

Social Sciences and Humanities Research Council of Canada

Modern Management Practices Assessment

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The following is an Introduction and Executive Summary of the Social Sciences and Humanities Research Council of Canada's Modern Management Practices Capacity Assessment. For a complete printed copy please contact:

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Modern Management Practices Assessment

Introduction and Executive Summary

Background

About Modern Comptrollership

Modern Comptrollership is a reform focused on the sound management of public resources and effective decision-making. It aims to provide managers with integrated financial and non-financial performance information, a sound approach to risk management, appropriate control systems, and a shared set of values and ethics.

Stemming from the 1997 *Report of the Independent Review Panel on Modernization of Comptrollership in the Government of Canada (Panel Report)* which set out a vision to modernize comptrollership across Government, the initiative is now part of the *Results for Canadians* framework and is being applied to all departments and agencies.

Traditional comptrollership focuses primarily on financial information. Modern comptrollership supports the effective stewardship of resources of all types throughout the federal government with greater attention to results for Canadians. It is about working smarter for better results: better informed decisions, better public policies and better service delivery. A major component of modern comptrollership is the recognition that program managers and corporate specialists need to work in partnership to replace complex rules and regulations which constrain flexibility, with simple, well-communicated and properly enforced principles and standards.

Modern comptrollership comprises seven elements:

- Strategic leadership
- Shared values and ethics
- A sound approach to risk management
- Motivated people
- Clear accountability
- Integrated financial and non-financial performance information
- Rigorous stewardship (appropriate control systems)

About the Capacity Assessment

The first step toward Modern Comptrollership is assessing the state of an organization's management practices against a common standard. For this purpose, federal departments and agencies, and consultants working for them, use a detailed self-assessment tool entitled: "Modern Comptrollership Capacity Assessment".

The Capacity Assessment for SSHRC was conducted by BDO Dunwoody & Associates Ltd. (BDO) and coordinated by the Integrated Management Practices (IMP) office within CASD shared by SSHRC and NSERC. The Capacity Assessment took place during the period of January to March 2003.

Following a review of SSHRC's organizational chart by BDO Dunwoody, and consultation with the IMP Office, it was concluded that the Capacity Assessment would be conducted through four individual interviews and one focus group.

Given the size and structure of SSHRC, all senior managers and directors participated in the Capacity Assessment. This was essential because the organization only has one senior specialist (at the director level) responsible for each corporate function (e.g. planning, finance, human resources, communications). In fact, the same person is sometimes responsible for several functions.

The use of the Capacity Check tool in the Capacity Assessment process is intended to:

- Assess the state of modern comptrollership practices within each organization against a common standard. Assess current management practices against recognized best practices and principles as outlined in the Report of the Independent Review Panel.
- Bring together all the elements of the management framework. The capacity check is intended to integrate the full range of capabilities necessary to implement modern comptrollership, including leadership, business planning, risk management, performance management, control systems, and accountability management.
- Compare against best practices. The capacity check is based on best practices of other leading organizations, and therefore provides an opportunity for organizations to assess where they stand relative to these best practices.
- Provide assurance to external clients/stakeholders of the soundness of comptrollership within the organization. The capacity check should help to clarify for external clients and stakeholders (e.g., central agencies, Parliamentarians) the management practices that are currently in place, and to provide some assurance that the overall management framework is in sound order.
- Be future oriented – it focuses on what capabilities must be in place in the future to respond to emerging client demands/changing environment.

Executive Summary

Key Themes:

The themes of the Modern Management Reform that are most relevant to SSHRC are those that are at the heart of its structures and mode of operation:

- close relationships with partners, stakeholders and clients;
- rigorous management of funds;
- innovative programs; and
- mobilization of knowledge.

Additional details on these themes can be found in subsequent sections of this report.

Starting with the composition of the governing Council and through a wide range of formal and informal mechanisms, SSHRC maintains close and frequent interactions with clients and partners. The nature of these interactions is also very diverse. It spans the

identification of strategic directions and priorities and the development of innovative funding mechanisms to the stewardship of funds, the assessment of client satisfaction and input into business process improvement.

Through peer review and comprehensive controls regarding ethics and the use of funds, the rigorous management of its budget is also a characteristic of SSHRC that relates to several elements of modern management.

The current challenges faced by SSHRC require it to assume a leadership role to ensure that Canada reaps optimal benefits from its investment in the development of knowledge and skills in the social sciences and humanities.

This requires innovative programs and tools that keep up with changes in university structures (interdisciplinary programs, centres and institutes) and in the way research is performed (in teams, with increased use of technology) as well as partnerships and incentives to ensure that new knowledge is useful and accessible to people who need it and can be transformed into understanding and action.

Opportunities

This section highlights four areas for improvement that were noted under many elements of this modern management Capacity Assessment. Subsequent sections of this report provide more information on these opportunities.

The first concerns the integration of the strategic planning, business planning and resource allocation process. At the moment, priority setting and program allocations are performed by Council. Business planning and the management of the operating budget are performed by the Management Committee. The link between these needs to be strengthened and both must be broadened to a multi-year horizon. As well, the increased capability in corporate performance evaluation and audit should become a key tool for decision-making.

Two of the areas where improvement opportunities have been identified would benefit SSHRC's human resources. The first one is training; particularly training in modern management competencies as well as mentoring of new staff on values and ethics. The second is related to addressing areas of vulnerability such as the high workload, staff retention and succession planning.

Finally, knowledge management and knowledge mobilization, are recurring themes in the opportunities for improvement. These relate to improving access to, and use of, the knowledge generated through SSHRC-funded research as well as enhancing the sharing of knowledge, experience and best practices within SSHRC.

Summary of Management Capacity Self Assessment

	1	2	3	4	5	Rating
Strategic Leadership						
1 Leadership commitment		■	■			2.50
2 Managerial commitment		■	■			2.75
3 Senior Departmental Functional Authorities			■	■		3.75
4 Planning	■	■				2.00
5 Resource Management			■	■		3.25
6 Management of partnerships			■	■		3.50
7 Client relationship management				■	■	4.25
Shared Values & Ethics						
8 Values and ethics framework			■	■		3.75
Mature Risk Management						
9 Integrated risk management		■	■			2.50
10 Integrated management control framework			■	■		3.75
Motivated People						
11 Modern management practices competencies		■	■			2.25
12 Employee satisfaction			■	■		3.25
13 Enabling work environment			■	■		3.00
14 Sustainable workforce			■	■		3.00
15 Valuing people's contributions			■	■		3.50
Clear Accountability						
16 Clarity of responsibilities and organization		■	■			2.75
17 Performance agreements and evaluation			■	■		3.00
18 Specialist support				■	■	4.25
19 External reporting				■	■	3.75
Integrated Performance Information						
20 Integrated departmental performance reporting		■	■			2.75
21 Operating information			■	■		3.50
22 Measuring client satisfaction			■	■		3.25
23 Service standards			■	■		3.00
24 Evaluative information			■	■		3.75
25 Financial information			■	■		3.75
26 Cost management information			■	■		3.50
Rigorous Stewardship						
27 Business process improvement			■	■		3.25
28 Management tools and techniques	■	■				2.00
29 Knowledge management		■	■			2.75
30 Accounting practices				■	■	4.25
31 Management of assets				■	■	3.75
32 Internal Audit		■	■			2.75
33 External Audit			■	■		3.75

Summary of Strengths and Opportunities

Strategic Leadership

Context for SSHRC

The role of the governing Council, which acts as the board of directors, is central to understanding strategic leadership at SSHRC. The 22 Council members are appointed by the Governor-in-Council to represent the interests of the academic, public and private sectors in all regions of Canada. The governing Council determines program priorities, budget allocations, and initiatives, and monitors their implementation. Six Council committees help chart SSHRC's direction and ensure that SSHRC's grants and fellowships programs meet the needs of Canadians: the Executive Committee, the Audit Committee, the Research Support Committee, the Fellowships and Career Development Committee, the Performance and Evaluation Committee and the Ethics and Integrity Committee.

Two features of SSHRC are also particularly important to note at the outset because they affect many of the themes discussed in the Capacity Assessment. The first is peer-review. The practice of basing all decisions regarding the awarding of grants and scholarships on the results of a thorough assessment of detailed proposals, by experts in the field, is fundamental to SSHRC's values, risk management, stewardship, accountability and performance reporting.

The second feature is the long history of maintaining very strong ties with clients and partners. The participation of clients, partners and stakeholders is embedded in SSHRC's structures and processes. From the composition of the Council, the standing committees and the peer review committees, to the role of universities in the management of awards and control systems, partners and clients are an integral part of strategic planning, resource allocation, process improvement and performance monitoring.

In recent years at SSHRC, many initiatives and priorities have been in line with the concepts of modern management. These have not, however, been focused around the government's modern comptrollership (MC) agenda and have not utilized the language of the MC reform. Examples include the development of new partnerships, the creation of the knowledge mobilization group, the creation of a Performance and Evaluation Committee and the increased emphasis on performance assessment and reporting. Significant effort and resources have been committed to these initiatives.

In terms of strategic leadership, SSHRC must make sure that its activities provide the right incentives for researchers and students in the social sciences and humanities. The funding models and programs that SSHRC uses to support research and training must meet their needs and must foster the development of abilities that go beyond the capacity to do research (e.g. the ability to communicate the results of research). Canada is currently third in the world in the number of research publications in the social sciences¹; this strength must be maintained.

SSHRC's clients also expect it to play a leadership role in ensuring that the government understands their role, their needs, the challenges they face and how they contribute to Canada's future.

Strengths

The strengths of SSHRC under this theme are:

- the management of relationships with clients and partners; and
- the support from senior functional authorities.

Relationships with clients are embedded in all aspects of SSHRC's processes and everyone is involved in them on a daily basis. SSHRC's programs can only be delivered through the close partnership between SSHRC and Canadian universities. The participation of client and partner researchers in the peer review of applications is the lifeline of the organization. Interaction with university administrators and researchers are frequent. They range from informal dialogue to resolve specific cases to formal meetings with associations, personnel exchanges and on-site visits organized to gather input on needs and priorities, obtain feedback on program delivery or monitor awards and the effectiveness of control systems.

The creation of CASD has had many benefits for both SSHRC and NSERC. The harmonization of processes and procedures and the sharing of best practices have had important benefits for the Councils and their clients.

Senior managers in Finance, Human Resources, Public Affairs, etc... are part of the Management Committee and have a strong influence on decision-making and on the establishment of priorities and policies. A large number of major projects are led by senior staff in these divisions. The development of a Memorandum of Understanding (MOU) between SSHRC, NSERC, CIHR and Canadian universities was co-led for SSHRC by the Executive Vice-President and involved senior staff in various divisions. This MOU governs several aspects of the partnership between the granting agencies and universities for the management of grants: financial management, ethics review of research involving Humans, integrity in research, etc... Similarly, the Human Resources division is leading a Classification Reform project that will result in the conversion of all positions to a new job classification system that will comply with the requirements of the Human Rights Commission.

Opportunities

A recurring opportunity for improvement under this theme is to formalize and integrate strategic planning, business planning and resource allocation. This is particularly important in the planning of new initiatives to ensure that all relevant considerations and impacts are taken into account. It is also important in the context of managing growth. Such an integrated process would include the involvement of specialists in all aspects of the planning.

SSHRC's Employer of Choice strategy has included an increased emphasis on training. The training of managers in the various concepts of modern management (leadership, people management, risk management, performance measures, stewardship, etc...) should be part of the training strategy.

Shared Values and Ethics

Context for SSHRC

Values and ethics are important components of SSHRC's business at three levels:

- 1) Clear rules are needed to ensure ethics and integrity in the conduct of research supported by SSHRC. These govern, for example, the use of human subjects in research. SSHRC also has clear processes to identify and deal with possible breaches of integrity or conflicts of interest in research.
- 2) The processes for peer reviewing applications and making award recommendations must be free of conflict of interest, or perceptions of conflict of interest, on the part of all those involved in these processes. Recommendations must also be made in the absence of bias, discrimination or the infringement of the Official Languages Act or the Human Rights Act.
- 3) As stewards of the processes for selecting and monitoring awards, staff must themselves be very aware and knowledgeable about values and ethics and exemplify these in their work and in their interactions with clients and partners.

Strengths

On the first front, clear rules and controls are embedded in SSHRC's processes. Certifications must be in place regarding the approval of research protocols that involve the use of human subjects before funds are disbursed. The Corporate Secretariat manages a formal process to investigate possible breaches of integrity which are brought to SSHRC's attention. The creation of the Secretariat on Research Ethics (a tri-agency group serving SSHRC, NSERC and CIHR) ensures that the SSHRC remains at the forefront of policy development in the area of ethics in research involving human subjects.

Anyone who becomes a member of the governing Council or of a standing committee of SSHRC or who participates in the peer review of applications is made aware of SSHRC's conflict of interest guidelines and ethics guidelines; he/she must agree, in writing, to comply with these guidelines. Program officers and other staff are trained on these rules and guidelines and have a clear role in ensuring that they are respected. There is also a formal process in place to ensure that staff comply with conflict of interest guidelines.

Through a joint consultative committee, SSHRC maintains close links with the representatives of its employees' union; this group has a strong role in helping to build shared values and ethics throughout the organization. Staff at all levels are involved in the development of many human resource policies.

Opportunities

The strong tradition of shared values and ethics must be maintained at SSHRC. This can be done through training and mentorship of staff, especially new staff. To support this process, SSHRC could develop a values and ethics framework that could be based on the principles already defined for SSHRC and that would incorporate the values framework put forward in *Results for Canadians*.

Mature Risk Management

Context for SSHRC

For the main aspects of SSHRC's business i.e. the awarding of grants and scholarships, risks are mitigated in two ways. First, the peer review process ensures that only excellent research which has been thoroughly scrutinized for the validity of its approach or methodology, is supported. Second, funds are disbursed to, and managed by, Canadian universities, under strict rules and controls regarding their use. The funds are used to support research and research training and help to pay students and research assistants, to conduct surveys, perform data analysis and archival searches, to attend conferences, etc...

While the outcomes of research are inherently uncertain, SSHRC's goals to build research capacity and train highly qualified people are attained when people **do** research; they are not significantly affected if, on occasion, a research project is not successful. In fact, in the context of peer review, mature risk management means that projects that present a higher element of uncertainty must not be denied funding if they are considered meritorious.

For SSHRC, the most significant risks have to do with not having the right programs, not being able to support important research, not finding the right partnerships and not convincing stakeholders of the value of research in the social sciences and humanities. These issues could have the most significant negative consequences on the ability of SSHRC to achieve its goals.

Internally, there are risks associated with not managing human resources well. Responsible risk taking must be encouraged. Managers must champion change and be supported in that process.

SSHRC has few material assets (mainly furniture and informatics equipment) and is therefore not at risk on that front. There are some risks to security; on a few occasions, staff have been threatened by researchers angry about having been unsuccessful in obtaining grants.

Strengths

Robust controls (financial and non-financial) are built into SSHRC's systems and processes. These are monitored regularly and modified as needed.

Mitigating measures and procedures are in place to address major risks.

Opportunities

There are opportunities to improve planning for the Grants and Scholarships budget through the development of more advanced tools to track and forecast future commitments.

A more formal approach to risk management should be incorporated in the Electronic Service Delivery (ESD) project; contingencies must be in place to ensure the continuity of business processes when important changes are introduced.

Finally, SSHRC should continue to develop a plan to address staff retention and succession.

Motivated People

Context for SSHRC

Motivated people are crucial to the ability of SSHRC to achieve its mandate.

The university faculty members and students whom SSHRC supports must be motivated and have incentives to perform research. A major challenge for the coming years will be to support the research efforts of the large number of new faculty members who will be hired in Canadian universities. As well, the research community must become more proactive in ensuring that the outcomes of research are known and used.

The current climate is good. Recent budget increases and other signs that the value of research in the social sciences and humanities is understood have greatly contributed to a favourable environment in which to enact change.

Internally, SSHRC is a small organization with 160 employees. A survey conducted in 2001 showed that employees have a strong sense of contributing to the success and goals of SSHRC and of their efforts being valued. Staff is enthusiastic and dealing well with challenges; workload remains a continuing and significant issue. SSHRC is a separate employer and employees are unionized. There is a Joint Union – Management Committee that meets regularly. Currently, relations are positive.

The challenge for SSHRC is to achieve an appropriate balance between innovation and administrative diligence, between championing change and ensuring stability in the research environment and in essential business processes.

Strengths

The strengths under this theme are:

- the importance accorded to employee satisfaction; and
- the consideration given to valuing people's contributions.

Employee satisfaction is a key consideration and is monitored through various formal and informal means. A formal survey of employees was carried out in 2001. Steps were taken to address the issues identified. Another survey is planned.

There is a high level of pride, commitment and sense of purpose among staff. Staff regularly receive praise from clients, partners, etc... Participation in decision-making, innovation and responsible risk taking are encouraged.

Opportunities

The need for more sharing of information, knowledge, best practices and lessons learned, throughout the organization, is a recurring theme. SSHRC should also take further steps to address vulnerabilities related to workload, the training of new staff and succession planning.

Clear Accountability

Context for SSHRC

The small size of the organization means that people have clear roles and responsibilities and there is little overlap especially between program managers and functional specialists. People in all parts of the organization know each other and work closely together. Functional specialists must be knowledgeable about the whole range of issues within their function. Managers are often called upon to participate in specialized projects and must therefore develop a basic knowledge of every function in the organization.

Significant growth in recent years has meant that policy development and knowledge management have become somewhat decentralized; this is leading to an increased need to ensure good communications.

Managers are responsible for a portion of the operating funds and must account for variances in their budget. Program managers are also responsible for the management of a portion of the Grants and Scholarships budget. Managers are evaluated on operating deliverables as well as key objectives.

External reporting is a priority for senior management and increased resources have been devoted in recent years to strengthening the way research in the social sciences and humanities is perceived by stakeholders and decision-makers. Efforts have focused on developing stronger measures for evaluating and reporting the outcomes and impacts of research and training supported by SSHRC as well as on communicating better what researchers do and how they build understanding in areas that people care about.

Strengths

The support of specialists is a strength and the organization makes good use of the knowledge and advice of its functional experts. They play important strategic roles in priority initiatives and lead many changes and organizational innovations. While the small size of the organization means that specialists must actually be generalists within their field of expertise, their knowledge is up to date and they also they also have a good understanding of SSHRC's operations.

External reporting is also a strength. The format of various reports has been very well received by Central Agencies and stakeholders. Senior management is actively involved in the preparation of reports to both Parliament and to the research community.

Opportunities

There are opportunities to streamline processes and to focus decision-making by clarifying the roles of staff and committees in SSHRC's governance structure.

The need to better integrate strategic planning, business planning and resource allocation was identified earlier. The development of workplans should also be integrated in this process. A more formal approach to tracking objectives and making adjustments in workplans and deliverables, through the year, could also be adopted.

Finally, SSHRC must continue its efforts to ensure a better understanding of the results and outcomes of research and to improve public access to information on its awards.

Integrated Performance Information

Context for SSHRC

Despite the inherent difficulties associated with measuring the performance of research support activities, SSHRC has developed an integrated chart of strategic outcomes under which information will be tracked over time.

The expenditures and the use of funds for specific research projects or programs are monitored annually. For large projects or awards, progress is monitored periodically. If problems are encountered, staff work with grantees to put things back on track. Funds can be held back or frozen if matters are not resolved.

SSHRC's Awards Management Information System (AMIS) is well integrated and linked to the financial systems. It allows for the monitoring of various aspects of program demand and application results which are then used to make decisions on program budgets for example. AMIS also allows for integrated reporting of applications and awards across all programs.

Service level arrangements mostly take the form of clear and well disseminated information on programs, eligibility and application requirements, selection criteria and the timing and format of decisions. These were developed with input from clients.

Information on staff responsibilities is available on the web and there is a help line for those using on-line services.

Internally, service standards are in place for such things as informatics user services. Standard reports on operating information are in place and are used to monitor processes e.g. referee response. The structure of accounts is such that cost or expenditure information can be obtained by activity and can be rolled up to the corporate level.

Strengths

Strengths under this time are:

- Evaluative information
- Financial information

Program evaluation activities are under the stewardship of the Performance and Evaluation Committee. This is a standing committee reporting to the governing Council; it is composed of evaluation experts, clients and stakeholders. The methods used in program evaluation are up to date and the findings are used for decision making. For example, the results of recent program evaluations have been used to make important changes in the orientation of the programs and in delivery processes.

At the level of each award, evaluative information is collected through a standard form – the final productivity report. Information can be rolled up to obtain an agglomerated picture of the results and outcomes of projects.

SSHRC has on-line, real time systems that track financial information for both the grants and scholarship budget and the operating budget. The information is accurate. Managers are accountable for their budgets.

Opportunities

Currently, information on client satisfaction is collected on an on-going basis through a variety of means. SSHRC commissioned a report of its client satisfaction processes last year and should follow up on the recommendations therein. For example, some information on client satisfaction could be sought as part of the application forms. This would lead to information that could be analyzed and tracked over time.

As an integrative measure that would have impact on planning, resource management, accountability and the measurement of performance, SSHRC should undertake an A - Base review of its operating budget. This would lead to a better understanding of the current cost structure and its links to strategic priorities and business processes.

Rigorous Stewardship

Context for SSHRC

The governing Council plays a fundamental role in the stewardship of SSHRC's activities and resources. Programs, policies and business processes are re-visited regularly by the Council and its standing committees who have full authority to make decisions over these matters. The stewardship context for SSHRC is one where the right balance must be achieved between the rigor and diligence needed for allocating funds and accounting for them, and the innovation and risk taking that must take place to ensure that SSHRC has the right programs and partnerships to serve its researcher community and to exercise leadership in promoting new research modes and knowledge dissemination.

For the former, clear processes and controls are in place to ensure that research is conducted within all applicable rules (ethics, integrity, etc...) and that funds are used for the purposes intended. For the latter, innovation in the design of programs, flexibility in their management and leadership in knowledge mobilization are essential.

SSHRC operates its programs within clear and formally documented frameworks that are well known and understood by clients and staff. There are formal processes for regularly obtaining input from clients and peer review committees on business process improvement.

Internally, SSHRC has responded to all recent changes and requirements in this area (FIS, GAAP, lifecycle asset management, internal audit, RMAFs, etc...)

Strengths

Business processes for program delivery are well documented and continuously revised. Extensive analysis is carried out to monitor trends in program demand and results and trends in the research environment that are relevant to SSHRC (e.g. student enrolments).

The format of SSHRC's financial statements under FIS and the implementation of FIS and GAAP at SSHRC have been praised by the Treasury Board and cited as Best Practices.

Although the SSHRC has few assets, a lifecycle approach is used, asset planning is closely integrated with business planning and growth, and internal clients are satisfied with the services provided.

Annual financial audits are conducted yearly by the OAG. No major issues have been identified in recent years. SSHRC has an Audit Committee and a Performance and Evaluation Committee. Both are chaired by a member of Council. Significant new resources are being devoted to the creation of a new Corporate Performance Evaluation and Audit division.

Opportunities

The main opportunities in this area relate to knowledge management, enhanced sharing of knowledge and increased use of tools and technology for program delivery and management .

SSHRC has recently initiated an important effort in the area of knowledge mobilization. The goals are to build new tools and methods to facilitate the exchange of information among researchers and to facilitate the use of the knowledge generated through research. The knowledge mobilization initiative should include an internal component to ensure that the valuable knowledge that staff has developed of the Canadian research community is effectively integrated into the effort. Improvements can also be made to sharing best practices and experiences across divisions and with new staff. Finally, SSHRC should continue to explore the use of new technologies and tools to support decision-making, service delivery and performance evaluation.

List of Interviewees Focus Groups and Validation Meeting Participants

Interviewees

Marc Renaud, President

Janet Halliwell, Executive Vice-President

Ned Ellis, Vice-President, Programs Branch

Michel Cavallin, Director General, Common Administrative Services Directorate

Focus Group Participants

Denis Croux, Director, Canada Research Chairs

Patricia Dunne, Director, Fellowships and Institutional Grants

Daniel Gosselin, Director, Finance

Dominique LaCasse, Director, Public Affairs

France Landriault, Director, Policy, Planning and International Collaboration

Kalvin Mercer, Director, Information Systems

Yves Mougeot, Research and Dissemination Grants Programs

Carole Ann Murphy, Director, INE Secretariat

Daryl Rock, Director, Strategic Programs and Joint Initiatives

Shirley Squires, Director, Human Resources

Pamela Wiggin, Vice-President, Knowledge Products and Mobilization

Validation Meeting Participants

Jean Bourdeau, Senior Human Resources Consultant

Michel Cavallin, Director General, Common Administrative Services Directorate

Ned Ellis, Vice-President, Programs Branch

Patricia Dunne, Director, Fellowships and Institutional Grants

Janet Halliwell, Executive Vice-President

France Landriault, Director, Policy, Planning and International Collaboration

Daryl Rock, Director, Strategic Programs and Joint Initiatives

List of Acronyms

AMIS	Awards Management Information System
BDO	BDO Dunwoody & Associates Ltd.
CASD	Common Administrative Services Directorate
CIHR	Canadian Institutes of Health Research
ESD	Electronic Service Delivery
FIS	Financial Information Strategy
GAAP	Generally Accepted Accounting Principles
IMP	Integrated Management Practices
MC	Modern Comptrollership
MOU	Memorandum of Understanding
NSERC	Natural Sciences and Engineering Research Council
OAG	Office of the Auditor General of Canada
RMAF	Results-Based Management and Accountability Framework
SSHRC	Social Sciences and Humanities Research Council of Canada