



Leadership and Organizational Performance

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Governing for Performance in the Public Sector

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Overview

- ◆ Achieving results for Canadians
- ◆ Making the Links - The Performance Management Program
- ◆ Challenges Ahead

Achieving Results for Canadians





Achieving Results for Canadians

- The Government of Canada's mission is to provide the highest possible quality of service to the public. To do this, it is committed to achieving excellence in four management aspects essential to an effective public service:
 - ◆ putting the emphasis on *citizens*
 - ◆ subscribing to a clear set of *public service values*
 - ◆ managing from the viewpoint of *results*
 - ◆ *spending responsibly*



Obtaining results for Canadians

Public service leaders and organizations:

- contribute to Canadians' quality of life
- obtain results, i.e. programs, services and policies that follow up on the government's programs and respond to citizens' expectations
- are dedicated to excellence and respect for values and ethics in the workplace and in serving the Canadian public

Performance Management Program





Performance Management Program

Goals of Performance Management

- to ensure accountability, among leaders and organizations at all levels, for delivering the government 's agenda and public service priorities
- to provide for the objective evaluation of performance
- to measure, reward and encourage strong performance
- to focus on results
- to identify areas of improvement



Performance Management Program

Commitments and Objectives

- Speech from the Throne
 - ◆ establishes the government agenda
 - ◆ sets expectations on results for Canadians

- Corporate Priorities:
 - ◆ based on Speech from the Throne
 - ◆ specific management priorities of the Public Service in delivering the government 's agenda



Performance Management Program

Commitments and Objectives

- Ongoing Commitments:
 - ◆ ongoing expectations of deputy ministers and other senior officials
 - ◆ includes supporting the Minister, departmental performance, demonstrating excellence in leadership, contributing to corporate goals



Performance Management Program Evaluation

Organizational Performance Indicators:

- Parliamentary scrutiny (Auditor General, Public Accounts Committee, Commissioner of Official Languages)
- Public Satisfaction (surveys, polls, media)
- Central Agency Accountability Reports (Audits, Departmental Management Assessments, Employee Surveys,)
- Departmental Accountability Reports (Annual reports, Performance reports)



Performance Management Program Evaluation

Leadership Performance Indicators:

- demonstration of the 14 leadership competencies,
- including behavioural competencies such as demonstration of values and ethics
- 360 degree feedback
- demonstrated involvement in corporate wide initiatives (eg. Deputy Ministerial Committees)
- self evaluation and assessment
- peer review
- ministerial input on achieving results



Performance management program

Rewarding leadership

- Eligibility up to a maximum 25% of salary, depending on the level, paid in lump sum form
- Eligibility for upward progression through pay scale
- Consideration for future assignments/promotions on the strength of proven performance
- Individual determination of training and development

Challenges Ahead





Challenges Ahead

- Assessing the influence of factors outside the control of the individual (shifting priorities, public opinion) on organizational and leadership performance
- Motivating performance to retain strong leaders in public service organizations
- Ability to clearly distinguish between leadership and organizational performance