



GOVERNMENT OF
NEWFOUNDLAND
AND LABRADOR

Creating Tomorrow's Public Service

Government's Human Resource Management Strategy

Progress Report - June 2005



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Office of the Clerk of the Executive Council

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INTRODUCTION

Creating Tomorrow's Public Service, government's human resource management strategy, has been developed to ensure our public service continues to meet today's challenges, and that our employees are ready to embrace new approaches, challenges and opportunities.

In 2002 - 03, all departments prepared internal plans which analyzed their human resource requirements within the context of the department's strategic plan. Subsequently, Treasury Board Secretariat synthesized these departmental documents to identify systemic human resource issues for the public service and strategies to address these issues. This plan, *Creating Tomorrow's Public Service*, will enhance the work lives of public employees and improve service delivery to the people of our province. It is a tangible commitment to and a solid investment in our public service.

Government recently created a new Public Service Secretariat to manage strategic human resource functions. The intent of this change is to focus on the quality of human resources and the contribution of employees in the delivery of programs. As a result, the new Secretariat is responsible for managing ongoing implementation of *Creating Tomorrow's Public Service*.

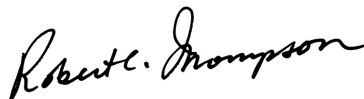
While we are excited about the work that lies ahead, much has already been accomplished. This progress report provides an overview of the strategy and outlines some of its activities and

successes that have already occurred as we move toward full implementation. The current time frame for full completion of the strategy is three to five years, but undoubtedly the strategy will take on some new form after that. In effect, our human resource management policy and activities are always subject to constant revision and renewal.

Our province's public service is undergoing brisk technological change, experiencing strong resource constraints, and receiving greater demands from individuals and groups for more and better services. *Creating Tomorrow's Public Service* takes this into account. It is a realistic strategy, filled with practical actions.

Government wants the unique and interesting work challenges of the public service to attract the highest caliber of professionals. Government wants experienced staff and new employees to work together to capture knowledge gained over time, to explore new ideas, and to foster learning and renewal.

This strategy is the work of many hands. Working together in different ways and in different roles, departments and agencies achieved a shared vision and shared priorities. Working together, they have initiated a strategy filled with substantive actions that will have a real and immediate impact.



Robert C. Thompson
Clerk of the Executive Council

THE ROLE AND COMPOSITION OF THE PUBLIC SERVICE

The public service performs two core functions: advising on the legislative and policy framework for government services, and implementing government decisions in support of social and economic development for our province. Public service employees work under a wide variety of arrangements — management and front-line workers; permanent, temporary and contractual; salaried and hourly paid — delivering services as required. Some services are required seasonally, some year-round, some on a part-time basis.

The core public service consists of government departments, plus the Public Service Commission and staff of the Legislature, including the Office of the Auditor General. The number of

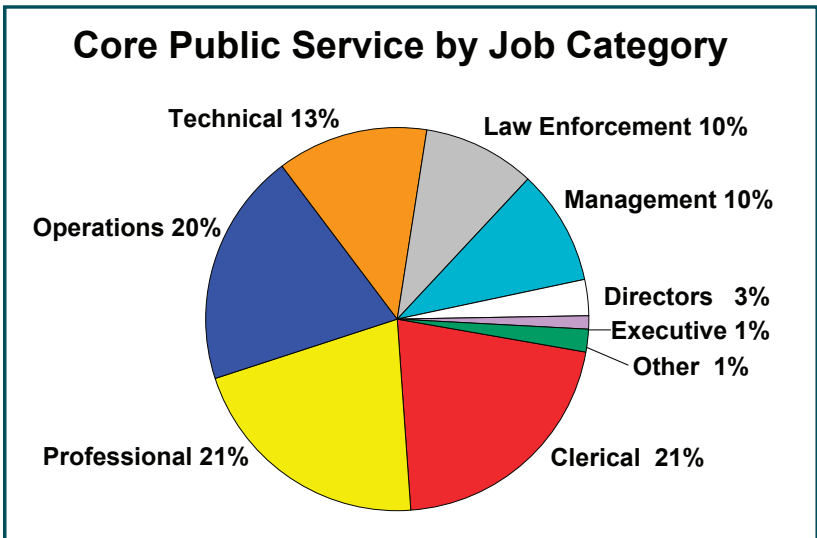


Figure 1

employees in the core public service is approximately 6,800. Of these 73% are permanent employees and the remainder are a mix of temporary, seasonal, and contractual employees. Figure 1 shows the distribution of positions within the core public service by job category. Together, the three largest job categories (clerical, professional and operations) account for approximately 62% of all jobs within the public service.

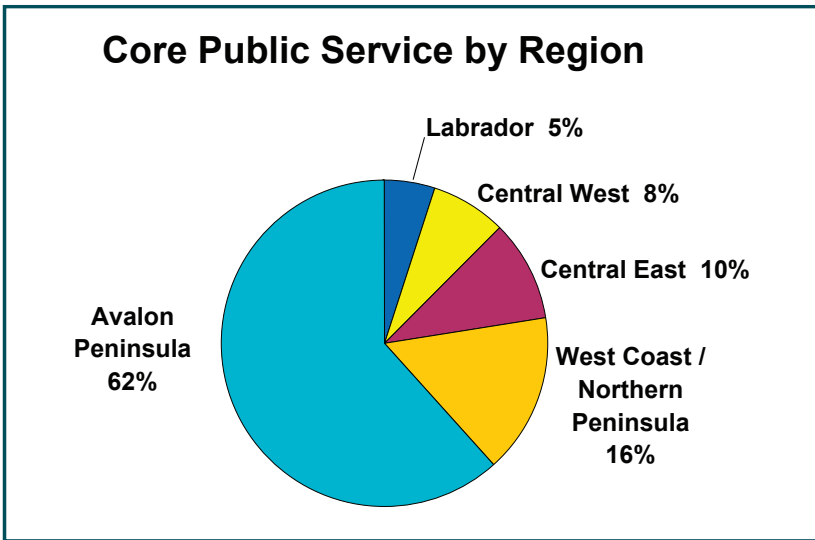


Figure 2

Public employees work at approximately 300 different sites throughout the province with just over half of all employees located in St. John's and the surrounding area. Figure 2 illustrates the geographic distribution of employees by region. Figure 3 illustrates the distribution of public service employees between bargaining unit, management, executive and various other positions.

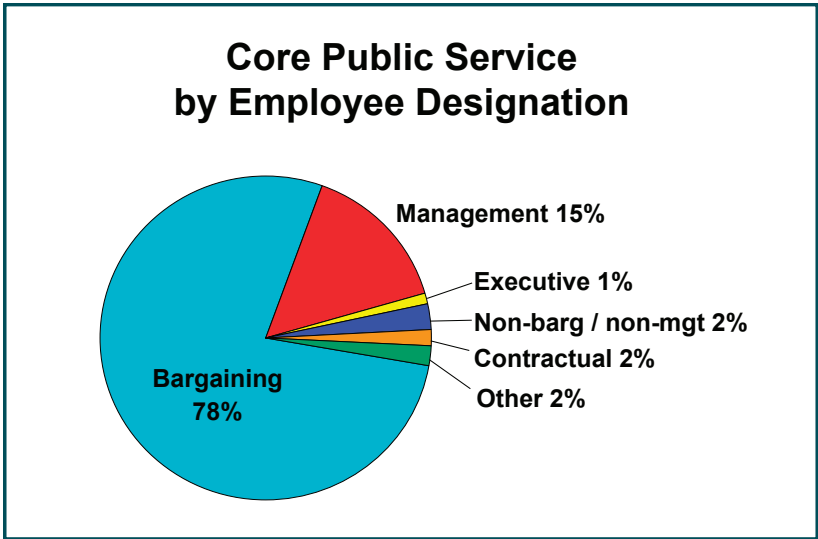


Figure 3

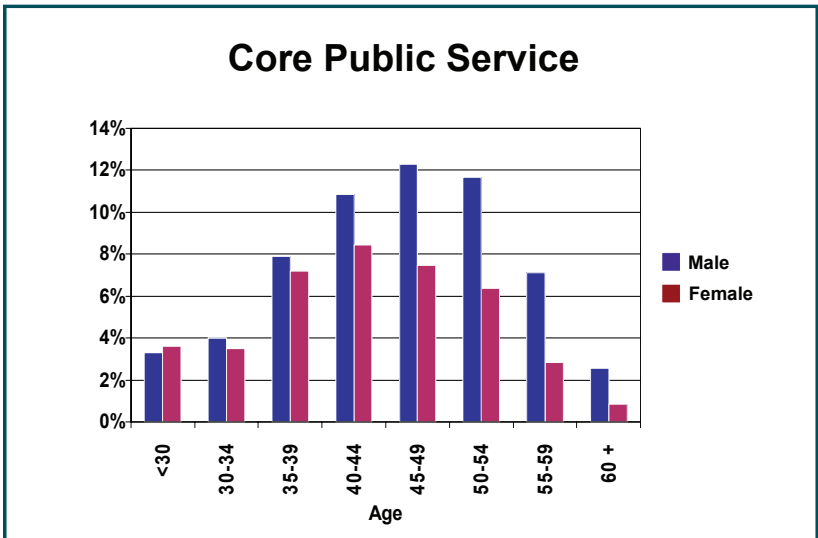


Figure 4

The demographics of the public service were one of the principal factors driving the need for a human resource strategy. Figure 4 profiles the age structure of the province's public service. The public service has a profile consistent with the aging of the baby boomer generation. A large proportion of the public service is clustered in the 40 - 54 age range.

The age structure of the core public service raises concern about the potential loss of public employees through retirement and the impact that this could have on government's ability to deliver services. Approximately 18% of public service employees will be eligible for pension by March 2008 and, if recent trends continue, many of them will actually retire when eligible or soon afterwards. As these retirements happen, government needs strategies to retain corporate knowledge and ensure continuity of programs.

Overall, government needs carefully targeted recruitment, retention and learning strategies to respond to succession concerns. *Creating Tomorrow's Public Service* was developed to ensure that experienced employees are replaced by appropriately-skilled new workers who are attracted to a challenging and fulfilling work environment, to retain corporate knowledge, and to recruit, train, and retain tomorrow's public service employees. In this way, the plan is an investment in organizational success.

VISION, VALUES AND STRATEGIC HUMAN RESOURCE ISSUES

Vision

Public sector organizations that are well managed, accountable and supported by a highly competent and motivated workforce.

Values

- ***Accountability and empowerment***

We will provide public sector organizations with frameworks and supports that help them:

- strategically focus their work
- report on the results they achieve
- manage themselves within the context of accountability.

- ***Teamwork***

We will foster a working environment of collaboration, respect, trust, and innovation.

- ***Equity***

We will deal fairly with individuals and organizations.

- ***Pride***

We will foster pride in the value and quality of public service work.

Strategic Human Resource Issues

Analysis and synthesis of departmental human resource plans, employee surveys, employee demographics and discussions with various management and executive employees resulted in the identification of four broad strategic issues for the core public service:

- Managing the Human Resource Function
- Managing Human Resource Supply / Demand Requirements
- Internal Communications and Work Planning
- Learning and Development

For each of the above issues, the following pages outline strategies for addressing each issue and provide an overview of implementation actions to date.

HUMAN RESOURCE MANAGEMENT

The first component of *Creating Tomorrow's Public Service* addresses the way government manages its human resources. Strategies include resolving differences in human resource services and practices among departments; updating a range of human resource policies; improving departments' and central agencies' access to and use of human resource information for planning, decision-making and management.

Activities to date include the following:

- Human Resource Directors and representatives of Treasury Board Secretariat and the Public Service Commission (PSC) had extensive discussions in late 2003 - 04 on the structure and scope of the human resource function. These sessions laid the basic groundwork for the review of human resources under Program Renewal.
- Planned reviews of human resource policies continue. Already, policies and guidelines have been developed or updated in the following areas: succession planning, parental leave, equipment usage and resources, and redeployment / transfer (PSC policy).
- Efforts to ensure the integrity of data in government's human resource information systems are on-going and involve a collaborative effort between staff of the Public Service Secretariat, the Department of Finance, and departments. In October 2004 government launched a new Human Resources Reporting System that gives departments and central agencies access to detailed reports that are updated bi-weekly when government's payroll is processed. Currently, efforts are focused on assessing the options for an integrated leave and overtime management system for government and, more broadly, on the feasibility of a complete human resource management information system.

MANAGING HUMAN RESOURCE SUPPLY/DEMAND REQUIREMENTS

The second component of *Creating Tomorrow's Public Service* addresses the challenges government faces in ensuring it has sufficient employees for programs while, at the same time, supporting efforts to reduce salary costs through attrition. Government needs targeted strategies for specific positions that present significant recruitment or retention challenges. It also needs strategies to manage attrition.

Activities to date include the following:

- Commencing April 2005, strategic initiatives focused on staffing positions that present special recruitment challenges will be undertaken.
- The Public Service Secretariat now tracks retirements and resignations across the entire public sector. Data from this exercise are critical both to anticipating future attrition and also to understanding areas where government faces especially challenging retention or recruitment challenges.
- Departments are now required to identify critical positions in which the incumbent is within two years of early retirement and to develop specific succession planning strategies for those positions. To support this requirement, government has prepared succession planning guidelines which provide a framework for departments to manage

succession within the context of government's legislated merit principle. This will enable departments to ensure the transfer of corporate knowledge and memory from experienced staff approaching retirement to newer staff.

At a time when government faces substantial retirements in its executive and senior management staff, a major element of succession management involves preparing the next generation of public service leaders. The approach *Creating Tomorrow's Public Service* takes to leadership succession is to provide ongoing executive and management development activities that continuously expand and strengthen government's pool of employees with leadership abilities. Details of executive and management development initiatives are provided below in the Learning and Development section of this progress report.

INTERNAL COMMUNICATIONS AND WORK PLANNING

The third component of *Creating Tomorrow's Public Service* introduces structured processes to ensure employees' and divisions' efforts are directed to the highest departmental priorities, improve management/employee communications, and provide a vehicle for recognizing employee and team performance.

Government has requested all Deputy Ministers to ensure that departmental employees receive semi-annual briefings on departmental plans and priorities as well as progress updates on departmental strategies. These briefings began in April 2005 following release of the Annual Budget. Additionally, departments have been requested to ensure they have an internal communications mechanism such as a departmental newsletter or bulletin for employees.

Other internal communications initiatives include the following:

- Introduction in June 2005 of a corporate Intranet site to inform employees of government priorities and initiatives and to give service-wide recognition to departmental or employee achievements that are work related.
- The video conference facility in the Centre for Learning and Development (Confederation Building) has been established to improve communications between

departmental headquarters and regional staff. The video conference facility links with approximately 65 other video conference sites government has access to throughout the province.

In January 2005, government began a one-year project to pilot work planning as a standard management practice. The intent is to evaluate and refine the process based on results of the pilot and then implement work planning throughout the public service.

One final element of internal communications involves recognition of the performance and accomplishments of individual employees and teams. The Public Service Award of Excellence will continue. Additionally, government - wide and departmental newsletters / intranets will provide another mechanism for profiling the contributions of employees, and work planning will provide a vehicle for executives and managers to give recognition on a day to day basis.

LEARNING AND DEVELOPMENT

The fourth component of the human resource plan, learning and development, represents a key strategic focus of *Creating Tomorrow's Public Service*. The public service operates in an environment of ongoing change, and learning is a key investment in helping the organization move through transition.

Beginning with the 2005-06 budget preparation process, government has initiated a requirement for departments to identify the learning needs of staff and to prioritize them within the context of the department's overall strategic plan. Additionally, *Creating Tomorrow's Public Service* has resulted in the following initiatives through the Centre for Learning and Development:

- Competency models have been developed for executives, managers, human resource managers and information technology managers, and funds are available to support group and individual learning plans that individuals prepare based on the relevant competency model. A similar model for financial managers will soon follow.
- In April 2005, government introduced a standard approach to management learning, the Resource Management Package, which addresses specific performance expectations of public service managers.
- Continued support for corporate leadership and management development including participation in the Public Sector Leadership and Management Development Program at Memorial University's Centre for Management Development and extension of the Program's offerings to all regions of the province.
- Continued support for senior managers and executives to participate in the Executive Development Program at Memorial University's Centre for Management Development.

- Learning activities specifically designed to strengthen analytical capacity in the public service for policy development, decision-making and planning.
- Continuation of learning initiatives in the areas of corporate communications and information technology.
- Quarterly forums for executives to explore issues or initiatives that have cross-departmental significance, eg, the Strategic Partnership Initiative; Accountability; Sustainable Development.
- Reinstatement in late 2004 of developmental assignments in finance, policy and employee relations and other identified areas for succession.

ACCOUNTABILITY FOR *CREATING TOMORROW'S PUBLIC SERVICE*

Government has established an accountability framework for *Creating Tomorrow's Public Service*. While the strategy is tied to a vision of what tomorrow's public service must be like, it will only become a reality if measures are in place to ensure the strategy gets implemented.

Implementation of *Creating Tomorrow's Public Service* is guided by a steering committee chaired by the Deputy Minister of the Public Service Secretariat. The steering

committee includes all departmental Human Resource Directors, the Centre for Learning and Development, and key senior staff of the Public Service Secretariat and the Public Service Commission. The steering committee's Chairperson provides regular progress reports to the Senior Deputy Ministers' Committee on Human Resources which is chaired by the Clerk of the Executive Council.

Beginning April 1, 2005, *Creating Tomorrow's Public Service* introduced accountability requirements for human resources at the departmental level. Each spring, Deputy Ministers will forward accountability reports to the Deputy Minister of the Public Service Secretariat describing how their departments have managed the human resource function during the previous fiscal year. The combined departmental reports will be analyzed and presented to the Treasury Board Committee of Cabinet and the Clerk of the Executive Council.

CONCLUSION

Creating Tomorrow's Public Service is a direct result of extensive government-wide planning and cooperation by members of the public service in every department and agency. The goals are a dynamic workforce; solid human resource management; improved retention and recruitment; enhanced internal communications; alignment of work with departmental and corporate direction; improved productivity; strategically-focused learning and development; and increased accountability.

Creating Tomorrow's Public Service is a realistic plan that sets a clear, strategic direction. It is intrinsically linked to departmental and corporate goals as it is drawn from work done by all departments. It has been designed to enhance the work lives of all public employees and improve service delivery to the people of Newfoundland and Labrador.

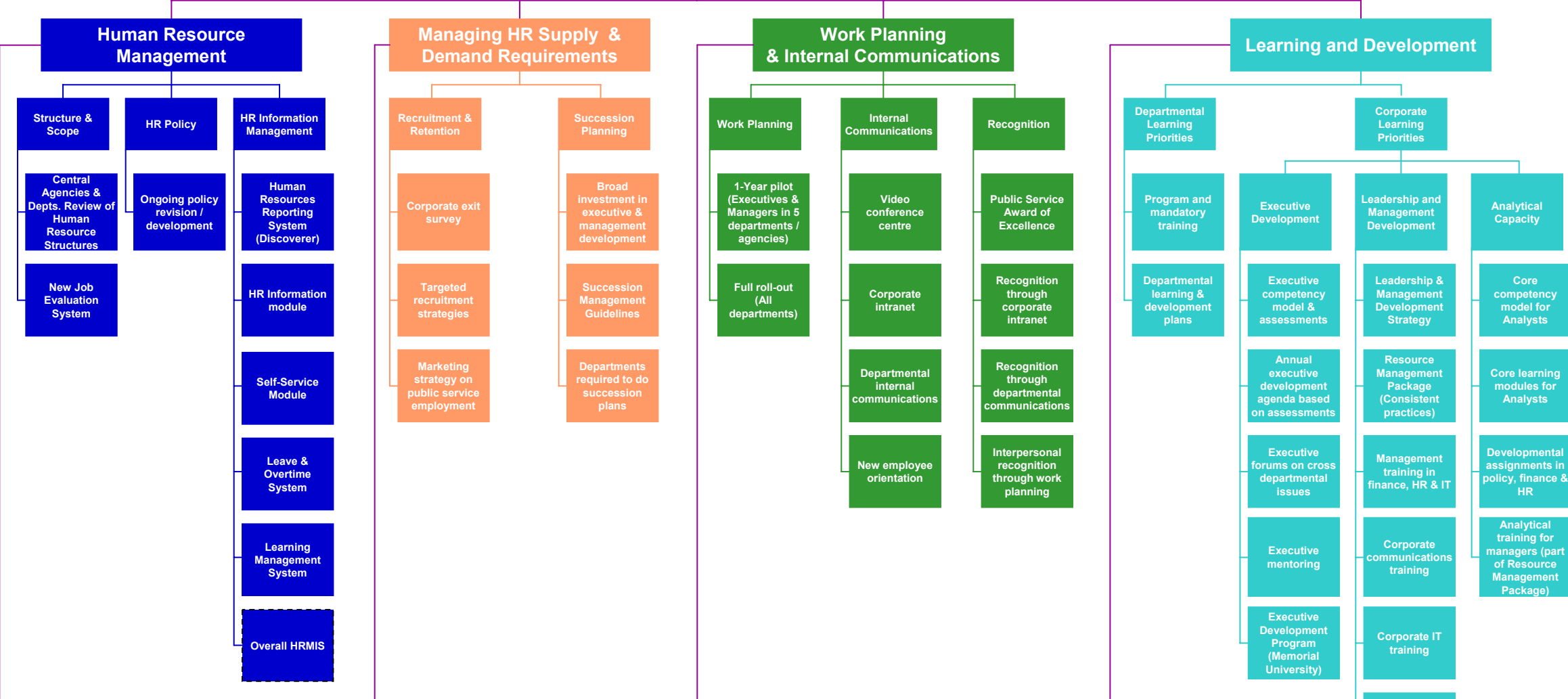
For Further Information

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For information on programs offered through the Centre for Learning and Development, contact Roma Bridger, Manager, Centre for Learning and Development, Public Service Secretariat. Phone: (709) 729-5698, e-mail: rbridger@gov.nl.ca

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**Creating Tomorrow's Public Service
Government's Corporate Human Resource Strategy**



- Accountability Mechanisms**
- Deputy Ministers' Committee on Strategic Human Resource Management
 - Steering Committee for the Corporate Human Resource Strategy
 - Accountability Framework for Human Resources