

Public Service Secretariat  
Business Plan  
2011-12 to 2013-14

June 2011



## Message from the Minister

As the Minister of Finance and President of Treasury Board, and in accordance with Government's commitment to accountability, I am pleased to present the 2011-2014 Business Plan of the Public Service Secretariat. This Plan was prepared under my direction, and as such, I am accountable for its preparation and for the achievement of the goals and objectives set out therein. As the Secretariat is a category 2 entity, under the Transparency and Accountability Act, I will be reporting our achievements at the output level.

In preparing this plan, the strategic directions of Government have been considered. This plan will focus on the broad mandate of the Secretariat to provide effective leadership and support to other Government entities for the strategic management of human resources within the core public service.

Over the next three years, the Public Service Secretariat will be addressing two strategic issues: Effective, Informed Human Resource Management; and Excellence in the Delivery of Quality Programs and Services, with the aim of developing strategies, programs and other supports that enhance Government's ability to deliver essential programs and services to the people of Newfoundland and Labrador.

I extend thanks to the employees of the Public Service Secretariat for their dedication, innovation and perseverance over the last three years, and look forward to their continued success advancing supportive strategic human resource management within Government.



THOMAS W. MARSHALL, Q.C.

Minister of Finance and President of Treasury Board





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## Introduction

In accordance with the Transparency and Accountability Act (2004), the business plan for the Public Service Secretariat (PSS) identifies the key priorities for the work of the Secretariat for the next three years. This plan addresses two important issues for managing the core public service for the future: Effective, Informed HR Management - provision of accurate, relevant and timely human resource information to support government decision-making; and Excellence in the Delivery of Quality Programs and Public Services - supporting the development of our workforce to ensure excellence in the provision of Newfoundland and Labrador's public services.

Placed within the context of changing population demographics, new opportunities and emerging demands, and the desire to continually adapt, improve and modernize public services across the province, implementation of effective human resource management practices within government is critical.

Over the next three years the PSS is committed to building on the goal of the last business plan - creating and implementing a comprehensive and coordinated Human Resource Management Strategy for strengthening the public service – by continuing initiatives to increase internal capacity, strengthening our competitiveness as an employer, and continuing to build healthy, dynamic and innovative work environments.

## Plan at Glance

### Vision

Exceptional People - Exceptional Public Service

### Mission

By March 31, 2017, 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.

### Goals

Goal 1: By March 31, 2014, the Public Service Secretariat will have supported government's human resource management function by enhancing its ability to provide consistent, relevant and timely information to managers and employees.

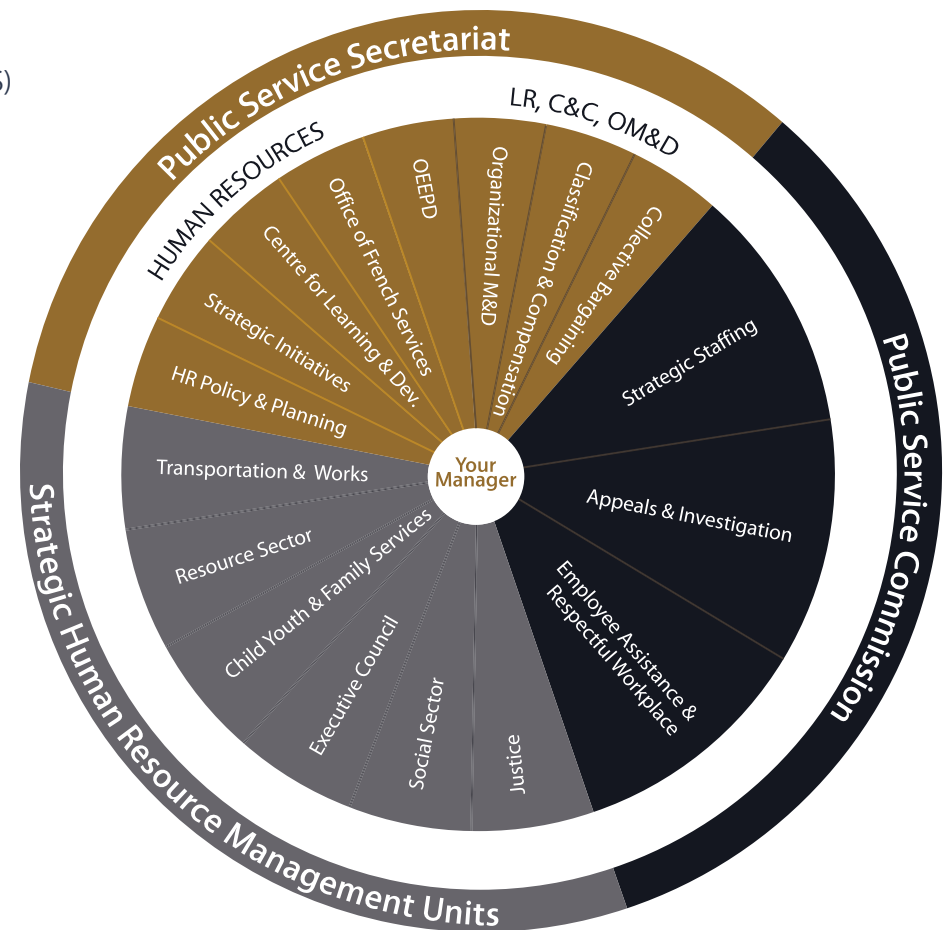
Goal 2: By March 31, 2014, the Public Service Secretariat will have supported the development of the workforce to deliver quality programs and services.

## Overview of the Public Service Secretariat

Human resource management in the Government of Newfoundland and Labrador involves four key partners (see diagram at right) including:

- Strategic Human Resource Management Units
- Public Service Commission
- Public Service Secretariat
- Departmental Managers

Within this partnership, the Public Service Secretariat (PSS) represents the employer, and is responsible for setting the conditions of employment for all core public service employees. The PSS also carries responsibility for: supporting Treasury Board, a committee of Cabinet responsible for the day to day management and administration (including human resource management) of the public service; developing and interpreting HR policies; negotiating with unions on behalf of Government; and defining HR management procedures and practices.





## Our Clients

In fulfilling its responsibility for human resource management, the PSS responds to the needs of the following client groups:

- Cabinet and its associated Treasury Board Committee;
- Executive, managers, and staff of provincial government departments and central agencies;
- Other public entities; and General public.

Additionally, 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 as well as other jurisdictional governments.

## Budget and Staffing

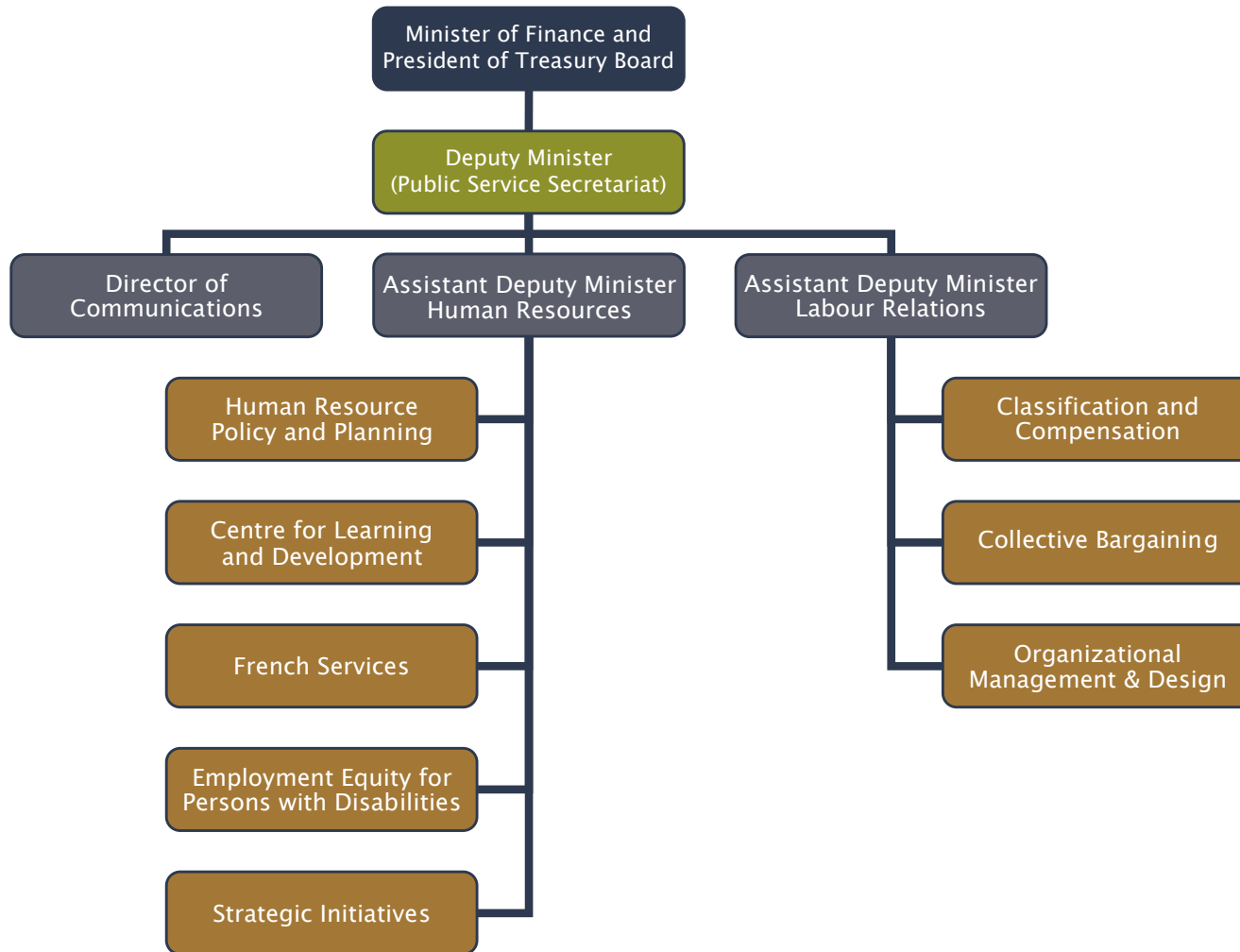
The Secretariat operates with an annual budget of \$12.89 million (2010-11 Estimates), and a staff of approximately 70, distributed between two branches: Human Resources Branch; and the Labour Relations, Classification and Organizational Management and Design Branch. A majority of staff are located in St. John's, with two positions located in Labrador and the West Coast of the Island.

The offices of the PSS are located mainly in the East and West Blocks of the Confederation Building, St. John's. Two PSS divisions have regional staff, located as follows:

- Centre for Learning and Development, Corner Brook
- Human Resource Policy and Planning Division, Happy Valley- Goose Bay

<sup>1</sup>The number of PSS staff includes permanent and temporary positions and does not include employees hired through the "Opening Doors" program except for those working directly for the PSS.

## Organizational Chart



## Mandate & Legislative Authority

The Public Service Secretariat (PSS) provides leadership and support in the development and management of human resource policies, programs and services that support the overall effectiveness of Government. This is accomplished through the following areas:

- Human resource policy, planning, information management and program delivery;
- Employee relations management;
- Implementation and monitoring of Government's Human Resource Management Strategy;
- Human resource issues addressed by the Treasury Board Committee of Cabinet.

Responsibilities for the Treasury Board Committee of Cabinet ("the Board") are derived from the Financial Administration Act, the Public Service Collective Bargaining Act and the Executive Council Act and Regulations.

The Financial Administration Act specifically identifies human resource ("HR") responsibilities of the Board, as follows:

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

The Public Service Collective Bargaining Act gives the President of Treasury Board responsibility for collective bargaining, and the Executive Council Act and Regulations provide the Lieutenant-Governor in Council with the authority to create departments and Committees of Cabinet, and to appoint appropriate ministers.

## Lines of Business

The Public Service Secretariat is a professional human resource management organization within Government dedicated to providing excellent services and supports for employees, managers, and the Treasury Board Committee of Cabinet.

The Secretariat carries out its HR management mandate through three lines of business:

- Leadership in Human Resources;
- Direction and support to government departments and central agencies;
- Professional guidance and advice to the employer.

In addition to these main lines of business, the PSS has special responsibility for coordinating Government support for the development of the province's Francophone community. This is accomplished through the Office of French Services under the direction of the Minister Responsible for Francophone Affairs.

### **Leadership in Human Resources**

The PSS demonstrates leadership of the human resource management function by supporting employees and their managers to achieve excellence in the delivery of public sector programs and services. This includes:

- Providing leadership and direction in HR planning, programming, and information services to enable departments to better manage their human resources;
- Conducting research with an aim to continually improving and advancing the public service of the province;
- Designing innovative solutions for emerging public sector human resource issues;
- Developing and implementing effective human resource policies, programs, supports and services across the core public service;
- Encouraging practices in support of workplace renewal in areas such as workplace diversity, healthy workplace practices and occupational health and safety programming; and
- Providing Government-wide programs and services to enhance the diversity of the public service workforce.

## **Direction & Support to Government Departments and Central Agencies**

Departments and central agencies are equal partners in the human resource management function. The PSS directly supports managers in carrying out their HR responsibilities by:

- Providing effective leadership and coordination in the area of organizational learning and development activities, including sessions to support continued development of the manager's role;
- Supporting departmental managers in the application of policy and collective agreement rights and procedures, including grievance and arbitration resolutions;
- Evaluating and assessing human resource requirements and recommending appropriate organizational structures and efficiencies for government departments and entities;
- Developing and managing professional job evaluation and salary management services to ensure fair, equitable and consistent compensation in the public sector; and
- Building the capacity of Government departments and central agencies to provide effective French language services to stakeholders and client groups.

## **Professional Advice & Guidance to the Employer**

The PSS provides an extensive array of supports to the Treasury Board Committee of Cabinet, including the following:

- Establishing employment standards which the Treasury Board considers necessary for effective HR management, including terms and conditions of employment;
- Providing advice, analysis, policy options and recommendations for the Treasury Board and government departments/central agencies;
- Conducting research to inform the development and implementation of Government-wide HR and compensation policy, planning and programming initiatives;
- Designing and monitoring Government's HR Management Strategy for the continued development of all public sector employees; and
- Representing the employer in collective bargaining, grievance and arbitration resolutions.

## Values and Service Commitments

Values are a symbol of the principles that guide the actions of the Public Service Secretariat as well as the foundation of who the Secretariat is as an organization. The Secretariat strives to provide a supportive and respectful work environment that fosters a culture characterized by the behaviours that symbolize its values, as described by its employees. These values are then equally applied to the services provided to the clients it serves.

**INTEGRITY** is the foundation for a comprehensive and transparent approach to working in a manner that is honest, objective and fair.

- We demonstrate integrity in relationships with others, in the quality of the work we do and the advice we provide to our clients.
- We provide advice and consultation that is of high standard and can be trusted and validated.
- We take ownership for our work, and accept accountability for our results

**DIVERSITY** is the respect and value for the uniqueness and dignity of each individual.

- We keep an open mind and allow others the freedom to do things differently by encouraging creativity and innovation in new ideas, approaches, programs, policies and services.
- We recognize, seek, welcome and listen to the perspectives and ideas of others and communicate openly and honestly up, down, and across the organization.
- We treat people the way we want to be treated and we will treat them equitably even if it means treating them differently.

**SERVICE EXCELLENCE** involves listening to, understanding and fulfilling the needs of our clients in a balanced, effective and consistent manner.

- We acknowledge, listen, help and follow through on our commitments, services and interactions.
- We are accessible and provide seamless service, and consistently seek innovative, efficient and effective ways to deliver services that meet our clients needs in a timely manner
- We collaborate with partners to ensure provision of the best advice.
- We monitor the environment for changing needs, new options and emerging opportunities.

## Vision and Mission

A high performing public service is essential to the operations of Government and the delivery of effective programs and services to the people of Newfoundland and Labrador. This requires that employees at all levels of the organization have the information, skills, tools and supports they need to inform and make decisions; and that management practices evolve to meet the changing dynamics within the workplace, the workforce, and society at large.

During implementation of this plan, the Public Service Secretariat will focus on assisting public sector employees deliver a high performance culture with the outcome of exceptional and timely service provision to the citizens of Newfoundland and Labrador. By doing so, the Secretariat will help achieve an important direction of government: the strategic management and development of the human resources of the core public service.

### **Vision**

Exceptional People – Exceptional Public Service

### **Mission**

By March 31, 2017, 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.



**Performance Measure**

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

**Indicators**

- Strategies to support service excellence are developed and implemented across the core public service.
- Initiatives to build leadership capacity within the public service are developed or enhanced.
- Learning activities, tools and resources are developed to support employees at all levels of the organization.
- Management practices are enhanced through ongoing revision, training and sharing of best practices and process improvements.
- Communication is enhanced to support information-sharing and exchange between public sector managers and government's human resource community.
- The integrity and accessibility of HR management information is enhanced by supporting an integrated Human Resource Management System and improved information collection and management practices.
- Human Resource policies and programs are revised, developed and communicated.

## Business Issues, Goals and Objectives

In order for the Public Service Secretariat (PSS) to provide human resource leadership and support to Government departments and central agencies, it is essential to monitor emerging trends, issues and demographics that are impacting the delivery of public services to the people of the province, and challenging government as an employer. Preparing for change and supporting service excellence – what services, how they will need to be delivered, and the types of strategies that will be needed to attract and retain skilled employees to deliver these services – will be the focus for the duration of this planning cycle.

### Current Trends & Influences

Key demographic changes influencing this plan include:

- The population of the province is naturally shrinking and aging
- The provincial labour market is tightening, particularly for high demand occupations.
- Employers are competing amongst each other for a smaller labour pool and also facing competition from recruiters from other parts of North America.
- In recent years, the province has been experiencing a greater balance in rates of out- and in-migration of skilled youth and workers – while some are still leaving the province, others are arriving or returning.

Considering Government's own employee demographics, some positive trends are emerging. For example, the average age of the core public service workforce has remained relatively unchanged, at about 44 years of age, since 2004. This may be due to the growth in the number of younger employees entering the public service that is offsetting the aging of the rest of the workforce. Between 2004 and 2010, the number of public sector employees under 35 years of age grew by 56%, while the 55+ age group grew by 39%. Retirement rates have not increased as projected even though an increasing proportion of the workforce has reached retirement eligibility, suggesting many of our most experienced are choosing to remain in the workforce.

This mix of seasoned employees working with new employees is a positive development, one that is helping to foster a culture of health and safety, diversity, innovation, learning, and partnership within the public service.

To continue to encourage and promote this culture, the Secretariat will play a leadership role in the development and implementation of the information and supports that ensure success at all levels of the organization – the individual employee, the department and central agency, and Government.

**Creating Tomorrow's Public Service**, Government's Human Resource Management Strategy, provides the framework for departments and agencies to forecast and manage their workforce, while continuing to make strides toward their vision of service excellence for the citizens of this province. Building on the successes of the HRMS and expanding on the preliminary work of the priority areas identified in the 2010 Report on the Public Service: Newfoundland and Labrador, the Secretariat has initiated activities for the initial year of its 2011-2014 Business Plan, and has identified two priorities for the 2011-2014 business cycle – Effective, Informed Human Resource Management, and Service Excellence in the Delivery of Quality Programs and Public Services.

These issues are briefly described in the following sections. The goals identified for each issue reflect the expected results for the next three years (2011 to 2014), while the objectives provide an annual focus.

## Issue 1: Effective, Informed Human Resource Management

As per the strategic direction of Government access to accurate, relevant and timely information is essential to support Government decision-making for effective, strategic, HR management. From a human resources perspective, information may refer to data about the organization (e.g. employee- or position-based information), or the activities or outputs of HR programs and services (e.g. policies, processes, employee and manager handbooks) that have the potential to shape, either directly or indirectly, delivery of services to the public.

Emerging trends and demographics continue to influence the evolution of HR management initiatives. As such, the availability of comprehensive and consistent information has become critical for effective workforce planning to address change, especially in the areas of succession management and the attraction and retention of employees. Such information also informs core management functions including productivity, performance, attendance management, and health and safety.

The Public Service Secretariat (PSS) plays a key role in ensuring that the best possible human resource information is available to support the decision-making processes of Treasury Board and departments, and ultimately, the delivery of high quality programs and services to the public. Over the current planning cycle emphasis will be placed on supporting the use by departments, of information resources for effective management of internal talent and knowledge, career growth and development, and innovation in organizational management.

To accomplish this, the Secretariat will be researching and developing strategies, programs, tools and other supports to strengthen linkages of people to required information, especially as it relates to the identification, location, and accessibility of key HR information and how it is shared, used and communicated within Government's HR community. The Secretariat will also be a major contributor to the design and initial implementation of a new integrated Human Resource

Management System for Government. Emphasis will be placed during 2011-12 on reviewing and updating priority PSS information resources for distribution to Departments. Work on improving access to existing resources, including supporting departments to use the HR information effectively is the focus for 2012-13.

**Goal: By March 31, 2014, the Public Service Secretariat will have supported government's human resource management function by enhancing its ability to provide consistent, relevant and timely information to managers and employees.**

**Measure:**

Access to consistent, relevant and timely human resources information is enhanced.

**Indicators:**

- Priority HR information resources have been updated and communicated.
- Strategies, programs or tools have been identified, developed and communicated to support human resource information provision, utilization and exchange.
- Access to, and use of, human resource planning information and tools has been supported.
- Development of the Human Resource Management System has been supported.

**Our 2011-12 Objective**

By March 31, 2012, the Public Service Secretariat will have initiated activities to update priority HR information resources.

**Measure:**

Activities to update priority HR information resources are initiated.

**Indicators:**

- PSS HR information resources have been identified.
- Priority PSS HR information resources have been reviewed.
- Updates to priority PSS HR information resources have been initiated.

**Objective 2012-13**

By March 31, 2013, the Public Service Secretariat will have supported departmental access to and use of human resource information.

**Objective 2013-14**

By March 31, 2014, the Public Service Secretariat will have supported development of the new Human Resource Management System (HRMS).

## Issue 2: Excellence in the Delivery of Quality Programs and Public Services

Excellence in service and program delivery, a key strategic direction of Government, cannot be accomplished without employees with the talent, skills, and engagement to follow through on what is required to achieve this ultimate goal. Service excellence also requires a work environment that supports the growth, development and well-being of the employees who are involved in delivering, or supporting the delivery of, programs and services to the public.

Significant work has already been accomplished as part of Creating Tomorrow's Public Service, Government's Human Resource Management Strategy. Designed to promote success at all levels of the organization, the Strategy provides the framework for departments and agencies to forecast and manage their workforce, while continuing to make strides toward a vision of service excellence for the citizens of this province. Creating Tomorrow's Public Service also constitutes Government's current strategic direction for the development and management of the human resources of the core public service.

Over the next three years the Public Service Secretariat will continue to build on the foundations established by the HR Management Strategy with respect to efforts to increase internal capacity, strengthen competitiveness as an employer, and maintain healthy, dynamic and innovative work environments. Emphasis is also being placed on a coordinated approach to workforce development, with a particular focus on:

- fostering a work environment that promotes employee development and well-being,
- providing leadership and support to the development and management of governments' human resources – staff and management employees, and
- developing and implementing human resource policies, programs and services that support the overall effectiveness of the public service.

**Goal: By March 31, 2014, the Public Service Secretariat will have supported the development of the workforce to deliver quality programs and services.**

In accordance with the Transparency and Accountability Act (2004), the business plan for the Public Service Secretariat (PSS) identifies the key priorities for the work of the Secretariat for the next three years. This plan addresses two important issues for managing the core public service for the future: Effective, Informed HR Management - provision of accurate, relevant and timely human resource information to support government decision-making; and Excellence in the Delivery of Quality Programs and Public Services - supporting the development of our workforce to ensure excellence in the provision of Newfoundland and Labrador's public services.

**Measure:**

Supports have been provided to develop the workforce.

**Indicators:**

- Strategies, programs and tools have been identified to develop the workforce.
- Supportive HR policies, programs and services are developed.
- Progress in priority areas that support service excellence is continued.
- Regular monitoring of the work environment is conducted and findings are communicated and addressed with departments.

**Our 2011-12 Objective**

By March 31, 2012, the Public Service Secretariat will have supported government-wide workforce development activities.



**Measure:**

Government-wide workforce development activities are supported

**Indicators:**

- Research and analysis on workforce development priorities is conducted.
- Results of the public service work environment survey are compiled, analyzed and shared with departments
- Departments are supported to complete workforce plans and begin implementation of priority development activities with their employees
- A review of Government's Human Resource Management Strategy is initiated
- Priority corporate learning and development initiatives are enhanced and communicated.
- HR policy, programs and services are identified for review, development and/or update.

**Objective 2012-13**

By March 31, 2013, the Public Service Secretariat will have reviewed the Human Resource Management Strategy and made recommendations to government.

**Objective 2013-14**

By March 31, 2014, the Public Service Secretariat will have supported workplace renewal and enhanced employee capacity to deliver quality programs and services.

## How to Reach Us

Further information about the services and supports offered by the Public Service Secretariat may be obtained by visiting the following Website: <http://www.exec.gov.nl.ca/exec/pss/>

To access information on professional learning and development supports and programs, contact the Secretariat's Centre for Learning and Development at (709) 729-4210 or [http://www.exec.gov.nl.ca/exec/pss/learning\\_and\\_development/index.html](http://www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html)

To access career and employment information or to view job postings with the public service, please visit the Public Service Commission via Internet at: <http://www.psc.gov.nl.ca/psc/>

Additional information may also be obtained by contacting the following divisions of the Secretariat directly:

### **Office of Employment Equity for Persons with Disabilities**

Tel: (709) 729-5881  
Toll Free: 1-800-950-4414  
Fax: (709) 729-5446 TTY: (709) 729-5441

### **Office of French Services**

Tel: (709) 729-0311  
Fax: (709) 729-0781  
Toll Free: 1-800-775-6170 (province only)

### **Strategic Initiatives Division**

Tel: (709) 729-7593  
Fax: (709) 729-7488

### **Classification and Compensation Division**

Tel: (709) 729-6258  
Fax: (709) 729-7455

### **Collective Bargaining Division**

Tel: (709) 729-2471  
Fax: (709) 729-6842

### **Human Resource Policy and Planning Division**

St. John's: Tel: (709) 729-7170  
Fax: (709) 729-2156  
Happy Valley-Goose Bay: Tel: (709) 896-2372;  
Fax: (709) 896-0045

### **Organizational Management and Design Division**

Tel: (709) 729-3753  
Fax: (709) 729-2156

### **Centre for Learning and Development**

St. John's: Tel: (709) 729-4210  
Fax: (709) 729-4114  
Corner Brook: Tel: (709) 637-6501  
Fax: (709) 639-7713

## Appendix

### Strategic Directions

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.

Government's direction related to the Public Service Secretariat is quite clear. The Secretariat is charged with strategic management of the human resources of the public service. This strategic direction is comprised of a four main components, or focus areas. These focus areas are addressed through the various planning processes of the Department. As indicated in the table below, most components are addressed to some extent in this business plan while others are addressed in the operational and/or work planning processes. The Public Service Secretariat shares a part of the strategic direction components with the Public Service Commission and the Department of Finance.

**Title:** Strategic Human Resource Management in the Provincial public service.

**Outcome Statement:**

The outcome is a workforce that is able to continue providing excellence in service delivery to the people of the province. This will be achieved through ongoing enhancement and evolution of internal programs, policies and supports for strategic management of the human resources of the core public service.

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

Component of strategic direction	Applicable to other entities reporting to the Minister	This direction is addressed in the following plans:		
		Business	Operational	Work
<b>Human Resource Information</b> Supporting effective HR planning and decision making	✓	✓		
<b>Public Service Capacity</b> Ensuring the current public sector workforce is positioned for success.		✓		
<b>Public Service Competitiveness</b> Positioning Government as an Employer of Choice.	✓	✓		
<b>Public Service Work Environment</b> Fostering an environment conducive to employee well-being and job satisfaction.	✓		✓	