

MODERNIZATION NOW!

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Your *PSMA* Newsletter

Special Edition
Spring 2006

PSMA...WE DID IT! CELEBRATION AS TORCH IS PASSED

About 300 senior executives and members of their PSMA working groups from across government attended a very special celebration on January 30, 2006 at Ottawa's Congress Centre. They were marking the Coming into Force of the new PSEA and celebrating the achievements of all who have contributed to implementing the PSMA in government.

Hosted by **Maria Barrados**, President of the Public Service Commission (PSC) and **Michelle Chartrand**, the President of the Public Service Management Agency of Canada (PSHRMAC), the event signaled the "passing of the torch" from the central agencies to departments and agencies to carry on the work that has been started towards a modern, exciting HR system.



Michelle Chartrand, President of PSHRMAC, congratulates **Monique Boudrias**, Executive Vice-President, for bringing "vision, leadership and passion" to the HR Task Force.

"We are marking a milestone on a long passage to a modernized and improved HR system," said **Maria Barrados**, President of the PSC.



"A journey of a thousand miles must begin with a single step. In five years, we'll be judged by how far we've come," said Mrs. Barrados.

"What an incredible road we've traveled over the past two years," added M^{me} Chartrand. "Initially, putting these changes in place seemed to be an almost impossible task. Yet today, we are all here and can be proud to say: "Mission accomplished."

"Many challenges lie ahead. We need to transform organizational culture in a sustainable way. We must create new ways to manage, to communicate and to train employees. This is the key to making progress but it cannot be accomplished overnight," she concluded.



The **Governor General's Foot Guard Band** added a touch of brass ... and ... class to the marquee event.

Asifia Krystofiak, PSMA instructor for the Canada School of Public Service, shakes hands with **Penelope Driscoll**, Executive Assistant to M^{me} Boudrias.



Patti Kuntz, Acting DG at DFO, gets a congratulatory hug after being named a PSHRMAC Award Recipient.

See the full list of award winners (next page) and quotes on page 3.

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CONGRATULATIONS PSMA AWARD RECIPIENTS!

PSHRMAC Award Winners



Paulette Panzeri INAC	Megan Imrie CBSA
Dave Flavell, PSHRMAC	Mary Laidlaw PCO
Karen Ellis DND	Suzie Pelletier TC
Georges Nadeau PSLRB	Katherine Moynihan CSC
Bob Taylor PSHRMAC	Susan Sams HRC
Jody Gomber (Ret'd)	Nathalie Kachulis IC
Chantal Bernier PSEPC	Patti Kuntz DFO
Camille Thériault- Power (JC)	Marie Horricks HRC
Dianne Laporte TC	Jill LaRose (Ret'd)
René St-Laurent IRB	John Mooney PSC

PSC Award Winners



Greg Gauld PSC	Michael West PSC
Daphne Dolan (Ret'd)	Sue Christian PSC
Maureen Stewart (Ret'd)	Lytte Babin-McKay PSC
Gaston Arseneault PSC	Janice Manchee PSA
Francine Chabot- Plante (PSC)	Bertrand Myre CAPE
Réal St-Amand PSC	Elaine Coldwell DND
Helen Barkley PSST	Lise Cloutier COL
Lisa Imbesi PSC	Tony Keeshig INAC
Nathalie Jones PSC	George Da Pont Canadian Coast Guard
Ed Poznanski PSC	Dal Hines PSC

HR TASK FORCE AWARD WINNERS

Monique Boudrias & Randal Quail

Yvette Aloisi	Denis Gosselin	Michel LeFrançois
Christie Banwell	Pierre Hamel	Cameron Lynda
Angela Bate	David Hinton	Scott MacGregor
Merri Beattie	Diane Huard	Terry Marion
Serge Bedard	Marnie Jull	John Mooney
Manon Blais	Edith Kehoe	Carla Pagliarello
Cathleen Bryden	Silvia Kunz	Jocelyne Paiement
Joanne Calvé	Asha Kurian	Lois Pearce
Renée Caron	France Lacroix	Jason Ramey
Madeleine Chabot	Pierre Laflamme	Christine Rollo
Jean-Pierre DeRepentigny	Jeffrey Lamb	Charles Slowey
Jamie Deacon	Lucie Lapointe	Joanne Stasiuk
Penelope Driscoll	Jill Larose	Kimberly Thompson
Ginger Fillier		Mike Whittaker

Caught on Tape: Comments from PSMA Ceremony

Here's what some who attended the special PSEA Launch and PSMA recognition event had to say about the PSMA's Coming Into Force:



Herb Gray, Chair of the International Joint Commission (Canadian Section): "I'm a great friend of the public service. It's important that we don't recreate the old system but take this momentum forward."

Rick Burton, VP of the Human Resources Management Modernization Branch, PSHRMAC: "With the PSMA as the cornerstone, we have the potential to be recognized one day as one of the best places to work in Canada."



Shirley Siegel, Head of the HR Council and ADM of Human Resources (Civilian) at DND: "We've put in a lot of hard work. The legislation is behind us now. It's up to us to do things differently."

John Mooney, Director at PSC: "Changing an act is easy. Changing a culture is hard. We have to move away from the schoolhouse mentality and be more like the private sector."

Paulette Panzeri, DG at Indian and Northern Affairs: "Our HR Community is more at risk compared to most other areas in the public service in terms of demographic challenges. We need PSMA to help us build our HR capacity."

Megan Imrie, Chief of Staff, Canada Border Services Agency (CBSA): "We've shown that we can work together. We now have to continue in the collaborative mode for it to work."

Ed Poznanski, Director at PSC and co-emcee: "If Winston Churchill were alive today, he would likely tweak one of his famous lines and say: "Never have so many done so much for so many."

The CD is now available! PSHRMAC has produced a three-minute CD as a memento of the event. It's also a great intro for presentations or workshops on the PSMA. Would you like a copy?
E-mail: Towns.Noreen@hrma-agrh.gc.ca.



Josée Dubois (left), Executive Director and General Counsel of the Public Service Staffing Tribunal with **Elizabeth Holden**, the PSST's Director of Communications: "When complaints do go to a hearing, the Tribunal will do all it can to ensure the process is fair, timely and equitable."



Patti Kuntz (right), Acting DG at DFO: "With the PSMA, managers will find they can get the people they want when they need them. As soon as they taste it, they'll become believers. I see a day when we won't be able to keep up with the demand." Far left is **Nathalie Kachulis**, Acting Director at Industry Canada and centre, **Lise Cloutier**, Acting Director, OCOL.



Larry Murray (left), DM at DFO and **Alain Jolicoeur**, President of the CBSA, called the event: "A great success."

Getting the Word Out in Departments

Health Canada Hits the Mark



Carri-Ann Candusso, PSMA Implementation Project Officer at Health Canada, was among those who led the PSMA Information Campaign for its 8,900 employees.

Health Canada's HR Modernization Office was in full swing last year with a PSMA campaign that would have given NASA pause.

Among the highlights? A comprehensive PSMA Intranet site, bi-weekly PSMA Info-Series newsletters, a 90-minute Information Session for employees, a two-day conference followed by monthly briefings for HR Advisors and a one-day course offered to managers called: "Transition to the new PSEA."

According to Ms. Candusso, more than 60% of the delegated managers at Health Canada have already gone through the course. "We plan to train them all by June 2006!"

"As much as possible, we wanted to communicate on a face-to-face basis. We thought it was important to provide opportunities to ask questions and offer feedback," she added.

The information sessions, for example, included a 30-minute Q&A session. "We also created a PSMA e-mail address where employees were able to ask an HR expert any question they wanted about the legislation and how it will impact them. Based on the volume, it's evident that the PSMA is a topic of interest."

Heritage Guide is a Hit



Why re-invent the wheel from one department to the next?" asked **Sylvie Giasson**, Senior Advisor at Canadian Heritage. Her Department collaborated with Citizenship and Immigration Canada to create the guide: 'How to apply for a position - Public Service Modernization,' which has been adopted by over 20 other departments.

Although the guide will not answer all questions and can't be used as a substitute for official legislation or policies, it gives employees a handy overview of what they need to know in order to benefit fully from the opportunities provided by public service modernization, she said.

Canadian Heritage has also been providing 90-minute information sessions based on the guide.

"We're aiming to run as many sessions as we can. To date, almost 70% of our 2,300 employees have benefited from the program."

"Communications was a big part of our efforts," she explained. "In other words, putting information into the hands of employees when they needed it."

"What's most satisfying is to have succeeded in distributing the guide to our employees in time for the Coming into Force of the new PSEA and to hear their very positive comments about the publication."

DND Leads Offensive With HR Campaign



DND has launched a "New Ways and Means" campaign to get the HR modernization message out to its bases and wings, which are spread out across the country. "With 23,000 civilian employees department-wide, it's quite a challenge, especially when 70% report to military managers and supervisors," said **Shirley Siegel**, ADM of Human Resources (Civilian). So what did they decide to do? The Department kicked a major information campaign into gear, developing an intranet site dedicated to PSEA information, organizing PSEA launch activities and briefing sessions from coast to coast and developing a series of information packages.

"With DND undergoing a major transformation to focus on operations under Chief of Defence Staff, **General Rick Hillier**, the move to a new HR regime couldn't come at a better time," added M^{me} Siegel. "The new PSEA provides an excellent opportunity to make the civilian staffing system more responsive to Canadian Forces needs and to provide greater flexibility to achieve operational effectiveness."

10 TIPS TO GET THE MOST OUT OF PSMA



Just by following these tips, we guarantee a bright future lies ahead of you in the public service. OK, you may have to do a little more, but here's a great start!

5 Tips for MANAGERS

Make Planning a Regular Part of Your Day

What will trigger staffing in the future is HR planning, not vacancies. Take advantage of the new staffing options. As much as possible, find out about your organization's business directions and priorities so you can anticipate new staffing requirements. Make planning a regular part of your day!

Work with other Managers

Consider joining forces with colleagues who have similar needs. Look for opportunities to establish pre-qualified pools of candidates through apprenticeship or career progress programs. That way, you can recruit and develop those employees with the skills you need.

Take Advantage of the "Merit" Option

Take advantage of the new merit options, such as knowledge of a third language or completion of a training program, or even operational requirements like willingness to travel to ensure your new employee is absolutely the "best fit." Ask your HR Advisor how you can best explore these possibilities.

Be a Coach and Mentor

No one likes to hear bad news and certainly fewer like to give it, but try to make the informal discussion process as positive as possible. Good managers look for opportunities to nurture their employees through a productive and rewarding work environment whenever they can. Suggest courses, work assignments and other ways to develop your employees.

Keep an Open Mind

Change is never easy but don't settle back into your comfort zone. Refuse to take the easy route and judge the new measures as too complex and burdensome to try. For years, managers have wanted to get rid of the red tape and prescriptive rules. Here's your opportunity. Be the one who leads the charge.

5 Tips for EMPLOYEES

Be an "Informed Participant"

Educate yourself as much as possible about the new staffing processes and approaches that your organization is using. A better understanding of HR planning will also help you with your own career planning and personal development. Ask your manager or visit your department Web site as well as the PSC and PSHRMAC sites for information.

Put your Best Foot Forward

Learn how to read a poster, write a resume and complete a job application under the new system. Make sure you demonstrate clearly and thoroughly how you meet the qualifications, taking into account the new factors and terminology, including the essential and asset qualifications. Make sure you always put your best foot forward!

Plan Your Destiny

Find opportunities to discuss your interests and career aspirations with your manager. Find out what knowledge, skills and experience you need to fulfill your goals and work with your manager to put your career and learning plan into action.

Don't be Afraid to Ask for Feedback!

If you've been screened out of a selection process or failed to do well on a test or interview stage, use the informal discussion process to find out why. If a mistake was made, you may be given the opportunity to continue in the selection process. If not, try to learn from this experience and find out how you can do better the next time.

Keep an Open Mind

Don't reject the new system, or look upon it with suspicion.

It's too easy to be a cynic. Keep an open mind. The system is designed with employees in mind ...



PSMA IN THE NEWS

The implementation of the PSMA was a major government project successfully delivered on time and on budget. Not a bad legacy when you consider that it represents the most dramatic reform in HR management in more than 35 years. It has far-reaching implications for today's 170,000 people who make up the public service and for those who may join in many years to come.

So why isn't it front-page news?

Perhaps, it's as the Honourable **Lucienne Robillard** said at the 2003 APEX symposium in the Act's early days: "Not everyone thinks HR is sexy."

Or, perhaps more to the point, it's been overtaken by more "newsworthy items," such as the sponsorship scandal, the Turin Olympics (What no gold for Canada in men's hockey?) or whether snoring spells divorce.

That said, over the past year, it's been more than a blip on the radar screen.

Consider this: The year began with Auditor General **Sheila Fraser** highlighting the PSMA in her interview with CBC. Throughout 2005, the Ottawa Citizen and other dailies have given articles on HR modernization by public policy analyst **David Zussmann** considerable ink. Further, Canada's most influential trade journal, *Canadian Government Executive*, featured a lengthy interview with PSC President **Maria Barrados** in its year-end issue.

On December 28, over 200,000 cheque inserts (below) were mailed out to employees across the public service. On the cyber front, a number of web sites were either created, such as the Public Service Modernization Portal, or revamped, as in the case of PSC and PSHRMAC sites.



The former Clerk of the Privy Council, **Alex Himelfarb**, sent out a government-wide letter announcing the completion of PSMA implementation and heralding the start of a new HR regime while Deputy Heads received an e-mail message on the changes, as did the Heads of 15 bargaining agents.

Now keep an eye out for the next issue of *Financial Management International*, which will feature interviews on HR modernization with the recently-retired **Jill LaRose**, Associate VP of PSHRMAC and **George Da Pont**, Acting Commissioner of the Canadian Coast Guard.

All of which is to say that although the PSMA may not be front-page news, it's certainly been making the airwaves.



Canada Not Alone in HR Modernization

While the PSMA is the most radical reform of HR management in Canada's public service in over 35 years,

we aren't alone. Many other countries have seen equally radical changes over the last few years in the way they hire, recruit, train, manage and treat their public service employees.

Take Australia, New Zealand and Great Britain, for instance. As you might expect, they've had to face many of the same challenges. It seems that competitive pressures for hiring in a dwindling labour market, frustration over cumbersome and outdated HR processes and increasing expectations from citizens are universal issues.

There is much we can learn from their renaissance. In many cases, they have adopted techniques common to the private sector, such as the devolution of authority, ensuring closer accountability for results and cutting red tape overall.

"From a Canadian perspective, there is real merit in knowing that, across the pond, the public service is an increasingly valued activity in the UK. We have much to borrow in terms of best practices from the UK civil service," wrote **David Zussmann** in the Ottawa Citizen.

Canada should also look down under, adds **Ron Carr**, Special Advisor in Strategic Change and Organizational Development at PSHRMAC: "They're strong in building HR capacity, which is an area we're addressing."

Changing A Culture with PSMA

“Overall, we’ve done fairly well so far in terms of content and the technical changes with the new HR regime,” says **Ron Carr**, Special Advisor in Strategic Change and Organization Development at PSHRMAC. “Now the real challenge lies in orchestrating a shift in culture in the public service.”

Mr. Carr, who has worked in organizational development for over 20 years, describes the PSMA as major, ‘transformational change’. To be successful, it needs solid governance, learning support and long-term change and capacity building investments. “The biggest failure of past approaches has been that they lacked the necessary engagement and involvement of the senior levels of the public service over the long haul.”

He says what is encouraging now is seeing senior executives prepared to put time into change issues like the PSMA. “They are re-thinking all HR issues and support.”

A concern, he says, is the potential energy drop now that the PSEA’s Coming Into Force on December 31, 2005 has come and gone. “The danger is that we have only set the changes in motion. The real work is in sustaining them.”

“The key is to avoid “snapping back” to past behaviors. Preparing for the implementation of the PSMA has required departments and agencies to focus almost exclusively on readiness and compliance for its technical provisions.”

“The biggest challenge is mindset,” he adds. Deputy Heads and the senior cadre need to approach HR issues with the same vigor they deal with business issues. They need to get used to being accountable. Managers, in particular, need to see the new system as a way to make life easier for them.”

“HR Professionals also have to change. At some level, some may feel they are losing competency in this area. They need to realize they’re more important than ever.”

And what of employees? “They have to move from an “other-oriented” mentality to one that is self-oriented. It’s no longer about why Jane got the job instead of you but rather, what *you* need to do to build a successful career in the public service.”

As said **Rick Burton**, VP of HRMM, PSHRMAC: “The implementation of each component of the PSMA is going to be just a footnote on the bigger story, which is cultural change.”

So, while many challenges lie ahead, the foundation is solid.

PSC & PSHRMAC – Confused?

We’ve heard that some of you may be confused about the difference between the PSC and PSHRMAC in this new HR environment. So, here we are to set the record straight.

Essentially, both organizations have been key players in the implementation of the *Public Service Modernization Act*. (PSMA) This has included working together to develop policies, tools and guides to help departments take on their new responsibilities under the legislation.

Yet they have very different roles.

The focus of PSHRMAC is to implement and support a new HR regime. Its role is one of oversight and leadership as well as setting policies and standards. The Agency is responsible for reporting to Parliament on the performance of departments and agencies in the area of HR management.

The PSC is an independent agency, reporting to Parliament, that safeguards the integrity of staffing in the public service and the political impartiality of public servants through policy development, guidance, audits and investigations. It is also responsible for recruiting talented and skilled Canadians from across the country to the public service.

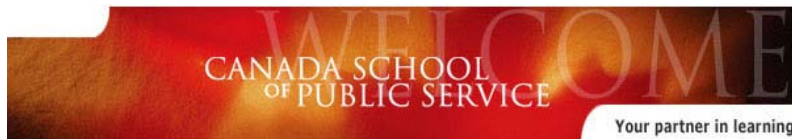
APEX Study: Views on PSMA

This past summer, the Association of Professional Executives (APEX) undertook two surveys on EX views toward the PSMA. While APEX cautions it was a sampling of opinions rather than a rigorous statistical survey, it was representative of the EX group in the public service.

The findings were interesting. More than 55% of the executives polled said they felt reasonably well informed about the specific legislative changes. (Of course, that was in July. This figure is expected to be much higher now.) Most said they were relying heavily on HR professionals for more information.

When asked to rate the extent to which they agreed about the potential benefits of the PSMA, they gave it a high rating but said they were adopting a ‘wait and see’ attitude.

They were most positive about the ability to create pools of qualified candidates, improved relationships with unions, improved transparency and streamlined grievances. Overall, they agreed least with the statement that the PSMA would mean less work for executives. **Source:** www.apex.gc.ca



PSMA LEARNING SERIES

ARE YOU READY?

The PSMA Learning Series, designed and delivered through the Canada School of Public Service (CSPS), provides public servants with the knowledge and skills required to work within the new legislation.

To facilitate different styles, learners are offered a mixture of classroom courses, online modules as well as conferences and special events.

Some of the offerings include:

Classroom Courses

- Informal Discussion in the Appointment Process (PI07)
- Staffing: A Resourcing Tool for Managers (P901)
- Integrated HR and Business Planning (PI00)
- Labour Relations: Principles and Practices for Managers (G244)
- Leading Strategically: Shaping the Future of a Modernized Public Service (PI13)

For more information, or to register, please visit the PSMA Learning Resource Centre at www.cspcs-efpc.gc.ca

UPCOMING EVENTS

April 30 – May 3, 2006
Managers National Professional Development
St. John's, Newfoundland, Labrador

Over 1,000 managers from across government are expected to this annual forum, whose theme this year is: ***“Managing the Iceberg: Service to Canadians in the New Era.”***

For details, visit:
www.managers-gestionnaires.gc.ca.

May 30-31, 2006
APEX Symposium 2006
Ottawa

Over 800 executives and senior officers from all government departments are invited to attend the APEX Symposium 2006, whose theme is ***“Affirming our relationships: social cohesion and public management in Canada.”***

For details, visit:
www.apex.gc.ca

Modernization Now! Your PSMA Newsletter

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