

CANADA BORDER SERVICES AGENCY DETAILED ACTION PLAN

to the recommendations of the *Audit of Preventing Corruption in Immigration and Border Services* of the Spring 2017 Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	<i>Indicator of Achievement</i> (For Committee Use Only)
3.68	<p>The Canada Border Services Agency (CBSA) should develop a monitoring strategy that specifies how the CBSA will systematically:</p> <ul style="list-style-type: none"> • Assess its corruption mitigation controls to ensure that they are applied appropriately and are achieving the intended results; and • Define superintendents' responsibilities to enable them to fulfill their control function at land border crossings. 	<p>Agreed. The Canada Border Services Agency (CBSA) will integrate the assessment of key controls on corruption into the Management Practices Assessment framework as well as into the Port Program Assessments. The Management Practices Assessment is a tool designed to support sustainable change by focusing on the overall management capabilities needed at the workplace to support current and future service requirements, expectations and priorities of the CBSA whereas the Port Program Assessments are used to assess and measure operational adherence to Agency priorities and high-risk areas of business at ports of entry (POE) nationally. The CBSA will also review and confirm that Regional Frontline Management profiles, responsibilities, and accountabilities are in place with regard to their control function and will add relevant questions to the Port Program Assessment exercise to ensure that Regional Frontline Management meets these responsibilities. These actions will be completed by July 2017.</p>	<p>The application and effectiveness of key detection controls are assessed on an ongoing basis as part of the Management Practices Assessment (MPA) and Port Program Assessment (PPA). The responsibilities of regional frontline management have been specified in human resources documents, and compliance with these responsibilities is assessed annually in the MPA.</p>	July 2017	<p>To assess controls to mitigate the risk of corruption to ensure that they are applied appropriately and are achieving the intended results, the CBSA will:</p> <p>1.1 Consult with Programs and Comptrollership Branches to confirm the list of controls that will form part of the Management Practices Assessment (MPA) and the Port Program Assessment (PPA) (e.g., shift briefings, Integrated Primary Inspection Lines (IPIL), Port of Entry Management System (POEMS)). (May 2017)</p> <p>1.2 Add guided questions to the MPA framework to assist with mitigating the risk of corruption and as a mechanism to measure if management practices are achieving intended results. (June 2017)</p> <p>1.3 Plan four consecutive PPA cycles over two years (two PPA cycles are done yearly as per PPA framework) for purposes of assessing compliance with management control policies. (June 2017)</p> <p>In order to define Regional Frontline Management's responsibilities to enable them to fulfil their control function at land border crossings, the CBSA will:</p> <p>1.4 Review national Regional Frontline Management profiles, formal job responsibilities and generic Performance Management Agreement (PMA) accountabilities. Confirm that the appropriate responsibilities are in place (e.g., provide daily shift briefings, monitor BSO activities, monitor applicable reports and take action as required). (July 2017)</p>	<p>Caroline Xavier, Vice-President, Operations Branch 613-952-5269</p>	

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					1.5 Develop relevant local assessment criteria for the 1st PPA cycle (of four) to be conducted that will assess compliance with regard to Regional Frontline Management meeting these specific responsibilities. (July 2017)		
3.99	The Canada Border Services Agency should ensure that its land border crossing personnel complete mandatory training as required.	Agreed. The CBSA will continue to provide mandatory training and ensure that a communication plan is implemented and distributed to the CBSA Regions. Monitoring will also occur by annually reporting on training completion. These actions will be completed by June 2017.	Regional frontline staff will have been provided with communications on the need to complete mandatory training. Follow up on the completion of mandatory training will be integrated into assessments and reporting on an ongoing basis.	June 2017	<p>1.1 The Human Resources Branch will continue to provide mandatory and recommended training to border services officers and superintendents. (Ongoing completion)</p> <p>1.2 Implement a communication plan that will involve the following: 1.2.1 Note from the Vice President of the Operations Branch to the Regional Directors General giving direction to ensure mandatory training is completed. 1.2.2 Operational bulletin explaining the need to complete mandatory training. (May 2017)</p> <p>1.3 Follow-up with: 1.3.1 An annual training status report on training completion; 1.3.2 The addition of guided questions, regarding mandatory training, to the Management Practices Assessment framework; and 1.3.3 The inclusion of mandatory training questions as part of the PPA for four consecutive cycles over two years. (June 2017)</p>	<p>1.1 Jacqueline Rigg, Acting Vice-President, Human Resources Branch 613-948-3180</p> <p>1.2 Caroline Xavier, Vice-President, Operations Branch 613-952-5269</p> <p>1.3 Caroline Xavier, Vice-President, Operations Branch 613-952-5269 (Primary)</p> <p>Jacqueline Rigg, Acting Vice-President, Human Resources Branch 613-948-3180 (Secondary)</p>	