



## **Ethical Standards, Culture and Leadership: 'Back to the Future' with the Tait Report**

**May 8, 2018 in the St. Paul's University Amphitheatre, Ottawa**

- 8:45 a.m. Elder opening by John Kelly  
Welcome, announcements (Robert Czerny, Stephen Maguire, co-hosts)
- 9:00 a.m. **Panel 1: *The Tait Vision of Public Sector Ethics: Articulating a Culture***  
**Jim Mitchell, moderator; Ralph Heintzman and Judith Moses, panelists**  
The Tait Report sought to describe the very identity of the public sector, its current needs, challenges, and ambiguities at the end of the 20th century. Did this values based approach capture the reality and the ideals of public sector culture? How well has it stood the test of time?
- 10:15 a.m. **BREAK**
- 10:45 a.m. **Keynote Address by Mary Dawson**  
Mary Gusella, moderator
- 11:45 a.m. **A tribute to John Tait: Scott Serson**
- 12:00 p.m. **LUNCH**
- 1:00 p.m. **Panel 2: *A Legacy of Public Sector and Organizational Ethics***  
**Andrew Hayes, moderator; Ian Bron, Ann Fraser and Andrew Treusch, panelists**  
The Tait Report partially explains the arrival of public sector ethics related leadership responsibilities, codes, dialogue-based ethics awareness

programs, ethics courses for employees, reporting requirements from central agencies, and much more. How much have these initiatives transformed the institution? To what extent has public administration been strengthened by this work? To what extent has it fallen short?

2:30 p.m.

**BREAK**

3:00 p.m.

**Panel 3: *Public Sector Ethics: The Next 20 Years***

**Craig Ervine, moderator; Kent Aitken, Catherine MacQuarrie and Roger Scott-Douglas, panelists**

Changes in technology, Canadian society, and geopolitics are profoundly impacting governance. Which developments pose the greatest challenges for public sector ethics today and tomorrow? Which elements of the Tait legacy should we rethink in order to sustain public trust in the public sector of the future?

4:30 p.m.

**Wrap-up reflections: Mira Knox, Anne Scotton**

4:40 p.m.

**Final remarks: Robert Czerny, Stephen Maguire**

The co-sponsors of this Conference are the Ethics Practitioners' Association of Canada, the Carleton University Centre on Values and Ethics, and the School of Public Ethics. St. Paul University



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*Observations from individuals who helped to create and implement the Tait Report:*

"It pulled together and defined values and ethics in a way that made ethics accessible to all stakeholders: senior management, management, employees, ministers, politicians, and even those on the outside."

"The report underscored the significance of an understanding of 'the good' that is not learned from abstractions but from real life. In this context, real people set expectations for leadership."

"The report was an important element in the healing process following the 1993 government reorganization and downsizing."

"The desire for ethics is like a swinging pendulum. Once ethics programs are in place, people say that you don't need them, they require too much time and money, or we have too much legislation. Then, all of a sudden there are so many scandals. The pendulum itself is the challenge."

***Thank you for participating in 'tête-à-Tait 2018'. Build on it!***



## **Tête à Tait 2018 – Presentation Summaries**

### **Kent Aitken**

Trends in public sector governance are putting pressure on the fundamentals of how governments are supposed to work. Social media, Open Government, digital government, and intersectoral collaboration all come with both potential benefits and challenges for governments. Moreover, the experts in the emerging toolkits and behaviours for governance are not usually the same people as the experts in machinery of government and public service values and ethics. We're exploring territory for which there's no map.

### **Ian Bron**

First, drawing on the experiences of real-life whistleblowers, this presentation will provide a brief summary of what whistleblowing is (and isn't), the typical experience for whistleblowers, and the tactics used in reprisals. It will then examine the theoretical and legal arguments for and against whistleblowing within Canada's Westminster democracy. It will also look at whistleblowing's place in the federal government's ethics regime. Finally, it will summarize the shortcomings of the current regime, how these have manifested in programs, and possible routes to a more effective whistleblowing regime that benefits leaders, the public service, and the public.

### **Mary Dawson**

The Conflict of Interest Act came into force on July 9, 2007, and on that day Mary Dawson became the first Conflict of Interest and Ethics Commissioner under that Act and held that position until her retirement earlier this year. As Commissioner she oversaw the conduct of senior public office holders, including Ministers and ministerial staff. She also administered the Conflict of Interest Code for Members of the House of Commons, which was developed by the members themselves. She will describe how the office of the Commissioner fits in with the other oversight offices, and will present an overview of her role and mandate, her relationship with the House of Commons, the disclosure requirements for those covered by the two regimes, the advisory function, the rules and prohibitions themselves, the complaints process, the role of the media and details of some of her investigations, interpretations, observations and subsequent reports.

## **Ann Fraser**

Ann Fraser will provide a brief overview of the Canadian Food Inspection Agency's Values and Ethics (V&E) Program and will show how the Tait Report very much influenced its design and continues to influence it to this day. She will speak to the challenges of designing and implementing a V&E Program in general and in the government context; the support provided by the federal community of ethics practitioners; and what is considered by the federal community to be 'best practice'.

## **Ralph Heintzman**

*A Strong Foundation: The Tait Report 20 Years On.* Ralph Heintzman will review the origins of the Tait Task Force on Public Service Values and Ethics – the question to which it was an answer – as well as its inductive approach, the problems it examined, some of its major cross-cutting themes, and its recommendations. He will also consider the relevance of the Tait report today, after a decade in which the perspective and priorities have been somewhat different than those of the Tait report.

## **Catherine MacQuarrie**

What does it mean to be a professional public servant in early 21<sup>st</sup> century Canada? Tait said that professionalism implies three things: “a body of knowledge, skills and expertise that those outside the profession are unlikely to possess; a set of values and attitudes that determine the culture of the profession; and a set of standards for both of these”. Amidst disruption and rapidly changing societal norms – including especially, a new awareness of our colonial history and its continuing legacy – how are the core elements of our professionalism being redefined, stretched and challenged, and how should we respond?

## **Judith Moses**

Judith Moses will explore some practicalities of the Tait Report in terms of her federal leadership experience between 1995-2003, in her subsequent central agency reform lead role in the Ontario Public Service and in advising on orientation of heads of arms-length Ontario government agencies in the health sector.

## **Scott Serson**

Scott Serson's tribute to John Tait will mention Tait's commitment to the cause of justice for the First Peoples of this land during the Meech Lake and Charlottetown constitutional processes, including the inherent right of self-government; Tait's request to him and Janet Cochrane to lead the 'honest dialogue' on values and ethics that the Report proposed; and Tait's own example of good values-based, ethical leadership.

## **Andrew Treusch**

Canadian society, politics and the civil service have undergone many changes and face new challenges since the 1996 release of the Tait Report. Treusch will discuss the changing landscape of Canadian values and ethics over his 35 years experience in the Canadian public service. This includes changes in democratic values, people values, and values “old and new”. The conclusion is not that the Tait Report is no longer relevant. Rather, it needs to be renewed and refreshed by each generation to keep pace with contemporary social values. Values and ethics require continual dialogue.



## Tête à Tait 2018 – Biographical Notes

**Kent Aitken** both observes and participates in the changes in government in the modern era. His writing on trends in public sector governance appears in the *Ottawa Citizen*, *Canadian Government Executive Magazine*, *Policy Options*, community blogs such as *Samara Canada* and the *Tamarack Institute*, and especially *cpsrenewal.ca*. He also works with events and communities that bridge the gap between citizens and government, and researches public participation. Kent was selected as the 2016-2017 Prime Ministers of Canada Fellow to research governance in the digital age. He is currently the lead for Outreach and Engagement for the Government of Canada's Open Government team at TBS.

**Ian Bron** has worked in a number of roles: as a naval officer, as an educator, and as Chief, Marine Security Regulations and Principal Program Evaluation Consultant. He himself blew the whistle while in his role in Marine Security, reporting serious mismanagement, unethical conduct and harassment at Transport Canada. He is a director and founding member of *Canadians for Accountability*, a grassroots organization founded to offer support and advice to whistleblowers and to educate the public on whistleblowing. He is also a PhD candidate at Carleton University, studying whistleblowing systems.

**Robert Czerny** has been the president of the Ethics Practitioners' Association of Canada since May 2013. A federal public servant in five departments and agencies from 1973 to 1994, he has also been a management and communications consultant and program evaluator.

**Mary Dawson** was the Conflict of Interest and Ethics Commissioner in Ottawa from July 9, 2007 to January 8, 2018. She administered the *Conflict of Interest Act* for senior public office holders and the *Conflict of Interest Code for Members of the House of Commons*. Prior to this, she had a long and distinguished legal career legal within the Department of Justice, and was Associate Deputy Minister from 1988 to 2005. She drafted many important Acts of Parliament in the early part of her career and then led the Public Law Sector where she provided legal advice to the Government in public law matters, including aboriginal affairs. She played an important role in relation to constitutional matters, including the drafting of the patriation package (*Constitutional Act, 1982*) and all subsequent Constitutional amendments and proposals until her departure, including the Meech Lake Accord and the Charlottetown Accord. Ms. Dawson was made a Queen's Counsel in 1978 and was named to the Order of Canada in 2007.

**Craig Ervine** is a director of EPAC; the Hastings & Prince Edward Public Health Board; the East Central Ontario Training Board; and the Canadian Association for Research on Work and Health. He is Chair of the Board of Directors of Quinte First Credit Union. Craig holds a Bachelor of Arts (Hons.) degree from the University of Waterloo, a Master

of Arts degree (Philosophy) from Queen's University, a Master of Laws degree from Osgoode Hall Law School of York University and a Ph.D. in Health Studies and Gerontology from the University of Waterloo. He works for Canada Post Corporation in the area of rural system development and optimization.

**Ann Fraser** began her career in the Federal Public Service in 1988 as a research scientist studying food-borne pathogens. Her journey to becoming an ethics practitioner began in 2006 when she was asked to develop and implement a Values and Ethics Program for the Canadian Food Inspection Agency (CFIA). She is now the Executive Director of the Values, Integrity and Conflict Resolution Directorate responsible for the CFIA's Values and Ethics, Internal Disclosure, Conflict of Interest and Conflict Resolution Programs. In October 2016 she received the Public Service Award of Excellence for Outstanding Career with special emphasis on her work in Public Sector values and ethics.

**Mary Gusella:** Following a 36 year career in the Public Service of Canada, the last 15 at the Deputy Minister level, Mary Gusella was awarded the Prime Minister's Outstanding Achievement Award, the Public Service's highest award, and is recognized as one of a very few public servants whose experience includes serving as a Deputy Minister, Head of Agency, CEO of a Crown Corporation and Chair of a bi-national Canada-US organization.

**Andrew Hayes** is a graduate of the University of Ottawa Law School, and he has a Masters of Laws (Constitutional Law) from Osgoode Hall Law School. He joined the Legal Services team at the Office of the Auditor General of Canada in 2005. Andrew has led performance audits on the environment and sustainable development. He was the Office's Internal Specialist for Values and Ethics from 2012 to 2017. Prior to joining the OAG, Andrew worked in a large national law firm, with a litigation practice that focused on administrative law and employment law.

**Ralph Heintzman** is a senior fellow in the Graduate School of Public and International Affairs at the University of Ottawa and a senior fellow of Massey College in the University of Toronto. His career spanned the university, research and government worlds. In the Government of Canada, he held senior executive positions in a number of departments, including head of the Office of Public Service Values and Ethics. He was vice-chair of the Task Force on Public Service Values and Ethics (Tait task force). His books and monographs include *From Research to Results: A Decade of Results-Based Service Improvement in Canada*.

**Mira Knox** was born in Ottawa and lived her high school years in Shanghai and Paris. These experiences made Mira conscious of the interconnectedness of the global community and passionate about Canada's place on the world's stage. She did her undergraduate studies in sociology at York University, and completed her Masters degree at Carleton in 2017, also in sociology. For her Masters she studied the use of the image of Syrian toddler Aylan Kurdi in Canadian news media. Mira joined the public service in 2016 in the Defence Ethics Program. Recently she joined Transport Canada's Transformation sector.

**Catherine MacQuarrie** is Deputy Secretary, Federal Engagement, with the Government of the Northwest Territories. In her 24 year career with the Government of Canada, Catherine spent seven of those years responsible for the Office of Values and Ethics at Treasury Board Secretariat where she played a leadership role in the design and implementation of the first Values and Ethics Code for the Public Service and Disclosure of Wrongdoing Legislation, and had the great fortune to work closely with several of the architects of the Tait Report.

**Jim Mitchell:** After several years as a university lecturer, Jim Mitchell worked for the Department of Foreign Affairs (1978-83), then in the Privy Council Office and Treasury Board Secretariat. His final position was as Assistant Secretary to the Cabinet, Machinery of Government (1991-1994), where he was responsible for providing advice to successive Secretaries to the Cabinet and Prime Ministers on matters related to the organization of government, the reform and renewal of the Public Service, and many other issues related to the workings of government in Canada. Subsequently Jim was a founding partner of the policy-consulting firm Sussex Circle (1994-2014) and provided policy and organizational advice in virtually every area of federal responsibility. Jim holds a PhD in philosophy and is associated with the Graduate School of Public and International Affairs (U Ottawa).

**Judith Moses** has had a multifaceted career with the federal and Ontario governments and non-governmental organizations. In addition to her role with the Tait task force, she held senior positions with Agriculture and Agri-food Canada, the Public Service Commission, Training and Development Canada, the Privy Council Office, Human Resources Development Canada and External Affairs. She was a Special Assistant to the Minister of Indian and Northern Affairs. She led a large scale central agency review and implementation strategy in the Ontario Cabinet Office. She continues to consult on governance and institutional transformation issues. A Delaware from the Six Nations Indian Reserve in Ontario, Judith serves on many Boards and committees in the arts, education, community affairs and Indigenous issues. She received the Queen's Diamond Jubilee Award, 2012.

**Anne Scotton** is currently the Regional Director General for Ontario, Indigenous Services Canada, following ten years as the ministry's first Chief Audit and Evaluation Executive. Earlier she played a key role in delivering Japanese-Canadian Redress; was founding Executive Director of the Multiculturalism Secretariat; and worked at the Privy Council Office from 2001 to 2007, in Cabinet Operations, Strategic Operations, Social Development Policy and Intergovernmental Affairs. Her community involvement has included President, Children's Aid Society of Ottawa-Carleton, Trustee and Chair of the Management Committee, Ottawa Board of Education and President of the Glebe Community Association. She serves on the Board of the Glebe Centre, a long-term care facility. Her educational background is Political Science (B.A.) and Canadian Studies (M.A.).

**Roger Scott-Douglas** is Secretary General of the National Research Council of Canada (NRC). He is secretary to the NRC Council and supports the President in the renewal of the NRC. He has also held executive and other positions at Treasury Board Secretariat (including Assistant Secretary, Priorities and Planning), Human Resources Development Canada, the Privy Council Office and Western Economic Diversification. Mr. Scott-Douglas's international experience includes the French government, World Bank missions to Europe, India and the Middle East, and the OECD task force on the Observatory on Public Sector Innovation. He has a Doctorate of Philosophy from the University of Cambridge, England, and is a Commonwealth Scholar.

**Scott Serson** is a retired federal Deputy Minister who spent much of his 30 year career working on policy related to Canada's First Nations. In September 1995, Mr. Serson was appointed Deputy Minister of Indian Affairs and Northern Development. He became President of the Public Service Commission of Canada in July 1999. He led the Commission through a period of human resource modernization. During this time, he was also one of two Champions for Values and Ethics in the Public Service.

**Andrew Treusch** was appointed Commissioner of Revenue and Chief Executive Officer of the Canada Revenue Agency (CRA) in 2012. With over 40,000 employees, the CRA

administers taxes and benefits for federal and provincial governments and is a Top 100 Employer and a recognized leader in online service delivery. Mr. Treusch previously served as an Associate Deputy at Public Works and Government Services and at Environment Canada. He also served as Executive Director of the Competition Policy Review Panel, which produced the 2008 Wilson report "Compete to Win". He retired in June 2016 after 35 years as a federal public servant. Mr. Treusch is married with three children and resides in Ottawa.