

INDUSTRY CANADA

SURVEY ON INTERNAL COMMUNICATION ON THE BUDGET AND PROGRAM REVIEW

using Pulse-Taker™

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May 1995





The Wyatt Company/Phillips



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EXECUTIVE SUMMARY

STUDY OBJECTIVES: THE IMPORTANCE OF EFFECTIVE INTERNAL COMMUNICATIONS

As an organization in transition, Industry Canada recognizes the need for effective communications and information sharing to help employees successfully adjust to change.

Dissatisfaction with internal communications is documented in Wyatt's 1994 Communication and Training Survey, which shows that two-thirds of 1,500 surveyed employers in North America are not satisfied with the effectiveness of their communications programs in explaining change to workers.

In the weeks surrounding the tabling of the 1995 Budget, Industry Canada attempted to provide all employees with reliable and timely information by ensuring that each employee was aware of, and had access to, a variety of information sources.

As a measure of the effectiveness of these internal communication efforts, the Department asked for feedback from all its employees through an organization-wide survey.

SURVEY FINDINGS

Usefulness of Pre-Budget Information Sources

Respondents were asked to rate the usefulness of pre-Budget information sources as they relate to the Work Force Adjustment Policy. Two-thirds (67%) of respondents reported E-mail as the most useful source (only 10% considered this source not useful).

Usefulness of Budget-Related E-Mails

The majority of responding employees (95%) reported having read Budget-related electronic mail messages from senior management. When asked about the usefulness of Budget-related E-mails, over three-fifths (63%) of respondents found them to be useful, while 12% found them not to be of use.

Usefulness of Branch-Level Meeting

After being debriefed by the Deputy Minister, all Directors General and equivalents were to convene a Branch-level meeting with their staff. Of those who attended a Branch-level meeting, just under two-fifths (39%) reported that the meeting met their information requirements. A further 45% indicated that their requirements were partially met, while 16% reported that their requirements were not met.

The Deputy Minister's Meeting

Shortly after the Budget, the Deputy Minister met with all staff in the National Capital Region. This meeting was tele-conferenced to the regions. Responses were fairly evenly divided among those who found the meeting useful (32%), moderately useful (30%), and of no use (38%).

Subsequent to the Deputy Minister's meeting, employees were provided with a copy of the presentation material. Overall, about three out of five employees (61%) reported that they received the presentation. The usefulness of the presentation material received mixed reviews among those who received it.

Respondents were asked to comment on how their immediate manager or supervisor responded to additional inquiries resulting from the meeting. Of those employees who made additional inquiries, 46% reported that their manager responded to their satisfaction, while 35% were not satisfied.

The Merrickville Meeting

On March 8th and 9th, the Departmental Management Board (DMB) convened a meeting in Merrickville to review and approve business plans. Half of the respondents (50%) reported being debriefed by either their Director General, manager or supervisor on the outcome of the Merrickville meeting.

The Deputy Minister E-mailed a Record of Decision of the Departmental Board Meeting (the Merrickville meeting) to all employees. One-quarter (25%) found the message to be useful, while 34% found it to be of little or no use.

EVALUATION OF INFORMATION

Being Provided With Adequate Information

When respondents were asked whether they have been provided with adequate information about upcoming changes in the Department, just under three-quarters (71%) agreed.

Respondents were asked which source would they most likely approach for additional information about changes that are happening in the Department. The option that received the most frequent mention was the respondent's immediate supervisor (53%).

Satisfaction With the Information Provided

Respondents were asked to indicate their level of satisfaction with the information provided about the Budget and its impact on the Department. In terms of clarity, half (50%) reported being satisfied. With respect to the volume of information, close to half (49%) reported being satisfied. Just under two-thirds (63%) of respondents were satisfied with the timeliness of information. In terms of relevance, over half (53%) reported being satisfied with the information provided.

Generally, respondents find that the amount of information being provided on the Budget and the change initiatives is overwhelming.

BUDGET IMPLICATIONS

Employee Preparedness for Departmental Changes

Distribution of information on employee support measures is an important element of the internal communications strategy surrounding the Budget. When respondents were asked whether they were aware of services and programs that are available through the Human Resources Branch, over four-fifths (83%) agreed.

Just over two-thirds (68%) of responding employees agreed that the communication provided to date has prepared them for changes that are occurring in the Department.

Impacts of the Budget

Responding employees were asked what overall impact the Budget will have on their workload, training needs, career opportunities and quality of service to the public.

Two-thirds (66%) of respondents felt that as a result of the Budget their workload will increase. When asked about the effect of the Budget on training needs, 55% of respondents predicted that training needs will increase. Over three-fifths (63%) said that the impact of the Budget will decrease career opportunities. Over half (53%) of responding employees feel that the quality of service to the public will decrease as a result of the Budget.

The Future of the Department

Based on the information employees had received to that point, over two-fifths (42%) of respondents reported being pessimistic about the future of the Department, while 12% were optimistic, 15% were neutral and 32% reported that it was too early to say.

Questions Posed to Managers and Supervisors

Respondents were asked to assess the Deputy Minister's debriefing session held with senior executives after the Budget was tabled. Of those responding who attended the meeting, 64% reported the session to be useful (n=24).

When asked whether they were provided with sufficient information and adequate support services for dealing with questions from staff, just under half (49%) agreed.

Following the Budget, each manager was provided with a Manager's Guide: 37% of respondents found the guide to be useful.

Response Patterns by Group

Respondents in management positions tended to respond more positively to the survey questions than those in other occupational levels.

In comparing responses by sector or region, employees from the Quebec Region, Regional Operations, and the Canadian Intellectual Property Office generally responded more favourably than respondents from the Ontario Region and the Industry and Science Policy Sector.

INDUSTRY CANADA'S COMMUNICATIONS STRATEGY AROUND THE BUDGET: AN ASSESSMENT

Respondents to the survey strongly endorsed the use of E-mail as a source of information on Budget-related changes affecting them as employees. Indeed, this tool was rated much higher than the more personal approaches such as receiving information from one's manager or supervisor.

Although previous Wyatt research has pointed to the usefulness of staff meetings and in-person managerial briefings, the Industry Canada employees responding to this survey did not give high approval ratings to the ability of such meetings to meet their information needs. They were even more critical about the usefulness

of the meeting with the Deputy Minister, whether "live" or through teleconferencing.

Written material of the Deputy Minister's presentation provided to employees also met with mixed reviews. Indeed many did not receive it (or remember receiving it!) at all.

Follow-up meetings with managers or supervisors yielded varied results with over one-third walking away less than satisfied, one begins to see an emerging need for communications skills development among the management cadre.

Nevertheless, when asked overall whether they have sufficient information to help them prepare for upcoming changes, the majority of employees feel comfortable. And to increase their sense of understanding, they would continue to seek out their immediate supervisor or manager. This suggest that the use of tools such as E-mail may be an appropriate way to quickly disseminate "the facts" to employees. Yet to understand the personal implication of this information or to discus broader change issues, employees need to be able to communicate their concerns in an open way with managers who are sufficiently versed in the current Departmental developments. Even saying that the "don't know" can alleviate some of the anxiety experienced by employees, part of which derives from their uninformed speculation combined with feeling that management is keeping something from them.

Another concern, and one that is frequently reported to be exacerbated by E-mail systems, is receiving too much information without any guidance on interpretation of implications. More attention needs to be paid in most organizations to more careful editing and screening of messages. Too much information without focus can be worse than too little when people are so pressed for time.

The sometimes pessimistic (but perhaps realistic) attitudes expressed by many respondents regarding the impact of the Budget on career opportunities, service to clients, workload, training needs, and the future of the Department generally, requires attention. Each of these should be explored or followed up with further discussion groups or other means to better understand the rationale behind

these perception and to develop positive messages or actions to motivate the employee population.

Finally, the feedback from managers and supervisors about feeling adequately prepared for dealing with questions from their staff around the Budget clearly suggest a need for more support in this area.



I. INTRODUCTION

A. STUDY BACKGROUND AND OBJECTIVES

As an organization in transition, the Department recognizes the need for effective communications and information sharing to help employees successfully adjust to change.

In the weeks surrounding the tabling of the 1995 Budget, Industry Canada attempted to provide all employees with reliable and timely information by ensuring that each employee was aware of, and had access to, a variety of information sources.

As a measure of the effectiveness of these internal communication efforts, the Department asked for feedback from all its employees through a Department-wide survey. The results of this survey will determine how successful the Department was in its communications efforts. This report summarizes the findings.

B. SURVEY METHODOLOGY

Questionnaire Design

The survey questionnaire was designed by members of the Communications and Management Consulting Branches of Industry Canada. The focus of the survey questions was on the effectiveness of communications around the federal Budget. The draft questionnaire and communications were prepared internally.

A focus group was held in the Phillips' office with a small sample of employees from the National Capital Region in order to pre-test the questionnaire to ensure clarity and understanding of the questions. The survey questionnaire, (a copy of which is provided in Appendix A), consisted of 27 questions. Five of the questions were directed only towards those who held management or supervisory positions.

Survey Logistics

The survey was conducted using The Wyatt Company's Pulse-Taker™ technology, a system that enables respondents to enter their responses using a touch-tone telephone. This approach was adopted as an alternative to the traditional "pen and paper" survey for a number of reasons including the potential for a higher response rate given the number of respondents and the quick turn around required. Furthermore, Industry Canada's raison d'être is to promote innovative technology like Pulse-Taker™.

All departmental employees were invited by the Deputy Minister to participate in the survey. To facilitate the use of a speed-dial mode, as well as to provide employees with the survey questions in advance for their review, the Department transmitted the questionnaire to all employees through the E-Mail system.

Given the preference for a short timeframe, the survey began on April 5th and employees were asked to complete the survey by April 13th, 1995. However, the response window was later extended April 21st. In an effort to bolster the response rate, a reminder E-mail was sent to all employees. Additionally, the Director General of the Communications Branch spoke directly with ADMs, DGs, and Regional Directors. In total, 753 employees entered their responses through the Pulse-TakerTM system yielding a response rate of 13.3%. The degree of participation is quite low for an employee attitude survey. However, the findings do provide us with overall confidence in the findings (±3.3%, nineteen times out of twenty).

The findings for each question have been summarized, and relevant cross-tabulations performed. The open-ended responses, voice-recorded through Pulse-TakerTM, were coded, and the key themes and sample comments identified for discussion in this report.

Limitations to the Study

Due to the low response rate, the Phillips Group conducted a follow-up telephone survey. The objective of the survey was three-fold. Firstly, we wanted to determine whether the respondents remembered seeing the E-mail. Secondly,

we asked whether the individual participated in the survey, and if not, why they chose not to respond. And finally, for those who did not participate in the original survey, we posed a couple of questions from the survey on internal communications and the Budget, as a means of validating the survey findings.

In total, approximately 90 calls were made to Industry Canada employees whose names were drawn randomly from the National Capital Region, with 77 interviews completed. The majority of respondents (86%) recalled having seen the internal communications questionnaire on their E-mail. Of these individuals, 44% said they responded to the survey, while 56% did not. This finding is considerably higher than the 13% response rate of communications survey. We offer three possible explanations. First, those respondents contacted by phone may have felt uncomfortable with being contacted in person, and as such, informed us that they had participated, to avoid further inquiry. Second, as a result of the small random sample drawn for the follow-up survey, there is a possibility that some of the respondents came from branches which were over-represented in the Pulse-Taker survey. Finally, one may assume that the people who were reached by phone for the follow-up survey have jobs which require them to be primarily at their desk, as opposed to others who work in the field. As such, the respondents to the follow-up survey, may also be more likely to read their E-mail, and therefore, to have participated in the Pulse-Taker survey.

The reason cited most frequently by those respondents who did not participate in the original survey was that they didn't have the time – there were too many other priorities (81%). Being away on holidays (14%), or not being interested in participating (6%) were other reasons cited by respondents.

The reasons provided were not prompted. However, we drew up a list of potential responses which also included finding the survey questionnaire too long, too many survey requests, not feeling comfortable using the Pulse-Taker™ system, technical problems or not being able to reach the system, not being able to use E-mail, or concerns about confidentiality and anonymity. The above reasons were not mentioned by any respondent.

However, it is possible that those respondents who didn't have the time to participate may have also been implying that either the survey was too long or

complex to complete, that there have been too many survey requests, or that they didn't understand or feel comfortable with the Pulse-Taker system.

The responses to the questions specific to internal communications tend to correspond with the findings of the survey. Specifically, 91% of those responding to the follow-up telephone survey felt they have been provided with adequate information about upcoming changes in the Department. This is quite a bit more positive than the 71% responding to the internal communication survey who agreed that they had been provided with adequate information.

Those who participated in the phone survey were satisfied with the clarity (61%), timeliness (70%), and relevance (58%) of the information provided about the Budget and its impact on the Department. These findings are also more favourable compared to the Pulse-Taker survey, which yielded the following satisfaction levels: clarity (50%), timeliness (63%), and relevance (53%). The difference might be explained by respondents feeling more compelled to express a positive view over the telephone. The question relating to the satisfaction with the volume of information, which was asked on the Pulse-Taker survey, was not asked in the follow-up survey.

C. PROFILE OF RESPONDENTS

Background information questions were posed to respondents including the sector or region they were working in on Budget day, their employment status, and their primary role or level. Cross-tabulations were conducted using these characteristics. These demographic characteristics were included in part because the sub-sample size would be sufficiently large for analysis, and also because they were anticipated to best reflect any differences in the perspectives of the respondents.

The results of these cross-tabulations are only reported where there are variations from the average of $\pm 10\%$. Some respondents did not complete the background information section of the survey. As such, the aggregate and subsample results presented in this report are based on a base of 710.

In terms of sector or region, the sample distribution is fairly representative of the actual distribution, with the following exceptions — Spectrum, Telecommunications and Information Technologies (8.2% actual versus 14.4% sample), Consumer Affairs (2.5% actual versus 7.9% sample), and the Canadian Intellectual Property Office (9.2% actual versus 3.2% sample). The complete comparison by sector or region is shown in Appendix B. When reporting findings by sector or region, only those sub-groups with 20 or more respondents are discussed in the narrative of this report.

The majority of respondents (95%) reported their present employment status as indeterminate. For this reason, the sub-sample results for this characteristic are not presented in the report.

Exhibit I-1 on the following page presents the distribution of respondents according to their level or role. We are unable to compare the sample distribution with the actual distribution of the Industry Canada employee population, as we did not have this information at the time of preparing this report.

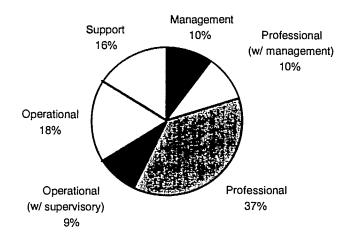


EXHIBIT I-1:
Distribution of Sample Based on Primary Role or Level

D. OUTLINE OF THIS REPORT

The next section of the report, **Survey Findings**, presents the overall results with any differences by group. The section is divided into the key themes of the survey questionnaire, including usefulness of pre-Budget information, use of Budget-related E-mails, communications following the Budget (*i.e.*, meetings and presentations), provision and quality of information, impacts of the Budget, and comments offered by employees on communications issues relating to the transition. The section concludes with analysis of questions posed specifically to those respondents who hold management or supervisory positions.

The **Appendices** include the survey questionnaire, and a comparison of the actual and sample distribution of respondents by sector or region.



II. SURVEY FINDINGS

USEFULNESS OF COMMUNICATIONS TOOLS

A. PRE - BUDGET INFORMATION SOURCES

Respondents were asked to rate the usefulness of pre-Budget information sources as they relate to the Work Force Adjustment Policy. As shown in Exhibit II-1, two-thirds (67%) of respondents reported E-Mail as the most useful source (only 10% considered this source not useful). Of the remaining sources, the respondent's supervisor, the news media, and colleagues and friends were also cited as useful: 38%, 35%, and 25% respectively. The respondent's union representative (61%), and the Treasury Board's 800 number (45%) were reported as either not at all useful or of little use.¹

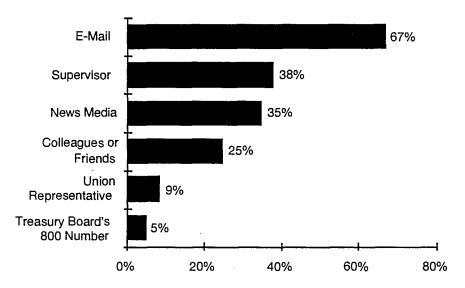


Exhibit II-1: Usefulness of Pre-Budget Information Sources

For the purposes of reporting, the five-point scale used for some questions in the survey questionnaire are collapsed into three categories. Specifically, for those questions in which respondents were asked to rate the usefulness from very useful to not at all useful, the responses for very useful and useful were collapsed under the heading of "useful". Similarly, not at all useful and of little use are reported as "not useful".

While respondents were very positive about the usefulness of E-mail, it is important to consider that electronic mail is also the most accessible source for information. In addition, the nature of E-mail is to communicate "packaged information", and does not provide for a "live" dialogue or discussion with employees. Research shows that organizations should provide a multi-faceted communications strategy. While this can include E-mail, it should also include two-way communications methods (*i.e.*, focus groups or meetings with supervisors, managers or Directors General).

Looking at differences by group, respondents from the Quebec Region (87%), the Service Industries & Small Business Sector (79%), and Regional Operations (78%) reported the E-mail as a more useful source, compared to those from Consumer Affairs (51%), and the Canadian Intellectual Property Office (47%).

Respondents in (EX level) management positions (57%) or operational positions with supervisory responsibilities (48%) responded more favourably about the usefulness of their supervisor as a source of pre-Budget information. Half of those responding from Quebec (50%) also responded favourably to this source. Fewer respondents at the professional level (29%) shared this opinion.

Compared to the overall finding (25%), responding employees at the professional level with management or supervisory responsibilities agreed less frequently (15%) that colleagues or friends were useful sources of information.

B. BUDGET - RELATED E-MAILS

The majority of responding employees (95%) reported having read Budget-related electronic mail messages from senior management. Of these 26% read and then deleted them, 28% read and saved them, and 41% read, printed and saved them. Only 1% reported deleting the E-mail messages without reading them.

Respondents were asked about the usefulness of Budget-related E-mails. Of those who read the message, over three-fifths (65%) of responding employees

found them to be useful, while 10% found them not to be of use. Respondents from Quebec (79%) reported that the E-mails were useful.

C. BRANCH-LEVEL MEETING

After being debriefed by the Deputy Minister, all Directors General and equivalents were to convene a Branch-level meeting with their staff.

Exhibit II-2 below presents the findings as reported by employees. However, for the purposes of discussion in the narrative, the results have been adjusted to reflect those who did not attend the meeting (14%) or where no such meeting was convened (5%).

Of those who attended a Branch-level meeting, just under two-fifths (39%) reported that the meeting met their information requirements. A further 45% indicated that their requirements were **partially** met, while 16% reported that their requirements were **not** met. Compared to the overall sample, a larger proportion of respondents from the Atlantic Region (26%) and BC and the Yukon Region (24%) indicated that they did not attend such a meeting.

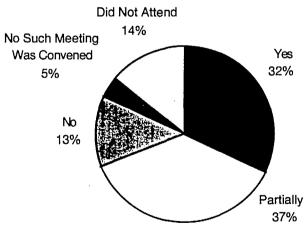


Exhibit II-2: Branch-Level Meeting Met Employees' Information Requirements: Overall Results

Respondents from the Canadian Intellectual Property Office (69%), the Communications Research Centre - CITI (59%), the Quebec Region (55%) and Corporate Services Sector (52%) were more likely to agree that the meetings met

their information requirements, while fewer respondents from Consumer Affairs (26%) shared this opinion. Half of those in management positions agreed.

While the differences in findings may suggest that the communications skills of those DGs or managers delivering the information and promoting discussion on the Budget's impact on Branch operations vary, it is important to note that no manager, not even the Deputy Minister, had precise information on all aspects of Program Review. While the apparent lack of success of follow-up staff meetings may be attributed to the inability of managers to answer staff questions satisfactorily, the primary factor may be the lack of information rather than the lack of communications skills.

D. THE DEPUTY MINISTER'S MEETING

Shortly after the Budget, the Deputy Minister met with all staff in the National Capital Region. The sessions were intended to clarify the overall impact of the Budget on the Department. This meeting was tele-conferenced to the regions.

Responses were fairly evenly divided among those who found the meeting useful (32%), moderately useful (30%), and of no use (38%). As in the previous section, these results have been adjusted to reflect those respondents who did not attend the meeting – 34% of respondents overall.

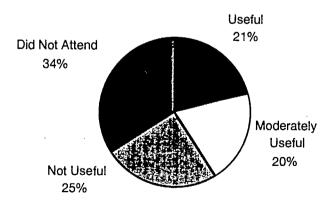


Exhibit II-3: Usefulness of the Deputy Minister's Meeting: Overall Results

Although this meeting was broadcast to employees in the regions, over half of the respondents from most regions reported not having "attended" this meeting — BC

and the Yukon Region (55%), Atlantic Region (52%), Ontario Region (50%), and the Prairies and NWT Region (50%). A large proportion of responding employees from Consumer Affairs (46%) did not attend.

Subsequent to the Deputy Minister's meeting, a copy of the presentation material was made available to employees. Overall, about three out of five employees (61%) reported that they received the presentation, while 39% did not. Considerably more employees from the regions – Ontario (80%), BC and the Yukon (76%), the Prairies and NWT (74%), and the Atlantic (71%) – agreed that they had the material. Fewer employees in the Communications Research Centre-CITI (31%), the Canadian Intellectual Property Office (35%), and Industry and Science Policy Sector (45%), reported that they received the presentation.

Respondents in management positions agreed more frequently (73%), while fewer at the professional level with management or supervisory responsibilities (49%) said they received a copy of the Deputy Minister's presentation material.

The **usefulness** of the presentation material received mixed reviews. Of those who received the material, 38% found the material to be useful, 34% found it moderately useful, and 28% found it not to be useful. More respondents from Regional Operations (56%) and the Communications Research Centre - CITI (58%) found the material to be useful compared to those from Consumer Affairs (26%) and the Prairies and NWT (20%).

Respondents were asked to comment on **how their immediate manager or supervisor responded to additional inquiries** resulting from the meeting. Almost half (48%) of responding employees indicated that they made no additional inquiries. Of those employees who made additional inquiries, 46% reported that their manager responded to their satisfaction, while 35% were not satisfied. Nineteen percent reported that their manager helped direct them to useful sources of information. A larger proportion of those from Regional Operations (75%) reported that their manager responded to their satisfaction. Those in management (73%) also responded favourably about their immediate manager or supervisor being able to respond to their questions.

E. THE MERRICKVILLE MEETING

On March 8th and 9th, the Departmental Management Board (DMB) convened a meeting in Merrickville to review and approve business plans.

Half of the respondents (50%) reported being debriefed by either their Director General, manager or supervisor on the outcome of the Merrickville meeting. Respondents from Manufacturing and Processing Industries (89%), Regional Operations (75%), and Service Industries and Small Business (63%) agreed more frequently, while fewer from the Prairies (26%), Ontario (25%), and the Communications Research Centre - CITI (18%) did so. A larger proportion of those in management (66%) agreed, compared to only 36% in operations.

The Deputy Minister E-mailed a Record of Decision of the Departmental Board Meeting (the Merrickville meeting) to all employees. Respondents were asked to indicate whether they read the E-mail message. The majority (83%) read the message, including 41% who read and then deleted the message, 20% who read and saved it, and 22% who read, printed and saved the message. In addition to those who read the E-mail, a further 9% had saved the message for future reference.

Of those who read the message, one-quarter (25%) found it to be useful, while 34% found it to be of little or no use. Just over two-fifths (41%) reported the message to be moderately useful (see Exhibit II-4). Fewer respondents from Consumer Affairs (14%) found the E-Mail useful, compared to 45% of those from the Quebec Region.

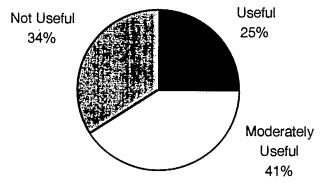


Exhibit II-4: Usefulness of the E-Mail Following Merrickville Meeting: Adjusted Results

EVALUATION OF INFORMATION

F. BEING PROVIDED WITH ADEQUATE INFORMATION

When respondents were asked whether they have been provided with adequate information about upcoming changes in the Department, just under three-quarters (71%) agreed. A larger proportion of those in the Quebec Region (96%), the Canadian Intellectual Property Office (83%), the Communications Research Centre - CITI (82%) and the BC and Yukon Region (82%) agreed, compared to those from the Prairies and NWT Region (59%) and Industry and Science Policy (53%).

Respondents (n=152) were generally favourable in their comments relating to the information they have been provided. Of the favourable comments, just under three-fifths (58%) commented on the quality of communications, and 25% agreed that the information was provided in a timely manner. The following is a sample of favourable employee comments:

- I am completely satisfied with the style and the substance of the communication surrounding the budget and departmental restructuring. It has been forthright and timely. It couldn't get any better;
- I find the quality of communication in the Department to be above average...;
- I applaud the Department on getting the information out quickly...;
- Compared to other Departments, the information was timely and well presented...; and
- I think that it is great that the DM is asking for some feedback on communication. It appears that at least he cares that we get information to make decisions concerning our future.

However, some respondents raised concerns about the communication of information. The issue receiving the most frequent comment was the desire to know who is and who is not being declared surplus (21%). Other comments related to the media being provided with information before employees (18%), the volume of information (15%), and the technical problems associated with the DM's tele-conference (15%). The following are examples of these concerns:

· I still have no idea how the Budget will affect my job;

- Until people have been declared surplus, this whole thing is just a waste of time. I think surplus people should be told right away, so they know it (the information) applies to them, and the rest of the people can ignore all of this;
- We have received too much information. It's far too repetitive...;
- As a regional employee, I was frustrated by presentation given by the DM.
 We could not hear most of his speech. Waste of time;
- · Conflicting information concerning Department...;
- Media provided information before we were;
- Many messages concerning downsizing were not communicated with any sensitivity; and
- Large documents on E-mail too much. Better way would be appreciated.

Respondents were then asked, from a list of options, which source would they most likely approach for additional information about changes that are happening in the Department. The option that received the most frequent mention was the respondent's immediate supervisor (53%). These findings are shown below.

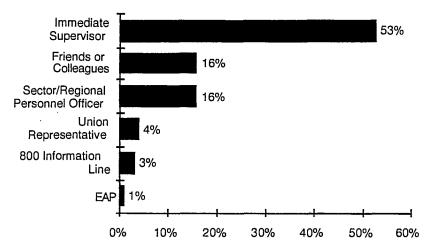


Exhibit II-5: Sources of Additional Information

The above finding is not surprising given that when respondents were asked to rate the **usefulness** of pre-Budget information sources, excluding E-mail which is a one-way communication tool, the source receiving the strongest endorsement was the individual's supervisor (38%). The sources receiving the **least** number of mentions in terms of usefulness of pre-Budget information was the 800 information line and the respondent's union representative.

Those responding from the Canadian Intellectual Property Office (65%) and Regional Operations (63%) were even more favourable in their choice of their immediate supervisor as the most likely source of information. Management (70%) and the professional level with management or supervisory responsibilities (65%) were also more likely to identify their immediate supervisor as their preferred source for more information.

Compared to the average, a larger proportion of those in the Service Industries and Small Business (41%) and the Industry and Science Policy (28%) Sectors selected their friends or colleagues. Similarly, those from the Communications Research Centre - CITI (33%) were more likely to identify their sector or regional personnel officer as the most likely source for more information.

G. SATISFACTION WITH THE INFORMATION PROVIDED

Respondents were asked to indicate their level of satisfaction with the information provided about the Budget and its impact on the Department. In terms of **clarity**, half (50%) reported being satisfied, while 18% were dissatisfied. Those in the Industry and Science Policy Sector were less favourable (36%), compared with those in the Quebec Region (71%) and Regional Operations (66%).

With respect to the **volume** of information, just under half (49%) reported being satisfied. Almost one-fifth (19%) were dissatisfied. Those responding from the Quebec Region (80%) and Regional Operations were more favourable (63%), while those in Consumer Affairs (36%) were less positive.

Just under two-thirds (63%) of respondents were satisfied with the **timeliness** of information. Over four-fifths (81%) of those in Regional Operations and 75% of those from Quebec reported being satisfied, while fewer from the Industry and Science Policy Sector shared this view (51%).

In terms of **relevance**, over half (53%) reported being satisfied with the information provided. Similarly, those from the Quebec Region (71%) and Regional Operations (63%) were more favourable, compared to those in the Industry and Science Policy Sector (39%). (See the following Exhibit).

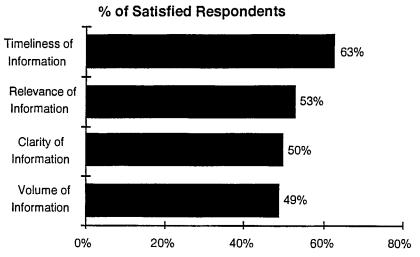


Exhibit II-6: Satisfaction With Information Provided About the Budget

These results are supported by the comments provided by employees to the open-ended question, some of which appeared in a previous section. Generally, respondents find that the amount of information being provided on the Budget and the change initiatives is overwhelming. Moreover, there appear to be issues relating to a lack of understanding of what the impacts will be on the Department, clarity around the issues of reorganization and redeployment of remaining staff, and the expectations of employees - "doing more with less". However, many respondents did feel that the information is being communicated in a timely manner.

BUDGET IMPLICATIONS

H. EMPLOYEE PREPAREDNESS FOR DEPARTMENTAL CHANGES

Distribution of information on employee support measures is an important element of the internal communications strategy surrounding the Budget. When respondents were asked whether they were aware of services and programs that are available through the Human Resources Branch, over four-fifths (83%) agreed. There were no noticeable differences by sub-group.

As shown on the following page, just over two-thirds (68%) of responding employees agreed that the communication provided to date has prepared them

for changes that are occurring in the Department. Those responding from the Quebec Region (92%) and the Canadian Intellectual Property Office (87%) responded more favourably, while those from the Industry and Science Policy Sector (43%) and the Prairies and NWT Region (57%) agreed less frequently. A larger proportion of those in management (79%) also agreed with this statement.

The above finding appears to contradict the previous findings on the satisfaction of information on the Budget and the impact on the Department (*i.e.*, that 53% said they are satisfied with the relevance of information, fewer (50%) are satisfied with the clarity, and less than half (49%) reported being satisfied with the volume of information provided). However, a significant proportion of respondents were ambivalent in their responses to the relevance, clarity and volume of information: 29%, 31%, and 32% respectively.

As discussed in the previous section, while there appears to be some ambiguity, employees have at least been provided with information so they are aware of and better prepared to deal with the changes that are occurring in the Department.

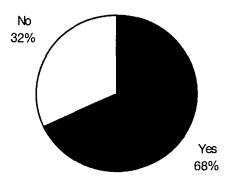


Exhibit II-7: Communication Provided has Prepared Employees for Changes in the Department

I. IMPACTS OF THE BUDGET

Responding employees were asked what overall impact the Budget will have on their workload, training needs, career opportunities and quality of service to the public. Two-thirds (66%) of respondents felt that as a result of the Budget their workload will increase, while 16% said that it will stay the same and 4% reported that it will decrease (see Exhibit II-8 below).

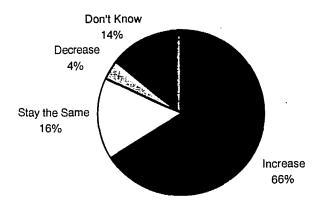


Exhibit II-8: Impacts of the Budget on Workload

A larger proportion of those in management (81%) feel that their workload will increase. While more respondents from BC and the Yukon Region (82%) and the Atlantic Region (79%) perceive that their workload will increase, fewer respondents from the Canadian Intellectual Property Office (35%), the Communications Research Centre - CITI (44%) and the Quebec Region (46%) shared this opinion.

When asked about the effect of the Budget on **training needs**, 55% of respondents predicted that training needs will increase. Only 4% feel that the need will decrease, while 27% said that training needs will stay the same. These findings are shown below.

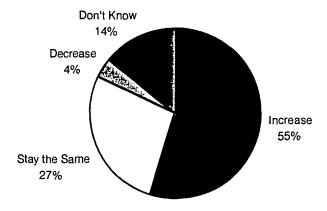


Exhibit II-9: Impacts of the Budget on Training Needs

Fewer respondents from the Communications Research Centre - CITI (28%), Spectrum, Telecom and Information Technologies (42%) and the Canadian Intellectual Property Office (43%) feel that training needs will increase, compared to Manufacturing and Processing Industries Sector (77%), the BC and Yukon Region (76%), and the Service Industries and Small Business Sector (66%).

As shown in the following Exhibit, over three-fifths (63%) feel that the impact of the Budget will decrease **career opportunities**. A larger proportion of respondents from the BC and Yukon Region (79%), Regional Operations (75%), the Manufacturing and Processing Industries (74%), and the Ontario Region (73%) predict that career opportunities will decrease, while fewer of those from the Canadian Intellectual Property Office (35%) and the Quebec Region (33%) shared this opinion. Those in management (79%) also felt that career opportunities will decrease as a result of the Budget.

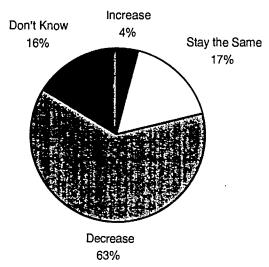


Exhibit II-10: Impacts of the Budget on Career Opportunities

Over half (53%) of responding employees predicted that the **quality of service to the public** will **decrease** as a result of the Budget. Just under one-quarter (24%) felt that the service will stay the same, while 6% indicated that service will increase. This finding is shown on the following page.

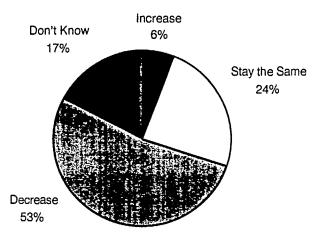


Exhibit II-11: Impacts of the Budget on Quality of Service to the Public

Those in the Consumer Affairs Sector (70%), the Ontario Region (68%), and the Manufacturing and Processing Industries (64%) felt that service to the public will decrease as a result of the Budget.

J. THE FUTURE OF THE DEPARTMENT

Based on the information employees have so far, over two-fifths (42%) of respondents reported being pessimistic about the future of the Department, while 12% were optimistic. Of the remaining responses, 15% were neutral and 32% reported that it was too early to say (see Exhibit II-12).

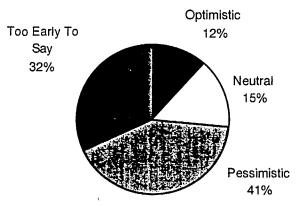


Exhibit II-12: Respondents' Thoughts on the Future of the Department

Respondents from the Manufacturing and Processing Industries (62%), the Service Industries and Small Business (53%), and the Consumer Affairs (52%)

Sectors were more pessimistic, while those in the Quebec Region (29%), the Communications Research Centre - CITI (26%) and the Canadian Intellectual Property Office (22%) were more optimistic.

Fewer respondents at the operational level with supervisory responsibilities were as pessimistic (23%). However, the majority of these respondents (51%) reported that it was too early to say.

K. QUESTIONS POSED TO MANAGERS AND SUPERVISORS

The remaining questions of the survey were posed specifically to those in management or supervisory positions. In total, 134 managers and supervisors responded to these questions.

Respondents were asked to assess the Deputy Minister's debriefing session held with senior executives after the Budget was tabled. Of those responding who attended the meeting, 64% reported the session to be useful (n=24).

When asked whether they were provided with sufficient information and adequate support services for dealing with questions from staff, just under half (49%) agreed, while 14% disagreed. The remaining (37%) responded "partially" to this question (see Exhibit below).

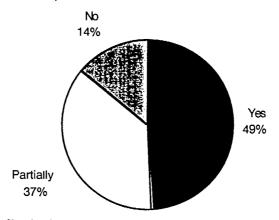


Exhibit II-13: Being Provided With Adequate Support

Following the Budget, each manager was provided with a Manager's Guide. Under two-fifths (37%), of those responding found the guide to be useful. Just

under one-quarter (22%) said the guide was of little or no use. Respondents were then asked if they felt they had enough time to familiarize themselves with and digest the information before discussing it with their staff. Just over half (55%) agreed.

L. RESPONSE PATTERNS BY GROUP

Analysis of cross-tabulations revealed trends in the pattern of responses for both role/level and sectors and regions. The purpose of this final section is to highlight these patterns, so that the Department can tailor its communications strategy to address the various groups and their specific issues.

Respondents in management positions tended to respond more positively to the survey questions than those in other occupational levels. The areas that this group responded more favourably to include the usefulness of their supervisor as a source of pre-Budget information, the ability of their manager or supervisor to respond to additional inquiries, and the effectiveness of the communication provided to date in preparing them for changes that are occurring in the Department.

Comparing responses by sector or region, those employees from the Quebec Region, Regional Operations, and the Canadian Intellectual Property Office responded more favourably than those from the Ontario Region and the Industry and Science Policy Sector. These trends were not specific to any one question or issue, but represent a general pattern of response for the entire questionnaire. Respondents from other sectors or regions tended to respond close to the overall average.



APPENDIX A ~ THE ANNOTATED QUESTIONNAIRE

We are an organization in transition. The way information is shared within the Department is the number one factor in determining successful adjustment to change.

In the weeks surrounding the tabling of the 1995 Budget, we attempted to provide you with reliable and timely information, to help you understand its impact on the Department and on your own Branch. We encouraged all managers to be actively engaged in promoting such an understanding. We tried to ensure that each of you was aware of, and had access to, a variety of information sources. Now is the time for you to tell us whether we succeeded.

I am asking you to take a few minutes to respond to the attached questionnaire. To make it easier for you to express your opinions in all confidentiality, we're proposing a new leading-edge technology approach. Detailed instructions for using the PULSE-TAKER telephone system are appended to this note, along with a copy of the questionnaire. You simply complete the attached survey questionnaire before you call and use it as a guide when responding to the recorded prompts.

All responses are completely confidential. Survey results will be instrumental in guiding our decision-making in the weeks and months ahead. Please take this opportunity to help us provide you, in the near term and in the long run, with timely information and valuable support measures. Your survey responses will be collected by Phillips, a subsidiary of The Wyatt Company, who will also assist us in analyzing the results.

Harry Swain

INSTRUCTIONS

This Pulse-Taker Survey system will be available 24 hours a day to take your call from April 6th to April 17. Please be sure to respond during this period. Having completed the worksheet in advance, the survey should take no more than 3 to 5 minutes of your time.

- STEP 1 Print, read over and complete the attached survey worksheet before you call, and use it as a guide when entering your responses.
- STEP 2 From a touch-tone telephone, dial the Pulse-Taker system using the number below designated for your first official language:

English 1(800) 886-4658 French 1(800) 886-4670

STEP 3 Wait for the system voice to ask for your response to each question. Then, press the number on the telephone key pad that matches your answer. As soon as you push the number indicating your response, the system will ask you to verify your response. Confirm your response by pressing "1" for yes, or "2" to change your response. Then move on to the next question.

NOTE: If you hang up before you complete the survey, you will have to redo the survey from the beginning.

At the end of the survey you will be provided with the opportunity to provide a voice comment. Your comment will be transcribed by The Phillips Group, and will not be heard by the Department. If you do not want to make a comment press the * button. To complete your message press the # button. You will have 60 seconds in which to record your message. If you do not feel that 60 seconds is sufficient time or you would prefer to send a written copy, please fax your comments to John Scott, The Phillips Group, (613) 238-5364.

STEP 4 A message will notify you when the survey is complete.

Just hang up. That's all there is to it!

PLEASE BE SURE TO READ ALL INSTRUCTIONS CAREFULLY BEFORE ANSWERING

Have you received enough information about the Budget and Program Review? Have you received too much? Was the information clearly presented? Easy to understand? Easy to access? Should the Department consider other measures for informing employees about the impacts of the Budget, and for enabling them to understand and appreciate those impacts?

In the short survey that follows, you will have a chance to answer these and other questions, and express your view about how effectively we are communicating with each other at Industry Canada (IC). Whether or not you believe improvements are needed, we urge you to complete the survey, and express your opinions.

Your name will not be linked with any information provided. All your responses will be strictly confidential. Please have your completed survey in front of you before you call.

PART I: Pre-budget

In the 2 or 3 weeks leading up to the February 27 Budget, there was much speculation, in the news media and in the bureaucracy, about the impacts of the Budget on the public service and on the Department.

Treasury Board Minister Eggleton issued press releases and backgrounder information on measures the Government proposed to adopt, in its efforts to manage the downsizing of the Public Service.

Pre-Budget messages from the Deputy Minister, transmitted via E-mail, focused on proposed amendments to the Work Force Adjustment Directive. There were reports on the status of negotiations on early retirement and early departure incentives for public servants. Employees were also informed of distribution plans for Budget documents.

1. Please rate the usefulness of the following pre-Budget information sources as they relate to the Work Force Adjustment Policy, using the following scale: (Please respond to each of the following)

Not at all useful - 1 Of Little Use - 2 Moderately Useful - 3 Useful - 4 Very Useful - 5 Not Applicable - 6										
1.1 1.2 1.3 1.4 1.5	Electronic mail messages Supervisor Colleagues or friends Union representative The news media The Treasury Board's 1-800	numbe		1 1 1	2 2 2	3 3 3	4 4 4	5 5 5 5 5	6 6 6	
1.2 1.3 1.4 1.5	E-Mail Supervisor Colleagues or Friends Union Representative News Media 800 Number	1 3% 17% 12% 46% 9% 34%	2 7% 22% 25% 15% 22% 11%		20 34 98 31)	32 20 19 59 23	3 ક	18% 6% 4%	48 48 218

PART II: Budget Day and Post-Budget

We would now like to ask you about the Department's approach to internal communications on Budget day, and in the two weeks following the tabling of the Budget.

On Budget day, the Deputy Minister sent a message to all staff, addressing the Budget's impact on the Department, and outlining new directions for Industry Canada. The following day, a more comprehensive information kit was E-mailed to all employees.

Other information provided in the days following the tabling of the Budget included: a copy of the Treasury Board release identifying the "most affected departments"; a memo to all staff from Human Resources Branch (HRB) listing support measures and services available to all employees, as well as HRB contacts for each Sector; and an electronic (and printed) version of an employee reference document entitled PEOPLE IN TRANSITION. (This last transmission outlined options for employees and a set of "most-often asked questions.")

During this same time period, Directors General and other managers held meetings with their staff, the DM conducted information sessions for all employees, and the Departmental Management Board (DMB) met to review and approve business plans.

- 2. Which one of the following statements best describes your use of Budget-related electronic mail messages from senior management? (Choose only one response)
- 1% 1. I DID NOT READ THEM, AND DELETED THEM
- 4% 2. I DID NOT READ THEM BUT SAVED THEM FOR FUTURE REFERENCE
- 26% 3. I READ AND DELETED THEM
- '2'8% 4. I READ AND SAVED THEM
- 41% 5. I READ, PRINTED AND SAVED THEM

- 3. Please rate the overall usefulness of Budget-related E-mails. (Choose only one response)
- 2% 1. NOT AT ALL USEFUL
- 10% 2. OF LITTLE USE
- 25% 3. MODERATELY USEFUL
- 44% 4. USEFUL
- 19% 5. VERY USEFUL
- 4. After being debriefed by the Deputy Minister, all Directors General and equivalents were to convene a Branch-level meeting with their staff. These meetings, which were scheduled for February 28 or 29, were intended to provide an opportunity for employees to discuss the Budget's impact on Branch operations. If you attended such a meeting, would you agree that it met your information requirements?

 (Choose only one response)
- 32% 1. YES
- 37% 2. PARTIALLY
- 13% 3. NO
- 5% 4. NO SUCH MEETING WAS CONVENED
- 14% 5. DID NOT ATTEND
- 5. Shortly after the Budget, the Deputy Minister met with all staff in the National Capital Region. The sessions were intended to clarify the overall impact of the Budget on IC, and explain the future directions. Which of the following statements best reflects your opinion about the usefulness of the meeting? (Choose only one response)
- 8% 1. THE MEETING WAS NOT AT ALL USEFUL
- 17% 2. THE MEETING WAS OF LITTLE USE
- 21% 3. THE MEETING WAS MODERATELY USEFUL
- 15% 4. THE MEETING WAS USEFUL
- 6% 5. THE MEETING WAS VERY USEFUL
- 34% 6. I DID NOT ATTEND THE MEETING
- 6. Did you obtain a copy of the Deputy Minister's presentation material, subsequent to the all employee session?
- 61% 1. YES
- 39% 2. NO

- 7. Please rate the overall usefulness of the presentation material. (Choose only one response)
- 5% 1. NOT AT ALL USEFUL
- 16% 2. OF LITTLE USE
- 26% 3. MODERATELY USEFUL
- 22% 4. USEFUL
- 7% 5. VÈRY USEFUL
- 24% 6. NOT APPLICABLE
- 8. After the Deputy Minister's presentation, which of the following statements best describes your immediate manager's or supervisor's response to additional inquiries?

 (Choose only one response)
- 24% 1. RESPONDED TO MY SATISFACTION
- 10% 2. HELPED DIRECT ME TO USEFUL SOURCES OF INFORMATION
- 18% 3. DID NOT RESPOND TO MY SATISFACTION
- 48% 4. THERE WERE NO ADDITIONAL INQUIRIES
- 9. In the course of his information sessions for all employees, the Deputy Minister referred to the Departmental Management Board meeting in Merrickville on March 8-9, as a key decision point. Did your Director General, manager or supervisor debrief you on the outcome of the Merrickville meeting?
- 50% 1. YES
- 50% 2. NO
- 10. On March 16, 1995, the Deputy Minister e-mailed to all employees a Record of Decision of the Departmental Management Board Meeting of March 8-9 (the Merrickville meeting). Which one of the following statements best describes your use of this electronic mail message? (Choose only one response)
- 7% 1. I DID NOT READ IT, AND DELETED IT
- 9% 2. I DID NOT READ IT BUT SAVED IT FOR FUTURE REFERENCE
- 41% 3. I READ AND DELETED IT
- 21% 4. I READ AND SAVED IT
- 22% 5. I READ, PRINTED AND SAVED IT

- 11. Please rate the usefulness of the information provided about the outcome of the Merrickville meeting? (Choose only one response)
- 12% 1. NOT AT ALL USEFUL
- 28% 2. OF LITTLE USE
- 38% 3. MODERATELY USEFUL
- 19% 4. USEFUL
- 3% 5. VERY USEFUL

Now we would like your overall assessment of how the Department communicated with you about the Budget and Program Review.

- 12. In general, have you been provided with adequate information about upcoming changes in the Department?
- 71% 1. YES
- 29% 2. NO
- 13. Which of the following sources would you MOST LIKELY approach for additional information about the changes that are happening in the Department?

 (Choose only one response)
- 53% 1. YOUR IMMEDIATE SUPERVISOR
- 16% 2. YOUR SECTOR OR REGIONAL PERSONNEL OFFICER
- 4% 3. A UNION REPRESENTATIVE
- 16% 4. A FRIEND OR COLLEAGUE
- 1% 5. THE EMPLOYEE ASSISTANCE PROGRAM
- 3% 6. THE 1-800 INFORMATION LINE
- 7% 7. OTHER

14. For each of the following, please indicate your satisfaction with the information provided about the Budget and its impact on the Department? (Please provide a rating for EACH of the following)

Dissa	Dissatisfied atisfied - 2 ner Satisfied		Dissa	tisfi	.ed - :	V		fied - Satisf		- 5	,
							1	2	3	4	5
14.1.	Clarity	1	2	3	.4	5	6%	12%	31%	44%	6%
14.2.	Volume	1	2	3	4	5	6%	13%	32%	40%	98
14.3.	Timeliness	1	2	3	4	5	68	8%	24%	46%	16%

5 6%

12%

29%

448

9 ક

15. Distribution of information on employee support measures is an important element of the internal communications strategy surrounding the Budget. Are you aware of services and programs that are available through the Human Resources Branch?

3

84% 1. YES

14.4. Relevance

1

2

16% 2. NO

16. Has the communication provided to date prepared you for changes that are occurring in the Department? (Choose only one response)

68% 1. YES

32% 2. NO

17. Considering all the impacts of the budget on the Department, what overall effects will these have on you and your job?

(Please provide a rating for EACH of the following)

Increase - 1 Stay	the Same - 2	Decrease	- 3	Don'	t know -4
17.1. Workload will	•	1	2	3	4
17.2. Training needs	will	1	2	3	4
17.3. Career opportun	ities will	1	2	3	4
17.4. Quality of serv					
the public will	• • •	1	2	3	<u>4</u>
		SEE	BELO	W FOR E	RESULTS
18. Based on the inf	ormation you h	ave so fa	r, ar	e vou	
optimistic, neut					e of the
Department? (Ch					
12% 1. OPTIMISTIC					
15% 2. NEUTRAL 42% 3. PESSIMISTIC	•				
32% 4. TOO EARLY T					
326 4. 100 EARLI I	U SAI				
		1	2	3	4
17.1 Workload will	•	66%	15%	4%	15%
17.2 Training needs		55%		4 %	
17.3 Career opportun		48		63%	
17.4 Quality of serv		6%	24%	53%	17%
the public will	• • •				

PART III: BACKGROUND INFORMATION

Finally, here are a few questions dealing with personal characteristics. Remember that this information will be used only for compiling group results for statistical purposes.

- 19. What sector or region were you working in on Budget Day?
- 6% 1. Communications Research Centre-CITI
- 3% 2. Canadian Intellectual Property Office
- 7% 3. Manufacturing & Processing Industries
- 14% 4. Spectrum, Telecommunication & Information Technologies
- 5% 5. Service Industries & Small Business
- 7% 6. Industry & Science Policy
- 6% 7. Regional Operations
- 1% 8. FedNor
- 8% 9. Consumer Affairs
- 14% 10. Corporate Services
- 0% 11. Bureau of Competition Policy
- 0% 12. Minister's Office
- 1% 13. Ethics Counsellor
- 1% 14. DM's office (Office of the Corporate Secretary)
- 0% 15. Business Law and Counsel
- 6% 16. Atlantic Region
- 3% 17. Quebec Region
- 6% 18. Ontario Region
- 8% 19. Prairies and NWT Region
- 5% 20. B.C. and Yukon Region
- 20. What is your present employment status in the Department? Are you:
- 95% 1. INDETERMINATE
- 2% 2. TERM
- 1% 3. ON CONTRACT
- 2% 4. OTHER

- 21. How would you describe your primary role or level?
- 10% 1. MANAGEMENT
- 10% 2. PROFESSIONAL WITH MANAGEMENT/SUPERVISORY RESPONSIBILITIES
- 37% 3. PROFESSIONAL
- 9% 4. OPERATIONAL WITH SUPERVISORY RESPONSIBILITIES
- 19% 5. OPERATIONAL
- 16% 6. SUPPORT

PART IV: OPEN-ENDED QUESTION

22. Please provide any additional comments on communications issues relating to the transition. You have one minute to voice your opinion.

PART V: ONLY FOR MANAGEMENT AND SUPERVISORY POSITIONS

UNLESS YOU ARE RESPONSIBLE FOR SUPERVISING EMPLOYEES, THIS IS THE END OF THE QUESTIONNAIRE. THANK YOU FOR YOUR COOPERATION. WE ASK THOSE OF YOU WHO HAVE SUPERVISORY DUTIES TO PLEASE ANSWER THE FOLLOWING QUESTIONS.

- 23. After the Budget was tabled, the Deputy Minister debriefed senior executives. If you attended the meeting, which of the following statements best reflects your assessment of the session? (Choose only one response)
- 2% 1. NOT AT ALL USEFUL
- 4% 2. OF LITTLE USE
- -4%. 3. MODERATELY USEFUL
- 10% 4. USEFUL
- 8% 5. VERY USEFUL
- 72% 6. NOT APPLICABLE

- 24. Were you provided with sufficient information and adequate support services for dealing with questions from your staff? (Choose only one response)
- 49% 1. YES
- 37% 2. PARTIALLY
- 14% 3. NO
- 25. Following the Budget, each manager was provided with a Manager's Guide. Please rate the usefulness of the guide.
- 5% 1. NOT AT ALL USEFUL
- 17% 2. OF LITTLE USE
- 41% 3. MODERATELY USEFUL
- 26% 4. USEFUL
- 11% 5. VERY USEFUL
- 26. Did you feel you had enough time to familiarize yourself with and digest the information before discussing it with your staff?
- 55% 1. YES
- 45% 2. NO
- 27. Please describe additional measures or approaches which would assist you in managing the transition period. You have one minute to voice your opinion.

THANK YOU FOR YOUR PARTICIPATION



I APPENDIX B ~ DISTRIBUTION OF RESPONDENTS

SECTOR OR REGION	ACTUAL	SAMPLE
Communications Research Centre - CITI	8.3%	5.5%
Canadian Intellectual Property Office	9.2%	3.2%
Manufacturing & Processing Industries	5.9%	7.5%
Spectrum, Telecommunication & IT	8.2%	14.4%
Service Industries & Small Business	4.8%	4.5%
Industry & Science Policy	5.1%	6.6%
Regional Operations	4.2%	5.6%
FedNor	-	1.1%
Consumer Affairs	2.5%	7.9%
Corporate Services	11.8%	13.5%
Bureau of Competition Policy	3.8%	0.28%
Minister's Office	0.46%	0%
Ethics Counsellor	0.41%	1.3%
DM's Office (Office of the Corporate Sec.)	1.38%	0.56%
Business Law and Counsel	.32%	0.14%
Atlantic Region	4.3%	5.9%
Quebec Region	7.6%	3.4%
Ontario Region	9.8%	6.2%
Prairies and NWT Region	7.2%	7.6%
B.C. and Yukon Region	4.7%	4.7%

EXHIBIT A-1: Distribution According to Sector/Region – Actual versus Sample