



Human Resources Development Canada Développement des ressources humaines Canada
Internal Audit Bureau Bureau de vérification interne

FINAL REPORT

The Impact of HRDC's Vision on Employees

Project No.: 401/98

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1.0 EXECUTIVE SUMMARY

The Internal Audit Bureau (IAB) conducted a review to assess the impact that HRDC's Vision statement has had on employees. Discussion groups were organised with approximately 200 staff and managers at local, regional and national headquarter offices. Qualitative and quantitative data were collected to assess employees' awareness of the Vision; the extent to which the Vision has been integrated into the workplace; and the remaining barriers that exist in fully implementing a department-wide Vision.

Most participants indicated that they have had an opportunity to hear about the departmental Vision and, generally, employees like its content. HRDC can take pride in the fact that beneficial effects of the Vision are being noticed. However, three areas, in particular, warrant further attention:

- 1. During focus group discussions, most employees expressed the view that HRDC can do a better job of aligning policy development with the needs of clients. The primary sentiment, at all levels of the organization, is that we need to draw more actively upon the knowledge of employees who work with clients before implementing new policies.*
- 2. Integration appeared as a major theme during discussions with employees. As HRDC continues to change its role in Canadian communities, employees are left to deal with the effects. In those regions that have devolved programs and services to provincial colleagues, employees question some elements of the Vision. Individuals need to see themselves and their work reflected in the messages embedded in the Vision.*
- 3. With regard to building on the strength of our employees, only 28% of employees agree that "HRDC makes people feel needed and have the confidence to succeed." This, in concert with findings from other reviews, highlights the importance of focusing on initiatives that support our employees in their day-to-day work. Further, we need to ensure that appropriate resources are aligned so that workplace priorities can be met.*

Fortunately, progress is being made in many areas. There is, however, serious work ahead. We need to examine the practicality of some aspects of the Vision, if it is to carry HRDC into the future. The organization must determine whether its employees are provided the necessary resources to succeed in such things as partnerships and community capacity building. If not, we need to identify those aspects of our work that we will stop doing so that these new activities can be accommodated.

Major Findings

Following are highlights of the findings from this review.

- Approximately two thirds of employees have had an opportunity to hear about the Vision in their workplaces. Despite this, many employees expressed during focus groups that they had not yet had an opportunity to engage in open discussions about the Vision's contents. As well, only 28% of employees agreed that HRDC aligns resources to support the Vision. This parallels the findings of IAB's previous review on *Capacity to Deliver HRDC's Programs and Services*¹.
- Over half of the participants indicated that some or all aspects of "taking an integrated approach to human development" have been achieved. More work, however, needs to be done to ensure that HRDC's services complement each other.
- During discussions, a majority of employees expressed concerns about the way the Vision was worded. Many questioned our ability to provide "reasonable income security for all Canadians." As indicated, we are not being "true to our words of providing to *all* Canadians, since many people are falling through the cracks." Further, the use of the word "promotes" in this item of the Vision is not viewed as clear or convincing.
- The majority of participants stated that HRDC does a good job of providing quality service to clients, with almost 60% of participants stating that we have achieved some or all aspects of this.
- Over half of the participants felt that HRDC has achieved some or all aspects of preventative measures. This may be viewed as a positive reflection of our attempts to actively engage in and develop partnerships.
- Half of the employees felt that there is much work to be done in the area of explaining policies to clients. Most (86%) believed that a disconnect exists between those who develop policy and those who deliver services to clients. When discussed during group sessions, employees expressed frustration over the current approach to policy development.
- Over 60% of employees suggested that we have been and continue to do a good job in partnership development. It is felt that HRDC treats partners openly, fairly and in a transparent manner.

¹ *Capacity to Deliver HRDC's Programs and Services, Final Report, Internal Audit Bureau, April, 1999*

- Almost half of employees indicated that there is a lot of work to do in the area of community capacity building while about the same amount of people indicated that HRDC had achieved some or all aspects of this work. Some employees, in those regions with devolved services due to LMDAs, expressed that “we are no longer in the business of doing community capacity building.”
- Core values are an integral part of HRDC’s Vision. There is no strong agreement on whether core values guide the actions of employees. Participants expressed that they lack knowledge or understanding of HRDC’s core values. Despite this, over half of the participants expressed that the Department does a good job of supporting its people during change and provides necessary learning opportunities.
- During discussions, many term employees expressed frustrations over a lack of commitment from HRDC. Many suggested that they had worked for HRDC for years with no offer of indeterminate status.

Next Steps

Members of National Management Board should review the findings of this report and consider how we might begin to address the following questions:

- *How can we ensure that all employees have an opportunity to see how the national Vision pertains to them and how it can be integrated into their day-to-day work?*
- *How can we improve the linkages between policy development and service delivery?*
- *How can we create expectations that are reasonable for employees and align the necessary resources to ensure that all aspects of the Vision become reality?*

2.0 INTRODUCTION

Human Resources Development Canada (HRDC) has undergone considerable change during the past few years. Some of these changes have involved the closing of offices, employees leaving, and changes to working relationships with partners and work roles within the Department. More recently we have been questioning the impacts that federal-provincial/territorial Labour Market Development Agreements (LMDAs) will have on the programs and services provided today and in the future.

To help provide some clarity during this time of enormous organizational change, HRDC's National Management Board lead discussions and workshops with managers and staff around the future of the Department. Based on these discussions, a vision statement was created. *Making a Difference in the Human Development; A Vision for HRDC* (see Appendix A) was communicated to staff via the distribution of booklets, viewing the Vision video, local, regional and national staff meetings, discussion groups and vision activities.

The 1998-99 Audit and Evaluation Annual Plan of HRDC included a review which would "assess how the long-term vision has reached different levels of the organization." The approach chosen for this review was to determine:

1. Whether employees of HRDC have a clear understanding of the contents of the departmental Vision (i.e. are they aware of the elements of HRDC's Vision);
2. Whether the Vision reflects and presents realistic expectations for employees of the Department (i.e. is it "doable?"); and
3. Which barriers or gaps may exist in the continued implementation of the departmental Vision

3.0 METHODOLOGY

Discussion groups were organized with staff and managers from participating offices across the Department. Approximately 200 employees from a total of eight (8) HRCCs, four (4) RHQs, and three (3) NHQ units participated in this review. One objective was to attain representation from a variety of functional groups across the Department. A list of participating groups is provided in Table 1 below.

Table 1 – Vision Discussion Groups

LOCATION	GROUP	PARTICIPANTS
Manitoba	Brandon HRCC	15
	Winnipeg HRCC	17
	Manitoba RHQ	11
New Brunswick	Saint John HRCC	6
	Bathurst HRCC	16
	New Brunswick RHQ	16
Québec	Ste. Foy HRCC	19
	Montreal HRCC	16
	Québec RHQ	6
Ontario	Toronto HRCCs (2 Groups)	11,15
	Ontario RHQ	17
National Headquarters (NHQ)	Employment Insurance (EI)	10
	Income Security Programs (ISP)	14
	Human Resource Investment Branch (HRIB)	10
	TOTAL	199

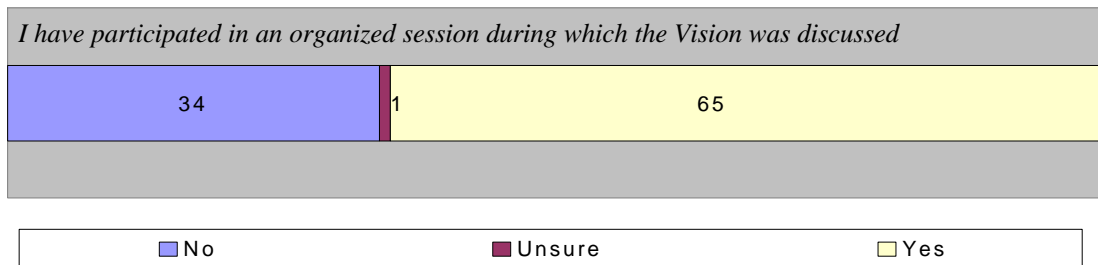
During the group sessions, employees provided their opinions on 30 statements (see Appendix B) about the Vision using a polling technology called *Option Finder*. This provides the opportunity for individuals' responses to be tabulated immediately and confidentially. The results from each group contributed to a global quantitative database used during the analysis phase.

In addition to the quantitative data, qualitative information was compiled during discussions with employees. The key input sought pertained to the perceived limits of the Vision and what steps were needed in order to see it implemented successfully.

4.0 FINDINGS

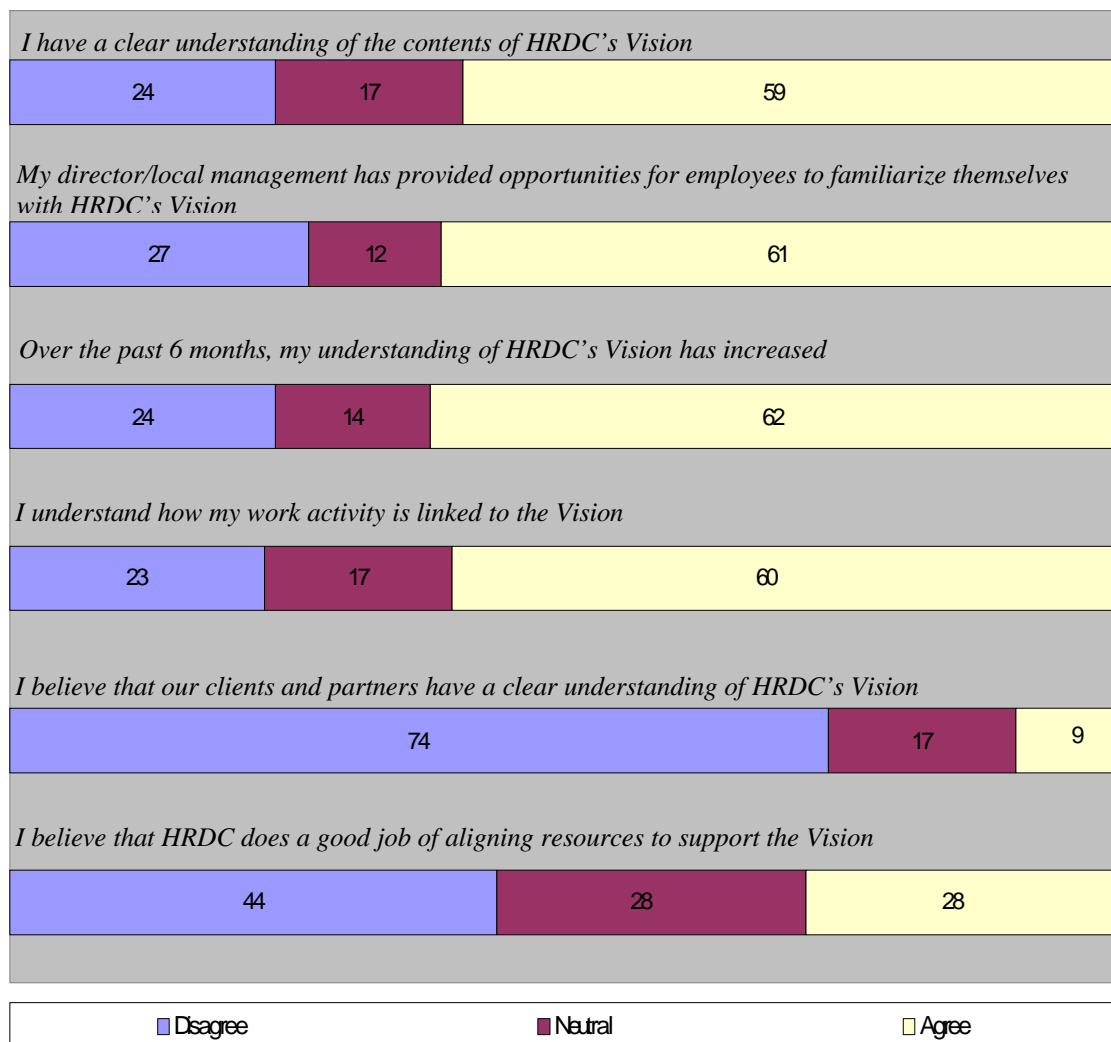
Awareness of the Vision

One of the purposes of this review was to determine the extent to which employees within HRDC are aware of the departmental Vision. Approximately two thirds of employees have had an opportunity to hear about the Vision in their workplaces. Employees from regional offices have had the most exposure to the Vision, with 80% of participants indicating that they had participated in a Vision session. Employees in local offices had the second highest level of exposure, with 61% participation and employees at NHQ have had the lowest level of exposure, with only 56% indicating that they had participated in a Vision Session.



Integration of the Vision

As mentioned previously, most participants indicated that they had had an opportunity to hear about the departmental Vision. However, their level of understanding of the Vision is still growing, as is illustrated by their responses to the items in the following graphs. The participants who reported that their understanding of the Vision was good, attributed this to such things as: preparing for competition boards, participating in planning sessions/workshops where the Vision was purposefully discussed, or through their daily work that involves the Vision. Despite this, many other individuals expressed that they had not yet been presented with an opportunity to have open discussions about the intricacies of the Vision's content.



We found that 74% of employees do not feel that our clients and partners have a clear understanding of the Vision. Many employees suggested, though, that it is not necessarily important that partners have an understanding of HRDC's Vision. Rather, they felt it was most important that clients and partners recognize the Department by name and know the programs and services that are available at HRCC offices.

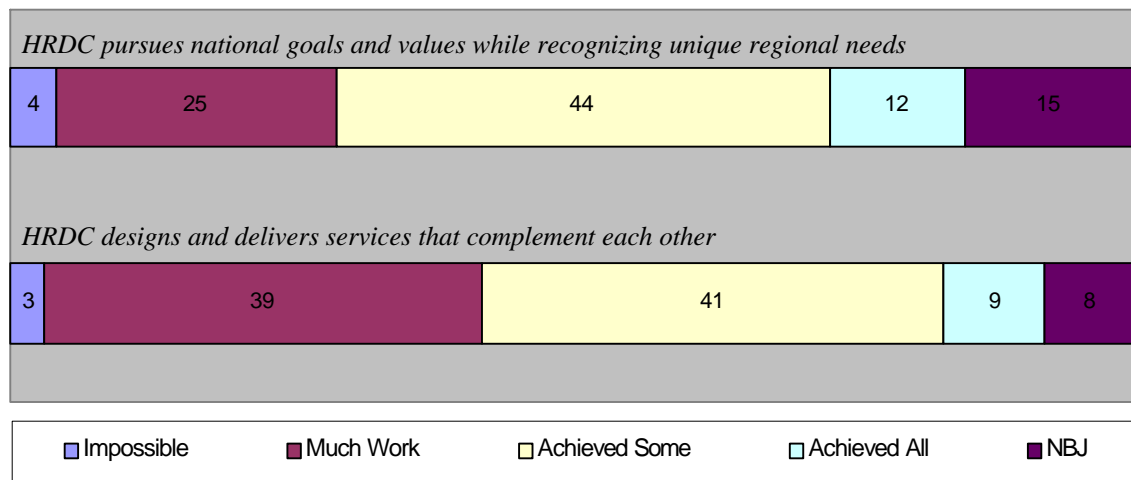
A majority of participants (44%) did not feel that HRDC does a good job of aligning resources to support the Vision. Employees feel that their ability to be successful in such things as community capacity building is limited by fewer human and operational resources. This finding parallels those of IAB's previous review *on "Capacity to Deliver HRDC's Programs and Services"*² and recently has been a topic of discussion on national committees.

² *Capacity to Deliver HRDC's Programs and Services*, Final Report, Internal Audit Bureau, April, 1999

The Vision Put into Practice

An additional objective of this review was to determine the extent to which employees feel that the Vision is realistic and attainable. Participants were asked to rate a series of statements drawn from the Vision on a scale from 1 to 5 (1=Impossible to Achieve, 2=A Lot of Work to Achieve, 3=Achieved Aspects of This, 4=Achieved All Aspects of This, 5=No Basis Upon Which to Judge). In the following section, responses from employees are broken down within the nine different elements of the Vision.

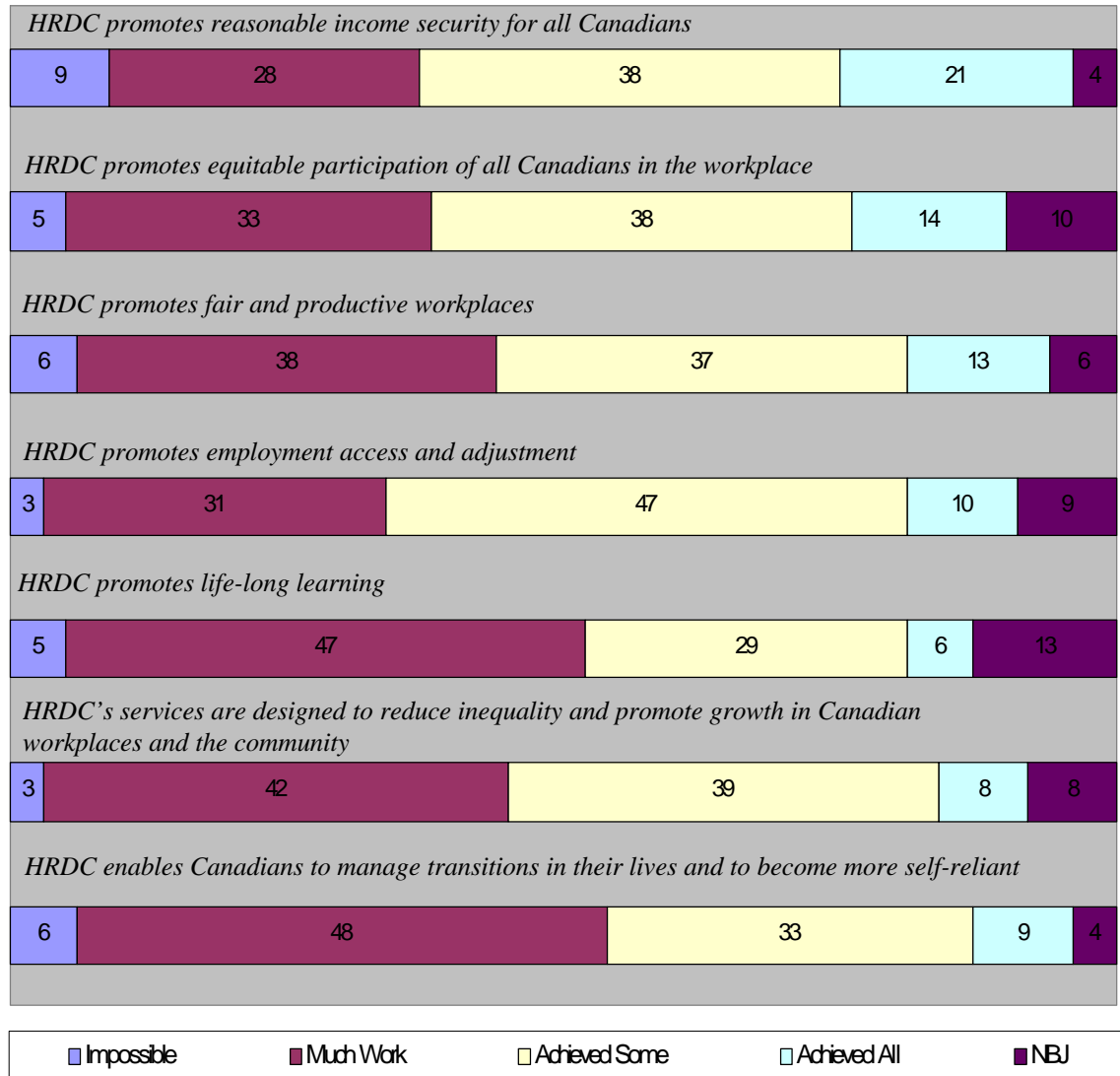
1. We will take an Integrated Approach to Human Development...



Over half of the participants indicated that some or all aspects of taking an integrated approach to human development has been achieved. A significant number of individuals (42%), though, feel that designing and delivering services that complement each other is either impossible to achieve or that there is much work ahead to achieve this.

In looking at differences in responses across the Department, individuals working in NHQ feel more strongly that HRDC's programs and services complement each other (68%), whereas fewer employees in regional offices share this sentiment (57%). Employees in local offices expressed the most concern, with only 52% of individuals responding positively to this particular item.

2. We will enable Canadians to manage transitions in their lives...



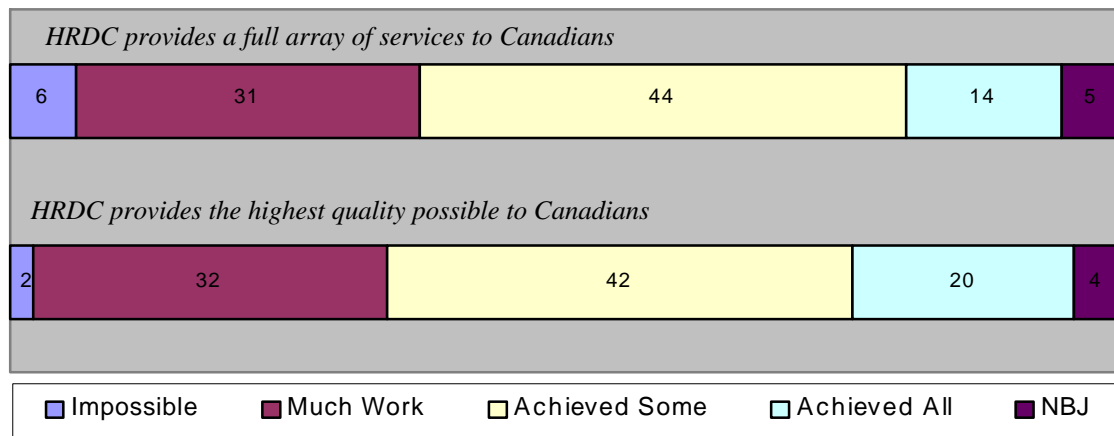
This section of the Vision focuses on the success of a number of HRDC's interventions. Although, during discussions, employees indicated that work is being achieved in these areas, a significant number of people felt that there are some areas where more work and effort is required.

With regard to differences across the Department, employees at NHQ and local offices responded similarly to the above items. When looking at the combined average for all seven items, 45% of employees from NHQ and local office groups indicated that some or all aspects of "enabling Canadians to manage transitions in their lives" has been achieved. Their colleagues in regional offices view HRDC's progress slightly more positively (with an average of 59% of participants indicating that HRDC has achieved some or all of the aspects of these seven interventions).

When asked whether HRDC enables Canadians to manage transitions in their lives and become more self-reliant, only 32% of employees at NHQ expressed that the Department has achieved some or all aspects of this goal, followed by employees in local offices (41%). Finally, RHQ employees feel that we are managing this intervention most effectively, with 59% of employees responding positively.

The use of the word “promotes” in these items provoked discussion in many groups. Employees indicated that the use of the word “promotes” is neither clear nor convincing. As was stated, “It’s one thing to *promote* something and another to actually *do* something.” Similarly, people did not feel comfortable with the phrase “reasonable income security for all Canadians.” First, it was noted that, “what is *reasonable* is very subjective.” Second, many employees felt that, “we are not being true to our words of providing to *all* Canadians, since many people are falling through the cracks.” Finally, many employees believe that there is a contradiction between new legislative changes that reduce EI benefits (despite the “swelling EI fund”) and a Vision that promotes reasonable income security for all Canadians.

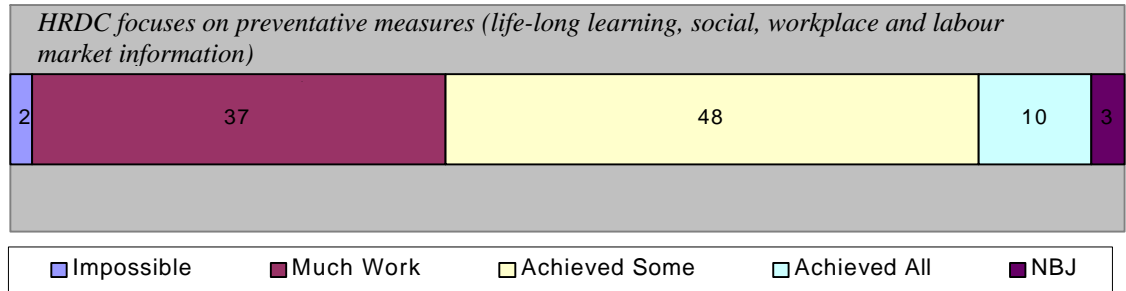
3. We provide the highest quality service to Canadians...



When asked about providing quality service to Canadians, most employees (over 60%) indicated that HRDC has achieved all or some aspects of this.

In considering the differences in responses across HRDC, little variance occurred (all favorable responses rested in the 56% to 63% range for all three levels of the Department).

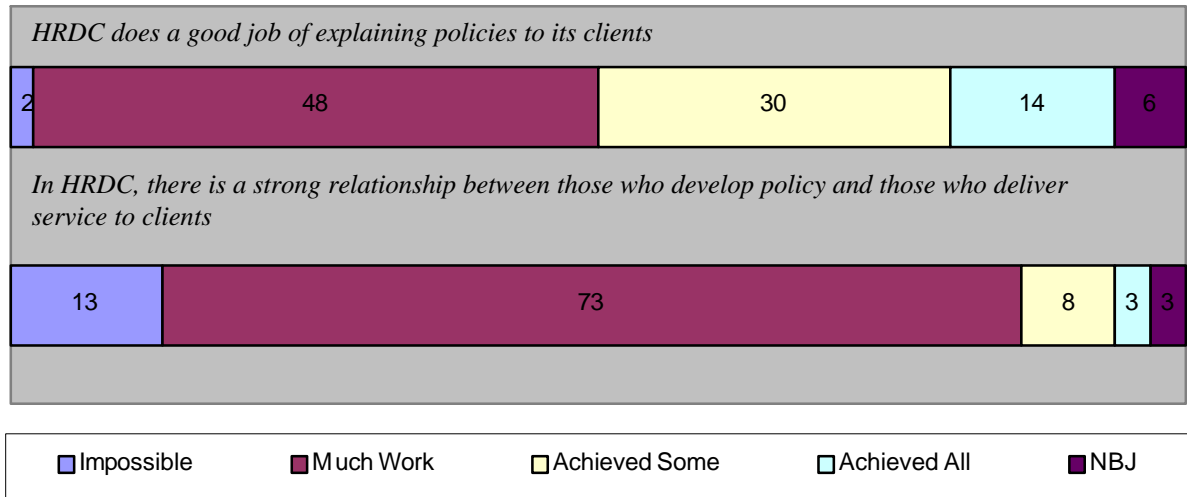
4. We will emphasize preventative measures...



For the section dealing with preventative measures, over half of employees felt that HRDC has achieved some or all aspects of this goal. This may be viewed as a positive reflection of our attempts to encourage and actively engage in the development of partnerships.

Employees at the regional offices indicated that HRDC is accomplishing more in the area of prevention with 65% of respondents indicating that we have achieved some or all aspects of this goal. Responses were slightly less favorable with local (58%) and NHQ (50%) employees.

5. We will act as a leader in policies and programs...

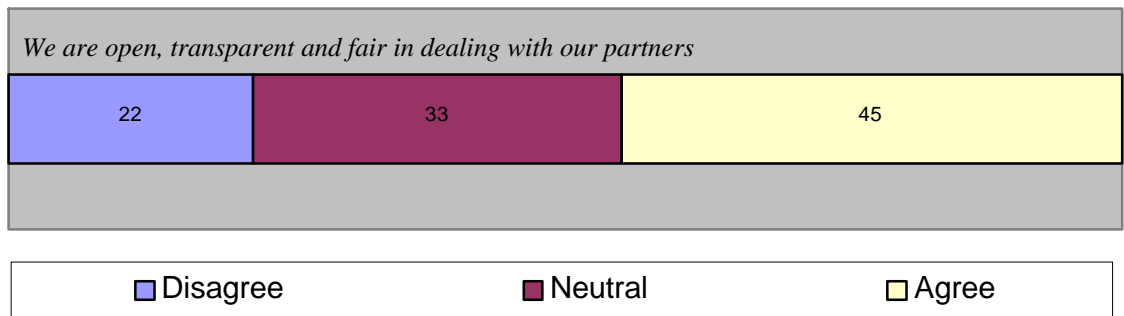
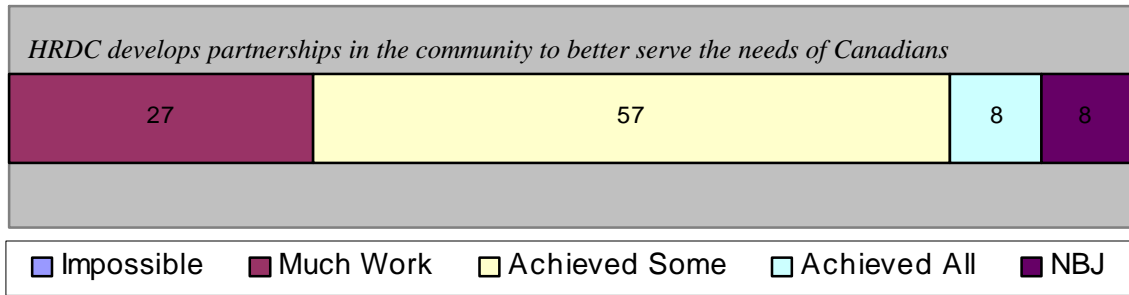


Participants viewed the issue of policy development, of all issues, most critically. Fifty (50) percent of employees felt that there is much work to be done in the area of explaining policies to clients. Employees explained that, presently, less opportunity exists for face-to-face interaction with clients due to increased use of technology and demanding workloads. Further, many employees are unable to provide services because of limited knowledge of departmental programs and services.

When asked whether a strong link exists between those who develop policy and those who provide service to Canadians, 86% of participants indicated that this was either impossible to achieve or that there was considerably more work to do in this area. Although responses to these items were low across HRDC, employees in regional and local offices provided very strong messages on this issue. Although only twenty-six (26) percent of employees from NHQ suggested that we are achieving some or all aspects of this work, their colleagues in local and regional offices responded even less favorably (8% and 4% respectively).

During discussions, many employees recognized that policies are often affected by political agendas. It is imperative, however, to understand what impacts new policies have on clients. Many participants wanted senior management to provide a commitment that policy developers be required to consult with (not inform) front-line employees before new policies are introduced.

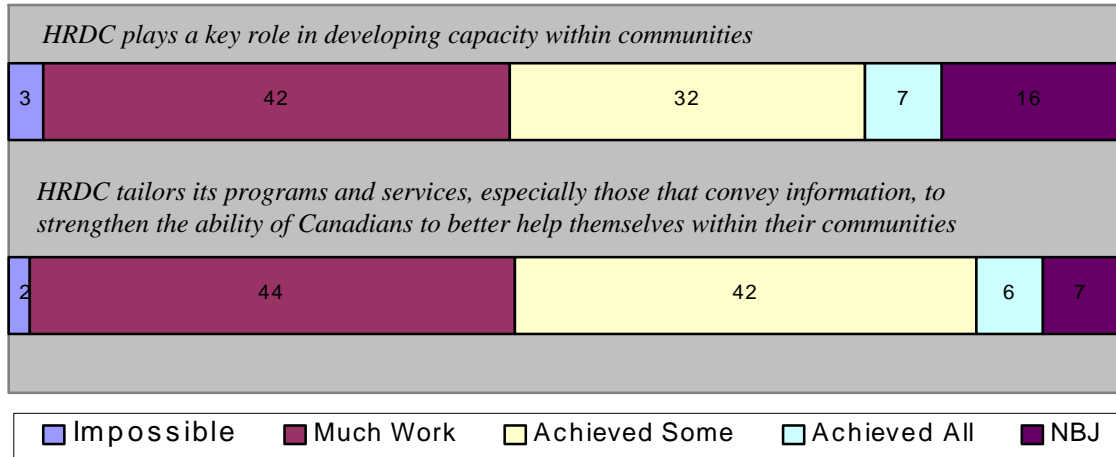
6. We will forge partnerships...



In considering partnership development within HRDC, many participants expressed that we have been and continue to do a good job in this area. Over 60% of employees suggested that we have achieved some or all aspects of this goal. Further, there were no employees who felt that this goal was impossible to achieve.

A majority of employees (45%) agreed that HRDC treats partners openly, fairly and in a transparent manner. A third of employees responded neutrally and 22% disagreed with this statement. There was a disparity of responses across the Department for this particular item. Fifty-five (55) percent of employees in regional offices agreed with this statement, compared to 46% of their colleagues in local offices and 32% of their colleagues in NHQ.

7. We will build the capacity of communities...

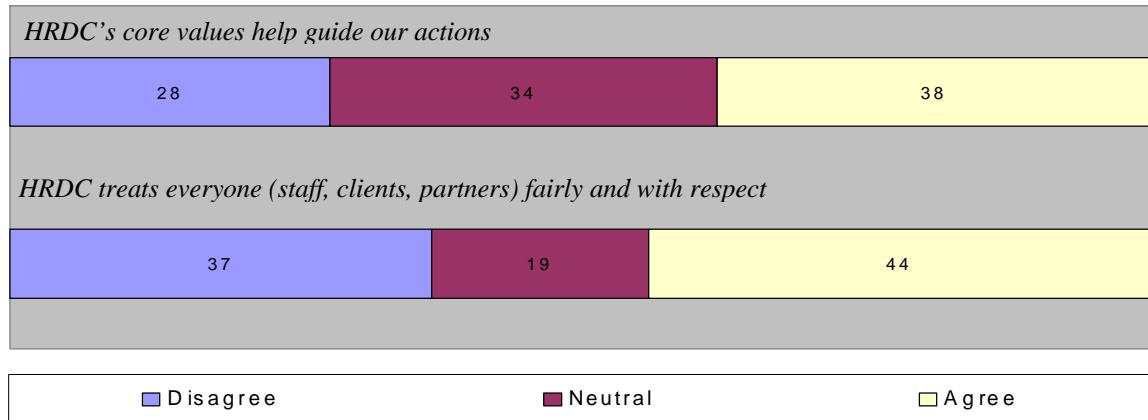


In looking at HRDC's role of building capacity within communities, participants' responses were varied. A large number of people (over 40%) indicated that there is considerable work left to do in this area. About the same amount of people indicated that HRDC had achieved some or all aspects of this goal.

With regard to differences of responses across the Department, about 54% of employees in Regional offices indicated that we have achieved some or all aspects of community capacity building. Their colleagues in NHQ and local offices viewed the status of community capacity building somewhat less favorably with only 40% of local participants and 39% of NHQ participants indicating that HRDC has achieved some or all aspects of this goal.

It should be noted that a relatively high percentage of participants in all offices stated that they had "No Basis Upon Which to Judge" this issue (an average of 16%). This occurred, perhaps, because many participants work in regions that have devolved services to provincial governments through Labour Market Development Agreements. When asked to comment on community capacity building, individuals stated, "we are no longer in the business of doing community capacity building!"

8. We will respect our core values...

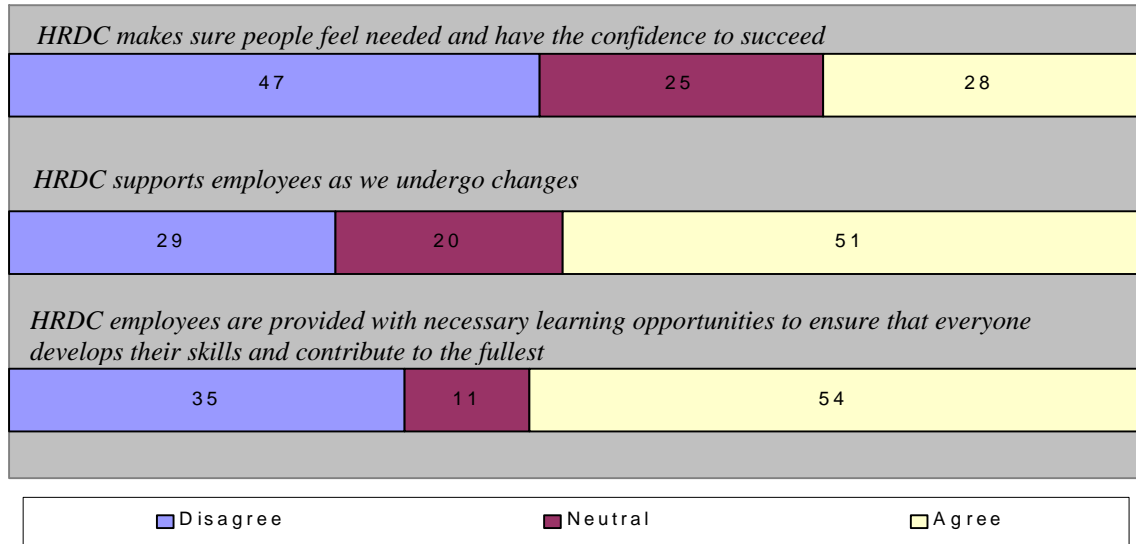


Core values are an integral part of HRDC's Vision. When asked to express opinions on this section of the Vision, it became evident that little agreement existed on whether core values guide our actions. As can be seen in the graph, a little under one third (28%) of participants disagreed with the statement, approximately one third (34%) responded neutrally and a little over one third (38%) agreed. When asked about this disparity of views, participants often cited a lack of knowledge or understanding about HRDC's core values.

With regard to the issue of fair treatment, 44% of participants agreed that fair treatment exists in the Department, 37% of participants disagreed, and 19% of individuals responded neutrally. Through discussions, it was determined that employees feel that there are individual differences in how employees are treated depending where one works and whom one has as a manager. A majority of participants suggested that our partners are likely treated most favorably, followed by clients, then staff. One predominant example of fairness related to workplace productivity. Participants suggested that those employees working in production-oriented positions are not provided the same opportunities (i.e., training or development) as others.

In looking at differences across the Department, over half of participants (52%) at the regional offices agreed with these two statements compared to 39% of their colleagues in local offices. Employees in NHQ viewed this issue least favorably with only 34% of participants agreeing with these two statements.

9. We will continue to develop and build on the strengths of our people...



The final section of the Vision speaks specifically to the support that HRDC offers its employees. Over half of the participants expressed that the Department does a good job of supporting its people during changes and provides necessary learning opportunities. Approximately one third of all participants disagreed with these two statements.

Responses were considerably less favorable when asked whether HRDC makes sure that people feel needed and have the confidence to succeed. Almost half (47%) of all participants indicated that this was not the case. During discussions, employees indicated that their work was governed too rigidly by productivity and that there is little time for personal growth or advancement. Another issue that dominated many discussions was the frustration felt by those term employees who have worked for HRDC for years with no commitment from the organization in gaining indeterminate status.

In looking at differences across the Department, regional employees responded most favorably to these three items with approximately 52% of participants agreeing with all of the above statements, compared to 45% of their colleagues in local offices. Employees at NHQ responded most negatively, with only 33% of participants agreeing with the above statements.

5.0 CONCLUSION

Employees who possess a clear understanding of their organization's *raison d'être*, its Vision, can approach work with more certainty and a heightened sense of purpose. From the findings of this review, one can see that these goals are being achieved in HRDC. There are some areas, however, which require particular care and attention. Following are a few salient points presented for consideration.

Linking Policy Development and Service Delivery...

A significant finding of this review involved the frustration felt by employees over the lack of co-ordination between policy development and service delivery. A majority of employees feel that "policy makers" develop legislation in isolation of the realities that exist on the "front lines." One example of this, provided by many employees, was the new EI legislation (in particular, policies on undeclared earnings). They insisted that this policy was not well developed and has had negative implications for clients and those providing them service.

Most participants appreciate the political imperatives that often underlie policy development. Despite this, participants presented a strong message that HRDC could do more to inform politicians of the implications that policy changes have. Employees also expressed that policy development should be more collaborative in nature and that the views of individuals who deliver services to clients should not be dismissed.

Integrating the Vision across the Department...

For the most part, employees like the departmental Vision. For some time, they have asked for more clarity around the future direction of the Department and the Vision assists with this. Findings from another IAB review³ also determined that employees have a better sense of goal clarity than in previous years.

Despite this, some employees question whether it is possible for a national Vision to represent all of the different realities that are encountered across the Department. For example, HRDC is seeing considerably more asymmetry in its roles within different regions and communities across the country. This is particularly evident as a result of the evolution of various Labour Market Development Agreements (LMDAs). Although the majority of employees expressed support for a national vision, some challenged its level of specificity. It was suggested that we find meaningful ways to integrate the Vision in our day-to-day work so that every individual working for the Department is able to see themselves and their work reflected in its messages.

³ *Assessing the Environment of HRDC*, Final Report, Internal Audit Bureau, May, 1999

Supporting our People and Their Work...

A Vision should represent the collective values of the people who work for the organization. If a significant disparity exists between personal and organizational values, employees' level of commitment to the objectives of the Vision may be affected. During discussion groups, some employees questioned the direction the Department has taken on a number of issues. For this reason, HRDC needs to continue to validate its Vision with employees. If people do not see themselves represented by the Vision, we may need to adjust its messages.

In addition, findings of this review indicate that employees do not feel adequately supported by the organization in implementing the Vision. For example, only 28% of employees participating in this review agreed that HRDC "makes sure people feel needed and have the confidence to succeed." Similarly, only 28% of employees feel that HRDC "does a good job of aligning resources to support the Vision." Given this, the Vision should be considered within the context of "what is reasonable to expect of our people?" Few would argue that the concepts embedded in the Vision are commendable ones. Achieving these goals, however, comes at a price. How can we ensure that the expectations set out in the Vision are aligned with adequate resources? If appropriate resources do not exist, HRDC must work aggressively to identify the things we will stop doing in order to address the priorities.

Next Steps

Members of National Management Board should review the findings of this report and consider how we might begin to address the following questions:

- *How can we ensure that all employees have an opportunity to see how the national Vision pertains to them and how it can be integrated into their day-to-day work?*
- *How can we improve the linkages between policy development and service delivery?*
- *How can we create expectations that are reasonable for employees and align the necessary resources to ensure that all aspects of the Vision become reality?*

APPENDIX A

Our Mission...

To enable Canadians to participate fully in the workplace and the community

We will take an integrated approach to human development as we assist Canadians, often when they are at risk. This will involve designing and delivering programs and services, usually in partnership with others, that complement each other, are affordable and of the highest quality. We will pursue national goals and values while recognizing that each region has unique needs. By enabling Canadians to develop themselves, we will help to promote a stronger country and a better quality of life.

We will enable Canadians to manage transitions in their lives by encouraging them to become self-reliant, invest in themselves and become more adaptable. The programs we develop will be designed to reduce inequality and promote growth, and to support social and economic development in the workplace and the community. We will promote: lifelong learning; employment access and adjustment; safe, fair and productive workplaces; equitable participation; and reasonable income security. We want to create opportunities in the knowledge-based economy and society, and reduce barriers for those with special needs.

We will provide the highest quality services to Canadians Public pensions, Employment Insurance income benefits, federal labour legislation and the Canada Student Loans Program will be at the heart of our activities. We will build on them where this improves results and strengthens the country.

To find better ways to serve Canadians we will count on human ingenuity and innovative technology, improve efficiencies within the Department and increase collaboration with partners. We will provide Canadians with a full array of service choices and work to ensure that as many answers as possible are available at our Clients' first point of contact.

Our programs and services will fill a role not played by other governments or organizations, and be designed to deliver results.

We will emphasize preventative measures such as lifelong learning, social, workplace and labour market information and other preventative measures. This will enable Canadians to identify risks and opportunities earlier, make better choices, and contribute to economic growth and gain access to the right government and community resources.

We will act as a leader in policies and programs by taking advantage of the leading-edge policy capacity within our Department and our links to other partners. We will ensure a strong relationship between policy development and program delivery, and give special attention to identifying problems and opportunities on the horizon and to explaining them clearly to Canadians.

We will be innovative and relevant by building on our research and evaluation capabilities, our practical experience, our commitment to partnership, and our presence throughout Canada to make sure the views of Canadians are heard.

We will forge partnerships with the provinces and territories, businesses, labour organizations, voluntary organizations and community groups to ensure that Canadians are well served and their local, national and international needs are met. We will continue to remain significant as a national presence and yet relevant to citizens in their communities.

We will respect and recognize the need for flexible arrangements. We will be open and transparent, dealing fairly with our partners. In delivering results, we will remain accountable and faithful to shared national objectives within the social and economic union.

We will build the capacity of communities by transforming our service sites into resource centres that support the full range of our programs and services, and the sharing and outreach needed to facilitate human development. We will tailor our programs and services, especially those that convey information, to strengthen the ability of Canadians to better help themselves within their communities.

We will support Canadians with special needs, such as seniors, Aboriginal peoples, persons with disabilities, children and youth at risk by strengthening the capacity of groups that represent their interests to bring down barriers to more equitable participation.

We will strengthen the capacity of our local offices to support the full range of our programs and services.

We will respect our core values as the Department and public service evolve. These values will guide us in our actions. We are accountable for our actions and will continue to serve our Ministers and the public loyally and impartially, treat everyone fairly and with respect, and strive to make a difference in the lives of Canadians.

Toward each other, we will continue to act with integrity and professionalism. We will take risks, build teams and share information and best practices. We will pull together to overcome challenges and celebrate our successes.

And, we will continue to develop and build on the strengths of our people who are creative and committed to what we are trying to achieve. Our success depends on them. We will provide learning opportunities to ensure that everyone who works here is able to develop their skills and contribute to the fullest. Support will be given to those within the Department who need it as we undergo the changes before us.

We will make sure people feel they are needed and have the confidence to succeed. We will nurture the energy and pride of the Department. We will build a sense of community among ourselves.

APPENDIX B

FOCUS GROUP QUESTIONNAIRE

Scale 1

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Scale 2

- 1 = Impossible to achieve this
- 2 = A lot of work ahead to achieve this
- 3 = Already achieved aspects of this
- 4 = Achieved as much as possible
- 5 = No basis on which to judge

ARE EMPLOYEES AWARE OF HRDC'S VISION?

Use Scale #1

- A. I have participated in an organized session during which the Vision was discussed.
- B. *I am aware of the existence of the Regional Vision, Mission and Strategic Directions (for NB only).*
- C. I have a clear understanding of the contents of the HRDC's Vision.
- D. My Director/Local management has provided opportunities for employees to familiarize themselves with HRDC's Vision.
- E. Over the past 6 months, my understanding of HRDC's Vision has increased.
- F. I understand how my work activity is linked to the Vision.
- G. I believe our clients and partners have a clear understanding of HRDC's Vision.
(add "Mission and Strategic Directions" for New Brunswick)
- H. I believe that HRDC does a good job of aligning resources to support the Vision.

DOES HRDC PUT ITS VISION INTO PRACTICE?

Use Scale #2

- A. HRDC designs and delivers services that complement each other.
- B. HRDC tailors its program and services, especially those that convey information to strengthen the ability of Canadians, to better help themselves within their communities.
- C. HRDC pursues national goals and values while recognizing unique regional needs.
- D. HRDC enables Canadians to manage transitions in their lives and to become more self-reliant.
- E. HRDC's services are designed to reduce inequality and promote growth in Canadian workplaces and the community.
- F. HRDC promotes life-long learning among Canadians.
- G. HRDC promotes employment access and adjustment.
- H. HRDC promotes fair and productive workplaces.
- I. HRDC promotes equitable participation of all Canadians in the workplace.
- J. HRDC promotes reasonable income security for all Canadians.
- K. HRDC provides are of the highest quality service possible to Canadians.
- L. HRDC provides a full array of service choices to Canadians.
- M. HRDC focuses on preventative measures (life-long learning, social, workplace and labour market information).
- N. In HRDC, there is a strong relationship between those who develop policy and those who deliver service to clients.
- O. HRDC does a good job of explaining policies to its clients.
- P. HRDC develops partnerships in the community to better serve the needs of Canadians.
- Q. HRDC plays a key role in developing capacity within communities.

HRDC VALUES?

Use Scale #1

- A. HRDC employees are provided with necessary learning opportunities to ensure that everyone develops their skills and contribute to the fullest.
- B. HRDC supports employees as we undergo the changes.
- C. HRDC makes sure people feel needed and have the confidence to succeed.
- D. HRDC's core values help guide our actions.
- E. We are open, transparent and fair in dealing with our partners.
- F. HRDC treats everyone (staff, clients, and partners) fairly and with respect.