



Government
of Canada

Gouvernement
du Canada

What We've Heard



BLUEPRINT 2020
SUMMARY INTERIM
PROGRESS REPORT

BLUEPRINT 2020

BUILDING TOMORROW'S PUBLIC SERVICE TOGETHER

Canada 

Engaging in Blueprint 2020—A Vision for Canada’s Federal Public Service

The world in which the Public Service operates is continually evolving and the pace of change facing our organization as well as Canadians is accelerating. With this in mind, on June 7, 2013, we launched [Blueprint 2020](#), a dialogue about the future of the Public Service with the goal of ensuring that it remains a world-class institution. Since then, an unprecedented number of public servants – in all regions and at all levels across Canada – have eagerly contributed to the discussion.



Blueprint 2020 is engaging public servants in an unprecedented variety of ways, from social media to more traditional town hall-style gatherings. We are seeing groups of employees self-organize to crowdsource solutions using new tools. On the Web, the Blueprint 2020 vision document has been consulted over 125,000 times. The dialogue resulted in more than 13,000 tweets from June to November using the #GC2020 hashtag. Blueprint 2020 continues to be about public servants taking ownership of the process.

What We’ve Heard: Blueprint 2020 Summary Interim Progress Report takes stock of the dialogue to date, identifies emerging themes and highlights exciting ideas to help define our shared future. What we’ve heard so far shows that public servants are immensely proud of the role they play in improving the lives of Canadians, and care passionately about Canada and shaping an organization that is equipped to serve Canadians, now and into the future.

Building the Public Service of tomorrow requires renewal and culture change and so must take place from the ground up by empowering our employees. This is a two-way dialogue, not a top-down exercise as our current challenges are best met by a networking leadership style, reflecting the Blueprint 2020 vision. It’s important that public servants know that they can contribute to their workplace, which is critical to continuing to attract and retain talented people across the myriad of disciplines of the Public Service.

Some of the ideas generated can be implemented over the short term while others will take more time as we consider how best to serve Canadians in a responsive, effective and efficient manner. Each one of us has a part to play, from adopting practical changes in the workplace to contributing to larger-scale initiatives that can make a difference for the Public Service as a whole.

The Blueprint 2020 process has the Prime Minister’s support. Over the coming months, we will continue to facilitate discussions, set priorities and take action. You also have our commitment to remain engaged in the Blueprint 2020 dialogue, to be open to what we are hearing and to strive towards the continuous improvement of our remarkable institution.

What We’ve Heard gives a flavour of the dynamic dialogue and the impressive ideas being discussed. But don’t take our word for it, see for yourself on [GCconnex](#), [GCPedia](#) and [Twitter](#)! Better still, we urge you to get involved in the conversation! Take up the challenge—do what you can in your workplace to help make the vision a reality. Changes, both big and small, can have a real impact.

Wayne Wouters
Clerk of the Privy Council and Head of the
Public Service

Louise Levonian
Chair, Board of Management and Public Service
Renewal Sub-Committee on Public Service
Engagement

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Overview

Who We Are Canada's federal public servants make a difference in the lives of Canadians every day (see page 3). Public servants at all levels and from all regions have renewed this commitment this year by providing tremendous input into how this diverse and vibrant national and international team can innovate and work together for Canada's future.

Our world is changing and with it, the complexity of our work is increasing. All successful organizations need to reflect regularly on how they do business and how to keep pace with the times. With that in mind, we launched an engagement process six months ago on a vision for a world-class Public Service equipped to serve Canada and Canadians now and into the future.

What We've Heard: *Blueprint 2020 Summary Interim Progress Report* highlights the feedback received from June to October 2013 on the Blueprint 2020 vision for Canada's Federal Public Service.

**85 departments and agencies
+ 30 networks, communities
and functional groups**

The Clerk of the Privy Council launched the engagement exercise in an unprecedented, Canada-wide webcast inviting all federal public servants to have their say. The exercise was planned across four streams: within departments and agencies, horizontal across communities and the Public Service, targeted external engagement, and engagement on the Web with internal and external social media. Opening

up such a wide-ranging engagement of employees on a vision for their future meant taking a chance, and there was no way to know what the response would be.

The risk was well worth it – wow!

The response of employees and others to this dialogue has far exceeded all expectations. An impressive range of engagement activities that speaks to the ingenuity and creativity of public servants all across the country gave

3,000+
members on GConnex – the
largest group ever!

120+
discussion threads on GConnex

125,000+
views of the Blueprint 2020
vision on the Clerk's webpage

an opportunity for everyone to have a voice in shaping the future of the Public Service (see "Engagement in Action", pages A2–A6). From three

consultation questions, the discussion rapidly blossomed into dozens of discussion threads, and employees gathered in hundreds of events across the country to provide their ideas and perspectives. In addition to a thriving online dialogue using both internal and external social media tools, departments, agencies, communities and individuals have now submitted reports on how they have come together and what ideas they have to offer to make the vision a reality, many of which have already been or will be acted upon quickly.



Josée Morais at webcast Armchair Discussion.

What We've Heard is a reflection of the commitment to transparency made in the beginning—a defining characteristic of the Blueprint 2020 engagement exercise.

What We Heard About the Vision Input received has focused on what organizations and communities have done to engage employees, what has been heard through the engagement process, what key areas of focus and innovative ideas are emerging, and what early successes organizations have made in implementing changes.

Employees have shown broad support for the vision (see page 4). At the same time, we have heard some concerns as to whether this will lead to actual changes going forward.

Employees have shown broad support for the vision.

What We Heard About Achieving the Vision Recurring suggestions from public servants (see pages 5-6) indicate that to achieve the four pillars of the vision, we need to place a particular focus on:

- ✓ innovative practices and networking,
- ✓ processes and empowerment,
- ✓ technology,
- ✓ people management, and
- ✓ the fundamentals of public service.

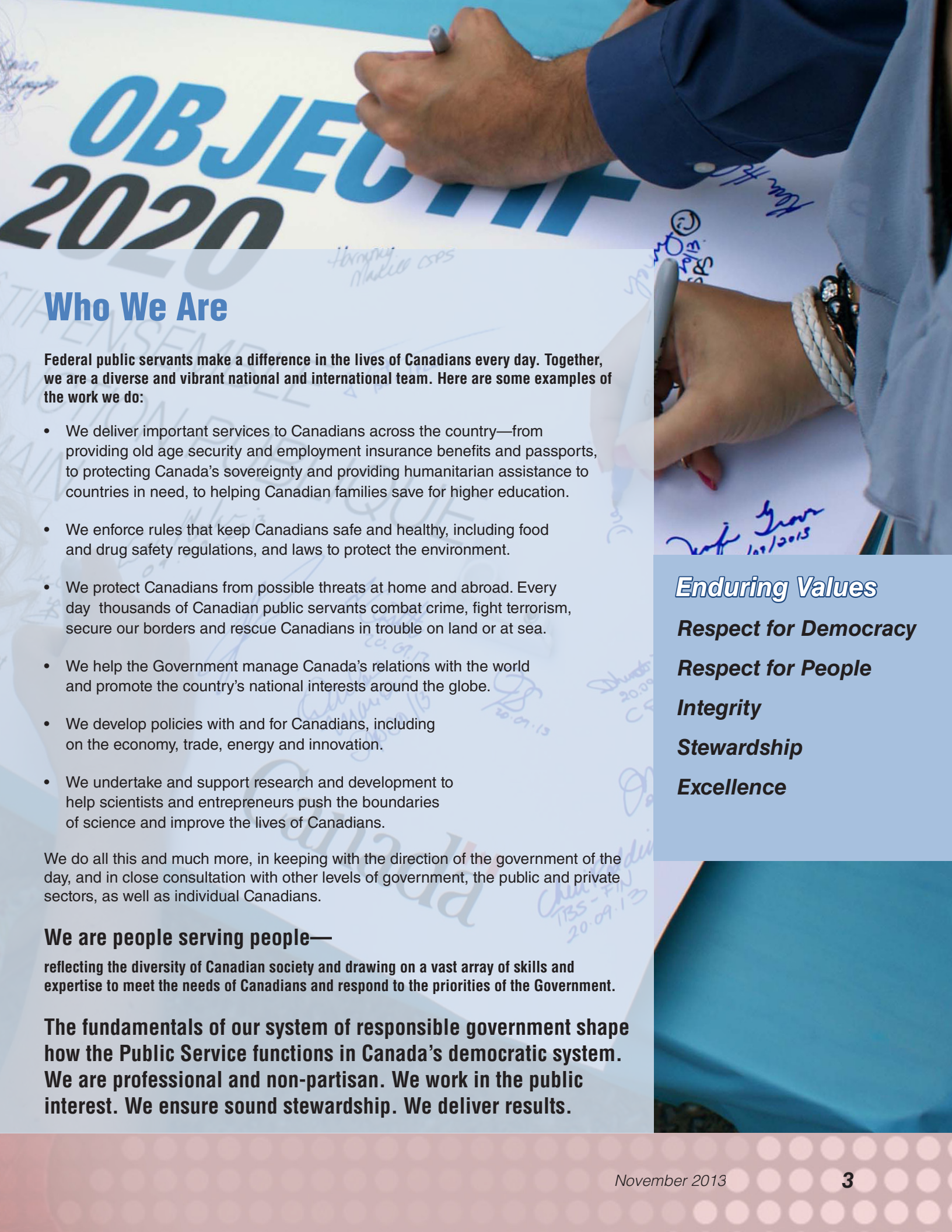
Each is needed and links into all the pillars of the vision. The fundamentals of public service underpin all of them – focusing on the essential role of public servants in advising Ministers, implementing decisions of government and Parliament, and providing services to Canadians in a way that is accountable and provides value for money.

Mobilizing for Action *What We've Heard* marks an important milestone in the Blueprint 2020 journey, and there is more to come (see pages 7–8). Engagement on the vision will continue. There is still a lot to think about and discuss as we translate ideas into actions for the near and long term. Some ideas can be acted on immediately by individuals and organizations (see “[Examples: Early Wins](#),” page A10). Others will take longer and will involve more players. Over the coming months, discussions should focus on prioritizing and solidifying these actions to realize the vision. We all need to deepen our understanding of issues and think about a number of factors. Which ideas are most relevant and have wide support to address the changes needed to realize the vision? How feasible are ideas and who is best placed to make the changes? What can individuals do, what can organizations do, and what can we do as a Public Service to realize the Blueprint 2020 vision?

**Focus
Prioritize
Solidify**

Departments, agencies and communities will be asked to report again in February 2014 to recommend steps to be included in a Blueprint for Action in the spring that will help us start on the next phase of Blueprint 2020.

The journey is as important as the destination.



Who We Are

Federal public servants make a difference in the lives of Canadians every day. Together, we are a diverse and vibrant national and international team. Here are some examples of the work we do:

- We deliver important services to Canadians across the country—from providing old age security and employment insurance benefits and passports, to protecting Canada's sovereignty and providing humanitarian assistance to countries in need, to helping Canadian families save for higher education.
- We enforce rules that keep Canadians safe and healthy, including food and drug safety regulations, and laws to protect the environment.
- We protect Canadians from possible threats at home and abroad. Every day thousands of Canadian public servants combat crime, fight terrorism, secure our borders and rescue Canadians in trouble on land or at sea.
- We help the Government manage Canada's relations with the world and promote the country's national interests around the globe.
- We develop policies with and for Canadians, including on the economy, trade, energy and innovation.
- We undertake and support research and development to help scientists and entrepreneurs push the boundaries of science and improve the lives of Canadians.

We do all this and much more, in keeping with the direction of the government of the day, and in close consultation with other levels of government, the public and private sectors, as well as individual Canadians.

We are people serving people—

reflecting the diversity of Canadian society and drawing on a vast array of skills and expertise to meet the needs of Canadians and respond to the priorities of the Government.

The fundamentals of our system of responsible government shape how the Public Service functions in Canada's democratic system. We are professional and non-partisan. We work in the public interest. We ensure sound stewardship. We deliver results.

Enduring Values

Respect for Democracy

Respect for People

Integrity

Stewardship

Excellence

What We Heard about the Vision

Public servants are passionate about their country and proud to serve Canadians. They want to affirm their strong commitment to public service. They also want to see concrete action taken as a result of the engagement process.

Employees have shown broad support for the vision. They value the idea of a professional, nimble and tech-enabled Public Service that provides services to Canadians in efficient and effective ways. They want an open and inclusive workplace that helps them make a difference in the lives of Canadians every day. Comments focus on the skills, processes and tools needed by employees to make the vision a reality. People both outside and inside the Public Service also mention the importance of being an employer of choice, and continuing to retain employees and attract recruits to help tackle the challenges of tomorrow.



Brianna Vaughn, Gary Wohlgeschaffen and Peter Tharner, Bedford Institute of Oceanography, Fisheries and Oceans Canada, Dartmouth (Nova Scotia).

At the same time, some skepticism was expressed about the implementation of the vision. Employees want to understand how this process is linked to changes already underway to respond to government priorities, particularly in terms of deficit reduction. They also see a need to improve public perceptions of the Public Service.

Employees want to make a difference now more than ever, and that's why they are responding in such great numbers to the Blueprint 2020 engagement process. Participants in the exercise believe that the vision provides a solid road map to guide the ongoing evolution of Canada's Public Service.



Engaging at Shared Services Canada.

“Agency staff recognize that increased globalization, technological change, changing demographics and growing demand for accountability are putting pressure on how the Public Service operates. ... In this way, the Agency agrees that the proposed vision broadly reflects the direction required in order to position the Public Service for the future. Nevertheless, ACOA employees feel that more concrete steps need to be articulated to drive the vision, given each department’s organizational and operational context.”

—Atlantic Canada Opportunities Agency Interim Report

**A Vision for Canada’s Federal Public Service:
A world-class Public Service equipped to serve
Canada and Canadians now and into the future**

What We Heard about Achieving the Vision

The quality and quantity of ideas generated through the Blueprint 2020 dialogue are impressive. While many organizations and communities are unique, they also share challenges and see many of the same opportunities for improvement. Some of these are internal in nature, such as people management and technology issues, while others face outward, such as improved client service and Public Service image.

Perspectives reflect the diverse backgrounds, organizations and locations of the federal Public Service. For example, feedback from the **Community of Federal Regulators** highlights areas of action of particular interest to the regulatory field and views shared at **Public Safety Canada**

highlight the Public Service's challenge to remain relevant in an information age that is rapidly evolving. In turn, reports received from **federal regional councils** highlight the tailoring required to best serve Canadians' needs in each region of the country.

The input received to date suggests there are strong inter-linkages between key areas of action required to achieve the vision. Employees draw linkages between engagement and innovative ideas, between internal collaboration and technology to help in this regard, as well as between a healthy workplace and high performance. Many point to the culture change needed for a more open and networked environment and a whole-of-government approach that can draw on the benefits of new technologies and new ways of working among ourselves and with others.

Many also recognize the need for balance. For instance, many see new technologies as useful, yet think we must be clear about their purpose and retain some face-to-face services and opportunities to connect with Canadians. One size does not fit all—the Public Service needs a mix of generalists and specialists, common processes and systems that work together. At the same time, it must have the flexibility to address issues that emerge from different sectors of interest and regional perspectives across the country.

Five areas of focus to support the vision's guiding principles

Thousands of ideas have been offered to help ensure the four guiding principles of the vision are well supported. Discussion has overwhelmingly indicated that five areas will require particular attention in order to achieve the vision.

These five areas of focus have linkages to all pillars of the vision. For example, people management, which consistently comes across as a top issue of concern, will support a capable and high-performing workforce that has the skills needed to engage citizens and partners for the public good. Technology will help support a networked environment allowing whole-of-government solutions. The fifth area, “Fundamentals of Public Service,” underpins all of the other topics and focuses on the essential role of public servants in advising Ministers, implementing decisions of government and Parliament, and providing services to Canadians in a way that is accountable and provides value for money.

Guiding Principles of the Blueprint 2020 Vision

The **Blueprint 2020 vision** is one of a world-class Public Service equipped to serve Canada and Canadians now and into the future. Public servants have shown strong support for the vision's four guiding principles:

- An open and networked environment that engages citizens and partners for the public good.
together with...
- A whole-of-government approach that enhances service delivery and value for money.
enabled by...
- A modern workplace that makes smart use of new technologies to improve networking, access to data and customer service.
and...
- 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.



Public servants from the Canadian Food Inspection Agency encouraging their colleagues to get engaged in Blueprint 2020.

While requirements may be framed or pursued in various ways within organizations and communities, the following summarizes the five priority areas that are raised consistently in the input received to date (see examples pages A7-A9):

1. Innovative practices and networking

Public servants want to develop innovative ideas and approaches to better serve Canada and Canadians. This requires improved information sharing and more ways to connect and collaborate across the Public Service to learn from each other and draw on outside expertise as needed. Many would like to see greater use of communities of practice, enhanced public access to information and more emphasis on engaging external partners and the Canadian public. They also see a need for more risk tolerance to try out new ways of working and serving Canadians.

2. Processes and empowerment

Public servants are focused on results, and many suggest that we could make better use of time and resources by reducing internal red tape as well as by streamlining approvals, planning and reporting, and administrative functions. Employees are looking for greater empowerment at the individual level and reduced hierarchy. They also think that there should be more consideration of regional perspectives and operational differences.

3. Technology

To work better together, public servants are looking for a toolset the whole Public Service can use, and support for smart use of technologies such as social media. They are also looking for online tools that help improve services to Canadians. Technology is seen as critical to help communication, collaboration, information sharing and service delivery.

4. People management

To remain a capable, confident and high-performing workforce, public servants want ways to build competencies and develop skills for the future to help enhance networking, collaborative policy design and the use of social media. They want a diverse range of learning opportunities and creative job and organizational designs. They suggest that new strategies are needed for managing and recognizing performance. They also point to the need for improved recruitment and staffing processes to respond more quickly to changing priorities. Employees are also looking for more flexible work options and healthy workplace initiatives to help foster an agile and high-performing workforce.

5. Fundamentals of public service

Working for the country is more than just doing a job, and some discussions have focused on what makes being a public servant a particular calling. Discussions have pointed to a need to bolster our strong commitment to diversity, official languages and public service values and ethics. Public servants also value non-partisanship in support of democracy, and understand the importance of effective relationships with elected officials to help support government direction and priorities. They express a strong desire for a renewed public image that recognizes the Public Service's dedication to serving Canadians, and inspires and reinvigorates people on its important role, helping in turn to continue to retain and attract the talent the Public Service needs to achieve excellence.

Taking Early Action

Natural Resources Canada's Blueprint 2020 Tiger Teams are exploring how government can more actively use task teams and innovation labs for problem-solving.

Public Works and Government Services Canada's Atlantic Region revised its governance structure to include committees comprising employees from all levels of the organization. The intent is to increase employee engagement and help establish a more integrated and corporate regional management structure.



Gorav Chaudhry, Finance Canada.
Got an idea for Public Service renewal?

Mobilizing for Action

Taking Early Action

As a result of ongoing employee engagement, **Employment and Social Development Canada** (ESDC) is now mapping all Service Canada Centres correctly in Google maps, so citizens are able to find the Service Canada Centre nearest to them. ESDC has also made recent changes to how Ontario Service Canada Centres triage Canada Pension Plan and Old Age Security incoming documents to be more efficient.

Employees at **Veterans Affairs Canada** (VAC) made it clear that one of the most basic tools for collaboration is access to Web 2.0 tools like social media. As a result, VAC has decided to fully roll out additional social media tools, including Twitter, Facebook and YouTube. Maximizing their use will help VAC to respond and adapt quickly to Canada's Veterans changing needs for information, services and benefits.

Health Canada launched an initiative to provide tablet devices to a pilot group of compliance and enforcement inspectors in the field. It has also begun working on a new Leadership Development Road Map which will help managers match learning opportunities with needed skills and competencies.

The **Canada School of Public Service** is offering more modular courses for learners and expanding the use of technology to modernize the learning experience; every hour, over 100 public servants launch an online learning activity at the School.

Thanks to comments received during a face-to-face engagement session, the **Canada Border Services Agency** and the **Royal Canadian Mounted Police** in Bathurst are now exploring options to jointly respond to marine risks on the Acadian Shore.

Everyone has a part to play, from adopting practical changes in the workplace to contributing to larger-scale initiatives that can make a difference for the Public Service as a whole.

As public servants, we each need to ask ourselves what we are doing to keep our own skills current and our thinking fresh. Individually and collectively, we must be engaged and equipped to improve our day-to-day practices. The Blueprint 2020 dialogue gives us all a voice in shaping a stronger and high-performing Public Service in the future. Many ideas can be addressed by individuals (e.g., sharing best practices) and by departments and agencies (e.g., fewer layers of approvals) and can be acted on immediately. Others will take longer, involve more players and need horizontal cooperation (e.g., building common IT toolsets).

"Participants feel strongly that everyone at every level has a personal responsibility to ensure that the Public Service continues to strive for excellence."

– Canadian International Trade Tribunal Interim Report

"What makes an initiative grass roots is not who initiated it but who is running with it."

– @PascaleElvas, Twitter

In the next phase of engagement, **discussions should focus on prioritizing and solidifying actions.** The next round of input will be used to guide and create the Blueprint for Action to be released in spring 2014, as well as inform the specific actions departments and agencies will take in their own plans to support the Blueprint 2020 vision.

As we talk about what actions to include in the Blueprint for Action, we all need to deepen our understanding of issues and think about a number of factors.

- Which ideas are most relevant and have wide support to address the changes needed to realize the vision?
- How feasible are ideas and who is best placed to make the changes?
- What can individuals do, what can organizations do, and what can we do as a Public Service to realize the Blueprint 2020 vision?

Deputy heads and engagement Champions can't do this alone. It's up to each of us to make a difference, and a challenge for all of us to think about what we can do as individuals.

"This vision is about change. Change is our constant. ... If we are to support this vision, then each of us needs to find our role in that vision."

– Canadian Heritage Interim Report



The Board of Management Sub-Committee on Public Service Engagement.

Keep on Engaging!

Watch for ongoing opportunities to participate, both online and in-person, and keep making your own! Over the next few months:

- Input will continue to be gathered in departments and agencies, in communities and through social media.
- Input from external parties will also continue to be welcome through the Clerk's website.
- Departments, agencies, networks and functional communities will be asked to submit final progress reports in February highlighting the actions they are taking and others they anticipate in order to respond to the many ideas submitted, as well as the areas that warrant horizontal action to realize the vision.

- The Board of Management and Public Service Renewal, a Deputy-level committee chaired by the Clerk of the Privy Council, will define key Public Service-wide areas of action based on the feedback received and building on the range of initiatives already underway as well as the actions taken in each organization.

Building the Public Service of tomorrow requires renewal and culture change and so must take place from the ground up by empowering our employees. This requires leaders who embrace a networking style in line with the Blueprint 2020 vision.

Transformational change takes time. Some ideas can be taken up over the short term. Some actions will require broader coordination or require further approvals, and some will take longer to implement as we consider how best to serve Canadians in a responsive,

effective and efficient manner.
This has to be an ongoing process.

Once we have a Blueprint for Action, we will need to follow up on the measures we set out. We will have to ensure progress and continue to adjust our approach moving toward 2020. Public servants have expressed a widespread desire to see this type of dialogue continue on an ongoing basis. Your ongoing input and suggestions will help us position ourselves to better serve Canada and Canadians in the years ahead.

We have embarked on an exciting journey. Engagement is becoming business as usual. It is important that we keep the dialogue going about the Public Service of the future so that our proud tradition of excellence continues.

Each of us has a role to play in changing the culture. Get engaged!



Treasury Board Secretariat employees take part in a Blueprint 2020 event.

Want to hear more? Read on!



Find out how people are engagingA-2

Hear what people are sayingA-7

Check out some of the early wins..... A-10

See the vision in practice..... A-11

Examples: Engagement in Action

Engagement in Action on GCconnex

GCconnex began with the three consultation questions—and expanded to over 120 group discussions on the [Blueprint 2020 GCconnex group](#) focused on areas of particular concern to public servants. Participants offered many positive comments and shared constructive suggestions whenever sensitive issues were raised. More than 50 other Blueprint-related groups were also created on GCconnex (for example, the Canada Revenue Agency and Public Safety Canada established department-specific groups). Using GCconnex has highlighted the benefits of a social media platform employees can use to exchange ideas about the future of the Public Service.

What does the vision mean for you?

“Culture change can’t be imposed from above, nor by the institution. Culture is created and spread from the bottom up. ... This is a vision of what people individually and in groups have been asking for and discussing for years.”

— Jérôme Foldes-Busque

What is needed to make the vision a reality?

“If we innovate as individuals the system will respond, as this can be an indicator for change.”

— Terry Kelly

Dear Wayne, we would like the following tools...

“Wikis are a great alternative to multiple versions of Word documents when composing anything with multiple authors/editors. (...)”

— Rob McLeary

“We’d like ‘time to innovate and collaborate in unconventional ways’ to be a standard and recognized reward for good performance.”

— Carolyn Seburn

“I agree that we ought not to believe that tools are the answer; tools are just tools. The answer comes from fully defining the problems to be solved so that we can choose -- or create -- the right tools and use them in the most effective possible way.”

— Kevin Backs

What Does the Ideal HR System Look Like?

“What about creating groups of people that don’t work for any specific department, but where each group has skills that could be used across multiple departments. They could be “Human Capital Pools” and work on a project basis, and be deployable faster, or for shorter periods (...) to meet a specific need.”

— Jack Jensen

Idea widget—Open Qs and A with leaders

“I also think we should focus on creating communities of practice and maintaining the ones that are known and recognized across the Public Service.”

— Barbara Delisle

The elephant in the room is...

“(1) information management paradigms are more suitable to a filing cabinet model and less suited to an information on demand model, (2) (...) we lack the words “how about” or “what if”, [and] (3) employees are reluctant to raise issues up.”

— Amanda Parr

What’s BHAG (Big, Hairy, Audacious Goal) For the Public Service in 2020?

“I want the GoC to be the case studies for other countries, rather than us always reading about them.”

— Erin Gee

GCconnex, where virtual engagement happens!

Description:
The current KLCs provide a different set of effective behaviours for every level of leadership and one set of ineffective behaviours applying to all leadership levels. There are over 300 examples of effective behaviours. One of the objectives of this review is to streamline and simplify the presentation of the KLCs. We want the KLCs to respond to the needs of stakeholders and users with regard to workability, simplicity and clarity.

To contribute to this discussion, please review the deck describing the three proposed options (under Group files), and then take part in the poll or begin a discussion of your own!

...
Les CCL actuelles prévoient une série de comportements efficaces différents pour chaque niveau de leadership et une série de comportements inefficaces s'appliquant à tous les niveaux de leadership. Il y a plus de 300 exemples de comportements efficaces. L'un des objectifs de cet examen est de rationaliser et de simplifier la présentation des CCL. Nous voulons que les CCL répondent aux besoins des intervenants et des utilisateurs des points de vue de la facilité d'application, de la simplicité et de la clarté.

Pour apporter votre contribution à cette discussion, veuillez prendre connaissance du diaporama qui décrit les trois options proposées (dans la zone Documents) puis répondre au sondage qui suit ou amorcer votre propre discussion!

Profile Look Like? / À quoi le profil des compétences clés en leadership devrait-il ressembler?

Sous-groupe de New Key Leadership Competencies / Nouvelles compétences clés en leadership

Groupe ouvert

- Fichiers de groupe
- Group pages
- Idées du groupe
- Photos de groupe
- Sondages de groupe

Membres du groupe

Voir tous les membres

What are the competencies required for the future of the Public Service? - Building Capabilities

"A key competency for the public service of tomorrow will be collaboration and partnership management. We will need people who specialize in bringing together the right people and who can successfully facilitate large undertakings or projects."

– Kim Burnett

So what should we stop doing?

"Maintaining a paper approval process keeps the PS in the mindset of developing documents for 'print' - when we actually print less and less every year. Our communications dependence on the web and social media will only strengthen and our organization should keep pace."

– Carol Anne Deneka

What can you do to help achieve the vision?

"Put the end user (employee, general public) at the centre of the design. Consider what people are actually using."

– GCconnex user

"Change needs to start within. Start small and grow within your org."

– Stephen Wynn

Improve efficiency vs red tape & risk management: are we up for it?

"To be efficient, we may have to accept some level of risk, accept that things may not be perfect, or the way we would like them... In order to do this, we may have to become better at identifying the risks, and to come up with better risk mitigation strategies."

– Jean-François Guay

What could the [Canada School of Public Service] do to help improve learning in the public service in the context of Blueprint 2020?

"Train and develop indeterminate employees (that express an interest) to teach courses offered by CSPS, particularly in the regions. These employees internal to government will likely use familiar terminology and relatable examples."

– Robyn Atkinson

Direct Stakeholder / Client Feedback: a key to innovation and high performance in the public service

"Inviting stakeholders to crowdsource program design from the ground up (including a framework for rolling feedback and improvement) would be one way of building feedback mechanisms that work..."

– Jeremy Plaunt

Pride and Recognition

"I think it would be interesting to see something more similar to the SAVE (Securing Americans Value and Efficiency) award here in Canada's federal public service: an award that is more targeted to collecting the best federal government wide cost-cutting ideas from public servants."

– Robyn Wheat

Managing Risk Aversion vs. Managing Risk

"...if our goal is to develop effective policy using collaborative teams, there has to be a significant space reserved for those working in regions on program delivery; otherwise, our advice will be less useful."

– Michael MacKinnon

What should be the key attributes of good Action Plans for BP2020?

"I think translating BP2020 ideas into actionable projects should be a key step for "where we go from here." BP2020 has generated many good ideas. Some require little translation (such as e-signatures for approvals; one ID/password to access all platforms; extension of senior management committee meetings to include non-EX subject matter experts as observers), while others would require significant "translation" to achieve tangible results (e.g. delegating authority to the lowest possible level; increasing the role of communities of practice in program operations; reducing internal red tapes; opening internal communications; improving HR flexibility etc.)."

– Erning Han

Share an Idea, Shape the Future!

"...I hope that by 2020 my entire team is an engaged community where collaboration, flexibility, durability and innovation matter..."

– Shelly Bruce



Public Works and Government Services Canada - Pacific Region gathering for June 7th launch.

Engagement in Action in Departments and Agencies

In countless ways, deputy heads, engagement champions and employees have made this engagement process their own. **The Canada School of Public Service (CSPS)** provided webcast support to help departments share their Blueprint 2020 discussions with staff across the country. **Aboriginal Affairs and Northern Development Canada**, the **Canada Border Services Agency**, the **Canada Revenue Agency**, **Environment Canada**, **Fisheries and Oceans Canada** and the **Department of Justice Canada**, as well as the **Federal Youth Network** have all held webcasts at the School. CSPS hosted two Armchair Discussions with the Clerk of the Privy Council. These were the two largest webcast events ever held within the Public Service. The second webcast alone attracted thousands of viewers from over 60 different organizations and over 1,400 unique tweets. CSPS also hosted the Blueprint 2020 Time Capsule Ceremony, an opportunity to demonstrate public servant commitment to action in a very personal and real way.

Communications Security Establishment Canada built its Blueprint 2020 activities on MOSAiC, an ambitious engagement strategy for individual, physical and organizational transformation. One of MOSAiC's key messages is that everyone has an opportunity to lead. Employees do not need permission to make things happen. If someone can put a good idea into action, they are encouraged to "just do it." **Western Economic Diversification Canada** in turn was the first department to engage employees using the GCconnex online chat function: 68 percent of staff have signed on to GCconnex and over 50 percent have attended in-house training sessions on the use of GCconnex, GCpedia and Twitter.

"To encourage employee participation, ESDC implemented a cross-sectional, non-hierarchical, collaborative approach led by enthusiastic employees. They designed, managed and delivered a multiple channel engagement strategy using GCpedia, GCconnex, Twitter along

with traditional face-to-face discussions. This multi-pronged approach ensured all ESDC employees had an opportunity to participate."

– Employment and Social Development
Canada Interim Report

Engaging employees working in a variety of small and large organizations is never the same story. For example, the **Correctional Investigator Canada** reached out to all its employees (36 FTEs) using staff meetings to gather broad-based and formal feedback. Meanwhile, over 21,000 **Canada Revenue Agency (CRA)** employees participated in Blueprint 2020 town halls, team meetings and a wide variety of events at its headquarters and in offices across the country. CRA employed a new tool called Destination 2020 which allowed over 40 percent of employees to discuss topics of interest and vote on the ideas and proposals of their colleagues. The tool proved so useful that CRA shared it with other departments and agencies to help them in their Blueprint 2020 activities.

"At the CBSA, the creation of an open employee engagement planning group has been incredibly powerful. We started out with representatives from each region and branch of NHQ and created a forum to share ideas, brainstorm solutions and keep in touch with employee efforts across a large and geographically diverse organization. (...) widespread ownership for employee engagement has taken root."

– Canada Border Services Agency on GCconnex

As part of its engagement strategy, the **Department of Foreign Affairs, Trade and Development** held a webinar with employees at headquarters and at posts in Africa, Asia, Europe, and the Americas on Blueprint 2020. The event was also an opportunity for mission employees in places like Panama, New York, Boston, Vilnius, Stockholm, Kingston (Jamaica), Dublin, Delhi and Oslo, to participate in discussions on the future of their recently amalgamated department.

A number of organizations are building engagement efforts into ongoing renewal initiatives. The **Canada Border Services Agency** has integrated Blueprint 2020 as part of its Border Modernization Initiative. As well, the Blueprint 2020 activities at **National Defence** have aligned with the Defence Renewal engagement activities already underway given their shared focus on employee engagement.



Marc Gagnon, Canada Border Services Agency, and Diane Lafleur, ADM Lead, Blueprint 2020 Engagement Process, at a Blueprint 2020 time capsule event held at the Canada School of Public Service.

Engagement in Action in Federal Regional Councils

Federal regional councils are uniquely positioned to show how engagement can take place across organizations. For example, the **Alberta Federal Council** invited public servants from a range of departments and networks to sessions in Edmonton and Calgary to share views on the vision. In addition, it held a series of social media learning events to introduce participants to Twitter, GCconnex, GCpedia, and LinkedIn. These events helped people see how these tools can play a part in connecting people to do their jobs more effectively.

The **Ontario Federal Council** also held a series of interdepartmental Blueprint 2020 sessions in many communities including Sault Ste. Marie, Thunder Bay and Sudbury. The Council's Leaders without Borders graduates helped to hold events reaching out to managers and staff. These gave future leaders the opportunity to participate and share views on what is needed to make the vision a reality.

"Blueprint 2020 [is viewed] as a forerunner of a refreshing approach to public service characterized by authentic consultation, collaboration and visioning. This approach is welcomed as the foundation of an effective, efficient, engaged and responsive Public Service. The Public Service that evolves in this type of environment will maximize skills, talents, innovation and resources to provide excellent service that meets the needs and expectations of Canadians."

– Manitoba Federal Council Interim Report

Engagement in Action in Communities

Horizontal communities have actively jumped on board the Blueprint 2020 process. Two in particular have played a key role in reaching out to managers and the next generation of Public Service professionals.

The **Federal Youth Network (FYN)** connects young and new professionals and future leaders across the federal public service. Since the launch of the Blueprint 2020 exercise in June, FYN has mobilized thousands of public servants. It has helped promote many departmental and regional events, held networking events, and encouraged discussion on social media. It has

also held an Armchair Discussion in collaboration with the Canada School of Public Service and various experts within the government.

The **National Managers' Community (NMC)** connects federal public service managers from all departments and agencies across Canada to strengthen capacity, innovation and engagement. On October 3, the NMC held half-day sessions in all regions to enable dialogue on the vision and share key ideas. Managers across the country can comment and vote on ideas online using "Soapbox," a virtual tool available on the NMC website. Using those

results, a second nation-wide event, on December 5, will come up with concrete actions and steps to help achieve the vision.

"(...) the Human Resources Council hosted an interactive and lively session (...) for Heads of HR and two invitees per department/ agency. Organizations were asked to bring participants from each of the three working generations (Baby Boomer, X and Y). This allowed us to benefit from the wisdom of those who are farther along in their careers and to capitalize on the ideas and perspective of those who will continue working in the Public Service for longer."

– Human Resources Council Interim Report



Jodi Leblanc, Veterans Affairs Canada, Sarah Reda, Federal Youth Network, Stéphane Tourangeau, Transport Canada, Marc Sanderson, Canada School of Public Service, Nick Frate, Federal Youth Network, and Erin Gee, Canada Revenue Agency, prepare material for the 2013 Institute of Public Administration of Canada conference in Montreal.

Engagement in Action... External Outreach

On August 20, 2013, members of the academic community and others had an opportunity to participate in a Blueprint 2020 round table as part of the 65th Annual Conference of the [Institute of Public Administration of Canada](#). Participants commented on a range of issues, from the role of the private sector to the tools needed to support engagement and future competencies.

“Instead of reacting to the changing environment, we must learn to be steps ahead, and this can only happen if we start with a document like Blueprint 2020, embed the attitude, gain buy-in from all levels of management within the Public Service, and be innovative. To make this vision a reality, we must think like a team—the entire service as one entity (...).”

— University of
Toronto student

A [National Student Paper Competition](#) on the Future of the Public Service was launched in fall 2013. The competition aims to bring out research presenting new knowledge and understanding that will help to turn Blueprint 2020 into reality. It is sponsored by the Canadian Association of Programs in Public Administration, the Canadian Federation of Business School Deans and universities nationwide, in collaboration with the Dalhousie University Rowe School of Business, the Johnson-Shoyama Graduate School of Public Policy University of Regina, the Canada School of Public Service and the Institute of Public Administration of Canada.



Jacques Bourgault, Associate Professor, Université du Québec à Montréal and École nationale d'administration publique.



Ken Rasmussen, Johnson Shoyama Graduate School of Public Policy, University of Regina, at the 2013 Institute of Public Administration of Canada conference.

“Round table participants applauded the method of bottom-up engagement in Blueprint 2020 consultations, emphasizing that if the Public Service wishes to achieve cultural change, it will only occur with buy-in from all public servants. (...) Four key themes emerged from the discussions: improve engagement and collaboration between the Public Service and external partners; promote employee interchanges; enhance training and public service retention; and emphasize the Public Service’s enduring value.”

— [Public Policy Forum](#)
National Associations
Roundtable on
Blueprint 2020

Examples: Ideas to Achieve the Vision

1. Innovative Practices and Networking

Staff at the **Department of Finance Canada**, **Transport Canada** and many other organizations hope to foster a culture where support for risk taking, experimentation and innovation are encouraged, and even rewarded. Many public servants have expressed an interest in innovation labs, idea competitions, and other forums.

“The Public Service needs to create a space that is our sandbox, where we get to try new things out, see what works and adopt whatever sticks at little to no risk.”

– Scott McNaughton,
GCconnex

Contributors to **GCconnex**, as well as many others, would like access to a government-wide database of searchable information that allows employees to learn from and build upon work done by colleagues. At the **Canadian Human Rights Commission** for example, people raised the idea of creating a shared inventory of government-wide human rights initiatives.

“(...) the key to a world class Public Service requires more efficient and effective collaboration within organizations and between departments. It requires the sharing of best practices, the sharing of resources, the use of relevant technology, and support from senior leaders.”

– Saskatchewan
Federal Council
Interim Report

“GC2020 Report: ‘Open and networked should be just as much about culture as it is technology.’”

– James Gilbert
@wirecrats, Twitter

“The Public Service functions most effectively in an open and horizontally networked environment where best practices are broadly shared.”

– Pacific Federal Council
Interim Report

Opportunities to work more closely with external contributors and use various public feedback tools were also highlighted. The **Canada Border Services Agency** is strengthening its relationships with academic and international partners as part of its Border Modernization Initiative. Employees at the **Canadian Transportation Agency** suggest holding joint consultations with other departments as a way of increasing engagement and improving transparency with clients and stakeholders. **Regional Federal Councils** have emphasized the important role that regional offices play in disseminating information, engaging the Canadian public, and implementing programs.

“The Blueprint 2020 vision is an opportunity to grow public interest in our projects and to open new channels for public servants to produce bigger and better results.”

– Health Canada
Interim Report

“We need a new mindset if Blueprint 2020 is to be brought to life—we need a change management process that is as audacious as the vision.”

– Treasury Board
Secretariat
Interim Report



Neil Armstrong, Jean Boisvert, Steve Faught and Lachet Lepage
from Canada Border Services Agency at GTEC 2013,
a Government of Canada technology conference.

2. Processes and Empowerment

A number of contributors to **GCconnex** as well as a broad range of organizations from large departments to small agencies such as the **Military Grievances External Review Committee** want to streamline central agency reporting requirements.

“Employees need to feel empowered to make decisions and take actions to do their jobs.”

– Western Economic
Diversification
Interim Report

“Make strong connections between leadership and operational employees. This takes a significant effort, but the payback is a culture shift that is built on trust, innovation and inspiration.”

– Tracy Hayden,
GCconnex

Many employees in organizations such as **Public Works and Government Services Canada** are suggesting ways to help make the workplace more efficient, e.g., reducing the number of steps in internal approval processes. They also propose to build on their horizontal services by centralizing systems, processes and, potentially, support personnel to address common solutions in human resources, finance, pay and other administrative support functions.

Employees of **Employment and Social Development Canada**, the **Financial Transactions and Report Analysis Centre of Canada**, and others suggest there is potential in creating a single Government of Canada account or portal for clients to access all federal services. **Public Safety Canada** staff also had many ideas about streamlining approval processes and increasing use of social media, as well as some unique ideas for their portfolio such as simplifying procedures for government-wide security clearance and passes for employees to access federal buildings.

“Build a single government portal for businesses, supported by a mobile application.”

– Industry Canada
Interim Report

Public servants at **Canadian Heritage** and **Environment Canada** would like to explore participatory management approaches. This would allow employees to be more involved in decision making, and promote motivation, a sense of pride, and a better understanding of priorities and the broader context.

“The vision is both a way out of burdensome administration procedures such as paper signatures, and a way into new ways of doing business (...) that encourage mobility and serve both Headquarters and regional offices’ needs.”

– Aboriginal Affairs and
Northern Development
Canada Interim Report

3. Technology

Many employees at **Infrastructure Canada**, **Fisheries and Oceans Canada**, **Statistics Canada** and others are looking for common systems across the Public Service, including collaborative document management tools such as GCdocs and SharePoint.

“Provide connective technology (e.g. tablets, Blackberries, etc.) to all employees to enable connection to a universal information management cloud, accessible from everywhere.”

– Public Works and
Government Services
Canada Interim Report

Feedback from the **Federal Youth Network** shows that many want to remove barriers to social media tools to help build trust and employee engagement, and support an open and networked environment.

Statistics Canada and **GCconnex** participants have raised the idea of a government-wide app store to enable employees to more rapidly access technologies to meet their needs.

“Although this is only the beginning of the dialogue, what is clear is that there is a strong demand for the use of IT and other tools to foster stronger collaboration both with stakeholders and within the Public Service itself.”

– Citizenship and
Immigration Canada
Interim Report

Participants on **GCconnex**, in departments such as the **Treasury Board Secretariat**, and in communities like the **National Managers Community** also suggest there would be benefit in having a centralized search function for government information.

Employees at the **Canada Revenue Agency** and the **Canadian Intergovernmental Conference Secretariat** recognize the link between technology and better internal collaboration, and would welcome tools such as a cloud work system, videoconferencing on laptops, open information databases, and collaboration software.

Staff from the **Network for Aboriginal Peoples Champion Circle** and the **Veterans Review and Appeal Board** note that the use of technology should be balanced. While support for new technologies should be provided where needed, public servants will still need face-to-face forums to engage with each other and the public.

“GoC [to be] seen as a leader in the use and successful implementation of technology solutions that reduce redundancy and deliver better value for money (now that is very government talk).....so we are using tech tools that work, are current/ leading and make sense.”

– Holly Grenier,
GCconnex

4. People Management

Staff in organizations such as **Health Canada**, **Correctional Services Canada** and the **Canada Revenue Agency**, representatives of the **Human Resources Community**, as well as participants on **GCconnex** call for new approaches to managing talent through job rotations, training opportunities and other ways to build competencies and gain experience across different policy and program areas. They call for improvements to people management skills and suggest broader use of 360-degree feedback in the performance assessments of managers and leaders.

“HR processes must be modernized. (...) Too many processes are cancelled, or take much too long. Can more processes be run effectively and efficiently government-wide? Can departments open up their pools more? More uniform job descriptions are needed with focus on core competencies. Let’s think like a community, not as many individual departments.”

– Parole Board of Canada
Interim Report

“We need new hybrid skills that will bridge the two solitudes of science and policy, and will broker knowledge for the use of all Canadians.”

– Public Health Agency of
Canada Interim Report

Beyond traditional training opportunities, employees in organizations such as the **Public Service Commission**, **Library and Archives Canada** and the **Canadian Environmental Assessment Agency** are interested in mentorship, job shadowing or increased assignment opportunities, while **Industry Canada** staff and external stakeholders would like to explore options for interchange programs.

People at the **Canadian Security Intelligence Service**, **Department of Finance Canada**, **Department of Justice Canada**, the **Canadian Nuclear Safety Commission**, and many other organizations and communities are interested in exploring the use of tiger teams and matrix organizations to draw talent from across government to tackle special projects and provide short-term development opportunities.

“We all need to look at our career as employee[s] of the Public Service, not just an employee of our department.”

– Ontario Federal Council
Interim Report

Employees of numerous organizations such as **Public Works and Government Services Canada** and **Elections Canada** are placing increased priority on the use of flexible work arrangements, such as remote work, to advance productivity and work-life balance.

External stakeholders, departments and communities alike are interested in recruitment and highlighting the Public Service as an employer of choice. Staff at **Aboriginal Affairs and Northern Development Canada** and the **Aboriginal Executive Network** would like enhanced programs dedicated to attracting Aboriginal students to the Public Service. Many in organizations such as the **Department of Canadian Heritage** and the **National Energy Board** want staffing processes to be simplified and accelerated.

“We do a great job of telling employees that ‘you have to manage your own career’, but we don’t do a very good job of defining what that means or giving employees the tools to do it. For that reason (...) we should actively encourage people to assess their strengths, preferences, likes, etc. At a minimum, this should be done through the performance assessment/learning process.”

– GCconnex user

5. Fundamentals of Public Service

Members of the **Persons with Disabilities Champions and Chairs Committee** call for increased awareness of accessibility and accommodation issues and a centralized, enterprise-wide approach, especially when it comes to support tools and technology.

“Respect...professionalism, competency, expertise and their time. Give credit to people for doing a good job.”

– Yvette Fung, GCconnex

For representatives of the **Council of the Network of Official Languages Champions**, linguistic duality is an opportunity to drive excellence, leadership, respect, and inclusiveness, with a Public Service that

is fully equipped to support Canadians in both official languages.

Employees at **Infrastructure Canada**, the **National Energy Board**, and many others feel strongly about taking pride in the Public Service, creating a stronger brand and sharing success stories, in order to better communicate the Public Service’s contribution to the public good and address poor perceptions often raised in the media.

“For the department, the Blueprint initiative is an opportunity to pursue an ongoing dialogue at all levels of our organization about our transformation and modernization agenda. It is also about how

each of us as public servants – employees, managers and leaders – can continue to serve Canadians with distinction and excellence, now and in the future.”

– Citizenship and
Immigration Canada
Interim Report

“The best culture we can aspire to is one that actively promotes and practices fearless advice at all levels and at all intervals; a culture that relies less on establishing passive protocols and more on actively engaging people.”

– Nick Charney,
GCconnex

Examples: Early Wins

A range of organizations are also taking actions in support of the Blueprint 2020 vision and have shared best practices through the engagement process.

For example...

Foreign Affairs, Trade and Development

Canada recognizes the need for an open and continuous dialogue in the context of amalgamation efforts underway between the former Department of Foreign Affairs and International Trade and the Canadian International Development Agency. It has embarked on a number of open policy development initiatives including “shark tank” sessions where employee teams pitch ideas, an “innovation lounge” to brainstorm ways to promote innovation, and “Innovation Week” focused on fostering a culture of innovation across the department.

Policy Horizons is working with departments to build the capacity to use foresight, an emerging tool, to support improved planning and decision making within the policy community at large. Activities will occur at a variety of levels, and will see capacity built in a step-wise fashion, with a strong emphasis on learning-by-doing.

Shared Services Canada (SSC) is very focused on its seven-year plan for transforming the Government of Canada’s IT infrastructure, which will provide the Public Service with the modern, reliable and secure technology that is needed to support the achievement of the Blueprint 2020 vision. In order to involve the greatest number of SSC employees in the transformation effort, SSC is holding monthly webinars, hosted by the transformation teams, to bring both technical and non technical data, information and plans to employees all across the country.

Many organizations are also sharing their experiences. **Library and Archives Canada’s** digital office is now a model for other government departments.

“... our hope is that by 2020, the Public Service is a leading employer of choice, offering a modern workplace with flexible arrangements, and focused on its employees’ professional development.”

– Stéfanie Hamel,
GCconnex user

The **Canadian Institutes of Health Research** are redesigning their investigator-initiated programs and associated peer review processes for grant applications to include online adjudication and assessment tools. They are also implementing a Strategy on Patient-Oriented Research (SPOR), which includes a coalition of federal, provincial and territorial partners that are all dedicated to the integration of research into care and to ensuring that the right patient receives the right intervention at the right time.

The **Canadian Nuclear Safety Commission** seeks ongoing employee feedback through “Taking the Pulse” activities with themes such as learning, communication and working environment. Follow-up actions are undertaken and communicated to employees, to effect change as required.

“This exercise was an opportunity to fundamentally understand how we are a network, available to be easily connected to each other, understanding the horizontal linkages that are increasingly defining the jobs we do.”

– Aboriginal Affairs and Northern Development Canada
Interim Report

Let’s innovate how we innovate – there is no better time than now.



Janice Charette, Deputy Clerk of the Privy Council, Graham Flack, Ben Kylo, Christiane Fox and Coleen Volk judge presentations by PCO employees at a “Dragons Den” event.

We are already living the vision: Feature 1

Open collaboration and open data

The Federal Geospatial Platform

What is it?

The Government of Canada has a wealth of location-based (known as “geospatial”) information and expertise. This is a huge asset in the digital age where data is the new global currency. The Federal Geospatial Platform will be a collaborative online environment where the government’s most relevant geospatial information can be found easily and viewed on maps to support decision-making, foster innovation and provide better service for Canadians. The Platform will fundamentally change the way government shares, uses and manages its geospatial information (<http://geoconnections.nrcan.gc.ca/1064>).

Why is it important?

Harnessing the government’s geospatial information is essential to setting the stage for longer term transformation. As the Platform is phased into operation, expected to begin in 2014, it will play a key role in bringing together the government’s economic, social and environmental data to better support location-based decision-making on a range of complex issues, such as responsible resource development, environmental management, regulatory reviews, and safety and security.

For example, if a new mine was undergoing a regulatory review, the Platform would provide government analysts, stakeholders, and citizens with a clearer picture of all the factors at play in the decision making process.

The Platform would allow an interested party to see the new mining development on a regional map with other relevant information, including employment and economic growth data for the area, local infrastructure such as accessible ports and communities near the mine, and important environmental information at play such as sensitive wildlife areas and park boundaries.

“The Federal Geospatial Platform is an excellent example of a transformative initiative that supports Blueprint 2020. It is a collaborative effort across 21 departments and agencies that will help move the Public Service towards a modern, tech-enabled organization that manages its geospatial assets more effectively to support policy priorities.”

– David Harper, Earth Sciences Sector, Natural Resources Canada

This would enable complex ideas to be communicated more clearly and help support informed and transparent decision making.

The Platform will also help on the safety and security front, enabling the production of innovative and practical applications, such as real-time disaster maps for Canada that will help save lives.

The Platform will drive innovation and stimulate economic development as well. By making our geospatial information available in a coherent way to the public, academia, the private sector and others, it can be used more effectively to support research or facilitate the development of value-added products and applications. This aligns with Canada’s Action Plan on Open Government.

As a government-wide solution, the Platform will also increase operational efficiencies and internal productivity within the Public Service, a key priority of the Government.

What were key factors in moving forward?

Many departments and agencies make significant investments to collect and manage their geospatial information, but for various reasons, barriers exist that prevent the timely sharing and integration of this information across the federal family and with partners. Working together across government, the Federal Committee on Geomatics and Earth Observations (FCGEO) has been working to break down these barriers and capitalize on the full potential of the government’s geospatial information through the Platform initiative.

The FCGEO represents 21 federal departments and agencies that are producers and/or consumers of geospatial data that are voluntarily collaborating in this broad federal effort. They have adopted an inclusive, open and transparent approach with each other in the interest of not just the federal government, but for the benefit of all Canadians. Recognition of the power and potential of new technologies and media, and of the importance of authoritative, open data to Canada’s knowledge economy and global competitiveness was also key to moving this initiative forward.

We are already living the vision: Feature 2

Simpler, more accessible services to Canadians

At the Canada Revenue Agency (CRA), we believe that Canadians are more likely to comply voluntarily with their tax obligations if we make it easier for them to conduct business with us. Our role is to make sure that they have the information and the tools they need to do so. Enhancing and expanding our online services is one of the best ways we know to facilitate voluntary compliance.

Canadians are spending more time online than any other country in the world. Government is challenged to deliver the information Canadians want, in the format they want, when and where they want it. CRA employees have also told us, through their engagement in Blueprint 2020, that they want more e-tools to better serve Canadians. By moving more of our interactions with taxpayers to the CRA's online services, we respond to the expectations of the people and businesses we serve for simple, efficient, low-cost service options.

Canadians expect exceptional service, and launching new initiatives allows us to keep our edge.



Andrew Treusch and participants at CRA Blueprint 2020 webcast event.

Canadians have embraced our current online services. For example, electronic filing is growing by leaps and bounds. In the 2013 tax year, 76 percent of individual tax returns and 70 percent of corporate returns were filed online. The service benefits are clear – online filing is fast, easy, and secure. E-filing is more convenient and accurate than paper filing, and taxpayers receive their refunds faster. In some cases, when combined with Direct Deposit, individuals can receive their refund as fast as 8 days. On average, we process tax returns filed electronically in 11 days, compared to 39 days for tax returns filed on paper, and the cost of processing an electronically filed individual return is much lower than what it costs to process a paper-based return.

And we continue to introduce enhancements to our popular, secure online service portals: My Account, My Business Account, and Represent a Client. There are currently more than 2.4 million individuals enrolled in My Account and over 1.7 million My Business Account enrollments. New features and capabilities are being developed on an ongoing basis and promise to increase those numbers even more. Already, a new online mail service for Canadian small businesses has been launched that allows them to communicate securely with the CRA online and streamline their interactions with us. An online enquiries service has also been added recently to My Business Account that allows businesses or their representatives to ask the CRA tax-related questions about their accounts online and receive answers online and in writing. CRA employees—more than 21,000 and counting—are building on these services advancements through their participation and input to Blueprint 2020.

While the CRA is a leader when it comes to online services, we also know that some Canadians still need to contact a “real person.” Last year, our call centre agents answered almost 21 million calls, and our Community Volunteer Income Tax Program gave hands-on help to about half a million Canadians filing their tax returns.

Canadians are increasingly present in the digital world, and we have to respond to that.

Today, Canadians are able to interact with us in more ways than ever before. The innovative ideas generated through the CRA's Blueprint 2020 engagement processes will ensure we continue to deliver world-class services at the lowest possible cost.

We are already living the vision: Feature 3

Technology at the heart of the Public Service of 2020—an idea whose time has already come

The Blueprint 2020 consultations have been a great exercise to get people to ponder what a public service of the future should be and how to get there. An element often mentioned in the online discussion threads and in person is the power of technology and how to harness it to make the vision set out in Blueprint 2020 a reality. If we are going to be networked, if we are going to use a whole-of-government approach, and if we are going to have a modern workplace that makes smart use of technology, then we need a new approach to IT systems and tools to do our work. Enter: Shared Services Canada (SSC).

Recognizing that there were efficiencies to be gained in managing IT investments and operations across departments rather than individually—as most large organizations have done over the past several years—the government created SSC on August 4, 2011. SSC was mandated, on behalf of the government, to deliver email, data centre and telecommunications IT services to 43 federal departments and agencies. Right after its creation, SSC set about determining the current state of IT infrastructure across these departments. Here are a few examples of what it found:

- There are 63 email systems in place across the 43 organizations SSC is mandated to serve, with more firewalls *between departments* than between government and the Internet.
- The 43 partner departments operate a total of 485 individual data centres across Canada, many of which are 30 to 40 years old.
- About 4,000 separate local area networks are in place in just over 3,800 federal buildings occupied by the 43 organizations.

And here is just some of what SSC will do to modernize that picture, in order to create savings, improve security and enhance service for Canadians through IT transformation:

- By March 2015, SSC will convert 63 email systems serving about 300,000 public servants to one email solution, based on a minimum standard Windows 7 Microsoft Office platform: this will allow seamless connections, improve efficiency, reduce costs and complexity of service, and enable the single naming standard—firstname.lastname@canada.ca—for all Government of Canada employees.
- Between now and 2020, SSC will consolidate the 485 existing data centres into a maximum of 7 modern, secure, state-of-the-art data centres. This will provide a consistent high level of security and assured redundancy for data held by the government, including the personal information that we hold on behalf of the Canadians we serve. It will also introduce economies of scale that were not possible when data centres were managed by individual departments.
- Between now and 2020, SSC will rewire more than 3,800 buildings to bring secure, wireless, voice, data and video telecommunications to all public servants. This new, consolidated telecommunications network will support secure and cost-effective videoconferencing—in boardrooms as well as at the desktop—and reliable and efficient data transmission.

In fact, one might say that if SSC didn't already exist, it would have to be created to enable the Blueprint 2020 vision. The current IT jungle that exists didn't spring up overnight, and transforming it can't be done with the wave of a magic wand. But SSC has already started creating the modern IT infrastructure the Public Service needs, and the improvements will roll out as the transformation proceeds. By taking a whole-of-government approach—just like the Blueprint 2020 vision says—SSC will be able to generate the benefits of reliable, secure and efficient email, data processing and storage, and telecommunications to all departments and agencies, and—through them—to the Canadians they serve.



Shortly after SSC's creation, the organization began receiving the invoices of 43 partner departments and agencies—on average, 75,000 per month—for a myriad of telecommunications and other IT services.

We are already living the vision: Feature 4

A capable, confident and high-performing workforce

Did you know that federal public servants are making smart use of new technologies to support consultation activities and policy development?

A team of employees in the Office of the Chief Human Resources Officer, Treasury Board Secretariat, realized an early Blueprint 2020 success with their smart use of new technology to support consultations on proposed new Key Leadership Competencies for the Public Service of Canada.

Here is an interview with their Director, Kathryn Jarrett-Ekholm.

Q. Tell us about your consultation exercise? How did it work?

Over the past six months, we used the GCconnex platform to create an open and networked forum, reaching out to “everyone with a genuine interest in leadership development.” At its peak, membership in our forum rose to over 900 individuals, making it the second largest group on GCconnex next to Blueprint 2020.

Q. Why did you decide to take your consultation online?

We saw the use of social media as an opportunity to connect broadly and efficiently across the federal Public Service. We also wanted to foster our commitment to a tech-savvy, confident and high-performing work culture and tap into the potential for “crowd-sourcing” this discussion.

Q. What was the key to your success?

Well, there were several. Firstly, we were extremely well supported. The Blueprint 2020 engagement process provided the opportunity and momentum we needed. Our leadership was willing to give GCconnex a try and to take a risk in sharing content with our forum, which was not perfect and still under development. We had to be ready to say, “this is the best we have...what do you think, Public Service?” Colleagues in the Chief Information Officer Branch provided us with excellent technical support and analytics, and helped us to apply some of the newer GCconnex functionalities.

Ongoing engagement was also key. We embedded conversation threads and were very active connecting the dots between conversations from other forums, continuously inviting participation, and ensuring that all members were heard. Our format included a mix of questions and polls—always in both official languages.

We were also very well supported by consultation leaders from departments, agencies and various communities of practice. These leaders did much of the legwork of promoting our consultation and reaching out to potential participants. We supported this group with our own closed GCconnex forum, where we all could gain confidence using GCconnex, sharing experiences, and discussing progress.

Q. Is there any advice you would like to pass on to others?

Try it—it works! The virtual community that we created truly embraced the Blueprint 2020 invitation to engage in this dialogue. Using a tool like GCconnex brought efficiency to our work. We reached so many people, and no travel expenses were incurred! As well, we received honest, meaningful and from-the-heart feedback. GCconnex also enabled us to share information quickly and obtain feedback almost instantly. We had to go through some learning at first, get used to the technology, change some of our more traditional ways, but we did it and it was so worth it!



Ryan Androsoff, Treasury Board Secretariat Chief Information Officer Branch and Kathryn Jarrett-Ekholm, Director, Office of the Chief Human Resources Officer.