

MANAGEMENT: CULTURE:

Elements of the way we manage our affairs also need to be updated if we are to attract and retain the best of the next generation. **We need to reinvigorate our management culture.**

Trust and verify: Our hierarchal structures are intended to avoid mistakes. They do so, by and large. We pay the price of stultifying initiative, stunting self confidence and decoupling accomplishment from gratification.

Rather than relying so heavily on superiors to exercise responsibility on behalf of subordinates, we should rely more on the individual employee's judgement and sense of responsibility. Doing so will enhance both. Lessons will be better learned, the propensity to consult and engage others enhanced. To make such an approach workable, we will have to foster a value system (notions of expected performance, acceptable behaviour, standards of interpersonal relations, levels of risk taking, etc.) that helps individuals guide their own behaviour, rather than relying on the constant reinforcement offered by layers of supervisors.

The resources saved in the process should be transferred to our capacity for evaluation. Enhanced attention to assessment after the fact, drawing conclusions, identifying best practices will contribute to a more flexible, responsible institution congenial to the culture of the workforce we want to attract.

The Inspector General should be mandated and given resources to fulfill a role that builds an active educational component into the audit and evaluation system.

Build Task driven organizations. We appear to be our very best in times of crisis. It is also only then that we take it for granted that **function must dictate form**, and we go into task force mode. Otherwise, every effort is made to contain tasks within existing structures, meaning that too often, a small number of people are over-tasked and the majority are deprived of the opportunity to learn about and contribute to issues beyond their immediate responsibilities. **We should move increasingly to encourage task-driven forms of organization.**

This could be initiated through a **Deputies Reserve Group** to be available for priority tasks (based on the SWAT team model we have established for the Team Canada follow-up). More generally, we should encourage the formation of task groups, involving staff in a way that allows movement across hierarchies. Task groups need not occupy members full time; nor require inflexible commitment. They would give greater opportunities for staff to exercise leadership skills (staff at otherwise junior levels), provide diversity of experience, help cope with pressures that would otherwise overload parts of the institution. They would also provide us with better opportunities to involve OGD's and others with a contribution to make.

Network to be smarter

Our external communications with nodes of expertise in Canada need badly to be upgraded. Maintaining two-way information flows with outside sources of expertise, opinion and