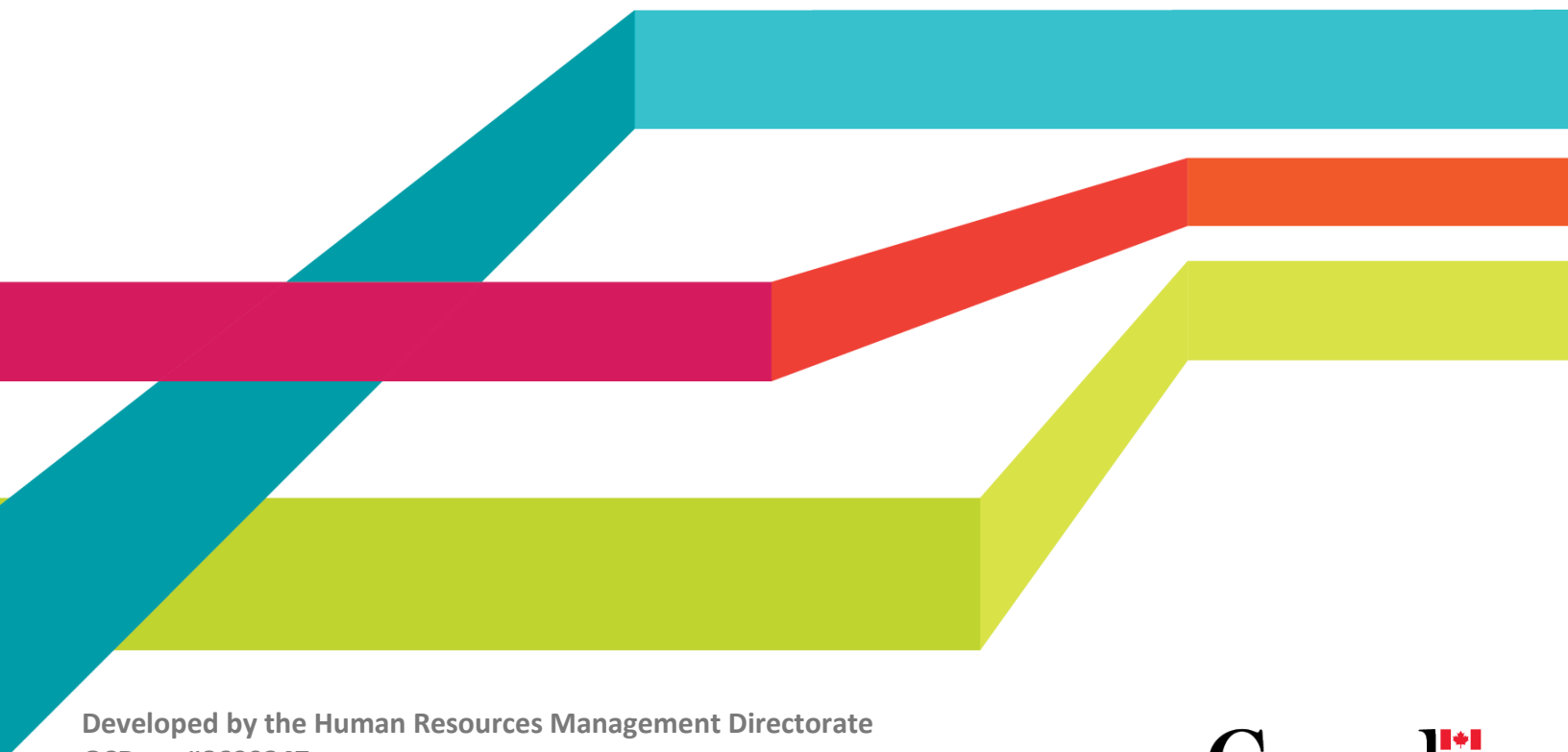




Our People Management Strategy

Public Service Commission – Human Resources Plan for 2020-2023

Candidate for Open Government



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Introduction

Optimizing people management through an effective strategic framework

Good people management is the cornerstone to delivering the Public Service Commission of Canada's (PSC) mandate. Our department needs to have the right people, in the right places, at the right time, to adapt to the pace of change.

The PSC's new People Management Strategy for 2020-2023 is a streamlined strategic framework that considers priorities and challenges at all levels. It integrates all HR-related priorities from existing departmental action plans into a single strategic framework. It is evergreen by design to ensure the PSC can adapt to a continuously evolving business environment and to unforeseen circumstances. Developed through consultations with internal and external stakeholders, the Strategy is built to work **for** employees and managers alike.

This document communicates how the Human Resources Management Directorate (HRMD) will continue strengthening people management capabilities to support the organization's business activities through 2023.

Supporting the PSC's Departmental Results Framework (DRF)

The DRF outlines the PSC's priorities, deliverables and expected results. To ensure people management priorities are aligned to this strategic framework, the Strategy aligns itself to the PSC's Integrated Business Plan (IBP).

PSC Core Responsibility

To promote and safeguard a merit-based, representative and non-partisan public service that delivers results for all Canadians.

PSC Priorities & Sectorial Priorities

IBP Priority #4. – Support the PSC workforce by promoting a healthy and modern workplace that is diverse and inclusive.

People Management Strategy

Objectives and Areas of Focus identified for a 3-year period.

HRMD's IBP Deliverables

Identified yearly in consultation with PSC managers and employees.

HRMD Yearly Activities

Activities support HRMD's Deliverables and 3-year Objectives.

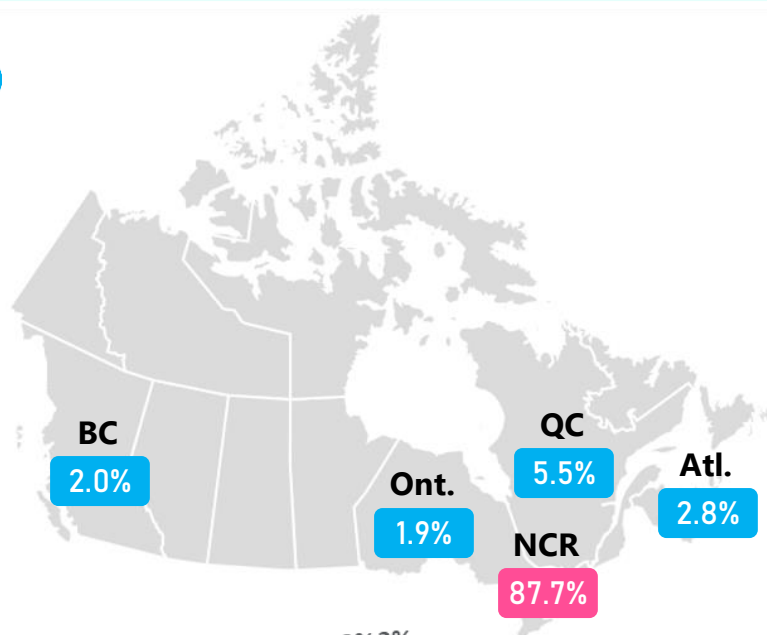
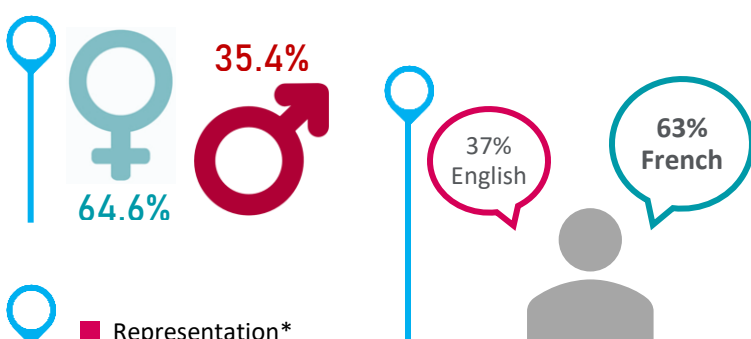
What we know

Highlights (Click [here](#) for a version in accessible format)

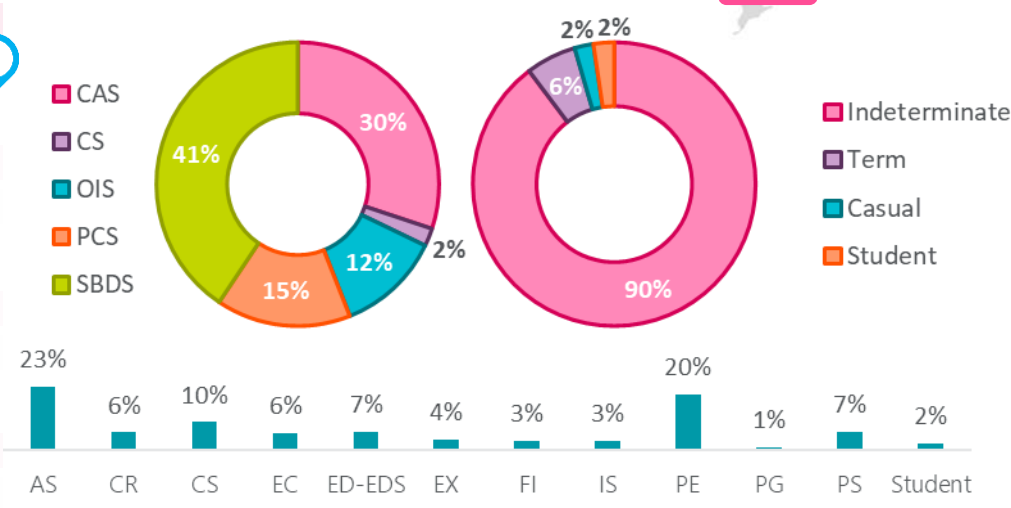
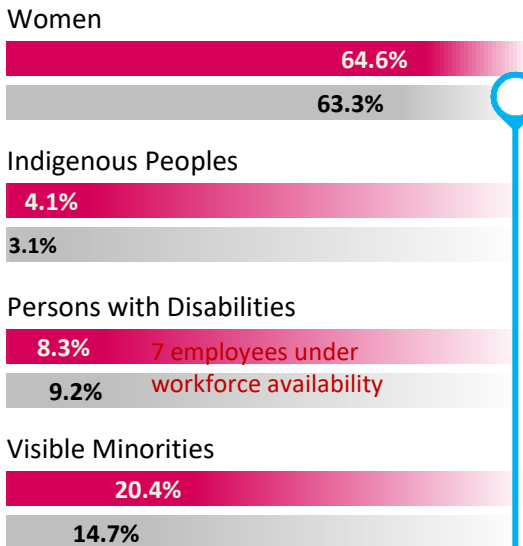
A number of priorities and initiatives will impact the PSC's ability to fulfil its mandate in the coming years. Strategies should be developed to prepare the workforce for these. In particular:



Who we are (as of April 1, 2021)



■ Representation*
 ■ Workforce Availability*



*This data is provided by the Office of the Chief HR Officer as of March 31, 2020

Our People Management Goals

An effective management of talent enables organizations to plan for, attract, develop and engage people to achieve business objectives.

From 2020 to 2023, HRMD will align departmental HR objectives to four core themes: **People Management Effectiveness**, **Timely Hiring & Onboarding**, **Developing and Retaining Talent**, and a **Healthy, Safe & Inclusive Workplace**.

Effective people management goals support the PSC's IBP.

IBP Priority #4. – Support the PSC workforce by promoting a healthy and modern workplace that is diverse and inclusive.





People Management Effectiveness

Our objective: **To ensure effective org. design and classification, HR planning & data, HR-to-Pay stabilization, and accessibility.**

The PSC faces many risks associated with workforce turnover; a competitive job market; and a lack of key HR tools. New legal and policy requirements require that HRMD adapt or change current practices, tools and systems. In addition, many employees face ongoing compensation issues, while half of all positions within the PSC will be affected by upcoming classification conversions.

Considering these challenges, here are the areas we will focus on through 2023 to ensure the PSC is equipped to deliver on priorities.

1.1 – Empower stakeholders with HR data to make evidence-informed decisions and respond to changing business needs.

1.2 – Optimize service-delivery of HR functions.

1.3 – Implement, promote and support efficient procedures and best-practices in classification.

1.4 – Drive HR-to-Pay stabilization efforts by providing support to employees and enhanced liaison with PSPC and TBS.

1.5 – Build accessibility into HR tools, programs and processes by default.

Indicators – how we will measure whether we succeeded in achieving our Objective.

1. % of positions that have been vacant for more than 18 months.
2. % of non-EX positions, occupied and vacant, that have a standardized job description.
3. % of staffing actions entered into MyGCHR on time.
4. % of pay transactions processed accurately.
5. % of planned staffing actions that led to an eventual appointment.
6. % of hiring managers who indicate they can address their staffing needs as quickly as required.
7. % of employees who are satisfied with the measures that were taken to accommodate their needs.



Timely Hiring & Onboarding

Our objective: **To effectively attract and integrate the right talent to the organization.**

The PSC is expected to be a public service leader in promoting efficient and timely staffing; leading the charge in efforts to reduce Time to Staff. Increased internal hiring demand highlights the need for economies of scale in staffing and effective onboarding. New legislation and guidance highlight the expectation that the PSC will promote accessible and inclusive hiring practices that are open to Canadians of all backgrounds.

Considering these challenges, here are the areas we will focus on through 2023 to ensure the PSC effectively attracts and integrates the right talent.

2.1 – Promote hiring practices that are barrier-free and accessible to all.

2.2 – Attract talent to maintain a competent and diverse workforce with timely and innovative processes.

2.3 – Foster the effective integration of employees to the organization.

Indicators – how we will measure whether we succeeded in achieving our Objective.

1. Representation rate of Employment Equity designated groups.
2. Quality of hire.
3. % of employees who feel that the Onboarding Program has positively contributed to their integration to the organization.
4. % of new hires under the age of 35.
5. # of days to complete a hiring process (Time to Staff).
6. % of service standards met for accommodation requests within staffing processes.
7. % of managers who are satisfied with the staffing services they received throughout their staffing process.
8. % of hiring managers who indicate they can address their staffing needs as quickly as required.



Developing and Retaining Talent

Our objective: To acquire and cultivate skills and knowledge that support an agile, equipped and high performing workforce.

An increased focus on the development of technical skills, such as data analysis, is essential to maintaining an agile and modern workforce. Employees have indicated that they want more professional development opportunities and increased access to second language training. Building an accessible-confident organization is essential to fostering a positive and inclusive organizational culture.

Considering these challenges, here are the areas we will focus on through 2023 to ensure the PSC maintains an agile, equipped and high-performing workforce.

3.1 – Nurture the skills and knowledge needed to develop a high performing, accessible-confident and digitally proficient workforce.

3.2 – Develop a bilingual workforce.

3.3 – Cultivate employee potential and support workforce mobility at all levels.

Indicators – how we will measure whether we succeeded in achieving our Objective.

1. % of promotions for Employment Equity designated group members.
2. % of employees with a Talent Management Plan.
3. % of employees who feel that they get the training they need to do their job.
4. % of employees who meet their performance objectives.
5. % of employees who have completed all mandatory training.
6. % of employees who completed training activities on the subject of data literacy.
7. % of employees who completed training activities on the subject of Accessibility.
8. % of employees who feel their department or agency does a good job of supporting employee career development.



A Healthy, Safe & Inclusive Workplace

Our objective: To foster an organizational culture that is inclusive and promotes a healthy workplace that enables talent to succeed.

An increased focus on recognition, inclusiveness and wellbeing is essential to fostering a positive organizational culture. Employees have voiced concerns on the impact of workforce turnover. The organization must continue to address workforce gaps and disparities in the use of employees' official language of choice.

Considering these challenges, here are the areas we will focus on through 2023 to ensure the PSC maintains an inclusive culture and healthy workplace, enabling talent to succeed.

4.1 – Support a workplace that is respectful of official languages and conducive to linguistic duality.

4.2 – Build a diverse and inclusive workplace that enables employees to succeed.

4.3 – Foster a healthy workplace that focuses on wellbeing and where employees feel valued.

4.4 – Provide a respectful workplace that is safe from violence, harassment and discrimination and that reinforces ethical behavior.

Indicators – how we will measure whether we succeeded in achieving our Objective.

1. Turnover Rate.
2. % of employees who are satisfied with the measures that were taken to accommodate their needs.
3. % of employees who feel free to use the official language of their choice within the workplace.
4. # of grievances and/or workplace complaints (violence, harassment and discrimination) filed by PSC employees.
5. % of employees who feel they receive meaningful recognition for work well done.
6. % of employees who would describe their workplace as being psychologically healthy.
7. % of employees who feel they have the information, training and equipment they need to ensure their health and safety at work.
8. % of managers who feel they are equipped to support employees in their work unit who are experiencing mental health issues.
9. Average # of total (certified and uncertified) paid sick days per Full Time Full Year Equivalent.
10. # of employees who relied on employee support services (Employee Assistance Program, Ombudsman).

Reporting

HRMD monitors the organization's progress on the four Objectives outlined in the Strategy by measuring performance indicators and by consulting key stakeholders as appropriate (including bargaining agents, internal partners such as the Ombudsman's Office and the Occupational Health & Safety Committee, etc.).

Each year, HRMD conducts a full review of the organization's progress in reaching the objectives. The Strategy is an evergreen document; by virtue of this, HRMD may consider reviewing components of the Strategy to ensure they accurately reflect the PSC's priorities and address organizational needs. The Executive Management Committee (EMC) are informed of results for a given fiscal year, as well as proposed amendments if applicable, in Q2 of the following fiscal year.

After the end of the 2022-2023 fiscal year, HRMD will present the overall achievements of the Strategy to EMC.

Moving forward

While we focus our efforts on delivering on the Objectives and Areas of Focus outlined in the People Management Strategy, managers at all levels play an important role in inspiring and driving their staff to succeed. Without employee engagement and wellbeing, we will not be able to create the right conditions for the organization to perform at its best.

With this in mind, we encourage managers and employees to participate in consultations with HRMD when invited. Your input, through initiatives such as HRMD's *Think Jams*, or HRMD's yearly distribution of consultation booklets to each Directorate, is essential to ensuring the PSC continues to build a workplace that supports you. The ultimate goal of the Strategy is to continue to build a healthy and inclusive organizational culture that attracts and develops an engaged, competent and diverse workforce.