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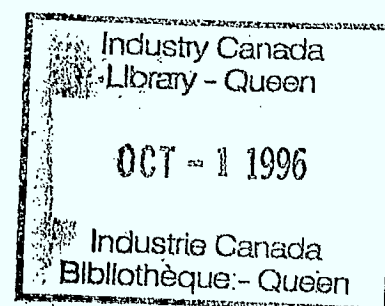
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**IMPLEMENTATION UPDATE ON THE
ISTC PS 2000 PLUS MULTI-YEAR
FRAMEWORK - PHASE I**

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**IMPLEMENTATION UPDATE ON THE
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IMPLEMENTATION UPDATE ON THE ISTC PS 2000 PLUS MULTI-YEAR FRAMEWORK - PHASE I

I. Introduction

On May 14, 1991 the Departmental Management Committee (DMC) approved the ISTC PS 2000 PLUS Multi-Year Framework - Phase I prepared by the PS 2000 PLUS Secretariat. Specifically, it was agreed that the responsibility for implementing the 15 activities described in the Framework document would lie with DMC members and their managers.

The Framework proposed specific actions to be initiated in 1991-1992 by the various responsibility centres within ISTC. In beginning this implementation process, it was intended that the Framework be used as a tool for managers by providing them with actions to be initiated. As well, the Framework would provide a means for consultations with employees in determining how best to implement the proposed actions and could be used for future planning purposes.

The Secretariat was charged with monitoring the activities specified in the Framework and advising the DMC on the progress being achieved. The Secretariat was asked to report on the progress of the PS 2000 activities to the DMC once during fiscal year 1991-1992 and again upon completion of the activities in the summer of 1992. This interim Progress Report then describes the PS 2000 activities undertaken by the various sectors within the Department since May 1991.

II. Organization of the Report

For the first presentation to the DMC in February 1992 on the progress achieved in the implementation of PS 2000 Phase I activities, DMC members and Regional Executive Directors were asked to provide updates on their specific accomplishments from May to December 1991. Since this is the first update on PS 2000 activities being undertaken in the Department, there will be a

number of activities just beginning, others will be well underway and still others may not have yet begun. This is to be expected given that the Department is just six months into the year-long Framework implementation process.

A final report on the progress achieved on the Framework activities is planned for presentation to the DMC in the summer of 1992. By that time, a year will have elapsed in which managers will have had the opportunity to fully initiate the PS 2000 activities.

Although many initiatives were received by the Secretariat, not all of them related specifically to the 15 activities outlined in the Framework document. However, this is a very good indication of just how much activity there is underway within the Department with respect to PS 2000-related activities as well as corporate development activities.

Phase I of the Framework focused on those recommendations made in the various reports (i.e., Corporate Development, Advancement of Women, Support Staff Study (SSS), Executive Conference Workshops and the ten PS 2000 task force reports making up the ISTC PS 2000 Report) that could be implemented by ISTC independently of other departments and without the need for legislative changes. The succeeding phases of the Framework will address those recommendations whose implementation depends upon decisions from the Treasury Board, the Public Service Commission, and other central agencies as well as those recommendations which require legislative amendment.

The updates in the Progress Report are grouped into the six major categories originally set forth in the Framework document:

- i) Consultative Culture; ii) Service Standards; iii) Career Development; iv) Empowerment and Delegation of Authority;

IMPLEMENTATION UPDATE ON THE ISTC PS 2000 PLUS MULTI-YEAR FRAMEWORK - PHASE I

v) Advancement of Women and Employment Equity; and
vi) Incentives and Rewards. A seventh category was also created to deal with those important recommendations which did not readily fall within the other six categories.

For each category, the original action and responsibility centre(s) (RC) are recounted as they were originally set out in the Framework document. Following each action, specific results-oriented initiatives are described and the responsibility centre(s) identified. Those updates received for which the actions described did not relate directly to the proposed actions in the Framework, were not included in this report.

III. Progress

Based on the responses received, there are a number of sectors in the Department where PS 2000 activities are well underway. Particularly noteworthy is the progress being made in the area of service standards and the identification of client's needs through the conduct of surveys and studies. It is evident that many sectors within the Department are concerned with targeting specific services to meet their clients' requirements.

As well, based on the information received, there is a continuing and increasing emphasis being placed on industry-government-association consultations as a means of determining client needs and providing regular channels of feedback on client satisfaction.

It is evident that many ISTC employees and managers are actively pursuing and using the Departmental Assignment Program (DAP), secondments and transfers to improve their skills or, in the case of managers, using the DAP to provide them with employees with specific expertise.

There seems to be more internal career development underway within the Department in terms of, for example, supporting the development of support staff to junior officer levels. Further, there is an increased use of flexible work arrangements to allow employees to pursue educational and developmental goals and to devote time to family matters.

Progress is less apparent in areas such as empowerment where there appears to be inconsistencies in the Department and in the government as a whole, as to how far and how fast employees should be empowered in their jobs. While some branches in ISTC are progressive in their approach to empowerment by encouraging employees to assume responsibility for their actions and encouraging risk-taking, other branches have yet to explore, over the next six months, how empowerment can be used to motivate employees and benefit the organization.

Another area where progress is less obvious is with respect to the use of incentives and rewards, outside the ISTC formal awards program, as a means of motivating employees. Again, the adoption of methods to reward employees is uneven within the Department. Some branches are dynamic and innovative in their approach to providing rewards and incentives (e.g., Finance, Personnel and Administration (FPA's) "The Most Useless Job I Do Contest"), others rely on the departmental reward system as the only way of recognizing employee contributions as opposed to customizing their own methods of rewarding employees.

IV. Long-Term Renewal Process

The success of the Framework and the PS 2000 initiatives described in the Framework document rests with each manager, because it is the individual managers, in consultation with their employees, who will decide how best to apply the Framework in their area.

**IMPLEMENTATION UPDATE ON THE ISTC PS 2000 PLUS
MULTI-YEAR FRAMEWORK - PHASE I**

Managers and employees alike must realize that this is a long-term process. The renewal process does not end with these initiatives or with the implementation of this Framework. The ISTC PS 2000 PLUS Secretariat will continue to support managers and employees as they determine how best to implement each of these actions in their area. The Secretariat, along with other departmental groups (such as the Corporate Development Working Group on Best Practices, the Advisory Committee on Total Quality Management (TQM)), will also be consulting within the Department, with the private sector and other government departments to determine how best practices can be applied within ISTC and how our best practices can be applied elsewhere.

Moreover, the long-term success of the federal government's renewal process will be demonstrated in ISTC by the progress made in implementing PS 2000 and corporate development activities and by providing an environment of sustained leadership in which this process can continue. In this way, PS 2000 activities will become part of the Department's corporate culture and an integral part of how we do business - within and outside ISTC.

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I - CONSULTATIVE CULTURE

Essential to improving the client orientation at ISTC is the development of a consultative culture in which information is exchanged between all levels and regions of the Department. In order to facilitate this process, there is a need for a more open, participatory and innovative management style which will be reflected by similar behaviour right down to the front lines of program delivery and client service.

Since the Framework was approved in May of 1991, the DMC has shown support for a consultative culture through their approval of ISTC's Internal Communications Policy. This Policy emphasizes the responsibility of all managers to undertake specific initiatives aimed at increasing the effectiveness of information flow within and throughout the organization in order to enhance the development of a consultative culture.

The updates provided by the various ISTC responsibility centres indicate the numerous activities individual managers have taken in support of ISTC's consultative culture. For example, many areas of the Department are now holding regular staff meetings that include all staff and are sometimes chaired by support staff, as well, other special team building activities have been initiated (e.g., workshops and seminars). Corporate focus days have also become a key element in the planning process of many units. These events have given all employees the occasion to exchange information on issues such as work environment and service quality. In addition, ISTC's consultative culture increasingly includes the introduction of new technologies and the use of electronic messaging and communications which have served to save both time and paper. For example, as of March 31, 1992, under the co-ordination of the Administrative Services Branch (ASB), it will be possible to send documents electronically to all ISTC staff.

Other initiatives have also been undertaken to improve ISTC's corporate culture.

As a result of a retreat held by the Deputy Minister and ADMs, senior management has agreed to meet regularly during the week to discuss departmental priorities.

An Executive Conference held last November had as its theme "Partners in Prosperity". This theme was designed to provide an external focus through the Prosperity Initiative and an internal focus that addressed the Department's strategic direction and important human resources challenges in a regional and headquarters context.

The PS 2000 PLUS Secretariat consults regularly with employees during bi-weekly information sessions. These sessions provide the opportunity to discuss PS 2000 and corporate development-related activities.

Consultation through various internal and external working groups, committees and multi-sectoral teams is also taking place. For instance, the Legal Services Branch participates on internal committees, like the ISTC Information Management Advisory Committee, and on external groups such as the Selection Committee for Legal Studies for Aboriginal People Program. Other areas of the Department are regularly consulting with clients to provide information and obtain valuable client feedback.

The three proposed actions included in this category and updated below (and also included in the Framework document) are the result of examining 48 recommendations from the PS 2000 Task Forces and ISTC Working Groups.

I - CONSULTATIVE CULTURE

Of the 48 recommendations considered at that time:

- 39 had been addressed by initiatives currently underway in the Department (the ISTC Internal Communications Policy);
- 4 required that ISTC work with other agencies for implementation (these will be included in the Phase II PS 2000 PLUS Framework); and
- 5 **are covered by the 3 actions listed in Phase I of the Framework and reported on here.**

I - CONSULTATIVE CULTURE

Proposed Actions for 1991-92

1. External Consultations Directorate (ECD), in discussion with DMC members, should review the Department's external consultation practices, with respect to the sixteen principles for consultation outlined in the Service to the Public Task Force Report, to ensure that effective policies and standards are being implemented. In addition, ECD will develop, in consultation with sectors and regional offices, practices for consultation and increasing access to the results.

RC

- DMC members
- Senior ADM, ITRO, ECD

Examples of Progress to Date

RC

DMC members

- The Deputy Minister and ADMs held a one and a half day retreat at which, among a number of topics, consultation practices were discussed.

- DMC members

Finance, Personnel and Administration

- The Training Needs Analysis (TNA) now being completed, proposes training in good consultation practices for a variety of departmental applications.

- FPA

Industry, Technology and Regional Operations

- A "Co-ordination Committee" has been formed of Industry, Technology and Regional Operations (ITRO) and Capital Goods and Service Industries (CGSI) directors general and regional executive directors to maintain communications between headquarters and the regions.

- ITRO (Regional Services)

Regions

- In support of the Prosperity Initiative, officers and managers have taken facilitation training to hone their skills in grassroots consultations.
- ISTC has established a Trade Advisory Council for New Brunswick consisting of government, academe and industry representatives. The Council consults on trade and export market matters.

- All Regional Offices
- ISTC-N.B./P.E.I.

I - CONSULTATIVE CULTURE

- A consultation group made up of representatives from government and international trade businesses has been established.
- The Industry and Technology (I&T) Division has initiated a new consultative partnership with government, industry and institutions to explore ways and means to develop a value-added food processing industry. As well, an Advisory Group has been formed with the informatics industry to achieve a common development strategy.
- Consultations with Industry and Education leaders has lead to the development of a special pilot project involving public school students.
- ISTC-Quebec
- ISTC-Manitoba
- ISTC-Manitoba

Proposed Actions for 1991-92

2. Evaluate the possibility of introducing a system similar to the Impact Paper-Assessment Note System whereby new policies and procedures from central agencies are evaluated concerning their implications for ISTC. This information would then be communicated to appropriate responsibility centres as soon as possible.

RC

- ADM, FPA

Examples of Progress to Date

RC

Finance, Personnel and Administration

- An FPA sector-wide evaluation of current practices was completed in July 1991. It was concluded that new central agency policies and procedures will be communicated to appropriate divisions within the FPA sector where they will be assessed and, after the necessary action is taken, appropriately communicated to departmental employees.

- ADM, FPA

Proposed Actions for 1991-92

RC

3. On the basis of existing documentation, the Evaluation Directorate will assess the results of ISTC's experiences regarding corporate focus days and disseminate information on best practices for use by those involved in planning these events.
- ADM, Policy

I - CONSULTATIVE CULTURE

Examples of Progress to Date

RC

Policy

- Documentation, review and a report on "Best Practices for Planning Corporate Focus Days" has been completed. Once approved by the DMC, the report will be circulated throughout the Department.
- ADM, Policy

II - SERVICE STANDARDS

One of the key goals of PS 2000 is to make the Public Service a more results-oriented, client-centred, organization committed to ongoing consultation with all parties who can contribute to, or are affected by, the Department's programs, policies, and practices. While there are limits on ISTC's ability to establish quantifiable standards for the variety of services offered to the Department's broad and heterogeneous clientele, these limits do not prevent the implementation of clear standards and monitoring procedures to ensure that quality service is provided both within the Department and to the public.

The Department has taken a number of initiatives to address the need for quality service. This includes a study to examine the applicability of TQM, a strategic and systematic approach to continuous performance improvement, to the operations of ISTC. ISTC also took part in a number of activities during Quality Month in October. This included participation in a conference on quality, and the display of employees' posters on the meaning of quality. As well, in December, an Employee Opinion Survey was conducted that focused on staff-management relations, attitudes and values, and on topics such as service, ISTC's mission and mandate, training and development, and communications. It is anticipated that this survey will be conducted regularly.

In addition to these departmental initiatives there are a number of activities being initiated by the various sectors and regions at all organizational levels of ISTC. The updates indicate that many areas of the Department are increasing their emphasis on visiting clients and promoting industry association activity. Further, many sectors are also addressing service concerns by improving internal systems so that more time can be focused on meeting client needs. For example, in order to improve client service the Aeronautics Branch (AB) of the Capital Goods and Service Industries Sector has automated correspondence forms, trained secretaries to perform specialized functions (e.g., Memoranda to Cabinet), and implemented a common Trip Reporting Format for all Branch staff.

Another means of publicising service standards and soliciting suggestions for improving service is the publication of internal and external newsletters. For example, the Information Management Branch (IMB), the Regional Offices of Saskatchewan, Newfoundland, Quebec and British-Columbia/Yukon publish newsletters to exchange information on their activities.

Recommendations and the updates in this section deal with the development of standards for service, the need for methods of measuring service parameters where applicable, as well as means of tracking client perceptions and environmental factors that may effect client expectations.

The three proposed actions included in this category and updated below (and also included in the Framework document) are the result of examining 32 recommendations from the PS 2000 and ISTC Working Groups that touched on issues related to service.

Of the 32 recommendations considered in the Framework document:

- 11 were addressed by initiatives already under taken in the Department (revised Performance Review and Employee Appraisal (PREA) Policy, the Mandate Survey);
- 6 will be included in Phase II of the PS 2000 PLUS Framework; and
- 15 are covered by the 2 actions listed below (Action 2 addressed 14 recommendations).

II - SERVICE STANDARDS

Proposed Actions for 1991-92

1. DMC, at its next retreat, should review the document prepared by the Working Group on Participative Management and articulate additional principles to guide the Department in further developing an open, participatory and innovative management style.

RC

- DMC members

Examples of Progress to Date

RC

DMC members

- The Deputy Minister and ADMs held a one and a half day retreat at which participative management was discussed among other topics.

- DMC members

Finance, Personnel and Administration

- Supported by the Human Resources Branch (HRB) and some individual managers, action has been taken to develop a more participatory and innovative management style. This includes the implementation of human resource recommendations related to the SSS being implemented through the Human Resources Management Framework, the adoption of an ISTC Upward Feedback Policy, and a revised policy and guidelines on PREA. As well, a new workshop called "Coaching by Commitment" has been offered since January 1991 to promote innovative and participatory management.

- FPA (HRB)

Proposed Actions for 1991-92

RC

2. Where appropriate, managers should develop quantifiable, client-oriented, service standards in consultation with both employees, as well as internal and external clients. Standard setting should include provision for monitoring and training as well as the use of existing administrative systems for collecting data (with no additional paper requirements). Examples of activities in this area are: establishing turn around times for correspondence, requests for information, etc.; establishing clear complaint management procedures and guidelines; publicizing service standards; developing surveys and other instruments for capturing information regarding client satisfaction, perceptions and suggestions for improving service.

- All managers
- ADM, FPA

II - SERVICE STANDARDS

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The Comptroller's Branch sets standards for the services it provides. The Financial Services Directorate (FSD), for example, reports monthly on quantifiable service standards covering each major product line. • FPA (Comptroller)
- The Branch recently published a "Declaration of Client Rights" that clearly established standards of service provided by the FSD. • FPA (Comptroller)
- Both the FSD and the Contribution Verification Directorate (CVD) are supporting the production of a Manual on Contribution Processing for departmental programs. • FPA (Comptroller)
- The HRB undertook a client survey for the purpose of providing enhanced quality service. The results were published for all staff and the Branch is examining the issues where improvements can be made. For example, HRB produced and distributed a thirteen page overview of the staffing process for reference by line managers. • FPA (HRB)
- The ASB conducted a client survey. Results of the survey indicated the Contract Review Committee process needed to be simplified. As a result, the process has been streamlined and contracts requiring Deputy Minister's approval have been reduced to minimum. • FPA (ASB)
- The ASB has set standards for the turn around time for the processing of security paperwork related to staffing activities. • FPA (ASB)
- The ASB has established turn around times for processing contracts and will shortly publish a simplified Short Contract Guide to provide managers with quick access to essential information on how and when to use the ISTC Short Contract. • FPA (ASB)
- The IMB is holding workshops with system development staff in headquarters and the regions. • FPA (IMB)
- The IMB will be setting service standards as a result of an analysis of their recent client survey. • FPA (IMB)

II - SERVICE STANDARDS

- The Small Business Loans Administration (SBLA) Branch has hired a firm of consultants to examine the internal operations of the Branch. The recommendations begin implementation early in fiscal year 1992-1993.
- FPA (SBLA)

Industry, Technology and Regional Operations

- The Food Products Branch (FPB) has prepared a manual for program officers to improve their skills in processing documents and in giving advice to their clients.
- ITRO (FPB)
- The FPB has prepared a detailed program guide for clients to facilitate quick claims-processing.
- ITRO (FPB)
- The Planning, Program, and Regional Services Branch (PPRSB) has introduced the O&M Tracking System to facilitate the tracking of the Branch budget.
- ITRO (PPRSB)
- The Materials Branch (MB) placed significant emphasis on reducing turnaround times for Strategic Technologies Program (STP) applications. Standards are being developed.
- ITRO (MB)
- In the Fabricated Metals and Construction Products Directorate of the MB, activities are managed and monitored using the Management and Activities Planning System (MAPS) which establishes target dates and logs in activities.
- ITRO (MB)
- The Market Intelligence Division (MID) of the Services to Business Branch (SBB) established monthly posting of accomplishments vis-à-vis annual targets, and progressive improvements realized in several service standards (e.g., number of projects, number of clients, response time).
- ITRO (SBB)
- The Manufacturing Assessment Service of the SBB has a standard consultant statement of work, including deliverable criteria and delivery turnaround time, that has been developed in consultation with clients to ensure provision of consistent, high quality and timely assessments to clients. A consultant training and certification program is also under development to ensure a high standard of on-site assessment service.
- ITRO (SBB)
- The Business Service Centres (BSCs) of the SBB have set up a working group to establish standards to ensure that client enquiries are responded to in a comprehensive
- ITRO (SBB)

II - SERVICE STANDARDS

and timely fashion. The standards will include provisions for client feedback, complaint management, and possible success stories.

Capital Goods and Service Industries

- The Defence Electronics Directorate of the Defence Electronics and Space Branch (DESB) is examining its record of response times to process Defence Industry Productivity Program (DIPP) applicants with a view to setting service standards. • CGSI (DESB)
- The DESB conducted a survey involving ten of the Branch's most significant client firms to determine service satisfaction and priorities. The survey confirmed the importance of the DIPP and identified opportunities for "fine tuning" other ISTC services in the areas of procurement and advocacy work. • CGSI (DESB)
- In order to improve monitoring of service, the Shipbuilding, Marine and Land Defence Systems Branch (SMLDS) has designated one CR position to the management and control of correspondence and information requests made to the Branch. • CGSI (SMLDS)
- The Marine and Land Defence Systems Directorate within the SMLDS Branch has an office procedures working group that reviewed all office procedures and made recommendations that were implemented in 1991. • CGSI (SMLDS)
- The Aeronautics Branch (AB) undertakes annual surveys of the Aerospace Sector to provide ongoing monitoring of sector performance. • CGSI (AB)
- Within the Planning, Coordination and Control Branch (PCCB), the central Program for Export Market Development (PEMD) unit is monitoring turnaround times for PEMD applications processed by sector branches in CGSI and ITRO. Turnaround times for acknowledging PEMD applications have been established. • CGSI (PCCB)
- The Service and Construction Industries Branch (SCIB) has established a system for quality control on ministerial correspondence. • CGSI (SCIB)
- The Automotive, Urban Transit and Rail Branch (AUTRB) collects and tracks data on a number areas including: ministerial correspondence turnaround time; budgets and actual performance; "success story" reporting; program application turnaround time; employee • CGSI (AUTRB)

II - SERVICE STANDARDS

work plans (reviewed at least twice a year); preparation of competitiveness profiles; Automotive Components Initiative (ACI) program statistics and ACI application turnaround time; and, the Original Equipment Parts Outlook Working Group.

- The Industry and Electric Equipment and Technology Branch (IEETB) has hired consultants to document systems so that turnaround times can be set.

- CGSI (IEETB)

Policy

- The Sector has conducted consultations and partnering with the private sector on various activities including small business financing, the Annual Report, Strategies for Success, etc.
- The Sector is developing a presentation which clearly describes their customers and partners and how Policy products meet client/customer needs.

- Policy

- Policy

Aboriginal Economic Programs

- A comprehensive correspondence manual was created in collaboration with the correspondence unit to ensure that all responsibility centres have the means to undertake their own quality assurance thereby omitting the requirement for half a person-year at headquarters to do this job for them.
- A specifically designed program information system has been implemented that sets a new standard for ease of access and utility for officers and permits much more effective management of case files.
- A review is being conducted by Price Waterhouse of the effectiveness of investment programs as a means of stimulating the development of Aboriginal business.

- AEP

- AEP

- AEP

Office of the Corporate Secretary

- The Office of the Corporate Secretary (OCS) has a staff member responsible for verifying the quality of OCS correspondence to clients and providing advice on drafting.

- OCS

II - SERVICE STANDARDS

Operations Audit Branch

- The Branch is conducting audits utilizing a partnership approach with specific central agencies and auditees which has resulted in a reduction of potential overlaps in audit services

- OAB

Multi-Sectoral

- A Correspondence Tracking System has been installed to provide more efficient and expedient management of correspondence.

- FPA
- ITRO
- Science
- Policy
- ISTC-Newfoundland
- ISTC-N.B./P.E.I.

Regions

- The Business Service Centre Advisory Group has developed a video presentation on service to clients. This video was presented at several "Open Houses" for ISTC clients.
- ISTC N.B./P.E.I. established a Technology Partners Forum in 1990. The forum, comprised of federal and provincial government representatives as well as representation from the Region's universities, meets on a quarterly basis to maximize their collective impact on industry clients and to avoid duplication of effort.
- This office consults regularly with professional associations and the provincial government. For example, in preparing annual plans, the Office consults with the professional associations of the electronic and informatics products industry.
- A working group has been established to re-examine the "telephone culture" to improve service to clients. A report was completed in January 1992.
- A working group has been established to propose methods of handling clients more efficiently. Their first report contained information on networking and "housekeeping" ideas to work smarter.

- ISTC-Newfoundland
- ISTC-N.B./P.E.I.
- ISTC-Quebec
- ISTC-Ontario
- ISTC-Ontario

II - SERVICE STANDARDS

- FedNor has completed a series of public consultation meetings and a public opinion survey in order to improve service to the public. • FedNor
- FedNor programs have been independently evaluated and recommendations for changes to Terms and Conditions and administrative procedures are being implemented to improve service to clients through reduced paperburden and faster turnaround times. • FedNor
- The Regional Office has initiated a "Continuous Improvement Form" whereby all employees may suggest/recommend improvements/changes. • ISTC-Manitoba
- The Regional Office has formed an "Informatics Users Working Group" to represent responsibility centres as customers with office informatics. • ISTC-Manitoba
- The Regional Office has put in place a multi-division task force to solve common problems (e.g., Career Development, Central Registry). • ISTC-Manitoba

Proposed Actions for 1991-92

3. ISTC aims to be a fully client-driven organization, with every employee contributing actively and creatively to improving the quality of client service. This means that every part of ISTC must initiate actions to: a) clearly identify its clients (internal and external); b) know, through consultations with its clients, that the services it provides meet genuine client needs; c) know, through regular processes of client feedback, how its services satisfy its clients; and d) understand how each of its business processes contribute to meeting client needs. In other words, if a business process does not serve a client or serve someone who does serve a client, it should be eliminated.

RC

- All managers

Examples of Progress to Date

RC

Finance, Personnel and Administration

- In order to improve the claims procedures, the Comptroller's Branch has implemented changes to speed up the claims process and increased training for project officers in the presentation of better claims. • FPA (Comptroller)

II - SERVICE STANDARDS

- Project Advisory Working Groups have been set up to advise the Financial Program Services Directorate (FPSD) on the development of Manager's Resource Accounting Management System (RAMS) Salary Forecasting Module. • FPA (Comptroller)
- The Departmental Assignment Program staff of the HRB regularly obtains client feedback on the program from employees and managers through questionnaires at the end of each assignment. A survey of DAP participants is planned for later this year. • HRB (DAP)
- The records staff of the ASB set up a working group to review their procedures. This resulted in 22 recommendations to provide better service and increase employee morale. An action plan was developed and approved in December. • FPA (ASB)
- A working group was established in the ASB to review mail room and records office problems related to the handling of misdirected mail and other problems. Recommendations were implemented in January 1992. • FPA (ASB)
- The ASB has a study underway to look at architectural issues related to the management of electronic records. The next phase of this project will be the implementation of a pilot project based on the study's recommendation. • FPA (ASB)
- The Library of the ASB monitors all information and service requests to obtain feedback on client needs and responsiveness and effectiveness of information resources and service offerings. • FPA (ASB)
- The ASB is conducting a pilot project on two Local Area Networks (LANs) to test electronic access to departmental manuals. In March 1992, the project will be evaluated and a decision will be made regarding full implementation of the program across the department. • FPA (ASB)
- The ASB is continuing to develop electronic forms. Ten government departments are using ISTC's electronic forms. • FPA (ASB)

Industry, Technology and Regional Operations

- The Chemical Bio-Industries Branch (CBIB) is pilot testing the new Salary Forecasting Module. • ITRO (CBIB)

II - SERVICE STANDARDS

- The Information Technologies Industry Branch (ITIB) held an "open house" for ISTC employees to demonstrate the unique qualities of the Branch's LAN, and to share the experiences of various staff within the Branch in using the system. • ITRO (ITIB)
- A Support Staff Committee has been formed in the ITIB to address their particular concerns. • ITRO (ITIB)
- The FPB has established a program co-ordination unit to ensure adequate administrative systems to settle claims submitted by clients. • ITRO (FPB)
- The PPRSB has developed a split of tasks between the Administration Units and the new Administration Assistants in each Directors' General office. • ITRO (PPRSB)
- The Advanced Materials Directorate of the MB conducted a major survey of its client base to assess needs. • ITRO (MB)
- The Market Intelligence Division of the SBB has taken a number of measures to solicit client feedback. This includes posting client feedback letters on the Division's bulletin board, inserting a client feedback/satisfaction card in market intelligence reports, and continuing quarterly telephone follow-up sample of primary MID clients to determine client satisfaction. More systematic analysis and sharing of information within the sector will be implemented in the fourth quarter. • ITRO (SBB)
- The BSCs carried out a cross-country survey of 500 clients on seven different services provided by ISTC (e.g. AMTAP, BSCs, dISTCover, MAS, MVP, TOS and WISE) in order to obtain information that is not available from internal sources. The survey covered client awareness of services available, satisfaction levels, and the impact of the service on the client. • ITRO (SBB)
- In January 1992, a pilot project was implemented to obtain direct feedback from clients on services provided by local BSCs. The program, Pinpoint 800, allows clients to rate services by calling an 800 number. • ITRO (SBB)

II - SERVICE STANDARDS

Capital Goods and Service Industries

- The various branches of the sector are in constant contact with clients and constantly soliciting client feedback. This includes liaison with industry associations, accessing external databases, company visits, surveys, etc. In addition CGSI branches carry out special sectoral, market, or supplier capability studies. • CGSI
- The Marine and Land Defence Systems Directorate of the SMLDS now has a database listing the basic information on core client industries, company contacts and ISTC officer identified. • CGSI (SMLDS)
- The AB conducts negotiation of MOU's with Aerospace Industries Association of Canada and major DIPP clients setting out strategic goals and a framework for consultation and cooperation. • CGSI (AB)
- Foreign language training is provided to officers in the International Operations Directorate (IOD) of the PCCB in order to better provide business information to clients. • CGSI (PCCB)
- The International Operations Directorate of the PCCB have canvassed sectors and regional offices for their views on their relationships with their internal and external clients. As well, in the case of Japan, an intra and interdepartmental session has been held to develop a departmental approach. With Siemens, the relevant sectors, and Southern Ontario Business, this branch is addressing training as a competitive new issue. • CGSI (PCCB)
- The AUTRB is the secretariat for the Minister's Automotive Advisory Committee (AAC) that works to ensure dialogue between the industry and the government. The AAC provides input and feedback on federal policies and programs, and identifies strategies to enhance competitiveness. The Branch also facilitated the establishment of the Transit Suppliers Council and other working groups to develop dialogue between the industry and government. • CGSI (AUTRB)
- The IEETB has developed Memoranda of Understanding (MOU) with major industry associations and directed sector campaigns at new clientele. • CGSI (IEETB)

II - SERVICE STANDARDS

Science

- The Sector has completed an identification of its clients, periodically reviews and updates its client lists, and maintains a consultative feedback mechanism concerning service to clients.
- Science

Aboriginal Economic Programs

- The negotiation of 15 agreements whereby Aboriginal organizations receive training to provide business development and analysis services in the field directly with the clients, significantly increased the program's ability to service its clients.
- AEP

Legal Services

- The Branch has taken measures to improve services to clients which has included streamlining procedures for sign-offs on Contracts and on Requests for release of specified information to the Auditor General. As well, the Branch has suggested introducing "marked" versions of TBS and MC submissions showing all changes that have occurred during the consultation process.
- Legal Services Branch

Regions

- During the 1991-1992 planning process, a meeting was held with private sector representatives. Similar meetings are planned for 1992-1993.
- ISTC-Nova Scotia
- A consultant's study of business needs in relation to the national BSC was done as part of the planning process for the BSC in Nova Scotia. This included several sessions with private sector focus groups.
- ISTC-Nova Scotia
- The BSC uses "Customer Comments" forms - "How was our service today?"
- ISTC Nova Scotia
- The BSC tracks customer needs by using an "enquiry record form" recording information on all enquiries coming into the Centre.
- ISTC-Nova Scotia
- Officer consultation reports exist on each officer describing their areas of interest. These
- ISTC-Nova Scotia

II - SERVICE STANDARDS

profiles are particularly useful to the BSC officer who views the officers as valuable internal clients.

- The Communications division conducted an officer/client survey. The results were incorporated into the 1991/92 communications plan. • ISTC-Nova Scotia
- An enquiry record form is being used by the BSC to track client needs. • ISTC-N.B./P.E.I.
- A working group has been established to examine service delivery and improved intra-ISTC-Ontario communications. The group provides opportunities for employees to share information on successful methods of dealing with clients, establishment of office-wide guidelines for the conduct of meetings and increased divisional consultation and communications by holding cross-sectoral meetings for information exchange. • ISTC-Ontario
- An office-wide working group has been established to improve the use of office technology. • ISTC-Ontario
- A FedNor Client Services Centre is being established in the Sault Ste. Marie office to provide public access to on-line bidding, Business Opportunities Sourcing System (BOSS) and other business information data banks. • FedNor
- The Sault Ste. Marie office was physically reorganized to ensure easier public access. • FedNor
- Consultations are underway with federal and provincial officials responsible for workforce training initiatives. This is leading to a pilot project which integrates programs and improve services to end-user industries. The International Trade Centre is studying new ways to focus and improve the trade effort in consultation with external clients. • ISTC-Manitoba
- As part of the Science and Technology Awareness Network, the Regional Office developed the new ISTC national service to business through extensive consultation with industry leaders. • ISTC-Manitoba
- The visibility and accessibility of the BSC and International Trade Centre has been improved through the new common location. • ISTC-Manitoba

II - SERVICE STANDARDS

- The BSC has refocussed on client segments by improvements to strategic planning and improved market segment analysis. As well, implementing improved BSC customer demand analysis is one element of service changes and improvements. • ISTC-Manitoba
- The Regional Office used survey evaluation techniques and processes to determine the requirements for and benefits of the New National Service and Technology Awareness Network service. • ISTC-Manitoba
- The I&T Division initiated the implementation of the Manufacturing Assessment Service (MAS) in an attempt to integrate MAS with CEIC programs and provincial workforce programs to provide a client centred, integrated service from diagnosis through implementation. • ISTC-Manitoba
- The region is holding TQM meetings and is addressing client needs through this process. • ISTC-Alberta/N.W.T.
- The Yukon Office has one staff member who has volunteered to extend phone answering over the noon hour. • ISTC-B.C./Yukon
- The Policy and Operations unit held a meeting for all staff on the quality of internal service with respect to the finance, administration and policy functions offered in the office. As a result of recommendations, changes were made. • ISTC-B.C./Yukon

III - CAREER DEVELOPMENT

Because many of the recommendations from the various reports dealing with training and development, performance review, staffing, resourcing, employment equity, classification and flexible work arrangements are being addressed in the Human Resources Management Framework (HRMF), they were not included in the PS 2000 PLUS Multi-Year Framework - Phase I. However, those actions not included in the HRMF but for which the Human Resources Branch was identified as a responsibility centre were included in the Framework and the updates correspond to those activities set out in the Framework.

There are several major initiatives underway throughout the Department including the DMC approval of a policy on upward feedback and, increasingly, many managers throughout the Department are encouraging an open and participatory style of management by implementing upward feedback mechanisms. The DAP has arranged over 80 assignments since its introduction in April 1991. For example, sectors utilizing this program include FPA, CGSI, ITRO and the Manitoba and Saskatchewan Regional Offices.

Many areas of the Department are allowing employees to work part-time to pursue their education and to devote time to family responsibilities. As a result, the institution of compressed work weeks as well as other flexible work arrangements have increased in the Department.

A comprehensive Training Needs Analysis is underway within ISTC to ensure that employees obtain the appropriate training and development to implement the new mandate of the Department. The analysis encompasses the Department's entire staff divided into distinct target training populations, namely Commerce Officers, Support Staff, Management Category and Other Officer Groups.

Of the 49 recommendations originally examined under the heading of career development:

- 18 had been addressed in the HRMF;
- 20 were currently underway within the Department;
- 3 will be addressed in a subsequent phase as they require central agency involvement; and
- 8 are covered by the following 6 actions.

III - CAREER DEVELOPMENT

Proposed Actions for 1991-92

1. HRB to ensure that lengthy acting appointments are avoided (i.e., longer than 4 months).

RC

- HRB

Example of Progress to date

RC

Finance, Personnel and Administration

- The Acting Assignment/Acting Appointment Policy was announced in April 1991. It includes the requirement for an indeterminate staffing request to accompany any request for acting against a vacant position and emphasizes the purpose of acting as a short-term measure as well as the need to consider alternatives to acting assignments. The Departmental Staffing and Monitoring Program was enhanced and is ongoing.

- FPA (HRB)

Proposed Actions for 1991-92

RC

2. Managers to identify training and development needs in functional and business plans taking cost-effectiveness into account, starting with 1992-93 plans.

- DMC members

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The FSD of the Comptroller's Branch identifies and tracks training needs and incorporates these needs into the overall Directorate plan.
- The FSD has a policy of offering one semester of full time training towards a college diploma or bachelors degree in accounting or a professional accounting designation for qualified staff who have performed at the fully satisfactory level or higher.
- The IMB has a well established practice of identifying and actively addressing training and development needs in the annual functional and business plans.

- FPA (Comptroller)

- FPA (Comptroller)

- FPA (IMB)

III - CAREER DEVELOPMENT

Industry, Technology and Regional Operations

- Program procedures and related financial and administrative systems training has been identified for staff involved in program delivery. Financial analysis training has also been identified.

- ITRO (FPB)

Capital Goods and Service Industries

- The Electronics Industrial Benefits Directorate has initiated Industrial Regional Benefits verification training for project managers.

- CGSI (DESB)

Policy

- Training and development needs of this Sector are being identified as a planning function.

- Policy

Legal Services

- During 1991, the Branch increased training days by 87% (44 days) over the previous year with a shift to more cost-effective "developmental training".

- Legal Services Branch

Regions

- The 1991/92 Training Plans were developed from the appraisal process to provide ongoing training courses in areas related to job enrichment, career development, and job efficiency.
- Formal Training has increased from 1.1 days per employee per year in 1989/90 to 2.1 days per employee per year in 1990/91 to 8 days per employee per year in 1991/92.

- ISTC-Newfoundland

- ISTC-Manitoba

Proposed Actions for 1991-92

3. Managers to identify opportunities for job-sharing and part-time work for inclusion in the 1992-93 functional and business plans.

RC

- DMC members

III - CAREER DEVELOPMENT

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The FSD of the Comptroller's Branch has identified part-time work in its workplans and has one staff member working a 60% work week.
- An experiment is underway to find the technical means to allow an IMB staff member to work at home.

- FPA (Comptroller)
- FPA (IMB)

Industry, Technology and Regional Operations

- Several employees in AUTB have taken the opportunity to work part-time.

- ITRO (AUTRB)

Regions

- A support staff member of this Regional Office continues educational leave in pursuit of a commerce degree.
- An Informatics Officer is completing a university degree through a day course.
- The Regional Office has encouraged employees to job share and has also given employees time off to study. As well, a successful work at home pilot project was conducted.
- Two positions now exist to provide three employees with the opportunity to job share.
- An officer in the Industry Technical Services Division is working half time while pursuing a MBA degree.

- ISTC-Newfoundland
- ISTC-N.B./P.E.I.
- ISTC-Quebec
- ISTC-Saskatchewan
- ISTC-B.C./Yukon

Proposed Actions for 1991-92

RC

4. **Managers, in setting up employee development programs and when considering assignments and transfers, should include provision for employees to receive industry experience and experience in headquarters and the regions on the front lines of program delivery.**

- All managers

III - CAREER DEVELOPMENT

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The Comptroller's Branch has arranged assignments for officers in regional offices (e.g. Montreal), and has also conducted employee exchanges within the Branch.

- FPA (Comptroller)

Industry, Technology and Regional Operations

- In order to move a senior administrative officer in the CO category, the PPRSB has designed a developmental program to provide the employee with sufficient on-the-job, university and regional experience.
- The Planning, Central Services Directorate of the PPRSB arranged for a CO-2 officer to move into a position where he will be able to deal more with the public.

- ITRO (PPRSB)

- ITRO (PPRSB)

Capital Goods and Service Industries

- A CO-1 Development program has been implemented by the Sector to introduce new officers to the work of each branch by rotating assignments (usually 4 months).
- In the AB, developmental programs employees in joint projects with industry, other government departments, and regional offices. For example the Branch is involved in a TQM project with industry.
- The AUTRB has seconded one employee to External Affairs and one to a post overseas.

- CGSI

- CGSI (AB)

- CGSI (AUTRB)

Aboriginal Economic Programs

- Development officers are offered a two year secondment to work directly with Aboriginal organizations to assist them in establishing their own business development and analysis capability, thereby strengthening those organizations and giving ISTC's officers a better understanding of the clients' environment.

- AEP

III - CAREER DEVELOPMENT

Policy

- A CO-1D support staff program is underway with two appointments in place and development/training initiated. • Policy
- The Sector has one employee on a interchange assignment with the private sector. • Policy

Regions

- One employee is on an executive interchange program with the private sector. An employee has also been seconded to Environment Canada. A private sector employee will joining the office in March 1992 on an interchange assignment. • ISTC-Nova Scotia
- One employee, on an exclusive interchange program, is heading up a regional industrial commission. • ISTC-N.B./P.E.I.
- Three employees have gained diversified experience in the private sector through participation in exchange programs. • ISTC-Quebec
- The Regional Office has established a working group on support staff/officer interaction to determine better ways of sharing work and of enhancing support staff responsibilities. • ISTC-Ontario
- A trade officer has been employed on a part-time basis in the International Trade Centre on secondment from the Ontario provincial government to assist career development and improve relations with the provincial government. • ISTC-Ontario
- The Regional Office provided three opportunities to advance from the support staff to officer category. To date, two of the appointments have been completed. • ISTC-Manitoba
- The I&T Services has used Interchange Canada to import one officer for the private sector and to export another officer to the private sector. • ISTC-B.C./Yukon

Proposed Actions for 1991-92

- 5. HRB to publicize the existence of a comprehensive inventory of available courses for training and development. • RC
- HRB

III - CAREER DEVELOPMENT

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The HRB publishes an annual calendar outlining the corporate and departmental training and development courses available to all employees. A new departmental calendar is scheduled to be issued in March 1992.

- FPA (HRB)

Proposed Actions for 1991-92

RC

6. The TNA Committee to review the appropriateness of setting training minimums.

- TNA Committee (HRB)

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The TNA Committee has reviewed this consideration as part of its examination to ensure ISTC employees obtain appropriate training and development. A project report and implementation plan of the findings and recommendations emanating from the Analysis will presented to DMC in early 1992.

- TNA Committee (HRB)

IV - EMPOWERMENT AND DELEGATION OF AUTHORITY

In order to ensure quality service, staff productivity, and an increased flexibility to respond to ISTC client needs, managers must exhibit behaviours and attitudes that empower. Empowerment asks employees to assume responsibility for change and to be accountable for their actions within an environment which accepts a degree of risk taking and acknowledges intent as well as results.

Closely related to empowerment is delegation. Effective delegation should be based on the PS 2000 principle that decision-making authority be delegated to the lowest possible levels. In order for both empowerment and delegation to be successful though, they must be accompanied by accountability and the necessary training and support. This will then allow empowered public servants to provide the best possible service.

An important aspect of empowerment and delegation is reducing the number of decision-making levels so that access to decision-making is increased and accountability is strengthened. To this end, ISTC has revised its structure to include only three management levels below the Deputy Minister. The total reduction in authorized management positions was 24.8 percent.

The updates also indicate some activities managers are taking to empower and delegate authority to their employees. Examples include the involvement of more employees, at all levels, in the planning process of their work unit, the delegation of signing authorities, and the increased efforts by some managers to actively seek out empowerment and delegation practices elsewhere for possible application to their areas. Their efforts are also supported by the activities of the Public Service 2000 PLUS Secretariat and the Corporate Development process.

Within the Framework document, six recommendations were included under the heading of empowerment and delegation of authority. Of the six:

- 3 were addressed by initiatives already underway in the Department;
- 1 is not covered here because it requires Treasury Board action and will therefore be examined in Phase II; and
- 2 are covered by the 2 actions listed in the Framework and are updated below.

IV - EMPOWERMENT AND DELEGATION OF AUTHORITY

Proposed Actions for 1991-92

1. An ADM-led group, with appropriate support from HRB, should continue to study the implications and possible strategies for further empowerment as a consequence of delegation of authority within headquarters and regional offices of ISTC.

RC

- ADM-led group
- HRB

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The HRB has reviewed the human resources approval and signing authorities delegated within ISTC with the intention of delegating human resources approval and signing authorities to the lowest levels permitted by governing regulations and departmental exigencies. This resulted in revisions to 22 items for which the level of delegation was lowered, thus providing greater empowerment of management personnel to action human resources matters. Following DMC approval, formal amendments were made to the Departmental Delegation of Authority manual in November 1991.

- FPA (HRB)

Proposed Actions for 1991-92

RC

2. Managers should examine empowerment and delegation practices elsewhere (in other government Departments, ISTC or the private sector) for possible application to their areas.

- All managers (with support from PS 2000 PLUS Secretariat)

Examples of Progress to Date

RC

Finance, Personnel and Administration

- A Best Practices Review was published by the Secretariat and made available to all employees and distributed to the Corporate Development Steering Group for consideration by the working groups. This Review covers over 35 best practices including those related to empowerment and delegation, service, consultation, and incentives and rewards.

- FPA (PS 2000 PLUS Sec.)

IV - EMPOWERMENT AND DELEGATION OF AUTHORITY

- The Secretariat publishes a bi-weekly Bulletin for all employees that features best practices being undertaken in ISTC, other federal departments, provincial governments, and the private sector. The Secretariat also assists in the publication of FOCUS, which provides employees with information on corporate development activities.
- Within the FPSD, the Manager, Business Systems, is now signing the Statistics on Funded Programs Report that is distributed to Sector Heads and Regional Executive Directors. Previously, signing authority was with the Director General.
- The Comptroller's Branch has given officers higher dollar authority to recommend issuance of cheques.
- In the Comptroller's Branch, officers sign their own correspondence when providing policy interpretations.
- The Comptroller's Branch Manager's RAMS is now providing departmental managers with easy direct access to their financial information which supports the departmental empowerment initiative.
- The FSD of the Comptroller's Branch has assisted the Department's empowerment initiatives by delegating the maximum authority permitted by central agencies to the lowest levels possible. Within the Directorate itself, financial signing authority has been delegated to a supervisor at the CR-05 level. (Previously, this authority had been restricted to officers at the FI-01 level or higher).
- The FSD is going forward with a request to delegate most authorities in the Isolated Post Directive to the NWT and Yukon offices.
- The ASB has conducted a feasibility study on a contract and procurement system that will permit delegating authority to ISTC line managers for the procurement of consumable supplies. A prototype system will be tested in the coming fiscal year and full implementation is expected for 1993-1994.
- The ASB will be establishing a departmental policy on Acquisition Cards which will streamline the procurement and payment process for consumable items.
- FPA (PS 2000 PLUS Sec.)
- FPA (Comptroller)
- FPA (Comptroller)
- FPA (Comptroller)
- FPA (Comptroller)
- FPA (Comptroller)
- FPA (Comptroller)
- FPA (ASB)
- FPA (ASB)

IV - EMPOWERMENT AND DELEGATION OF AUTHORITY

Industry, Technology and Regional Operations

- The Planning and Central Services Directorate of the PPRSB has participated in an empowerment workshop at the recent Financial Management Institute (FMI) Professional Development Week. • ITRO (PPRSB)
- In the MB, officers have been empowered to handle major files and to represent Canada on International Study Groups • ITRO (MB)

Capital Goods and Service Industries

- Officers are provided with significant responsibilities in dealing with clients, identifying and researching subjects, and making presentations of findings to clients and management. • CGSI (SPB)
- Within the SMLDSB, the DIPP procedures within the Branch have delegated cashflow change approval to officers and reduced information required by the Director for routine contract amendments. • CGSI (SMLDSB)
- The Planning and Central Services Directorate, PCCB, is currently reviewing the PEMD program to address the possibility of reducing the level of signing authorities for approval and claims payments. • CGSI (PCCB)
- In the AUTRB, responsibility for "anticipated orals" is now delegated to the director level. • CGSI (AUTRB)

Aboriginal Economic Programs

- Minister Hockin has agreed to delegate decision-making authority to AEP's regional directors in conjunction with its regional boards on all projects where the program's contribution is up to \$100,000. • AEP

IV - EMPOWERMENT AND DELEGATION OF AUTHORITY

Operations Audit Branch

- In support of ISTC's empowerment initiatives, the scope of compliance audits has been broadened to include a review of areas of excessive constraints and administrative irritants with a view to making positive recommendations for their amendment or removal. ● OAB
- Irritants have been identified in three areas and the following recommendations made to the Comptroller: ● OAB
 - The co-sponsorship of conferences presently requires Deputy Minister approval as set out in the Treasury Board Conference Directive. Downward delegation of authority could be sought from the Treasury Board on the feasibility of providing blanket authority could be reviewed.
 - Currently all memberships in the Chamber of Commerce and Boards of Trade require Deputy Minister approval. Treasury Board approval would be needed for downward delegation of authority or another option would be to have the Deputy Minister approve an annual submission for all these types of memberships.
 - The Isolated Post Directive makes provision for the Deputy Minister to delegate the authority to approve payments to subordinates but no evidence has been found to indicate that this has been done. The Deputy Minister could delegate authority through an amendment to the Department Delegation Chart or through the issuance of a "Special Delegation Instrument".

Regions

- Development officers are responsible for their own national travel budgets. ● ISTC-Nova Scotia
- All officers are responsible for their own national travel budgets. ● ISTC-N.B./P.E.I.
- Officers have been delegated signing authority for granting contracts. ● ISTC-Quebec

IV - EMPOWERMENT AND DELEGATION OF AUTHORITY

- Staff members are encouraged to write articles for the FedNor client newsletter and are recognized with a byline. • FedNor
- Employees are given acting assignments on a rotational basis in the absence of managers and supervisors. • FedNor
- The Yukon director has empowered all staff to make office supply purchases without further review. • ISTC-B.C./Yukon
- A Yukon support staff member has assumed an officer/management role for special initiatives in the office. • ISTC-B.C./Yukon
- For certain large projects, individual officers have control of their own budgets and are made accountable. • ISTC-B.C./Yukon

V - ADVANCEMENT OF WOMEN AND EMPLOYMENT EQUITY

Future trends indicate that skills are going to be in increasingly short supply and that the majority of new labour market entrants will be women and members of minority groups. In order to take account of these anticipated skills shortages, the public service must create a working environment that attracts and retains women and members of minority groups.

To this end, ISTC aims to be representative of Canada and able to benefit from the diversity of views and talents of Canadians.

One of the Department's important initiatives in this area has been the creation of a Women's Bureau, recommended by the ISTC Task Force on the Advancement of Women. The Women's Bureau was established to offer services to ISTC employees seeking assistance in meeting departmental objectives for the advancement of women. In its efforts to achieve these objectives, the Bureau will develop and implement a corporate awareness effort with respect to attitudinal barriers, investigate and make recommendations regarding family support mechanism policies and make presentations to and liaise with other departments and organizations on matters affecting advancement of women issues.

The Women's Bureau recently made a presentation to the DMC on their activities as well as on the Department's initiatives undertaken to date in response to the recommendations made in the 1991 ISTC Task Force on the Advancement of Women by the various working groups.

Although no specific actions were detailed under this category in the Framework document, responses received from many ISTC sectors indicate that there is much activity underway worthy of mention.

Of the 16 recommendations originally included in this category:

- 8 had been addressed in the HRMF;
- 2 were being addressed by the working groups on attitudes and technology;
- 5 were currently underway; and
- 1 will be dealt with in Phase II as it requires Treasury Board involvement.

V - ADVANCEMENT OF WOMEN AND EMPLOYMENT EQUITY

Examples of Progress to Date

RC

Finance, Personnel and Administration

- All gender language has been removed from course material.
- In support of the Employment Equity Program, the HRB conducted a Department-wide self-identification survey.
- The Branch has taken a flexible approach to work arrangements for female employees with family responsibilities. For instance, one employee has worked at home for five months.

- FPA (Comptroller)
- FPA (HRB)
- FPA (ASB)

Science

- The Sector maintains several work sharing arrangements that provide opportunities for the advancement of women.

- Science

Legal Services

- During the Branch's Corporate Focus Day, the ISTC Women's Bureau made a special presentation on their activities. This led to 30% of support staff and other officers participating in a career development seminar tailored for women.

- Legal Services Branch

Regions

- Two meetings have been held with women on staff to discuss activities and issues.
- This Regional Office plans to nominate a woman for a Director position. Two more women have been appointed to positions as Industry Development Officer.
- The Regional Office gave two full day ISTC Career Development courses to 15 women.
- Follow-up personal counselling is provided to ISTC Manitoba women.

- ISTC-N.B.-P.E.I.
- ISTC-Quebec
- ISTC-Manitoba
- ISTC-Manitoba

V - ADVANCEMENT OF WOMEN AND EMPLOYMENT EQUITY

- The Regional Office has actively participated on the Task Force on the Advancement of Women.
- ISTC-Alberta/N.W.T.
- Five women took a special course on communications, with 3 assistants participating.
- ISTC-B.C./Yukon

VI - INCENTIVES AND REWARDS

An important consideration when motivating employees is ensuring that they are rewarded when they perform well and bring new and innovative ideas to the organization.

Presently, ISTC's formal Awards Program covers most of the recommendations made by PS 2000 Task Forces and related ISTC studies. Since it began in early 1991, the Exemplary Contribution Award has been given to 21 employees. Many more employees have also received Merit Awards and others have received Suggestion Awards.

While these formal awards are appreciated, they should be accompanied by informal recognition of employees in ways that exhibit respect and appreciation of the work that is being done on a daily basis. For example, the British Columbia/Yukon Regional Office has created a peer group award for achievement that consists of a plastic dinosaur. This kind of recognition is usually appreciated by employees and should be encouraged as an effective method of rewarding employees.

The proposed actions in this category will be considered in Phase II because the recommendations - the establishment of productivity and gain-sharing performance rewards, and the reimbursement of expenses related to special celebrations recognizing group and team contributions - require changes to Treasury Board and departmental policy before they can be implemented. However, the responses received demonstrate that there are innovative activities in this area deserving of special mention, and these are included below.

Five recommendations were included under the heading of incentives and rewards within the Framework document:

- 3 were addressed by initiatives already underway in the Department; and
- 2 require central agency action and will therefore be considered in Phase II.

VI - INCENTIVES AND REWARDS

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The FSD has planned a "The Most Useless Job I Do Contest".

- FPA (Comptroller)

Industry, Technology and Regional Operations

- The Society of Canadian Office Automation Professionals (SCOAP) merit award was given to an employee in December 1991.

- ITRO (ITIB)

Tourism

- The Sector has established "An Awards and Celebration" program to acknowledge the contribution of sector employees.

- Tourism

Office of the Corporate Secretary

- The OCS has organized several exhibitions (photographs, printing and pottery) to highlight the talents of its employees.

- OCS

Regions

- A peer group "plastic dinosaur" award has been created by this Regional Office. The Office also plans to nominate someone for an Exemplary Contribution Award.

- ISTC-B.C./Yukon

VII - OTHER IMPORTANT MATTERS

This category was created to deal with those important recommendations which did not readily fall within the other six categories. These issues were considered important because they relate directly to employee concerns raised during the Corporate Development process. For example, many employees have expressed the need for a departmental recycling program. Headquarters began an extensive recycling program this year and the Yukon office of the British Columbia/Yukon Regional Office, has started their own recycling program.

Of the three recommendations that were placed into this category, two were found to require central agency action and will be dealt with in Phase II, and one was covered by the action listed in the Framework and is updated below.

Proposed Actions for 1991-92

1. As soon as the Treasury Board policy review on the installation of showers has been completed, construct shower facilities in accordance with Facilities Management Workplans.

RC

- ADM, FPA

Examples of Progress to Date

RC

Finance, Personnel and Administration

- The construction of shower and change facilities on the S1 level of headquarters has been ordered for completion in this fiscal year. (The January 28th freeze has impacted on this timetable.)

- FPA (ASB)

CONCLUSION

There is evidence in ISTC of enormous progress being made in the initiation and adoption of some PS 2000 activities. These achievements have been accomplished in a time of economic restraint and profound changes within the Department (e.g., delayering, restructuring). Through our continuing efforts in carrying out PS 2000 activities we have shown that not only can we overcome these difficulties but we can continue and grow as individuals and as a Department. All employees are committed to continuous improvement of service to our clients, and to the Department's culture and work environment.

There still remain further activities to be undertaken in support of this long-term renewal process. This Implementation Update Report provides a snapshot of the Department's activities in the first six months of a year-long Framework implementation process.

When the final Implementation Update Report is completed in the summer of 1992 on the PS 2000 Framework achievements, even more progress will be visible.

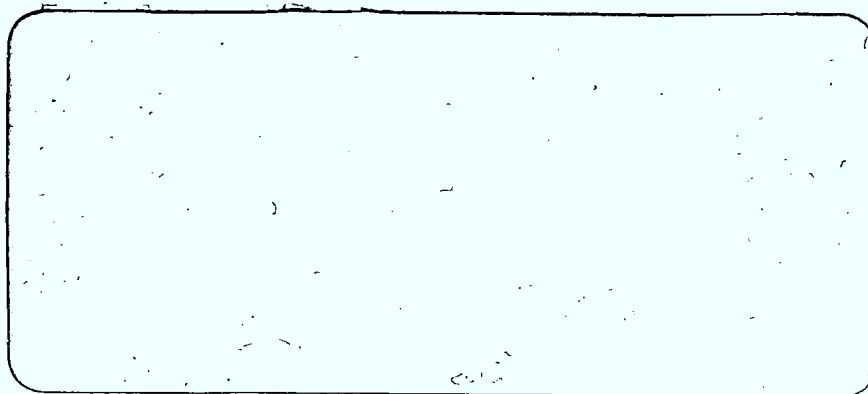
The most exciting part of the renewal process is yet to come where system changes will permit even more progress to be made (e.g., TQM study, single operating budgets, and other legislative empowerments). The tone has been set and there is no turning back now. The change process has begun and shows no sign of slowing down.

LIST OF ABBREVIATIONS

The following abbreviations are used in this Framework:

AAC	-	Automotive Advisory Committee	MAPS	-	Management and Activities Planning System
AB	-	Aeronautics Branch	MAS	-	Manufacturing Assessment Service
ACI	-	Automotive Components Initiative	MB	-	Materials Branch
AEP	-	Aboriginal Economic Programs	MID	-	Market Intelligence Division
ASB	-	Administrative Services Branch	MOU	-	Memoranda of Understanding
AUTRB	-	Automotive, Urban Transit and Rail Branch	OAB	-	Operations Audit Branch
BOSS	-	Business Opportunities Sourcing System	OCS	-	Office of the Corporate Secretary
BSC	-	Business Service Centre	PCCB	-	Planning, Coordination and Control Branch
CBIB	-	Chemical Bio-Industries Branch	PCSD	-	Planning and Central Services Directorate
CVD	-	Contribution Verification Directorate	PEMD	-	Program for Export Market Development
CGSI	-	Capital Goods and Service Industries	PPRSB	-	Planning, Program and Regional Services Branch
DAP	-	Departmental Assignment Program	PREA	-	Performance Review and Employee Appraisal
DESB	-	Defence Electronics and Space Branch	RAMS	-	Resource Accounting Management System
DIPP	-	Defence Industry Productivity Program	RC	-	Responsibility Centre
DMC	-	Departmental Management Committee	SBB	-	Services to Business Branch
ECD	-	External Consultations Directorate	SBLA	-	Small Business Loans Administration
FMD	-	Fabricated Materials Directorate	SCIB	-	Service and Construction Industries Branch
FMI	-	Financial Management Institute	SCOAP	-	Society of Canadian Office Automation Professionals
FPA	-	Finance, Personnel and Administration	SMLDSB	-	Shipbuilding, Marine and Land Defence Systems Branch
FPB	-	Food Products Branch	SPB	-	Special Projects Branch
FPSD	-	Financial and Program Systems Directorate	SPID	-	Sector Policy Integration Directorate
FSD	-	Financial Services Directorate	SSS	-	Support Staff Study
HRB	-	Human Resources Branch	STP	-	Strategic Technologies Program
HRMF	-	Human Resources Management Framework	TNA	-	Training Needs Analysis
IEETB	-	Industry and Electric Equipment and Technology Branch	TQM	-	Total Quality Management
IMB	-	Information Management Branch			
IOD	-	International Operations Directorate			
I&T	-	Industry and Technology			
ITIB	-	Information Technologies Industry Branch			
ITRO	-	Industry, Technology and Regional Operations			
LAN	-	Local Area Network			

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