

# “A Beautiful Day in the Neighborhood”

Main questions:

Q1: What is the Main factor for “Happiness” in the Directorate?

A:

- ☒ Directorate’s Senior Management
- ☐ Their Subordinates (“SME”)
- ☐ Other factors (Phoenix, office location, etc)

Q2: How can we measure “Happiness” ?

A:

By asking right questions, and listening to the responses:

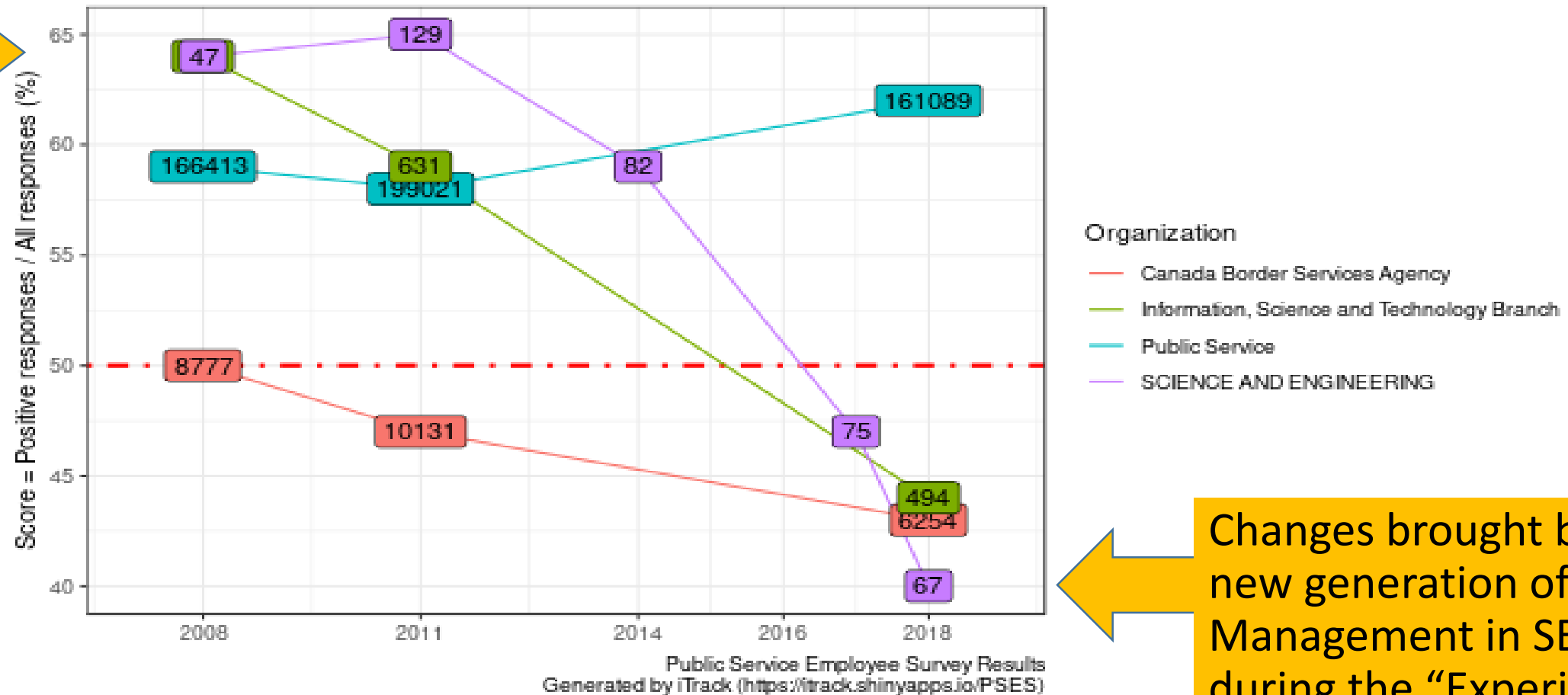
- ☒ e.g. PSES questions “Lead by example”, “respect”, “fear of reprisal”

How to make CBSA a “happier” place:

Recommendations  
from the “Experiment” conducted by the “Lab”

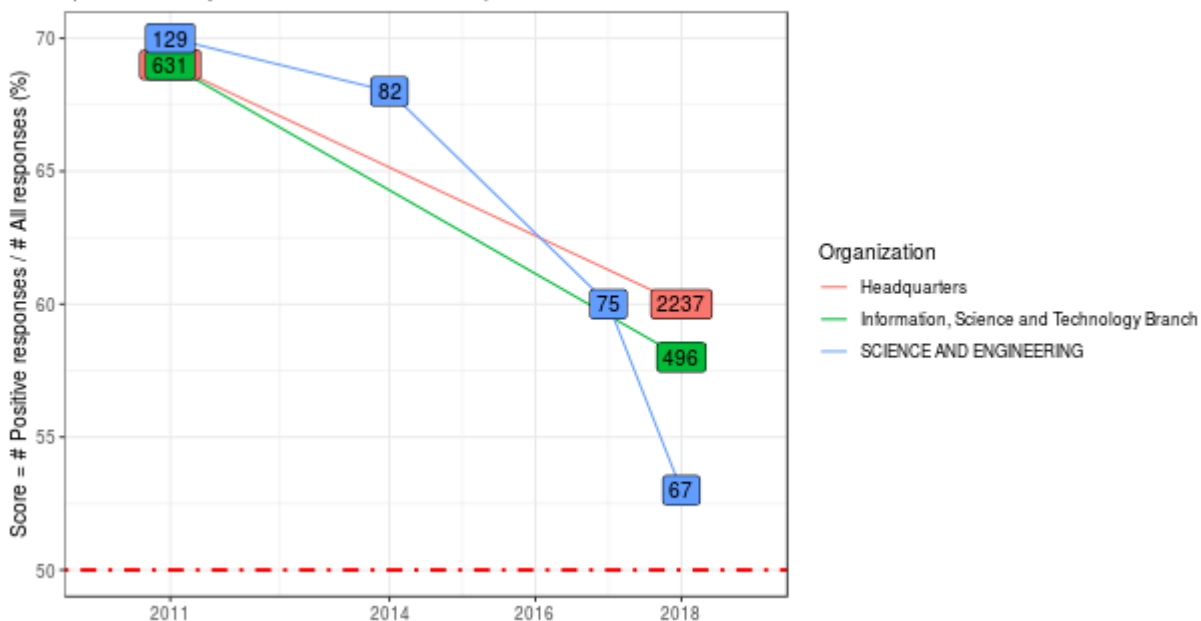
Presented to Change and Culture Directorate  
(Peter Yendall, Director)  
November 2019

Question 30. I have confidence in the senior management of my department or agency.  
(Number of responses is indicated in the box)

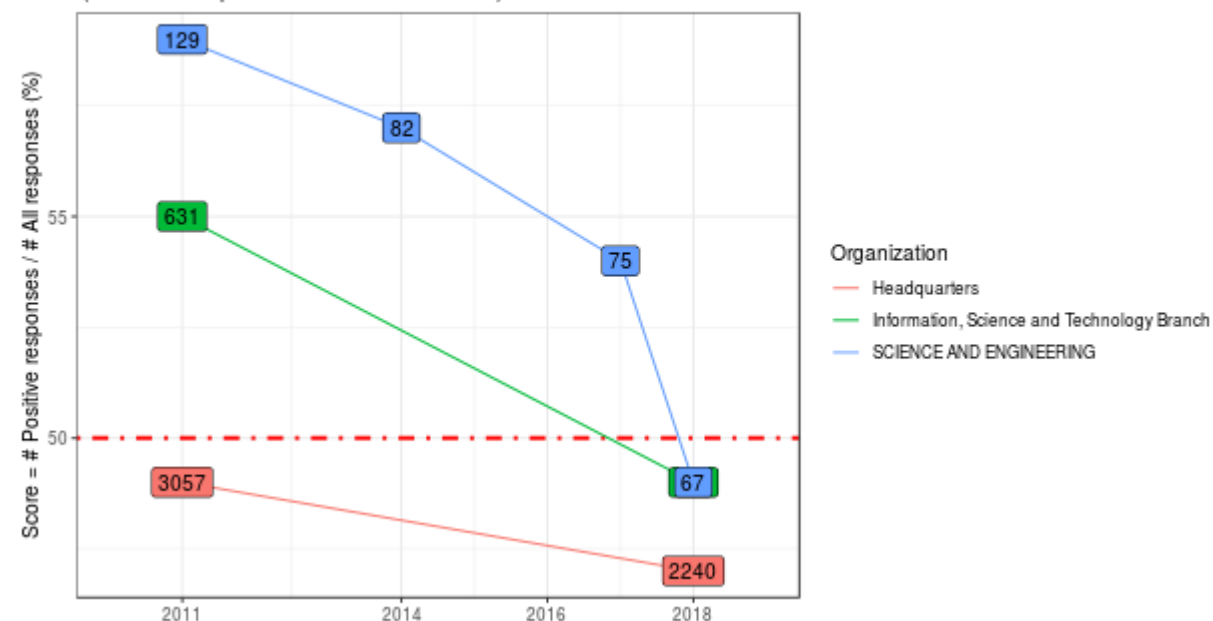


Changes brought by  
new generation of  
Management in SED  
during the “Experiment”

Question 33. My department or agency does a good job of communicating its vision, mission and goals.  
(Number of responses is indicated in the box)



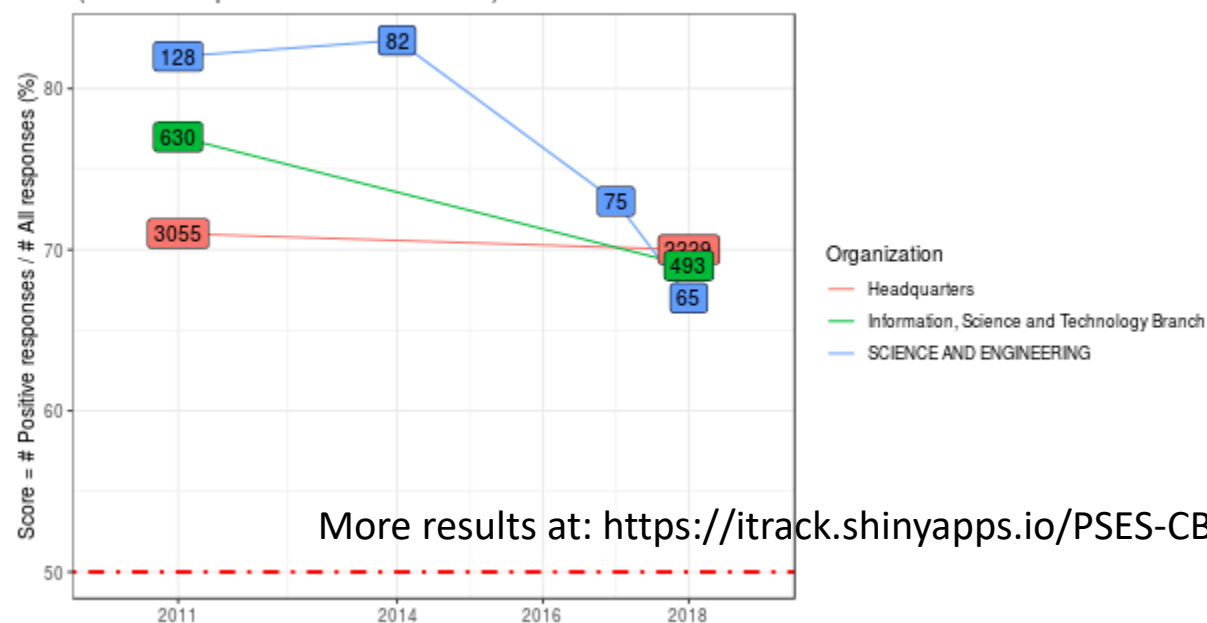
Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear (Number of responses is indicated in the box)



Question 29. Senior managers in my department or agency lead by example in ethical behaviour.  
(Number of responses is indicated in the box)

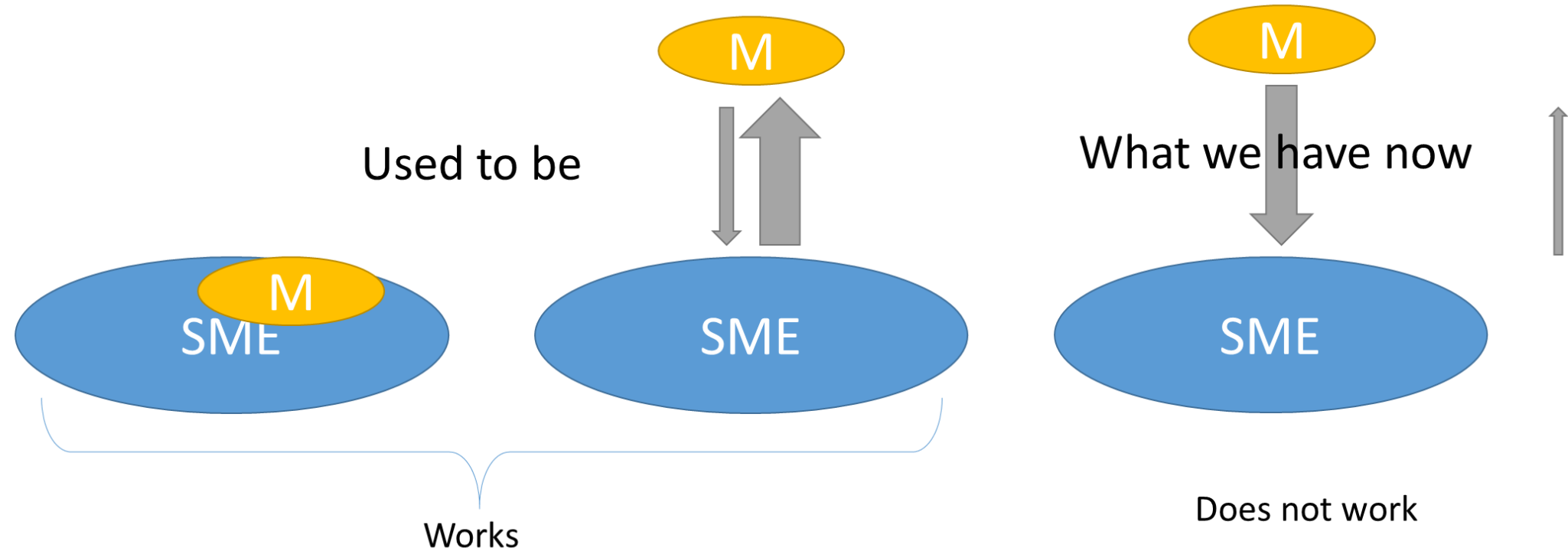


Question 42. Overall, my department or agency treats me with respect.  
(Number of responses is indicated in the box)



More results at: <https://itrack.shinyapps.io/PSES-CBSA-SE>

# So what has changed?



## Managers/Directors used to:

- Enable and empower their Subject Matter Experts (SME)
- Encourage initiative, asking tough questions and communicate up their thoughts
- Promoted their SME (bring to BMC, "InBrief", gcpedia)
  - Metrics: Clear and related to SME contributions
  - Tools: Informal (family-like) conversations at any time

**One community. Everyone is equal.**

**No suspicions or enemies - Fun Fun Fun, "5 star" place**

## New generation of Managers/Directors :

- Command, Police, Control, effectively Disable their SME
- Don't tolerate arguments. Silence inconvenient discussions
- Control initiative, Seek hierarchy approval for any decision
- Impose their force and invest in enforcement tools
  - Main metric: how much you agree with your manager
  - Main tool: LR (Disciplines/grievances)

**Two Non-overlapping communities.**

**Some are more equal than others. Mistrust, Fear, Stress**

# Recommendations: for “Change Culture” Action Plan

## Recommendation #1: Start with Glasnost’ (Saying Inconvenient Truths)

1. DO NOT: Report the Average Score only (Recall “Three-legged average animal” anecdote)
2. DO: When reporting PSES results, report Best and Worst Directorates within each Branch!
3. DO: Praise Directorates who are above Branch average, and esp. those who are above Public Average. We do have those!
4. DO: Ensure that employees feel safe when talking about issues related to Culture and can do it in confidence (i.e. without CC their managers)
5. DO: Continue and improve crowd-sourcing of feedback in safe and timely manner.

**Recommendation #2: Revise CBSA Disciplinary Measure Framework to include guidelines on the use of Discipline for matters related to allegation of insubordination.** (Currently there are none. So, Directors have unlimited power to assign discipline measures at their own will when dealing with their subordinates who show disagreements with their management style)

1. DO NOT: Allow the use of disciplines on matters that can be resolved in discussion and proper people skill management.
2. DO NOT: Allow use of non-progressive discipline (ie applying suspension without reprimand), in particular in cases involving the disputes between Subordinate and Manager
3. DO: Extend the use of ICMS & EAP for addressing Manager-Subordinate disputes
4. DO: Continue conducting “Integrity talks” (esp. related to conflicts between serving your manager vs. servicing tax-payers)

**Recommendation #3: Create new Agency Thumbnails document**, one-page description of each Section / Division in the Agency (the last one found in Apollo dates 2010: <http://apollo.omega.dce-eir.net/livelink/lilisapi.dll/Overview/22554121>)

1. DO NOT: Wait until it is final. It may never be.
2. DO: Publicize it and post in Apollo (even draft). Encourage employers to get to know who else in the Agency is working in their area (e.g. CTRL+F “research”, “data”, “analytics”) and reach for each other without manager’s approval.

**Recommendation #4: Clarify PMA key Performance indicators (KPI) and make them transparent and objective (both for Directors and SME)**

1. DO: Include Directorate moral/well-being as par of Director’s KPI
2. DO: Limit the power of Directors to decide on performance of their SMEs at their own will. Clients feedback and SME outputs matter most.