

**Report on Pride, Recognition  
and Workplace Well-Being  
Conference 2003**

**October 1- 3, 2003**



## Table of Contents

Executive Summary .....	1
Conference Participants' Feedback .....	3
Opening Remarks .....	5
Bring your work to Life! .....	8
The characteristics of a supportive and effective manager .....	10
Panel of champions on pride, recognition and workplace well-being .....	15
Developing a culture of recognition .....	18
Workshops.....	20
Bring Your Work to Life! Applying the Best of You to What You Do! .....	20
Ceremonies 101: A 'How to' Guide.....	22
Employee Well-Being: The Role of the Workplace in Managing Health .....	22
Fitness on the Run .....	23
Honing In On What Matters: Lessons From the Field .....	24
Filling the Gap Between Policy and Practice .....	25
Measuring Engagement: A Results-Based Approach to Organizational Well-Being in the Public Service .....	26
Status of the national master standing offer for long service awards ..	29
Knowledge café – key questions for the future .....	30
Achieving success.....	35
Thank you! Closing remarks.....	37
Annex a .....	38



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## Executive Summary

On October 1, 2 and 3, 2003, over 100 enthusiastic Pride, Recognition and Workplace Well-being departmental & regional representatives (including managers) attended the third annual conference organized by Treasury Board Secretariat to focus on ‘creating a workplace of choice’ issues. For the first time, the workplace well-being community joined the awards and recognition community at the conference, thus enlarging the ‘family’ dedicated to the common objective of improving the overall wellness of the federal Public Service workplace.

Conference participants quickly recognized their common interests, as they looked at ways of addressing workplace well-being issues and reflected with senior managers on ways of doing that. They were given opportunities to share their knowledge and best practices with one another, as well as to develop a better sense of the common issues and how to address them.

Within the overall *Renaissance* theme of the conference, motivational speakers offered unique perspectives on how to restore balance to work and personal lives, develop a culture of recognition within the organization, and achieve total success and motivation in all aspects of life. Two members of the Committee of Deputies on Pride and Well-being engaged the group in reflecting on the characteristics of supportive and effective managers, and a panel of Public Service champions shared their experiences of implementing Pride, Recognition and Workplace Well-being programs within their respective organizations.

A series of workshops provided participants with opportunities to share ideas and learn more about diverse topics such as organizing large-scale awards ceremonies and making fitness a priority in their busy lives, the role of the workplace in managing health and key human resource challenges facing Canadian organizations today, filling the gap between policy and practice, and taking a results-based approach to organizational well-being in the Public Service. In an interactive brainstorming process known as a ‘knowledge café’, the group addressed and provided feedback on four key Pride, Recognition and Workplace Well-being themes.

Throughout the conference, participants were encouraged to engage fully and address the issues that mattered to them. They were reminded that their input in previous years had made a difference, and they were invited to continue to provide advice and make a real contribution to workplace well-being. Overall, the conference was considered by participants to be a great success, with a 4.4 approval rating out of a possible 5. Ninety percent of respondents indicated that the conference had met their expectations, and 94.2% would like to see another conference held next year.

In her closing remarks, Louise Delorme, Manager, Workplace Well-being Team, Treasury Board Secretariat, expressed her warm appreciation to the participants and to the team who had organized the

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conference. She also promised to follow-up on the annual conference with “the right formula to respond to the needs of the community”.

Several key themes emerged during the group’s deliberations over the three-day period, as well as several key suggestions to be brought to the attention of the Committee of Deputies on Pride and Well-being. These have been captured in the summary that follows.

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## Conference Participants' Feedback

### Accountability

Managers should be held accountable for workplace well-being. Deputy Heads should be made aware that this is part of their job and that they will be held accountable for doing it. Treasury Board Secretariat and the Privy Council Office should work together to promote initiatives and practices for workplace well-being, recognition and work-life to Deputy Heads and make sure it is part of their accountability framework (starting with their own with the Clerk). Workplace well-being should be tied into government objectives, departmental priorities, and values and ethics. Senior managers should be held accountable in their performance appraisals for their employees' well-being. Middle managers should be called to recount the specific activities they had undertaken to foster workplace well-being within their respective units.

### Management Capacities

The existing management profile should be updated to include attributes that contribute to workplace well-being, such as a genuine caring for people and an ability to provide them with effective support and conditions of work. Employees want fair and honest managers who communicate well, 'walk the talk', and have an ability to lead. Managers must reward good work and behaviour. They should also address poor performance or bad behaviour and deal with it effectively. Staffing in anticipation of the baby boomer exodus should be undertaken now, and should include an in-basket assessment of supportive engaging competency. There should also be compulsory management development programs that include 'people skills' like how to say "thank you", how to communicate to create an open climate of two-way communication, and how to use existing policies towards work-life balance and workplace well-being.

### Measures and Indicators

In facing the challenge of making the Public Service an exemplary workplace, we need to make our leaders and managers accountable not only for their business results, but also for how these are achieved, i.e., their 'people results'. Stress in the workplace, with all its debilitating effects and negative impacts on the achievement of organizational goals, is very often a result of how our work is organized and how we are treated. We can both manage our workload and achieve our desired results if we have the right kinds of managers with the right priorities. Once we have determined the type of managers we need and decided to hold them accountable, however, we need to develop the tools whereby we will be able to assess their performance. We need to develop the organizational measures and indicators that are required as a basis for accountability for people management and leadership. Without performance indicators, we are flying blind.

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## Business Case

There has been much discussion about the need to develop a business case that would clearly and convincingly present overwhelming evidence for implementing Pride, Recognition and Workplace Well-being programs throughout the Public Service. The fact is that this evidence already exists, as was eloquently and passionately presented by various speakers throughout the conference. We've done the PS Surveys. We have sufficient research and data that links the workplace of the 21<sup>st</sup> century with escalating levels of stress and subsequent loss of productivity and engagement. We know enough about the positive connection between recognition and performance. We know that bringing compassion and community to the workplace results in the enhanced achievement of organizational goals. It is clear that we need to establish clear objectives and make managers accountable. We know that we have to market recognition. We are aware of the need for measurement, follow-up, and continuous feedback. Treasury Board Secretariat (now the Public Service Human Resources Management Agency of Canada) is the obvious organization to provide leadership in building our solid business case. However, the development of a business case should not be used as an excuse for inaction. Let's just do it! Departments can begin work right now and Champions can play an important role.

## Communication

Communication on a number of levels is critical and, to this end, we should develop an overall communications strategy. Treasury Board Secretariat and the Privy Council Office should make sure that changes to the HR Modernization Act are clear, and that managers are provided with simple and understandable information, tools and support. We should build a network of trained Pride, Recognition and Workplace Well-being ambassadors to showcase the benefits of our programs. It is important that the workplace well-being and pride and recognition communities continue to work together, and we should find mechanisms to network and share our best practices, experiences and ideas with each other. Treasury Board Secretariat should oblige each department to name a champion for recognition and well-being. Champions should work together to explore and enhance further opportunities for networking and synergy.

As part of the overall communications strategy, an interdepartmental task force could be established to develop a workplace well-being framework for the whole Public Service. This could be positioned as part of the government response to the current focus on the wrongdoing of the former Privacy Commissioner and the allegations of abusive treatment of people. A task force could affirm the pride, honesty, integrity and excellence of the vast majority of public servants, while recommending the implementation of initiatives to ensure ongoing accountability and workplace well-being.

Finally, whatever we do, we should keep it simple.



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## Opening Remarks

### **Catherine MacQuarrie**

*Executive Director, Policy and Learning Division*

*Policy and Planning Sector (Human Resources)*

*Treasury Board Secretariat (TBS)*

Catherine MacQuarrie launched the 2003 Pride, Recognition and Workplace Well-being Conference with a warm welcome to all participants, and recognition of the team who had worked so hard to organize the event: Louise Delorme, Chantal Hubert, Debi Laframboise, Robert Chartier, and Lise Th  roux.

She pointed out that the conference was taking place at a time when media attention, focused on the wrongdoing of a few, was having a negative impact on the morale of Public Service employees, and casting a shadow on the pride, honesty, integrity and excellence of the vast majority of public servants.

The Renaissance theme of the conference was particularly appropriate, she observed, as the world of HR is becoming more complex than ever, and will continue to be so as we embark on HR modernization. "Our role is evolving rapidly, and we need to prepare ourselves for challenges in HR," she stated.

The recently-distributed Report of the 2002 Survey Follow-up Action Advisory Committee calls for maintaining the momentum that has been achieved. "The Public Service needs 'missionaries', like yourselves," suggested Ms. MacQuarrie, "who will make pride and workplace well-being contagious throughout the Public Service. Let's take advantage of this conference to share ideas on how we can do that."

There were two main reasons for deciding to hold a joint conference between the awards and recognition community and the workplace well-being community in 2003. Recognition in the workplace is one key element of workplace well-being. Secondly, managers are 'carriers' of culture, and we need to look at how to grow more capable and supportive managers in the Public Service. The Committee of Deputies on Pride and Well-being, with their expanded mandate, passion and commitment, will surely help us in meeting the challenges before us.

Our new thrust at Treasury Board Secretariat includes streamlining and improving our management and HR processes, and a large part of that will be clarifying the expectations of deputies, managers and employees as to the kind of workplace we want. As part of the renewal of our policy suite, the Workplace Well-being Team will review the Recognition Policy and

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begin the development, in the next year, of a Policy Framework for Workplace Well-being. Departmental consultations will be part of this process.

“This is your conference,” affirmed Ms. MacQuarrie. “I thank you for your participation and urge you to engage fully and address the points that matter to you. We value your comments.”

**Louise Delorme**

*Manager, Workplace Well-being Team*

*Treasury Board Secretariat (TBS)*

“Wow!” exclaimed Louise Delorme. “We’re having a family reunion – and the family has grown!” She went on to say that she was very happy to see representatives of both the recognition and workplace well-being communities present in approximately equal numbers, as well as to welcome the regional members of these communities.

“We need this conference more than ever! We are dealing with pride, recognition and workplace well-being at a time when it is sorely needed in the Public Service. To become an employer of choice, we need to have a workplace of choice. Otherwise, people will not be interested in coming to work here.”

Louise Delorme shared the objectives for the conference:

- ▶ To create more engagement within the HR community in looking at ways of addressing workplace well-being issues (to get fired up);
- ▶ To reflect with senior management on ways of doing that;
- ▶ To share knowledge and best practices with one another; and
- ▶ To develop a better sense of common issues and ideas on how to address them.

“We have a plethora of research studies at our disposal,” observed Ms. Delorme. “While these can guide us, let’s not fall into the trap of ‘analysis paralysis’.” She referred participants to the TBS website where, among other documents, the 2002 Public Service Employee Survey Results and the Report of the 2002 Survey Follow-up Action Advisory Committee can be found:

[http://www.tbs-sct.gc.ca/hr-rh/wlbps-eeoppfps/index\\_e.asp](http://www.tbs-sct.gc.ca/hr-rh/wlbps-eeoppfps/index_e.asp)

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There has been modest progress since 1999:

- ▶ 68% of respondents believe they receive useful feedback from their bosses about their job performance;
- ▶ 72% get adequate recognition from their bosses when they do a good job;
- ▶ 87% are satisfied with their current work arrangements;
- ▶ 23% feel pressured by others to work more than their regular hours; and
- ▶ Harassment and discrimination are still issues, with 21% believing they were victims of harassment on the job within the past two years.

“I hope you participate fully in this conference,” said Louise Delorme. “Feedback and continuous learning are basic tenets of the Pride, Recognition and Workplace Well-being community, and we are counting on hearing from you during these few days.”

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## Bring your work to Life!

### **Bill Mills**

*InnerFormation Training and Consulting Incorporated*

In a lively and highly interactive session, Bill Mills outlined three key strategies for restoring balance to our work and personal lives. These strategies centre on three key relationships: with ourselves, with others, and with our higher values.

Among the main challenges or changes affecting our lives today are economic re-sizing, technology creep, the embryonic transfer of decision-making positions from baby boomers to generation X-ers, an increase in work demands within flattened organizations, and an accompanying increase in the non-work demands of coping simultaneously with children and aging parents. We are in role overload.

The impacts of some of these changes in the workplace include unpaid overtime, which has increased from one in ten people working 50 hours per week in 1991, to one in four today. Middle managers are not succeeding in balancing their work and family lives. Depression is now nearly as prevalent as diabetes, and left untreated in two cases out of three. It is believed that, within the next decade, depression will be the second-leading cause of disability in the world after heart disease. Increased levels of stress are accompanied by a plethora of associated problems and diseases.

These loads are simply not sustainable over the long term. We need to push past a 'more with less' mentality to one of 'less with less' but, in so doing, we need to have a sense of what's important to us. To this end, Bill Mills offered his three key strategies for restoring balance to our work and personal lives.

### Relationship with ourselves

Who are you and what do you want? In a work setting, what example do you want to set that will never be forgotten? What positive difference do you want to make in your workplace? If you knew in advance that you could not fail, what would you dare to do in your life? These are questions we should be asking ourselves. Studies indicate that income levels in retirement are not a good indicator of happiness, while a sense of purpose is. And, once we know more about ourselves and what is important to us, we are also better qualified for our relationships with others.

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## Relationship with others

We need to combine compassion for people with a passion for the work we do. Competence, although important, is the most overrated quality of our time, and merely a weapon in the hands of people who don't have caring for people in mind. We can do what we love or, alternatively, love what we do, just so long as we care for people and are purposeful, present, and observant.

## Relationship with our higher values

Higher values are called 'higher' because they're both benevolent and universal. They are choices, which may not be the ones we grew up with or are inclined to opt for in certain situations. Their purpose is simply for us to make these choices for ourselves. We may need to call a time-out in our lives and calm down a little before we choose; meditative practices can be helpful in this regard. Once we are in a calm state, we can choose higher values such as respect, fairness, openness, honesty and integrity.

There is a spiritual dimension to this latter strategy that, in itself, is helpful. Studies have shown that spiritual people are healthier and recover faster from depression and from surgery. They have fewer incidents of heart attack and stroke, less chronic pain, and longer life spans.

In 2001, Canadian Policy Research Networks reported 79 million lost workdays, or \$3 billion, due to short-term absenteeism. In a 12-year study of 2 million employees and 1,400 employers, the University of Michigan in 2001 concluded that wellness programs lower absenteeism, disability claims and employee benefit costs, while improving morale and increasing productivity. And yet, despite the evidence, only 18% of Canadian employers have comprehensive wellness programs. Clearly, there is work to be done.

We can use the three strategies, concluded Mr. Mills, as a way of creating rainbows in our work and personal lives.



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## The characteristics of a supportive and effective manager

### **Larry Murray**

PS Champion for Pride and Recognition  
*Deputy Minister, Fisheries and Oceans*

### **Lucie McClung**

*Commissioner, Correctional Services  
Canada*



### DMs' Views

Facilitator Dominique Dennery engaged two members of the Committee of Deputies on Pride and Well-being who, in turn, engaged participants in a discussion and group exercise on the expectations of managers to be effective and supportive.

### What do you look for in a manager?

*Larry Murray:* Caring. Managers should genuinely care about the people around them and what they do. They should be both enthusiastic and team players. They should have common sense and a sense of humour. Their job is leading, being seen. They need to 'walk the talk'. They should also be people with a different perspective, willing to disagree and to engage in real discussions. I really value that.

*Lucie McClung:* Managers should be drivers, not passengers, and care enough to actually do something. I look for people who enjoy people. Management is about people, and we need managers who are able to sit down, tackle the problems, and draw the best out of people. They need to support their people and provide the conditions for them to be effective. I would look for managers who fundamentally want to serve the public and fundamentally want to make a difference.

### What does the term "supportive manager" mean to you?

*Larry Murray:* This is a difficult environment for managers, and they must make difficult choices. Supportive managers must also be capable managers, and maybe we should be using the term 'capable manager'. Part of being a leader is leading, and a key ingredient of leadership in the Public Service or elsewhere is taking ownership of responsibility for people, for example, providing them with the tools they need.

*Lucie McClung:* The first thing to do in creating conditions of success is to take care of yourself. At Corrections, all managers have accountability contracts on how to create visible conditions of

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success. We have to start creating win-win situations for both difficult clients (in our case, offenders) and staff.

How do you foster pride, recognition and workplace well-being in your organization?

*Larry Murray:* We need to give value to what people are doing by recognizing what they do. We also need to make sure our organizations are rewarding the right behaviours. It's all about thanks and being appreciated.

*Lucie McClung:* I always say "get mad." I invite you to react when things go wrong. We care about serving the public and it would serve us well to get that message out. I hope that citizens will sense and continue to sense the passion.

*How do you bring balance to your life?*

*Lucie McClung:* I think the most important thing is to enjoy what you do. Balance is not necessarily 50-50, and you decide how you want to live your life. Personally, I work most of the time, and I'm always thinking about it. But I also need to manage my stress, so I jog and take holidays.

*Larry Murray:* My balance is my balance, and that's not 37 ½ hours a week. I've always guarded an hour of jogging a day. The spiritual side is important as well, as is genuinely believing what we do is important.

How can the people in this room help?

*Larry Murray:* This is your third annual conference and my third year as champion. Because of your input, we have Pride and Recognition champions, and we also realize we have work to do. We have an opportunity to make a real difference in workplace well-being, and we need and will value your thoughts on this. We know that we want to do something around 'capable and supportive' managers, but what does that mean? We want to hear from you and will try to move forward on your suggestions in a concrete way.

*Lucie McClung:* I invite you to be as precise as possible in giving us your feedback: what is the tangible expression of improvement in conditions of work? We're in the process of change and this implies that everybody should be involved in insisting that conditions of work are what we want them to be.

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## “Fish Smell From The Head”

### **Your Views**

Working at their table groups, participants identified the key characteristics of a supportive and effective manager, and agreed on one top characteristic per table. The following were thought to be the top traits of *supportive and effective managers*, from a variety of perspectives, identified by the table groups.

### ***Senior Managers’ Perspective***

- ▶ Human
- ▶ Team player
- ▶ Communicator
- ▶ Honest
- ▶ Good manager of work expectations of senior management

### ***Middle Managers’ Perspective***

- ▶ Good leader - manages the work demands of senior managers
- ▶ Visionary as to where we are going and how to engage people
- ▶ Leads by example with respect to work-life balance
- ▶ Respectful

### ***Employees’ Perspective***

- ▶ Fair
- ▶ Honest
- ▶ Communicator
- ▶ Walks the talk
- ▶ Has ability to lead

### ***Unions’ Perspective***

- ▶ Respects Collective Agreements
- ▶ Fair
- ▶ Transparent

### ***Canadian Public’s Perspective***

- ▶ Respects individuals
- ▶ Reliable
- ▶ Service-oriented



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Participants were asked to prepare 60-second commercials highlighting the good, the bad, and the ugly sides of the top characteristics of supportive and effective managers identified earlier. The following represent highlights of the participants' subsequent lively and oftentimes humorous feedback to the Committee of Deputies on Pride and Well-being:



### ***Managers' Perspective***

- ▶ Monitor overtime, sick leave and tardiness as indicators of workplace well-being.
- ▶ Encourage taking operational realities into consideration when making demands/requests.

#### *The bad and the ugly:*

Senior manager: "Can you get this major project done?"

Manager: "Yes."

#### *The good:*

Senior manager: "Can you get this major project done?"

Manager: "Let me explain to you the operational reality so we can negotiate a reasonable compromise on how, when, and the cost to get that project done."

### ***Employees' Perspective***

- ▶ Managers must take care not to recognize bad behaviour or work, and must deal with this negative behaviour or work effectively. They must reward good work and behaviour. To do less or mix the two brings about low morale, apathy, distrust, etc.
- ▶ Walk the talk and stop to talk.
- ▶ Wanted: Honest, fair manager with ability to lead. Respects work-week hours; authorizes paid overtime; discourages annual leave carryover; supports learning. Preference given to good-looking communicator with compassion.

### ***Unions' Perspective***

- ▶ The Clerk and Deputies should establish a performance agreement requirement for a five-year period, which would reflect specific commitments and results related to the improvement of employees' well-being.
- ▶ Be transparent without showing "Victoria's secrets".

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*Canadian Public's Perspective*

- ▶ Heed the things your employees need  
And good service we will receive indeed;  
Ignore the service we are looking for  
And you can be sure...  
We will vote for you no more!



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## Panel of champions on pride, recognition and workplace well-being

### **Eugène Aucoin**

*Champion, Pride and Recognition  
Atlantic Canada Opportunities Agency (ACOA)*

### **Sange De Silva**

*Director General  
Labour and Household Surveys Branch  
Statistics Canada*

### **Richard Gagné**

*Director, Human Resources  
Canadian Environmental Assessment Agency*



Three Public Service champions shared their experiences about what worked and what didn't within their respective organizations, providing an opportunity for participants to learn more about some strategies used by other departments (large, medium and small) that have had some good experiences.

## Statistics Canada

Over the past few years, Statistics Canada, with 6,000 employees at headquarters and another 2,500 in the field, has implemented a number of exemplary HR management practices, particularly as they relate to addressing the feedback of departmental employees in both the 1999 and 2002 Employee Surveys. About two years ago, the department created an umbrella Wellness Committee.

The department provides a virtual buffet of activities to support workplace well-being, ranging from a fitness centre and free flu shots to flexible hours and employee appreciation days. There are three levels of recognition. Formal awards are presented annually, and every division has a semi-formal, instant awards program. What seem to work best are the informal, spontaneous events, organized quickly to recognize and celebrate various achievements. All executives are asked at the end of the year what they have done to support pride and recognition and to promote wellness in the organization.

If you don't have your Deputy's complete support, find ways of doing something and showing him/her that it works. We held an employee appreciation day where you could just feel the energy. Our Deputy got hundreds of letters from the staff thanking him and, the following year, nobody had to remind him to hold a similar event. It's like respect; you demonstrate it and earn

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it. Of course, you have to have some support to do this. It makes a huge difference to people, knowing that the Deputy supports an activity.

Most of our senior managers are pretty good, but some don't pay attention to HR issues and I don't think this will be allowed to last. We don't need any more proof that wellness is good for productivity/morale. If senior managers are just paying lip service to instant recognition, get a group of employees to evaluate the applications.

What's really key about workplace well-being is that you have to do some work and it has to be meaningful. To do meaningful work, you have to be trained and have the tools. These are essentials in a healthy workplace. In addition, you can have amenities such as fitness centres, but the most important thing is having respect in the workplace for the contribution you're making. This is not an easy culture to instill.

## Atlantic Canada Opportunities Agency (ACOA)

ACOA is a medium-sized organization that didn't always have a comprehensive policy for employee wellness. This changed with a change in senior management and, specifically, with a new Deputy Minister whose personal vision was to become an employer of choice.

The agency has an internal awards program that works well, with recipients selected by their peers, but this in itself was not enough. At an Atlantic Retreat, 37 senior executives agreed on a series of specific actions, leading to a big improvement in workplace well-being. Key words in these actions are: 'promoting innovation', 'challenging creativity', and 'staying focused on the principal mission of the organization'. Because ACOA's executives had contributed to their development, the actions hold a lot of meaning for them. They learned a lot from each other at the retreat, and came away with a good sense of how and why things work.

The role of a change agent is to help the most senior person in the organization understand what it is possible to achieve in the organization, to help him/her see how some of these activities can help achieve the ultimate purpose of the organization. Not all senior managers are focused on the HR side of things, and we have to bring these considerations to their conscious level.

We need to ask ourselves what management styles we have been rewarding and what message we want to send. It's not a good idea to reward long hours, for example, because there is a lot of controversy around this issue and we would be encouraging that behaviour. We don't just want the status quo minus the negatives; let's focus on management styles that promote pride. One of the jobs of senior leaders is to remove the obstacles to achieving organizational goals.

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## Canadian Environmental Assessment Agency

Based on Public Service Survey results, this small agency is considered a good Public Service model employer. Our approach has been to integrate wellness initiatives into other initiatives, and one of our key criteria has been to keep it simple.

We recognize long service and we celebrate events. Our senior management is committed to workplace well-being, and hold forums focusing strictly on HR matters. We also have a micro-committee on HR modernization within the organization. Often, it's the accumulation of little things that makes the difference, such as an internal newspaper, and ideas don't necessarily have to come from senior management.

There are many components of workplace well-being. A number of these need investment, and many more don't. A simple 'thank you', said with a smile, can do wonders.

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## Developing a culture of recognition

### **Bob Nelson**

*President, Nelson Motivation, Inc.*

Dr. Bob Nelson, oftentimes referred to as “the guru of thank you”, provided a solid and impassioned plea for developing a culture of recognition within the organization.

It is no secret that work today is very stressful and, while various surveys have demonstrated that recognition is a powerful tool and highly effective motivator, it is not used very often. The number one reason people cite for leaving their jobs today is not being valued for the work they do. Approximately one third of high performers will be looking for a new job in the next year. According to Gallup, who surveyed two million people in this regard, the top predictor of the tenure of any employee is that person’s relationship with his/her immediate supervisor.

Recognition is appreciating someone for something he or she has done for you, your group, or the organization. When you get serious about performance, you have to get serious about recognition. It is important to understand that recognition is not done so that people will like you, but is connected to performance. In fact, it is the greatest driver of performance we have. People don’t want to be praised for nothing, but for doing something. A whopping 96% of employees say they expect to be recognized when they’ve done something well, and are de-motivated if they’re not.

The greatest management principle in the world is that you get what you reward. All behaviour is controlled by its consequences, which can be positive, negative, or non-existent. Various management ‘gurus’, including Stephen Covey, have observed that positive consequences have multiple times the power of negative consequences and, yet, most employees say the only time they hear from their managers is when they’ve made a mistake. Because of the alienating effect of technology in the workplace, the need for positive reinforcement is even more pressing (high tech = high touch).

One Gallup poll poses twelve questions that predict success in an organization. The final question relates to recognition and, of the twelve predictors, is the only one ranked below average. If you don’t recognize excellent performance, at some point you will lose it. By the same token, if you do the same for everyone, you will get average or marginal performance. Recognition not linked to performance is a beeline to mediocrity.

There is no quota for excellence!

Recognition can be done formally, as part of a structured program. While this is a valuable slice of the pie, it has a tendency to become stale, and attention should be paid to adding variety to this

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type of reward, perhaps by offering the employee a choice of merchandise outside of the ordinary (e.g., conference attendance or a Bed-and-Breakfast getaway with one's spouse).

Informal recognition is a spontaneous form of sincere thanks for a desired behaviour or performance. Although it's spontaneous, you need to plan for it. For instance, if you want to write spontaneous notes of thanks, you'll need to get the notepaper beforehand and have it ready.

Day-to-day recognition is daily feedback about positive employee performance. Those managers who have internalized its importance actively look for and act upon opportunities to recognize employees when they do good work – on a daily basis. When asked where they themselves get reinforced, these managers list: employees, peers, customers or suppliers, themselves, and their managers – in that order.

Praise and thanks can be personal, written, electronic, or public, and managers should be doing all of these. Praise should be given as soon as possible following the activity you want to reinforce – why not interrupt a meeting with good news for a change? It should be sincere, specific, personal, positive, and proactive. It should also fit the person being recognized, as well as the person doing the recognizing.

Whichever kind of recognition is used, it is important to keep it exciting, fresh and different. Hewlett Packard's golden banana award originated as an actual banana, spontaneously plucked from his lunch by an appreciative boss and offered to an employee to recognize a job well done. Years-of-service awards can be made more meaningful by personalizing them – telling the stories that bring them to life. Mementos, such as coffee mugs, can become symbolic by saving them for special occasions.

Recognition that is not earned is not valued. You need to put a performance value on it by establishing timely, clear criteria, and it becomes a point of pride for people to earn it.

“If you always do what you've always done, you'll always get what you've always got”, said Dr. Nelson in closing. “It is a manager's job to lead with the knowledge and with the spirit. If you recognize often and whenever it is earned, it will be real to the people in your sphere of influence, it will become contagious, and you'll get the results you're after.”



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## Workshops

Bring Your Work to Life!

Applying the Best of You to What You Do!

**Bill Mills**

*InnerFormation Training and Consulting Incorporated*

In this interactive workshop, Bill Mills led participants in a series of activities designed to explore how they might derive more meaning and motivation from their experience of work, and how they might bring more compassion and community to their workplace.

The workplace of the 21<sup>st</sup> Century is an uncertain and, in many cases, unhealthy place. Studies conducted in 1997 and 2002 have determined that federal Public Service executives are suffering from twice the levels of stress and depression as the overall Canadian population, and this at a time when human resource planners are trying to attract good people to fill a myriad of executive positions as baby boomers begin to retire. These same studies conclude that if you place a healthy person, no matter how resilient, in an unhealthy environment, eventually that person will become sick.

Clearly, work needs to be done to overhaul the structure of the Public Service to make it a healthier place, but change of this magnitude can easily take many years to implement. In the meantime, there are strategies that everyone can put into practice immediately to cope with, and even excel in, uncertainty. Each strategy emphasizes an important relationship in life: your connection with *Self*, your connection with *Others*, and your connection with *Higher Values*.

### **Self**

In order to connect with your Self, you must first develop a sense of purpose. Your sense of purpose acts as does the long pole carried by a tightrope walker: it enhances your sense of balance and confidence, especially during worrying times. A sense of purpose can be elusive and, often, the best way of capturing it is to sit perfectly still and let it come to you as you reflect upon such questions as: What's truly important to me? What am I passionate about? What's my purpose? What's my personal mission? What values do I hold dear?

Balance is key to well-being. You need to maintain a healthy balance between opposites: moving forward and staying still; giving direction and listening; spending time at work and spending time at home; taking care of others and taking care of your Self. Your sense of purpose helps you find and maintain this balance. In any situation, no matter how uncertain, ask yourself: How can I act on purpose? Then, do it.



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## Others

There are two important aspects of connecting with Others and, together, they bring compassion to the workplace. They are caring for people and passion for work. From this point of view, caring and passion lead to compassion. Working in small groups, each with two active participants, and given an exercise with clear instructions to win as many points as possible, participants saw a clear demonstration of the superior power of a cooperative, win-win strategy over the more typical competitive approach. Community in the workplace means recognizing that it is not enough to get our own job done; we need to recognize that others need to get theirs done as well. We are surrounded by conditions that cause us to think ‘win-lose’, and we often become competitive in environments where no competition is required.

## Higher values

I has been well documented that, during times of uncertainty, people tend to “catastrophize”. That is, we tend to imagine the worst possible outcome. The Higher Values are universal life principles, such as belief in a divine intelligence, tolerance, trust, peace, caring, honesty and integrity, and are so called because they are so benevolent and so universal.

And, they are choices; you must choose them. For example, in the face of uncertainty, choose trust. Take a timeout. Go for a walk. Pour yourself hot bath. Sit in silence. Meditate. Do whatever you need to do in order to return to your feelings of trust. Remind yourself that you are not alone. Others have faced similar challenges. They have not only survived, but some have even thrived. You can, too. Extract the learning that each situation is offering you. Accept what you cannot change. Act on the rest, trusting that life will support you in whatever you need.

One day, with your help, the Public Service will evolve into a less hierarchical, rules-bound and stressful structure. In the meantime, you will have the power to transform your work into a more purposeful, caring and trusting experience, one relationship at a time. Keep well.



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## Ceremonies 101: A 'How to' Guide

### **Annette Reichert**

*Team Leader, Awards and Recognition  
Department of National Defence (DND)*

### **Charmaine MacIntosh**

*Senior Program Officer, Awards and Recognition  
Department of National Defence (DND)*

Annette Reichert and Charmaine MacIntosh led a workshop on the logistics of organizing a large-scale awards ceremony. The workshop covered topics from the call letter and budget considerations, through work plans and communication strategies, to tips and tricks learned in the field. It also showcased the project management software *MS Project*.

The Department of National Defence is a large department, and a number of participants who attended the workshop, not from large organizations themselves, indicated that they did not have as much resources as DND for their ceremonies.

## Employee Well-Being: The Role of the Workplace in Managing Health

### **Wendy Poirier**

*Consultant, Towers Perrin*

### **Louise Lessard**

*Benefits Consulting, Towers Perrin*

Wendy Poirier and Louise Lessard led a workshop on the results of research conducted by Towers Perrin on the role of the workplace in employee well-being. They pointed out that the 'business' of government today is getting tougher. There is increased pressure to meet more needs of Canadians (services, responsiveness, technology, cooperation) with less (people, funding, expense, time). Within the federal government, public service management is high on the political agenda, issues are compounded by demographic challenges, empowerment and engagement are key to achieving results, and there is a need to engage people in increased productivity.

Healthy employees are engaged employees. Engaged employees are productive employees. Productive employees help you achieve your goals. And yet, the increased pressure on people is having serious health impacts and, to demonstrate this, the workshop leaders provided a number of statistics on the confluence of employee health factors and the changing nature of absence and

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disability. The bottom line is that building and sustaining a productive, high-performance work environment has never been more important – or more difficult.

Happily, there is a model for workplace health, and it's right under our noses. The road to employee engagement has three important elements, and these three elements must be present and balanced in order to get engaged employees. Employees must be clear about where they are going as an organization and how they fit into the big picture. They must understand what is expected of them and how their contributions will be rewarded. And, they must value their deal.

The data show that people need to feel pride, optimism and certainty about what they do, how they do it and, to a lesser but still important degree, for whom they do it. Being good at a job bolsters confidence, and ensures that both the organization and the employee achieve individual and collective goals. Employees want to control their own destiny to the degree possible; control feeds both competence and confidence. People's positive emotions are strongly influenced by the people with whom they work on a daily basis; by collaboration, teamwork and shared goals; and by a sense of purpose in their work (beyond just a paycheck).

High pressure, lack of control, low rewards, and lack of support in the workplace create excessive strain, which in turn increases the risk to mental and physical health. It is imperative that we replace this with a healthy workplace model of confidence, competence, control and community, manageable stress, and improved employee well-being and improved business results. This healthy model can work anywhere, irrespective of the business results sought.

## Fitness on the Run

**Marla Erickson**

**Linda Fredette**

**Brenda Hamm**

*LifeFIT Canada – RA Centre*

Are you having trouble making fitness a priority and squeezing activity into an already impossible schedule? Marla Erickson, Linda Fredette, and Brenda Hamm provided attendees at this workshop with valuable information to encourage them to make fitness a priority in their lives. Once participants were convinced that this was a good idea, they were furnished with some practical guidelines to help them stay on track.

During the workshop, participants were able to use different practical tests to determine their “fitness personalities”. They were encouraged to remember the importance of fitness in their lives, and to continue their individual fitness regimes at their own pace.

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## Honing In On What Matters: Lessons From the Field

### **Judith L. MacBride-King**

*Director, Human Resources Management Research*

*Organizational Performance Group*

*The Conference Board of Canada*

In this workshop, Judith MacBride-King shared her most current human resource research with workshop participants. “What do you think are the key challenges facing Canadian organizations today?” she asked. According to her research, the key evolving issues are skills shortages, an aging workforce, a lack of leadership capability, a loss of productivity, and loss of the capacity to innovate and respond to rapid change.

78.5% of governments report recruitment difficulties in certain occupational categories, and 65% report retention problems in particular occupational categories. Once again, the factors behind the skills crunch are seen to be an aging population, the global race for talent, and the rapid pace of economic, technological and scientific change.

Stress levels are on the rise and employees are having difficulty balancing their various work responsibilities with their family responsibilities. Workload is becoming an increasingly major concern.

Employers’ health benefit costs are on the rise instead of on the decline. This again, Ms. MacBride-King explained, was partly due to an aging workforce, employee stress, and employee use of drugs and other medical services.

The solution to these problems, she said, is to align the human resources strategy with the business strategy of the organization in order to recruit and develop employees with the skills that you need **now** and in the **future** (including those you want in leaders). It is also crucial to focus on what matters to both current and potential employees, i.e., what will attract them, retain them, and enhance their productivity and balance.

It is important to know your target market as well. For example, a student will have a different wish list from a person with some experience. Priorities change at different stages in life.

One constant concern in all target markets is the crucial role of the manager. Leadership and the ability to manage the business results side, i.e., the financial and customer service aspects, as well as the human side, i.e., relationships with customers, employees and unions, contribute significantly to the psychosocial work environment, which in turn can make an employee want to stay with the organization and be productive and innovative.

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Workload is also a key concern. When workload is unmanageable, the stress level is high. This results in a loss of productivity. For example, absenteeism and error rates go up, employees are less engaged, and their innovative capacity is diminished. Employees will leave the organization as opposed to trying to work it out. These outcomes result in an increase in health and benefit costs and a loss of business opportunity for the organization.

By way of conclusion, Ms. MacBride-King reiterated the key solution of aligning the human resources strategy with the business strategy of the organization, and offered the group some key practical solutions:

- ▶ Ensure outcomes, and not hours, are rewarded
- ▶ Implement/keep and enhance work-life initiatives
- ▶ Encourage real flexibility (e.g., telework)
- ▶ Give yourself a break – take time to reflect
- ▶ Ensure people know what is expected of them
- ▶ Deal with non-performers
- ▶ Provide training on new technologies
- ▶ Become a **wastebuster** – rid yourself of non-value added work (e.g., Is that meeting really necessary?)
- ▶ Develop e-mail protocols - be realistic with respect to response times, and send e-mail only to those people who really need it
- ▶ Develop voice mail protocols
- ▶ Teach time management tools (e.g., Do you really know how Outlook works? Do you know the timesavers?)

## Filling the Gap Between Policy and Practice

### **Louise Delorme**

*Manager, Workplace Well-being Team*

*Treasury Board Secretariat (TBS)*

The Public Service of Canada is recognized as one of the best employer in Canada, at least on paper when it relates to supporting employees manage their personal and professional obligations. We have excellent collective agreement provisions and TBS policies on work-life balance, but we have difficulty in putting them into practice. Filling the gap will be a cultural challenge that will involve special attention of the Pride & Well-being Committee of Deputies, leaders at all levels, departmental champions, HR advisors and staff. Ms. Delorme gave information about the existing collective agreement provisions, TBS policies and tools available

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to managers and employees. These are available on TBS website at: [http://www.tbs-sct.gc.ca/hr-rh/wlbps-eeoppfps/index\\_e.asp](http://www.tbs-sct.gc.ca/hr-rh/wlbps-eeoppfps/index_e.asp).

She also gave examples of how we can fill the gap by promoting the tools available, by initiating dialogue with all levels of the organization and by looking at creative ways to be flexible within existing parameters. One size does not fit all and some options will be more available to groups of staff than to others (depending on the nature of the work, technology, objectives and other factors). According to 2002 PS Employee Survey, there has been a modest improvement on Workplace well-being factors, including recognition by immediate supervisor.

She informed participants of TBS plans for the development of a Policy Framework on Workplace Well-being, the development of new promotional material and work of the Pride and Well-being Committee chaired by Mr. James Lahey.

## Measuring Engagement: A Results-Based Approach to Organizational Well-Being in the Public Service

### **Ralph Heintzman**

*Assistant Secretary, Strategic Policy and Planning*

*Champion Workplace Well-being*

*Treasury Board Secretariat*

In his opening remarks, Ralph Heintzman subtitled his workshop: *Toward Measurement and Accountability for People Management and Leadership in the Public Service*. “My way of conceptualizing the challenge,” he said, “is to see it as part of the management and leadership challenge of any organization.”

“The challenge is to make the Public Service an exemplary workplace,” he continued. “We need to look at how we can move beyond talk to action ... and results. We have set this as an objective.” He pointed out that we need to make our Public Service leaders and managers accountable not only for the what (business results), but also for the how (people results).

Our stress is very often a result of how our work is organized and how we are treated. We can both manage our workload and achieve our desired results if we have the right kinds of managers with the right priorities. “It’s a question of leadership,” said Mr. Heintzman. “It involves the managers, their priorities, how we evaluate them, and how we hold them accountable.” We need to develop the organizational measures and indicators that are required as a basis for accountability for people management and leadership. Without performance indicators, we are flying blind.

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Over the past decade, the public sector has made huge strides in performance measurements, which means we are now in a position to set baseline measures and improvement targets, measure progress, and hold managers accountable for progress and improvement results. Our challenge for people management and leadership over the next decade will be to develop consistent management approaches and common measurement tools, identify the key ‘drivers’ that create exemplary or high-performing workplaces, and develop methodology for workplace improvement, so that we will be in a position to implement performance measurements for people management and leadership (i.e., set baseline measures and improvement targets, measure progress, and hold managers accountable for progress and improvement results).

There is a growing consensus around the need for measurement of people management and leadership, as evidenced in the 1996 Tait Report, Linda Duxbury’s presentation to COSO earlier this year, IPAC’s 2003 study on *Making Government the Best Place to Work*, and the sixth report of the Advisory Committee on Senior Level Retention and Compensation (2003).

There is an enormous difference in stress levels, burnout rates, depression, and life satisfaction for people with supportive managers; supportive managers result in greater workplace well-being (Duxbury and Higgins, 2002).

The bottom line is that measurement and accountability are the essence of modern management. Organizational indicators or measures are needed as a basis for accountability for people management and leadership, and are the only way to make progress, and know we’re making progress, in HR management. The Public Service Employee Survey shows what can be done, but also that it’s done too infrequently, or with insufficient focus or rigour.

What’s holding us back? Essentially, we don’t know how to capture a limited number of high-level outcomes or what the key indicators are that will help us track how well we are doing, and we don’t have consensus on the main variables that ‘drive’ the key indicators. Both of these are needed to measure progress and design effective improvement strategies.

The problem is that we have lots of information and data, but no clarity or simplicity as to our main focus or key drivers. Consequently, we don’t know what we should measure or where we should focus our efforts, we don’t know whether our workplaces are improving or getting worse, we can’t benchmark, and we don’t know what we should hold our managers accountable for.

What are the key high-level outcomes we should be measuring? A variety of approaches have been used by the best-known consulting groups in this area, such as Watson Wyatt, Gallup, the Conference Board of Canada, the Canadian Policy Research Network, and the European Employee Index. Most of the research underlying these approaches, if any, is proprietary.

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In defining the way forward, the key question we should be posing is: What should we measure? We have to recognize the complexity of our organizational life, emotional or attitudinal as well as behavioural, and work toward narrowing down and ordering things. There are two dominant constructs that, when used together, capture the main high-level outcomes for HR: how people feel about their organizations (employee satisfaction) and what they are prepared to do about it (employee commitment). We need to address both to capture the full picture. It is absolutely essential to understand what drives both employee satisfaction and commitment if we are to shape effective improvement strategies.

Employee engagement can be used as the overarching construct to bring together employee satisfaction and commitment. We need to understand more about the relationship between them and about how contextual and demographic factors impact them, and we need to develop the appropriate methodologies to do so. We need to understand what drives employee satisfaction and commitment. While the literature in the area provides a list of the most common drivers, we still lack the solid, large-scale studies we need to determine accurately the drivers of employee engagement. Erin Research has conducted a study that identifies clearly a satisfaction cluster and a commitment cluster, and that begins to identify the drivers.

“Why should we care about all this?” questioned Mr. Heintzman. “Because organizations that want to have high levels of service have to have high levels of internal satisfaction. High organizational performance depends on a positive and committed workforce.” Employee satisfaction and commitment are linked to citizen/client service satisfaction, which, in turn, is linked to citizen trust and confidence in public institutions. To this end, we should undertake the work necessary to implement *Measurement and Accountability for People Management and Leadership in the Public Service*.



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## Status of the national master standing offer for long service awards

### **Lise Thérroux**

*Senior Policy Advisor*

*Workplace Well-being Team*

*Treasury Board Secretariat (TBS)*

Lise Thérroux updated participants on the status of the National Master Standing Offer for Long Service Awards. A survey of approximately 65 departments was conducted in January and February of 2003, and an advisory committee established, to determine the real needs of departments. The committee was chaired by the Commissioner of Official Languages (Pride and Recognition Champion) and comprised representatives from Human Resources Development Canada, the Department of National Defence, the Canadian International Development Agency, the Canadian Centre for Management Development, the Department of Foreign Affairs and International Trade, and the National Energy Board. While not large, it was quite representative of small, medium, large, and regionally located organizations.

We're hoping to see lots of creativity in the selections that will be offered. The policy now requires awards for 15, 25 and 35 years of service, and permits awards for other years. Because there will be a wider variety of awards available, departments will have an easier time of recognizing other years as well (i.e., 10, 20, 30, 40, 45 and 50).

Initial training will be offered across Canada at no cost to the departments.

Guarantees will be included with the awards, along with instructions for repairs or returns.

The bidding process will start soon, and we will keep awards and recognition coordinators informed of progress by e-mail. There is a lot of work involved in a full bidding process, and we're hoping that this will help you a lot. There will be a thorough evaluation process, with Lise Thérroux and Louise Delorme of Treasury Board Secretariat, and two representatives of Public Works and Government Services Canada involved.

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## Knowledge café – key questions for the future

In a fast-moving, structured and interactive brainstorming process known as a ‘knowledge café’, conference participants addressed four Pride, Recognition and Workplace Well-being themes. Moving quickly through four rounds and changing tables at each round, they identified key questions to be asked under a major theme, examined and built on questions identified by previous groups, identified changes and developed solutions, and sought the top solutions. Every round built on the results of the previous one, with the objective being to identify the challenges around the four themes in order to come up with practical solutions. One person at each table remained at that table throughout the four rounds, acting as host/hostess, facilitator, scribe and reporter for the table. All participants returned to their original tables for the final round, where they reviewed the work done in their absence and selected their top solutions. The following are the top questions and solutions identified during the knowledge café.

### *Theme 1: Justification for our programs*

Developing a business case and making our programs a management priority

#### **Top Question:**

- ▶ Why should we bother to implement workplace well-being and recognition programs in our department?

#### **Top Solution:**

- ▶ The Deputy Minister should be made aware that this is part of his/her job and he/she should be held accountable for doing it.
- ▶ TBS and PCO should work together to make sure this is part of the accountability framework.
- ▶ Within departments, use your champions as much as possible and get the message out.
- ▶ Look at using surveys to shame those you want to shame.

#### **Top Question:**

- ▶ How can we motivate managers to put in place programs that have long-term results?

#### **Top Solution:**

- ▶ Treasury Board Secretariat should oblige each department to name a champion for recognition and well-being (it would probably be advantageous to name someone at the senior level).
- ▶ Senior managers should be held accountable in their performance appraisals for employees’ well-being (as well-being encompasses all HR programs).

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**Top Question:**

- ▶ How can we integrate recognition into job performance?

**Top Solution:**

- ▶ Establish clear objectives and make managers accountable.
- ▶ Do good marketing as to why we need recognition (e.g., to reduce turnover).
- ▶ Measure and follow up and do continuous feedback.
- ▶ Just do it! Results for Canadians!

**Top Question:**

- ▶ What are the advantages of recognition programs in terms of morale, etc.?

**Top Solution:**

- ▶ We should build a business case based on facts, using all the presentations we have heard here. A lot of surveys have been done, and coordinators in the departments should use these to develop a solid business case (one case for all).
- ▶ Treasury Board Secretariat should provide leadership in this.

***Theme 2: Working together***

Creating synergy between the two Pride, Recognition and Workplace Well-being groups

**Top Question:**

- ▶ A lot of departments do not have workplace well-being programs. What is the scope/purpose/mandate of this type of program?

**Top Solution:**

- ▶ We need to study the problem, develop a framework, and do some promotion.
- ▶ Central Agencies should promote the wellness concept (an umbrella over pride and recognition) to Deputy Heads.
- ▶ To create energy and sell the concept, we should create a task force, with representatives from departments and unions, to share ideas and get the message out.
- ▶ The framework should be a way of life for all departments, tied into departmental business objectives and government priorities, and made part of Deputy Head accountability.
- ▶ The framework should be tied into values and ethics.
- ▶ We should share successes and best practices.
- ▶ We should develop performance indicators and do measurement.
- ▶ We should continue the combined conference and, once a year, get together (in a nice place).

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**Top Question:**

- ▶ How can we merge the two groups?

**Top Solution:**

- ▶ We should be truly accountable at all levels.
- ▶ We should demonstrate the rewards of merging or consequences of not merging.

**Top Question:**

- ▶ How can we get the two communities to work together?

**Top Solution:**

- ▶ Get DM Committee to make pride, recognition and workplace well-being their top priority.
- ▶ They should create a framework, including mandate, accountability framework, and funding (for meetings, training, marketing, and services).
- ▶ Champions should develop a strategic plan, in consultation with coordinators, and come up with a process for pride, recognition, and workplace well-being.
- ▶ As a first step, develop a listing of people working in those areas.
- ▶ Recognize that resources are important.

***Theme 3: HR modernization***

*Preparing for changes in policy and legislation*

**Top Question:**

- ▶ What will be the impact when baby boomers leave and will HR modernization make a difference?

**Top Solution:**

- ▶ Anticipatory staffing at the middle-management level should be conducted now and should include a wellness competency. This should be assessed with an in-basket test.

**Top Question:**

- ▶ What will have to happen for management to be ready for delegation?



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**Top Solution:**

- ▶ Managers need to understand clearly the changes to the Act and their impacts.
- ▶ TBS and PSC should make sure that changes to the HR Modernization Act are clear. They should provide simple and understandable information/tools (including measurement tools) and support to managers.

**Top Question:**

- ▶ What are the costs of implementation, and how are departments planning for these changes?

**Top Solution:**

- ▶ We need a good communications plan, both internal and external, that sets out short- and long-term goals, common understanding, themes and common languages.
- ▶ The communications plan should target HR staff, management, etc.
- ▶ We should recognize that the costs will be much higher if we don't communicate.

**Theme 4: *The renewal of our community***

*Ensuring that our broader community can renew its workforce and survive*

**Top Question:**

- ▶ How can we involve people in attracting new blood and making sure ideas are shared among all?

**Top Solution:**

- ▶ We should have a clear mandate, which incorporates the ideas of everybody in the organization (within each department/organization), and a good communications strategy.



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**Top Question:**

- ▶ How can we demonstrate the impact and benefits of our work on our colleagues (in order to attract, retain, etc.)?

**Top Solution:**

- ▶ We should build a network of trained well-being, pride and recognition ambassadors, each armed with a toolkit to showcase the benefits to our employees (sort of an interdepartmental committee at our level).



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## Achieving success

### **Patrick Leroux**

*Certified Speaking Professional and  
Expert on motivation & success strategies*

With great energy, humour and conviction, Patrick Leroux outlined his five fundamental keys for achieving total success and motivation in all aspects of life. His dynamic and inspirational message brought the 2003 Pride, Recognition and Workplace Well-being Conference to a close on a high note.

### ***Goals***

“The establishment of an objective is the first step towards every great achievement”, he avowed. You should identify the five most important values for yourself in your life and put them in order of priority. Once you’ve chosen your values, decisions become clearer and life much easier. You need to focus all your energy on your objectives. These are your dreams in written form, with deadline dates attached.

Often, people only establish objectives for their work lives, but living without goals is like piloting a boat without a rudder. People typically take a year to plan their weddings, but no time at all to plan their lives. Objectives provide direction, motivation and, in the progressive achievement of a goal that we hold dear, happiness. The more projects you have, the happier you will be. Not to plan is to plan your failure.

Dare to take risks. People think success and failure are opposites. In fact, they’re elements of the same thing and, the more failures you have, the more success you can realize.

### ***Self-esteem***

“You cannot achieve something tangible on the outside if you don’t first achieve it on the inside.” When you believe in yourself, even to the point of thinking you can do anything, the future is limitless. We become what we think about most of the time, and we need to deprogram ourselves from ‘brainwashing’ and limiting beliefs such as “you have to work very hard to succeed”.

It’s normal to be afraid, but the important thing is to believe in yourself. Les Brown once said, “In life, you either live your dreams or your fears.” Pay attention to your internal dialogue, because it’s your internal dialogue that will determine the limits of your future accomplishments.

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### ***Ongoing learning***

“If you want to earn more, you first have to learn more”, suggested Patrick Leroux. The best year of my life was the year I stopped blaming the government, society, etc., for my life, and started improving myself.”

Successful people are curious people. If we have a solid base, we’re better equipped to withstand the storms of life. Four indispensable tools of ongoing learning are books (non-fiction as well as fiction), CDs/cassettes/videos (transform your car into a learning centre), conferences/seminars/workshops, and the internet.

### ***Positive attitude***

“Your attitude toward life will have a direct effect on life’s attitude towards you.” Keep a positive attitude at all times.

What is your attitude towards change? A hundred years ago, our life expectancy was 47 years. Only twenty years ago, we didn’t have cell phones, faxes and personal computers, and the internet didn’t even exist. Imagine where we’ll be in the next 20-100 years! We need to watch how we react to what happens to us.

If someone asks you how things are going, you can always respond, “Unbelievable!” Even if it’s not your best day, people will likely assume your response to be positive.

### ***Interpersonal relationships***

“The quality of your life is directly linked to the quality of your relationships.” Help yourself by helping others. Invest in your relationships with your colleagues, clients, friends, partners and children.

And, finally, pay attention to your circle of influence. This is actually the sixth fundamental key for achieving total success and motivation in all aspects of your life. Surround yourself with winners, because the losers will drag you down with them.

Your future success is in your hands!





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## Thank you! Closing remarks

### **Louise Delorme**

*Manager, Workplace Well-being Team*

*Treasury Board Secretariat (TBS)*

In her closing remarks, Louise Delorme thanked the group for their participation. “I am very happy with the people who joined our team for this conference,” she said. “One of our challenges is to create networks, and it was good to meet others from our family of recognition. We also want to know the wellness family better.”

To help people know each other, she pointed out that the group’s names and coordinates were provided in the “Annexes” to the Conference Workbook. “Please let us know of any changes,” she invited, “so that we can keep these lists up to date.”

Louise Delorme promised that a report of the conference would be made available on the TBS website.

She extended her heartfelt thanks to Dominique Dennery, for her facilitation and advice on the smooth running of the conference, and to her indispensable team. A thunderous round of applause signaled the participants’ agreement.

In closing, Ms. Delorme reminded the group that their evaluation questionnaires were very important, especially for a learning organization. While she did not promise that there would be a conference the following year, she committed to finding the right formula to respond to the needs of the community.



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## Annex a

### I. Conference Evaluation

The following is a summary of the 52 evaluations submitted by conference participants. Scales used range from 1 (poor/inadequate/not useful) through 5 (excellent/very useful).

#### Presentations/Workshops

<b>Presentations</b>	
<b>Bring Your Work To Life!</b> (Bill Mills)	4.6
<b>The Characteristics of A Supportive and Effective Manager – Your Views vs the DMs’ Views</b>	3.9
<b>Panel of Champions on Pride, Recognition and Workplace Well-being</b>	3.8
<b>Developing a Culture of Recognition</b> (Bob Nelson)	4.7
<b>Status of the National Standing Offer for Long Service Awards</b> (Lise Th��roux)	4.1
<b>Knowledge Caf�� – Key Questions for the Future</b>	3.8
<b>Achieving Success</b> (Patrick Leroux)	4.3
<b>Workshops</b>	
(a) <b>Bring Your Work To Life!</b> (30 evaluations)	4.9
(b) <b>Ceremonies 101: A “How To” Guide</b> (16 evaluations)	4.6
(c) <b>Employee Well-being: The Role of the Workplace in Managing Health</b> (17 evaluations)	3.7
(d) <b>Filling the Gap Between Policy and Practice</b> (17 evaluations)	3.2
(e) <b>Fitness on the Run</b> (20 evaluations)	4.7
(f) <b>Honing In On What Matters: Lessons From the Field</b> (30 evaluations)	3.7
(g) <b>Measuring Engagement: A Results-Based Approach to Organizational Well-Being in the Public Service</b> (19 evaluations)	3.7
<b>Miscellaneous</b>	
<b>Handouts</b>	4.4
<b>Meals</b>	4.2
<b>Oscar Night</b>	4.6
<b>Fitness Break</b>	4.5
<b>Accommodation</b>	3.6
<i>How useful was this conference to you?</i>	4.4

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Why?

### **Value**

- ▶ Finally a validation that recognition and well-being belong together and an exploration of how to go about making it happen – better understanding of the common ground (3 participants)
- ▶ Very informative/useful (4 participants)
- ▶ Practical and applicable to our work – particularly workshops (3 participants)
- ▶ Insight into understanding/importance of wellness/well-being issues (3 participants)
- ▶ Great ideas about recognizing employees
- ▶ Exposure to other practices/initiatives/tools/current research in the field (3 participants)
- ▶ Great ideas/development of ideas/another way to approach issues (positive) (11 participants)
- ▶ Useful for small departments (2 participants) – in one small department, no rewards program; policies/programs exist, but managers do not use them
- ▶ Particularly useful for those new to the Public Service/new in the area (3 participants)
- ▶ Relevant information from TBS – opportunity to hear about developments at Central Agency level (2 participants)
- ▶ “As a recognition coordinator without a champion, helped keep me going and believing”

### **Networking/Sharing**

- ▶ Exchange among coordinators on new techniques/methods of functioning/etc. (2 participants)
- ▶ Opportunity to meet, network and share (14 participants) – good to hear that most departments have similar problems

### **Input**

- ▶ Opportunity to have input into future action

### **Miscellaneous**

- ▶ Very good facilitator/MC, presenters and speakers
- ▶ Very energizing – the well-being/fitness element made such a difference!
- ▶ Excellent organization/logistics
- ▶ Met needs and exceeded expectations
- ▶ Excellent spirit!

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## **Needs improvement**

- ▶ Not enough emphasis on awards/recognition, i.e., workshops, best practices, etc. (2 participants)
- ▶ More geared towards managers/senior managers – don't have clout at junior levels

What was most useful?

## **Sessions/Speakers/Workshops**

- ▶ Workshops (9 participants)
- ▶ Speakers/motivational speakers (7 participants)
- ▶ Bob Nelson: his practical solutions/his books (10 participants)
- ▶ Bill Mills (9 participants)
- ▶ Patrick Leroux (5 participants)
- ▶ Ceremonies 101 – very helpful hints (5 participants)
- ▶ Sange De Silva, Marla Ericksen
- ▶ Knowledge café, especially first round
- ▶ 'Employee Well-Being' workshop
- ▶ 'Measuring Engagement' workshop
- ▶ Status of the National Master Standing Offer session

## **Content**

- ▶ Update on various initiatives/committees
- ▶ Opportunity to learn about WWB
- ▶ Opportunity to hear about developments at Central Agency level
- ▶ Research/useful data on 'engaged workplace'/data collection and exposure to different studies (2 participants)
- ▶ Sessions on recognition
- ▶ Including and fitting well-being into recognition
- ▶ Best practices
- ▶ Speakers' practical ideas
- ▶ Tips on how to improve workplace well-being and encourage PS employees
- ▶ Arguments for doing our work better/selling our concepts
- ▶ Importance of P & R as a management tool
- ▶ Well-being as an element

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## Networking/Sharing

- ▶ Networking/interaction opportunities to discuss approaches to recognition/best practices with colleagues/people from other departments (10 participants)
- ▶ Sharing of information/ideas/concrete solutions/best practices (2 participants)

## Input

- ▶ Opportunity to have input into future action
- ▶ Fitness
- ▶ Fitness breaks (3 participants) – Note: “I wish I knew to bring the right clothing”
- ▶ Yoga and meditation excellent

## Miscellaneous

- ▶ Facilitator was very skilled/did an excellent job/“fantastic” (3 participants)
- ▶ Workbook and annexes
- ▶ Ability to choose workshops
- ▶ Handouts provided by many presenters
- ▶ Whole conference was well balanced, well structured, and flowed well
- ▶ Conference itself!

<b><i>Overall, how do you rate the conference?</i></b>	4.4
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Why?

## Value

- ▶ Good learning and exchange (4 participants)
- ▶ Context of pride/recognition and well-being to HRM and to the role of managers all came together in a coherent way: practical ideas that I can use
- ▶ Context was excellent (3 participants)
- ▶ Brings us back to why we do the work from everyday political and budgetary pressures
- ▶ Learning why well-being/rewarding employees so important to organizational success – linking reward with performance
- ▶ Was expecting to hear more about how to promote P & R and get support within the department
- ▶ Some good, useful elements and information and networking; some time wasted with redundant information sharing

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- ▶ Disappointing in terms of awards – tried to do too much for all
  - ▶ Would have liked to have guidelines/procedures for a consistent recognition program (equal across all departments)
  - ▶ Good networking, but would have liked more on recognition in workshops

### **Networking/Sharing**

- ▶ Exposure to other departments, putting faces to names, deepening of reflections, sharing of experiences, exposure to future projects – good opportunity to network (4 participants)

### **Sessions/Speakers**

- ▶ Speakers/motivational speakers excellent (6 participants)

### **Miscellaneous**

- ▶ Excellent: energy, agenda/schedule, process, overall (5 participants)
- ▶ Well-organized and rich in content/very professional (4 participants)
- ▶ A sincere thank you for 3 marvelous days, which were much appreciated (2 participants)
- ▶ Congratulations to the organizers (4 participants)
- ▶ Excellent facilitation (3 participants)
- ▶ Loved the way the conversations with the DMs and the Panel of Champions were structured – knowledge café a neat process
- ▶ Good atmosphere - well balanced group, with different knowledge and experience
- ▶ Good activities and workshops/good blend – workshops great – being able to attend three workshops (4 participants)
- ▶ Met all my needs
- ▶ TB does their best when it comes to conferences
- ▶ TBS team made recognition coordinators feel valuable, important and special
- ▶ Nice touches, such as gifts
- ▶ Not as high energy as I thought it would be
- ▶ Not spaced out enough – too little time between conference workshops
- ▶ Oscar night a nice touch! (2 participants)

### **Fitness**

- ▶ Fitness activities (walking/yoga/meditation) a great idea! (4 participants)

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## Location

- ▶ Quality of site good (2 participants)
- ▶ Accommodations inadequate: no elevator and too many stairs to carry heavy luggage over (2 participants)
- ▶ Great meals
- ▶ Food not necessarily heart smart

## Translation

- ▶ Translation services poor; at times, non-existent (3 participants)

<i>Has the conference met your expectations?</i>	Yes (90.0%)
<i>Should we have another conference next year?</i>	Yes (94.2%)

What changes would improve future conferences?

What suggestions would you make for future conferences?

## Content

- ▶ Provide more details/examples about how specific issues affect our programs and how we can overcome the challenges
- ▶ Have an exercise of sharing approaches/ideas in an open forum
- ▶ Have an example of a WWB champion rather than a motivational speaker (Patrick Leroux)
- ▶ Have demonstrations by different providers and by the company who wins the Standing Offer
- ▶ Have more concrete information (e.g., hospitality, CCRA, statistics for instant recognition)

## Process

- ▶ Have more discussions and fewer presentations: learn from each other
- ▶ Have exercises to share ideas on different perspectives of champions and HR coordinators
- ▶ Have more managers/senior managers attending so they can pass on/implement useful information
- ▶ Foster more energy!
- ▶ Have more women speakers – a better balance
- ▶ Have more francophone speakers
- ▶ Have two streams for workshops: well-being best practices + recognition best practices
- ▶ Have a day of workshops on themes of developing tools/strategies, followed by presentations at following conference

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- ▶ Split up workshops before and after presentations
  - ▶ Provide more time for reflection: let's start considering reflection as an action
  - ▶ Provide more time for group exercises
  - ▶ Have an opportunity for individual as well as group feedback
  - ▶ Have better timing in the schedule

### **Speakers/Motivational Speakers**

- ▶ Keep motivational speakers (2 participants)

### **Workshops**

- ▶ Have more workshops on awards & recognition, best practices, practical applications, etc. – there was too much focus on well-being in the workshops (5 participants)
- ▶ Keep the focus on both WWB and P & R
- ▶ A workshop on interpretation and implementation of policies could be useful, even for coordinators who have done this for a long time (2 participants)

### **Fitness**

- ▶ Have fitness team come into plenary room as soon as speakers are done to get people up and moving with some fun stretching exercises
- ▶ 'Fitness on the Run' workshop should be mandatory

### **Location**

- ▶ Keep the conference outside the NCR so we won't be called back to the office to handle emergencies/can keep the group together/foster greater participation/engagement of speakers (3 participants)
- ▶ Ottawa as opposed to traveling (2 participants)
- ▶ Conference should end earlier on Friday or on Thursday PM to accommodate participants who have to travel across Canada (3 participants) – hold the conference from Tuesday to Thursday so people can be home for the weekend (well-being)
- ▶ Check-in should be arranged in advance – a waste of time to get a room
- ▶ Rooms should be assigned upon arrival (2 participants)
- ▶ A smoke-free environment would be appreciated
- ▶ A scent-free atmosphere should be encouraged, especially at a 'well-being' conference (2 participants)
- ▶ Make decaf coffee available during breaks



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### **Conference Length/Timing**

- ▶ An annual conference is very important to share and build for the future
- ▶ Conference should be two days only
- ▶ Hold the conference every two years
- ▶ Have a one-day conference 4 times a year, or, 1 two-day conference + 2 one-day conferences

### **Translation**

- ▶ Improve translation services – change company (5 participants) – Translation Services should be notified about poor performance of translators, one of whom laughed at French speaker's jokes and didn't bother translating into English

## Annex B

List of participants conférence sur la fierté,  
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