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Sent: Monday, September 13, 2010 9:45 AM
Subject: Organizational Realignment
Importance: High

I am announcing a realignment of our organizational structure. This note provides information that executive, our directors and I think is important and helpful; it is longer than I like, and ideas are restated in a number of ways, but it is important to try and be clear.

First and foremost, these changes are not about cutting positions - they do not mean people were doing things wrong. Transforming our business and continuous improvement are not new. Today's changes are further steps in seeking ways to deliver our mandate.

Over the last year and a half I have gotten a sense that some staff do not feel connected with or able to deliver our "lofty" goals; that workloads are high and growing and that more needs to be done to break down silos and protect our environment. This realignment won't by itself address all that, but it is part of the answer and builds on the integration already occurring in the field and at headquarters.

As environmental and resource development pressures increase and become more complex, we can no longer afford to manage to single agency/single sector goals - we must be integrated in our decision making, both within MOE and across agencies. We cannot afford duplication or inefficiencies and must align outcomes, policies, and regulatory approaches.

MOE has a unique role in this integration: for it to work properly we provide environmental and ecological knowledge; we lead the thinking on a healthy environment, protected areas, water, and species conservation and management, climate adaptation, and more. To succeed in all of that we do so in a way that is respectful of and incorporates thinking on the province's social and economic goals.

Many staff tell me they are sometimes overwhelmed with workloads and cannot react fast enough to the demands placed on them. Staff have told me they are worried about the growing environmental pressures we are facing. It is clear we can no longer spend so much of our time responding to specific projects and trying to mitigate negative impacts. Future success depends on accelerating the shift to proactive environmental management; on using social media and finding more ways to get manufacturers, proponents and society to protect the environment. This includes product life cycle thinking, use of market based instruments, polluter pay approaches and improved professional reliance, among other strategies.

None of that is new and organizational realignment won't instantly make things better all by itself. We will have to continue to transform processes, work to analyse and assess cumulative effects on the environment, improve knowledge management, make this a better place to work, streamline systems, improve regulatory processes, and the list goes on. Organizational realignment is intended simply to create new relationships in MOE with the goal of furthering our ability to:

- integrate within and with other agencies;
- strengthen our focus on area-based, cumulative management, and,
- further proactive approaches to environmental stewardship.

Our Realigned Organizational Structure

1. Environmental Protection Division, Environmental Stewardship Division, Water Stewardship Division, Parks and Protected Areas Division and part of Strategic Policy Division are realigned to create two new divisions.

The Environmental Protection and Assurance Division (EPAD) will be focused on providing **environmental leadership for the future** through an emphasis on environmental goals and policy development.

The Resource Stewardship and Parks Division (RSPD) will be focused on the decisions of today, striving for **excellence in resource management** in the areas of fish, wildlife, habitat and water. This will put a greater emphasis on the integration of services “on the ground” on one hand and environmental leadership for the future on the other.

2. Given the significance of our transformation projects, RMCP initiatives, key strategies (e.g., Oceans Strategy) and integrated business planning needs in the ministry, I am establishing an Executive Lead, Resource Integration to help provide the necessary leadership capacity to support these.
3. The ministry will continue to be supported by the Conservation Officer Service, Strategic Policy Division, Climate Action Secretariat, and Corporate Services Division.

For most staff, there will be no immediate impact on reporting relationships from these realignments. Some people will work within new teams and a few will be asked to take on new roles. I want to reiterate that these changes are not driven by budget – we do face further budget reductions next year but need to address those by changing work processes and systems, not by reorganization.

Obviously there is a relationship between all these things. We organize teams of people to support common ideas, processes or functions. Changing the teams will influence how we categorize, examine, and find efficiencies in our processes and systems.

There is also a relationship between organizational structure and culture. We have many cultures in this agency. They differ by geography, function and division. This change will be a chance to build on the positive aspects such as the willingness to ask questions, share one’s point of view, and coach each other. It will also be a chance to refresh our thinking on core competencies and ensure accountabilities are clear.

All of our work will have to continue to be supported by efforts to build trust, by probing, sensing and responding and by being adaptive and flexible.

Finally, I want to acknowledge the staff who have stepped up to leadership roles and/or taken on additional responsibilities over the past year. Your efforts have positioned us well for the upcoming changes. This is an organization with an abundance of talent and you are integral to our collective success.

Highlights of Next Steps

This realignment is effective immediately, however much work remains to fully implement the new structure and we will be engaging with managers and section heads in the remaining design work. You will be hearing more from your manager over the coming days and the ministry executive will communicate regularly as we move forward. Those specific branches and teams who will be experiencing new reporting relationships, accountabilities or process changes can expect to be engaged in additional discussion about this and I invite your thoughts on how we move towards our goals of **environmental leadership for the future** and **excellence in resource management**.

Doug Konkin
Deputy Minister