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**Managing into the Future Through  
Creativity and Innovation:  
How Can DOC Create the Right Climate?** *80*

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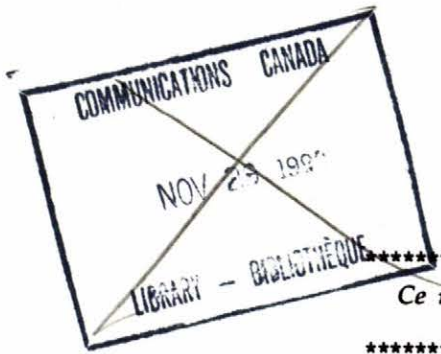
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**Managing into the Future Through  
Creativity and Innovation:  
How Can DOC Create the Right Climate? 8**

**A BACKGROUND PAPER FOR THE  
KEY ISSUES FORUM  
SEPTEMBER 20, 1990**



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*Ce rapport est aussi disponible  
en Français*  
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**Strategic Policy Planning  
Strategy and Plans Branch  
Communications Canada  
September 12, 1990**

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## EXECUTIVE SUMMARY

The DOC workshop of September 6, 1990, entitled Managing into the Future Through Creativity and Innovation: How Can DOC Create the Right Climate?, considered what measures the Department needs to adopt to meet the management challenges of the 1990s.

### The Management Environment of the 1990s

The pace and amount of change in the 1990s will both increase, as well as the demands placed on government managers. Resources are likely to be more inadequate. Simultaneously, the operating environment will become more complex. Facing constant change, government managers will need to make it work in their favour.

The operating environment will grow more complex because government "is coming under siege": public disenchantment with the political process is growing, while single issue interest groups are proliferating, a reflection of the increasing diversity of Canadian society and a breakdown of the former basic societal consensus. As a result, the 1990s government manager will need to navigate amongst an increased number of conflicting points of view; this will render attainment of an equilibrium between the various demands made on the public service much more difficult to achieve than in the past.

To rally his or her staff, the 90s manager will need to be able "to create a climate," and serve as the catalyst for finding imaginative solutions to problems. To do this, managers will require a thorough knowledge of their organization's mission, its objectives and operating principles, as well as its planning process. In addition, they will require "negotiation skills" and be "risk-takers."

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### The Successful Government Organization

The workshop was told that public sector organizations can meet the demands of the 1990s if they tap their human resources. Successful organizations already recognize this and accordingly place their faith and trust in their people; in short, they "move beyond bureaucracy to commitment."

They do this by empowering and caring about their employees and exercising effective leadership which, in a participatory manner, guides the organization to collective resolution of problems. These organizations in addition accomplish their goals because they are problem-solving oriented, and possess a great self-knowledge, obtained through well-functioning internal communications.

### The Current DOC Management Climate

The Department has made strides in improving employee morale and work satisfaction since 1988. A recent DPE survey states that "employees hold relatively favourable opinions about their immediate work environment and day-to-day work experience."

Nevertheless, and in accordance with the survey, workshop discussion indicated that the Department is reducing its ability to meet the rigours of the coming decade. It is doing this by inadequately stressing in its corporate culture the importance of good internal communications and dialogue, and also the promotion and respect of "human values."

In terms of communications, the Department continues to suffer from a restricted ability to talk to itself; this results in poor linkage being made between strategic planning and operation plans. As a consequence, the Department's planning process labours under diminished credibility, and departmental cohesion, along with a sense of teamwork and shared values, is reduced. Following from this situation, a fair proportion of staff members do not feel fully "in touch" with the Department. They feel they have an insufficient understanding of all its parts and how it functions. This sentiment suggests that the Department's "operating principles," which include the elements of caring about individuals, recognition of achievement and the promotion of teamwork and shared values, have been unevenly implemented across the Department.

The needs of employees, the workshop made clear, revolve around being assigned more "responsibility and trust." They would like greater autonomy in their tasks. Given as examples were a reduction of the "sign-off" procedure and over-editing of drafts, and an increased authority to sign correspondence.

The desire of DOC employees for this greater autonomy is indicative of the commitment they bring to their work -- they want to do a good job, and ask to be given responsibility and trust that matches their sense of professionalism. Workshop participants also demonstrated a strong desire to work with senior management in whatever ways necessary to improve the DOC's corporate environment. It was clear, however, that they look to senior management to lead, and to "prioritize our priorities," important in an era of diminishing resources.

### **Improving the DOC Management Environment**

The current DOC management problems of communications and "human values" can undoubtedly be resolved if the Department works to "bring to reality the values existing in the operating principles."

In practical terms, the Department can improve internal communications by ensuring that all employees have the opportunity to provide input to the Department's planning and operational processes. This would encourage cross-divisional and cross-sectoral consultation, allowing the Department to operate more as an integrated whole.

In terms of "human values," the Department must learn to recognize its peoples' commitment and contributions in more personal ways. In summary, individual efforts must be positively reinforced on a daily basis.

The Department must also place a greater importance on continually improving the qualifications of its managerial staff, with an increased emphasis on dealing with change, as well as negotiation and team-building skills. Managers should be recognized and appointed for their "human relations skills" as much as for their policy strengths.

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Providing staff with "trust" and "responsibility" requires the Department to undertake greater "delegation, flexibility and risk-taking." Steps to pare-down "sign-off" procedures and unnecessary "editorialization" should be adopted, as well as greater authority to sign correspondence.

DOC employees should also be encouraged to enrich their jobs by possessing, and sharing, more information, and also by participating in job rotation, as well as special assignments and exchanges. In addition, the Department should promote a more participatory style of leadership, one which will encourage creativity and innovation, even if the occasional "mistake" is made.

Senior management, meanwhile, must take a more visible role in the Department. As an aid to increasing a sense of "team spirit" and internal communications, it needs to more fully explain the Mission Statement, as well as the Department's objectives and operating principles.

Senior management can also improve the corporate climate in regards to "human values" by visibly demonstrating that people are valued. It could increase personal, and informal, recognition of achievement, and also participate more fully in events such as workshops and corporate social events. In the final analysis, it is for senior leaders to set the example that the rest of the Department will be inspired to emulate.

Given the professionalism of DOC employees and the determination of senior management, the Department will undoubtedly be able to successfully meet the challenges of the 1990s.

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### Introduction

The DOC workshop entitled Managing into the Future Through Creativity and Innovation: How Can the DOC Create the Right Climate was held on September 6, 1990 to consider how the Department's management climate and practices can be improved.

The day-long workshop was chaired by Barbara Bloor, Assistant Deputy Minister, DOC Corporate Management. The exercise included two morning presentations by management experts from outside the Department, while the afternoon consisted of DOC staff members participating in syndicate group discussion. The "final wrap-up" was provided by the session chairperson. Over 110 departmental employees registered for the meeting. (A list of participants appears in the Report's appendix.)

### The Management Environment of the 1990s

Much of the past decade has introduced public sector managers to new realities brought about by the scarcity of resources. These new realities were alluded to by the session's chairperson. Questions were asked such as whether the Department can "continue to do more with less," whether it should try instead to do less with less, and how much risk is the bureaucracy prepared to accept in order "to get the job done."

The workshop was quickly told by the first presenter, however, that the process of change which government managers have had to accommodate in the past several years is only a harbinger of what lies ahead in the 1990s. The coming decade will see both the amount and speed of change increase. Whether we like it or not, constant change will be a driving force of the 90s. Furthermore, the demands placed on government managers will increase tremendously; the operating environment will become even more complex and economic restraint will continue, if not intensify. Combined, these factors mean **that the challenge for government managers during the next decade will be to make constant change work in our favour.**



The 1990s environment for public servants will become increasingly more complex because of a number of major shifts currently underway, both here in Canada and in the rest of the world. All, nevertheless, will likely have an impact on the government manager. These factors include globalization, increased competitiveness (on both a national and more personal level), shifting demographics, and a possible changing "balance of power" between people and technology. At the same time, the 90s will likely be marked by increased political uncertainty, even in Canada.

The political environment will grow more complex because government, in the words of a workshop speaker, is coming "under siege." This state of affairs is due to two factors. The first is a certain public disenchantment with both the political and governmental processes which finds expression in a belief that government cannot "get things right" and that neither politicians nor the governmental process are to be fully trusted. The second factor is the proliferation of single issue interest groups. Their emergence reflects the increasing complexity of Canadian society and will result in growing demands, needs and "political wants" placed upon the public service.

Thus the challenge for public sector managers in the 1990s will be to **successfully navigate a course amongst a greater diversity of frequently conflicting interests and points of view, and do this against a backdrop of constant social, economic and technological change occurring in a society of diminished basic consensus.** This reality will render attainment of the "Bliss Point" that one presenter spoke of, meaning the conjuncture at which equilibrium is reached between the various demands placed upon the public service so that "everyone is moderately happy," much more difficult than in the past.

A key element in determining whether a government department will be able to attain this "Bliss Point" in the future is the quality of its managers. The workshop was told that the principle attribute required for the successful manager of the 90s will be the "ability to create a climate." By this is meant establishing an environment in which innovation and creativity are nurtured and fostered. Accordingly, rather than managers simply being administrators as they were in the 1960s, **those ready for the 1990s will be "enablers," serving as catalysts for finding imaginative solutions to problems while operating in an era of scarce resources.**

To be able to act as enablers, managers will require an intimate knowledge of their organization's mission, its objectives and operating principles as well as planning process. Complementing this background, negotiation skills and a sense of how to manage "trade-offs" will also be necessary for the 90s manager. This combination of knowledge and skill is required to strike the right balance between three critical factors of any initiative or activity: product quality, time constraints and available resources. Management is already struggling with these often conflicting limitations, while the coming decade promises to bring even more pressure to bear on the necessary trade-offs. As resources will be increasingly scant, managers will have to learn how to capitalize on "borrowed resources."

Thus, **the 90s manager will need to be a greater "risk-taker."** He or she, for example, will be routinely forced to seek essential resources elsewhere, through partnerships, joint ventures and suasion, in order to be responsive and "get the job done." Managers will be better-equipped to undertake risks, the workshop was told, if they possess a superior set of management skills, are comfortable shaping change to their own advantage, and have an intimate knowledge of departmental planning processes and the operating environment. All will be required in order to implement initiatives.

Managing and planning for change, and making things happen, in the 1990s will demand creativity and innovation -- qualities most readily engendered when the corporate climate and culture of an organization encourages the establishment of a "loose and easy environment." This type of environment, the workshop was told, characterizes the successful public sector organization, one well-suited to meet the rigours of the coming decade.

### The Successful Government Organization

Every government organization is confronted with a dual set of objectives: it must serve Cabinet and the political process, where "responsiveness" is of primary importance, and it must also directly serve the public, through a more "rational process" which emphasizes stability, predictability and continuity. The effort to reconcile this duality of objectives is an on-going process.

The workshop was told that public sector organizations can successfully accommodate these two goals, and still cope with a changing environment (in hand with inadequate resources) if it **taps its most effective resource, its people**. It is staff members, more than departmental structure and rules, which holds the key to improved institutional functioning and performance. Successful organizations recognize this and accordingly place their faith and trust in their people. In the words of a workshop participant, **these organizations "move beyond bureaucracy to commitment."**

Successful government organizations become and remain this way, the workshop was told, due to a number of reasons. Principally, these can be resumed as:

- They empower their people to stretch and grow.
- They care for their clients, and their individual employees and the collective organization. A sense of "team spirit" exists.

- They possess leadership which effectively ensures successful outcomes. Standards and objectives are set in a manner which encourages staff members to stretch to reach them.
- Work is undertaken not just by the individual but also in a collective sense, thus encouraging mutual aid.
- Leadership and direction are exercised in a participatory manner, which guides movement towards the meeting of objectives which are directly related to the organization's mission statement.
- The organization's goals and mission statement are clearly communicated in concrete terms by a key organization player, who, by personal example and inspiration, fosters commitment to these goals.
- The organization is oriented towards problem-solving. Mistakes are not to be unreasonably feared but instead viewed upon as learning experiences, while problems are seen as challenges to thrive upon.
- The organization is intelligent and has a sense of "centre." It knows itself, because of a through understanding and relevancy of its mission statement, and well-functioning internal communications. This self-knowledge empowers the organization to manage change to its own advantage, rather than simply reacting to external pressures.
- There is a strong client orientation to the organization. The principle of good clientele service receives support both vertically in the organization, from the Minister down, but also across the organization.

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### Current DOC Management Climate

To assess how the DOC "measures up" as a successful government organization, in terms of its management climate and practices, workshop attendees considered these issues in small discussion groups. A number of common themes emerged from this experience, which have been gathered together under the titles "Communications and Human Values," "Rules," and "Workload."

#### *"Communications and Human Values"*

In 1986 the DOC adopted a statement of "Operating Principles" as a guide to achieving the Departmental mission of "nation-building." These principles are, namely:

- Service as our highest goal
- Caring about individuals
- Good management
- Effective communications
- Recognition of achievement
- Teamwork and shared values

The prevailing theme to emerge from the workshop's syndicate group discussions, when considering how the DOC can manage creatively in the 1990s, is that departmental implementation of these principles has been uneven. As one participant said, the operating principles "are good in principle" -- but progress still needs to be made. Indeed, more than in any other way, **the Department was felt by workshop participants to be reducing its ability to meet the rigours of the coming decade by inadequately stressing in its corporate culture the importance of good internal communications and dialogue, and also the promotion and respect of "human values."**

The Department's efficiency is affected by this state of affairs because inadequate consultation and dialogue, both within and especially between groups, translates into a poor linkage between strategic planning and operation plans. A reduced level of departmental cohesion is the consequence. Because of these weak horizontal linkages, the Department's planning process lacks credibility. The poor exchange of information and ideas between branches results in divisions setting their individual agendas and also an increased sense of "territoriality" in the Department, without due regard for its corporate interests. **This plays against the promotion of teamwork and shared values horizontally across the organization.**

Meanwhile, there appeared to be workshop consensus that employee morale is affected by the Department's inadequate internal communications. A fair number of employees do not feel fully "in touch" with the Department. They feel they have an insufficient understanding of all its parts and how it functions. This sentiment is partly due to frequent re-organizations and "incomplete explanation" of the "why" of these changes. At the lower levels in the organization, employees' sense of detachment often seems to result from managers not fully informing and explaining their objectives to their staff -- in other words, they could be more "participatory" in their style. **At the current time, the message of what the Department is about fades as it is transmitted to the organization's lower levels.**

The Department's operating principles lead the way on how to resolve these difficulties, for they speak of "caring about individuals, recognition of achievement, teamwork and shared values." All these points, when gathered together, can be said to underlay a philosophy about management which encourages the respect of "human values." Workshop discussion concluded that the Department still has some work to do in this particular area, one which directly concerns the individual. In the words of one speaker, a **"better congruence between organizational needs and those of employees" has to be found.**

The needs of employees, the workshop made clear, revolve around being assigned more "responsibility and trust." The workshop afternoon session stated on numerous occasions that the Department needs to more effectively recognize and reward the accomplishments of its members. It also needs to accord its employees greater trust by providing them with fuller autonomy in their tasks. They, in turn, will take greater pride in their work.

While "responsibility" and "trust" are intangible notions, their absence can be immediately felt. An overly bureaucratized environment can be one indication of their absence -- the Department's lengthy "sign-off" procedure, over-editing of drafts, and rules which regulate the signing of correspondence, in particular, came under close scrutiny during the workshop. Thus **the granting or withholding of responsibility and trust can be conveyed by the attitude of management in a multitude of small ways on a daily basis.**

The preparedness of Departmental managers for their duties also arose during the workshop. It was suggested on several occasions that the Department needs to provide more training for managers. Managers should be encouraged to perfect their "human relation skills," in order to improve their "listening and participatory" abilities.

### **"Rules"**

The annoyance that an overabundance of rules and regulations can cause DOC staff members received scant attention, surprisingly enough, compared to the discussion generated on the topic of the Department's corporate culture in regard to "human values."

Nevertheless, the comment that "if we follow the rules, often we can't do our jobs" received wide-spread agreement, as did the remark "I knew how to do (the job) better, but the system wouldn't let me." **Support was expressed for weeding out excessive rules and encouraging the IMAA process to push for more delegation of authority and accountability.**

*"Workload"*

It was clear in workshop discussion that the increased workload of recent years is causing stress in many branches of the Department. It was emphatically stated on several occasions that it is not possible to do more with less. The suggestion was made that in an era of diminishing resources and increasing demands, **the Department needs to "prioritize its priorities."** It also needs to more adequately link its strategic and operational plans with the resources available to get the job done.

*"Summary"*

While the workshop provided an occasion to discuss some of the ways in which Departmental communications and human value issues are in need of improvement, **the experience also demonstrated the sense of commitment held by the participants, as employees of DOC, to their organization.** They want to do a good job; they are eager to tackle current impediments so that they may exercise their sense of professionalism to the greatest degree possible, set high standards, and derive a full measure of satisfaction and pride from their achievements.

The fact that DOC employees care about their organization was evident by their attendance at the workshop and the time and effort subsequently taken to pass on remarks and suggestions (indeed, this holds true for the entire workshop series). Workshop discussion demonstrated that **Departmental staff possess a strong desire to work with senior management in whatever ways may be necessary to rectify present problem areas,** and so set the stage for meeting the challenges of the next decade. They will do their part. They are, however, looking to our senior managers to lead the way.



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### Improving Our Management Environment

Participants at the workshop expressed hope that the fact the discussion was taking place served as an indication that senior staff believed current management problems were worthy of serious consideration and merited action. And the areas in need of action, discussion demonstrated, involve questions of communications and human values.

This impression is in keeping with the findings of the recent (spring 1990) DPE survey of DOC employees. While this survey noted that significant improvements in employee morale and satisfaction have occurred since 1988, the areas of "internal communications and management" were nevertheless identified "by more than a third of respondents" as in need of improvement.

Both the survey and the workshop are evidence that it is incorrect to assume that the Department's "operating principles" have been fully implemented. It would appear that this is particularly the case with those involving "people matters." It may be that changes encouraged by the operating principles and IMAA are not being implemented in an even manner across the Department. In any event, as was stated at the workshop, **the Department stills needs to "bring to reality the values existing in the operating principles."**

The discussion now turns to a consideration of how this can be done.

### *"Communications and Dialogue"*

Communications and dialogue within the Department needs to be improved upon. This is true both in terms of between groups and on issues discussed. Ways of doing this can take a number of different forms, both formal and informal. More workshop-like sessions are one possibility. The important aspect, however, is to try to facilitate the input of all employees into the Department's planning and operating processes. **A major goal of this effort would be to encourage cross-divisional and cross-sectoral consultation, so that the Department would operate more as an integrated whole.**

This matter is of some importance in an era when demand for service increasingly outstrips resources available. The workshop was told by one of its speakers that departmental initiatives often fail either because corporate will was lacking or organizational structure mitigated against innovation. If this is the case, and in order to be sure that the DOC will not be retarded in its efforts to meet the challenges of the future, it is clear that communications are crucial to assuring that the "right climate" exists for innovation and that the individual responsible for implementing a particular change is identifiable.

*"Human Values"*

The DPE survey also reveals that DOC employees are committed to providing the best possible service to Canadians. The Department must now, in turn, better recognize this commitment and the contribution made by staff. The Department must learn to recognize its people in more personal ways and on a regular basis. **While formal systems of awards are fine, it is the daily and constant positive reinforcement of individual efforts that hits the mark.** This will require investment of Departmental time, and continued vigilance also, to ensure that the Department's commitment to its people is transformed into concrete action.

*"Delegation, Flexibility and Risk-taking"*

The quality of its managers will be a key factor in determining how successfully the DOC meets the challenges of the 90s. Thus the Department must place a strong emphasis on continually improving the qualifications of its managerial staff; to this end, **funds must be available to support an effective training process which places emphasis on dealing with change, negotiation skills, and teambuilding.** In addition, however, managers should be recognized and appointed as much on the basis of their managerial, "human relations skills," as for their policy strengths.

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As the "short-term" changes arising out of the Department's adoption of its operating principles and the first round of IMAA are now completed, the way is clear for management to demonstrate its commitment to people. This action involves demonstrating its "trust" in departmental staff. Providing the "trust" and "responsibility" desired by staff, as expressed at the workshop, requires that the Department undertake greater "delegation, flexibility and risk-taking."

Increased delegation, at the outset, can involve simple matters, while the Department formulates the larger steps that can come with a change in corporate culture over the longer term. These first steps can involve the paring-down of lengthy "sign-off" procedures, granting greater authority to sign one's own letters, and the elimination of unnecessary "editorialization."

Promotion of flexibility and risk-taking implies allowing the maximum delegation legally possible, and in a similar manner across the Department, so that staff are encouraged to stretch and grow and add enrichment to their work. This process requires the granting of more autonomy and maximizing the amount of information, by encouraging its sharing, that DOC employees possess. Possible means of achieving this include job rotation and special work assignments and exchanges. An integral element of increased delegation, meanwhile, is the promotion of a more participatory style of management, expressed through policy and procedures. **Mistakes, meanwhile, while not to be encouraged, are not to be irrationally feared either. They should instead be viewed by both the individual and organization as part of the learning process** as we collectively move to encourage creativity and innovation in departmental management.

#### *"Role of Senior Management"*

The primordial role of senior management in determining whether or not the DOC measures up to the challenges of the next decade cannot be understressed. **It is senior management, more than any other group, which sets the corporate culture for the Department.** Their leadership and commitment is also crucial to the success of any quest for change in that culture.

The workshop clearly sent the message that staff are awaiting an action plan and are expecting senior managers "to show the way" in how to establish more effective formal and informal discussion of matters of concern to the Department. At the same time, the search for solutions must be a participatory effort, uniting management and staff.

The search for ways to build "teamwork and shared values" (as stated in the operating principles) undoubtedly begins with senior management more fully explaining the significance of the Mission Statement, along with the Department's objectives and operating principles. (The workshop demonstrated that the Mission Statement, at least, is poorly understood, even among managers.) As the Mission Statement, and thus the goals, of the Department remains abstract and unclear to many, establishing a spirit of teamwork is correspondingly impeded; senior leaders must articulate how in the final analysis we are all, both within branches and across the Department's mandate of communications and culture, working towards the same end. Developing more cohesion between the communications and culture segments of the Department will likely be of vital importance in the coming decade because of the growing convergence between technology and content, and the development of the New Media.

Apart from placing greater emphasis on their role as concrete "interpreters" of the Department's *raison d'être*, senior management should also work towards changing the corporate climate in relation to "human values." For example, **the visibility, or lack thereof, of senior management is important in assessing how seriously the Department cares, and takes an interest, in its employees.** Thus the minimal presence of senior management at the workshop was noted by participants -- as was the poor attendance at the recent departmental picnic. Workshop discussion also demonstrated that while award-granting procedures are in place to reward employee achievement, what is really wanted is greater personal and informal recognition of that achievement by senior management; in fact, by all levels of management.

In summary, a **stronger senior management presence** amongst employees through walkabouts, informal lunches, and their participation at corporate social events, where views could be openly and candidly shared, would be a large step towards establishing a better corporate climate, one that tells people that they are valued. It is for senior leaders to set the example that the rest of the Department will be inspired to emulate.

### Conclusion

The DPE employee survey sums up its findings by stating: "it appears that employees hold relatively favourable opinions about their immediate work environment and day-to-day work experience." It is clear, however, from both the survey and the workshop, that problems currently exist in the areas of communications and human values. Employees, moreover, are now anticipating action on these questions.

It is obvious that careful thought will be needed to implement some of the suggestions offered here as solutions to current Department management problems. There might be a contradiction, for instance, in scaling-down current "sign-off" procedures when consultation within the Department often appears to be inadequate. Presumably, however, efforts to inject more "trust and responsibility" into peoples' jobs would result in a greater sense of "team spirit," so that consultation would occur more as a natural process than one which needs to be regulated into existence. At the same time, greater consultation, delegation and "risk-taking" will probably require more of the Department's time and resources, at least initially.

Nevertheless, steps to improve management practices and create a sense of "teamwork and shared values" are necessary if the Department is to successfully balance the perennial requirements of "time, quality and budget" in its work. In the 1990s, time and resources will likely become even more limited commodities. **The DOC will need to have efficient means of internal consultation in place so that initiatives can be quickly reconciled with existing policies and programs and to optimize on the ideas and creative solutions from any and all parts of the organization.**

In summary, the DOC must prepare itself for the 1990s by creating a corporate climate which encourages "things to happen" and ensures that plans and initiatives which have been adopted are successfully carried through to implementation. Given the commitment and professionalism of our employees, the determination and leadership of our senior management, and the sense of direction already provided by the Mission Statement and Operating Principles, the Department is guaranteed to successfully meet the 1990s.

APPENDIX I

REGISTERED PARTICIPANTS

**DM's OFFICE**

SEAN BERRIGAN - DMO (CANCELLED)

**SADM**

PHILIP PALMER - DLS  
ELIZABETH GILHOOLY - DLS

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GILLES ROULEAU - DAP  
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EVERETT KING - DSP  
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BART VAN CROMVOIRT - DSP

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BRIAN HEPWORTH - DGAT  
MARGARET ANDERSON - DPAC (REPORT ONLY)  
CAROLE LAPLANTE - LIRS  
CLAIRE RENAUD FRIGON - LIRS



MONIQUE PERRIER - LIRS  
GRANT BUCK - DCAT  
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ROBERT D.NIXON - DCAT

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MARIO GIGUÈRE - DPF  
RON SIMKO - DPF  
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ALAIN SÉGUIN - DFM  
DAN AUDET - DDA  
DAVE WOODSTOCK - DDA  
JOE LAROCQUE - DDA  
MARTINE BÉGIN - DDA  
SUE BRULE - DDA (CANCELLED)  
BOYD HAWKINS - DDA  
SUE MURTAGH - DDA (CANCELLED)

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ANNE-MARIE GIANNETTI - DPR  
RAYNALD TURGEON - DGHR  
ROCH BEAUCHAMP - DLO  
SHARON FLEMING - DPO  
YVES BRUNET - DSR  
LOUISE BENOIT - DPO  
ANNE EGAN - DLO  
JOSETTE LAPERRIERE - DGHR  
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SUSANE LATRÉMOUILLE - DSIS  
MAX MELNYCK - DSRS  
DAVID WARNES - DGTP

DENISE PERRIER - DFVP - DGCI

TED LEDINGHAM - DBP-E - DGBP

KATHLEEN SOUCY - DMG  
SIMONE PRAZERES - DMG  
WENDY PRIDE - DMG  
FRANCINE GALLO - DMG (ANNULÉ)

DAVID MULCASTER - DGCP  
ARTHUR CORDELL - DGCP  
RICHARD BOURASSA - DPM  
RICHARD SIMPSON - DDI  
MICHEL GIGALT - DTP  
JEET HOTHI - DPP  
WINNIE PIETRYKOWSKI - DMS  
BRENDA PATTERSON - DMS  
LORRAINE CROSKERY - DAC  
BOB BASER - DAC  
MARY FRANCES LAUGHTON - DAI (REPORT ONLY)

PIERRE QUESNEL - DASM - DGEP  
GERRY CHAN - DLRP  
DAVID JARDINE - DLRP  
DON PASKOVICH - DASM

BOB JONES - DGRR  
PATRICK CARREY - DOST

PAUL A. DUVAL - DCI - DGIM  
MEL FLEMING - DGIM  
LARRY BROWN - DCI

BOB BREITHAUPT - DGRC (CANCELLED)

BERNIE LEE - DST - DGGT (CANCELLED)  
GEORGE DUTCH - GTA  
FRANK KENNEDY - DCM

TOM KAHWA - DIP - DGBT

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**SMAQ**

MICHEL GERVAIS - SMAQ  
BEN HO - DSI - DGRI (HQ)  
GILBERT DECOUVREUR - DLD  
MICHEL HALL - DLR  
MICHEL UMBRIACO - DGDR (ANNULÉ)  
PIERRE DESSUREULT - SMAQ

**ADMAH**

LINDA STREET - DHP - DGMH  
CHUCK SUTYLA - DHP  
JOHN THERA - DHP  
COLETTE GAGNÉ-BLANC - DHP  
HÉLÈNE ESPESSET - DGMH

ANNE LADOUCEUR SÉGUIN - DRS - DGAP  
KRYSTYNA CHELMINSKA - DRS  
THOMAS TEGTMEYER - DRS  
DENISE SÉGUIN - DCIP  
RON HOLGERSON - DCIP  
DANIELLE BOUVET - DCT  
ALISON TAYLOR - DCT

**CHAIRPERSON/PANELLISTS**

BARBARA BLOOR  
OTTO BRODRICK  
LARRY SPERLING  
VEENA RAWAT  
JEAN BÉLANGER  
DAN RAINBOTH  
MAURICE NUNAS

**ORGANIZERS**

DAVID WAUNG  
SHARON JEANNOTTE  
ATTILIO BARCADOS  
RICHARD HALL  
PATRICIA KIM  
SUZANNE LORANGER

## APPENDIX II

### AGENDA

**Managing into the Future Through Creativity and Innovation**  
**How Can DOC Create the Right Climate?**

**Final Agenda**

**September 6, 1990**

**Outaouais Room**  
**Phase IV, Place du Portage**  
**140, Promenade du Portage**

8:30

Coffee break

9:00

**Chairperson's Opening Remarks**

The public service of Canada is undergoing profound changes. The "fat" years of the 60s and 70s are behind us, and the "lean" years of the 90s stretch before us. How do we adapt ourselves to this reality? Are IMAA and PS 2000 the solutions? Or are there other measures we can take to structure and organize ourselves effectively in the decade ahead?

**Barbara Bloor**

9:15

**Innovation and Creativity in the in Public Service for the 1990s**

What will be the new demands on the public service in the 1990s? How can we find innovative and creative solutions in the emerging environment? Drawing upon his experience from both the private and public sectors, as well as from lecturing, the speaker will attempt to stimulate discussion on new managerial approaches appropriate for DOC.

**Feature speaker: Larry Sperling**  
**Sperling Associates Inc.**

10:45

Coffee break

11:00

**Characteristics of Public Sector Organizations that Work**

What does a well-functioning organization look like? Are traditional hierarchical organizations out-of-date? Will flattening the organization and giving public servants more autonomy diminish accountability? How can we stimulate more creative and innovative approaches in the public service?

**Feature speaker: Otto Brodtrick  
Principal  
Organizational Performance and Values  
Office of the Auditor General**

12:00

**Lunch**

1:30

**Expert Panel:  
Managing Creatively in DOC: What makes sense to us?**

We've heard what the experts say. Now what do DOC employees think? Do these solutions make sense to us? Or are there other measures that we should be undertaking to manage more effectively in the 1990s?

**Chairperson: Barbara Bloor**

**Syndicate group leaders: Veena Rawat  
Maurice Nunas  
Dan Rainboth  
Jean Bélanger**

3:00

Coffee break

3:30

**Plenary - Syndicate group reports**

4:00

Wrap-up

**Barbara Bloor**

5 September 1990

Canada