Canada's Public Service in the 21st Century
Select Bibliography

International and Provincial Public Service Reform Efforts and Experiences

"What Really Happens: Department Secretary Appointments, Contracts and Performance Pay in the Australian Public Service" Andrew Podger, *The Australian Journal of Public Administration*, vol. 66, no. 2, pp. 131-147, 2007

"What Really Happens in the Australian Public Service: An Alternative View" Peter Shergold, *The Australian Journal of Public Administration*, vol. 66, no. 3, pp. 367-370, 2007

"Response to Peter Shergold" Andrew Podger, *The Australian Journal of Public Administration*, vol. 66, no. 4, pp. 498-500, 2007

Agency Health: Monitoring Agency Health and Improving Performance Australian Government, Australian Public Service Commission, 2007

The Australian Experience of Public Sector Reform, Australian Public Service Commission, 2003

Tackling Wicked Problems: A Public Policy Perspective Australian Government, Australian Public Service Commission, 2007

Performance Agenda: An International Government Survey KPMG International, 2007

Shedding 20th Century Shackles: How Provinces are Moving to New Public Service Models PPF presentation by Paul MacMillen, Deloitte and Touche, December 2007

Public Service at the Crossroads Richard Brooks (editor), Institute for Public Policy Research, 2007

Whitehalls' Black Box: Accountability and Performance in the Senior Civil Service Guy Lodge and Ben Rogers, Institute for Public Policy Research, 2006

Innovations in Government: Civil Service Reform PPF presentation by Guy Lodge, Senior Research Fellow, Institute for Public Policy Research, June 2007

Innovations in Government: International Perspectives on Civil Service Reform Guy Lodge and Susanna Kalitowski, Institute for Public Policy Research, April 2007

Perspectives from Canada's Public Service Executives

Final Report, APEX Advisory Service for Executives, Association of Professional Executives on the Public Service, 2006

"Cat's Cradling: APEX Forums on Wicked Problems", Ruth Hubbard and Gilles Paquet, *Optimum Online*, Volume 37, Issue 2, June 2007

The Montebello Consensus: Key elements of a more coherent approach to managing the public service's executive resource APEX, Ottawa, January 2005

Policy on the Management of Executives, Canada Public Service Agency, 2007

Results of the APEX Survey on the Performance Management Program for the Executive Group of the Public Service of Canada, APEX, November 21, 2006

"Canadian Federal Public Service: The View from Recent Executive Recruits", David Zussman and Peter Larson, *Optimum Online*, December 2006

Trust, Values and Accountability

Rebuilding the Trust", Report of the Task Force on Governance and Cultural Change in the RCMP, December 2007

Toward a New Moral Contract: Reclaiming Trust in Public Service Ralph Heintzman, Senior Research Fellow, University of Ottawa, 2007

"Intelligent Accountability" Gilles Paquet, *Optimum Online*, Vol. 37, Issue 3, October 2007

"The Myth of the Public Service as a Lump of "Guardians", Ruth Hubbard and Gilles Paquet, *Optimum Online*, Volume 37, Issue 1, April 2007

Gomery's Blinders and Canadian Federalism Ruth Hubbard and Gilles Paquet, University of Ottawa Press, 2007

Accountable Government: A Guide for Ministers and Secretaries of State – 2007 Privy Council Office, Government of Canada, 2007

Guidance for Deputy Ministers Privy Council Office, Government of Canada, 2007

The Management Accountability Framework Treasury Board Secretariat, Government of Canada

"Gordon Campbell on Trust, Respect and Leadership", *Canadian Government Executive*, March 2008

The Web of Rules: A Study of the Relationship between Regulation of Public Servants and Past Public Service Reform Initiatives Geneviève Lépine, Public Policy Forum, September 2007

From Red Tape to Clear Results, Report of the Blue Ribbon Panel on Grants and Contribution Programs, December 2006

A Strong Foundation: Report of the Task Force on Public Service Values and Ethics (The Tait Report), Canadian Centre for Management Development, 1996

Speech by the President of the Treasury Board of Canada, APEX National Symposium, May 9, 2007

Trust, Leadership and Accountability in the Public Service of the 21st Century Paul Thomas, Public Policy Forum, March 29, 2007

Modernizing Government Accountability: A Framework for Reform Peter Aucoin and Mark Jarvis, Canada School of Public Service, 2005

Responsible Government: Clarifying Essentials, Dispelling Myths and Exploring Change Peter Aucoin, Jennifer Smith and Geoff Dinsdale, Canadian Centre for Management Development, Ottawa, 2004

"Ministerial Responsibility and the Machinery of Government", Nicholas d'Ombrain, *The Journal of the Institute of Public Administration of Canada*, Toronto, Volume 50, Number 2, Summer 2007

"From Gomery to the Accountability Act", C.E.S. Franks, *Policy Options*, June 2006

Who is Responsible? Phase 1 of the Report of the Commission of Inquiry into the Sponsorship Program and Advertising Activities (Gomery) Commission of Inquiry, Canadian Government Publishing, 2005

Restoring Accountability. Phase 2 of the Report of the Commission of Inquiry into the Sponsorship Program and Advertising Activities (Gomery) Commission of Inquiry, Canadian Government Publishing, 2006

"Accountability: Three Approaches" Arthur Kroeger, *Literary Review of Canada*, Vol. 14, No.5, June 2006

Governing from the Centre, Donald J. Savoie, University of Toronto Press, 1999

Breaking the Bargain, Donald J. Savoie, University of Toronto Press, 2003

"Linking Public Values to Public Leadership", David Zussman, *NetworkedGovernment.ca*, March 29, 2007

Remarks by Frank Iacobucci to the First Annual Gordon Osbaldeston Lecture, Public Policy Forum, November 15, 2006

Remarks by Gordon Osbaldeston to the Second Annual Gordon Osbaldeston Lecture, Public Policy Forum, November 20, 2007

Remarks by David Dodge to the Public Policy Forum Testimonial Dinner, Toronto, April 2008

Annual Report to the Prime Minister on the Public Service of Canada (15 from the period 1992-2008), various Clerks of the Privy Council and Heads of Public Service, Government of Canada

"Choking Ottawa in More Red Tape", Jim Travers, *Toronto Star*, December 14, 2006

Public Service Reform: the Canadian Context

Developments in the Public Service: A View from Canada presentation by Margaret Bloodworth to the Guardian Public Service Summit, London, February 7, 2008

Reorganizing Government: New Approaches to Public Service Reform Brian O'Neal, Library of Parliament, January 2004

Final Report, Royal Commission on Financial Management and Accountability (Lambert) Supply and Service Canada, Ottawa, 1979

Report, Royal Commission on Government Organization (Glassco) Ottawa: Queen's Printer, 1962

Milestones to the Millennium: Serving the Public Good Kenneth Kernaghan for the Treasury Board Secretariat, 2000

Public Service 2000: Summary Jonathan Dignan, Public Policy Forum, 2006

Task Force on Public Service Values: Summary Jonathan Dignan, Public Policy Forum, 2006

First Progress Report on La Relève: A Commitment to Action, Government of Canada, March 1998

Federal Public Service Renewal: The La Relève Initiative Jack Stillborn, Library of Parliament, November 1998

From Studies to Action Reports of the Deputy Minister Task Forces, Privy Council Office, December 19, 1996

Transforming Government and Governance in the 21st Century: A Conceptual Framework E-Government Policy Network, Government of Canada, July 2003

Canada's Public Service in the 21st Century: Discussion Paper, Ian Green, Katherine Baird and Kate Fawkes, Public Policy Forum, April 2007

A Vital National Institution?: What a Cross-section of Canadians Think about the Prospects for Canada's Public Service in the 21st Century Ian Green and Katherine Baird, Public Policy Forum, June 2007

The Public Interest, A Moving Target: Report on a National Search Conference on the Public Interest and the Professional Public Service Public Policy Forum, 1998

"Revitalizing a Vital Institution", Ian Green, *Canadian Government Executive*, Volume 13, Number 7, September 2007

Collaborative Governance and Changing Federal Roles Matthew Gravelle, Katherine Baird and Ian Green, Public Policy Forum and the Policy Research Initiative, May 2008

"Getting Serious about Public Service Innovation", Jessica McDonald, *Canadian Government Executive*, March 2008

5 Tends that are Transforming Government, Public Policy Forum and Accenture, 2007

A Critical Moment: Capturing and Conveying the Evolution of the Canadian Public Service Evert Lindquist, Canada School of Public Service, 2006

The Evolving Role of Governments in a 21st Century: Summary Report of the Interviews and Roundtable Discussions, Public Policy Forum, January 2006

Human Resource Management

An Inconvenient Renewal: Are Public Service Managers Ready to Change the way they Manage? Etienne Laliberté, Version 1.0, November 2007

Report, Special Committee on the Review of Personnel Management and the Merit Principle in the Public Service (d'Avignon) Ottawa: Supply and Services, 1979

Tracking the Role of the PSC in the Governance System of the Federal Public Service Trevor Bhupsingh and Peter Edwards, Public Service Commission, April 1997

Key Demographic Trends in the Public Service: Shaping the Future Canada Public Service Agency, January 2008

Facing the Challenge: Recruiting the Next Generation of University Graduates to the Public Service Jennifer Smith and Susan Snider, Public Policy Forum, 1998

Job Mobility and Promotion in the Federal Public Service Ravi Pendakur, Fernando Mata, Stan Lee and Natalie Dole, Canadian Heritage and the Public Service Commission, February 2000

Annual Reports (2001-02 to 2005-06) Public Service Commission, Government of Canada

2005 Public Service Employee Survey Canada Public Service Agency, Government of Canada

Demographic Study of the Executive Community, 1991-1998 Micheline Nehmé and Timna Gorber, Public Service Commission, Government of Canada, 1999

"Generation Y Challenges the Public Service", David Eaves, *Optimum Online*, Vol. 37, Issues 3, October 2007

Reports, Advisory Committee on Senior Level Retention and Compensation (1998 to 2008), Public Service Agency, Government of Canada

Expenditure Review of Federal Public Sector Compensation Policy and Comparability, Volumes 1 and 2, Treasury Board of Canada Secretariat, November 2006

Directive on Executive Compensation Treasury Board Secretariat of Canada, July 2007

Directive on the Performance Management Program for Executives Treasury Board Secretariat of Canada, July 2007

"Employment Trends in the Federal Public Service" Katarzyna Naczk, *Analysis in Brief*, Statistics Canada, March 2007

"Federal Public Service Retirements: Trends in the New Millennium" Dan Fox, *Analysis in Brief*, Statistics Canada, May 2008

"Public Sector Employment, Wages and Salaries (monthly)", *Summary Tables*, Statistics Canada, March 2008

Leadership

Is Deputy "Churn" Myth or Reality? André Coté. Public Policy Forum, November 2007

Profile of Deputy Ministers in the Government of Canada Jacques Bourgault, Canada School of Public Service, 2005

Why Smart Leaders Derail, presentation by Ed DiZazzo to the HR Community Leadership Development Program, February 5, 2008

The Contemporary Role and Challenges of Deputy Ministers in the Government of Canada, Jacques Bourgault, Canadian Centre for Management Development, January 2003

"Dear Minister", Gordon Osbaldeston, *Policy Options*, June 1988

"Job Description for DMs", Gordon Osbdaleston, *Policy Options*, January 1988

"Solve the Succession Crisis by Growing Inside-Outside Leaders", Joseph Bower, *Harvard Business Review*, November 2007

Leading by Example, Ian Green and André Coté, Public Policy Forum, September 2007

Leadership in the Public Service of Canada, André Coté, Public Policy Forum, June 2007

Skills and Career Trends of Canada's Public and Private Sector Leaders, André Coté and Jonathan Dignan, Public Policy Forum, October 2006

The Ottawa Men: The Civil Service Mandarins, 1935-1957, J.L. Granatstein, University of Toronto Press, Toronto, 1998

Leadership in the Public Service: Roundtable Synopsis, Katherine Baird, Public Policy Forum, January 2007

Organizational Culture

The Opposable Mind Roger Martin, Harvard Business School Press, 2007

Solving Tough Problems: An Open Way of Talking, Listening and Creating New Realities Adam Kahane, Berrett-Koehler Publishers, Inc., San Francisco, 2007

Good to Great, Jim Collins, Harper Collins, 2001

Good to Great and the Social Sectors: A Monograph to Accompany Good to Great, Jim Collins, 2005

Success Built to Last, Jerry Porras, Stewart Emery and Mark Thomson, Wharton School of Publishing, August 2006

First Report to the Prime Minister Prime Minister's Advisory Committee on the Public Service, March 30, 2007

"Pursuing a High Performance Public Service" *Second Report to the Prime Minister*, Prime Minister's Advisory Committee on the Public Service, February 2008

Report on the Government of Canada's Consultations on Linguistic Duality and Official Languages February 2008

Risky Business: Managing Risk in the Public Service of Canada John Macaulay, Public Policy Forum, September 2007

Beyond the National Capital Region: Understanding Regional Federal Government Policy Capacity Adam Wellstead, Ph.D., Natural Resources Canada, Edmonton, Alberta

Conceptual Framework for Patterns in Policy Capacity in Regional Operations of the Canadian Public Service Professor Evert Lindquist, School of Public Administration, University of Victoria, June 22, 2007

Globalization and Competitiveness

Government and Globalization: What Kind of Public Service does Canada Need in order to Thrive in the Knowledge Economy? Michael Lister, Public Policy Forum, September 2007

Governance Matters 2007: Worldwide Governance Indicators, 1996-2007, World Bank, 2007

"Canada's Financial Performance in an International Context," Annex 2, *The Budget Plan 2007*, Government of Canada, March 2007

UN Human Development Report 2006, *Beyond Scarcity: Power, Poverty and the Global Water Crisis*

Towards a 21st Century Public Service, Frank Graves' presentation to a PPF Breakfast, November 9, 2006

Agenda for Canada's Prosperity: Report on Canada 2007, Institute for Competitiveness and Prosperity, March 2007

How Canada Performs: A Report Card on Canada, Conference Board of Canada, June 2007

Who's Your City? Richard Florida, Random House Canada, 2008

The Rise of the Creative Class Richard Florida, New York, 2002

The Competitive Advantage of Nations Michael Porter Harvard Business Review, 1990

"Canada's Success is no Accident, and it isn't a Given", Kevin Lynch, *Policy Options* April-May 2006

OECD Economic Surveys: Canada 2006, OECD 2006

OECD Factbook 2007: Economic, Environmental and Social Statistics, OECD 2007