



LEARN NETWORK SUCCEED

An enterprise-wide commitment to learning

*Canada School of Public Service
2014-2015*

myschool-monecole.gc.ca

New approach to learning in the PS

- ▶ Enterprise-wide commitment to learning: *Destination 2020* May 2014
- ▶ Based on comprehensive evidence-based research:
 - Leading organizations invest in an enterprise-wide, prescriptive and centrally driven approach
 - › Provides competitive edge and contributes to strong culture and employee retention
 - Many national governments are repatriating common training
 - Within PS: limited and uneven access, concerns with quality & control, no corporate standards for managers and executives, duplication in areas of common training, not aligned to priorities
- ▶ Training and development raised in 77 percent of departmental Blueprint 2020 interim reports to the Clerk



What it means:

- ▶ **For employees:**
 - Increased access (in both official languages), more content, more self-serve and on-the-job learning aids
 - Breaking down learning silos between departments and communities
 - Career-long learning with focus on key transitions
- ▶ **For departments/agencies:**
 - training strategically planned and linked to talent and performance management
 - better tracking of investments and outcomes
- ▶ **For the enterprise:**
 - training linked to priorities
 - reduced duplication
 - increased standardization
 - lower costs
 - less travel
 - economies of scale

"Departments, agencies and the School will work together on an ongoing basis to meet this commitment to learning – together they will set enterprise-wide learning priorities, taking into consideration the needs identified in performance and talent management exercises."

Destination 2020

"Training is obviously a key tool for developing the kind of culture aimed for in Blueprint 2020. This means aligning the learning agenda with the values and strategic direction of the Public Service as a whole. [...]"

PM's Advisory Cttee on the Public Service March 2014

A change to who, why and how we train

From:

Curriculum: something for everyone

Contracted instruction, some faculty

Traditional design/delivery

Overlap and duplication

Blended cost-recovery model

To:

Common and core curriculum – for all employees

“Best of the best” teach

E-learning the default

Duplication eliminated, more outside expertise

Modernized business model

Foundational development. Reaching employees at key career transitions throughout their careers. Programming to drive government priorities and build new capabilities needed to transform the public service.

Top public servant practitioners supplemented by business and academic experts. Leaders teach leaders.

Lever advances in digital training. 24/7 = access year round = increased productivity. Learning ecosystem = online courses, virtual classrooms, crowd learning, social learning, online resources, webcasts, case studies, focus on “how-to.”

CSPS focuses on what is unique to government; the rest delivered by private and education sectors.

Increased accountability—departments identify learners and training needs. Better oversight and control of costs. Reduced administrative burden. Relevant performance measures.

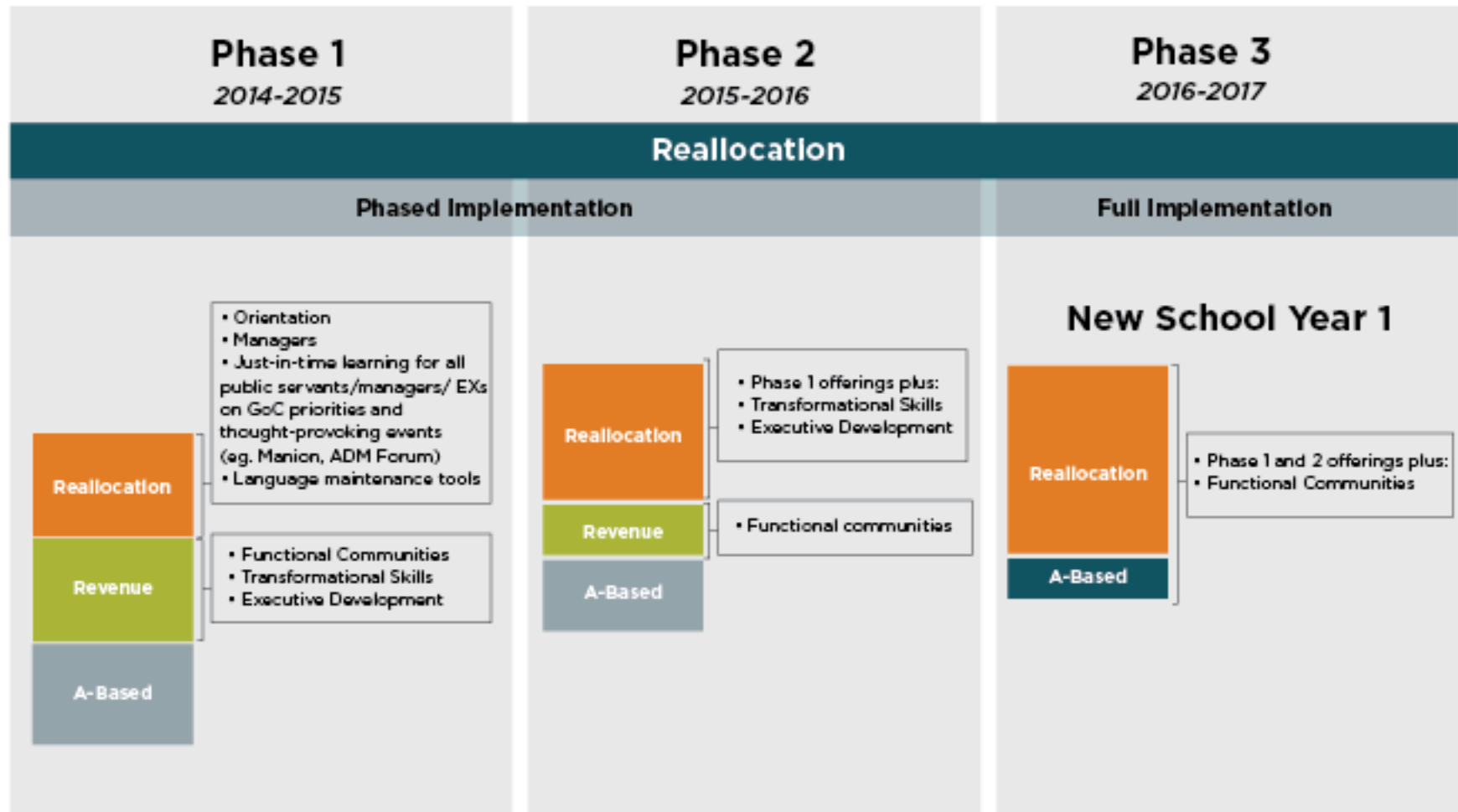


A Common Curriculum for a High-Performing Public Service



myschool-monecole.gc.ca

What does implementation look like?





Orientation to the Public Service: *Available now*

Government of Canada / Gouvernement du Canada

Canada.ca | Services | Departments | Français

Canada School of Public Service

Canada

Pride and Excellence ▾ How Government Works ▾ All topics ▾

Orientation to the Public Service

Training and resources at your fingertips

Get up to speed in your day-to-day work and understand what it means to be a public servant with the courses below as well as other useful resources for you to browse and review at your own pace. **Required courses for new employees are listed below and must be completed within 6 months of joining the public service.**

REQUIRED	FUNDAMENTAL
<ul style="list-style-type: none"> • Values and Ethics Foundations for Employees • Why We Work For 	<ul style="list-style-type: none"> • Recordkeeping for Public Servants • Security Awareness • Occupational Health and Safety • Performance Management for the Government of Canada

PRIDE AND EXCELLENCE IN THE PUBLIC SERVICE

HOW GOVERNMENT WORKS

New Manager Development Program

The screenshot displays the CSPS Learn Network website. At the top, there is a navigation bar with the text "Welcome: Fernando Faria" and links for "About", "Support Centre", and "Français". The CSPS logo is on the left, and a search bar is on the right. Below the navigation bar, there are tabs for "On Demand", "Courses", "Programs", and "Events". The main content area is titled "Managers" and features a large image of a woman in a white business suit talking on a mobile phone. Below the image is the text "New Manager Development Program" and a description: "Designed for new managers identified by their respective organizations. Maecenas sed diam eget risus varius blandit sit amet non magna. Praesent commodo cursus magna, vel scelerisque nisl consectetur." There is a "Learn more" button. To the right, there is a "FEATURED COURSES" section with three course cards: "Canada and the World: Dorec id elit non mi porta gravida at eget metus.", "Leading Strategically: Integer posuere erat a ante venenatis dapibus posuere velit aliquet.", and "Security Awareness: Praesent commodo cursus magna, vel scelerisque nisl consectetur et." There is a "View more courses" button. Below the featured courses, there is an "EXTERNAL RESOURCES" section with three links: "Link 1. Sit Magna Inceptos Sollicitudis", "Link 2. Cursus Nullam Vehicula Aenean", and "Link 3. Inceptos Sollicitudin Vehicula". At the bottom left, there is a "TOPICS" section with a grid of buttons: "Delegated Authorities", "Finance" (which is highlighted with a mouse cursor), "Human Resources", "Information Management", "Managing Operations", and "Language Maintenance".

Changing how we do joint planning

Before

Create Offerings > Create Demand > Capacity Planning

After

Aggregated Demand > Aggregated Supply > Meet Service Standards

Departments support planning and needs identification by:

- Establishing departmental learning priorities and learning strategies
- Linking strategies to talent management exercises
- Identifying learners for mandatory training (annually)

Demand Management

- Information Management
- Client Relations
- Trend Analysis
- Funding Allocation

Supply Management

- Tracking Usage
- Defining Capacity
- Establishing Standards
- Planning Schedules


Increasing National Capacity



Increasing the participation for School offerings to the maximum number of participants can increase capacity by 27%




Adjusting the course calendar to a "flattened" delivery approach could increase capacity by 24%



Optimizing and modifying the available physical School space throughout the calendar year can increase capacity by 37%



An expanded faculty, public service collaborators, and contractors as required will increase overall delivery capacity



A leaner curriculum with less training days per course code could increase capacity by at least 40%

← Increasing capacity in our current infrastructure →

Measuring Performance

- ▶ Meaningful metrics
- ▶ Strong use of Business Analytics/Business Intelligence
- ▶ Assessing impact and outcomes: system-wide and for organizations



***Goal: better integration of Talent Management,
Performance Management and Learning & Development***

Risks & Mitigation

Technological Infrastructure

- working with SSC
- Collaboration with CIOs
- School investments

Procurement

- working with PWGSC to put in place vehicles

External Supply

- Assessing market availability
- Communicating with private sector & academia

Capacity & Readiness

- Departmental allocation/joint planning
- internal (project teams, training, etc.)
- External (client services and outreach)

QA & Buy-In (content)

- Curriculum validation (internal & external governance)
- Measuring & reporting on performance

Working Together: Change & Transformation

- ▶ Major transformation for School, also important culture shift/change agenda for learners, for depts and for the enterprise.
- ▶ Lean planning processes and continuous improvement
- ▶ Strengthened governance and accountability
 - DM advisory cttee & ADM sub-committee
 - Editorial Board
- ▶ Collaboration
 - Depts/agencies, central agencies and the School working together to:
 - > set curriculum standards and offer curriculum that meets needs of the govt
 - > manage demand
 - > report on effectiveness
 - > identify best products from across PS for inclusion in curriculum
- ▶ There will be bumps - let's work together to solve them