



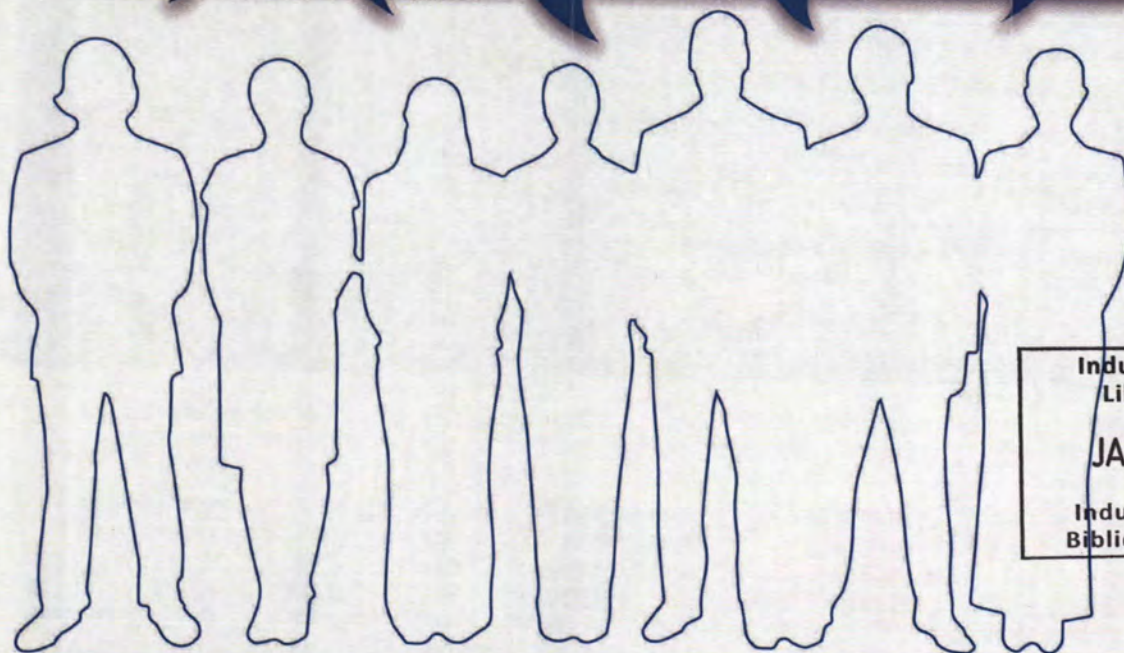
Industry
Canada

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Blueprint 2020 Progress Report - January 2015



From
ideas into **action**,
we are **transforming**
IC and the **Public Service**



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Dialogue with IC Managers' Community 2014

INTRODUCTION

We are pleased to provide this update on Industry Canada's (IC) progress and activities on Blueprint 2020 over the past year. Communicating is at the very heart of Blueprint 2020 and is essential to ensuring that all employees feel part of shaping the future. Since the end of our extensive consultations in 2014, we have been focusing on implementing as many of the ideas and recommendations that we heard as possible. Along the way, we have been engaging employees and managers to make sure that, as we implement change, we get it right.

We are committed to the principles and objectives of Blueprint 2020 in all we do, from how we manage our corporate planning, departmental governance and internal services to how we develop our policies and deliver our programs and services. In each of these areas, we have been incorporating tangible improvements that are making a difference to our employees and clients.

We distilled the 118 ideas and recommendations that we received from employees into five themes:



IC CULTURE

Focus on
management
culture + innovation



IC VISION



TRAINING + development



WORKPLACE of the future



INTERNAL communications + engagement

Our themes align well with those outlined by the Clerk of the Privy Council in *Destination 2020* and correspond with the management objectives set out in IC's 2014–15 Corporate Plan.

We are proud of our efforts and performance in implementing our employees' ideas and recommendations, as well as in tracking and reporting on the progress of the department.

OUR COMMITMENT TO IMPLEMENTATION

We combined the results of our Blueprint 2020 consultations with those of *avenirlCfuture*, a departmental initiative to examine emerging public policy, program and operational challenges. Together, the results gave us a clear path to the changes we needed to make to be a leading-edge organization.

Beyond the ideas and recommendations flowing from our consultation process, other initiatives are continually being added, reflecting the evergreen nature of Blueprint 2020.

To support the significant departmental effort needed to implement the ideas and recommendations brought forward by our employees, two director general-level champions (Joy Senack and Charles Slowey) are coordinating the implementation activities.

In turn, they are supported by an active working group of 17 members, with the Associate Deputy Minister as chair. Our drive to fulfill our Blueprint 2020 commitments is strong and extends from executives to managers to employees across the department. Additionally, we are building a centre of expertise on change management and recently welcomed Aparna Kurl as our new Director of Engagement. She will facilitate and lead the coordination of our engagement and change management activities beginning in early 2015.



EMPLOYEE ENGAGEMENT

We take engagement seriously; it is central to our department's transformation agenda. Over the past year, whether through listening to functional communities, such as IC's Young Professionals Network (InterConnex), or crowdsourcing ideas from across the department, we have engaged widely in finding solutions. For instance, we are using tiger teams, focus groups and various other mechanisms to cultivate a culture of engagement, open communication and heightened collaboration. This inclusive approach is well on its way to becoming our norm.

The IC Managers' Community is playing a leadership role in facilitating and inspiring culture change in our department. This community has been active in bringing together managers to develop action plans in the areas of innovation, employee involvement and ownership, and professional development.

Engagement activities have been held in a wide range of areas, such as:

- A dialogue on **IM/IT of the future**, which has resulted in the rollout of video conferencing facilities, Wi-Fi and collaborative boardrooms
- A dialogue on issues related to **human resources**, and a tiger team to address issues with the staffing process is under way
- A department-wide engagement on **internal communications**, resulting in many new tools and an increased level of awareness of what is happening in the department
- Consultations to determine how to simplify the **briefing note process**, with tangible improvements being piloted in two sectors
- A challenge by the Deputy Minister to employees about creating a **new vision and mission** for the department and the crowdsourcing of ideas
- Consultation on the **department's governance** leading to a streamlined and collaborative structure and improved decision making
- An engagement plan, led by the Official Languages Champion, facilitating IC's goal of becoming a truly bilingual workplace
- **In September 2014, we launched a new governance structure designed to encourage collaboration and dialogue among committee members in the development of departmental policies, programs, services and initiatives.** Fundamental to our new model is the sharing of information and open dialogue. For example, employees are encouraged to attend meetings of senior-level committees to understand how and why decisions are made.



FIVE PRIORITY AREAS FOR ACTION

We are pleased to share some highlights of our work under these five themes.

IC CULTURE, WITH A FOCUS ON MANAGEMENT CULTURE AND INNOVATION



The focus of this priority area is to build a modern, innovative and collaborative culture. Our goal is a management culture that strongly supports and encourages the empowerment and inspiration of our employees and the creation of new approaches to their work. The IC Managers' Community working groups on Innovation and Bright Ideas and on Employee Involvement and Ownership are developing solutions and approaches to establish an action plan that senior management can support.

Key to cultivating an IC culture of innovation is deepening collaboration as a practice. To this end, tiger teams have been established to advance a number of issues through collaborative efforts and address complex issues that cut across silos.

IC created a tiger team to better understand how Canadian manufacturing firms connect to global value chains (GVC). The team developed nine case studies identifying successful behaviours of Canadian businesses that effectively participated in GVCs. Drawing on expertise from across IC, FedDev Ontario, the Business Development Bank of Canada and the Atlantic Canada Opportunities Agency, the team's final report provided valuable best practices for working collaboratively using evidence-based analysis.

In January 2015, we will launch the Service Lab, IC's service innovation lab, as a 15-month pilot. The Service Lab will facilitate a collaborative, client-centred design approach to examining, developing and testing solutions for our intractable service-to-business problems. The Lab's "outside-in" approach and open environment will promote innovation as we co-create better government service experiences.

We are simplifying our briefing note approvals process by empowering the officers preparing the notes and eliminating some of the layers of approvals. Following consultations in fall 2014, we will pilot a more streamlined process through the winter months. We expect to have tangible results by April or May and will introduce a full departmental rollout in December 2015.

IC VISION



To help us better communicate how we serve Canadians and help contribute to economic prosperity, this fall our Deputy Minister challenged employees to come up with a new vision and mission for our department. To encourage and

inspire broad-based employee participation, we crowdsourced ideas from within IC. Our engagement exercise was received enthusiastically and gave all of us, regardless of jurisdiction or geographic location, an excellent sense of how we see our work as well as ways to articulate the significance of our results and their impact.

The five best entries will be presented at an upcoming Departmental Management Committee meeting for the final decision. This exercise is another example of how Blueprint principles are influencing our department's culture and placing innovative engagement at the forefront.



TRAINING + DEVELOPMENT



This theme is about exploring new approaches to development, training and work opportunities; communicating employee options openly; and identifying how we can best support them across the department.

We are examining our recruitment activities and assessing our hiring needs as a priority. One of our strategic objectives is to ensure ongoing recruitment from universities across the country, while working closely with other government departments and central agencies.

The IC Managers' Community is developing solutions by exploring best practices in professional development from across IC and other government departments. For example, it has created the Employee Involvement and Ownership working group to empower employees, enable them to manage their files in a more autonomous manner and bolster the exchange of information across IC as well as across government with respect to common challenges. This process will help establish recommendations for mentoring, coaching and other methods of professional development.

To facilitate our renewal efforts and bolster our engagement and retention efforts, we are establishing a department-wide competency-based recruitment and development program for the EC category by April 1, 2015.

This program will set out common competencies for each EC level, mandate a corporate approach to recruitment, incorporate rotational assignments, and provide for consistent learning, development and assessment for promotion.

WORKPLACE OF THE FUTURE



We know that a modern workplace facilitates improvements to processes, increased efficiencies and greater access to technological advances. It also incorporates diversity and inclusion in how we work together.

We are collaborating closely with Shared Services Canada to provide our employees with the new tools they need to work effectively. We are delivering IM/IT solutions that will facilitate changes in how we work—for example, the rollout of Wi-Fi in priority areas such as collaborative spaces and Workplace 2.0 facilities. Additional Wi-Fi connections will be rolled out throughout 2015.

In order to better understand and respond to employees' IM/IT needs, we are undertaking outreach sessions to gather information that will enable us to better work together. We are making progress on video conferencing services, and IC employees across Canada will benefit when it comes to participating in town halls, business meetings and interactive training—saving time and travel expenses.



We are incorporating the new technologies that offer employees increased workplace flexibility and generating significant efficiencies that are here to stay.

Last February, we ran a survey with sub-delegated managers on the delivery of staffing, workforce adjustment and labour management relations services. Results show that our managers are seeking a higher level of risk management. They want to work together with HR advisors to solve problems and develop solutions as they navigate the various HR processes.

Our workplace culture is important to us. We want our work environment to be diverse, inclusive and open. To address suggestions made by employees, we have created a series of tools to support team conversations on individual and organizational beliefs and values, behaviours and workplace structures. Our goal is to have the principles of respect, health and inclusion embedded in our culture and how we do business at Industry Canada.

A tiger team was formed to develop an action plan on how to improve staffing. Four main objectives have been identified:

- Improve effectiveness—focus on results instead of process and develop innovative or improved assessment methods
- Improve efficiency—reduce level of effort and duplication and explore opportunities to increase collective staffing
- Reduce documentation burden—simplify, reduce and streamline where possible and develop tools to help managers
- Improve communication—clarify manager and HR roles and responsibilities and identify learning and development needs

In addition, our Official Languages Champion has recently launched an engagement plan to achieve a work environment where communication in both languages is common practice. The plan optimizes the work currently being done in sectors by sharing it department-wide and by combining ongoing activities and events. It is increasing visibility for bilingualism in the workplace and creating interest by having managers and employees participate and encourage their colleagues to do the same.

INTERNAL COMMUNICATIONS + ENGAGEMENT



Communicating is at the very heart of Blueprint 2020 and is essential to ensuring that all employees feel part of shaping the future. We have pushed the importance of connecting and communicating internally to the forefront.



To make it easier for employees to connect and share information, in June we launched a new suite of internal communications tools, including:

- IC Central—a message board located on the department's main intranet and wiki pages
- Inside IC—an electronic corporate magazine
- Dear IC—an online suggestion box
- IC Weekly—a weekly email to all employees capturing all corporate news from the past week
- Let's Talk IC—a tool to help managers communicate with staff about priority items

Our tools help us tell our story. These tools demonstrate our strong commitment to a more open, knowledge-sharing culture of collaboration, and they are enabling consistent communications with all employees. Based on the feedback we received in a recent survey, 73 percent of respondents expressed satisfaction with how the department communicates. These tools have also allowed us to communicate consistently to all employees about the department's commitment to Blueprint 2020 on an ongoing basis.

Additionally, we are tapping into web-based social media tools. For example, the IC Managers' Community is using GCconnex to engage its members, we have an active departmental LinkedIn presence, and our Deputy Minister is engaging on Twitter.

COMMUNICATING CHANGE

Keeping our employees updated on IC's Blueprint 2020 activities is important to us. Our Deputy Minister sends regular updates to all staff, highlighting progress and celebrating achievements on key initiatives in the department. Detailed information on our specific theme-related initiatives is added to a Blueprint 2020 section on the department's wiki. We look forward to the government IT solutions that will allow us to hold a department-wide video conference.

In embracing Blueprint 2020, we have been true to its roots, creating an environment that promotes dialogue, fosters the impetus for action and shapes an excellent workplace. We are proud of our evergreen and inclusive process to achieve change.

Our efforts are translating into measurable changes, and our ultimate goal is the foundation for a new Industry Canada. We are cultivating a culture that supports constant improvement, collaboration, engagement and communication at its very core. We will continue to press forward in 2015 with change to embody the Blueprint ideals that are not only facilitating an excellent workplace but also enabling us to better serve Canadians at the same time.

CONCLUSION

We have taken Blueprint 2020 to heart, proudly embracing it in every way possible. Beginning with the feedback from our spring 2014 cross-country employee consultations and our whole-of-government approach to the adoption of best practices, to the piloting of projects that facilitate inclusivity and efficiencies, to the decision to build our expertise for change management and engagement by introducing a new Director of Engagement in the Communications and Marketing Branch, Industry Canada has actively demonstrated its ownership of Blueprint 2020.

Employee response to Blueprint 2020 leaves no doubt that it is an invigorating and empowering initiative. The level of employee activity linked to the 118 ideas and recommendations flowing from last year's consultations continues to impress and confirms our desire to implement as many as possible. We remain passionate and committed to Blueprint 2020 and believe that it positions us to serve Canadians today and tomorrow in the best way possible.

The variety, creativity and quality of projects and initiatives in queue demonstrate that the year ahead holds much promise for Industry Canada and its Blueprint 2020 journey. We are proud of the work we have done so far. We have come a long way in advancing the five priority areas for action, and there is plenty of room to grow and innovate ahead.

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