

**RELATIONS BETWEEN NATIONAL AND
SUB-NATIONAL GOVERNMENTS FOR ENHANCING
LOCAL CIVIL SERVICE PERFORMANCE:
CANADA'S EXPERIENCE**

OECD SEMINAR
*ENHANCING LOCAL CIVIL SERVICE PERFORMANCE FOR
EFFECTIVE PUBLIC SERVICE DELIVERY*

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The Sharing of Power

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Central (federal) government

- foreign affairs, national defence, employment insurance, Indigenous lands and rights, post office, taxes, money, banking and currency, railways, pipelines, fisheries, national parks, etc.
- shared with the provincial governments: agriculture, immigration, natural resources and energy management

10 provincial and 3 territorial governments

- education, health care, road regulations, administration of justice, direct taxes, hospitals, property and civil rights, prisons, marriage, provincial parks, etc.
- shared with the federal government: agriculture, immigration, natural resources and energy management

Municipal (and regional) governments

- local planning and development, city public transportation, roads, community water systems, city parks, parking, libraries, local police, local land use, fire protection, social welfare, culture, waste management, etc.

Reframing the Issue: From Power Distribution to Citizen-focused Services and Collaboration

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- Back to the basics:
 - Better public services at the centre of civil service (and decentralization) mindset
- Citizens' needs: the organizing principle
 - an array of citizens' needs
 - a series of policies, programs and services to respond to these needs
- Citizen-focused policies and services: a starting point for building capacity
 - Excellence in public services is what citizens expect - no matter who the service designer or provider is (central or sub-national, local government, etc.)
- Key questions:
 - What public services do our fellow citizens need: now and in the future?
 - What is the best way to design and deliver public services in response to these needs?
 - What is the best way to protect citizens' rights and interests?
 - Who is better positioned to develop policies and programs and to deliver services?
 - How to ensure accountability and results?

Network-based Governance

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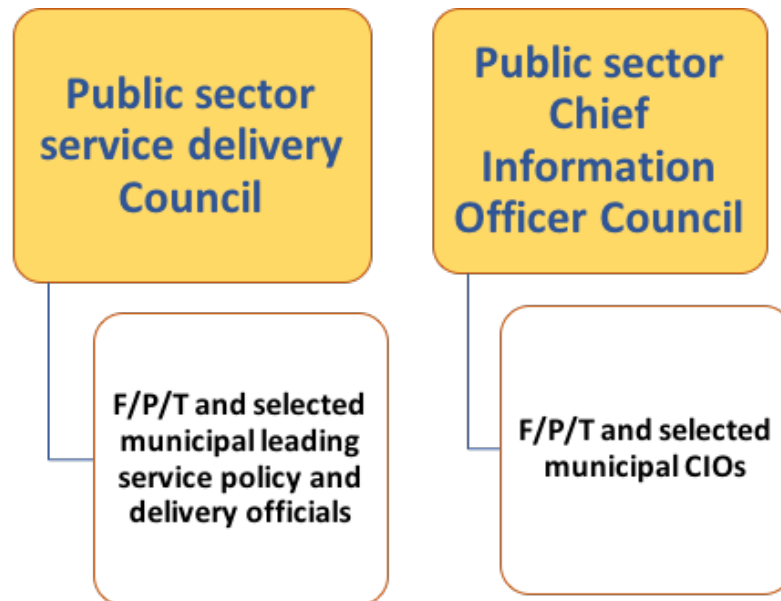
- Changing context and driving forces in public services design and delivery
- Benefits and limits of decentralization
 - ▣ Need for horizontal services in a vertical services world
- Public sector leaders filling in the gaps to build capacity for integrated service delivery
- Creation of inter-jurisdictional councils
- Building high-performing public sector organizations

Interjurisdictional Collaboration in Service Delivery

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□ Key objectives:

- Promote both research and dialogue that contribute to the development of common standards and approaches to integrating services and technology between agencies and levels of government
- Exchange best practices, conduct joint research, and evaluate and pursue opportunities to adopt common practices and collaborate on service delivery
- Mutual learning platforms



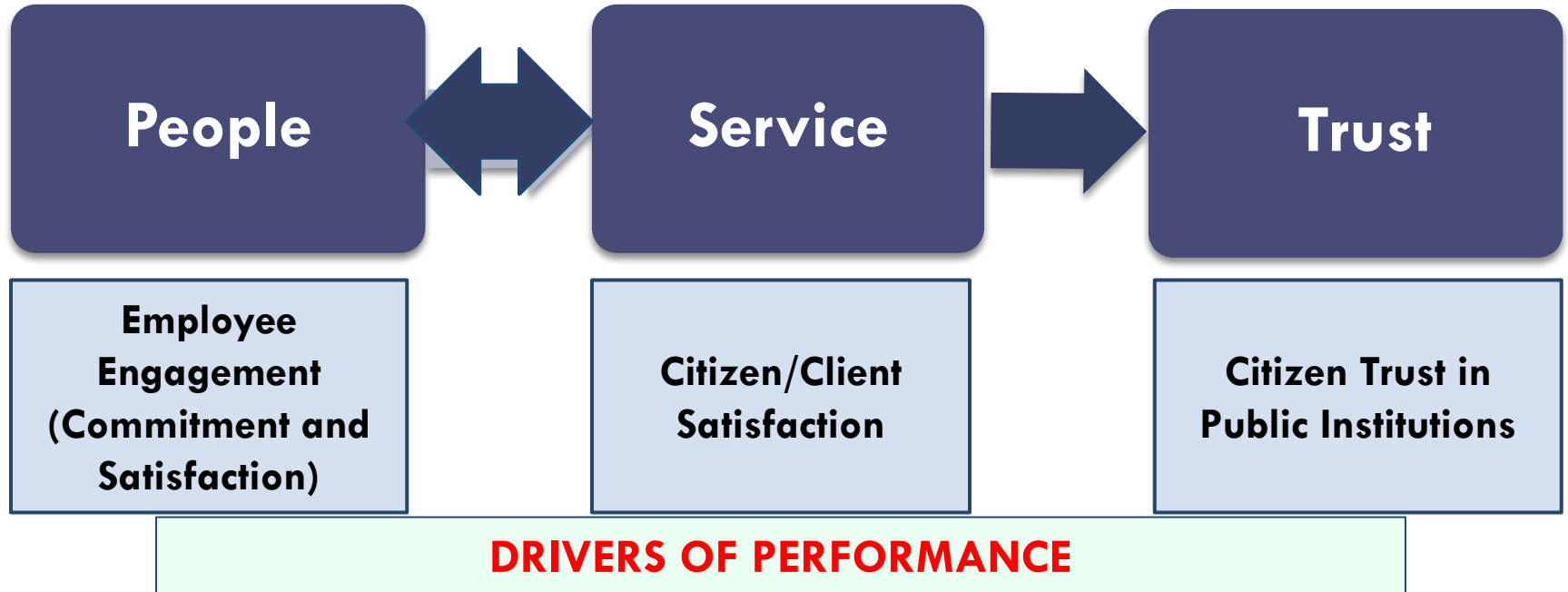
Institute for Citizen-Centred Service

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- A not-for-profit organization providing a neutral platform for interjurisdictional collaboration and shared learning in support of the service delivery community in Canada
- Funded by the 14 governments (federal, provincial and territorial) to support both service delivery councils through promotion of service transformation and research
- Key activities:
 - Research
 - The Common Measurements Tool
 - By public sector managers to public sector managers
 - An easy-to-use client satisfaction survey instrument that facilitates benchmarking across jurisdiction and help public service managers understand client expectations, assess levels of satisfaction, and identify priorities for improvement
 - Common training: Certification and Learning programs
 - Certified Service Managers
 - Certified Service Professional
- Results: Outperforming the private sector

Public Sector Service Value Chain (Heintzman & Marson)

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Multiple Expressions of Relationships in Building HRM Capacity Across Levels of Governments

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- Public Service Commissioners Annual Conference

- F/P/T working groups in human resources management:
 - ▣ HRM performance and measurement
 - ▣ Employee engagement

- More traditional approaches:
 - ▣ Cross-border special agreements
 - ▣ F/P/T co-located service centres
 - ▣ Mobility of employees

Northwest Territories' Single Window Service Centres: in Partnership with Government of Canada

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Source: Wikimedia Commons

Area:
1,346,106 km²
Population:
44,718 (GNWT, 2017)
Official languages:
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- Objective: people living in remote communities have better access to the wide range of government services on behalf of the territorial and federal governments
- Creation of local offices in 23 communities
- Collaboration in organizational design
- Collaborative solutions for capacity building
 - ▣ Training for delivering both levels of government services
 - ▣ Employees involvement
 - Employees to employees: a series of tools for services solutions

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Дякую! Thank you!