



Hazardous Materials Information
Review Commission

Conseil de contrôle des renseignements
relatifs aux matières dangereuses

COMMISSION RENEWAL: BLUEPRINT FOR CHANGE

WORKPLAN

Table of Contents

Program Renewal and Reform	1
1. MSDS Compliance	
Design Principles	3
Action Plans	4
2. Client Services	
Design Principles	11
Action Plans	12
3. Dispute Resolution	
Design Principles	19
Action Plans	20
4. Corporate Services	
Design Principles	27
Action Plans	28
HMIRC Contact	40

Program Renewal and Reform

The Hazardous Materials Information Review Commission is taking a leadership role in program improvement. We are moving beyond organizational assessment to turn our program objectives, stakeholder interests and our strategic plan "*Commission Renewal: Blueprint for Change* " into action. We are adopting a business attitude that focuses on performance and strategic partnerships, while maintaining and preserving our key values and operating principles.

As an organization embracing change, we aim to deliver our mandate and achieve our mission through the establishment of three new business lines. To accomplish this, we are acting to re-define the organization into three core program areas:

- 1. MSDS Compliance**
- 2. Client Services**
- 3. Dispute Resolution**

These changes, and the action plans implemented within each of these programs, are designed to provide our stakeholders with better and faster service. Unique in nature, the three business lines utilize individual processes and approaches in response to the different roles they are mandated to carry out. The creation of these new business lines represents a positive and pragmatic step towards modernizing our services and meeting our stakeholders' changing needs.

The following sections of the "*Workplan*" detail the three core program areas, the design principles upon which they have been established and the plans through which each program will strive to turn commitment, ideas and recommendations into action.

1. MSDS Compliance Program

The aim of the MSDS Compliance Program is to regulate, in the public interest, the maximum health and safety benefits in the workplace. It is the responsibility of Screening Officers within this Program to decide on the compliance of MSDSs and labels. At the same time, Screening Officers must ensure that the decisions they render are pursuant to the *Hazardous Products Act*, the *Canada Labour Code*, provincial and territorial occupational health and safety legislation, and within the WHMIS regulatory requirements.

This activity will continue to result in a direct contribution to the reduction of workplace-related illness and injury which, in turn, has the effect of easing economic pressures due to compensation claims and health care costs. Screening Officers will, where non-compliance is found, issue a formal order for revision of the MSDS and follow-up to ensure compliance. Of the 1204 claims for which a Notice of Decision and Order has been published in the Canada Gazette, there have been 16 appeals filed in relation to orders issued on MSDS compliance. Of these, 7 were subsequently withdrawn.

Design Principles

The MSDS Compliance Program is designed to ensure that:

- # Openness, accessibility and transparency, while respecting the confidentiality provisions of the legislation, guide our actions to regulate in the public interest.
- # Fairness is the cornerstone of our decision-making process.
- # A firm dedication to ensuring that workplace health and safety, and sound scientific principles, judgement and information, guide the decisions we render.
- # Stakeholder satisfaction drives our process for complaint management.
- # High standards direct our annual program performance review.

1.	MSDS Compliance Program - Action Plans		
1.1	The MSDS Compliance and Client Services Programs will develop and review their activities within an overall policy framework that will include a mechanism for: full consultation (including annual tripartite workshops) on program review and modification, program evaluation criteria, service standards for the MSDS and claim reviews carried out by Screening Officers and cost/benefit analysis, if practicable.		
1.1.1	By developing Service Standards for decision-making processes used by Screening Officers, based on a survey of other administrative agencies (benchmarking).	Importance High	Urgency Medium
	Lead: Screening Division When: July 2000 Support: Legal Services	Performance Indicator Draft service standards to Management Committee	
1.1.2	By determining if cost/benefit analysis of MSDS compliance activity is practicable through analysis of available Occupational Safety & Health statistics.	Importance Medium	Urgency Low
	Lead: MSDS Compliance Division When: October 2000 Support: Occupational Safety & Health agencies/published literature	Performance Indicator Preliminary survey completed	
1.1.3	By organizing and holding a tripartite workshop for purposes of consultation on improving the quality of submissions, promoting the filing of claims and information exchange.	Importance High	Urgency Medium
	Lead: Client Services Division When: Spring 2000 Support: Operations Branch, Communications	Performance Indicator: Workshop held	
1.1.4	By investigating the feasibility of organizing and holding subject-specific meetings for stakeholders.	Importance Medium	Urgency Medium
	Lead: Varied (depending on subject) When: On demand Support: Communications	Performance Indicator: Meetings held	

1.2	<p>We aim to eliminate the recovery of costs associated with the MSDS compliance work done in the public interest. The original cost recovery planning assumptions will be examined in the context of Treasury Board Cost Recovery Policy. The Commission's review of its cost recovery program will involve detailed discussions with Treasury Board Secretariat officials. For our clients, this action will demonstrate that activities considered cost recoverable are supportable by government policy and that clients are being charged fairly for the work performed.</p>		
1.2.1	<p>By providing any additional data needed by Corporate Services - see item 4.2.</p>	<p>Importance High</p>	<p>Urgency High</p>
	<p>Lead: Corporate Services Division When: March 2000 Support: Operations Branch</p>	<p>Performance Indicator Data provided</p>	
1.3	<p>Registration renewal procedures should be amended to a notification type of procedure in which the company attests to the continued validity and accuracy of the MSDS in question. The Commission must be able to verify the attestation and a method must be established that allows the public to challenge the attestation and for the Commission to request the substantiating information. The Commission need only confirm that the relevant toxicity profile for the chemical or mixture has not changed. Charges for Notification of Renewals should be commensurate with the resources required. Where the controlled product's formulation has not changed since the last review, an attestation to this effect may be made by the claimant. This streamlined process should result in efficiencies which could result in a reduction to refiling fees.</p>		
1.3.1	<p>By exploring ways, including proposed statutory/regulatory amendments, as required, to implement an attestation approach as an alternative to conducting a complete review of MSDSs associated with refiled claims.</p>	<p>Importance High</p>	<p>Urgency High</p>
	<p>Lead: Operations Branch When: June 2000 Support: Legal Services</p>	<p>Performance Indicator: Recommendation to Management Committee</p>	
1.3.2	<p>By designing a program for validating a statistical random sample of the MSDSs for which the attestation procedure would be used.</p>	<p>Importance High</p>	<p>Urgency High</p>
	<p>Lead: Screening Division When: June 2000 Support: Legal Services</p>	<p>Performance Indicator Sample program designed</p>	

1.3.3	By reviewing the procedures for the review of MSDSs associated with refiled claims to incorporate a means of confirming that a mixture's toxicity profile has not changed.	Importance High	Urgency High
	Lead: MSDS Compliance Division When: June 2000 Support: Screening Division, Legal Services	Performance Indicator: Revised procedures completed	
1.3.4	By applying any new cost recovery policy approach to the design of a new fee structure which more accurately reflects the cost of processing refiled claims.	Importance High	Urgency High
	Lead: Corporate Services Division When: See Sub-item 1.2.1 Support: Operations Branch	Performance Indicator: Proposal for a new fee structure for refilings, if required	
1.4	Every effort will be made to utilize our scientific and toxicological resources to maximize the benefits of our programs to our stakeholders. The distribution of Toxicity Profile Summaries, which have been prepared for certain chemical substances, will serve as one example of this initiative. We will also explore partnership opportunities with program partners who have similar interests and objectives in the WHMIS program.		
1.4.1	By determining the opportunities for partnerships with organizations such as CCOHS, and the demand for HMIRC toxicological evaluation for WHMIS purposes.	Importance Medium	Urgency Low
	Lead: MSDS Compliance Division When: October 2000 Support: Legal Services	Performance Indicator: Report to Management Committee	
1.5	We will increase our investment in the training and development of employees to ensure they maintain the skills and expertise necessary to deliver regulatory program services in a manner which meets high standards of service and satisfies the expectations of our clients.		
1.5.1	By identifying, on a yearly basis, the skill sets and expertise required to deliver the programs in this business line and by ensuring that the financial resources required are reasonably available.	Importance High	Urgency High
	Lead: Vice-President/Managers, Operations Branch When: May 2000 Support: Operations Branch Staff	Performance Indicator: Analysis complete	

1.5.2	By establishing a yearly review to ensure needs/skills analysis is up to date.	Importance High	Urgency Low
	Lead: Vice-President/Managers, Operations Branch When: Ongoing Support: Operations Branch staff, Corporate Services Division	Performance Indicator: Training plan complete	
1.5.3	By cataloguing scientific/technological/regulatory training and development opportunities on an electronic database.	Importance Medium	Urgency Medium
	Lead: MSDS Compliance Division When: July 2000 Support: Corporate Services Division	Performance Indicator: Database established	
1.6	We will undertake to develop a system for prioritizing the order of review of MSDSs which, if non-compliant with the WHMIS requirements, could result in a significant negative impact on worker health and safety. At the same time, over-all workload responsibilities would not be jeopardized.		
1.6.1	By identifying parameters and seeking input through tripartite consultation.	Importance Low/Medium	Urgency Low/Medium
	Lead: MSDS Compliance Division When: October 2000 Support: Legal Services	Performance Indicator: Prioritization system in place	
1.6.2	By undertaking a feasibility study, taking into account the provisions of Subsection 15(1) of HMIRA, on a prioritization system based on CMR ingredients (carcinogens, mutagens, reproductive toxicins) automated search list.	Importance Low	Urgency Low
	Lead: MSDS Compliance Division When: After Sub-item 1.6.1 implemented Support: Corporate Services Division	Performance Indicator: Feasibility study complete	
1.7	We will embark on the design of a voluntary MSDS Compliance Program for claimants, providing a possible opportunity for the claimant to bring the MSDS into compliance, with Commission assistance, prior to a formal review by the Screening Officer.		

1.7.1	By reviewing the existing list of common technical errors, and amending as appropriate.	Importance Medium	Urgency Medium
	Lead: Screening Division When: January 2000 Support: Legal Services	Performance Indicator: List updated	
1.7.2	By providing claimants with the list of common technical errors encountered on MSDSs via: a) an initial mailing (at claim registration), b) HMIRC Website.	Importance Medium	Urgency Low
	Lead: Client Services Division When: April 2000 Support: Communications, Screening Division	Performance Indicator: List mailed and available via the Website	
1.7.3	By analysing the effectiveness of the approach outlined in Sub-item 1.7.2 and, if necessary, exploring the need for an alternative legislation-based program.	Importance Low	Urgency Low
	Lead: Screening Division When: April 2001 Support: Legal Services	Performance Indicator: Report to Management Committee	
1.8	We will be more proactive in WHMIS tripartite policy/interpretation analysis and development, and we will do more to communicate the results to claimants and the chemical industry as a whole. We will also seek to liaise with intermediary occupational health and safety service providers, such as MSDS software firms, as a means of communicating program-related information to clients.		
1.8.1	By bringing issues which have become important to non-government stakeholders to the attention of Health Canada.	Importance High	Urgency High
	Lead: President/Council Chair When: Ongoing Support: Corporate Services Division	Performance Indicator: Issues identified and relayed to Health Canada	
1.8.2	By updating Information Bulletins and improving distribution.	Importance High	Urgency High
	Lead: Communications When: Ongoing (Info Bulletin No. 7 - January 2000) Support: Operations Branch	Performance Indicator: Info Bulletins updated and sent out	

1.8.3	By establishing a list of occupational safety & health service providers in the private sector.	Importance Low	Urgency Low
	Lead: Client Services Division When: October 2000 Support: Operations Branch	Performance Indicator: List available	
1.8.4	By liaising with service providers to determine their information needs; evaluating level of their interest, and recommending course of action to Management Committee.	Importance Low	Urgency Low
	Lead: Client Services Division When: October 2000 Support: Corporate Services Division, Operations Branch	Performance Indicator: Recommendation to Management Committee	
1.9	Every effort will be made to ensure that the recent transfer of the Health Canada WHMIS Evaluation Section to HMIRC contributes to a more cost-effective approach to MSDS review.		
1.9.1	By reviewing MSDS operational processing procedures and designing a new process to carry out the information gathering and evaluation steps more efficiently.	Importance High	Urgency Medium
	Lead: Operations Branch When: September 1999 Support: Not Required	Performance Indicator Revised procedures completed September 1999	
1.9.2	By a) designing and implementing a revised Time Utilization Reporting System (TURS) to capture time spent on MSDS review, and (b) evaluating and reviewing one year's worth of data.	Importance High	Urgency High
	Lead: Operations Branch When: a) January 2000 b) May 2001 Support: Corporate Services Division	Performance Indicator: Revised TURS in place - analysis complete	
1.9.3	By reviewing and updating the Service Standard for MSDS review and an associated Guideline Document.	Importance High	Urgency High
	Lead: MSDS Compliance Division When: March 2000 Support: Operations Branch	Performance Indicator: Service Standard revisions and Guideline complete	

1.10	We will increase process transparency by expanding the current pilot project. This project, as part of the MSDS compliance decision-making process, offers claimants and affected parties an opportunity to review and comment on the health and safety information and advice (Advice Document) which has been provided to the Screening Officer.		
1.10.1	By expanding the pilot project to ALL claimants.	Importance High	Urgency High
	Lead: Screening Division When: January 1999 Support: Not Required	Performance Indicator: Health & Safety info/advice offered to all claimants as of January 1999	
1.10.2	By standardizing the “Advice Document information package” sent to claimants.	Importance High	Urgency Medium
	Lead: Screening Division When: December 1999 Support: MSDS Compliance Division	Performance Indicator: Standardized info package sent to all claimants	
1.10.3	By conducting a survey in order to obtain feedback from claimants who participated in the pilot project.	Importance High	Urgency Medium
	Lead: Screening Division When: March 2000 Support: Operations Branch, Legal Services, Communications	Performance Indicator: Survey feedback received	
1.10.4	Analyse feedback data and prepare a recommendation for Council of Governors.	Importance High	Urgency Medium
	Lead: Operations Branch When: April 2000 Support: Communications	Performance indicator: Recommendation to Council of Governors	

2. Client Services Program

The aim of the Client Services Program is to assist industry in protecting confidential business information (CBI) while allowing them to meet their obligation under WHMIS. The responsibilities within this area involve the formal registration of claims for exemption, the issuance of Registry Numbers, and the security of claim-related information. Regulatory criteria guide Screening Officers in making decisions on the validity of claims.

Design Principles

The Client Services Program is designed to ensure that:

- # Professionalism, cost-effectiveness, timeliness and responsiveness define our claim registration service.
- # A firm understanding of business/government relations guides our service delivery.
- # Fairness and justice reflect our processes.
- # Openness and accountability encourage client feedback.
- # Prompt and courteous service define our complaint management process.

2.	Client Services Program - Action Plans		
2.1	We will explore partnership opportunities with other federal, provincial and territorial government departments and agencies, which have similar interests and objectives in the WHMIS Program.		
2.1.1	By developing a list of possible partners through survey of all HMIRC staff.	Importance Low	Urgency Medium
	Lead: Client Services Division When: January 2000 Support: All staff	Performance Indicator List prepared	
2.1.2	By prioritizing the list and proceeding to make contacts, and initiate partnerships by mutual agreement.	Importance Low	Urgency Medium
	Lead: Client Services Division When: April 2000 Support: Not Required	Performance Indicator Prioritized list prepared and contacts initiated	
2.2	We will maintain a cost recovery approach by setting up the necessary infrastructures and seeking appropriate authorities from Treasury Board. This will be done in coordination with the MSDS Compliance program. A new cost recovery model should be flexible enough to accommodate special situations, such as test-market and low-volume products.		
2.2.1	By providing input on Cost Recovery (CR) to Corporate Services for purposes of Treasury Board submission.	Importance High	Urgency High
	Lead: Client Services Division When: March 2000 Support: Operations Branch	Performance Indicator Input provided to Corporate Services	
2.2.2	By amending the Time Utilization Reporting System (TURS) to accommodate any changes to the CR policy.	Importance Medium	Urgency High
	Lead: Client Services Division When: Ongoing Support: Operations Branch	Performance Indicator Revised TURS, as required	
2.2.3	By exploring and developing a regulatory framework for handling claims for test marketing and low volume products.	Importance High	Urgency High
	Lead: Client Services Division When: Dependent on the results of item 4.2 Support: Operations Branch, Corporate Services Division, Legal Services	Performance Indicator Regulatory framework completed	

2.3	We will continue to provide up-front information and assistance to claimants and potential claimants.		
2.3.1	By providing Communications with updated and accurate content information for use in various Bulletins etc., and on the HMIRC Website.	Importance High	Urgency Medium
	Lead: Client Services Division When: Ongoing Support: Communications	Performance Indicator Updated material provided	
2.3.2	By conducting a HMIRC staff awareness update session on current claim registration processes to enhance in-house understanding of processes, increase operational back-up capabilities, etc.	Importance High	Urgency High
	Lead: Client Services Division When: October 1999 Support: Corporate Services Division	Performance Indicator Awareness session held October 1999	
2.3.3	By seeking level of claimant interest in a workshop on how to file a claim.	Importance High	Urgency Low
	Lead: Client Services Division When: February 2000 Support: Corporate Services Division	Performance Indicator Interest level determined	
2.4	A system should be adopted where CBI exemptions are not permitted for certain hazardous substances. This should be pursued through international harmonization discussions.		
2.4.1	By participating in the WHMIS Harmonization Task Force.	Importance High	Urgency Low
	Lead: HMIRC Representative on Task force When: Ongoing Support: Commission	Performance Indicator Ongoing participation	
2.5	Administrative practice should be amended to reduce the stringency of the burden of proof of confidentiality. Claims for confidentiality should rest on a certification by the responsible officer of the company with an accompanying short statement to support the confidentiality attested. The attestation will be based on the existing regulatory criteria for trade secrets (CBI) and there must be an ability for the Commission to verify the attestation. A mechanism must be in place to allow the public to challenge the attestation and for the Commission to request the substantiating information. The existing fee structure must continue to apply.		

2.5.1	By exploring ways to implement an attestation approach as an alternative to Part IV of Form I, including proposing possible statutory/regulatory amendments, while respecting the following: <ul style="list-style-type: none"> • ability of Commission to audit attestations • ability of the public to challenge the attestation • duty of Screening Officer under Section 13 HMIRA 	Importance High	Urgency High
	Lead: Operations Branch When: June 2000 Support: Legal Services	Performance Indicator Report provided to Management Committee	
2.5.2	By exploring other ways to reduce the burden of compliance with Section 8 of HMIRR (Part IV of Form I), that would serve as an alternate way of addressing industry burden concerns. Can the current regulatory requirements calling for claimant information in support of a claim be reduced or eliminated without compromising original purpose of the current system?	Importance High	Urgency High
	Lead: Operations Branch When: June 2000 Support: Legal Services	Performance Indicator Report to Management Committee	
2.6	We will actively seek new service opportunities by conducting market studies on unfiled claims, keeping current on international trends, and monitoring the status of WHMIS II.		
2.6.1	By reviewing existing MSDS databases for unfiled claims; e.g. CCOHS, and advising OSH agencies of any findings.	Importance Low	Urgency Low
	Lead: MSDS Compliance Division When: July 2000 Support: Screening Division	Performance Indicator OSH agencies advised of any potentially unfiled claims	
2.6.2	By continued participation on the WHMIS Harmonization Task Force.	Importance Low	Urgency Low
	Lead: HMIRC representative on Task Force When: Ongoing Support: Commission	Performance Indicator Ongoing participation	
2.7	We will modernize our method of recording, registering, tracking and managing claims. This will involve replacing existing equipment with new technology and software. Provided that the security of claimant information can be maintained, we will explore the use of Internet electronic mail as a means of providing registration services.		

2.7.1	By completing the development and implementation of the Claims Management System (CMS, formerly known as CIRS).	Importance Medium	Urgency Medium
	Lead: Client Services Division When: January 2000 Support: IT, Operations Branch	Performance Indicator Acceptance by users	
2.7.2	By maintaining/revising CMS to meet changing database design requirements.	Importance Low	Urgency Low
	Lead: Client Services When: Ongoing Support: IT, Corporate Services Division, Operations Branch	Performance Indicator Ongoing, according to changing requirements	
2.7.3	By exploring regulatory and technical implications allowing claimants to provide MSDSs to HMIRC via the Internet.	Importance Medium	Urgency Medium
	Lead: Client Services Division When: July 2000 Support: Legal Services, MSDS Compliance Division, Corporate Services Division	Performance Indicator Recommendations to Management Committee	
2.8	We will examine the criteria utilized to issue Registration Numbers in an effort to alleviate current difficulties with outstanding claims and with MSDS-related information not promptly received.		
2.8.1	By reviewing the Registration Checklist against the requirements of Section 10 of the HMIRR.	Importance Medium	Urgency Medium
	Lead: Client Services Division When: February 2000 Support: MSDS Compliance Division, Screening Division	Performance Indicator Revised checklist	
2.9	Every effort will be made to streamline refiling procedures, simplify fee administration and improve overall program administration.		
2.9.1	By clarifying industry concerns with respect to refiling procedures, including the generation of a new Registry Number for a refiled claim.	Importance High	Urgency High
	Lead: Client Services Division When: April 2000 Support: Corporate Services Division, Operations Branch	Performance Indicator Report on findings to Management Committee	

2.9.2	By identifying implications for HMIRC of implementing any changes - e.g.: impact on claim tracking and the release of information under the provisions of Subsection 46(2) HMIRA, if Registry Number for a refiling was to remain the same as for the original claim.	Importance High	Urgency High
	Lead: Client Services Division When: July 2000 Support: Corporate Services Division, Operations Branch	Performance Indicator Report to Management Committee	
2.9.3	By examining fees for refilings, including the definition of “subsequent claim” in HMIRR [which currently precludes virtually all refilings being charged the lower “subsequent claim” fee.]	Importance High	Urgency High
	Lead: Client Services Division When: Treasury Board decision on basic CR policy Support: Legal Services, Corporate Services Division, Operations Branch	Performance Indicator Report to Management Committee	
2.9.4	By exploring ways to simplify claim grouping criteria found in Section 4 of HMIRR.	Importance Medium	Urgency Medium
	Lead: MSDS Compliance Division When: October 2000 Support: Legal Services, Corporate Services Division, Operations Branch	Performance Indicator Report to Management Committee	
2.9.5	By exploring alternative methods of fee payment and a means of expediting refunds.	Importance Medium	Urgency Medium
	Lead: Corporate Services Division When: March 2000 Support: Client Services Division, Legal Services	Performance Indicator Report to Management Committee	
2.10	We will ensure that our services and expertise are effectively communicated to other regulatory and/or registry-type agencies of government such as the Pest Management Regulatory Agency. At the same time the Commission will seek out other possible sources of existing toxicological information on chemicals, e.g. Environment Canada. The Commission will continue to participate in the Federal Small Agency Administrators Network.		

2.10.1	By having ongoing meetings and awareness sessions with government agencies.	Importance Low	Urgency Low
	Lead: Operations Branch When: Ongoing Support: Corporate Services Division	Performance Indicator Report to Vice-President, Operations Branch on contacts made	
2.10.2	By identifying potential new partnership opportunities for our services and expertise.	Importance Low	Urgency Low
	Lead: Operations Branch When: Ongoing Support: Not Required	Performance Indicator Report to Vice-President, Operations Branch	
2.10.3	By developing communications materials which list and describe HMIRC services and expertise.	Importance Medium	Urgency Medium
	Lead: Operations Branch When: Dependent on outcome of Sub-item 2.10.2 Support: Communications	Performance Indicator List developed	
2.11	We will increase our investment in the training and development of personnel to ensure that they maintain the skills and expertise necessary to not only deliver the Client Services Program, but to do so in a manner which meets high standards of service and satisfies the expectation of our stakeholders.		
2.11.1	By identifying the skill sets and expertise required to deliver the programs in this business line, and ensuring that the financial resources are reasonably available.	Importance High	Urgency High
	Lead: Vice-President/Managers, Operations Branch When: May 2000 Support: Operations Branch staff	Performance Indicator Analysis complete	
2.11.2	By establishing a yearly review to ensure needs/skills analysis is up to date.	Importance High	Urgency Low
	Lead: Vice-President/Managers, Operations Branch When: Ongoing Support: Human Resources	Performance Indicator Training plan complete	

3. Dispute Resolution Program

The Commission is establishing a Dispute Resolution Program in order to prevent disputes from arising, wherever possible, and, where they do arise, to address them as early and effectively as possible. The Dispute Resolution Program is intended to supplement and work in conjunction with the current appeals process. The aim of the Dispute Resolution Program is to provide all parties with a range of options for discussion on issues arising from decisions and orders of the Commission. The design of the program is still at its developmental stage. The earlier disputes are resolved, the sooner MSDSs will meet compliance standards which will translate into improved safety in the workplace. The activities, and overall proposed structure of the program, illustrate the Commission's creative and accessible approach to expediting appeal and dispute resolution processes in a manner that is cost-effective and fair to everyone involved.

Design Principles

The Dispute Resolution Program is designed to ensure that:

- # Clarity and straightforwardness reflect our service and information delivery.
- # Expeditious resolution of cases, transparency of activities, and informality direct our complaint and dispute resolution processes.
- # Effective procedures and methods facilitate the identification and resolution of complaints.
- # Our unbiased approach to the decision-making process ensures impartial service to all parties.
- # Flexibility and fairness are reflected in our dispute resolution options.
- # Durable outcomes ensure better compliance, fewer disputes and improved relations for all parties involved in case settlements.
- # All parties will be encouraged to seek consensus agreements in resolving their dispute.

3.	Dispute Resolution Program - Action Plans		
3.1	Our current appeals process will be examined to see whether it can be simplified and streamlined to ensure that appeals are heard expeditiously and in a cost-effective manner.		
3.1.1	By developing and distributing two separate fact-finding questionnaires: 1) to evaluate the existing appeals process from claimants, appellants, affected parties; 2) to obtain information on similar appeals processes from other agencies/departments.	Importance High	Urgency High
	Lead: Adjudication/Appeals Division When: February 2000 Support: Legal Services	Performance Indicator Questionnaires sent to stakeholders	
3.1.2	By examining results of questionnaire in Sub-item 3.1.1, in light of our Act, regulations/legislative interpretations.	Importance High	Urgency High
	Lead: Adjudication/Appeals Division When: March 2000 Support: Legal Services	Performance Indicator Analysis completed	
3.1.3	By identifying changes to the process that would be needed to address issues resulting from questionnaire analysis.	Importance High	Urgency High
	Lead: Adjudication/Appeals Division When: April 2000 Support: Legal Services	Performance Indicator Report to Management Committee on areas of concern	
3.1.4	By examining the legal implications, including necessary amendments to the Act and Regulations, of the options considered in Sub-item 3.1.3 and making appropriate recommendations.	Importance High	Urgency High
	Lead: Adjudication/Appeals Division When: June 2000 Support: Legal Services	Performance Indicator Report to Management Committee on areas of concern	
3.1.5	By consulting with tripartite stakeholders on proposed changes to the appeals process.	Importance High	Urgency High
	Lead: Adjudication/Appeals Division When: August 2000 Support: Legal Services	Performance Indicator Feedback from tripartite consultation	

3.1.6	By submitting recommendations on proposed changes to HMIRC's Council of Governors for approval.	Importance High	Urgency High
	Lead: Adjudication/Appeals Division When: October 2000 Support: Legal Services	Performance Indicator Report of recommendations to Council of Governors	
3.2	Consistency of decisions is a fundamental Commission objective and will be enhanced through a systemic analysis of decisions and orders which have been successfully appealed.		
3.2.1	By developing a process by which all Appeal Board decisions are examined.	Importance Medium	Urgency High
	Lead: Operations Branch When: 30 days after next Appeal Board's decision Support: Legal Services	Performance Indicator Recommendation to Management Committee	
3.2.2	By examining the implications of an Appeal Board's decision on Commission's policy and suggesting changes (if necessary) in consultation with Council of Governors.	Importance Medium	Urgency High
	Lead: Operations Branch When: 60 days after Appeal Board's decision Support: Legal Services	Performance Indicator Report/Recommendations to Management Committee	
3.3	A more active participation by the Screening Officers in the appeals process will be explored.		
3.3.1	By analysing results from questionnaires in item 3.1.1 and perceived problems with the appeals process related to this issue.	Importance Medium	Urgency High
	Lead: Adjudication/Appeals Division When: March 2000 Support: Legal Services	Performance Indicator Results of questionnaires have been analysed	
3.3.2	By implementing an internal process of discussion and problem solving, resulting in proposed solutions.	Importance Medium	Urgency High
	Lead: Adjudication/Appeals Division When: April 2000 Support: Screening Officers, Legal Services	Performance Indicator Proposed solutions to Management Committee	

3.3.3	By proposing recommendations to HMIRC's Council of Governors.	Importance Medium	Urgency High
	Lead: Adjudication/Appeals Division When: June 2000 Support: Legal Services	Performance Indicator Recommendations have been made to the Council of Governors	
3.4	We will seek feedback from clients to improve program effectiveness, and we will continue to consult with other agencies to share innovations and best practices related to the adjudicative/hearing process.		
3.4.1	By seeking on-going feedback on program effectiveness from our clients.	Importance High	Urgency Low
	Lead: Adjudication/Appeals Division When: After appeals process has been reviewed (item 3.1) Support: Communications, Legal Services	Performance Indicator Feedback received	
3.4.2	By establishing on-going contact with other agencies/departments on best practices.	Importance High	Urgency Low
	Lead: Adjudication/Appeals Division When: Ongoing Support: Legal Services	Performance Indicator Feedback received	
3.4.3	By reporting findings to Management.	Importance High	Urgency Low
	Lead: Adjudication/Appeals Division When: Ongoing Support: Legal Services	Performance Indicator Report to Management Committee	
3.5	We will establish timetables for the delivery of service based on best practices and reasonable expectations.		
3.5.1	By consulting with staff on which services need a timetable.	Importance Medium	Urgency Low
	Lead: Adjudication/Appeals Division When: January 2000 Support: All staff	Performance Indicator Responses received	

3.5.2	By consulting with external clients, through administration of a questionnaire, on their expectations of our service delivery.	Importance Medium	Urgency Low
	Lead: Adjudication/Appeals Division When: May 2000 Support: Client Services Division, Communications, Human Resources	Performance Indicator Client responses received	
3.5.3	By developing a pilot project for the timetables/service standards.	Importance Medium	Urgency Low
	Lead: Adjudication/Appeals Division When: June 2000 Support: Client Services Division, Communications, Legal Services	Performance Indicator Monitoring/Evaluating pilot project report	
3.5.4	By finalizing Service Standards and communicating to clients.	Importance Medium	Urgency Low
	Lead: Adjudication/Appeals Division When: December 2000 Support: Client Services Division, Communications, Legal Services	Performance Indicator Publication of Service Standards	
3.6	At the point of inquiry or application, we will provide comprehensible information to clients regarding the role of the Commission and the procedures used to resolve cases.		
3.6.1	By examining the information/material appropriate for public distribution.	Importance Medium	Urgency Low
	Lead: Adjudication/Appeals Division When: November 1999 - Ongoing Support: Communications, Legal Services	Performance Indicator Produce assessment report	
3.6.2	By making available appropriate documents, as agreed to, in Sub-item 3.6.1.	Importance Medium	Urgency Low
	Lead: Adjudication/Appeals Division When: Ongoing Support: Communications, Legal Services	Performance Indicator Documentation published	
3.7	We will implement a Complaint Management System to deal with service complaints. We will develop service standards to identify and resolve problems, and a feedback mechanism to identify problems before they arise, thereby preventing recurring issues. Our staff will be trained to control and monitor these systems to achieve a high level and quality of service.		

3.7.1	By consulting with other agencies to share best practices.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: February 2000 Support: Legal Services, Client Services Division	Performance Indicator Questionnaire feedback	
3.7.2	By defining "complaint" and establishing procedures to track, prioritize, control and monitor complaints and to provide remedies.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: April 2000 Support: Legal Services, Client Services Division	Performance Indicator First draft completed	
3.7.3	By requesting internal feedback/comments on draft procedures.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: May 2000 Support: Legal Services, Client Services Division	Performance Indicator Comments received	
3.7.4	By finalizing Complaint Management Guide.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: June 2000 Support: Legal Services, Client Services Division	Performance Indicator Final document	
3.7.5	By implementing procedures outlined in Guide and training staff to handle complaints.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: June 2000 Support: Client Services Division	Performance Indicator Staff trained, system in place	
3.8	We will develop a Dispute Resolution Program through tripartite consultations to define the needs of our stakeholders. Guidelines will be established for our clients outlining the different options of the Dispute Resolution Program, while ensuring that a formal recourse mechanism is available.		
3.8.1	By developing a policy framework for the development of HMIRC's policies.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: December 1999 Support: Legal Services	Performance Indicator Policy Framework paper completed	

3.8.2	By submitting policy framework to Council of Governors Ad Hoc Committee for consideration and approval.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: January 2000 Support: Legal Services	Performance Indicator Policy Framework approved	
3.8.3	By monitoring and evaluating the policy process to ensure its application by all policy-making authorities within the Commission.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: Ongoing Support: Legal Services, Operations Branch	Performance Indicator Detailed review and analysis to Management Committee	
3.8.4	By analysing results from questionnaires in Sub-item 3.1.1 to identify areas where dispute resolution models may be appropriate.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: March 2000 Support: Legal Services	Performance Indicator Feedback from questionnaires	
3.8.5	By examining a range of options or models to resolve disputes in an informal, expeditious, cost-effective and fair manner.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: April 2000 Support: Legal Services	Performance Indicator Feedback from agencies/departments	
3.8.6	By examining the legal implications, including necessary amendments to the Act and Regulations, of the options considered in Sub-item 3.8.5 and making appropriate recommendations.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: June 2000 Support: Legal Services	Performance Indicator Recommendations to Management Committee	
3.8.7	By consulting with tripartite stakeholders on proposed dispute resolution model and changes to Act or Regulations.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: August 2000 Support: Legal Services	Performance Indicator Feedback from consultation	

3.8.8	By submitting recommendations to the Council of Governors for consideration and approval.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: October 2000 Support: Legal Services	Performance Indicator Report submitted to Council of Governors	
3.8.9	By developing guidelines/training plan for the implementation of a dispute resolution process.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: Upon approval and implementation of recommended changes in Sub-item 3.8.8 Support: Legal Services, Human Resources	Performance Indicator Guidelines and training plan developed	
3.8.10	By designing and developing a course outline and course material.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: See Sub-item 3.8.9 Support: Legal Services	Performance Indicator Framework Paper completed	
3.8.11	By selecting/inviting members from the lists of nominees to participate on the Dispute Resolution Training Course.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: See Sub-item 3.8.9 Support: Legal Services	Performance Indicator List of participants	
3.8.12	By training the staff and nominees selected to deal with dispute resolution.	Importance High	Urgency Medium
	Lead: Adjudication/Appeals Division When: See Sub-item 3.8.9 Support: Legal Services	Performance Indicator Training completed	

4. Corporate Services

The success of HMIRC's three new core programs is supported by a very strong Corporate Services Division. To ensure that our new business lines operate effectively and efficiently, the Commission will act to enhance our Corporate Services in these important areas: **finance, information technology, administration, security, human resources, communications and strategic planning.**

Design Principles

The Corporate Services Division is designed to ensure that:

- # We understand the needs of both our internal clients and our external clients and provide a professional and responsive support service to those clients in a prompt and timely fashion.
- # We provide the Commission with the optimum tools and equipment to enable it to achieve its mission in an effective and efficient manner.
- # We have a clear understanding of our clients' business lines and we provide our clients with an updated and comprehensive understanding and knowledge of our services and capabilities.
- # We seek and respond to client feedback.
- # We are committed to supporting the career development and professional aspirations of all the Commission's staff.
- # We expect crisis and are able to effectively manage it.
- # We provide a secure environment for claimants' trade secrets through effective and efficient policy and procedures which minimize disruption on the staff.
- # We provide strong support and guidance in all aspects of communications.

We maintain and nurture the corporate identity.

4.	Corporate Services - Action Plans		
Finance			
4.1	We will achieve autonomy in financial data entry.		
4.1.1	By providing training opportunities with respect to F.I.R.M (S.A.P.) process for direct electronic entry of financial data.	Importance High	Urgency High
	Lead: Corporate Services Division When: Immediate Support: Not Required	Performance Indicator Completion of training course	
4.1.2	By implementing pilot project entry of live financial data parallel to maintenance of current hard copy process. (Current hard copy process: HMIRC to Health Canada to electronic input).	Importance High	Urgency High
	Lead: Corporate Services Division When: January 2000 Support: Not Required	Performance Indicator Report after one month of data entry	
4.1.3	By analysing the outcome of the pilot project (Sub-item 4.1.2) to determine operational changes and/or additional training initiatives necessary to achieve full implementation of the F.I.R.M. financial data entry program.	Importance High	Urgency High
	Lead: Corporate Services Division When: January 2000 Support: All branches, President's Office	Performance Indicator Report to Management Committee	
4.1.4	By contacting departments and authorities to alert them to HMIRC's procedural changes in financial document entry in order to identify and address any signing authority issues which might hinder full implementation.	Importance High	Urgency High
	Lead: Corporate Services Division When: January 2000 Support: Not Required	Performance Indicator Included in recommendation to Management Committee (Sub-item 4.1.3)	

4.1.5	By actioning any necessary changes identified in Sub-item 4.1.4 discussions and discontinuing the hard copy procedures referenced in Sub-item 4.1.2.	Importance High	Urgency High
	Lead: Corporate Services Division When: February 2000 Support: Not Required	Performance Indicator Full migration to electronic entry	
4.2	We will develop a cost recovery proposal (aligned with the <i>Blueprint for Change</i>) for submission to the Treasury Board Secretariat.		
4.2.1	By examining the existing "Commission Renewal: Paper on Cost Recovery" and determining how best to incorporate the past and projected AD preparation costs into HMIRC's Cost Recovery Financial Analysis model.	Importance High	Urgency High
	Lead: Corporate Services Division When: February 2000 Support: Operations Branch	Performance Indicator Draft report to Vice-President, Corporate Services and Adjudication	
4.2.2	By continuing membership activities with respect to the Health Canada Cost Recovery Committee to remain alert to other proposal options and implications.	Importance High	Urgency High
	Lead: Vice-President, Corporate Services and Adjudication When: Ongoing Support: Corporate Services Division	Performance Indicator Attendance and issuance of any applicable issue-specific reports	
4.2.3	By soliciting and coordinating input from HMIRC staff and incorporating their ideas and suggestions to the extent possible. (Items 1.2, 1.3, 2.2)	Importance High	Urgency High
	Lead: Corporate Services Division When: Ongoing Support: All staff	Performance Indicator Interim report to Management Committee	
4.2.4	By aligning the information with the Planning, Reporting and Accountability Structure (PRAS) framework.	Importance High	Urgency High
	Lead: Corporate Services Division When: March 2000 Support: Communications	Performance Indicator Interim report to Vice-President, Corporate Services and Adjudication	

4.2.5	By financial analysis of current program costs and revenues.	Importance High	Urgency High
	Lead: Corporate Services Division When: February 2000 Support: Communications	Performance Indicator Interim report to Vice-President, Corporate Services and Adjudication	
4.2.6	By examining Treasury Board Policy and consulting with other departments and agencies with respect to cost recovery and its application to programs destined for "public good".	Importance High	Urgency High
	Lead: Corporate Services Division When: February 2000 Support: Legal Services	Performance Indicator Interim report to Vice-President, Corporate Services and Adjudication	
4.2.7	By proposing cost recovery model which reduces or eliminates recovery costs relating to MSDS Compliance.	Importance High	Urgency High
	Lead: Corporate Services Division When: April 2000 Support: MSDS Compliance Division	Performance Indicator Interim report to Vice-President, Corporate Services and Adjudication	
4.2.8	By consulting with HMIRC stakeholders on proposed cost recovery model.	Importance High	Urgency High
	Lead: Corporate Services Division When: May 2000 Support: Communications, Client Services Division	Performance Indicator Feedback from stakeholders	
4.2.9	By submitting recommendations to Council of Governors on proposed cost recovery model	Importance High	Urgency High
	Lead: Corporate Services Division When: July 2000 Support: Management Committee	Performance Indicator Report submitted to Council of Governors	
4.2.10	By submitting Council of Governors approved cost recovery model to Treasury Board Secretariat for review and approval.	Importance High	Urgency High
	Lead: Corporate Services Division When: September 2000 Support: Communications, Health Canada Cost Recovery Committee	Performance Indicator Submission made to Treasury Board Secretariat	

4.3	We will develop and implement a financial structure to report on the business lines.		
4.3.1	By determining changes required to align financial activities to PRAS framework of three business lines.	Importance High	Urgency Low
	Lead: Corporate Services Division When: February 2000 Support: Communications, Management Committee	Performance Indicator Report to Vice-President, Corporate Services and Adjudication	
4.3.2	By determining how best to allocate corporate overhead.	Importance High	Urgency Low
	Lead: Corporate Services Division When: February 2000 Support: Management Committee	Performance Indicator Interim report to Management Committee	
4.3.3	By coordinating necessary changes to the HMIRC Chart of Accounts in conjunction with Health Canada personnel to ensure appropriate changes to FIRM and the Central Accounts of Canada.	Importance Low	Urgency Low
	Lead: Corporate Services Division When: March 2000 Support: Management Committee, Health Canada Finance	Performance Indicator New financial structure in place	
Information Technology			
4.4	We will develop and launch a website that meets the needs of our stakeholders.		
4.4.1	By establishing a website design committee to develop a proposal to Management.	Importance High	Urgency High
	Lead: Communications When: December 1999 Support: Management Committee	Performance Indicator Proposal to Management Committee	
4.4.2	By designing the HMIRC website.	Importance High	Urgency High
	Lead: Communications When: March 2000 Support: Management Committee	Performance Indicator Website up	

4.4.3	By creating procedures for the maintenance of the HMIRC website.	Importance High	Urgency High
	Lead: Communications When: March 2000 Support: Corporate Services Division	Performance Indicator Procedures finalized	
4.4.4	By monitoring feedback from internal & external clients.	Importance High	Urgency High
	Lead: Communications When: Ongoing Support: Corporate Services Division	Performance Indicator Report to Management Committee on tracking of reply e-mails from site (similar to enquires tracking)	
4.4.5	By following immersing new website technology with the view of continuous improvements to the site.	Importance High	Urgency High
	Lead: Communications When: Ongoing Support: IT	Performance Indicator Ongoing reports to Vice-President, Corporate Services and Adjudication	
4.5	We will develop an IT plan to ensure that our systems and technology remain current and up-to-date to meet our requirements.		
4.5.1	By developing an inventory list of current installations.	Importance High	Urgency High
	Lead: Corporate Services Division When: December 1999 Support: All staff	Performance Indicator Completion of initial inventory data base and continued upkeep of said database	
4.5.2	By continuing to address Y2K issues as they are identified.	Importance High	Urgency High
	Lead: Corporate Services Division When: Ongoing Support: Communications, Operations Branch, Health Canada Y2K Committee	Performance Indicator Final report on Y2K initiatives in January 2000	

4.5.3	By establishing a process for identifying new IT products or services which would benefit HMIRC's achievement of its corporate goals.	Importance High	Urgency High
	Lead: Corporate Services Division When: Ongoing Support: Operations Branch, Communications	Performance Indicator Response on 'as needed' basis	
4.5.4	By developing a multi-year financial budgeting horizon for responding to Sub-item 4.5.3 issues.	Importance High	Urgency High
	Lead: Corporate Services Division When: March 2000 Support: Operation Branch	Performance Indicator Development of a forecasting model	
4.5.5	By establishing a baseline minimum standardized platform for all employees to minimize disruption to work processes to the extent possible.	Importance High	Urgency High
	Lead: Corporate Services Division When: January 2000 Support: Not Required	Performance Indicator Report to Vice-President, Corporate Services and Adjudication	
4.6	We will explore the opportunities for utilizing e-commerce.		
4.6.1	By determining needs in conjunction with other initiatives (Sub-item 2.9.3).	Importance Low	Urgency Low
	Lead: Corporate Services Division When: April 2000 Support: Operations Branch	Performance Indicator Report to Management Committee	
4.6.2	By examining legal issues which might hinder provision of full e-commerce services.	Importance Low	Urgency Low
	Lead: Legal Services When: June 2000 Support: Corporate Services Division, Operations Branch	Performance Indicator Report to Management Committee	

Administration			
4.7	We will revamp the Records Management System.		
4.7.1	By contacting National Archives or Health Canada personnel for guidance in the process of revamping the existing file system.	Importance Medium	Urgency Medium
	Lead: Corporate Services Division When: January 2000 and ongoing Support: National Archives or Health Canada	Performance Indicator Report to Vice-President, Corporate Services and Adjudication	
4.7.2	By relocating our current files to a more central location within our premises to optimize space, increase efficiency of central registry file maintenance, as well as make files more accessible to individual users.	Importance Medium	Urgency Medium
	Lead: Corporate Services Division When: January 2000 Support: All staff	Performance Indicator Files and filing cabinets moved	
4.7.3	By surveying personnel operating in all three business lines plus Legal Services to assess their central registry needs and recommendations to ensure that Central Registry activities are reflective of HMIRC needs.	Importance Medium	Urgency Medium
	Lead: Corporate Services Division When: January 2000 Support: All staff	Performance Indicator Recommendations to Vice-President, Corporate Services and Management Committee, as applicable	
4.8	We will develop a central desktop publishing resource for the Commission.		
4.8.1	By surveying staff members to establish baseline needs with respect to desktop publishing.	Importance Medium	Urgency Medium
	Lead: Communications When: December 1999 Support: Corporate Services Division, Operations Branch	Performance Indicator Recommendations to Vice-President, Corporate Services and Adjudication	

4.8.2	By determining which desktop publishing activities can be done in-house most effectively giving consideration to cost, convenience and time-frame priorities.	Importance Medium	Urgency Medium
	Lead: Communications When: January 2000 Support: Corporate Services Division	Performance Indicator Completion of list of criteria	
4.8.3	By determining what changes need to be made to the hardware/software configurations currently in use.	Importance Medium	Urgency Medium
	Lead: Corporate Services Division When: January 2000 Support: Communications	Performance Indicator Recommendation to Vice-President, Corporate Services and Adjudication	
4.8.4	By establishing time frames for upgrading resources and implementing budget discussions as applicable.	Importance Medium	Urgency Medium
	Lead: Corporate Services Division When: January 2000 Support: Communications	Performance Indicator Recommendations to Management Committee as required	
4.8.5	By determining training needs applicable to implementation of in-house desktop publishing capabilities.	Importance Medium	Urgency Medium
	Lead: Human Resources When: January 2000 Support: Communications, Corporate Services Division	Performance Indicator Recommendation to Vice-President, Corporate Services and Adjudication	
4.8.6	By providing demonstrations and/or examples to staff with respect to in-house desktop publishing capabilities to encourage and support communication of HMIRC quality image.	Importance Medium	Urgency Medium
	Lead: Communications When: Ongoing Support: Corporate Services Division, Client Services Division	Performance Indicator Ongoing	

4.9	We will establish a feedback mechanism to ensure Corporate Services is meeting the needs of our clients.		
4.9.1	By contributing updates on Corporate Services issues, on an ongoing basis, to the internal corporate e-newsletter and encouraging feedback from Commission staff where appropriate.	Importance High	Urgency High
	Lead: Communications When: Ongoing Support: Corporate Services Division, All staff	Performance Indicator e-newsletter and feedback received	
Security			
4.10	We will review current security policy with a view to minimizing the bureaucracy while maintaining the required levels of security.		
4.10.1	By reviewing changes which have been made in recent months to accommodate the changes to the building structure.	Importance High	Urgency High
	Lead: Corporate Services Division When: January 2000 Support: All staff	Performance Indicator Report to Vice-President, Corporate Services and Adjudication	
4.10.2	By soliciting HMIRC Staff input to determine if there are any concerns with the current security procedures.	Importance High	Urgency High
	Lead: Corporate Services Division When: January 2000 Support: All staff	Performance Indicator Recommendations to Vice-President, Corporate Services and Adjudication	
4.10.3	By obtaining external input on such issues as physical security requirements, process considerations, and threat assessment to determine security needs to meet current and future government requirements.	Importance High	Urgency High
	Lead: Corporate Services Division When: February 2000 Support: Health Canada Security, RCMP	Performance Indicator Report to Vice-President, Corporate Services and Adjudication	

4.10.4	By reviewing security levels held by all staff and communicating expectations and limitations applicable to staff.	Importance High	Urgency High
	Lead: Corporate Services Division When: January 2000 Support: Human Resources, Communications, Operations Branch	Performance Indicator Report to Vice-President, Corporate Services and Adjudication	
4.10.5	By reviewing the security classification of current HMIRC documents and reclassifying or declassifying as appropriate.	Importance High	Urgency High
	Lead: Corporate Services Division When: February 2000 Support: President's Office and both branches	Performance Indicator Report to Vice-President, Corporate Services and Adjudication	
Human Resources			
4.11	We will create a process to facilitate the identification of both corporate and individual training requirements.		
4.11.1	By designing and implementing a training policy to assist supervisors and employees in establishing a learning plan to identify, record and track learning activities.	Importance High	Urgency High
	Lead: Human Resources When: March 2000 Support: All staff	Performance Indicator Report to Management Committee	
4.11.2	By identifying, during the operational planning process, training needs in order to achieve the objectives of the Commission (i.e. complaint management programs, dispute resolution programs, appeal board training, etc.).	Importance High	Urgency High
	Lead: Human Resources When: March 2000 Support: All staff	Performance Indicator Report to Management Committee	

Communication			
4.12	We will establish a communications strategy which promotes effective dialogue with our external stakeholders.		
4.12.1	By writing a communications strategy plan for the Commission.	Importance High	Urgency High
	Lead: Communications When: January 2000 Support: Corporate Services Division	Performance Indicator Communications strategy plan	
4.12.2	By establishing production and quality standard/procedures for all Commission documents intended for external distribution.	Importance High	Urgency High
	Lead: Communications When: February 2000 Support: Corporate Services Division	Performance Indicator Procedures document established	
4.12.3	By updating and redesigning all existing Commission documents destined for external distribution.	Importance High	Urgency High
	Lead: Communications When: April 2000 Support: Corporate Services Division, Operations Branch as needed for info	Performance Indicator All documents up to date	
4.12.4	By creating new external documentation as the need requires in alignment with production and quality procedures established under Sub-item 4.12.2.	Importance High	Urgency High
	Lead: Communications When: Ongoing Support: Corporate Services Division, Operations Branch	Performance Indicator New documentation available	
4.13	We will foster a corporate culture which promotes openness, transparency and corporate awareness.		
4.13.1	By creating a monthly e-newsletter which will report on strategic planning process and other corporate initiatives with the goal to improve internal communications.	Importance High	Urgency High

	Lead: Communications When: December 1999 Support: Corporate Services Division, Management Committee	Performance Indicator e-newsletter	
Strategic Planning			
4.14	We will coordinate and monitor the implementation of the Workplan.		
4.14.1	By finalizing the Workplan within the Commission.	Importance High	Urgency High
	Lead: Strategic Planning When: December 1999 Support: Corporate Services Division, Management Committee	Performance Indicator Workplan finalized	
4.14.2	By coordinating the approval and distribution of the Workplan to Council of Governors and Minister of Health.	Importance High	Urgency High
	Lead: Strategic Planning When: January 2000 - Council of Governors Support: Corporate Services Division, Management Committee, President's Office	Performance Indicator Council approves transmission of Workplan to Minister of Health	
4.14.3	By monitoring and reporting on the Workplan progress.	Importance High	Urgency High
	Lead: Strategic Planning When: Ongoing Support: Vice-President, Operations and Vice-President, Corporate Services and Adjudication	Performance Indicator Bi-monthly progress reports	
4.15	We will respond to all external agency requirements.		
4.15.1	By researching/contacting all central agencies (i.e. TBS) to identify reporting requirements for central agencies.	Importance High	Urgency High
	Lead: Communications When: November 1999 Support: Corporate Services Division	Performance Indicator Annual Reporting Requirement Plan established	
4.15.2	By developing an internal communications plan/timetable on the annual reporting requirements for central agencies.	Importance High	Urgency High

	Lead: Communications When: December 1999 Support: Corporate Services Division	Performance Indicator Internal plan established
--	--	---

For Further Information Please Contact:

Sharon Watts
Vice-President, Corporate Services and Adjudication
200 Kent Street, Suite 9000
Ottawa, Ontario
K1A 0M1
Telephone:(613) 993-4472
Fax:(613) 993-5016
Email:sharon_watts@hc-sc.gc.ca