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Industry, Science and Technology Canada Industrie, Sciences et Technologie Canada



PUBLIC SERVICE 2000 - THE ISTC WAY THE OPENING AND CLOSING SPEECHES

BY

H.G. ROGERS

DEPUTY MINISTER

INDUSTRY, SCIENCE AND TECHNOLOGY CANADA

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## MEMORANDUM

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November 23, 1990

TO A

All ISTC Employees

FROM DE Director General
PUBLIC SERVICE 2000 PLUS Secretariat

SUBJECT. OBJET

## EXECUTIVE CONFERENCE

Attached are copies of the opening speech and closing address made by Deputy Minister Harry Rogers at the Executive Conference on November 13 and 14.

You may wish to review these documents with regards to the on-going evolution of Public Service 2000 and related ISTC initiatives such as the corporate development process, the Task Force on the Advancement of Women, and the Support Staff Study.

These speeches are also available on video cassette. For details, please call Pierre Charette, Communications Branch at (613) 995-8900.

Should you require more information on PS 2000 and related ISTC initiatives, please feel free to contact the PS 2000 PLUS Secretariat at (613) 954-4693.

Robert A. Morin

Attachments

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Deputy Minister

Ottawa, Canada K1A 0H5 Sous-ministre

Notes for an opening address

by

Mr. H.G. Rogers

Deputy Minister

Industry, Science and Technology Canada

on

Public Service 2000, The ISTC Way

to

The ISTC Executive Conference

Ottawa, Ontario November 13, 1990 On August 14<sup>th</sup>, Paul Tellier, Clerk of the Privy Council and Secretary to the Cabinet, wrote to Public Servants announcing the release of the PS 2000 task force reports and filling us in on the next steps in the process. In the letter that he released at that time he said: "....PS 2000 is about people, about providing service to Canadians, efficiently and sensitively; ..." Glen has elaborated on that theme this morning, and, if I may, I would like to use some of those words as the starting point for the remarks I have been asked to contribute, today.

No doubt, the spirit of reform that the PS 2000 process embodies is what unites us here at this conference. That same spirit underlies, as well, the fine work that has been done in-house at ISTC on such key issues as the Advancement of Women, the Whole Corporate Development Effort, the work done on Clarifying our Mandate, the Support Staff Study and various initiatives under the General Rubric of Human Resources Management that we have been announcing over past months.

A lot of ground has been covered and, I believe, covered well in search of our common goal, a revitalized public service. Today, we meet to take yet another step, to cover more ground.

It is my hope that Paul's theme will remain in the forefront of everyone's consciousness as we seek solutions to the problems that the PS 2000 task forces and our own working groups have revealed. Our job is to find better ways of "providing service to Canadians."

La présente conférence est loin de porter uniquement sur les méthodes de gestion, les structures organisationnelles ou l'égalité au travail. Elle traite avant tout de la question de servir les Canadiens honnêtement, avec justice et dans une atmosphère de confiance. Il va sans dire que les meilleures pratiques au sein d'ISTC doivent être compatibles avec les grands objectifs de service au public.

These really are uncertain times in Canada. There is a mood of pessimism and mistrust alive, today, that is deeper than anything I, personally, have witnessed since the long-gone "radical 1960s." But it represents a more powerful force for change than the so-called "youth movement" of the 60s because the cynicism of the 90s is not the hallmark of any one strata of society. It appears across the board.

Young people seek a better system just as they did 25 years ago but they are joined, today, by many other voices. We cannot hope to respond to taxpayer revolts or the expert lobbying of special interests; nor should we try. But we must do our work on reform at ISTC conscious of the fact that directly and indirectly many eyes are watching us.

We cannot afford the luxury of solving our problems in isolation. If, for example, there exists concern and frustration at the SM level, (and, certainly, the work of Professor Zussman at the University of Ottawa has provided convincing evidence that it does), then by all means, let us isolate the causes and remedy them. If we have failed women in our advancement procedures, (and, certainly, the small number of them in management ranks should make us all uncomfortable), let us find concrete ways to re-adjust the balance. If internal communication is poor, if managers are hoarding what they know in the belief that knowledge is power, let us move, now, to turn that equation around.

But let us do nothing, no matter how meritorious in terms of modern management practices, unless it meets, as well, the test of improved service to Canadians.

Nous perdrons un temps précieux aujourd'hui, et peut-être même ferons-nous plus de tort que de bien, si nous nous contentons d'améliorer ISTC pour le seul bénéfice de ses employés. Lorsque nous aurons terminé, si nous n'avons pas réussi à rendre ce ministère meilleur pour les Canadiens, nos clients, les gens, alors nous aurons échoué. C'est dans ce contexte-là que je souhaite que vos efforts soient couronnés de succès.

Mais nous devons parcourir encore beaucoup de chemin avant de toucher au but. Avec en main les excellents rapports des groupes de travail, nous devons nous efforcer de répondre à quelques questions extrêmement complexes:

-- Reduced to its simplest terms, the first question is, How do we get it right and How do we get it done? How do we take all the recommendations before us, overcome the obstacles, work out the inevitable disagreements and come up with a coherent and realistic plan.

That overall question, of course, contains a lot of other questions:

- -- How can we better manage the most important resource in our department, our people? What can we do to improve career development, training, equity advancement, job enrichment and satisfaction?
- -- How do we bring about the sort of wholesale attitudinal change that our working groups have called for?
- -- How do we implement the corporate development recommendations for improved internal communications?
- -- How do we re-orient our working environment so that it supports rather than frustrates employee needs?
- -- How do we really improve evaluation and appraisal methods? Is "upward feedback" the answer?

- -- How will we be affected by proposed changes to staff relations legislation, occupational structures and staffing regulations? How can we better meet employee expectations in these areas?
- -- How can we better manage our resources in keeping with PS 2000 recommendations on controls and common service?
- -- How can we give our employees more power to serve our clients? How do we give real meaning to the notion of responsibility, authority and accountability?

And, finally, coming back to Paul Tellier's theme, to the Prime Minister's mandate for PS 2000 and to the first principles of public service:

-- How far have we advanced in meeting the goal of better service to the public? As we reform internally, how can we simultaneously improve our service to our clients?

Clearly, we have a good deal of work to do and, like all people who shoulder large loads, we will be tempted to seek shortcuts. We must not do so. We must solve each and every problem before us in its proper context, as part of a larger mandate and as one of many problems.

We will have to balance apparent irreconcilables like affirmative action and the merit principle, or flexibility and the certainty of fixed timetabling. It will be tough but I don't see that we have any alternative but to do it.

It will not be easy, either, to re-program the way most of us think about internal communications. It is one thing to call for full, open and meaningful communications up, down and sideways. It is quite another to formulate a blueprint for doing so. Today, we are just at the blueprint stage. We have all the general statements of need and intention we will ever want. Now, we must formulate a plan of action.

Corporate culture, performance reviews, delegations of power, the human dimension of technological change: you name the topic. They are all incredibly complicated, many-faceted and, often, gut-wrenching issues. We must take them all, separately and together, and formulate plans to solve the identified problems, to enhance employee satisfaction, increase productivity and improve the quality of client services.

I'm reminded of a little card that I used to carry around when I look at those challenges to enhance satisfaction, increase productivity, and improve the quality of client services that read as follows: It said "keep your nose to the grindstone, keep your shoulder to the wheel and your ear to the ground and then try to work in that position."

Well my sense is that if we don't as a group grapple with those three objectives of enhancing the satisfaction of employees, increasing productivity and improving the quality of client services, and ask ourselves in each and every task that we are doing those three things - if the answer is No - then it is likely we will create other problems to the ones we are trying to solve.

I know it is not easy but that is what we are here to grapple with together today and over the coming months.

I guess that it would be fair to say do not ask yourselves, "what can the people above me do to improve ISTC?" Ask, "what can I do?" I can tell you the people above you in this organization know they have major responsibilities in seeing through the many changes that lie ahead. But today don't lose time further clarifying the problems. We all know the problems and we've heard the explanations. Bring us the solutions. Examine the recommendations and formulate plans of action. Let's give ourselves an agenda for change and a proposal or set of proposals that will induce management, employees and unions alike to buy into the plans.

Je sais que je vous en demande beaucoup. Cependant, je suis convaincu que si vous devez faire face à des changements, vous préférez certainement être impliqués personnellement et dans les planifications. Si vous ne faites pas le travail, alors quelqu'un d'autre devra le faire à votre place. C'est aussi simple que cela.

Certainly, you have the necessary tools. The PS 2000 task force reports and the excellent internal working papers that our volunteers have put together offer far more than just a starting point. They pin-point problems, they list clear recommendations and, in some cases, even suggest timetables for change. You are not being asked to re-do this work but to understand it, combine it, try to balance conflicting needs and move the process ahead another step.

It's a big job to ask but it is also a big opportunity. How many managers in the private sector get a chance to engage in re-writing their corporate manuals? Not many. How many people in any walk of life ever get the chance to return to first principles, to make a fresh start, to really be involved in re-structuring their working worlds from the ground up? Not many.

The hundreds of recommendations that you bring as raw material to your working sessions, today, offer you practically unlimited scope. The only other elements you must provide are energy and attitude. And I hope the former will be high level and the latter, positive. If they are, your success at this conference is guaranteed.

This really is the chance of a lifetime: the opportunity to build a better working environment and to serve Canadians better. The future satisfaction of our clients, our happiness with ourselves and our fellow public servants may depend to a great extent on the outcome of this experiment in radical change. With that thought, I wish you every success and I look forward to sharing with you the fruits of your labour. Thank you and good luck.

Industry, Science and Technology Canada

Industrie, Sciences et Technologie Canada

Deputy Minister

Ottawa, Canada K1A 0H5 Sous-ministre

Notes for the closing address

by

Mr. H.G. Rogers

Deputy Minister

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Ottawa, Ontario November 14, 1990



Thank you, Bill.

Fellow Managers, it is my pleasant duty to bring this Conference to a close. What an intense day and a half it has been.

As I recall in my remarks yesterday morning, I suggested you take the next step and you certainly have done so.

I suggested you bring forth solutions and you have.

I asked you to be creative, and to think creatively take some risks and I think you have.

I asked you to wade through a pile of recommendations and to come up with a new direction, a client-oriented, effective and fair approach to public service. And you have.

So you listened to me, and so let me tell you, today, that I am listening to you.

You have asked for real employee involvement in running ISTC. You shall have it.

You've said we need to re-define "Advancement" in terms of personal growth and life planning. We'll do it.

You've asked for a departmental commitment to skills development. You've got it.

You've suggested clearer objectives in every area and for resources that are matched to agreed tasks. We'll do that together.

You say flexible working arrangements must become common place. You're right.

You've called unequivocally for a more representative and diversified management team. That call will be answered in the affirmative.

You've said that regional offices and specialist units have unique needs. We hear you.

You've asked us to set targets for women in management. We're going to set them; and then we're going to surpass them.

You've said, "abolish administrivia"! We'll have to do that together.

You've called for wider implementation of the "upward feedback" process and we'll put it in place.

You've said, "timeliness is no excuse for poor internal communications." Now, when I read that summary I have to assume

that what you mean is that to get something out on time, but if we are going to say it poorly, and not explain it, then we shouldn't communicate it. And if that's what you mean then I agree with it.

You've asked us to turn the old management pyramid on its head and to re-orient our priorities towards client satisfaction. You should consider it done.

You've said make corporate sharing of consultation results the rule not the exception. So, Carl, we are going to have to revise the rule book.

And, who is going to do all of these wonderful things? Well, that's not me ....It's US. We are all going to do it together.

Hier, Bill Winegard nous a lancé un défi. Il a déclaré que les Canadiens comptent sur ISTC pour revitaliser notre collectivité industrielle, pour restructurer le fondement industriel de notre économie. Il a affirmé que nous devions faire tout ce qui est nécessaire à cet égard. Nous. Pas Harry Rogers ni les cadres supérieurs. Il a dit "nous".

Vous avez clairement indiqué dans vos recommandations qu'un différent genre d'ISTC serait beaucoup plus susceptible de relever le défi du ministre Winegard. Je suis d'accord avec vous à cent pour cent.

So where do we go next? As you know, a Secretariat we are calling PS 2000 Plus has now been established under the capable direction of Robert Morin. Bob's group will take the PS 2000 recommendations, the excellent work of our internal working groups and the results of this Conference and reduce them to a strategic plan. I have asked him to work fast. The time for long and drawn-out strategizing is far behind us.

But, even while Bob plans and plans at high speed, the rest of us will not be idle. Some initiatives must begin now.

The status of women in ISTC must be improved immediately. There is no need to wait until every connotation of "quotas" and "targets" is tested legally and semantically. Jocelyne Côté-O'Hara has provided us with more than adequate evidence that we work in a glass-ceilinged house. I think it is time for those of us in glass houses to throw a few well-aimed stones.

Bob, in his Secretariat, can thrash out a long-term plan to make this department more representative, more diversified but, while he is doing that, let us do what is so plainly right. Let us be flexible and creative. Let us be, above all else, fair. Let's be the leaders in a movement that shouldn't even be necessary.

And, let's set to work establishing once and for all exactly what we are all about at ISTC. Let's determine precisely who our clients are, a recurring theme I heard in every one of the seven workshops I sat in yesterday, and how we can best set about serving them. And I heard yesterday, and I agree that, until we do that, we can't even begin to meet the challenge Minister Winegard has given us.

I've got to use one of John Edwards' line now. The key, to quote another well-known Minister of the Crown, is specificity. In our world, generalities are a killer. If we are to be effective, we must set specific targets and goals. Only in that way can we match our limited resources to agreed tasks.

And, another word I heard a lot about during this Conference is, "empowerment". And you want it. And I am determined that you will get it. I'd like to remind you that a year before PS 2000 was ever conceived, I was talking in this department about participatory management. And I think I'm one of the first of the whole of Public Service that raised that doctrine. and I established, for myself, that we would try that, here in ISTC, because I had never seen it done in the Public Service. So I think that my commitment to "empowerment" is of long standing and will continue to be. But it's not something that can be achieved overnight. As so many of you noted during yesterday's workshops, to wield power effectively, you have to be prepared.

I hear you and I agree, absolutely, there is no reason to filter decisions through 4 or 5 or 8 bureaucratic levels when with proper training they can be made on the spot. And I, for one, certainly like the idea of not having signature dossiers with 16 lines filled in and 5 signatures on the dossiers that come to me. So we are going to try something differently within the next two weeks. I'll tell you about that later.

I ask you, now, to keep the discussions on empowerment alive and to begin the process yourself by examining how YOU can more effectively operate within your own section, within your own job description. Don't wait for me. And Don't wait for Bob Morin's group. Assume all the responsibility available to you and put together a reasonable plan to transfer even more as soon as possible.

Pick up on Cliff Mackay's idea this morning. Why don't you go away from here and select one or two things that each of you are going to do and implement, you know, over the next 3 days. I'd like to hear what you did between now and next Wednesday.

I meant it when I said I want you to be risk-takers. But when you take those risks, when you get creative you aren't going to be asked to do so unsupported. As it is near Grey Cup time,

perhaps you will forgive a football analogy. It is not my intention to throw you the ball and then ask you to run without blockers. You have my undertaking, today that when you need a buffer, because of decisions and risks you have taken, senior management will be there.

And finally, I want to say a word about the toughest issue of all, about attitudes. So many times, yesterday, I heard people say, "we have to change attitudes". They said it about flexibility, about the advancement of women, about internal communications, about appraisals, about practically every aspect of every workshop.

Now I don't have the magic formula for this one. Mind sets are tricky things. They're often hard to pin down. They are like that glass ceiling that women encounter. They exist. They can cause a lot of damage but it's hard to prove they're there.

About all we can do is to collectively declare open season on discriminatory and selfish behaviour while, at the same time, rewarding their counterparts. Silence and complacency aid and abet those whose attitudes we could never openly condone. We must be vocal. We must, all of us, take positive steps to reinforce those who affirm the initiatives we have called for at this Conference.

Be it improved communications or an end to some form of discrimination, our best weapons are commitment and recognition. We don't have to wait for the next PS 2000 report to give life to this approach.

Well, we didn't cover everything at this Conference, did we? How could we? There are so many recommendations on the table: Literally, hundreds from PS 2000, dozens more from our own working groups. Libraries have been written on the subject areas we have before us. So It's scarcely a surprise then, that in some senses we have only scratched the surface.

The scratches, however, are deep. Our task, after all, was not to take the entire PS 2000 initiative a step forward but to choose from the recommendations available, those of particular relevance to ISTC and to try to fit them into our workplans. Measured against that goal, I think your efforts have succeeded. Now it's up to all of us to build upon our own success.

Before I declare this Conference closed, however, I want to add a word or two of caution. We must not lose the momentum we have established during the last two days. It's often tempting after an intense period of concentration such as this to relax, to set the exercise aside for awhile. That would probably be fatal.

The government is committed to a new public service. We remove ourselves from the process of development at our own peril.

As I said at the outset, yesterday, if change is coming, and it is, then far better that we should orchestrate that change than have it imposed upon us. Surely, as managers, that approach is fundamental to everything we believe in.

Mais j'espère que vous repartirez remplis d'ardeur et prêts à participer à la création d'un ISTC nouveau et amélioré, le meilleur ISTC possible. Le Canada a certes besoin du meilleur. Pendant cette décennie, si nous voulons que les Canadiens continuent à jouir d'un excellent niveau de vie, notre collectivité industrielle doit faire l'objet de changements révolutionnaires. Nous serons là pour lui prêter assistance pendant cette période de transformation et nous avons un devoir à remplir envers le public que nous servons, c'est d'être aussi efficaces que possible.

Je vous remercie de votre participation.

Thank you for your contributions.

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