



5.3 SWAR: THE WALK WITH ME BRIEFING

Visual Walkthrough



Briefing Note



Quick Brief



"Give me the Gist."



The 7 Floor Elevator Ride



The Elevator Pitch

SWAR PROVIDES

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- A framework for colleagues to effectively communicate information to one another
- **Communicate the following information:**
 - Situation—What is currently going on?
 - What—What is the technical background or need to know context?
 - Assessment —What do I think the problem is? Where are the risks?
 - Response—What would I recommend?

STANDARDS OF EFFECTIVE COMMUNICATION

Complete

- Communicate all relevant information

Clear

- Convey information that is plainly understood

Brief

- Communicate the information in a concise manner

Timely

- Offer and request information in an appropriate timeframe
- Verify authenticity
- Validate and backup information

BREAKING IT DOWN


Situation – What is happening? Why now? What is your interest in listening to this?



What - this concerns what issue and why is it important right now?



Assessment – What do I think the situation demands from you now?



Response - What should od now. What needs to be decided. What needs to be said.

HERE'S THE BRIEFING NOTE

Briefing Note

Meeting with the Industrial Consultation Executive, Tuesday, 3 PM,
July 22, 20xx

Overview

You are meeting with the Industrial Consultation Executive, led by Mary McCarthy, at their request to give you feedback on your recently announcements of the \$1.2B funding for the Industrial Restructuring Initiative (IRI). The Executive has expressed its opposition to the level of funding. It has also objected to the delivery proposal, which will use existing contribution mechanisms run by the Department. There is little hope of increasing funding as this was part of the budget statement. At this point, you can only promise to monitor the situation as funds are disbursed to determine future needs. In terms of delivery, it is unlikely that engaging external agencies will improve the speed of decision-making while retaining adequate controls. However, the Executive has not said what it means here and you might invite their input.

BRIEFING NOTE

Meeting Logistics: Your Conference Room, 3 PM, scheduled for one hour. You have Cabinet Committee (Economic) at 4.30 at Cabinet Office. Attending with the Deputy and ADM, Industry Development and Growth. Attending for ICE will be March McCarthy and Board Members, Mohammend Delall, Michael Grimes and Elizabeth Desroches.

Background

The Industrial Consultation Executive (ICE): This organization represents major industrial groups in the country. You have met with it several times. It's Executive Director, Mary McCarthy, is a active lobbyist on behalf of its members. It's general mode of operation is one of consultations, funding of policy briefs on key issues, judicious use of media interventions and regular lobbying with Ministers and senior officials. You meet on an annual basis with them on their lobby day. Their main agenda items over the past decade have been support to industrial development through innovation and restructuring funds, industry deregulation and, increasingly, climate change adaptation support.

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BRIEFING NOTE

The Industry Restructuring Initiative: The recent Budget statement included the \$1.2 Industry Restructuring Initiative designed to support industries in transition based on technology changes, climate change adaptation and increasing international competitiveness. Industry groups, including the ICE have long advocated more support to industry of this kind. In the backgrounder to the announcement, the Department indicated that the program would be operated by the Department through its grants and contributions administrative wing. It already operates a number of such programs for industry. There have been criticisms of the slowness in this program from time to time and steps have been taken to improve responsiveness, while ensuring that the full oversight and accountability for such funds is maintained. Industry has long advocated a more collaborative approach in which industry lays a stronger role in determining spending priorities without making decisions on individual applications.

Objectives of the Meeting: After several weeks following the budget, the ICE made a strong statement condemning the level of funding for the new program. It stated that Canadian industries, especially those in the rust-belt and older manufacturing sectors, need much more support than this to weather the coming technology and climate-related changes. It criticized government support to innovation in general and saw this as an easy band-aid that would not produce results. It pointed to other countries that have taken a more aggressive approach to industrial restructuring, including regulatory reform and tax changes. It accused the government of throwing some money but not enough to have any effect.

BRIEFING NOTE

The ICE will use the meeting to repeat these accusations. They will demand a more compressive approach, one that engages the industry itself more deeply.

That being said, the ICE wants a say in how the funds will be administered. It has not advocated delegating the use of the funds to a third-party delivery agency but appears to want to have some say in defining priority areas and in monitoring. It is certainly critical of the role that it sees departmental bureaucrats playing in the application review and granting process.

Suggested Responses: You fought hard to get these funds and faced a lot of competition from other program areas. Given massive spending demands that the government faces, this remains a good start.

BRIEFING NOTE

On the funding issue, the suggested responses are:

- We worked hard to get these funds in the budget and faced a lot of competition.
- The right level of support is always hard to determine and I see this as a good start.
- Whether we are right or not will play out as we roll out the program.
- I am always willing to try for more when I have a case, support from organizations like yours and solid track record of real adaptation and restructuring.

On the administrative issues, the suggested responses are:

- Until we have a better model, we will use the departmental grants and contribution authorities operated through our Industry Support Branch.
- We realize that there have been frustrations with these processes and that they can always be improved. We welcome any suggestions you might have.
- For the moment and until we come up a defensible alternative, I must stand by how we are administering this program, given our accountabilities for public funds.

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WALK WITH ME BRIEF IN SEVEN FLOORS

Minister: “What’s Up? Press floor 7, please.”

You:

- **Situation:** You have a tough meeting with the Industrial Consultation executive this afternoon.
- **What:** They don’t like the \$1.2 billion funding for the restructuring initiative and want to administer the funds rather than having government do it.
- **Assess:** You fought hard to get that level of funding and have no hope in the near term in getting more. On delivery, we had decided to use our grants machinery as the fastest way to do this.
- **Respond:** Hold on the funding, stressing hard fought work to get this. On administration, invite ideas, but stress grants approach for the moment.
- **Want More:** The Deputy and staff will be there if you need more. There is a longer note with details in front of you at the meeting.