

APPENDIX 6: Round tables report on criteria currently used and proposed criteria – by discipline

The criteria and indicators are used in evaluating the management of organizations. Some of these criteria are used more or less formally. In the ‘proposed’ column, there is an indication of the evaluation by round table participants of the relevance of the criteria in a hypothetical new model of evaluation of organizational health. Their importance is expressed as follows:

- Not evaluated ★
- Important ★★
- Very important ★★★

1 Media Arts

The Media Arts Section provides operating support to 112 organizations through four different programs: production, dissemination, programming and festivals. This structure is currently being revised. Clients include a number of associations whose mission is to provide a range of services to their members.

Media Arts		Current	Proposed
Governance Resources			
1	Constitution and by-laws	★	
2	Composition of the board of directors	★★	★★★
3	Governance policy (powers and responsibilities of the board)	★	★★★
4	Method of appointment and renewal strategies for board members	★	★★★
5	Procedures for the integration and training of administrators	★	★★
6	Management of board meetings	★	★
7	Board self-evaluation process	★	★★
8	Effectiveness and management practices	★	★★★
9	Accountability of each decision-making level	★★	★★
10	Information-sharing process	★	★
10a	Number of members/users (hard to measure)	★★	★★
Administrative Resources			
11	Multi-year business plan	★	★★★
12	Organization’s growth	★	★
13	Transparency and stability of administrative structure	★★	★★
14	Strategic budgetary planning process	★	★★
15	Internal indicators and auditing	★★	★★
16	Adaptability and ability to manage change	★	★★
16a	Ability for organization to fulfill mandate	★★★	★★★
16b	Concern for permanency	★★★	★★★
17	Project management and follow-up	★	★
18	Self-evaluation process	★	★★

**APPENDIX 6: Round tables report on criteria currently used and proposed
criteria – by discipline**

Human Resources			
19	Human resources plan	★	★
20	Organizational structure to achieve mandate	★	★★
21	Compensation policy (artists and staff) and benefits	★★★	★★★
22	Turnover rate	★	★★
23	Legacy plan for founder-based organizations	n/a	n/a
24	Human resources renewal strategies	★	★★
25	Hiring and selection process	★	★
26	Job descriptions for senior managers	★	★★
27	Training and professional development plan	★	★★
28	Working environment standards	★	★
29	Labour relations – management of unions	★	★
30	Volunteer management	★	★★
Financial Resources			
31	Long-term planning	★	★★
32	Distribution and diversification of revenue sources	★	★★
33	Risk management and budget control	★	★
34	Allocation of resources	★★	★★
35	Management of surplus and accumulated deficit	★★★	★★★
36	Deficit reduction plan	★★★	★★★
37	Reserves and working capital	★★	★★★
38	Cash management	★	★
Physical resources			
39	Physical plant management	★★★	★★★
40	Real estate assets maintenance plan	★	★★
41	Production, performance and exhibition space and equipment maintenance	★★★	★★★
42	Capital assets, amortization, inventory	★★	★★
43	Impact of an expansion on operations	★	★★

**APPENDIX 6: Round tables report on criteria currently used and proposed
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1.2 Theatre

In 2002-2003, the Theatre Section provided operating support to 155 companies. The various types of company are classified as follows:

	Anglophones	Francophones
A – With premises budget over \$500,000	45	22
B – without premises, budget over \$500,000	17	18
C – without premises, budget under \$500, 000	36	17
Total	98	57

Criteria are identified according to type of company (A, B, C). If the criterion applies to all, there is no mention of the company type.

Theatre		Current	Proposed
Governance Resources			
1	Constitution and by-laws	(eligibility criteria)	
2	Composition of board	★ ★	★ ★ ★
3	Governance policy : powers and responsibilities of board (Type A and B)	★	★ ★ ★
4	Appointment and renewal process for board members (A-B)	★	★ ★ ★
5	Integration and training procedures for managers (A-B)	★	★
6	Management of board meetings (A-B)	★	★
7	Board self-evaluation process (A-B)	★	★ ★ ★
8	Efficiency and management practices	★	★
9	Accountability of each decision-making level (A-B)	★	★
10	Information sharing process (A-B)	★	★
Administrative Resources			
11	Multi-year business plan	★ ★ ★	★ ★ ★
12	Organizational growth	★ ★	★ ★
13	Transparency and stability of administrative structure	★ ★	★ ★
14	Strategic budgetary planning process (A-B)	★	★
15	Internal indicators and auditing (A-B)	★	★
16	Adaptability and ability to manage change	★ ★ ★	★ ★ ★
17	Project management and follow-up	★ ★	★
18	Self-evaluation process (A-B)	★ ★	★ ★
Human Resources			
19	Human resources plan	★	★ ★
20	Organizational structure to achieve mandate (A-B)	★ ★	★ ★
21	Compensation policy (artists and staff) and benefits	★	★
22	Turnover rate	★	★ ★

**APPENDIX 6: Round tables report on criteria currently used and proposed
criteria – by discipline**

23	Legacy plan for founder-based organizations	★	★★★
24	Human resources renewal strategies	★	★★★
25	Hiring and selection process (A-B)	★	★★★
26	Job descriptions for senior managers	★	★
27	Training and professional development plan (A-B)	★	★★★
28	Working environment standards	★	★
29	Labour relations – management of unions	★	★★
30	Volunteer management	★	★
Financial Resources			
31	Long-term planning	★★★	★★★
32	Distribution and diversification of revenue sources	★★★	★★★
33	Risk management and budget control	★★★	★★★
34	Allocation of resources	★★★	★★★
35	Management of surplus and accumulated deficit	★★★	★★★
36	Deficit reduction plan	★★★	★★★
37	Reserves and working capital	★★	★★
38	Cash management	★★	★★
Physical resources			
39	Physical plant management (A)	★★★	★★★
40	Real estate assets maintenance plan	★	★★
41	Production, performance and exhibition space and equipment maintenance	★	★★
42	Capital assets, amortization, inventory (A)	★★	★★
43	Impact of an expansion on operations (A-B)	★★★	★★★

APPENDIX 6: Round tables report on criteria currently used and proposed criteria – by discipline

1.3 Writing and Publishing

The Section is involved with two quite different groups of organizational clients: book publishers and periodical publishers.

In practice, the method for evaluating the two groups is also somewhat different. In book publishing, the Council allocates half the Block Grant budget on a formula basis. This formula is based on the production of certain eligible categories of books. In allocating the other half of the budget, a jury evaluates the literary and professional excellence of the publisher's program of those same eligible books. The jury does not evaluate *directly* most of the criteria and indicators listed in the table below. It is more concerned with evaluating the quality of editorial, design and marketing functions than the quality of management. The Council does not necessarily fund a publisher's whole operations, and therefore the Block Grants are not true operating grants.

In periodical publishing, the Council looks more holistically at the publisher's operations. It requires the publisher to provide more detailed financial information about expenses and revenues covering the publisher's whole operations for three consecutive years. This allows greater evaluation of the overall management and financial picture of the company. As in book publishing, the grant is a combination of quantitative and qualitative measurements: the jury determines the final grant amount based on a) editorial and production costs and b) overall quality of the periodical.

Current and proposed criteria and indicators

Given the difference between the periodicals program and block grants, we have separated out the assessment criteria and indicators that came from the meeting. We have also made revisions and suggestions.

Grants to literary and arts periodicals

The report, as it addresses this program, is fine. The revised assessment criteria and indicators follow (in italics):

Writing and Publishing : Periodicals		Current	Proposed
Governance Resources			
1	Constitution and by-laws	★★	★★
2	Composition of the board of directors	★	★
3	Governance policy (powers and responsibilities of the board)	★	★
4	Method of appointment and renewal strategies for board members	★	★
5	Procedures for the integration and training of administrators	★	★
6	Management of board meetings	★	★
7	Board self-evaluation process	★	★
8	Effectiveness and management practices	★	★
9	Accountability of each decision-making level	★	★
10	Information-sharing process	★	★
Administrative Resources			
11	Multi-year business plan	★★	★★★
12	Organizational growth	★★	★★

APPENDIX 6: Round tables report on criteria currently used and proposed criteria – by discipline

13	Transparency and stability of administrative structure	★	★
14	Strategic budgetary planning process	★	★★
15	Internal indicators and auditing	★	★
16	Adaptability and ability to manage change	★★	★★
17	Project management and follow-up	★★	★★
18	Self-evaluation process	★	★★★
19	Overall performance	★★★	★★★
Human Resources			
19	Human resources plan	★	★
20	Organizational structure to achieve mandate	★★	★★
21	Compensation policy (artists and staff) and benefits	★	★★★
22	Turnover rate	★★	★★
23	Legacy plan for founder-based organizations	★★	★★★
24	Human resources renewal strategies	★	★
25	Hiring and selection process	★	★
26	Job descriptions for senior managers	★	★
27	Training and professional development plan	★★	★★★
28	Working environment standards	★	★
29	Labour relations – management of unions	★	★
30	Volunteer management	★	★
Financial Resources			
31	Long-term planning	★★	★★★
32	Distribution and diversification of revenue sources	★★	★★★
33	Risk management and budget control	★★	★★★
34	Allocation of resources	★★	★★
35	Management of surplus and accumulated deficit	★★	★★★
36	Deficit reduction plan	★★	★★★
37	Reserves and working capital	★	★
38	Cash management	★	★
Physical resources			
39	Physical plant management	★	★
40	Real estate assets maintenance plan	★	★
41	Production, performance and exhibition space and equipment maintenance	★	★
42	Capital assets, amortization, inventory	★★	★★
43	Impact of an expansion on operations	★★	★★

Book Publishing Support: Block Grants

The report raises some important points about the unique nature of the Council’s support for established book publishers. It is true that Block Grants are neither operations nor project grants. Moreover, our general feeling is that this particular sector experiences more problems of “fragility” – due to environmental factors -- rather than “unhealthy” management or planning. As such, our interest in organizational development is in two key areas:

- strengthening established publishers, so that they are able to continue with their publishing programs in a changing environment
- facilitating the development of publishers who are emerging or growing, so that they can contribute to Canadian literature in innovative ways

APPENDIX 6: Round tables report on criteria currently used and proposed criteria – by discipline

As well, as part of the assessment of applications, committees are asked to evaluate management. The quality of a publisher's management indicates the probable effectiveness in carrying out future plans and as such is very important criteria. However, it is one that is difficult for committees to evaluate given the information provided in the applications and the committee expertise (which does not usually include experts in this area). Indicators and more precise administrative criteria would be of value.

Remuneration of writers and illustrators would also be worth evaluating. This is currently not done, but this would help target funds to publishers who have good relationships with authors. Such relationships are important to the continuing artistic vitality of publishers.

To follow are revised assessment criteria and indicators. I believe the priorities should be on (1) financial resources, (2) administrative resources, and (3) human resources – with emphasis on relationship with authors.

Writing and Publishing : Publishers		Current	Proposed
Governance Resources			
1	Constitution and by-laws	★	★
2	Composition of the board of directors	★	★
3	Governance policy (powers and responsibilities of the board)	★	★
4	Method of appointment and renewal strategies for board members	★	★
5	Procedures for the integration and training of administrators	★	★
6	Management of board meetings	★	★
7	Board self-evaluation process	★	★
8	Effectiveness and management practices	★	★
9	Accountability of each decision-making level	★	★
10	Information-sharing process	★	★
Administrative Resources			
11	Multi-year business plan	★	★★★
12	Organizational growth	★	★★
13	Transparency and stability of administrative structure	★	★
14	Strategic budgetary planning process	★	★
15	Internal indicators and auditing	★	★
16	Adaptability and ability to manage change	★	★★★
17	Project management and follow-up	★★	★★
18	Self-evaluation process	★	★
19	Overall performance	★★★	★★★
Human Resources			
19	Human resources plan	★	★
20	Organizational structure to achieve mandate	★★	★★
21	Compensation policy (authors)	★	★★★
22	Turnover rate (authors)	★	★★
23	Legacy plan	★	★★
24	Human resources renewal strategies	★	★
25	Hiring and selection process	★	★

**APPENDIX 6: Round tables report on criteria currently used and proposed
criteria – by discipline**

26	Job descriptions for senior managers	★	★
27	Training and professional development plan	★★	★★
28	Working environment standards	★	★
29	Labour relations – management of unions	★	★
30	Volunteer management	★	★
Financial Resources			
31	Long-term planning	★★	★★★
32	Distribution and diversification of revenue sources	★★	★★★
33	Risk management and budget control	★★	★★★
34	Allocation of resources	★★	★★
35	Management of surplus and accumulated deficit	★★	★★★
36	Deficit reduction plan	★★	★★★
37	Reserves and working capital	★	★
38	Cash management	★	★
Physical resources			
39	Physical plant management	★	★
40	Real estate assets maintenance plan	★	★
41	Production, performance and exhibition space and equipment maintenance	★	★
42	Capital assets, amortization, inventory	★★	★★★
43	Impact of an expansion on operations	★★	★★

APPENDIX 6: Round tables report on criteria currently used and proposed criteria – by discipline

1.4 Visual Arts

The Visual Arts Section offers two different programs of operating assistance, one to museums and galleries and one for artist-run centres. Each provides financial support to 74 organizations across Canada. In the museum and gallery clientele there is a great disparity between two types of clients: autonomous institutions and those attached to universities or municipalities, for example, which represent up to 40% of the program's clientele.

Visual Arts		Current	Proposed
Governance Resources			
1	Constitution and by-laws	★	★★★
2	Composition of the board of directors	★★	★★★
3	Governance policy (powers and responsibilities of the board)	★	★★★
4	Method of appointment and renewal strategies for board members	★	★★★
5	Procedures for the integration and training of administrators	★	★
6	Management of board meetings	★	★
7	Board self-evaluation process	★	★
8	Effectiveness and management practices	★	★
9	Accountability of each decision-making level	★	★
10	Information-sharing process	★	★
Administrative Resources			
11	Multi-year business plan	★	★
12	Organizational growth	★	★
13	Transparency and stability of administrative structure	★	★
14	Strategic budgetary planning process	★	★
15	Internal indicators and auditing	★	★
16	Adaptability and ability to manage change	★	★
17	Project management and follow-up	★	★
18	Self-evaluation process	★	★
Human Resources			
19	Human resources plan	★	★
20	Organizational structure to achieve mandate	★★	★★
21	Compensation policy (artists and staff) and benefits	★★★	★★★
22	Turnover rate	★	★
23	Legacy plan for founder-based organizations	★	
24	Human resources renewal strategies	★	
25	Hiring and selection process	★	★
26	Job descriptions for senior managers	★	★
27	Training and professional development plan	★	★
28	Working environment standards	★	★
29	Labour relations – management of unions	★	★
30	Volunteer management	★	★
Financial Resources			
31	Long-term planning	★	★
32	Distribution and diversification of revenue sources	★★	★★

**APPENDIX 6: Round tables report on criteria currently used and proposed
criteria – by discipline**

33	Risk management and budget control	★	★
34	Allocation of resources	★★	★★
35	Management of surplus and accumulated deficit	★★	★★
36	Deficit reduction plan	★★	★★
37	Reserves and working capital	★★	★★
38	Cash management	★	★
38a	Acquisition budget (museums)		
Physical resources			
39	Physical plant management	★	★
40	Real estate assets maintenance plan	★	★
41	Production, performance and exhibition space and equipment maintenance	★	★
42	Capital assets, amortization, inventory	★	★
43	Impact of an expansion on operations	★	★★
44	Collection conservation policy (museums)	★★	★★

APPENDIX 6: Round tables report on criteria currently used and proposed criteria – by discipline

1.5 Dance

The Dance Section's program of operating support provides assistance to 56 creation and production companies.

Dance		Current	Proposed
Governance Resources			
1	Constitution and by-laws	★	★
2	Composition of the board of directors	★	★★★
3	Governance policy (powers and responsibilities of the board)	★	★★★
4	Method of appointment and renewal strategies for board members	★	★★★
5	Procedures for the integration and training of administrators	★	★★★
6	Management of board meetings	★	★
7	Board self-evaluation process	★	★★★
8	Effectiveness and management practices	★	★
9	Accountability of each decision-making level	★	★
10	Information-sharing process	★	★
Administrative Resources			
11	Multi-year business plan	★★★	★★★
12	Organizational growth	★	★
13	Transparency and stability of administrative structure	★	★
14	Strategic budgetary planning process	★★★	★★★
15	Internal indicators and auditing	★★★	★★★
16	Adaptability and ability to manage change	★	★
17	Project management and follow-up	★	★
18	Self-evaluation process	★★	★★
Human Resources			
19	Human resources plan	★	★★★
20	Organizational structure to achieve mandate	★★★	★★★
21	Compensation policy (artists and staff) and benefits	★★	★
22	Turnover rate	★★	★★★
23	Legacy plan for founder-based organizations	★	★★★
24	Human resources renewal strategies	★	★★★
25	Hiring and selection process	★	★
26	Job descriptions for senior managers	★	★
27	Training and professional development plan	★	★★★
28	Working environment standards	★	★
29	Labour relations – management of unions	★	★
30	Volunteer management	★	★
Financial Resources			
31	Long-term planning	★★★	★★★
32	Distribution and diversification of revenue sources	★★★	★★★
33	Risk management and budget control	★★★	★★★
34	Allocation of resources	★★★	★★★

**APPENDIX 6: Round tables report on criteria currently used and proposed
criteria – by discipline**

35	Management of surplus and accumulated deficit	***	***
36	Deficit reduction plan	***	***
37	Reserves and working capital	***	***
38	Cash management	***	***
Physical resources			
39	Physical plant management	**	**
40	Real estate assets maintenance plan	**	**
41	Production, performance and exhibition space and equipment maintenance	*	**
42	Capital assets, amortization, inventory	*	*
43	Impact of an expansion on operations	*	**

APPENDIX 6: Round tables report on criteria currently used and proposed criteria – by discipline

1.6 Music

Summary of structure

In the Music Section, four operating programs provide for orchestras, opera companies, choirs and contemporary music organizations.

	Music	Current	Proposed
Governance Resources			
1	Constitution and by-laws	★	★
2	Composition of the board of directors	★	★
3	Governance policy (powers and responsibilities of the board) (Institutions)	★★★	★★★
3a	Organizational Stability	□□□	□□□
	Method of appointment and renewal strategies for board members	★★★	★★★
4	Procedures for the integration and training of administrators	★	★★★
5	Management of board meetings	★	★★
6	Board self-evaluation process	★	★
7	Effectiveness and management practices	★	★★★
8	Accountability of each decision-making level	★	★
9	Information-sharing process	★	★
10	Constitution and by-laws	★	★
10a	Choirs : Board Commitment to fundraising	★★	★★
Administrative Resources (Primarily institutions)			
11	Multi-year business plan	★★★	★★★
12	Organizational growth	★★★	★★★
13	Transparency and stability of administrative structure	★★★	★★★
14	Strategic budgetary planning process (A-B)	★★★	★★★
15	Internal indicators and auditing (A-B)	★	★
16	Adaptability and ability to manage change	★★★	★★★
17	Project management and follow-up	★	★
18	Self-evaluation process (A-B)	★	★
Human Resources			
19	Human resources plan	★	★
20	Organizational structure to achieve mandate	★★★	★★★
21	Compensation policy (artists and staff) and benefits	★	★★★
22	Turnover rate	★	★★★
23	Legacy plan for founder-based organizations	★	★★★
24	Human resources renewal strategies	★	★★★
25	Hiring and selection process	★	★★★
26	Job descriptions for senior managers	★	★★
27	Training and professional development plan	★	★★★ Contemporary music
28	Working environment standards	★	★
29	Labour relations – management of unions	★	★★

**APPENDIX 6: Round tables report on criteria currently used and proposed
criteria – by discipline**

30	Volunteer management	★	★
Financial Resources			
31	Long-term planning	★★★	★★★
32	Distribution and diversification of revenue sources	★★★	★★★
33	Risk management and budget control	★★★	★★★
34	Allocation of resources	★★★	★★★
35	Management of surplus and accumulated deficit	★★★	★★★
36	Deficit reduction plan	★★★	★★★
37	Reserves and working capital	★★★	★★★
38	Cash management	★★	★★
Physical resources			
39	Physical plant management		
40	Real estate assets maintenance plan		
41	Production, performance and exhibition space and equipment maintenance		
42	Capital assets, amortization, inventory		
43	Impact of an expansion on operations		

**APPENDIX 6: Round tables report on criteria currently used and proposed
criteria – by discipline**

1.7 Inter-Arts

The Inter-Arts Office serves two types of clientele. The oldest organizations whose practice, while interdisciplinary, is similar to a more traditional mode, face the same challenges as the disciplinary companies in the other sections. The second type, with more unusual practices, is a group that is constantly evolving. The operating grants program currently supports nine organizations.

	Inter-arts	Current	Proposed
Governance Resources			
1	Constitution and by-laws	★	★
1a	Composition of the board of directors	★	★★
2	Governance policy (powers and responsibilities of the board)	★★	★★★
3	Method of appointment and renewal strategies for board members	★	★★★
4	Procedures for the integration and training of administrators	★	★★★
5	Management of board meetings	★	★★
6	Board self-evaluation process	★	★★
7	Effectiveness and management practices	★	★★
8	Accountability of each decision-making level	★	★
9	Information-sharing process	★	★
10	Constitution and by-laws	★	★
10a	Perception of the organization in its community	★★	★★
Administrative Resources			
11	Multi-year business plan	★★	★★
12	Organizational growth	★	★
13	Transparency and stability of administrative structure	★★	★★
14	Strategic budgetary planning process (A-B)	★	★
15	Internal indicators and auditing (A-B)	★	★
16	Adaptability and ability to manage change	★	★
17	Project management and follow-up	★	★
18	Self-evaluation process (A-B)	★	★
Human Resources			
19	Human resources plan	★	★
20	Organizational structure to achieve mandate	★	★
21	Compensation policy (artists and staff) and benefits	★	★
22	Turnover rate	★	★
23	Legacy plan for founder-based organizations	★	★
24	Human resources renewal strategies	★	★
25	Hiring and selection process	★	★
26	Job descriptions for senior managers	★	★
27	Training and professional development plan	★	★
28	Working environment standards	★	★
29	Labour relations – management of unions	★	★
30	Volunteer management	★	★
Financial Resources			

**APPENDIX 6: Round tables report on criteria currently used and proposed
criteria – by discipline**

31	Long-term planning	★	★
32	Distribution and diversification of revenue sources	★★★	★★★
33	Risk management and budget control	★★★	★★★
34	Allocation of resources	★	★★
35	Management of surplus and accumulated deficit	★★	★★
36	Deficit reduction plan	★★	★★
37	Reserves and working capital	★	★
38	Cash management	★	★
Physical resources			
39	Physical plant management	★	★
40	Real estate assets maintenance plan	★	★
41	Production, performance and exhibition space and equipment maintenance	★	★
42	Capital assets, amortization, inventory	★	★
43	Impact of an expansion on operations	★	★