



Government  
of Canada

Gouvernement  
du Canada

# Report to the Clerk of the Privy Council

## Innovation, Science and Economic Development

Building a prosperous and innovative Canada  
*Innovation 2020: Agile Workforce, Sound Stewardship, Operating as One*

Canada





## Foreword

In September of this year, Janice Charette, the Clerk of the Privy Council, reached out to Deputy Heads and asked departments to tell their respective Blueprint 2020 stories, including progress on modernization and transformation, as well as the other important initiatives taking place within federal departments and agencies to improve the workplace culture and strengthen the Public Service.

Our Department has been working over the past year to advance the three priorities identified in the Clerk's [Twenty-Second Annual Report to the Prime Minister on the Public Service](#):

1. Reinvigorating our recruitment efforts
2. Building a healthy, respectful and supportive work environment
3. Reinforcing the policy community as a profession

In this report, we invite you to see the many concrete examples of how we are moving forward on modernizing the culture of the Department with excellence and demonstrate that we are #innovative, #collaborative, #agile, #highperforming, and #proud. It can be navigated by using the buttons provided on the [Home page](#), or simply clicking through from page to page.

We hope you enjoy what we created to illustrate how the Department is embracing innovation, transformation and continuous renewal, and leveraging opportunities to do even better to serve Canada and Canadians.

Industry Canada  
Library - LKC

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Internal Communications  
Correspondence

InterConnex

Innovation  
2020

Respectful, Healthy and Inclusive Workplace Improvement  
Workplace Modernization

Avenir/Cfuture EC Development Program GCDOCS



IM Ready Campaign  
Email Transformation Initiative  
Recruitment  
Business Analytics







## Introduction from our Deputy Ministers

At Innovation, Science and Economic Development, we create a strong business environment that promotes competition, and investor and consumer confidence. We do this by encouraging innovation, supporting business and creating a fair, efficient marketplace. Our [Department](#) has a broad mandate and, to deliver on it, we need to be flexible, resilient and innovative.

Thanks to Blueprint 2020, we are already well on our way to building the organizational resilience and excellence we need to meet future challenges. Our Department is now entering the next phase of Blueprint 2020. We have integrated the specific activities and recommendations raised through Blueprint 2020 into a more comprehensive and holistic approach to modernizing the culture of the Department. We call this approach Innovation 2020.

Innovation 2020 is a comprehensive, integrated framework that allows us to think about, prioritize and implement a broad range of management and employee engagement initiatives sensibly and strategically. As well as our Blueprint 2020 plans, it includes our management priorities, our activities to implement broader government of Canada initiatives, and our response to the Public Service Employee Survey.







## Introduction by Deputy Ministers

Because Innovation 2020 encompasses both Departmental and government-wide management initiatives, it allows us to focus our investments – of time, funds and people – in areas that make a real difference to the Department and the government as a whole.

Of course, a good framework is not enough to generate change on its own. To make our Innovation 2020 vision real, we need to continue involving, engaging and supporting our employees in meaningful ways. Innovation 2020 is effectively "Blueprint 2020+" – and the principles of Blueprint consultation and engagement continue to be at the heart of our efforts.

We know that making this vision real will take much more than a few words or shiny graphics. Real change is hard, messy and takes time and commitment. We can do that here – and be very proud of our progress toward modernizing our Department's culture. As you will see from this report, this is exactly what we are doing.

John Knuble, Deputy Minister  
Innovation, Science and Economic Development

Kelly Gillis, Associate Deputy Minister  
Innovation, Science and Economic Development







## Our Champions for Engagement and Blueprint 2020

Since the release of the Clerk's 22<sup>nd</sup> Report to the Prime Minister, our Department has been working to draw attention to the report's key themes.

Our Deputies appointed Colette Downie, Director General, Automotive and Transportation Industries Branch, to lead engagement across the Department on the report and the Clerk's priorities so that each employee understands what it means for them. Her leadership is reinforced by Vicky Eatrides, Deputy Commissioner, Competition Bureau, our Blueprint 2020 Champion.

### Seen in our department...



...The Clerk's report has resonated with employees.







## Our Champions for Engagement and Blueprint 2020

*"As champion for the Clerk's report and priorities within our Department, I had the opportunity to consult with you, to learn about and to celebrate some of your many accomplishments over the past year. I was struck by your openness, and by the new ways to foster collaboration to deliver on our Department and portfolio's very broad mandate in all of the regions of Canada. Of course, we face challenges; I heard about those too; the accelerating pace of change, meeting changing expectations and using new technologies and social media were common themes."*

- Collette Downie, Champion for Engagement,  
Clerk's report for Industry, Science and Economic Development

*"For me, Blueprint 2020 is not an abstract concept, but rather something that is tangible and is transforming the way we work."*

*Blueprint 2020 envisions a stronger, more innovative and networked culture across government. As a result of the dedication and efforts of employees from coast to coast, there is an atmosphere emerging in the Department that demonstrates a readiness to embrace innovation, transformation and continuous improvement."*

- Vicky Eatrides, Blueprint 2020 Champion







## Agile Workforce

An agile workforce allows the Department to move its resources to rapidly respond to emerging challenges, priorities and issues. Some of the elements that are critical to improving an organization's agility relate to supporting the development of our employees and investing in processes and technologies that allow them to operate in a more flexible manner.

Our Department's initiatives are in direct response to observations by employees that there are too many rules and processes, that employees don't have the opportunities to work directly with senior leaders and that their work is often filtered through many layers of approval. As a result of this feedback, we are working to become better tooled, more engaged and respond faster and more comprehensively to the needs of Canadians.

*"The pace of change requires the Public Service to adapt more quickly and move the right resources to the right place at the right time"*

(Janice Charette, 2015).
















# Agile Workforce

## Areas of Focus

-  Assignments and Opportunities
-  Developing the Policy Community
-  Innovation Tournament
-  Career Advisory Panel and Job Shadowing
-  Video Calling the Federal Government
-  Wi-Fi and Collaboration Space
-  HR Business Transformation
-  Improving Staffing Processes
-  Our Official Languages







## Assignments and opportunities

We are committed to fostering a culture that embraces movement and growth. In response to comments raised in Blueprint 2020 consultations, we are moving to increase employee **work opportunities and assignments** in other parts of the Department. Increasing employee mobility will allow our employees to develop new skills and expertise and allow us to better deliver on our priorities.

To this end, the Department's Human Resources Branch and the Managers Community are collaborating on the development of a micro-assignment program, the **Short-Term Experience Program (STEP)**. The program provides an online system for posting and applying for short-term part-time (up to 7.5hrs/week maximum of 16 weeks) and short-term (2 -29 days) full-time opportunities. We are simultaneously piloting the TBS Micro-missions Program, which uses a GC-Connex based system to match candidates to interdepartmental, short-term, part-time, task-based opportunities. Consultations on these two programs are underway and we expect both initiatives to launch by early 2016.

Of course, having assignment opportunities available is only one half of the equation. If the programs are going to work – and if we are to meet the expectations of our employees – managers will have to be willing to give their approval for their staff to go on these opportunities. Recognizing the value this presents to the Department to develop a strong and agile workforce, we have included measures on the number of assignments in the 2015-16 Executive Performance Management Agreements.







## Developing the policy community

In order to develop the Department's policy community, we have developed a new **EC Development Program (ECDP)** for the Economics and Social Science Services (EC) group. The program will help grow and optimize the talent of the EC community through activities such as workforce planning, recruitment, staffing, and learning and development. ECDP replaces several sector-specific EC development programs and is the first organization-wide development program in our Department.

The first phase – the recruitment and advancement component – launched in September 2015. It applies to EC analysts who work in the fields of policy analysis, economic analysis, business analysis and measurement. Standardized statements of merit criteria have been developed and a promotion process, which includes standardized tools and the use of a non-advertised selection process, will help EC-02 recruits progress to the next level until they reach the EC-05 graduation level.

Job competency profiles, based on our Department's EC Competency Dictionary, and generic work descriptions for EC-02 to EC-05 have been completed. Profiles for EC-06 to EC-08 will be completed by the end of 2015-2016. This will reduce the number of EC work descriptions in use from approximately 80 to 15 and is expected to lead to positive impacts both on mobility of our policy analysts, as well as on the efficiency of our staffing activities.

In addition, our Department is participating in this year's Public Service Commission **Post-Secondary Recruitment** (PSR) campaign to identify entry-level employees, including EC-02 recruits.







## Innovation tournament

InterConnex, the Department's young professionals network, hosted an **Innovation Tournament** on Thursday, June 18, 2015, during National Public Service Week. Following a Department-wide call-out to employees for ways to improve the organization, the originators of the top six submissions were invited to pitch their ideas to a panel of ADMs. The four winners, who will work with senior management champions to further develop their ideas in order to make their vision a reality, are:

- A network to bridge our sectors and help employees achieve their career goals by connecting peers and mentors
- Regular meetings over tea with employees from across sectors to view *TED Talk* topics of relevance to the Department, followed by a discussion
- A new Departmental application programming interface (API) store that will function as a central point for external stakeholders to access Departmental data in a standardized, controlled manner
- An inclusive and Department-wide annual "Policypalooza" event to explore relevant policy development, with participation from all sectors beyond policy groups







## Career Advisory Panel and Job Shadowing

InterConnex also organizes innovative career development activities. The Career Advisory Panel (CAP) is an annual program that allows employees to meet with a panel of three senior executives for 45 minutes to discuss their career aspirations and professional development.

The Job Shadowing Program facilitates the pairing of young professionals who wish to gain job experience outside of their current position with other employees and/or managers interested in participating in the Program. Participants are able to observe the daily work activities of an employee doing a job that is of interest to them. The Program is an opportunity for participants to gauge potential career options with minimal risk and time commitments.

*"About a year ago, I received an email from InterConnex about the Career Advisory Panel. I sat in my chair wondering if I should sign up. At first I didn't want to do it because I felt a little scared. I wondered what it would be like to talk to a Director General or an Assistant Deputy Minister for an hour and get feedback on what I should do next in my career. After some contemplation, I realized I needed to get a different perspective on things, from a group of experienced people who know how government works. Deciding to join as a participant turned out to be one of the best decisions I made last year... I don't know what the future holds, but I'm happy about my experience and growth in the last year and I am forever grateful to the people who organized and participated in last year's CAP."*

Steven Leconte, InterConnex member







## Video calling the federal government

Looks like the Jetsons' days of video calling may have arrived at our Department!

While more than half of all Canadians have used video calling, it was not available as an option to communicate with the federal government. This year, our Department changed that.

On March 31, 2015, we received our first **video support call** from a citizen with all the advantages of face-to-face communication – a leap forward for our Department and the federal government.

This innovation was a collaboration between our Chief Information Office and Shared Services Canada, which connected both people and wires; the Service for Business team in Small Business, Tourism and Marketplace Services, which first brought in Magor Corporation, the solution provider; and the Communications and Marketing Branch.

*"Our Deputy made supporting Canadian businesses a priority, and the Clerk told us to think outside the box. We took them at their word," says Stephan Bélanger, the project's lead executive.*

Over the coming months, the team will continue to explore the possibilities offered by this technology and make recommendations.

As for the Jetsons' flying car, we'll be in touch with the Automotive Branch and get back to you.



*"Sometimes, you just need to see to understand," says Xavier Patry, of the Communications and Marketing Branch.*







## Wi-Fi and collaboration space

In response to Blueprint 2020 input that employees wanted more access to information tools and technologies to help them connect with each other and with Canadians, our Department is working to put in place a range of **workplace improvements and technological solutions**. These include:

- The establishment of a **service lab** to encourage teamwork and outside-the-box thinking, as well as multi-purpose boardrooms and collaboration rooms with interactive whiteboards
- Wi-Fi in the Service Lab, Library and Knowledge Centre and five boardrooms
- Video conferencing capabilities (in collaboration with SSC) across the country in 81 sites.

We recognize that there are continuing challenges in meeting expectations in this area. For example, the Wi-Fi capacity is so far limited to only a few spaces in the C.D. Howe building, and it can only be used with recognized government laptops. There are also technical issues encountered as the new tools begin to be used. These limitations and the need for agile technologies are felt more strongly outside of the headquarters building, and particularly by our regional staff. We are committed to continuing to work to connect our employees and allow them to work in more agile ways.



**The Communications Research Centre (CRC)** has been implementing a multi-year effort to realign research, improve business processes and modernize its aging campus. The new design incorporates more collaborative meeting spaces and flexible configurations, as well as Wi-Fi throughout the CRC's complex. The final space, to be completed in 2017, is a **Spectrum Analytics Centre** to monitor, analyze and interpret spectrum data with the help of visualization tools.







# HR Business Transformation

The Department has launched its own Human Resources (HR) Business Transformation Strategy to capitalize on the appetite for improvement and the various initiatives that are transforming human resources government-wide.

HR has an opportunity to become a true enabler for our priorities, adding value at every step as we attract, grow, move, and retain our talent for the present and the future.

The Department will achieve this by adopting a new HR operating model that focuses on client needs and client experience, that places greater emphasis on talent management and development, and that features optimized business processes, including a tiered service delivery model and risk-based approaches to HR services. This new model received support from the senior management committee in November 2015 and will roll out over the next three years. By improving how we do things and how we deliver service, HR in the Department aims to demonstrate leading-edge HR management.

*"HR is more than transactions. A revitalized team of HR practitioners can apply their expertise to knowledge of the department's business and be true enablers," explains Caroline Dunn, Director General of the Human Resources Branch.*







## Improving staffing processes



An early focus of the Department's HR business transformation is delivering improvements to staffing that focus on streamlining processes, simplifying and clarifying roles and responsibilities, and making smarter use of resources. These improvements stem from recommendations of the Departmental Staffing Tiger Team made in early 2015, and respond to key issues raised in Blueprint 2020 consultations.

Improvements completed to date include a proof of education repository so that employees only have to submit diplomas and transcripts once, and a single, streamlined attestation for education and citizenship. In addition, the Department has eliminated an internal requirement of multiple contracts for casual employees within a calendar year, as well as requirements to provide a resume for casuals, part time and deployments, and a summary of duties for casual and part time. Process improvements have also allowed the Department to reduce the number of fields in the online staffing request form and to remove seven signatures from staffing forms.

By the end of 2015-2016, further measures will be in place, including streamlined requirements for casuals, assignments, part-time workers and deployments, reduction of documentation for advertised deployments, and simplified approvals for graduation out of the EC developmental program.







## Our Official Languages

### *Two languages, one voice*

This great slogan was developed by Kevin Rushton of the Competition Bureau. Earlier this year, we reached out to the Department asking employees to come up with a short slogan to define what Canada's official languages mean to us. The contest was a great success, with 131 slogan suggestions and hundreds of employees casting their votes to help decide the winner.

The new OL Slogan and Poster were unveiled during public service week and are just one of the ways the Department celebrates its linguistic agility.







## Our Official Languages

The Department also [developed a number of videos](#) where people explain how they learned a new language in their own way. In these videos, you will hear about being immersed in a totally foreign language, not being concerned with finding the right word and understanding new words without a dictionary.

In addition, the Department has a [weekly language column](#) that explores some popular idioms so that we can better understand each other. So the next time one employee is talking about frying fish, and another is talking about cats, we'll know we're actually on the same page.







## Sound Stewardship

Sound Stewardship is about producing the best results for Canadians. This starts with having the correct information in place so that we can measure the success of performance. To achieve this goal, Innovation, Science and Economic Development employees need to understand what is expected from the programs and services they provide as well as their role in achieving those results. It is also about ensuring workplace wellness to support an engaged and productive workforce.

Our Department's initiatives build on strong existing practices in place to manage our financial resources, meet our legal and policy requirements, and support our workforce. These initiatives also respond to calls to celebrate excellence in all of its many shapes and forms as well as support our employees by providing a space for open and stigma-free dialogue on mental health issues that is based on compassion and honesty.







**Workplace wellness and productivity go hand in hand as workforce well-being generates higher levels of employee engagement, in turn leading to better performing workplaces (Workplace Wellness and Productivity Strategy, TBS, 2015).**







## Sound Stewardship

-  A Respectful, Healthy and Inclusive Workplace
-  Mental Health
-  Inclusiveness Committee
-  Recognizing our Accomplishments
-  Measuring Performance
-  Streamlining the Briefing Note Process







## A Respectful, Healthy and Inclusive Workplace

In support of building a healthy, respectful and supportive work environment, the Managers Community helped to kick off the **Respectful, Healthy and Inclusive Workplace (RHIW) initiative** during the 2015 National Public Service Week. The purpose of this initiative is to provide a series of structured team conversations to define and integrate RHIW behaviours in their workplace. These conversations address different aspects of RHIW, including harassment and discrimination, diversity, and physical and mental well-being. Discussions have taken place with the managers community and with seven other sectors. Specific outcomes vary among teams, but one subject that is of increasing interest is improving wellness within individual organizations.

As of October 2015, information sessions on the RHIW have been held for managers and employees. The Department's Conflict Prevention and Early Resolution team has also delivered nine presentations related to the initiative, including a presentation to the Departmental Audit Committee and a presentation to the interdepartmental community on prevention and resolution of harassment.

In order to collaborate with counterparts in the Government of Canada, the Department has shared information about the RHIW with the Library of Parliament, TBS, the Canadian Food Inspection Agency, the Department of Fisheries and Oceans, Canadian Heritage, Agriculture and Agri-Food Canada and Statistics Canada.



*"It is all about having tools in place to support active communication with our employees who appreciated the opportunity to talk about a healthy and productive work environment since it is such an important topic."*

Christian Dion, Audit and Evaluation Branch.







## Mental Health

Our Department was ahead of the curve and had started planning to make mental health a focus in 2014-2015. By the end of this year, we will have in place a departmental **Mental Health Strategy**. The strategy will be based on the *National Standard of Canada for Psychological Health and Safety in the Workplace*, which was championed by the Mental Health Commission of Canada (MHCC), and developed by the [Canadian Standards Association](#) and the [Bureau de normalisation du Québec](#).

As part of our efforts, we have already procured books and other materials on mental health for the library. We also completed a first session of mental health first aid training – a pilot at our Department – for 25 people. Weekly messages are being communicated to all staff on mental health and wellness issues.



*“Mental health is a huge topic and not fully understood by most people. This training helps to demystify what mental health is and what signals we need to look for in other people within the workplace”* comments Brittany Turcotte-Hameed, Strategic Policy Sector and participant in mental health first aid training pilot.







## Inclusiveness Committee

As part of our efforts to extend employee engagement, our former Employment Equity and Diversity Advisory Committee has been reoriented beyond its transitional "HR-focused" mandate and renamed the **Inclusiveness Committee**. The committee will play a substantive role in embedding diversity and inclusiveness as core elements of Innovation, Science and Economic Development culture.

The Inclusive Committee has struck four working groups to ensure progress on key areas this fiscal year:

- Communications – to implement an awareness strategy that will include biweekly articles and DM tweets
- Engagement – to broaden employee engagement and participation through a spotlight speaker series, a DM-led panel discussion and a DM Talks video. Individual sectors have also held Diversity Days to promote learning and greater inclusiveness for all employees
- Decision-making – to develop options on how a diversity of voices can be included in departmental decision-making
- Employment Equity – to ensure that the reporting and legislative requirements related to EE continue to be respected



The focus for next fiscal year will be on developing tools to help staff, supervisors, managers and executives incorporate inclusiveness in their day-to-day activities.







## Recognizing our accomplishments

Every year, the Department honours exceptional employees who have helped significantly advance the Department's priorities and objectives through our **Deputy Minister/Associate Deputy Minister Awards of Merit**. The 2015 awards ceremony recognized the exceptional contributions of hard-working individuals and teams in the areas of policy, program delivery/regulatory compliance, corporate support, innovation, diversity and inclusiveness, and management excellence. It also helped to promote a common understanding of what we have achieved over the previous year.







## Measuring Performance

To enhance the use of **performance measurement information** in decision-making, we are working to ensure that all our programs have Performance Measurement Strategies in place, as well as performing a mapping exercise between our Department's Performance Measurement Framework (PMF) and Performance Measurement (PM) Strategies. Good use of performance information will assist the Department in meeting increasing demands for evidence-based public policy, service delivery, decisions and overall results for Canadians.

To date, all of the performance indicators in the Department's PMF have methodologies developed. Where PM Strategies are in place for ISED programs, indicators have been mapped to the Department's PMF to show alignment between the two tools. The Department reviews its measurement framework and results every year in an effort to better assess the impact of our work and inform continual improvement in our services.







## Streamlining the briefing note process

The Department has made changes to one of its most basic tools – **the template for briefing notes** – so that the name of the employee whose expertise went into writing the note is right on top of the first page. Along with this simple acknowledgement of authorship, two pilot projects are underway to test approaches to ensure that employees are kept in the loop as briefing notes move through approvals, and more aware of the decisions that arise from their work.

To this end, the Corporate Management Sector has been piloting an informal approach, while the Industry Sector has structured a formal process where certain briefing note approvals are being delegated to lower levels in the organization. Senior managers have also committed to including the author in discussions based on their note and keeping them informed and engaged on how the file evolves. This new process responds to Blueprint 2020 consultation recommendations to streamline the briefing process and, more importantly, is increasing involvement of employees as their files progress through senior discussions.

*“Ensuring people have the right information and context to produce the best possible briefs for decision makers is key,” commented Maryanne Murphy, Director of the Corporate Planning and Governance Branch in CMS. “Through this initiative, the Department is developing a more open and engaged work culture.”*







## Operating as One

With an organization as large and a mandate and priorities that are as comprehensive as Innovation, Science and Economic Development's, the Department must focus on activities to strengthen its approach to managing horizontal priorities. This requires implementing effective and innovative tools to connect and collaborate; accessing information to develop innovative solutions; and leveraging the power of our internal networks.

Our Department's initiatives respond to what our employees told us – our processes were overly complex and top down. We needed to work better together to become less siloed, more coherent in our approach. We have taken this to heart and put in place a number of processes and activities to improve how we work together and how we communicate with one another.









*The need to function in a more open manner is not likely to reduce in importance since features such as a positive workplace culture and effective management practices are seen as key in attracting and retaining talent (Institute on Governance, 2014).*

*One of the main barriers to achieving more “open” ways of working relate to a generalized risk aversion to sharing and debating ideas before they are fully “cooked”, as well as a resistance to work outside of one’s comfort zone (Public Policy Forum, 2015).*





# Operating as One

-  A New Vision and Mission
-  All-Staff Town Hall
-  DM Talks
-  Dedicated Approach to Communication and Information Sharing
-  Our Managers' Community
-  InterConnex
-  Collaboration and Tiger Teams
-  The Service Lab







## A new vision and mission

**Vision:** Building a Prosperous and Innovative Canada

**Mission:** Innovation, Science and Economic Development creates a strong business environment that promotes competition, instilling investor and consumer confidence. We do this by encouraging innovation, supporting business and creating a fair, efficient marketplace.

Innovation, Science and Economic Development employees drove a "bottom-up" approach to the development of the Department's **new vision and mission**. Employees proposed nearly 60 statements, which were evaluated by a panel of key stakeholders, including the Managers Community and InterConnex (our Young Professionals Network).

The top five finalists presented their statements to the Departmental Management Committee on April 8, 2015, and an organizational-wide vote was held in May to choose the final vision statement. Almost 1,500 votes were cast, and employees' enthusiastic response to the wiki-based voting process used to determine the finalists was noted by organizers as being particularly impressive. The DMs unveiled the [new vision and mission statement during NPSW](#).







## All-staff town hall

Our first **all-staff town hall** was held of June 11 of this past year. In partnership with the Canada School of Public Service, we webcast the town hall in 37 cities from coast to coast, bringing our Department together like never before. In particular, we would like to thank the Clerk of the Privy Council, Janice Charette, for being our guest at the town hall and sharing her insights on the government's priorities.

One of the challenges faced in such an undertaking is that there were some technical issues and not all employees were able to watch the entire town hall.

*"Thanks to increased investment in state of the art equipment we are now able to have increased employee engagement from every corner of the country. Having worked in both regional and HQ environments, I know how important it is to be engaged right across the country to ensure we have the best ideas and a common vision for serving Canadians", noted Surita Maddox of the Spectrum, Information Technologies and Telecommunications Sector.*

We are working on making progress on video conferencing services, and employees across Canada benefit when it comes to participating in town halls and increasing engagement with their colleagues from across the country.







## DM Talks

Over the past year, Innovation, Science and Economic Development launched **DM Talks**, a series of conversations between the DM and invited guests on issues of interest and relevance to the Department. The first of such conversations was in April 2015 with [Don Tapscott](#), Founder and Chairman of the [Global Solution Networks](#), on the economic and social impacts of technology.

A few months later, the DM invited Dominic Barton, Global Managing Director, McKinsey & Company, to talk about mega trends.

Sharing these conversations helps to inform employees about what is being talked about by industry and to develop innovative ideas that can be used to deliver better government service experiences for business.



*"It's all about getting perspectives from some of the leading thinkers" says Stephen Schwab of Strategic Policy Sector.*







## Dedicated approach to communication and information sharing

We have been working to develop a dedicated approach to communication and information-sharing serves to connect ideas and activities throughout the Department. From the development of a video, to the creation of a ["Top 10" list](#) of things to know about our Department, we are working to help all employees better understand how their work comes together.

As part of this work, our Department has launched new internal communications vehicles like the **"Spotlight Series"** to explore topics such as: conflict; giving and receiving feedback; values and ethics; emotional intelligence; and respectful, healthy and inclusive workplaces.

Our Department has also launched **IC Intel** to enable broad learning and information sharing opportunities through team presentations to other Departmental employees. There have been six sessions since its inception and two more will be held before the end of the year. Examples include: Digital Economy Strategy 2.0, Science and Innovation Strategy, Intellectual Property, Spectrum Auctions, and more.







## Our Managers' Community

The **Managers' Community** was re-established in 2014 as a professional network of middle managers and aspiring middle managers from across our branches, sectors and regions. It was created in response to employee input that they wanted to have opportunities to share information among managers, have learning opportunities as well as a voice to advise management in how the Department works.

The Manager's Community is leading efforts within the management community to promote a respectful, healthy workplace and enhance professional development opportunities and experiences for managers. These include:

- Partnering with the Human Resources Branch on the implementation of the Respectful, Healthy & Inclusive Workplace (RHIW) initiative
- Holding information session(s) / workshop(s) on mental health, integration of OL, and/or related topics
- Organizing quarterly Networking Events



*"Our mandate is to promote an effective, professional manager cadre that proactively contributes ideas and strategic advice to senior management on issues important to managers"*  
comments Sandra Noel of the Science and Innovation Sector and Member of the Manager's Community.







## InterConnex

**InterConnex** is a community of engaged professionals at our Department. The network's executive committee provides learning, professional development and networking opportunities. The community was created in response to Blueprint 2020 consultations that heard employees asking to be a part of developing innovative ideas and approaches to better serve Canada and Canadians. The goal is to build a community of professionals and provide them with integration, outreach, professional development and networking opportunities that fit their unique needs and allow them to reach their full potential.

InterConnex has sponsored a number of recent activities, including an [Innovation Tournament](#) during National Public Service Week.



*"I'm excited to continue to build on the great events that InterConnex has established, while looking for new ways to engage our members and grow our community," says Derek Jackson of the Canadian Intellectual Property Office (CIPO).*







## Collaboration and Tiger Teams

We are breaking down barriers between groups and encouraging employees to participate in activities outside their regular areas by using Tiger Teams. These teams bring together groups of employees to encourage collaboration and information-sharing on enterprise-wide issues. These have included teams dedicated to [staffing](#), global value chains (GVC), and developing a departmental China strategy.

The GVC Tiger team developed recommendations for our senior management team to help them better understand how businesses actually succeed within the global marketplace.

Lastly, the China Tiger Team is in the final stages of developing a report to inform how our Department can advance its objectives for business competitiveness, science and technology and a fair and efficient marketplace. Part of this work has involved consulting other government departments, key industry players, and the head of the Canada China Business Council (CCBC), Peter Harder.







## Service Lab

In March 2015, our Department launched a pilot for the new [Service Lab](#), which is designed to: help government innovate its design and delivery of services to business; build the capacity of federal programs to apply new ways of thinking; and engage stakeholders in the design and testing of service innovations.

The opening ceremony, featuring businesses showcasing their products, attracted more than 300 guests. Keynote speaker Shaun Illingworth, Vice President of Akendi, gave an insightful presentation on how innovation labs are the future of public policy and services. "Having innovative products showcased at the launch, like the Kinova JACO arm and the Adventure Lights portable runway, among others, reminds us that all of our programs are ultimately intended to allow entrepreneurs to succeed in business in Canada and that our programs must serve their specific needs," remarked Shereen Benzvy Miller, Assistant Deputy Minister of Small Business, Tourism and Marketplace Services (SBTMS).

During the closing session, attendees benefitted from hearing about the experiences of, and lessons learned by, leaders from other federal innovation teams and hubs, including representatives from the Privy Council Office, Natural Resources Canada, and Employment and Social Development Canada.







## The Way Forward

We are keenly aware that a high-quality and high-performing Public Service is essential to meet the expectations set by Canadians of their government and to contribute to increasing Canada's competitiveness globally. That is why the Department of Innovation, Science and Economic Development has set forward an ambitious plan – Innovation 2020 – which focuses our human and financial resources in ways to improve how we work together and manage as a Department. Our way forward is clear.

We have been inspired by Blueprint 2020 and the Clerk's report to do more.

We are actively developing our employees and providing them with modern technologies and processes that will allow them to deliver up-to-date programs and services to Canadians.

We are also making sure we produce results for Canadians, by ensuring that employees understand the important role that they play and by developing information to measure how we are doing. This work is underpinned by our dedication to providing employees with a respectful, healthy and inclusive workplace.

We believe that, in order to achieve our goals, we must work more collaboratively and look at new tools so that we can move forward together from coast to coast to coast. We are open to innovations and doing things differently to harness the potential of all of our employees and meet head-on the priorities of the Department.

This report has highlighted some of the activities underway to create a more efficient and responsive Department. But that is not all – it is just the beginning of what we can do when we focus our efforts to work together.

Going forward, we will continue to challenge ourselves to do better and become more innovative, so that we can deliver on our mandate and priorities in order to more effectively serve Canadians and our government now and into the future.







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# Innovation 2020







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## 10 things to know about the Department







## Top Ten Things to Know About Innovation, Science and Economic Development

1 The Department →

2 Our Proud History →

3 The Portfolio →

4 Canada's Economy →

5 A Changing Global  
Landscape →

6 Efficient Marketplace →

7 Science, Technology  
and Innovation →

8 Canadian Business →

9 Connecting Canada  
with the World →

10 Passion for What We  
Do →







# Top Ten Things to Know About Innovation, Science and Economic Development

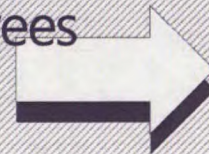
## THE DEPARTMENT

Creating economic conditions  
and incentives for Canadian  
businesses to succeed

1



4,700  
employees



with  
**20%** of employees in  
regional offices



Departmental  
budget of

**\$1.5**  
billion

and

**\$6.9**  
billion

for the total  
ISED  
portfolio

mandated  
through  
**57** Acts



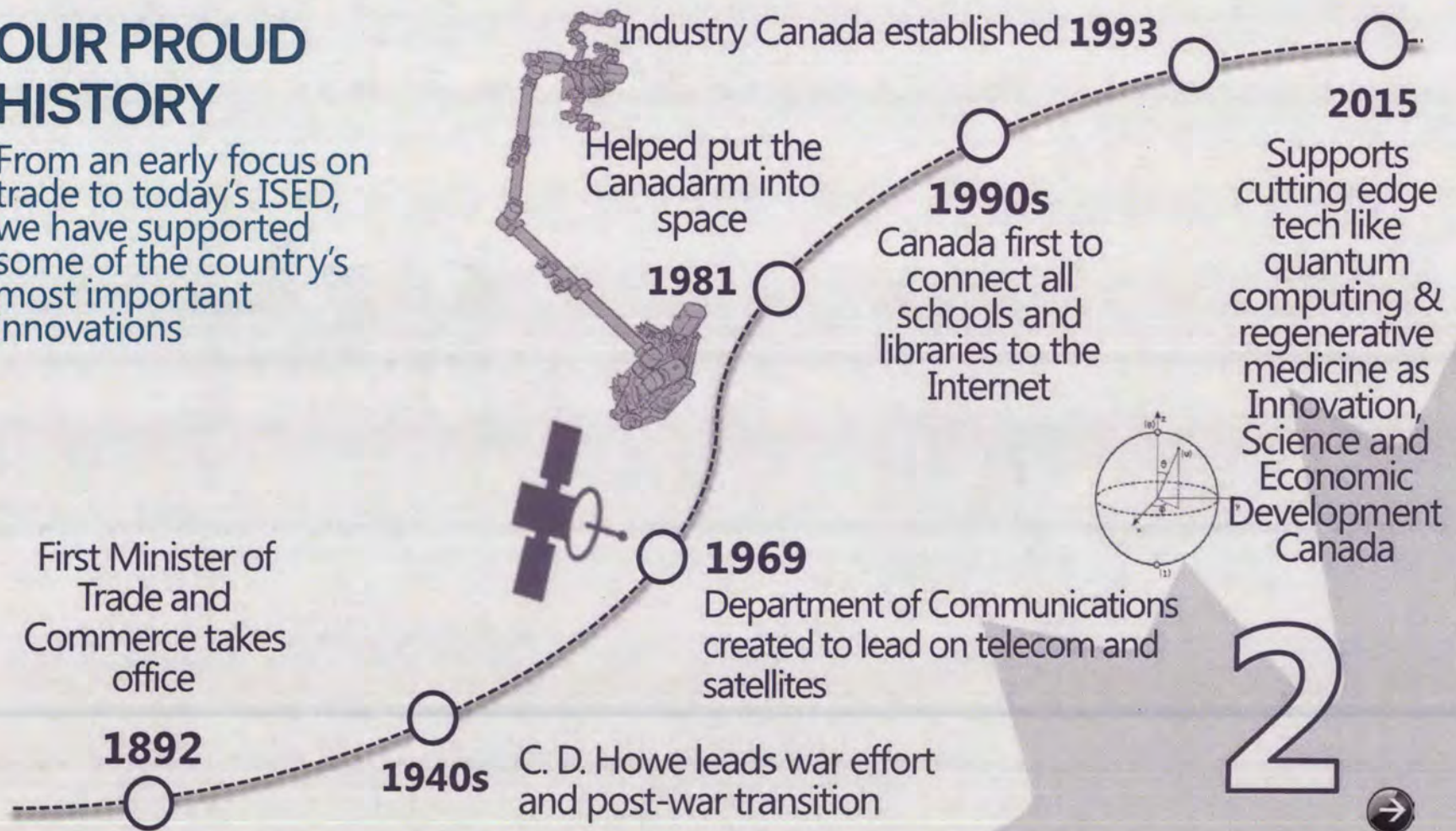




# Top Ten Things to Know About Innovation, Science and Economic Development

## OUR PROUD HISTORY

From an early focus on trade to today's ISED, we have supported some of the country's most important innovations



# 2







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# Top Ten Things to Know About Innovation, Science and Economic Development

## THE PORTFOLIO

The ISED portfolio consists of 15 federal departments and agencies

### 3 Crown Corporations



BDC



Standards  
Council of  
Canada



Destination  
Canada

### 3 Departmental Corporations



NSERC



NRC



SSHRC

3

### 6 Agencies



Canadian  
Space  
Agency



Statistics  
Canada



FedDev  
Ontario



ACOA



CANNOR



CED-Q



WD

*Regional Presence*

### 2 Quasi-judicial Bodies



Copyright  
Board Canada



Competition  
Tribunal



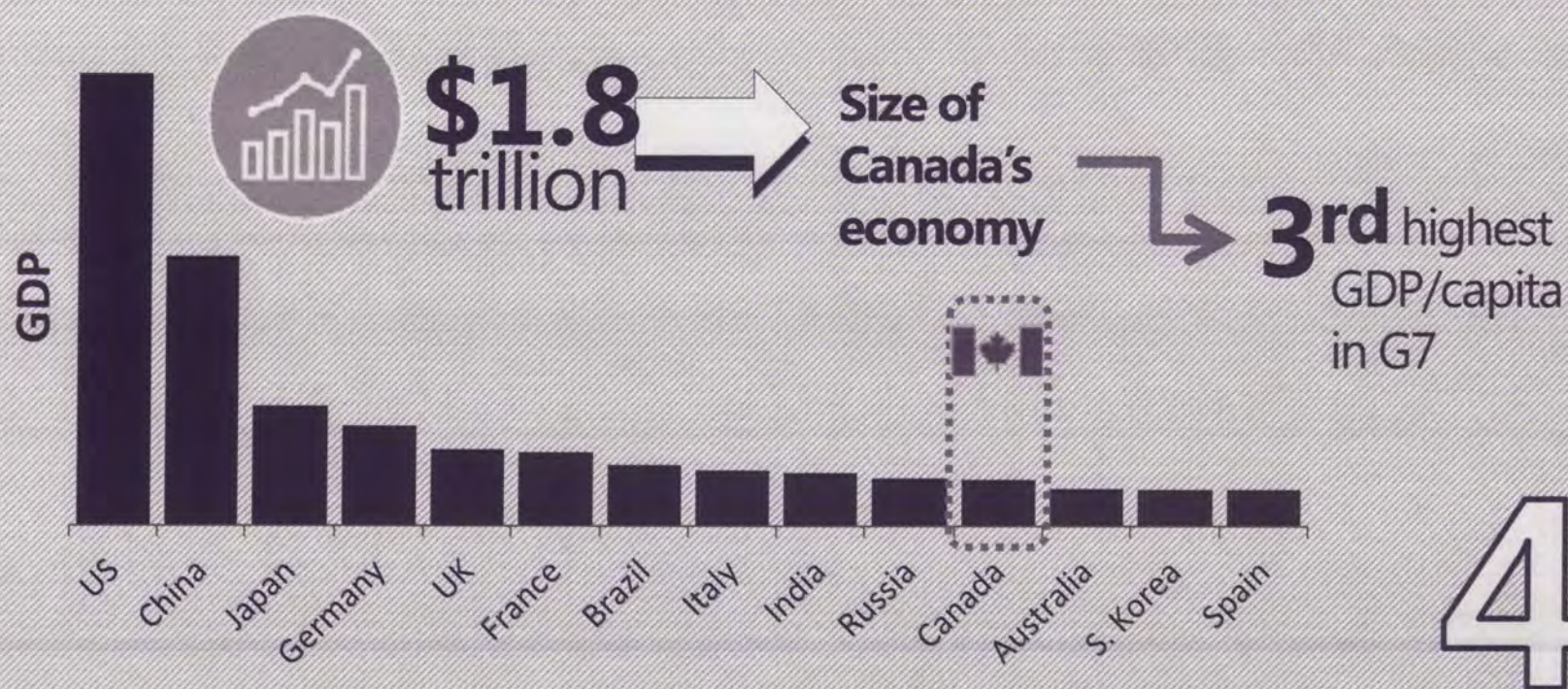




## Top Ten Things to Know About Innovation, Science and Economic Development

Canada's economy is central to our  
activities and outcomes at Innovation,  
Science and Economic Development

### CANADA'S ECONOMY



World Bank 2014

4







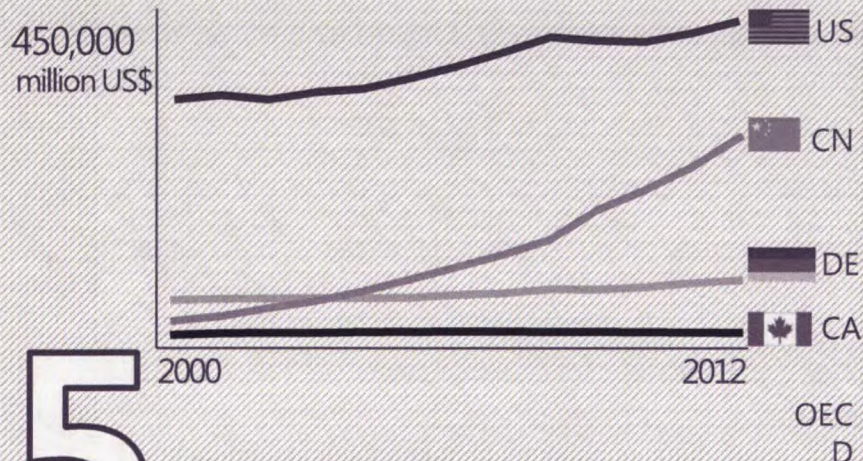
# Top Ten Things to Know About Innovation, Science and Economic Development

## A CHANGING GLOBAL LANDSCAPE

The global economic and technological  
landscape is shifting rapidly

Canada is facing  
new competitors

### R&D Spending

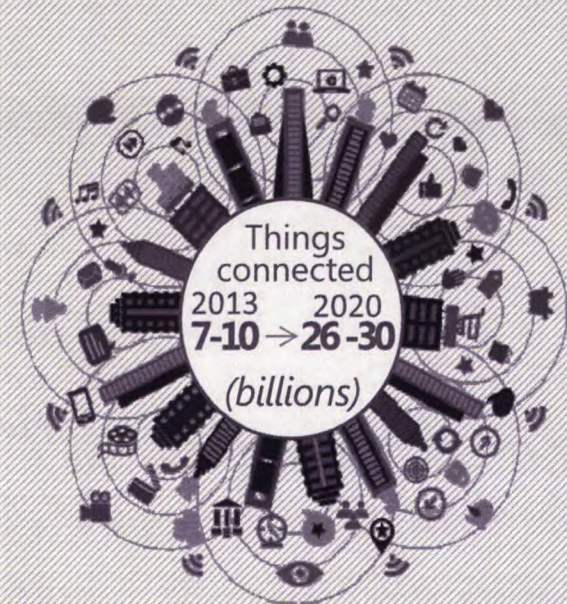


5

**30-60%**  
OECD 2014

of G20 countries' exports  
consist of intermediate inputs  
traded within Global Value  
Chains

### Internet of Things



McKinsey & Co. 2014







# Top Ten Things to Know About Innovation, Science and Economic Development

Innovation, Science and Economic  
Development creates and upholds more  
efficient and effective marketplace  
regulations

**EFFICIENT  
MARKETPLACE**

**26** Acts that...



Promote  
**competition**  
and innovation



Encourage **foreign  
investment**



Grow **telecom** sector  
by making spectrum  
available



Protect **individuals  
and businesses**



Protect **intellectual  
property**



Govern  
**bankruptcy** and  
insolvency

**6**

**Canadian Consumers** - Promoting their interests and protection







# Top Ten Things to Know About Innovation, Science and Economic Development

## SCIENCE, TECHNOLOGY AND INNOVATION

At Innovation, Science and Economic Development, we support scientific discovery so all Canadians can enjoy the benefits of new technology and innovation

7

**\$10.8B** Federal spending  
on S&T (2015)



and

**\$3.1B** Through  
SR&ED

**38%**

of the \$10.8B  
federal S&T  
expenditure in  
2015, 38% was  
through the  
**Department** and  
Portfolio\*

\*does not include RDAs





## Top Ten Things to Know About Innovation, Science and Economic Development

At Innovation, Science and Economic Development,  
we are working to grow Canada's businesses and  
encourage entrepreneurship

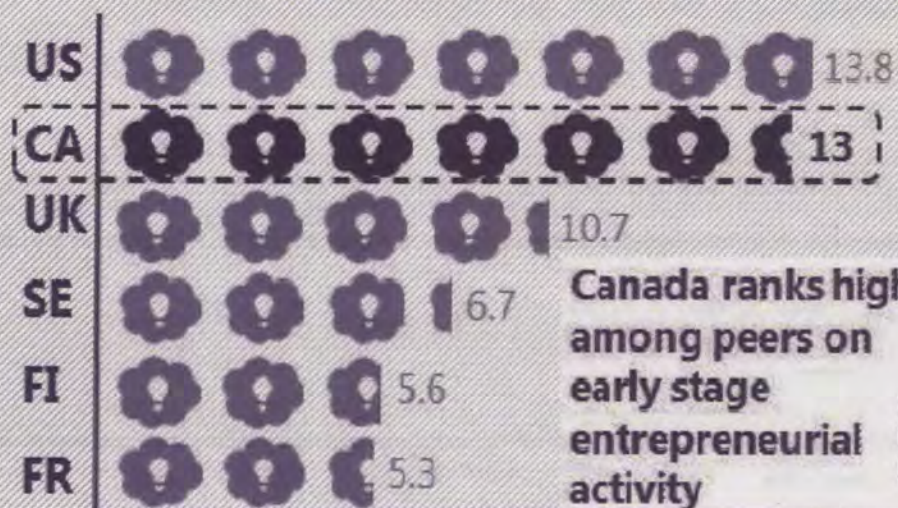
**CANADIAN  
BUSINESS**

**99%**

SMEs share of all  
businesses in Canada

**87%**

The vast majority  
are **very** small  
with less than 20  
employees



**8**

Canada ranks high  
among peers on  
early stage  
entrepreneurial  
activity

Global  
Entrepreneurship  
Monitor 2014

**SCORE** (individuals starting/running a new business)

World Bank ranks Canada **3<sup>rd</sup>** out of 189 countries in  
starting a new business







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## Top Ten Things to Know About Innovation, Science and Economic Development

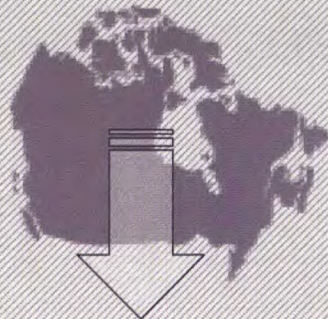
### CONNECTING CANADA WITH THE WORLD

Making Canada more productive and  
competitive in the global economy

Canadian direct  
investment abroad

Foreign direct  
investment in Canada

9



**\$828,000**  
million (2014)



**\$732,000**  
million (2014)







# Top Ten Things to Know About Innovation, Science and Economic Development

## PASSION FOR WHAT WE DO

### VISION

## BUILDING A PROSPEROUS AND INNOVATIVE CANADA

# 10

### MISSION

Innovation, Science and Economic Development Canada creates a strong business environment that promotes competition, instilling investor and consumer confidence.

We do this by encouraging innovation, supporting business and creating a fair, efficient marketplace.





Canada 



LKC  
HC 111 .A356 2015 c.2  
Canada. Innovation, Science and Economic  
Development Canada  
Building a prosperous and innovative  
Canada innovation 2020 : agile workforce

**DATE DUE**  
DATE DE RETOUR


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