



Public Service Renewal

**...Some thoughts on renewal from the
Clerk's *14th Annual Report* and the
Advisory Committee on the Public Service...**

Margaret Bloodworth, Associate Secretary to the Cabinet

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Outline of Presentation on Public Service Renewal



Why Renewal, and why now?



What are the drivers of change?



What are the principles and processes supporting Renewal?



What is the Advisory Committee telling us?



What are our Renewal Priorities for the Short-term and Medium-term? Our broader objectives?

Why Renewal, and why now?



Relevance, utility and respect



**Remaining central to the country's
governance**

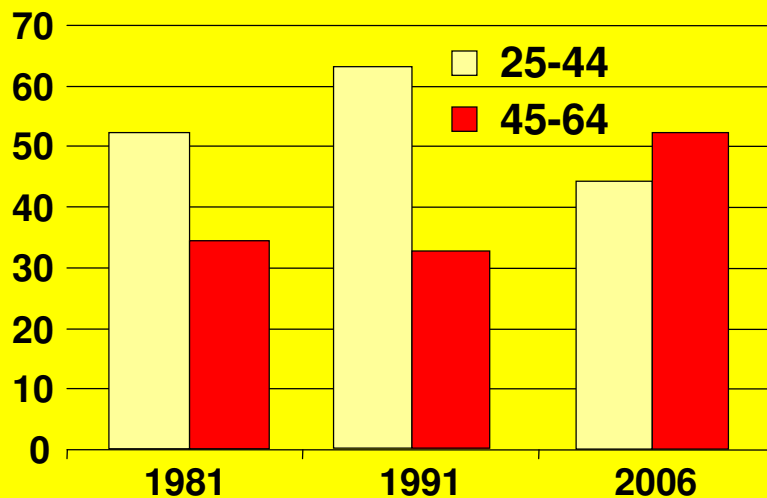
What are the Drivers of Change?

...Global, societal...

- **AGING**
- **DIVERSITY**
- **CHANGING NATURE OF WORK**
- **LABOUR MARKET**
- **PUBLIC EXPECTATIONS**
- **"BRAND"**

What are the Drivers of Change? ...Public Service demographics...

Demographics of the Overall Federal Public Service by Age Groups (% of total employees)








Demographics of Public Service Executives

EX Level	Average Age
EX-01	50.0
EX-02	51.9
EX-03	52.7
EX-04-05	54.1

What are the Drivers of Change? ...Public Service demographics...

Other Core Demographics

 Average age of new (indeterminate) Public Servants:	36
 Average age of Public Servants:	45
 Average age of new EX-01s:	46
 Public Servants who can retire with non-reduced pensions:	7%
 Executives who can retire with non-reduced pensions:	17.6%

What are the Drivers of Change? ...the changing nature of our work

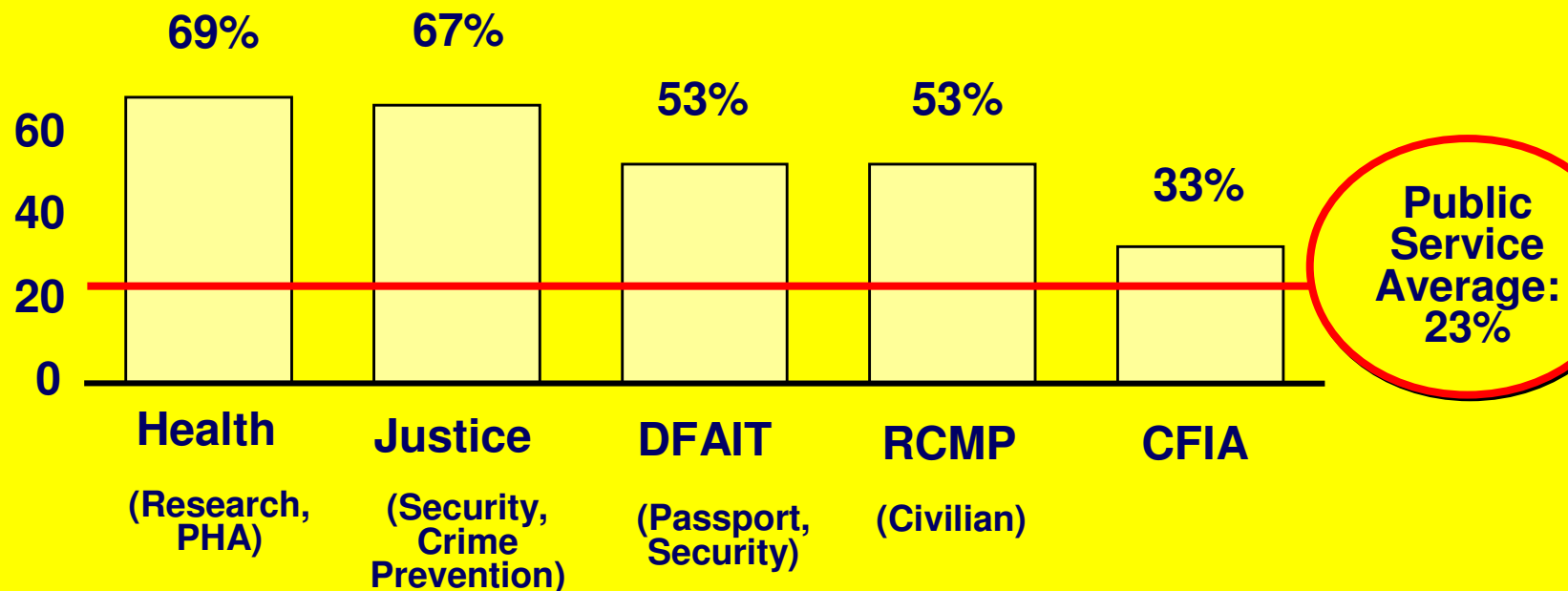
THE PUBLIC SERVICE HAS A WIDE SCOPE IN CANADA:

- **LARGEST** employer (250,000 employees)
- most **NATIONAL** employer (1,600 points of service)
- most **MULTI-SKILLED** workforce
- most **INTERNATIONAL** employer (in over 150 countries)

What are the Drivers of Change? ...the changing nature of our work

Changing Scope of the Public Service: Examples

(Cumulative Employment Growth in Percentages: March 1999 – March 2006)



What are the principles supporting Renewal?

- **NOT A TOP-DOWN EXERCISE**
- **PRIORITIZE and FOCUS**
- **MEASUREMENT MATTERS**
- **EXCELLENCE**
- **FLEXIBILITY**

What are the processes supporting Renewal?

- **DM Committee on Public Service Renewal**
- **Advisory Committee on the Public Service**
- **Clear guidance to Deputy Ministers**
- **Committee of Senior Officials (COSO)**
- **Clerk's *Annual Report on the Public Service***

What is the Advisory Committee telling us? ...Two Key Messages...



WE MATTER



WE NEED TO CHANGE, TO RENEW

What is the Advisory Committee telling us?Seven Observations...

1. Need a **STRONG** Public Service.
2. Despite current strengths, need to **RENEW**.
3. Must be truly **REPRESENTATIVE**.
4. PS “brand” to support **MARKETING**.
5. **MODEL** values and **RECOGNIZE** accomplishments.
6. **INTEGRATE** HR and business planning.
7. **LEADERSHIP DEVELOPMENT**.

**What is the Advisory Committee telling us?
...immediate focus is RECRUITMENT...**

- **Strategic and systematic approach.**
- **PS-wide recruitment not always the answer.**
- **Set a 2007-2008 benchmark for indeterminate post-secondary recruitment.**
- **Selected external recruitment for senior leadership positions.**

Renewal Priorities for Short-term and Medium-term Summary



PLANNING



RECRUITMENT



EMPLOYEE DEVELOPMENT



ENABLING INFRASTRUCTURE

Renewal Priorities for Short-term and Medium-term

1. Planning:

Short-term:

- **Enhance integrated HR and business planning**

Medium-term:

- **Develop further tools for HR planning and unified Public Service HR Plan**

Renewal Priorities for Short-term and Medium-term

2. Recruitment:

Short-term:

- **Senior leader involvement**
- **Targeted development and external recruitment**
- **Pilot recruitment programs**

Medium-term:

- **Public Service “brand”**
- **Coordinate recruitment activities**
- **Renew leadership development programs**

Renewal Priorities for Short-term and Medium-term

3. Employee Development:

Short-term:

- **Fellows Program**
- **Individual and organizational learning plans**
- **ADM Talent Management**

Medium-term:

- **Development programs for functional communities**
- **Performance management to emphasize people management**
- **Talent Management for all EX levels**

Renewal Priorities for Short-term and Medium-term

4. Enabling Infrastructure:

Short-term:

- **Streamline processes and systems**
- **Database of best practices**
- **Online learning, networking and sharing best practices**

Medium-term:

- **Streamline HR infrastructure**
- **Invest in HR community**
- **New tools to support recruitment**

Renewal Objectives for the Longer-term



Attitudes → **Excellence**

Risk Management → **Innovation**

Leadership → **At All Levels**

Brand → **Public Service of Canada**

Public Service Renewal: Next Steps **...action plans and engagement...**

-  **Focus now shifts to implementing action plans, not diagnostics**
-  **Engagement of ADMs, Executives, Managers and Employees**
-  **Associate Secretary to the Cabinet meetings with Departmental management teams**

Public Service Renewal and Executives: Some Questions for You



What are the biggest HR challenges you are facing and how are you dealing with them?



What are the recruitment, orientation and developmental plans of your management team?



How can you harness technology to make work more effective?