

# 2010-11 Public Service Renewal Action Plan

***“The way ahead will involve empowering public servants at all levels to find new, more cost-effective ways to deliver better services to Canadians and provide higher-quality advice to the Government. All public servants have a role to play in this effort. Our future – our vocation as public servants – is in our hands.”***

— Clerk of the Privy Council, 17<sup>th</sup> Annual Report to the Prime Minister on the Public Service of Canada

**The intent of Public Service Renewal is to continually improve our ability to provide excellent advice to government and service to Canadians.** Renewal is championed at the most senior levels of the Public Service. It is the top management priority of the Clerk of the Privy Council, who draws on different perspectives including the Prime Minister’s Advisory Committee on the Public Service and the Deputy Minister Committee on Public Service Renewal, to set out direction in his *Annual Report to the Prime Minister on the Public Service of Canada*. Annual *Public Service Renewal Action Plans* are based on this direction, and lay out clear actions to further advance the Renewal agenda.

The February 2009 human resource governance changes firmly established deputy heads at the forefront of renewal. Deputies have taken responsibility for renewal within their organizations and across the Public Service. Moving forward, it will be important that all employees and managers are empowered and supported in making a difference in their workplaces.

**The current context of fiscal restraint makes renewal even more critical for the Public Service.** Better planning, targeted recruitment, employee development, and continual improvements to our workplace are all required for us to become more efficient while strengthening our capacity to respond to the challenges facing Canada both domestically and globally. We must remain dynamic and relevant in our complex and unpredictable world.

The *2010-11 Action Plan* builds on renewal progress to date. It also has a new emphasis: the need to foster efficient, collaborative and innovative workplaces. This emphasis is reflected in the re-naming of the “Enabling Infrastructure” pillar to “Renewing the Workplace.”

## *Embedding Renewal*

This year, deputy heads will continue their renewal responsibilities and work to further embed the **four renewal pillars** into their organizational cultures.

**Integrated Planning:** Planning is the foundation for management excellence and must be accompanied by effective and efficient implementation and sound reporting on results. The goal is to align and integrate the human, as well as financial, asset and information resources required to deliver on the business of government.

**Recruitment:** Targeted and coordinated recruitment initiatives aligned to business needs should continue. This must take advantage of efficiencies, with a view to developing a diverse and representative Public Service workforce.

**Employee Development:** It is critical for a high-performing organization to develop its talent through a systematic and integrated approach to managing performance and learning.

**Renewing the Workplace:** The continuous improvement of our capacity to deliver requires a focus on *how* we work, *where* we work, and the *tools* with which we work. To achieve a renewed and up-to-date workplace we must support collaboration, embrace new technologies, focus on innovation, reduce unnecessary rules and reporting, and manage information and risk well. This must all take place against the backdrop of core public service values.

In addition to embedding renewal across their organizations, deputy heads will also advance renewal in four specific areas to support **Renewing the Workplace**:

### **1. Supporting Managers**

Managers are the creators and carriers of corporate culture. They translate the principles and goals of renewal into the realities of daily work.

- Deputy heads will engage their managers and foster their managers' communities. They will enable managers to better manage people and performance by equipping them with the tools, skills and support they require.
- Deputy heads will draw on the Canada School of Public Service (CSPS) *Learning Roadmap for Managers* and align departmental learning activities for managers with CSPS offerings.

### **2. Knowledge Management**

Our knowledge and information are important government assets that should be systematically captured and shared among individuals and across organizations.

- Deputy heads will assess and improve their approaches to managing knowledge and information as corporate assets.
- Deputy heads will build knowledge transfer considerations into their talent management and succession planning strategies for executives and other critical positions.

### **3. Innovation**

Innovation is about doing things differently in ways that are more effective and efficient. We need new ideas and ways of doing things, greater flexibility, more experimentation and better implementation.

- Deputy heads will foster a culture of innovation, both in the way they manage their organizations and in the way they serve and engage Canadians, through activities such as:
  - building strong employee and managers' networks;
  - developing collaborative work environments;
  - further reducing the "Web of Rules"; and
  - experimenting with Web 2.0 technology, including GCPEDIA.

### **4. Public Service Values**

Values matter. They underpin public service renewal. In serving Canadians, our institution will continue to be guided by the values of public service.

- Deputy heads will draw on and seek to apply best practices from the Workplace and Workforce Taskforce led by Monique Collette (bilingualism, diversity, communications).
- The Chief Human Resources Officer will finalize the Values and Ethics Code for the Public Sector by fall 2010 and deputy heads will develop and implement their departmental codes by March 31, 2011.
- Deputy heads will encourage dialogue among employees on values and ethics.

**By February 2, 2011**, deputy heads are to report to the Clerk on their progress on all four renewal pillars: Integrated Planning, Recruitment, Employee Development, and Renewing the Workplace. For each of the first three pillars, they are to report on their overall progress. For the fourth pillar, they are required to report on overall progress as well as on each of the specific objectives set for 2010-11.