

A) Transforming the Ontario Public Service for the Future



THE PROCESS

Description

On October 13, 2017, participants representing various sectors outside the Ontario Public Service (OPS) in the Greater Toronto Area convened at LinkedIn Canada for the first public engagement on the OPS' Public Service Renewal project, inspired by the *Transforming the Ontario Public Service for the Future* discussion document.

The objective for this engagement was to obtain an understanding of what ideal interactions between the OPS and organizations + individuals who collaborate and partner with it can look like. As a first step, the Brookfield Institute convened a curated group around four of the six core principles that drive the Public Service Renewal project.



PARTICIPANTS

Participants comprised partners, current and potential collaborators, as well as youth who are interested in working within or with the public service in the future. Although we asked participants to self-identify within a primary category, some participants wore multiple hats.

N = 37

Think Tanks
3 (8%)

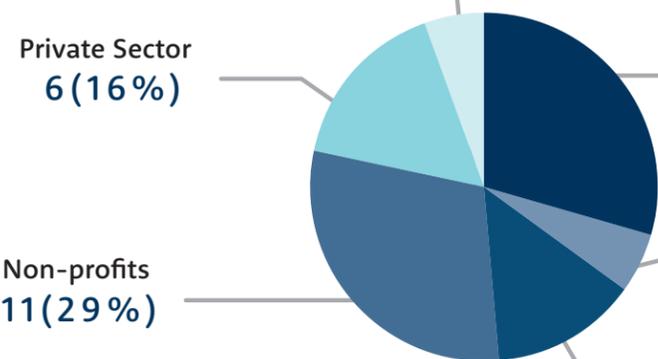
Private Sector
6 (16%)

Youth
10 (29%)

Transfer
Payment Agencies
2 (5%)

Academics
5 (13%)

Non-profits
11 (29%)



AGENDA

Introduction

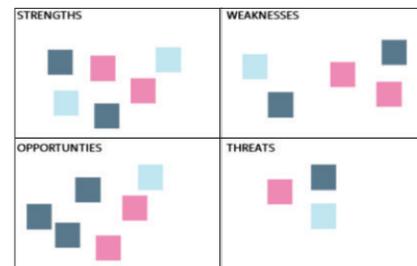
- + Diane McArthur, Chief Talent Officer of the Ontario Public Service, provided an overview of the OPS' Public Service Renewal project.

Facilitated Workshop

1. SWOT ANALYSIS

- + Using their own experiences in interacting with the OPS (i.e. as an academic / student / non-profit), participants brainstormed around the question:

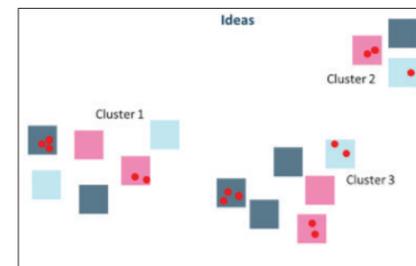
What are some of the strengths, weaknesses, opportunities + threats in relation to your interactions with the OPS?



2. IDEATION + PRIORITIZATION

- + Participants generated ideas in response to the opportunities and threats identified in the SWOT.
- + Participants then used a "dotmocracy" exercise to "vote" for the ideas they thought would be most impactful.

How might we build on opportunities and/or respond to threats so that our interactions with the OPS contribute to achieving the core principles?



3. GALLERY WALK

- + This activity enabled participants to explore other principles + add additional ideas.



Q+A with Secretary of Cabinet and Head of the Ontario Public Service, Steve Orsini

- + The Secretary of the Cabinet and Head of the OPS, Steve Orsini, answered participants' questions about the future of the OPS.
- + Some questions included:
 - How do you plan for the OPS to start looking like the diverse population of Ontario, especially at the management level?
 - Digital culture is about "failing forward" but media/trolls love hammering government when it fails. What are you doing to mitigate this?
 - How can students/universities do more to shape the future of the OPS, whether it be university incubators, hackathons or more co-ops + rotational programs, etc.?



EVALUATION

Based on workshop activities + evaluations we learned that:

- + Youth + organizations that partner and collaborate with the OPS are truly curious about the OPS Renewal Project: approximately 51% of participants identified that their primary reason for attending the session was to learn more about what the OPS's Public Service Renewal project is all about.
- + The *Transforming the Ontario Public Service for the Future* document is hard for non-OPSers to understand.
- + Particularly for youth, this engagement provided a great educational opportunity.
- + Participants who interact frequently with the OPS wanted more opportunity to understand problems + deepen the ideas shared.

B) Insights + Ideas for Transforming the Ontario Public Service from Collaborators and Partners

On October 13, 2017, participants representing various sectors outside the Ontario Public Service (OPS) convened at LinkedIn Canada for the first engagement session with the public for the OPS' Public Service Renewal project, inspired by the *Transforming the Ontario Public Service for the Future* discussion document. This is a summary of some of the insights and ideas they shared on four of the core principles for the Public Service Renewal project that were explored during this session.



EMPOWERING ONTARIANS

INSIGHTS

Communicating with the OPS

- + The language used by the OPS is not easily understandable to many Ontarians.
- + Good news stories about the ways public servants engage with the public either are not shared or do not get heard.

Extending the public feedback loop

- + There are concerns with missing out on official channels to deliver back public feedback.
- + There is a perceived lack of clarity on the role of the public in delivering public feedback.

Wider diversity of methods for engagement

- + There are opportunities to use a wider diversity of tools for public engagement, particularly digital tools.

IDEAS

1. Use plain language in publicly facing materials.
2. Equip public servants to engage the public on an ongoing basis and reward them for doing so.
3. Establish a process that allows for continuous public feedback on policy files.



DELIVERING EVIDENCE-BASED, OUTCOME-FOCUSED POLICY

INSIGHTS

Convening expertise

- + Civic-minded expertise exists outside the OPS that the public service can effectively tap into.
- + How expertise enters the policy making process is opaque to experts outside the OPS. This risks harming trust between experts and the OPS.

Broadening evidence

- + Lived experiences ought to count as a form of expertise.

Evaluation

- + The OPS collects a lot of data, but it is not always suitable for evaluation purposes.
- + Evaluation of policies and programs is inconsistent and lacks a systems-thinking approach that takes into account the broader suite of policy interventions.

IDEAS

1. Create a public-facing evidence agency with a chief evidence/data officer.
2. Develop a retainer model to engage experts on a longer-term basis.
3. Establish a process to share data and research publicly while adhering to privacy and security regulations.



PROMOTING OPEN DELIVERY SYSTEMS

INSIGHTS

Collaborative role for delivery partners

- + Some partners of the OPS feel that their existing relationships with the public service are transactional.
- + Partners would like to establish more empowering, two-way relationships with more co-creative capacity.

Innovation infrastructure that supports open delivery

- + There is an appetite for the OPS to release more raw data while adhering to privacy and security standards.
- + Funding + procurement practices should be changed to enable a wider diversity of potential delivery partners to deliver services.

IDEAS

1. Empower delivery partners, including front-line staff, to take on partnership roles, co-creating with public servants and moving beyond current transactional roles.
2. Engage with delivery partners and their stakeholders in their own environments.
3. Experiment with innovative funding models such as open procurement.



CULTIVATING AN OPEN + INCLUSIVE PUBLIC SERVICE

INSIGHTS

Perceptions of opaqueness in the talent pipeline into the OPS

- + There is broad recognition that the OPS possesses a strong talent pool.
- + The recruitment process is seen as opaque and does not take into account diverse experiences.

Inclusive employer

- + There is recognition that the OPS by virtue of its broad reach serves a diverse set of audiences.
- + There are opportunities for the OPS to better incorporate the lived experiences of equity-seeking groups into the culture of the OPS.

IDEAS

1. Develop innovative models for more fluidity of talent between the OPS and outside of it such as fellowships or other models.
2. Educate the public on the OPS with accessible materials.
3. Implement cultural sensitivity and anti-oppression training for public servants.