
Aeronautical and Technical Services

Natural Resources Canada

Aeronautical and Technical Services (ATS) is a government workplace that today looks dramatically different than it did a decade ago. ATS has undergone significant organizational change in the form of downsizing, restructuring, and the adoption of a new orientation and mandate. Further, ATS has over the past several years adopted a number of significant operational changes to improve quality, client service, and organizational performance. These changes include ISO 9001 registration, activity-based costing (ABC), and the National Quality Institute's Fitness Test. In addition, technological change continuously transforms the way in which many people at ATS do their jobs. It is this multi-faceted change, and the signs of a workplace striving to be cutting edge, that positioned ATS as an excellent candidate for this case study.

The purpose of this case study is to tell the story of these changes at ATS, focussing mostly on the changes that have occurred in the last three years. It is important to note that these changes have taken place in the context of substantial departmental and governmental downsizing and restructuring. The bulk of this report describes changes divided under two broad headings. *Organizational change* refers to macro changes such as restructuring and downsizing that set the context for the adoption of new *operational practices* within ATS. Operational changes include the adoption of new quality standards, budgeting practices, and technologies.

We begin first with a brief description of our case study methodology, followed by an introduction to ATS.

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