

**Canadian Museum of History  
Detailed Action Plan  
in Response to Recommendations of the 2023 Special Examination Report  
by the Auditor General of Canada**

<b>Report Ref. no.</b>	<b>OAG Recommendation</b>	<b>Corporation's Response</b>	<b>Description of Final Expected Outcome/Result</b>	<b>Expected Final Completion Date</b>	<b>Key Interim Milestones</b>	<b>Lead/Point of Contact</b>
<b>Corporate Management Practices</b>						
Para 21	The Corporation should establish a code of conduct for its Board members. The Corporation should also ensure that Board members and employees periodically declare their understanding of, and commitment to, compliance with ethical and conflict-of-interest requirements, and adherence to the Corporation's values.	<i>Agreed.</i> The Corporation has drafted a code of conduct for Board members, and will adopt it in early 2023–2024. The Corporation will implement a yearly commitment for Board members and employees to meet ethical and conflict-of-interest requirements, and adhere to the Corporation's values.	Code of conduct for Board members  Yearly commitment by Board members and employees to meet ethical and conflict-of-interest requirements, and adhere to the Corporation's values.	Resolved	A code of conduct was adopted by the Board in June 2023.  A process has been put in place for Board members and employees to declare their understanding of, and commitment to, compliance with ethical and conflict-of-interest requirements, and adherence to the Corporation's values.	H. Paszkowski, Vice-President, Corporate Strategy and Government Affairs
Para 26	Upon comprehensively reviewing and updating its policies, management should provide the Board with the information it needs to oversee the Corporation's compliance with its policies.	<i>Agreed.</i> The Corporation has developed a Corporate Policy Renewal Framework, and is undertaking a comprehensive review and update of its policies. In 2023–2024, the Corporation will launch a yearly compliance report to help the Board monitor the Corporation's compliance with corporate policies.	Yearly report to assist the Board in monitoring whether or not the Corporation has met compliance requirements.	Resolved	The Board approved the template for a yearly compliance report in June 2023. This report will be submitted to the Audit and Finance Committee each year.	H. Paszkowski, Vice-President, Corporate Strategy and Government Affairs

Para 31	The Corporation should set clear performance indicators and targets for the priorities and key activities presented in its Corporate Plans. It should report to the Board regularly on achievement of these indicators, and include this information in its Annual Report.	<i>Agreed.</i> In 2023–2024, the Corporation will renew its Performance Measurement Framework, along with performance reports to the Board and to the senior leadership team, so that clear performance indicators are monitored against milestones. The Corporation will continue to provide quarterly performance reports to the Board and include results in its Annual Report.	New Performance Measurement Framework  Reporting of quarterly performance to the Board, and inclusion of achievements in the Corporation’s Annual Report.	Resolved	A new Performance Measurement Framework, which includes key activities and a template for a quarterly performance report, was approved by the Board in June 2023.  New performance indicators and targets for 2024–2025 were presented to the Board for approval in November 2023, and incorporated into the Museum’s 2024–2025 Corporate Plan. These performance indicators are being reported on a quarterly basis to the Board, and results for key activities will be included in the Corporation’s Annual Report.	H. Paszkowski, Vice-President, Corporate Strategy and Government Affairs
Para 35	The Corporation should further define its mitigation strategies and develop risk-appetite statements, risk tolerances, and specific action plans. Implementation of these action plans, and any associated target dates, should be reported in the corporate risk profile to both	<i>Agreed.</i> In 2023–2024, the Corporation will develop risk-appetite statements and risk tolerances. It will develop more robust mitigation strategies and specific action plans for its corporate risks, and report on them quarterly to the senior leadership team and the Board.	Updated Risk Management Framework  Updated corporate risk profile  Risk register  Enhanced risk reporting to the	Resolved	An updated Risk Management Framework, which references the establishment of risk-appetite statements and risk tolerance levels, was approved by the Board in November 2023.  An updated corporate risk profile, which includes	H. Paszkowski, Vice-President, Corporate Strategy and Government Affairs

	senior management and the Board.		senior leadership team and Board		risk-appetite statements, was approved by the Board in February 2024.  A new risk register and template for reporting on risk to senior leadership and the Board are ready for implementation in 2024–2025.	
Para 53	The Corporation should ensure that work plans include enough detail to communicate employee expectations. This includes setting clear performance indicators and targets. The Corporation should use these indicators to systematically monitor operational progress and report on its achievement.	<i>Agreed.</i> The Corporation is currently reviewing its work-planning processes and, in 2023–2024, it will launch a renewed process for the 2024–2025 work-planning exercise. The Corporation will standardize the level of work details and type of performance indicators required for management approval and monitoring, and will use work plans to approve projects, and monitor and report on operational progress.	Renewed business-planning process	Resolved	A renewed business-planning process was launched for 2024–2025, which includes a new template and process for reporting on the status of key projects to senior leadership.	E. Doiron, Chief Financial Officer and Vice-President, Finance and Infrastructure
Management of Operations						
Para 59	The Corporation should ensure that it meets its standards for processing acquisitions and deaccessions. Furthermore, given the lack of clarity on the resolution of challenges identified in the Collections Development Plan for 2016–2026, the Corporation should review this plan, develop appropriate action plans, and systemically monitor their implementation.	<i>Agreed.</i> In 2023–2024, the Corporation will review and reissue standards for processing acquisitions and deaccessions that are better tailored to the various types of acquisitions and deaccessions. It will also put in place an effective monitoring and reporting regime.  The Corporation will review and update the Collections Development Plan in 2024–2025, and develop action plans to address identified challenges, with quarterly reporting to senior leadership.	Updated acquisition and deaccession process  Updated Collections Development Plan	March 31, 2026	The Museum reviewed challenges identified in the acquisition and deaccession of collections, and developed a multi-year rectification plan, as well as a tracking tool for reporting on progress to senior leadership.  The acquisition and deaccession process has	J. Whitham, Vice-President and Director General, Canadian War Museum

					<p>been updated and was approved in March 2024.</p> <p>The Collection Development Plan will be updated by March 31, 2026. It is informed by the Museum's Research Strategy, which is under review and will be delivered in 2024–2025.</p>	
Para 68	<p>The Corporation should identify specific review and approval steps in its processes for the conservation treatment of its artifacts, and should provide oversight to ensure that employees comply with these steps.</p>	<p><i>Agreed.</i> In 2023–2024, the Corporation will develop specific review and approval steps for artifact conservation, clearly defining the authorizations required for different levels of treatment. An effective monitoring and reporting regime will be put in place by March 31, 2024.</p>	<p>Formalized process for artifact conservation</p>	Resolved	<p>Standards and levels of authorization required for artifact conservation were approved in March 2024 and will be reported to senior leadership on a quarterly basis.</p>	<p>J. Whitham, Vice-President and Director General, Canadian War Museum</p>
Para 69	<p>The Corporation should update its collections inventory-management process for both Museums and ensure that appropriate, time-bound action plans are developed to address identified issues.</p>	<p><i>Agreed.</i> In 2023–2024, the Corporation will review and update inventory-management procedures for its collections. The Corporation will also develop action plans with reasonable timelines to address issues that have already been identified, as well as issues identified in future inventory verifications, by March 31, 2024.</p>	<p>Updated Inventory-Management Guidelines</p> <p>Object Status Resolution Plan</p>	September 30, 2024	<p>Inventory-Management Guidelines were approved in March 2024.</p> <p>An Object Status Resolution Plan to address issues identified through inventory verification is in development and will be completed by September 30, 2024.</p>	<p>J. Whitham, Vice-President and Director General, Canadian War Museum</p>

Para 70	The Corporation should review all granted access permissions, on a regular and systematic basis.	<i>Agreed.</i> In 2023–2024, the Corporation will renew access protocols and will review permission lists regularly, ensuring that the security database reflects appropriate access controls. It will continue to modernize its security infrastructure to enhance the reporting and tracking of access permissions, with the access-control portion completed by March 31, 2024.	Updated procedures for permission and access to collection areas	March 31, 2025	Access lists have been updated, user accounts in the security databases have been audited, and new procedures have been implemented for assigning or modifying secure access.  New card readers to control access are currently being installed and programmed. This process will be completed by March 31, 2025.	E. Bertrand, Vice-President, Visitor Engagement
Para 74	The Corporation should develop formal documented processes and templates to help researchers understand corporate expectations, and help managers ensure that those expectations are met.	<i>Agreed.</i> The Corporation is updating its Research Policy and, when approved in 2023–2024, the policy will provide clarity on research processes and corporate expectations for research. In 2023–2024, the Corporation will implement the consistent use of research project proposals and tracking templates. These tools will formalize approvals to ensure alignment with corporate priorities, and will track deliverables against key milestones.	Updated Research Policy  New template for research project proposals	Resolved	The updated Research Policy was approved in March 2024, and a new template for research project proposals is in use.	J. Whitham, Vice-President and Director General, Canadian War Museum
Para 79	The Corporation should update its formal processes and guidelines for developing and delivering exhibitions and public programs, and provide oversight to ensure that key requirements are being followed.	<i>Agreed.</i> The Corporation will review and modernize its formal processes and guidelines for developing exhibitions and public programs. This modernization will include an updated monitoring approach to ensure that requirements are being followed, and will be implemented in 2024–2025.	Updated development process for exhibitions and public programs	March 31, 2025	A plan for updating the development process for exhibitions and public programs has been developed.  The updated process will be approved and	E. Bertrand, Vice-President, Visitor Engagement

					launched by March 31, 2025.	
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