

Organization

- Have you taken clear decisions to resolve issues related to classification, reorganization, locally engaged staff, affirmative action, staffing, etc.?
- Have you received the necessary advice and authority from Personnel Branch to make those decisions?

Operations

- How have employees been involved in assessing the implications of new work routines and equipment?
- How have employees been informed of the decisions?

Management of Change

- What are the consequences and costs of the options chosen on: training needs; work changes; reorganizations; reclassification; union-management relations; locally-engaged staff?
- How can organizational change be achieved within the proposed project schedule?
- Do any local laws complicate any proposed lay-offs or redeployments?
- How acceptable is the identified solution to employees and union representatives?
- Are counsellors available to discuss employee concerns?

Results of Phase III - Phase III is to produce a detailed assessment of the impact of the options for each critical issue, and the rationale for the options selected. Solutions chosen should be based on relative merit and should increase the probability of success.

PHASE IV

4. Human Resource Detailed Planning

This corresponds to the Detailed Design of the EDP Phases. A detailed site plan is prepared by the manager with assistance from the Personnel Branch detailing any organization redesign, reclassification, employee acquisition, training and/or redeployment of staff, ergonomic requirements, etc. If there is more than one site or system being put on the machine a consolidated plan should be established. This consolidated plan would combine the individual plans so that total organization changes, training, layout changes, etc. can be co-ordinated and managed.

At the end of this phase you should be able to answer the following questions.