

Ethics Leadership: What's Expected

Presentation to EPAC Workshop by
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An auditor's perspective

- * Most recent Auditor General audit - Conflict of Interest (Fall 2010) - series of performance audits and studies on values and ethics since 2000
- * Departments tend to have the required mechanisms in place
- * Abiding concerns about senior leadership

About the Authority Framework

- * Different federal regimes: Public Office Holders vs. Public Servants - including Crown corporations
- * Public Servants Disclosure Protection Act (PSDPA)
- * A new Values and Ethics Code - tied to PSDPA
- * New TB Policy on Conflict of Interest and Post-Employment - emphasis on role of Deputy Heads

Managing Values and Ethics

- * Values and Ethics: Enforceable or Aspirational?
- * Continual monitoring, periodic evaluation, and audit - challenges that bring us here to-day
- * Central agency response: the Management Accountability Framework
- * MAF: lines of enquiry & sources of evidence

Leadership

- * The issue: Need for effective senior leadership
- * How to measure - and thereby improve - leadership?
- * Structured interviews of designated senior officials
- * Bottom line: Developing strengths vs. determining culpability