

## **Guiding Principles**

The following are the principles that will be the guide for managerial decisions affecting the introduction of technology.

- 1) Management at all levels will make every effort to ensure that there will be no employment loss due to the introduction of technology.
- 2) No job will be redesigned so as to increase its monotonous, simplistic, or repetitive tasks and or decrease its more challenging and diverse ones.
- 3) The redesign of jobs will respect employee needs in areas such as health and the social aspects of work. This will include avoiding working long hours at VDTs; isolating employees either physically or organizationally from their colleagues; and using electronically captured production statistics in an unreasonable manner.
- 4) There will be a concerted effort to use technology as an opportunity to bring decision making tasks further down the organization by increasing delegated authority and responsibility.
- 5) Adequate and timely skill training will precede the introduction of the new technology and subsequent training needs will be met on an on-going basis.
- 6) All policies guaranteeing and protecting employees' rights will be respected throughout.

## **Management Strategy for People**

In order to introduce technology in a thoughtful and positive way, the Department has identified seven key areas of human resource management. Efforts are being made to address these areas at both the corporate level and the managerial level.

### 1) Communication

Communication is one of the most important and essential elements in managing change. It is vital to all that this communication be two way.

### 2) Union Relations

The Department will ensure close communication with all the staff associations, mainly through our External Affairs Joint Council.

### 3) Job Redesign

Managers must be flexible and creative in involving staff in assigning new tasks and changing existing work flows. The Locally Engaged Classification System was modified in 1991 to support these initiatives. More changes in the classification system for Canada Based staff are expected from the Treasury Board.