



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Renewing Canada's Public Service

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Destination 2020



Canada's public service

430,000 federal public servants

3,580,000 provincial / territorial public servants

10 provinces

3 territories (in the north)

* Destination 2020 was developed by the federal government, but provinces are using it!

A few more statistics

Canada's population 36,155,487
4,010,000 public servants (11/1)

Mongolia's population 3,081,677
186,000 public servants (16/1)

Transforming the public service

MONGOLIA

Stability of the public service

Increased accessibility to public servants of training facilities and distant learning

provide conditions (attractive environment?) for qualified and professional public servants

CANADA

Productive

Responsive

Adaptable to change

Right skills to provide government with best advice

Why is change needed?

globalization, complex issues

Technological change

Changing demographics

Growing demand for accountability and the achievement of results

Shifting workforce expectations

*** The culture of the Public Service is undergoing transformation**



Dialogue

Employees :

- care about their job to serve Canada
- want to improve services to Canadians
- Have many new ideas and suggestions

Managers:

- are listening to what employees are saying
- are making changes through immediate actions, as well as medium and long term initiatives

How did dialogue happen?

Large scale; right across all of government

Bottom-up approach (employees offering ideas; managers listening)

Transparent (documents available for public to see)

Discussions held using technology (web tools)

Participation: 110,000 employees, 18,000 tweets, 85 departments

5 priority areas for action

1. Innovative practices and networking
2. Processes and Empowerment
3. Smart Use of Technology
4. People Management
5. Fundamentals of Public Service



Employee suggestions for action:

improved **communication** and collaboration across the public service and with stakeholders

streamlined **processes** (e.g., more access to senior decision makers)

supported use of modern **technology** (social media and web tools)

Better **people management** (performance management and training opportunities)

Attention to values and **ethics; recruitment and retention**



Governments reaction to 5 priority areas

Government has committed to new actions in each of the 5 priority areas

However, Transformation is a process- not a one-time event!

Destination 2020 will be a “living document”

Will discuss Priority 1 as an example

Priority 1

Innovative Practices and Networking

Employee suggestions:

Want their ideas and suggestions heard by management

Make it easier to share information and transfer knowledge

Less hierarchy in government

Take advantage of new technologies to connect and collaborate

Maintain traditional connection methods (face to face)



MERIT

Priority 1

Innovative Practices and Networking

Government Actions:

Annual Innovation award to recognize cost-saving initiatives by employees

Introduction of 2 web platforms to “crowdsource” new ideas

Use of social media to gather feedback from stakeholders on policy issues

“One business-one number” to make it easier for the community to get government information

Creation of “Dragon-Dens” to help employees brainstorm about policy and operational challenges

Creation of “Tiger Teams” to implement new ideas



Priority 1

Innovative Practices and Networking

2-hour Challenge to work on innovative ideas

Staff work on new ideas

On whatever they want

Where they want

With who they want

How they want

2 hours a week for 4 weeks

** There are parameters and they must demonstrate results...*



Deputies / Managers / Employees

Direction to Deputies (equivalent to State Secretary)

Lead by example

Engage employees on a regular basis

Sustain dialogue with employees in nurturing way

Be accountable to this vision



Deputies / Managers / Employees

Direction to Managers:

Establish a culture where employees will bring their hearts and souls to work, knowing they will be heard

Learn to live outside comfort zone and abandon old management practices

Foster openness by giving employees the space to be creative

Adopt a networking style of leadership (2-way communication)

Support employees in their efforts to create change



Deputies / Managers / Employees

Direction to Employees:

Embrace the role of “agent of change” with positive attitude, open-mind and commitment

Take ownership of the process by taking action

Collaborate with colleagues and contribute to the process

Seize the opportunity that this vision offers!



Recommended Resources

Destination 2020

http://www.clerk.gc.ca/local_grfx/d2020/Destination2020-eng.pdf

My Iceberg is Melting by John Kotter

www.kotterinternational.com/book/our-iceberg-is-melting/

Dr. David Weiss www.weissinternational.ca/leadership-consulting



Discussion

Does this Canadian Experience match some of the challenges of the Mongolian public service?

Which ones?

What are priority areas for the Mongolian public service?



Discussion

Are there other training topics that would be of interest?

Change Management Tools (change has a 70% failure rate)

Mentorship

Leadership

Communication Strategies



Discussion

Are there other training topics that would be of interest to staff?

Work-Life Balance

Management Styles

Personality Styles

Others?????