

REDO/ODER

STRATEGIC PLAN

(DRAFT: September 15, 1995)

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Preamble

The work of the volunteers and staff of the Regional Economic Diversification Opportunities (REDO) project are pioneering an approach to the industrial adjustment of the National Capital Region. The REDO project is pioneering in nature for a number of reasons.

1. While it is private sector driven, it is funded to a significant degree by the federal government. It is funded by the federal government under the Industrial Adjustment Service (IAS) program, but it is unlike any other IAS community development program for this is the first time it is applied to a community where the major employer downsizing is government.
2. It involves two of the founding provinces of this country at a time when political issues heighten the spotlight on what the volunteers of this project do on both sides of the Ontario-Quebec border.
3. For the first time, business leaders, community leaders, and federal government representatives all recognize that the future economic growth of the National Capital Region will not depend on the federal government. The future of the region, of our community will depend on new engines of growth. Lumber dominated the early years of the region. The federal government dominated the region for more than a century. Now it is time for new industries to define the next phase in the life of our community.

Given this pioneering nature of REDO, no guarantee can be given that what is undertaken by this group of volunteers will be successful. At the same time, those who have become involved are committed to bringing the community together to make use of existing resources, to identify and put in place new mechanisms to build a prosperous future for the National Capital Region.

Purpose of Strategic Plan

The purpose of a strategic plan is to ensure that all resources allocated to REDO are used in the most effective manner possible. This really has three implications. The first is that the strategic plan is to ensure that only those activities are undertaken which complement activities and efforts which already exist. The second is that the strategic plan is to serve as a guide to action by all participants in REDO, volunteer or paid. The third is that the strategic plan serves as a guide to all other individuals involved with REDO as to what the purpose, objectives, plans to achieve those objectives, and responsibilities of each group are.

Components of a Strategic Plan

A strategic plan is composed of a statement of the mission or vision that drives the organization, combined with the values that underpin that mission or vision. On this is built the strategic activities to be undertaken to achieve the mission, and the operational plans to put the strategic activities into motion.

Mission Statement

The mission of the Regional Economic Diversification Opportunities project is:

*Linking public and private sector initiatives
to improve the economic prosperity of our community.*

Values

The values underpinning this mission, this vision of the role of the volunteers and staff of REDO are:

1. We believe that, working together, the people and organizations of the National Capital Region can produce the opportunity for all individuals who want to find a new career, or to start a business, to do so in the region.
2. We believe that likelihood of a relatively easy transition from working in the federal government to working for other employers can be improved by a public education program to eliminate or reduce the misperceptions held by private sector employers as to what a federal government worker is like, and by federal government workers as to what working in the private sector is like.
3. We believe that the work REDO undertakes should address the problems of the downsizing of the federal government in the period 1995-1998, but also put in place the strategies, mechanisms, and alliances which can serve the community in the longer term.
4. We believe the National Capital Region should have a common goal of building a new regional economy on the strengths and traditions of the past, combined with the new opportunities of today and tomorrow.

5. We believe the National Capital Region can be a regional economy — and a community — which can serve as a model for other communities in Canada and internationally.
6. We believe there is a clear role for REDO to play which does not duplicate activities already existing in the region, and that is bringing all the resources in the region to bear on achieving the REDO mission.

FOCUS

It should be clear from the mission of REDO that it has a dual focus:

1. to provide to the employees of federal government departments being restructured in the region with information on possible job openings, on job requirements, on opportunities for self-employment (through launching of a new enterprise, joining an existing firm, or commercializing an activity currently carried out in the federal government);
2. to rally employers in the region to look at the possibilities for the future of the region, to more clearly define their requirements for full and part time employees or investors, what they seek in new employees or partners, and to share that information more fully with federal government departments, and be prepared to work with displaced federal workers, and others, to assist them in their transition to a new career.

The principal point of contact of REDO with the federal government departments will be with the National Capital Area Joint Adjustment Committee (NCRJAC). This will be supplemented with such mechanisms of direct contact with affected departments as the NCRJAC and/or the individual departments agree are appropriate to obtain or to provide information.

The principal point of contact of REDO with employers will be through the various employer and business groups and associations, and through the media. This will be supplemented by direct contact with targeted employer or community groups to solicit their participation.

Strategic Activity Areas

To achieve the mission we have chosen, we identified six strategic areas in which activities had to be undertaken in the next three

years. These are Employment, Training and Education, Entrepreneurship, Commercialization, and Information, and Coordination. The Board of Directors has assigned responsibility for five of these strategic areas to working groups of volunteers, and has assigned responsibility for coordination to the staff of REDO.

The missions of each of the six strategic areas are:

Employment	Training & Education	Entrepreneurship	Commercialization	Information	Coordination
Identify and quantify private sector job opportunities and required competencies within the private sector.	To meet the mutual needs of the private and public sectors by facilitating the provision of training to meet displaced workers needs and to identify areas where training needs are not met, and make the community aware of the gap.	To provide support to the promotion of entrepreneurship and self employment as valid career options for displaced federal government workers and others in the National Capital Region.	Identify and qualify commercialization projects and facilitate the establishment of these projects in the Region, and use commercialization as an economic development tool for the region.	Ensure effective two-way communication with all working groups and stakeholders in the process.	To provide secretariat and other support services to the Board of Directors and to all Working Groups of REDO.

The membership of the groups responsible for each of the six strategic areas are:

Employment	Training & Education	Entrepreneurship	Commercialization	Information	Coordination

HR managers from private sector organizations and from the Federal Government, and from regional governments.	Employers and education specialists from the region.	Private and public organizations supporting entrepreneurship.	Companies and individuals interested in commercialization, government managers involved in the commercialization process.	Communications specialists, government representatives, union representatives, private employers, economic development or regional government representatives from both sides of Ottawa River, and an Industrial Adjustment Service (IAS) representative.	Individuals appointed by the Board of Directors to provide staff support to the volunteers of REDO.
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The objectives of the six Strategic Activity Areas are:

Employment

1. To rally the employers of the NCR to provide to displaced workers in the NCR, primarily the 15,000, with current data on job vacancies, as well as competencies required (i.e. identify and qualify employment opportunities within the private sector).
2. To provide one or more vehicles by which displaced workers can access the data on job vacancies and competency requirements and identify their training needs.
3. To provide vehicles by which HR specialists from local firms can coordinate with HR specialists from the Federal Government to ensure the maximum ease in the transition of as many displaced federal government workers possible to alternate employment opportunities outside the Public Service.

Training & Education

1. To provide a central registry of training sources for access by employers and counsellors
2. To identify training needs common to a group of people or jobs in the Region, both in the short term and longer term.

Entrepreneurship

1. To support the development of existing and new programs of assistance to those seeking to establish themselves in a new or ongoing business.
2. To ensure that those displaced federal workers and others considering entering into business ventures are provided with sound advice on the benefits and pitfalls of taking the entrepreneurial path.

Commercialization

1. For government units identified for commercialization, to maximize the employment of existing employees in the long term.
2. For employees who can identify opportunities, to assist in evaluating the potential and in capturing the opportunity.
3. For industry in the National Capital Region (NCR), to take maximum advantage of any commercialization opportunity, either directly or in partnership with the government or the employees.
4. To assist those individuals carrying out research and development functions in the Federal Government which are critical to industries in the National Capital Region, or to industries in Canada, to obtain alternative forms of financing to continue their activities inside or outside of government.

Information

1. To develop and deliver a communications strategy which delivers the message of what REDO is doing.
2. To ensure that all individuals and groups involved in REDO deliver a common message.

Coordination

1. To ensure all Board Members and Working Group members are kept informed of all activities of REDO.
2. To ensure that all facilities required to carry out the plans approved by the Board and the Working Groups are obtained in a timely and a cost-effective manner.
3. To ensure sound management of the funds entrusted to REDO.
4. To ensure that all legal reports required of REDO are prepared and submitted with the proper signatures.
5. To ensure REDO has representation at all appropriate fora.

Based on these Strategic Activity Area mission statements and objectives, the members of each of the groups responsible for each will establish their operational plans to attain the objectives in each area, and to carry out the mission of REDO as a whole. The Board of Directors will approve for implementation those area operational plans which best reflect the values and focus of REDO, and best promote the achievement of the mission of REDO as an integrated organization.

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APPENDIX A

Background to REDO

REDO is the child produced by the convergence between an initiative of the National Capital Region Business Task Force on Downsizing and Decentralization with the desire and willingness of Federal Ministers to demonstrate compassion towards displaced federal employees across Canada. The Task Force was formed in the Summer of 1994 by a group of business professionals from both Ottawa-Carleton and from the Outaouais to prepare for the results of the Program Review announced in the Federal Budget of February 1994. The Task Force was co-chaired by Elaine Vacher and Marcel O. Parent and recognized that the potential negative impact of the Federal Government either downsizing or decentralizing, or both, could be substantial on all municipalities of the National Capital Region.

Working through the Fall of 1994, the Task Force asked OCEDCO if it would refine concepts developed in the Task Force and spearhead the selling of a proposal to provide financial assistance to a volunteer group of business people from the region to assist public servants change careers, but remain in the local economy, thus minimizing the negative impact on the National Capital Region, and possibly even creating new companies, and thus enhancing the growth of the National Capital Region. OCEDCO took on the role of drafting the proposal and setting up the meetings, but it was the representatives of the National Capital Region Business Task Force on Downsizing and Decentralization which met with the Federal Ministers to make their case with the assistance of OCEDCO professionals.

The proposal was well received by the Honourable John Manley and the Honourable Marcel Massé, but a mechanism to provide the funding had to be found. Gary Davis of the Industrial Assistance Services Program of Human Resource Development Canada proposed a customized version of the IAS be adopted as the vehicle for providing funding to this private sector proposal.

The members of the National Capital Region Business Task Force on Downsizing and Decentralization became the signatories to a Memorandum of Agreement to establish a Community Adjustment Committee under IAS (called in the agreement The National Capital Region Adjustment Committee), which served as the basis for the Industrial Adjustment Service agreement signed by the Chairman of the Regional Municipality of Ottawa-Carleton, Peter Clarke, and by the Chairman of the Communauté Urbaine de l'Outaouais, Marc Croteau, and dated March 16, 1995.

While the name *The National Capital Region Adjustment Committee* is what appears on the agreement, the Committee chose to use

the name in the proposal put forward by OCEDCO for the National Capital Region Business Task Force on Downsizing and Decentralization as the name it would go by: the Regional Economic Diversification Opportunities committee — REDO.

The chairs of the two regional municipal governments did not wish to serve as the permanent co-chairs of the Community Adjustment Committee and sought prestigious individuals, one from each of the two regions which form the National Capital Region and Larry O'Brien was the nominee for the Ontario side, while Marcel O.Parent was the nominee from the Québec side.

Rather than immediately hire people to operate this private sector initiative, the Co-Chairs of REDO sought to have as much of the resources required as possible volunteered by the employer conducting the downsizing, i.e. the Federal Government. Thus they sought the loan of office space as well as the loan of professionals to operate the offices of REDO. [check with Marcel on this].

The Funding of REDO

The funding of REDO is similar to other Industrial Adjustment Agreements in that the funding is made available initially for two years and can be extended for up to one additional year. The funding made available under this agreement is \$750,000 per year, or up to \$2.25 Million over three years. It was agreed that the funding would be made available for the full three years as the workforce reduction program of the Federal Government is to be spread over three years.

According to the Memorandum of Understanding signed by the ten members of the Task Force which became REDO the following may be paid for from the funds provided:

Expenses for travelling (in Canada only), office supplies, office rental, equipment rental, translation services, clerical and stenographic services, preparation and printing of reports, remuneration of persons or firms engaged or appointed by the committee, and other expenses as may be outlined in a budget prepared by the Committee and approved by the Industrial Adjustment Service.

SWOT Analysis

A SWOT Analysis is a review of the Strengths, Weaknesses, Opportunities, and Threats regarding REDO as it more clearly defines its mission, objectives or results sought, thrusts undertaken to achieve those objectives and results, and the tactics or activities it will undertake to carry out those thrusts.

STRENGTHS:

The strengths of REDO as it exists on July 31, 1995 are

1. it has the commitment and resources of a significant number of individuals involved in business in the National Capital Region — individuals with contacts in the various business sectors of the Region.
2. it has funding to provide services or supplies it cannot acquire from its members or from other businesses in the Region as donations, or at reduced cost.
3. it has core staff who are familiar with the Federal Government
4. it has the support of all levels of government — everyone wants to see REDO succeed and will provide what assistance each individual can.

WEAKNESSES

1. REDO has been defining itself as to what it is not (i.e. not an employment agency), but has been less clear as to what it is — thus a lot of good ideas are being generated, but prioritization and coordination are weak as there is no strategic focus to rank ideas against, nor can work plans be developed and coordinated between committees.
2. REDO is volunteer driven — if volunteers do not have a common vision to serve as a guide, they tend to drift, lose enthusiasm, and drop out, or conversely do their own thing using REDO as their label. This can produce results, but tends to be wasteful, and leaves success to chance.
3. Staff being hired and volunteers getting involved are not familiar with the players — considerable confusion prevails.
4. Current core staff are public servants used to representing large organizations of paid staff, not a small private sector organization composed of volunteers, not familiar with the businesses in the Region nor known to business leaders in the Region.

5. The Departments do not know what they can get from REDO, and are not really clear about what they need as the government as a whole has not gone through a restructuring this profound in many years — Industry Canada was perhaps the best prepared owing to its record of many years of restructuring and downsizing.
6. The funds available to REDO are quite limited given the numbers of employees involved. On a per capita basis, REDO has \$150.00 per person being cut to spend on aiding in their transition.
7. The data on which all planning and operations should be based are not precise. They are not precise in terms of order of magnitude, nor in terms of the timing of terminations.

OPPORTUNITIES

1. REDO can coordinate or facilitate the effort on the part of business, governments, and labour on both sides of the Ottawa River — all groups working together — to assist people adjust to change in their employment, assist businesses to obtain new investors, assist businesses get started, and serve as a catalyst to ensure that the business is spread as equitably as possible throughout the National Capital Region. No one has ever done this before for the National Capital Region — thus what is done by REDO can serve as the basis for future efforts of this nature.
2. REDO can serve as a facilitator to break down the barriers between the Public Service and the private sector in the National Capital Region.
3. REDO can raise the morale in the National Capital Region regarding the downsizing of the Public Service — and just maybe reduce uncertainty enough for consumers to begin spending again — at least to the extent that uncertainty is the cause of reduced spending.
4. REDO can serve as a facilitator or bridge bringing people wanting jobs to employers looking for qualified people and investors to firms looking for partners or investors. One way this can be achieved is by offering to take on the role of the "community group" managing the Ottawa Labour Market Information Network with Human Resource Development Canada.
5. REDO can serve as a facilitator to find alternative means to funding R&D carried out by the federal government which is critical to industry in the National Capital Region.

6. REDO can serve as a catalyst to redefining the educational services of the Region to better serve the communities' needs in the coming years.
7. REDO can serve as a facilitator for the National Capital Region urban community to make as smooth a transition as possible from a community perceiving itself as a "government town" to a community perceiving itself as an economy based on a multitude of business sectors.

THREATS

1. Some people see REDO as a politically inspired public relations program with no substance — thus the substance of what REDO does must be communicated.
2. Some people are concerned that the \$2.25 million is simply money to line the pockets of a few local business people — the uses of the funds must targeted to address clearly identified needs and needs that cannot be met through donations of time or resources of the business community, and the choice of anyone or any firm hired must be seen as fair and equitable.
3. Some people have the perception that although REDO claims that it is serving the National Capital Region, given its only office is located in Ottawa, the Outaouais is being shortchanged. This is an issue arising from the Outaouais and is really directed at the "retail" functions of REDO — that is a place where people can walk in and get assistance/information on or from REDO. REDO must make certain that if it is to have a place where people can drop in to get information or assistance, that the service is offered on both sides of the Ottawa River.
4. REDO's primary target is to assist the Public Servants being released by the Government to a) make as smooth a transition as possible to another role in the National Capital Region, and b) to maximize investment opportunities for the National Capital Region. For those who are changing employment from employers other than the narrowly defined Public Service REDO is targeting in the Industrial Adjustment Service agreement, charges that REDO is being "unfair" have been and can be expected. Such charges could diminish the view of the positive work REDO does accomplish.
5. REDO has funding for three years to assist the National Capital Region urban community make the transition from a government town to its new economic base, yet this process began some years ago, and will take more than three years to complete. Properly focused, REDO can put in place the strategic thrusts and mechanisms to address the profound change taking place and will be seen as a success. Focused only on the short term problem, i.e. the 15,000, and REDO could be

seen as a good hearted effort which was just a bandaid solution.

6. With so many opportunities, so many activities which could be undertaken, there is a threat that REDO takes on too many functions and fails to deliver substantial results.
7. Because we do not know with real precision how many people are in need of any specific service, we could off the mark in many cases providing an image of not having our act together, or worse.

APPENDIX B

Preliminary Financial Planning of REDO

[NOTA: The three year financial and operational plan will be developed once the Board has approved the Strategic Plan and Strategic Activity Area operational plans have been approved. In the interim, there are two "budgets" which can serve as a point of departure for the development of an operational budget. The first is the original budget submitted to the Federal Government by OCEDCO (February 1995); the second is an interim operating budget for the year April 1995 through March 1996 developed by the Executive Director of REDO (August 1995)]

The original budget submitted by OCEDCO

REDO STAFF

Director	80,000	
Communications Coordinator	60,000	
3 Pathway Coordinators	180,000	
2 Support Staff	70,000	90,000
Total		

Office Rent, etc. 100,000

Comprehensive communications program to create awareness and information materials across the public service, including media ads, presentations, handouts, guides, etc (considered very important to emphasize the positive opportunities, publicize success stories, maintain momentum. 250,000

Total Estimated Funding Required: 740,000

Operating Budget Developed by Johanne Roberge, Executive Director, REDO (August 15, 1995)

DRAFT FOR DISCUSSION
BUDGET

(April 1995 to March 1996)

START-UP COSTS (to date):

20,095

OCEDCO	\$ 14,000
move & related cost	3,000
press conference	800
Fax machine	2,295

OPERATIONAL COST:

105,300

Board member expenses (rough estimate)	10,000
Travel	10,000
REDO staff expenses	10,000
Printing (\$5,000 to date)	15,000
Computer support (1)	4,000
Telephone, photocopy, etc	15,000
Meeting Expenses	7,400
Other	3,900
Translation (excluding Good News network)	10,000
Support to Good News network & French equ.	20,000

COMMUNICATION COST:

80,000

Hill & Knowlton (to date)	10,000
Attitude campaign (estimated budget for REDO-Info WG)	70,000

ENTREPRENEURSHIP: 80,000

EMPLOYMENT/PROJECTS COSTS:(rough estimate) 44,605

HR forum	5,000
Job shadowing	5,000
REDO line	5,000
Transition services "inventory"	29,605

SALARY OR EQUIVALENT (including consulting):

REDO OFFICE:

Executive director	\$ 80,000	
Executive assistant (1)	40,000	
Administrative assistant/info assistant	35,000	
Director, Employment & training	60,000	
CATA - REDO line project (3)	20,000	
HR forum project (6 months)	25,000	
Job shadowing projet (pilot 6 months)	25,000	
Director, Commercialization (2)	-----	
Director, Information	50,000	
Director, Entrepreneurship (2)	-----	
Entrepreneurship Centre REDO desk	40,000	
Sub-total		\$ 375,000

CONSULTING:

Philémon Paquette		15,000
to date	7,950	
next two weeks	2,050	
extension	5,000	

(another 3 weeks ?)

Outside expertise as requested by M. Darch 30,000

Sub-total 45,000

TOTAL SALARY & EQUIVALENT \$ 420,000

TOTAL: \$ 750,000

PS: The following assumptions have been used for this forecast:

- 1) I have assumed computers will be donated.
- 2) Budget for the Commercialization WG and an estimated \$70,000 for the Information WG have been included.
- 3) Entrepreneurship has been estimated at \$80,000 which ever way we decide to go.
- 4) Transition services inventory cost are probably under estimated.

- (1) The executive assistant will provide the half a person administrative support requirement as requested by Michael Darch
- (2) Assumes cost sharing from Departments
- (3) Assumes cost sharing through other funding programs

Appendix D

Tools which may be used by the Working Groups in each of the Strategic Activity Areas

Employment

1. The CATA proposed expansion of its fax line to serve as a "REDO Line" open to anyone who wishes to access it. Can contain both resumés and job stats. Here the role would be the provision of the service by REDO volunteers and by seconded personnel to input and maintain data. Some costs to REDO.
2. The Ottawa Labour Market Information Network (OALMIN) which contains a databank of all jobs in the NCR as well as a databank on all jobs and competency requirements according to the National Occupational Classification. The Employment Working Group will encourage employers in the National Capital Region to use the OALMIN as a depository for both upcoming job possibilities and for defining more clearly job requirements. Data can be provided to CEC personnel who will input the data. The Employment Working Group should seek representation on the "Community Advisory Group" the Department of Human Resource Development is establishing to provide guidance on the services which the OALMIN will provide.
3. The Electronic Labour Exchange (ELE) being piloted in the Region by Human Resource Development Canada. Will contain stylized data on individuals seeking employment and on jobs available; programming will permit matching for either employer or for potential employee. Role of REDO is to encourage employers to use the vehicle.
4. A hand-out updated on a regular basis which can be provided to any person contacting REDO about options for career change, listing places to go, what can be expected from each, telephone numbers of contact persons — should cover the above for finding a job, starting their own business, or commercialization of an existing government operation (i.e. an inventory of transition services).
5. An Awareness Program to improve the possibilities of jobs being created in the region, and being offered to displaced federal government workers. This program could include:
 - a. A weekly or bi-weekly page in the Citizen, Le Droit, the Sun, and as many of the weeklies throughout the National

Capital Region to deliver the message.

- b. Periodic good news stories on both French and English television news slots
- c. A series of articles about what is a public servant — profiling the typical day in the life of, and the perspectives attitudes, etc of the individual to put flesh and blood on a public servant for private sector employers. Talk about transferable competencies.
- d. A series of articles of what is a private sector job, profiling the typical day in the life of, the attitudes and perspectives, etc of individuals in such a job, of the employer, etc. talk about competencies required.
- e. A series of articles about the industries, municipalities in the Region, structure, prospects, markets (local, regional, national, international -- implications thereof)
- f. A series of articles about how people have made the transition from their former employment to their new employment as an employee of someone else or as self-employed, regardless of locale.
- g. Periodic conferences, seminars, or workshops profiling industries, competencies, communities, or on how other communities have managed their transitions, (e.g. Calgary, Moncton, Pittsburgh, Seattle) develop a coordinated plan with Working Groups. REDO is sponsor, funding may be obtained from interested groups.
- h. Human Resource Fora for both federal government and private sector human resource managers conducted on a periodic basis to review communications issues, the effectiveness of electronic data, language barriers, needs on either side to provide a continuous improvement of information transmission and outplacement services.

Training and Education

- 1. Establishing an advisory committee (or possibly a series of consultation sessions) composed of employers from Ottawa-Carleton and from the Outaouais to establish short term and long term needs and gaps in training.
- 2. Establishing an advisory committee or possibly a series of public discussions for public and private trainers from throughout the Region to discuss how best long term needs can be met, and gaps filled.

3. The Ottawa Labour Market Information Network (OALMIN) has launched the establishment of databank of all training courses, seminars and workshops, and of trainers in the NCR in the next few weeks. The proposed approach is that training providers will choose to join the network and enter their own data while Human Resource Development Canada will continue as the technical database managers only operating under the guidance of a "Community Advisory Group" responsible for determining uses, services, and policies of the Network and encouraging employers to use the Network; access is currently restricted to job counsellors and to employers — future to be determined by Committee. Cost to REDO, nil to low, i.e. primarily volunteer time and space to meet.
4. Establish a central registry of trainings required by displaced workers, when required, who is providing (information to be provided by JAC, by individual departments, or by potential employers) -- to identify through analysis, gaps and volume needs.
5. Conduct Focus Groups with, and/or a survey of, both individuals being outplaced, and with employers to get a handle on what needs of each group might be for training and information for either employment or self employment. Can assist REDO better target its focus. REDO's role would be to conduct the focus groups with the assistance of the Departments as well as with the assistance of employer/employer groups e.g. the Board of Trade, la Chambre de commerce et d'industrie de l'Outaouais, CATA, and the Ottawa Tourism Association.
6. Establish a list of individuals who are prepared to talk to federal government workers on what it is like to make the transition from employment in the Public Service of Canada to a new career either with another employer, or in self employment.

Entrepreneurship

1. Provide walk-in centres, in both Ottawa-Carleton and in the Outaouais, for first-line support of displaced federal government workers and others.
2. Identify cost effective longer term seminar on entrepreneurship (e.g. such as that used by IAS elsewhere) which can assist

potential entrepreneurs to establish their businesses. REDO sponsors on a periodic basis to the general public on a full cost or subsidized basis.

3. Construct a confidential data-base of individuals or firms seeking partners in ventures already up and running, or proposed for launch, as well as a data-base of individuals seeking business ventures.
4. Identify where business counselling and in-depth training can be obtained by potential entrepreneurs, and produce a guide to these resources to be provided to potential entrepreneurs.
5. Develop a list of entrepreneurs who are willing to provide (on a volunteer basis) a few hours of counselling to potential entrepreneurs.
6. Acquire region-specific statistics on small business start-ups and bankruptcies to assist potential entrepreneurs in their decision-making process.

Commercialization

1. Establish contact with key contacts in each federal department to establish two-way communication on possible target organizations for "alternate service delivery" and to facilitate removal of barriers to the commercialization of units.
2. Establish a data bank of interested companies.
3. Establish the policies and procedures to be used on a government and department basis and make those available to companies in the NCR.
4. For major privatization (i.e. Transport, Canada Communications Group) ensure jobs remain in the NCR.
5. Work with companies seeking to capture privatization opportunities.
6. Work with employees or employee groups who have identified commercialization opportunities.
7. A "round table" or some such forum for business leaders and deputy ministers so that each could understand the goals and objectives of the other. Possibly co-sponsored by OCEDCO and/or by la Société De Diversification Economique De

L'Outaouais, and/or by la Chambre de commerce et d'industrie de l'Outaouais.

Information

The selection of communications tools will be based on:

- a) the requirements of, and acceptability to, the other working groups of REDO and of the Board of Directors;
- b) the need to identify via the private and public sectors which information people want;
- c) and, the means by which it can be effectively communicated.

Coordination (Headquarters Staff)

1. Production of all minutes of the Board of Directors and of Working Groups.
2. Provision of advice to the Chairs of the Board of Directors and of Working Groups of actions to be taken, who the action as been assigned to (or obtain a name from the Chairs), and follow-up with the individuals accountable to ascertain if the action has been carried out, or to whom the action has been reassigned, if the action is not being pursued.
3. Prepare and maintain documented hard copy and electronic filing systems accessible to the members of the Board and of the Working Groups.
4. Establish and manage such data bases and data management and transmission systems as directed or requested by the Board of Directors or Working Groups.
5. Establish financial and office management procedures acceptable to the Board, to IAS, and to the Financial Administration Act to the extent it applies.
6. Carry out liaison activities on behalf of the Board of Directors or Working Groups with government departments, employers, and individuals as directed.
7. Produce all briefing notes, letters, articles, etc as required by the Board of Directors or Working Groups, either by writing

such documents, assisting Board Members to write the material required, or by supervising the writing of such materials under contract.

8. The management of all projects assigned by the Board or by Working Groups.
9. The acquisition and management of all facilities approved by the Board of Directors.

Appendix E:

Results or Success indicators which may be used by Working Groups in each of the Strategic Activity Areas

Employment

1. The number of displaced federal government workers and others who make the transition from their former employment to new employment in another organization outside the Public Service, or who started their own businesses, measured monthly by the NCRJAC in cooperation with REDO.
2. The increase in number of employers who choose to use REDO supported vehicles, measured on a monthly basis.

Training and Education

1. Number of people taking advantage of REDO speakers on transition or on entrepreneurship, or picking up REDO materials.
2. That employers and counsellors feel that REDO has had a positive impact - measure obtained by survey.
3. The number of people/organizations or the percentage of target populations which make use of REDO vehicles.

Entrepreneurship

1. Number of people who choose to enter into their own businesses or join others in existing businesses or franchises.
2. Number of people who after using REDO services choose not to enter into self-employment, into existing businesses or franchises because the counselling, coaching, or training provided for them the information necessary to decide not to pursue that option.

Commercialization

1. The Number of organizations assisted by REDO to become commercialized or to be approved as alternative service delivery organizations.
2. The number of jobs saved/created through commercialization.
3. The number of research and development positions critical to NCR or Canadian industries saved through alternate service delivery proposals promoted or assisted by REDO.
4. The change in attitude of Public Service Managers to promoting and approving organizations or functions for recasting in some form of alternate service delivery (measured by survey), or , the number of systemic barriers to commercialization removed by REDO involvement (measured by count).
5. The effect on public policy.

Information

Conduct periodic surveys of public opinion of target group opinions to determine if communication objectives are being met, i.e. how are attitudes changing, is REDO recognized, are its messages known, are its messages being acted on.

Coordination (Headquarters Staff)

1. Feedback from the Co-Chairs of the Board of Directors or of the Working Groups on the services of the staff.
2. Feedback from REDO volunteers or other individuals on the service obtained from the REDO staff

[NOTA: the feedback could be obtained orally, or through the provision of evaluation sheets to the Board and to Working Groups on a monthly or quarterly basis, and to others at each event or on a systematic basis.]

Appendix F

Principal Target Audiences of each of the Working Groups and Staff

Employment	All individuals in NCR organizations who can either provide data on jobs and competencies or who can manage the transmission of such data.
Training and Education	Primarily the Employment working group, the human resource managers, and the training providers throughout the region.
Entrepreneurship	All individuals seeking a new career in some form of entrepreneurship, providers of entrepreneurship guidance, and all individuals or organizations seeking investors or partners.
Commercialization	Public servants wishing to commercialize their operations, Public Service Managers and Ministers (as necessary) to promote and achieve commercialization where appropriate, banks, investors (firms or individuals), and firms interested in the conversion of government operations into going concerns.
Information	With all REDO working groups as requested to manage communications on their behalf and to coordinate communications of REDO as a whole; with all media and public affairs managers of employers and local economic development organizations, unions, and governments to coordinate delivery of messages for maximum effectiveness at the least cost.
Coordination (REDO staff)	With all Board and Working Group members, and with all others the staff is so directed to interface with by the Board or by Working Groups.