

ACTION PLAN FOR IMPLEMENTING MODERN COMPTROLLERSHIP

<u>EXPECTED RESULTS</u>	<u>CONNECTIONS WITH RESULTS OF ASSESSMENT OF CAPABILITIES</u>	<u>OTHER CONNECTIONS</u>	<u>MEASURES TO BE TAKEN</u>	<u>WHO IS RESPONSIBLE</u>	<u>SCHEDULE AND ESTIMATED RESOURCES</u>	<u>PROGRESS TO DATE</u>	<u>WHAT YOU CAN DO</u>
1. Strategic Leadership							
a) Management is committed to establishing and implementing modern managerial practises	<ul style="list-style-type: none"> • Leadership commitment 	<ul style="list-style-type: none"> • Values and ethics • RPP & DPR 	<ul style="list-style-type: none"> • Rigorously implement the human resource management framework (HRMF) 	<ul style="list-style-type: none"> • The Secretary, Assistant Secretary, and all department heads 	<ul style="list-style-type: none"> • Immediate • \$ N/A 	<ul style="list-style-type: none"> • HRMF handed back out to department heads and made available to all staff 	<ul style="list-style-type: none"> • Give regular reminders
			<ul style="list-style-type: none"> • Develop policies, programs, tools, and techniques to assist implementation 	<ul style="list-style-type: none"> • The Secretary and Assistant Secretary 	<ul style="list-style-type: none"> • By April 1st, 2007 • \$ not assessed 		<ul style="list-style-type: none"> • Make use of a student or trainee when possible
			<ul style="list-style-type: none"> • Allocate supplementary training resources 	<ul style="list-style-type: none"> • The Secretary 	<ul style="list-style-type: none"> • 2003-2004 • 5 000 \$ or more if possible 	<ul style="list-style-type: none"> • Under way 	
b) Managerial staff are responsible and take their part with regard to modern managerial practises	<ul style="list-style-type: none"> • Managerial commitment 	<ul style="list-style-type: none"> • Values and ethics 	<ul style="list-style-type: none"> • Promote and make known to department heads the importance of superior leadership and a positive, respectful attitude towards others 	<ul style="list-style-type: none"> • The Secretary and Assistant Secretary 	<ul style="list-style-type: none"> • Immediate • \$ N/A 	<ul style="list-style-type: none"> • Under way 	
			<ul style="list-style-type: none"> • Hold a meeting with all department heads at least four times yearly 	<ul style="list-style-type: none"> • The Secretary and Assistant Secretary 	<ul style="list-style-type: none"> • Immediate • \$ N/A 	<ul style="list-style-type: none"> • Under way 	

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c) Functional authorities provide services that meet the needs of department heads; there is effective consultation between the various organizational levels	<ul style="list-style-type: none"> Senior departmental functional authorities 		<ul style="list-style-type: none"> Analyze the department heads' needs 	<ul style="list-style-type: none"> Financial Agent and Computer Officer 	<ul style="list-style-type: none"> Immediate \$ N/A 		
			<ul style="list-style-type: none"> Hold on-going consultations with department heads regarding their computer needs in order to meet them better 	<ul style="list-style-type: none"> Financial Agent and Computer Officer 	<ul style="list-style-type: none"> Immediate \$ N/A 	<ul style="list-style-type: none"> Improved understanding and dialogue 	
			<ul style="list-style-type: none"> Put a person in charge of human resources, and Advise department heads 	<ul style="list-style-type: none"> The Secretary Human Resource (HR) Officer 	<ul style="list-style-type: none"> Immediate \$ no direct cost On-going 	<ul style="list-style-type: none"> Has been designated 	<ul style="list-style-type: none"> Secure complementary assistance from consultancy, trainee, etc.
			<ul style="list-style-type: none"> Training in personnel management 	<ul style="list-style-type: none"> HR Officer 	<ul style="list-style-type: none"> As appropriate 1 000 \$ 		
d) Resources are clearly allocated in response to strategy planning, activities, and operations	<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> RPP & DPR 	<ul style="list-style-type: none"> Set up a five-year action plan for assignments and projects, if supplementary budget is allocated 	<ul style="list-style-type: none"> The Secretary and Assistant Secretary 	<ul style="list-style-type: none"> By April 1st, 2005 		
e) The budgeting process, while centralized, allows department heads to give their input	<ul style="list-style-type: none"> Resource management 		<ul style="list-style-type: none"> Consult with department heads at the start of the budgeting process 	<ul style="list-style-type: none"> The Financial Agent 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Under way 	

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f) Full use is made of the capacities of outside participants, partners, and others	<ul style="list-style-type: none"> Management of partnerships 		<ul style="list-style-type: none"> Develop strategies for increasing partnership and put them in practise Set up guidelines with regard to partnership 	<ul style="list-style-type: none"> The Communication Officer The Communication Officer 	<ul style="list-style-type: none"> By April 1st, 2007 \$ no direct cost By April 1st, 2007 \$ no direct cost 	<ul style="list-style-type: none"> Under way 	
g) The NBC knows the clientele, its expectations, and level of satisfaction	<ul style="list-style-type: none"> Client relationship management 	<ul style="list-style-type: none"> DPR 	<ul style="list-style-type: none"> Perform regular surveys of the various public services 	<ul style="list-style-type: none"> The Communication Officer and Customer's Services Officer 	<ul style="list-style-type: none"> By April 1st, 2005 1 000 \$ if internal survey 		<ul style="list-style-type: none"> Request 65 000 \$ budget for professional survey
2. Shared Values and Ethics							
a) NBC management decisions are integrated and equitable	<ul style="list-style-type: none"> Values and ethics framework 	<ul style="list-style-type: none"> Values and ethics 	<ul style="list-style-type: none"> Share the HRMF with staff 	<ul style="list-style-type: none"> Department heads 	<ul style="list-style-type: none"> Immediate \$ N/A 		
3. Motivated People							
a) Department heads and managerial staff show competence in applying modern management techniques	<ul style="list-style-type: none"> Modern management practices competencies 	<ul style="list-style-type: none"> Commitment of upper management 	<ul style="list-style-type: none"> Sharing among upper management and department heads of exemplary practises and exchange of constructive ideas 	<ul style="list-style-type: none"> The Secretary, Assistant Secretary, and department heads 	<ul style="list-style-type: none"> Immediate \$ N/A 	<ul style="list-style-type: none"> Already under way 	
			<ul style="list-style-type: none"> Training for this purpose and budget increase 	<ul style="list-style-type: none"> The Secretary and HR Officer 	<ul style="list-style-type: none"> Immediate 5 000 \$ and more if possible 	<ul style="list-style-type: none"> Under way 	
b) Having awareness of staff satisfaction and working to increase it	<ul style="list-style-type: none"> Employee satisfaction 		<ul style="list-style-type: none"> Perform regular surveys of client satisfaction and deal with problems raised according to priority 	<ul style="list-style-type: none"> HR Officer 	<ul style="list-style-type: none"> By April 1st, 2005 	<ul style="list-style-type: none"> Study including survey carried out in Maintenance Department 	<ul style="list-style-type: none"> Call on a student or trainee

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c) Each department offers a wholesome and fulfilling work environment where communication is good and lends itself well to fruitful consultation	<ul style="list-style-type: none"> Enabling work environment 	<ul style="list-style-type: none"> Values and ethics 	<ul style="list-style-type: none"> Put the HRMF into practise Consult with staff about their work Hold meetings in each department 	<ul style="list-style-type: none"> Department heads 	<ul style="list-style-type: none"> Immediate \$ N/A 	<ul style="list-style-type: none"> Now started in some departments 	
d) The NBC sees to it that the organization remains viable over time and through successive managements, throughout the various departments, and in a timely fashion	<ul style="list-style-type: none"> Sustainable workforce 		<ul style="list-style-type: none"> Set up a demographic profile and a plan in order to fill positions and foresee staff training requirements 	<ul style="list-style-type: none"> HR Officer 	<ul style="list-style-type: none"> In stages and by areas, to be completed by April 1st, 2007 		
e) The over-all organization is informed by a strong team-spirit and there prevails an atmosphere which promotes recognition and valuation of the staff	<ul style="list-style-type: none"> Valuing peoples' contributions 		<ul style="list-style-type: none"> Establish organizational practises that recognize the value of the personnel 	<ul style="list-style-type: none"> The Secretary HR Officer Department heads (as per area) 	<ul style="list-style-type: none"> By April 1st, 2005 \$ N/A 		
			<ul style="list-style-type: none"> Identify areas of lower performance and take necessary remedial action 	<ul style="list-style-type: none"> HR Officer 	<ul style="list-style-type: none"> By April 1st, 2005 \$ N/A 		
			<ul style="list-style-type: none"> Clarify policy with regard to days off for department heads 	<ul style="list-style-type: none"> The Secretary 	<ul style="list-style-type: none"> From now until October 1st, 2004 \$ N/A 		

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4. Mature Risk Management							
a) Risk is systematically identified, assessed, understood, and managed	<ul style="list-style-type: none"> Integrated risk management 	<ul style="list-style-type: none"> RPP & DPR 	<ul style="list-style-type: none"> Set up an integrated risk-management framework 	<ul style="list-style-type: none"> The Secretary and Assistant Secretary 	<ul style="list-style-type: none"> By April 1st, 2005 \$ N/A 	<ul style="list-style-type: none"> Has been carried out in the course of the TBS's internal audit 	
			<ul style="list-style-type: none"> Ensure follow-up of risk-management framework and adjust priorities 	<ul style="list-style-type: none"> The Secretary and Assistant Secretary 	<ul style="list-style-type: none"> By April 1st, 2005 \$ cost not estimated 		
b) Relevant and effective control systems are in place	<ul style="list-style-type: none"> Integrated management control framework 	<ul style="list-style-type: none"> Managing assets 	<ul style="list-style-type: none"> Examine the need and feasibility of expanding inventory check to include small equipment 	<ul style="list-style-type: none"> The Financial Agent 	<ul style="list-style-type: none"> By April 1st, 2005 \$ N/A 	<ul style="list-style-type: none"> Has been started in some departments 	
5. Clear Accountability							
a) The organizational structure is well understood; powers, duties, and accountabilities are sharply defined in terms of organizational objectives	<ul style="list-style-type: none"> Clarity of responsibilities and organization 		<ul style="list-style-type: none"> Bring the NBC's organization and structure up to date Establish a framework for HR duties 	<ul style="list-style-type: none"> The board and the Secretary HR Officer 	<ul style="list-style-type: none"> Immediate \$ N/A Immediate \$ N/A 	<ul style="list-style-type: none"> Done Done 	
b) Performance assessments of managerial staff are conducted yearly, taking into account the NBC's duties, objectives, and services	<ul style="list-style-type: none"> Performance agreements and evaluation 		<ul style="list-style-type: none"> Establish performance goals for each department 	<ul style="list-style-type: none"> The Secretary, Assistant Secretary, and department heads 	<ul style="list-style-type: none"> By April 1st, 2005 \$ N/A 		

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			<ul style="list-style-type: none"> In performance assessments, take into account results of surveys conducted within departments or in management 	<ul style="list-style-type: none"> The Secretary, Assistant Secretary, and department heads 	<ul style="list-style-type: none"> By April 1st, 2005 \$ N/A 		
c) Department heads can turn to competent advisors with well-defined roles in HR, accounting, and computer technology in an atmosphere of partnership	<ul style="list-style-type: none"> Specialist support 		<ul style="list-style-type: none"> Name a person to be in charge of HR Clarify roles 	<ul style="list-style-type: none"> The Secretary HR Officer 	<ul style="list-style-type: none"> Immediate \$ N/A Immediate \$ N/A 	<ul style="list-style-type: none"> Done Done 	
d) External reports meet the requirements of Parliament, central organizations, and key stakeholders with respect to disseminating information	<ul style="list-style-type: none"> External reporting 		<ul style="list-style-type: none"> Include more information on transannual trends 	<ul style="list-style-type: none"> The Assistant Secretary and the Administrative Assistant 	<ul style="list-style-type: none"> By April 1st, 2006 \$ N/A 		
<u>6. Integrated Performance Information</u>							
a) Management assesses performance on the organizational level, taking its priorities into account as well as client input or the impact observed on the clientele	<ul style="list-style-type: none"> Integrated departmental performance reporting 	<ul style="list-style-type: none"> RPP & DPR 	<ul style="list-style-type: none"> Establish more formal performance indicators with respect to clientele and staff, if budget is allocated Conduct surveys, if budget is allocated 	<ul style="list-style-type: none"> The Assistant Secretary and the Communication Officer The Assistant Secretary and the Communication Officer 	<ul style="list-style-type: none"> By April 1st, 2007 65 000 \$ 		

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b) Necessary operational information is available and can be readily accessed	<ul style="list-style-type: none"> Operating information 		<ul style="list-style-type: none"> Continue developing web site 	<ul style="list-style-type: none"> The Communication Officer 	<ul style="list-style-type: none"> By April 1st, 2007 30 000 \$ per year 	<ul style="list-style-type: none"> 1st step has been achieved 	
			<ul style="list-style-type: none"> Regularly relay operational information to all sectors 	<ul style="list-style-type: none"> The Secretary, Assistant Secretary, and department heads 	<ul style="list-style-type: none"> Immediate \$ N/A 		
			<ul style="list-style-type: none"> Examine the need and feasibility of creating a network 	<ul style="list-style-type: none"> The Computer Officer and the Communication Officer 	<ul style="list-style-type: none"> By April 1st, 2005 2 500 \$ 		
c) The NBC has data on client satisfaction and on priority services	<ul style="list-style-type: none"> Measuring client satisfaction 	<ul style="list-style-type: none"> Ministerial report on integrated performance 	<ul style="list-style-type: none"> Conduct regular surveys to identify client expectations and satisfaction, and service priorities 	<ul style="list-style-type: none"> The Communication Officer 	<ul style="list-style-type: none"> Within one year – internal survey 1 000 \$ 		
d) Establishing service standards does not appear to be necessary at this time	<ul style="list-style-type: none"> Service standards 						
e) Survey results are used to assess activities and programs	<ul style="list-style-type: none"> Evaluation information 	<ul style="list-style-type: none"> Measuring client satisfaction Ministerial report on integrated performance 	<ul style="list-style-type: none"> Include survey results in reports 	<ul style="list-style-type: none"> The Assistant Secretary and the Administrative Assistant 	<ul style="list-style-type: none"> As soon as possible \$ N/A 		
f) Reliable financial information is made available in due course	<ul style="list-style-type: none"> Financial information 						

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g) A mechanism for entering costs of activities, products and services is in place	<ul style="list-style-type: none"> • Cost management information 		<ul style="list-style-type: none"> • Develop a costing system suited to needs and available means and resources in accordance with management priorities 	<ul style="list-style-type: none"> • The Financial Agent working with the department heads 	<ul style="list-style-type: none"> • By stages between now and April 1st, 2007 • \$ not assessed 		
			<ul style="list-style-type: none"> • Examine the possibility of comparing internal and external costs of certain activities, services, and products 	<ul style="list-style-type: none"> • The Secretary, Assistant Secretary, and department heads 	<ul style="list-style-type: none"> • By April 1st, 2007 • \$ N/A • \$ not assessed for this application 		
7. Rigorous Stewardship							
a) Operational procedures are regularly reviewed	<ul style="list-style-type: none"> • Business process improvement 		<ul style="list-style-type: none"> • Perform more regular reviews of operational procedures 	<ul style="list-style-type: none"> • Department heads 	<ul style="list-style-type: none"> • Immediate and on-going • \$ N/A 		
			<ul style="list-style-type: none"> • Keep department heads apprised of current financial processes 	<ul style="list-style-type: none"> • The Financial Agent 	<ul style="list-style-type: none"> • From now until July 1st, 2004 • \$ N/A 		
b) Simple but effective tools are used to analyze costs, and other techniques are applied as required	<ul style="list-style-type: none"> • Management tools and techniques 		<ul style="list-style-type: none"> • Work out a method for costing analysis, taking hidden costs into account where applicable 	<ul style="list-style-type: none"> • The Financial Agent 	<ul style="list-style-type: none"> • From now until April 1st, 2007 		

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c) Upper management exemplifies the importance of sharing knowledge and information and lends its support to the means and mechanisms which promote close cooperation, the transmission of knowledge and information, and sharing in lessons that have been learned	<ul style="list-style-type: none"> • Knowledge management 		<ul style="list-style-type: none"> • Promote sharing of exemplary practises and the constructive exchange of ideas • Continue developing web site 	<ul style="list-style-type: none"> • HR Officer • The Communication Officer 	<ul style="list-style-type: none"> • Immediate • \$ N/A • Yearly from now until April 1st 2007 to develop basics and on-going for follow-up • 30 000 \$ per year 	<ul style="list-style-type: none"> • Has been started • 1st step has been achieved 	
d) Accounting meets GAAP and SIF standards and there is a costing system which meets needs	<ul style="list-style-type: none"> • Accounting practises 	<ul style="list-style-type: none"> • Information on cost management • Management tools and techniques 	<ul style="list-style-type: none"> • Develop a costing system that provides the required information 	<ul style="list-style-type: none"> • The Financial Agent 	<ul style="list-style-type: none"> • From now until April 1st, 2007 • \$ not assessed 	<ul style="list-style-type: none"> • Accounting meets GAAP and SIF standards 	
e) The life-expectancy of all assets is systematically taken into account in planning and management	<ul style="list-style-type: none"> • Management of assets 		<ul style="list-style-type: none"> • Extend inventory check to include small equipment and ensure planning for replacement 	<ul style="list-style-type: none"> • The Financial Agent and department heads 	<ul style="list-style-type: none"> • From now until April 1st, 2006 • \$ not assessed 	<ul style="list-style-type: none"> • Has been started 	
f) An adequate and effective level of internal auditing which takes into account the scope of the organization is maintained	<ul style="list-style-type: none"> • Internal audit 		<ul style="list-style-type: none"> • Ensure follow-up 	<ul style="list-style-type: none"> • The Secretary and Assistant Secretary 	<ul style="list-style-type: none"> • On-going • \$ N/A 	<ul style="list-style-type: none"> • Under way 	
g) Levels of follow-up after outside inspections are maintained and recommendations are heeded	<ul style="list-style-type: none"> • External audit 		<ul style="list-style-type: none"> • Ensure follow-up 	<ul style="list-style-type: none"> • The Secretary and Assistant Secretary 	<ul style="list-style-type: none"> • On-going • \$ N/A 	<ul style="list-style-type: none"> • Under way 	