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PUBLIC SERVICE 2000 - THE ISTC WAY

DOCUMENT V

**REPORT ON THE MANDATE SURVEY
RECOMMENDATIONS TO DMC**

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

MEMORANDUM
NOTE DE SERVICE

November 1, 1990

TO/A: All Participants
Executive Conference

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

PUBLIC SERVICE 2000 - THE ISTC WAY

Recommendations to DMC

DOCUMENT V

With the agreement of the Departmental Management Committee (DMC), the Mandate Sub-group of the Corporate Development Study Group has completed its work. The report on the results of the survey is sent to you for your information and for discussion at the November Executive Conference.

**REPORT ON THE MANDATE SURVEY
RECOMMENDATIONS TO DMC**

The attached report on the results of the survey is sent to you for your information and for discussion at the November Executive Conference.

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Attachment

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FPA Sector/Secteur de FPA/ISTC

MEMORANDUM
NOTE DE SERVICE

November 1, 1990

TO/À: All Participants
Executive Conference

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

SUBJECT/OBJET: Report on the Mandate Survey
Recommendations to DMC

With the agreement of the Departmental Management Committee (DMC), the Mandate Sub-group of the Corporate Development Steering Group conducted a survey on the employees' knowledge and understanding of the ISTC mandate.

The attached report on the results of the survey is sent to you for your information and for discussion at the November Executive Conference.



W.E.R. Little

Attachment

How Employees View ISTC's Mandate

Report on The Mandate Survey

Brian Kinsley
Larry Bagnell
David Dallimore

How Employees View ISTC's Mandate
Report on the Mandate Survey

Submitted to the Corporate Development Steering Group

by the Mandate Subgroup

Larry Bagnell, Chair
David Dalimore
Brian Kinsley
Ottawa, September, 1990

The Mandate Subgroup wishes to acknowledge the valuable contribution made by a former member, Céline Renald, who has since taken up new responsibilities with the Department of Employment and Immigration.

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*How Employees View ISTC's Mandate
Report on The Mandate Survey*

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*How Employees View ISTC's Mandate
Report on The Mandate Survey*

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I: Introduction and Summary

A. Introduction

In late June, the Mandate Sub-group of the Corporate Development Steering Group circulated a questionnaire to all ISTC staff. The objective of the survey was to:

- identify problems concerning the understanding of the mandate and
- learn about what approaches might be taken to develop a common understanding of and commitment to the mandate.

Of the approximately 2,200 employees of ISTC, over 600 responded to the survey for a 26% response rate. All sub-groups of the population were fairly well represented including age, gender, work group and region. In addition, an overwhelming majority of employees responded very favourably to the undertaking of such a survey.

The surveys was divided into five main sections:

- a: Questions concerning how well the mandate was understood, explained, related to one's work and was supported by the employee.
- b: How one learned about the mandate
- c: What priority one believed the department was placing on selected activities,
- d: Some questions on demographic characteristics to aid in the analysis and,
- e. A comments section.

B. Summary of Findings

The survey was undertaken, partly because the CDSG believed that the mandate of the department was not well understood. This seems to be born out by the results.

A majority of employees did not feel they understand the mandate particularly well. Furthermore, fewer than 10% of the employees felt the mandate was well explained. Despite this modest understanding of the mandate, most employees support the mandate either somewhat or very strongly.

As for becoming aware of the mandate, many learned about the mandate from a variety of sources, both from publications and personnel. The DM's presentation was the most important for those who were able to attend. This was followed by *Précis*, managers and focus days where between 35 and 41% of respondents felt these media were important or very important. The fifth most important medium was work plans and about 24% of employees thought these were important documents for learning about the mandate. Above all, very few employees considered their immediate supervisors the primary source for learning about the mandate.

In terms of the priority the department places on various activities, there is wide variation in how high a priority employees believe ISTC gives diverse items on the list of selected activities presented to them. The responses ranged from the view by 32% of the sample that the department places a high priority on providing funds for new technology for industry to the 62% who indicated they believe the department places a strong emphasis on providing information on market opportunities.

In explaining differences among employees, certain factors were more important than others. These factors included work level (support, officer, manager), how well one's job is perceived to relate to the mandate and finally the sector in which one works. In general, support staff were less knowledgeable and less supportive. In addition, support staff tended to learn about the mandate differently than officers or managers, learning more from written material than from management. Finally, they perceived the priority the department was placing on activities differently than officers or managers. In some cases they felt the department was placing a higher priority on certain activities (providing information re technology) and in some cases the opposite (providing scholarships for science students).

If one's job was not perceived to be well related to the ISTC mandate, this had a significant affect on answers to many of the survey questions. Those whose jobs seemed least relevant tended to understand the mandate more poorly and supported it less strongly. In addition, these individuals were less influenced by the various learning media, whether personal contacts or the written form. Finally, variations in how relevant one's job was influenced the priority they believed the department was placing on various activities. For example, 52% of those who felt their jobs were relevant to the ISTC mandate believed the department placed a high priority on its role as advocate for industry while only 19% of those who felt their jobs were not relevant expressed this view, a 32 percentage point difference.

Though the sector in which one works has less influence on mandate issues and how one sees the priority of ISTC activities, there were some notable differences among them. For example, only 5% of the employees in the Industry and Technology, Science¹ and Tourism Canada sectors (I.T. & T.) thought they understood the mandate well while this was the case for 15% of those in the regions. Of all sectors, a higher proportion of employees in the Policy Branch felt their jobs were highly related to the mandate than individuals in any of the other sectors where the average was less than 20%)

In terms of learning about the mandate, the DM's presentation was seen to be less important to the Policy Sector and more important to I, T & T and the Finance, Personnel and Administration/Communications Sectors (FPA/Com.), 63% and 40% respectively.

There were also some differences among sectors in how they perceived the priorities of ISTC activities. In I.T. & T., 51% thought collecting information on marketing was a high priority while 71% of employees in regional offices expressed this view. Forty-four percent in the Policy Sector saw the role of advocate as of high priority while only 28% in the regions indicated they thought this was the case.

Other factors such as age, gender, region, years worked, had little or no influence on how individuals responded to the survey.

¹Because the number of responses were too few to analyze separately and they resembled the Industry and Technology Sector in their line responsibilities, both The Science Sector and Tourism Canada have been analyzed along with data from the Industry and Technology Sector.

II: Main Findings

A: Understanding and Commitment to ISTC's Mandate

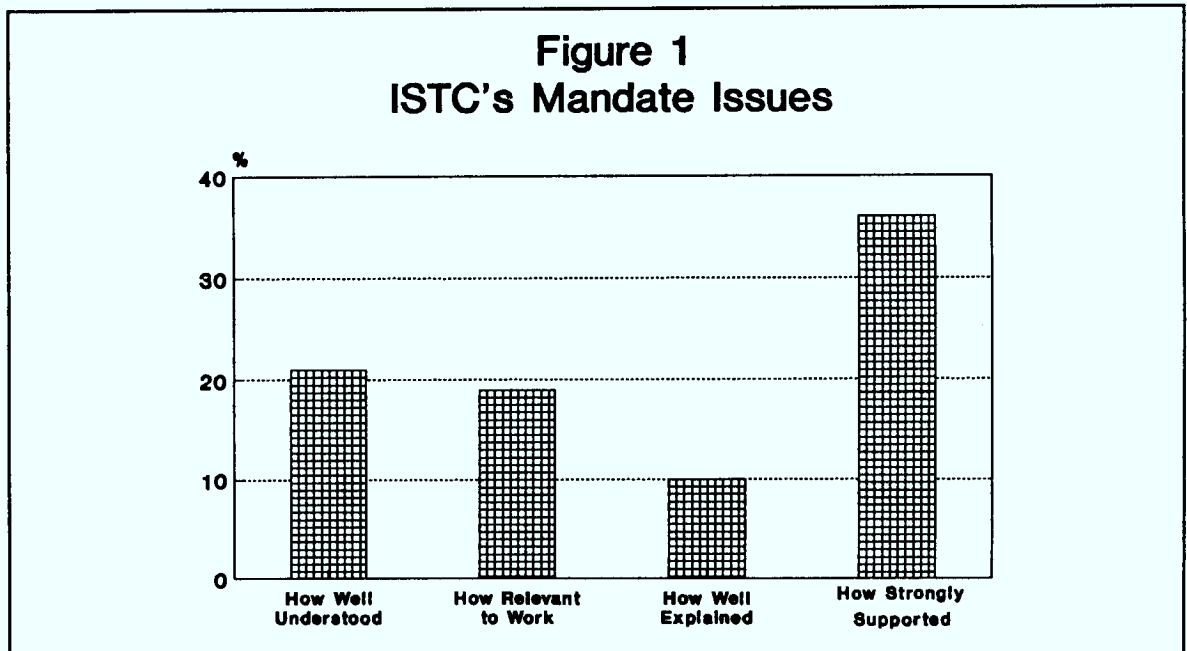
1. Overview

Only 21% of the respondents felt they understood the department mandate well or very well and just under 65% of the employees believe they understand the mandate somewhat well. However, it must be born in mind that this is not an objective test of whether employees do in fact understand the mandate, but rather a subjective test as to whether they think they understand it. Nevertheless, when employees were asked to indicate what priority they believed the department placed on various activities there was a diverse range of opinion, suggesting little consensus and thus considerable misunderstanding, in an objective sense. Furthermore, psychologically, people do not like to admit they do not understand. It is not the "sociably desirable" response. Therefore, it is probable that there was even greater misunderstanding than indicated by the respondents.

In terms of how well they believed their work relates to the mandate, only 19% responded well or very well, while 21% felt their jobs did not relate well to the mission of ISTC. This is echoed by the responses to the question on how well the mandate was explained. Fewer than 10% expressed the view that the mandate was well explained and 57% that it was only somewhat well explained.

On the question of support, department employees are clearly divided on the issue and expressed strong views. Almost none offered "strong support" for the mandate.

However, over 31% gave "very strong support" and nearly 55% offered only "modest support" for the mandate of ISTC. Results of these findings are presented in *Figure 1*.

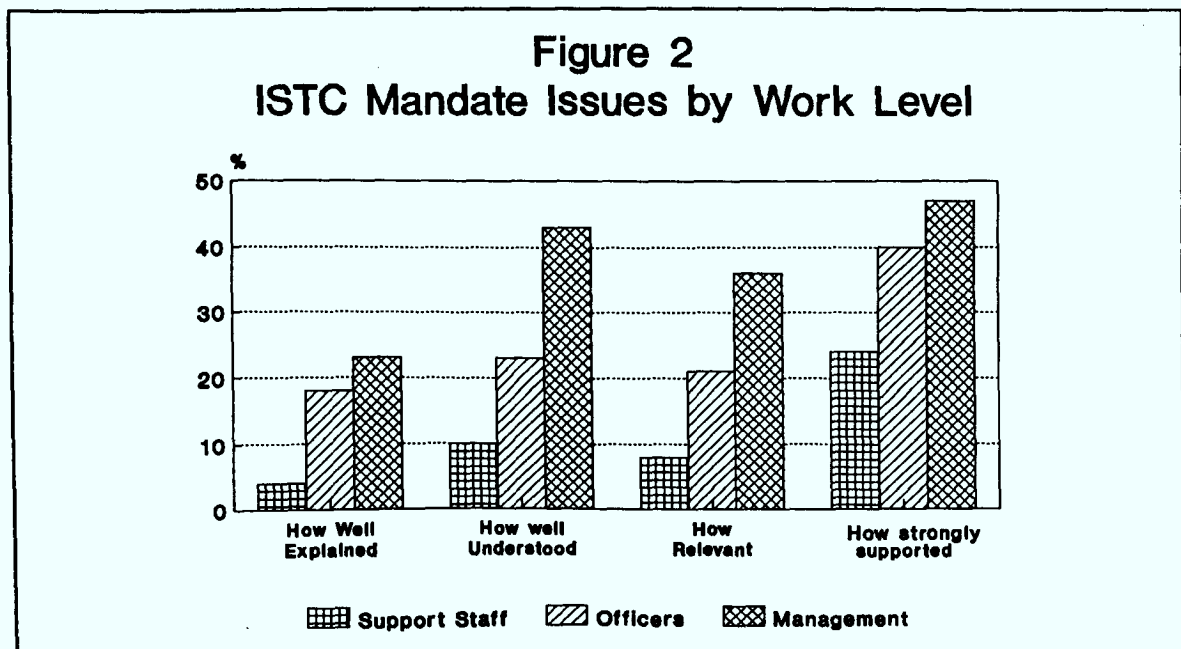


Comparing responses to the questions on comprehension and commitment to the mandate, it is perhaps not surprising that those who least understand the mandate are also the least committed to it. Put in percentage terms, 79% of those who say they understand well are strongly committed. In contrast, less than 25% of those who understand the mandate less well, are fully committed. Knowledge not only builds competitiveness, it builds commitment.

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. Work Level

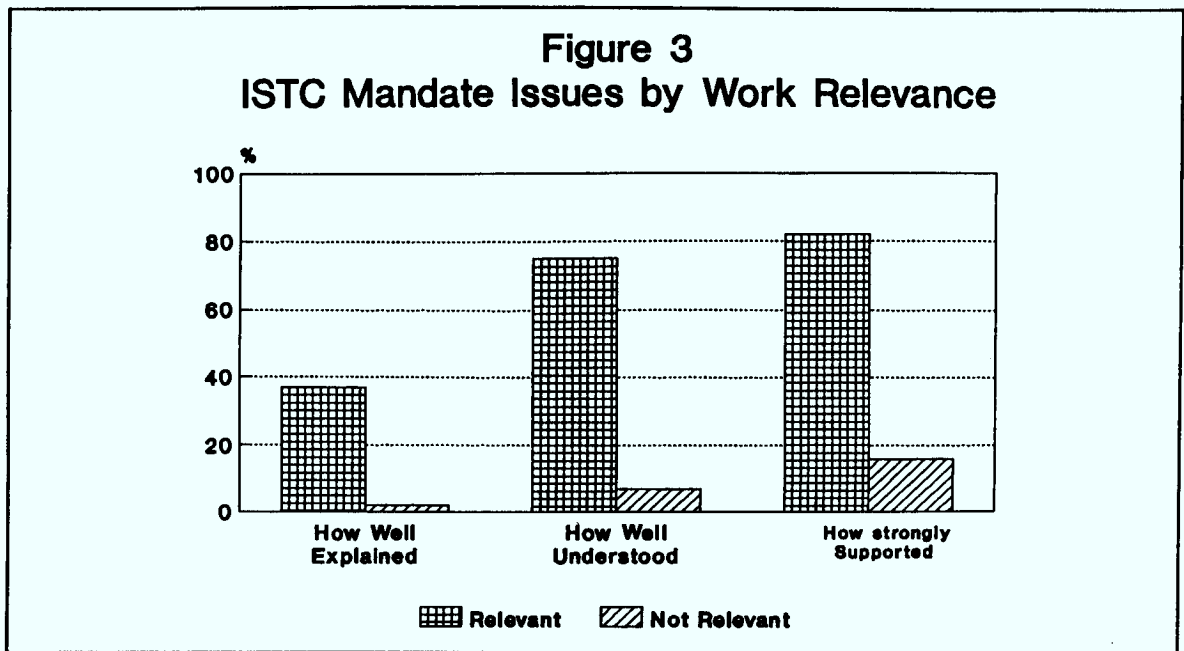
Work level has a profound influence on understanding of the mandate, how one's job is seen to relate to the mandate, how well the mandate was explained and how strongly employees support the mandate. While 62% of respondents over all felt they understood the mandate moderately well, only about 10% of support staff felt they understood the mandate well or very well. Respective percentages for officers and managers were 23% and 44%, a doubling as one moves up the work level hierarchy. A very similar pattern emerged for the questions on how well employees felt their jobs related to the mandate and how well the mandate was explained to them. Though the pattern was similar with respect to the question of support for the mandate, employees were not as negative in comparison to questions of understanding and relevance; 24% of support staff, 40% of officers and 47% of managers gave the mandate strong or very strong support. These results are summarized in *Figure 2*.



3. Work Relevance

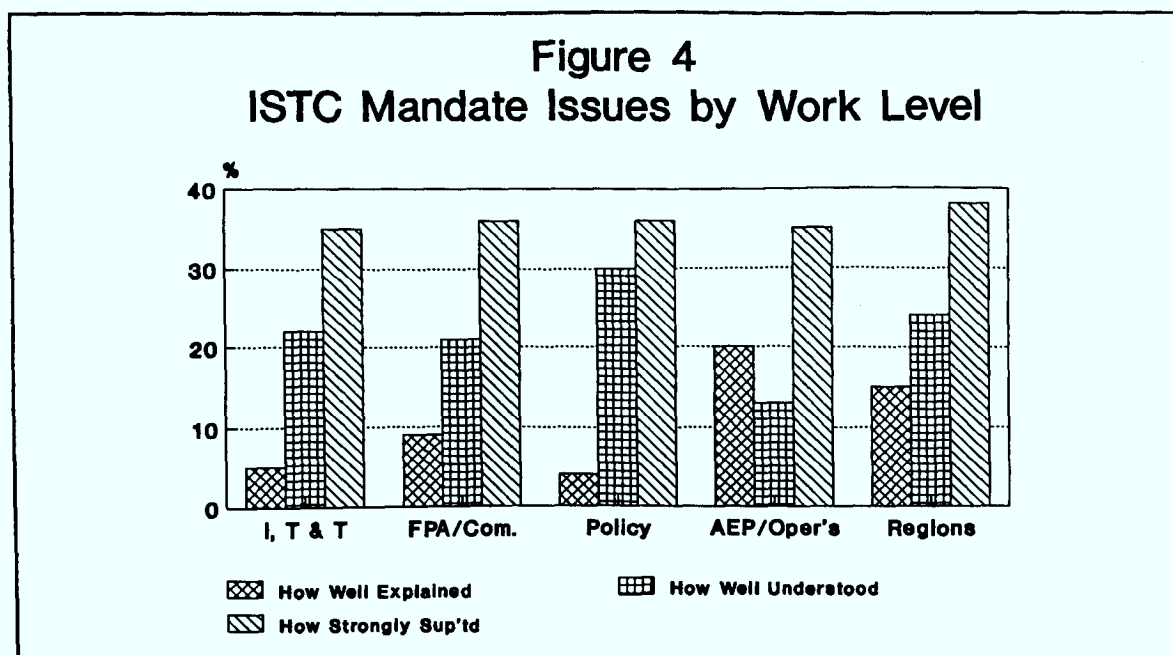
How well one's job is perceived to relate to the mandate has a strong influence on how well individuals understand the mandate, how well they believe it was explained and how strongly they support the mandate. How does one explain these relationships?

One interpretation is that if one does not see the relevance of the mandate, one can conclude that it has not been well explained which in turn leads to a lack of understanding. Furthermore, it is difficult to give strong support to a mandate that appears to have little relevance to one's job. On this issue, 82% of those who felt their jobs were strongly related to the mandate supported it while only 16% of those whose jobs were viewed as unrelated to the mandate gave it strong support *Figure 3.*



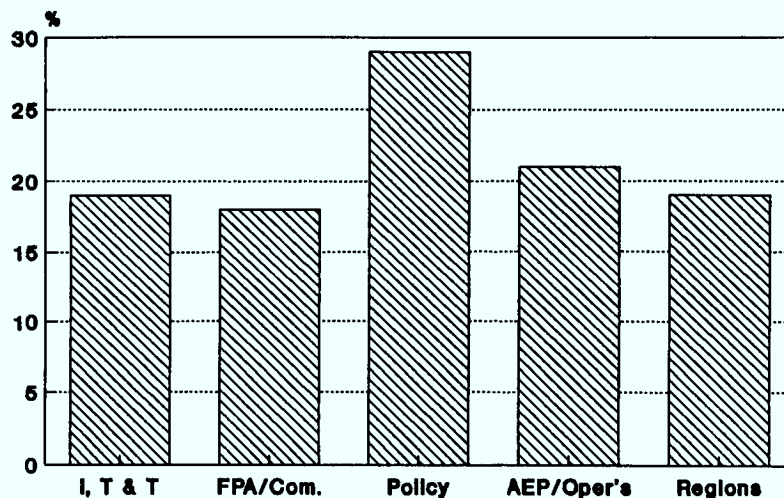
4. Work Sectors

There were notable difference among sectors with respect to how well employees believed the mandate was explained. Taking the extremes, while only 5% of those in I.T. & T. felt it was well explained, over 15% of regional respondents felt this way. Looking at how well the mandate was understood a similar picture emerged. A higher proportion of those in the Policy Sector (30%) felt they understood the mandate (perhaps indicating they are more closely associated with the origins of the definition.) On the other hand, only 13% of the employees in the Operations and Aboriginal Economic Programs asserted this view. On the question of support for the mandate, all sectors appeared to support the mandate equally (about 35% giving it strong or very strong support) as indicated in Figure 4.



On the issue of how well work activities relate to the mandate, there was no statistically significant difference among most sector branches. Though nearly 30% of those in the Policy Sector felt their work related very well to the mandate, about 20% of the employees in the other Sectors expressed this view as indicated in *Figure 5*.

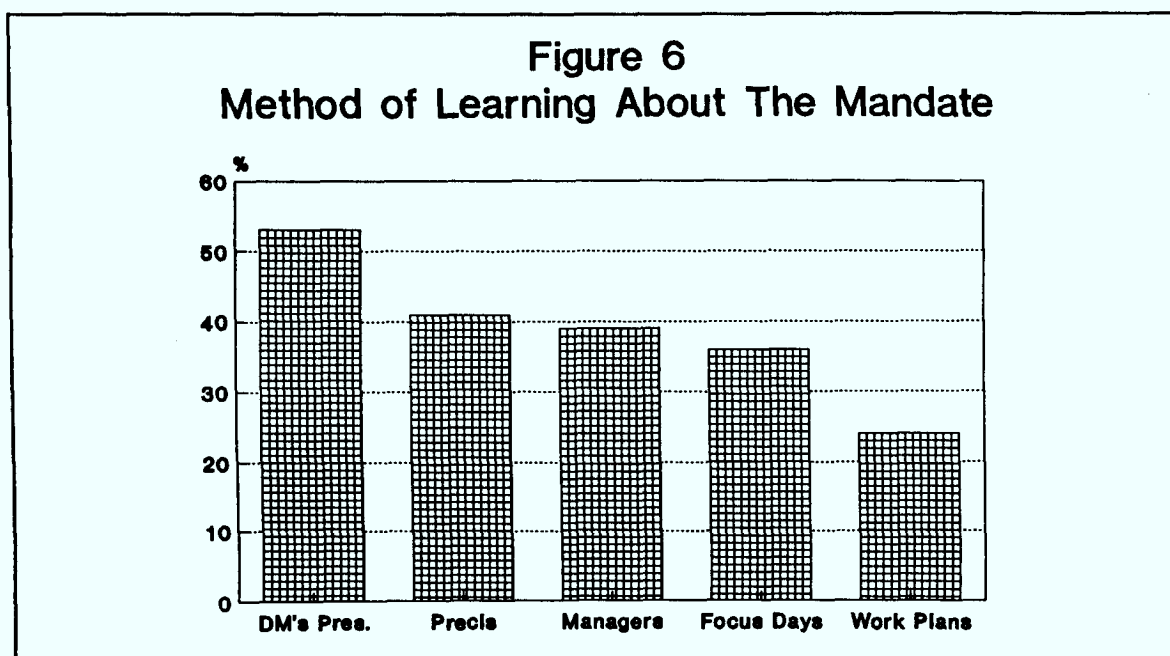
**Figure 5: Relevance of Mandate to Job
by Work Sector**



B: Learning About the ISTC Mandate

1. Overview

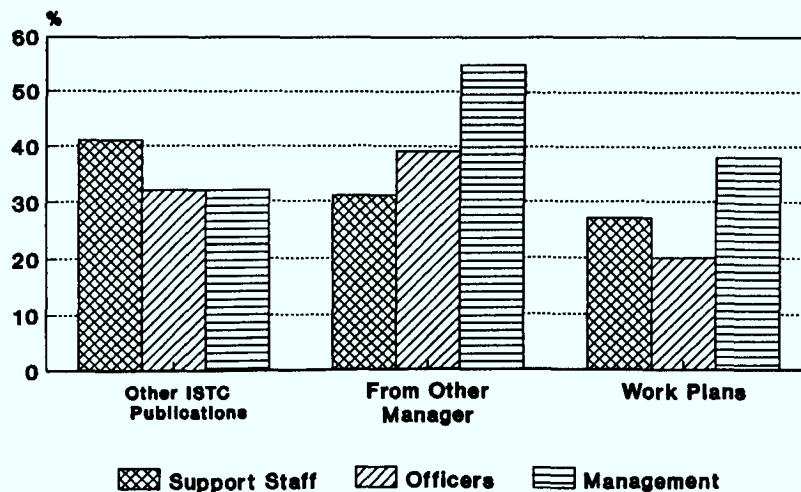
How did employees learn about the mandate? The single most important medium was the DM's presentation. Nearly 52 % indicated that this was an important or very important method. *Précis* (a printed medium) was the second most important method with 41% indicating this medium was significant in informing individuals about the mandate. The next most important, and a close third, was management, other than one's immediate supervisor (39%); focus days were close behind. Work plans were important documents in this regard for about 24% of the respondents. See *Figure 6* for a graphic presentation of the results.



2. Work Level

In learning about the mandate, there were no significant differences among the various job levels vis-à-vis *Précis* or the DM's presentation. Individuals from all levels found these helpful. However, managers found their supervisors more important than did support staff or officers. In percentage terms, nearly 60% of managers credited their supervisors with advising them on ISTC's mandate while only 32% of other employees thought their managers were highly important in this regard. Alternatively, officers and support staff found the Focus Days more helpful than managers. On the other hand, a majority of managers found the SM/EX conference to be a very important source of information on the mandate. The results are on three of the media are presented in *Figure 7*.

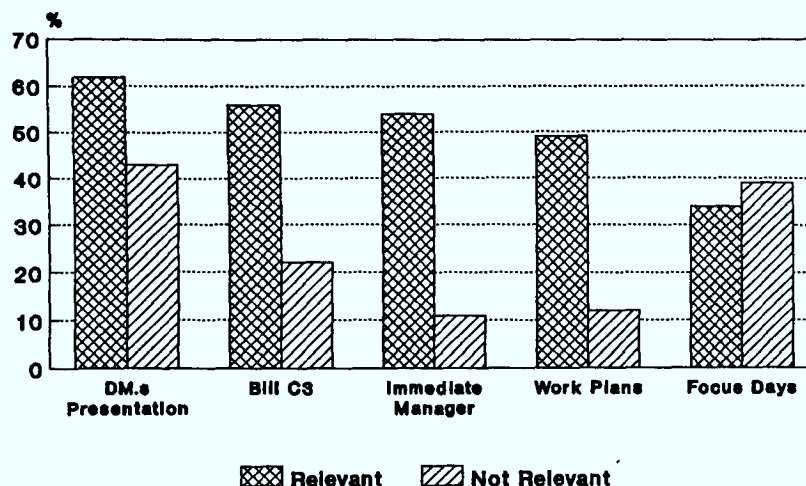
**Figure 7: Method of Learning
About the Mandate by Work Level**



3. Job Relevance

The issue of learning about the mandate is more complex than simply being provided with an opportunity to learn. If one's job does not appear to relate to the mandate of the department, there is less incentive to learn. Those for whom jobs relate less well to the ISTC mission were the least likely to learn from *Précis*, management or even the DM's presentation *Figure 8*. In short, one can learn best about what one relates to.

**Figure 8: Method of Learning
About The Mandate by Work Relevance**

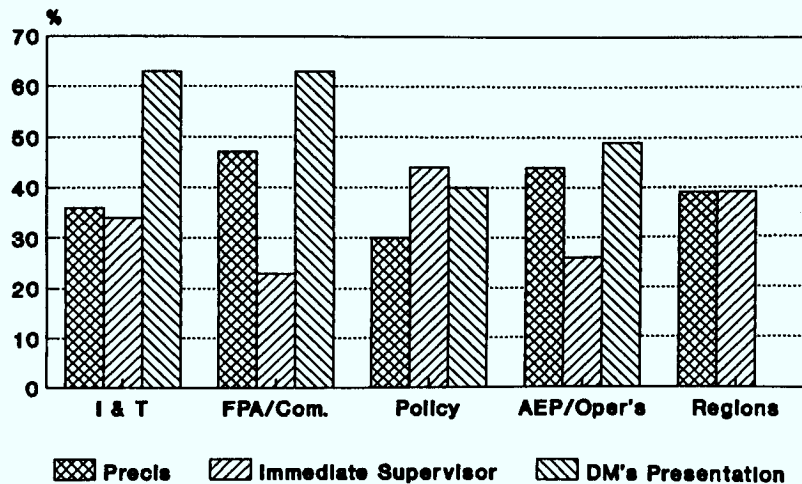


It is recommended that managers and supervisors make a special effort to show employees, especially support staff, how the work they do contributes to the greater effort of the department. This should be undertaken in face-to-face meetings during regular staff meetings or on such occasions as a Focus Day meeting.

4. Work Sectors

Just as employees at different work levels learned about the mandate from different sources, individual in various work sectors also considered different media to be of lesser or greater importance. Though *Précis* was of similar importance to many sectors, other ISTC publications were of considerable importance to the Regional Offices (46%) and among all sectors least important to the AEP/Operations Sectors (22%). Looking at another medium, immediate manager, this factor was most important to the Policy Sector (44 %) and least important to the FPA/Com. Sectors (23%). As a final example, the DM's presentation was most important to the I.T.& T. and FPA/Com. (63%) and less important for the Policy Sector where 40% felt the DM's presentation was a very important method of learning about the mandate. Results are summarized in *Figure 9*.

Figure 9: Method of Learning About Mandate by Work Sector



C: Priorities and Department Activities

1. Overview

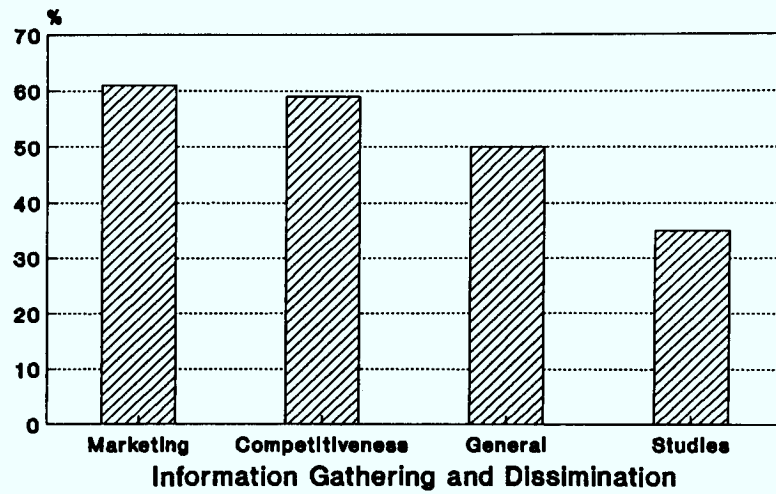
Looking at some of the major activities of the department, respondents were asked how important a priority they believed ISTC affixed to various activities. The activities can be broken down into three broad areas: information gathering and dissemination, funding projects or generally promoting industry science and technology or acting as an advocate for these interests.

In interpreting the results of this question, one must keep in mind that these are the opinions of respondents. It is their perception as to what priority they believe the department is placing on these activities; it does not necessarily indicate what priority in fact the department is placing on them. Only a careful audit of the resources allocated to various activities would provide such information. In short, it is an indication of how well informed employees are about the activities of ISTC.

2. Information Gathering and Dissemination

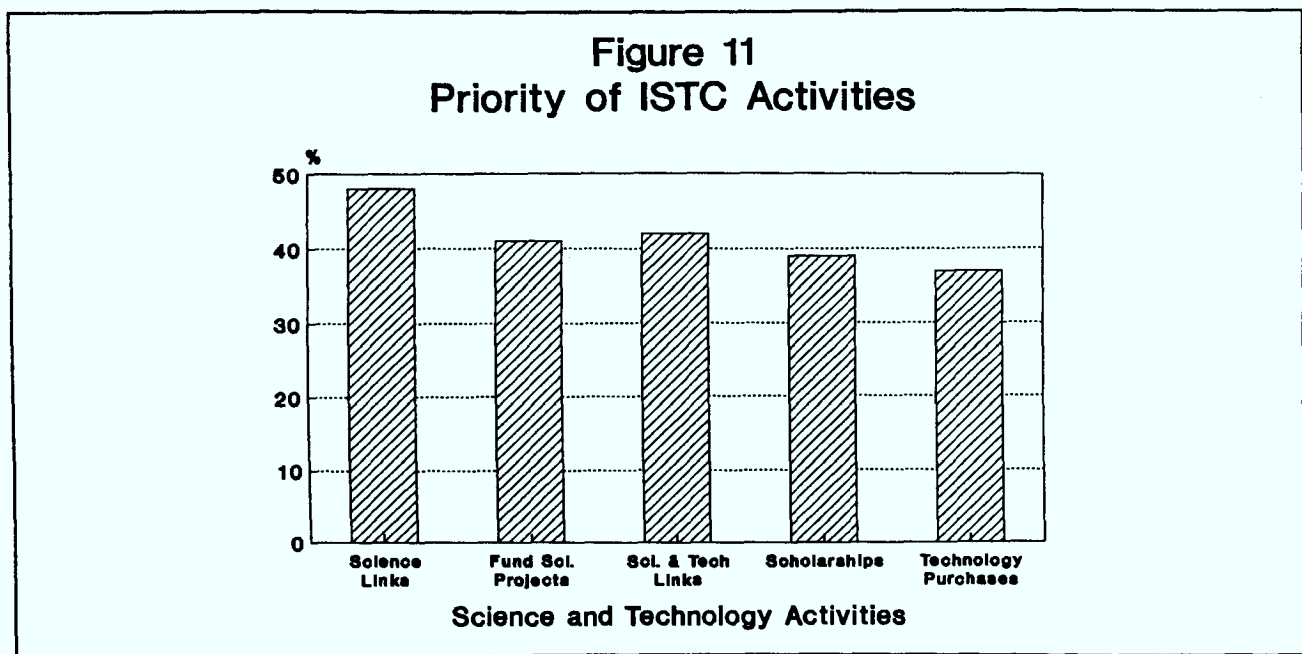
Many employees feel the department is placing a heavy emphasis on the information role and this role has been identified as important to the new Department. In three of the four items dealing with providing information, over 50% of those responding indicated the department places a high or very high priority on these activities. The response ranged from a low of 35% for studies to a high of 61% for information on marketing. (*Figure 10*)

Figure 10
Priority of ISTC Activities



3. Funding Projects

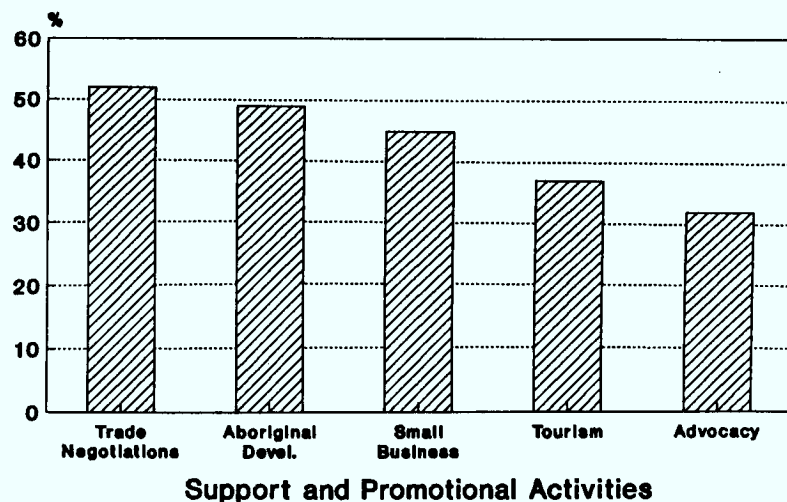
On the other hand, there is a clear indication that employees believe the department is edging away from projects which provide direct funding. In all items dealing with the question of direct financial aid, less than 50% of employees felt there was a high or very high priority. The responses ranged from a high of 48% who thought ISTC placed a high priority on establishing links between industry and the scientific community to a low of 37% who indicated a high or very high priority was placed on providing funds for technology purchases (Figure 11)



4. Promotion and Advocacy

How do employees view the department as an advocate for or promoter of industry, science and technology? Examining the eight items which dealt with such tasks, responses fell in the mid-range between information gathering and funding. On the one hand, 53% and 49% of respondents respectively believed that promoting aboriginal businesses and Canadian industry's interests in trade negotiations was a high priority. Promoting industries such as tourism, small business and advocacy itself ranged from 45% to 32% (Figure 12).

Figure 12
Priority of ISTC Activities



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.)

5. Work Level

Examining work level and the priority employees believe the department is placing on various activities, there is a significant correlation between work level and 13 of the 17 activities. However, the correlations are not consistent across activities. For several items (funding science projects, providing information for technology, support for small businesses, funding for technology purchases, promotion of the use of science for technology development) support staff believed the department placed a higher priority than officers or management. For instance, 53% of support staff, 44% of officers and 28% of managers judged that ISTC places a high or very high priority on providing support for small businesses (*Figure 13*). The opposite was true for other items namely advocacy, provision of scholarships, aboriginal businesses, conducting studies, trade negotiations, promotion of scientific links to industry, intelligence gathering and promotion of scientific capabilities. For example, 27%, 32% and 45% of support staff, officers and managers respectively thought that the department places a high or very high priority on its advocacy role. (see *Figure 14* for further detail.) Can this anomaly be explained? In part it can. Support staff tended to believe the more traditional activities were receiving the highest priority. It has already been noted that this group is less knowledgeable about the mandate. Officers and managers are more aware of what the new expectations of the department are and have responded accordingly.

It begs the question of what we can do to ensure that all members of the team from support staff to senior management have a uniform view of what the department is about and what its objectives are?

Figure 13
Priority of Activities by Work Level

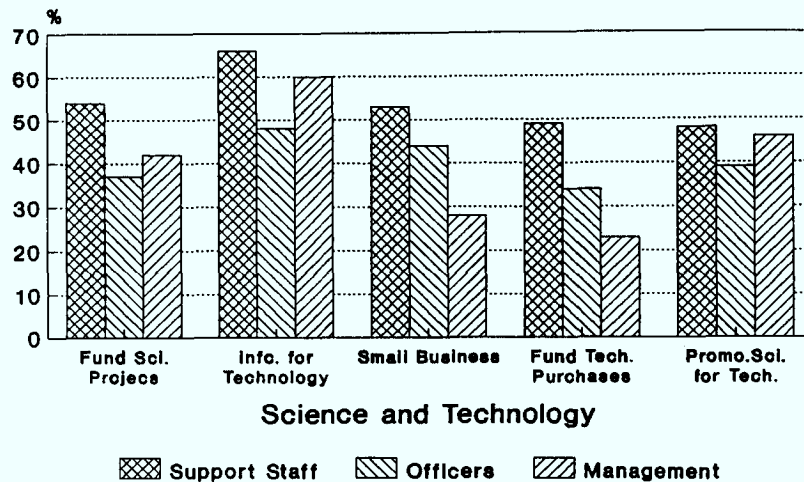
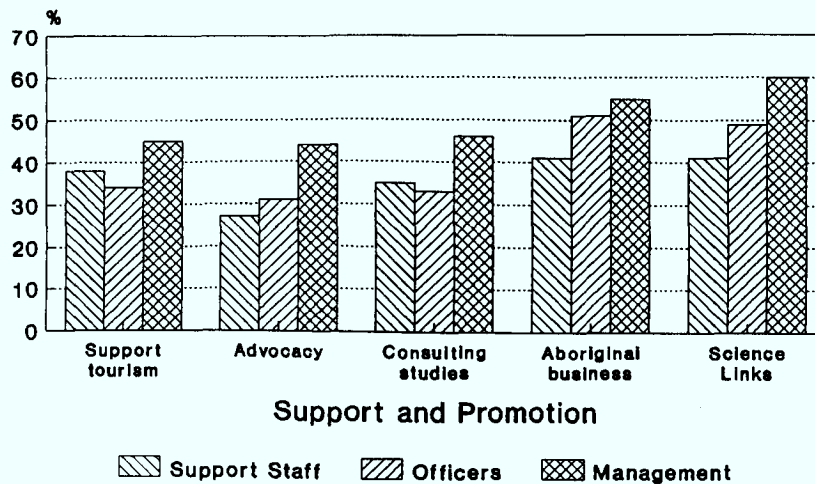


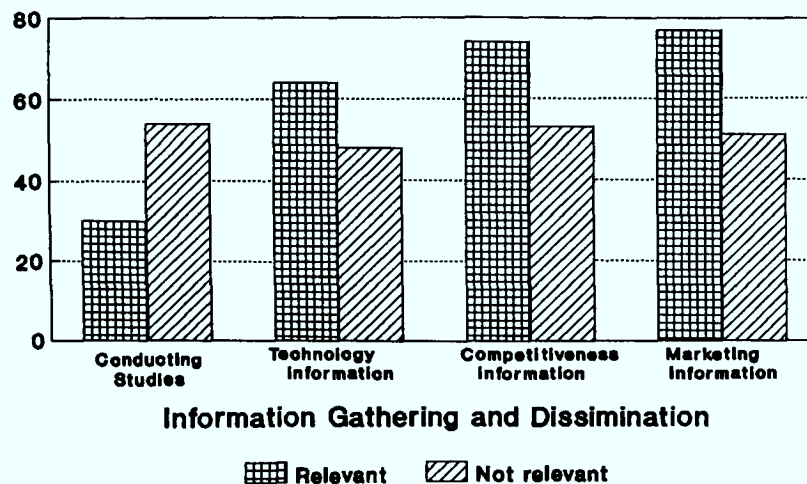
Figure 14
Priority of Activities by Work Level



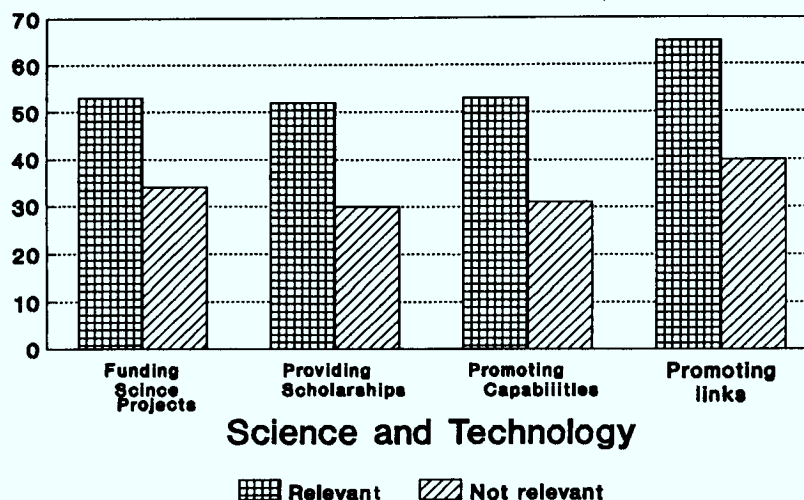
6. Job Relevance

The relationship between work activities and how one perceives the work of the department is also related. In many of the 17 items, those who felt their work did not relate well to the ISTC mandate did not place as high a priority on many of the 17 items presented to the respondents. For example, while 53% of those in the former category thought providing information to improve competitiveness is given a highly importance in the department, nearly 75% in the latter category thought so (*Figures 15*). In a second example, support for aboriginal businesses, of those whose jobs relate least well to the mandate, 37% believed the organization places a high priority on this activity while 63% of those whose jobs relate well express this view (*Figures 17*). There is a significant correlation between assessment of job relevance and the priority the department is believed to place on 13 of the 17 selected activities. The details are presented in *Figures 15, 16, 17*.

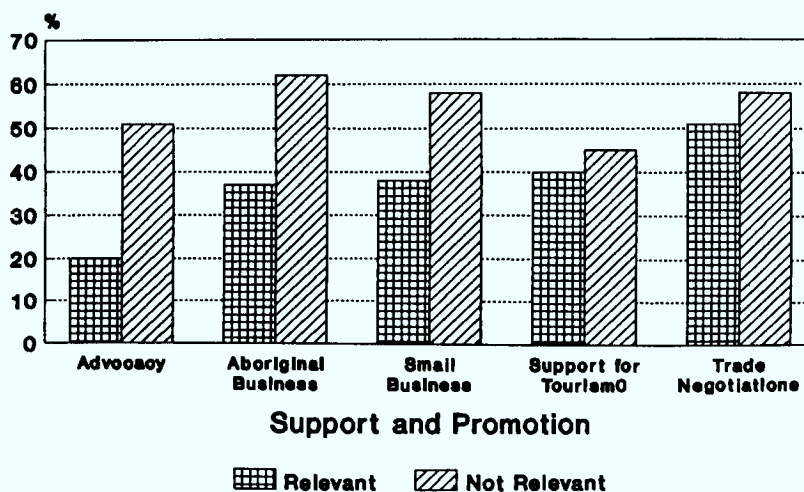
**Figure 15: Priority of ISTC Activities
by Work Relevance**



**Figure 16: Priority of ISTC Activities
by Work Relevance**

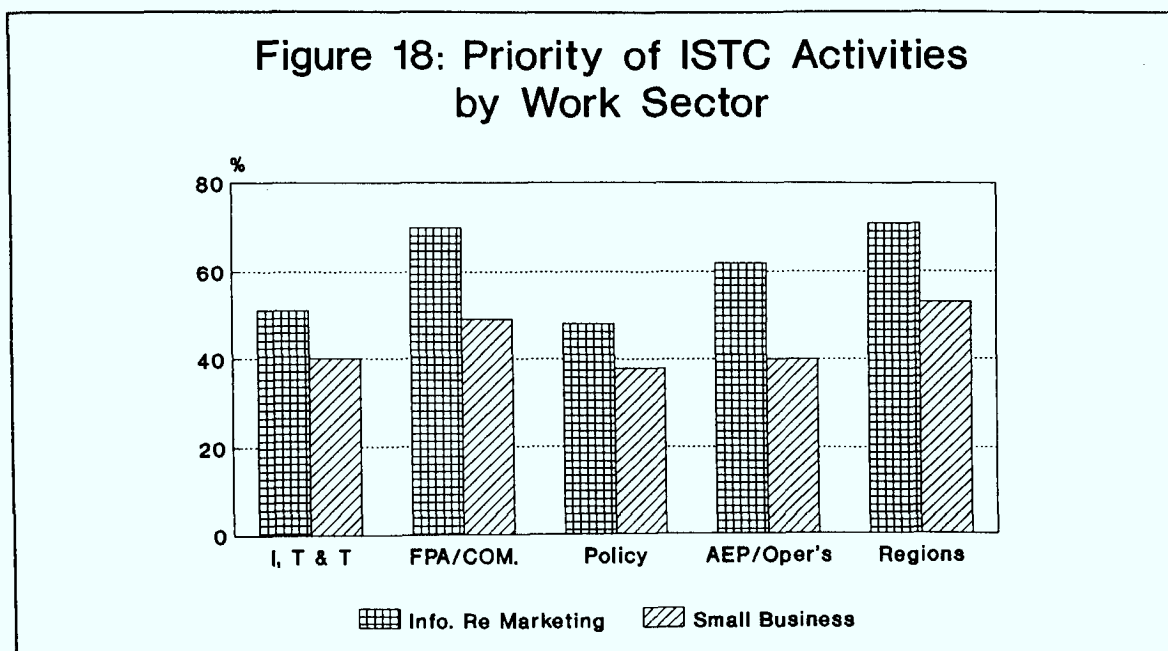


**Figure 17: Priority of ISTC Activities
by Work Relevance**

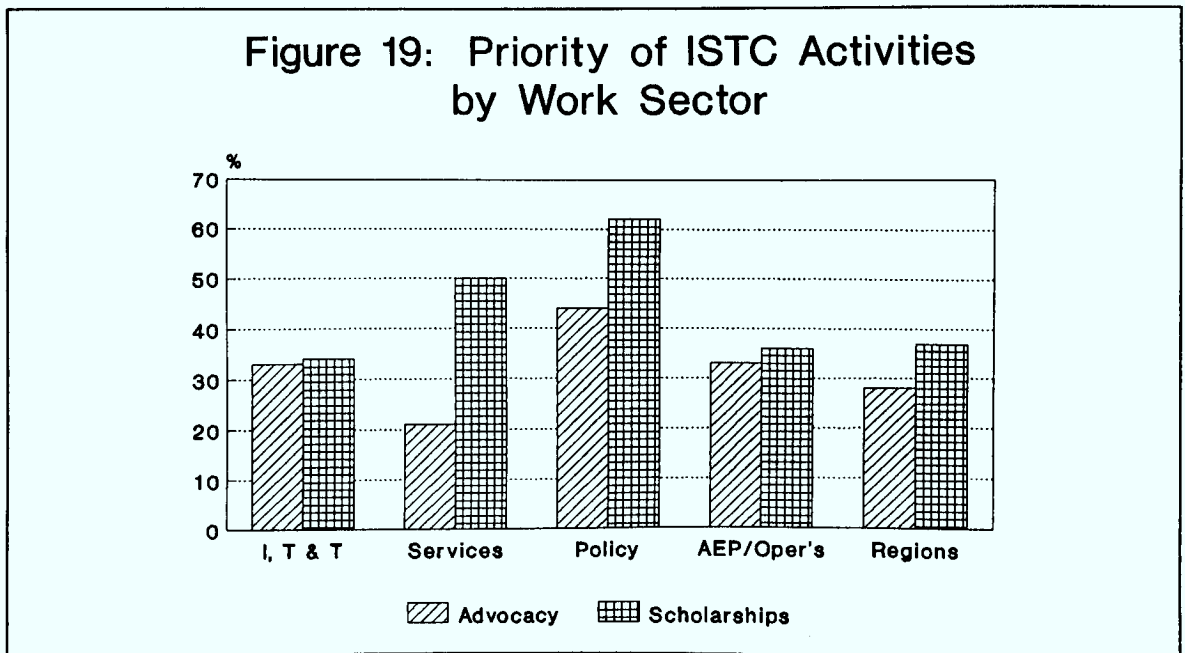


7. Work Sector

If we examine the four major areas of concentration of the department (Information gathering and dissemination, industry support, advocacy and funded programs) ISTC sectors do differ on how they see the department relating to them. While just over 48% of Policy Sector employees see information for marketing as a high priority for ISTC, 70% of the regional offices believe this to be a high priority. As far as activities which centre on support and promotion, and taking support for "Small Business" as an example, 53% of the Regional Offices' staff suggest this is a high department priority while just under 38% of employees of the Policy Sector believed this was so though this position was nearly identical to the I. T. & T. Sectors the Operations and AEP Sectors (See Figures 18).



Looking at "advocacy" while 44% of those in the Policy Sector indicated ISTC placed a high priority on this activity, only 21% of employees in the FPA/Com. Branches expressed a similar view. Finally, with respect to ISTC priority activities we examine funded programs and in particular the offering of science scholarships. Sixty-two percent of those responding from the Policy Branch believed that this was a high priority for the department while only 33% of employees in the I. T. & T. Sectors expressed this view. (See Figures 19).



D: Other Factors and the ISTC Mandate

Age and gender had little influence on responses, especially when one considers that work level is associated with both, especially gender. Work level, as indicated above, did have a big influence on how the mandate was understood, explained to the employee, related to one's work and supported.

In considering issues of corporate development, it was thought that employees might be affected by their corporate history. However, whether an employee had worked for I.T. & C. for example, had no bearing on responses to questions with the exception of two items. Employees who had worked for I.T. & C. found the DM's presentation and the focus groups more important for learning about the mandate than those who had not worked for I.T. & C. Perhaps these events were all the more impressive, given they had worked for a department where such events had not been contemplated, let alone carried out.

There were no differences among employees who had only worked a short time for the department versus those who had worked a lengthy period of time.

In terms of the sector branches, there were differences among sectors as described above, in so far as this analysis could be pursued. However, few differences could be noted if one simply looked at differences between "line branch" workers in comparison with branches which offer services to the rest of the department.

Likewise, there were few differences between employees who worked in Ottawa and those who worked in the regions in terms of how they viewed the mandate or the activities of the department.

III: Summary and Analysis of Written Comments

As mentioned above, spaces were provided on the questionnaire for written comments; this section of the report summarizes the most frequently occurring comments and suggestions. In general, one can conclude that if two or more individuals independently make the effort to make the same suggestion it probably carries some significance to which one should pay attention. In this context, the 12 most repeated comments (see Table 4) which appeared on a minimum of 17 and as many as 50 different questionnaires are listed in order of frequency, along with recommendations.

FINDING 1

There was considerable concern and many suggestions throughout the comments that the department do more advertising to the public and corporate clients through brochures, newspaper articles, media events.

1. It is recommended that when the Brochure is printed it receive widespread distribution. Communications should be tasked to implement some of the other suggestions listed above.

FINDING 2

- A. There were numerous comments which indicated respondents did not understand the mandate, that it was not clear, should be written in simpler language, shorter or that it changes too often. [Many of these concerns will be addressed by the products the Mandate Sub-Group produced that are soon to be disseminated through the department].

- B. There was also concern expressed that the priorities and mandate need to be articulated, focused, interpreted, and not just presented as "motherhood" statements. Some think we are trying to be all things to all people and to do too many things, and none of them well. (This is closely linked to number 6 outlining the frustration - re: lack of resources).

2a It is recommended that the department consider developing an additional document which provides a full rationale for the mandate to be distributed with other mandate material.

2b It is recommended that the DM and ADM's consider discussing, at one of their planning retreats, the prevalent frustration that we are tackling too many areas, and whether we should concentrate the department's efforts on fewer activities.

FINDING 3

There is a very significant concern from staff who believe they understand the mandate but find it very difficult to relate it to their everyday work.

3a It is recommended that every person who supervises another employee be instructed to ask each employee if they understand how their work and their section relates to the mandate. If not, they should discuss this so that the connection can be made and understood.

3b It is recommended that managers ensure that work plans are congruent with the mandate of ISTC and, with the employee participation in work planning, demonstrate how their work contributes to the mandate.

FINDING 4

Many respondents indicated that they felt the mandate was either not explained at all or poorly explained. Even more surprising was the fact that many employees did not learn about the mandate from their immediate supervisor.

4. 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.

FINDING 5

Over and over again, the excellent suggestion was made that we need to 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.

5. It is suggested that ISTC produce a document (e.g. 1000 Successes) with two-to-three sentence summaries followed by a name and phone number for interested parties to obtain more information on the event, practice, etc.

FINDING 6

Among many staff who are committed to the mandate there was a frustration that either resources were improperly allocated or more often, that there were insufficient resources including PY's, monies, training or adequately qualified staff with sufficient industrial experience. [This will be partly covered by Recommendation 2b].

6. It is recommended that senior management provide additional information to employees on resource allocations. If there are inadequate resources or there is a miss-allocation, steps should be taken to rectify the situation through re-allocation or cutting down on the number of activities.

FINDING 7

Many of those who felt they understood the mandate suggested that ISTC get on with either implementing the mandate per se or implementing it better than we are now. [As this was not a majority opinion (based on the survey results), nothing is to be recommended in this regard.]

FINDING 8

We urgently need an employee orientation manual, an employee handbook, and employee training in new programs. [We understand that the ADM FPA is moving quickly to implement all these items.]

FINDING 9

There was a significant number who felt that the department was "not whole" as it had lost its' power, influence and mandate when trade went to External Affairs. For others there was still some confusion between the ISTC and DEA mandates.

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| <p>9. It is recommended that DMC be made aware of the potentially debilitating effect this could have on the morale of a number of employees. [It is recognized that many of these concerns were addressed by the recent Q. & A. document which emanated from the DM's presentation and the article in <u>Focus</u>.]</p> |
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FINDING 10

There is significant employee frustration with having to "feed" the gargantuan appetite of internal systems: paper burden, committees, meetings, planning exercises, etc. It is noteworthy, even gratifying, that significant numbers of employees feel so concerned about serving clients that they choose to complain about these matters.

- 10a It is recommended that all managers, especially in central services, be made aware of this frustration and be discerning and cost conscious (time and money) when adding to this burden.
- 10b It is recommended that special financial awards be provided to those staff who present and win a case for eliminating an unnecessary burden that impacts on a number of staff, and therefore saves the department considerable resources or money.
- 10c It is recommended that a review of the department's computer information management systems be undertaken from the perspective of this concern to see if any improvements can be made.

FINDING 11

There were employees who suggested we should show success by actions not words, and that we should revamp our systems to produce measurable results.

- 11. It is recommended that wherever possible, all objectives be associated with measurable results.

FINDING 12

DM, ADM visits, speeches and walkabouts were thought by many to be either good or essential and that they should be more regular and frequent.

13. An interesting suggestion was made by a respondent that might contribute to solving not only this problem (13), but also aspects of the problems identified in findings 2, 3 and 6. It was recommended that we should identify all the items of old mandate work such as IRDP payments, then contract them out to an organization such as audit services or an audit firm. This would not only remove the confusion with the mandate but would boost morale, public image and production immeasurably, by allowing all ISTC employees to work on the new mandate.

FINDING 13

A significant number of employees feel either they or the department are tied up still doing old mandate work. (A few also believe there is still too much "old blood" around to effectively implement the new mandate.)

12. It is recommended that the DM and ADMs be informed that the lower levels of staff like to see them and need their leadership. This is particularly important in describing, interpreting, and repeating the mandate.

FINDING 14

There were a few staff who explicitly identified that they didn't understand the advocacy role or function.

14. It is recommended that management specifically outline the advocacy role in more detail, as a resource for all interested employees.

TABLE 1

Summary of 12 Most Prevalent Written Comments

<u>General Idea</u>	<u>Number of Comments</u>
1. More advertising to public and corporate clients through advertising, articles, events, brochures, media.	58
2. a) Need to articulate, focus and narrow the mandate and priorities. Mandate cannot just be motherhood.	48
b) Mandate not understood, not clear, not short enough, keeps changing or not in simple enough language.	36
3. Very hard to see the relation of mandate to their day to day work, their section and their work plan to the mandate. Poor relation of mandate to actual work activities.	45
4. Direct supervisors need to put much more effort to communicating (or delivering) the mandate to the people who report directly to them.	36
5. We need case histories, best practices, success stories, testimonials collected printed and distributed.	35

TABLE 1 (cont'd)

Summary of 12 Most Prevalent Written Comments

	<u>General Idea</u>	<u>Number of Comments</u>
6.	Frustration that resources are inadequate to address mandate (PY's, money, education or industrial experience of staff), or that resources are not distributed correctly.	30
7.	Get on with deploying our energy to implement the mandate or to implementing it better than we are now.	22
8.	Employee orientation, employee handbook, employee training in new programs.	22
9.	Department is "not whole" and lost power, influence and mandate when trade went to External Affairs. Confusion re: trade.	21
10.	Frustration with feeding the internal system: paper burden, meetings, committees, exercises.	17
11.	Desire to show success by <u>actions</u> , not words and to produce measurable results.	17
12.	DM, ADM visits, speeches, walkabouts are good; should be more.	17

IV: Methodological Appendix

The survey questionnaire was distributed to every employee in the department. Out of a possible 2,233 employees 608 responded, or about 26%. This is a very good response rate, especially considering that only a selected group were sent reminders and a second copy of the questionnaire.

To determine the representativeness of the sample, three characteristics were chosen: age, gender, and work level. It was evident from the analysis that one of the most important characteristics affecting the results was work level. In addition, work level is also correlated with gender, and to some extent with age. A higher proportion of females are in support functions while the managerial category is predominantly male. Consequently, it was only necessary to weight the file by work level and there would be an automatic adjustment for age and gender. Tables 1 through 3 show the distributions of the weighted and un-weighted samples as well as all staff. For all three variables, the weighted sample distributions are very close to the population (all staff) distributions.

As mentioned above, a sample of approximately 450 persons was identified. These individuals were sent a reminder and a second copy of the survey. From this group we received a 26% response rate in the first wave, and an additional 50 from the second mailing for a total of 168 or a 37% response rate.

The principal method of analysis involved a two-way classification of variables. For ease of interpretation and to ensure that most cells had a frequency of at least five cases, many variables had to be re-coded. For many of the questions, a five point scale was used. These were re-coded to a three point scale (categories 1 and 2 were combined as were categories 4 and 5). As a result, in most cases the result was a three-by-three or nine-cell table. The Chi-Squared statistics was used to determine statistical significance. In all but one or two cases, results were not reported in the text or bar charts unless the relationship was statistically significant at the .05 level of significance. That is, such a relationship would only occur by chance one time in twenty. In most cases, the level of significance was beyond the .001 level of significance. In other words, the relationship would only be found by chance one time in one-thousand.

TABLE 2
PERCENTAGE DISTRIBUTIONS OF SAMPLE AND ALL STAFF
BY AGE

	Actual Sample	Weighted Sample	All Staff
35 & under	19.6	25.0	22.4
36 - 45	40.9	39.7	39.3
46 - 55	27.0	24.4	27.3
56 & over	<u>12.5</u>	<u>10.9</u>	<u>11.0</u>
	100	100	100

TABLE 3
PERCENTAGE DISTRIBUTIONS OF SAMPLE AND ALL STAFF
BY GENDRE

	Actual Sample	Weighted Sample	All Staff
Males	62.8	52.2	52.1
Females	<u>37.2</u>	<u>47.8</u>	<u>47.9</u>
	100	100	100

TABLE 4
PERCENTAGE DISTRIBUTIONS OF SAMPLE AND ALL STAFF
BY WORK GROUP

	Actual Sample	Weighted Sample	All Staff
Support	16.2	30.4	30.5
Officer	57.4	58.5	58.0
Managerial	<u>26.3</u>	<u>11.2</u>	<u>11.5</u>
	100	100	100

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