

ORGANIZATION PROPOSAL
DEPARTMENTAL TECHNICAL SERVICES
INDIAN AND NORTHERN AFFAIRS



Indian and
Northern Affairs

Affaires indiennes
et du Nord

E78.C2
C2



The Honorable the Treasury Board
L'honorable Conseil du Trésor

T.B. Number - C.T. No

Indian Affairs and
Northern Development

Department - Ministère

File - Dossier

Date

SUBJECT: ORGANIZATION CHANGE

PROPOSAL: To change the organization of technical functions of the Department of Indian Affairs and Northern Development by restructuring the corporate headquarters function and establishing a technical capability at each regional office location. Also to establish one Director of Technical Services position at the SX-2 level and one Deputy Director position at the ENG-8 level.

EFFECTIVE DATE: April 1, 1973.

COST: \$3,782,000 (Proposed Cost 1974/75 of \$12,747,000 -
Estimated Current Cost of \$8,965,000)

| | | | | |
|--------------|----------------|-------------|-------------|--------------|
| CHARGE TO: | Vote 1 | Vote 5 | Vote 20 | Vote 70 |
| | Administration | Indian | Northern | Conservation |
| VOTE/PROGRAM | Program | Affairs | Development | Program |
| AFFECTED: | 696,000 | Program | Program | |
| | \$604,000 | \$2,111,000 | \$218,000 | \$849,000 |

| | | | | |
|-------------------|-----|-----|-----|-----|
| SUB-VOTE/ACTIVITY | | | | |
| AFFECTED: | All | All | All | All |

REMARKS: Organization Developments

The main purpose of the reorganization being proposed is to increase the effectiveness of technical functions in the department. It is intended that the Headquarters unit in Ottawa will be restructured and primarily concerned with policy, standard and guidelines. Regional offices, each with their own technical capability, where practicable, will be concerned with the provision of technical functions supporting each regions activities. Background to the proposal reorganization is set out below.

Prior to 1968, each program in the department had its own organizational unit to provide for its needs in engineering, architecture, physical planning and related technical services. In 1968 the department (on the basis of an internal study) began

to implement a major reorganization of technical and support services, designed to bring under one head all technical activities concerned with the expenditure of funds in implementing the Capital Program and subsequent maintenance of the physical plant.

The first phase of the re-organization, directed toward consolidating services at Ottawa, was for the most part completed. The second phase, intended to establish a series of regional technical offices across Canada, was not implemented and the regional program offices continued to provide technical services through their own resources, making use of the HQ staff where possible, and using services outside the department and government.

Since 1968, the capital program has increased from \$70 million to \$115 million, and this coupled with a staff shortage has placed demands on the HQ structures for services better provided at the regional level, such as project design, and construction supervision. Little or no work has been undertaken in the setting of technical policies, standards and guidelines and the provision of functional direction.

In the fall of 1971 a study by outside consultants of the technical services functions and their organization was commissioned. The consultants considered the full range of alternatives and recommended that a HQ function be established to concentrate on policy, guidelines, standards, and that 5 or 6 regional technical offices be established across Canada to serve the combined needs of the program in each region. Certain re-allocation of HQ responsibilities and transfer of functions to the regions were recommended in line with the delineation of HQ and regional responsibilities.

Subsequent to department review, the Deputy Minister set out a policy for reorganization (see memorandum of July 28, 1972 in the Addendum to these remarks) which combined elements recommended by the consultants with review comments of Program Officials. The organization proposal set out in this document is based on that policy statement.

Department Trends

The projected Capital Program for the coming fiscal year will be almost double what it was prior to the 1968 reorganization, while the permanent staff is little changed. Developments in each program contribute to the need for increased and better organized technical services. For example, the number

and area of new parks has already increased by some 65% to 70% and there are a number of additional parks now under investigation. Many agreements with the provinces for new parks include "instant development" clauses, placing an unexpected priority demand on limited resources. The existing and projected growth rate for historic sites and structures is substantially over the pre-1968 situation. The Department policy to fully involve the Indian peoples in their own development has increased and altered the workload in the Indian program. Developments in the Northern Territories, such as the MacKenzie Highway extension, are major developments requiring technical support and direction. In addition a new awareness of environmental and social factors, particularly for the Conservation and Northern Programs, requires the use of a wider range of skills than previously contemplated as well as substantial increases in expenditures for related studies.

Recommended Organization Structure

Although the form of organization structure recommended in this submission was defined in the Deputy Minister's memorandum of July 28, 1972, (see addendum to these remarks) the task group considered two alternate structures in order to provide a comparative cost. The essential differences in m.y. and costs between these proposals is set out in Appendices A and D and summarized below.

| | <u>PROPOSED STRUCTURE</u> | <u>ALTERNATIVES CONSIDERED</u> | |
|-----------------------------------|-------------------------------|---|--|
| | | H.Q. Unit plus 6 Regional Technical Offices | Full Decentralization to programs at H.Q. and regions |
| <u>Man Years</u> | | | |
| H.Q. (excludes term positions) | 283 | 283 | 350 |
| Field Offices | -- | 217 | -- |
| - Cons. | 166 | 27 | 166 |
| - I.E. | 298 | 166 | 298 |
| - N.P. | 18 | 18 | 18 |
| <u>Total M.Y.S.</u> | <u>765</u> | <u>711</u> | <u>832</u> |
| Estimated Cost (\$000's) | \$11,947 | \$11,092 | \$12,979 |

No attempt has been made to identify the benefits of each alternate relative to the estimated cost as this was the subject of a detailed consultants report of February 29, 1972.

Although the cost of the proposed structure is some \$1 million per year in excess of the lowest cost alternate it is recommended as best meeting the demands of the Department.

The three programs of the Department operate a combined total of 14 Regional Offices across the country, each with a varying number of Districts and/or Parks. It is the overall policy of the Department to achieve a maximum decentralization of authority and responsibility to the Regions and in turn to Districts and Parks. To allow the Regional and District Managers to meet their responsibilities, it is important that they have available to them in the region the necessary technical support staff, where these can be justified. Where such skills cannot be practically located in a regional office, these services can be provided by Headquarters staff or using services outside the Department.

Because of the varying need for technical services in each program and the state of development of the technical organization in the Department, each program requires a different emphasis.

In the Indian and Eskimo Program, the Regional Offices do not now possess the capacity to meet the existing demands of Indian peoples for a full-range consulting service. It is proposed to staff the Regional Offices to almost fully provide for the advisory services to Bands and Managers, but to handle an average of only 20% of the design program. The remaining 80% will be handled by other federal departments, outside resources or Technical Services Branch. While at the moment, Technical Services Branch is carrying one of their heaviest design programs for the Indian and Eskimo Program, the reorganization plan contemplates a major withdrawal over a period of two to three years. The Technical Services Branch will continue to provide service of certain scarce skills that cannot be justifiably located in the field and are not readily available externally to the Department.

In the Northern Program, it is not the intention to staff either of the Regional Offices to undertake design or provide specialized expertise in various areas of construction. Rather, the staff will be concerned with generally advisory and general construction supervision duty, as well as identification of development needs and

provision of routine maintenance services. The provision of design and specialized construction supervision will continue to be by or through the use of Headquarters Technical Services staff.

In the Conservation Program, it is expected that the Regions will be able to handle the majority of the design and construction workload directly with regional staffs or through the use of outside resources. Specialised advisory and study services such as communication, engineering, transportation studies will continue to be provided from Ottawa. In the area of restoration plans are now being developed for the eventual decentralization of much of the Restoration Services design and construction supervision capacity. However, for at least the foreseeable future this capacity will be centralized at Headquarters.

The proposed establishment of a technical capability at the regional level creates some urgency for the development of a centralized planning and co-ordinating capacity at Headquarters. An effective approach to the development of technical policies, standards and guidelines as well as the related quality control and functional direction of activities is required.

An analysis of the major activities undertaken at Headquarters and regional levels is set out in Appendix A. The proposed and present organizational arrangements for Headquarters and region locations are set out in Appendix B. Job outlines and position analysis schedules for the Headquarters establishment are included as Appendix C.

Implementation Considerations

It is recognized that implementation of the new organization will be spread over some months and that even when the new staff are in place, an extensive period will be required for training and familiarization before they are able to fully assume the proposed duties. The Department is greatly concerned that during this period, there should be no loss of services.

It is estimated that full implementation may require two to three years before all units are in a position to fully meet their responsibilities.

The Headquarters unit will require some higher than normal staffing levels during the "shakedown" period, both to carry on with production work of design and construction supervision and to develop the basic package of policy, guidelines and procedures. The necessary temporary supplementary staffing will be met in two ways:

1. Approximately 25 permanent positions will be required to provide continuing essential ongoing services in such activities as management and implementation of capital programs, capital program reporting and contract services. As these activities are transferred to the Program Headquarters or field, there will be a corresponding reduction in the Headquarters establishment.
2. To meet the immediate workload from existing project design and construction supervision and priority systems and procedures in the technical, technical management and resource control areas, there is an identified need for some 34 term positions, which will gradually reduce to zero over a two to three year time frame.

The total permanent establishment for the Technical Services Branch of 283 man years includes 58 man years designated for Restoration Services. Excluding the Restoration Services Division, it is intended to reduce the proposed Technical Service Branch establishment of 225 man years to 200 man years over the implementation period.

The final Technical Services Branch establishment is subject to the requirements for Restoration Services at Headquarters and in the Field. Due to the unique skills required in this activity, it is necessary to train such staff at Headquarters for lengthy periods before they can be transferred to field units. A detailed decentralization plan is now being developed by the Department which will co-ordinate the training and decentralization of Restoration Service specialists. The total staff of Restoration Services in the Department (both in Technical Services Branch and Conservation Program Regions) will continue to grow over the next several years. In the initial stages, this growth will largely occur in Technical Services Branch. It is because of these circumstances that the Restoration Services Division staffing is being treated separately from the rest of the Technical Services proposed establishment.

Implementation at the regional level will be phased as set out in the projections, to take place over the two year period 1973/74 and 1974/75.

The organizational arrangements for implementation have not at this time been fully decided upon but provision has been made for one position in the Headquarters establishment to assume responsibility for an aspect of implementation.

It is the intention that some 12 to 18 months after initiation of reorganizational implementation there will be a major operational review to identify the areas where staff reductions have and can be made, and to identify needs for systems and other modifications required to improve the overall efficiency and economy of the Department's Technical Service operation.

Special note should be made of those factors which, while excluded from this submission, could have a significant effect on staffing levels and, to some degree, organizational structure. No attempt has been made to identify the impact which the canals operation might have and it is anticipated that a submission will be made on this matter at a future date. Further, it is premature to be specific about the affect of the Heritage Canada program; the By-Ways and Special Places program and the historic field in general, but they will no doubt place a demand of some magnitude, on the technical resources of the Department.

Conclusion

The submission set out is the result of an extensive series of studies which have been made of the Department's technical functions. The restructuring of both Headquarters and field organizations and the staffing proposed are in direct response to needs identified by the task force during the study completed on February 2, 1973.

CONFIDENTIALADDENDUM

Mr. R.F. Battle,
Assistant Deputy Minister,
(Finance and Administration)

JUL 28 1972

Dear Mr. Battle:

Technical Services

I have considered carefully all the material bearing on this subject including the consultants' report and recommendations, the views expressed by field and headquarters officials in the Programs and in the Technical Services Branch, the discussions we have had in the Management Committee, and the views expressed to me by senior officials in the Privy Council Office and the Treasury Board.

In arriving at the decisions outlined below I have been mindful of my responsibility to see that this Department as part of the Federal Government system is operated as efficiently and effectively as possible. I have been very conscious, too, of the need to provide managers with the freedom and the wherewithal to manage.

I have examined carefully the two alternatives finally settled on by the consultants, the first providing for full Technical Services responsibility within Programs, and the second full Technical Services Branch responsibility at major regional offices. I have decided we should develop and place before Treasury Board a submission that seeks certain benefits from both proposals. Although the precise arrangements will require further definition in the light of experience, the basic elements are as follows.

The Field

- 1) Each Program will have responsibility for planning its capital program in each region. The responsibility for implementing the capital program will rest with the Regional Director and he will decide, in consultation with the Director of Technical Services and within guidelines to be established, the resources to be used to discharge this responsibility.
- 2) Regional Directors will delegate to Program technical units, within guidelines to be established, authority for the completion of the construction program and for the maintenance of buildings, works and equipment. The important tasks of the Program technical units in the field will include:

- a) implementation of the capital construction program for the current fiscal year;
 - b) assurance that the capital program contemplated for the next fiscal year is designed on time and accurate costs are provided for departmental estimates;
 - c) liaison and collaboration between Program technical units within each region to ensure optimum usage of departmental professional and technical personnel;
 - d) participation in the regional management team to ensure program objectives are understood and met;
 - e) establishment of a maintenance program to ensure buildings and plants are adequately operated and maintained;
 - f) provision of professional direction and advice to technical personnel located at district, agency or park level.
- 3) To provide additional technical and professional capacity at the field level, some Regional Program Technical Offices will be strengthened.
 - 4) Where necessary Regional Program Technical Offices will be further strengthened by secondment of staff with special skills from the Technical Services Branch establishment. These personnel will, when required, be called upon to service more than one program in each region and in some instances, depending on the nature of the skill, to serve more than one region. This will make possible a multi-discipline capability at the field level to assist in program planning and completing the construction and maintenance programs. This approach is intended also to ensure a technical capability that would not, for reasons related to classification level, be available to individual programs.

Headquarters

- 1) The Technical Services function and organization at headquarters will remain centralized. It will develop further its capacity to service each Program.
- 2) Important tasks of Technical Services Branch at headquarters will include establishment of guidelines, technical policies and standards and monitoring of the technical services function, including:
 - a) capital construction projects;
 - b) maintenance,
 - c) design,
 - d) materiel management,
 - e) contract administration,
 - f) installation of project information systems,

- g) fire and safety,
 - h) capital assets inventory and evaluation,
 - i) hiring of professional consultants related to the performance of the technical services function.
- 3) Other Technical Services Branch responsibilities will be:
- a) construction supervision of some major projects;
 - b) liaison with other government departments;
 - c) participation in consultation on Federal policies and program development, involving this Department, other Federal departments and outside agencies;
 - d) undertaking certain major design work particularly on projects requiring special skills or where there is insufficient work in a region to justify a full time employee at the level of competence and classification required.
- 4) Technical Services Branch will also provide functional direction to all Program Technical Services personnel. This will relate to all of the elements noted in 2) above and will also include, in close consultation with the Regional Director:
- a) staffing of regional Program offices with professional and technical personnel;
 - b) the preparation of job descriptions and establishment of classification levels;
 - c) evaluation of performance of technical and professional personnel;
 - d) promotions;
 - e) transfer of personnel between regions and between regions and headquarters;
 - f) developing special training programs, where necessary, to upgrade technical services staff.

Additional Points

In the field, professional and technical personnel will be accommodated in Program offices while at headquarters such personnel will be located in the Technical Services Branch.

It is departmental policy that regional offices serving the three Programs will be located in the same city and the same building, so as to achieve the benefits and economies of common services and closer co-operation between

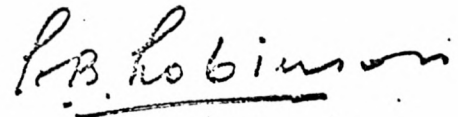
departmental components. There must also be close liaison between technical people in these offices and wherever possible technical personnel from one unit shall assist technical staff from another program unit. I realize that these objectives cannot be attained overnight but this is the direction we will take whenever changes are planned, unless a convincing case to the contrary is made and the Deputy Minister's approval is obtained.

In making this decision I do so realizing that I am not able to assess clearly its effect on the precise size and nature of the professional and technical services establishments at headquarters and in the field and the staff adjustments that will be required. This must, of necessity, await the result of the implementation phase of this exercise. I intend that Urwick, Currie should now undertake this phase with the cost to be distributed on the same basis as in the first phase. This will reveal staffing requirements, classification levels and may also indicate some modifications to meet special circumstances. During this phase Urwick, Currie will be asked to emphasize means of liaison and collaboration between Technical staff of different Programs within a region. There will, of course, be full Program and Technical Services Branch input into this second phase.

Finally, in the submission to Treasury Board seeking approval of the proposal resulting from these decisions, it will be necessary to state the alternative solutions that have been considered, the findings of management consultant studies, and the comparative costs of the proposal measured against estimate costs of the alternatives examined by the consultants. I mention this so that you will be aware that our proposal may require some modification either before submission, depending on the outcome of phase II of the study, or after the Board has considered it and made comparisons with other approaches to providing Technical Services support to the Programs of this Department.

I would ask that you each convey this decision to the officials in the Program for which you are responsible and seek their full support for the work still to be done to complete the reorganization of these services.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "H.B. Robinson", with a horizontal line drawn underneath the name.

H.B. Robinson,
Deputy Minister.

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APPENDIX "A"

Appendix A
Table 1

COST ANALYSIS OF TECHNICAL OFFICES

| | Man Years | Proposed Cost 1974/75 | | (\$000's) Proposed Cost 1973/74 | | Estimated Current Cost 1972/73 |
|----------------------------------|--------------|-----------------------------|------------|--|------------|---|
| <u>Technical Services Branch</u> | | | | | | |
| Man Years | 283 | 4,188 | 283 | 4,188 | 226 | 3,345 |
| Term positions | 38 | 675 | 38 | 675 | 61 | 1,083 |
| | <u>321</u> | <u>4,863</u> | <u>321</u> | <u>4,863</u> | <u>287</u> | <u>4,428</u> |
| 20% non-salary expense | | 838 | | 838 | | 669 |
| | | <u>5,701</u> | | <u>5,701</u> | | <u>5,097</u> |
| <u>Conservation Program</u> | | | | | | |
| Calgary | 49 | 652 | | | | |
| Winnipeg | 22 | 293 | | | | |
| Toronto | 25 | 333 | | | | |
| Quebec | 30 | 399 | | | | |
| Halifax | 40 | 532 | | | | |
| Total Man Years* | <u>166</u> | <u>2,209</u> | | | | |
| | 166 | 2,209 | 136 | 1,710 | 116 | 1,544 |
| 20% non-salary expense | | 442 | | 341 | | 308 |
| Removal costs** | | 50 | | 15 | | -- |
| | | <u>2,701</u> | | <u>2,066</u> | | <u>1,852</u> |
| <u>Northern Program</u> | | | | | | |
| Whitehorse | 11 | 163 | | | | |
| Yukon | 7 | 104 | | | | |
| Total Man Years* | <u>18</u> | <u>267</u> | | | | |
| | 18 | 267 | 12 | 178 | 6 | 89 |
| 20% non-salary expense | | 53 | | 36 | | 38 |
| Removal costs** | | 15 | | 15 | | -- |
| | | <u>325</u> | | <u>229</u> | | <u>107</u> |
| <u>Indian Affairs Program</u> | | | | | | |
| Vancouver | 53 | 584 | | | | |
| Edmonton | 43 | 475 | | | | |
| Regina) | 79 | 872 | | | | |
| Winnipeg) | 55 | 607 | | | | |
| Toronto | 51 | 563 | | | | |
| Quebec | 15 | 165 | | | | |
| Amherst | 2 | 22 | | | | |
| Yukon | | | | | | |
| Total Man Years* | <u>298</u> | <u>3,288</u> | | | | |
| | 298 | 3,288 | 230 | 2,537 | 165 | 1,591 |
| 20% non-salary expense | | 657 | | 574 | | 318 |
| Removal costs** | | 75 | | 75 | | -- |
| | | <u>4,020</u> | | <u>3,186</u> | | <u>1,909</u> |
| Grand Total | | <u>\$12,747</u> | | <u>\$11,182</u> | | <u>\$8,965</u> |

* Term Positions Not Included.

** Removal costs are preliminary estimates only; those for Technical Services Branch as well as for the programs will be a subject of the detailed Implementation Plan.

ANALYSIS OF CONSERVATION PROGRAM
TECHNICAL SERVICES STRUCTURE

1. BY ACTIVITY DESCRIPTION

| | Proposed Total Staff | Existing Establishment Positions | Fiscal Year 1973/74 Positions Approved by Program | New positions Required by Decentralization |
|-------------------|----------------------------|--|---|--|
| Supervision | 30 | 21 | 4 | 5 |
| Development | 28 | 17 | 3 | 7 |
| Design | 21 | 17 | 1 | 3 |
| Restoration | 7 | 5 | | 2 |
| Construction | 31 | 21 | 5 | 5 |
| Maintenance | 13 | 11 | 1 | 1 |
| Technical Support | 23 | 16 | 4 | 4 |
| Clerical Support | 13 | 8 | 2 | 3 |
| TOTAL | 166 | 116 | 20 | 30 |

2. ANALYSIS BY REGION

| | | | | |
|----------|-----|-----|----|----|
| Atlantic | 40 | 33 | 2 | 5 |
| Quebec | 30 | 17 | 9 | 4 |
| Ontario | 25 | 18 | 3 | 4 |
| Prairie | 22 | 7 | 4 | 11 |
| Western | 49 | 41 | 2 | 6 |
| TOTAL | 166 | 116 | 20 | 30 |

ANALYSIS OF INDIAN AFFAIRS PROGRAM
TECHNICAL SERVICES STRUCTURE

1. BY ACTIVITY DESCRIPTION

| | Proposed Total Staff | Current Staff | Additional Positions. Improvement to Existing Service | Positions Required. New Services |
|------------------------------------|----------------------------|------------------|---|---|
| Supervision | 7 | 7 | - | - |
| Consultation & Land Utilization | 24 | 6 | 4 | 14 |
| Physical Planning | 12 | 0 | - | 12 |
| Pre-Design & Design | 60 | 20 | 40 | |
| Construction | 88 | 65 | 23 | |
| Maintenance | 63 | 49 | 14 | |
| Contract Administration | 6 | 5 | 1 | |
| Materiel Management | 10 | 2 | 8 | |
| Fire Prevention | 7 | 0 | | 7 |
| Clerical Support | 21 | 11 | 6 | 4 |
| TOTAL | 298 | 165 | 96 | 37 |

2. ANALYSIS OF INCREASE

| | |
|---|---------------|
| - Total new field positions proposed: | (96+37) - 133 |
| - Positions required for new services: | 37 |
| - Activities currently performed by the Prairie Provinces Engineering Unit | 26 |
| - Positions currently included in 1973-74 Man-year authorizations | 34 |
| - Additional positions required by reorganization | 36 133 |

3. INDIAN AFFAIRS PROGRAM
SUMMARY OF REGIONAL CHANGES

| REGION | 1972-73 | 1973-74 | PROPOSED | INCREASE OVER 1972-73 | INCREASE OVER 1973-74 |
|------------------|---------|---------|----------|-----------------------------|-----------------------------|
| Maritimes | 8 | 8 | 15 | 7 | 7 |
| Quebec | 21 | 27 | 51 | 30 | 24 |
| Ontario | 25 | 31 | 55 | 30 | 24 |
| Manitoba | 21 | 28 | 39 | 18 | 11 |
| Saskatchewan | 19 | 23 | 40 | 21 | 17 |
| Alberta | 18 | 24 | 43 | 25 | 19 |
| British Columbia | 52 | 56 | 53 | 1 | -3 |
| Yukon | 1 | 2 | 2 | 1 | 0 |
| TOTAL | 165 | 199 | 298 | 133 | 99 |

ANALYSIS OF NORTHERN ECONOMIC DEVELOPMENT PROGRAM
TECHNICAL SERVICES STRUCTURE

1. BY ACTIVITY DESCRIPTION

| | <u>Proposed Total Staff</u> | <u>Existing Establishment Positions</u> | <u>New Positions Required by Decentralization</u> |
|--------------------------|-------------------------------------|---|---|
| Supervision | 3 | | 3 |
| Construction | 4 | 1 | 3 |
| Maintenance | 6 | 5 | 1 |
| Technical Administration | 2 | | 2 |
| Clerical Support | 3 | | 3 |
| TOTAL | <u>18</u> | <u>6</u> | <u>12</u> |

2. ANALYSIS BY REGION

| | | | |
|-----------------------|-----------|----------|-----------|
| Northwest Territories | 11 | 3 | 8 |
| Yukon | 7 | 3 | 4 |
| TOTAL | <u>18</u> | <u>6</u> | <u>12</u> |

ANALYSES OF OTTAWA
BASED TECHNICAL SERVICES STRUCTURE
(EXCLUDING RESTORATION SERVICES)

| ORGANIZATIONAL UNIT | MANAGE- MENT | ANALYSIS* | | | CENTRALIZED & H.Q. SERVICES | TOTAL MAN YEARS |
|--|-----------------|---|--|-----------------|-----------------------------------|-----------------------|
| | | ADMINIS- TRATION OF BRANCH AFFAIRS | POLICY, ADVICE, QUALITY CONTROL | PRODUC- TION | | |
| <u>DIRECTORATE</u> | 4 | 9 | 4 | | 1 | 18 |
| <u>PROFESSIONAL SERVICES</u> | | | | | | |
| <u>Environmental</u> | 2.5 | | 9 | 5.5 | 8 | 25 |
| <u>Buildings</u> | 1.5 | | 8.5 | 9 | 8 | 23 |
| <u>Transportation</u> | 1.5 | | 7.5 | 5 | 7 | 21 |
| <u>Utilities</u> | .5 | | 5.5 | | 4 | 10 |
| SUB-TOTAL | 6 | | 30.5 | 19.5 | 27 | 83 |
| <u>POLICY, PLANNING OPERATIONS</u> | | | | | | |
| <u>Policy</u> | .5 | 1 | 6.5 | | | 8 |
| <u>Systems Research</u> | 1.5 | | 6.5 | | 4 | 12 |
| <u>Planning</u> | 1 | 1 | 2 | | 8 | 12 |
| <u>Operations</u> | 1 | 1 | 3 | | 8 | 13 |
| SUB-TOTAL | 4 | 3 | 18 | | 20 | 45 |
| <u>CONTRACTS & SERVICES</u> | | | | | | |
| <u>Contract & Construction</u> | 2 | | 11 | | 10 | 23 |
| <u>Materiel Mgte.</u> | 2 | 3 | 7 | 6 | 11 | 29 |
| <u>Equipment Serv.</u> | .5 | | 3.5 | | 2 | 6 |
| <u>Fire & Safety</u> | | | 3 | 1 | | 4 |
| <u>Finance & Admin.</u> | 1.5 | 11 | .5 | | 4 | 17 |
| SUB-TOTAL | 6 | 14 | 25 | 7 | 27 | 79 |
| Man Year Grand Total | 20 | 26 | 77.5 | 26.5 | 75 | 225 |
| % Man Years | 9% | 11% | 35% | 12% | 33% | 100% |

* Definition of Activities Attached (Table 5-1).

DEFINITION OF CATEGORIES USED TO ANALYSE
MAN YEAR DISTRIBUTION BY ACTIVITIES
IN T.S.B.

1. MANAGEMENT

The portion of time required to plan, organize, direct and control the activities of subordinate staff to achieve the goals and objectives of the Branch.

2. ADMINISTRATION OF BRANCH AFFAIRS

The portion of time devoted to the internal administration of the Branch - not only in support of the Management function, but to administratively support the other activities of the Branch.

3. POLICY, STANDARDS, GUIDELINES,
ADVISORY SERVICE & QUALITY CONTROL

The portion of time devoted to the development of Departmental Technical Services policies, standards and guidelines, and the provision of advisory services to Headquarters and field units, and the exercise of quality control activity on all of the Department's Technical Services functions.

4. PRODUCTION

The portion of time devoted to the direct implementation of the Department's Capital Program, including investigation, design and construction supervision of capital projects, and normally covering activity which might reasonably be expected to be performed by Regional Technical staffs if the resources required to perform the activity were immediately available to them.

5. CENTRALIZED SERVICES

The portion of time devoted to those activities and services which are best performed at a single centralized location rather than a number of field points, for reasons of economy and efficiency, scarcity of required skills, need for close physical location to other Departmental and external units that are located at Headquarters, to provide a single focal point for consolidation and co-ordination of technical information from, and for use of, different areas in the Department, to establish certain parameters (such as prototype designs) which will ensure the required degree of consistency in certain of the Technical Services activities, which may be carried out at many decentralized locations in the Department.

APPENDIX "B"

CHART I
 Department of Indian Affairs and
 Northern Development
 Departmental Overview

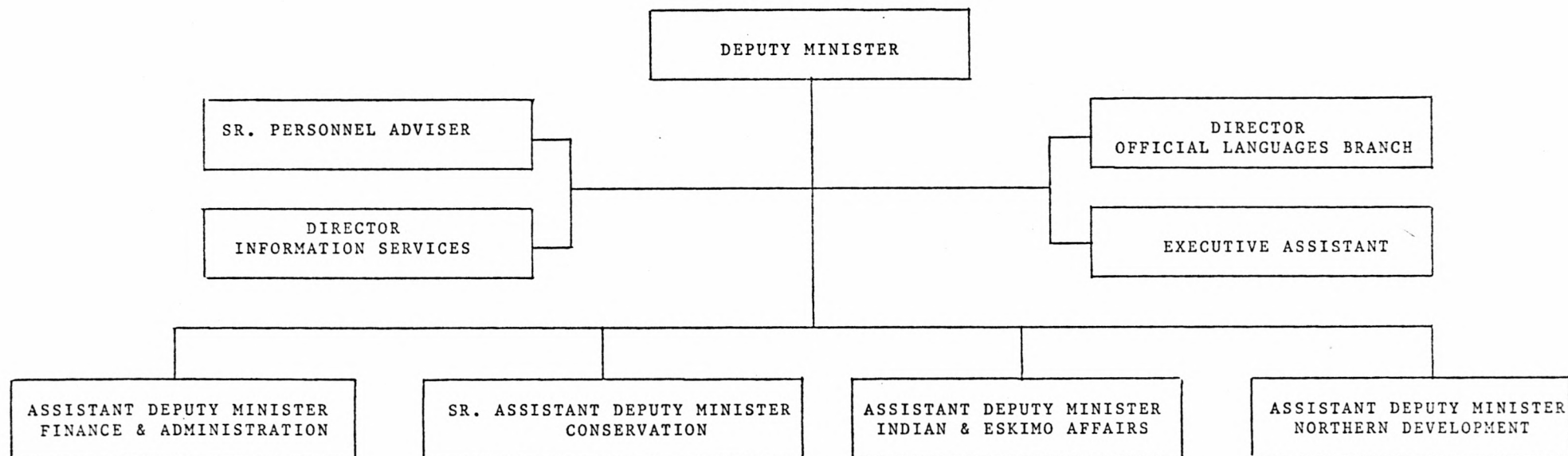
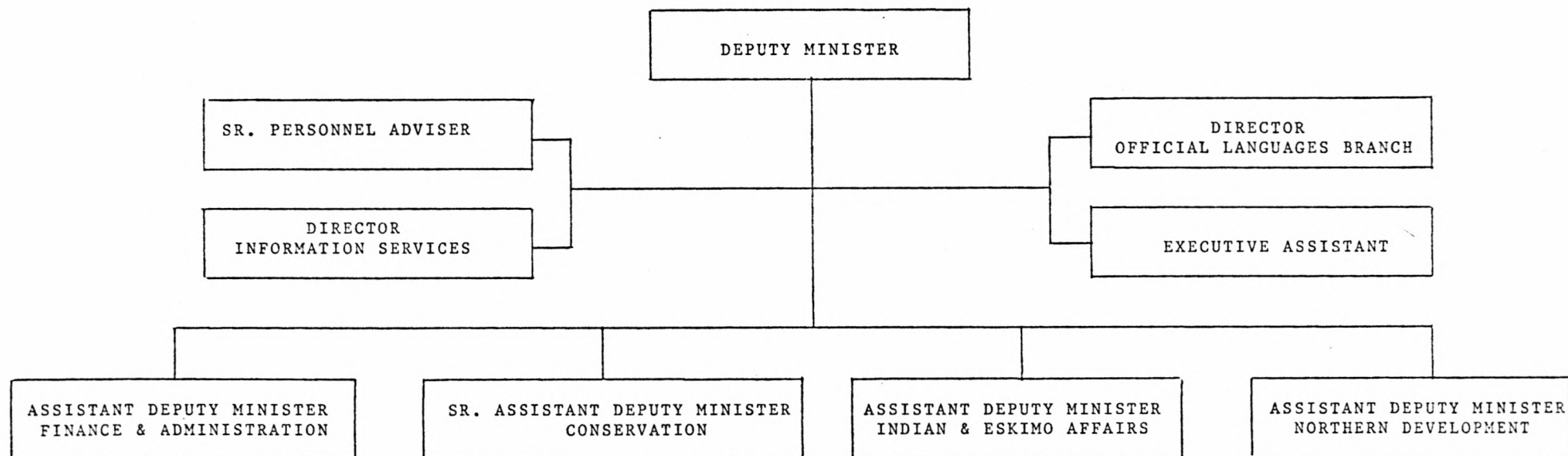


CHART I
 Department of Indian Affairs and
 Northern Development
 Departmental Overview



CONSERVATION

PROGRAM

CHART II
Conservation Program
Organization Overview

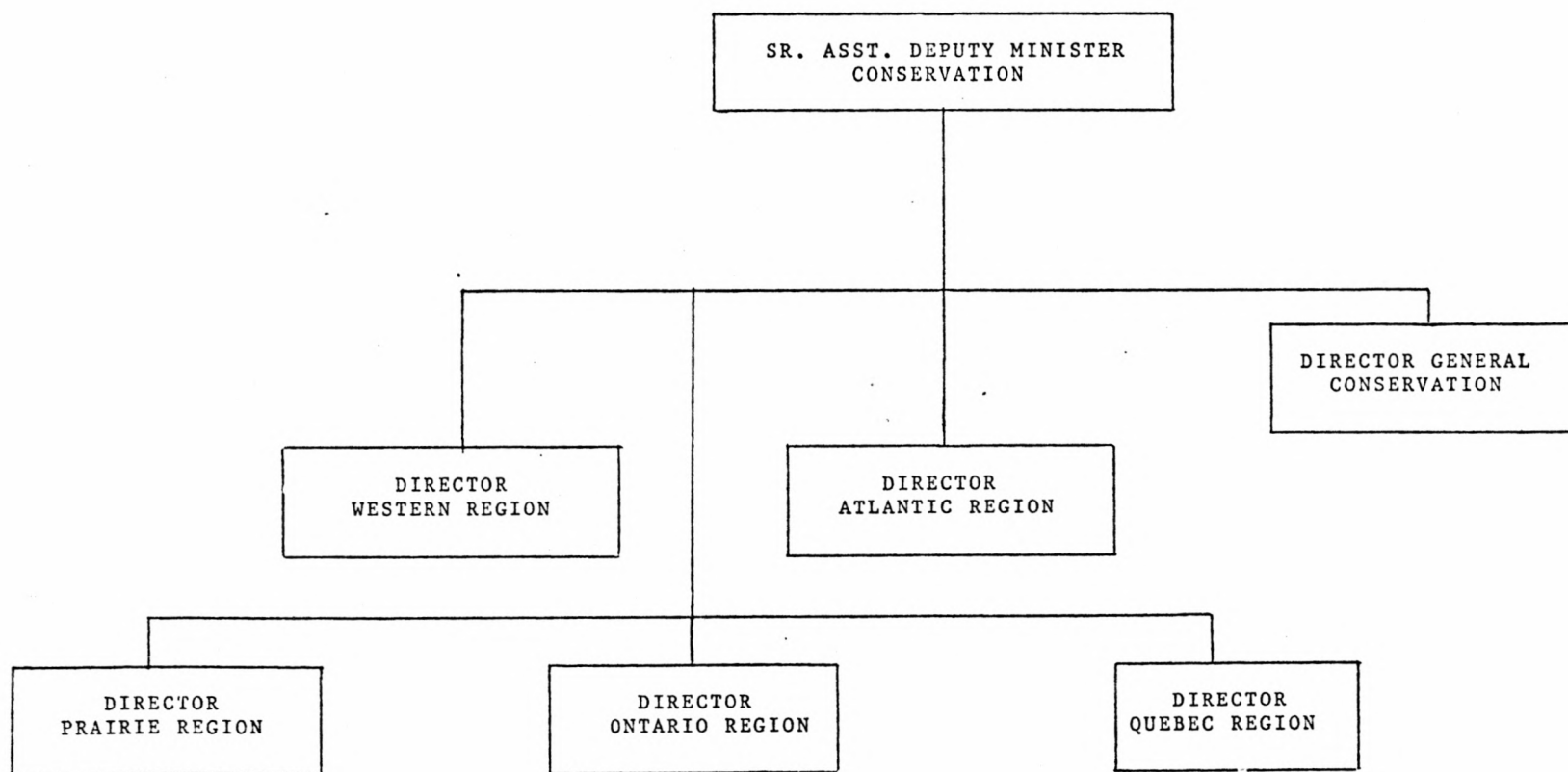


CHART II
Conservation Program
Organization Overview

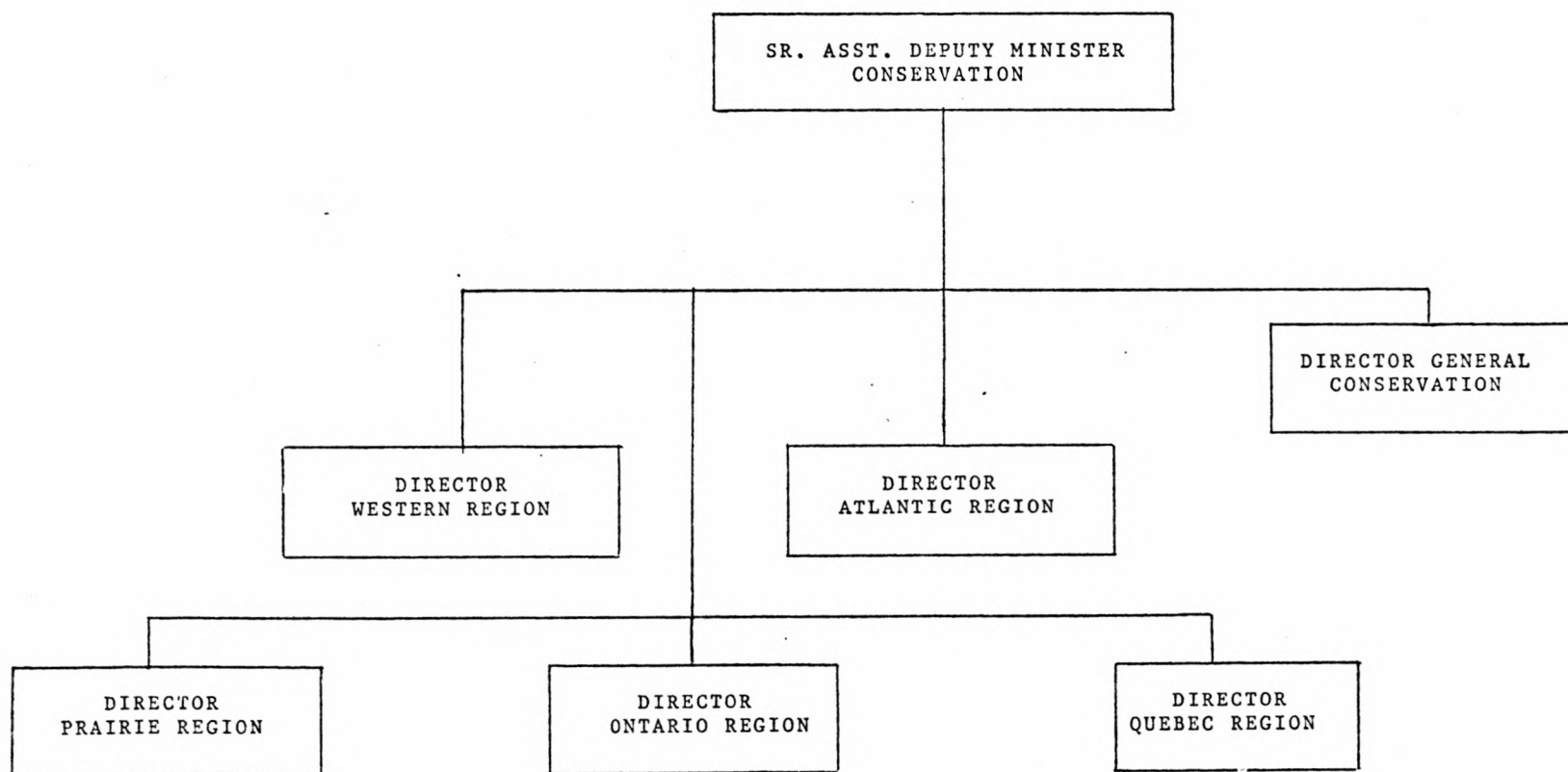
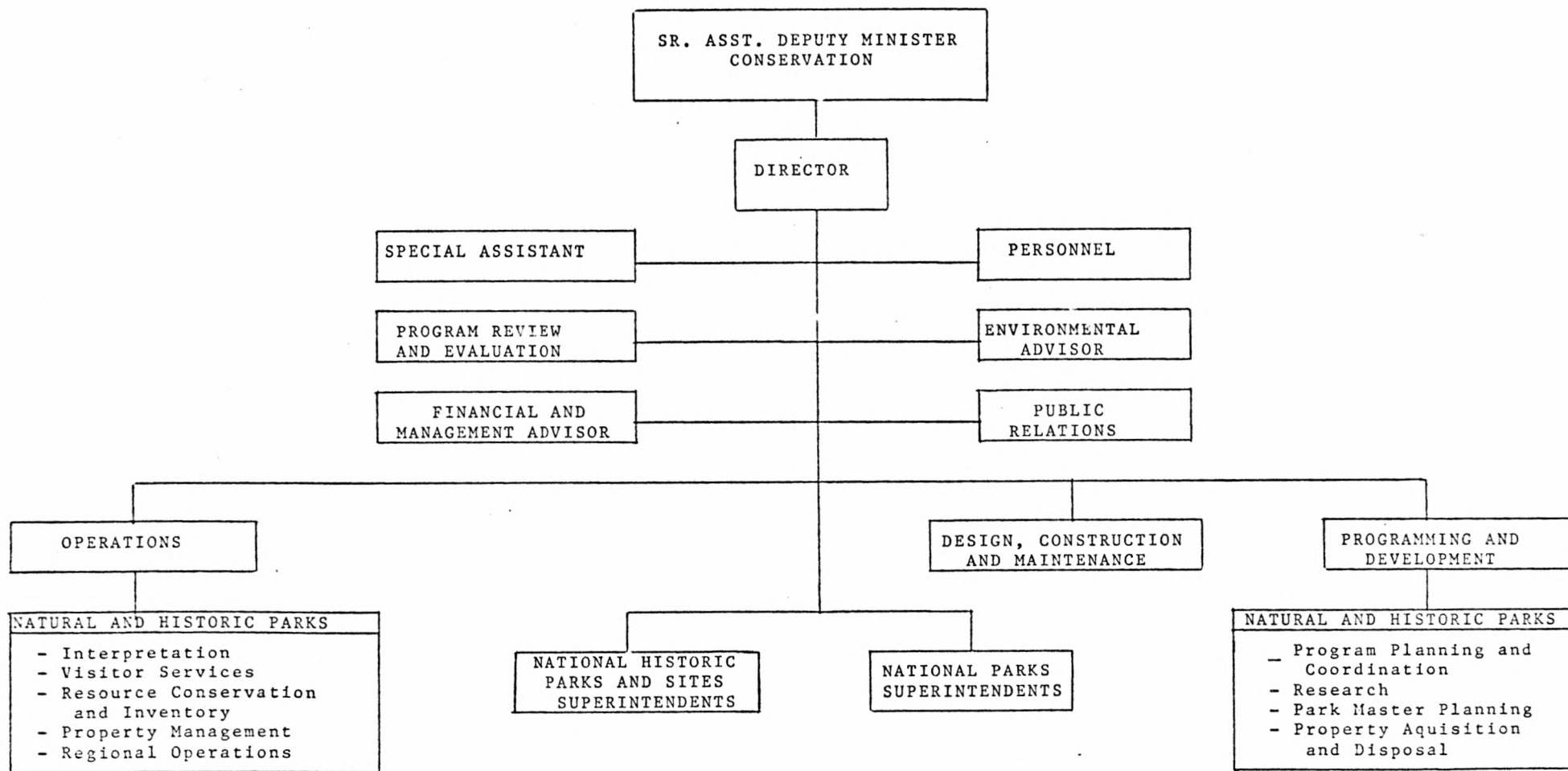


CHART II-1
Conservation Program
Regional Organization
STANDARD



CONSERVATION PROGRAM
REGIONAL TECHNICAL SERVICES

1. INTRODUCTION

The process of decentralization launched in the reorganization of this Program in 1963 moved to the second stage in 1972 with the Change in Organization recently approved by Treasury Board.

The change in organization restructured the corporate headquarters function; established five regions (Atlantic, Quebec, Ontario, Prairie and Western) out of the previous three (Atlantic, Central and Western), and included the first phase of absorbing that portion of the Canals Division being transferred from the Ministry of Transport.

2. MAJOR FINDINGS

The process of decentralization of authority and responsibility launched by the 1963 reorganization was developed further by the recent approved changes in organization.

In addition, there have been major changes in the number of parks and historic sites, and the nature of the technical activities of the Program:

- (a) Prior to 1969, only four new natural parks had been added to the system in forty years. In the last two years ten new parks have come into being.
- (b) At the end of 1966, thirty historic parks and major sites were in operation or under development. In 1972, thirty-one additional historic parks and major sites were under development and seven more under negotiation. The number of cooperative agreements had doubled in the same period from 9 to 18, and the number of distinctive monuments had increased from 18 to 28.
- (c) The work required to carry out the provincial negotiations and surveys has placed a major workload on regional technical services.
- (d) The planning and development of these new areas has placed an additional workload on the regional technical staff.

- (e) The nature of the workload has been such that new skills are being recruited but the professional capabilities of the regional staff need further up-grading.
- (f) Up to now, the Technical Services Branch, Ottawa, assumed the role of a development and design overload shon for some regions.
- (g) Another major influence on the nature and volume of the workload has been the public hearing program launched in 1969. The process is time consuming, and requires both the direct and indirect participation of technical staff to prepare for the hearings and translate the results into specific developments to meet identified needs.
- (h) The advice and consultation role of the regional technical services unit has become a major workload, a significant part of which is concerned with the technical review and monitoring of private development in and adjacent to natural and historic parks.

3. OTHER FACTORS

- (a) The workload varies from region to region by type and complexity. However, the range of technical requirements necessitated by this workload is narrower now than in the recent past, with increasing emphasis being placed on the development and up-grading of parks, both new and old.
- (b) The establishment of Ontario and Quebec Regions in place of the previous Central Region is accelerating the development in both areas. The technical services structure in Ontario is already well established, while that of the Quebec Region is still being formed.
- (c) The establishment of the Prairie and Western Regions in place of the previous Western Region is somewhat similar to the above, except that the Prairie Region technical services structure has not yet been formed.
- (d) The title of the Head of the Regional Technical Services Unit is now REGIONAL ENGINEER. This title:
 - i. does not reflect the nature of the work or its scope;
 - ii. does not identify the Position as part of the Regional Management Team;
 - iii. restricts the career development opportunities of other professions in the organization

The search for an appropriate new title is presently underway by Conservation Program Management.

4. PROPOSED TECHNICAL SERVICES STRUCTURES

It is proposed to provide a technical services structure for each region tailored to key factors for effective achievement of the objectives of the program in that Region:

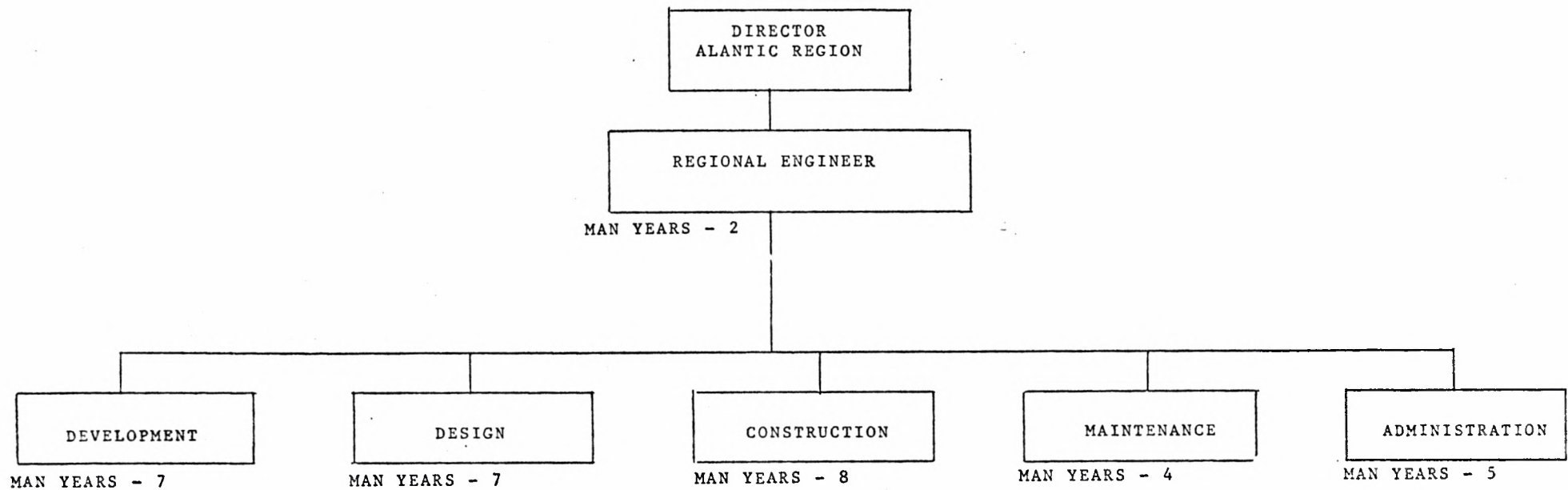
- (a) based on the existing technical services organization already in place;
- (b) using a basic organization model for each region which is flexible enough to grow with the professional and field technical service requirements and workload;
- (c) in parallel with the decentralization of authority and responsibility being delegated to the regions by Program management; and
- (d) in recognition of the need for an up-grading of professional capabilities required by Park Planning and the development of the new parks.

5. FUTURE

There are a number of factors which have been recognized in the proposed regional technical services structures, but are not reflected in the proposed man-years establishments:

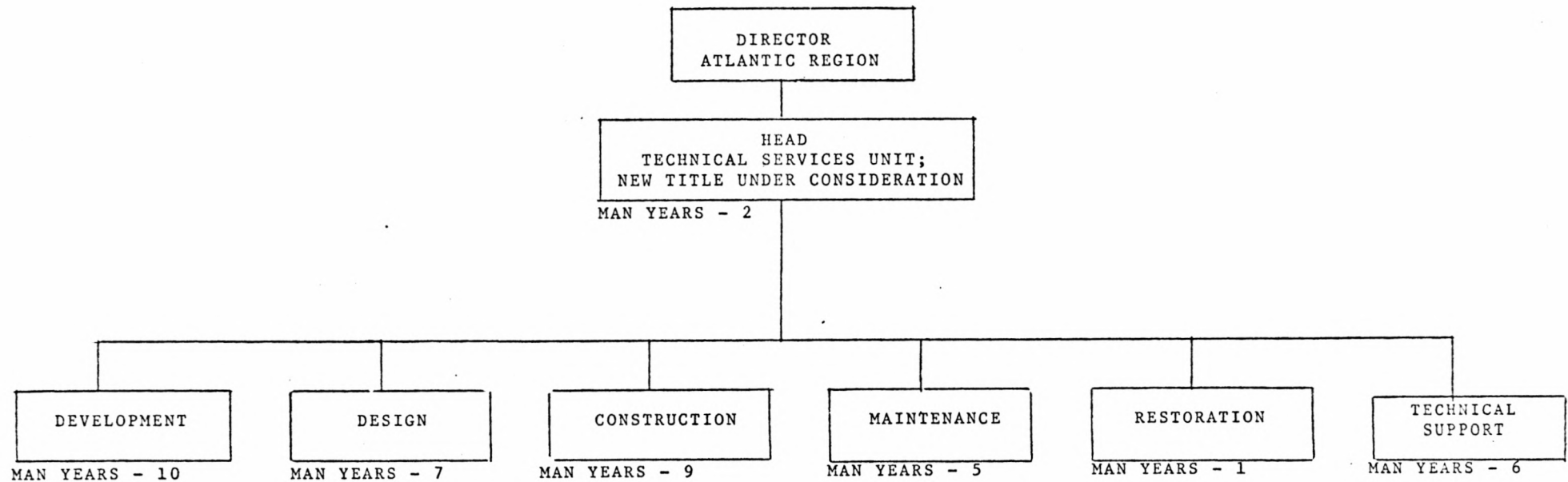
- (a) the probable decentralization of technical service responsibility for Canals to the Ontario and Quebec Regions;
- (b) the probable workload resulting from the yet-to-be established By-ways and Special Places in the Regions.
- (c) the probable workload resulting from the identification and development of new natural and historic parks; and
- (d) the yet-to-be identified workload resulting from the Heritage Canada Project currently being launched.

CHART II-3
Conservation Program
ATLANTIC REGION
Technical Services Structure
PRESENT



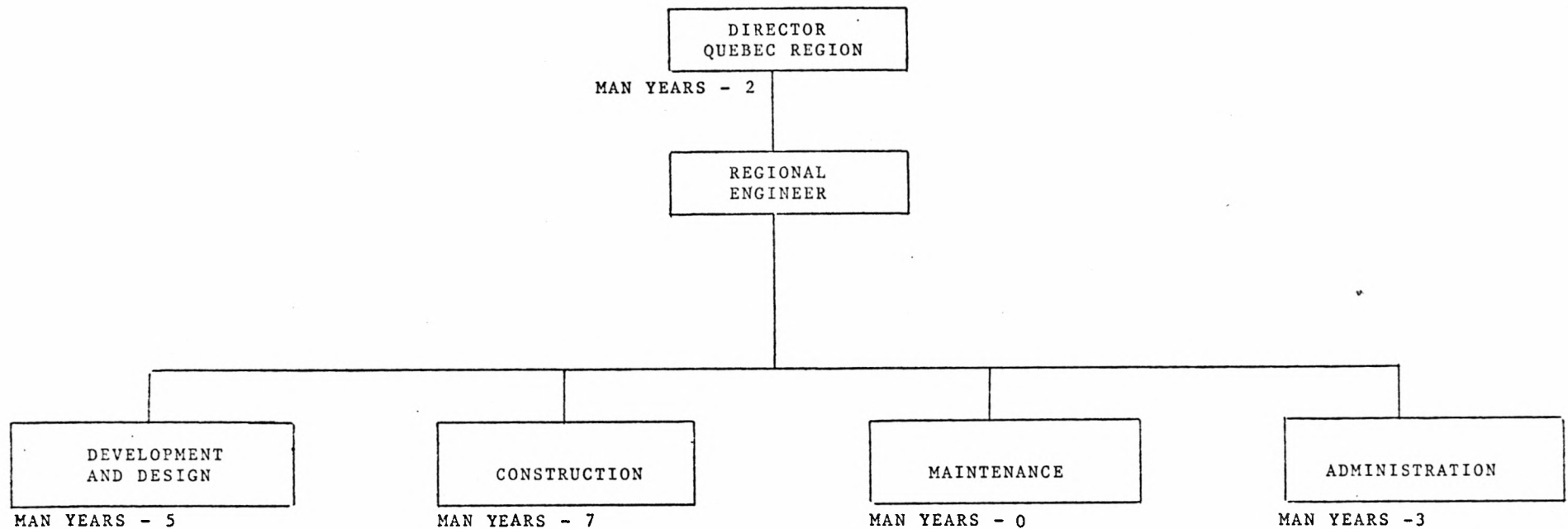
TOTAL MAN YEARS - 33

CHART II-4
 Conservation Program
 ATLANTIC REGION
 Technical Services Structure
 PROPOSED



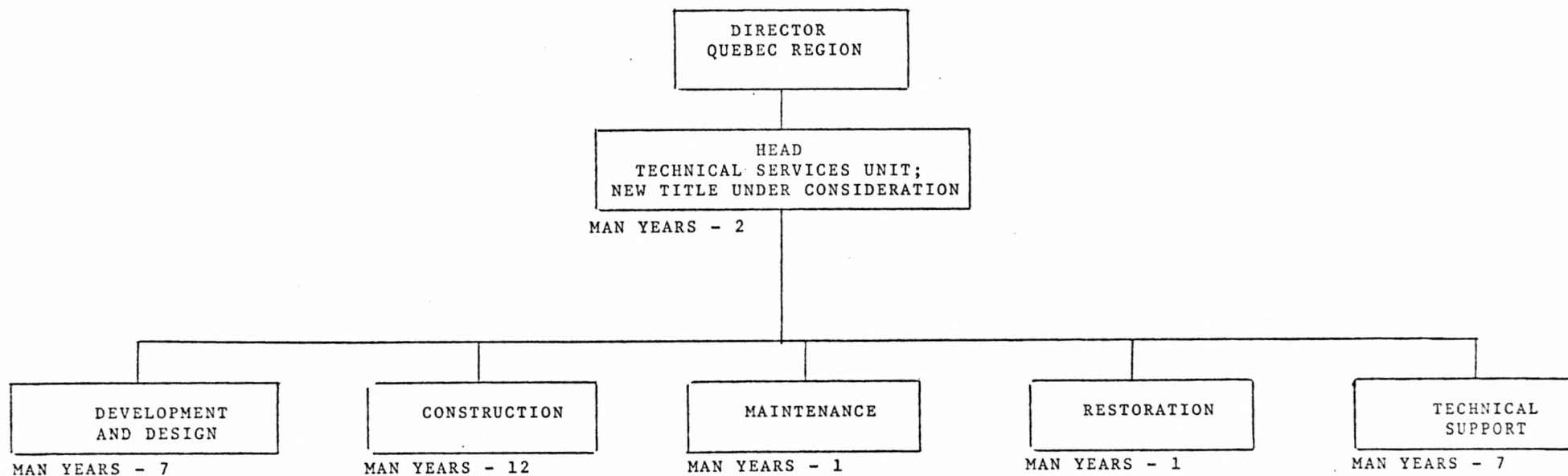
TOTAL MAN YEARS - 40

CHART II-5
Conservation Program
QUEBEC REGION
Technical Services Structure
PRESENT



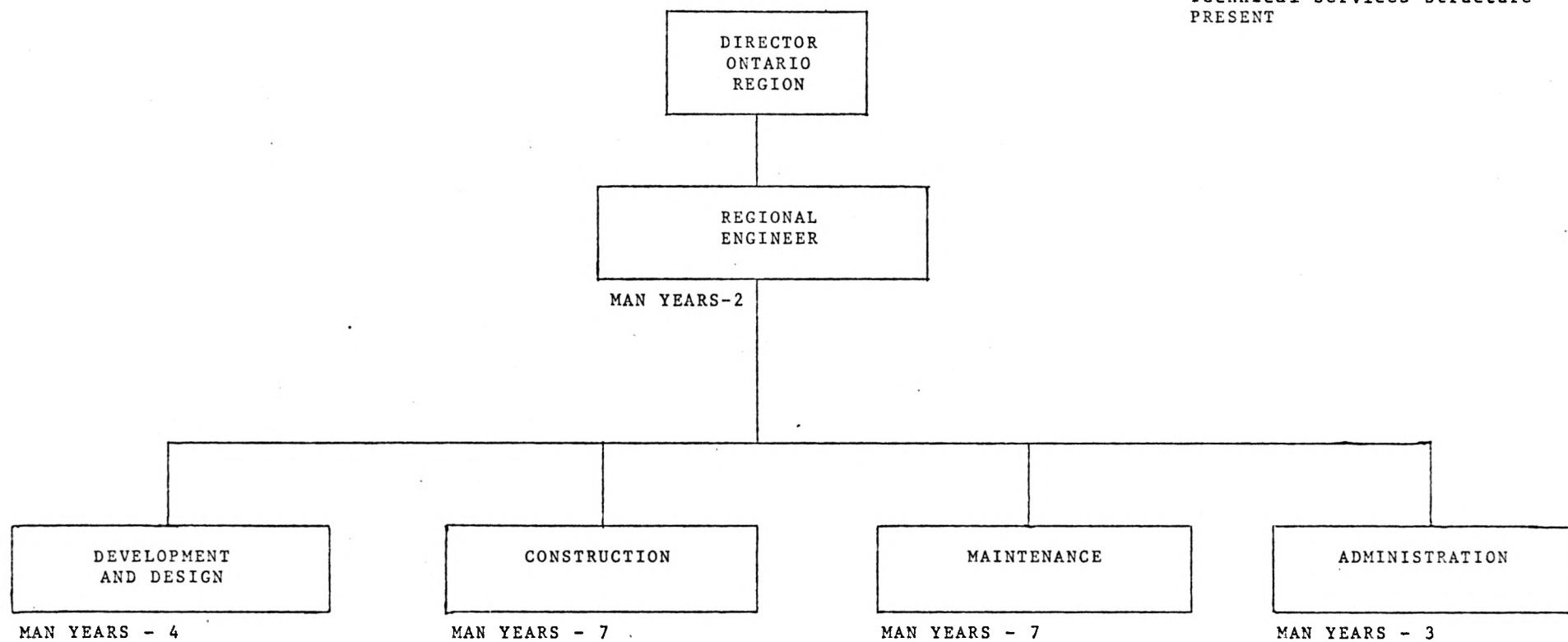
TOTAL MAN YEARS - 17

CHART II-6
Conservation Program
QUEBEC REGION
Technical Services Structure
PROPOSED



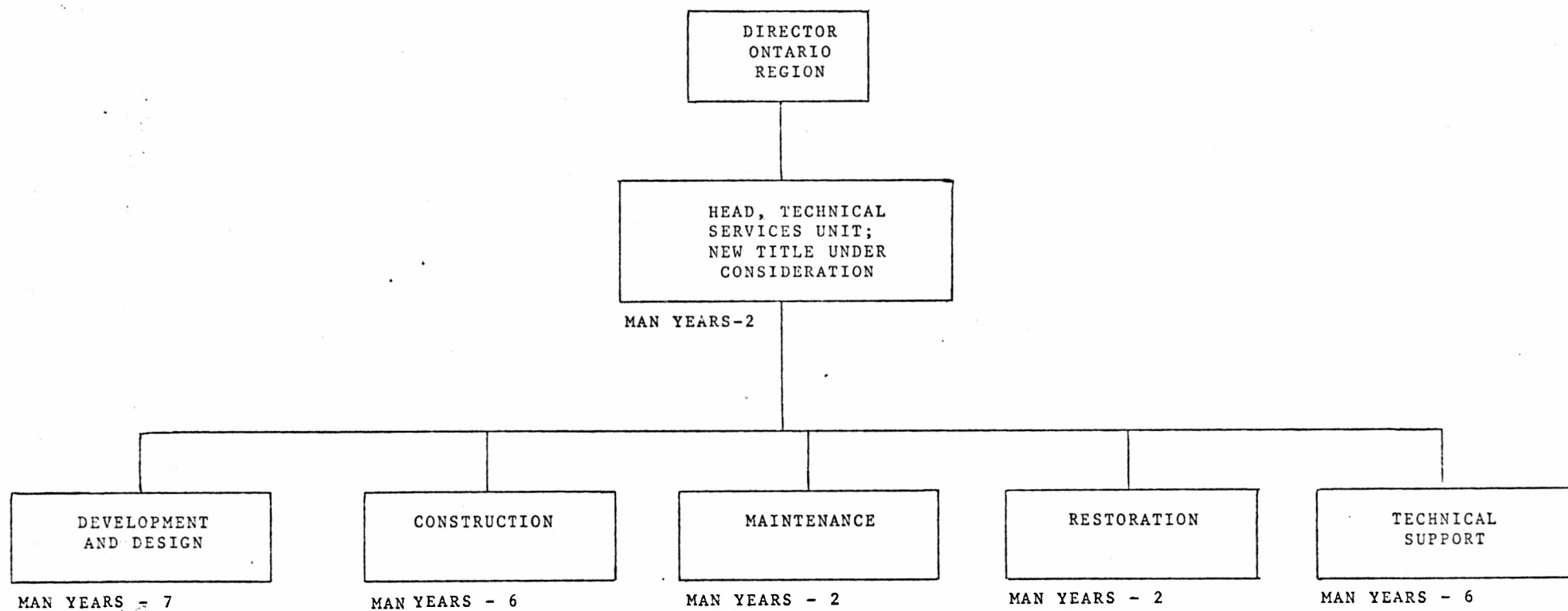
TOTAL MAN YEARS - 30

CHART II-7
Conservation Program
ONTARIO REGION
Technical Services Structure
PRESENT



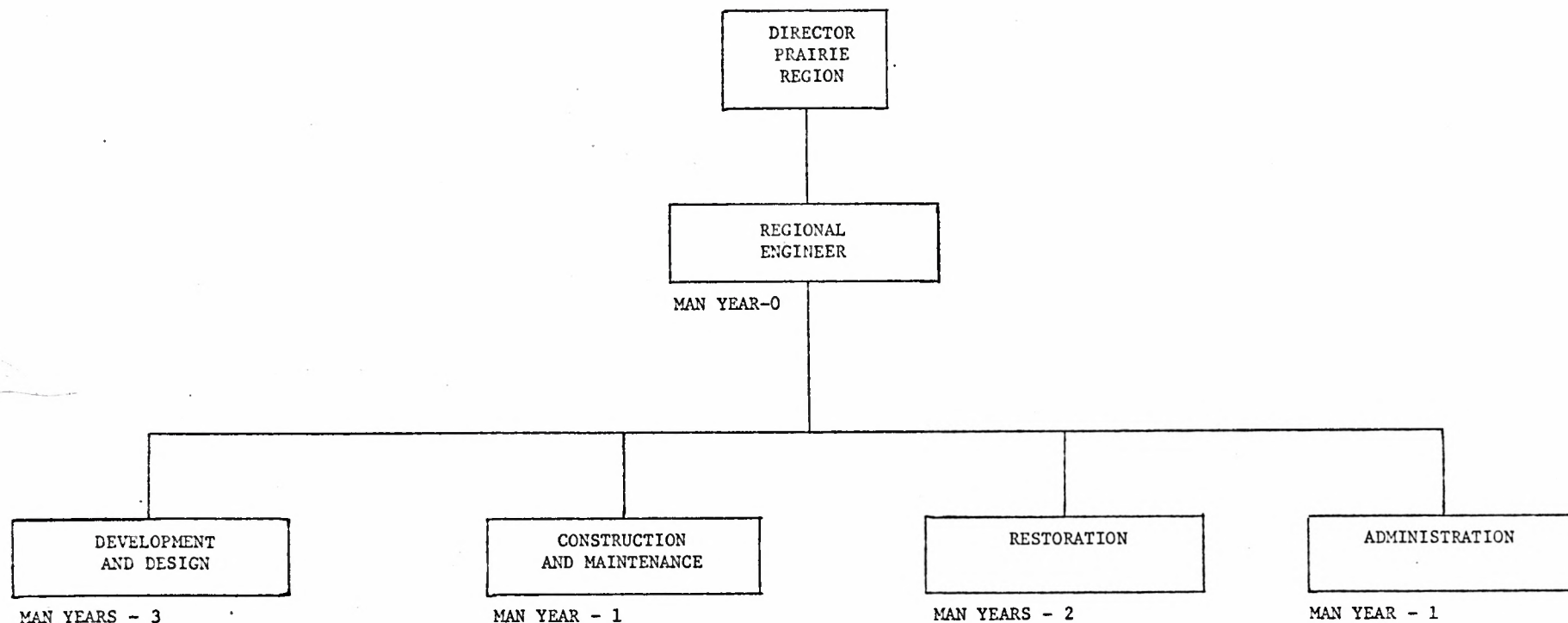
TOTAL MAN YEARS - 18

CHART II-8
 Conservation Program
 ONTARIO REGION
 Technical Services Structure
 PROPOSED



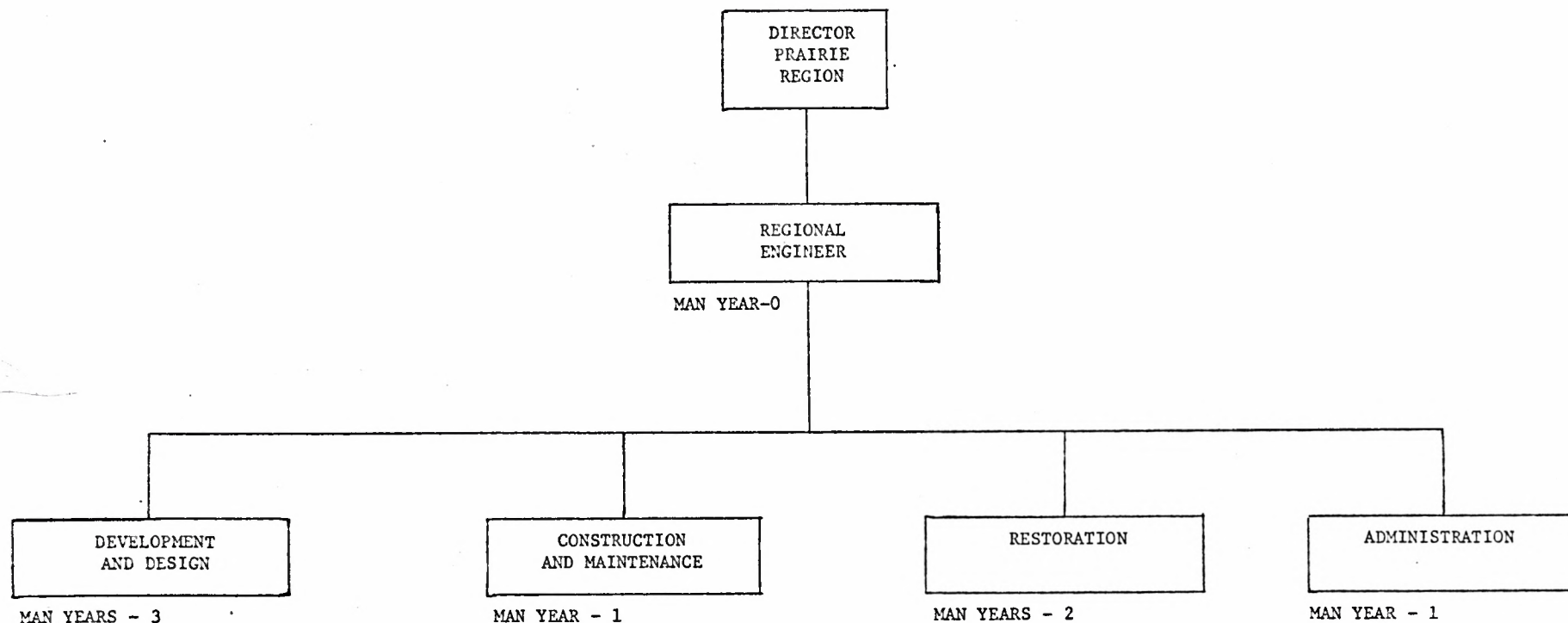
TOTAL MAN YEARS - 25

CHART II-9
Conservation Program
PRAIRIE REGION
Technical Services Structure
PRESENT



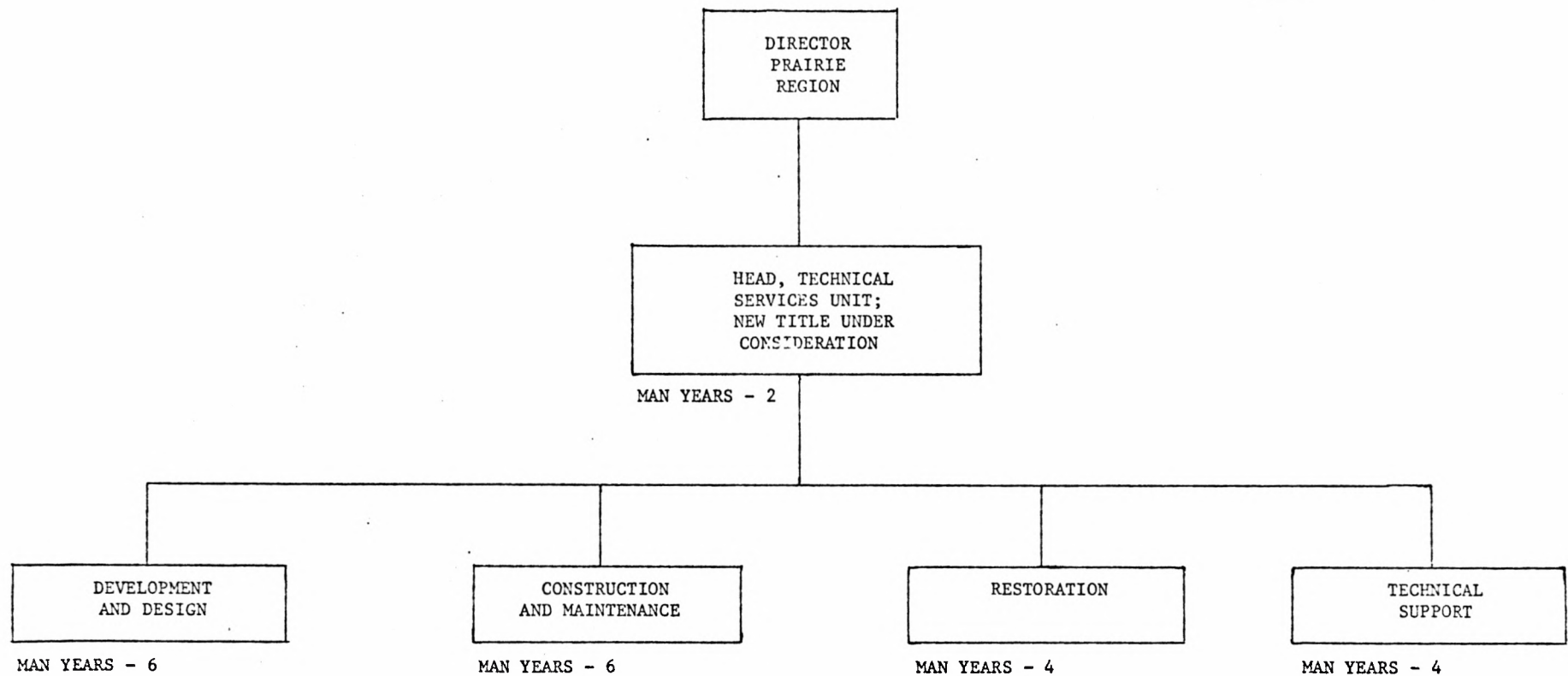
TOTAL MAN YEARS - 7

CHART II-9
Conservation Program
PRAIRIE REGION
Technical Services Structure
PRESENT



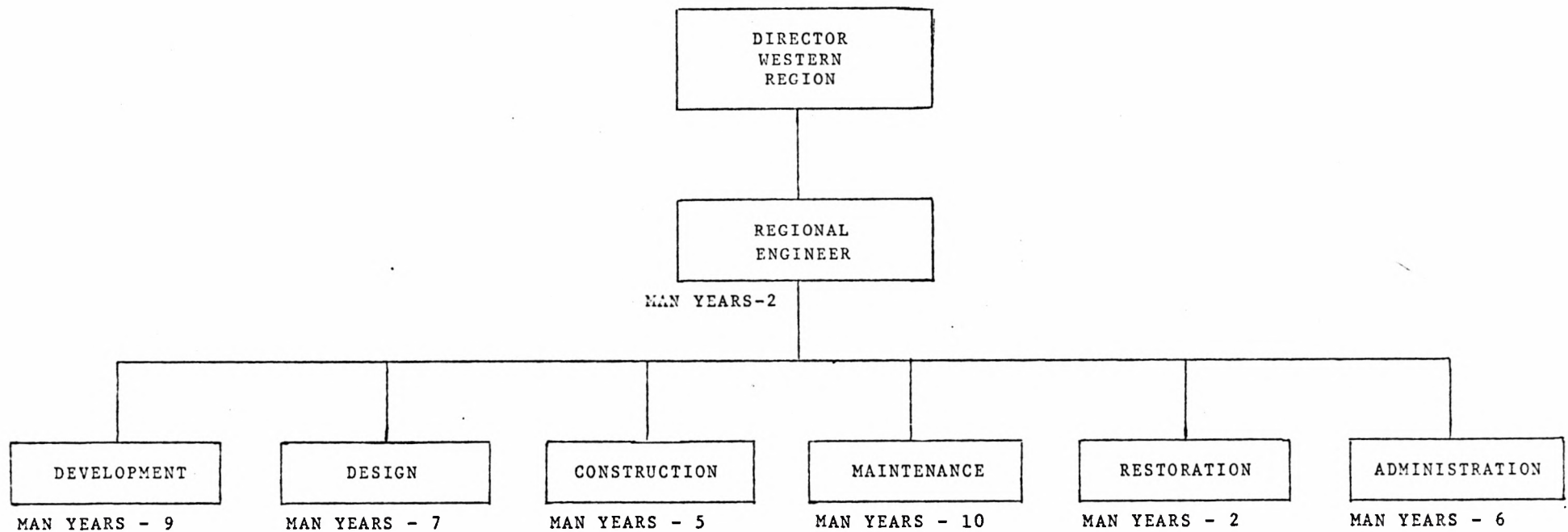
TOTAL MAN YEARS - 7

CHART II-10
Conservation Program
PRAIRIE REGION
Technical Services Structure
PROPOSED



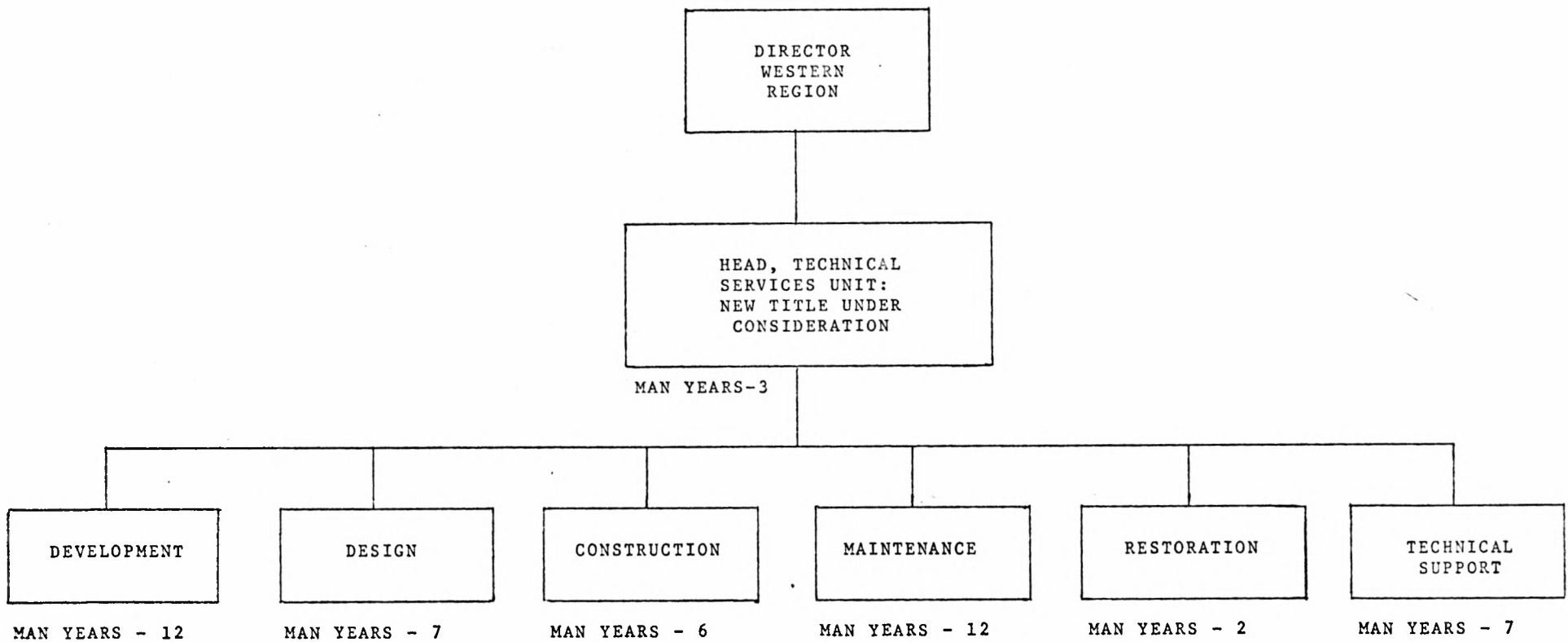
TOTAL MAN YEARS - 22

CHART II-11
Conservation Program
WESTERN REGION
Technical Services Structure
PRESENT



TOTAL MAN YEARS - 41

CHART II-12
Conservation Program
WESTERN REGION
Technical Services Structure
PROPOSED



TOTAL MAN YEARS - 49

INDIAN AFFAIRS

PROGRAM

CHART III
Indian Affairs Program
Departmental Overview

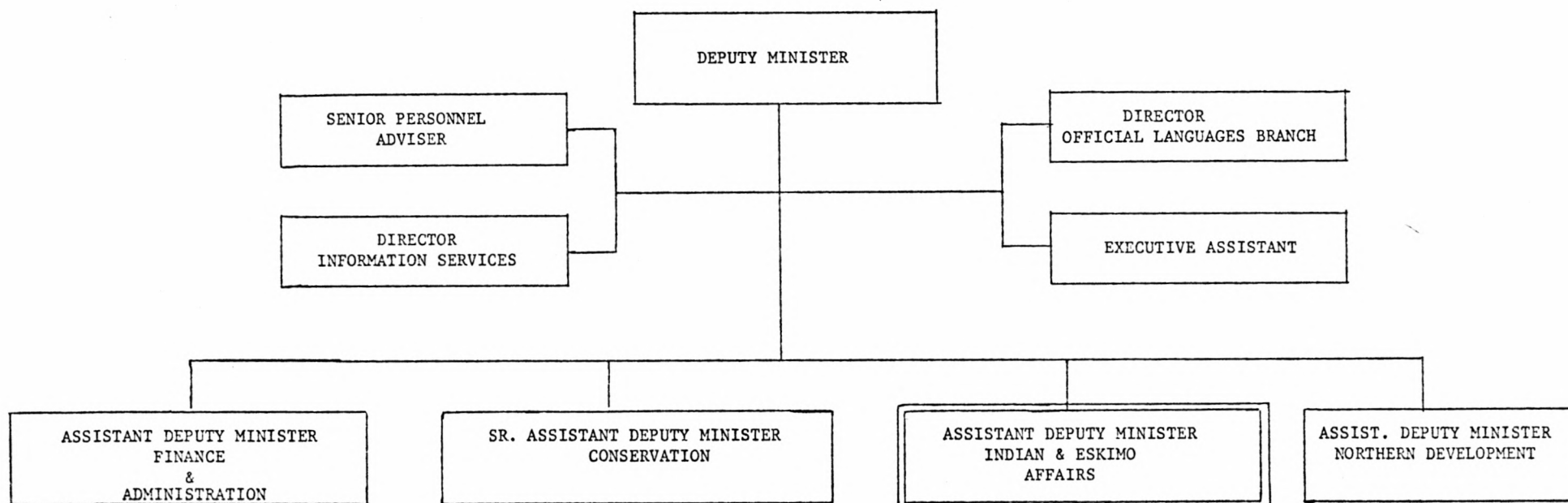
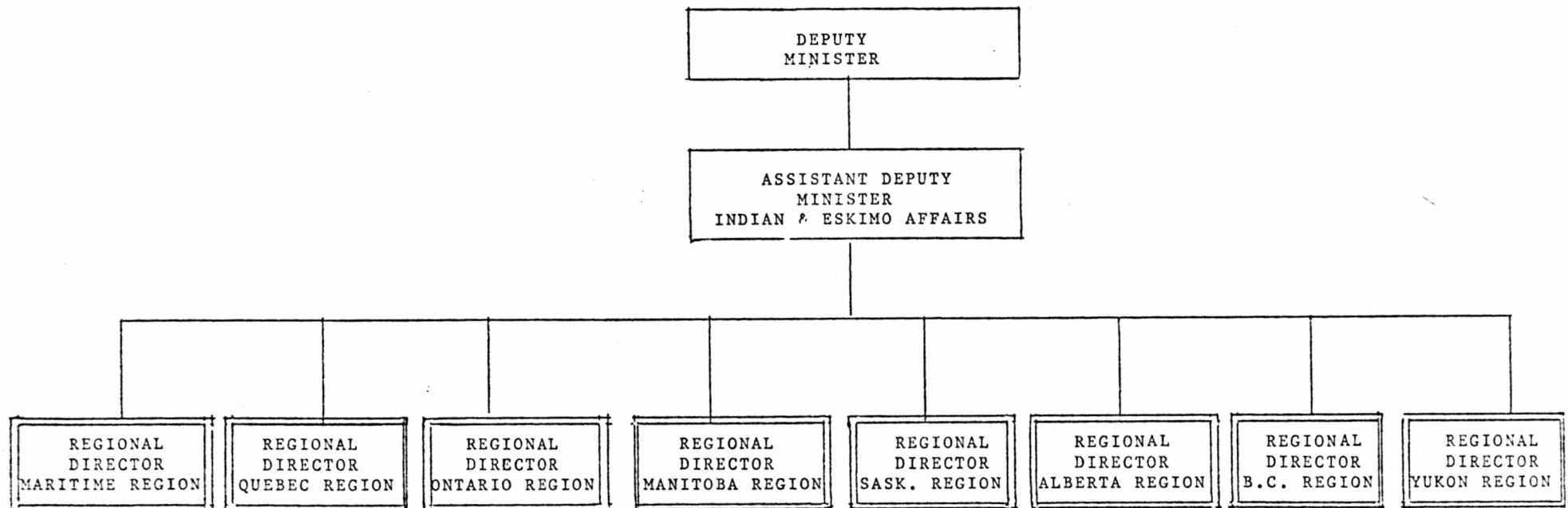


CHART III - 1
Indian Affairs Program
Organization Overview



INDIAN AND ESKIMO AFFAIRS PROGRAM
TECHNICAL SERVICES ORGANIZATION

The Regional Technical Organizations have been developed on the basis of the forecast capital program and maintenance program for fiscal year 1973-74. It is intended that during the period, each regional staff will become self-sufficient in terms of all functions required of it. The proposed organization reflects the nature of the construction and technical assistance requested by the Indian bands as well as the forecast construction volume. Further, the availability of technical assistance from other Government Departments, Technical Services Branch and consultants was a significant factor in the determination of the organizational needs. A number of factors affected the nature of the organizations.

1. INDIAN BAND COUNSELLING

The increasing activity in the economic development programs, municipal planning, and day labour projects have combined to establish a focus on counselling and advice to the bands in their pursuit of their chosen way of life.

This trend is exerting an influence, in most regions, to provide a higher level of counselling service at the regional level. Some of the regions are functioning with a professional activity orientation which is hindering the logical evolution of Technical Office - Indian Band relations. Accordingly, the organization provides some orientation to the Indian bands either by a Technical Evaluation Section, Regional Engineers, or both. It is foreseen that a continuing move in this direction will occur.

2. RESERVE PLANNING

The Indian and Eskimo Program has recently introduced the concept of Reserve Planning to co-ordinate educational, social, health and economic development plans for each reserve. Some regions have appointed planners and others are in the process. To enable the logical exploitation of resources and minimize the impact of development on the environment, a technical (physical) planner is required in each of the regional units. The technical planner will perform functions currently carried out by Technical Services Branch. The technical planner will work in harmony with provincial and adjoining community planners as well as with the Regional Planner.

3. CONSTRUCTION MANAGEMENT

There is an increasing trend toward construction of major facilities using Indian day labour in addition to the increasing day labour housing construction. This is a desirable trend from a departmental point of view but it is placing demands on regional staff for qualified supervisors and effective project control. Both of these needs have been recognized in the proposed organization by an increase of construction supervisors at the Regional and District level and a strengthening of the administrative capability at the Regional H.Q.

4. MAINTENANCE

The accumulation of past capital projects is resulting in the need for a systematic approach to facility maintenance. The guiding philosophy in approaching this problem is that Indian bands will maintain their own facilities wherever possible. However, there are a large number of federally owned properties that require departmental maintenance. In these cases, Indian tradesmen are to be employed wherever possible. Maintenance of both classes of facilities requires extensive support in terms of capital assets inventory maintenance, utilization analysis, inspection to ensure compliance with Federal, Provincial and Municipal laws, performance analysis and reporting, predicted maintenance needs, and equipment specification. Of prime importance however, is the need to provide support in the maintenance of complex facilities and the training of Indian tradesmen. These needs have been recognized by the addition of a formal maintenance capacity at the Regional Headquarters to provide functional control over this need. The Quebec region has developed a preliminary concept toward this activity and the proposed organization for that region includes specific staff to develop the concept as a pilot project for the Indian and Eskimo Affairs regional offices.

5. APPROACH TO DESIGN FUNCTION

In the past, the British Columbia regional office has conducted or contracted for a major portion of the design needs on a local basis. Similarly more than half of the design needs of the three prairie regional offices has been provided by the Prairie Provinces Engineering Unit. The Ontario, Quebec and Maritimes regions have received substantial support from Technical Services Branch. Under this arrangement, the Regional Engineer for the most part did not possess sufficient human resources to manage and control the agencies providing the support. Consequently it was difficult to sustain the intent of the project through the various phases of negotiation, consultation and implementation.

The intent of the proposed regional design components is that each component will be able to perform a significant portion of the design work and coordinate other agencies where they are required. For example, the resources allocated to the three prairie regions approximates the strength of the Prairie Provinces Engineering Unit which has been fulfilling approximately 50% of the total design requirements of the three prairie regions. It is expected that these resources under the new concept will perform slightly less design work, but will be able to manage outside resources with a much better response to the needs of the bands and the Regional Director than heretofore possible. The same approach has been used for the Eastern Regions.

6. ADMINISTRATIVE SUPPORT

The further decentralization of capital program activities to the Regional level results in the need for a systematic administrative system including contract administration, materiel management, work standards, scheduling, controlling and a management information system.

Technical Services Branch has been organized to develop the overall philosophy policies and procedures to control the development of these activities. However, the actual implementation of the system will require a concerted effort on the part of the Regional Technical Unit. A formal administrative section has been identified in each region and these sections are responsible for installation of all materiel management in the Region and for all contracts associated with the construction maintenance of facilities in the region and technical ? management information systems.

7. FIRE PREVENTION AND CONSTRUCTION SAFETY

A study regarding Fire Prevention and Construction Safety was conducted concurrent with the Organization study. This study recommended that a Fire Prevention and Construction Safety Officer be placed in each region. The prime function of this position will centre on an education program for the Indian people regarding Fire Safety. Since Construction Safety is a function of all design and construction specialists, the Construction Safety aspects of the proposed position will relate mainly to the correlation of data, dissemination of policy, and to some extent assistance with day labour programs.

8. YUKON TERRITORY

The Yukon Territory technical responsibility is not sufficiently large to justify a formal Regional Office. A Technologist and a Construction Supervisor have been included in the region to ensure sound construction and maintenance. Support for planning, land utilization studies, surveys, design, fire protection, and administration have been assigned to the British Columbia Region. Insofar as Technical Services are concerned, the relationships between the British Columbia region and the Yukon region is intended to be similar to the relationship between a Region and a District, namely; functional control and line support of the Technical staff.

CHART III - 3
Indian Affairs Program
Maritime Region
Technical Services Structure
PRESENT

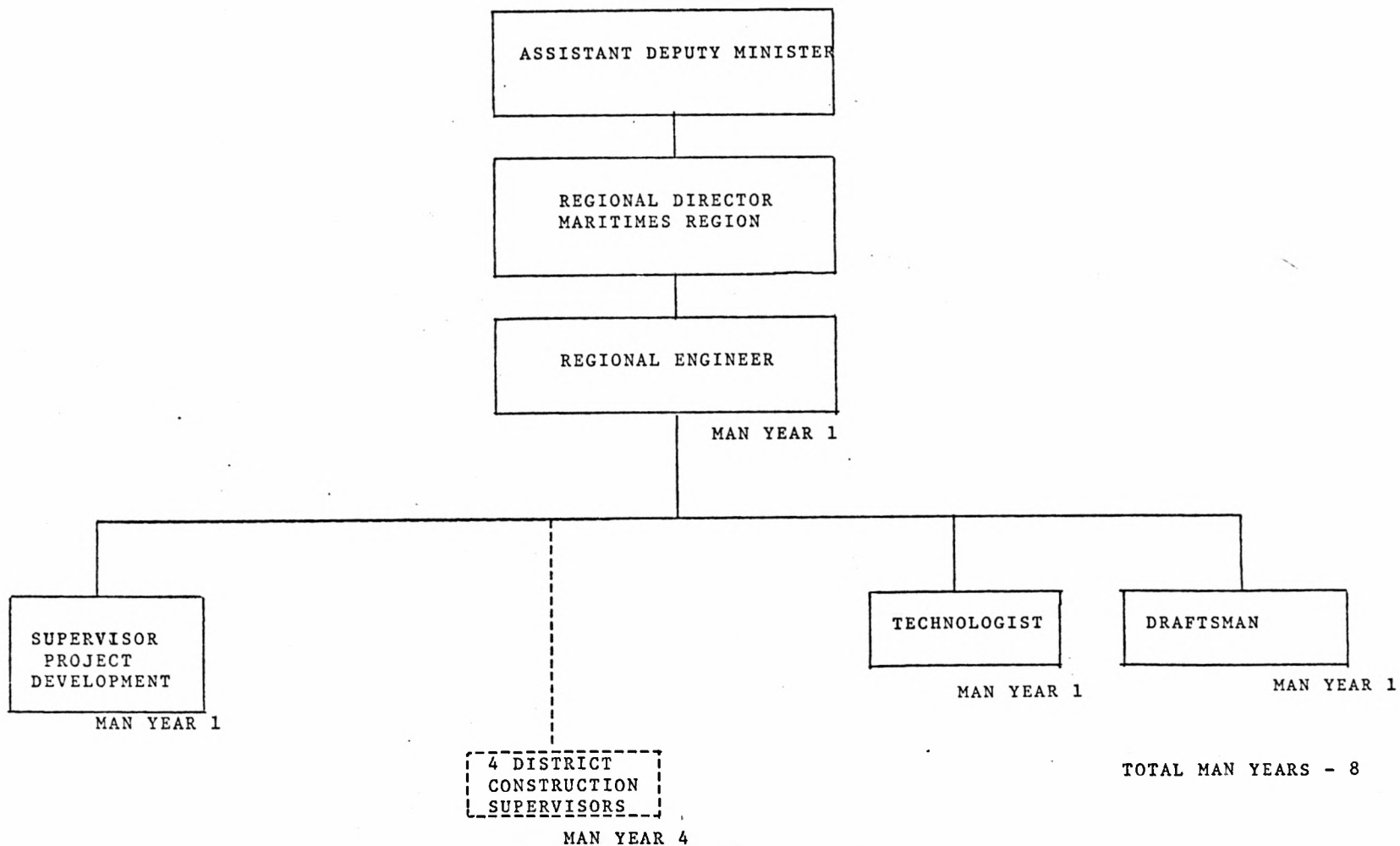
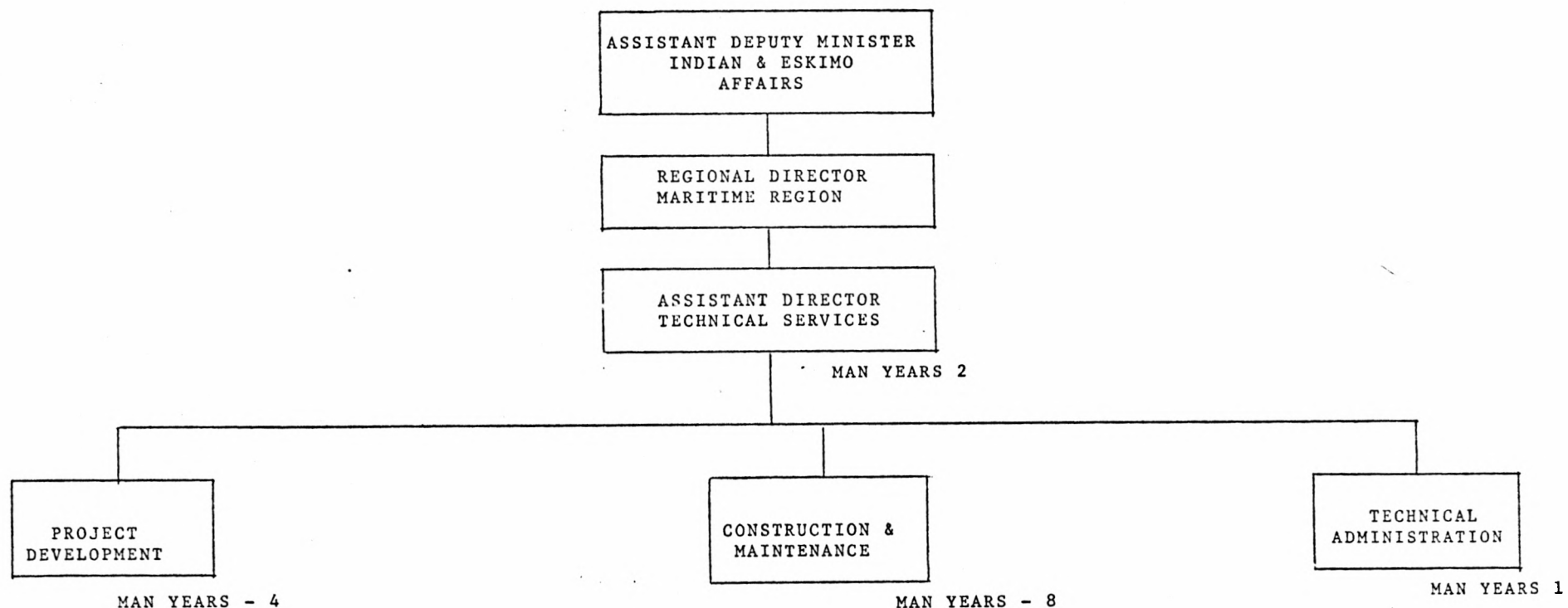


CHART III - 4
 Indian Affairs Program
 Maritime Region
 Technical Services Structure
 PROPOSED



TOTAL MAN YEARS - 15

CHART III - 5
 Indian Affairs Program
 Quebec Region
 Technical Services Structure
 PRESENT

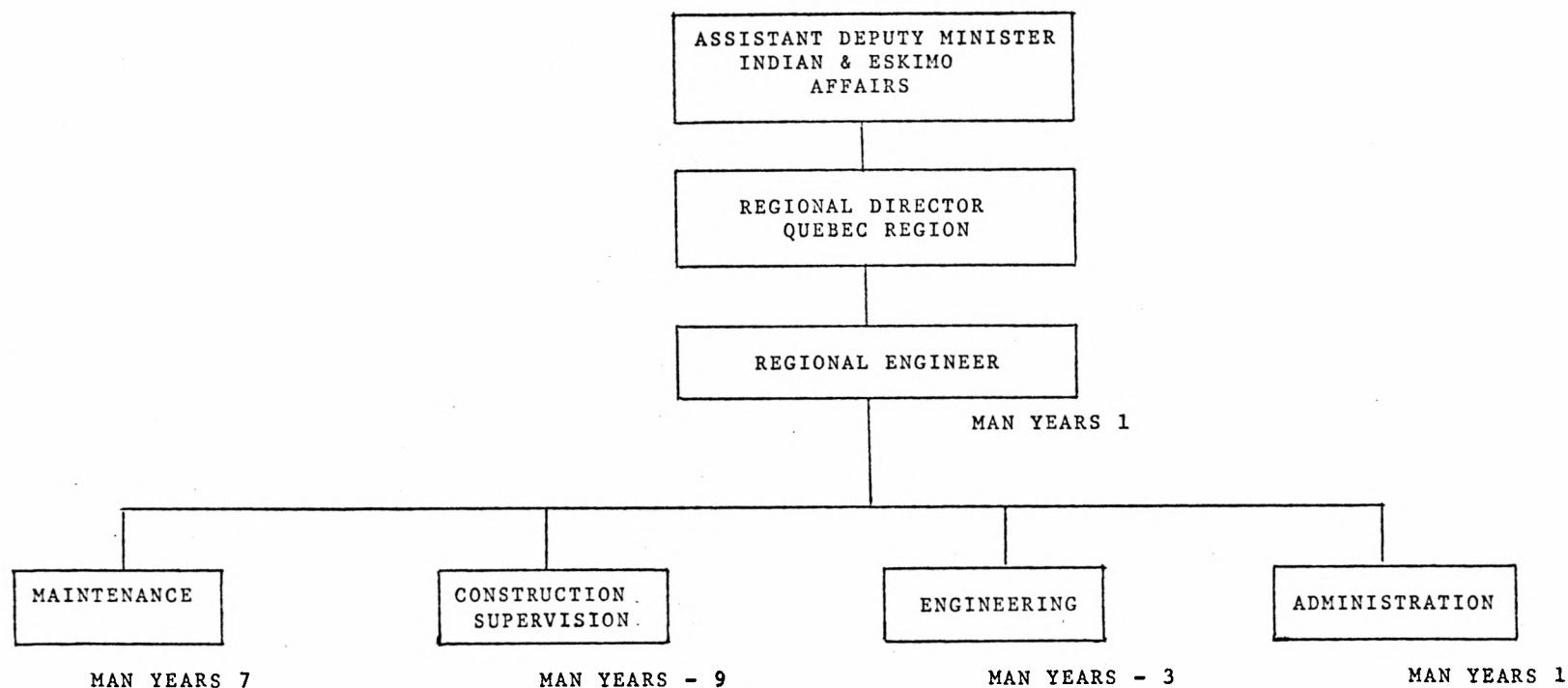


CHART III - 6
Indian Affairs Program
Quebec Region
Technical Services Structure
PROPOSED

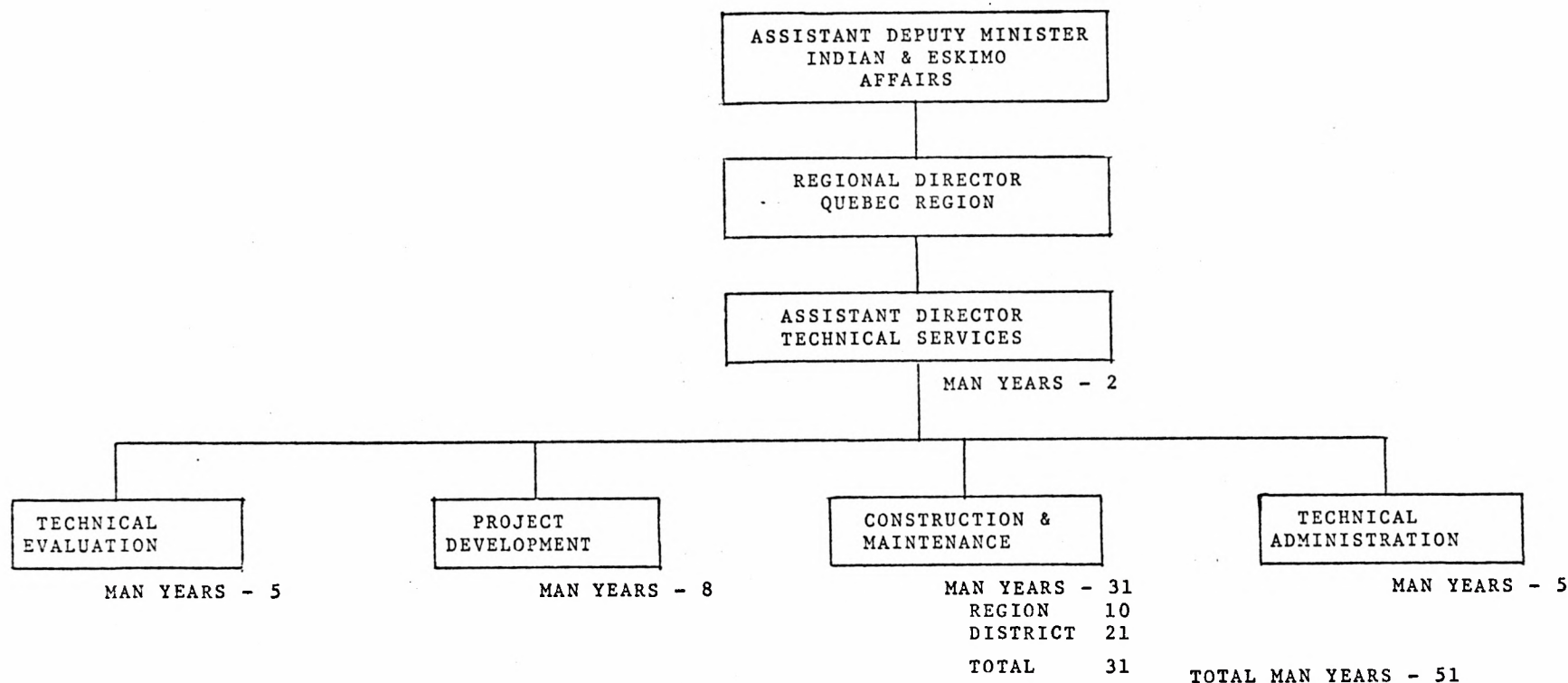


CHART III - 7
 Indian Affairs Program
 Ontario Region
 Technical Services Structure
 PRESENT

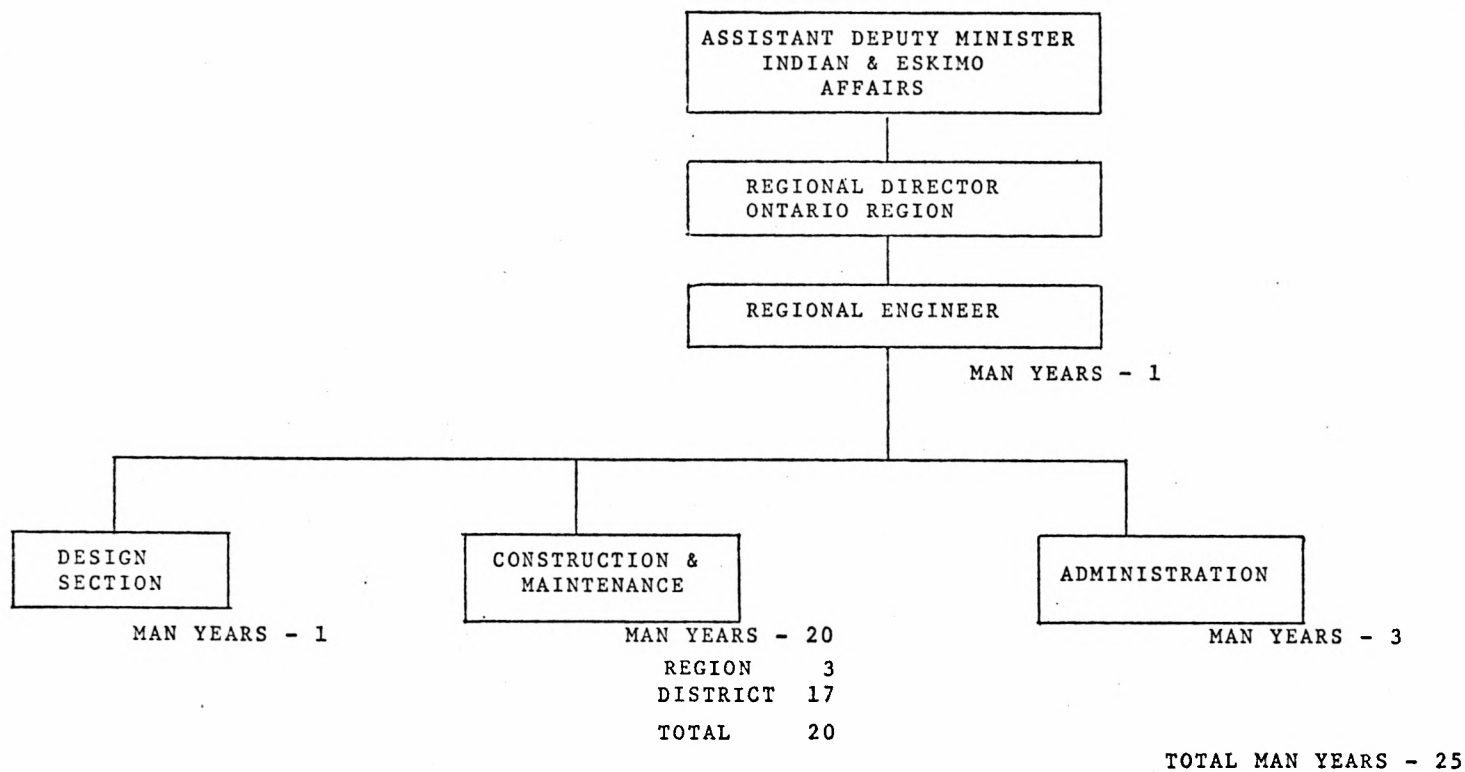
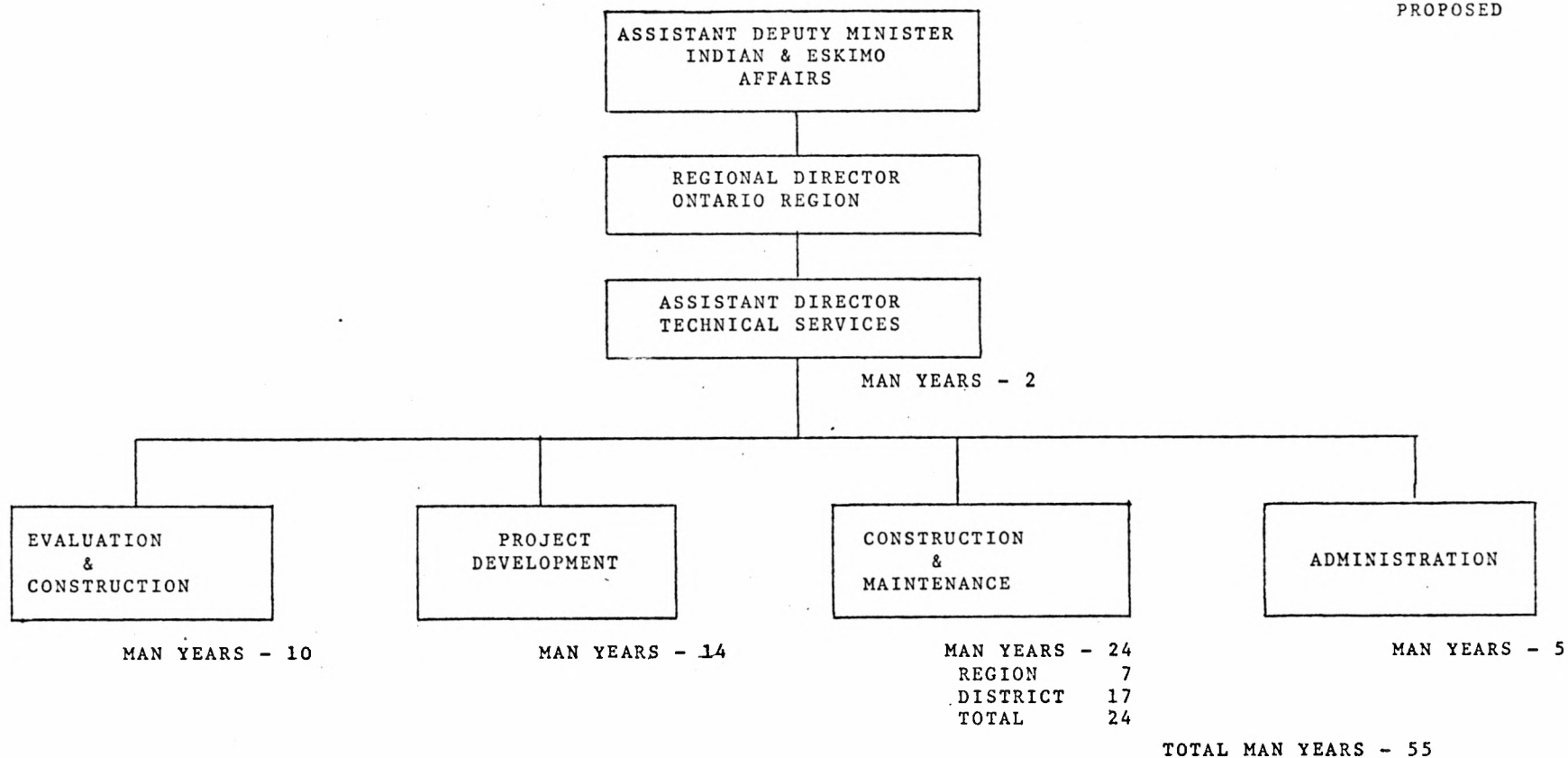


CHART III - 8
 Indian Affairs Program
 Ontario Region
 Technical Services Structure
 PROPOSED





R.F. Battle,
Assistant Deputy Minister,
(Finance and Administration)

Ottawa, Ontario K1A 0H4
March 1st, 1973

Your file Votre référence

Our file Notre référence

Organizational Proposal
Departmental Technical Services

Mr. Kozar earlier indicated to you the Directors' concern respecting the roles of the Regional Master Planner and Community Planner. My Directors' comments on the draft Treasury Board Submission highlight this concern indicating that planning for Indian reserves is not a static process in which master planning and development planning can be divided. The apparent division of responsibilities between Technical Services and Community Affairs of this Program could create confusion particularly for Indian people.

In view of the fact that my representative on the Steering Committee did not raise any objection at the meeting and in fact indicated concurrence with the roles of the planners, I do not at this time ask for any change in the submission.

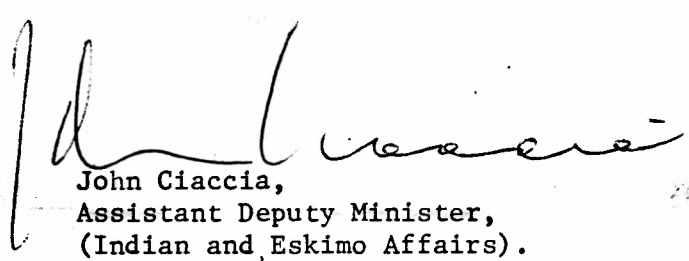
However, I do wish to record here my concern respecting the apparent division of responsibilities and possible conflict in the roles of the Regional Master Planner and Community Planner. I would ask that this particular point and those that follow be the subject of continuous review as implementation proceeds.

Other points raised were based, I believe, more on interpretation of what was stated. Some areas mentioned were:

- 1) Division of responsibilities between Headquarters, Technical Services and Regions.
- 2) Functional relationship; i.e. is it Headquarters, Technical Services to Regional Director or to Regional Technical Services.

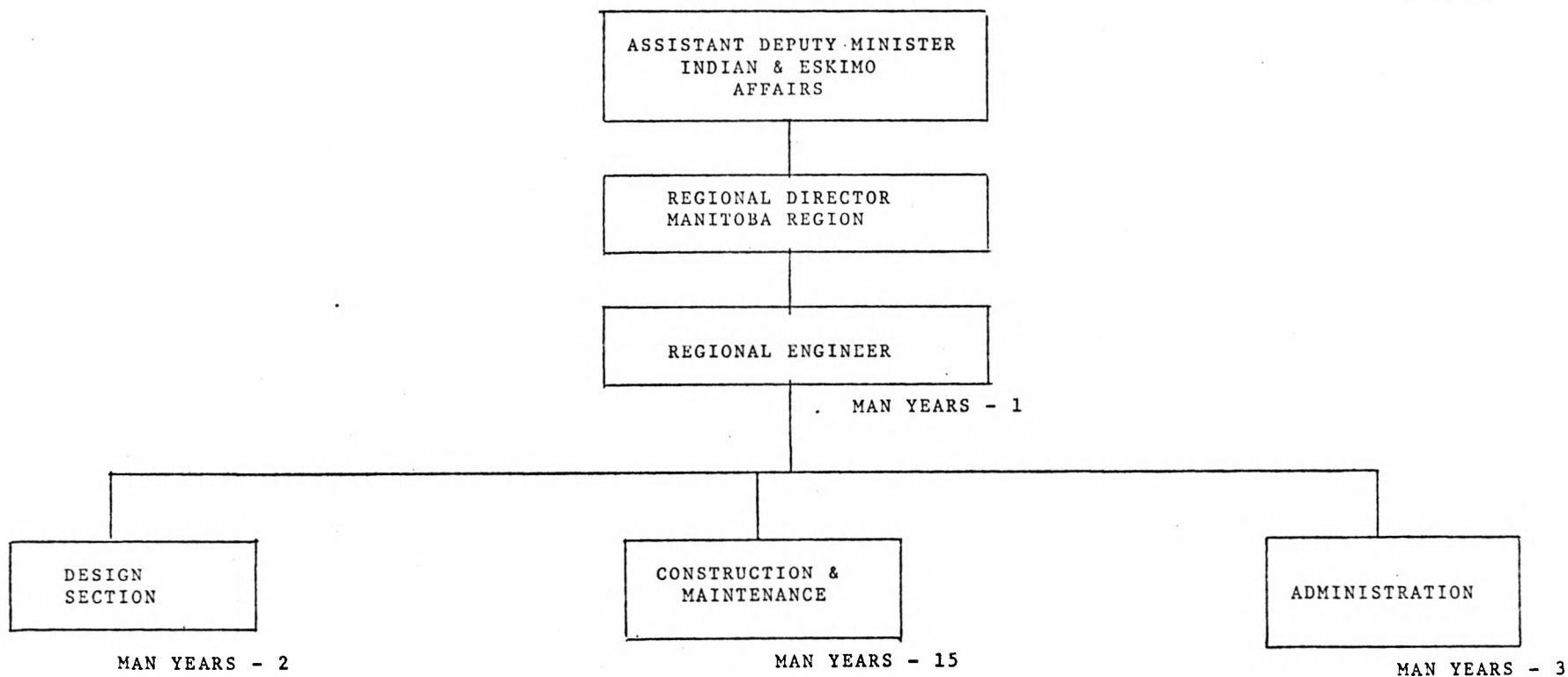
- 3) Responsibility for contract administration, material management, and inventory control. We have been more inclined to place these areas in our Regional Headquarters Administrative Units and some type of arrangement might have to be worked out here.
- 4) Responsibility for project information system. I would be most concerned if this were to proceed independently of our overall information system responsibility for which rests with our new Program Co-ordination and Administration Branch.

Should you or one of your officers wish to discuss this matter further, please contact Mr. Kozar.



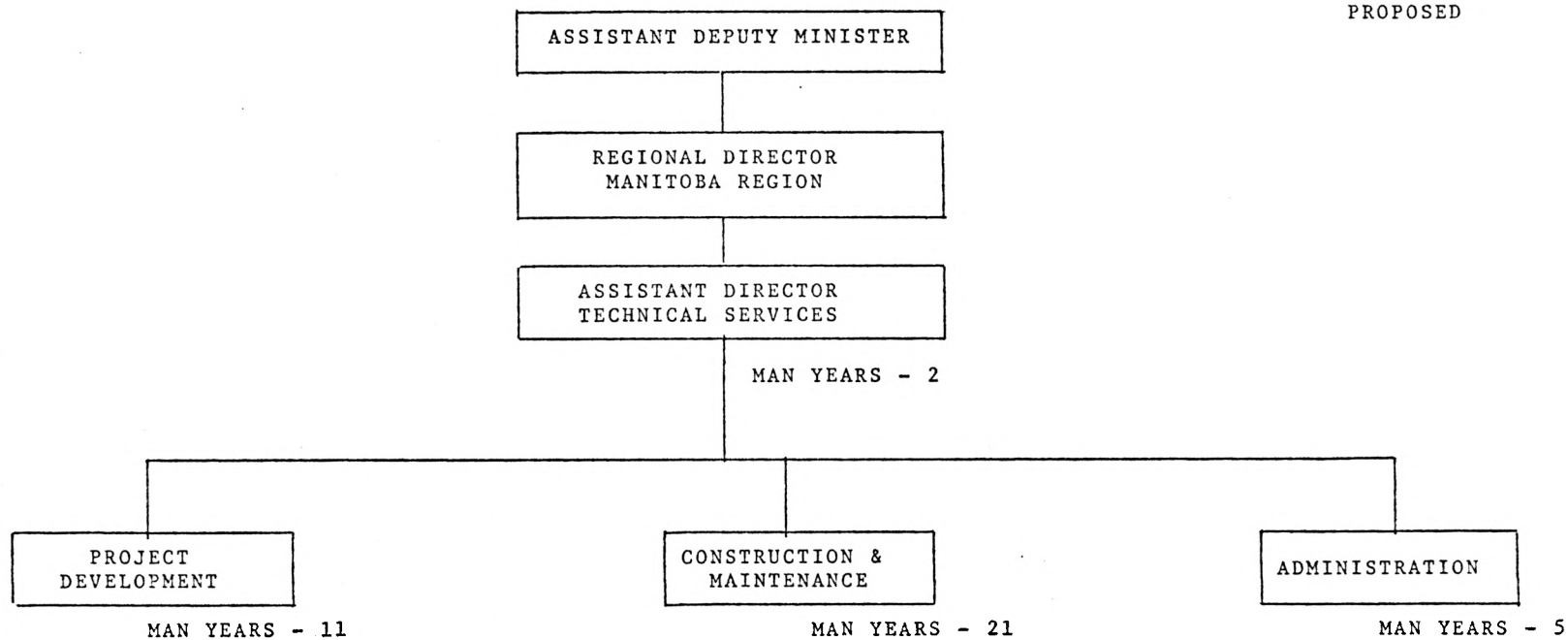
John Ciaccia,
Assistant Deputy Minister,
(Indian and Eskimo Affairs).

CHART III - 9
Indian Affairs Program
Technical Services Structure
PRESENT



TOTAL MAN YEARS - 21

CHART III - 10
Indian Affairs Program
Manitoba Region
Technical Services Structure
PROPOSED



TOTAL MAN YEARS - 39

CHART III - 11
 Indian Affairs Program
 Saskatchewan Region
 Technical Services Structure
 PRESENT

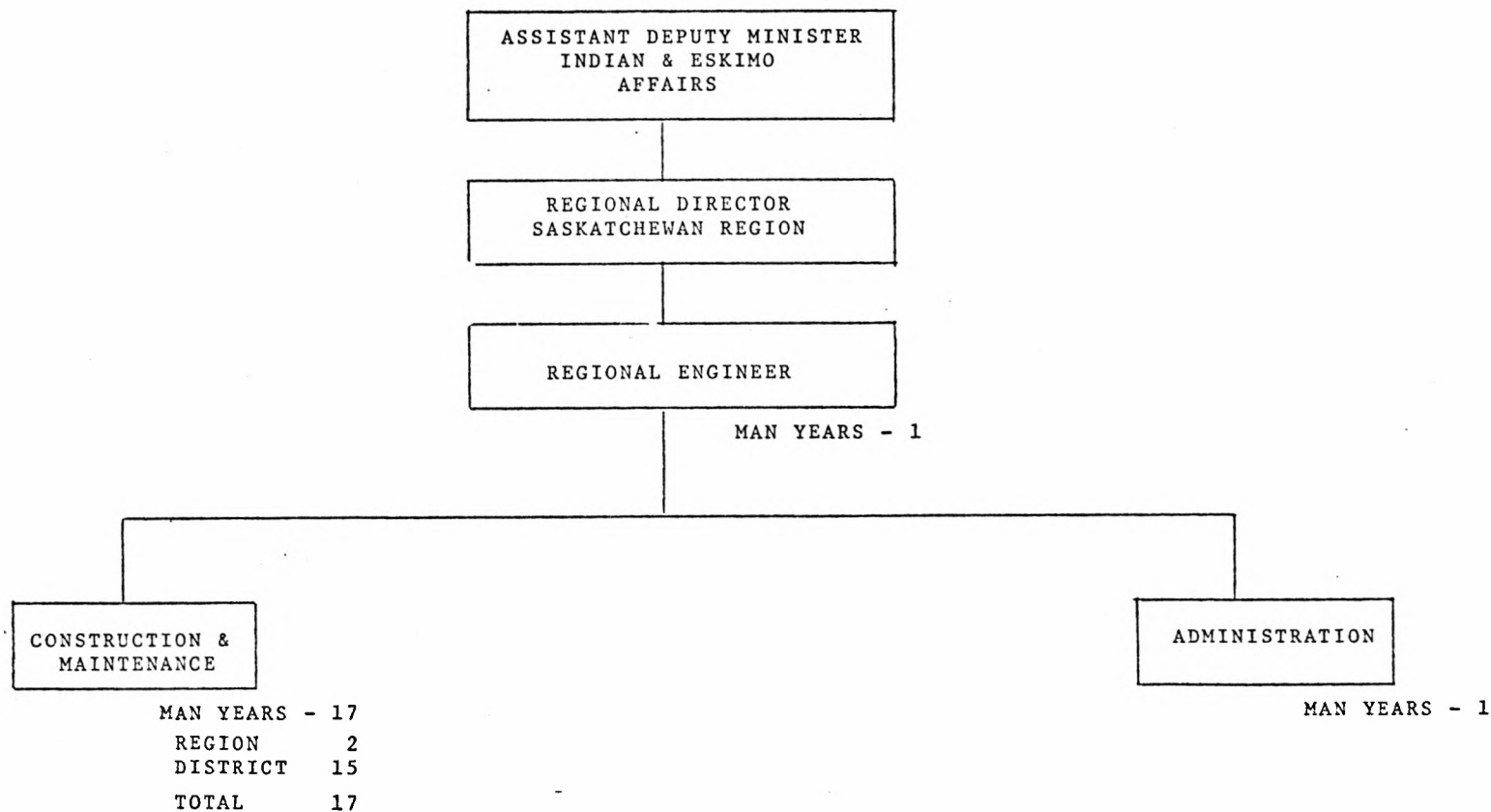


CHART III - 12
 Indian Affairs Program
 Saskatchewan Region
 Technical Service Structure
 PROPOSED

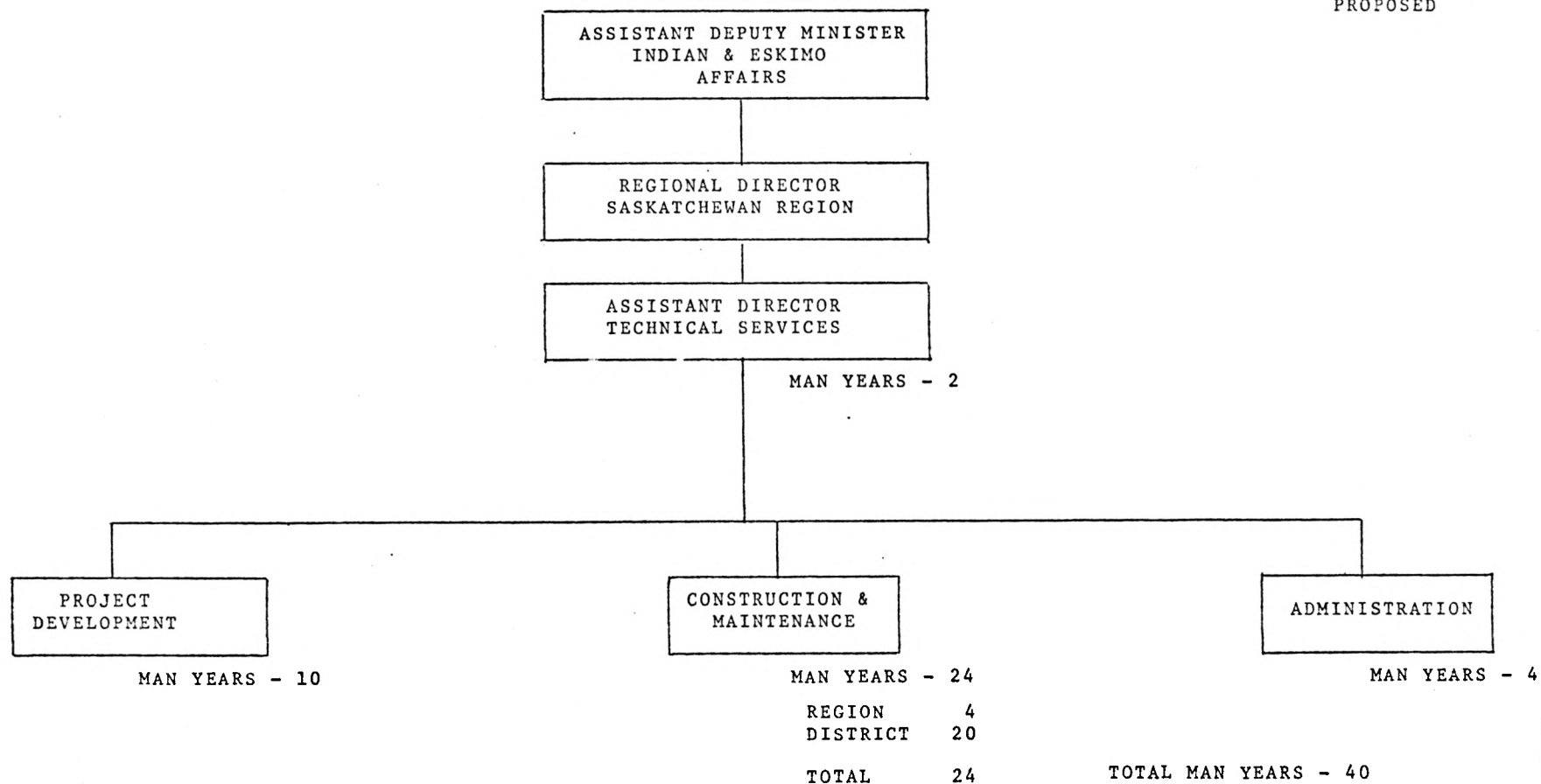


CHART III - 13
 Indian Affairs Program
 Alberta Region
 Technical Services Structure
 PRESENT

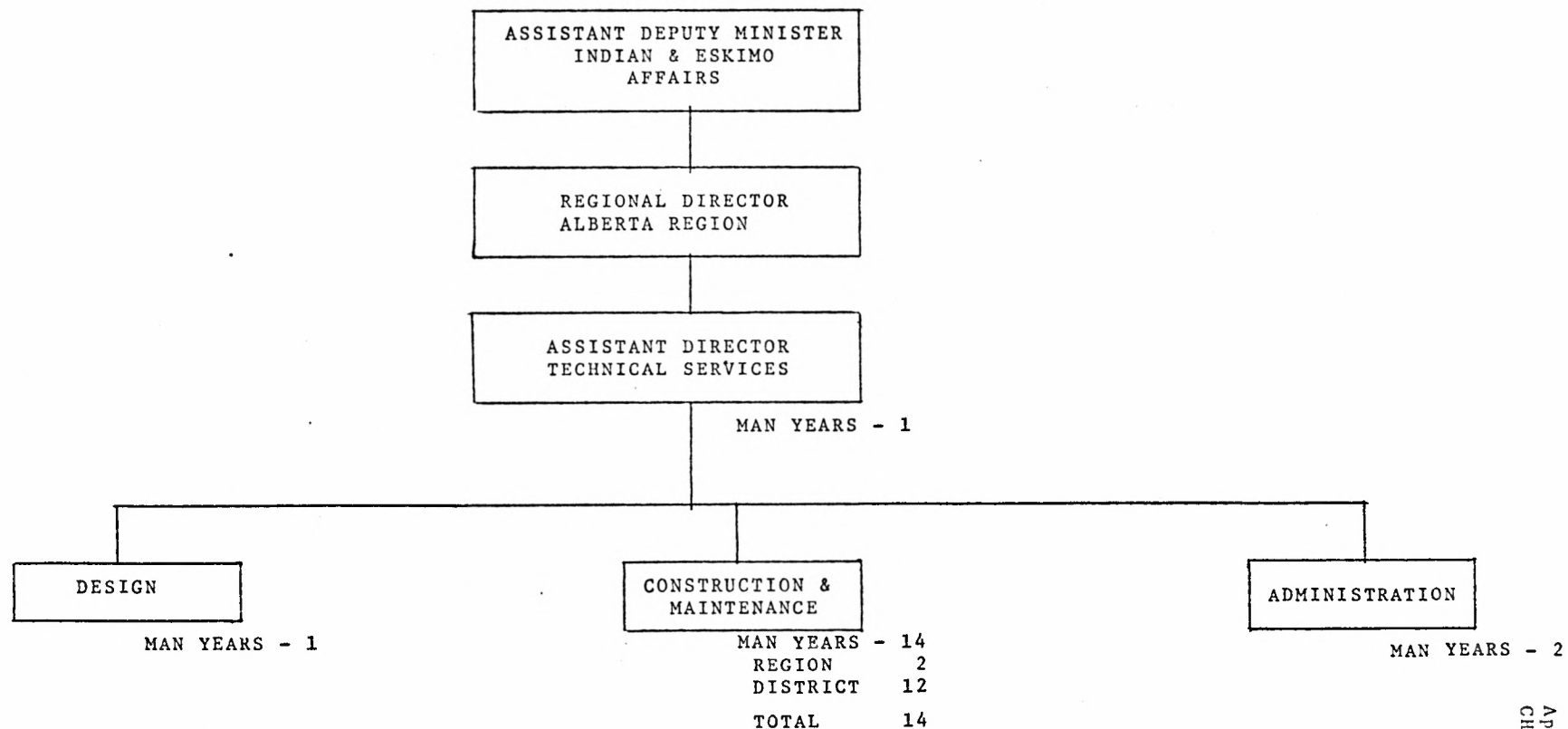


CHART III - 14
 Indian Affairs Program
 Alberta Region
 Technical Services Structure
 PROPOSED

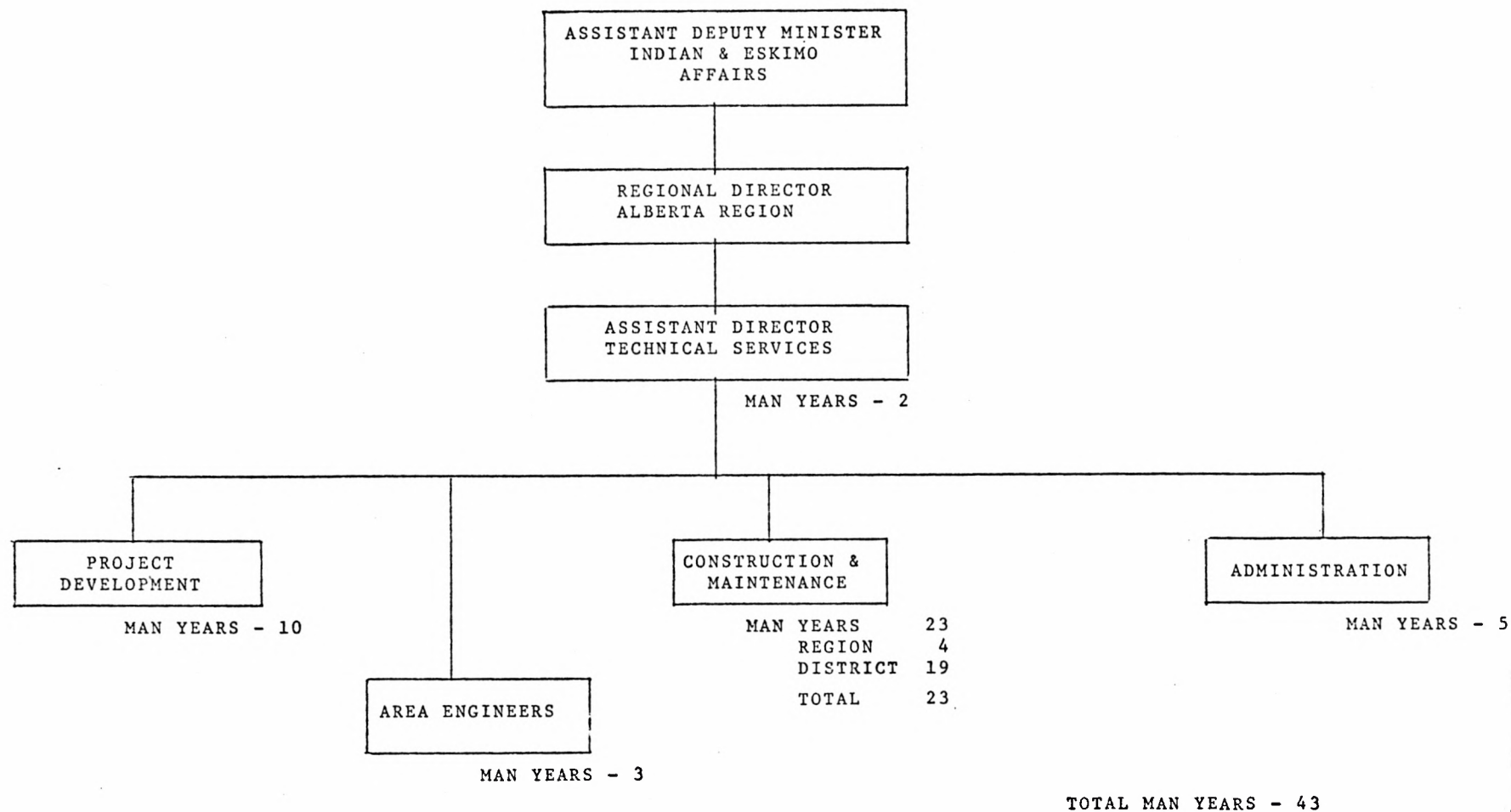
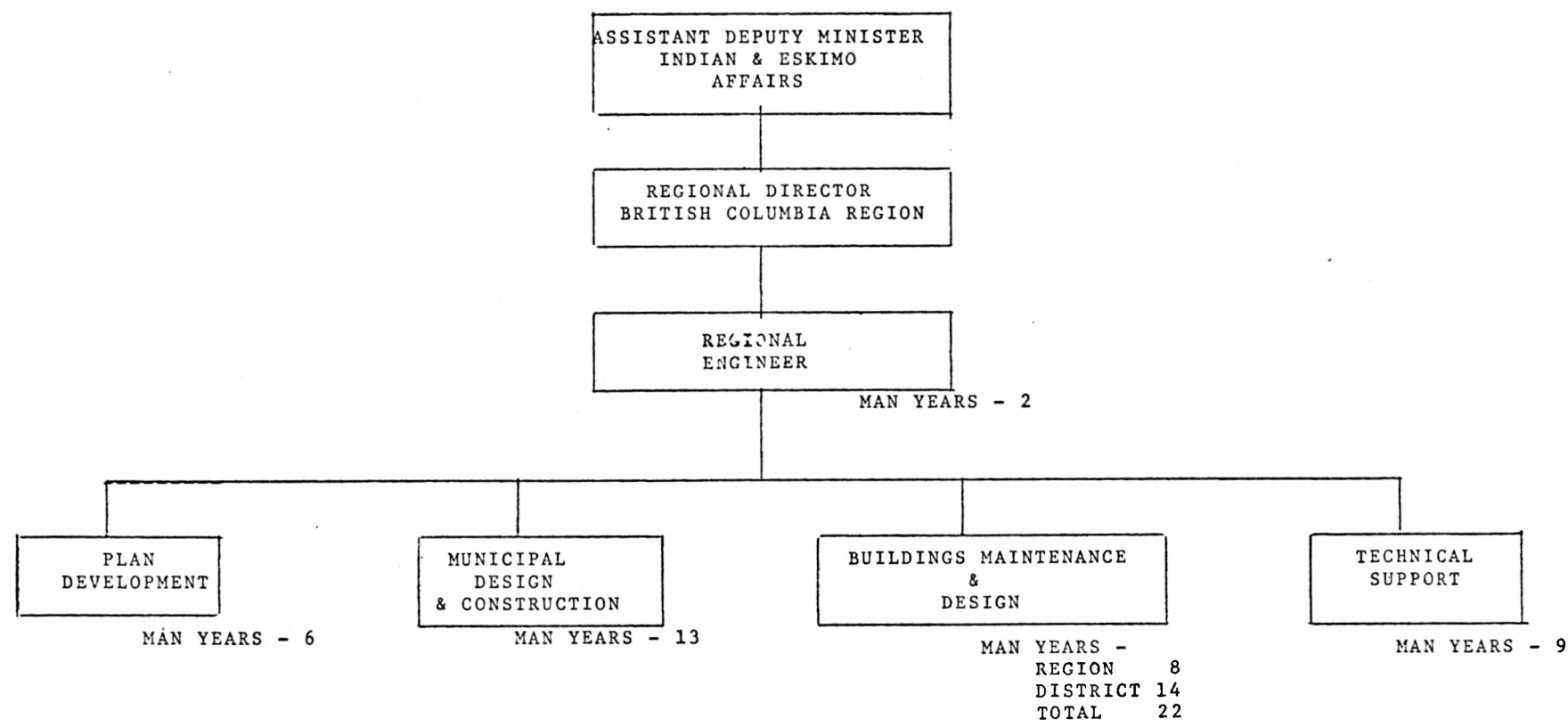


CHART III - 15
 Indian Affairs Program
 B.C. Region
 Technical Services Structure
 PRESENT



TOTAL MAN YEARS - 52

CHART III - 16
 Indian Affairs Program
 B. C. Region
 Technical Services Structure
 PROPOSED

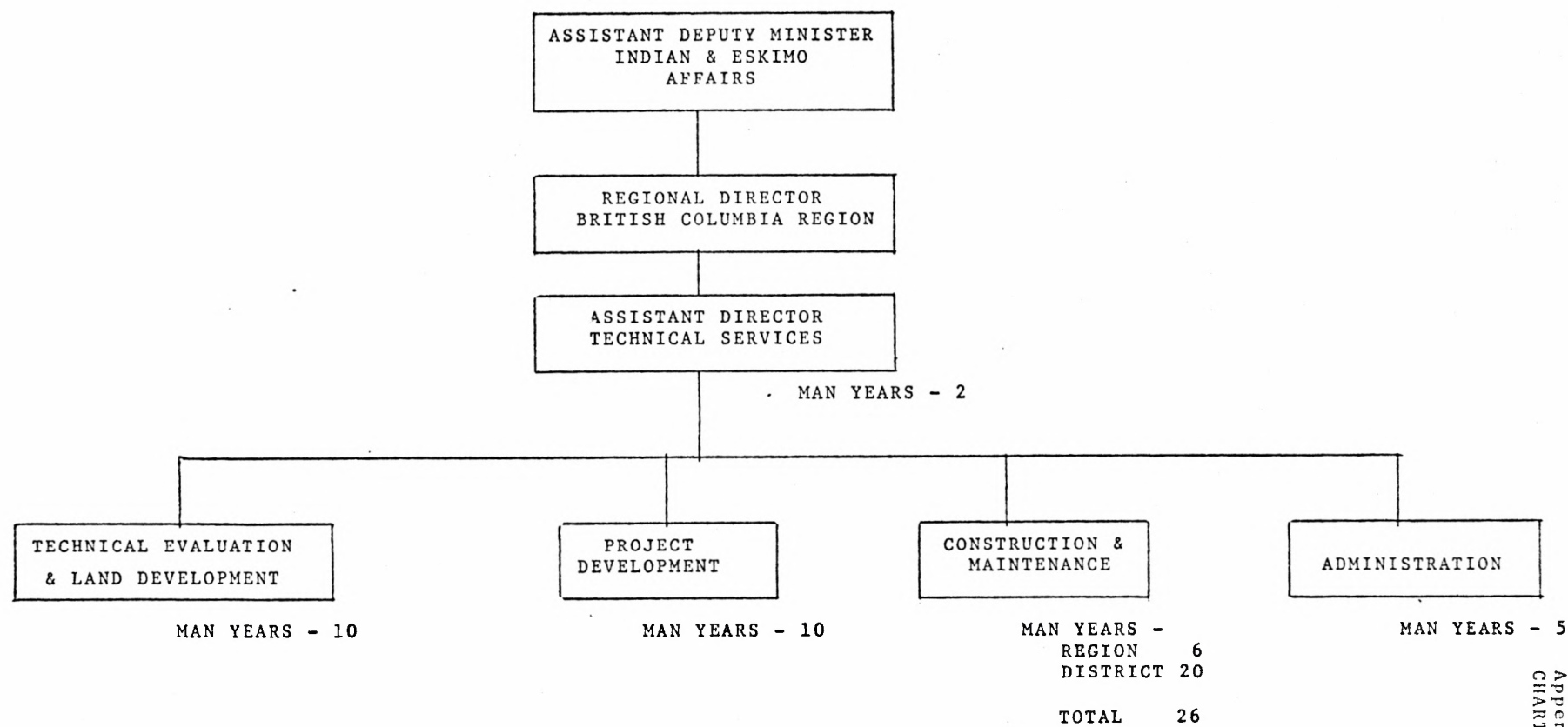
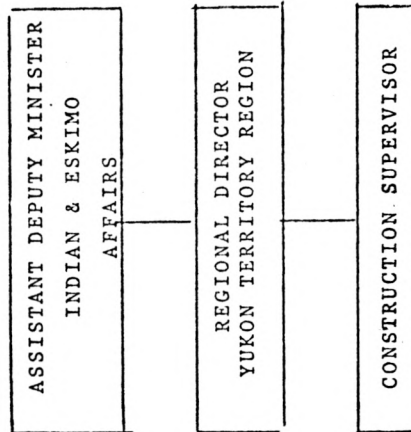


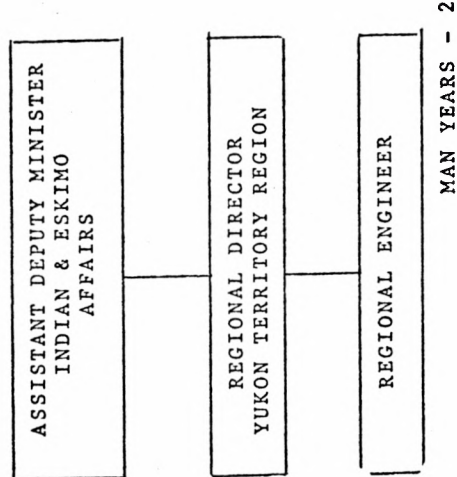
CHART III - 17
Indian Affairs Program
Yukon Region
Technical Services Structure
PRESENT



MAN YEARS - 1

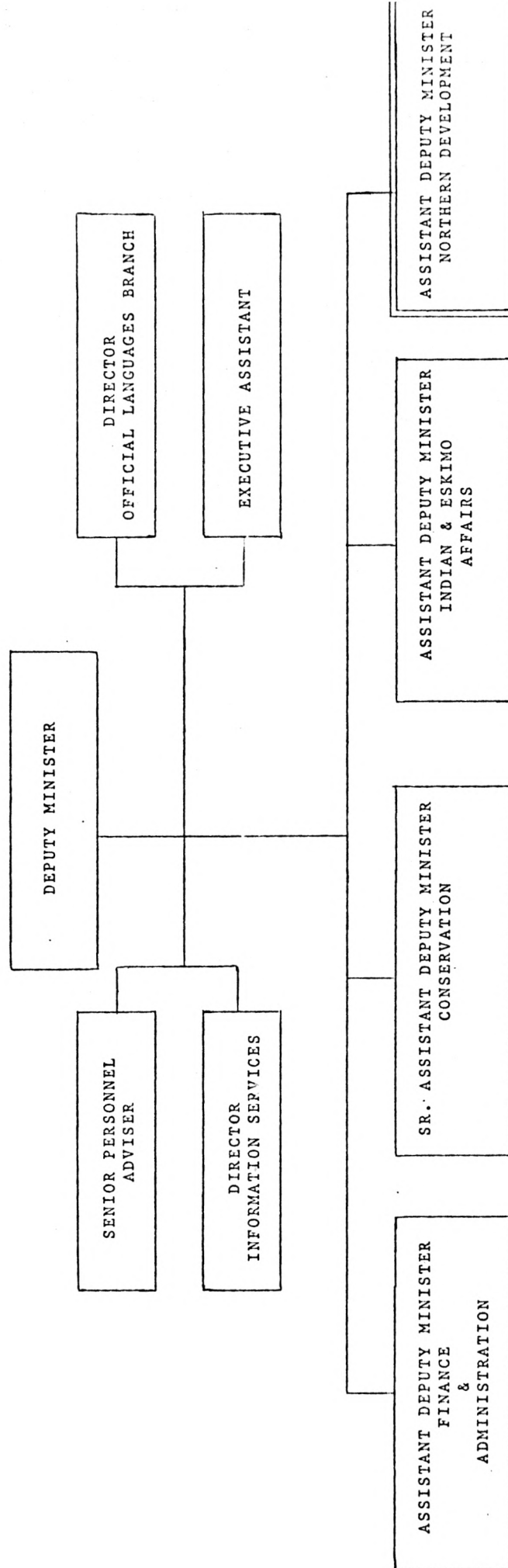
TOTAL MAN YEARS - 1

CHART III - 18
Indian Affairs Program
Yukon Region
Technical Services Structure
PROPOSED



TOTAL MAN YEARS - 2

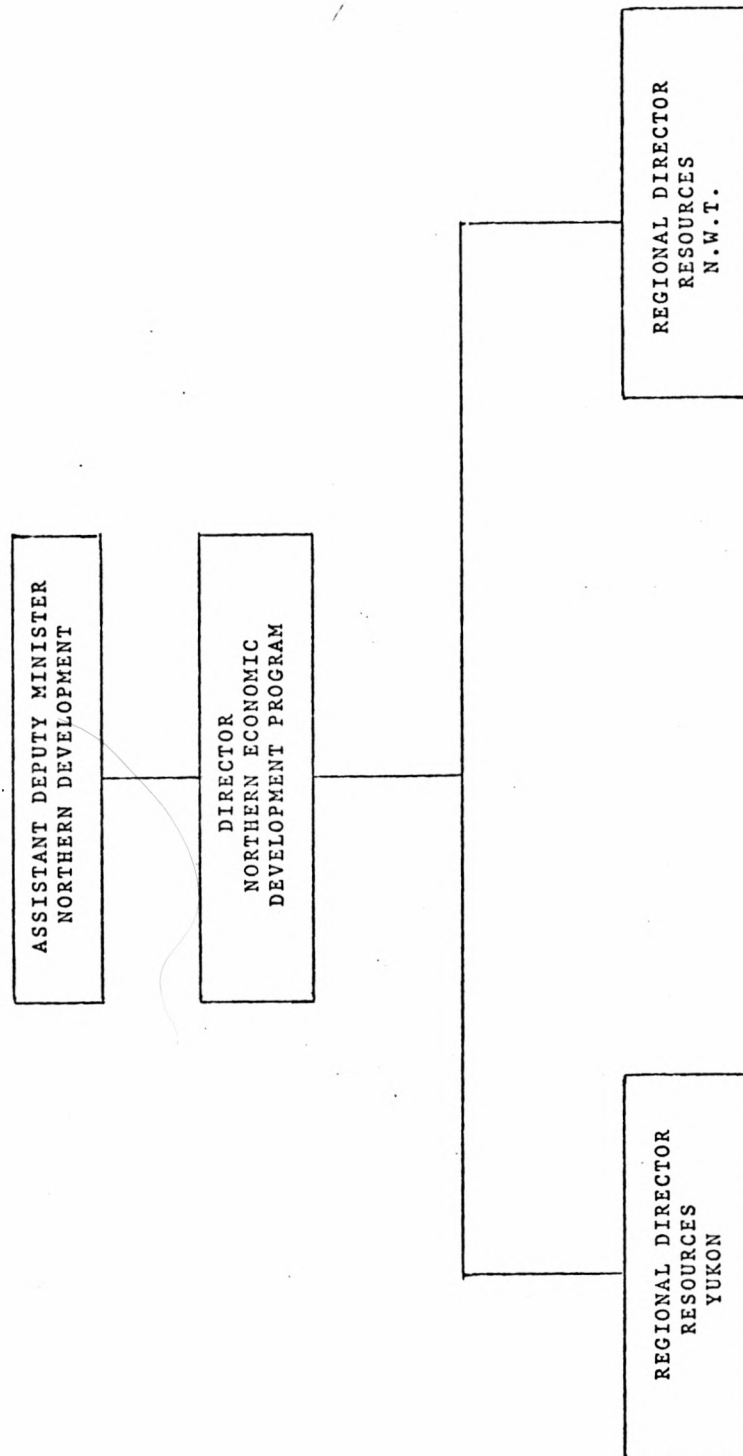
CHART IV
 Northern Economic Development
 Program
 DEPARTMENTAL OVERVIEW



Appendix B

NORTHERN ECONOMIC DEVELOPMENT PROGRAM

CHART IV - 1
Northern Economic Development
Program
ORGANIZATION OVERVIEW



NORTHERN ECONOMIC DEVELOPMENT PROGRAM
REGIONAL TECHNICAL SERVICES

1. INTRODUCTION

The recent changes in organization gives the Regional Directors increasing implementation and co-ordination responsibilities. Previous study concluded that readily accessible technical advice, standards, inspection and construction/maintenance supervision are essential to Program effectiveness in the Northwest Territories and Yukon Regions. A Task Force visited each region to analyse regional technical services requirements and their effective organization.

2. MAJOR FINDINGS

The Task Force investigations confirmed previous operational reviews in identified weaknesses in the provision of necessary services within the Regions. At present, these Regions do not have a Regional Technical Unit, rather, Technical Services functions are being handled on a fragmented basis by a variety of agencies. This situation is becoming increasingly unsatisfactory in that:

- (a) many essential services are not being provided;
- (b) other services are not being provided in accordance with the exact needs; and
- (c) the Regional Director does not have a focal point through which to convey his objectives and needs or to monitor the services being provided.

At present, major engineering, architectural and technical services are being provided by or through the Technical Services Branch at Ottawa, with other services being provided by the Public Works Department of the Territorial Government. In line with Government policy, some of the major services (such as major road construction) are carried out on behalf of the Department by the Department of Public Works and there has been an inadequate level of field monitoring of all aspects of this work by the H.Q. based staff. The maintenance services have tended to be fragmented through various units within the Program Region and there is a need to consolidate and co-ordinate these services for improved efficiency and economy. It is not considered feasible at this time to attempt to provide a complete range of expertise within the Regional establishment, either in terms of numbers or levels of professional and technical specialists. Rather, the major need is to establish

a unit to achieve a better overall co-ordination of services being provided to the Regional Director and his staff, with the continued provision of some of these services (particularly in the area of scarce and unique skills) from outside sources.

3. PROPOSED SOLUTION

It is proposed to establish a small Technical Services Unit at each Program Regional Office with the Head of the Unit reporting directly to the Program Regional Director and having the following responsibilities:

- (a) Planning, organizing and directing the Regional Technical Services staffs.
- (b) Preparing for the Regional Director, the Regional Capital and Maintenance Program Forecast, Estimates and Budgets.
- (c) Identifying the need for all types of facilities and equipment to support the various programs of the Region and, where required, preparation of the necessary detailed project briefs setting out the specifications for the required facility.
- (d) A general monitoring of all location, design, construction and maintenance works being carried out in the Region, whether by Departmental staffs or others.
- (e) The modification of certain standard designs for small buildings and works to meet local requirements (such as fire towers and other similar small buildings).
- (f) The review of designs prepared by others to ensure conformity to identified needs of the Region.
- (g) Construction implementation and supervision of all buildings and works, excluding certain major works such as major highways being carried out by others on behalf of the Department.
- (h) The maintenance of all buildings, works, vehicles and equipment and the development of all related maintenance programs.
- (i) To provide senior technical liaison for the Region with other units of the Department, Federal Government and outside agencies, regarding all Technical Services activities of the Region.

- (j) To carry out or arrange for all investigations relating to Technical Services functions and activities in the Region.
- (k) To prepare for the Regional Director and other senior Departmental officials, professional and technical reports on any aspects of technical activity within the Region and to participate in multi-discipline task forces and investigations as the senior technical authority in the Region.
- (l) In line with Departmental policy, Technical Services and advice will be made available to other Departmental Programs in the same geographical area, as long as these do not interfere with the prime responsibilities of the Technical Unit to the Northern Program.
- (m) The administration of construction contract and consultant and service contracts related to the technical function.
- (n) At present, capital contracts administration, materiel management and drafting services are consolidated under the Regional Manager, Finance and Administration. Certain aspects of these functions will be the responsibility of the Regional Manager, Technical Services and staff.

4. OTHER FACTORS

- (a) The Territorial Governments carry out a wide variety of design and construction of projects where funding is provided by the Federal Government. The Head of the Regional Technical Unit will be responsible for monitoring such projects. In addition, engineering agreements exist between the Department and the Territorial Governments whereby the Territorial Government will carry out certain works and provision of services for the Department on federal projects. The Head of the PRTU will be responsible for ensuring that the works are properly performed.
- (b) A co-operative arrangement exists between this Department Ministry of Transport and Department of National Defence for carrying out a Remote Airport Construction Program. The Technical Unit will be responsible for quality control and preparation of field management reports for such activities.
- (c) The Federal Department of Public Works (through the Technical Services Branch at Ottawa) carries out design and construction of main highways and certain other major works in the Territories on behalf of the Department. The Head of the PRTU will be responsible for a general monitoring of such activities and the field co-ordination of review and monitoring by other Departmental specialists at Program H.Q. and in the Technical Services Branch.

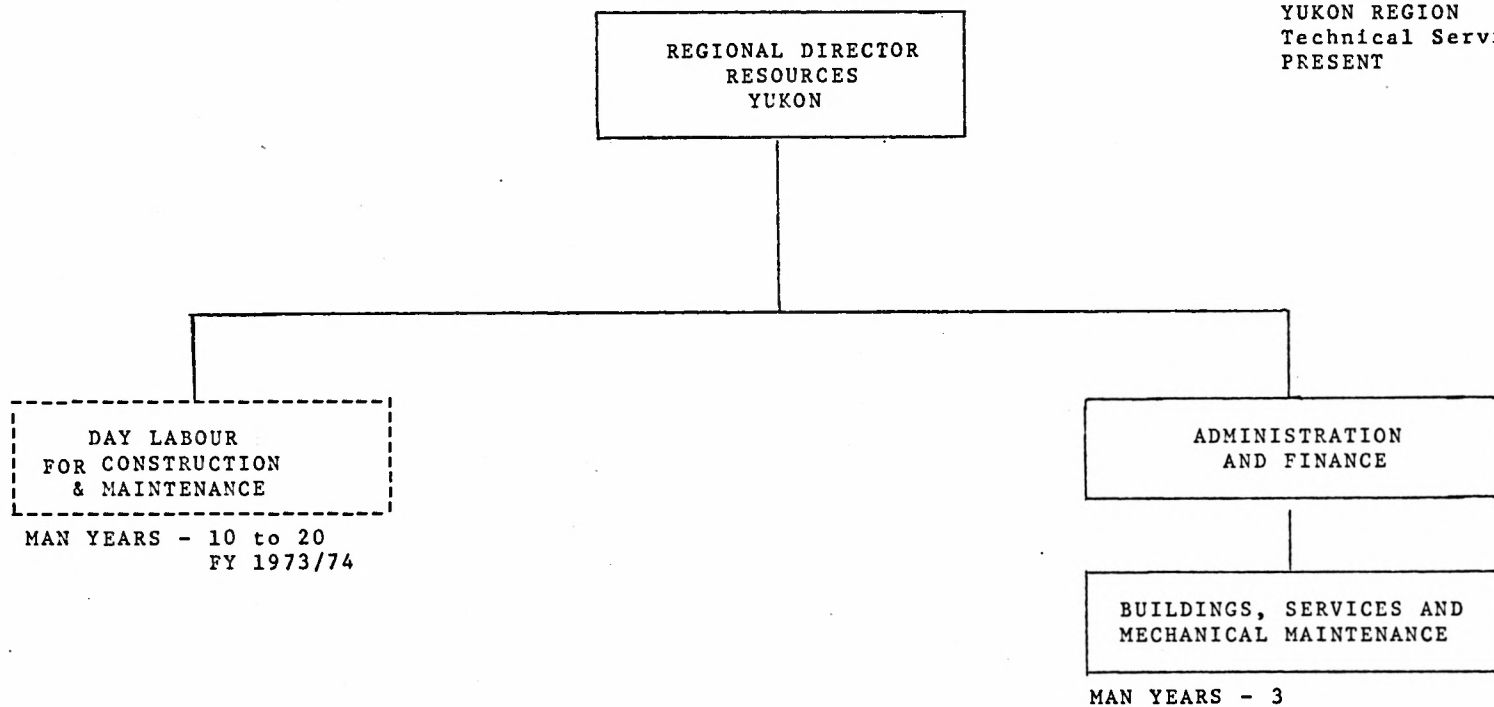
5. UNIQUE FACTORS

The major capital project now under way in the Northwest Territories is the location, design and construction of the Mackenzie Highway to the Arctic. The cost of this project is estimated at in excess of \$100 million. A special small staff of professional and technical specialists have been assigned to the project and will make their H.Q. at Yellowknife. All of the technical direction of the group will be supplied from the Chief of the Transportation Division, Technical Services Branch at Ottawa. Administrative support and direction will be by the Regional Manager, Technical Services. A special responsibility of the Regional Manager, Technical Services will be to provide overall co-ordination of all of the Departmental specialists who are involved in various aspects of this major highway development project (such as Land Use Inspectors and the aforementioned Mackenzie Highway Project Group). In this co-ordinating role, the Regional Manager will receive functional direction from Program officials at H.Q. through the Regional Director.

6. FUTURE

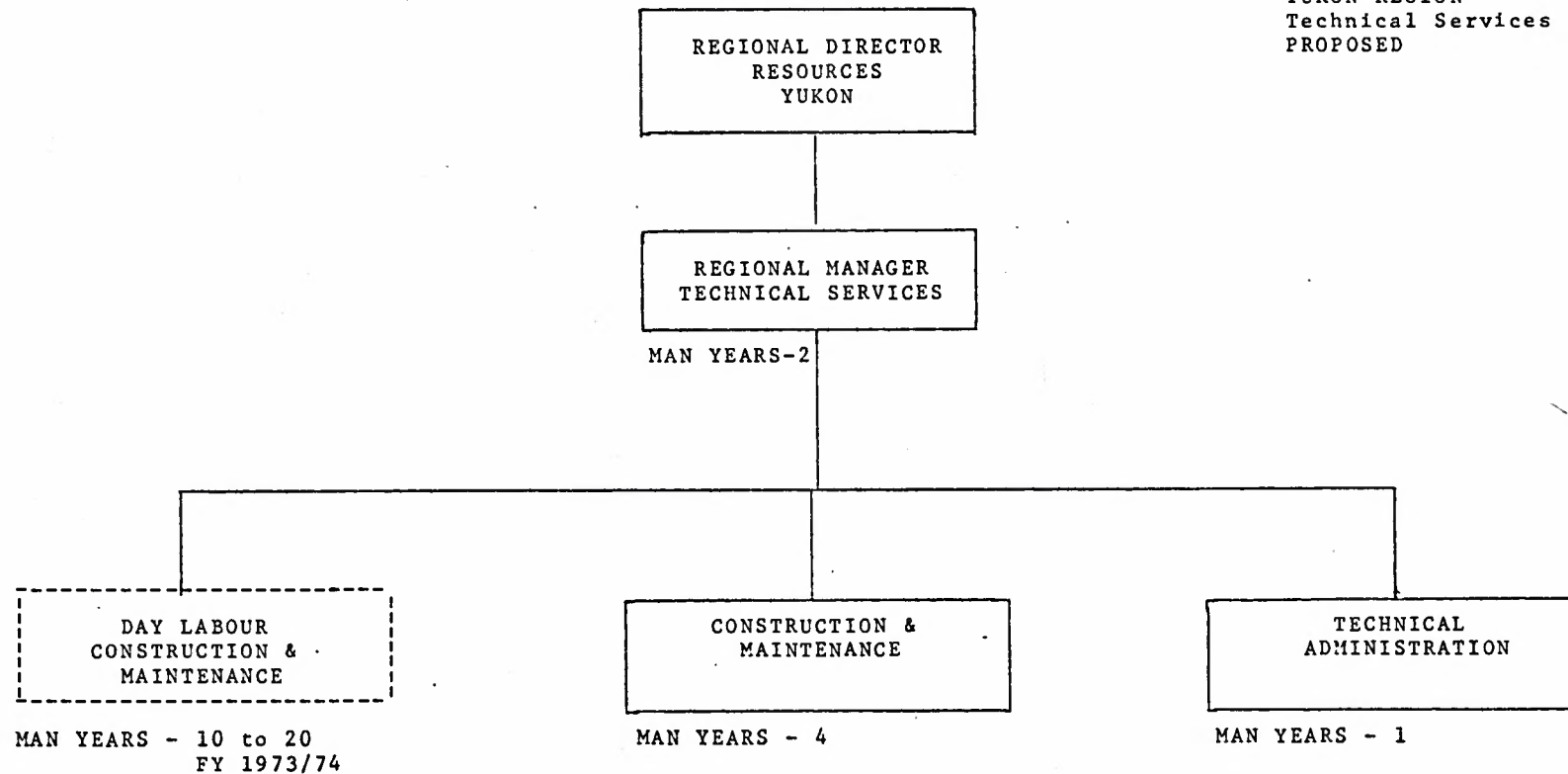
As noted above, the initial establishment of the Technical Services Unit anticipates the provision of major design and other services from or through the Technical Services Branch at Ottawa. However, as the Unit becomes fully operational, circumstances may indicate the feasibility and desirability of continued decentralization of responsibilities and a consequent augmentation of staff. This situation will be under continuous review to ensure that the range of responsibilities and authority can develop in a logical fashion to best meet the needs of the Program and the overall policies of the Department.

CHART IV - 3
Northern Economic Development
Program
YUKON REGION
Technical Services Structure
PRESENT



TOTAL MAN YEARS - 3 plus day labour

CHART IV - 4
Northern Economic Development
Program
YUKON REGION
Technical Services Structure
PROPOSED



TOTAL MAN YEARS - 7 plus
day labour

CHART IV - 5
 Northern Economic Development
 Program
 NORTHWEST TERRITORIES REGION
 Technical Services Structure
 PRESENT

REGIONAL DIRECTOR
 RESOURCES
 N.W.T.

ADMINISTRATION
 AND FINANCE

CONSTRUCTION AND
 MAINTENANCE

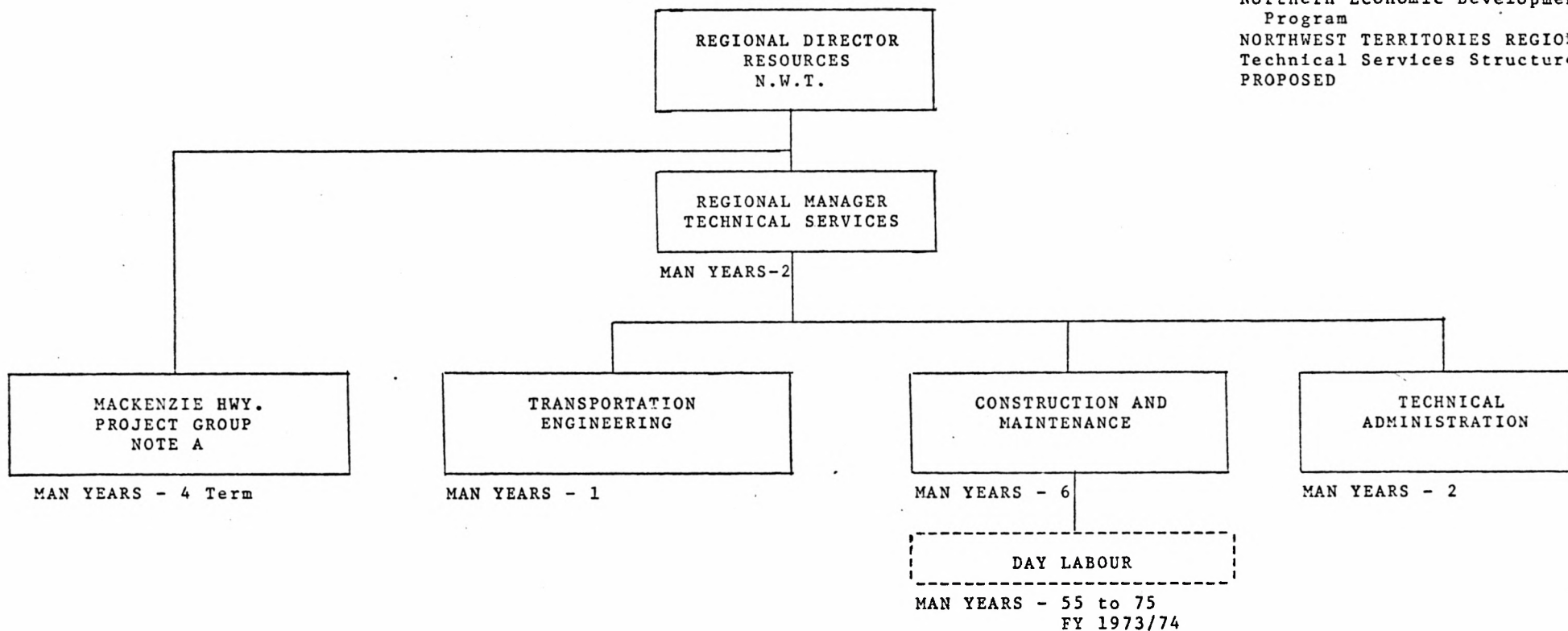
MAN YEARS-3

DAY LABOUR

MAN YEARS-55 to 75
 FY 1973/74

TOTAL MAN YEARS - 3 plus
 day labour

CHART IV - 6
Northern Economic Development
Program
NORTHWEST TERRITORIES REGION
Technical Services Structure
PROPOSED



TOTAL MAN YEARS - 11 plus
day labour

- Note A:
1. The Regional Manager will, in addition to his regular duties, be the Departmental Co-ordinator at the regional level of all Departmental specialist staffs involved in the Mackenzie Hwy. Project.
 2. The Mackenzie Hwy. Project Group is on the staff of the Region, and will receive Program direction from the Regional Director. The Group will report functionally to and receive technical direction from the Chief, Transportation Division, Technical Services Branch.

Appendix B

TECHNICAL SERVICES BRANCH

CHART V
Finance & Administration Program
DEPARTMENTAL OVERVIEW

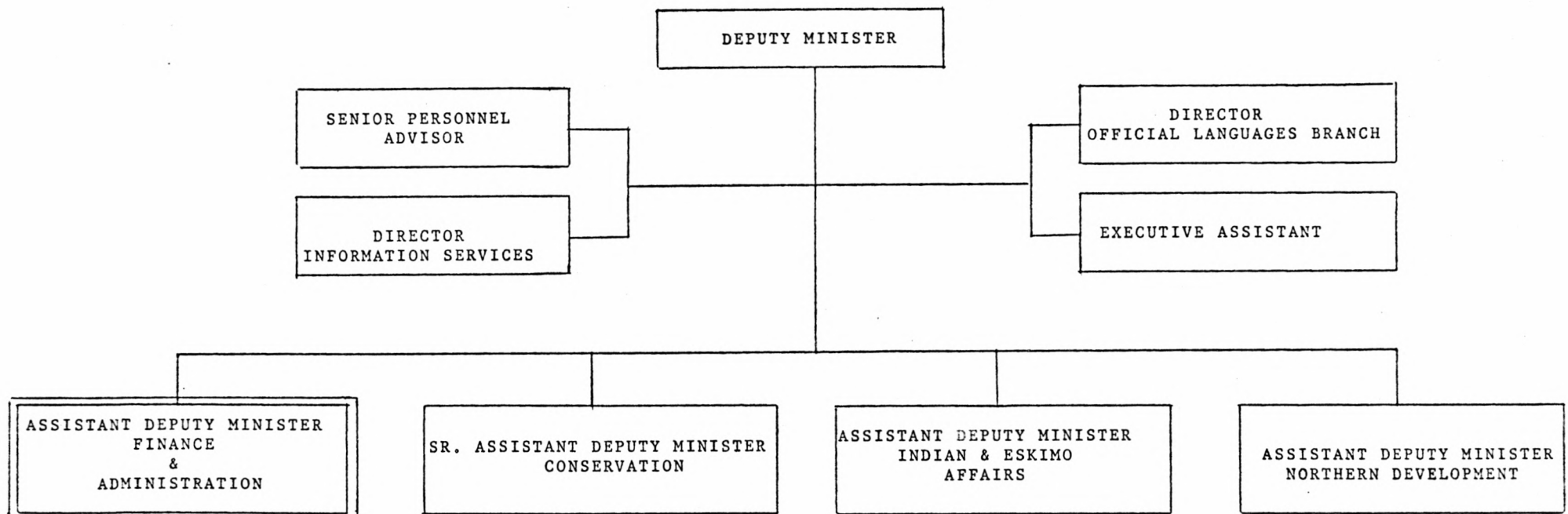
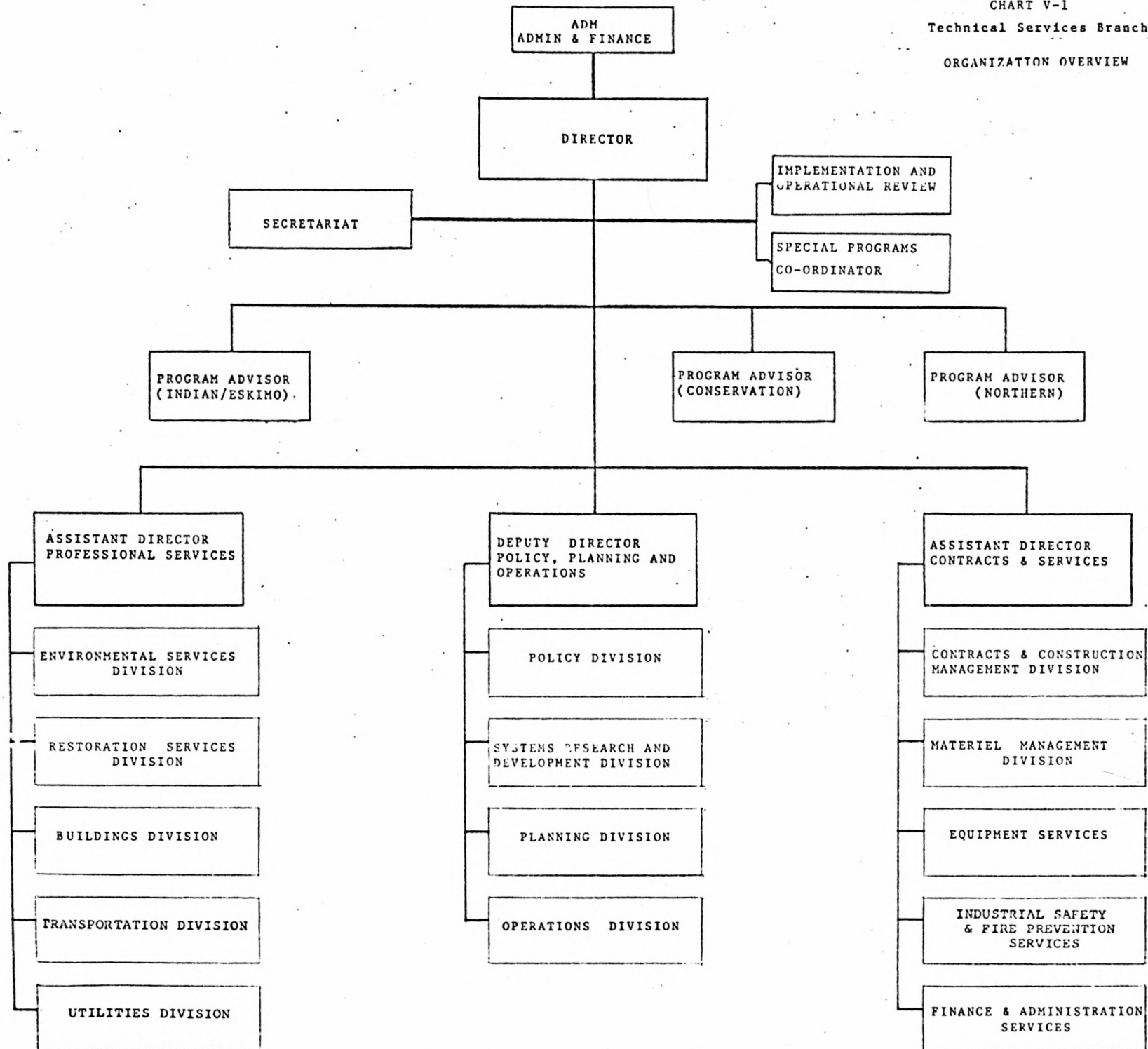


CHART V-1
Technical Services Branch
ORGANIZATION OVERVIEW



Technical Services Branch

HEADQUARTERS STRUCTURE

1. OVERVIEW

Certain broad principles were established for the structuring of the H.Q. Technical Services group. These were developed with a view to overcoming weaknesses in the former organization.

Included are the following:

(a) Program Orientation

In the former structure, there was no single focal point at a senior level to which a program could refer any or all requests for services. Nor was there provision for a senior official of the Technical Services Branch to be continuously available to the client for participation in senior planning and management activities. It was considered essential to establish within the Directorate group, one senior official for each of the Department's Programs to act as a Program Advisor able to speak with the full authority of the Director in all dealings with the program.

(b) Organization by Type of Service or Facility

In the previous organization a variety of organizational structures were in use. For example, some units were organized by professional groups, some by type of service and others by stage of development (design, construction or maintenance). In order to improve the orientation to client needs and to facilitate operational practices, it was decided to organize the H.Q. units, wherever possible, by type of service (materiel management, aerial photography, etc.) or type of facility (buildings, utilities, etc.). Any deviations from these principles were on the basis of other overriding considerations. An example would be the continued organizational grouping of all specialists involved in the Restoration Services group, which continues to cover a mix of type of service and facility.

(c) Span of Activity

As a further extension of the above principle, it was decided, wherever appropriate, to span all stages of activity related to the type of facility or service within the organizational unit. For example, the buildings group staff spans the planning, design, construction and maintenance stages of buildings and provides specialized expertise for all of these stages.

(d) Co-ordination

With the establishment of an increased number of field offices (to 14) in addition to the wide range of activities carried out in the H.Q. unit, there is an evident need to provide for a strong co-ordinating arm to develop broad policy and provide an operational framework within which other units could develop compatible policies and operational procedures. This co-ordinating arm spans planning, policy, standards, guidelines, systems research and development and day-to-day operation of the Department's various technical staffs, with particular emphasis on the co-ordination required for the planning and use of technical manpower and the many scarce technical skills that are employed by the Department as well as the development of these skills in relation to projected demands.

(e) Communications

The organization should be structured for a free flow of information between the various Divisions and Sections within the Branch so that operational decisions can be made at the lowest possible level in the structure. Within Divisions, sections were designed so that there would be a lateral flow of information and work from section to section so that each Division is contributing within its area of expertise to solution of a problem.

(f) Identification of Areas of Expertise

Both for ease of identification by the Program staff and designation of responsibilities within the structure, every effort was made to clearly identify the highest level of Departmental expertise within a particular activity in relation to a particular organizational unit. For example, the Chief of the Transportation Division will be the senior level authority within the Department on all matters relating to transportation. Thus, this Division would be the focal point for selection of senior Departmental representation for external committees dealing with transportation and for the establishment of Departmental policy and standards.

The H.Q. organization has been structured into four main components. These are - the Directorate, including Program Advisors, Secretariat and Special Officer for Implementation and the Heads of the three main arms; (a) Professional Services, (b) Policy, Planning and Operations, and (c) Contracts and Services.

2. DIRECTORATE

The Director, the Program Advisors, the Deputy Director and the two Assistant Directors, form part of the Branch Senior Management Committee, which will establish the policy and objectives of the Branch and handle other major decision-making problems.

- (a) The Head of the Secretariat Unit (Executive Officer) will be permanent secretary for all senior management meetings and will provide for all required research.
- (b) The role of the Deputy Director and the two Assistant Directors is described later.
- (c) Program Advisors

Each of the three Program Advisors will be the senior Branch representative in dealing with a particular Program. They will have sufficient status and authority within the Branch to make it clear in fact, as well as in name, that they are "the Program's man" within the Branch and the "Technical Services man" to the Program. While the Advisor will not personally provide the required detailed services, or give direction directly to those who do, he will be expected to satisfy himself that services are being provided at levels satisfactory to the Program and in clear understanding of the client's needs

- (d) Implementation

A special Implementation Officer will be appointed, who will report to the Director and participate in the implementation of the new organization. It is anticipated that over a period of approximately three years, the duties of the position will gradually change to meet the continuing responsibility for operational review of the Department's Technical Services staffs at field and H.Q. locations.

3. PROFESSIONAL SERVICES ARM

The Professional Services group will consist of five Divisions: Restoration Services, Environmental Services, Buildings, Utilities, Transportation. Although the Program Regional Technical Units will have direct responsibility for implementing capital design and construction projects and the regional maintenance program, there will be a continuing involvement of H.Q. Staffs in the Capital Program implementation, particularly during the implementation stage of the new organization. As the Regions become fully operational, the H.Q. specialists may be called upon to carry out design of capital projects that because of complexity or other reasons, are beyond the capabilities of the Regional Office or locally available external services. In addition, the H.Q. professional staff will have responsibility for standard designs, prototype designs and production or

approval of design motifs in the Conservation area. It is not proposed to staff the Regional Offices of the Northern Program with any design capacity, so all design will continue to be provided through the H.Q. Technical Services group for that Program. In addition, the H.Q. Group will continue to provide expertise in certain select fields where it would be uneconomic to staff a Regional Office. Examples of this would be Communications Engineering, Soils Engineering, Structural Engineering, etc.

Within the above parameters and within their indicated area of responsibility, each Division would span the planning, design, construction and maintenance activities and would be responsible for the development of all applicable policies, guidelines and standards related to their particular type of service or facility. They would be required to provide functional direction to all Departmental staffs and to exercise quality control on behalf of the Director. Also, related to their specializations, they would represent the Department or Branch on all committees and task forces which might be intra-departmental, inter-departmental, national or international. They would be required to provide full advisory service to Program H.Q. and Regions in implementation of Programs, as well as in the planning and estimating of both the Capital and Maintenance Programs and projects. Each Division would be expected to carry out or participate in technical audit projects at the request of senior management or particular Regions and would provide resource staff for various operational reviews, specialized task forces, and investigations.

4. CONTRACTS AND SERVICES

This group consists of five Divisions or service units - four of which provide Departmental technical services in areas not identified within the Professional Services group. The fifth unit of this group - the Finance and Administration Services - is primarily concerned with provision of internal Branch services, policies or programs, although they do have responsibilities in the development of certain external policies and guidelines. The contracts and Construction Management Division has a number of specialized areas of responsibility and has been organized in line with the Treasury Board concept for organizational consolidation of responsibility for all aspects of the contract field, including preparation of co-ordinated contract documents, tender, award, construction implementation and turnover of completed facilities, the Division will participate in the activities of interdepartmental groups developing federal contract policies, will develop Departmental contract policies, standards and guidelines, and provide a Departmental focal point for the synthesis, interpretation and promulgation of all such policies, procedures and guidelines. The Contract Services Section will be primarily concerned with the administrative aspects of contracts, including service contracts, construction contracts, agreements and leases. In addition to providing the senior level Departmental expertise in the administrative aspect of all contracts, they will carry out a direct contract administration service for H.Q. contracts and major contracts that are beyond Regional

authority. The third Section is the Construction Administration Service which broadly covers the construction, implementation and management activities. The construction management unit will represent the senior expertise in the Department in the general field of construction management and provide all functional direction to other Departmental staffs. The construction cost and audit unit of this Section will be concerned with ensuring that all design plans and contract documents are prepared for maximum ease of implementing construction activity and that cost estimates are compatible with Regional and national costing standards developed and/or co-ordinate by the unit. They will provide all Regions and the Department with ongoing reviews of construction cost analysis on a local, Regional and national basis, to assist in the decision-making process regarding method of implementing construction projects (day labour or contracts). A Construction Implementation unit will be concerned with ongoing construction projects at various locations in the provinces and Territories for the next two or three years.

The Materiel Management Division will contain all individuals concerned with materiel management at Departmental H.Q. Activities can be divided into two broad categories - (a) acquisition covering such things as requisitioning, purchasing and cataloguing; and (b) use, covering storage, distribution, inventory control, materiel accounting, maintenance and disposal. The activity extends to quality control, guidance and advisory services and may include certain line functions where such activities as acquisition, warehousing or distribution are involved. This Division, through assigned staffs, provides for a materiel management expert within each of the Department's Programs to provide first-line advisory and functional direction to all field staffs within the particular program. In addition, they do provide a direct purchasing and related materiel management service for Arctic Quebec and certain other northern points.

The Equipment Services unit carries out responsibilities concerned with mobile equipment and construction and maintenance equipment. Expertise in the establishment of operational practices and equipment standards on both a federal and Departmental basis will be provided.

There are certain specified areas of safety and fire prevention that will not be handled by this service. These include all aspects of forest fire protection and prevention handled by the Northern Programs and the Conservation Program, mine safety and occupational health and safety of Departmental personnel. Aside from these exclusions, this service will represent the Department in the development of federal policies on all aspects of industrial and construction safety and fire safety.

The Finance and Administrative unit will develop Branch Financial and Administration policies, standards and guidelines within the area of responsibility, and assist in the development of broader Branch policies,

guidelines and programs. They will provide internal financial services for the Branch, both in O & M Program and direct materiel, design and construction activities, control Branch O & M budgets, participate in the development of Branch O & M forecasts, maintain man-year records of Branch personnel, provide a Branch administration service, and co-ordination for the provision of secretarial, registry and other similar administration services.

5. POLICY, PLANNING AND OPERATIONS

The Policy, Planning and Operations group is headed by the Branch Deputy Director. This group, while new in organizational concept, will be the focal point for a number of the existing responsibilities of the H.Q. unit that have tended to be neglected, plus certain new responsibilities that have been assigned to the Director of Technical Services. Studies of the existing organization show that areas that have been neglected owing to pressures of capital program and lack of resources, have tended to be in the development and promulgation of policy, standards and guidelines; inability to co-ordinate strategic planning of programs with Technical Services activities, lack of a co-ordinating point for the long-term and continuing development of skills and individual careers in relation to projected needs of the Departmental Programs. There has also been a lack of capacity for continuing analysis of federal policies and Departmental policies to ensure early reaction in the Technical Services areas. These, and other shortcomings, have dictated the need for establishing an organizational arm to ensure complete co-ordination at H.Q. and field level and the efficient control and use of the Department's technical resources, particularly scarce skills. This latter item has been identified by the Deputy Minister as a particular area of concern.

With the proposed establishment of 14 separate Program Regional Technical Units across the country, the need for development and promulgation of technical policies, standards and systems has taken on new urgency and will be a prime overall concern of this arm; also, the related need for an ongoing operational review of all aspects of technical management and operations.

The Policy Division, in addition to a small support section, has two main arms - the Strategic Policy Section will be concerned with the analysis and interpretation of federal and Departmental policies and programs in terms of implications for the Department's technical staffs. They will develop broad Technical Services policies and assist in the establishment of major objectives and goals. The second major section; the Technical Policy Development Group - will establish priorities for technical policy, standards and guidelines within the general framework established by the Strategic Policy Section. While the individual specialist Divisions and Sections within the Branch will have a prime responsibility for developing individual policies within their area of expertise, this group will be responsible for co-ordinating such specialists, establishing priorities,

producing policies and standards that cover two or more of the specialist groups, reviewing all policies and standards for compatibility, one with the other and with broad policy for the Department's Technical Services.

Technical Systems Research and Development Division will be concerned with identifying technical systems external to the Department that may be appropriate to the Department's needs, to develop and maintain all types of technical systems and to provide a comprehensive network service (CPM, PERT, etc.) for the planning and management of both technical and non-technical projects in the Department. They will carry out research on all technical systems that are available external to the Branch and the Department in both OGD's and private organizations, to identify those systems that would have application within the Department. They will participate with other Federal Departments and private organizations in the study and outline of systems of interest to the Department and conduct internal research to identify the needs for various technical systems. The Technical Systems Development and Maintenance section will be concerned with the development, monitoring and maintenance of a wide variety of systems applicable to the technical functions, including such areas as technical management systems and procedures, technical management information systems, technical reporting systems, technical planning and design systems, technical field operational systems, and equipment management systems. The Network Services Section is concerned with the provision of a complete Departmental network service extending from necessary policies, standards and guidelines, design of prototype systems, advisory, training and monitoring service, to a direct network design service. This Section is the only unit in the Department specializing in the production and maintenance of networks for planning and implementation of projects and tasks - both technical and non-technical.

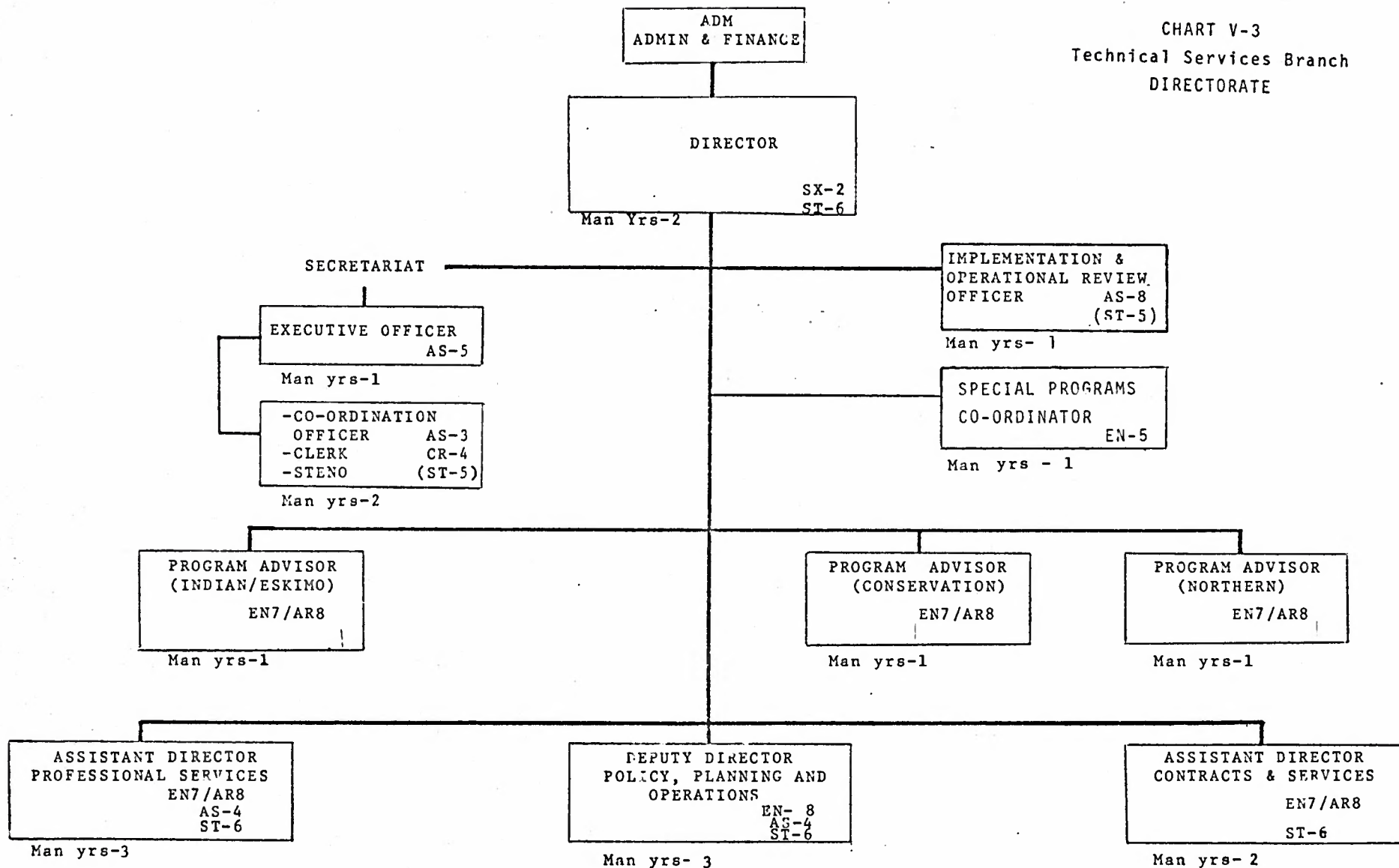
This Planning Division generally is concerned with the analysis of all Departmental Programs on both a long and a short-term basis to identify the technical resources required to successfully implement the Program and to ensure that positive planning is taken so that the resources are available when and where required. They will participate in Departmental Program reviews and analysis to ensure that all technical factors receive adequate consideration and will prepare five-year O & M forecasts for the Branch. They will develop all Divisional policies, standards and guidelines and maintain effective ongoing liaison with all Departmental H.Q. and field units related to their area of responsibility. The Program Technical Analysis Section will analyse long and short-term programs of the Department for impact on the Department's Technical Services forces and on the basis of continuing information input from the Operations Division, will make appropriate modifications in the analysis and impact reports. They will assist the Programs in the development of their programs, forecasts and budgets, by ensuring the provision of appropriate expertise for these operations. They will consolidate all other non-program workload commitments for the Department's Technical Services to ensure these are considered in ongoing planning. The Technical Resource

Planning Section will continuously analyse resource utilization of technical personnel throughout the Department and identify potential sharing of resources between Programs and Regions. They will conduct, in consultation, organizational (structural) planning and will identify for the Technical Resource Development Section areas of concern connected with staffing, promotions, transfers and training. They will develop technical work standards and guidelines, conduct strategic resource planning, perform quality control of resource planning throughout the Department's technical units, and will provide assistance in technical resource planning not only to the many specialist areas within the Branch, but to the Branch's Program Advisors to enable them to better carry out their total advisory role to a particular Program. The Technical Resource Development Section will be generally concerned with the development of all of the Department's technical resources, both in terms of skills and individual career development. This Section will make extensive use of the skills inventory and evaluation service in the Operations Division and maintain effective ongoing liaison with all of the specialist areas in the Branch and all of the Regions through the Program Advisors. They will develop special training programs to ensure the availability of scarce and unique skills required in the technical areas to implement Departmental Programs and develop individual career plans for the staffing of key management positions in the Department, as well as professional and technical positions. They will be responsible for reviewing all positions in the Branch and Program Regional Technical Units to ensure that the position descriptions truly reflect the role, responsibilities and authority assigned to the organizational unit and the individual, to ensure there is no overlap or gap between positions, that positions are compatible with other positions in the organizational unit, and other Departmental Technical Units, to ensure that classification levels are consistent throughout the Department for equivalent levels of responsibility and authority relative to the technical function, they will collaborate with Departmental officials, particularly in the personnel areas, to ensure that the responsibilities of the Director of Technical Services in the area of organization, promotions, transfers, staffing and evaluation are met. It is proposed that a small personnel unit concerned with provision of personnel services to the Branch staffs, be assigned from Departmental Personnel to the Technical Resource Development Section to ensure a co-ordinated approach to all personnel actions for Departmental Technical staffs.

This Operations Division provides a focal point for project and technical resource control and working level liaison with the Programs regarding current projects. The Division consists of two main groups. The first group are Liaison Officers for each of the Programs. While these officers have been placed in a line reporting relationship to the Chief of the Operations Division, much of their work will be carried out under the general direction of the Branch Program Advisor who will set broad parameters for the day-to-day operations of the Liaison Officer. The Liaison Officers within these parameters will maintain ongoing communications with the specialists in the Program Branch who are concerned with the planning, scheduling and implementation of all Technical

Services activities. The Resource and Project Control Section will be responsible for the day-to-day control and reporting on workloads assumed by the Branch for the Programs. Specialists will develop a co-ordinated group of realistic project plans, working in close consultation with both Liaison Officers and Branch specialists and another unit within the Section will maintain a continuing inventory of not only the internal skills, but external skills of OGD's and consultants, so that the skills can be married to the individual assignments undertaken by the Branch. The Operations Section will be responsible for co-ordinating technical resource sharing between all Departmental Technical Units and maintaining ongoing reporting systems for all Departmental Technical projects, whether such systems are used by H.Q. or Regional Technical Units. The Program Control Unit will provide an ongoing analysis of the Department's technical programs at H.Q. and the Region to enable them to provide not only reports to individual Departmental Programs, but Departmental overview reports covering related activities being carried out in two or more Programs. They will also alert the Planning Division on any and all changes in current year programs that will affect the long and short-term planning and use of technical resources.

CHART V-3
Technical Services Branch
DIRECTORATE

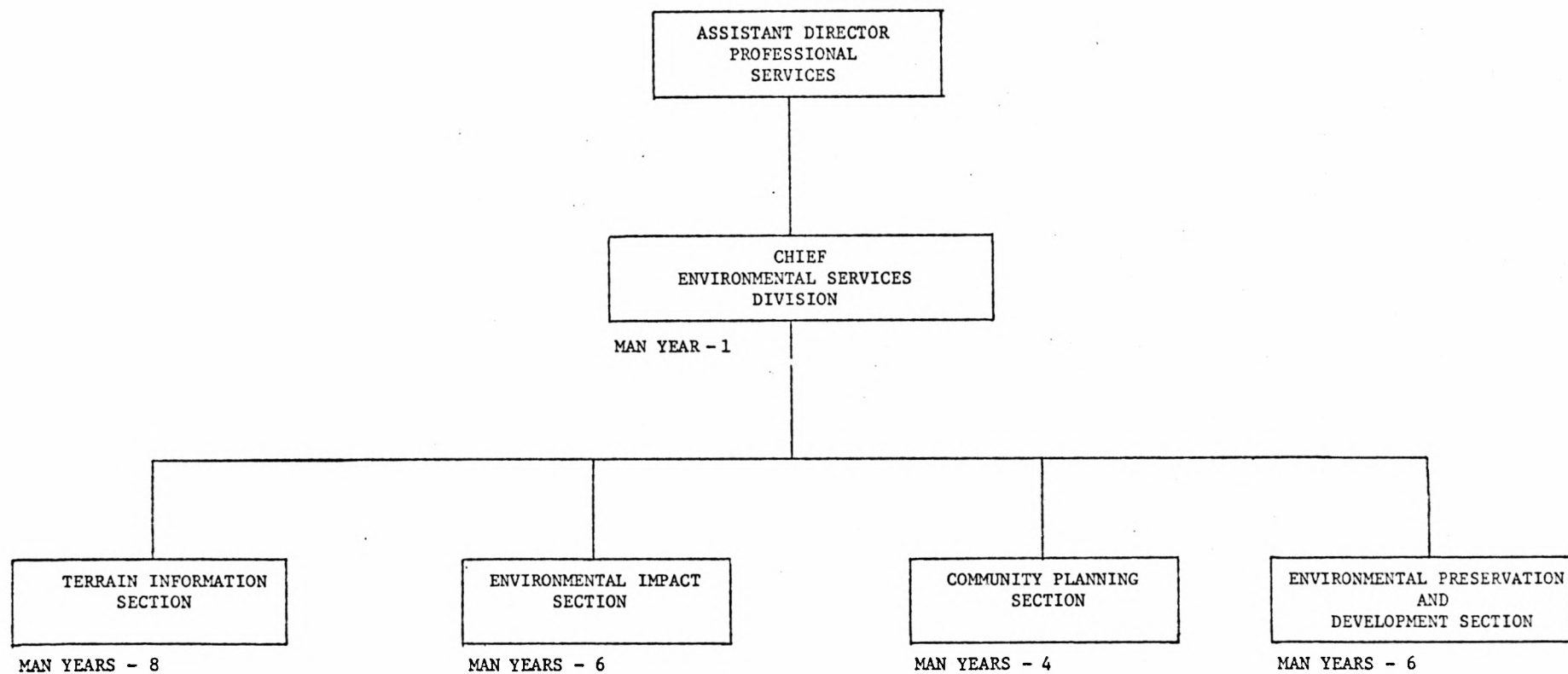


TOTAL MAN YEARS - 18

PROFESSIONAL SERVICES

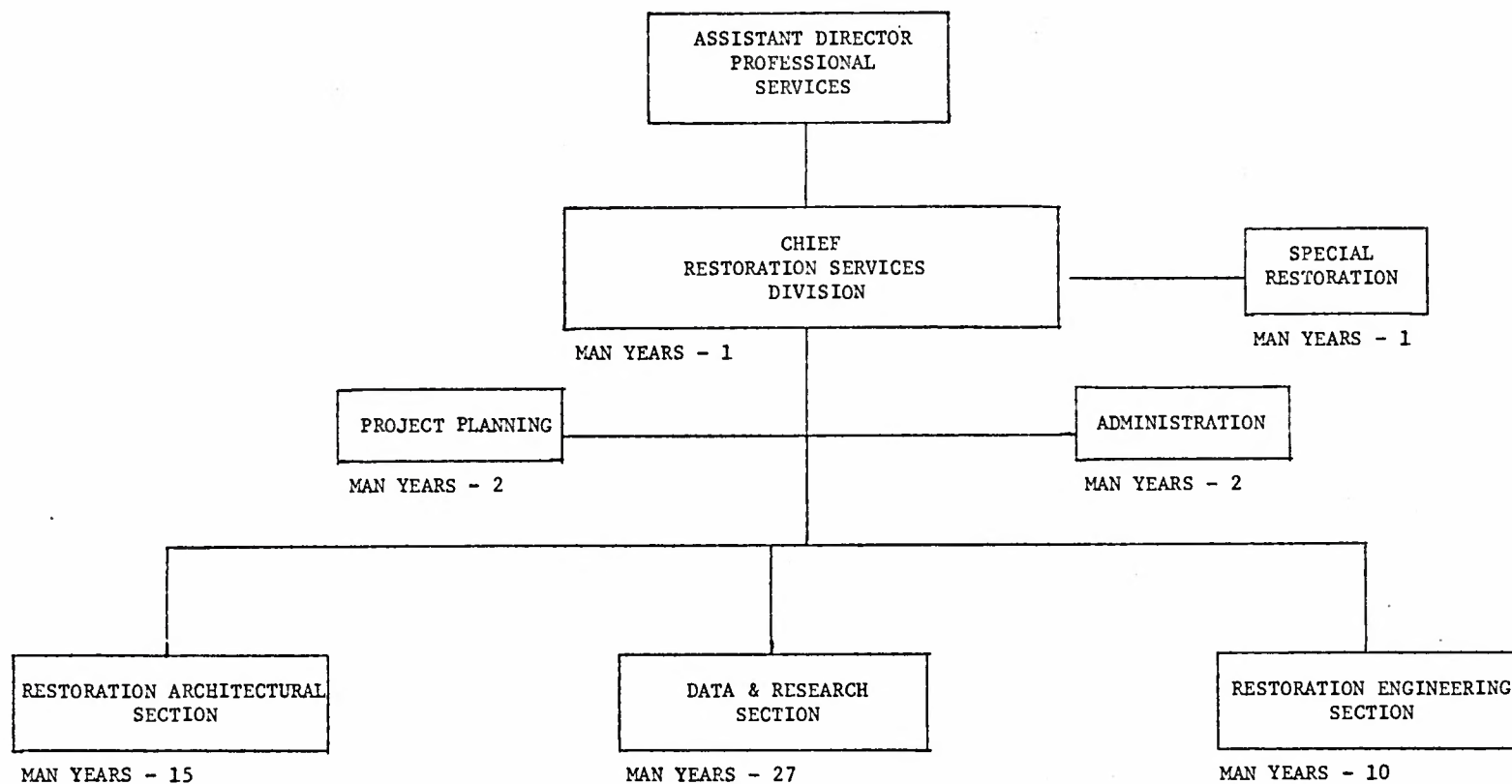
TECHNICAL SERVICES BRANCH

CHART V-4
Technical Services Branch
ENVIRONMENTAL SERVICES DIVISION



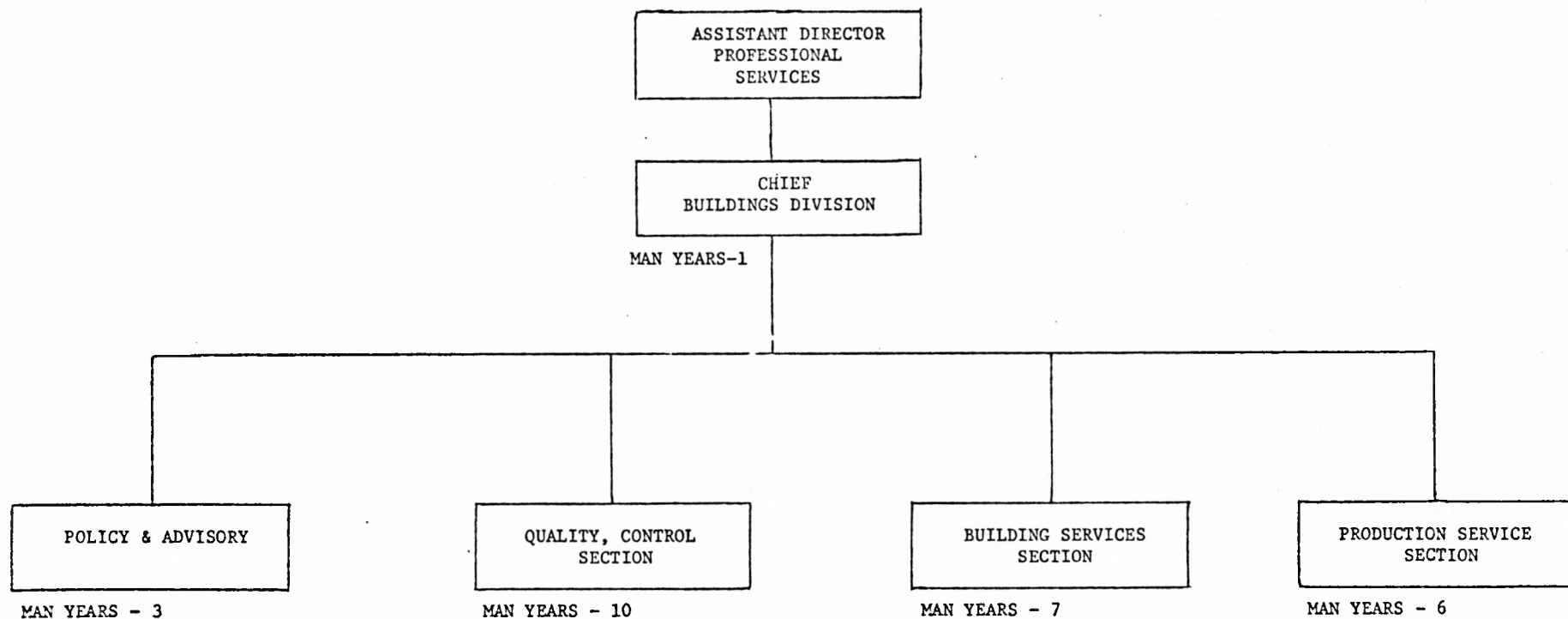
TOTAL MAN YEARS - 25

CHART V-5
 Technical Services Branch
 RESTORATION SERVICES DIVISION



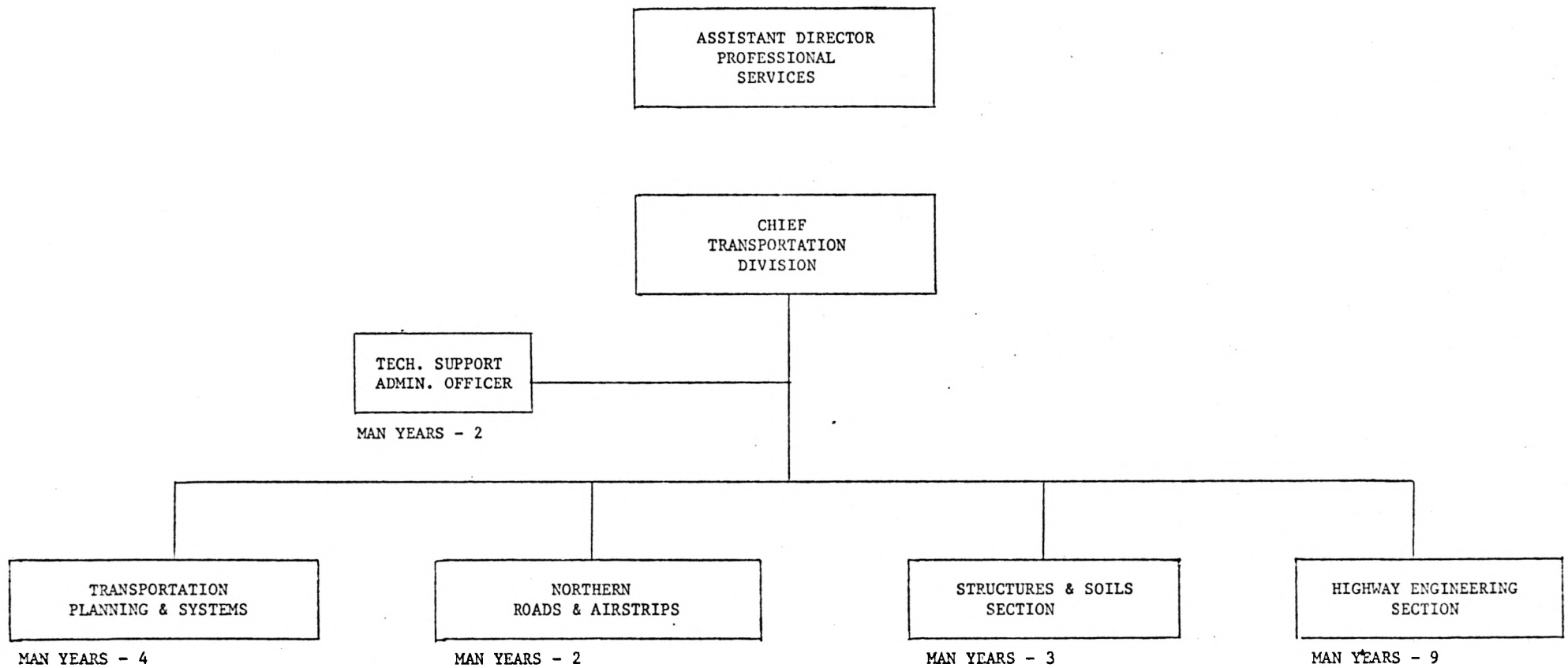
TOTAL MAN YEARS - 58

CHART V-6
Technical Services Branch
BUILDINGS DIVISION



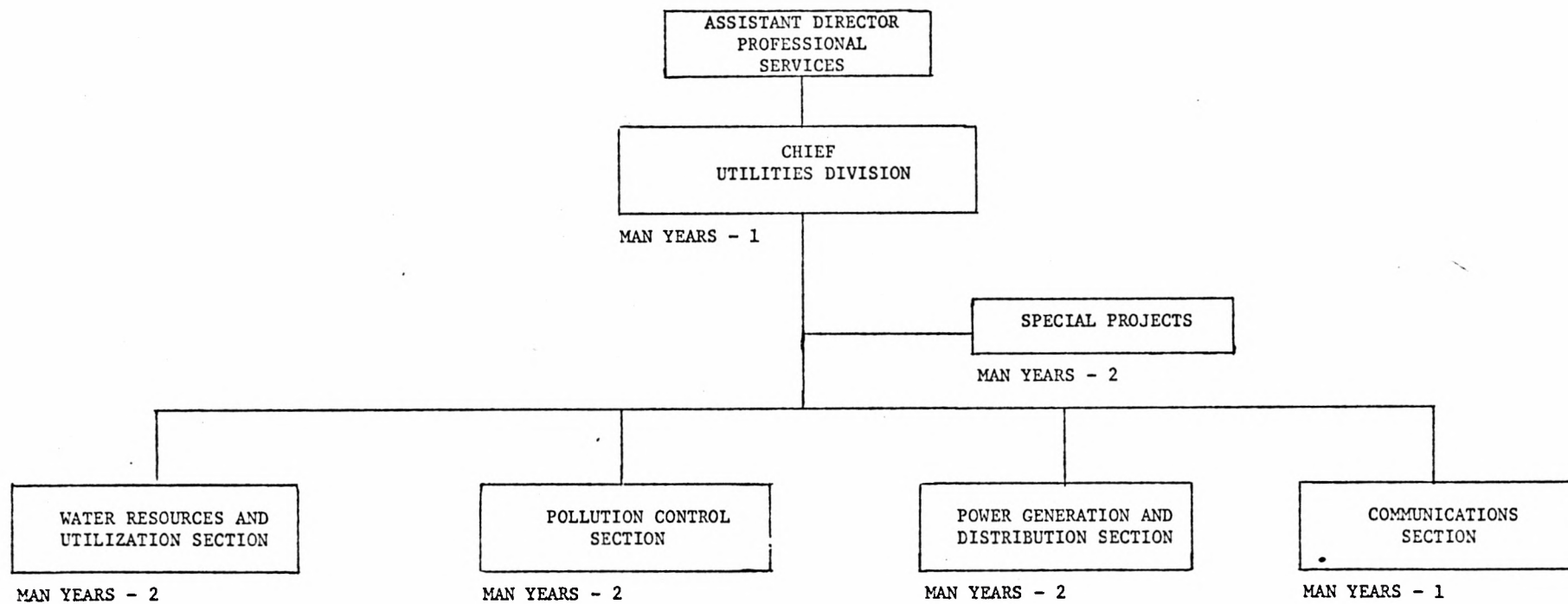
TOTAL MAN YEARS - 27

CHART V-7
Technical Services Branch
TRANSPORTATION DIVISION



TOTAL MAN YEARS - 21

CHART V-8
Technical Services Branch
UTILITIES DIVISION



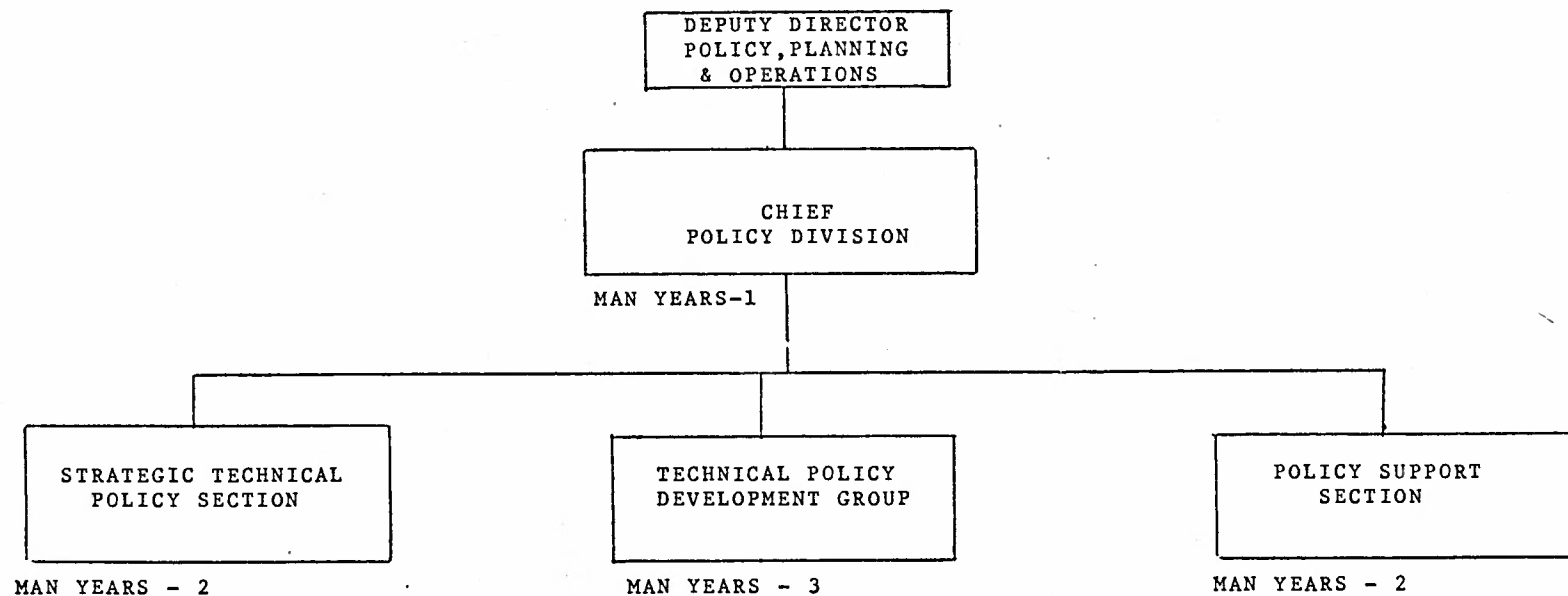
TOTAL MAN YEARS - 10

Appendix B

POLICY, PLANNING AND OPERATIONS

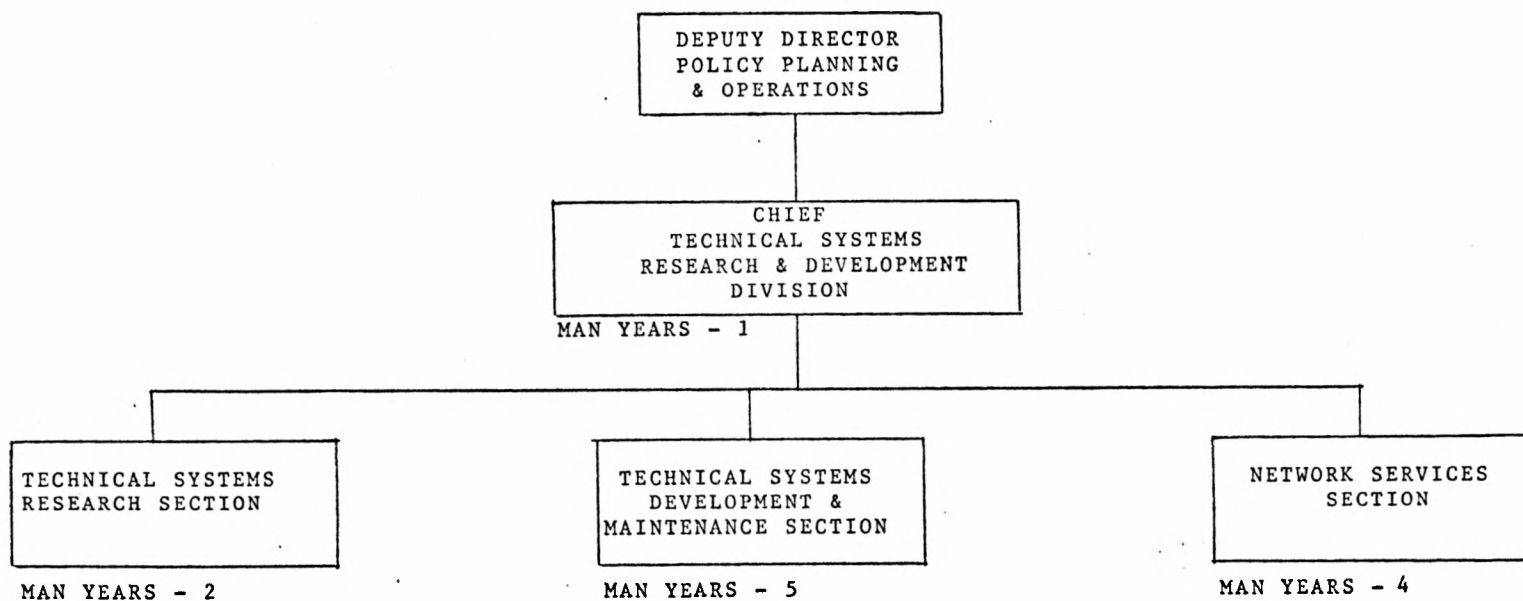
TECHNICAL SERVICES BRANCH

CHART V-9
Technical Services Branch
POLICY DIVISION



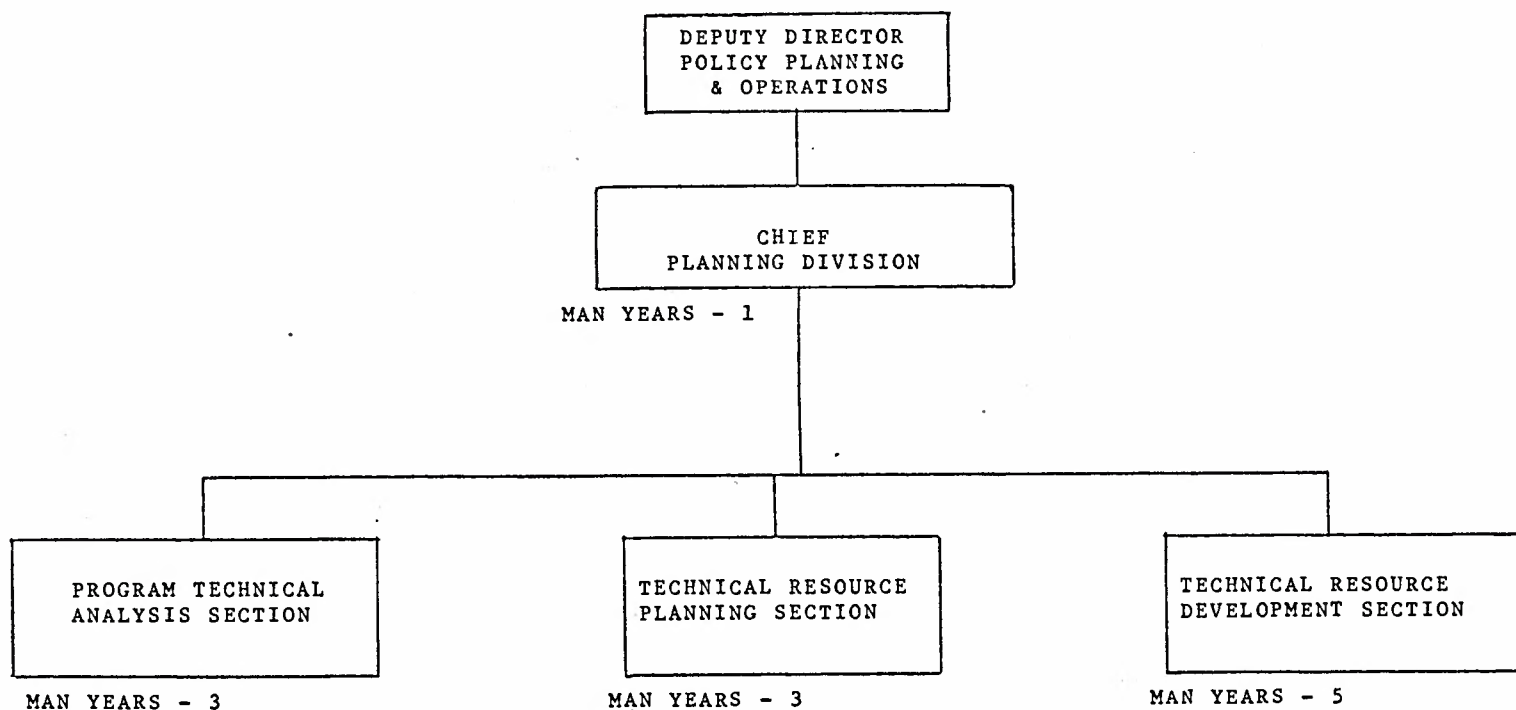
TOTAL MAN YEARS - 8

CHART V-10
Technical Services Branch
TECHNICAL SYSTEMS RESEARCH
AND
DEVELOPMENT DIVISION



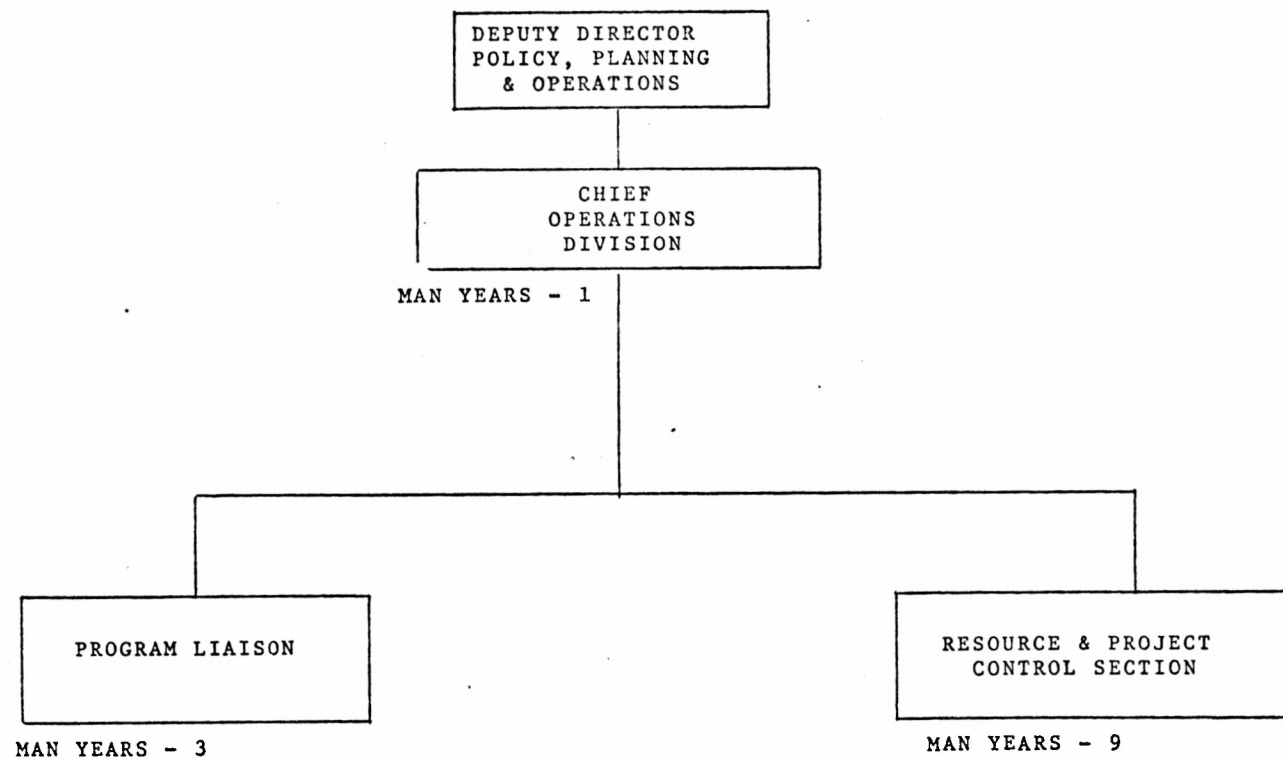
TOTAL MAN YEARS - 12

CHART V-11
Technical Services Branch
PLANNING DIVISION



TOTAL MAN YEARS - 12

CHART V-12
Technical Services Branch
OPERATIONS DIVISION



TOTAL MAN YEARS - 13

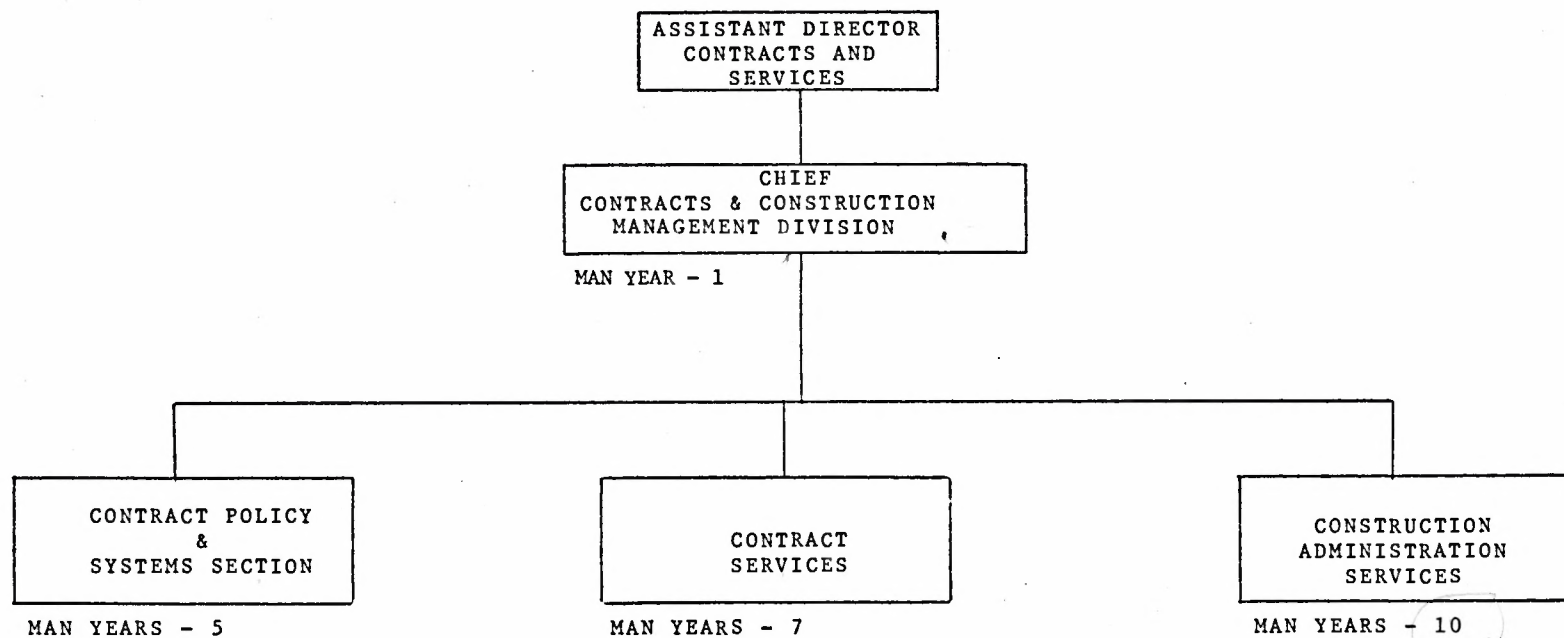
Appendix B

CONTRACTS AND SERVICES

TECHNICAL SERVICES BRANCH

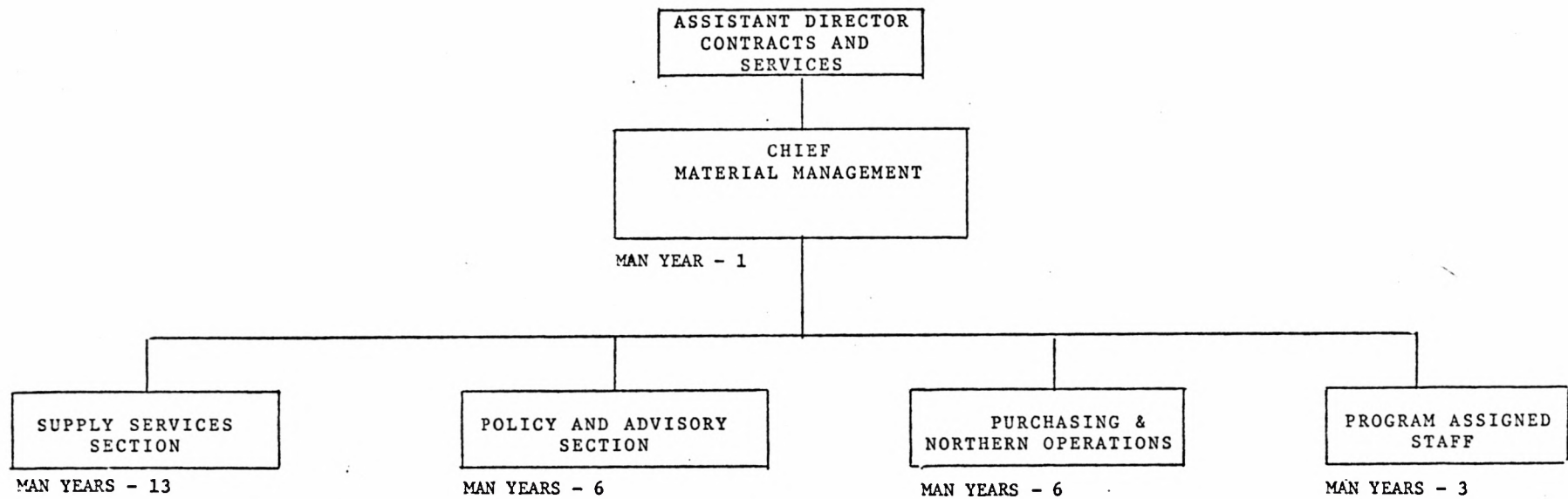
13

CHART V-13
Technical Services Branch
CONTRACTS & CONSTRUCTION
MANAGEMENT DIVISION



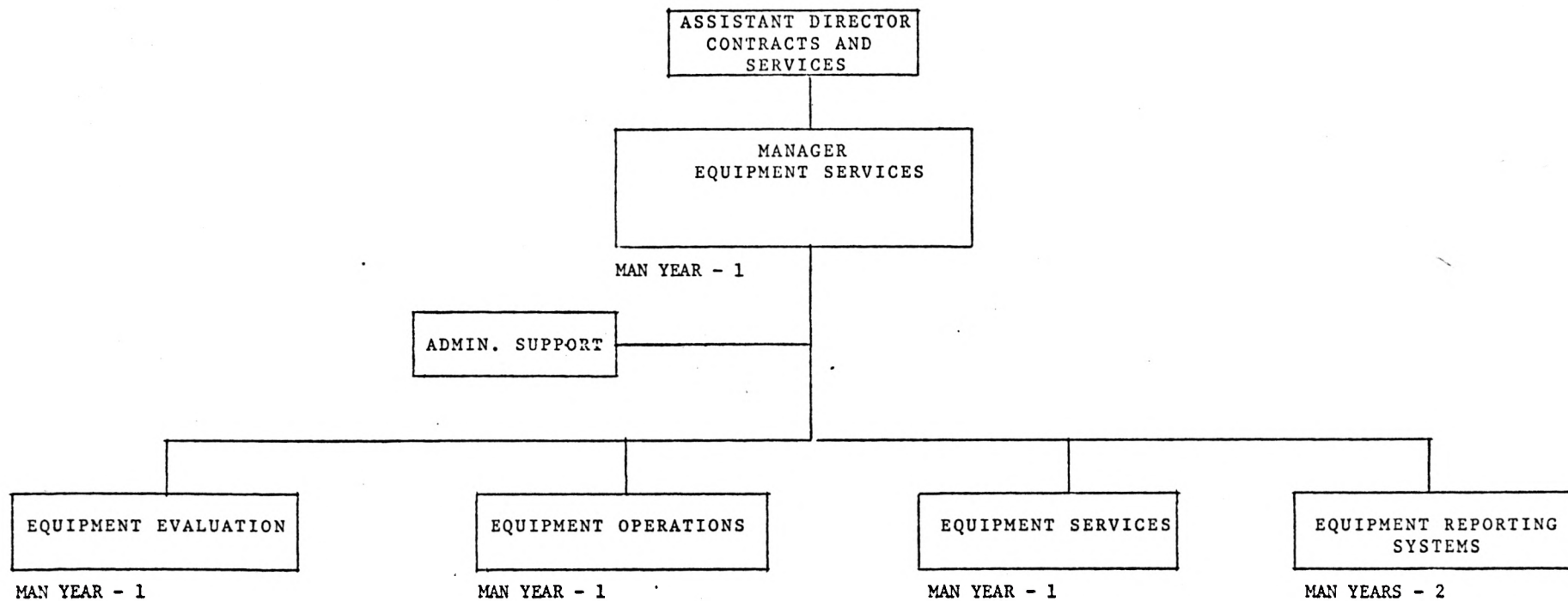
TOTAL MAN YEARS - 23

CHART V-14
Technical Services Branch
MATERIAL MANAGEMENT DIVISION



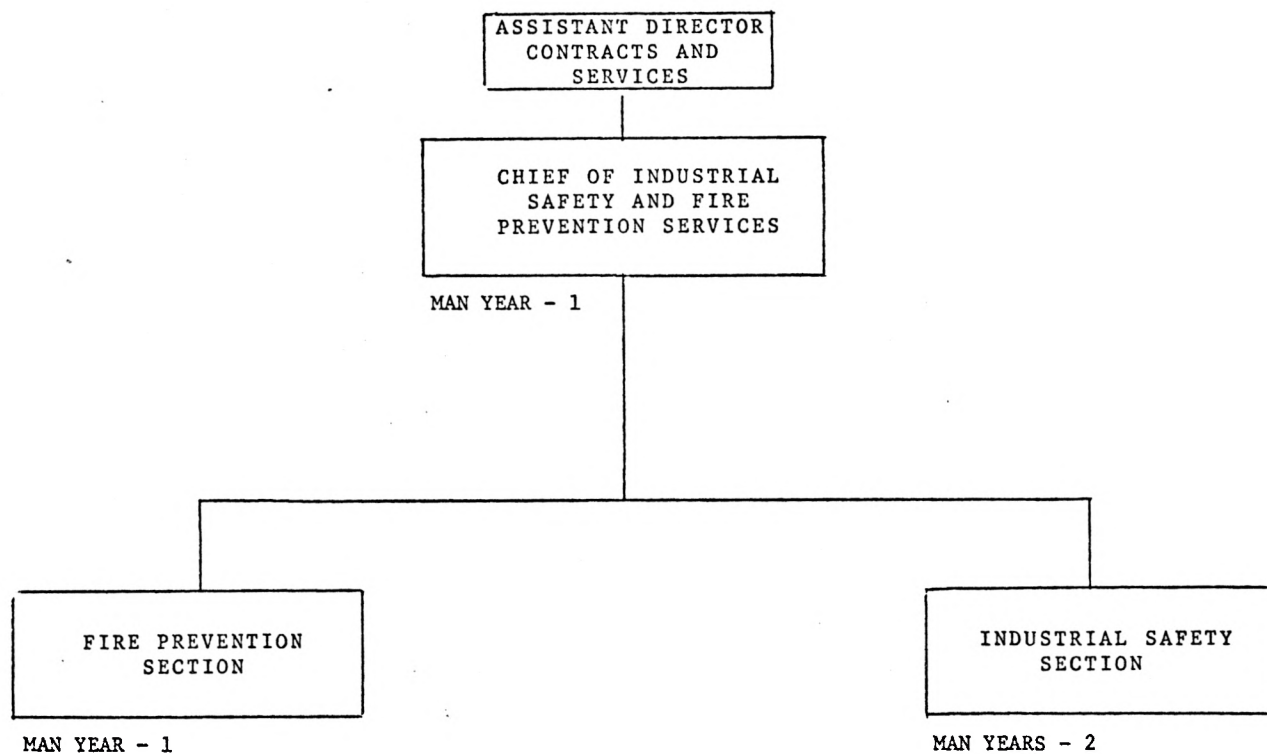
TOTAL MAN YEARS - 29

CHART V-15
Technical Services Branch
EQUIPMENT SERVICES



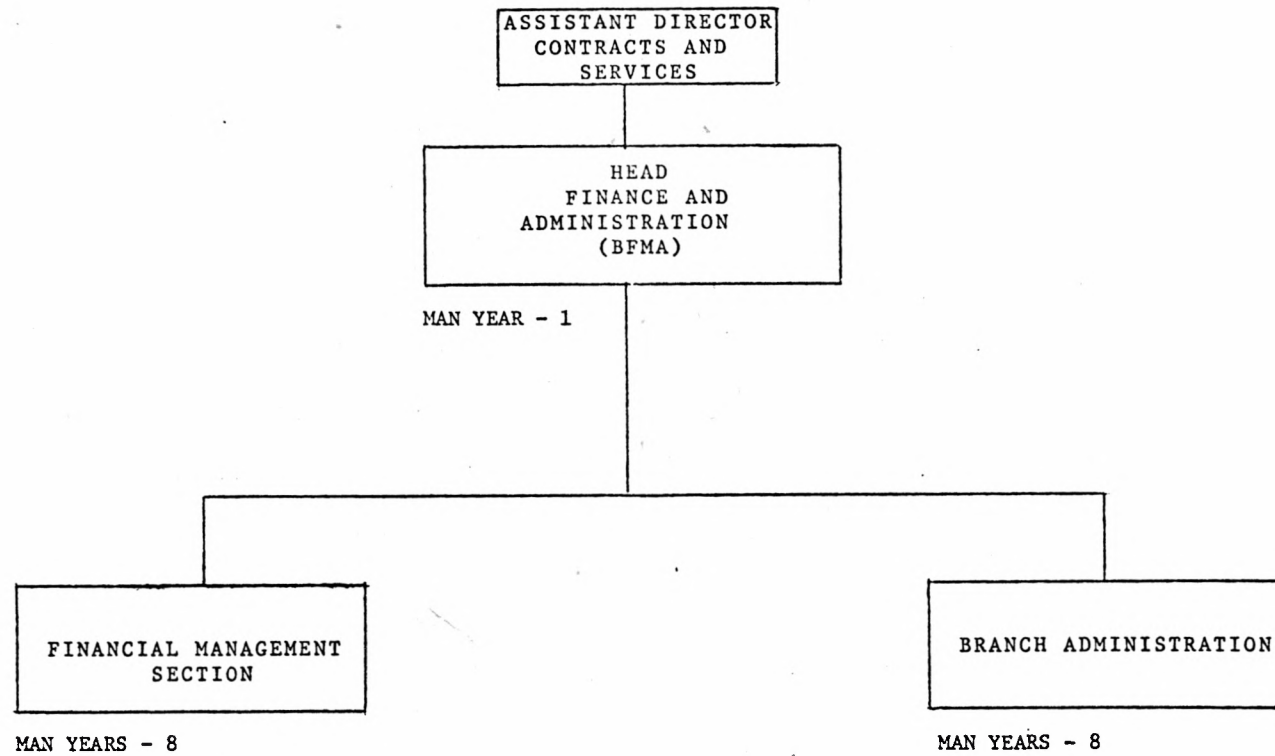
TOTAL MAN YEARS - 6

CHART V-16
Technical Services Branch
INDUSTRIAL SAFETY AND FIRE
PREVENTION SERVICES



TOTAL MAN YEARS - 4

CHART V-17
Technical Services Branch
FINANCE AND ADMINISTRATION SERVICES



TOTAL MAN YEARS - 17

POSITION ANALYSIS SCHEDULE AND JOB OUTLINES

POSITION ANALYSIS SCHEDULE

Department: Indian Affairs and
Northern Development

Position Number:

Program: Administration

Position Title: Director, Engineering,
Architectural and
Technical Services

Location: Ottawa

Proposed Level:

MAJOR RESPONSIBILITIES

The Director of Engineering, Architectural and Technical Services is responsible to the Assistant Deputy Minister (Finance and Administration) for organizing and directing the Engineering, Architectural and Technical Services of the Department to help achieve the national and departmental objectives of the Indian and Eskimo Affairs, Northern Development and Conservation Programs.

These Engineering, Architectural and Technical Services cover all branches of engineering, architecture, landscape architecture, and physical planning; and include materiel management, construction, construction contract administration and fire and safety. The facilities and services required by the departmental Programs are unique in variety, range and complexity for the federal government, and the magnitude of the capital construction expenditures is second highest in the federal government.

As the senior authority within the Department for these matters, the Director is responsible for:

- directing the implementing of the complete construction program (valued at \$115 million 1972-73) involving in excess of two thousand projects annually varying in total cost from \$2,500.00 to many millions of dollars. These projects involve the use of a wide variety of skills, many of which are scarce in Canada;
- developing objectives and assigning responsibility to the heads of the various professional and technical arms of his organization, allocating resources and evaluating the progress of the work;
- establishing departmental policy, guidelines and standards for planning, acquisition, design and maintenance of departmental facilities;

- advising the Minister, Deputy Minister and Assistant Deputy Ministers on all matters related to engineering, architectural and technical services;
- providing advice and services to Indian people for projects funded from privately owned as well as federal sources;
- exercising functional direction and quality control responsibilities over all departmental engineering, architectural and technical staff;
- providing engineering, architectural and technical specialists to departmental management for the conduct of studies or provision of advisory or other services required for the resolution of complex problems or planning of programs;
- establishing and maintaining liaison with officials in federal, provincial and municipal governments to ensure the completion of departmental projects and achievement of objectives through negotiation and exchange of information;
- establishing information systems and planning networks for the capital construction program and for special large projects such as the Mackenzie Highway;
- negotiating agreements on behalf of program managers with other levels of government for the provision of various utilities and services (power, transportation, water supply, and sewage disposal);
- conducting research studies relative to the unique responsibilities in northern construction and historic restoration and preservation;
- representing the Department as the senior departmental authority in specific professional and technical areas, in national and international conferences, seminars and committees;
- representing Canada in the exchange of technological information - with Russia on matters pertaining to Architecture, Building Materials and Construction; and with other nations in the field of restoration technology and other technological areas;
- representing the Department in the development of Federal policies in the construction contract management field and ensuring that contract management and practices are effectively conducted in this major federal contracting department;
- directing the provision of a comprehensive materiel management service within the Department, including development and operation of a system of Capital Assets Inventory and Evaluation.

SIGNIFICANT FEATURES OF WORK

The Department is responsible for three widely diversified federal programs, each posing special problems beyond those normally encountered in the engineering, architectural and technical field.

The staff of architects, engineers and technologists in Restoration Services is the only source of restoration expertise in the federal government service. Their concern is with the stabilization, preservation, reconstruction and restoration of buildings, ships, fortifications, aircraft, mobile and stationary equipment and extends to recorded drawings, preservation of materials, period research, design, construction and maintenance. Since this is a unique expertise in Canada, advice is being solicited by and given to other governments, nationally and internationally.

The wide variety of facilities required within the national parks system includes: administration and maintenance buildings, roads and other transportation systems, sewer and water services, varied recreational facilities and other visitor service and interpretive facilities. All of these must be developed and maintained in line with the National Parks Act requiring preservation of these natural areas for the use and enjoyment of future generations. The system, in terms of numbers of visitors and new parks, is expanding at a rapid rate. This poses special problems in ensuring the preservation of the ecological balance while still meeting the increasing demands for the required services and facilities.

As a result of the government's objective of improving the socio-economic status of Indian people, there is an increased requirement for housing, utility services schools and other buildings. In developing these requirements, it is essential that the Indian people participate in the decisions affecting their well-being. In many cases this requires an abnormal amount of counselling, advice and planning in the implementation of the programs.

There are extensive developments on reserves with Indian monies, or private capital which require a wide range of service from the engineering, architectural and technical staff. It is incumbent on departmental staff to ensure they get full value for their money.

In the light of the significant increase in construction activity in the North, particularly roads and pipelines, coupled with the growing public concern over the environmental impact of these programs, there has been a need to develop a multi-discipline approach to the planning, design and construction of all types of facilities. This has required the employment of many specialists in addition to the normal range of professional people.

A new dimension is the government policy to provide both training and employment opportunities for northern residents on northern projects. Special expertise is also required to handle the problems of northern supply, communications and construction.

ORGANIZATION AND STAFF

The Director directs, through six subordinates, a headquarters staff of 300 employees (permanent and term), including civil, electrical, mechanical and restoration engineers, contemporary and restoration architects, town planners and landscape architects, materiel management specialists, contract administrators, applied research specialists, technologists, technicians, designers, draftsmen, financial and administrative staff, and equipment specialists.

The Director has functional responsibility for similar engineering, architectural and technical personnel located in the fourteen departmental Regional Offices, as well as those located in subordinate districts, parks and agencies. In addition, functional/direct responsibility is exercised over a large number of consultants and other government departments carrying out assignments for the Department and Indian Bands. This responsibility applies to over 2,000 persons.

In the departmental interpretation of functional responsibility, the Deputy Minister holds the incumbent responsible for successful completion of all construction projects (and related activity) on time and within nationally established standards.

The Director is responsible, in consultation, for the organization, staffing, classification, evaluation, promotion and transfer of all affected departmental engineering, architectural and technical staff. In addition, he is responsible for the development of special training programs and the development of career plans for the staffing of key management positions in the Department.

PLANNING, CO-ORDINATION AND IMPLEMENTATION

The Director participates with senior departmental management in the planning and co-ordination of all departmental long and short term programs required to achieve the objectives of the Department. He also ensures the provision of Engineering, Architectural and Technical assistance to all regional program heads in the planning and co-ordination of their capital construction and maintenance programs.

The Director is required to see that all major capital projects within the Department are completed in proper time and to acceptable standards. In connection with minor capital projects, he is responsible for ensuring close co-operation of all departmental field units involved in implementation, as well as for functional direction and quality control.

BUDGET

The Director is responsible to all departmental Assistant Deputy Ministers for the effective utilization of a total capital budget of \$115 million (current year) and a projection of \$153 million for 1973-74.

He administers a total internal budget of \$3.5 million (1972-73) and \$3.8 million (1973-74).

Incorrect

DECISIONS AND RECOMMENDATIONS

As the senior departmental authority on all matters relating to the Engineering, Architectural and Technical field, the Director is the senior professional consultant to the Deputy Minister and Program Assistant Deputy Ministers. The incumbent negotiates directly with other government departments and agencies, and the private sector, to establish collaboration and define areas of responsibility in the conduct of construction and maintenance operations and in the field of technology in order to take full advantage of the latest developments in this related field.

Recommendations made in the area of northern development must be carefully weighed in order to ensure the protection of the delicate ecological balance. In Conservation, recommendations made must carefully consider the impact of projects on the natural environment. In both cases, errors in judgement could generate not only serious public criticism of the Department and the federal government but cause irreparable damage to the ecology and environment.

In keeping with the objectives of the federal government to raise the standard of living of the Indian people and to involve them in all decisions affecting their livelihood, decisions made in the field of related construction activity must be acceptable to the Indian people and must follow logical technical standards. Incorrect decisions would result in rejection by Indian people and misuse of public funds and Indian monies. Again, the government would be subject to censure.

In considering the design and construction programs of the Department, decisions must be made, in consultation with Assistant Deputy Ministers, on job priorities. Once taken, the Director must then decide on the resources to be used whether they be in-shop, other government departments or outside consultants. The decisions must be made in such a manner as to permit flexibility to meet sudden changes in priority. If not, the Department is faced with non-productive payments for contracts let and the departmental objectives are not met on schedule and within budget limitations.

As Chairman of the Russian/Canadian Sub-Committee on Municipal Services in Northern Areas, recommendations and decisions made with Russian counterparts, related to applied technological research, could result in a lowering of Canada's prestige in this type of expertise.

CONTACTS

The Director is required to maintain effective working relations with Deputy Ministers, Assistant Deputy Ministers, and other senior officials in the Department of Public Works, Treasury Board, Department of the Environment, C.M.H.C., National Health and Welfare, Department of Labour, Manpower and Immigration, Unemployment Insurance, Supply and Services, Ministry of Transport, National Research Council and the Secretary of State.

Effective working relations are also maintained with Deputy Ministers and other senior officials of all Provinces in Departments of Transportation, Communication, Cultural Affairs, and Public Works to negotiate cost-sharing agreements, to establish co-ordinated design, construction and maintenance standards and to exchange advice and information.

Negotiations are also carried out with the Commissioners of the Northwest Territories and the Yukon to enter into various agreements covering the provision of engineering services and materiel management services for the North. The incumbent is responsible for monitoring work performed by the Territorial Government on behalf of the federal government.

He is required to establish and maintain contact with senior Soviet Government officials (A.D.M. status) for the exchange of technical information, advice and research data primarily in connection with the development of the North and to exchange information and advice, not available through publications or other sources, in the field of historical restoration by establishing and maintaining contacts with senior government officials in France, Italy, Hungary, U.S.A. and other countries.

He maintains continual working relationships with the Deputy Director for Professional Services of the U.S. National Parks to undertake joint studies and exchange technological information.

As a major employer of a wide variety of professions, the Director has extensive contact with professional associations and universities, to advise on curricula content, to identify and employ specialized skills for complex departmental projects, and to publicize the work of the professional and technical group as an aid in professional recruiting.

The Department's major role in construction requires frequent contact with top officials of the construction industry, to ensure complete understanding and acceptance of specifications for departmental construction projects, to resolve difficulties in connection with bidding and contractor's qualifications and to negotiate claims.

Effective working relations must be maintained with Indian and Eskimo Associations and co-operatives; as well as with Indian Bands and Councils to ensure complete co-operation in construction and related matters and to guarantee satisfaction with finished projects.

He also participates in discussions, conferences and seminars on construction and maintenance activities to keep abreast of latest techniques.

RECOMMENDED: Original signed by
R.F. Battle

DATE: December 11, 1972

Assistant Deputy Minister
(Finance and Administration)

APPROVED: Original signed by
H.B. Robinson

DATE: December 11, 1972

Deputy Minister

DEPUTY DIRECTOR
POLICY, PLANNING & OPERATIONS

Major Responsibilities (See Chart 6 for Detail)

Under the general direction of the Director, Engineering, Architecture and Technical Services, directs the analysis of federal and Departmental policies for technical implications; directs the Technical planning and the development of overall Departmental Technical policy and systems to ensure that National and Departmental objectives of all Programs are achieved; co-ordinates the development and promulgation of detailed Departmental technical policies, standards and guidelines in engineering, architecture, landscape architecture, town planning and other professional technical specializations of the Branch; recommends Departmental policy in non-technical areas, based on technical implications.

The Deputy Director is responsible for ensuring optimal service to all Departmental Programs and for monitoring performance to verify on a Department-wide basis the efficient and effective use of Technical resources.

As a member of the Branch Management Committee, participates with the Director, Assistant Directors and Program Advisers in the formulation of overall Branch objectives and goals and resolution of complex problems and, as the senior official under the Director, acts in the absence of the Director.

Directs the provision of advice and assistance to Program officials in the establishment of their programs and strategic plans in relation to technical resource availability and overall technical policy and controls.

The position requires contacts with ADM's and other senior officials of own and other Departments to exchange information and resolve difficulties connected with the implementation of Departmental programs and to participate in the development of federal policies in professional/technical areas. Contacts are also made in representing the Department and Branch as a Departmental authority at international and national conferences, seminars and committees. There are also contacts with senior officials of foreign governments to exchange technological information. Contacts are made with officials of various associations and firms to develop national technical standards, resolve complex problems on Departmental projects and to protect the interests of the Department.

Plans, organizes, directs and controls a staff of approximately 50 professional, technical and administrative personnel organized in four Divisions (Policy, Systems Research and Development, Planning and Operations).

ASSISTANT DIRECTOR (PROFESSIONAL SERVICES)

Major Responsibilities
(See Chart 6 for Detail)

Under the general direction of the Director of Engineering, Architectural and Technical Services plans, organizes and directs the activities of five (5) Divisions of 142 professional and technical specialists in electrical, civil and mechanical engineering - restoration engineering and architecture - landscape architecture, town and community planning - photogrammetry and cartography - transportation planning and economics; provides functional direction and exercises quality control responsibilities over several hundred similar professional and technical specialists located in the 14 Program Regional Offices across Canada. Directs the development of Departmental technical policies, standards and guidelines in all of the above-noted professional/technical areas (spanning investigation, planning, design, construction and maintenance) and the provision of related senior level advisory service to Departmental management at Headquarters and field level. Directs the development of Departmental standard designs (for a wide variety of facilities), prototype designs and motifs and the provision of unique and scarce skills in support of program implementation for all programs and Regions.

As a member of the Branch Management Committee, participates with other Directorate members in the resolution of complex problems and establishment of overall Branch policy and objectives.

As a senior professional specialist, represents the Department and Branch at international, national and federal meetings and conferences for the exchange of technological information, participation in joint programs, development of standards and resolution of mutual problems.

ASSISTANT DIRECTOR (CONTRACTS AND SERVICES)

Major Responsibilities
(See Chart 6 for Detail)

Under the general direction of the Director of Engineering, Architectural and Technical Services, plans, organizes, directs and controls the activities of five (5) Divisions of 80 professional, technical, and administrative specialists in general construction management, general construction cost analysis, contract administration, materiel management, capital assets inventory, equipment, fire prevention and industrial safety. Provides functional direction and exercises quality control responsibilities over several hundred similar professional and technical specialists located in the 14 Program Regional Offices across Canada. Directs the development of detailed Departmental Technical policies, standards and guidelines in the above-mentioned areas and also in the area of finance and administration as it applies to the Technical function. Directs the provision of advice, assistance and services to senior Program officials at Headquarters and the Regional Offices to facilitate achievement of Departmental and Program objectives. Ensures that a full range of internal service is provided to the Director and other senior Branch Managers in the area of finance and administration to permit them to achieve the objectives of their own organizational units. Directs the establishment and implementation of on-the-job training programs at the Program Regional Offices for personnel engaged in Construction, Contract Administration and Materiel Management to improve the efficiency and effectiveness of these areas of activity. Directs the provision of scarce and unique skills in support of various Departmental activities at Regions or Headquarters.

As a member of the Branch Management Committee, participates with other Directorate members in the formulation of overall Branch objectives and goals and resolution of complex problems.

The work requires contacts with senior officials of other Federal Government Departments in the development of federal policy in the above areas of responsibility, and with Departmental ADM's and Branch Heads in the development of Departmental policy. Contacts are also made with officials of Provincial Governments in negotiating construction sharing agreements, with officials of major supply firms in the private sector dealing with the acquisition of materials and equipment and with officials in major construction firms to discuss construction matters of mutual interest. Contacts are also made with Indian Bands and Indian associations in providing guidance and assistance for Band funded programs.

ASSISTANT DIRECTOR (CONTRACTS AND SERVICES)

Major Responsibilities
(See Chart 6 for Detail)

Under the general direction of the Director of Engineering, Architectural and Technical Services, plans, organizes, directs and controls the activities of five (5) Divisions of 80 professional, technical, and administrative specialists in general construction management, general construction cost analysis, contract administration, materiel management, capital assets inventory, equipment, fire prevention and industrial safety. Provides functional direction and exercises quality control responsibilities over several hundred similar professional and technical specialists located in the 14 Program Regional Offices across Canada. Directs the development of detailed Departmental Technical policies, standards and guidelines in the above-mentioned areas and also in the area of finance and administration as it applies to the Technical function. Directs the provision of advice, assistance and services to senior Program officials at Headquarters and the Regional Offices to facilitate achievement of Departmental and Program objectives. Ensures that a full range of internal service is provided to the Director and other senior Branch Managers in the area of finance and administration to permit them to achieve the objectives of their own organizational units. Directs the establishment and implementation of on-the-job training programs at the Program Regional Offices for personnel engaged in Construction, Contract Administration and Materiel Management to improve the efficiency and effectiveness of these areas of activity. Directs the provision of scarce and unique skills in support of various Departmental activities at Regions or Headquarters.

As a member of the Branch Management Committee, participates with other Directorate members in the formulation of overall Branch objectives and goals and resolution of complex problems.

The work requires contacts with senior officials of other Federal Government Departments in the development of federal policy in the above areas of responsibility, and with Departmental ADM's and Branch Heads in the development of Departmental policy. Contacts are also made with officials of Provincial Governments in negotiating construction sharing agreements, with officials of major supply firms in the private sector dealing with the acquisition of materiels and equipment and with officials in major construction firms to discuss construction matters of mutual interest. Contacts are also made with Indian Bands and Indian associations in providing guidance and assistance for Band funded programs.

PROGRAM ADVISOR (CONSERVATION)
PROGRAM ADVISOR (INDIAN AND ESKIMO)
PROGRAM ADVISOR (NORTHERN DEVELOPMENT)

Major Responsibilities: (See Chart 6 for Detail)

Each of the three Program Advisors will be the senior Branch representative in dealing with a particular Departmental Program. Working under the general direction of the Director of the Engineering, Architectural and Technical Services Branch, each will provide a direct and comprehensive advisory service to a Program Assistant Deputy Minister and his senior officials. He must have a full knowledge of the strategic plans and objectives of the Program to better appreciate the required technical input and, under the Branch Director, must bear ultimate responsibility for the continual maintenance of good Program/Branch relationships.

The Program Advisor will participate in the clarification of client requirements and will be a catalyst in bringing together the specialists in the Program and Branch as often as required to ensure good planning and resolution of problems and conflicts. He must be aware in depth of the Branch's overall and many-sided capabilities and have a full knowledge of the Program needs.

He will have the authority of a senior Branch official to intervene in the interests of the Program and will ensure that the right type and amount of service is made available to the Program. He has delegated authority to make commitments to the Program for provision of services by the Branch. Therefore, he must keep himself continuously aware of the capacity and commitments of the various Branch units.

As a member of the Branch Management Committee, he participates with other Directorate members in the resolution of complex problems and establishment of overall Branch policy and objectives and ensures that these are compatible with the goals and objectives of the Program that he represents. He further represents the Program in influencing Branch management and activities to ensure that the full range of Program needs are recognized, understood and acted upon. The Program Advisor monitors the effectiveness of the services being supplied by both the Branch and the Program Regional Technical Units. He alerts the Branch to changing Program emphasis and the need for new or special skills and services.

The Program Advisor is required to maintain effective working relations with the Program Assistant Deputy Minister and other Program Branch officials at H.Q. and Region. He will represent the Branch and/or Program as a senior technical specialist at international, national, federal and Departmental meetings, committees and task forces, where the Program has a vested interest and the subject matter involves technical considerations.

As a special advisor to the Program Assistant Deputy Minister, he will participate in public hearings, negotiations with developers and principles of major contracting firms, meetings with Indian organizations and other levels of government.

OVERVIEW OF
REORGANIZED DEPARTMENTAL ENGINEERING,
ARCHITECTURAL AND TECHNICAL SERVICES
WITH PARTICULAR REFERENCE TO THE HEADQUARTERS ORGANIZATION

A. RANGE OF RESPONSIBILITIES AND SERVICES - DEPARTMENTAL

1. Functions and Activities

Departmental Engineering, Architectural and Technical Services (hereafter referred to as "Departmental Technical Services") cover the full range of activities in Architecture, Engineering, Landscape Architecture, Town and Community Planning, Restoration Engineering and Restoration Architecture, extending from investigation and physical planning through design, construction and maintenance. It also includes materiel management, contract administration, equipment acquisition and management fire and safety, photogrammetry and cartography, inventory and evaluation of Departmental capital assets, and planning networks.

2. Facilities and Services

The variety of facilities and services required by the Departmental Programs is unique in range and complexity for the Federal Government. Included are the following:

(a) Physical Planning

Physical Planning extends from production of air photo mosaics and maps to site and ecological investigation, environmental impact studies, general development plans for National and Historic Parks and Indian Reserves, as well as area and site plans for communities, administrative complexes, visitor service centres, recreational developments, economic development areas, preservation areas and transportation corridors.

The above applies to over 2,000 Indian Reserves, 50,000 square miles of National Parks and vast areas in the Northern Territories.

(b) Buildings

The large variety of buildings that must be developed and maintained includes various types of administration and community buildings, schools, houses, multiple dwellings, gymnasiums, auditoriums, workshops and repair depots, interpretive buildings, campground buildings, commercial buildings, etc.

All of the above-mentioned buildings require heating, ventilating, plumbing, power and communication services and equipment.

(c) Utilities

Utilities include water supply and distribution systems, sewage collection and disposal systems, pollution control studies, power generation and distribution systems as well as audio-visual, radio, telephone and other communication complexes.

(d) Transportation

All of the Programs require multi-modal transportation planning and investigation.

This Department has the largest network of highways of any federal department. Other modes of transportation consist of ferries and other marine vessels, air-cushion vehicles, aerial tramway systems, mass transit systems and equipment, rail transportation and minor air fields.

Related to the above is the use of several million dollars worth of varied construction and maintenance equipment, off-road equipment, passenger fleets, etc., requiring acquisition, operation and maintenance services.

(e) Restoration

This includes the restoration, stabilization, preservation and reconstruction for a wide range of buildings, fortifications, site furniture and other facilities on all of the Historic Sites and Parks in Canada, advice and direct assistance to other levels of government and private historic organizations. It is necessary to carry out in-house training and development of professional and technical staffs for all aspects of investigation, research, design, construction and maintenance.

(f) Northern

Specialized expertise is provided by the professional and technical specialists in northern supply and communications as well as research, development and maintenance of all types of facilities in areas of muskeg, permafrost and abnormal temperature conditions. This includes a broad advisory service extending beyond the federal government to the native peoples and the private and international sectors.

3. Program

The Technical Services functions of the Department are directly related to expenditures of approximately \$250 million per year. In addition, a full range of technical services are provided to Indian Bands for various developments and maintenance projects with Band funds. The staff are also involved in private development in National Parks and advisory and monitoring service of non-federal developments in the Northern Territories.

4. Staff

The professional and support staffs at H.Q. and the Regional Offices number 765. In addition, there are several hundred technical personnel at District, Park and site level. Furthermore, several hundred others are employed as consultants, term, contract and casual employees to augment Departmental technical staffs.

B. ORGANIZATIONAL CONCEPT

The Department's Technical Services staffs are organized on the basis of a single, centralized Headquarters Unit (Engineering, Architectural and Technical Services Branch) and 14 Regional Units on the establishment of the Departmental Programs.

C. FIELD RESPONSIBILITIES

The Regions are directly responsible for planning and implementing their capital and maintenance programs and providing other Technical Services to a degree consistent with economy and efficiency, and in line with the Headquarters responsibilities indicated below.

D. HEADQUARTERS ORGANIZATION

1. Headquarters Responsibilities

Headquarters responsibilities include the following:

- Development of Departmental technical policies, standards and guidelines
- Providing functional direction to all Departmental staffs engaged in Technical Services functions
- Exercising quality control over all Departmental Technical Services activities
- Providing senior level technical representation for the Department on a federal, national and international basis
- Participating in the development of major federal and Departmental policies
- Providing a broad advisory service to senior management of the Department
- Providing advice and other services external to the Federal Government (Indian Bands, Historic Sites, Provinces, etc.)
- Developing specialized training programs in the technical activity area for all affected Departmental staffs
- Collaborating with Program officials in staffing, promotions, transfers, appraisals and evaluations
- Conducting a Departmental co-ordinated resource control and planning activity to ensure optimum use and sharing of technical skills
- Research and development of all types of technical management, operational and information systems
- Provisions of a Departmental capital program reporting service.

In addition, there are a number of centralized Departmental Services provided, including:

- Capital Assets Evaluation and Inventory
- Technical Skills Inventory
- Central Stores and Purchasing
- Air Photo and Mapping Service
- Contract Administration (major)
- Planning Network Service
- Transportation Planning & Economics
- Structural Engineering Service
- Communications Engineering Service
- Construction Cost Analysis

Other responsibilities include activities in the design and construction field:

- Provision of a full design service for Northern Economic Development Program
- Restoration research and national design service, including specialized training
- All standard Departmental design
- Prototype design service
- Development of National Park design motifs
- Design of major or complex projects beyond Regional capacity.

2. Headquarters Structure

The Branch is structured into three main arms as follows:

(a) Professional Services

This group, under the Assistant Director, Professional Services, comprises five (5) Divisions with a staff of 142 Landscape Architects, Community Planners, Architects, Civil Engineers, Electrical Engineers, Mechanical Engineers, Restoration Architects, Restoration Engineers, with supporting technical and administration staff. Each of the Divisions spans all stages of the development maintenance process, i.e., investigation, conceptual planning, design, construction and maintenance and are concerned with all of the above-noted H.Q. activities for all of the facilities and services that fall within their indicated range of responsibilities.

(b) Contracts and Services

This group, under the Assistant Director, Contracts and Services, comprises five (5) Divisions with a staff of 80 people. Each of the Divisions (excluding Finance and Administration) carries out the above-noted Headquarters responsibilities in the area of general construction management - general construction cost

analysis - contract administration - materiel management - capital assets inventory - fire prevention - industrial safety - equipment. The Finance and Administration Service provides a full range of internal services as well as assistance in the development of Branch policies and programs, and the development of specialized Technical Service finance and administrative policies, standards and guidelines.

(c) Policy, Planning and Operations

This group, under the Deputy Director, comprises four (4) Divisions with a staff of 46 people and provides for the overall co-ordination of Departmental Technical Services activities in the areas of strategic planning, policy development, systems research and development, resource utilization and operations. In particular - to identify technical resource needs in relation to Programs and to ensure the effective utilization of all Departmental professional and technical skills across Regional and Program lines - assisting Departmental Programs in long and short-term planning and development of estimates and budgets - preparation of co-ordinated overviews of Departmental capital activities - provision of a complete Departmental (CPM, PERT, etc.) networks service - provision of a technical resource and project control and co-ordination centre for technical information, assistance, reviews and reports.

3. Program Advisors

In the Directorate, there is a Program Advisor for each of the three Departmental Programs. These Advisors are the senior representatives of the Branch in providing a direct, continuous, general advisory service to the Program Assistant Deputy Minister and his senior officials and ensuring that both the long and short-term needs of the Program Branch are known and understood by the Technical Services Branch. While not being directly responsible for any individual project, they will conduct a continuous review service to ensure that the needs of the Departmental Programs are being met.

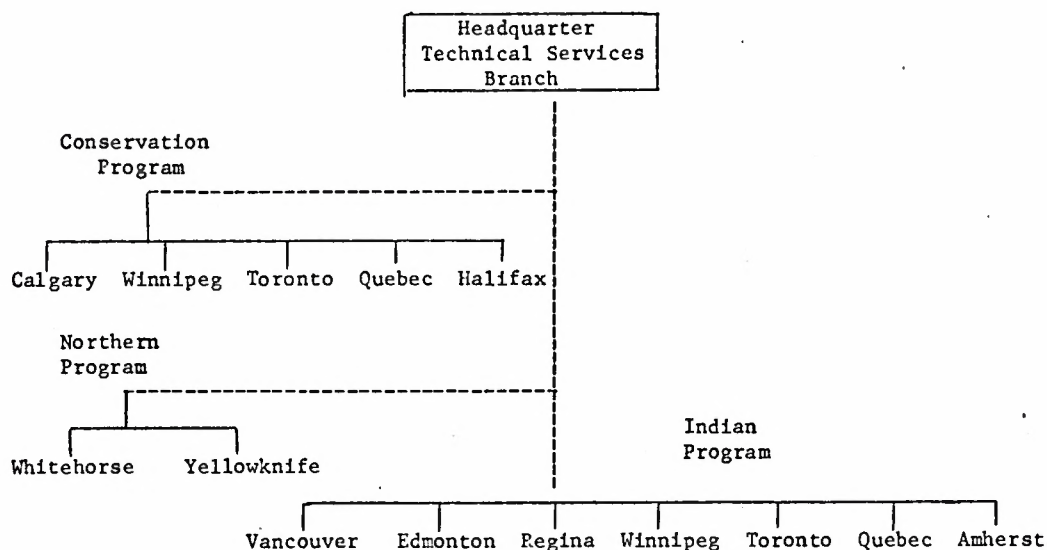
Appendix D

ALTERNATE ORGANIZATION

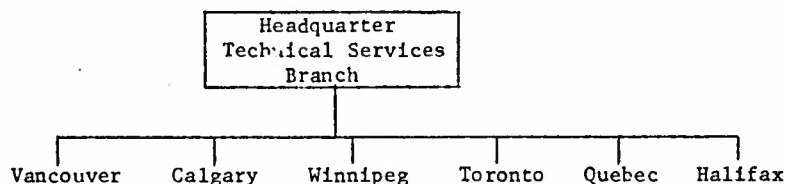
STRUCTURES CONSIDERED

DESCRIPTION OF
ALTERNATE ORGANIZATIONAL
STRUCTURES CONSIDERED

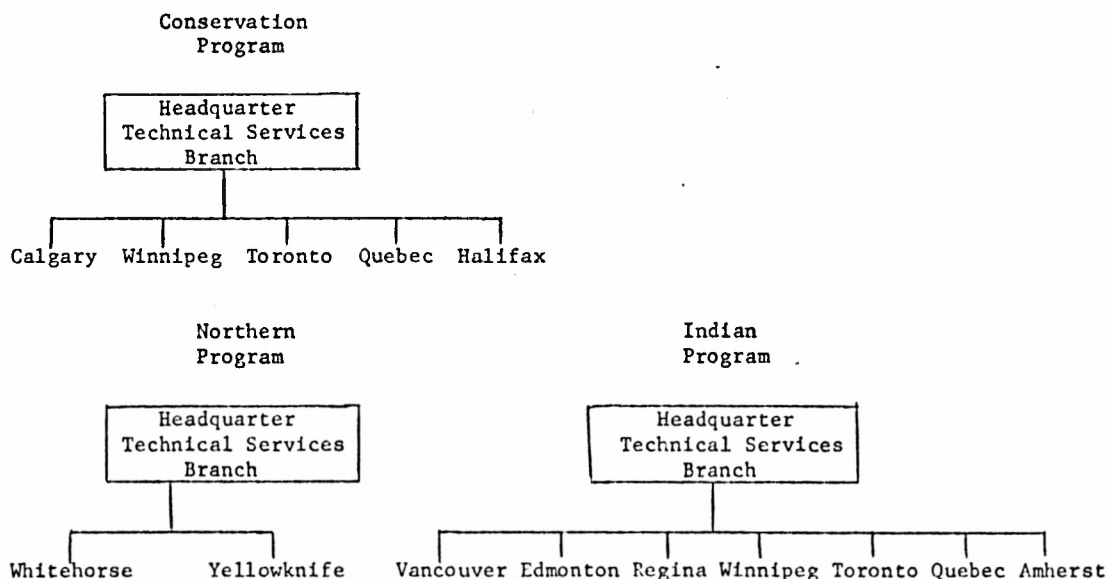
Recommended Proposal - A centralized headquarter technical office with additional technical program capability located at 14 regional offices across Canada.



Alternative One - A centralized headquarter technical office with additional technical capability located at 6 regional technical offices across Canada.



Alternative Two - A headquarter technical office within each program and additional technical capability located at 14 regional program offices across Canada.



ANALYSIS OF ALTERNATE

ORGANIZATIONAL STRUCTURES

| <u>Organizational Unit</u> | <u>Recommended Proposal</u> | | <u>Alternative One</u> | | <u>Alternative Two</u> | |
|--|---------------------------------|------------|----------------------------|------------|----------------------------|------------|
| H.Q. Technical Services Branch | <u>283</u> | <u>283</u> | <u>283</u> | <u>283</u> | | |
| Conservation Program - TSB | | | | | | |
| Indian Program - TSB | | | | | | |
| Northern Program - TSB | | | | | | <u>350</u> |
| Regional Technical Office - Vancouver | | | 24 | | | |
| Regional Technical Office - Calgary | | | 41 | | | |
| Regional Technical Office - Winnipeg | | | 34 | | | |
| Regional Technical Office - Toronto | | | 40 | | | |
| Regional Technical Office - Quebec | | | 39 | | | |
| Regional Technical Office - Halifax | | | <u>39</u> | <u>217</u> | | |
| Conservation Program Technical Offices | | | | | | |
| Calgary | 49 | | 13 | | 49 | |
| Winnipeg | 22 | | 4 | | 22 | |
| Toronto | 25 | | 4 | | 25 | |
| Quebec | 30 | | 2 | | 30 | |
| Halifax | <u>40</u> | <u>166</u> | <u>4</u> | <u>27</u> | <u>40</u> | <u>166</u> |
| Northern Program Technical Office | | | | | | |
| Whitehorse | 11 | | 11 | | 11 | |
| Yellowknife | <u>7</u> | <u>18</u> | <u>7</u> | <u>18</u> | <u>7</u> | <u>18</u> |
| Indian Affairs Technical Office | | | | | | |
| Vancouver | 53 | | 29 | | 53 | |
| Edmonton | 43 | | 26 | | 43 | |
| Regina | 40 | | 24 | | 40 | |
| Winnipeg | 39 | | 22 | | 39 | |
| Toronto | 55 | | 27 | | 55 | |
| Quebec | 51 | | 28 | | 51 | |
| Amherst | 15 | | 8 | | 15 | |
| Yukon | <u>2</u> | <u>298</u> | <u>2</u> | <u>166</u> | <u>2</u> | <u>298</u> |
| Total Man Years | | <u>765</u> | | <u>711</u> | | <u>832</u> |