

THE NATIONAL BATTLEFIELDS COMMISSION

ACTION PLAN FOR IMPLEMENTING MODERN COMPTROLLERSHIP

1. Overview

The following action plan is the follow-up to an assessment, performed in the winter of 2003, of the National Battlefields Commission's (NBC) capacities with regard to modern management practice.

This assessment was carried out by a consulting firm, KPMG (limited partnership) (as of October 2002, the BearingPoint LP), working in tandem with an NBC team and using a diagnostic tool for measuring capacities. Management, the department heads, and all of the staff specialists were consulted through individual interviews and group encounters. Current and expected capacities with regard to each of the thirty-three management themes under consideration were determined and specific ways to obtain improvement were identified. These results were validated at a meeting in which all managerial staff took part, providing feedback on each aspect of the report. Once finalized, the report was submitted to the board of management on March 31st, 2003.

2. Commitment to a plan to implement Modern Comptrollership

The NBC is a small-scale organization managing Battlefields Park, one of the foremost historical parks in Canada, which is also an urban park receiving heavy visitor traffic. The NBC's aims include preserving the Canadian historical heritage which Battlefields Park represents, to maintain it for future generations, and to bring out its full value so that the population may take advantage of all the wealth it has to offer. It is the NBC's wish to turn this historical park into a privileged resource for the nation, where Canadians can connect with the history of their country and relate to it more fully. In this regard, the NBC is falling in line with the overall spirit of the Canadian government's document, "Results for Canadians".

The NBC has unreservedly endorsed the process of modernizing the comptroller's duties, opening the way for it to assess its capacities and to highlight areas calling for improvement with respect to modern management. NBC management and all department heads have been involved in every step of the process. Everyone is fully aware of the need to bring about changes in certain areas. As this action plan is being written up, several steps have in fact already been taken and some changes made. This reflects well on the seriousness of the endeavour and the will to achieve the expected results.

These results will be felt in terms of human resource management and communications through increased consultation and the sharing of modern practices, as well as externally, in terms of dealings with clients through surveys on satisfaction with services offered, the importance of these services, and user expectations. Improvements will also be made to increase the level of information available on the Internet site. In financial terms, efforts have been and will continue to be made to increase partnerships, develop tools and techniques to support the implementation of some modern practices and establish performance objectives that will be integrated into management of NBC's objectives.

From now on, the Report on Plans and Priorities (RPP) will serve as a testimony to the Commission's level of commitment with regard to Modern Comptrollership, while the Departmental Performance Reports (DPR) will mention progress the Commission makes in the implementation of its action plan.

3. Modernizing the Comptroller's duties : Preparing for success

a) Governing structure

In view of the NBC's scope, the implementation the modernization of the Comptroller's duties is governed by a relatively modest structure.

As the Assistant Secretary has been in charge of the project to modernize the Comptroller's duties, has worked closely with the expert from KPMG, and is part of management, she will take on the task of directing the implementation process and will act as coordinator under the general supervision of the Secretary (General Director).

The NBC's scope is such that all managerial staff (department heads) can also be involved. They have been involved in the entire process, and they will also be called upon as active members in the implementation of modern managerial practice, as set out in the plan. Regularly scheduled meetings with the department heads will make it possible to monitor these developments.

Management will receive regular reports, and the board will be apprised of the situation every year with regard to the implementation of modern managerial practices within the NBC.

b) Setting priorities and managing risks

In this regard, the NBC's highest priorities involve management of human resources as well as communications. Immediate, short-term efforts will in fact be deployed in regard to both of these, making it possible to get to know more about client expectations and levels of satisfaction with services rendered.

Although the current situation cannot be considered poor, significant improvements must be made to prevent it from deteriorating internally, thus leading to dissatisfaction or lessened commitment among some staff members. It is furthermore utterly vital to keep

in close touch with the opinions of users and the visiting public and never lose sight of its expressed needs. It remains essential for the NBC to ensure a balance between the twin vocations of the historic and urban park on its territory.

c) Communication strategies

The action plan will be made known internally through meetings with staff, and both management and department heads alike will demonstrate in practice their involvement in the changes at hand. Furthermore, the action plan will eventually be posted on the NBC's web site.

In regards to public relations, surveys of users and of the visiting public will be conducted, and occasional consultations with various partners will be held. The web site will be a means of receiving comments on services provided by the NBC.

4. Responsibility for modernizing the Comptroller's duties

a) Specifics of follow-ups and reports

Taking into consideration the modest scope of the NBC, follow-up procedures should be kept fairly simple. The Assistant Secretary will monitor progress in the various areas and will submit reports at meetings of department heads and at board meetings. The enclosed table will be posted on the web site and will be updated regularly as work unfolds and progress is achieved. The DPR will also report on the matter.

b) Specifically delegated responsibilities

The table annexed to this text clearly indicates who is responsible for carrying out each measure to be taken. That person will be accountable for improvements obtained in the situation within the sphere of her or his duties.

c) Assessing the on-going process of the modernization initiative

The NBC will work in the spirit of the TBS's assessment methods for CMI in order to set up a framework within which to monitor its development with regard to modern managerial culture and to the modernization of managerial principles and practice.