

**Department of Indian Affairs and Northern Development  
Corporate Services  
Departmental Audit and Evaluation Branch**

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**Review of Management Practices  
Yukon Region**

**Project 98/21  
October 1999**

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## Executive Summary

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The Departmental Audit and Evaluation Branch (DAEB) reviewed the management practices in the Yukon Region in April of 1999. The purpose of the review was to provide the region with an assessment of its key management practices and provide assurances that these practices are designed and operating to achieve the region's objectives with efficiency and economy.

Change for the region continues to be a central reality. The devolution of responsibilities for the management of natural resources to the Yukon Territorial Government (YTG) is progressing and will be implemented over the next six to eight months. This change is causing uncertainty for employees and some are departing as they fear instability of devolution or may not wish to transfer to the YTG. Retaining qualified and competent staff during the transition will be an ongoing challenge. Given the continued instability, more key employees will be leaving and attracting qualified workers will become increasingly difficult.

Another challenge facing the region is the settlement of the remaining seven claims. Once the remaining agreements are signed and the devolution of natural resources occurs, the employees of the Indian and Inuit Affairs Program (IIAP) will no longer be required and will be subject to the Public Service Work Force Adjustment Policy. The policy allows for a reasonable job offer to each employee, however, employees are aware that reasonable job offers in the Yukon may be difficult to achieve and are experiencing anxiety as they may have to relocate.

Over the next few months, regional management will be faced with ongoing management of human resources during the devolution and self-government transition phases to ensure that employees remain productive until the end. The success of devolution will be largely dependent upon the employees' abilities and willingness to remain productive. This, in turn, will be largely dependent upon a sense of security concerning their own future. Innovative and creative solutions will have to be found to ensure continuity of ongoing program delivery and to ensure a smooth transition of the transfer to YTG. Transparent and effective communication with employees will enhance their ability to perform and will alleviate fears.

Workload will, no doubt, continue to be an issue for the region as the transfer related activities will have to be performed. A factor that contributes significantly to the regional workload are corporate initiatives, some government-wide, others departmental. The region cannot be expected to take on any additional corporate initiatives during this transition. Choices will have to be made to determine how much can be absorbed before it starts to impact on the ability to deliver on the region's mandate.

Since the review team's visit to the Yukon Region, regional management was provided with a regional report and have been responding to the recommendations. The following are a number of initiatives undertaken by management which will address and deal with uncertainty and the difficult transition:

- a Human Resources Transition Strategy was developed and presented to the Regional Management Committee;
- a detailed letter was sent to all staff regarding the YTG offer to the employees of the Northern Affairs Program (NAP). In addition, all staff information sessions with YTG on their offer were held;
- additional staff meetings have been arranged, including meetings with district staff; and
- a high energy regional team (Chrysalis) was formed to assess ongoing federal roles and responsibilities and organizational implications for both the IIAP and the NAP. The Chrysalis team committed to providing a preliminary report by the end of June 1999.

The goal of these assessments is to address uncertainty and collectively find best approaches to manage the period of transition. The region is also working closely with the NAP on a NAP Human Resources Transition Strategy.

The review team is confident that with the initiatives undertaken by the Yukon Region, it can provide assurances to the departmental senior management that the region's management practices support the attainment of established objectives.

## Section - Introduction

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### Background

The DAEB initiated a review of management practices of the Yukon Region. The review was undertaken to assist the regional management in assessing whether the current management practices are designed to achieve objectives with efficiency and economy. Its purpose was also to bring assurances to departmental senior management that the region has the capacity to deliver the established objectives.

The Department of Indian Affairs and Northern Development (DIAND) manages an ambitious and often conflicting agenda. The Royal Commission on Aboriginal Peoples (RCAP) Final Report made a number of recommendations concerning the Aboriginal Peoples to which the government responded with its *Gathering Strength Initiative*. This initiative acknowledges many of the concerns made in the report and promises to improve the lives of the Aboriginal people. The government is also committed to devolve responsibilities to the Territorial Governments and to First Nations (FNs). In the Yukon specifically, the government is committed to devolve the responsibilities for the management of the natural resources to the YTG and to conclude the Self-Government agreements with the First Nations. Negotiations with YTG and First Nations continue and an agreement-in-principle for the devolution is expected to be reached soon. Managing a process of rapid political development involving a number of stakeholders with conflicting interests presents a challenge to the Yukon Region.

### Regional Context

In response to the critical departmental challenges, the Regional Director General established, in collaboration with the Deputy Minister, key regional priorities to be completed during the fiscal year 1998-1999, and they are:

- strengthen Aboriginal governments - pursue completion of claims and self-governments;
- devolution - secure transfer agreements and identify transition initiatives;
- Gathering Strength - implement partnerships and other initiatives;
- plan for the future in post claim/devolution - explore creative approaches to governance and determine ongoing federal roles and responsibilities;

- social services with dignity and self-sufficiency - continue to improve quality service delivery to First Nations;
- regulatory reform and efficiencies;
- ensure staff are treated as most valuable resource;
- headquarters Partnerships - continue to develop linkages, relationships and team solutions with headquarters.

## **Regional Organization**

The Yukon Region has been re-organized from two programs NAP and IIAP to one consolidated region. The regional office located in Whitehorse, is comprised of six distinct organizational components and is led by a Regional Director General. Eight field offices have also been established. Through these locations, the region provides a wide-range of services to First Nations, individuals, and communities; administers provincial-like natural resource management; and provides information services to the general public. The region's budget in fiscal year 1998-1999 is as follows:

NAP	\$ 19,638,000	(Excluding salaries) and 241 FTEs
IIAP	\$ 52,817,000	(Excluding salaries) and 45 FTEs

## **Review Objectives**

The objectives of this review were to:

- provide the region with an assessment of its key management practices;
- identify solutions to facilitate the operations ;and
- provide departmental senior management with assurances that the management practices in place in the Yukon Region are designed and operating to achieve the region's objectives with efficiency and economy.

## **Review Approach**

Recognizing the current nature of priorities and the work environment in the region, the review focused on the key areas critical to meeting the objectives. Information was obtained through meetings with the Regional Director General, the Associate Regional Director General, senior management and staff of the region. Appropriate documents were reviewed and assessed. In addition, two one-half day facilitated workshops with staff and managers were conducted.

# **Audit/Review Framework**

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At the request of the Deputy Minister, the DAEB has developed an Audit Review Framework based on a Performance Management Model. A central issue in the government continues to be accountability for results. The Audit Review Framework is a pilot project and a “rolling” draft designed to reflect some of the challenges involved in improving performance in DIAND. It reflects a new philosophy of management that DIAND is committed to support.

The Audit Review Framework consists of three modules: Conditions, Capacity and Results. The three aspects of the framework reflect the principle of maintaining strong commitment to central standards and achieving specific results, while at the same time proving flexibility for operational processes and approaches. The framework focuses on the strategic, tactical and operational plans and links them through an ongoing feedback process. Monitoring feedback ensures that the objectives and central standards can be adjusted to meet the changing environmental conditions. Effective feedback through a balanced approach to performance measurement is a necessary condition to achieve the delivery of programs and services that are affordable, accessible and responsive to the needs of First Nations.

The findings from the review of Management Practices in the Yukon Region are presented using the Audit Review Framework.

Conditions recognizes that general objectives must be set within the environmental constraints presented to the organization. Key regional priorities have been established in response to departmental initiatives. The Yukon Region is supporting the departmental vision and objectives, and has incorporated the short and long-term departmental objectives in its overall strategic plan.

## General Work Environment

The general work environment is one of continuous change. Critical initiatives are being carried out in a challenging environmental climate with the key environmental demands as follows:

- the region is managing the devolution of the responsibility for natural resources to the YTG; and
- to date, seven Yukon First Nation Self-Government agreements have been successfully concluded. The region is committed to conclude the remaining seven Self-Government agreements with the First Nations. However, the region's mandate to negotiate land claims will expire on March 31, 2000 and staff are currently preparing a submission requesting an extension of the mandate. While the focus is on concluding the remaining agreements, work is also being done to ensure that commitments made to First Nations in existing self-government agreements are fulfilled and that implementation activities are carried out.

These environmental conditions have resulted in a tremendous increase in workload to support devolution, land claims, self-government negotiations, and also maintain day-to-day service delivery operations. These critical initiatives require employees to provide frequent information within stringent time frames, which increases their current workload and contributes to a pressured work environment. Issues contributing to the increased current workload are as follows:

- the accelerated pace of government-wide and departmental initiatives demands increased effort from employees. The competing priorities that the region must respond to during this transition period are having an adverse effect on their ability to perform quality work. Choices will have to be made to determine how much can be absorbed before it starts to impact on the ability to deliver on the region's mandate;



- devolution and negotiating self-government agreements require more consultative and participatory arrangements. Consultation is time consuming and raises expectations for both employees and other stakeholders, which often result in delays and frustration. There is a belief, among employees, that the emphasis on consultation is an “over-consultative” mode, resulting in an inability to make day-to-day decisions and provide effective service to clients. Employees are not always aware that the region’s consultative processes are not discretionary, but are a legal obligation; and
- the departure of a number of employees who fear the current uncertainty surrounding settlement of claims, downsizing and devolution have contributed to the increased workload. The high turn-over at the managerial level has resulted in the loss of corporate memory to respond to issues in a timely fashion. As more departures are imminent, the workload will increase for remaining staff and the region may not have the capacity to deliver on its commitments. Given the current environmental instability, retaining qualified and competent staff will be an ongoing challenge.

The majority of employees have significant years of experience in their respective areas of work, and have the knowledge and skills required to perform their current jobs. However, in an uncertain climate marked by a the fear of job loss and job transfer, innovative and creative solutions responding to the long-term needs of the employees will have to be found to ensure continuity of ongoing program delivery and smooth transition of the transfer to YTG. Thus, a critical success factor in meeting objectives within the current environment will be managing the transition state, with particular emphasis on the human element of change. This environmental context presents a considerable challenge for regional management.

The region’s priorities are consistent with the strategic direction of the organization and are supportive of it. In the next module, (Capacity) we will look at the strategies and plans of the region and its capacity to deliver on those strategies and plans.

Capacity requires the development of strategies and plans to achieve the objectives within the constraints of the environment. Each organizational unit must integrate key organizational elements in pursuit of their objectives. In addition, understanding the impact of the human factor is essential in developing plans to achieve organizational objectives and effective performance. An important aspect of the Capacity module is to identify the obstacles affecting employees in meeting their objectives. To assess the capacity in the Yukon Region, we have reviewed the following components.

## Leadership

Regional staff indicated that regional senior management is committed to creating an environment in which people at all levels contribute and perform their best. The following initiatives support this finding:

- the regional Statement of Qualifications for each new position has identified the required leadership competencies;
- values and ethics workshops have been developed and delivered to staff;
- leadership issues have been discussed during management retreats and on an ongoing basis at Regional Management Committee meetings;
- employee Rewards and Recognition Program;
- trail of 98; and
- performance Workshop in June 1999.

However, employees expressed the need for more leadership at the regional level given the uncertainty and constant change due to the environmental conditions. Employees expect more concrete actions with respect to settlement of claims, downsizing and devolution from their senior managers to deal with the issues affecting their future, and to balance program delivery with the devolution transition. Key issues that require leadership are as follows:

- the NAP employees and supporting corporate resources are scheduled to transfer to YTG. All indeterminate NAP employees are guaranteed a job offer. However, these employees do not know the benefits package they will receive from YTG and what type of work they will be required to perform. Employees are left in a state of anxiety as they await this information from management. While they must accept the new direction, guidance and support during the transition will help employees dealing with the uncertainty and change;

- the IIAP employees, and supporting corporate resources will be downsized once the remaining self-government agreements are signed and devolution of natural resources occurs. These employees are covered by the Public Service Work Force Adjustment Policy and will be subject to a reasonable job offer. However, employees are aware that reasonable job offers in the Yukon may be difficult to achieve, and are experiencing anxiety due to possible relocation; and
- employees expressed that they do not trust that their interests are being looked after in the process of negotiating the human resource aspects with YTG. They believe that reaching agreement on the transfer of natural resources is taking precedence over human resource interests. They also believe that regional senior management is not sufficiently involved in the setting of terms and conditions for negotiations of an human resources package with YTG. There is a perception among employees that the current process of negotiating human resource issues is not based on a clearly articulated negotiating protocol.

Participants acknowledge that the Regional Director General is committed to providing autonomy and empowerment of managers and employees. While they commend the Regional Director General commitment, they believe that at this time in the history of the region, more direction to the regional managers would provide some stability for the employees and would eliminate the current inconsistent human resource practices in the region.

The review team believes that employees are showing signs of anxiety and frustration, which may lead to a decrease in productivity and related problems. Any change often results in resistance by the people affected, and emotional reactions to cope with the transformation process are common. People need to be supported through the transition process and action needs to be visible to keep the momentum of the change in the forefront of everyone's mind.

This presents an enormous challenge to the manager of the region. They must not only support the employees through the transition process by communicating openly and frequently, by coaching and dealing with resistance to change but must ensure that the day to day program delivery is achieved until the devolution and downsizing is completed. Retaining qualified and competent staff and dealing with increased workload will become increasingly difficult.

## **Planning**

The region has established a goal setting and planning mechanism at the strategic level in order to ensure the attainment of objectives. The Regional Director General has also established a set of priorities in collaboration with the Deputy Minister. The following initiatives support the ongoing planning process:

- the Regional Directors' plans contribute to the Regional Director General and the Associate Regional Director's General plan;
- work plans have been developed for a 6, 12 and 24 month time horizon and have been incorporated in the regional plan;
- work plans and associated activities are regularly discussed at the Regional Management Committee meetings;
- the regional management team holds planning retreats to address numerous issues, particularly the constantly changing goals, objectives and resources; and
- a Joint Government of Yukon/DIAND Devolution Transition Committee was established to ensure the "seamless" and timely transfer of the NAP to the Government of Yukon. The committee will cooperatively prepare and ensure the implementation of a transition work plan which will set out priority goals and objectives for the transition period.

As the region is progressing toward the devolution of resources to YTG, the NAP must examine policies and legislation in order to effect the transfer of responsibilities. In support of the transfer the following planning issues must be addressed:

- NAP must examine current files to determine information that needs to be retained and information that will need to be transferred; and
- a transition plan indicating activities, timing and responsibilities is essential for a smooth transition. Such a plan would also assist in the forecasting of future workload and resources requirements. Although some directorates have attempted developing components of a transition plan, a comprehensive plan does not exist.

## **Risk Assessment**

The region uses risk assessment for both strategic priority setting and operational planning. All directorates were knowledgeable of the key risks in their operations and had identified means of mitigating them. Specifically, we found effective risk management in the Renewable and Mineral Resources Directorate, in the inspection operations. The directorates carry out inspections based on a pre-determined risk assessment framework.

## **Linkages**

Based on our discussion with headquarters and regional managers and employees, linkages between the Yukon Region, headquarters, YTG and the First Nations are established and work relatively well. Involvement and communication is appropriate and open.

## Communication

Effective communication with staff and stakeholders has been identified as a priority by senior managers during the management retreats. One of the best practices in some directorates is the daily or weekly “stand-up” meetings to discuss workload issues, work pressures and any other issues of interest to employees.

The effectiveness of communication in the region was primarily assessed by discussions with individuals and through a facilitated workshops with employees and managers. Participants expressed concern over the communication with employees with respect to their status within the devolution process. There is a lot of anxiety and uncertainty with the region on the verge of important change, and the current communication is not alleviating fears. In times of uncertainty communication becomes more difficult particularly when precise information is not available. Ongoing communication with employees impacted by change is necessary. The most effective communication is often informal and face-to-face. During this transition, communication must be frequently repeated in order for the message to be received. Management can influence attitudes to a certain degree and thus deal with some of the problems at their source through relevant and repeated information.

The participants were also concerned about the departmental image since negative media coverage has been experienced frequently. The department does not appear to offer a position on the issues, even when the communicated message was presented in the media incorrectly. This leaves the impression that the media allegations are in fact true. The constant negative stories appearing in the press contribute to low morale as employees feel helpless in defending their actions.

Since the review team’s visit to the Yukon Region, management was provided with a regional report and have been responding to the recommendations. The following are a number of initiatives undertaken by management which will address and deal with uncertainty and the difficult transition:

A Human Resources Transition Strategy was developed and presented to the Regional Management Committee.

A detailed letter was sent to all staff regarding the YTG’s offer to the employees of the NAP. In addition, all staff information sessions with YTG on their offer were held.

A high energy regional team (Chrysalis) was formed to assess ongoing federal roles and responsibilities and organizational implications for both the IIAP and the NAP and a preliminary report was expected by the end of June 1999.

The region is also working closely with the NAP on a NAP Human Resources Transition Strategy.

Regional environment is conducive to delivering on departmental and regional objectives. We believe that if the region successfully implements the initiatives undertaken, it will have the capacity to deliver on its objectives and commitments. In the next module (Results) we will address performance measures to assess progress on objectives and initiatives.

Results is concerned with the effects on operations and their anticipated and unanticipated impacts. It involves the development and conduct of performance measures to assess if objectives are being achieved. In the context of the Audit Review Framework, the objectives established by the organization must be measured to determine progress, and to make the necessary modifications required as a result of the impacting environmental conditions. In measuring results it is also crucial to develop measures that will provide a meaningful assessment of the impact on people tasked to carry out the activities.

The region has put in place appropriate organization structures and is using effective approaches to meet the objectives of the devolution of natural resource management responsibilities to YTG and achieving Self-Government for First Nations. While the success of achieving these objectives, to a large degree, rests with stakeholders' co-operation, the region is aware of the risks and impacts and has established mechanisms to change the course of action if required.

The region has in place service standards and performance measurement mechanisms to evaluate performance against established objectives. A majority of programs, especially in the NAP, have in place performance/service standards as required by the respective legislation. Reports are produced, analysed and appropriate adjustments completed. Also, the Corporate Services Branch has developed a comprehensive set of service standards. Reporting against these standards will commence before the end of this fiscal year. In other areas, less formal mechanisms are in place to measure the quality of services and products produced.

The region uses a variety of regular and ad hoc monitoring and forecasting mechanisms to monitor its external and internal environment. The following examples illustrate the region's ability to adapt to changes affecting priorities and actions:

- the Regional Management Committee is one of the vehicles used to monitor activities and provide direction. The committee members meet weekly to plan, review and monitor progress of major initiatives and budget;
- management retreats are used as a monitoring and learning forum;
- the Minerals Branch has undertaken an initiative to seek clients' satisfaction and suggestions for service delivery improvements; and
- other branches have also put in place monitoring programs to ensure effective delivery of their services.

The appropriate financial monitoring is also in place. Recently, the region replaced the pre-audit approach with statistical random of transaction reporting. Since its implementation, the number of errors has been reduced from 30% to 15%. Corporate Services are working with managers to provide training for further improvements.

The review team concludes that adequate performance measures and monitoring mechanisms are in place to track progress and ensure that significant variances are brought to and addressed by the appropriate level of management.



## Recommendations

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The success of devolution to YTG will greatly depend on the regional capacity to transfer both the responsibilities and employees in a smooth transition, while delivering on the programs currently under the departmental mandate. This success will be dependent upon the employees' abilities and willingness to manage tremendous workload, face uncertainty and remain productive to the end. To enhance the region's ability to successfully deliver on its commitments, we recommend that the:

1. Regional Director General and regional management continue to work with its employees experiencing change to help them move to the new situation in their particular circumstances.
2. Regional Management continue to develop processes for employees to communicate their needs, and find ways to seek solutions to the operational and personal challenges that this change will surface. Ongoing communication with people impacted by this change will be necessary.
3. Deputy Minister provide direction to headquarters corporate staff to reduce demands for regional involvement in new and additional corporate initiatives during the transition, thus providing opportunity to stabilizing the current workload situation.
4. Deputy Minister make available additional resources to the region as and when required during the transition. This can take the form of making short or longer term secondments available to Yukon Region staff to allow them to take advantage of vacancies in Ottawa or other regions to improve their opportunities.

# **Terms of Reference**

## Terms of Reference

### **Review of Management Practices - Yukon Region**

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**Background:** This project is a part of the Departmental Audit and Evaluation Branch's (DAEB) five-year plan of reviewing management practices and controls in each region, including national capital region, of the department. The DAEB commenced management practices review cycle in 1994-1995. The review of management practices in the Yukon Region has been identified in the 1998-1999 DAEB Plan, approved by the Departmental Audit and Evaluation Committee (DAEC).

The Yukon Region is comprised of a regional office located in Whitehorse. The Yukon Region offers a wide range of services to the First Nation communities and individuals, provides provincial-like natural resource management services, as well as information services to the general public. Overall programs and services are administered by a Regional Management Committee (RMC) under the direction of a Regional Director General and an Associate Regional Director General. The RMC also includes ten Directors and the Manager of Communications.

**Need:** As a result of the department's streamlining and restructuring exercise, the department has undergone significant organizational changes in the relationship between headquarters and the regions and between the department and the First Nations. Also, the major business function of DIAND's Indian and Inuit Affairs Program has evolved from delivery of services by departmental staff to the funding of First Nations who deliver these devolved services. There is a need to review regional management practices and controls, as well as to determine regional best management practices.

**Objectives  
and Scope:**

The purpose of this review is to conduct a comprehensive review of the regional management practices and controls to ensure that the departmental objectives and the central agency and departmental policies and procedures are complied with in a most efficient and effective manner. The scope will include a review of regional management control framework, management practices and initiatives pertaining to:

- consolidation and rationalization of the numerous objectives involved in managing the various responsibilities in the Yukon Region;
- empowerment, innovation, provision of services to the clients and public;
- support for the fulfilment of the departmental objectives for the North; and
- monitoring for accountability for devolved programs.

**Issues:**

The review will cover the following issues developed by using a Criteria of Control Objectives (COCO) methodology developed by the Canadian Institute of Chartered Accountants:

Management Direction - Review of the organization's direction and planning:

- how does the region achieve the organization's objectives? (Both regional and departmental)
- what mechanisms are in place to ensure senior regional management's accountability for results and implementation of sound management practices?

Commitment - Review of the organization's identity and values:

- to what extent are values, policies and divisions of responsibilities consistent with the organization's direction?

Capability - Review of the organization's capacity to "excel at our jobs":

- do people have the competency, knowledge, skills and tools to support the departmental's objectives?

Monitoring and Learning - Review of the regions's evolution:

- to what extent monitoring and learning support the evolution of the department?

**Approach:** It is proposed to adopt a review process based on principles of consultation and participation together with quantitative and qualitative research method for the achievement of concrete, visible results. The project will be initiated by the DAEB with the assistance of the consultants. The selection of the firm will be done by the DAEB in consultation with the Yukon Region. The review will be conducted in the following phases:

### **Planning/Orientation Phase**

The planning phase establishes the framework for the project. It clarifies the mandate, the objectives, the scope and expected results. This phase entails studying the regional management practices.

The object of this phase is for the review team to reach a common understanding of the orientation and the methodology of the project. The members of the team clarify the methodology, the appropriate qualitative and quantitative methods and the nature of the sampling where applicable to produce an activity plan.

### **Gathering/Conduct Phase**

During this phase the review team carries-out the plan developed earlier. Activities include individual interviews and group meetings; group sessions; review of records and processes and management practices; and all other necessary research and gathering information.

### **Analysis Phase**

Once the information has been gathered, the review team analyses the data and clarifies issues such as :

- what is the current state of affairs?
- what are the gaps?
- suggestions for filling the gaps and improve the regional practices to respond to future needs.
- identification of effective practices.

This information will be presented to a group of regional representatives. The group will validate the data, propose recommendations, and develop the framework of a work plan for implementation.

**Report Phase**

The purpose of the report phase is to incorporate all information and recommendations gathered during the course of the review into a concise format. This includes results of analysis and work plan for implementation.

**Resources:** The work will be undertaken both in-house and with the use of consultants.

**Cost:** The estimated cost for the contracted resources is \$50,000.

**Time frame:** The planning will commence in November 1998. A draft report will be completed by June 1999.

**Approved by:**

Terry Sewell  
Regional Director General  
Yukon Region  
October 29, 1998

# Action Plan

REQUEST FOR ACTION PLAN / DEMANDE DE PLAN D'ACTION

PROJECT TITLE / TITRE DU PROJET : Review of Management Practices - Yukon Region  
 REGION OR SECTOR / RÉGION OU SECTEUR : Yukon Region

(1) RECOMMENDATIONS / RECOMMANDATIONS	(2) REPORT / RAPPORT PAGE NO.	(3) ACTION PLAN / PLAN D'ACTION (If space provided is insufficient please continue on blank sheet. / Si vous manquez d'espace, veuillez continuer sur une page blanche.)	(4) RESPONSIBLE MANAGER / GESTIONNAIRE RESPONSABLE (TITLE / TITRE)	(5) PLANNED COMPLETION DATE / DATE PRÉVUE DE MISE EN OEUVRE
<p>1. Regional Director General and regional management continue to work with its employees experiencing change to help them move to the new situation in their particular circumstances.</p>	<p>15</p>	<p>Various training opportunities are being provided to staff during October/November on managing uncertainty and change.</p> <p>Career counselling opportunities are available for all employees.</p> <p>Regional directorates have produced devolution workplans to assist employees in preparing for the tasks which need to be completed prior to devolution.</p> <p>Ongoing interaction between DIAND directorates YTG departments</p> <p>Joint DIAND/YTG Corporate Staff Development Program has been approved and funding allocated for change management initiatives, strategy development, YTG program orientation and training needs assessment.</p> <p>Mineral Resources and Renewable Resources are holding staff retreats to discuss, among other issues, devolution; the Government of Yukon will be involved in these meetings.</p>	<p>Regional Director General</p>	<p>November 30, 1999</p> <p>March 31, 2000</p> <p>September 30, 1999</p> <p>March 31, 2000</p> <p>September 30, 1999</p> <p>September 30, 1999</p>



REQUEST FOR ACTION PLAN / DEMANDE DE PLAN D'ACTION

PROJECT TITLE / TITRE DU PROJET : Review of Management Practices - Yukon Region  
 REGION OR SECTOR / RÉGION OU SECTEUR : Yukon Region

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<p>2. Regional Management continue to develop processes for employees to communicate their needs, and find ways to seek solutions to the operational and personal challenges that this change will surface. Ongoing communication with people impacted by this change will be necessary.</p>	<p>15</p>	<p>Ongoing meetings with staff (in Whitehorse and districts) to discuss issues related to change in the region.</p> <p>Regular updates are provided by RDG/ARDG on progress being made in devolution negotiations.</p> <p>DIAND Devolution Updates and YTG Devolution Newsletters are distributed to staff on a regular basis.</p> <p>Various committees/working groups have been set up to increase interaction between YTG and DIAND employees.</p> <p>Employees are encouraged to meet with Human Resources staff to discuss issues which may be of concern.</p> <p>A Human Resources Transition Strategy has been developed and distributed to staff.</p> <p>Extensive information is available on Yukon Intranet "Devolution" site.</p>	<p>Regional Director General</p>	<p>March 31, 2000</p> <p>March 31, 2000</p> <p>March 31, 2000</p> <p>March 31, 2000</p> <p>March 31, 2000</p> <p>September 30, 1999</p> <p>March 31, 1999</p>

REQUEST FOR ACTION PLAN / DEMANDE DE PLAN D'ACTION

PROJECT TITLE / TITRE DU PROJET : Review of Management Practices - Yukon Region  
 REGION OR SECTOR / RÉGION OU SECTEUR : Deputy Minister

(1) RECOMMENDATIONS / RECOMMANDATIONS	(2) REPORT / RAPPORT PAGE NO.	(3) ACTION PLAN / PLAN D'ACTION  (If space provided is insufficient please continue on blank sheet. / Si vous manquez d'espace, veuillez continuer sur une page blanche.)	(4) RESPONSIBLE MANAGER / GESTIONNAIRE RESPONSABLE (TITLE / TITRE)	(5) PLANNED COMPLETION DATE / DATE PRÉVUE DE MISE EN OEUVRE
<p>3. Deputy Minister provide direction to headquarters corporate staff to reduce demands for regional involvement in new and additional corporate initiatives during the transition, thus providing opportunity to stabilizing the current workload situation.</p>	<p>15</p>	<p>In order to reduce the demands for regional involvement in new corporate initiatives during the important and difficult transition for the Yukon Region, collaborative discussions will take place at the Executive level, to determine from which initiatives the Yukon Region may be excluded. There may be, however, important initiatives that must include regional participation. In such instances, effort will be made to minimize the effort, thus providing opportunity to stabilizing the current workload situation. In addition, the Deputy Minister will invite the Regional Director General, Yukon, to provide advice and recommendations on improvements on an ongoing basis.</p> <p>The Deputy Minister will visit the Yukon Region and meet with all staff to clarify the situation and provide support as required</p> <p>Various Assistant Deputy Ministers become involved in problem solving as issues arise and transition strategies be developed both within and across sectors.</p>	<p>Deputy Minister</p>	<p>October 30, 1999</p> <p>September 30, 1999</p> <p>September 30, 1999</p>
<p>4. Deputy Minister make available additional resources to the region as and when required during the transition. This can take the form of making short or longer term secondments available to Yukon Region staff to allow them to take advantage of vacancies in Ottawa or other regions to improve their opportunities.</p>	<p>15</p>	<p>Should the Yukon Region require additional resources during the transition, the Executive Committee will consider the request from the region. This will require collaboration among the programs to identify appropriate resources and their availability. Short or longer-term secondments can be considered as appropriate.</p>	<p>Deputy Minister</p>	<p>March 30, 2000</p>