity of Canadian society, and to support their growth and development as public sector managers committed to the service of Canada;
5. to formulate and provide training, orientation and development programs for managers in the public sector and particularly for senior managers in the Public Service;
6. to study and conduct research into the theory and practice of public-sector management; and
7. to encourage a greater awareness in Canada of issues related to public-sector management and the role and functions of government and to involve a broad range of individuals and institutions.

Organization

The Centre is headed by the President with the rank of Deputy Minister in the role of chief executive officer. The Centre is governed by a Board of Governors, which Section 12 of the CCMD Act makes “. . . responsible for the conduct and management of the affairs of the Centre.” Members of the Board, as well as the President, are appointed by the Governor-in-Council. Board members are appointed equally from the public and non-public sectors. The Clerk of the Privy Council is chair of the Board, with the Secretary of the Treasury Board, the President of the Public Service Commission and the President of CCMD as ex-officio governors of the Board. A list of CCMD’s Board of Governors is provided in Annex C. For purposes of the CCMD Act, the Prime Minister is the Minister responsible for the Centre.



Annex C: Other Information

Contacts for further information

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President

Canadian Centre for Management Development

(613) 992-8165

CCMD Web Site

www.ccmd-ccg.gc.ca

Legislation

Canadian Centre for Management Development Act, S.C., 1991, Chapter 16, C-34

Board of Governors, June 2001

Chairman

Mel Cappe

Clerk of the Privy Council and Secretary to the Cabinet

Members

Ronald Bilodeau

Associate Secretary to Cabinet and Deputy Clerk of the Privy Council

Jocelyne Bourgon

President, Canadian Centre for Management Development

Glenna Carr

Chief Executive Officer, Carr-Gordon Limited

Frank Claydon

Secretary of the Treasury Board and Comptroller General of Canada

Janice Cochrane

Deputy Minister/Deputy Receiver General for Canada, Public Works and Government Services Canada

Richard Dicterni

Executive Vice President and Corporate Secretary of Ontario Power Generation Inc.

John Edwards

Former Deputy Minister

André Jacques Galipeault

President, Galipeault Group Inc.

Robert J. Giroux

President, Association of Universities and Colleges of Canada

Nicole Jauvin

Solicitor General of Canada

Arthur Kroeger

Chancellor, Carleton University

Donald J. Savoie

Canadian Institute for Research on Regional Development

Scott Serson

President, Public Service Commission

Robert G. Wright

Canadian Ambassador to Japan