

Impact SASK

SPRING 2011 - TANSLEY LECTURE APRIL

THE TANSLEY LECTURE

MESSAGE FROM THE PRESIDENT

This issue of Impact is devoted to the Tansley lecture, which will be held on Tuesday, April 19th at the Regina Inn at 5:00 p.m. and featuring Mel Cappe.

The Tansley Lecture was established as a tribute to Donald Tansley, a contemporary and colleague of Al Johnson and Tommy Shoyama. Their achievements and those of many Saskatchewan public servants went beyond personal distinction to create a legacy of exceptional professionalism in public administration. They belong to that group who earned the label “The Greatest Generation”, not only for their national service in wartime, but for their subsequent work creating the civil society of which we are the beneficiaries. Perhaps forged by their observation and experience of loss and suffering through the Great Depression and World War II, they sought not just personal success, but to create a better world. The contrast between the failure of governments to alleviate the harms caused by economic collapse with the almost immediate return to full employment in response to the demands of war left a lasting impression on those growing up in the Prairies. Many of those young adults gained their first full employment in

national service, including Donald Tansley who served overseas with the Regina Rifle Regiment. Some, like Tansley, went on to devote their working lives to public service. Tansley became recognized as an exceptional administrator. His contributions crossed over jurisdictions, including as one of the architects of medicare in Saskatchewan, fighting inflation with the federal government and planning for the future of the International Red Cross.

Some gifted public administrators left Saskatchewan after a change in government in 1964. Saskatchewan’s loss was more than off-set by the gain to other public services. Donald Tansley, for example, first moved to New Brunswick, where he helped transform its provincial public administration to a modern, professional model, before moving to Ottawa where he joined Johnson and Shoyama in the federal service. Their influence in Ottawa earned them the affectionate label “Saskatchewan Mafia”. Their legacy of achievement in public administration and professionalism in public service remains a continuing inspiration for Saskatchewan public servants. The Tansley Lecture reminds us of that legacy and the continuing challenge to provide effective and professional public administration.

-Neil Robertson, Q.C.

IPAC Newsletter – Mel Cappe Q &A Interviewed by Tyson Martin



For more than five years, Mel Cappe has been the President of the well-respected Institute for Research on Public Policy (IRPP). Prior to joining IRPP, Mr. Cappe had a long and distinguished career in the federal public service. He served as High Commissioner for Canada to the United Kingdom, Clerk of the Privy Council, Deputy Secretary to the Treasury Board and Deputy Minister to several key departments. Mr. Cappe shared his insights with ImPAcT on a wide range of topics including public

sector leadership and to risk management.

Why did you choose a career in the Canadian public service?

I always wanted to be an ear whisperer to decision makers. I ultimately became the Chief Ear Whisperer in the Government of Canada. It came from reading in 1967 John Kenneth Galbraith's *The New Industrial State* and the jacket cover talked about him as advisor to President Kennedy. But coming out of Graduate School, I actually wanted to be an academic. I got a few mediocre job offers and thought I'd go to Ottawa for a year and do better the following year. I negotiated a one year deal but found that the people I worked with and the issues I worked on were all fascinating. So, I spent over 30 years of my one year deal in the federal public service.

How have you evolved as a leader over your career? What are the greatest lessons you've learned as a leader?

Good leaders need good followers. I learned early on that I could make my boss look good and I needed to rely on people to help make me be successful. This is not just about delegation, although it is about that. It is also about compassion, emotional intelligence and caring. And at the end of the day, it is about talking about values, ethics and the public

IMPACT SASK

interest. Sharing a sense of purpose is crucial to be followed. And walking the talk is unambiguously essential. Your behavior is far more important than your talk. But your talk is still crucial.

What has been one of your greatest accomplishments during your career?

The greatest challenge was handling the impact of 9/11 on domestic security, on Canadian/American relations, on Canada in the world. The greatest accomplishment came from fearing being the Y2K Clerk. I had visions of Canadians freezing in the dark. But as you know, it didn't happen. I take full credit for that.

Do you have any disappointments?

Of course. There are lots, but none very great. I knew and served seven Prime Ministers and represented Canada in the UK. They were greatly satisfying and rewarding opportunities.

At one point, I was persona non grata with a Minister's Office and I wanted to go and work on the Canada/US Free Trade Negotiations but Simon Reisman wouldn't hire me. I brought this to his attention years later after I became Clerk and he told me it must have been one of his two career errors. He wouldn't tell me the other one.

When choosing a leader for a senior position in the public service, what are some of the qualities and characteristics you look for?

Back to that sympathetic character I described for a good leader. Compassion, caring and good HR management. But you have to distinguish what you bring to the job and what you will learn on the job. I look for smarts. Smarts will get you so far, but the emotional intelligence I mentioned will make you a great leader. You can learn lots of "things" on the job. But you learn skills and talents in growing up and at school.

Qualities of good leaders are often discussed. What are the worst faults a leader can have?

Worst fault for a leader is to think he or she is the smartest person in the room. That shows the lack of that emotional intelligence I spoke of. They may be, but listening and being open to others' good ideas is crucial.

What advice would you give public servants aspiring to progress into more senior roles? What pitfalls would you identify?

Listen, learn, find a good mentor. Biggest pitfall is to be so ambitious that you are always on the make and not trying to do your job and do it well.

How do you align individuals' expectations with the organization's strategy?

IMPACT SASK

Talk, talk, talk. Communications is a crucial element of leadership. Talking about the soft talents of ethical behavior and about focusing on the organizations objectives will help align your staff with the organization.

Did you have any mentors? If so, what have you learned from them?

I did. I had at least three people to whom I turned at various stages in my career. Each was a leader with a different balance of talents. But in each case, they were open to ideas, helpful in listening, and offered sage advice. Each was crucial to my own maturation and sophistication.

Do you enjoy taking risks? Talk about a risk you've taken in your leadership positions.

Not particularly. I remember once at my first ADM Forum (as we used to call them), the then Clerk was castigating us for not taking enough risks. "Go out there and take more risks" he said. I was about to go on an airplane to the west and I thought I just hope the Assistant Deputy Minister responsible for air safety waits a few days until I get home. I quickly developed a sense of "know what risks to take". I would rather say, go out there and be creative and innovative. But manage the risks. I often ask public servants "When was the last time your boss said to you 'Nice try. Too bad it didn't work.'" Being forgiving of failures is a necessary part of being a leader. I

think it is much more important to be encouraging of the "optimal amount of risk taking" rather than telling people to take more risks.

Are there personal and/or professional costs to being a leader? If so, explain.

Sure there are. And they are mostly personal. But they are manageable. When my family was young and I was taking on more and more responsibility I made a point of being home whenever I could to have dinner with my family. Then I would work after the kids went to bed. But I used to return from vacations to attend important meetings. As I got older and more mature, I realized that my personal mental health was more important to my taking good decisions than actually being at the meeting. No one's tombstone says: "I wish I'd spent more time at work".

Recognition is an important factor in job satisfaction. What is the best recognition you've ever received?

It is interesting. I have received lots of recognition from the good bosses I had, but almost always quietly and personally. I remember, shortly after I joined the Treasury Board in 1975 I was working late on a Saturday on a paper and my boss (one of those three mentors I spoke of) came in by happenstance. Said wait a minute and went out and bought me a milkshake. That was one of the most touching recognitions because

IMPACT SASK

it was personal. And obviously, it stayed with me and was one of those formative events in my leadership development. But the most satisfying of recognitions came when I left HRDC and the staff put on a series of skits and send ups. The warmth was the most satisfying recognition I had received.

Did you have a strong notion of what your priorities were when you began your leadership position with the IRPP in 2006?

Yes. I took my time to develop them, but they were in my first strategic plan to the Board of Directors. We had a reputation for doing first class peer reviewed research. But I set as my number one priority to plug the research into decision makers. Secondly, we had no trouble getting the most distinguished scholars in Canada to write for us, but young scholars worried too much about tenure. So, I set as my second objective to reach out to not-the-usual suspects. I just reprised these for my Board when I submitted my final President's report to the Board.

How has leadership in the Canadian public service changed in the last 10 years?

The issues have become much more complex. They were tough in the good old days, but they are unequivocally more complicated now. Minority government requires a more strategic focus of public service leaders because

politicians cannot. The satisfaction from getting things done is less immediate. The fact that Ministers regularly hide behind their officials now with makes the job of public service leaders that much more complicated.

How do you think the Canadian Public Service will evolve over the next 25 years?

A part of me sees the evolution of the Canadian public service towards more like the US. For a Westminster parliamentary democracy that is not a good thing. But a part of me sees it going back to the future. Over the years, Saskatchewan has played an important role in showing the value of a professional, non-partisan public service (through people like Don Tansley, Tommy Shoyama and Al Johnson, all of whom I knew). These principles are coming back into vogue in the UK and I believe the lessons of the past few years in Canada will be learned by future governments regardless of the political stripe. And we may well see a regeneration of the analytic, evidentiary and advisory role of the public service. It has always been there and used to have a privileged position. It no longer does. I think it may well return.

Mel Cappe will be the key note speaker for the 2011 Tansley Lecture: Analysis and Evidence for Good Public Policy. The Tansley Lecture will be held April 19, 2011. For more information, visit the Johnson-Shoyama Graduate School of Public Policy website at <http://www.schoolofpublicpolicy.sk.ca..>

Emergence of Evidence-Based Policy

By Jim Marshall

It has always been a part of our culture: just look at the many antiquated adages – “look before you leap”; “measure twice and cut once”; “act in haste and repent at your leisure”. We have been advised to give consideration to our actions before we take them because actions have consequences, good and bad, and will ultimately be judged on those, not the intent of the actions.

Despite these bits of sage advice, we seem surprised to learn that it is also true that government policies will be judged on whether they are effective in achieving results – not just random acts of policy.

But have conditions really changed and, if so, why and what does it mean for policy and decision makers in government?

There are a number of important developments which would suggest there is a basis for the emergence of evidence-based policy development and for a broadening public acceptance of it.

An immense public thirst for empirical analysis in the social sciences has recently emerged. The popularity of the works of Steven D. Levitt (*Freakonomics* and *Superfreakonomics*), Tim Harford (*The Logic of Life; The Undercover Economist: Exposing Why The Rich Are Rich, The Poor Are Poor-- and Why You Can Never Buy A Decent Used Car!*; and *Dear Undercover Economist:*

Priceless Advice On Money, Work, Sex, Kids, And Life's Other Challenges) and Richard Thaler (*Nudge: Improving Decisions about Health, Wealth and Happiness*) indicate a growing public awareness that many of our social issues have direct causes that can be readily identified and studied and that many of the solutions to those problems are to be found in something we can understand, even if we had not thought of it on our own.

These publications have questioned conventional wisdom by examining common problems and offering rational, easily understood policy solutions which people can accept as having a probability of success.

There have also been great strides made in socio-metrics with the availability and increased accessibility of many databases. For example, Statistics Canada maintains and publishes data on a wide range of activities and social behaviour from involvement in culture and leisure activities, crime and justice statistics, household spending patterns and activities to self-evaluation of quality of life (in the Community Health Survey).

Changes to access to information legislation and/or refined interpretations of that legislation (especially in the U.S.) have

IMPACT SASK

made more government-held data available to researchers, including data on facility or program usages and client or user characteristics. Some other data such as the Saskatchewan government's data on health care and prescription drug usage are now available commercially for epidemiological studies in the health field.

These conditions have led to the emergence of three critical conditions supporting evidence-based approaches to policy development and public decision-making.

First, the availability of data has attracted curious, rigorous, scientific analysis of social conditions and, logically, their causes and effects. Put simply, there has been a lot more research on "what people do", "why they do it" and "what the consequences are of them doing it".

Second, improved public policy efforts and more rigorous approaches to the development, implementation and monitoring of public policy initiatives has supported a better understanding of effective means of achieving desirable public policy outcomes. Simply, the emergence of a *bona fide* profession of public servant has led to a better understanding of "how to get people to do things you want them to do".

Third, the public is better educated than before, has higher expectations of all services offered to them, including government services, and is better prepared than ever to consider alternatives to conventional wisdom if there is a reason

to believe they will deliver better results, but they will expect to results to be achieved.

It is no longer acceptable to take action for the sake of taking action – the emphasis must be on taking effective action and showing results directly attributable to that action.

This new environment of evidence-based policy will not signal the absolute reign of the expert or surrendering to a technocracy, however.

The public may be prepared to accept that some conventional solutions may not be as effective as alternatives based on research, evidence and experience elsewhere, but they will still have to be convinced and may set high standards for delivery. They may be ready to try new methods if there is reason they will be more effective in achieving results, but they will expect results to be achieved.

So, the new era of evidence-based policy can be a positive development for all but, public decision-makers and public policy practitioners will be under increasing pressure to provide rational support for new approaches and reasonable expectations *a priori* and concrete evidence of success *ex post*.

We had better measure twice and cut once.



IPAC NEWS AND ANNOUNCEMENTS

IPAC Saskatchewan hosted the Deputy Governor of the Bank of Canada, John D. Murray, who gave a presentation entitled "*Commodity Prices and a Changing Global Economy*" on Thursday, February 10, 2011.

This luncheon event was attended by over 80 representatives from various sectors including government, banking, mining and resources and post-secondary education.



Bank of Canada Deputy Governor John Murray

JOHNSON-SHOYAMA/IPAC INTERVIEW SKILLS WORKSHOP

IPAC Saskatchewan was pleased to partner with the Johnson-Shoyama Graduate School of

Public Policy in planning and participating in workshops on how to find and interview for jobs in government. The workshops, designed for Johnson-Shoyama students, were held in Saskatoon on 11 February and Regina on 16 February 2011. About thirty students attended each session.

The workshops had three sessions. The first session covered the application process, with speakers from federal, provincial and municipal human resource departments. The second session provided a management perspective on the interview process, with tips for applicants. The third session provided advice from people who had more recently been through the application process and succeeded in finding employment in the public service. Students attending these seminars were asked to complete a survey and the results were positive.



Neil Robertson leads a session on interview skills.

IPAC Saskatchewan hosted *Keeping Us Accountable - The Role of Independent Legislative Officers* on March 2, 2011.

The Saskatchewan Regional Group of the Institute of Public Administration of Canada hosted a full day seminar on March 2, at the

Hotel Saskatchewan. This seminar reviewed and examined the role of Independent Legislative Officers who review the actions of the public service. Over 60 people attended the seminar.

Speakers included:

- **Ken Ring, QC** - Parliamentary Counsel and Law Clerk
- **Kevin Fenwick, QC** – Provincial Ombudsman
- **Gary Dickson, QC** – Saskatchewan Information and Privacy Commissioner
- **Bob Pringle** - Children’s Advocate
- **Judy Ferguson**, Deputy Provincial Auditor
- **Ken Rasumussen**, Associate Dean, Johnson-Shoyama Graduate School of Public Policy
- **Dan Perrins** Senior Fellow and Director of Johnson-Shoyama Outreach



Neil Robertson moderates a discussion Panel of independent officers.

IPAC 2011 AGM – MAY 31, 2011

Mr. Clyde MacLellan, Deputy-Auditor General of Canada, will speak to the audience at 4:00 p.m.

Clyde MacLellan was appointed as an Assistant Auditor General in 2008. He is responsible for a portfolio of Crown corporations that includes Atomic Energy of Canada Limited, the Canada Deposit Insurance Corporation, the Canada Mortgage and Housing Corporation, the Canadian Nuclear Safety Commission, Export Development Canada, Farm Credit Canada, the

Public Sector Pension Investment Board, and the Standards Council of Canada. He is also responsible for the financial audits of all of the agents of Parliament and the Public Service Commission.

Prior to his appointment, Mr. MacLellan was the Principal responsible for the financial audits of several Crown corporations and agencies as well as the summary financial statements of the Government of Canada’s principal pension plans (Public Sector Pension Plan, Canadian Forces Pension Plan, and RCMP Pension Plan), along with performance audits related to financial management and control matters within the Government of Canada.

Refreshments will be served. All IPAC members and friends are invited to this event, but only paid up IPAC members may vote during the AGM. Space is limited.

Call For Nominations: Lieutenant Governor’s Gold Medal Award

Do you have a colleague who exemplifies distinctive leadership and has demonstrated exceptional achievement in public administration in Saskatchewan? Please consider submitting a nomination to the Saskatchewan Regional Group of IPAC for the Lieutenant Governor’s Gold Medal Award.

The Lieutenant Governor of Saskatchewan will present this award in September 2011 during a ceremony at Government House. Previous recipients of this award include meritorious public servants from all levels of government and a variety of fields of interest and public sector specialization across Saskatchewan.

Call For Nominations: Promising New Professional Award

The Promising New Professional Award recognizes individuals or teams of individuals new to the public service (less than five years in public service) who demonstrate:

- * leadership potential within the public service;
- * the ideals and values of public administration; and

* the ability and potential for continual improvement and advancing the work of public administration and public servants in Saskatchewan.

The Saskatchewan Regional Group of IPAC encourages you to consider nominating a deserving professional in your office for the Promising New Professional Award.

The Lieutenant Governor of Saskatchewan will present this award in September 2011 during a ceremony at Government House.

The deadline for nominations is **June 30, 2011**. For more information and nomination forms, please contact:

IPAC-SK Awards

c/o Doris Morrow

Ministry of Agriculture

Room 226, 3085 Albert Street

Regina SK S4S 0B1

e-mail: doris.morrow@gov.sk.ca

Nomination packages are also available on our website:

<http://www.ipac.ca/Saskatchewan/Awards>

Upcoming JSGS Events

April 19, 2011

2011 Tansley Lecture

*Analysis and Evidence for Good Public Policy:
The Demand and Supply Equation*

Presented by **Mel Cappe**

President and Chief Executive Officer,
Institute for Research on Public Policy

Named in honour of Donald D. Tansley and his remarkable career as a senior civil servant in Canada, the annual Tansley Lecture highlights the various organizational approaches which have been used to implement innovative and often contentious policy decisions by governments. Each lecturer is selected on the basis of knowledge of, or experience with, using or adapting the machinery of government or the non-profit sector to achieve an ambitious policy objective or better serve the public interest. At times, this requires a major restructuring of government and its agencies or a reorientation of the public sector relative to other sectors in society

May 19, 2011 (Regina)

May 25, 2011 (Saskatoon)

JSGS Lecture Series

Title TBD

Presented by **Jeremy Morgan**

Diefenbaker Policy Fellow, Johnson-Shoyama
Graduate School of Public Policy

To view our upcoming events or to learn more about our outreach activities, visit our website at www.schoolofpublicpolicy.sk.ca.



IPAC President Neil Robertson and the
Independent Officers of the Legislature

▶▶ 2011 TANSLEY LECTURE

Analysis and Evidence for Good Public Policy: The Demand and Supply Equation

Presented by **Mel Cappe**, President and Chief Executive Officer, Institute for Research on Public Policy;
Former Clerk of the Privy Council, Government of Canada



A prerequisite for effective public policy is good analysis and evidence. This year's Tansley Lecture will examine how both the demand and the supply of policy analysis and evidence has shifted over recent decades. In some governments, the demand for analysis and evidence by Ministers and decision-makers appears to have declined. On the supply side, NGOs, think tanks, academia, and interest groups increasingly fill a space once provided by the public service. In addition, the increasingly rapid news cycle emphasizes short-term crisis management, often crowding out longer-term problem solving and policy formulation. Yet, the increasing complexity of public policy challenges suggests that analysis and evidence should play a larger, not a smaller, role in forging better public policy. The question is how best to work with such realities while providing more evidence-based and thoughtful policy options for decision-makers in the future.

We are pleased to announce that the 2011 Tansley Lecture will feature the first annual JSGS Policy Research Poster Presentation. During the cocktail hour, students will present posters summarizing their research activities, with opportunity for extended discussion and engagement. Please join us for the inaugural poster presentation to learn more about our students and their innovative policy research.

Tuesday, April 19, 2011

Cannington Room, Regina Inn
1975 Broad Street, Regina, SK

Cocktails: 5 p.m.

Dinner: 6 p.m.

Keynote: 7 p.m.

Tickets & Registration:

Corporate/Group Table*	\$400.00 + GST
Individual	\$50.00 + GST
Student	\$15.00 + GST

*In purchasing a corporate/group table, you will receive 4 seats at a table of 8. The remaining 4 seats will be held for JSGS students.

Registration will be accepted online only and must be received by April 12, 2011. For more information, visit us at www.schoolofpublicpolicy.sk.ca.

IPAC EXECUTIVE BOARD

President

Neil Robertson, Q.C.
Legal Counsel, Regina Police
Service,
1717 Osler Street
Regina, Sk S4P 3W3
nrobertson@police.regina.sk.ca

Vice President & Membership

Jim Engel, Vice President, Sask
Liquor and Gaming Authority
2500 Victoria Avenue
PO Box 5054 S4P 3M3
jengel@slga.gov.sk.ca

Past President & National Representative

Nancy Croll, Executive
Director, Crown Investments
Corporation
400-2400 College Avenue S4P
1C8
ncroll@icorp.sk.ca

Secretary

Heather George, Director,
Public Institutions Liaison
Branch, Ministry of Advanced
Education, Employment and
Immigration
1945 Hamilton Street
Heather.George@gov.sk.ca

Treasurer

Rosemarie Volk, Principal
Provincial Auditor
1500-1920 Broad St.
Regina, SK
volk@auditor.sk.ca

Program Chair

Patrick Cooper, Analyst
Regional Planning &
Support
Saskatchewan Health
3475 Albert Street,
Regina S4S 6X6
pcooper@health.gov.sk.ca

Communications

Alanna Whippler, Sr
Business Advisor
SaskPower
2025 Victoria Avenue S4P
0S1
awhippler@saskpower.com

Awards

Doris Morrow, Manager,
Business Management
Services
Saskatchewan Agriculture
3085 Albert Street S4S 0B1
Doris.Morrow@gov.sk.ca

Director, Municipal

Byron Werry
City Solicitor, City of Regina
10th Floor, City Hall
2476 Victoria Ave
bwerry@regina.ca

Director, Federal

Doug Zolinsky, Director
Policy, Planning & External
Western Economic Diversification
Canada
PO Box 2025, 601-119 4th Ave
Saskatoon, SK S7K 3S7
Doug.Zolinsky@wd-deo.gc.ca

Director, Academic

Jennifer Wallner
Assistant Professor, Johnson-
Shoyama Graduate School of
Public Policy
University of Regina
3737 Wascana Parkway
jennifer.wallner@uregina.ca

Director, Crown/Exec Council

Duane Mombourquette
Executive Director, Access &
Privacy
Saskatchewan Justice
1020 1874 Scarth St
Regina S4P 4B3
Duane.Mombourquette@gov.sk.ca

NON BOARD POSITIONS

New Professionals

Sean McConnachie
Monitoring and Analysis
Saskatchewan Health
Sean.mcconachie@health.gov.sk.ca

Newsletter Editor

Tyson Martin, Health Policy &
Programs Analyst
Ministry of Advanced Education,
Employment & Immigration
1945 Hamilton Street S4P 2C8
Tyson.martin@gov.sk.ca

Newsletter Senior Advisor

Dan Perrins
Executive in Residence and Senior
Policy Fellow, Director of Outreach
& Training
Johnson Shoyama Graduate School
of Public Policy
dan.perrins@uregina.ca

ACKNOWLEDGEMENTS

The following individuals were
instrumental for this newsletter:

- Elizabeth Fix, Dan
Perrins, Jen Simon and
Tyson Martin

IPAC thanks all contributors to
this issue.

Please send comments or suggestions to:
Alanna Whippler, Communications Chair
awhippler@saskpower.com
566-3140

