

In her *Fifth Annual Report to the Prime Minister on the Public Service of Canada*, the Clerk of the Privy Council reaffirmed the objectives that the government has adopted over the last few years:

In service delivery, the challenge will be to use information technology to provide Canadians with access to government services on their terms and according to their needs and circumstances. In human resources management, the goal is to become a learning and knowledge-based organization, one able to provide people with the breadth of knowledge and experience necessary to advise or serve in a modern global environment.

Besides the emphasis placed on *la Relève*, the Clerk of the Privy Council established specific objectives for the future:

**A borderless institution**

As issues become more global and more complex, and as citizens and the collective interest become the focus of policy development and service delivery, the work done by public sector employees is changing. To respond to this challenge, the Public Service of Canada must become a borderless institution. This does not mean it has organizations without structure, without legislative frameworks or without accountability. Rather, it is an institution committed to reducing the barriers to the flow of ideas and information within and among public sector organizations.

**A learning organization**

The Public Service of Canada must become a continuous learning organization. It is still far from that goal: it requires a transformation in its people, its attitudes and its leadership. The challenge of becoming a learning organization requires that we go beyond the provision of training and development.

**Effective leadership**

Building an open, borderless, learning organization requires everyone to change ... And it needs leadership. A new approach to management is called for. This approach requires a climate of trust, encourages collaboration, and favours inclusiveness. It recognizes the importance of sharing power in exchange for having everyone gain a greater sense of collective responsibility.