



*PEI Public Service Commission*

***Business and  
Human Resource Plan***

2018-2020



# PEI Public Service Commission

Business Human Resource Plan 2018-2020

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*Message from the  
Chief Executive Officer of the  
Public Service Commission*



I am pleased to present the PEI Public Service Commission Business HR Plan for 2018-2020. The PEI Public Service Commission provides a full range of human resources services within the civil service and the broader provincial public service. It is our mission to ensure excellence in the provision of these services to enable a competent, professional and engaged public sector workforce that is responsible for delivering quality programs and services.

The new Business HR Plan will guide strategic priorities and activities over the next three years, through four key goals: (1) building the capacity of the civil service; (2) fostering a culture of lifelong learning and leadership development; (3) ensuring workplace and employee health, safety, and wellbeing; and (4) promoting efficient and innovative human resource processes, policy, and practices. The Public Service Commission will facilitate the recruitment, development and retention of a workforce capable of meeting government's business objectives within its current fiscal mandate and build on progress and momentum since the last Business HR Plan in 2015-2017.

I look forward to continuing our work as a professional and strategic human resources partner with the Public Service to provide safe, healthy, engaging, productive and inclusive work environments that promote learning, diversity, collaboration, innovation and responsiveness to successfully deliver excellence in human resources services benefitting our Island community.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Andrew Thompson  
Chief Executive Officer



# Executive Summary

<p><b>Vision</b></p>	<p><b>Human Resource Excellence in Public Service</b></p>			
<p><b>Mission</b></p>	<p><i>Working as a professional and strategic human resources partner with the public service to provide safe, healthy, engaging, productive and inclusive work environments that promote learning, diversity, collaboration, innovation and responsiveness to successfully deliver excellence in human resources services benefitting our Island community.</i></p>			
<p><b>Values</b></p>	<p><b>Respect</b> <i>I practice acceptance, civility, fairness and inclusion</i></p>	<p><b>Integrity</b> <i>I do my work in a non-partisan, honest, open and fair way</i></p>	<p><b>Excellence</b> <i>I provide high levels of accuracy, proficiency, and knowledge in my work</i></p>	<p><b>Accountability</b> <i>I am responsible for performing quality work and decisions</i></p>
<p><b>Goals</b></p>	<p><b>Building Capacity and Human Resource Planning</b></p>	<p><b>Lifelong Learning and Leadership Development</b></p>	<p><b>Workplace and Employee Health, Safety, and Wellbeing</b></p>	<p><b>Efficient and Innovative Human Resource Processes, Policy, and Practices</b></p>
<p><b>Key Actions</b></p>	<p>Effective Succession Management and Human Resource Planning Recruiting and Attracting Talent Developing and Engaging Employees Retention and Repatriation</p>	<p>Fostering a Culture of Lifelong Learning and Development Providing Innovative Adult Learning Opportunities Supporting Career Planning Opportunities Cultivating Leadership Development</p>	<p>Providing Resources and Tools for Health, Safety, and Well-Being Learning about Health, Safety, and Well-Being Innovating Policies and Practices Fulfilling the Occupational Health and Safety Act, Regulations, and Policy Requirements</p>	<p>Enhancing Business Solutions to Benefit HR Practices Reviewing and Improving Policy, Practices and Processes Demonstrating Increased Accountability Improving Communication about the Public Service Commission</p>

# In Review: Public Service Commission Accomplishments 2015-2017

There were over 200 significant accomplishments identified by the Public Service Commission employees during the planning process. The following are several highlights of note:

## *Improved Capacity of Provincial Civil Service*

- ✓ Enrichment of staffing services through continuous service improvement and use of best practices
- ✓ Initiation of the Classification Lean Six Sigma Project to improving timeliness, efficiency, and client satisfaction
- ✓ Development of a succession planning for priority positions framework with tools for position replacement, strategic recruitment, and talent management
- ✓ Creation of an onboarding program for employees new to the Public Service
- ✓ The Employee Engagement survey was conducted in 2015 with priority areas identified; and departmental plans developed
- ✓ Annual Reports for each of the three fiscal years were modernized to report on progress of key activities and completed in timely fashion
- ✓ Development of a recruitment strategy for hard to fill designated bilingual positions
- ✓ Development of the Public Service Values for the civil service
- ✓ Aboriginal Post-Secondary Mentoring Program continued to provide placement opportunities
- ✓ Partnered in the implementation of the Newcomers Employment Initiative
- ✓ Growth in: voluntary French language assessments and the number of bilingual positions in the civil service
- ✓ Representation on several National Inter-Jurisdictional Committees

## *Improved Employee/Organizational Learning and Leadership Development*

- ✓ Registrations for PSC funded learning (in all areas) increased by 47% since 2014-2015
- ✓ The Director's Forum was renewed and is active in learning and networking
- ✓ Expansion of learning and development framework and delivery of sessions by both internal subject matter experts from PSC and external consultants through an RFQ process
- ✓ Design and implementation of new *Leaders in Action* Program
- ✓ 135 Aspiring, new and mid-level supervisors took part in PSC sponsored leadership development cohorts.
- ✓ Both unionized and excluded training and development funds were extensively utilized with 1,928 applications over three years
- ✓ Expansion of education and promotion for diversity and cultural awareness
- ✓ Increased participation in French Language Training and a pilot project for delivery of French language training was developed and delivered in partnership with Collège de l'Île, combining classroom and online training

## *Improved Employee and Work Place Health, Safety, and Well-Being*

- ✓ Increase in usage of Employee Assistance Program (EAP)
- ✓ Additional education sessions provided by EAP (e.g. orientation, stress and you, respectful workplaces)
- ✓ Newly designed EAP marketing materials for enhanced promotion and information on how to access services
- ✓ Expanded EAP access in services in rural communities across PEI
- ✓ Preliminary implementation of mobile hearing units
- ✓ Implementation of corporate and departmental employee wellness education initiatives
- ✓ Education provided to departments on the Occupation Health and Safety legislation
- ✓ Provided ergonomic assessment and related education information on line
- ✓ Increased referrals from union and HR managers for EAP services
- ✓ Decrease in number of days lost due to WCB claims

## *Improved Quality of Human Resources Legislation, Policies, Processes, and Practices*

- ✓ Decreased average classification time for encumbered positions
- ✓ Upgraded PeopleSoft to V9.2 and enhancements to classification pages
- ✓ Implemented an HR dash board, including critical human resources indicators, metrics and measures for managers, directors and the deputy minister council
- ✓ Increased utilization of technology and shared portal sites enhancing service delivery to clients
- ✓ Internal committee review of the *Civil Service Act* to ensure alignment with current context
- ✓ Implementation of a grievance database created for the civil sector
- ✓ Updated payroll procedures for departments
- ✓ Implementation of a unicentre to track HRMS inquiries and issues
- ✓ Interpretation bulletins developed to enhance consistency amongst internal HR professionals
- ✓ Updated Excluded Terms and Conditions of Employment
- ✓ Continued inter-jurisdictional leadership (PEI hosted 2015 PSC Commissioners' Conference)

## Introduction: What is the Public Service Commission?

The PEI Public Service Commission (PSC) is an independent and impartial agency established by the *Civil Service Act*. The purpose of the Commission is to:

- ✓ Maintain a professional, independent, ethical and efficient civil service
- ✓ Foster the development of a public service that is representative of the province's diversity
- ✓ Facilitate quality services to the public which are responsive and flexible to their needs
- ✓ Encourage accountability, innovation and professional development for employees
- ✓ Foster a constructive working relationship among Government, its employees and their representatives

The PSC provides human resources leadership and services that support performance excellence and help build the capacity of the Civil Service to deliver government's programs and services. Through the *Civil Service Act* the Public Service Commission is mandated to provide advice, assistance, programs and services in the following areas:

- ✓ Human resources management and planning
- ✓ Employer/employee relations
- ✓ Employee and organization learning and development (including French language training and diversity programs)
- ✓ Human resources processes and systems (including staffing, classification, and payroll administration)
- ✓ Human resources legislation, policies and collective agreements
- ✓ Employee health, safety and well-being

We fulfill this mandate by working with commitment to deliver services which are effective and efficient for government departments and our Island community.

## The Civil Service Employee Profile

Exec Division	Classified Division					Vacant Positions			Casual	Total
	FT	EXL FT	PT	EXL PT	Total	FT	PT	Total	Total	
<b>15</b>	<b>1612</b>	<b>329</b>	<b>349</b>	<b>3</b>	<b>2293</b>	<b>183</b>	<b>129</b>	<b>312</b>	<b>666</b>	<b>3286</b>

Legend: FT = Full-time EX L FT = Excluded Full-time PT = Part time EXL PT = Excluded Part- time

## Purpose of Business Human Resource Plan

As the entity responsible for human resources within the Civil Service, the Public Service Commission's Business Plan is the Corporate Human Resources Plan. The Public Service Commission's Business Human Resource Plan outlines alignment of the organization's workforce with its business direction and guides activities and actions for the next three years (2018-2021). Goals and strategic priorities address a full range of aforementioned human resource functions.

## Development of the Plan

The Business Human Resources planning process was led by evidence-based information from multiple sources and builds on the achievements from the PSC's previous plan. Sources of information that were reviewed include: cross jurisdictional trends, current issues and best practices in human resources, internal data, and engagement with PSC employees and clients.

## Government Direction

The Government of PEI and Islanders expect the Civil Service to provide high quality programs and service excellence. Therefore, it is critical that the Civil Service builds a highly skilled and productive workforce through recruitment and retention of qualified and engaged employees. Enhancement of services and improved progress, therefore, results from employees' work and talent (within the context of fiscal realities).

The alignment of priorities between the PSC, current government priorities (Speech from the Throne, November 2017) and the Population Plan (2017) are critical for ensuring that we connect and collaborate to create measureable progress on enhancing services through the human resource functions of recruitment and retention, classification, compensation, succession planning, human resources policy, labour relations, diversity management, and employee learning and development.



## Engagement

The PSC invited all staff to participate in highly interactive focus group consultations to ensure that the three year direction was reflective of building on past progress and visioning for current and future human resources work and trends. The approach to the consultations was based on appreciative inquiry, which is a model that seeks to engage stakeholders in self-determined change in organizational development. The engagement process identified 219 PSC accomplishments over the past three year cycle. An online survey was also deployed to seek feedback on the vision, mission, and values statements. The feedback received both online and through face-to-face discussions was thematically analyzed and propels the strategic direction of the PSC for the next three years. Subsequent to this, each Deputy Minister was interviewed for feedback, direction, and general discussion about the services are provided by the PSC. Deputies and the Clerk provided positive and constructive feedback and approval for the direction of the 2018-2020 Business and Human Resources Plan.

# Public Sector Demographics

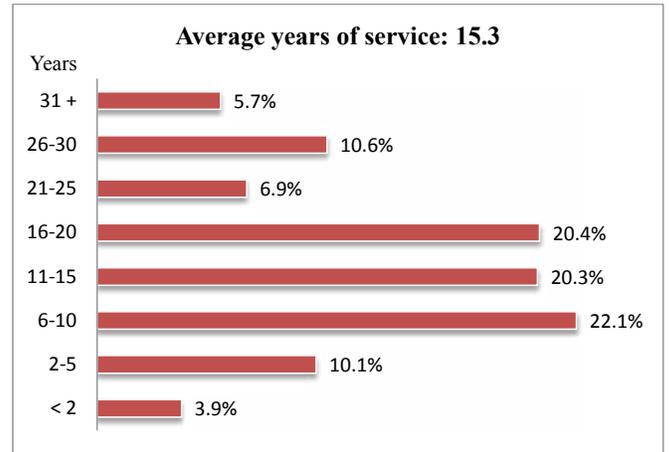
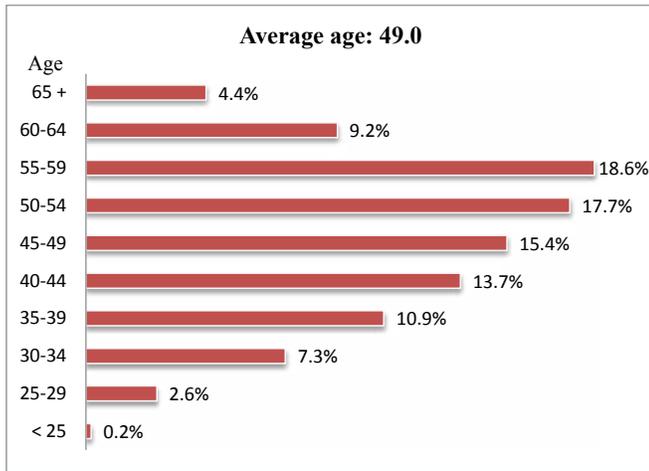
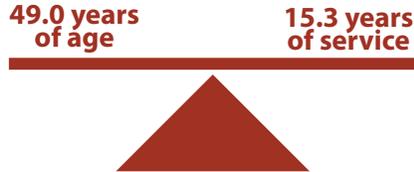
\*All demographics are as of April 1, 2016 - March 31, 2017

## Civil Service Profile: 2293 employees

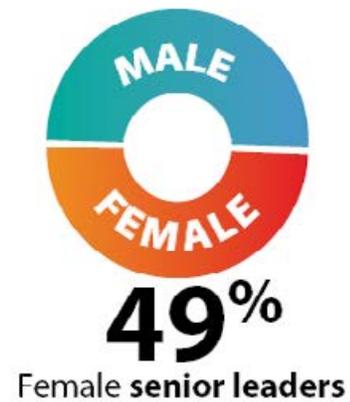
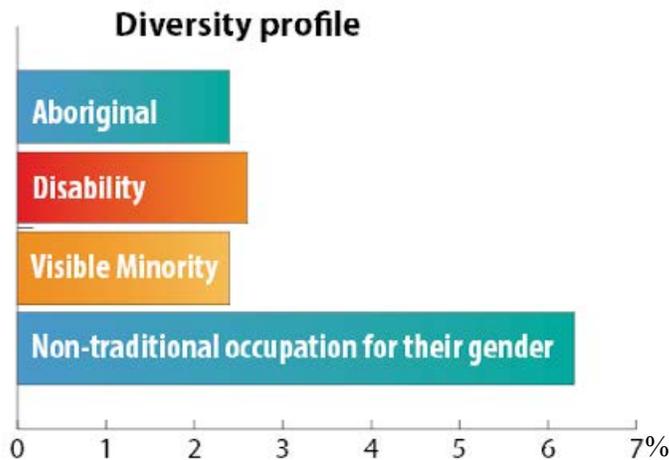
The civil service is a dynamic, changing workforce. The average age of employees is 49.0 years, with, on average, 15.3 years of service. The following infographs represent the public sector demographics that inform this plan.

### Average age: 49.0

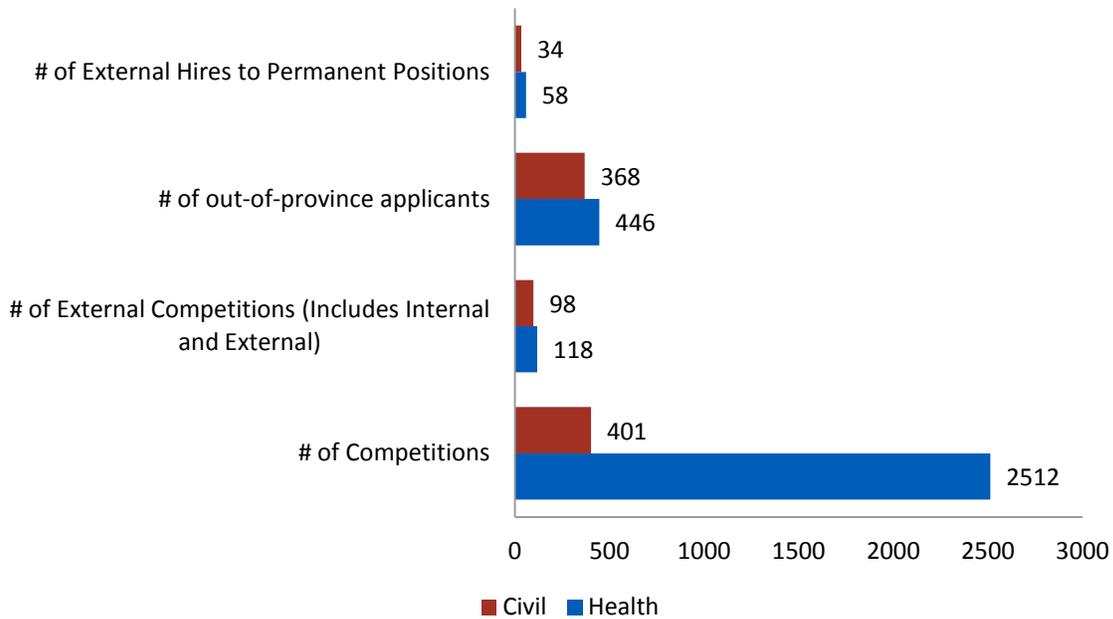
### Length of Service Classified Division



## Diversity



## Recruitment



## Retention

New hires that stay at least 5 years: 90.8%



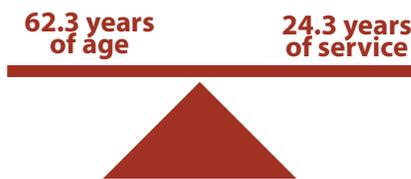
Attrition rate: 6.0%

## Retirement

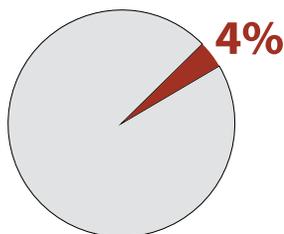
### Retirement projections (for each 2018-2019;2019-2020;2020-2021)

Succession management and human resource planning is essential as the number of employees (and those in management positions) eligible to retire increase each year.

### Average age at retirement and average years of service



### Retirement rate



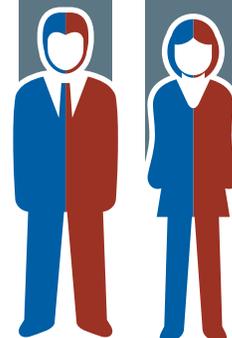
### Retirement eligibility

#### Employee eligibility for retirement

207 - 2018  
617 - 2019  
701 - 2020

#### Management eligibility for retirement

2018 - 133  
2019 - 160  
2020 - 183



# Employee Assistance Program

Confidential  
Professional • Voluntary

## EAP OFFERS ASSISTANCE IN THE FOLLOWING AREAS:

- Emotional Health and Wellness
- Relationship Difficulties
- Bereavement, Grief and Loss
- Anxiety, Stress and Depression
- Work Related Stress
- Family/Parenting/Eldercare Issues
- Alcohol and Substance Abuse
- Work/Life Balance
- Legal and Financial Stress
- Life Transitions

**You Can Contact Us** 

**EAP MAIN OFFICE**  
408 Burns Avenue, Charlottetown, PEI  
Tel.: 902-368-5738 • Fax: 902-368-5737  
Toll-free: 1-800-239-3826  
gov.pe.ca/psc/eap  
eap@gov.pe.ca

**SATELLITE OFFICES:**  
Summerside, O'Leary and Montague



A joint program of your employer and your union

\*EAP MAIN OFFICE: Charlottetown • \*SATELLITE OFFICES: Summerside, O'Leary and Montague  
\*Tel.: 902-368-5738 • \*Toll-free: 1-800-239-3826 • \*Fax: 902-368-5737 • \*Website: gov.pe.ca/psc/eap • \*Email: eap@gov.pe.ca




# PATHWAYS FOR LEARNING

**Public service is always changing!**  
Employees are invited to explore the Pathways for Learning that are available to develop your knowledge and skills.



Discover Your Pathway at  
[www.gov.pe.ca/psc/pathways](http://www.gov.pe.ca/psc/pathways)

### Some of the Pathways are:

- » Learning and You
- » Training and Development Funds
- » Independent Learning
- » Leaders in Action

**Respect-Integrity-Accountability-Excellence**

**PUBLIC SERVICE COMMISSION**  
HR Excellence in Public Service

# Current Corporate Human Resource Trends

A review across jurisdictions in corporate human resource trends was conducted. Highlights from the review include:

- Augmenting internal capacity through:
  - Employee and leadership learning and development programs
  - Developing tailored learning plans at an organizational level for different employee cadres and functional groupings as well as individual learning plans to support the drive for excellence
  - Supporting internal talent mobility
  - Implementing an enhanced corporate approach to wellness, health and safety, and disability management focused on prevention of illness and injuries, and on early and safe to return to work to ensure a healthy, safe and respectful workplace
  - Planning for innovative succession management and knowledge management to effectively manage workforce stability, development, progression and risks for leadership and critical success roles
- Enhancing quality and efficiency of services to citizens as public expectations shift through:
  - Modernizing citizen access and providing options for self-service
  - Importance of creating and fostering work environments where employees are valued and recognized for excellent contributions to the public service
  - Enabling continuous lean process improvement and implementation across the Public Service to better utilize resources and create more efficient processes that will reduce costs and improve client service satisfaction
  - Increased integrated human resources frameworks, policies and tools to support employees and managers to deliver sustainable, high quality public service in the most cost-effective way
  - Continually developing innovative ways for environmentally friendly workplaces
- Being competitive through recruitment and retention of employees through:
  - Embracing diversity and inclusion, and responding to article #57 of the Truth and Reconciliation Commission Calls to Action
  - Expanding programs for youth, including work experience opportunities (job-shadowing, internship, mentorship) and partnership with post-secondary institutions on co-op and research programs



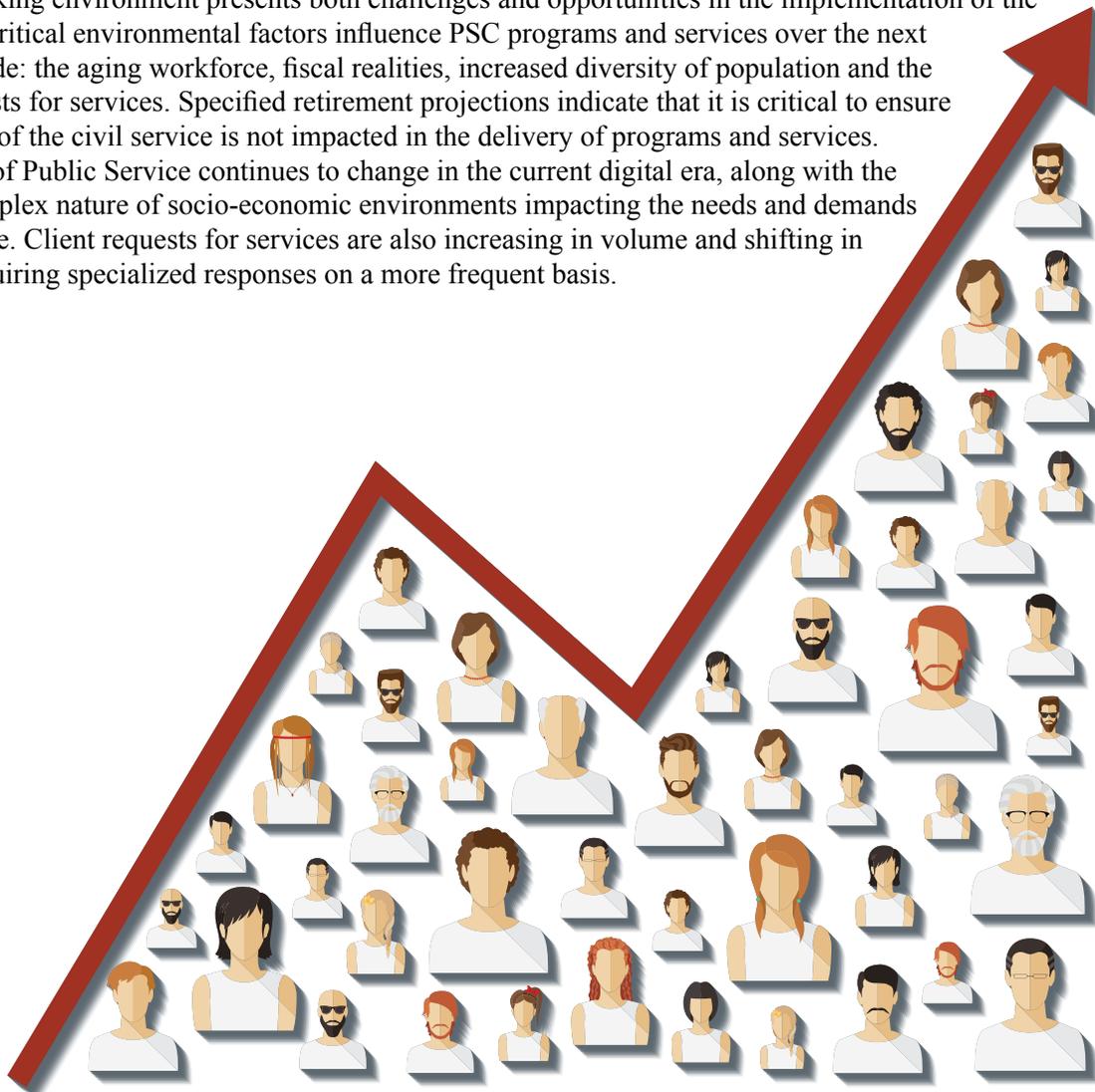
## Prince Edward Island Context

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*Central to our future success will be the proper development and management of our most valuable resource: our people. Growing our population and readying our workforce for job opportunities that reflect Prince Edward Island's economic prospects is fundamental to our sustained prosperity. ~Population Plan, 2017*

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Prince Edward Island is Canada's smallest province with an estimated population of 152,021 people. The dynamic civil service working environment presents both challenges and opportunities in the implementation of the PSC plan. Four critical environmental factors influence PSC programs and services over the next three years include: the aging workforce, fiscal realities, increased diversity of population and the increasing requests for services. Specified retirement projections indicate that it is critical to ensure that the capacity of the civil service is not impacted in the delivery of programs and services. The very nature of Public Service continues to change in the current digital era, along with the increasingly complex nature of socio-economic environments impacting the needs and demands for Public Service. Client requests for services are also increasing in volume and shifting in nature, often requiring specialized responses on a more frequent basis.





## Looking Forward

Therefore, in response to these three factors, upcoming priorities will include:

- Continuing to support HR planning across the civil service; including knowledge transfer strategies and the articulation of viable succession planning strategies, while recognizing unionized environment and collective agreements;
- Working collaboratively with departments to implement employee engagement strategies;
- Conducting the next employee survey in winter of 2018;
- Researching and implementing the most viable and effective performance management and development practices to enhance engagement and support employees career plans and organizational succession planning;
- Identifying and coordinating the provision of the most strategic learning and development opportunities to support individual employees, leadership, management and succession planning;
- Identifying and implementing the most effective methods for supporting and enhancing the health of employees as well as safe work places;
- Optimizing/ modernizing processes and leveraging technology; and
- Supporting departments in the effective use of timely and accurate human resources information to enhance human resources management and administration processes.

## Vision

The vision statement will guide current and future actions in the Public Service Commission.

*Human resource excellence in public service.*

## Mission

The mission statement describes the purpose of the Public Service Commission and reflects the broad functions of the organization defined in the *Civil Service Act*.

*Working as professional and strategic human resources partner with the Public Service to provide safe, healthy, engaging, productive and inclusive work environments that promote learning, diversity, collaboration, innovation and responsiveness to successfully deliver excellence in human resources services benefitting our Island community.*

## Values

Values are integral to our activities and relationships as civil servants with the Island community and each other in the workplace.

### ***Respect – Integrity – Accountability - Excellence***

**Respect** – The attitude of acceptance, civility and inclusion.

*As an employee of the Prince Edward Island Civil Service, I respect the citizens of my province and my Civil Service colleagues. I show respect for others in how I do my work every day by being considerate, civil, and inclusive.*

**Integrity** – The quality of being non-partisan, honest, open and fair.

*As an employee of the Prince Edward Island Civil Service, I am committed to doing my work in a non-partisan, honest, open and fair way.*

**Accountability** – The practice of being responsible, transparent, and willing to accept responsibility or to account for one's actions.

*As an employee of the Prince Edward Island Civil Service, I am responsible for my decisions and the quality of my work every day. I am able and willing to explain my work decisions, behavior and performance.*

**Excellence** – The aspiration to provide high levels of accuracy, proficiency and knowledge in performing our work and in delivering services to the public.

*As an employee of the Prince Edward Island Civil Service, I am committed to using my knowledge and experience to provide high quality service and products to the citizens of our province as well as my colleagues within the Public Service.*

## Goals and Priorities

The Public Service Commission's goals and priorities have been developed based on the contributions provided by staff and clients throughout the engagement process and analysis of jurisdictional research. Ongoing monitoring and evaluation of performance is critical and indicators will be measured against service excellence expectations for the Public Service Commission. The next section of the Business and Human Resource Plan will include a description of each goal, identified strategic priorities and a list of what this could look like in terms of potential initiatives or activities across the Public Service Commission.

Vision

Mission

Why? Goals

Rational for decision

What? Strategic Priorities

What will get you there

How? Key Activities

What this might look like

Results? Indicators of Success

Service innovation, leadership and increased client satisfaction

# Goal 1: Building Capacity and Human Resource Planning

## WHY?

### *Why: Rationale*

Human resources capacity is the trademark of the Civil Service. It is the knowledge, skills and attitudes that employees bring to work that affect their performance. Engaged employees feel a strong connection to their work and are committed to their organizations. Workplace diversity and inclusion are also directly linked with higher employee engagement, improved performance, greater innovation, retention of talent and improved employee well-being. The Public Service Commission strives to improve the recruitment, development and retention of qualified and engaged employees within the Civil Service through the strategic priorities noted below.

## WHAT?

### *What: Strategic priorities for achieving this goal*

- Succession Management and Human Resource Planning
- Recruiting and Attracting Talent
- Developing and Engaging Employees
- Retention and Repatriation

## HOW?

### *How: What this might look like (Key Activities)*

#### **Succession Management And Human Resource Planning**

- Revitalize the succession planning working group to implement proactive tools and strategies in the succession planning framework across government departments
- Provide guidelines, methods and tools to facilitate targeted learning, training and knowledge transfer for priority positions (including designated bilingual positions)
- Actively participate on inter-jurisdictional committees and utilize best practices shared for strategic HR planning practices
- Take an integrated approach to internal talent management

#### **Recruiting And Attracting Talent**

- Develop a PSC Brand and campaign to highlight and enhance job ads to promote working in the provincial Public Service
- Optimize opportunities for the rejuvenation of the Public Service
- Develop a recruitment approach that builds relationships and partnerships, connects with post-secondary institutions, enhances diversity and inclusion that reflects PEI's population, markets/brands working for Public Service, and leverages the use of technology and social media
- Create a Diversity and Inclusion Strategy to ensure we are more representative of the population we serve and to promote an inclusive work environment
- Implement actions from the Targeted Recruitment for Designated Bilingual Positions strategy
- Revitalize options for supporting progressive and flexible work places

### **Developing and Engaging Employees**

- Develop an integrated digital orientation/ on boarding package for all employees new to the Civil Service
- Review and update position questionnaires so they are reflective of qualifications, and work responsibilities for the development of effective Performance Development Plans
- Promote, support and monitor the performance management planning process: including the completion of various customized learning and development plans
- Create an integrated leadership competencies framework
- Provide access to ongoing French oral proficiency assessments and bilingual training and development
- Afford support for collaborative communities of practice who work horizontally to encourage new ways of developing talent pools
- Explore sustainable methods for providing career planning consultation to employees
- Redesign of the innovation awards program
- Conduct the next employee survey in winter of 2018 and work collaboratively with departments to implement employee engagement strategies

### **Retention and Repatriation**

- Collaborate with other government departments on Population Plan and repatriation lists
- Promote diverse and inclusive workplaces
- Create initiatives that promote re-training, internships, and on-the-job training opportunities
- Design a mobility framework with tools to enable movement within and between departments and from community and federal organizations
- Review exit survey results and new employee data to identify ways to improve retention



## **RESULTS**

### ***Results: What you will notice***

- Average age of civil service; average age of hires
- # of years employees are retained
- Increase in enrollment in training and development
- EE career growth opportunities
- Increase in bilingual capacity
- Increase in Employee Engagement index
- Increased in diversity of workforce

## Goal 2: Lifelong Learning and Leadership Development

### WHY?

#### *Why: Rationale*

The rapid pace of change (and increasing global competition) has made lifelong learning a requirement for public servants who serve the constantly evolving and increasing needs of the public. The implementation of learning and development strategies fosters a professional, resilient and engaged workforce that is able to succeed within an increasingly complex environment. These strategies lay the foundation for a Civil Service that operates as a learning organization with shared responsibility of managers and employees. In this type of organization all forms of learning (formal/informal) are recognized, valued and accessible to all employees on a regular basis.

### WHAT?

#### *What: Strategic priorities for achieving this goal*

- Fostering a Culture of Lifelong Learning and Development
- Providing Innovative Adult Learning Opportunities
- Supporting Career Planning Opportunities
- Cultivating Leadership Development

### How?

#### *How: What this might look like (Key Activities)*

##### **Fostering a Culture of Lifelong Learning and Development**

- Design an effective process to identify the learning needs of employees to increase the range of training opportunities available and flexible modes of delivery
- Explore opportunities to increase capacity for innovative approaches to learning and design thinking through networked collaborations across the organization
- Invest in instructional approaches and formats that will better accommodate different learning styles, preferences, approaches, methodologies and other diverse cultural and generational needs
- Develop a corporate communication strategy that promotes and provides tools and information to facilitate learning in the workplace
- Ensure that performance development plans are used as a tool to create employee learning plans, to initiate further training in areas like intercultural communication and cultural competence, French language training, and specialized skills
- Ongoing and strategic investment in resources, training and tools to provide access to learning opportunities that meet employers' needs for their current work as well as development for future

### **Providing Innovative Adult Learning Opportunities**

- Explore opportunities to embrace technologies and tools to provide various learning options to all generations in the workplace in order to create and sustain a blended learning culture that inspires and supports employees to pursue learning through diverse formats, methods and streams
- Establish a virtual learning site that can be personalized by employees and that will provide easy access to learning materials, tools and regular reminders of the progress of their learning
- Support formal and informal learning using different delivery models (classrooms, face-to-face, videoconferences and informal learning opportunities, internship, mentorship, job-shadowing and temporary assignments)
- Encourage skill-sharing, peer coaching and mentoring opportunities through communities of practice

### **Supporting Career Planning Opportunities**

- Develop and pilot career planning process which includes the identification of learning and development opportunities needed for career growth
- Continue to support retirement education and planning

### **Cultivating Leadership Development**

- Develop a Leadership Competencies Framework with corresponding assessment tools and customized career/learning pathways
- Update the leadership development curriculum requirements to reflect key leadership competencies
- Create PSC Leadership Awards based on demonstrated key leadership competencies
- Provide access to learning opportunities for aspiring, new, and mid-career managers and supervisors
- Support all types of leaders (supervisors, managers, directors) through learning communities



## **RESULTS**

### ***Results: What you will notice***

- Increased uptake of learning and development and training enrollment
- Increased satisfaction of leadership development programs
- Increased capacity of potential leaders
- Increased use of succession planning framework across departments
- Increased employee engagement
- Client satisfaction

## Goal 3: Workplace and Employee Health, Safety, and Wellbeing

### WHY?

#### *Why: Rationale*

The delivery of sustainable quality services is largely dependent on a healthy and skilled workforce. These strategies promote a culture of wellness that values personal responsibility and personal health practices within safe workplaces.

### WHAT?

#### *What: Strategic priorities for achieving this goal*

- Providing Resources and Tools for Health, Safety, and Well-Being
- Learning about Health, Safety, and Well-Being
- Innovating Policies and Practices
- Fulfilling the Occupational Health and Safety Act, Regulations, and Policy Requirements

### HOW?

#### *How: What this might look like (Key Activities)*

##### **Providing Resources and Tools for Health, Safety, and Well-Being**

- Develop a comprehensive health and safety strategy to ensure safe work environments and practices, and better manage return to work and workplace accommodations
- Encourage use of the Employee Assistance Program to promote awareness about supportive services to reduce stigma around mental health for employees and their families
- Partner with stakeholders to educate staff on principles of the National Standards for Psychological Health and Safety in workplaces supporting psychologically safe workplaces
- Develop guidelines to enhance inclusive work practices that support a diverse and inclusive work place culture

##### **Learning about Health, Safety, and Well-Being**

- Provide training and tools for managers to address workplace conflicts and foster respectful work places
- Create a culture at work that values and utilizes the contributions of employees with diverse backgrounds, experiences, and perspectives through improved awareness of the benefits of diversity in the workplace
- Implement internal and external communication activities to promote cultural and linguistic diversity and inclusion, and raise disability awareness
- Review and re-fresh our multicultural awareness e-learning and facilitated training

### **Innovating Policies and Practices**

- Upgrade and improve the use of technology in the administration of EAP to improve efficiency, and accountability (e.g. EAP expert)
- Conduct a review of EAP programs, and projected needs assessment to ensure excellent service provision to EAP clients
- Implement mobile hearing acuity testing equipment to increase efficiency and ensure legislative compliance
- Review the disability and attendance management model to enhance return-to-work outcomes for employees
- Provide education and information on-line to continue enhanced promotion of ergonomically correct work spaces

### **Fulfilling the *Occupational Health and Safety Act, Regulations, and Policy Requirements***

- Provide support to departments to ensure training is delivered to employees to meet legislative requirements (e.g. Occupation Health and Safety, Workplace Hazardous Materials Information system, First Aid and CPR, working alone, Psychological Health and Safety)
- Review HR policies and practices and develop resources to implement better practice approaches to address health and safety in the workplace
- Review and communicate the workplace harassment policy and respectful workplace practices
- Continue to support workplace occupational health and safety committees to identify common concerns and ensure that legislative requirements are being met



## **RESULTS**

### ***Results: What you will notice***

- Continued increase in EAP awareness and timely access
- Increase in partnerships with related agencies (e.g. Workers Compensation Board)
- Decrease in sick time utilization
- Decrease in days lost due to WCB
- Increase in respectful workplaces

## Goal 4: Efficient and Innovative Human Resource Processes, Policy, and Practices

### WHY?

#### *Why: Rationale*

Human resources policies, processes and practices are largely determined by related legislation and collective agreements. These strategies are designed to ensure that Civil Service employees are treated consistently and transparently in all aspects of the employee and employer relationship. In addition, these strategies are intended to increase the quality, access and timeliness of human resources services provided to employees throughout the Civil Service.

### WHAT?

#### *What: Strategic priorities for achieving this goal*

- Enhancing Business Solutions to Benefit HR Practices
- Reviewing and Improving Policy, Practices and Processes
- Demonstrating Increased Accountability
- Improving Communication about the Public Service Commission

### HOW?

#### *How: What this might look like (Key Activities)*

##### **Enhancing Business Solutions to Benefit HR Practices**

- Ensure a current online HRMS manual with updated HRMS documentation and communication processes and training for user groups to share knowledge
- Leverage the use of technology and digital tools to ensure efficient HR practices to provide a positive client experience
- Increase use of shared sites (e.g. Alfresco)
- Research and provide recommendations for the implementation of a Candidate's Gateway (a self-service solution for automating real-time recruitment in PeopleSoft); EAP Expert software to increase productivity and reporting capabilities.
- Review training format for PeopleSoft and provide recommendations
- Investigate new functionality with work centres; Implement payroll/ time and labour work centres

##### **Reviewing and Improving Policy, Practices and Processes**

- Work with employers to achieve positive outcomes through the collective bargaining process and provide training opportunities on any new provisions
- Review and modernize the *Civil Service Act*
- Review the Public Service Commission Human Resource Policy and Procedures Manual (and related policies and guidelines) regularly to ensure information reflects modern best practices
- Increase efficiency in classification through implementation of projects resulting from the Lean Six Sigma work and develop an evaluation and monitoring framework
- Review and update the innovation awards program with the Civil Service
- Modernize PSC records information management (RIM) processes

### **Demonstrating Increased Accountability**

- Create an evaluation framework for PSC's Business and HR Plan and post annual data online
- Implement an accountability framework within the Diversity and Inclusion Strategy that requires all departments to embrace fairness, equity, and diversity in the development of policies and programs
- Review and determine further data and information that can be posted online about HR metrics, successful candidates, and other information that is aligned with governments commitment to Open Data and transparency
- Further develop and implement the Managers Dashboard for timely review of critical human resource indicators, metrics and measures for senior management
- Re-design the client satisfaction survey and processes for each division to gather and evaluate the effectiveness of HR strategies
- Work with departmental HRMS users to develop checklists and implement auditing processes to ensure human resources procedures across departments are compliant

### **Improving Communication about the Public Service Commission**

- Creation of a PEI Civil Service Brand
- Creation of communication strategies for the Public Service Commission and corresponding Business/HR goals including intentional focus on the following:
  - PSC Brand and Recruitment Marketing
  - Employee Engagement
  - Pathways to Learning Programs
  - Employee Assistance Program
  - Occupational Health and Safety
  - Diversity Program
  - French Language Training Program and French Oral Proficiency Assessments
  - Support the implementation of Labour/Management committees within departments
- Modernize and improve the Public Service Commission Website presence, including partnering with ITSS to create an internal website for employees



## **RESULTS**

### ***Results: What you will notice***

- Positive Client Satisfaction results
- Increased traffic on recruitment pages
- Timely on-line access to meaningful human resources management reports for managers
- On-line access for employees to clear, accurate and current personnel and payroll information
- Less off cycle overpayments
- # of incidents on unicentre
- Improved time to hire
- Improved classification turnaround time

## Accountability

### *Monitoring and Evaluating*

In keeping with best practices for achieving desired results, progress towards the stated goals will be monitored on an ongoing basis against our current trends and field standards to gauge progress. Indicators were identified and defined through consultation with the Public Service Commission Management Team, and include human resources metrics and measures that are used by many jurisdictions across Canada. The 2018-2020 indicators are presented in Appendix A.

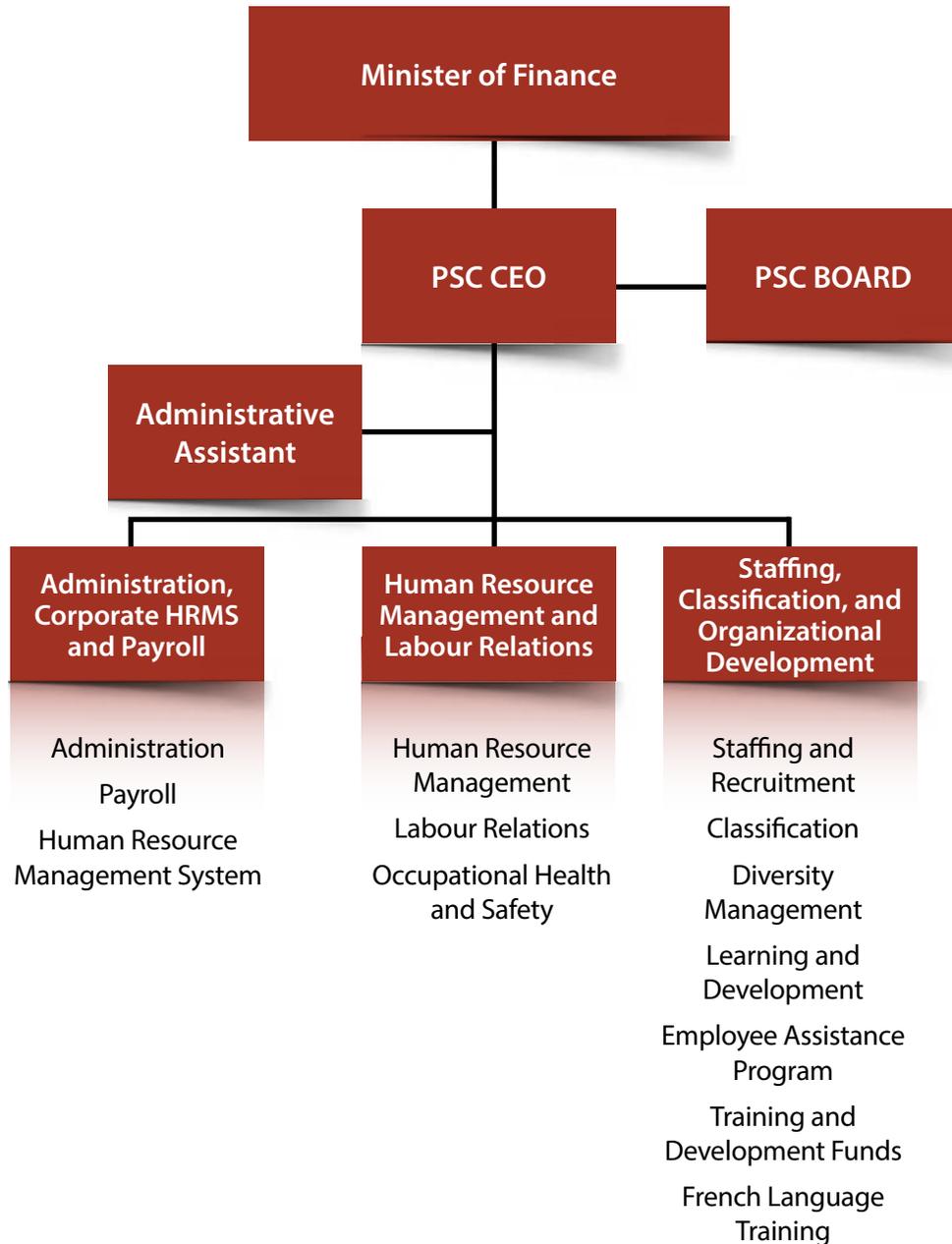
Further, the Public Service Commission Chief Executive Officer and Management Team are committed to evaluating the effectiveness of strategies and activities through the use of formal evaluation methodologies, using both quantitative and qualitative data. Quantitative data includes Human Resource Management and Payroll System (e.g. PeopleSoft) data, and results from the biennial Employee Engagement Survey and Public Service Commission Client Satisfaction surveys which will continue to be used to evaluate the effectiveness of strategies. Qualitative data is also mined for feedback on contextual factors that emerge.

The Public Service Commission Annual Report will document performance against the plan for each fiscal year including contextual and trend analysis as well as historical reporting. Yearly updates to the plan and reporting will reflect emerging strategic directions or issues within the Civil Service.



## Appendix A:

### Public Service Commission Organizational Structure



## Appendix B: Indicator Tables

Goal	Progress Indicators	Baseline Year 2013-2014	2014-2015	2015-2016	2016-2017	Target 2020	
<b>Goal #1</b>	1. Percentage of employee survey respondents who self-identify with the four designated diversity groups*	Aboriginal	=====	2.40%	=====	=====	
		Person with a Disability	=====	2.60%	=====	=====	
		Member of a Visible Minority	=====	2.40%	=====	=====	
		Non-traditional Occupation for Gender	=====	6.30%	=====	=====	
	2. Percentage of employees that have been assessed as being bilingual	7.79%	8.10%	10.10%	11.60%	15.26%	
	3. Number and percentage of bilingual positions in the Civil Service	75 (3.3 %)	77 (3.4 %)	73 (2.6%)	98 (3.6%)	**	
	4. Percentage of employees who access bilingual training and development opportunities	6.60%	7.60%	6.00%	5.10%	8.50%	
	5. Percentage of external hires	14.30%	19.80%	17.20%	14.40%	16.43%	
	6. Percentage of permanent employees under the age of 35 years	10.90%	11%	10.10%	7.30%	**	
	7. Percentage of employees who agree they have opportunities for career growth*	45.90%	=====	47%	=====	52.00%	
	8. Percentage of new permanent employees that stay over five years or over two years with the Civil Service	78.90%	81.30%	82.50%	82.10%	81.20%	
<b>Goal #2</b>	9. Percentage of appointments to senior management positions (director level and higher) from within the Civil Service	93.50%	94.80%	95.80%	92.30%	94.10%	
		7.70%	4%	4%	3.94%	**	
	10. Percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years	31%	38%	30%	36%	41%	
	11. Overall employee engagement index for the Civil Service*	71%	=====	72.2	=====	79%	
	1. Percentage of employees who have discussed a learning plan with their immediate supervisor *	46.50%	=====	53.40%	=====	58.30%	
	2. Number of employees who have completed Leadership/Manager programs that are provided through the PSC	68	41	69	N/A	**	
	3. Percentage of employees who agree their manager provides regular feedback on their performance *	62%	=====	63.70%	=====	70.00%	
	4. Number of registrations for PSC funded learning opportunities for all learning areas (e.g. French language training, labour relations training, cultural diversity training, etc.)**	2,463	2,802	3,382	4,131	**	
	5. Number and percentage of applications approved for funding from Employee Training and Development Funds **	723 (84%)	576 (78 %)	667 (80%)	511 (63%)	100.00%	
	<b>Goal #3</b>	1. Percentage of employees who agree that they have support at work to balance work and personal life.*	81%	=====	81.4	=====	89.54%
		2. Average Leave utilization rates (days)					

a. Sick Leave – Unpaid	0.1	0.11	0.16	0.14	**	
b. Sick Leave – Paid (including Medical Appointments)	9.07	8.71	9.77	9.62	**	
<b>Special Leave</b>	c. Serious Illness in Family (Art. 24.14b)	0.06	0.06	0.08	**	
	d. Illness in Family (Doctor's Statement)	0.01	0.02	0.01	**	
	e. Illness in Family (Art. 24.13 (a)(1))	1.13	1.04	1.09	**	
	f. Travel Family Medical (Art. 24.13(a)(2))	0.36	0.39	0.42	**	
	3. Usage of the Employee Assistance Program	2,284	2,099	2,130	2,436	**
	4. Number of Days Lost to Workers Compensation Board Claims	7,304	7,995	5,718	4,150	**
5. Number of Workers Compensation Board Claims	177	195	192	184	**	
<b>Goal #4</b>	1. Average time to hire (days)	85	69	50	28****	*****
	b. Health PEI	57	39	23	23****	*****
	2. Average classification file turnaround time (working days)	21	32	44	45	45
	b. Encumbered Positions	170	141	234	220	45
	3. Total number of pay cheques produced	12,924	12,345	11,754	12,085	**
	4. Total number and percentage of "off cycles" produced (pays outside of normal pay schedule)	54 (0.42 %)	35 (0.28 %)	47 (0.40%)	58 (0.47%)	**
5. Total number of overpayments for total cheques produced	49	48	75	63	**	
6. Average level of client satisfaction with PSC services *****	**	**	**	**	**	

Note: targets were set based on an average three year projection based on the average % change over the past three years

\* The data source for these indicators is the Employee Survey. The last 2018 survey was conducted in February; however, data analysis was still in progress.

The targets were set based on a 10% increase from our last survey to the next.

\*\* No established target, standard or benchmark; target toward continuous improvement

\*\*\* Since 2015/2016 the values were calculated using a different formula than in previous fiscal years to better reflect staffing activity within the fiscal year.

\*\*\*\* target to maintain at or below industry standard or provincial interjurisdictional best practice

\*\*\*\*\* Data source for this indicator is the PSC Client Satisfaction Survey which was conducted in 2010 and 2013. In order to improve the ability to monitor trends between surveys, a new survey is planned for 2018-2019 fiscal year.

Three hundred electronic survey invitations were issued to deputy ministers, directors and managers in the 2013 survey. There was a seven point Likert scale to measure level of satisfaction with each of the PSC services, across the five attributes of client service - timeliness, professionalism, knowledge, consistency, and outcome. Results showed an 85% or higher level of satisfaction on one or more of the attributes for the Staffing, Employee Assistance Program, Departmental HR Management, and Corporate HRMS/Payroll sections. Lower levels of satisfaction (between 48% and 67%) were reported with the Classification, Diversity Management and French Language Training programs for timeliness, consistency and outcome.

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