

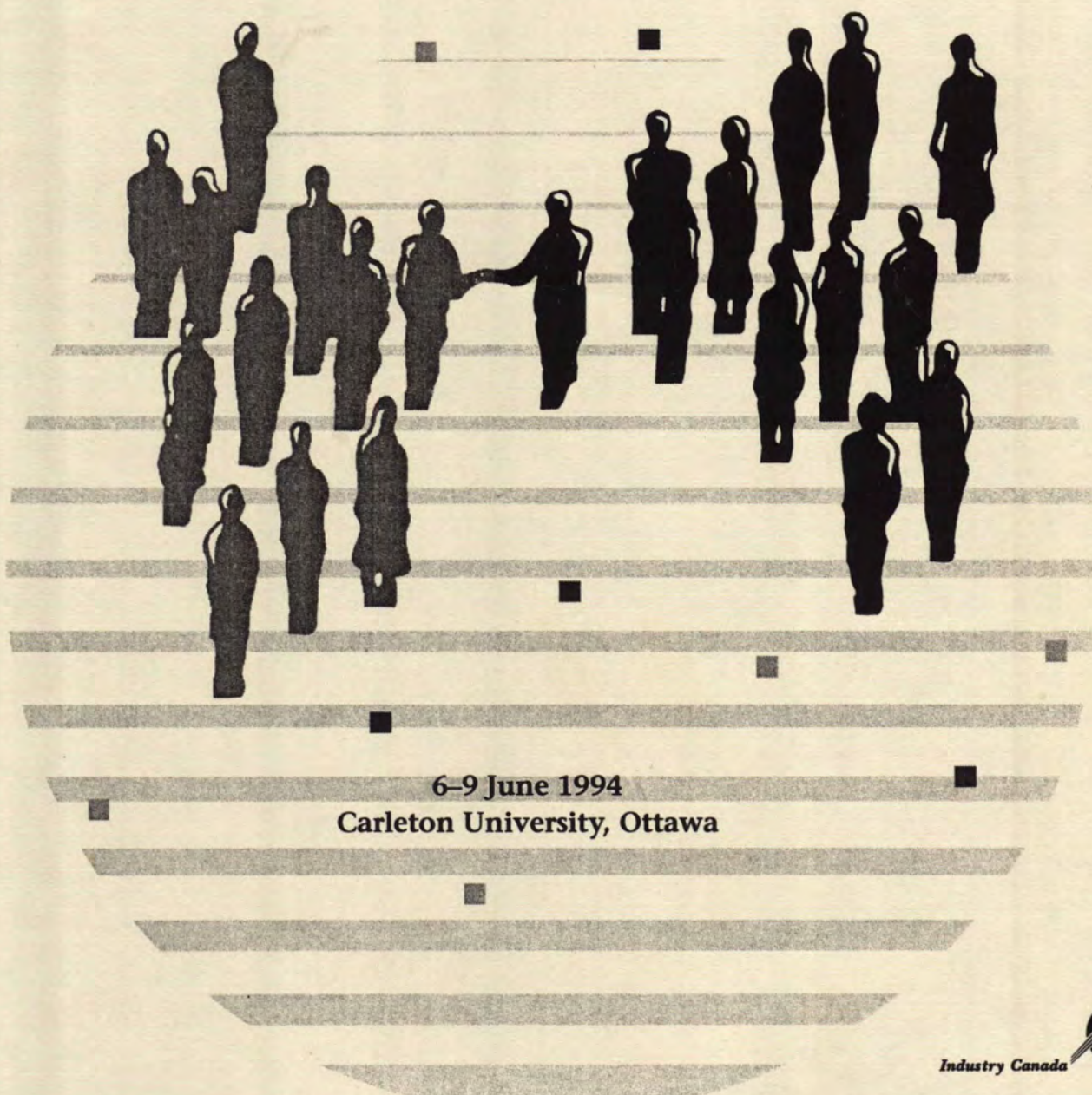
INDUSTRY CANADA MANAGEMENT CONFERENCE

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Guide to Next Steps

Our People Our Clients Our World



6-9 June 1994

Carleton University, Ottawa

Industry Canada

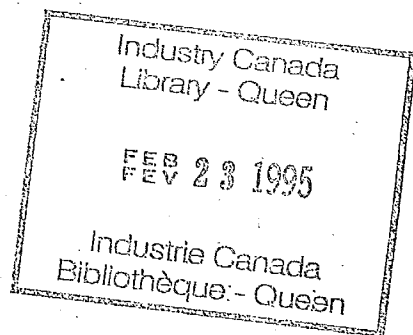


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Guide to Next Steps

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The Event...

We came as "we," we left as "us." The conference brought about 200 people (of our approximately 280 complement) together for the first time as Industry Canada's management team. It allowed to us spend some time together to deal with the more personal issues arising out of a newly formed department and in a public service under severe resource constraints. As the enclosed Conference Evaluation report confirms, there was an overwhelming agreement that the conference was an excellent opportunity to network.

The EX Survey set the framework by identifying the common issues we want addressed as well as the common ideals we want to strive for. Day 1 gave us some time (but not enough!) to discuss them and from the workshops we were given 38 propositions to vote on. Day 2 moved us to some operational issues including client service standards, strategic information and administrative renewal. We were challenged by invited clients, experts and other public service colleagues as to what our next steps should be and how Industry Canada can make a difference. Day 2 workshops gave us 19 propositions to vote on.

It is our hope that our Reality Check Committee colleagues will be able to report positive progress to the Departmental Management Committee (DMC) in the coming months. We have set a "water mark" for our expectations — let's try to surpass it!

Once again, our sincere thanks to all those who participated at the conference. Your presence and contributions were all important in helping to ensure the success of the event.



Jean-François Martin
Co-Chair



Lorna Higdon-Norrie
Co-Chair

Reality Check Committee

One of the innovations arising from the conference was the election of a Reality Check Committee. The concept is to have a group of our peers monitor the good intentions that flowed from our time together and to give about three reports over the next year to DMC with their opinion on our progress. It is not intended to be the classic tracking of all workshop propositions, but rather an informal reporting of just how well our desired corporate culture and desirable modus operandi is developing!

The committee was elected by secret ballot by the participants at the conference. Members were asked to nominate six of their peers; the committee was then made up of the two regional and four headquarters EXs who received the most votes.

The following six colleagues will serve as a reality check for the 1994 Industry Management Conference:

Pierre Boudreau
Provincial Director, N.B./P.E.I.
Moncton, New Brunswick
(506) 851-6411

Barbara Fulton
Executive Director
B.C. and Yukon Region
Regional Operations
(604) 666-1400

Tim Garrard
Director General
Information Technologies
Industry Branch
Spectrum, Information
Technologies and
Telecommunications Sector
(613) 954-5598

Don Mercer
Chief, Division "B"
Civil Matters Branch
Bureau of Competition Policy
(819) 997-1990

Gisèle Samson-Verreault
Director, Programs and Operations
Human Resources Branch
Corporate Services
(613) 954-3654

Mary Zamparo
Director General
Compliance and Operations Directorate
Bureau of Competition Policy
(819) 953-7942

Their first scheduled session with DMC is in September 1994. The committee intends to honour the broad intentions flowing from the conference taking into account both the propositions voted on as well as the EX Survey results. They very much want to hear from you, so please feel free to approach them and make your views known.

Next Steps...

It is up to us collectively to make the voted propositions a reality. The EX Survey and the conference set the stage for the potential for action on a number of fronts including:

- identifying the preferred corporate culture we all want to strive for
- stating the preferred manner on how we want to work together
- identifying our priority human resource management issues
- prioritizing our work on client service standards
- getting an agreement on how we should focus our work on information products.

As we committed to you in our E-mail of 24 June 1994, we spent a few hours looking over the detailed voting results. We thought organizing it into a more action-oriented way would give each of us a better feeling of what's next — something we can all see ourselves in. We hope the following action agenda has some added value for you. For your reference, the detailed voting results on the 57 workshop propositions are also included in Annex D.

We also wanted something the Reality Check Committee would be able to monitor that fairly closely captured our collective intentions and addressed our surveyed concerns. The following table has already been checked by the committee.

Here then is what we said, what each of us should do and what we should discuss progress on the next time we meet.

As Jocelyne Bourgon advised us in reference to public service renewal, "let's roll up our sleeves and have some fun!"

Follow-Up — EX Conference

OUR PEOPLE				
PROPOSITIONS	RESPONSIBILITY CENTRE			
	DMC*	EX-4&5	ALL EXs	INDIVIDUAL
WORKSHOP 1: MOTIVATING AND RECOGNIZING THE EXECUTIVE GROUP				
1.1 Increased use of task force approach amongst EXs			X	
1.2 Elimination of the 30 percent quota	X			
1.3 EXs are ready to be evaluated on their achievements regarding various people management issues			X	HRB
1.4 EXs are responsible for balancing workloads and will be assessed on this as part of their performance review			X	HRB
1.5 The contributions of ALL sectors should be recognized		X		
WORKSHOP 2: JOB PLANNING vs. CAREER PLANNING AND GROWING MANAGERS vs. TRAINING MANAGERS				
2.1 Dissemination of demographics data to manage change and expectations would be useful				HRB
2.2 A culture favouring the development of a team spirit first needs the support of every EX			X	
2.3 The EXs will accept to sign an agreement, compelling them to transfer resources to another sector			X	
2.4-6 As a career path, lateral transfers and the "spiral" are a good approach		X	X	HRB

* Items thought to require a policy decision to be institutionalized.

HRB: Human Resources Branch

NOTE: See Annex D for exact wording and voting results of each question.

OUR PEOPLE

PROPOSITIONS		RESPONSIBILITY CENTRE			
		DMC*	EX-4&5	ALL EXs	INDIVIDUAL
WORKSHOP 3: WORK AND PERSONAL LIFE — A BALANCING ACT!					
3.1	EXs should be expected to work no more than 45 hours a week including work at home		X	X	
3.2	EXs to bear in mind the two most important causes of imbalance between work and private life: internal pressures (e.g. briefings) 57 percent; and administrative irritants 38 percent		X	X	DMO, OCS, ADMs offices and ADM, Corporate Services
3.3	A statement that Industry Canada respect the need to balance work and personal life should be added to the Human Resources Guiding Principles				HRB
3.4	The upward feedback exercise should evaluate the supervisor's sensitivity to the need to balance work and private life			X	HRB
3.5	A discussion of the need for balance and how it is being met should be built into EX performance review process			X	HRB
WORKSHOP 4: WORKING TOGETHER: INFORMATION SHARING					
4.1	EXs to address conclusion that internal communications is not one of Industry Canada's greatest strengths			X	COM
4.2	EXs to address conclusion that horizontal internal communications need the most attention		X	X	
4.3-4	Using an electronic billboard to improve information sharing				IMB/COM
4.5-6	Recourse to electronic conference forums			X	

DMO: Deputy Minister's Office
OCS: Office of the Corporate Secretary
IMB: Information Management Branch
COM: Communications Branch

OUR PEOPLE

PROPOSITIONS	RESPONSIBILITY CENTRE			
	DMC*	EX-4&5	ALL EXs	INDIVIDUAL
WORKSHOP 5: WORKING TOGETHER: DECISION MAKING				
5.1	The report on decision making corresponds to EX's concerns: confusion in understanding of roles; little window/observer capacity on decision making; decisions often made in silos; key decisions too centralized at top management level, no standards/measurement/evaluation, etc.	X	X	Chairs of various committees
5.2	Agreement to open up decision-making processes and forums to staff	X	X	
5.3	Increased delegation down to the lowest practical and accountable level	X		ADM, Corporate Services
5.4	Support to establish an agreed-upon process involving early strategic direction from management, reasonable deadlines, consultation, consistency, transparency, clear tasking, etc.	X		
5.5-6	The adopted decision process should be measured against specific tests and revised by a newly formed ad hoc working group			ad hoc working group
WORKSHOP 6: WORKING TOGETHER: PRIORITY SETTING				
6.1	EXs to empower staff to organize self-directed work teams to set priorities and deliver services		X	
6.2-3	Agreed-upon standards for client services and "win-win" communication skills would help groups manage priorities best		X	HRB
6.4-5	Priority should be placed on external clients		X	

OUR PEOPLE

PROPOSITIONS		RESPONSIBILITY CENTRE			
		DMC*	EX-4&5	ALL EXs	INDIVIDUAL
WORKSHOP 7: SHAPING CORPORATE CULTURES AND VALUES					
7.1	The department should reinforce values such as client focus; people, quality and team-orientation; respect for individuals; and equity	X		X	HRB
7.2-3	Individuals actions and senior management decisions should reflect our corporate values	X		X	
7.4-5	EXs to ensure actions are consistent with the following set of values which corresponds to the vision of the ideal manager: integrity, professionalism, service orientation, respect for others, risk-taking, team building/development and commitment to the well-being of staff			X	

OUR CLIENTS

PROPOSITIONS	RESPONSIBILITY CENTRE			
	DMC*	EX-4&5	ALL EXs	INDIVIDUAL
WORKSHOP 9: RE-ENGINEERING, TQM AND ADMINISTRATIVE RENEWAL				
9.1-3	EXs to recognize predominant view that we are in a state of organizational crisis and to support the following tasks as priorities:			
	<ul style="list-style-type: none"> bring a visionary, client-focused approach to the current program review exercises 			
	X	X		
	<ul style="list-style-type: none"> take advantage of opportunities to improve Industry Canada's effectiveness by participating fully in such exercises as business planning or re-engineering 			
			X	
WORKSHOP 10: INFLUENCING OR MAKING A DIFFERENCE				
10.1	Continue placing emphasis in management accords on achievements and results			
		X	X	
10.2	We need to better demonstrate our achievements			
			X	
10.3	At least one more output measure should be added in our management accords			
		X	X	
10.4-5	We should consult with our clients on what their needs are and on the value of what we do			
			X	
WORKSHOP 11: CLIENT SERVICE STANDARDS — HOW DO WE GO ABOUT THEM?!				
11.1	Client service standards should be developed for both internal and external clients			
	X			
11.2	Sectors should be tasked with developing and publishing their service standards			
	X	X		
11.3-4	Focus service standard development this year on high-volume client transaction areas, with re-engineering as an integral part of the development process			
		X		

OUR CLIENTS

PROPOSITIONS		RESPONSIBILITY CENTRE			
		DMC*	EX-4&5	ALL EXs	INDIVIDUAL
WORKSHOP 12: STRATEGIC INFORMATION					
12.1	Priority is to be placed on asking clients what they need, understanding it and responding accordingly			X	SIB
12.2	EXs should improve use of information technology to facilitate information sharing		X	X	
12.3-4	A range of reward systems should be used to encourage change	X	X	X	
WORKSHOP 13: CONFLICT OF INTEREST					
13.1-2	All EXs should make an effort to obtain more information on obligations under the Conflict of Interest Code			X	
13.3	Make additional guidance available to all employees with respect to their obligations under the Conflict of Interest Code				HRB

SIB: Strategic Information Branch

Evaluation of EX Conference

We asked our departmental Federal-Provincial Relations, Planning and Evaluation Directorate to conduct an evaluation of the conference. This was done by distributing a questionnaire to participants on the final day. By the deadline (five days after the conference), 121 people completed the form, a 53 percent return rate — many thanks!

The following is their report.

EXs Were Glad They Attended the Conference

The predominant view was that the EX Conference was a success. Most EXs were glad they attended the conference, primarily for the opportunity to network with other EXs and to meet new colleagues from other parts of the department. EXs enjoyed exchanging their views with one another in an informal fashion, away from the pressures of the office.

Many EXs found that the conference was a good event for team building among the four founding departments (Industry and Science Canada, Communications Canada, Consumer and Corporate Affairs Canada, and Investment Canada), an opportunity to learn what other areas of the department are doing and to get a better handle on issues regarding management in Industry Canada. Some EXs mentioned that the conference was an eye-opener, where they realized that they share similar, or the same, problems as their colleagues.

« La conference est une bonne façon de construire un consensus sur notre direction et nos valeurs. »

"... realize we all have similar if not the same problems and we can work together to create new possibilities."

Strengths of the Conference

EXs felt that the greatest strengths of the conference were some of the speakers for the plenary sessions and the interactive voting technology with immediate feedback.

"The interactive electronic voting provides insights and confirms perceptions... very powerful."

The three most popular speakers were David Foot, David Levine and Jocelyne Bourgon, who were described by many EXs as dynamic, interesting and thought-provoking.

Many respondents referred favourably to the informal atmosphere, the pertinence of the issues covered, the inclusion of EX-1s and the conference themes, "Our People" and "Our Clients." The overall organization of the conference was widely praised, especially the registration procedures, scheduling of sessions/events and the Reality Check Committee concept.

Weaknesses of the Conference

The workshops were the main weakness of the conference. Many people felt that there was not enough time to do justice to the issues explored in the workshops.

"There was too much discussion of what should be done, and too little discussion of how decisions should be implemented."

Many participants stated that some of the workshop reporting and questions were weak (e.g. *"not sharp or challenging enough, too much motherhood, not well thought out, not formulated well"*). Also, it was felt that the scope of the conference was too broad and the agenda too ambitious. As a result, respondents felt that there had been only moderate success in achieving the conference objectives.

Follow-Up Action Expected

In terms of their personal follow-up, many participants intend to take some sort of action as a result of the conference. The three actions most often cited were to discuss conference issues with staff, increase communication with other sectors of the department and delegate more work to employees. Some EXs intend to review the conference results with their management team and many claimed they would implement ideas they learned at the conference.

EXs' expectations for follow-up action by others are very diverse. A good deal of pessimism and cynicism was expressed concerning expectations for follow-up action by senior management. Some EXs stated that they do not expect senior managers to take any real action as a result of the conference. Other EXs expect DMC to address the issues raised in the EX survey and implement the recommendations agreed upon by the EXs at the conference. Many expect that the Reality Check Committee will monitor and report on the progress of the follow-through. As well, other EXs mentioned that they expect a clear, defined vision for the department.

Next Conference — What to Do Differently

The most frequently cited suggestions for what to do differently for the next EX conference were:

- the Deputy and Associate Deputy should attend most, or all, of the next conference
- the conference should be shorter and should be held either in the fall or the spring on an annual basis or every 18 months
- another location outside Ottawa should be considered
- the next conference should report on what has been done as a result of this conference; the Reality Check Committee should be involved in planning the next one
- the next conference should focus on fewer issues in order to explore them more fully; more time should be allowed in the workshops for discussion and resolution of problems
- the next conference should have a more bilingual emphasis.

And now for some numbers...

STATISTICS ON EXs WHO RESPONDED TO THE QUESTIONNAIRE

- Tables 1 and 2 show that the EXs who responded to the evaluation questionnaire are fairly representative of the total number of EXs in the department and of those that registered to the conference.

Table 1 — EX Level

	TOTAL*	%	REGISTERED TO CONFERENCE	%	RESPONDENTS	%
EX-1	169	60	149	63	86	73
EX-2 and 3	93	33	70	30	28	24
EX-4 and 5	19	7	13	6	4	3
No response			3	1		
TOTAL	281	100	235	100	118	100

Table 2 — Headquarters vs. Regions

	TOTAL*	%	RESPONDENTS	%
Headquarters	221	79	91	75
Regions	60	21	28	23
No response			3	2
TOTAL	281	100	122	100

* This total does not include EXs who are away on course, on secondment, etc.

CONFERENCE OBJECTIVES

- 89 percent of respondents were glad they attended the conference
- however, respondents felt that the three conference objectives were achieved only to a moderate or below moderate level (Tables 1-3)

Table 1. Action regarding Survey Issues

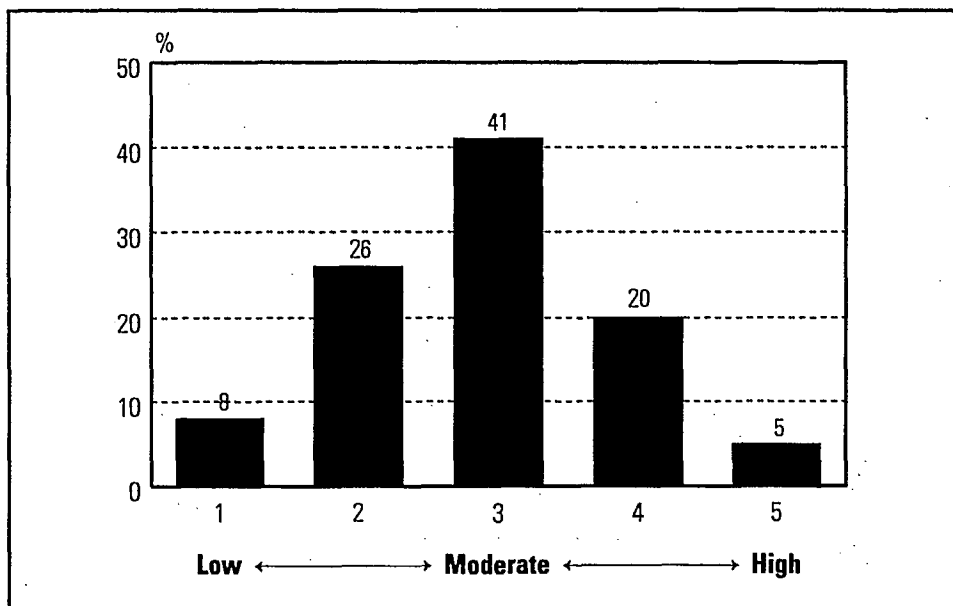
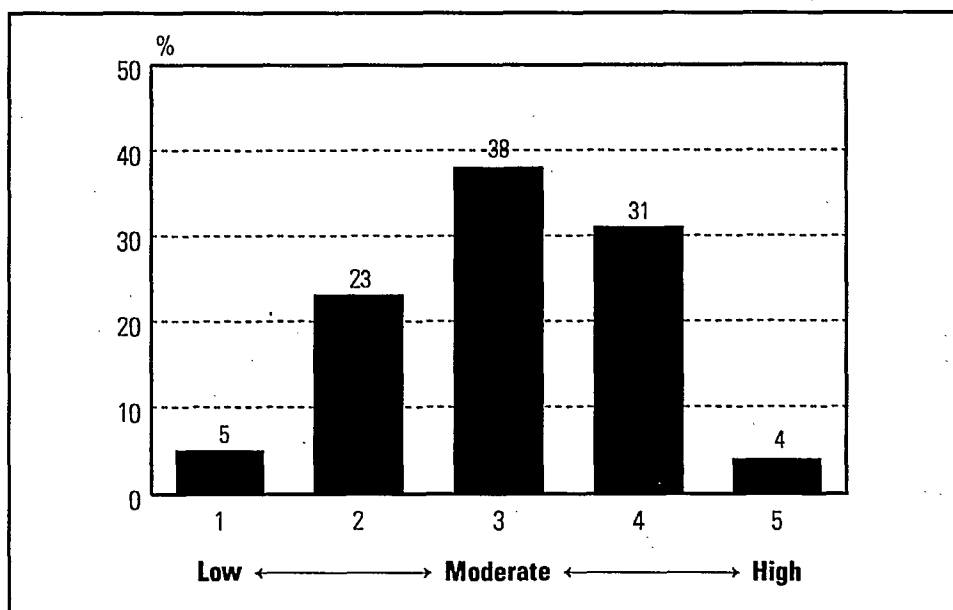
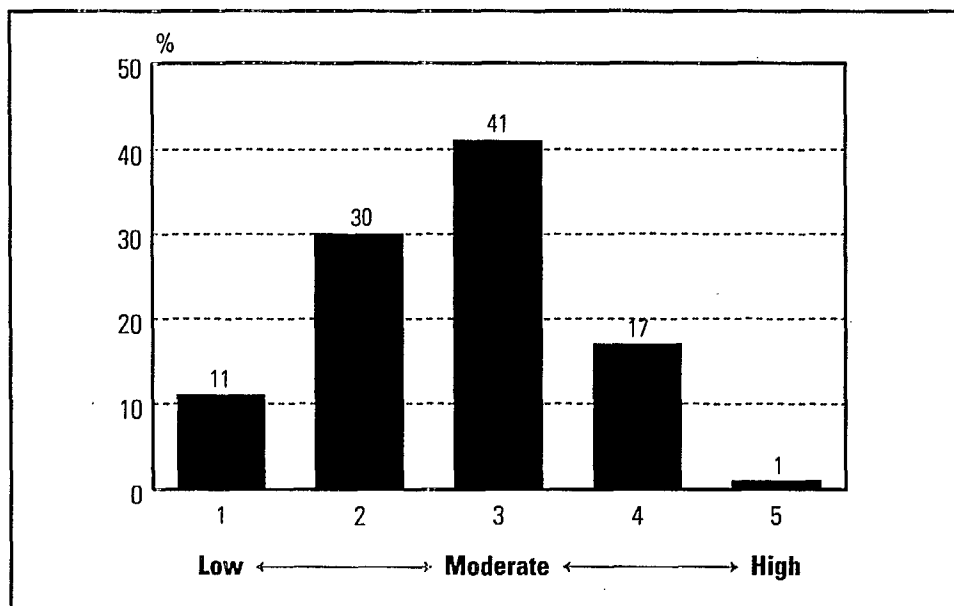


Table 2. Client Service Standards



- The third objective, "Next Steps in Performance Measurement" was rated as the least successful of the three conference objectives (Table 3)

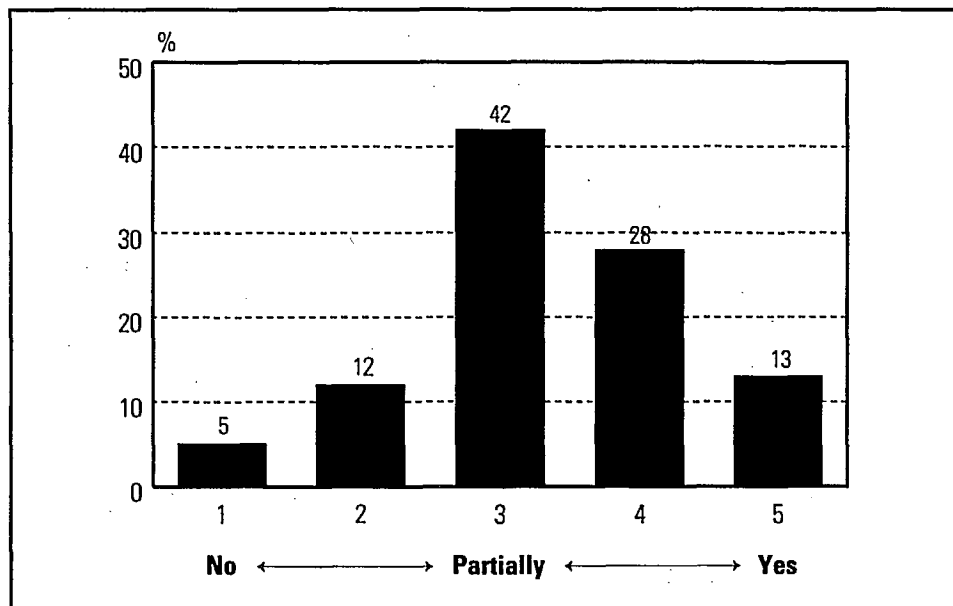
Table 3. Performance Measurement



EX SURVEY OF 6 MAY 1994

- Respondents felt the concerns they raised in the EX Survey were partially addressed at the conference (Table 4)

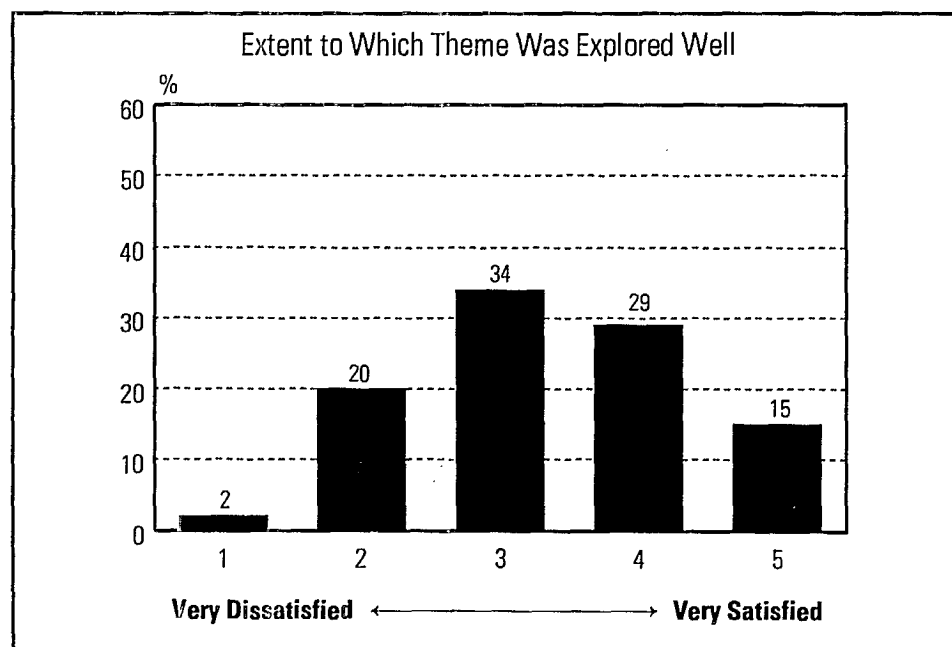
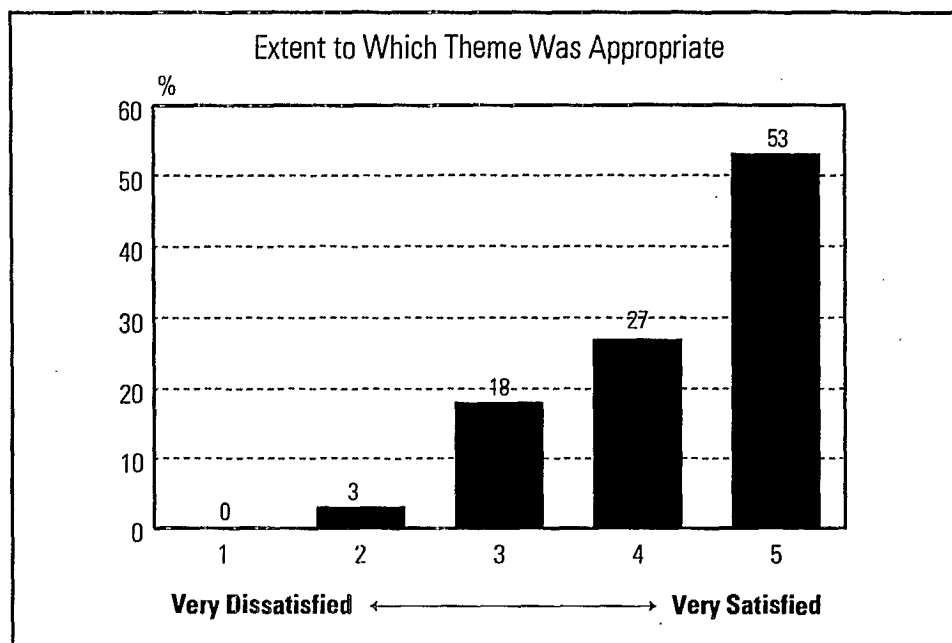
Table 4. Extent to Which Concerns Raised in the EX Survey Were Addressed



CONFERENCE THEMES

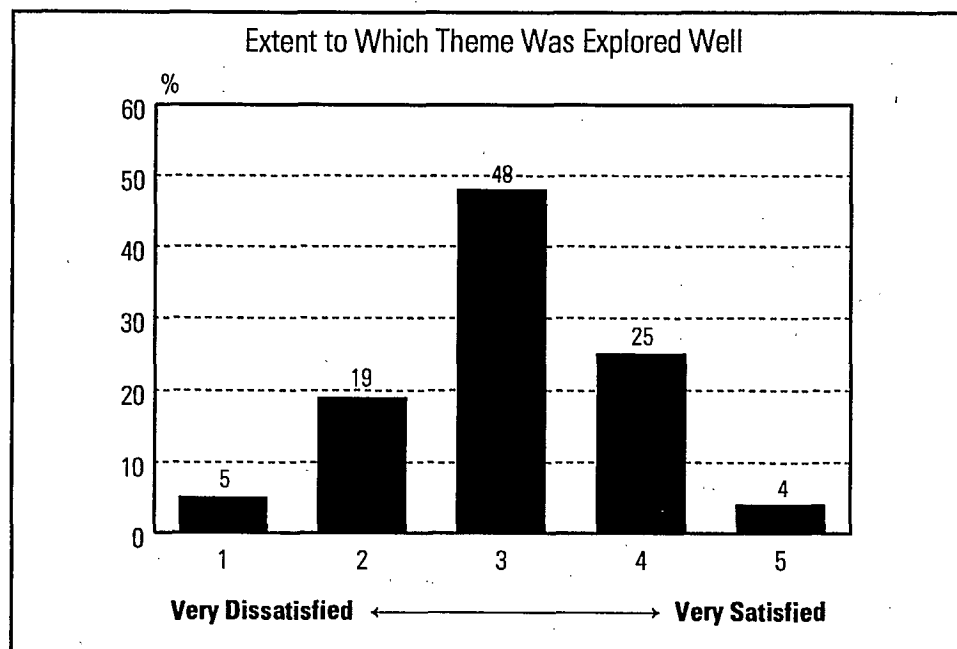
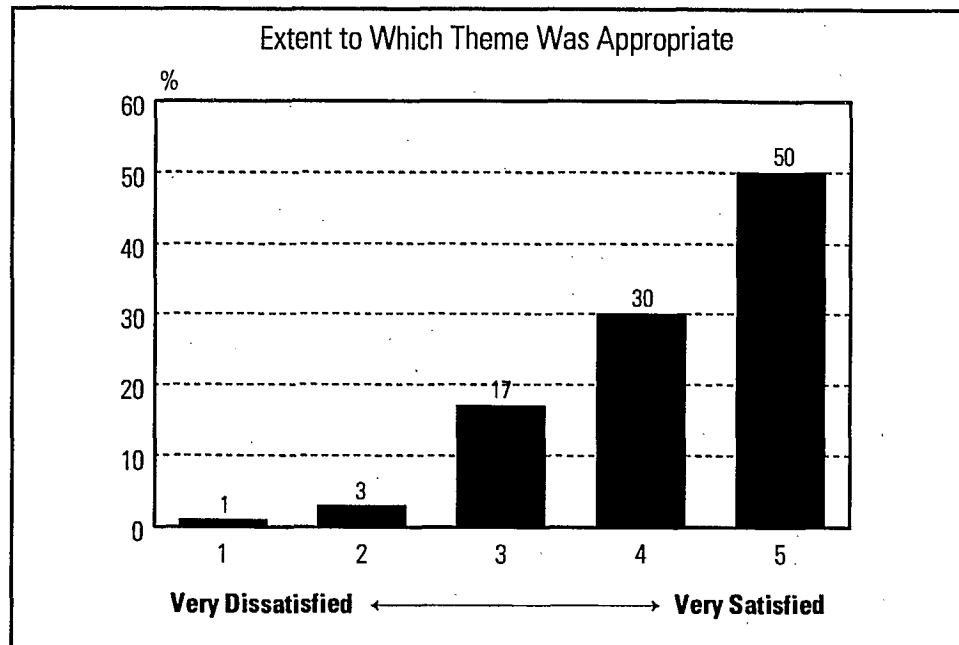
- EXs felt the "Our People" theme was highly appropriate and timely but was not explored well enough (Table 5)

Table 5. "Our People" Theme



- EXs felt the "Our Clients" theme was highly appropriate and timely but was not explored well enough (Table 6)

Table 6. "Our Clients" Theme



CONFERENCE CONTENT

Overall, The Conference Plenary Sessions Were a Great Success

- Respondents were on average “very satisfied” with four of the eight plenary sessions. These sessions are shown below in order of popularity:
 - Demographics (D. Foot)
 - Challenging a Bureaucratic View of the World (D. Levine)
 - Managing in the Public Service (J. Bourgon)
 - Ex Survey Results.
- Respondents were on average “moderately satisfied” with three of the sessions. These sessions are shown below in order of popularity.
 - National Opinion Leader Survey Results (T. Atkinson)
 - PIPS/ESSA Survey Results
 - Client Service Standards (D. Good).
- It is difficult to determine the success of the eighth session, “Industry Canada Directions by the Deputy Minister.” Twenty-eight percent of respondents offered no views on this session. Non-response to the questions on the other sessions ranged between 3–8 percent. Those respondents that did answer this question, gave the session an average rating of “moderately satisfactory.”

Overall, Conference Workshops Were Not Very Successful

- Respondents were on average “very satisfied” with only one of the 12 workshops: “Work and Personal Life — A Balancing Act!”
- Respondents were on average “not satisfied” with two of the 12 workshops: “Influencing or Making a Difference” and “Shaping Corporate Culture/Values.”
- Respondents were on average “moderately satisfied” with the other nine workshops. Of these, the “Conflict of Interest” workshop was the most satisfactory to respondents.
- Many EXs felt that there was not enough time during the workshops to fully explore the issues and come to solutions.
- Many EXs were disappointed with the workshop reporting and questions. It was felt that there was too much motherhood. Some EXs even suggested that next time the workshops should be headed by trained moderators.

Overall, Conference Panels Were a Success

- Respondents were on average “very satisfied” with two of the three panels: “CABE Winners” and “Statistics/Bankruptcy.”
- Respondents were on average “moderately satisfied” with the “Consumer” panel, with 40 percent indicating they were “very satisfied.”

CONFERENCE ORGANIZATION

- Respondents expressed a high degree of satisfaction with the electronic voting, the Reality Check Committee concept, registration procedures and the scheduling of sessions/events.
- Preconference information, the conference facilities and the food received a slightly lower satisfaction rating compared to the other organizational elements. However, respondents were still on average satisfied with these. Approximately 25 percent of respondents were not satisfied with the preconference information and with the food, and 14 percent were dissatisfied with the facilities.
- Respondents were disappointed with the accommodations; 64 percent of regional respondents were dissatisfied, 21 percent were moderately satisfied and 17 percent were very satisfied with their accommodations.
- Overall, the organizing team received many accolades for an extremely well-run conference.

FUTURE CONFERENCES

- Plenary sessions: 65 percent of respondents say to hold about the same number
16 percent say to hold fewer
19 percent say to hold more
- Workshops: 47 percent of respondents say to hold about the same number
30 percent say to hold fewer
23 percent say to hold more
- Panels: 38 percent of respondents say to hold about the same number
26 percent say to hold fewer
36 percent say to hold more
- Social events: 51 percent of respondents say to hold about the same number
6 percent say to hold fewer
43 percent say to hold more



Annex A — Conference Planning Team

Jean-François Martin
Conference Co-Chair

Sylvie Dufresne
Director — EX Survey

Denise Soucy
Hospitality and Planning

Carolle Lagacé
Conference Secretariat

Lorna Higdon-Norrie
Conference Co-Chair

Sandy Stiles
Conference Coordinator

Dorothy Phillips
Technology Services

Don Stephenson
Social Activities

With thanks also to our many other hard-working colleagues behind the scenes!

Annex B — Facilitators

"Our People" Chairs

Jacques Lyrette

"Motivating and Recognizing
the EXecutive Group"

Tom Wright

"Job Planning vs. Career Planning and
Growing Managers vs. Training Managers"

Tim Garrard/Mary Zamparo

"Work and Personal Life —
A Balancing Act!"

Bob Russell/Francine Chabot-Plante

"Working Together: Information Sharing"

Glen Fields/Gary Dingleline

"Working Together: Decision Making"

Charles Stedman

"Working Together: Priority Setting"

Barbara Fulton

"Shaping Corporate Culture/Values"

"Our Clients" Chairs

Grant Westcott

"Re-engineering, TQM and
Administrative Renewal"

David Head

"Influencing or Making a Difference"

Pierre Boudreau

"Client Service Standards — How Do
We Go about Them?!"

David Waung

"Strategic Information"

Howie Wilson

"Conflict of Interest"

Panel Moderators

Bob Porter

"CABE Winners"

George Redling

"Statistics/Bankruptcy"

Diana Monet

"Consumer"

Annex C — Agenda

MONDAY, 6 JUNE 1994

Minto Building (Bell Theatre)

- 4:00 p.m. – 4:15 p.m. Conference opening
4:15 p.m. – 5:45 p.m. EX Survey results: *David Sissons*

Commons Building (Fenn Lounge)

- 6:00 p.m. – 7:30 p.m. Registration
Reception/Dinner

Minto Building (Bell Theatre)

- 7:45 p.m. – 8:30 p.m. PIPS/ESSA Survey results: *Doug Heath*
8:30 p.m. – 9:00 p.m. The Surveys: setting the stage...

TUESDAY, 7 JUNE 1994 — "OUR PEOPLE"

Commons Cafeteria

- 7:00 a.m. – 8:00 a.m. Breakfast (optional — open to all)

Minto Building (Bell Theatre)

- 8:00 a.m. – 9:30 a.m. Hays National Opinion Leader Survey: *Tom Atkinson*
9:30 a.m. – 10:00 a.m. Break
10:00 a.m. – 12:00 p.m. "Impact of Demographics on Decision Making": *David Foot*

Commons Green Dining Room

- 12:00 p.m. – 1:30 p.m. Lunch
"Our People" workshop remarks

Commons Classrooms

- 1:30 p.m. – 3:30 p.m. "Our People" workshops

Minto Building (Bell Theatre)

- 3:30 p.m. – 4:00 p.m. Break
4:00 p.m. – 5:00 p.m. *Jocelyne Bourgon*, Clerk of the Privy Council and Secretary to the Cabinet
5:00 p.m. – 5:15 p.m. Day 2 activity remarks

Commons Courtyard (Commons Green Dining Room if rain)

- 5:30 p.m. – 7:30 p.m. Picnic with the minister

WEDNESDAY, 8 JUNE 1994 — "OUR CLIENTS"

Commons Cafeteria

7:30 a.m. – 8:30 a.m. Breakfast (optional — open to all)

Various Locations

8:30 a.m. – 10:00 a.m. "Our Client" panels:

- "CABE Winners": Commons, Fenn Lounge
- "Statistics/Bankruptcy": St. Patricks Building, Room 100
- "Consumer": Minto Building, Bell Theatre

Minto Building (Bell Theatre)

10:00 a.m. – 10:30 a.m. Break
10:30 a.m. – 11:30 a.m. "Client Service Standards for the Public Service": *David Good*
11:30 a.m. – 11:45 a.m. "Our Client" workshop remarks

Commons Green Dining Room

12:00 p.m. – 1:30 p.m. Lunch

Commons Classrooms

1:30 p.m. – 3:30 p.m. "Our Client" workshops

Minto Building (Bell Theatre)

3:30 p.m. – 4:00 p.m. Break
4:00 p.m. – 5:00 p.m. "Challenging the Bureaucrat's View of the World": *David Levine*

THURSDAY, 9 JUNE 1994

Commons Cafeteria

7:30 a.m. – 8:30 a.m. Breakfast (optional — open to all)

Minto Building (Bell Theatre)

8:30 a.m. – 10:15 a.m. Voting on workshop results
10:15 a.m. – 10:45 a.m. Break
10:45 a.m. – 11:45 a.m. *Harry Swain/Kevin Lynch*

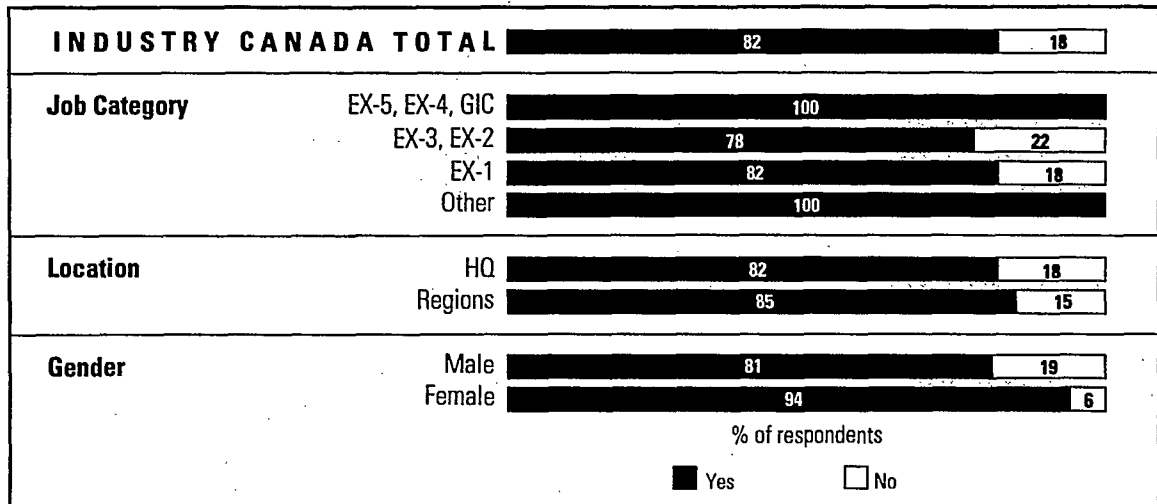
- Reactions/feedback
- Industry Canada directions

11:45 a.m. – 12:00 p.m. Conference closing

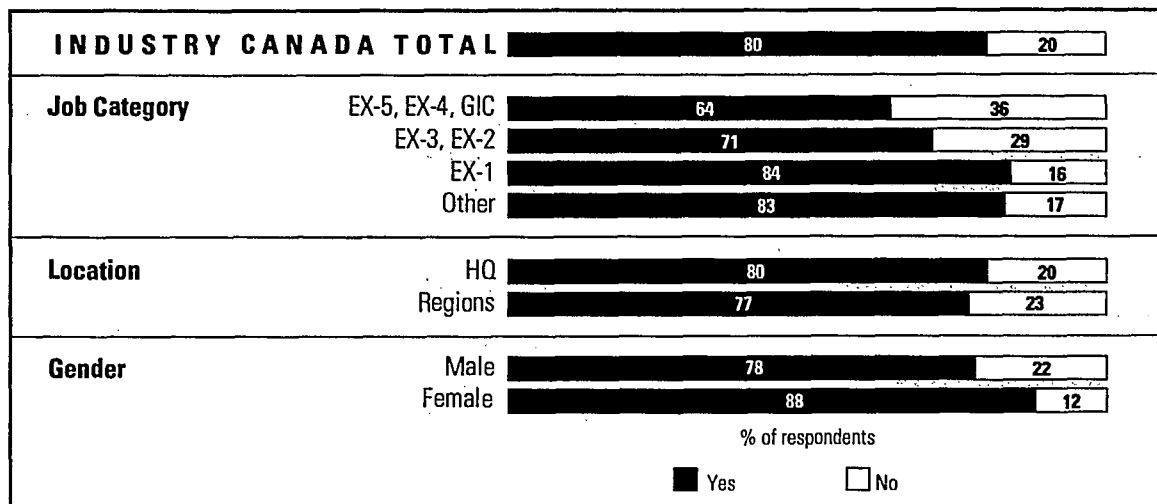
Annex D — Detailed Voting Results

WORKSHOP 1 — MOTIVATING AND RECOGNIZING THE EXECUTIVE GROUP

- 1.1 To foster teamwork and a corporate culture, should we increasingly use the task force approach amongst EXs to encourage more cross-sectoral decision making, respect for each other's contribution and better information sharing?



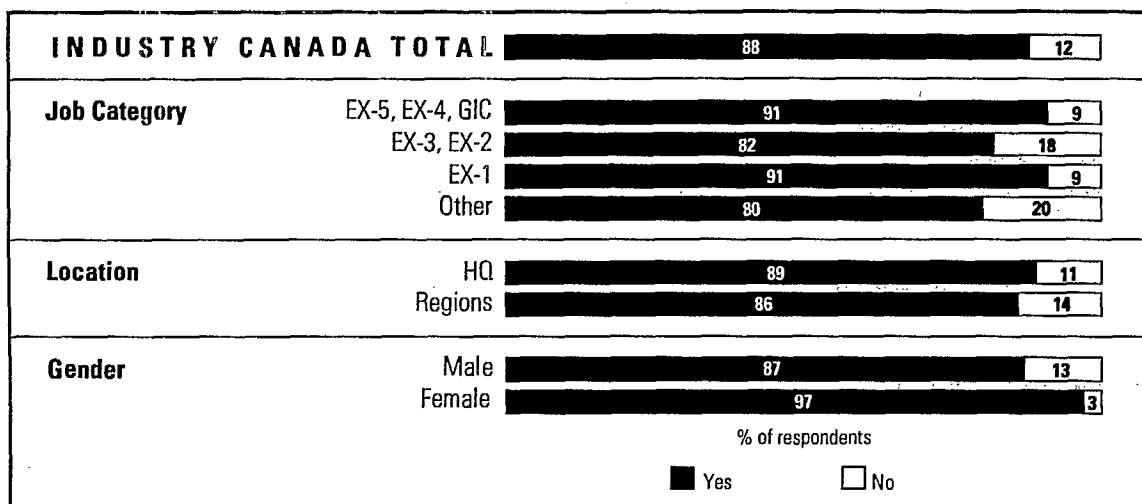
- 1.2 Should we remove the EX 30 percent artificial quota, as it leads to arbitrary decisions and a barrier to recognition of achievements?



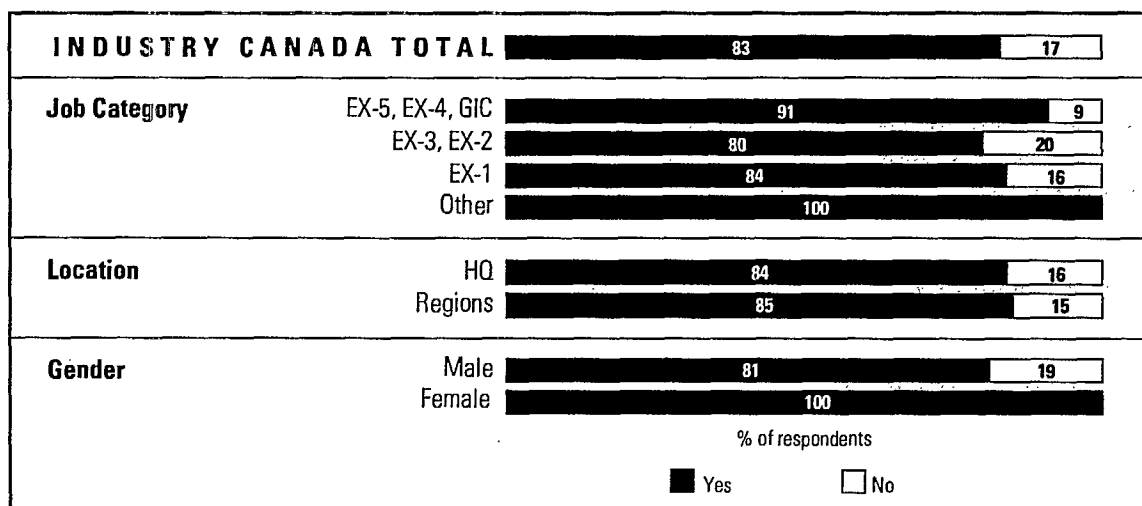
GIC: Governor in Council

WORKSHOP 1 — MOTIVATING AND RECOGNIZING THE EXECUTIVE GROUP

- 1.3 To provide real recognition and a sense of belonging, EXs should be more conscious of the value of one-to-one personal recognition, group recognition, timely and substantive feedback, recognition of internal competencies and respect to all employees by eliminating artificial or unreasonable deadlines and non-essential work, cultivating a sense of respect for individuals in setting meetings, being seen, communicating, discussing and reassigning priorities, and acknowledging and recognizing the efforts made. Are EXs prepared to be evaluated on their success in the areas identified above?

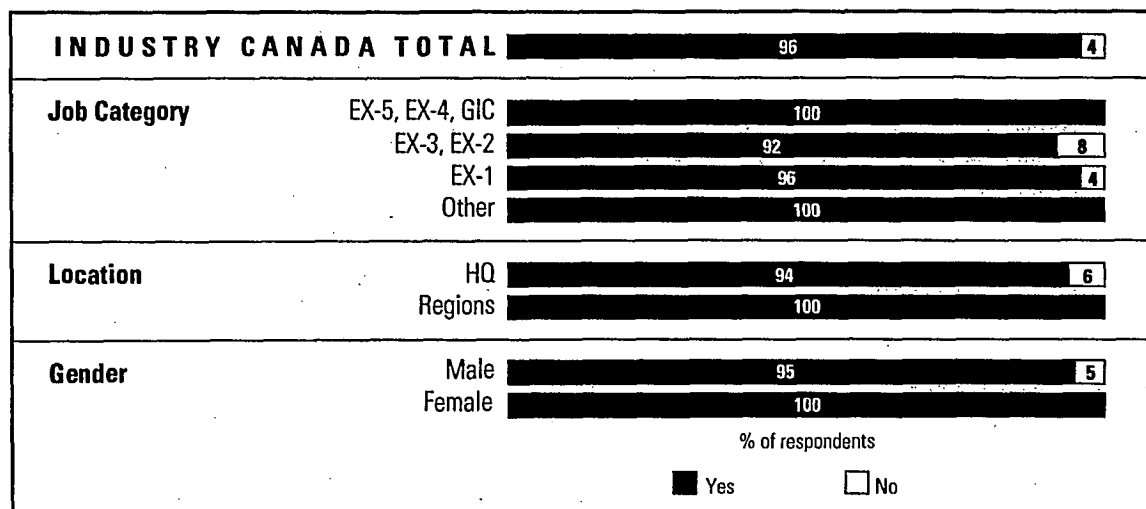


- 1.4 Do you agree that all managers have the responsibility to balance workloads in an equitable way and to be held accountable in this regard?



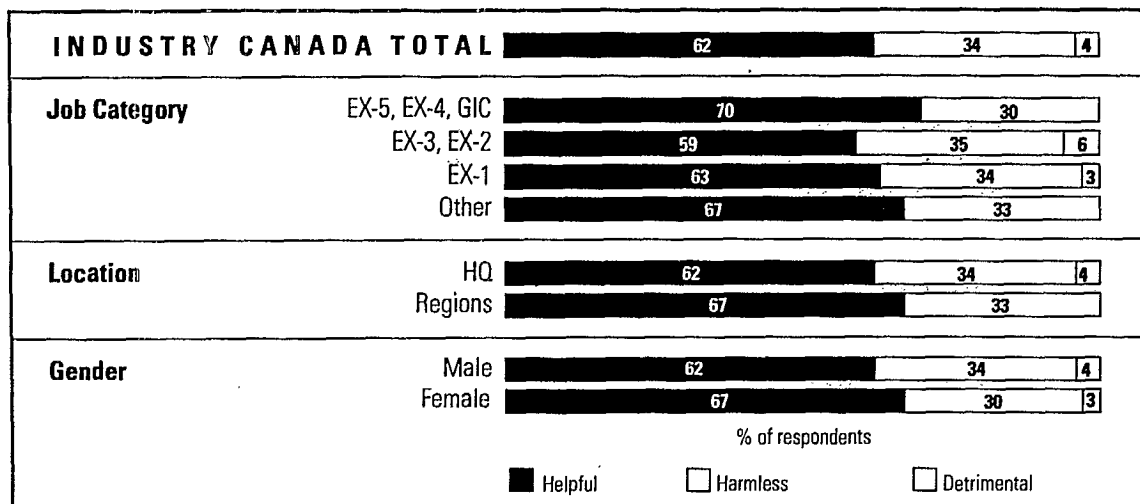
WORKSHOP 1 — MOTIVATING AND RECOGNIZING THE EXECUTIVE GROUP

- 1.5 Should we take measures to recognize the contribution of all elements of the department, not only those dealing with ministerial priorities?

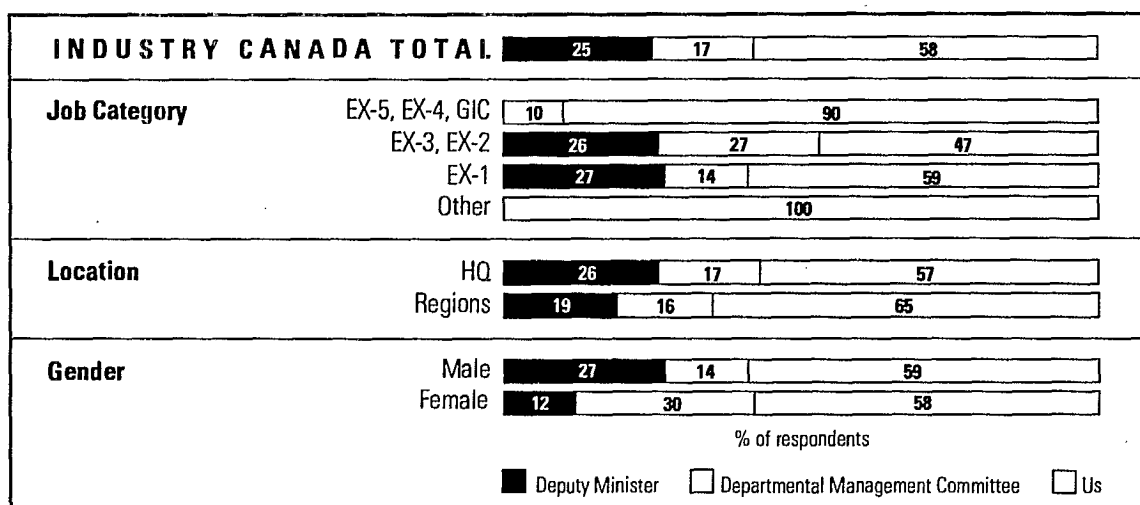


WORKSHOP 2 — JOB PLANNING vs. CAREER PLANNING AND GROWING MANAGERS vs. TRAINING MANAGERS

- 2.1 In managing expectations and implementing change, a broad communication of the demographics of our management and staff would be:

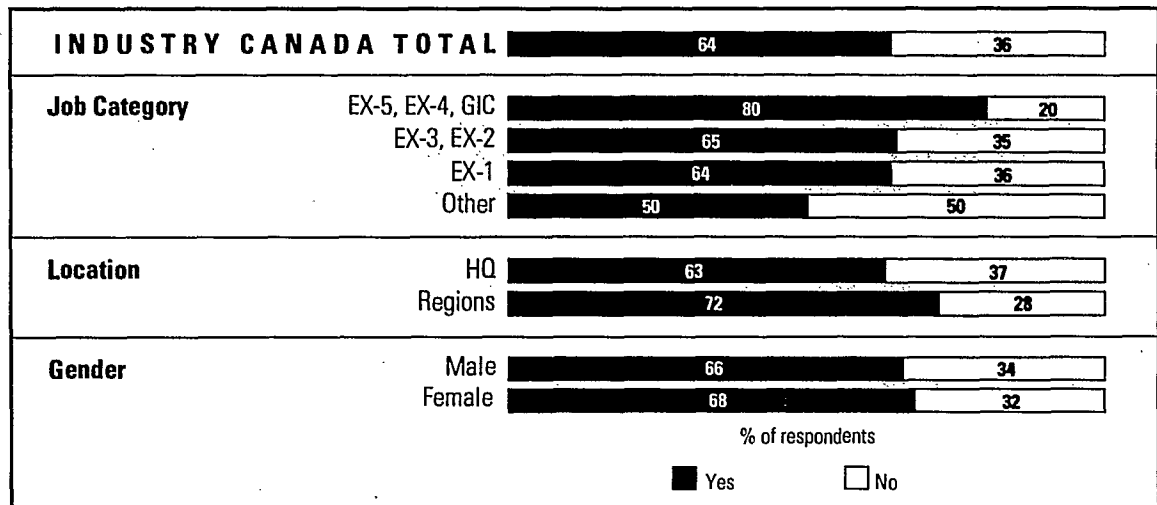


- 2.2 The achievement of a corporate culture that values a team approach requires first and foremost the support of:

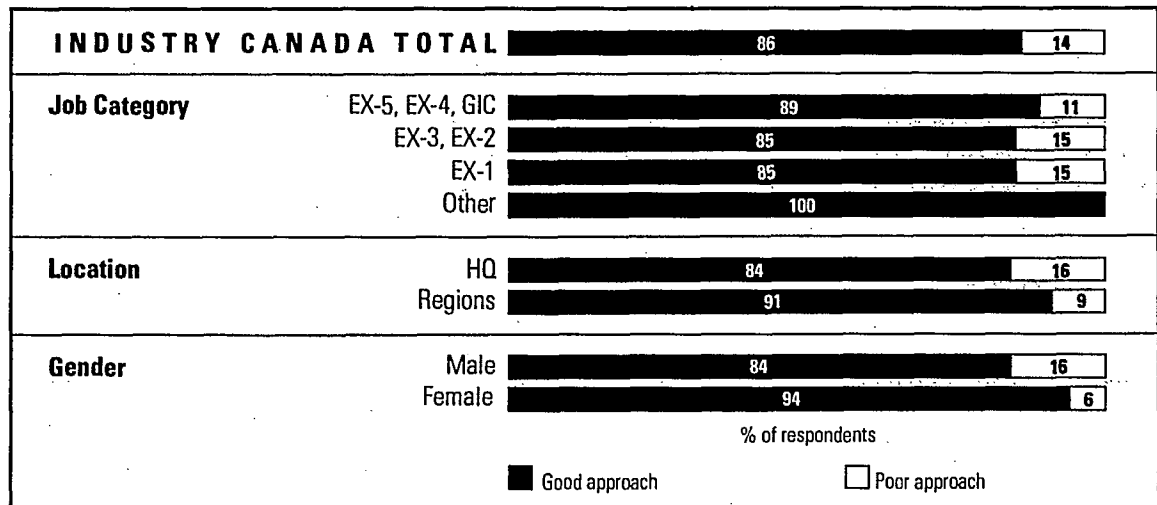


**WORKSHOP 2 — JOB PLANNING vs. CAREER PLANNING
AND GROWING MANAGERS vs. TRAINING MANAGERS**

- 2.3 Would you sign an accountability accord that would commit you to assigning resources to teams in another sector?

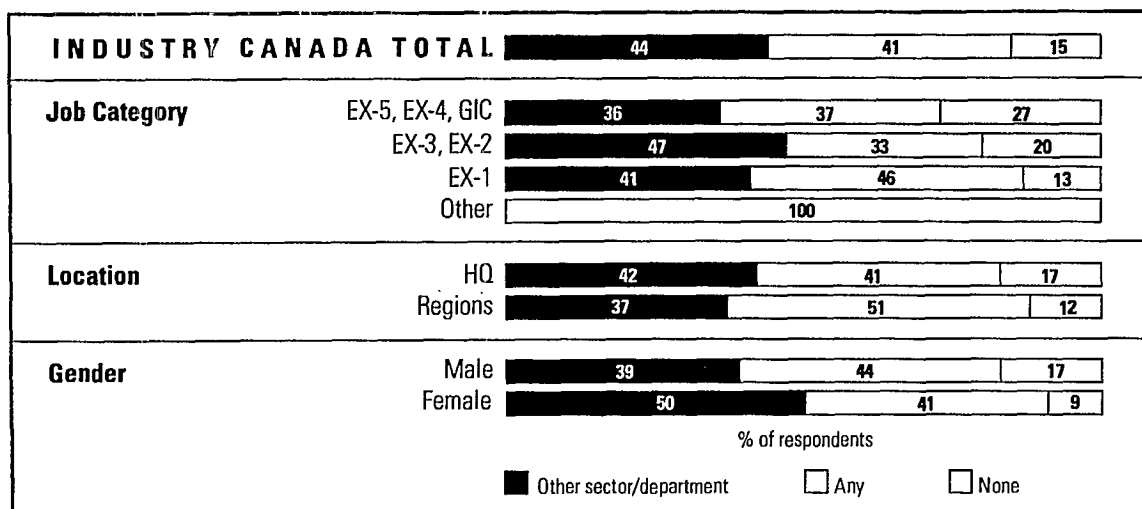


- 2.4 As a career path, lateral transfers and the "spiral" are a:

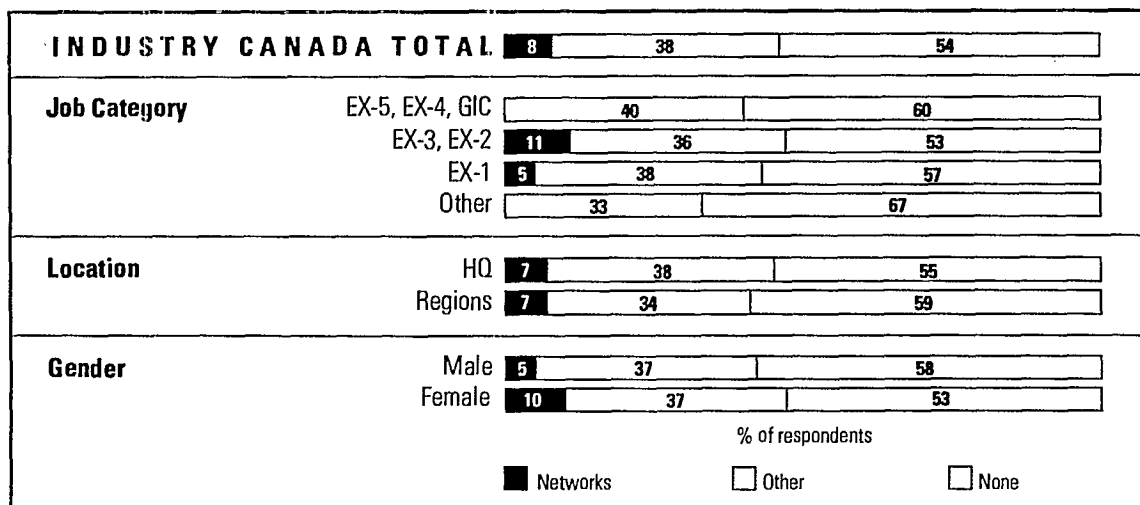


**WORKSHOP 2 — JOB PLANNING vs. CAREER PLANNING
AND GROWING MANAGERS vs. TRAINING MANAGERS**

2.5 I would accept a lateral transfer to:

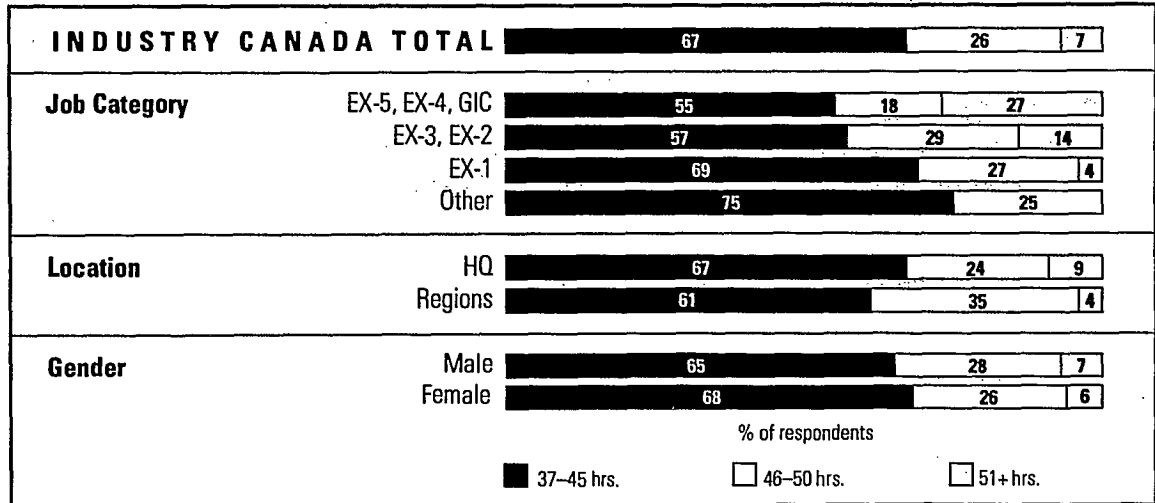


2.6 My greatest concern in deciding to accept a transfer would be:

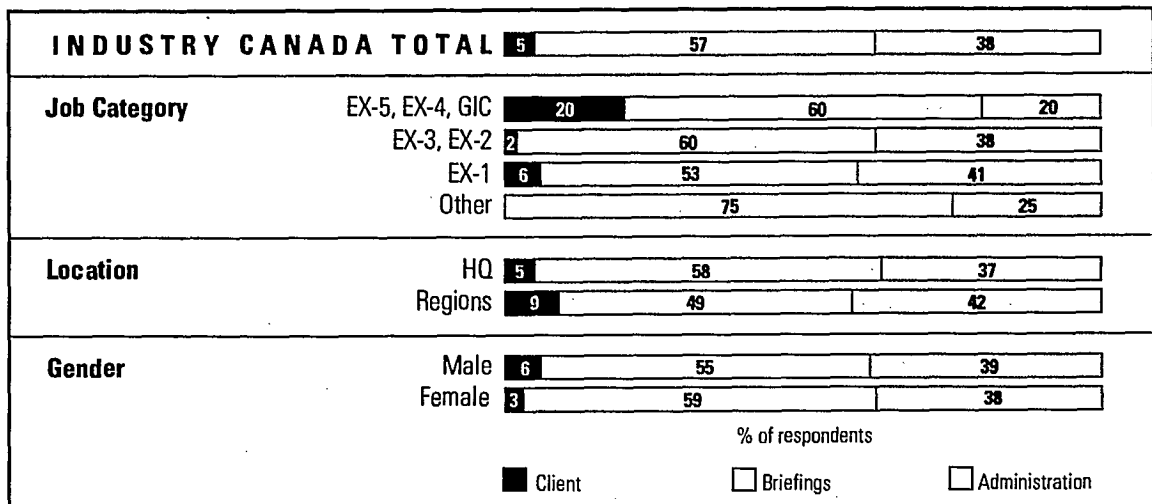


WORKSHOP 3 — WORK AND PERSONAL LIFE — A BALANCING ACT!

3.1 How many hours should an EX in Industry Canada be expected to work in an average week, including work at home, and still be able to balance their work and home life?

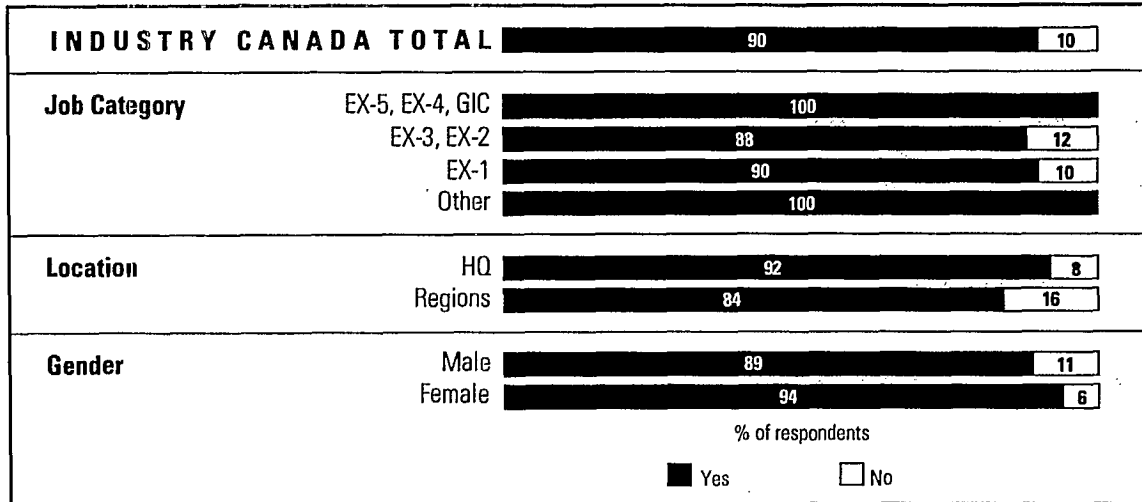


3.2 The most important cause of imbalance between work and private life is:

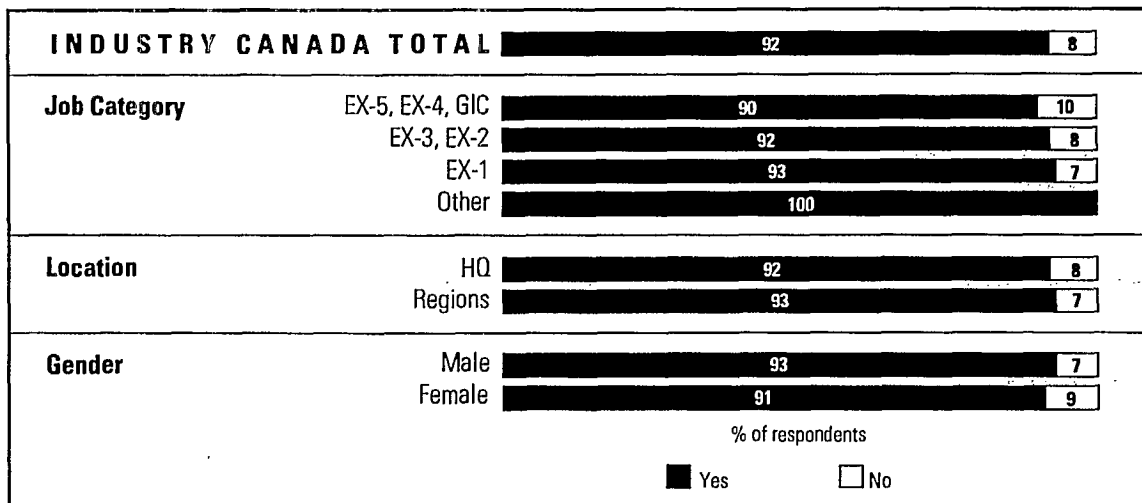


WORKSHOP 3 — WORK AND PERSONAL LIFE — A BALANCING ACT!

3.3 Should we add to the Human Resource Guiding Principles a statement that Industry Canada respect the need to balance work and private life?

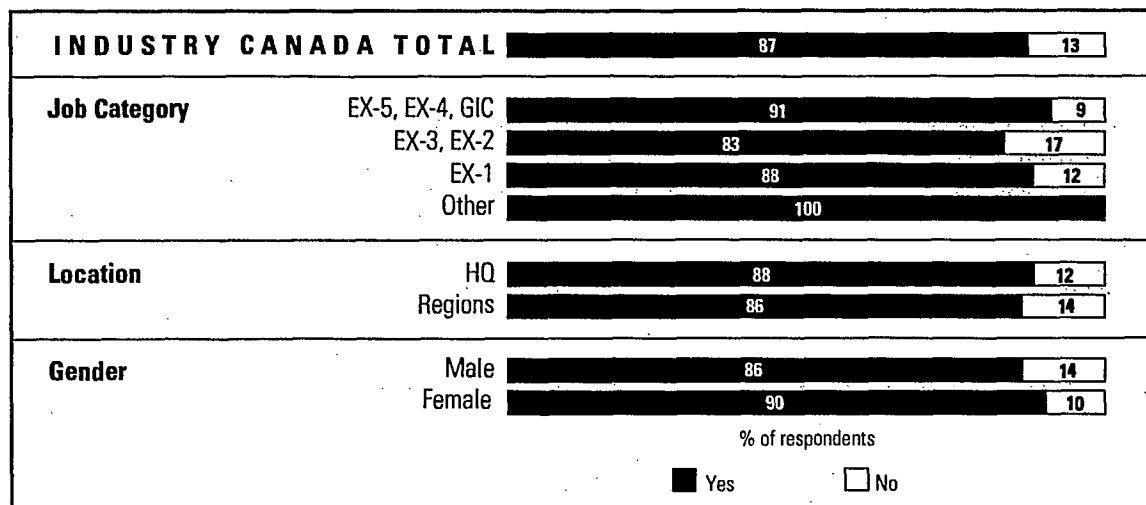


3.4 When we do upward feedback, should we evaluate our supervisor's sensitivity to our need to balance work and private life?



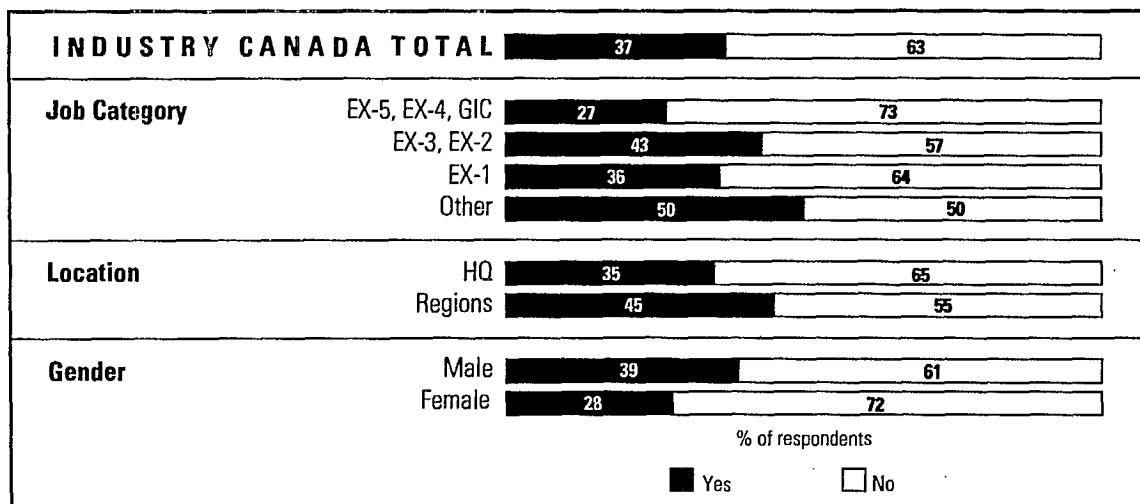
WORKSHOP 3 — WORK AND PERSONAL LIFE — A BALANCING ACT!

- 3.5 Should we build into our EX performance review process an explicit discussion of our need for balance and how well they are being met?

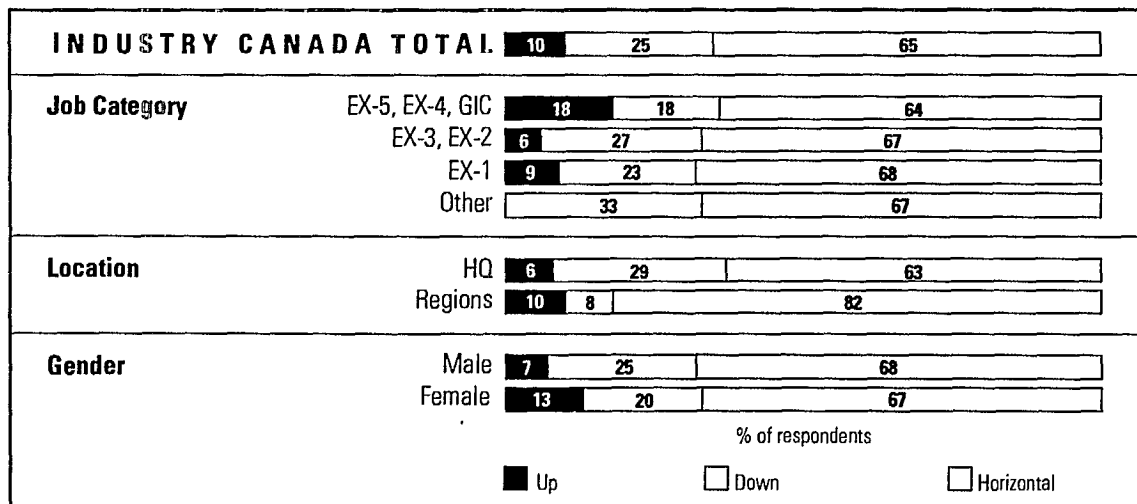


WORKSHOP 4 — WORKING TOGETHER: INFORMATION SHARING

4.1 Do you agree that internal communication is one of Industry Canada's greatest strengths?

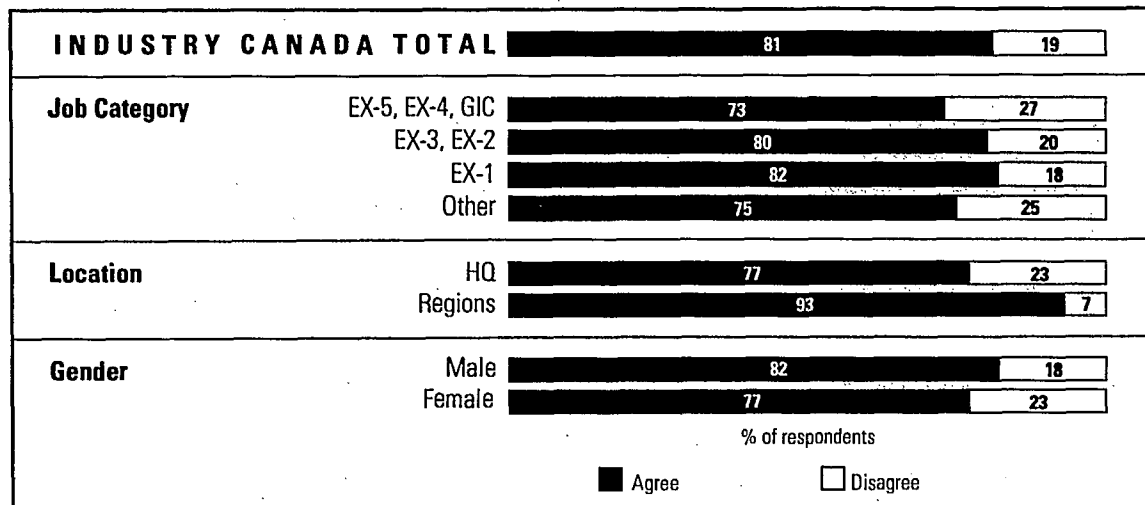


4.2 What type of information sharing needs the most improvement?

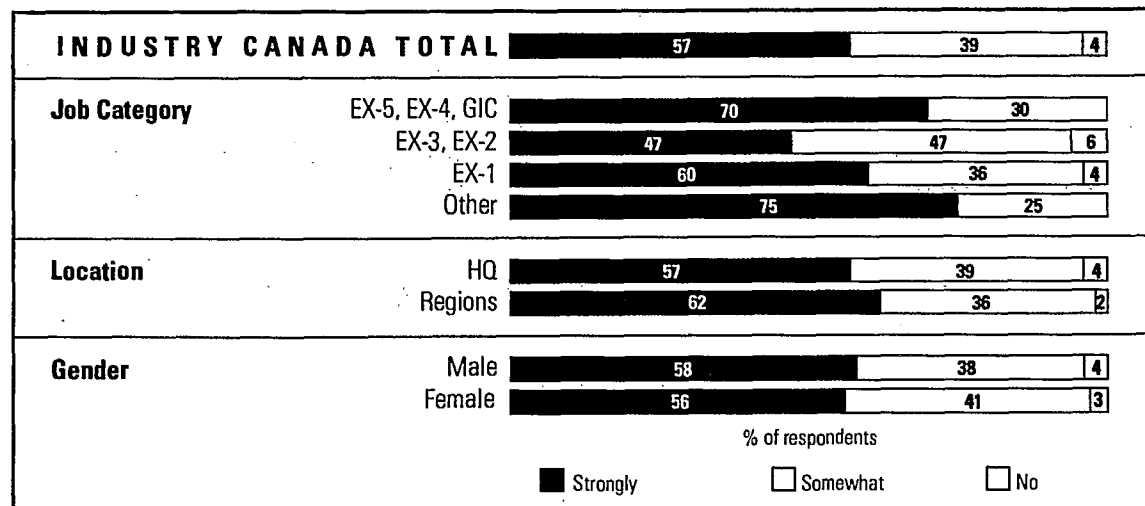


WORKSHOP 4 — WORKING TOGETHER: INFORMATION SHARING

4.3 Do you agree that an electronic bulletin board system would improve information sharing?

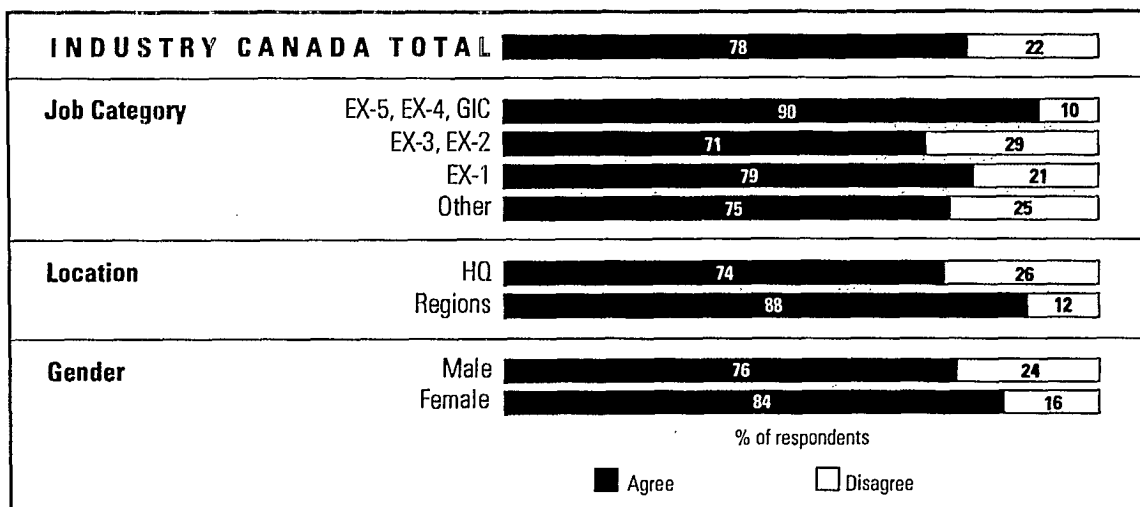


4.4 Would you encourage the use of such a bulletin board by your work unit?

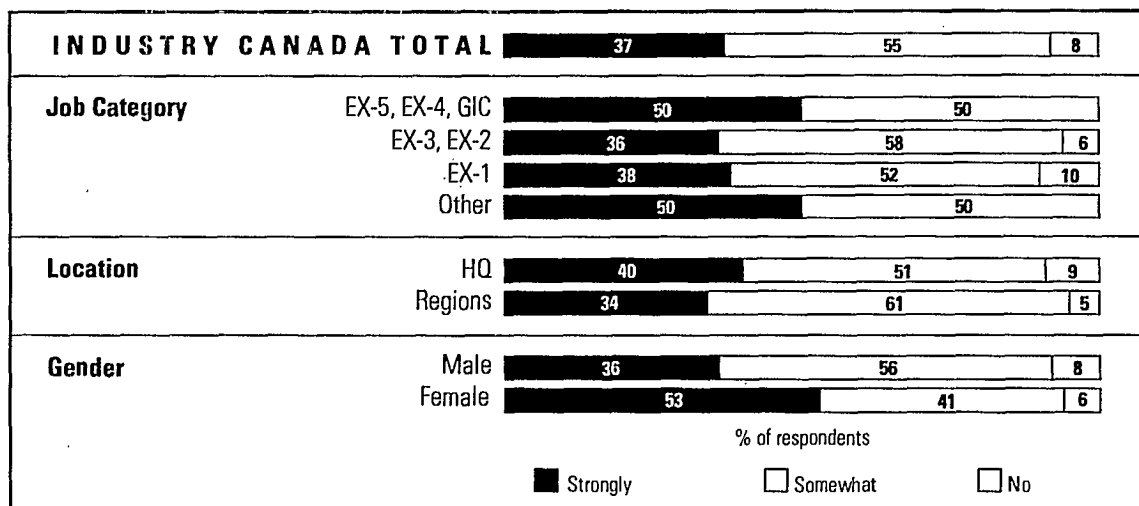


WORKSHOP 4 — WORKING TOGETHER: INFORMATION SHARING

4.5 Do you agree that voluntary electronic conferencing/discussion groups could improve information sharing?

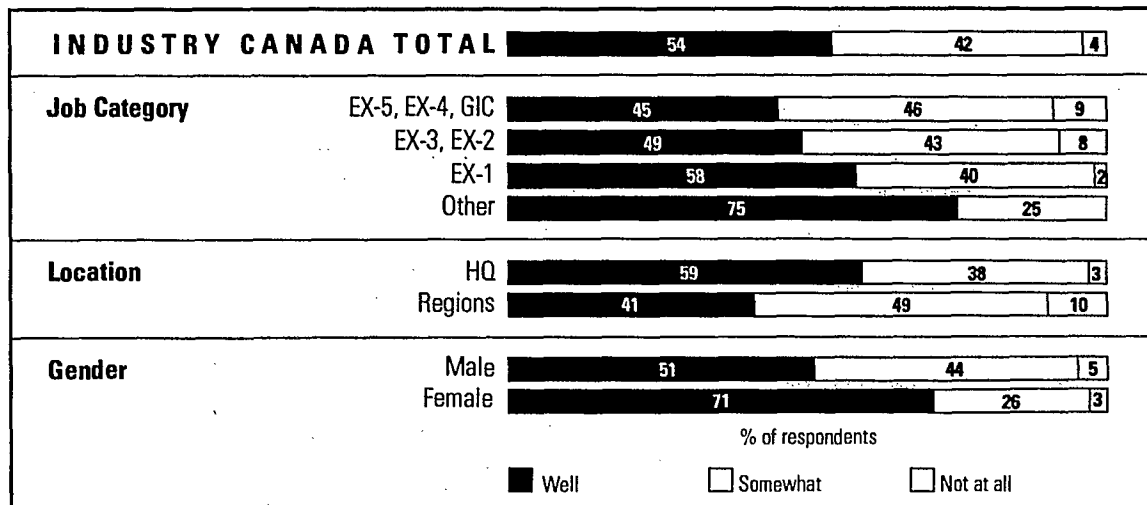


4.6 Would you encourage the use of electronic conferencing/discussion groups by your unit?

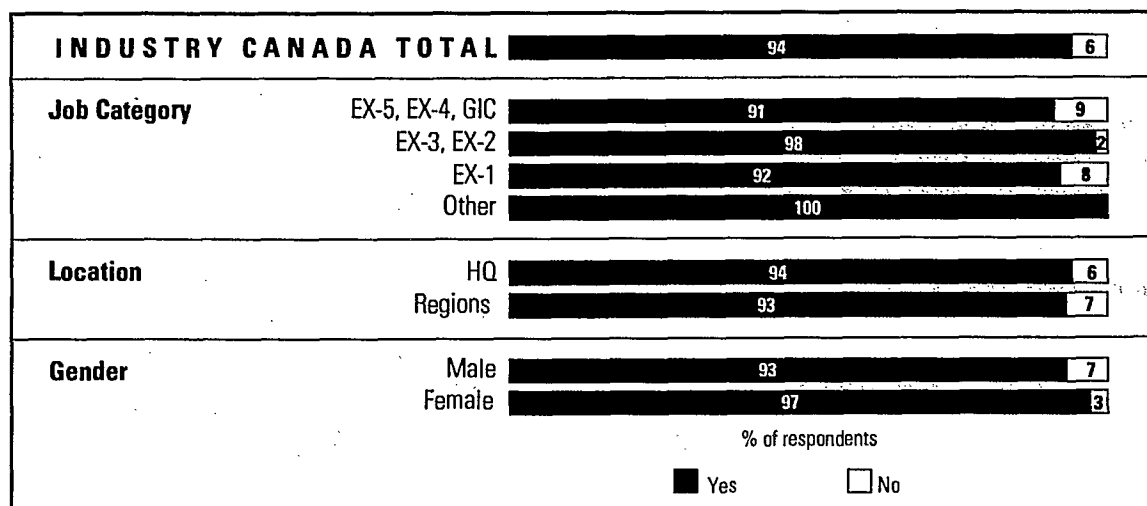


WORKSHOP 5 — WORKING TOGETHER: DECISION MAKING

5.1 How well does the report you just heard on decision making correspond to your concerns on this issue?

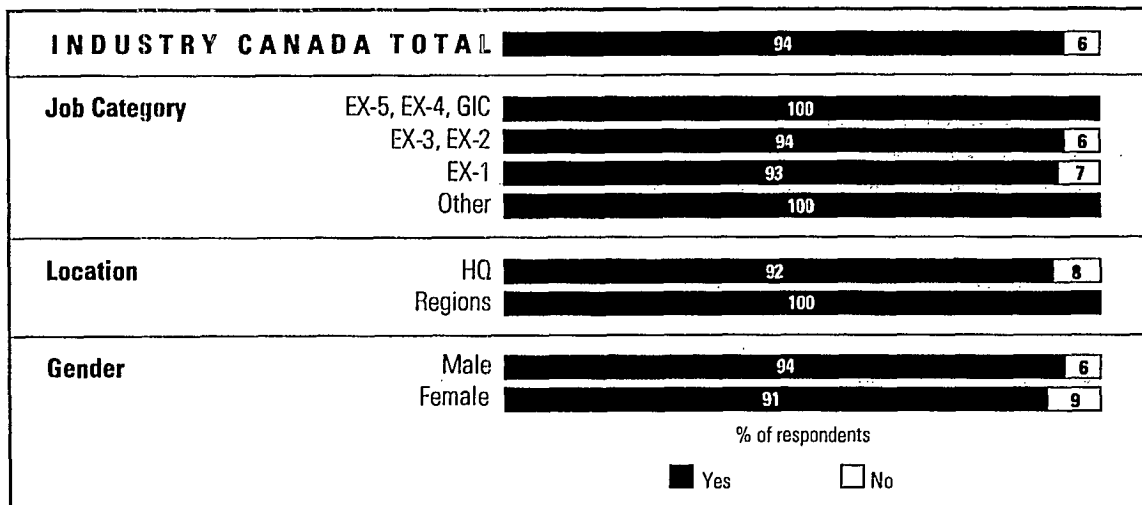


5.2 To facilitate involvement and understanding, do you agree to open up your decision-making processes and forums to staff?

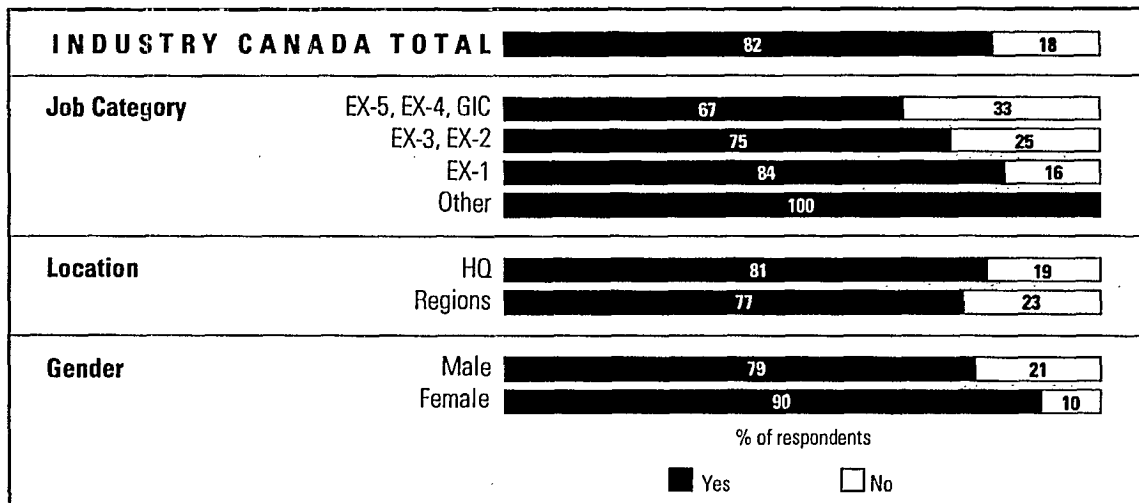


WORKSHOP 5 — WORKING TOGETHER: DECISION MAKING

- 5.3 To facilitate empowerment, do you agree that you will constantly challenge yourself to delegate all forms of decision making by your unit down to the lowest practical and accountable level?

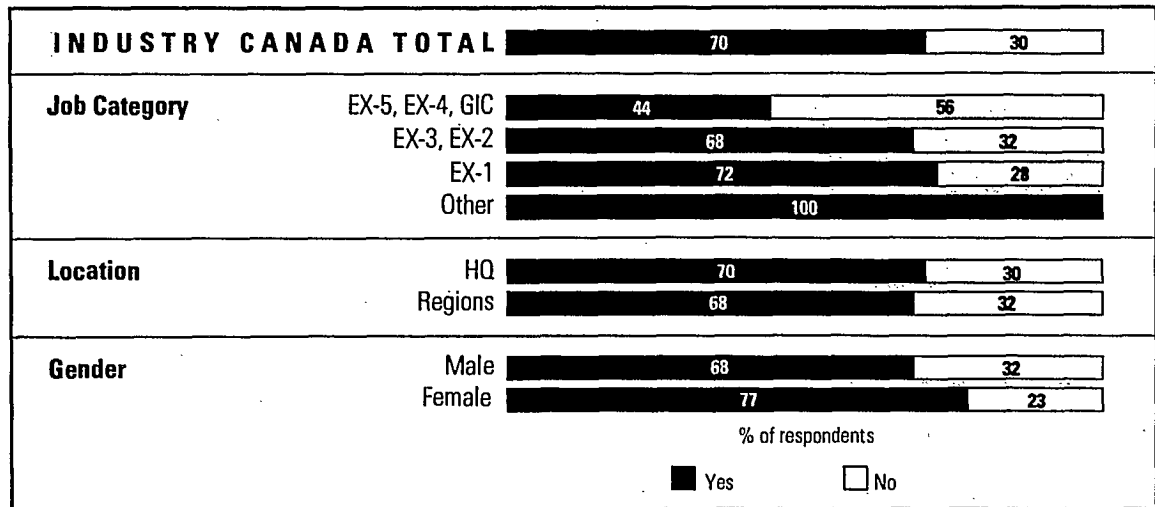


- 5.4 To improve quality, do you support the establishment of an agreed-upon decision process involving early strategic direction from management, clear tasking, thorough fact-finding and consultation, reasonable deadlines, consistency and transparency?

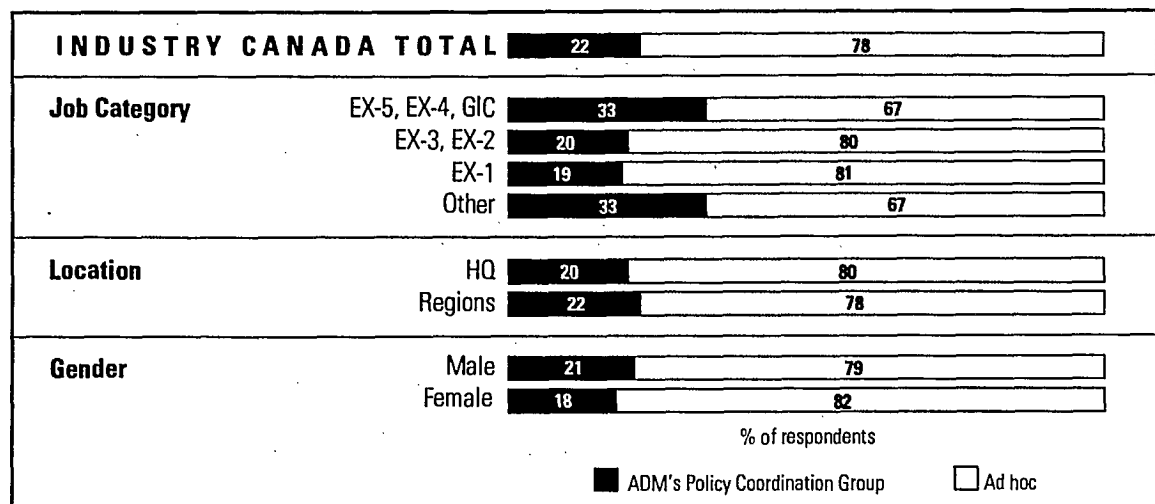


WORKSHOP 5 — WORKING TOGETHER: DECISION MAKING

5.5 If such a decision process were adopted, should it be measured against specific tests?

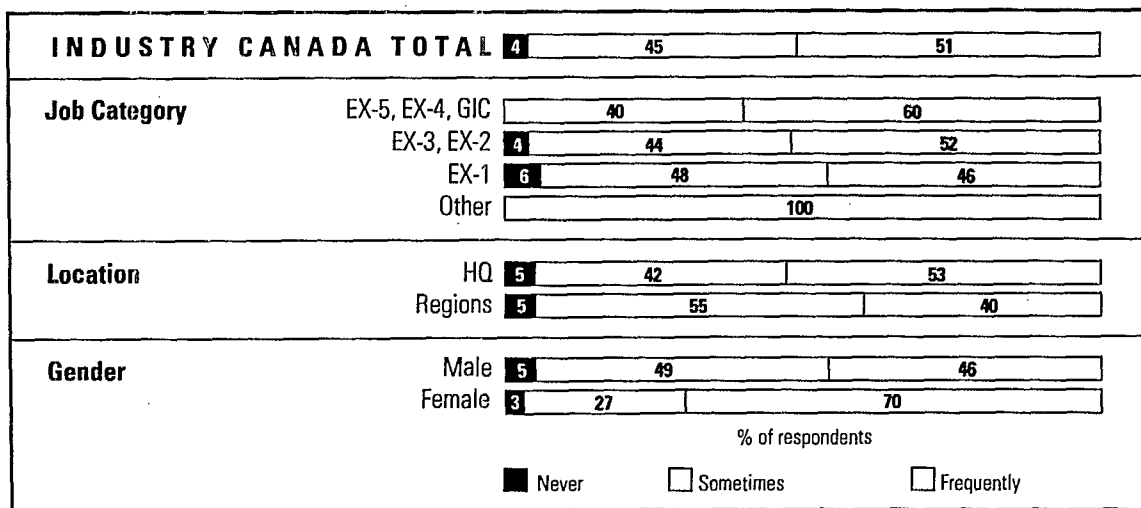


5.6 If such a decision process were adopted, who should be tasked with revising the decision process?

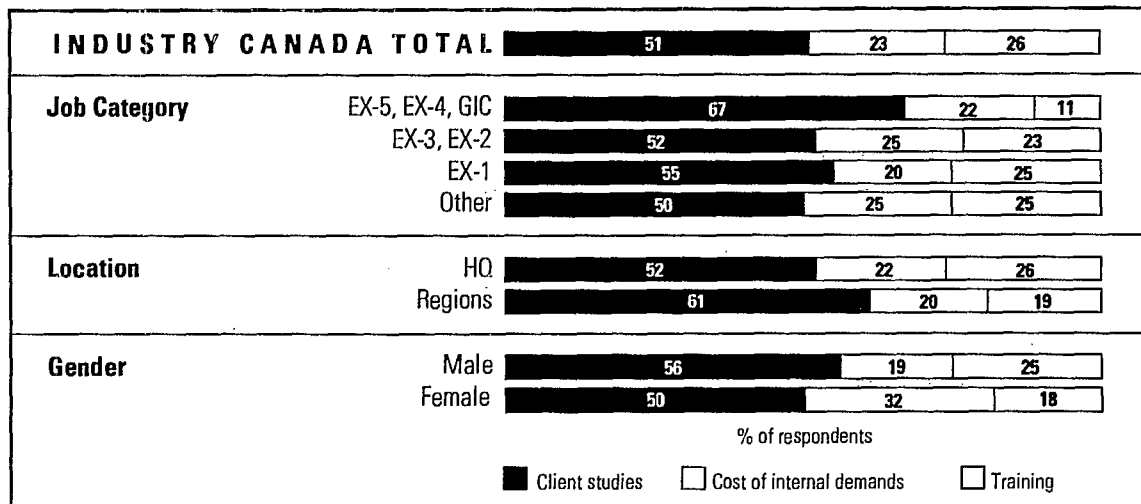


WORKSHOP 6 — WORKING TOGETHER: PRIORITY SETTING

6.1 Are you ready to empower your staff to organize self-directed work teams to set priorities and deliver services?

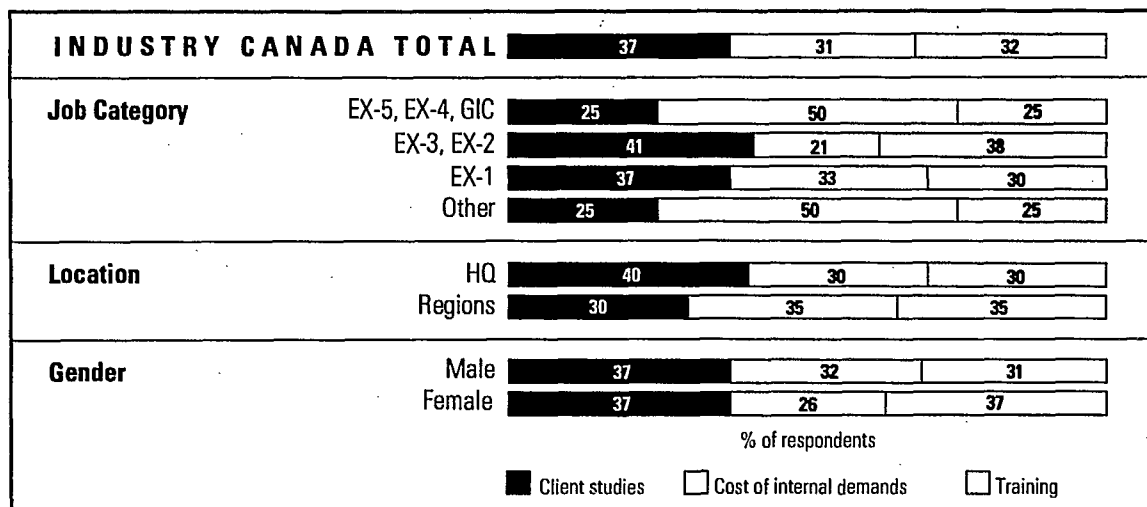


6.2 What would help your group manage priorities best?

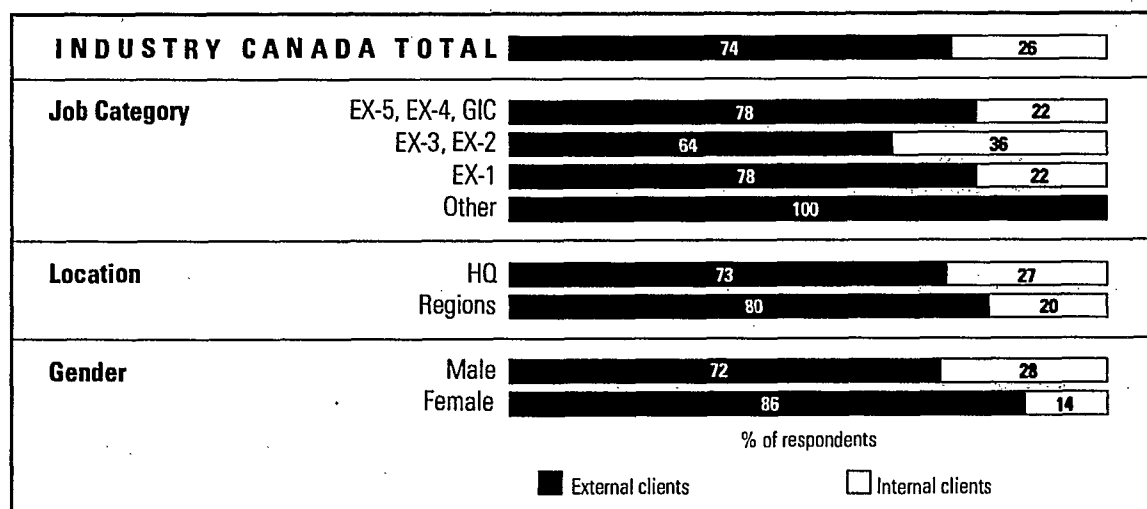


WORKSHOP 6 — WORKING TOGETHER: PRIORITY SETTING

6.3 What would be the next most helpful step in managing priorities?

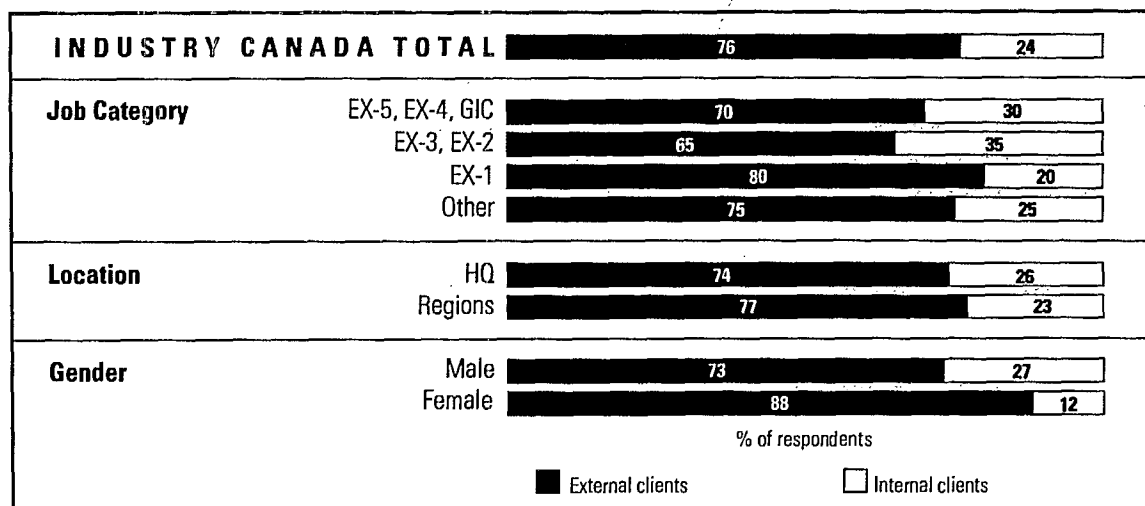


6.4 When you are confronted with a conflict between equally important demands of internal and external clients, who should win?



WORKSHOP 6 — WORKING TOGETHER: PRIORITY SETTING

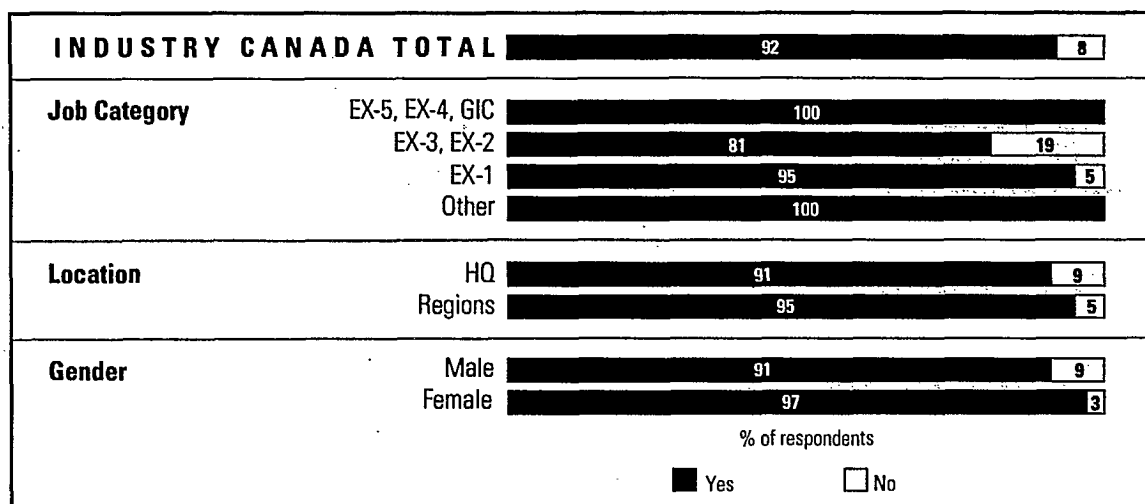
6.5 Should we place our priority on serving external or internal clients?



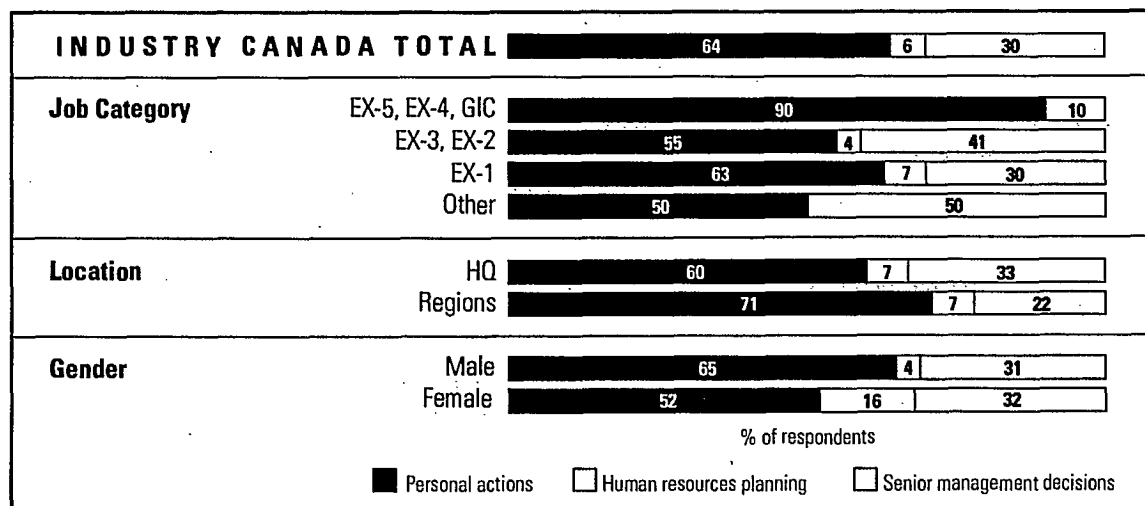
WORKSHOP 7 — SHAPING CORPORATE CULTURE/VALUES

- 7.1 The management survey identified a set of corporate values we believe the department should adopt, including client-focused, innovative, proactive, people-oriented, results-oriented, quality-oriented and team-oriented values as well as providing benefit to Canadians.

Does this list reflect the corporate values you would like the department to adopt?

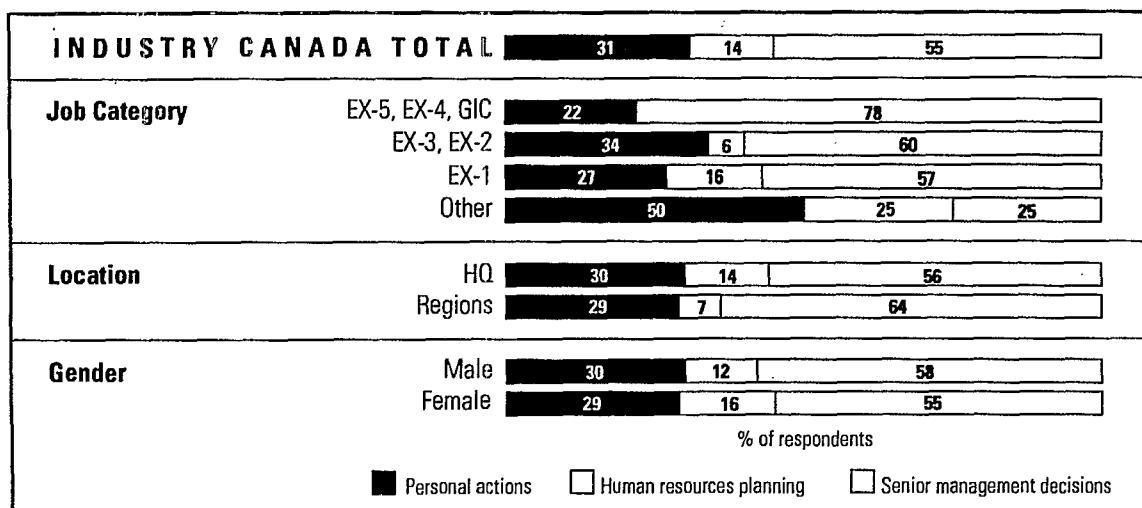


- 7.2 What is the most important place to reflect our corporate values?



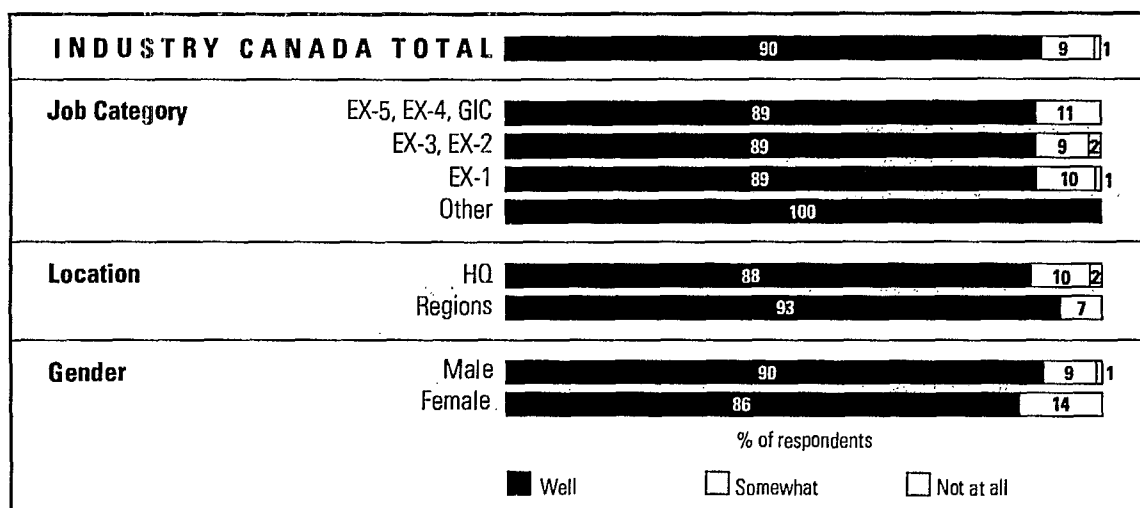
WORKSHOP 7 — SHAPING CORPORATE CULTURE/VALUES

7.3 What is the second most important place to reflect our corporate values?



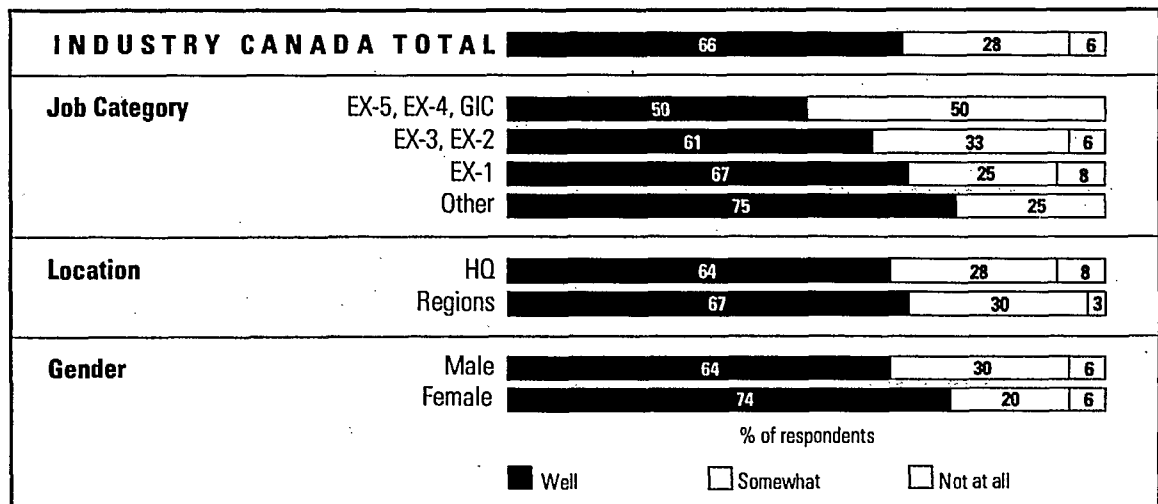
- 7.4 The workshop identified a set of personal values that participants believed were important attributes for managers, including integrity, professionalism, service orientation, quality orientation, respect for others, risk-taking team player and builder, and commitment to the well-being of staff.

How well does this set of values correspond to your vision of the ideal manager?



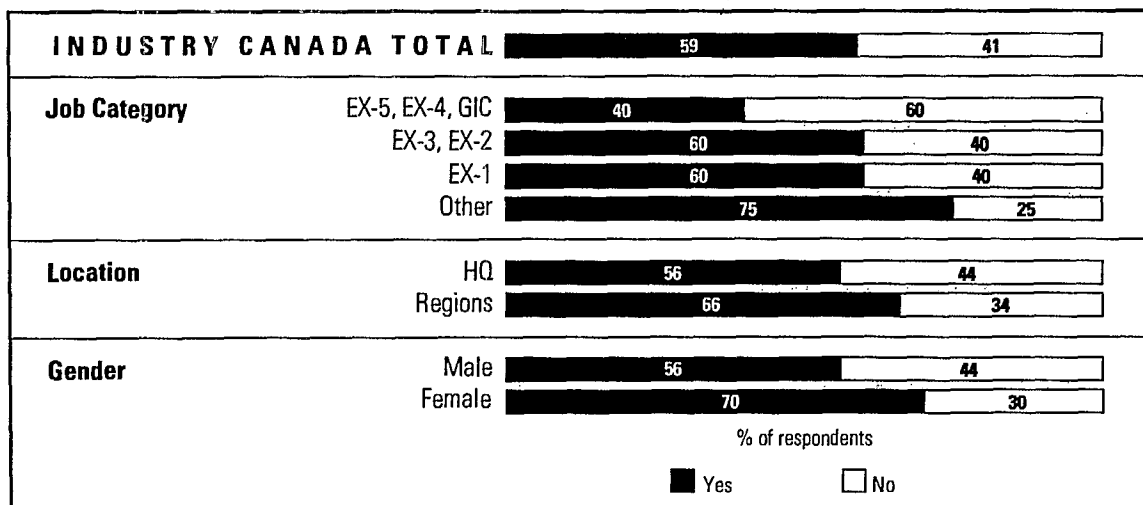
WORKSHOP 7 — SHAPING CORPORATE CULTURE/VALUES

- 7.5 To what extent do you currently live by the values of integrity, professionalism, service orientation, quality orientation, respect for others, risk-taking, team player and builder, and being committed to the well-being of staff?

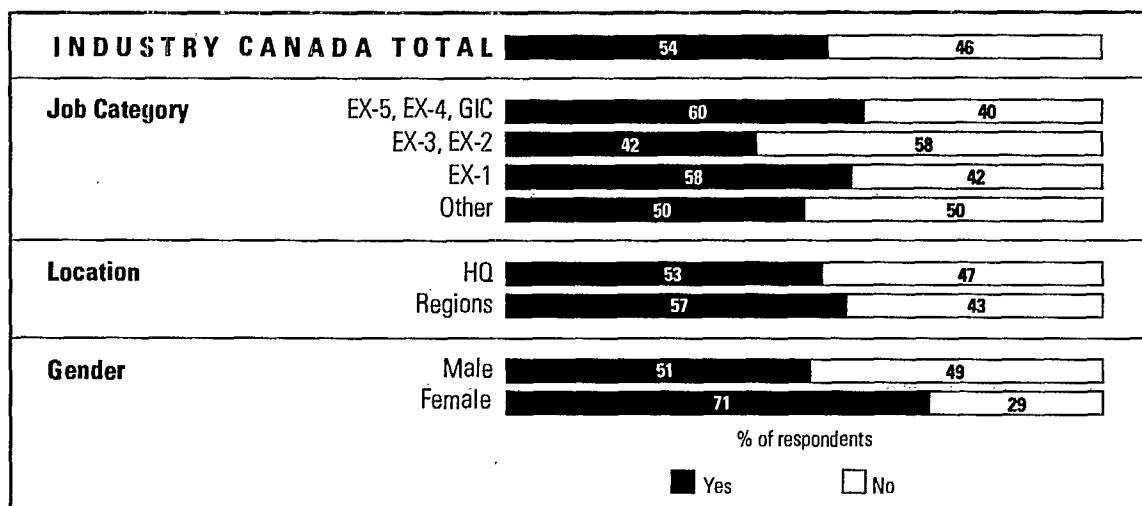


WORKSHOP 9 — RE-ENGINEERING, TQM AND ADMINISTRATIVE RENEWAL

9.1 Do you believe we are in a state of organizational crisis?

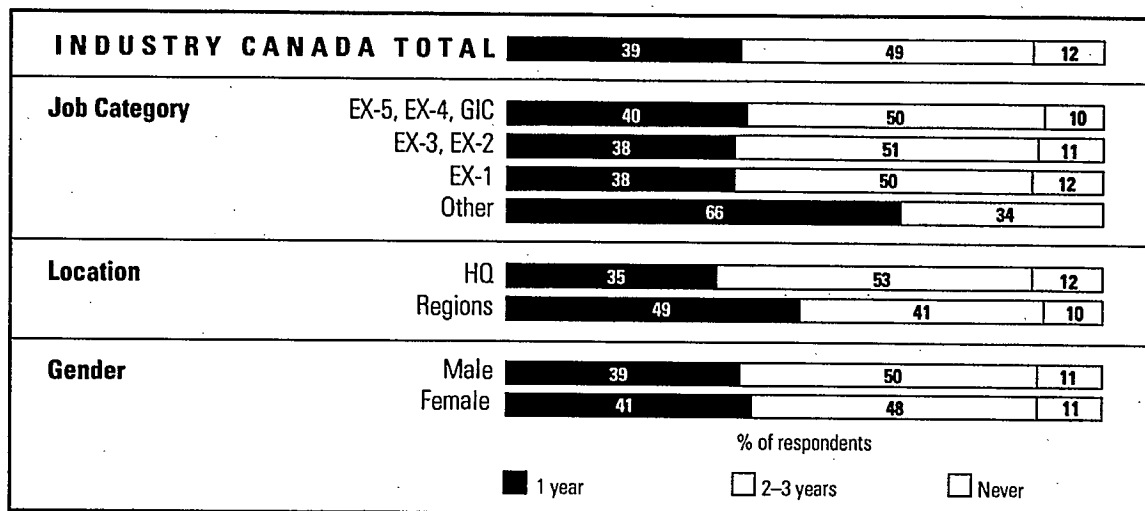


9.2 Are you prepared to commit one day per week to deal with the following proposed priorities: creating a vision; obtaining management commitment; developing a value-added client focus; and determining the business and product lines of Industry Canada?



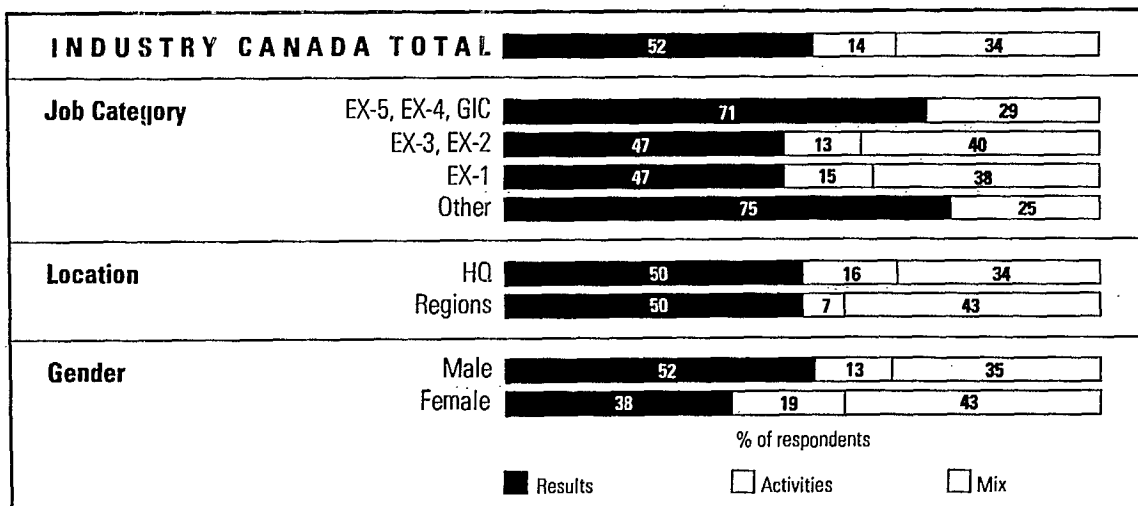
WORKSHOP 9 — RE-ENGINEERING, TQM AND ADMINISTRATIVE RENEWAL

9.3 Do you believe that by addressing the four priorities stated in question 9.2, Industry Canada will be more effective in:

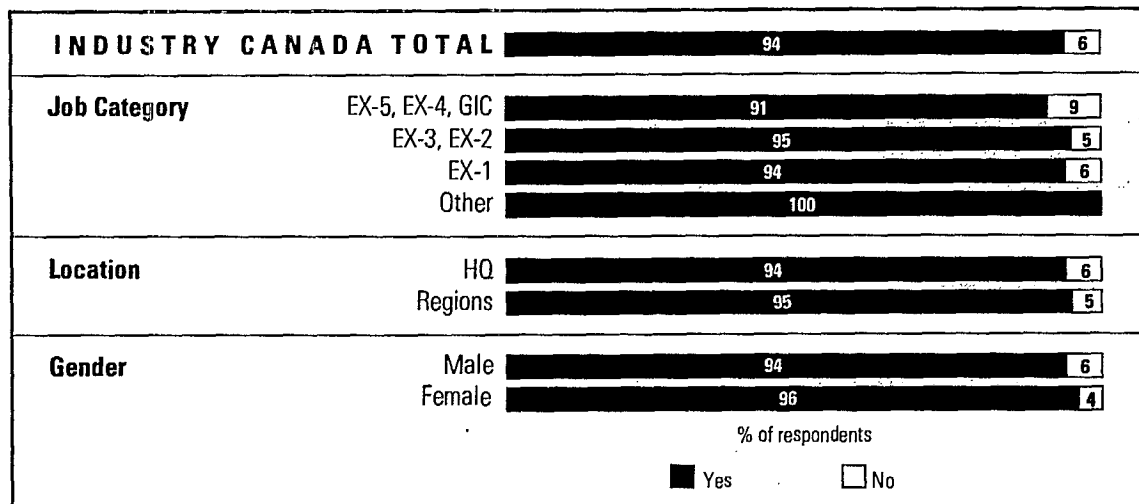


WORKSHOP 10 — INFLUENCING OR MAKING A DIFFERENCE

10.1 In your management accord, is the emphasis on:

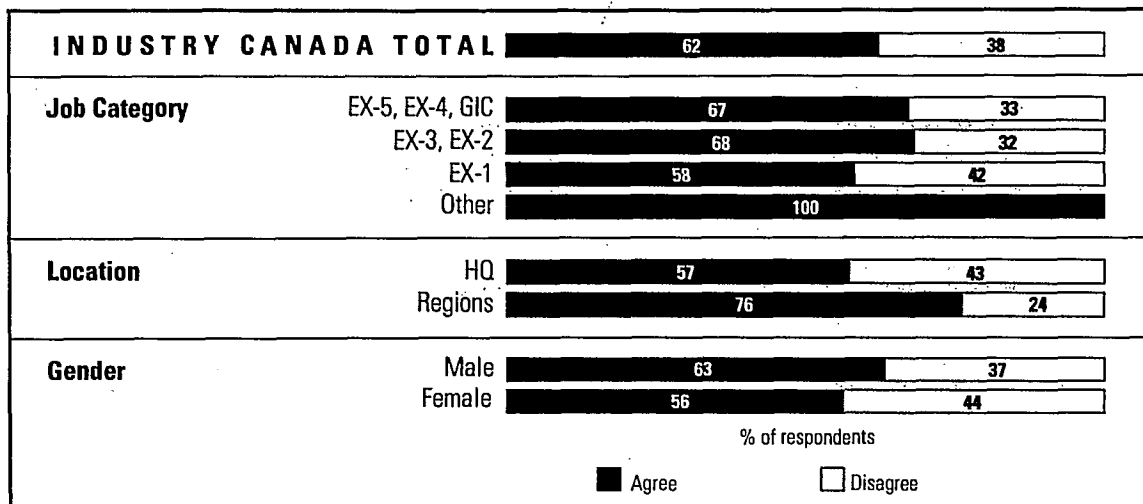


10.2 Do you agree that we need to better demonstrate our achievements?

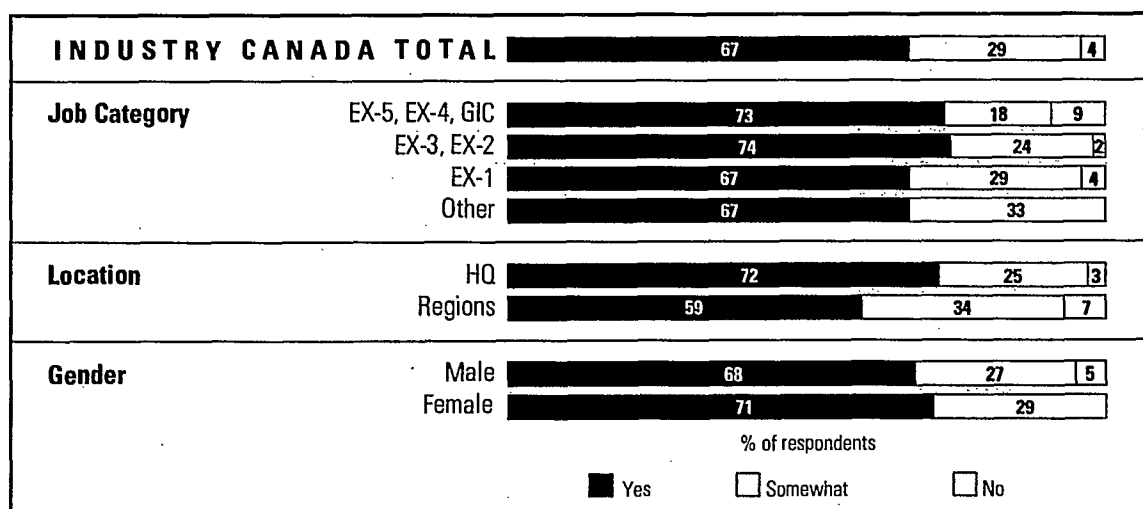


WORKSHOP 10 — INFLUENCING OR MAKING A DIFFERENCE

10.3 We should all have at least one new output measure in our management accords.

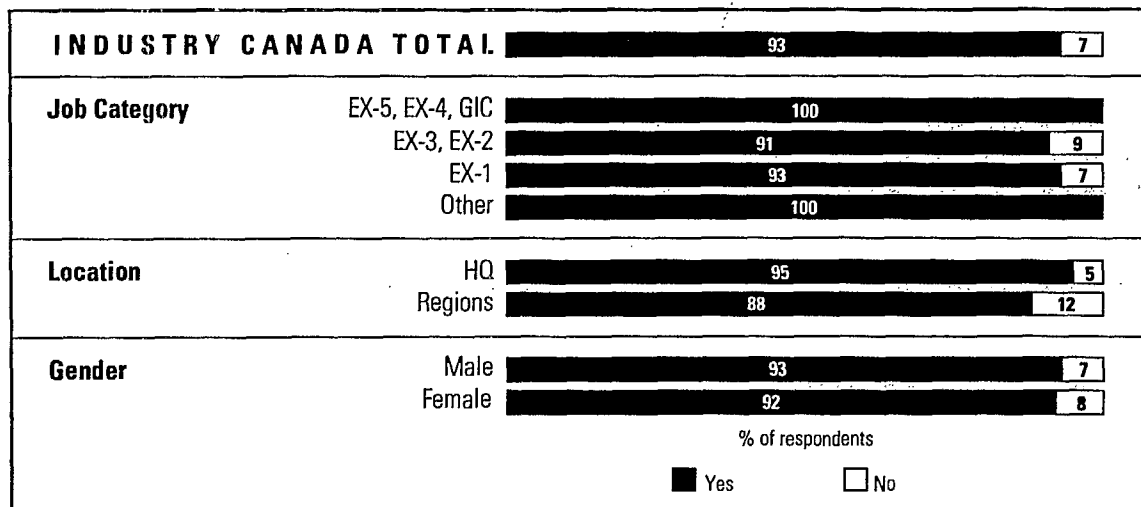


10.4 Do you believe you know who your clients are, what their needs are, and what the competing interests are?



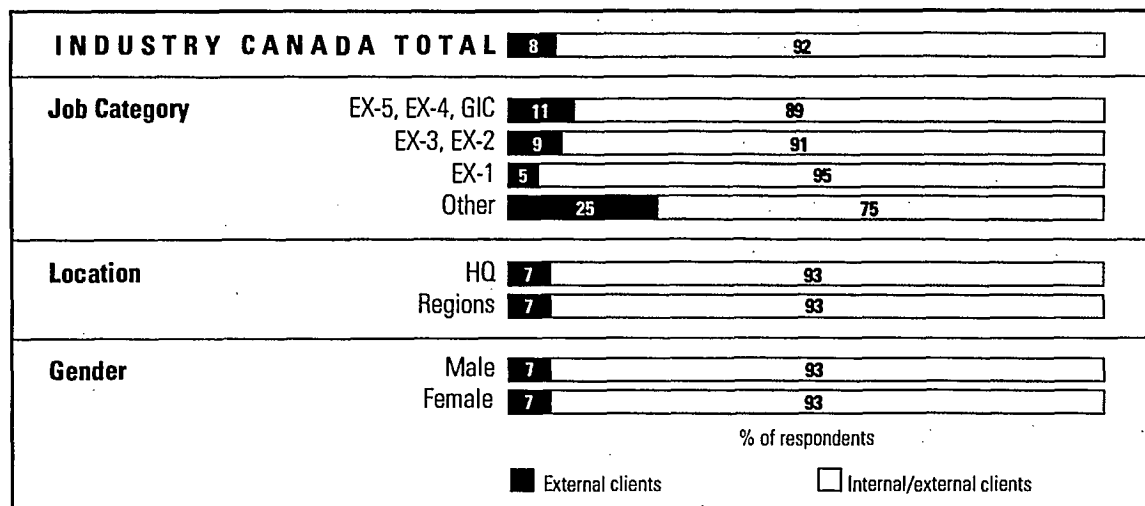
WORKSHOP 10 — INFLUENCING OR MAKING A DIFFERENCE

10.5 Is it useful to consult with our clients on the value of what we do?

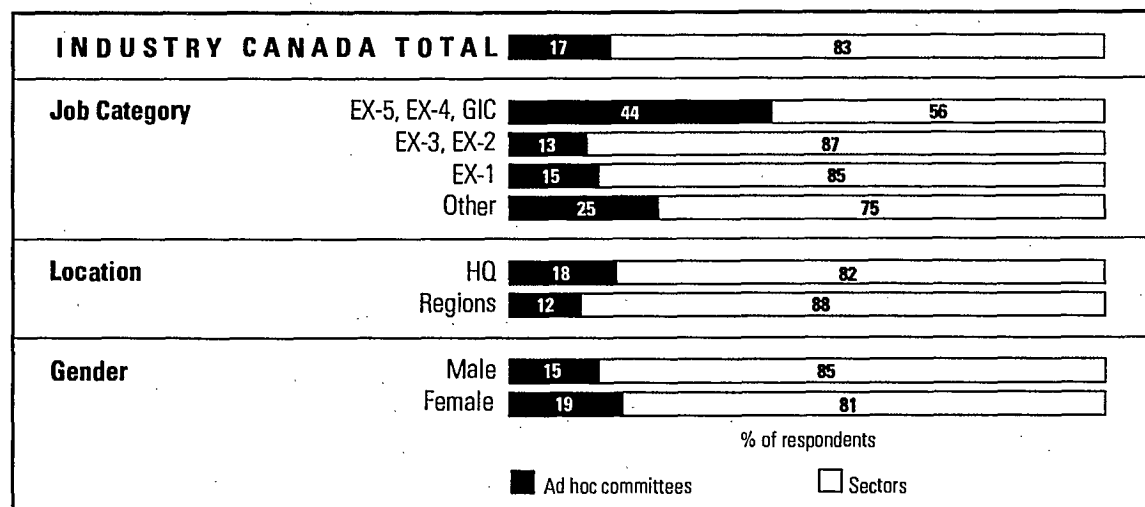


WORKSHOP 11 — CLIENT SERVICE STANDARDS — HOW DO WE GO ABOUT THEM?!

11.1 Service standards should be prepared for:

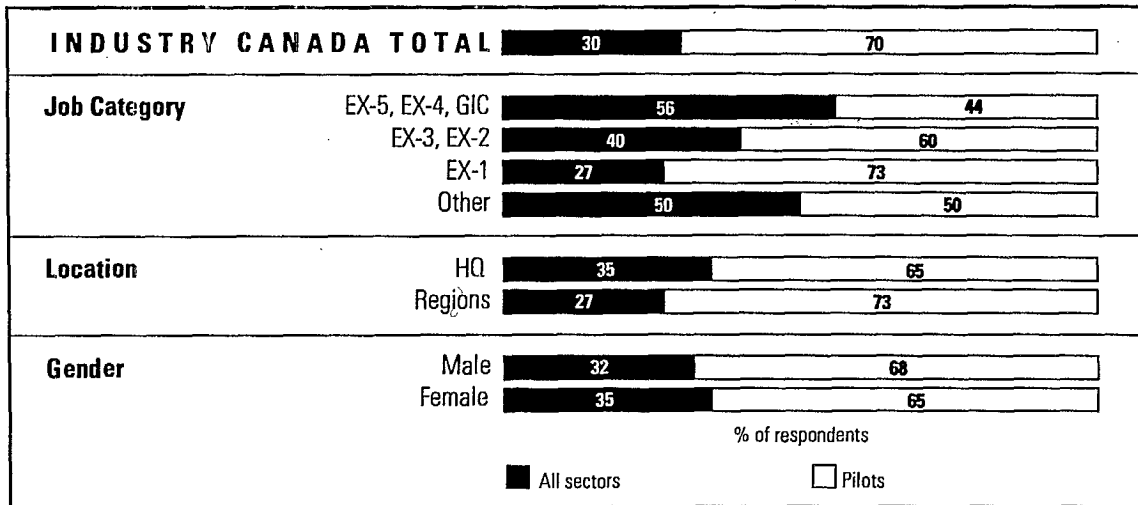


11.2 Service standards should be prepared with a departmental process that involves:



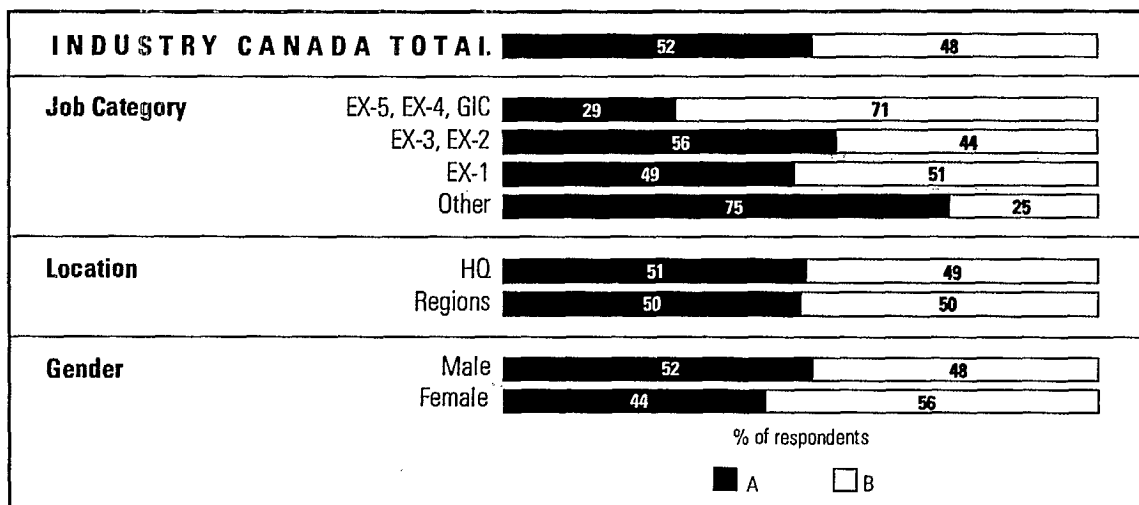
WORKSHOP 11 — CLIENT SERVICE STANDARDS — HOW DO WE GO ABOUT THEM?!

11.3 The department should pursue development of service standards for:



11.4 Which assumption should underlie the development of our service standards?

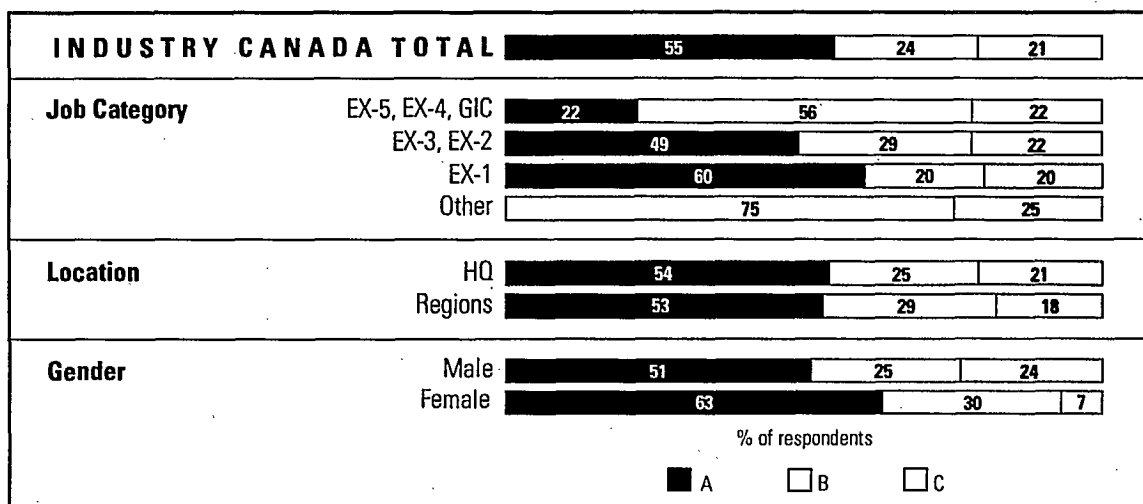
- Re-engineering of service is an integral part of the process during the first and second year.
- Service standards should be based on what we can deliver with existing service delivery with approaches and within existing budgets.



WORKSHOP 12 — STRATEGIC INFORMATION

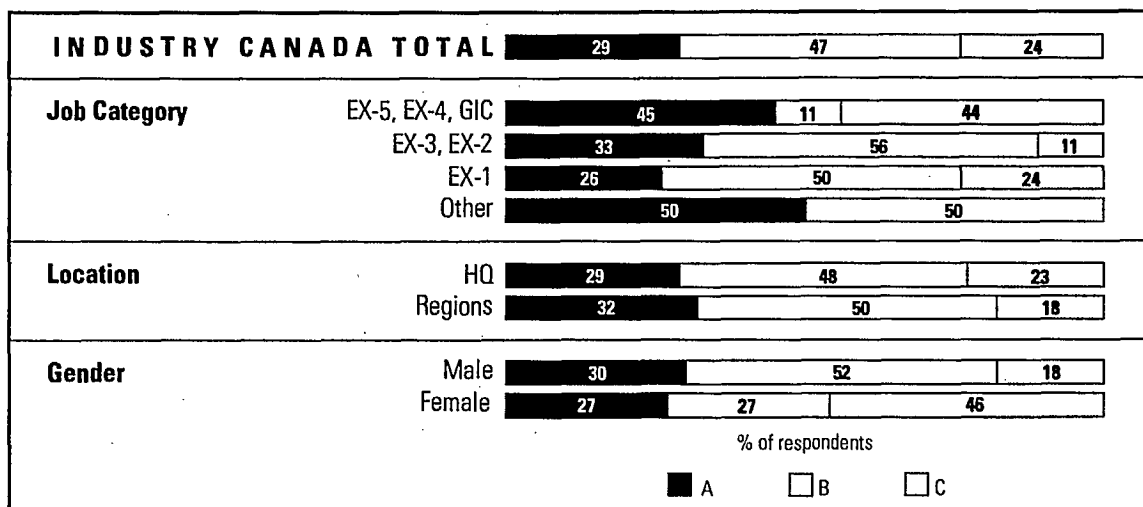
12.1 Where should we put most of our efforts over the next year in order to better meet client needs?

- Asking clients what they need, understanding it, and responding accordingly.
- Tracking client usage and using this feedback to set priorities.
- Establishing a widely published "prime points of contact" for each Industry Canada product.



12.2 What is the most useful mechanism for information sharing and teamwork?

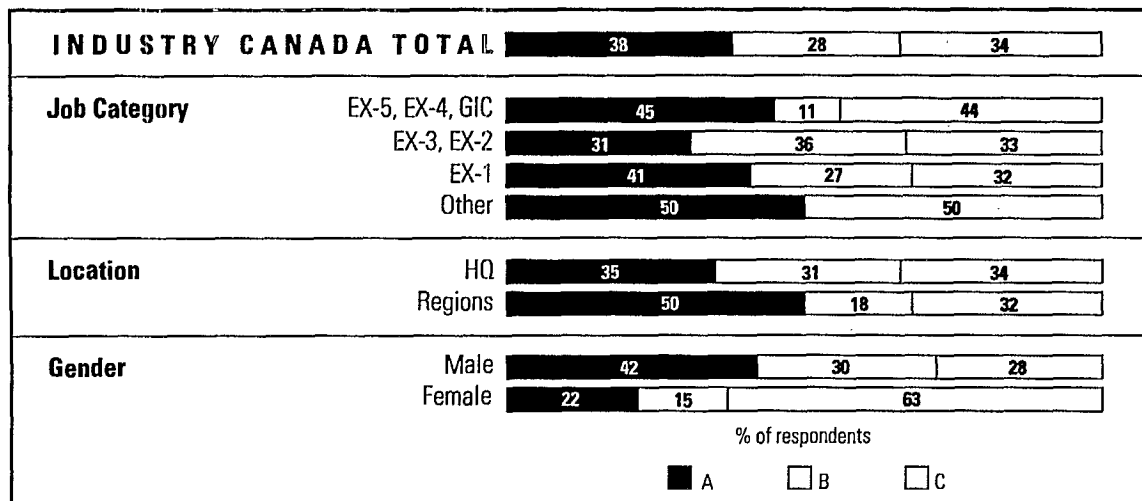
- Establish "virtual expert groups" to share ideas and coordinate activities.
- Improve use of information technology to facilitate information sharing.
- Conduct information focus days like the EX Conference for all employees.



WORKSHOP 12 — STRATEGIC INFORMATION

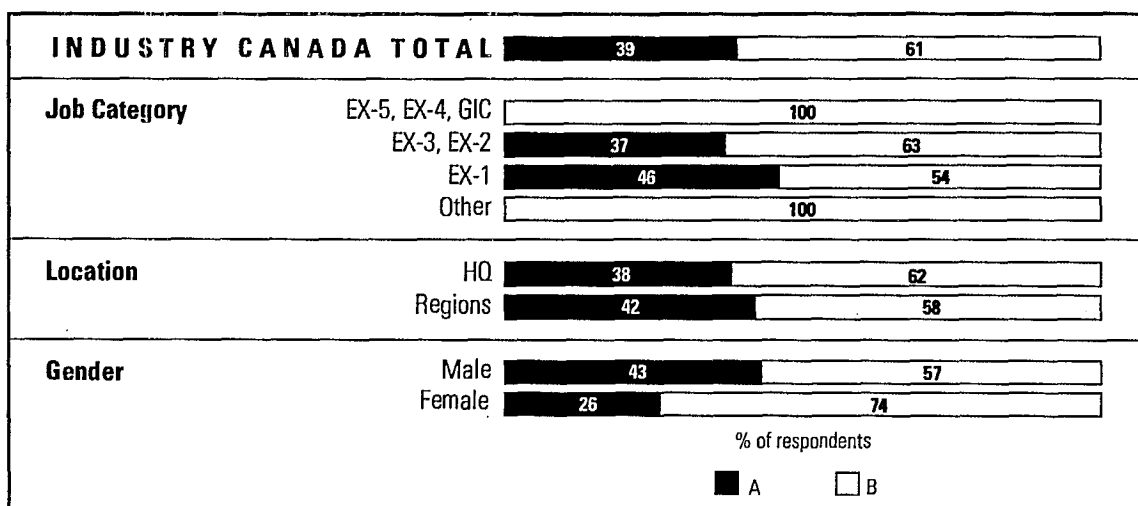
12.3 What is the most effective reward system to encourage change?

- Reward results, not processes.
- Public recognition of excellence in client service through awards and success stories published in the departmental newsletter.
- Revolving investment fund for innovative ideas (peer review process).



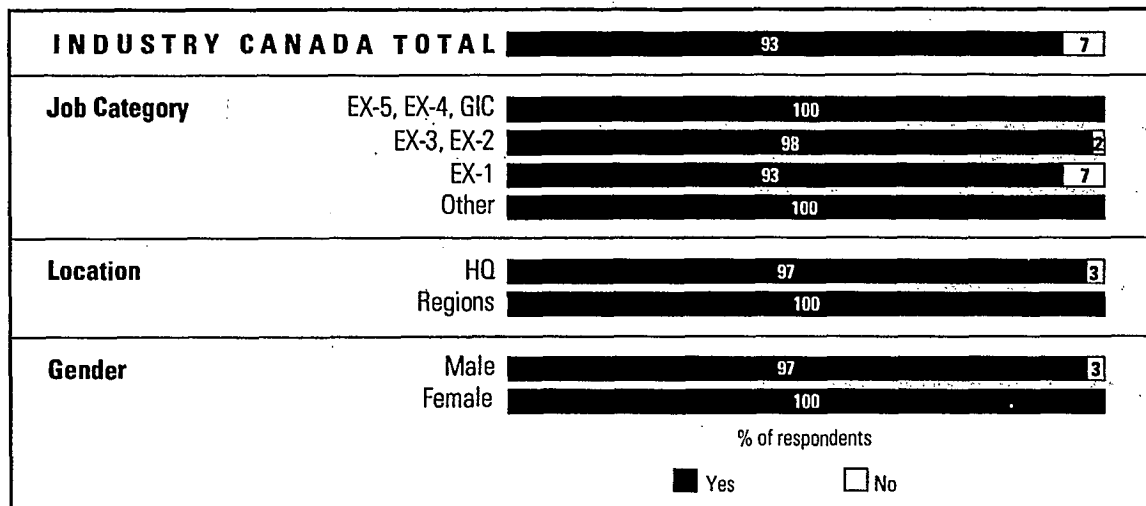
12.4 If Industry Canada implements these ideas, our strategic information:

- will have limited value to our clients.
- will make a real difference to our clients.

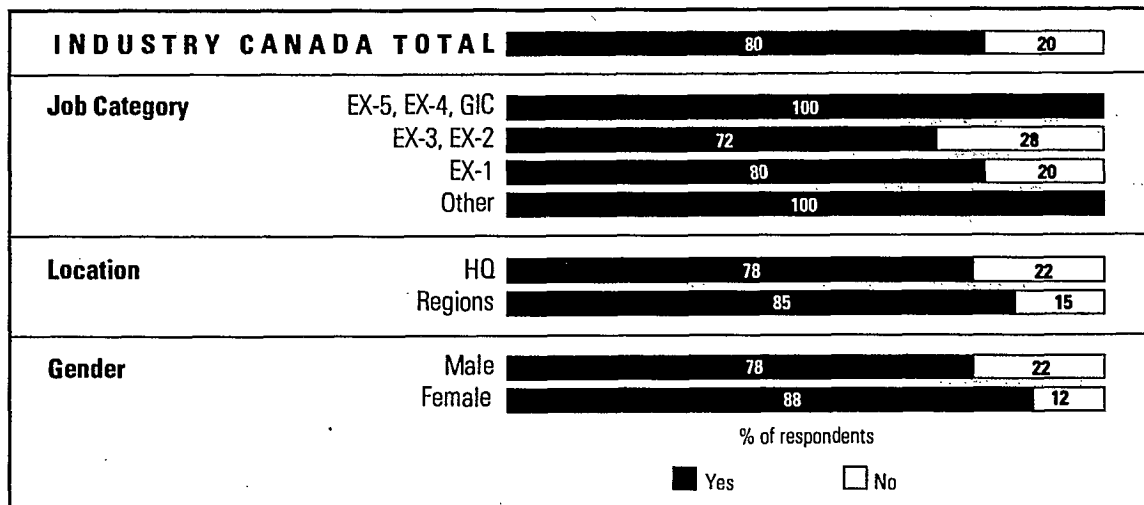


WORKSHOP 13 — CONFLICT OF INTEREST

13.1 Are you personally satisfied that you meet your obligations under the Conflict of Interest Code?

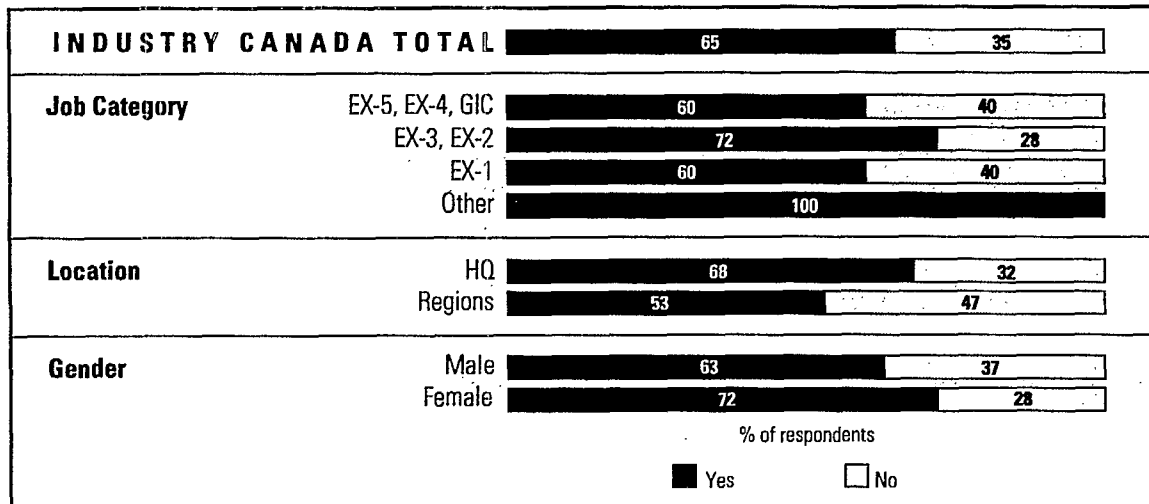


13.2 Do you understand what those obligations are?



WORKSHOP 13 — CONFLICT OF INTEREST

13.3 Do you believe the department would benefit from having additional guidance available to employees, in particular, regarding the purchasing of shares?



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