

LET'S TALK

MARCH 2008 VOLUME 32, NO. 2

RESPECT
TRUST
HONESTY
INTEGRITY

*Values and Ethics
in the Workplace*



Correctional Service
Canada

Service correctionnel
Canada

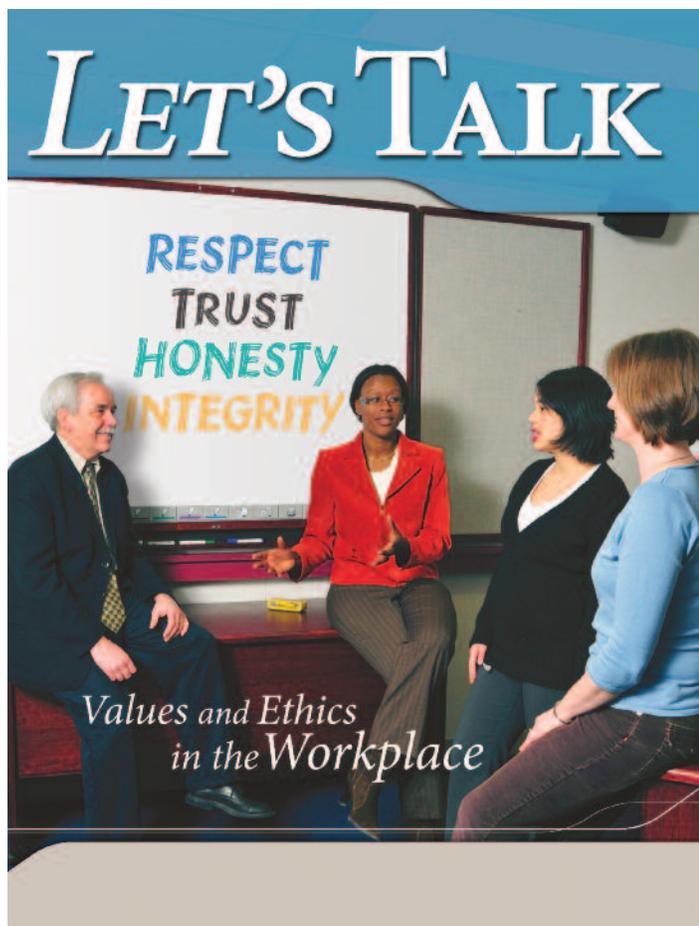
Canada

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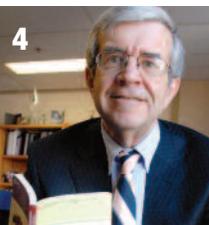
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COMMISSIONER'S EDITORIAL

Improving CSC's Values and Ethics Programs and Results

Across the Correctional Service of Canada (CSC), our daily jobs differ tremendously, but every one of us faces at least one identical task: the just representation of our organization to the Canadian public. This means that every day, it is our collective duty as public servants to conduct ourselves with the highest possible standards of values and ethics. We must all act with integrity, responsibility, impartiality and professionalism—these qualities are absolutely imperative in maintaining the respect and trust of Canadians.

Strong values and ethics programs are fundamental in supporting our external reputation as a trusted partner in criminal justice, as well as fulfilling our public safety mandate and sustaining our integrity as a public service organization. They are also necessary ingredients for a healthy work environment. We must always be guided in our work and professional conduct by a balanced framework of public service values: democratic, professional, ethical and people values.

Employee feedback from a variety of sources tells us that we can do better in this area. We recognize that we can improve our work environment, and have made it a priority to transform our organization and culture into one that incorporates values and ethics in every decision.

As Commissioner, I am deeply committed to doing whatever I can to improve CSC's values and ethics programs. By improving our ethical climate, we are contributing to our corporate priority to strengthen management practices overall, which will ultimately make CSC a better organization.

This issue of *Let's Talk* includes information about CSC's initiatives to improve our values and ethics culture. For example, in fall 2006, we conducted 66 focus groups across the country, with approximately 400 staff participating. We responded to your feedback by introducing



ethics awareness workshops for employees at all levels of the organization. The workshops provide staff with the knowledge and tools necessary to deal with ethically-charged situations. This values-based training will help staff to recognize ethical dilemmas and provide tools to resolve them.

We each have an opportunity to contribute to improving the ethical climate of our work environment. One way we can all do that is through effective communications. Fundamental elements of values and ethics, such as trust and respect are not possible without open, effective communication at all levels.

Managers have an opportunity to make a real difference through leading by example, and making clear decisions that demonstrate critical thinking, fairness and compassion for employees.

I hope that reading this magazine will make you stop and see your personal values and ethics approach through a new lens, and get you thinking about the role that values and ethics play in your everyday work.

Keith Coulter
Commissioner
Correctional Service of Canada

WHEN RULES ARE NOT ENOUGH

BY Carole Robinson Oliver

Like any other federal department, the Correctional Service of Canada (CSC) has masses of guidelines, directives and standard operating procedures, covering all kinds of conceivable situations. But sometimes employees can still find themselves in an ethical grey area, where “going by the book” doesn’t provide the answers.

Examples of ethical dilemmas abound:

- loyalty to your team or to a colleague versus loyalty to the organization;
- being torn between upholding the ethics of your own professional group and carrying out procedures required by the organization; or,
- trying to balance the desire for open communication with privacy requirements.

“We expect people to adhere to the rules,” says Stephen Wilson, Director General, Values and Ethics, “but rules alone may not address all situations nor will they always provide answers when competing values are in play.”

Ethics Means Doing the Right Thing

He adds that ethics means much more than adherence to laws and policies. “To me, it means doing the right thing. For example, if you obey the law, are you an ethical person? Many people would say ‘I’m an ethical person because I don’t break the law and I don’t harm anyone.’ But the truth is if you obey the law, it means you’re not a criminal, but it doesn’t mean you’re an ethical person.”

In 2001, Stephen Wilson was chosen to attend an ethics training program in Dallas, Texas. He used what he learned to help develop a three-day *Ethics and Corrections* course for the Correctional Management Learning Centre in Cornwall, Ontario. He has been a course facilitator since then, in addition to taking on the position of director general when the Values and Ethics Branch was created in 2006.

Stephen Wilson brings to the job a 30-year background in corrections, much of it in the area of internal audit. His work took him into every corner of CSC, including investigations into allegations of wrongdoing. He was also responsible for implementing the CSC Internal Disclosure Policy (known more familiarly as whistleblowing).

“Values and ethics have always been important within corrections,” he says, “but we reached a point where the organization felt it was time to establish a separate unit that could focus completely on these matters.”

The major functions of Stephen Wilson’s group are handled by three offices — the Office of Values and Ethics, the Office of Internal Disclosure and the Office of Informal Conflict Management (see pp. 6, 7, 8).

Part of the impetus for a branch dedicated to values and ethics came from the 2005 Public Service Employee Survey, which identified serious concerns in the workplace relating to harassment, grievances, accountability, lack of trust and respect. An action plan, co-developed with union leaders, is now being implemented, with a series of parallel but related initiatives designed to improve labour relations and conflict management within CSC.

Respect and Common Courtesy

“What upsets employees most in an organization is how they are treated by others,” Stephen Wilson points out. “It’s surprising how many people can recall an incident in school

where they were called names or singled out by their peers. People want a work environment where they are shown respect and common courtesy.”

When Stephen Wilson took over the branch, the ethics course in Cornwall had already been successfully operating for several years, but it was only reaching out to a small number of staff, mostly managers.

“I felt there was a strong need to take ethics down to the front line,” he says, “to support staff that have to deal with ethical issues on a regular basis.”

To get broad input from staff, in 2006 the Values and Ethics Branch organized a series of focus groups in each region and at all operational levels of CSC. The branch received more than 4,500 comments and suggestions with six prominent themes emerging — work environment, organizational culture, communications, leadership, consistency/fairness and recognition.

“People want a work environment where they are shown respect and common courtesy.”

A National Values and Ethics Strategy

These themes now form the basis of a national values and ethics strategy, which aims to address the main recommendations coming out of the focus groups. Prominent among these recommendations are the need for widespread values and ethics training, assistance in dealing with ethical dilemmas and recognition for staff who consistently behave in an ethical manner.

The first step in implementing the strategy is a series of pilot projects that involve one-day workshops at 17 sites, representing all security

levels and specialized facilities, community operations and regional headquarters. Training began in October 2007.

“We’re trying to show through these pilots that ethics can make a difference in the overall climate of the workplace,” Stephen Wilson explains. “We want to create an environment in which there is open communication, where there is respect for staff, where doing the right thing is recognized. We’re not expecting immediate results,” he cautions. “The bottom line is that staff see and feel a difference over time.”

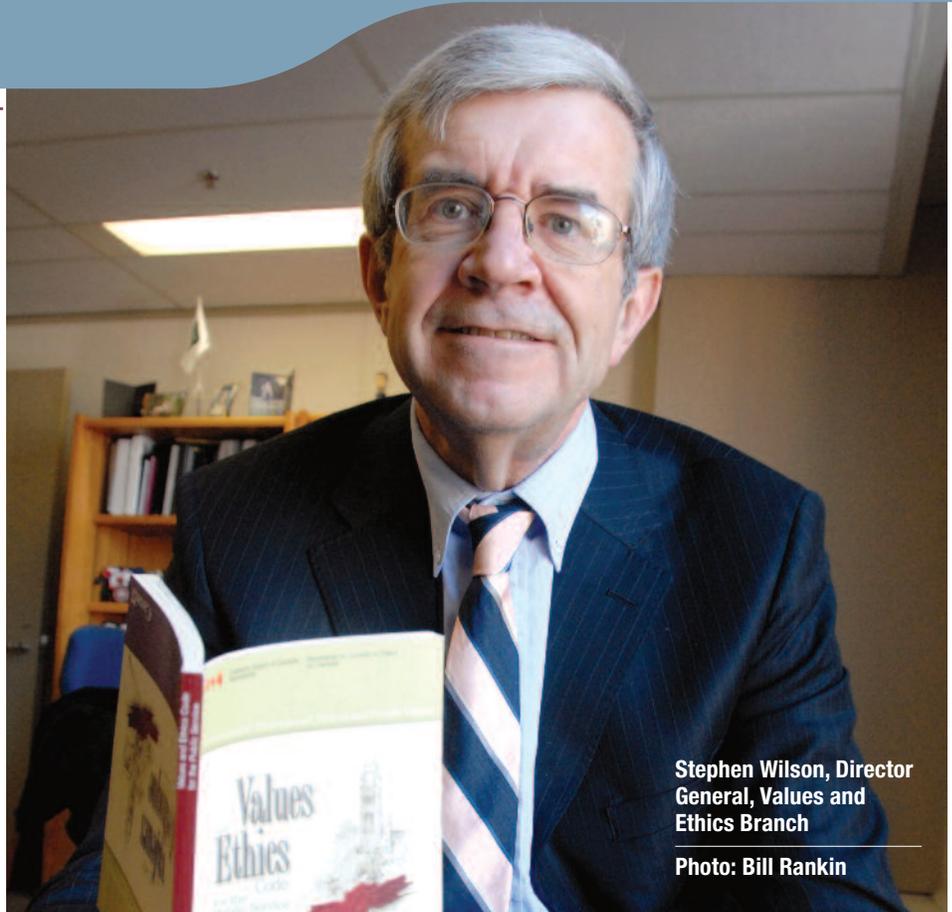
To assess the impact of training, staff participating in the pilots will be surveyed before and after. These results will be compared with employee surveys in non-pilot institutions. Baseline data from previous public service surveys will also serve as a point of reference.

Other initiatives under consideration include an ethics hot-line where staff can call for guidance if they find themselves in an ethical dilemma and a series of tools and templates for ethical decision-making.

“We’re trying to show through these pilots that ethics can make a difference in the overall climate of the workplace.”

Making abstract concepts like values and ethics real to the average employee isn’t all that difficult, Stephen Wilson maintains. He finds that when staff are asked to discuss ethical issues they have observed in the workplace, they have no shortage of examples.

“For instance, you see a colleague doing something wrong and you don’t know how to deal with it. You know it’s wrong, but you think



Stephen Wilson, Director General, Values and Ethics Branch

Photo: Bill Rankin

maybe it’s best just to keep quiet, to keep yourself or your team-mate out of trouble.

The Example of Hugh Thompson

“In Cornwall, we often use the example of a guy named Hugh Thompson. He was an American air force pilot in the Vietnam War, and this relates to the My Lai massacre. While he was flying support for the mission, Mr. Thompson observed the advancing American forces on the ground murdering the villagers of My Lai. The victims were largely elderly men, women and children. So he landed his gunship between the villagers and the Americans and ordered his gunners to shoot any Americans who continued with the massacre.

“That’s one thing about ethics,” Stephen Wilson comments. “It’s easy to look from the outside and say ‘I should have done that,’ but you don’t

know until you’re actually in the situation. I would like to believe that I would have acted like Mr. Thompson, who was 24 years old at the time, but I’m not sure I could have.”

“Many people, when asked to identify an ethical person, will identify ethical heroes similar to Hugh Thompson, or exceptional people like Mother Teresa. But I also consider equally ethical those people who go about their everyday business in a very effective manner. They don’t seek glory or recognition. They go in, they do their work, they treat others respectfully, they create a very positive atmosphere. Ultimately, it’s the individual who has to make the decision to do the right thing.” ♦

Promoting Values and Ethics at CSC

Roger Pharand is passionate about values and ethics, the importance of giving recognition and of walking the talk. “Sometimes a mere thank-you for a job well done goes a long way,” says Mr. Pharand. Formerly with the RCMP, Mr. Pharand is new to the Correctional Service of Canada (CSC), but brings with him several years of experience as a values and ethics champion and course facilitator.

BY Carole Robinson Oliver

As Senior Advisor in the Values and Ethics Branch, Roger Pharand is responsible for the development of ethics strategies and programs for CSC. His job involves training, monitoring and assessing the effectiveness of the program, as well as providing expertise, interpretations analysis and guidance to all managers and employees on ethical issues.

As a sign of progress, he cites the fact that the National Ethics Advisory Committee is now in place. Some regions have already started the legwork to establish regional ethics committees. As well, the Values and Ethics Website is being developed to provide a gateway for information sharing on ethics with CSC employees.

“Communication is key to success in any

organization,” says Pharand. “We need to provide employees with knowledge and the tools to deal with ethical issues,” he adds. “We’re serving the general public, all of Canada, so we have to ensure that we operate at a higher standard.” The tools developed by the Values and Ethics Branch will also assist in the CSC Health Services accreditation process as well as the professional certification for the procurement and material management community.

The pilot testing of one-day workshops in values and ethics throughout CSC is also a top priority. These workshops are one of the chief outcomes of the 2006 focus groups, that sought employee input on how to improve the ethical climate at CSC.

A network of competent facilitators has been busy providing the long-awaited one-day workshop at 17 sites. A maximum of 100 participants per site was chosen for the workshops to achieve a cross-section of the various disciplines, institutions, specialized facilities, community operations and regional offices that make up the organization.

“We’re serving the general public, all of Canada, so we have to ensure that we operate at a higher standard.”

Participants will be presented with a number of ethical decision-making tools and will work through case studies, based on real-life ethical dilemmas. “The tools we use in the course will help people identify facts, look at the values that are in conflict, list their options and think through the consequences of each one. They will then be in a better position to take action and live with their decisions,” Pharand explains. He expects the workshop will also help staff recognize when they find themselves in an ethical dilemma, “Because it isn’t always obvious. It could be very simple, such as being offered a gift from an outside party that has business dealings with CSC.”

To gather baseline data on the current ethical environment, participating staff have been asked to complete a survey before attending the workshop.

“We’ll also survey them afterwards, to see whether there has been a noticeable improvement in the overall ethical climate,” says Mr. Pharand. “Based on results, the National Ethics Advisory Committee will decide whether to offer the course more widely.”

Pharand explains: “There’s no doubt in my mind, from past experience with values and ethics, that the workshops will have a positive impact.” ♦

Roger Pharand, Senior Values and Ethics Advisor, Values and Ethics Branch

Photo: Bill Rankin



New Safeguards for Whistleblowers

BY *Carole Robinson Oliver*

A government scientist is pressured by senior management to manipulate the data on a new drug so it can be brought to market quickly.

A contract officer discovers her manager is using a government credit card to pay for personal travel.

A correctional officer learns that the deputy warden of his institution is getting kickbacks from local merchants for bulk purchases of supplies.

Until 2007, none of these public servants would have been protected against threats, harassment, demotion or firing, had they chosen to blow the whistle on these wrongdoings.

It took a combination of the sponsorship scandal and the well-publicized case of George Radwanski, former Federal Privacy Commissioner, to spur legislation that, for the first time in Canada's history, protects federal employees against reprisal for reporting government wrongdoing within the federal public sector.

The new whistleblowing law, officially titled the *Public Servants Disclosure Protection Act (PSDPA)*, requires each government department to create an internal disclosure office to receive, screen and investigate reports of wrongdoing. It also defines what constitutes wrongdoing and protects the identity of both complainants and respondents.

At the Correctional Service of Canada (CSC), the Internal Disclosure and Investigations Office, within the Values and Ethics Branch, is headed by Susan Roberts, a 30-year veteran of CSC. Employees can reach her office at all times, via email or local and toll-free numbers.

"People are nervous when they phone us," says Susan Roberts. She tries to allay fears by reminding callers that their names will not be released, nor will the circumstances around their complaint be divulged. "Until the *Act* came into effect this year, we couldn't give that guarantee," she points out, adding that the special phone line doesn't have call display.

To investigate complaints, Susan Roberts and her team need to know all the facts, including times, dates and the name of the person alleged to have committed the wrongdoing. Information must come directly from the complainant.

"We tell them at the beginning: 'If you don't want to give your name, you don't have to, but try to give us the details, because we can't just go on gossip or third-party information.'"

There is always the risk of complaints being made in bad faith, Roberts acknowledges, but the process has safeguards built in at each stage.

"If you don't want to give your name, you don't have to, but try to give us the details because we can't just go on gossip or third-party information."

"When we investigate, we usually get the subject matter expert involved," Roberts adds. "For example, if it was credit card misuse, we'd get somebody from Finance to be part of the investigation. Of course, anything of a criminal nature gets turned over to the police immediately."

Since the *Act* came into effect, the Internal Disclosure and Investigations team has initiated cross-country information sessions to raise staff awareness of the new legislation and what it means for them.



Susan Roberts, Director, Internal Disclosure and Investigations Office, Values and Ethics Branch

Photo: Bill Rankin

To report any wrongdoing in the workplace, employees have three options:

They can disclose the wrongdoing to their supervisor and specify that the information is protected disclosure in order to be protected by the PSDPA.

They can contact the Internal Disclosure and Investigations Office by phone at 1 866 355-0996 (across Canada) or 613 996-8380 (National Capital Region) or by e-mail at the following address GEN-NHQ Values and Ethics/Valeurs et éthique.

Wrongdoings can also be reported through Public Sector Integrity Canada if employees are more comfortable reporting externally or if they feel their complaint should be reviewed by a third party. The office can be reached by phone: 1 866 941-6400 (across Canada) or 613 941-6400 (National Capital Region). ♦

Collaborative Problem-Solving

BY Carole Robinson Oliver

Compare these two approaches:

MANAGER TO EMPLOYEE

“This report is unacceptable. It’s full of factual errors. You’ll have to rewrite it and have it in to me by this Friday, or else...” or

“Can we talk about this report? I’d like to get a better understanding of your information sources and how you arrived at these conclusions.”

EMPLOYEE TO MANAGER

“I’ve spent two months working on this report. It’s based on facts from our own department and I’m not changing a single word.” or

“I’d like to go through the report with you and show you where I got the data and the interpretations. Could it be that my information is out of date?”

Since it is important to have respectful conversations in the workplace, this manager and employee need to come to an agreement on what to do about the report, without letting the situation escalate into a conflict that will poison their relationship.

“Most of us have developed pretty good conflict management skills,” says Steve Levecque, Director of Informal Conflict Management (ICM) in the Values and Ethics Branch. “But we don’t always remember to apply them.

“When we come into the workplace,” he adds, “nobody says we have to become best friends. But we do need to find ways to work together productively. In a large organization like the Correctional Service of Canada (CSC), the only way you can achieve your goals and objectives is through other people. Being able to work effectively with others is a very important skill for all of us.”

Levecque brings to his job 29 years of military and public service experience. He has spent the last 12 years in the conflict management field and looks forward to following on the great work done by Wendy Parlow in the implementation of the ICMS for CSC.

Once it is up and running, the system will offer both conflict prevention and conflict management services. Prevention activities include training, awareness sessions, team-building and on-line information and tools. Conflict management services involve coaching and facilitation from a neutral third party, as well as mediation.

Steve Levecque explains the distinction between formal and informal conflict management: “The formal systems, such as staffing appeals or the grievance process, are all based on rights established through government policy or legislation or a collective agreement.”

“When we talk about informal conflict management, the big difference is that it’s interest-based. The focus here is: ‘Why were you upset? How did you feel when this happened?’ Sometimes you can misinterpret a person’s remarks and their intentions,” he adds, “and it just takes a good discussion to sort things out. At other times, it may take the assistance of a neutral third party.”

ICM practitioners are currently being hired throughout CSC and Levecque expects all jobs will be staffed by the end of the fiscal year, enabling each region to offer a full range of services. In the meantime, work is underway to develop procedures and the accountability framework for the system. A consultation workshop is being planned to finalize these, as well as the roles and relationships of stakeholders, such as the unions and human resources.

“It’s a voluntary program that respects the rights and obligations of collective agreements,” he emphasizes. “In no way does it preclude staff from filing a grievance or a harassment complaint. People can also switch between the ICM and a formal process at any time. What it does is give us a whole lot more options than we had before.”

The long-term goal is to be able to reach all staff and provide them with basic conflict management training and other tools, so they can resolve more issues among themselves.

“In the formal system, somebody else makes the decision,” says Steve Levecque. “With ICM, the power rests with the individual. You have control over the outcome.” ♦



Steve Levecque, Director of Informal Conflict Management (ICM), Values and Ethics Branch

Photo: Bill Rankin

People Who Have Gone Above and Beyond

The Let's Talk team met with seven Correctional Service of Canada (CSC) employees who, in their own way, have set a high standard for ethical behaviour in the workplace. In navigating through various ethical dilemmas over the years, each has been guided by an inner sense of what is right – a moral compass that goes above and beyond what is strictly required by laws and regulations. All have witnessed the transformative power of respect.

BY Carole Robinson Oliver

Always Take the High Road



Monty Bourke, Warden,
Warkworth Institution,
Ontario Region

When he was warden at Kingston Penitentiary, Monty Bourke recalls, he would tell new staff: “Don’t check your values at the front gate. Bring them with you. We need them in here.”

On the eve of retirement, Bourke looks back over a 34-year career with CSC that included postings at Canada’s most challenging prisons, and says he is convinced that CSC has become a more ethical organization in recent years.

The change boils down to showing more respect, says Bourke, who is now warden at Warkworth Institution.

“We’re much more conscious now than we were 25 years ago of the need to provide a safe, secure, respectful workplace and a more humane environment for offenders,” he says. “In my opinion, how offenders are treated on the front line is often a reflection of how staff is treated. Management has a special responsibility to act in accordance with, and to demonstrate ethical behaviour in all dealings with staff and offenders.”

Bourke recalls an incident early on in his career in which he witnessed a correctional officer making “an outrageous racial slur” toward a colleague. Bourke could have kept silent, but he felt compelled to send a report to the deputy warden.

“The response was: ‘Why did you put this in writing?’ which implied that I should have looked the other way,” Monty Bourke says.

“I was really rocked by that, but it’s an example of how things were back then.”

For Bourke, the decision to report an incident of racism didn’t even come close to being an ethical dilemma. “If you always take the high road, things become a lot clearer,” he says. “It’s when you’re not sure about your values that you get into trouble.”

The high road has taken Monty Bourke as far as Afghanistan. In 2002 and again in 2007, he carried out assessments of correctional institutions in the war-torn country. Over the past five years, he has also facilitated the three-day ethics course at the Correctional Management Learning Centre in Cornwall, Ontario, and is currently providing full-time support to the values and ethics pilot projects.

“Basically, every opportunity I’ve had, I’ve taken to promote ethical behaviour,” he says. “It’s a hard business we’re in. I’ve seen some pretty terrible things happen, where good staff made poor choices, or committed suicide because things were out of balance. So, there’s a great responsibility for us to encourage a positive, values-based, respectful workplace.”

The Power of Respect Carries Potential for Change



DONNA MORRIN

Donna Morrin, Director General, Learning and Development, Human Resource Management Sector

Photo: Bill Rankin

“I always swore I’d never work in a prison, that the community was the best place to be,” says Donna Morrin, former warden at Kingston Penitentiary and Joyceville Institution. But life had other plans.

A 32-year veteran of the Service, Morrin started out as a clerk, then became a community parole officer, making her one of the first women to break the “glass ceiling” at the Correctional Service of Canada (CSC). After 28 years of working in an institutional setting, she came to National Headquarters (NHQ) last summer, to take on the job of Director General, Learning and Development.

Like Monty Bourke, Morrin has several years’ experience facilitating ethics courses for CSC managers and continues to be involved in the ethics pilot training projects. She, too, has observed a cultural shift within the organization.

“More and more, in recent years, we’ve seen that staff are willing to come forward if they’ve witnessed wrongdoing,” says Donna Morrin. Prison life presents a variety of ethical dilemmas.

“My firm belief is that people want to do the right thing,” Morrin adds. “I’d like to think that our ethics program, or just raising awareness of the importance of ethics, is empowering staff to step up, stick their chin out and say ‘This is the right thing to do and I’m going to do it.’”

Course facilitators enable participants to discuss values, and provide learning tools to assist in ethical dilemmas. The course also puts great emphasis on people treating each other with respect. Donna Morrin firmly believes that this, alone, can transform the workplace.

“The greatest positive change I have seen is the impact that one person who’s consistently respectful can have on their environment. The power of respect carries so much potential for change,” she says.

“Do What You Believe in Your Heart Is the Right Thing To Do”

“I love what I do. I wake up in the morning and wonder what exciting things are going to happen today.”



JUDY CROFT

Judy Croft, Assistant Deputy Commissioner, Corporate Services, Pacific Region

Sounds like someone who just started working for CSC? How about 37 years ago?

Now Assistant Deputy Commissioner for Corporate Services in Pacific Region, Judy Croft has worked her way up through the ranks, starting out as a switchboard operator at Matsqui Institution. Though most of her background has been on the corporate side, she’s also held deputy and acting warden positions, in addition to serving as director of Kwikwèxwelhp Healing Lodge.

Her interest in promoting values and ethics goes way back. “When I did my post-graduate studies, I examined the environment that our correctional officers work in and how institutional culture can shape their decisions,” she says. One outcome of her research project was an attestation that all correctional officers receive upon graduation. “This is something they can hang on the wall to remind them to follow their best instincts,” she adds.

When she won her current position, Croft wanted to ensure that values and ethics were a more visible part of corporate decision-making. She began holding discussions on ethical dilemmas at monthly regional management committee meetings. “We take turns,” she says. “Each warden brings an ethical dilemma to the meeting, something they’ve actually had to face.”

Judy Croft has also extensively researched other government departments, to look for ethical decision-making models that could be adapted to the CSC context, especially in view of current realities.

“Over the years, CSC has become more people-driven,” she says. “We care more now about how our decisions are going to affect everyone. And sometimes that makes the dilemmas more difficult. For example, when I was warden and moved an offender to minimum security, the victims would be very upset. In a case like that, you need to be sure you’re within policy, within the law, but you also need to sit down and talk with the victims.”

Judy Croft has encountered a wide range of ethical dilemmas in her career, “Sometimes there are clear solutions, but other times there’s no right or wrong answer,” she says.

In the end, she maintains, “You do what you believe in your heart is the right thing to do and what lets you sleep at night.”

“Could You Explain Your Actions To the Media?”



**BERNARD
HACHÉ**

Senior Parole Officer, Bathurst
Parole Office, New Brunswick,
Atlantic Region

When he walks down the main street of Bathurst, Senior Parole Officer Bernard Haché knows that many eyes are upon him. Residents will stop to chat and often refer to him as “our parole officer.”

A native of this small New Brunswick community, Haché is always conscious of the fact that he and his five parole officers are the visible face of the Correctional Service of Canada (CSC) in a rural area that covers the northern half of the province.

“The image we project is extremely important,” he says. Building strong relationships with community partners such as the police and social service agencies is also an essential part of the job.

As a manager, Bernard Haché describes himself as “very flexible, but not when it comes to anything involving values and ethics. I remind my staff that the public is our employer and they’re paying us to protect them.”

His commitment to doing the right thing was put to the test early on in his career.

“Everybody knows me, and when I started working, people in the community would ask for favours — either to release a guy on parole or not to return someone back to custody,” he says.

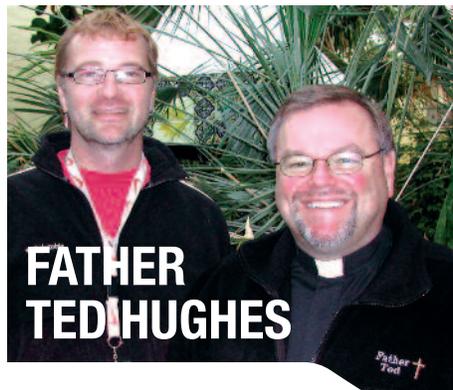
Sometimes the requests came from those close to Haché. It was a major challenge, at first, to make them understand he was bound by a code of ethics.

“I always told them: ‘Conditional release for offenders is not based on friendship. It’s based on risk.’ People understand now and they respect me for it,” he says.

“I have a reputation for being rigid in terms of following the rules, but fair with parolees who are making an effort,” Haché adds. “If we learn that there’s a possible breach of parole conditions, I and my staff will investigate, and it’s happened many times that we felt there was no information supporting a return to custody. But if there’s a risk, and the offender is not cooperating with us, I will not hesitate to take action.”

Discussions on values and ethics are a regular part of team meetings at the Bathurst office. “Of course you sometimes face those ‘grey areas,’” he comments, “so we use a simple test: ‘Could you explain your actions to the media?’ Staff use that often and find that it works. Also, if they believe in and understand our Mission and Core Values, it makes their job much easier.”

“Offering a Small Time of Sanctuary and Peace”



**FATHER
TED HUGHES**

Father Ted Hughes, Regional
Chaplain, Prairie Region (right)
with Darren Friesen, from
Saskatoon Community Chaplaincy

Photo: Jeff Campbell

“You might call me ‘chaplain to the chaplains,’” says Father Ted Hughes, in describing his dual role as Regional Chaplain, Prairie Region.

In contrast to his team of 32 institutional and community chaplains, who work on contract, Father Ted, originally from Hamilton, Ontario, is a Correctional Service of Canada (CSC) employee. His job is to work with the chaplains, manage their contracts and see that the spiritual needs of both offenders and staff are met, regardless of religious affiliation. At the same time, he remains active as a Roman Catholic priest.

“Wearing these two hats can be a balancing act,” he says, “but not in any way contradictory to what I was doing before — namely, as our Chaplaincy motto says, ‘Overcoming evil with good.’ That was the motto of my own ministry, so it flowed well into the Correctional Service when I joined in 2003.”

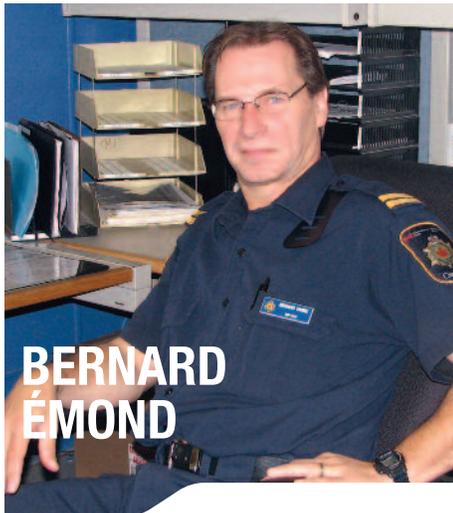
As both Regional Chaplain and priest, Father Ted has to walk a fine line between representing the interests of CSC and holding sacred the seal of confession. A dilemma arose early on when there were proposed revisions to Chaplaincy contracts: How to respect an offender’s confession without compromising institutional security?

“I couldn’t tell the chaplains that they must never hold any privileged information confidential,” he explains. “Fortunately, with Legal Services and Contracting, we agreed on a phrase that says chaplains must report all security threats, ‘while respecting the confidential nature of privileged information received during spiritual counsel’. People have to make a judgment call,” he adds, “to follow their own conscience, but in an informed manner.”

Helping correctional staff find a balance between the seemingly conflicting values of justice and mercy or control and compassion is another aspect of Father Ted’s work. In his orientation sessions with new correctional officers he challenges them to think beyond the control part of the job and see themselves as “offering a small time of sanctuary and peace” to those who have been entrusted to their care.

“It’s not easy,” he says, “because in the midst of a segregation unit or an assault on staff, you still have to ask yourself ‘How can I do the right thing?’ Which is: to offer respect. Not just following the rule of law, but the underlying respect that each one of us should have for a fellow human being. That may be Chaplaincy talk, but it fits in completely with our Mission and Values.”

“You Have to Wait and Keep on Hoping”



Bernard Émond, Correctional Officer II, Sainte-Anne-des-Plaines Institution

Photo: René Asselin

There are many reasons why a person might decide to work for the Correctional Service of Canada (CSC), but carrying on a family tradition is a rather unusual motive. This is what, initially, drew Bernard Émond into the field of corrections.

“My father was a correctional officer, and I wanted to see what it was all about,” says the 31-year veteran of the Service. He began his

career in maximum security at Archambault Institution (now medium-security), and was there in 1982 when one of the bloodiest prison riots in Canada’s history broke out.

“I’ve been through some pretty difficult times,” he reflects, “but the worst was when I lost three colleagues at Archambault. You learn to put it behind you and go on, but it’s tough.”

Currently at Ste-Anne-des-Plaines, a minimum-security facility north of Montreal, Émond still has the same passion for his job and looks forward to each day, all the more so because working in minimum brings him closer to the offenders — as their guardian, psychologist, counselor and link with family members.

“There’s less violence and confrontation in minimum,” he says. “It may seem strange, but often, if a guy’s in trouble, he’ll seek us out for advice, not the other offenders. The men here are older and they’ve reached an age where they no longer have to put on a show for their peers. They begin to reflect on what we have to say to them.”

The downside of that is institutionalization. “We try to prepare them for parole, but it doesn’t always work,” Émond observes. “After many years in prison, they lose their self-esteem and become set in their ways. Some find life on the outside too fast-paced and they end up back inside.”

Correctional programs help, but he finds it also takes a great deal of patience to work with long-term offenders. “You have to wait and keep on hoping, sometimes for years,” he says. “There are success stories, but often we don’t hear about these. Nobody sends us a greeting card to say they’re doing well.”

“To do this kind of work, it helps to be a bit of a missionary and to hang on to your faith in humanity,” Bernard Émond adds. “That’s the big secret. At the same time, you can’t take events too much to heart, because there will be many disappointments. You have to learn to see things as they really are.”

“Don’t Be Afraid to Display Your Principles and Values”



Me Michel Lafrenière, Legal Instructor, Staff College and Regional Coordinator, Harassment and Mediation, Québec Region

Looking back, most of us can remember favourite teachers who were so devoted to their students and so dedicated to their subject that their words continue to echo in our minds.

For hundreds of recruits who have gone through the Correctional Service of Canada (CSC) Staff College in Laval, Québec, Michel Lafrenière may very well be that kind of teacher.

As Legal Instructor for the past 10 years, Lafrenière has been training new correctional and parole officers in all federal legislation that governs their work, as well as the Mission Statement, the code of discipline, the standards of professional conduct and the harassment policy. Topics include appropriate use of force, searches and seizures, investigations and report

writing. He also delivers an orientation course to other new staff and teaches on occasion at the Correctional Management Learning Centre in Cornwall, Ontario.

He brings to the job 10 years of private practice as a lawyer, 10 years as a member of the National Parole Board and boundless enthusiasm for his role in shaping new employees' ethical awareness.

"The law and the regulations are important," says Lafrenière, "as a base, a foundation. But what counts the most is to go above and beyond what the law demands of us. For that, you need to listen to what I call 'the small inner voice' that tells us if what we're doing conforms to the values of our organization."

"We all have it," he adds, "but sometimes it can get drowned out by the everyday reality of working in a correctional setting. I see my job as helping staff develop their ability to tune to that inner voice and let it guide them, as a lighthouse would guide a ship through a storm."

Lafrenière also tries to impress upon his students the need to be role models themselves in their dealings with colleagues and offenders.

"I tell them: 'Don't be afraid to display your principles and values in your day-to-day activities. This is how you can make a difference.' I also remind them to give the best of themselves, at every moment."

Giving the best of himself comes naturally to Michel Lafrenière, who is so passionate about his work that he's looking forward to many more years in the classroom, at a time when some might be dreaming of the golf course.

"It keeps me young and mentally alert," he states, adding that he has recently taken on another assignment, as regional coordinator for mediation and harassment prevention. His students, however, will be happy to learn that he's still keeping his hand in at teaching. ♦

Got Any Ethical Scenarios?

We would like you to send us examples of ethical scenarios, either real or fictitious. Our goal is to post some scenarios on the Website that is currently in development and/or develop a book of scenarios for various professional and occupational groups within CSC to encourage continuous dialogue about values and ethics in the workplace. In addition, we would like to help staff deliberate when faced with ethical dilemmas.

Please submit your ideas or scenarios for *What should you do?* to **GEN-NHQ Values and Ethics/Valeurs et éthique**. Scenario characters will only have first names to ensure that no associations are made to real situations or employees. The example below may help get you started.

What should you do?

Lou is a parole officer. One Sunday afternoon, Lou drives to a grocery store. While stopped at a red light, Lou glances over and sees a long-time, close colleague coming out of a house holding hands and kissing a known paroled offender. The offender is on his colleague's caseload.

What should Lou do?

BY Carole Robinson Oliver

Jason is a support officer in a Correctional Service of Canada (CSC) psychiatric facility. He works closely with the psychiatrist, who is treating a sex offender on conditional release. The offender has a history of pedophilia, but seems to be sticking to his treatment plan and never skips an appointment. One day, Jason learns from the psychiatrist that the man has re-offended, but no one else knows about it. The offender has revealed this information to the psychiatrist, knowing she is bound by a professional oath to respect confidentiality. Jason also happens to know that the offender lives with a woman who has young children. He's worried they might be at risk.

Jason's dilemma: Do I follow the absolute practice of confidentiality, which is sacrosanct in the medical profession, or do I do what I think is right, to ensure that these children are safe?

There are no pat answers to these and other ethical dilemmas that, daily, confront CSC staff as they go about their duties. However, there are several tools that can help people work through difficult situations and come to a decision they can live with. Since 2002, these tools have been taught to managers at the Correctional Management Learning Centre in Cornwall, Ontario. Now, they will be made more widely available to staff through a series of pilot training projects. The tools include:

A ACT

- A decision-making grid – Alternative, Consequence, Tell your story

B Bell, Book and Candle

The bell

- Do any alarm bells go off in my head as I consider my choice of action?

The book

- Does my choice violate any laws, written policies, codes, etc.?

The candle

- Will my decision stand up in the light of day or media spotlight?

C Ethical Checklist

Is it legal?

- Does my decision violate any laws (e.g., Criminal Code of Canada, civil law, *Corrections and Conditional Release Act*), directives or policies? Just because it is *legal* doesn't mean it is ethical.

Is it fair?

- Is my decision fair to all?
- Does it promote "win-win" outcomes with all stakeholders?

- Do I have special information, because of my job, which gives me an unfair advantage over others?

- Is there a conflict between serving *my* interests and those of my organization or the community?

How will I feel afterwards?

- Will I be able to explain my actions so that my family, agency and others would be able to understand and support my decision?
- Would the greater community understand and agree with my choice?

D Ethical Deliberation – Decision-Making Model

1. Establish the facts.

- What are the facts of the case? What values are involved?

2. Identify values in conflict. Determine which one has the greatest authority and significance.

- What are the values which individuals involved in the case live by?
- Which ones make conflicting demands?
- Which have the greatest authority/significance in this case?

3. Identify options and consequences of each option.

- Analyse and measure the impact of each option and consider the one that is the least damaging to the organization and the individuals involved, based on the conflicting values.

4. Make a decision and take action.

- After ascertaining the facts, sorting and weighing the conflicting values and applying them to the case, make a decision based on what is right.
- Be able to explain and justify the decision.

To get back to Jason's ethical dilemma, let's work through it using the ACT tool (below).

ACT TOOL		
A Alternative	C Consequence	T Tell your story
Tell the truth	– may harm Jason's relationship with the psychiatrist – could protect the children from possible molestation or worse	Jason can tell his story
Remain silent	– no impact on Jason's relationship with the psychiatrist – possible loss of respect from those higher-up, if information becomes known – Jason may be haunted for years if something happens to the children.	Jason cannot tell his story
Lie: pretend you never heard about it.	– no impact on Jason's relationship with the psychiatrist – possible loss of respect from those higher-up, if information becomes known. – Jason is labeled as a liar. – Jason may be haunted for years if something happens to the children	Jason cannot tell his story

Values: enduring beliefs that influence our opinions, actions and the choices we make.

Ethics: that dimension of human thought and behaviour that is guided by standards and principles of “what is the *right* thing to do,” independent of laws and regulations.

What is an ethical dilemma?

It is a situation in which:

- You are unsure of the right thing to do.
- Two or more of your values may be in conflict.
- Some harm may be caused no matter what you do.

If Jason is still struggling as to whether he can tell his story, he can go one step further and list all the stakeholders, all those who may be affected:

- Jason
- the psychiatrist
- colleagues in the unit
- the director/senior management
- the institution’s credibility
- the reputation of the Correctional Service of Canada
- the community
- offender’s partner; her children

“When you go through these steps,” says Donna Morrin, Director of Learning and Development at NHQ, “you realize there’s a ripple effect for whatever decision you make on your ethical dilemma. You’ll get a clearer idea of who’s affected.”

Morrin speaks from many years’ experience facilitating the *Ethics and Corrections* course in Cornwall. She’s eagerly looking forward to the ACT model and other tools being presented to front-line staff, through the pilot projects.

“People are going to bring their own, real-life examples to the course and work on them in groups, using the tools,” she says. “As facilitators, we try not to give our own opinion. Instead, we redirect staff back to the tools and help them work through the situation. Even if they don’t get an answer, they’ll feel better about whatever dilemma they’re confronted with and be better able to live with their decision.” ♦

Duty of CARE

BY **Dr. John Jones**, Consultant,
Values and Ethics

I first became interested in the concept of duty of care when I heard a police officer’s presentation at an ethics conference. The officer was describing how his undercover work had taken a toll on his private life. The presentation wasn’t polished and the officer showed clear signs of anxiety and distress. He talked about how he had been deep undercover for a long time and had only recently surfaced. He said he was a mess both psychologically and emotionally, and that his marriage had ended and he was estranged from his kids.

At the end of his talk, the police officer asked, “Does my employer have a responsibility to put me back together again?” Although he was talking specifically about the police service, his question surely resonates with all of us.

The question is a rather disturbing one, but it goes to the heart of the concept of duty of care as it relates to our work in CSC. There are aspects to the work at CSC — whether one works as a front-line officer or not — that can have a serious impact on each of us. The front-line officer certainly has a particularly difficult challenge, but this job can take its toll on individuals at all levels of the organization and across a wide variety of roles.

What follows is meant to be a stimulus to further thought.

In the literature, sadly, duty of care almost always relates to the legal responsibility we have toward clients — toward offenders, their families, their victims and so on. There is scant mention of the care that we *ought* — and I use this word advisedly — to show to one another. And what is increasingly becoming apparent to me is that the more difficult and potentially damaging our work, the harder we can be on one another.

Stress in the Workplace

A recent report on workplace stress by *Leger Marketing* found that 55 percent of workers “experience anxiety, irritability with co-workers, defensiveness, anger, mood swings, and feelings of helplessness or of being trapped.” The report found that 52 percent of workers say stress in the workplace causes them to be “impatient, procrastinate, quick to argue, withdraw or isolate themselves from others, neglect responsibility and perform poorly.” Based on my work in the justice field for 30 years, both as a practitioner and an observer through research and training activities, I have the feeling that the numbers for those working within the justice system might be even higher. It’s simply the nature of the beast. This work is tough and it can take a toll.

So what would one like to see? In a nutshell, it’s this: first, that we care for one another and, second, that our organization cares for us. Let me take this one step further. Individually and as an organization, we have a moral responsibility to do so. It’s a duty of care. We owe it to one another to watch out for our mental and physical wellbeing.

Do We Owe One Another a Duty of Care?

I remember a particularly poignant letter to that noted philosopher Ann Landers. The letter was written by a police officer’s widow. The officer had recently been killed on duty as a result of crashing his cruiser. He’d had a drinking problem for many years and his colleagues had covered for him, thinking they were doing him a favour. He was under the influence when he died. “Those he thought were his best friends,”



Dr. John Jones, Consultant, Values and Ethics, and author of *Reputable Conduct: Ethical Issues in Policing and Corrections* (3rd edition)

wrote his wife, “were in retrospect, his enemies.” Do we owe one another a duty of care? I would say we do. Do we always exercise it? Probably not.

So how can we, both individually and organizationally, begin to start exercising this responsibility? Here are a few suggestions: that we make an effort to inject respectfulness into our formal and informal work relationships; that we all commit to generating as positive an environment as we can in an essentially negative workplace; that we commit to creating an ethically and physically safe workplace. We need to be more caring in what we say and more thoughtful about how it affects others. There’s no rocket science here. Just a bit of the obvious, really.

Dealing With Mistakes

What about dealing with mistakes? Yes, in a correctional environment there are some mistakes we cannot ignore. However, in an ethically sound organization characterized by a caring ethos, should we not recognize some honest-to-goodness first-time mistakes as opportunities for growth and learning, not for punishment? We have to ask ourselves where we fit into this definition? It’s a tough question, but one we need to ask.

Let me leave you with a few last thoughts. In my view, an organization has a legal and moral obligation to provide a duty of care not only at times of crisis but all of the time, simply because it’s the right thing to do. We need to *support* and *enable* field personnel to do their work even more efficiently and well than they are already doing. We need to nurture our employees. We need to recognize that their personal lives, goals and aspirations are important. In doing so, we also promote professional performance. Finally, at all levels of the organization, we need to set a personal example of respectfulness and courtesy.

If caring doesn’t begin with us, where does it begin?

If you have any thoughts or comments on this article, please send them to Roger Pharand, Senior Advisor, Values and Ethics. ♦

A Values and Ethics REALITY CHECK

BY **Carole Robinson Oliver**

“Public service values underpin everything that we do as government employees” says Gary Barber, Senior Director for Liaison, Evaluation and Accountability Directorate (LEA) within the Office of Public Service Values and Ethics (OPSVE). “They’re behind every aspect of management accountability.” Barber and his team, in the OPSVE, are committed to enhancing a culture of integrity within the federal government. This culture has been strengthened across the system by promoting ethical behaviour through the implementation of various policies, procedures, practices and programs. The challenge many departments and agencies are facing, however, is in measuring ethical practices in their organization. How can departments and agencies understand what works well and what areas need improvement with regard to values and ethics without measurement?

This is where the Canada Public Service Agency comes in. The Agency’s Office of Public Service Values and Ethics’ mandate is to ensure that the public service has the necessary management infrastructure, practices and results to support a strong culture of public service values and ethics, consistent with the Values and Ethics Code for the Public Service and the Management Accountability Framework (MAF).

The Values and Ethics Code for the Public Service sets forth the values and ethics of public service to guide and support public servants in all their professional activities. Barber emphasizes that although the Code dates back to 2003, the four public service values it defines — *democratic, professional, ethical and people values* — haven’t changed over the years. “What has changed, however,” according to Barber, “is the shift we saw in the 1990s towards decentralization and delegation of authority, where people were getting contradictory messages and being pulled in two different directions. On one hand they were expected to be innovators and risk-takers and get results; yet on the other hand, they were still expected to stick to the rules, go by the book and stay out of trouble.”

The OPSVE helps public servants deal with this tug-of-war through a number of ways, one being their role in the Treasury Board’s Management Accountability Framework (MAF). The MAF defines the conditions that need to be in place to ensure government is well managed and it also promotes management excellence, and values and ethics head the list of the ten key management expectations. Via annual assessments, OPSVE considers results from previous values and ethics initiatives as well as both current and future plans to address any areas of concern. The MAF also assesses whether or not a values and ethics risk assessment strategy and appropriate mitigation strategies have been implemented in the organization.

Gary Barber, Senior Director for Liaison, Evaluation and Accountability Directorate (LEA), Office of Public Service Values and Ethics (OPSVE)



In addition to providing organizations with a clear picture of what is working and what isn't with regard to values and ethics, OPSVE is committed to ensuring federal departments and agencies have the necessary infrastructure, practices and tools in place to sustain a strong culture of public service values. The Directorate has developed techniques for examining values and ethics performance in the areas of leadership, people management, organizational culture, risks and controls in conducting government business.

The Correctional Service of Canada (CSC) is now working in partnership with the OPSVE to develop both qualitative and quantitative tools to help the organization identify issues of importance and concern to both management and employees, develop focused follow-up actions and measure progress resulting from values and ethics initiatives.

Ethical Climate Survey

The Ethical Climate Survey is designed to help CSC assess how it is performing in the area of values and ethics and employee engagement. The survey seeks employee and management perceptions on the organization's workplace culture and environment in order to serve as the basis for an active and ongoing dialogue on important values and ethics issues, which may improve organizational performance with regard to values and ethics.

The questionnaire is organized around five areas, the first being **leadership**. Respondents are asked to anonymously rate a series of questions on a five-point scale ranging from "strongly disagree" to "strongly agree" on the perceived degree to which leaders are effectively leading the organization, the perceived integrity of leadership behaviour and the perceived leadership commitment to promote values and ethics in the organization.

The second area of questions is on **organizational culture** in order to understand the degree to which employees feel they can trust their supervisor, senior management and peers; employees' understanding of ethical issues and dilemmas; and employees' ability to make decisions when ethical issues and dilemmas arise.

To understand the **people management** component of CSC the survey asks questions related to the work unit environment and if it is perceived to be free of harassment and discrimination, and the degree to which the work unit is perceived as collegial, supportive and productive. In addition, there are questions related to career path, workload, staffing practices, recognition and job fit.

Lastly, the effectiveness of **policies and guidelines** is measured by asking employees of the degree of awareness and understanding of the ethics and disclosure mechanisms, and the degree of adequacy of values and ethics training. Also included are questions on controls and the perceived **risk areas**.

Values and Ethics Risk Assessment

While it is important to seek employee and management perceptions on values and ethics behaviours, it is equally important to assess concrete practices and strategies in the organization. As such, the *Values and Ethics Risk Assessment tool* asks managers to look at their own business line, to identify the inherent risks associated with it, to review the safeguards already in place, and to develop risk mitigation strategies to address any gaps.

"Our desire is that organizations use both tools and come up with an integrated action plan," Gary Barber explains. "In the ethical climate surveys, we're dealing with employee perceptions of ethical breaches, which may or may not be the reality. They might over-estimate or underestimate the ethical risk."

"Together, these two tools form a really good reality check," says Barber, "in the sense that departments can uncover risks that were not previously identified and therefore were not being managed. On the flip side," he adds, "it could turn out that the risk is minimal, even though the perception of risk is high."

Since measuring and improving values and ethics practices in an organization is an ongoing process, the Values and Ethics Branch at CSC will be comparing the results from the Ethical Climate Survey and the Values and Ethics Risk Assessment tool by re-administering them to see whether the values and ethics training and other activities have made a positive difference in the working lives of CSC employees.

Note: OPSVE has developed on-line values and ethics courses for all employees, managers and executives that will be available through the Canada School of Public Service in early 2008. Stay tuned! ♦

Internal Communications Is Everyone's Job

Mary Beth Wolicky,
Manager, Corporate
and e-Communications,
Communications and
Citizen Engagement Sector



Photo: Bill Rankin

BY Carole Robinson Oliver

If an e-mail falls into a thousand in-boxes and no one reads it, can we still say that communication has occurred?

This is not a Zen riddle, but rather an all-too-common occurrence in many departments. Managers may think they have done a good job of communicating once the information goes out, in whatever format. But they'll never know for sure unless they hear from those on the receiving end.

Communications is a two-way street. True communication means checking to see if the message was received and, more importantly, *how* it was received. It also means being ready to listen and respond to what comes back.

Whether it flows downwards, upwards or horizontally, internal communications refers to all forms of communication inside an organization. Information can be exchanged face-to-face, via the printed word or electronically.

Some employees would say that they are literally drowning in the deluge of information that pours into their computers especially if the information is repetitive or if it isn't relevant to their own work. And yet, their thirst for information remains.

"This is what we found when we did an internal communications survey last May," says Mary Beth Wolicky, Manager, Corporate and e-Communications, Communications and Citizen Engagement Sector at National Headquarters.

"All employees have a responsibility to keep themselves informed about the organization they work for, and to bring important issues forward."

"The survey also told us that there's not enough face-to-face communication between staff and their managers," she adds, "and not enough ways for employees to provide feedback."

Wolicky notes there have been other related surveys in previous years that also pinpointed the need to improve internal communications at the Correctional Service of Canada (CSC), including

the 2005 Public Service Employee survey and the series of values and ethics focus groups carried out in 2006.

"We've come to the same conclusions from a variety of sources," she notes, "because everything is connected. It's hard to make progress in one area, like trust and respect, without improving how we communicate with each other."

The Corporate and e-Communications team has responded to these findings in a number of ways, beginning with the tool everyone loves to hate but can't do without — e-mail.

"We've tried to make the e-mail messages more efficient, easier to archive on the system and easier for employees to access the information they need, to keep in touch with what's happening in the organization," says Wolicky.

She adds that the new weekly e-mail, dubbed *News@Work*, is intended to foster a sense of community by sharing good news and regional stories.

Managers Play a Critical Role in Internal Communications

Though there are no specific measures to address the need for more face-to-face communication at CSC, it is no longer optional for managers in the sense that the Commissioner has put internal communications into all executives' performance agreements. In fact, Commissioner Coulter himself is the CSC Champion for internal communications, and a strong believer in the need for effective internal communications in high-performing organizations.

Recognizing the critical role managers play in effective internal communications, the internal communications team will launch a *Manager's Toolkit*, on how to effectively communicate with their employees.

One especially useful tool is a series of grids to help managers decide how to match the method of communication to the situation at hand. For example: deciding whether to hold a staff meeting, send out an e-mail, post an article on the InfoNet or host a brown bag lunch. For

each method, the grid lists the benefits, along with suggestions on how to do it well.

Wolicky points out that the Toolkit will also be available to staff. "It's not just for managers. It's there for personal and professional development," she says, "because that's the other side of the internal communications equation. All employees have a responsibility to keep themselves informed about the organization they work for, and to bring important issues forward."

What Is Internal Communications?

- Information flow within an organization
- Accurate, consistent, and timely information from management to employees
- Two-way communications
- Employee feedback
- Listening and taking action
- Interactions between people in an organization
- Face-to-face meetings
- Addressing and preventing rumours

Other key initiatives include a revamp of the CSC Internet and InfoNet sites to include user-friendly portals, development of an internal communications training module for staff and creation of an internal communications advisory committee — a group of employees from across the country who contribute to building internal communications capacity at CSC by offering feedback and advice on internal communications challenges and solutions.

"Internal communications, when it's done right, can help everyone feel they're part of a team and that they belong," says Wolicky. "And that goes a long way to improving the ethical climate and promoting teamwork." ♦