# The Leadership Network

# Performance Report

For the period ending
March 31, 2000

Canada

**Improved Reporting to Parliament**
**Pilot Document**

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities.*

# Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the
*Part III of the Estimates* document for each department or agency into two separate documents:  a
*Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled
in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management
information provided to Parliament. This involves sharpening the focus on results, increasing the
transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the
President's annual report,  *Managing  for Results 2000.*

This **Departmental Performance Report,** covering the period ending March 31, 2000
provides a focus on results-based accountability by reporting on accomplishments achieved against the
performance expectations and results commitments as set out in the department's *Report on Plans and
Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful
indicators to demonstrate performance, perfecting the capacity to generate information and reporting on
achievements in a balanced manner. Accounting and managing for results involve sustained work across
government.

The government continues to refine its management systems and performance framework. The
refinement comes from acquired experience as users make their information needs more precisely
known. The performance reports and their use will continue to be monitored to make sure that they
respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp

 Comments or questions can be directed to the TBS Internet site or to:

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# The Leadership Network

# Departmental Performance Report

**For the period
Ending
March 31, 2000**

_____
The Right Honourable Jean Chrétien
Prime Minister of Canada

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## Section I: Message from the Prime Minister

I am pleased to present the *Departmental Performance Report* of The Leadership Network for the period ending March 31, 2000. Created in June 1998, the agency promotes, develops and supports networks of leaders throughout the Public Service of Canada, and helps them in the continuing challenge of public service renewal.

In my government's October 1999 Speech from the Throne, we stated that we will focus on the recruitment, retention and continuous learning of a skilled federal workforce. This is vital to making sure that the Public Service of Canada remains a strong, representative, professional and non-partisan national institution, providing Canadians with the highest quality service into the 21$^{st}$ century.

The Leadership Network is an essential part of this work, because it is helping to encourage and identify the future leaders of the public service, and fostering the spirit of rejuvenation and renewal that will keep our public service at the forefront of the knowledge economy. Our public service leaders at all levels make a significant contribution to the success of Canada's economy and meeting the needs of Canadians.

By establishing close partnerships with federal departments and agencies, and links with other levels of government and institutions interested in public service, The Leadership Network supports the Public Service of Canada in becoming a borderless institution and a workplace of choice. Using these partnerships and modern technology to share information and knowledge about renewal issues, The Leadership Network made considerable progress during 1999-2000.

## Section II: Departmental Performance

## Societal Context

The objectives of The Leadership Network are to promote, develop and support networks of leaders throughout the Public Service of Canada, and to assist them in the continuing challenge of public service renewal.

The current strategic priorities of the agency were determined in close co-operation with the Clerk of the Privy Council and the community of Deputy Ministers:

- to assist groups within the Public Service of Canada in the continuous implementation of public service renewal

- to ensure effective management of Assistant Deputy Ministers as a valued corporate resource, and

- to enhance dialogue and the flow of information between leaders at all levels within the public service.

The Leadership Network operates in partnership with several organizations in order to respond to the changing times and changing needs of citizens by supporting networks of leaders in renewing public sector institutions to better serve Canada and Canadians. The following illustrates the area of cooperation with its various partners:

| Co-delivery partners | Area of cooperation |
|---|---|
| Privy Council Office | Support to ensure increased succession capacity; support to the Clerk as Head of the Public Service. |
| Public Service Commission | ADM resourcing |
| Treasury Board Secretariat | Promotion and support of human resources management and public service renewal issues such as support to community development for middle managers, pride and recognition, National Public Service Week activities; employee survey. |
| Canadian Centre for Management Development | Development of dialogue sessions; supporting continuous learning and promotion of leadership. |
| Federal Regional Councils | Promotion of public service renewal issues; information sharing; supporting leadership and communications issues. |
| Functional communities, public and private organizations | Promotion of public service renewal issues. |

For all of these partners, The Leadership Network's Web site *leadership.gc.ca* serves as an entry port and, in some cases, as host Web site. Other partners in our Web site include the Task Force on an Inclusive Public Service, The Policy Research Institute and Public Works and Government Services Canada.

# Performance Results Expectations and Chart of Key Results Commitments

| | |
|---|---|
| **Chart of Key Results Commitments** | |

| to provide Canadians with: | to be demonstrated by: |
|---|---|
| Contribution to public service renewal | • Information and advice in support to the *La Relève* Deputy Minister champions in order to ensure increased succession capacity within departments<br><br>• Partnerships with federal regional councils, and public and private organizations that promote public service renewal issues<br><br>• Contribution to a better-informed, highly motivated public service |
| Effective management of the Assistant Deputy Minister (ADM) community | • Sufficient supply of highly qualified ADMs<br><br>• Modern human-resources management tools that better serve and develop the senior levels as a corporate resource<br><br>• Stakeholders that have access to timely and high-quality advice and information |
| Effective communications means between leaders at all levels within the Public Service of Canada | • Accessible and easy-to-use self-identification process<br><br>• Establishment of an effective, easy-to-use, fast, accessible and adaptive communications network<br><br>• Development of communications tools that promote dialogue and exchange of ideas which are effective, easy to use, fast, accessible and adaptable |

## Performance Accomplishments

The Leadership Network's *Report on Plans and Priorities* for 1999-2000 – its first full year of operation – presented information on two categories of expected results for the year: public service renewal, and collective management of the Assistant Deputy Minister community.

## *Public Service Renewal*

A core function of The Leadership Network is to develop and support the activities of networks of leaders in addressing the renewal of the Public Service.  Such networks are essential instruments for renewal because they disseminate knowledge quickly and efficiently and thereby foster positive change.

The following demonstrates how expected results were attained.

### *Communications means*

Launched in June 1999, The Leadership Network's Web site at *http://leadership.gc.ca* is a fast and flexible communications network -  a one-stop Internet window through which public servants can call up information from over 8,000 government Web sites thus, increasing the efficiency and precluding unnecessary duplication of effort. Services introduced on the site during the year included:

- *WebCasting*: Monitoring of four prototype events indicated that an average of 725 viewers logged on to each; this number represents the forecasted participation.

- *Interactive discussion fora:* These included topics such as career development, the inclusive public service, and the universal classification standard.

In less than a year, *leadership.gc.ca* has become an effective communications instrument, using advanced internet technology to weld together Public Service-wide partnerships and networks and to build leadership at all levels.

To evaluate the quality of service, The Leadership Network uses an e-mail-based on-line process for soliciting and recording feedback; a software program that continuously collects data on the number of hits (each time the site is called up by a user), the duration of visits and the users' points of origin. Continuous feedback on the site's performance from a 100-member voluntary advisory group is also received. By March 2000 the site had registered 10,500,000 accumulated hits and 142,000 user sessions averaging 24 minutes each. It received a four-star rating from Sympatico's *NetLife*, Canada's leading home Internet magazine, and was featured in several on-line and print articles.

*The self-identification process*

In 1999-2000, The Leadership Network introduced accessible and easy-to-use tools that all public servants can use to identify their own leadership potential and abilities.

The introduction of *MyLeadership.gc.ca* allows users to select material from The Leadership Network's website that interests them and to post it to pages they develop themselves. Over 850 public servants have registered for this service.

*Communications tools*

During the year, The Leadership Network developed communications tools for promoting dialogue and exchanging ideas by leaders at all levels within the public service.

As part of its professional support of the Head of the Public Service of Canada, the agency produced and distributed the first two issues of the magazine *A Day in the Life of the Public Service of Canada*. The purpose of the magazine is to put a human face on the Public Service of Canada, and in the process to inform, inspire and enlighten, as well as lend support to both pride and recognition and recruitment and retention initiative. The first issue (June 1999) profiled 56 public servants in a wide variety of jobs and locations, and the second (October 1999) featured profiles, two articles on the public service as a workplace of choice, and an article on the first public service-wide employee survey. Monitoring on the use of the electronic version of the magazine is performed in order to determine topics of major interest.

The agency supported approximately 30 conferences and events across Canada including leadership and development events, middle-manager fora, human-resources conferences, government and technology fairs and career symposiums to promote and foster the exchange of ideas and information, thus furthering the elimination of borders within the Public Service.

*Partnerships promoting renewal*

During 1999–2000 The Leadership Network forged partnerships with several federal regional councils and public- and private-sector organizations that promote public service renewal issues.

To improve client services, the agency added the function of Renewal Officer to several existing positions. Officers work with major networks of leaders to promote renewal and provide a single window of access to The Leadership Network's services. They also help federal regional councils and functional communities to develop funding proposals for *La Relève* renewal priorities. Funding was used to support a number of events, activities and initiatives across the country to help foster effective leadership at all levels and to support the public service renewal themes and priorities.

*Contributing to a better-informed public service*

The Leadership Network produced and actively communicated information on public service renewal activities to central agencies, departments and agencies. These renewal activities are contributing to building a vibrant and creative Public Service institution, relevant to the needs of Canadians.

The agency participated in and helped to co-ordinate National Public Service Week activities, from 13-19 June 1999.

The Leadership Network received and collected pertinent information from relevant sources (departments, agencies, federal regional councils, functional communities, public and private sector experts, etc.), reviewed and analyzed the material, and disseminated it through various forms (reports, briefing notes, memorandums, dialogues, etc.) to its clients and stakeholders.

*Rediscovering the public service*

The *Rediscovering the Public Service* project was launched through a partnership of the Institute of Public Administration of Canada (IPAC), the Business Council on National Issues, the Public Policy Forum, the Conference Board of Canada and The Leadership Network. The objective of the project was to broaden awareness and improve the public and public servants' recognition of the crucial role played by the public service in facilitating democracy and sustaining the country's social and economic development. The project involved the participation of representatives from all sectors (public, private, voluntary and academia) at five regional roundtable meetings in 1999. A summary report was published and distributed by IPAC.

## *Effective Management of the Assistant Deputy Minister Community*

*Sufficient supply of highly qualified Assistant Deputy Ministers*

One of the eight corporate priorities of *La Relève* was the need for succession planning at the senior levels of the public service, which The Leadership Network is continuing through its work in selecting, developing and promoting Assistant Deputy Ministers.

As one aspect of its support for the collective management of Assistant Deputy Ministers (ADMs), The Leadership Network administers the processes of selecting and promoting ADMs on behalf of the Public Service Commission and the community of Deputy Ministers. In 1999–2000, all vacancies at the ADM level were filled; 50 ADMs were reassigned, and 23 entered the ADM ranks. In addition, 14 ADMs were promoted from the EX-4 to the EX-5 level.

These results indicate that the corporate selection processes are effectively meeting the need for highly qualified ADMs with the variety of skill sets and varied backgrounds (specialists and generalists) required by government to serve the needs of Canadians at this time.

*Human-resources management tools*

The agency continued to use modern human-resources management tools and approaches to serve and develop the senior levels. They included sophisticated selection and assessment techniques, and networking fora, career development and coaching support.

These tools and approaches  provide rigorous selection against corporate standards and competencies and support individual ADMs in their leadership development.

*Communications means*

One component of The Leadership Network's Web site is dedicated to ADMs. It provides them with access to career and coaching services, community news, employment opportunities and the opportunity to provide the ADM Corporate Secretariat with suggestions in an electronic format. With 180,000 hits averaging 12 minutes each, this use of modern technology increases the efficiency of communications to the community and supports the Government's on-line initiative.

*Advice and information*

A substantial part of the agency's work is to provide timely advice and information to our stakeholders: the Clerk of the Privy Council, the Committee of Senior Officials, our central agency partners, Deputy Ministers and ADMs. For example, from December 1999 through February 2000 the Head of the agency visited every Deputy Minister to discuss views on the contribution of his or her ADMs and their readiness for promotion as well as their development needs. The Leadership Network staff consolidated the information for the Committee of Senior Officials, which prepared recommendations for the Clerk.

Members of the agency's ADM Corporate Secretariat staff worked closely with individual ADMs to identify their own career needs and interests, and to advise them about learning and development opportunities. A database of information for ADMs, completed in 1998–1999, is constantly updated to provide accurate information for individual and corporate career planning needs . To help build a sense of community among ADMs, the agency continued to support twice-yearly ADM Fora.

In Spring 2000, a  report on the collective management of ADMs, requested by the Clerk of the Privy Council, was presented to the Committee of Senior Officials. It incorporated the results of discussions with most Deputy Ministers and Associate Deputy Ministers, and approximately half of the ADMs. This resulted in an action plan on a number of further enhancements to selection processes, learning needs and community building initiatives.  These will be implemented in the 2000/2001 fiscal year.

## Financial Information

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**The Leadership Network**

| | |
|---|---|
| **Planned spending** | **$10,280.0** |
| *Total Authorities* | *$10,716.3* |
| Actuals | $8,194.9 |

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The difference between the actual spending and the funds the agency was authorized to spend results mainly from less take up of the ADM contingency funds. Another reason was less take up of the funds set aside for partnerships to promote public service renewal.

## Section III: Consolidating Reporting

Nil to report

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## Section IV: Financial Performance

## Financial Performance Overview

1999-2000 marks the first full year of operation for the agency and posed a number of challenges including:
- Capacity building / Networking
- Program definition / Planning / Conceptual phase
- Emphasis on strategic planning

The financial performance this year reflects an organizational structure in place, maturing programs and good progress towards meeting major objectives.

The increase from planned spending to total authorities represents carry forward funding from 1998-1999.

The shortfall in actual expenditures is primarily attributable to less take up from ADM contingency funds and public service renewal partnerships.

## Financial Summary Tables

## Table 1 – Summary of Voted Appropriations

**Financial Requirements by Authority (000'$)**

| Vote | Program name | Planned spending | 1999-00 Total Authorities | Actual |
|------|--------------|------------------|---------------------------|--------|
| 55 | Operating Expenditures | $10,280.0 | $10,716.2 | $8,194.9 |
| (S) | Contribution to employee benefit plans | $508.0 | $586.0 | $586.0 |
| | **Total Department** | $10,788.0 | $11,302.2 | $8,780.9 |

**Table 2 – Comparison of Total Planned Spending to Actual Spending**

**Departmental Planned Versus Actual Spending (000'$)**

| Business line | 1999-00 | | |
|---|---|---|---|
| | **Planned** | **Total Authorities** | **Actual** |
| FTEs | 35.0 | - | 38.2 |
| Operating | $10,280.0 | $10,716.2 | $8,194.9 |
| **Total Gross Expenditures** | $10,280.0 | $10,716.2 | $8,194.9 |
| **Other Revenues and Expenditures** | - | - | - |
| Costs of services provided by other departments | $652.8 | $665.8 | $790.2 |
| **Net Cost of the Program** | $10,917.5 | $11,366.4 | $8,966.7 |

**Table 3 – Historical Comparison of Total Planned Spending to Actual Spending**

**Historical Comparison of
Departmental Planned versus Actual Spending (000'$)**

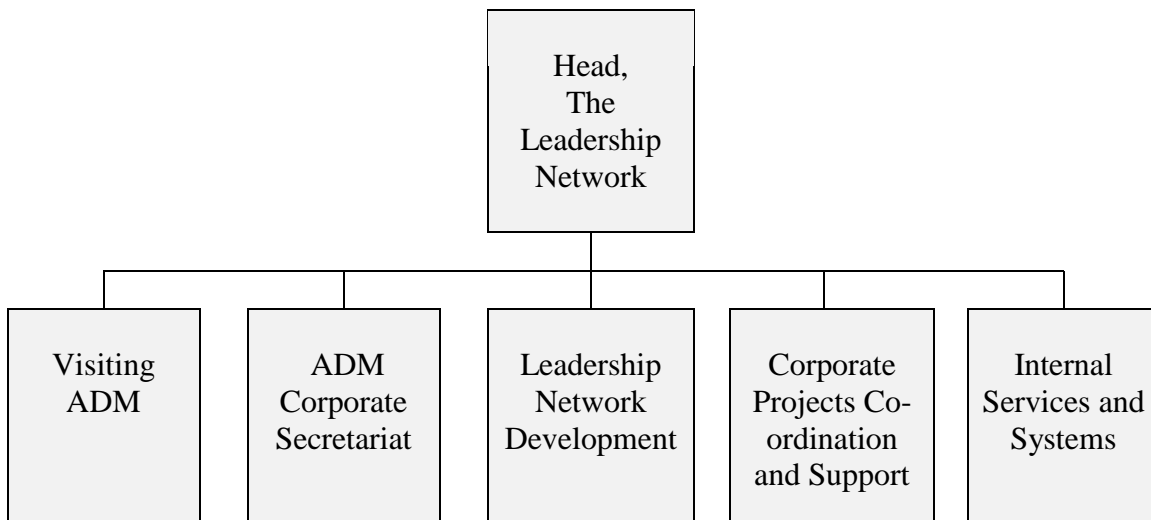| Business line | Actual 1997-98 | Actual 1998-99 | 1999-00 | | |
|---|---|---|---|---|---|
| | | | **Planned Spending** | **Total Authorities** | **Actual** |
| The Leadership Network | - | $6,562.6 | $10,280.0 | $10,716.2 | $8,194.9 |
| Total | **-** | **$6,562.6** | **$10,280.0** | **$10,716.2** | **$8,194.9** |

## Section V: Departmental Overview

## Mandate

The Leadership Network was designated as a Division or Branch of the Public Service under the *Financial Administration Act* by Order in Council P.C. 1998-952 in June 1998, and it was also designated as a department for the purposes of the *Public Service Employment Act*.

The mandate of The Leadership Network is to promote, develop and support networks of leaders throughout the Public Service of Canada, and to assist them in the continuing challenge of public service renewal.

## Departmental Organization

The Leadership Network has one business line, and in 1999/2000 was organized as follows:

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                          │    Head,     │
                          │     The      │
                          │  Leadership  │
                          │   Network    │
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  │ Visiting │ │   ADM    │ │Leadership│ │Corporate │ │ Internal │
  │   ADM    │ │Corporate │ │ Network  │ │Projects  │ │Services  │
  │          │ │Secretariat│ │Development│ │Co-       │ │and       │
  │          │ │          │ │          │ │ordination│ │Systems   │
  │          │ │          │ │          │ │and Support│ │          │
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The *Assistant Deputy Minister Corporate Secretariat* is responsible for supporting effective collective management of ADMs; offering career counselling and advisory services to candidates for entry into the ADM community; ADM assignments, personal and career development plans and learning opportunities; and supporting ADMs' contributions to public service renewal.

The *Leadership Network Development* Branch nurtures existing leadership networks; creates others as needed, in partnership with regions, departments and central agencies; reaches out to leaders at all levels of the public service by traditional and electronic communications techniques; fosters dialogue among leaders about public service renewal; and contributes to strengthening communications within the public service.

The responsibilities of the *Corporate Projects Co-ordination and Support* Branch include assisting departments, agencies, professional communities and federal regional councils to carry out *La Relève* projects; and promoting and supporting action nationally on public service pride and recognition, values and ethics, the challenges faced by executives and middle managers, the emerging workforce of the future, and regional issues.

The *Internal Services and Systems* Branch provides administrative, financial, informatics and human-resources services.

## Section VI: Other Information

**Contacts for Further Information**

The Leadership Network is located at:

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