

Human Resource Management Strategy



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HR Strategy Introduction

Government's Human Resource Management Strategy - Creating Tomorrow's Public Service... Excellence in Public Service Delivery - is a human resource planning tool to guide and assist government departments and central agencies in addressing human resource issues and challenges. The Strategy identifies three key directions and outlines goals and objectives for each of the directions.

The three key directions in the strategy are:

- 1. Building Our Potential**
- 2. Strengthening Our Competitiveness**
- 3. Renewing Our Workplace**

This document reports on the progress to date for each of the key directions. It also outlines the work that is currently under development and showcases several initiatives that have been undertaken as a result of strategy implementation.

One of the primary goals of the Strategy is to support a public service that is engaged and committed to the pursuit of excellence in public service delivery. Thus, this strategy belongs to all of us who work in public service and is about the involvement of all employees in making it happen.

INTRODUCTION



▲ POTENTIAL
▲ COMPETITIVENESS
▲ WORKPLACE

Message from the Clerk of the Executive Council



In May 2009, I shared with you an overview of the human resource management strategy which was approved by Treasury Board and endorsed by Cabinet. This strategy – Creating Tomorrow’s Public Service... Excellence in Public Service Delivery – is about ensuring that we are positioned to provide the best programs and services to the residents of this province. It is also the Provincial Government’s commitment to its employees and human resource planning.

The Strategy was developed as a result of best practice research, analysis of labour market trends and workforce demographics, data from the work environment surveys, departmental workforce planning efforts and consultations with managers and employees. It identifies priority areas for human resource management within government and establishes a course of action for the future.

The Strategy is a three year plan and I am pleased to present a report on the activities undertaken to date. Accomplishments under this strategy are a result of the combined efforts of many employees across departments, the Public Service Commission and the Public Service Secretariat. I would like to thank and congratulate each person who has been, and continues to be, involved in making it happen.

As you read this report, you will see many activities that every one of our employees either has or can play a part in. I encourage you to be a part of continuing to make our province, not only a great place to live, but also a great place to work. Please join with me in celebrating our successes and I look forward to working with you during the coming year to deliver excellence in our public service.

Gary Norris
Clerk of Executive Council and Secretary to Cabinet

CLERK

The following key directions were identified in the Strategy:

1. Building Our Potential

Goal 1 Increase internal capacity through efficient management of corporate knowledge; integration of learning and development; targeted public service career programs; and results-based management.

2. Strengthening Our Competitiveness

Goal 1 Attract and retain talent by establishing a higher profile of public service work within the province; building a competitive employment package; integrating recruitment processes and practices; and establishing partnerships with high schools, post-secondary institutions, and professional associations.

3. Renewing Our Workplace

Goal 1 Build work environments that promote long-term attachment to the organization by fostering a healthy workplace; enhancing the employee-employer relationship; and developing successful leadership.

Goal 2 Build workplace supports through workplace diversity and employment equity strategies and programs; the creation of modern workplace processes; and facilitation of innovative practices.

DEPUTY MINISTERS



Message from the Deputy Ministers

As members of the public service, we all play a vital role in the delivery of government programs and services and in ensuring our staff are trained to deliver the best in public service. As we work to support the Provincial Government's human resource management strategy, we must also balance departmental priorities and challenges. Together, we will reach the common goal of ensuring a strong, dedicated and engaged public service for Newfoundland and Labrador.

This report provides an update on the Human Resource Management Strategy. As you will note, much work has been done to incorporate innovative ideas into the development of new human resource programs and services. This is essential if we are to continue to grow and enhance the services and programs that we offer. We encourage you to continue to be a part of this strategy – be involved, offer comments, take part in training, participate in working groups, and celebrate the value of your work within the public service.

By working together and supporting the key directions outlined in the Strategy, we will continue to build on the public service of which we are all so proud and which will better position us to provide world-class services to the people of our province, today and into the future.

Brenda Caul

Deputy Minister, Public Service Secretariat
on behalf of Government's Deputy Ministers



Incorporating Innovative Ideas

WORK ENVIRONMENT

2009

Work Environment Survey

Employee engagement has become an important topic in human resource management, largely due to the premise that employees who are happy and satisfied with their employer are more productive and less likely to look for opportunities with other employers. There are, however, a number of models and descriptions of employee engagement and, while there are many definitions of what constitutes employee engagement, research indicates that a number of factors play an important role in supporting an engaged workforce.

The Work Environment Survey examines topics that are generally considered factors of employee engagement as identified by current research. These factors include job satisfaction, organizational commitment, quality of supervision, communication satisfaction, trusted leadership, and learning and development.

The survey encourages employee feedback on topics related to effective human resource management. As such, the results from the first Work Environment Survey, conducted in 2007, supported the development of government's Human Resource Management Strategy.

In 2009, a second survey was conducted. Over 1,800 employees were randomly selected across departments and central agencies and were mailed a questionnaire containing 73 statements about their work environment. Over 900 questionnaires were returned, which is a very high response rate for a mail-based survey.

The topics addressed by the survey include:

- ▲ Job satisfaction
- ▲ Quality of supervision
- ▲ Organizational commitment
- ▲ Communication satisfaction
- ▲ Co-worker relationships
- ▲ Health and safety awareness
- ▲ Strategic orientation
- ▲ Workload
- ▲ Compensation satisfaction
- ▲ Work-life balance
- ▲ Organizational trust
- ▲ Learning and development

Overall, the survey results were positive and indicate that Government is continuing to make progress in ensuring that employees are satisfied and committed in the workplace. Key areas that emerged as organizational strengths included job satisfaction, organizational commitment, quality of supervision, co-worker relationships and health and safety awareness. The scores for the areas of work-life balance, organizational trust, and learning

and development also improved. The areas identified for improvement included communication, strategic orientation and workload. In comparison to the 2007 results, the 2009 survey results indicate an overall higher level of satisfaction.

Meetings were held with departmental executive teams to discuss departmental results with a view to addressing areas for improvement.

A third survey is being planned for the fall of 2010. Should you be randomly selected to participate in this survey, let your voice be heard by completing the questionnaire. Your opinions and views are important in identifying issues and concerns in our workplace. Completing the questionnaire is one way in which you can be involved in the development of future directions for human resource management.

Detailed information about the results of the Work Environment Survey can be obtained at www.exec.gov.nl.ca/exec/pss/publications/work_environment_survey_2009.pdf



POTENTIAL

Key Direction 1 Building Our Potential

This key direction focuses on the importance of ensuring that the current workforce is positioned for success. Each employee should be aware of job expectations and be supported with respect to learning and development needs. It is also about ensuring that the workforce has the right knowledge and skills needed to deliver public service in an efficient and effective manner.

The objectives for Building Our Potential include:

- ▲ Developing a knowledge management strategy
- ▲ Developing and implementing succession management strategies and tools
- ▲ Increasing access to learning activities
- ▲ Providing career development supports to employees
- ▲ Managing for results

Reporting On The Objectives

1. Knowledge Management

Knowledge management ensures that the organization has the knowledge necessary to continue to develop and deliver high quality programs and services and to ensure sound public policy. In part, it is about transferring knowledge from one place to another or from one person to another.

Twenty five percent of the public service work force can retire within the next five years. It is therefore essential to have programs in place to ensure that critical knowledge does not leave our organization. There is also a wealth of information available through the academic institutions in our province and we need to continue to improve partnerships and relationships with the academic community and other organizations that have an interest in public service.

Actions and Activities

- ▲ A consultation document on knowledge management has been developed to establish a broad government understanding of the importance of knowledge management in public service. This document is the foundation for discussions with employees to gather ideas and suggestions about priority areas. Exploring ideas such as transitioning to retirement, the use of technology to access information, and supporting best practices in knowledge transfer is important to ensure that we have the knowledge needed to do our jobs, now and into the future.

On the Horizon

- ▲ internal discussion sessions to encourage employees to make suggestions about how to keep or transfer knowledge and share their ideas

2. Succession Management

Demographic, social and economic trends have created significant human resource challenges for most organizations. The aging population raises issues around retirements and older workers; generational differences mean that younger workers may have a different outlook on the workplace than their predecessors; and highly competitive labour markets have made some skilled workers a commodity in short supply. These trends have made it difficult to recruit qualified workers for critical positions. Succession management is one approach to ensuring that Government will have the expertise necessary to provide high-quality programs and services to the public.

Succession management focuses on developing the capacity of current employees to tackle the challenges of the future. A succession planning process has been developed to assist managers who are engaged in planning for potential vacancies to minimize disruptions in programs and services.

Actions and Activities

- ▲ Succession Management Guidelines have been developed and are available online at www.exec.gov.nl.ca/exec/pss/publications/HR_Resource_Binder.pdf
- ▲ A revised Overlapping Appointment Policy to support departmental succession management efforts has been approved.

On the Horizon

- ▲ Training on succession planning and management

3. Learning and Development

Learning and development is one of the key factors contributing to employee engagement. It is also an essential component of a workforce that has the knowledge, skills, and abilities necessary to perform required job tasks. Developing employees for future requirements is also important and continuous learning is critical so that the public service continues to be positioned to address issues and challenges.

Actions and Activities

- ▲ Competencies for Information Management and Administrative Support Professionals have been developed and training options identified to address competency gaps. Guidebooks and assessment tools are available at www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html
- ▲ Training to address competency requirements for Administrative Support Professionals is available through the new WorkSkills Program.
- ▲ Curriculum has been developed for a number of training programs and delivery has commenced on the following courses:
 - ▲ Critical Thinking
 - ▲ Time Management
 - ▲ Project Management
 - ▲ Group Facilitation Skills
 - ▲ Service Excellence

- ▲ The Centre for Learning and Development, in partnership with the Department of Business, has developed and piloted a curriculum on Regulatory Impact Analysis (RIA).
- ▲ In the winter of 2010, learning and professional development activities were highlighted in a new quarterly calendar of events publication. The “Quarterly” is distributed in hard copy and can also be accessed at www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html

On the Horizon

- ▲ Competency frameworks for the following occupational groups:
 - ▲ Human resource management
 - ▲ Financial management
 - ▲ Policy development and program evaluation
- ▲ Enhancements to the Resource Management Program, including:
 - ▲ The Consultants Guidelines
 - ▲ Introduction to Purchasing
 - ▲ Access to Information and Protection of Privacy
 - ▲ Information Management
 - ▲ Staffing in the Public Service
 - ▲ Writing Briefing Notes
 - ▲ Employer's Responsibility for Occupational Health and Safety
 - ▲ The Manager's Role in Employee Relations
 - ▲ Community Accounts
- ▲ Curriculum development, in partnership with the Office of the Comptroller General, on Delegation of Financial Authority
- ▲ Curriculum development, in partnership with the Department of Business, on Brand Awareness
- ▲ Exploration of an e-Learning platform to enable more courses to be offered online

4. Career Growth

Some employees want further development in their current careers; others want to move to new careers or take on increasingly more responsible positions within their occupation. Career growth is not only important to individual employees, it is also important to the organization. Providing employees the opportunity to reach out and explore new possibilities or to engage in professional development activities supports the development of skill sets for the future.

Actions and Activities

- ▲ There are several new training programs available to assist employees, including a leadership development program. Details can be found at www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html
- ▲ Discussions have commenced with the Department of Human Resources Labour and Employment about a potential partnership to enable employees to avail of career counselling and other career development supports.
- ▲ Educational assistance is available to employees through the Tuition Reimbursement Program.

On the Horizon

- ▲ The development of a publication profiling careers in the public service

5. Managing for Results

Knowing what we are expected to achieve in our jobs is critical to delivering on job expectations. The actions of employees, aligned with the values of the organization, provide a platform for the achievement of extraordinary results.

Providing formal mechanisms for employees and their managers to engage in discussions of what is important, what tools are needed to achieve work results and expectations, and what training is needed, are components of effective management.

Further, employees want to receive informal recognition on a regular basis to acknowledge their achievements. This should be combined with more formal organization-wide recognition programs.

Actions and Activities

- ▲ A new program – *Potential: Achieving Results Through People* – has been developed. This program is designed to:
 - ▲ support and assist employees in establishing and meeting work related goals and objectives
 - ▲ enhance communications between employees and supervisors
 - ▲ develop learning plans which are linked to the department's strategic goals and objectives

On the Horizon

- ▲ Roll out of the *Potential: Achieving Results Through People* Program
- ▲ The *Public Service Award of Excellence* continues to be an essential component of government's recognition programming, however, work is ongoing to look at additional ways to recognize employees for the work they do

PROJECT SHOWCASE



Welcoming New Employees Onboard

Onboarding supports new employees in getting up to speed quickly and understanding departmental and Government priorities and how they can help to achieve these priorities.

Research has shown that the experience a new employee has in his/her first 6-12 months on the job largely impacts his/her decision of whether or not to stay with the employer and build a career.

Onboarding is more than a traditional orientation program. It is the process of helping new employees to connect with and effectively contribute to the organization. It is a process which happens over the course of the new employee's first year of employment and may reaffirm his/her decision to come to work with the Government of Newfoundland and Labrador. **Onboarding** supports communication between an employee, his/her manager, the team and colleagues and recognizes the value of the new employee as a significant asset to the public service.

In the 2007 Work Environment Survey, 52% of public service employees indicated that their department did a poor job orienting new employees. As a result of research and the survey results, **Onboarding** became an important Government-wide priority. In 2009, the corporate orientation program was expanded to a comprehensive "Onboarding Strategy".

ONBOARDING

The components of the **Onboarding Strategy** include:

- ▲ A Handbook for Employees
- ▲ An Orientation Checklist for Managers
- ▲ Sessions to welcome new staff
- ▲ A Partnering Program

An online employee handbook and manager's orientation checklist were launched in July 2009. The handbook and manager's guide can be found at www.exec.gov.nl.ca/exec/pss/working_with_us/corporate_orientation/index.html

A hard copy of the employee handbook is also under development.

In April 2010, a pilot in-person welcome session was held in the St. John's area for employees hired between January and March 2010. An additional session was held in June 2010 and further sessions are planned for the fall.

The purpose of the sessions is to engage new employees and to introduce them to public service values and government processes. Executives and colleagues attend the sessions and provide career information and presentations on broad government initiatives. Employees participate in round table discussions where information is provided on a number of employee-interest

items such as benefits, information technology, information management, and learning and development opportunities.

A partnering program designed to help new employees become more comfortable in their roles in a shorter time period, is currently under development. The program will pair new employees with experienced employees who can provide answers to questions about the office, the division, procedures, and generally 'how things work around here'. The partner will also offer support, advice and encouragement for the new employee.

Many departments are also working on complementary department specific **Onboarding** programs. Some departments have developed their own checklists and handbooks. For more information on what is available in your department, contact your Strategic Human Resource Management Unit.

www.exec.gov.nl.ca/exec/pss/working_with_us/shrm_contacts.html

COMPETITIVENESS

Key Direction 2 Strengthening Our Competitiveness

If Government is to continue to develop and deliver high quality programs and services to the people of our province, it needs to ensure employees have the necessary knowledge, skills and abilities. Given today's competitive job market, Government must position itself as an employer of choice so that it can attract and retain employees.

The objectives for Strengthening Our Competitiveness include:

- ▲ Increasing the profile of the public service
- ▲ Exploring factors associated with a competitive employment package
- ▲ Developing and operationalizing new methods and processes with respect to recruitment
- ▲ Improving partnerships with schools and post-secondary institutions

Reporting On The Objectives

1. Increasing the profile of the Public Service

During the last fiscal year, over 1700 job competitions were processed. As an employer, Government must be able to tell potential employees what it has to offer and be able to showcase the work of its employees. It must also position itself for success so that career seekers look for opportunities to work with us and current employees remain and build their careers.

The 2009 Work Environment Survey indicates a high level of organizational commitment; 80% of respondents indicated that they are proud to tell others that they work for the Government of Newfoundland and Labrador, and 70% responded that they would recommend Government as a great place to work. In comparison with other provincial jurisdictions across Canada, these are some of the highest agreement scores.

Actions and Activities

- ▲ New websites were launched highlighting human resource management and employment within government. They are www.exec.gov.nl.ca/exec/pss/ and www.psc.gov.nl.ca/psc/
- ▲ A new interactive job opportunities website was launched to support online application and the marketing of the public service as a potential employer. It can be found at www.hiring.gov.nl.ca
- ▲ Career Fairs have been hosted province-wide.
- ▲ Post-secondary students and interns were asked for feedback about their experience working with us.
- ▲ Presentations are being made to high schools and post-secondary schools on careers in the public service.
- ▲ A new job ad format was introduced to appeal to potential employees.

On the Horizon

- ▲ A campaign which celebrates and showcases the value of public service work
- ▲ Establishment of a regular process to receive input from students and other potential employees
- ▲ A review of outreach activities, such as career fairs and post secondary site visits, to determine best ways to profile public service careers with students

2. Competitive Employment Package

Over the past couple of years, wage increases have been provided to the public service. While having a competitive wage package is important, there are other financial and non financial benefits that interest employees and potential employees. A “total compensation” perspective is required in the development of a competitive employment package.

In order to ensure a competitive employment package, Government continues to look for opportunities for input on employee satisfaction indicators. It is important to receive information from employees about what is important to them and about areas potentially requiring improvement so that appropriate workplace programs, policies, and practices can be explored and implemented. The work environment survey is one way in which Government, as an employer, obtains this information.

Actions and Activities

- ▲ The implementation of the new Job Evaluation System has started. More information on this project can be obtained at www.exec.gov.nl.ca/exec/pss/newjobevaluation.html
- ▲ The second work environment survey was conducted in 2009. Results of the survey can be obtained at www.exec.gov.nl.ca/exec/pss/publications/work_environment_survey_2009.pdf
- ▲ A Market Adjustment Policy and Guidelines, to assist with recruitment and retention challenges, was approved. A copy of the policy and guidelines can be found at www.exec.gov.nl.ca/exec/pss/working_with_us/marketadjustment.html

On the Horizon

- ▲ Administration of a 2010 work environment survey



3. Developing and utilizing new methods of recruitment

In a competitive labour market, there is a need to ensure that people interested in working with Government can easily access job ads for available positions. New and modern methods that may encourage people to apply for vacant positions must be explored. This could involve using social networking tools, attending national and international career and job fairs, and working to reduce time-to-recruit.

Actions and Activities

- ▲ Concentrated efforts have been made in the recruitment of difficult-to-fill positions.
- ▲ Approximately 2300 inquiries were received and over 1000 resumes submitted from attendance at two national job fairs.
- ▲ Statistics on recruitment and staffing processes are now maintained to track and improve upon the processes and time involved to fill vacant positions.
- ▲ Video commercials depicting public service employees who are contributing to the communities in which they work and live, are available on You Tube and at www.psc.gov.nl.ca/psc/

On the Horizon

- ▲ A training module regarding recruitment and staffing in the public service

4. Establish partnerships with schools and post-secondary institutions

Increased opportunities for students within the public service provide potential future employees with valuable work experience, knowledge from experienced employees, and the opportunity to develop a positive perception of government as a potential employer.

Also, engaging students in work assignments allows us, as public service employees, the opportunity to grow. Students bring exposure to the latest research, new ideas and new ways of doing things. They also support diversity within our workplace and bring new energy to the work environment.

Actions and Activities

- ▲ A Student Coordination Bureau was established to:
 - ▲ coordinate student placements between Government offices and post-secondary schools
 - ▲ liaise with universities and other post-secondary institutions to engage the interest of students with respect to co-op or intern placements with Government

On the Horizon

- ▲ Development of programs that support student attraction to the public service

PROJECT SHOWCASE



RECRUITMENT

Modernizing Our Recruitment Efforts

In August 2009, a new print ad layout for advertising job vacancies was launched. It was designed to complement promotional television advertisements as well as the new online job application portal. The goal of the new format is to highlight the benefits of employment within the Newfoundland and Labrador public service. A primary focus of the new format is to draw additional attention to the newly created job application portal and to attract potential applicants from multiple generations, including younger job seekers who primarily do their job searching online. Since the implementation of the new layout, average weekly website visits have increased by approximately 43%.

The new online application portal was unveiled to the general public in November 2009 to profile public service work, advertise employment opportunities and to offer easier application processes to both potential and existing employees.

People looking for a job within the public service – either new to the public service, or existing employees looking for a change – can now, for the first time ever, apply online for employment opportunities.

Attract Potential Applicants

The new technology that is being used not only lets applicants apply online, it also increases their involvement through the process. People can now create individual profiles to highlight experiences, education, and skill sets. In addition, each profile keeps a running history of positions that have been applied for and the status of each competition. At the end of the 2009-10 fiscal year, over 4,000 individuals had created online profiles.

The new employment portal can be viewed at www.hiring.gov.nl.ca

As employees, we are important ambassadors for public service work and others may look to

us to gain insights about the work we do, the impact of our work on the residents of our province, and how to obtain employment within the public service. Although having appealing job ads and interactive web sites is important in encouraging job seekers to apply, the reputation of the public service as an employer is strongly influenced by each of us as we talk to friends, family and acquaintances about our work, or as we interact with members of the public in carrying out our work. It is important to remember that each one of us is the face of the Newfoundland and Labrador public service.



WORKPLACE

Key Direction 3

Renewing Our Workplace

We know that high employee engagement has a positive relationship to high employee productivity and overall organizational performance and there are many factors within a workplace that impact employees and productivity.

Interesting and challenging work, a supportive work environment, respected and trusted leaders who value employee input, communication, and diversity, are all essential components to creating an environment that promotes employee well being and job satisfaction .

The objectives for *Renewing Our Workplace* include:

- ▲ Supporting a healthy and safe workplace
- ▲ Enhancing the employee-employer relationship
- ▲ Enhancing leadership
- ▲ Developing a workplace diversity strategy
- ▲ Modernizing workplace policies and processes
- ▲ Facilitating innovation

Reporting On The Objectives

1. Supporting a healthy and safe workplace

Workplace health and safety is an important issue which includes physical, mental and emotional well-being. While a comprehensive organizational health program is an ultimate goal, there are many activities that can be undertaken as we work to achieve this goal. These activities include supporting employees in achieving work-life balance, the availability of employee assistance, respectful workplace, and occupational health and safety programs, and developing and implementing early and safe return-to-work initiatives for employees who become ill or injured.

Actions and Activities

- ▲ A program overview and an employee guide to the prevention of workplace violence has been developed.
- ▲ The Occupational Health and Safety Policy was updated.
- ▲ Pandemic preparedness guidelines for managers and employees were developed.

On the Horizon

- ▲ a healthy workplace strategy
- ▲ information sessions on the prevention of workplace violence
- ▲ the development of a revised policy on harassment and discrimination-free workplace
- ▲ new occupational health and safety programming

2. Supporting effective employee–employer relations

Strong employment relationships contribute to the quality of work-life and the overall performance of the organization. Good relationships normally exist in healthy and supportive work environments which are generally characterized by employees who have good social networks within the workplace, interesting and challenging work, and support from management in balancing work and family life and establishing attainable goals.

The 2009 Work Environment Survey results indicate that one of the strengths of the public service is the relationships among co-workers. Ninety-two percent of survey respondents indicated that they have positive working relationships with their co-workers, 89% felt that their co-workers were helpful and 86% noted that they work well with their co-workers as part of a team.

Actions and Activities

- ▲ 2009 Work Environment Survey was administered and data analyzed and reported to departmental executives and to employees.
- ▲ A new program – *Potential: Achieving Results Through People* – has been developed to support the establishment of attainable goals, foster effective manager/employee communication, and link learning and development activities to employee learning needs.

On the Horizon

- ▲ Information sessions for employees on the new program *Potential: Achieving Results Through People*
- ▲ Training for Managers on the *Potential: Achieving Results Through People* program noted above
- ▲ Administration of the 2010 Work Environment Survey
- ▲ Revised Resource Management Package module on “The Manager’s Role in Employee Relations”

3. Enhancing Leadership

Effective leaders are able to motivate employees by fostering a challenging and a supportive work environment. They make change happen in workplaces and produce results.

The current Leadership Program supports the enhancement of leadership and encourages interaction between departments to enable leaders to share best practices.

For further information, please visit www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html

The following modules are being offered under the Leadership Program:

- ▲ Principles and Qualities of Genuine Leadership
- ▲ Coaching Others for Top Performance
- ▲ Accelerating Team Productivity
- ▲ Maximizing Your Supervisory Potential
- ▲ Problem Solving

The new program entitled *WorkSkills: Steps to Your Success* supports the development of Administrative Professional Competencies and provides learning modules to assist employees in meeting such workplace expectations as:

- ▲ Communicating effectively with co-workers, managers and clients
- ▲ Embracing change
- ▲ Handling emotionally charged situations with co-workers
- ▲ Being team players
- ▲ Balancing home and work priorities

Actions and Activities

- ▲ Approximately 30 leadership sessions have been offered throughout the province.
- ▲ The Government of Newfoundland and Labrador continues to partner with the Government of Canada and Memorial University of Newfoundland in support of the Public Sector Leadership and Development Program.

On the Horizon

- ▲ Ongoing review of programming options to address the enhancement of leadership and management development competencies

4. Supporting workplace diversity

Diversity refers to the characteristics and attributes that make employees unique. It is important that we embrace and support a workplace where diversity is welcomed, sought and encouraged. Best practice organizations value diversity in their management and business practices – ensuring employee contributions are valued, leveraged, and appreciated.

Actions and Activities

- ▲ Research has been conducted into best practices and programs in the area of diversity
 - ▲ Jurisdictional scan conducted on approaches to workplace diversity and inclusiveness strategies
 - ▲ Meetings and workshops held with diversity experts
 - ▲ Consultations have occurred with internal stakeholder groups
- ▲ An Interdepartmental Diversity Team has been established to guide and inform the development of a diversity and inclusiveness strategy.

On the Horizon

- ▲ Duty to Accommodate policy which will include tools and supports for managers and employees

5. Support modernization of workplace policies and processes

Ongoing reviews of existing human resource policies, processes and programs are necessary to ensure that they are responsive to organizational needs and reflect current labour market realities. Change is necessary to expedite internal processes, decrease frustration experienced by departments and employees, and support departmental initiatives.

A human resource management information system in the organization will increase the ability to plan accurately and be responsive in the development of workplace interventions and strategies. Coupled with business intelligence tools and employee self-service modules, a human resource management information system will support organizational goals, management practices, and employees with respect to private access to features such as attendance and personal career planning.

Workplace renewal is also about continuing to build and enhance a culture of service excellence to support the organization in delivering services and programs to the people of our province.

Actions and Activities

- ▲ New Human Resource Policies have been developed in the areas of:
 - ▲ Relocation
 - ▲ Scent Awareness
 - ▲ Hours of Work
 - ▲ Travel
 - ▲ Travel advances
 - ▲ Corporate Card Usage
 - ▲ Management Dispute Resolution
 - ▲ Occupational Health and Safety
 - ▲ Market Adjustment

Policies can be viewed online at www.exec.gov.nl.ca/exec/pss/working_with_us/policies.html

- ▲ Requirements have been completed for a new Human Resource Management Information System.
- ▲ Deputy Ministers' Committee on Service Excellence has been established.

On the Horizon

- ▲ Review and development of additional Human Resource Policies
- ▲ Red Tape reduction – exploring ways to streamline internal human resource processes and practices
- ▲ Human Resource Management Information System Implementation Project
- ▲ Programming to support a culture of service excellence across the public service

6. Innovation

Innovation is about going beyond the conventional and traditional ways of working, and the willingness to try different solutions. It means acknowledging the ideas of others and incorporating them into performance improvement, developing and weighing alternatives to conventional thinking before settling on a solution, challenging existing processes and procedures, and developing original approaches to improve them. To continue to deliver exceptional public service to the people of our province, we must seek innovative approaches and creative alternatives for service delivery.

Actions and Activities

- ▲ Research has commenced on innovation in public sector environments.

On the Horizon

- ▲ Leading Innovation Workshops



PROJECT SHOWCASE

A Corporate Strategy for Engineering Services

Over the past year, there have been several human resource planning initiatives undertaken by the Public Service Secretariat, the Public Service Commission, and the Strategic Human Resource Management Units.

The following provides an overview of a project which has engaged and involved all three of these entities, as well as departments and the employees themselves.

The recruitment and retention of engineers has been identified as a critical issue for the public sector. The employees who provide engineering services on behalf of Government, either as engineers or those who support engineering services delivery, are involved in decisions and projects that ensure public health, safety and well-being. Their work includes the design, construction and application of projects and plans for our road systems, water ways and bridges, health care and education facilities, and water resources.

As an organization, it is essential that we are positioned to compete effectively within the labour market so that we can attract, recruit and retain the talent we need to provide these services to the public. This means developing a strategy that takes into account the factors and conditions that may influence an individual's decision around a career choice including student placements, learning and development, career advancement and compensation and benefits.

Since this issue affects many departments, an interdepartmental committee was established with representatives from departments who employ engineers, the Public Service Commission, the Social Sector's HR Management team, and the Public Service Secretariat.

ENGINEERING

The group recognized that a successful strategy would require accurate, relevant and useful information from those employees or groups who could identify issues and challenges (e.g. departmental and personal concerns and experiences) and suggest potential solutions and ideas.

To obtain this information, the committee identified the number and type of positions involved in delivering engineering services on behalf of Government. There are approximately 130 professional engineering positions, and 230 positions that support engineering services currently active within the core public service.

Once the employee groups were identified, two surveys were developed and distributed to ask employees about their overall job satisfaction, and equally important, to prioritize the aspects of their employment they feel to be most important (e.g. recognition, pension, flexible work arrangements, job location, etc.). Members of these groups will be asked to participate in focus group sessions in order to provide further insights into this important issue.

Current workforce demographics of the core public service as well as what is happening in the labour market and in other jurisdictions were also considered in the information-gathering process.

Meetings were held with other internal and external groups to discuss what is occurring outside the core public service, and which aspects of a job are attractive for individuals pursuing a career in the engineering field.

While the information is in the process of being compiled and reviewed, the committee is encouraged by the potential of this information to help address issues around the attraction, recruitment and retention of engineers and engineering support positions.

The methodology used in this research and the findings of this study will be beneficial in addressing recruitment and retention challenges in other occupations and positions throughout the public service.



HR Strategy Summary

The directions outlined in the Human Resource Management Strategy provide guidance for future human resource program and service development.

It is important that employees are supported, respected and proud of their work. All employees are encouraged to continue to be innovative in bringing new ideas and new methods of service delivery forward.

The ongoing implementation of the Human Resource Management Strategy will enhance the development of human resource policies, programs, and practices to support employees in carrying out the important work of providing public service.

Further information on initiatives discussed in this document is available through the Public Service Secretariat and the Public Service Commission websites:

Public Service Secretariat

www.exec.gov.nl.ca/exec/pss/index.html

Public Service Commission

www.psc.gov.nl.ca/psc/

Many initiatives are currently under development and further updates will be provided as work progresses.

Comments, suggestions and questions can be emailed to:

PSSInfo@gov.nl.ca

SUMMARY

Exceptional People.



Exceptional Public Service.