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**ISTC PROGRESS REPORT
ON PS 2000 ACTIVITIES**

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ISTC PS 2000 PLUS Secretariat

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SEPTEMBER 1991
Ottawa, Ontario



ORGANIZATION OF THE REPORT

In the House of Commons on December 12, 1990, the Prime Minister tabled the White Paper Public Service 2000 - The Renewal of the Public Service of Canada. The Paper specifies that the Head of the Public Service will report annually to the Prime Minister on the implementation of PS 2000 initiatives and that the Prime Minister will table that report in the House of Commons.

This ISTC Progress Report on PS 2000 Activities describes the Corporate Development initiatives undertaken by the Department that the Deputy Minister, Harry G. Rogers, has provided to the Secretary to the Cabinet.

The report is organized according to the five priority areas selected for 1991/92 by the Secretary to the Cabinet and they include:

- service standards/client surveys;
- delegation;
- delayering;
- career planning; and,
- departmental specific initiatives.

Under each of the five priorities, Industry, Science and Technology Canada (ISTC) has highlighted those PS 2000 achievements deserving special emphasis due to the significance of their impact upon the Department. In addition, selected initiatives of various ISTC sectors are listed as being illustrative of the type of continuous improvement underway throughout the Department.

The departmental specific priority area covers those initiatives which impact upon the entire Department (as opposed to sector specific initiatives). This section also deals with those activities undertaken within ISTC in the areas of communications, incentives and rewards, and other important activities not covered in earlier listed priority areas.



HISTORY AND EVOLUTION

Two Management Conferences in early 1989 marked the beginning of the ISTC renewal effort when the EX and SM communities clearly expressed, at their respective meetings of February and March, a need to focus on building a strong corporate culture and a more effective organization to respond to the new ISTC mandate.

The following Corporate Development structures were put in place to initiate and maintain the ISTC Corporate Development process:

- **Steering Group** - this group, composed of approximately 20 volunteer employees at all levels, plus union representatives, under the chairmanship of the ADM, Finance Personnel and Administration, has the mandate to act as a general sounding board for all employees, review working groups' proposals and make recommendations to the Departmental Management Committee; and
- **two subcommittees of the Steering Group** - the **Quick Fix Subcommittee** which identified at the initial stage of the process administrative irritants and other issues that potentially could be resolved quickly to lend credibility to the process; and the **Mandate Subcommittee** which recommends and/or undertakes initiatives to analyze and improve employees' understanding of and commitment to the ISTC mission, values and objectives.

Three Working Groups of the Steering Group were also established:

- **Working Group on Internal Communications** - a group of employees with the mandate to propose solutions to internal communications problems;
- **Working Group on Participative Management** - a group of employees with the mandate to promote participative management and propose organizational changes to support this style of management;
- **Working Group on Management of Human Resources** - a group of employees with the mandate to propose improvements to the human



resources management and development of employees; and

- a permanent **Corporate Development Secretariat** - the goals of this Secretariat were to assist management in providing guidance for the development of a strong corporate culture; to ensure managers' and employees' involvement in and participation in the Corporate Development process by coordinating the work of the Steering Group and the Working Groups and assisting managers in the organization of related activities; and, to keep employees informed of the progress made in the area of Corporate Development.

The first task undertaken by the Corporate Development Secretariat following its creation in May 1989 was to make a comparative study of the major previous departmental surveys and studies to orient the Steering Group and the Working Groups towards the major Corporate Development issues facing ISTC. Entitled **The Need for Corporate Development**, this Study highlighted issues in the following areas: job satisfaction; communications with higher management; effectiveness of managers; decision-making process; information sharing; career opportunities; training; recognition of accomplishments; and Department's credibility.

This document compared all the recommendations in these areas from the Commerce Officers (COs) 1984 Survey and the COs 1986 Survey; the Reynold's Study conducted in 1986 to clarify the role of the Department and propose means to improve the Department's effectiveness; the Industry Marketing Study made in the Industry Marketing Branch in 1987; the Sector Specialist Study launched in 1987 to develop a working definition and a description of sector expertise; and the Headquarters' Support Staff Study of 1989. Related recommendations made at the EX Conference of February 1989 and the SM Conference of March 1989 were also listed in the comparative study.

Concurrently, ISTC senior management encouraged managers to hold **Corporate Focus Days** at which organizational concerns from the employees' perspective were highlighted and discussed. More than 140 Corporate Focus Days have taken place to date within work units of various sizes ranging from Assistant Deputy Ministers' entire sectors to small divisions. Corporate Focus Days continue to be a key ingredient in the Corporate Development process. In many instances, these sessions have become annual events used to assess the progress made and to initiate specific measures that make individual work units a more satisfying place to work.

ISTC embarked in its renewal process with the objective of establishing a more open, participatory and people-oriented work environment; where creativity and innovation



are valued; where employees are empowered to take responsibilities for their actions and assessed against realistic and clearly understood objectives and standards; and where it is demonstrated that employees' opinions are wanted and respected by management.

One of the major initiatives undertaken by ISTC at the beginning of its renewal process was to develop and adopt a Corporate Mission and Values statement.

The ISTC mission is to **promote international competitiveness and excellence in Canadian industry, science and technology.**

In fulfilling its mission, ISTC strives to:

- **be a people-oriented organization founded on knowledge, professionalism, mutual respect and trust;**
- **offer high quality information and services to its clients;**
- **promote and recognize innovation and excellence; and,**
- **provide leadership.**

Following the announcement by the Prime Minister on December 12, 1989 of the renewal of the Public Service of Canada through the Public Service 2000 initiative, all members of the ISTC Departmental Management Committee (DMC) and several ISTC officials participated in the deliberations of the 10 Public Service 2000 Task Forces. In addition, the Department ensured that employees were properly informed of the progress made in this renewal process. It became apparent, however, that all these renewal efforts within and outside the Department needed to be linked and that a new approach had to be taken to continue building, in an evolving environment, a strong corporate culture within ISTC.

The **Public Service 2000 PLUS Secretariat** was created in November 1990 to develop strategies for the implementation of Public Service 2000 initiatives, to continue fulfilling the mandate of the Corporate Development Secretariat and to support the ISTC Corporate Development process, and to act as a liaison in the exchange of best practices information with the national Public Service 2000 Secretariat, led by John Edwards, central agencies, other departments, other governments and the private sector.

ISTC management also decided, in the context of the Corporate Development



process, to give particular attention to the Advancement of Women in ISTC. Following the April 1990 release of the report of the Task Force on Barriers to Women in the Public Service entitled "Beneath the Veneer", the Department quickly formed a **Task Force on the Advancement of Women in ISTC** to study this issue with employees during an intense three-week consultation process throughout ISTC.

The findings of this consultation were presented to the DMC in June 1990. A **Secretariat for the Advancement of Women** was then formed to further review the difficult and complex issues identified during the consultation under the direction of an ADM-led **Steering Committee** and with the participation of a volunteer **Advisory Committee**. In March 1991, the DMC approved the creation of a **Women's Bureau** to further facilitate the removal of barriers to the advancement of women in ISTC.

The ISTC renewal initiative produced positive results very early in the Corporate Development process through the implementation of quick fixes (e.g., reduction of paper burden through the introduction of single leave forms) and recommendations made by the Corporate Development Steering Group. Later in the process, other measures were adopted following recommendations made by various sources such as the Corporate Development Steering Group and Working Groups, the Advancement of Women Task Force, the managers and the employees through Executive Conferences and Focus Days. But a more co-ordinated approach was required to implement the desired changes in the medium and longer terms. Two frameworks were then developed.

The Human Resources Branch developed the **ISTC Human Resources Management Framework** to guide the multi-year implementation of some 56 detailed human resources management related recommendations arising from the Corporate Development process, the Advancement of Women Task Force, the Support Staff Study, the Public Service 2000 White Paper and the 1990 Executive Conference. This Framework is also cross-referenced to the Human Resources Branch Business Plan.

The ISTC Public Service 2000 PLUS Secretariat developed the **ISTC Public Service 2000 PLUS Multi-Year Framework - Phase I**. This document focuses on those recommendations, other than those included in the Human Resources Management Framework, made in various reports (i.e., Corporate Development, Advancement of Women, Support Staff Study and the 10 Public Service 2000 Task Forces) that can be initiated and/or implemented at reasonable cost during the fiscal year 1991-1992 and that can be dealt with independently of other departments or central agencies and without the need for legislative amendment.

The commitment of ISTC management and the involvement of ISTC employees have



enabled the Department to take tangible actions towards achieving the results envisaged by the Public Service 2000 initiative and the ISTC Corporate Development process - a client-oriented and a people-oriented organization. The following sections of this report provide a detailed description of numerous initiatives that ISTC has taken through September 3, 1991.



I - SERVICE STANDARDS/CLIENT SURVEYS

One of the challenges of PS 2000 is to continue to make ISTC more accessible, responsive, flexible and outward-looking. This means a results-oriented, client-centred organization committed to ongoing consultation with all parties who can contribute to, or are affected by, the Department's programs, policies and practices.

For the most part, ISTC is in the business of providing advice as well as leading the government's initiative to improve competitiveness in the Canadian economy through the Prosperity Agenda. A relatively small part of our mandate involves the delivery of programs (e.g., Defence Industry Productivity Program, FedNor, Aboriginal Economic Programs). Consequently, there are limits on our ability to establish quantifiable standards for the wide variety of services offered to ISTC's broad and heterogeneous clientele. However, these limits do not prevent putting in place clear standards and monitoring procedures to ensure that quality service is provided both within the Department and to the public.

HIGHLIGHTS - SERVICE STANDARDS/CLIENT SURVEYS

As a follow-up to the development of the mandate, a **Mandate Survey** was conducted in 1990 to develop a better understanding of how employees perceive the mandate.

The Survey questionnaire was distributed to each employee in the Department and the response rate was about 26 percent (or 608 out of 2 233 employees responded).

In general, the findings of the Survey indicated, among other things, that employees saw a need for increased promotion and a better articulation of the mandate, a best practices document demonstrating the mandate in action and increased visibility of senior management. All of these recommendations have been addressed and are currently being carried out within the Department.

Because the 1990 Survey was so important in developing a better understanding of



how employees perceive the mandate, an **Employee Opinion Survey** is to be carried out later this year, following resolution of the current impasse between the Government and Public Service Alliance of Canada (PSAC). The 1991 Survey goes beyond the issues addressed in the previous survey, as it focuses more comprehensively on staff-management relations, attitudes and values, and on additional topics such as training and development and communications.

A study was initiated to examine the applicability of **Total Quality Management (TQM)** to the operations of ISTC. More particularly, it will try to determine:

- how closely existing practices in ISTC resemble the generally accepted TQM approach to continuous improvement;
- how ISTC compares to other organizations (based on a recognized quality award set of criteria);
- whether there is an element of TQM that ISTC is missing; and,
- at what cost ISTC would achieve these potential benefits.

ISTC will be participating in a number of "**Quality Month**" activities during the month of October. Quality Month is held annually in October to raise awareness of the importance of quality improvement and quality management in all aspects of working life.

A very successful program (department and government-wide) of **electronic forms** has been developed by the ISTC Administrative Services Branch. Some 21 forms have been created and made available to all personnel. Electronic forms have greatly simplified existing processes (e.g., Performance Review/Appraisals, Memoranda, Purchase Orders) and will greatly enhance contracting, travel and other processes in the near future.

The electronic forms package has been placed in the Supply and Services Canada (SSC) central inventory of systems and installed in many other government departments. Private industry has expressed considerable interest. As well, a demonstration of the travel form was made to the national PS 2000 Secretariat and at an SSC bidders conference for the new government travel services contract. The national PS 2000 Secretariat has included this initiative as part of a video program on major PS 2000 initiatives.

The implementation of the **ISTC Multi-Year Information Management Strategy**

involves all sectors in an organized process of developing better information systems throughout the Department which is expected to improve the level of service it can deliver to all its clientele.

As indicated at the beginning of this report, one of the major initiatives that the Department undertook early in its renewal process was to develop and adopt a **Corporate Mission and Values statement**.

This initiative was undertaken by the **Mandate Subcommittee** of the Corporate Development Steering Group. It developed a text which was then reviewed and approved by the Departmental Management Committee. It also participated with the Communications Branch in the production of a leaflet on the mandate, entitled "ISTC and You", plaques bearing the Corporate Mission and Values statement, calendar cards, plastic sheets for blotters and visual aids. The departmental publication Précis which is sent to all employees published a special insert of the Corporate Mission and Values statement.

SELECTED INITIATIVES - SERVICE STANDARDS/CLIENT SURVEYS

Finance, Personnel and Administration

- The **Sector** is implementing a manager-focused financial information system which ensures that up-to-date budgetary expenditure and commitment information are directly available to all managers when they need it.
- A Strategic Information Planning project has been initiated by the **Sector** which involves high level management in the definition of the Department's business processes and the mutual use of information in the pursuit of business objectives.
- An Information Technology Consultation Group has been formed by the **Information Management Branch** involving all areas of the Department in the examination and testing of information technology and in



promoting a higher level of co-operation in the setting of standards.

- The **Sector** is undertaking a Client Needs Analysis Study to identify ways in which to make services more user-friendly and improve the quality of contact with clients.
- The **Human Resources Branch, the Administrative Services Branch and the Information Management Branch** have conducted client surveys with a view to determining how they can serve their clients better.
- In support of its Employment Equity Program, the **Human Resources Branch** has conducted a department-wide self-identification survey offering employees the opportunity to identify themselves as a designated group member.
- The **Human Resources Branch** has taken measures to empower its staff by allowing them to provide advisory and decision-making services on operational Human Resources issues.
- It is now possible to distribute bulletins, Info Circulars etc., electronically, through E-Mail to selected employee groupings. In the coming months, the **Administrative Services Branch** will be able to select any grouping (e.g., COs, Chiefs, CRs, etc.).
- A contract has just been awarded which will lead to "electronic manuals" being available - on-line - to all employees of the Department. This will result in less paper burden and allow ready access to up-to-date information, instantaneously.
- The **Small Business Loans Administration Directorate** has undertaken two separate studies: the first to review the Small Business Loans Administration program and to make specific recommendations for any changes which would make the program more responsive to the needs of the small business community; and the second, to review operational issues.



Industry, Technology and Regional Operations/ Capital Goods and Service Industries

- In order to improve consultation, the **External Consultations Directorate** has developed courses in presentation and external consultation skills. These courses are being delivered by the **Human Resources Branch of the Finance, Personnel and Administration Sector**.
- Various branches in the **Industry, Technology and Regional Operations Sector** are developing and carrying out client surveys for the purpose of providing quality service.
- The **Aeronautics Branch of the Capital Goods and Service Industries Sector** has spearheaded a pilot project in the aerospace sector to promote and understand Total Quality Management.

Tourism

- The **Sector** has developed a publication for its customers which describes its responsibilities and services.

Policy

- The **Entrepreneurship and Small Business Office** is co-ordinating the government-wide Small Business Paperwork Reduction Program.

Office of the Corporate Secretary

- Information Seminars on Parliamentary Relations, Executive Correspondence and Briefings to Ministers' staff have been held by the **Office of the Corporate Secretary** to educate clients and to encourage feedback from clients concerning ways to improve services.



Operations Audit Branch

- During 1990-1991 and early 1991-1992, the **Branch** conducted several audits utilizing a partnership approach with specific parliamentary and central agencies and with certain auditees. The results of this new model for audits were encouraging and the Branch will continue with such partnerships where appropriate as a means of reducing the potential for overlap in the conduct of audits.

Regions

- The **New Brunswick/Prince Edward Island Regional Office** has devised a matrix approach to answer clients requests. Teams of industry/trade and technology specialists work together to cover all work aspects in the regional office.
- In 1991-1992, the **New Brunswick/Prince Edward Island Regional Office** began a focused advertised visit program whereby specific areas of both provinces are visited at least twice a year. This is over and above the regular client visits which occur on a daily basis.
- In the **Manitoba Region**, an Informatics Committee composed of users has been structured to provide input to informatics staff regarding improvements, requirements and requests for new initiatives.



II - DELEGATION

Included among the key goals of Public Service 2000 is the principle that decision-making authority be delegated to the lowest reasonable levels. Effective delegation should also be accompanied by accountability and the necessary training and support. This will then allow empowered public servants ready access to the tools required to get the job done and, ultimately, to provide the best possible service to their clients.

The Department continues to review procedures to ensure that authority is delegated to the lowest possible levels. Through the ISTC PS 2000 PLUS Multi-Year Framework - Phase I, individual managers have been asked to examine delegation practices elsewhere for possible application to their areas. While simple delegation alone will not empower employees, it will give front-line employees more control over the whole process, thus broadening their knowledge of the activity so that their creativity or innovation can have greater impact.

HIGHLIGHTS - DELEGATION

In keeping with the Department's corporate development initiatives and PS 2000's emphasis on empowerment, the Financial and Human Resources approval and signing authorities delegated within ISTC have been reviewed. The intent of the review was to delegate Financial and Human Resources approval and signing authorities to the lowest levels permitted by governing regulations and departmental exigencies.

In August 1991, the Minister approved financial delegations which meet without exceptions the maximum limits allowable under governing regulations in the area of human resource authorities. Among the changes that will be put forward for DMC approval in October, are recommendations to lower approval levels for 22 items (e.g., lower approval of variable work week from Director General to Manager level and above, and lower the identification of language requirements of positions from Director General to Director level and above). These revisions will enhance the empowerment of management personnel to action Human Resources matters within the Department.



The purpose of this initiative is to make every manager a good human resources manager.

SELECTED INITIATIVES - DELEGATION

Finance, Personnel and Administration

- The **Human Resources Branch** is examining the issue of subdelegation of staffing authority to line managers.
- Advisors of the **Access to Information and Privacy Office** have the same delegated authority as their manager.

Aboriginal Economic Programs

- In **this Sector**, the delegation of the ADM authority to approve projects up to \$100 000 of program to Regional Directors has been approved by the Minister.

Regions

- In the **New Brunswick/Prince Edward Island Region**, all officers have been given budgets to achieve their individual plans every year for the last two years.
- In the **Nova Scotia Regional Office** each officer has been allocated a travel budget allowing them to use their own discretion in planning trips. The necessity for each trip is a value judgement taken by each officer, and Treasury Board guidelines are enforced by financial services at claim time. "Value for money" is established by the Director and officer during normal discussions concerning ongoing activities.



Multi-Sectoral

- **New Brunswick/Prince Edward Island, Nova Scotia Regions, Aboriginal Economic Programs, Policy, Finance, Personnel and Administration, Science, and Industry, Technology and Regional Operations Sectors,** are increasing delegation of authority to empower employees.

Department-Wide

- The **Minister and Deputy Minister** have approved an ISTC delegation document which provides additional delegations (e.g., international travel and conference attendance) and ADMs now have the necessary authority to further delegate in their sectors.
- The **ISTC Public Service 2000 PLUS Secretariat** is currently conducting an examination of delegation and empowerment initiatives in the public and private sector, for possible application to ISTC.



III - DELAYERING

ISTC Senior management began a review of management category positions in 1989. The PS 2000 initiative and the February 1991 Budget requirements accelerated the Department's thinking and decisions on this process and led to the development of a new organizational structure for ISTC. Throughout this process, senior management's approach to layering was guided by the following principles:

- reaffirm mission and mandate and achieve our budget targets;
- maintain commitment to professional and quality service to business and science clients;
- make every effort to ensure that our plan is understood, and seen to be fair;
- continue to improve organizational structures, strengthen accountabilities, reduce overhead activities, and accomplish management-level layering with the least possible operational disruption; and,
- continue to implement the improvements in work-life and empowerment as part of ISTC's Corporate Development and PS 2000 PLUS initiative.

HIGHLIGHTS - DELAYERING

The scope of ISTC's restructuring involved the layering of management levels and the reduction of the management category. Consistent with the White Paper on Public Service 2000, The Renewal of the Public Service of Canada, the revised structure has only three management levels - Assistant Deputy Minister, Director General, and Director - below the Deputy Minister. The total reduction in authorized management positions was 24.8 percent.



SELECTED INITIATIVES - DELAYERING

Regions

- **ISTC Quebec and ISTC Ontario** have eliminated Directors General positions in order to create a more horizontal organizational structure, improve internal communications, and increase direct access to the decision-making process.

Department-Wide

- A **working group**, led by an ADM, continues to follow-up on the results of delayering within the headquarters and regional offices of **ISTC**.



IV - CAREER PLANNING

Demographic trends in the workforce indicate that there will be much greater competition for and among qualified staff in the next decade. ISTC will have to offer interesting jobs and continue to encourage creativity, innovation and responsiveness in order to attract and keep an increasingly selective workforce. While individual employees should continue to be responsible for the planning and management of their own careers, the Department will be responsible for providing information and guidance to support training so that all employees are able to take full advantage of training and development opportunities.

A large part of the qualified workforce includes women and minorities. The ISTC Task Force on the Advancement of Women, established in spring 1990, has as its long-term vision, the enhancement of the ways in which women are able to participate in the workforce to the fullest extent possible. By ensuring that the equitable treatment of men and women is increased, particularly by placing special emphasis on recruitment development and promotion, the Task Force hopes to generate a working environment within ISTC which will help women balance the conflicting demands of family and work responsibilities.

HIGHLIGHTS - CAREER PLANNING

A comprehensive **Training Needs Analysis** has been undertaken in ISTC to ensure that its employees obtain appropriate training and development to implement the new mandate of the Department. The analysis encompasses the Department's entire staff divided into distinct target training populations, namely Commerce Officers, Support Staff, Management Category and Other Officer Groups. The analysis is representative of the significant emphasis placed on training and development within ISTC. The Department's revised program will ensure that it remains a leader in this field within the Public Service.

ISTC introduced a **Departmental Assignment Program** at the beginning of



April 1991. In its first five months of operation, 30 employees have been placed on assignment - double the number that had been projected for the first year of operation. The majority of assignments are within the Department, but this number also includes assignments with other federal government departments and one to a provincial government. The program is open to all employees, and the assignments cover a wide range of groups and levels. The program is facilitating mobility for employees and at the same time providing managers with a pool of employees to draw upon for special projects and short-term needs.

The **Upward Feedback Subcommittee** was created to develop recommendations for the possible institution of a departmental feedback system. The activities of the Group included the examination of reverse appraisal systems in other organizations. A comprehensive study was prepared which has already received exposure on radio Canada and has been requested by other government departments and organizations.

Some areas within the Department have already proceeded to implement their own feedback systems. In September 1991, the Departmental Management Committee approved a departmental policy for upward feedback.

The **Working Group on the Management of Human Resources** undertook the task of identifying, describing and analyzing key human resources management issues faced by ISTC. In addition, the Working Group began devising action plans which would help to create a Department that is not only productive and innovative, but one that is also able to attract and retain top quality employees whom it treats with dignity and compassion.

To date, the Working Group has taken some important steps in support of the task described above, including: recommendation and support of the recently instituted Departmental Assignment Program; recommendations associated with flexible work arrangements; and recommendations for mechanisms to recruit entry-level officers from qualified "feeder groups" within ISTC.

A **Working Group on Participative Management** was formed to examine ways in which a participative management culture could be achieved at ISTC. The Group agreed that participative management is characterized by processes which enable people to exercise responsibility, participate in defining goals, influence decisions, take risks, solve problems, exercise initiative and be accountable for results. The Group also concluded that participative management in ISTC can only be achieved through an evolutionary process and what is needed is a series of steps that will lead the Department in that direction.



Among the recommendations of this Group was the suggestion that a comprehensive Training Needs Analysis be conducted within ISTC which is currently being carried out. In addition, the Group supported the recommendations made by PS 2000 to free the public service from heavy and antiquated controls, to adopt upward feedback and to continue the use of corporate focus days.

A **Women's Bureau** has been created within ISTC to co-ordinate, promote and monitor activities related to the reduction of barriers to the advancement of women. The Bureau will continue to support the development and implementation of corporate awareness efforts with respect to attitudinal barriers. Additionally, it will be actively involved in, among other things, the setting of specific departmental numerical objectives for recruiting, promoting and retaining women.

A **Technology Pilot Project** has been set up to examine the impact of technology on the roles and responsibilities of all staff, but particularly support staff. The Phase I objectives will be to: establish a baseline for the measurement of procedures and functions; and, to ascertain what opportunities there are for improved efficiency by redesigning work processes which would create new functions as opposed to reclassified jobs.

A **study of issues affecting ISTC Support Staff** was conducted in headquarters and the regions. The study was aimed at increasing support staff job satisfaction and productivity by recommending practical, immediate and long-term solutions identified by the support staff. The recommendations of the report are currently under implementation (e.g., promotion of support staff to officer levels).

ISTC has made extensive use of the Business Exchange programs, Canada Interchange programs and special education programs such as those offered by the Harvard School of Business, the National Defence College in Kingston, the Niagara Institute and the Canadian Centre for Management Development. The Department also uses secondments, and recently hired three new employees under the Public Service Commission Management Trainee program.



SELECTED INITIATIVES - CAREER PLANNING

Finance, Personnel and Administration

- To keep ISTC staff informed of recent developments in personnel management and related activities, the **Human Resources Branch** has initiated the publication of separate bulletins, one addressed to all staff and the other, to managers and above. The intent is to provide an information service to employees which is both timely and useful.
- The **Human Resources Branch** is developing six modules on the Management of Technology to facilitate the process of knowledge and skills acquisition. These modules will be offered in headquarters and at selected sites in the regions.
- An Orientation Guide for New Employees is being prepared by the **Human Resources Branch**.
- The **Administrative Services Branch** had an employee "work at home" for an extended period of time. As well, a number of employees are working compressed work weeks. Both of these programs were judged successful.
- The **Information Management Branch** staff are rotated so that they can work in other sectors in order to provide them with career opportunities and a better understanding of how the Department works.

Industry, Technology and Regional Operations/ Capital Goods and Service Industries

- The **Industry, Technology and Regional Operations Sector** has increased the number of officer positions filled by women.
- The **Sectors** are developing a professional counselling and training plan



for female support staff seeking advancement.

Science

- The **Sector** has provided leadership in advancing and encouraging the interests and participation of women in science and engineering in a number of significant ways:
 - through proposing, developing and distributing to schools a video directed at the junior high school level students to encourage continuing studies in math and science subjects; while directed at students in general, the video is targeted at female students in particular;
 - through proposing and subsequently participating in two advisory committees (one internal to government, one external comprising industry, universities, et al) on Women in Engineering; and
 - through preparing three facts booklets entitled: Women in Science and Engineering; Volume I (dealing with Universities) has been published and distributed; Volume II (dealing with Community Colleges); and Volume III (dealing with the Labour Force) are being published and will be available for distribution shortly.
- The **Sector** led in creating the Canada Scholarships Program which is designed to ensure that at least half of the scholarships awarded are to women students.

Aboriginal Economic Programs

- The **Sector** has created the Aboriginal Recruitment and Training Committee to continue the focus on the recruitment of qualified Aboriginal Officers. A target of a 20 percent increase has been set.



Policy

- The **Policy Sector Employee Forum** has been created to increase staff awareness of professional development opportunities, improve information exchange and provide a focus for corporate development activities. The Forum publishes a monthly newsletter entitled "InterACTION".
- The **Sector** has introduced a modified version of the Career Assignment Program (CAP).
- The **Sector** has set training minimums of five days per year per employee.
- The **Sector** has also held day-long Career Development Workshops sponsored by the PSC for all support staff.

Communications Branch

- The **Branch** is using managerial assignments within and without the Branch to help develop and train its employees.
- The **Branch** has also, on occasion, sent employees to work in regional offices for short periods of time to supplement or complement employees' knowledge of national operations and to give them regional perspective and experience, as well as to provide Regional Offices with a backfill.

Regions

- Some sectors are also successfully increasing their use of flexible work arrangements for employees. For example, **ISTC Quebec** has allowed one employee to work at home part-time, as a pilot project.
- **ISTC Quebec** has increased the representation of women and minorities for competitions and on selection boards.



- The **Manitoba Region** has created three Administrative Services/Administrative Trainee positions in order to provide career advancement opportunities.
- The **Saskatchewan Regional Office's "PS 2000 Sask Plus Committee"** has initiated, in cooperation with seven other federal departments in Saskatoon and Regina, a program based on ISTC's Departmental Assignment Program (DAP) that offers employees an opportunity to obtain valuable experience in other departments and make the best use of their abilities. It also provides managers with a regional pool of people that can be used to meet short-term operational needs.
- The **Alberta Region** has developed an Employee Development Opportunity Program so that all employees have the opportunity to gain experience in various areas within the regional office. There is one administrative and two commerce officer assignments available.
- The **Alberta Region** is providing individual career counselling for all employees. An in-house career consultant is available to all employees.

Multi-Sectoral

- The **Science Sector** has its own employee handbook and orientation program. **ISTC Quebec** has an employee handbook and the **Ontario Region** is developing one.
- The **Deputy Minister with his management team, Finance, Personnel and Administration, Industry, Technology and Regional Operations Sectors and the Communications Branch** are implementing upward feedback.
- **ISTC Quebec, Industry, Technology and Regional Operations, Capital Goods and Service Industries, Policy, and Science Sectors** have created Commerce Officer (CO-01 and CO-01D) developmental positions.



Department-Wide

- **ISTC** (through the **Human Resources Branch of the Finance, Personnel and Administration Sector**) is working with the Human Resources Development Branch (Treasury Board Secretariat) to advance issues in such areas as management and other training, deployment, performance appraisal, employment equity, and career planning and development.
- A revised Policy and Guidelines on Performance Review and Employee Appraisal was approved and implemented in **ISTC**. A new workshop called "Coaching for Commitment" was offered to help managers at all levels implement the spirit of the policy. Emphasis is placed on improving constructive communication between the manager and the employee. More than 200 managers and supervisors have attended the workshop. This program has been very successful and is being offered again in 1991-1992.
- **ISTC** has increased the central corporate training budget by 25 percent in fiscal years 1991-1992 and 1992-1993.
- **ISTC** makes Child Care Information Kits available to all employees.



V - DEPARTMENTAL SPECIFIC INITIATIVES

One goal of PS 2000 is to develop practical means for promoting an open, consultative culture in the Public Service. Citizens and employees alike expect to be consulted about program and policy development decisions that will result in decisions affecting their lives. At ISTC, the free flow of information into and throughout the Department is viewed as a key element in developing a consultative culture.

Another area in which ISTC has made important advances is in the rewarding of employees who have performed well and brought new and innovative ideas to the organization. For the present incentive and reward program at ISTC, cash awards and other recognition awards, like the Exemplary Performance Award, have been created to recognize and encourage innovation.

In addition, efforts to improve the working environment at ISTC have resulted in various "environmentally friendly" initiatives such as the increased use of recycling programs.

It is through the fostering of effective internal and external consultation and reward and recognition practices that ISTC strives to become a more people-oriented organization.

HIGHLIGHTS - DEPARTMENTAL SPECIFIC INITIATIVES

The **ISTC PS 2000 PLUS Multi-Year Framework - Phase I** was approved by senior management May 14, 1991. The Framework proposes actions to be initiated by the various ISTC responsibility centres over this fiscal year and suggests means for monitoring the implementation of the proposed actions. It is intended that the Framework be used as a tool for managers in consultations with their employees in determining how best to implement the proposed actions for future planning purposes.

All of the **ISTC** executive cadre gathered at two **Executive Conferences**. One of them took place in April 1990 on Service to the Client, and the other in November 1990, on Public Service 2000 - The ISTC Way.



The **Deputy Minister** held two all headquarters' staff meetings. Subsequent to the first meeting on ISTC priorities held on March 30, 1990, the Deputy Minister provided written responses to all employees to the over 200 questions raised. The second annual ISTC Day took place on May 23, 1991 and dealt with the Department's accomplishments during the past year. Written responses to the 33 questions that remained unanswered or partially answered were also provided to all employees. Similar sessions were held in regional offices.

In his closing remarks at the November 1990 Conference, the **Deputy Minister** challenged each manager to implement immediately two initiatives in the spirit of PS 2000. Within two weeks, managers submitted over 100 initiatives in areas such as internal communications, training and development, management practices, services to the client, employee recognition, empowerment and advancement of women. The implementation of these initiatives is reported in the appropriate sections of this report.

The Human Resources Branch of ISTC has developed a planning framework called the "**Human Resources Management Framework (HRMF)**" which assists in maintaining the corporate management philosophy in the Department and supports initiatives which are already being initiated. The HRMF consolidates recommendations flowing from the following reports and studies: Corporate Development, Advancement of Women, Support Staff Study, Public Service 2000, Executive Conference 1990 and is cross-referenced to the Human Resources Branch Business Plan. The Human Resources Branch is committed to responding to the many issues of human resources management which have been raised during these various reviews.

As indicated earlier in this report, more than 140 Focus Days have been held throughout the Department. Among the resulting benefits of these sessions, is that it has encouraged some managers to hold more regular staff meetings and involve employees in planning sessions.

A **Working Group on Internal Communications** was formed to develop recommendations that would support effective internal communications within ISTC. The resulting Internal Communications Policy (Appendix F), recently sent to all employees, covers such areas as employee appraisals, the basic principles of effective internal communications, the roles and responsibilities of all staff including the Deputy Minister, all managers, the Human Resources Branch and the Communications Branch.

A **Quick-Fix Subcommittee** was established to identify administrative irritants and other issues that had the potential to be resolved quickly. More than 50 issues were addressed by this Group. Some examples of the issues dealt with include: increasing



the visibility of senior management by having the Deputy Minister make a presentation to all ISTC headquarters' staff which has now evolved into an annual ISTC Day where employees are given the opportunity to question the Deputy Minister directly; reducing paper burden through the adoption of a single leave form and the development of electronic forms; and, the purchasing of books under \$50 through petty cash rather than going through elaborate ordering procedures.

SELECTED INITIATIVES - DEPARTMENTAL SPECIFIC INITIATIVES

Finance, Personnel and Administration

- Treasury Board approval has been received for Departments to construct fitness facilities. The **Administrative Services Branch** will meet with other Departments in the C.D. Howe Building to prepare an action plan for submission to the DM. Facilities should be up and operational within the next three to four months.
- The **Administrative Services Branch** has taken the lead role in establishing an Energy Conservation Group within the C.D. Howe Complex. A major re-cycling program, (cans, bottles, paper) was announced in early September.
- The **Data Management and System Development Division** involved all of its staff in a new consultative process in the formation of its current year budgets.

Industry, Technology and Regional Operations/ Capital Goods and Service Industries

- The **Sectors** have formed sector teams to improve communication between the sectors and the regions.
- In the **Service and Construction Industries Branch of the Capital**



Goods and Service Industries Sector six staff committees have been organized to address:

- . Administrative Issues/Concerns;
- . Informatics;
- . Role of Support Staff;
- . Re-location/Accommodation;
- . Corporate Focus Days; and,
- . Social Activities.

Tourism

- The **Sector** has set up an employee group to propose a system of rewards and recognition.

Aboriginal Economic Programs

- In this **Sector** all briefings for the ADM, Deputy Minister and the Minister, are signed by the desk officer responsible for the substantive work on a particular issue.

Policy

- The **Sector** is examining ways to recognize individual and team achievement.

Regions

- The **Newfoundland Region** has established four advisory teams of volunteers to monitor and make recommendations on matters related to internal communications, employee development, working environment and quality of services.



- The **Nova Scotia Region** is gaining an outside perspective on priorities by using private sector focus groups early in the planning process.
- The **Manitoba Region** has completed Phase 1 of the Strategic Planning Process which resulted in the development of Mission and Vision Statements for the region and operating units.
- In order to encourage team effort, many sectors and regional offices have initiatives underway such as the "Friday Forum" held in the **Manitoba Region**.
- The **Saskatchewan Region** has formed a Task Force Group known as "PS 2000 - Sask Plus" to study the PS 2000 Task Forces recommendations and to determine the best way to implement them in their offices.
- The **British Columbia Region** has changed this year's planning process to increase employee involvement, co-operation, and innovation across office units.
- The **British Columbia Region** has introduced the good-natured "Dinosaur Award" to recognize employees and improve team spirit.

Multi-Sectoral

- **Science, Industry, Technology and Regional Operations and Capital Goods and Service Industries Sectors, Operations Audit Branch, and the Nova Scotia and British Columbia Regions** have included all staff in section and/or office work plan development.
- The authors of papers are recognized in **Aboriginal Economic Programs, Industry, Technology and Regional Operations, Finance, Personnel and Administration Sectors and Operations Audit Branch.**



Department-Wide

- Many sectors and regions have held lunch-time information sessions. The **Deputy Minister** sent a memo to all sectors encouraging them to hold more of these informal meetings.
- The **PS 2000 PLUS Secretariat** is conducting a "best practices" study into areas related to service, empowerment and delegation, career development, incentives and rewards, and internal communications and consultations.
- The **PS 2000 PLUS Secretariat** informs employees and encourages participation in the renewal process through frequent information bulletins, a corporate development newsletter entitled **FOCUS**, bi-weekly employee information and discussion sessions, and participation in Corporate Focus Days that are held throughout ISTC.
- In many parts of the **Department** all-staff meetings are held at which staff chair and set agenda.
- Many areas of the department are undertaking measures to improve their bilingual capacity.
- **ISTC** has enjoyed an acceleration in the participation of the **Suggestion and Merit Awards Programs**. Management is strongly committed to the significance of rewards. The **ISTC Exemplary Contribution Award** was recently introduced and has been applauded as an expeditious means of recognizing exceptional performance.
- In addition to the Exemplary Contribution Award **ISTC** has an **Incentives Program** that offers employees the following awards and rewards:
 - Suggestion Award;
 - Merit Award;
 - Long Service Award;
 - Senior Officer Retirement Certificates;
 - Award of Excellence; and,
 - Outstanding Achievement Awards.



CONCLUSION

What began as part of the Corporate Development process at ISTC in early 1989 has progressed to the completion of three major instruments for the long-term: the ISTC Human Resources Management Framework, the ISTC Public Service 2000 Multi-Year Framework - Phase I, and the ISTC Information Management Strategy.

As seen from the activities described in this report, the achievement of many of these initiatives is planned for the longer term. However, the initiatives listed herein show that ISTC management's support and ISTC employees' involvement have led to accomplishments of which the Department is proud.

But the renewal process does not stop here. ISTC managers and employees are entering an even more exciting part of the renewal process where system changes will permit even more progress to be made (e.g., Total Quality Management study, single operating budgets, and other legislative empowerments). The tone has been set to further make ISTC a more satisfying place to work. All employees are committed to continuous improvement of service to our clients, and to the Department's culture and work environment.



