



# **The Leadership Network**

**2001-2002  
Estimates**

Part III – Report on Plans and Priorities

## The Estimates Documents

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

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

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

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

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

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

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# **The Leadership Network**

**2001-2002 Estimates**

**Report on Plans and Priorities**

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

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## **Section I: Messages**

### **1.1 Prime Minister's Message**

The challenges and opportunities for Canada and Canadians in the 21<sup>st</sup> century are vast and complex. The demands of globalization, knowledge based economies, and technologies are altering every aspect of society.

To meet these challenges, Canadians expect the Public Service of Canada to provide them with high quality services, to be representative of the people they serve, and to provide its services in a respectful, professional and non-partisan manner. The development and retention of a strong leadership capacity and capability within the Public Service of Canada is key to the achievement of these objectives.

This Government is committed to ensuring that the Public Service of Canada is citizen-centered, open, accessible, and transparent, that it is focused on outcomes and accountability for results, and promotes value for money in the use of public funds. The Government also recognizes the need to place emphasis on the recruitment, retention and continuous learning of a skilled federal workforce that is representative of and draws upon the diversity of our great country.

The Leadership Network plays a key role in ensuring the Public Service of Canada has the leadership capability to move forward in a global environment that is one of constant change. The Leadership Network has undergone significant change in the past year and has emerged as a centre of expertise, that has gained recognition from both foreign governments and the private sector, for the collective management of leaders, the development of networks, and the innovative use of technology.

## 1.2 Management Representation Statement

I submit, for tabling in Parliament, the 2001-2002 report on Plans and Priorities (RPP) for The Leadership Network.

To the best of my knowledge, the information:

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

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

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

Mary Gusella  
Head, The Leadership Network

February 2001

## Section II: Agency Overview

### 2.1 What's New

The Leadership Network (TLN) has undergone a significant change in the past year. Broad consultations with stakeholders resulted in a reassessment of the Agency's strategy. As a consequence TLN has refined its focus on the creation and support of leadership networks in government. A central theme of both public service renewal and the work of The Leadership Network is the establishment and promotion of a horizontal approach to the challenges facing governments in the 21<sup>st</sup> Century.

TLN has given greater prominence to the role and use of technology and innovation to all of its activities as a means for the fostering and developing of networks, enhancing outreach activities, improving client service and increasing knowledge. TLN, in conjunction with the Central Agencies, has established an exemplary model approach for the collective management of the ADM Community.

Highlights of the new services and activities of The Leadership Network include:

#### *Collective Management of the Assistant Deputy Minister (ADM) Community*

- Increased support for the Deputy Ministers in meeting the future leadership requirements of their organizations and across government;
- Increased outreach programs to Assistant Deputy Ministers (ADM) through the establishment of and support to the ADM Advisory Committee, sponsoring ADM forums and the introduction of annual career visits to all ADMs to identify career objectives, learning and development needs, and to dialogue on opportunities regarding new assignments;
- Established a partnership with the Canadian Centre for Management Development for the design and delivery of a learning and development framework and related programs for the ADM community;
- Established a coaching program focusing on individual ADM needs to maximize their capabilities in meeting the leadership challenge;
- Established an improved program for ADM networking and community building through the creation of various events to support the dialogue on core issues relative to the community, the renewal of the public service and the business of government; and
- Increased support to the ADM community for the adoption of E-Government through dialogue on the use of technology.

## *Public Service Renewal*

- Establishment of a centre of expertise for the development of new knowledge and best practices for network building and sustaining of networks;
- Establishment of an improved client service outreach approach for departments and regions seeking advice and support for network building;
- Provision of corporate leadership in the promotion of technology in support of the government's renewal agenda and to enhance the capacity of public servants to participate in the renewal and transformation of the public service; and
- Establishment of a centre of expertise for the innovative use of technology in support of Government on Line and E-Government incorporating leading edge technology services for knowledge development and exchange.

### **2.2 Mandate, Roles and Responsibilities**

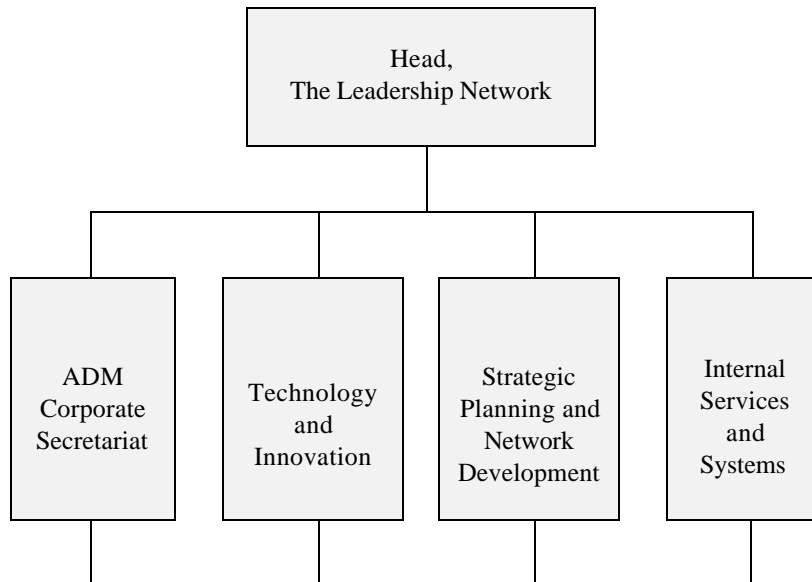
The Leadership Network was designated as a Division or Branch of the Public Service under the *Financial Administration Act* by Order in Council P.C. 1998-952 in June 1998 and extended by Order in Council 1999-1832 in October 1999. The Leadership Network has also been designated as a department for the purposes of the *Public Service Employment Act*.

The mandate and role of The Leadership Network is the creation and support of leadership networks in government and to assist them in the ongoing challenge of public service renewal.

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



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



### **2.3 Agency Objectives**

To promote, develop and support networks of leaders throughout the Public Service of Canada, and to assist them in the ongoing challenge of public service renewal.

### **2.4 Agency Planning Context**

The building and sustaining of the leadership capacity and capability of the Public Service of Canada, in the 21<sup>st</sup> century, must be responsive to the needs of an ever changing and complex society. Factors that will shape the agency's approach to business include:

**Globalization** impacts are widespread and interconnected affecting the environment, taxes, social policy, and resource allocation across sectors. Leaders must be provided with a breadth of knowledge and experience if they are to provide sound advice within this global environment.

***Technology and Information*** will impact the federal Public Service significantly over the next decade as they become the cornerstones in the development of 'electronic government' (e-government). As a consequence the multi-layer organization operating vertically, with span of control primarily a function of the limitations surrounding information flow will disappear. Management's role in information sharing and decision-making will diminish, while the need for steering and coaching will increase.

***Competitive Recruitment*** in the years ahead will be very different from the past. Recruiting and retaining talented people is becoming a greater challenge for the continued success of the public service. Consequently, as the federal public service moves to address its resource shortages, it can expect to find itself in competition with an aggressive private sector and the broader public sector. For the Public Service to become an employer of choice it will be critical for leaders to understand the attitudes and aspirations of younger Canadians from an employment perspective. The key issues include creating a challenging work environment, learning opportunities, and the ability to make a difference through their work.

***Networks and Relationships***, always an important factor, have become essential in meeting the challenges confronting both business and government in the 21<sup>st</sup> Century. Governments must be capable of reaching out not only across the public service for solutions, but to the other sectors of the community as well. Network and relationship building are now an essential skill for public service leaders to connect employees with each other to deal with change. In the practical world of work, networks are a powerful technique for getting where we want to go.

The task is ongoing, the need is continuous, and the scope transcends the mandate and capabilities of any one institution. It will be met through the strength of multiple networks and relationships that are established and maintained throughout the government and with its partners. It is through the collective inputs of all levels of the public sector, including functional communities and regional organizations across Canada, that these challenges will be met.

The challenge for the Agency is to ensure that public service leaders develop their awareness of and capacity to renew public sector institutions to better serve Canada and Canadians through networks.

The Agency will aggressively promote and support the adoption and use of technology and innovation not only as a means to create and develop networks, but also to demonstrate leadership and support the attainment of the E-Government agenda.

## 2.5 Agency's Planned Spending

(\$ thousands)	Forecast Spending 2000- 2001*	<b>Planned Spending 2001- 2002**</b>	Planned Spending 2002- 2003	Planned Spending 2003- 2004
Budgetary Main Estimates (gross)	11,797.0	<b>2,422.0</b>	n/a	n/a
Non-Budgetary Main Estimates (gross)	0.0	<b>0.0</b>	0.0	0.0
Less: Respendable revenue	0.0	<b>0.0</b>	0.0	0.0
<b>Total Main Estimates</b>	11,797.0	<b>2,422.0</b>	0.0	0.0
Adjustments***	(1,297.0)	-	-	-
<b>Net Planned Spending</b>	10,500.0	<b>2,422.0</b>	0.0	0.0
Less: Non-respendable revenue	0.0	<b>0.0</b>	0.0	0.0
Plus: Cost of services received without charge	300.0	<b>58.0</b>	0.0	0.0
<b>Net cost of Program</b>	10,800.0	<b>2,480.0</b>	n/a	n/a

<b>Full Time Equivalent</b>	48	<b>8</b>	n/a	n/a
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\* Reflects best forecast of total planned spending to the end of the fiscal year.

\*\* The Leadership Network's mandate ends June 3, 2001; spending could be adjusted based on decisions on its extension.

\*\*\* Adjustments are to accommodate approvals obtained since the Main Estimates and are to include Budget initiatives, Supplementary Estimates, etc.

## **Section III: Plans, Results and Resources**

### **3.1 Business Line Objective**

The objective of The Leadership Network business line is to promote, develop and support networks of leaders throughout the Public Service of Canada, and to assist them in the ongoing challenge of public service renewal.

### **3.2 Business Line Description**

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

### **3.3 Key Results Commitments, Planned Results, Related Activities and Resources**

#### **Key Results Commitment**

Contribution to public service renewal

#### ***Planned Results***

- Information and advice to the DM champions in order to ensure increased succession capacity within Departments
- Partnerships with federal regional councils, public and private organizations that promote public service renewal issues
- Contribute to a better informed, highly motivated public service

#### ***Related activities***

- Provide support for the Clerk of the Privy Council as Head of the Public Service of Canada. The focus of this activity is on incorporating the messages of the Clerk of the Privy Council regarding renewal into the day-to-day products and services of the

Agency and thereby promote the Public Service as an institution and its renewal from within.

- Sponsor and arrange workshops and other special events to promote greater use of the resources available to public service leaders everywhere.
- Provide technology infrastructure and connectivity tools to enhance public service wide knowledge exchange activities in support of renewal, network development, issues resolution, developing trends and the sharing of best practices.
- Support Deputy Minister champions for the functional communities and heads of federal regional councils in the implementation of collective initiatives in support of public service renewal.
- Support the development of pride and recognition throughout the public service by the promotion of public service achievements and the provision of appropriate mechanisms to recognize and reward public servants and thereby contribute to the image of the public service as an employer of choice.
- Provide expert knowledge products and advice to network builders regarding the creation, development and sustaining of effective networks and relationships.

**Resources** (\$ millions)

\$0.5

<b>Key Results Commitment</b>
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Effective management of the Assistant Deputy Minister (ADM) community

**Planned Results**

- Sufficient supply of highly qualified ADMs
- Modern human resources management tools that better serve and develop the senior levels as a corporate resource
- Stakeholders that have access to timely and high quality advice and information

**Related activities**

- With the Committee of Senior Officials (COSO) and with individual Deputy Ministers, the ADM Corporate Secretariat develops an in-depth knowledge of career interests

- and goals, offer career support, provide feedback and develop personalized learning plans and career strategies. Feedback will be sought on the services offered to ensure that they continue to meet the needs of ADMs and DMs.
- Identification of a first ADM assignment for those who have been successful in the ADM Pre-qualification Process to enable them to move through a series of assignments that will diversify their experience via a rotational system. This system is designed to respond to Deputy Ministers' needs by providing for the ongoing matching of individuals to assignments.
  - Provision of career development and advisory services through annual outreach visits to the ADMs to discuss assignments, to map out career development objectives, personalized coaching needs, and individualized development programs.
  - Provision of an online business support system for the ADM community with real time access to edit and update their personal file. Utilizing this system to provide ongoing advice on what overall mix of skills and experience requirements are essential to meet resourcing needs at the EX-4 and EX-5 levels. Identify and adjust targets for prequalification process intake, promotion and external recruitment.
  - In conjunction with the Canadian Centre for Management Development, and in close cooperation with the individual ADM, design annual learning plans.
  - Provide network and community building support services to the ADM Community through the establishment of community forums to dialogue on issues relative to the community, the renewal of the public service and the business of government.

***Resources*** (\$ millions)

\$0.8

<b><i>Key Results Commitment</i></b>
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Effective communications means between leaders at all levels within the Public Service of Canada

***Planned Results***

- Accessible and easy to use self-identification process
- Establishment of an effective, easy to use, fast, accessible and adaptive communications network

- Development of communications tools that promote dialogue and exchange of ideas which are effective, easy to use, fast, accessible and adaptable

### ***Related activities***

- Provision of services to enable prospective leaders to self-identify through a process that is accessible, easy-to-use and permanent.
- Promote the emergence of new leadership networks and nurture existing networks through the provision of expert advice and assistance, via traditional techniques and newly available technology, to regions, departments and groups to facilitate the creation, development and evolution of networks.
- Develop and provide Virtual Networks for building communities on-line that will connect public servants and facilitate the development of improved business/professional relationships. Provide technology based platform resources such as Web Site Hosting and Web Cast Services to facilitate the development and diffusion of new knowledge.
- Provide for the innovative use of technology focused on knowledge building and transfer through the real time provision of information and analysis on the latest developments at the corporate level, professional and organizational development, new initiatives, best practices and achievements, leadership toolkits, and media coverage and trend analysis.
- Provide tools that leaders can use. These tools will take the form of books, information and study kits, CD-ROMs, videos and other multimedia products that make up a virtual showcase of the public service and the thoughts, ideas and action plans of thousands of public servants who are revitalizing an institution in which they take great pride.

### ***Resources*** (\$ millions)

\$0.4

**Section IV: Financial Information**

**Table 5.1 Net Cost of Program for the Estimates Year**

(\$ thousands)	
Gross Planned Spending	2,422.0
<i>Plus:</i>	
<i>Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	N/A
Contributions covering employers' share of employees' insurance premiums and costs paid by TBS	58.0
Worker's compensation coverage provided by Human Resources Development Canada	0.0
Salary and associated costs of legal services provided by Justice Canada	0.0
Total Cost of Program	2,480.0
<i>Less:</i>	
<i>Respendable Revenue</i>	
	0.0
<i>Non Respendable Revenue</i>	
	0.0
Total Revenue	0.0
2001-2002 Net Program Cost (Total Planned Spending)	2,480.0