



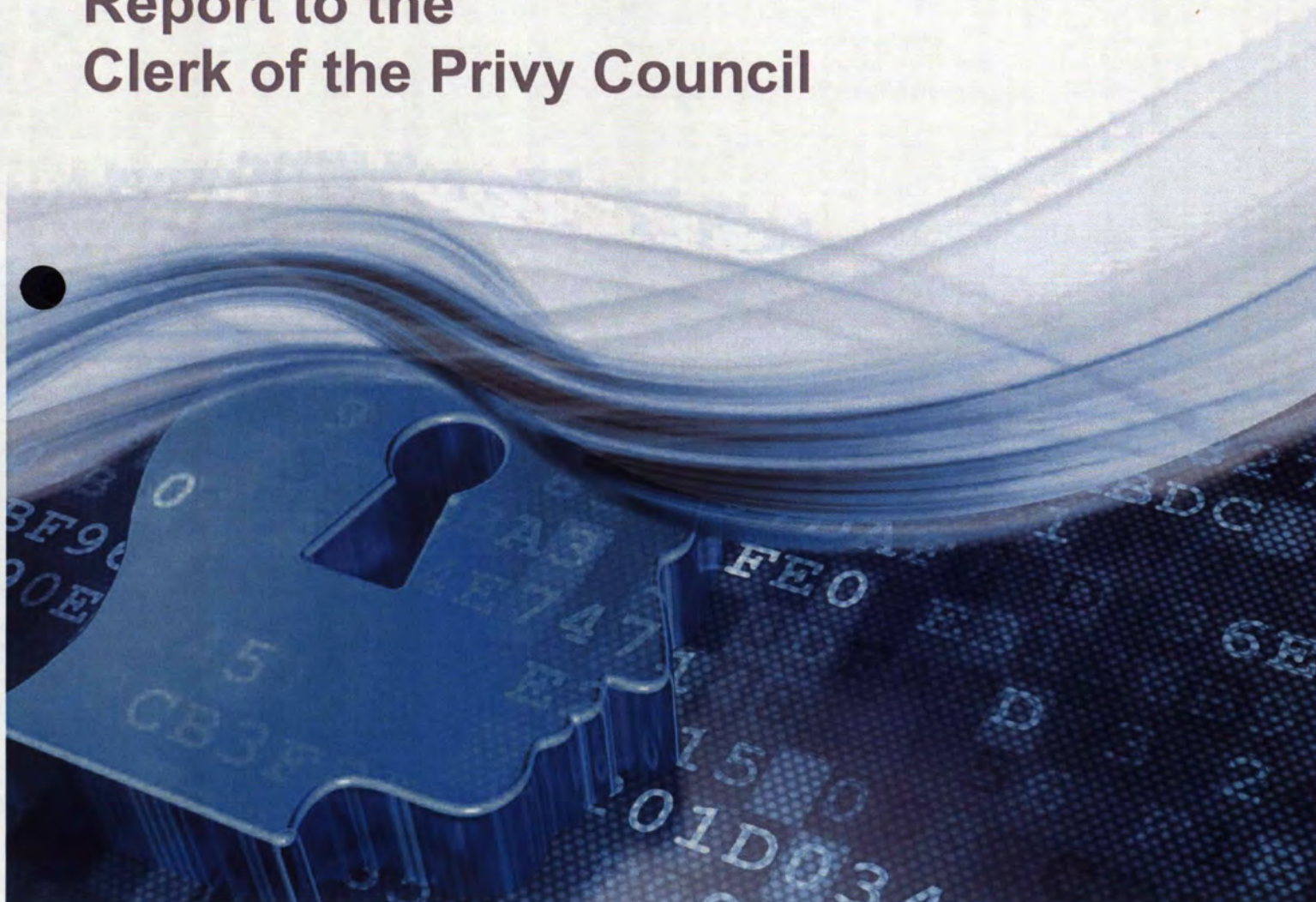
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Blueprint 2020 at Industry Canada



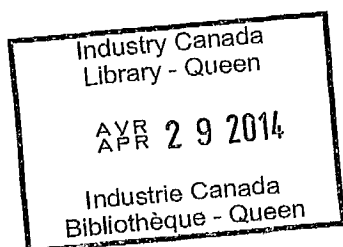
Report to the Clerk of the Privy Council



Canada

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Blueprint 2020 Engagement

This is an enormously exciting time to be part of Industry Canada. As we enter the new fiscal year, the Department finds itself front and centre in the government's economic action plan, advancing the federal science, technology and innovation strategy, delivering a consumers agenda, helping to make Canada a fully digital nation and building a new business portal, among other initiatives.

For employees, this is also an unprecedented time of engagement and renewal. Better ways of working together, innovative technologies and social media, and advanced approaches to management and administration are being examined, discussed and put into action.

A key element of this renewal is Blueprint 2020 (BP2020). Over the past several months, our employees have enthusiastically shared their ideas on building a world-class public service to serve Canadians, now and into the future. In October, we reported on how our consultation strategy was providing opportunities to meaningfully participate in BP2020. This report sets out the results.

Our BP2020 initiatives involved a wide variety of online and in-person consultations (also see the Annex):

- Discussions on the dedicated IC2020 portal framed around our workplace, workforce and work tools
- BP2020 Blitz Day to mark the launch of BP2020 engagement
- Virtual December, in which themed challenges were held on key issues raised through portal and in-person discussions, such as engaging the next generation, creating a more diverse and inclusive environment, managing performance constructively, training and development
- SpeedIC2020 events, at which employees shared their ideas directly with senior executives in rapid-fire encounters resembling speed dating
- A half day face-to-face consultation session for employees to identify challenges and solutions
- Regional events with staff in Ontario, British Columbia, Quebec and the Atlantic Region
- Video conference town hall discussions involving the Department's executive cadre
- Director General Management Advisory Committee discussions of issues and opportunities
- Sustained and tailored campaigns at sector and branch events across the Department
- A survey and workshops hosted by InterConnex, the Industry Canada Young Professionals Network
- A formal consultation and response by the Department's Official Languages Committee
- Presentations by our two executive BP2020 Champions to groups across the Department
- Department-wide viewings of the Clerk's June and September 2013 addresses
- A BP2020 concierge service through which departmental experts and our client service centre responded to employee issues and questions raised on the portal
- BP2020 idea pads on every floor of every building the Department occupies for employees to write down their ideas, like communal graffiti
- A "beyond Blueprint" do-it-yourself team discussion kit providing managers with information to keep the dialogue going on addressing and creatively solving issues day to day

BP2020 builds on other complementary actions the Department has under way, some recently initiated, some in development, and others well established and evolving. These include:

- launching *avenirlCfuture*, a self-directed group of 20 young employees from across the Department who presented 28 recommendations to executive management on emerging policy, work, human resources and other issues of high relevance to Industry Canada's future;
- affirming and supporting the Young Professionals Network and the Managers' Community;
- reinvigorating employment equity and diversity activities at the branch and sector levels;
- revamping the Department's corporate governance structure for improved decision making;
- widening and deepening the Deputy Ministers' employee outreach efforts through video conference town halls, new events, regional office visits, a wiki and other activities;
- rebooting the Department's policy agenda by drafting and formally discussing, seminar-style, policy papers on key mandate issues (intellectual property, digital strategy, science and technology, etc.);
- developing a vision to provide employees with goals and a greater sense of purpose; and
- assessing how the Department communicates internally and making marked improvements.

Engagement at Industry Canada is a continuing journey. We are still experimenting, figuring out what works best now for employees and letting go of what doesn't. We are exploring new topics and novel activities, and we are continuing to learn. We see BP2020 as a fundamental phase in the progressive evolution of meaningful and sustained engagement for the Department. Though approaches and initiatives may change, this will be a permanent process.

Looking beyond 2013–14, we are already embedding employee engagement more deeply into core business practices on a very practical level, e.g. the do-it-yourself discussion kit for managers and employee panels to develop and implement BP2020 recommendations. At a more overarching level, we are part of an interdepartmental tiger team beginning work on shaping a medium-term economic agenda (see "Supporting the Blueprint 2020 Vision").

Now let's turn to what we heard.

Views on Blueprint 2020

During our consultations, the liveliest—and most productive—discussions centred on the third and particularly the fourth principles of the Clerk's Blueprint 2020 vision:

- a modern workplace that makes smart use of new technologies
- a capable, confident and high-performing workforce that embraces new ways of working

Accordingly, we will discuss the four principles in the order that employees prioritized them.

Capable, Confident and High-Performing Workforce

Blueprint 2020 Principle

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. We will stress the importance of competent, engaged and productive leaders, managers and employees. We will also focus on the value of knowledge, as well as learning from the collective experience, in developing evidence-based options for decision makers.

Analysis

Creating a high-performing workforce received the most attention and suggestions. Employees expressed strong opinions about the need to build and maintain effective teams through training and development, active management (of both high and low performers), and being treated as individuals and not just workers. Communication—both horizontal and vertical—was a key concern.

Employees said that a high-performing workforce needs to be knowledgeable and engaged in its files. Several pointed out that expertise and experience—both at the management and working levels—take time and effort to acquire, but that developmental opportunities often appear to be in short supply. Employees also believed that the unwillingness to accept failure makes it more difficult to introduce new ways of working, both with colleagues and clients.

Industry Canada's employees want to be recognized as competent, intelligent and independent thinkers. They are ready to embrace new opportunities to develop their knowledge and skills. However, they see managers and employees being constrained by a human resources management system that is outdated, inflexible and process-driven. Jobs are tied to classifications rather than skills; managers (and organizations) have insufficient authority to adjust their workforce to changing requirements; and staffing processes are too complicated, frustrating and drawn out.

Industry Canada's Pathway to 2020

Industry Canada is already addressing many of these matters:

- using the new Performance Management system to enhance soft skills training for managers and executives (e.g. a new course on difficult performance conversations) and providing customized tools and information so staff and managers make the best use of the new system;
- establishing tiger teams of employees from multiple sectors who collaborate on urgent and important files by applying their diverse points of view and approaches, contributing an array of analytical expertise and sharing different experiences, with the added benefit of giving unique development opportunities to high-performing employees; and
- introducing new categories for the Deputy Minister / Associated Deputy Minister Award of Merit to recognize employee achievements in advancing innovations in policy, program and service delivery, and diversity in the workforce.

Employees asked that the department, in further moving forward, look closely at its internal systems and processes to offer other opportunities to develop and grow as administrators, officers, managers and leaders. This includes:

- making it easier to broaden experiences and skills by, for example,
 - setting up an assignment opportunity database and encouraging employees to take short- or medium-term positions outside of their home organizations; and
 - promoting job shadowing and rotational assignments, including in other regions, where feasible.
- supporting activities beyond the job description (e.g. joining or leading professional networks, volunteering for initiatives such as the Industry Canada Charitable Campaign or BP2020) and formally recognizing them in performance agreements and learning plans.
- giving employees a freer hand in taking charge of their professional development by
 - encouraging 360° evaluations for non-executives;
 - providing mentoring and coaching opportunities; and
 - establishing a site where training activities can be rated and critiqued.
- providing managers with soft skills training in leadership, coaching, etc. to help build the competencies they need to effectively lead their teams (i.e. not just training on management processes).
- empowering employees through a better understanding of the broader context of their work by
 - inviting them to senior management meetings when their files are being discussed;
 - providing opportunities to observe and participate in management meetings; and
 - fully explaining the environment, reasoning and circumstances behind departmental activities and decisions affecting their work.

In addition, employees expect senior management to collaborate at the enterprise level with other departments and central agencies to address such issues as:

- streamlining inflexible, process-driven human resources management systems; and
- enhancing opportunities and mechanisms for temporary assignments outside the Department or government (e.g. establishing an employee marketplace for assignment opportunities, creating a government version of LinkedIn, expanding the Interchange program).

Modern Workplace That Makes Smart Use of New Technologies

Blueprint 2020 Principle

A modern workplace that makes smart use of new technologies to improve networking, access to data and customer service. We will pursue affordable, interoperable tools and systems, emphasize a tech-savvy and responsive culture that puts citizens first, and make sound investments of public finances that respond to the concrete needs of Canadians.

Analysis

Employees recognize that technological advancements have stepped up the need to manage risks and embrace challenges. At the same time, there is a general perception that the public service is playing catch up with the rest of the world in adopting and applying new technology.

Our employees clearly feel that information and communications technologies (ICT) offer significant opportunities to connect with our clients, colleagues and partners in new and effective ways but that technology is simply a tool, which can be used well or badly. In their view, the key to the smart use of technology is knowing our clients and their needs and using that knowledge to drive the technology through which we engage them. Similarly, employees' needs and expectations are evolving, and using technology effectively can help both their productivity and satisfaction. Ultimately, our work is about people, and people—colleagues, partners and clients alike—value professionalism, courtesy, competence and prompt responses. Technology is a critical tool, but it cannot stand alone.

Industry Canada's Pathway to 2020

Industry Canada is committed to using technology effectively to provide better client service and to connect our people with one another and with our partners, both in and outside of government. To achieve this, employees expect the department to explore the following:

- applying technology to support flexible work arrangements, such as telework, video conferencing, Wi-Fi-enabled workspaces, online chat functions and mobile work tools;
- adopting systems that support the secure electronic sharing of documents, business intelligence and information across the Department and with other government organizations; and
- building employee expertise on the use and potential of specific tools and technologies and ensuring employees can obtain advice on using them effectively (e.g. through virtual centres of expertise or an ask the expert site).

Whole-of-Government Approach

Blueprint 2020 Principle

A whole-of-government approach that enhances service delivery and value for money. We will focus on efficient and—where they make sense—consolidated operations to increase flexibility, drawing on innovative and proven approaches to complex problems.

Analysis

Employees recognize that common processes and systems could offer many benefits, including less time and resources to retrain employees and easier interactions with other departments. The combination of a skilled public service workforce and technologies that encourage collaboration could also create new ways to work across traditional lines of authority and bring people with many different skills, experiences and abilities together to support the work of the public service.

At the same time, the concept of a whole-of-government approach generated concern about the potential loss of flexibility, customization and independence that could result from moving to

shared services and processes. Some raised the possibility that the Department could end up paying more for less responsive service, and as a result, employees would be unable to deliver effective, innovative services to their clients.

Industry Canada's Pathway to 2020

Industry Canada's participation in government-wide initiatives to introduce common systems and processes for administrative functions, such as email transformation, GCDocs and the Common Human Resources Business Process, should allow for enhancements in the flexibility and efficiency of work tools. Beyond these measures, employees asked the Department to focus on building common processes that make things easier for them, including:

- simplifying approval and reporting processes wherever possible (e.g. corporate reporting) and ensuring requirements for these processes are both necessary and useful (i.e. minimize process for process sake that seems to drive some activities);
- focusing oversight on areas with the most significant materiality and risk; and
- standardizing and automating processes—where it makes sense to do so—to decrease the reporting burden, reduce or eliminate duplication, and make sharing information easier across organizational boundaries. Suggestions include the following:
 - ensuring financial, human resources and asset management systems are compatible, and
 - streamlining and automating, if possible, mandatory travel and hospitality reporting.

Open and Networked Environment

Blueprint 2020 Principle

An open and networked environment that engages citizens and partners for the public good.
We will support responsive, adaptable, open and networked approaches, services, processes and structures.

Analysis

Industry Canada's success depends on strong relationships with other governments, businesses, academic institutions and many other partners. There seems to be broad agreement among employees that new communications tools can help enhance open, collaborative relationships with stakeholders; however, they also believe that more traditional in-person approaches are still crucial.

While ICTs provide opportunities to deliver programs and services in new, innovative ways, Industry Canada is not seen as an early adopter, and employees felt that they often lack the training to use ICTs to their best advantage.

Employees also noted that current systems, processes and practices can make it difficult to establish an open, networked environment. In a culture that is sensitive to risk and comfortable in silos, shifting from established methods and procedures can be hard. Restrictive policies and procedures can also impede the use of new communications tools—particularly social media that rely on speed and responsiveness.

Industry Canada's Pathway to 2020

In figuring out how best to use new tools to promote strong relationships with colleagues, partners, clients and the public, employees expect the Department to consider the following measures:

- providing employees with additional or targeted training to increase their knowledge and skills in using the communications tools at their disposal;
- reviewing internal processes and tools to streamline and enhance, wherever possible, the use of social media and other ICTs;
- equipping employees with the same tools and technologies as clients so they can be reached through the platforms they use, which may involve new connections between traditional and digital channels;
- re-evaluating whether the tools and methods we use continue to function effectively for our employees, partners and clients—and adjusting our practices accordingly; and
- building our capacity to engage in technology-based collaboration with our partners, both in and outside of government.

Supporting the Blueprint 2020 Vision

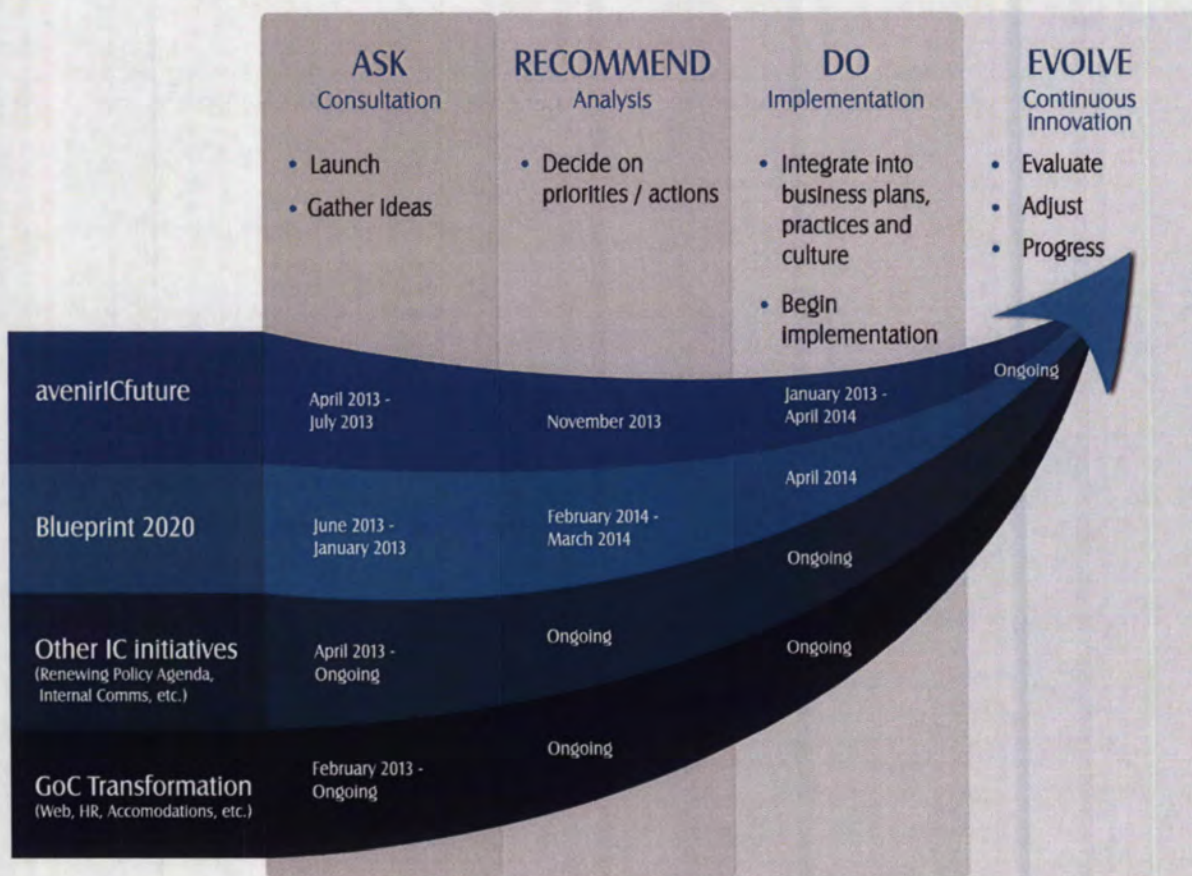
Industry Canada's response to BP2020 is integral to our suite of initiatives aimed at ensuring the Department has the tools, environment, culture, policies and vision for a high-performing organization with a mandate to advance the national economy.

BP2020 is helping set the stage for examining collaborative decision-making models that would situate employees more directly in the process. One possible example is employee panels, supported by executive champions and integrated into corporate governance. The panels could develop recommendations on Industry Canada's workplace, workforce and work tools, drawn from the BP2020 consultations and initiatives.

As noted above, the Department has launched other marquee measures, notably *avenirICfuture*, a results-oriented exercise engaging our younger cohort. It brought forward 28 recommendations for exploring new policy options and transforming the way we do business. With other cross-cutting initiatives and the government-wide modernization of ICTs (e.g. one web, one email, cutting the cord), human resources management (e.g. back-office consolidation, performance management) and accommodations (e.g. Workplace 2.0), we are entering a period of progressive change.

As a consequence, we are now turning our focus to channelling these waves of change to reshape our enterprise. The solutions generated through our BP2020 consultations as well as those produced government-wide will be integrated with the results of our other parallel activities (see diagram) to inform how we plan, develop and deliver our lines of business. We will make change an integral, ongoing and accepted part of the Department's culture. And consultation, engagement and inclusiveness will be seamlessly embedded into Industry Canada's management practices.

BP2020 set out to create "a world-class Public Service equipped to serve Canada and Canadians now and into the future." In response, Industry Canada is aiming to provide employees with the tools and experience to achieve this. As we move forward, we are encouraging managers to make employee engagement part of their day-to-day business and to continue the conversation with their teams. At the corporate level, we are finding new and better ways of communicating with each other as well as identifying innovative ideas and practical solutions aligned with a fresh and compelling vision for Industry Canada.



As part of this, we will report back to employees in the near future on what we heard and what concrete actions we are taking in response. And we are committed to maintaining this dialogue as a matter of course.

Ultimately, our pathway to 2020 rests on sustaining meaningful engagement with employees on the real things that affect their work and their working environment, and we are on this path for the long run.

Annex—Blueprint 2020 at Industry Canada: By the Numbers

- [IC2020 portal](#): more than **200** users (registered and unidentified or anonymous users), **300** comments, **6,371** page views and over **2,294** visits
- Virtual December: **10** sector teams from across the Department and **70** submissions
- Blitz Day: **100** participants
- Half-day face-to-face consultation session: **80** participants from across the Department and **87** comments
- SpeedIC2020 events: **29** participants
- Regional and sector event participation: **481** participants
- Multiple champion presentations to sectors
- Young Professionals Network survey and workshops identifying issues and solutions: **85** participants
- Competition Bureau participation: **66** comments from “Questions of the Day” campaign and branch representatives assigned to ongoing conversations
- Do-it-yourself kit distributed to **1,500** managers across the Department to facilitate ongoing dialogue
- Two executive town hall discussions about BP2020: **205** executives
- Two presentations on BP2020 findings to the Director General Management Advisory Committee
- Two department-wide viewings of the Clerk’s addresses
- BP2020 idea pads on every floor of every building the Department occupies

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