

Goal 5:

To provide Canadians with a department that is efficiently and effectively managed

OBJECTIVES

- 5.1 Responsible management
- 5.2 Continuous improvement
- 5.3 Sustainable development in NRCan operations

NRCan is committed to good governance and the sustainable development of Canada's natural resources. However, today's climate of continual change gives rise to numerous management and organizational challenges in implementing this agenda. These issues need to be identified and properly managed.

Managing the Department efficiently and effectively goes beyond environmental targets. Social responsibility is a key element of sustainable development and, for NRCan, it includes not only our relationship with clients, but also our ability to foster a healthy and productive work environment. The way the Department deals with its employees, its accountability and its own performance must continue to be strengthened.

5.1 Responsible management

NRCan has established a solid reputation for environmental performance and proven track record of technical, scientific and management expertise to help Canada achieve a cleaner environment, maintain a vibrant economy and ensure a lasting legacy for generations to come. NRCan applies that experience and expertise to its own operations.

NRCan, like many leading-edge organizations, has begun to emphasize the need for corporate social responsibility (CSR) and the relationship it has with its employees and external stakeholders. The main elements of CSR are community investment, employee relations, environmental responsibility, human rights and financial sustainability. NRCan sees itself as being no different than any other organization, with a need to achieve our business goals by integrating economic, environmental and social-growth opportunities into day-to-day practices.

It has only been over the past decade that traditional non-financial performance measures have been incorporated in the reporting structures of organizations. Some companies have begun to report on social measures in their reporting, as part of their sustainability reports. In both the public and private sector, those organizations that measure and evaluate the results of their work find that it builds support within and outside of the organization.

In *SDS – Now and for the Future* NRCan will work to improve upon our ability to engage stakeholders in developing our programs and policies.

A Conference Board of Canada supplement to *Maclean's* magazine (May 15, 2000) highlighted NRCan's reporting on the implementation of our first sustainable development strategy. The performance measurement indicators that the Department has developed are fundamental tools for stakeholders to assess our progress. Tracking such information is important, as it allows us to demonstrate progress as well as benchmark where we are, which in turn, can fuel continuous improvement through better informed policy decision-making.



Action: Strengthen Departmental capacity to advance sustainable development

Issue	Approach	Target
Sustainable development is central to the mandate of NRCan. NRCan staff require new tools and training to implement this mandate. An enhanced policy capacity will strengthen NRCan's ability to serve Canadians.	NRCan will provide support for career development of staff through development of a sustainable development policy course suited to NRCan.	By 2003 develop a sustainable development policy course for NRCan staff.
Through Government On-Line, our stakeholders must have access to the information they require and be satisfied with the information they receive.	NRCan will pursue the development and implementation of its quality management approach by identifying and satisfying its customer needs, developing and tapping the full potential of its people and improving its key processes.	By 2003, renew NRCan's Excellence Initiative by focusing on improving quality management practices and client satisfaction.
Departmental staff have an opportunity to lead by example through day-to-day actions. Transportation use is one example: staff commuting patterns have an impact on energy use, green house gas emissions and local air quality in the community.	Encourage staff to adopt environmentally- and socially-responsible actions both at work and at home.	By 2003, develop a strategy to promote alternative forms of transportation for Departmental staff.

Anticipated outcome

A diverse group of staff able to address policy and develop programs in relation to sustainable development.

Anticipated outcome

Improved employee satisfaction, leading to a more productive and creative workforce who are able to deliver quality services to Canadians.

Anticipated outcome

Create a culture of corporate social responsibility within NRCan, through employees' conscious efforts to address sustainable development issues in their transportation use.

Issue	Approach	Target
<p>NRCan is committed to corporate social responsibility. Reporting on sustainable development commitments is a key way to demonstrate corporate social responsibility as well as transparency and accountability to the Department's stakeholders.</p>	<p>NRCan will provide access to its Sustainable Development Action Items Management System (SD-AIMS) through the Internet.</p> <p>NRCan will partner with the RCMP and other government departments to promote such transparency through technologies such as SD-AIMS among the federal government.</p>	<p>By 2001, provide NRCan stakeholders with access to SD-AIMS.</p>

Anticipated outcome

NRCan's commitment to sustainable development is enhanced and our credibility with Canadians is strengthened.

Sustainable Development in NRCan Operations

The integration of the principles of sustainable development into NRCan operations is driven by key initiatives and policies as well as the overall legal environmental, health and safety regime of the federal government. As a result of the Leaders' Forum on Sustainable Development held in April 2000, NRCan is co-leading a key initiative on Sustainable Development in Government Operations (SDGO)

SDGO builds on earlier commitments specified in the 1995 *Guide to Green Government*. It outlines seven priority areas that will help departments advance sustainable development. These actions include: procurement, waste management, water conservation, energy efficiency, vehicle fleet management, land use management, and human resources management.

Other key initiatives that are driving the sustainable development of NRCan operations include: the Canadian Environmental Protection Act; the Canadian Environmental Assessment Act; the Toxic Substances Management Policy; Pollution Prevention – A Federal Strategy for Action; the Canada Labour Code – Part II; Climate Change – House In Order Initiative; Greening Government Operations Policy; the Transportation of Dangerous Goods Act; and the Alternative Fuels Act.

5.2 Continuous improvement

The International Standards Organization (ISO) 14000 series of standards provide a comprehensive framework for environmental management within large organizations. The ISO framework describes important characteristics of what is known as an environmental management system (EMS). Central to the successful implementation of an EMS is a process that involves several related components: environmental policy; planning; implementation and operation; measurement and evaluation and management review. Prior to initiating action aimed at continual improvement of EMS performance, a management review is required. However, a management review is difficult or impossible if information is not gathered, through measurement and evaluation, on how the system is performing.

NRCan is committed to measuring key aspects of environmental activities and operations to quantify how we are doing. The results of our measurements will be compared to past performance as well as to our goals and objectives, as expressed in Departmental policies, to determine our overall environmental, health and safety performance and to identify areas that require improvement.



Action: Measure NRCan's internal environmental, health and safety performance

Issue	Approach	Target
<p>Measuring and evaluating activities is fundamental to improving performance. To accomplish this, a system must be put in place that compares measurement results to past performance and to the stated goals and objectives of an organization. These comparisons can then be used to make adjustments to key programs and methods. This approach is consistent with the International Standards Organization (ISO) standards on Environmental Management Systems (14 001 and 14 004).</p>	<p>NRCan will continually improve its environmental, health and safety performance by measuring key characteristics of activities and operations and adjusting programs and methods, as needed, according to the results of these measurements.</p>	<p>By 2002, upgrade central departmental environmental databases.</p> <p>By 2002, develop and implement an environmental measurement system consistent with Sustainable Development in Government Operations (SDGO) and Performance Measurement for Sustainable Government Operations (PMSGO) frameworks.</p> <p>By 2002, report on the implementation progress of the Departmental OSH Policy (2000).</p> <p>By 2002, report on the implementation progress of Departmental Environmental Policy (2000).</p> <p>By 2003, conduct waste water compliance evaluations at key NRCan research facilities.</p> <p>By 2003, conduct environmental, health and safety audits at selected NRCan facilities.</p> <p>By 2003, conduct environmental assessment evaluations within selected NRCan organizational units.</p> <p>By 2003, assess all potentially contaminated sites at NRCan, risk-manage the ones that are identified as contaminated and report related financial liabilities to Treasury Board Secretariat.</p> <p>By 2003, assess the integrity of all NRCan storage tanks and remediate where necessary.</p>

Anticipated outcome

By measuring and evaluating key characteristics of activities and operations and adjusting programs and methods as needed, NRCan will verify that its environmental, health and safety performance is improving over time.

5.3 Sustainable development in NRCan operations

Over the last few years, NRCan has confirmed its capacity to lead by example and demonstrated its progress in improving the environmental performance of its internal operations. The Department has reduced the total amount of solid waste sent to landfill, decreased its energy consumption by implementing strategies to increase efficiency within its own operations, encouraged the responsible handling of hazardous materials and educated employees about environmentally friendly procurement practices.

The use of appropriate tools and approaches to improve environmental compliance and awareness within the organization is critical to NRCan's ability to remain effective and progressive. The Department is continually enhancing awareness tools such as guides, manuals and information sessions. It is also better managing the environmental impacts of real property upkeep and transfers, and strengthening employees' ability to mitigate environmental impacts that may arise from normal operations.

To further cement its leadership in sustainable development, NRCan will enrich and expand programs designed to maximize the environmental performance of Departmental operations. It will develop and implement strategies that improve its own sustainable development performance while advancing government-wide objectives and targets. The Department will provide employees with up-to-date, relevant information to help them understand the environmental implications of their policies and actions and enable them to make better informed decisions as they carry out their day-to-day responsibilities.

Action: Improve environmental, health and safety compliance and awareness at NRCan

Issue	Approach	Target	Anticipated outcome
Responsible environmental, health and safety management within an organization includes legal compliance, progressive measures that go beyond basic compliance, and tools and guidance to inform employees about their environmental, health and safety responsibilities. It is important to recognize that compliance, innovation and awareness are ongoing concerns that must be informed by up-to-date practices and information.	NRCan will improve environmental, health and safety compliance and awareness by adhering to applicable environmental, health and safety laws and regulations, using innovative tools and concepts to go beyond basic legal compliance, and providing up-to-date environmental, health and safety training and information to staff.	<p>By 2001, distribute a guide to reporting and investigating hazardous occurrences in the workplace.</p> <p>By 2002, develop a Departmental directive on the use of chemical pesticides on NRCan land.</p> <p>By 2002, update the NRCan Environmental Assessment Manual.</p> <p>By 2002, update the NRCan Environmental Protection Guide.</p> <p>By 2003, conduct 10 sessions for staff on environmental, health and safety responsibilities (e.g. C.E.A.A., C.E.P.A., Canada Labour Code, Part II.).</p>	By meeting or exceeding applicable laws and regulations, and providing up-to-date training and awareness tools to employees, NRCan will demonstrate leadership and innovation in environmental, health and safety responsibility.





Action: Manage hazardous and non-hazardous waste produced by NRCan operations

Issue	Approach	Target
<p>Non-hazardous solid waste is an issue that is becoming more pressing as the amount of waste produced exceeds the absorption capacities of landfill sites. Given this trend, reducing, reusing and recycling materials becomes essential to minimizing impacts on overall environmental quality and integrity.</p> <p>Similarly, hazardous waste may have a serious impact on the environment if not handled in the correct manner. Identification, monitoring, removal and disposal of hazardous waste are key activities for any organization that practices responsible environmental management.</p>	<p>NRCan will manage its hazardous and non-hazardous wastes, in part, by maintaining, expanding and promoting its solid waste diversion program and distributing guidance materials to employees on hazardous waste management issues.</p>	<p>By 2002, produce and distribute guidance materials on hazardous waste management issues to raise awareness among NRCan employees.</p> <p>By 2003, maintain, expand and promote NRCan's waste-free program.</p>

Anticipated outcome

By responsibly managing its hazardous and non-hazardous waste, NRCan will demonstrate that it is taking concrete steps to lessen the impacts of its internal operations on the environment.



Action: Develop and implement strategies to increase the efficiency of energy and resource use in NRCan operations

Issue	Approach	Target
<p>Using resources efficiently is fundamental to any serious attempt to reduce environmental impacts. The relationships among energy sources, materials and emissions are complex and often interchangeable. However, from a practical perspective, programs and activities that seek to reduce consumption of fossil fuels, electricity and water have the greatest potential to reduce the demand on primary resources.</p>	<p>NRCan will conserve energy and resources by participating in an interdepartmental process to reduce greenhouse gas emissions from internal operations, by managing the vehicle fleet more efficiently, by implementing a space efficiency policy and by implementing a water conservation strategy.</p>	<p>By 2001, provide input to the interdepartmental Climate Change / House in Order process for greenhouse gas (GHG) reduction target-sharing.</p> <p>By 2001, develop and implement a three-year action plan to progress towards 2010 target GHG levels.</p> <p>By 2001, develop and implement a revised Fleet Management Policy.</p> <p>By 2002, develop and implement a water conservation strategy for NRCan.</p> <p>By 2003, prepare and implement a space standards policy for using space more efficiently at NRCan.</p>

Anticipated outcome

By undertaking projects to increase the efficiency of internal operations, NRCan will advance government-wide efforts to reduce consumption of primary resources and production of undesirable emissions, such as greenhouse gases.



Action: Develop a strategy to promote the use of eco-efficient goods and services within NRCan

Issue	Approach	Target
<p>Use of eco-efficient goods and services, green procurement and environmentally friendly procurement all refer to the same thing: the practice of purchasing goods and services that have been identified as less damaging to the environment than standard goods and services. The objectives of green procurement include reduction of resource consumption, greenhouse gas emissions, environmental, health and financial risks, and costs.</p>	<p>NRCan will promote the use of eco-efficient goods and services by developing a Departmental strategy that is consistent with Canadian federal government approaches.</p>	<p>By 2003, prepare a strategy to outline how NRCan will promote the use of eco-efficient goods and services within its own operations.</p>

Anticipated outcome

By participating in government-wide efforts to implement mechanisms for eco-efficient procurement and by developing its own strategy consistent with overall government progress, NRCan will reduce environmental impacts resulting from its own operations by purchasing goods and services that are environmentally friendly.



