

QUEEN
JL
103
.C6
C36392
1993

Communications
Canada

~~Reference~~

DRAFT

Draft - Summary Report

Task Force on Headquarters/Regional Relations

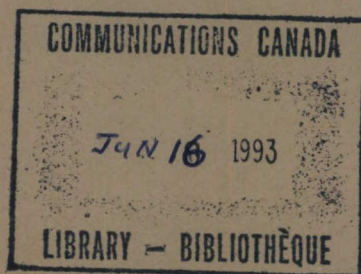
Task Force Members:

Quigley, John (Chair)
Ellis, Ned (Sec)
Pelletier, Manon
Ostry, Adam
Blais, Gaston
Nunas, Maurice
Leitch, Daryl

Peters, Bill
Baldwin, Susan
Zurakowski, George
McCaughern, Bob
Giannetti, Anne-Marie
Rouleau, Gilles
Drake, Bruce
Dallaire, Gaston

Kozar, Wally
Migadel, Dave
Balan, Bill
Brushett, Gerry (Bertuzzo, Serge)
Asselin, Yvon
Vachon, Pierre
Rail, Anna

June 1993



Canada

REF

JL103

.C6

C36392

1993

Journal

TASK FORCE REPORT
NOTICE TO THE READER

Quilly
REF
JL103
.C6
C36392
1993
JOUR

This **Draft Report**, is one of thirteen **internal working documents**. It was produced by a group of departmental officials from various regions, branches and levels. However, these representatives have been chosen on their own merit but not to represent their sector's interest. The mandate of the Task Force was to assess activities currently carried out by DOC and to develop proposals for consideration by Senior Management in its current Strategic Review exercise.

This document reflects the result of discussions and debates which took place over eight weeks, an extremely tight timeframe. It presents recommendations and suggestions for rationalizing and reorganizing Departmental activities. It is a good first attempt at building creative and innovative solutions. The views expressed are those of the majority of participating members except where stated otherwise and **ARE NOT BINDING** senior management.

The contents of this Report are **PROPOSALS** based on internal discussions relying on the information available at the time. The feasibility of the proposals' implementation has not yet been fully considered, **NOR HAVE THEY BEEN APPROVED BY SENIOR MANAGEMENT**. Cost estimates and associated job savings are approximations and would require further study before they could be confirmed. It is recognized that some information contained in this Report has not been fully substantiated or edited. This reflects the complexity of the subject matter as well as the impossible task of obtaining accurate or requested data for developing recommendations within the short time frame. The limited resources available to the Task Forces also presented challenges. There may be convergence or divergence of views with other working documents which will need to be looked at in context.

The Report will serve to stimulate further debate and discussion on important matters relevant to Departmental activities. There will certainly be further review and analysis of some of the recommendations to ensure an accurate portrayal of the issues.

The thirteen reports are available in the language in which they were prepared. They were delivered to the Department of Communications Strategic Review Committee. Executive summaries are available in both official languages.

DRAFT

EXECUTIVE SUMMARY REPORT OF THE HEADQUARTERS/ REGIONAL RELATIONS TASK FORCE

The Headquarters/Regional Relations Task Force, hereafter referred to as the Task Force, was set up to identify, review and comment upon possible savings options under scenarios where the Department might have to consider reducing its expenditures by 5%, 10% and 25%. As well, the Task Force was asked to comment upon the future of DGRO, and to suggest an optimum organizational structure for the regions.

The mandate assigned to the Task Force therefore involved most aspects of Departmental operations, and cut across the mandates of many of the other task forces. Given the wide scope, the Task Force decided that, rather than attempt to isolate and suggest particular series of possible reductions, it would endeavour to identify the range of feasible options, and to make this available to the Strategy Committee as a shopping list, that should be considered in light of the actual reductions that proved necessary, and in light of other options for savings that might be identified by the other task forces.

The Task Force consulted widely throughout the Department, first with the regional heads who are obviously very involved in the Headquarters/Regional interface, with the other task forces in view of the overlapping mandates, and in fact with the staff of the Department, through the good offices of the ADM's and the regional heads. Many comments and suggestions were received from many of our staff, that were very helpful to the Task Force. The Task Force has endeavoured to collect all the written comments received, and has appended them to the Report, both in recognition of their importance, and so that others can read them as is necessary.

The Task Force believes it has discharged its mandate in submitting the Final Report. It is obvious that much additional work remains to be done. The next step, in the opinion of the Task Force, should be taken by Strategy Committee which should consider the work of all the task forces, and then appoint a small expert group to conduct a comparative analysis of the reports of all the task forces, as well as of the results of the Expenditure Reduction Exercise. This analysis could determine the most appropriate and advantageous options, subject them to a more rigorous review and costing than was possible in the short time that the task forces had to do their work, and present a

well researched and documented plan of action to the Strategy Committee.

Although the Task Force recommends a full and careful reading of its entire Final Report, it has included in this summary for convenience, the tables found in Section 14, which summarize the possible options that offer potential for expenditure reduction to the degree that proves necessary, for each of the specified savings scenarios.

For the 5% Scenario - Estimates all require verification

Action Proposed	Long Term Expenditure Reduction (\$million)
Terminate Powerline RFI Services	\$.11
Reduce Spectrum Control Surveys	\$.13
Return Marine Inspection to DOT	\$.57
Cease offering Operator Examinations	\$.25
Distribute DGRO responsibilities	\$.89
Eliminate SMIS	\$.40
Eliminate DOC Admin Manuals	\$.01
Eliminate all duplication of personnel files	\$.01
Eliminate all duplication of Personnel services	\$.01
Eliminate duplication of other services	\$.01
Increase user on-line access to SMS to limit increased resource demand from growth	\$.00

Share regional support services with others to be determined

Publications - investment to increase efficiency to be determined

Emergency Telecom - LLC increase efficiency to be determined

For the 10% Scenario - Estimates all require verification

Action Proposed	Long Term Expenditure Reduction (\$million)
Reduce no. of District Offices	\$.72
Combine regional Finance Admin & Personnel	\$.25
Combine regional spectrum management positions below regional DG	\$.41
Further unallocated reduction of \$290K	\$.29

For the 25% Scenario - Estimates all require verification

Action Proposed	Long Term Expenditure Reduction (\$million)
Move to single supervisory position below DG for C&C in regions	\$.40
Consolidate Pay & Benefits to one region	\$.35
Consolidate Regional Finance to one region	\$.28
Consolidate Regional Engineering to one region	\$.57

Combining Pacific and Central Regions	\$2.50
Atlantic "storefront" proposal	\$.25
Twelve Office evolutionary proposal	\$2.7

The Task Force considered the feasibility of transferring to regions a number of functions currently carried out in Headquarters. As cost savings, if any, would be dependent upon the degree to which regions could assume the transfer without requiring resources equivalent to those currently employed, long term savings could not be assigned to these proposals. In the case of severe reductions (25% or more) it was recognized that such transfers, while not necessarily producing savings, might allow a critical mass of expertise to be retained at a regional level.

The Task Force also noted the existence of six separate sites in the Ottawa area used by the Department. It suggested that the common services required by these sites may offer some potential for savings.

Regarding the future of DGRO, the Task Force considers that the regions have matured in the expanded role, and considers that a coordinating body in Ottawa charged with facilitating the Headquarters/Regional interface is no longer essential. The Task Force recognizes though, that many of the functions performed by DGRO staff must still be done, and therefore suggests an allocations of these responsibilities, identifying the FTE's required. The plan developed by the Task Force still results in the possibility of considerable savings, which are mentioned in the above tables.

In considering the optimum organizational structure for the Regions, the Task Force found it necessary to consider first how the role of the Department may evolve over the next several years, and how the Headquarters structure may change in response to this evolution. In this regard, the Task Force expects the mandate of the Department to expand considerably in response to the challenges of the electronic highway, but at the same time, to contract in response to the fiscal situation and the trend towards government down-sizing everywhere. The Task Force indicated that it would expect the Headquarters organization to evolve in the direction of a sectorial separation between carriage and content, with a special focus on research. Various approaches can accommodate necessary operations, support and common services, depending upon the degree of cut-backs that prove necessary.

Respecting the optimum regional organizational structure, the Task Force recognized that the existing organizational approach has served the people of Canada and the Department well over many years, and has much to recommend itself. The least disruptive approach would be to retain the existing structure and continue evolving it in response to changing workload and environmental factors. However, the Task Force was seized with the reality that both the 10% and 25% savings scenarios could only be met through increasing organizational change. As well, the Task Force identified many options that would have the effect of reducing overhead through more automation, rationalizing support services and delayering the management hierarchy, the implementation of which would cause in and of themselves considerable organizational change. Further, the Task Force was of the opinion that the crucial role of the regions as the policy interface, which will be of increasing importance, suggests an organizational shift focused on the provinces and territories.

Faced with the need for substantial expenditure reductions, the Task Force considers that the Department might consider two approaches; either contracting the number of regions, or, a completely new approach based on one office per province and territory (both options would make use of the store-front office concept for very small populations). These options are also included in the above tables, in order to provide the means of putting together a 25% savings scenario.

The Task Force stresses that either of these approaches would involve significant dislocation and considerable frictional costs. As well, they may be expected to encounter opposition from clients and other levels of government, and may also be controversial amongst Members of Parliament. Therefore, the Task Force recommends a more detailed and rigorous analysis than has been possible to date, prior to any decision to implement organizational change.

The Task Force believes that if the Department pursues implementation of selected savings scenarios, including organizational change, in a planned way over a reasonable time period, then change can be made while maintaining effective service to our clients and also looking after the interests of our staff. Considerable re-training and re-deployment will be necessary, which in itself is a subject that requires much more study.

The Task Force also wishes to highlight that it conducted all its work by teleconference and electronic mail, and that its chairperson discharged his role thousands of miles from Ottawa. Absolutely no paper flowed across the land. The Task Force feels that this is evidence of what can be done, and, at the same time, demonstrates how individuals can make a substantive contribution, regardless of where they may be physically. The Task Force feels that there is considerable potential in this approach as a means of "re-deploying" people to new jobs, without necessarily moving them and their families in a physical sense.

CACC / CCAC



36105

QUEEN JL 103 .C6 C36392 1993
Canada. Communications Canada
Task Force on Headquarters/R
Regional Relations : draft-
summary report = Groupe de

DATE DUE
DATE DE RETOUR

FEB 19 2008

CARR McLEAN

38-296