

# Management Accountability Framework Portal

Simplified Report: National Defence

Rating change  
since previous  
year



## National Defence

### 4. Effectiveness of Extra-organizational Contribution

Attention  
Required

Opportunity for  
Improvement

Acceptable Strong

#### Highlights

##### **Horizontal Policy/Program Engagement:**

Organization has demonstrated that it effectively manages or participates in the horizontal policy and program initiatives it has submitted for review.

Individual horizontal policy or program initiatives are assessed with outcomes, roles and accountabilities that are clearly defined (e.g., project charters) but with a limited view of their collective impact on organizational capacity and priorities.

##### **Horizontal Service Engagement:**

Organization has demonstrated that it effectively manages or participates in the horizontal service delivery initiatives it has submitted for review.

**Portfolio Coordination:** Department's portfolio coordination is effective.

Dedicated central portfolio affairs office provides on-going, proactive support.

Adequate attention paid to developing coherent policy or program approaches across the portfolio.

The Department of National Defense (DND) was assessed on five (5) horizontal initiatives in which they are participating.

#### Opportunities

Complete the FSCAP Management Accountability Framework and Guidance Manual in order to enhance management and governance oversight and coordination for this initiative.

Develop a stronger corporate understanding of the collective impacts of all horizontal initiatives on the organization. Put into place a strategic approach to managing horizontal involvements on a collective basis.

The Department has undertaken a number of measures to

respond to portfolio coordination concerns raised in last year's assessment. Most notably, DND has established an assigned portfolio coordination mechanism and is currently in the process of instituting a Portfolio Council (to promote the discussion of areas of concern across portfolio partners).

Continue to look for ways to support portfolio communications at the deputy head level.

## Recommendations