



Consumer and
Corporate Affairs Canada

Consommation
et Corporations Canada

Canada

CCAC Strategic Plan

September 1989

CACC / CCAC

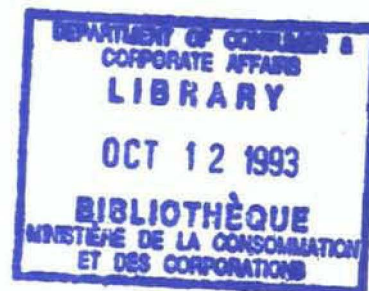


8009

A FILE
&CC :
STRAT
1989

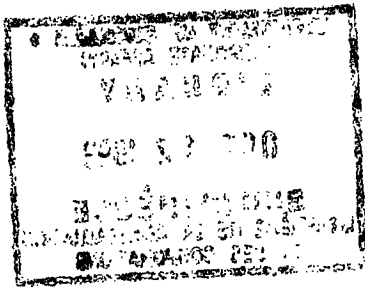
CARR MCLEAN

38-296



CCAC STRATEGIC PLAN

SEPTEMBER 1989



CCAC No. 192 25306 B 89-12

Foreword

This document presents the fourth Strategic Plan prepared by Consumer and Corporate Affairs Canada. Like other planning activities within the Department, the Strategic Plan aims at increasing the efficiency, effectiveness and relevance of the Department's activities.

The purposes of this year's Strategic Plan are to describe the present departmental mandate and policy environment; to review the Department's collective achievements measured against the departmental priorities established for 1988-1989; and to define and explain the priorities for the coming year.

As a Department, we have made considerable progress in improving our operations and adapting our programs to meet the needs of a rapidly evolving business, financial and social environment. Further change is inevitable, but I am confident that we can continue to meet the needs of both our clients and the marketplace in an efficient and effective manner.



I. D. Clark
Deputy Minister

TABLE OF CONTENTS

	<u>Page</u>
Introduction	1
Mission Statement	1
Policy Environment in 1989	2
Significant Achievement on Last Year's Priorities	4
Departmental Priorities--September 1989 to August 1990	11
 Annex A: Communications Strategy	
 Annex B: CCAC Planning and Accountability Framework	

INTRODUCTION

In recent years, increased attention has been paid to the role of strategic planning in government organizations. This interest reflects the increasing complexity of government operations, the rapid pace of change in the external environment and the need to reconcile increased demands for government services with on-going restraints on government resources.

Within Consumer and Corporate Affairs Canada, strategic planning represents just one of a set of planning activities which includes operational planning and work planning. All of these planning activities are aimed at increasing the efficiency, effectiveness and relevance of departmental activities.

This year's Strategic Plan has three main purposes: to briefly describe the present departmental mandate and policy environment which is characterized by change and uncertainty; to review the department's collective achievements against the six departmental priorities established for 1988-89; and to define and explain the priorities for the coming year.

As in past years, departmental priorities have continued to evolve in response to changing needs. To be classified as a departmental priority, an issue must satisfy two criteria: first, it must affect at least two bureaux; and, second, it must be recognized by Executive Committee as a matter that will occupy a substantial amount of members' time during the year. There are a number of other major managerial, operational and administrative issues which are not classified as departmental priorities. These are described in the annual Activity Priority Documents and Work Plans.

The present Strategic Plan is provided to departmental managers to assist them in preparing for the next cycle of planning. Progress toward the achievement of departmental strategic priorities will be reviewed by Executive Committee at the 1990 Summer Planning Meeting.

MISSION STATEMENT

The departmental mission statement remains unchanged from last year.

CCAC's basic mission is to promote the fair and efficient operation of the marketplace in Canada. This is achieved primarily by:

- . establishing and administering rules and guidelines for business conduct;
- . assuring accurate information for informed consumer decisions;
- . maintaining and encouraging competition among businesses;
- . establishing, administering and enforcing standards for trade in commodities and services;
- . providing protection from product-related hazards; and
- . encouraging the disclosure and diffusion of technological information.

POLICY ENVIRONMENT IN 1989

The policy environment continues to be complex and uncertain. In the short term, the management of the Canadian economy to achieve a "soft landing" after a period of unprecedented economic expansion remains key. In the longer term, the ability of the Canadian economy to compete in an increasing integrated world economy remains critical. Key trends and factors affecting the policy environment include the following areas.

The application of advances in information and communications technology continues to be one of the principal forces of global change. It is driving the further integration of markets and restructuring of firms. Business organizations are attempting to establish a presence in a variety of international markets, both to be in a position to compete globally and as a hedge against the emergence of regional trading blocks. Global alliances in manufacturing, retailing and financial institutions are now being followed by global media networks and professional firms, principally advertising, accounting, law and management consulting.

The increased use of point-of-sale data within firms to better coordinate the activities of research and development, production and marketing is generating a phenomenon known as "mass customization". The management of information in this fashion permits the identification of highly discrete markets which can be targeted with increasing precision. This is intensifying competition for the attention of consumers.

Such competition is producing innovative approaches to advertising such as unsolicited facsimile transmission and more intense targeting of younger segments of the population. The marketplace is getting crowded and some of these new techniques are generating pressure for regulatory intervention. In Canada, there has been a growth in Sunday editions of daily newspapers and shopping channels on cable networks.

Global communications linkages and technologies are generating stress on the isolationist and repressive tendencies of totalitarian regimes. This is reinforced by the shifting pattern of world trade, particularly in the United States where sustained consumer spending on imports and high levels of consumer indebtedness continue to have an adverse impact on the U.S. balance of trade. The balance of world power is shifting from super power dominance to regional alliances which have been labelled "multipolarities".

Sovereign governments have become more responsive to public concern about the degradation of the natural environment. Media attention to environmental issues has intensified public interest. Firms are giving greater consideration to environmental issues in their planning, production and marketing initiatives. Opportunities to capitalize on this trend are being successfully identified in retail advertising. Planning for large scale capital projects with major environmental impacts is now more complex. Public relations campaigns with strong grass roots support are being waged by producers, particularly in the resource industries, in an attempt to counter the success of environmentalists in arresting or delaying economic development.

Political sophistication is increasing among the electorates in developed countries. More rapid media reporting has been the principal educator of voters. Individuals increasingly feel that they are being managed by media. There is a decreasing confidence in their ability to influence public policy with a corresponding greater appreciation of the rise and role of special interest groups. The public is demanding closer scrutiny of government/industry liaison. At the same time anti-bureaucratic networks are developing to counter the perceived secrecy of decision-making in public policy. Individuals, lobbyists and policy makers are devoting more attention to the mechanics of marketing and the development of communications strategies. The struggle for control of media networks and distribution is intensifying.

Protectionist sentiment in the United States continues to grow. Congressional leaders are pressing the Administration to vigorously apply Section 301 of the U.S. Omnibus

Trade and Competitiveness Act of 1988 against trading partners perceived to be engaging in unfair trade. While Japan has been identified as the principal target for the Priority List, Canadian trade practices are unlikely to escape the scrutiny of the United States Trade Representative over the longer term.

Within the context of these global requirements the Canadian government remains preoccupied with reduction of the federal deficit and increasingly focused on environmental policy. Access to funding for new initiatives will continue to be restricted and successful strategies for accessing reserves will likely contain an element of environmental issues. The legislative agenda will be crowded as well. Two matters expected to dominate the parliamentary timetable will be the federal goods and services tax and abortion. Pressure will mount for a legislative solution to the abortion issue as inconsistency in court rulings contributes to a climate of social instability.

SIGNIFICANT ACHIEVEMENTS ON LAST YEAR'S PRIORITIES

By virtue of the criteria used to define annual departmental priorities, the bulk of the ongoing activities of the department are not to be reflected in the following list. Nonetheless, the Minister and Executive Committee recognize and appreciate the ongoing successes on the front line which form the backbone of the department and shape its reputation.

1. Management Challenge

- ° Creation of the Bureau of Human Resources and Corporate Development was announced March 31, 1989 as a measure to underpin the increased departmental emphasis on the management challenge objectives of continuous improvement in organization performance and professional satisfaction.
- ° The Departmental Assignment Program was established.
- ° The Performance Appraisal Process and Form were revised to provide an improved human resources management tool for managers.
- ° The Best Practices Recognition Award programme was introduced.
- ° Management Challenge Papers were published covering:
 - Managing Better with Less in the Federal Public Service
 - The Framework for Internal Communications at CCAC

- Management Training and Development in the Federal Public Service: A Perspective from CCAC
- Rewards and Recognition as Motivators in the Public Service
- Encouraging Innovation in a Government Department
- ° Through the innovative approach of all employees, efficiency and service to the public have improved in the Bureau of Corporate Affairs and Legislative Policy.
- ° Bankruptcy Branch was one of eight best performing organizations cited in the study of Well Performing Organizations by the Office of the Auditor General.
- ° Twenty-seven meetings of the Issues Review Committee were held.
- ° In the Ontario Region, a regional newsletter "UPDATE/À JOUR" was developed for the purpose of eliciting comments or ideas directly from all staff.
- ° The booklet "A Tour of the Corporations Branch" was developed as a part of the management challenge exercise. It has been invaluable in giving employees a sense of where they fit in the organization, and has been very helpful for new employees.
- ° The Employee Handbook was published to inform new employees about the Department and the Public Service.
- ° Bankruptcy Branch completed the first Bridging Program and began the systematic training of Official Receivers.

2. Implementation of Legislation

- ° Merger review activity was intensified with the Mergers Branch completing 182 merger examinations during the fiscal year. Much of the Bureau's merger related activity involved the issuance of Advance Ruling Certificates or resulted from pre-notification filings.
- ° Two Director of Investigation and Research (DIR) consultative forums were held to discuss compliance policies, enforcement matters and private, class and substitute actions. In addition, four consultative meetings were held with the Grocery Products Manufacturers' Association, the Canadian Manufacturers' Association, the Business Council on National Issues and with lawyers specializing in antitrust matters.

- ° An Order of Prohibition in the real estate industry was issued on December 20, 1988 covering all real estate boards in Canada. The order, by prohibiting the fixing of sales commission fees among board members, should promote competition in real estate sales throughout Canada.
- ° The first application on a non-merger reviewable matter was filed with the Competition Tribunal. The application, concerning Chrysler Canada's refusal to supply Brunet, serves as a notice to the business community that the Director of Investigation and Research is prepared to use his statutory powers to enforce the Act if negotiations and discussions are not successful.
- ° The Hazardous Materials Information Review Commission was established.
- ° Preparatory work for the Postal Services Review Board was undertaken.
- ° An Evaluation Framework was established for the four and ten year Parliamentary reviews of Bill C-22 (Pharmaceutical Amendments) and for Bill C-82 (Lobbyist Registration).
- ° The Lobbyist Registration Branch was established and the relevant regulations were prepublished. Proclamation of the Lobbyist Registration Act is planned for September 30, 1989.
- ° The Copyright Board was established and the remaining provisions on collective exercise of copyright (Bill C-60) were proclaimed.
- ° Right of retransmission under the Free Trade Agreement (Bill C-2) was implemented.
- ° The Access to Information Register was updated.

3. Legislative and Regulatory Renewal

- ° The Competition Policy Framework paper was completed. The paper explains to government policy officials and others the new compliance approach to enforcement and the importance of competition policy as economic framework legislation.
- ° A major study of short-term and long-term options for consumer policy and legislative initiatives was completed by an outside contractor.

- ° Three electricity meter manufacturers, one gas utility and one electric utility were accredited. These organizations can now legally verify meters for compliance with regulated standards of performance.
- ° A ban on elongated tip lawn darts was passed in response to reports from pediatricians and consumer associations with respect to injuries.
- ° The department participated in an interdepartmental working group on amendments to the Bank Act to address the issue of disclosure of bank service charges.
- ° Drafting of a new Integrated Circuits Protection Act is almost complete in anticipation of early tabling.
- ° A number of new or amended regulations were developed, prepublished and/or published including:
 - Food and Drug Regulations (Irradiated Foods)
 - Food and Drug Regulations (Nutrition Labelling)
 - Food and Drug Regulations (Caribbean blended rum)
 - Cradle and Crib Regulations (HPA)
 - Hazardous Products (Lighters) Regulations
 - Hazardous Products (Ice Hockey Helmets) Regulations
 - National Trade Mark Garment Sizing Regulations
 - Fur Garment Regulations
 - Watch Jewel Regulations
 - Consumer Packaging and Labelling Regulations (average system)
 - Textile and Clothing Labelling and Advertising Regulations
 - Consumer Chemical and Container Regulations
 - Controlled Product Regulations
 - Commodity Net Quantity Regulations
 - Specifications for Electronic Registers and Automatic Temperature Compensators
 - Copyright Act Regulations on Retransmission
 - Section 58(b) of the CBCA (pertaining to avoidance of stock exchange take-over bids of federal corporations effected outside the scope of the CBCA and the stock exchange rules).
- ° The Postal Services Review Act was tabled in August 1988 but died on the Order Paper with the election. In anticipation of reintroduction of the Bill, Consumer and Corporate Review Branch has developed a list of issues and options for amendments, prepared a clause-by-clause briefing book and undertaken preliminary work on a consultation strategy.

4. Communications

- Innovative visual presentations were prepared for the initial briefings of the new Minister.
- Quarterly reports and a "Tips" brochure on credit card interest charges were published.
- A significant contribution to the International Trade publication "Women and Free Trade" was made.
- A District Federal/Provincial Committee was established in Newfoundland to provide for the exchange of information and the discussion of enforcement issues in the consumer area.
- In the Atlantic Region, negotiations were undertaken with a local communications consultant to determine the viability of producing six videos related to small business and the consumer.
- A comparative table on basic bank accounts was published.
- A new booklet explaining the bankruptcy process to consumer debtors was published.
- Corporations Branch staff prepared an information kit for non-profit incorporations which has greatly improved the service to clients while helping to eliminate processing backlogs in the Branch.
- Two symposia covering food and illiteracy respectively were held in the Atlantic Region.

5. Consumer Orientation

- "Consumers and Free Trade" was the sectoral publication most in demand by the public of all published studies by federal departments.
- A brochure explaining tax rebate discounting and describing alternatives thereto was distributed with the January 1989 family allowance cheques.
- A technical assistance manual designed to help Canadian consumers and voluntary organizations formulate project proposals under the Grants and Contributions Program was published.

- The Grants and Contributions Program was strengthened through revision of the Applicant's Guide to present the objectives, criteria and priorities in clear language; publication of an Administrative Manual to provide Regional Managers of Consumer Services with information on the management of Project Contributions; and holding of workshops with voluntary organizations across Canada.
 - A credit card fraud prevention brochure was developed and distributed on a cost-sharing basis with business.
 - The financial viability of the CAC, including the approval by Treasury Board of a special \$1.68 million grant, was successfully managed.
 - The first National Child Safety Week (NCSW), co-sponsored with the Canadian Juvenile Products Association, was held in April 1988, with approximately 6,300 information kits including various child safety publications distributed to the media and mall displays held in all regions. A second NCSW was launched by the Minister at the Children's Hospital of Eastern Ontario.
 - The Atlantic Region held a successful Crime Prevention Week project, and worked closely with all four Atlantic provinces.
 - In the Atlantic Region, breakfast meetings were held with the Better Business Bureau in mid-size communities and an electronic and professional panel of consumer practitioners was established, as part of a marketplace surveillance system.
6. Adaptation to Internationalization of Markets
- The Department was represented in GATT multilateral trade negotiations on trade-related aspects of intellectual property.
 - An International Treaty on the Protection of Integrated Circuits (to be administered by WIPO) was reached.
 - A treaty to establish an International Registry of Audio-Visual Works (to be administered by WIPO) was concluded.
7. Other Operational and Administrative Highlights
- An Employee Benefits Booklet was distributed to all employees and was widely appreciated.

- ° A Letter of Understanding between CCAC and Treasury Board on Official Languages was signed.
- ° Briefing sessions were held for employees on hazardous products in fulfillment of WHMIS requirements.
- ° Informatics support in Human Resources and Corporate Development included the use of an on-site WordPerfect consultant which proved less expensive and more effective than courses.
- ° In the Ontario Region, a review committee was created to review the goals and objectives of all employees in the region. Also, the Region developed a systematic analysis of skills and abilities of employees with managerial potential to fill regional succession needs; established District Labour-Management Committees; redistributed the responsibility related to official languages policies; and produced a bilingual manual for the use of all employees in the region to ensure the best possible service to the public.
- ° The Weights and Measures Toronto West office was completed and ready for occupancy in April.
- ° The Québec Region moved its District offices in Québec and Trois-Rivières.
- ° Improvements in inspection of propane dispensers through the development of mobile equipment to verify Liquid Propane Gas (LPG) dispensers for vehicles utilizing new gravimetric technology were undertaken by the Prairie Region Weights and Measures staff.
- ° After a long legal contest involving the Director of the CBCA, the Supreme Court Decision (Caisse de dépôt et placement du Québec) clarified the requirement for the Crown to comply with the CBCA and other regulatory statutes when it enters the market.
- ° In 1987, the Director under the CBCA sought a declaration by the court that certain transactions and arrangements involving Southam Inc. and Torstar Corp. in 1985 were oppressive to shareholders of Southam Inc. The Supreme Court of Ontario in October 1988 rendered a judgement approving a settlement which greatly benefited the majority shareholders of Southam Inc.
- ° The mandate of the Joint Committee on Bankruptcy was revised and restated to establish a clearer working relationship between the Branch and the Trustees' Association (Canadian Insolvency Association).

- The implementation of BRASS II (Bankruptcy Registration and Support System) and an Office Automation System in all local offices was completed.
- Intellectual Property Directorate obtained approval to carry on with Patent Automation.
- Trade-Marks Searching was privatized.
- Copyright Registration was automated.
- The patent classification Computerized Listing Automated Storage System (CLSS) was implemented.
- The Intellectual Property Advisory Committee (IPAC) was established.
- A plan for the replacement of the principal financial system was approved.
- Information Systems Branch continued its decentralization of personnel to work in client areas and improved professionalism through staff development.
- The majority of data on all Departmental housekeeping files is now indexed using automated systems and any necessary physical file conversion is underway.
- An Administrative Systems Review was initiated to examine the financial and material management systems and to implement improvements in the mailroom, library and other central services.
- The Departmental Security Guide was issued.
- The Departmental Information Classification Guide was published.

DEPARTMENTAL PRIORITIES - SEPTEMBER 1989 TO AUGUST 1990

Following review of the progress made under the six departmental priorities for 1988-89, and taking into consideration the environmental outlook summarized above, the following set of five departmental priorities has been identified.

1. Management Challenge -- Phase II

Context

The current environment for program activities continues to be characterized by financial restraint, increased demand for departmental services, limited opportunities

for career advancement and rapid change in the external environment. "Managing the gap" between resources and the call on these resources remains a major challenge.

The thrust of Management Challenge over the next year will be more strategic, reflecting the emphasis on corporate development which led to the creation of the Human Resources and Corporate Development Bureau last spring. At the same time it is expected that managers will actively interpret the Management Challenge message to all levels of their organizations.

Priority Initiatives

The Management Challenge Framework enunciated at last year's Annual Meeting has been refined to reflect this strategic thrust. The priority initiatives will be:

i) Internal Communication

- measures to enhance the two-way flow of information and perspectives about operational and administrative priorities as well as any other information of professional interest to people in the Activity.
- measures to increase the opportunities for informal discussions between managers and their people.
- measures to communicate to all staff the specific goals and initiatives associated with Management Challenge.

ii) Teamworking

- measures to enhance the sense of teamwork and trust among managers and employees.
- measures to take advantage of synergies, economies and the stimulus to creativity that can be achieved by involving a variety of people in resolving a problem.

iii) Delegation and Accountability

- measures to increase the delegation of authority for operational activities at all levels.

iv) Innovation

- measures to encourage creativity and associated risk-taking within the Activity.

v) Rewards and Recognition

- measures to make greater use of the departmental rewards program (merit award, suggestion award, commendation award, instant award for individuals and instant award for groups).
- measures to increase the recognition of good performance.

vi) Stress and Time Management

- measures to improve the efficiency of time use by all staff.
- measures to improve the efficiency of meetings (including appropriate frequency, notice, attendance and predictable starting and ending times) in order to improve the ability of managers to plan their work weeks.
- measures to reduce the amount of rework required to achieve an acceptable product, while ensuring adequate quality control.
- measures to recognize routinely the efforts of people and to express appreciation.

vii) Professional Development

- measures to learn more about good management practices -- from the literature, Management Challenge results from other Activities, and shared experiences within the Activity.
- measures to provide officers with formal training in management skills.
- measures to provide professional renewal opportunities and "thinking time" for all employees.

2. Modernizing our Professional Tools

Context

We must provide our professionals with the best tools to do the job.

Information technology, driven by a changing marketplace, an evolving and demanding clientele, and the need to improve productivity and information flows, has acquired strategic importance. New information technology has now the potential to fundamentally change not

only the processes by which we deliver our programs, but conceivably, the nature of the services we deliver to the public.

As information technology becomes more widespread in program delivery, opportunities to take advantage of a wider corporate management scope will increase, provided common communications links and other compatibility considerations are planned.

Modernization extends beyond information technology and into the workplace to the requirement for laboratory facilities, equipment and a physical work environment that readily accommodate change.

Priority Initiatives

Departmental Information Management Strategy and Plan.

Operational informatics initiatives:

- Patent automation
- Corporations Branch records
- Bankruptcy automation
- Trade Marks automation
- COMPASS.

Corporate level informatics initiatives:

- Operation Disk Drive
- Financial Information System
- Executive Information Network.

Accommodation and office furniture systems plan.

Laboratory facilities and equipment plan.

3. Strengthening our Analytical Capacity

Context

The resource reduction of the last 10 years has resulted in a reduction in the information collection and analysis capabilities of the Public Service. Therefore, we find ourselves in the position of not being able to reassess and reorient the delivery of our programs. This is not to say that we need to build new policy organizations or to focus on developing new programs. On the contrary, we have to focus on further developing the capacity of the line operations to rethink, and refocus the nature of their functions in order to position the Department to be able to deliver our programs in the year 2000.

Accordingly, the Department will undertake the following initiatives to improve the analytical capacity in order to improve efficiency and our delivery of programs:

Priority Initiatives

- All staffing actions will put an added emphasis on the analytic requirements of the job.
- We will develop a visiting academics program whereby academics with backgrounds of interest to the Department can essentially be "in residence" to carry on a research program of interest, to run seminars and training programs and to be available for consultation with staff.
- We will focus on maintaining and increasing the links to academe in our line operations.
- We will increase the reliance on COSEP, Challenge 90 and COOP programs as well as other PSC staffing and hiring programs to hire qualified students or recent graduates to provide a rejuvenated Service and to stimulate new ideas in program delivery.
- We will emphasize the role of data collection in the design of management information systems and in their operation as well as in the responsibilities of line managers.
- Line managers will be given added encouragement to analyze the data available to them and to use the information in improving program delivery.

4. Legislative and Regulatory Renewal

Context

Ensuring an appropriate legislative and regulatory framework in support of the departmental Mission Statement will continue to be a major task. Despite a number of successful legislative and regulatory initiatives, legislative and regulatory challenges remain. The Department will need to be sensitive to legislative initiatives on the part of other departments, which can dramatically affect the way we do our business.

Priority Initiatives

The Department has two broad legislative and regulatory renewal objectives:

- to improve the "institutional framework" to regularly and systematically amend CCAC's laws and regulations in order to: support the departmental Mission Statement; ensure the continuous relevance of our laws and regulations as instruments of federal public policy; and to better serve the needs of the parties they regulate; and within this framework,
- to continue with the programs of "legislative modernization" pursuant to the government's commitment to regulatory renewal in: the four areas of intellectual property; corporate; consumer and competition law.

The two highest priorities for the next year are:

- Bankruptcy Reform Amendments
- a new Integrated Circuit Protection Act.

5. Marketplace Codes of Conduct

Context

The department must be innovative, explore new ways to meet its legislative responsibilities and establish itself as a leader in regulatory affairs. One way is to look at the balance of onus among the players -- governments, businesses, users. What can be reasonably done by the other players? There are at least three areas where we can make advances:

Priority Initiatives

- Consumer Policy Framework
- Business Code of Conduct
- Encouragement of Self-Regulation

ANNEX A

COMMUNICATIONS STRATEGY FOR 1990-1991

Departmental Objectives

The overall mission of Consumer and Corporate Affairs Canada is to promote the fair and efficient operation of the marketplace in Canada.

The Department's mission and priorities complement the Government's Throne Speech objectives and communications framework, especially with respect to the Government's commitment to sound economic management and to good government through leadership.

The Planning Environment

There are a number of external factors that effect the Department. These include: economic internationalization and the changing nature of businesses as they adapt to new competitive conditions; the implementation of the Canada-United States Trade Agreement; information technology; the increased sophistication, volatility and complexity of financial markets; and the increased complexity of consumer products and marketing techniques.

Internally the communications challenge is to prepare long range strategies for, and to increase the public's understanding of, a Department which is very diverse, and includes Consumer Affairs, Competition Policy, and Corporate Affairs and Legislative Policy.

Consumer Affairs

A recent survey indicated that some 65 percent of Canadians believe the federal government has the prime responsibility for consumer protection. In addition, 35 to 48 percent of Canadians think the government is doing a good to fair job in this area. Still, they want government to pay more attention to the quality of products sold in stores, safety of manufactured goods, security of credit cards and bank accounts, travel agencies services, food irradiation, and chemicals used in farming and in food products.

Enviro-nics Research also notes that the public does not consider government intervention or regulation to be bad if it means protecting the consumer.

This public expectation, (i.e.: that the role of government is to look after consumer interests), must be carefully considered in an environment of deregulation, re-regulation, greater voluntary compliance, restraint and consequential reduction in services.

Corporate Affairs and Legislative Policy

Public opinion surveys indicate Canadians want an economic strategy for the future. This suggests there will be support for the Department's work on framework law and other legislative and policy initiatives.

Canadians are also concerned about ethics issues relating to business conduct. According to a recent Goldfarb survey Canadians expect business, governments and individuals to practice greater social responsibility. Survey research indicates that Canadians want government to play a greater role in ensuring that corporations deal openly and honestly with the public.

*Code of conduct
disclosure rules*

Competition Bureau

Public attention will continue to focus on merger and acquisition issues, although other activities of the Bureau ranging from criminal activities (CREA) and refusal-to-deal cases (Chrysler) will probably start to attract more notice. Continued deregulation will mean that competition issues will maintain their high profile.

On the merger and acquisition side, surveys show that most Canadians assume they will result in job losses and higher prices. Sixty percent do not link a competitive global market with more concentrated ownership. Canadians recognize that Canada needs outside capital investment in order to have a vital, growing economy -- as long as there's some regulation of it.

Emerging Communications Issues

The impact on Canadian standards and regulations with the implementation of the Canada-United States Trade Agreement will be closely monitored by industry groups, which are concerned about potential unfair trade advantages, and consumers who are concerned about health and safety issues and fraud. Since one of the highest profile standards involves bilingual labelling, this will have to be monitored closely in the context of the policy on Official Languages.

The complexity of the marketplace and the trend towards globalization and corporate concentration will continue to focus attention on the Competition Act as well as on Investment Canada. Because the Competition Act and the Investment Canada Act involve different regulatory roles, communications activities will need to be carefully planned and closely monitored.

Continued demands for consumer protection in a period of deregulation and re-regulation will require greater communications efforts to ensure a greater understanding of evolving marketplace roles and responsibilities.

Communications Objectives

The overall communications objective which is the common denominator for all bureaux is:

- 1) To communicate the Department's evolving role in the changing marketplace.

More specifically the Communications Branch objective is:

- 2) To be a partner in the planning and execution of Departmental and Bureaux programs and strategies, and to improve our analytical capacity.

Major Messages

- 1) Consumer and Corporate Affairs Canada, in partnership with consumers, provincial and territorial governments and businesses, is committed to a fair and efficient marketplace.
- 2) New technologies and global trade patterns are changing the marketplace. Consumer and Corporate Affairs Canada is responding to this change.
- 3) Change in the marketplace means legislative and regulatory renewal, and new and revised programs.
- 4) Consumer and Corporate Affairs Canada, is committed to promoting consumer protection in the marketplace.

Communications Priorities

Corporate Affairs and Legislative Policy

Legislative renewal:

- . implementation of the Lobbyist Registration Act
- . amendments to the Bankruptcy Act
- . Integrated Circuit Protection Act
- . Phase II amendments to the Copyright Act with the Department of Communications
- . proposed amendments to the Trade Marks Act

- . Code of Business Conduct

Competition Policy

- . helping Canadians understand the criteria that are used in the application of the Competition Act.

Consumer Affairs

- . articulation of a consumer policy framework including the changing roles and responsibilities of all participants in the marketplace;
- . consumer information programs to be developed in cooperation with industry groups and associations and provincial government.
- . special programs particularly KidsCare Week (child safety), National Consumer Week, seniors safety.

ANNEX B

THE CCAC PLANNING AND ACCOUNTABILITY FRAMEWORK

The CCAC Planning and Accountability Framework comprises the annual priority setting process, the selection and tracking of priority projects and the activity and sub-activity level work plans and reports that cover day-to-day operations. It remains essentially unchanged from last year.

The attached chart lays out the principal meetings and reports which together provide the basic elements of the departmental planning and accountability framework for the next two years. The framework emphasizes the linkage between the annual priority setting process and the daily work of departmental managers. Detailed activity level planning and control processes are not included.

The planning and accountability cycle begins with the Summer Planning Meetings of the Executive Committee which serve to refine the list of CCAC priorities and priority projects, and to adjust resource allocations for the coming fiscal year. Key inputs to these meetings are: discussions with the Minister on what he and the Government would like to achieve in the planning period; human resource planning documents; and the Activity Priority Documents (prepared by each Activity Centre with a summary Situation Report prepared by Human Resources and Corporate Development). The point of departure is the existing planning base: the Work Plans for the current year; the current Strategic Plan; and the list of projects underway.

The Summer Planning meetings lead directly to four planning documents: the draft CCAC Strategic Plan (which reviews the previous year's Departmental Priorities, sets out the Departmental Priorities for the coming period and articulates the initiatives envisaged to pursue the priorities); a proposal for the new Priority Projects List (which enumerates the major projects to be undertaken in support of the Departmental Priorities, identifies the senior officers responsible, and fixes milestone dates), the Multi-year Operational Plan and Main Estimates Submission to the Treasury Board (which identifies the overall resource requirements for the planning period); and the Multi-year Human Resources Plan. The first two documents are discussed at the CCAC Annual Meeting (the September meeting of the most senior hundred or so managers) and are finalized and distributed after the meeting.

Main Estimates resources and operational requirements, along with the Departmental Priorities and the Priority Projects List, are the principal inputs to the Work Plans prepared by each Activity for the coming year. Activity

level summary work plans and Quarterly Accountability Reports are the main accountability documents for commitments listed in the Priority Projects List and for planned operations throughout the Department. Individual officer's Annual Objectives should be directly linked to the Work Plans and to the commitments listed in the Timetable, where applicable. The annual Objectives section of the current year Performance Appraisal may require revision after the discussion of priorities and projects at the September Annual Meeting. Midyear Objectives Review Meetings are encouraged and may result in amendments to objectives for those officers involved in priority projects, to reflect agreed to changes.

The Multi-year Human Resources Plan, which is submitted to the Treasury Board in mid-January, is intended to identify strategies to address the long term human resource requirements of the Department as extracted from the MYOP and to facilitate career and succession planning.

Progress on priority projects and operational targets is the major focus of the Quarterly Accountability Reports from each Activity. The Departmental Summary of Accountability Reports, prepared by Finance Branch, and the quarterly updates of the Priority Projects List, coordinated by the Departmental Secretariat, are presented at the Senior Staff Meetings (meetings of the most senior forty or so managers, roughly director level and above, held every three months following the Annual Meeting). Progress on the priority projects and departmental resource utilization are reviewed on a monthly basis by the Activity Head and the Deputy Minister using an exception-reporting Monthly Projects Report from the Departmental Secretariat and the Monthly Financial Report from the Director of Finance. The Executive Committee and the Activity Head are kept apprised, on a monthly basis, of progress on specific Audits and Program Evaluations that are undertaken as part of the ongoing cycle or commissioned to look at specific issues brought to the Executive Committee's attention during the year. The Human Resources Management Committee meets monthly to review performance appraisals for all senior managers and on an ad-hoc basis to consider important human resource issues. The Assistant Deputy Minister, Human Resources and Corporate Development, chairs a new Resources Committee consisting of the Bureau Heads and the Director General of Finance and Administration to review on a regular basis the overall resource requirements -- human, financial and other -- to meet the objectives set out in the Department's annual strategic plan and the ongoing operational requirements of the Bureau. This Committee makes recommendations to the Deputy Minister on the most effective utilization of available departmental resources.

Dates for the Next Year

Quarterly Meetings
of Senior Staff

December 7, 1989
March 8, 1990
June 7, 1990

Summer Planning
Meeting

August 21-22, 1990

Annual Meeting

September 6-7, 1990

CCAC PLANNING AND ACCOUNTABILITY FRAMEWORK, 1989-90

Rev. 20-09-89

1989						1990												1991					
July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June

