



To Brand or Not to Brand... and the Public Service of the Future

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Overview

- A. Public Service of Canada
- B. Public Service Renewal
- C. Branding
- D. Public Service of Canada of the future
- E. Conclusion



- 3 orders of Government:
Municipal, Provincial/Territorial, Federal
- 9 984 670 square kilometer (2nd largest in the world)
- 33,390,141 Canadians



A. The PS of Canada

- Largest – 255,000 employees*
 - Most national – 1600 locations across Canada
 - Most international – presence in over 150 countries
 - Most multi-skilled workforce
 - Highest overall retention rate of any employer in Canada
 - Gender balanced – 54.5% of women
-
- Public expectations towards their PS
 - Accountability
 - Good management of tax dollars
 - Demand for improved core public services
 - Trust in our institutions
 - Transparency
 - Accessibility



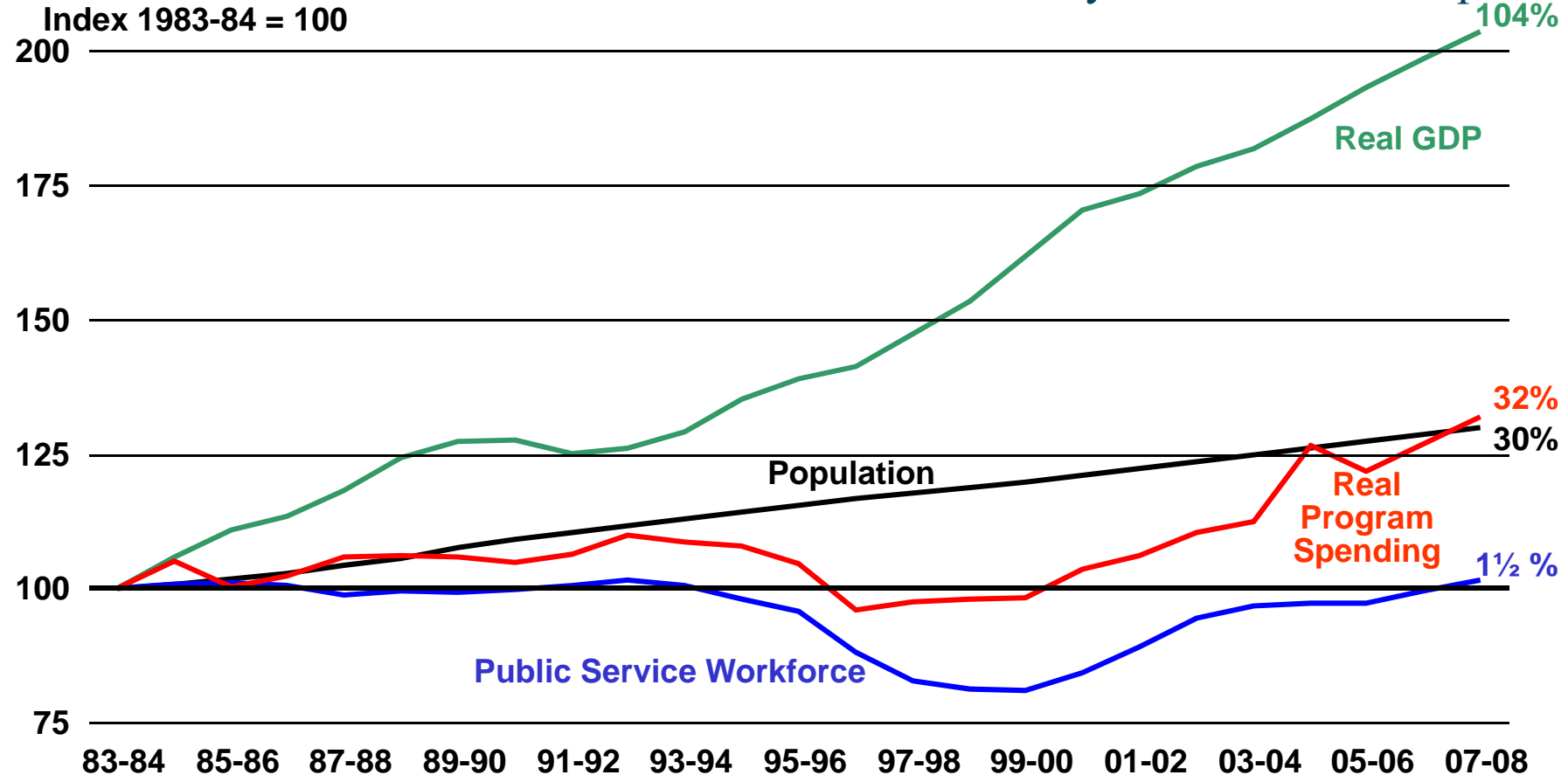


A. The PS of Canada: Demographic Snapshot

	2007	1983
Employees	255 000	215 000
Women	54.5%	42%
Women executives	40%	less than 5%
Region/NHQ	60.6% of employees in the regions; 39.4% in the NCR	67% of employees in the regions; 33% in the NCR
Official Languages	70.5% English as a first official language; 29.5% French	72% English as a first official language; 28% French
Percentage of Canadian population	0.8%	1%



A. The PS of Canada: Trends in the Canadian Economy & Government Spending



• From 1983 to 2007, real GDP increased 104%, real government program spending by 32%, the Canadian population by 30% and the size of federal public service by 1.5%. Put differently, over roughly a 25 year period, the size of the public service has remained essentially unchanged, while its composition has changed significantly and its “efficiency” (real program spending per FTE) has increased substantially.



A. The PS of Canada: Diversified Workforce

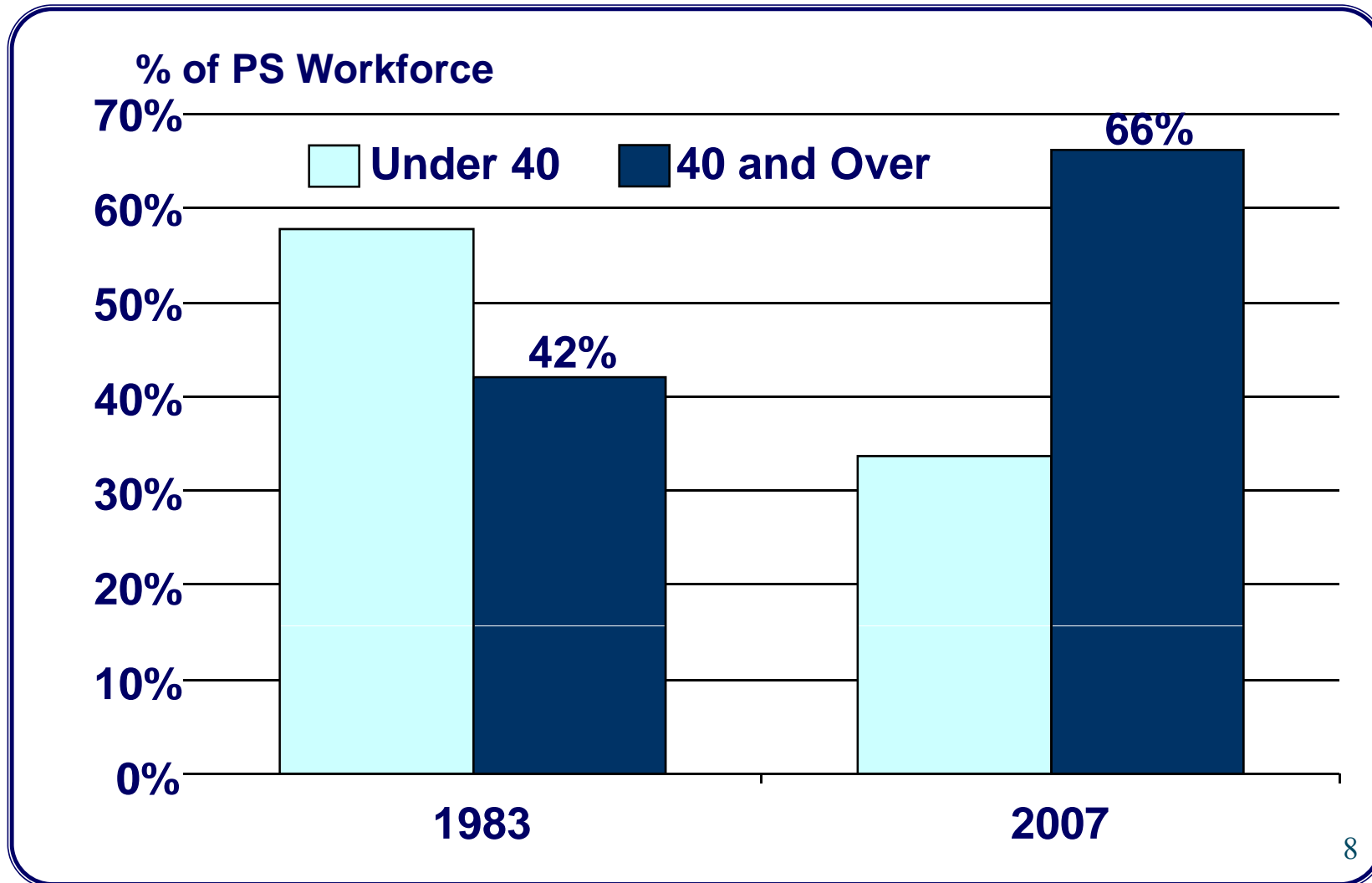
- Diverse workforce with many different needs/contributions:
 - 4 generations (Veterans, Boomers, Xers, Ys)
 - Growing Aboriginal and immigrant populations
- PS is aging faster than general population
 - Average age of new (indeterminate) employee = 36 yrs
 - Average age of new executive = 46
 - Average age of senior executives = 50.1
 - 25% eligible to retire without penalty by 2012
 - 50% executives eligible to retire by 2012

Demographics of Public Service Executives

Ex Level	Average Age
Ex-01	50.0
Ex-02	51.9
Ex-03	52.7
Ex-04-05	54.1



A. The PS of Canada: Changes since 1983





B. PS Renewal: A Priority

➤ Priority for the Clerk of the Privy Council

“If we do not commit ourselves to a continuing process of renewal, the Public Service will not remain a creative national institution, central to the governance and development of our country.”

- 14th Annual Report on the Public Service, 2007-2008

➤ Drivers

- High public expectations
- Demand for accountability
- Demographic shifts
- Globalization
- Information and communication technologies
- Competitive labour market
- Branding



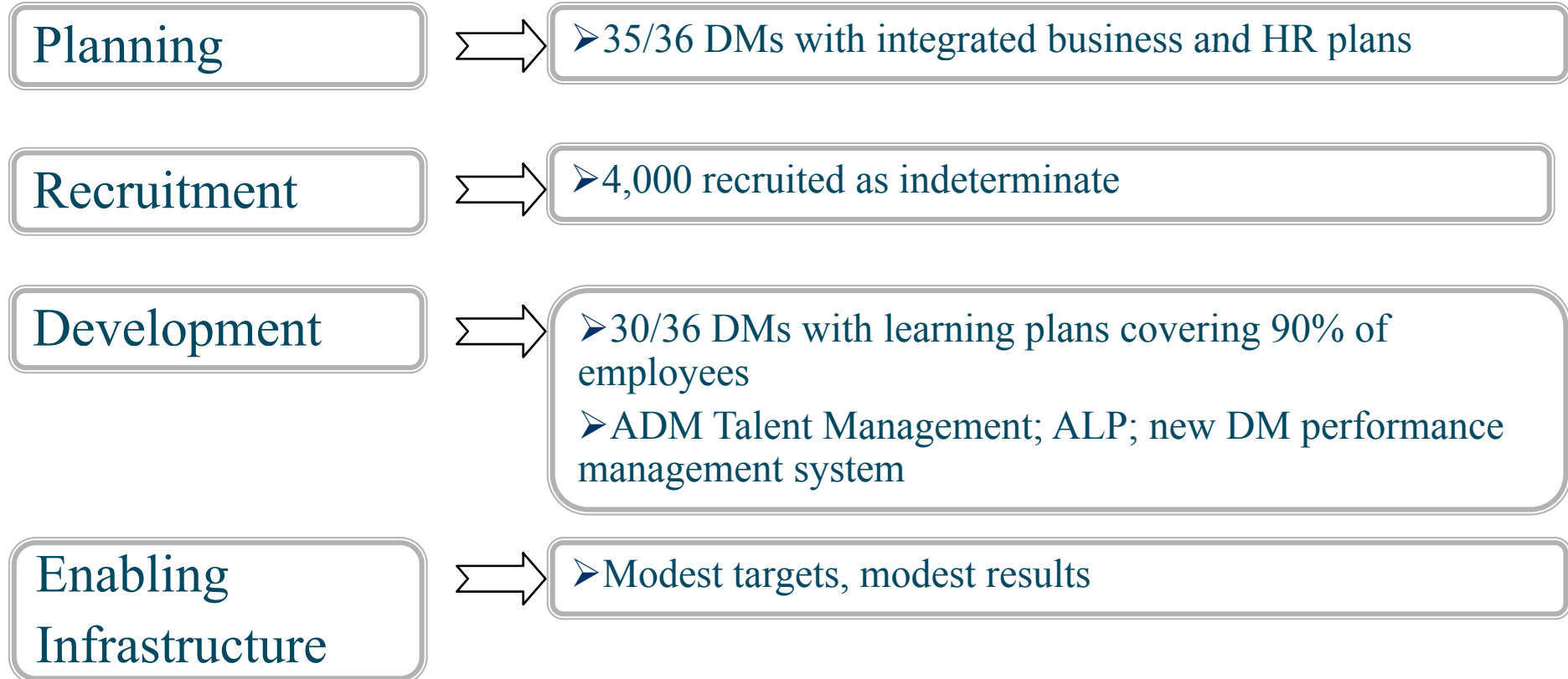
PS Renewal Priorities

- Recruitment
- Employee Development
- Planning (integrated planning)
- Enabling infrastructure

Annual targets,
annual results, and
annual accountability



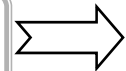
B. PS Renewal: 2007-2008 Results





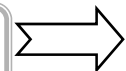
B. PS Renewal: 2008-2009 Priorities

Planning



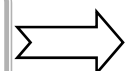
- Extend coverage of integrated business/HR plans

Recruitment



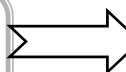
- New, higher target with emphasis on visible minorities
- Define/communicate “Public Service Brand”
- Job fairs

Development



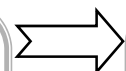
- Improve performance management for non-executives.
Improve learning plan
- Talent Management for all Executives

Enabling Infrastructure



- Staffing; systems (pay, web-of-rules); survey

Responding to PM’s Advisory Committee



- Restructure current governance structure for HR
- Clear up overlap/duplication among central HR agencies
- Strengthen performance management system, particularly poor performance



B. PS Renewal: Looking Forward

Better balance between risk-taking and accountability



➤ Tackling web-of-rules, building robust risk management systems

Public Service workforce that is more broadly representative of the Canadian population



➤ Diversity: progress but not enough

Public Service where it is easier to come and go over the course of a career



➤ More flexibility over career

Leaders and employees at all levels stay with their jobs long enough to make a meaningful contribution



➤ Post demographic bubble, objective is ≥ 3 years in position

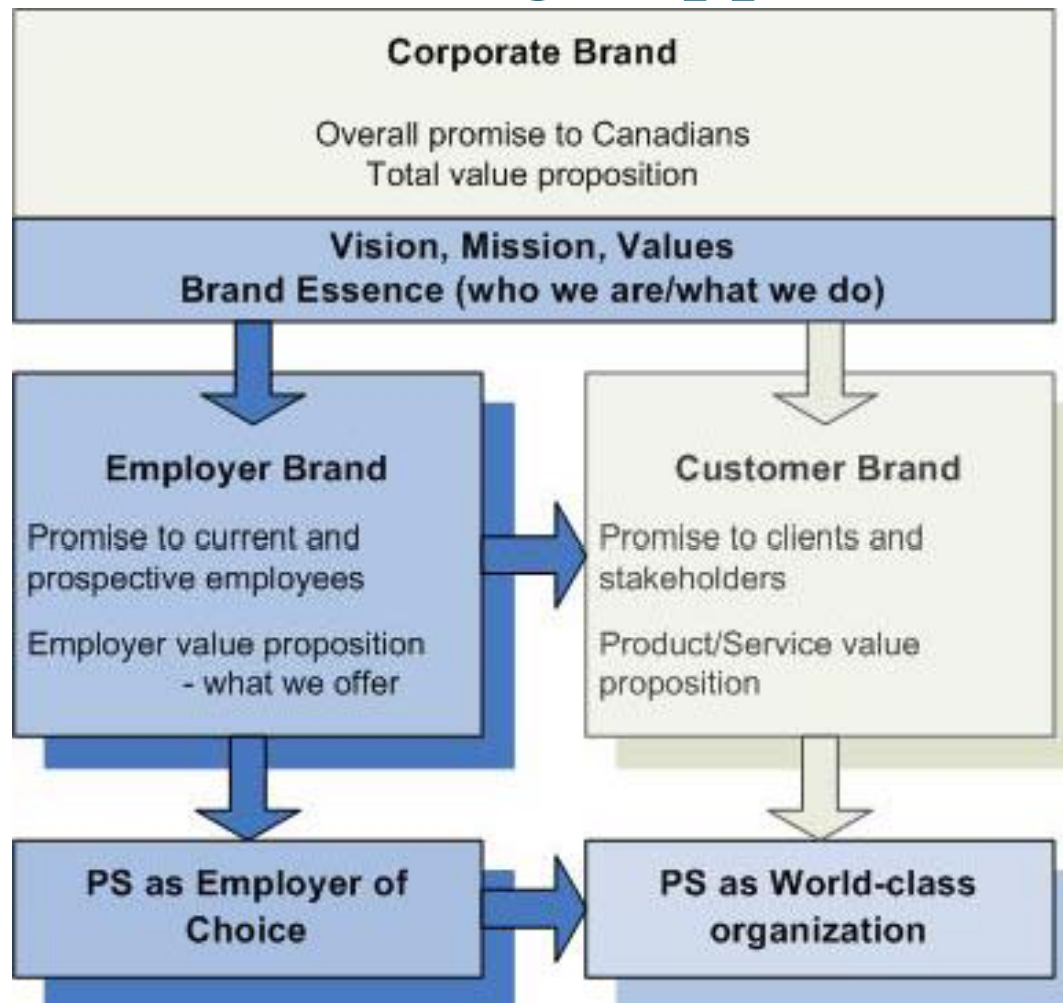


C. Branding: Imperative

- PS Renewal efforts to address complex and growing challenges
- The labour market becomes an employees market, highly competitive, especially in skill-shortage areas
- The largest employer of Canada is still little known in its diversity of careers and opportunities for employees
- Priority of the Clerk in 14th and 15th Annual Reports to the Prime Minister
- Defining and communicating the PS brand is critical to successful recruitment and retention (the Advisory Committee on Senior Level Retention and Compensation)
- CPSA mandate received from Clerk to develop a PS-wide employer brand, a branding strategy, products and tools



D. Branding: Approach





D. Branding: Research

➤ **Promote and Mobilize**

- A. Enhance and promote opportunities for learning and leadership development
- B. Promote intergenerational dialogue
- C. Enhance and promote mechanisms to recognize all employees and share their successes
- D. Develop and promote a 'responsible employer' concept
- E. Engage employees to network to live the brand and develop PS Ambassadors Program

➤ **Communicate what the PS does (PS 101)**

- A. Multiples career opportunities
- B. PS brand components
- C. networking opportunities
- D. Use a multi-channel approach for PS outreach strategy (e.g. Second Life)
- E. Develop a PS job-seeker centric web site
- F. Create a PS Ambassadors Program



D. Branding: Strategy

Differentiate the PS from its competitors

Tell the PS Story

- who we are, what we do and what we offer -
Through real-life stories and real people

Key Principles:

- “Live the brand” and “walk the talk”
- Strategically project the PS values & ethics, culture, stories, character, work environment
- Cultivate a meaningful connection with talent to attract the best and the right candidates

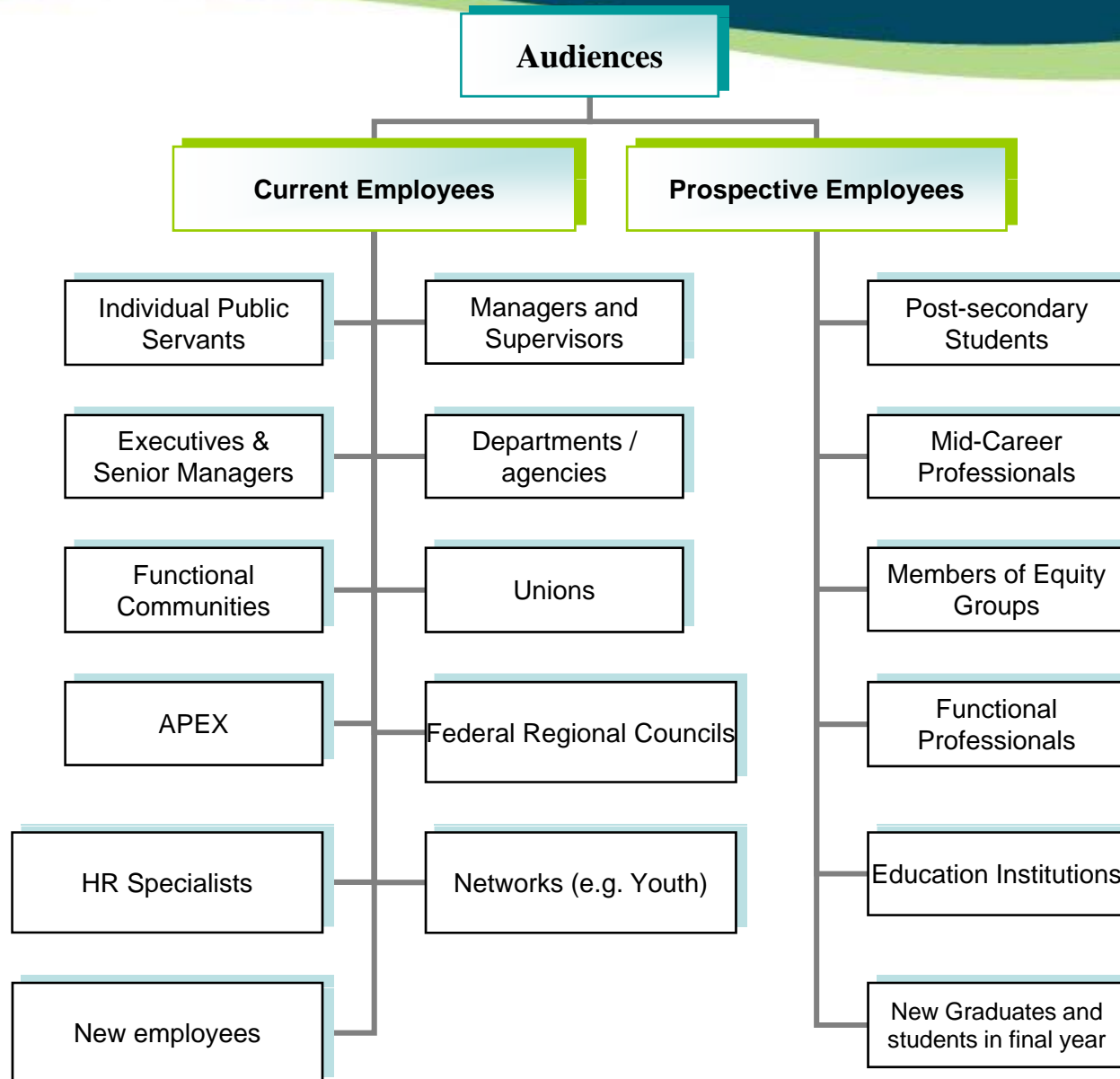


D. Branding: Goal and Objectives

Goal: PS to be recognized as an *employer of choice*

Objectives:

1. To articulate and communicate the PS employer brand
2. To raise awareness among prospective and current employees
3. To motivate, inspire and incite employees live the brand and become ambassadors of the brand
4. To support a culture of partnership, collaboration and excellence across the organization around the PS brand





PS Brand: Excellence

➤ **Public Service wide**

- Management Accountability Framework establishes the standards for management in the Government of Canada (measurement and analytical tool)

➤ **Departmental**

- Program Activity Architecture
- Reports on Plans and Priorities
- Departmental Performance Report

➤ **Individual**

➤ Four Key Leadership Competencies

- Values & ethics; strategic thinking; engagement; management excellence

➤ Minimum common knowledge standards and required learning for managers

- Orientation for all new public servants
- Induction for new executives

➤ Campusdirect – online resource

<http://campusdirect.gc.ca/>

➤ Performance Management

- Performance contract
- Evaluate both the “what” (results) and the “how” (leadership competencies)
- People management focus
- Performance assessment focused on competencies (base salary + at risk pay + bonus)



D. PS of the future: Principles

- PS will have an essential role in securing Canada's future economic prosperity and socio-cultural vitality
- PS is central to good governance, democratic vibrancy, civic cohesion
- PS will play a vital role only if it imprints itself with an ethos of excellence and is able to adapt



D. PS of the future: Work Underway

- Paper on global and Canadian trends that are expected to influence the PS to 2020
- Paper on proposed strategies
- Conversations and debates



D. PS of the future : Characteristics

- Adaptive
- Nimble
- Global
- Networked
- Sense of mission



D. PS of the future: Organization Focus

- Policy function into the digital era
- Service delivery excellence in partnerships
- Employee engagement
- Integrated planning – focus on HR
- Continuous learning and e-learning
- Talent management
- Partnerships and networks through shared leadership



D. PS of the future: Employee

- Professionalism
- Four Key Leadership Competencies
- Working relationships with Parliamentarians
- Networked
- Integrative thinking skills
- Able to use information and communications technologies
- Able to bring a global perspective
- Citizen-service delivery
- Innovator



Conclusion

You can only brand what you are and if you know where you are heading, you can begin to work on the actions that will get you there and be ready when it is time to communicate it to the world.



Management Accountability Framework

Annex A





Brand Architecture

Annex B

Vision 1. Build a strong and vibrant Canada 2. A professional and innovative Public Service, serving Canada with dedication		
PS Character <i>Professionalism:</i> Public servants are dedicated to serving with excellence at the highest standards of professionalism <i>Integrity:</i> a core value of the Public Service to which employees adhere in serving Canada and Canadians <i>Dedication:</i> in serving the public and contributing to the well-being of Canadians Complexity: challenging issues impacting on variety of stakeholders in major public policy areas and service delivery	Mission Serve the public and the public interest.	PS Values Democratic Values Professional Values Ethical Values People Values
	Brand Promise Canada's federal Public Service provides a diversified, ethical, challenging and rewarding work environment to its employees, where innovation, talent and knowledge are put to work to ensure the well-being of Canadians and the sustainable progress of Canada	Visual Identity <ul style="list-style-type: none"> •Canada Wordmark and FIP as common visual identifier for the PS •Enduring, relevant and global visual identity that supports the PS brand and can be easily implemented by departments and agencies ○Common look and feel elements for PS-wide recruitment products/activities and generic information about the PS ○Integrated visuals/messages for PS-wide, internal and external marketing/advertising/communications
Positioning PS as an employer of choice , a vital and unique national institution.	Value Proposition <ul style="list-style-type: none"> •The opportunity to serve the public and make a difference in the lives of citizens •Diversified career path •Opportunities for personal growth and development, work-life balance •Competitive compensation and benefits •An ethical and diverse work environment •Recognition for work well done, support and challenge 	
Brand Essence (story-line) * Key Messages * Tag Lines One employer, one thousand opportunities		
Support The Clerk of the Privy Council defined the need for a PS Brand as a priority in his 14 th and 15 th Annual Reports to the Prime Minister. PM Advisory Committee: Advisory Committee on Senior Level Retention and Compensation		



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Annex C

List of interesting websites where you can find more details:

Canada Public Service Agency: www.psagency-agencefp.gc.ca/

Key Leadership Competencies: www.psagency-agencefp.gc.ca/leadership/klc-ccl/intro_e.asp

Awards and recognition: www.psagency-agencefp.gc.ca/hr-rh/ar-pr/intro_e.asp

Integrated HR and Business Plan: www.psagency-agencefp.gc.ca/hr-rh/hrp-prh/ce-pub_e.asp

Leadership development programs:

www.psagency-agencefp.gc.ca/leadership/ld-dl/development/index_e.asp

Performance Management: www.psagency-agencefp.gc.ca/hr-rh/eg-gd/pmp_e.asp

Policy on Learning, Training and Development:

www.tbs-sct.gc.ca/pubs_pol/hrpubs/TB_856/ltd-afp_e.asp

Required training programs: www.myschool-monecole.gc.ca/corporate/registration_e.html

Campus Direct online tool: www.campusdirect.gc.ca

What is a Learning Plan: www.myschool-monecole.gc.ca/myschool/whatis_e.html

Management Accountability Framework: http://www.tbs-sct.gc.ca/maf-crg/index_e.asp

It's My Day magazine: <http://itsmyday.gc.ca/itsmyday/home/index.asp>