



Leaders Digest



The National Managers' Community Newsletter

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National Managers' Community Plans for the 2006 Managers' Forum in St. John's, Newfoundland

The National Managers' Community, a network of federal managers from across Canada, is already hard at work preparing for the 2006 Managers' National Professional Development Forum that will be held in St. John's, Newfoundland and Labrador, from April 30 to May 3, 2006.

The forum will focus on the theme of **Managing the Iceberg: Service to Canadians in a New Era**.

"The theme is a relevant one," explains Ric Cameron, Champion of the National Managers' Community. "It symbolizes the nature of public service management; some challenges are visible above the waterline, but the bulk of the challenges our managers have to deal with as leaders may not be readily apparent."

Organizers are putting together a program that will focus on internal and external issues affecting public service management, from workshops that help managers respond to evolving government initiatives to sessions designed to help managers learn about their role in influencing policy and implementing government priorities. The Forum will incorporate panels with keynote speakers, plenary sessions, interactive workshops, networking events where delegates can meet with colleagues from coast-to-coast-to-coast, off-site study tours that will give Forum participants an opportunity to discover the eastern edge of Canada and past successes such as communities of practice sessions, information kiosks and best practices displays.

Another major feature of the Forum program is the National Managers' Community Council & Mike Nurse Leadership Awards which recognizes and rewards exemplary leadership in manager community development across the country. Leadership award recipients will be honoured at the Forum's annual presentation ceremony.

The Forum will also give delegates the time, space and environment to explore their role as federal managers and leave with a better understanding of an integrated, effective and accountable public service in the areas of service improvements, employee support and financial management.

"Managers attending the Forum will have an opportunity to advance their management navigation skills in an environment of unprecedented structural changes and learn how to steer the course," says Ric Cameron. "We will also include information sessions designed to provide greater in-depth familiarity with internal changes - such as Service Canada, values and ethics, accountability, the expenditure review, shared services, public service modernization - and the implications of all these initiatives. With many of these issues, managers may have only seen the tip of the iceberg so far; there's still a great deal more to learn and understand so that we can successfully lead these transformative changes."

Check www.managers-gestionnaires.gc.ca for updates as information on conference content and registration becomes available. ■

National Managers' Community Future Directions Symposium

The National Managers' Community hosted managers from across Canada October 3 - 5 in Gatineau, Quebec to help with the building of a business case for the future. There were representatives from 27 different departments and agencies, and all provinces and territories. According to National Managers' Community Champion Ric Cameron, the goal of the symposium was to craft a business case that would describe the NMC future with a sustainable long term funding model. The symposium was set up to tap into participants' insight and

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The first day theme was “The PAST acknowledging our history” and started with a welcome and introduction from Ric Cameron

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ideas, with a fully participative and interactive process, working together to create an existing future for the NMC.

Some of the areas that were covered:

- ◆ Specific products and services that the NMC should be providing and/or should ensure are being provided to public service managers
- ◆ How managers could use the NMC networks, products and services to influence and implement the priorities of the Government of Canada
- ◆ How to link NMC with existing government mechanisms – PSMA, Regional Federal Councils, CSPS

The first day theme was “**The PAST... acknowledging our history**” and started with a welcome and introduction from Ric Cameron, setting the context and the vision for the future. The NMC started as a grass roots movement in the regions with a cross country tour by Jocelyn Bourgone and Mike Nurse. After a managers’ conference in Kingston which was attended by Mike Nurse and Adele Colby and their offer to assist in any way they could, a Council of manager representatives from across Canada and small secretariat was formed. Full time Coordinators were added when managers indicated a need for assistance in each region.

A Talk Show followed, with Ric Cameron, Jill Lang Ward and Karen Bonner, facilitated by Sylvie Lapointe. (photo 1148). For more info on the Talk Show process and other communication tools, visit the NMC website: http://www.managers-gestionnaires.gc.ca/cafe-exchange/tools/toolkit/menu_e.shtml (en francais - http://www.managers-gestionnaires.gc.ca/cafe-exchange/tools/toolkit/menu_f.shtml).

Each of them spoke of how they first became involved in the managers’ community, and all reflected on the pride and energy they felt being part of such a vibrant community.

Bob Chartier was up next, introducing storytelling to the group. He outlined how the NMC was a community based model, and how the spirit of community led to a breaking of the mould of how people wanted to work together. Storytelling gave us leaders who *talk* to us rather than *present* to us. This led to the participants to work in small groups, sharing their experiences connecting with the NMC. Their stories were posted on a timeline mounted on the wall, creating a big picture

view of the NMC history.

Day 2 started with a theme of “Taking stock of the PRESENT – What is our impact?” The Talk Show format was used to highlight the



work of practitioners and the impact on the workplace. The participants were Bob Thompson, Lieutenant Commander, Maritime Forces, Geoff Munro, Director General NRCan, and Kathleen Libelt, Manager, CRA and it was facilitated by Sylvie Lapointe.



A Community Showcase followed, providing an opportunity to learn more about Regional Manager Networks, Federal Councils, Departmental Manager Networks, the Canadian School of Public Service, the Public Service Human Resources Management Agency and the ADM Advisory Board. Also included was an “Elders” table, where retirees Robert Morin and Paul Lefebvre shared their many years of wisdom.



The afternoon featured an Open Space led by Bob Chartier, with the question “In order for the NMC to become a relevant and dynamic community as it embarks into the next five years, what do we need to pay attention to?” The process was followed by senior executives present having a discussion of how the findings could be presented, and what the key messages and strategies should be.



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The day

final

started with a Possibilities Café, and focused on the key components of the Business case. The symposium ended with participants having the opportunity to connect with their counterparts to discuss in communities how to move forward and identify possible contributions to the future of the NMC. Ric Cameron closed out the day, thanking all participants for their valuable contributions.



Watch the NMC web site for more results of the Symposium.

Saskatchewan Managers' Corner – (thanks to Dawn Popescul, Regional Coordinator) Each year, the Federal Manager's Council of Saskatchewan presents a Saskatchewan Leadership Award as part of National Public Service Week. The award is given to a federal manager who has displayed significant leadership throughout the year both within the manager's home department or agency, and in the broader federal environment. This year's recipient was Bill Houston, Manager of Range and Biodiversity, PFRA, Agriculture and Agri-Food Canada.



During National Public Service Week, the Federal Managers' Council of Saskatchewan and Saskatchewan Federal Council recognized Lloyd Legare for his role as Project Leader of the annual Managers' National Professional Development Forum. The forum was held in Regina this past spring and attracted over 900 federal public servants from across Canada.



Another award is the Leadership Award, presented annually by the National Manager's Community. This years Saskatchewan recipient was Marian Zerr. Follow this link for the story and photo: http://www.managers-gestionnaires.gc.ca/events/leadership_award/2005/winner_e.shtml (en francais: http://www.managers-gestionnaires.gc.ca/events/leadership_award/2005/winner_f.shtml) ■

Partnering for a regional Staff Process Mapping project: Managers and Human Resource Professionals in Ontario

(thanks to Karen Insley, Ontario Managers' Community co-chair)

Patricia A. Bourgase, project lead for the Human Resources Learning Committee of Ontario, (HRLCO) welcomed the regional interdepartmental working group who gathered at Public Works and Government Services Canada, (PWGSC), 4900 Yonge in Toronto. This work is contributing to the Public Service Employee Act, (PSEA) Staffing Toolkit. Two Health Canada Managers were partners on this interdepartmental working group of regional HR Consultants, Public Service Hu-



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man Resources Management of Canada officials, (PSHRMC) and a Public Service Commission subject matter expert, (PSC). Mapping included components of a staffing process under the new PSEA: The 'Single, Distinct or Unique Advertised' Process'. Susan Sams from the Human Resources Council joined the discussion. The results will support departments in their implementation activity.

Pictured below are the working group participants. Great Work, Good Partnerships, Great Efficiency. ■

Integrated HR & Business Planning - Confused?

(Thanks to Karen Taylor, Newfoundland/Labrador)

What's it all about?

The intent of the new PSEA is to provide a unique opportunity to rethink and revamp the way staffing is done in organizations. You will be able to:

- ◆ Design a staffing system that meets the needs of your organization;
- ◆ Take into account the current and future needs of both your organization and the Public Service as a whole when filling positions;
- ◆ Choose from an array of staffing models the approach that best meets the needs of your organization
- ◆ Have a real say in choosing the right person for the right job at the right time (e.g. consider an employee from a separate employer organization for appointment or deployment to your organization, or recruit outside the PS without advertising;

With increased flexibility, however, comes greater responsibility. The PSEA does not give you carte blanche to hire whomever you want.

- ◆ You must be able to justify your decision and demonstrate that the person you choose for a job meets all of the qualifications of the job
- ◆ You should ensure that all the essential and asset qualifications of the job are spelled out from the beginning of the process
- ◆ Your staffing decisions should be based upon you integrated human resources

- ◆ Your staffing decisions should be based upon you integrated human resources and business plan and therefore be fair and transparent
- ◆ You will be held accountable for your decisions

Retrieved from: Integrated Human Resources and Business Planning Tool Kit, November (2004), Government of Canada, PSHRMA, p. 8

What are the HRM Critical Issues?

- ◆ Shrinking and competitive labour market
- ◆ Demographics - both age and "Representativeness"
- ◆ Need to ensure Public Service ability and capacity - "skills crunch"

What are the expectations of departments and agencies?

The expectation is that departments and agencies will make every reasonable effort to improve the integration of HR and business planning. The PSEA comes into effect in December 2005, so departments and agencies should be using the time between January 2005 and December 2005 to build capacity in integrating HR and business planning.

What are the opportunities?

HR planning will help organizations determine the nature of the staffing program and approaches that are appropriate for them and develop more proactive staffing processes. Good HR planning will help organizations take full advantage of the flexibilities in the new legislation and provide the solid foundation needed in order to make staffing decisions.

What is the Business Planning Calendar?

http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/toolkit/dwnld/Calendar_Dec_2004_e.pdf
<https://ex.acoa-apeca.gc.ca/exchweb/bin/redir.asp?URL=http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/toolkit/dwnld/Calendar_Dec_2004_e.pdf>

The calendar is a model developed as a result of extensive consultation with stakeholders across Canada-managers, corporate planners, HR professionals and other central agencies. In addition, literature and best practice research confirm that these phases are the most widely used.

The calendar provides approximate time-

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frames for each of the four phases. Departments and agencies are invited to adopt or adapt this calendar to their respective planning cycle processes. Although the timing of planning activities may vary, the alignment of HR and business goals throughout the process is important to ensure adequate resources, both human and financial, for program and service delivery.

The four phases are:

1. Discussing Strategic Direction
2. Getting the Priorities Right
3. Detailed Work Planning
4. Reporting and Readiness

This is a lot of information is there additional help?

Yes, have a look at the Checklist

http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/toolkit/c-lc_e.asp <https://ex.acoa-apeca.gc.ca/exchweb/bin/redirect.asp?URL=http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/toolkit/c-lc_e.asp>

The Integrated HR and Business Planning Checklist is a "how to" model broken down into five steps. The Checklist represents a composite summary of information generated from:

- ◆ extensive consultation across the country with stakeholders in the Public Service of Canada. Line managers, HR professionals, bargaining agent representatives, as well as functional community representatives and others all contributed to this model; and
- ◆ national and international research into both public and private sector practices of leading employers.

The steps outlined in the checklist are widely recognized as the key steps to integrating HR and business planning. They are:

- Step 1 determining your business goals;
- Step 2 analyzing your environment to see if you have the right mix and complement to meet your current and future needs;
- Step 3 assessing the gaps in your workforce-what are you missing from an HR perspective in order for you to achieve your goals;
- Step 4 taking action and initiating strategies to close the gap and help get the required resources; and
- Step 5 reviewing, monitoring and measuring whether efforts were successful.

Unless organizations (including branches, regions, units, etc.) work through this model or a similar variation, they are likely to experience difficulties in integrating human resources and business planning to the greatest extent possible. A lack of integration in this important area can have an impact on goal achievement.

How do I get informed?

Without an understanding of your operational/business direction it will be difficult to address your current and future HR needs, and that is the heart of integrated planning:

- ◆ Understanding your goals;
- ◆ Determining if you have the human capacity to meet the challenge; and
- ◆ Taking action, with the support of HR advisors, to fill any HR gaps you might see

Annual Public Service-Wide HR environment scan: http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/pshres-aerhfp-PR_e.asp?printable=True <https://ex.acoa-apeca.gc.ca/exchweb/bin/redirect.asp?URL=http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/pshres-aerhfp-PR_e.asp?printable=True>

Succession Planning Reconsidered: Planning for Public Service Renewal: http://www.psc-cfp.gc.ca/centres/reports-rapports/esr-rrd/0-summary_e.htm <https://ex.acoa-apeca.gc.ca/exchweb/bin/redirect.asp?URL=http://www.psc-cfp.gc.ca/centres/reports-rapports/esr-rrd/0-summary_e.htm>

Where do I find the demographic information? Demographic information is a key component in the integrated human resources (HR) and business planning process. The links below were designed to support department's or agency's planning efforts.

Ways to access:

(PSC Web Site) Managers now have access to an online application that reports and analyzes personnel data for every Public Service position. They can use the Web-enabled solution to undertake staffing actions with a view to the future, while still evaluating current needs. Referred to as the Statistical Information Site (SIS), this innovative solution provides access to data in a flexible, user-friendly format and lets users sort and query employment data in millions of different combinations. The manager of the data division

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The Human Resources Branch of the Treasury Board Secretariat has decided to provide on-line access to a range of information on employment in the federal Public Service

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indicates that the client base is not statisticians. In addition the tools are very user-friendly and have a lot of power.

The data can identify and compare patterns and trends in mobility or retirement and sort data by job classification, department, age group and region or province. The new SIS application accesses data from the government pay system and combines it with 20 years of appointment, population, separation and census data. Users can automatically analyze appointment volumes for every government department or agency across Canada or see how many new employees have been hired, how many have been promoted and how many have accepted lateral moves, transfers and acting appointments.

The PSC is now making available to departmental Human Resource staff involved in HR planning issues, access to the HR Statistical Tool..This password protected "Cube" provides more detailed departmental tables with the addition of four personal information variables - level, gender, first official language and age groupings.

(How to get access) In order to access the new HR Statistical Tool, the PSC asks that the Chief of Staffing or Head of Personnel in your department contact the PSC by means of an e-mail to aiad-dina-info@psc-cfp.gc.ca, containing the name(s), title(s), telephone number(s) and e-mail address(es) of individuals who should have additional access as part of their normal HR functions.

Where else can I get information? (PSHRMA Site) In an effort to respond to the needs of a growing number of stakeholders in the human resources management field in the federal Public Service and in other public and private organizations, the Human Resources Branch of the Treasury Board Secretariat has decided to provide on-line access to a range of information on employment in the federal Public Service. This initiative also meets the government objectives set out in the document "Results for Canadians: A Management Framework for the Government of Canada" and the overall objectives of the Government On-Line program.

This site contains aggregate, statistical data relating to the departments and agencies for which the Treasury Board is the employer under the Public Service Staff Relations Act, Part I, Schedule 1 <<https://ex.acoa->

apec.gc.ca/exchweb/bin/redirect.asp?URL=http://laws.justice.gc.ca/en/P-35/index.html> (PSSRA 1-1) as of the publication date of the information.

The Corporate Information Service Group is responsible for the collection, processing, maintenance and management of human resources information systems throughout the federal government and for evaluating and disseminating the data in these systems so that the Treasury Board has all of the information it requires to properly carry out its role of employer and general manager of the federal Public Service.

The statistical data on this site is initially broken down into three major categories:

1. The first category includes several tables on employment in the federal Public Service in which the key elements are presented by type of employment, department or agency, location of employment, occupational category and group, employee gender, age and payroll. Depending on the table, the data are presented monthly, quarterly or annually and go back to 1980 in some instances.
2. The second category covers data published in the 1998-1999 Annual Employment Equity Report. This category includes tables in three sub-categories, specifically, external recruitment, employment and terminations. Elements are grouped by department or agency, location of employment, occupational category and group, age, number of years of pensionable service, type of employment, reasons for termination and salary scale. The employment data in this category are as of March 31, 1999, while the data on recruitment and terminations relate to fiscal year 1998-1999, covering the period from April 1, 1998 to March 31, 1999.
3. Same as the second category (fiscal year 1999-2000).

The data tables can be accessed in two ways using either:

- ◆ the Beyond 20/20® Browser software; or
- ◆ the Beyond 20/20® Web Data Server application.

For persons who do not have the Beyond 20/20® Browser software, there is a function that allows the user to download a "runtime"

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version and use all of the features of this software.

(How to get access) http://be2020.publisservice.tbs-sct.gc.ca/eng/tools_e.asp <https://ex.acoa-apeca.gc.ca/exchweb/bin/redirect.asp?URL=http://be2020.publisservice.tbs-sct.gc.ca/eng/tools_e.asp>

Still confused and need help?
Contact the HR Planning Directorate @ PSHRMA they:

- ◆ Can assist in reference materials, referrals to subject matter experts
- ◆ Helping organizations integrate HR and business planning
- ◆ Developing HR planning tools
- ◆ Sharing information (benchmarks, promising practices, models, analytic methods, case studies)
- ◆ Supporting communities and networks
- ◆ Providing a "flying squad" capacity in support of departments and agencies seeking advice on HR planning ■

Public Service Human Resources Management Agency of Canada Launches a Managers' Network

– thanks to Nicole Dauz, Senior Communication Officer, PSHRMAC

The vision has been shared, the energy was palpable and the will contagious. Friday, October 7, 2005, marked the launch of the Managers' Network at the Public Service Human Resources Management Agency of Canada (PSHRMAC). The challenge is now to sustain the enthusiasm and build a managers' community one employee at a time.

PSHRMAC Managers' Network was established by PSHRMAC managers' champion, Jill LaRose, to support managers to be full contributors to a strong federal public service through community building and information sharing. It is therefore joining a group of approximately 20 departments that have created their own managers' network, and it is the first central agency to do so. That being said, PSHRMAC Managers' Network is approaching matters a little differently:

Membership - it has an inclusive membership (any employee interested in management is welcome) and a special effort is made to build

capacity and contribute to the development of future managers.

Structure – from its very beginning, it is being built from the bottom-up and the leadership is assumed by the people – many people! It is as close to a community of practice as it can be.

Approach – a novel technique, Appreciative Inquiry, focusing the attention of an organization on its strength – its positive core – was used by participants to create the Managers' Network at the launch event.

The day's session was a breath of fresh air as the facilitators, as knowledgeable and personable as could be, walked the thirty participants through the Appreciative Inquiry approach to help lay the foundation of this new Managers' Network. Through inclusive and interactive activities, this empirical approach allowed the participants to build on the observations of the previous activity leading to concrete results for the creation of a mandate and objectives for PSHRMAC Managers' Network. This comprehensive approach left participants feeling energized and powerful at the notion that the simple act of sharing best practices and ideas could generate such positive results.

This jubilation was evident at the end of the day when participants used such telling words as "energized", "hope" and "empowered" to describe how they felt. We parted with one final task – for each



participant to bring a colleague to the next meeting. It is with this enthusiasm and commitment that we will build PSHRMAC Managers' Network, one employee at a time.

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The morning finished up with Roberta Bondar, A Canadian astronaut who spoke on Connecting at the Personal Level. Ms. Bondar began training with NASA in 1984 and rode into space in 1992 on the shuttle Discovery.

**The Human
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to provide
on-line
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range of
information
on
employment
in the
federal
Public
Service**

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You can visit PSHRMAC Managers' Network web site at: http://publiservice.hrma-agrh.gc.ca/hrmm-mgrh/psma-lmfp/latest-news_e.asp. It is accessible to all federal government employees who have access to Publiservice.

Burnout: Prevention through Understanding

— thanks to Martin Lauzier, Human Resources Advisor, Citizenship & Immigration Canada

Michel's story

Michel has worked as a human resources advisor for two years. He meets clients every day, to listen to them and advise them. By providing quality service, Michel has become recognized and valued throughout the Department. He rarely misses work, is the first to arrive in the morning, and the last to leave at night.

For some time now, however, things have not been going well for Michel. With a demanding job and long hours, he feels overwhelmed and cannot see things clearly. The growing pile of files on the corner of his desk is a permanent fixture in his work area. He has a perpetual backlog of e-mails in his inbox, and the incessant blinking of the light on his telephone indicates the many voice mail messages awaiting response. Chained to his desk, Michel finds it harder and harder to take even a short break. His lunch break, once a chance for a little peace or a time to socialize with colleagues, has become a luxury he can no longer afford.

Despite his fatigue, Michel installs a computer at home, believing that this new work tool will help him to catch up. Weeks later, the grueling pace shows no signs of slowing down, even with all the work he is doing at home. Little by little, Michel's batteries run down. The simplest of tasks, which used to be second nature to him, now seem impossible. He has trouble concentrating and sometimes misses important details. Although his colleagues advise him to take a few days off, Michel returns day after day, sinking deeper and deeper into a bottomless pit.

Burnout

Burnout is now recognized as a serious organizational, personal and social problem. Interest in the phenomenon continues to grow—as indicated by the amount of writing and research and the many cases reported in recent decades. It now affects a broader range of professionals, especially those on the front line, including managers, client service staff and representatives.

This brief look at burnout, its definition, origins, stages and comparison with other illnesses aims to demystify the concept.

What it is

A complex psychological syndrome

First introduced by the American psychoanalyst Herbert Freudenberger, in 1974, the concept of burnout referred to the state of exhaustion and emptiness observed in workers.

Initially, a number of definitions of burnout were proposed. With a few exceptions, they linked burnout with the workplace and the buildup of stress. They also all recognized that burnout is a negative internal psychological experience involving feelings, attitudes, motivations and expectations. However, Christina Maslach and Susan Jackson's definition has been adopted for its combination of the various perspectives. According to them, burnout is a multifaceted psychological syndrome of "emotional exhaustion, depersonalization, and reduced personal accomplishment."

Emotional exhaustion

Emotional exhaustion refers to the feeling of weakness and internal emptiness exacerbated by work and depleted emotional reserves. Emotional exhaustion generally comes with depression, hopelessness, helplessness and a feeling of being trapped.

Depersonalization

Depersonalization is characterized by the development of negativity and cynicism. Individuals feel a growing sense of helplessness, which, when combined with emotional exhaustion, leads to depersonalized relationships with clients, colleagues or the organization.

Reduced personal accomplishment

Reduced personal accomplishment is basically a feeling of professional incompetence

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Submissions / Feedback

The newsletter will be informative and concise, with links to related sites for full information. You are encouraged to contribute items that are happening in your community, and we want you to let us know what you'd like to see in the newsletter, so we look forward to your feedback.

To contribute to or comment on this newsletter, please contact Mike Feyko, National Managers' Community Secretariat, e-mail: mike.feyko@hrdc-drhc.gc.ca.

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and a lack of personal fulfilment. Consequently, people suffering from burnout tend to think poorly of themselves and feel that they can no longer meet job requirements.

What it is not Differential diagnoses

To understand burnout better, it must be compared with other problems. Chronic abuse of substances such as coffee, alcohol and benzodiazepines is a well-known cause of some symptoms associated with burnout, including fatigue, depression, irritability and insomnia.

Burnout can also lead to work avoidance and thoughts of ergophobia (fear of work), which is categorized by an instinctive fear and an unreasonable anxiety over a situation—in this case, work. Here, workers are aware of being unreasonable but are powerless to prevent the reaction because of their thoughts, frightening images and physical discomfort. Anxiety predominates in phobias, whereas fatigue, depression and irritability are symptomatic of burnout.

Burnout and depression, in the field of psychology, share a number of the same symptoms. Both involve lowered self-esteem. However, in the case of burnout, the loss of self-esteem is connected with an inability to meet professional expectations. In the case of depression, it is the result of an emotional process that does not necessarily have an external cause. Depression is an internal phenomenon (intra-psychic) and burnout is a reaction to the external situation (extra-psychic) of work. Another important distinction is that, for individuals experiencing depression, unemployment and/or work stoppages contribute to the depressed state, but for individuals experiencing burnout, stopping work is a relief.

What to look for The four stages of burnout

Burnout occurs when all physical, mental and emotional resources are exhausted. It comes gradually but may appear to hit suddenly. It is generally accepted that there are four stages of burnout.

First, the individual exhibits **idealistic enthusiasm**: high hopes, boundless energy and unrealistic expectations. During this period, work has the potential to satisfy all the individual's needs. The individual over-identifies with work and expends energy excessively

and inefficiently.

Second, the individual enters the **stagnation** stage, in which work is not as exciting and is no longer all-consuming (reality check). Earnings, work schedules and professional development become more important to the worker.

Third, **frustration** sets in. The individual questions the efficiency, relevance and importance of his or her work. Emotional, physical and behavioural problems generally appear at this stage.

Fourth, the individual experiences **apathy** and is chronically frustrated at work but still depends on that work for survival. As a result, affected individuals try to work as little as possible, to avoid challenges and clients, and to insulate themselves from anything that could threaten their security, in order to compensate for job satisfaction if even insufficiently..

Summary

Burnout can have an impact both on the individuals experiencing it and on the organization employing them. The people most vulnerable to burnout seem to be those who idealize their work and see it as their main source of personal validation. Individuals experiencing burnout are not aware of the external risk but focus on the internal threat of their ideal image being damaged. They are afraid of being seen as incompetent and so are therefore prisoners of their own ideals.

For the organization, losing employees to burnout increases the strain on the remaining staff. It results in the redistribution of the work of employees on leave, payment for replacement workers and potential service delays. Evidence suggest that the question of burnout should be taken seriously not only by its victims but by the organisation as well, in order to minimize the direct and indirect cost of this expensive problem. ■