

WINDOW ON VALUES AND ETHICS

Serving Canada with Honour, Excellence and Integrity

VOLUME 1, NUMBER 5 – NOVEMBER 2007

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He said ...

All ethically oriented activity may be guided by one of two fundamentally differing and irreconcilably opposed maxims: the ethic of responsibility and the ethic of conviction.
Max Weber, German sociologist and economist who influenced the XIXth century

Hello !

By Leigh Archibald, Acting Director, Learning and Communications, Values and Ethics

Welcome to our Fall issue of *Window on Values and Ethics*.

This issue is built around the theme of responsibility. It begins with a message from Karen Ellis, the new Senior Vice-President of the Workforce and Workplace Renewal Sector which includes Public Service Values and Ethics. Karen underlines the need for dialogue and for a practical understanding of values and ethics in the context of people management.

In *Between You and Me*, Marie-Lucie Morin, Deputy Minister of International Trade, discusses the role of the Department of Foreign Affairs and International Trade with regard to Canadian businesses abroad, and highlights the link between values and ethics and corporate social responsibility.

Continuing in the same vein, *In Perspective* provides Industry Canada's vision of corporate social responsibility, and points out the benefits awaiting companies that take the plunge and adopt this method of governance.

Next, National Defence looks at how staff views responsibility in the context of the National Defence suite of values. Is responsibility as highly regarded as integrity, loyalty, courage and fairness? Which pen would you choose?

Heart and Soul at Work tells the story of a scientist, researcher, emeritus professor and committed public servant who has been predicting both rain and shine for over 30 years at Environment Canada, and whose passion for meteorology has never wavered.

Finally, our faithful companion *Mademoiselle Lulu* takes a stand and calls on humans to behave responsibly.

Happy reading!

Next Issue

On the menu for the next edition is Ruth Dantzer, President and Chief Executive Officer of the Canada School of Public Service, who will talk about her vision on learning.

Don't miss it !

Values and Ethics, in collaboration with the *Canada School of Public Service*, is developing three on-line courses to be launched in the first trimester of 2008. Interactive and stimulating, these courses include – *Paving the Way*, for all employees; *Lighting the Way*, for managers; and *Leading the Way*, for executives. Stay tuned to learn what you can learn.



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Talking About ...

Karen Ellis, Senior Vice-President
Workforce and Workplace Renewal

I am delighted to be able to take the opportunity offered by the Autumn edition of *Window on Values and Ethics* to introduce myself as the new Senior Vice-President responsible for Values and Ethics at the Canada Public Service Agency (CPSA). My new sector, Workforce and Workplace Renewal, will focus on programs, policies and values that shape the working environment in the public service, thus bringing together Employment Policies, Values and Ethics, Official Languages, Diversity, Functional Communities and Integrated Business and Workforce Planning.

Our mission is to advance Public Service Renewal by helping government departments and agencies build and sustain a well-managed, dynamic and engaged workforce that is representative of Canada's diverse population and that serves Canadians in our two official languages.

The successful and creative integration of these crucial elements will strengthen leadership and people management across the Public Service. People management is central to our role at the Agency as it permits the public service to support all employees, so they can serve Canadians effectively.

Public Service values and ethics are fundamental and unique to who we are and how we operate as an institution. Building dialogue and practical understanding about values and ethics presents an opportunity to demonstrate excellent leadership and people management every day. The power of values and ethics as instruments of engagement and inspiration, when combined with the other elements and levers in the Workforce and Workplace Renewal Sector, is truly extraordinary and exciting.

This column gives me the chance to engage directly with you and to lay the foundations of what I hope will become a fruitful collaboration with both the Values and Ethics community and the public service at large. In particular, I will be seeking your input to make the vital connections between the many levers and instruments within my own rich portfolio, and beyond. With your help we will enhance leadership and people management in the public service and enrich the working environment and productivity of every public servant.



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Between You and Me

By Ginette Boissé, editor, Window on Values and Ethics

The Impact of Canadian Businesses Abroad: When Corporate Social Responsibility is coupled with Public Service Values

On October 8, 2007, Window on Values and Ethics met with Marie-Lucie Morin, Deputy Minister of International Trade, in her offices in Ottawa. Here is what Ms. Morin, who has been at the helm of the Department of Foreign Affairs and International Trade for over a year, had to say:

WVE – As Deputy Minister of International Trade, how would you define the role of the Department of Foreign Affairs and International Trade with regard to Canada?

MLM – The focus of the Department of Foreign Affairs and International Trade is to promote and advance Canadian values and interests internationally and, with its regional offices across Canada and 168 foreign missions, it has a significant presence both in Canada and abroad.

As Deputy Minister of International Trade, I will speak to you briefly about our trade mandate, the goal of which is sustainable prosperity for Canada in the field of international trade.

What does that mean? Well, for us it means working on such issues as access to foreign markets – which offer the best prospects for the intensification of trade¹ - for the benefit of Canadian businesses. We do this both in the multilateral context, where we are striving to defend Canada's position and interests in the Doha² round of negotiations for development, and bilaterally, where we

manage such existing trade agreements as NAFTA, which has generated widespread comment. It is interesting to note that this month we are marking the 20th anniversary of the ratification of the Free Trade Agreement (FTA) between Canada and the United States³, the agreement that was the forerunner of NAFTA.

Other agreements we manage include the free trade sub-agreements with Costa Rica, Chile, Israel and other countries, and a number of bilateral agreements, including the FIPAs [Foreign Investment Protection and Promotion Agreements] and the air services agreements, on which we work with Transport Canada.



We are currently engaged in bilateral negotiations with Peru, the Dominican Republic, CARICOM – an association of 14 Caribbean countries, and South Korea.

We also help Canadian businesses succeed in international markets through our network of trade commissioners. We have a large number of service points, and we are active in many sectors of the Canadian economy. We are working increasingly hard to promote Canadian investment abroad and technological partnerships with foreign corporations and institutions, because Canada has to be more and more involved in all aspects of innovation. Broadly speaking, that is the department's trade mandate.

Continued...

1. Department of Foreign and International Trade – Report on Plans and Priorities, 2007-08, p.81
2. This round of trade negotiations was launched in November 2001 during the World Trade Organization 4th Ministerial Conference in Doha, Qatar.

3. October 4, 1987 was a significant milestone in trade relations between Canada and the United States, with the conclusion of the Free Trade Agreement, which had no precedent and crowned 16 months of negotiation between the two parties.

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Between You and Me (continued from page 3)

WVE – What are the Government of Canada’s key priorities with respect to trade?

MLM – With respect to trade, I would mention North America first and foremost. In the NAFTA context, Canada's economic relations with the United States remain crucial for Canadian businesses, and for the country's prosperity. Our first priority has to be the advancement of our economic interests with our neighbours to the south.

Beyond the North American continent, there is also the priority set by Prime Minister Stephen Harper respecting the Americas, particularly Latin America, where Canadian businesses have significant economic interests in terms of investment and trade in goods and services.

There are also the emerging markets, including one country in the Americas — Brazil — as well as India and China. They raise the whole issue of the positioning of Canadian businesses in these populous markets with strong economic growth. They demand better understanding of the issues on our part, so that our businesses can take advantage of these markets and take their place in international supply chains, which are in full expansion worldwide and include, in particular, the major developing economies.

Lastly, I would restate the importance of our economic relations with Europe. Our businesses are very active in Europe, where they invest heavily. European businesses reciprocate, investing massively in Canada, and they also do a great deal of business with us. At the last Canada-Europe Summit, the Prime Minister accordingly announced a study of economic relations between Canada and Europe, the results of which will be submitted at the next summit.

Those, briefly, are our key priorities.

WVE – And how would you define the department’s role with regard to Canadian business?

MLM – As I said, the department promotes our commercial interests internationally. I referred briefly to the Trade Commissioner Service, which celebrated its 100th anniversary a decade ago, and of which we are very proud. Far from remaining static, the Trade Commissioner Service is engaged in a process of continuous transformation in order to respond ever better to the needs of Canadian businesses, which constantly have to reinvent themselves and adapt to the realities of an economy that is changing rapidly.

Our Global Commerce Strategy has three main elements. The first is to ensure better access to international markets for Canadian businesses; the second is to make Canada a destination of choice for foreign businesses seeking to expand, particularly in innovative sectors: it is important to continue building investments in Canada in all areas of the knowledge economy; and the third is to support Canadian businesses in international markets, particularly emerging markets.

WVE – Corporate social responsibility is generally understood to be the way firms integrate social, environmental and economic concerns into their values,⁴ culture, decision making, strategy and operations in a transparent and accountable manner [...]⁵. How does the department show “corporate social responsibility” in its work promoting Canada’s commercial interests on a commercial basis?

MLM – I believe that the correct interpretation of corporate social responsibility, something about which the OECD [Organization for Economic Cooperation and Development] has had a great deal to say, is the way firms integrate social, economic and environmental concerns into their way of doing business in countries around the world.

Continued...

4. Public service values include democratic values, professional values, ethical values and people values. *Values and Ethics Code for the Public Service*, pp. 7-10.
5. *Corporate Social Responsibility: An Implementation Guide for Canadian Business*, Industry Canada, 2006.

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Between You and Me (continued from page 4)

This is not a new concept. The OECD examined the issue more than a decade ago. Generally, I would say that Canadian firms have an excellent reputation internationally in this respect.

In particular, I would cite three aspects in which we are achieving the OECD's policy objectives with respect to corporate social responsibility. For a number of years now, we have had, within the department, a national point of contact through which we promote familiarity with the OECD's guidelines. The OECD developed a series of voluntary principles for corporate social responsibility. These principles were adopted by the OECD countries – which now number 39 or 40 major countries – and that represented an important step forward, because these countries are acting on a voluntary basis and have designated a national contact point [within their respective administrations] to which businesses can refer.

In addition, for a number of years, the Trade Commissioner Service's briefings for corporations have included information and documentation on corporate social responsibility. Our trade commissioners are thoroughly familiar with the OECD guidelines, and are well trained to respond to questions from Canadian businesses active abroad. We also have an implementation handbook for Canadian businesses that is sort of an introduction to corporate social responsibility and contains a summary description of the OECD's role.

I have had numerous opportunities to talk to business leaders and to visit Canadian firms doing business abroad, and I have been favourably impressed by how seriously Canadian firms take their corporate social responsibility.

WVE – Responsible business is good business. Is that really true for Canadian businesses doing business, especially in developing countries, and facing ruthless competition? Can corporate social responsibility really give them a competitive advantage or is it just an idealistic concept?

MLM – Personally, I believe that businesses are responsible entities that report to boards of directors. They have shareholders, and they have stakeholders. These days, clearly, business success goes hand-in-hand with responsible corporate behaviour, and a sound business strategy that takes everything into consideration.

Is corporate social responsibility a competitive advantage? Obviously, it is a competitive advantage, and I believe that Canadian businesses understand that very well. As I said, Canadian businesses are well regarded in this area, and for us they represent a way of promoting Canada, quite apart from the fact that their expertise is sought, and they are even cited as examples of best practices. Canada certainly has a favourable image internationally, from that point of view.

WVE – Are values and ethics linked to corporate social responsibility?

MLM – Looking at the corporate sector as a whole, I would say that all values and ethics issues, whether or not they are in the area of corporate social responsibility, are an integral part of the way people do business these days. You only have to look at the emphasis in the government recently on issues of good governance, accountability and so on.

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Between You and Me (continued from page 5)

Nor has the private sector escaped this focus. On the contrary, it is subject to the same scrutiny. But coming back to the question of shareholders and boards of directors, I believe that today, businesses conduct themselves highly responsibly. The businesses that are truly successful are those that are mindful of the principles and values that should guide all their decisions — whether these are related to accountability, transparency, decision making or human resources management.

Ultimately, I believe it is a question of respect. In the end, all the discussions about values and ethics that are happening in the public sector are also happening in the private sector. It's true that I do not work in the private sector, but these concerns are invariably mentioned in corporate annual reports.

WVE – Can Canadian values, in particular the values of Canada's public service, be exported through the way our businesses do business abroad, and can they be used to exercise greater influence on the world stage?

MLM – I believe that Canadian firms bear witness to this. First, in the way business is done in Canada, and then in the way the practices and principles are replicated when the same Canadian firms do business abroad. Does their very way of doing business constitute an influence in itself? That is the question.

People from other countries have told me that, in general, they are very happy to do business with Canadian firms, and that Canada enjoys an excellent reputation internationally, of which we should be very proud.

Canadian firms benefit from this “Canada” brand name, and I think that one of the reasons Canada has such an image is due to the respect garnered by Canadian men and women working abroad in all areas, whether for international organizations — because some very great Canadians have worked in very high-profile positions abroad — or for Canadian NGOs [non-governmental organizations].

Similarly, Canadian firms can also contribute to the “Canada” brand. It's a two-way street. Organizations benefit from being Canadian, and from the positive value associated with this, and Canada's international image is enhanced even more by Canadian business success abroad.

What public service values can be exported? We are strongly rooted in democratic values. So when we are working abroad, we can't help but transmit these democratic values. In this context I'm not talking about democracy as a political value per se, but rather, everything that supports or upholds a democratic system. There are also our professional values — like keeping one's commitments, doing the job properly — and we have already talked about the ethical values. Finally there are the values related to people — the treatment of individuals — these also can be communicated through our work in other countries.



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In Perspective

By Georgina Wainwright Kemdirim,
Strategic Policy Branch, Industry Canada

Corporate Social Responsibility: A Competitive Advantage for Canadian Businesses

Like the *Values and Ethics Code for the Public Service*, corporate social responsibility⁶ initiatives are key drivers in the sustainability performance of Canadian industry. Values and ethics are important to Industry Canada both in its internal practices and in the direction it is promoting to its clients. Industry Canada is committed to helping industry make corporate social responsibility a mainstream and best practice, and has been working to that end for over ten years. The promotion of corporate social responsibility to Canadian businesses is an important strategic activity of the Department and is consistent with its mandate to support the development of competitive industries and sustainable communities, as well as to protect consumer interests.

Generally, corporate social responsibility is seen as the private sector's way to integrate the socioeconomic and environmental imperatives of their values, culture, decision-making, strategy with their activities in a transparent and responsible manner and in so doing, establish improved internal management and contribute to society's prosperity and well-being. Typically, corporate social responsibility policies and practices address a range of aspects related to a business's behaviour, including: health and safety, environmental protection, human rights,

human resource management practices, corporate governance, community development, consumer protection, labour protection, supplier relations, business ethics, and stakeholder rights.

For the Public Service, the *Values and Ethics Code for the Public Service* serves as a balanced framework of democratic, professional, ethical and people values leading to enhanced service to the public and the increased trust and confidence of Canadians. Similarly, corporate social responsibility is about building trust and credibility in the marketplace which can only serve to enhance a business's economic, social and environmental performance—its triple bottom line

When promoting corporate social responsibility to Canadian businesses, Industry Canada aims to sell the business case for this mode of governance and stresses that socially and environmentally responsible practices can make businesses more competitive. There is growing evidence to demonstrate that corporate social responsibility can result in: operational efficiency gains; improved risk management; favourable relations with the investment community and improved access to capital; enhanced employee relations; stronger relationships with communities and an enhanced licence to operate; and improved reputation and branding.

Corporate social responsibility practices promote operational efficiencies which can be achieved through reducing energy and materials consumption. Waste can also be reduced and materials can be recycled. These sorts of eco-efficiency actions produce environmental and economic benefits for the business and thereby contribute to stronger financial performance and more positive profitability.

6. Corporate social responsibility is also known by a number of other names: corporate responsibility, corporate accountability, corporate ethics, corporate citizenship, sustainability, stewardship, triple bottom line and responsible business, to name just a few. *Corporate Social Responsibility: An Implementation Guide for Canadian Business*, 90 p., p.5.

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In Perspective (continued from page 7)

By integrating socially and environmentally responsible practices into the business’s management systems, risks are better anticipated and mitigated and potentially costly problems avoided. This can also help a business improve its access to capital because financial institutions are confident that effective risk management systems are in place.

The investment community has been exploring the links between corporate social responsibility and financial performance of businesses. There is growing evidence that businesses that embrace this mode of governance generally outperform others. Thus, the non-financial aspects of a business’s performance are directly affecting decision-making by the investment community, as social and environmental criteria are incorporated into assessments of projects. Investors are favouring businesses focused on corporate social responsibility through increased market valuation and access to capital.

As well, businesses that have turned to corporate social responsibility attract high quality personnel who want to stay with the business over the long term, thus reducing recruitment and retention costs. Employees who work for a responsible business have higher levels of motivation, productivity and innovation performance. They also have high morale and loyalty, and become champions of a business for which they are proud to work.

Examples to follow

Mountain Equipment Co-op (MEC) envisions itself as an outdoor recreational co-operative that inspires excellence in products and services, passion for wilderness experiences, leadership for a just world and action for a healthy planet. Striving for social and environmental leadership, MEC defines its mission as providing quality products and services for self-propelled wilderness-oriented recreation at the lowest reasonable price in an informative and respectful manner. Their mission determines what businesses they are in, who they serve, and how.

Falconbridge acted on a suggestion from an employee at one of their operations in the Dominican Republic and decided that the surrounding communities needed a continuous and reliable supply of potable water. After much discussion with the local people, it was decided to develop aqueducts in concrete that would collect water from mountain springs. Falconbridge provided the materials and the local people did the building after receiving the necessary training for construction, operation and maintenance from a local NGO.

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In Perspective (continued from page 8)

Another benefit of a business's corporate social responsibility policies and practices is the enhanced license to operate in the communities in which they are located. This license to operate is achieved when a business engages with its full range of stakeholders including employees, suppliers, customers, communities, aboriginal groups, non-governmental organizations, and governments. The result of stakeholder engagement which promotes an open dialogue and demonstrates transparency is the credible and trustworthy relationship between the business and the community. The license to operate benefits the business because it enhances their business prospects over the long term.

Integration of social responsibility practices as a key corporate value can help make a business more competitive because it enhances the reputation of the business and brands its products and services in a positive manner. This phenomenon is particularly important in today's highly globalized world where businesses strive for a competitive advantage by distinguishing themselves from their competitors. Successful business and brand differentiation can lead to new customers, increased market share, and in so doing, provide increased profitability.

With a view to helping businesses implement corporate social responsibility principles, practices and policies, Industry Canada has sought to broaden awareness of corporate social responsibility and the related values and ethical practices embedded in this concept, improve corporate social responsibility reporting, develop corporate social responsibility tools and build knowledge and management capacity in this area.

Suncor sets itself apart from the competition through a tightly focused production strategy concentrated on the oil sands, combined with a broad vision of sustainability that recognizes the importance of social and environmental performance in their business. These attributes define a long-term vision of increasing shareholder value, reducing the company's environmental footprint and contributing to the wellbeing of the communities in which it operates.

Alcan Inc in 2002 revised its Worldwide Code of Employee and Business Conduct, with which all employees, consultants and suppliers are expected to comply. A set of shared values supplements the code, highlighting the importance of integrity, accountability and transparency. The values are intended to reflect and foster an environment within which all employees can seek their full potential.

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In Perspective (continued from page 9)

Industry Canada has also contributed significantly to the following initiatives: the development of the publication *Corporate Social Responsibility: An Implementation Guide for Canadian Business*; the development of a social responsibility guidance standard through the International Standards Organization (ISO); the development of a departmental corporate social responsibility website; and consumer group research on sustainable consumption and climate change.

In its Sustainable Development Strategy 2006-09, Industry Canada has committed to broadening the use of corporate social responsibility management tools and applications in an effort to increase the number of businesses that integrate corporate social responsibility into their decision making. Industry Canada is collaborating in the development of tools that can be applied to corporate planning, operations, audit and evaluation, and productivity improvement.

All of these activities have contributed in the past and continue to contribute more than ever to making a difference in Canadian business practices.



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Focus On...

By Charmaine Rand, Program Development Specialist at the Defence Ethics Program Directorate, Department of National Defence

Are you putting responsibility last on your list?

Which ethical value has special meaning for you? Do you favour honesty or loyalty? Perhaps you prefer courage, fairness or responsibility. Could it even be that, for you, integrity encompasses a number of ethical values that you deem important?

Whatever your answer it could be that the Directorate – Defence Ethics Program (Dir – DEP), which is the values-based ethics program for the Department of National Defence (DND) and the Canadian Forces (CF), has the pen for you.

In February, the Dir – DEP produced the first of its new line of promotional pens. Its purpose was two-fold: promoting the program and the six *Statement of Defence Ethics* obligations (or values). These values of equal weight, integrity, loyalty, courage, honesty, fairness, and responsibility, illustrate the four families of values found in the *Values and Ethics Code for the Public Service*.

It wasn't until Dir – DEP personnel met with participants at the Employee Assistance Program (EAP) Conference that they realized that these pens would act as the catalyst for dialogue on the various values held by Defence personnel and spark the Dir – DEP's observational study on 'pen picking behaviour.'

Placed at the DEP kiosk were six containers, each labelled and filled with pens marked with one of the obligations from the *Statement of Defence Ethics*, and identical in look and colour.

It was interesting to note that once people realized that each container held pens representing the six ethical obligations, visitors would then reassess which pen they wanted to keep as their own, since they could only take one pen.

What was very intriguing was the noticeable and often animated reaction of those who inadvertently chose a *responsibility* pen. "Even the word *responsibility* seems to invoke uncomfortable feelings in some people," said a Dir – DEP staff member who manned the kiosk. "Some couldn't get their *responsibility* pen back into the container fast enough!"

Considering how responsibility is recognized as a key leadership element and a critical component of ethical behaviour within the CF and DND, it was interesting to see how many people seemed to want to avoid the notion of responsibility. It was the only *Statement of Defence Ethics* obligation that received reactions so marked and obvious. Pens representing other ethical values seemed to be chosen in relatively equal numbers.

The observations made by Dir – DEP staff at the EAP conference sparked a non-scientific observational study. Shortly thereafter, they hosted a kiosk during National Public Service Week (NPSW) in Ottawa, where the same pens were made available to visitors. This time, Dir – DEP staff began asking DND employees and CF personnel the reasons why they were choosing one particular value pen over the others, while at the same time staff tracked the popularity of the value pens. They observed that the first of the value pens to disappear into the hands of Defence personnel were the *integrity* pens, followed by *loyalty* then *courage*. Interestingly, the aversion to the *responsibility* pens did not appear to be as strong as it was at the EAP event. The noticeable difference in reaction had Dir – DEP staff searching for possible reasons.

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Focus On ... (continued from page 11)

The visibly strong aversion to *responsibility* at the EAP event may be due to the difference in position held by kiosk visitors at both events. Employees at the EAP conference tended to be in management positions whereas visitors during NPSW held a wider range of positions, with varying levels of responsibility.

This reaction seems to tie in with perceptions expressed at meetings with senior leaders. In one such meeting, Colonel Yvon Desjardins, Director of the Defence Ethics Program, surveyed attendees as to which of the six ethical values they thought DND/CF personnel would choose to eliminate if given the opportunity. Overwhelmingly, they answered *responsibility*. “The six ethical obligations were identified through a Canada-wide consultation with military and civilian personnel as being shared values that exist among Defence personnel,” explained Colonel Desjardins. “Therefore, the *Statement of Defence Ethics* is actually a reflection of the values held by Defence personnel.”

From an organizational standpoint, the *Statement of Defence Ethics* outlines the way in which the CF and the DND should carry out the special responsibility granted them for the defence of Canada. It also details ethical principles and obligations for military and civilian personnel which allow them to work together as a team while at the same time ensuring the ethical and professional integrity of Defence.

“The pertinent question at this point would be ‘What are the ethical consequences of putting responsibility at the end of the list?’” asked Colonel Desjardins. “Responsibility and accountability are key elements in ethical behaviour of individuals, and ethical behaviour of DND employees and CF members is the Defence Ethics Program’s primary focus - we have the responsibility to be ethical.”

It is relevant to point out that the preliminary results of the 2007 Defence Ethics Survey show that almost 80 per cent of DND/CF personnel agree or strongly agree that their immediate supervisor is accountable for his or her actions. Also, more than 70 per cent say that the people they work with are accountable for their actions.

“Those are encouraging scientific results,” said Colonel Desjardins, comically adding with a chuckle, “Perhaps folks who visit information booths like to play games with the people behind the counter.”

Would you choose a *responsibility* pen? Why or why not? Please write and let us know at opsve-bvefp@cpsa-afpc.gc.ca.

The full *Statement of Defence Ethics* can be viewed on the DEP Web site at http://www.forces.gc.ca/ethics/expectations/statement_e.asp

If you would like to know more about the Defence Ethics Program, please visit the DEP Web site at <http://www.forces.gc.ca/ethics>



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Heart and Soul at Work ...

With the cooperation of Aïda Warrah,
Director, Values, Integrity and Disclosure, Environment Canada

Scientist, researcher, emeritus professor, committed public servant, Hal Ritchie has been predicting the rain and nice weather for almost 33 years at Environment Canada and his passion for meteorology has never wavered.

Dr. Hal Ritchie has been having an outstanding career as a scientist at Environment Canada for the past 33 years. His peers and supervisors agree on his exceptional contribution to the field of Numerical Weather Prediction at the Canadian and International level, and on his matchless commitment to the common good.

Hal is recognized as the lead Canadian scientist responsible for initiating a diversity of projects in the areas of storm surge prediction, improved oil spill trajectory modelling, wave modelling, severe weather prediction (e.g. extra-tropical hurricane transition), hydrology prediction, atmosphere-ice-ocean modeling of the St-Lawrence Estuary, including preparing new and innovative forecast products. Hal is leading a growing R&D team of meteorologists and scientists in Halifax and Montreal in the area of environmental protection (EP), and an important national initiative to establish an operational Canadian global coupled data assimilation and prediction system. Under his impetus, other Canadian regions are starting new R&D partnerships related to environmental protection within Environment Canada.

In the last few years, Dr. Ritchie embarked upon exciting research, demonstrating exceptional leadership in Canada in establishing a mosaic of R&D partnerships in EP. EP will be for the next decades a major R&D activity in Canada and will contribute to reducing the impact of weather and related hazards and risks on health, safety and the economy.

Hal is also recognized among his peers and supervisors as a great person to work with. He is appreciated for his respect for others, commitment to service and to promoting the public interest. He is also known for his constructive approaches for resolving difficult situations and this undoubtedly explains why he is so trusted and popular with his colleagues.



Hal Ritchie is regularly consulted by his peers in the field, nationally and internationally, he teaches at various universities, sits on doctoral theses committees and publication review boards.

One of Dr. Ritchie’s colleagues, Dave Wartman, had this to say about him: “Hal is a very genuine person. His sense of humour, his integrity and concern for the well-being of those around him, his involvement in impromptu music groups at retirement parties... all of these plus many other qualities contribute to making Hal a warm, caring individual who is not just a colleague but a friend for those around him.” A contributor to *Window on Values and Ethics* interviewed Dr. Ritchie.

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Heart and Soul at Work ...

(continued from page 13)

Dr. Ritchie, you've been at Environment Canada for the past 33 years with an impressive track record and highly positive impact on people around you. Tell us, what keeps you so engaged?

What I do is far more than a job. We know that what we're doing helps others. But the work itself has been very stimulating: the variety, the great people I work with, and the opportunities are infinite. Having a passion for what you do and sharing that passion with others is important. I believe in what I do and am happy to employ my skills to provide quality services.

Would you please tell us what you do?

We identify atmospheric variables that affect weather changes and we apply mathematical equations to assess these factors and to make predictions about the weather and climate changes using computers.

What helps you stay the course when you face challenging moments?

It is the confidence I have that we are on a good track, and that things will work out. Equally important is the support of good people. I've been fortunate to work with senior scientists with good judgment and have learned a lot from them. What has been really helpful is working with others to find solutions, whether the issue was management or scientific challenges.

One of the Clerk's priorities is public service renewal. How do you contribute to renewing the public service, and what messages do you have to the new generations joining the public service?

During my career I've had the opportunity to supervise visiting research fellows who did pioneering work at our labs. I supervise graduate students, teach and help current employees upgrade their skills on a daily basis. I've also been fortunate to have received the department's support to go on educational leave and complete my Ph.D. Everyday, I encourage recent graduates to do good work and to learn as much as possible from work experience. Renewal on an ongoing basis is very important and my messages come through my actions, and in my day to day interactions. I also explain the why behind my decisions and actions.

What can organisations do to promote commitment to the public service?

Promoting values and ethics is important and the most important value is to treat people fairly and to acknowledge their contribution and achievements.



WINDOW ON VALUES AND ETHICS

Serving Canada with Honour, Excellence and Integrity

VOLUME 1, NUMBER 5 – NOVEMBER 2007

Ethical Challenge

This is a hypothetical situation for illustrative purposes only.

Dear Window on Values and Ethics,

I am a young employee who has just started working with the Department of Canadian Electrical Standards. I am aware that my department is in the process of making substantial changes to the standards, which should be implemented in the very near future. Last week, I overheard a conversation between two senior managers. I am not too sure what they were talking about, but I thought I heard that the minister would put the implementation plan on hold for a few more weeks due to other priorities. Now I know, from reading the newspaper, that Canadians are impatiently waiting for the implementation of those standards and that any delays in the implementation may create a specific danger for the life, health and safety of the Canadian population.

I talked about this with my friends last weekend and they very excitedly suggested that I speak to the media right away because the situation sounded dangerous. I am not sure what to do because in the Values and Ethics course last week, they put a strong emphasis on my duty of loyalty to my employer. What should I do?

Signed James Watt

Dear James Watt,

Wait a minute! Before you go off and talk to the media, let's take a closer look at this situation. There are a number of points that need to be considered, such as:

- The facts are not complete. You are not entirely sure what you overheard.
- The *Code of Public Service Values and Ethics* says that "Public servants shall loyally implement ministerial decisions, lawfully taken."
- "Public servants must strive to ensure that the value of transparency in government is upheld while respecting their duties of confidentiality under the law."
- While you have a duty of loyalty to your employer, it does not prevent you from raising issues, because there are mechanisms in place to help you do so, and to protect you from reprisal for so doing.

The Public Service Disclosure Protection Act (PSDPA) that came into force on April 15, 2007 serves many objectives, namely:

- Supporting a positive public sector culture based on values and ethics; and
- Balancing principles of freedom of expression and duty of loyalty to the employer.

The PSDPA also protects employees who disclose possible wrongdoing or are involved in a disclosure investigation from any reprisal. If you think that what you overheard would constitute wrongdoing, such as an act or omission that creates a substantial and specific danger to the life, health and safety of Canadians or the environment, there are three ways for you to make a disclosure: (1) to your supervisor, (2) to the designated Senior Officer for Disclosure in your department, or (3) to the Public Sector Integrity Commissioner. These individuals will gather the facts and determine whether a wrongful act was committed or not.

Continued...



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Ethical Challenge (continued from page 15)



Under very rare and extreme circumstances, the Act permits a public servant to make a disclosure to the public, such as to the media, if there is not sufficient time to make a disclosure to one of the individuals named above, and if the disclosure involves a serious breach of a law or an imminent risk of a substantial and specific danger to the life, health and safety of persons, or to the environment. But in this case, you do not have enough information to make that determination. I urge you to speak to your supervisor, your departmental Senior Officer or to the Public Sector Integrity Commissioner about your concerns as soon as possible.

Window on Values and Ethics



