

Excellence in Public Service Delivery

Creating Tomorrow's Public Service

May, 2009

**A Corporate Human Resource Management Strategy
For the Newfoundland and Labrador Core Public Service**



The Role of Public Service Employees

As professionals, public servants play a vital role in society. They are committed to the highest degrees of integrity. They are committed to deliver the best administration possible. They are committed to fair and transparent governance, to delivering high quality services, to a stewardship of government funds that will maximize cost-effectiveness and to accountability. Public servants are committed to the improvement of public policy-making and service delivery.

Government's Commitment

The Corporate Human Resource Management Strategy will outline Government's vision, goals, objectives and actions for the management of human resources. Government recognizes that organizational performance and the effective delivery of public services require a commitment to new human resource programming and to a work environment that is supportive of current and future employee efforts. This strategy enables a focused approach to HR management and demonstrates Government's commitment to building a strong public service.

Our Vision for the Newfoundland and Labrador Public

Public service employees, dedicated to service excellence, working in a supportive, respectful and innovative environment

Values

Pride

Building a sense of pride amongst employees as it relates to the meaning and value of their role in the organization.

Empowerment

Providing departments and employees with support to help them strategically focus work and achieve goals with confidence.

Accountability

Reporting on achieved results, whether successful or not, and managing human resources within the context of accountability.

Teamwork

Promoting a social environment based on collaboration, respect, trust and sharing.

Justice

Ensuring organizational procedures and outcomes abide by rules of equity, equality and need.

Overview of the Human Resource Management Strategy

The Corporate Human Resource Management Strategy (HRMS) has been developed with the intent of ensuring that the Government of Newfoundland and Labrador has available to it a public service that is engaged in, and focused on, the delivery of excellence in services and programs to the residents of this province. Aligning the work of the core public service with the strategic goals and objectives of the organization is the goal of the corporate HRMS and also a primary objective of Government. Government is committed to the strategic directions set forth in this document.

Organizational success largely depends on having employees available to the organization who have the right competencies to address current and future requirements. This strategy provides a framework that forecasts and manages external and internal challenges, and builds on organizational strengths and opportunities to set the direction for action in building a workforce that supports and contributes to organizational success.

Development of the corporate HRMS is driven by the changing demographics of the core public service, the province, and the country. Some of the major changes occurring include:

- > **Aging population and workforce;**
- > **Near zero birth rates;**
- > **Out-migration of skilled youth and workers;**
- > **Growing number of potential retirements in Government; and**
- > **Lack of younger workers to fill internal vacancies caused by retirements.**

This HRMS has been built on extensive research into best practices; a consultation process involving each department; a review of labour market conditions; identification of opportunities and challenges; and careful consideration of Government priorities and the future. As a result of this process, three key directions for the future have been identified. These are:

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

The HRMS identifies a number of goals and objectives under each of these key directions which will help us to become an employer of choice and to continue to build a strong public service.

Key Direction 1 Building Our Potential

Encouraging and supporting employees to reach their full potential is essential in the delivery of programs and services to the residents of this province. Government takes its stewardship of human resources and related financial resources seriously. It recognizes that an investment in its people and the effective management of its resources are essential to excellence in program and service delivery.

Objective 1: Knowledge Management Strategy developed based on input from departments.

Action: Develop a corporate knowledge management strategy.

Objective 2: Succession Management approaches in place in all departments.

Action: Develop and implement succession management strategies and tools.

Objective 3: Learning and development activities available throughout the core public service.

Actions:

1. Implement a corporate orientation program.
2. Develop an educational support program.
3. Develop and implement a capacity building framework, in conjunction with departments, for specific occupational groups including:

- a. Service delivery – front-desk and client-facing occupations
- b. Financial management
- c. Human resource management
- d. Policy development
- e. Information management

Objective 4: Provide supports to public service employees to enhance career options.

Action: Develop and implement a corporate job/career enrichment strategy.

Objective 5: Departmental managers are managing for results.

Actions:

1. Departments are actively engaged in performance enhancement / work planning.
2. Employee recognition is enhanced.
3. Managers are actively participating in the Resource Management Package.

What departments and employees can expect:

- > Increased focus on knowledge-sharing activities and supports
- > Focus on employee retention and succession management
- > Orientation program for new hires
- > Focus on learning and development for managers and employees
- > Educational support in traditional and non-traditional ways
- > Access to career planning and career development opportunities
- > Improvements in internal communication
- > Focus on performance enhancement
- > Focus on employee recognition

Key Direction 2 Strengthening Our Competitiveness

The provision of excellence in service and program delivery cannot be accomplished without having people available to the organization who are dedicated to quality public service. The organization must be competitive so that it is in a position to not only attract new talent to the organization but to retain the talent that we have.

Showcasing the work, the pride, and the dedication employees have with respect to excellence in public service delivery will strengthen the organization's competitiveness: it will keep employees; it will attract new employees; and once with the organization, employees will want to stay.

Goal 1: Support attraction and retention of talent.

Objective 1: In partnership with departments, increase the profile of the public service.

Actions:

1. Develop an employer brand for use in marketing the public service as a preferred employer.
2. Create a new job opportunities web site(s) to profile public service work, advertise jobs, and attract new talent.

Objective 2: With input from departments, explore the factors necessary for a competitive employment package.

Actions:

1. Analyze the current compensation package.
2. Conduct research on employee benefits.
3. Complete research on employee satisfaction indicators.
4. Complete research on employee attraction factors with potential employees.

Objective 3: New methods and processes with respect to recruitment are developed and operationalized, in conjunction with departments.

Actions:

1. Explore ways to decrease "time to fill".
2. Adopt new and proactive methods of talent acquisition for both urban and rural areas.
3. Ensure targeted recruitment for identified occupations.
4. Improve the general public's access to public service positions.
5. Explore a "Come Home/Repatriation" program.

Objective 4: Work with departments to improve partnerships with high schools and post-secondary institutions.

Actions:

1. Activate a student coordination bureau.
2. Increased focus on summer and part-time employment opportunities for individuals pursuing post-secondary studies in core occupations.
3. Coordinate an approach to the investment in student internships and work-term placements.
4. Conduct research into potential fellowship programs.
5. Consider a public service career exploration program for high school students.

What departments and employees can expect:

- > Improvements to job opportunities web site
- > Increased profile and marketing of Government as an employer of choice
- > Research on compensation and benefits alternatives
- > Exploration of new recruitment strategies and a focus on timely filling of job vacancies
- > Improved partnerships with high schools and post-secondary institutions

Key Direction 3 Renewing Our Workplace

Organizational performance and productivity are impacted by many attributes of the workplace. A strong provincial public service is flexible, innovative, knowledgeable and is focused on the provision of service excellence. In order to achieve this, it is necessary to ensure that the organization employs modern processes and practices and has developed a supportive culture. By engaging in workforce renewal activities, the organization will achieve a positive return on investment in terms of enhancing and accelerating the achievement of organizational goals.

Interesting and challenging work; supportive work environments; having leaders and managers that are respected and trusted; and working in an organization that values employee input, communication, and diversity are fundamental to workplace renewal efforts, to ensuring employee well-being and job satisfaction, and to creating long-term attachment to the organization.

Goal 1: Support work environments that promote long-term attachment to the organization

Objective 1: Develop a healthy workplace strategy, in partnership with departments.

Actions:

1. Develop and implement a healthy workplace strategy.
2. Identify and utilize workload analysis tools in departments.
3. Develop early intervention, active rehabilitation, effective claims management, and early and safe return-to-work initiatives to manage non-worked time.
4. Develop and consider recommendations to improve the physical and social environment.

Objective 2: Work with departments to enhance employee-employer relationships.

Actions:

1. Conduct employee surveys on job quality indicators at least annually, and use results to inform development of human resource strategies.
2. Expand and improve the internal communications strategy.

Objective 3: With departmental support, develop successful leadership capacity.

Action:

1. Continue to develop and implement leadership, management, and executive development initiatives.

Goal 2: Develop workplace infrastructures that support organizational initiatives

Objective 1: In conjunction with departments, support employment equity and workplace diversity.

Action: Develop employment equity plans and a workplace diversity strategy.

Objective 2: In partnership with departments, develop modernized workplace infrastructures.

Actions:

1. In partnership with departments, explore efforts to reduce red tape with respect to internal human resource programs and services.
2. With departmental input, continue to develop and implement new human resource policies aimed at meeting organizational needs.
3. With support from departments, develop and implement a human resource information system.

Objective 3: With departmental support, facilitate innovation.

Action:

1. With departmental support, research and design processes that support, enable, and facilitate innovation.

What departments and employees can expect:

- > Focus on improved organizational and employee health and well-being
- > Regular employee surveys
- > Focus on diversity and inclusiveness in the workplace
- > Enhancements in human resource policy development and availability
- > Improved human resource information available for planning and decision-making
- > Focus on innovation

Where to from here

Over the coming months, teams made up of human resource professionals, managers and employees will be working on many of the initiatives identified in this document. Regular updates will be provided on the implementation of this new Human Resource Management Strategy. A commitment has been made to provide quarterly updates to Treasury Board as implementation of the strategy continues, and we make this same commitment to you, as employees.

We wish to acknowledge the input and contributions of the many employees who participated in focus groups related to this strategy, who responded to the 2007 Work Environment Survey, or who sat on departmental workforce planning, labour-management, occupational health and safety or other workplace committees.

Employee surveys and focus groups will continue to be conducted on key issues. We encourage employees to remain engaged in these processes. If you have questions or ideas which may be of interest to you or other employees and which may improve the work environment for all of us, please feel free to make them known to your manager, your Strategic Human Resource Management unit or the Public Service Secretariat, through the Division of Human Resource Policy and Planning or the Division of Strategic Initiatives.

