



IPAC's 2007 Survey of DMs and CAOs: 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 and 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) Environment
 - b) Demographics
 - c) Science and Technology
 - d) Attitudes and Values
 - e) Economic Globalisation
 - f) Confidence in Public Institutions
 - g) Health Care
 - h) Education
4. Your public organization will also be very different from today. Please rate these areas of concern.
 - a. Fiscal Capacity
 - b. Labour force
 - c. New technologies
 - d. Citizen engagement /Collaborative Governance
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