



Environment
Canada

Environnement
Canada

2015-17 PSES Management Action Plan

Context

Since the release of the results of the 2014 PSES in February 2015, Environment Canada's leaders have been working on gaining a better understanding of the issues raised by employees in the survey, and in developing an action plan with concrete actions to address the identified issues. Extensive consultations occurred across the department, including:

- Cross-Country Dialogue Sessions on PSES and Online Feedback (April 2015);
- Environment Canada Action Network (ECAN) (May 2015);
- Executive group (May 2015);
- Managers' Network (May 2015);
- PSES Labour-Management Working Group (March-May 2015);
- Joint Labour-Management Symposium (May 29, 2015); and
- Employee consultation (June 18 - July 10, 2015).

Four themes arose from the consultations; these are identified as priority areas, and are shown in the colour-coded legend:

- **Leadership**
 - EC has a leadership culture where effective people management is a key accountability for all employees with direct reports;
- **Business processes**
 - Business processes are streamlined and rendered more efficient by eliminating unnecessary approval layers and reducing the administrative burden;
- **Respect in the workplace**
 - Employees are treated with respect and dignity, and when they are not, are able to come forward without the fear of reprisal;
- **Union-management consultations**
 - Collaborative union-management relationships are actively promoted.

The corporate *2015-17 PSES Action Plan* will become a component of the department's integrated people management plan which will be monitored and reported on periodically. The integrated people management plan will include other priorities identified by employees, such as learning and career development, workforce capabilities for the future, and Blueprint 2020 activities.

Goal:
 Environment Canada’s Public Service Employee Survey Management Action Plan is intended to shift the work culture so that leadership, transparency and people management are enhanced and all employees feel respected and treated with dignity. The plan represents some key milestones which will pave the way for changing the culture and achieve long lasting improvements in the workplace.

Accountability:
 Branch heads are accountable for the implementation of this corporate plan as well as specific Branch PSES action plans which are developed to address Branch specific issues.

Outcome	Theme	Key Milestones	Timeline	Measure of Success	Method
1. EC has a leadership culture at all levels where effective people management is a key accountability for all employees with direct reports.		a. Senior management (DM, Branch Heads, DGs and Directors) will have at least two all-staff meeting per year (e.g. townhall, videoconference, webcast, or face to face as appropriate). <u>Actions:</u> 1. Based on feedback received by the Director General Strategic Human Resources Management Committee reps, all branches have had at least one “all staff meeting” during the past year. <ul style="list-style-type: none"> Various vehicles were used such as: In person, via webcast or during town hall. Employees were informed and invited through emails from senior management. 2. Minister McKenna held an all staff town hall via WebEx on November 20 th , 2015 and June 10 th , 2016.	Ongoing	i. The extent to which employees feel that senior management is accessible, visible, inclusive and receptive to input. ii. The extent to which employees feel informed about why decisions are made.	Various feedback tools, including: <ul style="list-style-type: none"> Virtual Drop Box Periodic employee pulse check questionnaires Discussion Groups Next Public Service Employee Survey
		b. Performance management agreements, for all employees with direct reports (supervisors, managers, and executives), will include a common commitment of effective people management and the following performance indicators for measuring effective people management: <ul style="list-style-type: none"> Treating staff with respect and civility Talking to and listening to staff Proactively share rationale for decisions taken and the process for arriving at the decision and transmit timely relevant information Supporting employees with direct reports who require help to effectively manage people <u>Actions:</u> 1. An email from the Head of HR was sent on September 15, 2015 to all Branch Heads advising them of the requirement to add a new common People Management Objective in performance agreements for all managers and supervisors of Environment Canada: “Demonstrates effective people management which helps foster an engaged workforce and promotes a healthy and respectful workplace”.	Fall 2015	i. The extent to which employees with direct reports have effective people management as an objective in their performance management agreements and the performance indicators as performance measures. ii. The extent to which all managers are assessing this objective and performance measure.	

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		<p>2. The new common People Management objective was included in EXPA’s for 2015-2016 and 2016-2017. All EX’s will be evaluated against this objective. Specific performance indicators have been identified for this objective.</p> <p>3. As a result of a planned update of the Performance Management application we will be able to generate reports to monitor the results.</p> <p>c. Development and implementation:</p> <p>i) A mechanism to allow employees to provide candid feedback on the quality of supervision they received; and</p> <p>ii) Hold all employees with direct reports accountable for developing and implementing action plans to address ineffective people management behaviours that are identified through the feedback mechanism.</p> <p><u>Actions :</u></p> <p>1. HRB is currently researching other department’s upward feedback pilots.</p> <p>2. A recommended mechanism for an ECCC pilot is planned to be presented at EMC this fiscal year.</p>	<p>Spring 2016</p> <p>Spring 2016</p>	<p>i. An upward feedback mechanism has been selected and tested which will give employees the opportunity to provide feedback to their supervisor on their people management performance.</p> <p>ii. The extent to which employees are satisfied that the feedback mechanism implemented is an effective way to provide feedback to their supervisor.</p> <p>iii. The extent to which employees feel that supervisors, managers and executives are held accountable for addressing ineffective people management behaviours that are brought to their attention.</p>	
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2. Employees are treated with respect and dignity, are able to come forward without the fear of reprisal.			<p>a. An educational campaign on respect in the workplace, as exemplified by senior leaders, to clarify issues such as employee support mechanisms to address workplace issues, expected behaviours in the workplace, respect for differences, and respect for Official Languages (e.g. posters, behavioural do’s and don’ts, build employee accountability, mandatory training with a time frame and accountability, national and regional Respectful Workplace committees). The campaign would also include a forum for senior leaders to discuss civility, and values and ethics in the workplace. Focus will also be given to employee discussion groups to better understand civility and respect in the workplace issues.</p> <p><u>Actions :</u></p> <p>1- A National Respectful Workplace Committee was established in April 2015.</p> <p>2. The establishment of Regional Respectful Workplace Committees followed.</p> <p>3- National Respect Day was held on Nov. 20th, 2015 and was successfully attended across Canada.</p> <p>4- A discussion (learning event) occurred with EMC on Nov. 4th, 2015 on civility in the workplace.</p> <p>5- An EX armchair discussion on Respect and Civility in the Workplace occurred on Jan. 14th, 2016.</p> <p>6- A comprehensive ECCC Mental Health Strategy was launched on May, 2nd 2016 to coincide with mental health awareness week.</p> <p>✓ It is based on the National Standard of Canada for Psychological Health & Safety in the Workplace; aligned with Joint Task Force (TBS-PSAC) Technical Committee recommendations in support of mental health in the workplace.</p> <p>✓ It includes a new online Wellness Centre to house a variety of information, tools & resources in support of mental health in the workplace.</p>	Spring 2016	<p>i. The extent to which employees feel that the campaign contributed to a better understanding of harassment and discrimination issues.</p> <p>ii. The extent to which employees perceive an improvement of respectful behaviours in the workplace.</p>	<p>Various feedback tools, including:</p> <ul style="list-style-type: none"> Virtual Drop Box Periodic employee pulse check questionnaires Discussion Groups Next Public Service Employee Survey

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		<ul style="list-style-type: none"> ✓ Also developed/adapted are 2 quick reference tools: <ul style="list-style-type: none"> a) Quick Reference Guide for executives (distributed to all executives via a special edition of EXPress email) b) Quick Reference Tool for managers (to be shared on new intranet site, and promoted via Managers’ Network communiqué) ✓ Created a union-management working group to tackle 2 of the key success factors of the ECCC Mental Health Strategy - communications and awareness. Membership includes employees at all levels (from operational/working level to executive), representing different branches across the country - 2 meetings held to date <p>b. Improved support mechanisms to provide employees with a safe place to address matters related to harassment and discrimination, where confidentiality and anonymity are maintained and the potential for reprisal is minimized.</p> <p><u>Actions:</u></p> <p>1- VIDD developed a quick, easy-to-use resource, the <i>Dignity@Work</i> feedback tool, which enables supervisors to request anonymous feedback from their reports, peers and colleagues regarding their respectful behavior at work. This tool supports a culture of non-harassment and non-discrimination by giving employees an anonymous forum to identify strengths and gaps in the respectful behaviours of their supervisors or colleagues. Along with aggregate data regarding their performance on behavioural measures of civility, users receive a support matrix with resources (videos, articles, books and training courses) to remedy any potential areas for improvement.</p> <ul style="list-style-type: none"> ✓ the tool was piloted in FB over the winter and was launched to all employees in June 2016 	<p>Spring 2016</p>		
		<p><u>Actions:</u></p> <p>1- VIDD developed a quick, easy-to-use resource, the <i>Dignity@Work</i> feedback tool, which enables supervisors to request anonymous feedback from their reports, peers and colleagues regarding their respectful behavior at work. This tool supports a culture of non-harassment and non-discrimination by giving employees an anonymous forum to identify strengths and gaps in the respectful behaviours of their supervisors or colleagues. Along with aggregate data regarding their performance on behavioural measures of civility, users receive a support matrix with resources (videos, articles, books and training courses) to remedy any potential areas for improvement.</p> <ul style="list-style-type: none"> ✓ the tool was piloted in FB over the winter and was launched to all employees in June 2016 	<p>Spring 2016</p>	<p>i. Management has improved the effectiveness, neutrality, impartiality and confidentiality of existing departmental resolution mechanisms.</p> <p>1- The extent to which employees are satisfied with improvements.</p>	

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3. Business processes are streamlined and rendered more efficient by eliminating unnecessary approval layers and reducing the administrative burden.			<p>a. Simplified decision-making and administrative processes. Initial focus will be on:</p> <ul style="list-style-type: none">• Events planning• Delegation of authorities (Financial and HR)• Electronic signatures• The procurement process for employees working in the field <p>Other opportunities will be determined based on challenges in the workplace brought to the attention of management.</p> <p><u>Actions:</u></p> <p>1. A new streamlined event planning process was launched in July 2015.</p> <p>2. The Departmental Human Resources Delegation Instrument was revamped and is available on the Intranet site to all employees and managers.</p> <p>3. Pilot project launched to implement electronic signatures for MS Office documents (mainly Word docs) by using MS digital signature capabilities combined with Entrust (PKI/My Key) credentials and ECollab/Sharepoint document management. Electronic signatures continue to be tested in consultation forms, as well as in the briefing note format.</p> <p>4. The Service Desk and Desktop Computing Division of Corporate Services Branch underwent a review of business processes with input from all staff to develop a new business model. A new model for the service desk will be implemented in the current fiscal year.</p> <p>5. Corporate Secretariat assessed current processes, including their Portfolio reporting and tracking tool, with a view to streamlining and limiting duplication and unnecessary reporting burden.</p>	<p>Fall 2015</p> <p>Summer 2016</p>	<p>i. The extent to which employees feel the business and decision-making processes have been streamlined and are working well.</p> <p>ii. The extent to which employees feel that approvals can be secured more easily.</p>	<p>Various feedback tools, including:</p> <ul style="list-style-type: none">• Virtual Drop Box• Periodic employee pulse check questionnaires• Discussion Groups• Next Public Service Employee Survey

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4. Collaborative union-management relationships are actively promoted				<p>a. Increase opportunities for union involvement by informing and engaging them early in areas having an impact on their members (e.g. collaboration on initiatives like the 2015-17 PSES Management Action Plan, regular and meaningful Branch Labour-Management Consultation Committees).</p> <p><u>Actions:</u></p> <p>1. Branches indicated the existence of a strong Collaborative union management relationship that is ongoing and active, nationally (4 annually), regionally and locally.</p> <p>2. Branches are being proactive in engaging unions and seeking opportunities to make it happen (ie: townhalls)</p> <p>3. Branches are keeping the unions informed by inviting them to meetings (Branch Labor Management Consultative Committee), by sharing information and seeking their input/views on various topics, strategies and/or initiatives that could have an impact on the employees or on the organization.</p> <p>4. Reconvening of the Labor Management working group used for the development of the PSES Action Plan to review how to better work together.</p>	Ongoing	<p>i. The extent to which union representatives have an opportunity to participate in discussions on departmental matters having an impact on their members.</p> <p>ii. The extent to which management and union representatives feel that opportunities to engage have been effective.</p>	<ul style="list-style-type: none">Feedback Sessions at the EC Labour-Management Consultative CommitteeNext Public Service Employee Survey
				<p>b. Support, recognition and communication of unions’ contribution and the impact of their work in improving the workplace.</p> <p><u>Actions:</u></p> <p>1. There is ongoing communication between the Unions and the Department.</p> <p>a. HRLMCC held on Dec. 22nd, 2015, May 9th, 2016 and September 13th, 2016.</p> <p>b. ECLMCC planned for Jan. 20th, 2016, and June 29th, 2016 with the next one scheduled for November 2016.</p> <p>2. The update of the ECCC intranet Union webpage to include more information.</p>	Ongoing	<p>i. The extent to which the role of the union in the workplace is highlighted.</p> <p>ii. The extent to which employees perceive the union-management consultation process as having effectively addressed issues in the workplace.</p>	