CANADA'S **NATURAL RESOURCES**
NOW AND FOR THE **FUTURE**
nrcan.gc.ca

Modern Management Practices at NRCan

Management Accountability Report
for 2003-2004
(formerly Modern Comptrollership Year-End Report)

November 2004

Natural Resources Canada

Ressources naturelles Canada

Canada

Table of Contents

Foreword

More and more there is a need for transparency to clarify responsibilities and accountability within the Government of Canada. The Treasury Board of Canada Secretariat (TBS) *Management Accountability Framework* (MAF) is a tool that allows deputy heads and other public service managers to ensure that their organizations are on the right course to sound management. The Framework will be used initially in several ways. First, it will be used as a basis for dialogue between TBS and deputy heads on the state of management practices in their organizations and on priorities for management improvement. Second, it will frame input from TBS into the Privy Council Office's process for assessing the performance of deputy heads in managing their departments and agencies. Third, it will help to frame assessments of the state of management in Departments and agencies within the five-year cycle of Expenditure and Management Reviews being undertaken by the Treasury Board of Canada Secretariat. More broadly, the Framework is meant to help integrate and streamline management reporting and information management, to provide a framework for dialogue on management results, and to integrate TBS management improvement initiatives and policies.

The MAF is also a means to build upon and sustain the momentum achieved through Modern Comptrollership. For this reason, NRCan has decided to move forward from its former Modern Comptrollership Report to incorporate the latest elements that form the MAF. This report lays out what has been accomplished in the past year as well as forecasting for the coming year using the elements of the MAF as a lens.

Over the past year there have been many improvements at NRCan in response to various federal drivers including the Public Service Employee Survey 2002, Modern Comptrollership, Service Improvement, Government on Line and the Public Service Modernization Act, and now the MAF. Although this report tries attempts to focus on overall departmental achievements, it also highlights the individual sector and branch progress. While the report may not reflect all of the improvements in management practices, it is very insightful. NRCan is well prepared to respond to ongoing TBS assessments of how the Department is managed and to demonstrate the NRCan value of continuous improvement.

The Conclusion highlights some of the key achievements in response to the Deputy Minister's Performance Agreement and points out areas where NRCan still has work to do. Overall, a lot of good things have been accomplished in fiscal year 2003-2004. Keep up the good work!

Richard S. Tobin, Ph.D
Assistant Deputy Minister
Corporate Services Sector

I   Introduction

From Modern Comptrollership to the Treasury Board Secretariat (TBS) Management Accountability Framework (MAF)

Natural Resources Canada (NRCan) is now entering the post Treasury Board-supported period of the modern comptrollership initiative. As a pilot department to this initiative, NRCan was given five years to begin implementing modern management practices. NRCan has been very successful at doing this and is now perceived as a leader in the Government of Canada on many levels: leadership, human resources, and finance, to name just a few. The Department has made significant progress, and believes it can make even more progress in the coming years. How, you might ask? Through the introduction of a new Treasury Board Secretariat (TBS) tool called the *Management Accountability Framework* (MAF).

What is the TBS Management Accountability Framework?

Throughout the late nineties and early 21st century, TBS launched many individual initiatives aimed at modernizing the public service and improving its management practices. However, there was no overall framework to guide this work. The Modern Comptrollership Directorate at TBS was tasked with developing a management framework intended to translate the vision of modern public service management, as established in *Results for Canadians*, into a set of management expectations. The result is the TBS Management Accountability Framework.

A key attribute of the framework is its simplicity. It consists of 10 essential elements of sound management, followed by a series of indicators and associated measures. On page 4 is a graphical representation of the Management Accountability Framework. Leadership is the overarching expectation of the framework because it creates the conditions of sound management. Leadership is exercised most effectively by ensuring that the 10 elements are all in place and working well together. The 10 expectations are interdependent, underlining the integrative nature of modern management. Values and ethics, for example, must be woven throughout each of the other nine elements. More information on the indicators and measures associated with the framework can be found on the TBS website at: http://publiservice.tbs-sct.gc.ca/maf-crg/maf-crg_e.asp.

Why is the MAF Important to NRCan Management and Employees?

For several years now the Government of Canada has been stressing the need for results-based management. Being emphasized is the need for accountability, openness and transparency in reporting of plans and performance in public fora. Recent events have further intensified the need to move toward more accountability to Parliament and Canadians. With the development of the TBS MAF, the Government and the senior management in the public service now have the tool to measure progress departments and agencies are making in improving service delivery to Canadians, and Deputy Ministers are being asked to report on the progress the departments are making in meeting the requirements of the MAF.
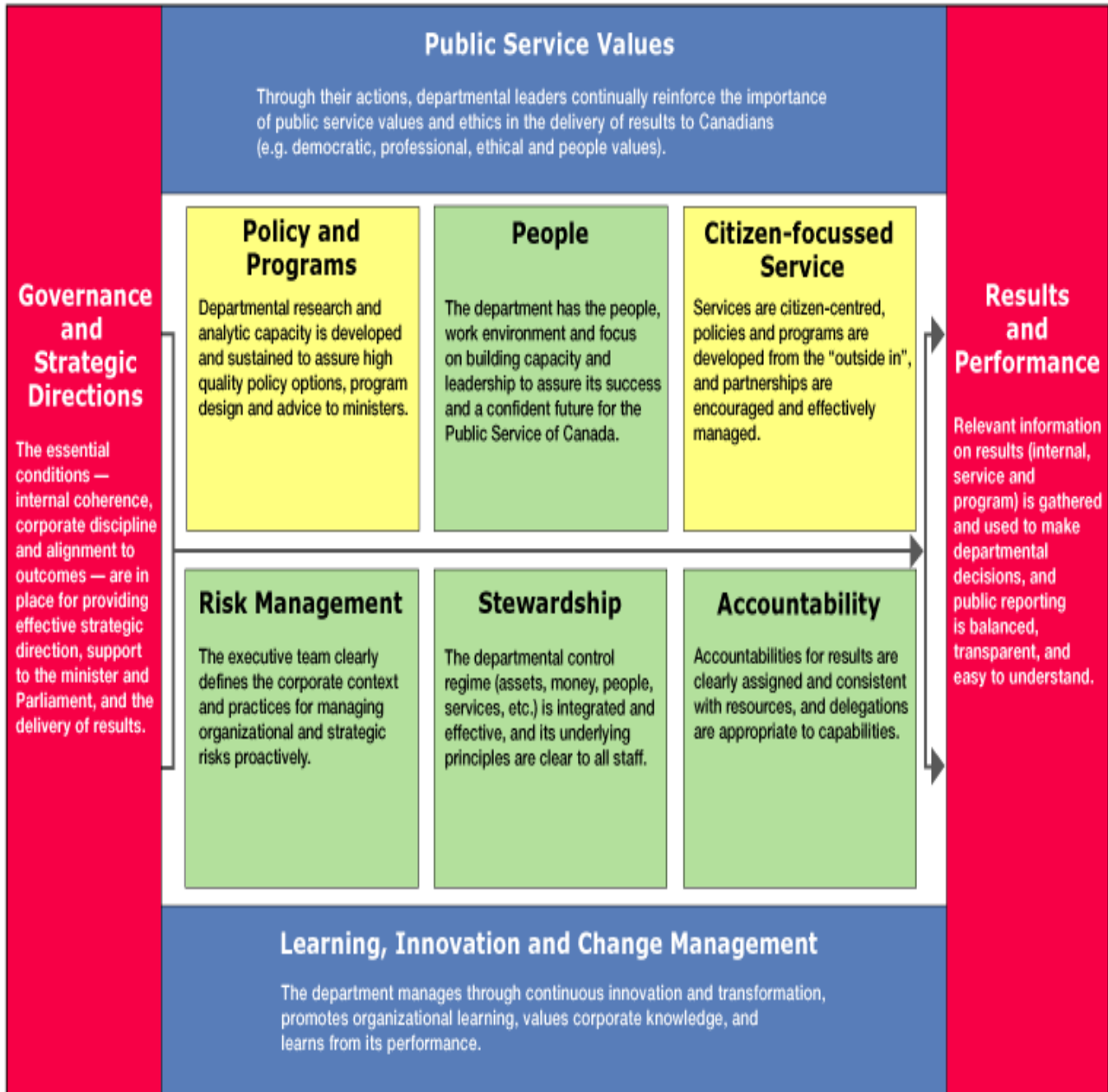
Where is NRCan in Modern Management?

NRCan is well positioned to meet the needs of the new TBS MAF as seven of the ten elements of the MAF are also found within the Modern Comptrollership initiative. Thus NRCan, as a pioneer in Modern Comptrollership, is well advanced in applying these elements. In addition, the Department has begun to improve the remaining three elements of governance and strategic direction; policy and programs; and learning, innovation and change management.

Organization of Report

Similar to the reports in previous years, this report is divided into two main parts; accomplishments for 2003-04 and plans for 2004-05. The major difference is that under Modern Comptrollership, each part was organized by theme while this report looks at accomplishments and plans using the ten elements of the MAF.

Annex 1 provides a breakdown of the planned versus actual expenses for 2003-04, and Annex 2 outlines planned expenditures for 2004-05. Lastly, Annex 3 provides departmental contacts and related web addresses.

GRAPHIC REPRESENTATION OF THE
TBS MANAGEMENT ACCOUNTABILITY FRAMEWORK

Public Service Values

Through their actions, departmental leaders continually reinforce the importance of public service values and ethics in the delivery of results to Canadians (e.g. democratic, professional, ethical and people values).

Governance and Strategic Directions

The essential conditions — internal coherence, corporate discipline and alignment to outcomes — are in place for providing effective strategic direction, support to the minister and Parliament, and the delivery of results.

Policy and Programs

Departmental research and analytic capacity is developed and sustained to assure high quality policy options, program design and advice to ministers.

People

The department has the people, work environment and focus on building capacity and leadership to assure its success and a confident future for the Public Service of Canada.

Citizen-focussed Service

Services are citizen-centred, policies and programs are developed from the "outside in", and partnerships are encouraged and effectively managed.

Risk Management

The executive team clearly defines the corporate context and practices for managing organizational and strategic risks proactively.

Stewardship

The departmental control regime (assets, money, people, services, etc.) is integrated and effective, and its underlying principles are clear to all staff.

Accountability

Accountabilities for results are clearly assigned and consistent with resources, and delegations are appropriate to capabilities.

Results and Performance

Relevant information on results (internal, service and program) is gathered and used to make departmental decisions, and public reporting is balanced, transparent, and easy to understand.

Learning, Innovation and Change Management

The department manages through continuous innovation and transformation, promotes organizational learning, values corporate knowledge, and learns from its performance.

II   Accomplishments

The *Accomplishments* part of this document provides insight into many of the initiatives NRCan has addressed over the past year. Formerly known as the Modern Comptrollership Report, the format of this report has been changed slightly to accommodate all the elements of the Treasury Board Secretariat (TBS) Management Accountability Framework (MAF).

Each element is listed along with examples of TBS indicators that could be used to demonstrate improvements in our management practices in each particular area.

Governance and Strategic Directions

Desired MAF End State

The essential conditions - internal coherence, corporate discipline and alignment to outcomes - are in place for providing effective strategic direction, support to the Minister and Parliament, and the delivery of results.

MAF Indicators of Progress

- Support to the Minister, Cabinet and Parliament;
- Management framework aligned to strategic outcomes
- The right executive team
- Results-focused corporate priorities
- Strategic resource allocation/reallocation based on performance
- Integrated agenda for management excellence
- Horizontal collaboration
- Environmental scanning

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Governance and Strategic Directions Element	
Integrated Management Agenda - Priority Setting Model • Instruction manual to be finalized by end of the second quarter.	• Completed summer 2003

4

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Governance and Strategic Directions Element	
Fulfilling our environmental responsibilities	NRCan conducted a gap analysis of its environmental management system and developed new procedures relating to the revised *Canadian Environmental Assessment Act* with a view to modifying its environmental policy; expectations were not fully met due to a shortage of qualified personnel. In keeping with the requirements of the TBS *Policy on the Management of Contaminated Sites*, NRCan completed the assessment of 89% of its custodial properties in fiscal year 2003-04. Estimation of liabilities as per the TBS *Policy on Costs and Liabilities Related to Contaminated Sites* was completed for 66% of the custodial properties.
Business planning and priority setting	• Departmental priority setting and the development of more effective horizontal management was initiated during retreats held by DMC. • Minerals and Metals Sector (MMS) Business Plan for 2004-2006 was prepared and then launched at a session held in Camsell Hall in March 2004. The business plan aligned the Sector's vision, priorities, activities, measures of success, responsibilities and deadlines. MMS also aligned the three key components of its planning and accountability process (i.e., business plans, executive performance agreements and individual work plans) • MMS held its annual managers conference which provided an opportunity to strengthen horizontal relationships across the Sector both explicitly, through conference topics, and implicitly through networking and allowed managers to: - better understand the changing political landscape and likely priorities of the new government; - discuss how MMS can optimize its contribution to the new priorities; - hear from the ADM, MMS on how he foresees the Sector evolving in the near future; and - provide feedback to the ADM on management issues. • ESS published the 2004 update and progress report to the ESS business plan 2002-2005. The update provides current information about the Sector programs and activities, including progress against planned outcomes. • After much discussion and consultation, CFS produced its Strategic Plan 2003-2008 *Shaping the Future,* that articulates its vision of harnessing science and policies for the benefit of the forest and Canadians and gave the organization 6 strategic directions to realize that vision.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Governance and Strategic Directions Element	
Measures to strengthen policy advice and development	• DMC provided guidance on strengthening policy advice and capacity throughout regularly-held meetings. • In order to strengthen our capacities in relation to energy, the Energy Sector was split into two sectors in March 2004: the Energy Policy Sector (EPS) and the Energy Technology and Programs Sector (ETPS). • MMS re-organized its policy branches to address the Sector's deficit, focus activities, deliver on priorities and strengthen management.
Focusing Federal/Provincial/Territorial S&T priorities and collaboration	• Surveyed and analysed jurisdictional Forest S&T priorities and working with government partners established a ranking of priorities and a work plan to deliver. • Developed thematic workshop on Science-Policy specific to the Canadian Forest Service and engaged jurisdictions in best practices and future work plan.
Conduct Management Self-Assessments • CANMET Energy Technology Centre (CETC) Ottawa will conduct an assessment against the NQI PEP criteria in early 2004	• CANMET Energy Technology Centre (CETC) - Ottawa is developing an integrated management system (to be assessed early in 2005.)
NRCan Shared Services • Summer 2003 - consultants conduct research • Fall 2003 - analysis and reporting of governance options • December 2003 - final recommendations • January to March 2004 - decision on preferred options and next steps • April 2004 - implementation • All Sectors will participate in this study	• October 22, 2003 – Deloitte Consulting delivered a preliminary report to the Departmental Management Committee (DMC) • November 17, 2003 – The "As Is" report was delivered and accepted by DMC • January 12, 2004 – DMC decide to proceed with a Shared Services approach and to create a Shared Services Office (SSO) • February 5, 2004 – DMC established an Implementation Committee on Shared Services as well as Task Forces on Information Technology and Finance and Procurement. • The Task Force work plans were approved March 12, 2004.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Governance and Strategic Directions Element	
Regional Councils - horizontal collaboration NRCan Regional Councils help to facilitate information exchanges and cooperation between the regions and Ottawa on regional issues and priorities and interaction and exchanges with Federal councils.	A key NRCan role in Regional Councils is leadership in science. Through the efforts of NRCan representatives, science and policy sub-committees were established in regions in order to develop horizontal approaches to cross-cutting issues, such as climate change (i.e. Great Lakes Basin Ecosystem) and water, as well as to develop a unified approach to the policy and management of government science. NRCan has also provided its technical expertise in dealing with natural resource issues, such as off-shore oil and gas development, sustainable resource development, Mountain Pine Beetle, invasive species and data standards and protocols. Councils have also been proactive in dealing with internal governmental issues, such as wellness, safety, official languages, and training. Outreach initiatives have addressed such areas as native awareness training, the effects of an aging Quebec population, and security issues around 9/11/01. Councils have been active in youth programs, such as Youth Science Forum, and Réseau des jeunes fonctionnaires fédéraux du Québec.

Public Service Values

Desired MAF End State

Through their actions, departmental leaders continually reinforce the importance of public service values and ethics in the delivery of results to Canadians (e.g. democratic, professional, ethical and people values).

MAF Indicators of Progress

- Exemplary conduct
- Public service values tailored to realities/culture of department
- Values-based management practices

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Public Service Values Element	
Values-Based Staffing Workshop - ongoing	NRCan developed a Values-Based Staffing comprehensive two-day workshop for managers or individuals that covered the selection phase of the staffing process. Focus was on the essentials from the development of selection criteria through to developing interview assessment methods to help select the right person to meet business needs. Throughout the session, special emphasis was given to a values approach to selection as well as consideration of Official Languages, Employment Equity and the "duty to accommodate". Issues concerning privacy and the Canadian Charter of Rights were also integrated.
NRCan Values Statement Revised NRCan values statement to be launched during National Public Service Week	Values statement launched in June 2003 during National Public Service Week and distributed NCR and regional offices.
Values and Ethics Framework Framework to be put on website and distributed in the fall following release of the new TBS Values and Ethics Code for the Public Service	• Framework finalized and aligned for consistency with the TBS Values and Ethics Code for the Public Service and added to web site. Distribution started in the form of presentations. • The values framework presentation was delivered to the Energy Sector Executive Management Committee (ESEMC) to inform them about their responsibilities as managers. The Values and Ethics Managers' kit was also distributed.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Public Service Values Element	
Values and ethics awareness and training in Sectors	• MMS incorporated a module on values and ethics into its orientation program offered to all new employees and promoted a strong sector-wide dialogue on values and ethics among staff. • In total, 35% of MMS staff attended eight dialogue sessions on values and ethics.
Managers' Kit Kits to be distributed to Sectors	Kits containing information on: orientations, annual evaluations, decision making, and application at NRCan distributed to Sector representatives of the Values and Ethics Working Group, to Sector Management teams and at departmental orientation sessions.
TBS Values and Ethics Code for the Public Service Human Resources (HR) responsible for distribution of the Values and Ethics Code for the Public Service at NRCan. HR, Management Practices and Internal Disclosure offices will provide advice for implementation of the code.	• Code distributed to all employees and incorporated into packages for new employees. • All affected employees were advised concerning post-employment compliance measures. • A paragraph was added to the letters of offer outlining the post-employment compliance measures, for all employees that are being appointed to the affected groups. • Plans under way to provide training on new code through visits to regional offices and at newcomer orientation sessions.
NRCan Values and Ethics website • To be updated to include new TBS Values and Ethics Code for the Public Service	• Website updated for compliance with common look and feel, alignment with new TBS Code and with new messaging and tools for employees and managers

Policy and Programs

Desired MAF End State

Departmental research and analytic capacity is developed and sustained to assure high quality policy options, program design and advice to Ministers**.**

MAF Indicators of Progress

- Sustained analytic capacity and culture of consultation, review and challenge
- Results-focused policy and program agendas linked to government's horizontal priorities
- Citizen engagement
- Confidence of the Minister and the centre (PCO, TBS, etc.)

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Policy and Programs Element	
Science and Technology Futures Study of NRCan Implement Phase I recommendations	Five recommendations were implemented in Phase I. They are addressed below: • A copy of the report was disseminated within the department. • A department-level S&T information management system requirement and implementation options were identified • S&T infrastructure (facilities and equipment) requirements and options are handled through the Laboratory Coordinating Committee. • An internal pilot theme-based S&T network has not been established as there were no immediate further needs identified. • The Science and Technology Coordinating Committee supported implementation of the S&T Futures Study recommendations through regular reviews, guidance and support within the Sectors.
Create and staff the Office of the Chief Scientist	The Office of the Chief Scientist was created in September 2003 with all but 2 staff in place by January 2004. Major accomplishments were: • Organizing and supporting a meeting in March 2004 of the Ministerial Advisory Board on Science and Technology. • Preparing a detailed work plan to pursue implementation of Phase I and Phase II recommendations.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Policy and Programs Element	
Develop a new S&T delivery model which provides a greater national focus on forest research priority setting and investment	NRCan spearheaded the development of the Canadian Forest Innovation Council (CFIC) - an executive level non-profit organization composed of representatives from industry, and provincial/territorial and federal partners. Endorsed in September 2003 by the Forest Products Association of Canada and the Canadian Council of Forest Ministers, CFIC's mandate is to ensure the innovative capacity of the Canadian forest sector is maximized in a way that promotes industry profitability, environmental quality and community stability. The CFS supported the organization through its active participation as a member of the Executive Committee of CFIC.
Canada's National Forestry Strategy (NFS) 2003-2008	NRCan: • assisted the National Forest Strategy Coalition (NFSC) in the production of the fifth National Forest Strategy which was unveiled during the National Forest Congress in Quebec City in September 2003; • provided secretariat services to the NFSC and assisted in the consultation process. Consultations performed throughout the country in public forums, by mail and through the internet; • developed a web site for the National Forest Strategy.
Canada Forest Accord	The Minister and 43 forest sector stakeholders, endorsed the values, principles, and forest sector directions presented in Canada's National Forest Strategy by signing the Canada Forest Accord on February 20, 2004. The total number of signatories has risen to 61 key stakeholders since that time.
Program Activity Architecture (PAA) Phase I to be completed by March 31, 2004	Interim PAA forwarded to TBS on March 31, 2004.
HR Service Level Agreements • Approval by July 2003 • Monitor and discuss content of service levels	Sectors entered into agreement and signed the documents by March 2004. Earth Sciences Sector implemented service level agreements between its programs and Sector HR for various HR functions and the HR Service Level agreement with the Energy Sector was signed on July 23, 2003. Data collection and analysis of service levels is currently underway.
Enhance Program Evaluation • Completion of program evaluation for Program of Energy Research and Development (PERD)	Since 1999, 10 Program of Energy Research and Development (PERD) programs have been evaluated internally through the Office of Energy Research and Development (OERD) and 20 through the Audit and Evaluation Branch (AEB).

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Policy and Programs Element	
Advance Strategic Planning • OERD continues to develop strategic plans for various science programs • Plans for strategic review of PERD to identify R&D priorities over long term to 2025 • Strategic planning for Technology and Innovation Initiative Research and Development Program to include results-based management	• Recent OERD strategic planning focused on three specific PERD programs: biotechnology, energy-efficient industry and hydrogen. • Combined with Technology and Innovation Research and Development (T&I R&D), OERD identified long-term R&D priorities regarding cleaner fossil fuels, advanced end-use energy efficiency, decentralized energy production, biotechnology and the hydrogen economy. • Strategic planning is advancing and will lead to targeted requests for proposals at the project level.
Environmental scanning Scanning of the Canadian forest sector innovation system to determine its strengths and weaknesses	Collated and analysed the results from various surveys done by government and outside agencies into a comprehensive analysis of the forest sector innovation system
Collaboration with the mining industry	An executive exchange occurred between one of Canada's largest gold mining companies and MMS in order to promote greater collaboration with industry in the development of guidelines for corporate social responsibility in the mining industry.

People

Desired MAF End State

The department has the people, work environment and focus on building capacity and leadership to assure its success and a confident future for the Public Service of Canada.

MAF Indicators of Progress

- Reflective of Canada
- Respectful of official language requirements
- Renewed/sustained capacity
- Supportive workplace
- Employee engagement
- Opportunities to grow
- Leadership continuum
- Recognition, rewards and sanctions

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Public Service Employee Survey 2002 • Draft action plan to be tabled at DMC in September 2003 • Final action plan to be developed early fall	• Departmental Action Plan pertaining to the results of the Public Service Employee Survey (PSES) 2002 was approved by DMC in September 2003. • Energy Sector executives included objectives related to PSES 2002 in their performance agreements. The Energy Sector Committee on Human Resources (ESCHR) identified three strategic priorities: workload, integration of HR planning into business planning and support to key communities. The Management Services Division (MSD) and HR Operations developed an overview of the staffing and classification regime from an employees perspective and presented it to MSD and the Office of Energy Efficiency (OEE). • Energy Policy Branch (EPB) held a Branch retreat focusing on respect and follow-up actions taken. • Communication Branch action plan for PSES 2002 included retrofitting work spaces, constructing a kitchen, updating equipment, better communications on staffing opportunities and 'pulse-taking' of staff in June 03. • MMS implemented an action plan to address the issues raised by its staff in the PSES 2002. • MMS continued to conduct exit interviews to determine the reasons for employee departures. • ESS branches and divisions have developed action plans to address concerns raised in the PSES 2002 as part of their management improvement initiatives.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Human Resources Strategic Plan To be developed by March 31, 2004 in consultation with clients	A preliminary draft of a document entitled: *Towards Strategic Directions for Human Resources Management at Natural Resources Canada 2004-2007 - "Providing Leadership in Human Resources Management"* was tabled at DMC on April 14, 2003. It will be finalized in 04/05 and serve as the basis for planning.
Classification Monitoring System Objectives: • Maintain integrity of DM accountability • Ensure fairness to employees (PSES 2002 results) • Maintain credibility of Broad Band Work Description (BBWD) system • Consistency in decisions (relativity) • Protect sub-delegation privileges	• NRCan worked closely with the Public Service Human Resources Management Agency of Canada (PSHRMAC) as a pilot on a classification monitoring system. The database of broad band work descriptions considered a model practice for other departments. • Assessment criteria have been developed. Although the preliminary findings are positive, areas that need improvement have been identified, such as the quality of the work objectives and the quality of supporting documentation, particularly with respect to classification.
Human Resources Information System • Implement PeopleSoft version 8 by July 2003 • Develop a plan to implement Pay Interface in 2004-05 subject to pilot project of PeopleSoft Cluster	• The implementation of PeopleSoft Version 8 was done and the new version was launched on July 14, 2003. All of the functionality was carried over from the previous version. The feedback from clients was positive. • Significant work on other modules was undertaken, including increasing the integrity of data in order to prepare for the next phase, Pay Interface.
EX and non-EX Bilingual Status	Developmental language training was provided in most sectors within NRCan. At present, 93% of executives meet the language requirement of their position. For the following reviews, processes have been put in place to enhance accountability: • a review of all conditional appointments was completed to ensure language training is provided on a timely basis; • a review of the bilingual positions is underway to assess the appropriateness of the linguistic profile; • a review of the administration of bilingual bonuses was completed.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
EX and non-EX Bilingual Status (cont'd)	• In the Audit and Evaluation Branch (AEB) and Energy Policy Branch (EPB), Directors and/or senior managers are given the opportunity to attain 'C' level. Employees with management aspirations are encouraged to develop a language strategy. • In the Energy Sector, Communication Branch, and Corporate Policy and Portfolio Coordination Branch, weekly in-house training sessions were available in French for anglophones at the 'A', 'B' and 'C' levels. • A number of EX's in the Earth Sciences Sector (ESS) have completed French language training. Non-EX positions are analyzed on an ongoing basis to ensure that employees that must meet bilingual requirements are identified and plans put in place based on individual needs. Several branches in ESS provided in-house training for employees wishing to maintain or improve their French or English speaking skills. • The Mineral Technology Branch, Minerals and Metals Sector (MMS), piloted an in-house language training program.
Employment Equity - Women's Network	• The CFS provided support in the form of Chair, Co-Chair and Secretariat to the NRCan's Women' s Network. The Network provided a supportive environment to women allowing them to network across sectoral and hierarchical barriers. The Network also provided training to NRCan employees on gender-based analysis. • The Women's Network in partnership with the Visible Minorities Network provided counsel on the matching of Departmental positions to the National Occupation Code and on issues related to the representation of women at NRCan.
Employment Equity (Department)	The NRCan Employment Equity Action Plan (EEAP) annual report highlighted challenges and the need for better information. Several new initiatives were launched for the designated groups: • Incorporated employment equity considerations into human resource planning, which included the preparation of HR plans, analysis of staffing requirements and opportunities to hire from the four designated groups when running competitive processes. • In order to promote cultural awareness and understanding of employment equity, NRCan began mandatory Employment Equity and Diversity training for all employees and managers on a cost recovery basis in 2001. A total of 1,654 employees have been trained.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Employment Equity (Sectors)	• There are various Sectoral working groups and the Departmental Employment Equity Working Group seeking innovative ways to further the cause and acceptance of diversity.
	• The Energy Sector working group dedicated to supporting Employment Equity and Diversity (SEED) includes representatives from the four designated groups; PRIDE at Work; the Young Professionals Network; the unions; sector senior management, human resources and staff. SEED developed an action plan to address the issues and concerns expressed by the members. The activities contributed to four elements to help advance employment equity (corporate culture, recruitment, development and retention of employees).
	• ESS Pilot of Employment Equity (EE) Strategy - In conjunction with University of BC, undertook a study to identify the level of awareness regarding diversity in the workplace. (To date 84% of senior managers attended the departmental courses, and/or the two-day CCMD course *Diversity Vision and Action).*
	• MMS established a program to prepare visible minority candidates for EX assessments.
	• Efforts in accommodating employment equity and diversity were recognized with the presentation of the Leadership in Employment Equity, Diversity and Rejuvenation (LEEDR) Award to CETC-Devon. The Chair of PRIDE at Work received a Departmental Merit Award for his substantial contribution to employment equity and diversity in the sector, the department and across government.
	• CETC-Ottawa exercised hiring through the expanded Employment Equity program. Career advancement and Management Development Assignment Program for women and visible minorities to engineering, senior scientist and key management positions.
	• CETC-Ottawa consults with Human Resources regarding access to the Federal Science and Technology Community Management Secretariat pilot project to create an inventory of candidates with graduate degrees in science. This inventory (25% visible minority and 35% women) will be used for future hiring in the science field.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Recruitment Design and implement a recruitment program	• Corporate Policy and Portfolio Coordination Branch launched the Policy Analyst Recruitment Program in September 2003 through which 22 highly qualified candidates (MA's and PhD's) were recruited. The Energy Policy Sector hired 50% of the Policy Analyst Recruitment Program candidates and the Canadian Forest Service hired one recruit. • Audit and Evaluation Branch is working with Human Resources to develop an improved recruitment plan to hire auditors and evaluators, including a more effective succession plan and to create a list of pre-qualified candidates.
Leadership and Management Development Program Launch the Supervisor Orientation Program (SOP) in September 2003	Learning and Employment Development Division has successfully offered 17 SOP sessions: 11 English and 4 French in the NCR, as well as 2 in Edmonton for a total of 299 participants.
NRCan Orientation Sessions for Employees • designed to ensure that employees feel welcome, understand NRCan's culture and become familiar with the opportunities open to employees	• Newcomers' Orientation Session was launched. Security, Safety and Emergency Management Division provided security, health and safety information kits. Human Resources Services Branch offered 3 sessions to 150 participants. Financial Management Branch offered a values and ethics component at these sessions. • Three Energy Sector orientation sessions were delivered to new and existing sector staff. Approximately 180 employees attended. As well, branches provide orientation sessions to new employees. • Communications Branch provided orientation sessions and a briefing book to all its new employees. As well, two sessions were conducted for all new NRCan communicators. • New Minerals and Metals Sector employees attended an orientation program, which included information on NRCan's employment equity, diversity, and language policies, and information management. • ESS Orientation Program consists of three components: - a quarterly session held in the Nation Capital Region; - an orientation web site linking employees to key information such as departmental and sectoral strategies, HR information and services available; and - a 'tips and reminders' section on the web site, designed for people involved in welcoming new employees.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Create and promote a respectful work environment	• When the Departmental Management Committee (DMC) approved the NRCan Harassment Policy, it was decided that it would be mandatory for all employees to attend a harassment awareness session. There were 21 sessions held in 03-04 with 356 participants. To date there have been 312 sessions held with 5,188 participants. • The Energy Sector (ES) working group dedicated to Supporting Employment Equity and Diversity (SEED) developed a communiqué to promote a harassment-free environment for ES employees. • Energy Policy Branch developed a set of guiding principles for behaviour that all employees/managers agreed to apply. • MSD*net,* Energy Sector's Management Services Division intranet, offers information concerning employees' official languages rights and obligations in the workplace including sectoral and departmental activities, plans and resources on employment equity and diversity. • Communications Branch held a two-day retreat in December 2003 which focused on respect and team-building. • The MMS Employment Equity Implementation Plan continued to be applied and monitored within the Sector.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Awards and recognition	• Communications Branch - 8 Communications Branch and 10 other NRCan employees received Branch Awards, there were 6 recipients of Branch Merit Awards, and 7 Departmental Merit Awards. • Energy Sector awards - 50 local, 10 sector, 3 departmental • Corporate Services Sector (CSS) - 36 local awards within the branches, 76 Sector awards, and 18 received departmental awards • Earth Sciences Sector - GeoBase Project won the Association of Professional Executives of the Public Service (APEX) Award for leadership on service innovation; the National Atlas of Canada was recognized by the Bank of Canada for their contribution to the development of the new Canadian $100 bill; the American Geophysical Society recognized the work of the Geological Survey of Canada on the study of natural hazards • Five NRCan employees were honoured with the Head of the Public Service Award in the Collaborative Working Relationships category for their contribution to Canada's Team Kimberley. The team prepared and continues to administer the *Export and Import of Rough Diamonds Act* through which Canada participates in the Kimberley Process Certification Scheme (KPCS). The goal of the KPCS is to curb the trade in conflict diamonds - diamonds that are used to fund and perpetuate civil conflict. • NRCan's Mine Environment Neutral Drainage (MEND) Program received the 2003 Federal Partners in Technology Transfer award for the successful transfer of knowledge and technology developed in federal research laboratories that have a significant impact on the socio-economic well-being of Canadians. • Two MMS scientists were honoured during the seventh annual meeting of the National Advisory Board on Minerals and Metals S&T (NABMM); one employee was recognized for leadership in reducing underground diesel emissions. The second was recognized posthumously for transferring environmental technologies to developing countries. • In addition, an MMS employee was presented with an award for his long-term efforts in organizing the annual BC Metal Leaching and Acid Rock Drainage Workshop at the 10th anniversary in December 2003. • Another employee received the CIM Distinguished Lecturers Award in 2003 in recognition of his extensive research in uranium mine waste management, rehabilitation, and decommissioning.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Awards and recognition (cont'd)	• The National Association of Corrosion Engineers (NACE) also honoured an MMS employee with its prestigious Technical Achievement Award, which was presented in March 2003 at Corrosion 2004 in New Orleans, Louisiana. • At the Conference of Metallurgists 2003, organized by the Metallurgical Society of CIM, Mimoun Elboujdaini's contribution to corrosion science in Canada was recognized with the Morris Cohen Award. • The Canadian Institute of Forestry annually recognizes individuals and groups for their outstanding and unique achievements in forestry in Canada. Mr. Jacques Carette and Dr. Michael Apps were recognized for their outstanding contributions to international forestry. Dr.Yvan Hardy was recognized for his long-standing contributions to the forest sector with the Canadian Forestry Achievement Award. These recipients were honoured at the XIIth World Forestry Congress, Quebec City, September 2003. • As Organizing Committee Co-chair of the XIIth World Forestry Congress, Mr. Normand Lafrenière received an exceptional achievement award for his role in balancing the diverse interests and needs of the Government of Canada, the province of Quebec, the congress secretariat and the Food and Agriculture Organization (FAO) - the sponsoring body. • A total of 70 Canadian Forest Service (CFS) employees were recognized for various team and/or individual awards in 2003-04. Of the team awards, 34 CFS employees were recognized for their work in developing the Southeast Asia Fire Danger Rating System - an automated tool that measures the risk of wildfires starting and spreading. The technology was successfully transferred to Indonesia and Malaysia.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Career development opportunities are advanced Developing Your Career Plan - A one-day workshop to enable employees to: • understand the guiding principles of career development; • conduct self-assessment activities and create a self-portrait; • establish a career vision and carve out mid- and short-term goals; • explore the changing world of work; build and maintain solid relationships; • identify learning needs, strategies and style; • develop, implement and evaluate an action plan; and • identify ways of maintaining momentum	• This year, Human Resources Services Branch offered 10 'Developing Your Career Plan' sessions, 7 in English, 3 in French, including one in the region of Varennes to a total of 178 participants. • EPB continued to offer policy and program information sessions to its staff. • CETC Devon office provided opportunities to develop new skill sets (e.g., instrumentation technology training for women in non-traditional occupations). • A presentation on the staffing process was developed in partnership with the HR Operations Unit and delivered to all Energy Sector MSD and OEE staff. The NRCan session on Preparing for the Competitive Process was also delivered to MSD staff • The NRCan Career Development Resources Intranet was developed through a partnership between SEED, MSD and the NRCan Employee Learning and Development Division. An FAQ database was also made available on MSD*net*. • In several Energy Sector branches, inter-divisional assignments are encouraged. • MSD offers employment opportunities internally before being advertised externally. • The HR Operations unit developed and distributed to Energy Policy Sector and Energy Technology and Programs Sector managers a handbook on effective performance feedback. • ESCHR created Energy Sector guidelines on temporary arrangements (e.g., secondments, assignments, and acting). Appointments without competition were also examined, in order to improve the management and perception of fairness around such appointments. • Communications Branch offers available positions to employees internally prior to external notification. Assignments, job-shadowing, and training are strongly encouraged. • All MMS employees who have been in their current position for more than five years are encouraged to explore the possibility of developing their career through an assignment. • MMS encourages staff to improve language skills necessary for advancement through an in-house language training program • Sessions on how to apply for competitions organized for staff.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
People Element	
Work/life balance is respected	• Opportunities for flexible work arrangements are encouraged where practical (ES, ESS, Communication and MMS). • Energy Policy Branch addressed this issue at a branch retreat. HR Operations provided an overview of the policies and resources in NRCan and facilitated a discussion about the branch's practices. • The ESCHR Working Group on Workload revealed several key areas to investigate further, such as business process re-engineering and instituting upward feedback in the performance feedback regime.
Foster a learning organization	• HRSB developed in cooperation with the Energy Sector, a toolkit designed to supplement the information provided by NRCan's performance feedback policy and performance feedback website. Tools for developing learning plans are also available on the website. • Energy Sector delivered seven training sessions under the MSD Learning Series to help staff meet their personal and professional needs. • The majority of Sector performance feedback reports and individual learning plans were completed.
Develop competency profiles	• CETC-Ottawa developed a competency profile that will apply to all levels of supervisors to be used as a tool to identify learning activities. The profile along with a self assessment tool are being translated for use to identify training gaps. • MMS continued to prepare a tool kit to be used to identify the competencies for current and future policy positions required to fulfill the Sector's mandate and vision. The toolkit is being developed from a manager's perspective (with staff involvement) and draws extensively on information provided by members of the Interdepartmental Committee on Competency Based Management.

Citizen-focused Service

Desired MAF End State

Services are citizen-centred, policies and programs are developed from the "outside in", and partnerships are encouraged and effectively managed.

MAF Indicators of Progress

- Monitored, continuously improved service quality
- Technology options fully exploited
- Empowered front-line deliverers
- Effective relationships

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Citizen-focused Service	
Providing training to clients	Communication Branch organized two workshops for NRCan employees and other departments on the new Government of Canada Communications Policy.
NRCan Service Improvement Initiative • Construct an action plan in conjunction with the Excellence Coordinating Team to expand the use of customer satisfaction research in additional branches.	• An Excellence Office roadmap was developed with a focus on the Service Improvement Initiative (SII). Based on this roadmap, a SII action plan, designed to satisfy NRCan needs while conforming to the government-wide TBS Service Transformation Strategy, was provided in a Memorandum to the Departmental Management Committee. The action plan began in the later part of 2003-2004 and will continue into 2004-2005. As part of this activity, a project was commenced by NOL to determine a comprehensive picture of the department as a whole respecting services delivered to outside clients. On-line registration was completed for the Common Measurements Tool (CMT), which forms the basis for measuring client service satisfaction across the government. • MMS surveyed the clients of its Internet services. The results are being used to improve its web sites.
Effective Relationships • Better integration of CFS and University priorities • Provide administrative leadership for the forestry schools in Canada	Provided a secretariat for the Association of University Forestry Schools in Canada. Key accomplishment was to organize two face-to-face meetings of all the Deans of the Forestry Schools with CFS.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Citizen-focused Service	
IT Infrastructure Improvements NRCan to make continued investments in its information technology (IT) infrastructure to offer sufficient capacity for new web-based services to employees and to Canadian citizens. • Implement the IT security policy • Continuously improve security tools and practices	• The IT security policy was included with the departmental security policy. • Improvements were made to the extent possible given available funding
Security, Safety and Emergency Management (SSEMD)	• SSEMD developed Health and Safety Program Application (HASPA), which will provide an automated method for supervisors to complete and submit Hazardous Occurrence and Investigation Reports. System also allows Health and Safety Committees and OHS team an efficient and timely method of inputting minutes of meetings and updating membership lists. • SSEMD customized "Living Disaster Recovery Planning System (LDRPS) software" for NRCan use to facilitate planning development and to consolidate information in one database. • SSEMD launched its web site in February 2004 during the Annual Security Awareness Week. NRCan employees can access all health and safety and security policies, advisories, directives and guidelines through "Quicklinks" to SSEMD's three main streams: Health and Safety; Security; and Emergency Management. • SSEMD co-chaired the Interdepartmental Personnel Security Cluster Group responsible for ensuring the standard implementation of the PeopleSoft security module across all departments. Enhancements were completed in February 2004. • SSEMD drafted a Departmental Security Policy which includes the IT component. The document was circulated to Sector Security Coordinators and IT working groups.
Department to enhance the reliability, robustness and security of its infrastructure.	Measures such as firewalls, intrusion detection, and automation of updates to anti-virus tools were implemented to secure the perimeter of the department's computing environment.
Improve the capacity of information storage systems	Established a departmental approach to the acquisition and management of storage technologies with a view to increasing effectiveness and ensuring maximum use of available capacity.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Citizen-focused Service	
Implementation of improved technology management tools to optimize usage of technology	Department's focus was on improving critical IT Security technologies, thereby protecting availability of technology.
Common Look and Feel (CLF)	In August 2003, NRCan reported to TBS a 90% CLF compliance level. As a follow up in March 2004, NRCan's Communications Branch reviewed 40 web sites for CLF compliancy, including top-level sector sites and five randomly chosen sub-sites from each sector. The overall compliance rating of the 40 sites tested was 93.7%.
ESS implementing ISO 900l:2000 certification to the new standards Action plan and milestones include: • Broaden scope of ISO registration to include l4 new employees (ESS Info) • Provide all staff with presentations on the revised standards by June 2003. • Retrain all internal auditors on the new standards by September 2003. • Provide continuous ISO awareness and internal auditor training. • Review and improve existing documentation	Completed June 2003. Completed October 2003. Completed March 2004. All new staff trained. Courses held every spring and fall. Major reviews as required. External auditors reviews accepted as meeting standard procedures.
Organizations to receive ISO 9001: 2000 certification to new standards in 2003-04: • Aeronautical and Technical Services • Centre for Topographic Information (Ottawa) • Management and Administrative Services Division (will receive certification June 2003) • Canada Centre for Remote Sensing Ground Acquisition Section to receive first certification Dec. 2003. • Geodetic Survey Division to receive certification.	All organizations received ISO 9001 designation, except for Canada Centre for Remote Sensing Ground Acquisition Section, delayed until December 2004.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Citizen-focused Service	

Seek additional ISO certifications or upgrades for specific units	• MMS upgraded four sites from ISO 9002:1994 to ISO 9001:2000.
	• To maintain the following accreditations by the Standards Council of Canada, the following facilities underwent rigorous audits:
	  - ISO/IEC 17025 Standard, Sudbury Laboratory
	  - ISO/IEC 17025 Standard, Bells Corners Laboratory
	  - ISO/IEC Guide 43 Proficiency Testing Program, Mineral Analysis Laboratories
	• CETC-Ottawa is pursuing ISO certification for one more unit. In 2004-05 it will convert to a single registration to cover units certified to that point
	• AEB is continuing its ISO certification for 2004-05 and was asked to present best practices to AEB in other departments.

Identify and document key processes in the organization and identify responsibilities	In an effort to develop a CETC-Ottawa Quality Manual, key management processes, roles and responsibilities have been documented. This is an ongoing activity within ESS.
Develop service agreements with clients, measure achievements and report on results	• CETC-Ottawa developed standards for internal finance and administrative services. • CETC-Devon developed standards for the shared support services initiative in Edmonton that connects three NRCan sectors' needs and reports on them. • Majority of ESS programs, support to programs and corporate services implemented service level agreements for HR, finance and administration, and lab support. • MMS regularly developed service standards with the clients of its laboratories.
Institute regular client surveys in a manner to facilitate decision-making and departmental roll-ups and to commit to act on results	• CETC-Ottawa conducts regular customer satisfaction surveys subsequent to project completion. • The following groups within ESS have instituted regular client surveys as part of their operating environment. They include: Polar Continental Shelf Project, Legal Surveys Division and Mapping Services Branch.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Citizen-focused Service	
Government On Line (GOL) **Science and Technology Cluster** • In partnership with 5NR, NRC and other interested science-based departments and agencies (SBDAs), develop and launch the first phase of the S&T Cluster by March 31, 2004. • Develop in partnership with stakeholders a proof of concept and business case for the innovation issues approach for phase II of the cluster.	• Completed Project Charter and Plan and , MOU with TBS Chief Information Officer Branch for GOL funding for year one; • staffed the project office; secured ADM S&T Integration Board as Cluster Steering Committee; • established Interdepartmental Partnership team to guide activities (7 departments); • completed research to develop first version of the site using content from partners; • delivered site on time (March 30, 2004) and within budget; secured funding for 2004-05**.**
Joined Up Service - Web Mapping and Visualization Study and Business Case • Provide leadership to the 18 agencies within the working group to examine options regarding a common approach to Web mapping across federal departments. • Develop a business case for GOL project funding.	• appointed a project officer to manage this activity; • conducted briefings of GeoConnections and IACG; • the results of this work include a long term vision for web mapping across the federal government and a recommendation to hand the work over to the Inter-Agency Committee on Geomatics for inclusion in the strategic planning of "geomatics" in the federal government.
Initiate Multi-Channel Service Vision and Strategy • Develop a framework of client segments and service offerings for NRCan based on the GoC service vision methodology. • Using the framework, leverage the e-government capacity check to further develop the Alice Story as an illustration of how NRCan services are used by clients. • Identify catalytic projects that can move NRCan towards service transformation	Key NOL achievements: • developed a position paper for NOL Steering Committee on the role of NRCan in the GoC Service Transformation agenda and multi channel service vision; • launched a project to develop an "issues based" service strategy methodology; • launched an inventory of the department's service delivery dynamics (services, clients, channels); • mapped the e-government capacity check results to the IM capacity check results to ensure alignment of priorities and synergy of investments; • led the department's response to TBS Service Delivery Network Profile exercise in collaboration with Sectors; • completed the TBS GOL template on DM approved departmental GOL plans for 2004-05; • co-led an Environment Canada-sponsored study on Science information as a service underpinning the contributions of Science-based departments to GOL. • Secured NRCan access to GOL catalytic project funds through the RésEau project.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Citizen-focused Service	
Internet Revitalization Project (IRP) • Provide leadership throughout the next phase of the IRP. • Finalize design, incorporating Taxonomy component. • Develop Phase II proposals which will include adoption of new design, transition plan, and shared tools. • Support pilot projects. • Identify target governance for Internet.	• completed the navigational taxonomy proof of concept in partnership with sectors, library and IM communities (NOL funded); • initiated a dialogue with Communications Branch and IMB on implementation of the NOL funded architecture, taxonomy and site design, and on next steps for portal administration and sustainability of search engine (NOL funded at present); • met with PWGSC to ensure departmental alignment with emerging GoC common content management strategy; • identified catalytic pilots involving sectors to advance the IRP.
Forest Ecosystems On-Line • In partnership with CFS, NOL invested in future development of the forest insects and diseases website as a pilot under the IRP to demonstrate links to the approved architecture.	• The Forest Ecosystems of Canada web site was launched with the purpose of helping users learn more about forest ecosystems by exploring various themes such as disturbances and dynamics. The site also allows access to scientific information and major databases that have been produced by CFS.
Launch the Discovery Search Engine • Take the Web search application public by October 2003	• The current site is now national, using data from a variety of sources coast to coast. • The project is in the implementation phase. At present, there is a main Departmental Internet search engine, as well as the ESS Internet, the Office of Energy Efficiency Internet and the CSS Intranet.
Content Management Strategy • Initiate the develop of a departmental content management strategy that encompasses access to data policies, an authority list framework, and the development of business processes to support the strategy.	A preliminary Content Management Strategy was drafted and NOL is working in partnership with key stakeholders to plan a needs analysis of content management requirements for the Department. Consultations will commence late summer 2004.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Citizen-focused Service	
Communications • Focus on internal communications to obtain engagement in the development of a multi-channel service strategy for the department, the IRP and the S&T Cluster. • Develop and implement communications plan.	• Developed Communications Plan and initiated implementation; • NOL staff visits to regional offices, presentations to Modern Comptrollership Day and annual Conference on Information professionals (panel and posters); • presentations to key committees on service strategy project; • arranged presentation to Communications Council on International Gateway to promote value of gateways and clusters; • obtained enthusiastic involvement of sector staff in NOL sponsored projects (e.g. Library Gateway, Science at a distance in collaboration with LCC, Directory of Employees, navigational taxonomy).

Risk Management

Desired MAF End State

The executive team clearly defines the corporate context and practices for managing organizational and strategic risks proactively.

MAF Indicators of Progress

- Key risks identified and managed
- Risk lens in decision making
- Risk smart culture
- Capacity to communicate and manage risk in public context

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2003
Risk Management Element	
Corporate Risk Profile To complete profile in summer 2003 also includes regional workshops and focus groups.	• Completed August 30, 2003 • Corporate Risk Profile approved at DMCC and DMC on March 10, 2004.
Threat and Risk Assessment (TRA) TRA models to be developed within the coming fiscal year to assist managers in identifying threats and risks and implementing appropriate safeguards.	A generic TRA template for Administrative Environments was developed and is available to Sectors.
Departmental Security Readiness Standard A Departmental Security Readiness Standard is to be developed within the fiscal year by SSEMD which will set out for established internal networks the levels of heightened security that will be applied within NRCan facilities during times of increased threat.	The Departmental Security Readiness Standard was signed by the Director, SSEMD in March 2004. Awareness sessions and presentations are being given to the various internal networks.
Forest Alien Invasive Species	CFS will be developing an integrated strategy to improve the federal government's ability to safeguard Canada's natural resources from invasive alien species such as forest damaging insects. CFS' strategy will address the needs of Canada's forest sector and its citizens based on risk management principles.

Stewardship

Desired MAF End State

The departmental control regime (assets, money, people, services, etc.) is integrated and effective, and its underlying principles are clear to all staff.

MAF Indicators of Progress

- Management systems that provide relevant information and early warning on resources, results and controls
- Rigorous audit/evaluation function
- Functional specialists as partners
- Compliance with policies, regulations, and legislation

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Stewardship Element	
Grants and Contributions (G&C) • Strategy for timely renewal of grants and contributions for full implementation of Transfer Payment Policy by March 2005	• NRCan has implemented measures to better manage contribution programs including extensive training, a guide to the audit of recipients, a Transfer Payment Management Framework, Centre of Expertise and grant and contribution tracking system. NRCan is also making improvements to the clarity of its contribution program objectives and its reports to Parliament • CETC-Ottawa initiated a working group to examine ways to improve the management of G&C programs.
Financial Management - Financial reporting is timely, accurate and complete **Active Monitoring** • Continue development of Conceptual Model as resources permit	• The Government Financial System (GFS) replacement review done in June 2003, presentation to DMCC in November 2003. Next steps in 04-05. • Active Monitoring program for contracting activities was developed and implementation will begin in 2004-05.
Financial and Administrative Process Training Sessions	• ESS is conducting training sessions in regional offices and the NCR on financial and administrative processes to provide an understanding of the administrative and financial guidelines and a consistent approach to performing these functions.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Stewardship Element	
Resource Demand Analysis (RDA) • Completion planned for October 2003	This was done under the leadership of the Chief Scientist. RDA is a systematic analysis of NRCan's capital asset base to identify options for consolidation, divestiture and rationalization. The work was completed and submitted to DMC in March 2004. Conclusions: • Provides insights for approaching NRCan S&T program resourcing issues • Confirmed NRCan's resourcing issues • Questions the longer-term sustainability of S&T programs
Capital Demand Analysis • Completion planned for last quarter of fiscal 2003-04	The Capital Demand Analysis will be included in an update to the Long Term Capital Plan which was postponed until 2005-06 due to workload implications.
NRCan Incremental Corporate Costing Model • Update model with Current (FY03/04) Costs • Refine model to reflect identified deficiencies. • Continue work on Phase III - Sector Application. • Continue work with Interdepartmental Working Group on Government-Wide Corporate Costing Model. • Align department with government-wide direction.	• Model was used in the development of 22 new policy initiatives resulting in the identification of $22 million over 5 years to offset increased corporate support costs. • Update and refinement of the model was deferred pending full implementation of the NRCan Shared Services Strategy.
Archibus System • Expanded use of Archibus System with other corporate systems to ensure integrated information management in the areas of computer inventory, security management and building and property assets. Integration of Archibus acts as a data source for security management systems such as HASPA, LDRPS and ISS.	• Data integration strategy and plan for Security, Emergency Management, Occupational Health and Safety and Archibus developed**.**

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Stewardship Element	
Integrated Security System (ISS) • Expansion of system. The Departmental Security Office has acquired an ISS which, when fully implemented, will enhance security to protect employees, assets and systems. It will also enable a more rapid response to emergency situations. The system includes an ID card badging station, electronic access control, intrusion alarms, closed circuit television (CCTV), and a 24/7 monitoring capacity.	ISS installation was completed within the Booth Street Complex (BSC) for 555, 568, 580, 588, 601 and 615 Booth Street. Network links sites to the Security Operations Centre (SOC) for 24/7 monitoring of all intrusion detection, electronic access control systems and CCTV. Also implemented was the "Site Secure" database which facilitates effective controlled access to NCR sites, including a badging system with links to the Directory of People and Services (DPS).
Procurement and Contract Management	Training sessions delivered across the Department on contracting process, bid evaluations and preparing a statement of work
Real Property - Long-term real property strategy • By April 1, 2004, goal is to have departmental and central agency agreement on the most viable strategic direction to meet NRCan's Real Property requirements in the NCR, and to have partnerships in place Public Works and Government Services Canada (PWGSC) and Canada Lands Company (CLC), as appropriate. • CSS will lead the development and implementation of a long term real property strategy to meet the accommodation requirements of NRCan programs and services located in the NCR	• In partnership with CLC, developed real estate redevelopment and highest and best use options for the Real Property Strategy for the NCR, with specific consideration of the Booth Street Complex; • In partnership with PWGSC, developed a viable business case and strategy to address NRCan's 'most deficient' inventory in the NCR; • Obtained Deputy Minister strategic level agreement between NRCan and PWGSC to increase scope of redevelopment to include all government property on the Booth Street Complex as part of the future plans. TBS concurrence and support will be sought in 2004-05.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Stewardship Element	

NRCan Information Management Capacity Check (IMCC) Phase 2
• NRCan needs to carry out a reality check in line with the Management of Government Information Policy (MGIP); what activities need to be achieved and in what time frames, and establish the related funding requirements.
• Phase 2 of the IMCC includes the following activities:
  - Identify detailed actions and activities required to meet either the MGIP and/or the NRCan specific IM needs;
  - Consolidate the findings and establish a priority grid with relativity and interdependence;
  - Establish the level of effort (cost) and the timeframes required
	Several objectives for the development of the IMCC Phase 2 were completed:
	• The mapping of the MGI policy principles with the IMCC criteria was carried out;
	• High level priorities and opportunities to meet either the MGI or the business of NRCan were identified;
	• Detailed activity requirements were identified through several workshops;
	• Costed action plan over a three year period is in development

E-Government Capacity Check • Complete the first phase of the capacity check. • Develop high-level e-government strategy. • Leverage both IM and e-government capacity checks in the development of the NRCan Service Transformation Strategy.	• The e-government capacity check was completed providing an assessment of the Department's current capabilities against a set of established criteria; priorities for action are being viewed in collaboration with the results of the IMCC.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Stewardship Element	
Work with corporate organizations to clarify roles and responsibilities and optimize delivery of services	• August 2003, the Canadian Nuclear Safety Commission (CNSC) conducted a regulatory audit to determine the effectiveness of the Departmental Radiation Safety Program. The findings indicated that NRCan had taken significant steps in establishing a corporate control that is consistent and efficient in promoting and adopting a safe culture. Corrective measures were identified and have been addressed. • December 2003, NRCan prepared and submitted its annual compliance report to CNSC. • The DM approved the Departmental Occupational Health and Safety Policy in January 2004. Policy outlines roles and responsibilities of the employer and employees in establishing and maintaining a safe and healthy workplace within NRCan. The revised policy is available on the SSEMD web site. • SSEMD released two health and safety directives: Smoking in the Workplace and Task Hazard Analysis, in March 2004. Both documents are available on the SSEMD web site. • Security Guidelines for the Minister's Office (MO) were developed and delivered to MO staff in March 2004. The guidelines provide security instructions that apply to all employees of the department as well as to the requirements of the Government Security Policy. • Working relationships between administrative groups within the Energy Sector and corporately enhanced through various team-building and knowledge-sharing exercises designed to increase collaboration in delivery of services.
Commit to continuous improvement of management processes	• Information management practices at both the branch and sector level improved through the development, approval and implementation of an Energy Sector IM Action Plan and a Communications Strategy, including a project outline for the sector's Information and Documentation Infrastructure (INDI) project and the creation and classification of Branch IM Coordinator positions. Approval obtained by sector branches on the first three levels of the NRCan Subject Classification Structure. Information (e.g., tools, FAQ, tips and resources) provided to sector employees via MSD*net* • Energy Sector IT services enhanced by implementation of a centralized help desk to provide bilingual and extended hours of service to client branches. • In-house database development team created fall 03 in the Energy Sector to address needs of OEE programs. Significant cost savings achieved through implementation of this service.

Accountability

Desired MAF End State

Accountabilities for results are clearly assigned and consistent with resources, and delegations are appropriate to capabilities.

MAF Indicators of Progress

- Clear accountabilities and responsibilities for due process and results
- Delegations appropriate to capabilities
- Cascading commitments in Performance Management Agreement

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Accountability Element	
Accountability Framework for Resource Stewardship • NRCan, working with the Library and Archives of Canada and other stakeholders, is proposing to develop functional requirements and implementation specifications for a tool kit that will permit government departments and agencies to clarify accountability for the management of Information and Financial resources and make them readily available to employees and provide a user-friendly maintenance capability.	• Phase I – Functional and implementation specifications for the implementation of an accountability framework for management of information resource completed December 1, 2003 • Phase II – Functional and implementation specifications for the framework in a financial resource management context completed March 31, 2004 . • Phase III – Marketing & Awareness Plan, and the Compendium of Lessons Learned were completed by March 31, 2004. Presentations are ready and will be given in various forums during the first three quarters of 2004-05. • SSEMD finalized its Accountability Framework through consultation with sector representatives in areas of security, occupational health and safety, emergency response and business continuity planning. The document is available on the SSEMD web site.

Learning, Innovation and Change Management

Desired MAF End State

The department manages through continuous innovation and transformation, promotes organizational learning, values corporate knowledge, and learns from its performance.

MAF Indicators of Progress

- Strategic organizational learning, a capacity to anticipate and adjust to change, and a disposition to transformation
- A culture of innovation
- Performance as a guide to change
- Delegations as an instrument of empowerment
- Corporate knowledge and memory captured and managed as strategic resources

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Learning, Innovation and Change Management Element	
Business Continuity Planning (BCP) BCP planning software will be accessible to facilitate planning development and to consolidate information in one database.	• The Strohls database was customized and adapted to NRCan's environment. • Departmental BCP Leaders were provided plan development templates and a user guide to assist in the identification of Business Impact Analyses. • A comprehensive inventory was made of all departmental critical functions in consultation with sectoral BCP leaders. Validation was received from ADMs and DGs of DMC of their critical and moderate functions. • Security, Safety and Emergency Management Division with Information Management Branch and Real Property Division started work on a NCR Recovery strategy to identify alternate site scenarios and resources requirements for a basic essential office environment recovery. The strategy will allow a rapid relocation of up to 100 NRCan employees to functional workplaces within the NCR.
Departmental Radiation Safety Program	Regulated radiation safety training program developed by the Radiation Safety Officer (RSO) and accepted by the Canadian Nuclear Safety Commission. Training sessions given by the RSO in SSEMD to radiation users. Training incorporated into annual site visits.

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Learning, Innovation and Change Management Element	
Corporate knowledge and memory captured and managed as strategic resources	CFS developed an automated knowledge management infrastructure system and supporting processes to preserve, share, integrate, and manage CFS's knowledge assets. System consists of a repository of briefing notes which provides access to policy information to support sector information requirements and activities.

Results and Performance

Desired MAF End State

Relevant information on results is gathered and used to make departmental decisions, and public reporting is balanced, transparent, and easy to understand.

MAF Indicators of Progress

- Corporate monitoring and reporting of program, service and internal results
- Integrated financial and non-financial performance information used in corporate decision making
- Departmental reporting based on measurable outcomes
- Benchmark against the best
- Transparent, timely and accessible communications with citizens and Parliament

Action Plan/Key Milestones 2003-04	Achievements as of March 31, 2004
Results and Performance Element	
Sustainable Development (SD) Strategy	NRCan's 3rd SD Strategy, *Moving Forward*, tabled February 16, 2004. Formulated as a guidepost to provide a unified, forward-thinking vision and articulate organizational long-term commitment to sustainable development encompassing Department's diverse sectors and activities. A suite of macro-level metrics to illustrate progress towards achieving the four key results identified. Actions undertaken by NRCan may contribute to more than one macro-level indicator. NRCan verifies progress and completion of each of the targets, through its on-line reporting system, the Sustainable Development Action Items Management System (SD-AIMS). Approach to reporting on the strategy complemented by department's Performance Measurement Framework (PMF). PMF is currently under review and will be set out in the 05-06 departmental RPP. Select performance indicators will also assess how department is progressing towards the key results.
Results-based Management and Accountability Framework (RMAF) for Climate Change	Along with other departments, NRCan actively supported efforts of the Treasury Board Secretariat to develop a horizontal RMAF and a horizontal Risk-based Audit Framework (RBAF) for all federal climate change initiatives. By March 31, 2004, considerable progress had been made. A memorandum to Cabinet including an RMAF and an RBAF was developed for the climate change technology and innovation initiative.

III Plans for 2004-05

This section will be dealing with building on past accomplishments and planning for future improvements. The measures indicated are examples given by TBS to guide departments in areas that can be measured.

Governance and Strategic Directions

MAF Measures of Success

- Minister's confidence in departmental support
- Perceived coherence of policy agenda
- Strength of the management team
- Corporate management framework used for priority setting, reallocation, and alignment to government-wide priorities
- Management improvement agenda integrating human resources, comptrollership, service, etc.
- Leadership/participation in Public Service-wide initiatives

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Governance and Strategic Directions Element	
Shared Services Implementation Strategy	• Implementation of the shared services strategy will proceed in three periods: the preparation period, the transformation period, and the operating period. • Progress will be made in a phased-in manner. During 2004/05, effort will be put on the preparation period which will consist of identifying the activities required to meet the objective of transferring processes, positions and people to the Shared Services Office (SSO) by March 31, 2005. The SSO will begin to provide support services as resources are transferred in and will proceed with its re-engineering process. • CSS is launching a strategic outlook exercise in the fall of 2004-05 to map out the future of CSS as a Corporate Direction organization. This exercise will establish the foundation for moving forward following the creation of the SSO, and help define CSS' value proposition, strategic directions and optimum organizational structure to address the Department's future needs.

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Governance and Strategic Directions Element	
Take measures to strengthen policy advice and development in Department	• Enhancing horizontal management through regular DMC meetings and retreats. • Reorganization of MMS policy and program areas • Strengthening MMS commodity expertise • CFS headquarters reorganization planned to better meet and support broad government directions, to facilitate change within NRCan and to deliver effectively on CFS business lines as well as to expand on policy capacity and, to develop a comprehensive integrated approach to corporate planning.
Take measures to establish NRCan S&T strategic direction and required governance models	• Development and implementation of integrated S&T management and governance systems. • Develop an S&T vision, mission and department-wide S&T objectives consistent with Government of Canada priorities and NRCan's mandate.
Coherence of policy agenda	CFS developing several policy pillars and working to identify outcomes to support these to integrate departmental and government-wide priorities and CFS deliverables.
Alignment to government-wide priorities	Review and assessment of priority-setting exercises by DMC. • In collaboration with other governments through the CCFM S&T Working Group develop the government perspective for a National Innovation Agenda. • Organize and deliver a workshop of CCFM S&T members to determine the governments' priorities for a National Innovation Agenda and ensure coherence with the Canadian Forest Innovation Council's Agenda. • To align CFS research program with industry and government needs and demonstrate this approach to the Canadian Forest Innovation Council (CFIC) for broader uptake. Workshop scheduled for August 24 for CFIC members and senior CFS R&D management to ensure that S&T and Innovation are strategic tools to further government and industry needs.

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Governance and Strategic Directions Element	
Alignment to government-wide priorities (cont'd)	• CFS will lead the Federal response to the National Forest Strategy with some 20 federal departments and agencies. • ESS, through the implementation of its S&T Strategy, will continue to ensure the alignment of its activities to government priorities. • In order to ensure that ESS programs, outputs and outcomes remain closely aligned with departmental and government priorities, the Sector will be implementing a results-based management framework, beginning with the development of logic models for each of the core programs.
Minister's confidence in departmental support	• DMC members will regularly brief and advise the Minister on new and emerging issues. • CFS will support the Minister in bringing forward a forest Alien Invasive Species (AIS) strategy to deal with the emerging threats posed by the forest exotic pests in the cities of Halifax, Nova Scotia, and Windsor-Essex and Toronto, Ontario and will lead in the development of a forest AIS plan in collaboration with CFIA and Environment Canada. • A Cabinet document will be prepared outlining the forest AIS management strategy and a request for additional resources.

Public Service Values

MAF Measures of Success

- Customized public service values statement and ethical guidelines regularly discussed with all staff
- Sound advisory and recourse mechanisms in place
- Orientation, learning and other tools to support staff
- Staff assessment of organizational performance against Public Service values and ethics

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Public Service Values Element	
Values and Ethics regularly communicated	**Develop Communication Plan** • Visit regional offices to speak about new TBS code and NRCan tools like ethical decision-making. • Develop case studies • Develop articles for The Source • CFS - In collaboration with the National Manager's Community, the Science Branch Management team will develop a Charter outlining their ethics, values and code of conduct. • MMS to include values and ethics element in their orientations sessions**.**
Staff Assessment	• Feedback from PSES 2002 and potential further surveys (further action to be determined) • Department and sectors will continue to implement PSES 2002 Action Plans. • CANMET Energy Technology Centre (CETC) - Ottawa will complete the self-assessment of the competency profile and the supervisory training program by February 2005.

Policy and Programs

MAF Measures of Success

• Confidence of the Minister and the Privy Council in the quality of policy options and advice
• Recruitment/development/succession plans for policy community
• Investments in policy capacity/analytic tools

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Policy and Programs Element	
Program Activity Architecture (PAA) to be completed by Fall 2004	• Phase II to be completed by September 15, 2004, all phases to be completed by March 31, 2005. • PAA used for 2005-06 ARLU • PAA used for 2005-06 RPP
Enhance the overall alignment, linkage and excellence of NRCan's S&T programs	• Assess S&T-policy/program/business linkages and evaluate possible mechanisms/processes to support enhanced S&T knowledge and technology integration • Review/Assess NRCan S&T Advisory Processes and Explore Opportunities for Enhanced Effectiveness • Review/Assess NRCan S&T Peer Review Process and Explore Opportunities for Enhanced Effectiveness
Enhance Program Evaluation Evaluations to be conducted by AEB	• The remaining four Program of Energy Research and Development (PERD) programs currently being evaluated will be completed by March 2005. A composite analysis of all 30 programs will be conducted and the approach to program evaluation re-assessed. • Evaluation of the climate change technology and innovation programs will be completed by July 2005.
Departmental Green Procurement Policy and Departmental Policy for Unsolicited Proposals	• Development of these draft policies to be completed by end of fiscal year 2004-05
Investment in policy capacity and analytic tools	• Increase analytical understanding of the forest sector innovation system. • Survey public sector investment in forest sector S&T, track jobs and educational capacity within the forest sector, analyze the forest sector service component for their participation in the innovation system and prepare reports.

People

MAF Measures of Success

- Comprehensive Human Resources development plan in place, including leadership, recruitment, retention, succession, learning, work/life balance, Official Languages and Employment Equity
- Progress against Human Resources targets
- Progress in measuring/improving employee engagement
- Quality of leadership
- Quality of labour relations

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
People Element	
Mandatory training on "Creating an Inclusive Workplace/EE & Diversity"	• It is expected that majority of NRCan employees will have received this training by March 31, 2005**.**
Create and promote a respectful work environment	• The Energy Policy Branch (EPB) is planning a team-building retreat for June 2004. • Department and sectors will continue to implement and monitor the Employment Equity Action Plan.
Career development opportunities are advanced	• The Energy Policy Branch will continue holding monthly policy and program information sessions for its employees.
Term Employment	• CETC-Ottawa to develop a plan for existing term employees by fall of 2004.
Competency Profiles	• Human Resources and CETC-Ottawa are developing a training program to be launched in the fall of 2004 on competency profile to identify training gaps.. • AEB is working with HR to develop competency profiles for audit and evaluation.
Work/life balance	• CETC-Ottawa scheduled a workshop in July 2004 on working remotely to gather information on this option and identify and address issues raised by staff.

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
People Element	
Recruitment to enhance policy capacity	The Policy Analyst Recruitment Program will continue to be used to recruit highly qualified candidates in order to meet the objectives of enhanced policy capacity for the department. The program is designed to provide work experience in the area of public policy and economic analysis and development for entry-level post graduate policy analysts.
NRCan and Sector Orientation Sessions for Employees	• Plans are for Management Practices and Accountability Reporting Division to add case studies to the values and ethics component to departmental sessions. • New Energy Policy Sector and Energy Technology and Programs Sector employees will continue to have an opportunity to attend the sectors' orientation session within six months of joining NRCan. • New MMS employees will continue to be given the opportunity to participate in the Sector's orientation program, which includes modules on public service values and ethics, equity and diversity, the use of official languages and information management.
Employment Equity - Women's Network	The Network plans to hold learning events for staff as well as host events in support of Women's History Month. CFS will continue FTE support for the Network

Citizen-focused Service

MAF Measures of Success

- Service improvement and transformation plans in place for major services/regulatory programs
- Client satisfaction measured annually
- Client satisfaction targets and results
- Progress toward Government On-Line targets
- Collaboration with other governments and partners
- Information for citizens

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Citizen-focused Service Element	
NRCan Service Improvement Initiative Construct a NRCan Service Improvement Model that satisfies NRCan needs while conforming to the government-wide TBS Service Transformation Strategy	Progressing from the 2003-2004 SII action plan, Statistics Canada to provide NRCan with training in Client Satisfaction Measurement and the use of the Common Measurement Tool (CMT). Work with NOL will be completed to determine a comprehensive picture of the department as a whole respecting services delivered to outside clients. Using the NOL project of determining a comprehensive picture of the department as a whole (respecting services delivered to outside clients), data will be assessed to establish baseline levels and to determine service standards from a departmental perspective. The objective of this exercise is to determine best practices and to develop a single NRCan Service Improvement Model that conforms to TBS requirements.
PeopleSoft Personnel Security Module	Testing of codes and running of a pilot project will be initiated in fiscal year 2004/05. Full implementation is expected by the end of the fiscal year.
Health and Safety Program Application (HASPA)	Official launch of web site of system expected October 2004 which will allow supervisors on-line completion of hazardous occurrence forms from their desk tops. Application side of system will allow input of minutes on-line and membership listing as well as legislative and ad hoc reporting.
Living Disaster Recovery Planning System (LDRPS)	Full implementation this fiscal year.

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Citizen-focused Service Element	
Collaboration with other government departments and partners	• To ensure the success of the Canadian Forest Innovation Council (CFIC), CFS will continue as the Secretary-Treasurer of the organization. CFS will dedicate staff time to assist CFIC with its projects and deliverables. • Building on the CFS relationship with Universities, evaluate the potential to strengthen Forest S&T Clusters. CFS is working with regional clusters such as Science Works to strengthen relationships and has initiated discussions towards a National Forest S&T Cluster.
Increase awareness of S&T issues affecting Canadians	CFS will continue contributing to the establishment and on-going support of a life sciences centre in northern Ontario in partnership with the Canadian Association of Science Centres. Initiative strives to increase awareness and understanding of science and technology issues impacting the lives of the Canadian public and to build a stronger science culture through hands-on exhibits and community activities.
Criteria and Indicators (C&I) Report on Sustainable Forest Management in Canada	The Canadian Council of Forest Ministers (CCFM) plan to release their next report on criteria and indicators of sustainable forest management in 2005. CFS is coordinating the preparation and production of this report.
Knowledge Management	• To develop the National Fire Portal to link all Canadian sites dealing with Forest fires. • To develop the 'E800 – All Channel Service Q&A Interactive Service' for clients wishing to obtain information on CFS and knowledge. • To develop an internal CFS 'Directory of Expertise' to sustain and promote corporate learning and sharing. • To implement the briefing note database and access to knowledge policies inventory developed in 2003-04. • Use the Web to capture and share the experience of the Canadian Pavillion at the World Forestry Congress which offers visitors the opportunity to learn about the forests of Canada by interacting with presentations, web sites and quizzes.
National Forestry Database Program (NFDP) Under the auspices of the Canadian Council of Forest Ministers (CCFM), expand the NFDP to incorporate criteria and indicators (C&I) information on sustainable forest management.	• Collect, compile and report information for the 2005 report on Criteria and Indicators of sustainable forest management in Canada. • Reconfigure the NFDP web site to improve accessibility to statistical information on Canada's forests and their management.

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Citizen-focused Service Element	
Government On-Line Oversee the conduct of a needs analysis for departmental content management	To conduct, in partnership with key stakeholders, an exercise to assess the department's current capability in and the challenges to achieving a departmental approach to content management.
Government On-Line Guide the analysis of the three service visions for applicability to opportunities for NRCan	• To proceed with an analysis of the service visions to lay the groundwork for opportunities to improve service delivery across sectors and with other departments, especially other science-based departments and agencies and possibly with other jurisdictions. • To conduct a project to determine whether an issue based segmentation model is applicable to topics that cross the sectors and other departments.
Government On-Line Guide the broad-scale development of the S&T Cluster	• To develop and launch the *science.gc.ca* portal. The portal will bring together web resources on science and technology from across the Government of Canada. • To oversee formulation of the renewed charter and plan for the Cluster that addresses sustainability. • To ensure a full and effective response by the Cluster to direction provided by the S&T Integration Board. • To guide the strategies being formulated and pursued by the cluster in respect to three key objectives: enhanced and expanded content, increased awareness by Canadians of the Cluster as an authoritative source, assurance of its long term sustainability and partnership base. • To promote synergies between the goals and outcomes of the Cluster and initiatives being undertaken by NRCan in the context of Service Transformation.
Guide development and implementation of NOL Program Plan and increase internal communications	• To commission an inventory of the department's clients and services to better understand the dynamics of its service delivery and identify opportunities for service transformation across the department. • To raise awareness of the NOL program through sector management meetings and presentations and undertake a dialogue regarding the fundamental elements of a departmental service framework.
Maintain momentum on the departmental Internet Revitalization Project (IRP)	• To align and support IRP and the S&T Cluster.

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Citizen-focused Service Element	
Horizontal Initiative	CETC-Ottawa to initiate horizontal programs to capitalize on national strengths of other government departments and the provinces.

Risk Management

MAF Measures of Success

- Corporate Risk Profile, reviewed regularly
- Tools, training, support for staff
- Evidence of risk considerations in strategic planning
- Engagement of external stakeholders in assessing / communicating risks

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Risk Management Element	
Measurable progress in the continuing implementation of NRCan Integrated Risk Management • Number of business planning and priority setting processes in NRCan that incorporate risk management • Improved awareness of risk management, including web site access, e-mail, etc.	• Key risks to be identified and managed. Evidence of risk to be taken into consideration in strategic planning. • Summary of processes incorporating risk management to be done • Communication and information products to be provided to employees of NRCan on Integrated Risk Management **-** winter 2005. • ESS program and project approval process of routine inclusion of risk assessment and its impact on the program or project.
Corporate Risk Profile (CRP)	Develop an enhanced process for producing a CRP for NRCan based on lessons learned from the 2003 CRP
Threat and Risk Assessments (TRA)	Development of a TRA model for laboratory environments to assist managers in identifying threats and risks and implementing appropriate safeguards.
Emergency Management	Design of a new Departmental Emergency Operations Centre (DEOC) to support an effective emergency management infrastructure to respond to national emergencies.

Stewardship

MAF Measures of Success

- Risk-based audit plans (reviewed regularly) and follow-up
- Progress in integrating corporate information systems and controls
- Audit findings and control failures
- Quality assurance in contracting, financial, knowledge and asset management, and information technology stewardship

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Stewardship Element	
Active monitoring of contracting process enhanced	Development of reports for stakeholders on contracting activities to include trend analyses, observations and proposed corrective measures**.**
Risk-based audits reviewed regularly	The audits of the Forest Engineering Research Institute of Canada (FERIC), Forintek Canada Corp., and the Pulp and Paper Research Institute of Canada (Paprican) will be finalized and reported on.
Expanded training offerings in contracting	• Training package/course to be developed for managers on the Contracting Process (condensed version of current 1 day course). • Pilot course to be developed on Contract Management by end of fiscal year 2004-05.
Financial Management - In-year analysis and reporting	Perform mid-year and third-quarter financial reviews to identify risks, funding pressures, and re-profiling and carry forward trends.
Enhanced financial forecasting throughout the Department	Perform a review to determine opportunities, training and system requirements to increase managers' ability to forecast expenditures.
Active monitoring of financial processes implemented	• Develop dynamic strategy/action plan to monitor finance processes including accounts payable, accounts receivable and other processes. • Report to stakeholders identifying trends, risk areas and proposed corrective measures. • Help stakeholders in developing/updating training and policies and procedures. • Visits to regional finance offices to address specific issues in NRCan's monitoring strategy.

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Stewardship Element	
Enhanced financial consultative role	Development of Centres of Expertise in highly specialized areas, namely Specified Purpose Accounts (SPAs), relocation and travel.
Integrated Security System (ISS)	• Expansion of ISS at designated NRCan sites such as Observatory Crescent, Bells Corners, Anderson Road and Sheffield Road. • Implementation of the Security Operations Centre (SOC) with centralized monitoring capabilities. • Full implementation of the Booth Street Complex including implementation of contractor and employee identification systems at guard posts with the use of an internet-based security incident reporting and visitor registration.
Audits Planned for 2004-05	• Management Control Framework for the Financial Information Strategy (FIS) • Risk Assessment of Programs/Projects for AEB • AEB Management Response Follow-up System • Risks inherent in partnering, outsourcing and other 3rd party arrangements • Follow-up to OAG Chapter 10 November 2003 Report • Follow-up to interface between PeopleSoft and Pay • Compliance and Ethics Barometer • Risks associated with the ethanol expansion program • Financial management perspective of selected CFS projects • HR management - attracting and retaining qualified personnel • Technology to support documentation retrieval and file management • Managing regional real property risks • High value and/or high risk financial transactions • Integrity of A-base performance reporting for senior management • IT security and threats - technical perspective • MMS Budgeting and Expenditure Management Systems • Cabinet document audit upon Privy Council Office request

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Stewardship Element	
Activity around finding a replacement for the GFS	• Will be looking at options to best support replacement taking into account affordability (options currently do not involve NRCan ownership) • Possible solution - TBS looking at common infrastructure and service delivery (CISD). Answer expected in the fall of 2004.
Implement S&T management processes that ensure that S&T programs and supporting infrastructure are effective at achieving desired outcomes	• Explore opportunities for enhanced effectiveness for S&T Intellectual Property (IP) management, S&T Advisory processes and S&T peer review. • Implementation of the Laboratory Coordinating Committee (LCC), exploration of laboratory synergies, and linkages to the Treasury Board Science Infrastructure/Capital Asset Review.

Accountability

MAF Measures of Success

- Clarity of accountabilities
- Delegations regularly reviewed
- Executive committee oversight of performance management and regular review of performance
- Alignment of individual with corporate commitments

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Accountability Element	
Accountability Framework for Resource Stewardship Project	• Presentations will be given in various forums, both internally and externally, during the first three quarters of 2004-05. • Prototype to be completed and ready for rollout in NRCan by end of September 2004.
Employee Performance Review	• CETC-Ottawa to institute mid-year performance review process as a regular practice.

Learning, Innovation and Change Management

MAF Measures of Success

- Progress in improving organizational learning and knowledge management practices
- Investments in organizational learning
- Stakeholder/staff perceptions of organizational adaptability, change and innovation
- Performance measurement used to improve organizational results

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Learning, Innovation and Change Management Element	
Project Management System Implementation	CETC-Ottawa to generate historic data from a project management system and use it to improve efficiencies, business practices, and client profiles.
Organizational adaptability, change and innovation	Pilot the National Managers' Communities change management process and tools within CFS. Engage all staff of Science Branch, using principles and tools developed by the National Managers Community, to organize themselves to efficiently and effectively deliver on their mandate and achieve their goals.
Business Continuity Planning (BCP)	• Automation of BCP Plans through implementation of Living Disaster Recovery Planning System Database • Completion of NCR Recovery strategy for NCR critical functions.
Science Workshops	• Follow-up workshops to the National Boreal Forest Workshop are planned in 2004-05 to examine specific science and policy matters relating to the Boreal Forest identified during this workshop. • CFS to hold a series of Science Policy Workshops to improve the integration of science and policy in order to assure sound management decision-making processes.
Safety, Security and Emergency Management Training Awareness	• Delivery of health and safety, security and emergency management training and awareness sessions to NRCan staff • Creation and posting on the SSEMD web site of the training and awareness calendar

Results and Performance

MAF Measures of Success

- Quality of Reports on Plans and Priorities and Departmental Performance Report
- Staff and client survey results
- Progress in strengthening financial and program results, and performance measurement
- Corporate monitoring and review of performance
- Risk-based evaluation plans (reviewed regularly) and follow-up
- Performance against external benchmarks

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Results and Performance Element	
S&T Information Management for decision-making	Develop and implement an NRCan S&T Information Management System.
Results-Based Management and Accountability Framework (RMAF) for Climate Change	Full completion is expected by the end of 2004 under the leadership of TBS.
PAA forms basis of 2005-06 RPP	Targets, performance measures, etc., from PAA are incorporated into 2005-06 RPP.
Strategic Retreat	CETC-Ottawa to hold a strategic retreat in the fall of 2004, to conduct self-evaluation, examine strategies and generate future plans.
Risk-based Evaluation Plans - review and follow-up	In addition to the climate change and PERD evaluations cited in other sections of the MAF, highlights of the AEB evaluation plan include: • To ensure that value for money is obtained for the Federal contribution to the Forest Engineering Research Institute of Canada (FERIC) and Forintek Canada Corp., program evaluations will be initiated and performed during 2004-05. The evaluations will involve stakeholder surveys, extensive interviews, and case studies. These evaluations will also provide an opportunity to obtain further information in the redrafting of the contribution agreements for the annual contributions to these institutes. • ESS - GeoConnections (Summary/Overall Evaluation): This sunset program may be extended/re-designed after 2005 and the RMAF requires a final evaluation of remaining components (Access, National Atlas), follow-ups on previous recommendations and bringing together of all findings.

Desired Measures 2004-05	Planned Activities/Key Milestones 2004/05
Results and Performance Element	
Risk-based Evaluation Plans - review and follow-up (cont'd)	• The CFS S&T Networks will be evaluated to examine the relevance and success of the program in terms of meeting its objectives and increasing the CFS profile. An evaluation would also assess the influence of the program delivery structure on performance and follow up on the recommendations from AEB's 1999-2000 Organizational Review of CFS S&T Networks report • Following an evaluation of Phase II of the Canadian Model Forest Program (CMFP), the Program was extended to Phase III, covering the years 2002-2007. The program will now be evaluated to assess how well the National CMFP and the individual model forest sites have addressed Phase II evaluation recommendations and to evaluate the extent to which the National MFP and the individual model forest sites are progressing towards meeting their Phase III objectives. This project will also analyse current evaluation needs to determine future evaluation options for the CMFP.
RMAFs to be developed	ESS programs to develop RMAF and evaluation - Natural Hazards and Emergency Response; and Geoscience for Oceans Management

IV   Conclusion

For 2003-04, the Deputy Minister identified six key commitments specific to NRCan in his Performance Agreement to the Clerk of the Privy Council. They are: Climate Change Implementation; Sectoral Priorities; Medium Term Planning and Transition; Sustainable Development; Strengthening Science Management at NRCan and Support Services Reform. This report highlights progress on some of the management practices within these commitments using the Treasury Board Secretariat Management Accountability Framework as a lens. Greater detail of the summaries given below can be found within the report.

Climate Change

Along with other departments, NRCan actively supported efforts of the Treasury Board Secretariat to develop a horizontal RMAF and a horizontal Risk-based Audit Framework (RBAF) for all federal climate change initiatives. By March 31, 2004, considerable progress had been made. A memorandum to Cabinet, including an RMAF and an RBAF, was developed for the climate change technology and innovation initiative. See page 39 for more details.

Sustainable Development

As part of the Deputy's commitment to provide leadership on a concrete vision of sustainability, NRCan's 3rd SD Strategy, *Moving Forward*, was tabled in February 2004. It was formulated as a guidepost to provide a unified, forward-thinking vision and articulate organizational long-term commitment to sustainable development encompassing the Department's diverse sectors and activities. A suite of macro-level metrics to illustrate progress towards achieving the four key results identified was developed. See page 39 for more details.

Strengthening Science Management at NRCan

As part of the strengthening of the science management in the department, the office of the Chief Scientist was created in September of 2003. The NRCan Science and Technology Futures Study undertaken in fiscal year 2003-04 raised five recommendations. These were implemented and supported by the Science and Technology Coordinating Committee and within the Sectors. Other progress includes the partnership with 5NR, NRC and other interested science-based departments and agencies (SBDAs), in the development of a Communications Plan and implementation of the S&T Cluster. See page 11 for more details.

Support Services Reform

A shared services study was conducted in 2003-04. During 2004-05, effort will be put on the preparation period which will consist of identifying the activities required to meet the objective of transferring processes, positions and people to the Shared Services Office. See page 40 for more details.

In conjunction with this study, the Deputy Minister committed to enhance progress on Modern Comptrollership by embedding it at the program level and requiring senior managers to make their own specific commitments to further improvements in their organizational management practices. Through

the balance of this report sector commitments and accomplishments are self-evident especially on the people side of these practices. The Deputy's commitment to sustain progress on representation of visible minorities in the EX category and on language issues was embraced by Sectors. See pages 16 and 17 for more details.

In general there were accomplishments in all areas pertaining to the MAF. As part of our striving for continuous improvement there are areas that NRCan could focus on. There is still a need for a concerted effort in the setting and communicating of a corporate vision, priorities, strategic direction and in the management of horizontal issues. Through upcoming transition and reviewing of roles at the top and within the support services, focusing on these areas will be crucial for a successfully managed department. Overall, NRCan's management practices are sound and the Department has accomplished a lot over the past year. The forecast for the coming year promises a continuation of the focus on continuous improvement.

ANNEX 1.

2003-04 Planned vs. Actual Expenditures ($000)

Themes and Initiatives	Expenditures 2003-04					
	Planned A-Base	**Actual**	**Planned Other**	**Actual**	**Total Planned**	**Total Actual**
Modern Comptrollership Project Office	108	134			**108**	**134**
Leadership						
• Integrated Management Agenda - Priority Setting Model						
• Business Continuity Planning	27					
• Real Property Strategy for the NCR			500			
• Accountability Framework for Resource Stewardship	94.5		203			
Financial and assets management						
• Integrated Training Strategy - Action plan		0				**0**
• NRCan Support Services Study			1,200	1,009		**1,009**
• Capital and Resource Demand Analysis	80	101				**101**
• Integrated Management Information Project						
• Archibus	50					
• Implement Active Monitoring policy		0				0
• Integrated Security System	427.5					
Strengthened HR management practices						
• ES Employee Orientation Program		4.6				**4.6**
Mature risk management						
• Developing a Corporate Risk Profile			50	75	75	**75**
Shared values and ethics	55.5	10.8				
Service improvement						

Themes and Initiatives	Planned A-Base	Actual	Planned Other	Actual	Total Planned	Total Actual
• NRCan Service Improvement Initiative						
• Financial and Administration Process Training Sessions	10					**10**
• IT Infrastructure Improvements						
• ESS ISO Certifications				50		**50**
• NRCan Information Management Capacity Check (IMCC) Phase 2	25					
Totals	**877.5**		**1,953**			

Annex 2.

2004-05 Planned Expenditures ($000 - salary & O&M)

Themes and Initiatives	Anticipated Expenditures 2004-05		
	Planned A-Base	Planned Other	Total Planned
Governance and Strategic Direction			
CSS Governance and Strategic Direction	90		**90**
Support Services Office Implementation	3,700		**3,700**
Development and Implementation of integrated S&T Management and Governance Systems	270		**270**
Develop an S&T vision, mission and department-wide S&T objectives consistent with GoC priorities and NRCan's mandate	99		**99**
Public Service Values	62		**62**
Policy and Programs			
Program evaluation for PERD	250		**250**
Advance Strategic Planning	4,200		**4,200**
People			
Citizen-focused service			
Government On-Line	1,500		**1,500**
Increase awareness of S&T issues affecting Canadians	100		**100**
Risk Management			
Implementation, training and communication of NRCan Integrated Risk Management		200	**200**
Stewardship			
Explore opportunities for enhanced effectiveness for S&T Intellectual Property (IP) management , S&T Advisory processes and S&T peer review.	60		**60**
Implementation of the Laboratory Coordinating Committee (LCC), exploration of laboratory synergies, and linkages to the Treasury Board Science Infrastructure/Capital Asset Review	75		**75**
Accountability			
Learning, Innovation and Change Management			
Results and Performance			
Develop and implement an NRCan S&T Information Management System	130		**130**
Totals	**10,536**	**200**	**10,736**

ANNEX 3.

Contact Names and Web sites

Modern Management Practices
Peter McClure
Manager, Management Practices and Accountability Reporting
Financial Management Branch, Corporate Services Sector
(613) 992-0963

- Planning and Reporting
- NRCan Middle Managers Reference Guide
- Values and Ethics
- NRCan priority setting model

Leadership
Karen Hecks
Senior Director
Corporate Policy and Portfolio Coordination Branch, Deputy Minister's Office
(613) 992-6575

Financial and Assets Management
Director, Financial Projects
Financial Management Branch, Corporate Services Sector

Human Resources Management Practices
Director General
Human Resource Services Branch, Corporate Services Sector
(613) 996-4008

Conflict of Interest:
Bert Crossman
(613) 996-3992

- 2002 Public Service Employee Survey
- Career Opportunities System
- Partnerships in Learning *"A shared employee-employer investment"*
- On-line Statement of Qualifications
- *Be Informed - It's All About You*
- e-mentoring
- Discounted Transit Pass
  - Ecopass - OC Transpo (Ottawa):
    http://octranspo.com/fares_menuE.htm
  - Employee Program - STO (Gatineau):
    http://www.sto.ca/tarification/cartes_puces/programme_e.html
- The International Organization for Standardization - ISO:
  http://www.iso.ch/iso/en/ISOOnline.openerpage
- Guide to Good Management Overview, Guide to Good Management and Workbook

Risk Management
Pierre Rochon
A/Manager, Risk Management
Audit and Evaluation Branch, Deputy Minister's Office
(613) 996-6196

Networks
• Aboriginal Employees Network
• Persons with disAbilities Network
• Visible Minorities Network
• Women's Network
• Youth Network
• PRIDE at work Network

Performance Measurement
Jim Frehs
Senior Policy Analyst
Corporate Policy and Portfolio Coordination Branch, Deputy Minister's Office
(613) 992-3863

Communications
Le'Anne Frieday
Account Executive, Corporate Clients Group
Communications Branch, Deputy Minister's Office
(613) 947-3160

• Welcome to Natural Resources Canada:
  http://www.nrcan-rncan.gc.ca/inter/index.html
• The Source
• NRCat:
  http://www.nrcan.gc.ca/jeunes/