Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada

Canada

Management Accountability Framework 2022-23 government-wide report

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2022–23 Management Accountability Framework Government-Wide Report

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Financial management assessment overview

▶ In this section

The extent to which the Government of Canada can accurately and transparently discharge its financial management responsibilities directly impacts Canadians' trust in public institutions and the ability to implement important programs and services.

The 2022–23 Management Accountability Framework (MAF) assessed organizations on progress in implementing key underlined internal controls over financial management (ICFM) and management of external fees.

Internal controls over financial management

A system of internal financial controls must be maintained to mitigate risks to programs, operations and resource management. [1] The MAF assesses whether organizations had established, monitored and maintained a risk-based ICFM system as required by the *Policy on Financial Management*.

Which stage is the organization [2] at in assessing its internal controls pertaining to its budgeting and forecasting (planning), costing, investment planning, payroll/salary, chief financial officer attestation, and project management process? [3]

Figure 1: percentage of organizations at each stage of the ICFM process (government-wide result)

▶ Figure 1 - Text version

Overall, organizations demonstrated continued stewardship over financial resources as they progressed toward reaching the ongoing monitoring stage for their ICFM processes.

Results show that 65% of key ICFM processes for assessed organizations are at the ongoing monitoring stage, an improvement from 46% in the 2021–22 MAF cycle. Thirty per cent of assessed organizations have reached the ongoing monitoring stage for all their identified key ICFM processes, and 60% are on track to meet the target by March 31, 2024. The remaining organizations will need to undertake additional efforts to ensure they meet the target of having all key ICFM processes reach the ongoing monitoring stage by March 31, 2024. The Treasury Board of Canada Secretariat will work closely with these organizations to support them in reaching this milestone.

External fees

As set out in the _Directive on Charging and Special Financial Authorities_, a departmental plan to periodically review activities for which fees are charged must be established and implemented. These results will support the deputy head in ensuring that the activities remain relevant and the associated fees are current. Additionally, the _Directive on Charging and Special Financial Authorities_ requires organizations to make their remission policy and procedures available to the public. Making these policies available online increases transparency, therefore improving public perception and trust in the fees and services provided by the Government of Canada.

Does the organization have a plan in place for the periodic review of activities for which external fees are charged? [4]

Target: Yes, a plan is in place

Figure 2: distribution of organizations' results (government-wide result)

27% No | **73%** Yes

▶ Figure 2 - Text version

Results indicate that 73% of assessed organizations have a plan in place to periodically review their activities for which fees are charged. Organizations that do not have a plan are at risk of not being able to charge external fees that accurately consider the delivery cost of their activities, which could impact their revenues.

Is the organization's remission policy publicly available? [5]

Target: Yes, the remission policy is publicly available

Figure 3: distribution of organizations' results (government-wide result)

28% No | **72%** Yes

▶ Figure 3 - Text version

Results indicate that 72% of assessed organizations have a publicly available remission policy, which ensures that fee payers are aware of the possible remission they are entitled to should the service standard not be met. Going forward, it will be important that the remaining 28% of organizations comply with subsection 4.2.4.5 of the *Directive on Charging and Special Financial Authorities* and section 7 of the *Service Fees Act* and publish a remission policy that meets the legislative requirement and supports the issuance of remissions to entitled fee payers, where applicable.

People management assessment overview

The 2022–23 MAF assessment focuses on organizational performance and results that enable a high-performing and diverse public service as outlined in the _Policy on People Management_ and other related regulatory and policy instruments. This assessment is aligned with the strategic vision for people management to build a skilled, diverse, inclusive and productive workforce. This year's MAF assessment examines organizational performance and management practices related to the public service's priorities of:

- diversity and inclusion
- accessibility
- healthy, safe, respectful and bilingual workplace
- effective approaches to workplace management

Diversity and inclusion

The prioritization of diversity and inclusion in the 2022–23 MAF reflects the desire and the determination of Canada's public service to identify, address and remove any systemic barriers that may exist. [6] The Clerk's Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service, the 2022/2023 Deputy Minister Commitments on Diversity and Inclusion and the President of the Treasury Board's priorities for actions to increase diversity and inclusion in the public service seek to make measurable change in creating a diverse and inclusive public service.

Closing the employment equity representational gaps in the public service workforce is important to ensure that the public service is representative of the diverse Canadian population it serves. In cases of under-representation, the _Employment Equity Act_ [7] requires organizations to demonstrate that they have set hiring goals in their human resources, employment equity or

staffing plans that support the reduction and eventual elimination of representation gaps as a minimum. Doing so demonstrates tangible action toward eliminating employment equity gaps as outlined in the act.

Referencing your workforce availability and taking into consideration the requirement to establish hiring goals where under-representation exists, to what degree [8] is your organization progressing in being fully representative? [9]

Target: High degree

Figure 4: organizations' progress toward being fully representative (government-wide result)

▶ Figure 4 - Text version

Of the assessed organizations:

- 100% have a representation gap for persons with disabilities
- 31% have representation gaps for members of visible minorities
- 16% have representation gaps for women
- 13% have representation gaps for Indigenous Peoples

Seventy-two per cent of assessed organizations have demonstrated action to improve representativeness by developing numeric hiring goals where representation gaps exist. A diverse workforce builds an effective and innovative public service, positioned to be an employer of choice. Therefore, some organizations will need to simultaneously put effort into hiring and retention activities to ensure representativeness. To achieve

sustainable success, an inclusive culture needs to be supported by all employees within the organization. Promoting self-identification will support organizations in having more accurate representation data.

Referencing your workforce availability for the executive cadre (EX [Executive] and LC [Law Management]) and taking into consideration the requirement to establish hiring goals where under-representation exists, to what degree [10] is your organization progressing in being fully representative in the executive cadre (EX and LC)? [11]

Target: High degree

Figure 5: organizations' progress toward being fully representative for the executive cadre (government-wide result)

3%	22%	22%	53%

None	Low degree	Moderate degree	High degree

▶ Figure 5 - Text version

Diverse representation within the executive cadre inspires employees in employment equity groups to pursue leadership roles and supports better decision-making for Canadians. Of the assessed organizations:

- 72% have a representation gap for Indigenous Peoples
- 34% have representation gaps for members of visible minorities
- 25% have representation gaps for persons with disabilities
- 16% have representation gaps for women in the executive cadre

Fifty per cent of assessed organizations have demonstrated action to improve representativeness by developing numeric hiring goals where representation gaps exist. Organizational staffing plans need to consider representation at the feeder group level in their planning to take the appropriate staffing actions to address the gaps in the executive cadre.

To what degree [12] does your organization support an inclusive work environment? [13]

Target: High degree

Figure 6: organizations' degree of support for an inclusive work environment (government-wide result)
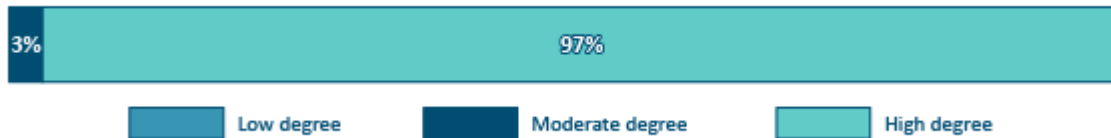
> ▶ Figure 6 - Text version

Results indicate that 97% of organizations are demonstrating a high degree of effort to support inclusion. Organizations are collaborating with networks and bargaining agents. They are also providing leadership development activities, including mentorship and sponsorship programs, specific to designated groups and equity-seeking groups. Senior leadership levels are demonstrating commitment to create and support an inclusive work environment that is aligned with the Call to Action on Anti-Racism, Equity and Inclusion.

An inclusive workplace can improve organizational culture leading to increased engagement, productivity, improved employee well-being and reduced turnover. Organizations need to sustain momentum and continue their efforts (for example, monitoring and evaluating the impact of inclusion initiatives) so that further progress can be made in this important enterprise-wide priority.

Accessibility

As set out in the _Accessible Canada Act_, [14] it is important that all the conditions are in place in the public service so that persons with disabilities can bring their talents to the forefront and not be prevented from

providing their expertise in their service to Canada.

The Government of Canada has a commitment to hire 5,000 net new employees with disabilities by 2025. Every organization must support this commitment to achieve employment equity according to its current representation level and size of its workforce. Additionally, employees with disabilities have identified the workplace accommodation process as a point of friction when joining an organization or moving to a new position. As a result, efforts are underway to better understand the activities undertaken within organizations to improve the effectiveness of the accommodation process in order to prevent and eliminate barriers for all employees.

What is your organization's level of progress [15] in reaching its individual target number of net new hires of persons with disabilities to fulfill the Government of Canada commitment to hire 5,000 net new persons with disabilities by 2025? [16]

Target: Excellent

Figure 7: organizations' level of progress in reaching individual target of new hires of persons with disabilities (government-wide result)

| 47% | 31% | 22% |

Poor   Neutral   Excellent
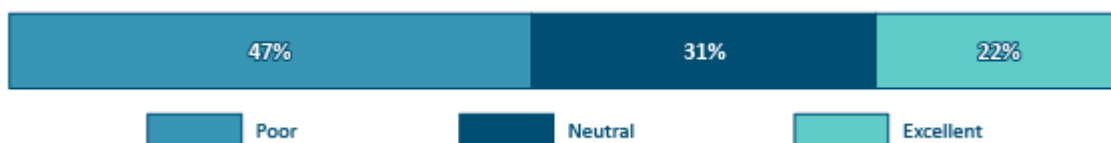
▶ Figure 7 - Text version

Since 2019–20, 1,085 net new persons with disabilities have been hired across the public service, well below the target of 5,000 net new hires by 2025.

Of assessed organizations, only 22% have made excellent progress in this area, and almost half (47%) have hired few or no persons with disabilities.

Significant and rapid action is required to meet this target.

What is your organization's level of progress [17] in implementing workplace accommodation best practices for persons with disabilities? [18]

Target: Good progress

Figure 8: organizations' level of progress in implementing workplace accommodation best practices (government-wide result)

▶ Figure 8 - Text version

Results indicate that 66% of assessed organizations have made good progress in ensuring employees receive the workplace accommodation they need in a timely manner.

Many organizations that made moderate or minimal progress also reported that various improvements to the workplace accommodation process were being planned or underway, which should result in improved productivity and a more accessible workplace.

Healthy, safe, respectful and bilingual workplace

In alignment with the *Policy on People Management*, the public service seeks to create a work environment for employees that is healthy, safe, supportive, ethical and conducive to the use of both official languages. Key areas of focus include organizational practices to support:

- the prevention of harassment and violence in the workplace
- occupational health and safety
- values and ethics

- mental health
- the use of official languages at work

Harassment and violence prevention

The prevention of workplace harassment and violence is a key requirement of the *Work Place Harassment and Violence Prevention Regulations* that came into force on January 1, 2021. The *Policy on People Management* requires deputy heads to ensure that measures are in place to prevent and address all forms of workplace harassment and violence. In the 2021–22 MAF exercise, organizational efforts to plan for the implementation of the new measures for preventing and managing workplace harassment and violence were examined. The 2022–23 MAF exercise builds upon these efforts to assess the extent to which organizations have progressed in identifying risk factors and developing preventative measures.

To what extent [19] has your organization progressed in identifying risk factors and developing preventative measures as part of the required workplace assessment(s) since January 1, 2021? [20]

Target: Fully meets expectations

Figure 9: organizations' level of progress (government-wide result)

| 3% | 23% | 60% | 14% |

Limited or no progress | Progressing towards expectations | Significant progress | Fully meets expectations

▶ Figure 9 - Text version

Results indicate that 74% of assessed organizations have made significant progress or are fully meeting expectations to identify risk factors and develop preventative measures to address all forms of harassment and violence. These efforts have contributed to protecting the physical and psychological health and safety of employees at the workplace. Going

forward, all remaining organizations should advance their management practices in support of enterprise-wide efforts to prevent and address workplace harassment and violence.
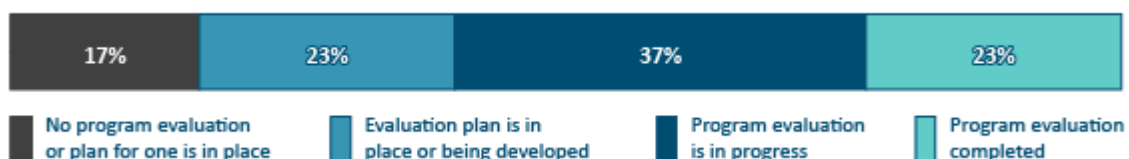
Occupational health and safety

The *Policy on People Management* requires deputy heads to create safe and healthy workplaces by establishing an occupational health and safety policy and program compliant with the requirements of Part II of the *Canada Labour Code*. Given the changes that have occurred in workplaces over the last few years, it is essential for organizations to evaluate the effectiveness of their hazard prevention program. This will ensure that the health implications of hybrid and other workplace conditions are considered. To achieve this, organizations must have a proper hazard identification methodology to identify and address hazards that may lead to an incident/injury and preventative procedures in place.

Given the changes that have occurred in the workplace over the past three years and in the continuing transition for hybrid and other aspects of the evolving workplace, to what extent [21] has the organization evaluated the effectiveness of its occupational health and safety hazard prevention program? [22]

Target: Completed comprehensive program evaluation in place

Figure 10: extent to which organizations have evaluated the effectiveness of their occupational health and safety and hazard prevention program (government-wide result)

17%	23%	37%	23%
No program evaluation or plan for one is in place	Evaluation plan is in place or being developed	Program evaluation is in progress	Program evaluation completed

▶ Figure 10 - Text version

Results indicate that 83% of assessed organizations have either taken steps to evaluate or have completed an evaluation of their hazard prevention program, which helps reduce the health and safety impacts of different types of work, including hybrid.

Organizations that have not taken any steps to evaluate their hazard prevention program are at risk of not being able to adequately prepare for the evolving workplace or effectively prevent accidents, occurrences of harassment and violence, and physical or psychological injuries and illnesses.

Values and ethics

The *Values and Ethics Code for the Public Sector* provides the foundation for organizations and agencies to support a values-based, ethical workplace. The *Public Servants Disclosure Protection Act* provides further support by fostering an environment in which public servants feel they can come forward with questions or allegations about possible wrongdoing without fear of reprisal. Providing public servants with this protection promotes the integrity of the public service and strengthens Canadians' confidence in our public institutions. In addition, the *Policy on People Management* outlines the necessary activities that organizations must undertake to demonstrate a comprehensive approach to fostering this values-based culture.

How comprehensive [23] were your activities to foster a positive culture of values and ethics in the organization, in accordance with the *Public Servants Disclosure Protection Act* and the *Values and Ethics Code for the Public Sector*? [24]

Target: highly comprehensive

Figure 11: Level of comprehensiveness for organizations (government-wide result)

37%	63%

■ Does not meet expectations　■ Minimally comprehensive　■ Moderately comprehensive　□ High comprehensive

▶ Figure 11 - Text version

Results indicate that all assessed organizations have undertaken at least some activities to foster a positive workplace culture of values and ethics, with 63% demonstrating a moderately comprehensive degree of activities. Common areas of success among these organizations included:

- having dedicated values and ethics practitioners
- designating senior officials and champions
- engaging in regular communication with employees

However, as no assessed organizations met the MAF target of having a highly comprehensive degree of activities, additional actions should be considered (for example, tailored training or undertaking audits and/or risk assessments) in support of a values-based, ethical workplace.

Mental health and wellness

The Federal Public Service Workplace Mental Health Strategy (the Strategy) requires that organizations develop action plans to address nine organization-specific objectives. Assessing the extent to which actions toward addressing these objectives have been implemented will provide deputy heads with insights on areas of success as well as gaps and actions needed to address other objectives.

To what extent [25] has the organization implemented actions to address the nine organization-specific objectives of the strategy? [26]

Target: At least to a moderate extent

Figure 12: extent to which organizations have implemented actions to address the objectives of the strategy (government-wide result)

	28%		63%	9%
■ None	■ Low extent	■ Moderate extent	■ High extent	■ Full extent
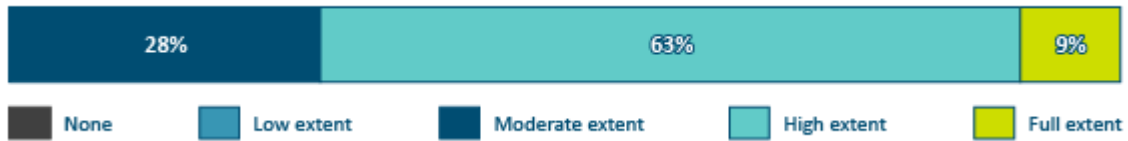
> ▶ Figure 12 - Text version

Results indicate that most assessed organizations have taken actions to address the nine organization-specific objectives of the strategy to a high extent.

Actions that were implemented most consistently among organizations included:

- mental health awareness activities
- providing mental health tools and training to employees
- collecting data to identify risks to psychological health and safety

Organizations are expected to continue implementing actions to meet all nine organization-specific objectives and to work toward addressing identified gaps, most commonly, equipping occupational health and safety officials in psychosocial hazard prevention.

Official languages

As set out in the _Policy on Official Languages_, communications within the Government of Canada, as well as to Canadians, must comply with the _Official Languages Act_. Creating a work environment that contributes to the effective use of both official languages helps maintain a truly bilingual workplace, whether it be in an in-person, virtual or in a hybrid context, to ensure that public servants are comfortable using the official language of their choice.

To what extent [27] did your organization ensure that the work environment of your organization was conducive to the use of both official languages, whether it be in an in-person, a virtual and hybrid

working context? [28]

Target: High extent

Figure 13: extent to which organizations have ensured a work environment conducive to both official languages (government-wide result)

100%

Low extent   Medium extent   High extent

▶ Figure 13 - Text version

Results indicate that 100% of assessed organizations demonstrated they have taken measures to ensure a work environment conducive to the use of both official languages, whether in person, in a virtual or in a hybrid work context.

This indicates that organizations are demonstrating significant efforts to build and sustain bilingual workplaces that are inclusive and respectful of public servants' rights to work in the official language of their choice.

Effective approaches to workplace management

Ensuring that staffing processes are streamlined and timely helps attract talent and retain highly qualified individuals in the public service. Accordingly, the indicator on the time to staff will inform organizations with respect to the efficiency and the agility of its staffing system.

What is the median number of days [29] taken to staff an indeterminate vacant position using an internal hiring process launched through the Public Service Recruitment System within the public service? [30]

Target: Reduction of internal time to staff [31]

Government-wide result: 182 days

Results show that 87% of assessed organizations [32] have made progress in reducing their internal median time to staff as compared to the previous MAF exercise. This has supported enterprise-wide efforts to reduce the internal government-wide median time to staff by 12.5% (from 208 days to 182 days). While organizations have made progress toward reducing the time to staff, continued efforts to leverage staffing efficiencies are needed to further improve.

Service and digital management assessment overview

▶ In this section

The 2022–23 MAF assessment supports the delivery of services and the effectiveness of government operations through digital transformation approaches as outlined in the *Policy on Service and Digital*. This assessment provides insight into:

- client-centric service design and delivery
- data and information management
- open government
- cyber security
- information technology

Client-centric service design and delivery

According to the *Policy on Service and Digital*, services must have comprehensive and transparent, publicly available client-centric standards and have performance information for all service delivery channels. [33]

Service standard maturity

Setting and meeting service standards is essential for good client service, managing performance, clarifying expectations, and driving service improvement. Real-time performance reporting is an integral part of service management and an essential tool for enabling accountability.

Service standards should also be regularly reviewed and improved to ensure that they are comprehensive, meaningful and relevant. Reviewing service standards helps identify areas for improvement to meet client expectations as services evolve.

What is the percentage of services that have service standards? [34]

Target: 100%

Government-wide result: 60%

While there has been a slow but steady increase in the number of services with service standards, the overall government-wide result has decreased to 60% from 65% in the 2021–22 MAF cycle. This decrease may in part be explained by the total number of services reported in the enterprise increasing in recent years.

For the 2022–23 MAF exercise, only 21% of assessed organizations were successful in having service standards for all their services, which indicates that there is an enterprise-wide need for organizations to develop service standards for all their services so that organizations are meeting client service expectations.

What is the percentage of service standards that met their target? [35]

Target: 80%

Government-wide result: 70%

Overall, assessed organizations met 70% of their service standard targets, a significant increase from 61% for the previous MAF cycle. For the 2022–23 MAF exercise, only 18% of assessed organizations achieved the MAF target of 80%.

The results indicate that while progress is being made in this area, more progress is needed to meet clients' service expectations.

What is the extent to which real-time performance reporting for services is published? [36]

Target: High

Figure 14: extent to which organizations have published real-time reporting for services (government-wide result)
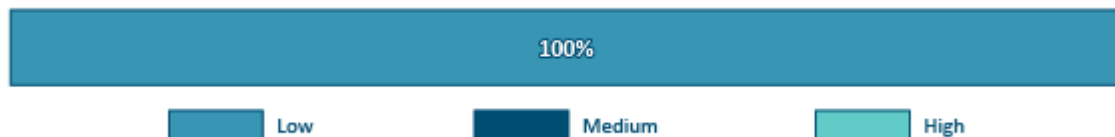
▶ Figure 14 - Text version

Results indicate a very low level of maturity in real-time performance reporting for services across the enterprise. At this time, only 15% of assessed organizations have published any real-time performance information for their services.

Given the poor performance in this area and the importance of real-time performance reporting as an essential service management accountability tool, significant effort is needed across the enterprise to be more transparent about service performance.

What is the percentage of service standards that have been reviewed? [37]

Target: 100%

Government-wide result: 60%

The extent to which service standards have been reviewed has increased to 60% from 48% the previous MAF cycle. The 2022–23 MAF exercise revealed that only 12% of assessed organizations have fully reviewed all their service standards.

While organizations have reported their willingness to undertake these reviews, they need to follow through on their commitment to ongoing reviews that are comprehensive and relevant and that lead to better services.

Online availability of services

According to the *Policy on Service and Digital*, online end-to-end availability of services and their ease of use must be maximized. The *Accessible Canada Act* also requires organizations to ensure that services are free from barriers and accessible to all. Making services available online and fully accessible provides added convenience to clients who increasingly expect government services to be accessible, fast, personalized and secure while respecting their privacy.

What is the percentage of applicable services that can be completed online end-to-end? [38]

Target: 100%

Government-wide result: 31%

Overall, 31% of services for assessed organizations can be completed online end-to-end, which is an increase over the 2021–22 MAF results of 25%. However, only 15% of organizations reported that all their services can be

completed online end-to-end. While certain departments continue to perform well in having online services end-to end, significant improvement is required across the enterprise.

What is the percentage of client interaction points that are available online for services? [39]

Target: 100%

Government-wide result: 45%

Results indicate that only 45% of interaction points for assessed organizations are available for online services, which is down from 48% in the 2021–22 MAF cycle. Furthermore, only 15% of organizations achieved the target of having all applicable interaction points available online for services.

While some leading organizations in digital services continue to perform well, much more effort is required government-wide, as services with low online availability indicate slow progress toward meeting client expectations for online services.

What is the percentage of services available online that have been assessed for information and communication technologies accessibility? [40]

Target: 100%

Government-wide result: 62%

Results indicate that an average of 62% of online services for assessed organizations have been assessed for information and communication technologies accessibility. Furthermore, only 15% of these organizations

achieved the MAF target of 100% of their online services being assessed, and 15% of organizations have not conducted assessments on any of their online services.

While the enterprise has taken important steps to provide barrier-free and accessible services, future progress will be needed in this area.

Service review and improvement

Service improvement based on client feedback is an important part of client-centric design and a requirement in the _Directive on Service and Digital_. Seeking client feedback and using it to improve services is a foundational element in ensuring client centricity and that the needs of clients are met.

What is the percentage of services that have used client feedback to improve services in the last year? **[41]**

Target: 100%

Government-wide result: 23%

Results indicate that only 23% of assessed organizations' services used client feedback to improve services, which represents a decrease from 35% in the previous MAF exercise. Only two organizations were assessed as doing so more than 80% of the time.

Government-wide, more needs to be done to collect and use client feedback to improve services and address client concerns.

Data and information management

As required under the _Policy on Service and Digital_, organizations are required to manage information and data as strategic assets. Good management of information and data helps organizations and agencies

manage their operations, improve client services, and meet policy and regulatory requirements. Management here includes collection, understanding, governance, and usage of data and information. The policy also seeks to ensure that automated decision systems are developed and used responsibly, in particular, in the context of service delivery. This involves the adoption of measures supporting transparency, accountability and fairness in automated decision-making.

In a modern and connected digital government, these actions enable organizations to provide efficient and effective services to their clients.

What percentage of active systems used by your organization use standardized metadata? [42]

Target: 50%

Government-wide result: 27%

Results indicate a low level of enterprise maturity of metadata standardization, with 27% of assessed organizations' active systems using standardized metadata. Further, only 18% of assessed organizations met the MAF target of 50% of active systems using metadata, and 82% of organizations had fewer than 50% of active systems using standardized metadata.

Not adhering to an institutional instrument or standard increases the cost and time needed to manage data and information, as it is harder for employees to find, use and share information.

What percentage of automated decision systems deployed since April 2020 and that support external services have Algorithmic Impact Assessments completed and released to the Open Government Portal? [43]

Target: 100%

Government-wide result

The use of artificial intelligence to help make service decisions is a nascent but growing trend in the federal government. Over the past two years, several departments have developed automated decision systems to assist in delivering effective services in a range of areas, including immigration, public health and social benefits.

Released in 2019, the *Directive on Automated Decision-Making* provides a policy framework for ensuring transparency, accountability and fairness in the automation of service decisions. The directive plays an important role in ensuring that automation is carried out responsibly, respecting individual rights and interests.

Most organizations were not assessed on this question, which is being included for the first time in the 2022–23 MAF, since they did not use any automated systems in administrative decision-making during the assessment period. However, the organizations that identified at least one automation project completed and published an Algorithmic Impact Assessment.

Looking ahead, departments exploring the use of automated decision systems are encouraged to engage the Treasury Board of Canada Secretariat's Office of the Chief Information Officer to understand policy implications and plan for compliance. This includes starting the Algorithmic Impact Assessment process as early as possible during the design stage of an automation project and ensuring that the assessment is complete and published before the launch of the system.

What percentage of automation projects launched since April 2020 and that support decisions on external services have adopted applicable transparency measures required under the *Directive on Automated Decision-Making*? [44]

Target: 100%

Government-wide result

The use of artificial intelligence to help make service decisions is a nascent but growing trend in the federal government. Over the past two years, several departments have developed automated decision systems to assist in delivering effective services in a range of areas, including immigration, public health and social benefits.

Released in 2019, the *Directive on Automated Decision-Making* provides a policy framework for ensuring transparency, accountability and fairness in the automation of service decisions. The directive plays an increasingly important role in ensuring that automation is carried out responsibly, respecting individual rights and interests.

Most organizations were not assessed on this question, which is being included for the first time in the 2022–23 MAF, since they did not use any automated systems in administrative decision-making during the assessment period. Of the organizations that identified automation projects, only 50% demonstrated compliance with applicable transparency measures.

Looking ahead, departments exploring the use of automated decision systems are encouraged to understand policy implications and plan for compliance. This includes adopting relevant transparency measures such as notice and explanation to clients, documentation of decisions, and release of government-owned source code.

What is the percentage of applications in your Application Portfolio Management that enable interoperable data transfer in and out to other applications in your organization? [45]

Target: 50%

Government-wide result: 59%

Results indicate that 59% of applications assessed enabled data transfer and 74% of assessed organizations met the MAF target of 50%.

This demonstrates that organizations have the technical ability to move data between systems in a way that enables data-driven service delivery and information for decision-making.

Applications that have not yet been assessed hold a wealth of potential to better support digital service delivery.

What is the percentage of sound management practices present in the organization's data inventory? [46]

Target: 50% (medium)

Figure 15: extent to which organizations have sound management practices (government-wide result)

| 35% | 24% | 41% |

Low · Medium · High
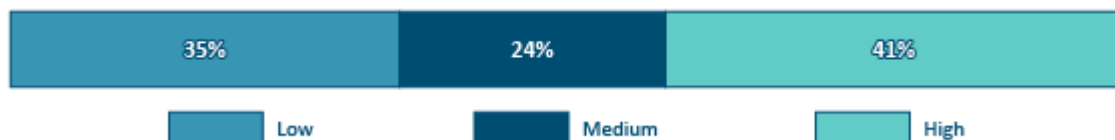
▶ Figure 15 - Text version

Results indicate that 65% of assessed organizations met the MAF target and 28% had a result of 100%. These organizations have made strong progress in supporting the enterprise to understand its data assets and enable public servants to make good data connections and provide information for decision-making.

Open government

As set out in the *Policy on Service and Digital*, organizations are required to be open by default and demonstrate efforts to be transparent by releasing information through open.canada.ca. The release of open data, such as datasets used to report on the Departmental Results Framework through the open government portal, helps increase accountability and trust in government institutions and to fight the spread of disinformation.

What is the percentage of releasable Departmental Results Framework datasets released on open.canada.ca? [47]

Target: 80%

Government-wide result: 42%

Overall, assessed organizations released 59% of their eligible Departmental Results Framework–related datasets. However, the government-wide average of all eligible datasets is only 42%, which is a decrease from 51% in the 2019–20 MAF exercise. Overall, 41% of assessed organizations met the MAF target, and 35% published less than half of their eligible datasets.

Going forward, enterprise-wide efforts will be needed to promote the public release of data, such as through aggregating, or by releasing information to explain context and why something is ineligible for release.

Cyber security

As set out in *Web Sites and Services Management Configuration Requirements*, organizations are required to ensure that all websites and web services are configured to provide service only through a secure connection. Implementing secure protocols by default increases the level of confidence

that users are accessing a legitimate service and that their communications remain private and free from interference, while offering the level of security and privacy that users expect from government services.

What percentage of publicly available websites and web services are configured to provide service only through a secure connection? [48]

Target: 100%

Government-wide result: 79%

Overall, 79% of assessed organizations' publicly available websites and web services were provided through a secure connection. At the enterprise level, 77% of assessed organizations demonstrated a high level of maturity in this area, which indicates that while good progress has been made, continued effort is required to provide the level of privacy and security Canadians expect when interacting with the government online.

Information technology

According to the *Directive on Service and Digital*, organizations are required to ensure that organizational information technology investments are informed by and integrated into organizational business planning and are supportive of the Chief Information Officer of Canada's enterprise-wide plan. Insights on an organization's management of applications, adherence to digital standards, adoption of cloud technologies and information technology planning maturity will help deputy heads and chief information officers understand the state of an organization's information technology function.

What is the health of the organization's application portfolio? [49]

Target: 50% (medium)

Figure 16: organizations' degree of health of their application portfolio (government-wide result)

65%	20%	15%
Low	Medium	High

▶ Figure 16 - Text version

Overall, 35% of assessed organizations had a medium or high level of application portfolio health. This indicates that across the enterprise more concentrated efforts need to be taken to address aging information technology risks and leverage data on application health to plan for information technology investments

What is the organization's ability to accurately forecast its information technology expenditures? [50]

Target: 80%

Figure 17: distribution of organizational results (government-wide result)

74%	26%
Met/exceeded target	Did not meet target

▶ Figure 17 - Text version

Results indicate that 74% of assessed organizations had a high level of information technology planning maturity.

Overall, most assessed organizations' information technology planning activities were accurately forecasted for the 2021–22 fiscal year, and they performed very well in incorporating project and operational costs into

information technology planning activities. These efforts support accurate information technology investment forecasting and effective planning and decision-making.

What is the organization's percentage of planned investments in the cloud? [51]

Target: 70% (high)

Figure 18: organizations' level of planned investments in the cloud (government-wide result)

24%	24%	52%
Low	Medium	High

▶ Figure 18 - Text version

Results indicate that 52% of assessed organizations had a high level of cloud maturity.

Increasing planned investments in cloud services enterprise-wide will result in greater efficiencies, scalability and reliability of services provided.

Security management assessment overview

The 2022–23 MAF assessment is focused on strategic security planning and security management practices that contribute to bolstering the overall security posture of the Government of Canada. This review provides organizational and government-wide insight into the expected outcomes outlined in the _Policy on Government Security_ related to:

- effective security planning and reporting
- trusted workforce and partners
- preparedness and effective response to events
- trusted information systems and processes

In this dynamic operating environment, this information is vital for informing security risk management decisions and identifying trends, strengths and areas requiring further attention.

The Security Area of Management MAF exercise gauges how organizational security practices are progressing toward the goal of 100% compliance with the *Policy on Government Security*. The results below are based on the quantitative scores of the questions, combined with a qualitative assessment of the documents submitted in response to each question. The maturity model detailed in the 2022–23 Security Management MAF Methodology was used to determine the maturity of each practice. This model has four phases of maturity:

1. the initial phase (0% to 39%)
2. the developing phase (40% to 64%)
3. the managed phase (65% to 94%)
4. the optimized phase (95% to 100%)

It is important to note that this assessment is based on the review of selected indicators; it is not an evaluation of the entire security management program of the organization.

Effective security planning and reporting

A Departmental Security Plan provides an integrated view of an organization's security requirements aligned with its strategic priorities, programs, plans and practices. [52] Completing activities approved in the Departmental Security Plan will allow organizations and agencies to ensure that evolving security risks to the organization are continuously managed.

What percentage of security risk mitigation priorities identified in the Departmental Security Plan and approved by the deputy head for the fiscal year 2021–22 was addressed as planned? [53]

Target: 100%

Figure 19: maturity level of organizations for security planning and reporting (government-wide result)

	Initial phase	Developing phase	Managed phase	Optimized phase
	3%	20.6%	50%	26.5%

▶ Figure 19 - Text version

Results indicate that 74% of security risk mitigation priorities identified in the assessed organizations' Departmental Security Plans were addressed as planned.

Departmental Security Plans should be updated every three years or according to the organization's documented Departmental Security Plan review procedures. A Departmental Security Plan can help senior management gauge their organization's success in managing planned activities to mitigate the overall risk exposure of the identified security controls. Improvements are required to ensure that a consistent Departmental Security Plan practice is applied across the enterprise to identify and continuously manage security risks and take action against potential threats.

Trusted workforce and partners

The *Standard on Security Screening* requires a security briefing to be provided to employees upon their arrival and departure from an organization to inform individuals of their security responsibilities. This process provides assurance that sensitive Government of Canada information and/or assets will not be divulged, discussed or shared in a manner that could cause injury to an individual, organization, government or the national interest of Canada.

For all individuals working in the public service that have entered the organization between November 1, 2021, and October 31, 2022, what is the percentage of security screening files that contain evidence that an initial security briefing was provided to inform individuals of their security responsibilities under the *Policy on Government Security* as they relate to their screening level? [54]

Target: 100%

Figure 20: maturity level of organizations for security briefing (government-wide result)

| 26.5% | 26.5% | 20.5% | 26.5% |

Initial phase   Developing phase   Managed phase   Optimized phase

▶ Figure 20 - Text version

Results indicate that 62% of security screening files for all assessed organizations contain evidence that an initial security briefing was provided to inform individuals of their security responsibilities. For many organizations, there could be better alignment between human resources and security to ensure that onboarding practices include important security briefings.

Without a more consistent security briefing practice in place across the enterprise, there may be an increased risk of a security non-compliance or of a security event being associated with a federal employee.

Given the role federal public servants play in the safeguarding of public information and assets, improvements in this area are needed to fulfill responsibilities under the *Policy on Government Security* and to maintain public trust in federal organizations.

For all individuals working in the public service that have left the organization between November 1, 2021, and October 31, 2022, what is the percentage of security screening files that contain evidence that a formal debriefing was provided to remind individuals of their continuing responsibilities to maintain the confidentiality of the sensitive information to which they had access? [55]

Target: 100%

Figure 21: maturity level of organizations for security debriefing (government-wide result)

| Initial phase | Developing phase | Managed phase | Optimized phase |
| 70.6% | 14.7% | 5.9% | 8.8% |

▶ Figure 21 - Text version

Results indicate that 26% of security screening files for all assessed organizations contain evidence that a formal debriefing was provided to individuals.

A security debriefing provides assurance that sensitive Government of Canada information or assets will not be divulged, discussed or shared in a manner that could cause injury to an individual, organization, government or the national interest of Canada if compromised. This is an important step of the departure process. Significant improvement is required across the enterprise to help mitigate the risk of a security non-compliance or a security event being associated with a former federal employee.

What percentage of contracts with identified security requirements and that have been established and verified for compliance are monitored for continued compliance throughout the contract or arrangement process? [56]

Target: 100%

Figure 22: maturity level of organizations for contract security maintenance (government-wide result)

| 50.0% | 23.5% | 14.7% | 11.8% |

Initial phase Developing phase Managed phase Optimized phase

▶ Figure 22 - Text version

The _Directive on Security Management_requires organizations to identify and document the security requirements for contracts as well as implement and monitor the associated controls throughout the duration of the contract. This provides assurance that information, individuals and equipment are protected and that security risks have been mitigated.

Results indicate that 34% of contracts with identified security requirements for assessed organizations are monitored for compliance.

It is important to note that the contract owner is responsible for ensuring that this practice is carried out, even when the contract is administered by Public Services and Procurement Canada. Without strengthened oversight and monitoring of security requirements throughout the contract life cycle, the Government of Canada may be at risk of being unable to identify and mitigate issues of non-compliance or security events associated with contracts across all organizations. Significant improvements are required to fulfill responsibilities under the _Policy on Government Security_ and to maintain public trust in federal organizations.

Preparedness and effective response to events

Business continuity management supports organizations in recognizing their critical services and developing continuity strategies. This facilitates the continued availability of services, including those critical to the health,

safety, security and economic well-being of Canadians, as well as the effective functioning of the Government of Canada.

The *Directive on Security Management* requires the completion of a Business Impact Analysis that identifies critical services and related continuity strategies and recovery priorities. Additionally, the maintenance of business continuity plans through regular testing ensures that the strategies are effective in ensuring business continuity.

What is the percentage of the organization's external services and internal enterprise services that have an up-to-date Business Impact Analysis? [57]

Target: 100%

Figure 23: maturity level of organizations for business impact analyses (government-wide result)

| 20.6% | 5.9% | 20.6% | 52.9% |

Initial phase · Developing phase · Managed phase · Optimized phase

▶ Figure 23 - Text version

Results indicate that 76% of external services and internal enterprise services have an up-to-date Business Impact Analysis.

A Business Impact Analysis identifies business continuity requirements for all departmental services and activities, based on an analysis of the potential impacts of disruption. Without a consistent business impact analysis practice, the Government of Canada may be at increased risk of being unable to maintain government-wide business continuity in certain risk scenarios. Additional progress is required to minimize the potential impacts to the disruption of government operations.

What percentage of the organization's identified critical services with an up-to-date business continuity plan were tested or exercised within the last two years? [58]

Target: 100%

Figure 24: maturity level of organizations for business continuity planning (government-wide result)

| 21.9% | 12.5% | 6.2% | 59.4% |

Initial phase · Developing phase · Managed phase · Optimized phase

▶ Figure 24 - Text version

Results indicate that 72% of the assessed business continuity plans for critical services were tested or exercised in the last two years.

The continuous maintenance of business continuity plans through regular testing ensures that strategies are effective in ensuring business continuity. Further progress in this area will improve the enterprise's capacity to remain resilient in the evolving security risk environment.

Trusted information systems and processes

Risk-based and standardized security practices and controls are important aspects of information technology (IT) security. Security assessment and authorization processes provide assurance to organizations that their security controls are implemented properly to ensure that IT systems can adequately protect information.

The *Directive on Security Management* requires organizations to implement IT security assessment and authorization processes throughout the life cycle of an IT system to identify, assess and correct threats.

What percentage of the organization's production IT systems [59] have a valid authority to operate [60] (ATO)? [61]

Target: 100%

Figure 25: maturity level of organizations for IT security assessment and authorization (government-wide result)

15.2%	42.4%	27.2%	15.2%
Initial phase	Developing phase	Managed phase	Optimized phase

▶ Figure 25 - Text version

Results indicate that 60% of assessed production IT systems have a valid ATO.

This demonstrates that while progress has been made in this area, the enterprise must continue to advance its IT security and authorization practices in order to protect information systems, their components and the information they process.

Results management assessment overview

▶ In this section

The 2022–23 MAF assessment supports organizational results-based management activities included in the _Policy on Results_ and the _Canadian Gender Budgeting Act_. This assessment provides insight into Departmental Results Framework capacity and on Gender-based Analysis Plus reporting, which will enable departments and agencies to manage for results and to report on gender and other identity-related impacts of their programs.

Departmental Results Frameworks capacity

Departmental Results Frameworks are a key tool used by organizations to describe what the organization does, what results it is trying to achieve and how it will assess progress. [62] Understanding the level of maturity of organizations' Departmental Results Frameworks, including the extent to which they are used to manage for results and their alignment with Treasury Board of Canada Secretariat guidance, will allow organizations to improve the quality and use of results to provide information for decision-makers and the public.

At what stage is your organization in its capacity to implement key policy requirements pertaining to its Departmental Results Framework? [63]

Target: Advanced practice implementation (stage 4 of 5)

Figure 26: stage of organizations' capacity to implement key Departmental Results Framework policy requirements (government-wide result)

| 3% | 12% | 32% | 53% |

| Design stage or undeveloped | Early stages of development | Established practice | Advanced practice implementation | Best practice |

▶ Figure 26 - Text version

Results indicate that most (85%) assessed organizations are implementing key policy requirements pertaining to their Departmental Results Frameworks. This demonstrates that the enterprise has been improving how it defines and measures objectives, which should provide better results for Canadians. This is the first year this question was assessed. As such, there is no comparison to the previous year.

What stage best reflects the organization's capacity to perform key results-based management activities pertaining to its Departmental Results Framework? [64]

Target: Advanced practice implementation (stage 4 of 5)

Figure 27: stage of organizations' capacity to perform key activities (government-wide result)

9%	9%	53%	29%

Design stage or undeveloped — Early stages of development — Established practice — Advanced practice implementation — Best practice

▶ Figure 27 - Text version

Results indicate that most (82%) assessed organization are often using their Departmental Results Frameworks in results-based management practices and updating them based on lessons learned and changing circumstances.

This demonstrates that the enterprise is regularly considering desired results in decisions and reporting, which should help the government align its activities to better serve Canadians.

Gender-based Analysis Plus reporting

Gender-based Analysis Plus (GBA Plus) is an analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives, and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability impact outcomes and can affect access to and experience of government programs.

The *Canadian Gender Budgeting Act* requires the Government of Canada to report the impacts of program expenditures on gender and diversity annually. Departments report these impacts, or their plans to collect the

required data to undertake impacts analysis, in the GBA Plus supplementary information tables that are annexes to the Departmental Results Reports.

What is the percentage of programs from the organization's program inventory, excluding internal services, that have data collection plans for reporting on impacts on gender and diversity? [65]

Target: 100%

Government-wide result: 65%

Results indicate that only six (18%) assessed organizations met the MAF target of having data collection plans in place for all programs, which is up slightly from five organizations in the previous MAF cycle. The average percentage of programs for assessed organizations that met this requirement was 58% in 2021–22, increasing to 65% in 2022–23. This means that on average in the 2022–23 MAF cycle, 65% of an organization's programs were able to report on plans to collect the data to report on impacts in the future.

This demonstrates a need to improve plans and capacity to report on the GBA Plus impacts of programs so that decision-makers and the public have access to more meaningful information. Data collection plans are a prerequisite for reporting impacts on gender and diversity, and the expectation is for all programs to move beyond planning to actual reporting.

Innovation management assessment overview

The 2022–23 MAF assessment provides insight into an organization's innovation efforts and encourages the development of new approaches to program and policy design and delivery. This year's MAF exercise supports sound innovation management by encouraging organizations to plan, generate and use rigorous evidence to inform decision-making on high-impact innovations.

MAF results will provide deputy heads with an overall view of organizational performance across three strategic themes:

1. committing resources
2. generating rigorous evidence
3. evidence-informed decisions

Committing resources

As set out in the Experimentation Direction for Deputy Heads, organizations are expected to commit resources toward experimenting with new approaches and measuring impact. [66] This ensures that high-quality, real-world evidence is available to support informed decision-making, improved performance and results for Canadians.

To what extent [67] is senior leadership committing resources toward generating evidence to support innovation? [68]

Target: Great extent

Figure 28: extent to which organizations are committing resources to generate evidence (government-wide result)

12%	32%	24%	32%
Not present	A minimal extent	A moderate extent	A great extent

Results indicate that most (88%) of assessed organizations' senior leadership committed resources toward generating evidence to support innovation, most commonly through a major initiative; however, only 32% met the target to commit resources in all three places (that is, in a Treasury Board submission, in a major initiative, and through an innovation fund). Meeting this target will help ensure that innovations are supported through early planning and resource commitments.

Generating rigorous evidence

The 2016 Experimentation Direction for Deputy Heads encourages organizations to innovate and measure outcomes so that public resources are invested where they are likely to have the greatest impact. Using rigorous methods of comparison to test significant innovations or solutions to large-scale problems achieves better results for Canadians by refocusing resources to these areas.

To what extent did the organization use rigorous methods of comparison to support innovation? [69]

Target: Great extent

Figure 29: extent to which organizations are using rigorous methods to support innovation (government-wide result)

41%	24%	12%	23%
Not present	A minimal extent	A moderate extent	A great extent
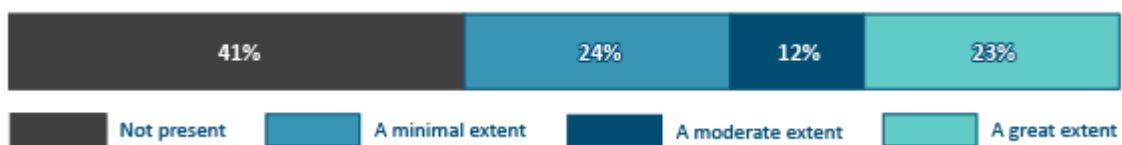
Results indicate that most assessed organizations (59%) used rigorous methods of comparison to support at least one innovative project; however, only 23% of organizations did so to a great extent. Enterprise-wide progress in this area will help improve the management of innovations to ensure they are efficient, effective and scalable.

To what extent did innovative projects have the potential for high impact for Canadians or public servants? [70]

Target: Great extent

Figure 30: extent to which projects have the potential for high impact (government-wide result)

Not present	A minimal extent	A moderate extent	A great extent
41%	26%	12%	21%

▶ Figure 30 - Text version

Results indicate that only 21% of assessed organizations met the target to not only use rigorous methods to a great extent, but to apply them to projects with the potential for high impact. Enterprise-wide advancements in this management practice will help ensure that risks are better mitigated in the management of high-impact innovations.

Evidence-informed decisions

The 2016 Experimentation Direction for Deputy Heads encourages evidence-based policy-making by mobilizing the results from ethical and rigorous testing of innovations. An evidence-driven decision-making process ensures that new ideas are sufficiently tested before implementation and that existing programs and services are continually improving to meet the needs of Canadians.

To what extent were the results of innovative projects used to inform timely decision-making at an executive-level governance body? [71]

Target: Great extent

Figure 31: extent to which results were used to inform decision-making (government-wide result)

| 59% | 23% | 15% | 3% |

Not present · A minimal extent · A moderate extent · A great extent

▶ Figure 31 - Text version

Results indicate that only 3% of assessed organizations met the MAF target of using the findings from rigorous comparisons to inform decision-making to a great extent. There is a need to mature the enterprise's capacity in this area to help ensure that decision-making on innovation is informed by evidence.

Management of acquired services and assets assessment overview

▶ In this section

The 2022–23 MAF assessment supports the sound management of assets and services as organizations' capacity to deliver their mandates is directly supported by investments in these areas. It is aligned with the core responsibilities of deputy heads as described in the *Policy on the Planning and Management of Investments* and assesses informed decision-making and sound management practices that demonstrate best value and sound stewardship in the key areas of investment planning and real property

management, procurement and materiel management, which is underpinned by the appropriate workforce development. Further, the MAF assesses progress on greening federal government operations.

Materiel management

A strong asset management regime ensures that organizations have the materiel necessary to accomplish their mandates and that their materiel holdings provide best value. [72] Having stocktaking methods in place minimizes the risk of loss, damage or unauthorized access to materiel holdings. It also ensures that adequate protection and provides materiel management practitioners with up-to-date information on the state of their materiel holdings to enable effective management through maintenance, loss prevention and the identification of surplus materiel.

What is the maturity level of the organization's stocktaking strategy? [73]

Target: Medium

Figure 32: maturity level of the organizations' stocktaking strategy (government-wide result)

9%	46%	45%
Low	Medium	High

▶ Figure 32 - Text version

Results indicate that 91% of assessed organizations met the MAF target of having a medium level of maturity with respect to their stocktaking strategy. This demonstrates that, for the most part, the enterprise has the necessary tools in place to effectively track and monitor the condition and performance of different types of materiel, which minimizes the risk of loss, damage or unauthorized access to materiel holdings. By having a strong

asset management regime, the enterprise will be better positioned to have the materiel necessary to fulfill its mandate and to ensure that materiel holdings provide best value.

Investment planning and real property management

Investment planning supports the allocation and reallocation of resources to both existing and new investments to support program outcomes and government priorities. To enable performance measurement and reporting, the *Policy on the Planning and Management of Investments* requires that information be available on the state and implementation performance of investments. The policy also requires organizations that hold real property assets to develop life-cycle management strategies to optimize the performance of their assets through a long-term, data-driven approach to asset life-cycle planning and management.

Life-cycle management strategies

A robust real property portfolio strategy drives change by describing how an organization's real property assets will be intentionally and proactively managed. It shows an organization's ability to make real property investment decisions that demonstrate best value and sound stewardship.

What is the maturity level of the organization's real property portfolio strategy? [74]

Target: Medium

Figure 33: maturity level of organizations' Real Property Portfolio Strategy (government-wide result)

34%	44%	22%
Low	Medium	High

Results indicate that 66% of assessed organizations have met the MAF target of reaching a medium level of maturity with respect to their real property portfolio strategy.

This demonstrates that a majority of real property assets across the enterprise are in position to benefit from effective life-cycle management strategies that offer an optimal balance of financial value and the realization of socio-economic and environmental outcomes.

Rate of reinvestment and deferred maintenance

Establishing a target rate of annual reinvestment and understanding deferred maintenance liabilities for Crown-owned (custodial) real property is essential to assessing whether adequate resources are being dedicated to maintaining real property assets in an acceptable condition. Furthermore, a comparison of the actual rate of reinvestment with the target rate may identify opportunities for deputy heads to adjust resource allocations in order to demonstrate sound stewardship and best value to the Crown.

For 2021–22, what were the actual and target rates of reinvestment into the organization's Crown-owned real property assets? [75]

Target: At or approaching the target

Government-wide result: 2.93% (actual rate) compared to 3.55% (target rate)

Results indicate that only 11% of assessed organizations met their target rate of reinvestment. This continues to suggest that real property assets are at risk of deteriorating faster than life-cycle forecasts predict, which may compromise program and service delivery.

For 2021–22, what was the rate of investment into previously deferred maintenance for Crown-owned real property assets? [76]

For 2021–22, what was the proportional rate of the value of deferred maintenance for Crown-owned real property assets that was added to the organization's 2020–21 total estimated deferred maintenance? [77]

Target: Overall reduction of total deferred maintenance [78]

Government-wide result

Results indicate that assessed organizations have strengthened their oversight of deferred maintenance since the previous MAF cycle, which has improved the available data on real property assets and provided greater visibility into their condition and maintenance needs. However, better data availability has also led to an increase of reported outstanding deferred maintenance compared to the 2021–22 MAF exercise.

The 2022–23 MAF results suggest that real property assets are at risk of deteriorating faster than life-cycle forecasts predict, which may compromise program and service delivery.

Effective governance

The implementation of effective governance and oversight mechanisms supports decision-making informed by accurate and timely information, systems, and controls in the planning and management of investments.

In 2021–22, how comprehensive and consolidated was the performance information provided to decision-makers that were responsible for investment oversight and for oversight across its key domains? [79]

Target: Meets expectations

Figure 34: organizations' level of performance for investment oversight (government-wide result)

9%	46%	45%

Significant gaps   Needs improvement   Partially meets   Meets expectations

▶ Figure 34 - Text version

All assessed organizations provided performance information to decision-makers, and 45% provided evidence that met the minimum expectations of the *Policy on the Planning and Management of Investments*. Evidence was often restricted to a limited number of key domains, often had limited consolidation, was provided from across the key domains and enterprise-wide, and very often did not show logical linkages to the Departmental Results Framework.

Performance information across the life cycle of assets and services supports decision-makers in ensuring best value and sound stewardship of public resources. Regular and reliable performance information maximizes the effectiveness of decision-making, which is foundational to good governance, and it directly informs the deputy head in fulfilling their ultimate accountability for the planning and management of investments in the assets and services that support their Minister's mandate.

Procurement

Government procurement activities need to comply with legislation, regulations and policies so that the acquisition of goods and services supports access, competition and fairness. Organizations are responsible for managing procurement in a manner that meets public expectations in matters of prudence and integrity and is consistent with the Government of Canada's socio-economic and environmental objectives.

Procurement with Indigenous businesses

The Government of Canada is committed to increasing the participation and growth of Indigenous businesses in federal procurement and to improving the socio-economic conditions of Indigenous communities. Organizations are being measured on their level of maturity in having organizational procurement management frameworks that support this commitment.

During 2021–22, what was the level of maturity of the organization approach to developing or improving strategies to further economic empowerment and to increase diversity in procurement with regard to Indigenous business? [81]

Target: Medium

Figure 35: maturity level of organizations' approach (government-wide result)

27%   73%

Low   Medium   High

▶ Figure 35 - Text version

Overall, assessed organizations have demonstrated varied levels of foundational supports expected for making progress toward meeting the minimum 5% target of contracts with Indigenous businesses. This variation is partly due to phasing in of the target for the assessed organizations. Of the 11 assessed organizations, five were required to meet the target by the end of fiscal year 2022–23, two by the end of fiscal year 2023–24, and four by the end of fiscal year 2024–25.

Generally, organizations demonstrated foundational supports for integrating tools to build internal capacity to engage with and provide opportunities to Indigenous businesses. To better position assessed

organizations for meeting the target, improving engagement and market research activities, as well as plans to incentivize Indigenous participation in federal procurement, are areas to be considered.

Competitive procurement

Fair, open and transparent procurement processes support the delivery of programs and services to Canadians and obtain best value for the Crown.

During 2021–22, what percentage of the value of organization contracts over $25,000 (excluding contracts awarded under standing offers and supply arrangements established by common service providers) was awarded through a competitive bidding process? [82]

Target: 90%

Government-wide result: 82%

Results indicate that, of procurements over $25,000, 82% of the value of contracts were the result of a competitive process. While organizations may face unique challenges, or contexts that limit opportunities for competition, overall, procurement environments established by assessed organizations continue to be quite competitive.

During 2021–22, what percentage of the number of contracts over $25,000 (excluding contracts awarded under standing offers and supply arrangements established by common service providers) was awarded through a competitive bidding process? [83]

Target: 85%

Government-wide result: 73%

Results indicate that for the total number of procurements over $25,000, 73% of contracts were the result of a competitive process. While organizations may face unique challenges, such as the pandemic or

situations that rightfully limit their opportunities for the use of competitive processes, overall, procurement environments established by assessed organizations continue to be quite competitive.

Procurement governance and oversight

Having effective governance and oversight mechanisms in place are necessary to mitigate organizational procurement risks.

In 2021–22, how strong were the governance and oversight of the organization's or agency's procurement function? [84]

Target: Strong

Figure 36: strength of organizations' governance and oversight procurement function (government-wide result)

▶ Figure 36 - Text version

Results indicate that 82% of assessed organizations demonstrated strong governance and oversight over their procurement functions. Overall, this demonstrated that the enterprise has strong governance and oversight mechanisms in place with respect to its procurement function, which helps mitigate organizational procurement risks. Going forward, work will need to continue to improve the integration of the *Policy on Green Procurement* into internal documents where possible, and to set up systems to track procurements with environmental considerations.

Greening government

The Greening Government Strategy aims to transition the federal government to net-zero carbon and climate-resilient operations, while also reducing environmental impacts beyond carbon, including those on waste, water and biodiversity. The strategy commits to aligning relevant government operations policies to further incorporate greening and climate resilience. Aligning these policies should help achieve net zero in real property and conventional fleet [85] operations by 2050.

In 2021–22, by what percentage did the organization reduce its greenhouse gas emissions, from real property and conventional fleet, compared to the 2005 baseline? [86]

Target: Net zero emissions from real property and conventional fleet by 2050 and reduction in greenhouse gas emissions by 40% by 2025

Figure 37: organizations' progress on target (government-wide result)

Figure 37 - Text version

Results indicate that compared to a 2005 baseline, 67% of assessed organizations have reached, almost reached or moved beyond the 40% reduction target compared to 73% in the previous MAF cycle.

Data for the 2022–23 MAF exercise represents the second year of the pandemic. It shows an increase in energy use and greenhouse gas emissions from the unprecedented lows of the first year of the pandemic. The increases were evident as public health restrictions on building

occupancy and employee work-related air travel were eased. However, energy use and greenhouse gas emissions remain below the pre-pandemic levels.

Workforce development

Organizations have the responsibility to manage their workforce to ensure they have the capacity, competency, skills and knowledge in project management, procurement, real property and materiel management for the good management of assets and services and to support program delivery to Canadians.

What is the maturity level of the organization's professional development approach for the acquired services and assets functional communities of procurement and project management? [87]

Target: Medium

Figure 38: maturity level of organizations' professional development approach (government-wide result)

| 18% | 64% | 18% |

Low   Medium   High
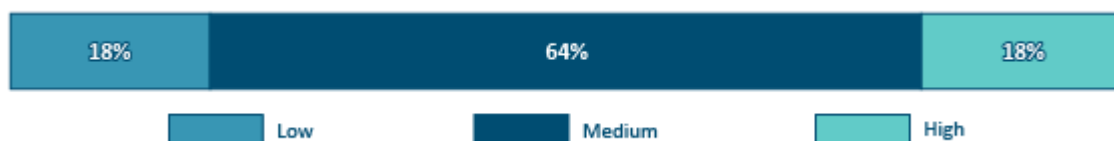
▶ Figure 38 - Text version

Assessing the maturity level of an organization's professional development approach for the acquired services and assets functional communities of procurement and project management ensures that the organization and its workforce has the capacity (knowledge, experience and skills) needed to support the delivery of its programs and comply with the *Policy on the Planning and Management of Investments*.

Overall, 91% of assessed organizations demonstrated that they ensure that their workforce has the capacity required to support procurement and project management functions, having received a score of medium maturity or higher.

Procurement

According to the 2022–23 MAF exercise:

- as seen in the evidence, a common gap across organizations is the adoption of procurement technical competencies (for example, business acumen and project management) and the tracking of mandatory function-specific training
- 73% of organizations have achieved the current year target of a medium level or higher of maturity
- 18% of organizations have a fully comprehensive approach to ensuring capacity and achieved a high level of maturity

Project management

According to the 2022–23 MAF exercise:

- 82% of organizations have achieved the current year target of a medium level of maturity or higher
- 64% of organizations have a fully comprehensive approach to ensuring capacity and achieved a high level of maturity

Organizations are encouraged to continue working toward a more mature and comprehensive level of function-specific professional development. Continued improvement will:

- ensure policy compliance
- support efficient and effective delivery of organizational programs
- contribute to broader government-wide policy objectives

Footnotes

1   The methodology for the financial management questions can be found in the MAF 2022 to 2023 Financial Management Methodology.

2   For the purposes of this report, "organization" refers to departments listed in Schedule I of the *Financial Administration Act,* any of the divisions or branches of the federal public administration set out in column I of Schedule I.1, departmental corporations named in Schedule II, portions of the federal public administration named in Schedule IV, and separate agencies listed in Schedule V.

3   Questions 1 to 6 of the 2022–23 financial management MAF methodology

4   Question 7 of the 2022–23 financial management MAF methodology

5   Question 8 of the 2022–23 financial management MAF methodology

6   The methodologies for the people management questions were developed by six Treasury Board of Canada Secretariat policy centres and the Public Service Commission of Canada with a different assessment scale for each question. Detailed methodology information can be found in the MAF 2022 to 2023 People Management Methodology**.**

7   *Employment Equity Act,* subsections 10(1)(d) to (e) and 10(2) to (3)

8   None, low degree, moderate degree, high degree

9   Question 1 of the 2022–23 people management MAF methodology

10   None, low degree, moderate degree, high degree

11   Question 2 of the 2022–23 people management MAF methodology

12   None, low degree, moderate degree, high degree

13 Question 3 of the 2022–23 people management MAF methodology

14 The *Accessible Canada Act* received Royal Assent on June 21, 2019. Regulations derived from the act came into force on December 31, 2021.

15 Poor, neutral, excellent

16 Question 10 of the 2022–23 people management MAF methodology

17 No progress, minimal progress, moderate progress, good progress

18 Question 11 of the 2022–23 people management MAF methodology

19 Limited or no progress, progressing toward expectations, significant progress, fully meets

20 Question 4 of the 2022–23 people management MAF methodology

21 No planning or progress, initiating, progressing, completed comprehensive program evaluation

22 Question 5 of the 2022–23 people management MAF methodology

23 Does not meet expectations, minimally comprehensive, moderately comprehensive, highly comprehensive

24 Question 6 of the 2022–23 people management MAF methodology

25 None, low extent, moderate extent, high extent, full extent

26 Question 7 of the 2022–23 people management MAF methodology

27 No support demonstrated, low extent, moderate extent, high extent

28 Question 8 of the 2022–23 people management MAF methodology

29   Reduction of organizational time to staff for 2020–21 to 2021–22 also in comparison to public service–wide median time to staff for 2021–22

30   Question 9 of the 2022–23 people management MAF methodology

31   The data used to calculate the median time to staff in the "PSC [Public Service Commission] Internal Time to Staff Reports" is extracted from the Public Service Resourcing System.

32   The internal government-wide median time to staff is composed of all organizations in the core public administration that posted a minimum of 20 notice of appointments or proposals of appointment between April 1, 2021, and March 31, 2022.

33   The methodology for the service and digital questions can found in the <u>MAF 2022 to 2023 service and digital management</u>.

Question 1 of the 2022–23 service and digital management MAF methodology

34   Question 1 of the 2022–23 service and digital management MAF methodology

35   Question 2 of the 2022–23 service and digital management MAF methodology

36   Question 3 of the 2022–23 service and digital management MAF methodology

37   Question 4 of the 2022–23 service and digital management MAF methodology

38   Question 5 of the 2022–23 service and digital management MAF methodology

39   Question 6 of the 2022–23 service and digital management MAF methodology

52   The methodology for the security management questions can be found in the <u>MAF 2022 to 2023 Security Management Methodology</u>.

53   Question 1 of the 2022–23 security management MAF methodology

54   Question 2 of the 2022–23 security management MAF methodology

55   Question 3 of the 2022–23 security management MAF methodology

56   Question 4 of the 2022–23 security management MAF methodology

57   Question 5 of the 2022–23 security management MAF methodology

58   Question 6 of the 2022–23 security management MAF methodology

59   "Production IT systems" refers to any equipment or system that is used in the acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission or reception of information or data. For the purposes of the Management Accountability Framework exercise, limit scope to production (that is, not development or testing) systems for which the organization or agency is the system owner and that support the organization's or agency's critical services. For example, a system that is a dependency for the organization's public-facing service, which has a maximum allowable downtime of four hours.

60   "Authority to operate" is a formal declaration by the deputy head of an organization. It authorizes the operation of a production IT system and explicitly accepts the risks that the organization bears in operating the system. The risks are identified through a security assessment.

61   Question 7 of the 2022–23 security management MAF methodology

62   The methodology for the results management questions can be found in the <u>MAF 2022 to 2023 Results Management Methodology</u>.

63   Question 1 of the 2022–23 results management MAF methodology

Question 2 of the 2022–23 results management MAF methodology

Question 3 of the 2022–23 results management MAF methodology

The methodology for the innovation management questions can be found in the MAF 2022 to 2023 Innovation Management Methodology.

A great extent (level 4), a moderate extent (level 3), a minimal extent (level 2), not present (level 1)

Question 1 of the 2022–23 innovation management MAF methodology

Question 2 of the 2022–23 innovation management MAF methodology

Question 3 of the 2022–23 innovation management MAF methodology

Question 4 of the 2022–23 innovation management MAF methodology

The methodology for the acquired services and assets questions can be found in the MAF 2022 to 2023 Management of Acquired Services and Assets Methodology.

Question 1 of the 2022–23 acquired services and assets management MAF methodology

Question 2 of the 2022–23 acquired services and assets management MAF methodology

Questions 3 and 4 of the 2022–23 acquired services and assets management MAF methodology

Question 5 of the 2022–23 acquired services and assets management MAF methodology

Question 6 of the 2022–23 acquired services and assets management MAF methodology

78   The intent of Question 5 and Question 6 is to drive improvements in oversight of deferred maintenance within organizations. Organizations are assessed on the availability and reliability of the information, not against target values.

79   The key domains of investment planning and management include materiel management, real property management (including accommodations), procurement management, project management, and digital investments.

80   Question 11 of the 2022–23 acquired services and assets management MAF methodology

81   Question 7 of the 2022–23 acquired services and assets management MAF methodology

82   Question 8 of the 2022–23 acquired services and assets management MAF methodology

83   Question 9 of the 2022–23 acquired services and assets management MAF methodology

84   Question 12 of the 2022–23 acquired services and assets management MAF methodology

85   Conventional fleet: the aircraft, marine vessels and land vehicles owned or leased by federal organizations, agencies and other government organizations that are not part of the national safety and security fleets.

86   Question 10 of the 2022–23 acquired services and assets management MAF methodology

87   Question 13 of the 2022–23 acquired services and assets management MAF methodology

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