



National Managers' Community Ninth Annual Professional Development Forum — Montréal “Dialogue with Senior Officials” Session, March 3, 2010

Executive summary

The National Managers' Community (NMC) offered a three-hour session entitled “Dialogue with Senior Officials” as part of its two-and-a-half-day program at the 2010 Professional Development Forum. In the two previous forums, in Ottawa and Vancouver in 2007 and 2008 respectively, similar sessions were held, with the NMC and central agencies presenting significant findings and follow-up on key issues.

At the March 2010 session, over 1,100 participants, including executives, managers, new professionals and future leaders from across Canada, engaged in a discussion with five deputy ministers. Electronic polling technology allowed for instantaneous results to 19 questions that focused on the following three themes:

- Innovation, risk and control;
- People management; and
- Talent management.

The results of these questions formed the basis for inquiry and discussion among participants and the following panel of deputy ministers moderated by Omer Boudreau, Vice-President, Human Resources, Canadian Food Inspection Agency:

- Janice Charette, Human Resources and Skills Development Canada;
- Monique Collette, Atlantic Canada Opportunities Agency;
- Linda Lizotte-MacPherson, Canada Revenue Agency;
- Daphne Meredith, Office of the Chief Human Resources Officer; and
- François Guimont, Public Works and Government Services Canada.

A working group led by the NMC with participation from the Association of Professional Executives of the Public Service of Canada, the Federal Youth Network and Treasury Board of Canada Secretariat (TBS) developed the questions for electronic polling. Questions reflected managers' top-of-mind concerns and were formulated following extensive research that included the results of the 2008 Public Service Employee Survey and NMC focus groups, and the report *Innovation, Risk and Control*, published by CCAF-FCVI Inc. (Canadian Comprehensive Auditing Foundation) in 2010.

In addition, questions were developed to ensure that they:

- Were relevant to the delegates attending the forum;
- Would engage the participants in a provocative and positive way; and
- Sought solutions that are suitable for individuals and for organizations overall.

Consult the Appendix for the list of questions and the results of the electronic polling.

Highlights of electronic polling results

Subsequent to the forum, results of the electronic polling were analyzed (see detailed analysis in the Appendix). Following is a brief summary of key findings:

- There is a perception that organizations are risk-averse and do not appear to be streamlining or eliminating unnecessary rules and policies.
- Seventy per cent of managers indicated that they are not able to spend as much time as they would like on people management. Managers want user-friendly policies and guidelines, more relevant tools, and increased access to human resources (HR) expertise.
- What managers need most in order to hire quality personnel is encouragement and support to use existing staffing flexibilities.
- Managers want a less time-consuming process to deal more effectively with unsatisfactory performance. They also want support from senior management for the decisions they make.
- While the majority of managers indicated that they regularly get feedback from their manager on performance, this does not usually include a discussion about career development.
- Most managers feel that there is still value in federal departments and agencies working together to offer career development opportunities.

Dialogue with senior officials

Immediately following the electronic polling, Omer Boudreau, Vice-President, Human Resources, Canadian Food Inspection Agency, facilitated a 90-minute discussion among delegates and the deputy minister panellists. Following is a summary of the issues raised and the ensuing discussion.

Issue

Levels of control, micromanagement and tight timeframes all affect a manager's ability to manage. Senior managers are often not the subject matter experts and request much additional information and support on files before they are comfortable with the recommendations they receive from managers. This causes a great deal of additional work. There is an issue with trust—managers are paid to manage yet feel they don't have any responsibility to make decisions themselves.

Response

Janice Charette noted that there is a cultural issue about letting managers manage, adding that more needs to be done to build this culture and that it is not a quick fix. Conversations need to take place within each department, and senior management needs to engage with this issue. Managers need to discuss their risk tolerance and live with it. If you give people delegated authority and they have received the training to use it, then we should be able to let them do their jobs.

Linda Lizotte-MacPherson highlighted that the right tolerance of risk varies by organization and the nature of the work one does. Communication is key in building a relationship. It is incumbent on leaders to create an environment for open, honest dialogue. This needs to occur at all levels with support from the top.

Monique Collette added that trust is critical and that organizations must start trusting their managers and having more confidence in them. To progress on this front we need to keep the discussion going.

Daphne Meredith reiterated the importance of communication. When a project is assigned, managers should engage in a discussion on objectives and scope before the work is started. This will save time in the long run.

Issue

What can be done to empower managers and support them in the long term?

Response

Linda Lizotte-MacPherson said that innovation is key and that it can start off small. We need to define what we mean by innovation in the Government of Canada and promote it. Furthermore, we need the technology to engage employees and organizations. Innovation is a culture that needs to be created within each organization by providing a safe environment so that mistakes can happen. We need to be prepared to make some investments as well.

Monique Collette noted how the Atlantic Canada Opportunities Agency demonstrated innovation by creating opportunity-based teams. She spoke of one example where a team comprising economic officers worked with communities that had lost a major industry. The economic officers met with affected communities and worked with them to identify the best opportunities for the community. She fully supports this type of innovation.

Janice Charette said that the public service has done a great job on public service renewal and referred to the Clerk's earlier message on the renewal of the workplace and the importance of creativity and innovation. She also noted that innovation is already going on in many ways in our organizations but that we need to be better at recognizing, valuing and celebrating it.

Daphne Meredith reinforced that public service employees are already successfully demonstrating innovation. They are regularly called upon to adapt to new agendas and governments. Innovation is about being clear about the opportunity and problem and not being wedded to the old way of doing things.

François Guimont said that innovation does not need to be segregated from ongoing responsibilities. We can provide fresh thinking in our everyday work. Innovation allows us to ensure that programs are well managed and well delivered. He added that recognition is important and that at Public Works and Government Services Canada managers try to recognize people and use different methods to acknowledge various innovative approaches. He reminded delegates that while formal recognition is important, don't underestimate the power of informal recognition. A simple phone call thanking someone for a job well done can be very powerful.

Issue

There are good tools to support performance management such as key leadership competencies, learning plans, performance agreements, and courses at the Canada School of Public Service, but managers would benefit from an integrated framework or approach.

Response

Daphne Meredith stated that performance management is an important issue that has been around for a while and is something that we will continue to focus on for years to come. Performance management can have negative connotations, but it is really about maximizing the potential of every employee and dealing with performance problems along the way should they arise. Deputies recognize the importance of performance management and have established a subcommittee to support it. While tools are part of the answer, we need to focus on using them in a meaningful way. We also need to work together with senior leaders and internal organizations such as HR departments to use the tools effectively.

Monique Collette added that the deputy minister subcommittee is focusing on a full range of performance outcomes, including rewarding good performance, but she did not want to minimize the impact that poor performance can have on a team. The

subcommittee is committed to talking to front-line managers to learn more about the types of support that would benefit them the most and would welcome support from the NMC. Input from managers is invaluable because they spend the bulk of their day managing people. The fact that TBS has decided that performance management will be supported by a subcommittee, along with other key support such as resourcing, indicates the importance of the issue.

Janice Charette said that it makes sense to see performance management as part of a framework. We spend a lot of time determining whether people have met their objectives, but perhaps we should move up along the continuum and ensure we set objectives that are clear and ensure that people have the tools they need to do the job and understand their role. Sometimes people have a bad year, sometimes it is a bad fit, and sometimes there are people who simply do not have a role in the public service. It is that last situation that we have the most trouble with. It takes courage, supportive senior leaders and collaboration with the HR community, which is also undergoing its own cultural change. Managers are taking on this responsibility, and perhaps the concrete support we can provide is to help them have that difficult conversation.

Linda Lizotte-MacPherson said that performance management is an ongoing dialogue and that we need to ensure that we focus on everyone, not just the poor performers or star performers. Effective two-way conversation can lead to innovation and a healthy, inspired workplace. She stated that progress has been made, but more needs to be done. She also emphasized the need to use plain language when providing feedback to employees. She mentioned that the Canada Revenue Agency has created an online tool kit that has 29 tools, and she suggested that tools dealing with performance management could be shared as a best practice. Sharing best practices is important, she said, and we need to build upon what others have done.

François Guimont said that dealing with performance gets more difficult as one moves along the continuum. However, even dealing with unsatisfactory performance can be positive. If done properly, there is positive energy that can come out of it, such as an employee recognizing that there is an issue and self-correcting. The tough part is letting someone go, and that is where solid and anchored support from senior managers is critical. Handling these situations fairly is a management duty, and not doing so affects the performance of your team as well as your credibility.

Issue

A probationary period is a critical time when a manager can closely assess an employee's competence and fit in the organization and provide ongoing feedback. It is particularly important when there is a significant role change such as from an officer to a management position. More attention should be paid to reviewing performance and fit through mechanisms such as probationary periods during critical transitions such as these.

Response

Monique Collette said that the term “probation period” has a negative connotation. If used appropriately, it should be seen as an audition for the job. Ultimately, employees will focus on what they need to do and what is expected of them. Communication is key during this phase, and managers need to explain to new employees the purpose of the probation period and the skills and attitudes that will be assessed during this period.

Daphne Meredith responded that there is currently a discussion taking place among deputy heads on whether the probation period is being used as effectively as it should be for new public servants. A probation period allows people to think about all aspects of the job, including values and ethics. Your performance during this time does not have to be perfect. It should be a period of learning your job to be followed by a period of mastering your job before moving on to another one.

Janice Charette said that there is a link between people management and talent management and that we will need to think very differently on how we manage the workforce. With changing demographics, we know we will have to be more nimble in how we develop, train and promote employees. We won't always be able to develop competencies by relying solely on on-the-job experience or by using the methods we used in the past. We need a framework that is flexible enough to recognize that when efforts don't work, we can bring someone back and try something else to support their development.

Issue

There is less opportunity in the regions for development. In the future, will more consideration be given to “distance” supervision?

Response

Janice Charette noted that there are two key issues. First, she questioned if everything needs to be done in the National Capital Region (NRC) and suggested that work can be done in the regions, adding that this simply requires different management techniques. It is a different skill set managing a virtual team. Second, she proposed that there needs to be better support for managers so they can be effective when they work virtually.

Linda Lizotte-MacPherson said that we need to think about the best place to put the workload. For example, some areas of the country have a more stable workforce while others have more access to a particular expertise. Virtual management is not easy, however. We need to think about governance and the necessary support to virtual teams and managers to ensure they can operate effectively. Virtual teams are the reality of our future, and we need to start getting on board.

Monique Collette added that the Atlantic Canada Opportunities Agency created a “virtual Ottawa” initiative, providing employees opportunities for assignments at headquarters without relocating. For a country as big as Canada, virtual organizations can be a real asset. She said that there is a future in virtual management, but we need to look for expediency and seek best practices. She suggested that there might be a

role for TBS or NMC in collecting those best practices. Deputies also need to look at employee retention, and virtual management could assist in dealing with this issue.

François Guimont stressed the importance of cross-fertilization between Ottawa and the regions. These are two very different but important perspectives that need to be shared. In particular, we need to make sure we incorporate the regional perspective into the broader policy discussion of the department. He acknowledged that mobility is an issue and indicated that in his experience there are good supports in place for those who make the transition. He also said that the work needs to go where it makes sense. For example, the role of Public Works and Government Services Canada in the 2010 Olympics was led by the region because it was clearly the best placed to deliver.

Daphne Meredith added that she would be very interested in having further discussions on how her office can support these initiatives and expressed an interest in working with the NMC to explore these issues. We need to look at some best practices in terms of distance networking and managing virtual teams.

Issue

In the private sector, it appears that when a leader emerges in a group that person is promoted to lead a team. In government we run a process that takes a long time, and sometimes one doesn't get the person who is best suited. Some people are effective at applying for jobs but don't necessarily meet the competencies required to effectively do the job. How can we re-introduce merit as a stronger factor in the promotion process without going through the complexity of a nine-month or year-long process?

Response

Daphne Meredith said that managers need to guide employees on when they are ready for promotion by explaining that there is a natural progression. First, employees need to learn the job and master it before moving on to the next one. Pools are working well for some departments but are having mixed results for others, and she recognized that there is work to be done to improve on resourcing. She mentioned that deputies are committed to the issue and as a result she has struck a deputy minister subcommittee on people resourcing which is being led by Michael Wernick, Deputy Minister of Indian Affairs and Northern Development. In seeking improvements, this group recognizes that input from HR departments and managers will be key.

Janice Charette explained that there were important flexibilities that were introduced by the *Public Service Modernization Act*. Managers who are hiring no longer need to choose the first ranked candidate but rather can choose a candidate based on the right fit. She noted that managers who are hiring need to start making pools work for them. There is a culture shift required; for example, we need to start trusting pools even when we didn't lead them. She added that it is worth looking into, as perhaps the process is out of sync with modern resource practices. We need to ask ourselves if we have a process that gives us the fairness and transparency that is critical to employees and results in people who can actually do the job.

Linda Lizotte-MacPherson reiterated that there is more flexibility in the Act than people are aware of and that we need to increase awareness of those flexibilities. The Canada Revenue Agency is making more use of competency-based pre-qualified pools. With this approach, there is a dialogue between employees and managers on whether people should or can be moving forward. This supports a merit-based competitive process and ensures that people hired have the necessary skills to do the job.

Monique Collette added that senior managers need to watch for emerging future leaders and make them feel valued.

François Guimont noted that merit is a principle. It is not completely set in time and is something that needs to be nurtured. The appearance of merit can be influenced by realities and perceptions. There are two issues that seem to arise more often, either perceived or real, that have a negative impact on merit. The first is job postings that seem too specific or targeted toward certain individuals; the second is acting assignments that go on too long. An acting assignment is a good tool, but if it goes on too long it puts the employee at an advantage.

Final remarks

Janice Charette noted that she was impressed with the conference. Deputies understand the importance of managers' roles in setting culture and tone in organizations and look forward to continuing to work together to find solutions. The public service made an investment in sending managers to the annual forum, and she encouraged everyone to consider and incorporate what they have learned into their own organizations and act as ambassadors for the management community.

Monique Collette said that managers are the most important group in the public service and that it is important to spend more time discussing and sharing information. Based on what she saw and heard at the forum, she feels that the public service is in good hands.

Linda Lizotte-MacPherson urged participants to take the enthusiasm and the information gained at the forum back to their offices. Managers working together in regions and at headquarters are creating the future of the public service. Managers need to keep pushing the envelope, speaking truth to power and being innovative, and in this way the message will get out.

Daphne Meredith highlighted the great enthusiasm and ideas in the room. She added that it was useful for her as the Chief Human Resources Officer to hear the comments first-hand, and she looks forward to forming future partnerships, including one with the NMC.

François Guimont concluded by saying that this feedback is critical. Some of what he heard was encouraging while other things implied we have work to do. The information collected will be reviewed and shared with the Deputy Minister Committee on Public Service Renewal. It will also form the basis of a work plan to guide the NMC's efforts into the future.

Appendix: Results and Analysis of Electronic Polling

Introduction

At the National Managers' Professional Development Forum held in Montréal from March 2 to 4, 2010, delegates were electronically polled as part of the "Dialogue with Senior Officials" session. Nineteen questions were asked to the approximate 1,100 delegates on the following three themes:

- Innovation, risk and control;
- People management; and
- Talent management.

Delegates were first asked to respond to four demographic questions, which enabled the information collected to be stratified on the basis of:

- Region;
- Category (executive, manager, future leader, new professional);
- Staffing and/or financial delegated authorities; and
- Organization—core public service (*Public Service Employment Act*, or PSEA) or agency (non-PSEA).

Following are highlights of the results from the electronic polling.¹

Demographics

- Close to 80% of respondents were managers, with executives and future leaders at 8% to 9% and other (e.g., technical and professional specialists) at 4%.
- Forty-seven per cent of managers reported having both staffing and financial delegated authority—88% of executives and 4% of future leaders indicated they have both.
- Forty-nine per cent of respondents indicated they were from the NCR, while 51% were from other regions.
- Eighty-five per cent of the respondents indicated they were from the core public service (PSEA), while 13% responded they were from an agency or separate employer (non-PSEA).

¹ Because of the low number of respondents from the North (seven), no regional analysis was conducted on their results.

Innovation, risk and control

Four questions were asked under this theme, with the following identified as the most notable and significant results:

- A significant number (68%) indicated that their organization does not appear to be streamlining rules and policies or eliminating unnecessary ones. It is interesting to note that in organizations outside the core public service (non-PSEA), results were even higher at 75%.
- Managers identified two issues that need to be addressed to encourage innovation in their organization: addressing workloads associated with delivery pressures and administrative burdens (34%), and a need for organizations to increase their level of risk tolerance (28%).
- Thirty-five per cent of respondents indicated that they do not feel comfortable in taking risks because they feel that their organization is risk-averse, with 16% noting that they felt there would be negative consequences if they took risks. Twenty-three per cent of respondents (higher for non-PSEA organizations, at 32%) indicated that they were comfortable taking risks.

People management

Six questions were asked under this theme, with the following identified as the most notable and significant results:

- Seventy per cent of respondents that have people management responsibilities indicated that they are not able to spend as much time as they would like on people management. Thirty-four per cent said they would benefit from more user-friendly policies and guidelines, and 18% indicated they would benefit from more relevant tools and increased access to HR expertise.
- Forty-two per cent of respondents indicated that encouragement and support to use (existing) staffing flexibilities would help them the most to hire quality people.
- Forty-seven per cent stated that reducing the administrative burden would help the most to reduce their workload.
- A less time-consuming process (34%) and support for decisions taken, including any potential repercussions (27%), were noted as two key factors to help in dealing with unsatisfactory performance.

Talent management

Five questions were asked under this theme, with the following identified as the most notable and significant results:

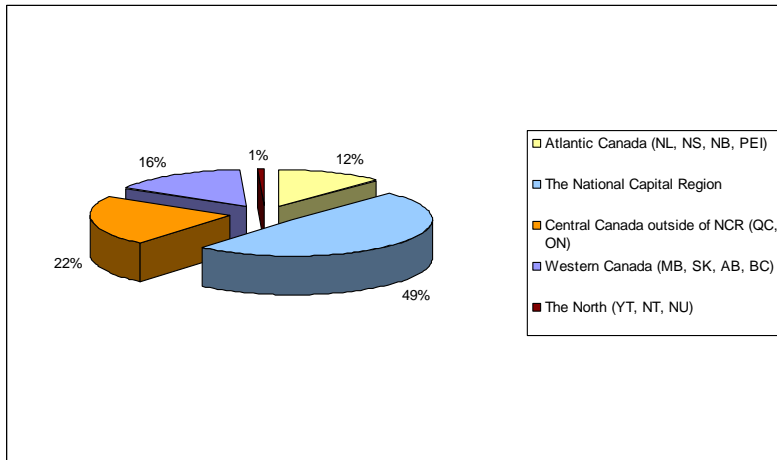
- Fifty-eight per cent of respondents indicated that their manager provides them with timely feedback on performance.
- Fifty-eight per cent indicated that their manager does not regularly engage them in discussions on their career development needs.
- The majority of respondents (86%) agreed or strongly agreed that there is still value in federal departments and agencies working together to offer career development opportunities.

Detailed results

Question 1

The office in which I work is in:

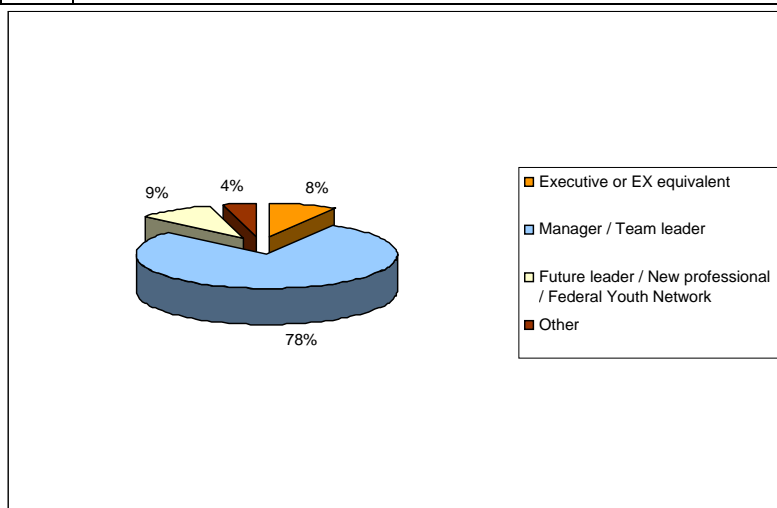
1.	Atlantic Canada (NL, NS, NB, PEI)	105	12%
2.	NCR	423	49%
3.	Central Canada outside of NCR (QC, ON)	191	22%
4.	Western Canada (MB, SK, AB, BC)	137	16%
5.	The North (YT, NT, NU)	7	1%



Question 2

Which of the following best describes you?

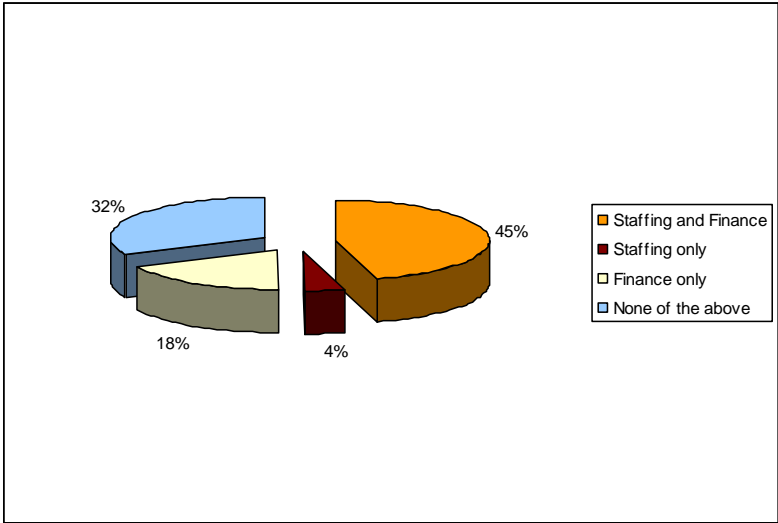
1.	Executive or EX equivalent	75	8%
2.	Manager / Team leader	701	78%
3.	Future leader / New professional / Federal Youth Network	84	9%
4.	Other	37	4%



Question 3

I have delegated authority for:

1.	Staffing and finance	409	45%
2.	Staffing only	39	4%
3.	Finance only	165	18%
4.	None of the above	287	32%



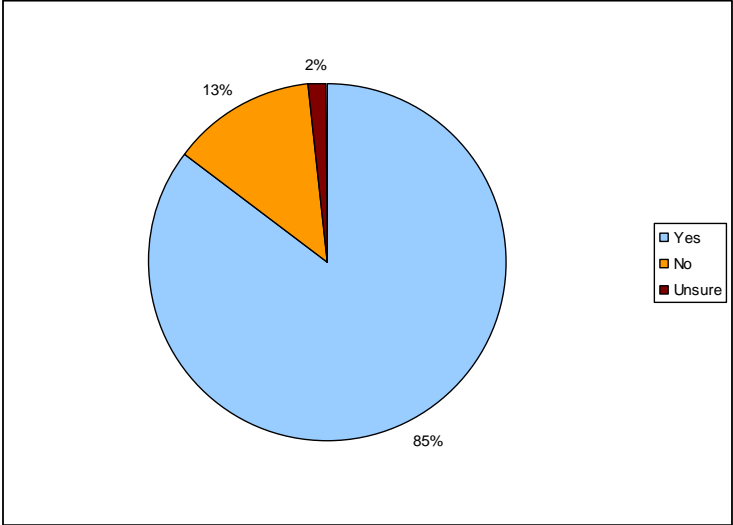
- Eighty-eight per cent of executives have both staffing and financial delegated authority.
- Forty-seven per cent of managers have both staffing and financial delegating authority, 5% have staffing only, 21% have finance only, and 26% have no delegated authority.
- Four per cent of future leaders have both staffing and finance delegated authority, 2% have staffing only, about 10% have finance only, and 84% have no delegated authority.

	Staffing and Finance	Staffing Only	Finance Only	None of the These
Atlantic Canada	59	3	16	23
NCR	148	22	66	164
Central Canada, outside NCR	88	2	49	44
Western Canada	69	6	22	29
The North	5	0	1	1

Question 4

Does your organization fall under the *Public Service Employment Act*?

1.	Yes	781	85%
2.	No	120	13%
3.	Unsure	15	2%



	Yes	No	Unsure
Total	698	110	14
Atlantic Canada	91	8	1
NCR	363	40	5
Central Canada, outside NCR	138	37	7
Western Canada	100	25	1
The North	6	0	0

Question 5

To encourage innovation within my organization, I would benefit most from:

1.	More encouragement from senior management	81	9%
2.	Increased organizational tolerance of risk	263	28%
3.	Fewer delivery pressures and administrative burdens	315	34%
4.	Additional resources	145	16%
5.	Less restrictive rules	131	14%

Thirty-four per cent of respondents indicated fewer delivery pressures and administrative burdens, followed closely by 28% indicating the need for an increased organizational tolerance of risk.

Regions	PSEA/Non-PSEA	By Category
All regions scored similar results in these areas.	Similar scores for PSEA and non-PSEA respondents.	Managers (38%) and future leaders (33%) selected the response <i>fewer delivery pressures and administration</i> most often, while executives responded at 19%. Executives chose <i>increased organization tolerance of risk</i> most often (49%), with managers at 25% and future leaders at 22%.

Question 6

If you do not feel comfortable taking risks in your job, what is the main reason?

1.	I am risk-averse by nature.	20	2%
2.	I require more knowledge of sound risk-management practices.	125	13%
3.	I feel that there may be negative consequences to my taking risks.	150	16%
4.	I feel that my supervisor is risk-averse.	89	9%
5.	I feel that my organization is risk-averse.	327	35%
6.	Not applicable; I am comfortable taking risks.	228	24%

Thirty-five per cent of respondents indicated that they felt their organization was risk-averse, and 16% indicated that they felt there would be negative consequences if they took risks. Twenty-four per cent of respondents indicated that were comfortable in taking risks.

Regions	PSEA/Non-PSEA	By Category
All regions reported similar results, with Western Canada reporting a slightly higher result on feeling comfortable taking risks—30% as opposed to the overall average of 24%.	Non-PSEA respondents scored higher on their comfort level on taking risks—32% as opposed to 23% for PSEA respondents.	On the issue of <i>organization being risk-averse</i> , managers and executives were the same at 35%, with future leaders lower at 27%. Thirty per cent of executives indicated they are comfortable taking risk, compared with 25% of managers and 18% of future leaders.

Question 7

During the past couple of years, I have noticed my organization's tolerance for risk:

1.	Seems to be increasing	230	25%
2.	Seems to be decreasing	351	38%
3.	Seems about the same	260	28%
4.	Unsure	85	9%

Thirty-eight per cent of respondents indicated that their organization's tolerance for risk seems to be decreasing, 25% indicated that it seems to be increasing, and 28% indicated it was about the same.

Regions	PSEA/Non-PSEA	By Category
<p>Regional results varied greatly regarding the <i>organization's increasing tolerance of risk</i>, from a low of 18% and 19% in Western and Central Canada to 26% and 30% in Atlantic Canada and the NCR respectively.</p> <p>On <i>organization's tolerance for risk decreasing</i>, all report similar results at 42% to 45%, except for the NCR, which was lower at 32%.</p>	<p><i>Organization's increasing tolerance for risk</i> is higher for non-PSEA respondents—30% as opposed to 24% for PSEA respondents.</p>	<p>Forty-six per cent of executives responded that they felt their <i>organization's tolerance for risk</i> seems to be decreasing, compared with 38% of managers and 22% of future leaders.</p>

Question 8

Is your organization streamlining rules and policies or eliminating unnecessary ones?

1.	Yes	222	24%
2.	No	632	68%
3.	Unsure	74	8%

Sixty-eight per cent of respondents indicated they felt that their organization was not streamlining rules and policies or eliminating unnecessary ones.

Regions	PSEA/Non-PSEA	By Category
<p>Most regions had similar results, with the exception of managers in Central Canada, who responded at 81% that <i>organizations did not appear to be streamlining rules</i>.</p>	<p>Results for non-PSEA respondents were higher at 75% versus 66% for PSEA respondents that <i>organizations did not appear to be streamlining rules</i>.</p>	<p>Managers and executives had similar results, reporting 69% and 70% respectively, indicating that <i>organizations did not appear to be streamlining rules</i>. Future leaders scored lower at 57%.</p>

Question 9

What is most required to help you hire quality people in a timely manner in your organization?

1.	A better understanding of the flexibilities in the staffing system	119	13%
2.	Additional internal HR expert capacity	254	27%
3.	Outsourcing transactional staffing functions to external service providers	85	9%
4.	Encouragement and support to use staffing flexibilities	390	42%
5.	The delegated authority to staff	81	9%

Forty-two per cent of respondents indicated they would benefit from encouragement and support to use staffing flexibilities, while 27% indicated that additional internal HR expert capacity is needed.

Regions	PSEA/Non-PSEA	By Category
All regions except Atlantic Canada had similar results—Atlantic Canada was slightly higher at 53% on <i>encouragement and support in using staffing flexibilities</i> . On the issue of <i>additional internal HR expert capacity</i> , Western Canada was higher than the others at 37%.	Only 28% of non-PSEA respondents indicated that <i>encouragement and support to use staffing flexibilities</i> was most required to help hire quality people in a timely manner (as opposed to 45% of PSEA respondents). Non-PSEA respondents noted that the most required was <i>additional internal HR support</i> at 41% versus 25% from PSEA respondents.	There were slight variances, with executives scoring 47%, managers at 41% and future leaders at 43% on the issue <i>needing encouragement and support to use staffing flexibilities</i> . Executives' results were notably higher on the issue of <i>additional internal HR expert capacity</i> , weighing in at 37% versus 27% each for managers and future leaders.

Question 10

To encourage a more harmonious workplace, my organization would benefit mostly from:

1.	More collaborative management—union labour relations	12	1%
2.	Better employee–manager relationships	79	8%
3.	Increased use of informal conflict management	26	3%
4.	Improved internal communications	250	27%
5.	More clarity on roles and responsibilities	222	24%
6.	Better performance management	149	16%
7.	Fewer delivery pressures	198	21%

In response to the question of what would encourage a more harmonious workplace, the top four most-noted items were as follows:

- Improved internal communications: 27%

Regions	PSEA/Non-PSEA	By Category
Regions were all at 29% on this factor except for Atlantic Canada, which was at 23%.	There was some variance between PSEA and non-PSEA respondents, with 13% for non-PSEA respondents versus 25% for PSEA respondents.	Executives scored lower at 13% on this factor compared with managers and future leaders, who scored similarly at 23% and 24%.

- More clarity on roles and responsibilities: 24%

Regions	PSEA/Non PSEA	By Category
Regions ranged from 17% to 20%, except the NCR, which was significantly higher at 29%.	Non-PSEA respondents' results were at 34% versus 25% for PSEA respondents.	There were similar results for all categories.

- Fewer delivery pressures: 21%

Regions	PSEA/Non-PSEA	By Category
Regions ranged from 19% to 23% on this factor.	PSEA and non-PSEA respondents had similar scores.	Executives scored 18%, managers scored 23% and future leaders scored 11%.

- Better performance management: 16%

Regions	PSEA/Non-PSEA	By Category
Regions ranged from 12% (Western Canada) to 22% (Atlantic Canada).	Non-PSEA respondents scored higher on this factor at 20%.	Executives scored lower at 11%.

Question 11

In order to better carry out my people management responsibilities, I would benefit most from:

1.	More training on people management	176	19%
2.	More relevant tools	165	18%
3.	User-friendly policies, regulations and guidelines	315	34%
4.	Increased access to HR expert advice	161	18%
5.	Not applicable—I don't have people management responsibilities	102	11%

To better carry out people management responsibilities, respondents noted having user-friendly policies and guidelines as being the most beneficial to them (34%), with more training on people management at 19%, followed closely by more relevant tools and increased access to HR expert advice, both at 18%.

Regions	PSEA/Non-PSEA	By Category
Regions ranged from 30% (the NCR) to 43% (Western Canada) on user-friendly policies.	The most notable variance between PSEA respondents and non-PSEA respondents was on the results for <i>increase access to HR expert advice</i> , with non-PSEA results at 23% and PSEA results at 16%.	There was a notable variance by category on the issue of <i>user friendly policies</i> , with executives at 49%, managers at 34% and future leaders at 21%

Question 12

What do I need most from senior management to support me in dealing with unsatisfactory performance?

1.	Timely access to expertise on performance management	95	10%
2.	Support for decisions taken, including any potential repercussions	250	27%
3.	Acknowledgement for dealing with unsatisfactory performance	62	7%
4.	Less time-consuming process for dealing with unsatisfactory performance	321	34%
5.	Assistance to find a better job fit for the employee	124	13%
6.	Not applicable—I don't have people management responsibilities	79	8%

To deal with unsatisfactory performance, respondents indicated two areas as most critical: a less time-consuming process for dealing with unsatisfactory performance (34%), and support for decisions taken, including any potential repercussions (27%).

Regions	PSEA/Non-PSEA	By Category
On a <i>less time-consuming process</i> , scores in regions ranged from a low of 30% (Atlantic Canada) to a high of 42% (Western Canada). On <i>support for decisions taken</i> , including any potential repercussions, regions' scores ranged from 24% (Central Canada) to 33% (Atlantic Canada).	Two areas where there were notable differences between PSEA respondents versus non-PSEA respondents were <i>support for decisions taken</i> , with PSEA results at 26% versus non-PSEA results at 32%, and <i>less time-consuming process for dealing with unsatisfactory performance</i> , with non-PSEA results at 42% versus 33% for PSEA results.	There was a notable variance by category on response to <i>less time-consuming process</i> : 27% for executives and 39% for managers. On <i>support for decisions taken</i> , executives scored 44%, managers scored 27% and future leaders scored 17%.

Question 13

I am able to spend as much time as I'd like on people management.

1.	Strongly disagree	228	24%
2.	Disagree	356	38%
3.	Agree	173	18%
4.	Strongly agree	73	7%
5.	Not applicable—I don't have people management responsibilities	98	10%

Sixty-two per cent of respondents strongly disagreed (24%) or disagreed (38%) with the statement "I am able to spend as much time as I'd like on people management."

Regions	PSEA/Non-PSEA	By Category
All regions scored similar results on this question.	Sixty per cent of PSEA respondents disagreed or strongly disagreed with this statement compared with 69% of non-PSEA respondents.	There was a slight variance by category, but overall results were similar.

Question 14

Which of the following would help reduce your workload the most?

1.	Having appropriate decision-making authority	93	10%
2.	Reducing the administrative burden (administration and reporting)	446	47%
3.	More efficient technology	77	8%
4.	Timely staffing processes	92	10%
5.	Improved succession planning	34	4%
6.	Ability to deal more effectively with underperforming employees	95	10%
7.	Receiving information in a timely manner	67	7%
8.	Not applicable—my workload is fine	37	4%

Forty-seven per cent of respondents indicated that reducing the administrative burden would help reduce their workload most. The other 7 factors were rated between 4% and 10%.

Regions	PSEA/Non-PSEA	By Category
All regions scored this factor the highest, with scores ranging from 43% in the NCR to 58% in Central Canada.	Non-PSEA respondent results were at 61% versus 46% for PSEA respondents, a significantly higher score.	There was some variation between categories, with executives responding at 44%, managers at 49% and future leaders at 38%.

Question 15

My organization is identifying and developing future leaders.

Strongly disagree	14%
Disagree	30%
Agree	41%
Strongly agree	8%
Unsure	7%

Forty-nine per cent of respondents either agreed or strongly agreed with the statement “my organization is identifying and developing future leaders,” while 44% either disagreed or strongly disagreed with this statement.

Regions	PSEA/Non-PSEA	By Category
Regional scores were similar for this question.	Sixty-two per cent of non-PSEA respondents either agreed or strongly agreed with this statement compared with PSEA respondents (46%).	Executives were highest at 57% and future leaders lowest at 44%, with managers at 48% on whether they agreed or strongly agreed with this statement.

Question 16

My manager provides me with timely feedback on my performance.

Strongly disagree	16%
Disagree	26%
Agree	43%
Strongly agree	15%

Fifty-eight per cent of respondents either agreed or strongly agreed with the statement “my manager provides me with timely feedback on my performance,” while 42% either disagreed or strongly disagreed with this statement.

Regions	PSEA/Non-PSEA	By Category
Similar results were reported in all regions.	PSEA and non-PSEA results were similar.	Sixty-four per cent of future leaders and executives and 56% of managers agreed or strongly agreed with this statement.

Question 17

My manager regularly engages me in discussions on my career development needs.

Strongly disagree	21%
Disagree	37%
Agree	33%
Strongly agree	8%

Fifty-eight per cent of respondents either strongly disagreed or disagreed with the statement “my manager regularly engages me in discussions on my career development needs,” while 41% either strongly agreed or agreed.

Regions	PSEA/Non-PSEA	By Category
Most regions had similar results, except for Atlantic Canada, with 68% of respondents strongly disagreeing or disagreeing with this statement.	Non-PSEA respondents scored slightly lower, with 50% disagreeing or strongly disagreeing with this statement as opposed to 59% for PSEA respondents.	Sixty-two per cent of executives, 58% of managers and 53% of future leaders either strongly disagreed or disagreed with this statement.

Question 18

I believe that there is still value in federal departments/agencies working together to offer career development opportunities

Strongly disagree	8%
Disagree	3%
Agree	30%
Strongly agree	56%
Unsure	3%

Eighty-six per cent of respondents either strongly agreed or agreed with the statement “I believe there is still value in federal departments/agencies working together to offer career development opportunities.”

Regions	PSEA/Non-PSEA	By Category
All regions had similar results.	PSEA and non-PSEA results were similar.	All categories reported similar results.

Question 19

To advance my career, I would benefit most from:

1.	More job opportunities in my region	144	16%
2.	Resolving mobility issues through flexible workplace solutions	123	13%
3.	Language training	102	11%
4.	More time and support to pursue developmental opportunities	206	22%
5.	Increased availability of appropriate developmental opportunities	306	33%
6.	Not interested in career advancement	45	5%

In response to the statement “to advance in my career, I would benefit most from...,” 33% of respondents selected increased availability of appropriate developmental opportunities, while 22% indicated that they need more time to pursue developmental opportunities.

Regions	PSEA/Non-PSEA	By Category
<p>There was a significant variance in this question. While regions had relatively high scores on having <i>more job opportunities</i> (21% for Western Canada, 29% for Central Canada and 31% for Atlantic Canada), the NCR scored significantly lower at 5%. NCR respondents indicated they would benefit most from <i>more time and support to pursue developmental opportunities</i> (32%), compared with those in the regions—10% for Western Canada, 11% for Atlantic Canada and 17% for Central Canada. Regions scored higher on <i>resolving mobility issues</i> (15% for Atlantic Canada, 21% for Central Canada and 23% for Western Canada), whereas the NCR scored only 8% on this factor. Also interesting to note is that all regions scored similarly on <i>having access to language training</i> (9% to 13%).</p>	<p>Similar results were recorded for both PSEA and non-PSEA respondents on <i>increased availability of appropriate developmental opportunities</i>. Non-PSEA respondents identified <i>resolving mobility issues</i> notably more often than PSEA respondents (25% versus 12%), and PSEA respondents identified <i>more time and support to pursue developmental opportunities</i> more often than non-PSEA respondents (24% versus 14%).</p>	<p>Executives responded at 25%, managers at 32% and future leaders at 49% on the issue of <i>increased availability of appropriate developmental opportunities</i>. On the issue of <i>more time and support to pursue development opportunities</i>, future leaders were a bit lower at 17%.</p>