

**Canadian Centre
for
Management Development**

**Report on Plans and Priorities
1998–99**

**For the
period of
1998–99 to 2000–2001**

The Right Honourable Jean Chrétien
Prime Minister of Canada

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Section I: Messages

A. Minister's Message

The Canadian Centre for Management Development (CCMD), a corporate resource for the Public Service, is positioned at the heart of federal Public Service corporate-wide priorities because of its mandate to enhance public-sector management capabilities and to promote a strong corporate culture in the Public Service.

Within the past two years, in response to the Public Service's reassessment of its roles and the structures needed to play those roles, CCMD has been working to improve its ability to meet the two key elements of its mandate: to support the Public Service's agenda for change, and to build an understanding of, and commitment to, the Public Service of the future.

The initiatives that CCMD is putting in place to meet its mandate encompass approaches that are based on today's most widely accepted trends in leadership development and executive education. For example, CCMD is placing greater emphasis on building corporate capacity in three ways: by moving towards balancing organizational and individual development needs; by creating a critical mass of executives with the skills and behaviours to move the corporate agenda forward; and by designing and continually updating the learning architecture to meet those needs.

I am pleased to present the Centre's Report on Planning and Priorities for the period 1998–99.

B. Management Representation Statement

MANAGEMENT REPRESENTATION/DÉCLARATION DE LA DIRECTION <i>Report on Plans and Priorities 1998–99/Un rapport sur les plans et les priorités 1998–1999</i>	
<p>I submit, for tabling in Parliament, the 1998–99 Report on Plans and Priorities (RPP) for the Canadian Centre for Management Development.</p>	<p>Je soumetts, en vue de son dépôt au Parlement, le Rapport sur les plans et les priorités (RPP) de 1998–1999 du Centre canadien de gestion.</p>
<ul style="list-style-type: none"> • To the best of my knowledge (and subject to the qualifications outlined below), the information: • Accurately portrays the mandate, plans, priorities, strategies and expected key results of the Canadian Centre for Management Development. • Is consistent with Treasury Board policy and instructions and the disclosure principles contained in the <i>Guidelines for Preparing a Report on Plans and Priorities</i>. • Is comprehensive and accurate. • Is based on sound underlying departmental information and management systems. • I am satisfied as to the quality assurance processes and procedures used for the RPP's production. <p>The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.</p>	<ul style="list-style-type: none"> • À ma connaissance (et sous réserve des observations ci-dessous), les renseignements : • Décrivent fidèlement les mandat, plans, priorités, stratégies et résultats clés escomptés de l'organisation. • Sont conformes à la politique et aux instructions du Conseil du Trésor, ainsi qu'aux principes de divulgation de l'information énoncés dans les <i>Lignes directrices pour la préparation du Rapport sur les plans et les priorités</i>. • Sont complets et exacts. • Sont fondés sur de bons systèmes d'information et de gestion sous-jacents. • Je suis satisfait des méthodes et procédures d'assurance de la qualité qui ont été utilisées pour produire le RPP. <p>Les ministres du Conseil du Trésor ont approuvé la structure de planification, de rapport et de responsabilisation (SPRR) sur laquelle s'appuie le document et qui sert de fondement à la reddition de comptes sur les résultats obtenus au moyen des ressources et des pouvoirs fournis.</p>
<p>Name/Nom : _____</p> <p>Date : _____</p>	

Section II: Departmental Overview

A. Mandate, Roles and Responsibilities

The Canadian Centre for Management Development (CCMD) was officially established by an Act of Parliament (i.e., Bill C-34) on December 1, 1991.

B. Objective

The following seven objectives were legislated for CCMD in Section 4 of the CCMD Act:

1. to encourage pride and excellence in the management of the Public Service and to foster among Public Service managers a sense of the purpose, values and traditions of the Public Service;
2. to help ensure that managers in the Public Service have the analytical, creative, advisory, administrative and other managerial skills and knowledge necessary to develop and implement policy, respond to change (including changes in the social, cultural, racial and linguistic character of Canadian society), and manage government programs, services and personnel efficiently, effectively and equitably;
3. to help managers in the Public Service develop a successful cooperative relationship with staff members at all levels through leadership, motivation, effective internal communications and the encouragement of innovation, skills development and high-quality service to the public;
4. to develop within the Public Service, and to attract to the Public Service, through the Centre's programs and studies, persons who are of high calibre and who reflect the diversity of Canadian society, and to support their growth and development as public sector managers committed to the service of Canada;
5. to formulate and provide training, orientation and development programs for managers in the public sector and particularly for senior managers in the Public Service;
6. to study and conduct research into the theory and practice of public sector management; and
7. to encourage a greater awareness in Canada of issues related to public sector management and the role and functions of government and to involve a broad range of individuals and institutions in the Centre's pursuit of excellence in public administration.

C. Financial Spending Plan

(thousands of dollars)	Forecast Spending 1997-98*	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Gross Program Spending:				
Canadian Centre for Management Development	14,058	14,209	14,224	14,224
Less: Revenue Credited to the Vote	0	0	0	0
Net Program Spending	14,058	14,209	14,224	14,224
Less: Revenue credited to the Consolidated Revenue Fund pursuant to Section 29.1(1) of the <i>Financial Administration Act</i> **	4,564	3,676	3,676	3,676
Plus: Cost of Services Provided by Other Departments	2,155	2,094	2,095	2,095
Net Cost of the Agency	11,649	12,627	12,643	12,643

Note: Totals include contributions to employee benefit plans.

* Reflects best forecast of total planned spending to the end of the fiscal year.

** This amount can be spent only upon earning of the equivalent amount in revenue.
Revenues will be reduced in 1998-99 and following years due to the sun-setting of some
programs (International and Sivuliuqtit).

Section III: Plans, Priorities and Strategies

A. Summary of Key Plans, Priorities and Strategies

Canadian Centre for Management Development (CCMD)	
(PLAN) To provide Canadians with:	(STRATEGIES) To be demonstrated by:
<p>Business Line 1: Contribute to Building a Management Agenda for the Public Service</p> <p>Public Service management research that contributes to the Public Service management agenda</p>	<ul style="list-style-type: none"> development and implementation of strategic-planning approaches and initiatives, including external sensing and research, to provide advice to the Board of Governors and the Principal on CCMD's response to the Public Service agenda and client needs development of strategies and approaches to establish sound research through networks of leaders, academics and private sector officials and through knowledge centres in the domains of governance, leadership, organization culture and learning and executive development, and to ensure a common key messages in all programs establishment of quality standards for CCMD learning programs and the development and application of a comprehensive framework to assess the effectiveness of CCMD as an institution of executive learning
A senior management cadre of Public Service managers with deepened understanding of and commitment and alignment to corporate priorities	<ul style="list-style-type: none"> establishment and maintenance of strategic working relationships with client departments to assess the effectiveness and relevance of CCMD learning programs
Strengthened communities of practitioners, generating and sharing learning	<ul style="list-style-type: none"> coordinated central agency research; strategic management; information reports; peer review of outputs
Public Service leaders who are better informed about strategic trends and leading management practices	<ul style="list-style-type: none"> shift in Public Service culture towards values and behaviours needed to implement Public Service priorities

Canadian Centre for Management Development (CCMD)	
(PLAN) To provide Canadians with:	(STRATEGIES) To be demonstrated by:
<p>Business Line 2: Strengthening Corporate Leadership Capacity Through Learning</p> <p>Strengthened corporate leadership capacity of the Public Service executive cadre, through superior learning, resulting from the development and delivery of initiatives and programs, such as the Management Trainee Program, Career Assignment Program, Executive Leadership Program, Accelerated Executive Development Program and the Senior Executive Management Program</p>	<ul style="list-style-type: none"> • design and delivery of world-class learning opportunities and modernization of MTP and CAP • development and application of the measures to assess the quality of existing CCMD programs • integration of CCMD's learning activities, to ensure that approaches and methodologies are consistent, both vertically and horizontally, between CCMD programs
<p>Strengthened communities of practitioners</p>	<ul style="list-style-type: none"> • development of program modules focussed on corporate priorities and executives' needs • development of action learning networks to resolve corporate issues
<p>Improved responsiveness and better service delivery from the Public Service</p>	<ul style="list-style-type: none"> • synthesis of culture and public opinion surveys reflecting improvements in Public Service values and behaviours and in public perceptions of service quality

Canadian Centre for Management Development (CCMD)	
(PLAN) To provide Canadians with:	(STRATEGIES) To be demonstrated by:
<p>Business Line 3: Support Leaders of Change and Transformation</p> <p>Strategies and initiatives to identify and address common executive learning issues, to support the Public Service's management of change initiatives</p>	<ul style="list-style-type: none"> convening of special events, including DM/ADM Forums, the Armchair series, conferences and special events related to corporate-wide learning needs
<p>Identification and design of the most effective learning initiatives for individual departments, but applicable service wide</p>	<ul style="list-style-type: none"> satisfaction of clients leaders with program impact, as demonstrated in surveys and by participation rates
<p>Advice to departmental leaders on learning architectures, techniques and standards, and provision of learning and leadership programs</p>	<ul style="list-style-type: none"> same as above
<p>Strategies, approaches and methodologies for use in federal departments and agencies</p>	<ul style="list-style-type: none"> development of corporate learning programs
<p>Direction of the development and implementation processes for large scale interventions touching all public servants</p>	<ul style="list-style-type: none"> number and level of participants attending; CCMD surveys of change-implementation within client departments

Canadian Centre for Management Development (CCMD)	
(PLAN) To provide Canadians with:	(STRATEGIES) To be demonstrated by:
Business Line 4: Corporate Management Strengthened internal capacity of CCMD	<ul style="list-style-type: none"> enhancement of CCMD's accountability regime
Alignment of learning systems fostered throughout the Public Service	<ul style="list-style-type: none"> establishment of effective linkages between research results, learning programs and corporate services establishment of learning networks in collaboration with central agencies, departments and deputy champions enhancement of client responsiveness and inclusiveness development of electronic networks to foster learning
CCMD as an exemplary model of what it teaches	<ul style="list-style-type: none"> development of "model" internal programs based on best practices, such as action learning programs, networks, etc. development of core competencies and learning plans for all staff CCMD staff engaged in continuous learning

B. Details by Business Lines

CCMD operates through four business lines. This section describes the future directions and strategies of the organization under these headings.

Business Line 1:

Contribute to Building a Management Agenda for the Public Service

Planned Spending

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Contribute to Building a Management Agenda for the Public Service				
Gross Expenditures	990	1,276	1,277	1,277
Revenue Credited to the Vote	0	0	0	0
Net Expenditures	990	1,276	1,277	1,277
Revenue credited to the Consolidated Revenue Fund pursuant to Section 29.1(1) of the <i>FAA</i>	0	0	0	0
Total	990	1,276	1,277	1,277

Objective

Business Line 1 contributes to enhancing the performance of Public Service executives in serving Canadians through research which serves to shape, and build the understanding and commitment to a management agenda for the Public Service of the future. This Business Line develops comprehensive approaches and integrated processes to enhance and coordinate the implementation of corporate strategic planning frameworks, approaches and methodologies. It also provides strategic advice to the Principal and Board of Governors to articulate and advance CCMD's strategic objectives and operational goals. Its research component formulates strategies, approaches and methodologies for research into areas of corporate interest to the Public Service and guides the development and adaptation of programs to reflect the corporate priorities of the Public Service.

External factors influencing the Business Line

The latest EKOS study¹ reflects the Canadian public's desire for a new form of governance, including the setting of performance targets, the demonstration and measurement of results, a demand for fiscal discipline, and a desire for partnerships that

¹EKOS Research Associates, *Rethinking Government IV: Canadians and Government in the Late Nineties—Core Conclusions and Emerging Forces*, 1998.

promote more effective, efficient service. Canadians want government to assist in planning and coordination of services, and they support an active role for government in collective life.

At the same time, public service reform in other countries has yielded many lessons from which the Canadian Public Service can benefit. These lessons apply to such issues as governance, citizen engagement, alternative service delivery, privatization and Public Service renewal.

These concerns and experiences point to a need for a strategic planning and research capacity that can keep pace with developments in Public Service management and reform. The role of this business line will be to contribute to the Public Service's management agenda for the future by taking soundings, and by identifying subjects of relevance for the learning programs that CCMD will design to meet the needs of the Public Service leaders charged with managing these pressures and challenges. The business line will be well placed to play this role by virtue of its research into developments in the Canadian Public Service environment and in those of other countries, as well as through the development of its own networks for interaction among leaders.

Key plans and strategies

Among the key strategies planned by the Strategic Research and Planning function of this business line is the development of a new strategic planning capacity and the establishment of increased linkages between research initiatives and the development of content of learning programs.

There are several components to this objective, starting with a strategic planning framework that will harmonize the diverse needs of departments and agencies, a common set of service-wide values, and emerging trends in the domain of Public Service management and administration.

CCMD research is now coordinated by a Committee of Central Agencies and guided by a sub-committee of Deputy Ministers. The CCMD research agenda has been approved and is now focussed on citizen-centred service delivery. A sizeable network of federal, provincial, municipal, academic and private-sector officials are participating in a series of research projects designed to engage Public Service leaders in exploring aspects of citizen-centred service delivery. The network is working to recommend actions to move the Public Service towards this goal.

Four additional research networks have been established for Public Service leaders at the Assistant Deputy Minister level. These focus on regulation and compliance, alternative service delivery, revitalizing the Public Service, and science.

Another key element for achieving a robust strategic planning capacity will be the development and implementation of strategies and approaches for predicting new issues facing Public Service management and identifying client needs and expectations for executive learning. A clear understanding of client requirements, together with a robust research program focussed on identifying critical management issues, is an essential

component. Strategic Research and Planning will be expected to provide leadership for the development of the Centre's learning architecture and for ensuring that learning initiatives support corporate Public Service priorities.

Research efforts will be geared to management theories and practices that have the potential to improve the capacity of the Public Service to manage effectively. CCMD has identified four major fields or "Knowledge Centres" in which it should have world-class knowledge: governance, leadership, executive learning and organization culture. The Knowledge Centres will bring together Public Service leaders, academics and leading thinkers to discuss, debate and resolve Public Service management issues through existing and new national and international networks. These networks can be powerful tools for engaging Public Service leaders and enabling them to better understand emerging issues and influence the Public Service management agenda.

During the next year, CCMD will work to complete its research program on service delivery. The Centre will also continue efforts to expand its network of senior public managers to act as a catalyst for moving this initiative forward nationally and in each region across Canada. It will do so by concentrating on completed projects that have demonstrated early, concrete successes in improved citizen-centred service delivery. Reports on these successes will feature recommendations on how to improve service and satisfaction, including establishing accountability at the CEO or DM level. Another feature will be customer/citizen satisfaction index/reports produced through intergovernmental cooperation to document results. The network will identify citizen-driven service enhancement projects that require cross-government cooperation as well as client clusters that are priorities for horizontal service delivery.

Expected results

Goals

The major goal of this Business Line is clear from its definition: it must Contribute to Building a Management Agenda for the Public Service.

Actions

To reach this goal, this Business Line has set the following actions:

- development of strategic planning approaches and initiatives, including external sensing and research, to advise the Board of Governors and the Principal on CCMD's strategic response to the Public Service agenda and client needs;
- development of strategies and approaches to establish sound research through networks of leaders, academics and private-sector officials, and through Knowledge Centres in the domains of governance, leadership, organizational culture, learning and executive development;
- establishment of quality standards for CCMD learning programs, and the development and application of a comprehensive framework to assess the effectiveness of CCMD as an institution of executive learning; and
- establishment and maintenance of strategic working relationships with client departments to assess the effectiveness and relevance of CCMD learning programs.

Expected results

Meeting the actions outlined above will lead to the following results:

- development of a senior management cadre with deepened understanding of and commitment and alignment to corporate priorities;
- strengthened communities of practitioners, who will generate and share learning;
- development of Public Service leaders who are better informed about strategic trends and leading management practices; and
- development of learning strategies and initiatives that reflect leading-edge thinking and develop the key messages from that learning for use in the delivery of CCMD learning programs. This reinforcement will be a linchpin for creating the behaviour of present and new executives and high-potential feeder groups to support public service priorities.

**Business Line 2:
Strengthening Corporate Leadership Capacity Through Learning**

Planned Spending

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Strengthening Corporate Leadership Capacity Through Learning				
Gross Expenditures	6,907	7,779	7,784	7,784
Revenue Credited to the Vote	0	0	0	0
Net Expenditures	6,907	7,779	7,784	7,784
Revenue credited to the Consolidated Revenue Fund pursuant to Section 29.1(1) of the <i>FAA</i>	4,034	3,676	3,676	3,676
Total	2,873	4,103	4,108	4,108

Objective

Business Line 2 is aimed at enhancing the performance of Public Service executives in serving Canadians by creating opportunities to learn collectively and developing a responsive, highly skilled and innovative executive cadre. This Business Line strengthens public service leadership capacity through learning. It provides professional leadership in designing, formulating and implementing strategies, approaches and standards for the planning and delivery of executive development initiatives and programs that enhance the capacity and competencies of high-potential executives and managers.

External factors influencing the Business Line

The key challenge of this Business Line is to increase the relevance of the content and learning methodologies of its career development programs. It will need to develop a cadre of Public Service leaders—future leaders in the Management Trainee Program (MTP) and the Career Assignment Program (CAP)—and new and existing leaders in the three other programs—Executive Learning (EL), the Accelerated Executive Development Program (AEXDP) and the Senior Executive Management Program (SEMP)—who have the competencies required to meet future Public Service challenges.

Recent surveys of Canadians point to the need for leaders who have the required skills and know-how to engage citizens in the development of public policy. This requirement implies a corresponding need for an awareness of the government and Public Service framework in which these leaders operate and how these frameworks impinge on their work. Public Service leaders must understand citizen engagement and the management techniques required for policy planning and development. They must have mastered the essential skills and attitudes needed to provide good service to Canadians and they must understand how to work with stakeholders.

To serve Canadians well, Public Service leaders will need to be imbued with a sense of professionalism and non-partisanship, and an understanding of risk-taking and partnerships.

Another external factor affecting the relevance and content of CCMD's learning programs is the need to familiarize Public Service leaders with the impact and use of technology for providing service to the public and for managing the Public Service more effectively. The Centre itself, which will become an exemplary model of what it teaches, plans to incorporate the use of interactive technologies, including limited-access electronic networks, into its learning programs. Not only do such technologies help support participants based in different geographic locations and offer more variety in learning modes, they help executives keep pace with technological advances in the course of the learning process.

The need for Public Service leaders to become more reliant on technology coincides with a major shift in the world of executive development. The Center for Creative Leadership² has conducted studies on executive growth and development that confirm the value of experience as the best teacher. Learning experiences such as "stretch" assignments, mentors, making mistakes and learning from them, and courses at appropriate moments all contribute to effective learning and development for executives. Experienced based, job-related learning is more effective than traditional classroom training. Interactive technology networks enable program participants to take advantage of these types of learning techniques on an as-needed basis, throughout their careers. In so doing, they also see how they can apply technological solutions to management challenges such as service delivery and partnering with other organizations.

Key plans and strategies

To enhance the relevance of the Centre's programs, this Business Line will need to demonstrate that the programs change behaviour to support Public Service priorities and that they contribute to the resolution of a wide range of issues.

Part of this objective is addressed through the program architecture that must be constructed in a continuum of complexity of content and corresponding learning approaches and methodologies. Building on the design of the AEXDP, the Centre will look to expanding approaches like action learning, personalized learning plans and coaching to all career development programs. The Centre will also be exploring increased use of technology, including computer simulations.

Another component in enhancing relevance is to ensure action learning networks of program participants who work together to resolve real issues connected to corporate priorities. In addition, the Centre will need to establish a systematic benchmarking program to continuously improve its programs, and will require evaluation results for all programs in order to assess the success of its programs and the need for change and improvement.

² The Center for Creative Leadership is a non-profit foundation devoted to leadership development created in 1972. It is located in Greensboro, North Carolina.

Business Line 2 will focus on developing stand-alone modules on critical Public Service-wide management subjects. These modules will be used within the career development programs but would also be available for departmental use within their own developmental programs.

Expected results

Goals

The major goal of Business Line 2 is to strengthen public service leadership capacity through learning.

Actions

To reach this goal, CCMD has set the following actions:

- development of program modules focussed on corporate priorities and needs of executives;
- development of action learning networks to resolve corporate issues;
- delivery of world-class Accelerated Executive Development Program;
- design and delivery of world-class component for that part of the Career Assignment Program for which CCMD is responsible;
- design and delivery of world-class Management Trainee Program, Executive Leadership program and Senior Executive Management Program;
- integration of CCMD's learning activities to ensure that approaches and methodologies are consistent both vertically and horizontally among CCMD programs; and
- integration of information technology to enhance delivery of all CCMD learning programs and to ensure that participants learn to rely on such technologies to deliver their own programs.

Expected results

The actions outlined above are expected to produce the following results:

- strengthened capacity of the Public Service's executive cadre through superior learning, resulting from the development and delivery of initiatives and programs such as the Accelerated Executive Development Program, the Management Trainee Program, Executive Leadership program and Senior Executive Management Program;
- strengthened communities of practitioners as a result of action learning among teams; and
- demonstrated competencies among executives in such areas as service delivery, policy capacity and Public Service renewal.

**Business Line 3:
Support Leaders of Change and Transformation**

Planned Spending

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Support Leaders of Change and Transformation				
Gross Expenditures	604	953	954	954
Revenue Credited to the Vote	0	0	0	0
Net Expenditures	604	953	954	954
Revenue credited to the Consolidated Revenue Fund pursuant to Section 29.1(1) of the <i>FAA</i>	0	0	0	0
Total	604	953	954	954

Objective

Business Line 3 aims to identify critical issues of common interest across departments and provide advice on leadership and executive learning models, strategies, techniques and suppliers of these. This business line will undertake to identify and test breakthrough learning approaches, make or buy analyses to determine the optimal way to design and deliver learning programs to meet the needs. This Business Line supports leadership in designing, formulating and implementing strategies, approaches and initiatives to address corporate learning needs that are common to more than one department.

External factors influencing the Business Line

There are some strategic goals for executive development that cannot be addressed exclusively by Business Line 2 which is focussed mainly on the development of leadership skills for high-potential managers and executives but that shape and modify Public Service culture and the implementation of strategies such as those directed at the Public Service's current priorities. These strategic goals, which involve and are directed towards a critical mass of executives across departments, are the province of Business Line 3, Support Leaders of Change and Transformation.

As the Public Service evolves, its environment changes, a phenomenon that requires executive education to be tailored to more focussed, results-oriented learning programs designed to address specific Public Service objectives. It follows that the applications learned in these programs should be applied from one department to another, across departmental boundaries. As the Public Service's corporate resource for executive development, CCMD must leverage its capacity to achieve the broadest range of influence possible.

Key plans and strategies

Business Line 3 designs and develops executive learning events and interventions. These include such initiatives as developing the agenda for and managing all activities associated

with the Deputy Minister / Assistant Deputy Minister Forum, the “Armchair” discussion series, and conferences and other special events related to leading-edge learning in public administration and management. The Business Line will continue with these activities to encourage the migration of learning across departmental boundaries.

The main focus of this Business Line, however, will be on developing learning opportunities more strategically focussed on culture change and corporate leadership and management issues that reach a critical mass of Public Service executives.

To accomplish this goal, the Business Line will direct the development and implementation of strategies and approaches to meet critical gaps in executive skills, abilities and behaviours that are required to advance the renewal of the Public Service and accelerate its ability to resolve horizontal issues. One approach this Business Line is using to reach this goal is to cause the design of learning programs to meet critical corporate needs. To do so, the Centre will partner with world-class suppliers in the design, development and customization of such programs. A past offering of *Leading Transitions* is an example.

Business Line 3 will leverage the Centre’s capacity to achieve the broadest range of influence possible by providing advice on leadership and learning architectures, techniques, standards and providers to clients in all departments.

Expected results

Goals

Business Line 3's overall goal is to support leaders of change and transformation as they implement Public Service priorities across departments.

Actions

The Business Line is pursuing the following actions:

- establishment of new learning and leadership programs to assist deputy ministers to implement departmental change;
- organization and delivery of special events designed to facilitate the migration of learning across departmental boundaries;
- enabling of top teams in client organizations to use learning and leadership to improve teamwork across boundaries inside and outside of their organizations; and convening of DM/ADM forums, the Armchair series of lectures, and conferences related to corporate-wide executive learning needs.

Expected results

The actions outlined above are expected to produce the following results:

- development and implementation of strategies and initiatives to identify and address common executive learning issues, with the objective of supporting management-of-change initiatives;
- identification and design of the most effective learning initiatives for individual departments, but ensuring that they are applicable service-wide;
- provision of advice to departmental leaders on learning architectures, techniques and standards, and provision of learning and leadership programs;
- development and delivery of strategies, approaches and methodologies to train trainers in federal departments and agencies for corporate learning programs; and
- direction of the development and implementation processes for large-scale interventions that affect all public servants.

**Business Line 4:
Corporate Management**

Planned Spending

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Corporate Management				
Gross Expenditures	5,557	4,201	4,209	4,209
Revenue Credited to the Vote	0	0	0	0
Net Expenditures	5,557	4,201	4,209	4,209
Revenue credited to the Consolidated Revenue Fund pursuant to Section 29.1(1) of the <i>FAA</i>	530	0	0	0
Total	5,027	4,201	4,209	4,209

Objective

This Business Line is focussed on maximizing CCMD's internal capacity and optimizing investment in its financial, human, information and materiel resources, and on ensuring that CCMD becomes an exemplary model of what it teaches. The Business Line provides corporate leadership in all areas of corporate programs and services in support of the strategic directions of CCMD. This includes a governance and accountability system to guide and ensure a results-based performance regime; a business-planning system and process that includes a focus on human-resource capabilities and issues; and an integrated, seamless and effective flow of ideas, processes and systems between business lines.

External factors influencing the Business Line

This Business Line has been influenced by two main classes of external factors: those related to expectations, trends and developments in the external world of executive education, and those that have influenced the management and delivery of Public Service priorities as a whole.

The external factors originating in the broad world of executive education have influenced this Business Line to set its goals that will facilitate the goals set by the other three Business Lines. Specifically, it has had to "practice what it will be preaching" so that the Centre's staff and programs will produce an organization that is itself a model of what it teaches. This means that CCMD must ensure that its own employees have access to the same types of professional development as it advocates for its clients: personal learning plans, internal networks, "action" learning programs, and provisions for continuous learning.

At the same time, this Business Line has had to address the same external factors that have been a major priority for departments service-wide. These have included the strong pressures to work within existing resources, with no access to new financial resources; this pressure has included the need to downsize and refocus its human resources. Another external factor that has fallen squarely within this Business Line's corporate services function has been the service-wide La Relève priorities. The Business Line has also needed to contribute to the Centre's provisions for developing the service-wide performance measurement and accountability demands that the public expects of the Public Service as a whole. To this Business Line, too, has fallen the responsibility for addressing the strong external pressure to incorporate technological advances, both within the day-to-day operations of the corporate management function, and for the technological infrastructure that the Centre's three other business lines need in order to deliver their programs and services, such as the various electronic networks that support the Centre's research program.

Key plans and strategies

Human Resources Management

In the Centre's last business plan (covering 1997–98), transition was cited as a major focus for the Centre in human resources management. That process will be completed by the end of March 1998, with all 71 affected staff repositioned through workforce adjustments and secondments.

It is likely that there will be a further drop in resource levels by the end of March due to secondments and terms ending.

With this restructuring complete, the Centre will focus its efforts on several key areas:

- regularizing the Centre's classification and staffing;
- creating a solid human-resources policy framework;
- identifying competencies in the areas of Strategic Planning and Research and the Centre's learning programs;
- developing learning plans for all staff;
- ensuring accountability tools and processes are in place to measure the quality and effectiveness of human resources leadership.

CCMD has resolved a major issue related to these initiatives, namely, a change in its approach to hiring rotational teaching and research staff. The change will be a linchpin to progress, but to understand how this is so, it is necessary to review the background to the change.

The vision at the creation of CCMD was that it would not be a traditional career department, but rather that it would maintain a proportionately high number of rotational staff, because this was seen as an effective way to bring in fresh experience to the teaching staff.

There are three main mechanisms the Centre can use to obtain rotational staff:

- appointments under section 15(2) of the CCMD Act;
- CCMD fellowship programs; and
- secondments through an agreement with the Public Service Commission for executives, and with departments for other occupational groups.

Through this last mechanism, the Centre seconds promising executives for a period of two years to develop skills in coaching and facilitation—skills they can use when they return to their substantive positions. This agreement was intended to provide a developmental training ground for skills development rather than a recruitment tool for CCMD.

Over the years, the number of rotational teaching and research staff more or less equalled the number of permanent staff, and there was a growing tendency for the secondment period to be extended beyond two years. This flexible approach to rotational assignments also meant that the Centre had not invested a great deal in describing teaching and research job functions, and that individual accountabilities were based more on what individuals brought to the Centre.

In the past two years, however, CCMD has defined its business lines and come to decisions on the changes that will be needed in staff skills over the planning period. The Centre will be focussing more on innovative, experiential learning programs tied to business strategies and the Public Service management agenda.

This will require a strategic planning capacity to develop strategies and approaches to executive development and learning that will meet client needs and offer superior learning opportunities. This function will be complemented by a research function that would conduct research using such approaches as networks of Public Service leaders and academics to identify issues relevant to Public Service management in the domains of governance, leadership and organizational culture. It would maintain and transfer the learnings from state-of-the-art knowledge in the field of executive development to CCMD learning programs to ensure the ongoing relevance of those programs, including research into new and emerging learning techniques and the use of technology.

It will also require learning program staff with the skills to:

- guide the design of learning programs;
- identify, select and manage world-class resources in the design and delivery of programs;
- enter into partnerships with suppliers to expand the range of learning opportunities; and
- provide advice and guidance to departments on learning architectures, approaches and methodologies.

The Centre will need corporate services staff with skills, knowledge and abilities in the domains of comptrollership, partnerships and client service as well as in the traditional disciplines. Competency profiles have been completed for corporate-services staff and will be the basis for the development of learning plans.

To achieve this type of work force, CCMD must maintain a proportionately higher ratio of permanent staff to rotational staff in the areas of research and learning programs to provide stability and continuity of expertise. It can no longer afford the investment cost of training a large number of rotational staff who will not remain with the Centre. Therefore, CCMD has decided to maintain only nine to ten rotational teaching and research staff at any given time. This decision now allows the Centre to decide on which core competencies it will require in its permanent staff as opposed to those it will have the

flexibility to bring in through rotational assignments. This work will then be followed by job descriptions and staffing tools for staff.

The Centre aims to complete its human resources policy framework as well. This framework should include a sound base of human resources policies to support managers in the management of their staff, integrate all staffing mechanisms within the Centre into business planning and systematic accountability tools to provide feedback, and enhance the Centre's ability to change and improve. Work has been done to create the required human resources policies. The framework also requires a review and integration of all CCMD recruitment options, including the fellowship programs.

La Relève at CCMD will mean that in addition to the above competency requirements, all CCMD managers will require solid management abilities, including effective communications and the ability to manage performance through such techniques as benchmarking and performance measurement. It is expected that the completion of competency profiles and learning plans for staff will help address many skill gaps. Another important initiative for the Centre will be the implementation of full-circle appraisals for managers. This will provide accountability information on the quality and effectiveness of CCMD leadership, which is essential to progress on our key results for the Corporate Management Business Line.

In planning our transition process, it became evident that many CCMD support staff had spent most of their careers at the Centre. While this did not impede the ability of affected staff to ultimately find alternative employment, many felt that experience elsewhere would have enhanced their skills. In an effort to address this concern, CCMD has been working with the Public Service Commission, Treasury Board Secretariat, Finance and Privy Council Office to participate in their mobility program for administrative and support staff. Based on needs identified in learning plans of CCMD's administrative and support staff, these secondment opportunities can be a rich vehicle for training and skills development and can enhance future mobility for administrative and support staff. In addition, the Centre will launch a project to improve the administrative skills of support staff.

CCMD's performance framework has as a key result to engage staff in continuous learning through the development of learning programs for each of them, focussed on the core competencies.

Information Management

Since the beginning of 1996, CCMD's information management has followed a consistent strategy. The first phase, occupying all of 1996 and extending into 1997, was to bring the basic infrastructure of computer and communications-based tools up to today's standards. This activity focussed on the tools used for internal work as well as those used for Internet-based services to CCMD's clients. The second phase was to enrich the use of these tools in managing and delivering information, and to begin the exploration of their use in CCMD's externally directed programs—the learning programs, networks, special events and information dissemination. As we enter 1998, a capable modern infrastructure of technology-based services is in place for many internal processes and for external delivery support.

CCMD's technology initiatives for the planning period are:

- use of its strengthened technological capability to support the conception, design and delivery of computer-based learning products and networks;

- use of Internet-based facilities to support CCMD communication needs internally and externally;
- improvement of its ability to develop and manage information bases, including the Centre's registration system, and to extract business information from them;
- improvement of network reliability and flexibility;
- improvement of the reference information available on the desktop;
- improvement of the use of technology at CCMD and the capacity to use Internet-based tools, including the provision of training for staff and the use of contract resources to develop templates and author material as a demonstration project and guide;
- conducting of a slide/sound demonstration project over the Internet; and
- development of automated tools, such as automated forms, to assist CCMD in improving the efficiency of its internal business processes.

Renewing Image of CCMD

There is a need to develop a CCMD communications strategy to revitalize the image and feel of the Centre. Public Service renewal efforts and the requirement for departments to produce meaningful human resource plans that fully reflect the spirit of La Relève create an opportunity for the Centre to produce materials that indicate clearly how CCMD will support La Relève objectives. Similarly, the attention focussed on strengthening executive leadership also creates opportunities for CCMD to promote its new career and corporate programs in that context.

Given the nature of its role, everything CCMD does, every interaction with its clients and potential clients, constitutes "communications," in that all public interactions send messages about the kind of organization the Centre is. CCMD's communications plan includes a variety of approaches for telling the CCMD story. The overall communications strategy will be to restore CCMD's position as a corporate resource for Public Service Executives: a resource that is exclusively suited, by virtue of its mandate, to contribute to enhanced performance of the Public Service in serving Canadians, encouraging pride and excellence, and serving as an agent of change and learning. In describing its learning programs, the Centre will want to emphasize use of leading-edge learning approaches such as action learning, coaching, mentoring and networks. The marketing plan is contingent on progress in the business line initiatives.

Communications vehicles will include those already in use, such as the various electronic learning and research networks, the Web site itself, the CCMD Intranet and the newsletter, as well as the activities generated by each business line. Although these tools have been established, they will be reviewed to improve their organization and impact. Ongoing CCMD activities including electronic and paper-based publications, conferences, special events and displays. Presentations, including those given at external conferences by senior CCMD executives, are also opportunities to convey messages and information about CCMD and will be reviewed to maximize their effectiveness. In addition, the Centre will be developing electronic and paper versions of marketing tools such as corporate brochures for use by the various business lines.

Performance Measurement Strategy

In response to the need for performance information and reporting, CCMD has established a performance measurement strategy that serves as its accountability tool. This strategy identifies, for each business line, key result areas, initiatives and performance measures and

strategies to achieve goals. The Centre has identified three spheres of influence in which it should have impact: at the corporate level, for Public Service leaders as a corporate resource; at the team level, within departments and communities of practitioners; and at the individual level, on individual managers and executives. The Centre has had the opportunity to work with its measures over the past few months and will continue to do so to more clearly focus on desired results.

Expected results

Goals

The Corporate Management Business Line's overall goals are to strengthen CCMD's internal capacity; to invest in its financial, human, information and material resources; to contribute to making CCMD an exemplary model of what it teaches; to enable CCMD staff to engage in continuous learning; and to position the Centre, by the turn of the century, as Canada's leading institution for innovative and effective learning programs for Public Service leaders.

Actions

The Corporate Management Business Line has determined specific actions for reaching these goals:

- updating of CCMD's La Relève program;
- enhancement of CCMD's accountability regime;
- establishment of effective linkages between research results, learning programs and corporate services;
- contribution to learning networks in collaboration with central agencies, departments and deputy champions;
- enhancement of client responsiveness and inclusiveness;
- development of electronic networks to foster learning; and
- development of core competencies and learning plans for all staff.

Expected results

As Business Line 4 meets these actions, it expects to report the following results:

- strengthening of internal capacity within CCMD;
- alignment of learning systems through the Public Service;
- establishment of a reputation for being Canada's leading institution for innovative effective learning programs for Public Service leaders; and
- participation of all CCMD staff in continuous learning programs.

Section IV: Supplementary Information

Table 1: Spending Authorities - Ministry Summary, Part II of the Estimates

Vote	(thousands of dollars)	1998-99 Main Estimates	1997-98 Main Estimates
Canadian Centre for Management Development			
5	Program Expenditures*	9,388	9,082
(S)	Expenditures pursuant to Section 29.1 (1) of the <i>Financial Administration Act</i> **	3,676	6,578
(S)	Contributions to employee benefit plans	1,145	1,298
	Total Agency	14,209	16,958

* The increase in appropriation is for the La Relève initiative (Accelerated Executive Developmental Program: AEXDP).

** This amount can be spent only upon earning of the equivalent amount in revenue. The change in revenue results from the elimination of many non-core courses and to the sun-setting of some programs in 1998-99 (International and Sivuliuqtit).

Table 2: Responsibility for Planned Spending by Business Line(s) for 1998–99

(thousands of dollars)	Accountability					Total
	Principal	Assistant Deputy Minister Strategic Planning and Research	Director General Career Development Programs	Director General Corporate Learning Programs	Director General Corporate Services	
Contribute to Building a Management Agenda for the Public Service	175	1,101	1,276
Strengthening Corporate Leadership Capacity Through Learning	7,779	7,779
Support Leaders of Change and Transformation	953	953
Corporate Management	831	3,370	4,201
Total Planned Spending	1,006	1,101	7,779	953	3,370	14,209

Note: Totals include contributions to employee benefit plans.

Personnel Information

Table 2.1: Planned Full Time Equivalent (FTEs) by Business Line

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Contribute to Building a Management Agenda for the Public Service	9	9	9	9
Strengthening Corporate Leadership Capacity Through Learning	45	45	45	45
Support Leaders of Change and Transformation	3	3	3	3
Corporate Management	39	39	39	39
Agency Total	96	96	96	96

Table 2.2: Details of FTE Requirements

(\$ dollars)	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Salary Ranges				
< 30,000	24	24	24	24
30,000-40,000	7	7	7	7
40,000-50,000	28	28	28	28
50,000-60,000	4	4	4	4
60,000-70,000	4	4	4	4
70,000-80,000	2	2	2	2
> 80,000	27	27	27	27
Total	96	96	96	96

Additional Financial Information

Table 3: Departmental Summary of Standard Objects of Expenditure

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-001
Personnel				
Salaries and wages*	6,384	5,454	5,467	5,467
Contributions to employee benefit plans	1,085	1,145	1,147	1,147
	7,469	6,599	6,614	6,614
Goods and services				
Transportation and communications	584	674	674	674
Information	224	259	259	259
Professional and special services**	4,888	5,665	5,665	5,665
Rentals	109	129	129	129
Purchased repair and maintenance	77	86	86	86
Utilities, materials and supplies	231	269	269	269
Other subsidies and payments	0	0	0	0
Postal subsidy	0	0	0	0
Minor capital	301	353	353	353
	6,414	7,435	7,435	7,435
Total operating	13,883	14,034	14,049	14,049
Capital				
Controlled capital	0	0	0	0
Transfer payments				
Voted	175	175	175	175
Gross budgetary expenditures	14,058	14,209	14,224	14,224
Less: Revenue credited to the Vote	0	0	0	0
Net budgetary expenditures	14,058	14,209	14,224	14,224
Less: Revenue credited to the Consolidated Revenue Fund pursuant to Section 29.1(1) of the FAA	4,564	3,676	3,676	3,676
Total	9,494	10,533	10,548	10,548

* Salaries and Wages were higher in 1997-98 due to the costs resulting from the transition (ERI, EDI).

** Expected increase in contracting-out for course design and delivery.

Table 4: Program Resources by Business Line for the Estimates Year

	Budgetary									Total
	FTE	Operating*	Capital	Grants and Contributions	Gross Voted	Gross Planned Spending	Less: Revenue Credited to the Vote	Net Planned Spending	Less: Revenue Credited to the CRF pursuant to Section 29.1(1) of the FAA	
Contribute to Building a Management Agenda for the Public Service	9	1,101	0	175	1,276	1,276	0	1,276	0	1,276
Strengthening Corporate Leadership Capacity Through Learning	45	7,779	0	0	7,779	7,779	0	7,779	3,676	4,103
Support Leaders of Change and Transformation	3	953	0	0	953	953	0	953	0	953
Corporate Management	39	4,201	0	0	4,201	4,201	0	4,201	0	4,201
Total	96	14,034	0	175	14,209	14,209	0	14,209	3,676	10,533

* Includes contributions to employee benefit plans.

Table 5: Details of Transfer Payments by Business Line

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Contributions				
Contribute to Building a Management Agenda for the Public Service	175	175	175	175
Total	175	175	175	175

Table 6: Details of Revenue by Business Line

Revenue credited to the Consolidated Revenue Fund pursuant to Section 29.1(1) of the <i>FAA</i>	Forecast Revenue 1997-98	Planned Revenue 1998-99	Planned Revenue 1999-00	Planned Revenue 2000-01
(thousands of dollars)				
Strengthening Corporate Leadership Capacity Through Learning	4,034	3,676	3,676	3,676
Corporate Management	530
Total	4,564	3,676	3,676	3,676

Table 7: Net Cost of Program for 1998–99

(thousands of dollars)	Canadian Centre for Management Development
Gross Planned Spending	14,209
Plus:	
<i>Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	1,734
Contributions covering employees' share of insurance premiums and costs paid by TBS	360
Workman's compensation coverage provided by Human Resources Canada	0
Salary and associated costs of legal services provided by Justice Canada	0
	2,094
Total Cost of Program	16,303
Less:	
Revenue credited to the Consolidated Revenue Fund pursuant to section 29.1(1) of the <i>FAA</i>	3,676
Net Cost of Program	12,627
1997–98 Estimated Net Program Cost	11,649

Other Information

Table 8: Listing of Statutes and Regulations

Statutes and Regulations Currently in Force

Canadian Centre for Management Development Act	(S.C., 1994, Chapter 16, C-34)
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