



The Leadership Network

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volumes 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

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The Leadership Network

Departmental Performance Report

**For the period
ending
March 31, 1999**

The Right Honourable Jean Chrétien
Prime Minister of Canada

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**Chart of Key Results Commitments
1998-99**

to provide Canadians with:	to be demonstrated by:	achievements reported in:
Contribution to public service renewal	<ul style="list-style-type: none"> • Information and advice to the <i>La Relève</i> DM champions in order to ensure increased succession capacity within Departments • Partnerships with federal regional councils, public and private organizations that promote public service renewal issues • Contribute to a better informed, highly motivated public service 	<p style="text-align: center;"><i>Departmental performance Report</i> Pages 9, 10</p> <p style="text-align: center;">Pages 7, 8, 9</p> <p style="text-align: center;">Pages 6 & 11</p>
Effective management of the Assistant Deputy Minister (ADM) community	<ul style="list-style-type: none"> • Sufficient supply of highly qualified ADMs • Modern human resources management tools that better serve and develop the senior levels as a corporate resource • Stakeholders that have access to timely and high quality advice and information 	<p style="text-align: center;">Pages 12, 13</p> <p style="text-align: center;">Pages 12, 13</p> <p style="text-align: center;">Pages 12, 13</p>
Effective communications means between leaders at all levels within the Public Service of Canada	<ul style="list-style-type: none"> • Accessible and easy to use self-identification process • Establishment of an effective, easy to use, fast, accessible and adaptive communications network • Development of communications tools that promote dialogue and exchange of ideas which are effective, easy to use, fast, accessible and adaptable 	<p style="text-align: center;">Pages 7, 9, 11</p> <p style="text-align: center;">Pages 6 & 11</p>

Section I: Message from the Prime Minister

I am pleased to present the *Departmental Performance Report* of The Leadership Network for the period ending March 31, 1999. Created in June 1998, the mandate and mission of The Leadership Network are to promote, develop and support networks of leaders throughout the Public Service of Canada, and to assist them in the ongoing challenge of *La Relève* - public service renewal.

By developing close partnerships and horizontal links with departments, agencies, functional communities, the Regional Federal Councils, the Public Service Commission, the Treasury Board Secretariat, the Privy Council Office, and the Canadian Centre for Management Development, The Leadership Network supports the Public Service of Canada in meeting its challenge to become a borderless institution and a learning organization that recognizes, values and supports effective leaders at all levels.

Through these partnerships and the development of practical dialogue and information tools and products, The Leadership Network was able to make considerable progress towards the achievement of its objectives. The successes obtained so far clearly demonstrate that a horizontal organization, such as The Leadership Network, is a key element in the building of an innovative and forward-looking public service that is necessary to help Canada and Canadians to meet the challenges ahead in the new millennium.

I look forward to the second year of The Leadership Network's mandate as it continues its work to build a dynamic public service adapted to future needs, based on knowledge and innovation, and one that is fiscally prudent and citizen-centered.

Section II: Departmental Overview

Mandate, Vision and Mission

The Leadership Network was designated as a Division or Branch of the Public Service under the *Financial Administration Act* by Order in Council P.C. 1998-952 in June 1998. The Leadership Network has also been designated as a department for the purposes of the *Public Service Employment Act*.

The mandate and mission of The Leadership Network are to promote, develop and support networks of leaders throughout the Public Service of Canada, and to assist them in the ongoing challenge of public service renewal.

Operating environment

The Leadership Network operates in partnerships with several organizations in order to respond to the changing times and changing needs of citizens by continually redefining the role of government and renewing public sector institutions to better serve Canada and Canadians.

The task is ongoing, the need is continuous, and the scope is beyond the mandate and abilities of any one institution. It is through the collective inputs of all levels of the public sector, including functional communities and regional organizations across Canada, that these challenges will be met.

Its partners include the Privy Council Office, the Canadian Centre for Management Development, the Treasury Board Secretariat, the Public Service Commission, other departments, federal regional councils, functional communities, and public and private organizations that promote public service renewal issues. The following illustrates the area of cooperation with our various partners:

Co-delivery partners	Area of cooperation
Privy Council Office	Support to ensure increased succession capacity; support to the Clerk as Head of the Public Service.
Public Service Commission	ADM resourcing; support to community development for middle managers.
Treasury Board Secretariat	Promotion and support of human resources management and public service renewal issues such as pride and recognition, National Public Service Week activities; employee survey.
Canadian Centre for Management Development	Development of dialogue sessions; supporting continuous learning and promotion of leadership.
Federal Regional Councils	Promotion of public service renewal issues; information sharing; supporting leadership and communications issues.
Functional communities, public and private organizations	Promotion of public service renewal issues.
Royal Canadian Mounted Police	Share human resources management practices.
Department of Indian Affairs and Northern Development	Support the development of dialogue tools for leaders.

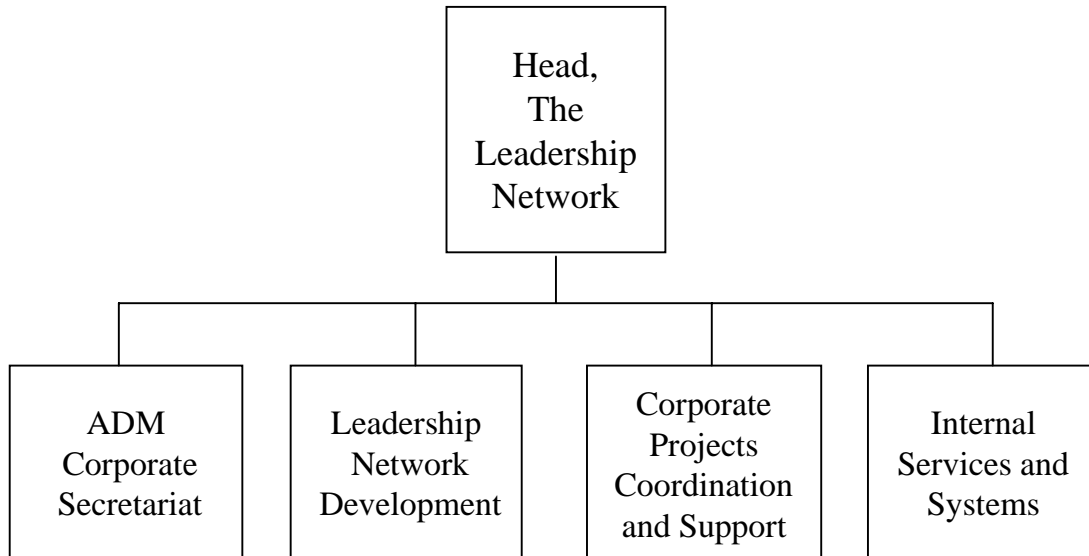
Objectives

The objectives of The Leadership Network are:

- to enhance dialogue and flow of information between leaders at all levels within the public service;
- to ensure effective management of Assistant Deputy Ministers as a valued corporate resource;
- to assist groups within the Public Service of Canada in the continuous implementation of public service renewal.

Departmental Organization

The Leadership Network has one business line and is organized as follows:



Responsibilities of the *Assistant Deputy Minister (ADM) Corporate Secretariat* include: managing a 'single window' secretariat to facilitate collective management of ADMs: career counseling and advisory services related to entry into ADM community, assignments, personal and career development strategies, learning opportunities and, support for ADM contribution to *La Relève* - particularly in leading dialogue among executives, managers, and other leaders in the Public Service.

Responsibilities of the *Leadership Network Development* Branch include: nurturing existing leader networks, creating others as needed in partnership with regions, departments and central agencies; reaching out to leaders at all levels of the Public Service - executives, managers, supervisors and employees using traditional communications techniques, Intranet and Internet, enhancing dialogue among leaders around the challenge of public service renewal, and contributing to strengthening communications within the Public Service.

Responsibilities of the *Corporate Projects Co-ordination and Support* Branch include: assisting departments and agencies, functional communities and federal regional councils in implementing *La Relève* and promoting and supporting action across the country around major issues such as: pride and recognition, values and ethics, the challenges faced by executives and middle managers, the emerging workforce of the future, and regional issues.

Section III: Departmental Performance

Performance expectations

Given that The Leadership Network was designated as a Division or Branch of the Public Service in June 1998, it did not have the opportunity to develop a report on Plans and Priorities for 1998-99. In its submission to Treasury Board Ministers, The Leadership Network identified the following major expectations:

- to establish partnerships with regional councils, public and private organizations that promote public service renewal issues
- to develop and disseminate communication tools that promote dialogue and exchange of ideas
- to provide information and advice to the *La Relève* Deputy Minister champions in order to ensure increased succession capacity within departments
- to ensure that a sufficient supply of highly qualified Assistant Deputy Ministers was available

Given its recent creation, The Leadership Network also took the necessary steps to develop its organization, attract appropriate talent, and move to adequate facilities.

Performance Accomplishments

The Leadership Network	
Planned Spending	----
<i>Total Authorities</i>	<i>\$10,270,000</i>
1998-99 Actuals	\$6,562,648

Contribution to Public Service Renewal

All through the year under review, The Leadership Network's efforts were key to the organization and delivery of several activities and products that contributed directly to the renewal of the Public Service and the continuation of the efforts initiated under *La Relève*.

The Leadership Network maintained its support to the Clerk of the Privy Council as Head of the Public Service of Canada by producing and distributing the *Sixth Annual Report to the Prime Minister on the Public Service of Canada* and making it accessible in multimedia format. The Leadership Network used modern technologies to launch the Report, simultaneously bringing together public servants in every region, and thus promoting dialogue among leaders at all levels.

The Leadership Network plays a key catalyst role with central agencies, departments and agencies, in actively disseminating information and corporate messages. It uses innovative communication tools to reach more public servants at all levels, everywhere in Canada. For example, The Leadership Network took the lead in developing a corporate publication depicting public servants throughout the country. This publication, which will be published in the Summer 1999, will lend support to both pride and recognition and recruitment and retention initiatives. This institution-building activity gives public servants a common vision and helps them to serve Canadians more effectively.

Support for the creation of new leadership networks and support for existing networks

The Leadership Network plays a very active role in promoting new networks, such as the Middle Management Community Network. The Leadership Network was an effective participant in the creation of this network, by sponsoring dozens of workshops and conferences which brought together more than one thousand middle managers from a variety of federal departments and agencies.

The Leadership Network also supported administrative groups, through consultations on the workplace of tomorrow.

By promoting and supporting the creation and development of leadership networks, The Leadership Network is helping the Public Service of Canada to become a borderless institution, making it more dynamic and supporting its spirit of teamwork and contribution to corporate objectives.

Partnering

Multi-sectoral Partnering

The Leadership Network and the Canadian Centre for Management Development have laid the foundations for a solid partnership whose achievements include a series of dialogue sessions supporting several university-level public administration programs across Canada. The Leadership Network is also participating in multi-sectoral partnerships with the Université de Moncton, the Policy Research Secretariat, the New Brunswick Federal Council of Senior Managers, and the Canadian Centre for Management Development. These partnerships will help to identify continuous learning opportunities for Public Service leaders.

A partnership was also struck between The Leadership Network, the Institute of Public Administration in Canada, the Public Policy Forum, The Conference Board of Canada and the Business Council on National Issues in a project entitled “Rediscovering Public Service”. This project comprises five dialogue sessions grouping together leaders of the federal, provincial and municipal public services; along with leaders of the private, academic, voluntary, and not-for-profit sectors; elected officials and the media. The dialogue is meant to help lay the foundation for a better understanding among Canadians of the important role public services perform in the economic and social well-being of Canada, within a rapidly changing global economy. The output of these sessions will form the foundation for the work of the National Forum which will focus on priority actions to be taken on the issue in the Fall of 1999.

Partnering with Regions

In 1998-99, The Leadership Network provided federal regional councils with \$920 000 through its “*La Relève* Action Fund” to assist them in furthering *La Relève* - Public Service Renewal priorities. Funding was used to support a number of events, activities and initiatives across the country to help foster effective leadership at all levels and to support the *La Relève* themes of pride and recognition, values and ethics, supporting and providing assistance to functional communities and the Workforce of the Future. Workshops, networking opportunities and dialogue sessions were held with employees at all levels to define local *La Relève* issues, set up action plans and engage employees in the process of renewal of their workplace.

Partnering with Departments

The Leadership Network struck a partnership with the Department of Indian Affairs and Northern Development, under which one of the Department’s leadership experts supports the Network’s efforts with leaders at all levels, through dialogue sessions on new communication and leadership tools for thousands of public servants throughout the country. Another partnership, between The Leadership Network and the Royal Canadian Mounted Police (RCMP), is designed to give both partners a better understanding and knowledge of the human resources management renewal within the Public Service of Canada.

The Leadership Network held a series of discussion meetings with departmental *La Relève* champions in March 1999. The purpose was to review the overall *La Relève* progress and to specifically address what plans departments had in place to build on the work done to date as well as what assistance was needed from the centre. Departments reported on the *La Relève* themes of: Culture, Values and Vision; Organizational Health; Pride and Recognition; Demographic Analysis and Workforce Composition; Employment Equity and Official Languages; Learning and Training; Developmental Programs; Recruitment and Staffing; Classification; Communications and Consultation; and, Performance Measurement and Accountability. The discussions centered on

obstacles in furthering our progress, new challenges emerging, what remains to be done, and what priorities must be achieved in the next six to twelve months.

A similar discussion session will be held in April 1999 with representatives from the functional communities and will form the basis of a further progress report on *La Relève*, which will be released and made public in the fall of 1999.

Partnering with the Middle Management Community

In support to the Deputy Minister champion for the middle manager community, The Leadership Network has provided active support in the creation of middle manager networks across the country. Financial, administrative support and keynote addresses by senior public servants are examples of The Leadership Network's involvement and assistance in furthering public service renewal and support to this community.

These partnerships give federal public servants access to continuous, innovative training opportunities tailored to their specific needs. This enhances the Public Service's capacity to adapt and to meet the future needs of Canadians, through the knowledge and innovative capacity of a highly skilled and motivated public service.

Networking

In addition to formal partnerships, The Leadership Network participates in a variety of senior level networks e.g., ADM Forum, Institute of Public Administration of Canada, Association of Professional Executives of the Public Service of Canada, Commonwealth Association for Public Administration and Management, Advisory Board for the University of Ottawa's Executive MBA Program, the Task Force for an Inclusive Public Service; Career Assignment Program Advisory Committee, Human Resources Policy Forum of the central agencies, the Human Resources Council and the National Capital Region - Joint Career Transition Committees amongst others.

Support to the Deputy Ministers Community

In 1998-99, The Leadership Network supported numerous activities of the DM community involved in the process of renewal of the Public Service.

Pride and Recognition

The Leadership Network was actively involved in the organization of the National Public Service Week of June 1998 "Valuing our People Day". This activity was national in scope and was aimed at informing public servants of the wide array of business lines of the Canadian Public Service, raise the awareness of departmental *La Relève* activities, foster pride in our accomplishments and contribute to a better informed and highly motivated Public Service. Over 8,000 people participated in this event organized by The Leadership Network in the National Capital region.

In addition to Rediscovering Public Service, the Committee of Senior Officials (COSO) Sub-Committee on Pride and Recognition, supported by The Leadership Network, reported on the status of various other initiatives such as the progress which has been made in revamping employee awards to emphasize the sustained everyday work of federal public servants through a mix of corporate, departmental and local workplace initiatives. For instance, the Outstanding Achievement Award has been reinstated, the Head of the Public Service Award has been created, the EX Entry Recognition Program [a cooperation of central agencies and the Association of Professional Executives of the Public Service of Canada (APEX)] has been instituted, and National Public Service Week activities have been enhanced to showcase federal public service achievements.

Demographic Analysis and Forecasting capacity study

The Leadership Network conducted an analysis of functional community demographic reports and of the results of a departmental survey on demographic analysis and prepared a presentation on demographic capacity for the Committee of Senior Officials (COSO) providing the Deputy Ministers with an overview of the capacity of Departments to perform demographic analysis and forecasting. This document outlined the previous work of several reports and presented the overall status report on the system's capacity to forecast human resources requirements for the future. This report will be useful in the preparation of a recruitment and retention strategy for the public service as a whole.

Values and Ethics

The Task Force on Values and Ethics published the report "A Strong Foundation" in December 1996. The recommendation by the Task Force for a period of dialogue on values and ethics in departments to explore the issues identified in the report was subsequently endorsed by the Deputy Minister Community and the Committee of Senior Officials (COSO).

In February 1999, after more than two years following the release of the report "A Strong Foundation", The Leadership Network was asked to undertake a review to determine the extent to which the dialogue had happened and what actions had been taken by departments.

The Leadership Network has conducted a series of interviews with most of the Values and Ethics Task Force members, departments, employees, departmental *La Relève* champions and senior departmental representatives. A report has been prepared, and will be presented to the DM champions in early September for publication in the fall of 1999.

Effective tools for leaders at all levels

Communication and Dialogue Tools

During the review period, The Leadership Network developed and introduced a number of tools for leaders at all levels of the Public Service, throughout the country. Most of the tools are available in multimedia format, making them more accessible to leaders at all levels. The main tools are the *Leader's Kit for Managers, Supervisors and Employees*; a CD-ROM containing all the *La Relève* reports along with a wealth of information on public service renewal; the *Sixth Annual Report to the Prime Minister on the Public Service of Canada*; a CD-ROM comprising the *Annual Reports to the Prime Minister* from 1993 to 1999, including the Sixth Annual Report, which was the first to be produced in video format. The Leadership Network also helped in the preparation of *The View From Here*, a report on the results of consultations by the Middle Management Community, and *Making Citizen-Centered Service Delivery a Reality*, a report prepared by participants in the Accelerated Executive Development Program.

These tools are accessible to public servants throughout the country, to support continuous learning and promote the exchange of ideas and information, thus furthering the elimination of borders within the Public Service.

Leadership.gc.ca

The Leadership Network provided direct support to help federal government employees participate in Public Service renewal through the development of the *leadership.gc.ca* Internet site. More than 500 people attended 15 joint sessions held in every region of the country, to obtain input from public servants at all levels. That input has been incorporated into the site, which will be officially launched in the fall of 1999.

leadership.gc.ca will give leaders at all levels single-window access to leadership tools and information and opportunities to share best practices. It will be a learning centre where public servants can hone their knowledge, skills and abilities to serve Canadians better. The site will also help to accelerate and improve communication among public servants, offering tools for dialogue and exchanging ideas, thus supporting a better informed and highly motivated public service.

Effective Management of the Assistant Deputy Minister (ADM) Community

The challenge facing Public Service leaders is clear: serving Canadians better; helping to shape the Public Service of the future; forging new relationships between federal, provincial, regional and municipal governments; and enhancing and building partnerships with the private sector, not-for-profit organizations, voluntary associations and citizens. It is important that the environment and opportunities are there for public servants to contribute to their maximum potential in a better Public Service.

During the review period The Leadership Network officials met with Deputy Ministers to review their senior management teams and prepare an overview of results for use by the Clerk of the Privy Council and the Prime Minister in identifying high potential ADMs for appointment to the Deputy Minister level. This review also revealed a high level of satisfaction among Deputies with the performance of their current management teams.

Some 76 ADM level assignments have taken place, which provided an excellent opportunity to improve the breadth of experience and depth of knowledge in the ADM talent pool. Of the 76 assignments resourced during the year, 26 are first time appointments to the cadre. These results have shown that the corporate selection processes are effectively meeting the need for highly qualified ADMs with the variety of skills sets and varied backgrounds (specialists and generalists) required by government to serve the needs of Canadians at this time.

With regard to the ADM Prequalification Process, ADM Corporate Secretariat staff provided substantial assistance to the Public Service Commission in all phases of the 1998 selection process. This included reference checks with Deputy Ministers, participating in interview panels and preparing assessment reports, feedback sessions with applicants not retained as well as career development support to those candidates who were found to be qualified.

The ADM Corporate Secretariat staff has worked closely with individual ADMs to identify their own career needs and interests. Approximately 75% of the ADM community have had an opportunity to access the career services of the Secretariat. In support of the ADM community, a modern database to serve individual as well as corporate needs has been designed and is operational. It is expected to be fully on-line with user clients in the next fiscal year. This now provides an information technology platform to assist in more accurately identifying and managing a potentially high demographic turnover over the foreseeable future.

One of the important new features of the collective management of ADMs, in addition to providing a neutral and confidential environment where they can explore and discuss the management of their careers, is the provision of learning support and professional development. ADMs were provided access to support in the area of coaching, as well as access to new development opportunities such as participating in study tours, interchanges, contributing to partnerships with universities and other sectors, or leading a

horizontal issue or project in the “corporate interest”. The Leadership Network works in close cooperation with the Canadian Centre for Management Development in this area.

The Leadership Network ensures that these developmental initiatives receive appropriate attention and guidance in the early stages and contribute to the learning needs of those ADMs who participated. For example, two consultation meetings were held with ADMs to ascertain their views as to their learning needs and how best to approach them. Four ADMs were sent on two private sector sponsored executive study tours and another group participated on the Toronto Trades event tour. ADMs also participated in the coaching for Breakthroughs and Commitment Program held at CCMD.

In addition to these activities, the ADM Corporate Secretariat has acted as a catalyst with central agencies to ensure that high quality selection and assessment tools as well as supporting frameworks are available, so that the functioning of the collective management system continues to support excellence in service and leadership at the top professional level of the Public Service of Canada.

Section IV: Consolidated Reporting

Year 2000 (Y2K) Readiness

The Leadership Network, being a newly created agency, ensured that all computer systems and hardware components were Year 2000 compliant at the time of acquisition. As for computer software, The Leadership Network is as up to date as possible with Y2K fixes that computer software developers have released. The Leadership Network continues to actively search and update all of its software. Therefore, Y2K related issues would be those generated by systems that are not controlled by The Leadership Network (for example public utility service providers, telecommunications service providers).

In order to ensure business continuation and/or early resumption of regular business functions should an emergency occur at the turn of the century, The Leadership Network has a Y2K contingency plan approved by the Department of National Defence and for which an exercise will be performed before the end of September 1999.

Section V: Financial Performance

Financial Performance Overview

This section provides a financial performance overview via various financial tables. There is no comparative information for previous fiscal years nor under planned spending given that The Leadership Network was created in June 1998.

One of The Leadership Network's significant areas of spending results from the establishment of partnerships with departments, agencies, federal regional councils, functional communities to promote public service renewal issues.

The lapse results mainly from the fact that all The Leadership Network positions could not be staffed early in the fiscal year to allow all planned activities to take place and from the low draw-down in the special purpose fund (which is accessed only on an as-needed basis).

Financial Summary Tables

The following tables are applicable to The Leadership Network:

Table 1 – Summary of Voted Appropriations

Table 2 – Comparison of Planned to Actuals

Table 3 – Historical Comparison of Planned to Actuals

Table 10 – Capital Spending

Table 1 - Summary of Voted Appropriations

Financial Requirements by Authority (thousands of dollars)				
Vote		Planned Spending	1998-99 Total Authorities	Actual
	The Leadership Network			
46	Operating expenditures	--	7,639.6	5,799.1
46	Capital expenditures	--	1,055.0	754.1
46	Special Purpose	--	1,500.0	9.4
46	Frozen	--	75.4	0
	Total Agency	--	10,270.0	6,562.6

No amounts are reflected under Planned Spending because The Leadership Network had not been created at the time of submission of the 1998-99 Report on Plans and Priorities.

The Special Purpose Allotment is a fund for Transition and Development of ADMs.

The frozen allotment represents the conversion factor for operating costs transferred to the personnel input factor.

Table 2 - Comparison of Planned to Actuals

Departmental Planned versus Actual Spending (thousands of dollars)			
		1998-99	
	Planned	Total Authorities	Actual
FTEs	--	--	19
Operating	--	7,639.6	5,799.1
Capital	--	1,055.0	754.1
Special Purpose	--	1,500.0	9.4
Frozen	--	75.4	0
Total Gross Expenditures	--	10,270.0	6,562.6
Other Expenditures			
Cost of services provided by other			
Departments			144.8
Net Cost of the Program			6,707.4

Table 3 - Historical Comparison of Planned to Actuals

Historical Comparison of Departmental Planned versus Actual Spending (thousands of dollars)					
	1998-99				
	Actual 1996-97	Actual 1997-98	Planned Spending	Total Authorities	Actual
The Leadership Network	--	--	--	10,270.0	6,562.6
Total	--	--	--	10,270.0	6,562.6

Table 10 - Capital Spending

Capital Spending (thousands of dollars)					
				1998-99	
	Actual 1996-97	Actual 1997-98	Planned Spending	Total Authorities	Actual
The Leadership Network	--	--	--	<i>1,055.0</i>	754.1
Total	--	--	--	<i>1,055.0</i>	754.1

Section VI: Other information

Contacts for Further Information and Web Site

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