



26th Annual Report to the Prime Minister on the Public Service of Canada



Michael Wernick, Clerk of the Privy Council and Secretary to the Cabinet

For the year ending March 31, 2019



Government
of Canada

Gouvernement
du Canada

Canada

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Cette publication est également disponible en français :
Vingt-sixième rapport annuel au Premier ministre sur la fonction publique du Canada

CP1-1E-PDF
ISSN: 1494-5693

Clerk of the Privy Council and
Secretary to the Cabinet



Greffier du Conseil privé et
Secrétaire du Cabinet

Ottawa, Canada
K1A 0A3

March 21, 2019

Dear Prime Minister:

I am pleased to submit to you the *Twenty-Sixth Annual Report to the Prime Minister on the Public Service of Canada*, covering the period from April 1, 2018, to March 31, 2019.

Preparing this report, my fourth and final one since becoming Clerk, has given me a chance to reflect on how dynamic the last three years have been for Canada. Our country has been quick to respond to shifts in global politics and economics and has taken action to support peace around the world. We have witnessed, within our borders, social change that demands greater inclusion, civility, and engagement. Our world is more open and more digital than ever.

Canada's federal public servants have been working hard to support their ministers in addressing these important shifts. Through these times of change, Canada remains a pillar of peace, order, and good government, and our Public Service is recognized as an international leader. Much of this success comes from our willingness to look at ourselves and recalibrate: we are not perfect, and we work hard to continually renew ourselves.

As you will see in the many stories that follow, public servants are attuned to the communities we serve. Our engagement with these communities shapes our advice to Government and the services we deliver. Public servants are inviting more voices to the table to talk about priorities and policies, and we are bringing new tools, approaches and perspectives to tough problems. We are taking bolder risks, being more creative, and experimenting with fresh ideas.

This has been a landmark year. We made important strides through open dialogue to address mental health and wellness and to tackle harassment and discrimination. In line with this, we have supported legislative reforms, including: Bill C-65, which addressed harassment; the *Pay Equity Act*; the *Accessible Canada Act* (Bill C-81); and the legislation creating the Department for Women and Gender Equality.

During my tenure as Clerk, I have had the opportunity to speak with many public servants across the country, and I take great pride in hearing about their experiences effecting real change in the lives of Canadians. This report, which has been crafted by public servants, highlights some of their outstanding work. I hope our stories inspire Canadians.

Yours sincerely,

Michael Wernick

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Key Data

Number of employees

All employees

March 2017

262,696

March 2018

273,571

Executives

March 2017

6,480

March 2018

6,678

Deputy Ministers

36

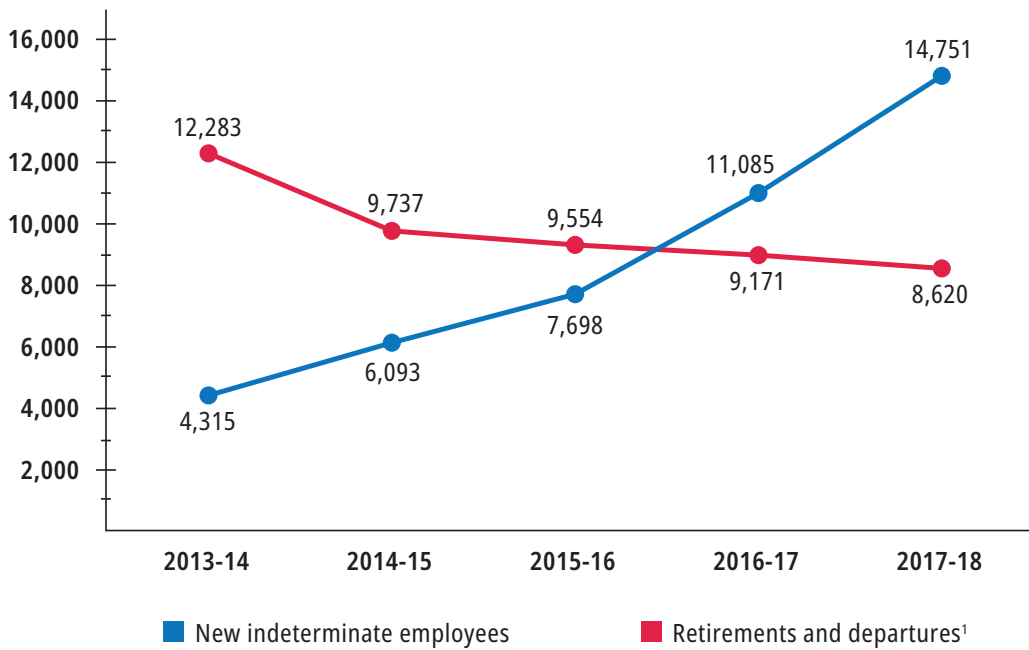
38

Associate Deputy Ministers

41

47

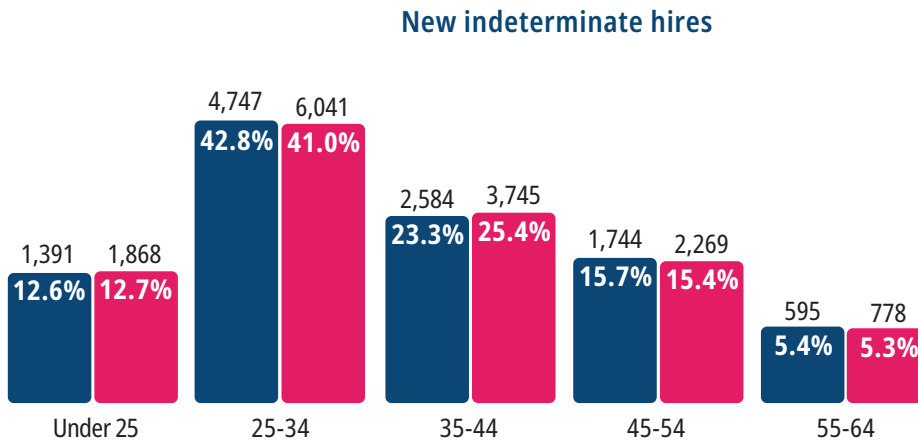
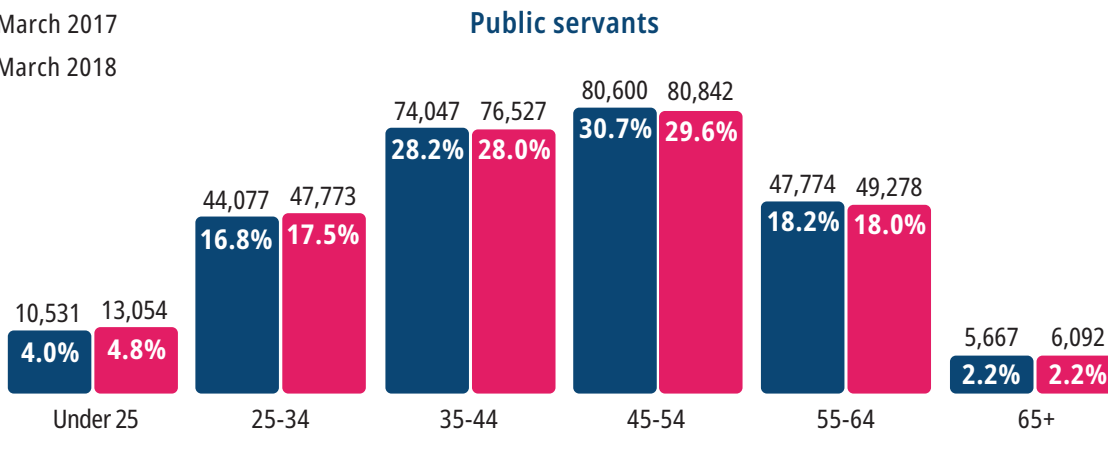
Mobility in the Core Public Administration



¹ Departures figures from 2016-17 onwards are subject to change.

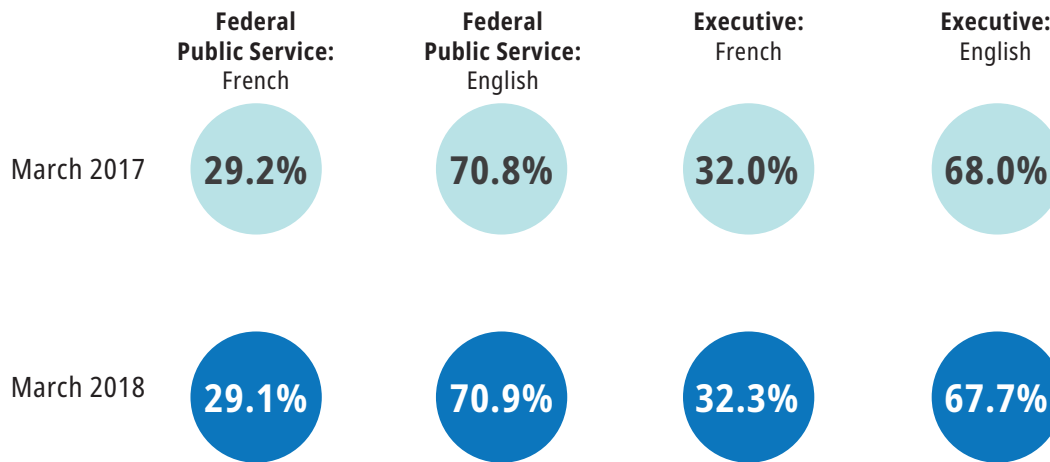
Age distribution of public servants and new indeterminate hires²

■ March 2017
■ March 2018



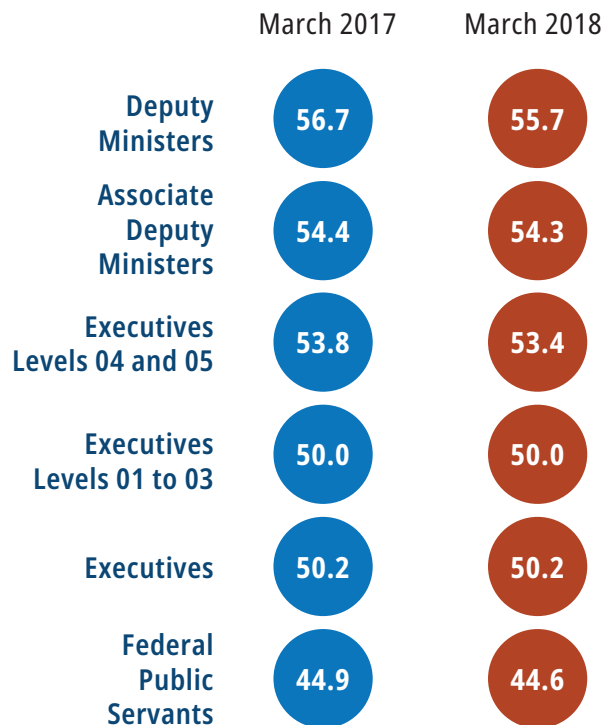
²The information provided reflects new indeterminate hiring into the Core Public Administration—departments and agencies for which the Treasury Board is the employer.

First official language³



³The information provided is for the Federal Public Service (i.e., Core Public Administration and Separate Agencies). It includes active employees of all tenure; employees on leave without pay and those without first official language information are excluded.

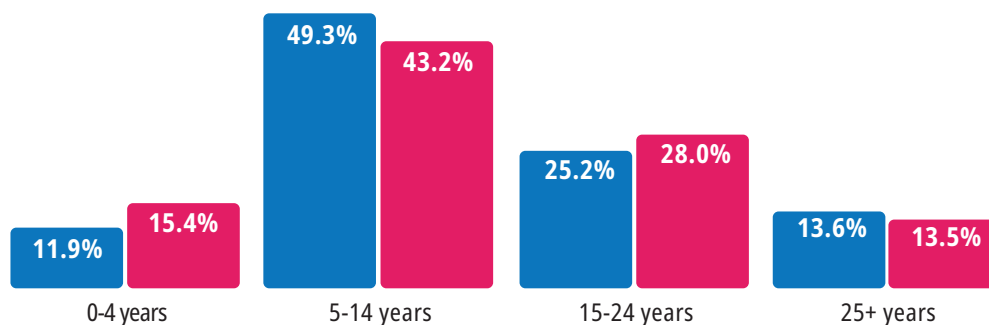
Average age of public servants⁴



⁴The information provided is for the Federal Public Service (i.e., Core Public Administration and Separate Agencies). It includes all employment tenures, active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments included).

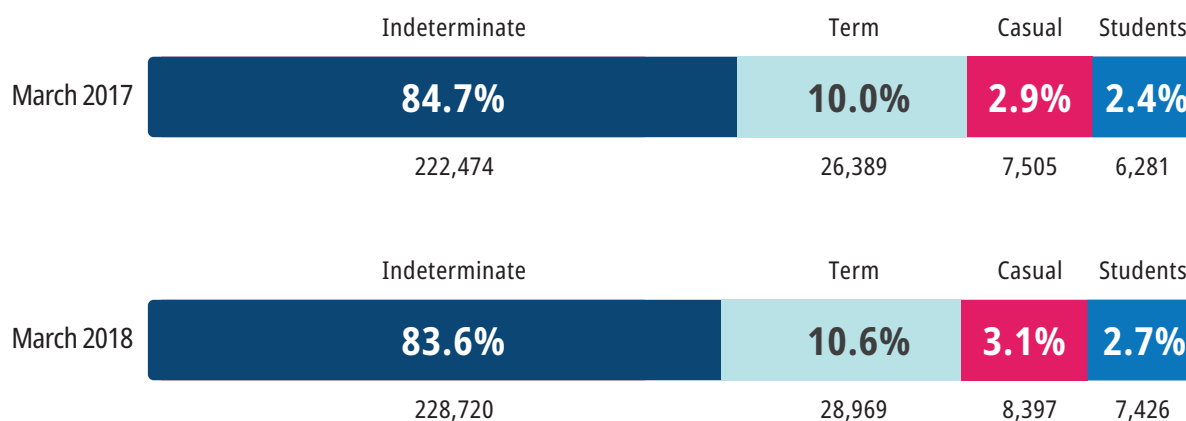
Years of experience⁵

■ March 2017
 ■ March 2018



⁵The information provided is for the Federal Public Service (i.e., Core Public Administration and Separate Agencies). It includes indeterminate employees only, active employees and employees on leave without pay, and excludes those without valid pension service information. There was a higher number of employees without valid pension service information in March 2017 and 2018.

Employee types⁶



⁶The information provided is for the Federal Public Service (i.e., Core Public Administration and Separate Agencies). It includes all employment tenures, active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments included). The variance between the total Federal Public Service included in the Employee Types table and the total included in the Number of Employees is explained by the fact that total Federal Public Service by "Tenure" excludes those with missing tenure information.

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat
[View more stats](#)



Introduction

In the spirit of reconciliation, as public servants we honour Indigenous Peoples and respect the traditional lands on which we work across Canada. We lift up the work of Indigenous public servants who have chosen the path of working for the Crown. We acknowledge our partnerships with First Nations, Inuit, and Métis communities and their critical importance in our work to support the Government's agenda.

The Public Service of Canada is a strong and proud institution. We are recognized internationally as being one of the [most effective public services](#). There are many accomplishments to be proud of—from the Government of Canada's financial statements receiving clean, unqualified audits for 20 years in a row to being tied for first in the world on the [2018 Open Data Barometer](#). Our skill and resilience in responding to natural disasters and other emergencies are things that Canadians can depend on.

To provide the best service to Canadians and support the Government, we are responsive to feedback and criticism. And, like any other world-leading institution, we are constantly renewing ourselves.



One important instrument in advancing renewal has been these annual reports. Back in 1990, then Clerk of the Privy Council Paul Tellier released a paper, [Public Service 2000: The Renewal of the Public Service of Canada](#). It examined ways to renew the Public Service to help Canada meet the challenges ahead. A key recommendation was an annual report by the Clerk of the Privy Council “on the state of the Public Service.”

Twenty-six reports later, the federal Public Service has undergone significant change—see Annex: Transforming Our Services Over the Years for more details. We have embraced the rise of the Internet and digital platforms, responded to waves of economic and fiscal change, and welcomed thousands of new public servants from different generations, who bring with them new ideas and energy.

The bedrock that underlies and enables all these changes is that of [our shared values](#), which guide us and ultimately contribute to public confidence in the integrity of the Canadian Public Service.

In 2013, we launched Blueprint 2020. Public servants in Canada and around the world brought their ideas, energy, and passion to drive us towards a vision for a “world-class Public Service equipped to serve Canada and Canadians now and into the future.”

This is a solid foundation on which to build—but we cannot stand still. Looking [Beyond2020](#), our Public Service must collaborate by default, adopt agile approaches to how we work, and draw in all kinds of voices to help shape our ideas, directions, and decisions. This report is really the 26th chapter in the Federal Public Service's ongoing renewal story. It explains how we are building a more agile, better equipped, and fundamentally more inclusive Public Service.

Getting Things Done for Canadians

Public servants work hard to serve Canadians every day. We implement trade agreements, inspect foods to make sure they are safe, collect weather data that makes its way onto Canadians' weather apps and warmly welcome visitors and newcomers to Canada. No matter what we do, we know we must always strive to do better. After all, our mission is not just to serve Canadians but to serve them well.

Serving Canadians

Public servants, business experts, and Canadians work together to identify service improvements that will allow Canadians to access our services when, how, and where they want. We deliver a lot of services. Last year alone, public servants:

- issued 4.78 million passports and other travel documents;
- processed 2.8 million Employment Insurance applications; and
- processed 96 million travellers through our borders.



We've launched a [Job Bank mobile app](#) that makes it easier for Canadians to find a job right at their fingertips. The app, which is available on the App Store and Google Play, allows users to search through tens of thousands of job opportunities on their smartphones, and create job alerts based on their search criteria, letting opportunities come to them. Check out the annex at the end of this Report for more Government of Canada apps.

Did You Know?

[MyCRA](#) lets Canadians securely access and view key portions of their tax information, such as notices of assessment, tax return status, Registered Retirement Savings Plan deduction limits, and Tax-Free Savings Account contribution rooms.



Working Closer with Canadians

To understand Canadians' everyday experiences, public servants are engaging in meaningful conversations, such as the extensive consultations Health Canada undertook in developing the new [Canada's Food Guide](#). We are also working with First Nations, Inuit, and Métis partners to support the development of healthy eating tools.

Canada's food guide **Eat well. Live well.**

Eat a variety of healthy foods each day

- Have plenty of vegetables and fruits
- Eat protein foods
- Make water your drink of choice
- Choose whole grain foods

Healthy eating is more than the foods you eat

- Be mindful of your eating habits
- Cook more often
- Enjoy your food
- Eat meals with others
- Use food labels
- Limit foods high in sodium, sugars or saturated fat
- Be aware of food marketing

Discover your food guide at Canada.ca/FoodGuide

By considering the perspectives and expertise of community workers, public servants develop more inclusive and effective solutions. Parks Canada employees collaborated with Access Advisor (a non-government organization program to change how people see, understand, and approach accessibility in everyday situations) and the Spinal Cord Injury Association of Prince Edward Island, to make the Stanhope Beach in Prince Edward Island National Park fully accessible. As a result of this joint effort, Stanhope welcomes visitors with all levels of abilities. Among the many positive comments received about this new service, one visitor noted: "I became a quadriplegic when my daughter was just two months old. I had never been to the beach with her until this summer. She is 17 years old now."



Visiting some remote communities can present particular challenges. The community of Kimmirut lies along Hudson Strait on the south coast of Baffin Island and has the second-shortest airstrip in Nunavut. It is often too stormy, windy or foggy for planes to land.

But in April 2018, Canadian Northern Economic Development Agency public servants Mathieu Parker, Robert Aubé, and Scott Monteith met beyond Iqaluit's rough sea ice and travelled by snowmobile across Frobisher Bay to the eastern entrance of Katannilik Territorial Park. This unconventional arrival earned community recognition. Their meetings in Kimmirut helped these public servants gain a much deeper understanding of, and respect for, the challenges and opportunities of this community.



Employees such as Nancy Robbins, an economic development officer for the Atlantic Canada Opportunities Agency in Newfoundland and Labrador, have been working with community groups and leaders to diversify and rebuild the region's economy and preserve its proud fishing heritage.

Nancy's work has helped revitalize historic properties, and this created the environment to attract new investments and small business opportunities, such as the Port Rexton Brewing Company.



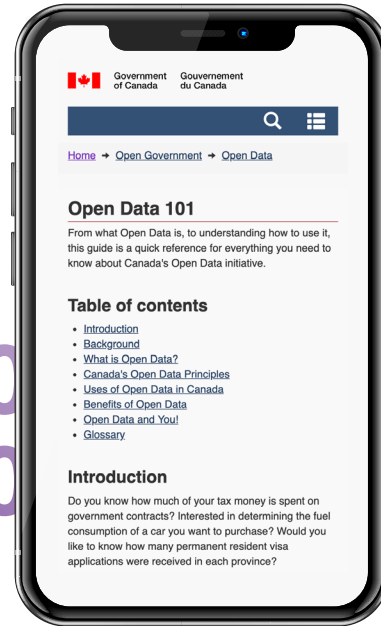
Nancy Robbins, Economic Development Officer
Atlantic Canada Opportunities Agency

Being More Open

This year, we launched a new [National Action Plan on Open Government](#), took on the role of lead government chair of the [Open Government Partnership](#) and tied for first place on the [2018 Open Data Barometer](#). In her [blog](#), Jaimie Boyd, Director of Open Government at the Treasury Board Secretariat, highlights the work of a dedicated community, across government, across Canada, and around the world, focused on driving innovation through more open and transparent service delivery.

Did You Know?

[Open Data 101](#) is a quick reference guide to help understand Canada's Open Data initiative and how to use it.



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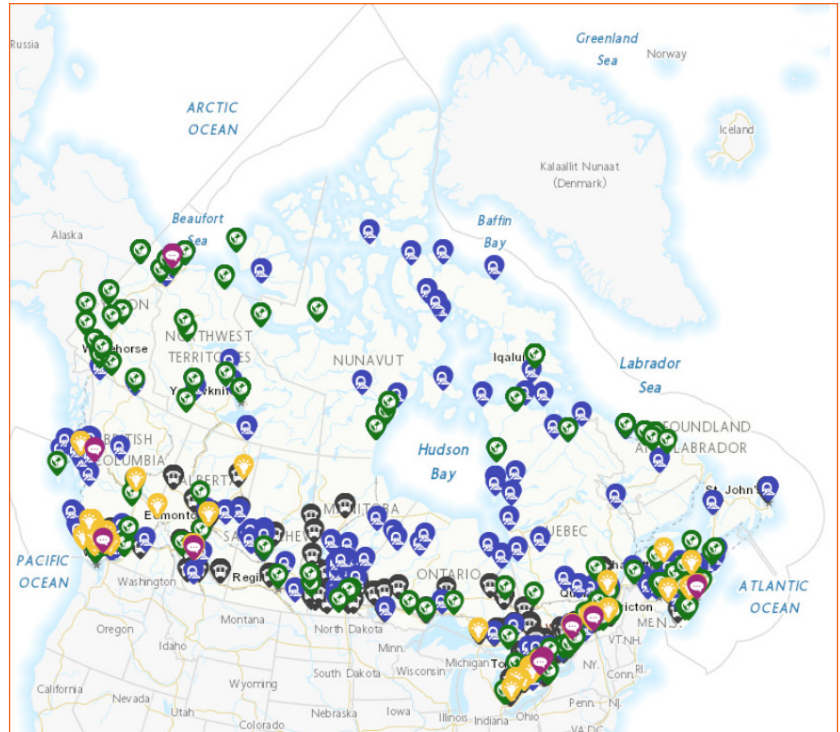
To ensure the public is informed, healthy, safe, and engaged, it is vital to be open about science. Following the appointment of a [Chief Science Advisor of Canada](#), the Public Service, in collaboration with the Professional Institute of the Public Service of Canada, has developed a [Model Policy on Scientific Integrity](#), which:

- provides principles and insights relevant to science-based decision-making across government; and
- advises on how to better support quality scientific research within the federal government; this includes making recommendations to help ensure:
 - government science is fully available and accessible to the public; and
 - federal scientists remain free to speak about their work.



Dr. Mona Nemer
Chief Science Advisor of Canada

The [Climate Action Map](#) is all about connecting Canadians to climate action in their communities. The interactive map enables Canadians to see how the Government of Canada is working with its partners to tackle climate change in their communities, including Indigenous communities. It also helps connect individuals and organizations with federal climate action funding programs. In only three months, the Environment and Climate Change Canada project team worked with 15 federal organizations to collect and showcase more than 1,800 projects in communities across Canada, including investments in clean and renewable energy, energy efficiency, public transit, clean technology, and resilient infrastructure.



For more information about how much money government spends, how many people it employs, and what results it is achieving, Canadians can go to [GC InfoBase](#). The site answers questions using interactive data visualizations that transform complex data into simple visual stories.

It contains years' worth of data, bringing together information from over 500 government reports.

GC InfoBase

Find the latest information on all government finances, people and results

FINANCES

PEOPLE

RESULTS

BUDGET 2018 TRACKER

Explore a breakout of the new Budget 2018 measures which are being funded through Estimates.

BUDGET 2018

[Check it out!](#)

Jump to an infographic

Quick links

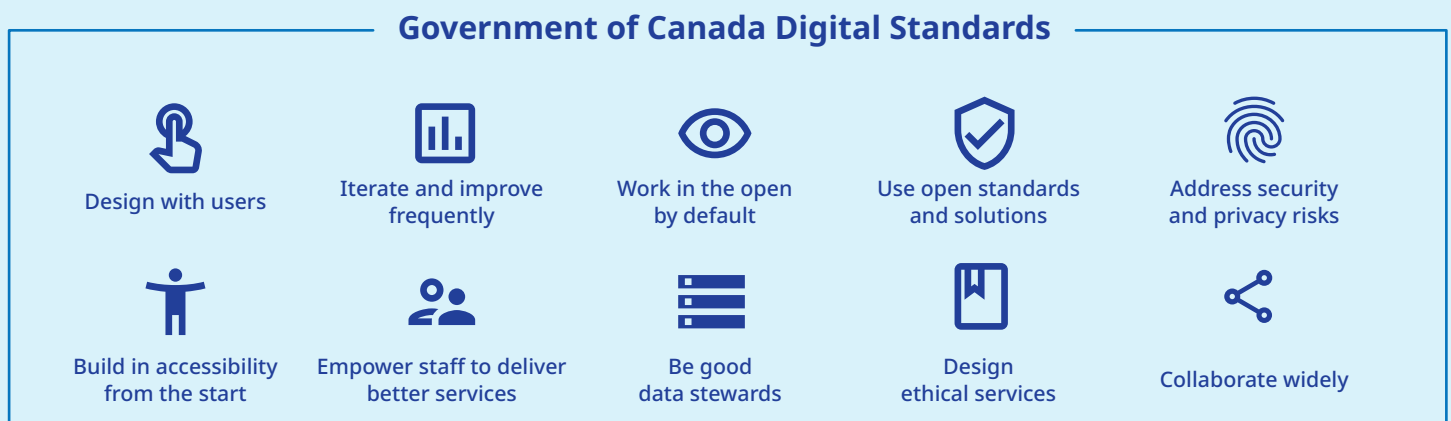
GC InfoBase at a glance (introduction video)	
2019-20 Interim Estimates	new
2018-19 Supplementary Estimates B	new
2017-18 Departmental Results Reports	
2017-18 Authorities and Expenditures	
2017-18 Expenditures by Standard Object	
2017-18 Spending by Program	
2017-18 Transfer Payments	

Travelling the Road to Digital Government

Digital transformation is integral to public service renewal. In the 1990s and early 2000s, this meant an emphasis on providing government information and forms online. In the years since, the world has undergone profound change, driven by ceaseless advances in digital technologies. Canadians expect government to change and adapt—by delivering the services they need, when and where they need them, through the channels that they prefer.

Canada has embraced this challenge. The Government appointed the first Minister of Digital Government in July 2018, who, shortly thereafter, [announced the Government of Canada Digital Standards](#), which outline how we will work differently in the digital age. The Standards ensure:

- users and their needs are at the heart of everything we do; and
- we leverage digital technologies and methods to deliver the high-quality service Canadians expect.



The government's [Digital Operations Strategic Plan](#), sets out concrete, practical steps focused on implementation and delivery. Public servants also developed a [Data Strategy Roadmap](#) centered on improved strategic use, protection, and stewardship of government data.



Digital technologies offer the opportunity to radically improve government operations while transforming how we work. “Tell-us-once” approaches can enable reuse of data to deliver seamless services and reduce administrative burdens. Meanwhile, automation and artificial intelligence can enable a more effective Public Service by supporting faster processes, smarter analysis, and more informed government decision-making. In January, we launched the [Artificial Intelligence Source List](#) of qualified suppliers so that public servants can easily access tools to make better sense and more effective use of the data we have.

We are changing how we work by leveraging open solutions, collaborating widely and working in the open, iterating frequently, continuously improving, and becoming truly user-centred in all that we do. We are shifting from email to collaborative platforms, embracing social media, and promoting the responsible use of automation and artificial intelligence. There are many examples throughout this report of our travels on the road to becoming more digital.

Supporting Government

Public servants work hard to deliver the Government's ambitious agenda. Guided by our traditional values of professionalism and non-partisanship, we take pride in our ability to quickly respond to changes.

This year witnessed public servants from many areas of expertise working hard to support ministers in, among other things:

- helping develop environmental assessment legislation;
- resetting governance in the national security community; and
- supporting free trade negotiations and implementation of trade agreements (most recently in North America, Europe, and Asia).

Did You Know?

In September 2018, Statistics Canada proudly launched a new data hub for [Gender, Diversity and Inclusion Statistics](#). This site makes it easier for Canadians to find and analyze the differential impacts of programs, policies, and other initiatives from a gender, diversity, and inclusion perspective.



Cannabis Legislation

In support of a Government commitment to Canadians, a team from different organizations, including Health Canada, the Department of Justice, Public Safety Canada, and the Royal Canadian Mounted Police, worked with provincial and territorial governments, Indigenous governments and representative organizations, youth, and experts to ensure the successful legalization and regulation of cannabis that came into effect October 17, 2018.



Responding to Canada's Opioid Crisis

Canada is facing a national opioid crisis. The growing number of overdoses and deaths caused by opioids, including fentanyl, is a national public health crisis. In response, public servants are developing practical tools to help save lives and raise awareness of this issue, including:

- an [Opioid overdose wallet card](#) to help identify the signs of an overdose; and
- an [Opioid awareness video](#) that has been viewed over 2 million times.



Environment

An issue like climate change touches many aspects of Canadian life, from migration to agriculture to how we construct buildings. This requires us to be flexible in designing and taking effective actions.

As part of the Government's [Oceans Protection Plan](#) to create a world-leading marine safety system that provides economic opportunities for Canadians, Canadian Coast Guard employees created the Arctic [Inshore Rescue Boat station](#) in Rankin Inlet, Nunavut. It is operated by Coast Guard-trained Inuit post-secondary students from Arctic communities and provides seasonal search and rescue capabilities.



A team at Environment and Climate Change Canada brought together five non-governmental organizations to create the [Ocean Plastic Education Kit](#) so that teachers can help students learn about plastic pollution and how it affects our environment. Already, the kit has been accessed thousands of times.



Security

We live our lives online: trust in our cyber systems is essential. Cyber security is critical to Canada's competitiveness, economic stability, and long-term prosperity. Every day, public servants work diligently to keep Canada and Canadians safe.

In only seven months, Public Service leaders from the Communications Security Establishment successfully went from a Budget 2018 announcement to uniting over 750 employees from Public Safety Canada, Shared Services Canada, and the Communications Security Establishment into a single, new [Cyber Centre](#). The Centre helps Canadians better understand cyber security and works to make them safer online.

Cyber Security Tips

- Canada's authority on cyber security, the [Canadian Centre for Cyber Security](#), a part of the Communications Security Establishment, offers tools and information, such as [interactive apps and videos](#), that help Canadians better understand how they can keep their information secure.



- The Get Cyber Safe campaign developed a [Get Cyber Safe Gift Guide](#) to help keep Canadians safe when they buy or receive a new gadget.

Bringing the World Together

Public servants not only work across Canada, we also work around the globe and even beyond it.

In October 2018, Transport Canada and Environment and Climate Change Canada partnered with INTERPOL and 276 law enforcement and environmental agencies from 58 countries in the first global action to combat marine pollution. This enhanced cooperation among law enforcement agencies in Canada and our partners in the United States and abroad increases our collective ability to target polluters and criminal networks in Canada and around the world.

Public servants from over 22 departments and agencies supported the North American Free Trade Agreement modernization process with the United States of America and Mexico. Working in strong partnership with provincial and territorial officials, this team provided policy advice, engaged with Canadians and stakeholders, and spearheaded the negotiating effort over an intensive 13 months. They worked around the clock to enable the conclusion of negotiations in September 2018.

Did You Know?

The Canadian Security Intelligence Service released its [Mobilization to Violence](#) report to help Canadians recognize signs that a person might be taking steps to engage in terrorism. By sharing this research with the public, all levels of government and local law enforcement, we are better able to protect Canadians.



Did You Know?

We've developed [simplified regulations](#) that will come into effect **June 1, 2019**. Canadians wishing to fly a drone for fun or using a drone for work or research can create an online account for access to our new drone services 24/7.



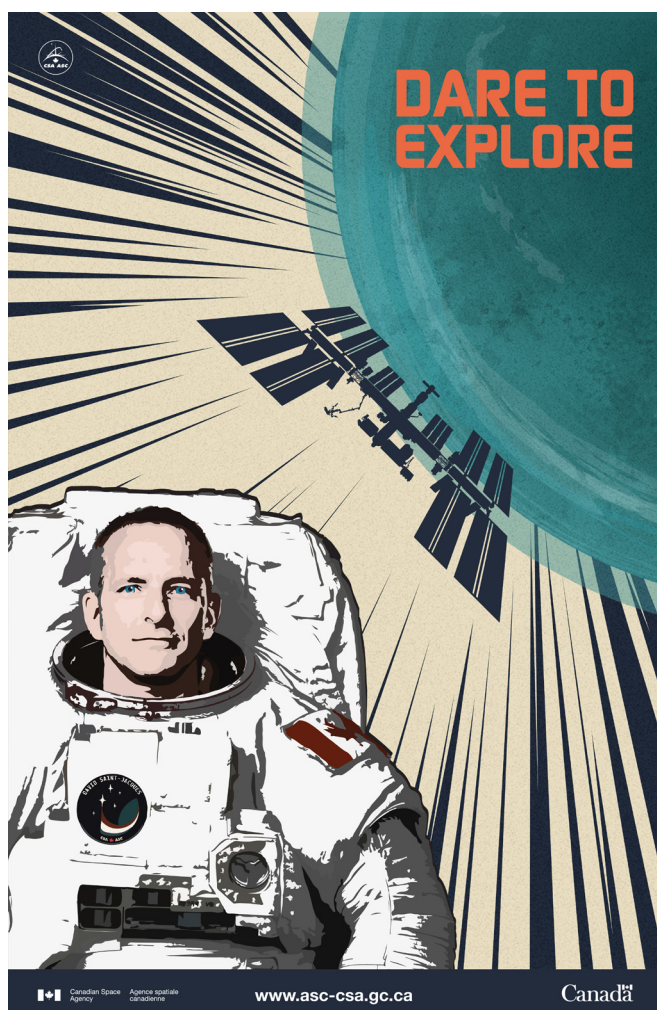
On the digital front, Canada recently joined a network of leading digital nations in the [Digital 9](#) to share expertise and explore opportunities for greater digital government collaboration. In May 2019, we will host the [Open Government Partnership Global Summit](#).

We are also learning through active bilateral relationships with other leading digital nations, including formal agreements with the United Kingdom and Estonia and informal relationships with multiple others. Through these, we are working to:

- provide better and fully accessible digital public services support, and encourage and help people who are offline or who are online with limited digital capability; and
- promote economic growth through open markets and agree on open standards for government information, data, and software.

The Public Service is proud of the strong relationships we have built with other countries. Our [Canada-Australia Public Policy Initiative](#) supports a structured dialogue and learning opportunities between the public services of the two countries on a range of pressing public policy topics. We are increasingly forging new relationships with colleagues in other countries.

On December 3, 2018, Canadian Space Agency astronaut David Saint-Jacques began “Perspective,” his first mission to space. He is spending about six and a half months aboard the [International Space Station](#), where he is conducting [science experiments](#) and testing new technologies. From space, David also speaks with young people to make them part of the mission and spark their interest in science, technology, engineering, and mathematics. You can follow the mission on [social media](#).



Did You Know?

Global Affairs Canada funds projects and programs that focus on global issues such as security, religious freedom, and women's rights. For example, the Women's Empowerment and Resilient Inclusive Communities in Rakhine State project promotes community cohesion and livelihoods in Rakhine state in Myanmar, with a specific emphasis on gender equality and women's empowerment.

To learn more about this and other projects, check out the [Project Browser](#) — an interactive tool that allows you to search Canada's international projects and download information as open data files.



Renewing the Public Service Beyond2020

Canadians count on their Public Service for professionalism, predictability, and stability. At the same time, meeting the changing needs of Canadians means that we must continue to learn and renew ourselves by looking deeply at *how* we work.

Beyond 2020

Agile. Inclusive. Equipped.

Moving forward on renewing our Public Service is especially pressing given the dynamic times we live in. With emerging shifts in technologies, global flows of information, and profound differences in generational expectations and ways of working, merely launching new programs and initiatives is not enough. We need to change how we think about our work—our **mindsets**—and how we work together and with Canadians—our **behaviours**.

That is what [Beyond2020](#) is about. It is about *how* we work. It is about *how* our everyday actions can make a difference. This is not about putting a 1995 workflow on a 2019 device. It is about evaluating how we tackle problems. Are we taking risks by trying out different ways of doing things? Are we seeking out different perspectives and being as inclusive as we can? Are we constantly learning and growing?

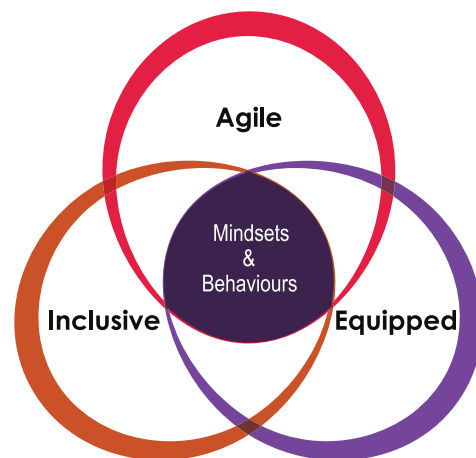
These questions speak to our mindsets and behaviours. And they are just a sampling of the kinds of questions we should be asking ourselves to become more agile, inclusive, and better equipped. As illustrated in the following sections, we are already shaping improvements around these key areas of focus.

We will be measuring and tracking progress as we go. The results of the [Public Service Employee Survey](#) will serve as a key tool to analyze our progress across the Public Service and within each organization.

Success depends on harnessing the expertise, knowledge, and passion of all public servants. Public servants from coast to coast to coast are encouraged to work together and to take advantage of horizontal communities that cut across government (like the [National Managers' Community](#) and the [Federal Youth Network](#)).

Did You Know?

This past year, the National Managers' Community hosted Managers' Exchanges in Vancouver, Winnipeg, Toronto, Gatineau, Montréal, and Moncton for over 1,500 participants. There were workshops on everything from Future of Work —Are You Ready? to Collaborating Through Conflict. Stay tuned for future exchanges.



Agile

An agile Public Service involves being courageous in taking on new roles and in tackling barriers that limit us in responding quickly to new challenges.

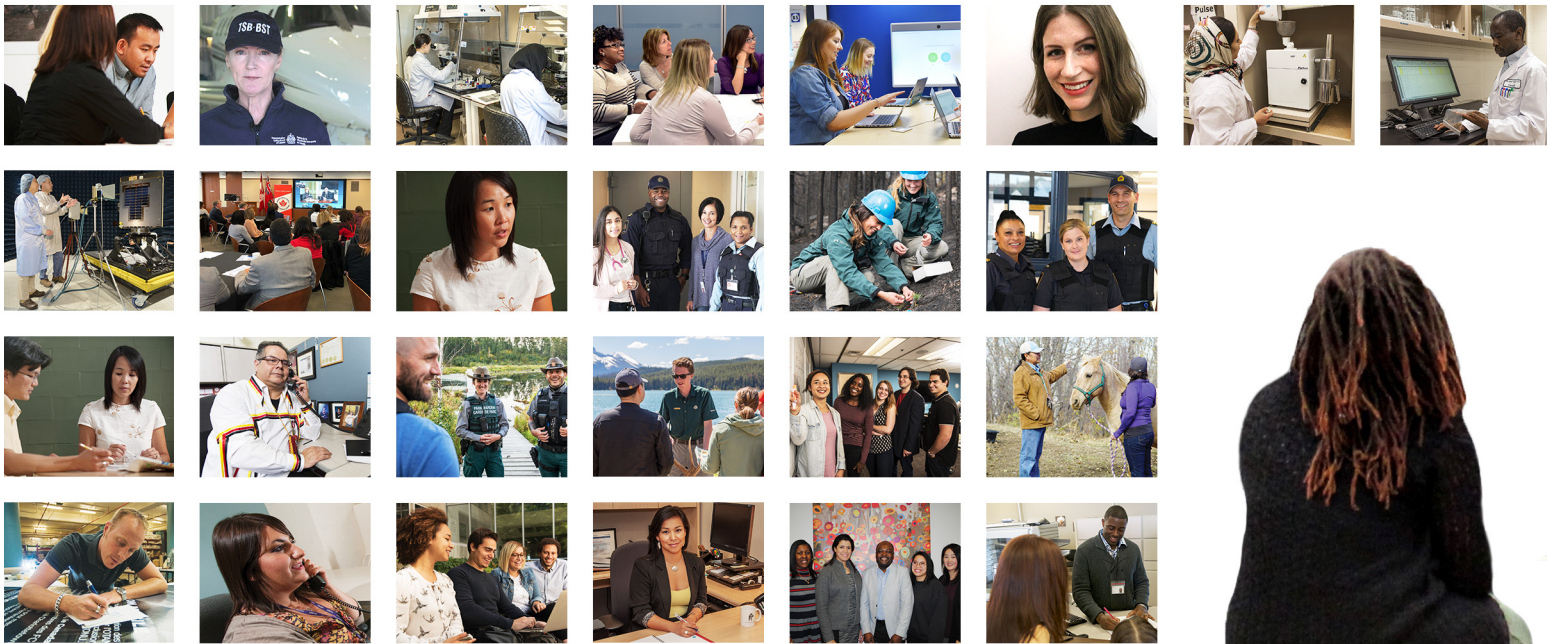
Agility can make us uncomfortable because it sometimes requires us to push boundaries. But we are building this capacity by embracing uncertainty and learning through experimentation. Public servants should feel they can challenge the status quo and explore new ways of developing solutions.

Thinking Differently About How We Work

Agility speaks to how we manage, mobilize, and empower public servants. By experimenting with workforce models, employees contribute their specific skills and talents where and when they are needed, with less focus on their physical location.

Drawing inspiration from mobility-based initiatives, like Canada's [Free Agents](#) and [micro-missions](#), the [Fellowship program](#), sponsored by the [Impact and Innovation Unit](#) at the Privy Council Office, allows us to further experiment with ways to bring in important new skills. The current key areas of specialization are behavioural insights, innovative finance, impact measurement, challenge prizes, and data science.

We understand that the ability of public servants to be more mobile is fundamentally reliant on really understanding our workforce. The Statistics Canada Human Resources (HR) Business Intelligence team developed a number of interactive tools that empower managers to use HR data to make evidence-based decisions.



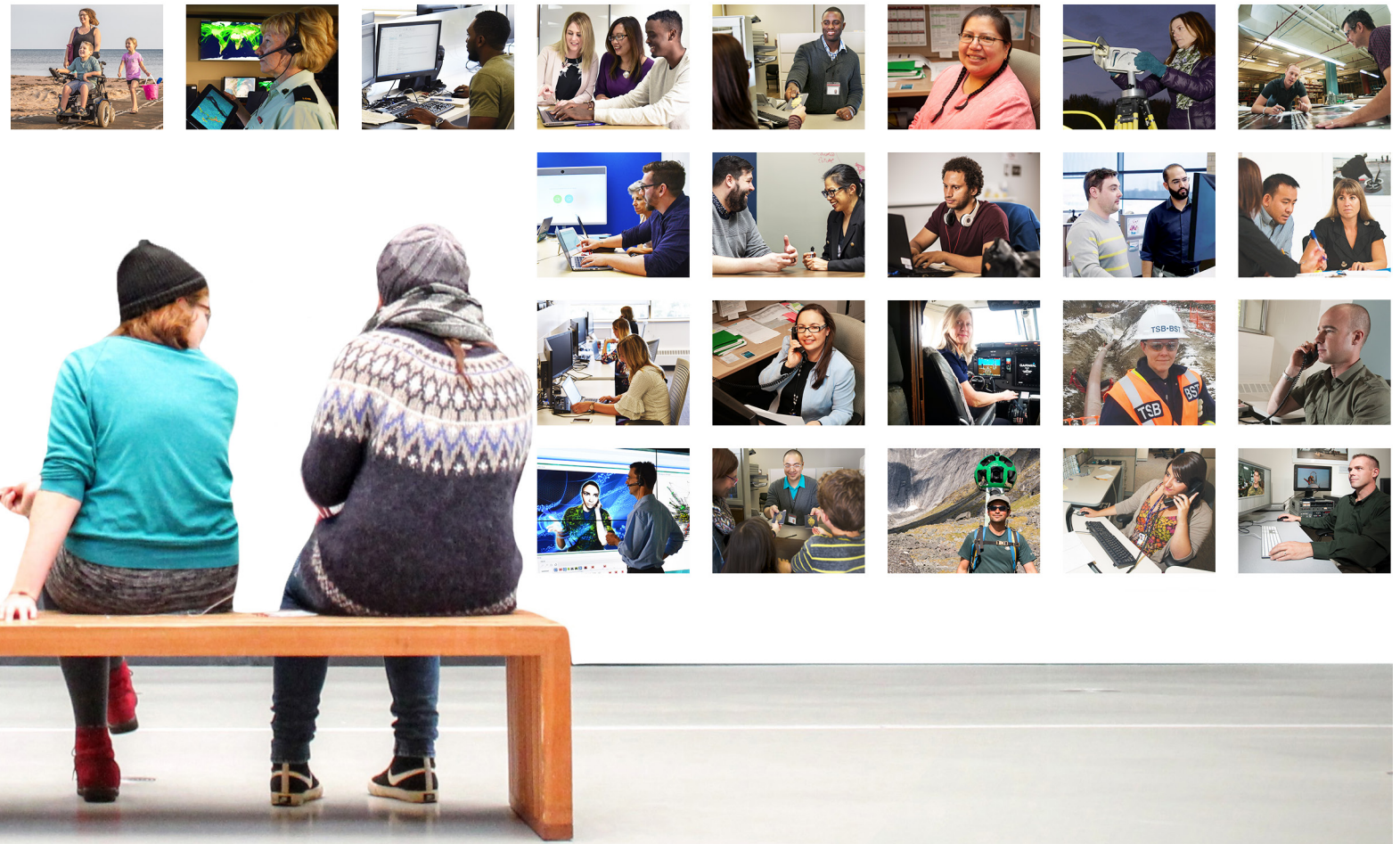
Did You Know?

Interchange Canada facilitates temporary assignments to and from the Core Public Administration. It is open to public servants at all groups and levels and to employees of other sectors, both in Canada and internationally.



One tool is a multi-faceted dashboard that allows users to view and interact with results from the 2017 Public Service Employee Survey. This tool was the first on Statistics Canada's new [Innovation Cloud](#) (accessible only on the Government of Canada) and has been accessed 20,000 times per month, on average, since its launch in April 2018. It was recognized with an Honourable Mention in the 2018 National HR Awards' Best Use of People Analytics category.

The Treasury Board of Canada Secretariat and Public Services and Procurement Canada have launched an [agile procurement process](#) for the purchase of digital goods and services. In the traditional tendering process, we often provide companies with a detailed outline of the solution we want them to provide. This agile procurement process, on the other hand, features "challenge-based procurement," where we present companies with a problem and invite them to solve it. This is a new and promising approach for government procurement.



Experimenting

Being agile requires us to experiment and try new things. We understand that we do not have all the answers or the capacity to solve everything ourselves.

Through the [Impact Canada](#) initiative, a variety of departments are using prizes to attract broader, more diverse expertise and ideas, and accelerate outcomes-based approaches across government.

This includes:

- the [Smart Cities Challenge](#) with Infrastructure Canada;
- the [Drug Checking Technology Challenge](#) with Health Canada;
- the [Indigenous Homes Innovation Initiative](#) with Indigenous Services Canada;
- the [Whale Innovation Challenge](#) with Fisheries and Oceans Canada; and
- [five different challenges and initiatives](#) with Natural Resources Canada:
 - the Women in Cleantech Challenge;
 - the Sky's the Limit Challenge;
 - the Power Forward Challenge;
 - the Crush It! Challenge; and
 - the Generating Opportunities: Indigenous Off-Diesel Initiative.

We are also working with:

- the City of Toronto to design [behaviourally informed interventions to increase uptake of the Canada Learning Bond](#); and
- the Centre for Addiction and Mental Health and the MaRS Discovery District to [assess the feasibility of a pay-for-success intervention to improve the treatment of Opioid Use Disorder](#).



The Crush It! Challenge reached out to Canadians for clean technology solutions to transform how energy is used for crushing and grinding rocks in the mining industry, like this underground grinding mill that crushes mineral ore into dust.

Did You Know?

Women are underrepresented in Canada's clean technology sector, especially at the executive level. The Women in Cleantech Challenge was launched to find female innovators and help them incubate their clean technology ideas into world leading businesses. Over the course of the challenge each of the six finalists will receive:

- An annual stipend of \$115,000 for 2.5 years
- Business incubation support from [MaRS](#) up to \$300,000
- Technical assistance from Federal Laboratories up to \$250,000

At the end of the challenge, a winner will be selected by an independent jury to receive an additional \$1 million grand prize to continue their venture.

backgrounds in project and commercial finance, energy projects, Indigenous matters and government operations to move forward on the [Northern Ontario Grid Connection Project](#). The project is being led by Wataynikaneyap Power, a partnership between the utility company Fortis Inc. and 24 First Nations communities, which have majority ownership in the partnership. It is the largest Indigenous-led and Indigenous-owned infrastructure power project in Canada. The project will connect 16 remote First Nations communities to the provincial power grid. The first community, Pikangikum First Nation, was connected in December 2018.

"This project will redefine the relationships and the landscape of how business must be conducted with the First Nations through creating a sustainable First Nation equity position overall. This provides the foundation for the communities to participate meaningfully in the economic prosperity of this country.

We would like to thank both levels of government who've supported our vision of owning a major infrastructure in our homelands. Now we need to get the line that brings light into the communities. These are exciting times!"

I am encouraged to be innovative or to take initiative in my work.

2018 Public Service Employee Survey

66%

Internally, the Treasury Board Secretariat hosts a [portal on experimentation on GCpedia](#) (accessible only on the Government of Canada network) that houses case studies and other tools, events, and resources to help public servants on their experimental journey.

Employees from Indigenous Services Canada and the Department of Finance Canada have set an interesting example of innovative entrepreneurship. Working together, public servants swiftly mobilized people with varying



Margaret Kenequanash, Chief Executive Officer
Wataynikaneyap Power LP

Seemingly small actions and decisions can lead to meaningful improvements.

- Western Economic Diversification Canada is experimenting with co-working: sharing workspace with stakeholders in the community. By learning alongside people who are doing different work from ourselves, we can spawn innovation in both the community and the public sector.
- Daniel Gray and Caroline Simard led a small team in the Corporate Management Branch at the Canadian Food Inspection Agency to develop a new, efficient electronic invoice-to-payment system that saves money and frees up resources to focus on higher priority areas.



- Experimentation Works is a government-wide initiative led by the Treasury Board Secretariat to build public servants' capacity in experimentation skills and practice. It uses a learning-by-doing model that showcases departments' small-scale experiments from start to finish in an open-by-default manner. Want to learn more? The project is openly tracked on [Trello](#).



Phoenix Pay System

This is the third year we have written about the Phoenix pay system in this report. We continue to hear, on a daily basis, stories from public servants about issues they have had with their pay. The message is clear: problems with our system continue to be widespread and persistent. Though we continue to reduce our backlog of cases, we are still a long way from resolving our pay issues.

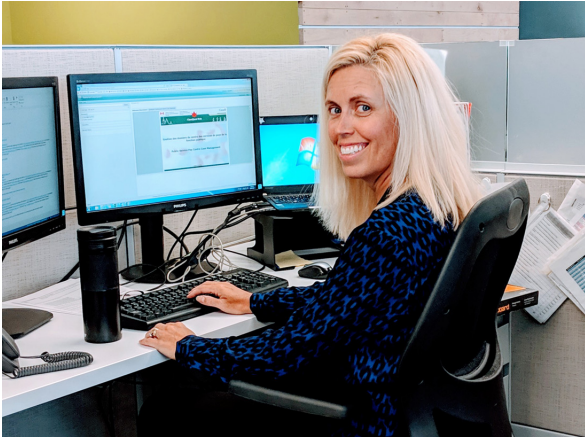
Progress, however, has been made. The [Pay Bulletin](#) provides public servants with information about public service pay, including updates on progress towards addressing the backlog of pay transactions. Employees at the Public Service Pay Centre in Miramichi, New Brunswick, and across the country continue to work hard to resolve outstanding pay issues and stay on top of new ones.

In a 12-month period, the backlog of cases in the queue was reduced by over 20%. We have increased the number of employees working in pay operations to relieve some pressure and have introduced [pay pods](#)—dedicated compensation teams for departments and agencies—to help streamline the process for employees in resolving pay issues. We are grateful for the efforts of these public servants.

We continue work on the [Next Generation](#) of the Public Service human resources and pay system and recognize the need to address issues as quickly as possible. However, we are also learning from our mistakes and taking the time to engage widely, to:

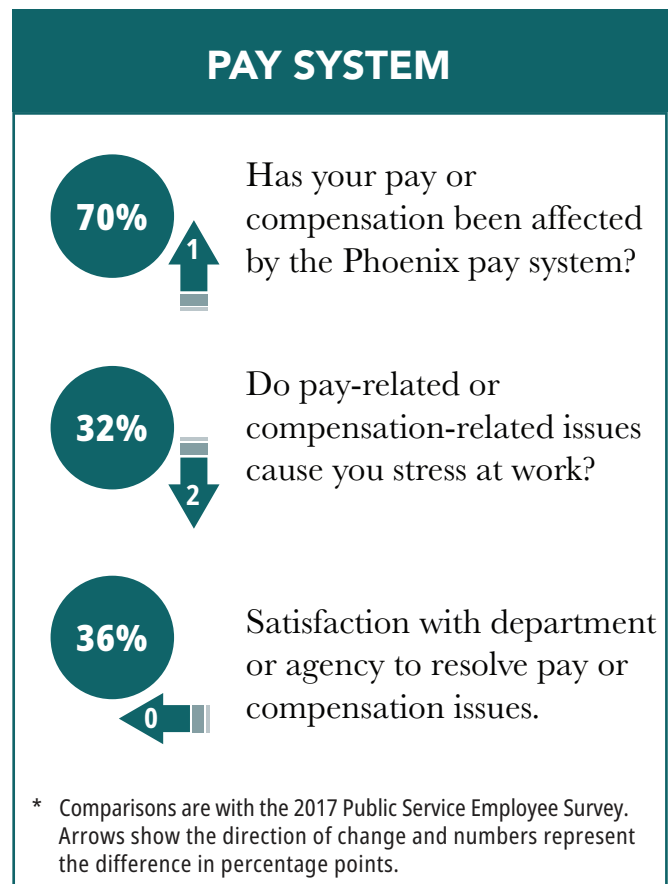
- better understand the complexities of our pay and human resources needs; and
- develop usable and practical solutions for best meeting the needs of our workforce.

While Phoenix failures have been frustrating and immensely challenging, the resiliency and agility of public servants in responding to this situation has been heartening. Fixing the pay system remains a top concern.



“A successful day in compensation is ensuring we can do everything possible to make sure our clients are paid correctly. When accounts are reconciled and pay is correct, we know the client will be satisfied and be able to concentrate on their daily tasks without worrying about their pay.”

Christine Bransfield, Acting Team Leader
Public Service Pay Centre



Inclusive

While Canada's diversity is a fact, inclusion is an act of will. It can be as simple as how we run meetings or about reaching out across teams, departments, levels, and to the many sectors outside the Public Service to seek diverse views. No one has a monopoly on good ideas.

"Speak up. Get involved. Make a change in your organization. If there isn't a dialogue going on now, start talking about how you open that up. The time is now."

Caroline Curran,
Office of the Chief Human Resources Officer

I think my department or agency respects individual differences (e.g., culture, work styles, ideas).

2018 Public Service Employee Survey

78%

Empathy and Compassion

Mia Sigouin displayed inspiring courage in sharing her own experience to help others with their transition.

As she notes, "I wanted to equip future transgender employees with something more concrete."

Mia worked with colleagues to create [Support for Trans Employees: A Guide for Employees and Managers](#) for Public Services and Procurement Canada employees.



In October 2018, Ann-Marie Jenkins and Mallory Chafe (both Canada Revenue Agency outreach officers) visited four Inuit and Innu communities in Northern Labrador to talk about tax benefits and credits. These face-to-face discussions allowed Ann-Marie and Mallory to engage community members in an open way and help people file their returns. In fact, some were able to file their own return on the spot! These officers found the trip very rewarding.

"We were able to see the smiles. One gentleman told us we had just made his life a lot happier."



Healthy Workplaces

It takes leadership at all levels to advance inclusion in the Public Service. We've seen grassroots efforts, like the [Federal Speakers' Bureau on Healthy Workplaces](#) (accessible only on the Government of Canada network) to horizontal groups made up of public servants from across the country, bring to life important conversations like making the workplace more inclusive.

Building on many of these efforts, [Safe Workspaces: Starting a Dialogue and Taking Action on Harassment in the Public Service](#) used employee feedback to identify actions to better support employees. Early action is under way, including:

- departments and agencies have begun to offer ombuds services to employees;
- harassment is now an agenda item at every meeting between management and Public Service unions; and
- many engagement and training sessions have taken place, including the Canadian Coast Guard's "Women at Sea" discussion about the experiences of women in operational environments.

My department does a good job of raising awareness of mental health in the workplace.

2018 Public Service Employee Survey

71%



Did You Know?

Leaders at all levels are working hard to remove stigma, create helpful tools, and plan for the future on mental health. My recently released [2016-2019 Mental Health Progress Report: the Canadian Public Service Experience](#) takes stock of our collective efforts on mental health in the workplace to date.



Public servants are benefiting from an enhanced series of Canada School of Public Service courses on harassment prevention. As well, the Treasury Board Secretariat will launch the Centre for Wellness, Inclusion and Diversity in the Public Service in spring 2019. The Centre supports departments and agencies working to address issues of harassment and helps to create safe, healthy, diverse, and inclusive workplaces.

There are many ways to make our workspaces healthier. And, as is often the case, a little creativity can go a long way. For example, the Canadian Security Intelligence Service's Quebec offices introduced a schedule to allow employees to bring their best friends—their dogs—to work. The team found that bringing pets to work has increased performance, relieved stress, and promoted positive social interactions. Overall, it's been such a success that the Toronto office has followed suit! That's nothing to bark at.



Canadian Security Intelligence Service employees deal with national security related matters every day—and also happen to be dog-lovers! Here's one visitor whose eyes have been blacked out to ensure his secret identity remains intact.

Did You Know?

The Ontario office of Public Services and Procurement Canada has shared a resource to help public servants organize an [Advisory Panel on Harassment Prevention](#) (accessible only on the Government of Canada network) to address harassment in the workplace.

Health Canada launched a Workplace Wellness Service Centre in May 2018. Its purpose is to streamline access to services that address the needs of employees related to duty to accommodate for persons with disabilities, disability management and the reporting of occupational health and safety incidents and accidents. The Centre provides employees with a single point of contact to coordinate human resources, information management and technology, and security service requests.



GENDER-BASED ANALYSIS PLUS

We all have multiple identity factors that intersect to make us who we are. This is why public servants use [Gender-based Analysis Plus \(GBA+\)](#) to assess how diverse groups of women, men, and non-binary people may experience policies, programs, and initiatives. The “plus” in GBA+ goes beyond biological (sex) and socio-cultural (gender) differences. It considers many other identity factors, like race, ethnicity, Indigenous origin or identity, sexual orientation, age, place of residence, and disability. The Department for Women and Gender Equality's [GBA+ online course](#) aims to give public servants the awareness and skills they need to apply gender-based analysis when developing policies and programs.

A Diversity of Perspectives

A good example of bringing various voices to the table is the Deputy Minister Task Force on Public Sector Innovation, which includes mid-career [GC Entrepreneurs](#) (accessible only on the Government of Canada network) as full members. These members provide fresh perspectives to the discussion and benefit from a leadership development opportunity.

Individual teams or departments cannot tackle every challenge on their own. The [Clean Growth Hub](#), launched in January 2018, is an example of a whole-of-government focal point for collaboration. The Hub brings together 16 different federal departments and agencies to help companies and projects:

- navigate clean technology programs and services;
- share information and promote coordination between programs; and
- improve tracking and reporting on clean technology outcomes to Canadians.

In its first year of operations, the Hub served over 800 clients.



In the work unit, every individual is accepted as an equal member of the team.

2018 Public Service Employee Survey

72%

We are continuing to work towards creating a workplace where Indigenous peoples seeking and living a Public Service career are supported and fully included in all facets of Public Service life. Through the Deputy Minister Task Force on Reconciliation, tools have been developed to support departments in working towards reconciliation within the Public Service, including:

- an Action Plan Placemat that outlines barriers and recommended solutions and identifies progress on improving recruitment, retention and promotion;
- a Deputy Ministers Dashboard to outline initiatives and tangible workplace practices that can be taken under current authorities; and
- a departmental Progress Scorecard to identify existing gaps and provide updates and data on initiatives working towards improved and sustained recruitment, retention, and promotion of Indigenous employees and executives.

In addition, the Canada School of Public Service has established an Advisory Circle composed of Indigenous government and non-government representatives who play a strategic role in defining the focus of the curriculum and the overall direction of the School's [Indigenous Learning Series](#).

Did You Know?

The [Canada Pride Citation](#) is one of many steps we are taking to acknowledge the injustice experienced by lesbian, gay, bisexual, transgender, queer, and two-spirit public servants and members of the Canadian Armed Forces and the Royal Canadian Mounted Police, during the dark chapter of our history many call "The Purge." The Citation is one element of the Final Settlement Agreement for the LGBT Purge Class Action. Together, we will continue to build on the progress we have made to create an inclusive Public Service where all public servants are treated equally and with dignity.



Did You Know?

The following departments have been named among [Canada's Top Employers for Young People](#) in 2019:

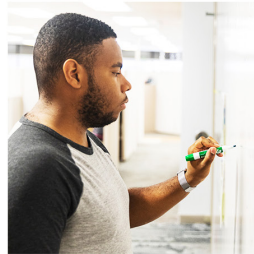
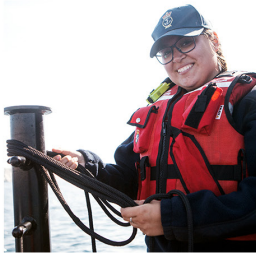
- Fisheries and Oceans Canada and the Canadian Coast Guard
- Health Canada
- Department of Finance Canada
- Statistics Canada
- Treasury Board Secretariat





“It is incredibly interesting to work with people who come from various different departmental cultures and interests and see the impact a common purpose can have. I am most proud of helping to build those relationships and continuing to foster them to increase collaboration across departments to improve clean technology outcomes.”

Mackenzie Larwill, Senior Analyst
Natural Resources Canada



“I’m most proud of the way we’re working: with others, in the open, trying new things, testing and iterating as we go.”

John Kenney, Manager, Social Innovation
Natural Resources Canada

Equipped

We are designing work environments that optimize performance, make learning a fundamental part of the job, and provide better access to technology and tools.

The Data Strategy Roadmap

The recently released [Data Strategy Roadmap for the Federal Public Service](#) sets the foundation for the Public Service to create greater public value from the data it creates, collects, and manages. The report followed nearly a year of engagement throughout the Public Service.



In September 2018, Shared Services Canada, Defence Construction Canada and the Department of National Defence opened the government's largest state-of-the-art data centre in Borden, Ontario. [Enterprise Data Centre Borden](#):

- supports federal government online program and service delivery to Canadians;
- provides greater physical and cyber security for Canadians' personal information; and
- contributes to a long-term information technology solution for Canadians' growing use of digital services.

Sometimes, innovation is about streamlining. Of our over 700 data centres located across Canada, close to 90% are simple rooms in office buildings. Shared Services Canada has closed 180 legacy data centres to date and continues to migrate applications and data to newer, more secure environments, including enterprise data centres and cloud-based solutions. Much more needs to be done, as we migrate to digital government, to free up resources from maintaining legacy systems.



Moufid Jarada of Shared Services Canada features in [A Day in the Life of a Civil Aviation Inspector](#), a video about a Transport Canada job that requires continually staying up to date on the latest regulations and technology.



Continuous Learning

Continual renewal requires continuous learning.

To ensure Canada's Public Service has the skills and knowledge it needs to deliver in the digital age, the [Canada School of Public Service](#) launched the [Digital Academy](#). Open by default and collaborative in nature, the academy brings together contributors from various levels of government, the private sector, and the non-profit sector. The curriculum supports all levels of public servants in their efforts to modernize operations to deliver digital services that Canadians expect.

The Atlantic Federal Council, supported by Canadian Heritage's Atlantic Region, has created an inter-institutional program that allows federal employees to learn and practice their second official language by working in minority community organizations. This has proved to be a win-win: public servants develop their second-language skills, and community groups receive extra help. Moreover, based on its success, this program is being adopted by other parts of Canadian Heritage.

Similarly, the Translation Bureau's [Language Comprehension Tool](#) (accessible only on the Government of Canada network) helps maintain a vibrant culture of bilingualism and enable public servants to better understand their second official language. While this tool has been integrated into GConnex to translate discussion forum posts, it is also available to all public servants to help encourage the use of both official languages in the workplace.

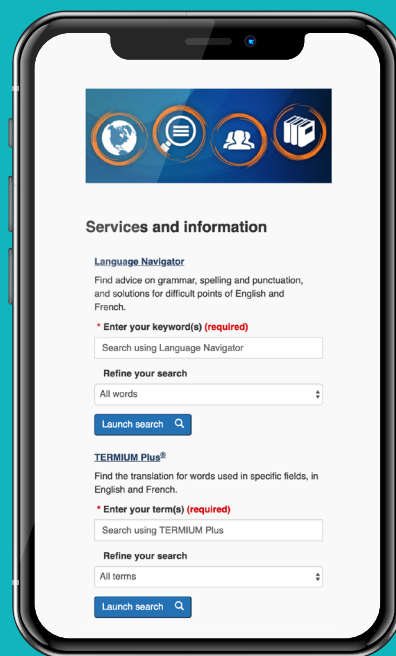


Did You Know?

People searching for or posting opportunities for mentoring, as well as for other opportunities, such as micro-missions, can find them at [GCcollab.ca](#) at Career Marketplace (under Career).

Did You Know?

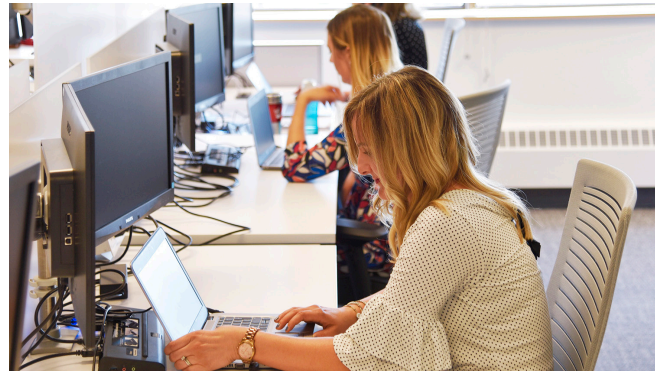
All Canadians can access many resources designed for public servants. Improve your knowledge of English and French, polish your writing skills and more, through the [Language Portal of Canada](#).



Activity-Based Working

[GCworkplace](#) is about more than just new workspaces and new furniture. It's about the people. It's about creating an environment to support the new way of working for a modern, confident and high-performing Public Service. Moving beyond the open-office concept of Workplace 2.0, the GCworkplace vision is enabled by the [Activity-Based Workplace design concept](#). It features a variety of [work points that are designed with productivity in mind](#) and supports a range of activities we do each day, from working independently to working collaboratively, whether in an office building or a laboratory or on the front lines of service to Canadians. There is a focus on ensuring accessibility for persons with disabilities—reflecting a strong recognition that more needs to be done to remove barriers.

Working with users to design solutions is critical. An example of this comes from a team from Public Services and Procurement Canada who are experimenting with working beyond a designated office: employees choose where and how they will work. Whether working from a choice of office locations, working from home or in transit, they have the tools to perform their work and collaborate with their colleagues.



Increasingly, workplaces are designed to support the range of activities we do each day, from working independently to collaboratively, from working in a cubicle to a laboratory, from fieldwork to space exploration.

Parliamentary Precinct

While we work on improving our workspaces, public servants are also busy improving the houses of our country's democracy. For over 150 years, the Parliament Buildings (the Centre, West, and East blocks) have housed the Government. We are busy completing the largest heritage restoration project Canada has ever seen. Public Services and Procurement Canada has shown great skill in balancing restoration with modernization to ensure Canada's most historic and culturally significant buildings meet the needs of a 21st century parliamentary democracy.

As work progresses, Public Services and Procurement Canada is also [making these important spaces accessible](#). This will make it easier for Canadians to enjoy Parliament Hill, and engage in our parliamentary democracy. Once complete, the Parliamentary Precinct will feature:

- barrier-free access throughout, including entrances, amenities, and seating in the new Senate and House of Commons Chambers;
- accessible elevators and washrooms, counters, and drinking fountains; and
- lower curbs and accessible ramps, handrails, hydraulic door openers, and braille signage.



Look up these online stories of public servants working hard to make a difference:

- [Public service stories, awards and recognition](#) highlights stories from across the Public Service.
- [Health Canada: Working for Canadians](#) is a series on the issues and actions Health Canada is taking to keep Canadians safe and healthy.
- [Indigenous Perspectives: Stories from Indigenous Public Servants](#) is a podcast that explores being Indigenous in the Public Service.
- [Our Stories, Our Canada](#) highlights stories of the people and projects making a difference in the lives of Canadians and how Public Services and Procurement Canada supports departments and agencies across government.
- Explore the work of Environment and Climate Change Canada wildlife toxicologist Phil Thomas in a [five-part video series](#) about working with traditional Indigenous Knowledge to help improve lives in remote communities.

Public servants are encouraged to share their renewal stories by using #GCStories on social media.

The Road Ahead...

Our focus on improving our workplace over the last number of years—seen in our hard work on diversity and inclusion, mental health, and harassment, as well as our experimentation with new ideas—has given momentum to renewal.

We are now building on this momentum by focusing on our individual and collective mindsets and behaviours to make the Public Service more agile, inclusive, and better equipped. Every public servant can make a difference.

Adopting more open and collaborative approaches within and beyond government is a critical element for success. We are inviting everyone into our Public Service renewal agenda.

We will report regularly on our progress, including our challenges and setbacks, and our breakthroughs. We will share and celebrate innovative approaches from public servants across Canada through events like the [Innovation Fair](#) as we move forward on [Beyond2020](#).

The Public Service of Canada is a good story. We do not hear enough about the incredible stories of innovations and creative solutions generated across the Public Service every day, and I want all of us to tell them.

Since becoming Clerk, I have been fortunate to have engaged thousands of public servants through nearly 150 speaking engagements across the country. I have also communicated with them, and Canadians, through my [website](#) and a presence on [Facebook](#), [Twitter](#) and [LinkedIn](#). While this outreach has presented an opportunity for me to speak about the Public Service, it is also an important way for me to hear the stories of everyday excellence from public servants directly. It is their stories that inspire me.

This report has highlighted only a small fraction of the many stories of exceptional service to Canadians and of professionalism and excellence.

This report gives voice, in a small way, to the hundreds of thousands of public servants who make our Public Service among the best in the world. Together, they reveal the strengths of our democracy and the role of government in Canada. These are our stories—by Canadians, for Canadians.

Thank you

Meegwetch

Merci

Woliwun

Ekosani

Nia:wen

Mahseecho

Matna

Wopida

Hei Hei

Marci Cho

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Nakurmiik

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Annex: Transforming Our Services Over the Years



	30 years ago	15 years ago	now
 Filing taxes	Paper forms, in-person	Paper + e-forms 31.5% of Canadians used eFile	Paper + Online, My Account 87.6% of individual returns filed online (2017-2018)
 Health Advisories	News media	Government of Canada websites	Social media Open data for smart technologies, such as smart fridges, to communicate recalls in real time
 Weather reports	Weatheradio , transmitting a continuous stream of weather reports	Weather.gc.ca has the latest radar, satellite images and weather forecasts from across Canada. The website averages over <i>half a billion</i> individual visits to website every year.	WeatherCAN mobile app makes forecasts and alerts available through real-time weather data. Canadians receive weather and other emergency alerts immediately through mobile devices, television, and radio.
 Border crossing	Pre-approval programs to expedite border clearance for low-risk frequent commuters	Web-based portals for businesses and traders to electronically exchange information	Automated Border Clearance Self-Serve Kiosks CanBorder – e-declaration mobile app, Travel smart app
 Passports	In 1970 there were three Passport Canada offices In 1985, the first version of machine-readable passports was issued	30 passport offices across the country 49 Canada Post locations	34 passport offices, 315 Service Canada sites and 210 Global Affairs Canada points of passport service abroad ePassport : has electronic chip to provide greater protection against fraud and tampering 10-year renewals possible

Annex: Government of Canada Apps

The Canadian government has built a wide variety of mobile apps, which you can check out at the [Canada.ca Mobile Centre](#).

Some interesting examples you may wish to check out:

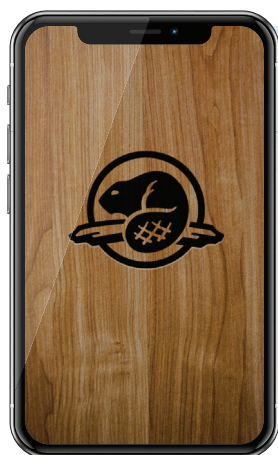


WeatherCAN brings authoritative and current weather data directly to Canadians, drawing its weather data and information from Environment and Climate Change Canada to ensure Canadians receive the most up to-date forecasts.

- Environment and Climate Change Canada has been developing and testing its new weather app since fall 2017. *Over 50 000 Canadians downloaded the beta version of the app and their valuable feedback was integrated into the design.* Only two weeks after its official launch, WeatherCAN had been downloaded over 280,000 times.



The Government of Canada's **Recalls and Safety Alerts** digital service provides Canadians with information on recalls and safety alerts about consumer products like food and vehicles. Wherever. Whenever.



The **Parks Canada App** is a one-stop shop for all your Parks Canada adventures. Parks Canada's official mobile app has all the essentials you'll need to plan a successful trip. Discover Parks Canada's lesser known hidden gems, tag special events you don't want to miss, create a personalized packing list, unlock fun frames and stickers and instantly share your photos to Facebook, Twitter, and Instagram. It also has all the information you need to make your first camping trip a success: camping basics and insider's tips, packing checklists, national park information, and recipes and cooking advice.



Canada Border Services Agency's [CanBorder – eDeclaration](#) is a quick, simple and secure way to save time when you arrive in Canada by air. Once downloaded, it stores only non-sensitive information. It:

- allows you to create a declaration in advance for up to five travellers with the same place of residence.
- generates a quick response (QR) code that you scan at a Primary Inspection Kiosk.
- reduces your processing time at a Primary Inspection Kiosk by up to 50% upon arrival.



Canadian Armed Forces' (CAF) [Road to Mental Readiness \(R2MR\) mobile app](#) is a training tool designed to improve short-term performance and long-term mental health outcomes in support of CAF members, family members, and the general public.

Notes:

- Several allied countries use tailored versions of the app for research purposes and training
- The R2MR app is in the process of being configured to support civilian workplace audiences across Canada, including the RCMP, provincial and municipal police forces, firefighters, and other public safety personnel.



Job Bank's [new mobile app](#) makes searching for jobs easy and convenient when you are on the go. You can search through all jobs advertised on Job Bank, in a way that is adapted to your mobile device.