



# Accountability and Transparency: The Role of the Civil Service

Mr. Shahid Minto

Office of the Chief Risk Officer

Public Works and Government Services Canada

March 7, 2006

# Office of the Chief Risk Officer PWGSC Raison d'être

- Our *raison d'être* is to ensure optimum value to government and to Canadians in the provision of common, central and shared services. Through the delivery of its core services, PWGSC enables other government departments and agencies to deliver on their own core mandate.



# Office of the Chief Risk Officer

## PWGSC Business

- PWGSC has an annual budget of \$4.5B and employs approximately 13,000 people.
- PWGSC is the government's principal real property manager, central purchasing agent, banker and accountant.
- PWGSC provides services in the areas of payroll and pensions, information technology, translation, audit, communication and consulting.
- PWGSC responsible for leading the greening of government operations, with initiatives such as green procurement and the remediation of contaminated sites.
- PWGSC provides its services in a professional, innovative, efficient and effective manner. The quality of its management of public funds is safeguarded by transparent and independent checks and balances.



# Office of the Chief Risk Officer

## PWGSC's Value Proposition

- **Increasing Savings and Productivity** – as the common, central and shared services provider for the government, we must respond to the needs of government and continue to devise strategies to yield significant savings and productivity improvements on behalf of client departments and Canadians.
- **Delivering Transformed Quality Services** – continue to deliver goods and services at the right quality, quantity, price and on time to our client departments and Canadians.
- **Supporting the Government's Strategic Agenda** – continue supporting government-wide priorities such as greening government operations, needs of small and medium-sized Enterprises, as we provide savings and provide quality services to the satisfaction of our stakeholders.
- **Delivering Major Projects of National Importance** – continue to provide professional and results-oriented capacity for managing and delivering complex and high-value projects of national importance.



# Office of the Chief Risk Officer PWGSC's Priorities

- PWGSC has a responsibility to act as a check and balance and to strengthen public confidence in government operations by reducing waste and improving accountability, transparency and integrity. This involves demonstrating that we have the internal management tools to monitor our performance, ensure proper comptrollership, and enhance a culture based on value and ethics.



# Office of the Chief Risk Officer

## Strengthening Accountability and Transparency

- Canadians expect their tax dollars to be linked with results to ensure value for money, and they expect the Government of Canada to pursue policies and programs that respond to public priorities.
- They expect government programs to operate in an open, transparent and accountable manner.
- They want assurances that government programs and services are well managed giving good value for their tax dollars.
- PWGSC has built a solid foundation and continues to work to increase capacity in ethics, audit and risk, while implementing the government's management agenda.



# Office of the Chief Risk Officer

## Key facts and figures

- The Officer of the Chief Risk (OCRO) was created on September 16, 2005.
- The Chief Risk Officer reports directly to the Deputy Minister PWGSC and sits on the Management Committee.
- The first such office in the Canadian Government – demonstrates the departments commitment to more effective, fair, transparent, and ethical management
- The OCRO will issue an annual report on its performance and action plans.



# Office of the Chief Risk Officer

## Mandate

- To provide independent assurance to the Deputy Minister that significant risks are identified, measured, monitored, and appropriately managed.
- Assurance is based on methodology, standards, guidance, and tools to manage:
  - Business risk (reputation, policy, financial, operational, compliance);
  - Ethical behaviour
  - “Whistle blowing” – Public Servant Protections Act
  - Fairness, transparency, accountability, and
  - Procurement disputes





# Office of the Chief Risk Officer

## Risk Management in PWGSC

- Key goal is to position risk management as a support to PWGSC governance and planning:
  - Address values as well as processes
  - Address both strategic and operational requirements
  - Consider risk from both internal and external perspectives
  - Provide both assurance and information
  - Respond to known risk and informing about emerging risk
  - Dealing with longer cycle and immediate, urgent threats (hot files)
  - Aligning risk management and prevention activities including quality assurance

9



# Office of the Chief Risk Officer

## Strengthening Accountability and Transparency

- PWGSC, one of the first departments to introduce an ethics program, has introduced a Ten Point Integrity Plan that sets out the Department's commitment to strengthen ethical practices. Ethics Officers are in every branch and region; linking accountability with integrity and performance pay and expanding ethics through the department.

For example:

- ethics training is mandatory for managers and employees in positions at risk
- The Statement of Values is being refocused to better reflect the principles and objectives of the business transformation agenda
- Codes of conduct are being developed for both employees and those who do business with PWGSC

10



# Office of the Chief Risk Officer

## Tools

### **Fairness Monitor**

- OCRO uses independent third-party fairness monitors to provide additional assurance that those procurements that meet defined criteria are conducted with integrity and accountability in a fair, open, transparent and compliant manner
- Since September 2005, OCRO has finalized and implemented a fairness monitoring policy framework and is currently managing approximately 10 fairness monitoring files.



# Office of the Chief Risk Officer

## Tools

### **Control and Risk Assessment**

- Finalizing a methodology for evaluating key compliance, operational, and financial controls for a transaction stream through self-assessment, statistically valid sample testing, and control analysis.
- The results will allow the Department to measure the extent of compliance, strength of its key internal controls, as well as determine where there are internal control weaknesses.

