

## Be the Manager

### You'd Love to Have

*Joan Parks-Hubley, Coordinator of Healthy Workplace Programs, Public Service Commission*

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**W**ho was the best manager you've ever worked with? Chances are this person was supportive, a positive coach or mentor, a good communicator, respectful, fair, or perhaps, more focused on your work and less on the clock.

These are some of the characteristics of a good manager, according to research conducted by Linda Duxbury at Carleton University's School of Business.

"Employees with supportive supervisors or managers report higher job satisfaction, trust of managers, commitment to the organization and less role overload, job stress, depression, poor health, → 2



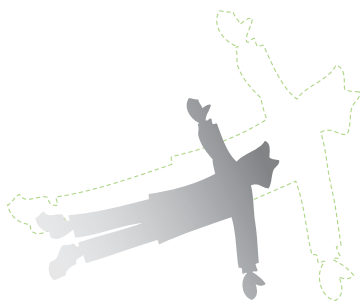
**Check out... Readership Survey → 4**



← 1 work-life interference, fatigue, absenteeism, and intention to leave the company,” says Joan Burton in her article, “The Leadership Factor: Management Practices can Make Employees Sick” (NQI, 2002).

The provincial government’s corporate Healthy Workplace Policy recognizes that everyone contributes to a healthy workplace, and managers have an important role to play in helping to make this positive culture change.

A series of tools called “Be the Manager You’d Love to Have” was designed to support managers in the implementation of the Healthy Workplace Policy. A calendar containing Healthy Workplace themes, tips, and websites, was mailed to all managers in February.



“Employees with supportive supervisors or managers report higher job satisfaction...”

A self-assessment tool for ‘Managing a Healthy Workplace’ can be downloaded at [www.gov.ns.ca/psc/healthyworkplace](http://www.gov.ns.ca/psc/healthyworkplace). It was developed to help managers see how well they are supporting the three elements of a healthy workplace. It can generate ideas for improvement. One manager who helped to pilot the tool said, “I kind of went ‘ouch’ when I read it. There is so much more that can be done at little cost.”

Training for managers will be piloted in the future. ■

# Employee Recognition Update



Lisa Palermo, PSC

## EMPLOYEE RECOGNITION POLICY

The Government of Nova Scotia now has its first-ever Employee Recognition Policy. Recently approved, the policy is now a part of the Human Resource Management Manual.

This new corporate policy provides the foundation for recognition programs in government and promotes consistency in recognition practices across departments. It promotes recognizing employees for things like helping to achieve business objectives, high-quality client service and dedication to public service.

The policy establishes accountabilities, the two most important being that the Public Service Commission (PSC) leads corporate recognition components while deputy heads are responsible for leading department-specific recognition activities.

To assist departments in the implementation of the policy and development of recognition programs and activities, the PSC’s Attraction and Retention unit is available for consultation. An on-line recognition tool kit is also available.

The tool kit provides a step-by-step process to implement a recognition program—from gaining senior leader support to monitoring and evaluating programs.

The tool kit can help departments getting started as well will be of value to those who already have a program in place by providing ideas to refresh or enhance current activities. The tool kit also offers pre-designed service milestone certificates, along with other general recognition certificates and note cards. These certificates and note cards can be purchased through stationary stockroom and kept on hand for daily use by departments.

To promote more consistency in recognition practices across government, Deputy Ministers have requested that, at a minimum, all departments and

public service entities (whether currently engaging in recognition activities or not) will recognize their employees for service milestones at the 5, 10, 15 and 20-year intervals. When doing so, departments shall recognize total years of government service.

To complement this, the Public Service Commission will lead the recognition of service milestones at the 25, 30 and 35-year intervals for all government employees.

Subsequently, this year’s Long Service Award ceremony in October will include recognition for 30 years of service.

The policy supports two of the government’s five corporate human resource goals, including being a preferred employer and providing employees with safe and supportive work environments. ■

For more details on the policy and accompanying tool kit, visit the recognition website at [www.gov.ns.ca/psc/recognition](http://www.gov.ns.ca/psc/recognition) or contact Lisa Palermo at 424-4459.

## PUBLICATION STATEMENT

HR Links is published 10 times a year on the first business day of each month. The July/August and December/January issues are combined.

The editorial board welcomes and actively solicits articles and story suggestions from members of the HR Community and its partners. Please send your submissions to [hrlinks@gov.ns.ca](mailto:hrlinks@gov.ns.ca).

Members of the HR Links Editorial Board are:  
Jane Allt, Vanessa Hammock,  
Donna Hendy, Shelly Hubley,  
Michelle Lucas

# HR Comings & Goings

## JUSTICE CSU

**Fran Paterson** joined the CSU on April 16 for a one-year term as a Pay & Benefits Consultant. Most recently Fran was working at the Nova Scotia Pension Agency and has direct experience with HRMS and SAP.

**Bakhtyar Shafi** also began with the Pay & Benefits team in a permanent position April 30. Bakhtyar worked at Convergys in both Ontario and Nova Scotia as an Associate in Payroll and was a subject matter expert/site resource on their time keeping system. Most recently Bakhtyar was employed with ADP Canada as a Payroll Specialist on their SAP Americas team.

## TPW/FINANCE CSU

**Rhonda Durnford**, Human Resources Assistant, Staffing, returned from maternity leave on March 19. Rhonda and husband Wayne welcomed daughter Olivia on March 19, 2006.

**Eryn Whitehead**, Human Resources Consultant, Northern District, completed her time with the CSU on April 20. Eryn accepted a position as Human Resources Manager at Bread Canada in Moncton. Best of Luck Eryn!

**Darlene Goulding** accepted a one-year term position as Occupational Health & Safety Specialist, effective April 10. Welcome Darlene!

**Sue Lemon**, Human Resources Consultant has moved on to the Nova Scotia Liquor Commission. She finished up on May 11. Best of Luck Sue!

**Irma MacCallum** accepted a permanent Pay & Benefits Consultant position effective November 12, 2006. Congratulations Irma!

**Carrie Forbes**, Training & Development Consultant celebrated her first day on the job on January 29, 2007. Carrie has replaced Lynne MacLean who retired. Welcome Carrie!

**Kim Osborne**, Occupational Health & Safety Assistant, accepted a casual position effective November 17, 2006. Welcome Kim!

**Colleen Gallent, Jr.** Training & Development Consultant, accepted a one-year term position effective January 19, 2007. Congratulations Colleen!

TPW/HR CSU are awaiting the arrival of their newest Pay & Benefits Consultant. **Candice Lake** and husband Cory are expecting a baby in November 2007; a brother or sister to step-son Lorne. Congratulations Candice!

## PSC

Welcome to **Ashley Thomas**, who joined the attraction and retention unit on May 7 as a summer student. Ashley is currently pursuing a joint MBA/LLB program at Dalhousie, and recently worked in the Department of Education. Ashley will be working with Carrie and Lisa to develop the corporate employee orientation program, and update the orientation policy for government.

**Heather Reeves** joined the Innovation & Growth team on May 28 as an HR Development Consultant. Heather comes to use with over 10 years experience working within Price Waterhouse Coopers US/Canada. Her background includes significant HR project management including performance management, resourcing, and payroll and flexible benefits. ■

*Send your staff comings and goings to [lucasmx@gov.ns.ca](mailto:lucasmx@gov.ns.ca) or [Hrlinks@gov.ns.ca](mailto:Hrlinks@gov.ns.ca)*



## PREMIER'S AWARD OF EXCELLENCE

**D**uring the nomination period for the 2007 Premier's Award of Excellence (October to December 2006), the PSC received 25 nominations from across government.

An external selection panel has recently reviewed nominations and made recommendations for the Premier's consideration and approval.

The selection panel was impressed with the achievements highlighted in the nominations and, once again, had a challenging task of selecting award recipients.

Awards recognize achievements related to innovation/creativity, leadership excellence, service excellence, relationship building and

corporate citizenship. Recipients may include either teams or individuals.

The Premier will present awards to recipients at an invitation-only ceremony to be held on June 12 at the World Trade and Convention Centre.

Stay tuned for a government-wide communication revealing the names of the individual and team recipients on June 12.

# Readership Survey

**HRLinks** has changed over the past few years. Its current format has been in place for just over a year, and the **HRLinks** Editorial Board wants to know what you think about the format and the newsletter as a whole.

Please take a few minutes to complete this survey. Send it to Michelle Lucas, PSC Communications, 4th floor, One Government Place via interdepartmental mail.

**Thanks!**

**A bit about you**  
(circle which one applies to you):

- I am a PSC Employee
- I am an HR CSU Employee
- I am a manager/leader in government
- Other

- 1** Have you read **HRLinks** in the past 12 months?  
 Yes                       No                       Don't recall
  
- 2** How do you usually access **HRLinks**?  
 Link from e-mail notice  
 Someone forwards the e-mail to me  
 I found a copy in the workplace  
 I regularly visit the web page  
Other (please specify) \_\_\_\_\_
  
- 3a** How often do you read **HRLinks**?  
 Always                       Occasionally                       Not Often                       Never
  
- 3b** If you answered **Not often** or **Never** in 3a can you explain why?  
\_\_\_\_\_  
\_\_\_\_\_
  
- 4** What is your general opinion of **HRLinks**?  
 Really enjoy it                       It's ok                       Don't like it
  
- 5** If you have read **HRLinks** in the past year, how would you characterize your reading habits?  
 Read it front to back  
 Scan the headlines  
 Read articles of interest only  
Other \_\_\_\_\_
  
- 6** What specific aspects of **HRLinks** do you like? Choose all that apply.  
 Design & layout                       Article topics  
 Quality of writing                       Length of articles  
 Length of the entire publication                       Frequency of publication  
Other \_\_\_\_\_
  
- 7** Have you ever referred back to **HRLinks** articles?  
 Yes                       No  
  
If yes, do you remember which articles?  
\_\_\_\_\_  
\_\_\_\_\_
  
- 8** What articles and topics do you want to see more of?  
\_\_\_\_\_  
\_\_\_\_\_
  
- 9** Have you ever submitted an article to **HRLinks**?  
 Yes                       No
  
- 10** Do you agree with these statements about **HRLinks**?  
  
*It helps connect the HR Community*  
 Agree                       Neutral                       Disagree  
  
*It provides good information about HR programs and policies*  
 Agree                       Neutral                       Disagree  
  
*It's a way to learn about each CSU*  
 Agree                       Neutral                       Disagree
  
- 11** Considering staff time (writing/editing/reading) and cost (external designer), do you think **HRLinks** provides value for money?  
 Yes                       No
  
- 12** Please provide any general comments or ideas about how **HRLinks** could improve.  
\_\_\_\_\_  
\_\_\_\_\_