



CANADA'S  
PUBLIC POLICY

**FORUM**

DES POLITIQUES PUBLIQUES  
DU CANADA

# FLAT, FLEXIBLE, AND FORWARD-THINKING: *PUBLIC SERVICE NEXT*

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PUBLIC POLICY

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DES POLITIQUES PUBLIQUES  
DU CANADA

The Public Policy Forum is an independent, not-for-profit organization dedicated to improving the quality of government in Canada through enhanced dialogue among the public, private and voluntary sectors. The Forum's members, drawn from business, federal, provincial and territorial governments, the voluntary sector and organized labour, share a belief that an efficient and effective public service is important in ensuring Canada's competitiveness abroad and quality of life at home.

Established in 1987, the Forum has earned a reputation as a trusted, nonpartisan facilitator, capable of bringing together a wide range of stakeholders in productive dialogue. Its research program provides a neutral base to inform collective decision making. By promoting information sharing and greater links between governments and other sectors, the Forum helps ensure public policy in our country is dynamic, coordinated and responsive to future challenges and opportunities.

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1405-130 Albert St.  
Ottawa, ON K1P 5G4  
Tel: (613) 238-7160  
Fax: (613) 238-7990  
[www.ppforum.ca](http://www.ppforum.ca)

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# PREFACE

This report summarizes a body of work that took some unexpected turns. Based upon a research project seeking to identify the skills required for future public sector leaders, our discussions and interviews with thoughtful, well-informed Canadians went even further. To be sure, we obtained keen insights and opinions on the kinds of competencies that will be necessary to navigate careers within the increasing complexity of government. Significantly, we also heard about values, core qualities, and cultural issues that are reshaping the nature of public institutions in our country.

As governments face unprecedented challenges, a high-performing public service becomes vital to domestic and global success. Across jurisdictions, the public sector plays a critical role in supporting governments, delivering public services and programs, and managing public resources and information. Given the far-reaching impact of the public sector, all Canadians have a stake in ensuring that public services across the country adapt to new realities to drive better outcomes.

Over the past quarter century, Canada's Public Policy Forum has established a strong reputation as a leader in public sector research and policy dialogue. With a renewed strategic focus on public service and governance during the years ahead, the Forum is undertaking a number of projects under the umbrella theme of Public Service Next.

In June 2013, we launched our initial project under PS Next to explore how shifting contexts are redefining leadership competencies in the broad public sector. The working title of this project was "Ten Top Skills" and forms the basis for this report. Insights from leaders across sectors and young public servants have been invaluable to our research. We trust that the outcomes of this project will help inform the development of the types of leadership that will shape innovative and impactful public services across the country.

On behalf of the Forum and our partners, I wish to thank all the emerging and established leaders who participated in the interviews and discussions for "Ten Top Skills". I would also like to recognize the contribution of our lead partner MNP and the generous support provided by the Wilson Foundation.

Finally, a special thanks goes to our project team under the guidance of Paul Ledwell, Executive Vice-President; Winnie Wong, Project Lead; and Julia Oliveira, Project Administrator. They were supported by the communications efforts of Natasha Gauthier and Mathias Schoemer, as well as Isabelle Couture, James McLean, and Amanda Pickrell, who assisted with the interviews.

All of us keenly anticipate a future Canadian public sector that is flatter, more flexible, and forward-thinking.



**David Mitchell**  
President and CEO  
Public Policy Forum

## WITH THANKS TO OUR PARTNERS



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# EXECUTIVE SUMMARY

The Canadian public sector faces an increasingly complex and rapidly changing landscape that demands greater responsiveness and creativity than ever before. In addition to tight budgets and accountability pressures, public services across the country must contend with shifting demographics, evolving technologies, and intensifying globalization. As governments grapple with unprecedented challenges, a high-performing public service becomes critical to future prosperity.

Canada's Public Policy Forum is undertaking a number of projects under the theme of Public Service Next, examining new dynamics in government and innovative strategies for shaping the public services of tomorrow. Working with our lead partner MNP, and with the support of the Wilson Foundation, this is the initial project of the Forum under this theme and is based upon an important research initiative focused on building the capacity of the next generation of public sector leaders. The working title of this project was "Ten Top Skills" and forms the basis for this report.

*Flat, Flexible, and Forward-Thinking: Public Service Next* explores key drivers of change and their implications for public sector leadership. Through interviews, roundtables, and other discussions across the country, we gathered insights from over 130 emerging and established leaders within and outside the public sector. Based on what we heard, this report reflects how shifting contexts are now redefining leadership competencies.

## Responding to change

In Canada, public service leaders are adapting to growing complexity in an increasingly risk-averse, resource-strapped environment. Challenging issues are certainly not new to government. But the role of the public service is becoming more ambiguous given the degree of global interdependency, the pace of change, the ever increasing volume of information, and new levels of public scrutiny. To remain relevant and resilient, public services across the country need to transform their cultures and modernize their practices in order to become flat, flexible, and forward-looking organizations.

Creating an open, networked, and horizontal organization, adept at collaboration inside and outside government,

requires a productive environment where employees feel engaged and empowered to make an impact. The speed of change demands more agility in the public service, which will involve streamlining information-sharing, decision-making, and resource deployment. The public service also needs to embrace innovation by anticipating change and shaping outcomes through new tools, strategies, and partnerships. As budgets grow smaller, governments must encourage creativity and intelligent risk-taking in the public service to develop better ways of serving citizens.

## Redefining competencies: ten leadership profiles

In an increasingly volatile environment, governments need to rethink talent management to ensure that future public sector leaders have the capacity to meet changing needs. While most of our discussions focused on the public service in general, it is important to recognize the diversity in the public sector and across jurisdictions. Public service values and accountabilities may be distinct from those in the private sector, but the transferability of leadership skills across sectors was another common view shared in our interviews.

Although new competencies are clearly emerging, a number of the skills highlighted in this report represent traditional leadership qualities that remain relevant. Public service leaders required courage to face challenges head-on, provide fearless advice, and push for necessary change. Humility is another core trait that enables leaders in the public service to understand their own strengths and weaknesses and appreciate the value of collaboration. Considering the extraordinary pressures on public sector leaders, they must also be resilient by adapting to rapid change and persevering through difficult times.

To build on the foundational qualities of courage, humility, and resilience, leaders of tomorrow will also need to excel as advisors, managers, innovators, and collaborators. In our discussions across sectors, we explored a broad range of competencies, including acquired skills and innate attributes. Rather than a definitive list of top skills, we have developed a select grouping of leadership profiles, offering a sense of the combinations of competencies that will be increasingly required in the senior ranks of our future public services. These are summarized as follows:



Astute Strategist	Empathetic Facilitator	Pragmatic Technophile	Catalyzing Agent	Prudent Manager
<ul style="list-style-type: none"> <li>• Understands complexity</li> <li>• Possesses broad knowledge</li> <li>• Is a quick thinker</li> <li>• Has good judgement</li> </ul>	<ul style="list-style-type: none"> <li>• Builds relationships</li> <li>• Communicates effectively</li> <li>• Finds common ground</li> <li>• Manages expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Embraces innovation</li> <li>• Continues learning about new technology</li> <li>• Seeks opportunities to leverage technologies</li> <li>• Understands risks</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts to change</li> <li>• Drives outcomes</li> <li>• Seizes opportunities</li> <li>• Motivates others to act</li> </ul>	<ul style="list-style-type: none"> <li>• Manages budgets</li> <li>• Is business savvy</li> <li>• Takes a balanced approach</li> <li>• Is resourceful</li> </ul>

Persuasive Entrepreneur	Shrewd Diplomat	Fearless Advisor	Passionate Talent Scout	Inspirational Team Captain
<ul style="list-style-type: none"> <li>• Has a curious mind</li> <li>• Thinks creatively</li> <li>• Believes that change is possible</li> <li>• Knows how to sell an idea</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses political acuity</li> <li>• Is thick-skinned</li> <li>• Manages multiple priorities</li> <li>• Is a good negotiator</li> </ul>	<ul style="list-style-type: none"> <li>• Filters relevant information</li> <li>• Provides honest advice</li> <li>• Has integrity</li> <li>• Understands when to push and when to step back</li> </ul>	<ul style="list-style-type: none"> <li>• Is enthusiastic about work</li> <li>• Plays an active role in talent management</li> <li>• Values leadership at all levels</li> <li>• Embraces and leverages diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Leads by example</li> <li>• Demonstrates authenticity</li> <li>• Has a positive attitude</li> <li>• Is a team player</li> </ul>

### Building future capacity

Developing good leaders requires a holistic approach. Selection and training is important, but workplace supports and dynamics are crucial. Public sector organizations rely on teamwork and require different types of talent to succeed. Identifying and developing leadership competencies across the public service, rather than only within the senior ranks, will help ensure that change is both comprehensive and sustainable.

A number of different recommendations were highlighted in our discussions with emerging and established leaders. Suggestions ranged from rethinking education and diversifying recruitment to investing in talent management and transforming organizational culture. Many of these are not necessarily new ideas, but together, they reinforce the need for a multidimensional approach, involving leadership from elected governments, public services, and educational institutions.

# FOREWORD: THE IMPORTANCE OF LEADERSHIP SKILLS

Leadership within the public sector is a hot topic lately as governments worldwide cope with globalization, new technology, transparency, heightened expectations, emergencies, fiscal restraint, risk management – and other powerful forces driving change. At the same time, the public sector is coping with unprecedented succession challenges absorbing 160,000 new hires over the past decade, and facing a 50% turnover in executive ranks between 2010 and 2015.<sup>1</sup>

*Ten Tough Jobs*, the report produced in 2010 by Canada's Public Policy Forum, shed light on the critical importance of effective public sector leadership. It noted how fortunate we are to have strong leaders who have effectively steered our governments through times of economic and social turmoil. *Ten Tough Jobs* advanced our understanding of how challenging public sector leadership roles can be, and how great leaders have excelled in these positions. But this work only advanced the dialogue so far – what was missing was a clear articulation of the competencies and skills that leaders need in order to succeed.

This is why we at MNP were so pleased to be able to contribute to the development of the “Ten Top Skills” project, leading to this publication, *Flat, Flexible, and Forward-Thinking: Public Service Next*. Based on intensive discussions and research, this report paints a clear picture of effective leadership skills needed for tomorrow's public service. It helps us to better understand what an “ideal leader” looks like, thus setting the groundwork for more effective succession planning, pipeline management and leadership development programs.

## Thoughtful, diverse perspectives on leadership competencies

To support this initiative, the Public Policy Forum convened roundtables across the country with a cross-section of Canada's most respected private and public sector leaders, as well as groups of emerging leaders, in order to more fully understand the challenges and opportunities facing the sector. At the roundtable in Toronto, I was particularly impressed by participants' strong views regarding the need to build public service capacity by focusing not only on boosting current leadership capabilities, but also investing in the future by attracting and developing top leadership talent.

From the roundtable discussions, it was also clear that public service leadership matters and will matter even more in coming years. While the post-recession tumult may have abated somewhat, other demands, including accountability, transparency and scrutiny, continue to command more from those working in government. Compounded by unprecedented turnover, adept leadership has never been more necessary to get things done.

*Flat, Flexible, and Forward-Thinking* sets the competency bar very high – an inspiring persona who will address tomorrow's challenges with astuteness, empathy, catalysis, prudence, persuasiveness, shrewdness, fearlessness, pragmatism, passion and inspiration! Where will these super heroes be found? It will not be easy, but *this report* provides the foundational competency model needed to inform effective succession planning and leadership development.

The following few highlights struck me as particularly compelling:

### Skills to “make things happen”

When it comes to getting things done, the public sector has its own special challenge. As the very wise Sir Humphrey from the popular BBC series *Yes, Minister*, observes:

*“In government, many people have the power to stop things happening but almost nobody has the power to make things happen. The system has the engine of a lawn mower and the brakes of a Rolls Royce.”*

Faced with the prospect of death by a thousand vetos, how can any leader hope to succeed in delivering on complex and urgent strategic priorities? Change leaders are hard to find, and there isn't an abundance of leaders who can comfortably embrace and lead change, while at the same time “keeping the lights on” by delivering excellent service.

*Flat, Flexible, and Forward-Thinking* helps to define the competencies needed to balance “changing the business” with “running the business”. This is why I believe that one of the identified leadership profiles, “catalyzing agent”, with the ability to deftly lead and manage change, is so important.

Outstanding transformational leaders have been able to clearly articulate the context and rationale for change. They align other leaders around the transformation plan and core messages, so all speak with one voice. They also ensure that leadership teams are working effectively to *manage* the enterprise while at the same time *transforming* it. They build broader organizational understanding and support for the required changes, and insist on clear accountability for individuals and leadership teams to take ownership for driving the transformation.

We can anticipate that “catalyzing agent” skills will become even more valued in coming years.

<sup>1</sup> Treasury Board Secretariat

## Passionate and talented young leaders

The research behind *Flat, Flexible, and Forward-Thinking* makes a welcome departure from simply interviewing “old white guys”. It was great to hear the voices of passionate, diverse, hyper-smart and savvy Gen X and Y from across the country. Their views are novel and provide hope that the future of public sector leadership is not as bleak as many doomsayers are predicting.

Future leaders will emerge from a younger generation that possess quite different career and work expectations. As we bid adieu to the baby boom cohort, tomorrow’s Gen X / Y leaders are maturing in a global, interconnected world where change is the norm. Therefore developing these future chiefs will not be a seamless process within the public service. During their careers, they will likely transition to and from numerous organizations in the public, private and non-profit sectors. Leadership development processes will have to adjust to accommodate these habits and preferences. Succession plans also need to clear away some of the institutional barriers to rapid career advancement that can lurk within many public sector organizations. Governments will benefit from the diverse experience and insights that these passionate young individuals will contribute during their journey to the top.

## Strategic talent management

We know that certain people are born to be great leaders, but this is the exception, not the rule. Our experience is that great leaders are nurtured and shaped by a thoughtful, visionary and strategy-driven leadership development process.

*Flat, Flexible, and Forward-Thinking* shows us what successful leaders look like, measured in terms of a clearly articulated competency model. This list of leadership profiles will directly support more effective pipeline planning processes, leadership assessment, recruitment, and compensation programs needed to drive strategic leadership development. If we want to build a high performing public service for the future, we must first develop thoughtful talent management strategies necessary to attract, develop and retain the right type of leaders.

As the pool of experienced leaders diminishes (due to the rapidly increasing retirement of baby-boomers), organizations urgently need to create a robust pipeline of potential leaders. Competition is intensifying for these highly qualified individuals, so today’s public sector leaders must create the culture, processes and succession plans to attract, nurture and cultivate the most promising

prospects. Appealing organizational structures and incentives will help, supported by effective processes for recruitment, retention and knowledge transfer.

The time to act is now, and the foundational work generated by *Flat, Flexible, and Forward-Thinking* provides the kick-start needed to help groom future leaders with the competencies they will need.

## A new urgency for leadership development

As the world becomes more complex and chaotic, future leaders will need to draw upon all of the skills described in this report. They will be expected to address the multiple causes, effects and interrelationships of our complex, multi-stakeholder, and at times convoluted environment, while maintaining steady progress toward ever more ambitious goals. The competencies listed in *Flat, Flexible, and Forward-Thinking* will help public sector leaders maintain direction while weathering the storm.

My hope is that today’s public service leaders will learn from the valuable insights, the competencies, and the suggested strategies for building future capacity that are portrayed in this report. Ideally, organizations will immediately apply this intelligence to their leadership development planning and talent management strategies.

I’m also looking forward to hearing readers’ reactions to the breakthrough insights of *Flat, Flexible, and Forward-Thinking*, and their views on how this research may affect leadership development planning, recruitment, retention and talent management across the country. As a member of MNP’s public sector team, I look forward to working with tomorrow’s high-calibre leaders as they guide our public service organizations through our complex, fast-evolving world with confidence and success.

**Jason Ducharme**  
Partner, Leader of Regional Public Service Practice  
MNP LLP



# OUR APPROACH

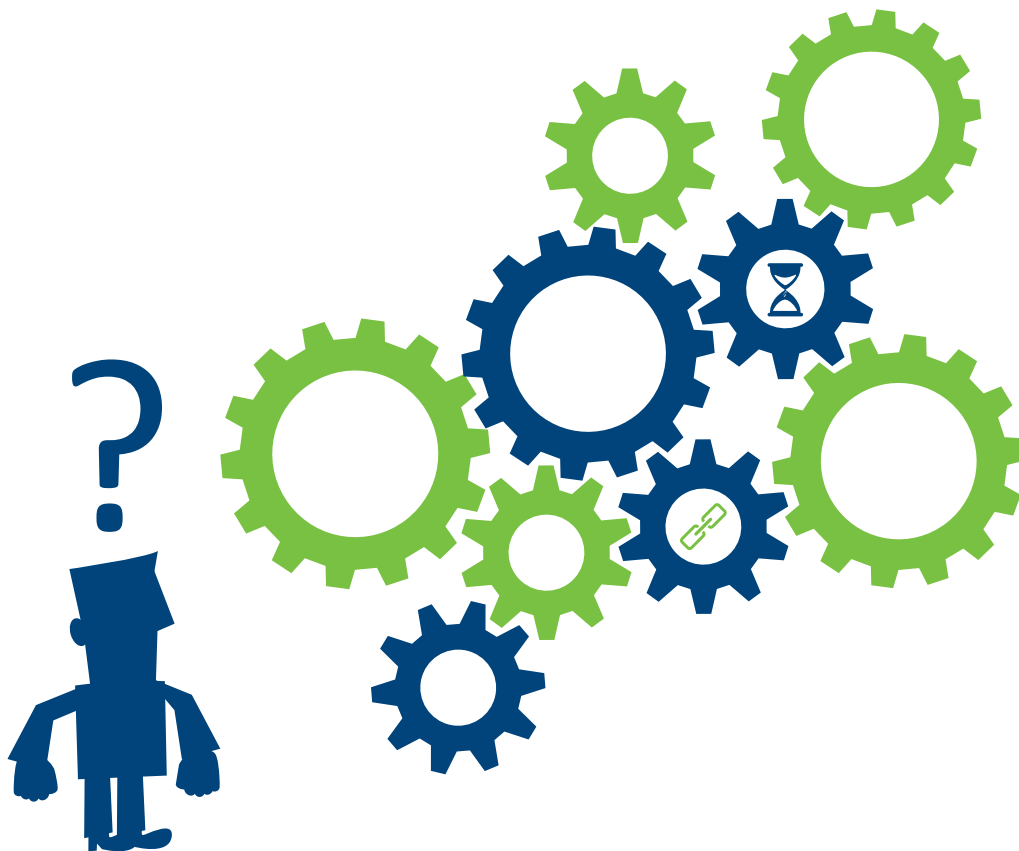
*Flat, Flexible, and Forward-Thinking* is based upon a body of research, including one-on-one interviews with a cross-section of Canadian leaders, as well as roundtables, executive briefings, and other activities across the country. Over 130 emerging and established leaders participated in interviews and various discussions that took place in Vancouver, Edmonton, Regina, Winnipeg, Toronto, Ottawa, and St. John's. In addition to engaging young, senior, and former public servants across the country, we spoke to a number of leaders outside the public service to gather diverse perspectives on public sector leadership. A complete list of participants is included in the appendices.

All contributions were invaluable to our research, and we trust that the outcomes of this project will help inform the development of effective public sector leadership. As organizations outside government are facing similar challenges today, perhaps our findings will resonate beyond the public sector. But more importantly, we set out to highlight the critical role of the next generation of public service leaders and the type of leadership that will shape innovative and impactful public services across the country.

## Interview Questions

With the understanding that comments were not for attribution, participants provided candid reflections on the following key questions:

- *What are the challenges and opportunities facing the public sector in the coming decades?*
- *What types of competencies are essential for public service leadership today and in the future?*
- *What differences exist between leadership capacities in the public service versus other sectors?*
- *How do leadership skills differ across positions, departments, and levels of government?*
- *How can the public sector build the necessary capacity to drive effective governance?*
- *Why would you recommend or not recommend the public service as a career?*



# TRANSFORMING THE PUBLIC SERVICE: FLAT, FLEXIBLE, AND FORWARD-THINKING

Challenging issues are certainly not new to government. But the current public sector faces an even more complex environment than previous generations, given the degree of global interdependency, the pace of change, the ever increasing volume of information, and new levels of public scrutiny. These broad trends, combined with pressures particular to the public sector, are further complicating the role of the public service. In Canada, policymakers are adapting to growing complexity in an increasingly risk-averse, resource strapped environment with diminishing influence and capacity. While all sectors are adapting to macro trends, most of the leaders we spoke to emphasized far-reaching implications for government.

## External drivers of change

With intensifying globalization, public policy requires a broader frame of reference. The distinction between global and local is becoming less clear, as economic, social, and environmental issues span borders. International trends are influencing national policies, but domestic concerns are also conflicting with global competitiveness. More than ever, providing Canadians with a good quality of life depends on a public service that can navigate complexity and align diverse interests.

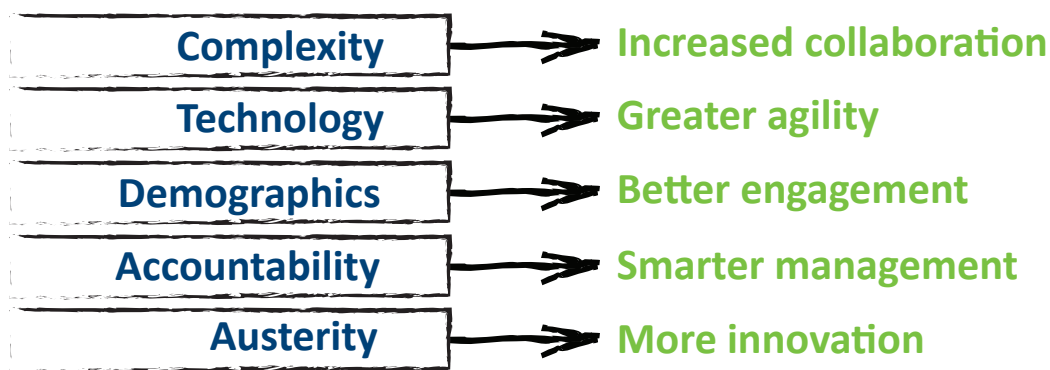
As more issues cut across departmental mandates, jurisdictional divisions, and sectoral interests, good public policy depends on effective collaboration within government and collective action across sectors. In fact, policy research and development has expanded beyond the public service. Political strategists, interest groups, private consultants, think tanks, and engaged citizens are playing a more active role in shaping government

decisions. While this new policy landscape may be more demanding for the public service, hearing from a range of perspectives usually contributes to better public policy. In addition, governments may also benefit from service and program innovations in other sectors.

Technology is another key driver of change. Web technologies, such as social media, are not only reshaping service delivery, but transforming democratic participation and oversight. The ability to instantaneously inform, connect, and scrutinize is shifting public expectations around government innovation, engagement, and accountability. As technology has enabled faster, better, and cheaper services in the competitive marketplace, citizens expect the same level of efficiency and convenience from government. Greater access to information and multiple channels of communication have also increased public awareness, and consequently, public demand for transparent, responsive government and participatory democracy.

Globalization and technology have significantly accelerated the pace of change. In today's competitive, networked world, long-term planning becomes a challenge as news and rumours spread easily, crises escalate quickly, and markets change abruptly. Given the pressure to react swiftly, good governance requires an agile public service that can efficiently mobilize resources in response to rapidly evolving and often sensitive issues. Although there are risks related to security and privacy, new technologies can provide the tools to support collaborative, innovative, and streamlined government.

Demographic shifts further complicate talent management in the public sector. With increasingly diverse,



intergenerational workplaces, promoting common values, accommodating different expectations, and creating a culture of collaboration will be important for productivity and innovation. As the competition for top talent intensifies, the public sector needs to focus on meaningful engagement that empowers employees to make a difference.

### *Internal barriers to modernization*

As more countries face declining birth rates and aging populations, meeting rising public service demands with a shrinking workforce becomes daunting, especially considering current government debt levels. Forced to do more with less, governments are prioritizing productivity, efficiency, and impact. With public perceptions of a bloated, overpaid, underperforming bureaucracy, political leaders continue to prioritize spending cuts over long-term strategies such as supporting public sector innovation. Despite increasing complexity, austerity is shifting the focus away from policy development to cost management. Fiscal constraints also limit investments in talent management at a time when governments need to rely on a high-performing public service.

Managing political relationships and accountability pressures has always been a delicate balancing act for the public service. Nevertheless, greater access to information and a 24/7 media culture has contributed to heightened risk aversion in government. Under current oversight regimes, the traditional role of providing policy advice has evolved into risk management in a highly controlled environment, with zero tolerance for error. In some jurisdictions, mistrust between elected officials and public servants creates tensions that undermine good governance. While accountability should be a top priority in the public sector, excessively strict rules and onerous processes serve as barriers to organizational agility. To support innovation and productivity in government, public services need to take a more rational approach to risk management focused on establishing principles, building trust, and improving efficiency.

### *Building the public service of tomorrow*

Perceptions of the public sector as slow, bloated, and ineffective persist. Regardless of the important role of the public service, such a negative reputation influences political leadership and undermines talent recruitment.

With more service providers and policy experts outside of government, the public service is becoming less relevant to Canadians. Diminishing capacity in the face of growing demands also reinforces perceptions of incompetence.

The issues facing the public sector are not going to go away. Like any large organization, public services must adapt to remain relevant and effective. Ensuring resiliency in the face of complexity will take more than process or structural change. Public services across the country need to transform their culture and modernize their practices to become flat, flexible, and forward-looking organizations.

For our purposes here, a flat organization is defined more by management style than structure. The emphasis is on transforming the public service into an open, networked, and horizontal organization adept at collaboration inside and outside government. This requires a respectful, inspiring work environment where all employees feel engaged and empowered, regardless of job title or seniority.

Greater complexity also demands more flexibility. Given the speed of change, governments need to be proactive in the face of emerging trends and responsive in managing sudden crises. Streamlining processes for information sharing, decision making, and resource deployment can help enhance agility in the public sector.

To support collaboration and agility in government, the public service needs to value innovation. Taking a forward-looking approach ensures that governments can effectively anticipate change, but also shape outcomes through new tools, strategies, and partnerships. As budgets get smaller, governments must allow for creativity and intelligent risk-taking to develop new and better ways of serving citizens.

Although roles and priorities are shifting, preserving core values in the public service provides a solid foundation for a consistent, whole-of-government approach based on shared goals. Common values across most jurisdictions in Canada include respect, integrity, excellence, service, teamwork, and accountability. The similarities highlight the importance of focusing on relationships, principles, and impact in the public service to ensure good governance. These key themes surfaced in many of our conversations with leaders inside and outside the public sector. Regardless of the challenges ahead, a high-performing public service invests in its people, has a clear vision, and creates the right conditions for communities to thrive socially and economically.

# LEADING ACROSS CONTEXTS AND FUNCTIONS

Growing complexity and new tensions are redefining the role of the public service. Thriving in a rapidly changing environment depends on an innovative, responsive public service that excels in collaboration. What are the implications for public service leadership today and in the future? How can we prepare emerging leaders for shifting public sector dynamics?

Human capital is a key concern across sectors. Organizations face intensifying competition for talent, constant pressure to keep up with new technology, as well as a loss of knowledge and leadership from the retirement of baby boomers. Functioning in an increasingly ambiguous environment, governments need to rethink talent management to ensure that future public sector leaders have the capacity to meet changing needs.

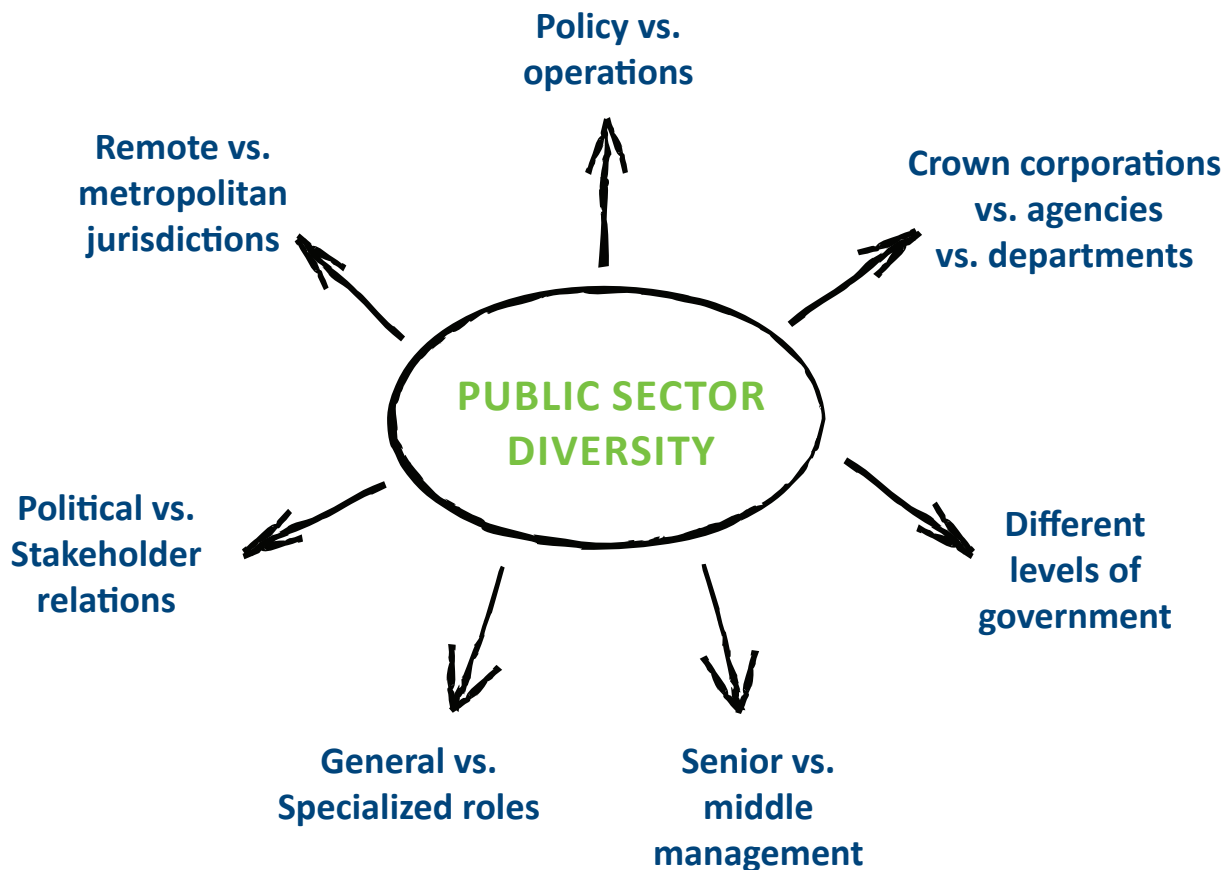
While public service values and accountabilities may be distinct from those in the private sector, the transferability of leadership skills was a common view shared in many of the interviews we conducted. However, competencies are not necessarily the same throughout the public sector, where roles differ across positions, departments,

and levels of government. Although new competencies are emerging, some skills and traits remain essential for effective leadership, regardless of the circumstances.

## *Public versus private sector leadership*

Leadership is difficult in any organization; however, the degree of complexity in the public sector presents an especially challenging context for leaders. Accountability is perhaps the most obvious difference between public and private sector leadership. Whereas private sector leaders are primarily responsible for driving profits, share value, and growth, public sector leaders must balance multiple interests and ensure public good. As a result, private corporations can be more responsive and innovative than public sector organizations, which must be transparent and demonstrate responsible management of the public purse.

For the most part, differences between public and private sector leadership are not absolute as contexts change and organizations adapt. Across all sectors, leaders in large organizations share many of the challenges already discussed, including shorter change cycles, broader public



demands, greater risk aversion, and more bureaucratic processes. Good leadership is about taking a balanced approach to managing risk, talent, budgets, and organizational change.

### *Diversity in the public sector*

While most of our conversations with leaders focused on public service in general, it is important to recognize the diversity in the public sector and the range of competencies required. Responsibilities and opportunities vary across jurisdictions. Agencies, departments, and crown corporations have access to different sets of tools and processes. Roles and functions also determine skills, expertise, priorities, and challenges.

The value of collaboration is especially apparent at the federal level, where public sector leaders must consider a wide range of interests to arrive at national solutions. But provincial and municipal governments often face greater public demands and fiscal constraints as they are responsible for many services and programs at the community level. Public services in remote jurisdictions may face additional challenges related to talent management, but they tend to be smaller, less hierarchical organizations where opportunities are not necessarily tied to seniority.

In contrast to line departments, public agencies and Crown corporations usually function more like a business, allowing for greater flexibility, especially in talent management. With broader parameters, leaders need to ensure that public accountability remains a priority for their organization by carefully managing risks and budgets.

Leadership competencies can also differ across roles and levels. Policy and operational functions require different types of expertise, yet public service leaders require an understanding of both contexts to be effective. Skill sets are dependent on specific roles within a given team. For instance, working with elected officials is not the same as managing stakeholder relations. Middle management is particularly challenging as it involves communication with both senior leadership and junior staff to align efforts.

### *Core qualities: courage, humility, and resilience*

Even though the focus was on future competencies, a number of those we spoke to highlighted traditional leadership qualities that remain relevant. Courage was a common theme throughout many of our conversations. To be effective as policy advisors and crisis managers, public service leaders need to face challenges head-on. In addition to providing fearless advice, leaders must have the courage to push for necessary change and stand behind their decisions, especially in the current environment of heightened risk aversion.

Humility is another core trait highlighted by emerging and established leaders alike. Rather than a lack of confidence, humble leaders appreciate the value of collaboration. This modest perspective comes from an awareness of one's own strengths and weaknesses, as well as the capacity to empathize and connect with others. Finding solutions to complex issues requires an acceptance of shared power. Humility enables leaders to build relationships and leverage the expertise of others in support of common interests.

Considering the pressures on public sector leaders, they must demonstrate resiliency in the face of new challenges. From adapting to rapid change to coping with demanding workloads, effective leaders remain calm and persevere through difficult times. Resilient leadership also involves constant evolution. By embracing new ideas and approaches, leaders enable their organizations to become more responsive.

These core qualities align with the focus on relationships, principles, and impact reflected in public service values across jurisdictions. Good leaders have the courage to uphold their principles, the humility to invest in relationships, and the resilience to make an impact even under tough circumstances. As we consider new competencies for changing times, building on these core qualities will help ensure that future public sector leaders are prepared for success.

# TEN LEADERSHIP PROFILES FOR AN INCREASINGLY COMPLEX, FAST-PACED WORLD

Transforming public services into flat, flexible, and forward-thinking organizations depends on strong leadership at all levels. To build on the foundational qualities discussed, public sector leaders of tomorrow need to excel as advisors, managers, innovators, and collaborators. In our discussions with leaders across sectors, we explored a broad range of competencies, including acquired skills and innate attributes. The distilled set of key competencies below highlights some of the skills and attributes that were emphasized in our discussions for this project.

Our original intention was to identify “Ten Top Skills” for the next generation of public sector leaders. However, we quickly realized that leadership competencies would be much more difficult to define given the mix of skills and traits, but also the nuances and complexities that cannot be accurately captured in any particular competency.

Instead of providing a definitive list of top skills, we chose to highlight a set of profiles that paints a more comprehensive picture of what it takes to be an effective leader today - and tomorrow.

These profiles capture a blend of expertise, experience, soft skills, and traits that may not all be found in a single leader, but could provide the criteria for building a well-rounded leadership team. Not everyone who joins the public service has the personality or the aspiration to be a leader. Organizations rely on teamwork and need different types of talent to succeed; however, leaders can emerge in any position. Identifying and developing leadership competencies across the public service, rather than just within the senior ranks, will help ensure that change can be implemented at all levels and sustained over the long term.

KEY COMPETENCIES	
Skills	Attributes
Business acumen	Adaptability
Change management	Broad knowledge
Collaborative intelligence	Confidence
Cultural competency	Creativity
Entrepreneurial thinking	Curiosity
Global awareness	Decisiveness
Organizational skills	Dedication
Political acuity	Emotional intelligence
Problem solving	Foresight
Relationship building	Good judgment
Strategic analysis	Initiative
Technological fluency	Integrity
	Passion
	Perseverance
	Persuasiveness
	Pragmatism
	Receptivity
	Tact





### ***Astute strategist***

An agile public service requires leaders who can manage complex situations involving multiple interests, perspectives, and implications. In a time of greater interdependency, leaders need to be generalists rather than specialists. From an awareness of political, economic, and social contexts

to an understanding of the connections between global and domestic trends, a wide base of knowledge and experience helps contribute to better analysis and effective solutions.

With the fast pace of change and instant forms of communication, public service leaders often have to determine the best course of action in a very short period of time. Given the vast amounts of information available today, they must also quickly assess what is most relevant for policymaking. To thrive under such volatile circumstances, leaders need a well-rounded background and strong analytical skills to foresee and adapt to challenges ahead. As long-term planning becomes more difficult, effective leadership depends on good judgment and a more proactive, strategic approach that involves building support and seizing opportunities for change.

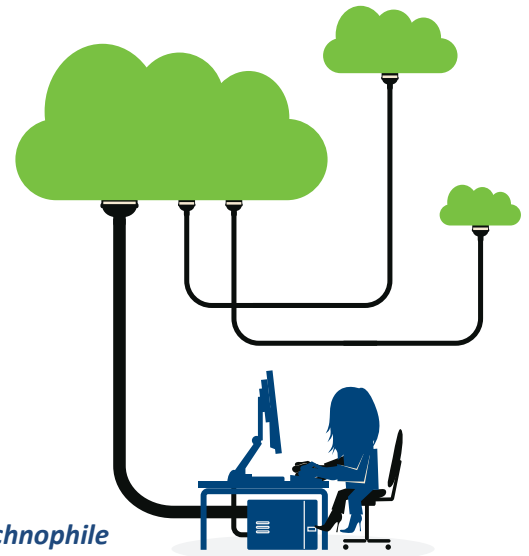


### ***Empathetic facilitator***

Complex issues increasingly demand collective action. With the role of government shifting from content expert to expert collaborator, the public service needs to focus on building strong relationships and aligning diverse interests. To facilitate collaboration, leaders have to establish mutual

trust and understanding by engaging stakeholders and adapting communication styles to ensure that ideas resonate with different audiences. Since outcomes are shaped by multiple players, managing expectations becomes an especially critical component of collaborative leadership.

Working harmoniously with external stakeholders also takes a whole-of-government approach that emphasizes information sharing and coordinated action. Collaboration across the public service requires leaders who are skilled at mobilizing employees and breaking down silos to achieve common goals. However, leading in a horizontal environment may be less about competencies and more about accepting shared power and appreciating different viewpoints. In other words, public service leaders need empathy to understand what motivates others and humility to embrace collaboration both inside and outside government.



### ***Pragmatic technophile***

As technology influences public behaviour and expectations, governments must continue to adapt to new ways of working, sharing information, and delivering services, as well as engaging employees, stakeholders, and citizens. To harness new tools to support agile government, public service leaders need to embrace innovation, develop technological fluency, and build organizational capacity. With the focus on austerity and accountability, leaders have to be practical and strategic about new technology by weighing anticipated costs against potential benefits to ensure the greatest return on investment.

With the rise of web technology, such as social media, public service leaders need to consider the risks associated with open and networked government. In addition to potential cyber security threats, the use of social media to engage internally and externally will have ethical implications. Although new technologies can produce a range of challenges, especially in the public sector, they can also contribute to greater efficiency and transparency in government. Public service leaders who appreciate these trade-offs can best determine how to leverage technology to adapt to changing needs.



*Prudent manager*

Fiscal management is a common priority for leaders across sectors, but business acumen has become more important for public sector leaders in the current climate of austerity. Like private sector executives, public service leaders oversee large budgets requiring effective management. With an understanding of cost-benefit analysis and incentive structures, leaders are better equipped to manage risk, increase productivity, and enable horizontality. Given resource and capacity constraints, effective leadership requires a pragmatic and proactive approach to seeking partnership opportunities across and outside government as well.

Building a high-performing public service demands ongoing investment in new tools, practices, and people. In a risk-averse environment with heightened public scrutiny, leaders need to find ways to balance out the tension between managing budgets and supporting innovation. Rather than focusing solely on cost-saving measures, they must develop smarter business strategies to maximize talent, resources, partnerships, and opportunities for sustainable impact.

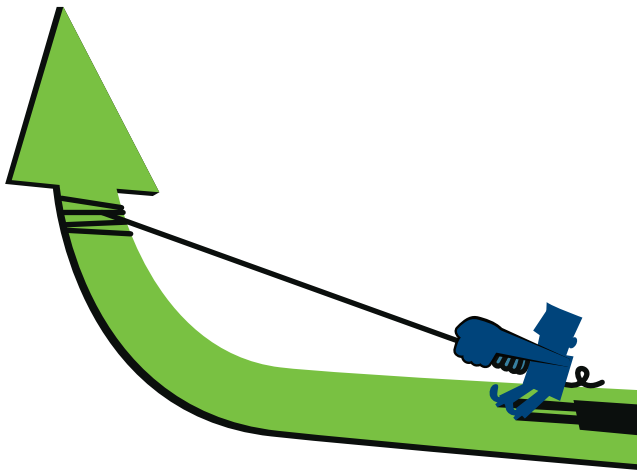


*Catalyzing agent*

In a fast-paced world, change management becomes imperative to organizational success. Public sector leaders, like their private sector counterparts, need to quickly respond to evolving dynamics by shifting priorities, reallocating resources, and mobilizing collective action. To adapt, public service leaders have to be flexible, enterprising thinkers committed to achieving outcomes, regardless of the obstacles ahead. When faced with multiple barriers to change, however, leaders must determine what is feasible and seek opportunities to plant the seeds for internal and external buy-in, where necessary.

While policy issues are increasingly complex, governments need to act with a sense of urgency to meet public expectations, but change does not happen simply by delegating responsibilities. Leading organizational change is as much about problem-solving as relationship building. As organizational change requires collective action, leaders must be able to motivate others to advance a common purpose. Leaders have to rally support around a shared vision by providing a clear rationale, emphasizing teamwork, and leading by example. Taking the time to explain why change is necessary, how all contributions are valuable, and what role leaders will play helps to build trust, establish respect, and empower others.

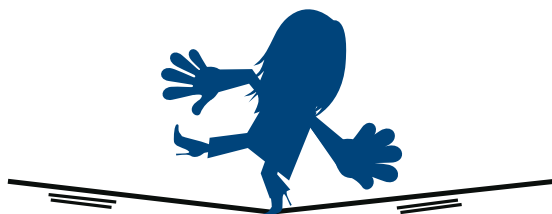




### ***Persuasive entrepreneur***

Similar to successful entrepreneurs, effective public service leaders are creative thinkers driven by a desire to do things better. Instead of being limited by constraints, they constantly seek new avenues for innovation by asking questions and exploring what is possible. Entrepreneurial leaders have a vision of what they want to achieve and the resourcefulness to make it happen. They are also lifelong learners fueled by their curiosity about the world, their particular field, and their own organization.

To drive real innovation, however, takes more than good ideas. In the public service, leaders must be able to sell their vision to elected officials, their colleagues, and of course, the general public. As government is often faced with difficult decisions and accountability pressures, leaders need to be able to break down complex ideas and convince others of the best course of action, especially when unpopular policies are being proposed. Leaders have to understand the issues, be passionate about their vision, and speak in a manner that resonates with the audience. Equally important is a keen sense of timing to seize the right moment to introduce new policy directions.



### ***Shrewd diplomat***

Heightened public scrutiny, coupled with rapid change and multiple interests, demands greater political acuity from public service leaders. The sheer range of players involved and information channels available today further complicate risk management. Public service leaders need to understand

the interplay between public perceptions, stakeholder positions, and government priorities to effectively handle sensitive issues and align diverse interests. As complex issues require greater collaboration, leaders across the public service must excel at negotiating both inside and outside government.

With growing accountability pressures, public service leaders are increasingly the target of political and media scrutiny. Adapting requires a thick skin, but also a more pro-active, practical approach to limit unnecessary risks and contain potential crises. In response to the growth in oversight, public service leaders need to work with elected officials and their own teams to ensure that accountability measures do not undermine innovation, productivity, or talent management. They must respect the pressures facing government, but also focus on building a high-performing public service.



### ***Fearless advisor***

As governments are increasingly bombarded by a multitude of competing perspectives, good public policy depends on the capacity of public service leaders to identify relevant information and provide honest, non-partisan advice. To build trust and confidence in the public service, leaders must be willing to speak frankly about the issues and have uncomfortable conversations with colleagues and elected officials. In times of crisis, public service leaders have to be even more courageous as decisions become tougher and implications more serious.

With heightened risk aversion, challenging the status quo may be difficult. But strong leaders consistently uphold public service values, fight for their own principles,

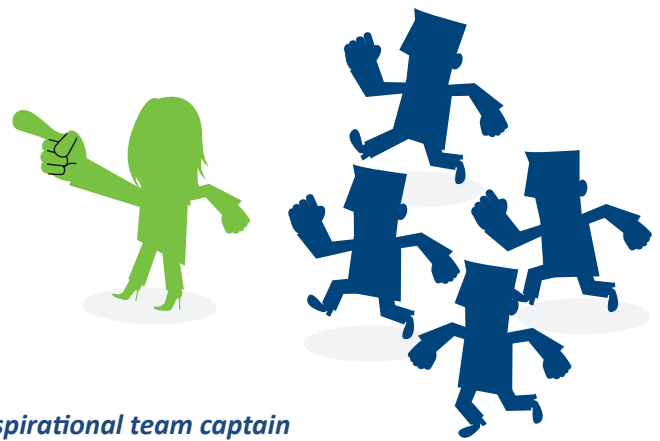
and stand behind their decisions. Doing the right thing, regardless of the consequences, demonstrates integrity in leaders and helps to build a healthy organizational culture based on trust and respect. However, leaders need to know when to push for change and when to step back as they have to manage multiple priorities with limited time and resources.



### *Passionate talent scout*

A high-performing public service requires an ongoing investment in people. Good leaders appreciate the value of talent management, but more importantly, they understand that they can play a key role in branding the public service, recruiting new talent, and building future leaders. Successful organizations are led by leaders who care about their work and convey that passion to others, inspiring interest from the outside and instilling pride among employees. In addition to actively promoting the appeal of public service, leaders must recognize all types of leadership within their organization and invest in nurturing existing talent.

Not everyone is meant or wants to be a leader. With many other roles to fill and various ways to maximize talent in the public service, leaders need to focus on building teams with complementary skills and expertise. Harnessing all types of diversity can also bring new ideas and options, leading to further innovation. To take advantage of diverse talent pools, leaders have to see the benefits of embracing different perspectives and understand that it requires broad outreach and meaningful engagement.



### *Inspirational team captain*

Building an innovative and responsive public service requires leadership that fosters a healthy workplace environment where people are valued and inspired to make a difference. Leaders need to be accessible to demonstrate that employee engagement is a priority. By recognizing the contributions of others, leaders can improve motivation and highlight the importance of teamwork. Above all, leaders must practice what they preach to build trust and earn the respect of their colleagues. For instance, leaders who truly value innovation will challenge the status quo and encourage risk taking.

Organizational culture is shaped by the attitude and emotional intelligence of leaders. Optimism enables leaders to overcome difficult challenges by focusing on possibilities and influencing others to do the same. Another key component of effective leadership is “likeability”, which depends on empathy, authenticity, self-awareness, and a genuine concern for the well-being of others. Good leaders essentially see themselves as part of a team, accepting their own limitations and respecting others.

# BUILDING FUTURE CAPACITY

Now that we have identified key competency profiles, how do we build capacity and address organizational barriers to a flat, flexible, and forward-thinking public service?

Developing good leaders requires a holistic approach. Selection and training is just as important as workplace supports and dynamics. Organizations need to attract top talent, but talent can be wasted in dysfunctional environments.

Various recommendations were highlighted in our conversations with emerging and established leaders. Suggestions ranged from rethinking education and diversifying recruitment to investing in talent management and improving organizational culture. These are not necessarily new ideas, but taken together, they reinforce the need for a multidimensional approach, involving leadership from public services, elected governments, and educational institutions.

## *Educational curricula*

In many fields, what you learn in school may not adequately prepare you for the real world as roles and contexts continue to evolve. This tension exists in public policy and public administration, where there appears to be a growing disparity between academia and practice. For instance, the increasing value of business and management skills in the public service is not adequately reflected in current programs. Attributes can also be more relevant than technical knowledge.

More post-secondary institutions are beginning to bridge the training gaps by adding practitioners to their faculty and considering a more competency-based approach. To improve educational curricula, further dialogue across institutions and with public sector organizations is needed to define key competencies, share best practices, and overcome common challenges.

## *Talent management*

While there is no shortage of applicants to the public service, maintaining a high-performing organization depends on talent management strategies that effectively respond to shifting demographics and intensifying competition. In a time of austerity and complexity, the public service must also ensure that performance management and professional development contribute to greater productivity and innovation. But more importantly, leveraging talent within the public service requires a genuine commitment to engaging employees, investing in their development, and providing them with opportunities to make a real impact.

## *Diversity recruitment*

An inclusive public service, representative of the citizens it serves, can help ensure that policies, programs, and services respond to changing needs. With multiple generations working together, accommodating different expectations and enabling internal collaboration will be important for recruitment, retention, knowledge transfer, and organizational effectiveness. Embracing all types of diversity in the public service also brings a mix of perspectives that can lead to innovative solutions.

Taking advantage of diverse talent pools requires an investment in broad outreach, integration support, and meaningful engagement. Senior leaders in the public service need to recognize the benefits of diversity and become internal champions of inclusion. In other words, representativeness is merely a starting point as organizations must learn to harness all types of experience and expertise in order to benefit from diversity.

## *Performance management*

All too often, we hear that learning plans are not taken seriously and employees are promoted too quickly in the public service. To better prepare people for leadership positions, the public service needs a more robust talent management strategy that looks beyond job responsibilities to consider the actual competencies that shape effective leadership.

In addition to tying competencies to a whole-of-government strategy, effective performance management requires appropriate performance measures, aligned pay scales, ongoing gap analysis, and clear pathways for professional development. Adopting performance measures tied to competencies will enable the public service to systematically identify and address skills gaps and poor performance. Pay scales comparable to the private sector may also enable the public sector to compete for top talent and ensure fair compensation. A common concern is that senior officials tend to be underpaid whereas lower levels are overpaid compared to similar positions outside the public service.

Effective performance management involves more than evaluation and compensation. Organizations must make a genuine effort to engage employees to better understand what motivates them and where they face challenges. Recognizing formal and informal leadership inside an organization is another way to value and incentivize high performance across all positions.

## **Professional development**

Although there are differences across jurisdictions and departments, accountability constraints and hierarchical dynamics often plague the public service, resulting in limited autonomy and the inability to make an impact. The public service can no longer remain complacent as budgets tighten, perceptions change, and competition increases. To attract, retain, and leverage talent, organizations need to empower all employees and provide rewarding opportunities.

Establishing a systematic approach to professional development requires a commitment to professional excellence, which may include continuing education, formal mentoring, as well as knowledge sharing networks and other peer support platforms. To develop the next generation of leaders, the public service needs to identify potential early and invest in ongoing talent development. Creating stages of leadership is one approach. Another is providing well-rounded leadership training to include such areas as communications, entrepreneurship, and business management.

While much attention is focused on youth engagement, middle management continues to lack professional support and recognition despite playing an invaluable role in transferring knowledge, advising senior officials, and implementing policy. Professional development strategies must not only build supportive relationships between the senior ranks and middle management, but also enable managers to effectively mentor the next generation of leaders. Formal mentoring has proven to be valuable in the private sector, but mentors must be well-trained to ensure positive results.

## **Mobility**

Employee mobility across departments, jurisdictions, and sectors is another approach to advancing professional development in the public service. Exposure to different contexts expands knowledge and awareness, and enhances adaptability and relationship building. Mobility can also strengthen competencies that are relevant across sectors. With career paths and priorities becoming more diversified, opportunities for professional mobility may change; however, much of the research on mobility seems to indicate limited success in government, especially at the executive level.

While interchange programs are in place across different levels of government, a number of key challenges exist, including the lack of transition support and value

recognition. Brain drain is a real concern as the private sector may offer more attractive workplace environments free from many of the bureaucratic structures common among public sector organizations. Official language requirements may limit opportunities for talented leaders from other sectors. Although external recruitment can provide a wider pool of talent, such practices may serve to reduce collegiality and increase competitiveness in the public service.

Limited success with mobility does not, however, diminish the potential value of interchanges as a tool for building capacity across sectors. Rather than focusing on the challenges, further study of successful cases of mobility can help identify best practices. Other considerations include clarifying objectives at the individual and organizational level, improving on-boarding of recruits from other sectors, and providing temporary deployment opportunities to maximize existing talent across the organization.

## **Organizational culture**

Frustrations exist in many large bureaucratic organizations, where you are expected to know your place and are punished for going beyond. The strong focus on austerity and accountability in government is creating further challenges for public service recruitment and retention, as well as productivity and innovation.

Despite the demand for new ideas, a culture of risk aversion undermines innovation. Rigid rules and burdensome processes also lead to disengagement. In such a constraining atmosphere, attracting and retaining individuals who are creative thinkers and want to make a difference becomes difficult, as initiative is often met with opposition and influence is frequently determined by seniority.

Contributing to the dysfunctional atmosphere is the lack of communication and collaboration across the public service. For the most part, policy and operational staff tend to work separately and departments continue to operate in silos. Limited repercussions for bad leadership and low performance also undermine morale, which affects overall productivity as employee complacency or resentment surfaces.

In hierarchical organizations, such as the public service, senior leadership must take responsibility for the workplace culture. They must not only create a new vision for the organization, but also be an active champion of that

vision by following through in their own actions. To create a truly flat, flexible, and forward-thinking public service, leaders need to promote a whole-of-government approach focused on instilling pride in public service, building trust across the organization, and engaging employees at all levels. They also have to gain political support to implement organization-wide changes, which will involve promoting the value of a high-performing public service.

As public policymaking becomes more collaborative, the public service needs to strengthen internal networks to facilitate external relations. Driving a people-focused innovation agenda requires good communication between and engagement across levels to ensure that ideas are shared broadly. For instance, multiple points of contact between senior leaders, middle management, and youth within an organization help to create a dynamic workplace environment where people, regardless of their level, have a chance to learn from others and contribute their views.

### *Rebranding the public service*

Current and emerging challenges certainly complicate the role of government, but they also present an opportunity to reinforce the value of the public service and the importance of good leadership. We have identified key competency profiles and explored strategies for building capacity. But ultimately, attracting, retaining, and harnessing talent will depend on internal and external perceptions of the public service. How do current public servants feel about their work and their organization? What does the general public think about the role and impact of the public service? And perhaps most importantly, how can the goals and objectives of the public service be most effectively articulated?

Faced with similar pressures, organizations across sectors are competing for top talent. The public services of our country cannot remain complacent, especially as younger generations tend to prioritize meaningful work over job security and employee benefits. As a large organization tasked with serving citizens, the public service will always face accountability pressures and function in the context of process and bureaucracy. But very few careers can offer the range of opportunities found in government. Moreover, these jobs provide a chance to have a real and lasting impact on the lives of others.

Enhancing the reputation of the public service requires continuing outreach and active engagement. Leaders need to be involved in promoting the potential for rewarding careers. People want to work for leaders who are passionate about what they do. Those who take pride in their work instill the same attitude in others. To build an attractive workplace environment, public service leaders must value people, listen to their needs, and nurture talent. By engaging and empowering employees, the public service can support innovation and increase productivity, leading to greater impact and public confidence.

Of course, the task is a bold one: reclaiming the public services of Canada as employers of choice for a new generation of leaders. In our view, such a repositioning is both ambitious and achievable when we conceive of the working environment as flat, flexible, and forward-thinking.

## APPENDIX 1: INTERVIEW GUIDE

# BUILDING THE CAPACITY OF THE NEXT GENERATION OF PUBLIC SECTOR LEADERS

### Background

Public sector leaders in Canada and around the world are facing unprecedented challenges. From financial constraints and shifting demographics to new technologies and changing perceptions, governments must contend with an increasingly complex landscape that demands greater innovation in service delivery, policy making, and organizational management. Public sector leaders must also adapt to new political dynamics and accountability pressures that further complicate the role of government. Amid rapid change and growing complexity, establishing a clear vision of the skills required for effective leadership across the public service will help ensure that all levels of government have the capacity to meet the needs of Canadians in the years to come.

Canada's Public Policy Forum published a report entitled *Ten Tough Jobs* in 2002 and 2010 to showcase some of the most challenging senior positions in the federal public service. Building on this research and our ongoing work in executive development, leadership dialogue, and public sector innovation, we recognize the need to go beyond profiling specific positions to shaping a more comprehensive vision and pathway for developing the public service of tomorrow.

In collaboration with our lead partner MNP and with the support of the Wilson Foundation, we are launching "Ten Top Skills", a timely research project to explore the changing nature of public service and to identify the key competencies for effective leadership across different positions and levels of government. Following multi-sector roundtables in Toronto and Ottawa, one-on-one interviews will be conducted with a cross-section of Canadian leaders to gather further perspectives on public sector leadership. The research will culminate in a report that will be broadly disseminated in the winter of 2014.

### Interview Questions

Please find below some of the key questions that will be asked during the 30-minute interview. While the list of participants will be made public, please note that responses will remain confidential and specific comments will not be attributed without permission. To make the most out of our time, we encourage you to reflect on the questions provided prior to the interview. Your contributions are invaluable to our research and we believe the outcomes will help inform the development of effective public sector leadership and innovative government across the country.

- *What are the challenges and opportunities facing the public sector in the coming decades?*
- *What types of competencies are essential for public service leadership today and in the future?*
- *What differences exist between leadership capacities in the public service versus other sectors?*
- *How do leadership skills differ across positions, departments, and levels of government?*
- *How can the public sector build the necessary capacity to drive effective governance?*
- *Why would you recommend or not recommend the public service as a career?*

## APPENDIX 2: LIST OF INTERVIEWEES AND INDIVIDUALS ENGAGED

**David Agnew**, President, Seneca College of Applied Arts and Technology

**Joe Ahrens**, Regional Representative and Negotiator, Professional Institute of the Public Service of Canada

**Melanie Aitken**, Co-Chair of Competition, Antitrust & Foreign Investment, Bennett Jones

**Nina Arbabzadeh**, Information Officer, Education Statistics and Analysis, Ontario Ministry of Education

**Lucian Ashworth**, Professor and Department Head, Department of Political Science, Memorial University of Newfoundland

**Michael Atkinson**, Executive Director, Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan

**Penny Ballantyne**, Secretary to the Cabinet, Government of the Northwest Territories

**Brent Barron**, Policy Analyst, Ontario Ministry of Research and Innovation

**Sheila Bassi-Kellett**, Deputy Minister, Department of Human Resources, Government of the Northwest Territories

**Alex Bednar**, Consultant, Executive Compensation and Governance, RBC

**Vasiliki Bednar**, Senior Policy Advisor, Office of the Minister, Ontario Ministry of Education

**Maria Belen**, Issues Management Officer, Real Estate Service Management, Public Works and Government Services Canada

**Amanda Bell**, Vice President, Regulatory and Government Affairs, RBC

**Alexander Bezzina**, Deputy Minister, Ontario Ministry of Children and Youth Services

**Kelly Blidook**, Associate Professor, Department of Political Science, Memorial University of Newfoundland

**Margaret Bloodworth**, Senior Fellow, Graduate School of Public and International Affairs, University of Ottawa

**Sophie Borwein**, Research Intern, Higher Education Quality Council of Ontario

**Harvey Bostrom**, Deputy Minister, Aboriginal and Northern Affairs, Government of Manitoba

**Veronica Bricout**, Manager, HR Planning and Development, Human Resource Secretariat, Government of Newfoundland and Labrador

**Roma Bridger**, Director, Executive Council, Human Resource Secretariat, Government of Newfoundland and Labrador

**Jessica Brousseau**, Junior Analyst, Operational Information Management, Federal Policing, Royal Canadian Mounted Police

**Kevin Butterworth**, Executive Director, Ministry of Technology, Innovation and Citizens' Services, Government of BC

**Kelly Cain**, Deputy Minister, Office of Human Resources, Government of New Brunswick

**Marie-Hélène Cantin**, Trade Policy Officer, Government Procurement, Trade and Environment Division, Foreign Affairs, Trade and Development Canada

**Margaret Cappa**, Writer and Coordinator, Ontario Ministry of Finance

**Mel Cappe**, Professor, School of Public Policy and Governance, University of Toronto

**Nancy Carroll**, Assistant Deputy Minister, Human Resource Operations, Government of Manitoba

**Alain Casavant**, Senior Business Officer, Business Development and Partnerships, Western Economic Diversification Canada

**Ann Chafe**, Commissioner, Public Service Commission, Government of Newfoundland and Labrador

**Janice Charette**, Deputy Clerk and Associate Secretary to the Cabinet, Privy Council Office, Government of Canada

**Jeffrey Chown**, Comptroller General, Department of Finance, Government of Nunavut

**Ian Clark**, Professor, School of Public Policy and Governance, University of Toronto

**Andrea Cohen**, Chief Executive Officer, Ontario Trillium Foundation

**Iris Colyn**, Director, Business Consulting, BC Public Service Agency

**Alexandra Conliffe**, Vice President, Operations, Engineers Without Borders

**Sean Conway**, Public Policy Advisor, Gowlings

**Kevin Costante**, Deputy Minister, Ontario Ministry of Government Services

**Yuriko Cowper-Smith**, Project Officer, Council of the Federation Secretariat

**Kim Daley**, Deputy Minister, New Brunswick Department of Human Resources

**Nina Damsbaek**, Policy Analyst, Northern Policy and Science Integration Branch, Aboriginal Affairs and Northern Development Canada

**Chris D'Arcy**, Deputy Minister, Department of Finance, Government of Nunavut

**Adrienne Davidson**, PhD Candidate, Department of Political Science, University of Toronto

**Paul Davidson**, President and Chief Executive Officer, Association of Universities and Colleges of Canada

**Kelliann Dean**, Deputy Minister and Commissioner, Nova Scotia Public Service Commission

**Tony Dean**, Professor, School of Public Policy and Governance, University of Toronto

**Marie-Ève Desrochers**, Senior Economist, International Finance and Development Division, International Trade and Finance, Finance Canada

**Kim Devooght**, Vice President, Public Sector, Cisco Systems

**Dwight Dibben**, Public Service Commissioner, Alberta Public Service Commissioner's Office, Corporate Human Resources

**Phil Donelson**, Policy Advisor, Office of the Minister, Ontario Ministry of Energy

**Joyce Dong**, Senior Procurement Consultant, Procurement Policy Branch, Ontario Ministry of Government Services

**Allen Dufour**, Project Manager, Program Stewardship and Analysis, Integrity Services Branch, Service Canada

**Serge Dupont**, Deputy Minister, Natural Resources Canada

**Eiad El Fateh**, Policy Analyst, Defence and Immigration Division, Treasury Board of Canada Secretariat

**Morgan Elliott**, Director of Government Relations, Blackberry

**Pascale Elvas**, Senior Policy Advisor, Strategic Policy Integration, Shared Service Canada

**Robert Ermel**, Director of Operations, Manitoba Institute for Policy Research, University of Manitoba

**Graham Flack**, Deputy Secretary to the Cabinet, Privy Council Office, Government of Canada

**Vicki Fleury**, Biologist, Plant Health Science Services Division, Canadian Food Inspection Agency

**Virginia Flood**, Vice-President, Canada, Rio Tinto

**Agata Frankowicz**, Policy Analyst, Legislation and Program Policy, Citizenship Branch, Citizenship and Immigration Canada

**Nicolino Frate**, Project Coordinator, Assistant Commissioner and Chief Audit Executive, Canada Revenue Agency

**Chad Gaffield**, President, Social Sciences and Humanities Research Council

**Gary Gannage**, President, Association of Management, Administrative and Professional Crown Employees of Ontario

**Erin Gee**, Special Projects Coordinator, Commissioner's Office, Canada Revenue Agency

**Tim Grant**, Deputy Minister and Deputy Solicitor General, Alberta Justice

**Max Greenwald**, Research Associate (Toronto Urban Fellow), Economic Development and Culture, City of Toronto

**Jean-René Halde**, President and Chief Executive Officer, Business Development Bank of Canada

**Emily Harris-MacLeod**, Senior Policy Analyst, Child Welfare Secretariat, Ontario Ministry of Children and Youth Services

**Fardowsa Hashi**, Research Analyst, Ontario Ministry of Municipal Affairs and Housing

**Brent Herbert-Copley**, Vice-President of Research Capacity, Sciences and Humanities Research Council of Canada

**Jane Hilderman**, Research Manager, Samara

**Josh Hjartarson**, Vice President, Policy and Government Relations, Ontario Chamber of Commerce

**Bruce Hollett**, Chair and Chief Executive Officer, Public Service Commission, Government of Newfoundland and Labrador

**Grant Holly**, Policy Analyst, Social Innovation Division, Social Policy Directorate, Strategic Policy and Research Branch, Employment and Social Development Canada



**Michael Horgan**, Deputy Minister, Finance Canada

**Shelly Jamieson**, Chief Executive Officer, Canadian Partnership Against Cancer

**James Janeiro**, Policy Advisor, Office of the Minister, Ontario Ministry of Community and Social Services

**Avalon Jennings**, Parliamentary Intern, Office of Joyce Bateman, Member of Parliament (Winnipeg South Centre)

**Catherine Jobin**, Senior Analyst, Priorities and Planning, Privy Council Office, Government of Canada

**Alex Johnston**, Executive Director, Catalyst Canada

**Riaz Kara**, Senior Business Consultant, BC Public Service Agency

**Stephanie Kot**, Junior Policy Analyst, Labour Program, Employment and Social Development Canada

**Eugene Lang**, Special Advisor, Canadian Association of Defence and Security Industries

**Marcel Lauzière**, President and Chief Executive Officer, Imagine Canada

**Luc Lebel**, Project Officer, Program Services, Ottawa Technology Centre, Canada Revenue Agency

**Louise Levonian**, Associate Deputy Minister, Finance Canada

**Evert Lindquist**, Director, School of Public Administration, University of Victoria

**Linda Lizotte-MacPherson**, Deputy Minister and President, Canada School of Public Service

**Tyler MacAfee**, Director, Government and Community Engagement, University of Manitoba

**Laura Mandelbaum**, Business Planner, Toronto Community Housing

**Dylan Marando**, Senior Advisor, Office of the Premier of Ontario

**Robert McCreight**, Program Officer, Social Sciences and Humanities Research Council

**Michele McKenzie**, President and Chief Executive Officer, Canadian Tourism Commission

**Scott McNaughton**, Policy Analyst, Community of Federal Regulators, Health Canada

**Daphne Meredith**, Deputy Minister, Western Economic Diversification Canada

**Marie-Lucie Morin**, Executive Director for Canada, Ireland and the Caribbean, The World Bank

**Nathalie Mukena**, Policy Analyst, Youth and Labour Market Programs for Persons with Disabilities, Employment and Social Development Canada

**Ryan Nichols**, Senior Policy Advisor, Consumer Policy and Liaison Branch, Ontario Ministry of Consumer Services

**Will Paterson**, Senior Economist, Financial Markets Division, Finance Canada

**Bonnie Patterson**, President and Chief Executive Officer, Council of Ontario Universities

**Linda Petersen**, Policy Analyst, Institute for Competitiveness and Prosperity

**Kerry Pond**, Assistant Deputy Minister, Centre for Leadership and Learning, Ministry of Government Services, Government of Ontario

**Liane Price**, Manager, Policy and Planning, Public Service Commission, Government of Newfoundland and Labrador

**Saad Rafi**, Deputy Minister, Ministry of Health and Long-Term Care, Government of Ontario

**Gina Rallis**, Senior Assistant Deputy Minister, Corporate Services and Chief Financial Officer, Shared Services Canada

**Jennifer Rattray**, Associate Vice-President, Indigenous, Government, and Community Affairs, University of Winnipeg

**Catharine Read**, Public Service Commissioner, Public Service Commission, Government of Yukon

**Anne-Marie Robinson**, President, Public Service Commission of Canada

**Morris Rosenberg**, Former Deputy Minister of Foreign Affairs, Foreign Affairs, Trade and Development Canada

**Richard Saint-Pierre**, Secretary General and Director of Administrative Services, Public Service Commission of Quebec

**Mark Schaan**, Director, Manufacturing and Life Sciences Branch, Industry Sector, Industry Canada

**Caroline Séguin**, Director of Policy, Mayor's Office, City of Ottawa

**Cheryl Senecal**, Chair, Saskatchewan Public Service Commission

**Mark Stabile**, Director, School of Public Policy and Governance, University of Toronto

**Scott Streiner**, Assistant Deputy Minister, Policy, Transport Canada

**Neil Sweeney**, Deputy Minister, Office of the Premier, Government of BC

**Jean-François Tremblay**, Deputy Secretary to the Cabinet, Operations, Privy Council Office, Government of Canada

**Lynda Tarras**, Deputy Minister and Head, BC Public Service Agency

**Andrew Thompson**, Acting Chief Executive Officer, PEI Public Service Commission

**Stephen Tomblin**, Professor, Department of Political Science, Memorial University of Newfoundland

**Peter Trask**, Executive Director, HR Policy and Programs, Office of Human Resources, Government of New Brunswick

**Andrew Treusch**, Commissioner, Canada Revenue Agency

**Annette Trimbee**, Deputy Minister, Service Alberta

**Daniel Tucker**, Commissioner, Public Service Commission of Canada

**Sunny Uppal**, Senior Policy Analyst, Climate Change International, International Affairs Group, Environment Canada

**Thomas Vogol**, Policy Analyst, Ontario Ministry of Children and Youth Services

**Peter Wallace**, Secretary of the Cabinet and Clerk of the Executive Council, Government of Ontario

**Taran Wasson**, Policy Analyst, Labour Branch, Employment and Social Development Canada

**Daniel Watson**, Chief Human Resources Officer, Treasury Board of Canada Secretariat

**Peter Watson**, Deputy Minister of the Executive Council and Secretary to the Cabinet, Government of Alberta

**Michael Wernick**, Deputy Minister, Aboriginal Affairs and Northern Development Canada

**Don Wharton**, Vice President, Sustainable Development, TransAlta Corporation

**Marc Whittingham**, President and Chief Executive Officer, Canadian Commercial Corporation

**Debra Woodgate**, Commissioner and Deputy Minister, Manitoba Civil Service Commission

**David Zussman**, Jarislowsky Chair in Public Sector Management, University of Ottawa

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