



Report on Blueprint 2020

Translation Bureau

November 12, 2013
Strategic Planning and Accountability

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Message from the co-champions

On June 7, the Clerk of the Privy Council launched Blueprint 2020, which underscores the changes the entire public service can make to create the government Canadians deserve in 2020.

We are pleased to participate in this major initiative as co-champions, and we are proud to see that the Translation Bureau's employees have their future at heart.



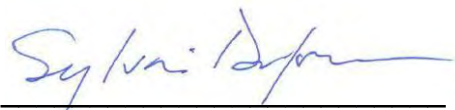
Blueprint 2020 Launch

"I encourage each and every one of you to become involved, to share your ideas—and help shape a concrete action plan that will help us make progress towards the Blueprint 2020 vision. Together, we'll find fresh ways to uphold the tradition of excellence that is the hallmark of Canada's Public Service."

– Wayne Wouters, Clerk of the Privy Council

With the support of Nancy Chahwan and John McBain, the Public Works and Government Services Canada (PWGSC) Blueprint 2020 co-champions, as well as your participation over the last few weeks, we have had many discussions about our organization's capacity and the overall vision for the public service of the future. The comments you provided during these discussions were recorded and forwarded to PWGSC, which sent a [summary report](#) to the Clerk on behalf of all the branches. In 2014, the Clerk will implement a government-wide action plan that will take into account all the ideas and suggestions put forward by all the federal departments and agencies.

This report summarizes the efforts made by the Translation Bureau under Blueprint 2020. Your participation is greatly appreciated, and you can be proud of your contribution to this major initiative.

A handwritten signature in blue ink, reading "Sylvain Dufour".

Sylvain Dufour
Co-champion, Blueprint 2020
Translation Bureau

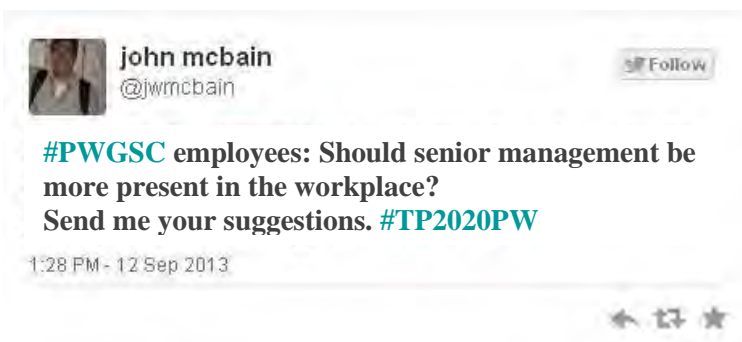
A handwritten signature in blue ink, reading "Nicolas Claveau".

Nicolas Claveau
Co-champion, Blueprint 2020
Translation Bureau

Blueprint 2020 at the Translation Bureau

Since the launch of Blueprint 2020 in June 2013, the Translation Bureau has made considerable efforts to contribute to the initiative. The Senior Management Committee approved an engagement strategy for the Bureau—a strategy that includes many engagement activities, including consultation sessions and discussions via social media, such as [GCconnex](#) and [Twitter](#). Videoconferences were also used to ensure that the entire organization was able to contribute.

The Chief Executive Officer (CEO) made a number of posts about Blueprint 2020 on the Senior Leaders' Blog and in *à la carte* and *PWGSC In the Know*. She created a video about the initiative, which was posted on her blog for International Translation Day. She also hosted an informal discussion on official languages issues, organized by the Council of the Network of Official Languages Champions, which over 200 people participated in.



Blueprint 2020 Time Capsule

"Dear public servants of 2013, our hope is that by 2020, the public service becomes a leader in creating a modern workplace with flexible conditions that focusses on its employees' professional development; we will do everything in our power to make this hope a reality.

– NeXus, the professional and social network led by the Translation Bureau's next generation of employees

September 2013

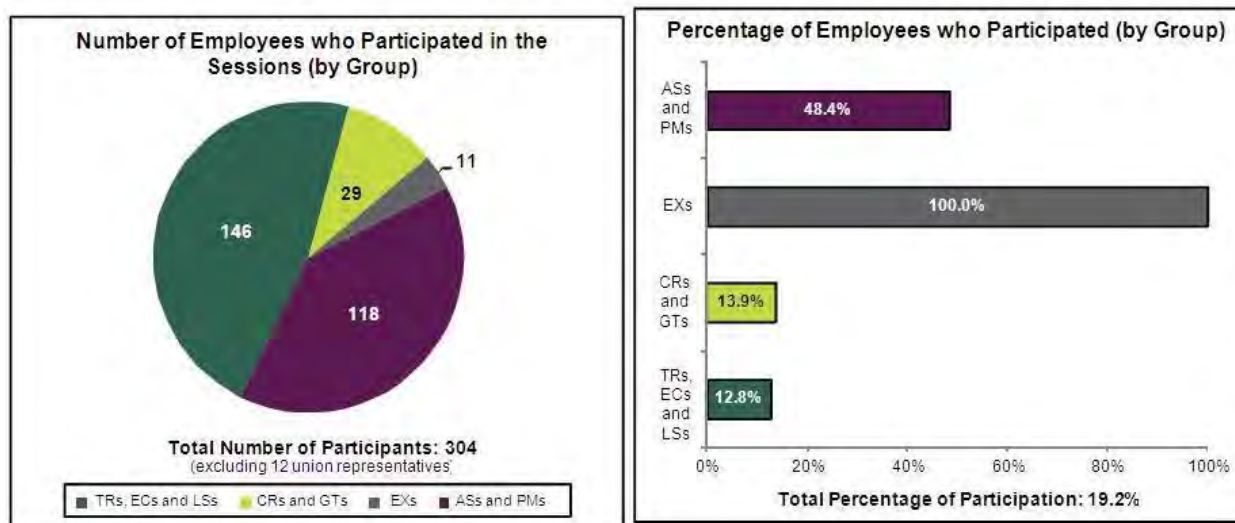
In addition, many tools and information documents, including checklists and progress reports, were developed to support the organizers of the various Blueprint 2020 engagement activities. One of the Bureau's significant achievements is the publication of the [Blueprint 2020 Glossary](#), which provides all federal government employees with common English and French terminology relating to Blueprint 2020 in order to facilitate communication between the Government of Canada and Canadians. It contains 118 of the terms most commonly used in the context of this government-wide initiative.

Translation Bureau employees had a chance to help create a time capsule for Blueprint 2020, which captured public servants' visions of the government of 2020. The Translation Bureau also contributed to the Clerk of the Privy Council's second video session on Blueprint 2020, which took place in September 2013, by providing transcription and translation services in both official languages. The work was organized in conjunction with the Canada School of Public Service. Lastly, the Translation Bureau provided interpretation services during two Blueprint 2020 sessions with the Persons with Disabilities Champions and Chairs Committee.

Consultation sessions

The consultation sessions organized by the Translation Bureau for Blueprint 2020 were intended for the entire workforce, that is, employees from all occupational groups. In addition, technologies such as videoconferencing and teleconferencing were used to allow teleworkers and regional employees to take part in the sessions. The purpose of the consultation sessions was to hold discussions and obtain as much feedback from employees as possible on the future of the Bureau, the Department and the public service. More specifically, the goal was to determine what measures to take to create a government of the future that would meet the expectations of its employees and the needs of its clients. All the comments received were sent to PWGSC, which will use them to prepare a report that will allow the Clerk to implement a government-wide action plan in 2014.

The consultation sessions were organized by many Translation Bureau volunteers (unit heads; division heads; employees from various occupational groups, the Managers' Network, NeXus, etc.). These volunteers had a number of documents, as well as the



support of the two co-champions, a recorder and a videoconference technician, to help them organize their activities.

With regard to the format of the consultation sessions, the sessions generally began with an introduction by one of the Blueprint 2020 co-champions and were hosted by various volunteers. Each of the sessions lasted approximately one and a half hours, and the suggestions made were all recorded in the minutes.

Highlights of the consultation sessions

The Translation Bureau's Blueprint 2020 consultation sessions gave employees a unique opportunity to define the objectives for the public service of 2020 and the measures to be taken to achieve these objectives. The Bureau's employees were able to discuss ideas for building the Bureau of tomorrow and the public service that Canada needs, including ideas that could be implemented this year, next year and in subsequent years until 2020.

Hundreds of brilliant and innovative ideas were gathered. The topics raised varied greatly, from reducing the administrative burden on the public service to improving communication between senior management and employees, using and standardizing modern tools, fostering well-being in the workplace, establishing common values and granting employees permission to telework remotely.



The discussions were guided by the following four themes:

- An **open and networked environment** that engages citizens and partners for the public good
- A **whole-of-government approach** that enhances service delivery and value for money
- A **modern workplace** that makes smart use of new technologies to improve networking, access to data and customer service
- A capable, confident and **high-performing workforce** that embraces new ways of working and mobilizing the diversity of talent to serve the country's evolving needs

The hundreds of suggestions and measures proposed by participants during the Translation Bureau's consultation sessions were forwarded to the PWGSC team, to be used in the development of the Clerk of the Privy Council's action plan in 2014. No fewer than 22 detailed reports totalling some 200 pages were sent to PWGSC. Below is an overview of the ideas that were proposed most often during the sessions. A comprehensive list appears in the Appendix. Please note that these statements represent the ideas expressed by employees in their name and that these opinions do not reflect necessarily those of the organization.

THEME 1: Open and networked environment

- Use a single secured network for the entire government, so that all employees have information from all departments.
- Improve the exchange of employee-related information between departments, so that employees do not have to provide the same personal information every time they move to a new unit or take up a new position.
- Consult the people involved before making changes or implementing new measures, in order to carefully assess the impact on these people.
- Increase co-operation between departments to ensure that their systems are compatible with each other.
- Strengthen the relationship between service providers and clients, so that clients are better informed about the service providers' work and the services they receive.



THEME 2: Whole-of-government approach

- Simplify staffing processes, so that employees can take up new positions in the public service more easily. Reward potential, not just results.
- Simplify the Bureau's reporting structure in order to speed up approval processes and reduce administrative burdens.

- Require departments to do business with the Bureau for translation services to ensure terminology quality and consistency.
- Use electronic signatures for all necessary approvals in order to reduce paper consumption and processing times.



THEME 3: Modern workplace

- Use the latest technology (translation memory, Microsoft Office suite, etc.) and keep it up to date.
- Reduce security restrictions to give employees more freedom in their positions (blocked websites, software installation, etc.).
- Increase the use of Web 2.0 tools (social media, videopresence, tablets, etc.).

- Allow employees to telework remotely.
- Take employees' duties into account before implementing office fit-up initiatives, such as Workplace 2.0, as certain duties need more privacy or a particular fit-up.

THEME 4: High-performing workforce

- Encourage employee development by allowing employees to take the courses they want to (as opposed to mandatory courses) and by giving them mentoring and pairing opportunities.
- Increase senior management's in-person interactions with employees.
- Ensure ongoing communication between senior management and employees, particularly with issues that affect them.
- Improve the performance evaluation process for both employees and managers.



Timeline and next steps

Below are the key steps that were taken and the activities that will need to be carried out over the next few months as part of Blueprint 2020.

Translation Bureau

- Consultation sessions and submission of minutes to the Department: **August to October 2013**
- Distribution of a document enabling employees to identify priority measures that should be implemented at the Translation Bureau: **November 2013**
- Development of an action plan for the Translation Bureau: **January 2014**

PWGSC

- Departmental consultation sessions: **August to September 2013**
- Discussion on Twitter about Blueprint 2020: **September 12, 2013**
- Open discussion with the Clerk of the Privy Council: **September 23, 2013**
- Distribution of a [preliminary report](#) on Blueprint 2020: **October 11, 2013**
- Distribution of the final report on Blueprint 2020: **January 31, 2014**

Clerk's office

- Publication of a Blueprint 2020 action plan: **2014**

Thank you

The co-champions would like to thank all those who contributed to this major initiative, whether they organized or attended a consultation session or took part in discussions on [GCconnex](#) and [Twitter](#).

We would also like to recognize the following volunteers, who, through their engagement and motivation, helped to make the project a success at the Translation Bureau:

Nadia Barrette, Assistant to the Director, Terminology Standardization Directorate

Catherine Boucher, Unit Head, Economics and Legal Services Unit

Claire Bourassa, Manager, Documentation Services

Josée Cardinal, Division Head, Finance and Government Services Division

Éric Charette, Manager, Web and Applications

Alexandre Contreras, Planning Officer, Strategic Planning and Accountability

Richard Després, Director, Communications and Marketing

Jean-Sylvain Dubé, Senior Language Analyst, Communications and Marketing

Chantale Dubois, Unit Head, PWGSC Unit

Ronald George, Computer Technician, Change Management, Interpretation and Parliamentary

Josée Grégoire, Division Coordinator, Security and Emergency Preparedness Division

Rafael Guzman, Planning Officer, Strategic Planning and Accountability

Stéphanie Hamel, Project Officer, Communications and Marketing

Carolina Herrera, Senior Terminologist, Human Sciences Division

Julie Kingsbury, Operations Support, English Scientific and Technical Translation Group

Christine Lafrance, Division Head, Security and Emergency Preparedness Division

Christine Léger, Division Head, Multilingual Translation and International Affairs Division

David Lowe, Division Head, National Defence Division

Zala Mabolia, Project Officer, Francophonie, Partnerships and Agreements

Michel Mercier, Division Head, Parliamentary Debates Division

Patricia Ojeda, Project Manager, Terminological Networks and Multilingual Co-operation

Marc Olivier, Manager, Linguistic Services Division

Roxanne Poitras, Operations Support, CIDA/Industry

Gilles Roussel, Director, Interpretation and Parliamentary Translation Directorate

Lise Savaria, Manager, Environmental Sciences and Biology Unit

Chantal Sirois, Operations Support, English Scientific and Technical Translation Group

Rafael Solis, Division Head, Social and Cultural Programs Division

Ariane St-Pierre, Translator, Transport Unit

Appendix

The following is a comprehensive list of comments made during the Translation Bureau's consultation sessions, grouped by theme:

Leadership

- Employees would like senior management (directors, vice-presidents and the CEO) to be more visible in the workplace, e.g. they should frequently attend employee meetings to engage in discussion with employees in a less formal setting. In doing so, they would demonstrate leadership and boost morale.
- If the mottos of the public service are "People serving people" and "One employer, thousands of opportunities," management needs to be better spokespeople/cheerleaders. It is difficult to adopt such mottos when morale is low due to budget cuts, job cuts and travel cuts. Management needs to define key, positive messages that are consistent across the public service.
- The Clerk of the Privy Council should be more visible within the public service and to the general public—he should be the advocate for the public service and promote its strengths.
- The future direction of the Department is not clear. More details need to be provided.
- Some employees feel that they have no say in decision making, and important information does not always reach them.
- Traditional, structured hierarchies should be removed to increase horizontal collaboration.

Communication and engagement

- PWGSC and the government as a whole are hierarchically driven. Decision-making and direction stay at the top and work their way down through traditional methods. We need to change this culture and embrace the open exchange of information and ideas.
- Key messages do not always reach employees or are sometimes filtered selectively on the way down.
- We are not fully benefiting from the capabilities of social media, e.g. we only use Twitter to broadcast messages.
- Communication needs to be improved at all levels—between the NCR and the regions, and between regions.
- We need to measure our successes and better communicate results.

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- Morale is low due to budget restraints and job uncertainty in some areas. Team-building activities typically lead to higher morale, increased collaboration and productivity.
 - Keep messages short and to the point. Otherwise, people lose interest.
 - Some managers do not talk to their employees on a regular basis.

Technology and social media

- Videoconferencing is a major issue, particularly now that travel is reduced—get it working and accessible, and provide training on usage.
- Government is too often a late adopter of technology. We need to move faster to keep up with the private sector.
- Get rid of WebEx and implement Skype. It is fast and user-friendly and facilitates collaboration.
- Moving to “open source” software (e.g. Linux) could save a lot of money.
- PWGSC is missing out on the opportunity to use cost-effective and extremely visible technology (i.e., LinkedIn and Twitter) to promote departmental initiatives and job opportunities, particularly to the public.
- Increase the use of Twitter and take advantage of its capabilities, not just for sending out broadcasts.
- Digital/electronic signatures are needed, both to speed up the approval process and reduce paper consumption.
- PWGSC should have a more user-friendly website that makes it easier to find information.
- Workplace 2.0 is bound to fail without Wi-Fi access in all buildings.
- There is restricted or no access to some valuable information sources, particularly YouTube and blogs.

Flexible work arrangements

- If the necessary technology is provided to them, employees should be able to work anywhere, anytime.
- Senior management needs to support and encourage telework more.
- Compressed schedules and self-funded leave with income averaging are not supported in all areas.
- Why are 80% of jobs still located in Ottawa and Gatineau? Telework should enable employees to work from any region.

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- Remote access should be available to all employees, so they can connect to the network from outside the workplace.
 - Telework is a great way to reach/retain high-performing employees in remote areas.
 - Telework can reduce office space requirements (e.g. two employees can share one workstation, alternating which days they work from home and which days they are at the office).
 - Flexible work hours (i.e., not the prescribed 8 a.m. to 4 p.m. or 7.5 hours in one day) could help to improve morale and productivity.

Knowledge management

- Continuity of information is an issue. The Bureau often loses valuable information when employees leave and no one replaces them. Knowledge transfer is important.
- Stronger succession planning is needed; it should be done three to four years in advance.
- Exit interviews should be mandatory.
- Many employees are expected to retire in the near future. How is the Department reacting to this and what is the strategy for retaining corporate knowledge?

People management and employee development

- Rigorous and proper management of sick leave is needed.
- Performance is not managed consistently across teams/branches/regions, which creates morale issues (“some people do nothing” or “much less work for the same pay”).
- Managers are not dealing with poor performers.
- People management and leadership should be core competencies for all managers.
- Employees should be able to provide performance feedback about their manager.
- Make greater use of 360-degree feedback.
- It appears that performance is not rewarded or appreciated.
- Managers do not provide verbal feedback to employees.
- The current Employee Performance Management Agreement (EPMA) process is ineffective and meaningless (“paper exercise”).
- Managers need to meet with employees regularly. The EPMA should include a mandatory commitment to meet with employees every week or every two weeks.
- Peer reviews should be included in the EPMA process.

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- It can be difficult to manage performance and measure productivity from a distance (regional).
 - Managers need more support to deal with poor performers and conflict in an open manner.
 - Create a “Course Watch” similar to Career Watch, so that employees are notified about interesting courses or learning opportunities.
 - More job rotating and cross-training opportunities should be available.
 - Professional development programs should be offered for all classifications.