
Human Resources Development Canada's Sustainable Development Strategy II

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M *essage from the Ministers*

As Ministers of Human Resources Development and Labour, our first commitment to Canadians is to work towards enhancing their quality of life and that of their families. Our programs and services assist millions of Canadians throughout the country at various stages of their lives.

However, our quality of life does not depend only on our social and economic well-being – it is also linked to a healthy environment. Over the next three years, our department will seek to promote a healthy environment in its day-to-day activities and to build greater understanding and support for sustainable development into the Department's corporate culture. It will also strengthen its sustainable development capacity by developing new tools to better monitor and measure the Department's progress in this area.

Through its many programs and services to Canadians, our department also has a unique opportunity to help instill a sustainable development culture within the broader Canadian public. One of the Department's major challenges over the coming years, and that of its many partners across governments and in the private sector, will be to determine how best to integrate sustainable development into our interactions with Canadians.

Canada is recognized as one of the best countries in the world in which to live. To maintain our high quality of life, we as Canadians — individually and collectively — have a role to play in ensuring that sustainable development becomes an integral part of Canadian life. Human Resources Development Canada is committed to working with all Canadians to ensure we can maintain our high quality of life through sustainable development.



Honourable Jane Stewart
Minister of Human Resources Development



Honourable Claudette Bradshaw
Minister of Labour

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Executive Summary

In 1997, the Minister of Human Resources Development Canada (HRDC) committed the Department to doing its part to improve the environment and promote sustainable development. We have acted on this commitment by putting a number of strategic and operational initiatives in place, and by developing a plan for the future that will increasingly integrate sustainable development into our day-to-day practices. That plan is described here in our second Sustainable Development Strategy, SDS-II.

Sustainable development (SD) is defined as “development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.” At HRDC, we are participating with other departments and agencies to focus our efforts on integrating SD into our decision-making processes.

HRDC’s mandate is to assist all Canadians in their efforts to lead rewarding lives, as well as to promote a fair and safe workplace, a competitive labour market with equitable access to work, and a strong learning culture. As a result, we at HRDC are naturally concerned about social issues and believe they should be considered an important part of SD. In addition to continuing efforts to green physical operations that began over five years ago, we have taken several significant steps that reflect our commitment to sustainable development on a more strategic level:

- **Participation in Sustainable Development Working Groups** – The Interdepartmental Network on Sustainable Development Strategies (INSDS) has identified eight horizontal cross-cutting themes and we participate in five of them: Social and Cultural Dimensions of SD; Sustainable Communities; SD and Healthy Canadians; Knowledge & Information for SD; and the Northern SDS.
- **Leadership in the Social and Cultural Dimensions of SD** – Along with other social departments, we will undertake a number of base-building activities in this area. We expect social and cultural dimensions to become a greater part of SD in the future, and our efforts will ensure that critical research and thinking has been undertaken in advance of the next round of Sustainable Development Strategies (2004-2006).
- **Implementation of an ISO 14001-based Environmental Management System** – We have begun the implementation of an improved Environmental Management System (EMS) based on the international standard ISO 14001. The EMS allows us to ensure that we are minimizing environmental impact and risk in a systematic fashion. It promotes the adoption of management practices based on continual improvement.
- **Improvement of Performance Measurement** – We have developed and provided training to employees across the country on a Web-based performance measurement and reporting system called Environmental Action Plan Online (EAP

Online). Through this system we can track targets set in each of our 10 regions, as well as their performance against those targets. In addition, we have adopted a number of government-wide performance indicators and have initiated the development of a performance measurement framework.

These steps are significant in that they provide a considerable base of effort upon which to build. SDS-II is a plan to increase these efforts – a commitment to make clear progress that is reflected in the following goals:

- 1) **Strengthen HRDC's capacity to move forward on a path to sustainable development (SD)** – We will improve HRDC's capacity to implement, monitor and better focus our SDS by completing one full management cycle of our Environmental Management System (EMS), making continual improvements as we move forward.
- 2) **Green HRDC's internal operations** – HRDC will continue to improve its performance in the areas of physical operations where it can make a difference – procurement, fleet management and solid waste management – while continuing to promote energy efficiency and water conservation in partnership with others.
- 3) **Participate with other departments to gain a better understanding of the social policy dimensions of SD and their policy implications, and to build a knowledge base on various SD-related issues of interest to HRDC** – We favour coordinated approaches to horizontal SD themes of interest and plan to continue our active participation in interdepartmental SD initiatives. This will allow us to build a better understanding of SD-related issues and their implications for social policy and to be able to identify potential policy and/or program initiatives that we can incorporate as part of our next SDS.
- 4) **Build sustainable development into HRDC's corporate culture** – We hope to instill a greater sense of what SD means in order to promote the practical integration of SD principles into products, services and activities throughout the Department. To do this, we will work towards ensuring employees have access to information through a number of means including training, presentations, and Intranet sites.

Progress in meeting our goals will be outlined every year in our departmental performance reports that are presented to Parliament. This ongoing accountability mirrors a serious effort to ensure that we continue to improve our SDS performance.

1.0 *Introduction*

Human Resources Development Canada (HRDC) plays an important role in the lives of millions of Canadians. We seek to improve Canadians' quality of life by helping them participate fully in the workplace and in their communities and in key transitions of their lives. For example, we support children and families through maternity and parental benefits; we assist young people in their search for that important first job by offering incentives to employers; we provide a safety net during times of unemployment; we help support retired Canadians through the Canada Pension Plan; and we help reduce and prevent homelessness in Canada by fostering and promoting innovative community partnerships.

In 1995, the *Auditor General Act* was amended to require federal departments to prepare a Sustainable Development Strategy (SDS) demonstrating how they plan to incorporate sustainable development principles and practices into their policies, programs and operations. Once a year, all departments must report on progress towards achieving their SDS goals in their Departmental Performance Reports (DPR). In addition, departments must update their SDS every three years. The 1995 amendments to the *Auditor General Act* also created the position of Commissioner of the Environment and Sustainable Development (CESD). Appointed by the Auditor General, the CESD assesses the progress of departmental strategies and suggests improvements through an annual report to Parliament.

Given our mandate (see section 3.0), we at HRDC are naturally concerned about social issues and we are enthusiastic about working towards addressing sustainable development challenges. While it is clear that our natural environment is under increasing stress, we are optimistic that, given our role in serving communities across Canada, we can participate in building solutions. As we seek to find the best approaches to integrating sustainable development principles into the programs, products and services we deliver, we remain focused on three key principles: reduced environmental impacts; integrated decision-making; and continual improvement. To that end, this sustainable development strategy—SDS-II—outlines our plan for the next three years.

1.1 What is Sustainable Development?

The World Commission on Environment and Development defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” The Government of Canada is committed to integrating sustainable development into its decision-making processes. This approach is supported by three key elements: a long-term focus that seeks to preserve and enhance economic, social and natural (resources) capital to improve the quality of people's lives and ensure a continuing legacy for the future; a coordinated and integrated approach to decision-making, and horizontal issues in the federal government, incorporating social, economic and environmental considerations; and recognition of the interdependence of domestic and global activities.

This approach will help ensure that social, economic and environmental implications are considered in the development of various federal programs, products and services. It will require innovative ideas on how best to integrate sustainable development principles into our institutional structures and individual behavior. It is about taking action to change policy and practice to enhance the quality of life of Canadians - now and in the future.

1.2 Our Contribution to Sustainable Development

Our long-term strategy seeks to integrate environmental considerations into our day-to-day internal operations and the delivery of our policies, programs and services. We will continue to focus a major portion of our efforts in this SDS on greening our operations and implementing our Environmental Management System (EMS). This is a significant undertaking given the size and structure of the Department (national, regional, and local operations) and the varying nature of the work performed by our employees in regions across the country.

Integrated decision-making is key to making the transition towards a more sustainable future. There is growing understanding of the value of incorporating economic, environmental and social considerations into decision-making. As the federal government's largest "social" department, our work in the areas of human resources development, labour market and social adjustment and community capacity building will make an increasingly significant contribution towards sustainability within Canada. At HRDC, we hope to play an increasingly important role in promoting sustainability through integrated decision-making in our policies, programs and services over the next decade.

2.0 *History and Progress Toward Sustainable Development at HRDC*

Prior to tabling our first SDS in December 1997, employees within HRDC had already begun to reduce the environmental impact of internal operations. Our first SDS expanded on this early effort by establishing objectives to better integrate sustainable development in three key areas:

- internal operations and service delivery;
- policies and programs; and
- corporate culture.

Given the Department's size, priority was placed on reducing the environmental impacts of internal operations and the delivery of services. Raising internal awareness of sustainable development was also recognized as an essential first step in strengthening our ability to apply a sustainable development lens to our policies and programs, and to build an internal culture to support sustainable development.

Consultations were undertaken to obtain the views of key internal and external stakeholders, and when completed, the 1997 SDS was circulated widely within and outside the Department and posted on our national Web and Intranet sites. Consultations strongly supported the three key objectives of our strategy, and recognized the difficulty of articulating the social dimensions of sustainability. They also emphasized the importance of focusing the SDS on realistic and pragmatic goals.

To implement the 1997 SDS, a comprehensive departmental action plan was developed, encompassing green purchasing, green office practices, transportation efficiency, and the promotion of innovative environmentally friendly workplace practices such as tele-working and tele-learning. This plan resulted in significant cost savings and reduced environmental impacts from our operations.

2.1 SDS 2001 Preparation Process

As part of the preparation of this current SDS, we have reviewed documents prepared by the Commissioner of the Environment and Sustainable Development (CESD) including *Moving up the Learning Curve: The Second Generation of Sustainable Development Strategies*, and *Greening Government Operations: When Will the Government Measure Up?* These documents outline expectations for the second SDSs of federal departments.

The CESD urged departments to implement changes in this round of SDSs based on lessons learned during the development and implementation of their first SDS. Given these expectations, we have concentrated on completing the following initiatives:

- conducting an internal assessment of our first SDS and reporting on its findings;
- accelerating the development and implementation of our Environmental Management System (EMS);
- improving the planning stages of the SDS and EMS; and
- increasing cooperation with other departments on various sustainable development issues.

Specific measures, procedures and performance monitoring have also been put in place to support the continued internal greening of our operations. As a tool for implementing our SDS, and in accordance with the recommendations of the CESD, we have used the international standard for EMS – ISO 14001 – as the basis for our system. An electronic monitoring and reporting system, EAP Online, has also been established for the collection and management of regional performance data (see section 7.1 for more details).

2.2 Revised HRDC SDS Format

Based on the requirements of the *Auditor General Act* and the subsequent advice of the CESD, our SDS 2000 format has been revised to include the following sections:

- **Departmental Profile** – Indicates the key functions and activities of our Department, describes our mandate, and includes a review of the legislative and policy context in which we operate.
- **SDS Evaluation** – Outlines the methodology and results of the internal assessment of the initial SDS, and reports on the lessons learned and how these lessons have been used to implement continual improvement of our SDS.
- **Issues Scan** – Provides an assessment of our operations, policies and programs in terms of their impacts on the environment and sustainable development. The issues scan also identifies opportunities for and constraints upon the advancement of sustainable development in HRDC.
- **Consultations** – Summarizes the process and feedback received through consultations with employees, clients, and other stakeholders regarding the achievement of sustainable development goals, practices and activities within HRDC.
- **Goals, Objectives and Targets** – Describes the priorities for action that have been established to improve our environmental performance and contribution to sustainable development.
- **Environmental Performance Measurement Framework** – Describes the framework that we have implemented to monitor, measure and report on our EMS and SDS performance.

2.3 The Interrelation Between Our EMS and SDS

At HRDC we have made significant strides in the development of our Environmental Management System (EMS). The EMS provides a framework for the planning and implementation of our SDS objectives and targets, and also serves as a tool for continually monitoring, measuring and reporting on environmental and sustainable development performance. Using ISO 14001 as the basis for our EMS is an important step. It reflects the Greening of Government Policy (*A Guide to Green Government*), the guide to producing a SDS, which specifies that every department's EMS must be based on the principles of ISO 14001. We have surpassed this requirement by following both the general principles and the specific elements of the standard. **Figure 1** displays the five principles of ISO 14001 and demonstrates the cyclical nature of the system. Our approach to each of the principles is described in the following section.

Figure 1 - Principles of ISO 14001



- **Environmental Policy** – Our Environmental Policy serves as a driver for implementing and improving our EMS. This Environmental Policy is documented, maintained and communicated to all employees and is posted on our EAP Online Intranet site.
- **Planning** – We identify and maintain a list of our significant environmental and applicable legal aspects as well as other requirements. These significant environmental aspects and legal requirements are considered during the development of environmental objectives and targets. To support the objectives and targets identified for the 2001-2003 period, we have developed an environmental action plan to address each.
- **Implementation and Operation** – We have begun the task of implementing our EMS through a series of distinct steps. These include defining roles and responsibilities for EMS implementation, and training employees to ensure they can safely carry out their environmental responsibilities. We have also established a process for communicating our EMS internally to staff and externally to the public. We have built a documentation system that is controlled in accordance with the guidance provided by ISO 14001. Moreover, to guarantee that environmental impacts are managed effectively, operational procedures to guide staff are being developed and implemented.
- **Checking and Corrective Action** – We have established procedures to monitor EMS and SDS performance through internal audits. We have established procedures for ensuring conformance with environmental legislation and regulation, and a system to gather information on the achievement of identified objectives and targets (EAP Online). Our environmental action plans set out measurable and time-bound targets, and detail required resources and accountability.
- **Management Review** – We have built in regular management reviews to ensure senior management will be informed of the status and direction of our EMS and SDS. Non-conformances will be reviewed to ensure that senior management is aware of the resources required to implement corrective action and support continual improvement.

3.0 *HRDC Departmental Profile*

HRDC was formally established in 1993 to provide an integrated national approach to human resource development in Canada. The Department was created by combining the following former federal departments and programs:

- employment programs of Employment and Immigration Canada;
- Labour Canada;
- social development and income security programs from Health and Welfare Canada; and
- social development programs and education programs from the Secretary of State.

Our mandate is to assist all Canadians in their efforts to lead rewarding lives, as well as to promote a fair and safe workplace, a competitive labour market with equitable access to work, and a strong learning culture.

Under the authority of the *Department of Human Resources Development Act*, we fulfill our mandate to Canadians by administering legislation, programs and services under the *Employment Insurance Act*, the *Canada Pension Plan*, the *Old Age Security Act*, the *Canada Labour Code* and numerous other laws. The Department is led by the Minister of Human Resources Development, the Minister of Labour, and the Secretary of State for Children and Youth.

In carrying out our mandate, we develop and manage major social and labour market programs that help millions of Canadians, such as Employment Insurance (EI), labour standards, student loans, the Canada Pension Plan (CPP), Old Age Security (OAS), homelessness and national literacy. Each year, about eight million Canadians use HRDC programs and services for support in our rapidly changing economy.

We work in partnership with provincial and territorial governments, Aboriginal organizations, the voluntary sector, the private sector, labour groups, educators, researchers and communities to design and deliver a wide range of initiatives.

Providing knowledge and information is another way we meet our mandate to Canadians. By producing research on important social policy issues and providing information on topics such as retirement income sources, careers, and workplace innovations, we seek to better inform the public at large and offer citizens reliable facts to enable them to make the best choices in life. For example, we provide information regarding many of our services electronically through 5,000 self-service electronic kiosks and the Internet.

3.1 Organizational Structure

HRDC is considered a large organization by most standards, with over 20,000 employees working in communities throughout the country. The majority works in our 320 Human Resource Centres, 21 telecentres and 6 Information Technology Centres throughout the country. The remainder can be found in National Headquarters and our 10 regional offices.

Our programs and services are structured under four service lines, with two other groups providing activities to support them. Core services are the administration of income security, Employment Insurance, Human Resources Investment, and Labour programs. Supporting functions are Corporate Services and Service Delivery.

3.2 Our Core Services and Supporting Activities

The following section outlines the core programs and services we provide to Canadians.

3.2.1 Income Security

Work in this area of the Department is aimed at strengthening the income security of targeted groups of Canadians by developing, administering and delivering programs for seniors, persons with disabilities and their dependent children, survivors (widows, widowers and children of deceased contributors), and migrants. Our major vehicles for furthering income security for these groups are through benefits administered by the Income Security Program (ISP), Canada Pension Plan (CPP) and Old Age Security (OAS).

3.2.2 Employment Insurance Income Benefits

Through Employment Insurance (EI) Income Benefits, temporary financial support is provided to individuals that qualify under the *Employment Insurance Act*. Through EI benefits, we assist unemployed workers, or individuals who find themselves out of the workplace due to maternity, parental responsibilities, or as a result of illness. EI helps unemployed Canadians get back to work by providing temporary financial assistance while they upgrade their skills or look for jobs and by delivering, in cooperation with the provinces and territories, active re-employment benefits and support measures.

3.2.3 Human Resources Investment

Recently, there has been a new focus in the delivery of the Department's Human Resources Investment (HRI) programs. It was decided to restructure HRI into three new branches: Nationally Delivered Programs branch, Regionally Delivered Programs branch and the National Secretariat on Homelessness. The Nationally Delivered Programs branch covers such directorates as Learning and Literacy, Social Development, and Human Resources Partnerships. The Regionally Delivered Programs branch includes programs delivered by the Youth Initiatives Directorate,

Labour Market Directorate, and Aboriginal Relations Office. The National Secretariat on Homelessness works with multiple sectors (federal departments, other levels of government, not-for-profit, voluntary and private sectors) to address homelessness issues.

HRI is committed to supporting the development of Canada's human resources and providing opportunities for Canadians to fully participate in the workplace and the community. This, in turn, improves the quality of Canadians' lives, promotes productivity, and reduces the dependence of individuals and communities on government income support.

HRI programs also provide a wide range of information, co-ordination and advisory services. These services may be solely provided by HRDC, or through partnerships with provinces and territories; the private and voluntary sectors; or Aboriginal, sectoral and community-based organizations. Services provided include access to lifelong learning and skills development, employment and job creation opportunities, and prevention or reduction of homelessness in Canada.

3.2.4 Labour Program

Under the authority of the *Canada Labour Code*, the *Employment Equity Act* and other federal laws, HRDC's Labour Program strives to promote equality, health, safety, cooperation and productivity in Canadian workplaces. Our primary focus is on industries and workplaces that are under federal jurisdiction including: air transportation; long shoring; grain handling; telecommunications; banking; and international and inter-provincial road and rail transportation. Through our Labour Program we collect and disseminate labour and workplace information, endeavour to foster constructive labour-management relations, and carry out inspections and regulatory activities in the workplace.

3.2.5 Corporate Services and Service Delivery Support

Corporate Services and Service Delivery Support provides policy development and co-ordination, communications, and technology support that is essential to providing sound administration and efficient and effective services to Canadians.

3.2.6 Supporting Activities

In addition to the services mentioned above, we have broad policy objectives and related activities that support sustainable development and in particular, the social dimensions of SD.

For instance, developing a sustainable strategy for children requires that governments adopt a long-term approach to social investment. The National Children's Agenda (NCA) is a federal-provincial-territorial strategy to improve the well-being of Canada's children. Six key policy directions, adopted by governments, are set out in the shared vision for Canada's children: enhancing early child development; supporting parents and strengthening families; improving income security for families; providing early and continuous learning experiences; promoting healthy adolescent development; and creating safe, supportive and violence-free communities.

A significant NCA initiative to improve the quality of life of children was the agreement on early childhood development reached at the September 11, 2000 meeting of First Ministers. This joint initiative between the Government of Canada and provincial and territorial governments is designed to meet two key objectives. The first objective is the promotion of early childhood development so that, to their fullest potential, children will be physically and emotionally healthy, safe and secure, ready to learn, and socially engaged and responsible. The second objective is to help children reach their potential to help families support their children within strong communities.

In conjunction with the goals of the NCA to improve the quality of life of children, the National Child Benefit (NCB) initiative between federal, provincial and territorial governments and First Nations is building support for low-income families with children. The NCB is helping to reduce poverty and increase attachment to the labour force by building a national platform of child benefits and services. The NCB demonstrates a commitment to improve child outcomes by helping low-income families improve their economic and social well-being.

Another example is the Aboriginal Human Resources Development Strategy, which is designed to expand the employment opportunities of all Aboriginal people across Canada. Under this Strategy, Aboriginal organizations design and deliver employment programs and services best suited to meet the unique needs of their communities.

In addition, some portions of Employment Insurance and Youth Employment-related funding are used to assist communities in creating employment in areas directly involving the environment and/or sustainable development. (See section 4.3 for more information on activities and achievements).

4.0 *Evaluation of 1997 HRDC SDS*

We recognize that our SDS is an ongoing cyclical process of action and learning from experience. Therefore, regular assessment of our SDS provides a basis for continual improvement. This section outlines how we conducted our assessment of the 1997-2001 SDS and presents the major findings.

4.1 Methodology

In 1998, Consulting and Audit Canada (CAC) conducted an assessment of HRDC's implementation needs for the 1997 SDS. CAC reviewed key documents and interviewed staff to establish levels of progress, assess the legal, policy and practical requirements for the Department, and recommend steps for improvement including estimated resource needs. In 1999, our Internal Audit Bureau (IAB) reviewed this initial SDS to inform senior management on the status of implementation and to identify opportunities for improvements. The IAB review included interviews with NHQ officials involved with the SDS and the examination of pertinent documents such as reports from the Commissioner of the Environment and Sustainable Development (CESD), SDS action plans, and the CAC's *Needs Assessment Report*. Finally, an evaluation of the 1999 *National Environmental Action Plan* against the requirements of the ISO 14001 standard was conducted by a private consulting firm in March 2000.

4.2 Evaluation Findings – Lessons Learned

We have made significant progress since tabling our 1997 SDS. However, areas in need of improvement have been identified. The following table presents a summary of the assessment findings, lessons learned, and further steps for improvement identified by the review of HRDC's 1997 SDS.

Table 1: Summary of the 1997 SDS Assessment

Assessment Findings	Lessons Learned	Steps for Improvement	Status
Need communications plan to raise employee awareness about sustainable development, environmental quality, and departmental successes.	Employees need to be made aware of the principles of sustainable development and the steps HRDC is taking to achieve our objectives.	• Develop an action plan for raising employee awareness regarding general environmental issues and HRDC initiatives.	Done
		• Establish a procedure to ensure that HRDC employee training and awareness requirements are met.	Done
Need to identify responsibilities of HRDC personnel with respect to the SDS and EMS.	Employees must be made aware of their responsibilities and how those responsibilities contribute toward sustainable development initiatives and improved environmental performance.	<ul style="list-style-type: none"> • Determine and communicate responsibilities for action items. • Establish a procedure to ensure that HRDC employee training and awareness requirements are met. 	Initiated Done
Need to develop specific and measurable targets.	As numeric targets were not set, the overall level of accomplishment is difficult to judge.	• Develop a procedure describing how goals, objectives and targets are established.	Done
		<ul style="list-style-type: none"> • Revise objectives and targets based on issues, aspects, and impacts identified through implementation of EMS procedures and results of 2000 consultations. Targets shall be time-bound and measurable. • Establish environmental action plans for achieving each objective and target(s). These plans shall outline due dates, responsibilities and resources. 	Done Initiated
Need to strengthen monitoring, measuring and reporting on the achievements of sustainable development and environmental performance.	Given that “what gets measured, gets done”, HRDC needs to establish an Environmental Performance Measurement Framework. This framework will articulate processes for measuring, analyzing, and reporting on the achievement of our objectives and targets.	• Establish a procedure for monitoring and measuring achievement of objectives and targets through the establishment of performance indicators.	Done
		• Initiate a course of action for ensuring that our environmental performance is reported. This performance report will be communicated to employees and stakeholders on a regular basis, and will be included in the annual Departmental Performance Report.	Done
Need to establish a process for corrective action.	HRDC’s strategy is based on the concept of continual improvement. A system is needed to identify weaknesses and ensure action is taken to strengthen them.	• Set up procedures for corrective and preventive action. Ensure that all corrective actions are presented at each management review.	Initiated
Need a process for management review of SDS and EMS direction.	Often resources and “buy-in” filter down from top management so a process must exist by which senior management is regularly informed of the status of the SDS and EMS performance.	• Create a procedure for regular review of EMS and SDS performance by senior management.	Done

4.3 Achievements

We have made considerable progress in achieving many of the objectives and targets set in our first SDS.

A comprehensive departmental action plan was developed to implement the 1997 SDS. The action plan included green purchasing, green office practices, transportation efficiency, and the promotion of innovative environment-friendly workplace practices such as tele-working and tele-learning. This plan has resulted in significant cost savings and reduced environmental impacts from our operations. For example, in the National Headquarters (NHQ) region alone, our annual paper consumption was reduced by eight percent between 1995 and 1997. A further initiative to reduce paper consumption involved the reduction of paper telephone directories. In 1999, we reduced our telephone directories from 5,200 to 850 books in the National Capital Region. This initiative is predicted to save up to 500 trees annually. Furthermore, the recycling of various materials is now a standard feature in our network of offices. Specific measures, targets and performance monitoring are now in place to support this internal greening of our operations.

We also recognize the importance of considering the environment in our service delivery. For example, in 1999-2000 83 percent of Old Age Supplement cheques, 80 percent of Canada Pension Plan cheques, and 48 percent of Employment Insurance payments were delivered electronically, reducing the need for paper and ink. Recipients of these payments are actively encouraged to use direct deposit. In addition, HRDC continues to promote the use of electronic systems through its National Job Bank, CanLearn, Electronic Labour Exchange and on-line Youth Resource Network of Canada, among others.

We also began reviewing our policies and programs to assess their potential impacts on the environment. As a result, a number of HRDC programs now contain significant environmental elements. The following are a few examples of those programs.

- A number of *Youth Employment Strategy* initiatives have an environmental focus. One example is the *Environmental Youth Alliance* in British Columbia. This non-profit organization has led many environmental projects funded by HRDC over the past four years. The *Environmental Youth Alliance* received an award from the Minister of the Environment for its *Youth Service Canada* project "Jungles in the Concrete." The project assisted 20 young women in gaining construction experience, as they developed rooftop gardens situated on top of a housing complex for youth in downtown Vancouver.
- The *Fisheries Restructuring Adjustment Measures* assist individuals who have been displaced from their usual employment due to the groundfish moratorium. Some of these measures involve habitat restoration and help communities better manage certain species.
- The *Canada Jobs Fund* (formerly Transitional Jobs Funds) helps to create long-term sustainable jobs for individuals in high and seasonal unemployment areas. For example, the Canada Jobs Fund provides employers with financial assistance to create new employment opportunities; helps individuals to create jobs by starting a business (self-employment); works with labour market partners and communities to assist them in creating sustainable employment, diversifying their economy and

strengthening the capacity of their communities; and addresses the labour market information needs of high unemployment areas.

- The *Aboriginal Human Resources Development Strategy* provides labour market interventions that will help Aboriginal people prepare for, obtain and keep jobs that will lead to a more sustainable future for Aboriginal people and their communities. For example, the Saskatchewan Indian Training Assessment Group (SITAG) has developed an Integrated Forestry Development Program. Designed in conjunction with industry, this program's focus is sustainable forest management.
- HRDC also supports sector-based human resource assessment studies, which have included the broad environmental industries sector. As well as examinations of environmental skill needs in the pulp and paper and mining industries, HRDC supports the Canadian Council of Human Resources in the Environment Industry (CCHREI). This is a sector council that delivers national and international youth internships as part of the Youth Employment Strategy. HRDC financially supports CCHREI in creating employment opportunities in the environment industry for underemployed youth across Canada. For example, in December of 2000, 64 youth were on internship with various Canadian environmental employers.
- The Homelessness Initiative works with community partners to help reduce or prevent homelessness. This will lead to a more sustainable future for individuals who are currently homeless or are at risk of becoming homeless — resulting in a more sustainable future for their communities.
- The Labour Program, through joint employer and employee consultation, has revised workplace legislation in areas of industrial relations, occupational health & safety, and wages through amendments to Parts I and II of the *Canada Labour Code* and to the *Fair Wages & Hours of Labour Act*. These changes reflect the ongoing commitment of the department to assist Canadian workers under federal jurisdiction in meeting the challenges of a rapidly changing workplace, while maintaining and enhancing their social and economic well-being. In addition, the Labour Program supports studies of joint labour-management approaches to workplace environmental issues and participates in national and international activities to improve labour practices, policies and legislation. Some examples of the key roles of the Labour Program include:
 - The Federal Mediation and Conciliation Service, which is actively involved in the promotion, throughout Canada, of collaborative labour-management relations through its Preventive Mediation Program, as well as, through its Labour-Management Partnerships Program, which provides advice and financial support for experimentation and innovation in labour-management relations.
 - Labour Standards and Workplace Equity establishes and protects employees' rights to fair and equitable employment.

5.0 *Issues Scan*

A fundamental first step in the integration of sustainable development into business operations is to identify those aspects of our activities, products and services that have or may have an impact on the environment or sustainable development. This section outlines the methodology used to identify and prioritize environmental aspects, and presents the issues that we currently consider priorities for action under the current SDS-II.

5.1 Methodology

As a part of our EMS, a procedure has been developed to identify aspects of our activities that could have an impact on the environment and on sustainable development. The process focuses on activities over which the Department has control during the life of a specific SDS. Through this process, activities are evaluated for their significance and prioritized for action. Activities will be assessed on a regular basis to discern if the issues scan is up to date and relevant to our current operations, policies and programs.

Consultations were undertaken for the 1997 SDS to obtain the views of key internal and external stakeholders. The 1997 SDS was circulated widely within and outside the Department and posted on the national HRDC Web and Intranet sites. Consultations strongly supported the three main objectives of our 1997 strategy – greening operations, considering sustainable development in policy and programs, and building sustainable development into the Department’s culture – and recognized the difficulty of articulating the social dimensions of sustainability. They also emphasized the importance of keeping the focus of the SDS on realistic and pragmatic goals. These views are still considered relevant and valid for 2001 and, for this reason, consultations were focused elsewhere.

In addition, departments are increasingly involved in extensive interdepartmental consultations on the SDS process. These serve to identify horizontal issues and priority areas for collaborative action amongst departments.

5.2 Summary of SDS Issues

At HRDC, we will focus on four priority areas over the next three years. These priority areas are:

- strengthening HRDC's capacity to move forward on a path to sustainable development;
- greening of departmental operations;
- developing a knowledge base and better understanding of the social dimensions of sustainable development and their policy implications; and
- incorporating sustainable development into the Department's corporate culture.

We recognize the need to improve our capacity to implement, monitor and better focus our SDS efforts. In view of the size of our service delivery network, we will continue to focus on reducing the environmental impacts of internal operations. As such, efforts will be concentrated on the implementation of our EMS – a sizeable undertaking given the Department's structure (national, regional and local operations), the number of offices across the country, and the varying nature of their services.

The Interdepartmental Network on Sustainable Development Strategies (INSDS) has identified the social and cultural dimensions of sustainable development as an area that could make a significant contribution to sustainability over the longer term. However, as evidenced in the April 2000 Leaders' Forum discussion, this is an area that requires further study before it can be better understood and more widely accepted.

Along with other social departments, we will undertake a number of base-building activities with respect to the social dimensions of SD. Applying a sustainable development lens to our policies and programs could help us identify activities that foster sustainable development in Canada. A closer integration of federal economic, social and environmental policies is essential. At this point in time, however, further dialogue, interdisciplinary policy-related research, and more internal and external horizontal forums are needed to both identify and clarify the social and cultural dimensions of SD and their implications for federal government departments.

As with all projects funded by the Government of Canada, HRDC activities defined as "projects," within the meaning of the *Canadian Environmental Assessment Act* (CEAA), must undergo an environmental assessment prior to being approved. Our projects contribute to economic and/or community development, with most having minimal or no adverse environmental effects. For those that could, environmental assessments ensure that project activities promote or foster the shift to environmentally friendly development in Canada.

Together, these activities will build greater internal awareness of sustainable development and further integrate sustainable development into the Department's culture.

In line with the identified priority areas, we have defined specific items in **Table 2** as significant issues or "aspects" that require action under the current SDS. An "environmental aspect" is an element of our activities, policies, or programs that can have an impact on the environment. An "environmental impact" is a change that takes place in the environment as a result of an aspect.

Table 2: Initial Identification of Environmental Aspects and Impacts

Activity/Program/Policy	Aspect/Issue	Impact
Physical Operations	Green Procurement	<ul style="list-style-type: none"> • Slower depletion of natural resources • Decreased use/release of hazardous materials • Reduced landfill loading
Physical Operations	Improved Solid Waste Management	<ul style="list-style-type: none"> • Slower depletion of natural resources • Reduced landfill loading
Physical Operations	More Efficient Vehicle Management	<ul style="list-style-type: none"> • Diminished air pollution • Reduced consumption of fossil fuel • Decreased use/release of hazardous materials
Physical Operations	Reduced Energy Consumption	<ul style="list-style-type: none"> • Reduced consumption of fossil fuel • Diminished air pollution
Physical Operations	Reduced Water Consumption	<ul style="list-style-type: none"> • Slower depletion of natural resources • Less water contamination
Corporate Culture	Training and Awareness	<ul style="list-style-type: none"> • Reduced potential for negative impacts on the environment, society, economy
Project Implementation and Support	Environmental Assessment	<ul style="list-style-type: none"> • Mitigation or prevention of negative impacts on the environment, society, economy
Policy Research	Filling Knowledge Gaps	<ul style="list-style-type: none"> • Generating the knowledge base to enable us to better address SD issues
Policy, Program Development	Participatory Approach	<ul style="list-style-type: none"> • Participation of stakeholders promotes better policy and program development
Policy, Program Development	Integrated Decision-making	<ul style="list-style-type: none"> • Consideration of social, environmental and economic dimensions of issues generates more sustainable solutions

6.0 *Consultations*

At HRDC we recognize that consulting internally with our employees, and externally with our partners, clients and other stakeholders, is an important part of the SDS planning process. Consultations help to raise awareness of the Department's sustainable development issues, and provide an opportunity for participants to voice their opinions on the development and implementation of our SDS. However, given the continued focus on greening of operations, the fact that the eight horizontal themes for SDSs were established through the INSDS process, and the very preliminary stage of understanding that exists regarding the social dimensions of SD, HRDC decided to concentrate its consultations for this SDS on internal and interdepartmental groups and stakeholders.

As a result, HRDC developed a consultation strategy to inform and obtain input from selected groups and individuals through:

- reviewing drafts of our SDS, including furthering the integration of sustainable development into internal operations, policies and programs, and corporate culture;
- exploring aspects of the social and cultural dimensions of SD;
- participating in consultations on horizontal themes such as Sustainable Communities; and, SD and Healthy Canadians; and
- obtaining input and ideas on approaches to strengthening our SDS.

6.1 National Consultation

The Deputy Minister of HRDC participated in the Leaders' Forum on Sustainable Development on April 4, 2000 and co-chaired a session in which various social dimensions of sustainable development, including the theme of Sustainable Communities, were discussed. The Forum brought together 60 Deputy Ministers, Assistant Deputy Ministers, Presidents and CEOs of Canadian business and industry, leading academics, and leaders of Non Government Organizations, environmental groups, Aboriginal organizations, and "think tanks." The Leaders' Forum was designed to begin a dialogue on the sustainable development challenges and opportunities facing Canada and obtain feedback on proposed approaches to better coordinating federal sustainable development objectives and activities. Considering the wide range of SD-related issues facing the federal government, the social and cultural dimensions of SD were not seen as a priority for this round of SDSs by most Forum participants.

6.2 Interdepartmental Consultations

Interdepartmental activities have been a major component of HRDC's consultation process. To kick-off the SDS process, HRDC's Deputy Minister participated in a Special Session of the INSDS in May 1999. During the Session, the CESD provided his views to assist departments in clarifying approaches to developing their SDS, including developing a federal framework for Sustainable Development Strategies.

HRDC also participated in various INSDS sponsored sessions, activities and meetings over the past 18 months, which have served to provide greater focus and direction in both horizontal and departmental SDS efforts. Through this process, eight horizontal themes were identified for further interdepartmental co-operation and collaboration, with HRDC having an interest in five: Social and Cultural Dimensions of SD; Sustainable Communities; SD and Healthy Canadians; Knowledge & Information for SD; and the Northern SDS. In addition, during the SDS development and drafting process, we have reviewed and commented on the strategies of a number of other departments. The intent was to remain aware of opportunities for collaboration and to better integrate approaches where feasible.

Considerable discussion has taken place between various social departments on the theme of the Social and Cultural Dimensions of Sustainable Development over the past eight months. These discussions led to the creation of the Social and Cultural Sustainable Development Working Group (SCSD), which will be led by HRDC, in close cooperation with other departments, including Canadian Heritage and Citizenship and Immigration Canada. A common SCSD work plan has been developed to explore various aspects of the social and cultural dimensions of sustainable development over the 2001-2003 SDS period. A subsequent SCSD session was held to review the social and cultural dimensions of respective departmental SDSs and the common work plan for the SDS-II period. HRDC also participated in an informal session regarding the social dimensions of SD held by CESD officials in November 2000.

As well, an informal consultation was held on July 14, 2000 with federal departments (including HRDC) and invited external participants on the theme of federal involvement in promoting Sustainable Communities. Furthermore, Health Canada held a meeting on September 8, 2000 to discuss the horizontal theme of Sustainable Development and Healthy Canadians. We participated in discussions on a collaborative federal strategy to focus on vulnerable populations including children, Aboriginal peoples, low-income earners, seniors and veterans under this broad theme.

In addition to the above, a consultation session was held in Halifax in August 2000 with National Headquarters (NHQ) and Atlantic Region representation from HRDC and Public Works and Government Services. The purpose of this session was to consult on HRDC's proposed objectives and targets related to the greening of operations and to determine areas for collaboration.

6.3 Departmental Consultations

A series of consultations with regional managers and key staff were held over the summer and into October 2000. The purpose of the consultations was to brief regional offices on the new performance tracking system, EAP Online, and the EMS, and to discuss our overall SDS process and its implications for the Department. The emphasis in these consultations was on EAP Online and the EMS, as these areas had already been identified through consultations as major priorities for us in extending and tracking our efforts to incorporate sustainable development in the Department. In addition, all policy and program areas of the Department were consulted in October and November 2000 to obtain feedback and consensus on the draft version of this SDS.

A regional policy/SDS consultation took place with the manager and staff of the Stakeholder Services and External Relations group in HRDC's B.C. Regional office in late October 2000 to discuss the policy aspects and issues surrounding the SDS. The discussion served to highlight the need for close consultation with regional officials on various SDS-related initiatives, and especially those dealing with horizontal themes involving other federal departments and partners. Resource-related issues at the regional and local level were also raised. As a follow-up to this meeting, key discussion points were developed and circulated to all participants.

6.4 External Consultations

As noted above, given the focus on greening of internal operations, the establishing of horizontal themes by the INSDS, and the early stage of understanding the social dimensions of sustainable development, HRDC did not undertake formal consultations with external groups for this round of SDSs. However, under the auspices of the SCSD working group, an informal dialogue will be initiated with certain external policy groups regarding the social policy dimensions of sustainable development over the course of the SDS-II. It is recognized that more extensive external consultations will be required in preparing HRDC's SDS-III.

6.5 Summary of Findings from Consultations

Consultations for the 1997 SDS strongly supported the three main objectives of the strategy, and recognized the difficulty of articulating the social dimensions of sustainability. They also emphasized the importance of keeping the SDS realistic and pragmatic. These findings are still considered valid. Therefore, the consultations around the 2001 SDS focused on interdepartmental and internal stakeholders.

As noted, the social and cultural dimensions of sustainable development were not seen as a high priority by participants of the Leaders' Forum on Sustainable Development in April 2000. However, we will explore this area further over the SDS-II period with other interested social and cultural departments, and undertake to organize a workshop with selected external participants.

Overall, the response from our regional offices to the EAP Online system was very positive. Over the years, many regional managers have spoken of regional barriers to

achieving specific targets (e.g., access to recycling). As a result, they were appreciative of the fact the objectives and targets were designed to be manageable despite regional differences. Regions were satisfied with the flexibility of the system, which allows them to set realistic targets. In addition, positive feedback was received on the simplicity of the system as the Web-based format was found to be very user-friendly. However, regional offices expressed concern over the limited resources available to address the additional responsibilities involved with the EAP Online system and implementing SDSs in general.

7.0 *Goals, Objectives and Targets*

Specific goals and objectives provide a sense of direction with respect to sustainable development and improvement of environmental performance over a SDS period. Targets are the realistic, measurable and time-bound statements of the steps that are required to achieve the objectives. The following section outlines the goals, objectives and targets that have been set for the current SDS and explains the methodology used in their establishment.

7.1 HRDC SDS 2001 Goals, Objectives and Targets

Following our evaluation of the 1997 SDS, we amended the goals, objectives and targets related to the greening of operations to be more outcome-oriented. In the area of policy-related goals, our objectives and targets remain primarily activity-based because this is an evolving field and, like many other departments and agencies, we need to improve our understanding of the issues before we can establish outcome targets. Our role in the Social and Cultural Sustainable Development Working Group will be to provide leadership in better defining the social dimensions of SD and in developing improved performance indicators as we gain a better understanding of what we hope to achieve in this broad area. Our policy-related objectives and targets will serve to guide us through important research and knowledge base-building functions in the areas of sustainable development where we can make a significant contribution.

HRDC's goals, objectives and targets were established based on the issues identified in the SDS issues scan. These were then reviewed and finalized following consultations with regional staff.

Our sustainable development commitments are now focused on four key goals:

- 1) **Strengthen HRDC's capacity to move forward on a path to sustainable development (SD);**
- 2) **Green HRDC's internal operations;**
- 3) **Participate with other departments to gain a better understanding of the social policy dimensions of SD and their policy implications, and to build a knowledge base in various SD-related issues of interest to HRDC; and**
- 4) **Build sustainable development into HRDC's corporate culture.**

Objectives and targets for each goal are listed in **Table 3, HRDC SDS Goals, Objectives and Targets.**

The targets represent departmental commitments made at the national level. The ability of individual regions to contribute to achieving the national targets will vary due to regional differences in available resources and services, particularly in areas of greening internal operations. To accommodate these regional differences, the EAP Online database allows regional users to enter a customized regional target value. Regions are encouraged to use the national target values as a guide for regional target values, while considering

local availability and feasibility to increase or decrease target values for the region as appropriate. The EAPs posted on EAP Online provide guidance in setting regional targets by providing background information on the issues, identifying points to be considered in deciding on a regional target value, and outlining the data that will need to be collected. Regional targets entered in the EAP Online database are subject to review by the national EMS Manager and the Management Committee to ensure the overall national target will be met.

Specific details of actions that will be undertaken by HRDC to achieve each objective, including responsibilities and resources required, are detailed in EAP Online and other related documentation including the EMS Manual.

Table 3: HRDC SDS Goals, Objectives and Targets

<p>Goal 1</p> <p>Strengthen HRDC's capacity to move forward on a path to sustainable development (SD).</p>	
<p>Objective 1.1</p> <p>To enhance HRDC's Environmental Management System (EMS) and implement it across HRDC depending on availability of resources.</p>	
<p>Target 1.1.1</p> <p>To complete and operationalize the EMS to the greatest extent possible by September 30, 2003.</p>	<p>Performance Indicator 1.1.1</p> <p>Number of offices at which EMS has been in place for one management cycle.</p>
<p>Target 1.1.2</p> <p>To capture the key EMS data required for relevant HRDC sites by March 31, 2003.</p>	<p>Performance Indicator 1.1.2</p> <p>Number of HRDC sites for which key EMS data has been collected.</p>

<p>Goal 2</p> <p>Green HRDC's internal operations.</p>	
<p>Objective 2.1</p> <p>To increase the amount of green procurement.</p>	
<p>Target 2.1.1</p> <p>Increase the total amount (measured in dollar value) of green products and services purchased by:</p> <ul style="list-style-type: none"> • 5% by March 31, 2002 • 7% by March 31, 2003 	<p>Performance Indicator 2.1.1</p> <p>Dollar value of green products and services purchased.</p>
<p>Target 2.1.2</p> <p>Increase the total amount (measured in dollar value) of products and services purchased from Aboriginal businesses to:</p> <ul style="list-style-type: none"> • 1.75% of all purchases by March 31, 2001 • X% of all purchases by March 31, 2002 • X% of all purchases by March 31, 2003 <p>Note: <i>figures for 2002 and 2003 to be set by Treasury Board.</i></p>	<p>Performance Indicator 2.1.2</p> <p>Dollar value of products and services purchased from Aboriginal businesses as a percentage of total purchasing during the fiscal year.</p>
<p>Target 2.1.3</p> <p>Conduct a pilot study to assess feasibility of tracking number of overnight stays in Green Leaf hotels by March 31, 2002.</p>	<p>Performance Indicator 2.1.3</p> <p>Produced a pilot study on the feasibility of tracking overnight stays in Green Leaf hotels by March 31, 2002.</p>

<p>Goal 2</p> <p>Green HRDC's internal operations.</p>	
<p>Objective 2.2</p> <p>To reduce the amount of waste sent for disposal.</p>	
<p>Target 2.2.1</p> <p>Implement programs for source reduction and materials reuse that can be adopted in all regions. Programs are to reach:</p> <ul style="list-style-type: none"> • 25% of personnel by March 31, 2002 • 50% of personnel by March 31, 2003 	<p>Performance Indicator 2.2.1</p> <p>Number of sites and their populations that have adopted source reduction and materials reuse programs.</p>
<p>Target 2.2.2</p> <p>Reduce the amount of waste sent to landfill for disposal by 50% (over 1988 baseline levels) in:</p> <ul style="list-style-type: none"> • NHQ by March 31, 2001 • All Regions by March 31, 2002 <p>*1988 Baseline levels are 190kg/occupant</p>	<p>Performance Indicator 2.2.2</p> <p>Amount of solid waste generated per occupant per year.</p>

<p>Goal 2</p> <p>Green HRDC's internal operations.</p>	
<p>Objective 2.3</p> <p>To increase water and energy conservation in HRDC buildings.</p>	
<p>Target 2.3.1</p> <p>Ensure that water and energy conservation awareness is integrated into the general environmental awareness program. The target is to reach:</p> <ul style="list-style-type: none"> • 10% of personnel by March 31, 2002 • 35% of personnel by March 31, 2003 	<p>Performance Indicator 2.3.1</p> <p>Number of employees that have received water and energy conservation awareness program as a percentage of total employees.</p>

<p>Goal 2</p> <p>Green HRDC's internal operations.</p>	
<p>Objective 2.4</p> <p>To reduce the environmental impact of our fleet.</p>	
<p>Target 2.4.1</p> <p>Evaluate all HRDC vehicles to determine which ones can be feasibly converted to alternative fuels.</p> <ul style="list-style-type: none"> • 25% of current vehicles to be evaluated by March 31, 2002 • 50% of current vehicles to be evaluated by March 31, 2003 	<p>Performance Indicator 2.4.1</p> <p>Number of vehicles evaluated for conversion as a percentage of total number of vehicles in fleet.</p>
<p>Target 2.4.2</p> <p>Develop a program to ensure that fleet vehicle users are maintaining vehicles in an environmentally sound manner by March 31, 2002.</p>	<p>Performance Indicator 2.4.2</p> <p>Fleet Program developed by March 31, 2002.</p>
<p>Target 2.4.3</p> <p>Evaluate new vehicle purchases according to Alternative Fuels Act.</p> <ul style="list-style-type: none"> • 75% of new vehicle purchases by March 31, 2001 • X% of new vehicle purchases by March 31, 2002 • X% of new vehicle purchases by March 31, 2003 <p>Note: <i>figures for 2002 and 2003 will be set once conformance with the 2001 target has been assessed and/or requirement of the Alternative Fuels Act changes.</i></p>	<p>Performance Indicator 2.4.3</p> <p>Number of vehicle purchases evaluated as a percentage of total number of vehicle purchases during the fiscal year.</p>

<p>Goal 3</p> <p>Participate with other departments to gain a better understanding of the social policy dimensions of SD and their policy implications, and to build a knowledge base in various SD-related issues of interest to HRDC.</p>	
<p>Objective 3.1</p> <p>Participate with other federal departments in exploring and developing co-ordinated approaches to horizontal SD themes of interest to HRDC identified in the SDS-II process.</p>	
<p>Target 3.1.1</p> <p>Social and Cultural Dimensions of Sustainable Development</p> <ul style="list-style-type: none"> • Through the Social and Cultural Sustainable Development Working Group (SCSD), further explore various aspects of the social and cultural dimensions of SD and their policy implications over the SDS-II period (2001-2003). • Sponsor with other SCSD members a workshop with interested participants to discuss the social and cultural dimensions of SD and the potential research and policy implications for federal departments by December 31, 2002. • Participate with SCSD members in specific departmental research projects intended to investigate various aspects of the social and cultural dimensions of SD over the SDS-II period (2001-2003). 	<p>Performance Indicator 3.1.1</p> <p>Initiated and delivered collaborative activities outlined in SCSD work plan for SDS-II period.</p> <p>SCSD-sponsored workshop held with federal government and external participants.</p> <p>Participated in various departmental research activities undertaken under the SCSD umbrella.</p>
<p>Target 3.1.2</p> <p>Sustainable Communities</p> <ul style="list-style-type: none"> • Participate with interested departments in collaborative activities to promote and support a more co-ordinated federal approach to fostering sustainable communities (SCs) and addressing issues relating to this theme. • Explore the potential for closer linkages between HRDC's Community Capacity Building (CCB) activities and tools and various interdepartmental activities relating to SCs. • Within HRDC's CCB activities, promote closer linkages between the process of community capacity building and an integrated approach to SD at the community level. 	<p>Performance Indicator 3.1.2</p> <p>Ongoing participation in interdepartmental Working Group on Sustainable Communities and initiatives emanating from it over the SDS-II period.</p> <p>Participated with other departments to develop various SC-related information tools and products and their use to promote SD at the community level.</p> <p>Strengthened SD theme in HRDC's CCB Toolkit and Internet portal, and built stronger linkages to SD in CCB activities and materials.</p>

<p>Target 3.1.3</p> <p>SD and Healthy Canadians</p> <ul style="list-style-type: none"> • Support and contribute to Health Canada’s focus on SD and Healthy Canadians, and especially with respect to child-related health and well-being. • In collaboration with Health Canada, explore the development of possible activities to promote healthy workplaces in areas of federal jurisdiction. 	<p>Performance Indicator 3.1.3</p> <p>Ongoing participation of HRDC’s Children’s Policy Group with Health Canada to review and develop possible HRDC contributions to support this theme.</p> <p>Ongoing collaboration of Labour’s Occupational Health and Workplace Safety group with Health Canada to explore issue of healthy workplaces and development of supporting activities.</p>
<p>Target 3.1.4</p> <p>Knowledge & Information for SD and the Northern SDS</p> <ul style="list-style-type: none"> • Provide social policy perspectives to inter-departmental working group established to guide development of SD indicators and reporting system. • Support Indian and Northern Affairs (DIAND) in the development and delivery of SD-related initiatives affecting Canada’s Aboriginal peoples through its departmental and Northern SDS. 	<p>Performance Indicator 3.1.4</p> <p>Ongoing participation in interdepartmental Knowledge and Information Working Group.</p> <p>Ongoing discussions with DIAND to better co-ordinate programs and services for Aboriginal peoples and activities relating to Aboriginal and Northern SD.</p>

<p>Goal 3</p> <p>Participate with other departments to gain a better understanding of the social policy dimensions of SD and their policy implications, and to build a knowledge base in various SD-related issues of interest to HRDC.</p>	
<p>Objective 3.2</p> <p>To begin building a better understanding of SD-related issues of particular interest to HRDC and their implications for social policy and HRDC's policies and programs.</p>	
<p>Target 3.2.1</p> <ul style="list-style-type: none"> • Explore the labour market and social adjustment issues related to the Kyoto Protocol and other possible interventions over the longer term to ameliorate climate change/global warming and produce research study by March 31, 2002. 	<p>Performance Indicator 3.2.1</p> <p>Produced research study on labour market and social adjustment issues.</p>
<p>Target 3.2.2</p> <ul style="list-style-type: none"> • Investigate the concept of "green employment," its broad implications for social policy, and ways in which its growth could be promoted or enhanced over the longer term and produce research study by October 31, 2002. • From a program perspective, review by December 31, 2002 ways in which HRDC's existing programs might foster the development and growth of "green employment" in Canada. 	<p>Performance Indicator 3.2.2</p> <p>Produced research study on concept of "green employment."</p> <p>Conducted review of HRDC programs to assess if they could be used to foster the development or growth of "green employment" in Canada.</p>
<p>Target 3.2.3</p> <ul style="list-style-type: none"> • Assess by November 30, 2002 overall SD-related knowledge/skill needs in the economy over the medium term and how these might be better incorporated into HRDC's sectoral human resources programs and strategies. 	<p>Performance Indicator 3.2.3</p> <p>Conducted assessment of overall SD-related knowledge/skill needs over medium term and review of how these needs might be incorporated into HRDC's human resources development and sectoral strategies by November 30, 2002.</p>
<p>Target 3.2.4</p> <ul style="list-style-type: none"> • Explore ways in which HRDC could better promote and foster the shift to SD in Canada over the longer term. 	<p>Performance Indicator 3.2.4</p> <p>Study of ways HRDC can promote and foster shift to SD, initiated by May 1, 2003.</p>

<p>Goal 3</p> <p>Participate with other departments to gain a better understanding of the social policy dimensions of SD and their policy implications, and to build a knowledge base in various SD-related issues of interest to HRDC.</p>	
<p>Objective 3.3</p> <p>To identify potential policy and/or program initiatives HRDC could incorporate as part of our next SDS (i.e., SDS-III).</p>	
<p>Target 3.3.1</p> <p>By June 1, 2003, assess potential policy and program initiatives HRDC could incorporate as part of our next SDS (2004-2006) based on a better understanding of federal horizontal SD themes and capacity for integrated decision-making within HRDC.</p>	<p>Performance Indicator 3.3.1</p> <p>Review of potential policy/program initiatives undertaken by June 1, 2003.</p>

<p>Goal 4</p> <p>Build sustainable development into HRDC's corporate culture.</p>	
<p>Objective 4.1</p> <p>To enhance greater awareness of SD within HRDC.</p>	
<p>Target 4.1.1</p> <p>Provide all employees* with general awareness material that will ensure an understanding of the EMS and the SDS, increase integration of Sustainable Development into decisions, and instill a sense of environmental responsibility. The target will be to reach:</p> <ul style="list-style-type: none"> • 10% of personnel by March 31, 2002 • 35% of personnel by March 31, 2003 <p>* specific awareness material will be aimed at senior management, administration, policy/program and general staff</p>	<p>Performance Indicator 4.1.1</p> <p>Number of employees who have received environmental awareness material as a percentage of total employees.</p>
<p>Target 4.1.2</p> <p>Provide all employees* with climate change awareness material that will communicate how employees can reduce greenhouse gas emissions. The target will be to reach:</p> <ul style="list-style-type: none"> • 10% of personnel by March 31, 2002 <p>* specific awareness material will be aimed at senior management, administration, policy/program and general staff</p>	<p>Performance Indicator 4.1.2</p> <p>Number of employees who have received environmental awareness training as a percentage of total employees.</p>
<p>Target 4.1.3</p> <p>Ensure that there is at least one voluntary green representative for each site.</p> <ul style="list-style-type: none"> • 25% of sites to have a green representative by March 31, 2002 • 50% of sites to have a green representative by March 31, 2003 	<p>Performance Indicator 4.1.3</p> <p>Number of sites that have nominated a green representative as a percentage of total sites.</p>

8.0 *Environmental Performance Measurement Framework*

In an effort to understand and improve our performance against our stated objectives and targets, we have initiated the development of a performance measurement framework (PMF). The information collected will help HRDC assess progress over this SDS-II (2001-2003) period and identify areas where improvement is required in the next round of SDSs. Our approach is consistent with ISO 14031, which was cited in the May 2000 Report of the CESD. However, some refinement of this initial PMF is required to capture all our SDS-related activities in an appropriate and consistent manner.

To establish the PMF, we have committed to undertake a number of tasks. Each task is outlined below.

8.1 Planning

We have developed a PMF that takes into consideration the nature and scope of our operations and SDS objectives and targets. In planning the PMF, we addressed the following issues:

- priorities;
- actions;
- applicable environmental aspects;
- timetable;
- resources; and
- senior management commitment.

8.2 Developing Performance Measurement Indicators

At HRDC, we have established procedures for defining performance measurement indicators to track achievements against each stated objective. To contribute towards government-wide reporting on environmental performance from our operations, we have selected common performance indicators, where applicable, from the document *Sustainable Development in Government Operations: A Coordinated Approach*. The performance indicators to be used are listed in **Table 3**, HRDC SDS Goals, Objectives and Targets.

In addition, we have assigned roles and responsibilities to each of the performance

measurement indicators. Roles and responsibilities are outlined in EAP Online, HRDC's EMS Manual and in other related documentation.

8.3 Setting of Targets

Once our objectives were set and performance indicators chosen, clear, measurable and time-bound targets were set for all objectives. Each target is linked to a performance indicator, and measurement of how well we reach these targets will provide the basis of each performance measure to be included in the sustainable development section of our annual Departmental Performance Reports (DPR).

The Environmental Action Plans posted on EAP Online describe the national greening objectives and targets and the suggested initiatives for meeting each target. Our regional employees have been encouraged to use the national target values as a guide for setting regional target values. However, they will need to consider local feasibility and resource availability in adopting regional and local targets, and increase or decrease target values appropriately. The EAP Online plans provide guidance in setting regional greening targets by providing background information on the issues; identifying points to be considered in deciding a regional target value; detailing the data that will need to be collected; and suggesting initiatives for meeting each target. Regional targets will be recorded in the EAP Online database.

8.4 Collecting Baseline Data

For each objective and target, there is a plan to collect baseline data. The baseline data will use the identified performance indicator and can be either a historical number or it can be a new baseline set at zero, as would be the case for a new program. For policy related objectives and targets, baseline activities will be identified at the beginning of each fiscal year, with activities for the following year building on those undertaken in the previous year. In most cases, the applicable baseline data is known or can be estimated, but where this is not the case, clarification of the baseline figures may trigger an adjustment of targets set within the SDS.

Baseline data or cumulative activities will be collected for each target by March 31, 2003.

8.5 Reporting

Regions collect, measure and analyze their performance data and report their performance on the EAP Online system. Regional data is normalized and adjusted by population within the system to give national performance values. This information is used to prepare a report that can be provided to employees, stakeholders, and the public. Employees can view results on EAP Online and are also informed of the Department's progress in meeting the objectives and targets via e-mail. Stakeholders and the public can access performance information through the Departmental Performance Reports available on the Internet.

8.6 Reviewing and Improving Performance

Procedures have been established to evaluate performance indicator data against established targets. Performance is then reviewed and monitored regularly on a regional and national basis and evaluated to identify opportunities for continual improvement and cost savings. Our EMS clearly outlines the process for environmental and sustainable development performance reviews.

9.0 *Review and Improvement*

Through planning, auditing and corrective action, we incorporate a process of continual improvement into our EMS and SDS. We assess our environmental performance and the functioning of our EMS and monitor our progress in moving towards sustainable development. Policy-related activities have been designed to build knowledge and greater awareness of sustainable development issues of interest to HRDC over the SDS-II period. This will enable us to play a more active policy role in the next phase of SDS development (i.e., SDS-III).

9.1 Identification of Nonconformance and Corrective Action

Internal auditing procedures have been established to ensure that all operations that have an impact on sustainable development and the environment are performed in accordance with procedures and in keeping with policy commitments and objectives. A non-conformance and corrective action procedure also assures that non-conformance is documented and actions are taken to correct the situation and prevent its reoccurrence.

9.2 Management Review

Experience has shown that senior management commitment can motivate employees to participate in environmental initiatives. HRDC has an established procedure to conduct regular EMS and SDS management reviews to ensure their adequacy and effectiveness. Each management review addresses the following issues:

- the adequacy of our Environmental Policy and SDS;
- progress in achieving our environmental objectives and targets;
- identified non-conformances with federal, provincial and territorial legislation and regulation;
- federal or provincial initiatives that may affect the SDS;
- results of SDS and EMS audits and evaluations;
- reports on the status of identified non conformances and corrective actions;
- the continuing suitability of the EMS and objectives and targets in relation to changing conditions (i.e., technological advancements, legislation, organizational structure, access to information); and
- the concerns of relevant interested parties.

The senior management reviews will provide direction in the above-mentioned areas. The findings of these reviews will be documented and the recommendations will be addressed. Completion of these management reviews initiates a new cycle of the process that is outlined in **Section 2.3, The Interrelationship Between Our EMS and SDS.**

Looking Ahead

Over the past few years, HRDC has initiated a series of operational efforts aimed at improving environmental practices, focusing on activities such as recycling paper and conserving energy. These initiatives, reflected in the first SD strategy, have now grown into a full-fledged program to manage environmental impacts and integrate sustainable development into our day-to-day practices.

In 2003, as we develop our third strategy, we expect that SDS-II will have laid the foundation for continued integration of sustainable development into the everyday activities of all HRDC staff. SDS-II is, therefore, primarily a base-building approach focusing on three themes: environmental management, social and cultural aspects of SD, and performance measurement. Looking ahead, we see these three themes forming the critical framework to guide our overall environmental and sustainable development management practices.

- **Environmental Management** – We expect that in this area we will have an advanced process for systematically assessing risk and reducing environmental impacts based on internationally recognized standards. Our EMS will be fully functional and designed to encourage continual improvement. Over time, it will begin to fit seamlessly into our current management processes.
- **Social, Cultural, Health and Community Aspects of Sustainable Development** – HRDC seeks to improve the quality of life of Canadians by helping them to fully participate in the workplace and in their communities at all stages of their life. Over the next three years, we see ourselves working in partnership with a variety of internal and external stakeholders on the horizontal issues that address some of the aspects of SD. We expect to be in a position in 2003 to be able to advance a SDS that reflects opportunities that exist in this area.
- **Performance Measurement** – We have undertaken the development of a Web-based data collection tool that serves as a mechanism for reporting performance against objectives and targets on a national level. We have also taken initial steps in the development of a performance measurement framework. We expect both of these systems to be functioning smoothly, and to be providing consistent and revealing data as we develop SDS-III in 2003.

The journey to achieve sustainable development is one being taken together by all Canadians. It will be advanced through the combined efforts of all federal departments, other levels of government and economic sectors, and Canadians at large including youth, workers, seniors, visible minorities, and Aboriginal peoples. We at HRDC are in a position to make an important contribution to understanding and improving the social and cultural dimensions of sustainable development as we seek to expand awareness and advancement throughout the Department, Government of Canada and society as a whole.

A *ppendix A*

Glossary

Continual improvement

Ongoing processes and techniques for assessment and learning designed to enhance environmental management and SD-related systems to achieve improvements in overall performance over time.

Environment

Physical and social surroundings in which an organization operates, including air, water, land, natural resources, flora, fauna, humans, and their interrelation.

Environmental aspect

Element of an organization's activities, products or services that can interact with and have an impact on the environment.

Environmental impact

Any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organization's activities, products or services.

Environmental Management System

The part of the overall management system that includes organizational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the environmental policy and sustainable development strategy.

A Guide to Green Government

Cabinet directive that provides guidance to all federal departments on developing comprehensive, results-oriented Sustainable Development Strategies. This policy directs all federal departments to implement Environmental Management Systems (EMS) based on the principles of ISO 14001.

ISO 14001

International standard from the International Organization for Standardization "Environmental management systems – Specification with guidance for use." Details the required elements for an Environmental Management System, following five EMS principles: Commitment and Policy, Planning, Implementation, Measurement and Evaluation, and Review and Improvement.

ISO 14031

International standard from the International Organization for Standardization "Environmental management – Environmental performance evaluation – Guidelines." Outlines an internal management process that uses indicators to provide information comparing an organization's past and present environmental performance with its environmental performance criteria, following a "Plan-Do-Check-Act" management model.

National Children's Agenda

A joint federal-provincial-territorial strategy to improve the well-being of Canada's children. The core of the Agenda is its vision and values for children, founded on the belief that children's well-being is a priority for all Canadians. The Agenda also sets out goals for our children and ourselves, and suggests ways Canadians can work together to achieve these goals.

National Child Benefit

The National Child Benefit is both a federal supplement paid through the Canada Child Tax Benefit and a series of provincial, territorial and First Nations reinvestments in enhanced programs and services for low-income children and families. This initiative helps those parents who want to work but have low-paying jobs to improve their quality of life while caring for their children.

Objective

A broad-based environmental commitment an organization sets to achieve.

Project

An undertaking in relation to a physical work, such as any proposed construction, operation, modification, decommissioning, or abandonment; or any proposed physical activity not relating to a physical work that is set out in the Inclusion List Regulations of the Canadian Environmental Assessment Act.

Sustainable Development

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable Development Strategy

The strategy that each Minister responsible for a department is required to submit to Parliament, which includes the department's concrete goals and plans of action to integrate sustainable development into its policies, programs and operations.

Target

A detailed performance requirement, that is time-bound and measurable, that needs to be set and met in order to achieve an objective.

*A*ppendix *B*

A *cronyms*

CAC	Consulting and Audit Canada
CCB	Community Capacity Building
CEAA	Canadian Environmental Assessment Act
CESD	Commissioner of the Environment and Sustainable Development
CCHREI	Canadian Council of Human Resources in the Environment Industry
CPP	Canada Pension Plan
CPRN	Canadian Policy Research Networks
DIAND	Department of Indian Affairs and Northern Development
DPR	Departmental Performance Reports
EAP	Environmental Action Plan
EI	Employment Insurance
EMS	Environmental Management System
HRDC	Human Resources Development Canada
HRI	Human Resource Investment
IAB	Internal Audit Bureau
INSDS	Interdepartmental Network on Sustainable Development Strategies
ISP	Income Security Programs
NCA	National Children's Agenda
NCB	National Child Benefit
NHQ	National Headquarters
OAS	Old Age Security
PMF	Performance Measurement Framework
SC	Sustainable Communities
SCSD	Social and Cultural Sustainable Development Working Group
SD	Sustainable Development
SDS	Sustainable Development Strategy
SITAG	Saskatchewan Indian Training Assessment Group