



## **2006-2008 Business Plan**

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**Public Service Secretariat**



## **Message from the Minister**

I am pleased to present the business plan for the Public Service Secretariat. The plan identifies Government's strategic direction for human resource management and outlines the goals and objectives to be accomplished during the fiscal period covered by the plan. This plan was developed in consideration of the direction for strategic human resource management within Government. The strategic direction for the Public Service Secretariat is included in the attached Appendix.

The Public Service Secretariat is a category 2 entity and as such this business plan will report achievements at the output level. The key focus area outlined in this plan is strategic human resource management which is aimed at ensuring that Government's human resource programs and services are positioned to serve and support Government's stated priorities and will ultimately result in the delivery of exceptional programs and services to the public. Attention to maintaining a positive work environment, managing succession planning concerns, attracting and retaining staff, identifying issues related to workforce diversity and developing staff will be critical to ensuring that Government can effectively deliver its services and fulfil its role in the province. As Minister responsible for the Public Service Secretariat, I am accountable for the preparation of this plan and for the achievement of the goals and objectives in this plan.

**THOMAS W. MARSHALL, Q.C.**  
**Minister of Finance**  
**and President of Treasury Board**

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## **PLAN AT A GLANCE**

### **Vision**

The vision of the Public Service Secretariat is:

Exceptional people ..... exceptional public service

### **Mission**

By 2011, the Public Service Secretariat will have provided leadership in the development of a series of strategies aimed at creating and enhancing the human resource capacity to deliver exceptional programs and services.

### **Goal 1**

By March 31, 2008, the Public Service Secretariat has updated and expanded Government's human resource management strategy and has begun implementation.

### **Objectives**

1. By March 31, 2007, the Public Service Secretariat has completed a new round of strategic human resource planning leading to development of an expanded human resource strategy.
2. By March 31, 2008, the Public Service Secretariat has developed the expanded human resource strategy and begun implementation.

### **Goal 2**

By March 31, 2008, the Secretariat has completed reviews of select organizational structures.

### **Objectives**

1. By March 31, 2007, the Public Service Secretariat has established a division to conduct departmental organizational management and design reviews.
2. By March 31, 2008, the Public Service Secretariat has completed reviews of select organizational structures.

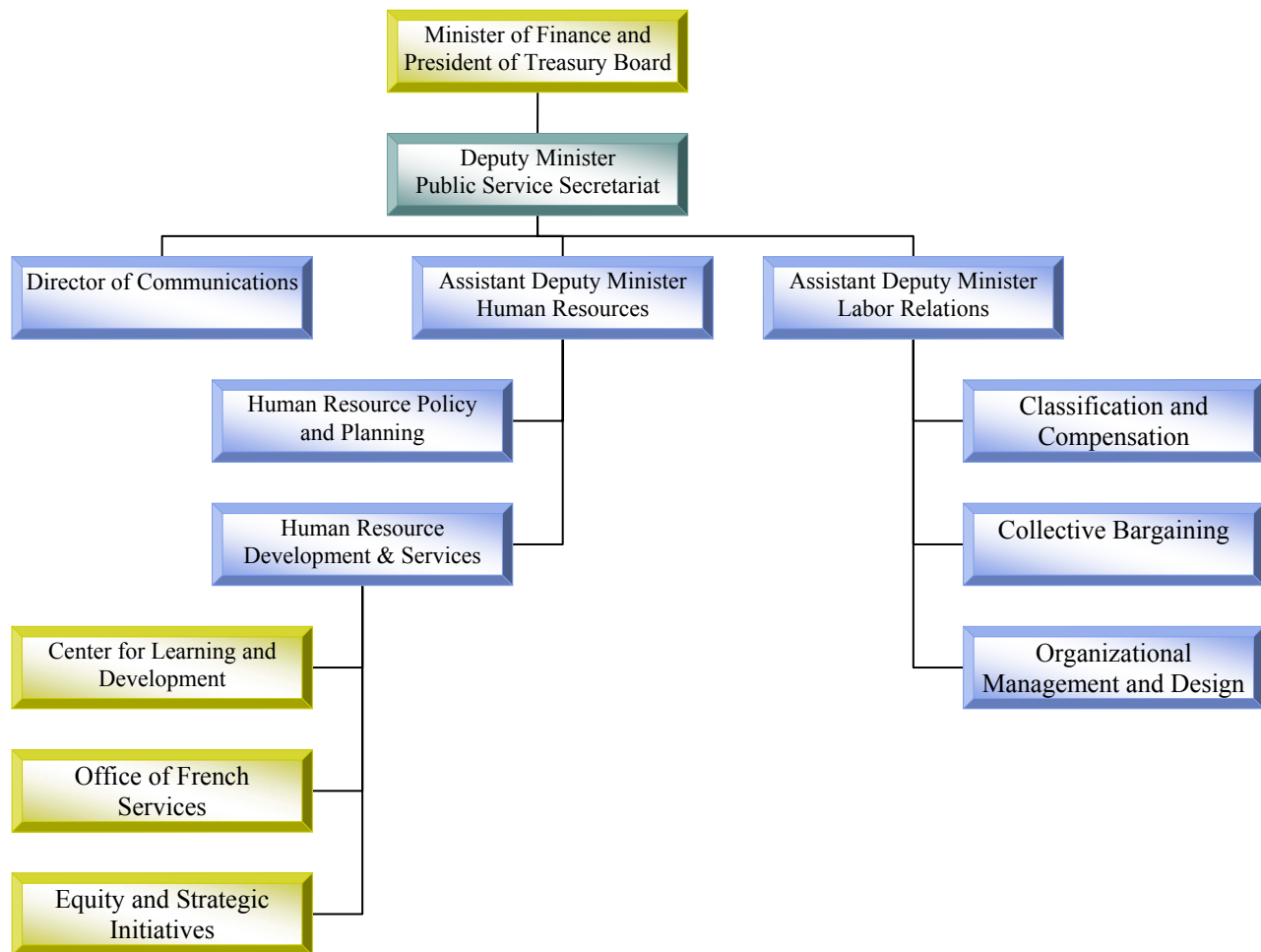
## DEPARTMENTAL OVERVIEW

The Treasury Board Committee of Cabinet is responsible for matters relating to the financial management of the province, administrative policy in the public service, and personnel management for the public service.

The Public Service Secretariat leads the development of initiatives and strives for continuous improvement in the area of strategic human resource management within Government.

The Secretariat currently has 50 employees, 29 females and 21 males. All employees are located in St. John's. The 2006-07 Budget Estimates project \$12,672,700 in gross expenditures and \$941,200 in revenues for the Secretariat.

### Public Service Secretariat Organizational Chart



## Mandate

The Public Service Secretariat's mandate is to focus on employees and their contribution to the delivery of Government programs and services. The Secretariat supports the Treasury Board in matters relating to human resource management. Responsibilities for the Treasury Board have primarily been conferred by Government through the *Financial Administration Act*, various pieces of labour legislation such as the *Public Service Collective Bargaining Act*, and the *Executive Council Act and Regulations*.

The *Financial Administration Act* specifically identifies the following human resource responsibilities for the Treasury Board:

- Determine personnel requirements and provide for the allocation and effective utilization of personnel;
- Provide for the classification of positions;
- Determine the pay to which employees are entitled for services rendered, the hours of work and leave of those persons and related matters;
- Establish standards of discipline in the public service and prescribe the penalties that may be applied for breaches of discipline; and
- Provide for other matters, including terms and conditions of employment, the Board considers necessary for effective personnel management.

Labour legislation, such as the *Public Service Collective Bargaining Act*, gives the President of Treasury Board responsibility for collective bargaining in most of the public service.

The *Executive Council Act and Regulations* provides authority to the Lieutenant-Governor in Council to create departments and Committees of Cabinet as well as appoint appropriate ministers and executives within departments. The Act also identifies some ministerial powers.

## Lines of Business

The Public Service Secretariat's lines of business reflect broad responsibility for strategic human resource management. In fulfilling this responsibility, the Secretariat plays two complementary roles across all its lines of business:

- effective *management* of its human resource policies, programs and services; and
- *leadership* in initiating and developing human resource practices and services that support the overall effectiveness of Government.

Communications also plays a key role across all lines of business within the Secretariat. It is a vital tool that supports achievement of the Secretariat's goals.

The Secretariat has seven lines of business:

*1. Human Resource Policy and Planning*

The Secretariat provides leadership, advice and consultation in the development and interpretation of human resource policy, government-wide human resource planning, disability management and human resource management information systems.

*2. Learning and Development*

The Secretariat provides learning and development opportunities to employees of the core public service (government departments and central agencies) based on the corporate planning and development priorities of Government as a whole.

*3. Employment Equity for Persons with Disabilities*

The Secretariat provides advice and consultation to Government, cultivates and promotes liaison between federal/provincial governments and community-based agencies and provides information to, and communicates with, stakeholders on employment equity issues for persons with disabilities.

*4. French Services*

The Secretariat works with government departments and agencies to support the planning and delivery of quality French-language services for the francophone community and to support initiatives aimed at contributing to its development. Services include the French Language Training Program for provincial public employees; coordination of translation and linguistic support services on behalf of departments, central agencies and other public entities; provision of liaison services to departments and francophone community organizations; advice to Government on French-language issues; dialogue and cooperation with other governments across the country; and, support and guidance to the Minister responsible for Francophone Affairs.

*5. Collective Bargaining / Employee Relations*

The Secretariat provides professional labour relations advice and services to establish and maintain a labour relations environment which facilitates the achievement of Government's objectives.

*6. Classification and Compensation*

The Secretariat provides professional job evaluation and salary management services with the aim of ensuring equitable and consistent compensation.

*7. Organizational Management and Design*

The Secretariat provides professional organizational management and design services to support effective and efficient organizational structures and business processes.

## Values

The public service exists to serve the public. The values below describe the fundamental principles that will guide our behaviours and decision-making processes in support of continuous improvement in the delivery of programs and excellence in the provision of public services.

Leadership and Innovation	The Secretariat takes action to continuously improve and advance programs and services.
Integrity	The Secretariat provides honest advice and information and strives to create an open and safe work environment.
Learning	The Secretariat supports continuous education and development for the benefit of individuals and the organization.
Respect for Diversity	The Secretariat respects the different values, beliefs, experiences and ideas of others.
Service Excellence	The Secretariat provides professional support to its clients in the delivery of programs and services.

In addition to the fundamental values noted above, it is envisioned that the Secretariat will place a focus on the following values to reflect the work that needs to be undertaken during the current planning cycle.

Flexibility	The Secretariat will be open to new ideas and perspectives and be creative and adaptable in the development of strategies and solutions.
Teamwork	The Secretariat will work collaboratively with its clients (departments, boards, agencies, etc.).

## Primary Clients and Stakeholders

The Secretariat recognizes that the work of Government employees will impact the provision of excellence in public service to the general public. Thus, in fulfilling its responsibility for strategic human resource management, the Public Service Secretariat's primary clients are:

- Cabinet and the Treasury Board Committee of Cabinet
- provincial government departments and their central agencies
- other public entities

In addition the Secretariat works, interacts and/or partners with public sector unions, employee associations, public sector organizations such as the Newfoundland and Labrador Health Boards



Association and the Newfoundland and Labrador School Boards Association and other governments.

## **Vision**

Exceptional people ..... exceptional public service

## **Mission Statement**

The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key longer-term result that the Minister and the Department will be working towards as they move forward on the strategic directions of Government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

## **Strategic Human Resource Management – Enhancing the Human Resource Capacity of Government**

The current public service environment is characterized by resource constraints, community demands for more and better services, and rapid technological changes impacting how work gets done. Overlaid on all these factors are expectations for high performance from individuals, programs and departments.

It is recognized that one of the keys to sustained high performance is the way people are managed. People management is an investment in organizational success — not just an overhead cost that must be accepted. Effective people management involves creating a positive work environment where employees are valued as individuals and managed and developed as organizational resources.

As the demographic profile of our province and the public service continues to age, the labour market for workers with highly valued skills will become more competitive, yet Government will have to manage its staff and compete for workers within its financial means. In consideration of these factors, the Public Service Secretariat leads a comprehensive human resource planning process.

Human Resource Planning is a complex, continuous and systematic process that defines present human resource needs and anticipates future requirements while considering Government's strategic, operational, information management and financial plans. It focuses on identifying strategic issues related to the demand for and supply of human resources and/or the management of people who work in the organization including the nature of the workplace environment. It leads to actions to address major human resource issues through strategies in the areas of attracting and retaining employees, succession management, learning and development, work–

life issues, joint problem solving, equity, diversity, work planning, employee relations and organizational management, design and development. It is a critical link to all other human resource management functions undertaken by an organization.

One of the key desired outcomes for human resource management in Government is to have the best people working in departments and serving the public in an environment where both the organization and the individual can succeed. This involves ensuring that people with the right knowledge, skills and attitudes are available, organized appropriately and managed effectively. In this way, Government tries to create and maintain an effective, productive and proactive organization staffed by motivated employees who can serve the public, help the organization achieve its goals and fulfil their own career aspirations.

Strategic human resource management is a key focus area of the Minister as the skills and activities of the people who comprise the public service need to be strategically aligned with Government's priorities. Achieving this requires the development of a human resource strategy aimed at ensuring that Government's human resource programs and services are positioned to serve and support Government's stated priorities and ultimately result in the delivery of exceptional programs and services to the public.

## **Mission**

By 2011, the Public Service Secretariat will have provided leadership in the development of a series of strategies aimed at creating and enhancing the human resource capacity of Government to deliver exceptional programs and services.

### **Measure:**

Provided leadership in the development of a series of strategies aimed at creating and enhancing the human resource capacity of Government to deliver exceptional programs and services

### **Indicators:**

Development and implementation of a corporate human resource strategy on a three-year planning cycle as evidenced by:

- Production of cyclical updates to the strategy
- Annual reporting of progress on strategic human resource objectives
- Consultation with stakeholders
- Appropriate research including best practices
- Development of a Human Resource Accountability Framework to support, coordinate and monitor progress

## STRATEGIC ISSUES

In consideration of Government's strategic directions and the mandate and financial resources of the Secretariat, the following areas have been identified as the key priorities of the Minister for the next two years. The goals identified for these issues reflect the results expected in the two year timeframe while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the Secretariat and the public in monitoring and evaluating success.

### **Issue 1: Strategic Alignment of Human Resource Capacity with Government's Service Delivery Needs**

In 2002-03, Government developed a corporate human resource strategy — *Creating Tomorrow's Public Service*. The strategy was intended to be the basis for three to five years of strategic action on human resource development issues. The initial human resource strategy largely concentrated on basic elements of human resource development such as learning and development, work planning, recruitment and succession.

Three years into implementation of *Creating Tomorrow's Public Service*, Government established the Public Service Secretariat and mandated it to focus on the people working in the public service and their contribution to the delivery of Government programs and services. This mandate requires the Secretariat to address the interplay between employees, the way that Government is structured and how it operationalizes programs and services. Government's human resource strategy is about recognizing the importance of attracting, optimizing, and retaining the best employees, creating a work environment where employees thrive, focusing on strategies aimed at becoming a preferred employer and creating tools that assess progress towards these goals. Working with departments and central agencies, the fundamental challenge is to ensure strategic alignment between Government's priorities and operating systems and the skills and activities of the people who comprise the organization. Doing this requires Government's human resource programs and services to be positioned to serve and support Government's stated priorities.

The Canadian economy is characterized by changes in information and communication technologies, demands for more and better services, and the emergence of workers who tend to be proactive, self-managing and team-oriented. This province is subject to the same trends. Overlaid on these factors are the public's expectations for high performance from individuals, programs and departments.

The keys to sustained high performance are to enhance the organization's effectiveness and efficiency while simultaneously building a work environment that encourages individuals to engage with the organization's purpose, goals and objectives. The result should be enhanced effectiveness across Government. To build overall strength and capacity in Government, the

Secretariat has to focus on the interplay between the organization and its employees. This requires attention to three areas which are all inter-related and have to be addressed together:

- Government's internal processes such as organizational design, business process redesign and ensuring meaningful work in a time of technological change;
- the availability and development of employees with the knowledge, skills and abilities Government will need into the future; and
- the culture of Government as evident in its management practices, internal communication practices, the quality of human relationships, and cooperation between groups.

Most elements of *Creating Tomorrow's Public Service* are now operational, and in 2006-07 the Secretariat will complete a new round of government-wide human resource planning aimed at identifying further issues requiring attention in the provision of service excellence. It is the Secretariat's intent to maintain the focus on issues identified in *Creating Tomorrow's Public Service* such as recruitment and retention, succession planning, internal communications, work planning and departmental and corporate learning priorities. A variety of strategies to address these issues, such as targeted recruitment, broad investment in employee development, the development of succession management guidelines, implementation of work planning pilots in several departments, the launch of a corporate intranet, and implementation of departmental internal communications mechanisms are already underway.

Accountability for strategic human resource management is primarily vested in the Public Service Secretariat in consultation with the Deputy Ministers' Committee on Human Resources. Additionally, beginning in 2005-06, departmental Deputy Ministers are responsible for completing an annual report on the department's achievement of various human resource management expectations created by the human resource strategy. The departmental accountability statements will be analyzed for presentation to the Treasury Board Committee of Cabinet as an overview of progress in strategically aligning and building Government's human resource capacity.

## **Goal 1**

By March 31, 2008, the Public Service Secretariat has updated and expanded Government's human resource management strategy and has begun implementation.

### **1. Measure:**

- Updated and expanded human resource strategy

### **Indicators:**

- Written corporate human resource plan completed and approved by the Minister
- Consultations with various stakeholders
- Survey results factored into plan development
- Communications plan developed and implemented

**2. Measure:**

- Strategy implementation has begun

**Indicators:**

- The Secretariat has developed and put in place mechanisms (guidelines, policies, frameworks) and resources to support implementation of the strategies
- Departments have reported progress on the implementation of strategies

**Objectives**

1. By March 31, 2007, the Public Service Secretariat has completed a new round of strategic human resource planning leading to development of an expanded human resource strategy.

**Measure:**

- Completed planning process

**Indicators:**

- Consultations with various stakeholders completed
- Research conducted
- Communications plan developed and implemented

2. By March 31, 2008, the Public Service Secretariat has developed the expanded human resource strategy and begun implementation.

**Issue 2: Achievement of business goals through effective and efficient organizational management and design**

Organizational management and design is focused on an organization's structure and work processes (communication, information and work flow) in order to design systems that encourage individual responsibility and decision making. The ultimate goal is to enhance the organization's ability to effectively and efficiently achieve its business goals.

Changes in information and communication technologies have changed how organizations are structured and managed. Some newer design elements include: de-layering of hierarchies, creation of team-based networks and multidisciplinary approaches, movement from an insular to a broad-based mindset, focus on alliances and partnerships, creation of interdependent units rather than independent activities and horizontal organizational structures that tend to be more flexible and responsive in service delivery. The impacts of good organizational design include faster response time, larger spans of control and a broader range of assignments and roles, which can in turn increase employee engagement and productivity.

Currently, resources assigned to organizational management and design are limited. However, Government acknowledges the value of this important work as a means of achieving its business goals and is therefore committed to moving forward in this area. As a result, a new division accountable for organizational management and design was approved to enable Government to capitalize on the broad design trends outlined above. The result should be improved effectiveness and efficiency across government. This division will also be integral in supporting a review of corporate services, including administrative and regional support systems.

## **Goal 2**

By March 31, 2008, the Secretariat has completed reviews of select organizational structures.

### **1. Measure:**

- Reviews have been completed

### **Indicators:**

- Select organizational management and design reviews, including business and work process assessments, are completed and recommendations are made

## **Objectives**

1. By March 31, 2007, the Secretariat has established a division to conduct departmental organizational management and design reviews.

### **Measure:**

- Protocols/processes have been established to conduct organizational management and design reviews

### **Indicators:**

- Division has been created
  - Resources have been assigned
  - Select organizational reviews have been initiated
    - Schedule to complete reviews has been developed
2. By March 31, 2008, the Secretariat has completed reviews of select organizational structures.

## APPENDIX

### STRATEGIC DIRECTIONS

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one Government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The strategic direction related to the Public Service Secretariat is noted below. This strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Secretariat. Some focus areas will have been addressed in this [business] plan while others are addressed in the operational and/or work planning processes.

**Title:** Strategic Human Resource Management in the Public Service

**Outcome Statement:**

The outcome is a public service workforce that continuously improves its service delivery.

Achievement of this outcome requires systematic intervention in the following area:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in:		
		The department's strategic plan	The department's operational plan	Branch / division work plans
Achieve further progress in the development and implementation of a comprehensive strategically focused plan aimed at developing and managing human resources in alignment with the priorities of Government.		✓		