



Veterans Affairs
Canada

Anciens Combattants
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EVALUATION OF *SALUTE!*

Final: October 2011



Canada 

Acknowledgement

Audit and Evaluation Division acknowledges the time and effort given by Departmental, Department National Defence and Service Canada managers and staff, to provide information associated with this Evaluation.

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EXECUTIVE SUMMARY

In accordance with the Veterans Affairs Canada Evaluation Plan (2011 -2016) approved by the Departmental Evaluation Committee, the Audit and Evaluation Division was tasked with conducting an evaluation of *Salute!* VAC's Client Newsletter.

Salute! is a quarterly, bilingual newspaper produced by Veterans Affairs Canada (VAC) to provide Veterans and their families with information on departmental policies, programs and services. The newspaper was launched during Veterans' Week 2001 in response to requests to receive more information about departmental disability pension, health and income support programs that may be available to them. *Salute!* is part of VAC's Outreach Program and also provides information on commemoration activities, health promotion, and educational information that promotes well-being, independence and quality of life. It is the only outreach activity exclusively directed at the Veteran and other benefit recipients .

OBJECTIVES

The evaluation of *Salute!* examined the following objectives:

Relevance

- To assess the extent to which *Salute!* addresses a demonstrable need and is responsive to the needs of Veterans;
- To assess the linkages between the objectives of *Salute!* and (i) federal government priorities and (ii) departmental strategic outcomes;

Success

- To assess VAC's roles and responsibilities in delivering *Salute!*;
- To assess progress toward expected outcomes of *Salute!* with reference to performance targets and program reach, program design, including the linkage and contribution of outputs to outcomes; and,

Cost-effectiveness

- To assess *Salute!* resource utilization in relation to the production of outputs and progress toward expected outcomes.

METHODOLOGY

The evaluation team utilized multiple data collection methods including a combination of qualitative and quantitative sources. These methods included a national client survey, employee focus groups, employee survey, interviews with staff and management, data analysis of information from the Reporting Database (RDB) and Client Information System (CIS), data analysis of management reports, document reviews and key informant interviews with VAC, DND and Service Canada managers.

Phoenix Strategic Perspective Inc., was contracted by VAC to conduct a survey among recipients of *Salute!* The sample used was representative of the readership base according to region (Atlantic, Quebec, Ontario, West) and VAC's benefit recipient groups (World War II/Korean War Veterans, modern-day Veterans, Royal Canadian Mounted Police [RCMP], and survivors). Based on the sample size, the overall results can be considered accurate to within +/-2.5 percent, 19 times out of 20.

STUDY LIMITATIONS

Salute! is not a program, and while it does qualify as a service, it has no performance indicators to allow for measurement of the publication's success, outcomes, and no identified targets. The only performance measurements monitored for *Salute!* are the number of copies distributed and the frequency of distribution.

Salute! was funded under Other Health Purchased Services (OHPS), a Quasi-Statutory Purpose Allotment with specified criteria, and had no specified budget. As a result, costs were not maintained in a proper accounting fashion. There were limited sources of information available to comprehensively evaluate the achievement of the outcomes, economy and efficiency.

FINDINGS

Relevancy

- *Salute!* is valued by Veterans especially the older Veteran and it continues to be relevant to all other benefit recipient types in that it provides information about VAC's programs and services.
- Given the changing benefit recipient demographics, *Salute!* needs to change the way the newspaper is distributed. Also, the content should better respond to the needs of the newer CF benefit recipients .
- *Salute!* is aligned and consistent with the priorities of the federal government and the Department's strategic objectives.

Success

- *Salute!* has not developed the management accountability framework necessary for a successful program/service. Recent changes have further impacted the newspaper from a content, governance, and accountability perspective.
- *Salute!* is well integrated in all areas of the Department, but the effect of that integration could be enhanced with some of the changes recommended in this evaluation.
- VAC has no effective method of measuring benefit recipient satisfaction with *Salute!* The comment section of the newspaper is rarely used, and when used not routinely followed-up by VAC staff.
- *Salute!*'s focus is the benefit recipients of the Department and it has been relatively successful in reaching this group. It however needs to do more to attract new readers and potential benefit recipients.

Cost-effectiveness

- VAC has developed no performance standards, or performance indicators to assess the success of *Salute!* in reaching its objectives.
- *Salute!* has a receptive and captive audience, the cost of the paper was never questioned as the printing, distribution and postage cost were paid from the OHPS allocation and were never subjected to a full accounting, while the human resource costs to the Department was absorbed in the various contributing directorates and by Communications Division.
- *Salute!* continues to be appreciated by a majority of benefit recipients and provides useful information, despite no real efforts to find efficiencies, or even to determine if *Salute!* is still meeting the needs of its recipients.
- *Salute!* is produced for a relatively competitive price and given the continued interest in receiving it, represents value for money.
- As a result of the demographic changes impacting VAC's benefit recipients and the organization, it will be possible for VAC to reduce the number of printed copies of *Salute!* by encouraging increased utilization of the Internet.
- VAC like DND and Service Canada should explore the option of moving to a more comprehensive newspaper and publishing it less frequently (bi-annually), while having available on the Internet a current and regularly updated version, that is printer-friendly and available on demand. VAC should also survey benefit recipients more often to be better aware of their needs and preferences.

SUMMARY OF RECOMMENDATIONS:

- R1 It is recommended that the Director General, Communications and the Director General, Information Technology develop: (Essential)**
- a) a plan for improving the VAC's Internet to ensure a more user-friendly website to facilitate easier access to *Salute!*;
 - b) a bilingual printer friendly version of *Salute!*; and,
 - c) explore the introduction of I-phone applications, social media like Facebook, Twitter etc., as communication vehicles for *Salute!* available to and for use by recipients.
- R2 It is recommended that the Director General, Communications ensure that benefit recipient lists are updated so that they receive *Salute!* on a regular basis, in the format requested (print, audio, large print or Internet), and that change requests to the *Salute!* GroupWise mailbox are actioned as requested in a specified timeframe. (Essential)**
- R3 It is recommended that: (Essential)**
- a) the Senior Management Committee designate the Communication Division as the Office of Primary Interest (OPI), with responsibility for writing, editing, content management, publishing and distributing of *Salute!*;

- b) the present Editorial Board be revised and replacement members named, their roles and responsibilities defined and documented;
 - c) all anticipated and actual resource utilization associated with the production and distribution of *Salute!* be identified, documented, accounted for and charged to an appropriately authorized *Salute!* Budget;
 - d) the date for the distribution of *Salute!* be regularized and recipients informed of publication dates; and,
 - e) advance copies with Questions & Answers be provided to field staff in advance of the distribution of *Salute!*.
- R4** It is recommended that the Office of Primary Interest for *Salute!*: (Critical)
- a) clearly define the role of *Salute!* going forward;
 - b) develop a Performance Measurement Framework and indicators to facilitate better management and evaluation of the production of the publication;
 - c) prepare and seek approval of an annual budget specific to *Salute!* to cover all expenses associated with the production, printing and distribution of the newspaper; and,
 - d) ensure that proper accounting and reporting methods compliant with appropriate legislation and policy are followed.
- R5** It is recommended that the Office of Primary Interest for *Salute!* conduct annually a postcard survey or similar type survey and a web-based survey to allow for better tracking of recipient access to *Salute!*, recipient satisfaction with *Salute!* and, recipient information preferences. (Essential)
- R6** It is recommended that the Director General, Communications: (Essential)
- a) explore the option of reducing the frequency of distributing *Salute!* from quarterly to bi-annually;
 - b) significantly reduce the number of printed copies distributed; and,
 - c) develop and promote an enhanced printer friendly web-based electronic copy that will be updated more frequently and would be available on demand to recipients at home, or at the district or regional offices.

SIGNIFICANCE OF RECOMMENDATIONS

To assist management in determining the impact of the observations, the following definitions are used to classify recommendations presented in this report.

- Critical:** Relates to one or more significant weaknesses/gaps. These weaknesses/gaps could impact on the achievement of goals at the Departmental level.
- Essential:** Relates to one or more significant weaknesses/gaps. These weaknesses/gaps could impact on the achievement of goals at the Branch/Program level.
- Important:** Relates to one or more significant weaknesses/gaps. These weaknesses/gaps could impact on the achievement of goals at the Sub-Program level.

1.0 INTRODUCTION

1.1 Background

Salute! is a quarterly, bilingual newspaper produced by VAC to provide Veterans and their families with information on departmental policies, programs and services. The newspaper was launched during Veterans' Week 2001 in response to recipient requests to receive more information about departmental disability pension, health and income support programs that may be available to them. *Salute!* is part of VAC's Outreach Program and also provides information on commemoration activities, health promotion and educational information that promotes recipient well-being, independence and quality of life. It is the only outreach activity exclusively directed to Veterans.

Sharing information with Veterans and their families is a cornerstone of VAC's approach to service delivery. *Salute!* is distributed free of charge to Veterans, their families and other key stakeholder groups (Department of National Defence [DND], Royal Canadian Mounted Police [RCMP], Legions, Members of Parliament, and to overseas postings of Canadian Forces personnel, etc.). Copies of the newspaper can be found in VAC's regional and district offices, as well as, Head Office in Charlottetown and Ottawa. *Salute!* accepts no paid advertising. On average 240,000 hard copies of the newspaper are printed and distributed to benefit recipients and other stakeholders every quarter. *Salute!* is also available in audio, and large print upon request to the Editor, and in electronic format on the Internet.

The average edition is 16 pages long, the printing and distribution is outsourced to a company contracted by VAC. Over 214,000 printed copies are individually sent to benefit recipients identified from a list that is taken from the Client Service Delivery Network (CSDN) and revised quarterly. Those receiving a *Salute!* newspaper are already in receipt of a program or service from VAC. In addition 6,873 newspapers are sent to External benefit recipients, in Canada, the United States and other foreign countries, and 17,000 in bulk mail to Canadian Forces bases.

The list of external recipients include, all the Members of Parliament, 1,616 branches of the Royal Canadian Legion, Veterans Organizations, 173 residential care facilities that are under contract to VAC, Veterans living in the United States and a small number in Europe.

The actual breakdown of Distribution of *Salute!* to recipients by Format on the CSDN's list as reported by VAC Communications Division is shown in Table 1.

Table 1: Distribution of *Salute!* to Recipients by Format

Format	Hard Copy	Large Print	Audio/CD	Internet
Number of Recipients	212,087	270	123	6,803*

*Based on visits to the *Salute!* web site in 2009/10

Since its inception *Salute!* has been funded through Other Health Purchased Services (OHPS), a Quasi-Statutory Special Purpose Allotment with specified criteria. Over the last three years the cost of production as reported by the VAC's Finance Division is as follows:

Table 2: *Salute!* Expenditures 2008/09 to 2010/11

Account	2008-2009	2009-2010	2010-2011
517	\$28,750.00	\$14,742.00	\$694.00
518	\$558,754.00	\$773,367.00	\$758,541.00
Total	\$587,504.00	\$778,109.00	\$759,235.00

* Based on expenditures matched to commitments in Freebalance with description of "*Salute!*" and General Ledger info.

** Excludes HR and administration costs.

2.0 VAC's *Salute!* EVALUATION OBJECTIVES AND SCOPE

The evaluation of *Salute!* examined the following objectives:

2.1 Relevance

- 2.1.1 To assess the extent to which *Salute!* addresses a demonstrable need and is responsive to the needs of Veterans.
- 2.1.2 To assess the linkages between the objectives of *Salute!* and:
 - (i) federal government priorities; and
 - (ii) departmental strategic outcomes.

2.2 Success

- 2.2.1 To assess the roles and responsibilities in delivering *Salute!*
- 2.2.2 To assess progress toward expected outcomes of *Salute!* with reference to performance targets and program reach, program design, including the linkage and contribution of outputs to outcomes.

2.3 Cost-effectiveness

- 2.3.1 To assess *Salute!* resource utilization in relation to the production of outputs and progress toward expected outcomes.

2.4 Scope

This evaluation examines the extent to which *Salute!* continues to address the information needs of Veterans and other stakeholders, is aligned with other Government of Canada (GoC) priorities, and VAC's strategic outcomes. The evaluation will also examine the impact of the changing demographics on *Salute!*, as the number of traditional Veterans decline and the number of newer Canadian Forces (CF) members increases.

The principal mode of distribution for the newspaper is in print form which is mailed to recipients. It is also available in other forms as stated earlier. Given the increasing availability and user-friendliness of the Internet and the shift to serving a younger more technological savvy recipient, the study will examine recipient reaction to alternative approaches to delivering the information they need to receive.

The *Salute!* evaluation includes a review of the role of the *Salute!* Editorial Board and the Communication Division as Offices of Primary Interest (OPI) for the management of the newspaper. An examination of the cost of production, as well as, trends and alternative approaches in communicating with target groups as done by other government departments are examined to assess the relative efficiency of *Salute!* and to recommend best practices.

A detailed description of the evaluation questions and indicators for each objective is presented in Appendix A.

3.0 STUDY APPROACH

3.1 Methodology

Phoenix Strategic Perspective Inc., was contracted by VAC to conduct a survey of recipients of *Salute!*. The sample was representative of the readership base according to region (Atlantic, Quebec, Ontario, West) and VAC's target groups (World War II/Korean War Veterans, modern-day Veterans, RCMP, and survivors).

The following specifications applied to the survey:

- The survey was administered using a mixed-mode data collection strategy involving telephone interviewing and an on-line survey.
- In total 1,531 surveys were completed (1,510 by telephone; 21 on-line). Based on a sample of this size, the overall results can be considered accurate to within +/- 2.5 percent, 19 times out of 20 (finite population factor applied).
- The fieldwork was conducted June 16-28, 2011.
- Data collection was accomplished using a stratified random sampling approach.

All interviewing was conducted in the respondent's official language of choice and interviews averaged 12 minutes in length.

Interviews and focus groups were conducted by the evaluation team with 25 regional and district front-line staff from the Ontario and Quebec regions to obtain their perspective of: reaction to *Salute!* and the newspaper's content; the impact on front-line staff, and suggestions for improvement. In addition, staff were asked about concerns expressed regarding the newspaper. Offices were selected based on the CIS Regional - Demographics reports indicating the regional breakdown of war service Veterans, survivors, Canadian Forces, and RCMP.

To ensure a representative cross-section of regional staff, a number of staff from the Western Regional Office and district offices were invited to complete the questionnaire used for the staff interviews, 13 staff representing a cross-section of front-line employees returned completed questionnaires.

Fourteen interviews were conducted with management including the *Salute!* Editorial Board, to evaluate how well *Salute!* integrates the realities and needs of current and potential benefit recipients.

The evaluation team conducted document reviews to ensure VAC's *Salute!* Newspaper is aligned with the mandate and priorities of the Privy Council Office (PCO), and the Communications Policy of the Government of Canada. The mandate and priorities of the federal government can be found embedded in the Speech from the Throne and Public Service Renewal.

The evaluation team also reviewed VAC's Five-Year Strategic Plan and discussed with VAC managers the strategic direction of the Department to ensure the *Salute!* newspaper is reflective of the long term direction of the Department.

The team assessed the role of the Editorial Board and the Communications Division regarding their governance of publishing and distributing *Salute!* through discussions with the *Salute!* Editor, the Editorial Board members, communication managers, and other departmental managers for their perspective and commitment to the Newspaper.

The top priorities identified in the *Salute!* policy are: to enhance external communication, outreach and public engagement through clear and easy to understand information to all Veterans and interested Canadians regarding programs and services to which they are entitled or they already participate in and/or receive; and, improve service by making programs more accessible. The evaluation team assessed the level to which these priorities have been achieved.

A limited comparative analysis of costs and approaches to publishing government newspapers was conducted, comparing *Salute!*'s cost, frequency and method of distribution, to the Maple Leaf, DND's newspaper, and approaches to informing target audiences of Service Canada. The principal methods used were telephone interviews, cost and data analysis provided by DND, Service Canada, VAC Finance, and document reviews.

3.2 Evaluation Limitations

Salute! is not a program, and while it does qualify as a service, it has no performance indicators to allow for measurement of the publication's success, outcomes, and no identified targets. The only performance measurements monitored for *Salute!* are the number of copies distributed and the frequency of distribution.

In order to mitigate this shortage of performance information, the evaluation team has utilized multiple data collection methods using a combination of qualitative and quantitative sources. These methods included a national client survey, employee focus groups, employee survey, interviews with staff and management, data analysis of information from the Reporting Database (RDB) and CIS, data analysis of management reports, document reviews and key informant interviews with VAC, DND and Service Canada managers.

Salute! was funded under OHPS and had no specified budget. As a result, costs were not maintained in a proper accounting fashion. While the costs of printing, distribution (contracts) and postage can be traced, other operational costs associated with the publication could not be linked directly to *Salute!*. Costs with the description "*Salute!* and General Ledger information" were matched to commitments in Freebalance.

As a result, there are limited sources of information available to comprehensively evaluate the achievement of the outcomes, economy and efficiency.

4.0 KEY FINDINGS

4.1 Relevance

To what extent does Salute! address the information needs of Veterans and other Stakeholders?

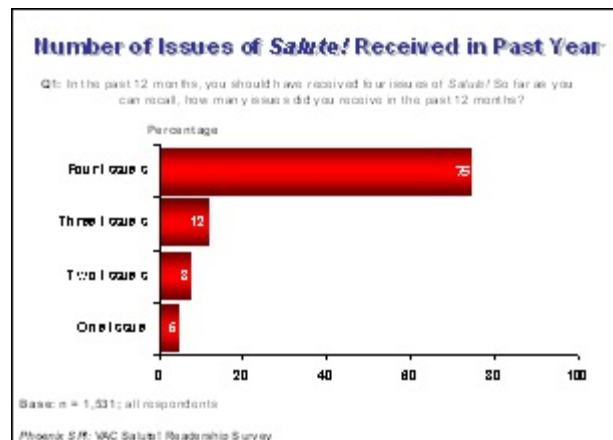
4.1.1 Phoenix Strategic Perspective Inc. Survey Results

DISTRIBUTION AND RECEIPT OF *SALUTE!*

Figure 1: Number of Issues of *Salute!* Received in Past Year

Q1: In the past 12 months, you should have received four issues of Salute!. So far as you can recall, how many issues did you receive in the past 12 months?

Three-quarters of VAC clients recall receiving all four issues of *Salute!* in the past 12 months. Just over one in ten (12 percent) recall receiving three issues, 8 percent said they received two issues, and 5 percent said they received only one issue.

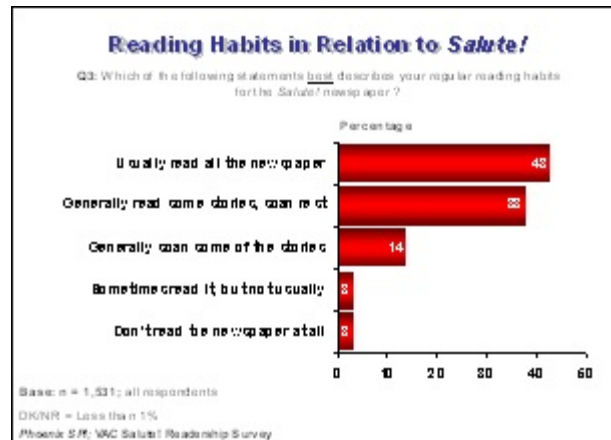


The large majority of VAC clients (87 percent) receive the hard copy (i.e. print) version of the *Salute!* newspaper. Virtually all the rest receive the large print version (fewer than 1 percent said they receive it through the VAC website or on a CD).

Figure 2: Reading Habits in Relation to *Salute!*

Q3: Which of the following statements best describes your regular reading habits for the *Salute!* newspaper?

When it comes to their regular reading habits in relation to the *Salute!* newspaper, clients were most likely to say that they usually read all of the newspaper (43 percent) or generally read some stories and then scan the rest (38 percent). Most of the rest (14 percent) said they generally scan some of the stories. Few (3 percent) said they do not read the newspaper at all.



The following were more likely to say that they usually read all of *Salute!*:

- World War/Korean War Veterans (54 percent vs. 41 percent of survivors, 36 percent of modern-day Veterans, and 30 percent of members of the RCMP).
- Those who think *Salute!* provides all or most of the information they need (55 percent vs. 33 percent of those who think it provides some of it and 23 percent of those who think it provides very little/none of the information they need).
- Those satisfied with *Salute!* (53 percent vs. 27 percent of those neutral about it and 28 percent of those dissatisfied with it).
- The likelihood of reading all of *Salute!* also increases with age (from 25 percent of those under 60 to 49 percent of those 80 and older).

The remaining questions in this section were asked only of VAC clients who said they read *Salute!* at least to some extent.

Figure 3: Awareness of Online Version of *Salute!*

Q5: Did you know that you can receive Salute! electronically, by email or on the Internet?

Nearly two-thirds (63 percent) of *Salute!* readers did not know that they can receive the newspaper electronically, by email or on the Internet. One-third (34 percent) were aware of this and 3 percent were unsure whether they knew this or not.



Figure 4: Interest in Online Only Version of *Salute!*

Q6: If Salute! was only available by email or on the Internet, would you still want to continue receiving it?

A majority of *Salute!* readers expressed no interest in continuing to receive the newspaper if it were only available by email or on the Internet. This includes 30 percent who stated categorically that they would not want to receive it, and a further 24 percent who volunteered that they do not have a computer or access to a computer and/or the Internet.



On the other hand, a substantial minority of *Salute!* readers (44 percent) indicated that they would want to continue receiving the newspaper if it was only available by email or on the Internet. Not surprisingly, this proportion includes virtually all readers who completed the survey online (19 out of 21). A small number of respondents said they do not know.

The following were more likely to say they would want to continue receiving the newspaper if it were only available electronically:

- Members of the RCMP and modern-day Veterans (67 percent of members of the RCMP and 64 percent of modern-day Veterans vs. 41 percent of World War/Korean War Veterans and 25 percent of survivors).

- Francophones (53 percent vs. 43 percent of Anglophones).
- Men (54 percent vs. 28 percent of women).

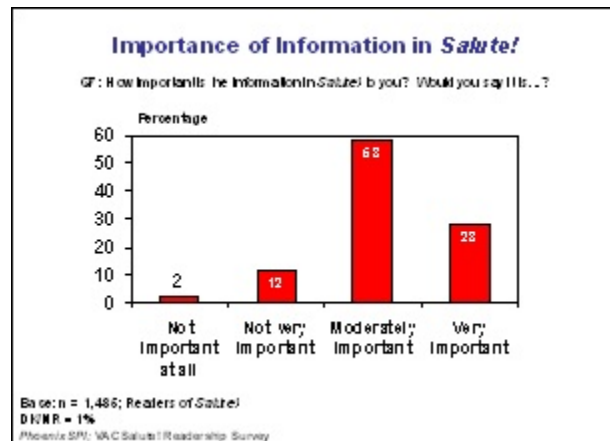
Respondents overall Perception of *Salute!*

This section reports on issues related to perceptions of *Salute!* The questions in this section were asked only of clients who said they read *Salute!* at least to some extent.

Figure 5: Importance of Information in *Salute!*

Q7: How important is the information in Salute! to you? Would you say it is...?

A large majority of readers of *Salute!* described the information in the newspaper as important to them, though they were more likely to describe it as moderately important (58 percent) than very important (28 percent). The rest were more likely to describe the information as not very important (12 percent) than not important at all (2 percent).



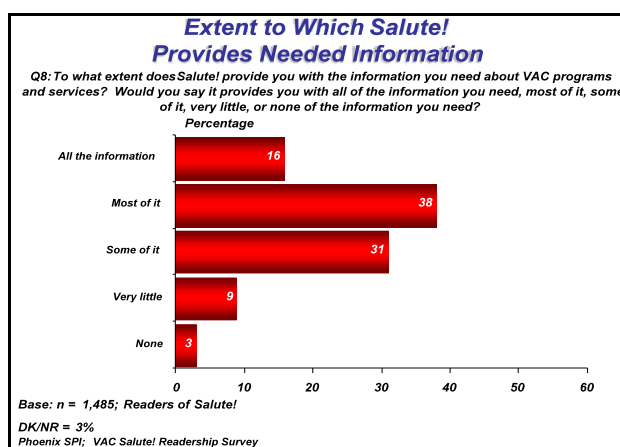
The following were most likely to describe the information in *Salute!* as important to them:

- Veterans (89 percent of World War/Korean War Veterans and 88 percent of modern-day Veterans vs. 82 percent of RCMP members and 81 percent of survivors).
- Men (88 percent vs. 83 percent of women).
- Those who received all four issues of the newspaper in the past 12 months (87 percent vs. 81 percent of those who received 1-3 issues).

Figure 6: Extent to Which *Salute!* Provides Needed Information

Q8: To what extent does Salute! provide you with the information you need about VAC programs and services? Would you say it provides you with all the information you need, most of it, some of it, very little, or none of the information you need?

A majority of *Salute!* readers (54 percent) said that the newspaper provides them with most or all of the information they need about VAC programs and services. Most of the rest (31 percent) said it provides them with at least some of the information they need. Just over one in ten (12 percent) said it provides little or none of the information needed.

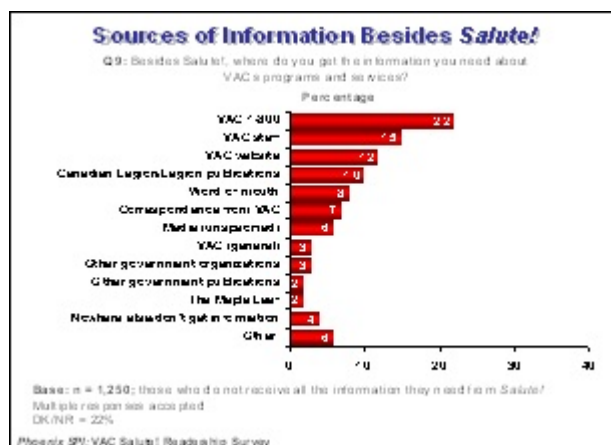


VAC – Main Source for Information on Departmental Programs, Services

Figure 7: Sources of Information Besides *Salute!*

Q9: Besides Salute!, where do you get the information you need about VAC's programs and services?

Other sources identified relatively frequently include the Canadian Legion or Legion publications (10 percent), word of mouth (8 percent), and the media in general (6 percent). Small numbers (3 percent or less) identified other government organizations and publications and the Maple Leaf newspaper. Included in the 'other' category are the RCMP, the Internet (unspecified), mail/pamphlets (unspecified), Health Canada newsletters, and the National Association of Federal Retirees. A small number of respondents (4 percent) said they do not get this information anywhere else.



VAC staff was most likely to be identified by the following:

- Veterans (20 percent of modern-day Veterans and 17 percent of World War/Korean War Veterans vs. 9 percent of survivors and 9 percent of RCMP members).
- Those under 60 (23 percent vs. 12 percent of those 60-79 and 13 percent of those 80 and older).

The **VAC website** was more likely to be identified by the following:

- Modern-day Veterans and RCMP members (28 percent of modern-day Veterans and 27 percent of RCMP members vs. 2 percent of World War/Korean War Veterans and 3 percent of survivors).
- Men (16 percent vs. 5 percent of women).

In addition, the likelihood of identifying the VAC website decreases with age (from 37 percent of those under 60 to 1 percent of those 80 and older).

The **Canadian Legion** was more likely to be identified by those over 60 (13 percent of those 60-79 and 10 percent of those 80 and older vs. 4 percent of those under 60).

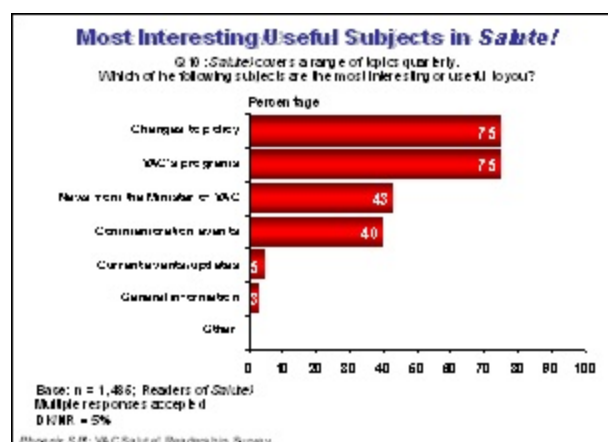
Word of mouth was more likely to be identified by modern-day Veterans (12 percent vs. 7 percent of World War/Korean War Veterans, 6 percent of RCMP members, and 6 percent of survivors).

Changes to Policy and VAC Programs – Most Interesting or Useful Subjects

Figure 8: Most Interesting/Useful Subjects in *Salute!*

Q10: Salute! Covers a range of topics quarterly. Which of the following subjects are the most interesting or useful to you?

When it comes to the topics covered in *Salute!* on a quarterly basis, readers were most likely to describe changes to policy and VAC programs as the most interesting or useful to them (75 percent each). Smaller but still substantial proportions identified news from the Minister of VAC (43 percent), and Commemoration events (40 percent). Small numbers identified current events/updates (5 percent) and general information (3 percent). Included in the 'other' category are personal stories and experiences and contact information.



Changes to policy were more likely to be identified by:

- Members of the RCMP and modern-day Veterans (85 percent of RCMP members and 81 percent of modern-day Veterans vs. 74 percent of survivors and 69 percent of World War/Korean War Veterans).
- Those under 80 (82 percent of those under 80 vs. 70 percent of those 80 and older).

VAC programs were most likely to be identified by:

- Members of the RCMP, modern-day Veterans, and World War/Korean War Veterans (83 percent of RCMP members, 79 percent of modern-day Veterans, and 78 percent of World War/Korean War Veterans vs. 68 percent of survivors).
- Men (79 percent vs. 69 percent of women).

News from the Minister was most likely to be identified by:

- World War/Korean War Veterans (48 percent) compared to modern-day Veterans (39 percent).
- Those over 60 (48 percent of those 60-79 and 46 percent of those 80 and older vs. 30 percent of those under 60).

Commemoration events were most likely to be identified by:

- World War/Korean War Veterans (42 percent) and survivors (41 percent) compared to RCMP members (27 percent).
- Those over 60 (43 percent of those 60-79 and 41 percent of those 80 and older vs. 31 percent of those under 60).

When asked if the newspaper was timely, 64 percent reported it was most of the time, 30 percent reported some of the time.

Figure 9: Overall Satisfaction with *Salute!*

Q12: *In general, how satisfied are you with the Salute! newspaper?*

Two-thirds of *Salute!* readers claimed to be very (36 percent) or moderately satisfied (30 percent) with the newspaper. Most of the rest (30 percent) were neutral about it, while 4 percent said they were dissatisfied. Respondents rated their level of satisfaction using a 5-point scale (1 = very dissatisfied, 5 = very satisfied).

The following were more likely to express satisfaction with *Salute!*:

- Veterans and survivors (69 percent of World War/Korean War Veterans, 65 percent of CF members and survivors vs. 52 percent of RCMP members. Those 60-79 (69 percent) compared to those under 60 (60 percent).

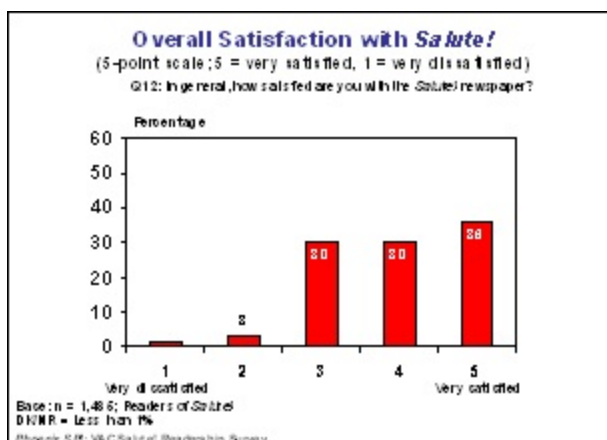
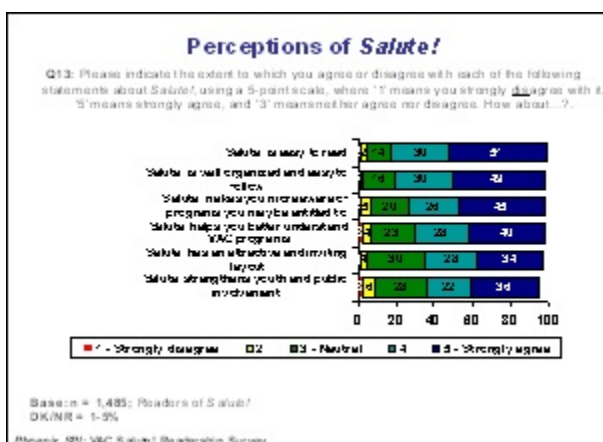


Figure 10: Perceptions of *Salute!*

Q13: Please indicate the extent to which you agree or disagree with each of the following statements about *Salute!*, using a 5-point scale, where '1' means you strongly disagree with it, '5' means strongly agree, and '3' means neither agree nor disagree. How about...?

Readers were asked to indicate the extent to which they agree or disagree with each of the following statements about *Salute!*:

- *Salute! helps you to better understand the programs offered to you by VAC.*
- *Salute! strengthens youth and public involvement by informing Canadians of Remembrance activities.*
- *Salute! makes you more aware of programs you may be entitled to receive.*
- *Salute! is easy to read. You understand the information and how it applies to you.*
- *Salute! has an attractive and inviting layout.*
- *Salute! is well-organized and easy to follow.*



Readers were most likely to agree that *Salute!* is easy to read (81 percent) and well-organized and easy to follow (79 percent). Over two-thirds agreed that *Salute!* makes them more aware of programs they may be entitled to receive (71 percent) and that it helps them better understand the programs offered to them by VAC (68 percent). Smaller majorities agreed that *Salute!* has an attractive and inviting layout (62 percent) and that it strengthens youth and public involvement by informing Canadians of Remembrance activities (58 percent).

Respondents who did not agree with these statements were much more likely to be neutral than to disagree with them. Levels of disagreement with the statements ranged from 3-9 percent.

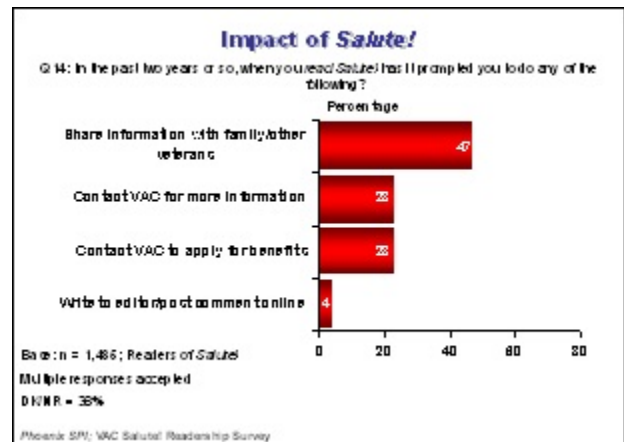
Figure 11: Impact of Reading *Salute!*

Q14: In the past two years or so, when you read Salute! has it prompted you to do any of the following?

Readers were asked if over the past two years or so, reading *Salute!* has prompted them to do any of the following:

- Contact VAC for more information (i.e. National Client Contact Network)
- Contact VAC to apply for benefits
- Write the Editor or post a comment online
- Share the information with your family or other Veterans

In response, nearly half (47 percent) said that reading *Salute!* prompted them to share information with their family or other veterans. Almost one-quarter (23 percent) said they were prompted to contact VAC for more information or to apply for benefits. Few (4 percent) have been prompted to write the editor or post a comment online. Over one-third (38 percent) said they did not know or did not answer this question.



Sharing information was more likely to be identified by the following:

- Modern-day Veterans (54 percent vs. 47 percent of World War/Korean War Veterans, 42 percent of survivors, and 41 percent of RCMP members).

Contacting VAC to apply for benefits was more likely to be identified by:

- Veterans and survivors (27 percent of World War/Korean War Veterans, 25 percent of modern-day Veterans, and 19 percent of survivors vs. 8 percent of RCMP members).
- Men (25 percent vs. 20 percent of women).

Contacting VAC for more information was more likely to be identified by:

- Modern-day Veterans (30 percent vs. 21 percent of World War/Korean War Veterans, and 17 percent of survivors and RCMP members).

Respondents were asked to choose from a list of other newspapers or newsletters they read on a regular basis for information purposes. Thirty-five percent reported the Royal Canadian Legion Magazine, 18 percent reported Health Canada Newsletters, 17 percent reported the Maple Leaf, 12 percent reported other VAC publications.

Publications of the Canadian Legion are more likely to be read by:

- Veterans (43 percent of World War/Korean War Veterans and 37 percent of modern-day Veterans vs. 27 percent of survivors and 23 percent RCMP members).
- 60-79 year olds (45 percent vs. 24 percent of those under 60 and 35 percent of those 80 and older).
- English (36 percent vs. 21 percent of French).

Health Canada newsletters are more likely to be identified by:

- Those in Quebec (27 percent vs. 17-19 percent elsewhere).
- Those 60 and older (22 percent of 60-79 year olds and 20 percent of those 80 and older vs. 12 percent of those under 60).

The Maple Leaf is more likely to be read by:

- Modern-day Veterans (33 percent vs. 13 percent of World War/Korean War Veterans, 8 percent of survivors and 1 percent of RCMP members).
- Those in Quebec (32 percent vs. 12-21 percent elsewhere).
- Those under 60 (39 percent vs. 14 percent of 60-79 year olds and 11 percent of those 80 and older).

Perceived Value of *Salute!*

When respondents were asked to rate *Salute!*'s value or usefulness to them, 66 percent rated it at least as moderately valuable, 27 percent were neutral and 10 percent stated it was not valuable.

Preferred Frequency of *Salute!*

Sixty-nine percent want *Salute!* to continue as a quarterly newspaper, 15 percent would like to see it more often, and 12 percent less often. Only 3 percent suggested it could be discontinued.

The following were more likely to want *Salute!* to continue as a quarterly newspaper:

- World War/Korean War Veterans, survivors, and RCMP members (74 percent of World War/Korean War Veterans, 71 percent of RCMP members and 70 percent of survivors vs. 63 percent of modern-day Veterans).
- Those 60 and older (71 percent of 60-79 year olds and 72 percent of those 80 and older vs. 60 percent of those under 60).
- Those who think *Salute!* provides at least some of the information they need (73 percent of those who think it provides all or most of the information they need and 68 percent of those who think it provides some of it vs. 52 percent of those who think it provides very little/none of the information they need).

- Those satisfied with *Salute!* (74 percent vs. 61 percent of those neutral about it and 49 percent of those dissatisfied with it).

The following were more likely to want *Salute!* to be distributed more often:

- Modern-day Veterans (26 percent vs. 14 percent of World War/Korean War Veterans, 9 percent of members of the RCMP and 8 percent of survivors).
- Men (19 percent vs. 9 percent of women).
- Those who usually read all of the newspaper (21 percent vs. 12 percent of those who generally read some stories and 9 percent of those who generally scan some of the stories or only sometimes read the newspaper).

The following were more likely to want *Salute!* to be distributed less often:

- Members of the RCMP and survivors (20 percent of RCMP members and 16 percent of survivors vs. 10 percent of World War/Korean War Veterans, and 8 percent of modern-day Veterans).
- Women (16 percent vs. 9 percent of men).

Suggestions to improve *Salute!*

- 68 percent of respondents offered no meaningful suggestions to improve *Salute!*;
- 6 percent would like to see more information on available benefits;
- 5 percent want more relevant information for respondents;
- 4 percent want improved visuals/larger print, despite this being available now; and
- 3 percent want more information on current events.

4.1.2 Survey Conclusions

Overall, respondent feedback regarding *Salute!* tends to be positive with 66 percent satisfied with *Salute!* and 86 percent describing the information in *Salute!* as important to them.

Salute! is relatively effective in meeting recipient needs and informing them about VAC programs and services. Sixty-nine percent said *Salute!* provides them with at least some of the information they need about VAC programs, while 71 percent agreed it makes them more aware of programs they may be able to receive and 68 percent said it helps them to better understand the programs offered to them.

Most respondents receiving *Salute!* read all or some of the stories, however, only 75 percent said they had received all four copies of *Salute!* in the last year. Seventeen percent of respondents did not recall receiving *Salute!* at all. The results of the survey also indicate that awareness of *Salute!*'s various formats, is lacking. Sixty-three percent of respondents did not know the newspaper was available electronically, and a number of respondents not in receipt of the large print version said they would read it, if it was available in large print. Respondents seem to be unaware of the various formats used to distribute *Salute!*

Younger respondents were less likely to be positive on some key issues. Respondents under 60 were least likely to: say *Salute!* provides them with most of the information they need about VAC's programs and services; describe *Salute!* as timely "most of the time"; express satisfaction with *Salute!*; agree that *Salute!* makes them more aware of programs they may be entitled to receive, or helps them to better understand the programs offered to them.

4.2 Staff Perception of Recipients Reaction to *Salute!*

Interviews and focus groups were conducted by the evaluation team with VAC staff, senior management responsible for the articles published, production and distribution of *Salute!*, as well as, front-line (NCCN) and staff working in Client Services, Communication and Commemoration who were asked for their perception of the impact of *Salute!* on recipients based on their contact and conversations.

Twenty-eight percent of staff believe *Salute!* serves a purpose, but now, is not timely in light of the other modes of communication available like social networks, phone applications and the Internet. They stated that *Salute!* duplicates information available elsewhere, and the Department should be positioning itself to better meet the needs of the newer recipient.

Eighty-five percent of staff interviewed said the most common inquiries/complaints about *Salute!* were for/about the clarification of articles. The following are examples of complaints received: the articles were not clear; contained inconsistent information; were difficult for the reader to understand; did not provide sufficient information to the reader; were written from a Head Office perspective, not from a reader's perspective.

A majority of front-line staff stated that *Salute!* while being a primary source of information for older Veterans, is not the most efficient way of getting program information to benefit recipients because the information is too vague and not specific to benefit recipient type or program. As a result, the information generates calls from readers seeking to find out why they are not receiving or entitled to a benefit discussed in the newspaper. Staff reported this problem is compounded by the reduction in the publication and availability of specific program pamphlets for distribution to benefit recipients.

Staff consistently reported that requests to the *Salute!* GroupWise mailbox to affect changes in reader status such as change of address, request for a discontinuation of delivery, and notification of deaths, are not actioned in a timely manner, which causes recipients to call back repeatedly.

When staff were asked if they found *Salute!* informative for recipients, 50 percent responded they believe it is somewhat informative. The articles they found most informative to recipients were articles about programs, services, and commemoration.

The articles of least interest were the ones about the Minister and changes to processes or staff in Head Office.

The majority of staff reported that benefit recipients received the information they needed most often from the VAC 1-800 number, VAC staff, correspondence from VAC, the RCL magazine, and the Maple Leaf were all ranked above *Salute!*, especially for the younger group. *Salute!* was ranked sixth out of ten possible sources of information.

Staff were asked what difference it would make if *Salute!* was discontinued. Seventy-two percent of staff responded that the discontinuation of *Salute!* would have a negative impact on all, but particularly the older benefit recipient. Feelings of abandonment by the Department, and end of the outreach effort by the Government of Canada to Veterans, an attempt by VAC to withhold program information were some of the reactions benefit recipients might have as expressed by staff.

Suggestions for improvement

When staff were asked what improvements they would recommend to improve *Salute!*, they responded with a plethora of suggestions. The suggestions were reviewed and categorized into- common themes consistent with the evaluation objectives and questions. The following are the suggestions related to relevance and addressing the needs of Veterans:

- *Salute!* should clearly define its role/purpose, for example, to be a newspaper with stories by, for, and about Veterans, or, primarily to provide information about Programs, services and benefits to Veterans.
- More articles should be driven by recipients' interest and need, they should be by recipients, about and for recipients. There is an increasing body of evidence to support the notion that Veterans like to read stories about other Veterans. This was repeatedly reported by front-line staff in the district offices, by VAC staff in the Integrated Personnel Service Centres located on CF bases, as well as by Veterans in the Client Survey.
- VAC should incorporate new modes of communication (Facebook, My VAC Account, Twitter, I-phone applications, etc.) and allow for recipient opinion and feedback.
- With the passing of the traditional Veteran, have more stories about their contribution to Canada.
- Remove stories on policy too difficult to explain in such a forum; remove stories on VAC's processes and changes at Head Office; remove or reduce emphasis on the Minister, too political, and appears self serving.

- *Salute!* should be better represented in the literature of other departments, the target audience, should be all Canadians, not just Veterans, more effort should be made to have *Salute!* read by potential recipients e.g., through Service Canada to show VAC as part of the Government of Canada.

4.2.1 Conclusions

Salute! is valued by Veterans especially the older Veteran, and it continues to be relevant to all types (World War Veterans, survivors, CF members, and RCMP members) regarding the provision of information about VAC's programs and services. As the recipient demographic changes, *Salute!* has to evolve to maintain its share of audience interest. This can be done by providing more stories by and about Veterans, and better written stories (from a recipient's perspective) regarding changes in programs and services.

There is a problem of adequately and timely addressing change requests submitted to the *Salute!* GroupWise mailbox.

Despite the fact that younger recipients are more likely to use the web to read *Salute!*, there is sufficient evidence to support VAC maintaining a hard copy option of *Salute!* albeit significantly reduced, while better promoting the other available formats (large print, audio, and the Internet).

VAC should offer and promote *Salute!* through a more user-friendly website, and provide more electronically friendly options such as the adoption of links through social media, I-phone applications, newspapers and other departments' publications particularly for its younger recipients as well as non-recipients.

4.3 Alignment with Federal Government and VAC Priorities

How does Salute! relate to the federal government priorities and strategic outcomes of the Department?

The 2011 Speech from the Throne emphasized the importance of the Government of Canada's role in joining Canadians in honouring those who have served and continue to serve, and recognizing and supporting all Veterans. *Salute!* plays an important role in recognizing and supporting all Veterans by providing them with updated program and commemoration information.

Section 1 of the *Communication Policy of the Government of Canada* states in part: "*Institutions of the Government of Canada must provide the public with open access to information about policies, programs, services and initiatives.*"

Sharing information with Veterans and their families is a cornerstone of VAC's client-centred approach to service. *Salute!* is the principal outreach tool in assisting VAC to

improve its service delivery to recipients by enhancing their awareness of VAC's programs and services as well as their participation and awareness of commemoration activities.

Salute! is aligned with the Minister's priorities of the New Veterans Charter and Remembrance through its promotion of those programs. VAC's 2011-2012 Report on Plans and Priorities (RPP) strengthens the Department's commitment to improving Service Delivery and Refocussing Remembrance Activities. VAC through *Salute!* is committed to providing information regarding easier access to programs, faster service and appropriate levels of support. Finally, VAC is committed to keeping alive the memory of traditional Veterans' achievements and sacrifices while recognizing and honouring Canadian Forces Veterans. *Salute!* plays an important role in the information sharing and promotion of these activities.

4.3.1 Conclusion

Salute! is aligned and consistent with both the priorities of the federal government and the Department's strategic objectives.

- R1 It is recommended that the Director General, Communications and the Director General, Information Technology develop: (Essential)**
- a) a plan for improving the VAC's Internet to ensure a more user-friendly website to facilitate easier access to *Salute!*;**
 - b) a bilingual printer friendly version of *Salute!*; and,**
 - c) explore the introduction of I-phone applications, social media like Facebook, Twitter etc., as communication vehicles for *Salute!* available to and for use by recipients.**

Management Response:

Management agrees with the recommendation. Discussions will be held between Communications and Information Technology to explore and facilitate the necessary changes. It is important to note that any updates must be compliant with Treasury Board direction regarding Common Look and Feel (CLF) 2.0. Printer-friendly versions of *Salute!* will be made available in both official languages and there will be movement toward an increased utilization of social media and smart-phone technology.

Management Action Plan:

Corrective action(s) to be taken	OPI (Office of Primary Interest)	Target Date
1.1 Consultations between Communications and Information Technology and review of <i>Salute!</i> web page and IT-related <i>Salute!</i> services.	Communications and IT	December 2011
1.2 Plan to address upgrades to online <i>Salute!</i> .	Communications and IT	* March 2012
1.3 Implementation of CLF-complaint updates to web and social media aspects of <i>Salute!</i> delivery, including a bilingual printer-friendly version.	Communications and IT	* March 2012

* Action dependent upon the outcome of the presentation of the business case to SMC.

R2 It is recommended that the Director General, Communications ensure that benefit recipient lists are updated so that they receive *Salute!* on a regular basis, in the format requested (print, audio, large print or Internet), and that change requests to the *Salute!* GroupWise mailbox are actioned as requested in a specified timeframe. (Essential)

Management Response:

Management agrees with the recommendations and understands and appreciates the necessity of timely updates to the *Salute!* mailing list. The vast majority of the names on the mailing list are generated from the CSDN. Communications will consult with Service Delivery to explore opportunities to incorporate further front-line changes on CSDN to the mailing list. An additional commitment to updating the portion of the mailing list for which Communications is responsible is resource dependant. Communications will seek to address this issue through a business case to be presented to Senior Management Committee (SMC).

Management Action Plan:

Corrective action(s) to be taken	OPI (Office of Primary Interest)	Target Date
2.1 Consultations between Communications and Service Delivery re: CSDN.	Communications	December 2011
2.2 Plan developed to increase turnaround time for updates to <i>Salute!</i> mailing list.	Communications	* March 2012
2.3 Presentation of a business case seeking stable, annual funding for <i>Salute!</i> including resources to assist in updating the <i>Salute!</i> mailing list.	Communications	January 2012
2.4 Implementation of a plan to increase monitoring and reduce turnaround time for changes to the <i>Salute!</i> mailing list.	Communications	* March 2012

* Action dependent upon the outcome of the presentation of the business case to SMC.

5.0 SUCCESS

5.1 Are roles and responsibilities clearly defined?

5.1.1 Findings

Process

- *Salute!* was initiated by the program area of the Department in response to recipient requests for better and more timely information regarding VAC's programs and services. VAC envisioned a communication vehicle to better inform recipients about the programs and services offered, as well as, changes in policy, program eligibility, criteria and entitlement. It was also decided to use the newspaper to promote the remembrance and commemoration of Veterans.
- The Communication Division was initially tasked with the responsibility for the production of *Salute!* with input provided from the program specialty areas.
- The *Salute!* Editor prepared a draft storyboard framework, then met with the Editorial Board (EB) made up of senior managers from relevant areas of the Department. Their job was to assign story development within their directorates, approve content for factual accuracy, and ensure deadlines were met.
- Communications retained responsibility to ensure the content was "clear, relevant, objective, easy to understand and useful," as outlined in the Government of Canada Communication Policy.
- The resources dedicated to the function were an Editor (100 percent of a FTE), a Graphic Designer (40 percent of an FTE) and a clerk with an unstated time commitment.
- An external contractor did the preparation for distribution from a list provided by VAC, the printing and the mail-out.
- In the last five years, the responsibility for production with input has shifted from the Editor to the EB. Communications' role is reported to be less of an editorial one and more administrative, to provide the updated list to the contractor, to do some editorial reviews, maintain the *Salute!* GroupWise mailbox, and provide other administrative duties to the EB. The stories are conceived and prepared by the respective directorates, the ability of the Communication staff to change content or style has been restricted.

Communication reports that currently the production of the newspaper, involves the following resources:

Table 3: Communication Resources dedicated to *Salute!*

Resources	Percent of time
Production Manager IS-05	10
Editor IS-04	100
Graphic designer IS-04	20
French Editor IS-04	5
Print Clerk CR-04	15

Note: These resource allocations are reported as estimates only.

There is an informal and a formal approval process that is followed before the publication is finalized and approved for release. The informal process involves a review of the Editor's storyboard outline by the EB, that is followed by the responsible EB member reviewing the process as copy is developed. The formal approval process includes the following steps: a review by senior management, Director Generals, Assistant Deputy Ministers, Director General of Communication and the Deputy Minister; files are sent to Ottawa Communications to be forwarded to the Minister's Officer and Privy Council Office for review; finally files are returned to the Editor to incorporate changes.

Additional resource time used but unaccounted for include, that of the EB, the staff assigned to prepare the articles, and senior management to conduct the necessary reviews and authorizations.

Governance

The EB was created to represent and facilitate the provision of information from the program areas of the Department in the production of *Salute!*. The objective was to have all branches represented. The represented areas were responsible for drafting articles and providing input pertaining to their respective areas of specialization, eg., programs and policy, etc. Communications initially had responsibility for writing with input from these areas but has now become primarily the editor, with limited ability to make changes, and the administrative coordinator.

Salute! is now managed by an Editorial Board (EB) that is responsible for selecting, producing, and approving the newspaper's content. The Board is made up of Director General level staff (or their representatives) from Commemoration, Operations, Policy,

Communications, a regional representative and an Editor from the Communications Division.

The functions of the EB are to: contribute to the content; review the content for errors or omission; determine the timing of the issues; review and approve the final draft. Meetings are held four to six times per year.

Of the six persons identified as members of the EB, interviews were conducted with four and one representative. Three were new members who had never attended a meeting. To offset the limited information available, an interview was also conducted with a former EB member.

Some EB members reported the Board functioned well, while others stated it was generally dysfunctional, with the control of what was to be included dictated by the person in control of the funding.

As reported by a number of the Head Office and most of the front-line staff interviewed, the quality of the writing from a recipient's perspective has declined, and is more difficult to understand, as evidenced by the number of calls from recipients seeking clarification. Some data exist and 'Lines of Business' (LOB) calls were reviewed, however, the information cannot be used to draw conclusions because the *Salute!* calls are usually under reported, as a call may be listed as a program call if the *Salute!* generated call was also about a program.

Staff reported *Salute!* seemed more departmental-focussed as opposed to Veteran-focussed, this was evidenced by the number of articles featuring VAC's activities, and the stories about the Minister's events, announcements and activities. A majority of staff also reported that from their perspective, *Salute!* was becoming a propaganda tool for the Department and the Minister, more so, than a newsletter for and about Veterans. A majority of staff interviewed suggested the credibility of *Salute!* was at risk if it did not feature more stories about recipients from the recipient's perspective and stories about the positive impact of the programs.

The most significant criticism of the writing style by front-line staff was that it was written more from a staff and departmental perspective than from the recipients'. The content was also challenged as being not sufficiently Veteran-focussed. A review of 15 editions of *Salute!* by the evaluation team covering a period from Fall 2005 until Fall 2010, found there was an average of 15.3 articles per paper. The largest number of articles:

- 53 percent could best be classified as promotional information,
- 28 percent addressed programs and services,
- 7 percent were about Commemoration, and the Minister respectively, and
- the remaining articles covered policy and Information Technology issues.

Another issue identified by 90 percent of the staff interviewed was timing of the distribution of the paper. The Department uses a seasonal distribution method, i.e., one edition per season, 'Spring', 'Summer', 'Autumn' and 'Winter', there are no specified dates and recipients do not know when exactly they can expect to receive the paper. This factor alone generates several calls to the National Call Centre Network (NCCN), for at least two reasons: 1) recipients calling to find out when the paper is coming out, and 2) when one issue follows another too closely.

5.1.2 Conclusions

Over the last five years the roles and responsibilities of the Editor and the EB have undergone some changes resulting in a writing style and focus best described as promotional rather than informative.

There is a need to reconstitute the EB as a number of founding and older members have recently retired from the Department and there appears to be no effective transition process in place for new members. *Salute!* should have editorial direction, and clear lines of responsibility and accountability, with a forum for complaints. There is no formal accounting for the human resources used in producing the newspaper. In addition, there is no Office of Primary Interest (OPI) clearly identified and tasked with establishing performance standards, measurable indicators and general accountability for the production and distribution of *Salute!*.

There is a need to redefine the raison d'être of *Salute!*. Is it a client newspaper for and about recipients? Or, a departmental newspaper for recipients about the Department, its programs and services? Or, can/should it be both?

5.2 Is *Salute!* integrated into all areas of the Department?

5.2.1 Findings

Salute! is VAC's clients newspaper and as such covers program information from all areas of the Department. The EB functions as the official conduit for departmental information, but articles can also be directly submitted to the Editor for review and possible inclusion.

Staff were asked if they were aware of *Salute!*, 100 percent of interviewed staff were familiar with *Salute!* but not all staff read it. Staff reported that newer staff members some in front-line positions were not always aware of the newspaper. Staff working in the NCCN centres, and in client-service positions (direct contact with recipients) were more likely to be familiar with *Salute!*

A concern raised by the majority of NCCN staff was that they were not given an advance copy of the newspaper and/or Questions & Answers about articles to prepare them for questions from recipients regarding the articles in the paper. This had been

the practice before but was now discontinued. This change has resulted in staff confusion regarding:

- what is covered in the issue in question,
- increased level of effort to provide the recipient with correct information; and,
- at times the provision of misinformation to the recipient.

It was reported that *Salute!* could be better utilized to get important program information to recipients, but is generally not considered because of its quarterly and uncertain distribution schedule.

5.2.2 Conclusion

Salute! is well integrated in all areas of the Department. However, more promotion of the benefits of, and the advance provision of supplementary information on articles covered in *Salute!*, would be beneficial for staff in front-line positions. The lack of a consistent distribution date for the newspaper creates concern for recipients and increased workload for staff.

R3 It is recommended that: (Essential)

- a) the Senior Management Committee designate the Communication Division as the Office of Primary Interest (OPI), with responsibility for writing, editing, content management, publishing and distributing of *Salute!*;**
- b) the present Editorial Board be revised and replacement members named, their roles and responsibilities defined and documented;**
- c) all anticipated and actual resource utilization associated with the production and distribution of *Salute!* be identified, documented, accounted for and charged to an appropriately authorized *Salute!* Budget;**
- d) the date for the distribution of *Salute!* be regularized and recipients informed of publication dates; and,**
- e) advance copies with Questions & Answers be provided to field staff in advance of the distribution of *Salute!*.**

Management Response:

Management agrees with the recommendation and will (a) seek to be designated the *Salute!* OPI as part of its business case which will be presented to SMC.

Communications will also (b) consult with the various departmental branches to seek input regarding new editorial board representation from each area.

As part of its business case, Communications will © be seeking stable, annual funding. The result of this process will determine the budget going forward. Also, (d) distribution dates will reflect months instead of seasons – ie: March, July, November.

Advance copies are presently presented to NCCN management. In addition, (e) Qs & As will also be provided in advance of each edition for those stories which may precipitate calls and questions to NCCN.

Management Action Plan:

Corrective action(s) to be taken	OPI (Office of Primary Interest)	Target Date
3.1 Communications to seek OPI designation with business plan submission to SMC.	Communications	January 2012
3.2 Consultation with branches to develop new editorial board and new board established.	Communications	* February 2012
3.3 Submission of a business case seeking stable annual funding for <i>Salute!</i> .	Communications	January 2012
3.4 Based on SMC response to business case, an annual <i>Salute!</i> budget will be developed.	Communications	* March 2012
3.5 Based on SMC response to business case, an annual distribution schedule will be developed and made public.	Communications	* March 2012
3.6 Qs and As will be provided in advance to NCCN managers as required.	Communications	March 2012

* Action dependent upon the outcome of the presentation of the business case to SMC.

5.3 Is there an ongoing process to forecast client satisfaction with *Salute!*?

5.3.1 Findings

After *Salute!*'s first year, three focus groups (two English and one French) were conducted by 'The Reader Response Team' (staff from the Ontario Regional Office), during August 21-24, 2001. Twenty-eight war service Veterans, CF members and still-serving members, survivors and partners from locations in Halifax, Moncton and Vancouver, participated.

The report issued stated that participants were very supportive of the newspaper, "...they are looking for grass-roots driven material that will benefit the average client ¹." They also stated that they wanted a newspaper which provided information in an honest and timely fashion. They cautioned against information that could be perceived as "propaganda" or too politically motivated, saying it would alienate readers. The decision

¹ Focus Group Synopsis, Client Newspaper Pilot Project, August 21 - 24, 2001.

to include a message from the Minister was split, with Atlantic participants supporting it, 'as long as the message from the Minister was relevant,' and the Western group opposed feeling it made the paper too political. Participants rated the design, layout, type size, length of articles 3 or higher on a scale where 1 is low and 5 is high. No additional formal or informal efforts were made to measure recipients ongoing satisfaction with *Salute!*.

VAC has one National Client Satisfaction Survey conducted annually to measure client satisfaction with VAC's programs and services. However, it does not specifically measure recipients' satisfaction with *Salute!*. As mentioned earlier, *Salute!* is not a program, and performance goals and indicators were never developed. The only indicators consistently measured for *Salute!* are the number of copies distributed each quarter, and the frequency of distribution.

Salute! has a comment section that invites recipients to provide feedback on articles, a review of numbers of comments received indicate this is not widely used by Veterans.

5.3.2 Conclusion

VAC has no effective method of measuring recipient satisfaction with *Salute!* One study completed after the newspaper's first year in circulation reported findings relatively consistent with the findings from recipients and staff of this evaluation regarding recipients' level of interest and perception of the paper. The comment section of the newspaper is rarely used, and when used not routinely followed-up by VAC staff.

5.4 Are the Department's existing distributing practices effective in attracting new readers?

5.4.1 Findings

Salute! is a client's newspaper that is published and distributed four times a year. The majority of the distribution is mailed to recipients (over 87 percent receive the hard copy version) who are in receipt of a benefit or service. The Client Survey found that 75 percent of respondents reported receiving all four issues of the paper in the last year. The survey also indicated that a significant number of respondents were not aware of the available modes they could request to receive the paper, eg., large print, audio, and electronic. The survey findings suggest that the Department may want to find out why some peoples are not receiving the newspaper.

The majority of front-line and client-service staff reported that seniors value uniformity/routine, they build they lives around the predictable. With the irregular scheduling of the distribution of *Salute!*, some people become concerned about when they can and should expect the next issue. As mentioned earlier this has contributed to increased calls and workload for front-line staff.

Salute! is also sent to external and interested stakeholders. By sending *Salute!* to DND bases, other Veterans organizations, members of Parliament, and the RCL, the Department is effectively attracting new and potential readers and program eligible people.

VAC has bi-lateral agreements with DND's Maple Leaf and the Wing Command newspapers to place a specified number of pages per issue in their newspapers. These efforts also have the potential to attract new readers.

Salute! on-line can be accessed through the VAC website. Staff report however that it is difficult to navigate and not user-friendly. With the changing recipient demographics, the Department will need to improve its Internet access to *Salute!* and provide more options for existing and potential exposure to the Newspaper.

It is acknowledged that between 10 percent and 20 percent of all Canadians do not have Internet access or know how to use it. This is particularly true for the elderly, and people living in rural areas. Therefore the use of national and local papers to tell 'good news' stories, use of television and other media to promote activities for and about Veterans are additional examples suggested by staff to attract new readers.

5.4.2 Conclusion

Salute! is one of several outreach tools the Department uses to reach and inform benefit recipients and new readers. *Salute!*'s focus is benefit recipients of the Department, it has been relatively successful in reaching this group. It however needs to do more to attract new readers and potential benefit recipients.

5.5 Cost-effectiveness

How efficient and effective are the strategies used by VAC in reaching the expected outcomes of producing and delivering Salute!?

5.5.1 Findings

Salute! has no expressed expected outcomes nor performance indicators to measure efficiency and effectiveness against. The only measurable deliverables are the production of four editions per year, and the number distributed.

VAC continues to publish and mail approximately 240K copies of *Salute!* each quarter. No records are maintained of the number returned undelivered, or recycled unread.

Salute! often republishes articles from Health Canada or Service Canada newspapers, these stories are usually of interest to VAC's benefit recipients, but may have already been available to some. These articles are informative for Veterans but may represent duplication of effort and costs.

Over the last three years the number of visits to the *Salute* website has increased on average by 20 percent, per year. Last year there was an average of approximately 6,900 visits per month with in excess of 17,000 in November ². This is indicative of a growing trend regarding the uptake in web-access to *Salute!*.

No processes are in place to encourage benefit recipients to migrate to an Internet based *Salute!* despite the rapidly changing recipient demographic. No studies have been conducted since 2001 to reassess benefit recipients needs and interest in *Salute!*.

The *Salute!* Client Survey reported that approximately 64 percent of CF Veterans and respondents under 60 said that they would continue to receive *Salute!* if it were only available on-line.

Staff report that request for changes go unaddressed in the *Salute!* GroupWise mailbox. In addition, there is no coordinated approach to responding to the comment section in the hard or on-line version of *Salute!*.

The surveys of *Salute!* recipients and staff indicate that recipients are most interested in information about programs and services, yet, only 30 percent of articles in *Salute!* are about programs and services.

From a governance perspective, there is no clearly identified OPI, with the resultant problems of: limited accountability; clear purpose; and, direction. As a result of recent retirements, the EB has not been properly reconstituted, some members had never attended a meeting and were not familiar with what they were responsible for.

Without clear direction and proper editing, articles are being published that are confusing to the recipients resulting in increase numbers of calls and additional workload for front-end staff.

VAC has tried to spread the cost of *Salute!* by having the EB members incur the cost of article preparation in their directorates. This has resulted in articles described as 'being more appropriate for staff than for recipients', and the blurring of the real cost of production.

The *Salute!* Policy lists the following objectives:

- All editorial content will be Client-focussed. When discussing departmental policies....articles must address two key recipient questions: "How am I affected?" and "What's in it for me?"

²

Data reported by Communication Division as captured through Google Analytics and Web trends software.

The survey reported that a large majority described the information in the newspaper as at least moderately important to them and provided them with at least some of the information they needed about VAC's programs and services.

- "All editorial content will be written in plain language.,"
The survey reported that over 75 percent agreed that *Salute!* is easy to read and well organized.
- "Editorial content will be 80 percent programs and services, 20 percent commemoration/other ..."
The evaluation teams review of *Salute!* articles found that 28 percent were programs and services, 2 percent policy, 7 percent related to commemoration.
- "Editorial content will have national appeal, supplemented with regional interest stories ..."
The evaluation team's review confirms the achievement of this objective.
- "The Newspaper will seek and encourage reader feedback..."
There is a 'comment section', however no records are maintained of the number of comments received, and there is no official mechanism in place to respond to recipient feedback. The review of the on-line edition provided very few comments.
- "No paid advertising will be accepted..."
Consistent with the Communication Policy of the Government of Canada, no paid advertising is accepted in *Salute!*

5.5.2 Conclusion

VAC has developed no performance standards, or performance indicators to assess the success of *Salute!* in reaching its objectives. As mentioned in section 3.2 Evaluation Limitations, *Salute!* is not a program, it was developed in response to the expressed needs of recipients to receive more information about VAC's programs and services. *Salute!* has a receptive and captive audience, the cost of the paper was never questioned as the printing, distribution and postage cost were paid from the OHPS allocation and never required full accounting, while the human resource costs to the Department was absorbed in the various contributing directorates and by Communication.

No real efforts have been made to find efficiencies, or even to determine if *Salute!* is still meeting the needs of recipients. Despite this *Salute!* has continued to be appreciated by a majority the respondents as providing information useful to them. There are however efficiencies that can be realized in the production of *Salute!* and will be addressed in the next section.

- R4 It is recommended that the Office of Primary Interest for *Salute!*: (Critical)**
- a) clearly define the role of *Salute!* going forward;**
 - b) develop a Performance Measurement Framework and indicators to facilitate better management and evaluation of the production of the publication;**
 - c) prepare and seek approval of an annual budget specific to *Salute!* to cover all expenses associated with the production, printing and distribution of the newspaper; and,**
 - d) ensure that proper accounting and reporting methods compliant with appropriate legislation and policy are followed.**

Management Response:

Management agrees with the recommendation and will (a) seek to clearly define the role of *Salute!* in its business plan to SMC. Communications will also (b) consult with Audit & Evaluation (A&E) to develop a performance measurement framework. As part of its business case, Communications will © be seeking stable, annual funding. The result of this process will determine the budget going forward. Also, (d) Communications will utilize proper accounting and reporting methods.

Management Action Plan:

Corrective action(s) to be taken	OPI (Office of Primary Interest)	Target Date
4.1 Presentation of business case to SMC.	Communications	January 2012
4.2 Consult with Audit and Evaluation to develop a performance measurement framework.	Communications	February 2012
4.3 Performance measurement framework completed.	Communications	March 2012
4.4 Develop an annual budget as part of the business case presented to SMC.	Communications	January 2012

5.6 Does *Salute!* exercise efficiency and economy in achieving its outcomes?

5.6.1 Findings

This evaluation is limited by insufficient information to comprehensively determine if *Salute!* exercises efficiency and economy in achieving its outcomes. What follows is an examination of the information available, used in a high level comparison of the procedures and cost of producing *Salute!* and the Maple Leaf newspaper, and, a review

of best practices in government publishing as currently being implemented at DND and Service Canada.

The Maple Leaf first published in 1998, is the premier newspaper of the Department of National Defence and the Canadian Forces. It is published 40 times per year, one copy around Christmas and bi-weekly in the Summer. The production schedule for the Maple Leaf is two weeks, and that makes the production and the information in it dated. DND has a diverse audience of 100,000, it includes military personnel and civilian staff. Only 26,000 print copies are made per distribution cycle. The Maple Leaf is also available on the web and receives 30,000 hits per month.

The Communication Division is responsible for the production. A total of five resources are used to publish the Maple Leaf. The resources are: one graphic designer, three writers, and two editors (one English and one French). Distribution is done internally by DND, and printing is contracted out.

DND reports that the advantages of having the National Communications Division as the OPI are: better Quality Control of articles published; and ensures articles have a national and corporate perspective (at DND the regional perspective is covered by the Wing Command newspapers).

Focus of articles are about the recipients. DND has a responsibility to promote programs and services but tries to write from the recipient's perspective. Effective September 2011, the Maple Leaf:

- will become a monthly;
- will be longer and feature stories that are not time-dependent and more detailed;
- will be more focussed on the soldier's story from their perspective; and
- will be a more tabloid format with feature type stories.

Concurrently, a web-based edition called 'What's New' will have shorter more up to date and updated stories about programs and services and changes to programs and services. This format will be heavily graphic-intensive with pop-up boxes and hyperlinks. Both editions will be complemented by an e-mail sent to all members, with promotions for articles referring readers to the website or newspaper.

The following table demonstrates a comparison of the major cost items used in the production of each paper.

Table 4: *Salute!*/Maple Leaf Production Cost Comparison

	<i>SALUTE!</i>	MAPLE LEAF	Total Cost Variance
No. per cycle	240,000	26000	
No. of Cycles	4	40	
Total Printed	960,000	104,000	
Annual cost of printing	C\$128,000.00	C\$215,000.00	C\$87,000.00
Unit printing cost	C\$0.13	C\$0.21	
Translation Cost	C\$11,677.30	C\$100,000.00	C\$88,322.70
Unit Cost	0.01	C\$0.10	
Distribution Cost	C\$148,000.00	C\$143,000.00	-C\$5,000.00
Unit Cost	C\$0.15	C\$0.14	
Resource Cost Avg. Sal			
IS-05	C\$83,494.	C\$8,349.40	
IS-04	C\$75,014.	C\$75,014.00	C\$56,260.50
IS-03	C\$62,823.	C\$12,564.60	C\$47,117.25
IS-02	C\$53,606.		C\$40,202.25
IS-03	C\$62,823.		C\$47,117.25
IS-04	C\$75,014.	C\$3,750.70	C\$47,117.25
CR-04	C\$44,603.	C\$6,690.45	
Total Salary Cost	C\$106,369.15	C\$237,814.50	C\$131,445.35
Postage Cost	C\$164,000.00	0	-C\$164,000.00
Unit Cost	C\$0.17	0	
Audio Cost	C\$24,000.00	0	-C\$24,000.00
No. per cycle	200		
No. of Cycles	4		
Total Audio CDs	800		
Unit Cost	C\$30.00	0	
Annual Cost of Production	C\$582,046.45	C\$695,814.50	C\$113,768.05
Total Average Unit Cost	C\$0.61	C\$0.67	

- Data for 2009/2010 Fiscal year
- Average Salary Cost based on 2010/11 information on resource use as reported by Communications., IS and CR Contract Agreements
- Actual Salary Cost based on percent of resource used.

As indicated by the table, the Maple Leaf prints 104,000 copies per year, VAC prints 960,000. VAC's printing cost is \$87K less than DNDs. VAC translation cost is approx \$88K less than DNDs. VAC's distribution cost is \$5K higher than DND's. DND uses five resources at 75 percent capacity to produce and publish the Maple Leaf, VAC also uses five resources, 1 at 100 percent, 1 at 20 percent, 1 at 15 percent, 1 at 10 percent and 1 at 5 percent capacity. DND has no postage or audio production costs, VAC's cost is \$164K and \$24K respectively. DND's annual cost of production based on the largest cost drivers exceeds VAC's cost by approximately \$114K.

5.6.2 Conclusion

The information presented above is a comparison of the newspaper (DND's Maple Leaf) found to be closest to *Salute!* in recipient type, distribution volume, and purpose. *Salute!* is produced for a relatively competitive price and given the recipient's continued interest in receiving it, represents value for money.

5.7 Examples of Best Practices

As stated above, the Maple Leaf, to provide a more timely and efficient production, one that better addresses the needs of its recipients, will effective September 2011 reduce the number of publications from 40 a year to 12 or one per month. This will allow for longer and more detailed articles, that are not time sensitive. In addition, the Maple Leaf will be augmented by a web-based version called "What's New", that will address current issues and be updated on an ongoing basis to better address the information needs of recipients. Some efficiencies will be realized as the number of printed publications are significantly reduced. To encourage readership, an e-mail will be sent to all members, with promotions for articles referring readers to the web-site and/or newspaper.

Service Canada

Service Canada is responsible for several publications, in an effort to find efficiencies and provide better client service, they have embarked on a project called 'Smart Publishing'. Still in its infancy, the objectives of the project are basically to improve service delivery to citizens in the medium of their choice, and maximize resource management and encourage the review of current printing practices.

Smart Publishing is defined as "thinking things through and making publishing decisions that are based on recipients' needs by:

- conducting consultations and research to better identify recipients and understand their needs;
- enhancing the Web experience and encouraging self-service;
- ensuring the information is targeted to the various audience's needs and provided in a timely fashion;

- selecting the appropriate medium to communicate with the different recipient segments;
- ensuring consistency of messaging delivered through different channels to avoid channel churn;
- using plain language principles when communicating with citizens;
- streamlining printing, warehousing, and distribution methods;
- consulting, evaluating and changing our direction, as appropriate; and
- considering the way we communicate and package the information to citizens ³.”

The project proposes surveying recipients to find out their preferred mode of communication, to develop user-friendly websites, with printer-friendly documents which can be printed by the recipient or, on-demand in a Service Centre. They are also focussing on printing smaller quantities in an effort to ‘go green’. They plan to ensure that all of their information is clear, easy to assess and timely. Some additional options being considered are to have recipient subscription list to allow recipients to select the publications they need, and membership list for specific publications.

6.0 CONCLUSION

Both DND and Service Canada are exploring ways to better address their recipients needs, while finding efficiencies. VAC is in a position to take advantage of similar efficiencies. As a result of the demographic changes impacting VAC’s program recipients and the organization, it will be possible for VAC to reduce the number of printed copies of *Salute!* and encourage increased utilization of the Internet. Reducing the number of copies printed will not result in a proportionate reduction in costs, since in the printing business, the more copies printed the cheaper the unit price becomes or conversely the fewer printed the higher the unit cost.

VAC like DND and Service Canada should explore the option of moving to a more comprehensive newspaper and publishing it bi-annually, while having available on the Internet a current and regularly updated version, that is printer-friendly and would be available to recipients on demand. VAC should also survey their recipients more often to be better aware of their needs and preferences.

R5 It is recommended that the Office of Primary Interest for *Salute!* conduct annually a postcard survey or similar type survey and a web-based survey to allow for better tracking of recipient access to *Salute!*, recipient satisfaction with *Salute!*, and, recipient information preferences. (Essential)

³ Service Canada Smart Publishing Strategy Draft

Management Response:

Management agrees in principle with the recommendation. Instead of committing to an annual survey, Communications Division will first develop the **performance measurement framework and indicators referenced in R4**, and will then recommend specific timeframes for public opinion survey tools. Communications will also seek out opportunities to take advantage of economies of scale by finding efficiencies with other public opinion research activities conducted by the Department.

Management Action Plan:

Corrective action(s) to be taken	OPI (Office of Primary Interest)	Target Date
5.1 Develop a plan for surveying <i>Salute!</i> for readers to determine satisfaction, information preferences, etc.	Communications	* March 2012

* Action dependent upon the outcome of the presentation of the business case to SMC.

- R6 It is recommended that the Director General, Communications: (Essential)**
- a) explore the option of reducing the frequency of distributing *Salute!* from quarterly to bi-annually;**
 - b) significantly reduce the number of printed copies distributed; and,**
 - c) develop and promote an enhanced printer friendly web-based electronic copy that will be updated more frequently and would be available on demand to recipients at home, or at the district or regional offices.**

Management Response:

Management agrees with the recommendation in principle. Communications will consult with internal Departmental stakeholders to (a) determine the number of issues that will promote efficiencies yet maintain relevancy. These findings will be brought forward in the business case to be presented to SMC in January, 2012.

The business case will also address (b) the evolving demographics of Canada's Veterans and the number of printed copies necessary to meet their changing needs. This will likely require maintaining a print presence as online traffic for *Salute!* increases. As referenced in the response to R1, work will continue to © enhance the online presence and functionality of *Salute!* going forward.

Management Action Plan:

Corrective action(s) to be taken	OPI (Office of Primary Interest)	Target Date
6.1 Consult with Outreach and other internal Departmental stakeholders to build consensus on business case to be submitted to SMC.	Communications	December 2011
6.2 Work to enhance the online and web presence of <i>Saute!</i> , including printer-friendly versions. Some of these elements are covered in Recommendation 1.	Communications	* March 2012
6.3 Presentation of business case to SMC to include option of reducing frequency of distribution.	Communications	January 2012

* Action dependent upon the outcome of the presentation of the business case to SMC.

7.0 DISTRIBUTION

Deputy Minister

Associate Deputy Minister

Chief of Staff to the Minister

Chair, Veterans Review and Appeal Board

Assistant Deputy Minister, Policy, Communication and Commemoration Branch

Assistant Deputy Minister, Service Delivery Branch

Assistant Deputy Minister, Corporate Services Branch

Executive Director and Chief Pensions Advocate, BPA

Office of the Veterans Ombudsman

Regional Director's General (3)

Area Directors (12)

Director General, Departmental Secretariat and Policy Coordination

Director General, Communications Division

Deputy Coordinator, Access to Information & Privacy

Program Analyst, Treasury Board of Canada, Secretariat (TBS)

Comptrollership Branch (TBS)

Appendix A - Evaluation Design

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
Relevance					
A. To assess the extent to which <i>Salute!</i> addresses a demonstrable need and is responsive to the needs of Veterans.	To what extent does <i>Salute!</i> address the information needs of Veterans and other Stakeholders?	Level of client satisfaction with information provided in <i>Salute!</i> ; Level of client comprehension of articles in <i>Salute!</i> ; Level of client satisfaction with frequency of distribution; lay-out, available modes of distribution.	• Statistical information demonstrating interest and continued need for <i>Salute!</i> given changing client demographics	• National Client Survey • Data analysis	• VAC Reporting Database • Corporate Information System
			• Perception of Management and front-line employees views on <i>Salute!</i> as a useful means of outreach and communicating program information to clients.	• Interviews	• DG Comms. • DG PSPD • DG Operations • RDGs • DG Finance
			• Information demonstrating changing demand for service	• Interviews	• Front-line staff, survey
				• Interviews	• DG HR • DG PSPD • DG Operations • RDGs
B. To assess the linkages between the objectives of <i>Salute!</i> and: (i) federal government priorities; and (ii) departmental strategic outcomes.	How does <i>Salute!</i> relate to the federal government priorities?	Communication of a departments' programs and services information is a priority for the federal government.	• <i>Public Service Modernization Act</i> • Clerk of the Privy Council • Speech from the Throne	• Document review	• DM's Performance Agreement • Guidance for Deputy Ministers
	How does <i>Salute!</i> relate to the strategic outcomes of the Department?	The Five Year Strategic Plan is reflected in the Integrated Human Resource Plan.	• Strategic Direction for the Department	• Document review	• Five Year Strategic Plan
				• Interviews	• DG HR • DG PSPD • DG Operations • RDGs

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
Success					
C. To assess VAC's roles and responsibilities in delivering <i>Salute!</i>	Are roles and responsibilities clearly defined and appropriate?	Roles and responsibilities are clearly defined.	<ul style="list-style-type: none"> Organizational, governance structure and workflow 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Organization chart Governance structure Workflow diagrams
				<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Communications managers Editorial Board VAC managers
	Is <i>Salute!</i> integrated into all areas of the Department?	Performance Agreements commitments connect to the <i>Salute!</i>	<ul style="list-style-type: none"> Performance Agreements 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Communications managers Editorial Board VAC managers
D. To assess progress towards expected outcomes of <i>Salute!</i> with reference to performance targets and program reach, program design, including the linkage and contribution of outputs to outcomes.	Is there an ongoing process to forecast client satisfaction with <i>Salute!</i> ?	Client Satisfaction Survey, <i>Salute!</i> tear-off survey.	<ul style="list-style-type: none"> Communication and Outreach plans for the Department 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Budget Public Service Survey (PSS)
				<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> DG communications VAC managers
	Are the Department's existing distributing practices effective in attracting new readers?	Client needs assessments re information needs, modes of delivery, clarity and relevance of information provided. Plans to address identified issues.	<ul style="list-style-type: none"> Communication and Outreach plans for the Department Environmental Scan (Gap analysis) of needs and capabilities 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Client Survey Communications managers Editorial Board VAC managers
				<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> DG Comms. VAC managers

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
Cost- effectiveness					
E. To assess <i>Salute!</i> resource utilization in relation to the production of outputs and progress toward expected outcomes.	How efficient and effective are the strategies used by VAC in reaching the expected outcomes of producing and delivering <i>Salute!</i>	Strategies used to reach expected outcomes identified in the <i>Salute!</i> Policy are efficient and effective.	<ul style="list-style-type: none"> Strategies for producing and delivering <i>Salute!</i> to a changing clientele. 	<ul style="list-style-type: none"> Interviews Examination of web-site hits for <i>Salute!</i>. Client Survey results 	<ul style="list-style-type: none"> DG Communications VAC managers Editorial Board
	Does <i>Salute!</i> exercise efficiency and economy in achieving its outcomes?	Cost drivers of production Resources and Governance.	<ul style="list-style-type: none"> Information from FMS re printing and distribution costs. FTE's used in the production Role of Editorial Board Comparative cost with Maple Leaf Newspaper. 	<ul style="list-style-type: none"> Document reviews Interviews with Board, and Comms., staff. 	<ul style="list-style-type: none"> DG Communications VAC managers Editorial Board