

Task Force on Public Service Values and Ethics

“...consciously held and daily enacted...”



The Federal Public Service, 1995

- ▶ Downsizing – the crisis of the day
- ▶ Clerk's Report to the Prime Minister:
 - *“The traditional contract between federal public servants and the government has been based on a commitment to provide employment security within the Public Service. Changes in recent years have led the government to revisit certain elements of this employment contract...”*

Tait Report Situated

- ▶ Multitude of values sources
 - Values history
 - Departmental values
 - Past crises
- ▶ Rebalancing democratic values/NPM
 - New moral contract – PS, Ministers, Parliament
 - Public confidence/trust in both *institution* and *administration*

Federal Leadership Needs, 1995

- ▶ A 'rudder' needed
 - Values as a leadership tool
 - Structured, shared framework focus on institutional fundamentals:
 1. Institutional guideposts
 - What are the values?
 - How values expressed?
 - Evolution of values
 2. Change management
 - Leading
 - Messaging

A Structured Values Framework

- ▶ Tait insight on ethics regime needs:
 1. Public service code or statement of principles
 2. Department-specific codes to supplement a service-wide code
 3. Counselling and recourse mechanisms for ethical challenges or conflicts
- ▶ *Values and Ethics Code for the Public Service*, September 1, 2003
- ▶ Ethics Commissioner, 2004

Values in Action: A Leader's Application

- ▶ A major organizational downsizing exercise:

Democratic values – protect the merit principle

- Reverse order of merit process
- People values – demonstrating respect
 - Celebration of years of service with families
 - Communications
 - Regular meetings with unions
 - Anonymous employee email site
 - Weekly employee updates
 - Transparency and learning – hired a labour relations specialist who shadowed the ADM throughout the entire process and wrote a case study
 - Employee services

Expression of Values and Ethics is Culturally-specific

...embedded, lived and demonstrated...

UK's 7 Principles of Public Life

- ▶ Independent Committee on Standards in Public Life (independent advisory body to PM on ethical issues/standards in public life)
- ▶ 1995: 7 Principles
 - Selflessness
 - Integrity
 - Objectivity
 - Accountability
 - Openness
 - Honesty
 - Leadership

Ontario, 2005

New government, new opportunity in 2003:

- ▶ Central Agency Review 2005–2006
 - Recommended new PS Act, including values and ethics
- ▶ New *Public Service of Ontario Act*, 2007
 - Ethical responsibilities defined
 - Deputies as ‘Ethics Executives’
 - Public Service Commission (former Civil Service Commission) as a regulatory agency
 - Conflict of Interest Commissioner created
 - Whistleblowing
- ▶ Guide to Public Service Ethics and Conduct:
 - Public trust to focus on service quality
 - Mission to serve public interest & uphold public trust

Public Service of Ontario Act

Purposes:

1. Effective OPS in serving the public, government and Legislature
2. Non-partisan, professional, ethical, competent
3. Roles/responsibilities in OPS administration
4. Framework for OPS leadership and management
5. Rights/duties of public servants re: ethical conduct and political activity
6. Procedures for disclosure/investigation of wrongdoing & protection from reprisals

OPS Ethics and Conduct Guide

Mission: Serve public interest, uphold public trust:

- Support elected government with honest, impartial and objective advice
- Carry out decisions/policies & administer to highest professional standards
- Conduct oneself with integrity
- Responsible stewardship of public resources & information
- Fulfill duties in accordance with law/public service oaths
- Accountable for how roles fulfilled

Ontario: More Focus on Operational Accountability

Principles to Maintain

Public Trust:

- ▶ Ethical behaviour
- ▶ Prudent and lawful use of public resources
- ▶ Value for money
- ▶ Quality service
- ▶ Fairness and equity
- ▶ Openness and transparency

Ontario

Democratic Values:

- ▶ Support both individual and collective ministerial accountability and provide Parliament and Canadians with information on the results of their work.”
- ▶ Honest/impartial
- ▶ Loyally implement

Federal

OPS Values: Service Delivery Culture

▶ *Democratic*



▶ (Contained in mission statement)

▶ Professional

- Competence
- Excellence
- Efficiency
- Objectivity
- Impartiality



- ▶ Fairness
- ▶ Excellence
- ▶ Creativity
- ▶ Collaboration
- ▶ Efficiency
- ▶ Responsiveness

▶ Ethical



▶ Trust

▶ People



▶ Diversity

Federal Code

OPS Guide
Organizational Values

Values Evolve: Ontario Example

- ▶ New Ontario Oath Of Office
 - “I swear (or solemnly affirm) that I will faithfully discharge my duties as a public servant; I will respect the laws of Canada and Ontario, including the recognition and affirmation of the aboriginal and treaty rights of Indigenous peoples in the Constitution; and...”

Ontario Challenge: Broader Public Service

- ▶ Most employment outside OPS – 540 agencies and boards
- ▶ Ornge scandal:
 - Strong new Agencies and Appointments Directive, including governance and accountability principles
 - Health sector mandatory governance learning for all CEOs, board chairs

ANNEX

Some OPS Examples

Clear Limits to OPS Job Security

- ▶ Strong Foundation: “partisan dismissal” distinct from “security of tenure” and distinction between “permanent” and “professional” public service
 - Employment for life not a requirement
- ▶ Ontario legislation: conditions when employees can be dismissed
 1. A shortage of work
 2. A shortage of funds
 3. The elimination of the public servant’s position
 4. A material change in the ministry or Commission public body in which the public servant works

OPS: More Open

Tait: Defined a professional public service:

- A body of knowledge
- Generally unique skills/expertise
- Values/attitudes that characterize the professional PS
- Standards for these
- Mobility in/out if balanced by a strong core

Ontario: Professional OPS but more mobility

- ▶ More specialization, more diverse
 - Competitive GTA labour market
- ▶ 100 day “on-boarding” sessions for incoming executives