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Response to the Public Service Survey in Industry Canada



Survey Advisory Committee Annual Report

2003-04

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in Industry Canada



Survey Advisory Committee Annual Report

2003-04

April 2004

The Survey Advisory Committee (SAC) Annual Report 2003-04 is supplemented by three other SAC reports:

Response to the Public Service Survey in Industry Canada: Survey Advisory Committee Strategic Work Plan 2003-04

This is SAC's plan for 2003-04, presented to the Industry Canada Management Committee on December 2, 2003.

Response to the Public Service Survey in Industry Canada: A Focus on Organizations

This report presents Industry Canada activities that respond to issues raised in the 2002 public service survey.

Response to the Public Service Survey in Industry Canada: A Focus on Priorities

This report outlines resources and services available to employees in the five SAC priority areas: career development and learning, harassment and discrimination, workload and work-life balance, labour relations, and employee engagement.

This report and all three of the above documents are available on the SAC intranet site at <http://icweb.ic.gc.ca/icworkplace>

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Contents

Chair's Message	1
Executive Summary.....	3
What We Heard in the Public Service Survey.....	4
What We Heard From the Experts	4
What We Are Doing Now	5
Gaps.....	5
Gaps in Approach.....	6
Gaps in Content	6
SAC Accomplishments 2003-04.....	7
Career Development and Learning.....	7
Harassment and Discrimination.....	8
Workload and Work-Life Balance	8
Labour Relations.....	9
Employee Engagement	9
SAC Projects 2003-04	10
Career Development and Learning.....	10
Harassment and Discrimination.....	10
Workload Work-Life Balance	10
Labour Relations.....	10
Employee Engagement	11
Financial Summary	11
Improving Communications With Employees	11
The Future: 2004-05 and 2005-06	12
SAC Members.....	13

Chair's Message

On behalf of the Survey Advisory Committee (SAC), I am pleased to submit the *Survey Advisory Committee Annual Report 2003-04* to the Industry Canada Management Committee (ICMC). In order to respond actively and directly to the issues raised by employees in the 2002 public service survey, SAC was created in April 2003 to replace the People Management Plan (PMP) for one year. Like SAC, the PMP was devoted to improving the workplace in Industry Canada.

Now that SAC has come to the end of its initial one-year mandate, this annual report offers an opportunity to look back over the past year, to reflect upon what SAC has accomplished, and to identify what remains to be done.

Because it replaced an existing program, SAC started its work with a legacy. In order to maintain continuity with the PMP, SAC began its work by providing A-base funding to five pilot projects that had been proven under the PMP. SAC also funded some pilot projects whose developmental work had been done under the PMP.

Once this initial stage was complete, SAC took the opportunity to examine the Industry Canada results for the 2002 public service survey, to hear from experts about effective responses to such issues as the need for more career development resources and greater employee engagement, and to consider the nature of optimum organizational strategies. Through this research, SAC identified gaps in both programming and processes. SAC then began to fund new research, events and pilot projects. As part of its background research, SAC identified the services already offered to employees at Industry Canada, and discovered that employees (including SAC members) were not aware of all the resources available to them. SAC therefore identified the need for more communication with employees about these issues. This annual report explains these steps more thoroughly.

During 2003-04, SAC funded 27 pilot projects, which included three communications plans, and developed materials for delivery during 2004-05.

Despite the successful completion of a good deal of work, SAC members have concluded that their work is not finished. In reality, the impact of SAC's interventions is just beginning to be felt in the Department. At the same time, SAC has become visible to employees. Although SAC has made substantial progress in identifying career development and learning resources available in the Department, and has laid the foundation through research and pilot projects for significant new steps to address harassment and discrimination, this work is not finished. At the same time, SAC has only just begun to address such complex issues as workload and work-life balance and employee engagement (an issue that is as much about empowerment as about participation). Likewise, communication with employees needs to be further enhanced.

SAC has concluded that Industry Canada should continue to have a workplace improvement initiative. In order to maintain continuity, and avoid another change of program, SAC is recommending that the SAC initiative become the ongoing program. In keeping with this strategy, the PMP A-base should be allocated to SAC on an ongoing basis, and a permanent SAC Secretariat should be created, to support an ongoing workplace improvement program.

I would like to express my thanks to the ICMC and its Chair, Associate Deputy Minister Carole Swan, for their support and interest in SAC. I would also like to thank the members of SAC, who represent all of Industry Canada. They have been a dedicated and hard-working committee who have faithfully attended SAC meetings, participated in sub-committees, gathered and delivered information as representatives of their organizations, and developed and sponsored projects.

From the roots that SAC has planted, I look forward to the fruit of its initiatives in the years to come.

Michael Binder, Chair
Survey Advisory Committee

Executive Summary

In April 2003, the Industry Canada Management Committee (ICMC) created the Survey Advisory Committee (SAC) to lead the corporate response to the 2002 public service survey at Industry Canada. SAC was given a \$2-million budget, and a secretariat was created to support its work during 2003–04 (*see page 13 for a list of SAC members*). On a program level, SAC approved 27 projects during the fiscal year.

In June and July 2003, SAC and ICMC approved 12 projects totalling \$958 600 plus \$200 000 for the SAC Secretariat. In December 2003, SAC and ICMC approved an additional 11 projects at a total cost of \$430 000, a reserve of \$150 000, plus \$25 000 for the National Council for Visible Minorities approved by the Deputy Minister. The reserves and project money were not spent precisely as approved, however, thus overall, for the 2003–04 fiscal year, SAC transferred five tested pilot projects to A-base funding, totalling \$349 600 (\$289 600 to Human Resources Branch, \$60 000 to Communications and Marketing Branch), and spent \$303 000 on the SAC Secretariat and general communications, \$1 066 000 on new pilot projects, \$25 000 on the National Council for Visible Minorities, and returned \$256 400 to the Deputy Minister Fund.

The results of Industry Canada's participation in the public service survey reveal a department close to the average. In general, the Department's results were similar to or a little better than those for the public service as a whole. The better results may be due to good human resource policies and consistent, ongoing efforts to improve the workplace, beginning at the time of La Relève. In the 2002 survey, Industry Canada's employees still signalled dissatisfaction or lack of knowledge in some areas. These areas of dissatisfaction led SAC to adopt five priority areas, which were also identified by Treasury Board of Canada, Secretariat. The five priorities are career development and learning, harassment and discrimination, workload and work-life balance, labour relations, and employee engagement.

Based on these priority areas, SAC set the following seven objectives:

- Understand the results of the public service survey
- Gain an understanding of what we are doing now
- Identify gaps
- Identify possible further action
- Create new programs and pilot projects to address gaps
- Improve communications with employees
- Ensure continuity with past programs and into the future

SAC has been successful in achieving these initial objectives. The purpose of this annual report is to inform the ICMC and Industry Canada about SAC's strategy, progress and plans.

What We Heard in the Public Service Survey

The results of the public service survey's 114 questions created a picture of the attitudes of Industry Canada's employees toward their work, management and workplace. However, the meaning of these results was not always immediately clear. To clarify the meaning of the results, and to identify possible responses, the Survey Advisory Committee (SAC) commissioned studies and received a number of presentations. The commissioned research and presentations from the SAC speakers helped to clarify SAC's perspectives, and helped SAC identify five priorities for Industry Canada: career development and learning, harassment and discrimination, workload and work-life balance, labour relations, and employee engagement. Although there were positive aspects in the results from these theme areas, SAC concentrated on those areas that needed improvement. SAC prepared work plans in each of the priority areas.

What We Heard From the Experts

At each of its meetings, SAC heard from experts on the public service survey and those in the fields of human resources and organizational development. These sources included Linda Duxbury of Carleton University, Judith MacBride-King of the Conference Board of Canada, Dr. Wayne Corneil of the Executive Health Study, the Conference Board Kraft Canada Study, Treasury Board of Canada, Secretariat (TBS), and the D-Code study. The 138 ideas collected from experts were assessed by SAC through a formal process; those of particular interest were selected and considered in the development of the SAC work plan.

Of the 138 ideas, SAC members expressed an interest in implementing or giving further consideration to 27 ideas, which pertained to the priority areas, as follows:

- Career development and learning (10)
- Workload and work-life balance (8)
- Harassment and discrimination (7)
- Employee engagement (2)
- Labour relations (0)

Some of the 27 ideas for implementation or consideration included the following:

- Helping managers become better people developers
- Providing orientation to new employees from the outset
- Having managers/supervisors make the "active offer" to assist their employees in developing a learning plan
- Encouraging departments and agencies to share promising learning and career practices
- Examining work processes and eliminating unnecessary work
- Focussing on process improvements
- Setting core meeting hours between 9 a.m. and 4 p.m.
- Integrating a commitment to flexible work arrangement policies into executives' accountability accords, as the mandates of their respective units permit
- Undertaking a study to ascertain who works overtime and why, in order to identify and implement remedial action
- Committing or recommitting to zero tolerance for harassment and discrimination
- Ensuring that managers are properly trained to identify potential harassment and discrimination problems, quickly and effectively address the issues when they arise, and to support employees

- Facilitating collaboration between managers and employees on career development plans
- Giving employees the opportunity to gain visibility and acquire breadth of experience and knowledge

These ideas have informed subsequent SAC initiatives. The SAC inventory of existing programs, services and projects also revealed a number of exciting possibilities.

What We Are Doing Now

In order to gain an understanding of what is being done at the corporate level and by individual sectors, SAC asked the Department's sectors to detail existing programs and pilot projects that address SAC's priorities, and to describe how individual sectors are responding to the issues raised by the survey. The summary report outlining current activities, *Response to the Public Service Survey in Industry Canada: A Focus on Organizations*, was made available on the SAC intranet site (<http://icweb.ic.gc.ca/icworkplace>). It has been shared with TBS as Industry Canada's human resource best practices. Industry Canada is considered a leader among departments in responding to the public service survey.

A Focus on Organizations identifies projects that SAC has funded, corporate programs that are available throughout the Department and initiatives that are being carried out in individual sectors. The report also identifies the 27 SAC projects. Project descriptions and contact information are provided in order that those who are interested in learning more about the projects can do so.

As an example, Human Resources Branch and the Chief Information Office (CIO) have provided employees with a number of tools, programs and services to support them with issues such as career development, learning, harassment and discrimination, dispute resolution, personal and family problems, alternative work arrangements, and labour relations. Individual sectors have developed a wide range of innovative responses to identified problems. *A Focus on Organizations* is targeted to strategic planners at the departmental and sector levels — including ICMC, branch management committees, human resource planners, and SAC — as it allows for comparison of both priorities and programming, and helps with reporting.

A second report has also been produced, *Response to the Public Service Survey in Industry Canada: A Focus on Priorities*, which reports on the same activities organized by SAC priority. The report is meant to be of use to all employees, as it identifies resources available to them, details ideas and indicates contacts for potential project planning in their own organizations and within Industry Canada as a whole.

Gaps

The research, presentations and reports outlined above revealed that, although Industry Canada has a substantial corporate human resources program, and some excellent sectoral pilot projects, there are some gaps in both approach and content. Addressing these gaps became the focus for SAC's work during 2003–04 and for its plans for 2004–05.

Gaps in Approach

Organizational change expert W. Warner Burke suggests any organizational change requires intervention at a minimum of three levels: individual, group and work systems. SAC's early work and the People Management Plan that preceded SAC focussed on individuals (e.g. career mentoring) and horizontal group (e.g. management and junior professional networks), to the relative exclusion of intact work teams (e.g. management teams, a supervisor and his or her staff) and inefficient or ineffective systems (e.g. career development system, accountability system, decision-making system, communication system).

In order to make up for the deficiency in intact work team projects, SAC and ICMC approved two pilot projects for intact work teams during the second half of the year. One was Changing the Culture: Living Work-Life Balance at Industry Canada, a presentation for intact work teams on work-life balance options available to employees. The other project for work teams was CIO's pilot project to develop a values statement as an intact work team to guide the team's work and relationships. Through these projects, SAC hopes to learn more about how to do effective interventions at the intact team level.

Although SAC has made a good start at addressing the gap in intact work team processes, it has not yet addressed work systems. SAC was struck, however, by the number of issues raised by experts, employees and pilot projects that were systemic. SAC compliments the ingenuity of Industry Canada employees in finding informal ways to address systems, such as employee staffing boards and workload discussions among staff. SAC has identified a number of possible systemic approaches, such as promoting more managers with competencies in the "people" aspect of the job. Addressing systems is not a simple matter, however, and some systems are not under the Department's control. Consideration of the impact of administrative systems on workload has been identified as a SAC priority for 2004-05.

Gaps in Content

SAC used three main sources of information in considering possible further action on content issues: suggestions made by the experts (discussed in the section entitled "What We Heard From the Experts"); projects being conducted in one part of the Department, but not generally available throughout Industry Canada (discussed in the section entitled "What We Are Doing Now"); and suggestions from employees made through JustTellUs and the Work Irritants initiative (discussed in this section).

The two SAC suggestion programs have become an important source of information. Employees were given the opportunity to provide input through two SAC intranet sites: JustTellUs and Work Irritants. Thirty-five suggestions were received from employees through JustTellUs, primarily in the areas of workload and work-life balance (13 suggestions) and career development and learning (six suggestions). Six percent of Industry Canada's employees responded to the Work Irritants initiative — the site collected more than 400 suggestions. The irritants were mostly concerned with spam (61 suggestions), work environment (53), training and advancement (30), official languages (28), management (21) and computer/server speed (17).

While the suggestions made by the experts, the examples of individual sectors, and the ideas presented by members of SAC and through JustTellUs shaped many decisions taken by SAC during 2003-04, the work irritants will be an important influence in 2004-05.

SAC Accomplishments 2003–04

One of SAC's major accomplishments during 2003–04 was securing a wide range of proposals. SAC funded 27 projects in four of its five priority areas.

Career Development and Learning

SAC created two sub-committees related to the career development and learning priority, the Career Development and Learning Sub-Committee, chaired by Alan Johnston of the Operations Sector, and the Official Languages Sub-Committee, chaired by Peter Webber of Policy Branch. These sub-committees reviewed and sometimes proposed projects related to this priority.

In June 2003, SAC recommended and ICMC approved the transfer to A-base funding of several corporate programs, as well as the introduction of new pilot projects related to career development and learning. The programs transferred to A-base funding were the PSC Counselling Services to EX and EX minus 1, Career Counselling, the Mentoring Program, and the Leadership Development Program (all in Human Resources Branch), and National Public Service Week, in Communications and Marketing Branch. SAC also transferred to A-base funding *Le coin linguistique*, an Industry Canada innovation and success story that has since been moved to the Translation Bureau in order to make it available government-wide.¹

In addition to the programs transferred to A-base funding, SAC approved several pilot projects and studies related to career development and learning. The pilot projects included the Career Advisory Panel of the Managers' Leadership Network, Training for Supervision and Coaching in Action for managers in the Quebec Region, and the Second Language Assignment Program in the Operations Sector.

SAC also funded studies to inform future decisions: a three-year comparison of the career progress of employment equity groups with other members of the department, the development of an evaluation framework for the Policy Sector approach to official languages training, and a Managers' Leadership Network study of job rotation programs.

The sub-committee was impressed by some of the pilots identified at Industry Canada. The survey results suggest that the Department should facilitate career development planning among managers/supervisors and staff. Although the course has been postponed until 2004–05, SAC is interested in tracking an idea from the Pacific Region: an intact team course for managers and employees to learn together about career planning.

For career development and learning in particular, SAC found that substantial resources were available, but some employees seemed unaware of them. The Career Development Sub-Committee therefore developed a communications plan and prepared communications materials in order to address this issue during 2004–05.

¹ Initially, \$30 000 was approved for *Le coin linguistique*. Subsequent to its A-base classification, the program was transferred to the Translation Bureau, which assumed the costs. As a result, \$10 000 was required for 2003–04, but no funds were identified for future years. The figure of \$289 600 for HRB does not include the funds for the *Le coin linguistique*.

Harassment and Discrimination

At the recommendation of Industry Canada's employment equity committees (persons with disabilities, visible minorities and Aboriginal peoples), SAC has approved several studies to help achieve a better understanding about how employees are subject to harassment and discrimination at Industry Canada, and to assess the effectiveness of existing programs. In several cases, these studies have led to pilot projects.

Growing out of a SAC-funded study of Industry Canada's funding process for accommodation of persons with disabilities, a pilot of a new model for the Accommodation Fund for persons with disabilities was approved for three years. As a result of two accessibility studies funded by SAC, a centralized technology testing and consulting service for the removal of systemic barriers to persons with disabilities received funding for two years. Additional proposals will likely be forthcoming from the employment equity career study and the strategic planning session held by the Advisory Committee of Aboriginal Peoples. Finally, SAC funded a JustTellUs suggestion related to physical accessibility for persons with disabilities at the Canadian Intellectual Property Office (CIPO).

Harassment and discrimination are departmental issues that will be addressed in part by the Diversity Awareness Tools being developed by Human Resources Branch for use by employment equity and diversity delegates and management teams. The link revealed by the public service survey between harassment and untenable workloads has not yet been fully addressed. This issue will be a priority for 2004–05.

Workload and Work–Life Balance

As with the career development and learning priority, two sub-committees also worked on workload and work–life balance issues. The departmental Co-Development Sub-Committee on Work–Life Balance of the National Steering Committee on Labour Management Consultation, co-chaired by Monique Laurin and Bernard Labonté, and the SAC Work Irritants Sub-Committee, chaired by Ross MacLeod, found that a number of the problems identified could be addressed at the intact work team level, but that others required horizontal and systemic solutions. On the advice of the departmental Work–Life Balance Sub-Committee, SAC and ICMC approved a project to have a consultant develop and deliver a presentation on workload and work–life balance. The presentation was made to intact teams of managers and employees a total of 24 times in the National Capital Region and the regions across the country, reaching a total of 490 employees and supervisors. The presentation dealt with ways in which the teams can manage their own workload.

Another aspect of real and perceived workload is workplace irritants. The Work Irritants Sub-Committee, SAC and ICMC approved the redevelopment of the inefficient tracking system for departmental policy initiatives. Also on the advice of this sub-committee, SAC approved the creation of an intranet site, accessible through the SAC intranet portal, to identify workplace irritants and possible solutions — 410 irritants were identified by March 12, 2004.

Finally, the suggestions made by employees for addressing workplace irritants, the ways in which departmental systems contribute to workload, and horizontal issues need to be considered in 2004–05. Further funds and new strategies, such as the use of focus groups and the possible appointment of an ombudsperson, will need to be addressed as well.

Labour Relations

Generally, labour relations are constructive, and there are positive working relations at Industry Canada. However, many employees are not aware of the roles of their unions. SAC is relying on the existing departmental structures and on TBS to develop further advice in this area.

The following are several departmental and SAC initiatives that are expected to contribute to enhancing a positive relationship.

- Human Resources Branch is active in interdepartmental consultations on the development of an informal conflict resolution system as part of the implementation of human resources modernization.
- SAC and ICMC approved the Work-Life Balance Sub-Committee's project, Changing the Culture: Living Work-Life Balance at Industry Canada.
- SAC and ICMC approved the Office of the Corporate Secretary's redesigned policy document tracking system (on-line Summary Departmental Agenda).
- SAC and ICMC approved a project to identify employees' suggestions for addressing workplace irritants.
- Over the next year, consultations will take place with unions on the implementation of departmental staffing control frameworks and other aspects of human resources modernization.

Employee Engagement

The creation of an Industry Canada Employee Engagement Scorecard, based on 13 questions from the public service survey, showed that 38 percent of Industry Canada's employees were not engaged. In many respects, the level of employee engagement is the result of the employers' support for employee initiatives. This includes providing an environment where employees can participate in decision making and have control over their own work. Engagement is also reflective of employees' willingness to assume responsibility for their initiatives.

SAC supported an administrative professional conference in the Ontario Region, which will help to address a gap in horizontal programs for professional groups. SAC recommends this approach to all sectors. The intact team proposal that SAC funded in its workload and work-life balance work plan should also contribute to better employee engagement, but other measures are also needed.

CIO's plan for intact work teams to develop values statements to guide their work was approved. This, in turn, will be useful in developing sectoral statements or a departmental statement. Contrary to SAC's expectations, no other groups came forward to seek funding for similar ethics projects during 2003–04.

SAC offered employees the opportunity to become engaged in addressing the Department's weaknesses through the JustTellUs contact button on the SAC site and the three-and-a-half-month Work Irritants project. SAC invested small amounts into good projects identified by employees through these portals, in order to help employees move forward on these issues.

SAC Projects 2003–04

During 2003–04, 27 projects were approved by SAC or ICMC. The projects and their actual 2003–04 costs are listed below.²

Career Development and Learning

- PSC Counselling Services to EX and EX minus 1: \$60 000 transferred to A-base funding
- Career Counselling and Mentoring Programs: \$198 000 transferred to A-base funding
- Human Resources Branch Leadership Development Program: \$31 600 transferred to A-base funding
- Employment Equity Groups Career Barriers Study: \$71 000 in 2003–04, \$20 000 in 2004–05, \$20 000 in 2005–06
- Le coin linguistique: \$10 000 in 2003–04 only
- Evaluation of Policy Sector Second Language Pilot: \$18 000 in 2003–04, with additional unidentified costs in future years
- Second Language Assignment Program: \$50 000 in 2003–04, \$75 000 in 2004–05, \$60 000 in 2005–06
- Training for Supervision and Coaching in Action — Quebec Region: \$26 138
- Managers' Leadership Network (MLN) Study of Rotation Programs: preliminary research costs of up to \$10 000 approved but absorbed by the MLN
- Career Development Communications Plan: \$27 000 in 2003–04, undefined costs to deliver the plan in 2004–05.

Harassment and Discrimination

- Study of Industry Canada's funding process for accommodation of persons with disabilities: \$24 000
- Accommodation Fund for persons with disabilities: \$7620 in 2003–04 (SAC approved \$69 000 in 2004–05, \$64 000 in 2005–06, \$64 000 in 2006–07 subject to ICMC delegation)
- Assessment of Web accessibility for persons with disabilities: \$65 000
- Centralized Technology Testing/Consulting Service for the Removal of Systemic Barriers to Persons with Disabilities: \$42 500 in 2003–04 and \$120 000 in 2004–05
- Develop Diversity Awareness Tools: \$107 500
- JustTellUs suggestion for installation of automatic door opener, CIPO: \$8000

Workload Work–Life Balance

- Changing the Culture: Living Work–Life Balance at Industry Canada: \$72 000
- Departmental Seamless Policy Tracking Process: \$60 000
- Work Irritants Collection Strategy: \$25 000

Labour Relations

- No projects proposed

² The Managers' Leadership Network, listed under Employee Engagement, includes funding for the Career Advisory Panel: \$125 000.

Employee Engagement

- National Public Service Week: \$60 000 transferred to A-base funding
- Industry Canada Managers' Leadership Network: \$345 000³
- Diversity Day: \$48 110
- Advisory Committee of Aboriginal Peoples Strategic Planning: \$8500
- Industry Canada Administrative Professionals, Professional Development Conference, Ontario Region: \$25 000
- Values and Ethics Intact Team Pilot in CIO: \$10 000
- Expansion of Career Advisory Panel to the regions: \$20 000 approved, but absorbed by MLN
- Communications Resources: \$68 000 to communicate SAC activities and resources available to employees (\$30 000) and to plan for 2004-05 (\$38 000).⁴

In addition to these projects recommended by SAC, the Deputy Minister approved a contribution to the National Council of Visible Minorities: \$25 000 in 2003-04. In total, SAC funded projects relevant to each of the five priority areas during 2003-04.

Financial Summary

	2003-04 as of March 18, 2004 (\$000)	
PMP/SAC A-base	2000.0	
Programs transferred to A-base	349.6	
Remainder	1650.4	
SAC Secretariat and communications		303.0
Projects		1066.0
National Council for Visible Minorities		25.0
Returned to Deputy Minister Fund		256.4

Improving Communications With Employees

Communications and Marketing Branch's Internal Communications Team worked with SAC during 2003-04, providing advice and planning assistance to support initiatives developed in response to the 2002 public service survey.

In the survey, employees identified two relevant issues: a lack of direct, in-person communication with supervisors and poor internal communications in general. In response to these concerns, SAC has made improved communications a top priority.

To address the lack of direct, in-person communication between supervisors and employees, SAC approved a pilot project, Training for Supervision and Coaching in Action for managers, which was implemented in the Quebec Region. From this project, SAC hopes to learn more about the dynamics of communication between managers and employees, and whether or not they can be influenced through training.

³ The MLN was approved as one project with the Career Advisory Panel. MLN funding was \$240 000.

⁴ This was charged to SAC Secretariat and communications.

To address poor internal communications in general, a communications framework was prepared with the support of the Internal Communications Team, and was updated in order to chart progress. The team prepared ICINFOs reporting on SAC meetings, and a number of articles were published in the Department's on-line employee newsletter *Argus*.

In addition to these communication vehicles, SAC has also communicated through an active SAC intranet portal, under Employee Resources (<http://icweb.ic.gc.ca/icworkplace>), and the JustTellUs and Work Irritants intranet portals.

SAC has found that employees are sometimes not well informed about the services and pilot projects currently available to them. SAC therefore approved the creation of a communications program for one of its priorities: career development and learning. The communications program will highlight services that are already available in the Department as well as those that are newly approved. SAC also approved the publication of its core research and reports, and a communications program to inform managers and employees about the Department's response to their concerns identified in the public service survey. Further, SAC approved a proposal to secure the services of a consultant to develop the next phase of a communications plan outlining activities leading up to National Public Service Week in June 2004.

The Future: 2004-05 and 2005-06

SAC has become visible to employees. Now, it needs to fulfil their expectations. SAC will continue to develop strategies for better communications with employees, as well as initiatives and projects aimed at meeting the concerns raised by employees in the 2002 public service survey. At the process level, SAC will focus on gaps in terms of types of strategy, issues addressed and target groups. At the content level, SAC will emphasize developing pilot projects related to workload and work-life balance, and employee engagement. SAC recognizes that it still has not fully addressed the issue of work systems that contribute to employee dissatisfaction. Therefore, it will be developing a strategy to address work systems. In terms of communications with employees, the career development and manager-employee communication initiatives are ready to be implemented, and further plans are being developed for 2004-05.

SAC's mandate has been to improve the workplace at Industry Canada, and to ensure that this improvement is reflected in the Department's results in the next public service survey. (Although TBS has not yet committed to a survey, another survey is anticipated for 2005.)

SAC's efforts to date have identified key areas and have prioritized the creation of a satisfied work force at Industry Canada. SAC will continue to develop proposals and recommendations for future years. During the next year, SAC will consider how to address the work irritants identified in the pilot project, how to address systemic workload problems, how to improve managers' and employees' communications abilities, and how to respond to the longitudinal study of the employment equity groups. SAC believes that employee satisfaction and workplace well-being should remain departmental priorities. It is important to maintain a continuous effort in this area for which Industry Canada is known throughout the federal government, at least until the results of the next public service survey are known in 2006.

For further information, please contact Eleanor Glor, SAC Secretariat, at (613) 941-2680 or visit the SAC intranet site (<http://icweb.ic.gc.ca/icworkplace>).

SAC Members

Representing

Departmental Champion (Chair)
Executive Leader
Special Advisor to Champion
Action Committee on Women's Issues
Advisory Committee of Aboriginal Peoples
Advisory Committee of Persons with Disabilities

Advisory Committee of Visible Minorities

Business Law and Counsel
Chief Information Office
Communications and Marketing Branch
Communications Research Centre Canada
Competition Bureau
Comptrollership and Administration Sector
Human Resources Branch
Industry Canada Co-Development
 Sub-Committee on Work-Life Balance
Industry Sector
Investment Partnerships Canada
Junior Professionals Program

Managers' Leadership Network

Office of Consumer Affairs
Office of the Corporate Secretary
Operations Sector

Policy Sector
Professional Institute of the Public Service
 of Canada
Public Service Alliance of Canada
SAC Secretariat
SAC Secretariat
SAC Secretariat
Spectrum, Information Technologies
 and Telecommunications
Technology Partnerships Canada

Representatives (Alternates)

Michael Binder (Cathy Downes)
Grant Reader
Linda Carrière
Rachel Larabie-LeSieur (Mary Carman)
Jeff Moore (Mary Carman)
Drew Hawkyard (Mary Frances
 Laughton, Lawrence Euteneier)
Jamie Hum (Charmaine Johnson-
 Mentlak)
Kim Eadie (Cathy Leclair)
Elise Boisjoly (Anita Rush)
Jaak Laan (Janelle John)
Jack Rigley (Bernard Caron)
Bruce Miller (Johanne Bernard, Sophie Leger)
Sherril Minns (Robert McDonald)
Cathy Downes

Monique Laurin
John Mihalus (Claude Bastien)
Michele Goshulak (Rick McElrea)
Cathi Holmes (Martin Anderson,
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Nita Saville (Ralph Potts)
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Dave Morgan
Eleanor Glor
Tania Farhat

Ross MacLeod (Elinor Bradley, Jill Paterson)
Kathryn Bruce