

# **Public Service Secretariat**

## 2008-11 Business Plan

## Message from the Minister



The Public Service Secretariat is a Category 2 entity that provides leadership in the area of strategic human resource management. As the Minister of Finance and President of Treasury Board, I am pleased to present the business plan for the Public Service Secretariat, which was developed in consideration of government's priorities for strategic human resource management.

Over the next three years, the Public Service Secretariat will continue to follow the strategic directions outlined in this plan. Key priorities, based on significant emerging trends in the province and the workplace, include renewing the work environment and exploring how government will continue to attract, recruit and retain skilled employees. Addressing these major human resource issues today will support government in continuing to provide the people of Newfoundland and Labrador with essential services and programs.

As Minister of Finance and President of Treasury Board, I am accountable for the preparation of the Public Service Secretariat business plan and for the accomplishment of its goals and objectives. Many thanks to the employees of the Public Service Secretariat for their hard work, and I look forward to the future success of this organization.

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

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## **Executive Summary**

### **Vision**

Exceptional People – Exceptional Public Service.

### **Mission**

By 2011, the Public Service Secretariat will have supported the enhancement of the human resource capacity of the core public service to deliver exceptional programs and services.

### **Goal**

By March 31, 2011, the Public Service Secretariat will have supported the ongoing development and implementation of the Human Resource Management Strategy.

### **Objective 1**

By March 31, 2009, the PSS will focus its work on achieving progress in the development of strategies and/or programs to strengthen government's competitiveness in the labour market.

### **Objective 2**

By March 31, 2010, the PSS will focus its work on achieving progress in the development of strategies, guidelines and/or programs to help employees increase their capability and achieve their potential.

### **Objective 3**

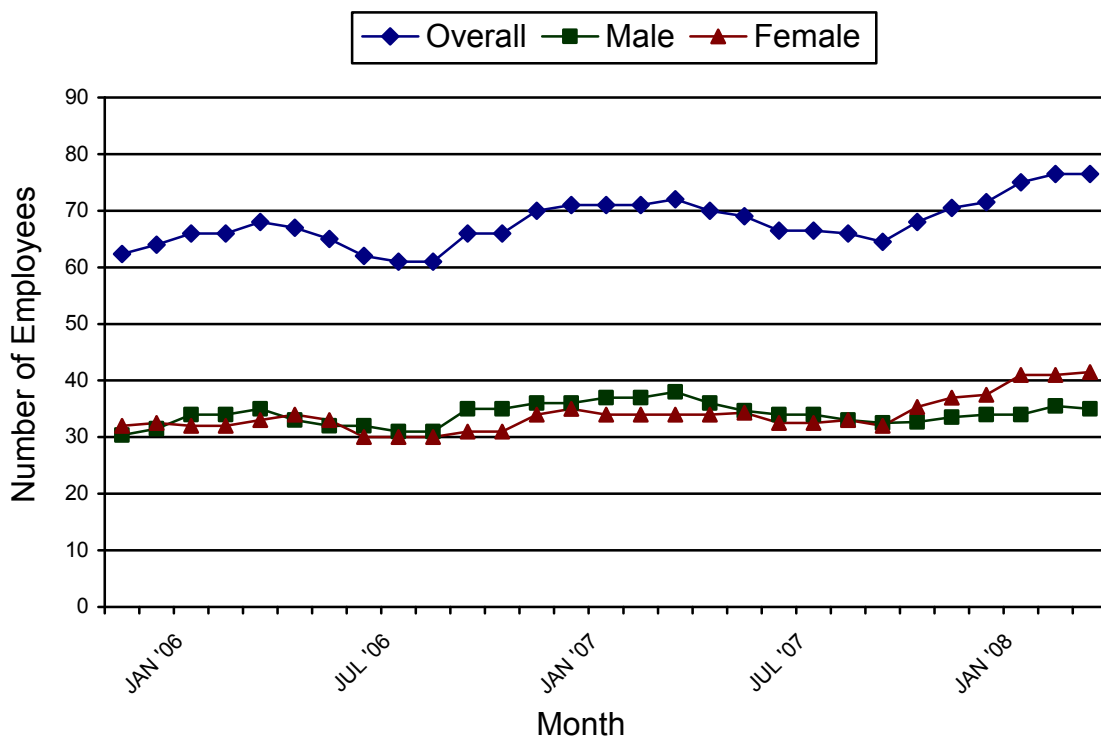
By March 31, 2011, the PSS will focus its work on achieving progress in the development of strategies, initiatives and/or reports that identify and recommend best practices for renewal of the workplace with the aim of improving worker retention.

## Overview of the Public Service Secretariat

### *Number of Employees*

See Figure 1. Since its establishment in fiscal year 2005-06, the Public Service Secretariat (PSS) had an average of 67.9 employees consisting of an average of 33.9 females and 34 males. In March 2008, the PSS workforce was 12.5% larger compared to March 2006.

**Figure 1. Number of Employees by Month – Overall and by Sex (November 2005 to March 2008)**



### *Physical Location of Divisions*

PSS offices are located in both blocks of the Confederation Building in St. John's.

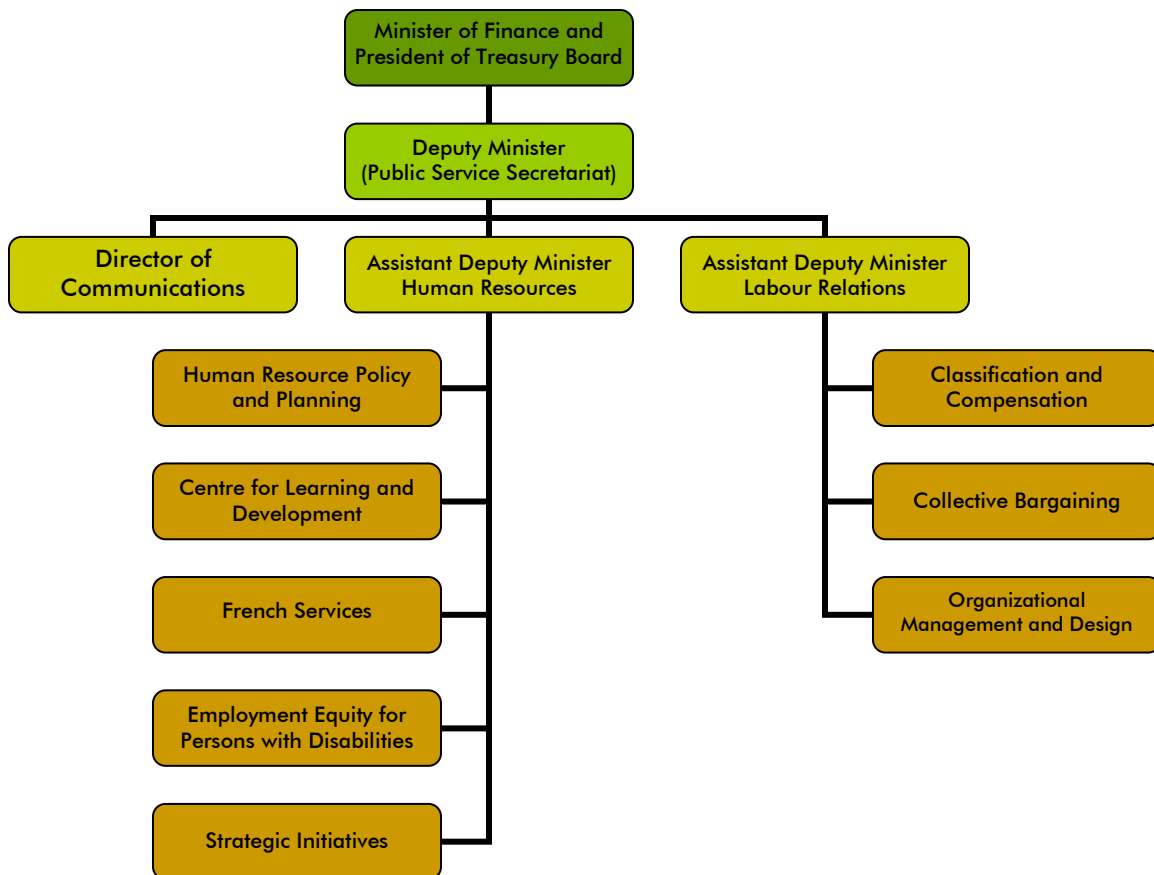
West Block – Office of Employment Equity for Persons with Disabilities; Office of French Services; Centre for Learning and Development.

East Block – Classification and Compensation Division; Collective Bargaining Division; Human Resource Policy and Planning Division; Organizational Management and Design Division; Strategic Initiatives Division.

### *Fiscal Resources*

The 2008-09 Budget Estimates project \$11,879,500 in gross expenditures and \$1,631,700 in revenues for the PSS.

## Public Service Secretariat Organizational Structure



### Mandate

The mandate of the PSS is to focus on employees and their contribution to the delivery of government programs and services. The PSS supports the Treasury Board (the Board) in matters relating to human resource (HR) management. Responsibilities for the Board have been conferred primarily 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 HR responsibilities for the 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 the public service.

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

## **Lines of Business**

Given the broad scope and nature of government's HR function, the PSS engages in multiple lines of business. Generally speaking, the PSS endeavours to provide:

- Effective management of specific HR policies, programs and services; and
- Leadership in the initiation and development of HR practices and services that support the overall effectiveness of government.

Specific lines of business include:

### ***1. Classification and Compensation***

The Classification and Compensation Division is responsible for job evaluation and salary management services in government departments, regional health authorities, education boards, select crown corporations and agencies. The Hay job evaluation system is used to establish a pay structure for management employees; bargaining unit and other non-management employees are evaluated using another system that is based on classes and grades for each unique job type. The Division also conducts research on a variety of compensation issues to establish fair, equitable and consistent compensation for all employees.

### ***2. Collective Bargaining***

The Collective Bargaining Division provides labour relations advice and services to public sector organizations with the goal of creating and maintaining a labour relations environment that balances the needs of employees with those of the organization. Specifically, the Division provides professional labour relations advice and services to the Treasury Board Committee of Cabinet, government departments, and public sector organizations; negotiates collective agreements and settlements; offers labour relations training for management; and formulates labour relations policy options and recommendations to the Treasury Board.

### ***3. Employment Equity for Persons with Disabilities***

The mandate of the Office of Employment Equity for Persons with Disabilities is to increase the representation of persons with disabilities in the public service. To attain this, the Office provides Newfoundland and Labrador residents with employment related services and programs, including the Opening Doors Program, Targeted Wage Subsidy Initiative, Student

Summer Employment Program, as well as access to its Enabling Resource Centre. The Office also provides information, advice and training to promote its mandate.

#### *4. French Services*

The Office of French Services supports the planning and delivery of quality French-language services by working with departments and agencies. Serving both the public service and Francophone community of Newfoundland and Labrador, the Office aims to build bilingual capacity in government to help increase the delivery of services in French. The Office offers a variety of programs and services to government departments and agencies, such as French language training, translation, linguistic support and community liaison. Furthermore, the Office of French Services is also the primary point of contact for the Francophone public and Francophone organizations on questions related to government programs and services.

#### *5. Human Resource Policy and Planning*

The Human Resource Policy and Planning Division supports government's capacity for strategic human resource management by providing leadership in HR policy, planning and research, as well as emphasizing the importance of disability management and HR information systems. Specifically, the Division develops, interprets and reviews government's HR policies and policy framework; leads strategic HR planning in the core public service; conducts surveys and other advanced organizational research; establishes requirements and strategies to develop an integrated HR management information system that will meet ongoing planning, management and research needs. Additionally, the Division is responsible for business planning and reporting for the Public Service Secretariat.

#### *6. Learning and Development*

The Centre for Learning and Development provides corporate-wide learning opportunities and consultative services to promote visionary leadership, responsible management and optimum performance. The Centre collaborates extensively with departments and agencies to develop and provide corporate learning, development and training opportunities to employees in the core public service. Specifically, the Centre is involved with executive development, leadership and management development, technology-based learning and development, performance enhancement, as well as strategic and consultative services.

#### *7. Organizational Management and Design*

The Organizational Management and Design Division evaluates organizational structures and operational processes to help streamline the delivery of existing programs and services to the public. Specifically, the Division works with government departments and selected agencies to review existing organizational structures and create new structures; review and refine operational processes and procedures; analyze workflow and align resources to best achieve the mandate, business goals and work plan of departments; analyze resource needs and restructure positions; lead government-wide reviews of position categories; reposition resources to maximize their effectiveness; manage internal organizational change associated with the restructuring and realigning of work processes; and ensure departmental initiatives remain aligned with the government's strategies. The Division also supports efforts related to workforce planning and change management.



## ***8. Strategic Initiatives***

The role of the Strategic Initiatives Division is to provide HR management advice and to support the Human Resource Management Strategy through the planning and development of programs and services related to functional areas of HR service delivery. Primary client groups include the Strategic HR Management units, deputy ministers, executives and managers in all government departments and central agencies.

## **Values**

### ***Integrity***

Providing an open, safe work environment where honest advice and information is provided.

Key behaviours:

- Provide the best advice and information at all times; and
- Be trustworthy, responsible, and reliable.

### ***Diversity***

Ensuring that employees demonstrate respect for the ways in which a person might differ from others.

Key behaviours:

- Recognize the importance of a highly skilled and diverse workforce;
- Value the different talents each employee brings to the work environment;
- Respect the characteristics that make individuals unique;
- Encourage and promote an inclusive workplace, free of harassment; and
- Be actively open to different suggestions and ideas.

### ***Accountability***

Employees are responsible for the conduct of their job, as well as effective work relationships with others in the workplace.

Key behaviours:

- Demonstrate responsibility for fiscal resources and human capital;
- Display responsibility to the public that is served; and
- Be respectful of co-workers and clients in order to maintain positive work relationships.

### ***Teamwork***

In order to have an organization that operates efficiently and effectively, employees are encouraged to share and discuss their expertise whenever possible.

Key behaviours:

- Provide opportunities for open input of ideas and suggestions, in an environment of mutual respect and trust;
- Seek out and accept feedback, suggestions, and advice from team members;
- Recognize and value the contribution of all team members; and
- Encourage and foster a spirit of openness, camaraderie, and fairness.

### *Learning and Development*

Supporting the life-long education of employees in order to fully develop the knowledge, skills and abilities they wish to pursue and can provide to the organization.

Key behaviours:

- Foster and encourage achievement of organizational and personal learning goals; and
- Actively participate in corporate training initiatives, and corporately-sponsored formal learning opportunities.

## **Primary Clients**

In fulfilling its responsibility for strategic HR management, the primary clients of the PSS include the following groups:

- Cabinet and its associated Treasury Board Committee of Cabinet;
- Provincial government departments and central agencies;
- Other public entities;
- Persons with disabilities interested in working in the core public service; and
- Provincial Francophone community.

Additionally, the PSS 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, as well as other jurisdictional governments.

## **Vision**

Exceptional People – Exceptional Public Service.

## **Mission Statement**

The mission statement of the Public Service Secretariat identifies the priority focus area of the Minister over the next three business planning years (2008 – 2011). It represents the key long-term result that the Minister and the Public Service Secretariat will be working towards as they move forward on the strategic directions of government. This statement also identifies the measures and indicators that will assist both the organization and the public in monitoring and evaluating success.

### *Strategic Human Resource Management*

Organizational success largely depends on having employees available to the organization who have the right competencies to address current and future requirements. Government's updated corporate Human Resource Management Strategy (HRMS) provides a framework that will help identify and manage external and internal challenges, as well as build upon organizational strengths and opportunities within the core public service. The HRMS will provide direction on

how government can best support and develop its workforce to maintain a high level of organizational success.

Development of the corporate HRMS is necessary to meet government priorities and is driven by the changing demographics of the core public service, the province, and the rest of Canada. Some of the major changes occurring include:

- Ageing population and workforce;
- Near zero birth rates;
- Out-migration of skilled youth and workers;
- Growing number of potential retirements in government; and
- Emerging recruitment and retention difficulties.

The projected demographic profile of the province suggests that the supply of available workers will continue to diminish over the coming years, which will emphasize the demand for skilled labour across the province. Turnover due to retirements is becoming an increasingly critical organizational issue. In less than five years, approximately 1 out of every 5 employees will be either retired or eligible for retirement. Over a decade from now, nearly half of the workforce may be retired. As a result, government must face the challenges presented by an increasingly competitive and globalized labour market. These challenges will likely include unique and significant attraction and retention issues, some of which are being experienced by government today. These demographic issues are not unique to Newfoundland and Labrador.

In order to address these issues, government must stay informed about current research in organizational behaviour, management practices, learning and development, equity and other HR areas. The HRMS will provide direction on how to address identified challenges and opportunities, as well as outline government's goals and objectives for strategic HR management over the next three years.

Committing to improved organizational performance and service delivery will require an expansion of current HR programming and the development of a supportive work environment for employees.

### *Mission*

By 2011, the Public Service Secretariat will have supported the enhancement of the human resource capacity of the core public service to deliver exceptional programs and services.

### *Measure*

1. Support is provided to enhance the human resource capacity of the core public service.

### *Indicators*

1. Leadership is provided for the continued development of the corporate HRMS through the following actions:

- Corporate Human Resource Management Strategy is continuously updated and developed;
  - HR issues are identified and prioritized;
  - Stakeholders are consulted;
  - HR Strategy development involves the identification of achievable goals and objectives, as well as relevant best practices;
  - Research-based evidence supports HR planning and policy development; and
  - Existing HR policies are reviewed and recommendations are made.
2. Leadership is provided for the implementation of the corporate HRMS through the following actions:
- Partnerships with departments and other government entities are initiated;
  - A communication plan is developed and implemented as needed;
  - Progress in the area of strategic HR management is monitored; and
  - Organizational performance is monitored.

## **Business Issue**

In consideration of government's strategic directions and the mandate of the PSS, the following issue has been identified as the key priority of the Minister for the next three years. The goal identified for this issue reflects the expected results over the next three years and the objectives provide an annual focus. To assist the PSS and general public in monitoring the progress of this business plan, measures and indicators are provided for the goal and the objective for 2008-09.

The following business issue reflects the general directions for the strategic management of HR, which will continue the work that was started in 2002-03 with government's first HRMS entitled *Creating Tomorrow's Public Service*. The PSS will strive to ensure that departments and central agencies are equipped with appropriate and effective tools that will help them align their human resources with stated priorities, goals and objectives.

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

*Creating Tomorrow's Public Service* was focused on developing the fundamental capacity for strategic HR management in the core public service. Priority areas included strategic recruitment, retention and development of employees, as well as improvements to the work environment. To support these priorities, the PSS provided leadership in the development of a series of strategies aimed at creating and enhancing the HR capacity of government. The resulting work of the PSS, in collaboration with its partners and stakeholders, has led to a number of accomplishments in the area of HR for government, which include the following:

- Departmental HR accountability framework;
- Succession management and learning plan guidelines;
- Competency frameworks for certain occupations;
- Resource Management Training Package:
- Executive Development Strategy;
- On-line availability of HR policies;

- Partnership with the Office of the Chief Information Officer in the initiation of an HR Management Information System Project / Human Capital Management Project; and
- Establishment of new video conference facility.

The new HRMS for 2008-11, which will continue the work set out by *Creating Tomorrow's Public Service*, has been developed by the PSS based on extensive research into best practices; departmental consultations; a review of labour market conditions; an examination of opportunities and challenges; and careful consideration of government priorities for the future. As a result of this development process, three key directions for the new HRMS have been identified as follows:

1. Building Potential
2. Strengthening Competitiveness
3. Renewing the Workplace

### *Building Potential*

Government is characterized by employees that have strong co-worker relationships, high commitment to work, and an impressive array of knowledge, skills and abilities. It is vital that the PSS help departments and central agencies build upon these strengths.

Organizations that encourage and support employees to reach their full potential in the workplace can help individuals meet their life-long learning needs. This can positively impact organizational productivity and service delivery.

The PSS will support departments and central agencies to develop employee potential through the creation of corporate knowledge management and job/career enrichment strategies, succession management approaches, learning and development opportunities, and other tools that will help employees enhance their career options.

### *Strengthening Competitiveness*

In light of potential worker shortages and impending retirements, government must regain leverage in an increasingly competitive labour market. The competition for skilled workers has become one of the most immediate threats to organizational performance and the ability to meet public needs. Developing an approach to overcome these issues requires a clear understanding of factors that influence the career decisions made by potential and existing employees. The challenges of today's labour market highlights that strengthening competitiveness will require development of strategies such as:

- Increasing the profile of the public service;
- Developing an employer brand;
- Creating new ways to advertise jobs;
- Reviewing compensation issues;
- Conducting research on employee satisfaction factors;
- Considering strategies to increase summer and part-time employment opportunities for individuals pursuing post-secondary studies in core occupations;
- Investing in student internships and work-term placements;

- Conducting research into potential fellowship programs; and
- Exploring the implementation of a public service career program for high school students.

### *Renewing the Workplace*

Supporting the needs of employees will result in a workforce that is focused on the provision of service excellence and a stronger public service for the province. It is necessary to ensure that departments and central agencies integrate modern and relevant HR best practices as one way to develop a supportive workplace. Corporate workplace renewal activities will help government invest in the development of an organization that can continue to achieve its goals and objectives.

Clearly, there is a need to understand the work environment and how employees interact within it through the course of doing their job. The benefit to departments and central agencies is that, by understanding what factors of the work environment matter the most in their organization, they will be able to manage retention issues using informed decision-making.

Renewing the workplace will involve the development of organizational health and diversity strategies, conducting regular employee surveys and using research results to inform the development of human resource strategies and leadership capacity.

### *Summary*

These priorities of the HRMS are important to government's role in supporting the overall economic and social wellbeing of Newfoundland and Labrador. In order to fulfill its role to serve the public interest, government must integrate its HR planning with ongoing HR strategies and financial planning.

The corporate HRMS provides a framework in which government can ensure that HR planning efforts are responsive to demographic trends, changes in the labour market, new insights from research, current organizational trends and best practices in HR management.

Addressing critical HR issues is a responsibility for all departments and central agencies. The role of the PSS is to provide leadership and support to stakeholders such as Strategic HR Management units, departmental managers and executives. An accountability framework to monitor the progress of the HRMS has been developed.

The HRMS is the result of a planning process that identified changes necessary to meet the needs of our workforce, and ultimately, positively impact program and service delivery to the residents of this province.

### **Goal**

By March 31, 2011, the Public Service Secretariat will have supported the ongoing development and implementation of the Human Resource Management Strategy.

### *Measure 1*

- Lead the ongoing development of the Human Resource Management Strategy.

#### *Indicators*

- Areas for human resource strategy, guideline and/or program development are identified.
- Stakeholders are consulted to support development.
- Human resource strategies, guidelines and/or programs are operationally defined.
- Human resource strategies, guidelines and/or programs are developed and designed to support the ongoing development of the Human Resource Management Strategy.

### *Measure 2*

- Implementation of the Human Resource Management Strategy is supported.

#### *Indicators*

- The Secretariat has developed and put in place mechanisms (i.e., guidelines, policies, frameworks) to support implementation of human resource strategies.
- Stakeholders are consulted.
- Communication plans are developed and implemented as needed.

## **Objective 1**

By March 31, 2009, the PSS will focus its work on achieving progress in the development of strategies and/or programs to strengthen government's competitiveness in the labour market.

### *Measure 1*

- Strategies and programs to strengthen government's competitiveness in the labour market are developed.

#### *Indicators*

- Areas for human resource strategy, guideline and/or program development are identified.
- Stakeholders are consulted.
- Human resource strategies, guidelines and/or programs are operationally defined.
- Human resource strategies, guidelines and/or programs are developed and designed to be monitored and evaluated.
- Action plans are developed.

## **Objective 2**

By March 31, 2010, the PSS will focus its work on achieving progress in the development of strategies, guidelines and/or programs to help employees increase their capability and achieve their potential.

## **Objective 3**

By March 31, 2011, the PSS will focus its work on achieving progress in the development of strategies, initiatives and/or reports that identify and recommend best practices for renewal of the workplace with the aim of improving worker retention.

## Strategic Direction

Strategic directions are the articulation of desired physical, social and/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 direction related to the Public Service Secretariat is provided below. This strategic direction is comprised of a component or focus area. This focus area will be addressed through the various planning processes of the PSS.

### *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:

Component of strategic direction	Applicable to other entities reporting to the President of Treasury Board	This direction is addressed in the following plans:		
		Business	Operational	Work
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.		✓		