



Administration and Management Standards Purpose and Major Concepts

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Administration and Management (for public agencies only) (CP-AM)

The agency achieves its vision, mission and strategic goals to assure appropriate use of public resources for the public good through sound administration and effective management. The agency's purpose is responsive to the needs of the communities and citizens it serves, and guides the administration and delivery of services. The agency head assures the development and deployment of a functional service delivery system in cooperation with agency staff, volunteers, community providers and partners, and other stakeholders. A sufficient number of high quality public and private providers meet the demand for services that match the needs of the defined service population. The agency effectively informs the public of its mission or purpose, and programmes and services, and remains informed about community needs and resources. Entities with an oversight role for the agency are sufficiently diverse in resources, capabilities, and perspectives and are well enough informed about current service delivery trends and issues, to constructively guide and support the achievement of the agency's mission, goals, and planning. The administrative team exercises leadership through a functional, effective operational structure. The agency head or designee(s) conducts long-term planning, develops and adopts policy, provides financial oversight, oversees the agency's operations and services, and enhances and promotes community-agency relationships.

Ethical Practice (CA-ETH)

The organisation earns and sustains the public trust through honest, truthful, and responsible transactions, partnerships, and relationships with individuals, communities, providers, businesses, donors, and government entities. Business is conducted and services are delivered in an open and transparent manner, and the organisation uses assets exclusively and effectively to serve the purpose for which it was created. A conflict of interest policy prevents the enrichment of insiders and other abuses. Fundraising by individual solicitation from the general public is conducted in an ethical, fiscally responsible manner. The organisation prohibits employment-related retaliation against employees and other affiliates who come forward with information about suspected misconduct or questionable practices; an appropriate and confidential channel is available for reporting such information. The organisation operates in an honest, ethical, objective manner, and decision-making is guided by professional responsibility as opposed to personal interest. Organisations that participate in or permit research involving service recipients establish the right to refuse to participate without penalty and guarantee participants confidentiality.

Financial Management (CA-FIN)

The organisation's financial accountability and viability are achieved through the application of sound financial management practices that accord with legal and regulatory requirements. The governing body, or a designated committee, bears financial responsibility for the budget, financial reviews, fiscal policy, and the executive director's management of fiscal affairs. An internal control

system includes mechanisms for the selection of an audit committee, reviews of audit reports by several persons, and protection of the integrity of the system. The governing body and management assess the organisation's financial capacity, risks, and resources needed to provide services. Stable, predictable sources of revenue are reviewed through diversification and balance in funding streams. Planning for the current fiscal cycle is organisation-wide and involves key stakeholders. The organisation is accountable to its governing body, to the community, and to regulatory bodies for the management of its finances. Positive financial outcomes are achieved through a management system that receives, disburses, and accounts for funds consistent with sound financial practices. Payroll practices comply with federal and state wage and hour laws.

Financial Management (for public agencies only) (CP-FIN)

Agency viability and positive financial outcomes are achieved through diligent application of sound financial management practices that accord with applicable legal and regulatory requirements.

The agency creates and implements an internal control system that includes mechanisms for senior management review and approval, management or review by more than one person, assurance that management directives are carried out and protection of the integrity of the system. The agency's management evaluates financial risks in relation to its financial capacities and the resources needed to provide services. Planning for the current fiscal cycle is agency-wide and involves key stakeholders. Positive financial outcomes are achieved through a financial management system that receives, disburses, and accounts for funds consistent with sound financial practices. Payroll practices comply with federal and provincial wage and hour laws.

Governance (CA-GOV)

Sound governance increases the organisation's viability and sustainability. The organisation is legally authorized to operate as a nonprofit organisation either incorporated in a state or run as a sub-unit of a religious body, a corporation sole, or a for profit organisation. The governing body is sufficiently active, capable, and diverse to guide, plan, and support the achievement of the organisation's mission and goals. That mission is responsive to the needs and aspirations of the community and guides the administration and delivery of services. The public is aware of the organisation's mission, and the organisation remains informed about community needs and strengths. The governing body exercises leadership with a functional, effective structure, through which it carries out distinct leadership responsibilities including policy-making, strategic planning, financial oversight, and the development of community relationships. When investing funds, the organisation has controls to insure the proper management of those investments through a committee set up by the governing body. The executive director effectively collaborates with the governing body, promotes a healthy organisational culture, and oversees and manages the organisation's operations.

Human Resources Management (CA-HR)

A stable, qualified workforce contributes effectively and efficiently to consumer satisfaction and positive service delivery. The organisation provides an equitable work environment that is supportive of organisational productivity, diversity, and stability. The organisation reassesses its workforce as part of annual planning and prepares for future needs. Recruitment and hiring plans are developed by the organisation to insure that enough qualified personnel are available to meet the demands for services. Policies are in place to insure the organisation enjoys a high level of employee satisfaction and retention. Human resources practices are equitable and consistently applied. The organisation holds personnel accountable for their work performance and maintains personnel records.

Performance and Quality Improvement (CA-PQI)

An organisation-wide Performance and Quality Improvement programme advances efficient, effective service delivery and achievement of strategic and programme goals. The organisation's

leadership promotes a culture that values service quality and ongoing efforts by the full organisation, its partners, and contractors to achieve strong performance, programme goals, and positive results for service recipients. The infrastructure that supports performance and quality improvement is sufficient to identify organisation-wide issues, implement solutions that improve overall efficiency, and promote accessible, effective services in all regions and sites. An inclusive approach to establishing performance goals, client outcomes, indicators, and sources of data insures broad based support for useful performance and outcomes measurement. A PQI plan describes how measurable data will be obtained and used on a regular basis, to further the monitoring of organisation performance. Reports, with findings based on improvement efforts, are issued periodically to personnel and stakeholders and provide information useful for improving programmes and practice. Staff and stakeholders receive information and support that increases their capacity to conduct, participate in, and sustain performance and quality improvement activities.

Risk Prevention and Management (CA-RPM)

Comprehensive, systematic, and effective risk prevention and management practices reduce the organisation's risk, loss, and liability exposure. The organisation possesses relevant licences and complies with applicable federal, state or provincial, and local laws and regulations. Potential loss and liability are identified and reduced through risk prevention activities and monitoring of potential sources of risk. Medication control and administration is safe and uniform. The organisation is adequately insured. The information management system has sufficient capability to support the organisation's operations, planning, and evaluation. Electronic and printed information is protected against intentional and unintentional destruction or modification and unauthorized disclosure and use. Case records contain sufficient and accurate information to identify the consumer, support decisions about interventions or services, and document the delivery of services. Service recipients or designated legal representatives can access their case records in a manner consistent with legal requirements. The organisation enters into contracts and service agreements with due regard for practices that promote efficient use of resources, and monitors and evaluates the quality of social and human services purchased from another organisation.