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Organigrammes du Ministere
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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.

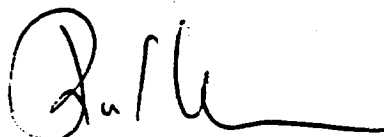
In arriving at these decisions we have focused on the strategic framework and guiding principles which we believe will build and strengthen our organization for the future. The management team decisions on EX reductions and consequential organization changes held to this strategy. This means we have 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

EX REDUCTIONS
AND REORGANIZATION

QUESTIONS AND ANSWERS

1. Q. Has the EX reduction produced another round of PY and position cuts?

A. No. By March 31, 1993 we will have to reduce the number of EXs in the Department to 429. At the same time, we want to bring the number of positions classified at the SM/EX level into line with the allowable number of EXs. During the March reduction exercise, a number of positions, including EX, were cut. In this exercise, however, the reductions will be met by converting existing EX positions to non-management positions. In most cases, this will mean to FS-2. The PYs and positions are, therefore, not lost.

2. Q. How many EXs will have to leave and how will this be done?

A. In order to reach our TEC (Target Executive Complement of 429), about 60 EXs (people) will have to leave before March 31, 1993. Workforce Adjustment provisions apply and we had hoped that most departures would be voluntary. However, we are still far short of the number required and may, therefore, have to resort to involuntary departures through reverse order of merit. The mechanism is similar to a promotion board except that the purpose is to identify the bottom ranking individuals who would eventually be declared surplus to requirements. A final decision will be taken in September.

3. Q. How many positions were affected?

A. We have 505 TEC consuming positions. We therefore need to reduce the number by 76 (positions) to reach our TEC. In March, 19 of the 310 cuts were SM/EX positions. In addition, we have 15 EX positions (OMTN/NAFTA) that will sunset. These 34 are included in the reduction number. That leaves a requirement of 42. ADMS identified 48 positions for conversion. The additional 6 allows for anticipated incremental EX positions, e.g., the head of the Foreign Service Academy.

4. Q. How were the positions for conversion identified?

A. This was done in two ways. First, EX positions were reviewed to confirm a requirement for classification at the management level. EX positions which created situations of more than four layers of management under the DM came under close scrutiny and most were converted (e.g. Deputy Director positions at the SM/EX level). Positions abroad which were classified many years ago but are in areas where managerial responsibilities have decreased or program priorities have shifted were also looked at carefully and a large number converted. Secondly, ADMS were asked some time ago to examine their organizations with a view to streamlining

operations and meeting the principles of delayering, broadened spans of control and increased delegations. In the process, the number of EX positions used was reduced.

5. Q. What positions have been converted?

A. This information will not be released until everyone affected by the decisions has been informed.

6. Q. Doesn't the number of positions identified abroad run counter to the March principle of protecting our overseas operations?

A. No. All the positions abroad were converted. Therefore, the number of staff on strength at missions will not be changed. Because, over the years, the need for an EX classification changed, many of these positions have been underfilled for some time. In the same way, if warranted for a particular reason, we can overfill.

7. Q. What is the timing for the conversions and reorganization?

A. Timing will be influenced by a number of factors. First of all, we are required to submit to Treasury Board by September 1, 1991 organization charts and other information that show how we will be using our TEC. Secondly, we have until March 31, 1993 to reach our TEC. Thirdly, ADMs have operational exigencies that will bear on the timing. The objective is to have changes introduced as quickly as possible but not later than summer, 1992 and with the least amount of disruption.

8. Q. Why were changes made to the trade and economic areas? When will these changes be implemented?

A. It was decided during the Corporate Review that a further study would be made of these functions. With government-wide resource constraints continuing at a time when we were facing additional requirements for major bilateral, trilateral and multilateral negotiations, rationalization of trade policy resources had become essential. Increased pressure for restructuring arose from the high priority being given to the competitive/prosperity issue by the government, and the priority being given to trade development by Mr. Wilson. The changes will be put into place as soon as possible and will be included in staffing actions this summer.

9. Q. Why have you added the title Chief Trade Commissioner to the ADM Trade Development? Is this a return to the old Trade Commissioner Service?

A. The title Trade Commissioner has a long and honourable history in the foreign service. It is believed that giving the additional title to the ADM Trade Development heightens the

emphasis that the Minister and the government are putting on our international marketing and trade development efforts. This comes in time for the 100th anniversary of the Trade Commissioner Service. It is not a return to the old days. It is more an indication of the revitalization of our total trade agenda.

10.Q. Why has management of the competitiveness issue been situated in the Economic Policy Branch?

A. The new prosperity agenda of the government is a key element in support of national unity and is based on building a strong economy. Canada, which exports approximately thirty percent of its production, is dependent on being able to compete effectively in a complex international market. Many of the policy functions that are important to the development of a strong national and global economy are already being performed in the Economic Policy Branch. Competitiveness is a natural adjunct to this work.

11.Q. How will these reductions in EX positions and the TEC affect future promotion into and within the senior executive group?

A. Having annual promotions continues to be our objective. However, it is too early to say whether there will be any at the EX level next year. We have to carefully examine the effects of the EX reduction as well as the impact of implementing the Corporate Review decisions to destream the EXs and create an extended professional stream.

12.Q What will happen to bifurcation?

A. We remain committed to achieving bifurcation. However, fewer EX positions in the system and a much lower number of authorized EXs will mean a smaller professional group paralleling the EX levels. Another factor is that Treasury Board has recently changed the definition of EX and is proposing two kinds of EXs, managerial and professional. This has to be looked at.

13.Q. Have the conversions been made in an equitable fashion?

A. We have tried to be equitable and fair. But our principal objective was to base our decisions on priorities and strategic considerations for the future. As it turned out, because the priority shifts affected nearly everybody, the impact of the decisions is generally well distributed. An attached chart shows the effect by stream and another by Branch. In addition, the HQ/Abroad split in conversions is about 45%/55%, somewhat lower than the current distribution but in line with our goal to preserve positions abroad in relation to positions at headquarters.

REDUCTION IN EX COMPLEMENT

The breakdown by stream (and non-stream) based on the ADM proposals is as follows:

MARCH 21, 1991

	HEADQUARTERS	16	ABROAD	2
Streamed EXs	P/E	2		
	TRADE	6	1	
	SOCIAL	1		
	NON-ROT	3		
EX 3/4		4	1	

JUNE 18, 1991

	HEADQUARTERS	14	ABROAD	34
Streamed EXs	P/E	5	15	
	TRADE	2	12	
	SOCIAL		3	
	AID		1	
	NON-ROT	4		
EFB TO BE CONFIRMED			3	
EX 3/4		3		

CONSOLIDATED 66

P/E	22
TRADE	21
SOCIAL	4
AID	1
NON-ROT	7
EX 3/4	8
TBC	3

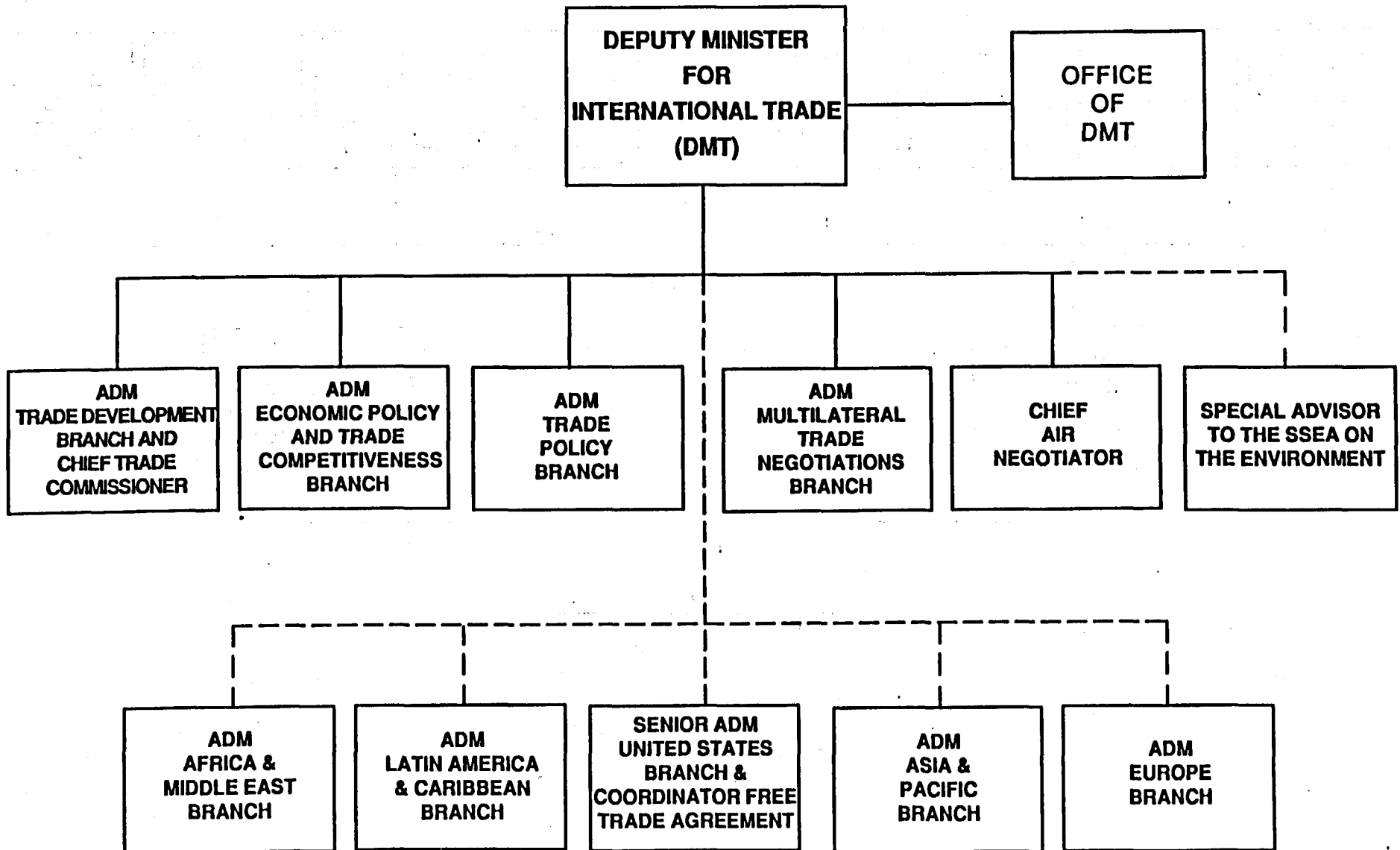
REDUCTIONS IN EX COMPLEMENT

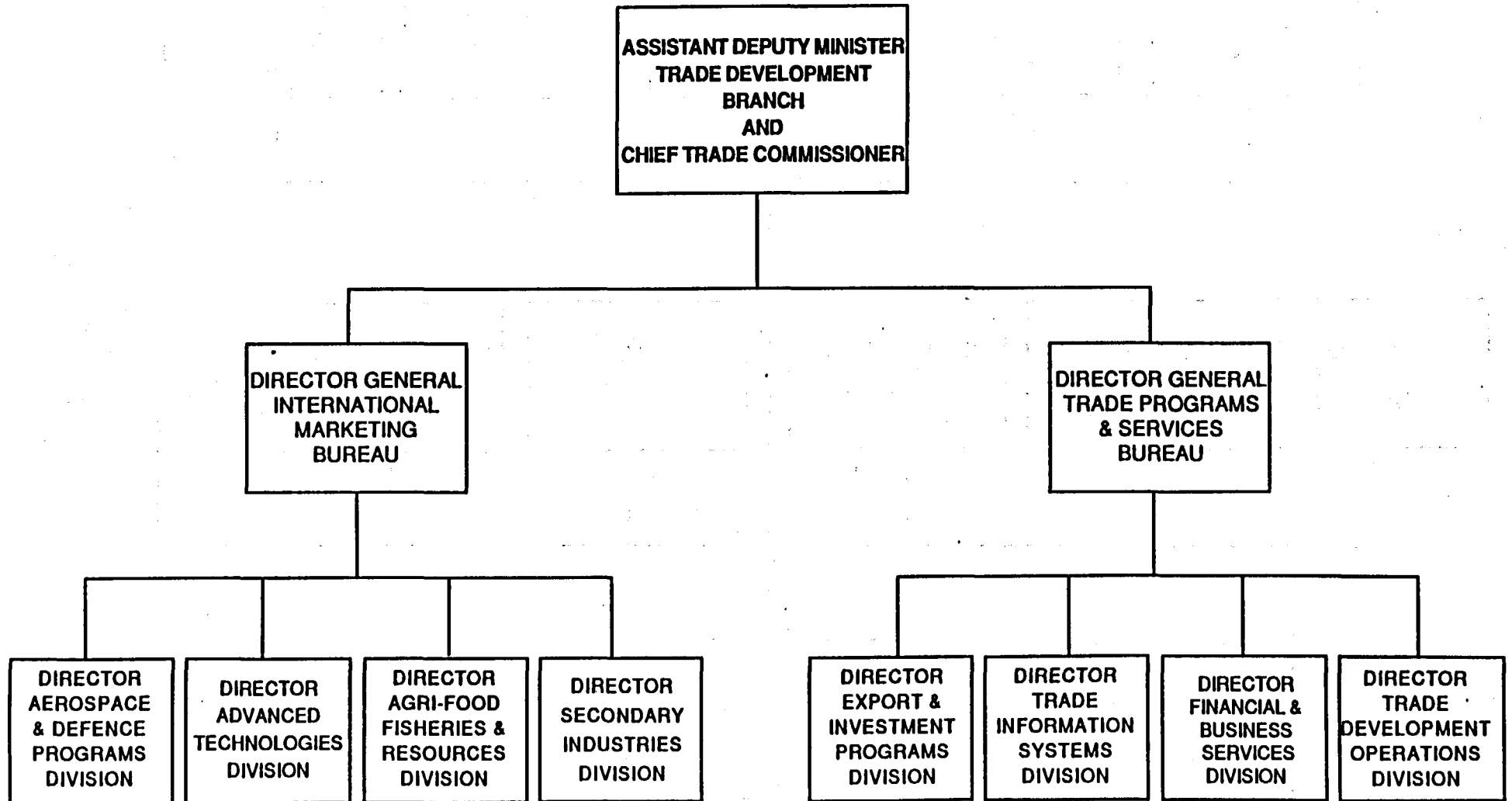
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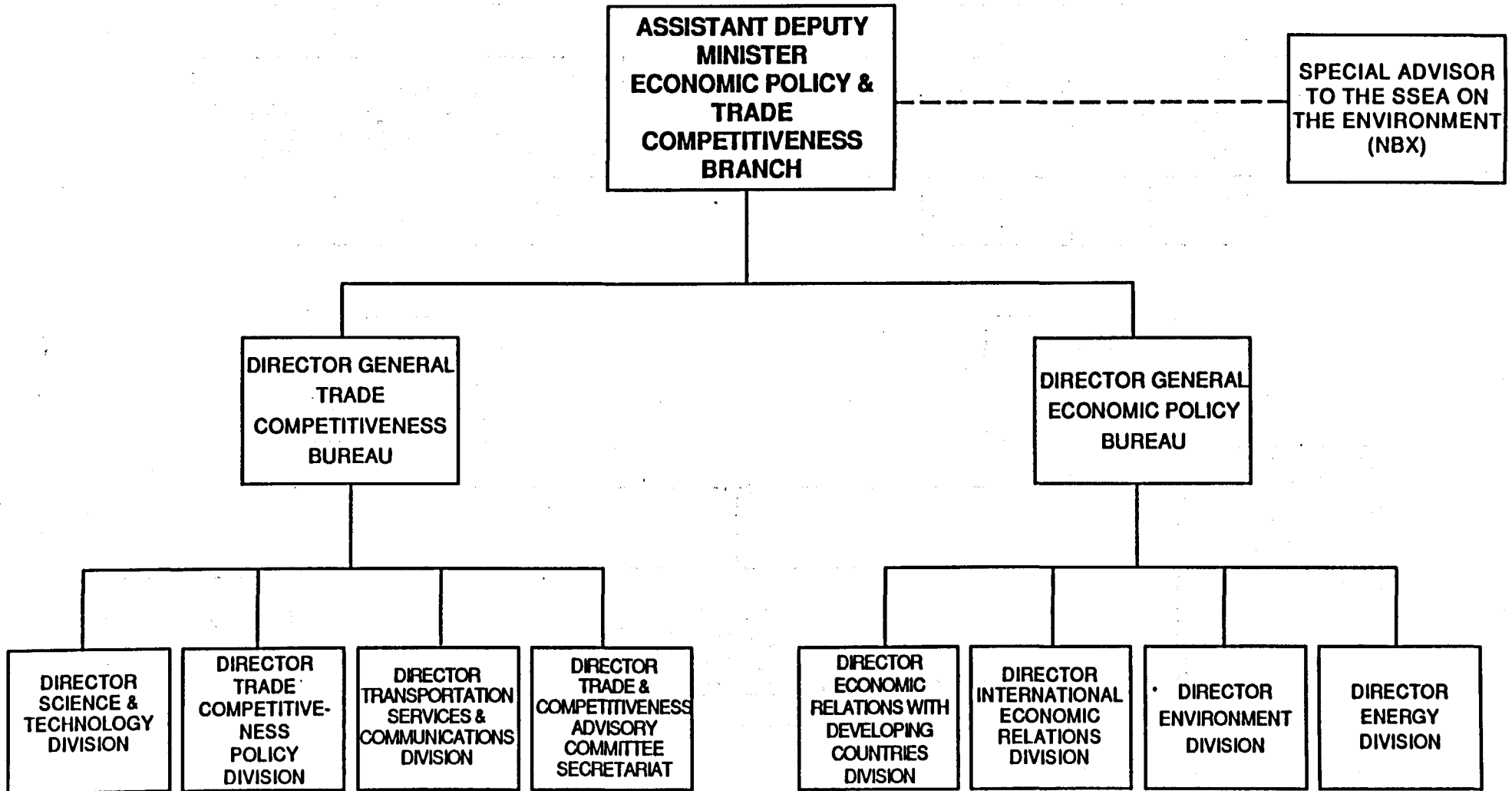
SUMMARY OF PROPOSALS

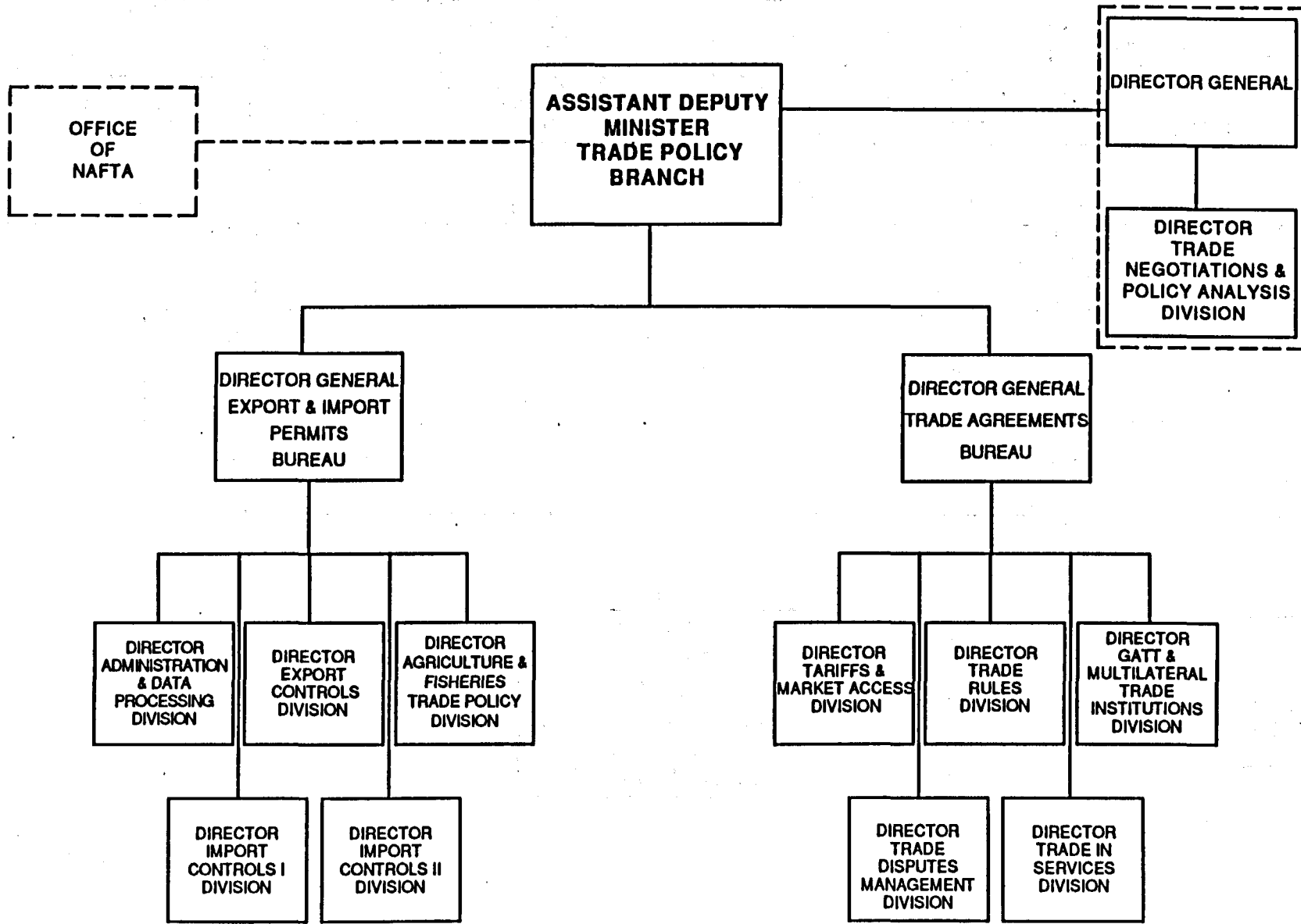
<u>BRANCH</u>	<u>HEADQUARTERS</u>	<u>ABROAD</u>	<u>NOTES</u>
UGB	3	7	1) INCLUDES CUTTING URB ADM AS PER CORPORATE REVIEW 2) REQUEST FOR ONE INCREMENTAL TEC
RGB	2	9	
PGB	0	2	
GGB	2	7	
LGB	0	3	
OFB	0	N.A.	REQUEST FOR 3 INCREMENTAL TEC (ALREADY APPROVED BY PMB)
JFB	0	N.A.	
MCB	1	N.A.	(1) CONVERSION TO BE CONFIRMED BY MCB (2) REQUEST FOR ONE INCREMENTAL TEC
ACB	1	N.A.	REQUEST FOR 1 INCREMENTAL TEC
BCB	2	N.A.	
IFB	3	3	
EFB	0	3	TO BE CONFIRMED BY EFB
	<hr/>	<hr/>	<hr/>
	14	+	34 = 48 - INCREMENTAL NEEDS (6) = NET 42

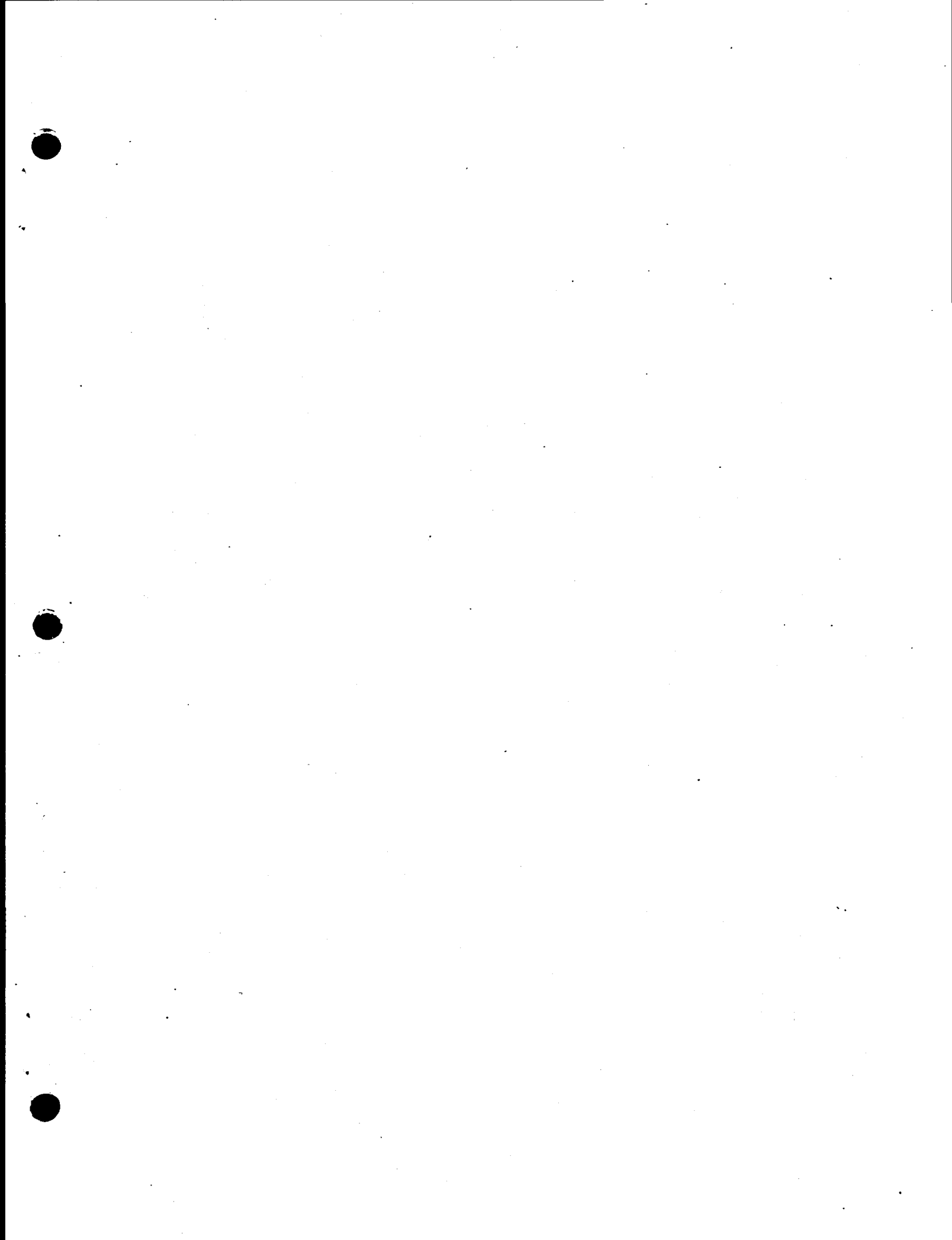
IT SHOULD BE NOTED THAT THE RESTRUCTURING PROPOSED IN THE TRADE DEVELOPMENT, TRADE AND ECONOMIC POLICY, AND COMPETITIVE FUNCTIONS WILL RESULT IN NO EXTRA DEMAND FOR TEC.













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BLACK	25971	NOIR
BLUE	25972	BLEU
RL BLUE	25973	BLEU RL
GREY	25974	GRIS
GREEN	25975	VERT
TANGERINE	25977	TANGERINE
RED	25978	ROUGE
	25979	ROUGE EX

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