



Public Sector Governance in Canada

Myths and Trends

Presentation to
Federal Republic of Nigeria
Fiscal Responsibility Commission
25 May 2011, Ottawa

[Objectives]

- Review classical notion of public sector governance in Canada
- Myths / realities of government
- The political-PS interface today
- Management Accountability Framework
- Towards more learning accountability
- Collaborative co-governance

Public Sector Governance

(how we organize ourselves)

- **In contrast to business sector (what we do) and social sector (who we are)**
- **Government about coordinating**
 - and fixing things that may not be correctable by individuals or businesses
- **Forms of Government**
 - Structure
 - Processes & Power
 - Instruments
- **The animating power of government**
 - The conversations we hold amongst ourselves
 - Paradigms, assumptions, values, & beliefs which all tell us what's possible

Structure of Canadian Federalism

- **Unitary state, confederation, federation?**
- **Federalism**
 - formal division of powers
 - duplication of issue domains
 - common to have interactions w/ all three LoG in any business or social sector
 - eg. setting up a business
- **The Canadian State:**
 - BNA Act 1867
 - the Canada Act 1982 (Charter of Rights)
 - federal level (Ottawa)
 - 3 pillars: legislative, executive & PS, judiciary
 - 10 provinces + 3 territories
 - Provinces/ territories create & control municipal governments as well as local boards of education

State Processes & Power

■ Functions

- Protection of legitimate role of government
- Protection & advancement of 'public interest'
- Coordination among social actors

■ Processes

- Balancing multiple bottom lines
- Multiple & sometimes conflicting sources of legislation
 - Government, House, public service, judiciary, treaty, public
- Old notion of separation of political & professional public service

■ Power

- Key is the PMO, Premier's Office or the City Council
- Ministerial spenders and guardians
- Growing diffusion of power - shift to new governance
 - Knowledge, power & resources more distributed

■ Different from market organizations

Government Instruments

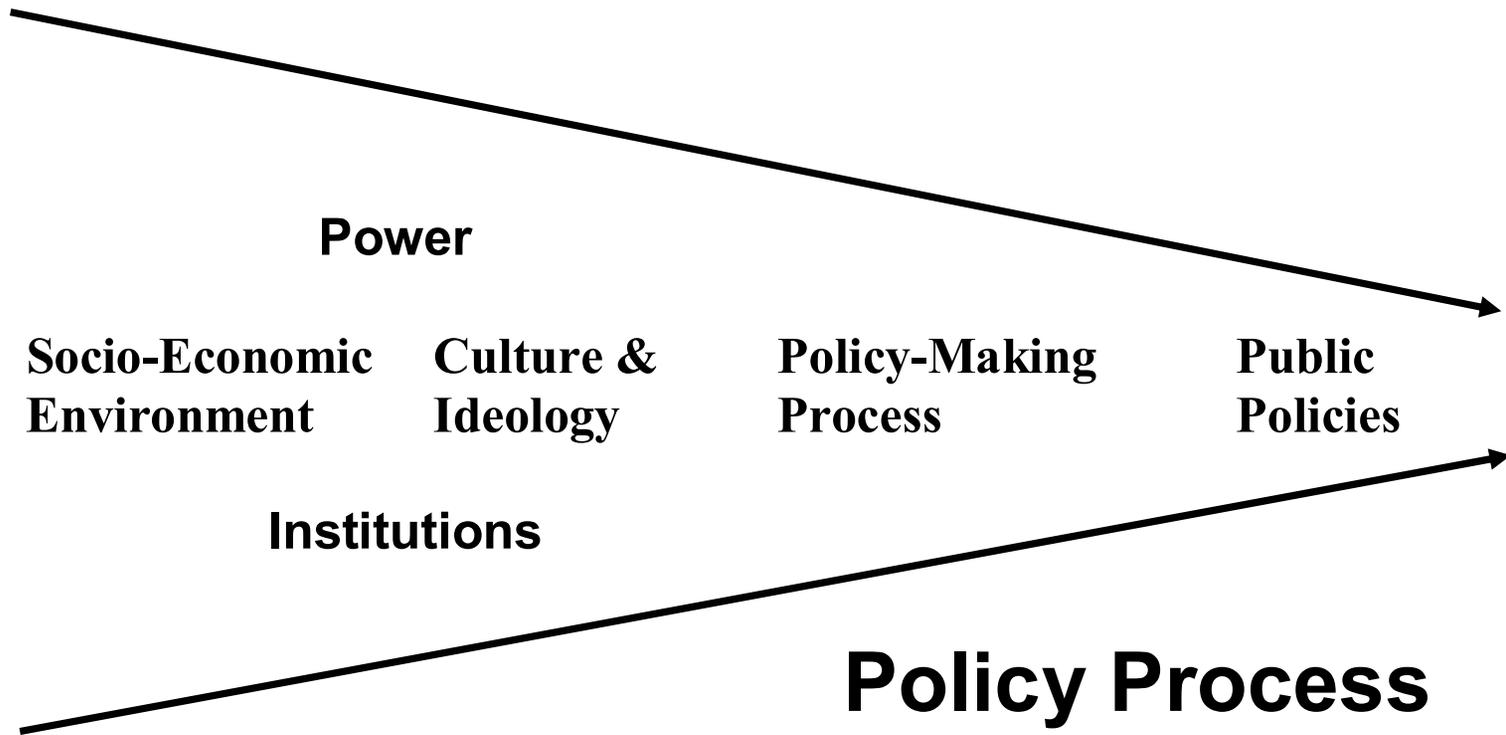
- These are means by which governments direct behaviour
 - Public Ownership
 - Expenditure
 - subsidies
 - Taxation
 - Law & Regulation
 - Exhortation or Moral Suasion
 - Self-Regulation



Increasing
intervention

State Processes

- Largely policy processes >> laws, regulation & programs



State Processes

■ Sources of Legislation

- The Public
- The (political) Government
 - The House & private members
 - Treaty compliance
- The Public Service (serving the Government)
 - Regulation & standards
- The Judiciary (courts)

The Public Service is supposed to be non-partisan?
Why?

Who Has More Power? - The President or Prime Minister?

The Assumptions of State Power

■ POLITICS

- Democracy?
- Partisan
- Loyalty to leader

■ Players

- PM and PMO
- Cabinet (Ministers)
- MPs (MPPs)
- Political parties
- Media

■ Accountability

- to public

■ PUBLIC SERVICE

- Merit & appointment
- Neutral, non-partisan?
- Loyalty to tribe of senior EXs

■ Players

- Clerk and PCO
- Deputy Ministers
- Depts & Agencies
- Super-bureaucrats

■ Accountability

- to Parliament
- to politicians?
- to public?

Market / State Environments

Market

- direct accountability
- bottom line goals
- straightforward performance measures
- shareholders
- customer
- simpler problems
- private

State

- multiple accountabilities
- multiple goals
- lack of performance measures
- many stakeholders
- citizen/client/customer
- complex problems
- public visibility

Westminster Accountability

- Elected members serving as agents of the public
- Ministers selected from among MPs who are accountable to Parliament for everything in their domain
 - accountability vs 'burden of office'
 - PS >> Minister >> Parliament >> Public
 - This linear hierarchical accountability model assumes some one is in charge
- *Is this model still valid?*
- *Does this model encourage learning?*
- *Can it survive in today's complex contexts?*

Spenders and Guardians

- Key Spenders
 - almost everyone in & out of government!
- Guardians
 - Finance Minister, Treasury Board
 - Sometimes PM
- Competition between Spenders & Guardians
 - Previous Finance Minister vs Health Minister in tobacco taxes; & sponsorships of sporting and cultural events by tobacco & alcohol firms
 - Minister of Heritage vs Minister of Finance on decentralization to Provinces
 - Former would give more power to provinces on health, education, & culture. Latter wants central control over financial markets & sales tax harmonization
- Currently coming off Spender phase
 - 2010-11 budget at \$280B up 25% from 2007-08 & an all time record w/ \$50B deficit. Expected to grow to ~\$300B by 2014

Myths / Realities of Government

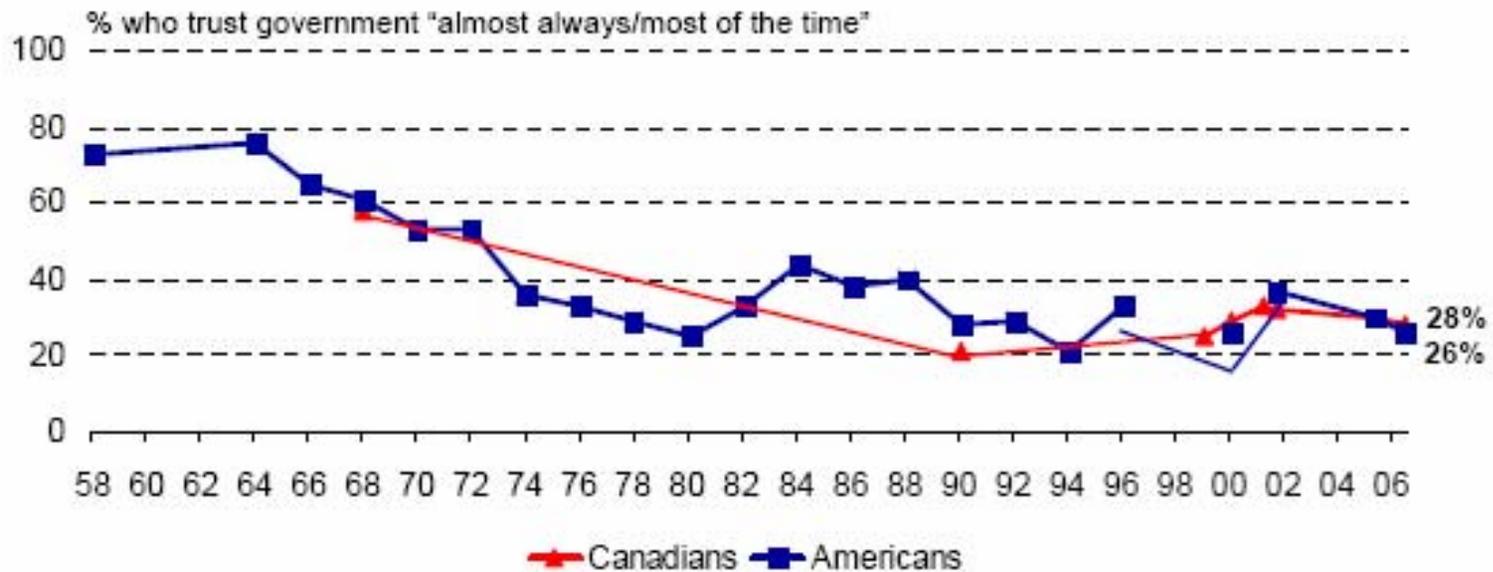
- The citizen is the basic owner of government
 - The “friendly dictatorship”
- MPs act as representatives of their constituents
 - Maybe lobbyists for local interests but mainly party foot soldiers
- House of Commons (MPs together) provide Budget oversight
 - Not fully the case since the 1970s (budgets are ‘deemed passed’)
- Government seeks to address problems
 - Seeks to be on the right side of an issue - positioning
 - Importance of process over results
- The PM is in charge
 - Strong effort to control message but no one is in charge
- PS is neutral & speaks truth to power
 - Politicized & sometimes view themselves as independent guardians of public interest (a 4th pillar of government)
- Government can act as ‘partner’
 - Somewhat true at provincial & local levels but ‘almost’ impossible at federal level

Changing Patterns of Governance

- Issues requiring good governance are increasingly complex, are evolving, are in need of local variations & are fraught with uncertainty
- Task of governance is increasingly distributed requiring shared ownership, stewardship, issue specific coalitions, negotiation & social learning
- However in adversarial climate, Govts are increasingly centralized & focused on leader (PM, Premier, Mayor)
 - The only valid communication is from the top
 - eg. Conservative candidates failing to appear in public meetings; PM's interviews w/ selected bloggers; or silencing of government scientists
- Complicated by high levels of mistrust within a government, between governments and with public

Trust in government

Q: How much do you trust the government in [Washington/Ottawa] to do what is right?



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Base - Most recent data points: Canada, May 06 n=1524; U.S., Nov. 06 n=1500

[Trust in Government]

- Imagine a country where the national police commissioner skews a federal election and is never forced to explain.
- Imagine a country where the governing party writes a covert manual on sabotaging Commons committees.
- Imagine a democratic country where unelected bureaucrats challenge the authority of elected officials
- Imagine a country where donut shop wisdom is more prized than expert analysis.
- Imagine a country where party apparatchiks decide who in a nominally free press is allowed to ask the Prime Minister questions.
- Imagine a country where the governing party promises accountability only to impose greater secrecy.

Political- Bureaucratic Divide

- Growing distrust among politicians & bureaucracy
 - 8 new oversight bodies for the PS
 - Institutionalizing a culture of naming & blaming
 - Increasing level of risk aversion & slowing of much of that happens in govt
- Emergence of PS as guardians of public interest & the constitution (who legitimately represents public?)
 - perceived 4th level of govt equivalent to elected reps, executive & judiciary
 - Sets PS up on path of conflict with Govt of the day
 - PS disloyalty
- Absence of spaces for dialogue, reflection, learning & experimentation
 - Eg. Public statements by ministers, government MPs, senior managers and scientists must be approved by PMO

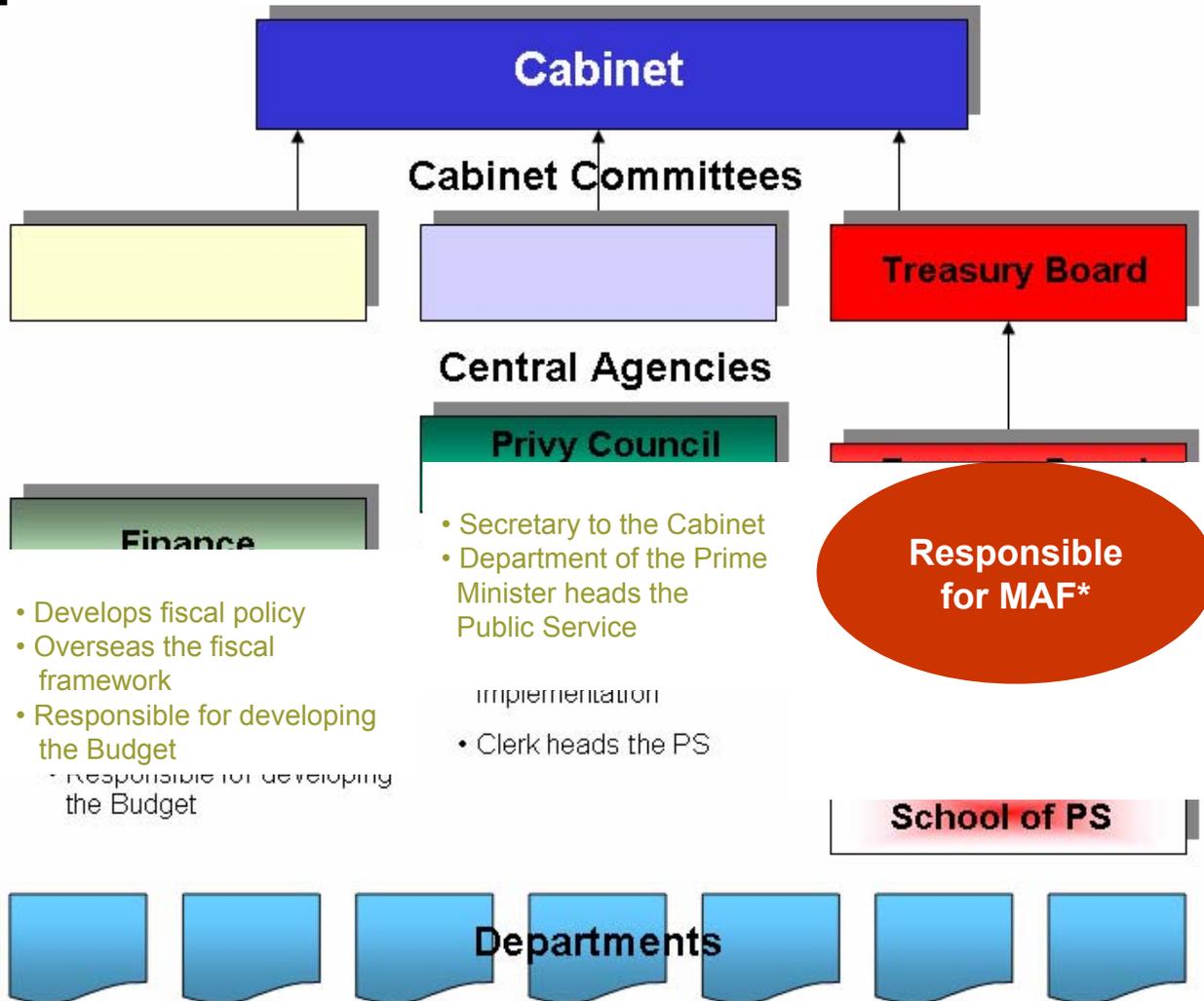
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Management Accountability Framework

- Purpose of MAF
- Use of Management models in Planning and Reporting
- History of MAF
 - Relation to NQI
- How the MAF works
 - Areas of Management
 - Issues – 5 Year Evaluation Recommendations

Three agencies share responsibility for planning and objective-setting



Treasury Board (TB) is the management board of government:

- Management office
- Budget office
- Employer

Conditions of employment

MAF is a Key Instrument for Management Oversight

- TBS developed the MAF in 2003 to clarify expectations regarding DMs' leadership responsibilities and to annually assess the management capacity and performance of organizations.
- Began as framework for a conversation between Treasury Board Secretary and DMs.
- Annual assessment in all departments and 1/3 small agencies.
- Direct impact on DMs' performance commitments and performance pay.
- Iterative assessment process; information managed by TBS.
- Summary of findings are published.
- DMs refer to MAF results in appearances before Parliamentary committees.
- Assessments used as input to resource allocation decisions priority-setting.

MAF Information and Assessments Support Judgements About Government Management Practices

- MAF is intended to assess and evaluate management performance in key areas of management (AoMs) that impact on the overall performance of the organization.
- All major federal departments and a third of the small agencies are now assessed by MAF on an annual basis – between 55 to 60 departments and agencies.
- 19 areas of management and 65 lines of evidence underpin the assessment process.
- Assessments are conducted by designated “Leads” within Treasury Board Secretariat that are each responsible for one Area of Management (AoM).
- In September 2009, MAF launched its seventh round of assessments.

'Maturity' of Practices and Capacity are Assessed

In most areas of management, focus is on planning, growing capability, implementation and improved practice

Strong

- Uses outcome/result-based management
- Continuous learning and improvement to achieve highest standards
- Sets best practices
- Derives greatest value from its management
- Is a leader, proactive and sets an example to others

Acceptable

- Robust corporate engagement
- Compliant with Treasury Board policies
- Effective plans and demonstrated accountability
- Integration and implementation is in place

Opportunity for Improvement

- Aware of deficiencies and taking steps to redress
- Plans/activities may be underway and accountabilities may be assigned
- Corporate engagement not yet sustained
- Plans are not yet fully integrated and implemented

Attention Required

- Little corporate attention
- Gathers little information regarding its conditions
- Little effort to understand vulnerability
- Little done about key issues

In areas where new Treasury Board policies are being phased in (e.g. audit, evaluation), focus is on progress towards full implementation

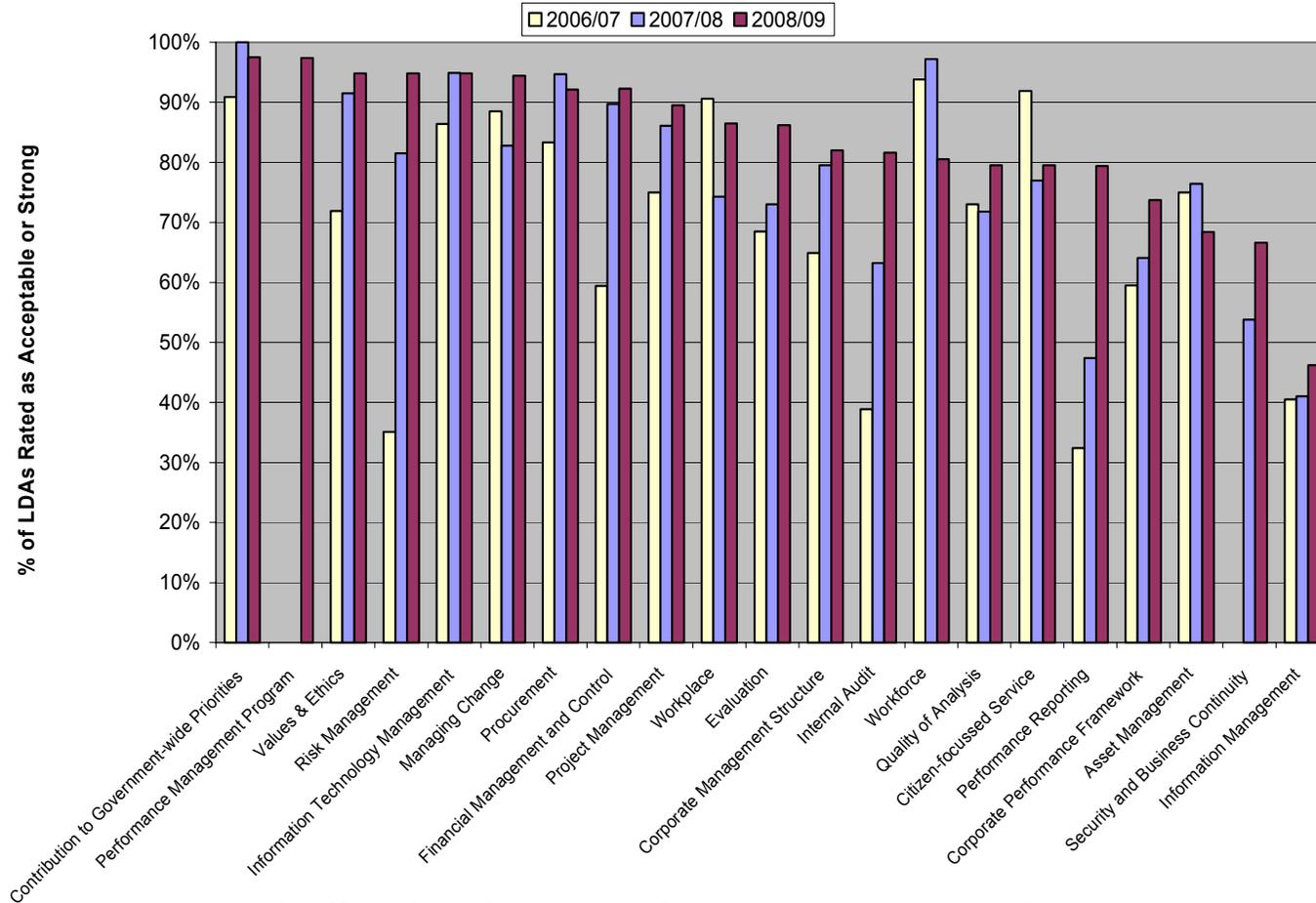
The MAF Assessment Process

- The Secretary of the Treasury Board informs departments of upcoming assessment.
- Departments upload documents through the MAF Portal.
- Documents are assessed by the Treasury Board Secretariat.
- Preliminary reports are produced.
- Reports are reviewed by departments for errors and/or misinterpretations.
- Assessment reports are finalized, approved by TBS senior management.
- The Secretary of the Treasury Board and respective DMs discuss results.
- Assessments are forwarded to the Privy Council Office (PCO).
- The Clerk of the Privy Council Office, and DM-level Sr. Advisory Cttee use MAF in determination of Performance Pay and Performance Agreements with Deputy Ministers.
- MAF Assessment Results are released on-line to the public.

Overall Performance Trends

3-year Rating Comparison by Area of Management

(LDAs only) as of May 5, 2009



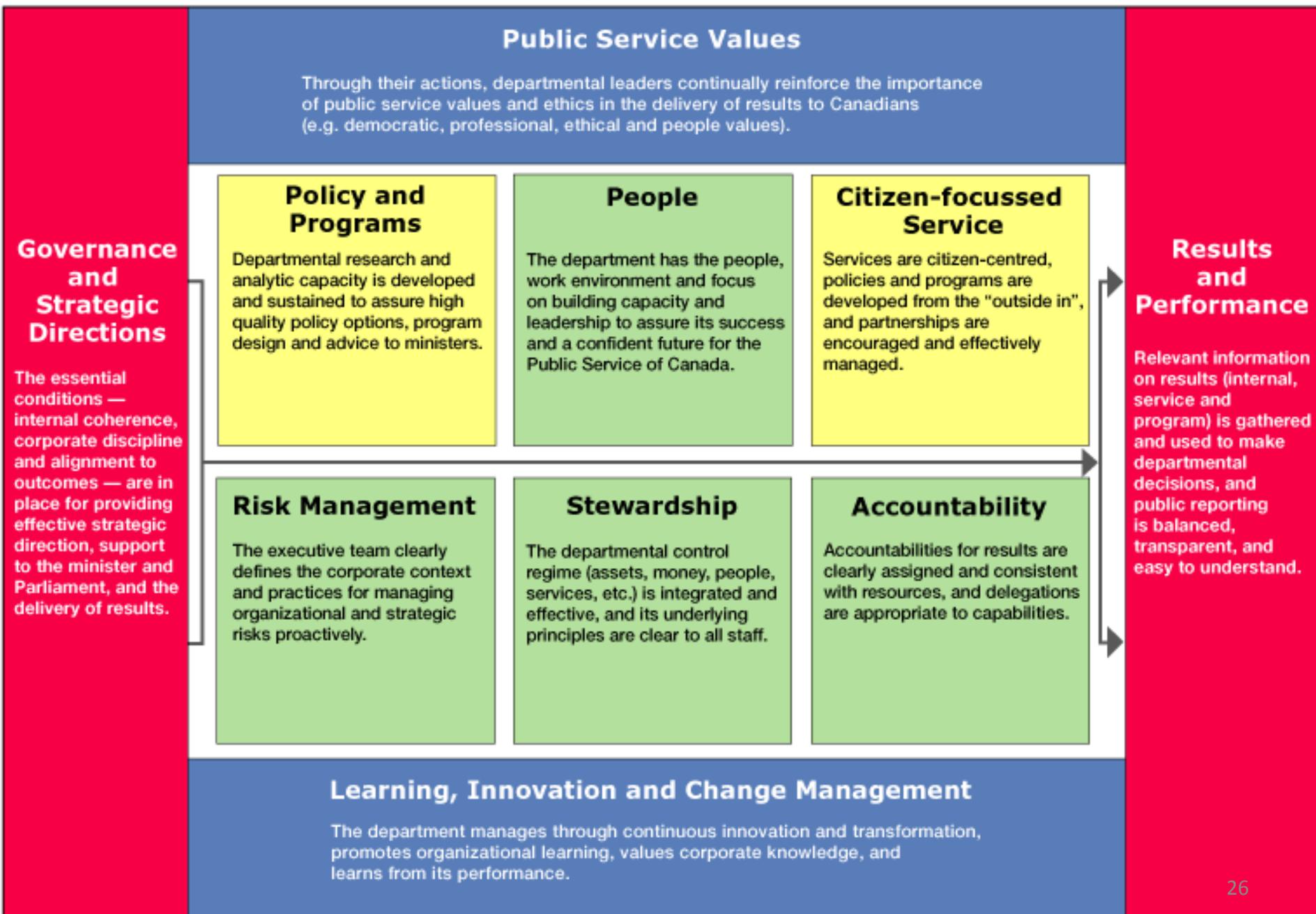
- % of Positive Ratings (Acceptable or Strong) have generally increased each year since Round III.

- There was a decline in ratings for Workforce (AoM #11) as a result of changes in the measures used.

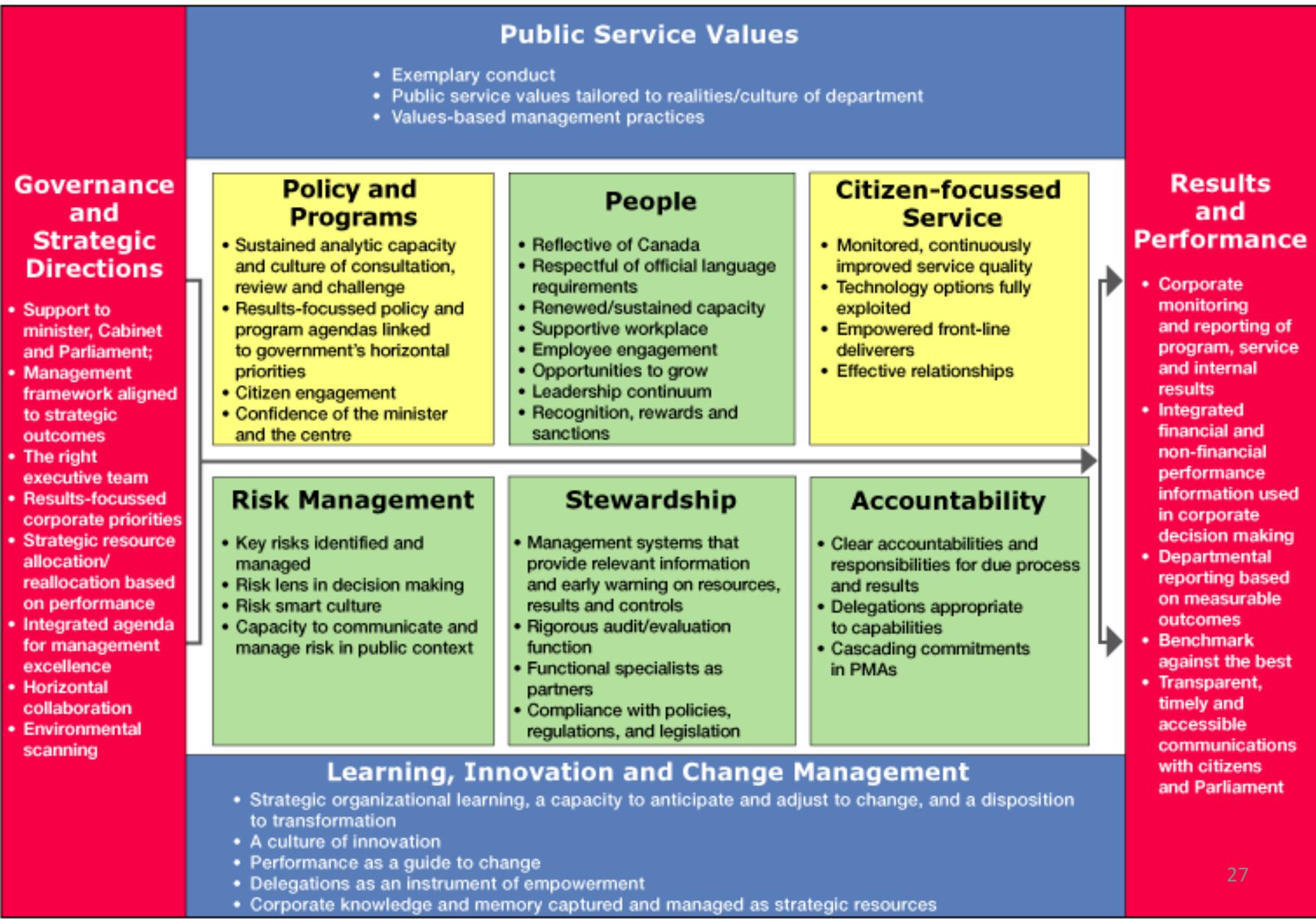
... indicating improved management performance remains a priority for departments and agencies.

Note 1: LDA refers to Large Departments and Agencies. Small agencies and micro-agencies are not included in these calculations

Management Accountability Framework: Areas of Management



Management Accountability Framework: Indicators



Management Accountability Framework: Measures

Governance and Strategic Directions

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

Public Service Values

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

Policy and Programs

- Confidence of the minister and the PCO in the quality of policy options and advice
- Recruitment/development/succession plans for policy community
- Investments in policy capacity/analytic tools

People

- Comprehensive HR development plan in place, including leadership, recruitment, retention, succession, learning, QWL, OL, EE
- Progress against HR targets
- Progress in measuring/improving employee engagement
- Quality of leadership
- Quality of labour relations

Citizen-focussed Service

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

Risk Management

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

Stewardship

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

Accountability

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

Results and Performance

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

Learning, Innovation and Change Management

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

[An Independent 5-year Evaluation of MAF]

In November 2008, TBS commissioned an independent 5-year Evaluation of MAF to:

- Evaluate how TBS is assessing management practices and performance
 - is MAF relevant, successful and cost-effective?
- Compare MAF as a tool for assessing public sector management practices and performance across jurisdictions; and
- Identify and recommend areas for improvement to MAF and its supporting reporting requirements, tools and methodologies.

5-Year MAF Evaluation : Findings

1. Through formalizing expectations of management, MAF has led to increased focus on management practices within departments.
2. Need for ongoing dialogue between TBS and DMs during the MAF process.
3. TBS has a structured and rigorous process for reviewing MAF assessment results.
4. There has been increasing stability of the MAF indicators in recent rounds
5. Current approach of assessing each AoM annually does not consider unique risks and priorities of organizations.

5-Year MAF Evaluation : Findings

1. Need to continue to reduce reporting burden of MAF on Departments.
2. Subjectivity of MAF assessments due to large number of qualitative indicators.
3. Many lines of evidence are process-based, and do not measure outcomes.
4. Most departments and agencies were unsure of the cost effectiveness of MAF.
5. TBS is appropriate entity to measure managerial performance within Federal Government.

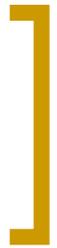
Recommendations and TBS' Management Response 1/2

Recommendation	TBS Response
<p>1. Implement a risk/priority based approach to the MAF assessment process.</p>	<p>TBS will implement a risk-based approach with a view to preserving the benefits of MAF while reducing reporting burden by at least 20%.</p> <p>Large Departments and Agencies:</p> <p><u>Core AoMs</u>: Core management functions on which each organization must be assessed annually (e.g. Ethics, HR, Financial, Risk, Audit and Evaluation).</p> <p><u>Department Specific AoMs</u>: Have a particular relevance to the organization's mandate and activities.</p> <p><u>Remedial AoMs</u>: Areas of weakness and priorities identified by TBS in the previous Round.</p> <p><u>Rotational AoMs</u>: A three-year cycle of remaining AoMs not captured in the previous categories.</p> <p>Small Departments and Agencies:</p> <ul style="list-style-type: none"> n Small agencies will continue to be assessed every three years. n Only AoMs materially relevant to the mandate/ business of the entity will be assessed. n Should the entity have poor results, it may be assessed more frequently. <p style="text-align: right; font-size: small;">Christopher Wilson & Associates</p>

Recommendations and TBS' Management Response 2/2

Recommendation	TBS Response
<p>2. Develop guiding principles for MAF methodologies.</p>	<p>TBS will ensure consistency and transparency across the MAF assessment framework by applying guiding principles that will aim to ensure a balance between qualitative and quantitative measure and ; and recognize innovative management practices (Rounds VII and VIII).</p>
<p>3. Introduce or leverage an existing governance body with senior representatives from stakeholder departments to assist MAF.</p>	<p>TBS will increase dialogue and build shared MAF accountability through senior official engagement and collective discussion on GoC priority setting and horizontal issues (Round VII).</p>
<p>4. Develop a stakeholder engagement strategy and communication plan.</p>	<p>TBS will formalize and expand existing stakeholder engagement and internal and external communication plans to increase awareness and transparency of the MAF process (Round VII).</p>
<p>5. Assign formal responsibilities within TBS to oversee the MAF methodology and horizontal issues management.</p>	<p>TBS will strengthen horizontal issues management capacity while respecting and fostering the relationship between TBS policy sectors and functional communities.</p>

[Lunch



Management Accountability Framework

- Discussion of MAF related issues that the delegates wish to pursue
- Challenges of the MAF
 - Expectation that senior executives will be honest in MAF reporting is unjustified
 - MAF has difficulty assessing environments where governance is distributed, where power, knowledge and resources must be shared and no one is “in charge”

Current Accountability Trap

- Denial of complexity
 - Eg. Open federalism's stricter adherence to constitution. A naïve desire return to the simple, good 'ol days when fewer people were involved in a given decision. Fewer deciders >> less complexity
 - But, the more complex a problem the more complex its solution - Ashby's law of requisite variety.
- Knee jerk default to secrecy to CYA
 - This is contrary to citizen expectations for more openness
 - More knowledge circulating catalyses innovation & wealth creation
- Reliance on transparency as panacea, but failing to identify deception & misinformation
 - Failure to distinguish between what must be secure & what is merely confidential
- Failure to accept mistakes as part of learning process & advancement
 - No experimentation, no mistakes, no risk, no change

Changing Paradigm

- Assumptions of Westminster governance being eroded
 - Linear obligations
 - State must always dominate
 - One size fits all (equality, standardization, efficiency)
 - Public sector firewall – no connection to businesses or NFPs
- Accountability “to account for one’s decisions/actions”
 - Yet complicated by inexactness, fuzziness & context of ‘nobody in-charge’ world
 - with multiple accountabilities, can’t choose one over the other
- Recognition that *burden of office* a contested concept
 - Multiple stakeholders have valid but different claims to public office holders, ie job means different things to different people
 - Risk of attending to one claim over another instead of seeking consensus or accommodation
- Democracy implies citizen owners with both rights AND obligations
 - Governments will not willingly share power with citizens

The Super Bureaucrats

- Refers to senior bureaucrat roles beyond informing & serving their Minister but are privileged interpreters of the public interest & guardians against elected representatives
 - Growing list of commissioners & ombudsmen
 - Assumption of superior moral authority justifies active or passive disloyalty to government
 - Eg. AG, Gomery, Krever, a few senior DMs like [Heintzman](#), Integrity Commissioner, NRCan's abrupt cancellation of CI forum, DM resistance to award winning Service Canada
 - Contributes to conflicting relationship w/ ministers and lack of trust generally
 - Only a few bad apples but from political perspective how do you know who to trust?
 - Amounts to sabotage of notion of neutral, independent, professional PS

Accountability for Learning

- 360° accountability towards all stakeholders of office holder
- Increased organizational self governance
- Adoption of “accountability for learning” as a framework for balancing competing claims
 - Not conformance & compliance
 - But acceptance of connoisseurship
- Earned trust & moral contracts
- Promoting a PS culture of loyalty
 - Developing a service oriented culture
 - Dealing w/ deception, & misinformation
 - Creating space for dialogue, dissent & alternative views

Learning Federalism



A Community of Communities

Learning Federalism

- Incorporates a *Strategic State* view that the country is a collection of capabilities, resources, knowledge, & commitments, that are orchestrated by the nature & quality of the conversations among its citizens
- The role of the *Strategic State* is as enabler of those conversations to catalyze social learning & to facilitate the partnerships necessary for public & private innovation
- Within this notion, citizens become democratic owners & producers of their own governance, and have a clear voice in public matters and an obligation to participate. Characterized by strong mechanisms for learning accountability, such as:
 - subsidiarity, uncentralized government, citizen-based feedback, flexible controls, networks of moral contracts, double-looped learning, & processes of continuous learning & refurbishment
 - an emphasis on collaborative undertakings in public interest that produce real time accountability
- The acceptance of the state is not a given but is something that is continually earned and evolved into

Collaborative Co-governance



Thank You



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New Directions

Government Is Learning To Learn and To Work With Others:

The example of the NRCAn wiki

Collaborating at NRCCan

Main Page - NRCan Resource Wiki - Windows Internet Explorer

http://wiki.nrcan.gc.ca/index.php?title=Main_Page

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Main Page

Page d'accueil (en français)

Aloha Bibliothèque de RNCan Budget Carbon Capture and Storage Change Management Collaborative technology Communications
 Community of Practice Earth Sciences Sector Energy Every1 Financial Management Forestry G8 +5 Energy Efficiency Working Group
 GCWCC Geomatics Horizontal Task Team on Renewables and Bioenergy Human Resources Renewal Information Management Information
Management and Technology Knowledge management Learning organization Maps Minerals and Metals Minéraux
 et métaux NRCan Aquifer Assessments NRCan Library North Star Organisation axée sur l'apprentissage Prospectors and Developers
 Association of Canada Science and Policy Integration Senior Leadership Community Shadow Shared Services User profile contest 2008 Water
 Wiki Development Wiki Training

View the full tag cloud ~ A to Z list

Currently there are 5,415 articles, 2,319 registered users, and there have been a total of 4,806,309 page views! (See more wiki stats) Have you contributed?

Featured Article

Energy Efficiency Awareness at NRCan

As part of Green Stewardship efforts within the broader [NRCan Green Operations Initiative](#), the objective to engage NRCan staff on the topic of energy efficiency in our workplace was adopted over the last year.

Everyone has a role to play in reducing energy use in our facilities and subsequent greenhouse gas emissions, in order to assist NRCan in meeting reduction targets. Every-day green stewardship in the area of energy efficiency, in concert with more technical, facilities-based actions, will enable the Department to meet its targets.

A collaborative effort involving staff from Science, Policy and Planning Integration/SPI, the Office of Energy Efficiency (OEE)/ETPS and Real Property and Environmental Management Division/CMSS and other contributors resulted in the development of an Energy Efficiency Employees Awareness Tool Kit to enable the delivery of interactive Energy Efficiency Awareness workshops to staff in the Department.

[Read more..](#)



Compact fluorescent lamps

Poll

How much email are you receiving compared with 6 months ago? (74 votes)

→ I am receiving significantly more	41%
→ I am receiving more	7%
→ I am receiving about the same	42%
→ I am receiving less	9%
→ I am receiving significantly less	1.4%

Message (ENTER to confirm)

<132.156.81.66>

3 messages

[Want to poll on the Wiki?](#)

[Previous polls - you can still vote](#)

Getting Started

- Read the [Five Pillars](#) to understand the spirit of the NRCan wiki
- [Wiki demo](#)

Navigation:

- Main Page
- Welcome-Bienvenue
- Current events
- Recent changes
- Random page
- Blogs-Blogues
- Forums
- NRTube-RNTube
- The Source-La Source
- GCPedia

Search:

Go Search

Wiki help:

- Guidelines
- Users Guide
- Scaffolding
- Best Practices
- Training
- Contacts
- Feedback
- Sandbox

Toolbox:

- What links here
- Related changes
- Upload file
- Special pages
- Printable version
- Permanent link

Archives

http://wiki.nrcan.gc.ca/index.php?title=Category:Horizontal_Task_Team_on_Renewables_and_Bioenergy

Local intranet 100%

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User-driven Knowledge Sharing

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article discussion edit history

Natural Resources Dashboard

The Natural Resources Dashboard is updated every Monday (around 3:00PM) by the Integrated Science & Policy Research Division of SPI, in consultation with NRCan sectors (CFS, ES, MMS) and the Communications Branch. Should you have questions or comments on its content, please add them to the [Discussion page](#) or contact Simon Vallières or Jeff Schimidtke. Previous issues are available upon request.

* [Printer-friendly \(PDF file\)](#)

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- 6 Charts - Key Financial Indicators
- 7 Notes
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Natural Resources Dashboard Highlights (Last update: January 5,2009) [\[edit\]](#)

Highlights

- Markets generally ended 2008 and began 2009 on an upswing. This has led some market observers to be cautiously optimistic though it is still far too early to judge whether an actual market recovery is underway.
- Very large increases took place for Oil (+43.2%), Nickel (+31%), and the TSX Venture (+21.5%).

Commodity Prices and Financial Indicators [\[edit\]](#)

Closing values as of January 2, 2009.

	Commodity Prices / Financial Indicators (Closing values as of January 2, 2009)	Price / Value	Weekly Change *	Monthly Change *	3 Month Change *	Annual Change *
Energy	Crude Oil (\$US/bbl)	\$46.34	43.2% ↑	-1.3%	-53.0% ↓	-53.5% ↓
	Natural gas (\$CDN/Gigajoule)	\$6.50	7.4%	-2.3%	-15.6% ↓	-4.3% ↑
Forest	Pulp (\$US/tonne) – as of Dec. 30, 2008	\$738.50	-0.5%	-6.2%	-15.2% ↓	-14.6% ↓
	Newsprint (\$US/tonne) – as of Dec. 30, 2008	\$749.63	0.0%	-0.4%	3.6%	32.4% ↑
	Lumber (\$US /thousand board feet) – as of Dec. 31	\$207.00	-1.0%	-6.3%	-17.9% ↓	-21.6% ↓
	Gold (\$US/troy ounce)	\$874.50	3.7%	12.1% ↑	2.6%	3.3%

Done

start

Communities of Practice

Video Community of Practice - NRCan Resource Wiki - Windows Internet Explorer

http://wiki.nrcan.gc.ca/index.php?title=VCOP

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WELCOME-BIENVENUE - NRCAN... Video Community of Practi...

Natural Resources Canada Ressources naturelles Canada

Canada

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Video Community of Practice

(Redirected from VCOP)

Welcome to the Video CoP Page
Communauté de pratique sur les vidéos (en français)

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- 10.1 Corporate and Government YouTube Channels

Overview

This page will be used to document the progress of the video CoP including

- learning sessions
- questions, comments and discussion
- a list of resources, human and technical for video production at NRCan

For up to date information about what is happening with the VCOP check out our [blog](#) and don't forget to contribute!

Definitions

- Streaming Video/Media:** a compressed video and audio sequence which is sent over a data network in a continuous stream to a player which can display the video sequence as it arrives.
- Podcast:** a media file that is distributed over the internet using syndication feeds for playback on computer devices.

Status at NRCan

Members and experts

Navigation:

- Main Page
- Current events
- Recent changes
- Random page
- Welcome-Bienvenue
- The Source-La Source

Search:

Go Search

Wiki help:

- Guidelines
- Users Guide
- Scaffolding
- Best Practices
- Training
- Contacts
- Feedback
- Sandbox

Toolbox:

- What links here
- Related changes
- Upload file
- Special pages
- Printable version
- Permanent link

Local intranet 100%

start Microsoft Office O... Rates gross 2009.pdf... PSEN for RT Jan 09.ppt PSEN Collaborative to... Video Community of P... EN 5:35 PM

[For NRCan the journey is just begun...]

- A Business Case was developed to implement more tools over 4 yrs
 - **Tier 1:** Building the foundation (Pathfinders include Basic Content Service, Blogs)
 - **Tier 2:** Integrating and adding functionality (NRTube, Facebook.gc.ca, discussion forums, and more)
 - **Tier 3:** Enhancing and deepening technology
- Culture change – continued emphasis on employee engagement
- Success inspired cross-government tool [GCPedia](#)

NRCan Critical Success Factors

- Pathfinder approach
 - allows for organic growth
 - instills 'learn as we go' principles
 - allows us to 'experiment' with real-life scenarios
- Senior mgmt support and Business Champions at all levels
- Employee engagement and involvement
- Wiki demonstrated early success
 - new technology and employee awareness created an appetite for more tools, increased collaboration, new ways to work
- Additional funds were not required
 - In fact no additional funds were requested