



Canada Public Service  
Agency

Agence de la fonction publique  
du Canada



it's **my**

day  
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Canada's Public Service Magazine



Making  
a difference  
in the lives of Canadians

Canada



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## A message from the President of the Canada Public Service Agency

This is the second issue of *it's MY day*, which profiles how 16 public servants make a difference in the lives of Canadians. Some of the public servants profiled here are among this year's recipients of the Public Service Award of Excellence. All are dedicated professionals helping to make our country one of the best in the world.

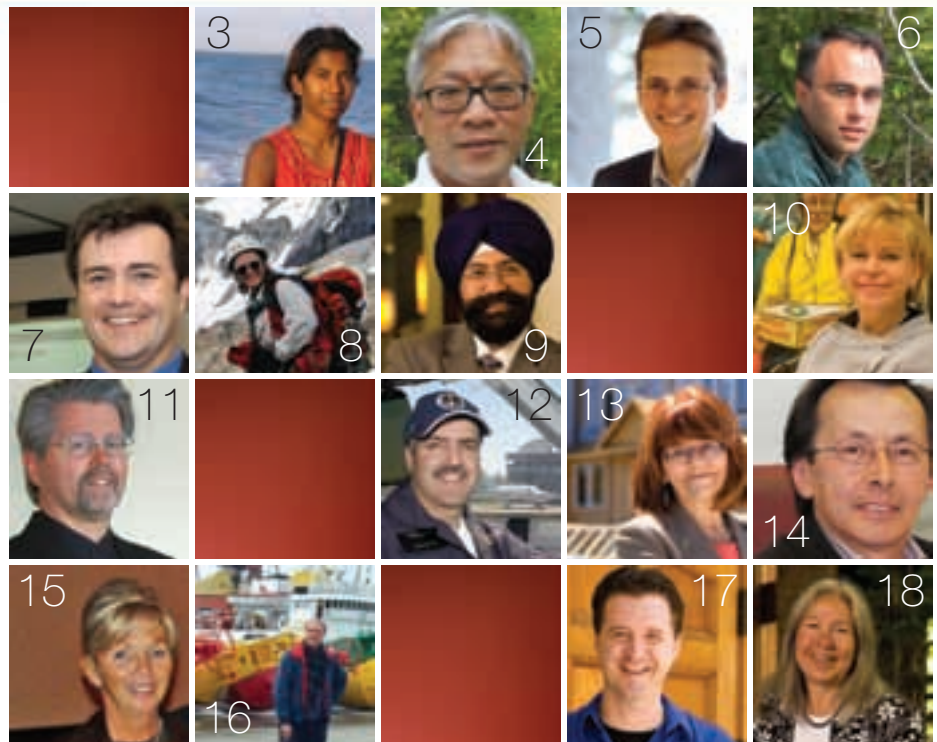
This issue of *it's MY day* coincides with National Public Service Week, when we take the time to proudly recognize our profession. This year, we celebrate 140 years of the Public Service of Canada and 100 years of the Public Service Commission.

The stories in this magazine serve as examples of the contributions of the men and women across the Public Service. Although they work in many different areas, such as volcanic safety, business development and increasing awareness of aging in society, they all have the same passion: improving the quality of life for Canadians. I invite you to take a few moments to read and reflect on these snapshots.

Let's celebrate our excellence and our commitment to service, two of the values that have characterized the Public Service throughout its history. We are building a solid foundation as we pursue the renewal of the Public Service for the future.

Nicole Jauvin  
President  
Canada Public Service Agency

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**We welcome your feedback.**

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Venitia Joseph

## Passion drives environmental scientist's work

Protecting the environment has been Venitia Joseph's lifelong passion. That's why her job as an environmental assessment technician at the Gulf Fisheries Centre is such a perfect fit.

Her enthusiasm for environmental issues as she was growing up, first in Sri Lanka and later in Nigeria, had her planting trees and participating in river clean-up projects, fundraising events and other classroom initiatives.

While studying environmental sciences at the University of Toronto, she joined a local environmental group and went door-to-door to tell hundreds of people about the dangers of household chemicals. She also volunteered with the Environmental Sciences Students' Union and the Society for the Prevention of Cruelty to Animals.

### Determined to enter the environmental field

When Venitia moved with her husband to Moncton, New Brunswick, she was determined to work in the environmental field. She soon discovered that *Fisheries and Oceans Canada* (DFO) needed someone with both her education and her passion. She was so motivated that she joined the department as a volunteer, participating in research projects on "emerging" species (species that are not yet commercially fished).

One thing led to another, and after doing some contract work for DFO, Venitia began a master's degree in biology at Mount Allison University. She was thrilled to be able to complete the field work component of her master's at DFO through the Federal Student Work Experience Program.




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“You don’t just  
have a job.  
You have a passion.”

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Reflecting on her career path, Venitia says, “My passion guided me and the really interesting work opportunities at DFO—whose mission includes the conservation of our aquatic resources—did the rest!”

Now working for DFO, Venitia gives scientific advice on integrated coastal area management projects, such as the creation and monitoring of marine protected areas (MPAs). One of her pet projects was the Basin Head MPA, which is a rich coastal lagoon ecosystem in Prince Edward Island inhabited by a unique and commercially valuable type of Irish moss. Venitia coordinated the monitoring program, and provided scientific advice to the staff working to protect that habitat.

Another memorable project was a scientific

review of the impact on the marine environment of seismic tests carried out by oil and gas companies. The review led to recommendations that balanced the need for economic development in oil and gas with Canada's important commitment to preserve fisheries and their habitat.

### Making a difference

Venitia has no doubts about her career choice. She works in her field of interest, she collaborates with communities to preserve the environment and she feels strongly that she is making a difference in people's lives.

Venitia has other reasons for loving her job at DFO. “The staff is skilled and friendly, the work offers lots of variety, the pay and benefits are by no means insignificant, and we can contribute to the organization in numerous ways.” And if those aren't enough reasons, “I have some flexibility to balance my professional and personal life, and that's super important to me, as I have two young children to raise,” Venitia says.

“In the field of environmental sciences, you don't just have a job. You have a passion. I'd like to be remembered as a scientist who was devoted to the cause.”

Paul Joe

## Bringing precision to weather forecasting

The next time you hear a severe weather warning on the radio, think of Paul Joe. He's been working for more than 20 years now to bring you the most precise information about when, where and how that severe weather is going to hit.

Paul works in the Cloud Physics and Severe Weather Research Section of Environment Canada. Recognized as one of the world's foremost experts in radar meteorology, Paul has received a 2008 Public Service Award of Excellence for his leadership in the field.

### Cloud Physics

Paul's interest in weather forecasting began when he finished an engineering science degree in the late 1970s. He switched to cloud physics for his master's degree and PhD. In 1982, he joined *Environment Canada* on a fellowship, then became full time in 1987.

As the chief scientist of the National Radar Project that began in 1997, Paul spearheaded the development of Canada's first national Doppler radar network, connecting 30 weather radars in populated areas across Canada. The Doppler network increased the accuracy of short-term weather reporting, pinpointing more closely the time, place and character of weather systems. Paul also developed the Unified Radar Processing software that supports the network.

### Observation tool

The Doppler system has become Canada's primary short-term observation tool to forecast tornadoes, thunderstorms, snow squalls, high winds and other severe weather conditions. Paul has trained meteorologists both in Canada and in other countries how to use it.

Paul also has worked to advance weather forecasting internationally. In 2000, he organized the first international Forecast Demonstration Project, held during the Olympics in Sydney, Australia. With the World Meteorological Organization's World Weather Research Programme (WWRP), the project gathered leading international scientists to demonstrate their forecasting programs.

Paul showed Canada's Doppler radar system, which "truly functioned as a reliable and accurate operational aid, more than any other system in Sydney," says Richard Carbone, past chairman of the WWRP.

"The success of the Sydney project encouraged more international efforts," says Paul. "As a result of that project we were able to hold training sessions in South America, Africa and Micronesia. We are still seeing the benefits."



### Demonstration project Beijing

Another demonstration project is planned for the Beijing Olympics this summer. Paul is helping Beijing to organize that project. "The advantage of the collaboration," says Paul, "is savings in valuable research time and money. We don't have to invest our own money and time to see these systems in action. Sharing the expertise and data is very cost-effective."

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**"The advantage is savings in valuable research time and money."**

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Paul is also organizing a project for the Vancouver Games in 2010. It will be the first winter project and it will include a multinational effort to develop very short-term winter forecasting tools.

In 2003, Paul worked on the Forecaster Workstation Project, called NinJo. It included German, Danish and Swiss scientists, and combines the Doppler radar with satellite, model and lightning technologies. Paul led the initial scientific development of the Canadian portion of NinJo.

### Radar in space

Another project on Paul's agenda is a radar system in space to measure Arctic snowfall as a climate change indicator.

Meanwhile, Paul forecasts better weather reporting for the future. "There needs to be better delivery of specific weather information," he says, "so that people know exactly when a severe rainstorm will hit, its specific location, and the type it will be." Paul expects that kind of forecasting in another 10 to 20 years. It may be sooner with Paul leading the way.





Sonia L'Heureux

## Policy advisor learns the ins and outs of private sector

Sonia L'Heureux is on a work exchange to see first-hand how a private corporation does business. And although Sonia is learning a lot about the private sector, she is also discovering why she likes working for Canada's Public Service.

Sonia is working at the head office of SNC-Lavalin in Montréal, thanks to the *Government of Canada Fellows Program*. The Fellows Program is an executive level program providing federal public servants with a developmental exchange. Participants have an opportunity to work with organizations in other sectors of Canadian society including business, academia, not-for-profit and other levels of government both within Canada and internationally.

She spends her days observing senior management, reading company reports and visiting the company's offices in other cities.

She also attends meetings to assess bids for major projects and to discuss corporate issues, which help her to understand what matters in key company decision making. "The company executives," says Sonia "are welcoming, interested in my views and open about their approaches to business."

### More effective public sector leader

Sonia also offers strategic management advice to SNC-Lavalin executives. Her views are valued because she brings a fresh perspective to the issues and challenges that the company faces.

Sonia says the networking is one of the great benefits of this opportunity. She interacts with the company's senior leaders who are innovative, open-minded, and caring people.

When Sonia returns to the Public Service, she plans to use her experience at SNC-Lavalin to get a different outlook on issues she deals with when advising elected officials. Sonia believes that her fellowship opportunity will make her more effective as a public sector leader. She looks forward to applying what's she's learned to her own work.

"The next time someone compares how the private and public sectors do things, I will be able to distinguish between perception and reality," says Sonia.

"More importantly, I can now confidently identify good public sector practices and take pride in how the federal public service manages its affairs. We have practices that are world class," she says.

Sonia's immersion in the private sector has also confirmed for her that the Public Service is her true calling. Although the private sector offers great opportunities, she says her real motivation is in knowing that her work touches the lives of millions of Canadians, and that she is shaping the future of Canada.

Before this assignment, Sonia worked as a strategic policy advisor at the headquarters of Human Resources Social Development Canada in Ottawa. Public policy issues stimulate and motivate her because she has a direct, positive impact on shaping her country.

For example, she worked on the initiative that gave year-long parental leave to Canadian families after the arrival of a child. When she meets a parent on parental leave, she is proud of the work she did to get funding and support for that initiative, which allows parents to spend quality time with their new child.

Sonia will be leading the Parliamentary Information and Research Service at the Library of Parliament upon her return after her assignment in June 2008.

### Memorable and important conversations with Canadians

Many times in her career, Sonia has taken phone calls from Canadians in tears—people who have needed support or just wanted to be heard. The conversations were difficult for her, but they are memorable and important to her.

They are a constant reminder that her work as a public servant has an impact on real people, with real issues. "I am proud of my work and I do it with integrity," she declares. "And I am proud of my contribution toward making Canada a better place to live."

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"I can now confidently identify good public sector practices and take pride in how the federal public service manages its affairs."

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Ernie Gladstone

## Protecting his people's past and future

As superintendent of the Gwaii Haanas National Park Reserve and Haida Heritage Site, Ernie Gladstone is protecting ancient totem poles and burial grounds built by his Haida ancestors.

He is also breaking down cultural barriers and creating new opportunities for the residents of Haida Gwaii (Queen Charlotte Islands) off the northern coast of British Columbia. In recognition of his achievements, Ernie received a 2008 Public Service Award of Excellence.

### First Haida superintendent

In 2001, Ernie became the first Haida superintendent of the Gwaii Haanas National Park Reserve and Haida Heritage Site on Moresby Island. He also became Gwaii Haanas's youngest superintendent at age 31.

As a member of the Skidegate First Nation, Ernie is well versed in the history of the site. Gwaii Haanas was established as a National Park Reserve and Haida Heritage Site and is co-operatively managed through a 1993 agreement between the Government of Canada and the Council of the Haida Nation. That agreement came after extensive negotiations following a widely publicized standoff, dating back to the mid-1980s, between Haida residents and logging companies.

### Clearly focused

Despite the controversy of those early years, Ernie is clearly focused on the common goals of the Haida Nation and the Government

of Canada: protecting and preserving the natural and historical beauty of Gwaii Haanas, while providing opportunities for employment and tourism to support the local economy.

"It helps in my work to have some familiarity with the local community," says Ernie. "I am Haida. I grew up in this community. When I sit down at the table to discuss issues, I respect and understand the local concerns."

He admits, however, that he sometimes faces conflicts in his position as a government representative while dealing with Haida neighbours. But his focus doesn't waver.

"I don't let the fact that I am Haida or that I work for the Canadian Government get in the way of my decisions. I think about what is best for Gwaii Haanas," Ernie says.

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"I need to make the best decisions for Gwaii Haanas because I will be living with them for the rest of my life."

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### Must live with decisions

"I need to make the best decisions for Gwaii Haanas because I will be living with

these decisions for the rest of my life."

Elaine Stahl, the site's Human Resources Manager, says, "Ernie works diligently for the betterment of Gwaii Haanas and *Parks Canada* as a whole. He cares about each and every employee and works hard to create an atmosphere where everyone fits in. He is able to pull together two cultures into an incredible working environment."

### Began as deck hand

Ernie began working as a deck hand on a Parks Canada vessel off Moresby Island in 1992. With a diploma in business management, he worked his way into management and signed up for a superintendent training program.

He is proud of what Gwaii Haanas has done for the local community. "We are lucky to have this protected area on our doorstep. There are a lot of opportunities for the local residents, a lot of tourism-related opportunities."



**Parks Canada manages 42 national parks, over 150 national historic sites canals, 2 national marine conservation areas and 9 of 13 UNESCO World Heritage Sites in Canada.**



### More Haida staff

He recalls that in the early 1990s only 10 percent of the staff at Gwaii Haanas was Haida. "Today," he says, "50 percent of staff members are Haida."

Perhaps that says something about Ernie's success as a role model in his community, and his ability to bridge the divide between an ancient culture and a vibrant new opportunity for co-operation.

Kerry Sisk

## Shopping for Canada: the job of a procurement officer



**K**erry Sisk is a professional shopper. But in his job he goes shopping for all of Canada.

Once a front-line procurement officer, Kerry now passes on the knowledge and experience he's gained to the next generation of government buyers. He is a procurement trainer for *Public Works and Government Services Canada's* (PWGSC) Professional Development Division, training procurement officers in the art of buying things for the Canadian government.

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**“PWGSC is the largest purchaser in Canada.”**

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“Procurement officers buy what the government needs to operate,” says Kerry. “We buy everything from pencils and paper, to office buildings and jet fighters, from police

cars to consulting services, and anything else you can think of.”

His experiences as a buyer “helped with the transformation from procurement officer to teacher,” he says. “Knowing and understanding the subject matter is an asset. However, it’s equally important to be able to communicate effectively with all types of students.”

“Government procurement is a rules-based process that must result in good value for Canadians,” he adds. “My job as a procurement trainer is to teach other procurement officers the rules and regulations that govern procurement, as well as the overall procurement process.”

### Ensuring best value for tax dollars

With his trainees, Kerry stresses the importance of buying wisely. Procurement is always played by the rules. After all, millions of Canadians are ultimately footing the bill. As Kerry puts it: “By training federal procurement officers in the proper processes, regulations and rules of procurement, I help ensure that

Canadians get the best value for their tax dollars.”

The job carries other hefty responsibilities. When Kerry was a buyer, he was tasked with helping protect Canada from external threats. For example, after 9/11 he bought specialized scientific equipment to protect Canadians against potential terrorist acts, including nuclear, chemical or biological attacks. “This procurement was fascinating, if not a little unnerving,” he recalls.

Kerry’s department buys a lot; more than anyone else in Canada, in fact. “Public Works and Government Services Canada is the largest purchaser in Canada,” says Kerry. “We spend billions of dollars a year on goods, services and construction for more than 135 different departments and agencies.”

Kerry’s work has even taken him abroad, including to Nigeria, where he spent a month in Abuja helping train Nigerian government officers. His department enjoys a stellar international reputation. “PWGSC is recognized for its excellence in procurement, both in Canada and around the world,” says Kerry.

Kerry holds an important position in the Public Service, and he wouldn’t have it any other way. “It’s the Public Service where I fit in best,” he says. “I enjoy helping people (particularly in my role as a trainer), and I’m a proud Canadian.”

**DID YOU KNOW?**

Did you know that Canada consistently ranks among the top countries in the world in being the most electronically connected to its citizens? PWGSC is sharing its knowledge and practices with other countries like Sweden, Argentina and China.

Catherine Hickson

## The fire within: working as a volcanologist for NRCan

She was always fascinated by rocks, but Dr. Catherine Hickson never dreamed she would one day become one of the world's foremost authorities on volcanoes.

"I had hundreds of rocks when I was a kid. I had always been interested in geology, and I had done huge projects on it—especially about volcanoes—but I never considered it a potential career."

Catherine is now a volcanologist with *Natural Resources Canada's* Geological Survey of Canada (GSC) in Vancouver. A self-described "volcanic sleuth," Catherine focuses on both volcanology and mapping. "I try to understand the volcano—how it evolved and how it formed," she says. "I put together a whole bunch of pieces of a puzzle and answer questions."

Catherine first studied recreation and psychology at the University of Alberta but, by chance, chose a course in geology to satisfy her program requirements. This casual decision would chart her destiny.

### Pivotal event in her professional life

The eruption of Mount St. Helens in 1980 was the pivotal event in her professional life. Although the academic community was buzzing with talk of a potential eruption, no one knew when it would take place. By coincidence, Catherine was there for the momentous occasion. It was the eruption of Mount St. Helens that fired her passion for volcanology.

Women were barely visible in the scientific field in the 1980s, especially in earth sciences. But Catherine was encouraged to pursue her studies to the PhD level by professors who recognized her abilities.

This experience later prompted her to become a role model and mentor for young Canadian women in the sciences. "I've been part of several mentorship programs over the



years," she says.

"I saw the important role that my mentors played while I was going through university. I experienced the positive impact of these people first-hand and hoped I could have the same effect on someone else."

"Women are in the minority in the scientific field and there are special considerations with them," she notes. "I want to help some young aspiring women pursue scientific careers and take on leadership roles within their professions."

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**"I want to help some young aspiring women pursue scientific careers."**

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### International geoscience partnership

Since that time, Catherine has moved up in the ranks of volcano experts, with many scientific papers to her credit. In 1995 she was selected to lead the GSC's Vancouver regional office, and in 1996 was asked to manage the Multinational Andean Project: Geoscience for Sustainable Development (MAP:GSD). Its partners included Canada, Argentina, Bolivia, Chile, and Peru and aimed to find new mineral wealth and help create sustainable communities. In 2002 she led a second international geoscience project, Geoscience of Andean Communities (MAP:GAC). Colombia, Ecuador and Venezuela were added to the list of partners, and the new project focused on natural hazards (volcanoes, earthquakes and landslides).

Her work on many different projects has earned her the respect of her peers—both in Canada and abroad—and in 1999 she received the Head of the Public Service Award.



Manjeet Sethi

## Putting science to practical use



Science solves real-life problems at the *Canadian Food Inspection Agency* (CFIA), says Dr. Manjeet Sethi. And that's what makes his job so exciting.

As Director of Research and Development in the Science Branch, Manjeet sees first-hand how leading-edge science is put to practical use in such areas as food safety, and plant and animal health. "Ultimately that research is making the world a better place," he says.

### Furious paddling

"Certainly, the public knows the Agency mainly for its food recalls and emergency responses," Manjeet says. "But like a duck swimming calmly up a river, there's a lot of furious paddling below the surface." That unseen furious paddling, he explains, is the Science Branch at work.

The Science Branch develops new scientific methods, tests and evidence to support Agency programs and policies. It also provides science advice to program areas and conducts laboratory testing on a range of different commodities in the areas of food safety and plant and animal health. And as Manjeet points out, Agency policies and programs are science-based.

Manjeet's own work focuses on two areas. He oversees the evaluation process for research proposals and manages the internal funding cycle for new Agency-based studies. He also collaborates with other government departments, industry and academia on joint research projects. And some of those projects involve international partnerships.

Manjeet's science career began in India, where he received a degree in veterinary sciences and a master's in veterinary public health. After

arriving in Canada in 1984, he earned his doctorate in veterinary immunology at the Western College of Veterinary Medicine in Saskatoon.

### Leading-edge science

"I've always been interested in research, in learning and discovering new things. I'm very lucky that I've been able to put that interest to work," he says.

Manjeet initially worked for Agriculture and Agri-Food Canada in Ottawa, evaluating animal and fish vaccines before their licensing for commercial use. In 1997, he moved to the newly formed Canadian Food Inspection Agency. Later he became the Program Network Director for the Agency's Atlantic Area based in Moncton, New Brunswick.

In 2005, Manjeet returned to Ottawa to take on his current role, a job he relishes.

"I really enjoy learning whatever I can about leading-edge science and playing a role in integrating research findings into CFIA policy, standards and decision making," he says.

Since the Agency was formed 10 years ago, Manjeet says that one of the biggest changes for him has been gaining a better understanding of how to translate research findings into practical applications.

"It's about taking something theoretical and making it practical, putting it to use. To me, that's what science at the CFIA is all about—finding solutions to real-life problems and having a positive impact on people, not just in Canada but around the world."

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"I really enjoy playing a role in integrating research findings into CFIA policy, standards and decision making."

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Margaret Gillis

## Respecting our elders: a bright future for seniors

**M**argaret Gillis has made Canada a friendlier place for senior citizens.

She worked as Director of the Division of Aging and Seniors for the *Public Health Agency of Canada* (PHAC). As Canada's population of seniors increases, Margaret's work has taken on new importance.

"I have a real keen interest in health care," says Margaret. "Although I worked in a variety of places, I always wanted to work on health."

One of Margaret's most significant accomplishments to date was the Global Age-Friendly Cities project. It was a world-wide effort organized by the World Health Organization (WHO) with funding and in-kind support by PHAC to improve the quality of life of seniors in urban areas. The project saw 33 cities around the world participate, including four in Canada.

"We thought the project was a great idea," says Margaret. "We thought it reflected the work we were doing at PHAC."

"WHO spoke to older people directly around the world. We asked them how they can age well in their cities. We tried to look for common issues that we heard from seniors across the world."

"Here in Canada," says Margaret, "we partnered with the provinces to ask the same questions in a number of Canadian cities."

The Global Age-Friendly Cities project had many different aims, including improving health services, enhancing accessibility to public buildings and promoting respect for the autonomy of seniors.

WHO used the data collected to create a special, user-friendly guide for cities. "The guide covers a range of things, such as bus drivers ensuring the safety of older people by helping them on and off buses or cities providing benches and rest areas where seniors can sit on their way to the store," says Margaret. "Any city in the world can use it."

Canada also leads the world in emergency preparedness for seniors, again thanks to Margaret and her team. After speaking with different authorities and seniors' groups, she and an international team helped develop awareness and innovative policy directions on emergency preparedness.

"We were noticing trends," recalls Margaret. "Older people were being disproportionately affected by emergencies. The first evidence came from 9/11."

"There were a lot of programs for children but very few programs for older people. Still, they often face the similar challenges."

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**"It covers a range  
of things, such as bus  
drivers ensuring the  
safety of older people."**

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So Margaret's Agency supported the necessary studies and came up with a two-pronged policy approach. "We wanted," says Margaret, "to engage the emergency people vis-à-vis seniors, but also to engage older people who could assist us. Seniors have an awful lot to contribute."

The plan was presented at a meeting of the United Nations Commission for Social Development, where it was warmly received. In 2006, Margaret accepted an award from Her Majesty the Queen in recognition of Canada's outstanding efforts on emergency preparedness and seniors' issues.

Margaret's agency recently chalked up another success with the publication of a booklet for seniors called *Safe Living Guide: A Guide to Home Safety for Seniors*. Simple but informative, offering tips on maintaining



health, keeping track of medication and adapting a home to the special needs of seniors. It took a silver prize out of 1,200 entries in a contest in Canada and the United States.

Reflecting on her career in the Public Service, Margaret says she enjoyed working on health issues in Canada immensely.

"I absolutely loved it," she says. "It was a real pleasure; it was a wonderful team."

"All in all, it was just a dynamite experience."

Margaret has truly helped Canadians respect and value our seniors. For all of her efforts, Margaret has recently been honoured with one of the 2008 Public Service Awards of Excellence.

### QUOTES FROM CANADIANS

*"I thank you for providing this wealth of information to the public and commend you on the professionalism of your staff."*

Statistics Canada

Peter Levick

## Communications visionary sparks Canadians to trace their roots

The hit CBC-TV series, *Who Do You Think You Are*, sent thousands of Canadians scrambling to the *Library and Archives Canada* (LAC) website to check out their ancestry. Overall, the series led to a 50-percent increase in visits to the LAC website thanks to the vision of Peter Levick, LAC's Director General of Communications.

Canadians launched 92,000 searches on the LAC's genealogy site on the first night the 13-part series aired in October 2007, sparked by the stories of Canadian celebrities, such as



Bella Lyall-Wilcox carrying her baby sister, Betty Lyall Brewster, Taloyoak (formerly Spence Bay), Northwest Territories [now Nunavut], 1949  
Photo courtesy of LAC

Margaret Trudeau, Lewis Mackenzie and Don Cherry, and their family histories. During the last episode, 110,000 searches were launched.

### Creative wizardry

How did the creative wizard behind this genealogy craze do it? By spearheading a partnership with the Canadian Broadcasting Corporation, Ancestry.ca, and the Bell Broadcast and New Media Fund to produce the series. Peter revolutionized Canadians' perception of historical research and rejuvenated interest in

the LAC as Canada's premier historical storehouse.

Peter's negotiations for the "Who Do You Think You Are" series brought several additional marketing benefits to LAC, including media and online sponsorship and corporate logos, as well as on-air advertising and promotion activities. Peter received a 2008 Public Service Award of Excellence in recognition of his work on this project.

When Peter arrived at LAC, he had a wealth of marketing experience from his work with Parks Canada, the National Capital Commission, and as Director of the Partnership Program for Canada's G8 Summit held in Kananaskis, Alberta.

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"He has paved the way for internal and external synergies."

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He had done a lot of work in corporate branding and marketing, program and services com-

munications, client research, and stakeholder engagement. He had also developed public participation programs and partnerships with national broadcasters and media partners.

His challenge at LAC was to engage Canadians in what the LAC offered as the national repository of an immense range of historical records, archival photographs, maps, artwork and other materials, as well as a vast library of information. And he took to heart the Clerk of the Privy Council's call for Public Service renewal and rejuvenation.



"By taking a calculated risk that paid off big time, not only has Peter let Canadians know what public servants do and how it can help them, but he has also brought a fresh perspective to the Public Service itself, bringing with him purpose, passion and creativity," says LAC's Associate Director General of Communications, Monique Renaud-Gagné.

### Ramping up for the launch

"Ramping up for the launch of the television series, LAC made 18 additional databases available online, hired new staff and improved the genealogy website, ready to respond in real time to the needs of Canadians," Renaud-Gagné says.

But Peter accomplished another task along the way, says Renaud-Gagné. "He has paved the way for internal and external synergies, harnessing the efforts of teams both within his department and outside it, teams that may not have worked together before." Peter's ability to energize people and forge partnerships holds great promise for exciting new projects at LAC.

### QUOTES FROM CANADIANS

"It was kind of weird when I saw the picture of me being packed by my older sister, and I knew it was me when I saw it."

- Betty Lyall Brewster

André Vautour

## Sea and sky: life as a Canadian aerial surveillance pilot



**A**ndré Vautour is a hard man to get a hold of, but that's because he spends most of his day flying over Canadian waters.

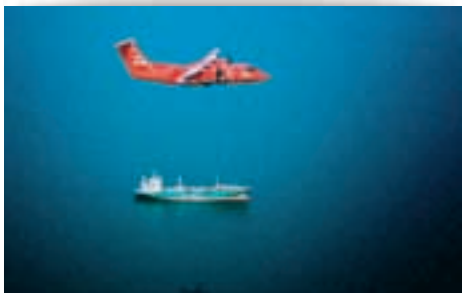
André loves what he does. As an aerial surveillance pilot for *Transport Canada*, he combines his passion for flying with his drive to protect marine ecosystems. Just as the police work to deter speeding, André and his team work to deter polluters.

### An eye in the sky

Oil from ships can have a devastating impact on marine wildlife. To keep ship operators from dumping illegal waste into the water, André and his team patrol Canada's lakes and oceans with the help of an aircraft unlike any other.

"The aircraft we fly is equipped with state-of-the-art equipment that can detect oil pollution even at night or when visibility is reduced," André explains. "There's really nowhere for ships to hide from this technology, so hopefully, they'll think twice before discharging any oil illegally."

"The evidence we gather during aerial



patrols is used to help prosecute offenders. Being able to make a positive difference in terms of the sovereignty of this country has been very rewarding," André says proudly.

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"Being able to make a positive difference in terms of the sovereignty of Canada has been very rewarding."

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### A lifetime serving Canada

Where André works, there's never a dull moment. Every day brings a new challenge. Along with his regular patrols, he also participates in search and rescue operations where saving lives becomes the top priority. "In my opinion there's nothing more rewarding than helping to save a human life.

André's yearning to fly began when he was a teenager. At the age of 18, he joined the Canadian Air Force as a search and rescue pilot. He spent 20 years in the Canadian Forces before joining Transport Canada.

As a public servant, André has grown both personally and professionally. He now works as a supervisor, offering valuable guidance to others tasked with protecting Canada's waters. All day long he counts on a group of technicians, crewmembers, flight dispatchers and adminis-

trative staff. Together they prepare the aircraft, go over flight details, check the weather, plan flight routes and file a flight plan with air traffic control.



"Everyone needs to do their part for our missions to succeed," says André.

Outside of work, André is out in the community, encouraging young Canadians to do their part for the country. By visiting schools and speaking about his job at Transport Canada, André hopes to inspire the next generation to strive for a career in Canada's Public Service.

### QUOTES FROM CANADIANS

*"Thank you for letting our class come visit and see what you guys do to protect our oceans.(...) I realize that you have a very important and busy job."*

Fisheries and Oceans Canada

Barbara Mullally Pauly

## Working for a greener future for all Canadians



Barbara Mullally Pauly has always been energy-conscious—even before it was trendy. Now the Senior Chief of Housing Programs for the Office of Energy Efficiency at *Natural Resources Canada* (NRCan), Barbara has long been a model of conservation herself. For 10 years she lived on a farm, with only a windmill providing energy. “We used power very selectively,” she recalls, “only running appliances and using lighting when we really needed to.”

### Constantly expanding her horizons

Originally trained as an artist and a jeweler, and with a diverse job history that includes social work and truck driving, Barbara has constantly expanded her horizons. “I’ve never set boundaries on what I can do. If I had, I never would have made my way to NRCan,” she says.

At NRCan, Barbara has worked hard to introduce new energy-efficiency strategies to the Canadian public, confident that even small actions can accomplish great things. “I’ve always believed in what I call the lowest common denominators of social change. There are always small actions that lead to larger actions,” she says.

Barbara worked with one of the government’s first energy conservation programs, EnerAction, handling communications with the Canadian public. From 1982 to 1992, Barbara took lead roles in several energy efficiency areas, managing the telephone information line for the Canadian Home Insulation Program, managing publications for home energy programs and leading marketing activities for the Energy Efficiency and Renewable Energy Branch.

### EnerGuide for Houses a point of pride

Barbara is most proud of her part in developing EnerGuide for Houses and its successor, ecoENERGY Retrofit – Homes, to encourage

Canadian homeowners to be energy-efficient in their home renovations. ecoENERGY Retrofit – Homes provides evaluations by certified energy advisors to help homeowners learn what home energy improvements will offer the best savings. ecoENERGY offers grants based on the work done and the energy saved as a result of retrofits. “It has been very rewarding to be involved in designing a program where I could apply lessons learned from less successful projects to create something that works really well,” she says.

In 2002, she was the first woman and the first non-builder inducted into the EnerQuality Hall of Fame, a prestigious honour awarded by the Ontario Home Builders’ Association

and the Canadian Energy Efficiency Alliance.

Even with all her personal triumphs, Barbara says she couldn’t have done it without her team. “The one thing I’ve learned is that you never do anything yourself. One person cannot push a boulder uphill, but 100 people will,” says Barbara.

Barbara enjoys her job because of the impact she can make on the lives of so many Canadians. “I have always wanted to do things that have meaning for society,” she says.

“I want my granddaughter to live in a decent environment. I want to pass on a world that she and her peers can live in and enjoy.”

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“I want my granddaughter to live in an environment that she and her peers can live in and enjoy.”

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### QUOTES FROM CANADIANS

*“Just a quick note to thank you for the materials on the Environmental Protection Act. As usual you were able to find what I needed quickly. It was very helpful and much appreciated.”*

Natural Resources Canada

Mike Hayes

## Building better communities: investing in people and ideas

Acting locally *and* globally. Helping the world's poorest get on their feet. These are just part of the job for Mike Hayes. The rest of the time he's offering help to small businesses in Atlantic Canada.

In 2006, Mike Hayes was one of more than 2,000 delegates from 100 countries at the Global Microcredit Summit in Halifax. The summit worked toward ensuring that 100 million of the world's poorest families—especially single mothers—could get financing for self-employment and other services. Mike coordinated federal participation for that summit.

But Mike considers his work with international microcredit just a natural extension of his “day job” as Development Officer for the *Atlantic Canada Opportunities Agency* (ACOA). He works full time to ensure that small businesses outside of major centres have the resources they need to develop and grow.

### Making ideas happen

“I work with community organizations and agencies to help businesses all over Nova Scotia maximize their resources and access the support they need to be successful,” Mike explains. “We invest in people and ideas to promote economic development and help businesses be competitive, innovative and productive.”

Mike's success stories demonstrate the region's wealth of opportunities. Mike sees himself in a supporting role: “We don't dictate what to do or how to do it. We make available the tools and resources our clients may need.”

### Connected to the community

Mike works with 10 community organizations with upwards of 50 employees and 400 volunteers. “We're doing outreach and connecting businesses that can share best practices and help each other thrive,” he says. He is also involved with various other forums. In 2006, Mike assisted with the Celebrating Innovative Communities Conference and Awards and is currently on the steering

committee for the “What's Working in Community Development” conference to be held this year in Wolfville.

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Mike says he has always had the freedom to be innovative, creative and proactive.

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Mike reflects fondly on his 34-year public service career, which has included jobs with Nova Scotia Power and the former Canada Employment and Immigration Commission. “I came into government during a time when there was a big focus on job creation and community development, and I get a great feeling of personal satisfaction and accomplishment out of my work, providing communities with the capacity they need not just to survive but to thrive in today's marketplace.”

Mike has had a lot of autonomy in his work and says he has always had the freedom to be innovative, creative and proactive. “I've collaborated with all sorts of people,” says

### QUOTES FROM CANADIANS

*ACOA has been there since the beginning. They helped with marketing assistance, and without that help we would not be where we are today.”*

Atlantic Canada Opportunities Agency

Mike. “I've had great support from my managers, good coaching and mentoring.”

### Not all “cookie-cutter”

Perhaps most importantly, Mike has maintained a strong passion for his work and has always had a lot of fun. “Government work is what you make it,” says Mike. “It's not all cookie-cutter.” Mike was recently honoured with an Outstanding Achievement Award by the ACOA's Nova Scotia office. This award is presented to an employee recognized by his or her peers for exceptional work performance or contributions. As Debbie Windsor, Vice-President of the ACOA's Nova Scotia office, noted during the award presentation, “Mike's been trying to retire, but we just keep giving him things to do.”



Lynn Lemire-Lauzon

## HR: making Public Service work for all Canadians



Left to right: Lynn-Lemire Lauzon, Monique Boudrias, Michel Robillard, Carolyn Guest and Denise Amyot.

The federal public service is the best place to work in Canada these days, says Lynn Lemire-Lauzon, and she ought to know.

Lynn was responsible for rewriting the Executive Management Policy that governs the working relationship between the federal government and its senior management.

When she moved to the Leadership and Talent Management Sector of the *Canada Public Service Agency* in February 2005, Lynn's job was to review the suite of policies applicable to the management of executives in the Public Service, which includes directors, directors general and assistant deputy ministers.

### Headed policy team

As the Director General of the Executive Management Policy Branch, Lynn headed a team of policy advisers who updated policies on organization and classification, terms and conditions of employment, compensation, performance management and career transition. Lynn received a 2008 Public Service Award of Excellence for her work in this area.

After working for 15 years in human resources for the Executive Group, Lynn recognized the importance of effective management policies for that group. She also worked in human resources at the Treasury Board Secretariat and, prior to that, at Indian and Northern Affairs Canada for several years.

"After doing so much work in operations, I had seen a lot of policies that needed improvement, so I was glad to have the opportunity to make some changes," Lynn says.

Lynn began her career as an executive assistant in the Public Service in 1974, after graduating with a degree in business administration. After working for the Deputy Minister of Indian Affairs and Northern Development for several years, she began studying human resources.

According to Lynn, modernizing the federal public service executive management policy was vital to the organization. "With an aging workforce and a significant number of people taking retirement, there is a big gap to close.

It is a time of hiring, transferring knowledge and trying to retain people, and there are big changes being made. To attract and retain a new generation of executives," she says, "the government needed to revitalize its policies."

Policy changes were particularly needed in the senior levels of the Public Service. "In the higher levels, you need to have policies that will attract the best and the brightest. When competing in a very fierce labour market, you need to be competitive. My job was to encourage recruitment and retention in the senior ranks of the Public Service." As Lynn points out, the Public Service needs highly qualified leaders to provide sound advice to government and service to Canadians as a whole.

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"I had seen a lot of policies that needed improvement, so I was glad to have the opportunity to make some changes."

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### One of my goals

Now that her policy work is done, Lynn says she is ready for a change herself. And she's going to retire in the near future. "I am proud of having revised the executive management policy for executives," she says. "I wanted to do that before I left. It was one of my goals."

But now, she says, it's time to pass the torch to the next generation. "I am proud of building good teams. You are only as good as your team. And there is a very knowledgeable team still there."

So why is the Public Service such a great place to work? "It's the biggest enterprise you can work for in Canada. Its diversity and size offer so many opportunities—inside and outside Canada." And, thanks to Lynn, new executive management policies are geared to the needs of the next generation of Canadians.

Robert Jinchereau

## Smooth sailing for Canadians

“After studying public communications and education, my greatest hope was to be able to teach and impart knowledge to lots of people. I have been truly lucky in that respect,” says Robert Jinchereau. He has found his calling in the *Canadian Coast Guard*, part of *Fisheries and Oceans Canada*.

“I joined the Public Service to use my skills in programs that concretely touch the lives of Canadians.”

Now a supervisor with the Coast Guard’s Search and Rescue program in Québec City, every year from May to September Robert takes charge of students employed for the summer through the Inshore Rescue Boat program that he administers. He mentors the students and helps to bring out their best qualities. These 17- to 25-year-olds become boating safety ambassadors throughout the province of Quebec. They are assigned as part of the search and rescue unit to one of six rescue stations, at Trois-Rivières, Sorel, Longueuil, Beaconsfield, Oka or Valleyfield. Armed with new skills, they save lives when they’re called on to rescue people from disabled craft, groundings and on-board fires.

Robert enjoys casting his “safety net” beyond Coast Guard personnel. He has educated police

officers, firefighters, city officials and pleasure boaters alike about safety procedures on the water. By now, as many as 5,000 people have learned from him. And Robert knows how to make learning fun. In the summer of 2005, he inspired his students to invite a diverse group of partners in boating safety to a barbecue. The guests learned a great deal about each



others’ roles and how to better coordinate efforts, and, as a bonus, about one another.

A tireless volunteer, Robert is always eager to contribute to the well-being of fellow Canadians. Through the *Centre international des femmes* in Québec, he and his family help new immigrants—many of them refugees—adjust to the society and culture of their adopted country. He gives them moral support along



with practical aid.

“I joined the Public Service to use my skills in programs that concretely touch the lives of Canadians,” says Robert. “I found a career that answered my desire to teach and share, to take important responsibilities and to work directly with community members. It’s extremely rewarding to contribute to saving lives.”

And every year, Robert tries to contribute more. In September, when the Inshore Rescue Boat Program winds down, Robert takes a close look at what he accomplished over the summer. How many courtesy visits? How many miles covered? How many patrol hours? He draws the data together into a bigger picture, then looks for ways to improve.

Robert is also doing his bit to prepare the next generation of Canadians. For several years now, he has been visiting students in Québec CEGEP colleges and going to job fairs.

“There’s a pool of candidates who are eager to hear about our exciting careers,” he says.

After 27 years, Robert’s passion is as strong as ever.

### QUOTES FROM CANADIANS

“I feel very fortunate that I work for and with people that are always willing to go the extra mile for Canada’s citizens.”

Fisheries and Oceans Canada



“Nobody really likes filing their taxes so we try to make it as easy as we can.”

Reid Doig

## Programmer’s work provides “many happy returns”

Simply put, Reid Doig’s job at the *Canada Revenue Agency* (CRA) is to ensure “many happy returns.” That’s income tax returns, and as of April 16, 2008, Canadians had filed 8,304,018 tax returns on the Internet using the Canada Revenue Agency’s EFILE and NETFILE applications—that’s a lot of online returns!

Reid is a programmer/analyst in the T1 Electronic Filing Section of the CRA’s Information Technology Branch. He works on the Internet tax filing tools that a growing number of Canadians use to file their annual income tax returns. The online service ensures faster processing of the returns and faster refunds for taxpayers.

The peak season for filing income tax returns runs from February to the end of April. That’s when Reid and his colleagues go on high alert, working around the clock to ensure that the Internet applications they’ve developed are up and running and that data is secure.

“Nobody really likes filing their taxes,” Reid says, “so we try to make it as easy as we can. And that means being in 24 hour support mode, so that the systems are always operating problem free.” But Reid emphasizes teamwork. “No single individual is always on call; the responsibility is shared among all the team members.”

Reid likes to remind people that the Agency’s employees are taxpayers too. “We’re not exempt from paying taxes, and we don’t have any special privileges because we work for the CRA. We have to follow the same rules as everybody else, and we can be audited too.”

### Preparing for the next filing season

Besides dealing with the peak income tax season, Reid’s team is constantly updating and developing new processes. During the “conversion cycle,” from May to September, Reid and his colleagues work on Internet

tools like EFILE and NETFILE to prepare them for the next filing season.

When income tax legislation changes (for instance, when the federal budget contains new tax rules), or when other branches of the CRA request changes or updates, Reid’s team makes the needed alterations online. December is the month reserved for the team to work on the verification and certification of tax preparation software developed by private sector companies.

Reid has a bachelor of arts in economics and a certificate in computer programming from Algonquin College in Ottawa.

“The CRA had a co-op program with Algonquin, so I got a co-op placement with the Agency. I really enjoyed the people and the working environment, so when they offered me a position on the Information Technology Branch’s Y2K team, I jumped at the chance.”

After 10 years at the CRA, Reid says he’s never bored. Each day brings new challenges, and he particularly enjoys the opportunity to learn new programming languages.

Reid gets a lot of satisfaction from his job because he knows he is making it easier for Canadians to meet their tax obligations. And that’s valuable for all Canadians.

### QUOTES FROM CANADIANS

*“I am grateful as a Canadian that a complete stranger would take the time to use his expertise to actually help me sort through what turned out to be a very simple solution.”*

Canada Revenue Agency

Sandra Ginnish

## Mi'kmaq Director General working for Aboriginal peoples



It was Sandra Ginnish's father who first encouraged her to pursue employment beyond the Maritime horizon.

That advice led to Sandra, a Mi'kmaq woman from the Membertou First Nation in Nova Scotia, to begin an illustrious 33-year career with *Indian and Northern Affairs Canada*. Over these three decades she rose higher and higher, shaping many of the policies that have improved the relationship between the Canadian government and the Aboriginal peoples of Canada.

"I moved to Ottawa because I had relatives and friends there," says Sandra. "I originally took a job with the Public Service for what I thought was going to be a year. What attracted me was the ability to do interesting work. I felt that as a First Nations person, if I wanted to change things for the better, one of the best ways to do it was from within the system."

As a Director General of the External Relations and Gender Issues Branch at *Indian and Northern Affairs*, Sandra has advised House of Commons and Senate committees as well as provincial and territorial governments on Aboriginal issues. She also helped the Department of Justice draft new legislation.

Sandra is perhaps best known for her recent work on the issue of matrimonial real property on reserves. She fought hard to make sure Canada gave the same legal protections to Aboriginal families other Canadians enjoy. She was instrumental in developing new legislation that would protect the rights of women living on reserves.

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"I felt that as a First Nations person, if I wanted to change things for the better, one of the best ways to do it was from within."

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"There's been a gap in terms of the ability of women to be protected when their relationships break down," says Sandra. To fill it, she adds, "we set up a working group that involved the Native Women's Association of Canada and

the Assembly of First Nations. There was a fair bit of work directly with partners."

"I'm really proud of that consultation work"

As someone who frequently finds herself between two different worlds—the Canadian government and the Aboriginal community—Sandra often needs to engage in gentle diplomacy.

"A big part of my work has been relationship building," says Sandra, "with Aboriginal groups, with Aboriginal organizations."

"One of the secrets is actually listening. And hearing what people are telling you. And asking the right questions. Trying to see all sides of an issue—not just the perspective of the department you work for."

For all of her efforts, Sandra has recently been honoured with a 2008 Public Service Awards of Excellence.

Sandra's job has also taken her to indigenous communities outside Canada, in countries such as Brazil, Chile, Peru, Mexico, Botswana, and the Philippines. On these missions, she has explained Canada's policy toward its first peoples.

"Canada is a leader in some of the constitutional protections we have, as well as in the level and depth of the programs the government directs to indigenous people," says Sandra.

"I've had the opportunity to work with governments that have far less support. It's been a real privilege to talk about what Canada does."

When she retires in June, Sandra will have dedicated 33 years to the Public Service. And she can take pride in the fact that she realized her goals.

"I've seen a huge change in the manner in which the government engages Aboriginal people and involves them," she says.

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# 100 years 1908-2008



## Adam Shortt

In 1908, Adam Shortt became one of the two first commissioners of the Civil Service Commission. The creation of the Commission marked the abolition of patronage appointments and turned the future Public Service into a profession based on merit. Shortt sought the best and the brightest to enter this competitive new service. "Upon their character will depend the future of the country," he said.

1908-2008

1908 1918 1928 1938 1948 1958 1968 1978 1988 1998 2008

1867 1870 1871 1873 1898 1905 1949 1999

1908-2008

1908-2008