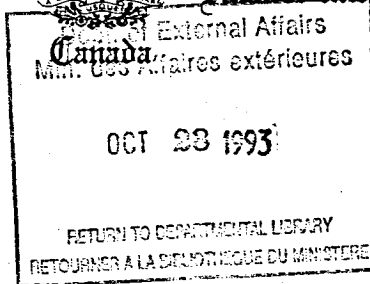


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June 22, 1993

Dear Colleagues:

Today we are pleased to inform you of some organizational changes in the department. These changes will sharpen the department's focus on its core functions of foreign policy, trade policy, trade development and consular services. They are further evidence of our determination to strengthen our capacity as a foreign service and as a department to deal with change at home and abroad.

As you know, over the last few years we have encouraged discussion about the changing role of the department and the foreign service. Some of this interest was reflected in the discussions outlined in the Brockville paper (Managing for the Future), but there has been more than just debate--there's been action too. On the personnel side, we are working to implement the GE conversion, the restructuring of the FS group and the creation of a new management/consular stream. We have implemented a new training facility, the Canadian Foreign Service Institute, and are well into the introduction of new technology to serve the whole department, specifically SIGNET, MITNET and the library's enhanced information services.

Today's structural changes will allow us to create more streamlined and effective structures for our trade development, trade and economic policy, and general policy formulation functions.

The International Business Development Branch (formerly the Trade Development Branch) will be more responsive to private-sector requirements through the integration of the planning and consultation functions within the Branch. The Branch will have improved capability to develop trade instruments - designed to assist Canadian companies in expanding internationally - and to set priorities.

The Trade Policy Branch and part of the United States Trade and Economic Policy Bureau are being merged into the new, expanded Trade and Economic Policy Branch, grouping together trade and economic policy. This new branch will be designed to support the trade relations management functions of the geographic branches. The U.S. Branch will retain day-to-day responsibility for managing trade relations with the United States. Flexible reporting relationships will be introduced to ensure maximum benefit from these moves.

The Policy Planning Staff and elements of the Foreign Assessments Bureau are being combined to form a new and strengthened Policy Staff. This will provide greater flexibility to deal with emerging issues. It will also give us a more effective means of delivering policy advice within government and of serving our internal clients and the public. The department's ability to anticipate and respond to crises will be greatly enhanced by the addition of analysts to the Operations Centre and by integrating the Centre into the new Security and Intelligence Bureau. We will also be moving the Ministerial Correspondence Unit into the Communications and Culture Branch.

While the changes in the affected areas will provide us with significant benefits, we believe any associated disruption can be kept to a minimum. On an individual level, we are determined that the changes will be implemented with as little disruption for employees as possible. Indeed, many employees in the affected areas will simply continue performing their present duties within the new organization. A workforce adjustment situation affecting some non-rotational staff is, nevertheless, unavoidable and the assignment programs for rotational staff will be readjusted. Discussions with affected employees are being held.

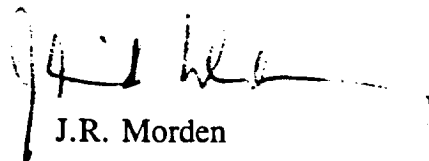
At this time, we can inform you who will head the realigned branches and the Policy Staff. John Weekes will be Senior ADM for the United States and FTA Coordinator (UGB), as well as continuing as chief negotiator of the NAFTA; Barry Carin will be ADM of the Trade and Economic Policy Branch (EFB); Brian Schumacher will be ADM of the International Business Development Branch (TFB); and George Haynal will Head the Policy Staff (CPB). These appointments are effective August 1, 1993. Len Legault (UGB) and Anne Leahy (CPD) will be moving on to diplomatic assignments.

Over the next few months we will be working to implement these changes. In the meantime, the branch management in affected areas will arrange briefings or information sessions for staff as appropriate.

We count on your support for a smooth implementation of these changes and for our continuing efforts to keep the department effective and influential as we adjust to these challenging times. We are confident that you will agree with our determination to make jobs at EAITC more rewarding and the department's contribution to national and international public affairs more valued.

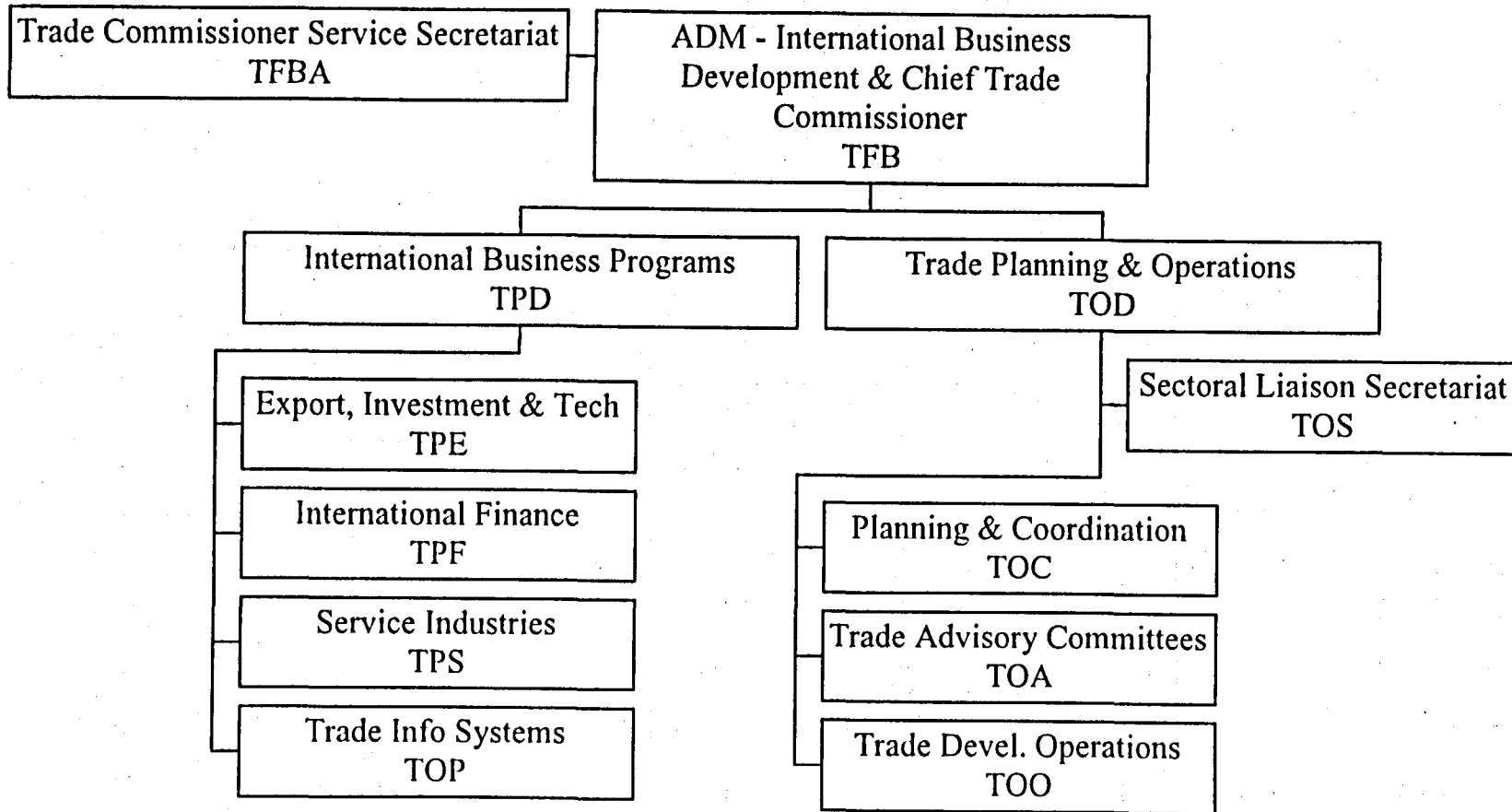


R. Allen Kilpatrick

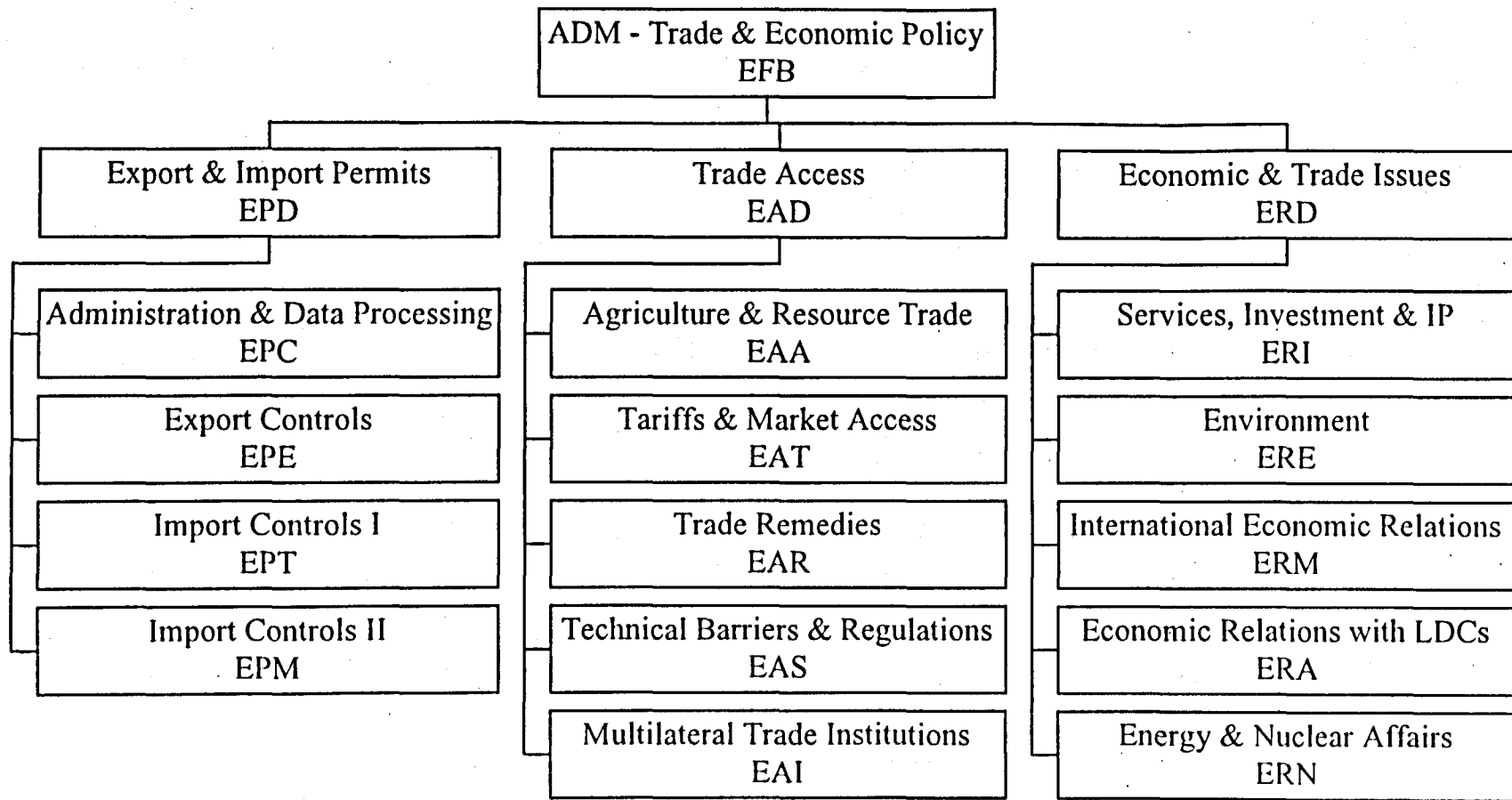


J.R. Morden

International Business Development Branch

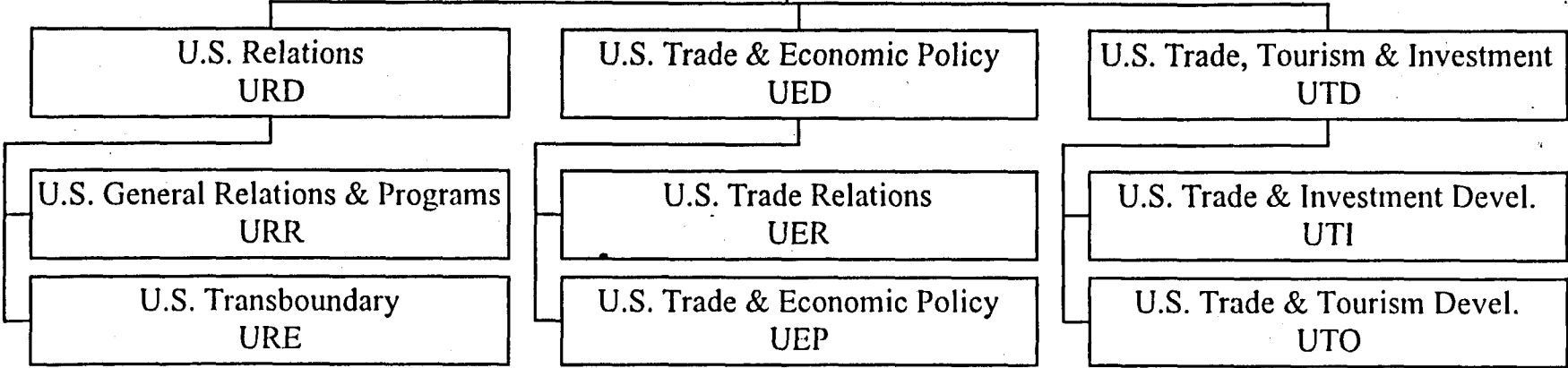


Trade & Economic Policy Branch

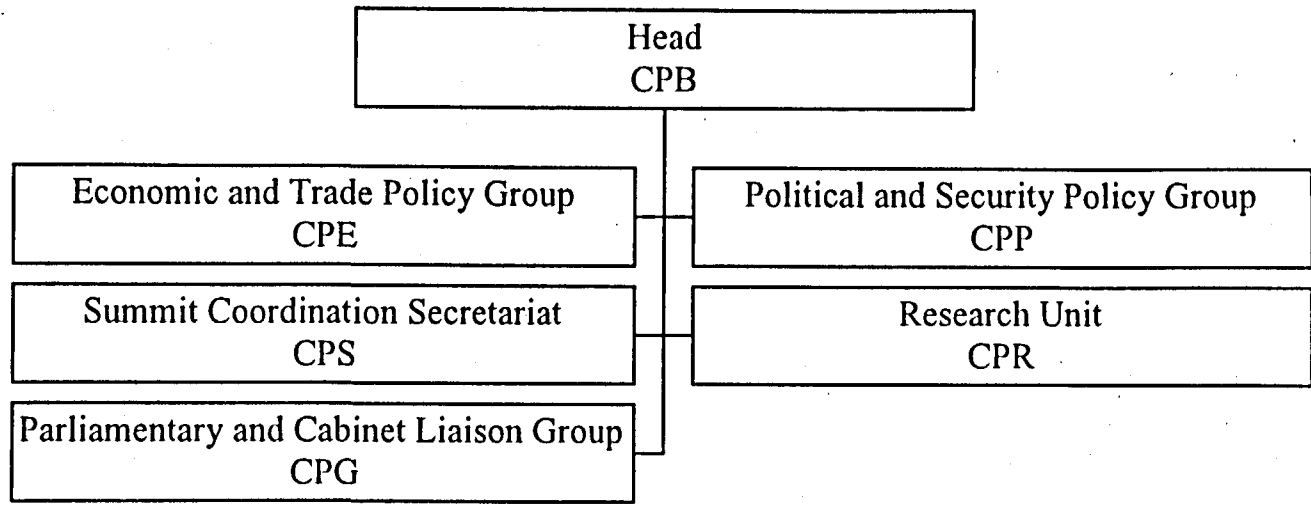


United States Branch

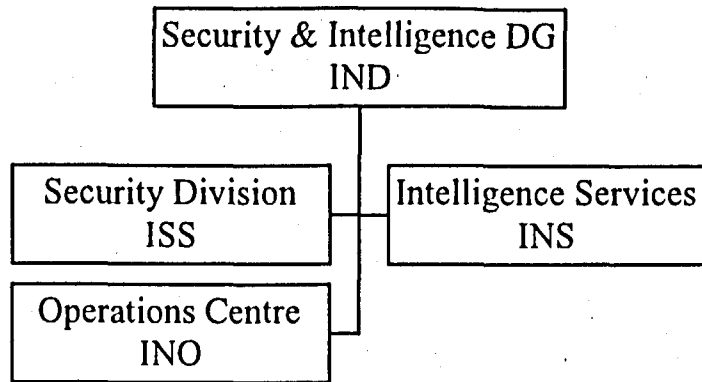
Senior ADM - United States &
FTA Coordinator
UGB



Policy Staff



Security & Intelligence Bureau



DEPARTMENTAL REORGANIZATION

QUESTIONS AND ANSWERS

Q1. What is the purpose of this exercise?

A1. This exercise is part of our ongoing efforts to make EAITC more relevant and effective. The moves will sharpen the department's focus and enable us to better meet both our international and national responsibilities. This reorganization builds on other recent moves which have improved our ability to perform more effectively the department's core functions of foreign policy, trade policy, trade development and consular service.

On the trade front, the reorganization is intended to create more effective links between trade and economic policy and to give our trade development program an improved focus. On the research and analysis side, the moves will create a stronger critical mass of expertise and enhance the department's ability to perform research and provide top-flight analysis.

Q2. Will these moves mean a financial saving to the department?

A2. These are not resource-driven moves.

Q3. Will any positions be cut? If so, how many?

A3. Some positions will be cut. However, many of these cuts will be offset by the creation of new positions. While the recent downsizing exercise focused exclusively on cutting rotational positions abroad, these new changes will result in non-rotational and rotational position cuts. The exact numbers are not known at this stage because, in some cases, the new divisions have yet to be finalized down to the level of individual positions. It is anticipated that all personnel implications will be known by the end of June.

Q4. What happens to employees whose positions are cut? Are they covered by the Workforce Adjustment Directive (WFAD)?

A4. Rotational employees: If the position to which a rotational employee is assigned is cut, the employee will be reassigned. No workforce adjustment situation will arise for rotational employees and no cash-outs will be approved.

Non-rotational employees: Indeterminate non-rotational employees whose positions are cut will have access to the protection and benefits of the WFAD. Under the directive, surplus employees can opt for a continued career or for resignation with cash-out. Indeterminate employees will not be laid off unless they turn down a reasonable job offer.

Q5. What happens to non-rotational employees from affected divisions?

A5. Each employee will be informed personally as to whether his or her position is being cut. Many employees have been informed already and others will be informed as soon as final decisions are made. Those individuals whose positions are being cut will be contacted by a personnel specialist from APSO and advised of all options available under WFAD. Employees are to continue to report to work as usual after the changes are announced. It is important to note that no one is surplus unless and until she or he is so notified in writing. Employees who become surplus have employment protection under WFAD.

Q6. How will this improve the department's effectiveness and quality of service to government and to the public?

A6. In the trade area, departmental structures will be streamlined. The integration of planning and consultation functions within the new International Business Development Branch will make the Branch more responsive to private-sector needs. Its capacity to develop trade instruments--to assist Canadian companies in expanding internationally--and to set priorities will be enhanced. The placing of trade policy within a new, expanded Economic and Trade Policy Branch will concentrate trade and economic policy in one place. These moves will improve the management of files dealing with international trade and agreements (eg. NAFTA, GATT) and enhance service by putting major elements of trade and related economic policy into one branch.

The integration of policy planning with foreign assessment operations will both strengthen the department's abilities in this area and provide more flexibility in dealing with emerging issues. This means more effective service for government clients who depend on our policy advice and for interested clients in the public who seek topical information on international relations and who may also be among those groups and individuals (e.g. NGOs and academics) who consult the department from time to time. The addition of analysts to the Operations Centre within the new Security and Intelligence Bureau will enhance the department's ability to anticipate and deal with crises and thus increase our effectiveness and relevance for clients both inside and outside government.

Q7. Where will the T branch sectoral analysis be performed from now on?

A7. The sectoral function is being refocused on interdepartmental co-ordination of trade development through the International Trade Business Plan (ITBP) and on consultations with private-sector clients through an enhanced International Trade Advisory Committee/Sectoral Advisory Groups on International Trade (ITAC/SAGIT) process on trade development issues and priorities. Officers in the newly established Sectoral Liaison Secretariat will tap into sectoral expertise in other government departments, agencies or outside groups and associations as appropriate.

Q8. Will the reorganization of the Foreign Assessments Division affect the availability of intelligence reporting?

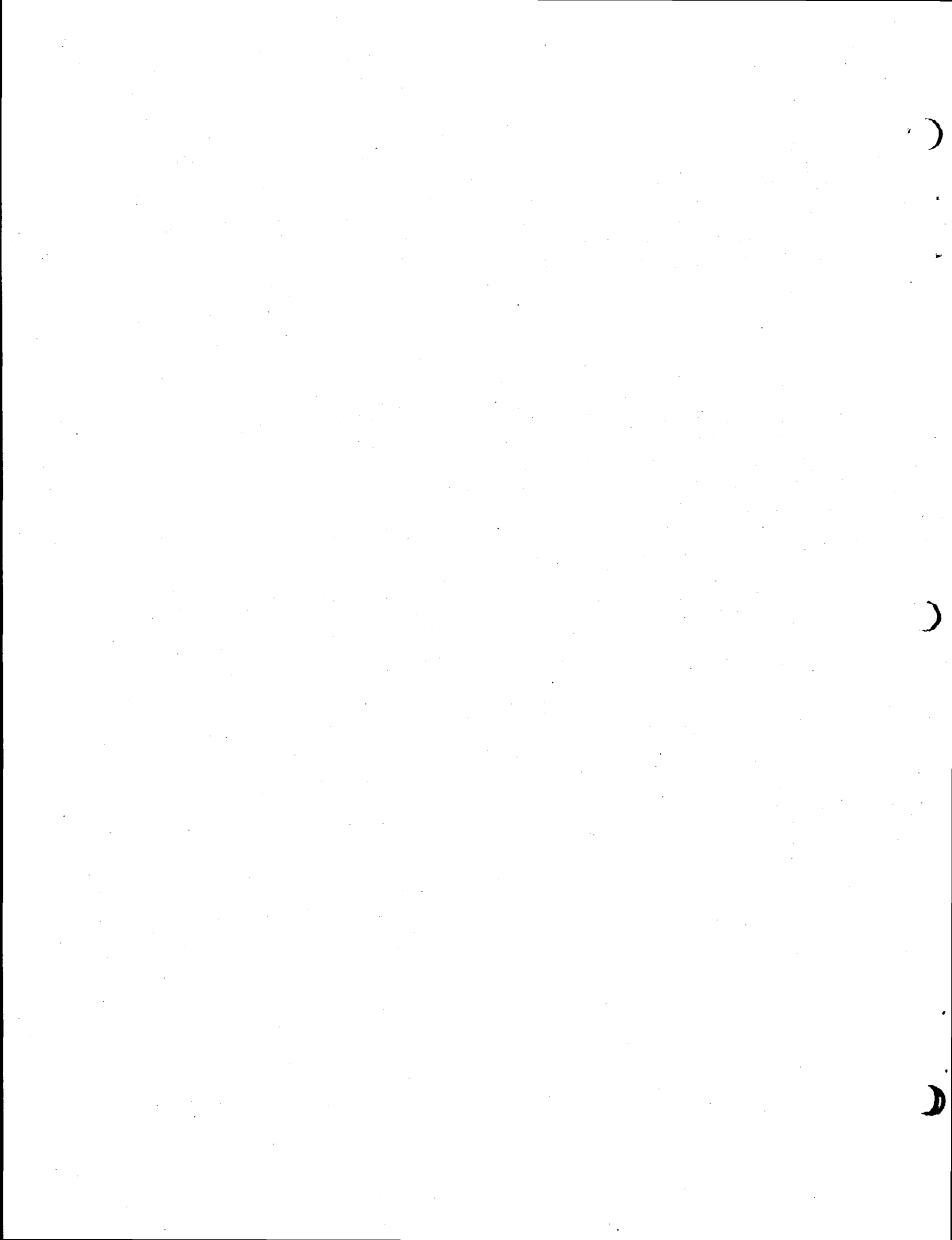
A8. The distribution of intelligence material to clients within the department will continue under the Security and Intelligence Bureau. The reorganization will forge a much closer working relationship with a key client, the Operations Centre. Liaison with other government departments will continue.

Q9. Aren't some of these changes a reversal of moves taken just a couple of years ago?

A9. The emerging issues that will drive our trade policy for the 1990s require a greater integration of trade and economic policy. These changes are designed to provide improved focus on, and coherence to, our trade and economic policy and trade development in a period when major trade negotiations (NAFTA, MTN) are nearing an end. Concentration of most trade policy resources within the Trade and Economic Policy Branch will strengthen the department's capacity to deal with current and emerging trade and economic policy issues. Integration of the International Trade Business Plan and ITAC/SAGIT responsibilities in the T branch, backed by a Sectoral Liaison Secretariat, will improve responsiveness to the private sector. The department as a whole will be in a better position to provide advice and guidance to our clients within government, the business community and the public.

Q10. Does taking these steps now mean there is no further reorganization expected in the next few months?

A10. Change and renewal have become a regular feature of life both in the public service and in the private sector. While the department has no precise plans at this point for further change, we live in an environment where evolution is a regular and unavoidable companion.



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