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**PUBLIC SERVICE 2000 - THE ISTC WAY**

*Recommendations to DMC*

**DOCUMENT III**

**CORPORATE DEVELOPMENT STEERING  
GROUP RECOMMENDATIONS TO DMC**

Canada

ADM's Office/Bureau du SMA/ISTC  
PPA Sector/Secteur de PPA/ISTC

MEMORANDUM  
NOTE DE SERVICE

October 30, 1990

TO/À: All Participants  
Executive Conference

FROM/DE: Assistant Deputy Minister  
Finance, Personnel and Administration

SUBJECT/OBJET: **PUBLIC SERVICE 2000 - THE ISTC WAY**  
Recommendations to DMC  
**DOCUMENT III**

Attached, for your information and for discussion at the November Executive Conference, are the Corporate Development Steering Group's **CORPORATE DEVELOPMENT STEERING GROUP RECOMMENDATIONS TO DMC** Management Committee.

This document consists of the recommendations made by the mandate sub-group of the Corporate Development Steering Group, and by the Working Groups on Internal Communications and on Management of Human Resources. You will note that there are specific recommendations concerning a departmental policy on internal communications and an Employee Orientation program.

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ADM's Office/Bureau du SMA/ISTC  
FPA Sector/Secteur de FPA/ISTC

**M E M O R A N D U M**  
**N O T E   D E   S E R V I C E**

October 30, 1990

TO/À: All Participants  
Executive Conference

FROM/DE: Assistant Deputy Minister  
Finance, Personnel and Administration

SUBJECT/OBJET: Corporate Development Steering Group  
Recommendations to DMC

Attached, for your information and for discussion at the November Executive Conference, are the Corporate Development Steering Group recommendations made to the Departmental Management Committee (DMC) of October 16, 1990.

This document consists of the recommendations made by the mandate sub-group of the Corporate Development Steering Group, and by the Working Groups on Internal Communications and on Management of Human Resources. You will note that there are specific recommendations concerning a departmental policy on internal communications and an Employee Orientation program.

  
W.E.R. Little

Attachment

**CORPORATE DEVELOPMENT STEERING GROUP**

**RECOMMENDATIONS TO DMC**

**October, 1990**

# **CORPORATE DEVELOPMENT STEERING GROUP**

## **RECOMMENDATIONS TO DMC**

### **EMPLOYEE MANDATE SURVEY**

#### **MAIN RECOMMENDATIONS**

- 1) It is recommended that management make a further effort to inform department employees about the ISTC mandate both in verbal and written form, especially in relation to the new mandate materials that are soon to be released.
- 2) It is recommended that managers and supervisors make a special effort to show employees, especially support staff, how the work they do contributes to the greater effort of the department. This should be undertaken in face-to-face meetings during regular staff meetings or on such occasions as a Focus Day meeting.
- 3) It is recommended that the department, through Précis, give a summary (simple graphic presentation) each year of how the department's resources are allocated according to its major thrusts (e.g., advocacy, direct funding, etc.)
- 4) It is recommended that when the Brochure is printed, it receive widespread distribution.
- 5) It is recommended that we research, produce and disseminate a document on best practices, case histories, success stories, testimonials, all of which demonstrate the mandate in action and spread ideas through the department.
- 6) It is recommended that the results of this survey be presented to the SM/EX conference in November, either in a session on corporate development, as a background paper or both.

**CORPORATE DEVELOPMENT STEERING GROUP**

**RECOMMENDATIONS TO DMC**

**INTERNAL COMMUNICATIONS**

- 1.0 Goal: To have all managers aware of and responsible for a communications environment which addresses the concerns of management and employees.**

**Recommendation: Make effective internal communications a significant factor in the rating of management performance at all levels, by ensuring that an explicit evaluation of effective internal communications practices is included in PREA.**

<b>Proposed Approach</b>	<b>Immediate Action Required</b>
<b>1.1 Develop a policy document on internal communications.</b>	<b>Draft policy to be developed by October 31, 1990.</b>
<b>1.2 Train managers on internal communications through specific communications courses.</b>	<b>Human Resources Branch to develop and/or identify an approach by February 1, 1990.</b>
<b>1.3 Amend the PREA form to explicitly include a rating of the communication skills of managers.</b>	<b>Committee and Human Resources Branch to meet to develop formula for amending the PREA form.</b>

**2.0 Goal: To have all employees acknowledge their responsibility and accountability to share information both horizontally and vertically.**

<b>Proposed Approach</b>	<b>Immediate Action Required</b>
<b>2.1 Provide employee training in interpersonal communication skills.</b>	<b>Human Resources Branch to identify courses to be included in departmental training calendar.</b>
<b>2.2 Provide training in consultation and public speaking skills.</b>	<b>Human Resources Branch to identify courses to be included in departmental training calendar.</b>
<b>2.3 Utilize information systems to share information with colleagues.</b>	<b>Continued funding and support by management.</b>

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| <b>2.4 Management should provide leadership to demonstrate the beneficial effects of more open communication.</b>        | <b>To be reflected in PREA evaluations and Internal Communications Policy.</b> |
| <b>2.5 Management should create opportunities for employees to share information regarding work on projects.</b>         | <b>To be reflected in PREA evaluations and Internal Communications Policy.</b> |
| <b>2.6 Internal communications should be included as an important part of appraisals for officers and support staff.</b> | <b>Revision of PREA form to include this factor.</b>                           |

- 3.0 Goal: To establish effective criteria, mechanisms and channels for information exchange and feedback among employees, middle managers and senior management.**

**Recommendation: Increase face to face contact between all levels of management and their staffs and conscious planning to achieve that goal. This could be accomplished through the following activities.**

<b>Proposed Approach</b>	<b>Immediate Action Required</b>
<b>3.1 Regular staff meetings should be held, periodically chaired by staff.</b>	<b>To be incorporated into Internal Communications Policy.</b>
<b>3.2 Possibly include an elected officer in branch decision making bodies.</b>	<b>To be incorporated into Internal Communications Policy.</b>
<b>3.3 Regular and frequent informal information exchanges involving all levels of staff.</b>	<b>To be incorporated into Internal Communications Policy.</b>
<b>3.4 Performance review discussions could be held quarterly with employees.</b>	<b>To be incorporated into Internal Communications Policy.</b>

**3.5 DMC will invite employees (perhaps 2 to 3) to attend DMC meetings as observers and remain, allowing time to provide feedback in order to enhance employee performance and understanding of the decision making process.**

**Commencing November 1, 1990.**

**3.6 Encourage management to be visible by "walking around".**

**To be incorporated into Internal Communications Policy.**

**3.7 Include all levels of staff in the development of section/office workplans.**

**To be incorporated into Internal Communications Policy.**

**3.8 Management should make a conscious effort to break down unproductive hierarchial barriers to internal communications.**

**To be incorporated into Internal Communications Policy.**

**3.9 Develop mechanisms for effective upward feedback.**

**To be incorporated into Internal Communications Policy.**

**3.10 Develop a departmental orientation program.**

**Draft program proposal for presentation at the Steering Committee meeting of September 19, 1990.**

**4.0 Goal: To make internal communications a measured component in the development and delivery of the department's policies, services and products.**

**Recommendation: Make internal communications objectives an integral part of every corporate initiative undertaken within the department.**

**Proposed Approach**

**Immediate Action Required**

**4.1 Internal communications objectives and goals, where they are manageable and controllable by responsibility centre should be part of each Accountability Accord.**

**Incorporate into the planning cycle.**

**4.2 Internal communication objectives and measurable milestones should be part of every branch and unit business plan.**

**Incorporate into the planning cycle.**

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| <b>4.3 All proposals in MC's and proposals to DMC should include a specific internal communications component.</b>  | <b>Incorporate into the planning cycle.</b> |
| <b>4.4 For all policies, new services or other products, the responsibility centre should develop and deliver a systematic internal communication plan.</b> | <b>Incorporate into the planning cycle.</b> |
| <b>4.5 Communicate internally policies, services, programs and progress and changes on a regular basis.</b>   | <b>Incorporate into the planning cycle.</b> |

**4.6 Develop an internal communications progress report against measured components and evaluation mechanisms.**

**Incorporate into the planning cycle.**

**4.7 Consideration should be given to setting up a responsibility centre for internal communications to advise, if desired, and to monitor the overall changes and activities occurring in internal communication or the organization as a whole.**

**Incorporate into the planning cycle.**

**5.0 Goal: Respect the spirit of official languages law and policy in all internal communications.**

<b>Proposed Approach</b>	<b>Immediate Action Required</b>
<b>5.1 Notices should be posted in meeting rooms stating that participation is to be in the language of choice of the speaker.</b>	<b>To be referred to the ADM, Finance, Personnel and Administration.</b>
<b>5.2 Review Treasury Board guidelines on conducting bilingual meetings and the official languages policy.</b>	<b>To be referred to Human Resources Branch. A summary guide should be made available to managers on how to conduct a meeting.</b>
<b>5.3 Voice and electronic messaging should be in both official languages.</b>	<b>Part of the Information Management Strategy, as per the Information Management Policy.</b>

**6.0 Goal: Create sensitivity to the unique needs of a geographically dispersed organization.**

<b>Proposed Approach</b>	<b>Immediate Action Required</b>
<b>6.1 Build on the experience of sector teams.</b>	<b>To be incorporated into the planning process.</b>
<b>6.2 Hold regular headquarters/ regional meetings as is currently done with the Policy and Communications responsibility centres and build bridges between the science sector and other parts of headquarters and regional offices.</b>	<b>To be incorporated into the planning process.</b>
<b>6.3 Each sector will inform regional offices of activities and discuss issues several times a year.</b>	<b>To be incorporated into the planning process.</b>

## **ORIENTATION - ISTC PROGRAM ELEMENTS**

- 1. SUPERVISOR'S GUIDE FOR ORIENTATION**
- 2. EMPLOYEE ORIENTATION MANUAL**
- 3. THREE-WEEK ORIENTATION PROGRAM**
- 4. MEETING WITH DEPUTY MINISTER/SENIOR  
MANAGEMENT**

## **SUPERVISOR'S GUIDE**

- 1. CHECKLIST**
- 2. DEFINING SUPERVISOR'S ROLE**
- 3. EMPLOYEE'S FIRST/SECOND DAY**
- 4. EMPLOYEE'S FIRST THREE WEEKS**

## **ORIENTATION MANUAL**

- 1. LETTER OF WELCOME FROM DEPUTY MINISTER**
- 2. DESCRIPTION OF ORIENTATION PROGRAM**
- 3. "YOUR LOCAL WORK ENVIRONMENT"**
- 4. "YOUR NEW JOB"**
- 5. "BECOMING AN EMPLOYEE"**
- 6. "YOUR NEW EMPLOYER"**
- 7. "YOU AS AN EMPLOYEE"**
- 8. "ISTC CLIENTS AND PROGRAMS"**

**9. "YOUR CAREER DEVELOPMENT"**

**10. EVALUATION OF ORIENTATION PROGRAM**

**11. ESTIMATED PRODUCTION COST - \$100K**

## **THREE-WEEK ORIENTATION PROGRAM**

- 1. A SELF-DIRECTED COMPREHENSIVE REVIEW OF ALL ELEMENTS IN THE MANUAL ASSISTED, WHEN NECESSARY, BY EMPLOYEE'S SUPERVISOR.**
  
- 2. SUPERVISOR PROVIDES CONTACTS, ENSURES COMPLETION OF ALL PROGRAM ELEMENTS, OBTAINS EMPLOYEE EVALUATION OF PROGRAM.**

## **SENIOR MANAGEMENT MEETING**

- 1. EACH MAY AND NOVEMBER (OR EVERY SIX MONTHS), DEPUTY MINISTER AND ASSISTANT DEPUTY MINISTERS MEET GROUP OF NEW ISTC EMPLOYEES TO BRIEF THEM ON THE DEPARTMENTAL MISSION AND CURRENT STRATEGIC DIRECTION, AND TO RESPOND TO NEW EMPLOYEE QUESTIONS/CONCERNS.**
- 2. AFTER FORMAL SESSION, AN INFORMAL (COFFEE AND PASTRIES) INTERACTION WILL TAKE PLACE, ENABLING NEW RECRUITS TO MEET DEPARTMENTAL SENIOR MANAGEMENT.**

# **CORPORATE DEVELOPMENT STEERING GROUP**

## **RECOMMENDATIONS TO DMC**

### **MANAGEMENT OF HUMAN RESOURCES**

1. That mechanisms be put into place to recruit entry-level officers from "feeder groups" in the department, the principal example being support staff. The necessary mechanisms could include:
  - (a) an explicit departmental policy to this effect;
  - (b) development of an inventory of latent skills;
  - (c) selection of candidates for development into officers; and
  - (d) a program of developmental training, assignments and counselling for the selected candidates.
2. That a special sub-group on upward feedback be struck and produce a recommended approach by November 30, 1990 to consist, inter alia, of the following:
  - what form(s) of feedback should be used;
  - how best to ease into the practice; and
  - time line.

3. **That ISTC managers, as part of their training and development planning, set aside time with employees (e.g., as part of a corporate focus day) to determine what kinds of information, which could be provided in seminars or the like, would be most beneficial to employees as a group.**
4. **That endorsement of the recommendation of the Advancement of Women Working Group on flexible work arrangements be expressed.**

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