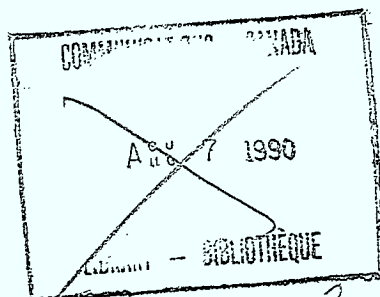


CANADIAN WORKPLACE AUTOMATION RESEARCH CENTRE
--Mission

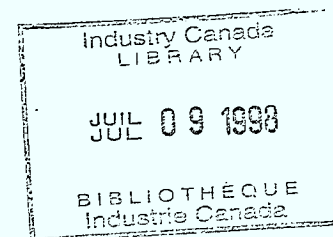
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1. Canadian Glaciology Automation Research Centre



2. **MISSION**



September 1988

CWARC

DIRECTION STATEMENT

- . *The context*
- . *The response*
- . *The mission*

THE CONTEXT

(CONT'D)

Canadians must grasp the opportunities to improve productivity that well managed information affords

New and converging technologies and their rate of introduction into communications, the continuing dispersal of family units, householders' demands for new and improved services, growing business demands for high-quality, reliable information services and a freer trade environment are among the forces of change challenging the traditional strengths of the industry

THE CONTEXT

It will take continued effort in education and training, research and development, production, and innovative management to ensure that canadian communications remains the front rank

Governments, industry and educational institutions all have a role to play and should co-operate to ensure that we, as Canadians, respond to the challenges and opportunities of the information age

THE RESPONSE

The growing use of telecommunications and computer systems in the workplace is gradually transforming today's office

Through developments such as electronic information flow, systems interconnection and artificial intelligence, that were formerly distinct are being merged and transformed, changing the shape of organizations

THE RESPONSE

(CONT'D)

The establishment of the Canadian Workplace Automation Research Centre (CWARC) represents a significant step by the Gouvernement of Canada to respond to users' needs for new workplace automation applications

The Centre was opened november 5, 1985, as part of the research program of Canada's Department of Communications to act as a catalyst for technological applications in the important area of informatics

THE MISSION

Questions always asked:

Technology-driven or application-driven ?

*Department of Communications driven
or user-driven ?*

Part of the problem or part of solution ?

Are we "on track" ?

Are the things we are doing "hanging together" ?

Does our name describe what we do?

THE MISSION

Questions :

What business are we really in ?

How should we be changing in response to the needs of the consumer of today and tomorrow?

What other businesses do we need to master in order to succeed ?

Who are, or will be, our competitors ?

Are we leading customers to try and, then, to embrace what is new ?

THE MISSION

Results :

*A decision was taken to initiate a joint effort
to obtain prompt consensus*

re: mandate of CWARC

*A participative process was started to articulate
a statement of direction*

*The intention today is to share the initial results with
you and to examine their appropriateness*

DIRECTION STATEMENT OBJECTIVES

Mission :

Core purpose :

*To provide a statement of CWARC's purpose :
its " RAISON D'ETRE"*

Vision :

*To provide a statement capable of mobilizing
energy and capturing people's enthusiasm by
virtue of its powerful description of the
unique and distinctive contribution the
organization hopes to make to the success
of the organization*

DIRECTION STATEMENT OBJECTIVES

(CONT'D)

Critical success factors :

To identify those result areas key to the success of the mission

Core values :

To prescribe a set of shared values for all our employees that will form, in essence, the code of ethics for the operation of the organization

Supporting commitments :

To provide a supporting structure to the core and a declaration of commitment to our constituencies

BASIC ELEMENTS OF A MISSION

WHAT ?

(Products/services)

WHO ?

(Customer or client group)

MISSION

HOW ?

(Driving forces: activities,
technologies)

WHERE ?

(Vision of where we are going,
what we want to become)

CWARC PRODUCTS AND SERVICES

Networking and partnership

- . Forum*
- . Joint experimentation*
- . Synergistic peer network*

Test-bed and prototyping facility

- . Systems*
- . Hardware*
- . Software*
- . Incubator environment*

CWARC
PRODUCTS AND SERVICES
(CONT'D)

Expertise in informatics technology

*Knowledge linked to known-how
and environment*

***Joint research and development user-driven
informatics***

*Packaged technological applications
Concepts
Methodologies*

Dissemination of focussed/targetted information

**CWARC
CUSTOMERS**

Informatics products/services

Manufacturers and vendors

Informatics-related service providers

Consulting firms

Research organizations

Universities

Research Centres

Centres d'excellence"

Government Departments and Agencies

Department of Communications

OUR

FINAL

MISSION

STATEMENT

DEFINITION

*To pursue a national research program
in workplace information technology applications
and concepts based on user needs
through negotiated partnerships with industry,
universities and government*

MISSION

Benefits :

Provides a common vision

Gives a clear direction and focus

Provides a framework for decision-making

Provides the cornerstone for the development of strategies and objectives

Promotes the organization's services to current as well as potential customers

Provides a message to inspire and motivate

Provides a vehicle for change

MISSION

(CONT'D)

Appropriateness test :

Can it be disagreed with reasonably ?

Does it contain a formulation of objectives towards which progress can be measured ?

Does its adoption have the potential to change the behavior of the organization ?

Does it differentiate us from other organizations ?

Establish individuality ?

MISSION

(CONT'D)

Appropriateness test:

*Does it define the business that we want to be in,
not necessarily are in ?*

*Does it define a concept that both enlarges its view
of itself and brings that view into focus ?*

Is it relevant to all the stakeholders ?

*Customers
Suppliers
The public
The employees*

Is it exciting and inspiring ?

MISSION

(CONT'D)

Critical success factors :

Key result areas where we must be successful to achieve the mission

Areas where things must go right for the business to flourish

Areas of activity that should receive constant and careful attention from management

Areas in which satisfactory results will ensure the survivability and successful competitive performance of the organization

**OUR
LIST
OF
CRITICAL SUCCESS FACTORS**

CRITICAL SUCCESS FACTORS

Synergetic grouping of :

Researchers

Users

Producers

(Quality partnerships)

Industry, academia and user recognition:

Outside demand

Pilot projects - Success :

New competitive products and services

Innovative staff

Resources multiplicative effects

Adoption and diffusion channels

National and International