



Canadian Centre for  
Management Development

Centre canadien  
de gestion

# CANADIAN CENTRE FOR MANAGEMENT DEVELOPMENT



CENTRE  
CANADIEN DE  
GESTION

ANNUAL REPORT

July 2000

Canada

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Canadian Centre for Management Development

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July 2000

Dear Prime Minister:

On behalf of the Board of Governors of the Canadian Centre for Management Development (CCMD), I am pleased to provide you with the Annual Report for 1999/2000.

The year was one of rapid change and progress for the Centre. The Board met twice during the period and set out some important strategic directions and initiatives to guide the Centre through a transition to an institution that is representative of, and responsive to, the needs of all Public Service managers in the knowledge age.

The Public Service of Canada has a key role to play in helping Canada stay at the leading edge in the knowledge age. To play that role, the Public Service must become a knowledge-based organization that is able to continually improve performance through new ideas, knowledge and insights. A key to this transformation, and to preparing the Public Service to better serve Canada and Canadians in the knowledge age, is learning. As the Public Service moves towards becoming a learning organization, the ability of CCMD to serve as a world-class centre of excellence in public sector management is central to the development of a management cadre adept at continuous learning and well-prepared to serve Canadians in the future. We look forward to meeting the challenges of this environment.

Mel Cappe  
Clerk of the Privy Council and  
Chairman of the Board of Governors



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## **The Environment for Management Development**

In a knowledge-based economy, the most important investment a country can make is in its people – in their education, training and lifelong learning. Everyone's talent must be developed to its full potential. This applies equally to those who work in the Public Service. The Public Service must become a learning organization, committed to lifelong learning for all employees:

- It is essential to ensure the ongoing relevance of the Public Service and its ability to adapt and respond to the needs of citizens in the knowledge age.
- It matters if the Public Service of Canada is to remain a professional, non-partisan and diverse public service, where public servants work in partnership with political leaders, able to serve as knowledgeable advisors helping the Government to realize its agenda.
- It will be critical to attracting and retaining the knowledge workers the Public Service will need to serve in the future. They will join the Public Service because of the challenges it offers and the desire to serve. They will only stay if they are given the chance to continuously develop their skills and acquire new knowledge.

The Public Service must become a learning organization, committed to lifelong learning for all employees.

Making the transition to a learning organization will take time. It will require action at the system-wide, departmental, team and individual levels. It will mean building a culture that promotes learning, creating a commitment to learning at all levels, building learning into our systems and processes and taking specific measures to practice and promote learning. As an organization committed to excellence in learning, the Canadian Centre for Management Development is well positioned to play an important role in this transformation.





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## Strategic Priorities of CCMD

The objective of the Canadian Centre for Management Development in carrying out its activities is twofold. First, it seeks to build the intellectual capital of the Public Service in domains such as governance, public sector management, learning and leadership. It then goes about transferring this knowledge to Public Service managers to build the capacity of the Public Service management community and support the learning needs of Public Service managers.

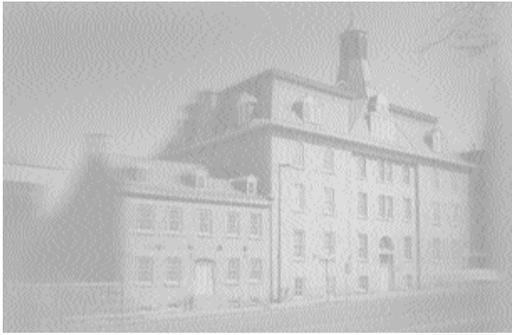
To assist the Centre in formalizing its work around this objective, the Board of Governors endorsed the following set of goals:

- **CCMD should be a *Canadian centre dedicated to preparing public service managers, leaders and future leaders*.** It should be relevant to managers in all regions across Canada and open to exchanges with colleagues from other levels of government and other sectors, so we can learn from one another.
- **CCMD should be a *management centre, committed to the learning needs of those who are responsible for the management of people*.** We should be there for managers, and relevant to their needs, regardless of where in the public service they might work or at what level they might be.
- **CCMD should be at the *leading edge of thinking on public sector reform*.** We should be committed to excellence in research bringing together public service managers, academics and leading thinkers to study, debate and develop a body of best practices in order to position the Public Service for the future.
- **CCMD should be a centre with the *capacity to learn from the best in the world*** and to share our knowledge and ideas with those who are committed to building strong public sectors around the world.
- **CCMD should be a *model organization with a service culture*** committed to supporting the learning needs of the public service and its managers — a learning organization — an example of what we preach.

To guide the Centre toward realization of these goals, the Board carefully reviewed ongoing activities and the organizational structure and developed a number of initiatives intended to strengthen the Centre's ability to deliver on its strategic priorities:

- a ***three year plan for research*** with governance as an overarching theme, and a plan for action-research on issues of major concern to deputy ministers and managers;
- an ***international program*** designed to share Canadian expertise abroad, equip public sector managers to work in a global world and create a Canadian single-window on governance and public sector management expertise; and,
- a ***reorientation of learning programs*** to make them more widely available to managers at all levels and on a regional basis.

These initiatives presented a significant challenge to the Centre throughout 1999/2000 and they are the substance of the Centre's accomplishments over the review period. Accomplishments relating to each initiative are presented in more detail below.



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## **CCMD Structure and Organization**

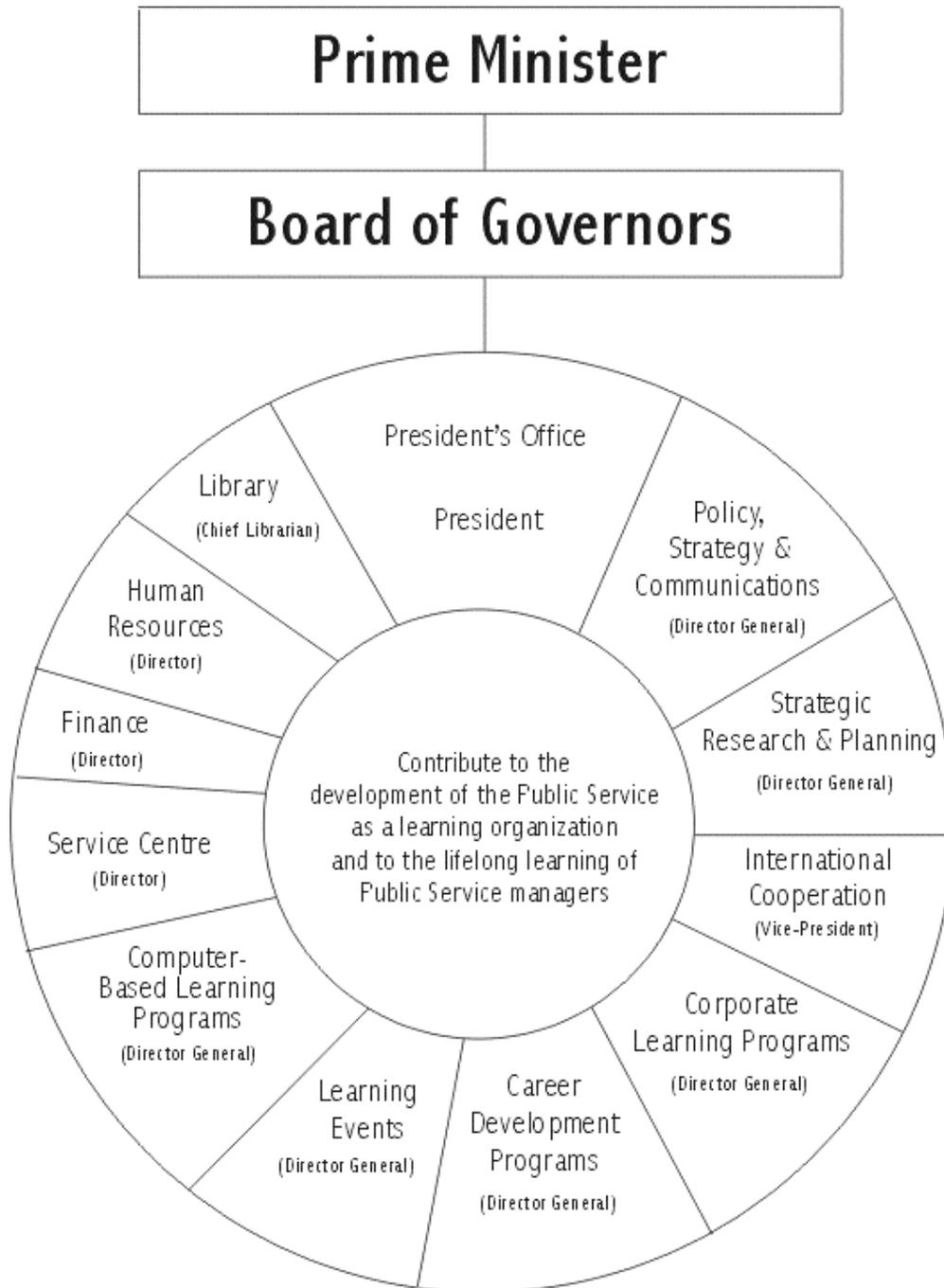
The Centre is headed by the President and governed by a Board of Governors. Members of the Board are appointed equally from the public and non-public sectors by the Governor-in-Council. The Clerk of the Privy Council is Chair of the Board and the Secretary of the Treasury Board, the President of the Public Service Commission and the President of CCMD are ex-officio members of the Board. A complete list of the Board of Governors is provided in Annex A.

the Centre has undergone some important shifts throughout 1999/2000 as the institution seeks to re-align its structure with its strategic priorities set out by the Board.

Internal management of the Centre has undergone some important shifts throughout 1999/2000 as the institution seeks to re-align its structure with its strategic priorities set out by the Board. An organization chart is provided below. The Centre operates with six main areas headed by a Director General or Vice-President reporting to the President. Four groups providing corporate support are headed by Directors reporting to the President.

All areas operate under the single business line for purposes of reporting to Parliament and managing the resources of the Centre. This represents an important consolidation from the previous structure of four independent business lines and provides the necessary flexibility for the Centre to operate seamlessly in order to adapt and respond to the emerging challenges of building a Public Service learning organization and supporting the associated learning needs of Public Service managers.

# CCMD Organization





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## Accomplishments

### *I. Research Activities*

A long-term research plan on Modernizing Governance was established in 1999/2000. The theme aims to be forward-looking; to seek and identify challenges for the future. Four sub-themes were selected for exploration:

- Citizens and Citizenship;
- Representative Democracy;
- Role of Government; and,
- Public Service Reform.

Senior public servants and academics were brought together to develop and review discussion papers on each sub-theme. Papers were then presented at CCMD's International Conference on Modernizing Governance in May 2000, to stimulate debate of the issues and pinpoint further areas for research and learning, while building linkages between practitioners and academia.

To strengthen and broaden research and knowledge linkages, dialogue between academics and the Centre was promoted as representatives from over forty universities attended the 13<sup>th</sup> Annual University Seminar at the Centre.

Creation of short-term action-research roundtables served to engage public servants, practitioners and academics in hands-on research and learning.

Creation of short-term action-research roundtables served to engage public servants, practitioners and academics in hands-on research and learning. Roundtables are focused on current, concrete policy issues of the day: Social Union, Horizontal Management, Learning Organization and Risk Management and will report back by the end of 2000.

It is noteworthy that the Centre's capacity and expertise in building effective networks and linkages was recognized in 1999 by the awarding of the Institute of Public Administration of Canada's prestigious ***Gold Medal for Innovative Management*** to the Citizen-Centred Service Network. The Network was initiated in 1997 by CCMD and consists of 220 public servants from three levels of government. It conducted world-leading research concerning the expectations of citizens and how governments can measure their performance, and it led to service delivery improvements by various governments in less than two years.

Significant demand for CCMD research publications continued throughout 1999/2000, with over 6,000 publications distributed in Canada and internationally, and more than 14,200 publications downloaded through CCMD's website. In addition, in January 2000 a special edition of ***A Strong Foundation: Report of the Task Force on Public Service Values and Ethics***, was published in honour of the late John Tait.

## ***II. International Program***

As Canada's public service is considered to be among the best in the world, other countries are increasingly seeking access to Canadian public sector know-how and best practices (over 1250 study tours approached federal institutions in 1998/99). The need for a strategic federal response to an exponential growth in this demand has been identified for many years. The Partnership for International Cooperation initiated by CCMD fills this need and provides public servants with the opportunity to compare and evaluate their practices against those of colleagues in other areas of specialization, and to learn from the experience of other countries.

- A voluntary partnership was created among federal departments, agencies, parliamentary institutions and tribunals, aimed at offering a single-window access to Canadian public sector knowledge and know-how. There are two groups of partners: 19 institutions involved in cooperation with other countries in the fields of governance and public sector management; and a further 20 institutions in sectoral cooperation (e.g. transport, industry, fisheries and oceans).
- The secretariat to the Partnership received Treasury Board approval as a three-year pilot project to support the efforts of member institutions to set common policy priorities, exchange information and best practices, and work together on international projects.
- An innovative web site was created as the key portal to federal public sector expertise. It contains: the first federal online database of international cooperation projects; tools for planning and management of incoming delegations; a platform for a management and sharing of federal knowledge

and inventories of expertise, linked to the systems of the Department of Foreign Affairs and International Trade; and linkages to databases and web sites in Canada and around the world.

- A number of pilot projects were carried out, aimed at sharing Canadian expertise in public sector reform and human resource development with countries including Singapore, South Africa, Brazil, Chile and China.

### ***III. Reorientation of Learning Programs***

First, as the Centre sought to expand the vertical and horizontal reach of its learning programs, an increase in the number of courses, offerings and revisions to existing programs were required. The Centre made great progress, increasing the number of courses by more than 50% and more than doubling the number of offerings and participants in open enrolment programs. Regional offerings contributed to this growth, as did the participation of managers outside of the executive category. Overall quality ratings consistently ranged from 4.2 - 4.7 on a scale of 5. Moreover, as the reorientation of learning programs was carried out in accordance with the Centre's cost recovery strategy, evidence of the success of the programs in meeting client demand can be seen in the growth of revenues, which were 75% higher than planned revenues for 1999/2000.

growth in open enrolment programs:

- offerings increased from 30 to 72
- regional offerings up from 7% to 27%
- participants rose from 600 to 1,502

As well, the Centre moved to explore the use of technologies to enhance and expand learning opportunities for public service managers. This involved the development of a distance learning strategy and the associated pilot projects, a number of web development projects and securing and upgrading CCMD's technical infrastructure. The newly created Computer-Based Learning group also plays a key role in championing the further development and application of strategies and initiatives to promote the use of technology at CCMD.

#### **a) Career and Community Development Programs**

**Expansion of the Management Trainee Program (MTP) and the Career Assignment Program (CAP)** occurred as regional participation grew and as new groups of candidates were accommodated. Preparatory work is underway to scale up the delivery of these programs as growth in participation is expected to accelerate in coming years.

Redesign and modernization of the MTP orientation module was carried out. The CAP underwent a comprehensive re-design to update it and enhance its relevance by reflecting current trends in career development. Initial phases of the re-design were successfully delivered and the re-designed educational component began in February 2000.

A growing demand for, and the use of, the educational component of the programs in other learning venues are indications of success. Modules of the MTP were successfully offered to non-MTP recruits on a cost recovery basis. Ongoing demand led to inclusion of the modules in the offerings of Training and Development Canada. Based on the demand for courses offered through the MTP and CAP, the Centre is developing two new programs available to all managers as well as aspiring managers: *Introductory Management* and *Career Development* for delivery in Fall 2000.

among management trainees:

- 88% say the program contributed to their professional development
- 80% feel they made contacts that will aid them in their future work
- 80% would recommend learning events of MTP educational component to their peers

**Technology** also played an important role in enhancing the program as two pilot-projects were designed for the MTP: a 360-degree on-line assessment, and the identification of multi-media products to enhance the development of middle management competencies.

Specific **learning events** were offered for participants in the Accelerated Executive Development Program (AEXDP). The first group of participants took part in a policy program and managers of AEXDP participants attended workshops in June and October. An Orientation Event and an offering of the ***Coaching for Breakthroughs and Commitments*** course were attended by the second group of AEXDP participants.

**Context courses** were a significant factor in expanding the reach of CCMD and increasing learning opportunities for managers. Overall, twenty-five context courses were delivered, a third of which were in the regions. More than half of the participants were below the executive level. Three new context courses were designed for delivery in 2000/01: ***The Canadian Context***, ***Canada in the World (Introduction)***, and, ***Canada in the World (Advanced)***.

## b) Corporate Learning Programs

Leadership is a core capacity of public service managers which CCMD programs seek to develop and enhance in terms of both the general ability of individual managers to lead, as well as the more specific ability to lead in the implementation of particular corporate priorities as reflected in the government's policy and management agendas.

In keeping with the Centre's efforts to expand its reach, three leadership courses were offered in the first category, with some significant changes undertaken in course design:

- The traditional two week leadership course, **Executive Leadership**, open only to executives was redesigned as a one week course, **Leadership: Reflection and Action**, open to all managers.
- **Leading Transitions** equips participants to lead large scale, continuous change.
- A new program, **Coaching for Breakthroughs and Commitments** was launched.

among graduates of leading transitions:

- 88% felt that the program had helped them manage the past transitions of the public service
- 80% felt that it equipped them manage the ongoing transition into a learning organization
- 93% would recommend the program to others

Design work continued on a new, comprehensive corporate leadership program consisting of modules on coaching, leading citizen-centred service and leading policy.

In the second category of more specific leadership abilities, the first program to be offered was focused on the corporate strategy with respect to Canada's programs for Aboriginal peoples, Gathering Strength. The **Aboriginal Issues and Self-Government** seminar was provided nine times in locations across Canada. Three other corporate priority courses were designed, two of which were piloted in time to be useful to departments responding to two federal task forces dealing with a representative and inclusive Public Service (**Managing Citizen-Centred Service** and **Diversity: Vision and Action**). The third course will be piloted in 2000-01 (**Leading Policy**). Design work is also underway, in cooperation with the Chief Information Officer at Treasury Board Secretariat, on a corporate learning strategy to equip federal managers to implement the Government On-Line initiative.

### c) Learning Events

Learning events are aimed at addressing emerging issues for public service managers through informal learning and knowledge harvesting opportunities that complement learning achieved in the classroom. Such learning has been found to help participants deepen their understanding by sharing knowledge and experience and debating and interacting with practitioners and academics on a variety of issues.

*Armchair Discussions* are presentations by one or more persons, interviews or a roundtable discussion, followed by a discussion involving the audience. Throughout 1999/2000 the discussions focused on four themes: Beyond the News, Values and Ethics in the Public Service, Leaders and Leading Visions, and Serving Canadians in the Knowledge Age. The reach of the program is expanding as webcast versions on CCMD's website are now available to all managers across the country on a pilot project basis.

Learning events are aimed at addressing emerging issues for public service managers through informal learning and knowledge harvesting opportunities that complement learning achieved in the classroom.

Two new *Thematic Series* events were launched as four, half-day sessions focusing on ***Canada's Place in the World*** and ***Rediscovering Canada***. These events address a demand for learning opportunities between a short session and a full course. Thematic offerings will be extended in the coming year.

In the area of special events, the learning component of the Recognition of Entry to the Executive Group Program received excellent ratings for the winter and spring events. A speaker program for Deputy Minister Luncheons was rated positively overall and the Deputy Minister Orientation held in March 2000 also proved to be a success.

### d) Computer-Based Learning

In creating a world-class centre of expertise in public sector management and in preparing public service managers for the challenges of the future, the effective use of technology is key. Technology has been used in virtually all program expansions and enhancements undertaken by CCMD over the review period. Technology can assist the Centre in expanding its reach and effectiveness, and at the same time, provide individual managers with increased opportunities to learn and network.

The use of pilot projects to explore the application of technology in CCMD's learning programs has been referenced in previous sections of this report, e.g.:

webcasting Armchair Discussions, MTP's use of select multi-media learning products to enhance middle management competencies and an on-line 360 degree assessment tool, creation of a new web site for the Partnership for International Cooperation. These pilots provided the opportunity to explore various technology options and assess their relevance and effectiveness for further program enhancements and development.

Technology can assist the Centre in expanding its reach and effectiveness

A key project undertaken by the Computer-Based Learning group was the development of **The Learning Coach**, a single-window learning environment to support the learning needs of managers. This interactive tool guides participants through a self assessment questionnaire and the process of developing an online learning plan. **The Learning Coach** also provides managers with extensive and user-friendly access to all CCMD products and services. It is planned for launch in September 2000.

**The Learning Coach** is a single-window learning environment to support the learning needs of managers.

From an internal perspective, CCMD's technical infrastructure was secured and upgraded throughout 1999/2000. A smooth Y2K transition was ensured through testing of hardware and software and preparation of contingency plans. The infrastructure at CCMD was improved through the upgrading of equipment and computer systems. New technology that delivers video broadcasts directly into classrooms and to the desktops of all CCMD's employees via the CCMD network was installed and the remote access system was upgraded to enable anywhere, anytime access to e-mail and computer files for CCMD employees.





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## Financial Performance

The Canadian Centre for Management Development is funded from two sources: the annual appropriation (slightly under \$10 million) and the revenue it earns from the delivery of courses on a cost-recovery basis. Early in 1999/2000, the Centre had predicted revenues of just over \$3 million for that coming year, but demand from the expanded client base and increased offerings grew at such a rate that actual recoveries surpassed the \$5 million mark.

Other factors contributing to the variance between Planned Spending (\$13,942,000) and Actual Spending (\$17,783,809) include a carry-forward of unspent resources from the previous year, the settlement at the federal government level of various collective agreements giving salary increases to most CCMD employees, and subsidies received from Treasury Board to foster corporate programs for Diversity and Aboriginal peoples.

### Canadian Centre for Management Development

<b>Planned Spending</b>	<b>\$ 13,942,000</b>
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<b><i>Total Authorities</i></b>	<b>\$ 18,070,906</b>
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<b>1999-00 Actuals</b>	<b>\$ 17,783,809</b>
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**Canadian Centre for Management Development    Annex A**  
**Board of Governors, June 2000**

- Chairman**    **Mel Cappe**  
Clerk of the Privy Council and Secretary to the Cabinet
- Members**    **Ronald Bilodeau**  
Associate Secretary to Cabinet and Deputy Clerk of the Privy Council
- Jocelyne Bourgon**  
President, Canadian Centre for Management Development
- Donald W. Campbell**  
Deputy Minister of Foreign Affairs, Foreign Affairs and International Trade
- Glenna Carr**  
Chief Executive Officer, Carr-Gordon Limited
- Frank Claydon**  
Secretary of the Treasury Board and Comptroller General of Canada
- Janice Cochrane**  
Deputy Minister, Citizenship and Immigration Canada
- Richard Dicerni**  
Executive Vice President and Corporate Secretary of Ontario Power  
Generation Inc.
- John Edwards**  
Former Deputy Minister
- André Jacques Galipeault**  
President, Galipeault Group Inc.
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President, Association of Universities and Colleges of Canada
- Peter Harrison**  
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Chancellor, Carleton University
- Donald J. Savoie**  
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