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Technology Canada

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**RE-ENGINEERING OF ISTC's
BUSINESS PROCESSES**

VOLUME 1

PROJECT FINAL REPORT

* * * * *

**REMANIEMENT DES PROCESSUS
TOUCHANT LA PRESTATION
DES SERVICES D'ISTC**

VOLUME 1

PROJET DES RAPPORTS FINAL



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**(The Final Report on Re-engineering
of ISTC's Business Processes)**

**RE-ENGINEERING PROJECT SECRETARIAT
DECEMBER, 1992**

PREFACE

"During the past year, business re-engineering has captured the imagination of executives around the world."

"Business re-engineering is one of the most dynamic concepts to tempt organizations since companies began to seriously automate in the early 1970s."

**George T. Shaheen,
"Business Re-engineering:
What's Next?"
Outlook,
Vol 2, 1992**

Re-engineering of ISTC's Business Processes

Final Report

Executive Summary

You have just started reading a "massive" two volume report on the "Re-engineering of ISTC's Business Processes". It reflects the cumulative input of hundreds of ISTC employees, hours of research, analysis and debate and a commitment to achieving excellence in serving Canadian industry.

Why should you read this report?

Many people will read this report because they have to, others because they want to prepare their defenses. Most, we hope, will study the document because they share our belief that ISTC is at a critical turning point and we must rethink what we do and how to do it.

What can you expect from the report?

Many of you will have read about the "celebrated" private sector experiences with Re-engineering, including the "productivity paradox" (great advances in information technologies but slow growth in productivity), etc., and expect radical detailed solutions for ISTC. We don't pretend to have the final solutions! But we have gained an understanding of the options facing us, where we have the most opportunities to improve productivity and how to proceed in order to find the best solutions.

What is in the report?

The total report is prepared in two volumes: the first provides a description of the Re-engineering exercise, a summary of the results and an outline of where we should go from here; the second volume contains all of the annexes, including the detailed reports prepared by each Working Group. The two volumes are cross-referenced for easy access.

What impact has Re-engineering had?

The major contribution made by Re-engineering has been to act as a catalyst for change at all levels in the organization. It has gotten people involved. It has also created expectations. People have found that change is less threatening when you are involved in handling the pressures, planning the options and participating in the implementation. People will want to continue to be part of the process. In this regard, there has already been a shift in the corporate culture which needs to be strengthened and encouraged.

What is the bottom line?

The answer is simple - Re-engineering has made a first step towards redesigning the major business process of the Department. More importantly, it has suggested how we should proceed with designing, planning and implementing the "change" process. Many of the co-chairs have said that they know they have missed things, they haven't had time to consult as much as they would have liked and they would be very surprised if they didn't have some errors in their work. But all that being said, they are confident that they know generally where productivity can be improved and how the Department should proceed. Many of their ideas are new and far reaching!

If implemented - what can be achieved?

Some recommendations can be implemented immediately but most will take a year to 18 months to phase in. The target of identifying 100 PYs and \$5M for reallocation is achievable and may, in fact, be conservative. To realize these savings, however, there must be a decisive transition plan, aggressively managed, which moves on many fronts simultaneously. The ISTC envisaged two years from now would look and function quite differently. Individual processes would be different and, equally important, the relationship and interaction among them would be different. Planning, timing and leadership is therefore critical if significant re-engineering is to be achieved. Furthermore, the change process proposed would in itself generate new ideas which could further enhance overall productivity improvement.

Where will the biggest changes occur?

There are six general areas where re-engineering can have a significant impact:

- reorientation of organizational structures to concentrate resources in the provision of services to the public and reduce bureaucratic complexity;
- restructuring of programs and services to provide a simpler, more streamlined service to the public through fewer programs, alternative delivery mechanisms and elimination of duplicate control processes;
- reduction of administrative overhead and elimination of systems irritants and barriers to productivity;
- enhancement of internal communications to provide maximum access to information and improved E-Mail and data links to facilitate day-to-day communications;
- improvement of the management process through enhanced empowerment, layering, reduced controls, improved accountability, simplification of the decision-making process, etc; and
- development of a more progressive, less formal client oriented corporate culture.

What should you read?

There is no perfect substitute for reading the full report. The detailed Working Group reports deepen one's understanding of the complexity of many of the functions examined and provides a wealth of ideas and observations. It is recognized, however, that time is a very scarce commodity. The recommended short cut, therefore, is to look at the overview table at pages 9 to 15 inclusive, read the summary sheets at pages 18 to 66 inclusive, consult individual detailed reports as required (Annexes F to P, indexed in the Table of Contents at pages vi to ix inclusive and read the recommendations on where to go from here at pages 71 and 72.

Enjoy!

Re-engineering of ISTC's Business Processes

Final Report

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RE-ENGINEERING OF ISTC's BUSINESS PROCESSES

FINAL REPORT

Introduction

Many contemporary business processes do not meet the entrepreneurial exigencies of the new decade -- which are said to be innovation and speed, service and quality! The radical solution proposed by Michael Hammer, the guru of re-engineering, is to "obliterate them and start over." He asserts that "it is time to stop paying the cow paths" -- alternatively, we should re-engineer our business processes. But what, exactly, is business process re-engineering? In short, re-engineering is "the radical redesign of business processes in order to achieve dramatic improvements in performance."

Given the pervasive popularity of re-engineering, it is not surprising that parallels have surfaced within the public sector. For example, PS 2000 calls for a redistribution of resources from internal administrative overhead to client service delivery. Also, formation of the Council on Administrative Renewal (CAR) is a manifestation of the government's priority to reduce overhead costs and enhance support for program delivery. In view of the creative re-engineering work undertaken within both the public and private sectors, it was considered timely for ISTC to conduct a comprehensive re-engineering of the Department's business processes.

This document is the final report on ISTC's re-engineering project -- a dynamic initiative which united over 130 dedicated employees in a search for innovative solutions! For ease of reference, this report is divided into three parts, namely:

- **Part I.** The process used to conduct re-engineering is identified by addressing a number of pertinent questions.
- **Part II.** The results of ISTC's re-engineering initiative are presented in summary form.
- **Part III.** The Way Ahead.

PART I - THE PROCESS

What is the origin of re-engineering?

Business process re-engineering is deeply rooted in a phenomenon known as the "productivity paradox." The productivity paradox encompasses both the great advances made by information technology and the seemingly contradictory slow growth of productivity within the private sector. Specifically, the frenzied technology investments of the 1980s have not resulted in significant and sustained productivity gains for the 1990s.

The productivity paradox has been attributed to companies leaving processes in-place and employing technology to mechanize and speed-up old ways of doing business. Consequently, the fundamental performance deficiencies of these companies were not addressed during automation and outdated processes became "embedded in silicon and software." Thus, the proposed solution -- re-engineering -- involves the radical redesign of business processes in order to achieve dramatic improvements in performance.

What are the essential elements/principles of re-engineering?

The essential elements of re-engineering are: an all encompassing redesign of processes vis-a-vis piece meal modifications; the use of information technology as an enabler; and the pursuit of dramatic improvements. The principles of re-engineering commonly accepted within the literature, which were used to guide ISTC's re-engineering work, include:

- organize around outcomes, not tasks;
- have those who use the output of the process perform the process;
- subsume information-processing work into the real work that produces the information;
- treat geographically dispersed resources as though they were centralized;

- link parallel activities instead of integrating their results;
- put the decision point where the work is performed and build control into the process; and
- capture information once and at the source.

Why did ISTC undertake re-engineering?

ISTC undertook re-engineering to find better ways of serving its clients. One method of accomplishing this difficult, but essential, goal within a resource scarce environment is to redistribute resources from indirect to direct client support. The Department, therefore, set a goal to identify a minimum of 100 PYs and \$5M for redistribution from indirect to direct client support. To alleviate concerns over employment security, employees were given a commitment that improvements to ISTC's business processes resulting from re-engineering would be done without layoffs.

By pursuing business process re-engineering, the Department sought to achieve a variety of benefits, including:

- enhanced client support through the redistribution of resources;
- facilitation of future development through the rebasing of Departmental processes;
- increased efficiency through productivity gains; and
- improvements to the work environment through the removal of irritants.

Will re-engineering generate change within ISTC?

Some of the specific areas where change might occur due to re-engineering include:

- reorientation of organizational structures to concentrate resources in the provision of services to the public and reduce bureaucratic complexity;
- restructuring of programs and services to provide a simpler, more streamlined service to the public through fewer programs, alternative delivery mechanisms and elimination of duplicate control processes;
- reduction of administrative overhead and elimination of systems irritants and barriers to productivity;
- enhancement of internal communications to provide maximum access to information and improved E-Mail and data links to facilitate day-to-day communications;
- improvement of the management process through enhanced empowerment, layering, reduced controls, improved accountability, simplification of the decision-making process, etc; and
- development of a more progressive, less formal, client oriented corporate culture.

Who participated?

The activities of both the Steering Committee and 12 Working Groups involved over 130 personnel who participated on a voluntary basis. (See Annex A for listings of Working Group members). This large number of participants was drawn from both Headquarters and regions and included representatives from 35 different occupational groups and levels. A summary of participants by occupational group/level and sector/region is at Annex B. The extensive involvement of personnel from throughout the Department, and across a large number of occupational groups and levels, indicates that re-engineering was an employee-driven activity.

The final options presented by Working Groups, unquestionably, benefited from the creative ideas put forth by such a large number of very talented ISTC personnel with diverse backgrounds and experience. Due to the heavy demands of their primary jobs, members of the Working Groups often laboured evenings and weekends on re-engineering. Without question, the success of re-engineering is directly related to the high level of dedication and professionalism exhibited by all employees who volunteered to serve on the Working Groups.

When did re-engineering occur?

The project was initiated during late April 1992 and culminated with submission of this final report in December 1992. Milestone data, identifying the actual dates of major activities, are provided at Annex C.

How was re-engineering conducted?

- **Organizational Structure.** The project was conducted through an inter-related set of committees/working groups, namely:
 - **ADM Committee** - was composed of Headquarters ADMs and the Ontario and Quebec REXDs. This committee was to provide strategic direction to the Steering Committee; review options identified by the Steering Committee; and formulate final recommendations to the DM.
 - **Steering Committee** - was made up of 27 employees from Headquarters and the Regions, mainly at the DG/Director level (see Annex D). Representatives from the four major ISTC unions also sat on the Steering Committee. This committee was to provide direction to Working Groups; oversee the deliberations of Working Groups; and identify options to the ADM Committee.
 - **Working Groups** - were co-chaired by members of the Steering Committee and manned by volunteers from across the Department. (See Annex A for the names of participants as at November 2, 1992). There were those who dropped out but others came forward. They developed a strong sense of empowerment -- people believing they had a real ability to influence change for their own benefit as well as the benefit of ISTC as a whole.
- **Communications/Suggestions.** Information on the project's Communication Plan, including the soliciting of suggestions from Departmental employees, is provided at Annex E. The main theme was that this was an open, participatory process with an emphasis on producing relevant and timely results which would be implemented. Also, Annex E contains a proposed communications strategy for the period between submission of the report and approval of an implementation plan as well as for communication of the final plan.

- **Cost.** The project was adamantly committed to the principle of minimum costs. For example, consultants were not engaged extensively as it was felt that the experience gained is valuable to both the Department and its employees and should form part of the corporate memory. In that regard, only Consulting and Audit Canada (CAC) was contracted to investigate the feasibility of establishing a Special Operating Agency (SOA) for program delivery and administration within ISTC. The minimum funding allocated to the project was used to cover travel costs by regional participants and for administrative and logistical support like telecommunications, printing, translation, material and supplies, etc.
- **Consultation.** Since initiation of the project, consultation by the Project Secretariat has been ongoing with ADMs, managers and the Co-chairs of Working Groups. Also, Working Groups consulted with functional heads as part of the review process, but not necessarily to reach a mutually agreeable position. Care was taken to ensure that re-engineering work was consistent with other Departmental initiatives such as the Corporate Information Plan (CIP), Mid-Term Review of Programs, Total Quality Management (TQM), the Management of Government Information Holdings (MGIH), etc. Accordingly, this report represents the results of a cumulative process which includes the final reports submitted by Working Groups and extensive consultations. But the controversial nature of re-engineering work often precludes agreement by all parties; therefore, this report is not a consensus document. The level of consensus, however, far exceeds that which was felt possible when the work began.
- **Interim Report.** On August 26, 1992, an Interim Report was presented to the ADM Committee and subsequently briefed to the DM on September 4, 1992. The purpose of the Interim Report was to identify the progress achieved to date and solicit specific feedback from the ADM Committee and DM. Collectively, feedback from the ADMs and DM provided a focus for re-engineering work conducted over the last three months of the project. A copy of the feedback document was distributed to all DGs and above on September 18, 1992 (see Annex R). This provided a basis for refocusing the last stage of the project.

How did the Working Groups Function?

Working Groups were assigned functional areas and given the latitude to identify the business processes to be reviewed. They worked both independently and co-operatively. In several cases, the Co-chairs identified overlapping areas and struck small ad hoc groups to explore the issues. The processes selected by

Working Groups for review are reported upon separately at Annexes F to P inclusive. A listing of the attached reports, identifying Working Groups and business processes, forms part of the Table of Contents to this document. It should be noted that the final reports submitted by Working Groups are not attached in order of importance and/or priority.

Why is there no report on Corporate Governance?

This was correctly identified when Re-engineering began as a vitally important area but also one of the most difficult to deal with. The Working Group started with basic fact finding and by mid point decided it was best to feed this into the various Working Groups and encourage them to focus on governance issues as part of their work. Most Working Groups, therefore, considered governance issues in their reports focusing mostly on the changes necessary to the management decision-making process to implement their recommendations. At the same time discussions among Co-chairs and the secretariat began to identify other governance issues such as options requiring organizational change and the best way to manage change on an ongoing basis. These three areas of corporate governance are now being pulled together and will be tabled for discussion when this report is considered by the ADM Committee on January 8, 1993.

There are, however, a few issues which have emerged as general themes which appear throughout the reports. The current management/decision-making process is complicated, formal and doesn't always involve managers in the most effective or efficient way. Second, important processes such as information management, informatics, and administrative/financial services are split among many responsibility centres thereby complicating the ability to manage all the pieces as a "process" or introduce major change. Third, for re-engineering to proceed effectively, the ongoing work should be carried out as part of a revamped management process not "off line" through committees, tasks groups, etc. This being said, however, it was strongly recognized that there must be clear focal points for change - champions if you like, mandated and adequately supported to supplement the regular management decision-making process. A balance must be struck between managing the ongoing operations of ISTC and effectively managing a relatively rapid change in what we do and how we do it.

PART II - THE RESULTS

Re-engineering Options

The mandate of the Re-engineering exercise was to present options for ADM consideration not necessarily to achieve consensus nor produce final recommendations. In fact, the exercise has produced a high degree of consensus and in almost all cases specific recommendations have been brought forward. There is still, however, a wide range of options which have significantly different implications and resource savings. The following table attempts to summarize realistic savings which could be achieved over the next 18 months to 2 years and identify what has to be done to realize these savings. (N.B. The action required is outlined in detail in the annexes and condensed in the summaries which follow, both are cross-referenced in the table.) The bottom line is savings of over 100 PYs and \$5M.

It is also important to note that many of these initiatives are interdependent and savings can only be achieved with a concerted, coordinated action plan moving forward on many issues at the same time. Development of an integrated action plan is the next step in the process. A first draft of which will be tabled for discussion at the ADM Committee meeting on January 8, 1993.

Of necessity, the summary sheets do not provide detailed information; therefore, the reader is encouraged to consult the applicable Working Group final report to obtain detailed information on the review of a specific business process.

SUMMARY OF RESOURCE
SAVINGS AND BASIC RECOMMENDATIONS

NO.	PROCESS	SUMMARY PAGE	W.G. REPORT ANNEX	PROPOSED SAVINGS/YR Pys \$		BASIC ACTION REQUIRED	COMMENTS
1	Information Management - Systems	18-19	M	12	1.4	<ul style="list-style-type: none"> •revamp IMC and IMAC •strengthen central co-ordination, service delivery and systems integration 	•nil
2	Information Management - Business Statistics	20-21	M	5	.3	<ul style="list-style-type: none"> •establish effective corporate co-ordination 	•nil
3	Program Delivery and Administration	22-25	F	min. 40	min. 1.4	<ul style="list-style-type: none"> •simplify decision-making process •collapse 28 programs into 9 •transfer out 4 programs and examine future of 14 fed/prov. agreements •streamline admin., delegation and delivery (eg. sector campaigns) •consider SOA model •use grants up to @50K •rationalize with services on a Portfolio basis 	<ul style="list-style-type: none"> •the 21 detailed recommendations should be read on page 36 of Annex F. •the WG could not estimate resource savings based on data available but 15-20% was felt not unreasonable. The figures shown are 10% of total ISTC program delivery and admin. expenditures excluding PEMD and Tourism international marketing.

NO.	PROCESS	SUMMARY PAGE	W.G. REPORT ANNEX	PROPOSED SAVINGS/YR Pys \$	BASIC ACTION REQUIRED	COMMENTS
4	Services Step 1 Step 2 Step 3 Step 4	26-28	G	12 .05	<ul style="list-style-type: none"> •transfer AMTAP, MAS, and MVP to NRC •rationalize the 223 programs and service offerings across the Portfolio •eliminate fed/prov. duplication - eg. diagnostic services •increase private sector delivery 	<ul style="list-style-type: none"> •planned for April 1, 1993 •recommended 6 special working groups further analyze work to date. •recommended study feasibility of Australian NIES model. •recommended examine US Export Hot Line.
5	Administrative Services - Contracting	29-30	I	2* 2.5-5 *see comments	<ul style="list-style-type: none"> •set up Policy Committee •phase in full delegation and simplify procedures •maximize use of generic standing offers 	<ul style="list-style-type: none"> •the detailed recommendations should be read on page 7 of Annex I. •the WG believes significant improvement is possibly using less resource intensive mechanisms to manage risk. <p><i>*Note: The WG indicated resource savings would result but could not provide a PY estimate. The 2 Pys shown is a 10% order of magnitude.</i></p>

NO.	PROCESS	SUMMARY PAGE	W.G. REPORT ANNEX	PROPOSED SAVINGS/YR PYs \$	BASIC ACTION REQUIRED	COMMENTS
6	Administrative Services - Records Management	31-33	I	10* (.8) *see comments	<ul style="list-style-type: none"> •accelerate MGIH and development of electronic data storage and retrieval •strengthen central co-ordination of current system encouraging use of permanent loan maintenance •eliminate certain obsolete tasks 	<ul style="list-style-type: none"> •investment is required to accelerate development of the electronic system. <p><i>*Note: The WG did not identify any PY savings. In the longer term (18-24) months there will be resource savings. The figure used is a minimum order of magnitude.</i></p>

NO.	PROCESS	SUMMARY PAGE	W.G. REPORT ANNEX	PROPOSED SAVINGS/YR Pys \$	BASIC ACTION REQUIRED	COMMENTS
7	Finance - Travel	34-37	H	8.2 0	<ul style="list-style-type: none"> •eliminate role of Sector admin. groups •SSC to send checks directly to employees 	<ul style="list-style-type: none"> •TB directives such as those for section 33 signing authority severely restrict the degree to which re-engineering is possible. These restrictions should be examined.
	- Resource Management		H	min 0.5	<ul style="list-style-type: none"> •eliminate central inputting of budget revisions within Resource Management Directorate (RMD) 	<ul style="list-style-type: none"> •revisions to budgets will be made directly by the responsible analyst in RMD.
	- RAMS			Significant potential for PY savings in the medium and long term	<ul style="list-style-type: none"> •Eliminate need for managers to maintain special resource management records that duplicate data in RAMS and encourage inputting of RAMS data closer to decision-making point. 	<ul style="list-style-type: none"> •RAMS is a flexible responsive management tool and, being an on-line system, is always up to date. Increased awareness amongst managers and other employees of the potential of RAMS coupled with adequate training could reap significant benefits from an overall management perspective and in the realization of resource savings.
8	Personnel - Appraisals	38-41	J	8 0	<ul style="list-style-type: none"> •replace PREA with PAR and develop a separate training/career development system 	<ul style="list-style-type: none"> •this is proposed for immediate implementation. •the resource savings are net of resources for the new system. •the resource savings would be widely dispensed and impossible to re-allocate but in the aggregate are real.
9	Personnel - Regional HR Services	42-43	J	2 0	<ul style="list-style-type: none"> •centralize training and appraisal co-ordination 	<ul style="list-style-type: none"> •REXDs accept this recommendation.

NO.	PROCESS	SUMMARY PAGE	W.G. REPORT ANNEX	PROPOSED SAVINGS/YR PYS	\$	BASIC ACTION REQUIRED	COMMENTS
10	Corporate Planning	44-45	O	0	0	<ul style="list-style-type: none"> •continue simplifying the planning process •improve Strategic Direction paper and linkages between planning and resources 	•simplification will reduce irritants and paperwork across the Department.
11	Audio Visual Services	46-47	P	3	0.2* *see comments	<ul style="list-style-type: none"> •"quality assurance" as core function •disperse Videotheque •licence out Phototheque •electronic imaging for external presentations only 	<ul style="list-style-type: none"> •Issue is viability of full service A/V function. •Other Videotheque/Phototheque options should be discussed. Those presented offer greatest savings including cost avoidance. *Note: This constitutes cost avoidance of not having to invest in catalogue automation and slide digitization.
12	Library	48-50	P	0	+but TBD	<ul style="list-style-type: none"> •realize core function as "gateway" •link and rationalize ISTD information •improve access 	<ul style="list-style-type: none"> •issue is need to activate gateway function as "information service centre". •target of 5-10% savings on ISTD info acquisitions holds potential TBD savings beyond those already identified for "business stats" as one element.
13	Mail Management	51-52	P	0	0	•none	<ul style="list-style-type: none"> •ISTC mail management function is unique and highly efficient. •sharing services within the building (beyond mail management) being explored by ADM FPA.
14	Delegation of Authority	53-54	N	0	0	•enhance empowerment	•nil

NO.	PROCESS	SUMMARY PAGE	W.G. REPORT ANNEX	PROPOSED SAVINGS/YR Pys \$		BASIC ACTION REQUIRED	COMMENTS
15	Communications - Executive Correspondence	55-57	L	+but TBD	-but TBD	<ul style="list-style-type: none"> •simplify the procedures, standardize and integrate the logging and tracking system •enhance services and role of ECRC •enhance delegation if possible 	<ul style="list-style-type: none"> •the resource implications are unclear. Significant progress is being made but revision rates are still 90-100%. •a more efficient and effective system probably requires greater central effort which would be more than offset by savings across the department.
16	Communications - E-mail	58-59	L	+but TBD	-but TBD	<ul style="list-style-type: none"> •eliminate irritants, link with clients and eventually invest in text management system. 	<ul style="list-style-type: none"> •there will be investment costs as well as offsetting savings. This is best dealt with as part of overall systems development.
17	Communications - Translation	60-62	L	0	0	<ul style="list-style-type: none"> •revise ISTC translation policy •link translation Bureau to LAN •assess options if Sec. of State withdraws 	<ul style="list-style-type: none"> •the conclusion was that we may translate more than we have to and the process could be streamlined. Also we must anticipate Sec. of State transferring this responsibility to departments.
18	Communications - Manuals	63-64	L	+but TBD	-but TBD	<ul style="list-style-type: none"> •the structure and form of manuals should be rethought and restructured electronically with greater client access 	<ul style="list-style-type: none"> •program/service consolidation will reduce this problem but as new manuals are developed it should be done on a more efficient integrated electronic basis. •there will be investment costs as well as offsetting savings.

NO.	PROCESS	SUMMARY PAGE	W.G. REPORT ANNEX	PROPOSED SAVINGS/YR PYs \$	BASIC ACTION REQUIRED	COMMENTS
19	Audit and Evaluation	65-66	K	1 min. 0	<ul style="list-style-type: none"> •combine audit and evaluation •introduce control self-assessment 	<ul style="list-style-type: none"> •although no resource savings were identified if the 2 groups are merged at least one EX complement position would be saved. •this function was emphasized in the Executive feedback session as critical to develop TQM.
	TOTAL			103.7 5.05- 7.55		

SUMMARIES

OPTIONS/RECOMMENDATIONS

PUT FORTH BY

WORKING GROUPS

INDEX OF SUMMARIES

<u>NO.</u>	<u>PROCESS</u>	<u>SUMMARY AT PAGES</u>	<u>WORKING REPORT GROUP AT ANNEX</u>
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2	Information Management/ Business Statistics	20-21	M
3	Program Delivery and Administration	22-25	F
4	Services	26-28	G
5	Contracting	29-30	I
6	Records Management	31-33	I
7	Finance	34-37	H
8	Appraisals	38-41	J
9	Regional Human Resources Services	42-43	J
10	Corporate Planning	44-45	O
11	Audio-Visual Services	46-47	P
12	Library	48-50	P
13	Mail Management	51-52	P
14	Delegation of Authority	53-54	N
15	Executive Correspondence	55-57	L
16	E-mail	58-59	L
17	Translation	60-62	L
18	Manuals	63-64	L
19	Audit and Evaluation	65-66	K

Summary no. 1

Working Group: Information Management

Co-Chairpersons:

Yves Moisan
Howard Dudley

Process: Information Management Systems (Final Report at Annex M).

Current Process:

ISTC spends annually about \$20M and 100 PYs on informatics (50 PYs in IMB and 12 in Regions) which can be broken down as follows:

	\$M	PYs
LAN management	3	30
Systems development and maintenance	8	60
Acquisition & rentals	8	
other	<u>1</u>	<u>10</u>
	20	100

Issue:

Whether the organization, reporting relationships and management of this process should be changed to improve efficiency, effectiveness and ability to manage future evolution of the process.

Conclusion:

The Working Group believes that significant savings are possible if roles, functions and relationships are revamped.

Re-engineering Options:

Not applicable.

Resource Savings:

Approximately 12 PYs and \$1.4M could be saved.

Specific Recommendations:

- 1) LAN support coordinated and obtained through a central common service in IMB (on first proposal basis).
- 2) IMB should be the focal point for the acquisition of systems development expertise plus systems maintenance and enhancement co-ordination.
- 3) IMC and IMAC should be revamped and charged with the "management" of information management in ISTC. IMC made up of ADMs would be the decision making body while IMAC made up of business managers (DGs mostly) would review all proposals, issues etc. and make recommendations to IMC. IMB would provide secretariat support to IMAC.

Proposed Action:

The ADM FPA and DG IMB should be given immediate responsibility for coordinating all informatics activities in ISTC and tasked to develop an implementation plan to streamline the informatics process as recommended by the Working Group.

IMC and IMAC should be revamped immediately to manage informatics activities, including the transition and future direction.

Summary no. 2

Working Group: Information Management

Chairperson:

John Mitchell

Process: Information Management-Business Statistics (Final Report at Annex M)

Current Process:

Across the Department, ISTC spends annually about \$3M and 70 PYs on the acquisition, storage and analysis of business statistics.

Issue:

Will a more structured co-ordination of this process improve output and reduce costs.

Conclusion:

The Working Group believes significant savings and better intelligence products are possible if the acquisition and distribution of business statistics is managed and coordinated.

Re-engineering Options:

Not applicable.

Resource Savings:

Resources available for reallocation are estimated to be at least 10% (5 PYs and \$300K/yr).

Specific Recommendations:

- 1) Establish a senior departmental statistical coordinator who would chair a Statistical Advisory Committee.
- 2) Establish a Users' Committee.
- 3) Establish a Statistical Support Group to support ISBs and RO's.

- 4) Improve training, access to statistics through PCs and linkage with SC.

Proposed Action:

Name the statistical coordinator, set up the Statistical Advisory Committee and task them with developing an action plan as quickly as possible.

Summary no. 3

Working Group: Program Delivery and Administration

Co-Chairpersons:

David Head
Gary Dingleline
Mike Eustace

Process: Program Delivery and Administration (Final Report at Annex F)

Current Process:

- Excluding PEMD (50-70 PYs) and Tourism (125 PYs), ISTC has 42 funded grant and contribution programs which account for \$627M or 70% of the total departmental budget. They consume about 398 PYs and \$14M per year in O&M.
- Most will sunset during the next four years. Unless new programs are added by 1996-97, the ISTC program budget will drop by more than half to less than \$300M per year. Programs vary dramatically in size with only 11 involving more than \$50M over the life of the program.
- Each has its own terms and conditions and there are currently over 150 different letters of offer.
- There is little prioritization across programs and there can be between 10 and 100 control, analysis/review and decision points per project. Cycle times can vary from a week to over a year. Virtually all programs have some form of manual and management information system which vary by program.
- In total they provide financial assistance or guarantees for 22 categories of need serving 22 types of client.
- The majority of respondents to the employee survey do not believe ISTC provides excellent programs and services, that we effectively translate client needs that we are proactive in determining client needs or that we are responsive to changes in our operating environment.
- The department has completed or has underway 9 studies of major programs aimed at improving administration and delivery within the existing structure.

Issue:

How ambitious a game plan should be pursued with what milestone dates.

Conclusion:

The Working Group Co-Chairs believe dramatic improvement in efficiency of delivery and effectiveness of output can be achieved if ultimately the overall process for the administration and delivery of programs and services across the Wilson Portfolio is radically re-engineered and targeted on client needs at each stage in the innovation cycle (N.B. there are currently 223 program and service offerings targeting 7 categories of client needs).

Re-engineering Options:

- A) Incrementally improve the current process in ISTC.
- B) Re-engineer the ISTC process.
- C) Re-engineer across the Wilson Portfolio.

Resource Savings:

To be determined after further analysis.

Specific Recommendations:

Option B:

- 1) Examine the future of the 14 federal/provincial agreements and collapse the remaining 28 programs into 9. (DIPP, CSP, AEP, FEDNOR, S&T, Sector Campaigns, EAP/NPO, NCE/TOP and ETDP).
- 2) Transfer MAS, AMTAP, EDP and SBLA to other agencies.
- 3) Collapse the corporate committee structure (POB, PPMC and PCC) into one Program Operation, Co-ordination and Priorities Board and consider similar efficiency opportunities for other lower level program committees.
- 4) Integrate program services, programs integrity and financial analysis functions as a service organization to the department and secretariat to the new board (Management responsibility to be shared with the Comptroller).

- 5) Integrate resources in CGSI and ITRO responsible for the program administration/delivery of sector campaigns, S&T programs and "one-offs".
- 6) Consider SOAs for
 - Tourism
 - DIPP
 - AEP
 - FEDNOR
 - consolidated "small" programs
- 7) Streamline delegations and the approval cycle.
- 8) Negotiate flexibility to use grants up to a ceiling of about \$50K.
- 9) Refine other processes for administration and delivery of programs and services.

Option C:

- 10) Restructure programs and services and terms and conditions to focus on types of client needs reflected in the business/innovation cycle. This should be done on a Wilson Portfolio basis.

(Note: Please refer to the detailed recommendations in section 8, Annex F)

Proposed Action:

1) **Phase I:**

Establish the new Program Operations, Co-ordination and Priorities Board and secretariat which would be tasked immediately with preparing a phased implementation plan for the above recommendations.

2) **Phase II:**

In parallel, establish a re-engineering type process to streamline and co-ordinate program and service, administration and delivery across the Wilson Portfolio on a client need basis.

Consultation

During the December 15 and 16 consultations with ISTC DGs and EXDs, issues regarding implementation were raised; namely:

- recommendations emanating from this report and from the Mid Term Review of S&T Programs should be dealt with together;
- an optimum balance must be struck between streamlining and centralizing similar program delivery elements and the need to encourage key sector knowledge building activities - this is critical to the success of sectoral initiatives; and
- the data identifying resources currently devoted to program delivery and administration is an essential baseline which needs reworking - errors in compilation do not affect the conclusions and recommendations of the report.

Summary no. 4

Working Group: Services

Co-Chairpersons:

Gerry Cooper
Pat Sampson

Process: Services (Final Report at Annex G)

Current Process:

ISTC delivers 57 programs and services targeting 7 types of client needs. ISTC programs and services constitute 46% of the total number offered in the Wilson portfolio. The 124 programs and services in the Portfolio contain 223 offerings when broken down by client needs.

Issue:

How to simplify administration and maximize the support to industry as part of a coordinated Wilson Portfolio service/program offering.

Conclusion:

The Working Group believes significant improvement in efficiency and effectiveness can be achieved through portfolio rationalization and strategic prioritization of programs and services targeting specific types of client needs. Also, new technologies and partnership delivery mechanisms should be explored.

Re-engineering Options:

A) Status Quo

B) Rationalize:

- 1) rationalize vertically the offerings, programs and services of all Portfolio members within each main cluster of Targeted Client Needs;
- 2) rationalize horizontally the offerings, programs and services within each Portfolio member by Targeted Client Needs;
- 3) rationalize the offerings, programs and services across the thirteen types of programs and services; or

- 4) rationalize the offerings, programs and services across 16 different delivery agents.

Resource Savings:

Cannot be determined until data is available on programs and services across the portfolio, but the April 1, 1993, transfer to NRC of AMTAP, MAS and MVS generates immediate savings of 12 PYs and \$50,000 in O&M. (N.B. This has not been included in the summary table.)

Specific Recommendations and Proposed Next Steps:

- 1) With respect to a Wilson Portfolio Rationalization Initiative, Option 1 be endorsed by the ADM Committee for presentation to the Chair of the Wilson Portfolio's Council of Deputy Ministers for consideration and further direction. Option 1 calls for the creation of six interdepartmental teams, involving some 34 people, structured on the basis of target client needs and guided by the principles and organizational arrangements set out in Appendix A to the Working Group Report to reduce by 50% the number of Portfolio business assistance programs and advisory services and to increase by 100% third party delivery channels;
- 2) With respect to alternate delivery systems for business advisory services, Services to Business Branch be asked to undertake a feasibility study, in the context of ISTC's Technology Diffusion strategy, to examine ways, means and costs of adapting and introducing to Canada the NIES model for delivering diagnostic services to Canadian firms via an intergovernmental, arms-length distribution channel. The diagnostic services should be sufficiently comprehensive to produce a competitiveness assessment and action plan for client companies. The feasibility study should be conducted in coordination with the technology diffusion element of the Wilson Portfolio Rationalization Initiative proposed above;
- 3) With regards to the delivery of business information services, ISTC's Technology Applications Directorate and Services to Business Branch be tasked to conduct a feasibility study, in conjunction with other Wilson Portfolio partners including Investment Canada, EAITC, FBDB and NRC, to ascertain whether and how the pending Export Hotline service can be expanded to improve access to and dissemination of other Portfolio information services (e.g. Industry Profiles, Sector Campaign Phase 2 and 3 documents, Prosperity Initiative Reports, etc); and,

- 4) The implementation plan for delegating signing authority of up to \$25,000 to Commerce Officers be presented by the Senior ADM ITRO to the Minister for approval.

Summary no. 5

Working Group: Administrative Services

Co-Chairpersons:

Astrid Prud'Homme
Robert J. Noël

Process: Contracting (Final Report at Annex I)

Current Process:

ISTC processes about 3,700 contracts per year totalling \$78m. There are 11 types of contracts. Approximately 29 PYs are utilized - 9 in the CPS and about 20 in Branches and Regions.

Issue:

How to simplify the process and maximize delegation of authority while ensuring an acceptable level of risk and compliance with the FAA.

Conclusion:

The Working Group believes significant improvement is possible using less resource intensive mechanisms to manage risk.

Re-engineering Options:

Three options are presented, namely:

- A. Improve the Current Process
- B. Partial Delegation
- C. Total Delegation

These options are not mutually exclusive, but build on each other.

Resource Savings:

\$2.5 - 5M from more effective price negotiations.

The Working Group concluded that there would be savings with increased delegation and simplification of the process but were unprepared to quantify the resources involved. (As an order of magnitude, a 10% improvement amounts to about 3 PYs.)

Specific Recommendations:

The following recommendations are cumulative according to the option selected for implementation:

Option A - Improve the Current Process

- set up Policy Committee
- establish information system
- ATIP to set out directives
- generic standing offers
- abolish briefings
- reduce sign offs
- simplify forms

Option A + B - Partial Delegation

- replace review committee with "watch dog"
- delegate sign off to program manager or officer
- delete sign offs
- further simplify forms

Option A + B + C - Total Delegation

- dismantle review committee
- delete sign offs
- replace forms with checklist

Proposed Action:

Set up a Policy Committee for the contracting process and mandate it to:

- investigate moving immediately to maximum use of generic standing offers to realize dollar savings; and
- develop an implementation plan for maximum simplification of the process with a risk level acceptable to the DM.

Summary no. 6

Working Group: Administrative Services

Co-Chairpersons:

Astrid Prud'Homme
Robert J. Noël

Process: Records Management (Final Report at Annex I)

Current Process:

Central management and control with decentralized delivery situated close to internal client areas. Thirty-eight PYs at Headquarters report to Administrative Services Branch (ASB); another 3 PYs at Headquarters report to Corporate Secretary and, in Regions, less than 1 PY/region reports to individual REXDs. Corporate Secretary and Regions are supported by central ASB unit for certain functions, including systems and standards.

Issue:

How to manage government information as a valuable corporate asset.

Conclusion:

The Working Group recommends that Records Management remain a central function, with concentrated focus on development and implementation of corporate infrastructure, reorienting current human resources. Visible senior management commitment to the importance of records management is integral to effective management of corporate information assets.

Re-engineering Options:

Four options are presented:

- 1) Implement Management of Electronic Records.
- 2) Improve Client Relations.
- 3) Redesign Specific Processes.
- 4) Investigate Integration of Internal Information Services.

Resource Savings:

No net savings in PYs. Incremental costs up to \$900,000. Savings in time (PY) generated through elimination of specific processes would allow for crucial infrastructure to be developed and implemented for efficiency, access, and shareability of information.

Specific Recommendations:

- 1) Implement Management of Electronic Records;
 - Develop and implement file system for computer records,
 - Integrate electronic file system with paper files and other initiatives: MGIH, Access ISTC and Infoguide;
- 2) Improve Client Relations;
 - Establish Clients' Group(s),
 - Regular consultations, reviews, surveys, orientation with client areas,
 - Negotiate common understandings on expectations/actions Branch by Branch,
 - Develop orientation materials/training;
- 3) Redesign Specific Processes;
 - Accelerate conversion to Corporate Classification Index,
 - Promote greater use of permanent charge-out of files for very active issues,
 - Consider reorganizations as Day 1 for new files; convert only active files,
 - Delete mail-opening and classifying functions, except in 3 Branches where public money received;

4) Investigate Integration of Internal Information Services;

- Conduct a "watching brief" with organizations in experimental stages (Transport Canada and Canadian Imperial Bank of Commerce),
- Investigate other similar organizations.

Proposed Action:

- Implement options 1., 2. and 3. over the 1993/94 period.
- Investigate options 4. further.

Summary no. 7

Working Group: Finance

Co-Chairpersons:

Terry Forth
John MacKillop

Process: Examined 6 business processes (2 in co-operation with the Information Management Working Group). (Final Report at Annex H).

Current Process:

- Certain ISTC staff are delegated with the responsibility for signing off financial transactions under Section 32 of the FAA indicating that funds approved by Parliament are available;
- Certain ISTC staff are delegated with the responsibility for signing off financial transactions under Section 34 of the FAA indicating that the goods or services have been received.
- Certain ISTC staff, usually financial officers, are delegated with the responsibility for signing off financial transactions under section 33 of the FAA which is the authority for payment and which must follow a review of the legality of the payment and a testing of statutory financial controls.
- The functions described above under Sections 32 and 34 may be performed by the same person, but the functions described under Section 33 must always be performed by a different person with a functional reporting relationship through the financial administration system of the department, which ultimately falls under the control of the senior financial officer reporting to the Deputy Minister.
- Systems are in place to allow the Deputy Minister and the Comptroller to report to Central Agencies on the administration of all of ISTC's transactions on a timely basis.

Issue:

The difficulty of making "radical" changes to current financial administration practises within the current system of legislative and regulatory controls imposed by Parliament and Central Agencies.

Conclusion:

"The Working Group's view is that opportunities for significant changes in how ISTC manages its financial administrative business within the current set of rules and structures is severely restricted by the FAA and Treasury Board guidelines. The best we can do under these circumstances, with respect to our own practices, is tinker a bit at the edges. This is not a very satisfactory course of action for a department intent on serious re-engineering of its business processes. In the long term, we should be ready to challenge Treasury Board and Central Agencies with proposals to change the current practices which recognize the realities of fewer resources as well as improved information capacity. User friendly systems could be implemented to enable less experienced staff to assume greater responsibility for financial transactions without sacrificing the need for proper controls. However, this must be done from a fresh perspective and not simply become a process of how to manage the existing system more effectively." (A quote from the Working Group's Executive Summary.)

Re-engineering Options:

Not applicable.

Resource Savings:

Total of 8.7 PYs.

Specific Recommendations:

1) Travel

- Seven options were examined resulting in the following recommendation which could generate savings of 8.2 PYs.
 - the roles and responsibilities of Administrative Units in processing travel advances and claims should be eliminated. (7.6 PYs)
 - SSC should mail cheques directly (.6 PYs)

2) The Allocation, Monitoring and Forecasting of Financial Resources:

- 1) all resource allocations and subsequent re-allocations should be made by the Comptroller directly to Regional Offices and HQ cost centres (including ISBs);

- 2) All ROs, HQ cost centres and ISBs would be for budget purposes autonomous responsibility centres;
- 3) The ADMs of ITRO and CGSI and the Comptroller would decide upon appropriate allocations;

NB: The above recommendations are provided as input to the exercise in ITRO/CGSI rather than final recommendations from the Re-engineering Exercise.

- 4) Within the Resource Management Directorate, changes to R.C. budgets (O&M and G&C), and the corresponding changes to RAMS, no longer will be inputted centrally but will be made directly by the responsible analyst. (This should save 0.5 PYs and be implemented by April 1, 1993.)

3) **Resource Accounting Management System (RAMS):**

With more training, simplification of the data entry interface and further delegation, RAMS can be made a more effective departmental tool, streamlining the process and eliminating duplication.

4) **Cheque Requisitioning:**

No action at this time: The transfer of the cheque requisition process from the FSD to the responsibility centres would likely not produce PY benefits or enhance accountability unless Section 33 responsibility was transferred also.

5) **Payroll Functional Review:**

No potential for PY or dollar savings exist.

6) **Impact of Financial Decisions Contrary to Regulations:**

While resources are consumed in the review, correction and justification of financial decisions contrary to regulations, the major problems appear to exist primarily at HQ. The survey carried out with regard to this issues was insufficient to recommend specific actions at this time.

Proposed Action:

- 1) Implement the above recommendations;
- 2) Study further the potential for revising TB restrictions such as the delegation of authority for section 33 of the FAA.

Summary no. 8

Working Group: Personnel

Co-Chairpersons:

Doug Heath
Yvon Boucher

Process: Performance Appraisal (Final Report at Annex J)

Current Process:

The supervisor and employee: initially formulate work objectives; conduct ongoing work performance discussions; hold final meeting to summarize discussions; and sign-off on PREA form.

Issue:

How can maximum results be obtained from the Department's investment in the PREA process?

Conclusion:

The Working Group believes that introduction of the Personal Accomplishment Review (PAR) process will have an immediate and profound impact on every employee and any increment of systematic improvement will be very obvious.

Re-engineering Options:

- Option 1:** Retain current system. Option 1 was outrightly rejected by the Working Group in light of the severity of the problems that need to be addressed.
- Option 2:** Eliminate appraisals. Option 2 was also rejected by the Working Group in light of the strong endorsement of performance feedback by a broad representation of departmental employees participating in focus group decisions.
- Option 3:** Adopt the PAR system. A new and positive approach to performance feedback that better responds to employee needs, promotes higher employee morale and productivity, and eliminates traditional irritants and bureaucracy. Option 3 was

unanimously recommended by the Working Group as the way to go because it promises more for less.

Resource Savings:

8 PYs if PAR adopted.

Specific Recommendations:

That PAR be implemented in the current fiscal year.

That standalone mechanisms for identification and delivery of training and career development be designed by HRB.

Proposed Action:

That implementation of PAR for 1992/93 be assigned to the functional head.

PERSONAL ACCOMPLISHMENT REVIEW

PROTECTED WHEN REVERSE IS COMPLETED

Period of review

From Y M D To Y M D

PART I - BASIC INFORMATION

Family name	Given name(s)	Group and level
Position Title		
Branch	Directorate	Location
Supervisor's name	Supervisor's position title	Period of supervision From Y M D To Y M D

PART II - ACCOMPLISHMENT REVIEW CERTIFICATION

Employee

I have received ongoing verbal feedback on my performance ☐ Yes ☐ No

Major work objectives have been agreed upon for the next review period ☐ Yes ☐ No

I have requested that this accomplishment review be provided in writing ☐ Yes ☐ No

Signature Date
Y M D

Supervisor

I have provided the employee with ongoing verbal feedback on her/his performance ☐ Yes ☐ No

Major work objectives have been agreed upon for the next review period ☐ Yes ☐ No

I have recorded the accomplishment review on the reverse ☐ Yes ☐ No

Signature Date
Y M D

Review Officer

I have provided the opportunity for this employee to discuss any issues arising from the accomplishment review

Signature Date
Y M D

PART III - EXCEPTIONS

An accomplishment review will not be completed for the following reasons:

☐ Retiring Start Date → Y M D ☐ Other (state reason) _____

☐ On extended leave (unpaid leave, disability, education, etc.) Start Date → Y M D

Supervisor's signature Date
Y M D

PERSONAL ACCOMPLISHMENT REVIEW

Parts IV, V, VI and VII are optional

PART IV - EMPLOYEE'S ACCOMPLISHMENTS

(Outline to be developed & completed by the supervisor in consultation with employee)

PART V - SUPERVISOR'S COMMENTS

PART VI - EMPLOYEE'S COMMENTS

PART VII - REVIEW OFFICER'S COMMENTS

PART VIII - SIGNATURES

Employee's signature

Supervisor's signature

Review Officer's signature

Date

Y

M

D

Date

Y

M

D

Date

Y

M

D

Summary no. 9

Working Group: Personnel

Co-Chairpersons:

Doug Heath
Yvon Boucher

Process: Regional Human Resource Services (Final Report at Annex J)

Current Process:

HRB delivers human resource services across Canada through four Regional Units located at Moncton, Montreal, Toronto and Winnipeg.

Issue:

How to deliver regional human resource services in the most cost-effective manner.

Conclusion:

The Working Group concluded that currently the critical mass exists to support the status quo.

Re-engineering Options:

- A) Provide full human resource services in each Region.
- B) Centralize some services to Headquarters, retain Staffing, Pay and Benefits and Staff Relations in Regions.
- C) Centralize all Human Resource Services at Headquarters.
- D) Retain the status quo.
- E) Obtain services from a Regional Agency or an existing department or Agency.
- F) Contract for human resource services in the Regions.

Resource Savings:

- Option B:** - 2 PYs, if training and appraisal coordination is eliminated in the Human Resources Units outside of Headquarters.
- Option C:** - 6 PYs, if 9 PYs are reallocated to the Human Resources Unit at Headquarters and if the Regional Offices can absorb the remaining Human Resource workload (equivalent to 6 PYs overall) without additional resources.

Specific Recommendations:

- 1) Implement Option B
- 2) Monitor external developments to assess benefits of obtaining human resource services from a Regional Agency or OGD should these become a reality.

Proposed Action:

Implement Option B and unless and until some other viable cost saving option becomes available such as service from a Regional Agency, it is proposed that the regional human resource service delivery mechanisms be reviewed regularly and that, if and when the critical mass factor is reduced (does not support 3 PYs) to the extent that the service could be provided on a more cost effective basis through centralization, the Regional Unit be closed and the service centralized.

Summary no. 10

Working Group: Corporate Planning

Co-Chairpersons:

Mike Smith
Yvon Lavallée

Process: Corporate Planning (Final Report at Annex O)

Current Process:

Issuance of Strategic Direction Paper is followed by DMs "call letter" soliciting Statements of Concurrence, Sector/Regional Plans, including Functional Annexes. After review by DMC, above documents are summarized in a "Corporate Plan".

Issue:

How to re-engineer the corporate planning process to reduce complexity and enhance credibility.

Conclusion:

The Working Group believes that a simplified process will produce substantial gains in planning efficiency and credibility.

Re-engineering Option:

The single option proposed (which is being implemented in 1993-94) is to restructure the existing process as follows:

- Strategic Direction Paper - provides strategic context and priorities.
- DMs "Call Letter" - solicits Management Agreements (without detailed Sector/Regional Plans or Functional Annexes).
- Summary document replaces Corporate Plan.

Resource Savings:

NIL.

Specific Recommendations:

- 1) ADMs/REXDs should mirror simplification adopted at corporate level.
- 2) Strategic Direction Paper should:
 - include strategic functional considerations and core activities;
 - cover multi-year timeframe with annual updates;
 - used to closer integrate the Wilson Portfolio;
 - aimed at Department as primary audience;
 - be completed by end-August and have "18 month view within a 12 month cycle".
- 3) Decide on development of new OPF.
- 4) Consider establishing priorities and course correction review point.
- 5) Functional Heads retain responsibility to carry out functional planning.
- 6) Functional managers should combine/coordinate requests for information.

Proposed Action:

Assign responsibility to implement accepted recommendations to those having functional responsibility.

Summary no. 11

Working Group: Selected Issues

Chairperson:

Robert Chartrand

Process: Audio/Visual Communications Function (Final Report at Annex P).

Current Process:

A/V Services Group utilizes 9 PYs and \$128K non-salary budget to furnish advice and quality control and to provide technical/equipment support, manage 315 videos and 150,000 slide images and administer the Branch LAN.

Issue:

To determine a realistic and cost-effective mix of future A/V services.

Conclusion:

The Working Group concluded that the pressures of decreasing budgets and evolving role of communications raises real concern as to whether a full-service A/V function can continue as a realistic proposition.

Re-engineering Options:

Videotheque

Option 1: Assess viability of developing as major corporate promotional service.

Option 2: Disperse holdings.

Phototheque

Option 1: License to private imaging firm.

Option 2: Establish as a full cost-recovery centre.

Option 3: Establish image bank venture within Canada Communications Group in collaboration with OGDs.

Specific Recommendations:

- 1) Quality assurance be adopted as core function and expert advice and internal liaison be accepted as an indispensable service.
- 2) Electronic imaging operation limited to Ministerial and senior managements' external needs and option for complete contracting-out of electronic imaging operation be considered as future contingency.
- 3) Establish A/V demonstration and training module in collaboration with IMB's Walk-in Centre.
- 4) All large and medium-size common boardrooms be permanently set up with appropriate A/V equipment.

Resource Savings:

- 1 PY - Disperse Videotheque
- 1 PY - License Phototheque to Private Firm
- \$200M - cost avoidance not having to invest in catalogue automation and slide digitization
- 1 PY - Electronic Imaging Operation
- ½ PY - Permanently equipped boardrooms (employee time and removal of irritant)

Proposed Action:

Responsibility for implementation of accepted options/ recommendations and subsequent actions/decisions be assigned to functional head.

Consultation:

Report supported by DG Communications.

Summary no. 12

Working Group: Selected Issues

Chairperson:

Robert Chartrand

Process: Library Function (Final Report at Annex P)

Current Process:

Utilizing 11 PYs and \$515K non-salary budget, the Library manages 35,000 titles and 1,000 + periodicals, accesses 400 + databases and annually handles 6,500 enquiries, actions 1,500 database searches, borrows 7,500 documents and circulates 13,000 periodicals.

Issue:

How to enhance the overall cost-effectiveness of the library function.

Conclusion:

The Working Group concluded that the Library should be viewed from an information delivery perspective and that its full potential as an "information gateway" was far from being realized.

Re-engineering Options:

Not applicable.

Specific Recommendations:

1) To Realize Potential

- Redefine core function as an information gateway and organize as an Information Service Centre.
- Promote via an "Information Services Network".

- Build library usage module into the "Continuous Learning Centre".

Note: This recommendation could be extended to provide a single-window "continuous learning and development centre" for ISTC staff incorporating other related components such as the Career Centre and the Women's Information Centre.

2) To expand wealth of relevant information

- Link ISTC's Information Service Centre with that of Investment Canada and EAITC.
- Review role of Tourism Reference and Documentation Centre (TDRC) but transfer certain functions.
- Rationalize and share corporate information by:
 - selectively cataloguing Sectoral/Regional information holdings of corporate interest;
 - using the Information Service Centre and Network as a central, informal databases clearing-house; and by
 - establishing an annual acquisition strategy.

3) To enhance efficient access

- Provide desk-top access to Library catalogue.
- Extensive use of E-mail.
- Enhance linkage between Information Service Centre and Business Service Centres.

Benefits:

- Overall

Improving the effectiveness of the Library as an Information Service Centre and activating its central gateway function will greatly contribute to enhancing the Departments' knowledge-based activities.

- **Resource Savings**

In considering the above three recommendations to rationalize and share corporate information the Information Service Centre and Network should be challenged to realize an overall 5 to 10% targeted reduction in departmental information expenditures. Such a target could result in sizable but yet-to-be-determined savings beyond those already identified for "business statistics" as one element.

Proposed Action:

Assign responsibility to implement accepted recommendations to functional head.

Consultation:

Report supported by DG Administrative Services.

Summary no. 13

Working Group: Selected Issues

Chairperson:

Robert Chartrand

Process: Mail Management (Final Report at Annex P)

Current Process:

The mail management process essentially involves three distinct operations:

- External Pick-up and Delivery to/from Canada Post as well as a courier service in the downtown core. (\$31,000 under contract);
- Central Sorting directed to the Records Office on each floor. (14 Commissionaires handle this plus other mail related duties); and,
- Registration and Distribution of incoming mail within each Records Office into separate boxes for pick-up by individual Responsibility Centres. Note: Under the FAA mail must be officially opened to intercept monies payable to the Crown. (3 of the 32 Records Office PYs).

Issue:

Explore best-practices and identify any major opportunities for streamlining and/or integrating the process.

Conclusions:

Following a review of best-practices and in analysing the process, ISTC's mail operation was found to be unique in the NCR and is highly efficient for three key reasons:

- The Department primarily operates out of one building;
- The building (East Tower) is equipped with a conveyor system; and,
- The Department uses a "super-box" approach on each floor in which each Responsibility Centre picks-up its own mail.

Re-engineering Options/Recommendations:

No major resource-saving options associated with ISTC's mail management function were identified for further analysis. Opportunities for economies through shared services among departments operating out of the C.D. Howe building are considered relatively minor unless the review is expanded to include a broader package of administrative services (eg: mail, library, payroll etc) as is currently being considered by the ADM FPA.

Summary no. 14

Working Group: Delegation of Authority

Co-Chairpersons:

Owen Taylor
Nancy Bainbridge

Process: Management and Administration (Final Report at Annex N)

Current Process:

This process is the basic cornerstone from which the effective management of ISTC flows. Formal Delegations of Authority are stipulated in a Departmental Manual. A recent study by the Comptroller's Branch indicates that ISTC ranks in the top ten federal departments in delegating to the lowest levels.

Issue:

The need to address issues like trust, risk taking and management philosophy as ISTC moves forward to an empowered organization.

Conclusion:

The Working Group believes that ISTC is on the threshold of moving forward to becoming an empowered organization and has put forth a number of recommendations to expedite that process.

Re-engineering Options:

Not applicable.

Resource Savings:

NIL.

Specific Recommendations:

- 1) Working Group supports creation of Empowerment Committee proposed by PS2000 PLUS Secretariat.
- 2) Issue "Statement on Delegation" to all staff communicating senior management expectations for exercise of delegation.

- 3) Monitor use of delegations, emphasizing positive aspects of employees' performance.
- 4) Continually review ISTC's internal policies and directives.
- 5) Working Group supports PS2000 PLUS Secretariat recommendation to evaluate possibility of introducing system similar to Impact Paper-Assessment Note System.
- 6) ADMs given option to assign delegations on basis of number of organizational levels from DM.

Proposed Action:

Assign responsibility to implement accepted recommendations to those having functional responsibility.

Summary no. 15

Working Group: Communications

Co-Chairpersons:

Nora Hockin
Bill Terry

Process: Executive Correspondence (Final Report at Annex L)

Current Process:

A uniform integrated system does not exist across the Department. Rejection rates are high for all Sectors using E-mail to transmit dockets to the Executive Correspondence unit. Rates are not measured for others (CGSI, most of ITRO).

Issue:

How to reduce irritants and rejection rates while providing timely responses to Ministerial correspondence.

Conclusion:

The Working Group believes that efficiencies, including lower rejection rates, can be attained through a variety of initiatives, starting with the use of electronic transmission in all sectors.

Re-engineering Options:

- 1) Eliminate acknowledgements of ministerial letters, formal briefing notes, formal requests for extension of deadlines and paper copies of final texts.

Savings: estimate 1 + PY.

- 2) Enhance delegation:

- Delegate routine ministerial correspondence to departmental officials for reply by phone, fax or letter.
- Delegate signoff of replies to routine correspondence to Directors.

Savings: estimate 0.5 PY.

3) Enhance the range of services provided by the Executive Correspondence Resource Centre (ECRC):

ECRC could be provided with the resources to:

- answer routine correspondence such as requests for information directly
- produce all ministerial letters, adding the inside address, salutation, standard first and last paragraphs provided by the sectors
- produce replies to campaign correspondence in the same manner, using standard paragraphs pre-approved by the Minister's office

Savings: estimate .75 + PY
Investment: 3 PYs
\$25K for 7 more printers

4) Standardize and integrate all logging and tracking systems:

- eliminate tedious and time-consuming duplication of clerical work in the sectors
- enable any authorized user to ascertain the precise status and location of a docket at any time
- eliminate the need for ECRC to produce and distribute BF and other reports for the information of sectors
- permit better statistics and reports to be generated.

Savings: estimate 1.6 + PYs
Investment: Systems development and maintenance costs not quantified.

Resource Savings:

Net PY savings are in the order of 1 for the four options overall.

Specific Recommendations:

Action should be taken on all of the above options.

Proposed Action:

- IMB to update the cost estimate for integrating the logging and tracking systems, in collaboration with the ECRC
- ECRC and sectors to proceed with approved innovations.

Summary no. 16

Working Group: Communications

Co-Chairpersons:

Nora Hockin
Bill Terry

Process: Electronic Mail (Final Report at Annex L)

Current Process:

E-Mail has become indispensable for rapid and efficient communications. More than 13,000 electronic messages are now sent over the network every month by 2,700 users of the system in ISTC, Investment Canada and EAIT.

Issue:

How to exploit the full potential of E-Mail to support the delivery of ISTC's mandate.

Conclusion:

The Working Group believes that improvements can be attained by eliminating irritants and accelerating the link-up with OGDs and with clients. Future investments in E-mail services should treat E-mail as an integral part of a comprehensive text management system.

Re-engineering Options:

- 1) Laissez-faire
 - implement modest improvements
- 2) Enhance and/or Accelerate Development
 - IMB Corporate Champion
 - establish Users Group
 - accelerate establishment of outside links
 - provide French language character set and transparent link to attachment files
 - improve training
 - make electronic signatures available

Resource Savings:

Nil.

Specific Recommendations:

Option 2 is recommended.

Proposed Action:

Assign responsibility for implementing Option 2 to IMB.

Summary no. 17

Working Group: Communications

Co-Chairpersons:

Nora Hockin
Bill Terry

Process: Translation (Final Report at Annex L)

Current Process:

Treasury Board requires that translation services be sourced from the Secretary of State with exemptions provided by business case. ISTC's limit for free translation is 5.5 million words (\$1.2M) which will be exceeded by \$425K this FY. An additional estimated \$1M is spent annually on text translation and adaptation services contracted outside of the Secretary of State. The Departmental policy on translation is published in Volume II of the Human Resources Manual.

Issue:

To identify the most effective method of obtaining translation services.

Conclusion:

The Working Group believes that efficiencies can be attained through a number of proposed measures.

Re-engineering Options:

- 1) Continue to translate most documents destined for public consumption and all official internal communications.
- 2) Publish most documents in one language with a synopsis in the other official language. Provide the document in the other official language only if asked. Continue to provide bilingual versions of official e-mail messages.
- 3) Publish most documents in one language with a synopsis in the other official language. Produce internal communications in one language only. (Would require change to TB policy.)

Resource Savings:

Not quantified.

Specific Recommendations:

1. Plan to negotiate departmental standing offers for translation services in anticipation that the Secretary of State mandatory services will be eliminated.
2. Prepare an annual translation requirements forecast.
3. Revise ISTC's translation policy along the lines recommended in the full report on re-engineering translation.
4. Link Translation Bureau to Corporate Network.
5. Translation Bureau should market its services.
6. Clients to provide immediate feedback to Translation Bureau when translations are deemed inadequate.
7. Assign in-house translator to each Sector.
8. Provide access to grammar checking software.

Proposed Action:

- Connect the Translation Bureau to the corporate network, covering the cost from the corporate budget.
- Task Official Languages with clarifying and updating the ISTC translation services policy.
- Task Official Languages with producing an annual forecast of translation and adaptation requirements and planning for the eventuality that the Secretary of State translation services will cease being mandatory.

Consultation

Following the DG and REXD feedback sessions on December 15 and 16, 1992, the following comments were received:

Richard Pageau:

Suggested investigating whether it would be less costly to have consultants provide bilingual versions of reports required in both languages.

Camille Langlois:

In his experience this approach is more costly because consultants provide inadequate translations and make a profit on the transaction.

John MacKillop:

Translation services is listed on page A-12 of the ISTC telephone directory.

Carole Gravelle:

Agrees that the ISTC Translation Services Policy should be clarified to make explicit the circumstances in which documents must be translated.

Notes that the Official Languages Act 1988 and the new Regulations on Service to the Public (December 1991):

- clearly establish the Department's obligation to communicate with the public in both official languages in both written and in oral form, with the result that only documents with limited distribution (e.g. scientific and technical publications) may be published in one language with a synopsis in the other (reference: Option 2)
- define the Department's obligation to communicate with employees in bilingual regions (NCR, NB, Montreal, Sault Ste Marie, Sudbury) in both official languages.

Emphasizes that publications plans (including the Communications Functional Plan) should account for the cost of translation

Offers to advise managers about translation requirements.

Summary no. 18

Working Group: Communications

Co-Chairpersons:

Nora Hockin
Bill Terry

Process: Production, Distribution and Maintenance of Manuals (Final Report at Annex L).

Current Process:

Five administrative manuals will be maintained and available in electronic form throughout ISTC via "Access ISTC" by March 31, 1993. Core Program Policy Manual and Guide for Program Delivery to be included in later release of Access ISTC. Manuals for 20 individual programs not scheduled for conversion.

Issue:

Extent to which electronic libraries should be used to store ISTC's manuals.

Conclusion:

The Working Group believes that efficiencies can be achieved through the use of quick reference guides and consolidation of texts.

Re-engineering Options:

- 1) Laissez-faire
 - complete current plans.
- 2) Rethink Departmental Manuals
 - produce short, simplified, graphic versions of administrative manuals (quick reference guide) for electronic access;
 - consolidate unique portions of individual program manuals with Core Manual and Guide for Program Delivery; and
 - provide ISTC's clients, program officers and portfolio organizations with electronic access to consolidated manual.

Resource Savings:

Time: (unquantified)

Cost: Initial tagging of text for automated access (minimal).

Specific Recommendations:

Option 2 is recommended.

Proposed Action:

- Task Administrative Services Branch (ASB) with producing a streamlined quick reference guide to each administrative manual, to answer frequently asked questions.
- Task ASB and IMB with making the short form guides available via ACCESS ISTC.
- Task each program manager with identifying the unique portions of his/her program manual.
- Task Program Services Directorate and IMB with producing a consolidated program manual and making it accessible electronically to ISTC, portfolio organizations and clients. This would require additional resources for the Program Services Directorate.

Summary no. 19

Working Group: Management Review

Co-Chairpersons:

Angèle Leduc
Cyril McKelvie

Process: Audit and Evaluations (Final Report at Annex K)

Current Process:

Primary responsibility to review the management of Departmental programs and activities is assigned to auditors (FPA) and evaluators (Policy sector).

Issue:

How to make the program audit and evaluation process a more relevant element of ongoing management improvement in the Department.

Conclusion:

The Working Group believes that major advances can be made by auditors and evaluators providing managers with the tools needed to carry out control self-assessments.

Re-engineering Options:

Two options are presented:

- A) The Status Quo.
- B) Introduction of Control Self-Assessment (i.e., an approach whereby an audit expert facilitates a team to do an audit/evaluation of their own operation. The result is a more detailed audit in a shorter period of time and the team members have "ownership" of the results).

Resource Savings:

NIL.

Specific Recommendations:

- 1) Combine Audit and Evaluation and introduce "control self-assessment".
- 2) Develop measurement frameworks.
- 3) Fully integrate regional offices in evaluation process.
- 4) Assign senior level "high flyers" to positions in audit and evaluation.
- 5) Audit and Evaluation Committee review external audits and monitor implementation.
- 6) Make audit and evaluation recommendations widely available.

Proposed Action:

Appoint Head of new unit and task to develop detailed action plan. DG HRB draft plan for "high flyers" program.

Options from Interim Review

Last August, the ADM Committee decided to forward a number of early recommendations to applicable ADMs/line managers for appropriate action. The ADM Committee also agreed that status reports, identifying action taken, should be included in the final report on re-engineering. Consequently, status reports were provided by applicable ADMs/line managers and are attached at Annex Q and summarized in the following table. In general, the responses propose that some items be held in abeyance until related events are resolved or report that action has already been taken on others. Those items which, due to the nature of the response, require a decision by the ADM Committee are identified in the "Comments" column of the table.

**Re-engineering Options - from the Interim Review
Items sent to ADMs/Line Managers for Appropriate Action**

No.	Business Process	Options/Recommendations	Response from ADM/Line Manager	Comments
1.	Services	1.1 Seven short-term options were proposed by the Services Working Group which involve setting service levels, combining and condensing forms, consolidating program management, eliminating "low-no-value" forms, tasks, steps, etc., empowering service providers to update PRISM, realigning claims audit practices and revising the allocation of budget funds.	1.1 <u>It seems most appropriate at this time to hold off directing the designated OPIS with the implementation of short-term options identified in the Interim Report of the Re-engineering Services Working Group in order to attempt to integrate these recommendations with those arising from other exercises, namely, the repositioning of Regional Offices and conclusion of the Mid-Term Review of Funded Programs.</u>	Copy of reply from the Senior ADM ITRO on this matter is at Annex Q.
2.	Cheque Requisition Function	2.1 The Finance Working Group proposed that moving the cheque requisition function to the purchaser of the service would present opportunities for significant reductions in paper flow and the elimination of duplicate files.	2.1 This item was initially passed to the Comptroller to develop specific recommendations, including the possible undertaking of a pilot project, regarding transfer of the cheque requisition function to purchasers of services. However, after subsequent discussions, it was agreed that the item be returned to the Finance Working Group for additional examination.	<u>The Cheque Requisition Function is included in the Final Report of the Finance Working Group.</u> (See Annex H)
3.	Delegation of Authority	<p>The three short term options identified below were passed to the ADM FPA and/or Comptroller for appropriate action:</p> <p>3.1 A specific module regarding Delegation of Authority should be included in the orientation process for new employees. Refresher courses for managers should also be considered.</p> <p>Lead Action by: Human Resources Branch</p> <p>Consult with: Comptroller's Branch</p>	<p>3.1 <u>FPA/HRB Response.</u> Yes, we agree that it should generally be addressed in the orientation process for new employees. However, it is the responsibility of each specialized area to deal with the specifics which relate to their responsibilities (e.g. staff relations, classification, finance, etc.). They should as well provide information about any changes on an ongoing basis. The E-Mail is a very good tool to use for that purpose. It should be noted that we are dealing with communication of information and not training per se. Therefore, courses are not an appropriate means of delivery.</p>	<p>Copies of replies from the ADM FPA and Comptroller are at Annex Q.</p> <p>ADM Committee to decide whether or not to implement.</p>

No.	Business Process	Options/Recommendations	Response from ADM/Line Manager	Comments
3.	Delegation of Authority (Cont'd)	<p>3.2 The momentum established under PS 2000 should be continued and the functional custodians of delegation authorities (e.g. Finance, Personnel) should establish and publish a timetable for the review of authorities. This review should include a canvass of all users.</p> <p>Lead Action by: Comptroller's Branch and Human Resources Branch</p> <p>Consult with: Functional Groups</p>	<p>3.2 <u>Comptroller's Response.</u> HRB has conducted a number of surveys over the last year concerning signing authorities resulting in additional delegations. FSD has always adhered to the policy of delegating the maximum authorities allowed by the Treasury Board. Currently, with two minor exceptions that higher authority would not approve, the maximum permitted delegations are in place.</p> <p>Nonetheless, we agree that an annual survey would have some value. However, based on HRB's experience, this survey should be professionally designed. This is very important because we do not wish to raise false expectations of resolving what are perceived by clients as irritants only to find out the Treasury Board will not change their mandated policies on these areas. The value of the survey might be in presenting the Treasury Board annually with a list of items for their consideration when they are revising their policies.</p> <p>The costs of design of the survey and the costs of administration of it should be borne by Re-engineering. My staff and HRB's would be pleased to assist them in the process.</p> <p>I would be happy to prepare correspondence to the Re-engineering project requesting their cooperation and funding in this matter.</p>	<p>ADM Committee to decide whether to proceed and who should undertake.</p>
			<p>3.2 <u>FPA/HRB Response.</u> Delegated authorities for Human Resources were reviewed less than a year ago and more recently the level of delegated authority for approving imperative staffing process was updated according to the changes introduced by central agencies (PSC & TBS). During both of these reviews, senior managers were canvassed for their input.</p>	

No.	Business Process	Options/Recommendations	Response from ADM/Line Manager	Comments
3.	Delegation of Authority (Cont'd)		3.2 We would support the idea of establishing a timetable for the review of authorities (e.g. on a two-year basis), as well as, on an "as required basis" as a result of changes generated for example by central agencies.	ADM Committee to decide whether or not to implement.
		<p>3.3 The issuance of amendments, especially finance-related, should be reviewed. Currently, the Comptroller's Bulletins provide a timely communication of new delegations, supplemented at a later date with an update to the Delegation Manual. The Working Group believes this practice should be reviewed to determine if a "one-step amendment" process can be adopted.</p> <p>Lead Action by: Comptroller's Branch</p>	3.3 <u>Comptroller's Response.</u> We have stopped the issuance of Comptroller's Bulletins. We have examined how to make faster amendments to the Delegation Manual, but given recent downsizing we will be hard pressed to produce amendments within the previous time frames, let alone any faster. In order to inform as many people as possible of changes, we have opted for a "quick" E-Mail message where it is essential that new information on delegations be provided as quickly as possible.	Action taken.

PART III - THE WAY AHEAD

Building on Our Successes!

The re-engineering options in this report represent dynamic and innovative solutions -- but, they are the beginning, not the end! The major contribution made by re-engineering has been to act as a catalyst for change. The extraordinary work undertaken by the 130 plus volunteers has influenced significantly the attitude towards change within the Department. This influence is evident in a number of actions ranging from functional heads concurrently bringing forward initiatives to the positive input provided by employees through mediums like Brown Bag sessions and the suggestion process.

The feeling that nothing was sacred, and therefore exempt from change, became more-and-more evident as the project progressed. Re-engineering mobilized creative thinking by helping employees to define new ways of coming at problems. Clearly, re-engineering has initiated a process whereby senior management, particularly functional heads, will be challenged perennially with fundamental, not just incremental, change. This shift in attitude is as important to the Department as the specific re-engineering options documented in this report.

It is imperative that the Department nurture this penchant for change! The relentless and accelerating forces of change will continue to exert tremendous pressures on ISTC. The Department must, very quickly, adapt its corporate culture to furnish incentives which encourage and motivate employees to take bold - bold - steps towards change. Collectively, we must find creative ways to carry our successes further and build upon the firm foundation for change provided by ISTC's initial foray into re-engineering.

Next Steps

The Re-engineering exercise operated largely outside the management structure. This was both a strength and a weakness. It facilitated independent and critical discussion, but didn't involve middle management as much as would have been preferred. On the other hand, the presence of a full time Project Manager and small Secretariat proved essential in keeping the project moving forward.

Currently there are several other important exercises underway which affect and overlap with processes included in Re-engineering. Also, in a number of areas the Re-engineering Working Groups have recommended changes to departmental

committees to make them more effective. It is, therefore, recommended that wherever possible the management structure/ process be Re-engineered first and tasking for follow-up work be made through the new structure. This not only operationalizes immediately the new process but ensures a broader management involvement, dedicated resources and management accountability. At the same time, it is essential that a senior executive be named immediately to assist in co-ordinating the overall ISTC exercise of internal and external renewal. This person should be supported by a small but competent Secretariat. A key task would be the development and coordination of a comprehensive, integrated action plan. As mentioned earlier a preliminary draft will be prepared for discussion at the ADM Committee meeting on January 8, 1993.

The Re-engineering exercise has been successful in spreading its message and involving employees at all levels. This is not easy and takes time, organization and patience. It is, therefore, recommended that a strong communication/staff relations component form part of the Secretariat proposed above to work with and assist the various projects across the Department. It is critical that the process be seen as being open, accessible and making progress.

Finally, the key to success is that everyone in the department believes that ISTC's corporate executive is committed for the longer term, has a clear vision of where we should be in 2-3 years time and is prepared to make the necessary changes to streamline our business processes. Therefore, clear massaging from the DM and ADMs is critical to building on our successes. The proposed communication plan outlines the themes and approach proposed as well as the role to be played by members of the Steering Committee, etc., (see Annex E).

The Last Word

There is a lot of work to be done to flesh out the details. We do not have answers to all of the questions. What is relevant is whether we have enough answers to make the right decision on how to proceed. We believe we do. In any case, all who participated have learned from the experience.

EPILOGUE

"No one in an organization wants re-engineering. It is confusing and disruptive and affects everything people have grown accustomed to. Only if top-level managers back the effort and outlast the company cynics will people take re-engineering seriously."

**Michael Hammer,
"Re-engineering Work:
Don't Automate,
Obliterate,"
Harvard Business Review,
July-August, 1990**

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Canada. Industry, Science
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business processes :
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