

## Implementation updates

- Following the development of a mission statement for the Department, the need for all branches to identify their own mission statement was recognized. Based on meetings with staff, the Trade Development Branch described their "mission":

**"To enhance Canadian export performance and international competitiveness"**

- One of the continuing themes of the Corporate Review was the need to improve internal communications and encourage teamwork. To improve the lines of communication and encourage discussion and feedback at all levels, the ADM held a fall and spring full day meeting with all managers of the Branch to discuss and get ideas on a number of planning and management issues. A similar meeting is being organized for all support staff. In addition, regular division meetings now include all support staff.

- A major decision of the Review was that the Department would develop and submit to Cabinet each year an International Trade Business Plan to set directions for 3 - 5 years. This plan will pull together, in one place, the international trade priorities within government as a whole and work to ensure that trade activities in EAITC and other government departments are in line with global priorities.

The new annual plan will also give strategic direction to overseas missions so that they can develop more effective annual work plans. It can then be used to allocate more effectively trade resources government wide as well as within EAITC. The Department's first government-wide version is planned to be ready in September.

- The potential for new cost recovery initiatives in the trade program has been examined during the past months. Procedures are now being put in place for funds for all Fairs and Missions activity to be subject to cost recovery, commencing April 1, 1991. The Department is expected to recover \$3 - 3.5 million in 1991-92, rising to an expected \$6 million over 3 - 5 years.

- All the new proposals for cost recovery are now under review and reports will be made to senior management this month.

- Another important initiative was Branch input to the development by Personnel of the new training program for recruits to the stream, or Assistant Trade Commissioners (ATCs), to be in place as of September 1991. This will be offered through the Department's new training institute, and will also include an expanded cross-Canada tour to help the recruits to know and understand the private sector in all parts of the country.

It is planned that this programme for ATCs will be expanded to provide additional training to Trade Commissioners at all levels at key junctures of their careers: prior to postings overseas; prior to assignments in International Trade Centres in Canada, and during assignments in Ottawa.

- As a result of the Corporate Review the number of bureaus in the branch was reduced from four to three. The three bureaus are:

- Defence Programs and Advanced Technology (TDD)
- Agri-food, Fish Resources and Consumer Products (TAD)
- Export Programs and Service Industries (TPD)

## Other implementation updates

- The season is upon us! The renovations to the locker and shower room facilities are now completed just in time for all you cyclists and joggers to begin taking advantage of the warm weather ahead.

- The new Ministerial Correspondence Unit (CPGM) has been busy over the past weeks since finally moving into their new space. They took on the task of answering the huge volume of Gulf War correspondence (fortunately for the rest of us) and therefore their schedule for taking over correspondence related to other issues has been somewhat delayed. They are working to be able to increase their assistance in the future to divisions in this way. They have nine staff at the moment and hope to add another editor to their staff soon. This has been delayed somewhat because of a staffing appeal. In spite of these unexpected events, since February the unit has answered 3 754 letters.

- Personnel has introduced a revised posting policy regarding overseas assignments and extensions for the trade stream (see telex APT-0084). The new approach will better allocate hardship and non-hardship postings, reduce the number of secondments overseas in generalist positions and identify more positions which can be filled by FS-1s as well as facilitate preparation for these first postings by assigning positions in Ottawa to FS-1s which will train them for specific subsequent postings.

- The development of a new planning and accountability system is continuing with the goal of having it in place for the next planning cycle. The new system will be more simple and flexible (good news for everyone) and supported by the reporting mechanisms necessary. The complicated mission operational plans will be replaced by a more simple report and accountability will be reinforced by linking it to performance appraisals, rewards and sanctions. In the submissions to the Suggestion Box many suggestions called for this link in order to make accountability real and effective.

### NEWS, NEWS, NEWS...

One of the recommendations of the Corporate Review was a need to improve internal communications in the Department. From the Deputies down many new communication initiatives are underway. Of special interest are the number of new sources of information and news that have sprung up, with more to come. Some of the streams now have their own newsletters, the past participants of the leadership colloquia share their news through *Synergy Times*, and one may be considered for spouses of foreign service officers. Another undercover newsletter *The Phantom of the Fort* has also recently surfaced on some of the bulletin boards around the building, but apparently the source of this new missive has chosen to remain anonymous. Communication efforts are definitely picking up.

The employees in the missions, in particular, find it difficult to stay aware of what is happening back in headquarters (they don't have access to the cafeteria pipeline) and therefore special efforts have been made to videotape briefings by the Deputies to staff so that all employees have the same access to this information. Several missions have reported to us that these videos are important to them and help them to feel more tuned in to what is happening.