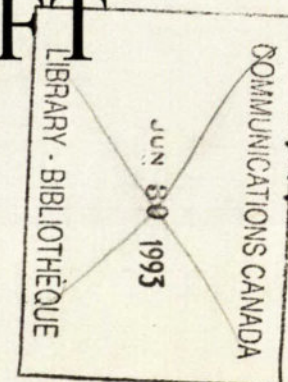


QUEEN
JL
103
.C6
C3641
1993
V.1
C.2

AL103
26
C3641
V.1
1993
C.2

Report of the
Human Resources
Task Force

DRAFT



INTRODUCTION

The Human Resources Task Force has prepared a comprehensive "worst case scenario" plan which will likely not have to be implemented in its entirety but which would enable the Department to deal with reductions should they occur. The intent of the guiding principles and specific recommendations proposed is to provide the necessary tools and support mechanisms to staff to deal with change, whatever form it might take, and to facilitate learning

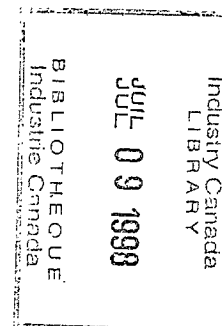
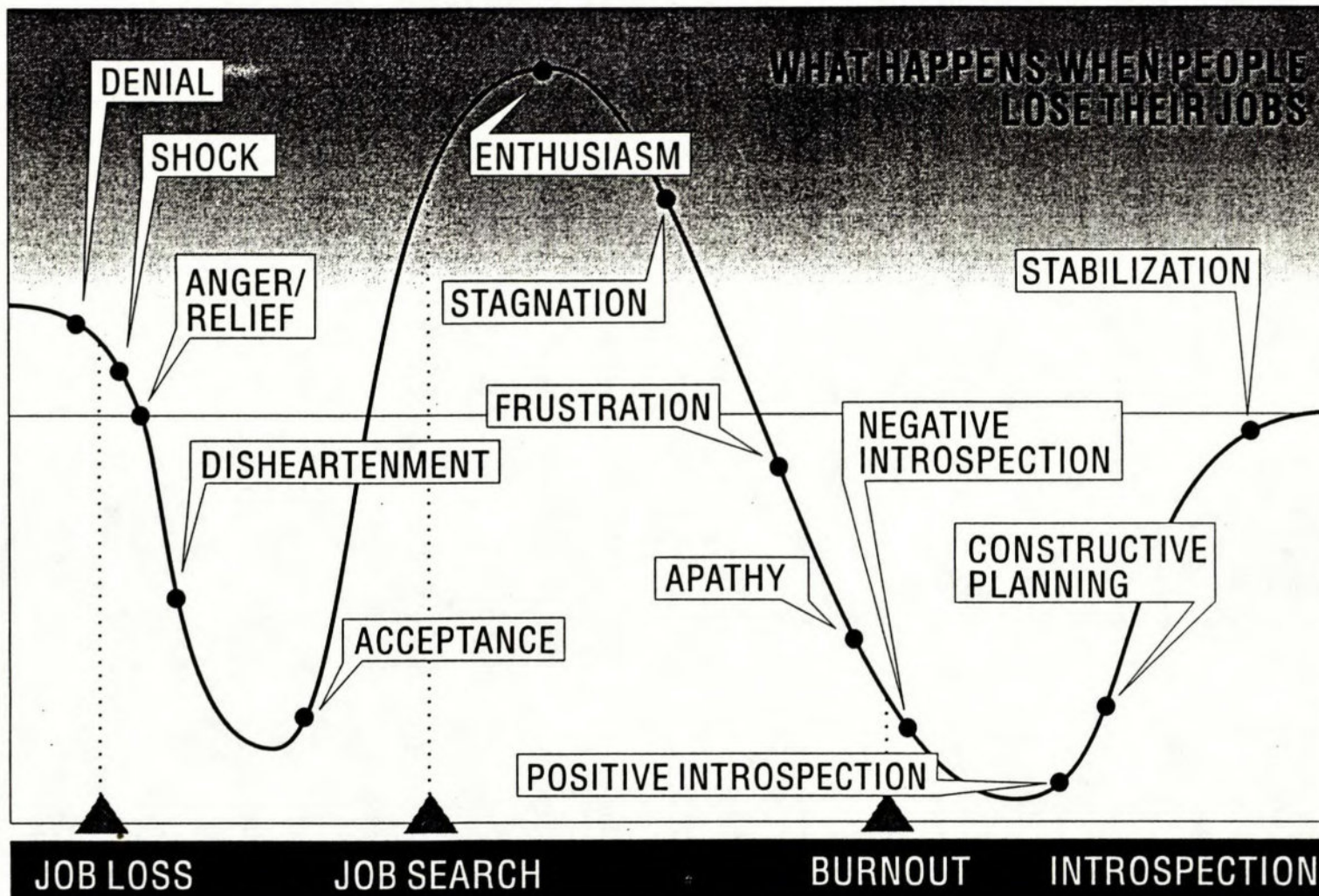


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- 2. DATA CHARTS**
- 3. EXECUTIVE SUMMARY**
- 4. WORKING GROUP 1**
- 5. WORKING GROUP 2**
- 6. WORKING GROUP 3**
- 7. WORKING GROUP 4**
- 8. WORKING GROUP 5**



Source: Murray Axmith and Associates

Adapted from: The Ottawa Citizen, Saturday, May 22, 1993

MANDATE

- . Ensure mechanisms in place to successfully manage the human resources implications of the strategic review exercise
- . Ensure a transparent and participatory approach

APPROACH

- . 30 members - all Sectors and Regions represented
- . 5 working groups

PRINCIPLES

- . Decisions on cuts must be guided by a VISION for the Department as a whole
- . Eliminate FUNCTIONS rather than across the board budget cuts. Where functions not eliminated but workforce reduced, normal workforce adjustment provisions apply, including reverse order of merit

PRINCIPLES (Cont'd)

- . WORK PRIORITIES should be reestablished before the downsizing occurs
- . We must identify and protect our Department's CORE COMPETENCIES

PRINCIPLES (Cont'd)

- . DOC will "TAKE CARE OF OWN" indeterminate employees - means reasonable job offer
- . Managers are ACCOUNTABLE for recognizing and planning the financial implications of downsizing.

PRINCIPLES (Cont'd)

- . Managers have corporate responsibility for retraining and placing surplus employees in vacant positions in their organizations
- . SURPLUS EMPLOYEES SHARE in the placement responsibility

PRINCIPLES (Cont'd)

- . EVERYONE IN DOC IS
AFFECTED by the Strategic Review
exercise
- . OPEN, HONEST AND TIMELY
COMMUNICATION of decisions
with employees and other
stakeholders

KEY RECOMMENDATIONS

- . Priority to be given to providing re-training opportunities to displaced DOC employees

KEY RECOMMENDATIONS (Cont'd)

- . Where retraining is not feasible, external recruitment will be used strategically to ensure organizational renewal (e.g. students, management trainees) and to meet employment equity objectives
- . Sustain commitment to people management skills training

KEY RECOMMENDATIONS (Cont'd)

- . Creation of a **PRIORITY PLACEMENT PROGRAM** to match vacant positions to surplus employees

. Creation of a TRANSITION TEAM

- Sunset Structure
- Reports to SADM
- Part-time and full-time elements
- F/T element - PROJECT MANAGEMENT GROUP
- Membership from diagonal cross section of Department
- Corporate Responsibilities for coordinating, implementing and monitoring downsizing program
- Produces weekly reports to Strategy Committee

KEY RECOMMENDATIONS (Cont'd)

- . Creation of a MENTOR PROGRAM to assist surplus employees in redeployment
- . Seek cooperation of PSC
 - Flexibility to place our own surplus staff
 - Assistance in placements in other departments where required

KEY RECOMMENDATIONS (Cont'd)

- . Affected employees declared surplus immediately - one year surplus period
- . No lay-off policy maintained but surplus employee shares responsibility:
 - retraining
 - reasonable offer
 - mobile
 - if necessary, prepared to accept lower level position

KEY RECOMMENDATIONS (Cont'd)

- . Cashouts only offered to employees directly affected by downsizing. Only exception would be if position of "volunteer" could be filled by a surplus employee

KEY RECOMMENDATIONS (Cont'd)

- . Managers and employees are encouraged to explore mutually beneficial flexible working arrangements (e.g. part-time, job sharing, LWOP, Telework)

HOW WILL IT WORK?

1. THE PLAYERS - THEIR ROLES AND RESPONSIBILITIES



Employee
Manager

Mentor

Employee
Assistance
Program

Regional/
Sector
Personnel
Officers

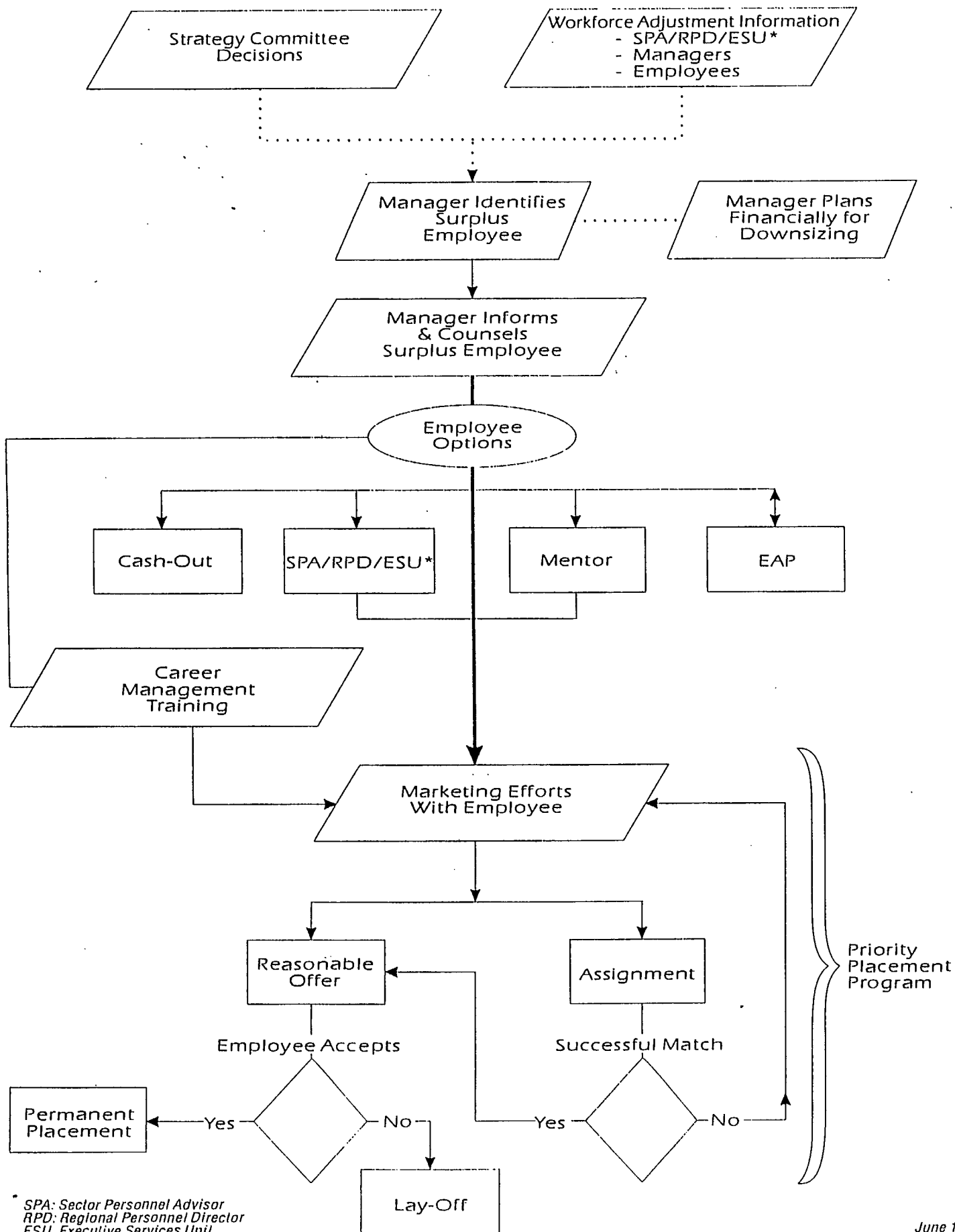
Executive
Services
Unit

Resource Specialists

Transition Team

2. THE PROCESS

Proposed Workforce Adjustment Flow Chart



SPA: Sector Personnel Advisor
 RPD: Regional Personnel Director
 ESU: Executive Services Unit

COMMUNICATIONS PLAN - STRATEGIC REVIEW PROCESS

- . Employee open line set up
- . DM meeting with DGs and Directors
- . DGs/Directors, with support from Steering Committee and Task Force Chairs, to meet branch staff to discuss Strategic Review process

- . DM Townhall Meeting
- . Draft executive summaries of Task Force Reports to be provided electronically to all staff. Full draft reports to be made available upon request
- . On-going discussions with bargaining agents via National Labour-Management Relations Committee Meetings

FUNDING STRATEGY

- . Cost elements

- Transition Team's Project Management Group
- Cash-outs
- Salary of surplus employees
- Incentives to managers
- Training (tools and courses)
- Database systems

. Cost elements (Cont'd)

- Counselling services
- Miscellaneous costs (e.g. relocation, travel costs)

. Options presented

- Managers' responsibilities
- Corporate responsibilities

- . Possible options for funding
 - Reprofile of budget cuts over downsizing timeframe (requires TBS and Department of Finance agreement)
 - Review possibility of BORROWING funds internally
 - Review DOC's discretionary expenditures

. Specific recommendations

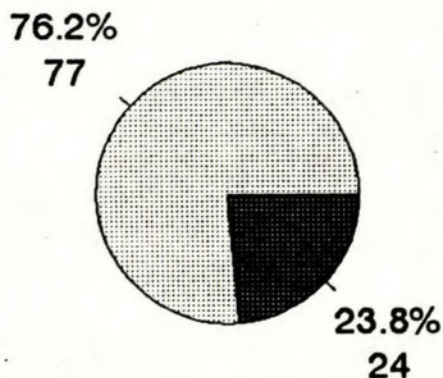
- Hold preliminary discussions with TBS and Department of Finance re reprofiling of budgetary reductions
- Mandate transition team's project management group to establish a costing schedule in consultation with DGFM once extent of downsizing is known

. Specific recommendations (Cont'd)

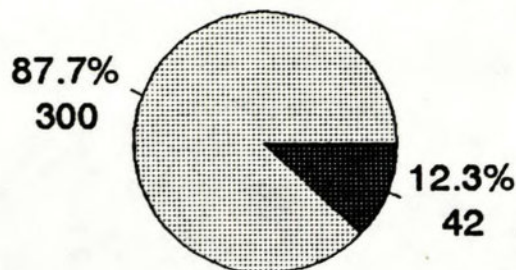
- Cash-outs only be offered to employees directly affected by downsizing unless position can be filled by a surplus employee

DOC POPULATION BY EMPLOYEE CATEGORY COMMUNICATIONS CANADA

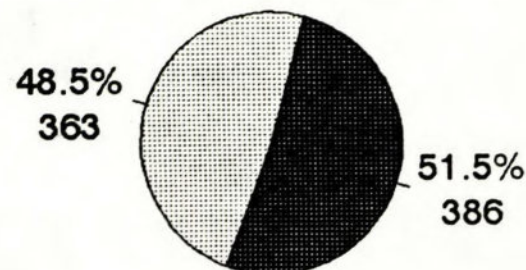
EXECUTIVE



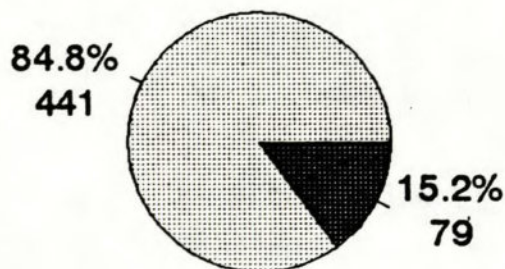
SCIENTIFIC & PROFESSIONAL



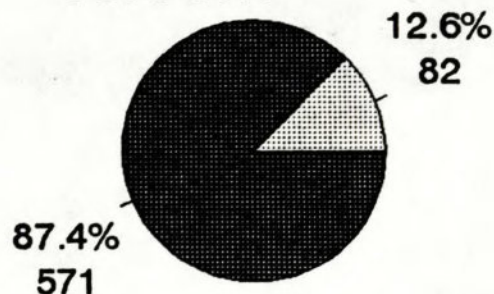
ADMINISTRATIVE & FOREIGN SERVICE



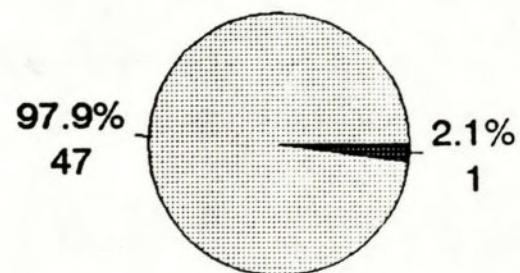
TECHNICAL



ADMINISTRATIVE SUPPORT



OPERATIONAL



Male Female

TOTAL POPULATION = 2413

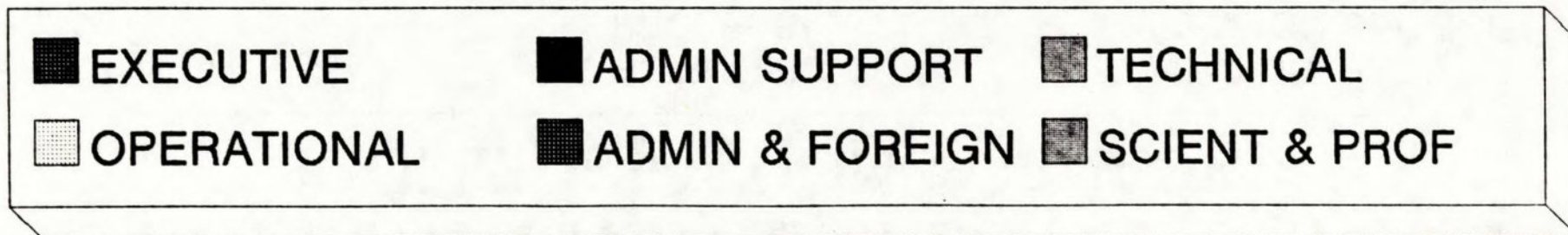
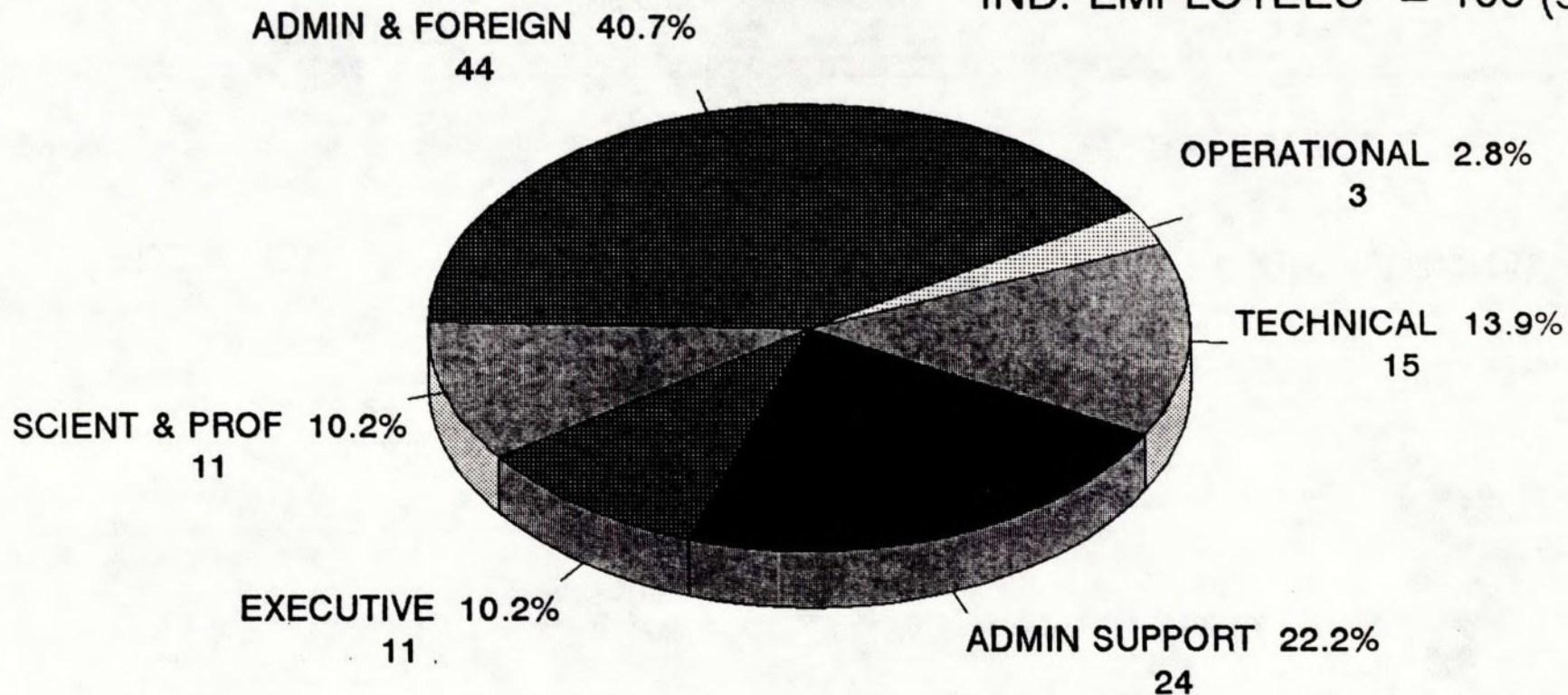
TOTAL FEMALE POPULATION = 45.7%

TOTAL MALE POPULATION = 54.3%

AS OF SEPTEMBER 30/92
SOURCE OF DATA: DPMS

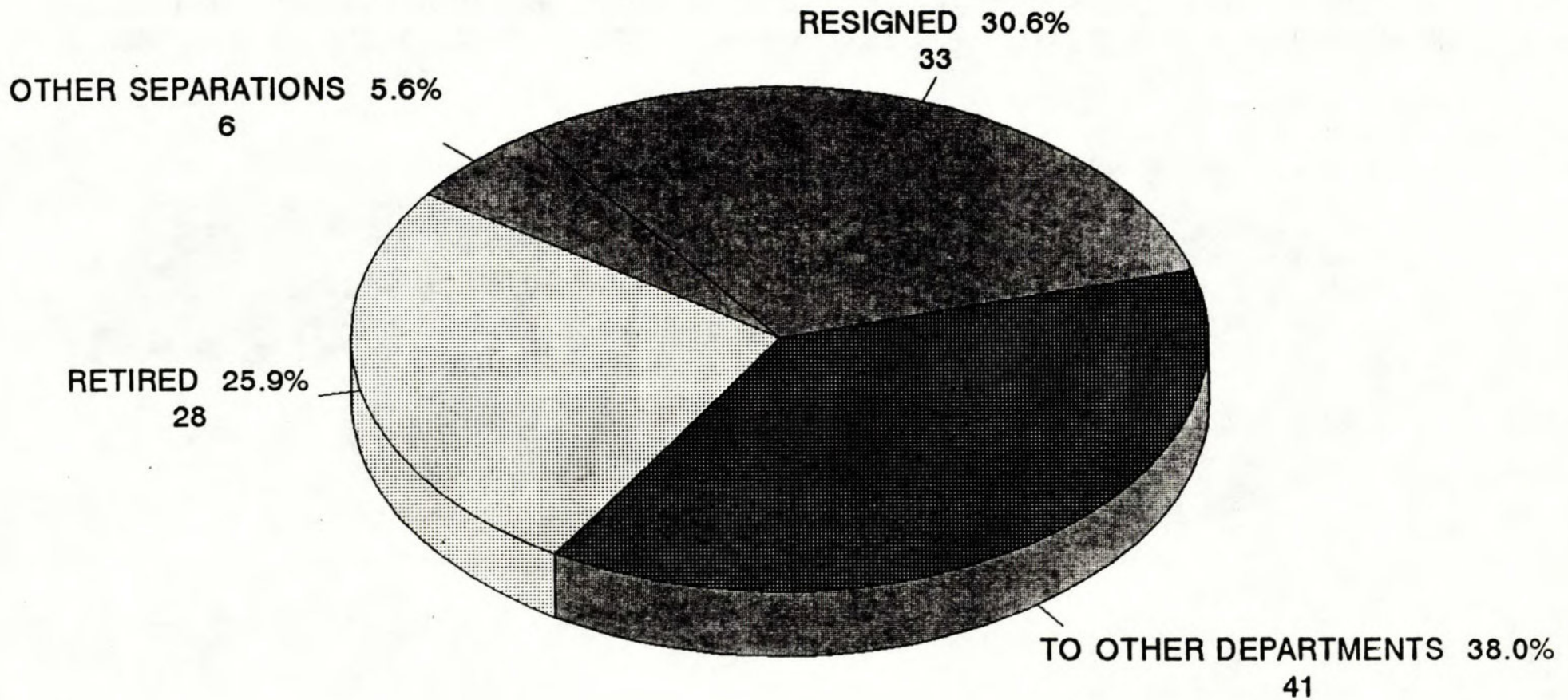
ATTRITION RATE FOR DOC CALENDAR YEAR OF 1992

TOTAL ATTRITION FOR
IND. EMPLOYEES = 108 (5.3%)



SOURCE: PSC

ATTRITION / REASONS FOR DEPARTURE CALENDAR YEAR OF 1992

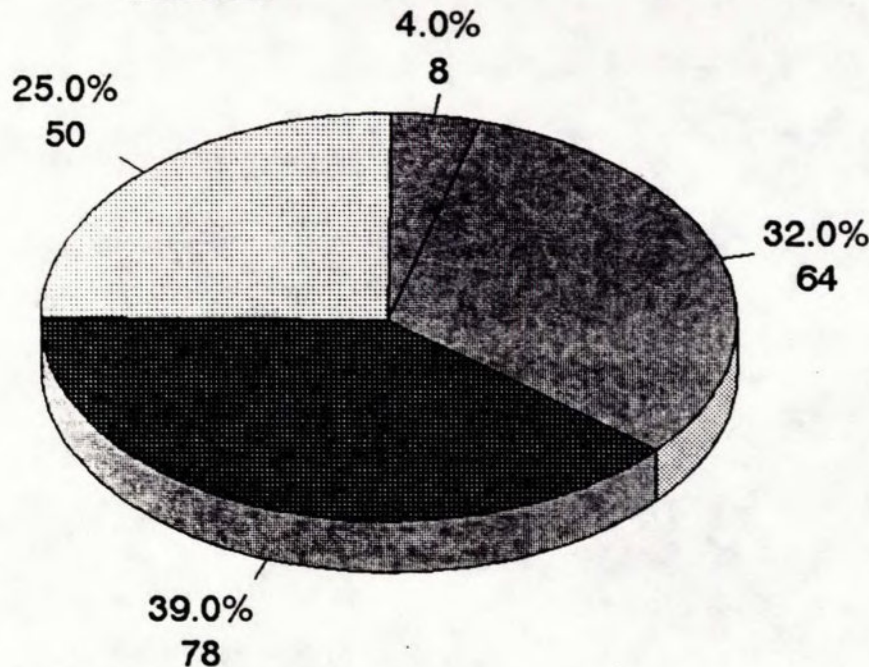


TOTAL ATTRITION = 108 (5.3%)

SOURCE OF DATA: PSC

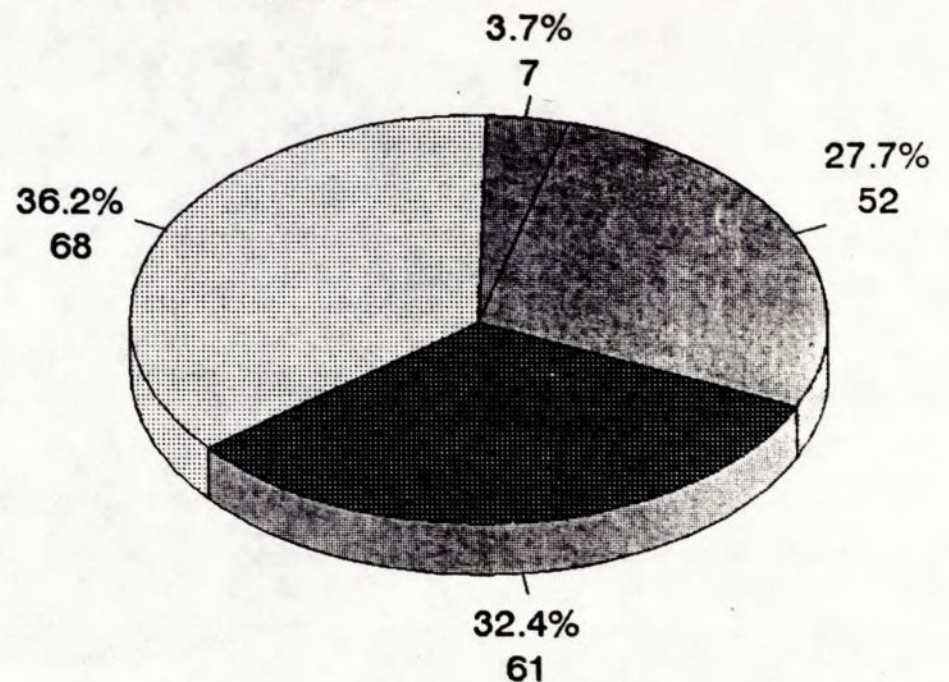
1990 -1991 ATTRITION: REASONS FOR DEPARTURE INDETERMINATE EMPLOYEES

1990



IN 1990, THERE WAS A TOTAL OF 200 DEPARTURES (9.3%) FROM THE DEPARTMENT

1991



IN 1991, THERE WAS A TOTAL OF 188 DEPARTURES (8.7%) FROM THE DEPARTMENT

OTHER
 RETIRED
 TO OTHER DEPARTMENTS
 RESIGNATIONS

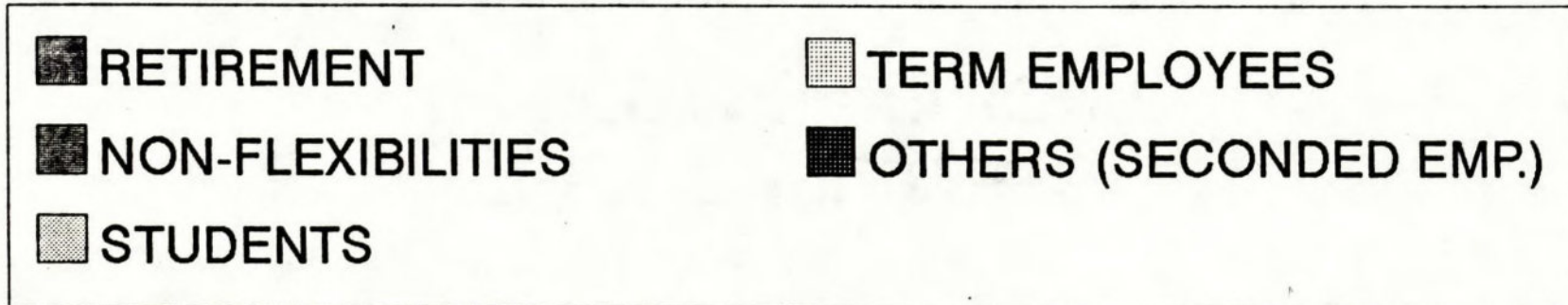
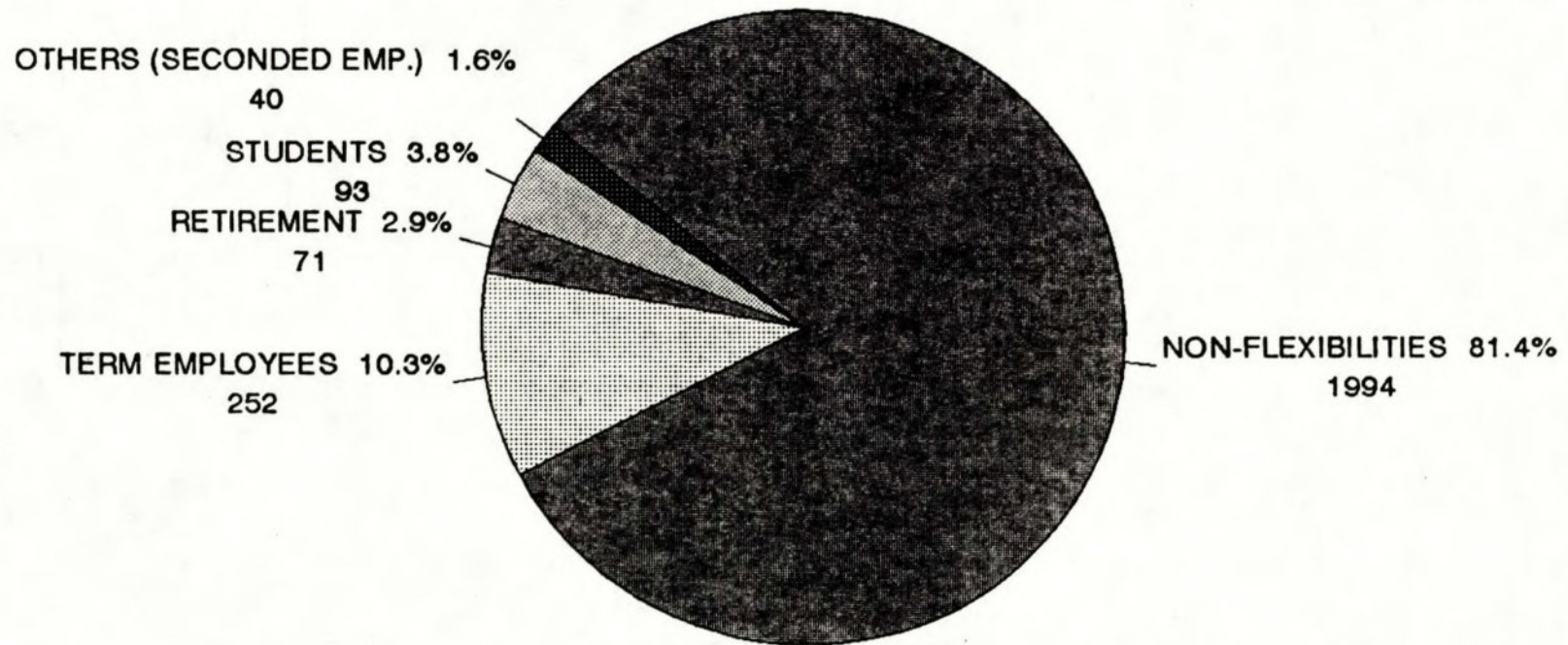
SOURCE OF DATA: PSC

DEPUTY HEAD REPORTS
FOR 1990 AND 1991

CURRENT FLEXIBILITIES BY TYPE

TOTAL POPULATION = 2450

SOURCE OF DATA:
VARIOUS HQ SYSTEMS
REGIONAL INPUT

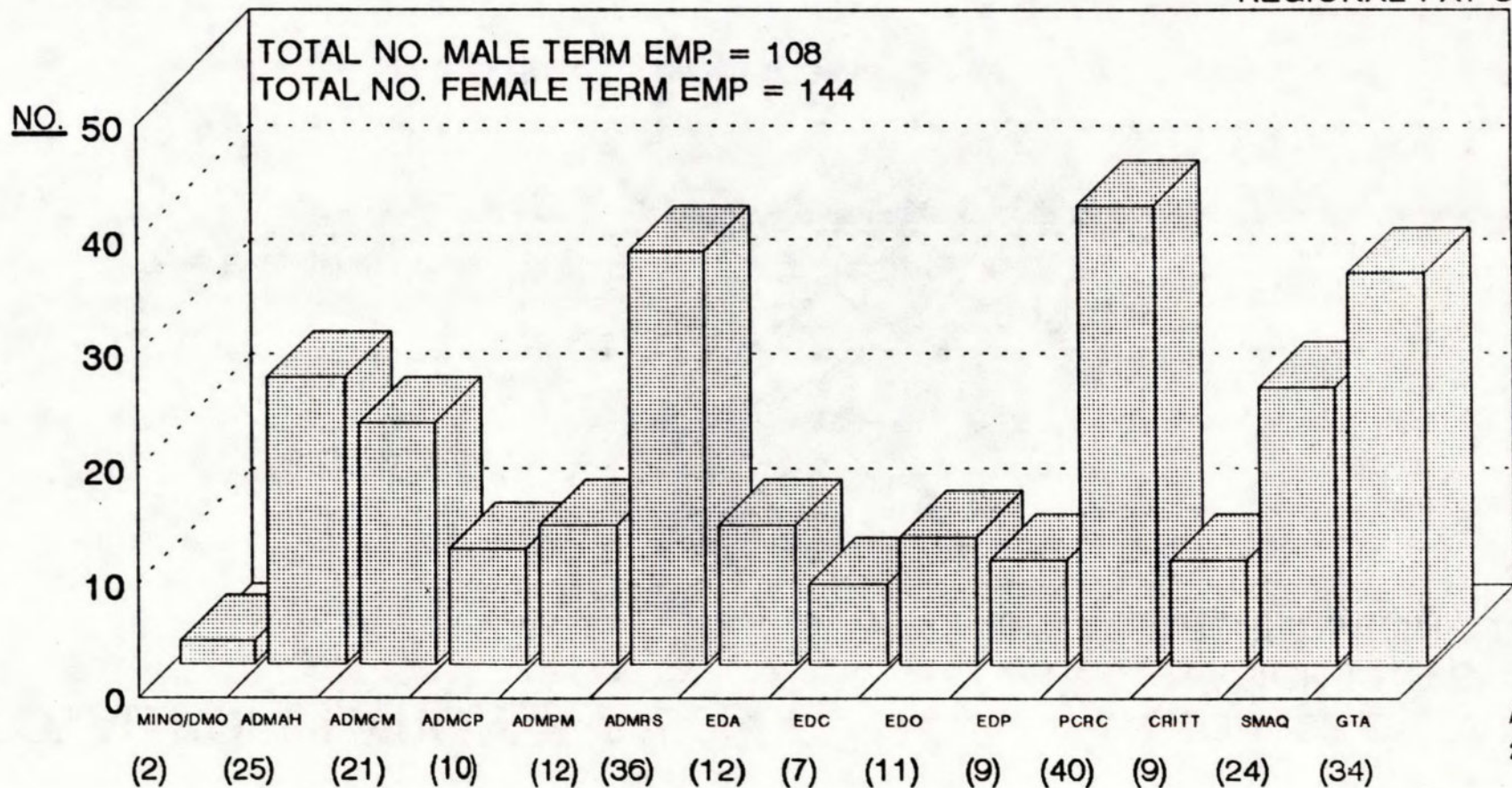


AS OF MAY 21, 1993

TERM EMPLOYEES BY SECTOR/REGIONS

TOTAL TERM POPULATION = 252

SOURCE: HQ PNB SYSTEM
REGIONAL PAY SYSTEM

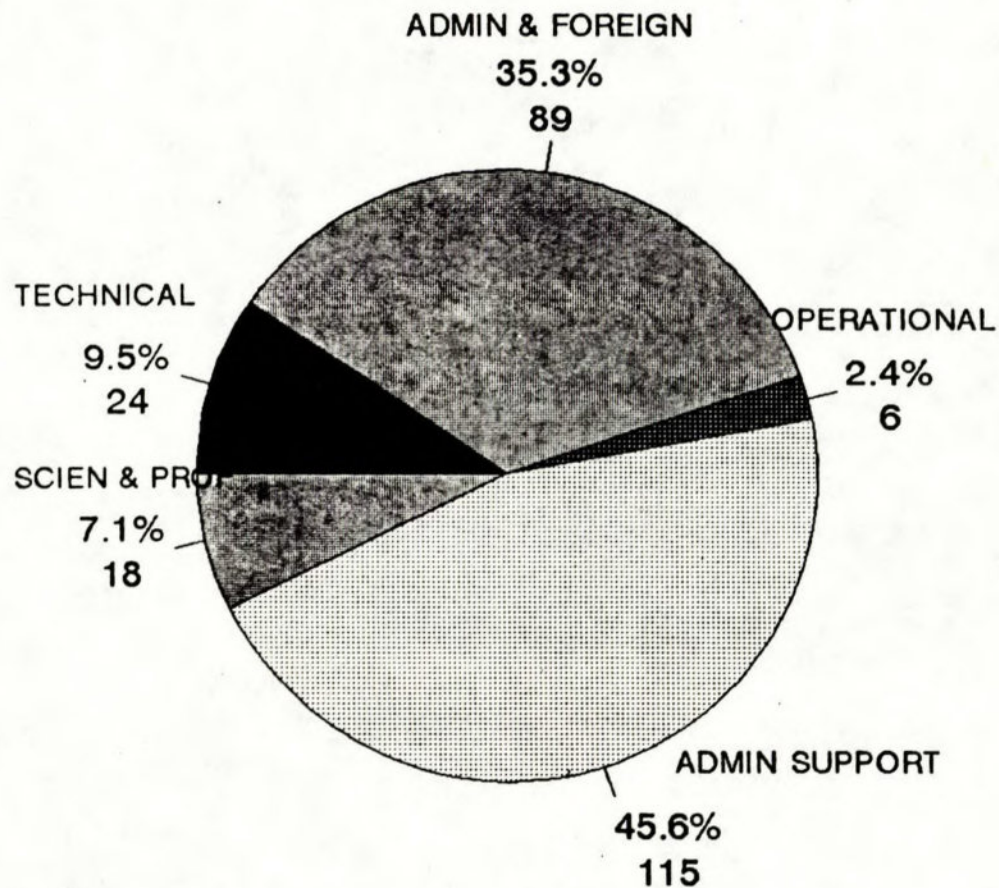


AS OF MAY
21, 1993

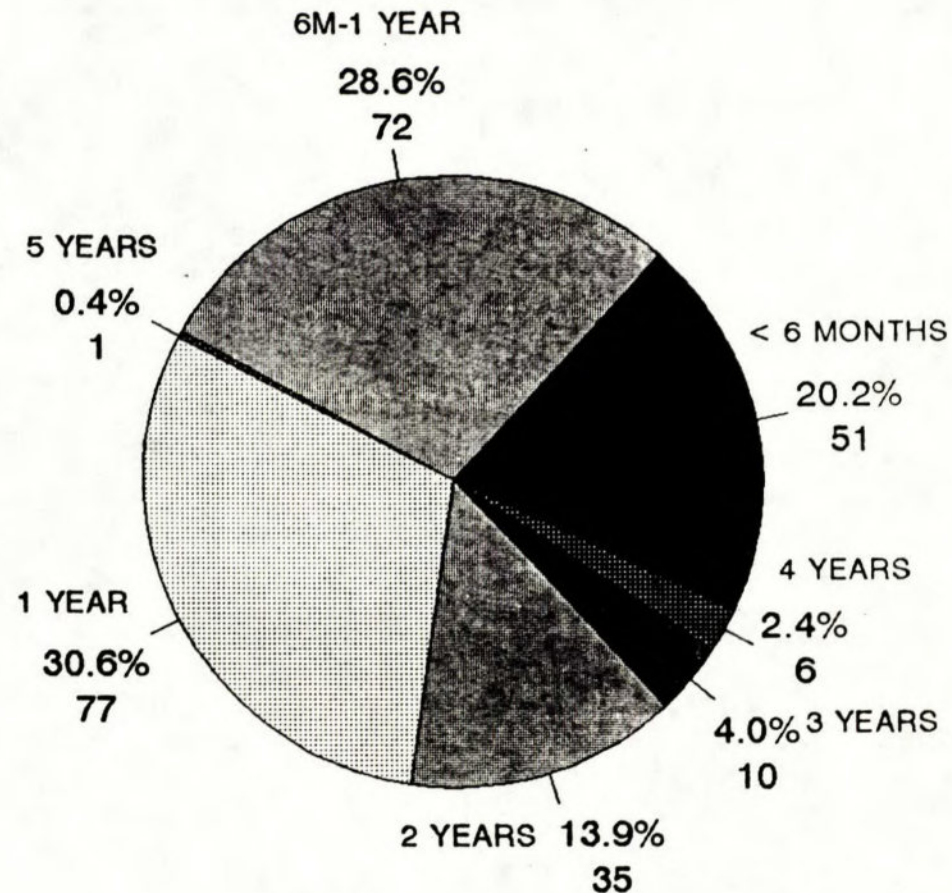
TERMS IN DOC

TOTAL TERM POPULATION = 252

BY EMPLOYMENT CATEGORY



BY TENURE



DATA SOURCE:
HQ PNB SYSTEM
REGIONAL INPUT

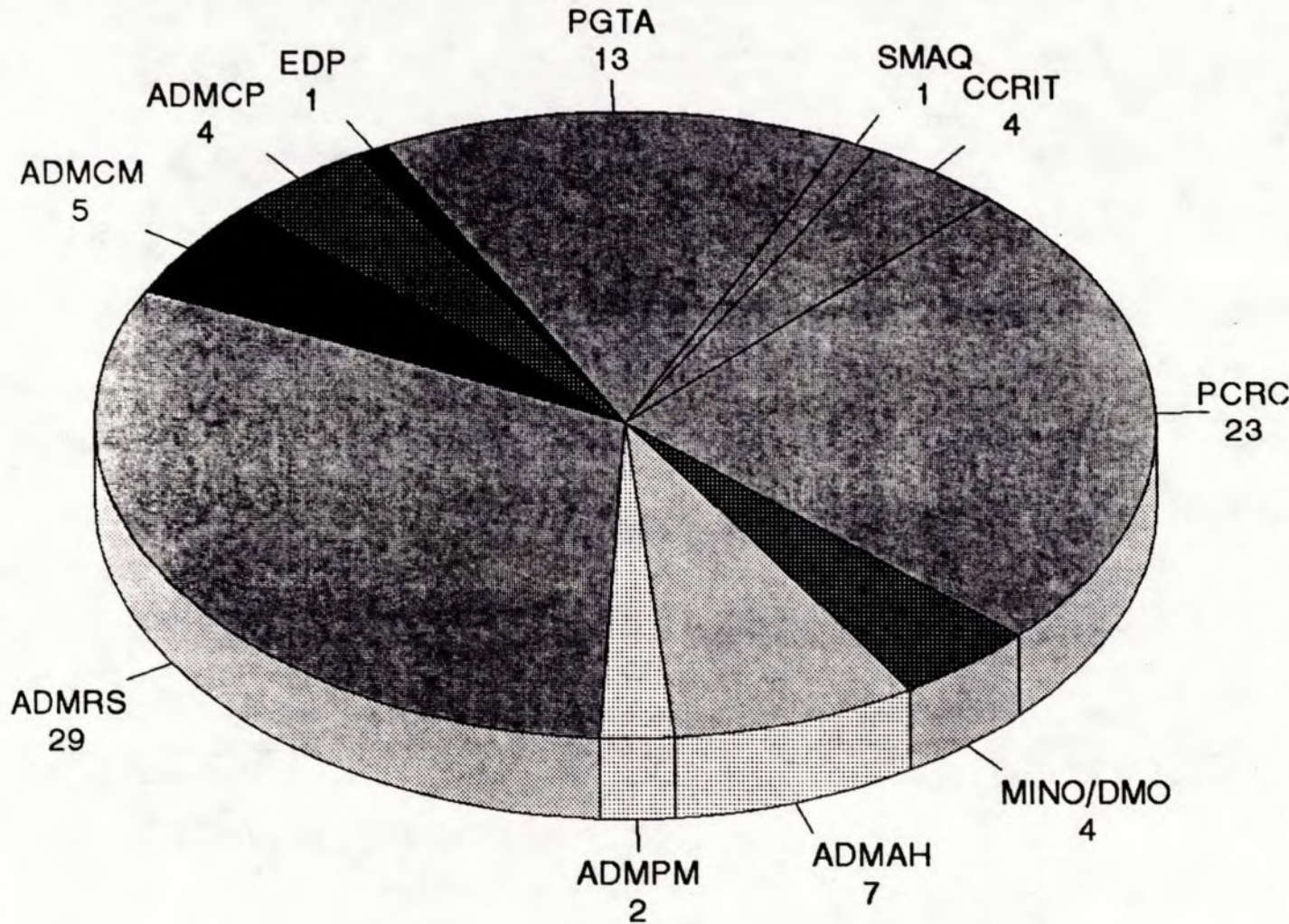
AS OF MAY 21, 1993

STUDENTS ON STRENGTH BY SECTOR/REGION

TOTAL OF STUDENTS = 93

TOTAL OF FEMALE STUDENTS = 22

TOTAL OF MALE STUDENTS = 71



SOURCE:

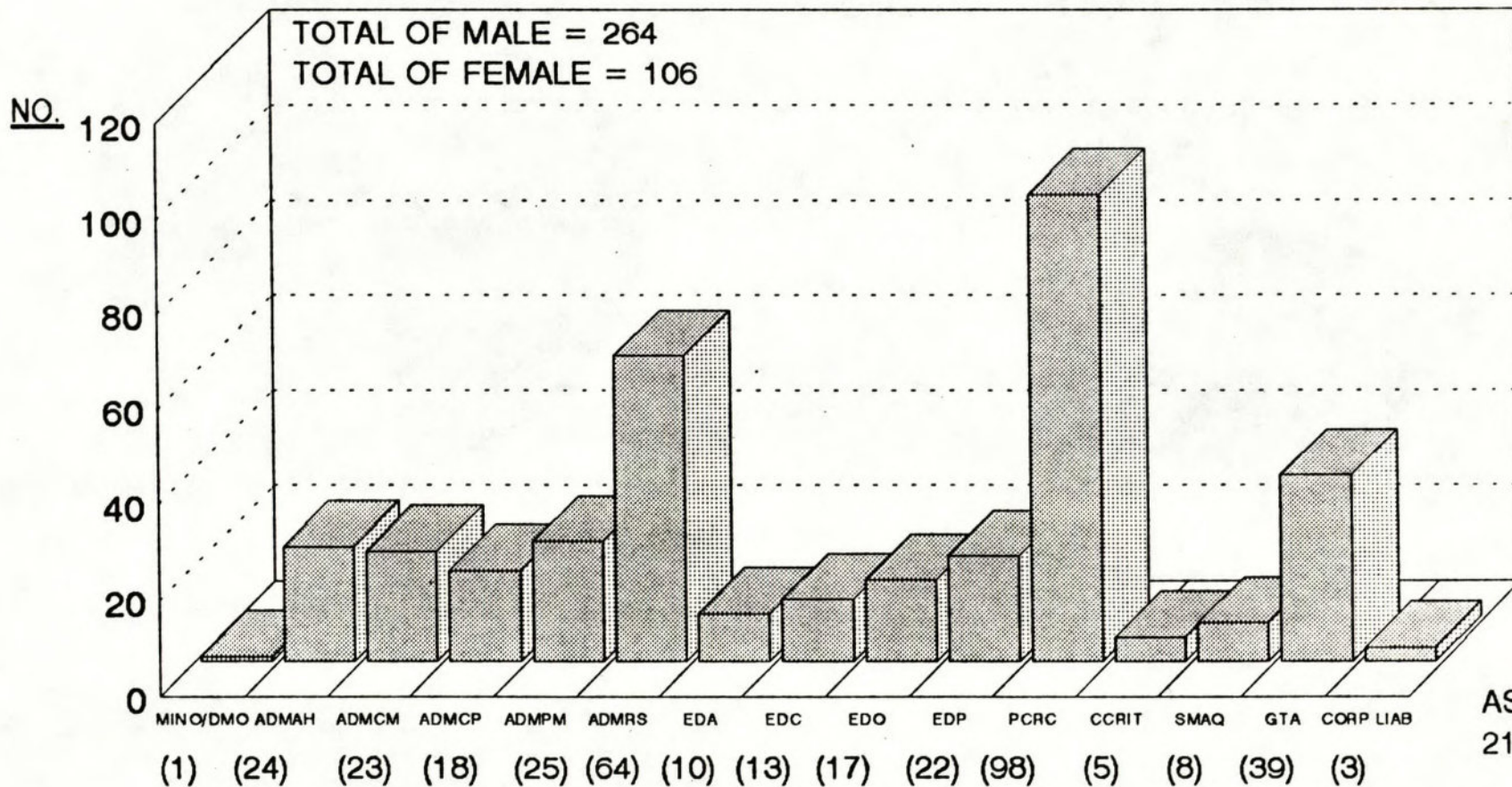
HQ STUDENT SYSTEM
REGIONAL INPUT

ON STRENGTH AS OF MAY 25, 1993

AGE DISTRIBUTION: 50 YEARS OR OLDER BY SECTOR/REGIONS

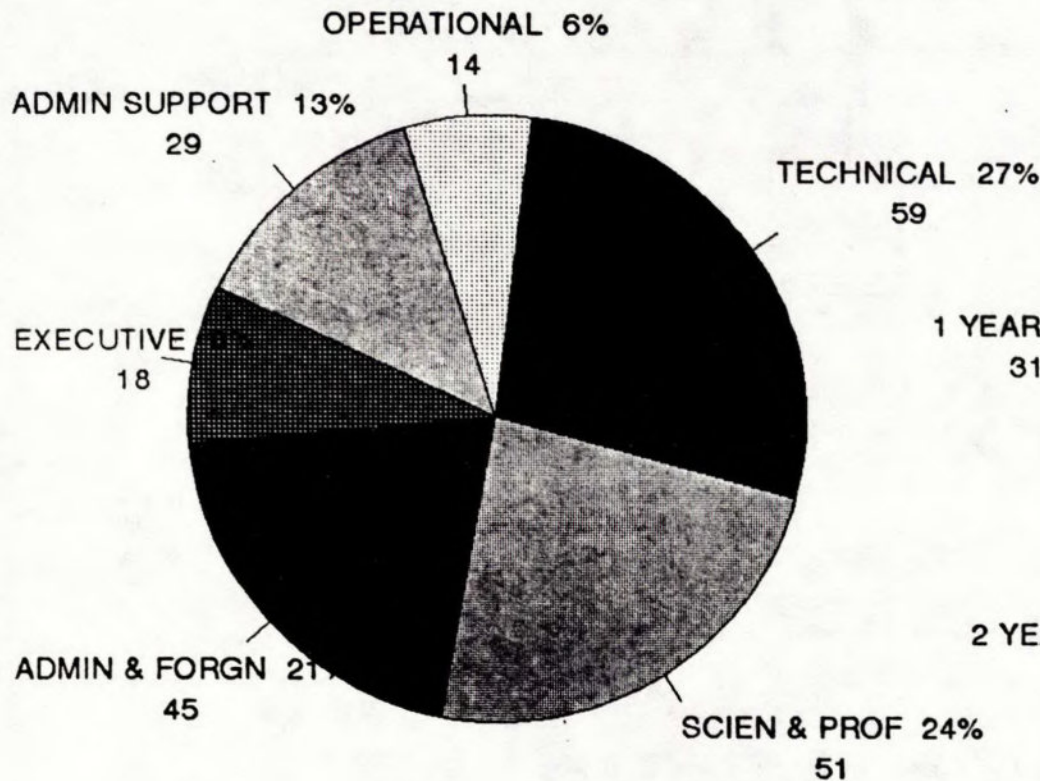
TOTAL = 370

SOURCE: HQ PNB SYSTEM
REGIONAL PAY SYSTEM

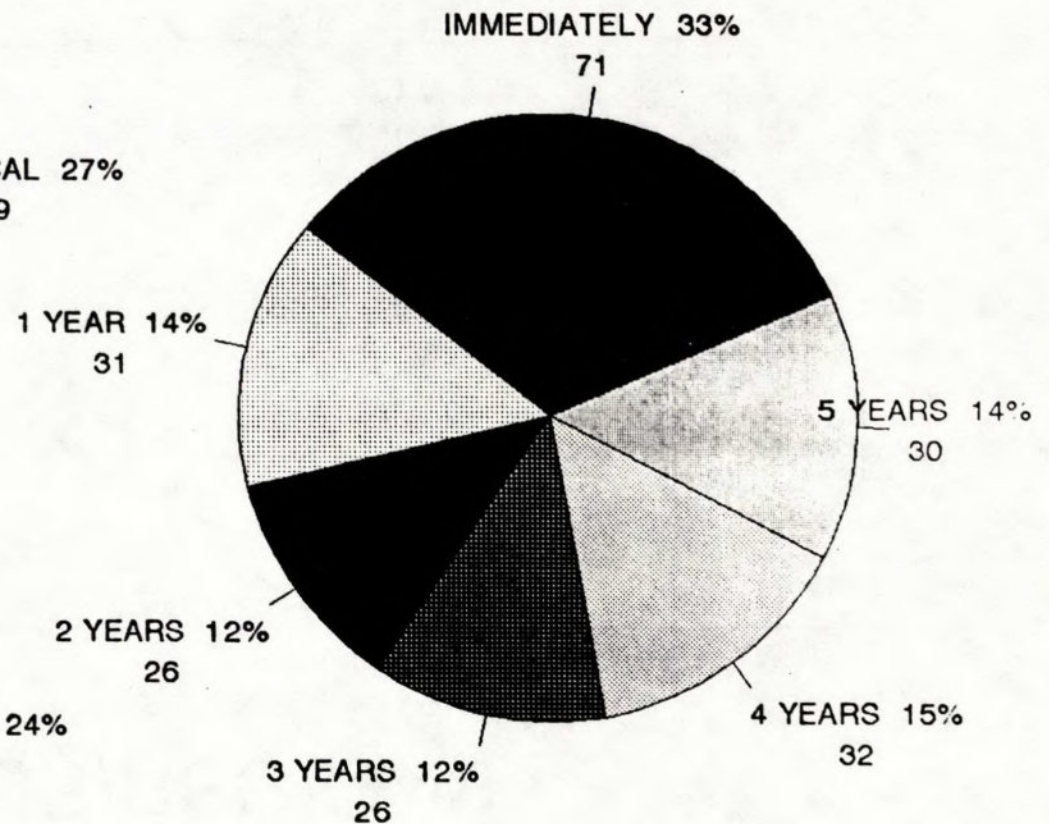


RETIREMENT PROJECTIONS WITHIN 5 YEARS

BY EMPLOYMENT CATEGORY



BY YEAR



TOTAL POPULATION WHO CAN
RETIRE WITHOUT PENALTY = 216

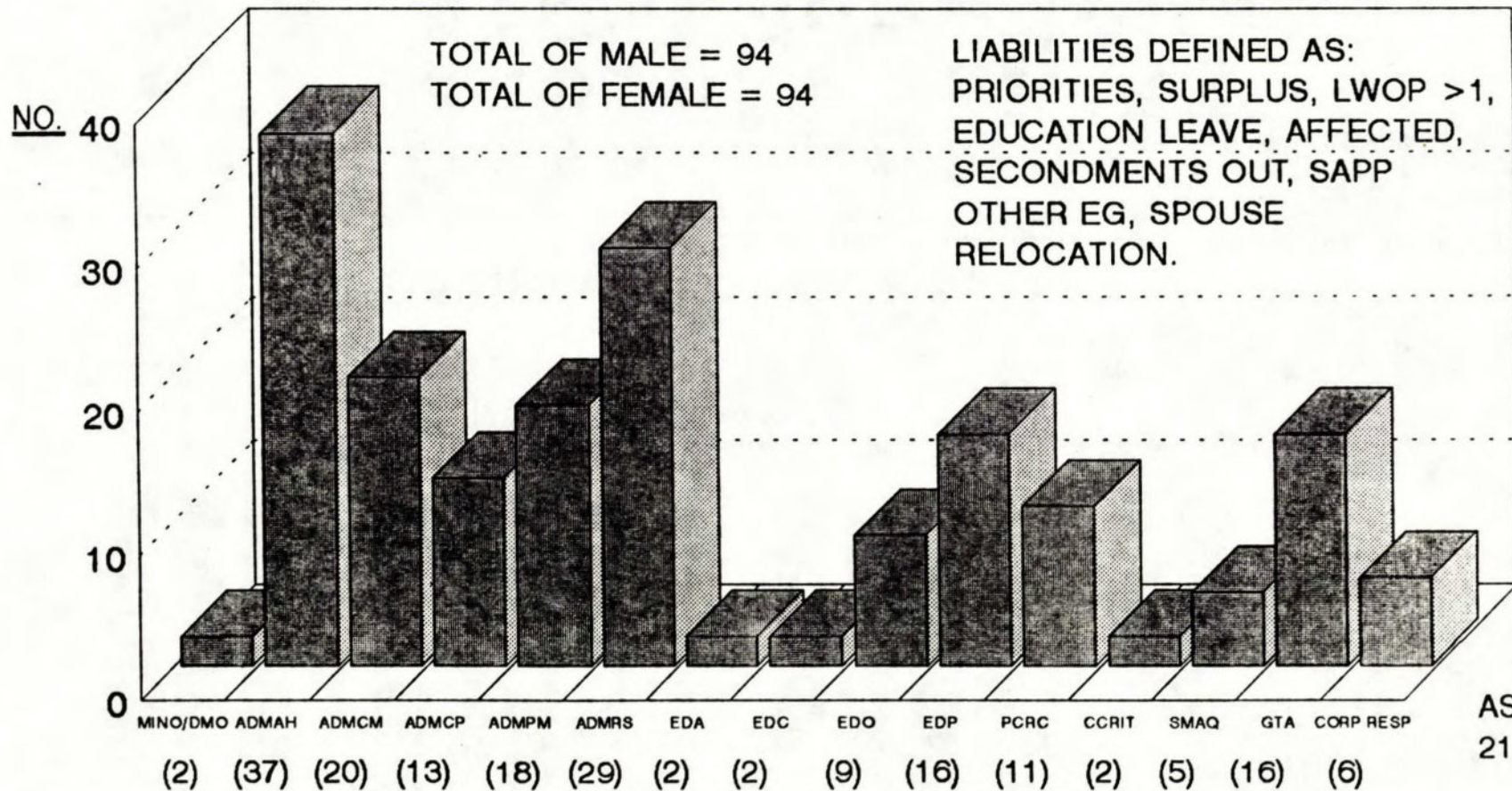
SOURCE: HQ PNB SYSTEM
REGIONAL PAY SYSTEM

AS OF MAY 25, 1993

TOTAL POTENTIAL LIABILITIES BY SECTOR/REGIONS

TOTAL POTENTIAL LIABILITIES = 188

SOURCE: VARIOUS HQ SYSTEMS
REGIONAL INPUT

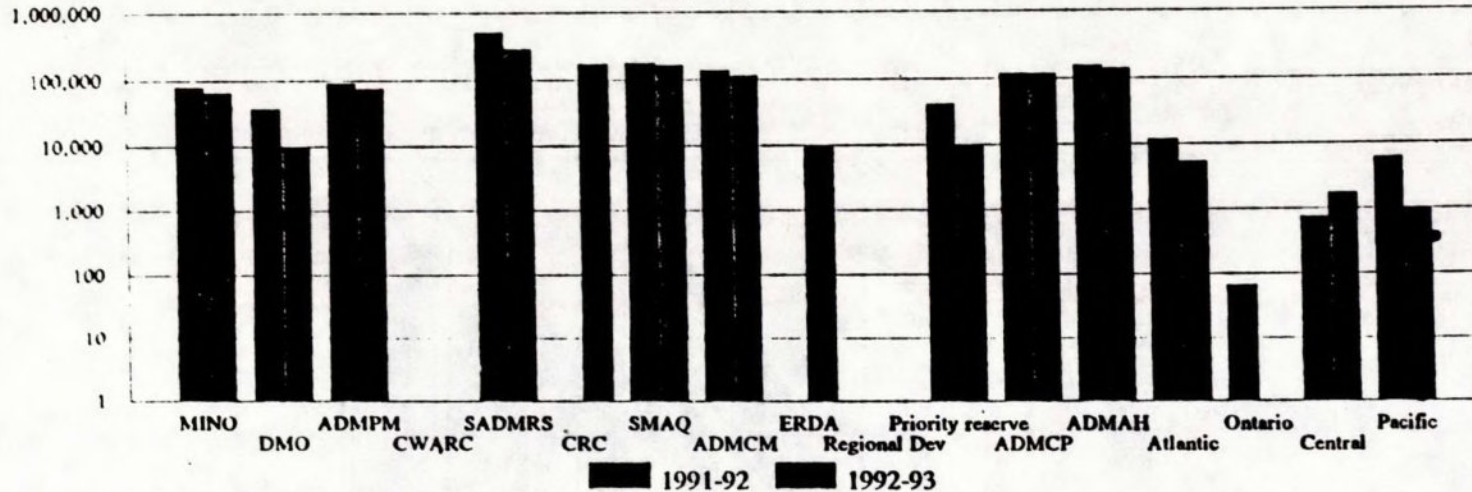


AS OF MAY
21, 1993

Communications Canada

Temporary Help Expenditures

(EXCLUDES GTA)

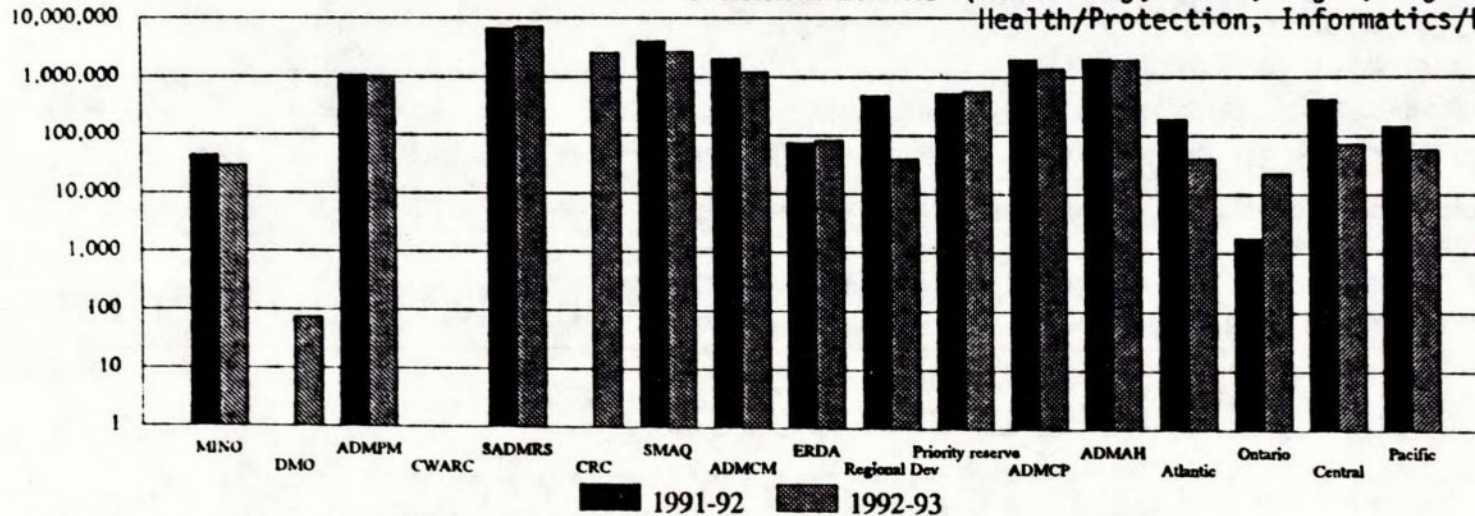


TOTAL EXPENDITURES:
1991-92 \$1.4M
1992-93 \$1.2M

CWARC Incl. with SMAQ prior to 1993-4
CRC Incl. with SADMRS & ADMCM Prior to 1992-93

Communications Canada

Professional Services (Accounting, Audit, Legal, Engineering, Technical, Scientific, Health/Protection, Informatics/EDP, Other Prof. Services)



TOTAL EXPENDITURES:
1991-92: \$19.8M
1992-93: \$19 M

CWARC Incl. with SMAQ prior to 1993-94
CRC Incl. with SADMRS & ADMCM prior to 1992-93

FINAL DRAFT

REPORT OF THE
HUMAN RESOURCES TASK FORCE
DEPARTMENT OF COMMUNICATIONS

EXECUTIVE SUMMARY

JUNE 1993

INTRODUCTION

The Human Resources Task Force has prepared a comprehensive ~ worst case scenario ~ plan which will likely not have to be implemented in its entirety but which would enable the Department to deal with reductions should they occur. The intent of the guiding principles and specific recommendations proposed is to provide the necessary tools and support mechanisms to staff to deal with change, whatever form it might take, and to facilitate learning.

Please note that Strategy Committee has endorsed the principles and recommendations of this Task Force when report was presented on June 9th.

We would like to thank all employees who have taken the time to send in suggestions and comments on the issues being examined by the Human Resources Task Force as part of the Strategic Review presently underway in the Department.

Whether you chose to use the electronic mail, the voice mail box, or contacted directly one of the Task Force members, rest assured that your comments have been appreciated and that they have been included in the report presented to Strategy Committee on June 9th. We would also like to thank all our data gathering helpers across the Department as well as those staff who contributed much effort and their time to lend support to the Task Force.

Copies of the full report have been made available in each library of the department and in the office of all Regional Executive Directors.

Members of the Human Resources Task Force

<i>Chairperson: Bergeron Wendy</i>	<i>ADMCM/DGHR/HQ</i>	<i>1-613-990-4132</i>
<i>Secretary: Gallo Francine</i>	<i>DGHR/DPR/HQ</i>	<i>1-613-990-4553</i>
<i>Aucoin Eugène</i>	<i>EDA/Moncton</i>	<i>1-506-851-6550</i>
<i>Benoit Denis</i>	<i>ADMRS/DGRR/DAA/HQ</i>	<i>1-613-998-3549</i>
<i>Borbey Pat</i>	<i>ADMCM/DGFM/HQ</i>	<i>1-613-993-0437</i>
<i>Brunet Yves</i>	<i>ADMCM/DMC/HQ</i>	<i>1-613-993-9988</i>
<i>Charlebois Ninon</i>	<i>ADMPPM/DGIS</i>	<i>1-613-990-4826</i>
<i>Crossman Jeffrey</i>	<i>ADMCP/DGCI/DPS/HQ</i>	<i>1-613-991-6686</i>
<i>Csatori Dawna</i>	<i>EDC/Winnipeg</i>	<i>1-204-983-2801</i>
<i>Cunningham-Rushton Lorna</i>	<i>ADMCM/DGHR/DIRH/HQ</i>	<i>1-613-991-0698</i>
<i>Curran Carla</i>	<i>ADMPPM/DGSP/DPG/HQ</i>	<i>1-613-990-4280</i>
<i>Davis Parke</i>	<i>ADMCP/DGTP/DSIS/HQ</i>	<i>1-613-998-4298</i>
<i>Deschenes Suzanne</i>	<i>ADMCM/DGHR/DPR/HQ</i>	<i>1-613-990-8630</i>
<i>Dumas Patricia</i>	<i>ADMPPM/DGIS/HQ</i>	<i>1-613-990-4854</i>
<i>Evans Brian</i>	<i>ADMPPM/DGCR/HQ</i>	<i>1-613-998-8521</i>
<i>Fedoruk Bob</i>	<i>EDP/Vancouver</i>	<i>1-604-666-7688</i>
<i>Fini Paola</i>	<i>SMAQ/Montreal</i>	<i>1-514-283-4554</i>
<i>Gagné Pierre</i>	<i>ADMPPM/DGIR/HQ</i>	<i>1-613-990-4240</i>
<i>Gruchy Chuck</i>	<i>ADMAH/CCI/Innes Rd</i>	<i>1-613-998-3721</i>
<i>Henrie Pierrette</i>	<i>ADMCM/DGHR/DPR/HQ</i>	<i>1-613-990-4538</i>
<i>Laforet Glen</i>	<i>CRC/DCO/Ottawa</i>	<i>1-613-998-4176</i>
<i>Larochelle Johane</i>	<i>ADMAH/DGHB/DHPR</i>	<i>1-613-991-0020</i>
<i>Minns Sherril</i>	<i>CRC/DCO/Ottawa</i>	<i>1-613-998-6272</i>
<i>Motzney Barbara</i>	<i>ADMPPM/DGIR/DPT/HQ</i>	<i>1-613-990-4236</i>
<i>Mulcaster David</i>	<i>ADMRS/DGCP/HQ</i>	<i>1-613-990-4295</i>
<i>Plante Hélène</i>	<i>ADMCP/DMT/HQ</i>	<i>1-613-998-4075</i>
<i>Rainboth Dan</i>	<i>ADMCM/DGHR/DIRH/HQ</i>	<i>1-613-990-5497</i>
<i>Rallis Gina</i>	<i>ADMCM/DGHR/HQ</i>	<i>1-613-990-4523</i>
<i>Rankin Carolyn</i>	<i>EDO/Toronto</i>	<i>1-416-973-6135</i>
<i>St-Jean Lucie</i>	<i>ADMAH/DSMD/DPO/HQ</i>	<i>1-613-990-4551</i>

Human Resources Task Force
Executive Summary -- Report to Strategy Committee June 9, 1993

A. BACKGROUND

The Human Resources Task Force was established to ensure that the Department has the mechanisms in place to successfully manage the human resources implications of the strategic review exercise and to ensure a transparent and participatory approach to the exercise. Terms of reference for the Task Force were developed covering a number of issues. The membership of the task force consists of 30 members from all sectors and regions, representing a broad range of interests.

B. STRUCTURE OF TASK FORCE WORKING GROUPS

The work of the task force was undertaken by grouping related issues and forming five working groups as follows:

WG 1 -- Data/Information requirements, identifying skill shortages, balancing our need for new blood

WG 2 -- Downsizing programs elsewhere, innovative and non-traditional ways to help with workforce adjustment, personnel legislative frameworks, changing federal-wide policies

WG 3 -- Career development/ training and retraining programs, keeping workforce motivated

WG 4 -- Process to place affected employees, strategy to pursue with PSC, appropriateness of current Workforce Adjustment (WFA) policies and procedures

WG 5 -- Communication with employees and bargaining agents

Each working group has prepared a detailed report providing the rationale for the various principles and recommendations outlined in this executive summary report.

C. PRINCIPLES

The recommendations were developed by putting DOC's operating principles at the forefront of the review process, recognizing that our people are our most important resource. These operating principles are:

- *service as our highest goal*
- *caring about individuals*
- *recognition of achievements*
- *good management*
- *effective communications*
- *teamwork and shared values*

Guided by these operating principles, the Task Force has identified the following principles as underpinnings of its recommendations on successfully managing the human resources implications of the strategic review exercise.

1. *Decisions on cuts must be guided by a VISION for the Department as a whole which provides the path for achieving our Mission (i.e. where do we want to be 5 years from now and what are the key thrusts that will get us there). This vision will need to be communicated to all employees before the cuts are announced.*

The power of vision is to give the members of an organization both context and a shared purpose. Knowing the context helps people to determine expectations; a shared purpose helps them determine how to use their resources -- all their resources.

Vision at the Federal Service Level

The Vision for the PS: "Client-oriented service" provided by people who are valued as the most important asset in the Public Service.

This vision implies:

- *that we refocus our energies on our mission;*
- *that we give greater emphasis to responsiveness and innovation while maintaining the values of economy, efficiency, effectiveness, integrity, non-partisanship, probity and equity;*
- *that we apply management principles more consistently and more transparently: focusing on results, valuing people, relying more on personal integrity and accountability, and encouraging service-related innovation; and*

- that management leadership and accountability is revitalized.

We want to make sure that DOC's workforce is empowered to deliver high quality services to Canadians. We want to make sure that our managers are able to motivate and coach their employees to focus on creating these enabling conditions, and that they have the skills to identify and eliminate the barriers to their employees carrying out the Department's mandate.

We must be able to strategize so that we support both the Public Service vision and DOC's vision. We need to do this in an atmosphere of fiscal restraint that is unparalleled in recent history, and in the face of Canadians' obvious discontent with public service in general. Our human resources strategies for the future must be seen to deliver in all these areas of concern.

2. ***Eliminate FUNCTIONS rather than across the board budget cuts. Where functions are not eliminated but the workforce is reduced, the normal workforce adjustment provisions would apply, including reverse order of merit.***

The approach of eliminating functions, supported by a vision, provides employees with reassurance that they are affected not because of who they are but because of a change in the way DOC does business with respect to the activity that they are performing. Performance difficulties must be addressed in the appropriate manner. Given our commitment to retraining and redeployment of affected employees, it is critically important that surplus employees not be seen as the poor performing employees.

3. ***WORK PRIORITIES should be reestablished before the downsizing occurs.***

We cannot expect those who remain to do all the work done by the previous workforce. A transition period will be needed to take us from where we are now to where we want to go.

4. ***We must identify and protect our Department's CORE COMPETENCIES. Once determined, SERVICE AS OUR HIGHEST GOAL must remain a key operating principle.***

We must not lose sight that we're still in business and that core competencies to achieve our vision must be maintained. We cannot afford to lose those people whose skills are needed to achieve the vision of the Department and of the public service as a whole.

5. ***DOC will "TAKE CARE OF OUR OWN" indeterminate employees.***

This statement entails that DOC indeterminate employees whose positions become surplus will be provided with support mechanisms to facilitate their retraining and redeployment and will be provided with a reasonable offer of employment, whenever possible within DOC. It also means that contracts, temporary help, casuals and term employees will be ended, where this would facilitate the placement of an indeterminate employee who has the needed skills or aptitudes for those

functions.

This principle must be reiterated at every opportunity. Its adoption impacts on the time and effort that will be devoted by managers across the Department on managing the downsizing program and on valuing the retraining and redeployment of surplus employees to other positions within the Department.

6. Managers are ACCOUNTABLE for recognizing and planning the financial implications of downsizing

Managers must plan and assume costs related to downsizing within their organization. Downsizing with due care and sensitivity to employees is not cheap!

7. Managers have CORPORATE RESPONSIBILITY for retraining and placing surplus employees in vacant positions in their organization

Managers must be valued for taking this responsibility which will impact on their ability to deliver on program responsibilities. They will be expected to act as mentors, to attend mandatory training related to the workforce adjustment program and people management skills; to staff vacancies via the Priority Placement Program and to invest time in retraining staff.

8. SURPLUS EMPLOYEES SHARE in the placement responsibility

This means that surplus employees must be prepared for retraining. Every effort will be made to integrate surplus employees in jobs of equivalent level and within the employees current location. However, employees may need to consider other geographic locations or lower level positions if necessary as a reasonable offer. Employees refusing a reasonable offer can be laid-off.

9. EVERYONE IN DOC IS AFFECTED by the Strategic Review exercise

The Strategic Review exercise has been a learning process for the Department as a whole. Rebuilding will be a critically important function to keeping all of our employees motivated; this means also paying attention to the needs of the rebuilders while managing career expectations.

10. OPEN, HONEST AND TIMELY COMMUNICATION of decisions with employees and other stakeholders

Open, honest and timely communication during the decision-making process and afterwards, in announcing decisions will enable the Department to live up to its "effective communications" operating principle. The manner in which we communicate decisions arising from the Strategic Review process as well as how managers then interpret these and communicate them to their staff are important considerations.

D. RECOMMENDATIONS TO ACTUALIZE THESE PRINCIPLES

The following recommendations relate to the various issues examined by the working groups.

In order to identify and deal with skill shortages and balance our need for new blood with that of retraining existing staff it is recommended that we:

- 1. Develop a Vision-driven, long-term Resource Management Framework for DOC which balances our use of people, information, technology and dollars taking into account clients and partners needs.*
- 2. Expand on the success of the Strategic Review through a horizontal/partnership approach to integrated planning by involving managers at all levels in the process.*
- 3. Elaborate a long-term Human Resources Strategy as an element of the Resource Management Framework which will identify future skill shortages and training required to ensure that DOC has the necessary skilled workforce to carry out its mandate and respond to future changes.*
- 4. Give priority attention and provide re-training opportunities to displaced DOC employees to meet critical skill shortage areas. Where it is not possible to retrain surplus employees to meet these needs, the Department should facilitate specific external recruitment to ensure organizational renewal and as a means of reflecting the Canadian demographic reality. It is thus recommended that we continue to recruit students and Management Trainees as well as employees who are employment equity target group members i.e. women in non-traditional occupations, persons with disabilities, aboriginal people and visible minorities.*
- 5. Sustain commitment to resource management skills training, building on the initiatives announced as part of the response to the all-employee survey. DOC employees must be able to adjust quickly to change and must be able to learn quickly so as to ensure service excellence. Sustained training in resource management is also critical to ensure that scarce and costly resources (financial, human and information) are allocated effectively. It is the department's responsibility therefore, to ensure that the necessary tools and training programs are available to all employees to facilitate learning.*

The following recommendations will ensure that employees remain motivated, confident and have skills adapted to the core functions of the Department and will facilitate the placement of affected employees. These recommendations have given rise to a SERVICE-DRIVEN MODEL and an associated PROPOSED WORKFORCE ADJUSTMENT FLOWCHART which are attached as Annex A .

- 6. A Transition Team should be created consisting of both full time and part time members. The full-time operational arm is the Project Management Group, which would report to the Senior ADM. The Team will prepare the Department for the human resource management changes that will occur as a result of the review, and will manage the training activities necessary so that managers and employees can form effective partnerships and match*

affected people to changing needs of work units.

7. *To effectively support the Transition Team, it is important that the Training and Development Section enhance its strategic and analytical capability, while acting as informed, consumer-friendly resources to senior managers, managers and employees.*
8. *The training and development data bank should be decentralized as soon as possible to help the Department to move strategically in its training initiatives, whether these initiatives are corporate or individual.*
9. *Commitment from senior leaders who walk-the-talk is the key to motivating employees at all levels i.e. sponsoring employee committees; ongoing and continuous discussion and exploration of the vision and reward and recognition linked to success in people management.*
10. *Department-wide re-education about realistic career expectations is needed. This would help shift attitudes from an expectation of a vertical career to one where horizontal movement and learning are valued.*
11. *Managers and employees are encouraged to explore mutually beneficial alternate work arrangements as a means of meeting employee needs and enhancing their satisfaction (e.g. part-time, job-sharing, telework, LWOP)*
12. *The DM and the ADMs need to send a strong message of support on the issue of Workforce Adjustment, indicating their intention to implement an Action Plan that will involve various types of support mechanisms to ensure that "DOC takes care of our own".*
13. *The Department should set up a Priority Placement Program, the inventory of which would be made up exclusively of surplus employees. During the workforce adjustment period, managers would be expected to fill any vacancies through this program except in cases of highly specialised positions for which no surplus employee is qualified or for specific external recruitment such as students, management trainees or employment equity target group members.*
14. *The Department should also set up a Mentor Program designed to give surplus employees an opportunity to receive advice and support from and to be marketed by a director or director general in the department of the employee's own choosing. This program would reinforce the role of management in the redeployment of surplus employees.*
15. *The current agreement that the Department has with the Public Service Commission which allows DOC vulnerable/surplus employees to be appointed to positions without consideration of priorities from other departments should hold true for this exercise. Arrangements with the PSC for placing priority employees with other departments especially in the regions if required should be explored.*

16. *Managers must carefully prepare the necessary justification (i.e. reasons for elimination of functions; documentation for reverse order of merit decisions) so that there is no need for back tracking or changing decisions after the fact.*
17. *Affected employees should be declared surplus as soon as their function is identified for elimination to provide them with maximum flexibility for retraining and redeployment. In cases where they are to be appointed to another position immediately, consideration could be given to declaring them vulnerable.*
18. *The No-Lay off policy with a one year surplus period with the possibility of extension until a reasonable offer has been made should be continued. Clarification of the policy is, however, needed to ensure that employees realize that eventual lay-off is still a possibility when a reasonable offer has been refused and/or if the employee is not mobile and the one year surplus period has expired.*
19. *The definition of a "reasonable offer" for DOC should be the same as the one formulated by Treasury Board which defines it as: "an offer of indeterminate employment within the public service, normally at an equivalent level but not precluding higher or lower levels, and is guaranteed to an employee affected by normal work force adjustment who is both trainable and mobile. Where practicable, a reasonable job offer shall be within the employee's headquarters area as defined in the Travel Policy."*
20. *As is currently the case, ADMCM should be responsible for signing any lay-off letters and for deciding if a reasonable offer has been made, taking into account the recommendations of those involved.*
21. *Managers (DGs) should be prepared to cover costs for retraining and related assignments, and should take them into account in the cost-cutting exercise. It is recommended that relocation and out-of-town interviews be paid via a corporate fund. As well, DGHR should offer adaptation and classroom training on workforce adjustment for managers and surplus employees.*
22. *Managers should be responsible for counselling their surplus employees regularly on how to find jobs and should assist in any way possible to ensure employees are redeployed. Managers are encouraged to develop networks in other Departments or other organizations with complementary mandates where DOC employees skills sets might be marketable, if it appears that it will be difficult to redeploy the employee within the Department.*
23. *All DGs and Directors need to be fully cognizant about workforce adjustment provisions, should seek the necessary skills to be effective mentors and coaches to assist surplus employees (i.e. should attend info sessions/training). A clear message from the DM to managers indicating his expectations in this regard would be most effective. As well, both home and host managers involved in successful redeployment of surplus employees should receive official recognition.*

Recommendations regarding the funding implications follow in Section E of this report. Recommendations regarding legislative changes that the Department should pursue have not yet been developed.

E. FUNDING FRAMEWORK

A funding framework for managing the human resources implications of the review exercise has been developed.

These costs relate to:

*Administering the downsizing exercise - Project Management Group
Cash-outs
Surplus employees salaries
Incentives to managers
Training
Database systems/informatics
Communications costs
Counselling Services
Miscellaneous costs (e.g. travel/relocation)*

Over the course of the next five years, the Department must downsize by 10% of its Operating Budgets. The current strategic review is illustrative of the Department's commitment to the government's downsizing initiatives while emphasizing the requirement to make the reductions strategically, preserving our ability to meet our priorities and ensure a continuing level of service to the public. To successfully achieve our downsizing objectives it will be necessary to make an initial investment.

We have suggested in several instances that managers be held responsible for certain costs but have proposed options which ensure that managers are able to afford these costs. We have recommended that some activities be funded corporately. Where costs were known, they have been identified. However, the task force has noted in many instances that it is too premature to identify costs without having knowledge of the positions to be affected by this exercise and a profile of potential job vacancies within the Department.

Several options have been suggested, including the reprofiling of the budgetary reductions.

It is recommended that:

- 24. The Department should only offer cash-outs to those employees that are directly affected by the downsizing exercise. A cash-out should not be authorized for employees whose positions are not affected by downsizing unless the position can be filled by an individual in*

surplus status.

25. *The Department should hold preliminary discussions with TBS and the Department of Finance to determine the feasibility of the options*
26. *The Transition Team, in consultation with DGFM, should establish a costing schedule for all initiatives noted above and should develop a plan, taking into account program sensitivity, which:*
 - *indicates the investment cashflow required to effectively manage the downsizing exercise*
 - *provides a cashflow of when and how the budget reductions will be realized*
 - *illustrates how the options could be implemented*

F. COMMUNICATION WITH EMPLOYEES AND BARGAINING AGENTS

The following provides a summary of the key messages that have been integrated in the Communications Action Plan as well as an indication of the response to the open line communication with employees. Discussions with bargaining agents have occurred via the National LMRC.

Vision

A communications strategy should be based on a Vision of the future role of DOC which provides the foundation for restructuring.

Principles

- *Communicating effectively should be based on principles of:*
- *Simple messages repeated frequently, encompassing central themes and which are timely, accurate, honest and conveyed in plain language.*
- *Communication vehicles tailored to specific audiences.*
- *Direct involvement of managers/supervisors with employee consultation.*

Themes

- *Key themes should constitute the foundation of each communication initiative:*
- *The Department's response to the Federal deficit through the Strategic Review is based on a Vision linked to the DOC Mission and Operating Principles.*
- *The Strategic Review will prepare DOC to meet forthcoming changes in a phased and constructive manner.*
- *Communications and culture continues to be a growing and dynamic sector of the Canadian economy which is recognized as a priority by the Government and a key area for job creation.*
- *As the basis for restructuring, the Department is committed to better management of people and meeting the needs of clients for the core activities of the future.*
- *The Department will continue to take care of its own through continuation of the No Lay-Off Policy based on a maximum commitment to retraining and redeployment of surplus staff*
- *The No Lay-Off Policy does not represent the status quo. Change is the reality of the future, which will affect everyone and it can be a positive experience if it is approached in the right frame of mind.*

Communications Plan

- *The aim is to ensure that all employees are kept informed - in an ongoing, transparent and participatory fashion - of all changes occurring within the Department.*
- *A three-phased approach is proposed:*
Phase I - May to July covering completion of Strategic Review process

- Phase II* - *implementing Strategic Review decisions within context of new PM and Minister in period from July to election*
- Phase III* - *post-election scenario with possible major restructuring of Government and new Vision/role for DOC.*

- *The focus is on Phase I with an emphasis on strengthening employee involvement.*
- *The Task Force has set up an Employee Open Line on HR Issues via E-mail and voice mail: May 6 to 21.*
- *Other options proposed for Phase I:*
 - *all DGs to relay employee input to Steering Group*
 - *all DGs/Directors to meet their employees before mid-June to discuss Strategic Review; members of Steering Group plus Task Force chairs to be available as resource persons.*
 - *DM to meet all EXs at session in early June to prepare ground for all-employee meeting to follow and discuss role of managers.*
 - *DM to have meeting in mid-June with all employees in NCR with link to Regions and District Offices to discuss Strategic Review, provide reassurances about job security and answer questions*
 - *summaries or highlights of all Task Force reports to be made available to DOC employees in both official languages and full reports to be available in language(s) of origin; summaries and reports to have qualifiers on cover*
 - *DM committed to maintaining ongoing dialogue with employees via Banyan LAN and SEN.*

Employee Open Line

- *E-mail notification was supplemented by word of mouth, bulletin boards at all NCR work sites plus the electronic bulletin in the lobby.*
- *Employee concerns to May 21 totalled 23 responses from HQ and Regions including:*
 - *reluctance to comment and fear about jobs (particularly terms)*
 - *feel uninformed about Strategic Review and demoralized by rumours about downsizing*
 - *staff must be informed IMMEDIATELY of decisions in frank and honest manner*
 - *lay-offs should be based on work performance and seniority; eliminate positions for "parking" non-performers*
 - *retrain and recycle DOC employees before bringing in outsiders*
 - *important to bring in new blood and young people, maintain EE*
 - *greater consideration to special assignments, secondments, part-time employment and unpaid leave as alternatives to lay-offs*
 - *Department should make commitment to place every potential lay-off through retraining and relocation*
 - *no need to lay-off indeterminate employees with normal attrition, early retirement, getting rid of consultants, contract employees, co-op students and temp help*
 - *employees and bargaining agents should be represented on task forces,*

- including Regional participation*
- *counselling for surplus employees should be done at Sector level and managers should have more accountable role for affected employees*
 - *inter-regional differences re cash-out payments for WFA are compromising fairness*
 - *managers must be trained for WFA and motivating employees*
 - *face to face group discussions are best for soliciting employee ideas and reflecting honest feedback*
 - *need database to match skills of vulnerable employees with employment opportunities*
 - *Department should engage competent consulting firm for independent review to recommend how resources could best be used to serve external clients*
 - *to empower employees, job of supervisor in District Offices should be eliminated*
 - *growing evidence of panic among some managers as well as increasingly agitated employees*
 - *Federal policies which should be changed: contracting out, legislating 0% wage and benefit increases, excessive expenses for employees on long-term assignments, need for whistle-blowing legislation*
 - *thank you for opportunity to comment.*

G. CONSEQUENCES OF TASK FORCE RECOMMENDATIONS

Adopting the Task Force Recommendations will result in the following:

- ☺ *the Department lives up to its operating principles -- walk the talk*
- ☺ *a vision is guiding the orientation and activities of the Department; employees understand how they fit into this vision*
- ☺ *employees are relieved that the Department is taking care of them*
- ☺ *there is a general reordering of priorities; managers are valued for the time spent in dealing with human resources; there are no unreasonable expectations that everything continues to get done as before*
- ☺ *increased delegation and accountability to managers for effective management of their human resources; managers feel that they know how to do it*
- ☺ *empowerment of employees at all levels of the organization*
- ☺ *everyone shares in organizational learning by doing -- modelling the on the job process; building on what we learned via the Strategic Review exercise; teamwork is valued*
- ☺ *resources are adapted to meet the challenges of the DOC vision and that of the Public Service*
- ☺ *flexible working arrangements are encouraged that meet both employee and managers needs (e.g. telework, job sharing, part-time)*
- ☺ *although the downsizing exercise is not the vehicle to solve performance problems it will improve performance in the long run via emphasis on retraining*

ADJUSTING THE WORKFORCE, POST-REVIEW
A SERVICE-DRIVEN MODEL

THE FOLLOWING FRAMEWORK HAS BEEN RECOMMENDED AS A MEANS TO ACTUALIZING BOTH THE PRINCIPLES AND RECOMMENDATIONS. THIS FRAMEWORK HAS IMBEDDED IN IT THE KEY RECOMMENDATIONS OF THE VARIOUS WORKING GROUPS OF THE HUMAN RESOURCES TASK FORCE. For a graphic presentation of the model and associated flowchart, please refer to the Human Resources Task Force Report.

Result to be achieved: help managers and employees to adjust to new expectations and circumstances, post-review, while respecting the principles DOC has adopted, in particular, the principles of employee empowerment and managerial accountability.

The Players, their roles and responsibilities:

The Department has made a commitment to accommodate, through the Priority Placement Program (PPP), all indeterminate DOC employees once their job has been identified as surplus. This accommodation may mean that some employees are re-assigned to jobs which are different from their present job; it may mean that managers who are staffing positions integrate employees whose skills do not presently match the job requirements.

The indeterminate employee whose job has been lost or changed, and that person's manager share the prime responsibility for placement of the surplus employee. (see Task Force Working Group 4 Report for elaboration)

The mentor, a DG or Director of the employee's choice, will be a "champion" providing assistance to individuals to support them in finding employment. This does not take away from the informal support networks that the employee may want to use.

Regional/sector personnel officers and the Employee Assistance Program provide the most immediate source of assistance to the employee and the manager. In the case of Executives, the Executive Services Unit in DGHR will provide this service. Co-ordinators and personnel officers may call on the services of resource specialists such as counsellors, pay and benefits staff and training staff, etc. to help them provide a service to the employee and the manager; the Regional/sector personnel officers are responsible for maintaining the data necessary (employee profiles and CVs, information on available positions) as a basis for matching employees to positions.

The Transition Team has corporate responsibilities for coordinating, implementing and monitoring the process by which the Department uses its resources to assist the employee and the manager in placing and training the surplus employee. This team, through its make-up, is a model of

participative decision-making. The Manager (a line manager) of the Transition Team is the leader of the full time project management group and reports on the Department's progress to the Senior Assistant Deputy Minister. Weekly reports would be tabled at Strategy.

ADJUSTING THE WORKFORCE, POST-REVIEW
A SERVICE-DRIVEN MODEL

THE FOLLOWING FRAMEWORK AND ASSOCIATED FLOWCHART HAVE BEEN RECOMMENDED AS A MEANS TO ACTUALIZING BOTH THE PRINCIPLES AND RECOMMENDATIONS. THIS FRAMEWORK HAS IMBEDDED IN IT THE KEY RECOMMENDATIONS OF THE VARIOUS WORKING GROUPS OF THE HUMAN RESOURCES TASK FORCE.

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¹See the Task Force Report on Work Force Adaptation for elaboration of these roles.



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Further Notes on the Transition Team:

These people will work in a transdisciplinary setting and should have complementary skills and knowledge, have proven networking skills and have potential to accept and incorporate change, to see the corporate picture and be able to translate it to regional/sector reality, to assess and manage risk. The team will have a full-time working component and will, as a whole, have responsibility for planning, policy making and interpretation, monitoring and evaluating against success indicators, and acting as the penultimate arbitrators when the process breaks down.

The Team will be made up of the departmental Workforce Adjustment Coordinator, the departmental Training Coordinator and interested individuals from a diagonal cross section of the Department. They should be screened against the profile described above

The full-time element of the Team is the actual Project Management Group (led by the full-time Manager of the Transition Team): a centralized, mobile, but not necessarily Ottawa-based team which might include departmental staff presently surplus, vulnerable to surplus, and as the review decisions are carried out, actually surplus. Members of the Project Management Group should also have potential to plan, manage and evaluate projects.

The Project Management Group would be responsible:

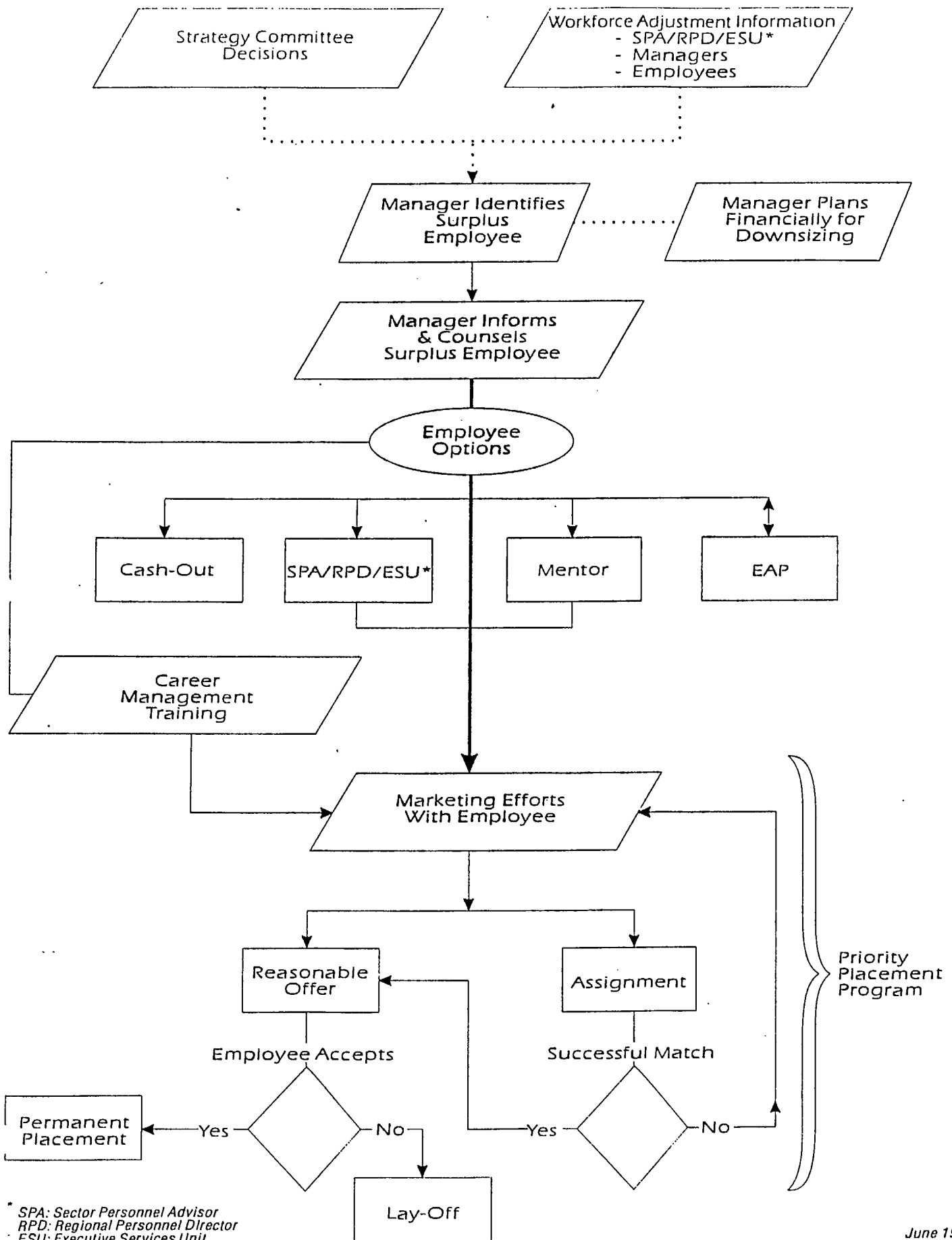
- to prepare the Department for post-review transition, by setting the scene...info seminars, marketing of tools available to manage change, strategic approach to departmental communications about change, etc.
- to prepare a costing schedule for managing an effective downsizing which would be presented for Treasury Board and Department of Finance endorsement
- to communicate and interpret the WorkForce Adjustment Policy, and the Department's approach to it
- to make available any corporate tools: data, courses, analysis, successes that will help employees and managers achieve their goal
- to identify and manage corporate initiatives in training, information and communication necessary to help employees and managers achieve their goal

- to provide current information on the progress of the Department in managing adaptation, post-review
- to analyze the job information data, and the surplusd employee information in order to determine desirable action in training, matching, influencing employees or managers, flagging problems, etc.
- to act as arbitrators if employees and/or managers encounter difficulties in carrying out the Priority Placement Program, or in negotiating appropriate training in order to enrich the PPP.
- to plan for and monitor the well-being of the rebuilders of the Department
- to analyze linkages to current and ongoing human resources activities/programs in DGHR as well as those of Sectors and Regions
- to ensure the communication of success and problems within the Department as the adjustment unfolds and to be responsible for the corporate memory concerning this process
- to participate in monitoring the process and evaluating departmental success in achieving its goal of placing all indeterminate employees within the Department, while respecting the principles which DOC has adopted

Implementation milestones: (broad guidelines within which the Transition Team Committee will define its specific tasks)

identify potential team members (HR Task Force)	now
choose the team (Strategy Committee)	within one week of agreement of Strategy Committee to HR Task Force Report
design critical path; define criteria for measuring success(Transition Team)	within two weeks of establishment of committee
begin "setting the scene", eg seminars, videos, preparatory training	asap
prepare costing schedule	asap
have tools, including available systems, identified and in place	1 July
communicate the PPP process and identify support mechanisms for managers and employees	same day as Strategy Committee communicates its decisions
continue ongoing meetings of the committee to gauge results, share successes, etc	
brief Strategy regularly; report other concerns on exception basis	one month after communication of post-review decisions +++
meet with sample employee/manager groups to see how process is working, from the client perspective, make appropriate adjustments	monthly, at least for 6 months
evaluate departmental progress against criteria	informally, on an ongoing basis and formally after 12 months
prepare annual report for DM	1 July

Proposed Workforce Adjustment Flow Chart



* SPA: Sector Personnel Advisor
 RPD: Regional Personnel Director
 ESU: Executive Services Unit

TASK FORCE ON HUMAN RESOURCES
FUNDING PROPOSAL

To successfully manage the human resource implications of the strategic review exercise, we must not lose sight of our operating principle that our employees are our most important resource. It is important that we manage the downsizing exercise with sensitivity for our employees and recognize that a wise investment of resources will help employees cope with the changes and will assure the successful attainment of our downsizing objectives. To manage downsizing in a humane and sensitive manner is a costly initiative. The human resource task force has identified a number of resource issues which this paper will address. We also include recommendations with regard to funding the various initiatives deemed essential for effective downsizing.

A. BUDGET REDUCTION PRINCIPLES

It has been recognized that the cost-saving recommendations emanating from the strategic review process are likely to provide the longer term solutions for budget reduction and downsizing and will require a certain amount of lead time for implementation.

Interim solutions for short-term budget reduction are currently being investigated by DGFm for consideration by the Strategy Committee. However, given the magnitude of the cuts in the first two years, it is impossible to identify alternatives that do not implicate salary budgets.

At the same time that we are implementing budget reductions, we must determine how to fund the costs essential to successfully managing our downsizing initiatives.

B. COSTS OF DOWNSIZING

1. ADMINISTERING THE DOWNSIZING EXERCISE

It has been recommended that a special project team be created to implement the recommendations of the human resource task force and administer the downsizing exercise. Salary and operating budgets will be required for the project team and office space may represent an additional cost if we are unable to locate offices within our current space allocations.

2. CASH-OUTS

Cashouts continue to be an attractive means of reducing the salary envelope although they have significant one-time costs.

In most circumstances, employees are entitled to six-months pay and an additional payment equivalent to fifteen weeks

salary. At the current time, Treasury Board will pay these costs if the cash-out results in a permanent reduction to the salary envelope. However, if the cash-out does not result in a permanent reduction to the salary envelope, these costs remain the responsibility of the Department.

There is also the inherent danger in making cash-outs widely available that the employees seeking cash-outs may be those that are most likely to find alternate employment - generally the employees with marketable skills that Department would not want to lose.

Therefore it is recommended that the Department only offer cash-outs to those employees that are directly affected by the downsizing exercise. A cash-out should not be authorized for employees whose positions are not affected by downsizing UNLESS THE POSITION CAN BE FILLED BY AN INDIVIDUAL IN SURPLUS STATUS.

3. SURPLUS EMPLOYEES

Surplus employees represent a potential cost to the Department due to the no-lay-off policy. Until these employees are placed in another position, the Department is liable for the salary even though those salaries dollars are a component of the budget reduction.

4. INCENTIVES TO MANAGERS

The human resource task force has recommended that any vacant position be filled through the Priority Placement Program; exceptions would be made for highly specialised positions for which no surplus employee was qualified or retrainable within a reasonable period of time. However, it is recognized that a perfect match may not be possible and that managers may have to make some accommodations. To ensure that managers buy-in to the program, it has been further recommended that incentives be offered to managers for accepting priority placements. The proposed incentives are described in Section C (3).

5. TRAINING

Training is fundamental to the successful implementation of downsizing from three perspectives:

i) The Deputy Minister has approved a mandatory training package for all managers and supervisors in the Department in response to the All Employee Survey. This training focuses

on people management skills which will also benefit the Department in that it sensitizes managers to the human implications of downsizing.

ii) Although employees share in the responsibility for marketing themselves in their quest for new employment, the Department must ensure that they have the necessary tools and training available to assist them in their endeavours.

iii) Employees may have to learn new sets of skills in order to meet the requirements of vacant positions within the Department. Employees that are willing to be retrained must be provided with the opportunity.

6. DATABASE SYSTEMS/INFORMATICS

Database systems will have to be created/adapted to assist in the matching of affected employees and vacant positions. The database would contain information regarding the skills of the affected employees and the skill requirements of the vacant positions to enable a matching of employees and positions.

7. COMMUNICATIONS

The skills of affected employees will have to be communicated to managers to assist with employee placement, although this may be accomplished through access to the database (#6 above).

8. COUNSELLING SERVICES

Existing services such as the Employee Assistance Program and the Ombudsman will require new resources in order to meet increasing demands resulting from downsizing.

9. MISCELLANEOUS COSTS

Other miscellaneous costs will be involved such as travel between regions and HQ for interviews and training and relocation costs if an employee is placed outside their current HQ area.

C. FUNDING THE COSTS

The major issue with regard to funding the costs is whether the costs should be a corporate responsibility or the responsibility of managers. The following identifies how the costs should be funded and whom should be responsible for the costs. (It is noted that in many instances it is recommended that costs be funded corporately. A proposal for funding corporate responsibilities follows this section.)

1. ADMINISTERING THE DOWNSIZING EXERCISE

It is recommended that the project team be created from employees that have been affected by the downsizing exercise. Their salaries should then follow them to the project team for the duration of the assignment. Upon termination of the project team, their salaries are contributed towards the cuts. Similarly, employees assigned to the project team should bring with them all their office furnishings and equipment. Since the employee's position is being cut, furnishings and equipment would be surplus to the employee's home organization.

The project team will also require operating budgets, particularly as they may be required to travel across Canada to ensure a regional presence. The team should identify their funding requirements for the duration of the project and **THESE COSTS SHOULD BE A CORPORATE RESPONSIBILITY.**

The project team should be housed through a reallocation of space. As employee's become surplus to the organization, so should the space they currently occupy. However, given that the vacant space may be scattered throughout the Department, it may be impossible to pull together sufficient space on a timely basis. It may be necessary to rent additional space for this function. **THIS SHOULD BE A CORPORATE RESPONSIBILITY.**

2. CASH-OUTS

Managers should identify immediately those positions which are to be affected by downsizing and should approach employees immediately to determine if they are interested in a cash-out. Since cashing-out these positions will indeed result in a permanent reduction to the salary envelope, all costs associated with the cash-outs will be borne by Treasury Board. The manager would be cut the salary of the affected employee on the effective date of the cash-out.

In the event that Treasury Board changes its policy in this regard, **THE MANAGER WILL BECOME RESPONSIBLE FOR ALL COSTS OF THE CASH-OUTS.** However, the manager's salary budget will be reduced only by that amount not required to fund the cash-out. For example: Manager X has a position which will become surplus April 1, 1994, the salary for which is \$50,000. The employee agrees to take a cash-out effective April 1, 1994. The manager receives \$40K in his/her salary budget for 1994-95 since the cash-out costs six months salary (\$25K), plus fifteen weeks salary (\$15K). In 1995-96, the manager's salary allocation is reduced by the full \$50K. In the event that a position becomes surplus at some point other than the beginning of the fiscal year, the manager would be "advanced" a portion of the salary budget relating to the following

fiscal year. For example, if the same position used in the previous example were to become surplus effective September 1, 1994, the cost to cash out the employee would remain the same - \$40K. However, the cost of the cash-out combined with the salary paid from April to September totals \$61K - \$11K more than the manager has available in his/her budget. The manager would be "advanced" the \$11K from the \$50K by which his/her budget is to be cut in the following fiscal year.

In the event that an employee unaffected by the downsizing requests a cash-out, the manager (X) will be responsible for absorbing those costs which Treasury Board will not cover. However, if Manager X replaces the cashed-out employee from the priority list, the manager of the surplus employee will transfer to Manager X an amount equivalent to the cost of the cash-out (excluding severance pay which Treasury Board covers regardless of circumstances).

3. SURPLUS EMPLOYEES/INCENTIVES TO MANAGERS

MANAGERS REMAIN RESPONSIBLE FOR SURPLUS EMPLOYEES, THEY WILL NOT BECOME CORPORATE LIABILITIES. However, managers must be given sufficient time and resources to market the affected employee. Surplus positions should be identified one-year prior to the position becoming surplus and managers should receive the salary budget for the affected position for that one-year period. However, **THE MANAGER WOULD BE EXPECTED TO USE THE SALARY DOLLARS TO FUND THE INCENTIVE TO A HOST MANAGER TO TAKE-ON THE SURPLUS EMPLOYEE, AND WHERE NECESSARY TO FUND TRAINING FOR SKILLS DEVELOPMENT NEEDED FOR THE NEW POSITION.** For example: Manager X identifies a position to become surplus April 1, 1995. The incumbent of this position, Jane Doe, currently earns \$57K per annum. Jane Doe is advised on April 1, 1994 that her position will become surplus one year hence. In 1994-95, Manager X receives Jane's salary in salary allocation. In June 1994, Manager X is able to reach agreement with Manager Y that Jane can be deployed to a position in that organization. Manager X agrees to continue paying Jane's salary for a fourth month period. Furthermore, Manager X agrees to fund a two-week supervisory training course for Jane who will be required to supervise four employees in the new position. Jane begins in her new position on July 1, 1995. Manager X continues to pay her salary until November 1, 1995. In addition, he pays \$1500 for the supervisory course. Manager X retains the balance of Jane's salary for that fiscal year (\$23K) as his reward for having managed this situation, Manager Y receives Jane's services for four months free-of-charge as his incentive to accept a priority employee.

Circumstances may arise where a surplus employee has been placed in a host organization, and for reasons beyond the

control of either the host manager or the surplus employee, it proves impossible to integrate the employee into the organization and the employee returns to the home organization. In this situation, it would be necessary for the manager to fund a second incentive period when another placement for the employee is located. Since it is in the best interest of the home manager and the surplus employee to find another placement, **IT IS RECOMMENDED THAT THE MANAGER FUND AS MANY INCENTIVE PERIODS AS IS NECESSARY IN ORDER TO PLACE THE SURPLUS EMPLOYEE.**

IF A MANAGER HAS NOT PLACED AN AFFECTED EMPLOYEE AT THE END OF THE ONE YEAR PERIOD, THE MANAGER LOSES THE SALARY DOLLARS FROM HIS/HER BUDGET BUT CONTINUES TO BE RESPONSIBLE FOR THE INDIVIDUAL. This provides a suitable incentive for managers to work along with the affected employee to locate alternate employment. However, there may be extenuating circumstances which preclude the manager locating alternate employment within the prescribed time-frame. These situations should be examined on a case-by-case basis and every effort should be made by the sector to absorb the salary costs. **ONLY IN VERY EXTENUATING CIRCUMSTANCES SHOULD THESE COSTS BE REFERRED FOR CORPORATE ASSISTANCE.**

4. TRAINING

A mandatory People Skills training package is currently being developed for all managers within the Department. For the most part, the training would be offered in-house, however, EXs would be required to attend the "People Management Series" offered by CCMD. Costs are estimated to be \$1000 per participant for the EXs and \$600 for all others. An additional \$100K is required for the travel costs associated with this training. Total costs are estimated to be \$560K. **MANAGERS WILL BE REQUIRED TO ABSORB THE COSTS OF THIS TRAINING FROM WITHIN EXISTING BUDGETS, WITH THE EXCEPTION OF THE TRAVEL COSTS WHICH WOULD BE A CORPORATE RESPONSIBILITY.** Some up-front funding would be required by DGHR to develop the training packages, however, this could be managed through overcommitment authority with recovery from managers as registration for the courses occurs.

\$60,000 is required for the creation of a DOC learning and career management centre in 1993-94 with a requirement for \$20,000 on-going. This centre would respond to the need of employees for training and assistance in marketing themselves, as well as responding to the need to create a continuous learning environment. Furthermore, DGHR estimates that two additional staff will be required for a two year period (\$160K) to process the increased workload that the new training initiatives represent. **THESE COSTS WOULD BE A**

CORPORATE RESPONSIBILITY.

It is impossible to identify the costs associated with teaching employees new skill sets. Until the affected positions and potential vacant positions are identified, we cannot determine the extent to which we may have to fund this form of training. Identifying these potential training requirements and their estimated costs should be a priority of the project management team. However, as recommended above, **MANAGERS OF SURPLUS EMPLOYEES WILL BE EXPECTED TO FUND THE COST OF RETRAINING THESE EMPLOYEES.** In circumstances where extensive retraining is warranted, sectors should assist their managers with these costs through a reallocation of funds. **ONLY IN EXCEPTIONAL CASES SHOULD MANAGERS REQUEST CORPORATE ASSISTANCE IN THIS RESPECT.** Wherever possible, managers should examine all options for retraining of employees. It may be that the best means of teaching the new skills is through on-the-job-training. In some situations, the manager may have to look outside his/her own organization to arrange for this method of training. **ALL MANAGERS WITHIN THE DEPARTMENT MUST BE ENCOURAGED TO ACCEPT TO UNDERTAKE ON-THE-JOB-TRAINING WHICH THEIR ORGANIZATION IS UNIQUELY POSITIONED TO OFFER. THIS FORM OF TRAINING SHOULD BE OFFERED WITHOUT NEED FOR COMPENSATION SINCE THE EMPLOYEE RECEIVING TRAINING WILL BE PRODUCING RESULTS FOR THE ORGANIZATION OFFERING THE TRAINING. THE TIME REQUIRED FOR THIS FORM OF TRAINING WOULD CONSTITUTE A COMPONENT OF THE FOUR MONTH INCENTIVE PERIOD.** (Please note that the four month incentive period is not to be confused with the four month evaluation period that was recommended be provided to a manager accepting a surplus employee. The evaluation period remains at four months even should it extend beyond the four month incentive period. When the four month evaluation period extends beyond the incentive period, the host manager would then become responsible for the salary of the surplus employee.)

5. DATABASE SYSTEMS/COMMUNICATIONS

For the most part, database systems can be created with existing software packages and in-house expertise. Other departments also have systems that may be adapted to serve our needs. Access by all managers to the database will ensure that communication of employee skills is managed effectively. The costs associated with this initiative will be minimal except that we will have to redeploy certain individuals to this task. There may also be some cost associated with training on the use of the system. Firm costs will be identified once it has been determined what software will be used and the extent of the training required. Again, it should be a priority of the project management team to have a cost estimate developed. **THESE COSTS WOULD BE A CORPORATE LIABILITY.**

6. COUNSELLING SERVICES

Currently, the Department has two contracts for the provision of employee assistance and ombudsman services. Both contracts have a firm-fixed price of \$50K each. It is likely, however, that the use of these services will increase once the Department begins to implement the budget cuts. It is possible that the cost of these contracts could double or even triple. Again, it is difficult to anticipate the cost increase until the volume of the service requirements is known. **THESE COSTS SHOULD ALSO BE CONSIDERED A CORPORATE RESPONSIBILITY.**

7. MISCELLANEOUS COSTS

As noted above, we may anticipate travel costs associated with interviews and may also anticipate relocation costs, particularly in the regions. It is unfair to ask that managers absorb these type of extraordinary expenses at a time when their budgets are being reduced. **IT IS RECOMMENDED THAT A CORPORATE FUND BE ESTABLISHED FOR THESE TYPES OF COSTS.**

D. OPTIONS FOR FUNDING COSTS

In Section C of this document, recommendations are made with regard to which costs of downsizing remain the responsibility of managers and which costs should be accepted as corporate responsibilities. Proposals were put forward to illustrate how managers could afford the increased costs for which this task force recommends they be held responsible. This section offers a proposal that ensures managers have adequate funds to meet their responsibilities and that the Department can meet its corporate responsibilities.

During the next five years, the Department must downsize by 10% of its Operating Budgets as follows:

<u>1993-94</u>	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>Total</u>
\$5.6	\$9.2	\$11.5	\$14.7	\$17.7	\$58.7M

Based on a departmental full time equivalent of 2450 employees, a 10% reduction represents approximately 250 employees. We are also aware that we have flexibilities provided by expected attrition, expenditures that could be deferred, etc.

The current strategic review is illustrative of the Department's commitment to the government's downsizing initiatives while emphasizing the requirement to make the reductions strategically, preserving our ability to meet our priorities and ensure a continuing level of service to the public. As noted at the outset of this document, to successfully achieve our downsizing objectives

it will be necessary to make an initial investment.

This being said, there are several options which could be pursued further by the Transition Team in consultation with DGFM which involve reallocation of funds and/or a reprofiling of budgets to successfully manage the downsizing exercise.

OPTION 1

The budget reduction exercise could be accelerated by two years and funds reprofiled to cover the needed investment. This would require discussion and agreement from both TBS and the Department of Finance. For example, in 1993-94 we should reduce by 4% rather than 2% and in 1994-95 we reduce by 3% rather than 2%. This would enable the Department to achieve its 10% objective fully two years ahead of schedule. The reasons are best explained by example.

FOR ILLUSTRATIVE PURPOSES ONLY, assume that the Department had to find budget reductions over the next four year period as follows:

<u>1993-94</u>	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	<u>Total</u>
\$5M	\$7M	\$9M	\$10M	\$31M

By accelerating the cuts by 2% in each of the next two years we would be looking for budget reductions in the following amounts:

<u>1993-94</u>	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	<u>Total</u>
\$7M	\$10M	\$10M	\$10M	\$37M

Thus the accelerated reduction profile would generate \$6M which could be allocated to the cost of managing the human resource costs of downsizing. The following illustrates how the \$6M would be allocated:

In 1993-94 the Department must reduce by \$7M. Clearly a significant amount of the reduction will be salaries. However, employees on a one-year surplus status generate considerable costs, costs which must first be incurred in order to produce permanent salary reductions. If the salary reductions were of the magnitude of \$4M in the first year, it is unlikely that more than 25% of the budget reductions would materialize in the first year. Similarly, in 1994-95 salary costs would represent \$2M of the additional \$3M required. None of these budget reductions materialize. However, the full salary reductions from 1993-94 occur in 1994-95 and the full salary reductions from 1994-95 occur in 1995-96. In addition, a \$1M investment for other downsizing expenses occurs in each of 1993-94 and 1994-95. Budget reductions would be realized as follows:

<u>1993-94</u>	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	<u>Total</u>
\$3M	\$8M	\$10M	\$10M	\$31M

As this example illustrates, the Department is able to generate the necessary cost reductions over the four year downsizing period while concurrently allowing an investment of funds in order to manage the downsizing exercise with sensitivity for our employees' needs. This option would however require TBS and Department of Finance support, which may be difficult to obtain, given the current climate and the challenges of balancing the fiscal framework.

OPTION 2

We could utilize an internal mechanism/surplus (e.g. perhaps GTA or a contribution program) to fund the acceleration of the budgetary reductions and give us the upfront money we will require. The examples provided under option 1 remain relevant, but the source of funds in this case would be internal to DOC.

OPTION 3

Funding the downsizing program could be accomplished by deferring or cancelling an appropriate combination of capital (e.g. replacement of informatics equipment, vehicle replacement, office furnishings), discretionary O&M (e.g. professional services studies) or contribution funding where there is no 100% take-up. These funds would be used to fund the initiatives noted above. It should be noted however that since some of this funding would not materialize till year-end, it would require a cash-management strategy based on historical trends.

E. CONCLUSION

The Human Resources Task Force has put forward a number of options regarding the funding of the various initiatives deemed essential for effective downsizing. We have suggested in several instances that managers be held responsible for certain costs but have proposed options which ensure that managers are able to afford these costs. We have also made proposals for corporately funded responsibilities and how they could be funded.

Where costs were known, they have been identified. However, the task force has noted in many instances that it is too premature to identify costs without having knowledge of the positions to be affected by this exercise and a profile of potential job vacancies within the Department.

In conclusion, the task force puts forth the following recommendations:

THE DEPARTMENT SHOULD HOLD PRELIMINARY DISCUSSIONS WITH TBS AND THE DEPARTMENT OF FINANCE TO DETERMINE THE FEASIBILITY OF THE OPTIONS

THE TRANSITION TEAM, IN CONSULTATION WITH DGFM, SHOULD ESTABLISH A COSTING SCHEDULE FOR ALL INITIATIVES NOTED ABOVE AND SHOULD DEVELOP A PLAN, TAKING INTO ACCOUNT PROGRAM SENSITIVITY, WHICH:

- INDICATES THE INVESTMENT CASHFLOW REQUIRED TO EFFECTIVELY MANAGE THE DOWNSIZING EXERCISE
- PROVIDES A CASHFLOW OF WHEN AND HOW THE BUDGET REDUCTIONS WILL BE REALIZED
- ILLUSTRATES HOW THE OPTIONS COULD BE IMPLEMENTED

EXECUTIVE SUMMARY - WORKING GROUP 1

Data Requirements - Data pertaining to the following issues has been collected and analyzed:

Potential "Liabilities"
Potential "Flexibilities"
Terms
Students
Contractors
Temporary Help
Eligibility for Retirement
Attrition

The budget costing exercise has revealed that an across the board SOB budget cut in each branch's budget would result in the following overall results Department-wide:

<u>Current FTE</u>	<u>Cut 25%</u>	<u>Cut 10%</u>	<u>Cut 5%</u>	<u>Cut 0%</u>
2157 (excl. GTA)	460 (21%)	181 (8%)	91 (4%)	21 (1%)

This demonstrates that the budget costing exercise in itself has resulted in a re-thinking of the best appropriate mix to deliver the Department's services.

Information Requirements

- GUIDE TO MANAGING THE PEOPLE SIDE OF ORGANIZATIONAL TRANSITIONS should be provided to all Task Force Chairs
- Briefing of the provisions of the WFA Directive and the Executive Transition Policy should be given to Steering Committee
- each Working Group should prepare a reference document of information/documentation that they have accessed in doing their work; sharing of this information should be done via the Tackboard
- Comprehensive information sessions should be organized NOW for managers and employees alike on Workforce Adjustment and related issues (NOTE: RESOURCE ISSUE)

Skill shortages/new blood vs retraining staff

The Public Service and within it the role of the public servant is changing. Globalization, canadian demographics, technology, renewed emphasis on productivity and fiscal restraint are key elements affecting this change. Broad-based skills and an ability to learn will be key criteria for success in the emerging economy. ADAPTABILITY appears to be the key skill valued above all. A core set of skills for managers have been identified. It is important that we retrain staff but also be aware of our need for renewal. How we effectively balance both depends on: a) Vision & core functions related to it; b) Number of affected staff and job opportunities

WORKING GROUP 1 REPORT

ISSUE

WHAT TYPE OF INFORMATION/DATA WILL BE REQUIRED BY THE STEERING COMMITTEE AND TASK FORCE CHAIRS TO ASSESS THE SALARY BUDGET IMPACT OF OPTIONS/RECOMMENDATIONS RELATED TO DOWNSIZING?

Approach

The data requirements that we have identified are the following:

- *listing of current/potential "liabilities" - this is viewed as who are the indeterminate employees currently affected and those not currently working in DOC whom we would have to consider for placement if or when they come back (e.g. vulnerable, surplus, Ed Leave, LWOP, Secondments, Exchanges, CAP, MTP, SAPP, OTHER)*
- *listing of current/potential "flexibilities" - this is viewed as who are the employees who are here from external organizations that we could consider as flexibilities before affecting permanent employees (e.g. secondments, Interchange Canada, CAP).*
- *listing of term employees and students on strength*
- *information on professional services contracts - historical data*
- *information on the use of temporary help: - we are seeking historical data for the past year on the use of temporary help agencies and, if possible, ascertaining WHERE in the Department are we currently using temporary help extensively.*
- *eligibility for retirement information (age distribution/years of pensionable service)*

- attrition rates by employment category

Findings

The **budget costing exercise** has revealed that an across the board SOB budget cut in each branch's budget would result in the following overall results Department-wide:

Current FTE	Cut 25 %	Cut 10 %	Cut 5 %	Cut 0 %
2157 (excl. GTA)	460	181	91	21
	(21 %)	(8 %)	(4 %)	(1%)

This demonstrates that the budget costing exercise in itself has resulted in a re-thinking of the best appropriate mix to deliver the Department's services.

The information requirements identified by the Task Force Chairs and Steering Committee are:

- *briefings on Workforce Adjustment Directive and practices and impact of C-26*
- *what have other Departments done*
- *what literature exists HR books, videos, reports,*

Recommendations

- *A copy of the **GUIDE TO MANAGING THE PEOPLE SIDE OF ORGANIZATIONAL TRANSITIONS** should be provided to all Task Force Chairs*
- *A briefing of the provisions of the WFA Directive and the Executive Transition Policy be given to Steering Committee*
- *each Working Group will prepare a reference document of information/documentation that they have accessed in doing their work; sharing of this information could be done via the Tackboard*
- *Comprehensive information sessions be organized for managers and employees alike on Workforce Adjustment and related issues NOW (NOTE: RESOURCE ISSUE)*

ISSUE

IN WHAT WAY CAN THE WORK OF THE TASK FORCES SERVE TO IDENTIFY SKILL SHORTAGE AREAS FOR THE FUTURE? HOW DO WE BALANCE OUR NEED FOR NEW BLOOD AND SUPPORT OF RECRUITMENT PROGRAMS WITH OUR NEED TO RETRAIN EXISTING STAFF?

The following report, prepared by Gina Rallis-Papailiadis, provides an analysis and recommendations to deal with these issues. It is complemented by a background paper (Annex A), prepared by Barbara Motzney "The Changing Public Service" which explains, trends and factors that impact on the public servant's role and the generic skills that enable employees and managers to adapt to this new reality.

FACING THE CHALLENGE: RIGHTSIZING AND RENEWAL

Canada is presently facing numerous economic and social challenges and will continue to do so into the twenty-first century. Canada's deficit, loss of primary and manufacturing industries and global integration have changed Canada's economic reality. Moreover, the rapid expansion of the service industries and technological innovation have resulted in the requirement for different skills. These factors are affected by the composition of the Canadian labour force. The Canadian labour force is aging, women and minorities are entering the Canadian labour force in greater numbers and technological innovation is placing added pressure on both industries to capitalize and adopt new technologies and on the labour force to learn to use these new technologies quickly.

The Canadian Public Service is a microcosm of this Canadian reality and mirrors the numerous pressures outlined above. The Public Service has a rapidly aging population, disappearance of low-skilled jobs, budget reductions and ever increasing expectations for improved service. In order to effectively fulfil its mandate and meet client expectations, the Public Service and therefore DOC must be strategic in the management of its labour force. In order for the Public Service and DOC to deliver timely and critical programs to the public, it must have a highly trained and motivated workforce. Hence, how we manage our human resources becomes critical to the wellbeing of the organization.

The Strategic Review currently under-way within the department provides us with a timely opportunity to rethink our mandate given the present economic and political climate. It is no longer feasible to simply cut across the board but rather a rethinking of our business is essential if the department is to deliver timely and valuable programs to its clients within its allocated resource envelope. Although DOC has a mission statement, the current political and economic conditions raise certain questions concerning this mandate. Will we still have the same mandate? Can we still afford to deliver the same programs to our clients? What programs are most critical to our clients given this continuous climate of budget reductions?

Once the department's business is redefined, a comprehensive Resource Management Framework, which balances our use of people, information, technology and dollars needs to be elaborated. Within this Framework, a Human Resources Strategy, focusing on the requisite human resources, skills and training, is needed to ensure that DOC has the necessary skilled workforce to carry out its mandate in the future.

Despite these uncertainties, certain factors can be identified clearly: the need for DOC to carefully manage its workforce and the importance of adaptability or quick learning as a requisite skill. DOC employees must be able to adjust quickly to change and must be able to learn quickly so as to ensure service excellence. Sustained training in resource management is also critical to ensure that scarce and costly resources (financial, human and information) are allocated effectively. It is the department's responsibility therefore, to ensure that the necessary tools and training programs are available to all employees to facilitate learning.

The advent of this technological explosion and budget reductions will lead to displacement of staff. The organization will therefore need to face the question of how to balance displaced staff (surplus employees) with the need to hire new blood. There is no doubt that there will always be a need for renewal. The question at any given time will be how much new blood?

The Public Service as a whole is aging faster than the Canadian labour force. By the year 2000, the middle age group of the Public Service (35-54 yrs) will represent about 67% of the total Public Service labour force. This same group will represent 52% of the Canadian labour force. It is also estimated that by the year 2000, 2.1% of the Public Service labour force will be under the age of 24 in comparison to 17.1% under the age of 24 for the Canadian labour force as a whole (Wilner, PSC, 1990). DOC therefore, should continue to hire students and to use special programs such as the Management Trainee Program so as to ensure a qualified pool of individuals. Moreover, in order to be more reflective of the Canadian population, DOC will need to recruit externally as a means of fulfilling its Employment Equity objectives.

The need for a Human Resources Strategy will become more apparent and critical due to a plateauing middle-aged public service which will be requiring different human resources strategies to remain committed and motivated. The Human Resources Strategy is essential not only to facilitate rightsizing and ensure renewal but also as a means of addressing the needs of the remaining workforce. Innovative training programs for the plateauing employees are essential to ensure motivation, commitment and productivity. These differing requirements will place tremendous pressure on the department, especially the Human Resources Branch to develop, in partnership with management, proactive programs to address the needs of this diverse workforce. The Human Resources Strategy therefore, will serve as the backdrop for timely and responsive programs and policies.

Recommendations:

- 1. Develop a Vision-driven, long-term Resource Management Framework for DOC;***
- 2. Expand on the success of the Strategic Review through a horizontal/partnership approach to integrated planning;***
- 3. Elaborate a long-term Human Resources Strategy as an element of the Resource Management Framework which will identify future skill shortages and training required;***
- 4. Provide re-training opportunities to displaced DOC employees to meet critical skill shortage areas;***
- 5. Facilitate external recruitment to ensure organizational renewal and as a means of reflecting the Canadian demographic reality (e.g. students, management trainees, employment equity target group members).***
- 6. Sustain commitment to resource management skills training***

THE CHANGING PUBLIC SERVICE

"Recruitment involves balancing the employee interests and government's need for specific skills and expertise"

- PS2000 - Highlights

"The demographic environment of the 1990s, combined with the changing nature of work and pressures to increase the productivity of government, will intensify emerging pressures on the Public Service to attract and keep its required share of Canada's most talented workers. The challenge will be twofold: the need to hire and retain highly-skilled workers in an increasingly tight and competitive labour market and the requirement to retrain many of its employees to use rapidly changing technologies and to adapt to new forms of organization and new types of work.

Even without overall growth in the Public Service, the share of highly skilled occupational groups will grow more rapidly than that of lower skilled occupations. In fact, the share of administrative support and operational groups is expected to decline during the course of the next decade. These trends mirror those of the national labour market, which portend labour and skill shortages as well as competition from the private sector to attract and keep highly-skilled, highly-motivated and highly-mobile workers". (Shaping the Future Public Service, Public Service Work Force 2000, Phase 2 report, March 1991).

The above quotation highlights several of the significant changes in the Public Service environment; Canadian demographics, technology, and renewed emphasis on productivity. To this list should be added a continuing mode of fiscal restraint.

In this highly complex and rapidly changing environment the Public Service must focus on its vision for the future. The current needs for restraint offer the opportunity not just for downsizing but for rebuilding. The process of reviewing and redefining our mandate should also be used to ensure an ongoing proper fit between functions and business goals. To ensure that person, business, and function are aligned with mission and corporate strategy.

What follows is a brief outline of international, Canadian, and Public Service trends, actions, and research.

International Trends

1. Globalization

The world is fast becoming a more economically interdependent and tightly integrated place. This irrevocable and unavoidable fact sets the tone for all strategic planning. It is evident from the above that rapid changes in international politics and policies, rather than domestic economies are likely to dominate the future. Trading blocks, already begun with EC92, the FTA, and NAFTA, will transform bilateral and trilateral deals into the driving force of business in the future.

2. Technological change - Perpetual and inevitable

Over the past few decades technological change has become a fact of Canadian life, and will continue to be so into the next century. The increased use of technology in the work place will displace many traditional labour roles.

a) Increased organizational specialization

In the search for increased productivity Peter Drucker sees contracting out of activities "that do not offer opportunities for advancement into fairly senior management and professional positions" as a significant future trend.

There is a growing need for productivity in service work done largely by people without much education or skill. This almost requires that the work be lodged in a separate, outside organization with its own career ladders. Otherwise it will be given neither enough attention nor importance to ensure the hard work that is needed not just on quality and training but on work-study, work-flow and tools.

3. Movement towards information/service based economies in the Developed World

As even more developing economies enter the world arena with lower cost labour, manufacturing is likely to play a decreasing role in the employment of the Canadian labour force. Globalization compounds this trend creating stateless companies who can move relatively easily in search of productivity gains. In "The Economist - World 1991", Joseph S. Nye Jr wrote of the US; "Its university system, the engine for intellectual supremacy, far outstrips those of all its rivals. Along with Japan and Europe, the United States remains at the forefront of the third industrial revolution - the changeover to an information-based economy"

4. Increasing importance of Human Resources in achieving productivity gains

A critical factor for success in the 1990's and beyond in both the private and public sectors is productivity. In general growth of Canadian productivity, 2.3% over the period of 1946 to 1973 fell to 0.9% during 1973-1990. The ability to achieve significant productivity gains will determine the growth potential of the Canadian economy, as was expressed in the 1991 Speech from the Throne:

"Increasing our productivity across the full range of Canadian industry - manufacturing, resources, and services - is the only way to secure and enhance our prosperity over the longer term."

In economic terms productivity can be enhanced through; capital, which is dependant on investment rates; technological advancement, which is unpredictable; and labour, the supply of which is fixed. Strategic focus for the 1990's in both the public and private sectors of the developed world will be on labour force enhancement; that which is predictable, controllable but will be in increasingly short supply. "We must get more from our labour!" (BW Dec 19, 90)

Implications for Human Resource Management

Broad-based skills and an ability to learn will be key criteria for success in the emerging economy.

In the Virginia automotive filter plant of Corning Inc, self-managed multi-skilled production teams have made the plant competitive in a difficult market. Managers have put aside dictatorial ways and provided real involvement in decision-making, extensive on-the-job training, and workers must get as much school as possible. In hiring and promoting with the new work style of increased responsibility and broader duties at all levels a different skill set from traditional "line" jobs is required. In hiring for the new plant those selected demonstrate the best problem-solving and team work skills. Corning Inc has chosen to compete in world markets based on highly skilled, well-paid workforce.

Training to maximize potential productivity gains through technology as automation and increased specialization replaces traditional roles.

"Corporate America has poured billions into computers but most employees do not get as much out of them as they could. "

"Life-long Learning" - formalized training.

In the 1960's and 70's education focused on the young. The decline in numbers of younger people coupled with the need to achieve international competitiveness will necessitate greater emphasis on retraining and adult learning. In both Germany and Sweden, after finishing compulsory school at 15 or 16 majority enter 2-4 year apprenticeships to prepare for work life. In Japan 90% of all companies train newly hired workers in own institutes or government sponsored schools.

Peter Drucker, in his 1991 assessment of the Canadian situation strongly urged government to place an increased emphasis on training, educational standards and financing, and expanding apprenticeship programs in order to remain competitive (Globe & Mail, October 25, 1991).

Canadian Trends

1. Changing Demographics

a) Aging

- *Total fertility rates in Canada have dropped below the 2.1 replacement value to near 1.7.*
- *By the year 2015, the leading edge of the baby boom generation reaches retirement age.*

b) Declining size

- *Total population will start to decline in the first quarter of the next century.*
- *Immigration to compensate for this decline would require "massive increase over recent levels to change the picture significantly" (Fellegi, Ivan P.).*

c) Changing "Family" structure

- *Increased participation of women in the workforce*
- *A rise in "non-traditional" family structures*
- *Child care, prenatal leave, serious family illness, elder care, etc issues must be considered.*

d) Empowerment of More Groups

- *Technology has facilitated the entrance in great numbers of persons with disabilities into the workforce.*
- *The entrance of aboriginal people into the workforce and national concern for "aboriginal issues"*
- *Increased diversity in the workforce and general population through immigration from an increasing range of countries.*

Public Service Trends

1. Fiscal Restraint - "Public Policy Under Seige"

- *Undeniable and enduring!!*

2. PS2000 - Renewal of the Public Service

"Reliance on excessive controls will be replaced by trust, judgement, initiate and stronger accountability for results"

Key thrusts:

- *Client service and simplification of the "red tape"*
- *A professional public service that offers long-term careers is essential to Canada's well-being.*
- *Greater delegation and commensurate accountability*
- *A continuous learning culture*
- *Greater visibility and accountability of management for their development of human resources*

3. A Public Service Representative of the Canadian Population

- *Managers performance evaluation will reflect how he or she has recruited and developed women and minority groups" (PS2000 - Highlights)*

THE FUTURE PUBLIC SERVANT

In the private sector examples above and even in the work surrounding PS2000 there is a general acknowledgement that organizations are not equipped (structurally or in terms of skills) to deal with this emerging environment:

- *What skills are needed?*
- *Does the potential exist within current employees to excel in this new environment and acquire the necessary skills?*
- *Is retraining possible? At what cost?*
- *Is the Public Service effectively representative of the population at large, in terms of both numbers and empowerment?*

Some research has been done on the skills required in the Public Service in the future. In "Managing Change in the Public Service" adaptability is valued above all. An "adaptable person" is:

- *versatile (multiple skills)*
- *open-minded (an appetite for novelty)*
- *able to accommodate ambiguity*
- *unconventional in their ideas - an undogmatic approach*
- *team-oriented*
- *self-confident and resilient*
- *risk-oriented*
- *inclined to look to the future (anticipate rather than react)*
- *creative*
- *persistent*
- *self-motivated (valuing the intrinsic rewards of the job)*
- *interested in relating to people who think differently than they do*
- *opportunity focused; willing to keep learning*

Similarly the "Profile of Leaders and Managers" provides the following as basic characteristics required at all levels of management:

- *Judgement - reaches sound decisions based on the full range of issues and persons involved*
- *Integrity - consistent, dependable and honourable*
- *Self-confidence - willingness to state and defend ideas while maintaining an open mind*

- ***Behavioral flexibility - Sensitivity to the environment***
- ***Initiative - Actively and enthusiastically attempts to influence events.***
- ***Perseverance - Surmounts obstacles, maintains a steady course to achieve objectives***
- ***Leadership - Attracts and mobilizes energies and resources***
- ***Thinking skills - Identifies, defines, and analyses problems and situations using rational and intuitive processes to draw accurate conclusions***
- ***Organizational awareness - Understanding, building and using formal and informal systems and contacts***
- ***Interpersonal relations - Develops respect, mutual understanding and productive working relationships***
- ***Communications - Captures interest, informs, and gains support***
- ***Action Management - Successful and timely completion of activities and delivery of products or services***
- ***Knowledge - Public Service environment, government systems, and operational policies and the programs and policies of one department***

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WORKING GROUP 2
EXECUTIVE SUMMARY

This subcommittee focused issues related to 1) advance planning for downsizing, 2) alternatives to reducing staff; 3) best practices in managing staff reductions;; 4) issues related to rebuilding after downsizing and; 5) legislation effecting changes in employer status.

1. Advance Planning

The first and most critical task is to articulate a vision of essential or core products and services and link this to specific work priorities. Work that will be discontinued, outsourced or otherwise eliminated must be identified as staff remaining after downsizing can not do everything. Identify core competencies or skills that should be maintained in the organization.

2. Alternatives to Reducing Staff

Options include, unpaid vacations; restricting overtime; retraining/redeployment of existing employees; job sharing; shortened work week; hiring freeze/limits; converting full-time employees to part-time; and reducing overall levels of pay. In particular, the use of unpaid vacations before implementing job cuts has been associated with successful downsizing in the private sector. Alternatively, overall pay cuts, and early retirement are most likely to be linked with negative consequences either because of generally poorer morale or because of the loss of good people that the organization wants to keep. Hiring freezes are also a controversial options since this may eliminate the inflow of new ideas and approaches into the organization.

Although these alternatives have been utilized in the private sector, certain alternatives such as unpaid vacations are not options in the government due to current union agreements. Proposed modifications to the "unpaid vacation" scenario would require renegotiations at the national level. However, shortened work weeks and converting full-time staff to part-time status are technically possible but require a strong rationale to support this alternative (i.e., a function/job could be delivered by the same number of employees working a more limited set of hours). Consequently, this option would require Treasury Board support if we wanted to proceed with this approach.

It is possible for employees to voluntarily take part-time job status, job-share, or take unpaid leaves of absence. In order to realise any consistent savings from this there would have to be significant uptake of these options. The critical issue is that cases are voluntary and not imposed by the employers.

3. Best Practices in Downsizing

- a) Create a coordinating mechanism to manage the downsizing. There is a need for a central body and one key person at a senior level to manage the transition process. Make the cuts quickly, get them over with and let the remaining employees know that their jobs are secure.
- b) Prepare the necessary justification (i.e., reasons for elimination of functions; documentation for reverse order of merit decisions) so that there is no need for back tracking or changing decisions after the fact.
- c) Provide programs for maximal redeployment of existing employees, recognizing that most hiring of surplus employees will occur in the organization.
- d) Be prepared to provide surplus employees with information on the financial implications of various choices (i.e., under work force adjustment polices), counselling for their emotional needs (i.e. via EAP or similar program) and training in pre-retirement planning, skills assessment, career planning, resume preparation, job search techniques. Connect surplus employees with these support services immediately on notification.
- g) Prepare managers for their role in dealing directly with surplus employees (i.e., training in their role, how to react, and resources available).

4. Rebuilding

Provide information to the employees whose jobs remain in the organization. Protect and promote opportunities for learning and growing within the remaining organization (e.g., training funds). Prepare managers for their role in helping employees keep their priorities clear. Continue to recognize and reward good performance. Preparing remaining employees for continual change (i.e., job rotation, periodic assignments, and continuous self-assessment).

5. Legislation effecting changes in employer status

As the review process continues to unfold, it is evident that certain legislation impedes on what an organization may accomplish in terms of their utilization of human resources. It is within this context that alternatives, such as Separate Employer Status (SES) may be considered. There are approximately 12 pieces of legislation that govern human resource management in the government. By becoming an SES frees an organization from Treasury Board's personnel management policies (ie., rules regarding classification, recruitment, incentives for employees etc). It should be noted that only certain organizations within a department may find the advantages of becoming an SES out weigh out disadvantages.

In contemplating such an alternative, intensive analysis and planning is required along with consultation from a variety of players (ie., legal counsel, Treasury Board etc.). Granting of SES is given through an Act of Parliament or through TB submission and Order in Council. An organization must present a strong business-case justifying the request and the benefits to be gained from SES.

HUMAN RELATIONS TASKFORCE GROUP TWO PRINCIPLES AND PRACTICES IN DOWN SIZING

This subcommittee of the human relations taskforce focused on managing the people side of organizational downsizing. That is, what are mechanisms for reducing staff costs without eliminating staff, how should reductions of staff be accomplished, what factors need to be in place to for effective downsizing, and what supports are needed for surplus employees. Data for our review of downsizing came from several sources including a review of some published literature on downsizing and discussions with several government departments or private sector companies (i.e., Ontario Hydro, Telesat, Treasury Board, ISTC, EMR) on their downsizing activities. The data on downsizing was grouped around a three central themes.

1. Advance planning;
2. How to manage staff reductions, and;
3. Rebuilding.

An additional task of the subcommittee was to generate some background information on the personnel legislative frameworks that govern changes in employer status. This information is summarized as an appendix to this report.

1. ADVANCE PLANNING

There are several tasks to accomplish in preparing for significant restructuring

1.1 Articulating a vision of essential or core products and services

The first task in any resizing of an organization, prior to announcing cuts, is deciding what are the essential or core products and services. This means reassessing the organizations mission and mandate, and its procedures for doing business. One US survey of the 1200 private sector human resources executives¹ suggests that less than half of the organizations surveyed adequately planned their downsizing. In the Department's case, the current strategic review is intended to accomplish this goal of planning future restructuring. In this regard, several sources (ISTC, Right Associates) recommended discontinuing lines of business or services rather than imposing across the board cuts (i.e., 30% from everyone's budget). In addition, ISTC suggests eliminating functions rather than individual FTEs within existing functions. They have found the elimination of functions to be easier to manage both from the point of view of justifying decisions to their unions and from achieving employee acceptance of the decisions.

1.2 Identifying a set of work priorities

The assessment of the mission eventually has to be translated into specific work priorities. That is, what are the essential tasks to be done in the new organization. If downsizing is going to mean significant cuts in people, then you can not expect those who remain to do all the work of the previous workforce. Some work will have to be discontinued, outsourced, or otherwise eliminated. The Human Resources Policy Branch (HRPB) at Treasury Board has reported that organizations often approach this task backwards. That is, they first downsize the workforce and then start to make decisions about work priorities. This of course adds to the stress of downsizing.

1.3 Identifying a set of core competencies or skills that should be maintained in the organization

¹ Right Associates (1992). Lessons Learned: Dispelling the Myths of Downsizing. Philadelphia, Right Associates

In addition, to establishing work priorities, some thought should also be given to producing an inventory of the core competencies and skills that have to be maintained in the organization in order for it to continue functioning. This is not a question of specifying who are the good people, but rather one of identifying what kinds of skills and competencies will be valuable and required in the new organization.

1.4 Acquiring and disseminating knowledge relevant to the purposed restructuring

The organization, and the management team that will lead the restructuring, will require some knowledge of the specific policies and rules and procedures that affect mergers, contracting out, downsizing and relocations. In the case of government, this means understanding the substantive implications of work force readjustment police. The appendix to this report on organizational options such as SOA, separate employer and crown corporation status represents additional pertinent information.

2 ALTERNATIVES TO REDUCING STAFF

Several sources suggest methods of reducing employee costs without reducing the number of people working in the organization. Some survey evidence suggests that only a few of these methods are commonly tried before resorting to staff cuts. Among these strategies are

- a) unpaid vacations
- b) restrict overtime
- c) retraining/redeployment of existing employees
- c) job sharing
- d) shortened work week
- e) hiring freeze/limits
- f) converting staff to consultants
- g) convert full-time employees to part-time
- h) reduce overall levels of pay

These options have all been tried in the private sector. Obviously, there are limitations to what a government department can do in this regard without changes to union agreements. In general, the private sector companies were most likely to use hiring freezes, restrictions on overtime, and retaining or redeployment of existing employees in order to reduce employee costs and maintain the same work force. With the exception of overall reductions in pay, virtually all of these options were associated with some positive outcomes for the organization and/or the employees (i.e., maintained employee commitment, maintained existing plants and equipment, maintained ability to do research and development). One option in particular, the use of unpaid vacations before implementing job cuts was associated with successful downsizing.

3. HOW TO MANAGE THE PEOPLE SIDE OF ORGANIZATIONAL TRANSITION

The following programs or activities are recommended to manage the downsizing and support surplus employees in the process.

- 3.1 Create a coordinating mechanism to manage the downsizing. There is a need for a central body and one key person at a senior level to manage the transition process. Suggestions on the role of this central body vary. Some sources view it as the designer of the new organization, with a mandate to identifying "surplus" employees, designing severance packages, and creating a plan to help "survivors". Others envision a committee that manages the process once a more senior group has decided on the general direction and vision of the organization. In either case, issues concerning implementation of the process and communication with both surplus employees and survivors have to be managed by some group.

Among the decisions that have to be addressed are deciding on acceptable and unacceptable mechanisms to achieve reductions in staff. Should reductions be achieved by freezing hiring of external staff? Should term and temporary or contract employees be declared surplus before targeting indeterminate staff? Some mechanisms for reducing staff or the cost of staff may lead to more problems than solutions.

The America Management Associations 1989 survey of private sector companies reports a decrease in the use of early retirement to reduce staff because of oversubscription to these offers and the loss of people the company would prefer to keep. Similarly, overall lower morale and the exiting of good people resulting from cutting salaries rather than staff positions has lead private sector organizations to prefer cutting positions rather than salaries. Statistics Canada for example decided that voluntary cash outs where not a desirable means to achieve the work force reductions they required. In order to discourage the use of voluntary cash outs they required managers to give up 80% of a person year in situations of voluntary cash outs.

- 3.2 Prepare the necessary justification (i.e., reasons for elimination of functions; documentation for reverse order of merit decisions) so that there is no need for back tracking or changing decisions after the fact. It is critical to follow all the rules about notifying TB and the unions within the required time frames. Get advance approval of all notification letters from the manager who has to sign them (i.e., before telling surplus employees). Even minor slip ups in these process can destroy employee and union trust and confidence in the process. ISTC credits attention to this step as central to their successful downsizing efforts.
- 3.3 Determine number of surplus employees and their competency and skill profiles. This helps determine who should be encouraged to leave, redeployed immediately, and who needs what kinds of training. HRPB suggests this should be done before notifying surplus employees. ISTC has does this immediately after the notification of employees. The general suggest is to link surplus employees with a counsellor as quickly as possible after the notification of their surplus status.
- 3.4 Provide programs for maximal redeployment of existing employees into jobs in the organization. It should be recognized that most hiring of surplus employees will occur in the organization. Department's can maximize the hiring of its surplus employees both within and outside the organization by aggressively marketing their employees. At ISTC this takes the form of a binder of the skill summaries of all the surplus employees which is circulated to all managers. In addition, they targeted 35 government organizations that could use some of their surplus employees and set special binders to each organization with the skills profiles of the most relevant employees. Within the organization hiring of personnel who are not on the internal priority list may be discontinued until the those on the internal priority list have been placed. In some departments support is offered to managers who hire people from the internal priority list (i.e., six months salary covered by a corporate fund).

It should be noted that hiring freezes are a controversial options since some sources suggest that even organizations that are downsizing still need new employees from outside the organization in order to ensure new ideas and approaches. In fact, the AMA survey of downsizing in private sector companies shows that close to 20% of companies with downsizing programs actually report net gains into total employee populations because of increased hiring in other parts of the company. PSC reports than even though the government is downsizing overall, there were 12,000 hirings of people outside the public service last year.

- 3.5 Be prepared to provide individual employees with information on the financial implications of

various choices (i.e., under work force adjustment policies) and for such issues as pension, salary protection. In DOC the work force adjustment counsellor does this now. Depending on the size and timing of reductions this function may require more resources in short and medium term. ISTC has the service of both a experienced PE as well as a psychologist to provide counselling for employees. A few sources have suggested that some employees will require professional financial counselling in order to make reasonable decisions about whether to retire, take a cash-out, or take priority status. Ontario Hydro, for example, provides a half day of financial counselling to all employees (3 days of total counselling) in order to help them decide to take a buy out package.

Have in place an EAP or similar program to provide support to employees for issue around affects on families, emotional reactions, stress, etc.. Ensure that service is available for those who need it (i.e., in affected regions).

Consider the use of professional out placement services to assist specialized personnel (i.e., scientist, engineers) and managers to find work. These services may also be valuable in regions of the country where opportunities are limited. The private sector depends heavily on out placement consultants to manage and coordinate counselling, training and other outplacement service. One out placement specialist in Ottawa, Phillips Group, estimates the costs of outplacement services at \$16K to \$17K for a senior manager including their management profile, individual counselling, and use of executive office space for up to six months.

As noted above ISTC currently has their own psychologist to provide professional career assessment. The PSC is pilot testing the provision of professional assessment and counselling services for government departments (i.e., DSS). They would provide two kinds of service. In the first, surplus employees could be tested for specific skills required for specific jobs. These paper and pencil tests range from \$20 to \$100 per test. The information on test results then becomes part of the package to market an employee as qualified for specific jobs. As separate service would involve individual assessment and counselling from PSC's psychologists. They estimate this may cost about \$500 for more intensive counselling of senior managers, and \$200 for an hour of testing and an hour of counselling for the average employee.

- 3.6 Identify level of demand for and support programs to provide pre-retirement planning, skills assessment, career planning, resume preparation, job search techniques. These are offered as courses or seminars in order to reach the maximum number of surplus employees as quickly as possible. ISTC sees these as critical morale boosters and strongly encourages their use immediately after notification of surplus employees. They also help surplus employees network and form support groups which continue well after the training in these skills. Ontario Hydro reports supporting a wide variety of courses for employees including specific retraining options for skills they could use outside the company.

It is important to have the require training identified and accessible for employees in the location where the employee resides. ISTC has training on CV preparation, self-marketing and interview techniques available in Ottawa and Montreal within a month of notification of employees. The course was provided by a consultant, Renaud & Forster, who also specialize in outplacement counselling. In ISTC's case, they had contracted with these consultants to provide this kind of course as part of their career centre activities prior to the announcement of cuts. With the announcement of cuts they simply modified the courses for the new clientele. They estimate that the cost of developing a custom tailored course at about \$5,000 in consultant perdiems. The cost of each course is about \$4,000 in perdiems for two consultants for two days. They offered the course four times in Ottawa and once in Montreal. They suggest that about 12 to 20 people attend each course. In the other regional centres, the local personnel advisor provided these kinds of services in one-to-one counselling sessions

(note in the latest round of cuts the personnel officers provided these services even though their own positions had been declared surplus).

The Phillips Group in Ottawa estimated costs of a two day job search, resume writing, networking workshop to be about \$4K for ten participants.

- 3.7 Provide logistical support such as offices and telephones for employees to conduct job searches, meet with counselling staff, conduct meetings.
- 3.8 Prepare managers for their role. Managers will have to deal directly with the surplus employees. They should know what reactions to expect and where to get the required support (i.e., referrals to EAP, workforce adjustment counsellor, etc.). They should know departmental policies and programs and how to access them. They should prepare what they will say in advance for things like reference checks. ISTC has prepared a guide for managers to prepare them for many of these issues. As well, the HRPB has a summary guide for managers. Right Associates reports private sector examples of training progress for managers or "notifiers" which provide roleplay instruction on how to conduct termination interviews.
- 3.9 Several sources provide advice on the actual announcement of reductions. Suggests include
 - a. Once a decision has been reached to downsize and plan for downsizing drawn up then announce it immediately. That is, announce it the day or the day after the plan is finalized. Delay will only mean that employee and those outside the organization find out about it via rumor and outside sources. Announce the restructuring or downsizing early in week (i.e., Monday, not Friday). Don't let employee stew at home over the weekend with little or no information.

Notify surplus employees before general discussions with staff. Surplus staff should be told late in the day so they do not have to stay at the work site. ISTC strongly endorses the idea of telling each surplus employee personally rather than by memo or phone. They see this as a manager's job. They provide detailed guidance to managers on how and where to conduct this interview. They try to tell all surplus employees on the same day. Usually, this initial meeting is brief, 15 minutes. After employees had been notified, ISTC announce to the Department, in an all-employee meeting, that all the cuts had been made and that if the employee has was not notified they should not expect notification in the near future. In other words, make the cuts quickly, get them over with and let the remaining employees know that their jobs are secure.

- b. Connect surplus employees with support services immediately (i.e., work force adjustment counsellor, career assessment, job search skills training, EAP, etc.)
- c. Provide a definite amount of time to recover from shock and before requiring employees to make critical decisions. ISTC suggest a month before requiring a decision on whether the employee wants a buy out or priority status.
- d. Let surplus employees know that they can not expect much action on new jobs for at least 3 months. According to ISTC and PSC most employees who get placed in new jobs in the public service do so three to six months after notice of surplus status. Employees often expect results in a few weeks.
- e. Allow work time to obtain counselling, prepare for interviews, etc.
- f. Continue to provide opportunities for surplus employees to contribute to the organization.
- g. Reduce unnecessary changes (i.e., office assignments, work schedules) until after the period of transition.
- h. Keep remaining employees informed about the progress of downsizing by memos or briefings.

4. REBUILDING

Rebuilding the organization after downsizing is frequently identified as the weakest link in the downsizing process. Issues to be aware of include

- 4.1 Provide information to the employees whose jobs remain in the organization. The "unaffected" employees are frequently the least informed group in the organization about what is going on. They are also highly likely to feel insecure, have low morale and feel unclear about their role and the future direction of the organization.

"Those employees who remain receive more work, smaller or no raises, fewer cost-of-living allowances, the same or reduced title --- as well as increased demands to learn new tasks, and to take on broader responsibilities. In the new organization, there are fewer steps in the corporate ladder, fewer chances for promotion..."

- 4.1 The need to provide opportunities for "survivors" to talk about sense of loss, guilt, and other typical feelings associated with restructuring.
- 4.2 The need to protect and promote opportunities for learning and growing within the remaining organization. Suggestions in this area include protecting funds for training, developing individual learning plans for surviving employees, using staff and planning meetings to identify opportunities for learning and to see what was learned and applied, having managers model and discuss their own learning (i.e., what they learned trying to deal with new environment) for employees.
- 4.3 Managers are also cited as having a role in helping employees keep their priorities clear, continuing to empower the surviving employees, attending to survivors, recognizing and rewarding good performance, preparing employees for change by job rotation, periodic assignments, and encouraging continuous self-assessment.

HUMAN RESOURCE TASK FORCE SUB-COMMITTEE TWO

APPENDIX A

LEGISLATION EFFECTING CHANGES IN EMPLOYER STATUS

The majority of organizations falling under the Public Service, Treasury Board is deemed the employer as designated under the Public Service Staff Relations Act (PSSRA). As the review process continues to unfold, it is evident that certain legislation impedes on what an organization may accomplish in terms of their utilization of human resources. It is within this context that alternatives such as Separate Employer Status (SES) may be considered. The review looked at Single Operating Agency (SOA), Crown Corporation with a major emphasis on the latter, Separate Employer Status.

1. Single Operating Agency (SOA)

SOA status is achieved through negotiations with Treasury Board which allows administrative freedoms for the agency in return for performance commitments. One of the criteria for SOA's is that they are not independent from their home departments. They continue to adhere to all the rules and regulations deriving from legislation affecting the public service in general and TB as being their employer. SOA, is considered a way of doing business vs. Separate Employer/Crown Corporation, which transfers TB authority to the CEO of an organization.

2. Separate Employer Status (SES)

Separate Employer Status may be achieved in one of two ways:

- a) Discussions, negotiations, and approval of TB and the PCO resulting in the development of enabling legislation to become a Crown Corporation; or
- b) Discussions, negotiations and approval of TB, before proceeding with an Order of Council which is accomplished through a TB submission.

The principle difference between an SOA and SES, is that it liberates an organization from TB's personnel management policies (rules regarding classification, recruitment, incentives for employees etc.). Additionally, the Separate Employer becomes solely responsible for all negotiations with the unions.

The review focused primarily on (b) in achieving Separate Employer Status through an Order in Council via a Treasury Board submission. Within the Department, CRC and CCI have both expressed in interest in SES. Background material has been obtained from documents when National Museums became a Crown Corporation and with conversations held with Consulting and Audit Canada, Canada Communications Group and Treasury Board.

SEPARATE EMPLOYER STATUS (SES)

A separate employer is defined as any organization listed in Part II of the Public Service Staff Relations Act (PSSRA). This definition means an organization has been delegated the authority of Treasury with respect to personnel management and collective agreements. The legislative authority is found in article 83 of the Financial Administration Act (FAA).

There are currently 21 separate employers designated in Part II of the PSSRA. They include for example:

Canada Communications Group
Medical Research Council
National Film Board
National Research Council of Canada
Office of the Auditor General
Social Sciences and Humanities Research Council

As a separate employer, the CEO of the organization is delegated the authority of TB in the following areas of personnel management (Financial Administration Act, 12 (2)) on the condition that the CEO exercises the authority in a manner consistent with TB practices:

- a) Determination of the HR requirement of the Public Service, and HR allocation and utilization;
- b) training and development needs and terms and conditions of training
- c) classification;
- d) pay regulation, hours of work, and leave;
- e) disciplinary standards;
- f) travel allowance.

In order to achieve SES an organization must first obtain approval from its home Department. Secondly, the CEO of the organization provides a TB submission to the Deputy Secretary, Human Resources Policy Branch of TB, to inform them of the organization's intent, justification for the action, and the Personnel Management authority sought. Once TB concurs with the submission, through an Order in Council the organization is deemed a Separate Employer. It should be noted however, that individual submissions are required for each exemption sought (ie., classification system, recruitments etc) and are all subject to "the seal of approval" from Treasury Board.

Granting of SES means that all collective agreements are severed. Bargaining agencies have a set time-frame to re-certify with the Public Service Staff Relations Board. Of the 21 Separate Employers only 12 are unionized.

The advantages of SES status include:

- a) bringing collective agreements in line with operational requirements;
- b) decreasing the number of bargaining units in the organization;
- c) allowing flexibility in classification and compensation systems in order to facilitate recruitment of personnel;
- d) exemptions sought under the PSEA provides flexibility in the recruitment of human resources to meet organization requirements.
- e) not subject to the Workforce Adjustment Policy.

The disadvantages include:

- a) significant resources and collective bargaining skills are required in the organization. For example, decisions on employee benefits (ie., Health and Dental Care) may have to be negotiated;

- b) If exempted entirely from the PSEA, employees would not be able to compete for positions in other departments unless specified in their area of competition.
- c) challenges are continuous to the organization, as each unique situation embarks on new territories which have not yet been explored.

Each organization seeking SES have their own agendas which identifies which areas of Personnel Management requires exemption. Some examples of organizations who may seek exemptions are as follows:

An organization, due to its nature, requires the recruitment of highly specialized employees whom are normally found outside the Public Service either nationally and/or internationally. In accordance to systems currently in place, the organization would have to consider priorities, hold internal competitions (closed competitions) etc., before accessing the outside market (open competition). In this case, they may want to have direct access to the outside market. This would require some exemptions under the Public Service Employment Act in whole or in part. A proposal submitted to TB is required on why the exemptions are required and what would be the organizations alternative recruitment process.

An organization, as an incentive to supervisors and middle managers, wants to award performance pay to these levels of management. A proposal submitted to TB on what exemptions are required, would be the alternative process and justification for doing so. In this case the classification and pay system would be examined.

An organization may choose to create their own pension plan. In this case, the organisation may want reciprocal transfer agreements with the public service to facilitate staff recruitment. They would attempt to get exemptions from under the Public Service Staff Relations Act and from the Supplementary Retirement Benefits Act if applicable.

Whatever the authority sought, their submission would have to include the proposed methodology/process that would be utilized such as what would be their classification system, how does it work, what would be the advantages of the organization etc. All proposals are subject to Treasury Board approval.

It is interesting to note, that there are no guidelines for who should apply or who should be granted SES status. Each case is judged and reviewed on its own merit. Each business case may be embarking upon new territory as Treasury Board is not structured or equipped to deal with SES, such as the case with Canada Communication Group.

Canada Communication Group differed from some of the existing SES's as it was already established as an SOA. One of the criteria for becoming an SOA is that it remains under the umbrella of the home department. Some of the difficulties encountered was the Access to Information Act. The organization is a competitive base entity, due to Access to Information, competitors could potentially access market information. Initially, they were advised that they would be able to obtain an exemption from the Access to Information Act through an Order in Council (Treasury Board Submission), however, it was subsequently disclosed to them that they would require legislation to grant them an exemption. In this case they deferred the request under section (18) of the Act due to the Deputy Minister opting to remain with the Act vs. obtaining enabling legislation.

Since the union is automatically dissolved when becoming an SES, Canada Communication Group is currently in transition as the union is in the process of being re-certified. As a result, Labour Canada is saying, (although it is unclear at this time if it is legal), they cannot provide services to an organization who are without a union. Investigations are currently underway.

Thirdly, under the Government Employees Compensation Act, they are required to continue to adhere to current compensation/pay regulations until a new collective agreement is approved. A catch 22 situation, free to administer personnel management as long as it has no monetary value.

In addition, the Public Service Nurse questioned if she was legally able to provide services to the organization. Health and Welfare had to revisit their mandate to determine if Canada Communication Group were still entitled to these services. In this case the answer was yes, however, it just demonstrates the SES's are still breaking new grounds and continuously challenges some of the existing bureaucracy's existing in the federal government. Treasury Board's attitude to organizations treading in new unfounded territories "try it - and we will see where it leads us".

LEGISLATION RELATED TO HUMAN RESOURCE MANAGEMENT

According to documents prepared at the time that changes were being considered in the National Museum Corporation (April 1987), the legal framework for Human Resource Management in the Public Service is found in the following legislations:

- a) Privacy and Access to Information Acts
- b) Canadian Human Rights Act
- c) Financial Administration Act
- d) Garnishment, Attachment, and Pension Diversion Act
- e) Government Employees Compensation Act
- f) Official Languages Act
- g) Public Service Employment Act
- h) Public Service Inventions Act
- i) Public Service Staff Relations Act
- j) Public Service Superannuation Act
- k) Supplementary Retirement Benefits Act

Whatever the change in employer status, most of this legislation continues to be applicable. The application of some of the Acts may be effected pending the specific authorities granted as an SES.

SES organizations are still permitted to participate in the National Joint Council where Public Service wide issues are discussed with various bargaining agents. SES organizations could adopt policies and benefit packages similar to what TB negotiates with the part of the Public Service for which it is the employer.

CONCLUSION

SES's are relatively new for the government. Any organization contemplating SES will be subject to continuous frustrations and challenges. When the Canada Communications Group was asked, "Would you do it again?", the answer was "yes, - the benefits gained out weighed the pain".

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WORKING GROUP 3

TRAINING AND MOTIVATION

SUMMARY

The questions:

What career development/training and retraining programs will we put in place to:

- help employees who will not have a place in the new organization
- enable remaining employees to adapt to fit the new organization

How do we ensure our remaining work force remains motivated and interested in pursuing a career in DOC?

The result the Department should achieve:

- *employees who are motivated, confident and whose skills are adapted to the core functions of the Department, post-review*
- *maintenance of the quality of work within the Department*

The means to achieve the result:

- A. a strategic, analytical departmental Training Group who will act as informed, consumer-friendly resource to senior managers, managers and employees
- B. a bank of data which will help the Department to move strategically in its training initiatives, whether these initiatives are corporate or individual
- C. a Project Management group, working as the full-time operational arm of the Transition Team, that will prepare the Department for the human resource management changes that will occur as a result of the review, and will manage the training activities necessary so that managers and employees can form effective partnerships and match affected people to changing needs of work units.
- D. commitment from senior leaders.
- E. department-wide re-education about realistic career expectations

This section deals with two main questions:

- a) what career development/training and retraining programs will we put in place to:
- help employees who will not have a place in the new organization
 - enable remaining employees to adapt to fit the new organization

and,

- b) How do we ensure our remaining work force remains motivated and interested in pursuing a career in DOC?

The definitions:

employee:

person working for DOC, of indeterminate status, at any level.

training:

measures taken by the employer and the employee to prepare the employee for new or different work, to improve the performance of the employee or to enrich the employee's knowledge or skills.

career development:

the activities undertaken by employees, once they have made choices about their future, to acquire the skills and knowledge they need to pursue their choices.

motivated employee:

an employee who has cause to act in ways that help the Department to attain its objectives.

The result the Department should achieve:

- *employees who are motivated, confident and whose skills are adapted to the core functions of the Department, post-review*
- *maintenance of the quality¹ of work within the Department*

¹ It is understood that the volume of work, perhaps even the nature of work, will change in the future, but the quality of the service provided should remain excellent.

We recommend these means to achieve the result:

TRAINING INITIATIVES:

- A. **a strategic, analytical departmental Training Group who will act as informed, consumer-friendly resource to senior managers, managers and employees**
 - this group will provide assessment and analysis on development implications of departmental strategic plans or preferred futures, provide frameworks for management of training dollars and opportunities, keep abreast of new developments in their field and be able to provide advice to the Department, to managers and to employees, about best value for training dollars spent. In order to take on this role, they will have to be freed from the inputting stage of the training information management process

- B. **a bank of data, with departmental significance, which will help the DOC to move strategically in its training initiatives, whether these initiatives are corporate or individual**
 - this is the information on training held, people trained, skills learned, dollars spent, follow-up required, skills resident etc. that forms the basis of analysis for determining future training initiatives. We recommend that the means for shifting training information management responsibility be undertaken as one of the tasks of the Project Management Group.

- C. **a Project Management Group, working as the full-time operational arm of the Transition Team, that will prepare the Department for the human resource management changes that will occur as a result of the review, and will manage the training activities necessary so that managers and employees can form effective partnerships and match affected people to changing needs of work units.**
 - this Group could draw on employees whose jobs are lost, post-review. The Group, as part of the departmental Transition Team, would manage change, post-review: identifying and managing appropriate learning activities, managing information exchange, contracts, assisting with matching surplus personnel to the changing needs of work units, etc. The partnerships with Personnel, with departmental managers etc. would be reflected in Terms of Reference. The Group should be made up of people from all levels but with roles and

responsibilities appropriate to their experience, potential and adaptability rather than based on hierarchical lines.

- The Project Management Group members would be offered an opportunity to accept an assignment of 18 to 24 months. Decisions about location of this Group would be dependent on the people chosen to form it, but location outside NCR provides an opportunity to pass on a strong message about the value, relevance and importance of the regions.
- The Project Management Group would allow us to act corporately without undertaking initiatives that would box us in...restrict our flexibility. We can't tell yet if we are going to have blocks of people to be retrained in specific areas, or many individuals who need retraining to fit individual job changes. We need to "set the scene", so that individuals and their managers are able to make good decisions about the specific training that will be needed as we get down the road in this process. Since we don't know which, if any, programs or functions will be discontinued, our best interim step is to make sure that people are well-prepared to take the practical steps necessary to adapt to DOC's new needs and configuration.
- Some suggested activities:
 - Briefings with ADMs, or DGs and their employees to allow people to voice their fears, or ask their compelling questions, as the review results are announced and as the implementation process gets underway (there are two guides available on the People Side of Organizational Transitions: Guide for Employees, and Guide for Managers).
 - initiatives such as the showing of videos dealing with change management and corporate responsibility, followed by short facilitated discussions; encourage all employees to attend and senior managers to set the pace by sponsoring and attending the showings in their areas.
 - asking people to self-identify who have training/leadership experience, inside gov't or outside (Boy Scouts, volunteer organizations, teaching backgrounds) to give us internal trainers to draw from, and the matching of those people to departmental needs.
 - courses for managers in specific people management

skills areas such as open and horizontal communications, influence, achieving win/win situations, skills assessment, hiring for potential, how to be a coach

- courses for employees in assertiveness, open and horizontal communications, marketing your skills, achieving win/win situations, peer training
- services of a Training Resource Hotline manned by knowledgeable and resourceful, service-oriented person(s)
- decentralize the "information management" side of the training bureaucracy

MOTIVATION INITIATIVES:

D. commitment from senior leaders.

- the key to motivating employees at all levels is a highly visible commitment from the top leadership in the Department to be involved in the communication of new expectations, the transparent transfer of information and in the modelling of new behaviours.
- another important role for leaders will be to hold others in the Department accountable for their success or failure in exhibiting the same conduct.
- some tangible ways to express this commitment may be:
 - a shift to managing by walking around;
 - sponsoring of employee committees with a mandate to reach the top with relative ease on questions and issues of concern to employees;
 - ongoing and continuous discussion and exploration of the vision; including delineation of individuals' tangible links to the mandate
 - reward and recognition which is clearly linked to success in people management and achieving balances in resource management.
 - use expertise of people who have been through the process already to explore possible consequences of action in the Department, post-review
- other areas to be explored: renewable contracts, moratorium on expectations--renegotiated expectations.

E. department-wide re-education about realistic career expectations

-not only do we need to provide our employees with career management support in the form of career development tests and kits, we also have to assist in ensuring that they develop their expectations in the context of changing global conditions, fiscal imperatives and culture shifts. We need to identify and communicate the core responsibilities and direction of the Department so that individuals can make informed choices. Collectively, we should acknowledge and take into account a limited potential for promotion in the Public Service and an increasing acceptance of lateral and spiral career moves. Given this context, managers should be encouraged to facilitate the lateral movement of their employees via assignments, deployments, secondments, etc.

EXECUTIVE SUMMARY

Working Group #4 was responsible for reviewing the Department's policies and procedures for dealing with Workforce Adjustment and to determine their relevancy and suitability in the context of the Strategic Review.

The first document, which has been done in chart format, examines specific questions on workforce adjustment, indicates how they are addressed under Treasury Board Policy and how DOC deals with them at present. It also includes recommendations by the Working Group as to how these issues can be more effectively addressed in any future restructuring exercise. The recommendations are in bold and frequently refer to the Working Groep's second document, a Proposed Workforce Adjustment Plan.

The second document sets out the key principles underlying the proposal, the roles and responsibilities of all concerned parties, including home and host managers, affected employees, workforce adjustment personnel and sector and regional personnel advisors.

The two primary programs that are being proposed by the Working Group are referred to as the Priority Placement Program and the Mentor Program. Both of these programs are designed to ensure that surplus employees are given every opportunity for redeployment and retraining within the department.

A third document has been prepared by the Working Group which outlines a training/information session for managers and regional and sector personnel advisors. The Working Group is recommending that this course be one of the first steps taken prior to implementation of the DOC Workforce Adjustment Plan.

WORKING DOCUMENT			
TASK FORCE - GROUP 4			
QUESTIONS	TREASURY BOARD POLICY	DOC PRACTICE	RECOMMENDATIONS
<p>1. What process should we use to place our affected employees both within and outside DOC?</p>	<ul style="list-style-type: none"> ● shared responsibility between the Department, the Public Service Commission and the employee 	<ul style="list-style-type: none"> * marketing system * priority lists and CVs sent to sectors monthly * PSRs must be approved by those responsible for priorities * official presentation of priorities and request for a written evaluation by manager 	<p>The DM and the ADMs need to send a strong message of support on this issue, indicating their intention to implement a Workforce Adjustment Plan (Please see attached document).</p>
<p>2. What strategy should we pursue with the PSC regarding priority clearance?</p> <p>Are current DOC work force adjustment policies and procedures still appropriate?</p>		<ul style="list-style-type: none"> ● DOC has agreement with the PSC: vulnerable employees from DOC are appointed to positions here without the need for consideration of priorities from other depts. 	<p>The current agreement which allows DOC vulnerable/surplus employees to be appointed to positions without consideration of priorities from other depts. should hold true for this exercise.</p> <p>DGHR will undertake negotiations with the PSC to obtain block clearance numbers for the appointment of your surplus employees.</p> <p>DOC should take care of its own. (Please see attached document)</p>

WORKING DOCUMENT

TASK FORCE - GROUP 4

QUESTIONS	TREASURY BOARD POLICY	DOC PRACTICÉ	RECOMMENDATIONS
<p>3. Should DOC have a one-year surplus period?</p>	<ul style="list-style-type: none"> • 6 months minimum 	<ul style="list-style-type: none"> • No lay-off policy of previous DM (surplus: 1 year with the possibility of extension) - maintained by Mr. Rochon 	<p>The No-Lay off policy with a 1 year surplus period with the possibility of extension should be continued.</p> <p>Clarification of the no-lay off policy is, however, needed. Employees need to realize that eventual lay-off is still a possibility i.e. when a reasonable offer has been refused and/or if the employee is not mobile and the 1 year surplus period has expired.</p>
<p>4. Vulnerable vs. official surplus notification</p>	<ul style="list-style-type: none"> • definition of vulnerable: an indeterminate employee whose services are, or will no longer be, required because of a work force adjustment situation; • <u>No written declaration necessary</u> • <u>No time limit</u> 	<ul style="list-style-type: none"> • this status permits an employee to be considered as a priority by the department and appointed to a position with the approval of the PSC • surplus employees are only included on PSC priority lists after a 4 month period during which they are designated surplus in the home dept. • the PSC can, however, make exceptions to the above for highly specialized employees and for surplus employees in the regions 	<p>Affected employees should be declared surplus immediately. In cases where they are to be appointed to another position immediately, consideration will be given to declaring them vulnerable. This will enable surplus employees to be marketed exclusively within and/or by DOC for four months and then by the PSC as well on a government wide basis.</p>

WORKING DOCUMENT

TASK FORCE - GROUP 4

QUESTIONS	TREASURY BOARD POLICY	DOC PRACTICE	RECOMMENDATIONS
<p>5. What is a reasonable offer?</p>	<ul style="list-style-type: none"> * Definition: an offer of indeterminate employment within the PSC, normally at an equivalent level but not precluding higher or lower levels, and is guaranteed to an employee affected by normal work force adjustment who is both trainable and mobile. Where practicable, a reasonable job offer shall be within the employee's headquarters area as defined in the Travel Policy 	<ul style="list-style-type: none"> * same definition 	<p>The definition for DOC should be the same as the one formulated by Treasury Board.</p>
<p>6. Who decides if "offer is reasonable?"</p>	<ul style="list-style-type: none"> • the department must determine if a reasonable offer has been made • Recourse for the employee: departmental grievance procedure first, then grievance procedure of National Joint Council, if necessary 	<ul style="list-style-type: none"> • to be determined (in the event of a future possibility) 	<p>As is currently the case, ADMCM should be responsible for signing the lay-off letter and for deciding if a reasonable offer has been made, taking into account the recommendations of those involved.</p>

WORKING DOCUMENT

TASK FORCE - GROUP 4

QUESTIONS	TREASURY BOARD POLICY	DOC PRACTICE	RECOMMENDATIONS
7. Who will be responsible for paying for retraining, relocation, out-of-town interviews?	<ul style="list-style-type: none">• home department	<ul style="list-style-type: none">• these costs have been negotiated on a case-by-case basis to date• other costs are covered by the dept.	Managers (DGs) should take these costs into consideration in any cost-cutting exercise. As well, DGHR should offer adaptation and classroom training on workforce adjustment for managers and surplus employees
8. How do we get employees affected by downsizing more active and responsible in assisting with their own placement?	<ul style="list-style-type: none">• See article 1.4 of the Workforce Adjustment Directive for responsibilities of affected employees	<ul style="list-style-type: none">• follow up done regularly by the Workforce Adjustment counsellor through simulated interviews as well as counselling on conducting a job search	Managers should be responsible for counselling their surplus employees regularly on how to find jobs and should assist in any way possible to ensure employees are redeployed. (Workforce adjustment personnel should continue counselling sessions with employees as well.) Please see attached plan.

WORKING DOCUMENT

TASK FORCE - GROUP 4

QUESTIONS	TREASURY BOARD POLICY	DOC PRACTICE	RECOMMENDATIONS
<p>9. How do we encourage individual managers to take more responsibility for affected employees?</p>		<ul style="list-style-type: none">• a meeting is held between the Workforce Adjustment counsellor and the manager of a surplus employee to define the manager's responsibilities and plans for the employee	<p>All DGs and Directors should attend a mandatory course on how to assist surplus employees with redeployment. A clear message from the DM to managers indicating his expectations in this regard would be most effective. As well, both home and host managers involved in successful redeployment of surplus employees should receive official recognition. (Please see attached document for additional details)</p>

PROPOSED DOC WORKFORCE ADJUSTMENT PLAN

The proposed plan will outline the roles and responsibilities of all involved parties as well as the proposed Mentor Program and the Priority Placement Program. The following principles are at the heart of this plan and the success of it depends on the steadfast determination and cooperation of all parties to make it work.

DOC will take care of its own to the extent possible. We all have a role to play to ensure that surplus employees are redeployed.

The No Lay-off policy will be maintained to the extent possible. (Lay-off is, however, still a possibility in cases where a reasonable offer has been refused and/or the employee is not mobile and the one year surplus period has expired.)

Consultations with union representatives will need to be held prior to any introduction of this plan to Strategy Committee.

Roles and Responsibilities

All Managers

All Managers should attend a mandatory information/training session developed and offered by DGHR on the roles and responsibilities of managers in assisting employees who are being or will be declared surplus within the next two years with redeployment.

This course should be given prior to any implementation of this action plan.

Home Managers:

(A Home Manager is defined as the Manager for whom an employee worked when he/she was declared "surplus".)

Home managers will be required to assume the following responsibilities:

- * Identify those employees who will be declared surplus and provide the Sector Personnel Advisor or the Director of Human Resources in the regions with a list of surplus employees

(Home Managers' responsibilities cont'd)

- * Meet with the surplus employee as soon as possible to explain the situation and offer support, guidance and assistance as well as a general overview of the services available to the employee
- * Refer the employee to the sector or regional personnel advisor responsible for workforce adjustment for additional information
- * Meet with the surplus employee on a regular basis to discuss his/her status and maintain that contact until the surplus employee is permanently redeployed
- * Market their surplus employees (and employees for which they are mentors) to other managers with potential vacancies
- * Offer his/her assistance to help finding a mentor for the surplus employee
- * Explain to the surplus employee the services of the Employee Assistance Program

Host Managers:

(A Host Manager is defined as the manager who hires a surplus employee for either a definite or indefinite period.)

Host Managers, who make use of the Priority Placement Program to hire surplus employees, on a trial basis, whose qualifications do not correspond perfectly with the job description, will have the following responsibilities:

- * Identify the training required by the employee to obtain the skills needed to do the job
- * Provide a positive, developmental environment for the four months during which the surplus employee will learn on-the-job in an effort to meet the qualifications of the vacant position for eventual appointment

(Host Managers' responsibilities cont'd)

- * Provide coaching and feedback to employees who are learning on the job so that they will have a real opportunity to show progress
- * Provide the appropriate sector or regional personnel advisor with regular verbal reports on the employee's progress
- * Appoint the surplus employee to a permanent position following the four month trial period, if the trial assignment has been satisfactory.
- * If the trial assignment proves unsatisfactory, complete an evaluation form and submit it to the sector or regional personnel advisor responsible for workforce adjustment; at this point, the employee would return to the Priority Placement Program for redeployment elsewhere. Please see details under the Priority Placement Program.

Employees:

Surplus employees will be responsible for:

- * actively seeking alternative employment both within and outside DOC
- * considering all job opportunities presented to them, including retraining and relocation possibilities, and specified period appointments
- * meeting regularly with the sector or regional personnel advisor and following up on suggested courses of action
- * selecting a mentor, if desired, to assist them in finding alternative employment
- * attending recommended training courses on how to prepare for interviews, writing CVs, networking, etc.
- * seeking information on their rights and obligations
- * making every effort to learn and adapt as much as possible to positions found through the Priority Placement Program

It is the recommendation of Working Group #4 that the Workforce Adjustment Plan be decentralised in its operations. Sectors and regions should be responsible through their personnel advisors for the operational side of the Workforce Adjustment Plan and a Transition Team should be set up (see Introductory document for details).

Sector and Regional Personnel Advisors:

Sector and Regional Personnel Advisors will have the following responsibilities:

- * provide advice and assistance to managers in the identification of minimum basic qualifications/requirements for filling vacancies in the context of offering training assignments to surplus priorities
- * provide advice and assistance to both employees and managers to ensure successful placement and assignment of priorities
- * provide advice and assistance to managers on reverse order of merit exercises where applicable
- * promote sector and departmental priorities within the sector
- * liaison with the PSC on the placement of surplus employees

New responsibilities under a decentralized plan:

- * prepare surplus letter for ADMs/REDs and Cash-out agreements for the DM
- * liaison with pay for cash-out estimates
- * recommend to ADM/RED course of action in case where a reasonable offer is rejected
- * counselling and assisting surplus employees throughout the process until they are reappointed on a permanent basis to a new position
- * explain to the employee his/her rights and obligations
- * explain to the employee how to obtain information on vacancies
- * provide general support for the employee as a follow up to courses offered on a corporate basis

NOTE: The Executive Services Unit will carry the same role as the Sector and Regional Personnel Advisors for members of the Executive Group.

Components:

Priority Placement Program

This Program would operate in a similar fashion to a program currently in use by other departments and referred to as the Departmental Assignment Program, except that in this case, it would only apply to surplus employees with indeterminate status. (The Departmental Assignment Program is open to all indeterminate employees who are interested in doing temporary assignments within different sectors of their departments to gain varied work experience.)

The proposed plan is that all vacancies, both term and indeterminate, in the Department of Communications would have to be filled through the abovementioned program. Exceptions would only be made for highly specialised positions for which no surplus employee was qualified or could be trained within a reasonable period to meet the qualifications. If no match is made, other staffing mechanisms will be used.

For surplus employees whose qualifications match the requirements of the job description of a vacant position, a direct appointment could be made. For employees whose qualifications do not correspond exactly to the statement of qualifications for the vacant position, managers could hire the employee on a four month trial basis to determine if the employee could be trained on the job for eventual appointment to the position. The surplus employee could also be sent on training courses prior to or during this period to upgrade his/her skills. If the trial assignment is unsuccessful, the employee would be sent back to the Program at which point the home manager would once again assume responsibility for the employee.

The Program would provide for flexibility in that if a host manager wanted to keep an employee on until he/she found an alternative assignment, this could be arranged.

In cases where an employee is returned to the Priority Placement Program, his/her name would be added to the inventory of available surplus employees from which managers with vacant positions could draw. The employee, the manager and the sector or regional personnel advisor would be expected, at this point, to resume their efforts in finding an alternative position for the surplus employee.

This Program would be supervised by the Workforce Adjustment Committee and would be administered by the personnel advisors in the sectors and regions responsible for workforce adjustment in conjunction with the Workforce Adjustment Coordinator.

Mentor Program

This Program is designed to provide surplus employees who have indeterminate status with impartial assistance from individuals at a managerial level who would be in a position to market them among colleagues with potential vacancies. This program does not, however, preclude employees from contacting anyone they wish in the department for assistance in finding alternative employment.

Once surplus employees are informed as to their status, they would be provided with a list of all DOC managers (Directors General and Directors). Employees would be advised that they are free to approach any one of these managers to ask that they be their mentor. No manager would be expected to be a mentor to more than two employees at any one time.

Managers would be required once approached by the employee to meet with him/her, familiarize themselves with the employee's situation, strengths and weaknesses, and job preferences and to agree, if asked, to be the employee's mentor. Once a match has been made, the mentor would be responsible for marketing the employee and meeting with the employee periodically to provide support and suggestions on finding employment.

PROCEDURES FOR IDENTIFYING SURPLUS POSITIONS

1. Pursuant to the Workforce Adjustment Directive, positions can be identified as surplus due to the discontinuance of a function or lack of work.
2. In identifying surplus employees, managers, in consultation with Personnel Advisors, must:
 - (a) identify any existing vacancies which will not be staffed, normal attrition, term employees or secondees-in which can be terminated and which will contribute to the required reduction;
 - (b) identify the functions (individual positions or groups of positions) which are of lowest priority and could be declared surplus;
 - (c) identify other areas where resource reductions could be made (lack of work) and which would have the least impact on program delivery;

NOTE: Managers can determine the classification levels at which reductions will be made but, if there is more than one (1) position at a given level and only a portion of them are cut, a reverse order of merit exercise is required to identify surplus employees unless there are sufficient employees within the group who volunteer to be identified as surplus to requirements. Non-surplus employees at equivalent levels can volunteer to replace surplus employees.

- (d) determine the combination of vacancies and projected vacancies, functional cuts and other resource cuts needed to achieve the total reduction required;
 - (e) summarize the action proposed and obtain verbal approval of Assistant Deputy Minister
 - (f) meet all employees individually with a representative of the Human Resources Branch and advise them of their surplus status and the implications of it
 - (g) write rationale for declaring position surplus and verify that employee has been informed of his/her workforce situation
3. Following the oral notification of employees and reception of the rationale from managers, the Human Resources Branch will prepare surplus letters for the signature of the Assistant Deputy Ministers, notify the Public Service Commission of employees' surplus status and ensure that they are considered for all appropriate vacancies within the department.

SYNOPSIS DE COURS

Le Réaménagement des effectifs

Objectif:

Fournir aux gestionnaires et aux conseillers en personnel les connaissances et outils nécessaires pour aider les employés à gérer leur carrière dans un contexte de réaménagement des effectifs.

Durée: 1 journée ou en 2 sessions

Contenu: (Session 1)

- *Points saillants de la Directive du Conseil du Trésor:*
 - *Définitions*
 - *Rôles et responsabilités*
 - *Formation et recyclage*
 - *Protection salariale*
 - *Paiement forfaitaire*
 - *Sous-traitance/Privatisation*
- *Procédures d'identification des postes excédentaires*
- *Comment informer les employés que leur poste est excédentaire*

SYNOPSIS DE COURS (suite)

Le Réaménagement des effectifs

Contenu: (Session 2)

- *Profil du conseiller en gestion de carrière*
- *Services de counselling en gestion de carrière:*
 - *Plan de carrière*
 - *Rédaction du CV*
 - *Entrevue de sélection*
 - *Techniques de marketing*
- *Ressources et mécanismes de soutien:*
 - *Conseiller en réaménagement des effectifs*
 - *PAE*
 - *Mentor/gestionnaire*
 - *Tests de profil de carrière*
 - *Centre info-carrière*
 - *Cours en planification de carrière*
 - *Trousses de formation (CV, entrevue de sélection)*
 - *Système de courtage/Répertoire des priorités*
 - *Livret de la CFP: "Etes-vous une personne sur le point d'être déclarée excédentaire..."*

**REPORT FROM WORKING GROUP NUMBER 5
TO THE HUMAN RESOURCES TASK FORCE**

Issue

How do we communicate with employees and bargaining agents throughout the Strategic Review process?

Vision

A communications strategy for informing and consulting both employees and bargaining agents about the review process and the implementation of the results of the Strategic Review and Budget Costing Exercise should be based on a Vision of the future role of the Department of Communications. The Vision should provide the foundation for the framework and rationale for restructuring DOC and serve to position the Department strategically to respond proactively to the challenges and exploit the opportunities facing the Government in the period to the end of the decade and beyond. It is anticipated that a Vision resulting from the Strategic Review process might have to evolve substantially to reflect any reorganization of government after the next election.

The Vision should also emphasize that service remains our highest goal and recognize that this goal can be achieved only if we treat our people as if they truly are our most valuable resource.

Principles

A strategy for communicating with employees and bargaining agents should encompass the following principles:

- keep the messages simple and repeat them frequently
- the central themes should be few in number, clearly stated and linked directly to the objectives and outcomes of the Review
- messages should be conveyed in plain language and with complete honesty
- messages should be consistent, timely and accurate at each step of the process
- both messages and the choice of communication vehicles (e.g., face-to-face meetings, print materials,

electronic bulletin boards, hot-line, videos) should be tailored to specifically identified audiences

- individual managers/supervisors should have a key responsibility in communicating with employees in repeating and reinforcing central themes, adapting them to the workplace and ensuring that they are reflected in actions taken at the work unit level
- employee and bargaining agent consultation should be a required element of the communication process
- selective follow-up (e.g., telephone mini-surveys) should be undertaken at appropriate points to verify whether the messages are being received and understood

Themes

Selected key themes, such as the following, taken individually or in combination, should constitute the foundation for the central content of each communication initiative aimed at employees and bargaining agents throughout the process of the strategic review and the implementation of the results:

- the challenge of the Federal deficit leaves no choice but to restructure delivery of government programs in order to introduce innovative and more cost-efficient ways of providing service
- the Department's response through the review exercise is based on a Vision which reflects the DOC Mission with its focus on nation-building, the convergence of technology and culture and the individual Canadian as the ultimate client
- the Strategic Review is intended to provide a contingency plan which will prepare DOC to meet forthcoming changes in a phased and constructive manner
- the Department is in a relatively fortunate position because communications and culture continues to be a growing and dynamic sector of the Canadian economy which is recognized as a priority by the Government and seen as a key area for job creation
- the six Operating Principles which form part of the corporate Mission will continue to represent the management philosophy and values of the Department; they also reflect the Government's human resources principles and values as set out in Strategies for People

- as the basis for restructuring, the Department is committed to better management of people and meeting the needs of clients for the core activities identified in the corporate Vision for the 1990's and into the next decade
- throughout the restructuring process, the Department will take care of its own people through continuation of the No Lay-Off Policy for indeterminate employees based on a maximum commitment to retraining and redeploying staff who may become surplus as a result of restructuring; we will rely on attrition and early retirement to reduce the size of our workforce
- however, the No Lay-Off Policy does not represent a simple continuation of the status quo. Change is the unavoidable reality of the future and it will affect everyone in the Department in some way. Change can be a positive experience and an opportunity for personal growth if it is approached in the right frame of mind.
- other issues which may emerge as significant concerns as the result of employee consultation and feedback

Communications Plan

The proposed Communications Plan (see Annex 1: Communications Plan on the DOC Strategic Review and the Reorganization of Government) is based on a phased approach and aims to ensure that all employees are kept informed - in an ongoing, transparent and participatory fashion - of all changes occurring within the Department as a result of external events and internal decisions. The three phases recommended are:

- Phase I** - building on the messages of the April 26 Federal Budget and the two CommunicInfos from Michael Binder on the Strategic Review, this stage would cover the period from May to July which completes the review process. The focus would be on:
- keeping employees informed of progress
 - soliciting and responding to employee feedback
 - providing reassurances about job security
 - promoting employee understanding of the rationale for the organizational changes which will follow from restructuring and which will affect all employees

- Phase II** - would deal with the implications of implementing Strategic Review decisions in the context of a new Prime Minister and Minister with some possible reorientation of Government priorities and organization over the interval from July until the next Federal election.
- Phase III** - would focus on the post-election scenario with a possible major restructuring of Government (i.e., some version of the Cotret approach), a new Vision and role for DOC in that environment and deal with the full people impact of the resulting changes in the Department.

The attached Communications Plan concentrates on Phase I and embodies an integrated approach which combines top-down, bottom-up and lateral communication with an emphasis on strengthening employee involvement.

The proposed measures for furthering this end include:

- repeated message(s) from the DM to employees that their views are welcome
- establishing an Employee Open Line to provide a direct access mechanism for staff suggestions and voicing of concerns. The Human Resources Task Force set up a pilot project from May 6 to 21 which could serve as a model for the later implementation phases of the Strategic Review
- encouraging all DGs to promptly relay employee opinions and ideas to the Steering Group and on to the relevant Task Forces
- all Directors General/Directors to meet with their employees immediately to discuss the objectives of the Strategic Review and the process which is underway. Members of the Steering Group plus Task Force chairs should be available on a priority basis as resource persons for these sessions.
- a meeting of the DM with all EXs (i.e. all Directors General and Directors) in early June to prepare the ground for an all-employee meeting to follow and to discuss the role of managers in the Strategic Review process
- the Deputy Minister should hold a general meeting about mid-June with all DOC employees in the NCR at the National Arts Centre or other appropriate location. This meeting should include teleconference links to

Regional and District Offices and would be intended to:

- repeat the central themes and rationale underlying the Strategic Review
 - provide reassurances about job security through retraining and redeployment
 - emphasize the need for adaptability to change which will require employees to take more responsibility for their career planning
 - permit staff to pose questions and voice concerns directly to "the boss" in a face-to-face setting which allows for immediate response
- summaries or highlights of all draft Task Force reports should be made available to DOC employees in both official languages as soon as the reports have been presented to Strategy Committee. The full reports should also be deposited in DOC libraries in the language(s) in which they were prepared. The reports and summaries should have appropriate qualifiers/disclaimers on the cover to explain the preliminary nature and intended use of the content
 - the DM should maintain an open and ongoing process of communication with employees by means such as regular short electronic bulletins plus an invitation to communicate with him via E-mail or SEN

Employee Open Line on HR Issues

The Human Resources Task Force established an Employee Comment Line encompassing both electronic and voice mail boxes. Employees were invited to submit their views, over the period from May 6 to May 21, on the issues being examined by the HR Task Force (see Annex 2: E-Mail from Wendy Bergeron to All Employees - May 6, 1993 - Your Comments on the People Side of the DOC Strategic Review).

This invitation also made particular mention of dealing with the anxieties of coping with change and asked any DOC employees who have previously experienced a work force adjustment or downsizing situation to share what they learned in order to help the Department manage the adjustment caringly in accordance with our Operating Principles.

The initial E-mail on the Employee Comment Line was supplemented by copies on bulletin boards at all NCR work sites plus a notice on the electronic bulletin in the lobby of the Journal Tower North. As of May 21, 23 responses were received from individuals at HQ and most/all Regions. The concerns raised include:

- managers should give greater consideration to part-time employment and unpaid leave as an alternative to lay-offs
- employees are reluctant to comment and fearful about their jobs (particularly terms)
- employees feel uninformed about the Strategic Review exercise and are demoralized by some of the rumours being circulated about downsizing
- the Department should retrain and recycle DOC staff before bringing in new people from outside
- it is important to bring in new blood and young people
- positions for "parking" non-performers should be eliminated and lay-offs based on work performance and seniority
- some policies can probably be eliminated rather than going to the trouble of revising them
- employees must be informed IMMEDIATELY of decisions in a frank and honest manner
- thank you for the opportunity to comment - a good idea
- no need to lay off indeterminate employees with normal attrition and early retirement plus getting rid of consultants, contract employees, co-op students and temporary help
- the Department should make a commitment to place every potential lay-off within DOC through retraining and relocation
- Federal policies which should be changed: contracting out, legislating 0% wage and benefit increases, excessive expenses paid to employees on long-term assignments, need for whistle-blowing legislation
- how to communicate: employees and bargaining agents should be included on task forces which should have a representative make-up; lack of Regional participation is raising fears that most cuts will be made in Regions
- face to face group discussions are better than E-mail for soliciting employee ideas and reflecting honest feedback

- look at the DSS model from the 1985 amalgamation of the supply and service sectors with a high-level committee for WFA which reviewed all staffing actions and dealt with vulnerable situations
- several suggestions re Work Force Adjustment:
 - make liberal use of special assignments and secondments to place vulnerable employees both within and outside Department
 - qualified DOC employees who are vulnerable should have hiring priority over outsiders
 - database should be created to match skills of vulnerable employees with employment opportunities
 - need to network with other departments/agencies to identify interdepartmental job opportunities
 - career management planning should be realistic so vulnerable employees do not undertake retraining for jobs unlikely to exist in near future
 - counselling should be done at Sector level and managers should have more accountable role for affected employees; managers need to be trained for this and in motivating employees who remain
 - inter-regional differences in application of WFA re cash-out payments are compromising fairness and equity etc.
- employment equity and student hiring should be maintained
- employees with disabilities should be permitted to telework from home, particularly during winter months
- growing evidence of panic among some managers as well as increasingly agitated employees
- Department should engage a competent consulting firm to conduct an independent review of all activities and operations and recommend how financial and human resources could best be used to serve external clients
- to empower employees the job of supervisor in District Offices should be eliminated
- in retraining employees keep in mind the new and different types of employment and individual skills emerging in the restructuring of North American economies

- the recent reclassification of District Directors to PM's with an \$8,000 retroactive pay increase was terrible timing and should have been put on hold

COMMUNICATIONS PLAN ON THE DOC STRATEGIC REVIEW AND THE REORGANIZATION OF GOVERNMENT

A DGIS creative product

PURPOSE OF PLAN

This Plan aims to ensure that all DOC employees are kept informed — in an ongoing, transparent and participatory fashion — of all changes that could and are occurring within DOC as a result of external events and internal decisions.

EXTERNAL AND INTERNAL ENVIRONMENT

◆ International Pressures:

The International Monetary Fund has warned Canada that it must reduce the size of its deficit and indicated that it was expecting strong measures in the April 26 Federal Budget.

◆ Federal Budgetary Decisions

■ Dec.2, 1992 Economic Statement

- wage frozen at 92-93 levels for two years
- 3% operations cuts starting in 93-94 and ongoing
- 10% G&C cuts starting in 93-94 and ongoing

■ April 26, 1993 Budget .

- 2% operations cuts from 94-95 to 97-98
- additional 5% G&C cuts in 95-96
- additional 5% G&C cuts in 96-97 and future years

RESULTS:

- Operating budgets will be 3% lower in 93-94 than in 92-93, this will deepen to 5% in 94-95.
- Permanent 20% reduction in G&C funding for 96-97 as compared to 92-93.
- The extent of G&C cuts could have an impact on number of DOC employees required to carry out programs related to G&Cs.

◆ **Provincial budgetary decisions**

Some provinces have or will soon drastically curtail their activities by introducing tax-and-cuts budgets. Here are some examples:

- **April 16, New Brunswick Premier announced plans to restructure its public-service component to reduce its debt of more than \$4 billion**

- **April 23 Ontario Pre-Budget**
 - \$4 billion reduction in expenditures through wage cuts & lay-offs
 - 11,000 employees laid-off
 - 15% cut in wages

- **Manitoba April Budget**
 - 500 employees laid-off
 - imposition of 10 days of extra unpaid holidays for its employees
 - plans to impose up to 15 days of unpaid leave for employees

RESULTS:

- **Considerable lay-offs in Ontario and stringent cost-reduction measures in Ontario and other provinces.**

- **Strong opposition of bargaining agents — including provincial units of CUPE — in all provinces.**

◆ **Impending Government Reorganization (De Cotret exercise)**

- Jean Charest has said that he would reduce to 15 the number of departments while Kim Campbell's position is to bring them down to 20

◆ **Strategic Review process in DOC**

Why?

- Further cuts in DOC can no longer be applied in an across-the-board fashion
- April 26 Budget contains more cuts to operations budgets
- Possible government reorganization (De Cotret)

How?

- Creation of 14 task forces to look at all activities, processes and structures to see if they remain consistent with mandate, client's needs and financial constraints
- Budget Costing Exercise — with scenarios of 25%, 10% and 5% savings — prepared by all branches to enable work forces to make recommendations
- Employees invited in 2 Communicinfos to make their views known
- some Task Forces are soliciting employee comments directly
- consultation with bargaining agents is taking place via the National Labour Management Relations Committee.

When?

- Strategic review started in February; task forces will report back by 3rd week of May, 1993; decisions made by Senior Management expected in July, 1993

RESULTS:

- Employees and bargaining agents are kept informed of Review through 2 Communicinfos from the DM on February 24 and April 19, 1993 and regular updates at National LMRC monthly meetings.
- Employees participate to review through presence on committees (50% of members not in EX category) and by sending comments to task forces.

REACTIONS OF EMPLOYEES TO EXTERNAL AND INTERNAL ENVIRONMENT

- Job security as a result of De Cotret exercise is a source of worry for all employees at all levels

+

- Strategic Review exercise could abolish functions and jobs and, at the very least, will change the rules of the game

+

- Employees do not have a direct knowledge of new DM

+

- Deep-rooted cynicism concerning PS 2000 where words are perceived as having spoken louder than actions

=

RESULTS

- Employees — and of course bargaining agents — will closely monitor the situation to see if actions are fair and consistent and adhere to the principles identified in the 2 communicinfos issued by the SADM and the Department's Operating Principles and Mission Statement.

COMMUNICATIONS APPROACH

- The communications approach should be in 3 phases:

Phase I would start with the April 26 budget and end in July with the announcement of the results of the Strategic Review,

Phase II will deal with the implications of the Strategic review decisions in the context of a new PM and Minister and the reorganization of government, while

Phase III will pertain to the modified structure of government, the possible new vision and role of DOC and will also deal with DOC "rebuilders".

COMMUNICATIONS UNDER PHASE 1

- Since the beginning of the Strategic Review process, the communications approach has been mostly top-down ↓, through the use of 2 Communicinfos, lateral → ←, through participation in the task forces, and to a lesser extent, from the base-up ↑. While these first two communications components have yielded good results, it would now be necessary to strengthen the base-up component. Furthermore, it would be appropriate to inform employees of developments in a more timely and frequent fashion.

Why?

- Employees have an intricate knowledge of their own working environment. They are not only one of the department's pool of expertise, but also of ideas.
- Downward communicating of facts and principles is essential to ensure that all employees know what is going on and in which context decisions will be taken, but upward feedback is also very important to gather suggestions, gauge employees impressions and correct misconceptions as required, through good listening skills.
- More frequent communication of information to employees stresses the point that they are kept abreast of the situation and provides an opportunity to repeat messages.

How?

- To broaden and strengthen base-up communications:
 - DM repeats to employees that they are welcome to make their views known. This message could be put on the electronic sign over the elevators on the ground floor. Repeat it in every other DM communication with employees.
 - Provide to employees an electronic suggestions box that would go to the Steering Group for the Strategic Review of the later implementation phases. (The HR Task Force is testing this idea with a two-week pilot project starting the week of May 3. It will be too late to do this for the other Task Forces once this pilot is completed as they must finalize their reports by the last week of May.)
 - DM to meet all EXs at session on June 8 to prepare ground for all-employee meeting to follow and discuss role of managers.
 - DM to have meeting on June 16 with all employees in NCR with link to Regions and District Offices to discuss Strategic Review, provide reassurances about job security and answer questions.
 - Summaries or highlights of all Task Force reports to be made available to DOC employees in both official languages as soon as possible and full reports to be available in language of origin.
 - DM committed to maintaining ongoing dialogue with employees via Banyan LAN and SEN.

What messages are to be conveyed under Phase 1?

- Messages in every communication — be it an electronic message, a communicinfo, or informal DM/ADM meetings such as "brown bag" approach — should contain elements of each of these 3 components:
 - strategic review
 - " The Strategic Review will prepare DOC to meet forthcoming changes in a phased and constructive manner
 - " The No Lay-Off policy does not represent the status quo. Change is the reality of the future, which will affect everyone and it can be a positive experience if it is approached in the right frame of mind.
 - budget
 - " budget reductions are a shared burden"
 - " we must ensure that Canada remains a strong international player for present and future generations"
 - " we must look at ways to do things differently, more efficiently and at lesser cost"
 - " doing things differently could mean curtailing low-priority activities, concentrating on core activities, and cutting duplication"
 - human resources
 - " we are firmly committed to meet our cost reduction goals through the curtailing of activities rather than through across the board reductions"
 - " we are committed to the retraining and redeploying indeterminate staff who may be affected by restructuring"
 - " creativity is the hallmark of DOC employees. Now is your chance to show your creativity and let your views known on how we can improve the ways in which we work and the services we provide"
 - " we must work together in restoring pride in the professional public servant's role in society"
 - " employees will be kept informed of progress"

• role and goals of DOC

- " valuable and value-added service to our clients is our goal"
- " essential services to our clients, including Parliament and the Minister will be maintained"
- " we must sharpen our boundaries with other departments and strengthen our strategic partnerships"
- " our mission remains our driving force"
- " change is part of the normal evolution of institutions, change is indeed upon us and it will be a positive step in keeping up with the times"
- " communications and culture continues to be a growing and dynamic sector of the Canadian economy which is recognized as a priority by the government and a key area for job creation."

- Because employees view PS 2000 with cynicism, it would be preferable to avoid relating DOC messages with PS 2000 messages.

COMMUNICATIONS UNDER PHASE II

- The Communications approach for this phase should remain consistent with that of Phase I, i.e., be based on two-way and lateral communications and aimed at informing employees in an ongoing, transparent and participatory fashion of external events and internal decisions. As for the messages, they will be developed later depending upon results of the Strategic review and the possible reorganization of government. It will be necessary to also target middle management and ensure that this group can buy in to the changes since they are essential players in the implementation stages of restructuring.

COMMUNICATIONS UNDER PHASE III

- It is worth noting that following either internal or external decisions, the mission of DOC could be modified and the challenge will be to have employees "buy in". Internal and external communications strategies will thus play a crucial role and will be adjusted to the internal public environment at that time. These communications activities should remain consistent with those of Phase I and II and be based on a two-way and lateral approach to informing employees.

To: Admin1Stephane Guillemette@DGHR_HQ_1@Servers
Cc:
Bcc:
From: LINA CHARETTE@DPR@DGHR
Subject: Message de Wendy Bergeron
Date: Thursday, May 6, 1993 14:58:04 EDT
Attach: A:\TERMS.FR,A:\TERMS.HR
Certify: N
Forwarded by: Admin1Stephane Guillemette@DGHR_HQ_1@Servers

Comments by: Admin1Stephane Guillemette@DGHR_HQ_1@Servers
Forwarded to: All ADMCM@DMC@ADMCM HQ ADMCM
Comments:

For your info

[Original Message]

MESSAGE ELECTRONIQUE

DEST. : Tous les employs
EXP. : Wendy Bergeron
OBJET : Vos opinions sur les questions de ressources humaines de
l'Examen stratgique

S.v.p. veuillez vous assurer que ce message soit transmis
vos collgues ou employs qui n'ont pas accs au courrier
lectronique.

Comme présidente du Groupe de travail sur les ressources humaines établi dans le cadre de l'Examen stratégique, actuellement en cours, je voudrais demander votre avis sur différentes questions. Vous trouverez ci-joint le mandat du Groupe de travail sur les ressources humaines ainsi qu'une liste de questions qu'il doit étudier.

Je réalise que NOUS VIVONS TOUS certaines anxiétés en raison de la Revue stratégique et que nous nous demandons tous ce qui va se passer en bout de ligne. Il est normal que vous vous sentiez ainsi car c'est un phénomène normal face au changement. Il y a des employés qui travaillent présentement au Ministère qui ont vécu une situation de ramassage des effectifs un moment donné. Si vous êtes une de ces personnes, votre contribution aux recommandations de notre groupe de travail pourrait nous être très précieuse pour assurer que nous mettions en œuvre les mécanismes qui nous permettront de gérer cet ajustement avec grand soin, conformément nos principes directeurs.

Vous vous souviendrez des deux CommunicInfos signés par Michael Binder, qui traitaient de l'Examen stratégique et de ses processus. On y invitait les employés à communiquer leurs suggestions et leurs idées au groupe de travail pertinent. J'ai décidé de faciliter la présentation de questions au Groupe de travail sur les ressources humaines en établissant une ligne ouverte qui fonctionne de deux manières:

Vous pouvez avoir accès à cette ligne ouverte par l'entremise du courrier électronique ou par messagerie vocale:

ADRESSE DU COURRIER ÉLECTRONIQUE - F2/HRTASKFORCE

BOÎTE VOCALE (613) 990-4527

Vous pouvez galemment choisir de remettre directement vos suggestions et commentaires l'un des membres du Groupe de travail sur les ressources humaines dont le nom figure sur la liste en pice jointe.

La ligne ouverte fonctionnera du 6 au 21 mai. En effet, il faudra un certain temps pour tudier les interventions, et le Groupe est cens remettre son rapport la fin de mai.

En passant, on consulte actuellement les agents de ngociation au sujet de l'Examen, par l'intermdiaire du Comit national de consultation patronal-syndical.

J'attends donc avec impatience les observations/suggestions de tous les employs intrsss par ces questions. Votre contribution est importante et vous pouvez faire une diffrence.

E-MAIL

TO: All Employees
FROM: Wendy Bergeron
SUBJECT: Your Comments on the People Side of the DOC Strategic Review

Please pass this message on to any of your co-workers or employees who may not have access to electronic mail.

As the Chair of the Human Resources Task Force which is part of the Strategic Review now underway in the Department, I would like to seek your views on certain issues which this Task Force is examining. Attached to this E-Mail you will find the terms of reference of the Human Resources Task Force which

includes a list of the issues.

I know that WE ARE ALL going through some anxieties about the Strategic Review Process and wondering how it will all turn out. This is normal and is part of the challenge of dealing with change. Some employees currently working in the Department have had the challenging experience of being in a workforce adjustment situation at some point. If you are one of these employees, your contribution to the work of our taskforce can be extremely helpful so that we DO put in place mechanisms that will enable us to manage the adjustment caringly, in accordance with our operating principles.

You will recall that in the two CommunicInfos you have already received from Michael Binder describing the Strategic Review process, employees were invited to get involved by making suggestions and passing on their ideas to the various Task Forces. To make it easier to contribute to the Human Resources Task Force, I am establishing an Employee Comment Line to receive your views on the people issues described in the attachment.

You can access the Employee Comment Line by electronic mail or by voice mail:

ELECTRONIC MAIL ADDRESS - F2/HRTASKFORCE

VOICE MAIL BOX - CALL (613) 990-4527

Alternatively , you may wish to submit your contributions directly to any of the members of the Human Resources Task Force who are listed in the attachment.

The Employee Comment Line on HR Issues will be open starting May 6 and will close on May 21 as we need time to digest

your input before the Task Force makes its report to the Strategic Review Steering Group at the end of May.

Consultation with bargaining agents on the Strategic Review is also underway via the National Labour Management Relations Committee.

I look forward to hearing from all of you who have ideas/suggestions on this matter . Your voice does matter and you can make a difference.

