


**SUBMISSION BY REQUEST TO THE
STANDING SENATE COMMITTEE ON NATIONAL FINANCE**

The Honourable Fernand-E. Leblanc, Chairman

**Prepared by the Department of Communications
Program Evaluation Branch**

October 1990



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1. The Portfolio of the Department of Communications

It is important first to situate the Department's operations in the context of its whole Portfolio since the Program Evaluation function has undertaken a number of important collaborative evaluations with agencies and crown corporations within it. Through the Communications and Culture portfolio, the Minister of Communications carries out his responsibilities for the Canadian cultural communities as well as for Canadian national telecommunications; in so doing, he also ensures access to these products and services to all Canadians.

The Portfolio is comprised of the Department of Communications and four agencies (designated as departments for the purpose of the Financial Administration Act), the Canadian Radio-television and Telecommunications Commission (CRTC), the National Film Board (NFB), the National Library of Canada (NLC) and the National Archives of Canada (NA). The Portfolio also includes eight crown corporations (under the control of directors, trustees and chief executive officers appointed by the Governor in Council), Canada Council (CC), Canadian Broadcasting Corporation (CBC), Canadian Film Development Corporation (Telefilm Canada - CFDC), the National Arts Centre (NAC), the Canadian Museum of Civilization (CMC), the Canadian Museum of Nature (CMN), the National Gallery of Canada (NGC) and the National Museum of Science and Technology (NMST). According to the Estimates, total net appropriations for the Portfolio are established at \$1,912 million and 17,305 employees in 1990-91.

2. The Department of Communications

The mission of the Department of Communications is rooted in two fundamental needs: the need to support Canadian culture as a cornerstone of national identity and the need to ensure the orderly evolution and operation of Canadian communications and informatics systems as key elements in the development of the economy and the Canadian nation.

The Department's roles and responsibilities fall into five categories.

- The Department formulates telecommunications policies, develops new technologies and promotes the use of and access to new telecommunications and informatics technologies.
- It provides telecommunications services and facilities to federal departments and agencies.
- It manages both the utilization and development of the radio frequency spectrum nationally and, through international agreements and regulations, protects Canada's rights regarding use of the spectrum.

- It develops cultural and broadcasting policy for Canada and provides support to cultural industries and performing, visual and heritage arts organizations.
- It supports the strategic policy and operational management of the Portfolio in the context of the pursuit by the Government of its general priorities and objectives.

The Department has been allocated a budget of \$530 million for 1990-91 and 2,346 person-years. It is in this context that the Program Evaluation function operates within the Department of Communications. We now turn to a discussion of the function itself.

3. The Role of Program Evaluation

Treasury Board Policy (1977) stipulates that all Government of Canada departments and agencies are responsible for the conduct of program evaluations and that this process be reviewed by the Office of the Comptroller General (OCG). In accordance with the guidelines issued by the OCG, the Program Evaluation Branch conducts periodic and special evaluation studies to assess objectively the performance of Departmental programs and activities and make recommendations to senior management for improved program delivery, improved program effectiveness and ultimately for better use of Departmental resources. The primary client for evaluations within the Department is the Deputy Minister, however, other clients or catalysts emerge periodically, such as the Cabinet, Treasury Board, or stipulations in official Agreements (for example ERDAs).

Program performance is evaluated by studying four generic evaluation issues outlined by the OCG's Working Standards for the Evaluation of Programs in Federal Departments and Agencies (1989). These four issues include: program rationale (is the program still relevant?); impacts and effects (what has happened as a result of the program?); objectives achievement (has the program achieved what was expected?); and alternatives (are there better [more cost effective] ways of achieving the objectives?). In addition to conducting traditional program evaluations, other types of studies are occasionally requested by senior management, for example, studies of functions, policies and legislations. Most ERDAs include evaluation clauses which require that an evaluation be completed before the end of the Agreement and these are also conducted by DOC evaluators. The Program Evaluation Branch also conducts special studies upon request, for example, a recent survey of daycare needs within the Department, and a readership survey to assess the ultimate impact on Canadians of Departmental policies and programs relative to book publishing.

While we do engage in evaluations of non-Departmental programs, it must be noted that some of the agencies and corporations within the Portfolio operate their own evaluation function (e.g. NFB, CBC, NL, NA) but we still collaborate on evaluations with them, either as partners or leaders of evaluation studies at the request of Cabinet, such as the recently completed study of the NFB.

4. The Organization

An independent Program Evaluation Branch was first established in DOC in 1982. The Deputy Minister is the ultimate client for all evaluations conducted in the Department and is responsible for the function. The Branch is located in the Corporate Policy Sector with other "service-oriented" Branches and for practical purposes reports directly to the Senior ADM responsible for the Corporate Policy Sector but also maintains a direct reporting relationship to the DM. The Deputy Minister's Evaluation Committee (DMEC) meets on average twice a year to review the program evaluation plan, to enable the Program Evaluation Branch to report on completed and ongoing evaluations, and to seek approval for new evaluations and special studies. The DMEC is composed of the Deputy Minister, ADMs, the Director General responsible for Strategic Planning and the Directors of the Audit and Evaluation Branches. The meeting is Chaired by the Deputy Minister and the Director of Program Evaluation presents the items together with Evaluation Managers responsible for individual projects where appropriate. Evaluation projects requiring the Deputy Minister's approval at a time during which no DMEC is scheduled is obtained via individual project briefings.

5. The Process

The guidelines set out by the OCG for proceeding with evaluations are those followed by the Program Evaluation Branch. An evaluation plan is prepared and negotiated with each appropriate sector of the Department. The plan, approved by the Deputy Minister, provides the mandate for proceeding with the evaluations. Evaluations are requested by sectoral ADMs, individual program managers, as requirements of Treasury Board or Cabinet, and as part of the evaluation cycle; however, due to the heavy demand for evaluation work it is necessary to make careful strategic decisions on the timing of evaluations to be carried out. Evaluations are only undertaken when needed, and not solely because the evaluation cycle suggests a program should be evaluated since it has been five or three years since the last one. A multi-year evaluation plan is also revised every year and provides an overall framework within which the evaluators can plan the work ahead. Because the Program Evaluation Branch at DOC also undertakes numerous special studies, these are generally added to the regular work load and appear on the plan as they emerge. The Plan, then, is regularly updated to reflect the variety of work in which the Program Evaluation Branch is involved.

The Program Evaluation Branch tries to implement the preparation of evaluation frameworks at the development stage of programs; a number are currently in progress. The framework is the basis upon which a future evaluation is built. It outlines what the evaluation is likely to entail and describes the kind of information and data that are to be collected prior to and during the evaluation. This enables the program manager to establish information collection mechanisms at the start of the program which will assist

in the ongoing management of the program and will contribute to the evaluation process.

The evaluation assessment is a critical part of the program evaluation process. This document describes the program, identifies the specific evaluation issues to be addressed, elaborates the methodologies and studies required to study the evaluation issues, and presents evaluation options for senior management to choose from (e.g. comprehensive evaluation as opposed to selective evaluation). The resources and timing of the evaluation are also outlined in the assessment. The preparation of the evaluation assessment involves a close collaborative effort with the major stakeholders in the evaluation (program managers, program clients, departmental officials and senior management). The DMEC or the appropriate ADM and then the DM approve the evaluation assessment.

The Program Evaluation Branch uses steering committees, informal work groups, and consultations with central agency representatives to provide guidance and advice in the conduct of evaluations. Although a number of evaluation studies have been conducted in-house by Program Evaluation Branch staff, most of the evaluation work itself is conducted by hired consultants who are selected, in almost all instances, by competitive process.

Evaluation reports are customarily prepared by Program Evaluation Branch staff unless only one study was commissioned in which case the consultant prepares the report. The reports include detailed evaluation findings, analyses and conclusions. The reports begin with an executive summary and usually present recommendations as well. Once a draft final version is available a presentation is organized, attended by all appropriate stakeholders, during which the consultant presents the evaluation findings, conclusions and recommendations. This provides an opportunity for all players to discuss the evaluation results and clarify issues. The Program Evaluation Branch also makes custom-designed presentations to appropriate ADMs and sector management teams. The final report is then prepared taking into account the results of these meetings. The findings, conclusions and recommendations are presented to senior management. All final reports are published in the Department of Communications "Program Evaluation Series" and are circulated to interested parties and are also publicly available from the Program Evaluation Branch.

6. Evaluation Planning¹

Evaluation planning at DOC involves the identification of all program components within

¹ The latest Program Evaluation Branch Workplan and the Five-Year Evaluation Plan prepared under the IMAA/MOU signed in 1989 are provided in Appendix I. There is currently a movement away from five-year evaluation plans to correspond to the IMAA reporting cycle which is generally every three years.

the Department. The Departmental Operational Plan Framework is the underlying structure on which evaluation planning is conducted. DOC has recently undergone significant reorganization affecting both the culture and technology aspects of the Department. As a consequence the evaluation plan is currently under revision to reflect these changes; for example, a new subdivision has occurred on the culture side of the Department, introducing elements previously not there such as new media. This addition and the split within the sector will change the way in which program components are grouped.

7. Program Evaluation Resources

The Program Evaluation Branch disposes of six authorized person-years to staff six indeterminate positions, namely, a Director, three Senior Program Evaluation Managers, one Manager and one Administrative Assistant. Through special arrangements (e.g., NSERC, COOP students or PY coverage provided by client sectors) the Branch increases its complement (for example, the Branch currently has two COOP students and two NSERC post-doctoral fellows as well as the equivalent of two full PYs covered by various arrangements). Program Evaluation Branch staff conduct studies, design and manage studies, and assist with other special projects.

The operating budget of the Program Evaluation Branch is \$465K for 1990/91, a consistent level over the IMAA/MOU period (1989/90-1991/92). The budget is primarily used to hire consultants to assist in carrying out evaluation studies. The financial resources of the Branch are supplemented with the transfer of funds from sectors undergoing major evaluation studies.

8. Other Review Functions within DOC

The Program Evaluation Branch provides the Department with the main ongoing review of program effectiveness. It also has begun to branch out into other non-program areas such as evaluations of policies, legislations, and functions. Other forms of review are carried on in the Department, most notably by the Internal Audit Branch. Internal Audit is responsible for the assessment of Departmental operations and administrative activities for the purposes of advising management as to the efficiency, economy and effectiveness of internal management practices and controls. Internal audit is similar to program evaluation in that it is the responsibility of the DM, must be and appear to be objective, and is done on a periodic basis. It differs from program evaluation in its subject matter: program systems and management controls as opposed to program structure and results.

The Department also has a Strategic Policy Planning Branch which conducts environmental scanning and reports on trends which may have an effect on Departmental

policies and programs.

The Minister also commissions special studies to be undertaken by task forces or advisory committees to examine major policy issues. For example, since 1985, twelve task forces have been appointed by the Minister including task forces to review Canadian broadcasting policy, the Canadian film industry, to study the role of the National Arts Centre, the non-theatrical film industry, to examine military history museums and to study the economic status of Canadian television.

9. Examples of the Work of the Program Evaluation Branch²

Six studies conducted by the Program Evaluation Branch are reported on here. We have selected a range of the type of studies we engage in (evaluation, special) and a variety of program types (departmental, agency, institute, function). The key findings for the evaluation issues are described for each study and the impacts of the evaluation work on the programs is presented.

RESEARCH LABS

A recent comprehensive evaluation focused on the entire research sector of the Department of Communications. The Research Labs, which operate under ADMRS, have a mandate to foster the orderly development and use of communications, information, broadcast systems, services, and infrastructure to meet Canadian economic, social, and cultural needs. This mandate is achieved through in-house R&D, policy formulation, and increasing scientific and technical expertise within government, industry, and universities. The labs' research involvement includes areas such as broadcast technologies, radio and satellite communications, effective use of the radio frequency spectrum, and automated office systems. The labs are also responsible for the development of new techniques and technologies, including software to electronic devices, circuits, and components.

The evaluation found considerable evidence that the Research Labs provide a unique and valuable function within the Canadian communications sector. Ninety-seven percent of the labs' clients, representing private businesses and universities, believe there is a definite need for the department's labs. The labs provide unique services that are too costly for the private sector to support and closure of the labs would severely handicap the Canadian communications industry.

The products of the Research Labs were also judged by expert reviewers, as well as

² A comprehensive listing of all evaluation studies conducted by the Program Evaluation Branch at DOC is presented in Appendix II.

clients, to be of excellent quality by international standards. The research and services of the labs were consistently rated as world class. To insure that this high quality continues despite increasing financial constraints, the evaluation recommended that the labs begin refocusing their activities, allocating their resources to projects with the highest priority.

The evaluation also recommended that the labs could reach a broader audience within the communications industry through more active promotion of their activities and services. Such active promotion would serve to increase the diffusion of information originating within the labs. It would also increase the potential for greater cooperation between industry and the labs, a highly desired prospect within the industry. A recommendation was also made for more extensive procedures for collecting and accessing project information, at both the sector and departmental level. Increased accessibility would enhance the labs' ability to diffuse important findings throughout the industry. As well, it would make the necessary information for demonstrating their cost effectiveness easy to collate.

Although the final results and conclusions were only recently presented to management, the evaluation has gained acceptance within the research sector. One change that has been made as a result of the evaluation is an improved mechanism within the departmental library for obtaining contract reports. With the new procedure, the library obtains contract proposal summaries, allowing the library to follow-up on contracts that are expected to produce a report.

The evaluation supports many of the findings of the wider government review of research conducted by Lortie, as well as those of a recent internal audit. In line with the recommendations from these various reviews, ADMRS has decided to have one of the labs, the Canadian Workplace Automation Research Centre, be run under a more autonomous management model on an experimental basis. Consistent with the evaluation's conclusions, the new model would allow the lab greater flexibility to define its priorities, focus research resources, and promote closer contacts with industry. The Program Evaluation Branch will plan an assessment of the impacts and outcomes of implementing the new model.

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MOVABLE CULTURAL PROPERTY PROGRAM

The Movable Cultural Property Program (MCP) was established in 1977 to administer the Cultural Property Export and Import Act. The 1988 evaluation considered the program rationale, the extent to which the objective of the program was being achieved, and other impacts and effects from its operation.

The primary objective of the program is to preserve in Canada the best examples of Canada's heritage in movable cultural property and it does this by administering: export controls which delay the export of significant cultural property to give Canadian institutions an opportunity to purchase the property; tax incentives which encourage Canadian residents or corporations to donate or sell significant objects to public institutions in Canada; grants and loans to assist Canadian institutions in purchasing significant cultural property when it is offered for sale in other countries, thereby reversing some of the earlier losses, or when an export permit has been refused.

Five evaluation issues were considered: is the program still relevant, does the program help retain in Canada the best examples of Canada's heritage, to what degree is the program's clientele satisfied with the Act and its administration, how successful are the public information activities of the program, and how reasonable are the fair market values approved by the Board? The evaluation addressed these issues with four major lines of evidence which included a study of the uses made of objects acquired under the program, a survey of collecting institutions which have received grants or certified objects under the program, a survey of exporters and delivery agents involved in the export control system, and a study of the accuracy of the appraised values submitted for the certification component of the program.

The evaluation results indicate that the rationale of the program, to retain significant cultural property in Canada, continues to be relevant. The need for the program still exists, and both the resources and mechanisms required to fulfill the rationale are available to the government. The program was found to be successful in achieving its objective of assisting in the retention, or repatriation, of significant cultural property. A high degree of satisfaction was reported by users with regard to the operations of the Cultural Property Export Review Board and program staff. There was general support for the export permit system, even though the application process can be seen as slow and cumbersome, and even though there is a widespread feeling that the potential exists for the abuse or manipulation of the system. Public awareness of the program's benefits and controls is suspected to be very low, although this cannot be demonstrated to have led to fewer donations and losses of cultural property through export. The donor population is likely well informed about the program although improvements in publicity efforts would be welcomed by the museums and archival communities.

Although it is difficult to make conclusive statements about the program's effect on market values or appraised values, most collecting institutions perceive the former effect as non-existent or minimal. With respect to the latter, we found great support in principle for the conduct of appraisals at "arms length" even though in practice this can be very difficult given the small appraiser community in Canada. The Cultural Property Export Review Board has no authority nor formal mechanism to review appraisal values submitted for certification: legal responsibility for these amounts rests with Revenue Canada. The evidence suggests that overvaluation is a problem. This conclusion is based on a number of lines of evidence, including an independent review of values

submitted for some types of objects.

Since this evaluation was conducted in 1988 the program has made a number of refinements to its operations as a result of evaluation findings. For example, information booklets have been revised and published in a more comprehensive format than existed previously. The program staff have also made a concerted effort to seek opportunities to address the public and special interest groups to inform them of the program. The program is also working more closely with authorities to improve the enforcement of the Act. The most dramatic impact of the evaluation, however, has been with respect to determinations of fair market value for cultural property submitted for tax certification. The evaluation found that overvaluation was a problem and that the lack of formal authority given to the Review Board to make such determinations caused further difficulty. The program has since been successful in negotiating a transfer of responsibility for fair market value determinations from Revenue Canada to the Review Board. This was announced in the February 20, 1990 Budget and therefore is in force as of that date. With the announcement come changes to the Income Tax Act and the Cultural Property Export and Import Act which have given the Review Board and the program yet more status, authority and visibility. With this change comes not only a transfer of responsibility, but the necessity for the program staff to provide increased research support and documentation for fair market values, especially when they are being contested (these changes in particular will necessitate increased resources and while they have not yet been obtained formally it seems hopeful that they will).



HUMAN RESOURCES FUNCTION

One important activity of the Program Evaluation Division has concerned the evaluation of human resources management issues in the Department. This has involved the conduct of several surveys of employees over the last few years and has resulted in a high profile for the Program Evaluation Division within the Department. This is also an example of the evaluation of a function which is pervasive throughout the department.

The first and largest initiative was a mail survey of all employees in the Department which was conducted in March, 1988. This survey was prompted by the 1986 Zussman and Jabes "Survey of Managerial Attitudes" which compared the attitudes of public and private sector managers. The Department of Communications was not included in their investigation, therefore it was unknown whether the conclusions of this study also applied here. It was decided by senior management, following a suggestion by the evaluation division, to survey employees at all levels rather than just those in the management categories. This was the first such initiative in the federal government.

A survey was developed by the Program Evaluation Branch and distributed to all

employees. The survey focused on various human resources issues such as job satisfaction, attitudes about individual jobs, images of management, training, advancement and the working environment. Almost 1,600 surveys were completed and returned, resulting in a response rate of 67% which is considered very good.

In general, employees found their jobs interesting and challenging. They were satisfied with the level of autonomy in their jobs and felt that the work they do was relevant. Employees were less satisfied, however, with their opportunities for advancement, training and the implementation of the merit principle. As well, only a very small percentage of employees felt that the Department had a real interest in the welfare and satisfaction of its employees. Despite these frustrations, the level of job satisfaction in the Department was not abnormally low, but rather was at a typical level (48% satisfied). Finally, employees had a negative image of all levels of management, although the image was more negative for levels of management above immediate supervisors.

A series of feedback-and-discussion meetings were held with employees across the country to review the results and collect suggestions for improvement. The final report on the findings of this survey was distributed to all employees and was accompanied by a document prepared by the Human Resources Branch called "Challenge for Change". This latter document was an action plan for change in the Department and was a direct response to the findings of the survey. Individual action plans were developed by sectors and branches and have been monitored by the Human Resources Branch.

Four months after the distribution of "Challenge for Change" (and 14 months after the all-employee survey), a telephone survey with 244 employees was conducted by the Program Evaluation Branch to assess employees' reaction to the Departmental action plan. Of interest were employees' impressions of their job climate, their level of awareness about the action plan, satisfaction with the plan, expectations for success of the plan and their perceptions of management's commitment to solving problems in the Department.

Overall, employees tended to rate the job climate as good in their units and in the Department as a whole. Around one-third felt there had been an improvement over the climate in the previous year. While most employees remembered seeing the plan, only about half felt fairly familiar with it. Employees overall had favourable opinions of the action plan. Around half the respondents were satisfied with it as a solution to problems in the Department and thought the plan would be successful. Employees also felt that senior levels of management were more committed to implementing real solutions to problems in the Department than were their directors and immediate supervisors.

In April, 1990, another telephone survey was conducted with 352 employees (almost 15% of all employees). In order to provide an on-going monitoring process, the survey included items from past surveys measuring employees' mood and morale. In addition,

the survey was also designed to provide a scorecard reflecting employees' opinions on areas of excellence as well as those in need of improvement in the working environment. Therefore, the survey included a number of new items measuring employees' opinions about the Department's realization of its operating principles, leadership, day-to-day work experience, personal development, workload and the adequacy of resources. Together this information provided a snapshot of the mood and opinions of employees regarding both strengths and areas in which the challenge for change persists.

Employees held a number of positive opinions about particular aspects of the Department. There were substantial increases, compared to the 1988 survey, in employees' agreement that their jobs are interesting, they feel satisfied and are proud to say they work for the Department. More than half the employees surveyed rated items related to their day-to-day work experience as excellent or good. A majority of employees also rated the quality and availability of training and the quality of their office environment and equipment as excellent or good.

The areas of concern identified in the 1988 survey continue to be a problem for many employees. Some areas over which the Department has less direct control included the adequacy of human resources and the lack of opportunities for career planning and development. Problem areas which are more under the control of the Department included the areas of internal communication and management. More than a third of the respondents identified these areas as needing improvement.

In response to the findings of the last telephone survey, senior management has requested that the Program Evaluation Branch conduct a focus group study across the Department which examines more specifically the issues of communication and management. Twenty-five focus groups will be held across the country this fall and will encourage discussion on employees' expectations of good management and effective communication as well as probe for examples of both good and bad experiences related to these topics that employees have had while working for the Department. Given the commitment and priority of senior management to its most valuable resource, i.e. its people, it is expected that a Challenge for Change II will follow.

A second mail survey of all employees is planned for 1991. These projects have increased the visibility of the Program Evaluation Branch within the Department of Communications. They have also enabled us to be at the forefront of the general movement within the federal public service to turn the considerable interest in questions of employee morale and satisfaction into specific investigations and subsequent action. DOC will also be in a unique position to assess the impact of changes to follow from PS 2000.

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GOVERNMENT TELECOMMUNICATIONS AGENCY

The Government Telecommunications Agency (GTA) is responsible for administering government telecommunications in a cost effective way. It operates on a cost-recovery basis through a revolving fund. The federal government (departments and agencies) spent in

1986-87 \$837 M for capital and service acquisitions. In that respect, the Agency controls over 34.4% of the total government operating expenditures which amounted to \$415 M in 1986-87. GTA's share in absolute terms was \$143 M.

GTA has three main objectives: to manage shared and customized telecommunications facilities and services in an efficient and effective manner, to capture an increasing portion of the federal government's voice and data telecommunications requirements in order to save money by increased buying power and economies of scale, and to develop government-wide long range telecommunications plans, policies and mechanisms in order to satisfy its clientele and to facilitate the development of common infrastructures for new shared systems and services. In practice these objectives are achieved by convincing a greater number of departments and agencies to use GTA's leased or owned facilities.

There are seven main areas of activity within GTA: 1. Planning and Coordination; 2. Consultation Services; 3. Directory Services; 4. Finance and Administration; 5. Voice Shared Services; 6. Government Data Network; and, 7. Customized Services. Four evaluation issues were examined: cost effectiveness of GTA's services; the range and quality of services offered by GTA; the adequacy of GTA's planning activities; and the inter-relationship between GTA and DOC. These four issues were examined in four distinct studies. A fifth issue was considered but not examined because it was counter to stated government policy and not a timely option given recent changes in telecommunications policy. This issue was the cost effectiveness of GTA owning and operating all or part of the telecommunications network.

The major findings showed that GTA is meeting its mandate for providing cost effective services and the clients are satisfied with the services provided. Even though the overall performance is very good, there are a number of areas for improvement such as billing, long term planning for overall government telecommunications services and a more effective relationship between GTA and DOC. A sample survey of GTA's clients revealed that cost savings and effective operations exist for the principal intercity aspects and to a lesser extent, for equipment and specialized services. On the other hand, administration, billing and consultancy are considered too costly and are seen as less effective. In the field of consultancy and planning, the quality of services and expertise provided by GTA were rated lower than for the private sector. The clients find that important economies are made. However, this is at the expense of a certain degree of flexibility in the range and choice of services and equipment offered. Given that voice transmission services are becoming more competitive and not growing as fast as local

services, equipment sales and leasing and consultancy, GTA may find potential for increased business in those areas. This would demand improved planning and responsiveness to client needs.

A survey of service users and telecommunications managers was conducted in three departments. The survey demonstrated that GTA has performed its functions well and that GTA is evolving at more or less the right pace in terms of service. Satisfaction was highest for the availability of services (voice and data), government operators, GTA personnel's courtesy and helpfulness, training material, directory lay out and sound quality of local calls. Interviewees also indicated areas for improvement. Both groups (users and managers) expressed their dissatisfaction in relation to the poor sound quality of US calls, technical difficulties associated with conference calls, inaccuracies in regional directories, the cumbersome method of updating them, and the slowness in billing procedures. GTA has taken steps to improve the voice communications with the United States.

The long range planning study was based on a document review and interviews with GTA and DOC representatives. There are two important aspects to long range planning. The first is concerned with the common services provided by GTA. The study found that GTA was putting considerable efforts into this exercise. The other aspect is the long range planning related to the overall government telecommunications services which include those provided by GTA and all those originating from the individual department or agency. The study indicates that there is virtually no long term planning systematically done on this matter. Given the fact that GTA is operation oriented, it cannot afford to devote resources to an exercise that has too little or no financial benefit.

As a result of the dissatisfaction of users about certain aspects of services provided the GTA has already begun implementing changes to rectify those problems. The most important evaluation findings were very similar to those of other reports done for Treasury Board on common service providers of telecommunication services and the Auditor General. GTA is saving considerable financial resources for the Federal Government but could do even better, especially in the growing area of data transmission. The Agency is working to improve this service and business is already growing; approximately \$700,000 worth of sales in 1989/90 and the Agency is expecting \$1 million this year. Other changes occurred as a result of a satisfaction survey such as improving the billing and interconnection with the U.S.

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NATIONAL FILM BOARD

The primary impetus for this comprehensive evaluation study of the National Film Board (NFB) was a Cabinet request for a review of the mandate, role and activities of the NFB.

The methodology used extensive surveys conducted with two major groups: users and viewers of NFB films and film professionals.

The review revealed a continued need and relevance for the unique role of the NFB as a mirror, symbol and conscience for Canadian society; an overall, excellent review of the quality of NFB products by users and industry; and a concrete legacy of thought-provoking films produced from a unique Canadian perspective. However, despite this success, a series of threats and obstacles were identified which limit the NFB's potential to achieving its full promise. These include uncertainty regarding the future; uneven and conflicting advice regarding roles and responsibilities; a highly turbulent environment which features rapid changes in society and technology (more compartmentalized markets present a key challenge); an overall dampening of the levels of production and consumption of NFB films and videos (reduced resources, increased costs, shrinking and specialized markets are all factors at play here); a lack of strong resonance between NFB products and the expressed interests of Canadians; and overall flaws in the system of marketing and distribution.

The study report, concluded that the NFB should focus on its original role as a cultural producer. The most significant supporting suggestions/recommendations for the future of the NFB are summarized here.

1. An Agency devoted to Conciousness-Raising

The NFB should see itself pre-eminently as in the knowledge business and concentrate itself on the production and distribution of thought-provoking films. The documentary film has been an effective vehicle for achieving this objective.

2. Disengaging from the (Private Sector) Industrial Development Objective

There are several compelling reasons why the NFB may wish to rethink its commitment to industrial development as a distinct, independent objective for the NFB. The main thrust of the recommendation is: industry development should occur as a natural by-product of film production but not independently of the primary exigencies of producing thought-provoking films.

3. A sharpening of the Focus and Division of Responsibility with Telefilm

The review confirms that there is ample room and need for both kinds of organizations. However, it is recommended that the NFB not act merely as a financial patron in co-productions (the role of public investor is best assumed by Telefilm) but should continue to be providing intellectual guidance and creative force - not simply financing.

4. A Pragmatic Focus on Fertile Markets

Under this topic, the report recommended that considerable focus be placed on the youth-education market as a priority for the nineties as well as possible priority market for first-generation, non-charter, language group speakers.

5. Resources

In the absence of any compelling evidence of inefficiency or duplication, and in the face of evidence of resource inadequacy (declining production, issue-product gaps, weak marketing and distribution), at the very least it would be highly imprudent to introduce any further cuts to the NFB budget.

The review provided the basis for a plausible case for increased resources. Aside from suggestions of savings and redirecting budgets, another possible strategy would be for more carefully focus NFB production activities to those types of film products which are clearly devoted to issues and knowledge. However, the report concluded that although it is not clear what economies could result from these suggestions and strategies, they may be insufficient to meet the future resource needs of a healthy NFB.

This review, requested by Cabinet, provides senior managers of both DOC and the NFB empirically grounded suggestions for a future strategy to renew the vitality and importance of the NFB as a cultural producer. In other words, government's decision-makers were provided with options and suggestions which feature a pragmatic and focused strategy directed towards the original role of the NFB.



TELECOMMUNICATIONS EXECUTIVE MANAGEMENT INSTITUTE OF CANADA

The Telecommunications Executive Management Institute of Canada (TEMIC) was established in 1986 as a not-for-profit organisation and has 25 members from private companies, post-secondary institutions and the federal government. TEMIC's objectives are to enhance the knowledge and skills of telecommunications executives and managers from developing countries to assist them in the development of their facilities, services and human resources and secondly, to promote international cooperation and trade for the telecommunications equipment and services industries in Canada. It offers telecommunications management training to professionals from developing countries, while also giving its members the opportunity to present their products and capabilities. By the end of March 1990, TEMIC had offered seven programs with a total of 144 fellows participating.

Government contributions of \$1.2 million from DOC and External Affairs have assisted in the support of core operations for a five year period from 1986/87-1990/91. An evaluation was required by Treasury Board before refinancing decisions were made for further support for the next five years. The evaluation considered five issues: trade - an examination of TEMIC's direct and indirect marketing and trade benefits for Canadian member telecommunications firms; training - this issue considers to what extent TEMIC has been successful in enhancing developing countries' senior managers' knowledge of telecommunications management practices and explores to what extent TEMIC participants are satisfied with the training obtained; membership - an assessment of the degree of satisfaction among members of their involvement in TEMIC with some analysis of the membership structure and promotion activities; funding - an analysis of the balance between private and public sector funding of TEMIC as well as alternative sources of funding; and comparisons - this issue compares TEMIC to other like training/marketing institutes with respect to differing models and costs per participant in training programs.

The evaluation issues were considered through multiple lines of evidence using four survey instruments. The evaluation found that TEMIC is very successful in meeting its objectives. Participants reported that TEMIC programs were successful in increasing their knowledge of telecommunications in general and 95% gave examples of how they had applied this knowledge in the areas of management, technology decisions, plans, policies or regulations. TEMIC has achieved both direct and indirect trade benefits for its members. Direct benefits from TEMIC to date may reach \$50 million but it is very difficult to conclusively attribute benefits. The evaluation makes several recommendations that may increase trade benefits. TEMIC membership is relatively stable and the diverse interests of the membership are generally being met, however, there is some dissatisfaction with the apparent inequity of the membership structures and fees (for example, firms can choose their own level of membership and can pay membership fees from \$2,000 to \$60,000, regardless of their size). The continued participation of the Government of Canada was found to be very important in all aspects of TEMIC's operations (financial, logistical, representation on TEMIC Boards, and diplomatic representation overseas). The evaluation found that TEMIC is unique and does not duplicate other activities and is providing an important service for both Canada and the Canadian telecommunications industry.

This evaluation was completed as recently as August 1990 but the report served an immediate function for both DOC and External Affairs in their deliberations with respect to their continued financial support for TEMIC beyond 1990/91. The report is also being used extensively by TEMIC and its two Boards and one Committee in their discussions of refinements to TEMIC activities. The most pressing concern relates to TEMIC membership and as a result of the evaluation TEMIC has already begun a series of sessions to resolve the problematic membership structure.

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10. Conclusions

Through this submission an attempt was made to present overall as well as detailed scenarios of the way in which program evaluations are conducted at DOC. This has been supplemented by specific examples of evaluation studies which cover a range of type and scope but which all show significant impact on the department, agencies, and ultimately on program clients. A list of all publicly available evaluation projects and studies is provided in Appendix II.

APPENDIX I

**Program Evaluation Branch Workplan
and Five-Year Plan under IMAA/MOU 1989**

PROGRAM EVALUATION BRANCH
WORKPLAN UNTIL IMAA/MOU EXPIRATION

CULTURAL SECTOR

ARTS AND HERITAGE (ADMAH)

ORCHESTRA MARKETING FUND: framework

NATIONAL MUSEUM ASSISTANCE PROGRAM: framework

CULTURAL INDUSTRIES AND COMMUNICATIONS (ADMCP)

BOOK PUBLISHING / EDUCATIONAL BOOK PUBLISHING: evaluation

SOUND RECORDING DEVELOPMENT PROGRAM: evaluation

FILM AND VIDEO SECTOR OVERVIEW: special study

READERSHIP SURVEY: special national survey conducted jointly with Secretary of State

TELECOMMUNICATIONS POLICY: special study

RESEARCH AND SPECTRUM SECTOR (ADMRS)

RESEARCH LABORATORIES: evaluation

SPECTRUM MANAGEMENT: evaluation

COMMUNICATIONS DEVELOPMENT / APPLICATIONS CENTRE / CAP PROGRAM:
framework

CORPORATE MANAGEMENT (ADMCM)

HUMAN RESOURCES MANAGEMENT: focus group and all employee survey

MANSIS: special study

INFORMATION MANAGEMENT REVIEW: special study

CORPORATE POLICY (SADM)

INTERNATIONAL RELATIONS: evaluation

T.E.M.I.C.: evaluation

E.R.D.A. ONTARIO: evaluation of phase I

E.R.D.A. P.E.I.: framework

FEDERAL-PROVINCIAL RELATIONS: special study

**COMPREHENSIVE PROGRAM EVALUATION PLAN
DEPARTMENT OF COMMUNICATIONS**

1988/89

PYS AUTHORIZED 6
PYS ACTUAL 8
NON-SALARY BUDGET \$467,000.

1989/90

PYS AUTHORIZED 6
PYS PLANNED 9.5
NON-SALARY BUDGET \$467,000.

EVALUATION COMPONENT	SOURCE	5-YEAR PLAN					
		87-88	88-89	89-90	90-91	91-92	92-93
SECTOR: ADMAC							
COPYRIGHT	EP	-	F	-	-	A	E
CULTURAL INITIATIVES PROGRAM	EP	E	-	-	A	E	-
FATHERS OF CONFEDERATION BUILDING TRUST	CAB/TB	E	-	-	-	-	A
BILL C-58	EP	aE	-	-	-	A	E
BOOK PUBLISHING IND. DEVELOPMENT PROGRAM	EP	-	Ac....	E	-	-	A
BROADCAST POLICY	EP	-	F	-	-	-	A
EXCISE TAX	EP	E	-	-	-	A	E
FILM AND VIDEO POLICY	UFP/CAB	F	-	A	E	-	-
FILM DISTRIBUTION POLICY	EP	-	F	A	E	-	-
POSTAL SUBSIDIES	EP	-	F	-	A	E	-
SOUND RECORDING DEVELOPMENT PROGRAM	CAB	F	-	AE	-	-	A
CANADIAN CONSERVATION INSTITUTE	EP	E	F	-	-	-	A
CANADIAN HERITAGE INFORMATION NETWORK	CAB	-	F	-	A	E	-
EXHIBIT TRANSPORTATION SERVICES	ADMAC	E.....	e	-	-	-	A
INSURANCE PROGRAM FOR TRAVELLING EXHIBITS	TB	E	-	-	A	E	-
MOVABLE CULTURAL PROPERTY	RTM/RA/EP	E...	E	-	-	-	A
MUSEUM ASSISTANCE PROGRAMS	EP	-	F	-	-	-	A

EVALUATION COMPONENT	SOURCE	5-YEAR PLAN					
		87-88	88-89	89-90	90-91	91-92	92-93
SECTOR: ADMCM							
ADMINISTRATIVE AND TECHNICAL SERVICES	EP	-	-	A	E	-	-
CENTRES OF EXCELLENCE	EP	-	-	-	A	E	-
HUMAN RESOURCES	ADMCM/EP	Ae...	E	-	E	-	E
INFORMATICS MANAGEMENT	EP	-	-	A	E	-	-
SECTOR: ADMSR							
RADIO FREQUENCY SPECTRUM	RA/UFP/EP	Ae...	E	-	-	A	E
SECTOR: ADMTT							
GOVERNMENT TELECOMMUNICATIONS AGENCY	CAB/TB/EP	AE...	E	-	-	A	E
COMMUNICATIONS DEVELOPMENT	S&T/EP	-	-	AE...	E	-	-
M-SAT	MCP/S&T/EP	-	F	-	-	*	-
OLYMPUS	S&T/EP	-	-	-	A	E	-
RESEARCH LABS	S&T/EP	Ae...	E	-	-	A	E
TELECOMMUNICATIONS POLICY	S&T/EP	-	-	-	A	E	-
SECTOR: ERDA							
ERDA MANITOBA CULTURE & COMMUNICATIONS	CAB/TB/ERDA	F	E	-	-	-	-
ERDA ONTARIO CULTURE	CAB/TB/ERDA	-	F	E	-	-	-
ERDA QUEBEC COMMUNICATIONS	CAB/TB/ERDA	F	E	-	-	-	-
ERDA QUEBEC CULTURE	CAB/TB/ERDA	-	F	-	-	E	-
SECTOR: SADM/ADMCP							
FEDERAL PROVINCIAL RELATIONS	EP	-	A	E	-	-	-
INTERNATIONAL RELATIONS	ADMCM/EP	-	Ae....	E	-	-	-
COMMUNICATIONS FUNCTION	EP	-	A	E	-	-	-

* No evaluation to be done. Assistance to be provided to management for project review.

APPENDIX II

Inventory of DOC Program Evaluation Reports

1982-1990

INVENTORY OF DEPARTMENT OF COMMUNICATIONS PROGRAM EVALUATION REPORTS³

Evaluation Frameworks

Book Publishing Development Program

Canadian Conservation Institute

Canadian Heritage Information Network

Confederation Centre for the Arts

ERDA Manitoba

ERDA Ontario Culture

ERDA Québec Communications

ERDA Québec Culture

Expo '86

Fathers of Confederation Building Trust

Film & Video Policy

Film Distribution Policy

M-SAT

Museum Assistance Programs

National Film & Video Policy

Satellite Service Application Program

Sound Recording Development Program

³ This inventory includes all reports produced by the DOC Program Evaluation Branch. Starting in May 1989 the Program Evaluation Series published all reports systematically. All listings prior to this series are available, but not necessarily in published format. Please note that Management Reports are not separate studies, but are summaries of background studies prepared for senior management.

Special Program of Cultural Initiatives

Evaluation Assessment Reports

Anik C & D
1985-86

Development of Space Subsystems & Components
1985-86

Bill C-58

Book Publishing Development Program

Canada Council

Canada Council Touring Office

Centres of Excellence

Development of Space Subsystems & Components

Direct Broadcast Satellite

Exhibitions Transportation Service

Expo '86

Insurance Program for Travelling Exhibitions

Movable Cultural Property

National Arts Centre

National Film Board Review

Office Communications Systems

Postal Subsidies

Radio Frequency Spectrum

Special Program of Cultural Initiatives

Telidon

Toronto International Festival

Tourism Culture Pilot Projects 1985

University Research Program

Special Studies

Arts Policy Study - Cultural Sovereignty; Book Reader Sensitivity (Background Study)

Arts Policy Study - Cultural Sovereignty; Magazine Subscriber Sensitivity (Background Study)

Arts Policy Study - Cultural Sovereignty; Canadian and Foreign Owned Sectors (Background Study)

Arts Policy Study - Cultural Sovereignty; Cultural Content (Background Study)

Arts Policy Study - Cultural Sovereignty; Commercial Success (Background Study)

Cultural Infrastructure Planning Information System - Inventory of Facilities (Background Study)

Cultural Infrastructure Planning Information System - Survey of Primary Facilities (Background Study)

Cultural Infrastructure Planning Information System - Survey of Performing Arts Organizations & Heritage Institutions (Background Study)

Cultural Infrastructure Planning Information System - Physical Inspection of Facilities (Background Study)

Cultural Infrastructure Planning Information System - Household Surveys (Background Study)

Cultural Infrastructure Planning Information System - Search Conference (Background Study)

Cultural Infrastructure Planning Information System - Case Study of Performing Arts Organizations (Background Study)

Cultural Infrastructure Planning Information System - Integrated Analysis and Reporting (Research Study)

Cultural Infrastructure Planning Information System - Detail System Design (Research Study)

Cultural Infrastructure Planning Information System (Management Study)

**Toronto International Festival
1985-86**

**Tourism Culture Pilot Projects 1985
1986-87**

**Arts Policy - Cultural Sovereignty
1987-88**

**Cultural Infrastructure Planning Information System
1987-88**

**Databases, Software, Vans
1987-88**

**Arts Marketing Donor Symposium
1988-89**

**Audit and Evaluation Resource Requirements
1988-89**

**DOC Information Requirements
1988-89**

**Expo '86 (Management Study)
1988-89**

Evaluation Studies

Bill C-58; Analysis of Quantitative Changes (Background Study)

Bill C-58; Comparative Analysis (Background Study)

Bill C-58; Compliance with and alternatives to Bill C-58 (Background Study)

**Book Publishing Development Program - Analysis of Statistics Canada Database
(Background Study)**

**Book Publishing Development Program - English Language Recipient Case Study
(Background Study)**

**Book Publishing Development Program - French Language Recipient Case Study
(Background Study)**

**Book Publishing Development Program - English Language Recipient Survey (Background
Study)**

**Book Publishing Development Program - French Language Recipient Survey (Background
Study)**

**Book Publishing Development Program - Canadian Authored Titles
(Background Study)**

**Book Publishing Development Program - International/Cultural Industries Comparison
(Background Study)**

Book Publishing Development Program - Economic Viability (Background Study)

Book Publishing Development Program - Distribution (Background Study)

Book Publishing Development Program - Textbooks (Background Study)

Confederation Centre for the Arts (Background Study)

Excise Tax Exemption - Alternatives to Excise Tax Exemption (Background Study)

**Excise Tax Exemption - Impact of Removal of Excise Tax Exemption
(Background Study)**

Insurance Program for Travelling Exhibitions - Survey of Museums (Background Study)

Insurance Program for Travelling Exhibitions - Analysis of the Insurance Policy (Background Study)

Office Communication Systems - Participating and Non-Participating Companies (Background Study)

Office Communication Systems - Impact Assessment Evaluation (Background Study)

Office Communication Systems - Non-Participating Government Departments (Background Study)

Office Communication Systems - Evaluation Research (Background Study)

Office Communication Systems - Expert Opinion Panel (Background Study)

Office Communication Systems - Review of Governments OCS Activities (Background Study)

Office Communication Systems - Analysis of Program Delivery (Background Study)

Postal Subsidy Program - Canadian Study (Background Study)

Postal Subsidy Program - Advertising Study (Background Study)

Postal Subsidy Program - Alternatives (Background Study)

Postal Subsidy Program - Newspaper Study (Background Study)

Postal Subsidy Program - Reader Study (Background Study)

Postal Subsidy Program - U.S. Study (Background Study)

Special Program of Cultural Initiatives - Review of Program Delivery (Background Study)

Special Program of Cultural Initiatives - Assembly of Existing Data (Background Study)

Special Program of Cultural Initiatives - Database Integration/Analysis of Integrated Database (Background Study)

**Special Program of Cultural Initiatives - Case Studies of National Cultural Projects
(Background Study)**

**Special Program of Cultural Initiatives - Case Studies of Cultural Organizations
(Background Study)**

Special Program of Cultural Initiatives - Community Survey (Background Study)

Special Program of Cultural Initiatives - Organizational Survey (Background Study)

Telidon - Benefits to Users (Background Study)

Telidon - Industry Survey (Background Study)

Telidon - Marketing (Background Study)

Telidon - Standard Setting Process (Background Study)

**Toronto International Festival - Pre and Post Festival Survey and Integrated Analysis
(Background Study)**

University Research Program (Background Study)

Tourism Culture 1986 - Integrated Analysis (Background Study)

Tourism Culture 1986 - Winnipeg Pilot Project (Background Study)

Tourism Culture 1985 - Charlottetown Data Collection (Background Study)

Tourism Culture 1985 - Guelph Data Collection (Background Study)

Tourism Culture 1985 - Montreal Data Collection (Background Study)

Tourism Culture 1985 - Integrated Analysis with D.R.I.E. (Background Study)

Bill C-58 (Management Report)

Book Publishing Development Program (Management Report)

Excise Tax (Management Report)

Office Communications Systems (Management Report)

Postal Subsidy Program (Management Summary)

Special Program of Cultural Initiatives (Management Study)

Telidon (Management Report)

**Special Program of Cultural Initiatives
1984-85**

**Book Publishing Development Program
1985-86**

**Cultural Initiatives Program
1985-86**

**Development of Space Subsystems & Components
1985-86**

**Excise Tax Exemption (for Newspapers, Periodicals and Books)
1985-86**

**Satellite Service Application Program
1985-86**

**Special Program of Cultural Initiatives
1985-86**

**Toronto International Festival
1985-86 (revised 87/88)**

**Insurance Program for Travelling Exhibitions
1986-87**

**Postal Subsidy Program
1986-87**

**Telidon
1986-87**

**Bill C-58
1987-88**

**Centres of Excellence
1987-88**

**Cultural Initiatives Program
1987-88**

**Excise Tax
1987-88**

**Office Communications Systems
1987-88**

**University Research Program
1987-88**

**Fathers of Confederation Building Trust
1988-89**

**Insurance Program for Travelling Exhibits
1988-89**

PROGRAM EVALUATION SERIES - MAY 1, 1989

EVALUATION ASSESSMENT REPORTS

GOVERNMENT TELECOMMUNICATIONS AGENCY
FEBRUARY, 1987

FONCTION DE GESTION
DES RESSOURCES HUMAINES
OCTOBRE 1987

RESEARCH LABS
FEBRUARY, 1988

PROJET TOURISME, CULTURE ET
MULTICULTURALISME 1986
MARS 1988

INTERNATIONAL RELATIONS PROGRAM
DECEMBER, 1988

BACKGROUND STUDIES

CIPIS
ARTS IN SEARCH OF AN AUDIENCE
SEPTEMBER, 1986

FINANCIAL AND CULTURAL IMPACTS
OF EXPO 86 ON THE
CULTURAL COMMUNITY OF GREATER VANCOUVER
APRIL, 1988

INTER-RELATION OF THE
GOVERNMENT TELECOMMUNICATIONS AGENCY
WITH THE DEPARTMENT OF COMMUNICATIONS
JANUARY, 1988

ECONOMIC EVALUATION OF THE
GOVERNMENT TELECOMMUNICATIONS AGENCY
MAY, 1988

ASSESSMENT OF THE QUALITY
OF SERVICE OF THE
GOVERNMENT TELECOMMUNICATIONS AGENCY
SEPTEMBER, 1988

PLANIFICATION A LONG TERME DE
L'AGENCE DE TELECOMMUNICATIONS GOUVERNEMENTALE
DECEMBRE 1988

CONTRAST OF ATTITUDES BETWEEN
DEPARTMENT OF COMMUNICATIONS EMPLOYEES
AND FEDERAL PUBLIC SERVANTS
JULY, 1988

ENHANCING HUMAN RESOURCES WITHIN
THE DEPARTMENT OF COMMUNICATIONS
NOVEMBER, 1988

ÉVALUATION DU PROGRAMME DE GESTION
DU SPECTRE DES RADIOFREQUENCES
RAPPORT DE PLANIFICATION RÉVISÉ
JUN 1988

**RADIO FREQUENCY SPECTRUM MANAGEMENT PROGRAM
REVISED DESIGN REPORTS
JUNE, 1988**

**ÉVALUATION DU PROGRAMME DE GESTION
DU SPECTRE DES RADIOFRÉQUENCES
ANALYSE DE LA LITTÉRATURE :
STRUCTURES GOUVERNEMENTALES
OCTOBRE 1988**

**COMPARISON OF CANADIAN
AND AMERICAN TECHNICAL STANDARDS
APPLICABLE TO THE USE OF THE
RADIO FREQUENCY SPECTRUM
OCTOBER, 1988**

**TECHNICAL STANDARDS IN
RADIO FREQUENCY SPECTRUM MANAGEMENT:
A COMPARISON OF CANADIAN AND U.S.
REQUIREMENTS, PRACTICES AND PROCEDURES
NOVEMBER, 1988**

**RADIO FREQUENCY SPECTRUM MANAGEMENT PROGRAM
STUDY #6
SURVEY OF RADIO FREQUENCY
SPECTRUM INTERFERENCE REPORTS
JANUARY, 1989**

**RADIO FREQUENCY SPECTRUM MANAGEMENT PROGRAM
STUDY #6
SURVEY OF RADIO FREQUENCY
SPECTRUM INTERFERENCE REPORTS
VOLUME 2 (TABULAR RESULTS)
MAY, 1988**

RADIO FREQUENCY SPECTRUM MANAGEMENT PROGRAM
STUDY #9
ANALYSIS OF THE LITERATURE:
COST RECOVERY AND TAXATION
OCTOBER, 1988

ÉVALUATION DU PROGRAMME DE GESTION
DU SPECTRE DES RADIOFREQUENCES
ÉTUDE #9
ANALYSE DE LA LITTÉRATURE :
RÉCUPÉRATION DES COÛTS ET TAXATION
OCTOBRE 1988

RESEARCH LABORATORIES EVALUATION
STUDY #7
CONTRACT RESEARCH DATABASE
REPORT 1
ANALYSIS AND EVALUATION
APRIL, 1989

RESEARCH LABORATORIES EVALUATION
STUDY #7
CONTRACT RESEARCH DATABASE
REPORT 2
DATABASE OF RESEARCH CONTRACTS (1983-1988)
JANUARY, 1989

RESEARCH LABORATORIES EVALUATION
STUDY #7
CONTRACT RESEARCH DATABASE
REPORT 3
DATABASE OF RESEARCH DOCUMENTS (1983-1988)
JANUARY, 1989

RESEARCH LABORATORIES EVALUATION
STUDY #7
CONTRACT RESEARCH DATABASE
REPORT 4
COMPREHENSIVE LISTING OF INFORMATION
ON RESEARCH DOCUMENTS (1983-1988)
JANUARY, 1989

TELIDON RESEARCH AND DEVELOPMENT
JANUARY, 1988

FINAL EVALUATION REPORTS

CONFEDERATION CENTRE OF THE ARTS
DECEMBER, 1987

MOVABLE CULTURAL PROPERTY
SEPTEMBER, 1988

DOC FITNESS PROGRAM
DECEMBER, 1988

EXHIBIT TRANSPORTATION SERVICE
DECEMBER, 1988

TOURING OFFICE OF THE CANADA COUNCIL
DECEMBER, 1988

GOVERNMENT TELECOMMUNICATIONS AGENCY
DECEMBER, 1988

SPECIAL STUDIES

**INTERNAL COMMUNICATIONS PRACTICES
IN THE PUBLIC AND PRIVATE SECTORS
JANUARY, 1988**

**CONCENTRATION AND TACIT COLLUSION
IN THE FEATURE FILM INDUSTRY
APRIL, 1989**

PROGRAM EVALUATION SERIES - JULY 4, 1989

BACKGROUND STUDIES

EVALUATION DU PROGRAMME DE GESTION DU SPECTRE DES
RADIOFRÉQUENCES:
ÉVALUATION DE LA STRUCTURE ORGANISATIONNELLE
MARS 1989

RESEARCH LABS EVALUATION:
FINAL REPORT OF THE EVALUATION OF THE QUALITY
OF OUTPUTS OF THE DEPARTMENT OF COMMUNICATIONS
RESEARCH LABS
MARCH, 1989

RESEARCH LABS EVALUATION
STUDY #9
SURVEY OF OVERSEAS EXCHANGE SCIENTISTS
FEBRUARY, 1989

SPECIAL STUDIES

ÉTUDE SPÉCIALE : LES RESSOURCES AFFECTÉES AUX
FONCTIONS DE VÉRIFICATION INTERNE ET
D'ÉVALUATION DE PROGRAMMES AU MINISTÈRE DES COMMUNICATIONS
MARS 1988

HUMAN RESOURCES ACTION PLAN
IMPLEMENTATION STUDY
MAY, 1989

PROGRAM EVALUATION SERIES - SEPTEMBER 1, 1989

EVALUATION ASSESSMENT REPORTS

USE OF THE MANSIS SYSTEM IN THE CENTRAL REGION
JUNE, 1989

DEPARTMENT UTILIZATION OF LEGAL SERVICES
AUGUST, 1989

BACKGROUND STUDIES

EVALUATION DU PROGRAMME DE GESTION DU SPECTRE DES
RADIOFRÉQUENCES :

ÉVALUATION DE LA STRUCTURE ORGANISATIONNELLE
MARS 1989/

EVALUATION OF THE RADIO FREQUENCY SPECTRUM MANAGEMENT PROGRAM:
EVALUATION OF ORGANIZATIONAL STRUCTURE
MARCH, 1989

RADIO FREQUENCY SPECTRUM MANAGEMENT PROGRAM EVALUATION
SURVEY OF LICENCE HOLDERS
AUGUST, 1989

RADIO FREQUENCY SPECTRUM MANAGEMENT PROGRAM EVALUATION
SURVEY OF LICENCE HOLDERS
APPENDIX TABLES
AUGUST, 1989

RADIO FREQUENCY SPECTRUM MANAGEMENT PROGRAM EVALUATION
ECONOMIC NATURE OF THE SPECTRUM:
A REVIEW OF THE LITERATURE

EVALUATION REPORTS

ÉVALUATION DU PROJET
TOURISME, CULTURE ET MULTICULTURALISME 1986
AOUT 1989

PROGRAM EVALUATION SERIES - DECEMBER 11, 1989

BACKGROUND STUDIES

RESEARCH LABS EVALUATION: STUDY #4
SURVEY OF CLIENTS OF DOC RESEARCH LABS
AND CLIENTS OF A COMPARABLE FOREIGN LAB
MARCH, 1989

RESEARCH LABS EVALUATION: STUDY #8
COST-EFFECTIVENESS OF THE DOC RESEARCH LABORATORIES
AUGUST, 1989

RESEARCH LABS EVALUATION: STUDY #10
INDUSTRY ORIENTATION OF DOC RESEARCH LABORATORIES
AUGUST, 1989

EVALUATION REPORTS

CULTURAL AND ECONOMIC IMPACTS OF EXPO '86
MAY, 1988/
L'IMPACT CULTUREL ET ÉCONOMIQUE D'EXPO '86
MAI 1988

SPECIAL STUDIES

BOOKMARK PILOT PROJECT
TELEPHONE SURVEY OF EMPLOYEES
OCTOBER, 1989

PROGRAM EVALUATION SERIES - SEPTEMBER 11, 1990

EVALUATION ASSESSMENTS

TELECOMMUNICATIONS EXECUTIVE MANAGEMENT INSTITUTE OF CANADA
JANUARY, 1990

COMMUNICATIONS FUNCTION
JULY, 1989

BACKGROUND STUDIES

USE OF THE MANSIS SYSTEM IN THE CENTRAL REGION:
SURVEY OF EMPLOYEES
MAY, 1990

USE OF THE MANSIS SYSTEM IN THE CENTRAL REGION:
INTERVIEW STUDY
MAY, 1990

EVALUATION REPORTS

TELECOMMUNICATIONS EXECUTIVE MANAGEMENT INSTITUTE OF CANADA
AUGUST, 1990

SPECIAL STUDIES

ALLOCATION OF TRAINING FUNDS
MARCH, 1990

COMMUNICATIONS EXPRESS
JUNE, 1990

SPRING 1990 SURVEY OF EMPLOYEES
JUNE, 1990

