



The Leadership Network

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

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*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

©Minister of Public Works and Government Services Canada — 2001

Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/82-2001

ISBN 0-660-61758-7



Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

Results Management and Reporting Directorate

Treasury Board Secretariat

L’Esplanade Laurier

Ottawa, Ontario, Canada

K1A 0R5

Tel.: (613) 957-7167 – Fax: (613) 957-7044

The Leadership Network

Departmental Performance Report

**For the period ending
March 31, 2001**

President of Treasury Board
Lucienne Robillard

Table of Contents

Section I: Message from the President.....	1
Section II: Societal Context	2
Section III: Performance Accomplishments	4
Annex A: Financial Performance.....	10
Annex B: Contacts for Further Information.....	12

Section I: Message from the President

I am pleased to present the Departmental Performance Report of The Leadership Network (TLN) for the period ending March 31, 2001. Created in June 1998, TLN promotes, develops and supports networks of leaders throughout the Public Service of Canada, and helps them in the continuing challenge of modernization.

The Government of Canada is committed to ensuring 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 21st century.

The Leadership Network is a key component of the public service. It helps to encourage and identify the future leaders of the public service, and fosters the spirit of modernization that maintains our public service as a vital role in advancing the interests of Canada and Canadians.

This year, The Leadership Network undertook a systematic review of its business strategy. This resulted in a refocusing of its efforts on the provision of assistance and support for the creation and the development of leadership networks. The development of effective leadership networks at all levels is important to changing the public service to the kind of flexible, responsive, adaptive and innovative management culture that is required in today's knowledge economy.

Finally, given the increased responsibilities I have been given for achieving the government's commitment to the modernization of human resources management and the role The Leadership Network will play, it was appropriate to transfer the organization to the Treasury Board Secretariat.

Consequently, future public performance reports for The Leadership Network will be included with those of the Treasury Board.

Section II: Societal Context

Both Canadian Society and the Public Service of Canada are responding and adapting to a rapidly changing and complex world. Globalization of trade encompassing rapid growth and changes in wealth creation and transfer present tremendous challenges to governments around the world. Scientific and technology advances are daily changing long held views on career employment and indeed the very nature of our lives.

Society's view of government and how it should relate to its citizens is also changing. Citizens today look to their governments for comprehensive and holistic solutions to the more complex problems of a global society. They seek from government, solutions that balance the often-conflicting effects of change on various groups within society.

The age demographic of Canada will also be a significant factor, as the post war generation approaches retirement age. The aging population will have a significant impact on health and social services. Within the public service it is estimated that upwards of sixty percent of the senior employees within government programs could retire in this decade.

These demands present a tremendous challenge to governments that have traditionally been organized around individual specific legislative mandates that tended to compartmentalize programs and services around defined functions.

The Government of Canada has responded to this challenge through the establishment of its Results for Canadians commitments. A cornerstone of these commitments is the establishment of a citizen-centered approach for the conduct of all government business, with a focus on results based management.

The Leadership Network plays a key role in this transformation of the management and business culture of the government. The focus of The Leadership Network's business is to strengthen the efficient and effective delivery of services to citizens by fostering a professional public service that works horizontally across all departments.

The Leadership Network contributes to the ongoing modernization of the public service through:

- Assisting in the creation and the support of networks that foster a public service environment in which public servants at all levels have a better understanding of the entire scope of government, leading to a comprehensive knowledge based approach to the needs of the citizens of Canada.
- The identification, selection and ongoing career guidance to support the effective management of Assistant Deputy Ministers as a valued corporate resource of the Public Service of Canada.

- The adoption and innovative use of leading edge technology approaches for public service wide knowledge exchange in support of renewal, network development, and issues resolution.

The Leadership Network operates in partnership with several organizations in order to respond to the changing times and changing needs of the public service 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

The Leadership Network's Web site leadership.gc.ca is a popular site within both the public service and the general public and serves as a convenient entry port for our partners' sites and, in some cases, as host Web site. Other partners in our Web site, <http://leadership.gc.ca> include for example the Regulation and Inspection Community, Managers Community, and the Public Service Commission.

Section III: Performance Accomplishments

The Leadership Network was created in June 1998 having an initial two-year mandate, which was subsequently extended, by an Order in Council, for a further one year.

The Leadership Network's *Report on Plans and Priorities* for 2000–2001 presented information on three categories of expected results for the year: public service renewal, collective management of the Assistant Deputy Minister community, and effective communications means between leaders at all levels within the Public Service of Canada.

In 2000, The Leadership Network undertook an in-depth strategic review of its business strategy and, as a result, more precisely defined this as being “*To foster the development of networks of public service leaders at all levels*”. The principal focus of the agency's work is the development and nurturing of networks.

The objectives of these leadership networks are the promotion of non-hierarchical interaction, building of relationships, sharing of knowledge, promotion of participation across organizational boundaries, creation of common approaches and tools, the generation of new ideas and knowledge through working and learning with others and enhancing outreach through the use of technology.

During the coming year, The Leadership Network will be undertaking further development work on defining the critical outcome measures associated with its redefined business strategy. These will likely be focused on assessing the number and quality of the leadership networks developed and the sense of value that the network represents to the individual members.

As a result of these initiatives, The Leadership Network contributes directly to the efficiency and effectiveness of the public service so that it works better across departments and is able to provide a comprehensive approach to the needs of citizens.

The Leadership Network is a small focused organization. It organizes all of its activities around a single business line which is to promote, develop and support networks of leaders throughout the Public Service of Canada and to assist them in the on-going challenge of public service renewal.

Strategic Outcomes

<p>Business line: To promote, develop and support networks of leaders throughout the Public Service of Canada and to assist them in the on-going challenge of public service renewal.</p>	<p>To provide Canadians with: Contribution to public service renewal</p>
	Effective management of the Assistant Deputy Minister (ADM) community
	Effective communications means between leaders at all levels within the Public Service of Canada

Contribution to Public Service Renewal

Overall the leadership.gc.ca web site has become an effective networking instrument, using advanced Internet technology to weld together public service-wide partnerships and networks and to build leadership at all levels. The agency currently supports over twenty network communities and, in addition, provides networking hosting services for other existing networks.

The Leadership Network has become a popular web site for Canadians to search for information on public service careers, the creation of networks and the future direction of leadership in the public service.

Network Development and Public Service Modernization

The development and support of the activities for the creation of networks are at the core of The Leadership Network's efforts in support of public service renewal. Networks are essential instruments for renewal because they disseminate knowledge quickly and efficiently, promote collaboration among communities and thereby foster the modernization of the public service.

The Leadership Network is focused on all aspects of developing networks of leaders at all levels in the Public Service of Canada. TLN provides a range of network advisory services and related tools that groups, both formal and informal, can apply to create, develop and nurture networks. These networks are key devices in modern management in that they foster horizontality and are effective in optimizing the sharing of best practices and identifying and developing new ideas and opportunities across the public service. During the year, TLN has provided advisory and technical support to a range of networks including the public service managers community, the small agency community, the wellness network, the pride and recognition network, a number of functional communities as well as assisting with networking activity at the regional level via direct support to Regional Councils for their on-going renewal work. Further, TLN's web site, leadership.gc.ca, has been an effective networking instrument; using advanced Internet technology to promote sharing among public servants at all levels. TLN currently supports over twenty network communities and, in addition, provides networking hosting services for other existing networks on its web site.

To evaluate the quality of its web site-based services, 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. It has obtained positive rankings from leading Internet reviewers, and its Virtual Network is being considered for an award.

The following significant results were attained.

Virtual Network

In 2000, The Leadership Network created a Virtual Network (VN) <http://leadership.gc.ca/virtualnetworks> for use by the entire public service. The objective was to create an electronic real-time sharing of knowledge and experience at all levels and to systematically incorporate the results of these exchanges into the corporate memory. The VN can reduce the traditional problems associated with project and policy development by enabling interactive exchange of information and experience among practitioners. To date over 600 public servants have registered and are actively engaged in the service.

Another significant advance is in the development of interactive discussion forums. A recent example was the discussion forum established to review the teleworking policy of the government. A leading expert in the field was engaged to lead the discussion and teleworkers and managers across the country and the United States examined the best practices and challenges associated with this approach. The forum resulted in the production of a final report to the government on ways to improve the current policy and practices so as to reap the full range of benefits for both the government and its employees.

Contributing to a better informed public service

The Leadership Network provides a comprehensive approach for the establishment of representative leadership networks throughout the public service at the senior management, middle management, regional, functional communities, and employee levels. The creation and expansion of its on-line knowledge base and Virtual Network has resulted in the agency having one of the largest sources of information on and for the public service.

The MyLeadership.gc.ca enables all public servants to identify their own leadership and network interests. The site also allows users to select material from the web site that interests them and to post it to pages they develop themselves. Over 3000 plus public servants have registered for this service.

This past year The Leadership Network has doubled the volume of hits and user sessions garnering 2 million hits per month, with over 30,000 user sessions monthly.

Effective Management of the Assistant Deputy Minister Community

Advice and Information

Public service leaders face many challenges including serving Canadians better, shaping the public service of the future, nurturing relationships between federal, provincial, regional and municipal governments, enhancing and building partnerships with the private sector, not-for-profit organizations, voluntary associations and citizens. The public service needs action-oriented people with personal stamina and the ability to deal with challenging situations. It needs people with strong ethics and values and the self-confidence to make the right decision.

A substantial part of The Leadership Network's work is to provide timely advice and information to our stakeholders: the Clerk of the Privy Council, the Committee of Senior Officials, Central Agencies, Deputy Ministers (DMs) and Assistant Deputy Ministers. The Head of the agency in partnership with officials from the Privy Council Office visit every Deputy Minister to discuss views on the readiness of his or her ADMs for promotion as well as their development needs. The Leadership Network's staff consolidates the information for the Committee of Senior Officials, which prepares recommendations for the Clerk.

Members of the agency's ADM Corporate Secretariat staff work closely with individual ADMs and pre-qualified ADM candidates to identify their own career needs and interests. Staff assists them in the development of individualized learning plans, provides personal coaching services and provides advice regarding development opportunities. The Leadership Network continues to refine and modernize the database of information for ADMs to ensure the provision of accurate and timely information for individual and corporate career planning needs.

The Leadership Network supports ADM Forums as the principal networking tool of the ADM community. The Secretariat coordinates monthly meetings of small groups of Deputy Ministers and Assistant Deputy Ministers and the semi-annual meetings of the Forum. The agency created an ADM Advisory Committee, and other sub-committees such as ADM Technology Committee and ADM Legacy Network. The Secretariat works closely with the Advisory Committee, Deputy Minister Champions, and Committee of Senior Officials to ensure the ongoing development of programs and services that meet the continuing evolving needs of the community.

A specific Web site is dedicated to ADMs http://leadership.gc.ca/static/adm/adm_e.shtml. It provides them with access to career and coaching services, community news, employment opportunities and the means to provide the ADM Corporate Secretariat with suggestions in an electronic format.

Sufficient supply of highly qualified Assistant Deputy Ministers

The Leadership Network, under a work sharing arrangement with the Public Service Commission, is continuing its support for the collective management of Assistant Deputy Ministers through the administration of the processes of selecting and promoting ADMs on behalf of the Deputy Ministers' Community and the Senior Committee of Officials. In 2000-2001, of some 240 ADMs, 40 ADMs started new assignments and 48 entered the ADM ranks. In addition, 17 ADMs were promoted from the EX-4 to the EX-5 level.

Ongoing review of the processes indicate that the public service is effectively meeting the need for highly qualified ADMs with the variety of skill sets and varied backgrounds (specialists and generalists) required by the government to serve the needs of Canadians at this time.

Human Resources Management Tools

The Leadership Network continues to use modern human resources management tools and approaches to serve and develop the senior levels. These include sophisticated selection and assessment techniques, and networking forums, 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.

Effective 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.

The agency converted the magazine, [*A Day in the Life of the Public Service of Canada*](#), to be entirely web-based. This site puts a human face on the Public Service of Canada, and in the process serves to inform, inspire and enlighten, as well as lend support to both

pride and recognition, and recruitment and retention initiatives. Monitoring on the use of the electronic version of the magazine is performed in order to determine topics of major interest.

The agency has also established a Power of People Networks site, http://leadership.gc.ca/static/people_networks/menu_e.shtml, which provides interactive knowledge tools and advice on network creation, development and support. This truly enables leaders at all levels of the public service to take charge of their network needs.

The agency supports the Committee of Senior Officials in their efforts to increase the pride and recognition of the work and services provided by public servants. The pride and recognition web site plays a key role in informing both public servants and citizens on the numerous accomplishments that are constantly being achieved throughout the Public Service of Canada.

Annex A: Financial Performance

The Leadership Network's financial expenditures for the fiscal year 2000-2001 were less than forecast. This situation is attributed to three factors, the sun setting of its mandate, reduced utilization of the ADM contingency fund, and carry over from the prior fiscal year. In the fall of 2000, the agency exercised due diligence in its spending in view of the uncertainty of its mandate beyond June 3, 2001.

Financial Summary Tables

Table 1 – Summary of Voted Appropriations

Financial Requirements by Authority (000' \$)				
		2000-2001		
Vote	The Leadership Network	Planned	Total Authorities	Actual
55	Operating Expenditures	11,135.0	11,579.0	9,079.1
(S)	Contribution to Employee Benefit Plan	662.0	743.0	743.0
	Total Department	11,797.0	12,322.0	9,822.1

Table 2 – Comparison of Total Planned Spending to Actual Spending

Departmental Planned Versus Actual Spending (000' \$)				
		2000-2001		
The Leadership Network		Planned	Total Authorities	Actual
FTEs		48	-	47
Operating		11,135.0	11,579.0	9,079.1
Total Gross Expenditures		11,135.0	11,579.0	9,079.1
Other Revenue and Expenditures		-	-	-
Costs of services provided by Other Dept		852.1	852.1	942.5
Net Cost of Program		11,987.1	12,431.1	10,021.6

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

Historical Comparison of Departmental Planned Versus Actual Spending (000'\$)					
The Leadership Network	Actual 1998-1999	Actual 1999-2000	Planned	2000-2001	
				Total Authorities	Actual
Total	6,562.6	8,194.9	11,135.0	11,579.0	9,079

Annex B: Contacts for Further Information

The Leadership Network is located at:

122 Bank Street
Ottawa, Ontario K1A 0R5
Telephone: (613) 996-1353
Facsimile: (613) 996-2228
TDD line for persons who are deaf or hard of hearing: (613) 943-5510
Web site <http://leadership.gc.ca/>