

## WHAT IS GOOD PERSONNEL MANAGEMENT?

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The greatest resource of the Department is its employees. Consequently, it is important to ensure that this resource is managed as effectively as possible.

Good program management requires good personnel management. Good personnel management recognizes employees as people by developing and sustaining good relations with them. This does not mean abdicating responsibility on difficult issues, but rather providing leadership and communicating effectively. The trick is to provide employees with a sense of responsibility, purpose, and power, instead of trying to control them with elaborate administrative mechanisms or empty slogans. Consider the following items and remember to apply them to all the employees you manage.

- treat people courteously and make them feel at ease.
- give a clear idea of what they are expected to achieve.
- show recognition and appreciation for the work they have done.
- recognize an employee's importance and expertise.
- respect those who work for you and expect to be respected in return.
- give employees some control over their own work and a chance to contribute new ideas.
- recognize that people will work long and hard when they have an incentive.
- realize that people take pride in their organization and identity closely with it.
- understand that people who take pride in their organization set high standards for their work.

### Are individuals the key?

Modern management technique recognizes two things: management is about getting things done with and through the efforts of people, and that people are individuals. Poor management

can nullify the best efforts of thousands of employees. It is critical, therefore, that managers communicate clearly and act consistently in dealing with people. Unhappy and unfulfilled employees create an unhealthy organization. This shows up in the increased use of sick leave, long coffee breaks and extended lunch hours. Productivity, originality, and commitment to excellence are all reduced while costs increase. In sum, respect for the individual can produce dramatic results in both an organization's health and productivity. This applies equally to all levels and all groups whether they are rotational or non-rotational, Canada-based or locally-engaged.

### What is the role of the Personnel Branch?

The Personnel Branch is responsible for many of the increasingly complicated mechanical aspects of personnel management. We provide training courses and counselling services to meet the needs identified by managers. We provide counselling services and staff relations advice, but it is managers who identify problems related to discipline and incompetence.

Personnel management is everybody's business and we hope to achieve the standards of excellence which are the trademark of this Department.

### What lies ahead?

Clearly we managers are facing difficult and growing challenges. The public service is both aging and diminishing in size but the demands being made upon it are escalating. Increased managerial skills and leadership will be needed to solve these problems. I urge you, therefore, to consider the importance of your employees, as individuals, and to fully accept that personnel management is an essential part of every manager's business.