

Parks Canada Service Centre Needs Assessment

prepared by The Praxis Group

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EXECUTIVE SUMMARY

The Service Centre needs assessment was based on two methods of information collection. Personal interviews were conducted with senior management within National Office, Field Units and Public Works. The second method was an on-line survey administered to over 300 Field Unit employees who make use of Service Centre services. The personal interviews were designed to examine Service Centres at a more strategic level, providing a great deal of latitude for senior managers to comment on all facets of Service Centres. The on-line survey was a more quantitative assessment of service quality, current importance and current and future demand.

The results from both sources of information were very consistent. An overall conclusion of the Service Centre needs assessment is there is strong support for the current concept. Service Centres should continue to provide specialized services that Field Units require. Essentially, this is believed to be the most cost effective means of offering services involving specialized expertise. For the most part, there is a general consensus that the demand for services and products surpasses the capacity of the Service Centres. Professionals within the Service Centres are viewed as highly skilled, competent and dedicated, and whose services are required for the effective delivery of services and products to the public and for the good of the organization. There will, however, be a need to rearrange service priorities in order to meet future needs and changes in demand.

The recent decision to appoint an executive director responsible for the management of Service Centres and for their representation at the management table has been well received and is considered crucial to the continuing ability of Service Centres to function properly.

National Office directors indicated strong support for Service Centres. However, there is a need to improve communication channels. They also expressed concern that Service Centre experts are too far removed from the planning of projects that require their early and ongoing involvement and expertise. A clear vision of what services centres are is not evident.

PWGSC directors strongly support the continuation of Service Centres. There was strong agreement that PWGSC cannot conduct their work without Service Centre expertise. There was also concern expressed that if the professional expertise currently offered in the Service Centres is disseminated to the Field Units that the specializations would be lost. Corporate memory currently within Service Centres must be protected and sustained. As with National Office directors, they also feel the Service Centre experts need to be at "the project planning table" in areas where their expertise will be needed in the project.

Field Unit superintendents were generally supportive of the Service Centre concept as it exists. There were very few Field Unit superintendents who opposed the current model or

who felt the needs evaluation should be focused on developing a different model, rather than trying to improve the current one. Many recognize however the need to continue existing efforts to develop a corporate culture where inclusiveness and consensus building are key to the full participation of Service Centres within the current framework of accountability.

From the Field Unit superintendent interviews a number of common issues emerged.

- Access to service is a concern for all Field Units not located within close proximity to the Service Centre. This creates a situation of increased cost to some Field Units to obtain the services, resulting in less support received.
- Small to medium sized Field Units are totally dependent on Service Centre services, especially, resource conservation, commemorative integrity, communications, realty and visitor services. Larger Field Units that have in-house capacity for these services draw on the Service Centre, but not as frequently.
- There was concern over a lack of succession planning that may result in certain services being unavailable in the future. In terms of succession planning, there was a strongly expressed view that people brought into the Service Centre be renowned experts in their field.

The personal interviews were designed to gather feedback according to the categories used in the business planning template. Superintendents were asked about the level of current importance services within each of the eight service groups have to their Field Unit in delivery of their program objectives. They were also asked about anticipated future demand for the service and how well their needs were met in each area. The areas consistently cited as important, high in future demand and not being met at present include; social science - human use management information, management planning and realty, contracts and legal services.

Very few services were noted to offer minimal value.

Over 200 Field Unit employees responded to the on-line survey. Field Unit responses to on-line surveys are presented in terms of a national role up as well as for each of the four Service Centres. The key measures examined in the survey include anticipated future demand, current importance of the service and how well these services are meeting current needs.

The report provides detail that will allow Service Centre strategies to be developed. At a national level there were several services that emerged as high current importance, high future demand, and not meeting current needs. These areas in particular may require additional resources. These include:

- Interpretation / heritage presentation planning
- Support network infrastructure and equipment
- Media relations and media services
- Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)
- Understanding visitor profiles and perceptions
- Media, exhibit, and publication planning

There are also a number of services that ranked in the top quartile for future anticipated demand and the top quartile in current importance, where the services are generally meeting the Field Unit needs (note this is a national perspective only). These services should continue to be provided, and include:

- Measuring visitor satisfaction
- Measuring visitor perceptions and behaviour
- Management planning
- Media , exhibit publication design
- Translation
- Historical research
- Archaeological research
- Policy, procedures, regulations and delegations of authority
- Environmental assessment
- Cultural resource and artefact conservation
- Preparing land use documents
- Training in managing cultural resources
- Support for asset acquisitions and disposal
- Treaty negotiations and aboriginal issues.

As Parks Canada develops its strategy for Service Centres, it will need to take into account the differences and similarities in the need for support offered among the four Service Centres and their satellites. High future demand and/or high current importance were common to all Service Centres in the following areas.

- Management planning and support for negotiations to establish new national parks or national marine conservation areas.
- Historical research.
- Measuring visitor perceptions and behaviour, measuring visitor satisfaction and understanding visitor profiles and perceptions.
- Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration).
- Media, exhibit, and publication design.
- Realty policy, procedures, regulations, and delegations of authority as well as preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)
- Support for network infrastructure and equipment

The report provides an overview of the results from the personal interviews and surveys. It will be necessary for Parks Canada to examine the database in more detail according to each of the Service Groups in developing the vision for Service Centres.

1.0 INTRODUCTION

1.1 Background

As part of a larger review of the current and future role of Service Centres, Parks Canada contracted Praxis to determine the likely changes in internal client's needs for particular products and services offered by Service Centres over the next five years.

Parks Canada operates four Service Centres: Atlantic, Quebec, Ontario and Western. There are also two satellite branches of the Western Service Centre operated out of Calgary and Vancouver.

The primary role of Service Centres is to provide professional and technical expertise and support to Field Units.

1.2 Study Objectives

Parks Canada established the following objectives for the needs assessment:

- ❑ To assess the extent to which internal clients' future demand (five years from now) for each product/service will increase, stay the same or decrease relative to the clients' current demand.
- ❑ Assess internal clients' demand for products and services not currently provided by Service Centres (unserved and emerging demand)
- ❑ To assess the current importance clients place on particular products/services (priority/must have services) given limited Service Centre resources to meet all potential demands.

1.3 Methods

The needs assessment was designed to gather qualitative and quantitative input from users of the Service Centres. Two methods were used to gather information. Personal interviews were conducted with senior management within the National Office and the Field Units as well as Public Works (PWGSC). A second phase of the study was designed to gather more detailed input from regular users of Service Centre services through an on-line survey. The two study populations are described in more detail below.

1.3.1 Personal Interviews

Personal interviews were conducted with six National Office directors, fifteen Field Unit superintendents and four Public Works (PWGSC) directors.

The determination of which Field Unit superintendents would be interviewed was made by Parks Canada.

Interview questions were sent to participants in advance and a time was set up to conduct the interview. Interviews took between 30 minutes and 45 minutes to complete.

TABLE 1
PERSONAL INTERVIEWS

Number of Interviews	Business Unit	Location
6	National Office	
		Investment Portfolio
		Ecological Integrity
		Park Establishment
		Archaeology Services
		Heritage Presentation
		Communications
4	PWGSC	
		Atlantic
		Quebec
		Ontario
		Western
15	Field Units	
	Atlantic	Newfoundland West
		Mainland Nova Scotia
		New Brunswick North
		PEI
	Quebec	Mingan
		Gaspésie
		Western Quebec
	Ontario	Eastern Ontario
		Southwest Ontario
	Western	Jasper
		Northern Prairies
		Manitoba
		Yukon
		4 Mountain Parks
		Coastal BC
25 total		

1.3.2 On-line Survey

Survey Instrument: The survey instrument was structured to measure eight service groups (Table 2). Within each service group a list of services were described, and respondents rated each service using four measures:

- ☐ current use
- ☐ anticipated use in five years
- ☐ satisfaction with the service
- ☐ current importance of the service

In total there were 97 services measured for each of the four scales (a total of 388 quantitative questions) among the eight service groups, plus 48 open ended questions. The survey questions were developed by the Parks Canada steering committee with input from Praxis.

TABLE 2
BUSINESS PLAN SERVICE LINES MEASURED

Service Group	Number of Services Measured
Management Planning and Establishing New Parks or Sites	4
Resource Conservation (Ecological Integrity and Resource Protection)	15
Commemorative Integrity and Managing Cultural Resources	15
Communications	20
Visitor Services	6
Realty and Townsite Management	8
Program Management, Finance, Administration, Asset Management and Informatics	21
People Management	8
Total Number of Services Measured	97

Participant Selection: All Field Units were sent a letter from the Parks Canada CEO requesting their participation in the needs assessment. Field Unit superintendents were then asked to provide names and email addresses to Praxis of personnel who made use of Service Centres. Since a database does not exist that lists which personnel use the various services, the choice of participants and the number of participants was up to the Field Unit.

Praxis compiled the list of email addresses, names and Field Units in a database that became the source of the email distribution.

On-line Survey Distribution: Praxis developed the on-line survey and hosted it on its server, therefore Parks Canada personnel did not have access to any original data at any time during this process. A hyperlink to the survey was emailed to participants within an email. The email was personally addressed and contained an individual password. The password was associated with the person's name, email address and Field Unit within the master database. The password enabled Praxis to determine who had responded to the survey, allowing follow-up reminder emails to be sent to those who had not yet responded. The survey results were later merged with the respondent information, enabling us to breakdown the survey results by Field Unit, an important aspect of determining which Service Centres were most likely to provide the services to the respondent. Once the database was merged, all personal identifiers were removed to ensure anonymity.

The on-line survey began with a language choice, followed by a one-page description of the survey objective and process. The respondent then chose which services they wanted to assess, and based on their choices were directed only to the service groups selected.

The initial email was sent out on Friday, March 29, 2003. Respondents were given one week to complete the survey. Six Field Units did not provide email addresses by the required date, therefore a second email was sent out and the deadline extended to April 9, 2003.

1.4 Response to Survey

The overall response rate was 68%. Table 3 provides a breakdown of the distribution of surveys and survey responses by Field Unit. In total 304 surveys were emailed from Praxis. Twenty out-of-office replies were received, mainly due to employees being on vacation. Eight email addresses required correction, and were re-sent.

Response rates by Field Units serviced by the four Service Centres were: 79% for Atlantic, 66% for Ontario, 64% for Quebec and 66% for Western.

TABLE 3
FIELD UNIT RESPONSE

Field Unit	Service Centre Supporting Field Unit	Sent	Returned
Cape Breton	Atlantic	5	4
Mainland Nova Scotia	Atlantic	11	8
New Brunswick North	Atlantic	1	1
New Brunswick South FU	Atlantic	8	6
Newfoundland East Field Unit	Atlantic	17	15
PEI	Atlantic	5	5
Western Newfoundland & Labrador	Atlantic	15	10
Gaspésie	Quebec	9	4
La Mauricie	Quebec	4	3
Mingan	Quebec	10	5
Quebec	Quebec	7	7
Saguenay	Quebec	1	1
Western Quebec	Quebec	5	3
Central Ontario Field Unit	Ontario	14	7
Eastern Ontario	Ontario	25	19
Northern Ontario	Ontario	16	11
South Western Ontario	Ontario	4	2
Banff	Western	20	9
Coastal BC	Western	14	13
Gwaii Haanas	Western	9	3
Jasper	Western	11	9
Kooteney/Yoho/Lake Louise	Western	17	12
Manitoba Field Unit	Western	6	4
Mt. Revelstoke/Glacier	Western	10	8
Northern Prairies	Western	2	2
Nunavut Field Unit	Western	8	7
Riding Mountain	Western	8	6
Saskatchewan South	Western	13	7
Southwestern Northwest Territories	Western	8	5
Waterton Lakes	Western	4	2
Western Arctic Field Unit	Western	9	9
Yukon	Western	8	2
Total		304	209

TABLE 4.
RESPONSE BY SERVICE GROUP

1.5 Limitations of the Study

Service Category	Number of Respondents
Management Planning and Establishing New Parks or Sites	55
Resource Conservation (Ecological Integrity and Resource Protection)	72
Commemorative Integrity and Managing Cultural Resources	80
Communications	73
Visitor Services	63
Realty and Townsite Management	49
Program management, Finance, Administration, Asset Management and Informatics	91
People Management	51

The on-line survey provides a valuable source of information for Parks Canada, reflecting the views of more than 200 employees who make use of Service Centres. As with all sample surveys, there are limitations in the use of the data that the reader should be aware of.

Sample Selection: The survey is based on a self-selected sample of Field Unit staff. The use of a self-selected sample has the potential of a disproportionate representation of respondents from the various Field Units. Typically a disproportionate sample is adjusted through weighting the sample unit to a known population. This is not an option for this survey since the population is unknown (that is we do not know how many employees use the various services). Under the circumstances, we have interpreted data on the assumption that respondents were representative of Service Centre clients nationally and by Service Centre.

Small Cell Sizes: When data are segmented by the four Service Centres, there are occurrences of too few cases within a given breakdown to provide meaningful analysis.

Comparisons Across Services: Since a respondent was provided the option of selecting more than one service group, it is highly likely that each service group is rated by a different set of respondents whose response tendencies may be different. There is no way of knowing if a person's response tendencies differ, therefore in making across group comparisons, we must assume that the respondents are interpreting the scales and ranking them with the same meaning. On average, respondents completed 2.4 service groups. We

feel the strongest interpretation of results is within groups, nevertheless, looking across groups can be done, bearing in mind this limitation. (Across groups in this context means all service groups are looked at together, rather than individually).

Qualitative Interpretation: Within the survey there were over forty open-ended questions. These questions were evaluated for common themes.

1.6 Structure of the Report

With over 25 personal interviews, and 209 surveys containing over 400 variables, a significant volume of information was collected in this process. The focus of this report is to summarize the findings in terms of the study objectives. Parks Canada will be provided the database, with personal identifiers removed, so they can conduct more detailed analysis if required.

Chapter 2 provides a national perspective. This chapter begins with common themes that emerged from the senior management interviews, followed by an across-group comparison of the on-line survey results. This chapter also examines the individual service groups on a national basis.

Chapter 3 examines the services from the perspective of the four Service Centres.

1.6.1 Analysis of Personal Interviews

National Office directors provided a program-wide perspective on Service Centres, largely from the point of view of the discipline they represented.

Interviews with Field Unit superintendents provided a perspective on services offered by one of the four Service Centres. Similarly, PWGSC directors commented on the Service Centres with which they were involved.

In all cases only key themes are presented to protect the confidentiality of the individuals.

1.6.2 Analysis of Survey Results

In order to develop a meaningful analysis from the survey results, several approaches have been used to consolidate and summarize the data that the reader should be aware of.

Demand Measurement: For each of the service attributes within the service group, respondents were asked to rate:

- Current use of the Service Centre, and
- Use of the Service Centre in 5 years

The difference between current and future demand represents the level of anticipated change in demand for this service. Anticipated demand was measured on a 5 point Likert scale, ranging from 0 for no demand, to 4 for frequent anticipated use of the service.

Current Importance of Service: Knowing the current importance of the service was another key outcome of the needs assessment. current importance was measured on a 5 point Likert scale, from 1-very unimportant to 5-very important. Respondents were asked to rate each service attribute within the service group in terms of:

- Current importance of this service in achieving Sustainable Business Plan (SBP) objectives

Performance: In addition to current importance, respondents rated their satisfaction with the current service. Specifically, they were asked:

- Satisfaction with current service delivery from the Service Centre

When we compare the current importance of a service to the satisfaction with the service, we are able to evaluate performance. If a service is very important, and the client is not satisfied with the service they are getting, there is a gap that may need to be addressed. Since the gap between an item of low current importance and an item of high current importance could be the same (e.g. 3-1 is a gap of 2 and 5-3 is a gap of 2), we need to weight the services in terms of their current importance. We refer to the weighted result as the **opportunity score**. The term opportunity score implies there is an opportunity to improve current client relations by focusing on the areas of lowest satisfaction and highest current importance.

The higher the opportunity score, the more urgent the need to improve the offer (e.g. current importance = 4.9 and satisfaction =2, the opportunity score is $(4.9 - 2) \times 4.9 = 14.21$. As the opportunity score approaches '0', we interpret that the service is being provided at a level where satisfaction and current importance are nearly equal $(4.9 - 4.9) \times 4.9 = 0$. When a number is negative, this means the level of satisfaction exceeds the level of current importance. This may be regarded as an area of possible "over-kill".

Use of Mean Scores: There are many ways to interpret Likert scale data. The two most common approaches are use of mean scores and use of the percentage of respondents answering the top box (or top two boxes e.g. 5 out of 5 or 4 and 5 out of 5). Both methods are valid. To summarize a large amount of data, means are the most efficient; provided the data are normally distributed. In our analysis, we have focused on the use of mean scores.

Use of Quartiles: The detailed tables in the appendix provide rank ordering of the mean scores for each of the service attributes measured. The question becomes, where should management focus its attention? If we look at a table of services ranked in order of their mean current importance, we know that a service rated 4.9 is very important, and much more important than a service rated a mean of 2.4. In order to facilitate priority setting, we have used **quartile splits**. Essentially, the range of responses is divided into 4 equal groups. The top quartile is the area of greatest current importance or demand, the bottom

quartile is the area of least current importance and demand. The middle two quartiles are of moderate current importance or demand, but are not of as great a concern to the analysis as the top and bottom.

1.7 Understanding the Context

The study was developed around four sub-populations: National Office directors, PWGSC directors, Field Unit superintendents and Field Unit employees who make use of specific services. Each sub-population has different requirements of Service Centres, which must be considered in the interpretation of the findings. Throughout the following chapters, the results are presented for each of the four sub-populations. While we are seeking common themes among the four groups, it is equally important to recognize there are legitimate differences that exist between the four sub-populations.

CHAPTER 2.0 NATIONAL RESULTS

2.1 Personal Interviews

2.1.1 National Office Directors

National Office directors indicated there is considerable expertise within the Service Centres. They feel the Service Centres are a necessity and should continue.

In spite of this support there was strong agreement on a number of areas that emerged as issues requiring attention.

Lack of Structure: The current structure does not facilitate an effective working relationship between Service Centres and a National Office. Virtually all National Office directors feel formalized links need to be made with Service Centres to allow more efficient development of plans and priorities.

Structures are insufficient to facilitate good relations from an organizational perspective. Directors at National Office do not have access to directors at Service Centres.

The working relationships with people are good in general, but this more a product of interpersonal relationships and informal networks.

Lack of Involvement: Service Centres are perceived to be in a weak position. Until recently they have not been represented at Executive Board, they are often not involved in planning and priority setting. While some Field Units involve Service Centre staff, too often they are included too late in the process.

No Common Standards: There is no common overall approach to the services and products offered by Service Centres. The standards vary, and what can be expected in one Service Centre, might not be possible in another.

Currently there seems to be little cohesion. Field Units have embarked on their own direction without due regard to national policies.)

The products and services received from the Service Centres are not systematic or prescribed, but rather the result of ad hoc efforts or of informal networking of individuals.

Need a Common Vision: It was a commonly expressed view that Service Centres need to develop a vision of who they are and what they do. There was consensus that Service Centres have an important role and this role needs to be clarified.

Service Centres should not be abolished, they have a very important role to play and have in their midst qualifications and skills that if not there would have to be procured at a very high cost to the organization. They must however reduce their isolation and the traditional emphasis linking them to the Field Units. They are part of an organization where the links to National Office must be strengthened.

2.1.2 PWGSC Directors

PWGSC directors described their relationship with Service Centres as a partnership. The four directors showed strong support for Service Centres and felt the PWGSC role could not be performed without Service Centre involvement. PWGSC directors were unanimous in indicating the current importance of Service Centres corporate memory when planning major projects and that such a capability had to be maintained so as to avoid instances of “reinventing the wheel”.

In all cases the Service Centre staff were described as very knowledgeable, very competent and committed to performing their roles.

The main strength Service Centres have is the quality and qualifications of the staff. They are specialists, whereas Field Unit staff are more often generalists.

The PWGSC directors noted a number of specific challenges facing Service Centres in the performance of their roles. These are discussed below.

Lack of Coordination and Planning: The most significant challenge is the need for earlier involvement of Service Centres in project planning at the Field Unit level. There is perceived to be a lack of coordination between Field Units and Service Centres. This places Service Centres in a reactive mode. Service Centres are perceived to be in an “advisory only” role with decisions being made in National Office and Field Units.

There needs to be a process to plan and review projects that bring all the specialties to the table and where priorities can be set. Currently the process is ad hoc with the decision to

initiate projects residing with the Field Units. Some Field Units do not work in an inclusive manner and risk that skills and competencies are not always present.

Reduced Role: PWGSC directors are concerned that the trend is for Field Units to become more autonomous. The sense is this will create more generalized expertise at the Field Unit, thereby making the PWGSC role more difficult to perform. The feeling was that Service Centres have the needed expertise and moving the expertise to the field will result in dissolution of knowledge.

It is hard to maintain the specialty unless you are working in it all the time. For example, construction contracts being delegated to the field. They may do one every two years, and it would be better to have someone who works in this area every day.

Common services offered by the Service Centres must be maintained for communications, health and safety and security. I am concerned that these arrangements will be revised as a result of this study.

Overall there is strong support for the role of Service Centres among the PWGSC directors. They are concerned that the role of Service Centres may decline and indicate that such an event would seriously hamper their ability to deliver services and products to Field Units

2.1.3 Field Unit Superintendents

Fifteen interviews were conducted with Field Unit superintendents across Parks Canada. The following provides an overview of the interview results at a national level.

Strong Support: The majority of Field Unit superintendents interviewed strongly support the need for Service Centres and the expertise they provide (11 of 15). There was an overall recognition that specialized expertise cannot be afforded at the Field Unit level in most cases.

I strongly support the Service Centre model. Our park benefits a great deal from the expertise and professionalism offered. Service Centres provide expensive human resources that individual Field Units cannot afford. These people have credibility with their peers. They are in many cases outstanding scholars and the relationship they build outside of Parks Canada benefits us all.

The majority of Field Unit superintendents are very satisfied with the services and professionalism offered by Service Centres. There were, however, isolated examples of service expectations not being met (these are discussed within the detailed Service Centre sections below).

Two superintendents felt the objectives for this review are wrong.

For all practical purposes this review does not go far enough. The review should get to the very existence of Service Centres and ask whether they are needed at all.

In particular it was felt the review should examine the very need for Service Centres and whether these resources should simply be allocated to the Field Units. The current study is believed to be an evaluation of what exists right now with the end of perpetuating the current model, rather than examining a new approach.

The expertise found in Field Units often exceeds those found in Service Centres. The Field Units should be allowed to contract for products and services provided by the Service Centre.

Although three superintendents did refer to the need for pooling of expertise nationally, most did not share this view. One of the biggest concerns of further consolidation of services is access and cost. Increased pooling of expertise will add to costs and reduce the opportunity further for remote Field Units to obtain needed services.

Distance an Issue: Field Units that are more distant from the Service Centres feel they are not obtaining the same access to services as Field Units that are geographically closer. Travel costs impose a major barrier to using Service Centre services for more isolated parks and sites.

Small Field Units Cannot Support Internal Expertise: Smaller Field Units describe the services of Service Centres as indispensable. Larger Field Units also rely on Service Centres, however they have developed their own internal capacity in areas such as resource conservation, realty and program management.

Need a Common, Shared Vision: As with National Office directors, several Field Unit superintendents noted there is the need for a shared vision among all Service Centres as to what a Service Centre should be.

Field Unit superintendents in Québec indicated the requirement to acknowledge the special market which is being served by the Service Centre in Québec. There is concern that the move to centralization of some services in Ottawa has resulted in Quebec losing some of its needed autonomy.

Three superintendents noted there are pockets within certain Service Centres that are clinging to the old “regional office” model¹.

“Delivery of services and products is the role of Parks and Sites, and some Service Centre staff are trying to hang on to the old ways”.

People Management and Visitor Services: Many Field Unit superintendents commented that two of the service groups do not exist within the Service Centre. In particular, People Management and Visitor Services were considered non-existent. There was also confusion created by including social science under the category of visitor services. It should be noted that most felt the role of People Management rightly belongs in the Field Unit. This was the feeling for Visitor Services as well, with the exception of social science which is best carried by the Service Centre (there was one Field Unit Superintendent who felt strongly that a Visitor Services role should be re-established at the Service Centre).

Succession Planning is Urgent: There is believed to be a serious need for succession planning. Many of the current experts that the Field Units rely upon are nearing retirement. This will cause serious problems within five years unless it is dealt with.

Assessment of Services: Superintendents were asked about the current importance of each of the eight service groups to their Field Unit in delivery of their program objectives. They were also asked where there would be increases in demand and how well their needs were met in each area (Table 5).

¹ There was no pattern in terms of location. Specific examples were not given.

TABLE 5
FIELD UNIT SUPERINTENDENT ASSESSMENT OF SERVICES

Most Important Services	Services Where Demand Will Increase	Service Where Demand is Not Currently Being Met
social science - human use management information	social science-human use management information	social science – human use management information
management planning	management planning	management planning
realty, contracts and legal services	realty, contracts and legal services	realty, contracts and legal services
	heritage presentation; exhibit design, planning etc	heritage presentation; exhibit design, planning etc
CRM, including collections management	commemorative integrity	
work in environmental assessment	ecological integrity	
communications (esp. for special events and ceremonies)		
	program management support in dealing with making sound investment decisions	

Three services were consistently mentioned as important, having potential to increase in demand and not being met at present. These include, **social science, management planning and realty, contracts and legal services.**

Very few services were noted to offer minimal value. In the few cases where this was noted, it was more a function of poor quality service or lack of capacity that resulted in the Field Unit superintendent indicating the service was of minimal value.

Field Unit superintendents found it difficult to identify any areas where services would decrease. Very few areas were noted as potentially decreasing in demand. The few examples cited were Field Unit-specific (e.g. *our management plan is very recent therefore we won't need planning in the near future*).

New Products and Services: Few new products and services were noted. A number of Field Unit superintendents did note there was a need for Service Centres to bring in and maintain a very high level of expertise; staff with PhD's, notable experts in their fields.

2.1.4 Summary of Personal Interviews

Twenty five personal interviews were conducted with Field Unit superintendents (15), National Office directors (6) and PWGSC directors (4).

A number of common themes emerged from the interviews. Generally, there is strong support for Service Centres. The focus of Service Centres should continue to be on providing high quality, specialized expertise. There was minimal support for a more centralized model as this would exasperate issues of access, which at present is a main concern of parks and sites not located near Service Centres.

While some of the larger parks and sites have developed their own expertise in specialty areas, most parks and sites are highly dependent on the services provided. PWGSC directors indicated their ability to support Parks Canada is highly dependent on the continuation of services offered by the Service Centres.

A common concern expressed by National Office and PWGSC directors as well as several Field Unit superintendents is that Service Centres need to be involved earlier in the planning phases of projects.

A lack of succession planning was raised as an issue by a number of Field Unit superintendents as several key resources within the Service Centres are nearing retirement.

Many of the senior managers indicated there needs to be a clear vision for Service Centres, including a more consistent service offer across the program.

Several areas were noted as being high in importance, high in future demand, but weak on delivery. These service areas require the most urgent attention, and include; social science - human use management information, management planning and realty, contracts and legal services.

2.2 Field Unit Survey

The following discussion relates to the on-line survey of over 200 Field Unit employees who make regular use of Service Centres.

As noted earlier, users of the services rated their satisfaction with the service, current importance of the service, their current level of use and their anticipated future level of use.

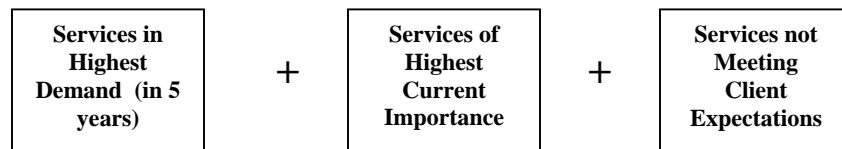
It was evident from the director interviews that Service Centres are a necessity. The survey results allows Parks Canada to ensure the most effective use of Service Centre resources, now and in the future.

2.2.1 Where Service Centres Should Focus

One of the important outcomes of this study is to determine areas of current and future priority for Parks Canada's Service Centres. In some cases these services are being adequately provided now, in other cases they may require additional resources, a change in emphasis or an improved level of service.

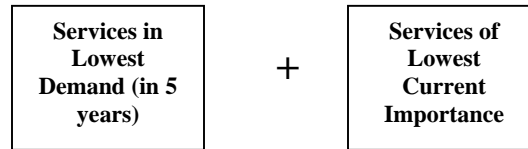
If a service will be high in demand in five years and is deemed to be of high current importance, this should be an area of focus for Parks Canada's Service Centres. If this service is not currently meeting expectations, then there is likely a greater urgency to allocating resources or emphasis in this area. Services of high future demand and high current importance that are currently meeting client needs should be monitored to ensure they continue to do so.

Where Should Service Centres Focus?



It is very unlikely that totally redundant services would exist given the program reviews that have taken place over the past ten years. In fact, the survey revealed that all services were rated more than 3 out of 5 on the current importance scale, indicating some measure of importance for all services. However, we are able to establish which services will be of lower in current importance and lower demand in 5 years, based on a comparative ranking of the mean scores among all services. This may enable reallocation of resources to the areas that are of highest priority.

Where Could Service Centres Reallocate Resource From?



By listing all services in rank order of mean future demand and mean current importance we can see how the services are positioned relative to one another. In order to distinguish between high priority services and a lower priority services, we need to draw a line across the list. The approach we have taken is to use quartile splits. The top 25% (top quartile) of mean scores represent the high priority areas, the bottom 25% (bottom quartile) represent lower priorities. We have not focussed attention on the score in the middle two quartiles. For the national scores, the quartiles and mean score ranges are presented in Table 6.

TABLE 6
QUARTILE AND MEAN SCORE RANGES

	Demand in 5 Years	Change in Demand	Current Importance	Opportunity
	Scale 0 to 4	Difference between use in 5 years and current use	Scale 1 to 5	Difference between current importance and satisfaction X current importance
Top Quartile	2.30 and higher	0.65 and higher	3.97 and higher	1.94 and higher
Bottom Quartile	1.61 and lower	0.17 and lower	3.63 and lower	0.35 and lower
Highest Mean	2.96	1.06	4.53	4.76
Lowest Mean	0.90	0.01	3.04	-2.13

2.2.2 High Anticipated Demand Services, High Current Importance, Not Currently Meeting Needs

Table 7 (following page) shows the Service Centre services that have the highest anticipated demand in 5 years (top quartile) and are of highest current importance. For each of these services, we have also shown the change in demand from current use and the extent to which the services are currently being met (opportunity score). Six of the services shown in this table have opportunity scores in the top quartile, indicating a need to focus on these areas to meet current and future needs. These are:

- ☐ Interpretation / heritage presentation planning
- ☐ Support network infrastructure and equipment
- ☐ Media relations and media services
- ☐ Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)
- ☐ Understanding visitor profiles and perceptions
- ☐ Media, exhibit, and publication planning

TABLE 7
PRIORITY SERVICES (TOP QUARTILE RESULTS)

	N	Demand in 5 Years	Change in Demand	Current Importance	Opportunity
Measuring visitor satisfaction	53	2.96	0.17	4.23	0.46
Measuring visitor perceptions & behaviour	63	2.94	0.65	4.21	1.77
Media, exhibit, and publication design	65	2.91	0.56	4.11	1.37
Translation	60	2.87	0.37	4.15	1.33
Media, exhibit, and publication planning	62	2.83	0.56	4.03	2.01
Support network infrastructure & equipment	66	2.82	0.17	4.03	2.30
Historical research	70	2.72	0.23	4.19	0.35
Archaeological research	70	2.71	0.17	4.29	0.27
Management planning	47	2.71	0.26	4.21	1.51
Understanding visitor profiles & perceptions	54	2.63	0.47	4.12	2.12
Media, exhibit, and publication production	65	2.61	0.41	3.90	0.63
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	60	2.60	0.42	4.24	2.14
Support for Lotus Notes users	69	2.58	0.11	3.79	0.74
Use of corporate identifiers (including signage)	64	2.56	0.28	3.72	0.23
Media, exhibit, and publication evaluation	62	2.55	1.01	3.85	1.93
Interpretation / Heritage presentation planning	57	2.53	1.06	4.00	4.00
Policy, procedures, regulations, and delegations of authority	41	2.44	0.05	4.03	0.43
IM/IT management and planning	58	2.43	0.35	3.74	1.69
Environmental assessment	61	2.42	0.32	4.19	-0.07
Cultural resource and artifact conservation	67	2.39	0.26	4.03	0.19
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	41	2.32	0.06	4.22	0.91
Training in managing cultural resources	71	2.31	0.51	4.08	0.79
Archaeological collection management	64	2.31	0.12	3.93	0.44
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	41	2.31	0.09	3.97	-0.11
Media relations and media services	61	2.30	0.67	4.09	2.23
Contracting and procurement	67	2.30	0.18	3.82	-0.02

2.2.3 Low Current Importance, Low Anticipated Demand

Table 8 illustrates the areas of lowest anticipated demand within five years and lowest current importance. It is not surprising that most of the services in this table also had low opportunity scores, meaning the level of satisfaction with the service is in line with the importance of the service. It should be noted that negative opportunity scores occur when the service is believed to be provided in excess of needs. Ten services had opportunity scores within the bottom quartile.

- ☐ Personnel security screening
- ☐ Marine archaeology
- ☐ Reviewing rents
- ☐ Access to Information (ATIP) requests
- ☐ Use of central registry services
- ☐ Official languages
- ☐ Accounting operations
- ☐ Employee surveys
- ☐ Use of service centre library services
- ☐ Support of Federal Heritage Building Review Office (FHBRO) designation.

The main reason services have fallen into the lower quartile of the needs assessment is that Field Units feel they are in a better position to provide these services directly. It is also important to consider that some of these services are regional in nature (not included in every Field Unit's needs), such as Marine Archaeology.

Administrative services (central registry, library) are seen as being of lesser current importance and lesser demand than other services measured.

2.2.4 High Current Importance, High Opportunity, Mid-quartile Demand

There are also several services deemed of high current importance where needs are not being met (high opportunity) that are in the mid-quartile of future anticipated demand. These services are not shown in tables 7 and 8; however, they should not be overlooked due to their high importance scores. These are:

- ☐ Support for negotiations to establish new national parks or national marine conservation areas
- ☐ Human resource planning (i.e., recruitment, succession planning)
- ☐ Treaty negotiations and aboriginal issues

TABLE 8
LOWER PRIORITY SERVICES (BOTTOM QUARTILE)

	N	Demand in 5 Years	Change in Demand	Current Importance	Opportunity
Materiel management services (inventory, systems etc.)	62	1.61	0.37	3.40	1.16
Measuring program or service performance	57	1.61	0.72	3.67	3.14
Official languages	36	1.61	0.36	3.34	-0.39
Training in financial management & systems	58	1.60	0.28	3.72	1.19
Developing and/or managing agreements for cost-shared national historic sites	32	1.59	0.38	3.61	0.87
Use of service centre library services	66	1.58	0.45	3.35	0.14
Preparing Ecological Integrity Statements	55	1.58	0.25	3.67	1.03
Support interpreting financial policy	59	1.56	0.24	3.68	0.51
Support of Federal Heritage Building Review Office (FHBRO) designation.	67	1.56	0.13	3.63	0.27
Ethnological research	59	1.55	0.58	3.58	0.91
Accounting operations	52	1.53	0.15	3.74	-0.11
Personnel security screening	32	1.53	0.10	3.12	-2.13
Liaison with external partners in management of greater ecosystems	54	1.48	0.46	3.69	2.13
Public safety	53	1.46	0.29	3.63	0.71
Liaison with aboriginal people in management of ecosystems	52	1.43	0.43	3.64	1.07
Reviewing rents	35	1.35	0.01	3.36	-0.61
Employee Assistance	36	1.33	0.39	3.71	1.80
Employee Equity	33	1.32	0.47	3.57	1.39
Use of central registry services	61	1.31	0.42	3.19	-0.43
Measuring economic impact of operations	53	1.29	0.56	3.73	3.32
Dealing with environmental emergencies	56	1.25	0.36	3.54	1.01
Access to Information (ATIP) requests	59	1.23	0.29	3.21	-0.58
Marine archaeology	42	1.22	0.56	3.39	-1.17
Employee surveys	32	1.07	0.35	3.04	0.12
Community planning & development	24	0.90	0.11	3.75	1.25

2.2.5 Summary of Survey Results

Chapter 2.2 examines the survey results across all 97 services for all respondents. This overview allows us to identify from a program-wide perspective where Field Unit clients see the greatest importance, change in demand and need for increased emphasis. This does not take into account regional and local differences, which are discussed later.

TABLE 9
WHERE THE EMPHASIS SHOULD BE AND SHOULD NOT BE

Services Where Parks Canada Needs to Devote Additional Emphasis (High Importance, High Future Demand, Needs not Met)	Services Where Parks Canada May Need to Devote Additional Emphasis (High Importance, Moderate Future Demand, Needs not Met)	Services Offered Which are not a High Priority for Field Units Nationally (Low importance, Low Future Demand)
Interpretation / Heritage presentation planning	Support for negotiations to establish new national parks or national marine conservation areas	Personnel security screening
Support network infrastructure & equipment	Human resource planning (i.e., recruitment, succession planning)	Marine archaeology
Media relations and media services	Treaty negotiations and aboriginal issues	Reviewing rents
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)		Access to Information (ATIP) requests
Understanding visitor profiles & perceptions		Use of central registry services
Media, exhibit, and publication planning		Official languages
		Accounting operations
		Employee surveys
		Use of service centre library services
		Support of Federal Heritage Building Review Office (FHBRO) designation.

Additional program emphasis is needed in heritage presentation and planning, information technology, media services, ecosystem science and social science. Establishment of new national parks or marine conservation areas, succession planning and treaty negotiations/aboriginal issues are areas where needs are not being met and will continue to be of importance. **The main areas to de-emphasise** can be broadly described as administrative services (library, accounting, central registry, personnel). Marine archaeology is an anomaly here because it is a service area unique to certain regions of Canada.

2.3 Field Unit Survey Breakdown of National Results by Service Group

For each service area, the top quartile results are presented below for **anticipated demand in five years and current importance**. Top quartile opportunity scores indicate the areas where expectations are not being met.

When examining the survey data by service group, the reader should note that the number of services falling into the top quartile for each service group is dependent upon the total number of services measured in the service group. For example, there are 21 services in the Program Management, Finance, Administration, Asset Management and Informatics service group and only four in the Management Planning group. Therefore there will be fewer services appearing in Management Planning within the top quartile.

2.3.1 Management Planning

Four services were measured within the Management Planning service group. Management planning was identified in the top quartile for future anticipated demand. Support for negotiations to establish new national parks or national marine conservation areas are areas of high current importance and where Service Centres are not meeting the expectations of the field.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Management planning	■		
Support for negotiations to establish new national parks or national marine conservation areas		■	■

2.3.2 Resource Conservation

Fifteen services were measured in the Resource Conservation service group. Four services were identified in the top quartile for future anticipated demand and current importance: ecosystem science (ecological monitoring, species at risk, and ecosystem restoration; environmental assessment; law enforcement; and, environmental management systems. Ecosystem science and Monitoring human use and its impacts also had high opportunity scores indicating needs are not currently being met in these areas. Monitoring human use and its impacts also had a high importance score.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	■	■	■
Environmental assessment	■	■	
Law enforcement	■	■	
Environmental Management Systems	■	■	
Monitoring human use and its impacts		■	■

2.3.3 Commemorative Integrity

Fifteen services were measured in the Commemorative Integrity service group. Three services were identified in the top quartile for future anticipated demand and current importance: historical research; archaeological research; and, training in managing cultural resources. Cultural resource and artefact conservation and archaeological collection management were in the top quartile for future anticipated demand. Preparing C.I. statements and evaluations was in the top quartile for importance and an area where needs are not being met.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Historical research	■	■	
Archaeological research	■	■	
Cultural resource and artefact conservation	■		
Training in managing cultural resources	■	■	
Archaeological collection management	■		
Preparing C.I. statements & evaluations		■	■

2.3.4 Communications

Twenty services were measured in the Communications service group. Measuring visitor perceptions and behaviour was ranked highest in future anticipated demand and was also ranked highest in current importance. Media, exhibit, and publication design and translation were also rated high in future anticipated demand and importance. Media

services and public consultation did not make the top quartile in terms of future demand, but are rated in the top quartile of importance and areas in need of improvement.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Measuring visitor perceptions & behaviour	■	■	
Media, exhibit, and publication design	■	■	
Translation	■	■	
Media, exhibit, and publication planning	■		
Media, exhibit, and publication production	■		
Media relations and media services		■	■
Public consultation		■	■

2.3.5 Visitor Services

Six services were measured in the Visitor Services service group. Measuring visitor satisfaction and understanding visitor profiles and perceptions were ranked in the top quartile in anticipated demand and current importance.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Measuring visitor satisfaction	■	■	
Understanding visitor profiles & perceptions	■	■	

2.3.6 Realty

Eight services were measured within the Realty service group. Realty had the lowest opportunity scores of all service groups, meaning they are generally matching or exceeding the service expectations of the Field Units. The areas of highest anticipated demand and highest current importance are policy, procedures, regulations, and delegations of authority and preparing land use documents (leases, licenses, OIC's, Treasury Board submissions).

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Policy, procedures, regulations, and delegations of authority	■	■	
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	■	■	
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	■		

2.3.7 Program Management, Finance, Administration, Asset Management and Informatics

Twenty-one services were measured in the Program Management service group. Support for network infrastructure and equipment was ranked highest in current importance, future anticipated demand and the area where needs are not currently met. Support for Lotus Notes users and IM/IT management are information technology areas that are in the top quartile of future anticipated demand. Treaty negotiations and aboriginal issues are services of high current importance, high future demand and where services are not meeting current needs. Contracting and procurement is a service area where growth is expected, is of high importance and where needs are being met at present.

Developing external partnership agreements (including business or community partnerships) and occupational health and safety were regarded as high in current importance and where needs are not presently being met, although not necessarily areas where demand will increase.

Financial systems management and preparing business plans (e.g.: SOP's) were in the top quartile of current importance.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Support network infrastructure & equipment	■	■	■
Support for Lotus Notes users	■		
Treaty negotiations and aboriginal issues	■	■	■
Contracting and procurement	■	■	
IM/IT management and planning	■		
Support for computer acquisitions	■		
Developing external partnership agreements (including business or community partnerships)		■	■
Occupational health and safety		■	■
Financial systems management		■	
Preparing business plans (e.g.: SOP's)		■	

2.3.8 People Management

Many respondents commented that People Management is a role conducted by the Director General's office and the Field Unit, not the service centre, therefore there was some confusion over the inclusion of this group of services. Among the eight services measured, labour relations ranked highest in future anticipated demand and current importance. Staffing ranked in the top quartile in future anticipated demand while human resource planning ranked high in importance and an area where needs are not being met.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Labour relations	■	■	
Staffing	■		
Human resource planning (i.e., recruitment, succession planning)		■	■

CHAPTER 3.0 SERVICE CENTRE RESULTS

Within this Chapter results are presented for the Field Units receiving services from each of the four Service Centres. The sections each begin with a general discussion based on the interviews with the Field Unit superintendents relative to the Service Centre they normally use. We have consolidated the information by presenting the top quartile results for future anticipated demand and current importance within each service groups. For these services we have also shown top quartile results for the opportunity score.

Presenting the results in this manner allows the reader to quickly determine the priority services within each service group as well as where the Service Centre is not in a current position to deliver these services to the desired level (opportunity score).

In addition to the quantitative results, the analysis relies extensively on the comments provided within each of the survey sections. We have only presented the themes associated with these comments.

Important Note: Throughout this section there is reference to mean scores. It is important to keep in mind that there were two scales used. For “current use of the service” and “use of the service in five years” the scale went from 0 (no use) to 4 (frequent use), and for current importance and current satisfaction the scales were a five-point scale, from 1-very dissatisfied/unimportant to 5-very satisfied/important.

3.1 Atlantic

All Field Units receiving services from the Atlantic Service Centre were represented in the survey. In total 49 employees responded to the survey. The response rate was 79%.

3.1.1 Atlantic Field Unit Superintendent Interviews

There was considerable variety in the responses from the Field Unit superintendents, rating Service Centre services from indispensable and excellent, to being unnecessary and offering minimal added value. Two superintendents felt the study should be evaluating ways of reducing the staff resources at the Atlantic Service Centre, and should look at the opportunity to pool expertise nationally. The remaining superintendents took the opposite view and were emphatic that the Service Centre model offers value added services that could not be provided cost effectively at Field Unit level.

Two important issues were identified in the interviews:

- ❑ Three Field Unit superintendents feel they have more expertise in the Field Unit than the Service Centre offers, especially in resource conservation.
- ❑ There is a perception that parks and sites located close to the Service Centre receive more support.

The areas requiring improvement in the Atlantic Service Centre are:

- ❑ leadership in anticipated Field Unit needs
- ❑ capacity to do heritage presentation planning
- ❑ support in aboriginal interpretation and exhibit design
- ❑ legal services and contracts

The areas perceived to be of greatest current importance to Field Units are cultural resource management, archaeological and historical research, management planning and socio-economic research. All services in these areas were rated as excellent, however there were capacity issues noted. Support for special events and support for informatics was also considered important

Considered to be of least value to several Field Units were services in the area of natural resource conservation (because Field Units have internal capacity), law enforcement, (because this is believed to be a Field Unit role) and external relations (because it is internally focused).

Decreased demand is expected in materiel management (Field Unit accountability), law enforcement (Field Unit accountability) and management of construction projects (few are planned).

Increased demand of Service Centre services is expected in heritage presentation, management planning, legal services, realty services and commemorative integrity. Budget pressure will also require program management support in dealing with making sound investment decisions. This is lacking right now.

Two new products were envisioned: research in human use management and expertise in developing partnership agreements to leverage additional resources and expertise.

The following tables show the top quartiles for anticipated demand in five years as well as the current importance of the service. If the opportunity score is in the top quartile of these services it is also noted.

3.1.2 Atlantic Survey Results

3.1.2.1 Management Planning

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Management Planning	■		
Support for negotiations to establish new national parks or national marine conservation areas		■	■

Survey Comments: The quality of service offered in management planning is excellent. There is considered to be an insufficient number of planners.

3.1.2.2 Resource Conservation

Environmental management systems had the highest opportunity score among all services (first among 97 services), indicating this is an area the Service Centre should examine as it is not meeting the expectations of Field Units.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Law enforcement	■	■	■
Advice or training in social science	■		
Training in ecosystem science & systems	■		
Liaison with aboriginal people in management of ecosystems		■	
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	■		
Environmental Management Systems		■	■
Preparing State of the Park reports		■	■

Survey Comments: In spite of the high current importance ratings, a number of Field Units noted they do not rely on the Service Centre as they have internal capacity. Those using the services indicated they are of high quality, especially in the area of environmental assessment. This is consistent with the views provided by several superintendents. An important service that is perceived to be lacking is support in the area of bio-statistics and research design.

3.1.2.3 Commemorative Integrity

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Historical research	■	■	
Historic collections management (historic objects and reproductions, including furnishings and costumes)	■	■	■
Cultural resource and artefact conservation	■	■	
Liaison with Public Works (including Parks' dedicated unit specialists) for heritage building conservation	■		
Preparing C.I. statements & evaluations		■	
Training in managing cultural resources		■	■

Survey Comments: Field Units rate CI/CRM services as excellent. The only significant issue raised was lack of capacity and the Service Centre experts being difficult to access. Several also expressed a concern that experts would be retiring with no apparent succession plan in place. While there is no need for new services in this area, there is a need for more of what is currently offered. The Service Centre is believed to be critical in support of the field.

3.1.2.4 Communications

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Measuring visitor perceptions & behaviour	■	■	■
Liaising / managing relations with the travel trade	■	■	
Use of corporate identifiers (including signage)	■		
Media, exhibit, and publication planning	■		■
Media relations and media services	■	■	
Media, exhibit, and publication design	■		■
Public opinion polling		■	
Coordinating public ceremonies (including HSMB ceremonies and text for plaques)		■	

Survey Comments: Service in communications is rated as excellent, however seriously short in capacity. In particular social science, exhibit design services, heritage presentation planning and evaluation have demand well in excess of supply.

3.1.2.5 Visitor Services

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Measuring visitor satisfaction	■	■	
Understanding visitor profiles & perceptions	■	■	■

Survey Comments: Virtually all of the comments related to social science. Social science and revenue strategy are both very valuable to the Field Units and will continue to have an important role in the future. Visitor profiles and trend information is available, but not to the extent it needs to be.

3.1.2.6 Realty

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	■	■	■
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	■	■	
Policy, procedures, regulations, and delegations of authority	■		

Survey Comments: Field Units rated realty services as excellent and very important to their needs. Capacity is an issue. No additional services were identified and there will be a continued demand for these services. Future demand in preparing land use agreements will increase as new park are established. There is concern that retirement will result in service gaps in the near future.

Training in realty, paralegal advice, land use development and redevelopment, reviewing rents and community planning and development all had negative opportunity scores indicating there may be some opportunity to reallocated resources from these areas to the areas of greater need and current importance.

3.1.2.7 Program Management, Finance, Administration, Asset Management and Informatics

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Support network infrastructure & equipment	■		■
Support for Lotus Notes users	■		
Contracting and procurement	■	■	
Developing external partnership agreements (including business or community partnerships)	■	■	■
Financial systems management	■	■	
Treaty negotiations and aboriginal issues	■		
Training in financial management & systems		■	
Accounting operations		■	
Preparing business plans (e.g.: SOP's)		■	■

Survey Comments: Most felt financial services are meeting their needs and offering important support to the Field Units. Words like, ‘very proficient’, ‘excellent’ and ‘tremendous help’ were used to describe financial services. Several commented on the Service Centre becoming a forwarding station for National Office with regard to financial matters (this was seen as a negative outcome). Information technology support is considered essential but not able to meet current needs. The response time for IT is too long and there are not enough staff.

Field Units believe the demand for IT support will continue to grow. Decreases in demand will depend on whether or not training is offered to the field in areas like accounting operations (GAAP). Without training there will be a continued reliance on the Service Centre.

3.1.2.8 People Management

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Personnel security screening	■	■	
Labour relations	■	■	
Staffing		■	

Survey Comments: People management is not regarded as a Service Centre service, rather a function of the Field Unit and the Director General's office. There was a great deal of confusion over this set of questions. Field Units feel they are able to conduct most people management services on their own (exception being security clearance) and human resource planning. There is an urgent need to examine succession planning throughout the Service Centre.

3.2 Quebec Service Centre

3.2.1 Quebec Field Unit Superintendent Interviews

Field Unit superintendents expressed strong support and high levels of satisfaction with the services offered. There was strong opposition to a centre of excellence concept (further centralization of services) as this would create further barriers to accessing service.

The accountability framework that bypasses Service Centres is a mistake and Service Centres should be brought back to the table where decisions are made. (Field Unit Superintendent)

There was a consistent view that a Visitor Services capacity needs to be put back into the Service Centre. The lack of a visitor services role is believed to deprive Field Units of advice and support.

The Service Centre provides an essential service necessary for good management. (Field Unit Superintendent)

Of particular importance are services in the area of ecological integrity, commemorative integrity and communications. There is also a need for increased support in management planning (the work is excellent, just not enough capacity).

There were 23 participants in the on-line survey. All Field Units were represented. The response rate to the survey was 64%. Below are the results of the on-line survey for the Field Units supported by the Quebec Service Centre.

As previously noted, the 'N' values are quite small in several areas. The reader should refer to the limitations outlined in Chapter 1. We have removed any results with fewer than two cases.

3.2.2 Quebec Survey Results

3.2.2.1 Management Planning

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Management planning	■		
Support for negotiations to establish new national parks or national marine conservation areas		■	■

Survey Comments: Generally there is support for the expertise provided in management planning and submissions to HSMB. The main concern is there are insufficient resources in planning to meet current demands. This has resulted in delays in preparing some management plans. The greatest increase in demand for management planning services is anticipated to be in updating management plans, cost sharing agreements and public consultation.

3.2.2.2 Resource Conservation

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	■	■	■
Fire management	■		
Data management / Geomatics / Geographic Information System (GIS) services	■		
Public safety	■		
Liaison with external partners in management of greater ecosystems		■	■
Monitoring human use and its impacts		■	■
Environmental Management Systems		■	■

Survey Comments: Generally the services are professional and of high quality. There is currently a lack of specialists in certain disciplines. In particular, advanced bio-statistics, database development, human use, conservation biology, vegetation and more generally ecosystem science.

Increases in demand are anticipated in social sciences, GIS, statistics, ecological integrity, ecological monitoring, Species at Risk, and ecosystem restoration and environmental assessment.

Service Centres should play a stronger role in implementing national directives than they currently do. It is important to keep a strong presence at the Service Centre, and more specifically with a mandate for Quebec.

3.2.2.3 Commemorative Integrity

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Preparing C.I. statements & evaluations	■	■	■
Cultural landscapes management (i.e., identifications, evaluation, inventory)	■		
Historic collections management (historic objects and reproductions, including furnishings and costumes)	■		
Liaison with Public Works(including Park's dedicated unit specialists) for heritage building conservation		■	■
Ethnological research	■		
Cultural resource and artefact conservation		■	
Historical research		■	
Heritage building conservation services		■	

Survey Comments: The services provided in commemorative integrity are of very high quality. The main challenge is a lack of resources and access to archaeologists and historians. There are no new services anticipated, just more of what is already there. There is a concern about succession planning related to historical services.

Increased levels of demand are foreseen in preparing commemorative integrity statements, research on non-Parks Canada sites, archaeological surveys, restorations and aboriginal history.

3.2.2.4 Communications

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Interpretation / Heritage presentation planning	■	■	■
Translation	■		
Measuring visitor perceptions & behaviour	■	■	■
Media, exhibit, and publication design	■		
Media, exhibit, and publication production	■		
Public opinion polling		■	
Media relations and media services		■	
Public consultation		■	■

Survey Comments: Field Units receive good service in marketing and understanding clients. However there is more support required to implement “Engager les canadiens”. There are issues with respect to translation of technical terms. There is a lack of staff involved in support for personal and non-personal interpretation. There is also a need for information and training in the area of new technology related to interpretation programs and increased capacity in French to English translation.

The areas of greatest increase in demand will be in human use and behaviour, exhibit development and in general interpretive and educational programs, multi-media presentations, marketing and revenue generation. There are no anticipated decreases.

3.2.2.5 Visitor Services

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Measuring visitor satisfaction	■	■	■
Understanding visitor profiles & perceptions	■	■	

Survey Comments: The expertise in visitor services is dispersed through a number of sections making it difficult to access. There were widely disparate views on the quality of services offered in visitor services, ranging from total dissatisfaction to offering the best service in the Service Centre. There was no indication of why these widely different views were held.

3.2.2.6 Realty

There were only three respondents to this section of the survey and three services were not rated.

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Paralegal advice	■	■	■
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	■	■	■
Policy, procedures, regulations, and delegations of authority	■		

Survey Comments: Among the smaller Field Units in particular, paralegal advice is an indispensable service. The work performance by the Service Centre in realty was rated as excellent. The only issue noted was the need for more resources.

3.2.2.7 Program Management, Finance, Administration, Asset Management and Informatics

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Support network infrastructure & equipment	■		
Financial systems management	■	■	
Use of Service Centre library services	■		■
Developing external partnership agreements (including business or community partnerships)	■	■	
Support for Lotus Notes users	■		
Occupational health and safety	■		
Support interpreting financial policy		■	■
Accounting operations		■	
Treaty negotiations and aboriginal issues		■	■
Accounts payable transactions		■	■

Survey Comments: The assessment of the quality of the services offered in this group varied. The current importance of the services in information technology, financial systems and accounting were all relatively high. There were few comments offered apart from the necessity of these services.

3.2.2.8 People Management

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Staffing	■	■	■
Human resource planning (i.e., recruitment, succession planning)	■	■	■

Survey Comments: Field Units are generally very satisfied with the services offered and the competence of staff. There are occasional problems getting information and service in a timely manner. There were very few comments offered in this section.

3.3 Ontario Service Centre

3.3.1 Ontario Field Unit Superintendent Interviews

Field Unit superintendents rated the service offer for most service groups as excellent. The Field Units are totally dependent on the services offered in the areas of resource conservation, communications (esp. heritage interpretation planning), social science, commemorative integrity and management planning.

The traditional visitor services role does not exist (and it was expressed that it should not exist) as this is a Field Unit role. People management services do not exist within the service centre and are held within the Field Unit or Director General's office.

The expertise in commemorative integrity is excellent however concern was expressed that too much expertise may be directed outside of Parks Canada (e.g. Agriculture Canada, DND) making response time to internal needs longer.

Realty services are not used by all Field Units due to having internal capacity. Those who rely on realty rate the service as excellent and necessary. Those who do not feel the delegation of authority should be in the field. There is a feeling the realty section is disproportionately large for the amount of work produced.

Management planning has good people with good experience, however there is a belief that plans have become product driven (produce the plan and the job is done). It was

suggested that planners need to be involved with the Field Units beyond the production of the report. Planners can play an integral role in dealing with external clients, partners and other levels of government, however the capacity is not present for this to occur.

Four general issues emerged.

- ❑ Distance to the service centre results in a lot of non-productive time in travel. Service Centres should look at ways of being more efficient as there is about 40% non-productive time.
- ❑ Meeting the statutory time-frames are the responsibility of the Field Unit superintendent, however they have no means of doing this when relying on scarce planning resources from the service centre.
- ❑ There needs to be more continuity between planning and management of the Field Units. Parks and sites are involved in many activities involving other land management agencies and there is a need for ongoing involvement, not just the writing of a plan.
- ❑ National Office is consuming Service Centre resources and there is a new trend toward the “old ways”. Director Generals are establishing their own control function for things like communication, human resources etc. but should not co-opt the service centre resource for this.

Service centre staff are well motivated and are trying to contribute, but at times things come out of the Service Centre that are counter productive such as rules regulations and impediments of government control and reporting processes. Creeping back in is the traditional bureaucracy, the need to monitor and audit. Too many resources are being sucked up into these processes.

Demand for professional services offered by the service centre will continue to grow. The services offered are right, but Parks Canada needs to ensure the right people are brought in as they replace those retiring. The level of expertise must be very high (as it is right now).

As a closing remark, one superintendent felt the review is based on how Service Centres have functioned historically. To effect the needed changes there would have to be changes in personnel, and Parks Canada has been reluctant to make these kinds of changes in the past.

3.3.2 Ontario Survey Results

3.3.2.1 Management Planning

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Management planning	■		
Support for negotiations to establish new national parks or national marine conservation areas		■	■

Survey Comments: The main issues are the need to have a management planner who is closer to the ongoing decision-making and management of the park. Clearly there are not enough resources for this given the planning resources are already spread too thin. Should the MCA proposal for Eastern Lake Ontario be initiated, the requirements will increase significantly. No decrease in demand is envisioned.

3.3.2.2 Resource Management

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	■	■	■
Law enforcement	■	■	
Environmental assessment	■	■	
Advice or training in social science	■		
Data management / Geomatics / Geographic Information System (GIS) services		■	■

Survey Comments: Clients are very satisfied with the service offered in resource conservation. A concern was expressed over having the GIS capability in Ottawa rather than the service centre. Currently there are gaps in science associated with species at risk, social science mapping (GIS) and environmental assessment and ecological integrity work related to canals. Future demand increases are envisioned in ecosystem science, law enforcement, social science, EI monitoring and GIS support. Most felt there will not be any decrease in demand, however a few areas were suggested, including, SOP reporting, monitoring human use, liaison with aboriginal people and dealing with local partnerships.

3.3.2.3 Commemorative Integrity

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Archaeological research	■	■	■
Historical research	■	■	
Historic collections management (historic objects and reproductions, including furnishings and costumes)	■		
Archaeological collection management	■		■
Cultural resource and artefact conservation		■	
Preparing C.I. statements & evaluations		■	■

Survey Comments: Service is of very high quality and meeting current needs. The main concerns expressed by Field Units was the lack of clear priorities being established and the length of time needed to complete work. There is a perception that “political priorities”, such as the Hamilton Discovery Centre are drawing excessively on the pool of expertise. The range of services offered is believed to be sufficient; however, capacity is an issue. There is also a need for succession planning. Areas of increased demand include, artefact conservation, marine archaeology and cultural landscape management. There were no consistently identified areas of decreased demand.

3.3.2.4 Communications

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Translation	■	■	
Media, exhibit, and publication production	■	■	
Media, exhibit, and publication design	■	■	
Media, exhibit, and publication planning	■	■	
Measuring visitor perceptions & behaviour	■		
Media, exhibit, and publication evaluation		■	

Survey Comments: Design services are excellent, but there is insufficient capacity. Although not in the top quartiles noted in the above table, comments indicated there will be increased demand for interpretation planning and measuring visitor perceptions and behaviour. Marketing was cited most often as an area of decreasing demand.

3.3.2.5 Visitor Services

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Measuring visitor satisfaction	■	■	
Understanding visitor profiles & perceptions	■	■	

Survey Comments: The most prevalent comment was that visitor services do not exist at the service centre, with the exception of survey research (which some felt is not really a visitor services activity). There is increased need to understand visitor perceptions and provide parks and sites with visitor profile information. This is believed to be area that will grow and is not currently available to the extent it should be. Apart from developing regulations, there are no areas of decreasing demand anticipated.

3.3.2.6 Realty

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	■	■	
Policy, procedures, regulations, and delegations of authority	■	■	■
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)		■	

Survey Comments: Comments from canals indicated they are self-sufficient in their realty needs. The only increase in demand noted was related to support for land acquisition.

3.3.2.7 Program Management

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Accounts payable transactions	■	■	
Contracting and procurement	■	■	
Treaty negotiations and aboriginal issues	■		■
Support network infrastructure & equipment	■	■	
Support for computer acquisitions	■		
IM/IT management and planning	■	■	
Support for Lotus Notes users		■	
Training for computers and applications		■	■

Survey Comments: Respondents indicated they are getting good support in accounts payable, accounting operations, accounts receivable and financial planning. All of these areas are seen as services that will have continued demand. Two areas noted most often as increasing in demand are support for AIM's, MMS, EMS and other asset management programs and information technology support.

3.3.2.8 People Management

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Employee Assistance	■	■	
Staffing	■	■	■
Labour relations		■	■

Survey Comments: There was only one comment related to this service group and this was in reference to there not being a people management service offered by the service centre.

3.4 Western Service Centre

3.4.1 Western Field Unit Superintendent Interviews

All but one of the Field Unit superintendents supports the current service centre model. Although there is strong support for the concept, there are capacity and service issues in a few areas. In particular, capacity issues were noted in management planning, interpretive

planning and media project management, informatics, research in support of human use management and ecological integrity.

Access to service centre services and the associated travel cost was an issue for most sites. There is also the perception the mountain parks are consuming most of the resources in the area of realty and social science.

There is a reluctance to come here due to cost. Travel cost should be born by the service centre to allow equal access to the services. It's easier to go to Banff or Bar U. (Field Unit superintendent)

There is no visitor services role within the service centre apart from research, and there was no support to re-establish one. There is also no human resource capability in the service centre. Parks and sites noted they do use the services of the Director General's office.

Ecological integrity and cultural resources management are areas of particular strength. The specialists from Winnipeg and Calgary have a great deal of credibility internally and externally. GIS capability within the service centre is an area in need of improvement, especially in the area of townsites.

Areas of potential increase in demand include asset management, social science, management planning, informatics support, aboriginal research in history and archaeology and interpretive media project management.

The EI work out of Calgary is an example of what Service Centres should be. Corporate knowledge, leading edge approaches, people who have worked in and around science. This is more valuable to the organization when placed in the service centre. (Field Unit superintendent).

3.4.2 Western Survey Results

3.4.2.1 Management Planning

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Management planning	■		
Support for negotiations to establish new national parks or national marine conservation areas		■	■

Survey Comments: The strongest element of management planning is public consultation and the support out of the Calgary office. The majority of Field Units indicated there is not enough management planning support. Several parks indicated they have an in-house capacity for management planning which works extremely well.

3.4.2.2 Resource Conservation

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	■	■	
Environmental assessment	■	■	
Environmental Management Systems	■		
Monitoring human use and its impacts	■	■	■
Fire management		■	

Survey Comments: Very positive comments from the majority of parks and sites regarding resource conservation. The larger parks indicated most of the services listed in the survey were handled within Field Unit resources, although they do draw upon the service centre occasionally. Small and medium size parks and sites are dependent on the service centre. There are several areas in need of improvement or where capacity does not exist. In particular, more specialized expertise in Arctic ecosystem and physical sciences, marine research, GIS, biometrics, species at risk and the social sciences. Among these, the most frequently mentioned was social sciences (including human use management).

The only area of decrease in demand were law enforcement and public safety because this will be done at field level. However, most noted there will be no decrease.

It was noted within resource conservation there is a need for a more clearly established vision to define the roles of Field Units and Service Centres in the context of the strategic business plan. Since this does not exist, it is difficult to plan out long term science requirements.

3.4.2.3 Commemorative Integrity

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Archaeological research	■	■	
Historical research	■	■	
Training in managing cultural resources	■	■	■
Archaeological collection management	■		
Service to family of national historic sites		■	■

Survey Comments: Field Units are heavily dependent on CI services. There is a high level of satisfaction with the expertise provided to the Field Units, especially in archaeology. Historical research is good quality, but has not kept pace, especially in ethnographic research. Increased demand is seen in the area of Arctic archaeology, submerged archaeology, aboriginal history and artefact collections and ethnological research.

3.4.2.4 Communications

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Media, exhibit, and publication design	■	■	
Media, exhibit, and publication planning	■	■	■
Measuring visitor perceptions & behaviour	■	■	
Translation	■	■	■
Media, exhibit, and publication production	■		
Public consultation		■	

Survey Comments: Most of the services listed in the questionnaire are not provided in the Western service centre. Media exhibit production, planning and publication services are very strong, however there is insufficient capacity. Demand for exhibit planning, production and design will continue to grow. There is a need for more proactive communication planning and developing a better understanding of public expectations and needs through polling.

3.4.2.5 Visitor Services

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Measuring visitor satisfaction	■	■	
Understanding visitor profiles & perceptions	■		
Financial options analysis of capital projects		■	■

Survey Comments: Most feel the traditional visitor services role is obsolete in the service centre and is now split between National Office for regulations and delivery at the field. There is a need to have a better understanding of visitors generally. Several Field Units noted they are not aware of who to call to find out more about markets and heritage tourism.

3.4.2.6 Realty

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Policy, procedures, regulations, and delegations of authority	■	■	■
Land use development and redevelopment	■		
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)		■	

Survey Comments: Service levels vary with the individuals providing the service, from very satisfied to not very satisfied. Dissatisfaction stems from deadlines not being met. Access and timeliness are two issues cited by most Field Units. Field Units feel that staff should be more aware of best practices and regulations within other communities to offer greater value to park townsites.

3.4.2.7 Program Services

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Support network infrastructure & equipment	■	■	■
Support for Lotus Notes users	■	■	
IM/IT management and planning	■		■
Support for computer acquisitions	■		
Occupational health and safety	■	■	
Training for computers and applications	■		
Treaty negotiations and aboriginal issues		■	■
Preparing business plans (e.g.: SOP's)		■	
Measuring economic impact of operations		■	■

Survey Comments: Many noted they are not familiar with the range of services offered within program services. There were wide ranging comments on service levels, largely dependent on the specific service being evaluated. For example, information technology support is considered to be grossly under-resourced. Field Units depend on IT support and they are not getting it to the extent they need. Contracts and material management was rated as excellent by some and poor by others.

Apart from IT support, most Field Units indicated they do not rely on the service centre for program services. IT support is an area of anticipated growth in demand, and where current needs are not being met.

3.4.2.8 People Management

Service Attribute	High Anticipated Demand	High Current Importance	High Opportunity Score
Labour relations	■	■	
Official languages	■		
Human resource planning (i.e., recruitment, succession planning)		■	■

Survey Comments: People management is not seen as a service centre service. Field Units have in-house capacity for most of the items in the survey, or they use the Director General's office.

3.5 Summary of Service Centre Results

Detailed tables showing the mean scores for the services broken down by Service Centre are provided in Appendix 2 through Appendix 5. Appendix 6 summarizes the top quartile information for all Service Centres. The following provides a comparison across the Service Centres for each of the service groups.

Management Planning:

- Management planning is regarded as an area where future demand will increase in all Service Centres.
- Support for negotiations to establish new national parks or national marine conservation areas is seen as high in current importance and an area where needs are not being met at present.

Resource Conservation:

- Ecosystem science (ecological monitoring, species at Risk, and ecosystem restoration) which was rated high in future demand for all Service Centres (the one area of consistency).
- Environmental Management Systems was rated high in current importance and in terms of opportunity for improvement in both Atlantic and Quebec.
- Environmental assessment was rated high in future demand and current importance.
- Law enforcement was rated high in future demand and current importance in Atlantic and Ontario.
- Monitoring human use was rated high in current importance and an opportunity for improvement in Quebec and Western.
- Advice or training in social sciences was rated high in future demand in Atlantic and Ontario.

Commemorative Integrity:

- Historical research was rated high in current importance for all Service Centres and high in future demand for all but Quebec.
- Preparing CI statements and evaluations was rated high in current importance for all but Western. Quebec and Ontario also indicated an opportunity for improvement.
- Cultural resource and artefact conservation was rated high in current importance for all Service Centres except Western.

- Archaeological research was rated high in future demand and current importance in Ontario and Western.
- Training in managing cultural resources was rated high in current importance and opportunity for improvement in Atlantic and Western.

Communications

- Measuring visitor perceptions and behaviour rated high in future demand, current importance and opportunity for improvement in Atlantic and Quebec. In Western it was rated high in future demand and current importance and in Ontario was rated high in future demand.
- Ontario and Western rated media, exhibit, and publication planning, production and design high in future demand and current importance. High future demand was noted for both Atlantic and Quebec in design.
- Translation was rated high in future demand for all Service Centres except Atlantic.

Visitor Services:

- Measuring visitor satisfaction and understanding visitor profiles and perceptions was rated high in future demand, as well for all but western, high in current importance.

Realty:

- Policy, procedures, regulations, and delegations of authority was rated high in future demand for all Service Centres and was rated high in current importance and opportunity for improvement in Ontario and Western.
- Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions) was rated high in future demand, current importance and opportunity for improvement in Atlantic and Quebec. Western and Ontario rated this service as important.
- Support for asset acquisitions and disposals (including land surveys, appraisals for buildings and land, and related research) was rated high in future demand and current importance in Atlantic and Ontario.

Program Management:

- Generally greater future demand, current importance and opportunity for improvement in technology areas in Western and Ontario than Quebec and Atlantic. The exception was support for network infrastructure and

equipment which rated high in future demand for all Service Centres.

- Financial and administrative functions were rated higher in future demand, current importance and opportunity for improvement Atlantic and Quebec than in Ontario and Western.

People Management:

- Staffing was rated high in terms of future demand, current importance and opportunity for improvement for Ontario and Quebec Service Centres.
- Labour relations was rated high in importance for all Service Centres except Quebec.
- Human resource planning was rated high in importance and an area of opportunity for improvement for Quebec and Western Service Centres.

4.0 SUMMARY

The service centre needs assessment was based on two methods of information collection. Personal interviews were conducted with 25 senior managers within National Office, Field Units and Public Works (PWGSC). The second method was an on-line survey administered to over 300 Field Unit employees who make use of Service Centre services. The personal interviews were designed to examine Service Centres at a more strategic level. The on-line survey was a more quantitative assessment of current and future demand, service quality and current importance.

An overall conclusion of the Service Centre needs assessment is there is strong support for the current concept.

From the senior management interviews a number of common themes emerged.

- The focus of Service Centres should continue to be on providing high quality, specialized expertise that the field units cannot afford to house on their own. This provides the most efficient use of resources.
- There was minimal support for a more centralized model as this would exasperate issues of access, which at present is a main concern of parks and sites not located near Service Centres.
- While some of the larger parks and sites have developed their own expertise in specialty areas, most parks and sites are highly dependent on the services provided. PWGSC directors indicated their ability to support Parks Canada is highly dependent on the continuation of services offered by the Service Centres.
- A common concern expressed by National Office and PWGSC directors as well as several Field Unit superintendents is that Service Centres need to be involved earlier in the planning phases of projects.
- A lack of succession planning was raised as an issue by a number of Field Unit superintendents as several key resources within the Service Centres are nearing retirement.
- Many of the senior managers indicated there needs to be a clear vision for Service Centres, including a more consistent service offer across the program.

- Communication links between Service Centres and National Office needs to be strengthened.

Core Service Centre Services

The survey of field unit clients revealed a core set of services that will be in high demand in five years as well as having a high level of current importance. These core services are based on the survey results summarized nationally for all Field Units (Table 7 provides the detailed breakdown).

Social science including measuring visitor satisfaction, measuring visitor perceptions and behaviour, and understanding visitor profiles and perceptions.

Media, exhibit, and publication design, planning, production and evaluation as well as interpretation/heritage presentation and planning.

Information technology (IT), including support for network infrastructure, equipment and software, IT management and planning.

Resource conservation, including ecosystem science (ecological monitoring, species at Risk, and ecosystem restoration) and environmental assessment.

Media relations and media services

Translation and use of corporate identifiers (including signage).

Commemorative integrity, including historical and archaeological research, cultural resource and artifact conservation; training in managing cultural resources; and, archaeological collection management.

In Realty, policy, procedures, regulations, and delegations of authority and preparing land use documents (leases, licenses, OIC's, Treasury Board submissions); and, support for asset acquisitions and disposals (including land surveys, appraisals for buildings and land, and related research).

Contracting and Procurement

Human resource planning (i.e. recruitment, succession planning)²

Treaty negotiations and aboriginal issues².

Management planning, including support for establishing new national parks or marine conservations areas².

Needs Not Being Met

The survey results showed a number of areas that are of high anticipated future demand, importance and not meeting current needs. These require immediate attention, and include:

- Interpretation /heritage presentation planning
- Support in network infrastructure and equipment
- Media relations and media services
- Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)
- Understanding visitor profiles and perceptions
- Media, exhibit, and publication planning

Lower Priority Services

The services of lowest importance nationally include:

- Materiel management services (inventory, systems etc.)
- Measuring program or service performance
- Official languages
- Training in financial management and systems
- Developing and/or managing agreements for cost-shared national historic sites
- Use of service centre library services
- Preparing Ecological Integrity Statements
- Support interpreting financial policy
- Support of Federal Heritage Building Review Office (FHBRO) designation.
- Ethnological research
- Accounting operations
- Personnel security screening
- Liaison with external partners in management of greater ecosystems
- Public safety
- Liaison with aboriginal people in management of ecosystems
- Reviewing rents

² mid-quartile future demand, high importance.

- Employee Assistance
- Employee Equity
- Use of central registry services
- Measuring economic impact of operations
- Dealing with environmental emergencies
- Access to Information (ATIP) requests
- Marine archaeology
- Employee surveys
- Community planning and development

Appendix 1 – National Scores

Management Planning

Service	N	Use in 5 Years	Difference	Current Importance	Opportunity Score
Management planning	47	2.71	0.26	4.21	1.51
Submissions to the Historic Sites and Monuments Board of Canada (including research)	36	1.97	0.28	3.93	0.99
Support for negotiations to establish new national parks or national marine conservation areas	28	1.93	0.68	4.53	4.76
Developing and/or managing agreements for costshared national historic sites	32	1.59	0.38	3.61	0.87
top quartile		2.16	0.45	4.29	2.32
bottom quartile		1.84	0.27	3.85	0.96

Resource Conservation

Service	N	Use in 5 Years	Difference	Current Importance	Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	60	2.60	0.42	4.24	2.14
Environmental assessment	61	2.42	0.32	4.19	-0.07
Law enforcement	51	2.15	0.45	3.98	1.76
Environmental Management Systems	52	2.13	0.75	3.96	2.08
Monitoring human use and its impacts	59	2.00	0.76	3.96	2.81
Data management / Geomatics / Geographic Information System (GIS) services	62	1.95	0.40	3.84	1.71
Advice or training in social science	55	1.82	0.84	3.52	0.87
Training in ecosystem science & systems	60	1.82	0.68	3.64	1.32
Fire management	49	1.80	0.35	3.71	-0.34
Preparing State of the Park reports	57	1.63	0.42	3.77	2.17
Preparing Ecological Integrity Statements	55	1.58	0.25	3.67	1.03
Liaison with external partners in management of greater ecosystems	54	1.48	0.46	3.69	2.13
Public safety	53	1.46	0.29	3.63	0.71
Liaison with aboriginal people in management of ecosystems	52	1.43	0.43	3.64	1.07
Dealing with environmental emergencies	56	1.25	0.36	3.54	1.01
top quartile		2.07	0.57	3.96	2.11
bottom quartile		1.53	0.35	3.64	0.94

Commemorative Integrity

Service	N	Use in 5 Years	Difference	Current Importance	Opportunity Score
Historical research	70	2.72	0.23	4.19	0.35
Archaeological research	70	2.71	0.17	4.29	0.27
Cultural resource and artifact conservation	67	2.39	0.26	4.03	0.19
Training in managing cultural resources	71	2.31	0.51	4.08	0.79
Archaeological collection management	64	2.31	0.12	3.93	0.44
Historic collections management (historic objects and reproductions, including furnishings and costumes)	68	2.19	0.18	3.79	0.09
Service to family of national historic sites	58	2.04	0.47	3.92	0.91
Aboriginal history, artifacts, collections	68	2.03	0.54	3.72	1.07
Cultural landscapes management (i.e., identifications, evaluation, inventory)	68	2.02	0.37	3.77	0.66
Heritage building conservation services	66	2.02	0.24	3.93	0.79
Liaison with Public Works (including Parks' dedicated unit specialists) for heritage building conservation	66	2.00	0.11	3.84	0.52
Preparing C.I. statements & evaluations	67	1.90	0.01	4.10	1.19
Support of Federal Heritage Building Review Office (FHBRO) designation.	67	1.56	0.13	3.63	0.27
Ethnological research	59	1.55	0.58	3.58	0.91
Marine archaeology	42	1.22	0.56	3.39	-1.17
top quartile		2.31	0.49	4.06	0.85
bottom quartile		1.97	0.16	3.76	0.27

Communications

Service	N	Use in 5 Years	Difference	Current Importance	Opportunity Score
Measuring visitor perceptions & behaviour	63	2.94	0.65	4.21	1.77
Media, exhibit, and publication design	65	2.91	0.56	4.11	1.37
Translation	60	2.87	0.37	4.15	1.33
Media, exhibit, and publication planning	62	2.83	0.56	4.03	2.01
Media, exhibit, and publication production	65	2.61	0.41	3.90	0.63
Use of corporate identifiers (including signage)	64	2.56	0.28	3.72	0.23
Media, exhibit, and publication evaluation	62	2.55	1.01	3.85	1.93
Interpretation / Heritage presentation planning	57	2.53	1.06	4.00	4.00
Media relations and media services	61	2.30	0.67	4.09	2.23
Public consultation	59	2.25	0.68	4.15	2.05
Public opinion polling	54	2.24	0.64	3.84	1.02
Communicating national and corporate messages to regional markets	60	2.16	0.66	3.64	1.15
Marketing research and strategies (including Heritage Tourism and strategies aimed at special populations like ethno cultural groups)	59	2.13	0.79	3.80	1.83
Training in media, exhibits, and publications	64	2.10	1.05	3.46	1.43
Public relations	57	1.86	0.72	3.76	2.29
Editing and revisions	62	1.82	0.66	3.25	0.40
Responding to public requests for scientific, technical or tourist information	61	1.82	0.45	3.55	-0.28
Liaising / managing relations with the travel trade	60	1.82	0.40	3.51	0.15
Training in marketing	58	1.78	0.76	3.43	2.07
Coordinating public ceremonies (including HSMB ceremonies and text for plaques)	58	1.68	0.29	3.69	0.38
top quartile		2.57	0.73	4.05	2.02
bottom quartile		1.85	0.44	3.61	0.57

Visitor Services

Service	N	Use in 5 Years	Difference	Current Importance	Opportunity Score
Measuring visitor satisfaction	53	2.96	0.17	4.23	0.46
Understanding visitor profiles & perceptions	54	2.63	0.47	4.12	2.12
Estimating impact of fee changes and developing revenue strategies	49	2.02	0.73	3.86	3.74
Developing regulations in support of policy	42	1.77	0.51	3.63	1.85
Financial options analysis of capital projects	39	1.72	0.57	3.85	2.49
Training in managing visitor information	46	1.66	0.92	3.57	2.45
top quartile		2.48	0.69	4.05	2.48
bottom quartile		1.73	0.48	3.69	1.92

Realty

Service	N	Use in 5 Years	Difference	Current Importance	Opportunity Score
Policy, procedures, regulations, and delegations of authority	41	2.44	0.05	4.03	0.43
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	41	2.32	0.06	4.22	0.91
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	41	2.31	0.09	3.97	-0.11
Paralegal advice	40	2.08	0.20	3.90	0.03
Training in Realty	33	1.83	0.68	3.52	2.42
Land use development and redevelopment	31	1.68	0.16	3.70	-0.24
Reviewing rents	35	1.35	0.01	3.36	-0.61
Community planning & development	24	0.90	0.11	3.75	1.25
top quartile		2.31	0.17	3.99	1.00
bottom quartile		1.60	0.05	3.65	-0.14

Program Services

Service	N	Use in 5 Years	Difference	Current Importance	Opportunity Score
Support network infrastructure & equipment	66	2.82	0.17	4.03	2.30
Support for Lotus Notes users	69	2.58	0.11	3.79	0.74
IM/IT management and planning	58	2.43	0.35	3.74	1.69
Contracting and procurement	67	2.30	0.18	3.82	-0.02
Support for computer acquisitions	69	2.14	0.16	3.43	0.07
Treaty negotiations and aboriginal issues	43	2.08	0.77	4.00	2.30
Financial systems management	57	1.98	0.19	3.91	1.07
Occupational health and safety	63	1.97	0.43	3.85	2.17
Developing external partnership agreements (including business or community partnerships)	59	1.95	0.61	3.95	2.90
Training for computers and applications	68	1.93	0.32	3.69	1.94
Preparing business plans (e.g.: SOP's)	61	1.80	0.39	3.82	1.67
Accounts payable transactions	55	1.69	0.12	3.78	-0.21
Materiel management services (inventory, systems, etc.)	62	1.61	0.37	3.40	1.16
Measuring program or service performance	57	1.61	0.72	3.67	3.14
Training in financial management & systems	58	1.60	0.28	3.72	1.19
Use of service centre library services	66	1.58	0.45	3.35	0.14
Support interpreting financial policy	59	1.56	0.24	3.68	0.51
Accounting operations	52	1.53	0.15	3.74	-0.11
Use of central registry services	61	1.31	0.42	3.19	-0.43
Measuring economic impact of operations	53	1.29	0.56	3.73	3.32
Access to Information (ATIP) requests	59	1.23	0.29	3.21	-0.58
top quartile		2.08	0.43	3.82	2.17
bottom quartile		1.58	0.18	3.67	0.07

People Management

Service	N	Use in 5 Years	Difference	Current Importance	Opportunity Score
Labour relations	37	2.03	0.33	3.90	0.72
Staffing	36	1.76	0.18	3.77	0.48
Human resource planning (i.e., recruitment, succession planning)	36	1.70	0.64	4.04	4.36
Official languages	36	1.61	0.36	3.34	-0.39
Personnel security screening	32	1.53	0.10	3.12	-2.13
Employee Assistance	36	1.33	0.39	3.71	1.80
Employee Equity	33	1.32	0.47	3.57	1.39
Employee surveys	32	1.07	0.35	3.04	0.12
top quartile		1.71	0.41	3.80	1.49
bottom quartile		1.33	0.29	3.29	-0.01

Appendix 2 – Atlantic Scores

Management Planning

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Management planning	10	2.56	-0.24	3.80	0.00
Developing and/or managing agreements for cost shared national historic sites	6	1.83	0.33	4.00	3.00
Support for negotiations to establish new national parks or national marine conservation areas	5	1.80	0.20	4.20	5.04
Submissions to the Historic Sites and Monuments Board of Canada (including research)	10	1.67	0.07	3.78	1.52
top quartile		2.01	0.23	4.05	3.51
bottom quartile		1.77	-0.01	3.79	1.14

Resource Conservation

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Law enforcement	8	3.00	0.63	4.38	2.73
Advice or training in social science	10	2.40	1.40	3.71	1.59
Training in ecosystem science & systems	13	2.31	0.69	3.82	2.17
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	12	2.25	0.58	3.64	2.01
Liaison with aboriginal people in management of ecosystems	11	2.18	0.36	4.33	2.31
Monitoring human use and its impacts	11	2.18	0.91	3.90	3.16
Environmental assessment	12	2.15	0.57	3.91	-0.36
Public safety	9	2.13	0.13	3.88	0.48
Fire management	9	2.00	0.44	3.67	2.04
Environmental Management Systems	10	1.90	1.00	4.33	6.32
Data management / Geomatics / Geographic Information System (GIS) services	12	1.83	0.42	3.55	0.97
Liaison with external partners in management of greater ecosystems	11	1.73	0.73	3.40	1.67
Preparing State of the Park reports	10	1.70	0.30	4.00	4.00
Preparing Ecological Integrity Statements	10	1.60	0.20	3.78	2.52
Dealing with environmental emergencies	11	1.09	0.27	3.56	1.58
top quartile		2.22	0.71	3.95	2.63
bottom quartile		1.78	0.33	3.65	1.59

Commemorative Integrity

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Historical research	11	2.83	-0.08	4.42	-0.74
Historic collections management (historic objects and reproductions, including furnishings and costumes)	12	2.75	-0.08	4.42	1.84
Cultural resource and artefact conservation	12	2.75	0.17	4.33	0.26
Liaison with Public Works (including Parks' dedicated unit specialists) for heritage building conservation	11	2.45	-0.09	4.27	0.39
Archaeological research	10	2.36	0.16	4.09	-0.65
Archaeological collection management	10	2.20	-0.10	4.00	1.00
Preparing C.I. statements & evaluations	13	2.15	-0.08	4.38	1.32
Training in managing cultural resources	13	2.08	0.16	4.33	1.78
Service to family of national historic sites	12	2.08	0.42	4.25	2.48
Aboriginal history, artefacts, collections	11	1.92	0.65	3.83	0.80
Heritage building conservation services	11	1.91	0.09	4.00	0.44
Cultural landscapes management (i.e., identifications, evaluation, inventory)	12	1.69	0.11	3.92	1.45
Support of Federal Heritage Building Review Office (FHBRO) designation.	11	1.55	0.00	4.10	0.41
Marine archaeology	3	1.20	-0.13	3.83	-0.64
Ethnological research	8	0.89	0.26	3.56	0.55
top quartile		2.41	0.17	4.33	1.39
bottom quartile		1.80	-0.08	3.96	0.33

Communications

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Measuring visitor perceptions & behaviour	16	3.19	0.50	4.20	1.96
Liaising / managing relations with the travel trade	15	2.87	0.13	4.00	-0.57
Use of corporate identifiers (including signage)	17	2.82	0.18	3.56	-1.11
Media, exhibit, and publication planning	15	2.63	0.83	3.64	1.73
Media relations and media services	14	2.54	0.40	4.07	1.43
Media, exhibit, and publication design	16	2.53	0.97	3.69	2.01
Media, exhibit, and publication evaluation	14	2.33	0.98	3.47	1.04
Communicating national and corporate messages to regional markets	15	2.23	0.50	3.29	-0.94
Interpretation / Heritage presentation planning	14	2.21	0.57	3.92	2.81
Public opinion polling	11	2.00	0.27	4.00	0.00
Public consultation	14	2.00	0.71	3.90	2.21
Public relations	13	2.00	0.54	3.55	1.05
Marketing research and strategies (including Heritage Tourism and strategies aimed at special populations like ethnocultural groups)	14	1.93	0.43	3.75	0.94
Coordinating public ceremonies (including HSMB ceremonies and text for plaques)	14	1.92	0.14	4.09	1.49
Media, exhibit, and publication production	16	1.88	0.51	3.40	1.10
Training in media, exhibits, and publications	17	1.88	1.05	3.21	0.10
Responding to public requests for scientific, technical or tourist information	16	1.81	0.25	3.57	-0.16
Translation	13	1.67	0.44	3.30	-0.25
Training in marketing	14	1.57	0.50	2.78	-0.93
Editing and revisions	15	1.56	0.43	3.25	-0.37
top quartile		2.53	0.61	3.94	1.55
bottom quartile		1.88	0.36	3.38	-0.28

Visitor Services

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Measuring visitor satisfaction	14	3.57	0.07	4.54	-0.15
Understanding visitor profiles & perceptions	14	3.21	0.21	4.38	2.63
Estimating impact of fee changes and developing revenue strategies	14	2.50	0.57	4.08	2.51
Developing regulations in support of policy	12	2.08	0.42	4.00	3.56
Financial options analysis of capital projects	7	1.88	0.73	4.13	1.34
Training in managing visitor information	14	1.69	0.76	3.75	1.74
top quartile		3.04	0.69	4.32	2.60
bottom quartile		1.93	0.26	4.02	1.44

Realty

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	13	2.78	0.16	4.55	0.38
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	13	2.45	0.15	3.90	-1.89
Policy, procedures, regulations, and delegations of authority	13	2.45	0.22	3.55	-1.88
Training in Realty	11	2.11	0.20	3.13	0.39
Paralegal advice	13	2.09	0.17	3.55	-1.26
Land use development and redevelopment	9	1.50	-0.61	3.13	-1.17
Reviewing rents	10	0.75	-0.65	2.14	-2.91
Community planning & development	6	0.25	-1.42	3.25	-2.44
top quartile		2.45	0.18	3.63	-0.78
bottom quartile		1.31	-0.62	3.13	-2.03

Program Services

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Support network infrastructure & equipment	19	2.82	0.14	3.59	1.75
Support for Lotus Notes users	19	2.53	-0.05	3.44	1.16
Contracting and procurement	15	2.42	0.15	3.92	-1.04
Developing external partnership agreements (including business or community partnerships)	16	2.36	0.29	4.21	3.01
Financial systems management	14	2.17	0.10	4.15	0.96
Treaty negotiations and aboriginal issues	12	2.10	0.27	3.40	-0.19
IM/IT management and planning	16	2.08	0.08	3.21	0.09
Support for computer acquisitions	19	2.06	0.06	3.06	-0.83
Training in financial management & systems	15	2.00	0.13	4.08	0.90
Training for computers and applications	19	1.81	-0.03	3.40	0.82
Accounting operations	12	1.75	-0.25	3.82	0.90
Measuring program or service performance	13	1.58	-0.11	3.75	3.12
Materiel management services (inventory, systems, etc.)	15	1.58	-0.02	3.46	0.11
Support interpreting financial policy	16	1.50	0.25	3.75	-0.07
Occupational health and safety	16	1.50	0.13	3.69	2.56
Preparing business plans (e.g.: SOP's)	15	1.33	0.00	3.77	1.45
Accounts payable transactions	13	1.33	-0.51	3.60	0.20
Access to Information (ATIP) requests	15	1.31	0.11	3.08	-1.54
Use of central registry services	16	1.29	-0.40	3.33	-0.83
Measuring economic impact of operations	13	1.09	-0.45	3.73	3.39
Use of Service Centre library services	16	1.08	-0.55	3.20	-0.96
top quartile		2.10	0.13	3.77	1.45
bottom quartile		1.33	-0.11	3.40	-0.19

People Management

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Personnel security screening	10	2.88	0.18	4.29	0.27
Labour relations	10	2.00	0.10	4.00	1.00
Staffing	10	1.63	0.13	4.00	2.50
Employee Equity	9	1.38	0.15	3.86	1.10
Human resource planning (i.e., recruitment, succession planning)	9	1.38	0.49	3.83	3.74
Official languages	10	1.38	-0.63	3.83	2.10
Employee surveys	10	1.00	0.20	3.80	3.04
Employee Assistance	10	0.88	0.08	3.50	0.75
top quartile		1.72	0.18	4.00	2.64
bottom quartile		1.28	0.09	3.82	0.94

Appendix 3 Quebec Service Centre

Management Planning

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Management planning	4	2.75	0.75	4.33	4.69
Submissions to the Historic Sites and Monuments Board of Canada (including research)	4	2.25	0.00	4.67	4.28
Support for negotiations to establish new national parks or national marine conservation areas	2	2.00	1.00	5.00	5.00
Developing and/or managing agreements for costshared national historic sites	3	2.00	0.33	2.67	-0.89
top quartile		2.38	0.81	4.75	4.77
bottom quartile		2.00	0.25	3.92	2.99

Resource Conservation

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	6	2.67	0.50	4.50	5.25
Fire management	6	2.60	0.77	3.60	-2.88
Data management / Geomatics / Geographic Information System (GIS) services	7	2.57	0.43	4.14	0.00
Public safety	5	2.40	0.00	4.20	0.84
Liaison with external partners in management of greater ecosystems	5	2.20	0.60	4.33	4.33
Environmental assessment	5	2.20	-0.20	4.20	0.00
Law enforcement	5	2.20	0.00	4.00	1.60
Monitoring human use and its impacts	6	2.17	0.67	4.33	5.06
Environmental Management Systems	5	2.00	0.40	4.40	3.52
Preparing Ecological Integrity Statements	5	2.00	0.40	4.20	2.52
Preparing State of the Park reports	5	2.00	0.40	4.00	2.00
Training in ecosystem science & systems	5	1.80	0.20	4.00	3.20
Advice or training in social science	5	1.80	1.00	3.40	-0.34
Liaison with aboriginal people in management of ecosystems	4	1.75	1.00	3.50	1.75
Dealing with environmental emergencies	6	1.67	0.17	3.67	0.00
top quartile		2.30	0.63	4.27	3.36
bottom quartile		1.90	0.18	3.83	0.00

Commemorative Integrity

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Preparing C.I. statements & evaluations	5	2.80	0.20	4.60	2.76
Cultural landscapes management (i.e., identifications, evaluation, inventory)	5	2.80	0.00	3.67	1.22
Historic collections management (historic objects and reproductions, including furnishings and costumes)	7	2.71	0.29	3.67	0.24
Ethnological research	6	2.50	0.50	3.50	1.17
Cultural resource and artefact conservation	5	2.40	0.40	3.86	0.73
Historical research	7	2.13	0.27	3.86	1.10
Archaeological research	8	2.13	0.38	3.75	-0.94
Liaison with Public Works (including Parks' dedicated unit specialists) for heritage building conservation	7	2.00	0.14	4.00	2.29
Archaeological collection management	6	2.00	0.17	3.83	-0.64
Training in managing cultural resources	6	2.00	0.83	3.50	1.75
Service to family of national historic sites	5	2.00	0.80	2.83	8.03
Heritage building conservation services	7	1.86	0.29	4.14	1.78
Support of Federal Heritage Building Review Office (FHBRO) designation.	6	1.67	0.17	3.14	-0.90
Aboriginal history, artefacts, collections	6	1.29	0.29	3.50	2.63
Marine archaeology	4	1.25	0.50	3.00	0.00
top quartile		2.45	0.45	3.86	2.03
bottom quartile		1.93	0.18	3.50	0.12

Communications

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Interpretation / Heritage presentation planning	7	3.14	0.57	4.57	3.92
Translation	9	3.11	0.56	3.88	2.53
Measuring visitor perceptions & behaviour	9	2.78	0.67	4.38	4.56
Media, exhibit, and publication design	9	2.78	0.11	4.00	0.50
Media, exhibit, and publication production	9	2.67	0.11	3.88	0.48
Public opinion polling	9	2.56	0.44	4.38	2.61
Media, exhibit, and publication planning	9	2.56	0.11	3.75	0.00
Public consultation	9	2.44	0.89	4.25	2.66
Media relations and media services	9	2.44	1.11	4.14	1.51
Editing and revisions	9	2.44	0.44	3.75	1.88
Communicating national and corporate messages to regional markets	9	2.33	0.78	3.88	1.94
Responding to public requests for scientific, technical or tourist information	8	2.33	0.71	3.88	-0.48
Public relations	8	2.33	0.58	3.63	0.91
Media, exhibit, and publication evaluation	9	2.22	0.33	4.00	2.86

Communications Cont.

Use of corporate identifiers (including signage)	8	2.13	0.25	3.75	0.00
Marketing research and strategies (including Heritage Tourism and strategies aimed at special populations like ethnocultural groups)	9	2.11	0.44	4.00	3.00
Coordinating public ceremonies (including HSMB ceremonies and text for plaques)	9	2.00	0.11	3.71	-0.13
Training in marketing	9	1.88	0.21	3.63	2.27
Training in media, exhibits, and publications	9	1.67	0.11	3.50	1.31
Liaising / managing relations with the travel trade	9	1.44	0.33	3.13	-0.06
top quartile		2.58	0.60	4.04	2.62
bottom quartile		2.12	0.18	3.74	0.36

Visitor Services

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Measuring visitor satisfaction	7	2.57	0.29	4.43	2.53
Understanding visitor profiles & perceptions	7	2.17	0.45	4.14	1.78
Estimating impact of fee changes and developing revenue strategies	7	1.71	0.43	4.00	4.00
Developing regulations in support of policy	6	1.33	0.33	3.67	1.22
Training in managing visitor information	6	1.17	0.17	3.50	1.05
Financial options analysis of capital projects	6	1.00	-0.17	4.00	2.00
top quartile		2.05	0.40	4.11	2.40
bottom quartile		1.21	0.20	3.75	1.36

Realty

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Paralegal advice	3	3.33	0.00	5.00	1.67
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	3	3.00	0.00	4.67	1.56
Policy, procedures, regulations, and delegations of authority	3	3.00	0.00	4.50	-2.25
Reviewing rents	3	2.00	0.00	4.33	1.44
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	3	2.00	0.00	4.33	1.44
Land use development and redevelopment	*				
Training in Realty	*				
Community planning & development	*				
*fewer than 2 cases					
top quartile		3.00	0.00	4.67	1.56
bottom quartile		2.00	0.00	4.33	1.44

Program Services

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Support network infrastructure & equipment	10	2.30	0.10	3.89	0.43
Financial systems management	7	2.17	0.31	4.40	0.88
Use of Service Centre library services	9	1.89	0.56	3.71	2.65
Developing external partnership agreements (including business or community partnerships)	7	1.83	0.26	4.00	0.80
Support for Lotus Notes users	10	1.80	-0.20	3.50	-0.19
Occupational health and safety	7	1.71	0.00	3.86	1.10
Support interpreting financial policy	7	1.67	0.24	4.50	3.38
Preparing business plans (e.g.: SOP's)	7	1.67	0.10	3.60	0.00
IM/IT management and planning	7	1.50	-0.07	3.60	1.44
Contracting and procurement	8	1.43	-0.07	3.60	0.36
Support for computer acquisitions	9	1.38	0.15	2.86	-0.88
Training for computers and applications	10	1.22	0.02	3.22	0.31
Accounting operations	6	1.20	0.20	4.50	1.13
Materiel management services (inventory, systems, etc.)	9	1.13	0.57	3.43	0.90
Treaty negotiations and aboriginal issues	3	1.00	0.67	4.00	2.67
Use of central registry services	7	0.86	0.00	2.67	0.00
Accounts payable transactions	6	0.80	0.13	4.67	3.11
Training in financial management & systems	6	0.80	0.13	3.80	0.76
Measuring program or service performance	5	0.75	0.15	3.75	4.06
Measuring economic impact of operations	5	0.75	0.15	3.00	0.75
Access to Information (ATIP) requests	7	0.67	0.10	3.33	-1.11
top quartile		1.71	0.24	4.00	1.44
bottom quartile		0.86	0.02	3.43	0.31

People Management

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Staffing	7	3.00	0.00	4.71	2.02
Human resource planning (i.e., recruitment, succession planning)	7	2.86	0.00	4.57	1.96
Labour relations	6	2.33	0.00	4.00	1.33
Employee Assistance	6	1.67	0.33	3.83	0.64
Employee Equity	5	1.60	0.20	4.00	1.60
Official languages	5	1.40	0.00	3.40	-0.68
Personnel security screening	4	1.25	0.00	2.80	-0.56
Employee surveys	5	0.60	0.00	2.40	-2.40
top quartile		2.46	0.05	4.14	1.69
bottom quartile		1.36	0.00	3.25	-0.59

Appendix 4 Ontario Service Centre

Management Planning

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Management planning	7	3.43	0.14	4.43	2.53
Submissions to the Historic Sites and Monuments Board of Canada (including research)	5	2.00	0.20	4.33	1.44
Support for negotiations to establish new national parks or national marine conservation areas	4	1.75	0.75	4.50	4.50
Developing and/or managing agreements for cost shared national historic sites	5	1.00	0.00	4.00	0.00
top quartile		2.36	0.34	4.45	3.02
bottom quartile		1.56	0.11	4.25	1.08

Resource Conservation

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	9	3.00	0.22	4.50	2.75
Law enforcement	9	2.80	0.24	4.44	1.98
Environmental assessment	9	2.80	0.13	4.20	-1.03
Advice or training in social science	9	2.50	0.72	3.75	0.67
Data management / Geomatics / Geographic Information System (GIS) services	9	2.40	0.29	4.33	4.81
Environmental Management Systems	7	2.38	0.95	3.88	3.94
Preparing Ecological Integrity Statements	9	2.38	0.60	3.60	0.96
Preparing State of the Park reports	9	2.20	0.31	3.80	1.35
Training in ecosystem science & systems	9	2.20	1.09	3.50	-0.19
Monitoring human use and its impacts	9	2.10	0.99	3.89	2.00
Public safety	9	1.80	0.47	3.40	0.08
Liaison with external partners in management of greater ecosystems	9	1.70	0.03	3.40	0.23
Dealing with environmental emergencies	9	1.60	0.38	3.38	0.30
Liaison with aboriginal people in management of ecosystems	9	1.40	0.29	3.20	-0.16
Fire management	7	0.86	0.14	3.33	1.11
top quartile		2.45	0.66	4.04	1.99
bottom quartile		1.75	0.23	3.40	0.16

Commemorative Integrity

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Archaeological research	14	3.00	0.21	4.36	0.31
Historical research	15	2.71	-0.09	4.20	-0.56
Historic collections management (historic objects and reproductions, including furnishings and costumes)	15	2.60	0.27	3.71	-0.80
Archaeological collection management	13	2.46	0.00	3.71	0.53
Cultural resource and artefact conservation	15	2.40	0.00	3.93	0.02
Training in managing cultural resources	14	2.14	0.36	3.71	-1.35
Cultural landscapes management (i.e., identifications, evaluation, inventory)	14	2.00	0.21	3.77	-0.58
Heritage building conservation services	13	1.92	0.31	3.36	0.31
Aboriginal history, artefacts, collections	13	1.92	0.31	3.20	-0.32
Liaison with Public Works (including Parks' dedicated unit specialists) for heritage building conservation	13	1.62	0.31	3.30	0.26
Preparing C.I. statements & evaluations	13	1.57	0.11	4.00	1.09
Marine archaeology	12	1.54	0.37	3.50	-3.06
Service to family of national historic sites	11	1.27	0.18	3.50	-1.25
Ethnological research	10	1.20	0.50	2.88	-1.08
Support of Federal Heritage Building Review Office (FHBRO) designation.	14	1.07	0.29	3.70	0.28
top quartile		2.43	0.31	3.85	0.29
bottom quartile		1.55	0.15	3.43	-0.94

Communications

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Translation	13	3.92	0.31	4.91	-0.04
Media, exhibit, and publication production	13	3.23	0.23	4.62	0.71
Media, exhibit, and publication design	13	3.08	-0.15	4.54	0.00
Media, exhibit, and publication planning	13	3.08	0.23	4.46	1.72
Measuring visitor perceptions & behaviour	13	2.92	0.62	4.25	1.77
Use of corporate identifiers (including signage)	13	2.85	0.38	3.67	1.34
Media, exhibit, and publication evaluation	13	2.77	1.00	4.42	2.58
Public opinion polling	11	2.45	1.00	3.77	1.64
Media relations and media services	13	2.31	0.62	4.15	2.88
Interpretation / Heritage presentation planning	13	2.23	0.69	3.92	3.92
Communicating national and corporate messages to regional markets	13	2.08	0.54	3.92	3.59
Public consultation	13	2.00	0.38	4.17	2.78
Public relations	13	2.00	0.92	4.09	4.83
Training in media, exhibits, and publications	12	1.92	1.08	3.77	4.03
Marketing research and strategies (including Heritage Tourism and strategies aimed at special populations like ethnocultural groups)	13	1.85	0.62	3.75	2.50
Training in marketing	13	1.85	0.77	3.73	3.95
Responding to public requests for scientific, technical or tourist information	13	1.85	0.38	3.55	-0.32
Editing and revisions	13	1.69	0.77	2.91	0.61
Coordinating public ceremonies (including HSMB ceremonies and text for plaques)	11	1.45	0.18	3.86	0.00
Liaising / managing relations with the travel trade	13	0.77	0.54	2.75	0.10
top quartile		2.87	0.77	4.29	3.05
bottom quartile		1.85	0.37	3.74	0.48

Visitor Services

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Measuring visitor satisfaction	11	2.83	-0.08	4.15	1.02
Understanding visitor profiles & perceptions	13	2.50	0.19	4.23	2.60
Estimating impact of fee changes and developing revenue strategies	10	2.00	1.00	3.44	2.82
Training in managing visitor information	9	1.73	1.06	3.50	3.50
Developing regulations in support of policy	9	1.30	0.63	3.33	2.06
Financial options analysis of capital projects	9	1.10	0.43	3.30	1.40
top quartile		2.38	0.91	3.99	2.77
bottom quartile		1.10	0.43	3.30	1.40

Realty

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	5	2.60	0.20	4.00	0.00
Policy, procedures, regulations, and delegations of authority	5	1.80	0.20	3.67	1.22
Paralegal advice	5	1.75	0.35	3.50	-1.75
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	5	1.50	0.30	3.67	0.00
Training in Realty	4	1.33	0.58	3.00	0.00
Reviewing rents	5	1.00	0.20	2.67	-0.89
Land use development and redevelopment	4	0.67	0.17	3.50	0.00
Community planning & development	3	0.00	0.00	3.00	0.00
top quartile		1.76	0.31	3.67	0.00
bottom quartile		0.92	0.19	3.00	-0.22

Program Services

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Accounts payable transactions	12	3.83	0.08	4.09	-0.74
Contracting and procurement	14	3.29	0.71	3.92	0.00
Treaty negotiations and aboriginal issues	6	3.17	0.83	3.83	2.43
Support network infrastructure & equipment	10	3.00	0.10	4.33	1.93
Support for computer acquisitions	11	2.91	0.36	3.40	-0.34
IM/IT management and planning	10	2.90	0.40	4.11	1.83
Accounting operations	10	2.80	0.10	3.60	-1.08
Support for Lotus Notes users	11	2.73	0.18	4.11	0.00
Occupational health and safety	11	2.64	0.73	3.71	3.18
Developing external partnership agreements (including business or community partnerships)	7	2.57	0.57	3.25	2.44
Materiel management services (inventory, systems, etc.)	11	2.45	0.36	3.30	1.98
Use of central registry services	10	2.36	0.46	3.00	0.00
Preparing business plans (e.g.: SOP's)	9	2.22	0.56	2.86	0.41
Access to Information (ATIP) requests	9	2.13	0.24	2.71	-0.78
Support interpreting financial policy	11	2.09	0.18	3.40	1.02
Training for computers and applications	13	1.92	0.54	3.92	3.59
Measuring economic impact of operations	9	1.78	0.22	2.83	0.94
Financial systems management	11	1.73	0.09	3.56	2.77
Use of Service Centre library services	11	1.60	0.24	3.67	-0.41
Training in financial management & systems	11	1.36	0.36	2.78	0.62
Measuring program or service performance	8	1.25	0.50	2.83	0.94
top quartile		2.90	0.54	3.92	1.98
bottom quartile		1.92	0.18	3.00	0.00

People Management

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Employee Assistance	2	3.00	1.00	4.50	-2.25
Staffing	2	2.00	2.00	3.50	12.25
Labour relations	2	1.50	1.50	3.50	12.25
Employee surveys	2	1.50	1.00	3.00	9.00
Employee Equity	2	1.50	1.50	3.00	9.00
Official languages	2	1.50	1.00	2.50	-1.25
Personnel security screening	2	1.50	1.50	2.00	4.00
Human resource planning (i.e., recruitment, succession planning)	2	1.00	1.00	3.50	12.25
top quartile		1.63	1.50	3.50	12.25
bottom quartile		1.50	1.00	2.88	2.69

Appendix 5 Western Service Centre

Management Planning

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Management planning	26	2.92	0.42	4.32	1.37
Submissions to the Historic Sites and Monuments Board of Canada (including research)	17	2.59	0.47	3.79	-0.12
Support for negotiations to establish new national parks or national marine conservation areas	17	2.56	0.80	4.64	4.88
Developing and/or managing agreements for cost shared national historic sites	18	2.12	0.51	3.58	0.46
top quartile		2.67	0.58	4.40	2.25
bottom quartile		2.45	0.46	3.74	0.32

Resource Conservation

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	33	2.59	0.38	4.32	1.25
Environmental assessment	35	2.44	0.35	4.29	0.31
Environmental Management Systems	30	2.17	0.67	3.79	0.24
Monitoring human use and its impacts	33	1.88	0.66	3.92	2.41
Fire management	27	1.84	0.32	3.86	-1.05
Data management / Geomatics / Geographic Information System (GIS) services	34	1.72	0.40	3.72	1.54
Law enforcement	29	1.69	0.52	3.65	1.39
Training in ecosystem science & systems	33	1.50	0.62	3.56	1.23
Advice or training in social science	31	1.42	0.65	3.42	0.96
Preparing State of the Park reports	33	1.38	0.47	3.63	1.88
Preparing Ecological Integrity Statements	31	1.28	0.15	3.54	0.23
Liaison with external partners in management of greater ecosystems	29	1.18	0.45	3.77	2.73
Liaison with aboriginal people in management of ecosystems	28	1.11	0.43	3.59	1.37
Dealing with environmental emergencies	30	1.10	0.40	3.56	1.30
Public safety	30	1.00	0.33	3.52	1.25
top quartile		1.86	0.57	3.83	1.46
bottom quartile		1.23	0.37	3.56	0.63

Commemorative Integrity

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Archaeological research	38	2.84	0.13	4.46	0.89
Historical research	37	2.81	0.46	4.17	0.94
Training in managing cultural resources	38	2.50	0.63	4.23	1.22
Archaeological collection management	35	2.34	0.23	4.03	0.42
Service to family of national historic sites	30	2.31	0.54	4.16	2.11
Cultural resource and artifact conservation	35	2.26	0.38	4.00	0.13
Aboriginal history, artifacts, collections	38	2.24	0.66	3.88	1.41
Heritage building conservation services	35	2.12	0.26	4.07	0.88
Cultural landscapes management (i.e., identifications, evaluation, inventory)	37	2.03	0.57	3.74	0.79
Liaison with Public Works (including Parks' dedicated unit specialists) for heritage building conservation	35	2.00	0.09	3.82	0.31
Preparing C.I. statements & evaluations	36	1.80	-0.01	3.93	0.92
Support of Federal Heritage Building Review Office (FHBRO) designation.	36	1.74	0.10	3.56	0.51
Historic collections management (historic objects and reproductions, including furnishings and costumes)	34	1.71	0.21	3.58	-0.05
Ethnological research	35	1.66	0.71	3.81	1.68
Marine archaeology	23	1.04	0.74	3.25	-0.07
top quartile		2.33	0.60	4.12	1.08
bottom quartile		1.77	0.17	3.78	0.36

Communications

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Media, exhibit, and publication design	27	3.11	0.81	4.20	2.07
Media, exhibit, and publication planning	25	2.93	0.73	4.13	3.21
Measuring visitor perceptions & behaviour	25	2.83	0.75	4.13	0.54
Translation	25	2.81	0.25	4.24	2.49
Media, exhibit, and publication production	27	2.74	0.56	3.84	0.51
Interpretation / Heritage presentation planning	23	2.71	1.71	3.91	5.02
Media, exhibit, and publication evaluation	26	2.67	1.28	3.76	2.14
Training in media, exhibits, and publications	26	2.46	1.35	3.42	1.00
Public consultation	23	2.46	0.72	4.21	1.30
Marketing research and strategies (including Heritage Tourism and strategies aimed at special populations like ethnocultural groups)	23	2.40	1.23	3.78	1.45
Use of corporate identifiers (including signage)	26	2.38	0.31	3.83	0.80
Public opinion polling	23	2.13	0.74	3.60	0.72
Media relations and media services	25	2.12	0.72	4.06	2.93
Communicating national and corporate messages to regional markets	23	2.09	0.78	3.62	1.18
Liaising / managing relations with the travel trade	23	1.87	0.52	3.61	0.92
Training in marketing	22	1.83	1.15	3.48	2.90
Editing and revisions	25	1.83	0.83	3.25	0.20
Responding to public requests for scientific, technical or tourist information	24	1.63	0.50	3.41	-0.10
Coordinating public ceremonies (including HSMB ceremonies and text for plaques)	24	1.54	0.50	3.40	0.45
Public relations	23	1.52	0.74	3.75	2.31
top quartile		2.72	0.91	4.07	2.36
bottom quartile		1.86	0.55	3.57	0.67

Visitor Services

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Measuring visitor satisfaction	21	2.76	0.33	4.00	0.00
Understanding visitor profiles & perceptions	20	2.45	0.80	3.84	1.79
Financial options analysis of capital projects	17	2.21	0.80	4.00	3.69
Developing regulations in support of policy	15	2.00	0.60	3.57	1.07
Estimating impact of fee changes and developing revenue strategies	18	1.80	0.86	3.88	5.86
Training in managing visitor information	17	1.76	1.24	3.54	3.08
top quartile		2.39	0.84	3.97	3.54
bottom quartile		1.85	0.65	3.64	1.25

Realty

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Policy, procedures, regulations, and delegations of authority	20	2.50	-0.10	4.32	2.50
Land use development and redevelopment	17	2.38	0.02	3.91	-0.36
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	20	2.20	0.05	3.95	0.79
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	20	2.19	-0.01	4.05	1.63
Reviewing rents	17	2.19	-0.22	3.87	1.14
Paralegal advice	19	1.95	0.21	4.00	1.23
Community planning & development	15	1.86	0.06	3.90	2.21
Training in Realty	17	1.71	0.53	3.71	4.08
top quartile		2.24	0.10	4.01	2.28
bottom quartile		1.93	-0.03	3.89	1.05

Program Services

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Support network infrastructure & equipment	27	2.96	0.26	4.27	3.36
Support for Lotus Notes users	29	2.85	0.33	4.00	0.86
IM/IT management and planning	25	2.68	0.56	3.95	2.88
Support for computer acquisitions	30	2.44	0.14	3.81	1.27
Occupational health and safety	29	2.33	0.57	3.96	1.90

Program Services Cont.

Training for computers and applications	26	2.30	0.57	3.92	2.60
Contracting and procurement	30	2.29	0.29	3.75	0.45
Treaty negotiations and aboriginal issues	22	2.27	0.59	4.44	4.16
Preparing business plans (e.g.: SOP's)	30	2.21	0.57	4.16	2.56
Financial systems management	25	1.96	0.28	3.79	0.34
Developing external partnership agreements (including business or community partnerships)	29	1.93	0.89	3.89	3.73
Measuring program or service performance	31	1.83	0.61	3.86	3.73
Materiel management services (inventory, systems, etc.)	27	1.77	0.51	3.39	1.46
Use of Service Centre library services	30	1.71	0.68	3.21	0.40
Support interpreting financial policy	25	1.71	0.27	3.57	0.03
Measuring economic impact of operations	26	1.67	0.55	4.15	4.77
Training in financial management & systems	26	1.67	0.36	3.90	1.87
Access to Information (ATIP) requests	28	1.38	0.49	3.43	0.21
Accounting operations	24	1.36	-0.01	3.61	-0.40
Use of central registry services	28	1.33	0.62	3.28	-0.52
Accounts payable transactions	24	1.27	-0.02	3.53	-0.68
top quartile		2.30	0.57	3.96	2.88
bottom quartile		1.67	0.28	3.57	0.34

People Management

Service	N	Anticipated Future Use	Change	Current Importance	Opportunity Score
Labour relations	19	2.00	0.42	3.88	0.62
Official languages	19	1.78	0.41	3.25	-0.94
Human resource planning (i.e., recruitment, succession planning)	18	1.44	0.88	3.92	7.11
Staffing	17	1.29	0.06	3.27	-0.44
Employee Assistance	18	1.24	0.46	3.64	2.95
Employee surveys	15	1.21	0.48	3.00	1.00
Employee Equity	17	1.19	0.60	3.36	2.21
Personnel security screening	16	0.94	0.06	2.75	-2.65
top quartile		1.52	0.51	3.70	2.39
bottom quartile		1.21	0.32	3.19	-0.56

Appendix 6 Top Quartile Services by Service Centre

TOP QUARTILE SERVICES BY SERVICE CENTRE

MANAGEMENT PLANNING	Atlantic			Quebec			Ontario			West		
	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score
Management planning	■			■			■			■		
Support for negotiations to establish new national parks or national marine conservation areas		■	■		■	■		■	■		■	■

RESOURCE CONSERVATION	Atlantic			Quebec			Ontario			West		
	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score
Ecosystem science (ecological monitoring, Species at Risk, and ecosystem restoration)	■			■	■	■	■	■	■	■	■	
Environmental Management Systems		■	■		■	■				■		
Environmental assessment							■	■		■	■	
Law enforcement	■	■	■				■	■				
Monitoring human use and its impacts					■	■				■	■	■
Advice or training in social science	■						■					
Data management / Geomatics / Geographic Information System (GIS) services				■				■	■			
Training in ecosystem science & systems	■											
Liaison with aboriginal people in the management of ecosystems		■										
Preparing State of the Park reports		■	■									
Fire management				■							■	
Public safety				■								

Liaison with external partners in management of greater ecosystems				■	■								
COMMEMORATIVE INTEGRITY	Atlantic			Quebec			Ontario			West			
	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	
Historical research	■	■		■			■	■		■	■		
Historic collections management (historic objects and reproductions, including furnishings and costumes)	■	■	■	■			■						
Cultural resource and artefact conservation	■	■		■			■						
Preparing C.I. statements & evaluations		■		■	■	■	■			■			
Archaeological research							■	■	■	■	■		
Archaeological collection management							■	■			■		
Training in managing cultural resources		■	■							■	■	■	
Liaison with Public Works (including Parks' dedicated unit specialists) for heritage building conservation	■												
Heritage building conservation services				■									
Cultural landscapes management (i.e., identifications, evaluation, inventory)				■									
Ethnological research				■									
Service to the family of national historic sites										■			■

Communications	Atlantic			Quebec			Ontario			West		
	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score
Measuring visitor perceptions & behaviour	■	■	■	■	■	■	■			■	■	
Media, exhibit, and publication planning	■		■				■	■		■	■	■
Media, exhibit, and publication production				■			■	■		■	■	
Media, exhibit, and publication design	■	■	■	■			■	■		■	■	
Translation				■			■	■		■	■	■
Media, exhibit, and publication evaluation								■				
Liaising / managing relations with the travel trade	■	■										
Use of corporate identifiers (including signage)	■											
Media relations and media services		■										
Public opinion polling		■			■							
Coordinating public ceremonies (including HSMB ceremonies and text for plaques)		■										
Interpretation / Heritage presentation planning				■	■	■						
Media relations and media services					■							
Public consultation					■	■					■	

VISITOR SERVICES	Atlantic			Quebec			Ontario			West		
	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score
Measuring visitor satisfaction	■	■		■	■	■	■	■		■	■	
Understanding visitor profiles & perceptions	■	■	■	■	■		■	■		■		
Financial options analysis of capital projects											■	■

REALITY SERVICES	Atlantic			Quebec			Ontario			West		
	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score
Policy, procedures, regulations, and delegations of authority	■			■			■	■	■	■	■	■
Preparing land use documents (leases, licenses, OIC's, Treasury Board submissions)	■	■	■	■	■	■		■			■	
Support for asset acquisitions & disposals (including land surveys, appraisals for buildings and land, and related research)	■	■					■	■				
Paralegal Advice				■	■	■						
Land Use development and redevelopment										■		

PROGRAM MANAGEMENT	Atlantic			Quebec			Ontario			West		
	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score
Treaty negotiations and aboriginal issues	■				■	■	■		■		■	■
Support network infrastructure & equipment	■		■	■			■	■		■	■	■
Support for Lotus Notes users	■			■				■		■	■	
IM/IT management and planning							■	■		■		■
Support for computer acquisitions							■			■		
Training for computers and applications								■	■	■		
Contracting and procurement	■	■					■	■				
Accounts payable transactions		■	■		■	■	■	■				
Accounting Operations		■			■							
Financial systems management	■	■		■	■							
Developing external partnership agreements (including business or community partnerships)	■	■	■	■	■							
Occupational health and safety				■						■	■	
Preparing business plans (e.g.: SOP's)		■	■								■	
Use Service Centre library services				■		■						
Support interpreting financial policy					■	■						
Training in financial management and systems		■										
Measuring Economic Impact of Operations											■	■

PEOPLE MANAGEMENT	Atlantic			Quebec			Ontario			West		
	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score	High Anticipated Demand	High Importance	High Opportunity Score
Staffing		■		■	■	■	■	■	■			
Human resource planning (i.e., recruitment, succession planning)				■	■	■					■	■
Labour relations	■	■						■	■	■	■	
Personnel security screening	■	■										
Employee Assistance							■	■				
Official Languages										■		