



# Future Directions for the Canada Customs and Revenue Agency – Employees



***More Ways to Serve You!***


***Pour vous servir encore mieux !***



Canada Customs  
and Revenue Agency

Agence des douanes  
et du revenu du Canada

Canada



The aim of Future Directions is to better understand how to improve our operations by looking at them from the unique perspective of the clients who use CCRA services.

A number of messages emerged from our consultations with businesses, the professionals that often represent them, their associations, and you, our employees, who deal with all of them. These messages will help us shape changes we make to our business approach. But this is just the beginning.

This booklet describes what we heard from you, where we are now, and what we can expect for our future direction.

## **Major stakeholders – CCRA employees**

### **Proven track record of success**

Over the past few years, you have experienced a number of fundamental changes. In the face of these challenges, you have continued to demonstrate your commitment and professionalism in delivering top-quality services to Canadians.

The Future Directions initiative is another step forward for our organization. This initiative will build on the solid foundation of service and integrity that are part of your track record.

With over 50,000 employees across the country, our workforce is the main reason the CCRA is recognized as one of the best tax and customs administrations in the world. How do we know that? Just look at the CCRA's annual report, which highlights some of our significant achievements in managing the compliance continuum and innovating for the future. We could not have achieved all of this without the dedication and skill of a very talented workforce. You have always been a major stakeholder in our business transformation agenda, and Future Directions is no different.

## **We heard you**

We consulted you to get your insight and knowledge to help define our path for the future. Throughout the consultations, you told us you needed better support to provide the new and improved services that Canadians expect. You said you needed more up-to-date tools and training, since technology is driving the pace and scope of change.

You suggested that greater integration of CCRA services would help serve Canadians better. You told us to look at the way we manage internal information. Improving how you access information can help increase the efficiency of our internal business systems and improve our program delivery.

Many of you believe that if we recognize our strengths and capitalize on partnership opportunities within and outside our organization, we can improve on our record of success.

**Greater outreach and client education, incentives for compliance, disincentives for non-compliance,** and clear and meaningful interactions with clients on the front line are some of the other suggestions you provided.

You also cautioned us that moving toward this stronger, client-centred direction would require addressing issues like retention, recruitment, career development, and knowledge management. We need the right number of employees with the right competencies to be able to deliver our agenda.

## **Where do we go from here?**

We will increase our efforts to design and deliver services that are tailored to the specific needs and interests of our clients. Ultimately, this will allow us to apply our resources more effectively and lessen the compliance burden on Canadians.

Future Directions has provided us with a vision for tomorrow and ways to achieve that vision. Looking at our business through the eyes of our clients allowed us to examine how we could do better.

What was the result? We are promoting compliance through a variety of client-centred services, like launching a **My Account** Web page that provides information on a client's accounts, expanding outreach activities to educate clients, and creating new partnerships.

## **The foundation is built**

The changes we made to our human resource regime since we became an agency give us a strong foundation for ensuring we have the right competencies and skills to meet future business needs.

The new Management/Gestion (MG) group will enhance our leadership on the front line and improve the effectiveness of people management.

Our administration and other business management processes are being reformed and renewed to become more responsive and efficient.

We still have work to do and challenges to meet as an agency, but the results of Future Directions have reinforced our goal of maintaining a workforce that is responsive and that can skilfully deliver CCRA services. The move toward a competency-based human resources management regime will allow us to build a high-performance organization that is committed to delivering the highest quality of service to its clients.

## **What can you expect?**

As an employee, you will see changes in the approach to service design and delivery—a more holistic view of the client and new ways to tailor processes and programs to meet various needs and interests.

This means we must:


- ◆ invest even more in your development by providing the training and education that will build the skills needed today and three to five years from now;
- ◆ provide the tools and the right technology to bring client-centred service to life;
- ◆ explore ways to partner internally and externally to improve service delivery and enhance our knowledge of the business environment;
- ◆ strengthen your access to new knowledge and information by promoting cross-functional learning;
- ◆ implement effective strategies to retain and attract skilled employees;

- ◆ improve the work environment through effective communication and performance management; and
- ◆ move our competency-based human resources management system forward by leveraging technology and building the necessary infrastructure to match employee competencies to job competencies.

Your input into Future Directions was a very important part of the process, and we are committed to continuing this dialogue.

We have the utmost confidence in you to help carry out this vision of compliance through client-centred service. However, the discussion about these ideas is not over. We still want your views and input to help give life to these emerging directions over the coming months.

If you want to learn more about the initiatives resulting from Future Directions, be sure to read some of the other booklets on Large Businesses, Small and Medium Enterprises, Individuals, and Charities. The entire report on Future Directions is available on InfoZone.



The successful implementation of Future Directions will only be achieved through your dedication and skill. We would like to hear what you think about our vision and our future directions, and what they mean to you. Your comments and suggestions are important to us.

You may reach us at **NAT-OrientationFutures.NAT-Future Directions@ccra-adrc.gc.ca** or by writing to the Future Directions Secretariat, Canada Customs and Revenue Agency, 410 Laurier Avenue West, Ottawa ON K1A 0L5.