

Human Resource Strategies in Times of Change - An Inventory of Initiatives, 3rd Edition

(Publié aussi en français sous le titre *Stratégies en matière de ressources humaines d'une période en évolution - un recueil d'initiatives, 3ième édition*)

Foreword

This inventory of Human Resource initiatives is prepared as a guide and information source that will hopefully facilitate benchmarking, information exchanges, collaboration, or perhaps even 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. It would be appreciated if you could fill in the form and return it to the Organization Development and Effectiveness Team at your earliest convenience.

For further information or assistance, call Sylvie Lance Roussel at (613) 946-9310 or Mary Lou Levisky at (613) 941-1426.

Suzanne Ouimet
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Human Resources Branch
Treasury Board of Canada Secretariat

List of Contributors

Agriculture and Agri-Food Canada

Canada Customs and Revenue Agency

Canadian International Development Agency

Environment Canada

Fisheries and Oceans

Foreign Affairs and International Trade

Health Canada

Human Resources Development Canada

Immigration and Refugee Board

Indian and Northern Affairs Canada

Industry Canada

Natural Resources Canada

Public Service Commission

Public Works and Government Services Canada

Royal Canadian Mounted Police

Solicitor General Canada

Statistics Canada

Transport Canada

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Each initiative includes the name and number of a contact from the contributing department or agency.

At the end of each section, you will find other initiatives linked with the main subject of the category.

This document was last updated July 2000.

Career Management

General

1. Enhanced Pre-Posting Briefings and Re-entry Workshops

A number of new workshops have been identified as a need and added to the programs. Workshops on Taxation and Customs, Going Alone, Living Apart, Safe Foreign Living by regions, Staying Healthy Abroad, Personal Valuables, Care of the Elderly, have all been added to the pre-posting program in the last few years. For the re-entry program, three workshops have been added. They are Living Together Again, Re-entry for Teens and Living in Canada.

Aline Taillefer-McLaren (613) 995-8910
Department of Foreign Affairs and International Trade

2. Spousal Workshops

Two new workshops have been added to the program for Spousal Employment: Developing Your Portable Career and Self-employment. This type of training was identified by the spousal task force. These two workshops are an attempt to provide the required tools and techniques for spouses to assist them in finding employment abroad and/or in Canada.

Aline Taillefer-McLaren (613) 995-8910
Department of Foreign Affairs and International Trade

3. Spousal Data Bank

In the summer of 1998, an electronic database for résumés that is accessible around the world was created for spouses of rotational employees. This database was professionally designed to be convenient and user-friendly to candidates and management alike. This system is equipped with search tools that make it very easy for managers to search for a candidate with certain skill sets. Managers can post contract work opportunities on this system and spouses are able to update their résumés as required. Presentations of this system have been given to senior management of the Department as well as Heads of Mission. The database will also shortly be accessible by other Government departments as well as outside organizations.

Deborah Birrell (613) 995-0384
Department of Foreign Affairs and International Trade

4. Spousal Employment Report

This report provides important information on the employment opportunities in each mission as well as information on reciprocal employment agreements, work permits, and statistics on

number of spouses working at missions. It also provides a list of potential employers. This report is now available on the Human Resources Intranet Home Page.

Deborah Birrell (613) 995-0384
Department of Foreign Affairs and International Trade

5. Career Management

Transport Canada has implemented a national program of advertising developmental assignments via the Internet. The system is designed to make employees aware of assignment opportunities that may broaden their skills and assist them in their career planning. The website is also linked to other departmental and Public Service career management websites.

Brenda Marchbank (613) 998-5786
Transport Canada

6. Career Assessment Tools and Resources

Various career assessment tools and resources – such as the *Myers-Briggs Type Indicator* (MBTI), *True Colours*, *Strong Interest Inventory*, DISC and *SkillScan* are used to help employees learn more about themselves as individuals, and assist them in developing personal career plans.

Suzanne Bertrand (613) 993-8043
Royal Canadian Mounted Police

7. Change and Transition Workshop

This workshop provides employees with tools to assist them in dealing with organizational change and transition. It allows them to identify the typical stages of transition; explore different coping strategies; and recognize their personal resources when dealing with transition.

Suzanne Bertrand (613) 993-8043
Royal Canadian Mounted Police

8. Life/Work Series Workshop

This integrated, five-step, modular approach assists employees in placing the nature of career development within the context of the changing nature of public-sector organizations. This workshop assists employees to take control of their lives and work; see changes in the organization as opportunities rather than threats; establish rewarding life/work plans and goals; and become self-motivated and self-directed.

Suzanne Bertrand (613) 993-8043
Royal Canadian Mounted Police

9. 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 own career development. Employees can register for CAREER STRATEGIES FOR TODAY, a series of modules on Self-assessment, Preparing your C.V., The Road to a Successful Interview, Networking and Marketing Yourself. Tools that employees are using for self-knowledge include, amongst others, the Myers-Briggs Type Indicator and the Strong Interest Inventory.

Louise Lappa (613) 954-3607
Industry Canada

10. Career Centre

The Career Centre is a focal point for career development and planning services. It offers a range of group and individual services as well as programs designed to help employees take control of their own careers and to be in a better position to make informed choices. Career management services are available to all employees across the country. Services and programs include individual career counselling; a wide range of workshops and lunch-hour sessions on career-related topics; resource material, tools for the evaluation of potential, career discussions; and activities to celebrate Canada Career Week. Employees also have access to several documents that were developed in-house or in partnership with other organizations, such as a networking guide and booklets on job search strategies and techniques. In addition, a computerized system has also been created to capture counselling data and to produce reports on counselling activities and clients.

Patricia Jaton (613) 952-2830
Health Canada

11. Pas De Deux

"Pas De Deux" offers employees a chance to expand their horizons and learn about other areas of Health Canada. This program has two components; shadowing and exchange, both aimed at helping employees acquire new knowledge, skills and experience.

In the shadowing experience, the employee follows the host through their daily routine, attends meetings and helps out where needed. It lasts from one to five days. The exchange involves two employees who temporarily switch functions, which allows them to explore new career opportunities and to broaden their knowledge of the Department. Exchanges are from one week to three months.

Patricia Jaton (613) 952-2830
Health Canada

12. Career Development Tools For Managers

Health Canada's Career Centre recently conducted a research project on Organizational Career Development. Based on the results of this study and on clients' needs, a *Career Coaching Guide* was developed and several workshops and mini-sessions were designed and are offered to managers to assist them in the career development of their staff.

Marie-Claude Côté (613) 941-1927
Health Canada

13. La Relève Initiatives Related to Employee Development

The Learning, Development and Diversity Division of Health Canada responded to the Government-wide call for the renewal and rejuvenation of the Public Service by developing the following:

- 1) three innovative *La Relève Development Programs* which target employees working at different levels within the Department (junior, intermediate and middle management); and,
- 2) a *La Relève folder*, which describes the departmental-wide, services and programs that directly support the La Relève initiative.

Patricia Jaton (613) 952-2830
Health Canada

14. Compensation Advisor Training Program

A Compensation Advisor Training Program within Health Canada was launched in January 2000. The objective of the Program is to ensure the availability of highly competent Compensation Advisors to meet the current and future demand for compensation services. The Program Trainees will enter the program at the CR-4 level and will be trained to the full working AS-1 level through on-the-job and formal training. This Program has been developed to provide career growth for current employees and as an opportunity to externally recruit members of the designated groups (Aboriginal Peoples, Disabled Persons and Members of Visible Minority Groups). This will help ensure a diversified renewal of the Human Resource Community in the spirit of "La Relève".

Nicole Gareau (613) 957-0752
Health Canada

15. Career Management for Members of the Designated Groups

Health Canada Employees Development Centre (EDC), Quebec region, has initiated a new partnership with the Public Service Commission regarding three projects in career management

for members of designated groups. These projects include specialized training in career counselling and career management for members of the designated groups; an interdepartmental mentoring for members of designated groups; and the evaluation of management skills for members of designated groups. These initiatives are funded by the Treasury Board Employment Equity Partnership Funds.

André Lafond (514) 283-5117
Health Canada

16. Career Development

Following the Public Service study *Building a World-Class Workforce* (The Duxbury Report), in which Environment Canada participated, a paper on career management in the Department was prepared to generate discussion and in order to eventually produce career development tools suited to departmental needs.

Martine Caron (819) 997-8707
Environment Canada

17. Personal Learning and Development Plan

Development and provision of new tools to facilitate employee career development. Available on Human Resources regional website.

Doug German (780) 951-8703
Environment Canada (Prairie and Northern Region)

18. Leadership Architect

Conducted a pilot of the Leadership Architect software to facilitate career development and competency-based management in support of managers and employees.

Rita Murray (780) 951-8698
Environment Canada (Prairie and Northern Region)

19. KPMG / PEER '99 - Management Development

Career development for potential middle managers. (Pilot series of meetings, training and speaker initiatives.)

Brenda Metropolit (604) 664-9144
Environment Canada (Pacific and Yukon Region)

20. Career Planning Website

New website providing employees with guidance and information on career management. The site includes tips on résumé writing, mentoring, preparing for an interview, job searching, etc.

Anita David (416) 739-4750
Environment Canada (Ontario Region)

21. Regional Resource Centre - Career Management

Continuously update and expand the regional resource centre and inform all staff of resource materials available to support employees' career management activities.

Alexandra Ngan (604) 713-9509
Environment Canada (Pacific and Yukon Region)

22. Career Management Program for New Development Officers

In 1997, as a result of its long standing practice of hiring people with previous experience, the Canadian International Development Agency (CIDA) was confronted with a double-edged problem – an ageing workforce and a shortage of younger employees able to replace retiring employees. CIDA thus created the *Career Management Program for New Development Officers*. The purpose of the program is to recruit qualified candidates and develop them into skilled and experienced Development Officers for CIDA's program and policy branches. It uses a learning program that combines structured work assignments and classroom training which is tailored to the participants' collective and individual needs.

Carole Lepage (613) 953-2413
Canadian International Development Agency

23. Career Visioning Workshop

This is a one-day workshop designed to help employees from the administrative support and materiel management community clarify their career vision through a variety of personal reflective and sharing activities, as well as an opportunity to hear fellow colleagues tell their career stories. During lunch, employees can also join sector representatives at their kiosks and learn more about their Department. It is an exploration of self from all perspectives. Participants find new insights and clarity while reflecting on their dreams and goals. They begin to see new choices and new possibilities for a career path about which they may not have thought. They involve themselves in a creative process of finding their future evolving, growing and progressing.

Thérèse Bergeron (613) 947-0567
Natural Resources Canada

24. Personal Learning Plans

The rapidly changing world of work is driving a need for organizations to be flexible and innovative in the delivery of their products and services. Employees in these organizations need to understand that their current skills must be maintained. In addition, they must learn continuously in order to develop new skills. The "Personal Learning Plan" workshop is designed to support this "new world of work" message and to encourage career self-reliance. The objective of the workshop is to assist Industry Canada employees to develop a living document for personal learning and planning. In the context of this workshop, participants will begin to understand their talents, values, abilities and current skills as they move toward the creation of the "Personal Learning Plan" to support their career/personal development.

Joan Wilson (613) 954-3605
Andrew Coombs (613) 954-4052
Industry Canada

25. Corporate Management of Key Employee Groups

Ensure Corporate management of key employee groups (MT, EG, RES, CS) as a national pool of resources. Includes establishment of common conditions of work, occupational training programs, national recruitment and training standards, and career management.

Louise Kindree (416) 739-4249
Environment Canada (Meteorological Service of Canada)

26. The Aboriginal Career Development Initiative (ACDI)

Health Canada has agreed to take the lead for the development and implementation of a Government-wide pilot project entitled the *Aboriginal Career Development Initiative (ACDI)*. This project which was developed by members of the Treasury Board Secretariat Consultation Committee on Employment Equity for Aboriginal Peoples, will facilitate interdepartmental assignments to provide training and career development opportunities for Aboriginal employees (First Nations, Metis and Inuit) in the National Capital Region (NCR) and Edmonton. Assignments will be the main focus but other career related mechanisms will also be a part of the initiative. Its launch is expected to take place by March 2000 in the NCR and then in Edmonton in 2000-2001.

Guy Freedman (613) 952-6131
Health Canada

27. Skip-Level Interviews

To increase the awareness of avenues and options for career development, an additional step has been added to the Performance Feedback and Review Process. Employees are invited to meet with their supervisor's supervisor. The meetings provide employees with a corporate perspective

on occupational growth. The interview focuses on employee career aspirations and the skip-level supervisor offers suggestions on the most appropriate means of obtaining the prerequisites for the goals, through on-the-job training, courses, seminars, conferences, assignments or other means. One of the main themes of these interviews is encouraging versatility in employees through developmental opportunities. All employees are entitled to have a skip-level interview once every two years with their second level supervisor. The occurrence of such an interview is recorded on the annual performance review form.

Monique Clément (613) 951-1007
Statistics Canada

Also see initiatives 51, 66, 156, 164, 196, 204, 223.

Mentoring

28. Mentoring Program

Health Canada employees and managers can benefit from the *Mentoring Program*, which aims to establish interactive learning relationships between seasoned employees and persons being mentored. Diversity Mentoring workshops are offered regularly to mentors and those they work with. Several activities such as networking sessions and mentoring panels are organized throughout the year. A Mentoring Award was created in 1999 and thirteen mentors were recognized during National Public Service Week in June of that year.

Patricia Jatou (613) 952-2830
Health Canada

29. Mentoring

Updated and implemented a mentoring program, in partnership with other federal departments located in the Terrasses de la Chaudière (Hull, Quebec) complex.

Renée Leblanc (819) 997-0641
Environment Canada (National Capital Region)

Also see initiatives 61, 65, 119.

Classification/Universal Classification Standard (UCS)

30. Universal Classification Standard Compilation Tool

As part of the on-going implementation phase of the Universal Classification Standard (UCS), the Department of Fisheries and Oceans has developed an easily adaptable compilation tool. This tool allows the preliminary UCS weights and levels to be assigned to all the UCS evaluated data from the Position and Classification Information System (PCIS) data cube. It is utilized to continuously analyze organizational impact and to address departmental and interdepartmental relativity issues. The compilation tool is not limited only to the production of relativity reports but can also be used to create other analytical reports. This information technology initiative has been shared with six other departments and agencies who have found it very useful and time saving in the analysis process.

Josée Lavergne (613) 993-3581
Noël Parent (613) 990-0050
Fisheries and Oceans

31. UCS Lotus Notes Site

This site provides general information on the Universal Classification Standard (UCS). It has two objectives: to provide information to employees on the UCS and its implementation in the Department and to provide an interactive work description database. The site has information sources included so that you can get additional information and ask questions. New information is posted on the site regularly. It consists of five main components: General Information, Update to Employees, Tips and Tools, Frequently Asked Questions, and a UCS Work Description Database.

France Lebeau (613) 952-4616
Health Canada

32. UCS Rating Patterns

A series of rating patterns has been developed to assist in the application of the Universal Classification Standard (UCS). These are updated to reflect revisions to the UCS. UCS evaluators find that the rating patterns provide excellent examples to illustrate rating differences.

Roger D. Pilon (613) 952-4195
Health Canada

33. UCS Training Modules

Several in-house training courses have been developed for Universal Classification Standard (UCS) Work Description Writers and UCS Evaluators. A half day Orientation Session and a three day Work Description Writing Course are also available for employees and managers who have to write their own work description and/or review work descriptions written by others.

Faye Bancesco (613) 957-3001
Health Canada

34. Universal Classification System (UCS)

The first phase of the Department's Informal Conflict Resolution initiative has been to adapt this approach to the implementation of the Universal Classification Standard. Unions, managers and Human Resources officers are developing and implementing an informal conflict resolution process. In addition, the Department is developing a set of change management interventions to support managers and employees in adopting the underlying values of the new system to the organization of their business and work.

Louise Delorme (819) 956-5122
Public Works and Government Services Canada

Also see initiative 44.

Communications

35. Communications

The Royal Canadian Mounted Police (RCMP) has developed an automated *Employee Orientation Guide* that allows employees to access information they need about the organization, their unit and their benefits on line as required. It is being built into the 'orientation to the work site' component of the RCMP learning program maps, which are designed for each job. The guide is available through Internet on their website at www.rcmp-learning.org

Deborah Doherty (613) 993-5377
Royal Canadian Mounted Police

36. Communications Strategy for Employees

Personnel Bulletin: The Human Resources Branch communicates information on human resources policies, changes in benefits and other information through the regular electronic publication, *Personnel Bulletin*. The bulletin is sent to all employees and continues to be a popular way to inform them of changes.

Human Resources Intranet Site: The Human Resources Branch has set up an Intranet site containing departmental policies, procedures, reference documents and other useful information. There are links to external sites, including links to competition posters, assignment programs and other career information. Additional information and features are continuously being added.

Managers' Guide to Human Resources: This in-depth manual provides managers with all the information they need to manage their human resources. Easy-to-follow charts and plain language help managers understand the processes behind all the human resources policies they need to know.

Orientation Manual for New Employees: An orientation manual is presented to new employees at their orientation session. It provides them with up-to-date information on human resources, the library, the mandate and structure of the Department and everything they need to know as a new employee.

Zaiga Bradley (819) 994-7428
Indian and Northern Affairs Canada

37. Compendium of Human Resources Initiatives

An up-to-date and easy-to-use inventory of all Human Resources (HR) initiatives in Environment Canada consisting of a database with three search applications and various format options to meet users' reporting needs. It is a tool for all employees and managers to keep track

of what is happening on the HR front; to share best practices; develop partnerships; and to produce quick reports.

Jovette Champagne (819) 997-6735
Environment Canada

38. HR Focus Newsletter

Development and provision of monthly Human Resources Newsletter used to communicate organizational changes and ideas to Prairie and Northern Region staff.

Sherry Osborne (780) 951-8692
Environment Canada (Prairie and Northern Region)

39. Revival of Departmental Newsletter

A few years ago, the Department revived the internal newsletter (*Scoop*) but in an electronic format, to avoid the costs associated with printing and distribution. Employees have responded positively. The philosophy of the newsletter is partly responsible for its success. It is written by and for employees, rather than as a mouthpiece for management.

Jean-Pierre Bissonnette (613) 993-7707
Solicitor General Canada

40. Human Resources Branch (HRB) Newsletter

Initiated to bridge the gap between various human resources programs, the *HRB Newsletter* is a two-page Word document distributed electronically to over 200 human resources employees at headquarters. The newsletter also serves as a bridging mechanism with twelve regional Human Resources directors. Those directors are encouraged to share the information with their employees. The *HRB Newsletter* includes information on new initiatives, a “What's New” section, and a section highlighting a regional initiative.

Ginette Dubé (819) 997-8725
Human Resources Development Canada

41. Communications and Working in Partnership

To celebrate the Year of *La Francophonie* in Canada, as well as to allow employees at both the Immigration and Refugee Board and the Canada Customs and Revenue Agency located in the Canada Building to test their written communications skills in French, employees were invited to take part in a French dictation. This exercise allowed them to test their knowledge in areas such as grammar, spelling, punctuation, etc. This activity was held over the lunch hour on a day in February with prizes awarded.

Nathalie DesRosiers (613) 947-1802
Immigration and Refugee Board

Lorraine Turcotte (613) 941-0909
Canada Customs and Revenue Agency

42. HR Online

HR Online is Agriculture and Agri-Food Canada's Intranet and Internet site for the delivery of Human Resources (HR) information and services. The focus of this initiative has been to simplify HR processes, maximize the use of leading-edge technology; and to develop easy-to-use tools for managers and employees in order to save money, time and to improve the quality of HR decisions.

Some of the following information is available to clients through HR Online: Assessing Competencies, Pension Calculator, Personal Leave Balances, Orientation, Benefit Chart and many other HR tools to provide one stop shopping for HR Services.

JoAnne Christie (613) 759-1177
Agriculture and Agri-Food Canada

43. Interactive Leave and Attendance Module (ILAM)

ILAM is one of the Corporate Services Branch service quality initiatives. It empowers employees by giving them an interactive, self-service tool for instant access to daily leave information and leave request details. The system has automated the leave approval process and replaces the use of paper forms. Casual and term employees less than three months, and employees who do not have access to Lotus Notes will still be required to submit paper forms.

Pauline Thériault (613) 957-2999
Health Canada

44. Oracle Discoverer - a Reporting Software

Human Resources Planners can now use a new software called Oracle Discoverer to turn data into statistical and demographic reports related to the various Human Resources areas, from succession planning to classification and employee recognition.

Ron Duval (819) 997-8710
Environment Canada

45. E-mail Leave System

Exchange Mail System, which allows employees to complete leave requests on line, forward them to managers for approval and input the information into HR database. Gives managers and employees on-line access to leave information.

Jack Sadubin (902) 426-4318
Environment Canada (Atlantic Region)

46. HR Website

The Human Resources and Corporate Services Branch of the Canadian International Development Agency have constructed an internal (Intranet) website to service its employees. The website links all internal human resource activities, policies and procedures for easy employee accessibility thus improving communication and awareness while increasing openness and transparency. The site also makes important links to other useful and needed external sites in order to provide other Government information, which can assist the employee in their planning, programming and recruitment activities.

Tom Raynor (613) 997-1413
Canadian International Development Agency

47. On-line Employee Orientation

Following a suggestion in the departmental "Virtual Suggestion Box" the Department created an on-line employee orientation package for new employees. This option on the main page of the Department's Intranet site provides important information which employees need to settle into the Department and help them with the administrative aspects of their work. This orientation package is structured in a questions-and-answers format with a user-friendly interface accessible from everyone's desktop computer.

Jean-Pierre Bissonnette (613) 993-7707
Solicitor General Canada

48. Paperless Office - An Employee Self-service Web Application

Paperless Office is a Human Resources Development Canada (HRDC) Intranet employee self-serve application designed to provide HRDC employees with access to their personal leave information. The user accesses the electronic service through the departmental Intranet, identifies him or herself as an employee of HRDC and ensures protection of confidential information by entering a Personal Record Identifier (PRI) and password on the Welcome/Logon page. Once access has been electronically authorized, the employee is able to see for example, his/her **leave status** which provides an overview of leave activity and balances, **leave taken** which lists leave requests, **accumulated compensatory time** which lists extra duty being compensated in time, **vacation leave entitlement** which displays annual entitlement, and **sick leave entitlement** which displays monthly allocation of sick leave. Real-time information is displayed directly from the database through user-friendly screens. Common leave related questions are handled through links to basic leave entitlement information. As well, there is a link to the Compensation and Benefits site for those seeking more detailed information.

Robert St-Jean (819) 994-5438
Human Resources Development Canada

Also see initiatives 3, 4, 5, 17, 20, 21, 31, 49, 51, 52, 53, 57, 58, 59, 61, 62, 65, 75, 79 86, 91, 100, 101, 103, 104, 106, 107, 115, 116, 117, 119, 123, 127, 129, 142, 146, 150, 151, 156, 161, 168, 169, 175 176, 186, 189, 191, 192, 194, 202, 203, 204, 205, 206, 217, 219, 220, 221, 222, 223.

Compensation and Benefits

49. Benefit Chart

The Benefit Chart was originally created to provide compensation specialists with a quick reference chart when advising employees on benefits that apply to their tenure of appointment. The chart was added to Agriculture and Agri-Food Canada (AAFC) HR Online site so that all employees could see which benefits/deductions are applicable to their situation. HR Connexions has added a link to the AAFC site under their benefits section, which permits all departments to access this working tool.

JoAnne Christie (613) 759-1177
Susan Killeen (613) 759-1148
Agriculture and Agri-Food Canada

50. Compensation "Double Vision" System

Two computer monitors using the same mouse have been installed on all compensation advisors' desks to allow access to the various information systems they use and the other to let them search the new online instruction manuals. These new guides, which replace huge and unwieldy binders full of paper, are quickly accessed and easy to update.

Hélène Desforges (819) 997-6271
Environment Canada

Also see initiatives 14, 43, 45, 48.

Employment Equity

51. Aboriginal Fisheries Strategies and the Guardian Program

By mandate, the Department of Fisheries and Oceans (DFO) continues its relationship with Aboriginal communities through the Aboriginal Fisheries Strategies (AFS). The AFS is designed to provide, among other things, economic opportunities to Aboriginal groups in coastal areas of Canada.

The Aboriginal Allocation Transfer Program (ATP), a component of the AFS, involves the issuance of commercial licenses to Aboriginal communities. DFO is concentrating on issuing licenses to Aboriginal groups to fish on the same terms and conditions as other commercial fishers, thereby creating new commercial fishing opportunities and facilitating the economic development in Aboriginal communities.

Approximately 300 commercial licences have been issued to Aboriginal groups since 1994 through the ATP. Furthermore, Aboriginal communities have been steadily increasing their employment base in terms of deck hands, first mates and eventually skippers. The Department, its AFS and ATP are documented on several websites and Aboriginal links across Canada and the U.S. From a national perspective, the Department continues with its Aboriginal Fisheries Guardian Program, another component of the AFS. Through the Guardian Program, Aboriginal communities select candidates for training as fisheries "guardians" to monitor fisheries, collect harvest data, patrol with DFO staff, and report on fishery activities.

While guardians are not directly employed by the Department, and as such cannot be considered as employees, Fisheries and Oceans Canada does provide the funding to the various Aboriginal communities who employ these individuals. In the past, with their experience and following the prescribed training, some guardians have continued on to become departmental Fisheries Officers (GT-1s to GT-3s). In 1998-1999, for example, six Aboriginal Fisheries Guardians in the Pacific Region became employees of the Department (at the GT-1 level), and several others had opportunities for development and cross training. The Department's Training and Designation of Guardians Holding Delegated Powers is part of the Treasury Board Secretariat's *Current Best Practices Inventory*.

Doug May (613) 993-3048
Fisheries and Oceans

52. Two Innovative Employment Equity Publications: Employment Equity and the Selection Process and Tips on Supervising Employees in a Diversified Workforce

The Employment Equity Unit, in collaboration with the Corporate Staffing and Workforce Adjustment Unit, has produced a document that lists Employment Equity elements to take into consideration before, during and after a selection process. The document, *Employment Equity*

and the Selection Process, was distributed to all Human Resources advisors of the Department of Fisheries and Oceans across Canada and is a permanent component of the Department's new *Staffing Course for Delegated Managers*.

Complementing this publication, a new pamphlet entitled *Tips on Supervising Employees in a Diversified Workforce* provides managers and supervisors with tips on how best to supervise employees in a diversified workforce. The document is a permanent handout at all three levels of the Department's *Management Development Continuum*, a mandatory learning program for managers at different stages of their career (Level I is for supervisors, Level II for middle managers and Level III for senior managers).

Allan Viehbeck (613) 993-3068
Fisheries and Oceans

53. EE Website

The Department of Fisheries and Oceans (DFO) is currently finalizing the development and design of a *Bobby-approved* (a software that makes a web page accessible to the visually impaired) Employment Equity Intranet site - i.e., one that will be accessible to all DFO employees including persons with visual impairments. This site is an innovation in terms of its comprehensiveness and accessibility. The Department plans to launch this new site in 1999-2000.

Allan Viehbeck (613) 993-3068
Fisheries and Oceans

54. The Employment Equity Committee

An Employment Equity Committee, one of a hierarchy of management committees dedicated to guiding human resources management, leads Employment Equity initiatives undertaken by Statistics Canada. Chaired by a line director, and comprised of managers selected by the Chief Statistician, along with the chairs of the four designated groups committees, this human resources committee develops initiatives based upon self-identification data and recommendations from the designated groups committees. Employees from the designated groups are encouraged to participate in and contribute to the four designated groups committees:

- The *Women's Issues Committee (WIC)* composed of female and male employees, examines workplace issues such as how employees can benefit from working together, how they balance their personal and professional lives, and how they can make the most of their time.
- The *Aboriginal Employee Committee (AEC)* promotes the recruitment, retention and advancement of Aboriginal employees. It provides a support network for Aboriginal employees and promotes awareness and sensitivity toward Aboriginal peoples.
- The *Sub-Committee on Disability Issues (SCDI)* addresses topics of concern to employees with disabilities such as career development, training, access to assistive devices, physical accessibility and accommodation, benefit issues, attitudinal barriers which persons with disabilities may encounter in the workplace and awareness of issues affecting employees with disabilities.
- The *Visible Minorities Consultative Group (VMCG)* is a forum for employees who are members of a visible minority group to express concerns and discuss issues related to Employment Equity. It promotes sensitization and awareness to issues of concern to persons in a visible minority group.

The Employment Equity Committee also uses advisory groups and working groups to help guide initiatives. One such advisory group suggests the types of analyses required on self-identification data, while another group, the *Review of Selection Processes Work Group*, reviews the qualifications required for intermediate and higher level positions, as well as the results of competitive processes, to eliminate barriers that could hinder the advancement of Employment Equity group members, and to identify trends and issues.

Monique Clément (613) 951-1007
Statistics Canada

55. Underfill Program for the Recruitment and Promotion of Aboriginal Detachment Clerks

The Royal Canadian Mounted Police obtained delegation to make appointments without competition from outside and within the Public Service, in accordance with section 44 of the *Public Service Employment Regulations*, within the context of an Employment Equity program.

The departmental underfill program outlines the manner in which recruitment and promotion of individuals are to be effected.

Lorraine Saull (613) 993-8105
Royal Canadian Mounted Police

56. Employment Equity Advisory Committees

Advisory Committees have been established for each designated group to advise senior management on Employment Equity and diversity issues. Each advisory committee works with a senior management Champion who is a member of the Departmental Management Committee. The advisory committees are consulted regularly on the development of human resources programs and policies.

Lucie Savard (613) 759-1164
Agriculture and Agri-Food Canada

57. Bias-free Selection

Health Canada developed a brochure entitled *Bias-free Selection - Fact and Tips*. This document serves as a quick reference tool for selection board members. Copies of this brochure are provided to all diversity-training participants and have been made available to all employees via an electronic message.

Hélène Cossette (613) 957-3220
Health Canada

58. Employment Equity Glossary

Health Canada produced an *English-French Employment Equity Glossary*. This publication contains the vocabulary of Treasury Board's Employment Equity Program. It also includes terminology relating to policies and measures for implementing Employment Equity in the Public Service as well as statistical terms on the representation and distribution of members of the four designated groups.

Oro Bengio (613) 957-3213
Health Canada

59. Diversity Newsletter

Health Canada developed a Diversity Newsletter, *Kaleidoscope*, published twice a year as an insert in the departmental newsletter. This newsletter enables employees to celebrate diversity together and share their experiences. It includes articles written by employees on special events, personal stories, best practices, etc.

Gisela Messier (613) 957-3228
Health Canada

60. Health Canada Employment Equity Program

The Program was first introduced in 1998 for members of visible minority groups and is now expanded to all four designated groups (i.e. visible minorities, persons with disabilities, Aboriginal peoples and women). The Program will assist Health Canada to achieve an equitable representation and distribution of designated group employees throughout the Department by going beneath aggregate numbers to close the gaps in representation at all groups and levels. It forms part of Health Canada's strategic and proactive approach to achieving a workforce that is reflective of the Canadian population.

Barbara Colley (613) 946-9495
Health Canada

61. Training Manuals on Mentoring

As part of the Employment Equity Program, workshop manuals were developed for the training of managers as mentors and designated group members as those mentored. They are being converted to an electronic format to be included on the Human Resources Intranet Site. A trainer's guide is also available.

Roch Davidson (819) 994-7667
Environment Canada

62. Employment Equity Networks

Establishment of three networks, respectively for the Aboriginal peoples, members of visible minorities and persons with disabilities, to provide members of designated groups with a forum to express their opinions and to assist in the management of the Employment Equity program.

Roch Davidson (819) 994-7667
Environment Canada

63. Adaptive Computer Technology Program

The Adaptive Computer Technology (ACT) Program aims to assist in the integration into the workplace of employees with disabilities who require computer access. It enables a person who has a sensory, mobility or learning disability to use a computer by reducing or eliminating the barriers presented by the standard computer interfaces. Environment Canada provides ACT services to other Government departments.

André Demers (819) 953-2492
Roch Davidson (819) 994-7667
Environment Canada

64. Adaptive Computer Technology Training Program

Through the support of the Treasury Board Secretariat's Employment Equity Positive Measures Program, Environment Canada's Adaptive Computer Technology (ACT) Program has created a multidimensional instructional program for Information Technology professionals within the Public Service. This training will provide technicians and their respective departments an opportunity to enhance the employability of persons with disabilities.

André Demers (819) 953-2492
Roch Davidson (819) 994-7667
Environment Canada

65. Interdepartmental Mentoring Initiative

Electronic system to identify mentors and protégés and was initially focused on Metro Halifax but will expand to Atlantic Region. Providing support for diversity and employee development, it is an interdepartmental initiative. The site is available at <http://lss.ns.ec.gc.ca:8000/LearningCentre/Mentoring/>

Eric Barnaby (902) 426-1919
Environment Canada (Atlantic Region)

66. WEST Project

Women in Environment Science and Technology is an Environment Canada Learning Fund initiative undertaken to address the systematic barriers to the recruitment and retention of women in science and technology.

Line Lamothe (819) 953-1575
Environment Canada

67. Aboriginal Student Apprenticeship Program (ASAP)

Environment Canada developed and implemented the Aboriginal Student Apprenticeship Program to assist in the recruitment of Aboriginal staff.

Rita Murray (780) 951-8698
Environment Canada (Prairie and Northern Region)

68. Employment Equity and Environment Week

Environment Canada's Great Lakes and Corporate Affairs directorates co-ordinated a two-day event where physically challenged students were invited to a tour and various presentations.

Mike Goffin (416) 739-4936
Environment Canada (Ontario Region)

69. Eastern Quebec Interdepartmental Network on Diversity and Employment Equity

Participation in a network discussing good departmental practices in the area of equity and diversity. Dissemination of Employment Equity plans, organization of interdepartmental Employment Equity training, sharing of documentation on diversity, work groups, etc.

Paul Shoiry (418) 648-5613
Environment Canada (Quebec Region)

70. Special Budget for Federal Student Work Exchange Program (FSWEP) Students in Designated Groups

A budget has been centralized for the recruitment of Federal Student Work Exchange Program students who are members of designated groups. Managers requesting a student are encouraged to consider members of designated groups instead of paying for the student's salary as the budget covers these expenses. This initiative will enhance the likelihood of finding qualified candidates to recruit upon graduation who are members of designated groups.

Ginette Baker (613) 944-1946
Department of Foreign Affairs and International Trade

71. Appointment of a Champion

The Department of Foreign Affairs and International Trade has appointed a Champion for Employment Equity (EE) at the Assistant Deputy Minister level. The Champion's role is to ensure that the Executive Committee gives appropriate consideration to all human resources issues related to the Employment Equity Program. The Champion also provides advice to staff responsible for Employment Equity matters concerning strategies in this regard within the

Department and plays the role of EE advocate on the Executive Committee and across the Department. The Champion attends and promotes special EE events and is a key member of the Employment Equity Consultation and Collaboration Committee.

Doreen Séguin (613) 996-8398
Department of Foreign Affairs and International Trade

72. Employment Equity Assistant Deputy Ministers' Interdepartmental Action Group

The Departmental Champion on Employment Equity chairs an informal Interdepartmental Advocacy Group made up of 11 Assistant Deputy Ministers. The objective of the group is to discuss common Employment Equity issues that need to be addressed, to share information and best practices, and to agree on a common approach.

Doreen Séguin (613) 996-8398
Department of Foreign Affairs and International Trade

73. Employment Equity Consultation and Collaboration Committee

The Department has set up an Employment Equity Consultation and Collaboration Committee, which has representatives of management, the union and designated groups. The Committee is responsible for consulting and providing recommendations on departmental Employment Equity issues.

Doreen Séguin (613) 996-8398
Department of Foreign Affairs and International Trade

74. Lowering the Education Requirement for Recruitment

In order to abolish systemic barriers for designated group members, the education requirement for the Foreign Service (FS) recruitment exercise has been lowered to a Bachelor's degree.

André Guillemette (613) 992-3051
Department of Foreign Affairs and International Trade

75. Communications

The Department regularly conveys information on Employment Equity (EE) to all of its employees and managers by means of the *Panorama* newsletter, the Signet e-mail system and its Intranet website. The Department is facilitating access to EE information by creating a website on diversity. The site will contain basic information on Employment Equity, the Department's action plan, Workforce Analysis, and a protected web board which employees will be able to use to submit questions and comments on EE issues and barriers (to be completed by March 2000).

In addition, all of the branches and directorates address Employment Equity issues at staff meetings, to which EE advisors are sometimes invited.

Lucie Amyotte (613) 944-1968
Department of Foreign Affairs and International Trade

76. Training and Development

In conjunction with the Canadian Foreign Service Institute, the Department is carrying out extensive research with a view to developing an Employment Equity (EE) workshop for all staff. The workshop will provide managers and employees with tools and techniques to help them understand diversity and Employment Equity and implement EE practices in the workplace. The pilot project will be presented in February 2000 and workshops will subsequently be delivered to senior management, middle management and employees throughout the Department in 2000.

Lucie Amyotte (613) 944-1968
Department of Foreign Affairs and International Trade

77. Reasonable Accommodation Measures

Reasonable accommodation measures are taken to retain members of designated groups both at Headquarters and at posts abroad. Measures include:

- flexible hours of work, telework and work sharing;
- redistribution of employees' hours of work to enable them to observe religious holidays, fulfil their obligations as natural helpers, etc.;
- purchase of equipment for employees with special needs;
- ensuring that the Department's premises abroad are fully accessible and that appropriate signage is used to guide visitors and clients and inform them of the Department's facilities. (Members of designated groups were involved in the design and decoration of the food services facility, in conjunction with Public Works and Government Services Canada and the Department's Property Management Directorate.)

Doreen Séguin (613) 996-8398
Department of Foreign Affairs and International Trade

78. Evaluation of Management's Performance

The Department has set up an appraisal review process. When appraisals are received at Human Resources Branch, they are reviewed by a committee. If action in regard to the Employment Equity commitment of a supervisor in a particular section is deemed necessary, the manager and employee concerned are contacted and a follow-up action is taken.

Doreen Séguin (613) 996-8398
Department of Foreign Affairs and International Trade

79. Voluntary Self-Identification Survey

The voluntary self-identification survey was conducted in February 1997, with a response rate of 79 per cent. The Department has a very efficient human resources data system and it inputs self-identification data on a daily basis. In addition, the Department reviews and updates self-identification data with the Treasury Board Secretariat every quarter.

Doreen Séguin (613) 996-8398
Department of Foreign Affairs and International Trade

80. Departmental Advisory Committee on Employment Equity

In an effort to foster a positive and responsive work environment, the Public Service Commission established the Departmental Advisory Committee on Employment Equity. The Committee consists of employees from management as well as the designated groups. Its mandate is to serve as an advisory body to senior management of the Department on human resources management issues impacting on members of the designated groups. Currently, the Committee is undertaking initiatives to (a) improve the integration of Employment Equity within management accountability; (b) enhance the quality of the workplace; and (c) improve the retention and career advancement of designated group members.

Robert Dawson (613) 992-9593
Public Service Commission

81. Employment Equity Advisory Committee

The establishment of an Employment Equity Advisory Committee at the Canadian International Development Agency is intended to further open the communication channels between employees of designated groups, as well as to provide a vehicle for information, input and feedback by representative members of the designated groups. This group is championed and chaired by a Vice President and has a representative membership from all designated groups who meet monthly.

Tom Rainier (613) 997-1413
Canadian International Development Agency

82. Aboriginal Student Internship Program (ASIP)

In force for more than ten years, this corporate program provides regional funding to support managers who have targeted Aboriginal students for recruitment.

Lois Pearce (819) 953-3092
Human Resources Development Canada

83. HRDC's Visible Minority External Recruitment Program

Due to the serious under-representation of visible minorities in Human Resource Development Canada (HRDC), the Department has received approval for an Employment Equity Program geared to the external recruitment of designated group members. The Visible Minority External Recruitment Program allows managers and human resources advisors in HRDC to legitimately request and receive only visible minority referrals from the Public Service Commission when recruiting from outside the Public Service. With this program, managers now have an accessible tool to support their efforts to increase visible minority representation as a part of their recruitment and retention strategies.

Lois Pearce (819) 953-3092
Human Resources Development Canada

84. Multicultural and Inter-Faith Calendar

Health Canada, in partnership with several federal organizations, developed a Multicultural and Inter-Faith Calendar. This calendar encourages understanding about multiculturalism, by identifying relevant religious and non-religious commemorations from different cultures.

Oro Bengio (613) 957-3213
Health Canada

85. Targeted Recruitment Initiative

A Targeted Recruitment Initiative aimed at increasing the scope of employment opportunities for designated groups, particularly persons with disabilities and Aboriginal peoples, channels applications from designated groups into an inventory. Full accommodation is provided by trained interviewers who assess the suitability of candidates for job openings. The program operates in parallel with the Agency's annual recruitment program, and actively seeks out candidates from Employment Equity groups, thus expediting the staffing process for professional, technical and support groups. Once on board, professional and technical recruits participate in a full recruitment and development program comprising work assignments interspersed with training, and facilitated by a mentor.

Diane Snowball (613) 951-0971
Statistics Canada

86. Aboriginal Internship Program

As part of an ongoing effort to provide training for Aboriginal peoples and enhance statistical capacity within the Aboriginal community, Statistics Canada has launched an Aboriginal Internship Program. The program, which is two years in duration, provides Aboriginal interns with a broad base of skills and practical experience related to statistics through formal training and work experience. Participants gain access to the Internship Program via a national competition process. Advertisement is done through the Public Service Commission employment website, in addition to an extensive mail out campaign. The internship consists of assignments within the Agency, with potential for assignments with other federal departments. Formal training is provided through existing Statistics Canada programs and is customized to individual needs and long term goals as well as targeted at benefits it may offer the Aboriginal community. It is hoped that at the conclusion of the program, knowledge and experience shared in the program can then be transferred to the Aboriginal community to assist in building statistical capacity.

Marie Patry (613) 951-9416
Statistics Canada

87. A Profile of the Intercultural Effectiveness Person

The Centre for Intercultural Learning of the Canadian Foreign Service Institute has developed a detailed competency profile of an interculturally effective person (IEP). Divided into Major Competencies, Core Competencies, Performance Statements and Behavioural Indicators, the IEP is the foundation upon which to build learning interventions, personnel selection instruments, and performance evaluations. The primary subject audience of the IEP is individuals working across international cultural borders; however, much of the IEP is applicable to domestic contexts as well. The key advantage of the IEP is its detailed behavioural indicators and avoidance of loose performance statements such as “respect” and “adaptation”.

Thomas Vulpe (613) 994-3734
Department of Foreign Affairs and International Trade

88. Diversity Training Program

Health Canada provides sensitization and awareness training to managers and employees. This training equips managers with practical tools and techniques to build their work team, while providing employees with a forum on valuing diversity. This training has resulted in the implementation of Branch/Region Codes of Conduct for creating a positive and harassment-free work environment. The following workshops are offered:

- Building Diversity at Work
- Working with Employment Equity
- Communicating without Frontiers
- Building and Leading Diverse Work teams.

Hélène Cossette (613) 957-3220
Health Canada

89. Workforce Analysis

Health Canada conducted its Workforce/Gap Analysis broken down by organizational elements to indicate the degree of under- or over-representation of designated group members in each occupational group and category, comparing local external availability with internal local representation. Gaps indicate the difference between the actual number of members of the designated group and the expected representation. This information is updated twice annually and presented to senior management for the revision of goals set out in their Branch/Region Multi-Year Employment Equity Plan.

Oro Bengio (613) 957-3213
Health Canada

90. Employment Equity

The Department of Public Works and Government Services Canada (PWGSC) undertook a variety of initiatives in support of Aboriginal youth and employment: participating in the Aboriginal Career Day at the First Nation Community in Pictou Landing, Nova Scotia; and conducting a job shadow project in the Atlantic Region where Aboriginal students were invited to PWGSC offices to learn more about the work environment. Also, in the spirit of the Department's partnership with the Assembly of Manitoba Chiefs, it brought on board the first group of interns under KIKINAWYENIMAN, an Internship Pilot Project PWGSC launched in November 1999. This pilot enables departmental branches to share learning opportunities with Aboriginal peoples in the fields of informatics and procurement. PWGSC has also developed a comprehensive list by province of employment service providers and Aboriginal organizations,

which have candidate inventories (including candidate profiles and related fees, if any) to support managers' recruitment efforts.

Marie-Christine Decourcelles (819) 956-4406
Public Works and Government Services Canada

Also see initiatives 14, 15, 26, 28, 153, 158, 173, 174, 175, 183, 192, 201.

Ethics

General

91. Ethics

The Royal Canadian Mounted Police's (RCMP) Mission, Vision and Values Statement was developed by focus working groups at the grass roots from throughout the organization. The Office of the Ethics Advisor promoted the statement to all employees through the distribution of wallet size pamphlets and by making it widely available electronically via the RCMP's Internet and Intranet websites.

William Maxwell (613) 993-1683
Royal Canadian Mounted Police

92. Ethics

Health Canada has developed and offered to more than 1,000 of its employees, a half-day program on "Ethics and Conflict of Interest". It is aimed at helping employees develop common values and principles in a workplace where rules and procedures are fast disappearing. A new session on the "New World of Work" is also offered.

Gilles Lemieux (613) 954-1700
Health Canada

93. Tools for Managers and Supervisors: "Coaching and Teambuilding" and Workshop and "Negotiation and Conflict Resolution" Workshop

This Learning Fund Project represents a follow-up to the "Leadership for New Challenges (LNC)" workshop and stems from a recent report on the impact of the LNC and on the management learning needs of Environment Canada managers and supervisors.

Martine Caron (819) 997-8707
Environment Canada

Harassment

94. Harassment in the Workplace

Taking note of the lessons learned from three years' experience with the Canadian International Development Agency's (CIDA) initial anti-harassment policy and briefing program, a revised policy has been launched in January 2000. This policy focuses on prevention and informal as well as formal ways to deal with harassment complaints. Rather than launch this with information sessions (as in the past), a series of facilitated discussions are taking place to sensitize Agency staff to harassment issues, promote understanding of harassment and of the new policy. These include a set of CIDA-based scenarios for small group discussion on harassment.

Sheilagh McFadyen (613) 994-4402
Canadian International Development Agency

95. Revised Policy on Preventing Conflict and Harassment

Environment Canada revised its policy with new focus on the prevention of harassment in the workplace and the use of practical tools in this regard.

Robert Gervais (819) 997-0653
Environment Canada

Official Languages

96. Official Languages Accountability Framework

Fisheries and Oceans has produced a monitoring report, a self-evaluation guide and regional action plans to measure the effectiveness of the Official Languages program when it comes to the Department's services, and to make improvements where needed. This assessment system for internal use has resulted in greater accountability on the part of managers at all levels in the organization.

Francine Charbonneau (613) 993-5829
Fisheries and Oceans

97. Management Committee on Official Languages

Statistics Canada's Official Languages Committee, a group of senior managers representing various sectors of the organization, supported by Official Languages program specialists, is one of a hierarchy of management committees that steer human resources and other programs within the Agency. In carrying out its mandate to propose policies that will implement Government objectives in this respect, its monthly meetings focus mainly on language of work issues, using Employee Opinion Survey results to identify needs, and consulting directly with employee groups to develop practical recommendations. Recent topics include access to professional training in language of choice, barriers to writing in French, and an evaluation of the impact of language training on the use of French and English at work. The Committee recently established an annual departmental award for Official Languages initiatives.

Lisette Perreault (613) 951-9651
Statistics Canada

98. Network of Divisional Coordinators for Official Languages

Divisions at Statistics Canada (except in regions that are unilingual for language of work) have identified divisional Official Languages coordinators with a mandate to help managers create a working environment conducive to the use of both Official Languages. The coordinators share or disseminate information on policies, best practices and solutions to problems, and also represent their divisions at the internal conferences, which are, from time to time, convened by the management committee on Official Languages. The Committee consults with the coordinators in some of its studies such as the recent one on the impact of language training on the bilingual work environment. Many divisions also have a focus group that reviews opportunities for using either official language in the context of its own work environment, and that recommends measures for improvement.

Lyne Landriault (613) 951-2413
Statistics Canada

99. In-house Language Training Program

Statistics Canada's in-house Language Training Centre offers a comprehensive program of part-time courses as well as some full-time training, counselling services and related activities. The in-house program, which complements rather than replaces the full-time training provided by the Public Service Commission, is managed to meet departmental priorities and employee interests. For example, middle and senior management positions at Statistics Canada require level C in oral interaction, so, in order to prepare potential future supervisors to assume bilingual responsibilities, a language training program for professional recruits has been developed to support their career aspirations. As participants use their newly acquired linguistic skills on the job, this has the added advantage of increasing the bilingual capability in the work environment.

Jennifer Olsen (613) 951-2417
Statistics Canada

100. Terminology Bank

Statistics Canada is establishing a terminology bank of specialized words, phrases and acronyms used in its various programs. This resource, which supplements rather than replaces TERMIUM, will be accessible by all employees and by the translation suppliers contracting with the Agency. The initiative was intended to help francophones and anglophones to write in French, but it is expected to enhance the use of correct vocabulary in English as well, and will facilitate the standardization of terminology in both languages. The terminology bank will be managed by the Official Languages and Translation Division.

Sylvie Dupont (613) 951-5613
Statistics Canada

101. Official Languages Initiatives

Indian and Northern Affairs Canada's Intranet Web page on Official Languages was enhanced. The site now has more information and links to new sites. A reference centre was installed in the Official Languages Unit. Employees can pick up different pamphlets, books, journals, reports, posters, etc. related to Official Languages. Brown bag noon-hour sessions have also been organized for employees to practice speaking their second language in order to maintain or enhance their skill level.

Guylaine Durand (819) 994-2755
Indian and Northern Affairs Canada

102. Language Training

From coast to coast, language training is being offered to all Health Canada employees during lunch hour, during working hours and after work. The English and French courses, organized in partnership with colleges, universities and other Government departments, are intended to

respond to the needs of employees in each region and to provide them with quality services in both languages. This approach has increased the number of participants.

Hélène Mainville (613) 957-3224
Health Canada

103. Effective Information on Bilingual Practices

In order to increase awareness of the requirements of the *Official Languages Act* among its staff and ensure that language of work obligations are fulfilled, Health Canada has prepared a series of original electronic messages and published articles in the departmental newsletter. This initiative has aroused interest among managers and staff who have asked for further details about their linguistic rights and obligations.

André Bertrand (613) 957-3216
Health Canada

104. Information Technology in the Service of Bilingualism

A series of computer-based training exercises for learning and improving French are distributed every two months by Health Canada in co-operation with the magazine *Entre Parenthèses*.

André Bertrand (613) 957-3216
Health Canada

105. Official Languages Complaints

An administrative directive on the handling of Official Languages Complaints now requires senior executives at Health Canada to answer directly to the Commissioner of Official Languages. This measure has had the effect of making managers more aware of their obligations.

Hélène Mainville (613) 957-3224
Health Canada

106. Official Languages Management Framework

The Official Languages Management Framework was adopted and distributed to ensure Environment Canada meets its linguistic obligations to create a work environment conducive to the effective use of both Official Languages. It is available on the Human Resources Intranet site.

Roch Davidson (819) 994-7667
Environment Canada

107. Official Languages Booklet *Hello Bonjour* and *Form of Greeting*

Publication and form developed to assist employees in providing quality services to the Canadian public in both Official Languages.

Monique Martine (204) 983-7157
Environment Canada (Prairie and Northern Region)

108. Official Languages

In the past year the Department of Public Works and Government Services launched several initiatives to help with the implementation of Section 41 of the *Official Languages Act*, designed to encourage the development of official language communities in minority situations and enhance the vitality of the English and French linguistic minority communities in Canada. Examples of these initiatives are: the offer of surplus personal computers, in partnership with Industry Canada, to official-language associations in minority situations; and a one-year free subscription to *Actualité terminologique* to 450 official-language community associations in minority situations.

Francine Bastien (819) 956-4391
Public Works and Government Services Canada

Also see initiative 41.

Organizational Effectiveness

109. Roadmap for Work Teams

This Learning Fund Project represents a follow-up to the *Leadership for New Challenges* (LNC) workshop and stems from a recent report on the impact of the LNC workshop and on the management learning needs of Environment Canada's managers and supervisors. This initiative is targeted to managers who want to improve their unit's organizational effectiveness and who are strongly committed to personally lead the implementation of the change they want to see happening in their unit with the support of an organizational development consultant. This project must be customized to the individual needs of the manager in order to be effective.

Martine Caron (819) 997-8707
Environment Canada

110. Organizational Health Process

Provision of a two-day workshop in each branch of Environment Canada's Quebec Region to analyze results of a regional survey, to provide each branch with realistic solutions and goals integrated into an action plan.

Paul Shoiry (418) 648-5613
Environment Canada (Quebec Region)

111. Organizational Climate Survey

Summary and analysis of results of *Organizational Climate Surveys* used in the *Leading Downsized Organizations* course during Program Review. Summary and analysis led to development of regional profile and associated recommendations

Doug German (780) 951-8703
Environment Canada (Prairie and Northern Region)

112. Downsizing/Organizational Learning Study

Conducted a study to assess the impact of Program Review downsizing on organizational learning within the Prairie and Northern Region.

Doug German (780) 951-8703
Environment Canada (Prairie and Northern Region)

113. Project Chief Survey

A survey was distributed to project chiefs of the National Water Research Institute. The results of this survey served as an important component in designing an Institute Human Resources Management Framework.

Laura McKenzie (905) 336-4488
Environment Canada (Ontario Region)

114. Exit Interview

A procedure has been implemented for indeterminate employees departing the organization. Communication with departing employees will occur in a manner that will solicit unbiased opinion of employer practices, management policies and other aspects of the organization as deemed appropriate.

Sandy St-Laurent (905) 336-4594
Environment Canada (Ontario Region)

115. Compendium of Human Resources Management Authorities and Instrument of Delegation

Update and harmonization of delegation of Human Resources management authorities to managers. In line with the philosophy of delegating to the lowest possible level in the organization, a review and update of the human resources management authorities manual was undertaken. A new, simpler and user-friendly format was developed, as well as a simplified delegation structure. The final proposal is being reviewed before submission to the Environment Management Board for approval. Work has begun to convert from document to electronic format.

Director General's Office, Human Resources (819) 997-1845
Environment Canada

116. Employee Service Centre

The Employee Service Centre located within the Human Resources (HR) Branch at Agriculture and Agri-Food Canada provides a one-stop shopping centre for a wide variety of services and tools both for employees and managers. The Centre provides advice on topics such as pay information, career planning, diversity training, management development with the principal aim of improving service. The Centre also develops and promotes self-help human resources tools through its HR Online component. The service centre also provides Operational Human Resources Services such as the traditional staffing, classification and staff relations to clients. Some of the services are resourced on a cost-recovery basis. The Service Centre is also equipped to assist other Human Resources Units with overload situations on a cost-recovery basis. It is an efficient and cost-effective alternative to outside consulting.

Marilyn Dingwall (613) 759-1158
Agriculture and Agri-Food Canada

117. Support Staff Conference

The Department of the Solicitor General supports, on an annual basis, a conference for all support staff. This conference is unique in that it is completely planned and organized by the support staff themselves. Each year, a committee of support staff employees selects a theme and prepares a program. The conference provides an opportunity for support staff to meet away from the workplace to discuss issues of common concern. They are encouraged to make suggestions on how to improve the day-to-day operations of the Department as well as to identify issues or concerns. The Department views its support staff as key players in the renewal process and has encouraged them to make specific recommendations when they meet. The Deputy makes their recommendations and his response available to all employees.

Jean-Pierre Bissonnette (613) 993-7707
Solicitor General Canada

118. Alternative Service Delivery – Information Package

This package includes information on Alternative Service Delivery (ASD). It was developed with the intent to assist managers within the Royal Canadian Mounted Police who may be considering an ASD Review within their programs.

Section 1 - ASD Lessons Learned: Best Practices and Red Flags;

Section 2 - Sample Communication Framework;

Section 3 - ASD Framework and Principles;

Section 4 - Generic ASD Business Case Model.

Jacques Courteau (613) 993-3239
Royal Canadian Mounted Police

119. Human Resource Development Strategy

A Human Resource (HR) Development Strategy based on four key elements, recruitment and development, training, career broadening, and a positive work environment, provides a strategic framework for human resources programs and initiatives. Line managers have ownership of the human resources development function, and through a hierarchy of management committees they identify issues, propose initiatives, and develop mechanisms to further human resource development. The cornerstone of this human resources strategy is recruitment. A personnel simulation module is used to create projections from which recruitment targets are set for mainstream groups, and then corporate recruitment teams select and hire the best and the brightest into developmental programs specifically tailored to each of the mainstream groups. Following a program comprised of flagship training courses, and an assignment stage of two years or more, under the watchful eye of a mentor, recruits graduate to a regular position where they have access to an even broader selection of human resources programs. Each mainstream group has identifiable career paths with requisite training and experience. Generic competition is the means to achieve career progression. The Agency has a strong focus on career development and employees have ready access to tools that will facilitate development. The Agency has an on-site Training Institute, and invests over 3% of the budget on training, an average of six days of training annually. Career broadening assignments are brokered through a fast, minimum red tape service, entitled Corporate Assignments Division (CAD), which matches employees with assignments thereby helping managers obtain staff for projects or high volume periods, and helping employees gain experience, broadening, and versatility. A CAD four-year rule ensures that after four years in a given position, an employee has the right to go off on a career broadening assignment. Developmental opportunities are strengthened by a positive work environment which features a no lay-off policy, a high degree of internal communication, and work-life initiatives designed to help employees balance work and family, as well as promote Employment Equity, and bilingualism. The Agency actively seeks employee feedback via

regular employee opinion surveys, which strengthen communication and serve as an impetus for new human resources initiatives.

Eve Simpson (613) 951-1049
Statistics Canada

120. Human Resources Management Capacity Check

The Human Resources Management (HRM) Capacity Check is a diagnostic tool developed to assess an organization's capacity to manage its human resources in an effective and efficient manner. The tool was developed in collaboration with KPMG Consulting and based on the *Framework for Good Human Resources Management in the Public Service*. The approach is one of directed self-assessment by managers, through interviews, combined with a review of relevant documentation and employee focus group results. The results provide the organization with a baseline reference of capacity to perform in 31 different areas. This provides valuable information for senior management in deciding human resources management priorities for the organization.

Ab Ettinger (613) 759-1174
Agriculture and Agri-Food Canada

121. Manager Assimilation Exercise

Often there is a significant impact on the effectiveness of a work unit when one manager leaves a unit and a new one arrives. Agriculture and Agri-Food Canada has implemented a process, based on a model developed by R.D. Lapidus, to help ease the transition of the incoming manager. The Human Resources Staff Development Consultant meets with the new manager and they agree upon the goals and objectives of the program. Participants are then invited to a confidential interview with the Human Resources Consultant in which they share perceptions, hopes and concerns. The information from all the interviews is then consolidated in a format that ensures anonymity. All the participants then discuss the information gathered, reach consensus on what information should be presented back to the manager, and develop a list of questions that they would like him/her to address. The Human Resources Consultant then gives the manager a brief overview of what has been discussed. The whole group then meets for a facilitated meeting in which the manager and participants work through the identified issues and create an action plan. Agriculture and Agri-Food Canada has had extremely positive feedback on the effectiveness of this exercise. It allows for the quick identification and resolution of issues, participants become more comfortable with the new manager, anxiety levels are often reduced, and a foundation is set for open, honest communication, which leads to effective teambuilding. Feedback has been so positive that Agriculture and Agri-Food Canada has modified the exercise for managers who have been in their positions for some time.

Jan Salsberg (519) 837-5840
Agriculture and Agri-Food Canada

122. Managing for Excellence Model

The Department of Agriculture and Agri-Food Canada has held out a model for organizational excellence across the Department. This model consists of seven interdependent and interrelated criteria that outline a management approach that aims for excellence. It is based upon an internationally accepted standard for well-run organizations.

To evaluate its progress, the Department has implemented a self-assessment process, the “Vision Check” to determine where it stands on its journey towards organizational excellence. Modelled after the National Quality Institute's "Fitness Test", the Vision Check provides a cross-section of employees with an open forum to evaluate and discuss the Department's current strengths as well as its opportunities to enhance the pace of progress towards excellence.

Last year's inaugural assessment involved 39 focus groups and almost 400 employees from across the country. This year's assessment incorporates electronic voting technology that will enable the Department to benchmark and track its progress over time. The Vision Check and several other departmental initiatives are helping senior management to focus its improvement efforts on areas of shared concern to employees.

Doug Band (613) 759-6496
Agriculture and Agri-Food Canada

123. Manager's Dialogue Kit

Over the course of the past two years, the Review Branch has been performing “Deputy Minister Vision Checks” to assess the progress being made toward the Departmental Management Committee's goal of making Agriculture and Agri-Food Canada (AAFC) a top performing team committed to the global excellence of Canada's farms and food.

Though many of the observations from these assessments were new and insightful, one of them had been heard several times before. Through Employee Surveys, the Values exercise and now the Vision Checks, people have made it clear: they want more opportunities to meet face-to-face with their managers.

They want to talk about what is being done to make Agriculture and Agri-Food Canada an excellent organization. They want to know how all of the Department's efforts to improve the organization fit together, are linked, and are part of a bigger game plan to make Agriculture and Agri-Food Canada the best. And, perhaps most importantly, they want to talk with their managers about what all of the initiatives to improve the Department really mean — and what they ought to mean — to their own job and their immediate place of work.

That is the purpose of the Manager's Excellence Dialogue Kit *Pulling the Pieces Together*. The kit is a tool to help spark and sustain a dialogue between managers and staff on issues and initiatives staff have told AAFC they want to talk about and influence. Using the seven building blocks of the Vision of Excellence as a framework for discussion, this kit is intended to help

describe the characteristics of an excellent organization. It is designed to help make the link between those expectations and the major departmental initiatives underway to help the Department meet them.

The Vision of Excellence is based on internationally accepted standards for organizational excellence drawn from the Malcolm Baldrige National Quality Award and the National Quality Institute Award of excellence criteria. It is a comprehensive and practical framework, which, once fully adopted and embraced, can enable AAFC to continuously improve its ability to serve Canadians and to achieve the ambitious goals it has set for itself in its planning document, *Global Excellence*. Perhaps most important of all, the kit provides managers with tips on how to structure a dialogue with staff about what kinds of things could be done differently in work units, branches, or across the Department, to enhance the pace of progress toward excellence. It is a tool that will be tailored by every manager to ensure they and their staff have a good, two-way dialogue about excellence, one that is meaningful and makes sense in the context of their workplace.

Frank Brunetta (613) 759-6471
Agriculture and Agri-Food Canada

124. Integrated Management Framework

Environment Canada has developed a Framework to improve results management, decision making, priority setting and accountability. The Framework covers the management of human resources.

Gary Lewis (819) 994-5234
Environment Canada

125. Performance Management Program

This program has been reviewed in light of the new Treasury Board policy and new forms, guidelines and policy have been created.

Suzanne Bertrand (613) 993-8043
Royal Canadian Mounted Police

126. Public Service Staffing Accountability Framework and Monitoring Program

This program was developed to ensure that the indicators negotiated with the Public Service Commission which are outlined in the Staffing Accountability Framework are met. Monitoring sources have been identified to address specific indicators, and the results of the monitoring exercises are expected to provide an overall measure of the departmental performance with respect to the series of values established by the Public Service Commission.

Danielle Viau (613) 993-8108
Royal Canadian Mounted Police

127. Performance Management

The Royal Canadian Mounted Police (RCMP) has an icon on its learning website that is called “performance management”. This icon allows individuals and supervisors to locate policing competencies and to access learning materials or suggested on-the-job assignments to improve performance and develop new skills. Supervisors and employees have handbooks available on site, which allow them to identify competency gaps to meet RCMP strategic and operational objectives, perform current jobs, or prepare for future jobs or levels of responsibility. The site is located on the Internet at www.rcmp-learning.org.

Richard Pigeon (613) 993-7332
Royal Canadian Mounted Police

128. Performance Management

Pilot Project - Development of a 360 Degree Feedback tool for the use of core competencies.

Susan Pettit (905) 336-4603
Environment Canada (Ontario Region)

129. Performance Management and Communication Framework

Maintain and continuously improve a web page consisting of a departmental policy on Performance Review, short forms and various tools encouraging managers and employees to manage performance and exchange regular feedback throughout the year.

Jovette Champagne (819) 997-6735
Environment Canada

130. Practical Integration of Human Resource Management Concepts, Performance Management Framework, Skill Profiles and Continuous Learning

This is a Learning Fund Project that follows a survey on organizational health in the Quebec Region. Awareness sessions will be delivered to employees and managers, and tools will be developed to facilitate integrating concepts of continuous learning in the performance review and evaluation process.

Paul Shoiry (418) 648-5613
Environment Canada (Quebec Region)

131. Human Resources Information Reports

Development and production of bi-annual information reports to senior management providing demographic information, summary and analysis of human resources activity.

Judith Farley (819) 953-1183
Environment Canada (National Capital Region)

132. "2005-What Do You Want To Do?"

All employees were asked: "What would you like to be doing in 2005?" Information was gathered in a database and discussed by the Regional Management Committee. It will be used towards succession planning and a sustainable workforce.

André Chiasson (902) 426-9123
Environment Canada (Atlantic Region)

133. Management Development Survey

Study to assess how managers in the Prairie and Northern Region actually learned how to manage. Results used in succession planning and management development efforts.

Doug German (780) 951-8703
Environment Canada (Prairie and Northern Region)

134. Team Building

In consultation with the client, the objectives for the session, the needs for team development, the process of team building, the desired outcomes and the expectations of both the client and the facilitator are determined. A process is designed to achieve the session objectives with different options and activities to achieve the desired outcomes. Activities which have supported successful interventions have included the Myers-Briggs, facilitated discussion groups, the Egg

Drop and Gold of the Desert Kings. Team-building sessions can last one or two days depending on the objectives.

Joan Wilson (613) 954-3605
Industry Canada

135. Human Resources Services Delivery

A new model for the delivery of Human Resources services was put in place in 1998 at Public Works and Government Services Canada in order to ensure service delivery is based on client needs and business plans. This model implies a shift from traditional, transaction-based activities to a more proactive strategic partner role. It also represents a shift in management practices for the human resources function: matrix management, project management and results-based management. The human resources governance structure supports discussion of issues, strategies, operations, client feedback and plans in a horizontal manner. Client expectations and human resources performance form the basis of discussion, decision-making and performance measures.

Jacynthe Robert (819) 956-4411
Public Works and Government Services Canada

136. Organizational Wellness

A model of organizational wellness, that leads to organizational excellence was developed. The model establishes the linkages and provides an analytical framework for the relationship between individual (physical, intellectual, psychosocial and spiritual) and organizational (business, physical, culture and people) wellness and performance.

Penney J. Prud'homme (819) 956-1953
Public Works and Government Services Canada

137. Human Resources Planning and Measurement

Using PERSIM, a Statistics Canada forecasting tool, occupational trend analysis and forecasting data from Public Works and Government Services Canada's automated work-in-progress management information system is used to identify key trends and develop strategic human resource plans. As well, the *Bilan social* provides biannual reports to management on the health of the Department using key indicators and a workforce profile.

Heather Eddison (819) 956-9960
Public Works and Government Services Canada

138. Shared Services

Shared Human Resources Services provides timely, cost effective and high quality human resources services to federal departments and agencies based on a cost-recovery or fee-for-service basis. Services range from the completion of ad hoc projects to the provision of continuing, full-service program delivery. Services include: organization and classification; training; Information Management and Technology (IM/IT); staffing; staff relations; pay and benefits; Official Languages; human resources planning and project management. Shared Human Resources Services has also recently expanded its services to include the development and implementation of competency-based management systems.

Louise Burkholder (819) 956-4214
Public Works and Government Services Canada

Also see initiatives 7, 36, 37, 44, 90, 106, 161, 176, 185.

Rewards and Recognition

139. Transport Canada Rewards and Recognition

Transport Canada is introducing a new suite of awards consisting of a People Management Award, and Employee of the Year Award, and a Team Award. The suite of awards recognizes exemplary contributions by managers who demonstrate excellent people management skills and by employees and teams who demonstrate behaviours consistent with departmental values and core competencies.

Brenda Marchbank (613) 998-5786
Transport Canada

140. Rewards and Recognition: Departmental Program

The Department of Indian and Northern Affairs (INAC) has a number of internal programs to recognize the contribution of employees:

- the Deputy Ministers' "Outstanding Achievement Award", designed to recognize and reward exceptional performance by teams of employees and individuals who have shown exceptional leadership;
- the "Circle of Excellence Award", designed to recognize significant achievements by individuals and teams who contribute to the attainment of long- and short-term goals;
- the "Make My Day Award", designed to recognize individuals for positive personal contributions to the workplace environment and extra efforts to help employees;
- the "Bouquet Award", designed to honour and recognize the extension of friendship and/or assistance by a colleague; and
- the "25 Years of Service with INAC Award", designed to recognize and award employees who have 25 years of service with the Department of Indian and Northern Affairs; the "Service Award" is meant to acknowledge employees' contribution of 5, 10, 15, 20, 25, 30, 35, 40 and 45 years to the Public Service of Canada.

Nicole Johnson (819) 997-9002
Indian and Northern Affairs Canada

141. Recognition and Appreciation

Health Canada has redesigned its awards and recognition program by developing an appreciation and recognition framework that describes the principles and operating values required to establish, nurture and sustain an appreciation and recognition culture within Health Canada. The

framework calls for branch-administered and regionally administered awards programs in order to make recognition and appreciation more equitable, timely and meaningful to employees.

Gina Rallis (613) 957-3191
Health Canada

142. Employee Recognition Program

Employee Recognition Program modelled on the Treasury Board Secretariat program and including a practical *Reference Grid* to facilitate its use as well as a revised *Awards Calendar*. Available on the Human Resources national website.

Lynne Houde (819) 994-5257
Environment Canada

143. “Bev Bucks” Program

Internal reward system. Staff receive "Bev Bucks", which can be used to buy work-related things for their workplace (new computer, new chair, picture for their office, etc.)

Sandy Vermette (780) 951-8664
Environment Canada (Prairie and Northern Region)

144. Regional Recognition Program for Employees

A program to provide concrete recognition for employees who help to achieve departmental and regional objectives. Nominations for distinctions are evaluated by a committee of employees representing all directorates, using set criteria in each of seven categories. The committee recommends employees and groups of employees for the appropriate distinctions.

Paul Shoiry (418) 648-5613
Environment Canada (Quebec Region)

145. Awards and Recognition

The Department has developed two innovative approaches to recognize employee achievements. First, Atlantic region employees can nominate their colleagues for awards and recognition on-line, using the technology at their fingertips. Second, the Translation Bureau has introduced productivity incentives, which compensate employees for their contribution to production.

Norma Kitchen (506) 636-4400
Christine O'Meara (613) 994-3653
Public Works and Government Services Canada

Also see initiative 44.

Skill Sets and Competency Profiles

146. Skill Sets and Competency Profiles

The Royal Canadian Mounted Police (RCMP) has established eight core competencies that apply to all categories of employee at all levels that have all types of responsibility. Twelve functional competencies have been identified for all types of police functions. The twenty competencies now form the basis of all police training programs; the construction of the RCMP learning website; and will form the basis for all human resources management processes and feed into the Human Resources Information Management System (HRMIS). The RCMP will be relying on other Government departments for functional competency profiles of jobs that are similar across departments.

Frum Himelfarb (613) 993-1414
Royal Canadian Mounted Police

147. Establishment of Competency Profiles for Human Resources in the –National Capital Region

Environment Canada developed competency profiles for human resources personnel in the National Capital Region, namely the Corporate and Operations officers and assistants.

Lise Bourgeois (819) 994-0201
Environment Canada

148. Core Competencies

Environment Canada created core competencies for the MT, SE-REM categories. They will also be used for the recruitment drive for the Emergencies and Enforcement Branch.

Susan Pettit (905) 336-4603
Environment Canada (Ontario Region)

149. Dictionary for the Development of Competency Profiles

Environment Canada developed the *Meteorologist Dictionary* for developing competency models.

Nancy Cutler (416) 739-4938
Environment Canada (Ontario Region)

150. Competency Enhancement

The Public Service Commission has adopted a Competency-based Human Resources Management Framework. To support the implementation of this framework, an infrastructure of tools and systems has been created. For example, a competency development process has been designed to help managers and employees work together in the development of competency profiles for their positions. A scaled competency dictionary used throughout the organization permits a shared understanding of the competencies and ensures consistency in competency terminology and definitions. A database, the Human Resources Planning Module, has been created to store information on competencies required in the Public Service Commission, as well as employees' competencies, work history, expertise gained and career aspirations. With the aid of a Learning Compendium contained in the Module, employees will be able to formulate learning plans related to competencies in their own or in other positions.

Serge Latrémouille (613) 995-7849
Public Service Commission

151. Transport Canada Learning Resource Guide

A pamphlet outlining Transport Canada's six core competencies was published in 1998. The next year the Learning Resource Guide was distributed listing books, videos, and web pages for each core competency so that employees could improve their performance through self-learning. (Courses were not included because of their changing availability.) A second booklet entitled *HR Business Competencies Learning Resource Guide* focused on behavioural indicators, general tips, as well as books, videos, and audiocassettes for those in the human resource speciality.

Helen Hayward (613) 990-5579
Transport Canada

152. The Management Development Framework in a Continuous Learning Environment

This framework addresses the learning topics under each of Transport Canada's six core competencies that each level of management, from supervisory to senior, should master. It also includes optional learning topics as well as a personal learning plan. An added feature is the Management Development Continuum that shows the various levels of management, the competencies required at each level, management courses that are available and other continuous learning supports.

Sandra Maidens (613) 990-5575
Transport Canada

Also see initiatives 3, 18, 87, 127, 128, 156, 187, 189, 204, 206, 207.

Staffing

153. Generic Jobs / Generic Competitions

Individual work descriptions have been replaced by generic descriptions based on job families. Over 2,300 job titles have been streamlined into about 60 generic descriptions for the main career streams and 170 that cover other jobs. The benefit of consolidation to generics is that it not only speeds up classification, but it also facilitates career development, by identifying career streams within the groups and corresponding career paths, which are based on requisite training and assignment experience. Generic job descriptions form the basis for staffing via generic competitions, which are the tools used for career progression through career streams. Traditional staffing by individual competition for an individual position limits opportunities for career progression because it relies on the chance opportunity of a vacancy coming available within a subject area. In contrast, generic competitions provide opportunities for those with a high level of long term potential, to have an opportunity to compete. Generic competitions are now structured such that an employee's track record is assessed via the corporate memory in aggregate. The use of generics facilitates a better understanding of corporate issues, and encourages candidates to be more versatile. As well, this approach increases the opportunities for Employment Equity groups by increasing the number of vacancies for which candidates can apply. The use of generic competitions enables the Agency to select from the best and the brightest within career streams, and build a strong relève for the managerial ranks who are about to retire.

Colleen Lahey (613) 951-1041
Statistics Canada

154. Royal Canadian Mounted Police Staffing Certification Program

This program is completed in its entirety by employees who have been newly assigned staffing responsibilities. As for employees previously certified in staffing returning to this discipline or appointed from another department, their situation is discussed on an individual basis by the Officer in Charge, Public Service National Staffing and Policy Section and the employee's supervisor. These employees may either be exempted or may have to complete the program in whole or in part prior to exercising delegated staffing authority.

Danielle Viau (613) 993-8108
Royal Canadian Mounted Police

155. Quality of Service to Manager Questionnaire

The purpose of this document is to obtain managers' feedback on the quality of staffing service they receive. It was developed taking into consideration that the personnel officers and line managers share the responsibility for staffing. The responses allow the Department to improve that portion of the staffing process that is within the purview of the Royal Canadian Mounted Police.

Danielle Viau (613) 993-8108
Royal Canadian Mounted Police

156. Career Streaming

The Royal Canadian Mounted Police has developed a learning database which is organized by competency as well as by job. This allows individuals to access materials or suggested on-the-job assignments to develop themselves in specific competencies, to develop behaviours within competencies that are required at supervisory/management/executive levels of responsibility, or to take the initiative to develop themselves for new jobs. The development of this component of the website is a priority for 2000/01. The website can be accessed through Internet at www.rcmp-learning.org.

Richard Pigeon (613) 993-7332
Royal Canadian Mounted Police

157. Assessment Tools for Science Managers

Health Canada and the Public Service Commission have developed several new assessment tools specifically designed for science managers. The toolkit includes a Senior Managerial Simulation tailored to Health Canada, mini-simulations to assess science ethics and values and a series of role-plays to assess interpersonal relations, supervisory skills, teamwork and behavioural flexibility.

Barbara Colley (613) 946-9495
Health Canada

158. Experience Guidelines

Health Canada has completed a review of the interim policy guidelines on the use of experience that were implemented as an immediate response to the 1997 Canadian Human Rights Tribunal Order. These guidelines preclude the use of experience as the sole criterion for screening out candidates at the beginning of a staffing process. To further address the issues raised in the review, a comprehensive discussion paper on possible alternatives that can be used “to ensure that visible minority employees are evaluated not only on experience, but also on desirable skills in determining personal suitability for positions”, as well as ways to infuse more objectivity into

the assessment process, has been prepared for consultation with internal and external stakeholders.

Barbara Colley (613) 946-9495
Health Canada

159. Generic Qualifications

Health Canada has established generic qualifications for positions in the Administrative and Foreign Service Category at the junior, intermediate and senior levels. The list of generic qualifications is intended to assist managers and human resources advisors in preparing statements of qualifications and for employees who are interested in a career and/or advancement within these groups.

Barbara Colley (613) 946-9495
Health Canada

160. Lunch and Learn Sessions

Health Canada has designed a presentation for employees on staffing in the Public Service, which can be offered at lunch-and-learn sessions. The presentation provides an overview of staffing and an opportunity to ask questions about some of the more common types of staffing activities. The session may also include a visit to some of the Publiservice websites that are mentioned in the presentation.

Diane McClellan (613) 957-3145
Health Canada

161. Staffing Blueprint

Component of the Human Resources (HR) Blueprint consisting of a number of initiatives undertaken to simplify and streamline human resources processes in the staffing area. Initiatives include: elimination of Request for Personnel Action Form; delegation of certain types of activities to a lower level of the organization which were previously retained at the Assistant Deputy Minister/Regional Director General level; elimination of departmental clearance numbers; electronic distribution of competition posters, rights of appeals and complaints, which resulted in the elimination of paper copies; mailing correspondence electronically for different staffing activities; utilisation and promotion of "HR Online", the Agriculture and Agri-Food Canada site, which provides information on the preparation of statement of qualifications and assessment tools. Acting pay less than four months are now considered pay transactions and no longer have to be confirmed by staffing advisors. Determination of position numbers for special assignment pay plans are now delegated to each region.

Nicole Sarrazin (819) 997-8717
Environment Canada

162. Staffing Reform Report

As part of the staffing reform initiative, Environment Canada worked with the Public Service Commission on the development of a more flexible staffing regime tailored to its specific needs. This report describes the programs and tools necessary for the new departmental staffing regime.

Martin Dinan (819) 953-7810
Environment Canada

163. Student Youth and Recent Graduates Programs

Environment Canada developed a document on the different types of student programs and the benefits of using one over another. It will include students hired under departmental programs for the bridging mechanisms, to give them access to term and indeterminate positions without opening competitions.

Natalie Piché (819) 997-4064
Environment Canada

164. “You and the Staffing Process” Information Session

Environment Canada (Prairie and Northern Region) has developed and presented Staffing Process Information Sessions to assist staff on how to prepare for a competition.

Rita Murray (780) 951-8698
Environment Canada (Prairie and Northern Region)

165. Staffing Workshop

Environment Canada (Quebec Region) has developed and provided a half day workshop for managers on the competition staffing process.

Claire Linteau (418) 648-5092
Environment Canada (Quebec Region)

166. Staffing Accountability Framework

Environment Canada developed an accountability framework based on the objectives and values of its staffing regime. This framework includes performance indicators and reporting mechanisms.

Nicole Sarrazin (819) 997-8717
Environment Canada

167. Staffing Toolbox

Environment Canada (Prairie and Northern Regions) developed a website that allows quick access to various tools to assist managers in developing statements of qualification, assessment methods and behavioural based questions. The website can also be used by employees who wish to prepare for job interviews. The bilingual version is in development for use at the national level.

Rita Murray (780) 951-8698
Environment Canada (Prairie and Northern Region)

168. “Did you know” Staffing Session

Development and presentation of information sessions to employees on a variety of topics related to staffing.

Susan Magee (604) 713-9843
Environment Canada (Pacific and Yukon Region)

169. Posting all Assignment Openings on the Intranet

The Department of Foreign Affairs and International Trade has adopted a policy of announcing by e-mail broadcast messages, openings for all assignments, both at headquarters and at missions abroad and by posting them on the departmental Intranet. This initiative has been taken in order to create greater transparency in the assignment process and to enable non-rotational employees to have increased access to single assignments at headquarters and abroad.

Vikas Sharma (613) 944-0361
Department of Foreign Affairs and International Trade

170. Creation of a Single Assignment Division for all Rotational Employees

The Department of Foreign Affairs and International Trade has reorganized its human resources sector in response to recommendations made during the course of its Human Resources Strategy. One related initiative is the creation of a single division that is responsible for assigning all rotational staff. The purpose of this initiative is to increase the appearance of equity and to consolidate and better co-ordinate assignment activities.

Guy Saint-Jacques (613) 995-1350
Department of Foreign Affairs and International Trade

171. Internal Competition for FS/AS

In order to capitalize on the high level of competence and experience attained by employees within this Department, internal recruitment into the Foreign Service and rotational

Management/Consular Stream has been introduced. To date, ten Foreign Service Officers (FS) and twenty Administrative Assistants (AS) have been hired internally.

André Guillemette (613) 992-3051
Department of Foreign Affairs and International Trade

172. The Foreign Service Development Program

The Department of Foreign Affairs and International Trade launched a new Foreign Service Development Program (FSDP) in 1998. Modelled on the Management Trainee Program (MTP) administered by the Public Service Commission, the FSDP is designed to integrate the best of the MTP while serving the unique training and assignment needs of the Department. Through this program several key human resource objectives were introduced, including better pay, broader professional training, better professional links with other Government departments, and more frequent assessments of performance during a probationary period.

Guy Saint-Jacques (613) 995-1350
Department of Foreign Affairs and International Trade

173. Training for Members of Recruitment Boards

The Department of Foreign Affairs and International Trade has developed a course to train members of recruitment boards for rotational groups on how to conduct recruitment interviews in the most effective and efficient manner. Employment Equity considerations are, in particular, highlighted.

André Guillemette (613) 992-3051
Department of Foreign Affairs and International Trade

174. Recruitment Strategy

In support of the recruitment strategy of focusing on youth and designated group members, an initiative has been underway for over a year to track student recruitment and appointments for all four designated groups. Each month a report is sent from the Assistant Deputy Minister of Human Resources to all executives in Human Resources Development Canada (HRDC). The reports detail representation for all four groups as well as look at the request for referrals and appointments through the Public Service Commission's Federal Student Work Experience Program (FSWEP). This report permits regions to compare their representation efforts with other regions. This exercise allows HRDC to monitor regional and departmental progress in increasing the representation of designated group members through this program.

Lois Pearce (819) 953-3092
Human Resources Development Canada

175. Recruitment Guide for Youth and Designated Groups

In order to help the representation of youth and designated groups in building a more representative and sustainable workforce, Human Resources Development Canada has developed a guide that offers essential information on the recruitment of these two important groups. This guide, which can be consulted on the Human Resources Development Canada's Intranet site, has been distributed to all managers and presents the different programs and mechanisms associated with the recruitment of these two groups.

Lois Pearce (819) 953-3092
Human Resources Development Canada

176. Service Standards and Measurement

The Human Resources Directorate has initiated a project to develop a reporting system for human resources services and activities. Reports generated on a monthly basis will allow managers to identify trends, do better planning and decision making, and help them to develop strategies to address workload issues. The reporting system will also allow managers and employees to compare their services to standards on a regular basis, and to initiate dialogues with line managers for specific service commitments on both parties, as well as to identify priority areas requiring more focussed action. During the course of this project, a *Services Guide* established in 1996 will be reviewed to determine if changes are required to better reflect the current and future needs and expectations of clients.

Marian Eagen (613) 952-5734
Health Canada

177. Best Practices

Transport Canada launched a recruitment campaign to fill approximately 100 regulatory inspection and aircraft certification engineer positions across Canada. The campaign included a national media blitz (newspapers and targeted magazines) and a recruitment website, which included the facility for online applications. The campaign was supported by a 1-800 number and a special recruitment centre was established to manage the applications nationally. Some innovative processes to assess candidates were developed and inventories have been established.

Elaine Stanton (613) 991-6569
Transport Canada

178. Public Service Staffing Course for Managers and Supervisors of Public Service Employees

The Royal Canadian Mounted Police has developed a two-day staffing workshop for managers and supervisors of Public Service employees. This workshop is designed in modules, making it possible to schedule participants for the full two-day course or for half-day sessions. This

training helps managers and supervisors gain a better understanding of the staffing process as well as of their roles and responsibilities in the recruitment and appointment of their human resources.

Louise Lamoureux (613) 993-5301
Royal Canadian Mounted Police

179. Youth Employment

Our success as a society and a nation depends on meeting the needs of Canada's youth, in their education and in their transition to the world of work. Public Works and Government Services Canada (PWGSC) undertook a variety of initiatives in 1998 to support the Government's commitment to Canadian youth. The Department made some 530 positions available for summer students and brought in 372 students across the country on co-operative program assignments, well above its target. PWGSC provided 225 students at national headquarters with a unique one-day forum to express their views on how to build and maintain the flexible and responsive workforce the Department needs for its future business requirements. The students, along with other new employees, are also welcome to participate in one-day orientation sessions, where they are introduced to experts from various areas of interest, within three themes: PWGSC's historical background; PWGSC and you; your environment at PWGSC.

Stéphanie Poliquin (819) 956-2174
Public Works and Government Services Canada

Also see initiatives 3, 5, 22, 52, 55, 66, 67, 70, 74, 82, 83, 85, 119, 126, 148, 195.

Staff Relations

General

180. Staff Relations Seminars

Lead for the Ontario Region Staff Relations Council, Environment Canada developed a 1-day workshop on Grievance Mediation and Violence in the Workplace. This is also a locally shared service.

Anita David (416) 739-4750
Environment Canada (Ontario Region)

181. Staff Relations Information Training

Environment Canada (Pacific and Yukon Region) will develop and provide Staff Relations information sessions to assist managers by providing them with a greater understanding of their roles and preparing them to deal more pro-actively with Staff Relations issues.

Susan Magee (604) 666-5921
Environment Canada (Pacific and Yukon Region)

182. Mediation Training

A joint effort between union and management was undertaken to provide training, awareness, and policy support to support the use of mediation and other Alternate Dispute Resolution (ADR) efforts in the Public Service. Financial support is provided by Justice Canada.

André Chiasson (902) 426-9123
Environment Canada (Atlantic Region)

183. Mediation Training for Designated Group Members

This is an Employment Equity Positive Measures Program initiative to provide mediation training adapted to designated group members' needs.

André Chiasson (902) 426-9123
Environment Canada (Atlantic Region)

Also see initiatives 93, 95, 215.

Union/Management Relations

184. New Structure for Union Management Consultation Committees (UMCC)

A new Union Management Consultation Committee structure aimed at improving the quality of consultations and communications between management and unions has been implemented.

Drew Heavens (819) 997-8712
Environment Canada

185. Joint Career Transition Committee

The Joint Career Transition Committee is a union-management co-operative effort to deal with change in the Public Service.

André Chiasson (902) 426-9123
Environment Canada (Atlantic Region)

Training and Learning

General

186. Individual Learning Plan Guidelines

So that Transport Canada employees can plan their learning and consider methodologies other than classroom training, a booklet has been developed that provides a learning plan form and guidelines on how to complete the form and successfully meet the learning objectives.

Helen Hayward (613) 990-5579
Transport Canada

187. Management Development Program

An integrated training and development program designed to enhance managerial competencies is in place to offer a thoroughly encompassing developmental program, providing a framework and tools to enrich performance and facilitate the manager's role. The target group for this program is the 400 managers at the EX minus one and two levels, who are critical for the future leadership of the Agency. The program comprises four modules. The first module uses a learning framework based on nine managerial roles and identifies the means to develop competency in each role. Individual diagnostic assessment based on the nine elements of the learning framework is then used to identify which of the corresponding series of thematic workshops are best suited to reinforce competencies in the targeted learning areas. The second module uses action learning to further understanding of the corporate decision making process, through participation on task forces to address real work issues and identify innovative practices. The third module encourages networking through a Middle Management Conference. The final module focuses on acquisition of management tools. An individual manager can begin the Management Development Program from a variety of entry points, depending on previous training and expertise. The program duration for each manager varies according to the individual's skill needs and experience. The program in its entirety spans three years.

Claude Gravel (613) 951-1062
Statistics Canada

188. Learning Centre

The Royal Canadian Mounted Police Learning Centre supports employees as they take responsibility for their learning needs. The Centre offers a variety of self-directed learning materials on topics such as management, professional and personal development in various media, which include print, audio and video cassette, computer software and CD-ROM, as well as provides information on courses which are offered internally and externally. A catalogue that includes a description of all the learning tools is available.

Suzanne Bertrand (613) 993-8043
Royal Canadian Mounted Police

189. RCMP On-line “University”

The Royal Canadian Mounted Police is developing an on-line “university” that includes on-site learning materials, references to off-site materials and how to access them, suggestions for on-the-job assignments and references to formal training courses and workshops. The site is organized by competencies and by jobs. Each job will include a competency profile, a program map, and learning materials available by competency and problem-based learning exercises. The site also includes a performance management icon for development of competencies, descriptions of best practices, and lists of materials available. A ‘What’s New’ icon lists additions or changes to materials each month. A search engine allows access to materials by typing in a competency requirement. The site can be accessed through Internet at www.rcmp-learning.org.

Rob O’Reilly (613) 993-6819
Royal Canadian Mounted Police

190. Leadership

Health Canada has developed a powerful five-day program on leadership which has been used successfully by various organizations and which focuses on releasing and building leadership skills in managers and supervisors. The course deals with creativity, empowerment, teamwork, building partnerships and leading effectively in the changing working milieu.

Gilles Lemieux (613) 954-1700
Health Canada

191. New Orientation for Learning

As part of its ongoing effort to implement a continuous learning environment and to support the attainment of its strategic goals, Health Canada conducted a detailed analysis of the learning needs of its workforce. Managers and employees were surveyed through questionnaires, focus groups and personal interviews. This led to the identification of new areas of skill development,

which the Department has now undertaken to address as part of a new Strategic Learning Initiative.

Gilles Lemieux (613) 954-1700
Health Canada

192. Website

Health Canada recently developed and launched a futuristic Website on Learning, Development and Diversity that presents the various innovative programs the Department is offering in these areas. The site (<http://www.hc-sc.gc.ca/futureorg>) will be updated regularly.

Gilles Lemieux (613) 954-1700
Health Canada

193. End User Technical Training

In response to a Department-wide learning needs analysis, Health Canada has created the Technical Training Unit to meet the needs of employees for training on ever-changing and evolving software packages. The unit operates on a cost-recovery basis and publishes a regular schedule of computer training courses given on site at low cost. The unit also offers custom-designed courses, development of learning plans for individuals or groups, individual or group tutoring, and other services.

Maryse Lavigne (613) 957-3206
Health Canada

194. AGORA

Academy of management, professional orientation, skill renewal and continuous learning (AGORA) is an interdepartmental initiative conceived due to the creativity of two partners, Michel Lauzon, from Health Canada, and Richard Gagnon, from the Public Service Commission (Training and Development Canada), and sponsored by the Quebec Management Council. This project has a goal, which is to establish an integrating, and multipartnership platform of all initiatives related to skill renewal, employability and continuous learning. AGORA is available to all employees in Montreal, Quebec City, in the regions through Mobile AGORA, and worldwide via Internet. The address is <http://agora-canada.org>. The services, products and activities offered are multiple and very enriching.

Michel Lauzon (514) 283-1662
Health Canada

195. Occupational Training Program for New Human Resources Consultants

Health Canada's program has evolved over the years. It currently provides for the recruitment and development of university graduates from within and outside the Public Service to meet future human resources needs in the Department. The program is normally three years in duration and participants are assigned to corporate and operational assignments in the various human resources disciplines within the National Capital Region. Program participants progress from entry to working level and graduate with a certification or accreditation in at least one of the core human resources disciplines.

Diane McClellan (613) 957-3145
Health Canada

196. Learning for Tomorrow (LFT) Workshop

This 3-day workshop supports Environment Canada employees in their personal development by providing them with an opportunity to experience, in a safe environment, teamwork and improve their own performance in a team. In this workshop, participants use various self-assessment tools, which can be useful for career development purposes.

Martine Caron (819) 997-8707
Environment Canada

197. Leadership for New Challenges (LNC) Workshop

This 4-day workshop, offered on full cost recovery, represents the basis of management development for Environment Canada's first and middle managers. Workshop focus: people skills (knowledge and understanding of self and others, valuing diversity, etc.); leadership; teamwork; and partnership. The LNC workshop for supervisors and managers is complemented at the employee (non-supervisor) level by a workshop entitled Learning for Tomorrow (LFT). In the LFT workshop, the employees are exposed to the same concepts as those in the LNC.

Martine Caron (819) 997-8707
Environment Canada

198. Learning Fund

The Learning Fund is a reserve of money used each year to financially support learning projects in Environment Canada. Since 1996, when it was established, it has been a way of developing innovation and learning at all levels of the Department, thus enhancing Environment Canada's capacity to achieve goals and meet the ever-changing challenges of our times. The Fund is sponsored by the Environment Management Board. Any employee in Environment Canada may submit a proposal for funds provided his/her project meets departmental priorities and a set of criteria. A working group of departmental directors analyzes and reviews the proposals and makes funding recommendations to a decision committee. The committee comprises members of

the Environment Management Board or their designated representatives. They make the final funding decisions.

Martine Caron (819) 997-8707
Environment Canada

199. National Capital Region Training Calendar

Environment Canada (National Capital Region) developed and provides a variety of courses. Approximately 60 courses are available, under the following themes: Communications; Managing People; Managing Work; Human Resources; Health and Safety; Informatics; Retirement Planning; Diversity; Information Technology (IT) Community; and Career Management. Course calendar was developed in co-operation with departments located in the Terrasses de la Chaudière complex and is now available.

Renée LeBlanc (819) 997-0641
Environment Canada (National Capital Region)

200. Learning Centre Partnership

Environment Canada (Atlantic Region) has an ongoing partnership with the Health Canada Learning Centre. Several other departments are partners as well. This reduces the cost of training while providing increased opportunities for learning.

Gaétane Moulaison (902) 426-9165
Environment Canada (Atlantic Region)

201. Partnerships for Environmental Results Course

A Learning Fund Project on the development and delivery of a course on the management of Environment Canada partnerships with industry associations, non-governmental organizations, First Nations and other emerging partners.

Ann Dostaler (819) 994-3372
Environment Canada

202. Policy in Two Thousand Speaker Series

The Policy in Two Thousand (PITT) Speakers Series was designed as a forum for provocative discussion and debate on emerging environmental policy issues. To ensure that the sessions would be current, topical and useful, the Environment Canada's Departmental Results Agenda was used as the basis to provide themes for discussion and direction in the selection of speakers. PITT speakers were drawn from the academic and non-governmental organization communities as well as the private sector and government. The Speaker Series was open to all departmental employees; participation by Regions and Services was facilitated by the use of conference call

arrangements. In addition, workshop proceedings were audio recorded and tapes distributed to all regional offices.

Ann Dostaler (819) 994-3372
Environment Canada

203. Communicating Training Opportunities

The Canadian Foreign Service Institute (CFSI) is responsible for corporate training in the Department of Foreign Affairs and International Trade (DFAIT). CFSI offers numerous training opportunities to DFAIT employees, but studies showed that many managers and employees were unaware of all that is available.

To bring training closer to the Department's employees, CFSI has developed a multi-pronged communications strategy. This strategy includes:

- a) regular lunchtime kiosks where specific training issues are presented and information is passed out;
- b) the publication of a monthly training newsletter, *Savoir-faire*, which reports on training that has taken place and on upcoming opportunities;
- c) the biennial publication of a calendar of all training available in DFAIT, which includes course descriptions, target groups and dates when courses will take place;
- d) regular meetings between CFSI staff and Branch training committees.

The communications strategy is beginning to bear fruit. The interest in training is growing. Some courses, being over-subscribed, have to be given more frequently through the year.

A.C. de Hoog (613) 944-0010
Department of Foreign Affairs and International Trade

204. Promoting Leadership

The Canadian Foreign Service Institute has developed a guide to management development, *Leadership in DFAIT*. This handbook, which has been distributed to all managers in the Department of Foreign Affairs and International Trade (at headquarters and at missions abroad), explains the Department's approach to management development. It sets out the career milestones for employees who become managers, explaining at every step the competencies individuals must possess to be successful as well as the tools, processes and resources available to assist them in meeting their goals.

Louise LaRocque (613) 944-0005
Department of Foreign Affairs and International Trade

205. Applying Technology to Learning

The Department of Foreign Affairs and International Trade (DFAIT) now has a fully developed Virtual Campus. The Virtual Campus is a web-based application designed to enable the Canadian Foreign Service Institute (CFSI) to provide and manage distance learning services to employees of DFAIT around the world and of other Government departments.

The goals of the Virtual Campus are:

- to extend learning opportunities to employees abroad in accordance with the distance learning component of the locally engaged staff training strategy,
- to reduce the time spent in classrooms, to contain the increase in training costs, and to take advantage of existing infrastructure to deliver training and other learning services from the desktop.

By new technical developments it also becomes possible for employees and spouses to pursue departmental learning opportunities through the Internet, thus opening the door to training from home. It is expected that by the end of 2000, some forty courses will be available on the Virtual Campus.

Lucille Lacelle (613) 944-0743
Department of Foreign Affairs and International Trade

206. Enhancing the Computer and Information Management Skills of Administrative Assistants

In December 1999, the Centre for Corporate Services Learning began the pilot of the Information Assistant Certificate Program. This program was developed to meet a need identified by managers that a hybrid combination of SCY/CR/AS capabilities in their administrative support staff was necessary.

The Information Assistant Certificate Program is a competency-based, personalized curriculum designed to enhance the computer and information management skills of rotational and non-rotational CRs and SCYs at headquarters and abroad. The program consists of 32 competencies in four major competency groups: Formatting and Document Preparation, Information Management (Paper and Electronic), Computer and Office Equipment, and Security, as well as the core competencies of Client Service and Organizational Skills.

Alice Power (613) 944-5361
Department of Foreign Affairs and International Trade

207. Learning

In 1998, Public Works and Government Services Canada developed business-based competency profiles, as a basis for individual learning plans and a minimum training investment for each employee. Measuring progress on individual learning plans and investments was also adopted as a critical success criterion for La Relève, beginning in April 1999. To support this measurement, an Integrated Training System, which is linked to the department's Human Resource Management System, was rolled-out on a distributed technology network.

Fiona Cowell (819) 956-9052
Public Works and Government Services Canada

Also see initiatives 1, 2, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 19, 22, 23, 24, 25, 26, 33, 51, 52, 64, 66, 67, 68, 69, 76, 82, 86, 87, 88, 90, 92, 93, 95, 99, 101, 102, 104, 109, 110, 119, 130, 150, 151, 152, 154, 160, 164, 168, 172, 173, 178, 180, 181, 182, 183, 213, 216, 223, 225.

Orientation

208. Orientation of Agriculture and Agri-Food Canada's New Employees

On June 17, 1999, Agriculture and Agri-Food Canada (AAFC) launched in honour of National Public Service Week, its new Orientation Workshop. Every Monday morning, new employees are escorted by their Manager to the kiosk known as the Service Centre at the cafeteria of the Sir John Carling building in the National Capital Region. The workshop lasts approximately 1½ hour. Nametags are placed on the new employees and their workshop entails a physical tour of the facilities and services. Employees are shown through technical means how to access important departmental information, policies such as Employment Equity, Career Information, Directories, Map of the Experimental Farm etc. Employees are taken to the Departmental Management Committee meeting where they are personally introduced by their respective Assistant Deputy Minister to the other Branch Heads and the Deputy Minister and Associate Deputy Minister. Employees then return to the Centre for administrative matters such as pay documentation, security/building passes and parking arrangements. All matters are dealt with on day one and all the services are brought to the employee versus a new employee struggling with a new location to take care of very important matters. Before leaving new employees are given a few mementoes such as a mousepad that says "Welcome to AAFC" in both Official Languages. The program has been so successful that employees who have been in the Department for some time want to take the workshop.

Marilyn Dingwall (613) 759-1158
Agriculture and Agri-Food Canada

209. Orientation to DFAIT 101

To assist all new employees, (indeterminate, term, contract, summer students, etc.) to develop a better understanding of the Department of Foreign Affairs and International Trade (DFAIT), its mission, structure and operation, a one-day orientation course has been developed. The course, organized monthly, once in English, once in French, has been enthusiastically received. Part of the day is a meet and greet session with a member of the Department's senior management.

Michael Carroll (613) 944-2407
Department of Foreign Affairs and International Trade

210. Departmental Orientation Program

Because Health Canada believes that recruiting and investing in quality employees will ensure a dynamic workforce, the Learning, Development and Diversity Programs division has collaborated with various partners to develop *Discovering Health Canada*, a comprehensive employee orientation program. It is comprised of four components: the Welcome brochure sent to new employees; an Orientation Session; a comprehensive orientation database on their

computer desktop; and, finally, a short video on CD-ROM, which provides new and potential employees with an overview of Health Canada.

Carmen Rulé (613) 952-5138
Health Canada

211. Transport Canada Orientation Program

This is a comprehensive approach to introducing a new employee to the Department and is detailed in the Transport Canada Orientation Framework. Every new person receives an *Employee Handbook*, which gives an overview of the mandate, strategic objectives and values of the Department, among other things, as well as explaining Transport Canada's new structure after downsizing. The supervisors of these new employees use a *Supervisor's Guide* to assist them in making the new person feel welcome and valued. There is also a guide for a Learning Partner that the supervisor selects to coach the new person during the first six months on the job. Orientation courses are offered on a regular basis where more detailed information about the Department is explained.

Barbara Ferguson (613) 990-5579
Transport Canada

Also see initiatives 35, 36, 47.

Workplace Well-being

212. Public Service Employee Assistance Program

The Royal Canadian Mounted Police (RCMP) has a partnership with the services of the Occupational Health and Safety Agency, Health Canada, wherein a 1-800 number is available to Public Service employees of the RCMP working in the Northwest Territories, Nunavut, British Columbia, Alberta, Manitoba, National Capital Region, Quebec and New Brunswick. This Agency provides a service where professional bilingual counsellors are available 24 hours a day, 365 days a year, to provide confidential counselling to Public Service employees and their families who are experiencing personal or work-related problems.

André Létourneau (613) 993-1093
Royal Canadian Mounted Police

213. Employee Assistance Program

Health Canada has a very active Employee Assistance Program (EAP). Workshops and lunch-hour sessions on various topics related to wellness are offered on a regular basis. Topics include balancing work and personal life; stress management; strategies for living with teens; yoga; the art of budgeting; etc. In addition, management advisory services such as critical incident stress management, managing change, and dealing with specific employee needs are provided to managers.

Lisane Turcotte (613) 941-1251
Health Canada

214. Task Hazard Analysis Program

Development of Task Hazard Analyses (THA) to prevent occupational injuries or ailments as part of the Occupational Health and Safety Program.

Roger Pharand (819) 953-2431
Environment Canada

215. Return to Work Policy

Development of Policy/Guidelines/Work Plan to facilitate employee reintegration in the workplace after an absence due to an injury or ailment.

Roger Pharand (819) 953-2431
Environment Canada

216. Occupational Safety and Health Workshop

Organization and provision of bi-annual Occupational Safety and Health workshop to assist in keeping managers and staff informed of changes and legal requirements with respect to occupational safety and health.

Nancy Toma (780) 951-8876
Environment Canada (Prairie and Northern Region)

217. Wellness Wednesday

Development and implementation of a bi-weekly e-mail health tip to assist employees in making healthy choices.

Nancy Toma (780) 951-8876
Environment Canada (Prairie and Northern Region)

218. Occupational Safety and Health Policies and Work Procedures

Revision of Environment Canada's Occupational Safety and Health Policies and Work Procedures to ensure compliance with due diligence requirements.

Roger Pharand (819) 953-2431
Environment Canada

219. Mission Reports

Mission reports are now available on the Human Resources Intranet Homepage. This allows all employees of the Department of Foreign Affairs and International Trade to have access to the mission report from their own workstation. These reports contain valuable information on each of the Department's missions abroad which will assist employees in the selection of a mission as well as getting prepared to relocate to that mission.

Margaret Lewis (613) 992-2233
Department of Foreign Affairs and International Trade

220. Foreign Service Handbook

This handbook is updated every year and is given to each employee that is assigned overseas. It is also available on the Department's Intranet site. This document attempts to provide administrative information on a variety of issues that employees and their families must do or know in order to prepare for their assignment overseas. It provides a brief explanation of the Foreign Service Directives as well as various checklists and helpful tips. This year's version will also be directly linked to various websites such as Canada Customs and Revenue Agency, provincial licence bureaux, health plans, etc.

Aline Taillefer-McLaren (613) 995-8910
Department of Foreign Affairs and International Trade

221. Education Report in the National Capital Region

This report provides information on the education systems in the National Capital Region and is directly linked to all the provincial ministries of Education and school board websites. It also has direct links to residential schools in Canada. Although this report has been available for a number of years, it is only in the last update that the direct links to the websites have been done which allows it to have the most updated information on changes as they happen.

Susan Dumouchel (613) 995-9994
Department of Foreign Affairs and International Trade

222. Performance Report on Moving Companies

Since 1995, Department of Foreign Affairs and International Trade's employee feedback is sought on the performance of services provided by both moving companies and freight forwarding companies. This report provides valuable information and is useful in the selection of a moving company and provides valuable information, which is used by the Department to improve relocation procedures.

Susan Dumouchel (613) 995-9994
Department of Foreign Affairs and International Trade

223. Retirement Kit

Since 1997, workshops were divided in two groups in order to better meet demands. Short-term retirement workshops which are aimed at employees retiring within five years or less and long-term retirement workshops which is aimed for employees retiring in ten years. Also, additional workshops have been added which is an attempt to address needs that have been identified by employees. The new workshops are “Flying Solo”, “Self-Employment in Retirement”, “Embarking on a Second Career”, “What Do You Really Need to Retire”, and “Caring for Elderly Parents While in Retirement”. A package of information is now also available to employees who cannot attend the workshops.

Aline Taillefer-McLaren (613) 995-8910
Department of Foreign Affairs and International Trade

224. Report on the Health of the Workplace

A Report on the Health of the Workplace is prepared twice a year and presented to the Solicitor General’s Human Resources Committee. This flows from the recommendation in the Department’s Human Resources Plan, to develop a list of health indicators to take the pulse of the organization. This Report is based on seven health indicators: demographics, staffing, leave utilization, use of the Employee Assistance Program, internal survey results, feedback from unions and exit interviews.

Jean-Pierre Bissonnette (613) 993-7707
Solicitor General Canada

225. Occupational Safety and Health Day

Environment Canada (Quebec Region) organizes an Occupational Safety and Health Day for employees on alternate schedules. It includes health and safety topics that affect these jobs.

Paul Shoiry (418) 648-5613
Environment Canada (Quebec Region)

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