

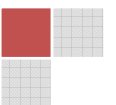


# IPAC SURVEY 2009

**Deputy Ministers,  
Chief Administrative Officers  
and Members**

IPAC  IAPC

The Institute of Public Administration of Canada L'Institut d'administration publique du Canada



## **IPAC Survey of Deputy Ministers, CAOs and Members:**

### **Introduction**

**“What keeps you up at night? What are key public sector priorities?”**

**How will these issues develop in the future?”**

In the summer and fall of 2009 the Institute of Public Administration of Canada (IPAC) asked Deputy Ministers (DMs), municipal Chief Administrative Officers (CAOs), and IPAC’s practitioner members a series of questions about public sector priorities, emerging external policy and internal management challenges. We asked about capacity, skills, governance and the corporate culture of their organizations. We have asked members and senior officials the same questions since 2007 and have compared their responses over time and from evolving perspectives. This year we had 390 responses from members across Canada (15% of IPAC’s practitioner members) and 137 responses from DMs and CAOs (35%). As in 2008, and 2007, we continued to ask about policy priorities including the environment and health care, leadership, accountability, education, and globalization. This year the economic issues that dominated both the news and government priorities were added to the survey.

This year we asked both groups, “Would you recommend the public sector to a young person?” More than 90% of respondents said “yes,” slightly up from the previous year, when 88% recommended a public sector career.

The IPAC DM, CAO and Member survey is unique. Respondents come from all areas of government, the public sector and from all across Canada: IPAC membership is broadly-based and represents a tremendous wealth and diversity of experience. Its members range from seasoned senior officials to new professionals, all sharing a common interest in public service.

## **Background and Methodology**

The Institute of Public Administration of Canada has surveyed the senior ranks of the public service since 1994: we have asked Deputy Ministers and Chief Administrative Officers of municipalities across Canada their priorities and key areas of concern.

The 2009 survey of DMs, CAOs and members compares the views of senior management and staff on the same issues. The IPAC survey posed questions about public administration and management issues, public policy issues, organizational effectiveness, and management skills. We included a section outlining the respondents' demographic profile and their views on IPAC.

From 1994 to 2004 IPAC surveys were published every two years and focused on “Four Basic Management Themes”: Human Resources and Knowledge Management, Redesign of Government, Policy and Fiscal Arrangements, Service Delivery, and Transparency/ Performance Measurement. Reports analyzed the qualitative responses.<sup>1</sup>

The survey was re-engineered in 2007: it became available online, and allowed for better analysis of priorities as expressed by respondents; it invited personal comments while ensuring anonymity; it compiled a demographic profile of participants. Designed to increase participation rates of busy senior public sector staff and executives, the revised survey made participation quick and easy. The survey questionnaire contained 43 questions (of which 17 pertained to IPAC membership and services). The updated list of administration, management and policy questions is contained in Appendix and is posted on the IPAC website.<sup>2</sup>

In 2009, the survey was e-mailed to 3,000 members, omitting academic members such as teachers and students: 390 members responded, and there were 143 comments added to four questions.

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<sup>1</sup> Previous surveys conducted in 1998, 2000, 2002, 2004, 2007, 2008 are available at: [www.ipac.ca/survey\\_DM\\_s\\_and\\_CAOs\\_](http://www.ipac.ca/survey_DM_s_and_CAOs_)

<sup>2</sup> <http://www.ipac.ca/DMquestions07>

The 2009 survey of DMs and CAOs was also e-mailed to more than 400 of these most senior officials and there were 137 responses, and 72 additional comments. A current IPAC study group is focusing on Deputy Ministers in Canada: this work will provide further insights. In the inaugural Galimberti Lecture Prof. Jacques Bourgault said

We are witnessing the end of the “specialist” who designs policy – we are now demanding an integrator who can manage in a context of multiple accountabilities. The Deputy Minister is the orchestra conductor who uses the instruments to the best of his/her ability. The Deputy Minister must also be able to fill any gaps in the musical score.<sup>3</sup>

We surveyed DMs and CAOs to learn from their vast experience in government. Most of them have over 20 years in public service, with exposure to several different portfolios, and close working relationships with politicians. The people surveyed are intelligent, politically savvy, seasoned and curious. They are accustomed to seeing the big picture, and making strategic decisions in big organizations. Transparency and political accountability are part of their “rules of engagement.”<sup>4</sup>

The IPAC surveys of 2008 and 2009 used the same questions as points of comparison: do staff at every level have the same policy priorities as their senior managers? Do corporate messages permeate public institutions? Have we seen any change in perceptions?

### **Surveys and Studies by Other Organisations**

Many other public policy research groups, firms, governments and academics study public sector leaders and their priorities. For example, IPAC and the Public Policy Forum have both published studies in this area. The IPAC/University of Toronto series on Governance published Patrice Dutil’s (ed.) book Searching for Leadership: Secretaries to Cabinet in 2008.

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<sup>3</sup> <http://www.ipac.ca/documents/2007Galimeberti%20LectureEnglish-FINAL.pdf>

<sup>4</sup> See Donald Savoie, *Breaking the Bargain: Public Servants, Ministers, and Parliament*, Toronto: University of Toronto Press, 2003.

IPAC's journal Canadian Public Administration published an article by Bryan Evans, Janet Lum and John Shields, "*Profiling of the public-service elite: A demographic and career trajectory survey of deputy and assistant deputy ministers in Canada.*" Their survey of 941 deputy and assistant deputy ministers from all federal, provincial and territorial governments in 2006 resulted in a picture of Canada's government elite. In analyzing the data by gender, visible minority, aboriginal identification, age, education and career experience, it also examined how governments are progressing in promoting senior officials who are "representative" of the diversity of the Canadian population.<sup>5</sup> An IPAC study group, led by Christopher Dunn and Jacques Bourgault, is drawing on research from leading authors on Deputy Ministers of Canada. Their report will be published in the fall of 2010.

The Public Policy Forum project, "Canada's Public Service in the 21<sup>st</sup> Century," led to their 2008 reports, "*A Vital National Institution: What a Cross-Section of Canadians Think about Canada's Public Service,*" and "*Leadership in the Public Service: Leaders, the Leadership Environment and Canada's Public Service in the 21<sup>st</sup> Century.*" Other PPF interviews of public and private leaders were analyzed in "*Leading by Example.*"<sup>6</sup>

The 2009 IPAC survey is unique: Respondents included DMs, municipal CAOs and the IPAC members who are often their staff. It represents a snapshot of the Canadian public sectors' attitudes about policy and management priorities. Respondents are politically aware but not partisan. The questions IPAC asked touched on management issues facing all public sector organizations. Some issues overlap with the other studies, but the perspective is pan-Canadian, bringing uniquely local, regional, and national public-sector views into focus, and the comparison between senior officials and staff provides a nuanced view of how the public sector enterprise sees emerging management and policy issues.

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<sup>5</sup> CPA vol 50, no. 4, winter 2007, pp. 609-634; See also Decision-making: the role of the deputy minister, by Herbert R. Balls CPA vol 49, issue 3, fall 2008, pp 417-431

<sup>6</sup> [www.PPFForum.ca/common/assets/publications](http://www.PPFForum.ca/common/assets/publications)

## Public Service in Canada

The survey begins with a general question: does the Canadian public respect and trust civil servants and feel they have integrity? Up since 2007, in 2009 most DMs and CAOs said yes (54%), a significant number were neutral (30%), and fewer (16%) disagreed. But would they recommend the public service as a career for a young person? An overwhelming majority (92%) said they would. In 2009, members' responses differed from DMs' responses, with only 43% agreeing, 30% neutral and 27% disagreeing; yet 88% of members would still encourage a young person along this career path.

Emerging areas of concern in the next decade were ranked by all respondents in the same way: "the Economic Situation" topped the list for almost every participant as the most important concern, followed by the Environment, Demographics, Health Care and then Globalization, Education, Science and Technology.

Changes in the public sector itself were also ranked: human resources and fiscal capacity and cost control issues were clearly rated as the most important (at 91 and 93 % respectively) by DMs and CAOs, and by members (91 and 89 % respectively). The other issues were almost as important for most respondents, with confidence in public institutions 87%, role of government (80%) and attitudes and values garnering of 74 % of respondents.

The concern with human resource issues was consistent with previous IPAC surveys where Human Resources (recruitment, retention, retirement issues) were the highest priority.

In their comments, the DM and CAO respondents added other emerging public sector concerns:

- How the recession could affect the public sector:  
Perceptions: "If the recession lasts, there will be a growing gap between traditional protections of the public service (job security, defined benefit pensions) and the insecurity of the private sector."

Cutbacks: “We are delivering programs with record capital expenditures while ordinary/operating expenditures are reduced.” They mentioned increased investments in infrastructure, and the need for affordable housing.

- DMs were concerned about the future of public service: the knowledge transfer, policy capacity and the experiences of a new generation of government employees. They said government should lead by example, supporting older workers, accommodations (for workers with disabilities) and “green government.” DMs were also concerned about the interactions with citizens, changing demographics, new technologies, expectations about communities and the role of government: where would the thinking about and analysis of these big questions take place?
- “Local governments are ‘doing it all’ with no policy and financial tools.” CAOs have long noted in IPAC surveys their impression that local governments are not getting their due, compared to other governments.
- Environment, sustainable development and climate change: “The future will be characterized by scarcity (water, land, energy and food), volatility, complexity and interdependence. Governments need to change models of simple growth trajectories to considering constrained scenarios.”
- The role and experience of the Public Service is not well-understood or respected by journalists or by political people. “Lack of respectful, knowledgeable, responsible media and politicians regarding public service.” And the corollary: civil servants “need to understand Parliament” better, its rules, institutional components, dynamics and current denizens.

Members discussed many of the same issues, but they raised different areas of concern:

- In an era of cutbacks: “As we try so hard to do more with less, mistakes are happening that erode public confidence in the efficiencies and costing of our services.”
- Public expectations: “We need to talk about what publicly-funded health care can and cannot provide.”
- Accountability measures and critical interventions by the Auditor General, the Integrity Commissioner, and the Ombudsman will drive the public’s attitude to the public sector.
- Modernisation of the Public Service and new Technologies: “There is a misfit between government structures (departmental and ministry silos) and IT and knowledge management.”
- Human Resources: We need to promote “knowledge transfers across the work force, valuing knowledge from long-term employees and applying lessons learned.” We must also “attract and retain new civil servants in a field where knowledge and expertise are acquired over time.” “Given the current demographic in the public sector, succession planning is crucial, and getting urgent.” And yet, “with the economic turndown, succession planning has been put on hold.”
- Decline in public trust of government pronouncements (size of deficit, Kyoto “commitments,”) will seriously limit the leadership capacity of governments.
- Canadians do not think about public policy issues and the public sector in the way senior public servants do. Bridging that gap must be a priority. The Public does not have a good understanding of the role of the public service.
- “The balance between money for infrastructure maintenance, renewal and programs we decided to fund in recent years.”
- Comments about other policy issues including: cities, first nations self governance, food policy, immigration, poverty reduction and innovation.

In 2007 the most significant public policy issues, according to the DMs and CAOs, included climate change, economic growth, productivity, competitiveness, and self-sufficiency, and Aboriginal governance. Identification of major concerns was consistent with issues raised in other national studies of policy priorities. The Institute for Research in Public Policy published *A Canadian Priorities Agenda*, with their policy priorities. The IRPP highlighted human capital, climate change, natural capital, aging populations, economic security, health outcomes, productivity, trade and globalisation.<sup>7</sup>

Since then other issues have crowded the public (and private) agenda: the global economic crisis, financial regulations, infrastructure deficit, national and global security issues, urban security, citizen engagement and democratic deficit issues.

PricewaterhouseCoopers' 12<sup>th</sup> *Annual Global CEO* survey, which was presented at Davos, Switzerland, in January 2009, focused primarily on the economy and coping with the rapidly changing environment.<sup>8</sup> At the 2010 meeting of the World Economic Forum, the theme will be "Improve the State of the World: Rethink, Redesign, Rebuild." Ongoing concerns about the economy, climate change, military conflicts and other issues will pale beside global efforts to help earthquake-destroyed Haiti, and her desperate people.

### **Organizational Effectiveness**

The next series of questions focused on the DMs' and CAOs' organizations, and asked about staff engagement, the balance between innovation and risk, and values- and rules-based organizations.

In 2009 DM and CAO respondents overwhelmingly felt that their organizations engage staff (93%), but were less sure that their staff and managers agreed (74%) despite training in this area (70%). To improve outcomes for citizens, public sector organizations are asked to achieve a balance between innovation and considered risk. While most respondents understand risk management, one third agreed that their staff is "focused on avoiding

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<sup>7</sup> <http://www.irpp.org/cpa/index.htm>

<sup>8</sup> <http://www.pwc.com/servlet/pwCPrintPreview?LNLoc=/ceosurvey/download.html>

mistakes, rather than on outcomes and performance,” one third of them responded “neutral,” and one third disagreed. (In 2007 about one half DMs and CAOs felt staff focused more on outcomes.)

In 2009, 50% of members surveyed thought that staff at all levels were more focused on avoiding mistakes: this is up slightly from 2008, when 46% thought this was the case. Most DMs and CAOs (78%) feel they lead a values-based organization. Among members, 64% feel they are in rules-based organizations, while just half feel they are in values-based organizations.

In an earlier discussion, Deputies said that the proliferation of rules in government had stifled innovation, with no incentives for considered risk-taking. A rigid atmosphere of more and more rules, they felt, could lead to greater costs, and impact the effective delivery of programs, especially programs involving all orders of government and the broader public sector. They fear that a rules-dominated, innovation- and risk-averse atmosphere workplace might repel new professionals and lead to a labour shortage of “the best and the brightest.” As former US vice-president Hubert Humphrey said, “to err is human. To blame it on someone else is politics.” However, senior officials decry the increasingly public and personal nature of blame, whether before Parliamentary committees, city councils or in the media.<sup>9</sup>

In February 2009, the third report of the Prime Minister’s Advisory Committee on the Public Service, “Achieving Results: Accountability and Action,” dealt with this issue. The committee recommends that

Much more fundamental management change and visible leadership are required throughout the Public Service, as risk avoidance and the “web of rules” are both entrenched and systemic.<sup>10</sup>

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<sup>9</sup> Diplomat Richard Colvin’s appearance before the Standing Committee on Foreign Affairs in late 2009 illustrates the issue of “speaking truth to power.” More than 160 former Canadian ambassadors condemned the ad hominem attacks on him.

<sup>10</sup> <http://www.pco-bcp.gc.ca/index.asp?lang=eng&Page=information&Sub=publications&Doc=ar-ra/16-2009/3rd-3eme/rpt-eng.htm#3.2>

In the fall 2009, the new Clerk of the Privy Council and Secretary to the Cabinet, Wayne G. Wouters, spoke on “Policy Making in the 21st Century: New Challenges for Canada” at the Johnson-Shoyama School of Public Policy. He said:

The emphasis on “scandals” has had the benefit of putting an emphasis on accountability and results in governments, but at the same time has resulted in a focus on risk avoidance. For public servants there is an overemphasis on “make no mistakes” to the detriment of creativity and innovation.<sup>11</sup>

### **Performance Management, Accountability, Innovation and Risk**

This section of the survey probed the use of management tools and approaches in the increasingly complex public sector. In 2009, three-quarters of the DMs/CAOs reported that they used good risk management to inform their decisions, evaluations and activities. When asked about blame, 78% felt staff were not held back if a project failed through no fault of their own. (This is down from 86% in 2007.) In 2008 and 2009 only half of the staff (members) agreed with that statement.

Horizontal policy development and programs are increasingly common across portfolios, jurisdictions, non-governmental organizations, and stakeholder communities. “Isn’t everything horizontal?” the DMs asked during the 2007 workshop. Organizations do support staff to work horizontally, said almost all of the DM and CAO respondents. Two-thirds of the members agree. Complex problems, multiple funders, diverse stakeholders require horizontal approaches for public sector success. Agencies, Boards and Commissions (ABCs) are a part of the complex public-sector mix for nearly all of the respondents, with about 54% having clear “accountability frameworks, role and responsibilities.” According to only one third of the DM, CAO and member respondents, the frameworks for ABCs do take into account their corporate culture, including a simplified compliance process.

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<sup>11</sup> <http://www.pco-bcp.gc.ca/index.asp?lang=eng&Page=clerk-greffier&Sub=speeches-discours&Doc=20091026-eng.htm>

The importance and complexity of horizontal work in the public sector demand great awareness, training and support for staff. However, there are fewer accommodations for the agencies in terms of clear frameworks adapted for their specific culture, resources, mandates, or compliance capacity.

Performance measures were the focus of two questions: Does senior staff use this information to make decisions? Are performance measures (PMs) part of all contracts?

Two-thirds of DM and CAO respondents agreed that PMs inform decisions by senior staff, compared to only 42% of members, while 27% of DMs and CAOs, and 28% of members were neutral on this issue. Finally, 9% of DMs and CAOs and 29% of members disagreed.

Wide acceptance of Performance Management and Accountability frameworks (and the immense amount of work they entail) does not guarantee that the data is consistently used in decision-making.<sup>12</sup>

There is another aspect to the use of PMs – that is, as part of all performance contracts. This was endorsed by 78 % of senior officials and half of all members (down from 66% in 2008).

### **Political Staff**

The survey asked if “political staff understand their role and that of the civil service”: in 2009, 39% of the DM and CAO respondents strongly agreed or agreed, with 46 % disagreeing. Only 26% of members strongly agreed or agreed, with 27% remaining neutral and 47% disagreeing. (Compared to responses in 2008, it would seem that either political staff are getting to know the civil service better, or civil servants are beginning to appreciate political staff.) We asked if political staff would benefit from public administration training, including learning the role of political staff compared to the role of the civil service. Three-quarters of the DMs and CAOs agreed, as did 86% of members. Half of all respondents also

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<sup>12</sup> See Lee McCormick, CCAF-FCVI, on Performance Management and January 2010 report on public sector innovation, risk management and control <http://www.ccaf-fcvi.com/english/research/irc/index.html>

agreed that a “Code of Conduct” for political staff is needed. We asked whether political staff “impede communications” between senior officials and the elected leader: 42% of DMs and CAOs disagreed/strongly disagreed.

IPAC’s Executive Brief, *“Working with Political Staff at Queen’s Park: Trends, Outlooks and Opportunities,”* by Patrice Dutil (June 2006) addressed the experiences of former Ministerial Staff and DMs in a roundtable discussion. Participants suggested better recruitment, training and orientation for political staff, including a possible “Code of Conduct.”<sup>13</sup>

Deputies have described their role as a buffer or interface between political staff and their ministry. They support the training of ministers’ staff, which are often young and inexperienced. However, since ministers’ political assistants often have hectic schedules and are only in the job one or two years, training opportunities are minimal. The deputies thought that good working relationships with the chief of staff, executive assistant and communications director were essential: together their common goal was to help the minister succeed. Deputies recognized the special skills that political staff use to read the political climate, get involved in “off line” decisions and get things done. Their partisan perspective was a complement to considered policy advice.

### Management Issues

DMs, CAOs and members agreed about most key management issues, but ranked them in different orders.

In 2009 the top five management issues for DMs and CAOs were clearly:

- Leadership
- HR/Talent Management
- Project Management
- Program and Policy Evaluation
- Publicly-Engaged Policy Development

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<sup>13</sup> See IPAC Executive Brief [http://www.ipac.ca/Executive\\_Briefs\\_PolStaff](http://www.ipac.ca/Executive_Briefs_PolStaff)

Horizontal/collaborative management, communications, marketing and issues management, policy and program implementation, and stakeholder management were also important issues.

The top management issue for members, by far, was clearly:

- Leadership

This was followed by:

- HR/Talent Management
- Program and Policy Evaluation
- Program and Policy Implementation
- Horizontal/Collaborative Management

Project management, publically engaged policy development, communications, marketing and issues management and stakeholder management were also rated as important issues.

For 2010, DMs and CAOs would focus, first and foremost, on:

- Leadership
- Performance Management
- HR and Talent Management
- Governance

Other studies, such as the KPMG study of CEOs, mention many of these management issues and concerns, and whether staff can lead effectively, manage major, complex projects across diverse cultures, and effectively bring together diverse teams of talented people.

Under increasing public and political scrutiny, the Deputies and CAOs' leadership for results is in full view. They are acutely aware that they may be quoted on the front page of the newspaper or in a media scrum, held responsible by the Public Accounts Committee or Municipal Council, or admonished by the Auditor General. There is a heightened awareness of good leadership as well as the performance measurement and accountability and governance tools for results. Innovation, transitions, ethics and values are ranked as about half as important. But innovation is key to progress, greater efficiencies and in attracting and retaining motivated, creative and productive staff.

### Who did we survey?

The 2009 survey was sent to more than 400 DMs and CAOs across Canada, and there were 137 responses. Three-quarters of the respondents were over 50 years old and 56% were men; 31% had been a DM/CAO for more than 5 years (down from 42% in 2007); 63% had been in public administration for more than 20 years. Since 2007, the DM/CAO cadre is getting slightly younger, has somewhat less experience and is slightly more gender-balanced.

In 2009, the survey was sent to 3,000 IPAC members, with 390 respondents, equaling about 13% of the practitioner membership base. This group was younger (50% were over 50), had many more female respondents (55%) and less experience in public administration (47% more than 20 years).

### Next Steps

Surveying the DMs and CAOs every two years is an IPAC tradition. However, these busy executives are hard-pressed to allocate more than 12 minutes to this snapshot of their concerns and priorities (this may have been a factor in the 28 % response rate). IPAC will maintain this survey and supplement it with brief, targeted surveys, interviews, and focus groups, to get beyond the quick hits and headlines.

## **IPAC's 2009 Survey of DMs / CAOs / Members: Questions**

### **Section A: Public Service in Canada**

*Canadians are exposed to public servants from all orders of government, and they appreciate public services. However, the public's confidence in the civil service may have eroded; young people may not be drawn to public-sector careers. Focus on accountability has increased as citizens, media and politicians demand better results from the public sector.*

1. The public respects and trusts civil servants, and feels they have integrity.
2. I would encourage a young person to pursue a career in the public service.
3. The public sector in the next decade will be very different from today. Please rate these emerging Public policy areas of concern.
  - a) Economic situation
  - b) Environment
  - c) Demographics
  - d) Science and Technology
  - e) Globalisation (trade, health concerns)
  - f) Health Care
  - g) Education
4. Your public organization will also be very different from today. Please rate these areas of concern.
  - a. Human Resources
  - b. Fiscal Capacity and Cost Controls
  - c. Role of Government
  - d. Economic Stimulus Packages
  - e. New technologies
  - f. Citizen engagement /Collaborative Governance
  - g. Attitudes & Values
  - h. Confidence in Public Institutions
5. Please add comments about other areas of concern, especially within your own jurisdiction.

### **Section B: Organizational Effectiveness**

*An organization's effectiveness is a product of many factors: adequate resources, a clear mandate, committed, skilled and motivated staff, as well as a culture that promotes creativity and innovation. Optimizing and improving*

*organizational effectiveness also requires leadership, training and an awareness of accountability for results.*

1. My organization engages staff at all levels to increase the organization's effectiveness and commitment.
2. My working level staff and mid-level managers would also agree that our organization engages staff at all levels to increase the organization's effectiveness and commitment.
3. Training for managers includes staff engagement and motivation.
4. Senior staff and managers understand the balance between innovation and risk.
5. Staff at all levels is focused on avoiding mistakes, rather than on outcomes and performance.
6. My organization is values-based.
7. My organization is rules-based.

### **Section C: Performance Measurement, Accountability and Innovation & Risk**

*Performance Measurement and Accountability are the cornerstones of effective management and decision-making. PM&A frameworks can be used to ensure the alignment individual objectives to the organization's objectives, which in turn are aligned with the strategic objectives of the government as a whole. As well, finding the right balance between risk and control is required to achieve innovation, creativity and the achievement of the organization's objectives and mission.*

1. People in my organization use good risk management as a part of decision-making processes, evaluations and all other activities.
2. Staff who are associated with failed projects are not held-back by my organization.
3. My organization supports staff to work horizontally across different areas, with other jurisdictions, organizations (NGOs) and stakeholders.
4. My organization works through a hybrid approach to public service using agencies, boards and commissions. Our accountability frameworks, roles and responsibilities are clear.

5. Accountability frameworks and performance measurements take into account the corporate cultures of these partners and simplify the compliance process.
6. Performance Measures are used to make decisions by senior staff.
7. Performance Measures are part of all performance contracts. We are all accountable for achieving the best results for citizens.

**Section D: Civil Service and Political Staff**

*Political staff and civil servants interact constantly, but have separate spheres of influence, action and roles in government.*

1. Political staff clearly understands their role and that of the civil service.
2. Political staff would benefit from training to better understand their role and that of the civil service.
3. Political staff in my jurisdiction need a “Code of Conduct” that would clearly outline their role.
4. Political staff impede communications between senior civil servants and elected leaders

**Section E: IPAC – Skills**

1. The following is a list of management skills. Please check the ones that are of concern in your organization:
 

|  |     |    |
|--|-----|----|
| a. Publicly engaged policy development             | Yes | No |
| b. Project Management                              | Yes | No |
| c. Horizontal/Collaborative Management             | Yes | No |
| d. Contracts: writing specifications and managing  | Yes | No |
| e. Procurement Management                          | Yes | No |
| f. Infrastructure & Asset management               | Yes | No |
| g. Managing large IT projects                      | Yes | No |
| h. Program design & development                    | Yes | No |
| i. Communications, marketing and issues management | Yes | No |
| j. Financial Management & analysis                 | Yes | No |
| k. Econometric analysis                            | Yes | No |
| l. Policy & program implementation                 | Yes | No |
| m. Program & Policy evaluation                     | Yes | No |
| n. Stakeholder Management                          | Yes | No |
| o. Leadership                                      | Yes | No |
| p. HR/Talent management                            | Yes | No |