

From: Munroe, Warren LCS:EX  
Sent: November 3, 2005 12:11 PM  
To: McRae, Don LCS:EX  
Subject: pop section

Hello Don,

Thank you very much for having taken the time to listen to my concerns regarding how things are going in the pop section.

As mentioned, I honestly and truly believe that from problems, solutions can be found and improvements can be made.

There is no doubt that the difficulties in the pop section stem from poor communications and also that there is a misunderstanding regarding roles and responsibilities.

Although I think that I am an equal with my co-workers, it appears that in fact my co-workers are my supervisors. For example, I did not know that Jennifer (who has the same classification and has been here a shorter time) was given the role of being my supervisor on the population projections and that was why she was telling me what to do and how to do it during the last production, and afterwards, at our pre-production meetings. I honestly did not know this. Nor did I know that she was responsible for the PED estimates.

In meetings and outside of meetings, my co-workers continually tell me what to do and how to do it. In many instances, they raise their voice, blaming and accusing. Yet, when I request that my co-workers not yell or 'don't tell, just ask', the section manager reprimands me. This has led to meetings with the shop steward, the manager, and myself where I thought we agreed that the manager would be managing and that my co-workers and I would be treated as equals and treated fairly.

Only after our meeting about the importance of team effectiveness and creating a positive work environment which Carol Gore from HR had requested, did I find out that my co-worker was my supervisor.

At this meeting, I was told that an effort had been made towards improving team work by my co-workers and that the attempt failed. I was told that the co-worker who loudly scolded me for having done some work wrong and for not understanding the corporate culture around here, had apologized. In fact, this co-worker did say that she was sorry that I did not understand her commitment to the customer. However, if she were so committed to the customer, why did she wait a week to raise the issue in front of the rest of the section? The issue should have been dealt with at the earliest possible moment with the manager and myself. The level of antagonism from this co-workertowards myself, especially after the reclassification of her position was less successful than she had hoped, continued to be extreme.

In an effort to create a positive work environment, one where I could go to work without being treated so badly, I asked that we practice speaking positively to each other and treat each other as though we are all equally interested in providing as good a service as possible.

I honestly thought that we were all honestly interested in working towards creating a positive work environment. To me, positive means being treated fairly rather than scolded and reprimanded.

Also it would be very helpful to have tasks clearly defined.

If I am requested to do a special task which I have not done before, it would be helpful to have the steps clearly defined. For example, last spring in the middle of the PEOPLE run I was told to figure out sex ratios. After checking many different files and variables in an attempt to resolve the difference between the sum of all the ages and the total (-999 in APL) for males and for females migrants, I was told that I should have included death separation in the calculation. It would have been helpful to have had this mentioned at the beginning of the exercise.

Other examples include a clarification of the tasks in the PEOPLE run, as well as steps necessary for the Migration releases (which I think I have finally figured out all the necessary steps through trial and error and now have been able to cobble together a write up) and the PED estimates where I was told one day to change the colors and have a 'full report' ready the next day.

It would be very helpful to have all the steps laid out clearly so that I can know what is expected of me.

Just one last point, contrary to the section managers belief, my figuring out that there are differences in the change in the number of people per meter was not dumb luck. Nor was my concern regarding using compound growth for the places with an increase in the number of people per meter. Indeed, my contributions are regularly called down and me with them. An old rule about conduct states that praise should be offered in front of others and mistakes should be taken up individually.

Better communications and clearly defined roles and responsibilities would very much improve matters. Also an effort to recognize contributions would be appreciated instead of always trying to find fault.

In closing, I would like to say again that I very much enjoy my work. I have found it to be a wonderful challenge. I have learned a great deal, and know that I am capable of learning a great deal more. I have put in a great deal of good will particularly with the Regional Index and also with automating processes. I have approached my job with enthusiasm and passion. I have been able to contribute to providing better products and services and look forward to doing a better job still.

Thank you for your consideration of this matter,

Warren

PS. Here is an example of the resources being made available to help 'facilitate the acquisition of the awareness and skills to seize the opportunities for personal and organizational growth that conflict provides'

[http://www.viha.ca/conflict\\_management/](http://www.viha.ca/conflict_management/) <  
[http://www.viha.ca/conflict\\_management/](http://www.viha.ca/conflict_management/)>

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