

Promising Human Resources Practices in Times of Change

An inventory of initiatives

5th edition — 2004

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Foreword

This inventory of human resources initiatives is prepared as a guide that will hopefully facilitate benchmarking, exchanging information, collaborating, or perhaps even undertaking joint ventures among departments and agencies with similar interests.

Included at the back of this publication is a short feedback form. We are interested in knowing how useful you find this inventory and whether or not it is the sort of document you would wish to see updated as required. Please fill in the form and return it to the HR Planning team at your earliest convenience.

For further information or assistance, call Sylvie Lance Roussel at (613) 946-9310 or Noreen LeBlanc at (613) 952-3204.



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Public Safety and Emergency Preparedness Canada
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Each initiative includes the name and number of a contact from the contributing department or agency.

This document was last updated in 2004.

Awards and Recognition

General

National Public Service Week

Employee participation and celebrating employee contributions were part of the main themes of the 2003 National Public Service Week (NPSW) at the Transportation Safety Board of Canada (TSB). The 2003 NPSW involved organizing a host of activities geared toward engaging participation from all employees:

- ▶ donuts and coffee were served to employees by the members of the senior management committee or regional managers;
- ▶ employees who have been involved in interdepartmental activities were recognized by having their names and contributions posted on the TSB Infonet;
- ▶ Board members contributed by making a presentation;
- ▶ a kiosk was set up in the lobby — the aim of the kiosk was to provide information on the TSB's role and mandate to the public and other government employees;
- ▶ each Directorate was invited to create a montage representative of the work they do as part of a contest; and
- ▶ managers were provided with chocolate truffles for distribution to their employees in appreciation for their contributions.

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Prairie and Northern Region Recognition Initiative

In response to the results of the 2002 Regional Employee Survey and those from the 2002 Public Service-wide Employee Survey, a regional working group was formed to address the issues associated with recognition. In further discussions with staff, it was learned that awards are not as important as it had been previously thought, that staff felt that meaningful recognition could include a simple and sincere thank you, and that in some cases managers were not really sure what they could and could not do to recognize their staff. The goal of this initiative is to build a culture of recognition, where people feel respected, appreciated, motivated, and recognized for their contributions.

The Prairie and Northern Region Recognition Tool Kit was launched during National Public Service Week in June 2003. Based on the idea that everyone has a role to play in creating a culture of recognition, each office is stocked with thank you cards and sticky notes to make it easier for staff members who wish to recognize others. Communication is key and, in keeping

with the communication plan that has been developed, managers, regional executive directors, and staff will be encouraged to participate and recognize their role. A series of questions and answers has also been developed to help guide managers in what is available to them. In addition, a simple road map to Industry Canada formal awards has also been developed. Participation in the program was measured through the 2003 employee survey, which was conducted in October.

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Pride and Recognition Web Site

Veterans Affairs Canada employees may find information and policies regarding the Veterans Affairs Canada formal awards programs through a new Pride and Recognition Web site. Two of the main features of the site are that employees may now nominate colleagues on-line and that links to other formal awards programs in the Public Service are provided.

Phase II of this project is to develop an informal recognition component for managers and employees, which is expected to be launched during National Public Service Week 2004.

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Shared Values and Recognition

The Operations Sector has identified six shared values, which include respect, fostering a supportive workplace, personal and professional development, commitment to excellence, innovation, and team culture. One of the ways positive behaviour is encouraged in the workplace is to recognize those who exemplify the Industry Canada shared values through their behaviour or actions. Recognition is provided annually in the form of a cash award to three employees who are nominated by their colleagues. Sector employees then vote on the nominations most worthy of the award.

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Awards

Award for Community Service

An award has been created to recognize the achievement of individual employees who have best demonstrated extraordinary achievement in service to their community and to their peers within Canadian Heritage.

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Canadian Heritage

Employee Recognition

Measurement Canada has introduced an employee-driven awards and recognition program to acknowledge the achievements, efforts, creativity, and willingness of employees to go the extra distance. The annual **Employee of the Year Award** recognizes an employee whose performance stands out above the norm and whose contributions have had a major effect on the achievement of the agency's objectives.

The **Loyal Service Award** recognizes employees who have been in Measurement Canada's employ for 20 and 30 years. This award supplements the agency's Long Service Award, which recognizes loyal public service after 15, 25, and 35 years. The **Peer Recognition Award** recognizes special achievements and efforts that support the agency's core competencies and values or contribute to the productivity, quality, and efficiency of the work environment.

These awards, which provide for recognition in all directions, i.e. peer-to-peer, employee-to-manager and manager-to-employee, are managed directly by employees at the local level. The **In Appreciation Award** provides managers with a direct means of recognizing public service employees for a specific achievement or effort. This program was introduced in April 2001 to address employees' concerns following a work environment study conducted by the agency in 2000. The program continues to be very popular with both managers and employees.

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Industry Canada

Office of the Corporate Secretary — “Our Choice” Awards

“Our Choice” awards were developed in 2001 by employees, for employees. Employees of the Office of the Corporate Secretary (OCS) are invited, once each year, to nominate a colleague or team in one of the following categories: “Leadership,” “Initiative,” “Contributing to a Positive Work Environment,” or “Team.” Nominations are reviewed by a selection committee made up of OCS employees. Awards were presented at the annual OCS Focus Day in 2002 and 2003. It

achieved an excellent participation rate in the nomination process (40 per cent). These awards have a positive effect on staff morale in many ways: staff are proud to nominate colleagues, recipients are proud to win, and members of the selection committee are proud to contribute to the process.

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The Office of the Corporate Secretary Star Board

The Star Board is a non-electronic bulletin board where thank you notes, congratulatory messages, major accomplishments, and pictures of award winners, for example, are posted for everyone to see. The Star Board has improved staff morale. Employees are proud to have their accomplishments highlighted. The fact that the Office of the Corporate Secretary shares a floor with the Minister's office and the Deputy Minister's office provides added benefit because the Star Board is posted in a central area, which gives the stars more visibility.

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Programs

Awards and Recognition Program

Industry Canada has an extensive awards and recognition program whereby employees can be recognized for both long service and specific contributions and accomplishments; these include awards other than for long service, deputy minister, sector head, and director general awards, as well as instant merit awards. Awards may take the form of a certificate, a commemorative item, a financial contribution, or a combination thereof. The awards and recognition program also includes an "Excellence in Leadership" award and the Michelle Comeau Scholarship.

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Industry Canada

Awards and Recognition Program

Each year, during National Public Service Week, all Public Safety and Emergency Preparedness Canada employees are invited to the department's annual awards ceremony. The ceremony recognizes recipients of the department's merit and long service awards.

In addition to the awards mentioned above, the agency has introduced two new awards: the People's Choice Award and the Student-sponsored Recognition Award. The People's Choice Award involves the participation of all employees by encouraging them to recognize a colleague that they feel best represents the department. The *Student-sponsored Recognition Award*

provides the opportunity for students working in the department to recognize a manager that they feel has been instrumental in their development as young public service employees.

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Public Safety and Emergency Preparedness Canada

Employee Appreciation and Recognition Program

Senior management at the Transportation Safety Board of Canada (TSB) is fully committed to formally recognizing employee contributions to the delivery of its mandate. It firmly believes that recognition enhances employee effectiveness and that it is also critical in ensuring strong and fruitful relationships within the agency. As a matter of fact, the program's motto is "A part of our daily lives." The Employee Appreciation and Recognition Program has a committee composed of members representing all groups and levels at the TSB; the committee's mandate is to promote and support internal and external recognition activities.

What sets this employee recognition program apart from other programs are the following attributes:

- ▶ The Executive Director sends a welcome letter to each new employee and sends a thank you letter to departing employees describing their contributions during their employment with the TSB.
- ▶ The "Diversity Management Award" encourages and recognizes sustained efforts in the area of employment equity. Primarily aimed at persons with hiring responsibilities, it can also be given to an individual who has significantly contributed to the advancement of the employment equity program within the agency.
- ▶ "The Peer Award" enables all employees to recognize colleagues for meritorious performance of duties, personal conduct, or volunteer work with charitable organizations. This is a simple exercise because the Peer Award Certificate is on the intranet and can be easily downloaded by all employees.
- ▶ The "Career Commitment Award" enables employees and managers to formally recognize long-standing employees and their contribution to the TSB. For the last two years, the annual recipient has been an employee in support functions.

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Transportation Safety Board of Canada

Regional Interactive Nomination Program

The Employees' Day organizing committee has created an interactive intranet application for employees of the Transport Canada, Quebec Region. This interactive program allows all employees to nominate candidates for Vox Populi prizes. Each nomination must include a

description of the nominee's accomplishments based on the criteria for each category: best initiative, best team, and best daily contributor.

The activity begins with a nomination period. All submissions are made over the intranet using the interactive forms. An employee can nominate more than one candidate. After the nomination period, the names of all the nominees will be posted with the descriptions of their accomplishments (the name of the person who submitted the nomination will not be posted), and employees can vote for the candidate they think is most deserving. Because the software recognizes user names, each person can only vote once.

The names of the winners will be announced and the prizes will be presented on Employees' Day, which will be sometime during National Public Service Week.

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Transport Canada

Awards and Recognition Program

In the context of the Awards and Recognition Program, the Public Service Commission of Canada (PSC) has six awards: the Long Service Award, the Retirement Award, the Suggestion Award, the Bravo Award, the PSC Excellence Award, and the PSC Award of Distinction. These awards recognize the employees and managers, whom, through their exemplary behaviours and innovative ideas, contribute to the success of the PSC.

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Public Service Commission of Canada

Bilan Social

At Library and Archives Canada, a bilan social is prepared annually. The bilan is in three parts: first, the demographic profile of the institution, which includes data on the makeup of the workforce, such as representation of employment equity groups, participation of the two official linguistic groups, age, years of service and eligibility to retire; second, information on human resources (HR) management activities, including recruitment, departures, assignments, secondments, acting appointments, and learning and development; third, aspects of workplace well-being, such as overtime, use of sick leave, grievances and complaints, and use of the Employee Assistance Program.

The bilan is presented to senior management in order to better orient HR planning activities and to facilitate decision making. The main characteristic of the bilan lies in its visual presentation: its PowerPoint format necessitates a judicious selection of the information and thus allows the presenter to give particular focus to situations requiring senior management's attention. The bilan is a useful management tool that provides an overview of the HR situation in a clear, concise, and practical format while shedding light on related major management issues.

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Library and Archives Canada

Career Development

General

Career Counselling Services

Career counselling provides employees with a unique opportunity to take an in-depth look at themselves and their career paths. While every individual is clearly responsible for making their own career decisions, career counselling can stimulate ideas and alternatives to consider in career management. The Human Resources Branch offers confidential services that may involve a single session or a series of one-on-one sessions with a professional career development counsellor. Career counselling services may provide assistance with respect to identifying goals and career strategies, developing a career development plan, preparing for interviews, preparing a résumé, improving work search techniques and strategies, and self-marketing and networking. For employees in the regions, the services are available by phone, e-mail, or on-site, through previously arranged visits. Services are provided by two career counsellors.

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Industry Canada

Career Development Program in the Ontario Region

Measurement Canada, with a view to improving gender demographics in relation to support and inspection groups, is piloting a career development program in the Ontario Region for employees in the administrative support groups. The program provides up to 18 months of paid career development leave in order to permit participants to pursue external full-time education through an accredited Electronics Technician Distance Education Program available through George Brown College in Toronto, combined with on-the-job observation within Measurement Canada. Participants in the program are selected based on the results of a general competency test administered by the Public Service Commission of Canada. On successful completion of the education and on-the-job portions of the program, participants are evaluated and, if qualified, appointed to an inspector position. To date, four employees have successfully completed the program.

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Industry Canada

Human Resources Development Tool Kit: Moving Work — Not People

The Industry Canada Spectrum, Information Technology and Telecommunications Sector (SITT) has developed a Human Resources Development Tool Kit (HRDT) as an intranet-based service product to facilitate career development. The HRDT consists of three inter-connected databases. The first, Work Opportunities, provides managers with an electronic bulletin board to post

projects that may be of interest to employees, irrespective of where they may be located in the organization. The intent is to move work rather than people and, in the process, to provide meaningful development opportunities for staff. The second, Employee Profiles, is, in effect, an electronic bulletin board used by employees to promote their capabilities and development interests across SITT. Managers can search the resulting profiles for candidates for various types of assignments. The third, Hotlinks, provides direct Internet access to a number of highly relevant career development sites.

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Industry Canada

Human Resources Lending Library

During National Public Service Week, Industry Canada's Ontario Region launched the Human Resources Lending Library, which provides employees with access to books, audiovisual materials, and other information related to career development, health and well-being, leadership and management, diversity, official languages, women's issues, and a host of other topics. Investments in these tools will continue to be made based on the ongoing feedback received from staff. Start-up costs for the library were in the range of \$4,500 for furniture and equipment (television with DVD, VCR, video camera, etc.) and about the same for books, audiotapes, and videotapes. The initiative is continuing, and further acquisitions are being made.

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Industry Canada

Leave for Education

Industry Canada encourages an environment of continuous learning and development. In support of this policy, employees may take leave, subject to the appropriate approvals, for educational purposes. Education leave may be approved in a variety of contexts, for example, when it is the most cost-effective or efficient means to acquire specific expertise required by the organization, for workforce adjustment purposes, or as an element of an employment equity program. Under some circumstances, leave may be granted with pay, with allowances in lieu of pay equivalent to various levels of pay. The intranet site also provides direct access to information on-line university-based courses. Visit <http://www.schoolnet.ca/campus/en/index.html> for information on courses available at the Canadian Centre for Management Development (CCMD) and Training and Development Canada.

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Industry Canada

Managing your Career — Take it Personally!

To address career development needs and in support of the initiatives taken by the Public Service Commission of Canada to build capacity and manage employee wellness, a variety of career development services is being offered, including the two-day workshop called “Managing your Career — Take it Personally!”. The goal of the workshop is to generate an interest in managing one’s career and to increase chances of making sound career and life decisions.

The workshop is based on the holistic approach and the notion that employees should be chasing their passion and not their pension. The workshop is based in part on Dr. Barbara Moses’ work. A series of methodologies is used, including working through a career planning workbook and a kit, participating in group discussions and exercises, as well as completing individual exercises.

This successful workshop is being delivered across Canada and is being offered to all employees.

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National Career Planning Site

An intranet site was developed to assist employees in planning their career at Environment Canada and within the federal Public Service. It provides access to a range of tools and information to help employees understand the various steps of the career planning process and to help them develop a career plan. Based on the results of a user feedback survey, a second phase is being developed to improve a career planning tool. The implementation of this phase is conditional on obtaining additional resources.

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Environment Canada*

Personalized Résumé Writing Service

The Learning Centre is offering the services of a specialist in the preparation of résumés to all employees of the Canadian International Development Agency. Anyone interested can take advantage of a three-hour private training session. Previous participants have greatly appreciated the service because it addresses their specific needs. The service has therefore been quite popular.

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Canadian International Development Agency*

Personal Development Plan

Proposed guidelines and a template for the design and implementation of a personal development plan were created for all Environment Canada employees. They reflect a simple and flexible approach based on self-reflection and regular communication between the employee and the supervisor. The personal development plan is now supported by training workshops for employees and managers.

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Environment Canada*

Rotation

Since 1994, the Competition Bureau has regularly (approximately every two years) conducted a staff rotation exercise (internal movement of about 10 per cent of staff doing generic work among the different branches of the Bureau) to address knowledge gaps. The general rule is that most staff doing generic work should rotate at least once over a period of 5 to 10 years. This provides job enrichment and new experiences to staff. It also enables the organization to develop a multi-skilled staff with a broad and in-depth understanding of the various parts of the Bureau. The exercise is open to both support and professional employees.

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Self-orientation Insight

An interactive career management module is now available on the Transport Canada, Quebec Region, intranet site. The purpose of the project is to consolidate all available career planning information. The module is a reference tool to help departmental employees in the Quebec Region plan their careers and achieve their professional goals.

The structure of the module is simple and easy to use. The “Career Management” module is composed of four stages. It is based on the department’s organizational commitments to encourage employees and managers to promote the renewal, growth, and development of a competent and diversified workforce. As employees work through the stages of the module, they will establish their short- and medium-term career objectives and will be able to discuss their learning plans with their supervisors, create résumés representative of their talents and accomplishments, and identify learning needs and strategies.

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Assignment Programs

Assignment Program

This two-year pilot project was introduced across the department in June 2002, with the primary objective of helping build a stronger, teamwork-oriented culture.

The Health Canada Assignment Program (HCAP) offers Health Canada employees different work opportunities throughout the country in order to gain a better knowledge of the department's operations, activities, and services. It further enables employees to improve their skills, expand their networks, acquire new knowledge and enhance their work experience in order to prepare for future job opportunities. In addition, indeterminate employees registered in the HCAP may demonstrate their interest in being temporarily relocated for the purpose of carrying out an assignment. To support this feature of the program, a relocation fund has been set aside to facilitate the inter-regional HCAP assignments of indeterminate employees.

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Junior Officer Development Program

A junior officer development program is being piloted. It is designed to help employees move from an administrative support position (AS, CR, STSCY) to a junior officer position (PM-02 or -03). This was developed in response to a recommendation from the administrative community at Canadian Heritage.

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Employment Equity

The Accelerated Career Development Program for Visible Minorities

This program, sponsored by the Embracing Change Support Fund and with the support of the Departmental Management Committee, is open to all department employees belonging to a visible minority group.

Through this program, a number of employees are selected to undertake learning and development for 18 to 30 months, with a view to eventually being appointed to a PM-06 position, subject to fully satisfactory performance and meeting qualifications for that level.

Participants are selected through a closed competition and undertake six- to twelve-month developmental assignments. Participants have access to support and advisory services and, at specific points in time, are required to demonstrate that they are taking full advantage of their

experience, that they are able to continue their development, and that they continue to demonstrate their potential to be appointed to a PM-06 position.

This program is a departmental pilot project and will serve as a basis for the development of a broader based program for other employees.

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Canadian Heritage

Visible Minorities Career Progression Program

One of the conclusions of the Employment Systems Review (ESR) conducted by Citizenship and Immigration Canada (CIC) was that visible minority employees are largely relegated to the junior levels of the PM group. The conclusions and recommendations of the ESR led to the development of the Visible Minorities Career Progression Program. The program objectives are as follows: reduce the concentration of visible minorities in junior-level positions; develop the supervisory and management skills, official languages proficiency, and operational expertise of members of a visible minority group through assignments in the regions or national headquarters and formal training; and constitute a pool of qualified employees at the EX minus 2 level who could subsequently progress to the EX minus 1 level in CIC or elsewhere in the Public Service. The program lasts three years, excluding any second official language training required. Selection of candidates takes place by competition according to eligibility criteria. Eight visible minority employees at CIC have received assignments under the program.

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Citizenship and Immigration Canada

Management Development

Management Development Courses

Transport Canada continues to offer a suite of management courses designed specifically for the department. These include “Fundamentals of Management” and “Middle Management Development Course” as well as a transportation policy course. New this year is “Management 101,” a three-day overview of management principles every new manager should know. The basis of the course is modern management and includes relevant areas such as HR and finance and administration.

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Transport Canada

Management Development Policy and Supporting Tools

The *Management Development Policy* guides the training and development of Environment Canada (EC) managers. Its key elements include mandatory training for new managers at the first, middle, and senior levels of management; personal development plans for existing managers to improve their managerial effectiveness; and an EC managerial competency profile that can be used for training, career development, recruitment, promotion, and performance review. In addition, the policy is now supported by a Management Competencies Self-Assessment Tool and a *Management Competencies Development Guide*. The guide helps managers identify the competencies they need to develop and provides a range of learning resources to help them to acquire them.

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Environment Canada

Career Development Pilot Project — Micro-economic Policy Analysis Branch

Employees of the Micro-economic Policy Analysis (MEPA) Branch identified the apparent lack of clarity around criteria and guidelines for career progression as a concern. Consequently, a preliminary report on career development and progression within MEPA was prepared and discussed both within MEPA and at the sectoral level. The report draws on programs or activities in other departments that could be of help in developing a course of action appropriate to the specific needs of MEPA. Specific competencies for MEPA personnel were identified, described, and coupled with the development of personal learning plans. This baseline work resulted in the launch of a pilot project in MEPA for the development of its personnel from levels ES-01 to ES-05 within the framework of a career development program for economists.

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Industry Canada

Workshops and Conferences

Administrative Professionals Conference

In support of the development of its administrative professionals, Industry Canada, Ontario Region, continues to sponsor the highly successful Industry Canada Administrative Professionals (ICAP) conference, organized by and in support of staff across business lines and throughout the region. ICAP has been in operation for several years under different names. This year there were approximately 100 participants, and each attendee's branch manager paid for travel expenses.

Topics for the 2003–04 conference included nutrition, stress relief, professional development, stress management, inspiring women (professional development and special recruitment opportunities within Industry Canada), and elder care.

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Industry Canada

Career Planning Workshops

Industry Canada has been and is still very active in providing workshops and tools for employees who wish to take charge of their career development. Employees can register for “Career Strategies for Today,” a series of modules on topics such as self-assessment, preparing a résumé, successful interview skills, networking, and self-marketing. Tools that employees are using for self-knowledge include the Myers-Briggs Type Indicator and the Strong Interest Inventory.

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Career Management Skills Development

“Developing your Career Plan” is a one-day workshop where employees will learn the guiding principles of career development; conduct self-assessment activities and create a self-portrait; establish a career vision and carve out mid- and short-term goals; explore the changing world of work; build and maintain solid relationships; identify learning needs, strategies, and styles; develop, implement, and evaluate an action plan; and identify ways of maintaining momentum. These workshops allow employees to think about where they are and where they want to be in their careers. Natural Resources Canada schedules these sessions on a regular basis throughout the fiscal year.

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Natural Resources Canada

Change Management

Change Management Committee

The Public Service Commission of Canada (PSC) established a new change management committee a year ago to help the organization move forward with confidence and credibility in order to become a modern organization by supporting managers and employees in their efforts to transform their workplace into one that is recognized as a world-class organization.

The role of this new committee is to work in partnership with managers to continuously improve the way business is conducted at the PSC and to keep the momentum with regard to the current transformation and implementation of the people strategy entitled “Putting People First.”

The committee is primarily accountable to the President of the PSC and responsible for the following:

- ▶ building relationships in support of the managers to effect change;
- ▶ faithfully representing employees’ views, opinions, and concerns regarding the transformation agenda (i.e. how they see it, how it affects them);
- ▶ raising and addressing transformation issues and challenges faced by PSC managers and employees (what works, what does not work, what can be improved);
- ▶ facilitating and following-up on the change agenda of the PSC;
- ▶ acting as role models and promoting the values of the PSC as demonstrated in making organizational decisions; and
- ▶ recommending appropriate courses of action for change integration to improve business execution.

The committee is co-chaired by the President of the PSC. The committee is made up of volunteer groups, the HR community, the regions, and the administrative support group as well as the Chief, Change Management.

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Public Service Commission of Canada

Classification

Classification Analytical Tool

The Position and Classification Information System (PCIS) Query Tool was specifically designed to assist departments and agencies, subject to the Public Service Staff Relations Act, Schedule 1 Part 1 (PSSRA 1-1), in ensuring the uniform application of classification standards as well as providing them with a tool to quickly gather data for monitoring and reporting purposes. We gave five information sessions. Afterwards we gave departments and agencies access to the PCIS Query Tool. For more information on the PCIS Query Tool, you can visit our web site at http://publiservice.tbs-sct.gc.ca/classification/Index_e.asp (under Work Tools), or you can contact Joanne Lafortune at (613) 957-2678 or at Lafortune.joanne@hrma-agrh.gc.ca.

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Public Service Human Resources Management Agency of Canada

Classification Centre of Expertise

As part of its HR Renewal Strategy, Fisheries and Oceans Canada (DFO) is creating a virtual Centre of Expertise (CoE) for Organization and Classification, comprising a network of specialists in regions and headquarters that report to the Director of Classification. The CoE will perform corporate functions (e.g. policy monitoring, training, and grievances) as well as the review of national model work descriptions for most DFO jobs. The CoE structure aims to provide effective departmental planning and prioritization of classification requests, as well as more consistent organization and classification decisions, leading to fewer relativity concerns. The new departmental approach to use national model work descriptions will lead to more effective HR planning, faster recruitment and staffing, and improved internal mobility and career development options for staff. DFO has also worked very closely with the Treasury Board of Canada Secretariat (TBS) and the union, as part of the classification reform, to reach a reasonable solution to the fishery officer classification issues within the current classification system. DFO is now working with TBS on the RO Group Standard as one of the departmental priorities for classification reform.

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Fisheries and Oceans Canada

Clustering and Partnering with other Small Agencies

The NAFTA Secretariat, Canadian Section, is engaged in a project that will provide a unique clustering opportunity, which is designed to team up with other small agencies on some functional roles. For example, the Manager, Human Resources, at the Secretariat is currently undergoing a tutorial program in classification in conjunction with the Shared Services and Best

Management Practices Section at Public Works and Government Services Canada that will allow her to become a certified classification officer. As such, the Secretariat will be in a position to offer this classification service to other small agencies that may not have the necessary resources to do their own classification.

Annette Doucet: (613) 992-9386

NAFTA Secretariat, Canadian Section

Organization Design and Classification Standardization Initiative

A key component of a renewed Social Development Canada is a sound organization design and classification function. In that context, an organization design and classification standardization initiative is underway. Upon full implementation, the initiative will

- ▶ provide a self-service, Web-enabled, menu-driven approach to the use of standard work descriptions;
- ▶ reduce classification time from months to days;
- ▶ reduce the number of work descriptions by 85 per cent; and
- ▶ improve the quality and consistency of work descriptions and competency profiles.

The aim is to have a fully implemented standardized approach with a range of organizational templates as well as the standard menu of work descriptions and competency profiles completed by March 2006.

Barbara French: (819) 956-6296

Social Development Canada

On-line Classification

Transport Canada, Human Resources, has developed several new on-line self-service tools for managers and HR professionals.

Now, for the first time, managers are able to electronically access their organization charts: a visual colour picture containing a wide range of useful position and employee information (i.e. position title, number, group and level, tenure [term, indeterminate], name of employee [whether substantive or acting], reporting relationships, security level, and linguistic profile of the position). Information contained in these organization charts is updated daily from the Transport Canada Integrated Personnel System (TIPS).

In addition, the classification Web site is customized with useful classification information, policies, and tools for employees, managers, and HR professionals.

*George Mitsou: (613) 990 5557
Transport Canada*

Position Classification Database

The re-engineered classification process at Natural Resources Canada is based on the application of broad-banded work descriptions that generically reflect the functions performed within the various occupational groups and describe a range of work and responsibilities in terms of common, general activities rather than tasks unique to a position. The broad-banded work descriptions, developed in partnership with managers and employees, were classified by evaluation committees (using existing benchmarks and standards) and are maintained in the Internet-based Work Description Databank, which can be found at <http://nrcan.gc.ca/css/hrsb/jobclass/eng/e-clsh.htm>.

Managers in the EX group and excluded equivalents are delegated and accountable for classification decisions, with checks and balances throughout the process, including existing redress mechanisms. In keeping with the best HR management principles, the hallmark of this initiative was openness and transparency.

Classification is no longer an arcane process carried out at a distance and determined by HR. The fact that managers have access to the classification tools from their desktops is very much in line with e-HR and modernization objectives. Five years after implementation, this cost-effective alternative to having thousands of unique work descriptions has proved that the concept can work.

*Sandi Lewis: (613) 996-4858
Natural Resources Canada*

Promoting a Better Understanding of the Classification Process

As part of its goal to create a knowledgeable and productive workforce, the Transportation Safety Board of Canada conducted mandatory information sessions on the classification system to all managers. During these sessions, managers were provided with information pertaining to the classification system, its processes, and its applications. A classification chart describing the process and managerial responsibilities that contains a lexicon of terms proved to be an invaluable tool for managers. Information sessions on the classification system were also offered to all employees.

*Louise Henry: (819) 994-8010
Transportation Safety Board of Canada*

Work Description Catalogue

The Work Description (WD) Catalogue is a departmental tool for managers and classification officers. It has been designed to provide renewed direction in applying an aging public service classification system. The catalogue comprises a range of pre-classified reference WDs for various groups and positions in a number of functions in Environment Canada. Reference WDs describe the client service results and the key activities for the position and are accompanied by the classification rating and a brief explanation of the rating. Managers who use the reference WDs contained in the catalogue are essentially guaranteed a predetermined classification group and level. If a manager modifies a work description contained in the catalogue and a different level is being considered, HR will assess the changes. It should be noted that managers are required to produce a more complete WD, including substantiating data elements, when an employee disagrees with the use of a reference WD.

The WD Catalogue will be formally implemented following additional discussions with management and the unions.

Don Goodine: (819) 997-8707

Environment Canada

Client Services

General

Client Service Agreements

Over the last year, a business approach to providing HR services to clients in the form of client service agreements was developed. These agreements have fostered enhanced business partnerships with internal clients; contributed to the modernization of HR management through best practices, such as the development of service standards, client feedback mechanisms, service delivery models, and business process mapping; and established a vision and direction in HR through innovative service delivery models and sustainable resourcing.

The overall objective of this initiative was to develop a service framework by which traditional HR services are provided as well as to enhance the department's strategic HR planning and advisory capacity. The service framework — the client service agreement — establishes the basis through which direct HR services are delivered to clients.

David Leblanc: (613) 943-0408

Natural Resources Canada

IMPACT HRD

The creation of the employee group IMPACT HRD was the result of the 2002 Public Service-wide Employee Survey and consultations with employees in the Human Resources Division (HRD). The group is composed of employees from different sections within the division who volunteer their time. Its mandate is to analyze the results of the consultation, identify issues raised by employees, and articulate recommendations to the HRD management committee.

Several initiatives have been implemented, including the “Tree of Values” exercise, which aims to define a direction for HRD. In doing this exercise, the group wanted to consult with employees and encourage them to initiate discussions in their respective work teams on the values that should drive client service. At the end of the exercise, HRD was in a position to define its service philosophy. There were four phases to this exercise during which the tree, in the form of a poster, was transplanted in the three locations where HRD employees work. The phases were as follows:

Phase I: employees identified values that underlie quality client service;

Phase II: employees chose three or four fundamental values;

Phase III: employees discussed the proposed values and service philosophy in their work teams; and Phase IV: HRD's vision, values, and service philosophy were unveiled.

*Guylaine Carle: (819) 994-4158
Canadian International Development Agency*

E-HR

Employee HR Information Web Site

This Web site provides employees with access to their leave balances, training history, current substantive job data, second language evaluation results, honours, and awards information. One of the main features of the site is that employees may now update their personal information on-line, including their employment equity profile, work address, and educational achievements. It also provides Level IV managers and above with access to an HR reports catalogue.

*Jean-Marc Racette: (902) 566-0689
Veterans Affairs Canada*

Employee Self-service

In addition to the on-line leave application and approval process, the Employee Self-service system provides a direct route for employees (on a voluntary basis) to register and keep personal information, such as addresses, phone numbers, qualifications (degrees, certifications, accreditations), foreign (other than official) language skills, awards, and honours, current. The information provided is held in strict confidence and belongs only to the employee and Human Resources Branch. The information may be used to contact employees in the event of an emergency or in the case of a foreign language skill, for example, to invite an employee to support departmental business involving officials or citizens of a foreign country.

*Pierrette Benoit-Davy: (613) 954-3625
Industry Canada*

HR On-line

Transport Canada's HR On-line provides information based on the following profiles: employee, manager, executive, student, HR professionals, and union corner. Content has been developed specifically for the different profiles. HR On-line averages 3,200 hits per day. Pay, pension, benefits, and leave are the most popular pages after the HR On-line home page.

*Debra Holmes: (613) 998-3737
Transport Canada*

HR Self-service Applications

Transport Canada's HR self-service applications have been built as an extension of the Transport Canada Integrated Personnel System (TIPS). The applications include the following:

Leave and Extra Duty: This application allows employees and managers to report, approve, and record leave usage; initiate and authorize requests for overtime and extra duty compensation; and deliver the report to Compensation electronically for on-line pay processing.

E-recruitment inventory for managers: Through a powerful search engine, this application provides managers in the Transport Canada Safety and Security Group with instant access to applications from a continuous feed, on-line application system for over 40 technical jobs, including pilots, engineers, technical inspectors, and aircraft maintenance engineers.

Organization charts for managers: This application provides managers with an at-a-glance view of their organization chart with information such as their employees' positions, classification level, and position count. The view is based on real-time data from TIPS.

Organization charts for HR professionals: This application provides HR professionals with an at-a-glance view of their clients' organization charts.

Managers' advisories: This application sends advisories to managers to let them know of any impending HR actions to be taken ahead of time. This advisory period will allow managers time to review their staffing options and initiate any actions required to implement their decisions. The manager then takes the appropriate action, if required.

Debra Holmes: (613) 998-3737

Transport Canada

Revamped HR Intranet Site

Fisheries and Oceans Canada (DFO) has begun the redevelopment of its HR intranet site. The site will provide information that is authoritative, comprehensive, easy-to-access, and timely. Further, the site will also serve as a self-help vehicle that employees, managers, and HR professionals can rely on for informed decision making through shared and innovative HR tools and systems. Organized around its audiences, their needs, and their tasks, the DFO HR intranet offers a solution to the shift in the way HR services will be delivered in an environment that requires innovative business processes as well as service delivery and business efficiencies.

Corinne Wilson: (613) 991-6837

Fisheries and Oceans Canada

Coaching and Mentoring

Telecoaching for Managers and Supervisors

This program was launched in Industry Canada’s Pacific Region in 2002–03 and continues in 2003–04. The objective is to provide third-party professional coaching to managers or supervisors who are involved in difficult or sensitive situations with staff. The service can help managers and supervisors prepare for and learn from these situations. The telecoach is a certified professional coach who has also provided classroom training to staff in the Pacific Region (coaching skills for managers). The program is not being offered in direct response to survey results but relates to several survey areas. The cost of the service depends on use; the fee is approximately \$50 per hour.

Carol McGrath: (604) 666-4663

Industry Canada

“The Coaching Relationship” — Training for all Staff

Industry Canada, Pacific Region, has developed a training strategy to strengthen and build a more synergistic relationship between employees and managers (coaches). It will help the two parties become equal partners in the coaching relationship. This initiative was developed in response to the results from the 2002 Public Service–wide Employee Survey, which indicated that employees may not feel that they can get the on-the-job coaching they need. The Pacific Region had already implemented targeted coaching skills development for managers and decided to focus on complementary training, which would include both parties. A pilot course will be run in 2003–04. The approximate cost (excluding participant travel) is \$5,000, including one-time course development costs.

Carol McGrath: (604) 666-4663

Industry Canada

The Manager as a Facilitator of Learning and Development (Coaching for Learning and Development)

Supervisors and employees work together to create an employee learning and development plan that is specific to the employee’s current position and future opportunities. The manager has an important role to play in the employee learning and development process as well as in creating a motivating environment in which all staff can excel. Employees involved in these processes often need the support and advice of their managers, who may be more experienced about the needs, systems, and processes of the organization. This one-day workshop helps managers

provide this coaching support, which becomes the foundation for guiding professional growth and development, as well as for assessing performance.

Thérèse Bergeron: (613) 947-0567
Natural Resources Canada

Career Advisory Panel

The Career Advisory Panel offers an innovative and practical approach to providing collective management advice on career development in the form of group mentoring. Participating senior professionals have an opportunity to meet with a panel of executives drawn from across the department to receive confidential feedback, advice, information, and contacts pertaining to their individual career aspirations and circumstances. The program has proven to be extremely successful and is now being offered as a department-wide service operated by the Industry Canada Managers' Leadership Network.

Jean Regnier: (613) 954-5462
Industry Canada

E-mentoring

Natural Resources Canada (NRCan) has developed an e-mentoring service that serves as a registry for potential mentors and trainees. E-mentoring uses technology to provide employees in the National Capital Region and in regional offices with easier access to a mentor by overcoming such obstacles as time, distance, or availability.

Participants submit their profiles (including voluntary identification as a member of an employment equity designated group) using a set of predetermined criteria that includes topics for discussion and category of work. The matching process automatically provides participants with a list of potential NRCan mentors and trainees, based on the criteria entered, regardless of where they are located in Canada.

Lucia Sciannname: (613) 995-8107
Natural Resources Canada

Mentoring — A View Toward Leadership

This half-day workshop provides participants with some of the essential information and skills needed for them to have effective and productive interactions with their mentor or protégé. In support of the e-mentoring program, this session assists participants in exploring the power of mentoring and the positive consequences for both mentors and protégés alike.

Lucia Sciannname: (613) 995-8107
Natural Resources Canada

Mentoring Program

The Canadian International Development Agency (CIDA) has an extensive mentoring program in which more than 100 employees are engaged. These are one-on-one relationships for new employees that are designed to transmit knowledge, experience, values, and organizational culture from one CIDA generation to another. The mentoring program was established in order to facilitate the sharing of information between these two groups. The program has become a critical link in knowledge sharing, and there is a large demand for mentors within the agency.

Sylvain Chrétien: (819) 953-5934

Canadian International Development Agency

Mentoring Program

In order to expand the skills and knowledge of its staff, Fisheries and Oceans Canada (DFO) launched a mentoring program in 2001. The purpose was to draw upon the department's greatest asset — its people — to help develop the next generation of public service employees. The mentoring program provides DFO employees with the opportunity and support to develop personally and professionally within DFO.

A one-day training session was developed and offered to mentors and associates to ensure that everyone entering into a mentoring relationship had the necessary tools to begin a profitable relationship. These tools covered a range of topics from career development to listening and communication skills. The learning sessions also provided participants with an understanding of what would be realistic expectations from the relationship and how to let the relationship evolve.

Valerie Zinger: (613) 991-1947

Fisheries and Oceans Canada

Mentoring Program

This initiative unites mentors and protégés in a framework that allows both to acquire the skills involved in mentoring without leaving their place of work by using the guide and tool kits available on various Industry Canada intranet pages. Participants are encouraged to make a commitment up front for a given period of time to work together, informally and without risk, toward the development of the skills, competencies, assuredness, and self-awareness that is sought in management circles.

There are various entry points for employees, at the corporate level through the Human Resources Branch Training and Development group, “People Strategy,” in the Operations Sector, as well as other selected organizations within the department.

Philippe Paquette: (613) 946-2561
Industry Canada

Mentoring Program

Following the department’s 2000–03 human resources plan, a formal mentoring program was implemented in the fall of 2002. The Human Resources Division matches mentors with protégés based on the preferences (such as language, gender, and designated group) and interests of the participants. The program will continue into its second year. Depending on the objectives of the participants, the mentoring relationships could continue for a second year or participants may start a new relationship. Participation is open to everyone either as a mentor, a protégé or both, depending on the participant’s particular needs and experience. This includes employees on secondment, students, casual employees, and managers.

Jean-Pierre Bissonnette: (613) 993-7707
Public Safety and Emergency Preparedness Canada

The Corporate Mentoring Program

The Industry Canada Corporate Mentoring Program, implemented by the Human Resources Branch, defines mentoring as a mutually beneficial relationship that promotes growth, improves personal performance, supports learning, and develops people. This corporate mentoring program will provide access to a mentor to everyone in the department who wishes to enter into this type of learning relationship. The corporate program is open to all employees, regardless of their occupation, level, and location.

Interested mentors complete the “Mentor Profile,” where they identify the areas where they are willing to provide advice. Interested protégés complete the “Protégé Profile,” where they identify their objectives and expectations. Employees are then matched with the mentor who could contribute the most to achieving their objectives.

To participate in the corporate mentoring program, as a mentor or protégé, employees are required to complete the appropriate profiles, which are accessible on the HR Web site and send them to Philippe Paquette, Mentoring Program Co-ordinator, by e-mail at paquette.philippe@ic.gc.ca.

Philippe Paquette: (613) 946-2561
Industry Canada

Communication

General

Community Forums

The Canadian Intellectual Property Office (CIPO) holds four manager's forums each year. All 120 CIPO managers are invited to attend this forum, where issues of common concern are discussed. In addition, CIPO holds an annual general meeting with all employees. CIPO has five HR champion teams who are responsible for keeping employees informed of issues related to recruitment, learning, official languages, employment equity, and workplace well-being. A champion newsletter is to be issued to all employees in the fall of 2003. CIPO also issues an internal newsletter several times a year to all employees.

Sandra Cooper: (613) 997-2673

Industry Canada

E-HR

EC XPERT

EC XPERT is a searchable Web application that focusses on profile departmental expertise — both at the individual level and at the organizational level. EC XPERT will make it easier to find people within Environment Canada (EC) to share experiences and expertise, collaborate, and locate data, equipment, and facilities through the people and organizations that manage and use them. It will be mounted on the departmental intranet. EC XPERT includes a subject index that was developed to reflect the range of issues handled by EC. This feature will provide a knowledge map of who is working on what in the department, irrespective of the program, geographic location, or business line. Privacy and official languages issues had to be addressed as part of the development phase. The application is to be launched in the beginning of 2004.

Shealagh Pope: (819) 953-4078

Environment Canada

Infolane Bulletin

Infolane, Environment Canada's national intranet site, provides readers with regularly updated, employee-related information. Feature topics include a mix of need-to-know and nice-to-know information. Content is tailored to the needs of employees, highlighting how they are affected and including links to additional information.

The biweekly “Infolane Bulletin” is sent to all employees by e-mail. The Bulletin captures the features that are to be posted on the Infolane home page during the next two weeks. This regular communication actively delivers content directly to employees. An editorial team is responsible for the content of the home page and of the Bulletin.

*Sandra McDonell: (819) 953-1622
Environment Canada*

Netiquette: Strategy and Briefings to Promote Better Use of E-mail

Netiquette is an electronic tool that promotes e-mail best practices (i.e. appropriate, clear, effective, and respectful use). It contains information on how to use Microsoft Exchange efficiently and effectively, how to manage e-mail, and how e-mail can affect both other users and the entire Environment Canada network. It aims to maximize e-mail software tools, to reduce the volume of unnecessary e-mail, and to improve the quality of e-mail messages. The Netiquette Web site is available on the Environment Canada intranet site. Training sessions are also provided to help employees make better use of Microsoft Outlook features to manage their inbox.

*Robert Graham: (819) 997-8810
Environment Canada*

Compensation

General

Compensation Service Delivery Model

This initiative consists of the creation of helpdesks in all regions by April 2004. A helpdesk is currently operational in the National Capital Region and is being piloted in the Pacific Region to improve the quality and timeliness of services and enhance the productivity levels of compensation advisors. Initial results indicate that 88 per cent of compensation-related questions can be dealt with quickly by a helpdesk, thereby reducing response times, inconsistencies, and pressures on other staff. The helpdesks, in conjunction with the reorganization of work within regional compensation units into expertise modules, allows compensation advisors to focus on specific areas without the continual interruptions of compensation-related questions, which will be dealt solely by the helpdesks

*Sylvie Joseph: (613) 990-5860
Fisheries and Oceans Canada*

Compensation Service Delivery

Transport Canada has developed and implemented a new service delivery model. The approach is national (all compensation issues dealt with in the National Capital Region), team-focussed (rather than individual), and seamless to the client (location and service provider is irrelevant to the client). Clients only have to address their request to one main e-mail address, and the enquiry is directed to the appropriate centre (Client Service Support, Pay, Insurance and Leave, and Pension) for response. Supporting this compensation service delivery model is the highly sophisticated and innovative electronic Leave and Extra Duty system, used by employees and managers. Other innovative elements of Transport Canada's compensation service delivery model include the use of teleworkers from across the country and a well-organized apprenticeship program, designed to ensure capacity in this critical HR area.

*Madeleine Grierson: (613) 990-5693
Transport Canada*

E-HR

Virtual Pay — An Exciting New Tool for the Compensation Community

Virtual Pay is an on-line electronic resource available on the Publiservice Web site to support compensation advisors with best practices in the delivery of efficient and effective compensation services. The best practices include a variety of checklists, procedures, guides, working tools, and critical links to key references. Of course, it is only an aid and is not meant to be a substitute for the sound judgment of the user.

Virtual Pay has the potential to propel the compensation community down the road of rejuvenation while demonstrating its ability to harness and profit from technology. Virtual Pay represents change, and change means a degree of adaptation. Fortunately, the compensation community has a long and distinguished history of coping with change.

What is perhaps most significant is that Virtual Pay was developed by the compensation community for the exclusive use of the compensation community.

This latest development in support of the compensation community was launched on March 28, 2002, at the compensation managers' workshop held in the National Capital Region (NCR). This is the first of many instalments that will make tools available to compensation advisors that are based on best practices in the delivery of quality services to clients. The ultimate vision for Virtual Pay is "one-stop shopping" for tools and references that are key in the delivery of effective and efficient compensation services.

This resource has been under development for some time. Although created by Canada Customs and Revenue Agency, it was further developed and adapted to allow for broader dissemination across the Public Service by the Human Resource Community Secretariat (HRCS), Treasury Board of Canada Secretariat in partnership with departments and agencies in the NCR and the regions.

Strong partnerships between stakeholders (HRCS, departments, central agencies) will result in economies of scale (human and financial resources), accessibility to standardized tools, quality services and products that reduce risks and liabilities, enhanced relationships with clients, and strengthened foundations for promoting shared services.

A mechanism is now in place to quickly modify Virtual Pay content when new directives or policies are issued in order to keep it up-to-date. As well, before new tools are posted on the Virtual Pay site, they are tested by the community and validated by the appropriate policy centre. Once the information is on the site, any perceived discrepancies identified through user feedback will be addressed in a timely manner and, if required, adjustments to content will be made.

*Dianne Desjardins: (613) 954-3139
Public Service Human Resources Management Agency*

Compensation Web Site

Employees at Veterans Affairs Canada may now access information on various topics, such as their salary, collective agreements, pension, insurances, leave, self-service calculation tools, and forms, as well as Web sites maintained by the central agencies and other organizations. A separate site, which provides much more detailed information, was also developed for the compensation staff.

Gilles LeBlanc: (902) 566-8372

Tanya White: (902) 566-8371

Veterans Affairs Canada

Continuous Learning

General

Book-o-bus

In response to the partial relocation of the Human Resources and Corporate Services Branch away from the main tower, the Learning Centre has initiated a new service. On a monthly basis, employees from the branch meet personnel in their offsite locations and bring recent additions to the Learning Centre's collection. Each month a different theme is chosen. CIDA personnel in these locations are therefore provided with the opportunity to borrow books, videocassettes, audiocassettes, and CD-ROMs. A system to preview videos and CD-ROMs has also been established. This provides the Learning Centre with an opportunity to promote its new services and products.

Because the themes vary from month to month, Learning Centre employees will attempt to be creative and topical when choosing the themes. The slogan for this initiative is "We're rolling toward you with our Book-o-bus."

Sylvie Lagacé: (819) 997-3170

Canadian International Development Agency

Brown Bag Lunches

A series of sessions is being offered free of charge to all employees in the National Capital Region. These learning sessions, which are held in either French or English, are informal and are held about three times a month during lunch breaks (50 minutes). Participants are encouraged to brown bag their lunches.

The sessions are designed for everyone and, from time to time, for selected communities. They are facilitated by subject matter experts from Natural Resources Canada and outside suppliers. The sessions are designed to create opportunities for employees to network, share experiences, and exchange ideas with others.

The topics are varied to deal with a wide range of issues, with an emphasis placed on three main themes: learning, development, and well-being.

Evelyn Surrey: (613) 995-5310

Natural Resources Canada

Building a Learning Organization

Veterans Affairs Canada has made a commitment to becoming a learning organization dedicated to the ongoing learning of its employees, as outlined in the *Veterans Affairs Canada Five-year Strategic Plan: Human Resources 2002–07*. To ensure that this priority becomes an underlying focus of all departmental initiatives, mechanisms to align learning with the strategic objectives of the department have been developed. The department has also responded to the expressed needs of the organization and has developed a leadership program for managers from the senior to front-line levels. As a result of this program, a number of groups are organizing into their own communities of practice in order to maintain involvement with their peers across the country. There is also involvement in communities of practice from the administrative area. Through its facilitation services, the department is assisting various branches in managing in times of change.

Brenda Bergen: (902) 566-7552

Veterans Affairs Canada

Core Curriculum

The Core Curriculum has been developed to ensure that employees have the knowledge and skills required to do their job. It will permit employees to develop transferable skills and competencies and compare their learning activities against training that has been identified as key to the fulfillment of their responsibilities. In addition, it will help managers make decisions regarding training and development expenditures.

Jean-Pierre Bissonnette: (613) 993-7707

Public Safety and Emergency Preparedness Canada

Corporate Training Program

Industry Canada, through the Human Resources Branch, offers employees a range of courses and sessions on the departmental mandate, communications skills, career management, retirement planning, and work-life balance without a direct cost to employees or their home organizations. In-house, part-time, second language training courses are also offered. Course subjects and contents are updated regularly, taking into account both current government and departmental goals and client feedback. Advisory services are also available to develop customized training plans to meet strategic requirements of individual work units.

Michelle Henchiri: (613) 954-3629

Industry Canada

Learning and Employee Development Strategy

The Learning and Employee Development Strategy reflects the commitment to building a workplace of choice where every employee has the skills to perform his or her work, to establish a service-oriented culture, and to foster an environment of continuous learning and development. It provides broad guidelines with respect to managing the learning and development of employees.

Thérèse Bergeron: (613) 947-0567

Natural Resources Canada

Learning Champion and Learning Advisor

The Canadian Intellectual Property Office (CIPO) has identified learning and career development as one of five HR priorities. A multi-year action plan containing 34 specific actions has been developed. A learning champion team has been appointed to ensure that the actions in the action plan are implemented, to promote learning opportunities, and to encourage both the personal and professional development of CIPO employees. A full-time learning advisor has been hired by CIPO to provide advice and support with respect to learning and career development to managers and employees. Some examples of the 34 items in the CIPO Learning Action Plan are listed below:

- ▶ provide a workshop on career planning for employees;
- ▶ provide a “how to prepare for an interview” workshop for employees; and
- ▶ capture and report on all formal and informal learning opportunities.

The above activities were initiated in connection with CIPO’s HR strategy and in response to the results from the 1999 and 2002 public service-wide employee surveys.

Audrey Sullivan: (613) 956-2998

Industry Canada

Learning Continuum

The Competition Bureau has developed a learning continuum to address gaps in employees’ basic knowledge and core competencies (in the CO and ES categories) and to assure the transfer of corporate memory of employees who will retire in one to four years. The overall approach is based on individual learning plans, integrates training with on-the-job work experience, and develops skills and competencies to address progression and succession.

John Barker: (819) 997-3763

Industry Canada

Learning Culture Index

A learning culture index (LCI) is being developed. It is an instrument that will measure the department's progress toward becoming a learning organization.

*Sharon Squire: (819) 994-0671
Canadian Heritage*

Learning Organization Umbrella

The Learning Organization Umbrella is a mega-strategy encompassing learning as an investment for the organization. The Learning Organization Umbrella includes four key elements:

1. a continuous learning policy to stimulate, guide, and promote the development of the Public Service Commission of Canada as a learning organization committed to the lifelong learning of its people;
2. learning plan guidelines, which will serve to make the commitment to increased learning and development for employees more explicit;
3. competency profiles to identify individual learning needs; and
4. a performance feedback program.

*Suzanne Bertrand: (613) 992-6976
Public Service Commission of Canada*

Linking Modern Comptrollership with Good HR Practices

A modern comptrollership capacity assessment allowed the NAFTA Secretariat, Canadian Section, to assess the state of its management practices and capabilities and identify priority areas for improvement. With the results of the capacity assessment as a foundation, the Secretariat developed an action plan for ongoing learning and improvement. The focus of the plan was on both helping employees develop personally and professionally and improving the processes and systems in the Secretariat. The action plan consists of several measures, including personal training and development plans, promotion and succession plans, performance measurement, and pride and recognition activities.

*Feleke Bogale: (613) 992-9384
NAFTA Secretariat, Canadian Section*

Self-directed Learning Accounts

Transport Canada, Prairie and Northern Region, in keeping with its commitment to support employee career development and learning plans, introduced self-directed learning accounts in 1999–2000. This initiative was designed to promote employee-directed learning and provide accountable managers with enhanced flexibility to authorize the learning expenditures.

The objectives of Self-directed Learning Accounts are as follows:

- ▶ to provide a tangible commitment to employees who develop personal learning plans;
- ▶ to encourage planned learning and support to those preparing for the future; and
- ▶ to reinforce continuous learning as key to personal and organizational success.

Prairie and Northern Region employees (indeterminate employees and employees who have a term of six months or more) who have a documented personal learning plan have access to this program with a maximum of \$250 per staff member per year.

The learning account does not replace existing training related to business or operational needs and has specified guidelines and criteria.

*Terry Christian: (204) 983-4984
Transport Canada*

HR Tool Kit

Although many services are available for employees, many still do not make full use of career development opportunities. The objective of this initiative is to make it as easy as possible for employees to access information and services related to career development. It also assists managers and supervisors, in their role as career coaches, to identify resources that they can recommend to employees. Based on a best practice by the Spectrum, Information Technology, and Telecommunications Sector in Industry Canada, the Chief Information Office intranet site provides a central location from which all employees can quickly and easily access Web sites that focus on career development. In terms of content, the site includes listings of opportunities (positions, assignments, secondments, etc.) from various sources; schedules and descriptions of available courses; self-assessment tools and diagnostic tests of various sorts; job search services; and workshops dealing with career development.

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Industry Canada*

Committees and Forums

Communities of Practice

Canadian Heritage holds regularly scheduled forums for executives, managers, and the administrative, policy, and program communities to provide opportunities for networking as well as organizational and individual learning.

Rhonda MacInnes: (819) 953-2419

Canadian Heritage

National Learning Committee

The Immigration and Refugee Board (IRB) recognized the need to create a learning committee tasked with building a learning culture within the organization in order to stimulate, guide, and promote the development of the IRB as a learning organization committed to the lifelong learning of its people. The National Learning Committee's mandate is to co-ordinate the management of learning programs and to ensure that IRB learning programs are managed effectively and efficiently, that they are delivered in an integrated, co-ordinated, and inclusive manner, and that they support the Board's mission and values as well as its corporate priorities. Some examples of the 2003–04 corporate learning priorities include a new orientation program, a competency-based HR management initiative, employment equity and diversity training, as well as occupational safety and health training for managers.

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Immigration and Refugee Board

Competencies

Competency Profiles

Competency profiles and related tools were developed for managers, developmental programs, and functional groups (ongoing). The managers' profile has been developed in the context of modern management and has been validated by focus groups. A multi-source assessment tool and learning map have also been developed.

Dianna Thompson: (819) 997-2318

Canadian Heritage

Competency Profiles

Public Safety and Emergency Preparedness Canada has established competency profiles for the department's core positions of senior policy analyst, policy analyst, executive services and corporate support, and support staff.

The competency profiles are an important step toward enabling the department to effectively undertake initiatives in the areas of continuous learning and training, recruitment and selection, succession planning, and career management. In the area of continuous learning, the profiles will enable employees and managers to identify areas for improving skills and pursuing learning experiences. Similarly, the profiles will provide a framework for recruiting and selecting employees for policy analyst and support positions. With respect to succession planning, competency profiles will provide a framework for identifying employees who have the potential to progress to these positions and will help to identify the developmental needs of these potential successors.

Finally, the profiles will help employees plan their own careers by providing information about the skills required for positions. They may use this information to evaluate their knowledge and skills and then identify learning experiences that will enable them to acquire the skills necessary to qualify for the positions they seek. Competency profiles can serve as a valuable road map for the personal development and career management of the individual.

Jean-Pierre Bissonnette: (613) 993-7707
Public Safety and Emergency Preparedness Canada

Competency Profiles and Learning Standards

The Transportation Safety Board of Canada (TSB) is developing competency profiles and learning standards for all of its positions and individual learning plans for all its employees. It believes that competencies are the fundamental building blocks for a workplace where all employees are provided with the right tools with which to grow and develop their career. The organization benefits from this by developing a workforce that is ready to respond to the challenges of the future and through which it is able to effectively and efficiently meet its mandate. As an integral part of its training and learning strategy, the TSB plans to implement an automated learning plan tool by December 2003. The tool will allow employees interested in other positions to identify the competencies they lack or need to improve. The system will also provide employees with a list of possible training options (workshops, courses, etc.) with which to further develop their competencies for a given position.

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Transportation Safety Board of Canada

Senior Officer Self-diagnostic Tool

The Industry Canada Senior Officer Self-diagnostic Tool consists of a downloadable questionnaire that allows users to privately assess themselves against six competencies common to senior officers in the department. The tool features a graphical presentation of results, the ability to print results, the ability to view questions in both official languages simultaneously,

and pointers to learning materials to help users improve their generic competencies. The tool is a useful starting point for considering elements of a personal learning plan or as a basis for discussions with a manager on career planning and career advancement opportunities. The tool can be accessed on the departmental intranet.

Michelle Henchiri: (613) 954-3629
Industry Canada

E-Learning

Integrated Personnel System

The Transport Canada Integrated Personnel System (TIPS) is a fully bilingual, government-owned HR management system designed to reflect and respect the federal government's HR management business rules. System highlights include the following:

- ▶ integrated core modules (staffing, classification, compensation, staff relations, official languages, employment equity);
- ▶ electronic data interfaces with and from central agencies, including on-line pay; and
- ▶ electronic data interfaces with the departmental financial and salary management systems.

Debra Holmes: (613) 998-3737
Transport Canada

Learning Management System

In September 2003, Health Canada developed and implemented a new learning management system (LMS). This Lotus Notes application allows employees to identify their proposed learning activities, to forward them by e-mail to their supervisor for approval, and to keep track of all of their learning activities. Employees input the information directly into the LMS. They can also use it to send queries electronically to learning advisors and career counsellors and to evaluate the programs they have attended. Managers have access to views of the learning information pertaining to their organization, and they can also request special reports on the time and money spent by their employees on learning.

Gilles Lemieux: (613) 954-1700
Health Canada

On-line Learning Newsletter

On October 1, 2003, the Canadian International Development Agency, Continuous Learning Section, launched the first on-line learning newsletter, entitled *Ex professo*. This Latin phrase means *an expert or authority on the subject*. This newsletter, published electronically four times a year, has three principal goals:

1. to familiarize CIDA employees with all aspects of on-line learning;
2. to raise awareness and to foster a positive attitude toward on-line learning; and
3. to encourage employees to further take advantage of the on-line courses that are available to them so that they discover that on-line learning is a viable, flexible, and practical learning alternative.

Guylaine Carle: (819) 994-4158
Canadian International Development Agency

On-line Tutorial for the Manager's Guide to Multiple Format Production

The Assistive Devices Industry Office, which developed and promoted the On-line Tutorial for the *Manager's Guide to Multiple Format Production* as part of its work on the Canada On-line Disability Cluster, is responsible for the AT-Links, which is the assistive technology sub-portal on the cluster. From this sub-portal, citizens and employees can access the Accessible Procurement Tool Kit, the *Manager's Guide to Multiple Format Production* and its related tutorial, as well as other sites of interest related to access to information and assistive technologies. The URL is <http://www.at-links.gc.ca>.

Mary Frances Loughton: (613) 990-4316
Industry Canada

The Basics of HR Management and You

This is an e-course designed for employees who wish to develop their competencies in the HR field (e.g. new managers, HR practitioners, and candidates of the Management Trainee Program). This course is complemented by a one-day classroom session.

The course offers a broad overview to the basics of HR management, including staffing, staff relations, classification, performance management, HR planning, official languages, employment equity and diversity, as well as learning.

The course is offered using a combination of e-learning methods (e.g. information on HR disciplines, exercises, quizzes, reference notations, and a final evaluation test) with moderators and an additional one-day experiential classroom-based approach. The classroom case studies provide participants with the opportunity to apply what they have learned through e-learning modules.

This course helps the organization manage and lead people in ways that are consistent with the good HR management practices that are espoused across the Public Service of Canada.

Réné Dagenais: (819) 953-1996
Social Development Canada

The Defence Learning Network

The Defence Learning Network (DLN) is a joint military and civilian HR initiative that will implement technology-based learning and a full spectrum of learning and training tools and services to support anywhere, anytime, and just-in-time learning. Its development is in response to the government's commitment to develop a learning culture across the Public Service and to provide an environment within National Defence (DND), where military members and civilian employees are encouraged to continually upgrade their skills and knowledge in support of the mission of the Canadian Forces and DND. Currently in its proof of concept phase, the DLN has many features, including a network of learning and career centres across the country connected by an electronic backbone and a learning management platform, which will launch and track Web-based learning.

Monique Lacroix-Labelle: (613) 996-3690
National Defence

Training Course Registration System

The Transport Canada, Ontario Region, has initiated an innovative approach to registering for training courses with a new on-line system. This exciting new venture was inspired by the Government On-Line (GOL) Initiative and was developed in partnership with Information Technology Services and Human Resources Services. Employees are empowered to take control of their career development by accessing learning activities offered through the Ontario Region's Learning Centre. Each course offered by the Learning Centre will be listed for all Ontario Region employees to see and register for. The system also has useful links to other training-related sites and guidelines for personal learning plans.

This on-line system is the key to learning and development in the Ontario Region.

Lisa Magennis: (416) 952-0296
Transport Canada

Virtual Campus — Launch of the Continuous Learning Campus

On April 3, 2003, the Continuous Learning Section launched the Canadian International Development Agency (CIDA) Virtual Campus. The Virtual Campus provides CIDA employees with access to the CIDA Learning Centre, Mentoring Program, counselling services, language

training, as well as a host of courses that are presented in a variety of ways in order to meet the many different learning styles.

Thanks to numerous partnerships with external suppliers and due to the increased number of courses produced at CIDA, the Continuous Learning Campus offers an ever-expanding selection of on-line courses to meet the employees' needs.

The future development of a collaboration centre will allow the campus to become not only a site where training and learning resources are offered but also a place where employees can exchange ideas, hold discussions, communicate, and share information with each other. CIDA's ultimate goal for the Virtual Campus is that it become a centre of excellence for continuous learning.

*Kathleen Roberge: (819) 953-3460
Canadian International Development Agency*

Learning Plans

Learning and Performance Management System

A learning and performance management system has been developed, enabling all employees to have a learning plan if they wish to (a commitment of the government-wide continuous learning policy). In addition, coaching workshops for managers and system demonstrations have been offered.

*Rhonda MacInnes: (819) 953-2419
Canadian Heritage*

New Performance Review Program and Personal Learning Plan

In October 2000, a working group was created to review the existing performance feedback and appraisal process. As a result, the Immigration and Refugee Board now supports a new performance review process that was officially launched in 2002. This program is a partnership and shared responsibility between employees and managers. Employee and manager kits have been prepared to guide both employees and managers in this important initiative. As part of the policy, all employees should have written work objectives and expected results, as well as a personal learning plan. A guide was developed and is available on the intranet site to help managers and employees in prepare personal learning plans.

*Michelle Montserin: (613) 943-1359
Immigration and Refugee Board*

Personal Learning Plans

As a learning organization, the Canadian International Development Agency must foster the conditions necessary for a culture shift required to create an environment of continuous learning. The new culture requires the participation of employees and managers and seeks to reconcile both individual and organizational learning needs. The learning plan is a crucial tool that contributes to this change and promotes the continuous learning of all employees.

The project aims not only to develop a model for personal learning plans but also to develop a process for completing learning plans involving both employees and their managers in order to initiate a learning dialogue. The learning dialogue will help implement learning activities and will facilitate the required follow-up to ensure the development of the employees' competencies.

Guylaine Carle: (819) 994-4158

Chantal Lussier: (819) 953-5933

Canadian International Development Agency

Personal Learning Plans

Every employee of the Canadian Intellectual Property Office (CIPO) is offered the opportunity to develop a personal learning plan. Employees attend a workshop designed to help them identify their career goals and the learning activities required in order to achieve their goals. All employees are encouraged to discuss their learning plan and career goals with their supervisor and to obtain agreement on the learning activities that will be funded. Workshops are offered several times each year. This initiative was developed in connection with the Operations Sector

People Strategy and was initially offered at CIPO in response to the 1999 Public Service-wide Employee Survey (PSES). In response to the 2002 PSES, workshops continue to be offered.

Audrey Sullivan: (613) 956-2998

Industry Canada

Personal Learning Plans Evaluation Framework

Transport Canada promotes the use of personal learning plans (PLP): a formal documentation of the knowledge, skills, or competencies an employee wants to learn and focus on over both the short- and long-term. Upon approval and commitment from both the employee and the supervisor, plans to carry out the training are implemented. The PLP covers both learning required by the employee's current position and longer term personal development needs.

To measure the effect PLPs have on Transport Canada's objective of establishing itself as a learning organization, Transport Canada, Human Resources, has developed an evaluation framework designed for the ongoing collection of data on and analysis of these PLPs at the end of three years (2006).

This evaluation framework is designed to determine the number of employees who have developed PLPs, the extent to which their learning has been targeted to the ongoing needs of the organization, and the contribution PLPs have made in transforming Transport Canada into a learning organization.

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Transport Canada

Taking Charge of your Learning — Self-directed Individual Learning Plans

This half-day workshop provides employees with an opportunity to take the lead in their development needs and create a plan to implement a course of action that will result in improved performance on their current jobs and greater opportunity for increased contribution to the organization. At the end of the session, employees will be better able to prepare an individual learning plan that will outline their learning needs and how they are going to meet them. Natural Resources Canada schedules these sessions on a regular basis throughout the year.

Thérèse Bergeron: (613) 947-0567
Natural Resources Canada

Leadership Programs

Corporate Leadership Program

The Corporate Leadership Program is designed to support the department's business imperatives and its objective of becoming a learning organization. Citizenship and Immigration Canada's (CIC) Corporate Leadership Program is based on the Profile of Public Service Leadership Competencies and is guided by three principles: encourage the development of a leadership vision at CIC, support personal commitment to developing leadership competencies and to continuous learning, and create networking and peer support opportunities.

All managers at all levels participate in a three-day seminar entitled "A Reflection on Leadership at CIC." The seminar, the point of entry to the program, provides managers with the opportunity to take part in meaningful discussions on the possibilities of pulling together a set of management values and approaches that include all the department's functions and objectives. A development guide made up of road maps to help supervisors, middle managers, and senior managers develop leadership skills is handed out to managers during their participation in the seminar. Managers also have the opportunity to assess their leadership skills and attributes through a self-assessment questionnaire.

A second module focussed on developing skills in HR management is currently being developed. A pilot project is scheduled for the fall of 2003.

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Citizenship and Immigration Canada*

People Skills and People Management Training

In the Operations Sector, every competition for a management or supervisory position must base at least 35 per cent of the total selection criteria on people management skills. As a result, employees will be supervised by those who are able to demonstrate these skills, and the sector will benefit from an improved working climate. Furthermore, all supervisors and managers in the Operations Sector are expected to have taken formal training in the management of people or to have acquired equivalent practical experience. To that end, the Sector has offered the People-oriented Management Program (POMP) to all managers, supervisors, and staff who wish to acquire or update this skill. The POMP is a four-day workshop focussed on providing consistent leadership training to develop personal leadership skills of participants.

*Elvira Langa Barona: (613) 954-1844
Industry Canada*

Organizational Knowledge

Industry Canada Strategic Objectives Course

The Industry Sector designed a course on strategic objectives for Industry Canada (IC) in early 2003 following intensive consultation in 2002 with IC employees across Canada to clearly determine the training needs. The course starts with a macroanalysis of how government works and how IC sets its priorities from the Speech from the Throne. It then concentrates on and clearly explains the department's five strategic objectives and their inter-dependency while examining the effect IC has on the country's economy as well as how national and international policies affect IC business. The course concludes with how each branch, unit, and individual is linked to one or more objectives. A key objective of the course is to strengthen employee engagement through a deeper understanding of individual contributions to overall departmental and government goals. A pilot session was offered to employees of the Industry Sector in March 2003, and feedback from all participants was excellent.

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Deborah Toll: (613) 948-1570
Industry Canada*

Regional Sales Force Training

The regional sales force (RSF) concept, which was developed by the Industry Canada, Prairie and Northern Region, was adopted in the Pacific Region about five years ago. The sales force is composed of employees who represent the department at various public events. The RSF receives annual refresher training on departmental and regional priorities, programs, and initiatives.

Feedback on RSF training is consistently excellent. Participants feel better equipped to represent Industry Canada and have a better understanding of how their work contributes to broader departmental goals.

*Carol McGrath: (604) 666-4663
Industry Canada*

Passports

Career Planning and Learning Passports

A learning plan initiative was developed and implemented in the Client Services Branch of the Chief Information Office (CIO) in 2001 as another facet in creating a total learning environment. Engaging CIO employees in this fashion has helped and continues to help improve client service, advance the careers of CIO employees, improve employee motivation, and increase employee retention. This effort also ensures that ongoing skills development helps employees develop into subject matter experts who can be used as available resources both within the Client Services Branch and the CIO as a whole. Learning plans, or passports, are being developed across the Sector for all interested employees.

*Gary Donovan: (613) 946-9588
Industry Canada*

Learning Passports

Learning Passports were introduced at the Privy Council Office (PCO) in 2001 and continue as a high profile part of PCO's commitment to learning. Learning Passports clarify senior management's approved commitment of time (minimum of five days) and money (\$1,000) to each and every eligible employee. They also encourage dialogue on learning and development between employees and supervisors or managers to enhance employee competencies and increase the participation of employees at all levels in a potentially wide range of learning activities beyond their job. It also reinforces the responsibility of employees for their learning and career development and establishes individual learning plans for each employee.

*Bill Fleury: (613) 952-4802
Privy Council Office*

Policy

Continuous Learning Policy

In order to facilitate the implementation of the *Continuous Learning Policy* adopted by Citizenship and Immigration Canada (CIC) in May 2003, information sessions on personalized learning plans are being offered to employees and managers across Canada. Since the adoption of the *Continuous Learning Policy*, learning co-ordinators in the regions and at national headquarters have been periodically offering information sessions to employees interested in developing a personal learning plan. Parallel sessions are also being offered to managers because one of the roles of management is to support employees in the development of realistic personal learning plans.

A guide to completing a personal learning plan was also created and immediately made available to employees at the time the policy was launched. Because at CIC the advancement of learning is everyone's business, anyone in the department who is interested in this topic can obtain information on the intranet or by contacting the regional learning co-ordinators or the Learning and Development Division.

*Jacqueline Lussier: (613) 957-2185
Citizenship and Immigration Canada*

Learning Strategy, Policy, and Action Plan

A learning strategy, including a policy and action plan, has been written and approved. Implementation has begun.

*Sharon Squire: (819) 994-0671
Canadian Heritage*

Employment Equity

General

Departmental Technical Aids Loan Bank

The Enabling Resource Centre (ERC) for Persons with Disabilities, which was managed by the Public Service Commission of Canada (PSC), ceased operations on March 28, 2002. With the surplus equipment from the closure of the ERC, the PSC's Human Resources Management Directorate established the Departmental Technical Aids Loan Bank in September 2002. The Loan Bank is intended solely to assist in accommodating the needs of PSC employees with disabilities.

Robert Dawson: (613) 992-9593

Public Service Commission of Canada

Embracing Change Best Practices Reference

The Employment Equity Branch, PSHRMAC has produced two new publications to help you manage diversity in a modernized public service. "*Diversity Tools and Practices for Managers*" highlights successful practices and resources available to help managers engage in more effective HR Planning and ensure their workforce is representative of Canada's diversity. "*Managing Diversity: Corporate Culture Change Self-Assessment*" provides tips and strategies to help managers lead change and shape the diversity in their workplace. A diverse workforce is a source of the talent, creativity and innovation managers need to deliver their programs effectively. These two publications can help you do it!

Don-Pedro Payne (613) 952-3140

Public Service Human Resources Management Agency of Canada

Employment Equity Web Site

Veterans Affairs Canada launched a new employment equity Web site in October 2003. The aim of this site is to provide employees and managers with information about programs and services that contribute to the building of a representative and inclusive workforce. Staff of Veterans Affairs Canada will have quick and easy access to employment equity legislation, programs, special events, as well as the Veterans Affairs National Employment Equity Advisory Committee and the regional employment equity committees. Finally, employees will also be able to complete the Employment Equity Census Information on-line.

Trudy Burke: (902) 566-7217

Veterans Affairs Canada

Interdepartmental Project — Selection Board Members Inventory

In partnership with other departments and agencies (Canadian Heritage, the Canadian International Development Agency, the Public Service Commission of Canada, the Treasury Board of Canada Secretariat, Fisheries and Oceans Canada, Environment Canada, and the Immigration and Refugee Board), Citizenship and Immigration Canada (CIC) obtained funding under the Embracing Change Support Fund to develop an interactive, computerized, and user-friendly directory of members of visible minorities who are interested in participating on selection panels. The department's vision is to extend the directory to all designated groups and to the entire federal Public Service. The pilot phase, starting in April 2002 and ending March 31, 2003, focussed on members of visible minorities. The funding came to an end in March 2003 and steps are currently being taken to assure the viability of the directory for coming years.

Environment Canada, which is providing the system's technical platform, is prepared to maintain the system after March 31, 2003. The objective was to enter 50 members of visible minorities into the inventory; to date, the total is over 70.

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Citizenship and Immigration Canada

Longitudinal Analysis of Industry Canada's Employment Equity Groups

In order to build a sustainable, service-oriented organization, Industry Canada needs to capitalize on the unique skills, knowledge, and experience of all its employees. Given the increasing number of persons with disabilities, visible minorities, and Aboriginal peoples in the department, as well as their continued relatively low representation in leadership positions, there is a need to focus more fully on understanding the barriers and facilitators to their full integration. The lack of satisfaction with their progress is also reflected in the results of the 2002 Public Service-wide Employee Survey, which show that visible minorities, Aboriginal peoples, and persons with disabilities have a high level of dissatisfaction with the progress of their careers in the Public Service. This initiative is proposing to undertake a medium-term study of the department's employment equity groups and other employees by gauging the opinions and experiences of the employees over time. This will enable Industry Canada to monitor the effectiveness of its initiatives and readjust them as needed. The preliminary report will be prepared by late in the fall of 2003.

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Industry Canada

Operational Support for the Common Look and Feel Laboratory and Information Systems Accessibility Study

This initiative seeks to provide the Common Look and Feel (CLF) laboratory with operational support to ensure that the software and application issued by Industry Canada are accessibility compliant, as stipulated under the Federal Identity Program, the Common Look and Feel, and international requirements. The second area of the initiative will use the expertise of external consultants with disabilities to assess identified accessibility issues. The consultants will work under the direction of the Web Accessibility Office in consultation with the Advisory Committee for Persons with Disabilities, Human Resources Branch (HRB), and the Chief Information Office (CIO) to ensure that they are clear and focus their attention on the required area. A final report from the consultant will recommend solutions for the short-, medium- and long-term and include suggestions for implementation. The outcome of the study will incorporate a recommendation for future processes, which would identify how the organization will handle such tasks as pinpointing problems through staff and managers, research, testing, procurement, and implementation of solutions.

Drew Hawkyard: (905) 639-7944

Lawrence Euteneier: (613) 952-9691

Industry Canada

Accommodation

Accommodation Policy

A revised accommodation policy became effective at the Transportation Safety Board of Canada (TSB) on January 6, 2003, replacing the former policy issued in March 2001. It was revised after the publication on June 3, 2002, of the new version of the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*. The TSB accommodation policy for people with disabilities is an indispensable tool for managers and employees as well as for candidates for positions. It contributes effectively to the achievement of a representative staff complement by helping create an inclusive, respectful, and equitable work environment.

Benoit Clément: (819) 997-3650

Transportation Safety Board of Canada

Duty to Accommodate

Industry Canada's *Guide to Workplace and Employment Accommodation* was developed and released in concert with much input from key stakeholders, such as the Advisory Committee for Persons with Disabilities and union representatives. The guide, which elaborates on the accommodation of persons with disabilities as well as many other types of accommodation needs that can arise within a diverse working environment, serves as a much-needed working tool to

clarify and demystify accommodation and all associated roles and responsibilities. The guide was distributed to all managers and employees, was posted on the Industry Canada Web site, and was a major focus of this year's diversity and employment equity training.

Mary Newell: (613) 952-6572
Industry Canada

Health Canada Policy on Accommodation in the Workplace

Health Canada (HC) values its employees and recognizes the diversity of its workforce. The *Policy on Accommodation in the Workplace* was recently launched as part of HC's commitment to creating a productive and respectful work environment for each employee and ensuring individual contribution. To support the implementation and ensure the consistent application of this policy, *Guidelines on Accommodation* have also been drafted. In addition, HC has developed a workshop on the accommodation policy. The workshop provides a forum for key stakeholders (candidates, employees, managers, members of the HR community, and union representatives) to review the accommodation requirements that fall within the *Policy on Accommodation in the Workplace*. The discussions focus on the roles and responsibilities of key stakeholders in an effort to proactively resolve accommodation needs and create an inclusive and welcoming environment. The workshops include presentations, guided discussions, and individual exercises with the following objectives:

- ▶ to discuss the effect of the spirit of the policy;
- ▶ to review the legislative background and terms associated with the policy;
- ▶ to explore accommodation issues and their effect in the workplace;
- ▶ to define the roles and responsibilities related to accommodation and provide a step by step approach; and
- ▶ to review a request for accommodation and resolve it.

Lucille Marleau: (613) 957-3213
Health Canada

Just Ask Me — Discussing Workplace Accommodation

This workshop is based on the understanding that the responsibility for eliminating workplace barriers across the federal Public Service is shared by everyone — managers, employees, unions, and individuals with disabilities alike. Included in this understanding are five important principles:

1. a supportive work environment contributes to the successful integration and full participation of all individuals in addition to contributing to their overall health, well-being, and productivity;
2. eliminating barriers in the workplace and promoting an inclusive and accommodating work environment is a critical HR management issue;
3. knowing your resources and strategies helps to address workplace accommodation issues and promotes inclusiveness in the workforce;
4. workplace accommodation is for everyone and, in one way or another, everyone needs to be accommodated; and
5. workplace accommodation is everyone's responsibility.

At the end of the workshop, participants are able to describe workplace accommodation, what the law says about workplace accommodation, who is responsible for it and how, the key steps involved in providing workplace accommodation, and what resources are available to help address workplace accommodation issues.

In order to provide employees with other types of learning tools, the department has developed a 30-minute presentation on CD-ROM on the highlights of workplace accommodation.

The CD-ROM, which explores a different medium that combines video streaming technology and various software applications, allows the presentation of information in an interesting and interactive manner to employees in the comfort of their offices.

*André Bertrand: (819) 953-1233
Social Development Canada*

Accountability

Employment Equity: Accountability Structure

Accountability is one of the key aspects of the agency's employment equity plan. The accountability framework described in the plan identifies the executive director as being responsible for integrating employment equity objectives, which include Embracing Change objectives, into managers' performance assessments for recruiting, retaining, and developing members of designated groups.

Employment equity objectives are part of the ongoing commitments found in the performance management program agreements for all executives and other managers eligible for performance pay, which is ultimately tied to the pay-a-risk component of their assessment.

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Transportation Safety Board of Canada*

Employment Equity Action Plan

The Employment Equity Action Plan for the period from 2002 to 2005 has been developed to help Industry Canada achieve a diverse and representative workforce that values and respects all employees and clients. It will facilitate attracting and retaining the best and the brightest talent and further the department's commitment to becoming a workplace of choice for all employees. A key strategic element of the plan is the development of plans at the sectoral or regional level to address under-representation gaps. This process is designed around coaching local managers on employment equity goals with a view to building awareness of, generating commitment to, and establishing accountability for equity and diversity goals down and across the department. The plan also provides for ongoing training and awareness sessions for managers and employees.

*Michel Lemire: (613) 946-7297
Industry Canada*

Employment Equity Delegates

Twenty-seven delegates were identified by Industry Canada's assistant deputy ministers to develop, promote, and ensure the implementation of an employment equity and diversity action plan that would include precise goals and actions that respect the particular and differing priorities and circumstances in each of their specific areas. A personalized Employment Equity Action Plan Coaching Session was held with each of the delegates and his or her HR representative. A key objective for this initiative was to establish commitments and accountability across and down the organization.

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Industry Canada*

Awards

Aboriginal Artwork Option Offered to Recipients of the Long Service Award

While recognizing its employees, the Industry Canada Management Committee (ICMC) expressed the desire to highlight the importance of the cultural contributions of Aboriginal peoples. Within the framework of a pilot project, Aboriginal artwork has been incorporated into the Industry Canada Awards and Recognition Program. This additional option is offered to recipients of the Long Service Award who have attained 15, 25, or 35 years of service in the

federal Public Service. In total, more than 30 items reflecting various types of artwork from Indian, Inuit, and Metis artists have been selected.

Michel Lemire: (613) 946-7297

Industry Canada

Diversity Management Award

The Diversity Management Award encourages and recognizes sustained employment equity and diversity efforts in the areas of recruitment, promotion, retention, and professional development for women, Aboriginal peoples, persons with disabilities, and members of visible minority groups. The award is aimed primarily at people responsible for hiring, but it may also be given to anyone who contributed significantly to the promotion of employment equity and diversity within the Transportation Safety Board of Canada (TSB). The main purpose of such an award is to recognize those employees who have shown their determination to promote TSB's employment equity and diversity objectives in a working environment where the first priorities are respect, accountability, and integration. The award is also aimed at encouraging all employees to promote and increase diversity within the TSB.

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Transportation Safety Board of Canada

Awareness

Diversity Awareness

In 2002–03, the Human Resources Directorate (HRMD) at the Public Service Commission of Canada, with the support of senior management, developed a half-day diversity awareness course. The course is intended to provide managers and employees with the knowledge and skills necessary to address issues of diversity in the workplace.

Helen Lacroix: (613) 992-7186

Public Service Commission of Canada

Diversity Awareness Campaign

A key part of Industry Canada's 2002–03 diversity awareness campaign was the dissemination of a poster and booklet entitled *Diversity, Key to Creativity, Innovation and Achieving Excellence* to all Industry Canada staff. Answers to the most frequently asked questions on employment equity and diversity (for example, the benefits of self-identification, what managers

and employees can do to support diversity at Industry Canada, and what constitutes harassment) were directly addressed in this publication.

Arminda Serpa: (613) 954-3697

Industry Canada

Diversity Strategy

Transport Canada launched its innovative diversity strategy in October 2001. The aim of the strategy was to effect a cultural change in the department so it can become an employer of choice by 2008. As a first step, a representation census was conducted on December 5, 2001, to encourage employees to self-identify in order to facilitate updating the database. The campaign was enormously successful, achieving a 97 per cent return rate and an 84 per cent self-identification rate. In February 2002, the first Annual Diversity Conference was held in Vancouver with over 100 participants from across the country. To implement the strategy, diversity committees were formed in each region, headed by a national Diversity Steering Committee with senior management representation. Diversity advisors were hired in each region to provide support for diversity initiatives across the country.

A cornerstone of the strategy is encouraging people to talk about diversity in the workplace. To this end, more than 60 employees volunteered to undergo training to deliver half-day diversity dialogue sessions to all employees. As well, a diversity climate survey was conducted to give us a benchmark on how well diversity is implemented at Transport Canada. The survey will be conducted again in a few years to mark progress. Another initiative was the adoption of a diversity declaration by the senior management committee (TMX). Each employee received a copy of the signed declaration. A national Web site on diversity was launched in the spring of 2003; the launching of regional Web sites, which are all interconnected, followed shortly thereafter.

Shelley Adams: (613) 991-6575

Transport Canada

Diversity Training

The Transportation Safety Board of Canada (TSB) continuously delivers a compulsory one-day workshop on employment equity and diversity to all of its employees. This is a positive contribution to the ultimate objective of changing the TSB's organizational culture and thus contributing to such a change in the Public Service as a whole.

The workshop develops the notion of diversity, promoting a work environment that reflects various cultural approaches in terms of work styles and allowing employees to understand each other's differences. The objectives of the workshop are as follows:

- ▶ to explain the differences between diversity management and employment equity by defining roles and responsibilities;
- ▶ to recognize and eliminate obstacles to employment;
- ▶ to help create an inclusive and positive work environment;
- ▶ to develop strategies capable of integrating various cultural approaches to work; and
- ▶ to improve intercultural communication skills.

*Benoit Clément: (819) 997-3650
Transportation Safety Board of Canada*

Employment Equity

In addition to holding information sessions to encourage employees to self-identify, Measurement Canada is examining the cause of under-representation of women in the TI group. This involves reviewing current recruitment activities, occupational requirements, work practices, and selection tools to ensure that unfair systemic barriers to the hiring of members of this designated group do not exist; conducting research to determine the availability of potential recruits by analyzing their participation and graduation rate from technical institutes; researching the rate of recruitment of the designated groups for similar positions in the private and other public sector organizations and where disparities exist; and determining the causes that may negatively affect Measurement Canada's ability to compete in the labour market.

*Hélène Bradbury: (613) 952-6711
Industry Canada*

Employment Equity and Diversity

Diversity awareness workshops were provided to employees. The workshops sensitized participants to the fact that the predominantly homogeneous workplace of the recent past is changing as employees from diverse backgrounds are bringing with them different workplace perspectives, preferences, and assumptions as well as new challenges to which all employees must respond.

In addition to diversity awareness training, the agency has established an Employment Equity Advisory Committee. The committee advises the Deputy Minister, Public Safety and Emergency Preparedness, and the Human Resources Committee (HRC) on employment equity matters. It assists the Deputy Minister, Public Safety and Emergency Preparedness, and HRC in their efforts

to increase awareness of employment equity issues and objectives, and contributes to the agency's Employment Equity Plan.

Richard Arulpooranam: (613) 991-6656
Public Safety and Emergency Preparedness Canada

Employment Equity and Diversity Awareness

As the workforce becomes increasingly diverse, Natural Resources Canada (NRCan) needs to examine its culture more closely in order to provide a working environment that can effectively attract, retain, develop, and benefit all employees. When the workplace values and respects individual differences, everyone's unique qualities combine to create success for the whole.

The session on employment equity and diversity is divided into two parts: the first focusses on employment equity and includes information on the federal legislation, the business case for employment equity, and an overview of the NRCan action plan; the second focusses on diversity awareness, including culture, diversity, and the qualities of an inclusive workplace. The session aims to provide information as well as to encourage discussion on the various issues relating to employment equity and diversity.

Rouba Dabboussy: (613) 992-3164
Natural Resources Canada

Employment Equity Special Events

In October 2002, in order to celebrate Women's History Month, employees were invited to a special presentation given by the sole female Board Member, Mrs. Wendy Tadros, who shared her experiences, autobiography, and career choices from a woman's perspective.

In addition, a special event was held as part of the National Day of Remembrance and Action on Violence Against Women, held on December 6, 2002. Representatives of Status of Women Canada spoke to employees of the Transportation Safety Board of Canada about violence against women in Canadian society. A short film on the Montréal Polytechnic tragedy was presented, and posters were set up at various places to remember the victims of the tragedy. Following the documentary, there was a brief discussion on ways to improve organizational culture with respect to employment equity.

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Transportation Safety Board of Canada

Workshops for Managers

One-day workshops entitled "Supporting Employment Equity and Diversity in Industry Canada" were provided to managers, supervisors, and HR advisors in both the National Capital Region

and the regions. Union representatives and members of the four employment equity advisory committees were also invited to attend. The objective was to educate supervisors and managers on the legislative and policy requirements relating to the implementation of employment equity and diversity and their responsibilities in creating and maintaining a work environment where all employees can realize their full potential.

Arminda Serpa: (613) 954-3697
Industry Canada

Committees

Advisory Committee on Women's Issues

The Human Resources Branch and the Action Committee on Women's Issues hosted a luncheon on March 6 to commemorate the 2003 theme for International Women's Week, "World-Wide Women (WWW): Surfing the Digital Revolution!", by introducing a play (comedy-drama) entitled "Burn-out Blues." Following both performances (English and French), attendees had the opportunity to ask representatives from the Employee Assistance Program questions on work-life balance.

Johanne Vézina: (613) 954-3641
Industry Canada

Designated Groups — Advisory Committees and Champions

Selected senior managers were named as champions for the four designated employment equity groups (women, visible minorities, persons with disabilities, and Aboriginal peoples). In consultation with respective champions, designated groups provided advice and input on the development of the goals and objectives for inclusion in the departmental employment equity plan and other activities related to HR management. Advisory groups identify and recommend any remedial action required to address systemic and attitudinal barriers to the full participation of designated groups in departments.

Michel Lemire: (613) 946-7297
Industry Canada

Employment Equity Advisory Committee

Environment Canada (EC) created an employment equity (EE) advisory committee, which is chaired by the departmental EE champion and consists of the Chief of EE and Official Languages, the national EE senior advisor, the regional EE co-ordinators, the representatives of five networks (visible minorities, Aboriginal peoples, persons with a disability, youth, and middle managers), union representatives, and the representative for non-unionized portion of EC. The committee's mandate is to make observations and recommendations as well as provide

practical advice concerning the strategies, issues, policies, and initiatives submitted for its input regarding the implementation of the EE program at EC. The Committee meets on a quarterly basis and reports to the EC Executive Committee through the EE champion.

Louise Traversy: (819) 997-1547

Environment Canada

Employment Equity Committee

At the Transportation Safety Board of Canada (TSB), the executive director's presence on and role as chair of the Employment Equity Committee reveal a real commitment to changing the organizational culture at the TSB and thus contribute to raising the Committee's profile. In other words, leadership with respect to equity and diversity at TSB is exemplified by top management.

Benoit Clément: (819) 997-3650

Transportation Safety Board of Canada

National Committee of Federal Public Servants with Disabilities Web site

Fisheries and Oceans Canada (DFO) provided resources and personnel to develop the main Web page of the National Committee of Federal Public Servants with Disabilities (NCFPSD). This Web site will allow the NCFPSD to communicate with both of its client groups: federal public service employees with disabilities and federal government senior management. The NCFPSD will also use the Web site to conduct surveys of registered individuals on various policies and issues and collect views and thoughts from individuals on the reports it publishes. The responsibility for the site has recently shifted to the Public Service Human Resources Management Agency and is expected to be up and operational by the fall of 2004.

Cathy Scott: (519) 677-5931

Public Service Human Resources Management Agency of Canada

Harassment Prevention

Counselling Services

Reflecting Canadian Society, the Canadian International Development Agency is a diverse and educated workforce. Each employee brings to work his or her views on issues and problem solving. Sometimes, divergent views bring new ideas, whereas on other occasions, conflicts arise. In the light of the HR Modernization Initiative, federal departments are invited to support their employees with respectful and tailor-made approaches.

The counselling services at the Canadian International Development Agency is promoting a pilot project to empower some employees to become interveners in the workplace, whether they are at national headquarters, in the regional offices, or in the missions abroad. Those employees play an active role in intervening in a timely and efficient fashion, to prevent the escalation of situations that may arise, such as verbal, physical or psychological abuse, discrimination, harassment, substance abuse, fraudulent behaviours, as well as values and ethical dilemmas.

Catherine Aubin: (819) 953-4348

Canadian International Development Agency

Guidelines on the Prevention and Resolution of Harassment in the Workplace

As a result of revisions made to the Treasury Board *Policy on the Prevention and Resolution of Harassment in the Workplace*, which took effect on June 2001, the current harassment policy at the Canadian International Development Agency (CIDA) needs to be updated. In September 2002, a co-development initiative from Labour Relations led to the establishment of a joint union-management working group mandated to harmonize CIDA's current policy with the revised Treasury Board Policy. The working group was composed of individuals from various unions, the executive group, the EX feeder groups, administrative staff, members of La Relève, as well as representatives from the Employee Counselling Services and Labour Relations.

This initiative not only provided the opportunity to develop guidelines for CIDA on the subject of harassment but also provided participants with an opportunity to share their concerns about its application as well as suggest recommendations and avenues of resolution for a better understanding of harassment. The participation of Labour Relations was twofold: to provide expert advice and to facilitate the exchange of views and discussions around the table.

The diversity and various work experiences around the table brought an added value to the discussions and contributed to the development of the document.

Everyone's point of view was appreciated, and everyone's participation was paramount to the success of the product.

A climate of trust allowed the group to reach a consensus around the table before proceeding to the next steps. A project built on a co-development format facilitates both the approval and the promotion of a document.

*Nathalie St-Onge: (819) 997-6640
Canadian International Development Agency*

Harassment Prevention

Industry Canada has established a service agreement with the Federal Centre of Workplace Conflict Management. Departmental employees may approach the Centre for confidential advice. The Centre also provides mediation and conflict resolution services. The goal is to resolve conflicts early, effectively, and informally, but the Centre may also conduct formal investigations on behalf of the department, if so requested. In addition, the Centre offers training and information services to promote awareness of harassment issues and alternative dispute resolution, as well as to provide behavioural guidelines that avoid the escalation of conflict into perceptions of harassment.

*David Smith: (613) 952-6096
Industry Canada*

Ombudsperson

In 2002, the Public Service Commission of Canada (PSC) established the function of ombudsperson. The ombudsperson offers confidential, impartial, and informal support in dealing with workplace issues to all employees. These may include unfair practices or procedures, the conduct of other employees, or issues of ethical behaviour. The services of the ombudsperson are an alternative to more formal mechanisms, such as grievances, appeals, and complaints.

*Ginette Danis: (613) 947-0825
Public Service Commission of Canada*

Prevention of Harassment in the Workplace

Zero tolerance of harassment and discrimination remains the target of the Public Service Commission of Canada (PSC). The PSC has received very few formal complaints in recent years but continues nonetheless to be proactive with respect to the prevention of harassment in the workplace. In fact, since the fall of 1999, several initiatives have been undertaken. Among them, a departmental co-ordinator was formally appointed and answers directly to the President or to his delegated managers regarding complaints, a departmental policy based on Treasury Board policy released in June 2001, was developed and awareness sessions are offered on an ongoing basis.

*Helen Lacroix: (613) 992-7186
Public Service Commission of Canada*

HR Planning

Competency-based HR Management

The Immigration and Refugee Board (IRB) has chosen to initiate a competency-based approach to its HR management. This approach will help the IRB to be more proactive in planning and responding to strategic organizational requirements and improving service delivery through redesigned, competency-based processes.

To this end, the IRB is in the initial stages of developing a competency-based architecture and profiling strategy for two groups: Members Immigration Division and Refugee Protection Officers. Validation of these profiles and the development of self-assessment tools will soon be undertaken to assist employees in the measurement of their competencies and proficiency levels as part of an overall career development framework. This will be supplemented by a development planner and resource catalogue of learning activities, which will assist employees in preparing action plans for developing competencies and monitoring progress throughout the year. It will be an evergreen document that will evolve with the organization.

The IRB is committed to introducing a competency-based HR management system as part of an overall integrated HR framework. The project will be phased in over a three-year period.

Michelle Montserin: (613) 943-1359
Immigration and Refugee Board

Demographic Analysis Capability

This project consists of automating the production of statistical reports coming from many sources into a single, easy-to-read document. Initially, the number of reports that were needed to do a proper demographic analysis required a large amount of time to produce, verify, and analyze. With the completion of this project, a minimum of data manipulation is required, accelerating the production of Canadian Heritage's demographic review as well as the business plans of the department's branches.

Ginette Cripwell: (819) 997-6933
Canadian Heritage

HR Planning

The Human Resources Service Delivery Directorate at Social Development Canada has developed the *HR Planning Roadmap for Managers* to help them gain in-depth knowledge of their workforce's demographic profile, to forecast their HR needs, develop strategies to anticipate consequences of a changing environment, and take timely action to influence strategic departmental decisions. The roadmap comes complete with a step-by-step process and useful

templates, such as “Data Collection,” “Environmental Analysis,” “Skills and Competencies Analysis,” and “Employee Data, Learning, and Development,” to help guide managers in every step and ultimately make progress toward getting the right people, in the right place, at the right time, and at the right cost.

Lyse St-Jacques-Ayoub: (819) 953-3419
Social Development Canada

HR Planning

The Public Service Commission of Canada (PSC) believes that strategic HR management involves integrating HR planning into the business planning process. The PSC, as an agency, favours an approach to HR planning that involves the active participation of all managers in order to identify their HR issues and come up with appropriate solutions. Accordingly, the PSC has created a questionnaire aimed at identifying the HR issues that could affect each manager’s ability to deliver his or her operational plan in accordance with the organizational values and vision.

The approach advocated by the PSC relies on the valuable contribution of its HR experts (staffing, career counselling, staff relations, equity and diversity, learning, classification, official languages, change management, etc.) to examine the issues and solutions specific to their respective areas of expertise as well as assess and identify the potential effect on the organization (risk management) and the feasibility of the solutions. It is then possible to evaluate the organization’s ability (capacity and readiness) to respond to each type of issue in the immediate future, as well as the extent of control it will have over these same issues in the future.

At the start of each planning cycle, an environmental analysis is used to establish the strategic priorities of the agency from which the new business plan will follow. Through its HR planning approach, the PSC can identify the strategic HR priorities from the environmental analysis, integrate the solutions put forward into the organization’s business plan or the managers’ operational plans, specify the commitments made to healthy HR management in the accountability agreements, and ensure appropriate follow-up through quarterly reports on the business plan and managerial performance evaluations.

Pascale Bourque: (613) 995-2760
Public Service Commission of Canada

HR Planning and Monitoring Tool

The HR unit of the Human Investment Programs Branch at Social Development Canada initially developed the Staffing Management Activity Report and Tracking (SMART) tool to obtain HR information and statistics, generate reports for management and HR professionals, and

monitor workload within the HR unit. The Human Resources Service Delivery Directorate has recently implemented this tool across all branches within headquarters in the context of headquarters-wide HR planning.

Lyse St-Jacques-Ayoub: (819) 953-3419
Social Development Canada

HR Planning Tools and Templates

A tool kit was prepared to help managers with their HR planning in the context of the annual strategic planning exercise. The tools and templates allows managers to

- ▶ identify their HR needs and requirements to better meet their business goals;
- ▶ promote a proactive approach to HR and workplace management;
- ▶ facilitate the achievement of employment equity and Embracing Change goals;
- ▶ potentially reduce time and cost of future resourcing activities; and
- ▶ identify opportunities for collaborative staffing actions.

Ginette Cripwell: (819) 997-6933
Canadian Heritage

On-line Tools

Transport Canada, Human Resources, has developed several new on-line self-service tools for managers and HR professionals.

Now, for the first time, managers are able to electronically access their organization charts: a visual colour picture containing a wide range of useful position and employee information (i.e. position title, number, group and level, tenure [term, indeterminate], name of employee [whether substantive or acting], reporting relationships, security level, and linguistic profile of the position). Information contained in these organization charts is updated daily from the Transport Canada Integrated Personnel System (TIPS).

In addition, the classification Web site is customized with useful classification information, policies, and tools for employees, managers, and HR professionals.

George Mitsou: (613) 990-5557
Transport Canada

HR Modernization

HR Modernization Committee

The Federal Environment Assessment Review Office established an internal HR Management Modernization Committee, which includes representatives from all sectors of the organization. The committee contributes to government-wide initiatives to improve HR management and is tasked with furthering the agency's progress in addressing the results of the 2002 Public Service-wide Employee Survey. Its goal is to make recommendations to the HR Committee to modernize HR management practices, thereby making the agency an even better place to work. Initiatives have been undertaken under the following six major themes: "Pride and Recognition," "Healthy Workplace," "Improvement of Workplace Technology," "Information Sharing," "Learning," and "Results-based Management."

Theresa McEwen: (819) 957-0344

Federal Environment Assessment Review Office

Labour Relations

Departmental Guidelines on Overtime

A set of guidelines on overtime came into effect in 2002 to provide managers and employees with an interpretive guide to improve administration of overtime within the department. They describe best practices and provide advice on how overtime can be administered effectively, with due consideration to consistency, equity, and flexibility as well as the requirements of the collective agreements.

Doug German: (780) 951-8703

Environment Canada

Departmental Management-Union Committee

A working group on standby and call-back practices was established to review the current application of standby and call-back provisions of the collective agreements within the Transportation Safety Board of Canada (TSB) and to propose an internal application framework. The working group is the first of a series of initiatives the TSB is taking to foster a work environment that is conducive to employee participation in the decision-making process and that promotes building consultative relationships with TSB unions.

Benoit Clément: (819) 997-3650

Transportation Safety Board of Canada

Labour-Management Co-development Framework

On September 26, 2002, Industry Canada launched the new labour-management consultation framework developed in partnership with all five bargaining agents representing Industry Canada employees. The framework includes a national steering committee composed of representatives from both labour and management and provides for the creation of joint co-development subcommittees to address issues of interest leading to the co-development of modern HR policies and Industry Canada programs. The intent is also to promote co-operative solutions to labour management issues in an effective and efficient manner, upholding the fundamental values of trust, honesty, mutual respect, and transparency.

Nicole Cusson: (613) 954-3647

Industry Canada

Labour Relations Centre of Expertise

Fisheries and Oceans Canada (DFO) is creating a centre of expertise (CoE) for labour relations (LR) to provide national co-ordination and allocation of LR priorities and to ensure consistency of advice and interpretations. The CoE seeks to provide a more strategic approach to systemic LR issues and related training and will help DFO prepare for the effects of the government-wide HR modernization legislation. The CoE will comprise regional LR professionals and a national office with expanded responsibilities. In addition to overseeing national LR operations, the corporate LR office will focus on LR policy, increased participation and input to collective bargaining, national training and education, enhanced union-management relationships, and reporting and analysis of significant national departmental LR issues. The national office will also retain responsibility for harassment and human rights issues, exclusions, and safety and security designations. The CoE is expected to be staffed by April 2004, with the transition to be completed by the end of September 2004.

*Joe Grebenc: (613) 991-0116
Fisheries and Oceans Canada*

Leadership

HR Committee

The Transport Canada Human Resources Committee, under the direction of the department's senior management team, acts as an advisory body on emerging HR management issues that are strategic and relevant to the department as a whole.

Senior management's commitment to HR issues is evidenced by the fact that the committee is co-chaired by a line assistant deputy minister and a regional director general.

Membership consists of senior management from all regions and line groups in headquarters.

Brenda Marchbank: (613) 998-5786
Transport Canada

Leadership Champion

Transport Canada has a leadership champion, who is a member of the department's senior management committee.

Managers in the Prairie and Northern Region identified four competencies they needed to develop: coaching employees, seeking feedback on their own performance, proactively managing staff's work-life balance, and downward communication on broad corporate issues.

The Prairie and Northern Region is currently addressing all of these areas. Examples include the development of a coach-the-coach session for managers as well as the development of a regular e-newsletter for all staff on regional and national issues.

Mark Conrad: (204) 984-8123
Transport Canada

Leadership Competency Development

In the face of looming demographic trends and an increasingly knowledge-based economy and society, National Defence's (DND) focus on the development of leadership competency among its staff will ensure that it continues to attract and retain talent. Leadership is a core public service competency, and its development at all levels of the organization is crucial to ensuring effective succession planning and continued quality service to Canadian citizens.

To support the development of leadership competencies among everyone, DND's Director General, Learning and Professional Development, is designing, developing, and offering a leadership curriculum for civilian employees through partnerships with the Canadian Centre for Management Development and the Canadian Defence Academy. The final implementation will

see 24 learning activities (courses and e-learning) and programs (coaching and mentoring) based on the following themes: “Leadership and Self,” “Leadership and People,” “Leadership and Work,” “Leadership and Change,” and “Leadership and the Organization.”

DND will continue to integrate its approach to leadership competency development and learning in the department by explicitly linking formal (courses, established programs) and informal (coaching, mentoring, stretch assignments) learning activities with the implementation of business processes, such as competency-based management and succession planning. DND will also continue to build its corporate continuous learning capacity through learning plans for all employees and through projects such as the Defence Learning Network. These efforts will foster and sustain leadership at all levels of the organization.

Stéphanie Poliquin: (613) 996-5028
National Defence

Yearly Meeting of Supervisors

The Industry Canada Radiocommunications and Broadcasting Regulatory Branch holds a yearly meeting of supervisors to review common concerns and solutions and has set up a supervisors’ network to organize supervisor-related activities.

Jan Skora: (613) 990-4817
Industry Canada

Official Languages

Administrative Guidelines for the Investigation and Resolution of Official Languages Complaints

Industry Canada established the *Administrative Guidelines for the Investigation and Resolution of Official Languages Complaints* to facilitate the investigation and resolution of departmental official languages complaints originating from its employees or the general public. The guidelines bring more direct accountability to the managers best placed to investigate the complaint, resolve the problem, and establish corrective measures to eliminate its recurrence.

Cindy Sullivan: (613) 941-9423
Industry Canada

Bilingual Capabilities

The Information and Communications Technology Branch has designated Fridays as a day for all staff to interact as much as possible in French. Upon agreement of participants, meetings are held in French, and all casual conversations are conducted in French. This provides staff with the opportunity to increase their level of bilingualism in a working environment, which could provide additional opportunities for career advancement.

Margo Morin: (613) 990-4238
Industry Canada

Language Training Graduates

Recognition certificates are signed and presented to graduates of the language training program by the official languages champion along with a package of helpful information, a thesaurus, and a congratulatory letter.

Michèle Carrière: (902) 566-8397
Veterans Affairs Canada

Linguistic Mentoring Program

The Linguistic Mentoring Program was undertaken in the National Capital Region to help Anglophone and Francophone employees improve and maintain oral expression skills in their second language.

To date, 32 employees have benefited from this voluntary partnership between employees who want to learn and employees willing to provide support, guidance, and learning opportunities. This project helps partners understand and appreciate both cultures, strengthen links between employees who might not necessarily interact regularly, and ultimately improve the department's

linguistic capacity to serve its clients in French and English. Interest in this initiative continues to grow within the department and the remaining challenges are to find mentors for the ever-increasing number of protégés and to investigate the possibility of introducing this initiative in the regions.

Régina Gnahoué: (613) 954-5260
Industry Canada

Management Framework for Linguistic Profile Review

The management framework governing the language profile review at Citizenship and Immigration Canada confirms, among other things, the department's commitment to ensure that its policies and programs foster the recognition and use of English and French in Canadian society. With this in mind, the department intends to review the linguistic profiles of its positions in order to ensure the respect of statutory requirements and to implement additional measures to strengthen its linguistic capacity and optimize the use of both official languages.

Anne-Marie Giannetti: (613) 941-7744
Citizenship and Immigration Canada

Management Framework for Applying to Language Training

The management framework for applying to language training in Citizenship and Immigration Canada reaffirms the department's commitment to create a work environment that is conducive to the use of both official languages and offer its clients and employees bilingual service of equal quality. To this end, the department will make language training more readily accessible to its employees over the next three years and will take measures to maintain employees' second official language skills. This framework will provide employees with exceptional opportunities to improve their knowledge of their second language.

Line Noreau: (613) 952-5242
Citizenship and Immigration Canada

Official Languages

The department has adopted an approach to in-house language training that recognizes the importance of bilingualism in the context of career management and development. This approach is in line with requirements stipulated in the *Official Languages Act*. In-house language training (one-on-one) is currently provided to all employees (one hour per week) who are interested in participating in this endeavour, regardless of the linguistic profile of their current position.

As well, during the summer months, students are encouraged to participate in second language training group sessions.

In addition to in-house language training, the department has established an official languages advisory committee that will serve as a sounding board for ideas and a source of advice for the Deputy Minister, Public Safety and Emergency Preparedness, and the Human Resources Committee (HRC) on departmental activities designed to meet official languages policy objectives.

In addition, the Committee will

- ▶ help the DSG and HRC ensure sensitivity to official languages issues and objectives within the department;
- ▶ provide advice and support to the DSG and HRC on matters relating to implementing the *Official Languages Act*; and
- ▶ review and comment on the departmental official languages report.

Richard Arulpooranam: (613) 991-6656
Public Safety and Emergency Preparedness Canada

Official Languages Collaboration Agreement

An official languages collaboration agreement between the Commissioner of Official Languages and the Deputy Minister, Citizenship and Immigration Canada (CIC), was approved on March 18, 2003. This agreement describes the mechanisms that CIC and the Office of the Commissioner of Official Languages have jointly agreed to follow for the purpose of settling official languages complaints and helping to support the Official Languages Program. It ensures direct contact with the various stakeholders to optimize the complaint-handling process while confirming the accountability of CIC senior managers. The agreement clarifies the roles and responsibilities of the various parties involved in investigating and resolving complaints and provides them with procedures to follow when handling complaints.

Anne-Marie Ciannetti: (613) 941-7744
Citizenship and Immigration Canada

Official Languages Reference Manual

Industry Canada has prepared an *Official Languages Reference Manual*. The purpose of the manual is to provide employees and managers with guidance on the different parts of the *Official Languages Act* and policies related to communication with and service to the public, language of work, participation of English-speaking and French-speaking Canadians in federal institutions, and the advancement of English and French linguistic minority communities to ensure that Industry Canada respects the true spirit of the *Official Languages Act*.

The project goes to the heart of providing a respectful working environment and contributes to improvement in the overall sense of well-being in the workplace.

Cindy Sullivan: (613) 941-9423

Industry Canada

Official Languages Strategy

The Official Languages Strategy developed for the International Region has been given effect. All new FS employees must be bilingual at a CCC skill level. Applicants must now have the required language skills as a precondition for assignment or promotion. This strategy will provide managers with the assistance needed to define training needs and be better prepared to meet future requirements for all necessary skills.

Barbara Diener: (613) 957-6968

Citizenship and Immigration Canada

Official Languages Web Site

The Veterans Affairs Canada Official Languages intranet offers information on language of work and service to the public. It also provides employees and managers with access to the second language evaluation tool and offers tips on telephone messages, visual offer, how to conduct bilingual meetings, and translation services. Employees may also link to other relevant sites, such as the sites for Canadian Heritage and the Office of Commissioner of Official Languages.

Hélène Hupé: (902) 566-8404

Veterans Affairs Canada

Poster

A new departmental poster was developed and displayed in all boardrooms of Tower C, Place de Ville, in the National Capital Region (NCR) to encourage employees to express themselves in the language of their choice. Three promotional tools from the Treasury Board of Canada Secretariat, *The Hit Play — Chairing Bilingual Meetings*, *Chairing Meetings*, and *You Have the Floor*, are available in each boardroom. Additionally, a copy of *The Hit Play — Chairing Bilingual Meetings* was sent to middle managers in the NCR to remind them of their obligations to create a climate where participants feel free to use their preferred official language.

A booklet entitled *Official Languages — Simply a Matter of Respect . . .* will be distributed to all employees in October 2003. The booklet summarizes the official languages obligations with respect to Transport Canada's clients, colleagues, and the general public's right to be served in

the official language of their choice. The booklet also describes employees' rights as both as public service employees and employees of Transport Canada.

Francine Charbonneau: (613) 990-5690

Transport Canada

Publication

The publication “ Compendium of Good Practices – Official Languages ... it's a matter of respect ” is a collection of a number of initiatives from different federal institutions. This compendium covers themes over and above the management of human resources as the Official Languages Program extends to other aspects, such as service to the public, etc. These initiatives may be adapted to the needs of other institutions or help create new initiatives.

Bernadette Larrue (613) 952-2866

Public Service Human Resources Management Agency of Canada

Quality Management System Project

A pilot project for the quality management system has been established to improve compliance with language of work provisions between national headquarters and the Quebec region. More specifically, this project intends to improve the quality of bilingual communications between the Quebec region and national headquarters and to create an environment that is conducive to the effective use of both official languages. This project will be phased in over a three-year period. Citizenship and Immigration Canada expects to promote this initiative within the Public Service by sharing its benefits with other agencies and departments.

Daniel St-Arnaud: (514) 283-5978

Citizenship and Immigration Canada

Orientation

General

E-learning — TC @ a Glance and Orientation @ a Glance

Transport Canada has developed two Web tools, TC @ a Glance and Orientation @ a Glance, to provide employees and managers with an ongoing and just-in-time orientation to the department and to answer key employee questions. Employees and managers access the Web tools directly through their computer by clicking the “Employee Corner” and the “Managers’ Toolbox” links. An innovative toolset, soon to be launched, will also highlight new departmental initiatives to employees across the country from their desktops and through CD-ROM (in remote areas).

Tracey Smith: (613) 991-2211

Transport Canada

Employee Handbook

Measurement Canada has developed an employee handbook that provides an overview of the organization, its mission statement, and values, as well as the its expectations of its employees. It is a good source of information on internal services, such as contracting and procurement, accounting services, facilities management, and records management, and also contains summaries of the agency’s HR policies, procedures, and programs. The handbook was introduced in April 2003 to address employees’ concerns following a work environment study conducted by the agency in 2000.

Coleen Burningham: (613) 952-2631

Industry Canada

Employee Orientation Site

A national employee orientation intranet site was launched in November 2002. It integrates national content and regional components and provides links to other departmental sources of information. The orientation site provides new employees with information to facilitate their integration into the organization and helps better communicate the vision, mandate, mission, and business of Environment Canada. It includes a supervisor’s guide for welcoming new employees as well as guidance to those tasked with conducting employee orientation sessions. The site can also be a valuable resource to current employees who want to know more about the department or are not sure where to find key organizational information. The orientation site is complemented by a video showing the variety of work in at the department through the

testimonials of employees from across the country. The video is also meant to be used for recruitment purposes.

Jovette Champagne: (819) 997-6735
Environment Canada

Programs

Departmental Orientation Program for New Civilian Employees

In April 2003, National Defence (DND) launched a new department-wide civilian employee orientation program aimed at welcoming new civilian employees and integrating them as quickly as possible into their new environment. The program aims also to improve the learning, motivation, productivity, satisfaction, and retention of new employees and to build their understanding of their role with DND. Because orientation is not a one-time event but an ongoing process, DND has a multi-phased program with responsibilities for both managers or supervisors and employees. The five phases are as follows: pre-arrival, work unit orientation, coaching, formal orientation session, and evaluation.

Employee materials include an orientation kit, an orientation intranet site, and one-day orientation sessions offered at locations across the country. The program also includes a two-hour training session for managers and a managers' and supervisors' guide to prepare managers for their role in orienting new employees.

Stéphanie Poliquin: (613) 996-5028
National Defence

Lifeguard Program

The Lifeguard Program was created as part of the Chief Information Office (CIO) People and Workplace Agenda theme, "Improving the Workplace." Its purpose is to provide managers, lifeguards, and branch consultants with information to welcome new CIO employees and provide them with a one-point access to operationally necessary information. Its goals are to ensure that new employees feel more at ease and oriented within the sector, to help reinforce their decision of having chosen to work at CIO, and to promote continuous recruitment. This initiative was launched across the CIO in April 2003 and has received positive feedback. Two volunteers from each branch act as branch consultants and additional branch volunteers act as lifeguards. A series of documents and guides has been developed for the administration of the program (e.g. Lifeguard Program Master Guide, Rescue Skills Guide for CIO Lifeguard, Guide for Branch Consultants, and Guide for the New Employee's Manager). The Lifeguard Program includes a New Employee Orientation Initiative. An introductory paragraph about new CIO employees is

written and their photo is taken and sent by e-mail to all staff within the sector. A Lifeguard Web site is also available providing all necessary information to new employees.

*Miram Trudeau: (613) 946-6086
Industry Canada*

Orientation Program

The Canadian Intellectual Property Office (CIPO) has developed an orientation program for all new employees. The program is Web-based and provides an orientation guide and checklist for managers and a guide for employees. All new employees receive a CIPO pin and are introduced at a meet-and-greet session with the CIPO Executive Committee held at the beginning of each month. All new employees receive a welcome e-mail from the CEO on their first day of work as well as a personalized letter of welcome from their director. This initiative was developed in response to CIPO's aggressive recruitment program and to issues raised in the 1999 and 2002 public service-wide employee surveys.

*Audrey Sullivan: (819) 956-2998
Industry Canada*

Orientation Program

Deputy's welcome and on-line orientation

When new employees log on to their system for the first time, they are greeted by a welcome message from the Deputy Minister, Public Safety and Emergency Preparedness, inviting them to visit the agency's employee orientation Web site.

With this one-stop shopping site as a source of information, the employee orientation Web site helps new employees become oriented to the agency and makes it easier to acquire basic knowledge about administrative procedures. The orientation site also includes questions and answers that are frequently asked about the agency's operations and procedures.

Orientation guide

The orientation guide is designed to answer immediate questions about Public Safety and Emergency Preparedness Canada and continues to provide employees with information as they get to know the department. The guide contains general information on the portfolio of Public Safety and Emergency Preparedness Canada and the rights and obligations of federal employees. While this document is aimed primarily at full-time, indeterminate employees, most of the information also applies to term, part-time, student, and casual employees.

Orientation session

The orientation session is the meeting room part of the Orientation Program. Delivered on a quarterly basis, the session provides an opportunity for new employees to learn more about the programs and services available to them (Mentoring Program, Skills and Education Database, Core Curriculum, etc.), to begin to build a network of colleagues, and to meet senior management.

Learning activities calendar

Public Safety and Emergency Preparedness Canada is committed to providing an environment that encourages employees to learn new skills and acquire new knowledge. As part of this commitment, the department launched its Winter 2003 Calendar of Learning Activities, which contained events (e.g. values and ethics, diversity, policy development, deck writing, and briefing notes) intended to help employees equip themselves to better face today's and tomorrow's challenges.

Employees are also encouraged to participate in portfolio learning activities and visits, which assist in their understanding of the mission, structure, and operations of the five portfolio agencies (Royal Canadian Mounted Police, Correctional Service Canada, Canadian Security Intelligence Service, National Parole Board, and Canadian Firearms Centre).

Jean-Pierre Bissonnette: (613) 993-7707

Public Safety and Emergency Preparedness Canada

Prairie and Northern Region Employee Orientation Program

This initiative was developed in response to the Industry Canada 2000 and 2001 employee surveys as well as to address the challenge that lies ahead in terms of workforce recruitment and retention over the next several years. As well, the orientation program is seen as part of the internal communication strategy, a method to provide consistent information and messaging, not only to new staff but also to front-line staff who regularly need a basic knowledge level in many different areas in order to provide the Industry Canada story.

The goal of the initiative is to familiarize new Industry Canada employees with the values, beliefs, norms, and regional culture. Industry Canada wants to provide a consistent welcoming experience to all regional staff, regardless of their location, geographically or organizationally. Along with the regional orientation, the REXD meets with all students and new hires during his twice-yearly tours and gathers feedback and concerns. The orientation includes a video welcome from the REXD, city-specific and directorate-specific information, as well as an electronic

check-in form and checklists to facilitate the experience for managers. The orientation has been very positively received.

Melissa Omeniuk: (204) 984-3639

Industry Canada

Supervisor Orientation Program

As part of Natural Resources Canada's (NRCan) commitment to foster lifelong learning and promote employee development, the Human Resources Services Branch is pleased to offer NRCan's Supervisor Orientation Program (SOP), which focusses on the supervisor as administrator, leader, and results-oriented manager. This five-module program is geared to those who are new to supervision, experienced supervisors seeking a refresher course, and employees who plan to move into supervisory roles in the near future.

A skilled supervisor is an essential resource in any organization. The SOP is designed to provide the fundamental competencies for interacting with employees and accomplishing the work of their organizations. The overall purpose is to help supervisors develop an understanding of their roles and responsibilities and to help enhance interpersonal relations with employees and their work groups.

As part of the SOP, NRCan has developed a supporting Web site. Through this Web site, NRCan employees are able to familiarize themselves with the SOP. This site contains useful tools, resources, and developmental sites that will enable employees to consider what role SOP might play in their career plans.

Thérèse Bergeron: (613) 947-0567

Lucia Sciannname: (613) 995-8107

Natural Resources Canada

The Corporate Orientation Program

The Public Service Commission of Canada (PSC) Orientation Program is offered throughout the agency to all new employees, including students. New employees receive a letter of welcome from the Director General, Human Resources, or the Regional Director General (included with the letter of offer), in which a brief overview of the Corporate Orientation Program is given. Upon arrival, the first e-mail that new employees receive announces the Orientation Program and provides them with a hyperlink to the PSC Orientation Web site. In addition, an invitation is sent to new employees to attend an orientation session in the National Capital Region.

Managers, who also play a key role in the Corporate Orientation Program, have access to on-line guidelines and tools to assist them in making their new employees feel welcome and valued in the workplace.

Surveys of attendees are conducted every four months, as a follow-up to the Corporate Orientation Program, to ensure that new employees are receiving the most valuable information.

Joanne Joly: (613) 996-0589

Public Service Commission of Canada

Sessions

Orientation Sessions

Delivering two monthly face-to-face information orientation sessions (one in English, one in French) for new employees of the department in the National Capital Region, with a guided tour of the office complex facilities, allows the organization to conduct new employee entry feedback to better understand employee expectations of work and career priorities.

Manon Francoeur: (819) 997-5815

Canadian Heritage

Orientation Sessions

Regular two-day orientation sessions are offered three times per year in English and French. These courses are open to all employees (up to a maximum of 30 participants per session) of the Canadian International Development Agency (CIDA). The course includes a series of presentations by CIDA staff (including senior managers), a video and discussion on CIDA's mission, a tour of headquarters, and a visit to the President's office.

A two-week comprehensive Orientation Program for New Employees and Locally Engaged Professionals is offered once a year in September or October (up to a maximum of 30 participants per group). This program targets newly hired development officers (recruited through a specific program) and CIDA's locally engaged staff in the field (CIDA's non-Canadian field staff). It gives all course participants a chance to learn about CIDA's key policies, programs, and aid delivery mechanisms in an environment of mutual co-operation that is supported by CIDA management.

Sylvain Chrétien: (819) 953-5934

Canadian International Development Agency

Student Orientation Session

Designed especially for students at Natural Resources Canada (NRCan), this half-day session ensures that students feel welcome, understand NRCan's culture, and become familiar with the opportunities open to them as employees of NRCan. These sessions are held three times a year to coincide with new student hires.

Lucia Sciannname: (613) 995-8107

Natural Resources Canada

updated as of March 9, 2005

Performance Management

Performance Management: Managing for Results

In response to the 1999 and the 2002 public service-wide employee surveys, an integrated performance management process was developed and approved and is being implemented at Social Development Canada.

Based on a set of values and principles, the process promotes a way for employees to work together to achieve both individual and organizational success. The goal is to create a culture where coaching and feedback occur as a routine part of each workday.

To do this, Social Development Canada has developed an integrated cyclical process with feedback and coaching as its driving force. It includes employees setting clear and measurable performance expectations with their managers, which will link to the business and strategic direction of Social Development Canada, identifying the competencies required, determining the support required to fulfill the expectations, developing learning plans to address both employee work-related needs and developmental needs, and conducting a formal review at the end of the cycle. Performance management provides the opportunity to give and receive both positive and constructive feedback on an ongoing basis. It is about creating a better way to work together to reach the goals of the organization.

Several tools have been developed to support the process. These include the following:

- ▶ a policy;
- ▶ a tool kit for employees;
- ▶ a tool kit for managers (includes communication and implementation strategy, assessment criteria, diagnostic tool);
- ▶ a train-the-trainers workshop for facilitators;
- ▶ a workshop for managers and other HR professionals; and
- ▶ an information session for employees.

Kathleen McCowan : (819) 997-4247

Social Development Canada

Recruitment and Retention

Electronic Recruiting

Transport Canada's electronic inventory provides managers in its Safety and Security Group with instant access, through a powerful search engine, to applications in a continuous feed, on-line Web application system for over 40 technical regulatory and inspection jobs in the department, including pilots, engineers, technical inspectors, and aircraft maintenance engineers.

Transport Canada designed and implemented this electronic recruitment system in 1999. This system, in conjunction with a national recruitment campaign for the above-noted positions, was part of Transport Canada's long-term recruitment strategy for its entry-level inspectors. To date, over 300 appointments have been made through this system. The time to staff these positions has been significantly reduced and the electronic inventory has become an accepted recruitment tool by departmental managers in the Safety and Security Group. Enhancements to this system are ongoing and include the following new features:

1. In the screening phase: an e-screening form, available on-line and tailored to each search conducted of the e-inventory, by candidate. The e-screening form has reduced time and effort for both managers and HR professionals.
2. In the assessment phase: an on-line technical knowledge examination. The ultimate objective of this project is to deliver a technical knowledge examination on-line in partnership with the Personnel Psychology Centre of the Public Service Commission of Canada. This initiative is designed to significantly reduce candidates' and managers' time and to eliminate subjectivity in marking.

*Nancy Simmons-Wright: (613) 993-7646
Transport Canada*

Entry and Departure Feedback Program

In 2002–03, Canadian Heritage carried out its commitment to develop and implement recruitment, employee retention, and workplace improvement strategies to ensure that it has the most qualified employees and senior managers to fulfill its mandate. The Entry and Departure Feedback Program is one of these strategies. This program will enable the department to address the increasingly complex challenge of recruiting and retaining a representative and effective complement.

The objectives of the program are as follows:

- ▶ to understand the expectations of new employees relative to their priorities regarding a career choice and the work conditions liable to attract them and to put in place recruitment strategies that would meet those expectations;
- ▶ to understand the dynamics and the reasons for the departure of employees and to put in place employee retention strategies;
- ▶ to support the HR strategy; and
- ▶ to support the Employment Equity Program and the Embracing Change objectives.

Tristan Deschênes: (819) 994-0881

Canadian Heritage

External Recruitment Without Competition

Since September 2, 2002, Transport Canada (TC) has been one of the seven federal departments to participate in the Public Service Commission of Canada (PSC) pilot project on external recruitment without competition (including shortage group appointments), previously known as named referrals.

The departmental management framework, developed to seek delegation of authority from the PSC, received support from both senior management and the bargaining agents. Since the department implemented its comprehensive national operational policy (which lists the assessment criteria and the procedures for assessing requests to make such appointments), TC has been receiving many requests to share this best practice with other government departments.

Mariette Akehurst: (613) 991-6579

Transport Canada

Recruitment, Retention, and Learning Policy

The managers of the NAFTA Secretariat, Canadian Section, have developed personal training and professional development plans with each full-time employee. These plans, signed by the employee and the Secretary, identify career goals and the training requirements for the employee to move toward those goals during a predetermined period of time. This approach is designed to encourage continuous learning by the employee, strengthen those areas identified as needing improvement, and promote retention of key staff. An important component of these professional development agreements is the linkage between stated Secretariat objectives as outlined in its report on plans and priorities and each key activity and performance indicator.

These innovative career development and succession plans were implemented in 2001–02 and 2002–03. Under these plans, an employee who performs a specialized function (the Deputy Registrar, for instance) can prepare him- or herself for a career at the Secretariat. The employee follows a course of training to improve his or her work performance and to prepare him- or herself for potential promotion within the Secretariat. After three years of fully satisfactory performance and educational development, the Secretariat considers the employee ready to accept increased responsibilities.

The training requirements for managers were determined in 2002–03, and each manager is now following a training plan to match their capabilities with the requirements of the accountability framework that guides their work. Additionally, all managers are now required to take a course in international trade so they can understand and explain the context in which the Secretariat operates outside the office.

To support recruitment efforts, not only for the Secretariat but also for the Government of Canada, the Secretariat provides meaningful job opportunities for several students, including articling law students, employment equity interns, information technology students, and summer students.

During the last fiscal year, the Secretariat inaugurated a policy to foster pride and recognize performance. In support of this policy, the Secretariat held several events during the year to recognize the contribution of its employees.

*Philippe Martineau: (613) 992-9383
NAFTA Secretariat, Canadian Section*

Recruitment Site, Brochure, and Video

A national recruitment Web site entitled “Careers at Environment Canada” was launched in February 2003 at <http://www.ec.gc.ca/recruit/english/english.htm>. The purpose of the Web site is to increase the visibility of the department to the general public by presenting it as an employer of choice. The “Careers at Environment Canada” Web site includes three main components: (1) Be part of this environment, (2) Could this be you? and (3) What are my career options? The site is complemented by a brochure and a video that demonstrate the variety of work the department does through the testimonials of employees from across the country.

*Josée Beaudry: (819) 997-4064
Environment Canada*

The People Plan

The recognition of the competitive and volatile nature of the job market and the concerns related to recruitment, retention, and renewal planning set the stage for the development of the Pacific and Yukon Region People Plan. Now in the second year of its implementation, the People Plan is a collaborative effort by senior management, staff, labour unions, and HR to ensure that Environment Canada is a workplace of choice, now and into the future.

The Plan sets out annual series of actions and measures of success for each of the four following desired workplace characteristics:

- ▶ a high level of employee satisfaction;
- ▶ a sustainable and competent workforce;
- ▶ a shared management of personnel processes; and
- ▶ a safe and healthy work environment.

A report the achievements made during the first year and the action plan established in the second year is available by contacting the People Plan Co-ordinator, Sean Standing.

Sean Standing: (604) 713-9889

Environment Canada

Staffing

General

Building Staffing Capacity

Health Canada's Staffing Centre employs full-time tutors and consultants whose role is to build capacity within the staffing community of the department. The tutors are responsible for the administration of the departmental staffing certification program and work one-on-one with assigned trainees to guide them through the required elements of the program. The tutors also provide a wider consultation role for all HR advisors on issues relating to staffing.

Monthly staffing community meetings and regional teleconferences as well as information dissemination through a central mailbox are key elements that ensure HR advisors are up-to-date and informed. Training sessions and presentations for both managers and the HR community are delivered (staffing delegation and bias-free selection, values training, SOQ builder tool, e-recruitment, etc).

*Francine Burdick: (613) 957-3547
Health Canada*

Competency-based Staffing Workshops for Staffing Advisors

Competency-based staffing has been used in various business areas of Transport Canada for several years with great success.

To build on this success, Transport Canada, Human Resources, has developed three workshops that focus on Transport Canada's competency model, how to use competencies when building statements of qualifications, and how to develop competency-based rating guides that incorporate behavioural-based questions.

Initially aimed at HR professionals in the National Capital Region, the learning material from these workshops, available on-line through Transport Canada's HR on-line since the fall of 2003, is being tailored for specific target audiences (e.g. a refresher tool for managers familiar with the competency-based approach, a quick overview for managers new to competency-based management, and a resource tool for HR professionals).

*Linda Newton: (613) 991-6267
Transport Canada*

Employee Input to Appointment Decisions

The Industry Canada, Radiocommunications and Broadcasting Regulatory Branch, organizes employee boards that interview short-list candidates being considered for supervisory positions.

The Employee Board interviews candidates and provides input to the assessment of personal suitability factors.

Jan Skora: (613) 990-4817

Industry Canada

ES Capacity-building Initiative

The Transport Canada Policy Group has recently launched a new ES-02 pool aimed at building policy capacity and providing an enriched job and learning experience for up to eight new recruits. The pool is centrally funded by the assistant deputy minister and the eight new recruits were hired through the Public Service Commission of Canada's Post-Secondary Recruitment Program. Each participant will have a mandatory personal learning plan and will rotate through a series of job assignments over a two-year period. Opportunities for promotion to the ES-03 level will be offered through a generic ES-03 competition, run as often as needed to fill vacancies at that level. Special attention is paid to pairing up participants with a more senior officer who supervises a research project assignment that is independent of their specific job assignment. The successful operation of the pool (logistics, assignments, evaluation) occurs under the watchful eyes of a steering committee consisting of three directors and a senior HR manager.

Ian Clark: (613) 998-3965

Transport Canada

Fairness and Staffing — Selection Based on Competency Profiles

Since 2001, Corporations Canada has conducted hiring processes using competency profiles to improve fairness in staffing. The abilities in its statements of qualifications are based on the competency profile for the targeted position. The costs of implementing this initiative are reduced by using the menu of Operations Sector common competencies and tools to build profiles and by using the menu of behavioural-event interview questions posted on the Operations Sector People Strategy Web site.

Robert Weist: (613) 941-8141

Industry Canada

Information Session on the Art of Understanding Notices for Competitions and Statement of Qualifications

The Learning Centre is offering an information session to all personnel to assist them in developing a proper understanding of competition notices and statements of qualifications. This initiative is being developed in partnership with the Operations Section of Human Resources.

Sylvain Chrétien: (819) 953-5934

Canadian International Development Agency

Preparing for the Competitive Process

This one-day workshop is designed to respond to the feedback employees provided in the 2002 Public Service-wide Employee Survey. The workshop provides an overview of the staffing process in the Public Service and a clear explanation of the steps involved in preparing for the competitive process. This session is designed for employees with very little knowledge of the staffing process or who have never participated in a competitive process.

Natalina Keats: (613) 995-4247

Natural Resources Canada

Pre-qualified Unranked Pool Selection Process

Fisheries and Oceans Canada (DFO) was the first department to receive delegated authority to conduct a pre-qualified unranked pool selection process (PQP). An important aspect of receiving delegation was DFO's commitment that every candidate in the pool would have a reasonable expectation of being appointed to a position. Senior management has made use of the pool mandatory for the staffing of all administrative or executive assistant positions at the AS-01 group and level.

The pool was officially launched on May 26, 2003, and it was composed of 60 fully qualified candidates. As of July 9, 2003, there were 30 referral requests (23 for indeterminate positions and 7 for term positions). At that date, 18 letters of offer had been made to candidates (14 letters of offer for indeterminate positions and 4 for term positions).

Patti Kuntz: (613) 991-1922

Fisheries and Oceans Canada

Resourcing Tool Kit

This tool kit was created by the HR Resourcing, Recruitment, and HR Reform team following an analysis of the existing staffing tools available to managers, employees, and HR professionals throughout the Public Service.

It contains the newest policies, directives, methods, and options in resourcing and how to apply them. Employees wanting to know how to apply for a job can visit the site and seek helpful information on résumé writing and interview preparation. The site can help guide managers through the staffing process and clarify the roles and responsibilities, for example, of a board member during the interview process.

The Resourcing Tool Kit is located on the departmental intranet site.

Nicole Langile: (819) 997-7443

Social Development Canada

Selection Board Member Training Session

The session focusses on the major activities involved in the selection process:

- ▶ designing the statement of qualifications;
- ▶ developing criteria or behavioural indicators to ensure a thorough understanding of each qualification;
- ▶ determining the use of qualifications;
- ▶ determining the relative importance of qualifications;
- ▶ identifying or designing assessment methods; and
- ▶ scoring candidates.

Throughout the session, special emphasis is given to a values approach to selection, official languages, employment equity, and the duty to accommodate. Issues relating to privacy and the *Canadian Charter of Rights and Freedoms* are also integrated into the session.

At the end of the session, participants will have an understanding of the practical requirements involved in the selection phase of the staffing process as well as their expected role as members of the selection committee.

John Burk: (613) 947-4116
Natural Resources Canada

Staffing Advisories

To help managers improve their staffing planning capabilities, Transport Canada, Human Resources, has developed a new electronic tool.

These advisories are designed to give managers advanced notice for impending HR events, such as the end a term.

These advisories are generated by the Transport Canada Integrated Personnel System (TIPS) and are sent to managers through HR Self-service.

Mary-Ellen Cochrane: (613) 990-5629
Transport Canada

Staffing Monitoring and Performance Measurement Framework

Fisheries and Oceans Canada (DFO) has developed a *Staffing Monitoring and Performance Measurement Framework* to enhance the monitoring capability and to examine the health of staffing and staffing-related activities within the department. The information from these

analyses will be evaluated to ensure that staffing decisions achieve desired results and that they comply with the staffing values and principles of the Public Service.

*Patti Kuntz: (613) 991-1922
Fisheries and Oceans Canada*

Staffing Plans

To effectively implement HR planning in the department, the regions and sectors of Fisheries and Oceans Canada (DFO) are developing staffing plans that are integrated with components of its Financial Management Information System. The staffing plans will provide departmental managers with well-grounded, carefully designed information on recruitment and staffing needs. This information will ensure that managers retain the employees required to effectively implement their mandate without exceeding salary allocations. The staffing plans are multi-year in nature and address the employment equity and official languages requirements at the departmental and sectoral or regional levels.

*Patti Kuntz: (613) 991-1922
Fisheries and Oceans Canada*

Staffing Transparency

The Staffing Transparency approach is part of the Chief Information Office (CIO) People and Workplace Agenda theme, “Investing in Our Future Organization,” which, in turn, complements existing HR practices. The main objectives for this approach are to inform CIO employees of vacant positions and employment opportunities within the sector and to adopt a CIO enterprise approach to filling vacancies from the EX equivalent to EX minus 2 levels. Benefits to this approach are a commitment to staff; access to a larger pool of qualified candidates; a consistent, transparent, and credible approach; and clear communication of available CIO opportunities.

*Gary Donovan: (613) 954-9588
Industry Canada*

Staffing Values

The Transportation Safety Board of Canada (TSB) strongly believes in upholding the staffing values of a professional public service: competency, representativeness, non-partisanship, fairness, equity, and transparency. These public service staffing values are promoted throughout the agency as being a high priority and are communicated to all managers through information sessions. These staffing values, along with TSB’s core values of competency, openness, fairness, integrity, and respect, were distributed to all TSB managers who attended staffing training. The

agency's mission and core values were posted in all TSB boardrooms as a reminder to all staff of the importance of a value-based organization.

*Louise Henry: (819) 994-8010
Transportation Safety Board of Canada*

E-HR

Electronic Staffing System and Electronic Inventory of Candidates

The Canadian Space Agency has set up an electronic staffing system and an electronic inventory of candidates interested in engineering positions. The staffing system facilitates and speeds up the staffing process, while the electronic inventory can be used to recruit highly qualified candidates. All interested parties, candidates (employees and members of the public), HR advisors, managers, and system administrators can access the inventory on the Internet at <http://jobs.space.gc.ca>. Authorized users can quickly consult the pool of departmental, interdepartmental, and external candidates; carry out searches; extract statistics; consult candidates' files; pre-select candidates; refer candidates to managers; and send e-mail messages to candidates. With an interactive system, users can quickly look for candidates with hard-to-find experience and specialties.

The system automates the flow of information among candidates, advisors, and managers during the staffing process. The information is sent electronically and in real time, which means there is no need to print or handle paper documents and files.

Setting up an electronic inventory is not in itself an innovation. What is innovative is that the system brings together speed and a pool of skilled candidates and is fully compliant with the rules established by the Public Service Commission of Canada.

*Yves Saulnier: (450) 926-4817
Canadian Space Agency*

HR Wizard

The HR Wizard consists of a suite of e-HR tools designed to enable employees and managers to access HR information, to simplify and facilitate HR activities, to automate HR functions done manually, and to improve the provision of HR services. The HR Wizard currently features a training tracker, a statement of qualifications builder, an electronic staffing request, an HR data warehouse, and an organization chart builder (these last two features are available to HR officers only). Plans for the future include the development of other automated tools, such as an overtime

reporting system, a rating guide builder, a catalogue of pre-approved work descriptions, a screening tool, and a clearance system.

Ron Duval: (819) 997-8710

Christopher So: (819) 997-3525

Environment Canada

On-line Statement of Qualifications

This tool is available to managers on the departmental intranet and provides an effective method of quickly generating a statement of qualifications (SOQ) for any Industry Canada position, pending a staffing action. This methodology, if used regularly and widely, will lead to better consistency in SOQ content for similar positions. Over the longer term, the intent is to link the on-line SOQ tool to other on-line tools to generate assessment guides and to competency frameworks.

Nicole Leblanc: (613) 957-8749

Industry Canada

Automated Statement of Qualifications

The Automated Statement of Qualifications Project was an initiative chosen to improve HR management within the department and as a means to open the staffing process to all employees, thereby improving transparency. The Automated Statement of Qualifications is on the Natural Resources Canada intranet site.

A manager is walked through all of the steps involved in building a statement of qualifications, beginning with choosing the group and level and the language requirements of the position. From there, the database offers choices under the headings of “Experience,” “Knowledge,” “Abilities,” “Personal Suitability,” and “Conditions of Employment” required for the position. Managers choose their requirements by checking boxes and clicking on links. Under each element, managers can click on “Help” and “Info” at each step of the process.

Once the manager has selected the necessary qualifications for the position, the requirements can be saved on the his or her personal hard drive, either as a WordPerfect or Word document. The completed product is a bilingual statement of qualifications that reflects the duties of the position and can be amended, as required.

John Burk: (613) 947-4116

Natural Resources Canada

Staffing Made Easy

“Staffing Made Easy” is a Web site primarily targeted at managers to simplify the staffing process and to provide a better understanding of staffing options, programs, and solutions.

The project has three components: First, there is a vacancy management checklist that contains a number of questions a manager should ask him- or herself before initiating a staffing action. Second, there is a description of each process, program, and employment status and the procedures that should be used for its application. Third, there is a list of frequently asked questions and answers that have been raised by managers as they work their way through the staffing process.

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Natural Resources Canada*

Succession Planning

Knowledge Transfer

As a key element in successfully undertaking succession planning, Measurement Canada will undertake a number of activities to assure the transfer of knowledge or retention of corporate memory from a retiring or departing employee to his or her successor. Beginning in 2004–05, Measurement Canada will

- ▶ identify key positions within the organization where the incumbent of the position is expected to retire within the next five years and where steps must be taken to ensure the transfer of knowledge or corporate memory from these individuals to their successor;
- ▶ document the process, methods, tools, and techniques of individuals with special skills and responsibilities within the organization to help new employees undertake their new functions;
- ▶ document the methods and procedures of the work performed by a particular group within the organization;
- ▶ conduct exit interviews with each departing employee to enable a constructive exchange on the challenges and future orientation of the position being vacated;
- ▶ review and update, as necessary, the agency’s competency profiles; and
- ▶ provide backup training for selected key positions and functions to ensure that there is an adequate number of trained backup personnel to carry out the agency’s key activities.

*Hélène Bradbury: (613) 952-6711
Industry Canada*

Knowledge Transfer and Succession Planning for Critical Subject Matter Experts

Transport Canada was one of the first departments to formalize a methodology to staunch the flow of critical corporate knowledge leaving the department with retiring subject matter experts (SME).

Initially developed as a means of capturing and passing on the valuable expertise, judgment, and insights of its regulatory and inspection community, eligible to retire within three to five years, the Knowledge Transfer and Succession Planning programs for critical SMEs have become an integral part of sound HR planning in Transport Canada.

Managers are now able to access all the information they need on this subject through a new Web site on TC's HR On-line.

*Annette Dunlop: (613) 993-0861
Transport Canada*

Succession Plan

Measurement Canada is in the process of developing a succession plan to ensure the continuity of executive, management, and professional talent capable of achieving the business objectives of the organization. The plan's main objectives are to facilitate the transfer of critical knowledge and expose the right people to that knowledge, to promote the attainment of the agency's employment equity objectives, to improve the HR planning process by identifying the agency's needs in terms of the workforce, and to reduce future staffing delays and costs through strategies. The plan will cover fiscal years 2004–05 to 2007–08.

*Hélène Bradbury: (613) 952-6711
Industry Canada*

Staff Relations

Guide on Investigating Staff Relations Grievances

This guide provides information to managers who have been nominated as grievance officers and must investigate grievances from employees, in accordance with the *Public Service Staff Relations Act*. The guide describes steps involved in such investigations.

Nicole Sarrazin: (819) 997-8712
Environment Canada

Guide on Investigating Suspected Misconduct

This guide provides an overview of the steps involved in investigating incidents brought to the attention of middle managers, such as alleged inappropriate behaviour and conflicts in the workplace. The guide details the necessary steps to consider when investigating situations, conducting research, interviewing witnesses, analyzing results, writing reports, deciding on appropriate corrective measures, communicating decisions, and following up.

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Environment Canada

Student Program

Initiatives Concerning Student Programs

In 2003, Citizenship and Immigration Canada's (CIC) senior management team reiterated its commitment to supporting young people by again recognizing that their motivation, enthusiasm, and new ideas are vital to the department's future. CIC is thus becoming increasingly involved in student programs: a national co-ordinator in the Learning and Development Division ensures that students' time with the department is highly rewarding for both the students and the department. Orientation sessions for students and various forums allowing students to share their experiences, challenges, and needs are on the agenda at various times of the year.

In the fall of 2003, CIC also launched an improved version of the co-operative education program through a pilot project at national headquarters. This program was the result of a joint initiative of the Internal Audit and Disclosures Branch and the Human Resources Branch. The two branches are committed to providing students with a highly structured and positive work experience so that both parties reap increased benefits from the work terms: a better understanding of CIC's mandate and the creation of a candidate pool. This initiative thus reinforces the orientation activities, offers varied learning activities, such as visits outside the student's work environment, and promotes the active participation of director generals and managers from various CIC sectors.

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Citizenship and Immigration Canada*

Student Learning Program

Public Safety and Emergency Preparedness Canada has been recognized for its well-developed student program both by the students who work in the department and outside organizations. The program provides students with excellent learning opportunities and ultimately helps develop a pool of bright young talent equipped to enter the Public Service.

The Human Resources Division, in partnership with the department's student committee, co-ordinates learning activities to give summer students working at the agency a better understanding of the portfolio's mission, structure, and operations.

During the summer of 2003, students were given the opportunity to participate in the following learning activities:

- ▶ National Parole Board learning and decision-making activities;
- ▶ Canadian Security Intelligence Service briefing (CSIS) — CSIS headquarters;
- ▶ tour of correctional institutions in the Kingston area;

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- ▶ tour of Royal Canadian Mounted Police facilities in the National Capital Region;
 - ▶ tour of an Aboriginal community;
 - ▶ second language training;
 - ▶ lunch-and-learn sessions;
 - ▶ departmental softball league; and
 - ▶ volunteer activity involving a non-governmental organization working closely with Public Safety and Emergency Preparedness Canada.

Richard Arulpooranam: (613) 991-6656

Public Safety and Emergency Preparedness Canada

Student Program

The Student Program was initiated by Environment Canada in 2001 to build and renew HR capacity and to become a workplace of choice for co-op students and participants of the Federal Student Work Experience Program (FSWEP), with the overall intent to recruit qualified graduates from the program as employees. At the centre of this program is the Student Program Administrator (SPA), a co-op student position that is staffed on a rotating basis. The SPA acts as a liaison with HR to assist managers, based on their specific needs, in all matters of student employment (co-op, FSWEP, etc.). In addition, SPAs are responsible for student components of the program, such as educational sessions, student newsletter, client satisfaction, and Web site maintenance. The SPA makes the process of hiring students easy, ensures students have the most rewarding experience, and provides qualified graduates for public service renewal. The Student Program has only been used by Environment Canada in the National Capital Region, but based on its overwhelming success, Environment Canada would be willing to help other departments look into implementation of the program.

Éric Saint-Onge: (819) 994-7808

Environment Canada

Surveys

2002 Public Service–wide Employee Survey

The Transportation Safety Board of Canada (TSB) had a multi-faceted strategy for dealing with the dissemination of the results from the 2002 Public Service–wide Employee Survey (PSES) and ensuring that required initiatives would be implemented.

Survey results

An in-depth analysis of survey results was prepared for and presented to senior management, unions, managers, and all employees, identifying areas in need of improvement, as well as areas identified as being positive. In the spirit of respecting the agency’s values of transparency and respect, the same presentation was made to everyone, and the presentation was later posted on the TSB intranet. It is interesting to note that in the agency’s business plan, under the section “Responsive Workplace,” the well-being of employees is considered a high priority.

Follow-up action committee

To ensure employee acceptance of the proposed action plan, in December 2002, a PSES follow-up survey action committee was established at the TSB. The committee’s mandate was to review the survey results analysis for the agency and to suggest concrete initiatives to address overall issues. Committee members (managers and employees) were selected by their peers and represent each organizational unit of the survey. Members assisted senior management in developing and implementing the resulting action plan.

PSES Web site

The creation of a PSES Web site within the agency provided an effective method of communicating the results of the survey to employees and a means of providing progress reports on the work of the follow-up committee and action plans.

Benoit Clément: (819) 997-3650

Transportation Safety Board of Canada

Developing a Prairie and Northern Region Innovation Strategy

In direct response to the 2001 and 2002 annual regional surveys, and also in response to the results of the 2002 Public Service–wide Employee Survey, Industry Canada’s Prairie and Northern Region (P&NR) has undertaken development of an internal P&NR innovation strategy. The strategy, which is one of three strategic priorities for the region, is designed to build a culture that encourages innovation and allows employees to better manage and implement new ideas. The regional survey has provided an opportunity to study the issue in more detail.

The development of the strategy began with focus group sessions with staff that examined both workload and innovation issues. The focus groups revealed that innovation was not well understood, that there was limited sharing between people and organizations, that the value of standardization and best practices were not well understood, and that there was no recognition system for ideas and innovators. Over the past year, the region has begun incorporating learning about innovation and creativity into events, the regional executive team held a learning retreat focussed on innovation, and the P&NR manager's conference in January 2003 was themed "Innovation, Learning Together, Making it Happen."

Throughout the 2003–04 fiscal year, several other initiatives are underway across the region; they include the following:

- ▶ training for staff in the use of creativity tools, such as Six-Hat Thinking;
- ▶ development of an idea-management process to assist in focussed problem solving versus random idea generation; and
- ▶ implementation of physical space in each city to be used as space for brainstorming, teamwork, and encouraging innovation. These rooms, referred to as "idea zones" by staff, will be the place where people can use the new skills and tools learned to generate ideas, develop them, judge them, and draft plans to implement them.

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Industry Canada*

Pulse-taking Activities

Canadian Heritage conducts regular "pulse-taking" activities with its employees to follow up on the results of the 2002 Public Service-wide Employee Survey and to continue dialogue with all staff members.

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Canadian Heritage*

Representation Census Survey

In January 2003, the Human Resources Management Directorate (HRMD), Public Service Commission of Canada, initiated an employee survey in an effort to obtain an accurate and complete picture of the composition of the HRMD workforce. With the assistance of the Information Technology Services Directorate, the survey was conducted electronically using

e-mail and the survey tool “Perseus.” Use of the latter assisted HRMD staff in monitoring and analyzing responses to the employee survey questionnaire.

Robert Dawson: (613) 992-9593

Public Service Commission of Canada

Survey on the Needs of Persons with Disabilities

The Public Service Commission of Canada (PSC), as an organization, is committed to creating a workplace that is supportive of and responsive to the needs of persons with disabilities. To that end, the PSC’s Human Resources Management Directorate (HRMD) conducted a survey in November 2003 to assess the issues facing employees with disabilities in such areas as workplace accommodation, information technology, and participation in selection processes. The results of the survey will be used to develop an action plan and strategies to address the identified issues during the upcoming fiscal year.

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Public Service Commission of Canada

Values and Ethics

Managing Ethical Issues in a Diverse Workforce

Public Safety and Emergency Preparedness Canada offered a session on managing ethical issues in a diverse workforce. Ethical decision-making processes are as diverse as the workforce, and building an organization of shared values can be a challenging enterprise.

A facilitated discussion was led on the following questions:

- ▶ What is our situation in terms of diversity and pluralism in ethics and values?
- ▶ What would an empirical study show of common Canadian values?
- ▶ Employee ratings of “perceived ethics” are found to be higher in smaller organizations.
- ▶ What can organizations do to improve trust, honesty, and shared values?

A values and ethics component has also been added to the department’s intranet site. This site presently features the new *Values and Ethics Code for the Public Service*, the series of questions and answers prepared by the Treasury Board of Canada Secretariat, the confidential report, other related policies, a link to the Office of Values and Ethics, as well as the Tait Report.

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Public Safety and Emergency Preparedness Canada

Well-being

General

Thematic Series

Lunch-and-learn sessions are being offered at the Public Service Commission of Canada. Topics, such as humour in the workplace, ergonomics, how to deal with teenagers, and healthy living day are being offered. These lunch hour sessions are organized through internal resources as well as through partnerships with other federal departments.

Joanne Joly: (613) 996-0589

Public Service Commission of Canada

Employee Assistance Program

Employee Assistance Program

The Employee Assistance Program, or EAP, is a voluntary, confidential, short-term counselling, advisory, and information service for employees and their eligible family members. The EAP can help with personal problems that affect an employee's family life, work life, or general well-being. There is no cost to the employee or the employee's family. If long-term or specialized counselling is required, the counsellor will assist with a referral to an affordable community resource. The employee or family member would then be responsible for any fees that the employee's benefits plan or provincial health insurance do not cover. The current contractor providing EAP services provides a nurse health help line 24 hours a day, 7 days a week, through which employees can contact bilingual, registered nurses for assessment of non-emergency calls, obtain direction and suggested courses of action, as well as obtain general health information.

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Industry Canada

Employee Engagement

Involving Employees

At the Canadian Intellectual Property Office (CIPO), 110 employees were included in focus groups designed to gather their opinions on workplace issues. This input was instrumental in the development of CIPO's HR strategy. In addition, all employees who joined CIPO within the last year were invited to attend a focus group for new recruits, where they shared their views on how their jobs and the work environment met their expectations.

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Industry Canada

People and Workplace Agenda

The People and Workplace Agenda (PWA) was developed in 2002 in the Chief Information Office (CIO) to support the needs and priorities of CIO employees and respond to various surveys and HR issues identified across the CIO Sector. The PWA is about an organization continuously striving to be the workplace of choice by focussing on ways to create and implement a dynamic work environment that values its employees, fosters learning and career development, and rewards experience and high performance standards. The PWA, also referred to as a living document, is regularly updated and revised as required. Each year, new action items are added as CIO priorities evolve.

The PWA, which is aligned with the Industry Canada People Management Strategy, focusses on four themes: HR Planning and Governance, Improving the Workplace, Investing in our People, and Investing in our Future Organization. A champion at the director general level has been identified for each theme, and a PWA Steering Committee, which is the forum used to discuss and implement all items brought forward through the PWA, has been created.

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Industry Canada*

Exit Interviews

Departmental Employee Departure Feedback Program

This program provides a mechanism where employees are encouraged to talk about their experiences at Natural Resources Canada, offer suggestions on ways to improve working conditions, and identify changes needed in departmental operations, policies, and practices that could increase the job satisfaction for all employees.

The program is targeted to employees leaving the department, including indeterminate, term, students, and seconded employees. The program is designed to obtain employees' views of the current organizational health and workplace well-being.

*John Burk: (613) 947-4116
Natural Resources Canada*

Employee Exit Feedback

Employees leaving the department have the opportunity, on a voluntary basis, to provide feedback on experiences during their period of employment. This feedback can be provided (anonymously, if so desired) through an on-line questionnaire, through a personal interview, or both. The goal is to identify any systemic practices detrimental to employee well-being at work

and follow-up with action where possible. The comments received may also aid in strengthening recruitment, orientation, and development processes and programs.

Michelle Henchiri: (613) 954-3629

Industry Canada

Exit Interview Program

The Public Service Commission of Canada (PSC) has conceptualized an exit interview program to target employees who are leaving the PSC. The intent of this program is to gather and analyze the views of employees with respect to the current organizational health and workplace well-being.

Based on employees' feedback, HR policies and practices could be altered or new programs could be developed to ensure that the PSC provides a work environment that is challenging and rewarding.

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Public Service Commission of Canada

Feedback

360-degree Feedback Exercise for Managers

To facilitate and improve communication between employees and managers, the Industry Sector hired an outside consultant and ran a 360-degree feedback exercise for managers in December 2002 and January 2003. It was a success: participation rate was 80.1 per cent. Meetings with managers and staff were held in January and February 2003 to discuss feedback obtained and develop or present action plans to address issues raised. Periodic follow-up is being done and an evaluation of the exercise was conducted in January 2004. The results of the feedback exercise were examined and integrated into the survey analysis.

Claude Bastien: (613) 954-2908

Industry Canada

Peer Feedback

The peer feedback program in the Operations Sector is similar to upward feedback. All employees in the sector were offered the opportunity to use this process to seek feedback from their peers and were provided with a personalized report regarding how their peers view them. This tool has provided useful feedback for those who wish to generate personal learning and development plans.

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Industry Canada

Work-Life Balance

Distributed (Satellite) Offices

Industry Canada's Ontario Region has established a number of distributed offices in locations throughout the province where employees are able to work closer to home. This has led to the retention of experienced and trained staff in whom the department has made a significant investment. These offices often include staff from different work units in offices from between 4 and 12 people. Those who work in the offices report a number of benefits, including the ability to balance work and home more easily as a result of the reduced commuting time. It has also been ideal for staff members who are required to travel and have a home base.

Lisa McNulty: (416) 973-6135

Industry Canada

Flexible Work Arrangements

The Information and Communications Technology Branch has extended the concept of flexible working hours to interrupted work schedules. Some employees work from 8:30 a.m. until 2:30 p.m. in the office and then from 6:30 p.m. until 8:00 p.m. at home in order to accommodate family responsibilities. Most employees are also able to work from home if necessary through access to the network using Metaframe. Flexible work hours have also been facilitated by increased usage of Blackberrys, which allows staff to be more mobile and remain connected.

Margo Morin: (613) 990-4238

Industry Canada

Flexible Work Arrangements and Leave Options (Alternative Work Arrangements)

Industry Canada wants to create a workplace of choice, offering all employees a work environment that is supportive and is designed to help employees balance professional and personal commitments. The use of flexible work arrangements and leave options helps achieve this goal by improving well-being in the workplace. Many positive benefits can be derived from a variety of flexible working arrangements designed to meet differing needs. Among these benefits are improved productivity, reduced absenteeism, and enhanced morale because employees are able to more successfully balance work and family life. For these reasons, together with the need to attract and retain highly skilled individuals, Industry Canada is committed to promoting flexible work arrangements and leave options. Alternative work arrangements include part-time employment, job sharing, compressed work week (variable work

week), teleworking, flexible hours of work, self-funded leave, pre-retirement transition leave, leave with income averaging, as well as some other forms of leave without pay.

David Smith: (613) 952-6096

Industry Canada

The Work-Life Program

The Work-Life Program is a series of lunch hour seminars and workshops offered by the Human Resources Branch on different topics of particular interest to employees of the department, supporting them in achieving a healthy balance between work and personal life. Topics are chosen based on suggestions from employees and organized around themes like cancer and heart health, women's health, healthy eating, hobbies, parenting teens, elderly care, and dealing with stress.

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Industry Canada

Workload

It's OK to . . .

Based on the comments received from employees during the town hall discussions on the results of the 2002 Public Service-wide Employee Survey, a team from the Prairie and Northern Region developed a document entitled *It's OK to . . .*, which clearly articulates the kinds of measures the staff should feel empowered to take to support their own workload management and work-life balance. The document does not represent an exhaustive list of what is possible, but is reflective of the values and philosophy of regional management. It should be used as the basis for some genuine conversations at the work unit level on how these values can be incorporated into the organization to improve the Environment Canada work environment.

Doug German: (780) 951-8703

Environment Canada

Workload Management Training Sessions

The Quebec Region developed and provided all their employees with opportunities to participate in two types of workshops: a one-day workshop to help employees manage their workload and a one-day team session to help employees, as a group, improve their collective approach to workload management. The specific objectives of the training were to allow participants to determine which factors contributed to their workload, recognize the effects of the workload on their personal health, learn a few practical tips for managing stress and time as well as for

improving the balance between their work and their personal life, and define their priorities in their work and personal lives. At the beginning of the individuals' workshop, participants filled in a questionnaire (pre-test) that diagnosed their individual situations regarding workload, stress level at work, and level of satisfaction with their work. Five weeks after the completion of the workshop, participants filled in a similar questionnaire, measuring changes in their behaviour and the benefits of training. The objectives of the team session were similar but focussed on better ways to optimize the linkages between each member in order to better manage personal and team workloads. The participants worked on concrete work issues and produced a work plan adapted to their specific situation.

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Environment Canada

Workload Package

In order to achieve greater success with respect to workload management as well as for other important issues, the Public Service Commission of Canada (PSC) is taking a non-prescriptive approach to allow both employees and managers the flexibility to determine the best suited course of action for their respective situations. The approach, therefore, is to think globally but act locally because the root causes of this or other issues are not necessarily the same. This is why the PSC Corporate Action Plan consists of a menu of possible tools and services available for employees and managers.

Tools

The tool kit comprises best practices drawn from both the public and the private sectors on elements of the strategy, such as values, processes, HR management practices, empowerment, HR planning, and organizational culture. The tool kit is placed on the Intra-Com and is considered a work in progress.

Best practices for e-mail have been developed to help manage this means of communication.

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Public Service Commission of Canada

Workplace Health

Business Health Culture Index

Canadian Heritage assesses its organizational culture using the Business Health Culture Index (BHCI). This is a tool that measures the manner in which employees perceive stress at work, which is then balanced or offset with their level of satisfaction with their work. The BHCI can

therefore evaluate the extent to which an organization is working for or against its business objectives.

*Sharon Squire: (819) 994-0671
Canadian Heritage*

Business Health Culture Index

The Business Health Culture Index (BHCI) is a tool designed to help foster the health of an organization and its employees. It assesses the extent to which the health culture of the organization is working for or against its business objectives by measuring the four key job stress and satisfaction factors: demand, control, effort, and reward.

The BHCI ranges from -2 to +2. A minus score indicates more stress than satisfaction and, therefore, that the health culture of the organization is working against its business objectives. A plus score indicates more satisfaction than stress and, therefore, that the health culture of the organization is working toward its business objectives.

*Susan Amos: (819) 953-1202
Social Development Canada*

Health and Safety

Following a work environment study conducted in 2000, Measurement Canada developed and implemented a formal health and safety program and delivered comprehensive training on the roles and responsibilities of the workplace parties within the organization (e.g. senior management, employees, as well as the health and safety committee or representatives) and workplace hazards and issues specific to the organization (e.g. hearing protection, confined spaces, material handling, and personal protective clothing). The implementation of these programs accounts for the improved results (93 per cent employee satisfaction) the agency achieved in the 2002 Public Service-wide Employee Survey in the areas of health and safety.

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Industry Canada*

Workplace Health and Human Resources Modernization Initiative

Health Canada launched the Workplace Health and Human Resources Modernization (WHAHRM) Initiative in 2002. WHAHRM aims to create a workplace that values and actively promotes employees' health and well-being and supports their ability to fulfil the department's mission of helping Canadians maintain and improve their health.

In support of the WHAHRM Initiative, a three-year action plan entitled *Healthy People in a Healthy and Effective Organization: A Roadmap for Action within Health Canada* was launched in June 2003. It responds to what employees have expressed through surveys, dialogues, focus groups, and consultations. The six departmental priorities outlined in the action plan are leadership and accountability, modernizing HR management, workload, employee health, facilities, and communications.

The WHAHRM Initiative is a philosophy that incorporates a way of working with a plan that is results-focussed, builds on previous successes, integrates the work of other departmental initiatives, and strives for a balanced approach based on actions that benefit both the individual and the organization. The WHAHRM Initiative is about action that will change the department for the better by building in organizational practices and creating an organizational culture that will enable it to move forward and become a work environment model.

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Health Canada

Youth

Environment Canada National Youth Network

The Environment Canada National Youth Network (ECNYN) is a forum where people meet to identify common concerns and objectives and to discuss how to enact progressive change within Environment Canada. Some of ECNYN's interests include community building, knowledge and information sharing, training and education, and recruitment and retention. Participants have the opportunity to share their knowledge with others and to look at issues from other people's perspectives, helping them develop professionally and personally and contribute to the future of Environment Canada.

ECNYN held a national meeting in the spring of 2003. The purpose of the meeting was to gauge membership in youth networks and to develop a plan for the future advancement of the ECNYN. It brought together representatives from all six Environment Canada regional youth networks, thereby ensuring broad representation from throughout the department.

Jean-Luc Labelle: (819) 953-6628

Environment Canada

Youth Committee

The Public Service Commission of Canada (PSC) has established a youth committee. The name of the committee is Youth Actions, an acronym for Ambassadors of the Commission for Transforming and Influencing the Organization creating a New Synergy.

This committee provides a setting for employees who are young and young at heart to learn, develop their skills, communicate, and create links with others. In addition, the committee provides a forum for its members to discuss issues, conceive of new ideas, and generate actions to help the PSC become a workplace of choice. It also responds to the need for young employees to have a voice and to be able to participate in decisions affecting the future of the PSC while providing them with a broader understanding of the issues faced by the PSC and its decision-making procedures.

Phung Truong: (613) 943-2025

Public Service Commission of Canada

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