



BANK OF CANADA  
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# Increasing Employee Engagement through Empowerment in Currency



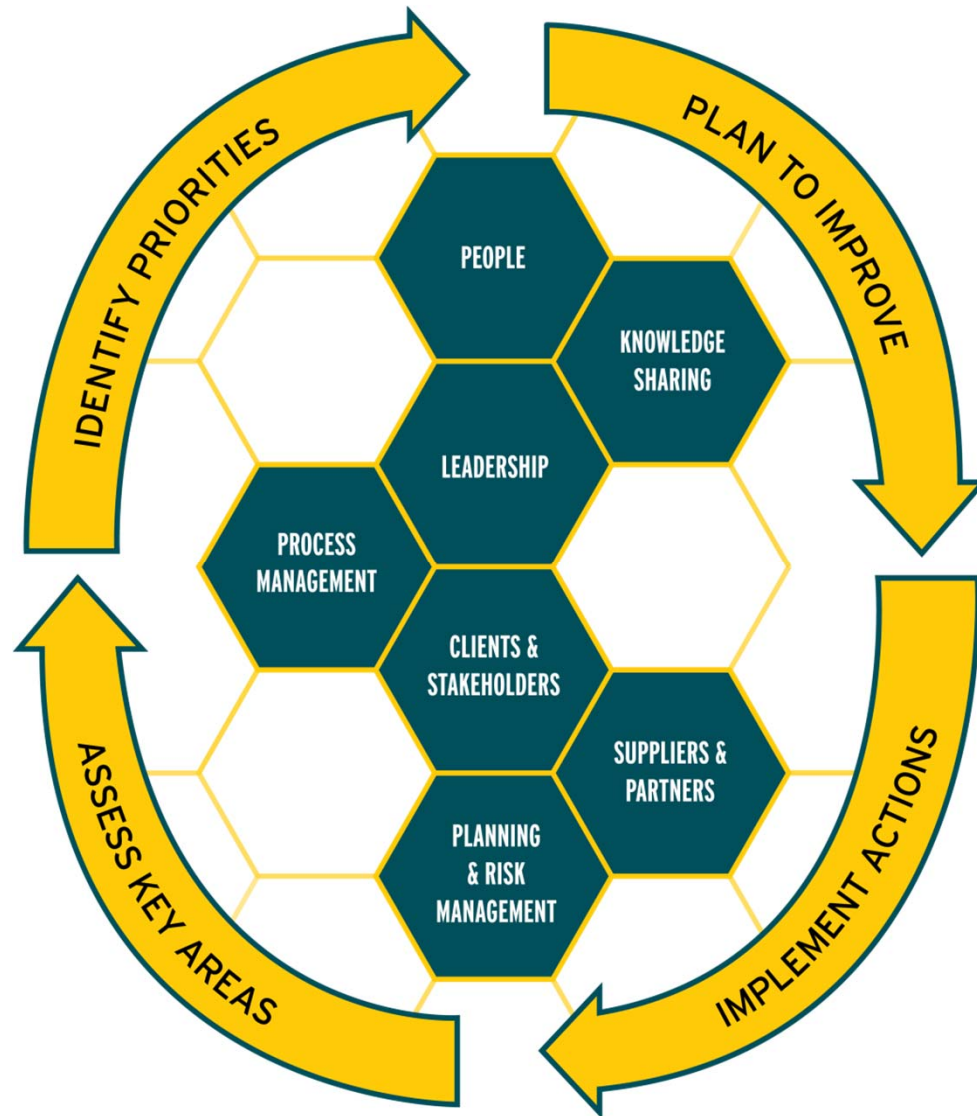
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# What does an organization that empowers employees look like?

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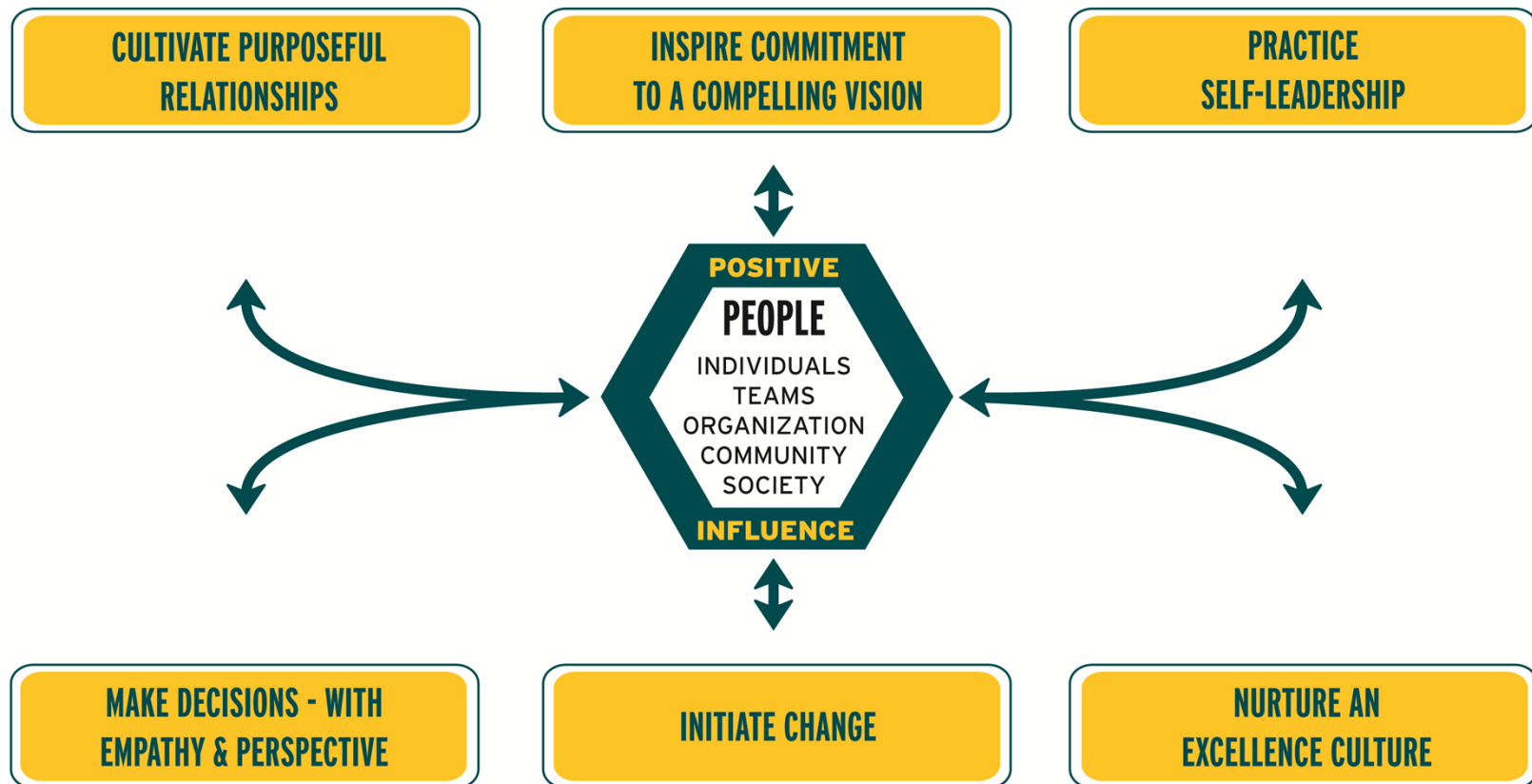
- **People are committed to the success of the organization**
  - Understand priorities
  - Feel supported
  - Recognize one another
- **People feel engaged/empowered**
  - Share knowledge/information
  - Clear accountabilities/responsibilities
  - Make the right decision at the right time
  - Consistently contribute to continuous improvement initiatives
- **People are committed to their own success**
  - want to learn and develop themselves

*All of these things contribute to an organization that is successful, agile and easily able to adapt to change*



**Using  
Business  
Excellence  
as a  
Framework  
to empower  
people...**

# Leadership



# Creating Effective Relationships - Processes

## EA's have the Competencies, Motivation & Commitment to provide Excellent Services

- EA's have the skills, knowledge and experience to excel in their environment
- EA's are recognized for their contribution
- EA's are given development opportunities
- A healthy workplace exists through respect and appreciation
- Employee satisfaction drives client satisfaction
- Increase opportunities for knowledge sharing

## Solid understanding - Client/EA Requirements

- Service standards are established and understood by both EA's and clients
- EA's have a strong understanding of client needs and expectations as well as associated risks
- Clients have a clear understanding of urgent vs. important
- Client satisfaction is assessed against standards and gaps in meeting expectations are discussed in a timely manner to close gaps
- Service improvements are addressed through clear action plans

## Approach to Business Excellence

### Demonstrated Leadership Behaviour

- Master two-way communication to connect with the executive assistants to recognize contribution and champion opportunities for improvement
- Act with integrity, respect and openness to cultivate purposeful relationships
- Leadership practice self leadership by seeking feedback and are open to adapt
- Encourage flexibility

### Process Management

- Business processes are identified with clear roles and responsibilities
- Procedures are clearly defined
- Processes are analyzed and assessed on a regular basis to identify opportunities for improvement
- Processes are continuously improved
  - Increased use of technology
  - Eliminate duplication of effort

## CASE STUDY: Front Line Administrative Review

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### WHAT WE DID...

Operational review to find efficiencies

- Reduce costs
- Reduce resources
- Reduce work
- Improve efficiencies and effectiveness

### OUTCOME...

- Strengthened quality of meaningful contact/dialogue between leadership and direct reports

### WHY IT WORKED...

- Engaged frontline staff
- Established a clear vision
- Identified strengths and opportunities
- Delegated clear accountability
- Facilitated the process
- Recognized improvements