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# **INNOVATING** THE PUBLIC SERVICE OF CANADA

**Haig E. Sarafian  
Marcel Kabundi  
Stephanie Ross**

Canada

This publication can be viewed free of charge at: [www.innovation.mySCHOOL-monECOLE.gc.ca](http://www.innovation.mySCHOOL-monECOLE.gc.ca).

A detailed reference document is available, upon request, from the Vice-President of Research and University Relations at the Canada School of Public Service.

*The opinions expressed are those of the authors and do not necessarily reflect the views of the Canada School of Public Service.*

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## PREFACE

There has been growing recognition that in today's age of knowledge, the most important investment the Public Service of Canada can make is in its people. As a result, learning and innovation have been identified as priorities for the Government of Canada. They are key to ensuring that the public service remains a relevant, forward-looking institution able to serve Canada and Canadians effectively.

The Learning and Innovation Seed Fund (LISF), announced in 2002, was a two-year pilot project initiated by the former Learning and Development Committee of Deputy Ministers and approved by the Clerk of the Privy Council. The LISF, with the support of 27 federal departments and agencies, financially sponsored the development and implementation in the federal public service of 16 pilot projects that focused on innovative ideas for service delivery, use of technology, knowledge creation, and knowledge transfer.

As President of the Canada School of Public Service, I am very pleased that we were able to help develop a seed fund that has shown the enthusiasm and the resourcefulness of so many in the Public Service. I hope that it will pave the way for an increased stream of innovation in the Public Service of Canada.



*Janice Cochrane*

A handwritten signature in blue ink, reading "J. Cochrane". The signature is fluid and cursive, with a prominent initial "J" and a long, sweeping underline.

*President  
Canada School of Public Service*

## ABOUT THE AUTHORS

### **Haig E. Sarafian, Executive Director**

Member of the Foreign Service since 1974, serving in missions abroad including several postings in Europe, Latin America and the Middle East, Mr. Sarafian was seconded from the Department of Foreign Affairs and International Trade to serve as Executive Director of the Learning and Innovation Seed Fund (LISF) Secretariat. He was Canada's ambassador to Lebanon from 1998 to 2002. He is a graduate of the *Université de Montréal*.

### **Marcel Kabundi, Senior Advisor**

Mr. Kabundi was seconded from Correctional Services Canada (CSC) where he had been working since 1987, to serve as Senior Advisor to the LISF. Prior to his secondment, he served as Manager of Ethnocultural Programs at CSC Headquarters. Former magistrate at the Superior Court for the Ministry of Justice in the Republic of Zaire and prolific author, whose works include, among others, *Successful Community Reintegration, A Practical Guide for Members of Ethnocultural Communities* (PWSSC, 2001) and *L'Afrique sans masque* (Éditions cinq continents, 2001), Mr. Kabundi holds a master of science in criminology degree from the *Université de Montréal* and a master in law degree from the University of Ottawa, where he is currently pursuing his doctorate in law.

### **Stephanie Ross, Research Assistant**

Ms. Ross joined the Canadian Centre for Management Development in September 2002 as Research Assistant for the LISF Secretariat. Ms. Ross worked in communications in the private sector prior to joining the federal public service as a Special Projects Officer with the Canadian Coast Guard in 2001. She holds a degree from the University of Western Ontario as well as a diploma in public relations.

## EXECUTIVE SUMMARY

In 2001, the Learning and Development Committee (LDC) of federal deputy ministers, following the approval of the Clerk of the Privy Council, recommended the launch of a pilot project to implement in the Public Service of Canada, for the first time, a Learning and Innovation Seed Fund (LISF). After reviewing the results of the research conducted by a Senior Visiting Fellow at the Canadian Centre for Management Development on the use of existing learning and innovation seed funds, both domestically and internationally, the LDC concluded that funds of this type would provide the necessary foundation to stimulate innovation within the Public Service of Canada, as much in the interest of the machinery of government as of employees and Canadian citizens.

The LISF mirrors the approach adopted mainly by the private sector, where venture capital funds are used to encourage employees to innovate. By proposing this new approach, the LISF was able to collect almost 1.3 million dollars from 27 federal departments and agencies, who voluntarily decided to contribute their own funds to this project. These funds were used to test innovative pilot projects that could enhance the public service as a learning organization and improve results for Canadians.

The LISF was launched in February 2003 by the Honourable Lucienne Robillard, President of the Treasury Board Secretariat. The LISF Secretariat then called for submissions from participating departments and agencies. By April 21, 2003, at the close of a short submission period, the Secretariat had received over 500 project proposals from every province and territory in Canada and from every participating department and agency.

This report produced by the LISF Secretariat ends with some recommendations in order to share the lessons learned. A detailed reference document is available, upon request, from the Vice President of Research and University Relations (RUR) at the Canada School of Public Service (CSPS), successor of the former Canadian Centre for Management Development (CCMD) since April 1st, 2004.

## GENESIS OF THE LEARNING AND INNOVATION SEED FUND

In the spring of 2001, Dawn Nicholson-O'Brien, Senior Visiting Fellow at the Canadian Centre for Management Development (CCMD), presented a report to the Learning and Development Committee (LDC) on the use of innovation seed funds, both domestically and internationally. The report indicated that a number of Canada's competitor nations, other jurisdictions in Canada and high-performing private sector companies had used such internal venture capital funds and had produced exceptional results. Cited were: The *Enterprise Challenge* in Singapore, the *Game Changer* program from Royal Dutch Shell's Exploration and Production division, Prince Edward Island's program which funded an innovation seed fund, as did the province of Nova Scotia and the Canada Customs and Revenue Agency (CCRA).

These innovation seed funds shared a number of characteristics. They emphasized the creation of results for clients; employment of new technologies; use of new interpersonal networks; achievement of financial savings; acting on new ideas; generation of new intellectual property and breakthrough innovation; and creation of new leadership, learning networks and business lines.

In June 2001, the Clerk of the Privy Council, Mel Cappe, announced in his annual report to the Prime Minister that the LDC would soon launch the Learning and Innovation Seed Fund (LISF).

In December 2001, federal departments and agencies were asked for financial or in-kind contributions to create the Fund. This secured close to \$1.3 million in monetary and in-kind contributions. Then, Mme. Jocelyne Bourgon (President of CCMD at the time) created a secretariat to support the LISF. The Secretariat consisted of an Executive Director and a Senior Advisor seconded from their respective departments, and a research assistant.

The Honourable Lucienne Robillard, President of the Treasury Board Secretariat, officially launched the LISF on February 18, 2003. These were the proposed outcomes:

- **contribute** to results for Canadians by ensuring that the public service embraces better ways of delivering services, programs and policies;
- **enhance** the leadership and innovation capacity of the public service by developing managers and motivating them to undertake change while managing risks;



- **foster** collaborative partnerships and contribute to a more horizontal management and to learning and innovation across the federal government;
- **implement** changes in a variety of operating environments, managing the risks for employees as well as clients; and
- **develop** a cadre of “innovators in residence” who would serve as mentors to help aspiring innovators.

## PROMOTION

The LISF Secretariat worked on the development of all the different steps of the project, including the creation of the Web site [www.innovation.mySCHOOL-monECOLE.gc.ca](http://www.innovation.mySCHOOL-monECOLE.gc.ca), launched on February 18, 2003. This Web site served as an interactive window for promoting the project, submitting proposals, announcing results and providing comments. During the proposal presentation period, the Secretariat led briefing meetings across the country to motivate public servants to participate in the project.

## FUNDING FOR THE LISF

In order to participate in the LISF, departments had to offer monetary or in-kind contributions to the pilot project. In the end, 27 departments and agencies contributed a total of \$795,000 to the LISF, in addition to in-kind contributions (see the list in Appendix A). Some departments gave amounts up to \$65,000 and each department appointed and delegated an ambassador. These ambassadors kept their department's employees up to date on the LISF's activities and were the main link between employees of participating departments and the Secretariat.

Following a presentation to Treasury Board, the Secretariat obtained the authorization to transfer the funds from the 27 participating departments to CCMD. CCMD had already concluded a supporting memorandum of understanding with the departments to hold these funds for subsequent disbursement to departments whose projects, after being selected, would receive funding to carry them through.

## SELECTION PROCESS

The Blue Ribbon Panel, made up of six individuals from the private sector and coming from four different areas of society to ensure diversity and balance in the selection of proposals, was designated by the Senior Visiting Fellow (see Appendix B). The Panel members met in Ottawa on May 14, 2003 to review the submissions received and to choose the winners to be funded by the LISF and select the proposals deserving honourable mention without funding attached.

The panel selected 16 winning proposals, one of which did not request funding (see the list of winners and their projects in Appendix D). Twelve other proposals received honourable mention.



In June 2003, the Secretariat posted the names of the winners and those that received honourable mention on the LISF Web site. The winners had a nine-month period to carry out their pilot project and use the funds at their disposal. During this period, they also had to submit three reports to the Secretariat in which they reported the progress made in implementing the project as well as the expenditure of the funds.

In July 2003, the Secretariat sent copies of all of the proposals received from federal employees to their sponsoring departments so that they could examine the projects and determine if it would be worthwhile to implement some of them.

Before publicly announcing the chosen projects, the Secretariat contacted the deputy ministers and ambassadors to inform them of which employees in their department had been chosen as winners or received honourable mention. The Secretariat also brought to their attention other projects that had not been selected, but still deserved the interest of their department's senior officials.

On February 23, 2004 the Secretariat held an award ceremony at the Government Conference Centre in Ottawa for the winners, honourable mention recipients and all other participants and supporters of the LISF.

## BRIEF OVERVIEW OF THE CHARACTERISTICS OF SUBMITTED PROJECTS

The submitted projects covered at least one of the 4 following categories:

**A) Developing E-novation Communities within the Public Service.** This category included e-learning, the creative use of technology to enhance knowledge transfer across the public service and horizontal collaboration between federal employees through virtual networks and “communities of interest”. The Secretariat received many projects related to this field. For example, the LISF funded the projects of Marc Bastien and Julie Rancourt from Justice Canada. Both these projects were meant to offer one-stop access to government intellectual property. In different ways, they aim at facilitating, for both the public and private sectors, easy access to specialized government knowledge generated by innovation. Thanks to such projects, we are able to eliminate silo environments and bridge the gap between those who have knowledge and those who need it.

**B) Connecting Public Service with Citizens or Clients.** This included service delivery, citizen engagement, partnerships, improving knowledge transfer from the public sector to the private sector, voluntary and other organizations and the creation of new knowledge areas. One example of innovation was a project relating to the families of offenders, submitted by the Solicitor General of Canada who collaborated with a private organization called House of Hope Ottawa. Having noticed that incarceration creates innocent victims in the offenders' families, the project addresses the existing policies in a courageous and innovative manner, suggesting methods to raise awareness among Canadian citizens regarding the social and economic realities of these marginalized families.

**C) Creating Innovation Incubators.** This category included the creation of “protected zones” for pilot projects to develop new human resource management, leadership and learning practices. The term “protected” means that the project may need to be given temporary exemptions from public sector rules or regulations in order to pilot new management approaches. We received a number of innovative projects in this category. Mr. Vangelis Nikias from the Office for Disability Issues looked for the most efficient and innovative ways of creating or improving software tools that are accessible and compatible with different programs in order to reach a wider spectrum of governmental and non-governmental organizations that are committed to improving the quality of life of persons with disabilities.

**D) Favours an Innovative Mindset/Workplace.** This included policy or leadership practice that develops a future orientation and domestic or international networks for specific innovation areas. The resulting physical or mental spaces in the workplace allow for the exchange of ideas or intellectual property and encourage inventiveness in the public service. This included organizational learning and new measures to develop intangible assets for the public service, such as social capital in citizen relationships. An innovative example came from the Canada Customs and Revenue Agency. Mr. André Cadieux submitted a project that would allow various offices across the country to conduct efficient virtual meetings. The project’s goal was to improve information sharing abilities and increase collaboration between headquarters, regions and field office managers, project coordinators and individuals involved in the preparation and delivery of training, at little cost. This is an innovative project that has never been carried out in Canada.

Generally, many of the proposals concerned youth, Aboriginal affairs and the environment. Others dealt with specific technological issues coming from science-based departments. Other proposals addressed the training of Third World employees through distance education developed with university partners, and new approaches to avoid duplication in multi-departmental assistance programs (which are costly and frequently confuse people such as the elderly and new immigrants). And other proposals focussed on ways to better serve victims of housing barriers due to mental illness or institutionalization. Still more proposals touched upon conflict management in the workplace and approaches to support official bilingualism. All of the projects were innovative as much by their design as in their implementation.

## OUTCOME

This pilot project was, at inception, an unprecedented initiative in the history of the Public Service of Canada. Despite the short time frame for accepting submissions (reduced to eight weeks for operational reasons), 500 proposals were received, a number far surpassing all of the initial predictions. The Secretariat believes this may reflect the need that public servants have for voluntarily making a personal contribution to improve the mechanisms and management of various government programs. Others have commented that this could also be an indication of how poorly funded departments have been to deal with innovation. Overall, we think this has been of invaluable benefit for the renewal of the Public Service of Canada.

The Secretariat carried out the project in partnership with many other participants. It also informed several trade unions and other affiliated organizations of the LISF's existence and obtained the support of the Association of Professional Executives of the Public Service of Canada (APEX), the Association of Public Service Financial Administrators, federal regional councils, the federal public service's National Council of Visible Minorities, the Professional Institute of the Public Service of Canada, the Union of Canadian Correctional Officers and the Social Science Employees Association.

Another salutary effect of this initiative has been its highly motivating character for employees who have felt that their contributions have been appreciated. In fact, many public servants have confided to us that the project has engendered positive feelings of ownership and participation. The initiative also has the merit of causing dispersed groups, which generally have no contact with each other, to associate and thereby create a new *esprit de corps* within the federal public service.

The participation of all of the regions was also a sign of the project's success. Public servants from each province, even from remote areas, presented innovative ideas in fields that were so varied that it is sometimes difficult to summarize them (see Appendix D and E). In addition, the Secretariat received numerous calls to enquire if the project would be renewed.

The LISF was an inexpensive pilot project, carried out using funds voluntarily provided by 27 departments and agencies, without a central fund. In light of the results, we feel that a project of this type which, for operational reasons, had to be fit into a relatively short timeframe, deserves to be examined by competent authorities to assess the impact of this first trial and decide if it is desirable to perpetuate it in the interest of all Canadians.

## MEASUREMENT AND EVALUATION

In order to receive feedback from participants, the Secretariat prepared a survey that was posted on the LISF Web site. Participants were encouraged to complete the survey and include their comments and suggestions. As an example, we include comments from two participating departments:

According to Mary Chaput, Assistant Deputy Minister, Public Security and Emergency Preparedness Canada (Solicitor General Canada),

*The Learning and Innovation Seed Fund was a success. The Families of Offenders Awareness Campaign, which was selected for funding by the Blue Ribbon Panel, provided a unique opportunity to engage various government policy centres in a discussion focused on an area that had been traditionally managed within the context of corrections. In this way, the LISF was instrumental in promoting a horizontal, innovative approach to examining the particular social and economic circumstances of this segment of the Canadian population, with a view to shaping policies that might better address identified needs.*

Dan Coffin, Director General, Training and Learning, Canada Customs and Revenue Agency also had a comment about the project:

*The government-wide LISF has been a valuable initiative focusing on innovation. Innovation is a state of mind that has to be cultivated and nurtured within the public service. The LISF initiative was one way to respond to that need: i.e. to sponsor the development of new ideas in different domains that could be applied beyond the scope of an individual organization to benefit the broader public service.*

In February 2004, CSPS informed the Secretariat that, as part of the government's commitment to continuous management improvement and accountability for results, an audit would be conducted on the management and disbursement of this pilot project's funds.

## THE SECRETARIAT'S RECOMMENDATIONS

We would like to emphasize that these innovative projects, whose merit has already been acknowledged by the Blue Ribbon Panel, require a number of years to carry out. Therefore, the winners did not have enough time to not only test their ideas, but also to assess the results. That is why it is difficult to further elaborate on the concrete results obtained by any of the funded projects without having given them, as a matter of fairness, sufficient time to succeed.

During a meeting held in the summer of 2003, the Canadian Centre for Management Development's Board of Governors was informed of the success of the LISF participants. The Board asked that efforts be made to capture and communicate the experience acquired from this initiative, as well as exemplary practices and lessons learned in order to contribute to the creation of an innovative spirit and atmosphere of collaboration and curiosity in the public service. The Secretariat would like to present a list of recommendations based on the actual experience of this pilot project as well as the lessons learned through contacts with the innovators and individuals who learned about this project from our Web site.

### Recommendation #1: Perpetuating the initiative

It is suggested that following the effective realization of the individual projects, an overall assessment be done by asking those in charge of each of the 27 departments to provide a written evaluation of the benefits of the possible perpetuation of this activity, if it were to be funded in the future. If such a decision is reached, as a first step there could be three series of submissions during an initial 6 year period, meaning a call for proposals every two years. This longer (and therefore more significant) experiment would be reviewed and improved at the end of the six years.



### Recommendation #2: Composition of the selection panel

The final selection panel is an important component of this initiative. The Secretariat feels that this body needs to meet two basic requirements:

- a) the seniority and rich experience of its members,
- b) the credibility they enjoy by virtue of their professional activities as well as their knowledge of the main programs currently existing within the public service.

In the pilot project, the first point was covered by the individual qualities of the high-level members, each of whom represented a different area of the Canadian private sector. However, the second requirement was only partially met because the members lacked the required level of knowledge of the realities of the programs currently operating within the public service. As a result, the members found the task of choosing between various proposals less assured and more complicated. It is to specifically address this aspect that the Secretariat recommends that, in the future, this five-person committee be composed of three senior public servants from departments with very different functions, and two other members from private-sector fields in which innovation plays a major role.

### Recommendation #3: Competition procedures

Based on our experience of the pilot project, we would like to make the following points with respect to any future phases of this project:

- a) The competition should receive extensive internal publicity ahead of time so as to maximize the number of participating public servants.
- b) The dates of the competition should be firm and respected. We recommend that the announcements be made just after Labour Day in September, at the end of the summer vacation period.
- c) The competition itself should run from early October to mid-January. While some people may find this period somewhat extensive, we feel that this period of time is required to set up the interdepartmental teams and to adequately prepare the submissions. The submission phase of the pilot project ran for only eight weeks and this was much too short a timeframe.

### Recommendation #4: Transferring the funds

Any funds received should, after selection of the proposals by the Blue Ribbon Panel, be transferred to the departments and agencies at the LISF Secretariat's request. This would create a relationship of corporate accountability and each department or agency would then have a responsibility for using the funds in accordance with prevailing government regulations. In situations where the employee concerned leaves his or her job, the department or agency would continue to pursue the project and be accountable.



### Recommendation #5: Departmental approval

This pilot project adopted a policy which freed public servants from first obtaining the approval of their immediate supervisor before submitting their project. It would be desirable to maintain this policy in order to encourage individual initiative as well as the resulting innovation. Such latitude gives candidates real intellectual independence and is a significant motivating factor. Otherwise, the scope and degree of innovation, which is the project's main aim, would be restricted. This being said, after selecting a winning project, financing would not take place if the responsible department was not in favour of its implementation. This must remain an essential condition considering the financial responsibility the department must assume.

Subsequently, for the duration of each selected project and for control purposes, two progress reports as well as a third final report should be sent to the LISF Secretariat. These reports, prepared by the winning candidates, would provide details on how the project is progressing and how the funds are being used. For its part, the department or agency receiving funds should have to undertake to use the funds solely for the purposes of the project. If for any reason, a given project was suspended, or if there were surplus funds at the end of the project, the remaining funds should have to be returned to the Secretariat or if either situation occurs at the end of the fiscal year, deposited in the Consolidated Revenue Fund.

### Recommendation #6: Sponsorship

This pilot project came into being and was carried out because of strong support from the deputy ministers' Learning and Development Committee. Since the pilot project targeted a wide range of departments, such sponsorship was invaluable.

If the idea of maintaining this initiative were to be adopted, it would be imperative that the initiative benefit again from such high-level support. The Secretariat cannot emphasize this recommendation enough.

APPENDIX A

Table 1 : Financial and In-Kind Contributions by Each Participating Department

Department	Amount Invested in the LISF	Department	Amount Invested in the LISF
1. Foreign Affairs and International Trade	In-kind: salary of Executive Director	15. Western Economic Diversification Canada	\$10,000
2. Indian and Northern Affairs Canada	\$25,000	16. Environment Canada	\$40,000
3. Canadian International Development Agency	\$40,000	17. Justice Canada	\$40,000
4. Canada Economic Development for Quebec Regions	\$40,000	18. Canadian Heritage	\$40,000
5. Atlantic Canada Opportunities Agency	\$40,000	19. Fisheries and Oceans Canada	\$65,000
6. Canada Customs and Revenue Agency	\$65,000	20. Natural Resources Canada	In-kind: travel expenses for Secretariat for its cross-Canada tour
7. Agriculture and Agri-Food Canada	\$40,000	21. Health Canada	\$40,000
8. Veterans Affairs Canada	\$10,000	22. Treasury Board Secretariat	\$10,000 as in-kind exhibit for the LISF
9. Canadian Centre for Management Development	In-kind: production of Web site	23. Correctional Service Canada	\$40,000, in-kind contribution of office furniture and salary of Senior Advisor
10. Citizenship and Immigration Canada	\$20 000	24. Solicitor General of Canada	\$5,000
11. Public Service Commission of Canada	In-kind: office space for 3 people for 24 months	25. Statistics Canada	\$40,000
12. Communication Canada	\$40,000	26. Transport Canada	\$40,000
13. National Defence	\$30,000	27. Public Works and Government Services Canada	\$10,000
14. Human Resources Development Canada	\$65,000	<b>Total</b>	<b>\$795,000* + in-kind</b>

\* Main operating expenditures: \$205,000, included salary for Research Assistant, travel in Canada, postage, telecommunications, printing, LISF Award Ceremony, and equipment and supplies. Funds for the LISF winners: \$590,000.



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## APPENDIX B

### Panel Members:

- **Serge Godin (Chair)**, Chairman and CEO, CGI. Inc. Founded in 1976, CGI is the largest Canadian independent information technology (IT) services firm and the fifth largest in North America. CGI and its affiliated companies employ approximately 25 000 professionals.
- **Michael Hirsh**, founder of Nelvana Limited. Nelvana is a global children's and family entertainment company that develops, produces, markets and distributes high-quality animation and consumer products. The company has operations in Toronto, Los Angeles, London, Paris, Tokyo and Shannon, Ireland. Nelvana's animation is aired on more than 360 broadcast outlets worldwide, in 50 languages.
- **Bartha Maria Knoppers**, Canada Research Chair in Law and Medicine and Professor at the Faculté de droit, Université de Montréal. Currently Chair of the International Ethics Committee of the Human Genome Organization, Dr. Knoppers was a member of the International Bioethics Committee of the United Nations Educational, Scientific and Cultural Organization (UNESCO), which drafted the *Universal Declaration on the Human Genome and Human Rights* (1993–1997). She was named to the board of Genome Canada in 2000.
- **Keith Martell**, member of the Waterhen Lake First Nation in Saskatchewan. Besides chairing the board of directors of the First Nations Bank of Canada, Mr. Martel is a consultant to First Nations self-government and economic development projects and serves as a director for a number of corporations.
- **Bernd Christmas**, Chief Executive Officer, Membertou Corporate Division and the Membertou band. He is also a negotiator for several First Nation bands and a member of the Nova Scotia Barristers' Society and the Law Society of Upper Canada as well as a member of the executive of the Indigenous Bar Association.
- **Marc Savoie**, founder and Chief Technology Officer of the Micro-Optics Design Corporation, in Moncton. Micro-Optics, an innovator in the design and production of optical lenses, replaced the conventional eyeglass lens manufacturing process by automating key production steps, thereby reducing labour, spoilage and space costs.



## APPENDIX C

Table 2: Amounts the LISF Distributed to the Winners (\$CAN)

From the total amount raised for the LISF, \$590,000 was set aside for the winners of the LISF. The following chart shows which department benefited from the LISF funds.

Department	Region	Department	Amount Invested in the LISF
Indian and Northern Affairs Canada	NCR – Gatineau	Connecting Youth in Canada	\$50,000
Atlantic Canada Opportunities Agency	Halifax (Nova Scotia)	Youth Today, Leaders Tomorrow	\$20,000
Canada Customs and Revenue Agency	NCR – Ottawa	Conducting Virtual Meetings	Did not request funding
Agriculture and Agri-Food Canada	Winnipeg (Manitoba)	Distributed Computing for Government Departments	\$38,000
National Defence	NCR – Ottawa	Exit Interview Tool	\$50,000
National Defence	NCR – Ottawa	Public Confidence in Fair and Impartial Courts	\$40,000
Human Resources Development Canada	NCR – Gatineau	Access Leadership for Inclusion	\$35,000 (\$7,000 of this amount comes from the LISF operational budget)
Environment Canada	Sackville (New Brunswick)	Atlantic Environmental Science Network Meeting Place	\$20,000
Industry Canada and Justice Canada	NCR – Ottawa	The Intellectual Property (IP) Net	\$46,500
Justice Canada	NCR – Ottawa	Knowledge Management for the Federal Prosecution Service	\$50,000
Canadian Heritage with the Northwest Territories Federal Council	Yellowknife (NWT)	Interactive Single Window	\$25,000
Natural Resources Canada	NCR – Ottawa	Electronic Publications Database	\$50,000
Health Canada	NCR – Ottawa	Recalls.gc.ca	\$25,000
Correctional Service Canada	NCR – Ottawa	Banking on Youth	\$50,000
Solicitor General of Canada	NCR – Ottawa	Families of Offenders Awareness Campaign	\$50,000
Public Works and Government Services Canada	NCR – Gatineau	Seminars for Teleworking	\$47,500
TOTAL			\$597,000 **

\*\* \$7,000 was used from the LISF operating budget.

## APPENDIX D

Table 3: Winning Participants and their Projects

Participant(s)	Project Title	Department	Region
1. Marc Bastien	Knowledge Management for Federal Prosecution Service	Justice Canada	National Capital Region
2. Julie Rancourt	The Intellectual Property (IP) Net	Justice Canada	National Capital Region
3. Margaret Ahearn	Electronic Publications Database	Natural Resources Canada	National Capital Region
4. John Houston	Exit Interview Tool	National Defence	National Capital Region
5. André Cadieux	Conducting Virtual Meetings	Canada Customs and Revenue Agency	National Capital Region
6. Byron Johnson	Seminars for Teleworking	Public Works and Government Services Canada	National Capital Region
7. Elaine St-Amour Sara MacKenzie Susan Butt Melissa Lee	Banking on Youth	Correctional Service Canada	National Capital Region
8. Linda Cooper Ian Hickey	Atlantic Environmental Science Network Meeting Place	Environment Canada	Sackville (New Brunswick)
9. Robert Cormier Paul McKenzie Karen Morehouse Carole Mallows Sharon MacEachern	Families of Offenders Awareness Campaign	Public Safety and Emergency Preparedness Canada (Solicitor General)	National Capital Region
10. Stan Blythe Raynald Chartrand Clara Finnan Joanne Spriet Christine Mosher Louise Panet-Raymond	Public Confidence in Fair and Impartial Courts	National Defence	National Capital Region
11. Bonnie Weisz Andrea Spitzer Céline Hotte Erin Huck Sen Rasaratnam Mindy Lassila Keith Warnick	Connecting Youth in Canada	Indian and Northern Affairs	National Capital Region

Participant(s)	Project Title	Department	Region
12. Travis Banks Cameron Dickens	Distributed Computing for Government Departments	Agriculture and Agri-Food Canada	Winnipeg (Manitoba)
13. Vangelis Nikias Georges Grujic Pat Derrick	Access Leadership for Inclusion	Human Resources Development Canada	National Capital Region
14. Jocelyn Hiltz Mike Rothenburg Chris Giddens Shauna McNeil Sarah Brett Mechele Scott Jaclyn Poole Cathy Castle Colleen Power	Youth Today, Leaders Tomorrow	Atlantic Canada Opportunities Agency	Halifax (Nova Scotia)
15. Ian Swain Mark Jarvis	Recalls.gc.ca	Health Canada	National Capital Region
16. Sylvie Francoeur Lise Picard Norma Dean Camille Simard Ron Allen Tim Coleman Diane Sylvain Margaret Henderson	Interactive Single Window	Canadian Heritage	Yellowknife (Northwest Territories)

## APPENDIX E

**Highlights of the Winning Proposals**

1. Marc Bastien, Justice Canada: **Knowledge Management for the Federal Prosecution Service** and
2. Julie Rancourt, Justice Canada: **The Intellectual Property (IP) Net**

These two projects concern one-stop accesses to government intellectual property. In different ways, they aim at facilitating, for both the public and private sector, easy access to specialized government knowledge generated by innovation. They also seek to eliminate silo environments and to bridge the gap between those who have knowledge and those who need it.

3. Margaret Ahearn, Natural Resources Canada: **Electronic Publications Database**

This in-house database for scientific reports was developed as a knowledge management tool in cooperation with the laboratories in the Minerals and Metals Sector of Natural Resources Canada. This database has the potential to centralize all of the department's publications in one place. It also has the potential to provide departmental researchers with publicity about their research prior to publication in a peer-reviewed journal. It also has the potential to be a window on all scientific reports from Natural Resources Canada.

4. John Houston, National Defence: **Exit Interview Tool**

This project, based on in-depth interviews with departing employees, will provide government departments with an avenue to identify and develop new and innovative programs to retain, motivate and recruit workers at all levels. This information will help departments develop effective recruitment and retention strategies.

5. André Cadieux, Canada Customs and Revenue Agency: **Conducting Virtual Meetings**

This virtual meeting centre will allow various offices across the country to better participate in the development and sharing of ideas and views on planning and operational issues. The project will improve information sharing abilities and increase collaboration between headquarters, regions and field office managers, project coordinators and individuals involved in the preparation and delivery of training.

6. Byron Johnson, Public Works and Government Services Canada: **Seminars for Teleworking**

PWSGC recently completed the most exhaustive study of telework ever prepared in North America, and possibly in the world. This project promotes the teleworking concept across Canada in private and public sectors as an alternative to traditional working patterns. Benefits include contributions to official national goals, such as the Kyoto Protocol.



7. Sara MacKenzie, Correctional Service of Canada: **Banking on Youth**

This project empowers young people to plan, organize and implement crime prevention projects in their schools and communities. There are four components: an event with workshops and action planning sessions; a webcast linking several schools to the event; a Web site where youth can post their plans; and an Action Bank that provides funding to implement those plans.

8. Linda Cooper, Environment Canada: **Atlantic Environmental Science Network Meeting Place**

This is a partnership of universities, provincial governments, federal departments, environmental industry associations, and non-governmental organizations in Atlantic Canada. It facilitates excellence in cooperative and strategic environmental research, development and training.

9. Robert Cormier, Solicitor General Canada: **Families of Offenders Awareness Campaign**

This program raises awareness among policy makers about the issues that offenders' families face. It engages the policy makers in a process to examine existing and possible future policies so they can better address the social and economic realities of these marginalized families.

10. Stan Blythe, National Defence: **Public Confidence in Fair and Impartial Courts**

A group of managers from the Association of Canadian Court Administrators delivered a learning event to court managers, judges and other on this subject in Halifax in March 2004. An important subject was how courts and tribunals can assist unrepresented litigants while maintaining their impartiality.

11. Bonnie Weisz, Indian and Northern Affairs Canada: **Connecting Youth in Canada**

This project increases the exchange of knowledge between youth in Canada. Composed of four 30-minute live webcasts hosted by Aboriginal communities, the initiative uses technology to get Aboriginals and non-Aboriginal youth, between 14 and 17 years of age, talking to each other. This will increase awareness among non-Aboriginal educators, children and youth about Aboriginal culture, history and peoples.

12. Travis Banks, Agriculture and Agri-Food Canada: **Distributed Computing for Government Departments**

This project's authors will examine the feasibility of establishing a distributed computing network within Agriculture and Agri-Food Canada using open source software solutions at the Cereal Research Centre in Winnipeg. As a proof of concept, the group will deploy distributed versions of a few DNA and protein sequence analysis tools at the Cereal Research Centre. Their goal is to establish a framework versatile enough for use in other unrelated areas at other centres.



13. Vangelis Nikias, Human Resources Development Canada: **Access Leadership for Inclusion**

The Office for Disability Issues (ODI) is working to communicate more effectively and innovatively with the large community of practice that deals with disability issues in Canada and abroad. Using collaborative accessible software tools, ODI will develop the capacity to reach a wider spectrum of governmental and non-governmental organizations committed to improving quality of life for persons with disabilities.

14. Jocelyn Hiltz, Atlantic Canada Opportunities Agency: **Youth Today, Leaders Tomorrow**

This is the internal youth network of the Atlantic Canada Opportunities Agency's Nova Scotia Regional Office. This project will create two Web sites: an external Web site for recruiting youth into the public service, and an internal Web site for youth in the public service who want information about professional development, classifications, departments, etc. The final component of the project is to develop a mentoring exchange pilot program between the Atlantic Canada Opportunities Agency and a department in the National Capital Region.

15. Ian Swain, Health Canada : **Recalls.gc.ca**

This Web site will provide a simple, useful, searchable source that pulls together product recall information for government departments and the public.

16. Sylvie Francoeur, Canadian Heritage: **Interactive Single Window**

This project concerns the Northwest Territories Federal Council and its members. It concentrates on resolving complaints from citizens and proposes as simple interactive window delivery centre for remote communities.

## COMMONLY USED ACRONYMS

ADM	Assistant Deputy Minister
APEX	Association of Professional Executives of the Public Service
CCMD	Canadian Centre for Management Development
CCRA	Canada Customs and Revenue Agency
CSPS	Canada School of Public Service
LDC	Learning and Development Committee
LISF	Learning and Innovation Seed Fund
NCVM	National Council of Visible Minorities
PEI	Prince Edward Island
PWGSC	Public Works and Government Services Canada
RUR	Research and University Relations, Canada School of Public Service
TBS	Treasury Board Secretariat

