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2. **THE**

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NATION-BUILDING / BÂTIR LE PAYS

**Helping Canadians share their ideas, information
and dreams**

**C'est aussi aider les Canadiens à partager leurs
idées, leurs informations et leurs rêves**

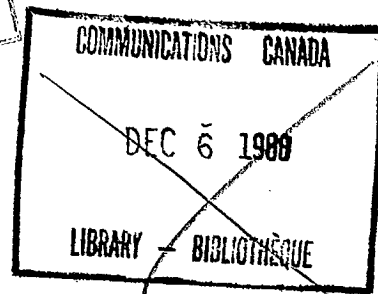
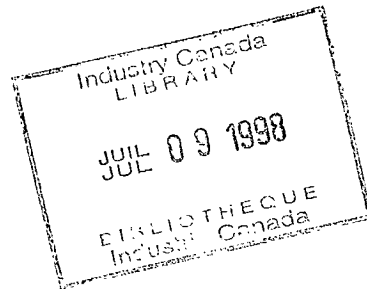




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INTRODUCTION

The mission reflects the Department of Communications mandate in law and also its central role within the Federal Government in strengthening the Canadian nation through communications and culture. It emphasizes a commitment by the organization and its employees to a future-oriented outlook aimed at serving the Canadian public through effective team-work which anticipates change, pursues opportunities and respects human values.

PREAMBLE TO THE MISSION

THE CORE: NATION-BUILDING

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

ORIGINS

The origins of this mandate go back to the early years of Confederation and are reflected in initiatives such as preferential mailing rates for Canadian newspapers and periodicals, as essential means of communication and education, at the inception of the postal system; recognition of the nation-building value of the arts and Canada's heritage in the establishment of the Public Archives in 1872, the National Gallery in 1880 and the National Museum shortly thereafter; the regulation of telegraphy and telephony services in the late 1800s to ensure fair access and an orderly market; the issuing of radio licences beginning in 1905 to prevent interference and allocate spectrum resources in the national interest; the passing of the Copyright Act in 1921 to protect Canadian creators; and the creation of the CBC in 1932 to establish a Canadian presence in a new medium which was already threatened with foreign domination.

CENTRAL ROLE IN MAINTAINING A BALANCE

The Department of Communications today embodies this tradition of strengthening the social, cultural and economic integrity of Canada from east to west in face of the predominantly north-south pull of international pressures. The need for this central role in maintaining a balance between these economic and cultural imperatives has been confirmed in the recent trade agreement with the U.S. which exempts Canadian cultural industries and recognizes Canadian ownership and control of the national telecommunications system.

PREAMBLE TO THE MISSION

COMMUNICATIONS: LINKING CANADIANS

Since its establishment in 1969, the Department of Communications has been charged with responsibility for promoting the development and use of the national communications system linking Canadians from all regions including remote and rural areas through new technologies such as satellites, mobile radio and fibre optics. The communications system reflects a long standing preoccupation with content as well as carriage in key areas such as broadcasting. While the value of economic efficiency has generally dominated the communications agenda, it has historically been influenced by national integrity considerations such as Canadian control of both telecommunications and broadcasting undertakings.

CULTURE: THE CANADIAN VOICE

After Cultural Affairs become a part of the Department in 1980, the balance began to shift even more towards nation-building goals. The Department of Communications was still charged with the responsibility for the broadcasting and communications network, but it became more concerned about the national origins of the content carried and with preserving Canadian heritage in museums, archives and galleries. In addition, the Department began to be seen increasingly as the advocate of Canadian creators in the arts and the cultural industries, including those whose creations were not being distributed on the communications system. These creators were struggling to maintain a national voice and identity in the face of cultural incursions from abroad - incursions made possible, in large part, by rapid advances in communications and information technologies.

PREAMBLE TO THE MISSION

LOOKING TO THE FUTURE

One recent event, more than any other, has served to focus the Department's attention on the basic challenge embodied in its mandate. That issue is free trade which provoked an intense discussion of the fundamental base upon which Canadian culture has been founded and its vital contribution to building the nation which transcends its economic dimension. As a result of the Department's involvement, the trade agreement recognizes the crucial importance of both communications and culture and gives these areas a special status which is accorded to only a very few sectors of the economy which are deemed essential to national integrity.

Historically, these developments come at a moment when the Canadian economy is being transformed from a manufacturing to an information base. Our competitive advantage will, in the future, depend less on the volume of resources or manufactured goods we export, and much more on the quality and the value-added content of the information products we produce. This is more than an economic concern. For example, Canadians will have to develop new skills to compete in a global information economy. Therefore, the social and cultural implications of communications and informatics in the coming years will be of even greater significance than in the past. We are entering an era when cultural and information content can be conveyed and produced digitally on any one of a number of media. Technical standards and communications/informatics technology research will be the key to future systems development and applications. As communications and computer technologies merge to form advanced broadband and narrowband systems, new tools for the production and dissemination of content are becoming available to creators, resulting in new information and cultural products for consumers. Canadian content will therefore become not only our most saleable commodity but also a more central element of the national identity and the national economy. To thrive in an information economy, Canadians must have the means both to create their own content and to communicate it to others. That is why the concepts of availability and access figure so prominently in the Department of Communications mission and why it is essential that the dual responsibility for communications and culture is integrated in a single department where it can be managed and balanced in a mutually reinforcing way to serve the overall national interest.

CONCLUSION:

COMMUNICATION, CREATIVITY, CULTURE

The heart of the Department's business involves the communication of culture and information. This activity is the source of creativity and identity in Canadian society and the basic ingredient of Canadian culture. What Canadians communicate, how we communicate and why we communicate is the essence of who we are: our culture. The Department takes pride in its central responsibility: to create the conditions which enable Canadians from all regions and all walks of life to express themselves for social, cultural and economic purposes through the communication of information. This expression of Canada is based on a wide range of creative activities in science, the arts and in other areas: some deeply traditional in concept and presentation, others geared to the most modern forms of technology.

In pursuing its mission the Department demonstrates leadership in a changing environment to make Canada stronger through the linking of communications and culture. We strive for excellence in our policy development, program delivery, research activities, regulatory functions, government telecommunications procurement and support services in order to:

- ensure that Canadians have telephone, television, radio and communications services that are the best in the world;

and

- promote freedom of choice for Canadian consumers through a wide selection of high quality Canadian cultural products and information services which are easily accessible and affordable.

OUR MISSION/ NOTRE MISSION

NATION-BUILDING/BÂTIR LE PAYS

**Helping Canadians share their ideas,
information and dreams**

**C'est aussi aider les Canadiens à partager
leurs idées, leurs informations et leurs
rêves**

Our focus is two-fold: *one*, the communications systems that link us by carrying our information and values and, *two*, the availability of Canadian cultural products and information services. Together, they constitute the central nervous system of our society. They bring Canadians together for work, learning, entertainment and service to the public. They enable us as individuals to express our collective reality as a nation. They make possible the contact among people which nourishes and magnifies the creativity and innovation essential to Canada's social, cultural and economic integrity.

Today's rapid technological change multiplies the power and reach of communications and information systems leading to a growing interdependence between carriage and content, between media and culture and in the relationship between communications and the economy as a whole.

Our task has two dimensions: To ensure that our communications systems evolve in an orderly fashion at the forefront of global developments while continuing to meet the needs of all Canadians at affordable cost. And, to ensure that Canadians have the freedom to choose a wide selection of Canadian cultural products and information services among the broad international choice being carried through our communications systems. Our central challenge is to balance the historic tensions between these two imperatives in support of the overall Canadian interest while continuing to nurture the creative process in Canadian society.

OPERATING PRINCIPLES

In exercising its corporate mission of NATION-BUILDING as the key to creativity and growth in Canadian society, the Department of Communications is committed to demonstrating leadership and continuity which reflect the lessons of the past, the changing realities of today and the creation of opportunities for the future. The Department follows an operating philosophy in the daily management and conduct of its activities which is sensitive to human needs and based on principles of:

SERVICE AS OUR HIGHEST GOAL

CARING ABOUT INDIVIDUALS

GOOD MANAGEMENT

EFFECTIVE COMMUNICATIONS

RECOGNITION OF ACHIEVEMENT

TEAMWORK AND SHARED VALUES

What these organizational values mean for our employees and the Canadian public is explained on the following pages.

OPERATING PRINCIPLES

SERVICE AS OUR HIGHEST GOAL

We believe our first task as public servants is to serve the public, represented by both client organizations and individual Canadians who are the producers and consumers of communications and cultural products and services.

In the development of policies, the delivery of programs, the management of the radio frequency spectrum, government telecommunications procurement, and research and development activities, our aim is to enable the Government and our Minister to better serve the public interest - the greatest collective benefit for Canadians.

In managing our affairs in the public interest we strive to achieve the highest possible value for money in the services we deliver. This means providing the public with the best deal possible within existing resources.

We demonstrate our commitment to public service through the manner in which we treat every contact with the public, responding in a helpful and courteous way whether in person, on the telephone or in correspondence.

OPERATING PRINCIPLES

CARING ABOUT INDIVIDUALS

In our dealings with employees, clients and the general public we treat others with the same consideration and integrity with which we wish to be treated.

We encourage employees to grow, develop their skills and advance their careers as a contribution to promoting good morale, high productivity and excellence in work quality.

While respecting the merit principle, we give high priority to employment equity and job satisfaction at all levels of the organization.

We recognize the desire of our employees to do things worthy of respect and to be respected for the work they do.

OPERATING PRINCIPLES

GOOD MANAGEMENT

We practice good management by making choices - establishing selective work priorities at all levels which are consistent with the Department's mission and which reflect differing regional needs.

We recognize the resource implications of our choices of work priorities by allocating available human and financial resources in a manner that reflects those priorities.

In our choices on priorities and our allocation of resources we allow for unavoidable contingencies arising from changing circumstances.

We manage effectively through teamwork which recognizes the contributions and the needs of individual employees at all levels in the organization.

Good management includes creating conditions of trust which allow managers at all levels to manage.

Internal delegation of increased managerial authority and accountability is essential to improving the management climate and management practices in the Department.

OPERATING PRINCIPLES

EFFECTIVE COMMUNICATIONS

We emphasize good internal dialogue at all levels, in headquarters and the Regions, and across all sectors of the organization - we recognize that both motivation and efficiency depend on people knowing what's going on.

In pursuing good internal communications we make effective use of information technology in a decentralized organization and we encourage the exchange of ideas among all areas of the Department, including regional participation in policy development and program delivery.

We recognize the vital role of Regional and District Offices in effective communications, both in contributing local and regional knowledge to the national outlook and in communicating our mission to the Canadian public.

We communicate our mission and our successes clearly and directly in order to ensure that the Department is seen within government and by the general public as a showcase for the promotion of excellence in Canadian communications and cultural endeavours which improves the quality of Canadian life, strengthens Canadian sovereignty and enhances Canada's image abroad.

OPERATING PRINCIPLES

RECOGNITION OF ACHIEVEMENT

We are committed to high standards of achievement as a guiding ideal in all our activities based on the best efforts of our employees, pride in our accomplishments, consistency in our principles and the most effective use of our resources.

We provide conditions of employment which encourage the pursuit of excellence and which reward exceptional achievement by staff at all levels.

Recognition of achievement includes group excellence and continuing good work by employees over time as important means of building morale and encouraging teamwork.

We recognize and publicize excellence by employees of the Department, by agencies in the portfolio, and by the communications and culture community as contributions to the Canadian public interest.

OPERATING PRINCIPLES

TEAMWORK AND SHARED VALUES

We believe in developing a spirit of corporate partnership linking organizational units within the Department.

To this end, we identify common goals as a basis for organizational cooperation and we strive to benefit from the vast knowledge base and experience available throughout the Department.

In creating a climate of confidence and professionalism, we recognize that team building must extend to employees at all levels.

Our capability to produce excellence is enhanced by drawing upon the creative talents, technical expertise and local knowledge of employees at all levels and in all parts of the organization, including Regional and District Offices, through a planned approach to team-building, internal communications and innovative thinking.