



Organizational Design Review - Action Items

Summary of Action Items stemming from the HREB meeting of 17 June 2004 on Organizational Design Review

	Recommendation	Action Item	Time Line	Lead	Priority
1	Develop Job Descriptions that accurately describe the nature, scope, and accountability of the BUL and TL Position	<ul style="list-style-type: none"> Develop generic job description for BL, TL, and PL (PM and GL) with standard across Business Unit expectations and then filled out with specific job roles 	31 March 2005	HR to lead in the creation of the template	M
2	Review Professional Leader role (role of expert advisor versus role as development leader)	<ul style="list-style-type: none"> Clarify roles and responsibilities of Professional Leader. Need to include all levels in the family (e.g., from NEB 06 to 12 for the 'Original five job families' Communicate to Management Group and others 	31 August 2004	COO	H
		Assistance to PL (and to BL, TL, Technical Leaders or Technical Specialists) on how to coach, teach and develop others	31 March 2005	HR	M

3	Review and document how teams are currently defined and their resource and supervisory requirements	<p>Agreement was reached that, in principle, there could be a supervisory (Group Leader) position where business case warrants. Next steps are:</p> <ul style="list-style-type: none"> • Business Leaders are to indicate needs and provide rationale for where supervisory positions are appropriate; • Develop principles/guidelines for establishing Group Leader (e.g., span of control, inclusion of duties such as doing performance appraisal and excluding others such as budget); • Evaluate implications of supervisory level; and • Discussion and decision by HREB on which of the proposed supervisory positions are approved. 	<ul style="list-style-type: none"> • 05 July 2004 • 16 July 2004 • 16 July 2004 • 31 August 2004 (Next HREB mtg) 	<ul style="list-style-type: none"> • Business Leader • HR • HR • HREB 	H
4	Review the purpose and organization of the Executive Office group	<ul style="list-style-type: none"> • Review in 6 months 	<ul style="list-style-type: none"> • 15 January 2005 	<ul style="list-style-type: none"> • COO 	M

5	Review how NEB currently handles function of Communication	Consolidation of Communication Team with Office of COO.	<ul style="list-style-type: none"> • 01 August 04 	<ul style="list-style-type: none"> • COO 	M
6	<p>Establish a uniform process of development for employees across the NEB, and design and implement a training and development system</p> <p>NOTE: Recommendations 6 and 7 are linked</p>	<p>The decision was made that the Team Leader or Business Leader has accountability for Learning and Development. HR is to provide tools and processes with input from Professional Leaders on technical training and from Information Management on anything that involves computer systems. NEB ‘approved’ or standard courses will be the Standard and exceptions would need Business Leader approval, in writing, where suitable business case exists. Actions are:</p> <ul style="list-style-type: none"> • Management, ‘soft skills’, Leadership, Project Management, and computer skills; and • Develop database 	<ul style="list-style-type: none"> • 31 March 2005 • 31 March 2005 	<ul style="list-style-type: none"> • HR • HR 	M

7	<p>Develop a succession planning and career management system to ensure the continuity of professional and management expertise within the NEB</p> <p>NOTE: Recommendations 6 and 7 are linked</p>	<p>Develop Generic Development Plans for:</p> <ul style="list-style-type: none"> • Management ladder (pre-TL, TL, and BL); • Technical Ladder (Technical Specialist, Technical Leader, and Professional Leader); • Project Manager; and • Administrative Assistants <p>• NEB is moving to an electronic performance appraisal system that will, amongst other things, enable extraction of individual, team, business unit, and organization learning needs as well as performance rating that will support succession planning;</p> <ul style="list-style-type: none"> • Linguistic requirements are captured in the HR Management Strategic and Staffing Plan <p>Also see Recommendation 1</p>	<ul style="list-style-type: none"> • 31 March 2005 • 30 September 2004 • 15 May 2004 Completed 	<ul style="list-style-type: none"> • HR to lead in the creation of the template by Jan or Feb 05 and implement in 2005-06 FOCUS • HR working with the COO and PWG • Business and Team Leaders during staffing actions 	<p>M</p> <p>H</p>
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8	Review size of all teams	See Recommendation 3 above			
9	Review, design, and implement coordination systems used by teams	<ul style="list-style-type: none"> • Consider formal certification program for Project Managers. Project Manager Generic Development Plan noted above to include this; • Action Tracker system is in place; • Business planning occurs annually; • Internal Conflict Management process is to be co-developed by UMCC under the PSMA; • Effectiveness of team practices are to be included under the Management System Framework 	<ul style="list-style-type: none"> • 31 March 2005 • 01 March 2004 In place • 31 March 2005 • 31 January 2005 	<ul style="list-style-type: none"> • HR with assistance and support from subject matter experts • In place • UMCC (co-development by union and management) • MSF PM 	H
10	Make Management decision-making methods more explicit and involve employees effectively in management of change	<p>Done through:</p> <ul style="list-style-type: none"> • MSF; • Leadership model; • On-going dialog; and • Using accountability currently with Business and Team Leaders 	<ul style="list-style-type: none"> • 31 January 2005 • 08 June 2004 • On-going • On-going 	<ul style="list-style-type: none"> • MSF PM • In place now • In place now • In place now 	H

11	Design evaluative procedures to support measures of organizational structure effectiveness	Consider including a question on organization structure in future Employee Opinion Survey	<ul style="list-style-type: none"> • 30 June 2005 	<ul style="list-style-type: none"> • EOS design team 	L
12	Communication Plan	<p>Communication Strategy is:</p> <ul style="list-style-type: none"> • Basic information at All Staff meeting; • Information item MMM; • Publish on iweb; • Share with Central Agencies; and • Link responses to other initiatives so that this is not seen as a 'one of'. 	<ul style="list-style-type: none"> • 28 June 2004 • 05 July 2004 • 20 July 2004; • TBD • On-going 	<ul style="list-style-type: none"> • COO • COO • Web administrator • Valerie (if appropriate) • Executives 	H