



Canada

June 18, 1991

Dear Colleagues,

Today we are reporting back on the decisions that have been made since we last spoke to you in March, particularly with respect to a reduction in the number of senior executives and in a corresponding number of departmental EX positions. These reductions are in response to the government-wide requirement that the number of EXs be reduced by 12%. The results of our decisions are outlined in an attachment.

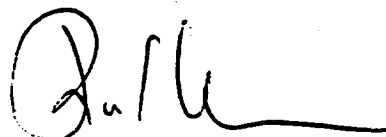
In arriving at these decisions we have focused on the strategic framework and guiding principles which we believe will build and strengthen our organization for the future. The management team decisions on EX reductions and consequential organization changes held to this strategy. This means we have not followed easy, across-the-board mathematical formulas in making these changes.

The pressures we are facing today on many fronts require difficult and complex responses. Every branch has unique, urgent and sometimes competing demands. Most recently, new Ministers and mandates have shifted our priorities. These changes are reflected in a reorganization of our trade development, as well as trade and economic policy functions. This includes the creation of a new Trade Policy Branch.

It is clear by the number of major changes we have announced to you over the course of the past two years that the future cannot be the status quo. What worked well yesterday is often less effective today, inappropriate tomorrow and obsolete the day after. There is no spontaneous solution to this never-ending evolution. Our job is to anticipate change and put in place processes, systems and a set of new operating "values" that will help us to adjust quickly and limit unsettling effects on you and on our department.

We want to thank all of you once again for your patience during these times and for all your support and hard work .


de Montigny Marchand


Raymond Chrétien


Don Campbell