



The Leadership Network

**2000-2001
Estimates**

Part III – Report on Plans and Priorities

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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The Leadership Network

2000-2001 Estimates

A Report on Plans and Priorities

**The Right Honourable Jean Chrétien
Prime Minister of Canada**

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Section I: Messages

A. Prime Minister's Message

As Canadians look to the new century, they expect the Public Service of Canada to continue to provide them with high quality services and assist them in the transition to a knowledge-based economy.

The Speech from the Throne underlined this Government's commitment to ensure that the Public Service remains a strong, representative, professional and non-partisan national institution that provides Canadians with the highest quality service into the 21st century.

In this regard, the challenges and opportunities facing the Public Service of Canada are significant and efforts must continue to support its renewal and transition. By supporting networks of leaders at all levels, The Leadership Network helps federal Public Servants meet the challenges of continuing to shape a dynamic public service that will serve the needs of all Canadians into the future.

B. Management Representation Statement

I submit, for tabling in Parliament, the 2000-2001 report on Plans and Priorities (RPP) for The Leadership Network.

To the best of my knowledge, the information:

- Accurately portrays the agency's mandate, priorities, strategies and planned results of the organization.
- Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound, underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Mary Gusella
Head, The Leadership Network

February 2000

Section II: Agency Overview

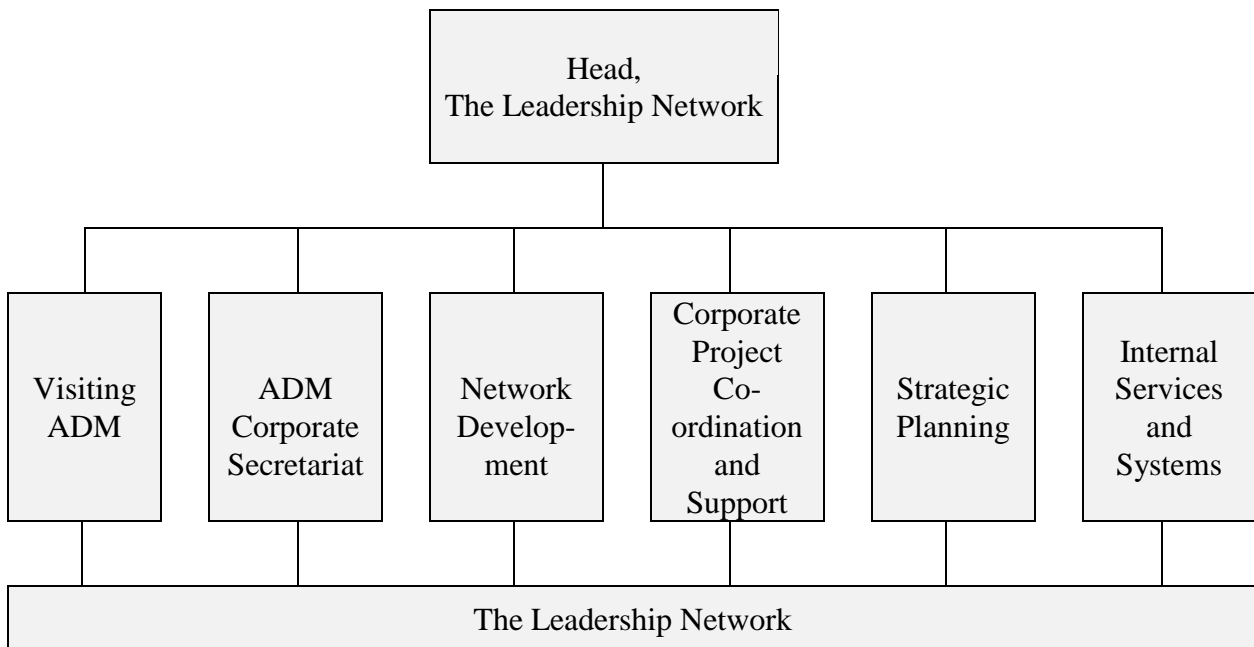
A. Mandate, Roles and Responsibilities

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 and extended by Order in Council 1999-1832 in October 1999. The Leadership Network has also been designated as a department for the purposes of the *Public Service Employment Act*.

The mandate and role 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.

The Leadership Network develops close partnerships and horizontal links with departments, agencies, regions, functional communities, the Public Service Commission, the Treasury Board Secretariat and the Canadian Centre for Management Development, and complements and supports existing networks. The Leadership Network is also responsible for supporting the collective management of the Assistant Deputy Minister community.

The positions responsible for The Leadership Network's business line are:



B. Agency Objectives

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.

C. External Factors Influencing the Agency

As we enter the 21st century, Canadians continue to expect a well-performing, professional, non-partisan public sector that plays a key role in maintaining and improving on our social and economic achievements. The challenge for government is to ensure it has a representative public service capable of responding 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 last four Annual Reports of the Clerk of the Privy Council to the Prime Minister on the Public Service of Canada laid out the directions for public sector reform and set the framework to guide the public service to meet the challenges of a modern knowledge-based organization.

Canada's increasing participation in the global, knowledge-based economy needs champions and leaders. Public sector leadership will be relied upon to put bold and creative ideas before Ministers, to marshal support for change and to ensure smooth implementation of programs and services. As issues become more global and more complex, they will require the expertise and simultaneous attention of leaders in departments or agencies across borderless institutions. These leaders will need to maintain and strengthen links through human and technological networks to enhance their effectiveness.

In turn, the public sector must be able to promote and develop its future leadership by providing key people with the breadth of knowledge and experience necessary to advise and serve in a modern and global environment. Meeting future needs will require recruitment and retention of talent, in particular in critical areas such as the senior executive community as well as development of those leaders to their full potential.

These efforts will need to continue over the years to come as the public service meets its demographic challenges and as Canadians share the rewards of a global economy and adapt to the profound effects of modern information technology. 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.

D. Agency's Planned Spending

(\$ millions)	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002**	Planned Spending 2002-2003
Budgetary Main Estimates	9.7	11.8	2.5	n/a
Total Main Estimates	9.7	11.8	2.5	n/a
<i>Plus:</i>				
Cost of services received without charge	.2	.2	.1	n/a
Net cost of Program	9.9	12.0	2.6	n/a

Full Time Equivalents	40	48	8	n/a
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* Reflects best forecast of total planned spending to the end of the fiscal year.

** The Leadership Network's mandate ends June 3, 2001.

Section III: Plans, Results and Resources

A. Business Line Objective

The objective of The Leadership Network business line is 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.

B. Business Line Description

The Leadership Network business line encompasses activities in support of network development, public service renewal and management of the ADM community. The activities consist of career counseling and advisory services for the ADM community, assistance to federal entities in implementing public service renewal by providing leadership, guidance and support. The business line also includes the promotion for the emergence of new leadership networks and the nurturing of existing ones to enhance the dialogue and flow of information between leaders and strengthen the ability to disseminate corporate information to leaders.

C. Key Results Commitments, Planned Results, Related Activities and Resources

Key Results Commitment

Contribution to public service renewal

Planned Results

- Information and advice to the *La Relève* 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

Related activities

- Provide support for the Clerk of the Privy Council as Head of the Public Service of Canada. This activity will include moving the messages of the Clerk of the Privy Council through a variety of media that promote the Public Service as an institution and its renewal from within.

- Sponsor and arrange workshops and other special events to promote greater use of the resources available to public service leaders everywhere.
- Contribute to public service renewal by building on the momentum and accomplishments of the committees of Deputy Ministers, departments, agencies, federal regional councils, functional communities and the *La Relève* Task Force.
- Support Deputy Minister champions for the functional communities and heads of federal regional councils in the implementation of collective initiatives in support of public service renewal.

Resources (\$ millions)

\$3.8

Key Results Commitment

Effective management of the Assistant Deputy Minister (ADM) community

Planned Results

- 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

Related activities

- Provision of improved career support, advisory services, varied assignments and systematic career development.
- Career counseling and advisory services related to entry into the ADM community, ADM assignments, personal and career development strategies, and learning opportunities.
- With the Committee of Senior Officials (COSO) and with individual Deputy Ministers, the Secretariat will develop an in-depth knowledge of career interests and goals, offer career counseling, provide feedback and develop personalized learning plans and career strategies. Feedback will be sought on the services offered to ensure that they continue to meet the needs.

- Gather updated background summaries on each ADM, which will serve as a key building block of the computerized data bank of the ADM community. This information will be used to determine what overall mix of skills and experience will be required to meet resourcing needs at the EX-4 and EX-5 levels, and targets for prequalification process intake, promotion and external recruitment will be adjusted accordingly.
- Identify a first ADM assignment for those who have been successful in the ADM Prequalification Process to enable them to move through a series of assignments that will diversify their experience via a rotational system. This system is designed to respond to Deputy Ministers' needs by providing for the ongoing matching of individuals to assignments.
- In partnership with the Canadian Centre for Management Development, and in close cooperation with the ADM community, design learning activities to meet the needs of both the individual and the ADM community.
- Support the ADM contribution to the public service renewal, particularly in leading dialogue among executives, managers and other public sector leaders.

Resources (\$ millions)

\$3.3

Key Results Commitment

Effective communications means between leaders at all levels within the Public Service of Canada

Planned Results

- 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

Related activities

- Promote the emergence of new leadership networks and nurture existing networks using both effective traditional techniques as well as newly available electronic means.

- Develop and update an on-line Leadership Information Service. This interactive Intranet and Internet site connects and supports leaders at all levels of the Public Service. It will:
 - offer a one-stop, client-centered marketplace for leaders at all levels seeking information and analysis on the latest developments at the corporate level, professional and organizational development, new initiatives, best practices and achievements, leadership toolkits, and media coverage and trend analysis;
 - provide a meeting place for public servants to learn directly from each other and to build and nurture communities of interest;
 - allow prospective leaders to self-identify through a process that is accessible, easy-to-use and permanent.
- Develop partnerships with private and public sector organizations and associations to develop and distribute effective leadership materials and programs for self-study as well as group study and improvement of leadership styles and techniques.
- Provide tools that leaders can use. These tools will take the form of books, information and study kits, CD-ROMs, videos and other multimedia products that make up a virtual showcase of the thoughts, ideas and action plans of thousands of public servants who are revitalizing an institution in which they take great pride.

Resources (\$ millions)

\$1.6

Section IV: Financial Information

Table 4.1 Net Cost of Program for the Estimates Year

(\$ millions)	
Gross Planned Spending	11.8
<i>Plus:</i>	
<i>Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	N/A
Contributions covering employers' share of employees' insurance premiums and costs paid by TBS	0.2
Worker's compensation coverage provided by Human Resources Development Canada	0.0
Salary and associated costs of legal services provided by Justice Canada	0.0
Total Cost of Program	12.0
<i>Less:</i>	
<i>Respendable Revenue</i>	
	0.0
<i>Non Respendable Revenue</i>	
	0.0
Total Revenue	0.0
2000-2001 Net Program Cost (Total Planned Spending)	12.0

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