

Des femmes, des hommes, des régions, **nos ressources...**



## The Office of the Surveyor General of Quebec An Improved Organization Better Equipped to Face New Challenges



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## A BRIEF HISTORY

- Like here in Australia, the position of surveyor general in Quebec dates back to the early days of colonization.
- Samuel de Champlain: the first Canadian land surveyor.
- In 1634 he was replaced by Jean Bourdon, who was named surveyor general by the king of France.

2

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## A BRIEF HISTORY

- The position came into its own under the English regime.
- In 1764 Major Samuel Holland became the first surveyor general appointed by the British crown.
- In 1785 the first law on surveying was adopted. It stipulated that a survey register must be kept, and today the register is known as Greffe de l'arpenteur général du Québec.

3

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## A BRIEF HISTORY

- Dating back some 250 years, the Bureau de l'arpenteur général du Québec (the Office of the Surveyor General of Quebec) is one of the oldest government organizations in Québec.
- It ultimately gave rise to the Ministère des Ressources naturelles et de la Faune (Ministry of Natural Resources and Wildlife) and the division responsible for the land rights infrastructure (cadastre, land register and register of the domain of the State) called Foncier Quebec.

4

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## BACKGROUND

- Recruitment difficulties and a shortage of workers in surveying and geomatics
- BAGQ particularly affected by unfilled departures and restrictive hiring conditions
  - made up of a number of very specialized teams
  - each team with its own points of entry, managers, and work methods and priorities and workload
- This work organization model was no longer viable.
- Management decision: Reengineering of the operating procedures to secure the organization's place in the future.

5

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## BACKGROUND

- BAGQ's mission is based on the *Act respecting the Ministère des Ressources Naturelles et de la Faune*, which sets out the minister's duties and authority as Québec's surveyor general:
  1. Surveying the lands in the domain of the state and Québec's borders
  2. Describing the limits of the administrative territories and territories with special legal status, in cases under the minister's authority
  3. Establishing and updating the Register of the domain of the State
  4. Administering the *Act respecting land survey* (chapter A-22)

6

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## OPTIMIZATION

- **Main issue: Avoid jeopardizing BAGQ's core mandate and mission**
  - Greffe de l'arpenteur général (Archives of the Surveyor General): Uses an antiquated management system, which must be updated to avoid problems
  - Register of the domain of the State: A new legal register whose implementation is incomplete and which could become obsolete if not finished
  - Surveying activities and territory descriptions: Must be consolidated

7

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## OPTIMIZATION

- **Thrusts**
  - Quickly foster flexibility within the organization to reassign resources in order to complete projects and duties in order of priority while continuing to offer top-quality service.

8

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## OPTIMIZATION

- **Methods for fostering flexibility**
  - Focus on our mission and transfer unrelated activities
  - Group together projects of a similar nature
  - Increase staff versatility and know-how to reduce waiting times and better distribute workloads
  - Contract out certain tasks
  - Boost partner autonomy

9

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## TASKS COMPLETED

- Teach management to identify and rally the team around a common goal within a broader context of change management.
- Implement a new administrative structure by
  - Reviewing, optimizing, and integrating all our activities
  - Bringing multiple teams under a single, more versatile umbrella
  - Replacing division heads with two coordinators
- Present, explain, and clarify the approach to staff while remaining receptive to their concerns and input.
- Encourage staff participation to get people on board with the optimization approach and new operations model.

10

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## TASKS COMPLETED

Reorganize work practices and implement the new versatile team by

- Developing new work processes
- Identifying employee interests based on their development plan, with a view toward improving versatility
- Developing and implementing a new tool for tracking and assigning files
- Drafting a training and coaching plan

11

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## TASKS COMPLETED

Review team management by

- Taking a change management approach with division heads
- Getting the green light from Human Resources for a new employee supervision model whereby two coordinators supervise different aspects of a single team
- Outlining and creating two expert positions, “project coordinator” and “quality and development coordinator”
- Conducting a thorough review of management indicators, products and services, and timesheet tracking with respect to new work processes

12

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## TASKS COMPLETED

- Prepare and implement the transfer of non-mission activities by
  - Optimizing activities before transfer
  - Negotiating with the receiving organizations
  - Reorganizing staff
- Show creativity, thoroughness, and perseverance throughout the approach

13

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## OBJECTIVES ACHIEVED

### **A more efficient organization**

- Centered and consolidated mission activities and subcontracted non-mission activities
- Optimized work processes
- A more versatile team with better workload distribution
- File tracking tools and implementation indicators
- Streamlined standards and controls

14

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## OBJECTIVES ACHIEVED

### A stronger organization

- Well-documented work processes
- Expertise shared between a number of team members

### Improved, more equitable customer service

- A single lineup. Files processed on a first-come, first-served basis with the ability to prioritize based on predetermined guidelines and principles
- Our clientele (land surveyors, territory managers, etc.) benefits from a better-organized team with a broader skill set

15

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## OBJECTIVES ACHIEVED

### Continuous development

- An emphasis on developing employee potential (training, coaching)
- A more varied workload
- Improved career prospects (increased expertise and access to higher level positions)

16

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## CONCLUSION

- Although the implementation of the new organizational plan is still a work in progress, the approach can already be considered a success in terms of results and team development.
- A number of government organizations may even draw inspiration from this approach to improve the way they work.
- Today Bureau de l'arpenteur général du Québec is better equipped to face new challenges.

17

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**Thank you for you attention**

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18

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