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The Honourable Lucienne Robillard  
President of the [Treasury Board of Canada](#)  
and Minister Responsible for [Infrastructure](#)

## Message from the President of the Treasury Board

When the Government of Canada announced the [Government On-Line](#) initiative – and our goal of delivering quality electronic services to Canadians by the year 2004 – we realized that our success would largely depend on the efforts of our employees. And once again, the employees of the federal public service have demonstrated that our workforce is one of the best in the world.

This issue of [A Day in the Life of the Public Service of Canada](#) celebrates the contribution of a wide range of public service employees who are working to develop these new service channels. They have rolled up their sleeves and taken on the challenge of transforming the way government works.

We are fortunate here to have incredible expertise at our disposal, as well as strong commitment and enthusiasm. We also have a clear vision of what we want to accomplish.

In this case, our goal will have far reaching consequences both at home and on the world stage. Connecting Canadians with secure, broadband electronic channels and putting government information and services at their fingertips will give our country a competitive edge in the new global economy.

Public service employees realize that the introduction of these new service channels is an important step in realizing our vision of putting citizens at the centre of information and services delivery. That is why their primary concern in the face of this great change is the quality of services Canadians receive in the

21<sup>st</sup> century. Their achievements have already resulted in international recognition for Canada.

I hope you enjoy this issue of *[A Day in the Life of the Public Service of Canada](#)*. It provides a glimpse of the challenges we all face and an important reminder of the core values that will make it possible to realize the great things our future has in store.

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## Message from the Clerk of the Privy Council

Welcome to the October 2001 edition of *A Day in the Life of the Public Service of Canada*. I am very pleased to introduce an issue devoted to E-Government that is aimed at celebrating the important contributions of public servants in making the transformation.

We have embarked on a journey that presents both opportunities and challenges – a journey that will have an impact on the lives of all citizens and on all of us who serve them.

Realizing the potential of E-Government will require a collective commitment to excellence and innovation. While individual leadership is key to fuelling positive change in government, it is ultimately our ability to work in teams that ensures our success. I know that the spirit of collaboration is alive and well in the public service of Canada. There are many examples that I could point to in our day-to-day work, but that spirit was never more in evidence than when so many public servants rallied to tackle the challenges presented to us in the aftermath of the tragic September 11, 2001 events in the United States.

As we take this E-Government journey together, it will be our shared values as public servants, along with our capacity to work together that will enable us to make the right choices to successfully achieve E-Government. Together, we are building a strong and modern public service ready to meet the opportunities and challenges of both today and tomorrow.

I hope you enjoy the issue.

Mel Cappe  
Clerk of the Privy Council  
Secretary to the Cabinet and  
Head of the Public Service of Canada

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## Ontario Federal Council

### First-ever forum on e-government

On June 4, 2001 the [Ontario Federal Council](#) held its first ever e-government forum in Toronto at the Hilton Convention Center. Entitled *E-Government in Ontario: Collaborating to Transform Government and Meet Citizen Expectation* this one-day forum focused on citizen expectations, transformation and collaboration. It attracted over 270 senior managers from across the public service in Ontario. [Speakers](#) came from all levels of government as well as from the private sector.

The event took nine months to organize but, according to Bob Woodworth, the forum organizer and a member of the Ontario Federal Council, the results were well worth the effort. It brought senior managers from federal departments and agencies face to face to discuss e-government for the first time. They came away with an understanding that e-government is a work in progress and that, while no one has all the answers, it will fundamentally change the way governments operate and provide services.

The forum provided an opportunity for senior managers to share experiences and engage in a thought provoking dialogue. A professional moderator helped by posing insightful and provocative questions. Making personal connections was the order of the day and the results for e-government were impressive: many of the participants reached agreements to form interdepartmental networks and pursue joint actions.

Woodworth says that one of the stumbling blocks for e-government is that, "sometimes there is a tendency to focus





too much on the technological aspects of it rather than on the human dimension and knowledge." The human element is important—personal networks will help bring government services online and that will ultimately have an impact on citizens and their relationship to government.

So what's next? The event is over but the work of e-government has just begun. Ontario Federal Council members are committed to communicating [what they learned](#) from the event. They also plan to begin sharing best practices with the Province of Ontario and with other federal departments.

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## Focus on e-government

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## Breaking trail

The [Canada Site](#) demonstrates the new citizen-centred organization of government services. Services on the site are organized by subject. They are defined by who uses them, not by what departments deliver them. There are three gateways: one for [Canadians](#), one for [businesses](#) and one for [non-Canadians](#). Within the gateways, services are clustered for the convenience of users. Seniors, for example, can find all of the services they might use in one spot. A single service may involve programs from as many as 10 departments.

In response to call letters to departments and agencies, the [Treasury Board Secretariat](#) (TBS) received hundreds of [proposals for GOL projects](#). Twenty-six projects were selected and approved in the first round of GOL funding. Fifty-seven projects have been funded in the second



Donna Wood • Karen MacArthur • Michele Goshulak



Victor Abele



round. These projects are scheduled for completion in March, 2002. With eighty-three GOL projects funded in the first two years, the [Government On-Line](#) initiative is moving confidently toward delivery in 2004, consistent with the federal government commitment.

"GOL funding is given to initiatives that break new ground or that facilitate horizontal service integration across-departments," according to Sayeed Reta, Manager, Business Transformation and Clustering at Treasury Board. In a number of cases, one department takes the lead for developing a service and works in collaboration with other departments whose participation is needed to deliver the service.

In Breaking trail we introduce some of the public service employees involved in moving Government On-Line forward.



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Breaking trail

Donna Wood

Donna Wood Director Citizen Information Programs and Services

Communication Canada National Capital Region

"We've had a great response from the public."

The Citizens' choice



"The citizen is the priority for us," says Donna Wood. As Director of Citizen Information Programs and Services, Donna oversees two of the Government's primary points of public access: the Canada Site (and the Canadians Gateway) on the internet, and 1 800 O - Canada on the telephone. She is also in charge of the Publiservice intranet, which gives public service employees controlled access to tools and information online.

Donna and her team worked closely with colleagues responsible for the other gateways and clusters to develop the redesigned

Canada Site. It introduced the gateway-and-cluster service concept to the Government of Canada's web presence. A completely revamped Canada Site, with three brand new gateways and more than 30 service clusters, came together in less than 9 months. "We've had great response from the public," she says. The site has also achieved "wonderful recognition" internationally. A recent survey by Accenture rated Canada #1 out of 22 countries putting government services online.

As one of the team leaders developing the Government of Canada gateways, Donna continues to be deeply involved in co-ordinating horizontal, cross-departmental services. In her role with 1 800 O - Canada she also helps ensure that Canadians can choose from services available online, by telephone, and in person.

People who like to do things for themselves can now access services on the internet. The Canada Site gives Canadians at home and abroad, as well as the international community, access to accurate, timely and relevant information about hundreds of online programs and services offered by the Government of Canada.

Citizens who prefer personal contact can call 1 800 O-Canada for the equivalent information. Callers always reach a live, bilingual operator, Donna says. She has a great respect for the information officers who staff the phones and respond to e - mail queries from the web site. "They are gregarious, outgoing and caring people, often university educated and interested in helping fellow Canadians," she says.

"We strive to give people a good impression of the Government of Canada—on the phone, online and in person," Donna says, and the feedback, which really reflects on the whole range of new service delivery channels, is extremely positive. The most memorable to date, a remark from a citizen who said, "Calling 1 800 O - Canada makes me proud to be a Canadian."

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## Breaking trail

Karen MacArthur

Karen MacArthur  
Director, Government On-Line  
Project Office

[Department of Foreign Affairs and  
International Trade](#)

National Capital Region

**"It just makes sense,  
it's effective for  
citizens and efficient  
for government."**

## Developing the gateway for non-Canadians



As Director of the GOL Project Office at the [Department of Foreign Affairs and International Trade](#) (DFAIT), Karen MacArthur leads the team developing DFAIT's overall plan for putting its key services online. That includes issuing passports, assisting Canadians abroad, administering export-import controls, and providing services for Canadian exporters.

Her office also leads work on the international component of the new Canada Site, including the gateway to government information and services for non-Canadians with its four clusters—Going to Canada, Doing Business with Canada, Canada and the World, and Canadian Arts and Culture.

DFAIT works with more than 20 departments in delivering the [non-Canadians gateway](#) as well as the Travel at Home and Abroad cluster on the [Canadians gateway](#) and the Exporting/Importing cluster on the Canadian [Business gateway](#). Co-ordinating the contributions of all these departments to build

CanadaInternational in less than nine months last year was a triumph of horizontal management and inter-departmental teamwork and a testament to all the people involved.

"There's a great sense of wanting to make it work that carries us through a lot of complex issues," says Karen. "It just makes sense, it's effective for citizens and efficient for government."

The feedback to CanadaInternational with its theme of "Canada. Cool. Connected." has been very gratifying, she says. Nearly 3 million pages have been viewed to date in close to 600,000 visits. The gateway received about 21% of the visitors to the Canada Site main page, indicating that CanadaInternational is meeting a strong client need. "It's simply a wonderful site," said one foreign client, and "It makes us look great," according to a Canadian visitor. The site continues to evolve, however, based on client feedback and stakeholder involvement.

A third project that the team is focused on is developing Canada's embassy and mission websites into mini Government of Canada portals. Eventually global content on sites such as the Canada Site will be linked with local content on mission sites. There are already some 70 mission websites abroad, with content available in 14 languages. Making material in other languages accessible to international audiences will add a whole new dimension to CanadaInternational.

What Karen appreciates most about her job is the opportunity to make a difference. "If we make good on the promise of GOL, we'll be serving Canadians better and better serving Canada's interests in an interconnected world."

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## Breaking trail

Michele Goshulak

Michele Goshulak  
Director, Strategic Policy  
Government On-Line Branch  
Industry Canada  
National Capital Region

"We're trying to  
break down  
traditional ways of  
thinking.  
We all serve a  
common client."

## Driven by clients



"I really enjoy being able to work on an initiative that's completely driven by client feedback," says Michele Goshulak, "and trying to translate that into something that makes sense both for the client and for the partners that provide the content. It is absolutely satisfying."

Michele is Director of Strategic Policy with the Government On-line Branch at Industry Canada. She worked closely with the Treasury Board Secretariat (TBS), Public Works and Government Services Canada (PWGSC), and the Department of Foreign Affairs and International

Trade (DFAIT) developing the gateway concept for online services. "We went through a whole series of focus groups and came to the conclusion we needed a site for Canadians, one for businesses and one for non-Canadians who want to visit, travel or study here."

Industry Canada took the lead role in developing the business gateway (BusinessGateway.ca). "There were five critical key federal partners—Human Resources Development Canada

(HRDC), [Canada Customs and Revenue Agency \(CCRA\)](#), [Department of Foreign Affairs and International Trade \(DFAIT\)](#), [Public Works and Government Services Canada \(PWGSC\)](#), and [Statistics Canada](#)," Michele says, "and one of my jobs was to garner support from them."

The gateway teams had nine months to deliver. That would've been fine, she says, except each team went down its own path for a while, coming up with different terms to describe the same thing, for example. "When we saw each other's work, we realized we needed weekly meetings to develop common terms, structures and design. We had to be very flexible in our approach; we worked very informally, because we didn't have much time. We kept going back to our partners to consult and determine that they were comfortable with the approach."

On an ongoing basis, Michele says, "It's a governance challenge because we're trying to break down traditional ways of thinking: *'These are my clients and this is the way we should be doing it.'* In this case we share clients. Client feedback is extremely important as a way of coming to resolution within the partnership."

Michele and her team are working on the next version of the Business Gateway site now. One focus is linking with other levels of government. "We tested a product called e-forms where we gathered all the key business forms from across the government. Clients said, "we find this really useful, it saves a lot of time, but where are the provincial forms?"

"There was this expectation as soon as we launched it. So we're talking to the provinces and we hope that version two will have significant provincial content. We want this to be a site for our business clients. The client doesn't distinguish at the end of the day which level of government is providing the information or service."

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Breaking trail

Victor Abele

Victor Abele  
Senior Call Centre Advisor  
[Treasury Board Secretariat](#)  
National Capital Region

"You catch glimpses  
of people's lives and  
their needs."

## Government's 'front door'



Not long ago, when people went 'calling' it meant they turned up at your door, Victor Abele says, and 'receiving callers' brought out the best in every host and hostess. It's a useful fact to keep in mind if you work in a call centre.

Approximately 5,000 operators work in about 170 federal government [call centres](#) across Canada. They field over 32 million calls a year and every one of those calls is personal.

"You catch glimpses of people's lives and their needs," Victor says. "Sometimes they just need a little hand holding." It can be challenging if callers are frustrated too. "People

vent first, and then get down to business. You just have to reset and start fresh with the next caller."

Since February 2001, Victor has been Senior Call Centre Advisor with the [Innovation and Quality Services Division](#) at the [Treasury Board Secretariat](#). He has been engaged in call centre work over the last few years, however, first at [Citizenship and Immigration](#) and then at [Human Resources Development Canada](#). His challenge now is to work with all departments to improve how call centres deliver service.

The profile of government call centres has been rising since 1995. Large government departments each have one or more and, with the advent of online services, many of these centres are beginning to handle e-mail queries. "They're really becoming contact centres," Victor says.



[Call centres](#) may have become government's 'front door' but the way callers are met there varies. One centre might judge quality on the basis of hang ups, another might count the rings before phones are answered. "There are no standard metrics or policies," Victor says. Treasury Board Secretariat is now working with departments to close these gaps.

Managers have other unique problems too. Operators become familiar with many aspects of government, so call centres are favourite recruiting grounds. Keeping staff can be tricky. Scheduling is also a challenge. There are peak times of day and seasons of the year and you have to meet the demand.

Until now call centre managers have had few occasions to share their experiences and concerns. In the past, Victor says, "You'd look up for help with something and find out that no one had ever done it before." That's changing in October, 2001 with the launch of the [Call Centres' Community](#) website. The community will be supported as a [virtual network](#) and hosted by [The Leadership Network](#). It will facilitate peer-to-peer problem solving and the exchange of best practices.

"What excites me the most," Victor says, "is the chance to work with the community itself."

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## Connecting with innovation

### Breaking trail

**Mary Crescenzi**  
 Mary Crescenzi  
 Director, Technology and Innovation  
[The Leadership Network](#)  
[Treasury Board Secretariat](#)  
 National Capital Region

**"The network had to be built by the community itself."**



"It's very interesting how the commitment to e-solutions at [The Leadership Network](#) (TLN) has helped integrate the activities of all the working groups in the branch," Mary Crescenzi reflects. Mary was hired in 1998 to

handle websites for the Network Development group. Its objective was to develop a nation-wide system of technology-based leadership networks for employees at every level in the Public Service of Canada.

"My response," she says, "was that the network *had* to be built by the community itself." With the support of TLN management, Mary set off across the country to engage public service employees in building web-based communities.

[Mary met with more than 500 public service employees](#) across the country

in a process that she describes as 'co-development.' "It wasn't like conducting focus groups where you get people's opinions," she says. "We actually developed a prototype of the leadership.gc.ca site in each city we visited. It became apparent that how you build an 'e-product' is as important as the product itself."

The co-development process engaged people in the site. They could see tangible evidence that their input was shaping it and their participation became a powerful marketing tool to promote it. The feedback from users is positive, Mary says, and the website has been a finalist in the [GTEC](#) awards each of the last three years. It won the Treasury Board Secretariat (TBS) [Award of Excellence](#) last year.

The goal was always to help build communities of practice. At the outset, Mary says, TLN developed online discussion groups. These gradually developed into [Virtual Networks](#) and today TLN is hosting eight community support networks including the [Assistant Deputy Minister Community](#) (ADM), the [National Managers' Network](#), the [Coaching Network](#) and the [Call Centres' Community](#), which is profiled elsewhere in this issue. It has another nine network websites under development.

TLN's commitment to e-government is also obvious in many other areas. For example, publishing *A Day in the Life of the Public Service of Canada* only online, developing the ADM Business Support System, and providing support services for webcasting and telework.

The Technology and Innovation Group is also an intrinsic part of it. With the adoption of TLN's strategic plan last year, Mary's team, now called the Technology and Innovation Group, became part of the management structure and she joined the management committee.

One of the results of that change is the integration that Mary cites as an interesting side-effect. "With the technology group on the management committee, people in charge of other activities can see, during the planning stages, how technology can help them meet their mandates."

"What I find satisfying is that the directors and other staff have become more comfortable using technology. That's important because e-government is everyone's business."

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Best Practices

The Government of Canada offers a variety of programs that can accelerate advancement, especially for employees interested in computers. In Best Practices, we look at three recruitment and retention programs that meet the government's ongoing Human Resource needs and provide unique opportunities for motivated employees. The Organizational Readiness Office website provides information on these programs.

For other advancement programs and employment opportunities, employees can consult PSC's jobs.gc.ca website. The site offers many resources. SOS jobs lets



Jeannette Proulx



Rocky Kreis



Zahra Pourjafar-Ziaei

employees register to receive automatic notification when suitable positions become available. The [IT Recruitment Database](#) lets managers search for specific skills, and allows for rapid appointments. The website has employment information for students in [CO - OP/Internship programs](#) in Canada and the [Post-Secondary Recruitment section](#) lists permanent jobs at the entry level.

Every program and position posted on jobs.gc.ca may be applied for electronically. Applications may also be filed at the 16 Public Service Commission of Canada [District Offices](#) across Canada.

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Best practices

Jeannette Proulx

Jeannette Proulx  
 CS Bridging Participant  
[Veterans Affairs Canada](#)  
 Charlottetown, PEI

"If you have a goal,  
 you will succeed."

A bridge to advancement



Originally from Montreal, Jeannette Proulx says she has found a home in Charlottetown where she enjoys the people and the environment. She has been with [Veterans Affairs Canada](#) since February 1995 when she was first hired by the department in Vancouver.

Jeannette, a business analyst, is studying full time to become a computer specialist, thanks to an innovative pilot project run by the Government of Canada. The [CS Bridging Program](#) is an initiative aimed at bringing more public service employees into the Computer Science (CS) category.

She is working toward a Bachelor of Business Administration with a Minor in Information Technology at the University of Prince Edward Island, and is also participating in an innovative online program delivered by the New Brunswick Community College, which will give her the equivalent of a two-year diploma in Computer Science.

"This virtual program allows me the flexibility to study both at home and at the office," explains Jeannette. "Everything, including exams, is done on a web site and the participants are supported by tutors and by each other." Jeannette says she benefits from studying with two colleagues who are also participating in the CS Bridging Program. "Having their support is really helpful," she says.

From Jeannette's point of view, the CS Bridging Program is a winner

for both the government and employees. It has given her the opportunity to pursue her interest in computers and advance her career and it has given the government the chance to acquire a new computer specialist without losing a valued employee. "I really feel that if you have a goal," Jeannette says, "you will succeed in achieving that goal thanks to the many programs available to employees."

Jeannette enjoys the field of computer science, she says, because of the challenge of rapid change and expansion of information technology. "This is where I see the future of government," she adds.

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Best practices

Rocky Kreis

Rocky Kreis
A/Director General of National Operations Services
Human Resources Development Canada
National Capital Region

The right place



Rocky Kreis has a wry, self-deprecating way of attributing his success to fate rather than to his own competence. After 20 years working in a Human Resources Development Canada (HRDC) computer centre in Winnipeg, he was chosen to be its director. Rocky will jokingly tell you he got the job simply because he stayed long enough. "Everybody else retired or went away."

Rocky grew up in Atikokan, a small mining town outside of Thunder Bay. Although a gifted student, and in spite of having won two scholarships, he chose not to attend university. Instead he worked in shipyards, grain elevators and paper mills, doing manual labour until he joined the public service as a computer operator in Thunder Bay.

"When they phoned me to say they had a job for me as a computer operator, I thought 'That's nice, but I don't know a computer from a tree stump, so maybe you've got the wrong guy'," he says.

That was then. Today Rocky works in Ottawa as Acting Director General of National Operations Services for HRDC



"I have been learning to work really well with people, to get people to work together, to motivate them, to get them to do things that they didn't think they could do."

and he's one of ten Government of Canada employees chosen to participate in the [IM/IT Executive Development Program](#). The program is designed to prepare people in Information Management and Information Technology to become Chief Information Officers.

He was chosen for his computer skills, certainly, but also for his ability to work with people. "I have been learning to work really well with people, to get people to work together, to motivate them, to get them to do things that they didn't think they could do, and to not get in their way."

"Doing this type of work gives me a lot of satisfaction," Rocky says. "I am in the right place. There is real value and real satisfaction in serving the Canadian public. I simply can't imagine another place where I'd have the same opportunities."

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## Best practices

Zahra Pourjafar-Ziaei

Zahra Pourjafar-Ziaei  
A/Director, Front Office,  
Information Management Branch  
Department of Justice  
National Capital Region

"Our survival  
depends on being  
innovative and  
flexible."

## Non-linear thinking



Born and raised in Iran, Zahra Pourjafar-Ziaei was forced to flee her country in 1983 as a result of the Islamic revolution. After arriving in Canada, Zahra settled in Newfoundland, where she stayed for 12 years. She now lives in Ottawa and is currently on assignment as Acting Director of Front Office, Information Management Branch of the Department of Justice Canada.

Zahra, an MBA graduate, was one of 18 people chosen nation wide to participate in the IM/IT Management Development Program, a Government of Canada initiative aimed at developing leaders in Information Management and Information Technology. This innovative program, which focuses on developing leaders rather than managers, develops flexible leaders by discarding old habits and existing barriers. "Our survival depends on being innovative and flexible in terms of breaking down barriers and turning challenges into opportunities. This requires non-linear thinking," she says.

"I am passionate about my work; it is a very important part of my life. I have made a lot of personal sacrifices to develop my career and to be here," says a hard working Zahra who once quit

a permanent university job for a six-month term position with the Government of Canada. She says what she loves most about her job is the challenge of always trying to find new and better ways of doing things. She enjoys finding ways to work faster and more efficiently through new technology and seeing her contributions produce quick results for her clients.

Zahra believes that the Public Service is the best place for people who are serious about their career and not afraid of working hard, because of the range of possibilities it offers. "The way I look at it is that there are 65 thousand different positions that are available. I can educate myself, get the qualifications and apply for any one of them, and potentially get any one of them."

"I came to Canada as an immigrant at a time when I needed someone to believe in me, to let me in, and to assist me to grow and develop so I could contribute to the society I am living in. Canada gave me that opportunity. I feel that I can give something back by working for the Public Service." Zahra, a mother of three, also volunteers for a number of educational organizations.

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# Crossing Boundaries

Profiles of people collaborating to break old moulds and create new services.



Richard Jackson



Diane Leclercq



Bob Porter



Craig Taylor

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## Crossing boundaries

Richard Jackson

Richard Jackson

Radio Inspector

[Spectrum Management](#)

[Industry Canada](#)

Saskatoon, Saskatchewan

**"Radio works just as well with a licence as it does without."**

## Keeping the airwaves fair



If you are talking on a radio in Saskatchewan and you don't have a licence, you might want to get one—Richard Jackson might just be listening in. And that means you might be getting a bill in the mail for your unlicensed transmission.

Richard works in [Spectrum Management](#) in the Prairie and Northern Region of Industry Canada. That makes him something of an airwave policeman, he says. "We're working on the theory that a radio works just as well with a licence as it does without," he says with a smile. Accordingly, it is his job to protect the people who paid for their licence—and with it, the promise of a clear

frequency—by tracking down anyone who is cluttering up the airwaves without permission.

Before you conjure up an image of an electronics "geek" stuck in some isolated communications van with only a pair of crackly headphones to keep him warm, remember this is the age of computers. Certainly, Richard travels to the far corners of the province, but only to drop off his listening station. It is a three-quarter-ton trailer full of communications gear. It has a phone-activated computer array and a 37-foot, pneumatic antenna that is smart enough to retract itself when

the wind blows too hard. With no human intervention whatever, the listening post scans a 70-kilometre radius, registering every radio transmission and then checking each frequency against all known licensees in the area. Then, once a day, it sends a fax of all it has found to the machine beside Richard's warm, dry Saskatoon desk.

If there are unlicensed or unexplained transmissions, "I phone the trailer and turn on a receiver," Richard says. The receiver tapes any conversations that occur on the suspect frequency, so when Richard comes in the next day, he can rewind the tape—again using only a touch-tone phone—and listen in. It's only a matter of time before he determines where to send the next bill.

Richard emphasizes that he is not trying to deny anyone access to the airwaves, but a certain amount of enforcement is essential "to keep things fair." In Saskatchewan, Richard has designed a system that does, indeed, keep things fair.

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## Crossing boundaries

Diane Leclercq

Diane Leclercq  
Operations Manager  
Canadian Heritage  
Winnipeg, Manitoba

**"It's all about better service delivery to these communities."**

## Taking a good idea one step further



There's a shift today toward user-friendly public services and one-stop shopping, a single outlet offering services from several departments and agencies, is coming into its own.

In Manitoba, Diane Leclercq is taking one-stop shopping one

step further. She's developing a single window for the francophone population of the province. The initiative is a first in Canada. "There are other single-window initiatives across Canada," Diane explains, "focusing on business development, for example. But the idea here is to bring together several levels of government, federal, provincial and municipal, so that you can come in and get services from all of them."

Existing government services in Manitoba do have full bilingual



capacity, Diane notes. Five percent of the province's population speaks French and the new initiative is intended to give them better access to those services. "Government offices are often in anglophone areas, especially in rural communities," she says, "and people can feel intimidated trying to negotiate complex matters."

The province of Manitoba has identified six areas with concentrations of francophone citizens where the federal government will provide services through a single window. Two (St. Vital and St. Boniface) are in the Winnipeg urban area. The others (Notre Dame de Lourdes, St. Pierre, Ste. Anne, and the Métis community of St. Laurent) are in rural areas. The first three have been funded for a trial period. Diane hopes funding for the next three will follow after a successful trial.

The goal is to simplify. "Instead of having to go to three different offices, possibly in three different towns, people will be able to go to this single window and get the services, or access to them, in one place," Diane explains. People should be able to find a direct connection to the right source regardless of the level of government involved.

Simplicity isn't always easy to achieve though. It's an intricate undertaking, Diane says, because of "the complexity of the intergovernmental partnerships." But she's optimistic. "This is a first nationwide," she points out with a touch of pride.

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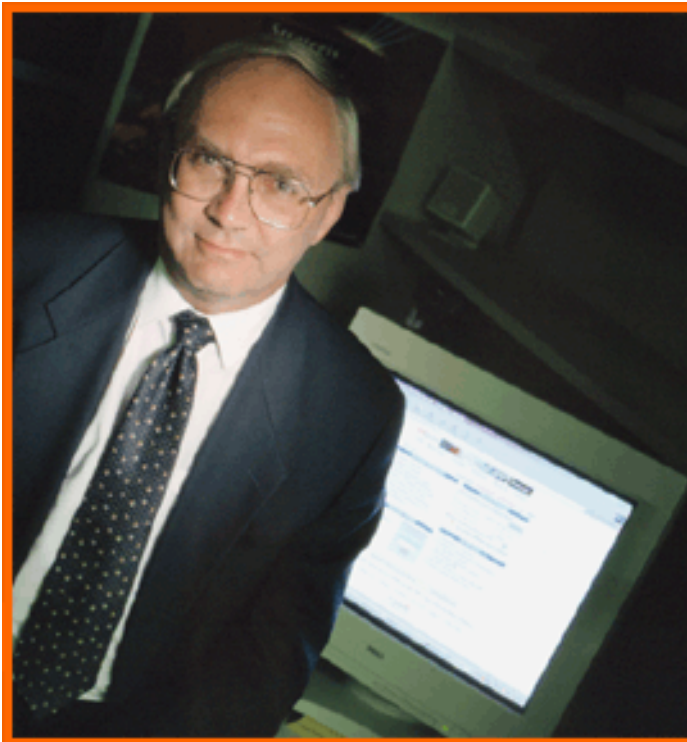
Crossing  
boundaries

Bob Porter

Bob Porter  
Acting Director General,  
Strategic Information  
Industry Canada  
National Capital Region

"Your sense of  
time changes  
dramatically when  
you work with the  
Internet — the  
technology and the  
marketplace change  
so rapidly."

## Strategic sense



"I decided early in my career that traditional manufacturing did not offer the challenges I was seeking," says Bob Porter of his previous work life in the steel industry. Today, he works in what is indisputably a

growth industry: the internet. Bob manages Industry Canada's Strategis – one of the first government web sites and still a leader in the field.

Information management has mushroomed since its humble beginnings, says Bob, when small pockets of people interested in putting information online were scattered around the department. "Essentially, they were operating as 'skunk works'," he says with a laugh.

About five years ago, however, getting Industry Canada online became a strategic departmental priority. "It became

everybody's business to transform how we did business." Today, in addition to a wealth of information on all aspects of Industry services, several transactional services are being offered online, including searching and registering a trademark, and incorporating a business and a patent.

[Strategis](#) is now one of the biggest sites in Canada, logging about 30,000 visitors a day from across the country and abroad. "Regardless of where you are, you should have access to an information channel for Industry Canada services," Bob emphasizes.

Since joining Strategis, Bob's role has been to make electronic service delivery a core part of the department's business process: helping Industry Canada managers use the internet to improve client service. His major concern is that Strategis should be an accurate barometer of the quality of information in the department as a whole; that the bilingual site should be comprehensive, accurate, up-to-date, easy to use—and above all, serve the needs of Canadians.

"There's a large measure of public relations in this work," Bob points out. "If a client doesn't know you already, as far as they're concerned your web site is your organization."

Bob also has fun with his responsibilities. "It's been a ball, and it's a ball every day—that never changes."

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# A day in the life

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## Crossing boundaries

Craig Taylor

Craig Taylor  
Manager, On-Line Services  
Development  
Canadian Heritage  
National Capital Region

**"The public deserves the best service they can get."**



# A passion for content

Craig Taylor has been called "inordinately proud" of being Canadian. As a second generation public servant who spent his childhood and youth in many countries, he thinks that's amusing: in his eyes it's impossible to be too proud of this country.

Trained as an historian, Craig discovered an affinity for computers while working part time on a government project. "My mind just seems to understand how they work," he says. "And I have only one rule for dealing with computers: never let them see fear."

His background and that attitude may explain why Craig, who plays an important role in Information Technology, has a very non-technical view of e-government. "It's too important to be left to the computing community," he says, "This isn't about adding another server, the content must be relevant."

Content is Craig's passion. As manager of online services development, he oversees a range of web sites for Canadian Heritage. He also deals with sites for special events such as Canada Day.

One of Craig's teams developed Canada's commemorative site for the September 11 terrorist attacks in the US. It was launched within a day and contains thousands of e-mail messages from Canadians.

Whether responding to today's events or planning tomorrow's websites, Craig's focus is on relevance. As a father of two young children he says, he has a constant reminder close at hand. "I have a seven year old who walks around with an alternate [Pokemon] universe in his back pocket. Our challenge is to build something that will be relevant to the aspirations and needs of his generation."

"I work with a great team of extremely talented people," Craig says. "My job is to come up with brilliant ideas and theirs is to tell me they're not brilliant enough." Having your ideas shot down doesn't sound like much fun, but for Craig the whole point is to insist on the best. "The public should demand better," he says, "The public deserves the best service they can get."

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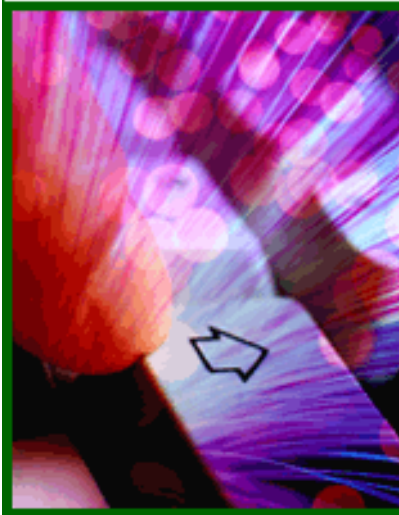
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## The path forward



**E-government is in the process of being invented. We can imagine elements of it; we can even see**

**the initial steps necessary to move toward it. We are taking them.**

But, as the Clerk of the Privy Council points out in our [lead feature](#), e-government must be regarded as a new model of government, one that is born of and relevant to the new emerging society—a society that is increasingly digital and global in its interaction. The only real certainty is that government is entering a period of transformation that will require the participation of every employee in the public service.

An important first step toward e-government is the implementation of [Government On-Line](#), a service improvement initiative that's well underway. The government made a commitment to put key services online by 2004. [Twenty-six projects](#) were selected and approved in the first round of GOL funding. Fifty-seven projects have been funded in the second round. These projects are scheduled for completion in March. With eighty-three GOL projects funded in the first two years, the Government On-Line initiative is on target for meeting its 2004 goal. In this issue you will meet the people behind some of these programs and other initiatives at the cutting edge of electronic service delivery.

In our [feature interview](#), Michelle d'Auray, Canada's Chief Information Officer, talks about the progress of Government On-Line. "Putting government services on-line will transform the way we work, learn, do business and communicate with each other," she says. The change will be challenging but, in the long run, she believes the public service will be an even more interesting and rewarding place to work than it is now.

One of the recurring themes you will see in this issue is readiness. The [Organizational Readiness Office](#) (ORO) at the [Treasury Board Secretariat](#) is taking the lead in preparing the public service to deal with the transformation. A lot can be learned from the experience of private sector firms, which are also moving rapidly to deliver services electronically. As the Clerk of the Privy Council has said, we can learn from the private sector, but we shouldn't try to be more business like, we should be more government like. The public sector is held to a higher standard than the private sector in dealing with issues such as privacy, accountability, and transparency. It must also respect the principles of our representative form of democracy.

People are developing expertise as they work in the new service channels. Sharing good ideas and best practices will be critical to developing a body of knowledge that can be spread throughout the public service. Communities of practice can play a pivotal role in this regard and in "[Meeting the readiness challenge](#)," we look at how the ORO is helping foster their development in the federal government.

The addition of electronic service delivery will create many new career opportunities for public service employees. People have many questions about the types of skills they will need to take advantage of those opportunities and where they can find appropriate training and development programs. "[Learning for the Knowledge Age](#)" provides some of the answers. We look at

the learning and training programs being developed by the [Canadian Centre for Management Development](#) (CCMD) and [Training and Development Canada](#) (TDC). Both agencies are working closely with departments and communities of practice within government to develop programs that meet the needs of public service employees.

"[We want to be ready](#)," reports on a series of focus groups in Atlantic Canada that dealt with the human resource implications of GOL. Participants had some telling concerns. Will this initiative improve services to Canadians? Are we in danger of creating two classes of service? Can we be ready in time? Those questions express an unwavering commitment to service and that commitment will make this transformation possible.

Delivering services electronically is only part of what e-government will eventually achieve. Secure high-speed access to the internet will give citizens the opportunity to play a much more dynamic role in government. In our final feature, "[What tomorrow holds](#)," we look at how online consultation has the potential to change the nature of public engagement in policy development.

Implementing Government On-Line will move Canada toward e-government but, first and foremost, it is a service improvement initiative. Its goal is to provide Canadians with improved and integrated services that they can access anytime, from anywhere and in the official language of their choice. This publication is a tribute to the spirit, the resourcefulness and the commitment of the individual men and women who are making that possible.

## Make the connection

### e-government background

The [Speech from the Throne](#) and the [Prime Minister's Response](#) set Government On-Line as a key priority for the Government of Canada.

[Connecting Canadians](#) is the federal government's vision and plan to make Canada the most connected country in the world. The site features [articles](#) that provide an update on the Connecting Canadians initiative, and showcase some of its successes.

Canada has been ranked first among 22 countries



surveyed in Accenture's second annual global [e-government study](#).

A British government report, "[Benchmarking Electronic Service Delivery](#)," covers Canadian initiatives including Government On-line, Service Canada, and the HRDC Job Bank, as well as several Industry Canada initiatives.

The [speeches section](#) of the Government On-Line web site offers a substantial collection of policy related material on e-government.

## Government On-Line

[Results for Canadians: A Management Framework for the Government of Canada](#) outlines the agenda to improve programs and services. Electronic service delivery is highlighted in the "Citizen Focus" section.

[Budget 2000](#) allocated funding to design and launch the initiative to offer federal government services online.

[Government On-Line: Serving Canadians in a Digital World](#) explains the Government On-Line initiative and highlights current and future online services.

The [Seventh Annual Report to the Prime Minister on the Public Service of Canada](#) establishes e-government as a key priority across the federal government. See the "Modernizing Service Delivery" section.

## Online tools and services

The [Government of Canada web site](#) is the primary service portal for Canadians, non-Canadians and Canadian Businesses.

[Electronic services and forms](#) provides frequently requested Government of Canada Forms.

[Shop Online](#) links will take you directly to Government of Canada web pages where you can purchase Government of Canada products and services online.

[Jobs.gc.ca](#) and the [Electronic Labour Exchange](#) offer Public Service employees and human resource professionals online resources.

[Work that matters](#) is a newly-launched site providing

information on careers in Information Technology with the Public Service of Canada.

The Leadership Network's [Virtual Network](#) is a web-based tool that allows networks of people across regions.

## Electronic commerce

[Government On-Line Success Stories](#) offers case studies and profiles relating to e-commerce.

[Electronic Commerce in Canada](#) is the virtual focal point for information on Canada's Electronic Commerce Strategy.

[ebiz.enable](#) is a portal designed to guide commercial organizations in e-business strategies.

[SourceCAN](#) offers businesses access to free on-line marketing exposure, e-catalogues, and sophisticated web-based tools to conduct business in the global economy.

## Learning tools

A variety of [self-directed courses](#) are now offered by Training and Development Canada (TDC) and the Canadian Centre for Management Development (CCMD) through [Campus e](#)

[Campus e](#) (CCMD) is a portal to online learning for Federal Public Service Managers. The cornerstone of this single-window program is the Learning Library.

## Events

### [E-Government in Ontario](#)

A successful forum sponsored by the Ontario Federal Council in June, 2001.

### [E-Frontiers](#)

This web site contains adjudicated papers from the IPAC Conference "E-Frontiers" held in May 2001.



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**Canada was recently ranked first among 22 nations as an "innovative leader" in online service delivery. Our challenge is to remain a leader.**

**E-Government must be regarded as a new model of government, one that is born of and relevant to the new emerging society.**

## People will make the difference

*Canada leads the world in putting government services online but the move toward E-Government involves a more fundamental transformation*

by Mel Cappe, Clerk of the *Privy Council*, Secretary to the Cabinet and Head of the Public Service of Canada

E-Government is not a fad! In Canada, we are committed to making it a reality...

Our journey to becoming an E-Government is well underway. We have a plan, known as *Government On-Line* (GOL), for putting our information and services online by 2004 and we are well on our way to achieving success. We have also begun to think through and plan for the broader transformation to E-Government.

I am proud to say that GOL has made Canada a leader in the area of online service delivery. In fact, Canada was recently ranked first among 22 nations as an "innovative leader" in this area. This is a great achievement and I commend all of you who have been involved in making it happen. However, our challenge is to remain a leader. This will require a collective commitment to excellence and innovation.

GOL is an important component in becoming an E-Government and is raising profound questions about how we operate as a government. However, E-Government is a much broader concept that reaches beyond the delivery of services online, in other words, beyond GOL.

The environment for government is changing. Through globalization and advances in technology, the world is becoming increasingly interdependent and defined by speed, diversity and complexity. We are also experiencing a dramatic demographic shift and changing citizen expectations. The result is the emergence of a fundamentally changed society that is putting pressure on our existing public sector institutions—institutions that were born out of the industrial age.

**So, E-Government must be regarded as a new model of government, one that is born of and relevant to the new emerging society—a society that is**

## **increasingly digital and global in its interaction.**

The goal of an E-Government, at the most fundamental level, is no different than the goal of good government systems in ages past—that is, improving the quality of life for all citizens. Achieving this end, however, requires a system of government that both reflects and leads the society in which it exists.

So, for me, the "E" in E-Government stands for:

- **Electronic** (use of technology in government);
- **Enabled** (government that is equipped to meet its objectives); and
- **Enabling** (empowering citizens and facilitating links between citizens and their elected representatives).

Becoming an E-Government requires fundamental changes in the way the public service and its institutions think and function.

- from a bureaucratic-management model to a knowledge-age management model
- from command and control to an emphasis on consultation and shared decision making
- from a focus on inputs and tasks to a focus on results, based on client and user needs
- from competition to collaboration
- from a focus on structure to a focus on networks and relationships
- from knowledge hoarding to knowledge sharing

These changes constitute a cultural shift. While no one can honestly say what government will look like in the future, we do know that E-Government is about transformation.

It requires a transformation in the way we, as public servants, work, do business, organize ourselves, manage, and engage citizens and other stakeholders. It also represents changing relationships between government and citizens, and this has implications for issues such as governance, accountability, privacy and security.

Our challenge, as public servants, is to begin to think through the opportunities and challenges of E-Government and to plan for the transformation. For example:

- How do we add value when anyone can get access to the same or better information?
- How do we continue to respect ministerial accountability, a cornerstone of Westminster democracy, when information networks and the increasing complexity of issues require us to work more horizontally?
- How do we develop flatter, more flexible structures, while continuing to respect ministerial accountability?
- As we become better at connecting to citizens, how do we ensure that elected officials are not disintermediated?
- As we work collaboratively in an environment of shared decision making, how do we share accountability? Should we? What is modern

accountability?

- How do we balance privacy and security concerns against the need to share information across departments and across other governments and sectors in order to better develop policies and programs and serve Canadians?
- How do we protect privacy and security? We face higher standards, but we have not quite figured out how best to meet those standards.
- How do we ensure access to all Canadians and avoid a digital divide?
- And, as E-Government transforms the workplace, how do we ensure we have the people, with the right skills, in the right place, at the right time?

Addressing these and other issues will require a collective dialogue and learning. It also requires people who see these issues as opportunities to build a modern government, instead of seeing them as barriers to fundamental change.

In fact, the challenges and opportunities associated with E-Government highlight the importance of people in making the successful transformation. As I have said in the past, our success in realizing the potential of E-Government will depend far more on enabling the creativity of our people than on technologies. Ensuring that our people are equipped with the skills, mind sets and leadership approaches for the new economy and society is key.

E-Government requires people who can work effectively across departmental, program and other borders; who are able to think outside the box; who see issues in a broader, horizontal context; and who understand that information has value when it is shared and that teamwork and collaboration are key to innovation. E-Government is perhaps one of the most important reasons why we are taking steps to modernize how we manage the people of the public service.

It is essential that we have a flexible human resource management framework that enables us to get the right talent in place to build E-Government. We want to attract, keep and foster the kind of people who can grasp the potential of E-Government and turn that potential into a reality. They will be the ones who help us tap the power of new ideas, new partnerships, and new technologies.

E-Government is not an end state, but a process of continuous renewal. To ensure that we remain at the forefront of the e-frontier, we must commit to building an innovative and excellent public service. We will have to value the culture and skills of innovation and collaboration that lead to improved results. And we will have to encourage risk taking, but ensure that public servants have the tools, skills and support to know what risks to take.

This is an exciting time for the Public Service of Canada. Together, we are building for tomorrow!



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Canadians can access  
a wide range of  
information services  
now, as well as  
some transactional  
services, through  
the Canada Site.

The nature of the work  
is starting to shift from  
processing requests to  
providing advice and  
helping people  
directly.

## Government On-Line

How GOL is transforming the way government serves citizens



*An interview with Michelle d'Auray, Canada's Chief Information Officer*

*The Government of Canada has made a commitment to be the government most connected to its citizens by 2004. Our goal is to provide Canadians with access to information and services on-line, when and where they need them, and in the official language of their choice. This will most likely have an impact on the way*

*government works and the way it serves citizens.*

*Michelle d'Auray is Canada's Chief Information Officer. She is responsible for the overall coordination of the Government On-Line (GOL) initiative. A Day in the Life spoke to her about the GOL initiative at the end of August.*

*A Day in the Life:* The GOL initiative requires a major service transformation of the Government of Canada by 2004—that's just over two years away. Exactly how much is involved in this undertaking and what is the likelihood of meeting the target date?

*Michelle d'Auray:* Canada's Government On-Line (GOL) initiative is, first and foremost, a service initiative. The objective is to rethink the government's information and transactional



**Putting government services online will transform the way we work, learn, do business and communicate.**

service delivery, so that we can better respond to citizen and business needs. It means using information technology and communications to provide better, faster and more convenient services securely, in an integrated fashion—with a focus on internet portal or single window access. It's also about taking advantage of the increase in productivity brought about through the use of technology to improve government operational efficiency. Our strategy consists of five elements:

- electronic delivery of a critical mass of key client services—federal departments and agencies have already identified approximately 200 key services that are candidates for electronic services delivery, of which about 30 are the most frequently used or have the biggest volumes of transaction, or reach the most people.
- a common infrastructure to provide the necessary authentication and security services as well as a robust electronic platform, networking departments and agencies, and supporting integrated service delivery
- an updated policy and standards regime covering issues such as privacy, security, authentication of identity, information management and procurement tools
- the ability to measure citizen and business expectations and experiences of electronic service delivery, and to communicate progress
- a corporate approach to human resource management to ensure that the government can retrain, recruit and retain employees with the skills that will be needed for the implementation and delivery of services electronically.

The program is well underway and we are moving forward to meet the target date of 2004. The progress we have achieved is exemplified in many respects by the launch, early in 2001, of the redesigned [Canada Site](#) with its three main gateways, and the advertising campaign surrounding it.

***A Day in the Life:*** Does the Government of Canada offer any services online already?

***Michelle d'Auray:*** Yes, Canadians can access a wide-range of information services now as well as some transactional services through the Canada Site.

The [Canadians gateway](#) provides quick access to information on health, consumer protection, benefits, taxes, and the environment. Through this gateway, communities of interest—Aboriginal peoples, children and youth, newcomers to Canada, persons with disabilities, and seniors—can easily find the things that mean the

most to them.

The business gateway provides information and services covering every step in a business lifecycle including business start-up, employment, taxation, financing, importing and exporting.

The international gateway offers visitors and businesses from other countries a window on Canada and information to help them learn about our culture, or to make decisions about travelling, living, studying, and investing in Canada.

We have also accelerated the work by departments on some of the 'top 30' on-line services by supporting what we called 'pathfinder projects.' Some of these projects include:

For Canadians: employment insurance online (also known as 'Appli-web'); income tax filing (available to all citizens for the first time this past year); passport applications (this is being scoped, including requirements for online documentation); integrated jobs website to provide the ability to apply online; benefits to senior citizens (including the Canada Pension Plan); and online health diagnostic services for First Nations.

For Canadian businesses: internet record of employment filing; business registration; electronic procurement; and farm income support.

For Non-Canadians: status of citizenship applications and online information about Canada.

***A Day in the Life:*** How will GOL support services provided through other channels of delivery?

***Michelle d'Auray:*** The internet provides an opportunity to transform our services and enhance client access by making them available online. It also provides the electronic platform that will enable us to provide better access to improved services through our traditional delivery channels—by telephone and in-person. This approach allows us to continue to provide Canadians with choice of access points while enhancing the quality and consistency of information and services across delivery channels.

As we put more and more information online, we are starting to see a shift in the nature and level of service clients are requesting. For example, instead of asking 1-800 O-Canada operators where they can find information, citizens are starting to ask for advice about their specific needs. The nature of the work is starting to shift from processing requests to providing advice and helping people directly.

***A Day in the Life:*** How many services are going to be offered

online in 2004?

**Michelle d'Auray:** Departments have identified some 200 key services that are candidates for electronic service delivery. To accelerate the online delivery of these key services, we initiated two rounds of competitive funding for what we call "pathfinder" projects. In addition to putting key services online, these projects will help to address policy and technology issues, and provide lessons from which other online projects can benefit. This year, 22 million Canadians were invited to file their personal income tax return over the internet. Shortly, we will be testing income and insurance benefits, as well as filing court documents online. The complete list of pathfinder projects is available at [http://publiservice.cio-dpi.gc.ca/gol-ged/projects/projects\\_e.asp](http://publiservice.cio-dpi.gc.ca/gol-ged/projects/projects_e.asp).

**A Day in the Life:** You talk about the GOL initiative changing the way government works. What can public servants expect?

**Michelle d'Auray:** Over the next decade, putting government services online will transform the way we work, learn, do business and communicate with each other. The government supplies a huge amount of information to a very wide range of people and technology offers us a completely new opportunity to provide this information and to value it effectively.

What does this mean for us as public servants? As more and more information is available online, Canadians will demand increasingly complex advice and services from government. At the same time, public servants will have access to a broader range of information, allowing them to provide more comprehensive services to their clients. For example, in the future, public servants will be able to tell seniors about the whole range of programs they might be entitled to and point them to the [Seniors Portal](#) on the Canada Site to access these electronically.

The internet will also change the way we work within government. Through Human Resource applications, employees will be able to access information about their benefits, leave and other information online.

This is what GOL is all about. It is an initiative that cannot succeed without people—without the dedication of women and men who bring their skills, ideas and energy to their jobs. While many challenges remain, the GOL initiative will enrich the job experience of all public servants across Canada. It is not only a great opportunity to transform the way government works, it will help us do our job of serving Canadians, better.

Getting ready for these changes is critical to the success of GOL. That is why the [Organizational Readiness Office](#) was established

in November 2000. Its role is to work with the Information Management, Information Technology and Service Delivery communities of practice to develop approaches concerning retention, recruitment, accelerated development programs and continuous learning.

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One challenge for the ORO is to discover communities of practice and develop tools for them to play a greater role in GOL

Using common work descriptions will help promote consistency and reduce duplication of effort.

## Meeting the readiness challenge

*Developing communities of practice at the Organizational Readiness Office*

Government On-Line (GOL) is grouping services to match the needs of citizens: a company wanting to start an export business will find all of the government services and information relating to that activity in one place.

Such a "single-window," client-centred approach to service requires greater co-ordination among a variety of programs run by a number of different departments. The result, according to Ed Fine, is that, "one of the most significant drivers of change is the need to integrate activities across departments and even jurisdictions." Fine is Executive Director of the Organizational Readiness Office (ORO) at the Treasury Board Secretariat. His team is concerned with managing a transformation that runs very deep and that has few precedents.

For the new horizontal structures to work smoothly, there is a need for new and better alignment of skills across departments. In the past, each department defined its own human resource requirements. The resulting inconsistencies are now virtual roadblocks to the horizontal flow that GOL demands.

The problem was really laid bare in the Information Technology (IT) area. Both government and the private sector have been scrambling to keep up with developments in IT. There is a shortage of people with IT skills and both managers and staff have had trouble keeping up with the rapid changes in technology.

These serious issues are being addressed in part, Fine says, through the innovative use of "communities of practice." The term may

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seem puzzling, but the concept is quite simple and elegant.

Communities of practice are simply people in similar roles who share information and learn from one another. One challenge for the ORO is to discover where these informal communities of practice exist and develop tools for them to play a greater role in developing the people and skills needed by GOL.

Applying that principle within government has already made a remarkable difference. The challenge of developing consistent criteria for IT skills in all departments was turned over to the IT community and the results have been excellent, Fine says. "It's now clear what skills a Chief Information Officer (CIO) needs, for example. Equally important, we are able to determine who has those skills. The IT community is also developing a talent pool that the community itself can draw on."

Fine says the ORO is also encouraging sharing of work descriptions across the communities. "Ideally, if a manager needs a web developer, she shouldn't have to define what that means, she should have easy access to a work description for a similar position elsewhere. Using common work descriptions will help promote consistency and reduce duplication of effort."

Public service employees who are defined by their work practices are also more mobile and can move easily from department to department. And, once the skills for different roles are clearly defined across the community, the requirements for individual advancement will also be clear.

In some ways, the Organizational Readiness Office is pushing the envelope in improving public sector human resource practices, Fine says. "The whole area of e-government is entirely new and Canada is leading the world in developing it. There are no examples to copy. Innovation is essential and sharing best practices is critical."

Fine says communities of practice are logical forums for identifying and sharing information and the ORO has been encouraging communities to fill this role. *[see also Call Centre Managers Online community story](#)*. The ORO is actively promoting communities of practice throughout the public service. "We are using the successful model set by the IT community as an example to encourage development of equally effective communities of practice to address Information Management (IM) and Service Delivery issues," Fine says. "For example, we brought community leaders together this summer to discuss issues related to modernization of human resource management. This allowed them to make significant contributions to the [Quail Task Force](#) with [briefs](#) focussing on human resource issues that need to be addressed from a community

perspective."

The transformation of the public service is well underway. Canada is already the acknowledged international leader in delivering government services electronically. Canadians, and Canada's public service employees in particular, are in the process of inventing something entirely new. As Ed Fine says, there are some precedents in the private sector, "but some of the competencies we need to define are unique to government and, indeed, unique to Canada. We are expecting individuals to take the initiative to prepare themselves and their workplaces."

Canada's public servants are a valuable national resource, Fine says. "Technology enables public servants to provide new and better services. As individuals and managers, we all have roles to play to ensure that the government of Canada continues to have the right people with the right skills and the right management systems in place to provide the best "[Results for Canadians](#)."

The Government of Canada is building from a position of strength as it makes the transition to a knowledge environment, Fine says. "The federal public service is made up of very highly skilled and dedicated individuals. They are looking forward to having better tools, developing more skills, and providing better service to citizens. The government's commitment is to ensure that they have these opportunities."

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Releasing people from dull tasks isn't one of the goals of e-government, but engaging their full capabilities is.

We should start thinking now about when it makes sense to integrate related services for the convenience of our clients.

## Learning for the knowledge age

*A look at the competencies we'll need*

"E-government" is shorthand says David Waung. The term provides a quick way to refer to a change that's pervasive and unstoppable. The "knowledge age" is shorthand too but it may come a little closer to describing the world-altering changes we are all faced with.

David Waung is Director General of the [Canadian Centre for Management Development](#) (CCMD) and, though his focus is on developing management skills, his description of our changing world really helps define the challenge that all government workers face.

There is a widespread belief that the world is moving out of the industrial age and into a new knowledge age, he says. Innovators such as Henry Ford created the techniques of the industrial age. They focussed on the end product and broke creation into steps. "In the industrial age we divided work into many related tasks," Waung says. "Workers only used that part of their knowledge they needed to accomplish their assigned tasks. All their other knowledge was wasted."

Though bureaucracies don't run exactly like assembly lines, the organizational principles have been the same he says. "Everybody had a job description that defined their piece of responsibility in the system."

"In the knowledge age we try to leverage every piece of knowledge that people have so that the output will always be changing and improving."

"All that sounds very philosophical," Waung says. True, but you



can't fault the logic: the assembly line may have been the powerhouse behind an entire epoch in human development, but bolting on a fender is still only a minuscule fraction of what the individual is capable of. And if output is simply a matter of putting together a defined number of pieces, how do you improve on it?

Assembly-line-style skills are no longer necessary. You do not need people to do dull repetitive tasks, machines can do them better and they don't get bored. Releasing people from dull tasks isn't really one of the goals of e-government, but engaging their full capabilities is. The question government faces is, how do you get from here to there?

We can discern three aspects to the change, Waung say. The first is automation. "You can now apply for your license plate sticker electronically, for example. "That's pure automation," he says, "it relieves us from repetitive tasks so that human competencies can be invested in more lucrative areas."

The second aspect is integration. "Now you have things automated, wouldn't it be nice if they were integrated? When you change your address, you have to tell at least 20 people. Wouldn't it be nice if you could just tell one?" To achieve that, you need to integrate services from different departments and levels of government.

"Integration is fundamentally a management challenge," Waung argues. The question is how do you manage horizontally—across departments or organizations. It means leading teams of people who do not report to you. That involves persuasion and negotiation, a new set of management skills.

The third aspect of the change to e-government is innovation. Once you've automated and integrated, the challenge is to come up with new ideas. "How do we generate innovation? How do we create a safe place to learn and experiment?"

Some would argue that these aspects of change are not a series of sequential steps. "We want program managers to think about the best ways to deliver high quality services over the internet," says Helen McDonald, Director General, [Government On-Line](#). "In some instances, we should just automate the current process. In others, it makes more sense to re-invent the service for the web. And we should start thinking now about when it makes sense to integrate related services for the convenience of our clients."

Service integration raises important privacy issues too. McDonald points out that not everyone will think it's convenient if you can go to a single site and change your address for many government departments "Some people will want to keep their dealings with different departments separate. They have a right to, and we have to

be able to offer citizens choices consistent with privacy protection."

## From here to there

Automated, integrated, innovative... a very different public service from the rules-based, task-oriented service we're leaving behind. So how do we get from here to there? It's no easy question. It must be done quickly and it can't be done with undue haste. "You can't boil the whole ocean" as Ed Fine says.

Fine is Executive Director of the [Organizational Readiness Office](#) at the [Treasury Board Secretariat](#) (TBS). His group is charged with ensuring that the public service has the skills it needs for the move toward e-government. That goes beyond Government On-Line with its goals for 2004. "While the GOL project has an end date and some defined milestones, in the world we're moving toward government itself is going to become much more dynamic. Change will become a regular feature of working in the public sector. It will also be more exciting," Fine says.

The Organizational Readiness Office has two focuses. The first is to help define and develop new capabilities among public service employees—capabilities that go beyond skill sets and that help employees become more adaptable. The second is to foster horizontal action: thinking, planning and managing.

To help develop new capabilities, TBS is supporting learning initiatives at the [Canadian Centre for Management Development](#) (CCMD) and the Public Service Commission's [Training and Development Canada](#) (TDC). CCMD has been developing a [curriculum in e-government management skills](#) and TDC has come up with a package of skills-oriented courses aimed at developing computer literacy throughout the public service.

## A curriculum for managers

CCMD will be offering [six e-government courses](#) this fall. Together they represent what David Waung calls the skeleton of a curriculum. They cover strategic and international perspectives, online consultation and citizen engagement, the transition to the knowledge age, leveraging technology and managing risks, and maximizing personal performance.

The six new courses are part of a larger curriculum that will include other existing courses from CCMD according to Tim Stephens, Learning Specialist and project manager. The existing courses are being updated for use in the e-government curriculum. The new courses will be offered in class and will be delivered online.

Since June, CCMD has also been delivering online learning resources through Campus e, "[The Learning Library](#)," Stephens says. "I think people view it as providing a very good opportunity. You can study at your desk, at any time, for as long as you like. It's cost effective and you can use the resources as a performance support tool."

Campus e offers 72 selected interactive multimedia learning resources. To help people choose courses or resources, CCMD has also developed [The Learning Coach](#), a web-based application that can be used to help develop a personal learning plan.

CCMD's new online courses will be made available through [Campus e](#). The classroom courses in the e-government curriculum will be offered in both official languages in every region of the country.

## Computer literacy for everyone

Management skills may be crucial to horizontal developments in e-government, but computer literacy will be critical for everyone in tomorrow's public service. That was the point of departure for [Training and Development Canada](#) in its work on computer skills training.

"We decided to address the learning needs of all Public Servants for GOL," says Céline Tourigny, Director General of the Public Service Commission's TDC. "Not the techies, not the specialists in computers, not management, but the common person. Like me, facing "that thing" [the computer] on my desk. What do I need to know?"

What TDC has decided common people need to know is that computer programs can become as familiar as cars. When you rent an unfamiliar make of car, it only takes a few minutes to find the gearshift and the lights, the windshield wipers and the make-up mirror, and to be on your way. Why? Because we know how a car functions.

In the past, training was offered for specific software applications. You might've taken a WordPerfect course, or one in Excel. TDC's "[Virtual Public Servant](#)" curriculum takes a different approach. "We came up with a curriculum where the first step is to teach the best ways to learn," says Learning Advisor Conrad Lavallée.

"Self Learning," the first module in the TDC curriculum is given in a classroom. It covers the use of "help" functions, manuals, searches, manufacturers' help lines and user chat rooms, among other things. "There are all sorts of ways to get help," says Lavallée.

The idea is to become adept at finding out what you need to know. Very often people have to learn quickly, under pressure, in order to deliver on the job. This course aims to give them that ability.

Graduates of the classroom module will have the skills to tackle the next six, all of which will be delivered electronically either over the internet or on CD. These can be treated as courses or retained as easy-to-search reference works for on-the-spot learning.

The six modules include Computer Literacy, Management of Electronic Documents, Proper Usage of the Computer, Collaboration and Competencies, Security, and Contingency Plans.

TDC's "Virtual Public Servant" courses will start to be available this winter. "We're aiming at having half of the modules developed by year end," says Céline Tourigny, "We will develop the second half in 2002. The classroom course will be offered through TDC. The others will be available online at a minimal cost."

## **Ready or not**

Are Canadians ready for this new world? You bet!

"When we started building web sites," says David Waung, "we thought it would be a good idea to put a "contact us" button on them. And Canadians did something that nobody expected them to do, they contacted us!"

"Once things are online, the relationships and the day-to-day dealings with the citizen will fundamentally change," he adds.

Ed Fine would agree. "I like to draw an analogy with the medical community," he says. "People with a disease, especially an unusual disease, are able to get a lot of information off the internet today and they may know more about their conditions than their doctors do. The family doctor is no longer the repository of all that is true and good about their health, but he may be a guide to help them enlist in research or an experimental program. It's a much more partnered relationship."

"It is an exciting world," Waung says. "There are lots of opportunities and anyone who's in the public service now is lucky to be part of this very fundamental change."

CCMD's e-government curriculum

The Virtual Public Servant online modules





## CCMD's e-government curriculum

*Six e-government courses are in development. They will go through pilot testing this fall and be launched early in 2002.*

The first is a one-day planning session devoted to strategic perspectives in e-government. Its goal is to give organizational leaders an overview of what e-government is and what it means for their organizations.

The second is a self-directed online course that provides international perspectives on e-government. Different countries have different strategies and approaches and this course will give people a better understanding of where Canada stands.

The third course is a self-directed online course that deals with online citizen engagement. It is intended to alert public servants to how online services will fundamentally change relationships and day-to-day dealings with the citizen. It looks at how to focus online discussion and avoid difficulties. "We do not want to inadvertently have a survey become a referendum," as David Waung says.

The fourth course has to do with managing the business transition to the knowledge age. It will help managers understand the dimensions of the change and its repercussions. It will also alert them to new ways of rethinking, redesigning and renewing around business transformation.

The fifth course teaches students to leverage technology and minimize risks. This is intended to help project managers who are not technical experts manage organizational change that includes technology.

The sixth course is devoted to maximizing personal performance. E-government will call for leaders that can manage horizontal teams without authority and this course focuses on the personal competencies necessary to build those leadership skills.

The Virtual Public Servant online modules

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## The Virtual Public Servant online modules

*In addition to "Self-Learning," the in-class introduction to the Virtual Public Servant curriculum, TDC is developing six interactive modules that will be available online or on CD.*

**Computer Literacy** covers basics such as the keyboard, computer components and generic functions such as the Graphic User Interface (GUI). It also covers file management, editing features, the clipboard, communications software, compressing and decompressing files, e-mail attachments, converting files, using searches, developing formulae in spreadsheets, navigation on the internet, understanding objects and links, and managing and sharing bookmarks. It explains the functions of standard office software including word processing, spreadsheet, database and presentation software and e-mail, agenda and electronic forms applications. It also covers groupware applications including intranets, extranets and the internet as well as local and wide-area networks and collaborative tools such as Notes, GroupWise and Outlook. Finally, it covers cognitive assistance tools—software that assists in diagramming and modeling thinking and processes.

**Management of Electronic Documents** provides skills in classifying, filing and saving personal and official documents. It also deals with consolidating versions and revisions of documents, sharing documents, setting up security, managing workflows and determining life cycles (how long documents are kept).

**Proper Usage** of computers provides a checklist of important information and contacts that should not be kept on your computer: manufacturer's help lines, IT support numbers, licenses and documentation for software, and serial numbers and documentation for hardware. It deals with ergonomic issues and working environments, covers legal considerations and what to expect from IT resources. It addresses how to behave as a representative of the government, the appropriate use of networks and bandwidths and what to do if you change offices or move to a new job. It also provides guidance in choosing the right software for particular tasks.

**Collaboration and Competencies** deals with the dynamics of online



collaboration: working with team members in different geographic locations and aspects of leadership in a virtual environment.

**Security** covers security levels of documents and recipients, important legal considerations, the handling and care of materials, what to do about software bugs and conflicts, managing network access codes and passwords, protocols for logging in and out, what do in case of robbery, vandalism or hacker attacks, insurance considerations and issues arising from lending or borrowing equipment.

**Contingency Plans** covers backup procedures, computer failure at a presentation, and computer or software crashes. It also deals with procedures for recovering, restoring and transferring data.

[CCMD's e-government curriculum](#)

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A day in the  
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Trent Abbott

Trent Abbott  
Senior Operations Officer  
Investigation and Control  
[Human Resources Development  
Canada](#)  
National Capital Region

JCTC's Atlantic focus  
groups were really  
consultative — the  
committee wanted to  
ask public service  
employees what they  
thought.

## "We want to be ready"

Focus groups reveal employees' attitudes and concerns



"Give us the tools and we will do the job." That is the message public service employees are sending about [Government On-Line](#), according to a recent series of focus groups conducted by the [Joint Career Transition Committees](#) (JCTCs) in Atlantic Canada.

The Joint Career Transition Committee was established in 1998 as a result of Work Force Adjustment negotiations between unions and management in the federal public service. This joint labour management initiative is a cooperative effort between equal partners. Departments and unions are committed to

develop a consensus on managing employee career transition in an evolving public service. The objective is to foster the development of a skilled, proud, representative and adaptive workforce. There are twelve regional committees, one in each province, in the National Capital Region and in one territory.

The JCTC partnership provides a forum where departments and regions can co-operate more closely together to meet common training needs. It encourages federal departments to pursue innovative approaches to career transition and skill development for their employees. It also provides the Government of Canada with information and policy recommendations related to the Public Service's evolving human resource challenges.

The human resource challenges arising from electronic delivery of government services are still unknown. JCTC members in the Atlantic provinces, supported by the [National Committee](#) and by [The Leadership Network](#), recently decided it was time to find out what concerns public service employees have regarding electronic service delivery. Their goal was to define the role that JCTC can play in the move toward Government

**Clients will expect employees to have a broad knowledge of all Government programs and services. The questions will get tougher.**

On-Line.

The four regional committees formed a partnership and arranged a series of focus groups with participation from front-line administrative support staff, senior management and middle management. Trent Abbott, JCTC Coordinator for Newfoundland and Labrador and project manager for the GOL study, facilitated eight sessions from July 3 to 16: two each in Halifax, Moncton, Charlottetown and St. John's. Between 15 and 30 people participated in each session—a total of about 150 participants drawn equally from the four provinces.

Participants were chosen from departments and agencies with high administrative support needs. Some were invited because they had experience in incorporating electronic change in their workplaces. Others were asked to participate because they are responsible for supporting employees through change. Other employees attended the sessions because they were interested or wanted more information on GOL.

Organizers sought to balance the mix by including a range of people from entry-level support staff to GOL champions and project managers. "Overall, I think the group was fairly representative of all levels responsible for GOL implementation within the 'front-line' administrative support community," says Janet MacLean, Coordinator, Nova Scotia JCTC.

The groups were not set up to poll widespread opinion: focus groups are used to seek relatively subjective input from small groups. JCTC's Atlantic focus groups were really consultative in nature—the committee wanted to ask public service employees what they thought.

"These consultations are important," says Trent, "because people at the grassroots level feel they are engaged in the process and that their voices will be heard since the JCTC is a joint body that includes both labour and management." Both Janet and Trent say that participants appreciated the opportunity to participate in this process. "Practically everyone stopped on the way out to thank us," says Janet.

The lack of current information from departments and agencies about the GOL initiative and its future implications for Public Service readiness has contributed to a low level of awareness among employees. Although the awareness level of the participants in the focus groups varied considerably, their perceptions about GOL's impact ring true.

"We asked participants what generic competencies they think will be required for an electronic service delivery environment," Trent says. They identified a number of computer skills, but also noted that speaking, listening and writing skills will be critical for servicing clients by phone and e-mail.

Participants felt that the public will expect more of individual public service employees once electronic service delivery is in place. They thought that clients will want faster response times online and expect employees to have a broad knowledge of all Government programs and services. Participants also anticipated that client questions will get tougher. The [Canadian government web site](#) has already made a difference in that respect. People can find their own forms and read policies for themselves, when they contact a government

employee, they likely want to know what a policy means rather than what it says.

Public service employees are proud of the work they do for Canada and Canadians. The employees in the focus groups were concerned that GOL could lead to two classes of service to the public—high quality for wired citizens and second rate for the rest.

JCTC also asked focus group members what impact GOL implementation would have on human resources. As you might expect, participants were concerned about their working environment: the new service channels may have to be staffed 24/7, and traditional 9 to 5 work hours could disappear, for example.

But if you had to pick a theme that defines their response, Trent Abbott says, it would be "We want to be ready." Training is their single biggest concern—basic IT training, ongoing training to keep up with changing technology, and training in people skills.

The determination to be ready figures strongly in the response to JCTC's final question too. Participants were asked to specify goals or objectives that the Government of Canada should pursue to help employees prepare for GOL or electronic service delivery.

Their responses could be summed up in a few sentences. Prepare a strategic plan for GOL implementation from now to 2004. Include time lines and the resources needed, and communicate these to all employees. Take inventory of the skills and training available and let employees know what we have, what we need and where we can get help. "At the end of the day," says Trent Abbott, "they want to know that they're going to be able to give good service."

Results and recommendations from the Atlantic focus groups will be published this fall. JCTC coordinators believe it will be something of a wake-up call. "We believe it will have a lot more impact than we originally expected," Trent Abbott says.

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Canadians consider the internet to be an important vehicle for expressing their views to government.

The government is working to establish a secure infrastructure for government-citizen interactions online through its GOL initiative.

## What tomorrow holds

Exploring citizen engagement through e-participation

The involvement of citizens in dialogue on public policy issues is an integral part of our democratic system. Like other democratic governments around the world, the Government of Canada has recently begun to explore online participatory approaches.

Debbie Cook is Senior Consultation Advisor with the [Privy Council Office](#) (PCO), the lead central agency responsible for providing support to government consultation and citizen engagement processes. Debbie is currently working with other federal officials and external organizations in the development of online participation processes in the Canadian government.

"The internet is already transforming the relationship between government and citizens and among civil society organizations," Cook says, "as information becomes more widely accessible and citizens become more informed of public policy issues." The Clerk of the Privy Council has described e-government as "Electronic, Enabled and Enabling." Cook says it is the "enabling" element that underpins current efforts to provide online opportunities for citizens to engage in public policy issues. "Canadians have one of the highest internet access rates in the world and recent surveys have indicated that they consider the internet to be an important vehicle for expressing their views to government."

Online participatory approaches have obvious advantages for reaching citizens in rural or isolated areas and for engaging specific target populations, such as youth, who may not

**Effective online consultation depends on the same basic principles as more traditional forms of consultation.**

participate in more traditional consultative approaches. It also offers flexibility. Someone who may not have time to attend a town hall meeting or participate in a public dialogue session, can go on the internet, review a discussion paper and provide comments.

In spite of the obvious advantages of online participation, there are also challenges. Public awareness of online consultations and access to the internet are major issues, as are security and privacy concerns. Like many advanced economies, Canada is addressing the digital divide issue, specifically through its [Connecting Canadians](#) initiative, as well as through measures to bring broad band access to the Canadian public over the next few years. The government is also working to establish a secure infrastructure for government-citizen interactions online through its Government On-Line initiative.

The Canadian government is still in the early stages of developing online participation tools and techniques. Most departments have an internet presence and many are currently exploring online approaches as a complement to more traditional forms of consultation and engagement. "Most managers recognize the importance of being as inclusive as possible," Cook observes, and of using a variety of consultative approaches, particularly on issues of broad public interest. They also understand that not all Canadians have internet access and that the online approach may not necessarily be appropriate in all circumstances. Essentially, it comes down to fitting the process to the context," she says. "What are your objectives? What is the nature and scope of the issue being addressed? Who needs to be involved? How much time do you have? What is your budget? These are some of the fundamental questions guiding the choice of consultation and engagement tools, whether they're online or offline."

PCO has already started to document early experiences with online consultation, both within the Canadian government and internationally, so that lessons can be shared and appropriate support provided.

"Public consultation is essentially about building relationships in an environment of trust," Cook says, "it's a function of good governance." One of the important lessons to date is that effective online consultation depends on the same basic principles as more traditional forms of consultation. Commitment to the process, transparency, inclusiveness and accountability are fundamental to all forms of democratic engagement—be they online or offline."

In an effort to build capacity for online consultation and engagement within the government, PCO has collaborated with TBS to prepare draft [Guidelines for On-line Consultation and Engagement](#). PCO has also established an [online consultation web site](#) which contains reference material and best practices. It is collaborating with TBS (the Office of the Chief Information Officer) on a series of seminars about online participation; and working with the [Canadian Centre for Management Development](#) to prepare an online consultation course.

In addition to these internal activities, the government is also collaborating with academic, not-for-profit and private sector organizations on research initiatives, as well as on the testing of specific online participation tools and techniques.

And what of the future?

"The Government of Canada has a responsibility to ensure that Canadians have a wide range of opportunities to become informed of and to participate in public policy issues," says Cook. And while online approaches have enormous potential to broaden the base of public awareness and involvement, they are not a panacea."

"It's not so much about the technology, " she continues, "as about how we use the technology to support the principles and processes of democratic participation. It's about "Enabling" Canadians to have a voice on issues that matter to them."

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