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**ISTC PS 2000 PLUS MULTI-YEAR
FRAMEWORK - PHASE I**

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PREPARED BY:

Robert A. Morin
Jean Caron
John Butler
Dene Palmer
M. Louise McArthur
Brian Torrie
Brenda Christopher
Sylvie Lapointe

MAY 1991

PS 2000 PLUS SECRETARIAT

ISTC PS 2000 PLUS MULTI-YEAR FRAMEWORK - PHASE I

SUMMARY

MAY 23, 1991

PS 2000 PLUS SECRETARIAT

ISTC PS 2000 PLUS MULTI-YEAR FRAMEWORK - PHASE I

SUMMARY

The mission of ISTC is to promote international competitiveness and excellence in Canadian industry, science and technology. In fulfilling our mission, ISTC strives to: be a people-oriented organization founded on knowledge, professionalism, mutual respect and trust; offer high quality information and service to our clients; promote and recognize innovation and excellence; and provide leadership. These values represent ISTC's vision to fulfill its mandate and will provide a work environment that demonstrates to employees that they are ISTC's most important resource.

These values closely mirror the management principles espoused in the Renewal of the Public Service of Canada (White Paper). Specifically, the White Paper maintains that the Public Service will be managed and led according to the following principles:

- improving service to the public;
- encouraging innovation through empowerment and delegation of authority to determine how best to get the job done;
- treating members of the Public Service as its most important resource; and
- making Public Servants more clearly accountable through assessments against readily understood standards.

In striving to achieve these values the Department has, in fact, already begun to assume responsibility for implementing many of the PS 2000 initiatives advocated in the White Paper. Our employees' participation in the ongoing corporate development process and the work being done on internal communications as well as upward feedback, are ISTC's strengths in relation to PS 2000. ISTC's commitment to the renewal process is demonstrated by the priority given to the establishment of the External Consultations Directorate, increases to the staff training and development budget, empowerment and advancement of women initiatives, as well as the numerous reward and incentive programs undertaken. Those areas where the Department has yet to undertake initiatives - or where there are opportunities for improvement - are largely addressed by the actions proposed in this Framework. These proposed actions will assist ISTC in achieving the above values.

While much has been and continues to be accomplished in the Department, much remains to be done. In those areas where efforts have been started, we must continue these efforts. Where further initiatives are required, we must extend our energies to those areas. More can be done to reflect our values and achieve our vision.

The benefits to everyone at ISTC of implementing PS 2000-related initiatives will be realized in a number and variety of ways. Adoption of these initiatives will lead to an open, participatory and people-oriented work environment; where creativity and innovation are valued; where employees are empowered to take responsibility for their actions and assessed against realistic and clearly understood objectives and standards; and where it is demonstrated that employees' opinions are wanted and respected by management.

Phase I of the ISTC PS 2000 PLUS Multi-Year Framework focuses on those recommendations made in the various reports (i.e., Corporate Development, Advancement of Women, Support Staff Study and the ten PS 2000 task force studies) that can be implemented by ISTC independently of other departments or central agencies and without the need for legislative amendment.

The Framework does not address many of the recommendations made dealing with training and development, performance review, staffing, resourcing, employment equity and classification as these have been addressed in the Human Resources Management Framework recently approved by the Departmental Management Committee (DMC).

As a starting point for organizing the more than three hundred recommendations, the number of references made in the White Paper assigning responsibility to the Deputy Minister were totalled and sorted according to a broad area of responsibility. These references were grouped into six main categories (a seventh category was created to deal with other important matters):

- consultative culture;
- service standards;
- career development;
- empowerment and delegation of authority;
- advancement of women and employment equity; and,
- incentives and rewards.

In developing the proposed actions for the Framework, emphasis was placed on identifying those efforts already under way within the Department and on ensuring that the proposed actions could be initiated and/or implemented at reasonable cost during the fiscal year 1991-92.

DMC members will be accountable to the Deputy Minister for implementing the PS 2000 activities in two ways. The Statements of Concurrence agreed upon between the Deputy Minister and senior managers

will include the PS 2000 activities to be implemented. Second, as part of the corporate planning process, mid-term reports made to the Deputy Minister will report on the progress made by individual sectors on PS 2000 actions.

By putting in place the actions recommended in this Framework, the Department will have taken positive steps towards achieving the results - and client-oriented culture envisaged by the Public Service 2000 initiative and the ISTC corporate development process.

I - Consultative Culture

One goal of PS 2000 is to develop practical means of promoting an open, consultative culture in the Public Service. Citizens and employees alike expect to be consulted about program and policy development options that will result in decisions that affect their lives. At ISTC, the free flow of information into and throughout the Department is viewed as a key element in developing a consultative culture. To address this need, an internal communications policy is currently in preparation for the DMC. Through consultation with departmental clients, ISTC can gain a better understanding of our clients' expectations and develop products and services that satisfy client needs. To address the need to promote systematic consultations with departmental clients, the External Consultations Directorate has been established. The actions proposed for 1991-92 are aimed at enhancing the effectiveness of ISTC's communication and consultation activities.

Proposed Actions for 1991-92

Responsibility Centre

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| 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. | . Departmental Management Committee Members
. Senior ADM, Industry, Technology & Regional Operations, External Consultations Directorate |
| 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. | . ADM, Finance, Personnel & Administration |
| 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 planning these events. | . ADM, Policy |

II - Service Standards

For the most part, ISTC is in the business of providing advice as well as leading the government's initiative to improve competitiveness in the Canadian economy; a relatively small part of our mandate involves the delivery of programs. Consequently, there are limits on our ability to establish quantifiable standards for the wide variety of services offered to ISTC's broad and heterogeneous clientele. Nevertheless, in the spirit of PS 2000, ISTC's Entrepreneurship and Small Business Office is coordinating the government-wide Small Business Paperwork Reduction Program; as well the Finance, Personnel and Administration Sector is encouraging feedback from its internal ISTC clients concerning ways to improve its services. In addition, the setting of clear job performance objectives for individuals through the Performance Review and Employee Appraisal process, is an important element in establishing standards for service at ISTC. The actions proposed for 1991-92 are aimed at assisting managers, for activities where it is appropriate, to establish clear standards (e.g. turn around times and complaint management procedures and guidelines) as well as monitoring procedures and training to ensure quality service is provided both within the Department and to the public. By setting standards and monitoring activities, employees will be provided with a clear indication of what is expected of them by both ISTC and the clients we serve.

Proposed Actions for 1991-92

Responsibility Centre

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| 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. | . Departmental Management Committee Members |
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| <p>2. Where appropriate, managers should develop 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 requests for information, correspondence 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.</p> | <p>. All Managers
. ADM, Finance, Personnel & Administration</p> |
| <p>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.</p> | <p>. All Managers</p> |

III - Career Development

Demographic trends in the workforce indicate that there will be much greater competition for and amongst qualified staff in the next decade. ISTC will have to offer interesting jobs and encourage creativity, innovation and responsiveness to attract and keep an increasingly selective workforce. While individual employees should continue to be responsible for the planning and management of their own careers, the Department will be responsible for providing information and guidance to support the required training so that all employees are able to take full advantage of training and development opportunities. In addition to the Departmental Assignment Program which has been introduced to give employees the opportunity to broaden their work experience, job rotation is a key management response to providing further developmental opportunities for employees. To date, developmental positions have been created in ISTC Quebec, the Science Sector and the Industry, Technology & Regional Operations and Capital Goods & Service Industries sectors and upward feedback pilot projects are being conducted in the Department.

Proposed Actions for 1991-92

Responsibility Centre

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| <p>1. Human Resources Branch to ensure that lengthy acting appointments are avoided (i.e., longer than 4 months).</p> | <p>. Human Resources Branch</p> |
| <p>2. Managers to identify training and development needs in functional and business plans taking cost-effectiveness into account, starting with 1992-93 plans.</p> | <p>. Departmental Management Committee Members</p> |
| <p>3. Managers to identify opportunities for job-sharing and part-time work for inclusion in the 1992-93 functional and business plans.</p> | <p>. Departmental Management Committee Members</p> |
| <p>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.</p> | <p>. All Managers</p> |
| <p>5. Human Resources Branch to publicize the existence of a comprehensive inventory of available courses for training and development.</p> | <p>. Human Resources Branch</p> |
| <p>6. The Training Needs Analysis Committee to review the appropriateness of setting training minimums.</p> | <p>. Training Needs Analysis Committee (Human Resources Branch)</p> |

IV - Empowerment and Delegation of Authority

Effective empowerment and delegation encourages managers and employees to try new ways of achieving goals. Empowerment enables employees to assume responsibility for improving service and to be accountable for their actions within an environment which accepts a degree of risk taking and

acknowledges intent as well as results. As of April 1, 1991, ISTC has fully de-layered the senior management structure and many sectors are exploring ways of empowering employees and delegating responsibility to the lowest possible level. As well, several sectors are recognizing the authors of papers and including all staff in the planning process allowing employees to take more direct ownership of the jobs they do and to be more accountable for the results obtained.

Proposed Actions for 1991-92

Responsibility Centre

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| <ol style="list-style-type: none"> 1. An ADM-led group, with appropriate support from Human Resources Branch, 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. 2. Managers should examine empowerment and delegation practices elsewhere (in other government departments, ISTC or the private sector) for possible application to their areas. | <ul style="list-style-type: none"> . ADM-led group . Human Resources Branch
 . All Managers (with support from PS 2000 PLUS Secretariat) |
|--|--|

V - Advancement of Women and Employment Equity

The long term vision of the ISTC Task Force on the Advancement of Women is to enhance the ways in which women are able to participate in the workforce at more senior levels and with richer job content, to the fullest extent possible. By ensuring that the equitable treatment of men and women is increased, particularly by placing special emphasis on recruitment, development and promotion, the Task Force hopes to generate a working environment within this Department which will help women at the same time, to balance the conflicting demands of family and work responsibilities. To this end, the Department has initiated a number of activities devoted to ensuring that ISTC is among the leaders in this area and that the full potential of all employees is realized.

Recently the DMC approved the establishment of a Women's Bureau designed to coordinate, promote, market and monitor activities related to the reduction of barriers to the advancement of women. In addition, approval was given to continue to develop the Technology Pilot project, which will examine the impact of technology on the roles and responsibilities of all staff, particularly support staff.

The recommendations relating to the reduction of barriers to the advancement of women and to the promotion of employment equity are now part of the Department's on-going activities. All managers will be asked to evaluate implementation of initiatives related to the advancement of women in their areas and report progress in 1991-92.

VI - Incentives and Rewards

In addition to the regular compensation and benefits package, it is important that ISTC appreciates individual and team achievement. Along with the formal recognition programs, managers should also recognize employees informally by doing things that reflect respect and equality of others, such as: including staff in meetings, providing timely debriefings, written comments on returned memoranda, and a personal thank you for a job well done.

ISTC's present incentive and reward program covers most of the recommendations made by PS 2000 and the related ISTC studies. Fifteen Merit Awards were given to ISTC employees in 1990-91 and, as well, the "Exemplary Contribution Award" has been created to recognize employee performance where a Merit Award would not be suitable. In addition, some sectors are developing their own methods of recognizing individual and team achievement. More actions related to this category will be included in the PS 2000 PLUS Framework Phase II - as they require central agency changes before they can be implemented.

VII - Other Important Matters

This heading was created for important recommendations that come from ISTC employees but do not fit readily under any of the other headings. A timely example is the construction of shower facilities, which has been included in Facilities Management's 1991-92 Work Plans. Through the Corporate Development process, employees have identified this as a very important issue. Other suggestions will no doubt arise over time.

Proposed Action for 1991-92

Responsibility Centre

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| <ol style="list-style-type: none"> 1. As soon as the Treasury Board policy review on the installation has been completed, construct shower facilities in accordance with Facilities Management Work Plans. | <ul style="list-style-type: none"> . ADM, Finance, Personnel & Administration |
|---|--|

**ISTC PS 2000 PLUS MULTI-YEAR
FRAMEWORK - PHASE I**

 **PS 2000 PLUS SECRETARIAT**

ISTC PS 2000 PLUS MULTI-YEAR FRAMEWORK - PHASE I

I. Introduction

On November 26, 1990, the Departmental Management Committee (DMC) approved the workplan for the PS 2000 PLUS Secretariat. The workplan set out an action plan for the departmental renewal process to be begun within ISTC over the next few months leading to the changes in the years ahead. To this end, the workplan included the development of a multi-year strategic plan to be presented to the DMC for approval.

The ISTC PS 2000 PLUS Multi-Year Framework proposes actions to be undertaken by the various responsibility centres within ISTC over this fiscal year and suggests means for monitoring the implementation of the proposed actions. It is not the responsibility of the PS 2000 PLUS Secretariat to implement the actions - it is ultimately the responsibility of every manager to ensure that the actions proposed in this Framework are achieved. In beginning this implementation process, it is intended that the Framework be used as a tool for managers in consultations with their employees in determining how best to implement the proposed actions and for future planning purposes. Extensive consultations have been undertaken by the Secretariat, at the management and employee levels and with the regions and their comments have been taken into consideration in the preparation of this Framework.

By putting in place the actions in this Framework, the Department will have taken positive steps towards achieving the results- and client-oriented culture envisaged by the Public Service 2000 initiative. Specifically, this means that the Public Service will be managed and led according to the following principles outlined in The Renewal of the Public Service of Canada (White Paper):

- improving service to the public;
- encouraging innovation through empowerment and delegation of authority to determine how best to get the job done;
- treating members of the Public Service as its most important resource, and;
- making Public Servants more clearly accountable through assessments against readily understood standards.

The mission of ISTC is to promote international competitiveness and excellence in Canadian industry, science and technology. In fulfilling our mission, ISTC strives to: be a people-oriented organization founded on knowledge, professionalism, mutual respect and trust; offer

high quality information and service to our clients; promote and recognize innovation and excellence; and provide leadership. These values represent ISTC's vision to fulfill its mandate and will provide a work environment that demonstrates to employees that they are ISTC's most important resource.

These values closely mirror the management principles espoused in the White Paper.

II. Organization of the Framework

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

The PS 2000 PLUS Framework does not address many of the recommendations made dealing with training and development, performance review, staffing, resourcing, employment equity, classification and flexible work arrangements as these have been addressed in the Human Resources Management Framework (recently approved by the DMC). Those recommendations not included in the Human Resources Management Framework but for which the Human Resources Branch has been identified as a responsibility centre are included in this Framework.

This Framework is concerned largely with the changes necessary in attitudes on the part of managers and employees in order to effect the desired transformation in ISTC. The Human Resources Management Framework will be supplying many of the tools or instruments that managers and employees will require in implementing the recommendations.

Those areas where the Department has yet to undertake initiatives - or where there are opportunities for improvement - are largely addressed by the actions proposed in this Framework. These proposed actions will assist ISTC in achieving the above values.

While much has been and continues to be accomplished in the Department, much remains to be done. In those areas where efforts have been started, we must continue these efforts. Where further initiatives are required, we must extend our energies to those areas. More can be done to reflect our values and achieve our vision.

In developing the actions for the Framework, emphasis was placed on identifying those efforts already under way within the Department and on ensuring that the proposed actions could be initiated and/or implemented at reasonable cost during the fiscal year 1991-92. There is, however, a need for a substantial investment of time and energy on the part of all employees and managers.

The attached annex identifies the current ISTC activities related to PS 2000 initiatives undertaken by the regions and headquarters.

The depth and number of responsibilities accorded Deputy Ministers for implementation of the Public Service 2000 initiative served as a starting point for organizing the recommendations. Overall, twenty-one references were identified in the White Paper as being the responsibility of Deputy Ministers. These twenty-one references were grouped into 6 categories:

- I. Consultative culture;
- II. Service standards;
- III. Career development;
- IV. Empowerment and delegation of authority;
- V. Advancement of women and employment equity; and
- VI. Incentives and rewards.

Recommendations made by the various reports were then divided into each of the six categories. A seventh category was also created to deal with those important recommendations which did not readily fall into the other six categories.

In editing the recommendations, repetitions were eliminated and similar ones combined. Throughout this process, 1991-1992 sectoral plans were used to identify activities already undertaken by specific areas in the Department and initiatives flowing from the Deputy Minister's challenge made at the Executive Conference in November 1990 were taken into account. All of the actions proposed in the Framework respond not only directly to the

recommendations made in the report, but they also satisfy the four principles (mentioned previously) as outlined in the White Paper.

Based on these categories, the Framework identifies:

- (1) the action to be taken based on the recommendations made in the reports;
- (2) the source(s) of the recommendation;
- (3) the scope of the action in terms of whether it has an impact on the other 5 categories; and
- (4) where a responsibility centre(s) could be identified, it has been; where it could not be identified, because responsibility for the proposed action is too broad, the DMC will have to be responsible for its implementation.

III. Implementation

The implementation of Public Service 2000 rests with the Prime Minister and the President of the Treasury Board and their colleagues supported by the Head of the Public Service, the Committee of Senior Officials, the Human Resources Development Council, the Public Service Commission and Deputy Ministers. But making it work rests with each Public Servant (White Paper).

The White Paper indicates that Deputy Ministers will continue to receive enhanced delegations similar to the financial, administrative and personnel authorities delegated to them as part of the Quick Fixes announced by the President of the Treasury Board on April 30, 1990. Deputies will be accountable for using these tools to promote vigorously the implementation of Public Service 2000 in their departments. They will be expected to decentralize their delegated authority to the lowest reasonable levels both at headquarters and in the regions, and to lead their managers personally in shaping a new service-oriented culture within their organizations.

It is recommended that all of the proposed actions in the Framework be initiated and/or implemented within the fiscal year 1991-92. But the renewal process does not stop then because this is an on-going and constant process. Given that all sectors throughout the department are at different stages of development for and implementation of PS 2000 initiatives, it will be the responsibility of managers, through consultation with their employees

to tailor their actions to their specific areas. Further, each DMC member will be responsible to the Deputy Minister for the implementation of these actions, as applicable.

The benefits to everyone at ISTC of implementing PS 2000-related initiatives will be realized in a number and variety of ways. Adoption of these initiatives will lead to an open, participatory and people-oriented work environment; where creativity and innovation are valued; where employees are empowered to take responsibility for their actions and assessed against realistic and clearly understood objectives and standards; and where it is demonstrated that employees' opinions are wanted and respected by management.

In addressing the implementation issue, there is no recommendation for additional new controls or systems to monitor implementation of the actions.

DMC members will be accountable to the Deputy Minister for implementation of the PS 2000 activities in two ways. First, once the document has been approved, the Statements of Concurrence agreed upon between the Deputy Minister and senior managers will include the PS 2000 activities to be implemented. Second, as part of the corporate planning process, mid-term reports made to the Deputy Minister will report on the progress made by individual sectors within the Department on PS 2000 actions.

The PS 2000 PLUS Secretariat will monitor and advise DMC of progress being achieved based on the twenty-one DM accountabilities identified in the PS 2000 White Paper. Further, the results will be forwarded for inclusion in the service-wide annual report by September 1, 1991.

STC PS 2000 PLUS MULTI-YEAR FRAMEWORK PHASE I

Categories of Recommendations

- I. Consultative Culture**
- II. Service Standards**
- III. Career Development**
- IV. Empowerment and Delegation of Authority**
- V. Advancement of Women and Employment Equity**
- VI. Incentives and Rewards**
- VII. Other Important Matters**

- **PS2K - PS 2000 task force reports (lists recommendations used at the Executive Conference)**
 - :1 - Service to the Public**
 - :2 - Staffing**
 - :3 - Training and Development**
 - :4 - Resource Management and Budget Controls**
 - :5 - Work Force Adaptiveness**
 - :6 - Compensation and Benefits**
 - :7 - Classification and Occupational Group Structures**
 - :8 - Staff Relations**
 - :9 - Administrative Policy and the Role of Common Service Agencies**
 - :10 - Management Category**
- **SSS - Support Staff Study**
- **TNA - Training Needs Analysis**
- **WGIC - Working Group on Internal Communications**
- **WP - White Paper**

NOTE: The following abbreviations are used in this Framework:

- **A of W - Advancement of Women Task Force**
- **ASB - Administrative Services Branch**
- **CD - Corporate Development Steering Group**
- **CGSI - Capital Goods and Service Industries**
- **EC - Executive Conference Workshop**
- **ECD - External Consultations Directorate**
- **FPA - Finance, Personnel and Administration**
- **HRB - Human Resources Branch**
- **HRDB - Human Resources Development Branch (Treasury Board Secretariat)**
- **HRMF - Human Resources Management Framework**
- **ITRO - Industry, Technology and Regional Operations**
- **OCS - Office of the Corporate Secretary**
- **OGDs - Other Government Departments**
- **PREA - Performance Review and Employee Appraisal**

I - CONSULTATIVE CULTURE

The Government's goal is to create a client-oriented Public Service. Citizens and employees alike expect to be consulted about program and policy development options that will become decisions that effect their lives. Deputy Ministers will be held accountable for developing consultation strategies for their departments, as well as for working with the new Secretary to the Cabinet (Communications and Consultation) and others outside of the government, to develop practical means of promoting an open, consultative culture in the Public Service (White Paper).

Important to the development of a consultative culture is the exchange of information at all levels within ISTC. In order to facilitate the exchange of information, there is a need for a more open, participatory and innovative management style which will be reflected by similar behaviour right down the line. Consequently, there is a need to enhance communication among departmental employees at all levels and in all regions using tools such as active interaction (meetings, focus days, retreats, etc.) as well as written and electronic means. An internal communications policy is currently in preparation for the DMC. This policy will emphasize 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 at ISTC.

The work environment of employees and the ISTC corporate culture are changing due to the introduction of new technologies to improve efficiency and productivity. In its role as the Department responsible for industry, ISTC is committed to playing a leadership role in the Public Service in using technology for career enrichment. The Department is currently planning a Technology Pilot project to assess the possibilities for using new technologies to provide career enrichment for ISTC employees.

Recommendations dealing with the need to improve both internal and external consultation practices in ISTC are included in this category as they involve actions that the department can implement on its own. However, most of the PS 2000 recommendations referring to development of a "consultative culture" in the Public Service are not included here as many tasks related to this objective have been assigned to the Privy Council Office and the Canadian Centre for Management Development in order to develop government-wide initiatives and standards.

Forty-eight recommendations from the PS 2000 and ISTC Working Groups touch on the development of a consultative culture:

- 39 have been addressed by initiatives currently under way in the Department (e.g., draft Internal Communications Policy and Information Management Strategy)
- 5 are covered by the 3 actions listed in Table 1 (e.g., actions 1 and 2 address 2 recommendations each); and
- 4 require that ISTC work with other agencies for implementation (these will be included in the Phase II PS 2000 PLUS Framework).

Examples of Recent Actions

- More than 125 corporate focus days have been held.
- The ISTC Working Group on Internal Communications drafted an internal communications policy.
- The External Consultations Directorate (ECD) initiated a seminar series on Best Practices in Consultation.
- Courses entitled Consultation I and II have been developed by the ECD.
- The Nova Scotia Region is using private sector focus groups early in the planning process.
- The Information Management Branch has developed a multi-year Information Management Strategy for the Department.

Table 1 - Consultative Culture

Proposed Actions for 1991-92

	<u>Source</u>	<u>Scope</u>	<u>RC</u>
1. External Consultations Directorate, 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.	PS2K:1, PS2K:8, CD, EC	<ul style="list-style-type: none"> • Service Standards • Career Development 	<ul style="list-style-type: none"> • DMC members • Senior ADM, ITRO, ECD
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.	PS2K:9	<ul style="list-style-type: none"> • Service Standards • Empowerment & Delegation 	<ul style="list-style-type: none"> • ADM, FPA
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.	PS 2000 PLUS Secretariat	<ul style="list-style-type: none"> • Service Standards • Career Development • Empowerment & Delegation • Advancement of Women & Employment Equity • Incentives & Rewards 	<ul style="list-style-type: none"> • ADM, Policy

II - SERVICE STANDARDS

One of the challenges of PS 2000 is to continue our efforts to make ISTC accessible, responsive, flexible and outward-looking. In other words, a results-oriented, client-centred organization committed to ongoing consultation with all parties who can contribute to, or are effected by, the department's programs, policies and practices. Results of the ISTC Mandate Survey indicate that the vast majority of ISTC employees care deeply about giving excellent service to their clients. Nevertheless, the enthusiasm of ISTC employees is moderated by the sense of frustration that PS 2000 research shows is common throughout the Public Service. This frustration is the cumulative effect of a number of factors: hazy expectations regarding service, the effects of fiscal restraint and rightsizing, rising public demand and the perception that service at the front line is not high on the list of senior managers' resource priorities.

Deputy Ministers will establish clear standards for the quality of service provided to the public. In order to effect change in the public service "corporate culture", new tools and training will be needed to assist management and employees to succeed (White Paper).

For the most part, ISTC is in the business of providing advice as well as leading the government's initiative to improve competitiveness in the Canadian economy; a relatively small part of our mandate involves the delivery of programs (e.g., Defence Industrial Productivity Program, FedNor, Aboriginal Economic Programs). Consequently there are limits on our ability to establish quantifiable standards for the wide variety of services offered to ISTC's broad and heterogeneous clientele. Nevertheless, where it is appropriate, (e.g., processing travel claims or ministerial correspondence i.e., internal clients; processing contracts, responding to requests for information, letters or telephone calls i.e., external clients) and making use of existing administrative systems, managers will be expected to establish clear standards (e.g., turn around times) and monitoring procedures to ensure the quality of service provided both within the Department and to the public. By setting standards and monitoring activities, employees will be provided with a clear indication of what is expected of them by both ISTC and the clients we serve.

Recommendations in this category 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.

Thirty-two recommendations from the PS 2000 and ISTC Working Groups touch on issues related to service standards:

- 11 have been addressed by initiatives currently under way in the department (e.g., revised PREA Policy, Mandate Survey);
- 15 are covered by the 2 actions listed in Table 2. (note: Action 2 addresses 14 recommendations); and
- 6 will be included in the Phase II PS 2000 PLUS Framework.

Examples of Recent Actions

- A pamphlet entitled: ISTC and You, was developed to provide information to external clients on the Department's mandate and services.
- An ISTC Corporate Mission and Values Statement has been developed and distributed to all employees.
- In May, ISTC Day provided a forum for senior management and employees to discuss ISTC's progress in achieving our mission.
- ITRO Sector held a manager's retreat on service to the client.
- Finance, Personnel and Administration encourages feedback from clients concerning ways to improve service.
- ISTC's Entrepreneurship and Small Business Office is coordinating the government-wide Small Business Paperwork Reduction Program.
- Human Resources Branch has revised the ISTC PREA Policy.

Table 2 - Service Standards

Proposed Actions for 1991-92

	<u>Source</u>	<u>Scope</u>	<u>RC</u>
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.	PS2K:1, CD, SSS	<ul style="list-style-type: none"> • Consultative Culture • Empowerment & Delegation 	<ul style="list-style-type: none"> • DMC members
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.	PS2K:1, CD	<ul style="list-style-type: none"> • Consultative Culture • Empowerment & Delegation • Career Development 	<ul style="list-style-type: none"> • All managers • ADM, FPA
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.	PS2K:1, CD	<ul style="list-style-type: none"> • Consultative Culture 	<ul style="list-style-type: none"> • All Managers

III - CAREER DEVELOPMENT

Demographic trends in the workforce indicate that there will be much greater competition for and amongst qualified staff in the next decade. ISTC will have to offer interesting jobs and encourage creativity, innovation and responsiveness to attract and keep an increasingly selective workforce. This means that personnel policies must be devised and applied so as to attract and retain the necessary share of skilled talent.

Individual employees should continue to be responsible for the planning and management of their own careers but in a way that is consistent with the needs of the organization and the Public Service at large. It will be the department's responsibility to provide information and guidance to support the required training in order to ensure that all employees are able to take full advantage of training and development opportunities. This means that employees should participate with his/her supervisor to determine training and development needs, demonstrate a willingness to grow and learn through work experience, and take full advantage of the training and development opportunities provided. Both the individual and the Department stand to benefit from improved human resources capabilities.

Organizations seeking to change their culture cannot expect changes in managerial behaviour without providing technical support in the form of skills development and training for all supervisory levels. More than just training and development for managers, there must exist a management culture that fosters innovation, consultation, and leadership. To this end, participative management must be promoted within ISTC to encourage team efforts, increase staff participation in the planning process, increase staff involvement and consultation as a regular part of the work of the group.

Forty-nine recommendations are included under the heading of career development:

- 18 have been addressed in the HRMF
- 8 recommendations are covered by the following 6 actions in Table 3
- 20 are currently under way within the Department
- 3 will be addressed in a subsequent phase since they require central agency involvement

Examples of Recent Actions

- . ITRO and CGSI are providing information kits to new employees and Science Sector is developing an orientation kit.
- . The Departmental Assignment Program was introduced in the Department in the spring of this year.
- . A Training Needs Analysis Questionnaire for the CO category is being analyzed.
- . Policy has set targets for training days per year for each staff member.
- . ISTC Quebec, ITRO and CGSI have created Commerce Officer developmental positions.
- . Alberta has developed an Employee Opportunity Program.
- . Policy has established a list of mentors (officers and managers) to work with support staff.
- . ISTC Quebec has initiated a pilot-project for an employee to work at home and has increased the use of flexible work hours.
- . N.B./P.E.I. Region has a job-sharing arrangement in place.
- . Currently several upward feedback pilot projects are under way within the Department.
- . ISTC (through HRB) is working with the Human Resources Development Branch (TBS) to advance issues in such areas as management and other training, deployment, performance appraisal, employment equity and career planning and development.

Table 3 - Career Development

<u>Proposed Actions for 1991-92</u>	<u>Source</u>	<u>Scope</u>	<u>RC</u>
1. HRB to ensure that lengthy acting appointments are avoided (i.e., longer than 4 months).	PS2K:2		• HRB
2. Managers to identify training and development needs in functional and business plans taking cost-effectiveness into account, starting with 1992-93 plans.	PS2K:3, EC	<ul style="list-style-type: none"> • Service Standards • Consultative Culture 	• DMC members
3. Managers to identify opportunities for job-sharing and part-time work for inclusion in the 1992-93 functional and business plans.	PS2K:8, EC, A of W	<ul style="list-style-type: none"> • Advancement of Women & Employment Equity • Service Standards 	• DMC members
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.	PS2K:5, EC	<ul style="list-style-type: none"> • Service Standards 	• All managers
5. HRB to publicize the existence of a comprehensive inventory of available courses for training and development.	PS2K:3	<ul style="list-style-type: none"> • Service Standards 	• HRB
6. The Training Needs Analysis Committee to review the appropriateness of setting training minimums.	EC	<ul style="list-style-type: none"> • Advancement of Women & Employment Equity • Service Standards 	• TNA Committee (HRB)

IV - EMPOWERMENT AND DELEGATION OF AUTHORITY

An important aspect of better service is ensuring that employees have the flexibility to respond to ISTC client needs. In order to ensure quality service, staff productivity, and an increased responsiveness to client needs, managers must exhibit behaviours and attitudes that empower. But their attitudes and behaviours are not likely to change until empowerment and delegation are clearly understood and issues such as accountability and training are considered.

Empowerment is different from delegation, although the two concepts are related. Both are concerned with how employees are asked to work.

In a command and control culture, **delegation** is usually understood to involve handing over tasks to employees who follow guidelines, avoid taking risks and carry out duties in traditional, sanctioned ways. This kind of administrative delegation often takes management and staff time away from focusing on service to clients. **Empowerment**, by contrast, encourages managers, supervisors, and employees to try new ways of achieving goals by motivating them to be creative and innovative in improving the service they deliver. 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.

Empowerment challenges managers and employees, and ISTC must assist them in meeting this challenge. Managers and employees must have the necessary knowledge and skills to respond to the increased responsibility and accountability that comes with increased delegation and empowerment. Training and career development practices must reflect the values of a client-centred organization.

After initial analysis, 6 recommendations were included under the heading of empowerment and delegation of authority. Based on the scope of the recommendations and related activities to date:

- 3 have been addressed by initiatives already under way in the Department
- 2 are covered by the 2 actions listed in Table 4
- 1 is not covered here because it requires Treasury Board action, and will therefore be examined in Phase II.

Examples of Recent Actions

- ISTC has developed a new de-layered organizational structure with a 24.8% reduction in authorized management positions.
- ISTC Quebec has done some de-layering by eliminating a Director General position.
- Initiatives are under way in Science and Aboriginal Economic Programs to increase delegations to employees on policy, program, and administration issues.
- Finance, Personnel and Administration, Operations Audit, and Aboriginal Economic Programs recognize the authors of papers.
- Finance, Personnel and Administration, and N.B./P.E.I. Region have empowerment initiatives under way.
- The Deputy Minister reiterated his support for risk taking and innovation at the Executive Conference in November.

Table 4 - Empowerment & Delegation of Authority

<u>Proposed Actions for 1991-92</u>	<u>Source</u>	<u>Scope</u>	<u>RC</u>
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.	PS2K:5, PS2K:10, EC	<ul style="list-style-type: none">• Consultative Culture• Service Standards• Career Development• Advancement of Women & Employment Equity	<ul style="list-style-type: none">• ADM-led group• HRB
2. Managers should examine empowerment and delegation practices elsewhere (in OGDs, ISTC or the private sector) for possible application to their areas.	PS2K:1, PS2K:9	<ul style="list-style-type: none">• Consultative Culture• Service Standards• Career Development• Advancement of Women & Employment Equity	<ul style="list-style-type: none">• All managers (with support from PS 2000 PLUS Secretariat)

V - ADVANCEMENT OF WOMEN AND EMPLOYMENT EQUITY

The long-term vision of the ISTC Task Force on the Advancement of Women is to enhance the ways in which women are able to participate in the workforce to the fullest extent possible. By ensuring that the equitable treatment of men and women is increased, particularly by placing special emphasis on recruitment, development and promotion, the Task Force hopes to generate a working environment within this Department which will help women balance the conflicting demands of family and work responsibilities.

Both the Treasury Board Secretariat and the Public Service Commission will be more active in assisting departments to plan their personnel needs with women and minority recruiting and promotion in mind, and to developing recruitment strategies that will enable the Public Service to fairly reflect Canadian society.

To this end, ISTC has initiated a number of activities devoted to ensuring that the Public Service is representative of Canada and able to benefit from the diversity of views and talents of Canadians.

In discussions with co-chairpersons and representatives of the ISTC Steering Committee and Advisory Group it was learned that a number of activities are currently under way within the Department in support of eliminating barriers to the advancement of women and increasing the representation of minorities.

Recently, approval was given by the DMC to proceed with the creation of a permanent office for the Advancement of Women. This office will coordinate, promote, market and monitor activities related to the reduction of barriers to the advancement of women. It will be actively involved in, among other things, the setting of targets with HRB, coordinating the activities of the Advisory Group and providing reporting functions for advancement of women pilot projects within the Department.

In addition, the Technology Working Group will continue to develop the Technology Pilot project, designed to examine the impact of technology on the roles and responsibilities of all staff, but particularly on support staff.

16 recommendations are included under this heading, however all but one of the recommendations are currently being dealt with and the remainder are part of the Department's on-going activities. All managers will be asked to evaluate the implementation of initiatives related to the Advancement of Women in their areas and report progress in 1991-92. As such, based on activities to date:

- 8 have been addressed in the HRMF
- 2 are being addressed by the working groups on attitudes and technology
- 5 are currently under way
- 1 will be dealt with in Phase II as it requires Treasury Board involvement

Examples of Recent Actions

- ISTC Quebec has increased representation of women and minority groups on selection boards and for competitions.
- Flexible work arrangements are in place in Tourism, Quebec, Saskatchewan and Operations Audit Branch.
- Staffing actions are under way by the N.B./P.E.I. Region to hire at least one woman and one representative of a minority group.
- TBS and PSC are establishing departmental 3-year (1991-94) equity targets.
- Science Sector is promoting women in science and engineering through its Canada Scholarships Program.
- The results of a survey on the feasibility of a day care facility are being analyzed.
- Information/referral services provided by Child Care Information will be evaluated to determine the scope for an on-site service.
- One woman has been appointed to an ADM level position in Quebec.

VI - INCENTIVES AND REWARDS

Employees should be engaged in useful and challenging tasks which demonstrate their value to the organization and support their sense of self-esteem. As well, they should be rewarded when they perform well and bring new and innovative ideas to the organization.

The present incentive and reward program developed by the Human Resources Branch at ISTC covers most of the recommendations made by PS2000 and the related ISTC studies. Cash rewards and other recognition awards, like the Exemplary Performance Award, have been created to recognize and encourage innovation. HRB continues to study best ideas and practices related to employee recognition.

While the formal recognition programs are appreciated, they alone are not enough to motivate employees. As the consultations of the Secretariat revealed, ongoing acknowledgement and credit from each manager is also needed. There are numerous ways of informally recognizing employees by doing things that reflect respect and equality of others, such as including staff in meetings, to timely debriefings, to comments on returned memoranda, to personal thank yous. In a well managed organization, these practices form part of the daily work environment and the responsibility for creating this atmosphere rests with each manager.

After initial analysis, five recommendations were included under the heading of incentives and rewards:

- 3 have been addressed by initiatives already under way in the Department
- 2 require central agency action and will therefore be considered in Phase II.

Examples of Recent Actions

- . In January 1990, an information circular was sent to all staff outlining an extensive incentive program.
- . Policy is examining ways to recognize individual employees or team achievement.
- . In early 1991, ISTC created the "Exemplary Contribution Award" to recognize employee performance where a Merit Award would not be suitable.
- . British Columbia Region has instituted the good-natured "Dinosaur Award" to recognize employee contributions and improve team spirit.
- . 15 Merit Awards were given to ISTC employees in 1990-91, this contrasts with 1988-89 when no Merit Awards were given.

Proposed Actions for 1991-92

- 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.

VII - OTHER IMPORTANT MATTERS

Three recommendations that did not fit within any of the previous six categories were put under this heading. Although they did not fit elsewhere, these recommendations remain important because they relate directly to employee concerns that were raised during the corporate development process at ISTC. Action towards solving these problems plays an important role in establishing credibility with employees that management is listening to their concerns. After analysis of the three recommendations:

- 2 require central agency action and will be dealt with in Phase II
- 1 is covered by the action listed in Table 7.

Examples of Recent Actions

- Facilities Management's Workplan for 1991-92 includes provision for the construction of shower facilities.
- The Minister and Deputy Minister have approved an ISTC delegation document which provides additional delegations (e.g., international travel and conference attendance), thus giving ADMs the necessary power to delegate further within their sectors.

Table 7 - Other Important Matters

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.

Source

CD

Scope

RC

- ADM, FPA

ISTC PS 2000 PLUS MULTI-YEAR FRAMEWORK - PHASE I

ANNEX

This Annex contains a listing of current ISTC activities related to PS 2000 and ISTC internal studies as reported by the various responsibility centres. The document may not be comprehensive. Sectors are invited to keep the Secretariat apprised of new initiatives.

ANNEX

CURRENT ISTC ACTIVITIES RELATED TO PS 2000
(As provided by each region and sector)

I- Consultative Culture

Activity

Scope

- Nova Scotia Region is gaining an outside perspective on priorities by using private sector focus groups early in the planning process.
 - In order to improve consultation, the External Consultations Directorate has developed courses in presentation and external consultation skills. These courses will be delivered by Human Resources Branch.
 - The Corporate Development Working Group on Internal Communications has developed an Internal Communications Policy for implementation at ISTC. This policy covers many of the recommendations made in PS2000 and related ISTC reports and studies.
 - Policy Sector has made effective internal communications a significant factor in the rating of management performance at all levels, by ensuring that an explicit evaluation of internal communications practices is included in the performance review and evaluation process.
 - Operations Audit Branch, Finance, Personnel and Administration, Industry, Technology and Regional Operations and Capital Goods and Service Industries, Legal Services Sectors, and ISTC Quebec are holding regular staff meetings that are periodically chaired by staff.
 - Science, Industry, Technology and Regional Operations and Capital Goods and Service Industries Sectors, Operations Audit Branch, and Nova Scotia and British Columbia Regions have included all staff in section/office work plan development.
 - Over 125 Focus Days have been held throughout the department.
- Service Standards
 - Service Standards
 - Career Development
 - Service Standards
 - Career Development
 - Empowerment and Delegation
 - Career Development
 - Service Standards
 - Career Development
 - Empowerment and Delegation
 - Service Standards
 - Empowerment and Delegation
 - Empowerment and Delegation
 - Career Development
 - Service Standards
 - Advancement of Women and Employment Equity

I - Consultative Culture (cont'd)

Activity

- Many sectors and regions have held lunch time information sessions. **The Deputy Minister** sent a memo to all sectors encouraging them to hold more of these informal meetings.
- **Legal Services** holds regular and frequent informal information exchanges involving all levels of staff.
- **Industry, Technology and Regional Operations and Capital Goods and Service Industries Sectors** have formed sector teams to improve communication with the regions.
- Many areas of the department are undertaking measures to improve their bilingual capacity.
- **Industry, Technology and Regional Operations and Capital Goods and Service Industries and Science Sectors** have their own employee handbook and orientation program. **ISTC Quebec** has an employee handbook. **Ontario Region** is developing one.
- In order to encourage team effort, many sectors have initiatives under way such as group coffee breaks and all-staff meetings.
- The Information Management Strategy has been approved to deal with many of the information technology issues raised in the various reports of **ISTC** and **PS 2000**.
- **Finance, Personnel and Administration Sector** is sending and receiving forms and information electronically. All departmental employees are encouraged to use technology (e.g. electronic mail) to increase efficiency and reduce paperburden.
- **Policy Sector and Communications Branch** are holding regular headquarters/regional meetings to improve communication between the sectors and regions.
- **The Human Resources Branch** is developing an orientation program and an employee handbook for departmental-wide use.

Scope

- Service Standards
- Service Standards
- Empowerment and Delegation
- Service Standards
- Service Standards
- Career Development
- Service Standards
- Career Development
- Service Standards
- Service Standards
- Career Development
- Service Standards
- Service Standards
- Career Development
- Service Standards
- Career Development

II - Service Standards

Activity

- The ISTC brochure: "ISTC and You", with information on the department's mission and values was published in November 1990.
- A mandate survey was conducted to obtain employees' views. A number of recommendations were made to the Departmental Management Committee as a result of this survey. Another survey is planned in the fall of 1991.
- Plaques with the ISTC corporate mission and values have been installed by many sectors.
- Communications Branch has increased awareness of ISTC's mission and objectives.
- Tourism Sector has focused on defining a customer oriented organization centred on client satisfaction. They have published a report entitled "ISTC-Tourism: A Customer-Oriented Organization".
- Finance, Personnel and Administration Sector encourages feedback from clients concerning ways to improve service.
- ISTC Quebec is establishing "one-stop" shops in sub-regions for federal and provincial services.
- ISTC Quebec, Legal Services, Finance, Personnel and Administration Sector, and Alberta Region are working on eliminating unnecessary administrative irritants.
- Industry, Technology and Regional Operations Sector has reduced paperburden through electronic messaging.
- ISTC's Entrepreneurship and Small Business Office is coordinating the government-wide Small Business Paperwork Reduction Program.

Scope

- Consultative Culture
- Consultative Culture
- Consultative Culture
- Consultative Culture
- Consultative Culture
- Empowerment and Delegation
- Consultative Culture
- Consultative Culture
- Empowerment and Delegation
- Consultative Culture
- Consultative Culture

II. Service Standards (cont'd)

Activity

- Various branches in **Industry, Technology and Regional Operations Sector** are developing and carrying out client surveys for the purpose of providing quality service.
- **The Deputy Minister** has made a presentation to all staff in March 1990. Another "ISTC Day" is planned for May 23, 1991 to further facilitate understanding of the mission and values.
- **Human Resources Branch** has revised the ISTC PREA policy to reflect an increased emphasis on service.

Scope

- Consultative Culture
- Consultative Culture
- Consultative Culture

III - Career Development

- ISTC is increasing training allocations 25% in fiscal year 1991-92 and again in 1992-93.
- **Industry, Technology and Regional Operations and Capital Goods and Service Industries Sectors** are planning to introduce an Administrative Trainee Program (AT) to promote support staff to professional levels.
- **Policy Sector** has made use of a modified version of the Career Assignment Program (CAP).
- The new Departmental Assignments Program (DAP) begins operation in April 1991.
- ISTC is participating in the Management Trainee Program run by the Public Service Commission.
- ISTC Quebec, **Industry, Technology and Regional Operations and Capital Goods and Service Industries and Policy Sectors** have created Commerce Officer (CO1 and CO1D) developmental positions. **Science Sector** has also created developmental positions.

- Service Standards
- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity

III - Career Development (cont'd)

Activity

- Policy Sector has a list of mentors to assist employees.
- Industry, Technology and Regional Operations and Capital Goods and Service Industries Sectors and N.B./P.E.I. Region have conducted information sessions on human resource and career development issues.
- Industry, Technology and Regional Operations and Capital Goods and Service Industries and Tourism Sectors are exploring ways to meet training needs and priorities cost-effectively.
- Legal Services supports ongoing training and development of all staff, in accordance with expressed needs and aspirations and reasonable resource allocation.
- Policy Sector has set training minimums (5 days per year).
- Alberta Region is providing individual career counselling for all employees. An in-house career consultant is available to all employees.
- Alberta Region has developed an Employee Development Opportunity Program so that all employees have the opportunity to gain experience in various areas within the regional office. There is one administrative and two commerce officer assignments available.
- Aboriginal Economic Programs is addressing training requirements of staff, as they relate to the improvement of skills that increase the quality of service to the client.
- ISTC (through HRB) is working with the Human Resources Development Branch (TBS) to advance issues in such areas as management and other training, deployment, performance appraisal, employment equity, and career planning and development.

Scope

- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity
- Service Standards
- Incentives and Rewards
- Advancement of Women and Employment Equity
- Service Standards
- Advancement of Women and Employment Equity
- Service Standards
- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity
- Service Standards
- Consultative Culture
- Service Standards

III - Career Development (cont'd)

Activity

- Some sectors are increasing their use of flexible work arrangements for employees. For example, **ISTC Quebec** has allowed one employee to work at home part-time, as a pilot project.
- **Policy Sector** has held day-long Career Development Workshops put on by the PSC for all support staff.
- Some areas of the department have implemented Upward Feedback pilot-projects. Other areas are considering its implementation. **The Corporate Development Sub-committee on Upward Feedback** has prepared a report, and is going to make a presentation to DMC.
- **The Training Needs Analysis** is being conducted to identify training needs and formulate a long term training strategy. Among the target populations that will be examined are COs, officers other than COs, and Support Staff.

Scope

- Service Standards
- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity
- Service Standards
- Advancement of Women and Employment Equity
- Service Standards
- Consultative Culture

IV - Empowerment and Delegation of Authority

- A working group, led by an ADM, is currently examining the implications and possible strategies for de-layering within the headquarters and regional offices of ISTC.
- **ISTC** has developed a new de-layered organizational structure with a 24.8% reduction in authorized management positions.
- **ISTC Quebec** has eliminated a Director-General position in order to create a more horizontal organizational structure, improve internal communications, and increase direct access to the decision making process.
- **New Brunswick/P.E.I. Region** has done some de-layering.

- Consultative Culture
- Career Development
- Service Standards
- Advancement of Women and Employment Equity
- Consultative Culture
- Career Development
- Service Standards
- Advancement of Women and Employment Equity
- Consultative Culture
- Career Development
- Service Standards
- Advancement of Women and Employment Equity

IV - Empowerment and Delegation of Authority (cont'd)

Activity

- Aboriginal Economic Programs, Policy, Finance, Personnel and Administration, Science, and Industry, Technology and Regional Operations Sectors, and New Brunswick/P.E.I., and Nova Scotia Regions have initiatives under way to increase delegation of authority and empower employees.
- Aboriginal Economic Programs has implemented a pilot project to explore utilization of the Single Operating Budget (SOB) model to improve program effectiveness and resource management.
- The Minister and Deputy Minister have approved an ISTC delegation document which provides additional delegations (e.g. international travel and conference attendance), ADMs now have the necessary authority to further delegate in their sectors.
- Initiatives are under way to recognize the authors of papers in Aboriginal Economic Programs, Industry, Technology and Regional Operations, Finance, Personnel and Administration Sectors and Operations Audit Branch.
- The Office of the Corporate Secretary has initiatives under way to foster individual commitment to risk taking and "pride in service".
- British Columbia Region has changed this year's planning process to increase employee involvement, cooperation, and innovation across office units.

Scope

- Consultative Culture
- Career Development
- Service Standards
- Advancement of Women and Employment Equity

- Service Standards

- Consultative Culture
- Career Development
- Service Standards
- Advancement of Women and Employment Equity

- Consultative Culture
- Service Standards

- Service Standards
- Consultative Culture

- Consultative Culture
- Incentives and Rewards

V - Advancement of Women and Employment Equity

- | | |
|---|--|
| <ul style="list-style-type: none"> • ISTC has established the Task Force on the Advancement of Women to study and make recommendations on issues related to women at ISTC. • ISTC has appointed a woman to an ADM-level position as Regional Executive Director in ISTC Quebec. | <ul style="list-style-type: none"> • Career Development • Career Development |
|---|--|

V - Advancement of Women and Employment Equity (cont'd)

Activity

- Industry, Technology and Regional Operations Sector has increased the number of officer positions filled by women.
- Aboriginal Economic Programs has created the Aboriginal Recruitment and Training Committee to continue the focus on the recruitment of qualified Aboriginal Officers. A target of a 20% increase has been accepted.
- ISTC Quebec has increased the representation of women and minorities for competitions and on selection boards.
- Nova Scotia Region has increased the representation of women on office and management committees.
- Child Care Information Kits are available for all employees.
- Industry, Technology and Regional Operations and Capital Goods and Service Industries Sectors are developing a professional counselling and training plan for female support staff seeking advancement.

Scope

- Career Development
- Career Development
- Career Development
- Career Development
- Career Development
- Career Development

VI - Incentives and Rewards

- ISTC has an Incentives Program that offers employees the following awards and rewards:
 - Suggestion Award
 - Merit Award
 - Long Service Award
 - Senior Officer Retirement Certificates
 - Award of Excellence
 - Outstanding Achievement Awards
- In 1990-91 15 Merit Awards were given out compared to 1988-89 when none were awarded.
- Some sectors and regions of ISTC are operating their own suggestion programs to solicit employee ideas.

- Service Standards
- Service Standards
- Empowerment and Delegation
- Service Standards

VI - Incentives and Rewards (cont'd)

Activity

- ISTC has created the "Exemplary Contribution Award" to recognize exemplary employee performance where a Merit Award would not be suitable. The Award will be a distinctive trophy bearing the departmental logo and the seamless ribbon. ADMs have the authority to give the award.
- Policy Sector is examining ways to recognize individual and team achievement.
- British Columbia Region has introduced the good-natured "Dinosaur Award" to recognize employees and improve team spirit.

Scope

- Service Standards
- Service Standards
- Career Development
- Service Standards

VII - General Initiatives

- Saskatchewan Region has formed a Task Force Group known as "PS2000 - Sask Plus" to study the PS2000 Task Forces recommendations and to determine the best way to implement them in their office.
- Manitoba Region has no specific initiatives but is actively engaged in process changes related to official languages, advancement of women, career development, accountability and targeted client services.
- Newfoundland Region has established four advisory teams of volunteers to monitor and make recommendations on matters related to internal communications, employee development, working environment and quality of services.

- Service Standards
- Consultative Culture
- Empowerment and Delegation
- Career Development
- Incentives and Rewards
- Advancement of Women and Employment Equity
- Advancement of Women and Employment Equity
- Empowerment and Delegation
- Career Development
- Incentives and Rewards
- Service Standards
- Consultative Culture
- Advancement of Women and Employment Equity
- Empowerment and Delegation
- Career Development
- Incentives and Rewards
- Service Standards
- Consultative Culture

VII - General Initiatives (cont'd)Activity

- British Columbia Region has a plan for implementation of improvements to internal communications, service to the client, information technology, and career development.

Scope

- Advancement of Women and Employment Equity
- Empowerment and Delegation
- Career Development
- Incentives and Rewards
- Service Standards
- Consultative Culture

DATE DUE - DATE DE RETOUR

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