



*Measuring and Rewarding
Healthy Leadership
and Organizations*

APEX Colloquium

May 5-6, 2003

A. Introduction

In 2003, APEX held two special events to lay the groundwork for an action plan which would address the issues identified in its 1997 and 2002 health surveys:

- ▶ A seminar held in March brought together leading experts on workplace health to discuss and agree on the key determinants of health for federal public service executives (see APEX's website at www.apex.gc.ca).
- ▶ To build on the results of the seminar, the Association organized a colloquium in May to which Public Service executives with a strong interest in healthy leadership were invited.

The present report provides a summary of the colloquium process and its outcomes.

B. The *Café Conversations* process

The colloquium brought together 140 executives from a wide range of departments and regions for two days of reflection and discussion. Their task was to develop an executive *Declaration of Intention* with regard to health-related issues. The Declaration encourages executives to commit to a 3-year action plan that will support healthy leaders and leadership in the federal public service. APEX undertook to share this product with the executive community as part of a sustainable action plan to address the health of executives.

It was an ambitious undertaking, but the “café conversations” methodology (see the website <http://www.theworldcafe.com/twcr.html> for a description) allowed every participant to contribute to the final product. The themes for discussion at the cafés were those identified by the March research seminar:

- ▶ work load
- ▶ decision latitude
- ▶ social support; and
- ▶ recognition and reward

Day 1

On the first day, participants had a chance to give their views on all four topics and to contribute to a series of *vision statements*, “how to” questions which help identify concrete practices and tools. Discussion at each café was animated by a facilitator as well as a “host”, a representative of an organization which had attempted to address the particular theme. A *rapporteur* kept track of the ideas generated.

Café Hosts

Workload

Paul Glover, Health Canada & Sandy MacPherson, CCRA

Social Support

Susanne Laperle & Marie-Lynn Frechette, EDC

Decision Latitude

David Mulroney, DFAIT & Eva Matthys, RCMP

Recognition & Rewards

Lysanne Gauvin, HRDC (formerly of CCRA)

Before participants started their rounds of the cafés, each host gave a brief overview of the topics. Participants then spent an hour at each café, contributing ideas for a 3-year vision statement which would produce healthy leaders, leadership and organizations. Each vision statement was also to identify individual and organizational behaviours which would indicate that the objectives had been achieved.

At the end of the day, each of the café hosts presented – in plenary – their “top of the mind observations” about the day’s discussions. They identified the 2-3 indicators of success which had been agreed on, and noted other areas of consensus as well as divergences of opinion.

All the material produced was collected by the facilitators and *rapporteurs* and repackaged so a team could synthesize and highlight the key conclusions of the day’s work.

Day 2

Participants were asked to choose just one theme to work on for the second day. Their task was to prepare a series of action plans based on the vision statements generated the previous day. The plans were organized in the form of responses to 4 action questions:

- ✓ what do we need to start doing?
- ✓ what do we need to stop doing?
- ✓ what do we need to continue doing or do differently?
- ✓ what is needed from the system to make sure our actions will have the desired effect and are sustainable?

Each group was asked to synthesize their material and to contribute ideas to the overall declaration of intention. This 3-year action plan would contain clear outcomes and observable indicators for each year. Each group prepared a brief presentation which was critiqued in plenary and then revised by the group. At the end of the day, these statements were presented to a panel of senior officials who were asked to provide reaction and feedback.

C. The presentations

Keynote Address: “Creating the Healthy Scorecard”

Danielle Pratt President, Healthy Business, Inc.

Danielle Pratt set the stage for the discussion to come. Her presentation, “*The Healthy Scorecard: Measuring and rewarding healthy leadership and organizations*” provided a framework for examining the relationship between individual and organizational health. The balanced scorecard is used by both private and public sector organizations to address organizational health issues. Ms. Pratt briefed the group on research that has identified the key organizational factors contributing to good health and improved service value.

When the balanced scorecard approach is applied to the service-client satisfaction chain, a direct link between service delivery results and health status becomes evident. The same factors that contribute to high performance also generate improved health outcomes. Ms. Pratt concluded by saying that organizations need to understand the strategic link between its capacity and its employees’ well-being – employee satisfaction, commitment and engagement provide the platform for enhanced productivity and service quality.

Topic Overviews by Café Hosts¹

1. WORKLOAD

Health Canada’s Workplace Health & Human Resources Modernization Project by Paul Glover

Health Canada has responded to the concerns its employees expressed in a variety of surveys on health, including APEX, the Public Service Employee Survey, and Duxbury. The Department’s approach focusses on 5 broad areas of intervention:

- ▶ workload
- ▶ leadership and accountability
- ▶ modernizing HR management
- ▶ the health of employees
- ▶ facilities and communications

Of these, the top priority is workload.

Surveys have shown that failure to address workload concerns gives other corrective actions the

¹ Copies of the full texts can be made available by calling the APEX Secretariat at (613) 995-6252.

air of “window dressing”. Health Canada is therefore focussing on the issue of excessive workload through a process redesign methodology which will help reduce workload while allowing employees to be involved in changing the processes.

Health Canada is using the *Business Health Culture Index* to establish baseline information about the nature and organization of work, overtime and work flows. It is targeting for redesign specific work processes which are a daily irritant yet are amenable to change: e-mail, briefing notes and Ministerial correspondence. The goal is to find affordable solutions that address real management issues. The approach is based on best practices identified in other organizations.

Over the coming year, the Department will be requiring *people management objectives* to be included in all supervisors’ performance agreements and evaluations. It also intends to launch a 360° feedback process for all supervisors. This process, which is geared to identifying local solutions to local problems, uses employee input to help determine supervisors’ developmental needs.

These activities are part of an overall strategy for modernizing HR management. The goal is to ensure that all managers and supervisors have both the information and the competencies to meet the leadership requirements under the new legislation.

2. WORKLOAD

CCRA Business Process Redesign

by Sandy MacPherson & Cheryl Baird

All the latest research on work satisfaction, well-being and health in the federal public service² has shown that *workload* is the critical element. *Workload* has taken on very negative connotations as a result of excessive demands arising from poor work processes and business practices.

The presentation described the conclusions of case studies at CCRA, DFO, HRDC and CIDA, where business process design has proven to be successful. The studies suggest that this experience should be replicated extensively across the federal public service.

As an example, employees from CCRA mentored and coached employees at Fisheries and Oceans in the re-design of DFO processes. Four business processes were selected. All the projects achieved their targets of reduced costs, reduced cycle times and improved client satisfaction. Results included a 50% reduction in workload for ministerial correspondence, a 47% reduction in the time to staff a closed competition, a doubling of productivity, and a 70% reduction in the time needed to finalize an integrated management plan. To ensure these improvements were not lost, a number of DFO staff were trained in the work redesign process.

² Including the Public Service Employee Survey, the APEX Executive Health Studies, the Canadian Policy Research Network review of job quality and the Health Canada data on work/life balance collected by Duxbury

3. SOCIAL SUPPORT

Export Development Corporation

by Susanne Laperle & Marie Lyne Fréchette

The Export Development Corporation (EDC) is Crown Corporation which provides trade, finance and risk management services to Canadian exporters and investors. For the past three years, EDC has been identified by *Macleans* as one of the best organizations to work for in Canada.

While EDC does not characterize its workplace health activities as “social support”, the intent is clearly to create a social network which allows employees to operate across divisions with a greater sense of connectedness . Emphasis is placed on living the organization’s values of *People, Excellence, Learning and Passion*.

Interaction is encouraged and in fact is viewed as the way to do business. By ensuring that senior executives are involved in committees and working groups at all levels, EDC has increased the “surface area” for dialogue and encouraged experimentation and risk taking. This new form of leadership encompasses both horizontal and vertical management while assigning responsibility, authority and accountability for specific outcomes.

EDC has used its own values to define the pillars of “connected leadership”. They are strategy, technology, transactions, innovation, corporate social responsibility, achievements, learning and collegiality. Senior managers are expected to present case studies to staff at all levels and to get their feedback, so staff are connected to all of the organization’s enterprises.

EDC has learned that it takes time to put a culture like this in place. The first step was to teach leaders how to provide guidance and feedback and how to accept it. EDC believes that this type of leadership training enriches the quality of decisions and creates a sense of belonging across the organization.

4. DECISION LATITUDE

RCMP – Sustainable Change through Effective Leadership

by Eva Matthys & Cal Corley

The RCMP has been using “Logic Modelling” to map the connection between what happens in an organizational intervention and the effects on health and service delivery. This same process has now been applied to their workplace wellness initiative. It is helping the organization to decide how to translate the intended effects at the strategic planning level to real-life application in the workplace.

The “logic modelling” process traces the interactions among the range of activities – strategic planning, intelligence gathering and dissemination, and relationship development – that are

needed to create awareness and change across large organizations. The mapping of these interactions identifies where action has to be taken to maximize the desired outcomes.

In the RCMP experience, middle managers were found to play the key role in moving information and capacity around the organization. They therefore have to be given a role in the strategic planning process and specific information on their respective workplaces. Their involvement in the mapping process increased their decision latitude as well as their commitment to achieving the objectives.

5. DECISION LATITUDE

DFAIT: The E³ Initiative

by David Mulroney

Building on best practices found in both the public and private sectors, DFAIT launched a pilot project to create more decision latitude for employees. Project leaders began by identifying a set of basic activities which contribute to peoples' sense of empowerment.

E³ is a change initiative dedicated to striking a balance between clear priorities and the resources available to achieve them. On one level, it is a formal process to find new ways of doing things and of organizing so as to identify and deliver on priorities. On another level, it is an informal process, a way of thinking about what the Department does and for whom.

E³ stands for *effectiveness* (setting clear priorities and sticking with them), *equilibrium* (aligning resources to priorities, work-life balance, respect and consideration for individuals), and *excellence* (the natural result of this careful focus is greater impact and a constantly challenge to do better). (For full details on the program, see the website at www.e3.gc.ca)

Rather than worry about external processes outside their control, DFAIT addressed internal issues such as e-mail protocols and ministerial briefing books – activities which consume a lot of time for staff at all levels.

The results were positive. In a video shown to all staff , the Minister talked about how he used to carry around huge briefing books which he never had time to read. The project team had therefore created a briefing book that fit into the pocket of his suit jacket – only the most relevant information was included. This more than satisfied the Minister and reduced workload for staff.

Staff were encouraged to practice good work/life balance. DFAIT's Asia-Pacific Branch pioneered the 4-5-6 approach: "After 4 p.m., don't sign anything. After 5 p.m., no meetings. After 6 p.m., shut down computers". The message to staff was that unless everyone practices these principles, everyone's ability to spend time with family will be affected.

The approach is simple but effective even in complex situations, such as dealing with Canadian missions and issues from the other side of the world in a different time zone. The unit that

pioneered the approach was able to maintain these practices during a number of crisis situations in the Asia-Pacific Region.

E³ is creating change from the grassroots. The Department is trying to create an attitude and a way for people to better manage workload. The 4-5-6 approach also attempts to modify *work pace* so that staff are not always in crisis mode.

Staff reported they were more satisfied, had a greater sense of being able to contribute and experienced considerably less frustration. They identified with the project and felt they had the support of senior staff as well as the Minister.

6. RECOGNITION AND REWARDS

CCRA – People Management Goals in Performance Agreements

by Lysanne Gauvin

In 2000, CCRA introduced a new system to govern performance evaluation and performance pay for its executives. Since then, the system has been extended to the Agency's managers and supervisors and consideration is being given to eventually applying it to all employees.

The Agency's goal was to systematically blend results management with effective people management. What it developed was the Performance Management Framework, which places equal emphasis on achieving results within core responsibility commitments and on delivering people management objectives. The latter element is worth 5% of performance pay. Further, achieving the people management goals is a prerequisite for access to the at-risk pay for core or special commitments.

The commitments contained in performance agreements are evaluated based on performance measures, competencies and values. The level of corporate contribution and employee input are also part of the evaluation process. The evaluations produce not only a performance assessment for pay purposes, but also generate a learning plan for each executive.

D. From Principle to Practice

1. Creating the Vision Statements

Colloquium participants were asked to develop a vision statement for each of the four themes. These would provide direction to APEX for the development of a 3-year action plan, leading to healthier leaders, leadership and organizations. Each vision statement was to identify the individual and organizational behaviours that would indicate that the objectives had been achieved.

The vision statements were intended to be appealing, compelling, focussed and practical.

Participants were given the following questions to guide development of the statements:

What is our vision of healthy leaders, healthy leadership and a healthy organization?

- What can we realistically hope to achieve – what would be a reasonable view of success? If the intervention were totally successful, what would individual and organizational behaviours look like?
- What 2-3 things would be observably different? How would an outsider be able to judge that results have been effective?

What outcomes or results are needed?

- What changes are needed and what should not be altered?
- What are the key contributing factors and what needs to be changed to make a difference in outcomes for individuals and organizations?
- Over the next three years, what key areas require the greatest attention?
- What would be the end point if one were successful in addressing the theme? What defines success and what criteria would be used to tell us that we had succeeded?
- What is within the control and capacity of executives to do in order to make a difference at the individual, collective and systems levels?

2. Creating the Declaration of Intention

The vision statements which participants developed formed the basis of a *Declaration of intention*, a 3-year commitment by individual executives and the executive community to create and sustain positive practices leading to healthy leaders, leadership and organizations. The Declaration is a guide for joint action and presumes a commitment to regularly evaluate progress towards the stated objectives.

The *Declaration of intention* is structured as a set of action statements for each of three years. It lays out how the outcomes in each of the following four themes may be achieved:

- ✓ what do we need to start doing?
- ✓ what do we need to stop doing?
- ✓ what do we need to continue doing or do differently?
- ✓ what is needed from the system to make sure our actions will have the desired effect and are sustainable?

3. The action plans (for copies of full presentations, contact the APEX Secretariat: info@apex.gc.ca)

The results from each group were presented to the plenary for feedback. Following revision, each group presented its proposed vision statement and declaration of intention to a group of senior officials, who acted as a review panel. Below are the key messages from each presentation.

a. Workload

<u>Vision:</u>	We will spend our time doing meaningful and value-added work, with good work/life balance.
<u>Outcomes:</u>	<p>Redesigned work processes, to remove those which hamper efficiency and effectiveness. Especially noted were processes in which many people are involved without adding value. Reference was made to the research by IBM that found that as much as 15% of executive work was not value-added.</p> <p>The goal is to streamline processes so that work fits into the work week, and to decrease the number of non-value added tasks.</p>
<u>Year 1</u>	<ul style="list-style-type: none">• <u>Change how executives manage themselves.</u> Set an example with work hours and vacation time; stop coming in when sick; stop bragging about having long work hours. Have more executives use flexible work policies such as tele-work, compressed work weeks, part-time work and work sharing. Employees need to see that the example set is consistent with the words which are spoken.• <u>Address e-mail and meeting protocols.</u> This theme came up in all the discussions. Much of the workload is generated by improper use of technology and poor meeting management. Organizations which have implemented “no meeting Fridays” have noted increased morale and greater sense of control among employees. Meeting practices across government could be improved by creating awareness, and providing training and materials on how to effectively manage meetings.• <u>Create a central repository of best practices.</u> Offer practical suggestions for reducing work load that have proven effective in departments.
<u>Year 2</u>	<ul style="list-style-type: none">• Stop unnecessary week-end work and travel.• <u>Set up a business process redesign program</u> to run across government. This would include training a number of employees as facilitators so they can advise organizations that want to implement the process.
<u>Year 3</u>	<ul style="list-style-type: none">• Establish a culture that rewards balanced work life.• Continue to review and remove work that is not value-added.

b. Decision Latitude

<u>Vision:</u>	Values-based organization which sets clear priorities, allows questioning and supports people in doing their jobs
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Outcomes: Measurably greater delegation and accountability present throughout the organization. This means allowing for risk-taking and learning from mistakes. Regular training on enhanced risk management must be provided at all levels. The clear focus must be on the blueprint found in *Modern Controllershship: Results for Canadians*.

To link strategic direction with day-to-day decision making and operational realities, ensure that leadership and management training for all levels – including DMs – focuses on strategic planning and team leadership.

The learning strategy on people-management skills for EXs must be strengthened. It should cover legal compliance, due diligence and leadership skills.

Year 1

- Provide training and awareness sessions for executives on risk management and HR Modernization legislation.
- Implement mandatory training for new executives and cover the links between strategic planning and business process planning, as well as due diligence requirements.

Year 2

- Highlight risk management in horizontal and team leadership. Provide training and learning sessions for all levels.

c. **Social Support**

Vision: An environment that values balance, dialogue and social networks which support healthy leaders and organizations

Outcomes: Improved networks for executives to interact with their peers across the Public Service and across the country. Horizontal collaboration and team results would be recognized as much as individual performance. Stability and mobility are equally encouraged in career planning and development for executives.

Year 1

- APEX sponsorship of executive fora on health issues. There need to be safe places for executive dialogue.
- Begin to develop EX communities of practice and interest within and across departments.

Year 2

- Create a service focal point to support all EXs in career planning and management activities. A national web directory of all executives should be launched to create support networks and communities of interest among executives.
- Mandatory training for new EXs would help create a network for peer support and information.
- Create a national network of coaches/mentors using current and retired EXs.

Year 3

- Ensure performance appraisals and rewards recognize horizontal and team work which produces positive social support results. These should also be reflected in selection and promotion processes, so that equal value is placed on horizontal/team work leadership skills.

d. **Performance (Rewards & Recognition)**

Vision: Measurement system that is flexible, transparent, timely, coherent and objective and that equally values the results delivered and how they were achieved

Outcomes: Major revision of the pay at-risk system to emphasize people management results. A significant proportion (10% -15%) of the PMP should be based on HR leadership. This means implementing appraisal systems that can effectively measure and compensate for people management skills. A common set of values and ethics must be reflected in all EX performance agreements.

Organizations must effectively manage “poor performance” by valuing the managerial effort required and not allowing harassment charges to interfere with the appropriate management of poor performance.

Year 1

- Performance agreements reflect people management expectations and clearly defined outcomes.
- Evaluations consider how the results are achieved; i.e. not meeting people management objectives means not getting performance pay.
- Tools for ensuring clarity and objectivity of assessments are widely disseminated; i.e. customer/client surveys; organizational barometers, input from employees, etc.
- Executives stop writing their own evaluations.
- Rigid quotas are removed and greater incentives for high performance provided.

Year 2

- Assessment of performance includes horizontal and team management, personal leadership on health (i.e. respect for hours of work, vacation, etc.)
- Focus on poor performance should not only include measures but also support for managers i.e. legal advice

Year 3

- Staffing processes reflect the new performance measurement approach, placing greater emphasis on assessment of people management skills as reflected in performance reviews.

4. Putting it all together

Making progress towards a healthier environment could be summed up as two complementary activities:

- ▶ adding good things to work; and
- ▶ removing bad things from it

APEX believes that the preferred method for creating healthy workplaces is a risk management approach: first, identify workplace stressors and then manage these hazards by elimination, isolation or minimization. This approach acknowledges the impact on health outcomes of both work demands and the content of work and provides guidance on how work must be organized in order to effect improvements in health status.

Both the vision statements and Declaration of Intention are living documents which will be modified and adjusted over time and with experience. The goal is to provide executives with a better degree of awareness and information and some specific direction they can use in their workplaces.

Participants acknowledged that there needed to be some recognition and support from the centre. However they stressed that executives do not need to seek permission, approval or authority to begin acting on this vision. The group was emphatic that waiting for someone else to act was an abdication of responsibility and authority. The discussion therefore focussed on the actions that are within executives' control and scope of authority.

Judging by the feedback, executive leadership is moving towards more self-empowerment around the issue of workload. Participants identified concrete, short-term deliverables they could use in their own workplaces to make a difference.

5. Focussing our energy: Managing workload and supporting leadership credibility

Participants had several basic messages which cut across the four themes explored:

- ▶ There are no magic solutions or silver bullets. Each of the determinants has to be addressed, as they are all interconnected. It is about making smart choices.
- ▶ Health is connected to all other aspects critical to successful leadership: workload, stress, job satisfaction, engagement, commitment and work/life balance.
- ▶ The problem is not the responsibility of any one level. The inability to say “no”, to manage risk and to deal effectively with performance expectations is seen as a fundamental failing at all levels. Work processes are outdated and out of step with new technologies and changing expectations. Executives and employees can do something about their social culture and work processes.

a. Workload

Work overload is often due to people applying incorrect process models. For example, no matter how many resources are available, a process will be inefficient if it is not well defined or managed. These lessons from other sectors can be successfully applied across the public service. Solutions are usually relatively simple: for example, establishing protocols to cover meetings, e-mail and voice mail. A number of policies and best practices are now being put forward. Sustaining these in the long-term is difficult, but that is the only route to producing the needed culture shift.

Colloquium participants challenged the notion that workload problems are the product of politicians' and citizens' demands and therefore immune to intervention by executives. Executives can undertake business process redesign and produce real results.

Workload problems are rooted in how work is organized and processed, not in the nature of the actual services or products. Since work flow and work processes are created within departments and central agencies, they should be amenable to change. The goal is to remove day-to-day irritants by reviewing and altering business processes and management practices. The review should be handled within each workplace – finding local solutions to local problems – rather than by a special departmental committee or H/R.

The business process redesign methodology has already been proven across federal departments and agencies and should therefore become the standard for all. The expertise and knowledge which is now concentrated in just a few individuals should be more widely available so that any executive who wants to address workload issues effectively can do so.

b. Credibility

Colloquium participants agreed that the Public Service approach to performance assessment needs to broaden its focus beyond just bottom line results. Equal priority must be given to people management skills at all levels. Executives want to be rewarded, recognized and promoted for their people management skills as much as for the results they achieve. In fact, there should be significant consequences for those who achieve results at the expense of staff.

Each organization's performance rewards and recognition systems should consider team work as much as individual contributions. All performance rating systems should support leadership credibility by rewarding those who "walk the talk". The system must be grounded in "people values", open and transparent to all staff and perceived as fair and objective. It is hoped the new human resources modernization legislation will produce measurable objectives and indicators for performance, including on health outcomes.

Performance expectations should reflect changing realities by providing for a range of reward and recognition options. Input should be sought from a variety of sources, including both upward and downward feedback.

How executives allocate their time – and are seen to allocate their time – is key. Who gets executives' time and what attracts their attention sends a clear message as to the things that are valued and those that are not. Participants called for greater coherence between the pronouncements and the behaviours. They committed to becoming exemplars in this regard.

Change is essential, not only to produce greater individual well-being but to generate increased productivity. There has to be an on-going dialogue about the relationship between performance and health. Growing demand for services means that health considerations have to be integrated in a systemic and consistent way with performance results.

E. Participants' recommendations to APEX

1. APEX should promote adoption across the government of business process redesign methodologies. These methodologies are the most practical route to reducing workload and heightening the sense of empowerment for all employees.
2. APEX should also seek to have more emphasis placed on people management skills as part of the Performance Management Program. Executives would like to have examples of the kinds of measures that should be included. APEX could gather these and make them available. Further, employees could be involved in setting and evaluating the people management objectives for managers and supervisors at all levels.

3. APEX should support a regular assessment of the executive community's performance on health issues. This would include running its major health surveys every five years. By inviting feedback from within and outside the public service, it can maintain visibility for this subject .
4. In addition to coming up with an action plan, APEX should articulate a set of common indicators based on each of the four themes. For example, participants expressed interest in having a form of balanced scorecard. It could be used to track individuals' own progress and to carry out an annual progress review which would be shared with the executive community. The scorecard would include both formal and informal measures of relative progress across all of the results areas. This annual stocktaking would demand the active participation of executives and would be made publicly available. Participants asked APEX to suggest simple yet effective milestones.

F. Summary

The response from executives over the past two years confirms that health remains of concern for them. They aspire to the visions articulated at the APEX colloquium, are committed, willing to take responsibility and to act, but need guidance on how to set about it. However, the colloquium demonstrated there are many who are already providing leadership by example.

The overall vision statement produced by colloquium participants includes both symptoms and root causes that need to be addressed in the coming years.

The Vision Statement: Healthy Leaders, Healthy Leadership, Healthy Organizations

A. Healthy Leaders

Healthy leaders are defined as the optimization of physical, mental, emotional, social and spiritual well-being.

The presence of healthy leaders is determined by:

<u>Opportunity and Access:</u>	People need to have reasonable opportunities to carry out healthy behaviours, given their life circumstances and the demands of work and family.
<u>Supportive environments:</u>	Research demonstrates that supportive policies and environments make it easier for people to engage in healthy behaviours.
<u>Knowledge:</u>	People need to know which behaviours will improve their health and well-being. Informed choices are more likely to result in healthy living.

- Skills: People need the skills to carry out the behaviours identified as healthy.
- Motivation and Rewards: They need to feel good about engaging in healthy behaviours, and to see the benefits of doing so.

Individual leadership characteristics:

- values and ethics
- emotional intelligence: self-awareness; empathy; self-regulation; motivation; social skill.

B. Healthy Leadership

Healthy Leadership is based on a foundation of ethics and values that serve to reinforce the development and sustainability of a healthy workplace environment. It includes:

- A strategic vision for a healthy workplace
- Strategic planning that incorporates workplace and employee health
- Acknowledgement of the value of people that is reinforced in the performance management system
- Employee well-being in the workplace as an integral part of the HR strategy
- A risk management approach which identifies key success factors and priorities on workplace and employee health
- A review mechanism with some form of ongoing audits

Leadership involvement in reinforcing a healthy workplace:

- The management team demonstrates a commitment to a healthy workplace
- There are initiatives to improve the interpersonal and leadership abilities of management to sustain a culture that supports a healthy workplace
- There are performance measures that value how results are achieved as much as the results themselves

Healthy Leadership is affected by:

- workload
- decision latitude
- social support
- recognition and reward

C. Healthy Organizations

"The ability of the organization to achieve its business objectives in an environment that supports individual well-being". Business Health Culture Index

Organizational Health Elements include productivity; attendance; high morale; high retention and recruitment; creativity; innovation.

Key factors are:

- The work environment: the physical environment (health and safety) and the social environment (respect, belonging, meaningful work, recognition and sense of control)
- Healthy leadership practices
- Effective planning processes
- A focus on people
- Good process management
- Measurement and evaluation of outcomes
- A balance between Demand/control & Effort/reward

G. Acknowledgements

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Rapporteurs

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