



Communications
Canada

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**STRATEGIC PLANNING WORKSHOPS
ORGANIZATIONAL GUIDEBOOK**

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STRATÉGIE ET PLANIFICATION



**STRATEGIC PLANNING WORKSHOPS
ORGANIZATIONAL GUIDEBOOK**

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Strategic Policy Planning
Strategy and Plans Branch
Communications Canada
November 1990

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ACKNOWLEDGEMENTS

During the spring and summer of 1990, the Strategic Policy Planning Division of the Strategy and Plans Branch organized four strategic planning workshops for the Department of Communications. These workshops were meant to give a wide cross-section of employees in the Department the opportunity to explore the external and internal pressures facing the Department of Communications over the medium to longer-term. They also attempted to tap into the vast pool of expertise within DOC to analyze the threats and opportunities facing the Department in the 1990s and to suggest ways in which we can meet these challenges.

The exercise was a "first" for DOC and stretched our resourcefulness and organizational skills to the limit. It became obvious to us that, if the strategic planning workshops became institutionalized, a "how-to" guidebook would be helpful to those who might have to organize them in the future.

This Guidebook is our first attempt to meet this need. It could not have been produced without the encouragement and support of our Director, David Waung, and the cooperation of the many individuals throughout the Sectors of DOC who helped us stage the 1990 series of strategic planning workshops.

A special thanks must go to Patricia Kim, a COSEP student with DSP during the summer of 1990. Patricia was thrust unprepared into the midst of the workshop planning and organizational activities and quickly became a valuable member of the team. She also produced the first two drafts of this Guidebook, and without her efforts, it would have been much more difficult for us to complete this task.

M. Sharon Jeannotte

Suzanne Loranger

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INTRODUCTION

Organizing a workshop requires a lot of time and energy, advance planning and patience. However for those who have planned a workshop, it can also be a frustrating and stressful experience. Who knows if anyone reserved a conference room, ordered lunch, or remembered to tell the keynote speaker flying in from the Yukon that the date has been changed?? Problems, problems...

Having organized a series of workshops over the summer months, the Strategic Policy Planning Division has had the advantage of acquiring some first hand experience. With each workshop, new items were added to the ubiquitous to-do list; essentially, it was more or less the learning-by-doing method.

The purpose of this Guidebook is to provide the organizer with guidelines to help plan for a workshop. The Guidebook is divided into different sections with various subsections to help organize the planning process. This is by no means a complete set of guidelines - there will always be last minute, unforeseen items to be covered - nor will it necessarily guarantee absolute success. However the guidelines should cover most of the essential points of a workshop. Bear in mind that organizing a workshop requires not only time but also efficiency, so start early!!! Also, the organizers should oversee all aspects of the workshop to avoid overlap and most importantly to ensure that all the "things to do" are in fact being covered.

Appendix I outlines a sample project schedule for a "typical" workshop.

PERSONNEL

In order to cover the myriad of points, an organizing committee should be set up composed of at least two people - one senior person to handle consultations, agenda planning, writing and so forth and one junior person to handle logistics, registration, budgeting, desktop publishing, etc... By creating an appropriate "division of labour", it will help to avoid overlap and ensure that each committee member has his/her list of priorities.

The committee should meet on a weekly basis to update and monitor progress; a list of "things to do" would be an efficient way to keep abreast of the items to be covered. Again, it is absolutely essential that the committee oversees everything from the delegation of responsibility to the choice of conference rooms; this point is especially crucial when a joint workshop is being planned.

PLANNING

At this stage, the key point to bear in mind is to accomplish things early. Bookings, the write-up of discussion papers, the selection of speakers/panellists among other things often require at least two months advance notice. Much of the initial stage in the planning process will be devoted to setting dates, formulating an agenda, finding speakers and so forth, all of which takes a great deal of time. Target dates should be set at the weekly organizing committee meetings so that such items will be covered. The following is a list of things that should be considered at the planning stage:

Set a date

Once the organizing committee has been established, it is absolutely essential to set a date for the workshop. This will enable the organizers to set up advance bookings for rooms, to contact potential speakers and/or panellists for their availability, etc... Setting a date however, is not an easy task; vacations, the calendars of speakers/panellists and conflicting branch/sectoral meetings may result in a lot of negotiating in the search for that ideal date.

When planning for a major workshop -- ie. with senior personnel -- it would be wise to check with all ADMs' secretaries to ensure that there are no other major events planned for that date.

Agenda Planning

In order to "sell" your workshop to prospective speakers and other departmental sectors, a working agenda at the very least, should be formulated. Try and establish four or five key objectives as a basis to promote the workshop among prospective speakers/panellists, DOC personnel, etc... We found it useful to do this on a "poster" with appropriate graphics which later could be used as the advertising poster for the workshop. A brainstorming session with the organizing committee members is always a good start.

If a joint workshop is planned, establish lines of communication among the sectors or branches involved. By including them from the beginning in the agenda and overall planning process, it will help to avoid further planning loopholes.

Budget

Since money is always a problem, it is often necessary to obtain sponsors from other branches or sectors. This allows for some flexibility when determining the selection of speakers, conference rooms, hospitality arrangements... pooling resources often permits a better room or a more high-profile speaker.

The total cost of a workshop may be as high as \$14,000 or as low as \$1,600 depending on a number of things; speaker fees, outside research papers, equipment rental costs can quickly increase the total cost. Based on four workshops held over the summer, the average cost was \$5,500. If other expenses arise -- ie. travel and accommodation -- the respective sections and/or branches who may have been asked to co-sponsor an event should be notified of forthcoming costs.

The logistics person should keep an updated budget outline of all expenses incurred by DGSP. This enables the Division to determine the overall costs of all workshops and also serves as a basis for estimating the costs of future workshops.

PRESENTATIONS AND BACKGROUND MATERIAL

Presentations

The presentations should reflect the key objectives of the workshop. As such, a meeting with speakers and panellists or a phone call to each individual should be arranged to ensure that themes and points of discussion will be brought up. Try and attract dynamic speakers and panellists. When choosing prospective speakers/panellists, the organizing committee should bear in mind factors such as francophone and visible minority representation, gender, etc... to ensure a balanced agenda.

Based on a number of evaluation reports from previous workshops, attendees have appreciated the views of outside speakers (ie. the private sector). A balance between speakers and panellists from outside and within the Department tends to give an overall view of the issues and can also serve to spark audience participation.

Presentation styles

Although the keynote and feature speaker(s) will generally be given a special slot on the agenda, there are a number of approaches for other speakers/panellists to present their views:

- 1) the formal address approach: each speaker/panellist presents his/her views to the audience.
- 2) the debate approach: each speaker/panellist presents and exchanges opinion amongst each other, opposing or otherwise.
- 3) The syndicate group approach: the audience is divided into groups and discusses the issues with a speaker/panellist as the group leader. Participants should be assigned to syndicate groups prior to the workshop and participants should be asked to confirm their attendance upon arrival. Towards the end of the session, the groups should meet again in plenary to exchange their views and discuss any conclusions or recommendations they may have reached.

Depending on the issues to be discussed, one approach may be preferable over the other. For example, if the topic is very new, then the formal address approach might be adequate. This style however tends to be the most monotonous so if the topic calls for it, try to make arrangements for overheads, slides and other visual displays to "jazz up" the presentations. These are not the only approaches that can be used; be innovative!!

The debate approach often runs the risk of turning into individual presentations so try and obtain speakers with provocative opinions; this would also help stimulate audience participation. The syndicate groups approach seems to be more appropriate when issues concerning personnel, management styles and other people-oriented topics are being covered; it is much easier to receive input from the individuals who matter most in such

audience.

Regardless of the approach, try and adopt an interactive one between the audience/participants and the speakers/panellists. This may be limited by the room set-up so keep in mind an ideal setting to ensure the maximum amount of interaction.

Speaker/panellist information

The speakers and panellists should be well informed of the workshop's agenda and the time limits allotted to each presentation. Upon their acceptance, a confirmation letter, a copy of the proposed agenda and the poster outlining the key objectives should be sent to each speaker/panellist. Feature speakers generally have longer time slots on the agenda but, depending on the number of panellists, at least ten minutes should be allotted to each of them. If any of the speakers need financial reimbursement (speakers fee, travel, accommodation, etc.) ensure that individual contracts are drawn up as soon as possible to avoid confusion over fee payment. The necessary information (ie. travel and accommodations expenses, speaker fees) should be forwarded to Material Management & Contracting Services (MMCS) which produces the necessary documentation; in the meantime verbal confirmation to outside speakers should suffice.

Discussion and background research paper

It is a good idea to develop a discussion or background research paper to prepare participants for the workshop. Arrangements should be made very early to ensure that it will be ready on time. If a paper is to be prepared by someone within the Department, at least two weeks is required to develop and write, then another two weeks to translate. If the paper is to be included in the information kits for the workshop then it has to be ready a month in advance. A total of at least two and half months will be required.

On the other hand, a paper prepared by someone from outside the Department -- ie. a consulting firm -- requires at least double the time. Contract negotiations, contract paperwork and meetings concerning the material and what it involves take about three weeks to resolve. Another six to eight weeks are required for the contract itself, a week to review with the workshop organizing committee along with an extra two weeks if translation services are required. Again, if the paper is to be sent out with the information kits, the start date must be a minimum of four months before the official mail-out process.

Background information/kits

In addition to the discussion paper, information regarding the agenda, location and so forth should be included to complete the kit. The agenda and poster for the workshop, a sheet advertising future workshops, transportation (ie. bus routes, price, taxi), the phone number where messages can be left, an evaluation sheet and a map outlining building location and parking should be included. Also, if parking passes can be obtained for disabled persons, this

fact should be mentioned.

The complete kit should be sent out to speakers/panellists at least one month prior to the workshop. Participants should receive one as soon as they register.

Translation services

Since the Department generally strives to furnish information in both official languages, translation is an important factor to bear in mind when preparing advertising and the contents of the information kits including the discussion papers.

Once a tentative schedule for a series of workshops has been established, it would be wise to advise the translation section in writing ahead of time. It is important to have both English and French versions of workshop reports as soon as possible after the event. This is particularly the case if a workshop will lead into other meetings - ie. a key issues session with senior management.

LOGISTICS

Perhaps the most complex and time consuming aspect in organizing a workshop, logistics require an efficient, organized person to ensure that all needs are met. Since the logistics person will be involved in every aspect from location bookings, translation services, and a multitude of administrative details, he/she must be informed of any changes, delays, cancellations that may arise. It would be preferable that the logistics person attend not only the weekly meetings of the organizing committee but also those meetings that require any logistics details.

Bookings

Once a date has been finalized, a conference room should be located. Some government conference rooms are free of charge, but are not always available nor appropriate, so investigate early! A contact person should be established for details and information concerning accommodations, equipment, etc... Bear in mind that the workshop may run behind schedule so leave a few hours to spare to avoid complicated interruptions; for example if the workshop is scheduled to finish at 4:00 p.m. book the room until about 6:00 p.m.

The logistics person may have to develop a reminder system if a number of conference rooms have tentatively been reserved to cover a number of possible dates. This will ensure that all unneeded rooms are cancelled once plans have been firmed up. The conference room contact person should be advised about two weeks in advance regarding the room set-up and any other material needs that will be required - ie. extra tables, podium, microphones, etc... Also if syndicate groups will be formed for the workshop, inquire about the availability of smaller rooms.

Hospitality

Arrangements for coffee breaks and lunch will depend on the anticipated numbers of participants and the amount of money allocated in the workshop budget. Often, other branches may be willing to pay for lunch so look around for sponsors. Given that prices may vary from one catering company to another, it would be preferable to do a little investigating. On average, lunch costs range from about \$800 to \$1,000 (between \$6 and \$8 per person).

Lunch and coffee (the morning and afternoon break) should be physically arranged so that there are at least two line-ups to save time and should be served close to the conference room.

Upon receiving the hospitality invoice, a Claim for Hospitality should be completed, signed by the appropriate authority and sent to Financial Services for payment. Ensure that you always keep a copy of all the invoices. It helps in case of loss or for future reference.

Advertising

The advertising process should begin at the top by notifying all ADMs, DGs and Directors of the upcoming workshop via memorandum. A poster indicating the issues to be discussed, date, location, time, name and telephone number of the registrar as well as registration forms should be included with the memo and be sent out at least one month ahead. It is usually a good idea to include a prominent notice in these memos, asking the manager to circulate the memo to his/her staff. (This saves money on advertising costs.) The organizers should ensure that Regional Executive Directors and other managers outside of headquarters (e.g. in the labs and in district offices) receive copies.

Approval from DGAT (M. Shiposh or A. Young) must be sought to put up posters on information boards; once approval is received, 75 copies have to be printed for distribution on each floor at HQ, CRC, CCI and the regions - the mailroom will take care of HQ but you have to forward to SMAQ, CRC, CCI and the regional offices. You may want to print on coloured paper in order to attract people's attention. If you can, try to obtain the paper from a DSS printing plant and make your own copies, otherwise the cost of printing rises quickly.

About a week before the workshop, place a recall message for those who have not registered, on the DOC electronic billboard in the main entrance. You can communicate with Judith Froome of DGIS to make arrangements for that advertisement.

In order to advertise for the next workshop, have copies of the poster and registration form on hand on the day of the workshop for those who wish to register early.

Participants and registration process

Since some workshop topics may be more pertinent to some than to others, focus the advertising process on underrepresented branches to ensure a well rounded group of participants. The workshop organizers should periodically monitor the registered list of participants to determine which Sectors have had a low response rate. If necessary "telephone solicitation" in sectors with a low response could be carried out.

A registration form should be formulated to be included with the ADMs, DGs and Directors memorandum. Include the name, branch and sector and language of preference for the information kit which should be sent out by the organizers upon receipt of the form. A list of participants should be kept for follow-up reports and also for hospitality purposes so that appropriate numbers of coffee and lunches can be ordered.

Technical requirements

Some workshops that may include demonstrations -- ie. computer simulations and other visual displays -- will require additional equipment. An internal requisition must be completed and forwarded to DGAT for all rentals. It will be essential to obtain the list of equipment needs as soon as possible; since rental prices may vary, again some shopping

be done. Also, ensure that a technical expert will be on hand to help set-up the equipment.

If overhead projectors, screens, slide projectors ... are required, quite often the conference facilities you will be using have these available on premises. Make sure you communicate your needs as quickly as possible or make arrangements through DGAT offices.

The logistics person should go to the workshop site a day ahead to oversee installation and to ensure that the equipment works. He/she may have to bring some departmental equipment such as portable mikes, extension cords, etc...

Other logistics

Numerous small details such as name tags for the organizing committee, speakers and panellists, extra information kits and evaluation sheets will also have to be attended to. The following is a list of last-minute items that should be attended to on the day of the workshop:

- Ensure that telephone lines operate
- Bring DOC phone book and federal government phone book
- Have message pads on hand
- Bring a bin for evaluation sheets
- Bring extra copies of information kits in French and English
- Have copies of the poster and registration form for the next workshop

POST WORKSHOP FOLLOW-UP

Workshop Report

After most workshops, the organizers will want to provide participants with a post-workshop report. Someone should therefore be designated for this task at an early stage. In addition to the official rapporteur, a back-up person should also take notes to ensure that all ideas and points of discussion are captured. At least two weeks will be required to write-up the report and another two weeks to translate. However, if the report must be approved by the organizers and other branches/sectors, allow another week between the writing and translation. Again, this is merely the minimum amount of time required.

Thank you notes

Thank you notes should be sent to the speakers/panellists with a note that the post-workshop report will be forwarded shortly. A standard thank you note to all participants should be sent along with the final report.

Evaluation

In addition, the logistics person should compile the results of the workshop's evaluation response to help improve or change future workshops.

A post-workshop meeting of the organizing committee is often helpful in pinpointing problems, items needing follow-up, ideas for future workshops, etc. Since each workshop is usually part of a series, the insights of one set of organizers may be helpful to others who are involved in organizing other parts of the series.

PROJECT SCHEDULE
 (before the actual workshop - based on 6 months preparation time)

APPENDIX 1a

4 mth 3 mth 2 mth 1 mth 3 wk 2 wk 1 wk day of
 workshop

Discuss/choose topic	*						
Discussion paper/ Background paper	*****						
Finalize agenda	*****						
Set a date	*****						
Reserve room	*****						
Select speakers/panellists	*****.....						
Advertising & Announcement				*****			
Registration				*****			
Info kits - mail out				*****			
Equipment rental					*****		
Order lunch						*****	

**PROJECT SCHEDULE
(post workshop)**

APPENDIX 1b

1st wk 2nd wk 3rd wk 4th wk 5th wk 6th wk 7th wk

WORKSHOP REPORT

Report writing

Editing/Approval

Translation

Printing

Report Distribution

MEMORANDUM

NOTE DE SERVICE

DM, ADMs, DGs. Directors /
SM, SMAs, DGs, Directeurs

TO
A

SADM/SMAP

FROM
DE

Strategic Planning Workshop - Managing into
the Future Through Creativity and Innovation:
How Can DOC Create the Right Climate?

SUBJECT
OBJET

(PLEASE CIRCULATE TO YOUR STAFF)

I am pleased to announce the fourth in our
summer series of strategic planning workshops.

This workshop will be held on September 6 in
the Outaouais Room at Place du Portage,
Phase IV, and will deal with the management
of DOC as an organization.

The previous workshops in this series focussed
on issues that will challenge DOC from the
outside. This workshop is intended to examine
how we should respond from inside the
Department. The thrust of both IMAA and
Public Service 2000 has been toward greater
flexibility. But do they go far enough? Are
there other measures we should be taking
within DOC to help us function more effectively
and creatively?

As usual, we are hoping that departmental
employees from all levels will share their
insights with us. We have arranged for a
number of interesting speakers, but they are
meant to set the stage for a dialogue with you.

SECURITY -- CLASSIFICATION -- DE SÉCURITÉ

OUR FILE / NOTRE RÉFÉRENCE
5065-15-5

YOUR FILE / VOTRE RÉFÉRENCE

DATE

Atelier de planification stratégique - créativité et
innovation dans la gestion de
l'avenir : comment le MDC peut-il créer le
climat idéal?

(VEUILLEZ FAIRE CIRCULER PARMIS VOTRE
PERSONNEL)

Je suis heureux de vous annoncer la tenue de
la quatrième rencontre de notre série estivale
d'ateliers de planification stratégique.

Cet atelier aura lieu le 6 septembre, dans la
salle Outaouais, Place du Portage, Phase IV,
et portera sur la gestion du MDC en tant
qu'organisation.

Les ateliers précédents de la même série
portaient sur des questions qui toucheront le
MDC de l'extérieur. L'atelier que nous vous
proposons cette fois a comme but d'étudier la
façon de répondre de l'intérieur du Ministère.
L'APRM et Fonction publique 2000 visent à
une plus grande souplesse, mais vont-ils assez
loin? Existe-t-il d'autres mesures que nous
devrions prendre à l'intérieur du MDC pour
nous aider à fonctionner plus efficacement et
de manière plus créative?

Comme à l'habitude, nous espérons que les
employés de tous les niveaux à l'intérieur du
Ministère partageront leurs idées avec nous.
Nous avons pris les dispositions nécessaires
pour vous présenter un certain nombre de
conférenciers, mais le seul but de leur
présence est de préparer le terrain pour un
dialogue avec vous.

DOC can only meet the challenges of the future through the enthusiasm and dedication of its employees. While the public service in the past may have been an inward-looking culture, changes in the external environment are forcing it to become more outward-looking. How do you think DOC should adapt its management practices to the challenges of globalization, convergence of information technologies, changing social values and national priorities?

I have attached a tentative agenda for the day, as well as a number of registration forms for you and your staff. Registration is beginning immediately, and I hope that you and many of your employees will make plans to attend.

For those of you who, for whatever reason, find it impossible to attend, final reports of all the workshops in this series will be available from DSP in September. Please contact Suzanne Loranger at (613) 990-6820 if you wish to be put on the mailing list.

C'est seulement grâce à l'enthousiasme et au dévouement de ses employés que le MDC pourra relever les défis que lui réserve l'avenir. Par le passé, la fonction publique était peut-être une organisation refermée sur elle-même, mais les changements qui surviennent autour d'elle la forcent maintenant à s'ouvrir de plus en plus sur l'extérieur. De quelle manière croyez-vous que le MDC devrait adapter ses pratiques de gestion pour faire face aux défis de la mondialisation, de la convergence des technologies de l'information, des nouvelles valeurs sociales et des priorités nationales?

J'ai joint à la présente une copie de l'ordre du jour provisoire ainsi qu'un certain nombre de formules d'inscription pour vous et pour votre personnel. Les inscriptions commencent dès maintenant. J'espère que vous et plusieurs de vos employés voudrez bien assister à cet atelier.

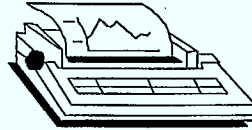
Pour ceux d'entre vous qui, pour une raison ou pour une autre, ne pourraient assister à l'atelier, des rapports finals de tous les ateliers de cette série seront disponibles à la DSP en septembre. Veuillez communiquer avec Suzanne Loranger au (613) 990-6820 si vous désirez que votre nom figure sur la liste de distribution.

K.T. Hepburn

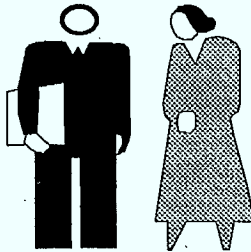
Attach.

p.j.

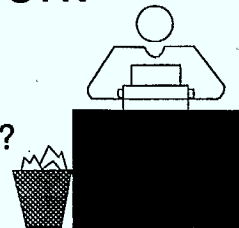
STRATEGIC PLANNING WORKSHOPS



Managing into the Future Through Creativity and Innovation:



How Can DOC Create the Right Climate?



Date: September 6, 1990
Place: Outaouais Room, Place du Portage, Phase IV, Level 0
140 Promenade du Portage, Hull
Time: 9:00 a.m..

How can we improve the management climate and practices in the Department ? A forum to explore your ideas...

Key topics to be covered:

- Innovation and creativity in the public service for the 1990s.
- What are the characteristics of a public sector organization that is functioning well?
- How does DOC measure up?
- Managing creatively in DOC: what are your ideas?

REGISTRATION: SUZANNE LORANGER, 990-6820
(Register Early - seating is limited)

FORMULE D'INSCRIPTION - REGISTRATION FORM

CRÉATIVITÉ ET INNOVATION
DANS LA GESTION DE L'AVENIRMANAGING INTO THE FUTURE WITH
CREATIVITY AND INNOVATION

Date: Jeudi le 6 septembre 1990
Lieu: Salle Outaouais
Phase IV
Place du Portage
140, Promenade du Portage

Date: Thursday, September 6, 1990
Location: Outaouais Room
Phase IV
Place du Portage
140 Promenade du Portage

NOM: _____

NAME: _____

TITRE: _____

TITLE: _____

DIVISION: _____

DIVISION: _____

DIRECTION: _____

BRANCH: _____

NO. DE TEL.: _____

TEL. NO.: _____

NO. DE FAC-SIMILE: _____

FACS NO.: _____

DÉSIREZ-VOUS VOTRE DOSSIER D'INFORMATION
EN ANGLAIS ___ OU EN FRANCAIS ___

DO YOU WISH TO RECEIVE THE INFORMATION KIT
IN ENGLISH ___ OR IN FRENCH ___

ELEMENTS CLÉS QUE J'ESPERE RETIRER DE
CET ATELIER:

KEY OUTPUTS I WOULD LIKE TO SEE FROM THIS
WORKSHOP:

VEUILLEZ RETOURNER CE FORMULAIRE DUMENT
REPLI AVANT mardi le 4 septembre 1990

PLEASE RETURN THIS COMPLETED FORM
BEFORE Tuesday, September 4, 1990

A: Suzanne Loranger (990-6820)
Pièce 1907
DSP

TO: Suzanne Loranger (990-6820)
Room 1907
DSP

Fac-similé: (613) 957-0447

Facs: (613) 957-0447

NOTE: Un dossier d'information vous sera
envoyé dès la réception de votre inscription.

NOTE: An information kit will be forwarded to
you once your registration form is received.

LES PLACES SONT LIMITÉES, DONC INSCRIVEZ-
VOUS DES MAINTENANT!

SEATING IS LIMITED, PLEASE REGISTER EARLY!

EVALUATION REPORTMANAGING INTO THE FUTURE THROUGH CREATIVITY AND INNOVATION

In order to improve the next workshops, we would appreciate if you took a few minutes of your time to give us your impressions on this workshop.

Did you benefit from the workshop?

YES NO

On a scale of 1 to 5 (1 being low and 5 being high) how would you rate:

the organization/structure of the workshop

1 2 3 4 5

the content

1 2 3 4 5

the speakers (in general)

1 2 3 4 5

the facilities

1 2 3 4 5

Anything we should continue doing, improve on or eliminate?

Suggestions of topics for future workshops:

Please leave your completed evaluation on the back table before you leave or return by mail to:
Suzanne Loranger - Room 1907 - DSP

Managing Into the Future Through Creativity and Innovation
How Can DOC Create the Right Climate?

Final Agenda

September 6, 1990

Outaouais Room
Phase IV, Place du Portage
140, Promenade du Portage

8:30 Coffee break

9:00 **Chairperson's Opening Remarks**

The public service of Canada is undergoing profound changes. The "fat" years of the 60s and 70s are behind us, and the "lean" years of the 90s stretch before us. How do we adapt ourselves to this reality? Are IMAA and PS 2000 the solutions? Or are there other measures we can take to structure and organize ourselves effectively in the decade ahead?

Barbara Bloor

9:15 **Innovation and Creativity in the in Public Service for the 1990s**

What will be the new demands on the public service in the 1990s? How can we find innovative and creative solutions in the emerging environment? Drawing upon his experience from both the private and public sectors, as well as from lecturing, the speaker will attempt to stimulate discussion on new managerial approaches appropriate for DOC.

Feature speaker: Larry Sperling
Sperling Associates Inc.

10:45 Coffee break

11:00 **Characteristics of Public Sector Organizations that Work**

What does a well-functioning organization look like? Are traditional hierarchical organizations out-of-date? Will flattening the organization and giving public servants more autonomy diminish accountability? How can we stimulate more creative and innovative approaches in the public service?

Feature speaker: Otto Brodtrick
Principal
Organizational Performance and Values
Office of the Auditor General

12:00

Lunch

1:30

Expert Panel:
Managing Creatively in DOC: What makes sense to us?

We've heard what the experts say. Now what do DOC employees think? Do these solutions make sense to us? Or are there other measures that we should be undertaking to manage more effectively in the 1990s?

Chairperson: Barbara Bloor

Syndicate group leaders: Veena Rawat
Maurice Nunas
Dan Rainboth
Jean Bélanger

3:00

Coffee break

3:30

Plenary - Syndicate group reports

4:00

Wrap-up

Barbara Bloor

5 September 1990

Canada