

DEPUTY MINISTER TASK FORCES

From Studies to Action

**Privy Council Office
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I. FOREWORD

- In the course of 1995, the Clerk of the Privy Council established a number of Task Forces led by Deputy Ministers. The intent was to explore a variety of issues, identified in the wake of Program Review, about which greater understanding was required in order to effectively advance renewal of the Public Service.
- Broad mandates and freedom to choose their approaches were given to the Deputy Ministers leading these Task Forces. As a result, the Task Forces proceeded on quite separate tracks. For example, in some cases there was broad national consultation, in others, the consultation involved only key stakeholders.
- In some instances, there are formal reports, discussion documents and recommendations. In others, the results are tools, such as the database on federal presence and the scenario kit to test options against various future scenarios. In yet others, the results became inputs to other work. For example, the Task Force on Federal Presence Abroad flowed into the Program Review II exercise at Foreign Affairs and International Trade and the Policy Planning Task Force work contributed to the preparation of the Speech from the Throne.
- The cumulative work of the Task Forces generated a wealth of analyses and ideas for improving the ways in which the government serves the citizens of Canada.
- Now the work of all the Task Forces has been completed. Their various results and recommendations reveal a surprising degree of convergence on key conclusions. For example, the impacts of globalization and technology and the complexity and interdependence of issues have resulted in the need to work horizontally across departmental and jurisdictional lines, whether this be in terms of clustering services, developing effective policy or in managing people. The common themes which have emerged are particularly compelling because of the diversity of their starting points.
- The Task Force findings also echo conclusions emerging from other work in

the Public Service during the same period. Within departments, there have been an almost infinite variety of initiatives underway to modernize service delivery in the wake of Program Review and many of the same lessons have been learned.

- There has also been considerable work across departmental lines. In many instances, this work has been undertaken by interdepartmental functional groups. For example, the Council for Administrative Renewal has been working on a variety of initiatives to streamline overhead services. The TBSAC Information Management Subcommittee, TIMS, has been active in exploring how technology can facilitate the clustering of services, even across jurisdictional lines, based upon the life cycle needs of individuals and businesses for services from their governments. The Personnel Renewal Council has been working actively to engage unions and managers corporately, on a national basis, to renew our work environments and work relationships. In other instances, the work has been carried out by Regional Councils in developing initiatives to share local services and to integrate program delivery.
- The central agencies have also been working to modernize systems and processes. For example, the Treasury Board Secretariat has been leading the Quality Services Initiative which has developed a wealth of material to assist departments in improving the services they provide.
- Finally, a new initiative called “La Relève” has been launched. La Relève is about meeting the challenge of building a modern and vibrant national institution in which each employee shares the commitment to leave behind a better Public Service than the one he or she found. The modernization of our human resources management requires initiatives to prepare the future leaders of the Public Service, get the balance right between individual and corporate responsibility for development, address compensation and retention issues, develop strategies for communications, informatics, policy and scientific fields, and review the executive feeder group programs.
- In brief, the individual and common findings of these Task Forces and related work lead us to the fundamental and common challenges faced by the Public Service in the years ahead.

II. PURPOSE

The purpose of this paper is to:

- Identify key common findings arising from the Deputy Minister Task Forces; and
- Set out next steps to :
 - Implement the specific recommendations of the Task Forces
 - Take action on the key common findings

III. DEPUTY MINISTER TASK FORCES

- Strengthening Policy Capacity
- Management of Horizontal Policy Issues
- Service Delivery Models
- Overhead Services
- A Planning Tool for Thinking About the Future of the Public Service
- Public Service Values & Ethics
- Federal Presence
- Federal Presence Abroad
- Policy Planning

INDIVIDUAL TASK FORCE RESULTS

The Task Forces have produced an extraordinary diversity of results. First, a total of 77 specific recommendations have been made, 16 addressing modernising service delivery, 29 suggesting how policy capacity could be strengthened and 32 highlighting the need to address our public sector culture and the way we manage people.

Of these 77 recommendations, approximately 50% have either already been implemented or are in the process of being implemented.

The Task Forces have also involved a wide number of people at all levels nationally during their work. Over 3500 public servants and clients were surveyed or involved in focus or discussion groups. Of this 3500, approximately 700 clients and 2800 public servants were involved. These Task Forces were a community effort at the deputy level, with 30 Deputy Ministers actively engaged in one or more teams.

The results of the Task Forces have included:

- 5 reports
- a discussion document on values and ethics
- 50 case studies and surveys
- a scenario-based analysis instrument for strategic planning
- a database to capture federal presence across Canada
- a checklist for departments to use in policy development
- a checklist for the development of partnerships
- input to the last Speech from the Throne

Annex A summarizes the mandates and key findings of each of the Task Forces.

IV. WHAT HAVE WE LEARNED?

Introduction:

When all of the Task Forces results are considered together, a number of common learnings emerge around:

- Horizontality
- Partnerships
- Culture
- Accountability
- Values
- Policy Capacity
- Citizen-focused Service
- Human Resource Management

WHAT HAVE WE LEARNED?

HORIZONTALITY

1. Pressures from the Canadian and international environment require a much more integrated and corporate approach within the public sector, if it is to serve Canadians and elected officials effectively in the future. The need for integration applies equally to policy development, service delivery and the management of people.

- Fiscal pressures and Program Review dictate a horizontal perspective on government. Linking resources with government priorities requires a knowledge of policies and programs that cut across departmental lines.
- In the face of secure fiscal restraints, governments need to be creative and draw upon the resources of several departments. Governments need a capacity to look at themselves as a whole to deal with problems of overlap and duplication.
- Many of the key policy issues facing government cut across departments and conventional policy sectors. As departments work in cross-cutting policy areas, it is important that they recognize the interdependence of policy areas and the need to serve the broader public interest not just their immediate clients and stakeholders.
- Globalization of trade and investment creates pressures to harmonize a wide variety of laws and policies across nations. As a result, there is a need for a government-wide capacity to review regulations and programs.

Task Force on Managing Horizontal Policy Issues

- One of the principal challenges is to overcome the vertical stovepipes that divide government rather artificially into separate domains either of service delivery or policy, and to limit them up again in a holistic fashion that reflects the real life of real people, and the connectedness to the real world.

Task Force on Public Service Values and Ethics

WHAT HAVE WE LEARNED?

HORIZONTALITY

- There have been significant changes to citizens' expectations of government, new challenges have arisen as a result of downsizing, and silos in government are an important impediment to service delivery.
- While it is important from a policy perspective, that the Government of Canada be organized around discrete departmental lines, from a citizens' perspective, service delivery by those same departments of necessity makes the service appear fragmented and thus is a source of frustration to those we seek to serve.
- The Task Force recommends a citizen-centered service delivery approach. To create it, services from a number of departments may need to be combined.

Task Force on Service Delivery Models

- Over the short term, relatively significant savings and improvements can be realised through a rigorous, collaborative approach to the efficient delivery of overhead services in government.

Task Force on Overhead Services

- The need for corporate and departmental "Relève" must be tackled urgently. Corporate programs to replenish pools at the top and in scarce functional groups will pay dividends and quickly.

Task Force: A Planning Tool for Thinking About the Future of the Public Service

WHAT HAVE WE LEARNED?

PARTNERSHIPS

2. For government to fulfil its role of looking after the public interest, it must learn to use and build on the strength of others in society. Partnerships in pursuit of the public interest have great potential in the reform of the public sector, in policy development and service delivery alike. Partnerships should be pursued within departments; between and among departments; across levels of government; with the private and non-profit sectors; and with clients and citizens.

- A “whole of government approach” requires public servants to look outward to the public interest, to view formal mandates as means to larger ends and to keep the focus on these larger ends. And perhaps most of all, it requires a commitment to partnership and teamwork.

Task Force on Public Service Values and Ethics

- Partnership has taken a new meaning. The majority of service delivery innovations identified in case studies have been built on partnerships - between government departments, between levels of government, between the public and private sectors, and between the public and voluntary sectors.
- In many cases, however, service managers commented they had little practical experience in managing partnerships and found few useful tools in government to assist them. These managers are leading the way.

Task Force on Service Delivery Models

- Increasingly, Canadians expect to be involved in the development of policies and programs that affect their health and well-being. Case studies underlined the importance of consultation with interest groups during policy development. A balance between interdepartmental and broader consultations is required so that they can inform one another -- without foreclosing options of hindering the scope of ministerial discretion.

Task Force on Managing Horizontal Policy Issues

WHAT HAVE WE LEARNED?

PARTNERSHIPS

- The government should relate closely to the outside policy research community and should seek to promote its relevance and quality. A vibrant external policy research community is a major asset for government.
- Collaborative policy work with the provinces is a major issue requiring attention.

Task Force on Strengthening Policy Capacity

WHAT HAVE WE LEARNED?

CULTURE

3. One of the critical success factors in the transformation of the Public Service is culture. Development of a culture based upon collaboration and teamwork rather than “turf” is a key priority. To achieve this, leadership, the organization of work, internal systems and processes, training, recruitment and promotion, and incentives and rewards need to be aligned with the fundamental value of service in the public interest.

- There is a sense that the federal policy community is becoming less corporate, less collegial -- with interdepartmental discussions focusing less on problem-solving and more on departmental positioning and protection. There are few rewards in the system -- and the current rewards and recognition systems tend to reinforce vertical thinking and competitive behaviour.
- It is culture that is the critical element underpinning policy coordination in government. Even with the current processes and systems, a collegial policy community with individuals skilled in and committed to teamwork and focussed on serving the overall public interest, can make significant progress towards effective horizontal issues management.

Task Force on Managing Horizontal Policy Issues

- The Task Force on Service Delivery models observed that in all the cases it studied, whether they were successes or failures, the fundamental issue was related to the attitudes and culture that we endorse and reward. Citizen-centered service delivery will require attitude and cultural change that must be led by Deputy Ministers.

Task Force on Service Delivery Models

- Truly integrated delivery will require an altogether new order of integrated competence at the front line of service delivery and an altogether new mindset behind it, one that is truly capable of visioning government from the perspective of the citizen.

Task Force on Public Service Values and Ethics

WHAT HAVE WE LEARNED?

ACCOUNTABILITY

4. Citizens are not “customers”, nor is the public interest synonymous with the interests of specific “client” groups. The role of public servants is to serve, but to serve in a manner which balances the interests of competing clients and preserves the rights of citizens.

- While the Task Force is convinced that Government can, and has, drawn valuable lessons from the private sector as regards the delivery of service, not all “services” delivered by government can be managed simply by borrowing best practices from the business community.

- Balancing the interests of competing clients is a major role of government.

Task Force on Service Delivery Models

- There is no necessary conflict between new organizational forms for service delivery and traditional Public Service values. These new arrangements will work best if political and Public Service accountability are clear and if the organizations involved are permeated by a strong Public Service culture.
- This discussion - the difference between citizens and customers - reacquaints us forcefully with two important Public Service values or principles, the principles of equity and balance. In every Public Service transaction, the true public servant must be alert to issues of equity and fairness to a degree that is rarely required of private sector managers.

Task Force on Public Service Values & Ethics

WHAT HAVE WE LEARNED?

VALUES

5. Public Service renewal cannot come from new techniques or approaches to public management alone. Renewal also comes from values - values consciously held and enacted, values deeply rooted in our system of government, values that help to create confidence in the Public Service about its own purpose and character.

- The largest portion of the work was devoted to the issues of responsible government and the accountability of public servants. We came to believe that many of the frustrations and concerns result from unclear notions of what Ministerial responsibility is, and how it relates to notions of accountability, answerability and blame.
- It is crucial that public servants, at all levels, understand that the chief Public Service value is service to democracy.
- There is a perceived gap on the part of some public servants between the stated values and behaviour on the part of Public Service managers. This issue has been made more acute by both the fact of downsizing and the way it was done.
- Nothing is more important than the leadership of the Public Service for Public Service values and for the motivation of employees.
- There is a need for an open and honest dialogue about values across the Public Service.
- There may then be a need for a statement of principles for Public Service, as a Public Service code.

Task Force on Public Service Values & Ethics

WHAT HAVE WE LEARNED?

POLICY CAPACITY

6. In order to strengthen our policy capacity, emphasis must be placed on long-term strategic and horizontal policy development and better interdepartmental fora for considering such issues. Collaborative policy work with other jurisdictions and stakeholders is a major issue requiring attention.

- A sustained demand for high quality policy work is an essential precondition for quality improvements.

Task Force on Policy Capacity

- Central agencies have an important role to play in improving the culture, in getting the policy process fundamentals right, and in encouraging mobility and the development of corporate perspectives in the policy community.

Task Force on Managing Horizontal Issues

- PCO should lead and coordinate policy development that has major horizontal and government-wide strategic implications.
- Departments must be the main locus of policy work within the federal government. Within departments, there is a need for Deputies and senior management to pay more attention to their policy needs, capacity, organisation, and processes in relation to the main policy functions.
- An interdepartmental umbrella group consisting of policy ADMs and equivalents should be established.
- Personnel management of the policy community needs specific attention.
- There is a need for a review of relations between the government and the policy research community and measures to ensure sharing of best practices and other forms of cooperation.

Task Force on Strengthening Policy Capacity

WHAT HAVE WE LEARNED?

CITIZEN FOCUSED SERVICE

7. A commitment to citizen-focused service must become an integral part of the ethos of the Public Service. Citizens have accepted that government must be more selective in the responsibilities it assumes on behalf of citizens. But in return, citizens anticipate getting better government and better quality service for those services that remain.

- Clustering services around a particular group of individuals is important. Perhaps even more important, however, is ensuring effective, uncomplicated access to those services.
- It does not take a total reorganization of departments and jurisdictions to make progress or to seek legislative change.
- In some cases, legislative change is necessary. Two broad approaches are possible: a) statutory adjustment regarding delegation of discretionary authority; or b) new legislation to create a statute of general application.
- Establishment of service delivery contracts based upon clear roles, accountabilities and service standards can be powerful instruments for improving service quality and morale of employees.
- Deputy Ministers, collectively and individually, must lead the change to citizen-focused service.
- Regional Councils have the potential to play a large role in integrated service delivery and locally-shared services.

Task Force on Service Delivery Models

WHAT HAVE WE LEARNED?

HUMAN RESOURCES MANAGEMENT

8. Improvements in policy capacity and service delivery both depend upon a highly motivated and highly skilled workforce. Modernization of the human resources management regime and investments in people are an urgent priority.

- There is a further need to review all of the many systems regulating and influencing people management in the Public Service, to ensure they are all aligned to support the kind of Public Service values we want to promote.
- Obviously, training and development are one element of this larger scheme of systems. There is clearly a need, including at the very top levels of the Public Service, for development experiences that help make our leaders more aware of the techniques, responsibilities and competencies of sound people management.

Task Force on Public Service Values and Ethics

- Common to all scenarios of the future of the Public Service are the need for:
 - Recruitment and retention of key employees
 - Redesign of the classification system
 - Fostering of a learning culture
 - Improvements in mobility
 - Reward and recognition systems
 - Corporate programs to accelerate development and promotion
 - Improved career management
 - Departmental as well as corporate “Relève”

Task Force: A Planning Tool for Thinking About the Future of the Public Service

WHAT HAVE WE LEARNED?

HUMAN RESOURCES MANAGEMENT

- There should be a committee on Management of Policy Personnel to set standards and provide guidance on human resource issues of common concern to the policy community, including recruitment and career management.
- There should be adequate recruitment of young policy officers.
- Mechanisms are required to ensure interdepartmental mobility is an integral part of the career development of policy officers.
- CCMD and Training and Development Canada should work to develop appropriate training programs for policy analysts and policy managers.

Task Force on Policy Capacity

- Service delivery should be incorporated into CCMD and Public Service Commission learning programs.
- The Treasury Board and Public Service Commission should review the human resources strategy as it relates to service delivery.

Task Force on Service Delivery Models

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V. NEXT STEPS

IMPLEMENTING THE RECOMMENDATIONS

Now that the individual Task Forces have been completed, it is important to move their findings and recommendations back into the normal accountability regime. Decisions have been taken about lead roles as shown on the following chart, and every department must play an active role in implementing the findings.

Task Forces	Progress Report	Lead for Implementation
Strengthening our Policy Capacity	• Report completed • ADM Policy Umbrella Group created in June 1996	PCO/Depts
Management of Horizontal Policy Issues	• Report completed • Implementation in progress	PCO/Depts
Service Delivery Models	• Report completed • Action plan to be developed	TBS/Depts
Overhead Services	• Report completed • Implementation in progress	TBS/Depts
A Planning Tool for Thinking About the Future of Public Service	• Report & update completed • Scenarios in use for strategic planning & learning activities	CCMD/Depts
Public Service Values & Ethics	• Discussion document completed • Discussion/testing across government	PCO/Depts

Federal Presence	- Findings presented; database under development - Work integrated with Task Force on Service Delivery Models	TBS/Depts
Federal Presence Abroad	Integrated into the Department of Foreign Affairs and International Trades Program Review II exercise	N/A
Policy Planning	Findings contributed to preparation of the Speech from the Throne	N/A

AFTER THE TASK FORCES: PRIORITIES FOR ACTION

- With the Task Force studies completed, it is now possible to integrate their findings with the other streams of renewal activity across the Public Service.

The Future Public Service

- The reforms to date have focused largely upon regaining fiscal sovereignty, redefining the roles of government in Canada and the roles of the Government of Canada within the federation. The central thrust of the renewal effort has been Program Review; while its implementation is still underway, a remarkable amount has been achieved in a relatively short space of time.
- But the direction of reform has already begun to shift from fiscal reductions and clarification of roles to more complex but promising avenues:
 - Governments in Canada are increasingly aware of their interdependence, the need to work together rather than in separate compartments
 - Partnerships among governments with the private sector, with the non-profit sector, with stakeholders and with citizens, hold great promise for pursuit of the public interest
 - Citizens want a different relationship with governments. They want to participate more in shaping public policy and they want government in its role as provider of services, to be responsive, flexible, efficient and organized around their needs. They expect horizontal and vertical integration among governments in order to have services provided in the way which best suits them

- Citizens want greater accountability for results
- Citizens want a public sector which respects democratic and ethical values, and acts in accordance with the public interest.

Priorities for Action:

- Four priorities for action arising from the Task Forces stand out:
 1. Modernizing Service Delivery
 2. Strengthening Policy Capacity
 3. People Management - La Relève
 4. Culture and Leadership

PRIORITIES FOR ACTION

1. Modernizing Service Delivery

- Redesign of service delivery from the perspective of citizens via business plans
- More experimentation and innovation in clustering of services
- Identification and removal of legislative, jurisdictional and administrative barriers
- Implementation of alternative service delivery agencies
- Accelerating the application of technology to service delivery (TIMS)
- Setting service standards and reporting on performance
- Implementation of the recommendations of the Task Force on Overhead Services to enable significant cost savings by working collectively
- Strengthening of Regional Councils

PRIORITIES FOR ACTION

2. Strengthening Policy Capacity

- Continue major horizontal policy review of long-term and strategic issues facing Canada (Canada 2005)
- Implementation of Policy Task Force recommendations with respect to policy coordination, sharing of best practices, and personnel management of the policy community (PCO - chaired interdepartmental umbrella group)
- Policy collaboration with the research community and with provinces
- Greater use of interdepartmental task forces on selected policy issues
- Systematic use of the checklist for managing horizontal policy issues developed by the Task Force

PRIORITIES FOR ACTION

3. People Management - La Relève

- Development of departmental “Relève” initiatives for all employees:
 - HR planning
 - Career planning
 - Diversity of experience
- Development of competency profiles for executives, aligned with the new skills and culture
- Collective management of succession planning and accelerated development of EXs to ensure broad diversity of knowledge and experience:
 - Appointment to level for ADMs
 - Accelerated EX1-3 program
- Realignment of CCMD and other Public Service development and training programs with the competencies and values of the future Public Service.
- Addressing executive compensation and retention

PRIORITIES FOR ACTION

4. Culture and Leadership

- Dialogue on Public Service values
- Addressing the issue of accountability of public servants to Ministers vs accountability to clients
- Attacking “turf” through systematic efforts to align the organization of work, systems and processes, training, criteria for promotion, and rewards and recognition with the values of horizontality and collaboration
- Exploration of partnerships among departments, with other levels of government, with the private and non-profit sectors, and with citizens
- Building trust through leadership and communications

FINAL WORDS FROM THE TASK FORCES

- It is best to learn from experiments. The ongoing process of learning is not something that can be developed into a single blueprint for change, nor is there any model that will solve our problems.
- Corporate culture is a reflection of corporate values. The corporate values displayed by senior managers in practice are more powerful than any specific measures.
- Culture change requires a long-term commitment and consistent actions supporting cooperation, collegiality and collaboration within and across departments.
- The common learnings which emerge from the Task Forces signal the need for transformational change. Sustained and focused leadership will be required for success.

ANNEX A

DEPUTY MINISTER TASK FORCE ON STRENGTHENING OUR POLICY CAPACITY

Findings:

- A healthy and well functioning horizontal policy capacity in the federal government remains critical for the quality of government and public life in Canada.
- The central agencies have a vital role to play in increasing the focus on strategic and major horizontal issues.
- Departments must be the main locus of policy work within the Public Service.
- There is a need for increased rigour in the articulation of expected outcomes of policy options.
- The government should relate closely to the outside policy research community and should seek to promote its relevance and quality.

Mandate:

- Review the state of the Public Service current policy capacity
- Recommend improvements to strengthen policy capacity

DEPUTY MINISTER TASK FORCE ON HORIZONTAL POLICY ISSUES

Findings:

- The over-arching goal is striving for policy excellence, balancing individual accountability and collective responsibility. Three areas requiring improvement:
 - process: ensuring that we get the fundamentals right
 - systems: strengthening policy systems to provide a framework for collaborative research and development
 - culture: commitment across all parts of the federal system required to develop a collaborative culture; the most critical element is sustained commitment from senior management.
- Although there are no magic bullets, leadership at the departmental and central agency levels is required. Improvements can be realized from initiatives such as:
 - developing departmental workplans on horizontal issues
 - building capacity through training and mobility
 - introducing teamwork as a criteria for performance evaluation and promotion.

Mandate:

- Developing practical recommendations on the management of horizontal issues focusing on improved coherence, improved collaboration

DEPUTY MINISTER TASK FORCE ON SERVICE DELIVERY MODELS

Findings:

- Improved delivery of transactions is not sufficient.
- Clustering service transactions around a targeted group of citizens is critical for integrated and improved service.
- Citizens must be active participants in the design and delivery of service.
- Governments, not the citizens, should integrate services, therefore, partnerships between government departments, levels of government, and other providers are fundamental.
- Obstacles are jurisdictional, organizational, legal and attitudinal.

Mandate:

- Explore delivery of service from a citizens point of view

DEPUTY MINISTER TASK FORCE ON OVERHEAD SERVICES

Findings:

- The Public Service could achieve significant savings and improvements through a collaborative approach to the delivery of the overhead services reviewed.
- The willingness to forgo some freedom of choice is a prerequisite; optimal savings will only be attained if horizontal initiatives are applied across departments, using a clustering concept.
- There is a need for a systematic, long-term approach for dealing with overhead issues.

Mandate:

- Identify ways to improve the management of overhead services government-wide with an emphasis on cost savings.

DEPUTY MINISTER TASK FORCE: A PLANNING TOOL FOR THINKING ABOUT THE FUTURE OF THE PUBLIC SERVICE

Findings:

- Scenario thinking is a powerful new leadership skill with real potential benefits. Scenario building and scenario use are powerful tools with immediate application.
- The governance scenarios, built by the Task Force, have been tested and can be useful to:
 - validate policy options and business strategies
 - stimulate dialogue and fresh thinking among key stakeholders
 - build shared views and action plans.
- Tool tested and now available. Learning as well as the tool to be incorporated in Public Service learning programs.

Mandate:

- Examine long-term trends which will influence the Public Service
- Build a set of scenarios (tools) which enable better public service management in the short, medium and long term

DEPUTY MINISTER TASK FORCE ON VALUES & ETHICS

Findings:

- The most important current issues are:
 - evolving practice of accountability in a parliamentary democracy
 - relationship between employment and values
 - dynamic tension and on-going reconciliation between old and new values
 - new ethical dilemmas associated with service culture and empowerment
 - challenge of leadership and people management in a time of change.
- Democratic, professional, ethical and people values are fundamental and should be the unifying force for the Public Service.
- There is a need for wide-ranging and honest dialogue about values across the Public Service.

Mandate:

- Examine relationship between existing and evolving values
- Consider ways to align values & challenges

DEPUTY MINISTER TASK FORCE ON FEDERAL PRESENCE

Findings:

- At a macro level, restructuring and downsizing have had a balanced geographic impact on the existing federal presence across Canada.
- Alternative service delivery mechanisms are being used to maintain or improve service delivery.
- A model for a database to capture federal presence across Canada and the nature of services has been developed. This database could support decision making linked to service delivery and policy development.

Mandate:

- Develop information on federal presence sufficient for macro-level assessment of the impact of federal reductions on service delivery
- Develop model for collecting data on federal presence, capabilities and services, to support on-going efforts to improve service and administrative efficiency

DEPUTY MINISTER TASK FORCE ON FEDERAL PRESENCE ABROAD

Status:

- Integrated into the Department of Foreign Affairs and International Trade Program Review II exercise.

Mandate:

- Report on Canadian government representation and programs outside Canada
- Determine how federal government representation overseas could be made more cost-effective

DEPUTY MINISTER TASK FORCE ON POLICY PLANNING

Status:

- Findings contributed to the preparation of the Speech from the Throne

Mandate:

- Provide an assessment of the policy agenda to date
- Survey the policy environment
- Provide strategic advice on key policy issues