



Leadership Action Renewal Energy Learning Expertise Values Excellence

First Progress Report on

La Relève: A Commitment to Action

DETAILED REPORTS March 1998

Presented by Departments, Functional
Communities and Federal Regional Councils
to the Clerk of the Privy Council
and Secretary to the Cabinet

Canada

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Departments

Agriculture and Agri-Food Canada

At Agriculture and Agri-Food Canada (AAFC) we know we must be ready for the challenges ahead. Exciting opportunities exist to help our industry expand markets and innovate for sustainability while maintaining a strong foundation for the sector and for rural communities.

Our ability to help is limited only by the skills, experience and energy that AAFC employees will have in the future. Our *La Relève* action plan, *Planning for the Future*, describes AAFC's overall approach to building on the strengths of our employees so we will be ready.

A Clear Sense of Direction

Like most federal departments, AAFC has been through a number of uncertain years of program rationalization and staff downsizing. We are now moving into a period of improved stability and optimism where all employees can be part of a new approach.

Development of AAFC employees will be guided by the department's new business lines that have already been discussed with managers and many employees. These business lines cut across traditional organizational structures and emphasize the need for collaboration and teamwork to do our jobs well in the future. As promised in *Planning for the Future*, an interbranch work team has updated AAFC's statement of vision, mission and values. This statement will help to ensure that we move ahead while respecting and nurturing the basic values necessary to maintain a positive work environment.

The Departmental Management Committee has invested significant time in identifying challenges, setting priorities and giving clear direction for the future. An annual senior management conference has been reinstated as a forum for confirming AAFC priorities and direction. Following the 1997 conference, managers were able to discuss current directions with their staff, aided by a 25-minute video in which the Deputy Minister celebrated recent departmental achievements and laid out future challenges.

Personal Career Planning

Employee growth and development are fundamental building blocks in AAFC's human resources management strategy. *Planning for the Future* commits to provide every employee with the opportunity to develop a career plan by 2000. We have started to deliver on this commitment; our managers and staff are sitting down together to map the common ground between individual career aspirations and future organizational needs.

At the same time, the department's four certified career counsellors assisted more than 300 individuals in the National Capital Region with their career plans during 1997–98. As well, regional management committees have collaborated with other government departments or the private sector to access local career counselling services.

In order to equip managers to assist employees, all supervisory and management training within the department was modified in 1997 to include training on career management. During this training, managers were asked for their input on more effective career development initiatives within the department.

Investment in Learning

Another key *Planning for the Future* commitment is to maintain current expenditures on training and development at four percent of the annual payroll.

The Departmental Learning Committee has explored ways to get greater value from our training dollars (e.g., computer-based training, more regional course delivery). Regional management committees have also made recommendations on how to promote more training and development assignments for regional employees. The department has begun acting on these proposals.

The Deputy Minister and heads of the federal agri-food portfolio agencies have agreed to more staff exchanges and secondments between their organizations. Assignments are also being pursued with other federal departments, provincial governments and the private sector.

AAFC's assignment service is handling an increased volume of requests. Last year more than 60 developmental assignments were organized and AAFC has an inventory of about 200 employees currently available for assignments.

Management Development

Planning for the Future also highlights the leadership challenges that AAFC must face. We have now identified the core competencies that our leaders must possess and demonstrate; these competencies are being used in the spring management development and succession planning exercise for the Executive (EX) Group. As a first step, all employees at the EX minus one level have the opportunity to self-identify for assessment of their EX leadership potential. Based on the outcome of this exercise, this approach will be considered for assessing middle management and supervisory potential also.

Several AAFC executives participated in the corporate development programs implemented by the Public Service Commission in 1997, the Accelerated Executive Development Program (AEXDP) and the Assistant Deputy Minister

Pre-Qualified Pool (ADM PQP). AAFC is coaching and mentoring two AEXDP participants. The Deputy Minister is serving as one of the deputy minister co-champions for the ADM PQP and for the development of Collective Management of ADMs.

Benefiting from Diversity

Another fundamental element of *Planning for the Future* is to ensure that our workforce reflects the diversity of the Canadian labour market. The Diversity Management Framework, approved by the Departmental Management Committee in December 1997, lays out a new corporate direction in four areas: removing barriers to diversity; encouraging participation of under-represented employment equity groups and Francophones; improving diversity awareness within the department; and supporting managers in fostering and respecting diversity.

One of the first concrete achievements in implementing this framework is a management course, *Leading a Diverse Workforce*, which was developed and tested in 1997. Full delivery began in February 1998 with a target of 20 percent of managers and human resources advisors participating in the program annually.

Since *La Relève* was launched, we have increased our financial commitment for our four employment equity advisory committees and have reinforced the importance of encouraging employees to be active participants. Each committee has a Departmental Management Committee champion and all committees made specific recommendations for action in 1997, many of which are now being implemented.

Employee Involvement and Recognition

Information about *Planning for the Future* and *La Relève* has been shared with employees through written reports, presentations and HR Online, the human resources on-line service within our intranet site. The department has sought and responded to employee feedback, including the results of an employee climate survey in February 1998. The survey gave all employees an opportunity to suggest improvements in the AAFC work environment. Managers are now acting on the issues identified by staff.

The exit survey and interview process launched in December 1997 is another vehicle for gathering employee feedback on the work environment at AAFC.

And we are refining our already successful rewards and recognition system to celebrate the progress being made to move the department into the future. Last year's departmental Agcellence awards placed emphasis on team achievements.

Branch-level awards celebrated more specific achievements in research, marketing and other activities.

A Strategy for Everyone

Planning for the Future is for all employees. With the input and involvement of AAFC staff and managers, we are transforming *Planning for the Future* from a paper plan into concrete and meaningful actions, creating a better workplace for present and future AAFC employees. An investment in people is an investment in a modern, vibrant public service for the future.

Atlantic Canada Opportunities Agency

Overview

The Atlantic Canada Opportunities Agency (ACOA) recently completed the development of the Comprehensive Human Resources Management Framework. Numerous changes to the agency's internal management practices were implemented after extensive employee and management consultation. So for ACOA, *La Relève* is not entirely new. *La Relève* did tell ACOA though that it was on the right track but needed to include new priorities. ACOA is now in the process of implementing its *La Relève Action Plan*, which was distributed to all staff in May 1997.

ACOA's programming activities have evolved in response to the needs of the business community throughout Atlantic Canada. ACOA's focus is on investing in the region by encouraging new entrepreneurs and by providing financial and strategic support to existing small and medium enterprises.

The key elements outlined in ACOA's *La Relève Action Plan* are to build on the work initiated under the Human Resources Management Framework; to develop competency profiles for all job families within ACOA; to focus on human resources planning, including succession planning; to increase developmental opportunities for employees; and to create mechanisms for employee exchanges with partners in the industry portfolio, other federal departments, provincial departments and the private sector.

Through ACOA's Assignment Program, a co-ordinator position for *La Relève* was staffed to assist in the implementation of the *La Relève Action Plan*.

To date a number of activities have been completed. They fall under the following categories: Culture, Values and Vision; Organizational Health; Pride and Recognition; Demographics and Workforce Composition; Employment Equity and Official Languages; Learning and Training; Development Programs; Recruitment and Staffing; Communications and Consultation; and Performance and Accountability.

Culture, Values and Vision

The values of respect, honesty, integrity, team spirit, creativity and professionalism were discussed with staff and articulated in brochures distributed to everyone.

Organizational Health

A work/family balance manual was completed and distributed to all staff, indicating ACOA's commitment to be more responsive to the changing needs of the its workforce. Telework and flexible hours of work were highlighted.

A career counselling services program was made available to employees in all geographic locations. A number of employees have benefited from this service to date.

Pride and Recognition

Two awards, Outstanding Achievement and Instant, were established at ACOA. The Outstanding Achievement Award program is staff-driven with nominations submitted by staff and reviews of nominations done by a selection committee representative of all staff. The Instant Award is designed to be flexible, informal and timely. It encourages managers to show instant appreciation for a job well done.

Demographics and Workforce Composition

A study on demographics was completed to determine staffing and human resources developmental needs for the coming years.

Employment Equity and Official Languages

ACOA's five-year employment equity plan was revised two years ahead of schedule in order to step up activities in this area. Self-identification forms were distributed to all staff. One-on-one interviews have been conducted with target group members to assist in identifying and eliminating barriers.

Learning and Training

An assignment program was established to promote opportunities for individual growth through job assignments, job rotations and special assignments.

Development Programs

A number of EX-1 positions were created as developmental opportunities available to qualified employees at EX minus one and minus two levels.

Recruitment and Staffing

ACOA has increased its focus on fair, equitable and transparent staffing processes through the consistent application of areas of competition, education levels and electronic posting of employment opportunities.

Communications and Consultation

A message from the President was sent to all staff in May 1997 to indicate that ACOA's *La Relève Action Plan* had been approved and to invite staff to take part in the initiatives.

In October 1997, a follow-up message from the President was sent to all staff to give an update on the activities in progress and to introduce ACOA's co-ordinator of *La Relève*.

In November 1997, the President wrote to all staff providing a semi-annual report on *La Relève Action Plan* and the electronic version of *La Relève: A Commitment to Action*. It also encouraged all staff, once again, to actively participate in the continuous process of *La Relève*.

To follow up on the President's message, understanding that electronic mail does not replace face-to-face communication and to encourage open discussions on *La Relève*, a presentation kit was provided to all managers.

The co-ordinator of *La Relève* has also made a number of presentations to staff. This provided an excellent opportunity to obtain employee suggestions and feedback on ACOA's *La Relève Action Plan*.

A column on *La Relève* has been created for the employee newsletter, *Rendez-vous*, to complement the various internal communications tools being utilized by ACOA.

Performance and Accountability

The President is holding all executives accountable for the effective implementation of *La Relève Action Plan*.

Conclusion

ACOA's *La Relève Action Plan* represents an ambitious undertaking, particularly for a small organization the size of ACOA. It has built on the accomplishments that have already been achieved within the Human Resources Management Framework.

The action plan is designed to be implemented in stages so that management and employees alike are not overwhelmed by the activity level and so the plan can be adapted to the changes that will be necessary to build a new corporate culture. It will remain flexible to meet the developmental needs of employees.

ACOA's ability to adapt to the various changes in its mandate and mission rests with its strong commitment to human resources management.

Canada Economic Development for Quebec Regions

Overview

The Canada Economic Development for Quebec Regions agency realizes that renewal of the Public Service of Canada requires an increased investment in human resources and the modernization of personnel management practices. To meet these challenges, the agency has set a number of human resources management priorities. Under the Award and Recognition Program, we are working actively to promote development of and respect for the individual. We also intend to foster such values as credibility, leadership, ethics, diversity, enthusiasm and accountability through our in-house management training program.

The agency provides employees with tools and strategies for taking charge of their careers and continuously developing their skills. We know how important the improvement and acquisition of skills have become in terms of maintaining the quality of our human resources. The International Standards Organization (ISO) certification of our Small Business IDEA Program also applies in the area of training.

Pride and Recognition

In order to foster development of and respect for the individual, the agency implemented a dynamic and interactive award and recognition program and organized two awards ceremonies, in June and December 1997. On these occasions, the Deputy Minister personally presented an award to each recipient. Photos of the event were published in the *Special Bulletin*, which was distributed to all employees. These events also provided an opportunity to bring together recipients from all business offices. The program was modified to highlight the efforts of those who helped to improve morale on the job and change attitudes to correspond to the values of *La Relève*.

Demographic Data and Staff Makeup

We have conducted a demographic analysis that will be updated annually.

Employment Equity

All managers received two 1½-day diversity awareness sessions, which led to the establishment of a training program in a multicultural environment for advisors to small and medium enterprises. The program is intended to provide advisors with a better understanding of the business practices of ethno-cultural communities.

Training and Development

Nearly three percent of our operating budget was allocated to the 1997–98 annual training plan. Last year, employees spent an average of eight days in training, and while this average could decline considerably, it will remain above the national average of three days a year. The decline results from the substantial effort required for changes to the organization's mission, technological conversion, new programs and ISO certification.

Ninety employees took part in 10 activities under the *It's Your Career... Take Charge of It!* program. As a result, the agency has created a succession pool of skilled and talented employees, ready to face new challenges. Employees were evaluated on the basis of psychometric measurements or 360-degree feedback and an interview with an industrial psychologist. Employees were then encouraged to draw up a personal development plan in line with their areas for development and their learning style.

The program for employees interested in management positions was reviewed. The program is intended to provide employees with more background on management values and ethics, as well as the essentials of human resources management: motivation, communications, delegation and leadership. A group of about 10 employees received this training initially.

A tour of all the business offices was organized, with workshops being held to heighten awareness of the values and ethics of the public service, as described in the discussion guide, *A Strong Foundation*.

Development Programs

Following their participation in the Apprenticeship and Training Program for the Commerce (CO) Group, two employees were appointed to the CO-2 level as advisors to small and medium enterprises. Four others are currently receiving training. The agency has selected one employee for the Career Assignment Program (CAP) and is hosting two CAP trainees from outside. Two of our employees are presently on secondment to outside organizations under the Interchange Canada program.

Recruitment and Staffing

The agency has adopted an approach based on four skills profiles used for continuous learning and staffing activities, and is building for tomorrow by developing young university graduates through a variety of programs. We encourage managers to consider students from designated groups.

We are proud of having recruited 44 students under the Co-operative Education Program over the past year. In addition, about 50 students were selected under the Federal Student Work Experience Program. The Deputy Minister met with the trainees at a conference luncheon.

Communications and Consultation

A task force has been set up to better identify employee needs, expectations and perceptions, and the methods employees favour for establishing an internal communications strategy. Following the creation of this task force, known as FORUM, a strategic internal communications plan was submitted to the Executive Committee for approval in April 1997. The plan will be updated annually.

In addition, four communications trainees were hired under the Université de Sherbrooke co-op plan and the summer employment program of the Université du Québec à Montréal. Working with FORUM task forces, these trainees helped conduct employee surveys, create an internal communications policy, carry out monitoring, and establish internal communications tools (paper and electronic bulletins and an intranet site). As well, the trainees helped write, edit and lay out various publications.

Performance Evaluation and Accountability

The agency's Small Business IDEA Program obtained ISO certification. Quality loops have been initiated to ensure constant and constructive interaction between our staff and our clientele. Advisors get continuous feedback about their clients' satisfaction and about the economic results of their activities. New employees receive training on our quality system, work procedures and the ISO 9002 certification.

In addition, the results of audits, evaluations and continuous measurement are used to keep the staff abreast of the corporate results of the work carried out and to encourage suggestions for ways to better respond to the needs of staff and clients.

Other

We have extended our human resources management partnership agreements on the basis of previously established performance standards. Alliances have also been created with other federal organizations and financial institutions to enable the agency to provide vital support for small and medium enterprises.

Continuing what we have begun . . .

As part of its *La Relève* initiative, the agency is building on its well-trained human resources, effective internal communications network, and high-performance tools to ensure the continuity of a service tailored to the needs of the public service in 2000. The agency's success and future depend on its continuing to develop, value, and respect people.

Canadian Centre for Management Development

Overview

In May 1997, the Canadian Centre for Management Development (CCMD) presented its *La Relève* action plan to the Subcommittee of Senior Officials, outlining the repositioning and future challenges of CCMD. This report updates progress achieved since that presentation. Since May 1997, CCMD has engaged in several initiatives to address its human resources issues. The centre will be integrating human resources planning into its business planning.

Transition

A key outcome of the repositioning of CCMD was the need to reduce administrative staff. Since December 1996 when the CCMD *La Relève* plan was submitted, the 81 affected staff have been successfully repositioned through early retirement, voluntary cash out and placement within the public service. Collaboration of management and union representatives was accomplished through regular meetings of a joint steering committee throughout the process.

Formal briefings of employees were given to explain the restructuring process, and brown bag lunches were held to informally discuss employee concerns. Employees were provided with financial and personal counselling services through a series of workshops. The centre retained the services of a faculty member to act as coach, assisting employees in their job searches. This individual was subsequently redeployed into the learning programs.

Competencies

In order to enable effective human resources planning, CCMD has been identifying its needs in terms of core competencies. Once established, these will form the basis of reviewing CCMD capacity, determining skills and knowledge gaps and the optimal approach to filling them through recruitment of permanent or rotational staff or through learning plans. CCMD has identified a set of competencies for Corporate Services and another for the research and learning programs.

Corporate Services competencies are focused on action management, technical knowledge of functional areas and client service. These competencies are divided into three levels of work and are being discussed with employees in Corporate Services.

In the research and learning programs, knowledge and project management competencies have been identified. Knowledge competencies in which CCMD

should be world class include governance, leadership, organizational culture, learning and executive development. These competencies will be needed to ensure program coherence in each knowledge field. Work has begun to develop the project management competencies.

Key to developing world-class learning programs is the technique of benchmarking with other organizations in the field of executive education. Faculty have completed benchmarking exercises for all learning programs. The process of looking outward led to importing new ideas to CCMD.

The centre has also invested in its human resources by having selected employees attend workshops on the design and measurement of leading edge executive education programs and techniques. Faculty have had the benefit of training in the development of learning plans, linked to competency profiles. Selected employees have learned about the design of executive development programs in leading private sector companies that will help in the design of CCMD programs. Teams of staff have attended a workshop on the design of performance measurement approaches.

Development Opportunities for Support Staff

In planning the transition process, it became evident that many CCMD support staff had spent most of their careers at the centre. While this did not impede the ability of affected staff to ultimately find alternative employment, many felt that experience elsewhere would have enhanced their skills and self confidence in their job search.

In an effort to address this concern, CCMD has been working with the Privy Council Office, Public Service Commission and Finance Canada and Treasury Board Secretariat on an agreement for a mobility program for support staff. This program aims to provide potential interdepartmental assignment opportunities and will be introduced when an agreement has been finalized. Based on needs identified in learning plans of CCMD support staff, these secondment opportunities can be a rich vehicle for training, skills development and can enhance future mobility for administrative employees.

Rewards and Recognition Programs

CCMD is updating its rewards and recognition programs to make them more flexible and promote their use. For example, the centre is exploring how to implement instant awards to acknowledge contributions as close to the achievement as possible. During National Public Service Week, CCMD organized a staff breakfast meeting during which it presented awards recognizing everyday excellence, special efforts in significant projects and employees with long service.

Internal Communications

CCMD has created an intranet which includes all *La Relève* information. All staff meetings with the Principal and senior management team are held on a regular basis and *La Relève* initiatives are a standing item on the agenda. In June 1997, all staff appreciated the opportunity to view and dialogue on the video prepared on the Workforce of the Future. In the belief that *La Relève* has as much to do with clarity about CCMD's future directions as with human resources issues, these staff meetings also inform staff about CCMD strategic plans and accomplishments.

Accountability

La Relève initiatives need to be woven into the ongoing business of CCMD and the practices of all managers. The centre has developed a performance framework which forms the basis of business planning, measurement and accountabilities and integrates human resources planning and *La Relève* projects.

A working group with representatives from all parts of the organization has been created to address human resources initiatives and report back to the Management Committee on a regular basis.

Canadian Heritage

Background

Through an ambitious action plan and in support of the government's *La Relève* initiative, Canadian Heritage met its commitment to human resources renewal by successfully implementing the *Human Resource Action Plan*. A department-wide task force, focusing on the strength and diversity of our workforce, collaborated to develop a proactive and results-oriented strategy, with an objective to create and meet the challenges of a stable and revitalized workplace.

Employee involvement and needs assessment were crucial in achieving restructuring goals and in realizing many innovative accomplishments. A framework is now in place to encourage and to nurture human resources excellence throughout the department.

The *Human Resource Action Plan* set out many recommendations in 10 areas of human resources management. Our focus over the first year has been on six areas.

1. Diversity and Employment Equity

Numerous demographic and skills profiles have been created to provide up-to-date information for decision making about succession planning, recruitment and training strategies, and the optimum use of our people, respecting *La Relève* initiatives and our commitment to diversity. Equity issues are taken into account in our daily human resources activities. The department is working to ensure equality of opportunity for those in designated employment equity groups, by means of promotion, retention and professional development. Our commitment is reflected in the following measures:

Forum on Diversity. Our 1997 Forum on Diversity was a best-practice initiative and an unprecedented success, with more than 250 participants, more than half from outside the National Capital Region (NCR). The four employee-driven equity groups developed and organized the Forum on Diversity, demonstrating the value of the interactive participation of employees and management. The priority recommendation adopted in plenary session was that managers and supervisors be evaluated on their employment equity and diversity achievements. This recommendation was endorsed by the departmental Executive Committee on the following morning.

The department continues to support the four committees and to consult them through the active participation of its assistant deputy ministers as champions. Preparations for the annual Women's Conference, to be held in June 1998, are under way.

Mandatory diversity awareness sessions for all managers and supervisors.

Diversity training is a learning priority in our *Human Resource Action Plan*. Diversity at Work is a workshop designed by the department's Organizational Culture Change Initiative. Since the presentation of the pilot workshop, it has been given more than 10 times in both the NCR and the regions. By June 1998, all managers and supervisors will have been provided an opportunity to attend the workshop. Sessions are also organized for all staff based on their specific needs.

Self-identification survey. A self-identification process was begun in February 1997 to obtain more accurate data on the representation of designated groups. The analysis under way will allow Canadian Heritage to fine-tune its strategies to ensure better representation of the equity groups in its workforce.

2. Learning and Training

There are many initiatives related to these activities in every sector of the department. Professional orientation and career development specialists are available, for consultation, to all staff, in conjunction with our departmental Career Centre. The Terrasses Learning Committee, an interdepartmental initiative, was created to develop learning programs for all federal employees working at Les Terrasses de la Chaudière complex in Hull, Quebec. Services and workshops as well as other activities are provided on a continuing basis. Employees at various levels are offered special assignments to develop new skills. Canadian Heritage is working closely with four other federal departments to implement an assignment program for policy development officers. In addition, we have developed a skills profile for the Information Services (IS) and Financial Administration (FI) groups, in co-operation with other departments, and a training pilot project is under way.

3. Development Programs

We have also reviewed our management strategies for government-wide development programs. Human resources planning is now more fully integrated with departmental strategic planning and has resulted in a new document, the *Human Resource Planning Guide*. Ten new trainees will be recruited each year under the Management Trainee Program, with recruits from inside and outside the department being given equal opportunity. Management of the Career Assignment Program was also reviewed to ensure participants are given more meaningful assignments and are prepared to assume a broader range of

responsibilities. The department worked diligently to support the work of the two corporate *La Relève* programs, the Assistant Deputy Minister Pre-Qualified Pool and the Accelerated Executive Development Program, by encouraging employees and senior managers to participate in the selection process, and by identifying several assignment opportunities within the department.

4. Recruitment and Staffing

While completing the necessary downsizing, we were able to implement a number of new initiatives to improve staffing in every part of the department. As part of our strategy, staffing for new field unit director positions and other essential positions in the Parks Sector included an invitation to all departmental employees to indicate their interest in positions. The Strategic Management Sector used the same strategy to staff new regional positions. In the Citizenship and Canadian Identity Sector, representatives of the four employment equity groups were made aware of management positions becoming available in the sector, so that they could encourage their members to apply. Departmental employment committees, which are in place in all regions, including the NCR, act to broker people and positions within the department to ensure that employees are aware of opportunities.

All sectors increased their efforts to attract and to recruit younger employees. The department invested in the development of its entry-level employees by hiring more than 1,000 students in various programs during 1997 and by conducting a survey on their experience. The implementation of the resulting recommendations will allow for the strategic use of existing student programs to recruit, retain and develop promising employees. In addition, the Human Resources Branch was reorganized and the Corporate Services Sector restructured to support both the needs of the department and the development of the new Canadian Parks Agency.

5. Communications and Consultation

The *Human Resource Action Plan* was widely distributed in April 1997. A vast consultation was undertaken by all sectors through intranet discussion groups, voice mail, a *La Relève* newsletter, and a survey to measure the impact of the *Human Resource Action Plan* on our employees — taking into account their specific needs and providing them with an opportunity to identify essential *La Relève* initiatives. Managers were encouraged to meet with their staff to discuss the department's *La Relève* initiatives and to solicit their comments. A discussion guide was developed for this purpose. A final report and action plan were prepared making recommendations which management has begun to implement.

6. A Change of Culture . . .

Pride and Recognition. Our primary objective is to create a positive work environment in which employees can develop to their full potential. The department provides immediate recognition for outstanding achievements, which is conveyed throughout the year. In addition, employees collectively nominate managers who are champions of the best human resources management practices and who help to change our organizational culture to respond to tomorrow's challenges.

In 1997, many employees participated in a presentation ceremony where the Deputy Minister highlighted departmental accomplishments and recognized these managers with people management awards. We actively participated in National Public Service Week, with a focus on activities encouraging excellence and innovation in the workplace.

We recognized in developing the *Human Resource Action Plan* that it was an ambitious undertaking, and we are proud of our achievements in this first year. We feel confident that we have set the stage to fully implement all of our *La Relève* initiatives.

Canadian International Development Agency

Overview

In the spring of 1997, the Canadian International Development Agency (CIDA) published its action plan for *La Relève* under the title *CIDA Human Resources Strategy for 1997–2000*. This report is an update and extension of the original CIDA Human Resources Strategy 1995–1998, which was developed as a part of the process of transformation and renewal that CIDA began in 1993 as a response to external pressures and internal needs. The strategy was developed through employee consultation processes and the reports of a working group composed of line managers as well as human resources specialists.

A concrete implementation plan with specific activities and target dates was prepared for the first 18 months. As of April 1997, CIDA had reached the mid-point of implementation of the original plan, and some two thirds of the plan had been implemented. The updated strategy 1997–2000 identifies the results achieved to date and what is still to be done, with new items responding to the *La Relève* initiative. As well as using results from the June 1996 employee survey to identify priority concerns, formal consultations were conducted with employees (in March) and with managers (in October) on the proposed action plan and priorities.

The key challenges identified in the strategy relate to leadership — changing culture and clarifying values, ensuring a supportive work environment, empowering managers and employees, human resources planning, and workforce revitalization and replacement:

Leadership — Changing Culture and Clarifying Values

Since June 1994, nearly 400 CIDA managers and officers participated in Leadership Challenge, a five-day course designed to reinforce leadership and people-management skills and to foster a new shared managerial philosophy and values. The validation of this was completed, and the next steps needed to anchor a culture of leadership in CIDA and to further develop competencies in human resources management were established. In addition, a training program on the management of poor performance was launched in January 1998.

In addition to previous exercises in Americas and Asia branches, formal upward feedback exercises were voluntarily conducted by 17 CIDA managers in two branches (Central and Eastern Europe, and Canadian Partnership).

Ensuring a Supportive Work Environment

Since March 1997, four assemblies for all headquarters staff, the President's Fora on Best Practices, have been conducted on micro-credit (Asia Branch), counterpart funds (Americas Branch), reconstruction in Bosnia (Central and Eastern Europe Branch), and governance (Africa and Middle East Branch). These were used to showcase achievements of both groups and individuals and to cultivate pride in CIDA's accomplishments. The Agency Forum was among the mid-June activities of National Public Service Week. This enabled employees to hear the President's view of achievements in the previous year and the challenges and goals for the coming year.

A series of information sessions on the prevention of harassment were conducted. A total of 642 employees participated, including 189 supervisors. Several pilot courses on valuing diversity were held in October 1997, and a revised version of the course was launched in February 1998.

Five people were nominated for awards by the Reward and Recognition Committee since March 1997.

Counselling services information sessions and workshops included the following topics: career planning (for Africa and Middle East Branch employees), menopause, self-defence for women, team building, and preventing burnout. Virtually all items of the Agency Health Plan 1994–1997 have been completed, including the review and improvement of air quality, launching of fitness activities, and establishing an ombudsman program. The plan is being updated through consultations with employees.

Action plans to address priority concerns identified in the 1996 employee survey were identified at the branch and corporate level, and reports on progress issued to all employees. Consultations with employees are being carried out to design the questionnaire for a third employee survey, to be conducted in May 1998.

Employees need to have access to the information required to do their work. Under the name The Phoenix Project, a cross-agency team has been working to identify the agency's current and emerging information needs, and to identify the new informatics architecture and tools that will best respond to these needs. These include areas such as finance, materials, contracts, programs, reporting on results, human resources management, communications with posts and partners, information and internal communications management.

Empowering Managers and Employees

The delegation of authority for human resources management decisions to managers was initiated with Phase I — the delegation of staff relations

authorities. A framework and schedule has been put in place for implementation of the next phases, for staffing and classification authorities.

Human Resources Planning

The competency profiles for executives, managers, development officers, finance officers, administration officers, and clerical and secretarial staff were approved and integrated into recruitment, staffing and training tools. Draft competency profiles were also developed for human resources officers, communications officers, information management/technology specialists, scientific and technical advisors, field staff and senior development officers (PM-6). Competency development guides are being developed to provide staff with information on options for acquiring the competencies described in the competency profiles.

Presentations were given to CIDA's senior management committees on the report, Human Resource Profile and Descriptors, to show the progress being made in achieving the goals of the Human Resources Strategy, including the progress in meeting employment equity targets and in achieving workforce renewal.

An inventory of CIDA's scientific and technical advisors was established, a snapshot of future needs was developed, and a strategy for recruitment of new scientific and technical advisors was approved.

Workforce Revitalization and Replacement

Given that 27 percent of CIDA's workforce is now 50 years of age or more, it was essential that CIDA take steps now to address future succession needs. A series of regular promotional competitions at the EX-2, EX-1 PM-6 and PM-5 levels began in 1996. To date these have resulted in eight appointments to EX-2 in May 1996, with two others planned in 1998; 20 appointments to EX-1 in September 1997; 31 appointments to PM-6 in February 1997; and 24 appointments to PM-5 in November 1996. A second PM-5 competition was held recently. A special training and development program, customized to individual needs, is being provided to the new executives.

In 1996, CIDA launched a five-year program to recruit recent graduates for the officer category from outside CIDA. A total of 37 candidates have been recruited to date from across the country, 22 in 1996 and 15 in 1997. The third campaign is now under way. Visits to universities for job fair days took place in September and October 1997, and recruits from the first campaign went as CIDA's representatives.

A career management program for new development officers received approval from the Public Service Commission in July 1997. CIDA also has nine employees in the Management Trainee program, and four in the Career Assignment Program. CIDA has an active external assignment program to enable employees to share expertise with other organizations and to further their professional experience. Some 4 percent of CIDA employees are currently participating in this program.

CIDA was one of the first group of departments to be audited on compliance with the Employment Equity Act, by the Canadian Human Rights Commission. The self-identification questionnaire was revised, and a self-identification survey carried out using the new form and information booklet. A sensitivity program about Aboriginal culture was conducted; and CIDA participated in the National Aboriginal Career Symposium, which generated interest in international development.

Citizenship and Immigration Canada

Overview

In early 1997, Citizenship and Immigration Canada (CIC) submitted its action plan entitled, *La Relève at CIC*. Since that time, a *La Relève* champion, the Assistant Deputy Minister of Policy and Program Development, has been made accountable for progress on a variety of fronts. At CIC, *La Relève* activities are focusing on initiatives to revitalize and retain our employees at all levels and, when recruiting new staff, to represent more fully the clients we serve. A full-time *La Relève* co-ordinator works with a steering committee of employees, representing both national headquarters and regional interests.

Our activities to enrich human resources management are proceeding on two tracks. The first relates to activities that go beyond the initiatives detailed in *La Relève at CIC* and include regional activities. The second involves results, accomplishments and achievements that flow from our action plan, *La Relève at CIC*.

Key Initiatives

Values and ethics. CIC has begun an eight to 10-month values and ethics initiative to identify, foster, and document departmental values and to support staff in their efforts to make ethical workplace decisions. It is a case-based, bottom-up exercise involving all employees. A video, with commentaries by staff and senior management, was produced to demonstrate some of the issues at stake and explain the initiative.

Before the launch to all employees, 140 middle managers from across CIC attended a conference on values and ethics to emphasize its importance. The initiative consists of a five-step process, the first of which took place in November 1997 when all CIC employees were requested to submit cases of values and ethics dilemmas. The first ones were received the same day and are now being collated to share in the ongoing dialogue.

In addition, CIC staff participated in training and discussions related to understanding the organization's values and ethics and making decisions within that context. Follow-up action will include establishing a mechanism to address employees' concerns when confronted with dilemmas where existing directives appear inadequate.

CIC Check-Up survey. During a three-week period late in the 1997, CIC conducted an organizational survey called CIC Check-Up. It posed questions on rewards and recognition, communication, competence and skills development, teamwork, leadership, vision, ability to adapt to change, and employee

commitment. To cope with operational realities and widespread geographical locations, we successfully used an automated voice telephone response system to retrieve both in-Canada and international responses. We have shared the results with staff and are working on action items to address both general and more specific issues.

Support Staff Day. Under the *La Relève* umbrella, CIC hosted Support Staff Day, a day-long session for National Headquarters (NHQ) support staff at an off-site location. The event was organized by volunteers from the Clerical Regulatory (CR) and Secretarial (SCY) community, who arranged the agenda following consultations with their peers. Issues important to this group were pay equity, human resources management, development and training programs, managerial decision-making priorities and, finally, balancing family and work responsibilities.

Of particular interest were presentations by the Public Service Alliance of Canada and Treasury Board Secretariat on the pay equity issue. Of the 238 employees eligible to attend, 225 did so. We are assessing evaluation forms to determine follow-up activities. As far as we know, this is the first time such an event had been held by a federal department.

Communications. Another priority has been to make links with the *La Relève* Task Force in order to communicate central messages to our staff, who are located in Canada and around the world. The establishment of a *La Relève* intranet site, which is now active and gaining exposure with staff, was accomplished. A manager's kit, giving the big picture issues and CIC-specific issues, and numerous public speaking events to staff have been important elements in "selling" the message. Regional executives have, through the Steering Committee, shared their own plans and achievements with others. All are active on councils of senior federal officials.

Regional Perspective (in Canada and overseas)

- Focus groups on the issues of values and ethics and employee development were held for all 83 Atlantic Region staff.
- In Quebec Region, a management trainee program began in July 1997, in partnership with the Public Service Commission (PSC). CIC is the first department to have done so in the region, and we are using the PSC's selection tools and evaluation centre. The first candidates, who must have a post-secondary degree, have begun their training. An internal middle management development program also began recently. Ten candidates are participating in the two programs.
- Interdepartmental exchanges at the Executive (EX) minus one level are one

of the *La Relève* tools being used in the Quebec Region, through the Quebec Council of Senior Federal Officials.

- An individual learning plan was developed last year for each Quebec Region employee to target training and development activities.
- Restructuring of the Ontario Region reduced a management layer and empowered working level staff in decision making. A significant investment in managerial and operational team building was made.
- In the Ontario Region, the focus on broader skills development resulted in the adoption of a generic PM-6 regional manager position and establishment of guidelines to promote rotation through managerial positions. In addition, the development of generic enforcement officer and citizenship and immigration officer positions resulted in broadening officers' knowledge and skills base and improving our flexibility and responsiveness.
- Twenty-five new enforcement assistant positions in Ontario were created and staffed in order to, in most cases, enhance career progression from support- to officer-level positions.
- All Ontario Region staff participated in respectful workplace training sessions in order to promote a positive working environment.
- In both the British Columbia/Yukon and Prairies/Northwest Territories regions, the annual reporting on local office initiatives supporting *La Relève* formed a component of each management accord, beginning February 1998.
- The management teams from the British Columbia/Yukon and Prairies/Northwest Territories regions are highly committed to the principles of a learning organization. To support this, all managers and supervisors participated in dynamic workshops focusing on team building and effective communications skills.
- British Columbia and Quebec regions designated *La Relève* champions, while three Prairie Region managers have similar roles in their three provinces.
- CIC's International Region developed an integrated human resources strategy incorporating *La Relève* and other priorities.

- The International Region's Director General became a member of the Human Resources Committee of the Department of Foreign Affairs and International Trade's (DFAIT) as part of an effort to work on issues of common concern.
- A change in the delegation process, permitting locally engaged staff at lower levels to be designated to issue visitor visas, is an increased recognition of the role and importance of these DFAIT employees.

Results, Accomplishments, Achievements **(*La Relève at CIC* report)**

- CIC partnered with five departments to provide career opportunities for policy officers, i.e., Program Administration (PM) and Economics, Sociology and Statistics (ES) groups, through assignments and rotations.
- CIC decentralized training delivery to regional offices and developed comprehensive training plans for spending an extra \$2 million during 1997–98. A second round of planning was completed for 1998–99, including training initiatives supporting *La Relève* initiatives.
- Training and development plans were completed for each NHQ PM-6 employee—all of whom are members of a rotational pool. Each employee was interviewed regarding next assignment preferences.
- Close monitoring of PM-6 employees' performance levels and ability to undertake varied work assignments is under way to determine whether this pilot initiative of pooling, plus horizontal development and experience is more likely to lead to admission to the EX Group.
- In all domestic regions, PM-6 job descriptions and competency profile assessment processes were completed.
- Career mobility opportunities were enhanced at the PM-6 level as changes were made so that employees were eligible to fill vacancies at that level—regardless of whether they were located in regional offices or at NHQ.
- A senior management review resulted in a return to a more traditional model that reinstates assistant deputy minister line authority; and a decision was made to return to five domestic regions from the previous three.
- CIC identified two positions for placement of successful candidates in the Accelerated Executive Development Program. Unfortunately our job opportunities were not picked up by candidates.

- Co-location of our three call centres with Citizenship and Immigration centres in Montreal, Toronto and Vancouver enabled us to meet operational demands and to allow job enrichment, as indeterminate CR-5s rotated between work areas.
- To deal with retention and attrition issues at call centres, we developed a flexible recruitment and training strategy in two regions when hiring CR-4 term staff outside the Public Service of Canada, using innovative telephone testing, training, and full-time on-site coaches.
- Under the Management Trainee Program at NHQ, CIC committed to hire one new candidate for 1997–98 and took over responsibility for another in Quebec Region. One Career Assignment Program candidate has been nominated in NHQ and three in Quebec.
- The Quebec pilot, Organisation agissante, was reviewed due to an Appeal Board decision upholding six of 18 allegations. The PSC in Montreal and CIC are jointly responsible for implementing corrective measures to take into account the concerns of all parties.
- CIC demonstrated its commitment to diversity management. A major information campaign for staff on Respectful Workplace issues and a diversity management intranet site were key results.
- Under the Recognition Program, a brochure and a revised managers' guide were produced, and delegation of authority was given for approval of awards up to \$200 to all responsibility centre managers.

Environment Canada

Foreword

This Environment Canada (EC) report reflects the status of the initiatives committed to by senior management in *Human Resources Management Plan: Situating EC for the Future*. The management plan covers the period April 1, 1997, to March 31, 2002, and addresses the department's contribution to the *La Relève* initiative. In addition, this current report will highlight the real and ongoing challenges that need to be addressed.

The intent of the department's human resources management plan is to identify and address human resources issues and strategies that directly impact our ongoing ability to meet the goals of our business plan. As a science-based department, there is a need to address current environmental priorities while maintaining and building a human resources infrastructure for the future.

Introduction

The following is a progress report on the commitments to action set out in Chapter three of *Human Resources Management Plan: Situating EC for the Future*. A discussion of our achievements to date is grouped under the seven priority areas.

1. Training and development: investing in people. Training and development priorities for Environment Canada were policy development, scientific professional/technical, organizational and people management skills and knowledge. These are being primarily addressed by a combination of formal and informal learning interventions and the use of technology. In 1997–98, the departmental learning fund (\$1.2 million) was used for 29 innovative learning initiatives that support business activities and that have potential application across EC.

There is much to be done in the areas of developing a future management cadre (particularly science managers), improving our bilingual capacity and ensuring that our scientific and technical capabilities are viable and supportive of our business activities.

2. Recruitment: bringing the best to EC. EC has undertaken to renew and rejuvenate our workforce mindful of our obligation to address the under representation of members of the designated groups. Although progress was made towards meeting our targets for hiring Aboriginal peoples in 1997–98, further efforts are required to increase the representation of designated group members in the scientific category.

A total of 496 students were hired under the Science Horizons, Environmental Youth Corps and Summer Employment programs. Three management trainees were recruited in 1997–98, and we committed to hire five additional candidates in 1998–99.

3. *Mobility: opportunities to build human resources potential.* Mobility both within and outside the department, in both formal and informal settings, is being encouraged in several ways including

- the People and Jobs system — usage expanded to all regions and 188 job opportunities have been posted to date;
- the Interdepartmental Scientific Mobility Exchange Project — EC created nine assignment opportunities and currently has four employees on assignment; and
- the Career Development Program for Women — 12 are participating in the third phase of the program.

4. *Competency-based management.* The first half of 1997–98 has been used to build the foundation on which the department can fully commit to the implementation of competency-based human resources management. The competency profiles for research management positions at the National Water Research Institute have been completed, and we are now developing the assessment tools to support career planning and succession planning. Six new competency initiatives are under way within a variety of regions and services of the department.

5. *Work environment: a healthy and productive workplace.* Environment Canada is involving the unions in the development of new initiatives and consulting earlier and more frequently on matters affecting their members. An initiative has been undertaken to improve supervisor-employee communications through the development of a new performance management framework. Concepts and tools are being tested through pilot projects.

More effective ways of communicating with our employees and recognizing their contributions, in particular our scientific staff, are being sought.

6. *Human resources management practices: partnering and streamlining.* EC is participating and providing leadership in the development of action plans for the implementation of, or in the responses to, community plans for groups such as Human Resources, Information Technology, and Science and Technology.

7. Workforce demographics: knowing the department. We are strengthening our ability to do demographic research and analysis in support of human resources management planning. The department is currently developing a management framework for meteorology and other science and technology populations. We have identified the need to develop an inventory of the current skills, experience and knowledge base of departmental employees.

Internal Communications

During the data collection and consultations done in preparation for the human resources management plan, employees, managers and union representatives indicated the need for clearer direction and better organizational communications. To respond to this concern and to better understand how the plan impacts employees and the department, the Human Resources Directorate undertook focus groups with a significant sample of employees and managers across the country. Their input will help us develop better communications strategies and tools as well as prepare us for the 1998–99 update.

To better familiarize employees with human resources strategies, priorities and initiatives, we have launched a site on the Infolane; encouraged managers, at all levels, to communicate the plan and its contents in face-to-face sessions with employees; published a series of articles in *Let's Talk Green*; and conducted briefing/information sessions across the country.

Reporting and Accountability

Human resources management planning is increasingly integrated with the business planning processes. Senior managers are directly involved in the development of human resources plans to support business activities. Those inputs are integrated into a departmental plan that is reviewed and endorsed by the Deputy Minister and the Management Board. Senior managers are accountable for communicating and implementing the departmental human resources management plan through the component and regional plans.

There are midyear and year-end Management Board reviews of performance against the departmental human resources management plan. Specific initiatives such as competency-based management projects have separate management charters and accountability accords under the responsible senior manager(s).

Closing Remarks

Environment Canada's *Human Resources Management Plan: Situating EC for the Future*, published in April 1997, was a very ambitious plan. We have, however, made significant progress in several key initiatives and we are very proud of these accomplishments.

This is a five-year plan. We are committed to maintaining the momentum achieved thus far and will build upon it as we complete the current fiscal year and prepare for the next. We have just begun the work of renewing the department, but it is a strong beginning.

Finance Canada, Department of

Overview

The 1997 *La Relève* action plan of the Department of Finance Canada was entitled *Focus on People*. The management of people was the “driving force” behind this plan. After the downsizing and restructuring brought on by Program Review, *La Relève* was an opportune time for the department to take stock and renew its human resources priorities.

As a central agency, the department also wanted to contribute to renewal in the Public Service of Canada by developing employees as “corporate citizens” and sharing its policy expertise through interdepartmental mobility.

While the department’s strength lies in a strong recruitment strategy, it needed better mechanisms for career management and employee development. A cross-branch team of senior managers identified the following key areas for renewal: performance management, career development and mobility, training and learning, and succession planning.

This report summarizes the actions taken, since the spring of 1997. The management committee along with the Human Resources Division continue to work together to implement this plan and monitor its progress.

Performance Management

The Department of Finance Canada has worked to modernize its performance management process as it would be used for a wide range of human resources decisions in the *La Relève* context. In this regard, an extensive review of the process was conducted by the Management Advisory Committee to ensure a more forward-looking approach, increased emphasis on individual career planning as well as upward feedback and team performance. A new set of guidelines and procedures were developed to better support decisions for career development.

Career Development and Mobility

Although the Department of Finance Canada has a well planned yearly university recruitment exercise to bring in new economists, some strategies were needed to encourage mobility among existing staff as well as to enhance opportunities for support staff. To address these priorities the department has expanded its career management service to include career counselling, advice on résumé preparation, networking and job interview skills as well as testing. An electronic résumé and job posting inventory is being developed and will be

implemented in 1998–99. Career opportunities and job sites are posted on a regular basis on the department's intranet communications system. A series of career development workshops for economists are also in progress. An open house was held on October 31, 1997, to familiarize employees with recent developments on the *La Relève* front and market career development services. This initiative was well received.

The Department of Finance Canada has also partnered with other organizations to launch a central agency assignment program for administrative and support staff. The Privy Council Office, the Public Service Commission, the Canadian Centre for Management Development, the Treasury Board Secretariat and the Department of Finance Canada have worked on an agreement whereby exchange opportunities will be offered early in fiscal year 1997–98.

Training and Learning

The Department of Finance Canada is a knowledge department and has always aimed at recruiting top-notch economists from universities across Canada. However, it recognized the importance of promoting a learning culture in line with its vision to “offer an encouraging environment for people and ideas.” In its *La Relève* plan it committed itself to organize more learning activities.

In this regard, the department held a management seminar in May 1997 which helped to identify priorities in this area. Plans have begun for an economists' professional development day to be held after the budget exercise. An orientation event was held in January 1998 for all new employees. The Executive Committee continues to strongly endorse the inclusion of junior economists in senior departmental management meetings when issues being discussed relate to their area of expertise. Workshops on various career themes are in preparation for 1998. In the area of language training, a concerted effort is also being made to train executives and future leaders to achieve the C, B, C proficiency levels. Training efforts also continue to focus on technology training, particularly on making effective presentations, as the department continues to promote and perfect the use of Powerpoint technology in its work. And finally, a semi-annual training report has been produced to help senior management take stock of progress in their own branches against training objectives.

Succession Planning

The Department of Finance Canada conducts a yearly succession planning exercise of its executive cadre. In 1997, in its efforts to prepare for the future, the department also included people ready for a change and/or promotion at the ES-6 and ES-7 levels. On a corporate front, the department has supported the Accelerated Executive Development Program and Assistant Deputy Minister

Pre-Qualified Pool by identifying eight positions (two of these positions have been filled). Finally, 22 individuals were recruited in 1997–98 through the University Recruitment Program and the department also continued to recruit through the Accelerated Economist Training Program, the Management Trainee Program and the Co-operative Education Program.

Other Measures

In submitting the action plan, the Department of Finance Canada had identified the issue of the ES-7/EX-1 equivalency as a significant obstacle to full participation in *La Relève* initiatives. Since then, the department has proceeded with the reclassification of the Chief role to the EX-1 level. This decision is very significant for the Chief population as it resolves a long-standing inequity in the organization, and it enhances the career prospects of a group of highly qualified and dedicated managers in the public service.

Fisheries and Oceans Canada

Overview

La Relève: Preparing for the Future, the human resources management strategy of Fisheries and Oceans Canada (F&O), was published in May 1997. Prepared with input from over 500 F&O employees, the strategy focuses on the renewal of a predominantly older, Anglophone and male workforce into one that is younger, more representative of the Canadian population and that operates in a healthy, respectful work environment where people management is of the highest priority.

The strategy features a range of initiatives covering all employees, key occupational groups, functional communities and the management stream. An accompanying implementation plan assigns accountability for each initiative and sets out delivery timetables and appropriate performance measures. A first progress report was made in November 1997 to the Departmental Management Committee. Future reports will be made regularly to F&O's recently established Human Resources Executive Committee.

Initiatives are being addressed under four major themes — organizational health, to make F&O a better, more satisfying place to work; employee development and continuous learning, to encourage and support employees in improving service to clients while enhancing their own career prospects; strategic recruitment, to address demographic issues in the short term; and, for key occupational groups and functional communities, improved human resources planning for the future, based on specific business plans and changing workforce roles and requirements.

F&O considers its strategy to be continually evolving; adjustments will be made as implementation proceeds and the strategy's various initiatives are integrated into the daily life of the department.

Organizational Health

A 1997 F&O study of workplace stress revealed that, while traditional indicators such as overtime and sick leave utilization did not indicate a major problem, anecdotal evidence pointed to potential deterioration in employee morale. A framework has been developed to improve existing preventive measures, to develop specific strategies for occupational groups most at risk, and to survey employees on main causes of stress and initiate responsive solutions.

Union-management relations have been strengthened; national and regional union-management consultation and occupational safety and health committees

are in place and a second union–management workshop will be held in the spring of 1998. A framework for early dispute resolution has been developed.

A sensitization training/awareness program, to promote a respectful (harassment-free) workplace and to improve diversity management, was developed and began operating in February 1998. Regional employment equity consultation groups have been established to enable designated group employees to influence F&O's Employment Equity Program. A national group, comprising regional group members, will provide input on the department's new employment equity plan and on implementing the Employment Equity Act.

A framework for a new F&O employee recognition program has been developed that reflects a more decentralized departmental approach to employee recognition. It features a greater use of immediate awards, accords sectors and regions more flexibility to reward employees, and establishes a deputy minister's award as the most prestigious in F&O. The framework supports the pride and recognition initiative under *La Relève*.

A series of focus groups was held in early 1997 to identify issues and irritants for the Executive (EX) Group and to explore non-salary means of recognizing and retaining EXs. Of 17 recommendations for action within the Deputy Minister's authority, action has been taken on 14, with three folded into the revamped employee recognition framework. Eight other recommendations were forwarded to central agencies for consideration.

Continuous Learning

A learning commitment, launched in June 1997, provides employees with 10 days of developmental or training activities per year.

F&O completed its annual development and succession planning exercise for high-potential employees at the EX and feeder levels in June; personalized development plans are being prepared for these individuals. A program to provide mentoring by members of the Departmental Management Committee for high-potential employees started in 1997–98. A future challenge for the human resources strategy is to improve career planning and development by extending the succession planning exercise downward to all levels, including support staff.

To address employees' wishes for a more transparent, cross-sectoral focus to career development, F&O's Employment Opportunities Network, an electronic tool for advertising assignments and developmental opportunities, is now operational. Managers are encouraged to use this vehicle to fill human resources requirements where a learning opportunity can be provided to staff.

Building on a successful upward feedback exercise conducted in 1996 for the

EX cadre, a request for contracting delivery of a 360-degree feedback process for all managers and supervisors has been posted.

A management development continuum has been made available to F&O managers. Levels I and III, for supervisors and senior managers respectively, are in operation. The Level III course was offered for a second time in October 1997. This three-week residential program features a presentation by participants to the Departmental Management Committee on a major strategic issue. The pilot of the Level II course, for middle managers, is being readied for delivery.

Strategic Recruitment

Strategic recruitment initiatives are aimed at attracting highly qualified new personnel and at developing talented, motivated employees in F&O's existing workforce. Planning for a program to recruit 122 new employees, 75 percent from designated equity groups and 40 percent Francophones, is well advanced. Discussions with the Public Service Commission (PSC) have taken place regarding the flexibilities required to attract candidates from designated groups.

Participation in the Management Trainee Program is being maintained at 17 trainees. Four new trainees were recruited in 1997. The EX Bridging Program, an internal development program delivered in partnership with the PSC, attracted 188 candidates from feeder levels. Seventeen successful candidates were placed on an eligibility list; four were subsequently removed due to inability to meet mobility or language criteria. Thirteen offers have been made and assignments are ongoing. The program had a strong equity focus and resulted in F&O's female and Francophone EX representation rates coming more into line with public service averages, a considerable achievement in just one year.

Human Resources Plans

Specific human resources issues and longer term demographic shortfalls are being addressed through sectoral and functional community plans. Demographic profiles have been completed and identification of required current and future competencies is under way. Implementation of human resources plans begins in 1998-99.

Internal Communications

An extensive communications plan for the human resources management strategy was implemented in 1997. Highlights included a memo and brochure from the Deputy Minister to all employees; regional and sectoral management committee briefings; communications kits to assist managers in briefing staff;

and briefings for national and regional union–management committees. Key documents are posted on the F&O intranet, with hot links to the central *La Relève* site and to the science and technology site.

Employee feedback indicates there is still work to be done in communicating the messages of renewal and overcoming skepticism about the commitment to *La Relève* and better human resources management at all levels. To address this issue, and to support and encourage employee awareness and engagement, F&O has placed a priority on internal communications and face-to-face interaction at all levels on employee concerns.

Foreign Affairs and International Trade, Department of

In April 1997, the Executive Committee of the Department of Foreign Affairs and International Trade approved and distributed to all employees the department's *La Relève* action plan entitled *A Comprehensive Human Resources Strategy*. It is the blueprint for the creation of the department's human resources strategy. The strategy is an evolving document which is updated regularly in response to ongoing consultations with departmental stakeholders.

Recognizing that the strategy must accurately reflect employee concerns in order to succeed, we began the consultation process immediately with face-to-face briefings at headquarters and at representative missions abroad. Personal consultation remains a priority — not only with Canada-based employees but also with locally engaged staff (LES), the latter being one of the largest but traditionally least consulted communities within the department.

To provide the leadership needed to implement the department's human resources strategy, the Executive Committee established a committee comprising directors general and a secretariat to oversee the implementation process.

Two overriding corporate initiatives are fundamental to the strategy — an integrated and transparent competency-based human resources system; and the Universal Classification Standard (UCS), which will recognize gender neutrality by applying the same criteria in evaluating all positions in the Public Service of Canada below the Executive (EX) Group. The UCS is key to dealing with certain organizational, structural and management issues including restructuring the Foreign Service (FS) Group and re-engineering the Administrative/Support Group. At the same time, we are committed to ensuring that the needs of our three distinct employee communities (rotational, non-rotational, and locally engaged) are being met.

We have made substantial progress during the past year in addressing the specific needs of each of the essential communities that make up the departmental family. Each has certain unique concerns and some it shares with other departmental and public service communities. Our accomplishments can best be understood as they apply to each group within a community.

Executive Group

Our major concern has been to adjust our recruitment and promotion activities to ensure that sustained high-quality leadership will be available while the EX Group is renewed during the early years of the next century. In this context, we participated fully in the *La Relève* program for executives. We are examining a number of issues concerning the management of the EX pool, including access to single assignments and promotions of non-rotational employees to the larger EX pool.

Foreign Service Group

In addressing the specific needs of the FS Group, we began with the task of FS restructuring, which will be accomplished through the UCS. We created FS/MTP, a developmental program which mirrors the Management Trainee Program, to select and train FS recruits. At the time this document was written, the issue was being discussed with the Professional Association of Foreign Service Officers in the context of collective bargaining. We hope to introduce the program with 1998 recruits. We began the process of identifying competencies in November 1997 and are applying the results of this work to the development of the FS/MTP.

Recruitment levels increased in 1997–98. This trend is expected to continue. We have given serious attention to anticipating future needs with respect to possession of “hard” language skills, employment equity goals, and broadening the skills base of the pool in the longer term. We recently conducted a study on reasons for increased attrition rates, particularly during the first five years of employment. The results of these investigations are being used, *inter alia*, to review the recruitment process.

Management/Consular Stream (Rotational Administrative Services Group)

In the context of preparing “lead positions” as a first step in implementing the UCS, we reviewed and successfully rebalanced rotational Administrative Services (AS) Group classifications. In the first phase of this review, we focused on 102 positions which had responsibility for consular activities. Phase II involves converting 29 FS positions to AS positions. This will create a unified set of positions in the stream and facilitate assignments, promotions and development of the career structure.

Administrative/Support Group (Rotational)

Significant progress includes the development of competency profiles used to re-engineer this group according to two broad categories: information and administrative support. We are also close to resolving a surplus in the Clerical and Regulatory (CR) Group without conducting a “reverse order of merit exercise.”

The original version of the strategy did not highlight some of the smaller but nonetheless critical rotational groups, such as Computer Systems Administration, Electronics, and Financial Administration. Since then, we have completed a detailed strategy for information technology specialists in the rotational and non-rotational communities. We are integrating this element within the overall departmental strategy.

Locally Engaged Staff

Addressing the needs and clarifying the role of locally engaged staff (LES) became necessary with downsizing of Canada-based staff and increased LES responsibilities. This year we will complete classification conversions so that all LES positions will be evaluated against a common standard, ensuring internal equity within a mission and among missions.

In January 1998, we put in place a new compensation determination system using private sector inputs rather than relying on mission surveys. We are currently making adjustments in light of this updated policy. Training is an important element of the restructuring of LES positions. Our Canadian Foreign Service Institute and Human Resources Division jointly developed a strategy addressing training needs.

Non-Rotational Groups

The non-rotational community comprises several diverse groups which fulfil two roles within the department. One role is the provision of specialist skills within program areas, including economic, trade and information services. The second role is the provision of corporate services. Not only has a strategy been developed for non-rotational information technology specialists but we are now working on strategies for other non-rotational employee groups working in the program areas, including, for example, the Information Services Group. Each of these specific strategies will be consistent with strategies developed in other public service communities and will be integrated within the overall departmental strategy. In addition, we are developing competencies for the Economics, Sociology and Statistics and the Commerce groups.

Foreign Service Directives

During the past year the complex taxation issue was resolved as a result of negotiations between Treasury Board and employee bargaining units following discussions with Revenue Canada. A triennial review is scheduled to take place early in 1998.

Official Languages

Action plans have been developed and put in place in missions where deficiencies existed in the consistent provision of bilingual reception services or secondary services, e.g., consular, trade, etc. More progress has been made towards the bilingual objectives set out in the 1996 Letter of Understanding on Official Languages between the department and the Treasury Board Secretariat. Our EX population at headquarters will have met (or be in the process of meeting) the required C, B, C proficiency levels in their second official language by the required date. Officers returning from foreign assignments who do not yet meet the standard will be trained before taking up their duties.

Employment Equity

A study of departmental employment systems, policies and practices to identify and eliminate possible barriers to employment equity is now under way. We are including training components on employment equity, managing diversity and gender equity within the following departmental courses: Middle Managers Orientation Program, Intro to Supervisory Skills, Supervisory Orientation Program and the FS Orientation Program. Finally, consultation mechanisms with representatives of employment equity groups have been put in place.

Training and Development

We have completed a review of training and the Executive Committee has reaffirmed its commitment to planned and structured learning as a priority strategy in achieving the department's objectives. We have established a governance structure at the senior management level to ensure that training and development activities support the new competency based human resources management system. We are accelerating the development of distance learning to ensure increased access to training for staff abroad. We have ensured that cost implications for major training initiatives related to several very large information management/ information technology programs are well understood, and steps are being taken to deal with them in a priority manner. Finally, the department's foreign language training policy is being updated.

Conclusion

One year after the department announced a new human resources strategy, we have taken significant steps towards its implementation. The strategy's evolving nature reflects our commitment to ongoing consultation with stakeholders.

Health Canada

Overview

In April 1997, Health Canada's *La Relève Action Plan: Building a Sustainable Workforce for the Next Millennium* was released. This plan addresses several of the challenges our department faces, including the reduction in resources; the requirement to work in partnership with other departments, the provinces and territories; the need to engage citizens in health policy issues; the aging workforce; the impact of technology on the workplace; the development of new ways of doing business; and the need for strategic planning and policy advice.

The main thrusts of our plan are to build on existing departmental initiatives, continue participating in government-wide programs, and develop new programs which focus on employees. Because health is one of the government's top priorities, we must ensure we develop and sustain a skilled, knowledgeable and diverse workforce to bring Health Canada into the next millennium.

Our main accomplishments relate to learning, career planning and development, and core competencies. Our department is committed to developing a workforce that reflects the great diversity of the Canadians we serve. To promote diversity, we have launched several new initiatives to eliminate systemic barriers and bring about a culture change. We have also revised our departmental policy on recognition in order to reward employees who have shown excellence in team work and in diversity management.

Learning and Career Planning and Development Services

To promote continuous learning in Health Canada, we have established learning and career centres across the country. In response to the department's learning needs analysis and the direction set out in Health Canada's business plan, we now offer eight new core learning programs in the National Capital Region (NCR) and the regions. These core programs are designed to help employees understand the changes in the department's business and help them develop skills for the future. As of October 1997, more than 1,500 employees nationally have participated in these courses. We have been working in partnership with other government departments, universities and non-governmental organizations to deliver courses to our employees. We have also streamlined and updated the Learning for Leadership program to reinforce departmental values such as team work and workforce diversity. In addition, to stimulate understanding and dialogue on ethics in the Public Service, our department has designed and delivered an ethics and conflict of interest workshop to over 1,100 employees.

Our career centres offer employees professional career planning assistance on an individual basis. To aid in this process, we have also produced an employee career planning guide as well as other tools to help employees set their own career path. The career centres regularly provide practical workshops on career planning, résumé preparation, interview preparation, networking skills and many other subjects of interest to today's workforce. In 1996-97, 1,300 career counselling sessions were conducted and 1,400 employees participated in career workshops. In addition, the centres offer employees a wealth of books, videos, magazines and interactive software. More than 1,000 books/audiotapes are loaned out each month.

Development Programs

Health Canada participates in the Management Trainee Program, the Career Assignment Program and the Interchange Canada Program. Through the Interchange Canada Program, several employees are working on Aboriginal reserves, and several employees from First Nations organizations are now working in senior management positions in our department. We are proud that two of our executives qualified in the assistant deputy minister pre-qualification process and three of our senior managers were successful in the Accelerated Executive Development Program. Our department has also set aside three *La Relève* assignments for executives.

The Health Protection Branch has established a Management Development Program with the objective of helping high-potential employees, mostly in the scientific and professional category, to develop their managerial skills. We are now assessing this program with a view to expanding it across the department in 1998-99.

Our department has begun developing two new programs which will help junior and intermediate level employees develop new skills as well as strengthen those they already possess. These new programs, which recognize the need to invest in the career progression of junior staff, will provide opportunities for developmental assignments and training. Pilot testing will commence in 1998.

In addition to these new programs, we continue to encourage staff to develop new skills through departmental and interdepartmental assignments. We have also enhanced Pas de Deux, our internal program. The aim of this program is to give employees a chance to expand their horizons and learn about other responsibilities by shadowing an employee or by exchanging jobs.

Recruitment/Staffing

Our department continues to participate in the annual post-secondary recruitment campaign and the co-op student employment program. Departmental

managers view the recruitment campaign and the co-op program as excellent means of encouraging young graduates to pursue a career with Health Canada.

We have piloted two projects related to core competencies, one in the NCR called CATS (Career and Transferable Skills). This computerized program contains three main interactive databases — personal competency profiles, position competency profiles, and learning and development resources. The other pilot project, entitled Défi carrière: Je prends *La Relève*, is in Quebec. Employees are evaluated against a set of core competencies, and an individualized learning plan is developed.

Diversity

Our department is committed to developing and sustaining a workforce that reflects the diversity of the Canadians we serve. We have established a diversity management framework which consists of a one-day mandatory training session for managers called Leading Diverse Work Teams and sessions for staff called Building Diverse Work Teams. As of October 1997, over 1,200 managers and employees have attended.

We have also created a mentoring program to provide employees with learning and development opportunities as well as support and guidance. Guidelines have been developed, and we now offer a one-day training session for mentors and an information session for employees who are interested in having a mentor. Given the department's need to increase representation of visible minority employees at higher levels, we encourage all employees, especially visible minority employees, to take advantage of the opportunity to be mentored.

To ensure that our selection processes are transparent and free from cultural biases, we deliver a one-day course on bias-free selection to managers and employees who will serve on selection boards.

Finally, we have been working closely with our diversity committees across Canada in promoting phase two of the department's self-identification campaign. To assist managers in staff meetings, we have prepared questions and answers so they can communicate the importance of self-identification. We have been emphasizing the need for a clear demographic picture of our workforce, the benefits of a diverse workforce, and the opportunities for employees to benefit from identifying their personal needs and goals when they self-identify.

Recognition

Our Deputy Minister presents two prestigious awards each year during National Public Service Week, one for excellence in team work and the other for excellence in diversity management. In 1997, over 50 teams were recognized nationally during National Public Service Week and two senior managers were recognized for their contributions to the department's diversity agenda. In addition to these awards, branches and regional offices recognize staff initiatives through appreciation certificates.

Vision

Our departmental *La Relève* plan is part of our human resources management strategy. Our vision is "to build a client-focused, multi-skilled, diverse and empowered workforce well led within an enabling, continuous learning environment which values employees." We are committed to ensuring that our employees have the skills and abilities to meet the challenges and opportunities of today and tomorrow.

Human Resources Development Canada

As the federal government looks ahead to the future needs of Canadians, Human Resources Development Canada (HRDC) and its employees are determining new ways to carry out the department's purpose of "helping Canadians live contributing and rewarding lives," while moving to a new environment of partnership with other governments, communities and citizens. The department will continue to support its employees as they adapt to changing circumstances, while giving them every opportunity to develop the skills they need to perform new or increased responsibilities.

La Relève and Supporting People

Supporting People in HRCD is the title of the department's action plan for *La Relève*. *Supporting People* is one of the success factors of HRDC's leadership profile. It sets an appropriate tone for HRDC's workforce renewal objectives and for supporting its current employees and future leaders in an environment of shared values and ethics. Consistent with the objectives of *La Relève*, and enhanced through increased dedicated funding, the department's *Supporting People* action plan builds on past initiatives and introduces new approaches to help employees in their development. HRDC's 1997-98 *Supporting People* achievements are shared among its corporate and regional/branch teams.

Corporate Achievements and Partnerships

Continuous learning. HRDC's Continuous Learning initiative was launched at a national learning forum in September 1996. Departmental learning priorities have been implemented and/or incorporated into the *Supporting People* action plan. A national network of learning advisors addresses ongoing implementation issues and promotes best practices. A national assignment service provides developmental opportunities for staff, while learning and career centres provide venues for self-directed learning and career counselling.

Integrated approach to human resources management. HRDC's integrated approach to human resources management involves all employees. It has resulted in the implementation of a structural model of five job families for the Human Resources Centres of Canada (HRCCs), the development of a level-based staffing framework to facilitate the movement of employees and the establishment of competencies linked to business lines.

Eight core competencies are in place for all HRDC employees, as well as group and task competencies for the HRCCs. Work is under way to develop competencies for other departmental components, and a competency dictionary and information materials are available to all employees. The integrated

approach has also paved the way for HRDC's implementation of the Universal Classification Standard.

Leadership and management development. In 1995, a leadership competency profile was implemented and applied to a 360-degree feedback exercise for all senior managers. The profile is now a widely used resourcing, development and performance assessment tool. The April 1998 implementation of a new leadership development program for all managers will help identify and develop leadership potential. Leadership conferences (four held between 1995 and November 1997) have been successful in building a strong leadership community. And since 1994, HRDC has sent 119 participants on the Canadian Centre for Management Development's Leading Transitions course.

The department supports the objectives of the Accelerated Executives Development Program (AEXDP) and Assistant Deputy Minister Pre-Qualified Pool (ADM PQP) initiatives and has welcomed an outside participant into a key assignment as regional executive head. Two of its senior managers have qualified for the AEXDP, while two others were screened into the ADM PQP. The creation in 1996 of a management development programs committee, along with sustained recruitment of Career Assignment Program and Management Trainee Program participants highlight HRDC's strong commitment to management and leadership development.

Recruitment strategy. HRDC's three-year recruitment strategy, which focuses on youth, staff development and employment equity issues, will ensure that HRDC has the required workforce to respond to its future needs. Branch recruitment strategies have also been developed to address anticipated staff or skills requirements. The establishment in December 1997 of a human resources planning unit will support the department in its development of future human resources and recruitment strategies.

The creation in 1996 of a youth caucus (Ymagin), and the appointment in November 1997 of a full-time student advisor, will help focus on youth issues such as orientation and integration. HRDC is also contributing to the public service staffing reform exercise, working with the Public Service Commission to maximize staffing flexibilities.

Pride and recognition (employee appreciation). The implementation in April 1996 of a decentralized employee appreciation program is ensuring that staff achievements are recognized locally and quickly. New corporate awards, such as HRDC Leader of the Year and Creativity and Innovation, will enhance the department's current appreciation efforts. During 1997, HRDC employees and teams received three awards from the Association of Professional Executives of the Public Service of Canada; one award of excellence, one award from the Institute of Public Administration of Canada; five technology distinction awards, including the gold medal for leadership; and the Human Resources

Leadership Award of the Personnel Renewal Council.

Supporting People levers. Identified through national consultations with employees, managers and unions, HRDC's five *Supporting People* levers reflect a commitment to staff development and shared employee–management responsibility for learning.

Giving/receiving feedback. (These are recognized as key skills for ensuring effective communications.) In addition to regional/branch initiatives, a national workshop has been developed and is now accessible to managers and their teams.

The 360-degree feedback process. (This process, which seeks feedback from peers, direct reports and supervisors is now in place for two levels below the deputy minister level. Executive heads will decide on future implementation below these levels). A tool kit, available to all managers, includes contracting guidelines, a sample competency-based questionnaire, and a communications strategy.

Coaching and mentoring. In addition to current regional, branch and corporate workshops and activities, an inventory of coaching and mentoring resources/programs has been distributed departmentally.

Learning kit/plan. A kit, available to all employees, includes information on HRDC's business plan, learning styles and resources, and competency-based management. The kit also contains a sample learning plan and guidelines to ensure that staff have opportunities to discuss personal development needs with their supervisors.

Work Environment

Organizational development and wellness support, a new orientation program for employees and students, flexible work arrangements, the Breaking the Barriers reports, corporate/local employee surveys, as well as HRDC's strong leadership role on the Workforce of the Future initiative highlight the department's commitment to creating a supportive work environment for employees.

Regional and Branch Achievements

Regions and branches have demonstrated strong leadership through implementation of their *Supporting People* initiatives, which are regularly discussed at Regional and Branch Management Board meetings. All have endorsed the five key levers. Some regions and branches (including Alberta, Ontario, Nova Scotia, and Systems Branch) have introduced a 360-degree

feedback process, while others are in the implementation stages. All branches and regions are ensuring that employees have the opportunity to develop learning plans. The National Headquarters region offers a learning plan workshop to staff and managers, and other regions are planning similar sessions.

Workshops on coaching and feedback are being offered throughout HRDC, and Saskatchewan is among those regions implementing various approaches to mentoring. Leadership development remains an ongoing priority. New Brunswick's Leadership Assignment Program, Quebec's Leadership in Transition and Leader 2 workshops, and British Columbia's Learning Centre for Leadership highlight some of HRDC's achievements in this area. Skills development and learning workshops are held on a regular basis. Prince Edward Island's management workshop on supporting people, Newfoundland's generic skills initiative, and Manitoba's group decision-making workshop are examples of ongoing learning activities.

During 1997, regions and branches held learning events and established staff committees/teams to address *Supporting People* issues. The Income Security Programs Branch (working committee), the Financial and Administrative Services Branch (continuous improvement team), and British Columbia (regional support of teams) are among those that created new ways to involve and support staff. New Brunswick, Ontario, and Prince Edward Island held employee learning forums in 1997, while Nova Scotia involved other federal departments and the provincial government in a regional learning event. Wellness centres have been set up in regions, including Nova Scotia and National Headquarters. Sessions on such topics as managing stress and balancing work and family life are offered throughout the department.

Employee Communications

Employees are informed by the Deputy Minister and Associate Deputy Minister of ongoing progress and key decisions. A communications strategy, video and other materials are available to help managers in their discussions with staff, and retreats, such as those held during 1997 for Insurance and Human Resources Investment staff, now include discussions on making *Supporting People* a reality in HRDC. HRDC's action plan and *La Relève* documents are available on HRDC's intranet site, and other tools such as employee newsletters help keep staff informed and involved. Regional communications initiatives include *Supporting People* newsletters and updates in Alberta and British Columbia, and the appointment in 1997 of *Supporting People* co-ordinators in all Ontario HRCCs.

Accountability and Progress

Senior managers are accountable for implementing sound human resources and

Supporting People practices and are expected to hold their own managers accountable. Progress reports are made by executive heads at National Management Board meetings, and plans have been initiated with the Internal Audit Branch for regional visits to review progress, and to highlight implementation barriers and best practices. Ongoing consultations with staff and unions will provide the basis for HRDC's future *Supporting People* strategies.

Indian and Northern Affairs Canada

Overview

The *La Relève Action Plan* of Indian and Northern Affairs Canada was developed to support the departmental priorities and continues to evolve with the changing agenda of the department. A number of themes support the *La Relève* strategic objectives. First, we are working towards creating a leadership culture to ensure that, corporately and individually, we are empowered, responsive and knowledgeable about our direction.

Secondly, we are determined to increase equity group representation, especially to become more representative of our partners. Thirdly, it is important to note that our changes are not just fiscally driven. We continue to need a supportive and flexible human resources system to help employees adjust to devolution, new partnership relationships and self-government.

To support the strategic objectives, four categories of activities have been undertaken: (1) improving the workplace and retaining employees, (2) management initiatives and cultural change, (3) developmental assignment programs, and (4) recruitment.

1. Improving the Workplace and Retaining Employees

The new relationship with the unions is continuing to mature, with conflict resolution as a theme as opposed to confrontation. Formal mediation training was completed by all members of the four subcommittees of the national Union Management Consultation Committee (UMCC). The subcommittees dealing with human resources policies, informatics, resource allocation and the Universal Classification Standard met in June and October 1997. The UMCC met in June and November to finalize recommendations for presentation to the senior management at the national UMCC in March 1998.

The Rewards and Recognition Program is being revitalized with the formation of a new advisory committee. All management teams will be briefed on the new and existing provisions in the departmental policy.

In order to provide opportunities for employees to better balance work and home lives, alternative work arrangements are being encouraged and the departmental teleworking policy is being revised to allow greater flexibility and support to employees. Also, all executives have been reminded of the management leave provisions, which management is viewing favourably.

The department sponsored a national workshop of the Committee for the Advancement of Native Employment in February 1998 in Ottawa to discuss issues of recruitment, retention and advancement of Aboriginal employees.

2. Management Initiatives and Cultural Change

As part of the leadership initiative to effect a change in management culture, we have engaged a full-time organization development specialist to work with all regions and sectors. Consultations open to all employees were held in each region and sector, with 80 percent employee participation. Employees received a document summarizing the sessions. A leadership and learning support team has been formed in each region and sector to follow up on employee recommendations. Also, the e-mail address "Leadership" has been added to the departmental e-mail system to encourage continuous feedback and to allow for dialogue. The Human Resources Committee has approved procedures to include appropriate leadership abilities in the statements of qualifications of all positions being staffed. A tool kit is being developed to facilitate the implementation of the new leadership culture. Behaviour indicators are being developed for each of the competencies identified in the profile. Supervisory and middle management training is being reviewed to include the leadership competency profile.

The feedback-to-managers process, whereby employees anonymously provide feedback enabling their supervisors to identify where change is required, has been revised to reflect our changing management culture. The departmental leadership competencies have been included in the questionnaires. The new process is being implemented for all executives and for supervisors who report to a director and have at least five employees reporting to them.

One of the six elements of the Leadership Profile is risk-taking. An advisory committee with representatives from all regions and sectors held two workshops, in April and July 1997. The Senior Policy Committee approved the resulting operating principles for the management of risk, which were developed in consultation with the advisory committee. Briefings are being provided to all sectoral and regional management groups on the approved operating principles. Work is proceeding on developing and refining tools to support staff and work groups as they undertake systematic assessment of risks inherent in making changes to improve the way they do business.

Management contracts have been completed for all of the senior management team and succession planning for the Executive (EX) Group is being incorporated into the performance review process.

3. Developmental Assignment Programs

Change in the department is a constant and, therefore, we have an obligation to support employees with a learning environment of training, development and assignment opportunities available to all.

The departmental Learning Plan is available to all employees on Intranet. An inventory of courses with respect to the leadership profile is being developed. Managers are identifying learning priorities and supervisors and employees are discussing their learning needs in light of new performance requirements.

The use of developmental programs is being actively encouraged to give employees a wider experience and the opportunity to develop new skills. Presentations on all assignment programs are being made across the country to inform management teams of the various programs. The Special Interchange Canada Program policy is completed; the departmental Career Enhancement Program directive has been approved; and information on the Executive Interchange Canada Program has been sent to all departmental executives. This aggressive campaign resulted in 53 new assignments by the end of November 1997, which is already more than the total for 1996–97. Interest in the Career Assignment Program is evidenced by a greater number of nominations than in past years.

In response to employee interest, a working group made up of regional and headquarters staff, including human resources specialists, was set up to develop a skills inventory to be used internally as well as for external recruitment purposes. Two regions are piloting the inventory before national implementation.

4. Recruitment

Based on our forecast of 3,565 vacancies over the next 10 years, we are confident that there will be many opportunities for both Aboriginal and non-Aboriginal employees.

A review of the appointments made to the department from outside the organization during the first six months of 1997–98 indicates that approximately 47 percent of term and indeterminate appointments involved Aboriginal persons. Efforts will continue in order to maintain and to try to improve this representation among new recruits. Under the Aboriginal Management Executive Development Program, there has been one appointment and three Aboriginal employees are acting in EX positions. Two employees have graduated from the Aboriginal Masters Program (one appointed at the PM-6 level, the other at PM-5) and three new participants have been recruited, with a fourth planned.

A number of initiatives have been undertaken for the EX Group. Since the beginning of 1997–98, nine Aboriginal persons have been appointed to the EX Group; this signals our commitment to a closer working relationship with our partners. As part of the Accelerated Executive Development Program, two assignments (at the EX-3 level) were identified in the Policy and Strategic Direction sector. One of the two assignments has been staffed to date.

Information on the Executive Interchange Canada Program has been sent to all departmental executives. The position of Assistant Deputy Minister (ADM), Socio-economic Policy and Programming and Program Re-design has been staffed under the new Collective Management Regime for ADMs. This position is tasked with a new and challenging role of leading the move within the department, across government and with Aboriginal leaders on socio-economic partnership development and program reform, while ensuring the continuity of existing program delivery.

Conclusion

The departmental action plan continues to evolve as corporate initiatives develop recommendations, as our leadership initiative identifies issues which need to be addressed and as our First Nations and northern partnerships emerge.

Industry Canada

Overview

Industry Canada's *People Management Plan* (PMP) is a human resources strategy for all of our employees. The initiatives contained in the PMP, which is the department's *La Relève* action plan, are designed to address the human resources challenges identified through an in-depth demographic analysis and consultation. Our performance goal for the next three years is to renew, retain, represent and recruit the workforce we need to provide the best possible service to Canadians. To do this, we are committed to a range of activities designed to make Industry Canada an employer of choice — an organization that offers a strong sense of purpose and a positive work environment, supports career development, captures the benefits of a diverse workforce, and recruits highly capable people.

Ensuring Management of the *People Management Plan*

After the PMP was endorsed, the People Management Committee (PMC) was created to oversee the implementation of the initiatives and report to the departmental Management Board. With members representing the regions, all sectors and unions, the PMC is co-chaired by an assistant deputy minister (ADM) and the Director General of the Human Resources Branch.

Communicating the *People Management Plan*

Immediately after the *People Management Plan* was completed, a communications strategy was developed to ensure continued awareness of PMP principles and activities. As part of the strategy, managers received communications kits that included background information, Questions and Answers, and speaking notes to ensure consistency of message to staff. Articles on the PMP and *La Relève* appear regularly in the employee newsletter, which is also available on the intranet. We have also established an interactive PMP site, using Lotus Notes, where employees have the opportunity to provide feedback on the plan. Finally, a subcommittee made up of people from various levels across the department advises the PMC and the Communications Branch.

Launching an Employee Survey

The department's vision is to become the employer of choice for people with the competencies to deliver on its key lines of business. To strengthen our understanding and approach, an employee survey was conducted in the fall of 1997. A sample of 1,700 employees across the country was randomly selected and invited to respond to the telephone survey.

We identified the elements of what constitutes being an employer of choice through presurvey consultation and best practices research. Five themes emerged from the feedback — (1) work environment, (2) respect, (3) purpose, (4) career development, and (5) continuous improvement. The questionnaire then captured employees' views as to how closely Industry Canada aligns with the resulting model. The survey findings, which were released in January 1998, are being used by the PMC to refine the *People Management Plan*. As well, the results will give us a benchmark against which to measure progress in the future.

A Human Resources Management System: Implementing PeopleSoft

Although we are continuing to improve our PeopleSoft/human resources management system, it has already enhanced the delivery of accurate and timely human resources information and services to support analysis of our workforce. It has also streamlined the sharing of information with central agencies.

Renewal and Retention of Our People

Identifying core competencies. A number of activities have been undertaken throughout the department to develop competency profiles and to design development programs. For example, the Operations Sector has developed competencies for all supervisory positions. On this basis, supervisors will participate in a 360-degree feedback program and undergo skills enhancement training.

Similarly, the Communications Research Centre has developed competency profiles for its senior management positions, which will lead to further management development. Competency profiles have also been completed for patent officer and director positions within the Canadian Intellectual Property Office, and a pilot project has been approved for the Computer Systems Administration (CS) Group in the Operations Sector as a whole.

Performance management for teams. Industry Sector employees were appraised on the basis of individual and team-work plan accords. As well, the Industry Sector produced a compendium on innovative team practices. A printed copy is available for reference in each Industry Sector branch and each regional office. The electronic version is on the Lotus Notes site for all employees to access.

Bridging programs for administrative support staff. With the assistance of the Action Committee on Women's Issues, a CS bridging program was established

in the fall of 1995 to prepare successful applicants to become local area network administrators. The goal is to provide sustainable career development opportunities in the Administrative Support Category.

The first CS bridging program was completed in the fall of 1997 and 15 graduates who competed for CS-1 positions were all successful. Also in the fall of 1997, 18 participants from across Canada were accepted into a Social Science Support bridging program and are currently developing their skills for research assistant positions. Similarly, the Competition Bureau has developed an internal bridging program to provide career development opportunities for candidates in the Administration Services (AS) and Program Management (PM) groups to work towards the CO-1 (Commerce) level, and for secretarial staff to pursue training towards AS and PM status.

Training strategies and learning plans. A number of paths are being taken to attain this objective. For example, the Comptroller's Branch has developed a branch strategic training and development plan based on its Comptrollership 2000 exercise and on the *La Relève* plan for the finance community in the federal government. The Competition Bureau has also implemented a strategic training plan and formalized a structured rotation program to provide staff with career development opportunities. In many areas of the department, personal learning plans have been based on assessment tools like 360-degree feedback or competency profiles.

In the Industry and Science Policy Sector (ISP), training and development plans have been developed for all employees as part of the annual appraisal process. An internal assignment program supports three- to 12-month work assignments within the sector. To date, 28 opportunities have been made available and 14 have been successfully matched, providing skills and experience enhancement for sector employees.

Development achievements. Several sectors of the department have engaged managers in a 360-degree feedback process, building on efforts that have been ongoing corporately for a number of years. As well, the ISP Sector has conducted a survey of all EX minus ones to assess management aspirations. Based on the results, developmental plans have been, or are being, prepared. They include mentoring/coaching, Executive (EX) Group assessment, an executive leadership course, acting and/or assignment opportunities. A list of potential candidates is being used as a tool in filling acting positions at the EX-1 level.

Similarly, the Work Assignment Opportunity (WAO) in the Spectrum, Information Technologies and Telecommunications Sector (SITT) involves cross-organizational assignments to integrate and strengthen internal capabilities, providing employees with opportunities to develop new skills and gain exposure. Since its launch in July 1997, managers have listed about

40 WAOs on the Lotus Notes site accessible to all employees. To date, most have been assigned and are under way.

Achievements of the Action Committee on Women's Issues working groups.

To date, the Action Committee on Women's Issues working groups have demonstrated the need for an inventory of EX feeder groups that identifies skills and experience, career aspirations and training needs; made recommendations for developing a challenging work environment for young professionals; completed research and launched a work/life program; offered gender awareness training to managers and employees throughout the department.

Recruitment and Representation of New Talent

The aim of the department's University Recruitment and Development Program was to recruit a total of 21 graduates in 1997. Overall, we recruited 26 new employees into the Economist, Commerce Officer and Engineering groups, with about equal representation of females and males, and including a significant proportion of visible minority candidates.

As well, eight new employees have been recruited into the Patent Officer (SG-PAT) Group since April 1997. Looking at the representation of women in the EX Group, Industry Canada continues to show progress. The proportion of women increased from 14 percent in 1995 to 25.6 percent by December 1997 — higher than the 24.5 percent average for the Public Service.

Measuring Progress

Measuring progress involves identifying and reporting the differences that Industry Canada experiences as a result of the *People Management Plan*. The development of an evaluation framework for the plan, completed in December 1997, represents the initial step in ensuring that the department captures the performance information needed to support ongoing management and reporting. The system is based on a clear articulation of expected near-term results and indicators to measure the extent to which PMP results have been achieved.

Effectiveness measurement at the corporate level will also address governance or plan management issues. Senior management is monitoring the implementation of the plan to ensure that an adequate organizational capacity exists to achieve desired results over the long term.

Justice Canada, Department of

Overview

In the spring of 1997, the Department of Justice Canada published its *La Relève: Justice Action Plan*. It was designed to bring a strategic focus to a number of initiatives that had been under way in Justice Canada and to create a vibrant and flexible workforce that excels in an increasingly dynamic environment. The predominance of legal professionals at both the working and management levels has an impact on the department's culture, outlook and expectations of its employees and presents some important challenges regarding management skills. Our decentralized structure (nine regional offices and 23 co-located service units in the National Capital Region) also presents challenges to forging a common sense of purpose and culture.

Consultations on the *La Relève: Justice Action Plan* were held initially at the senior levels of the department and a series of broader consultations were launched in the summer of 1997 in headquarters and all regional offices. The departmental Legal Officers Advisory Committee and bargaining agents from various unions were also consulted.

Consultations have been held, and will continue to be held, on the human resources strategy where over 50 line employees are involved in six different task forces.

Our accomplishments include the initiation of a human resources strategy supported by a communications component; the undertaking of various initiatives and activities addressing a number of themes directly linked to *La Relève*, such as culture, values and vision, management development, career planning and rewards and recognition.

A co-ordinator of *La Relève* was appointed in November 1997 to assist the Associate Deputy Minister, Civil Law and Corporate Management Sector, in ensuring that initiatives are developed and undertaken in co-operation with management and employee groups to make *La Relève* a reality in the department.

Human Resources Strategy

The human resources strategy is designed specifically to address the objectives of *La Relève* and its ultimate goal is to equip employees with the skills and knowledge that will help them perform to their fullest potential and contribute to

the success of the department. It will also help Justice Canada implement its long-term agenda for cultural change and also, to modernize service delivery and strengthen policy capabilities.

The program consists of three key components:

1. a fundamental restructuring of the Human Resources Directorate, which was completed in 1997;
2. an integrated human resources management program that will align human resources systems and programs with business objectives. Six multidisciplinary work groups have been set up involving managers, employees, external experts, and human resources professionals. These groups will develop, co-ordinate and monitor various aspects of the strategy in the areas of competency development, Universal Classification Standard, Law (LA) Group classification, LA compensation, appointment processes, and performance and career management; and
3. the development of human resources tools and technology that will support the human resources strategy.

To date, significant accomplishments include

- progress in the development of a new Law (LA) classification system;
- interdepartmental and external consultation on a competency-based management approach leading to the selection of consultants to provide professional expertise and a work plan to develop core and technical competencies for the legal community; and
- development of a general staffing model.

In the context of *La Relève*, a communications strategy for the human resources strategy was developed. The communications strategy highlights the need to recognize the project as a departmental initiative aimed at achieving our business goals. Communication activities include a variety of approaches, such as outreach, information sessions and communiqués. Some specific activities to date include

- formal announcements by the Deputy Minister at 10 departmental days held in 1997;
- over 50 meetings/presentations/briefings with senior management, management and employee groups across the department, including regional offices;

- various articles in the print media such as the bulletin “From the Deputy Minister,” “Info Justice,” and “*La Relève*” to keep employees abreast of all departmental *La Relève* initiatives; and
- specific communications around key departmental events such as Support Staff Day and paralegal conferences.

Culture, Values and Vision

Cultural change is very difficult to bring about in any organization and to achieve it, employees must be informed and involved. The following represents a number of initiatives that have already been launched:

- A new policy on conflict resolution has been developed and implemented and a senior advisor on conflict resolution has been appointed to encourage the early and informal resolution of disputes and allegations of harassment.
- A new policy on gender equality has been developed and a senior advisor on gender equality has been appointed to implement the policy. Gender equality analyses are being conducted in all areas of the department’s substantive work as well as on its management policies, practices and decisions.
- A support staff advisory committee has been established as a result of the sixth annual Support Staff Day convention which was held in October 1997. Support Staff Day in the National Capital Region is a day to honour and recognize the work of administrative support staff in the department and the focus, this year, was on the workplace in the new millennium.
- Many initiatives are also under way to improve the recruitment, promotion and general representation of employment equity designated group members. The department has set ambitious recruitment and promotion targets which are over and above those set by the Treasury Board. The Supported Employment Program, the Summer Student Program and the Articling Student Program are all departmental initiatives launched to improve the representation of designated group members.

Management Development

The department’s Continuing Management Education Program has been aligned with the department’s business priorities and cultural change agenda. In the spring of 1997, three focus groups were established, encompassing 57 managers and employees from headquarters and regional offices, to solicit views and identify core managerial competencies.

A course entitled Managing in the Year 2000 has been developed and offered as

a pilot. The course addresses the direction of the department as it pertains to management, culture change issues and the required behaviours that will support these changes and will validate the new management competencies. The revised Continuing Management Education Program also entails a non-course component which includes a mentoring program and a rotational assignment program.

Career Planning

In March 1997, Justice Canada carried out a survey of all Justice lawyers to gauge the level of interest in either the Accelerated Executive Development Program or the Assistant Deputy Minister Pre-Qualified Pool, or similar programs within the department. Justice Canada also uses the public service-wide developmental programs.

Rewards and Recognition

Two new departmental Deputy Minister awards have been established: for leadership and humanitarian excellence. Additionally, employees who model the departmental organizational values, such as team work, in an exemplary fashion, are being recognized at our annual rewards and recognition ceremonies.

National Defence

Overview

National Defence (ND) and the Canadian Forces must deliver the operational capabilities called for in the 1994 Defence White Paper while also reducing the overall cost of defence. To meet these goals, National Defence and the Canadian Forces are engaged in a major renewal and re-engineering program that is having a profound impact on departmental processes and on all employees.

Between April 1994 and December 1996, ND reduced its civilian workforce by over 11,000 employees, going from approximately 33,000 to 22,000 in just 16 months. This drastic reduction, as well as an aging workforce and the introduction of new technology, called for the implementation of innovative programs to rejuvenate the workforce and move the organization forward to meet the challenges of the future. In response to these challenges, and as part of our commitment to *La Relève*, we are focusing our energy on five key human resources strategies: (1) Rejuvenation and future skills, (2) Leadership and management renewal, (3) Managing reductions, (4) Balancing work and personal requirements, and (5) Partnering with unions.

1. Rejuvenation and future skills. The rejuvenation initiative identifies the skills, knowledge and competencies required for our future workforce and provides our employees with the opportunities and tools necessary to obtain them.

Rejuvenation and future skills has the following major thrusts:

Continuous learning. We have introduced a policy framework to support continuous learning and have developed tools to help employees and managers understand the continuous learning concept. We have also implemented a competency-based learning activity, The Future Skills Employee Workshop, for all non-management staff; adapted and implemented Health Canada's Learning for Leadership program for managers and supervisors; and continue to send our executives on the Canadian Centre for Management Development sponsored Leading Transitions course. In addition, we recently opened the Learning and Career Development Centre and introduced a self-directed learning workshop.

In response to major work changes, National Defence's information management/information technology community launched a human resources study and renewal initiative. The study identified 12 major skill gaps. One million dollars has been committed to address the skill gaps identified.

Employment equity. We value diversity and are working to create a supportive work environment. We are implementing the Defence Team communications strategy, which includes a video to improve understanding of employment equity and diversity. We have advisory groups for Aboriginal peoples, visible minorities and persons with disabilities to counsel on recruiting, learning and development, and career progression. A self-identification survey was completed in October 1997. It indicates an improvement in the representation of the three minority employment equity groups.

Recognition, pride and reward. The purpose of the recognition, pride and reward program is to demonstrate that we value our employees and their work and to foster employee pride. We completed a review of our current program in September 1997 and are now implementing the recommendations, which include identifying and rewarding the right behaviours and best practices, ensuring that recognition becomes a leadership responsibility, and marketing new and existing recognition programs to ensure their widest possible application.

Competencies. National Defence is adopting a competency-based human resources management policy to ensure an effective and vibrant workforce. We have developed profiles and related tools (a self-assessment tool; a guide for managers, coaches and mentors; a self-directed learning planner; and competencies on-line) for our human resources practitioners as well as profiles and an interview guide for trades persons in our ship repair units. We are currently developing profiles for our information management team.

Universal Classification Standard. The implementation of the Universal Classification Standard allows us to change how we define and value work. We identified a senior line manager to lead this process and are implementing the concept of generic jobs. The Fleet Maintenance Facility Cape Scott, in Halifax, reduced 81 job descriptions into 25 generic job descriptions.

2. Leadership and management renewal. Our challenges place unique demands on managers who must lead their staff through transition and continuous transformation. In order to move to a more integrated approach for the selection of key personnel (military or civilian), we have identified all senior management positions down to director level as either civilian, military or civilian/military. We are actively promoting and supporting management developmental programs by participating in the Management Trainee Program (17 candidates) and the Career Assignment Program (four candidates). Three ND executives have recently been selected for the Accelerated Executive Development Program (AEXDP) and an AEXDP participant from another department has accepted an assignment with ND. Finally, we are conducting a pilot project regarding the move to managerial delegation of staffing in Canadian Forces Base (CFB) Esquimalt.

3. Managing reductions. The managing reductions strategy ensures support to employees forced to make major career decisions as a result of reductions; implements vacancy management procedures; and clarifies, for managers and employees, the policies and procedures associated with alternate service delivery.

Much of the focus in ND has been on meeting commitments to manage within a reduced budgetary envelope. As a result, we pioneered the departure incentive concept by developing the Civilian Reduction Program. With the termination of the Early Departure Incentive and the Early Retirement Incentive in 1998, we are developing, in consultation with the unions, a new strategy which emphasizes securing continued employment for affected employees with alternate service delivery providers and providing them with skills to be employable outside the government.

4. Balancing work and personal requirements. To help ND employees cope with stress, a new policy consolidating the various forms of alternative work arrangements and emphasizing telework is being finalized. In addition, a review of computer tools for conducting self-assessments is under way.

Many of our managers are implementing significant quality of work life programs. The Employee Confidence Building Program, at CFB Halifax, focuses on mutual respect during workforce adjustment, personal training and development, and communications. Air Command, through Flight Plan for Life is emphasizing working life issues such as teamwork, mutual support, change management, innovation, and ethics/values. To date, more than 2,000 civilians have participated in Air Command's program.

5. Partnering with unions. A key element in ND's *La Relève* initiative is the strengthening of partnerships with unions. The rapid pace of change and the extensive reductions and reorganizations within National Defence have made our existing consultation framework inadequate to address our unions' concerns. Because of this, we have presented the major unions with a new consultation framework. We expect an agreement on new terms of reference early in 1998. Part of the framework includes the establishment of subcommittees, the first of which would deal with alternate service delivery. In December 1997, we held our first national meeting with nine of our unions. It was chaired by the Deputy Minister and all members of our executive committee attended.

Measuring Success

To ensure that our plan succeeds, we made significant changes to our departmental human resources planning process. To date, we have established a new senior committee for strategic human resources planning and are beginning

to integrate human resources planning with business planning. This approach is being used in the 1998–99 business planning cycle by the Materiel Group, which developed a human resources planning tool kit that includes a draft performance framework.

The Way Ahead

We need to focus both on the people who are leaving and the people who are staying in the public service. The Civilian Workforce Renewal Initiative will focus on both groups. For those who are leaving, the emphasis will be on providing them employment continuity with the new service provider or with employability skills for employment outside of government. For those who are staying, training and development and recruiting will aim to close the gaps between the skills our employees have and the skills we need to ensure that we have a viable workforce for the future.

While we are facing numerous challenges caused by rejuvenation and downsizing, we are confident that the Civilian Workforce Renewal Initiative has set us on a path that will ensure that our employees are treated with fairness and that we will do everything possible to ensure they will have the skills they need to meet the challenges of the future.

Natural Resources Canada

Introduction

The *La Relève* action plan for Natural Resources Canada (NRCan) addresses a number of key departmental objectives. The actions identified in the plan, as well as a number of other human resources initiatives, were carefully designed to involve and benefit as many employees as possible, while improving the organization and the way it functions. There was significant progress in many areas, while other initiatives will require more time to fully develop and implement. *La Relève* remains a priority at NRCan; efforts to improve the management of human resources are ongoing.

The department's aims continue to be to position Canada as a world leader in sustainable resource development and the department as a lead player on natural resources policy, science and knowledge. As a "most affected department," NRCan continues to face several challenges as it adjusts to its new roles and objectives, including human resources management issues. The department's *La Relève* action plan will improve human resources management by communicating vision, investing in the workforce and reinforcing accountabilities.

Actions to Date

Communicating vision. The Deputy Minister has conveyed her vision for the department on an ongoing basis, most recently to senior headquarters and regional staff at the NRCan Manager's Conference in June 1997 and at a workshop of directors general in October 1997. This information is shared with employees through a series of face-to-face meetings.

Reinforcing departmental messages. NRCan uses a variety of communications techniques and media to reinforce departmental messages. Preference is given to the oral tradition — managers seek regular opportunities to meet with small and large groups of employees. The department's intranet includes a *La Relève* site where the NRCan *La Relève* action plan is published; information about human resources initiatives, such as the performance feedback policy; and there is a link to the *La Relève* Task Force site. The orientation program is being revised based on best practices. Print communications include business plans; the Deputy Minister's *Updates*; the *Reengineer*; and *The Source*, the department's employee newsletter. Electronic bulletins, a briefing program and the Excellence Program highlight departmental values and culture.

Investing in the workforce. Natural Resources Canada is investing in its workforce by adjusting budgets to better reflect operational needs, identifying and offering skills that will provide long-term benefits to employees and developing tools to ensure employees are equipped to face the challenges, now and in the future.

Specifically, in recent months, focus groups were held with the following major specialist communities in the department — administrative support, human resources, middle management and policy — to seek employees' views on future needs, potential competencies (current and future), emerging pressures and skill gaps. Through employee consultations, the department's *La Relève* action plan will be updated to reflect progress and evolving priorities.

NRCan is working on a competency-based approach to management. In phase one, a directory of generic competencies and related behaviours was developed for the executive cadre. By doing a self-assessment against the competencies and behaviours, executives can identify gaps requiring self-development. The directory and the lessons learned in the development phases are being shared with other departments. Work is under way within the department to develop competencies for other groups.

NRCan's succession planning process ensures that the organization continues to identify people that possess both the motivation and potential to become successful leaders. To assist in this identification, executives verified their biographical information, which will be used to build an inventory of skills and expertise.

Investing money and offering skills. The department is adjusting its A-base funding to deal more efficiently with the increasing workloads being experienced by some units. Steady progress is being made in the department's re-engineering efforts. The benefits for employees will be more efficient and less costly access to financial, informatics, human and physical resources. For example, the department prepared for the conversion to the Universal Classification Standard by developing a data bank of broad-banded work descriptions. Instead of 3,500 individual position profiles, NRCan now has 240 work descriptions, an accomplishment that attracted the attention of several departments and the Treasury Board Secretariat.

Other recent initiatives include the Breaking the Barriers project to reduce administrative irritants. The first area of concern addressed was travel. Employees raised 150 travel-related issues. In response, NRCan and the provider were able to increase the number of counsellors, add an international services desk, and extend booking hours. Further, the Deputy Minister authorized increased delegation for travel. The second Breaking the Barriers initiative will deal with training and development issues.

Various approaches to improving workload management are being tested at the department. These include a priority-setting program and focus groups to identify employees' key concerns and obtain feedback on ways to improve the work environment.

Providing tools. NRCan is developing tools to ensure that employees have the skills they need to perform to their fullest potential and meet the challenges facing the department.

A common office environment was implemented. This will result in a reduction of some operating costs for the organization and a saving of time for employees in a remarkably less complex electronic environment. Work stations were upgraded and employees across the department were equipped with common software. Information and planning sessions were held with employees to explain the value of this new environment.

NRCan is fostering a continuous learning environment in the department. Continuous learning is promoted by six learning priorities and sectoral strategies. Learning plans for NRCan employees are developed using these priorities and strategies. A compendium of courses and providers was developed and is available to all employees from their sectors and the Learning Centre. A pilot project is now under way to assess training, development and career management needs. Departmental employees are already benefiting from policies that were changed, including one that considers conferences as learning.

Natural Resources Canada also continues to build on and reinforce existing recruitment and rejuvenation programs to ensure that it will have a diverse workforce, now and in the future. NRCan is working to attract employees from designated groups, including women, Aboriginal persons and Francophones. Partnerships with industry and other government departments are helping the department to achieve its goals. Programs which were expanded over the last year included the Outreach program and the Emeritus Program.

The department is also focusing attention on the retention of its workforce. The recent promotion process for research scientists took place in the absence of quotas, resulting in greater flexibility. Programs were established by two sectors to develop a new generation of available managers from the Executive (EX) and EX minus one levels. As development opportunities arose, these programs had a trickle down effect for employees at other levels, enabling them to learn new skills, build contacts and perform different tasks.

NRCan has redesigned its departmental Recognition Program to focus, in particular, on team work, effective partnerships and people management. The program has already been used as a basis for employee awards such as the departmental Merit Awards, which were presented at a ceremony in June 1997.

Reinforcing accountability. The department uses upward feedback as a key tool to ensure that managers contribute fully to the achievement of human resources priorities and programs, to improve managerial competency and techniques, and to formulate individual action plans. The third cycle of upward feedback was completed in June 1997. The report highlighted that managers received high ratings in such areas as accepting responsibility for decisions; treating employees with dignity and respect; supporting continuous learning by encouraging the training and development of their staff; and respecting the need to balance work and family life. The majority of employees reported that their supervisors had improved in providing a clear vision of where their unit is headed and in sharing information on an ongoing basis.

All parts of the department have established human resources committees of line managers to improve human resources management.

Several survey questionnaires and methodologies have been developed to evaluate the effectiveness with which the department implements its learning priorities, to determine whether or not employees consider training accessible and if training information is useful.

Conclusion

At Natural Resources Canada, *La Relève* represents a long-term investment in the department's employees. It offers an opportunity to develop a workforce that is equipped to meet today's challenges, and those of the future. The actions being undertaken aim to involve and benefit all departmental employees. There have been concrete improvements on many fronts. The department will continue its efforts to manage its human resources in the spirit of *La Relève*.

Privy Council Office

Progress to Date

The Privy Council Office (PCO) *La Relève* action plan is entitled *La Relève at PCO: Building Our Future Together*. It was published in May 1997. All our employees were consulted in its creation. The plan contains seven themes: public service values and ethics; work processes (e.g., internal communications); career management and staffing; employment equity; work and family balance; continuous learning; and rewards and recognition.

Both the Clerk of the Privy Council and PCO's *La Relève* leader were determined to achieve early and concrete results. During the past six months, more than half of our employees at all levels took part in initiatives that produced the results to date.

So far, we have launched a dialogue on public service values and ethics, and we have introduced two major programs: upward feedback and career management. Continuous learning initiatives are under way, and we have planned a "bridging-the-gap" program that will provide training assignments for support staff.

Values and Ethics

Since December 1996, there has been much debate on values and ethics. In the spring of 1997, two brown-bag lunch discussions for PCO staff attracted a good crowd. These events were held under the leadership of the head of the Task Force on Public Service Values and Ethics. To encourage free and frank talk, support staff attended one session; officers and executives, the other. A third discussion, for all staff, was held in November 1997.

More generally, we have tried to integrate values and ethics in all *La Relève* initiatives. Our approach to upward feedback, described in the next section, is one example.

Communications: The Pilot Project on Upward Feedback

PCO employees have told us that we could improve the workplace by being better communicators (at all levels and within and across branches) and by managing people better.

To start, we held a pilot project on upward feedback — an opportunity for staff to anonymously evaluate managers in certain areas. Close to one third of our

managers, including most of PCO's senior management, volunteered for the pilot. Managers and employees alike helped develop the questionnaire that employees used to evaluate their managers.

Some 30 percent of PCO employees were asked to participate in the pilot. More than 80 percent of those asked volunteered to assess their managers' values, leadership, people management, teamwork and communications. The exercise focused on how a manager gets the job done, rather than his or her ability to produce results.

Managers received feedback on their evaluation. Then they met with their employees to discuss major points and develop action plans, where necessary. These action plans were shared with each manager's supervisor.

Employees and managers alike found the process instructive and said the communications that it sparked was a major benefit to the organization. Overall, managers won a very positive rating. However, some staff suggested that managers could do a better job in communicating PCO's role and in helping employees plan and manage their careers.

Other communications initiatives. There was a great deal of communications and consultation involved in launching *La Relève* within PCO. And this contributed to building links and relationships across the organization. As well, during the fall, PCO's *La Relève* leader met with a majority of employees at their staff meetings. He also established a consultative committee of assistant secretaries (a key level for promoting interchange and action). Throughout, many employees expressed appreciation for the opportunity to work with colleagues from many areas and levels. Branch retreats proved another good forum for tackling people issues and identifying best practices.

Another initiative was inviting employees to have their security photo included in a photographic "Who's Who," accessible through PCO's computer network. The welcome kit for new employees was revised to include information on *La Relève* at PCO and to encourage them to participate. The PCO staff publication, *Entre nous*, featured several articles about *La Relève* at PCO.

Career Management

Employees are responsible for planning and managing their career. However, during focus groups held to develop ideas for PCO's *La Relève* plan, many said that they could do with some help from managers. As a result, we launched a major initiative on career management.

After preparing materials, we held pilot workshops for both employees and managers. At two-day sessions, 95 employees learned how to develop and

follow a personal career plan for the next three to five years. For 33 managers, one-day coaching workshops focused on supporting staff and advising them about taking short-term action to meet longer-term goals.

In 1998, there will be more workshops. As well, follow-up sessions will be held for employees already getting their career plans ready for their manager's signature. For 1998–99, we are doubling the funding for training and career planning, and branch heads will have the authority to approve the costs of having their employees participate.

PCO's electronic bulletin board now holds information on all jobs and assignments within the public service and with international agencies. A self-learning collection is available at our Information and Research Centre. As well, we have arranged to have employees research career opportunities at the Public Service Commission's Job Help Resource Centre.

PCO also supports the new government-wide executive development programs, including the Accelerated Executive Development Program (AEXDP). Eight of the 52 executives in the first round of the AEXDP have accepted a position at PCO for their initial assignment. In addition, an Environment Canada employee will work in a PCO policy secretariat for career development.

Bridging the Gap

Our *La Relève* plan particularly emphasizes support staff. The Clerk is sponsoring a bridging-the-gap development program that will pave the way for people in support and administrative positions to win a permanent post as a junior officer within PCO or elsewhere in the public service. Six jobs, in branches across the department, will be reserved for this development program. There will be a competition for places, and the first round of assignments will begin during the spring of 1998.

Continuous Learning

The importance of continuous learning is a fundamental theme of PCO's three major new programs: upward feedback, career management and bridging the gap. And all employees and managers are committed to it. One secretariat, Social Development Policy, has begun a pilot project in which all 20 staff have up to five continuous days of job-related learning each year.

Building on Our Achievements

PCO employees continue to bring forward new ideas for implementing the PCO *La Relève* plan and other actions to improve human resources management. To keep up the momentum, we will hold a colloquium where the Clerk and all staff

will review POC's progress on *La Relève*, choose new priorities, and discuss the road ahead.

In 1998, we will continue the dialogue on values and ethics, expand upward feedback, and encourage wider participation in our career management initiative. The bridging-the-gap program will be launched and learning initiatives expanded. As well, we will increase our activities on three other themes of the *La Relève* plan: employment equity, work and family balance, and rewards and recognition.

It is important that we strengthen our efforts to make PCO more representative and examine ways to remove barriers to employees in employment equity groups.

Balancing work and family remains one of the most difficult challenges for many managers and employees. To date, managers have reduced pressure on employees by twinning hot files and by being more flexible about office hours after an employee has experienced intense periods of work. A dialogue with staff on this issue continues.

PCO has emphasized rewards and recognition for employees for some time. In June 1997, some 25 percent of employees were honoured by a crowd of their colleagues at PCO's annual awards ceremony. The recipients included many people who were recognized as members of special teams. It's important that managers are committed to recognizing their staff, not just on one day but throughout the year, and that they include the people who carry out the essential day-to-day work as well as the people who work on high-profile projects.

Achieving practical and concrete results will continue to be the goal of all our work on *La Relève*.

Public Service Commission of Canada

The Public Service Commission of Canada (PSC) action plan is entitled *La Relève in the Public Service Commission — Our Philosophy, Our Approach, Our Action Plan*. It was presented to the Plans Review Committee in May 1997.

Objectives and Challenges

The action plan has three objectives: (1) to ensure that the PSC has the right people in the right jobs to achieve its mandate, (2) to support PSC managers with the tools needed to ensure effective human resources management, and (3) to foster a climate where employees are empowered in their jobs and in managing their careers.

The PSC is marshalling its efforts to bring together an adaptable, diverse, mobile and competent workforce possessing the skills and knowledge for the future — a workforce confident in its abilities and imbued with a sense of well-being.

As we implement our business plans and pursue the PSC repositioning, the means reflected in our original action plan have and will continue to evolve. From a list of recommendations related to different human resources issues, we are progressing towards the implementation of an inclusive human resources management framework.

This report comprises the PSC's accomplishments to date and focuses on demographics; human resources management; learning, development and mobility; organizational health; and consultation and communications.

Demographics

The PSC is working on four fronts: (1) improving representativeness; (2) renewal through recruitment; (3) identifying trends; and (4) acquiring effective technological aids to support its human resources management approach.

To better chart the department's challenge and measure progress in increasing the representation of equity groups, the PSC completed a self-identification survey (50 percent return rate). The survey results combined with our existing data provide a benchmark against which to measure progress. Also, a departmental employment systems review, just completed, will address the pending issues related to employment equity.

The objective of recruiting the equivalent of 12 full-time persons per year as proposed in the *La Relève* action plan was exceeded in 1997–98. The PSC recruited two management trainees and 57 students, totalling 18 full-time persons.

The department identified the need for technological support for its personnel resourcing plans, career orientation services and monitoring of its staff. The Human Resources Planning Module, implemented in November 1997, allows the PSC to gather quantitative and qualitative information on its employees and to identify effective means of improving their competencies in relation to its needs. Data on over 300 employees (almost 25 percent of the PSC) have been entered into this module.

The PSC's strategic tool for human resources management, called the Bilan Social, not only captures the demographics information but also shows trends related to mobility, equity and the health of the organization. It is posted on the intranet and discussed, as a standing issue, at the Human Resources Management Committee. This information is used to develop strategic interventions and enables the PSC to better manage its human resources.

Human Resources Management

The PSC believes that human resources management is not an end in itself, but a key enabler of departmental business plans. The test of good human resources management resides in the extent to which it provides timely and effective support to the achievement of the organization's mandate. The PSC has endorsed the creation of an integrated human resources management approach based on competencies. The PSC has identified the generic competencies required at all levels of the organization and, in the process of preparing the business plan designated several levels of function-specific competencies. An evaluation process based on the competencies required by the PSC and on those of our workforce will enable us to determine the extent of existing skills and knowledge as well as the gaps. With this information, we will shape the strategies for learning, development and mobility that are appropriate for the department.

All executive directors have prepared *La Relève* action agendas and the progress will form part of their annual performance appraisal. Our plan is to cascade it down to the front line. These action agendas form part of the PSC's regular performance monitoring framework for change management and repositioning.

Learning, Development and Mobility

Various means (including learning, development and mobility) have been identified to help bridge the gap between the organization's requisite competency profiles and the actual competency profiles of its workforce.

Learning and development. Assessment tools and guides have been developed and will be tested by different groups of employees and several managers, resulting in learning plans for more than 200 employees.

To foster a climate within the organization that would empower employees to manage their careers, the PSC has provided professional career counselling to 134 employees of all levels and has delivered a series of four workshops on career development to 404 employees.

Initiatives, aimed at developing competencies or encouraging mobility, are being developed or implemented. For instance, the Competency Enhancement Program for the ED Group (language teachers and program developers) attracted 15 participants and has resulted so far in two assignments. This particular program helped the PSC refine its approach for future use with other groups.

A central agency assignment program to offer exchange opportunities to administrative support and technical staff is currently being discussed between the Privy Council Office, the Treasury Board Secretariat, Finance Canada, the Canadian Centre for Management Development and the PSC. An agreement should be in effect early in 1998–99. An agreement with Indian and Northern Affairs Canada is currently being discussed to provide employees with opportunities to increase awareness of Aboriginal cultures by way of assignments.

Mobility. The PSC addressed the issue of mobility by promoting and facilitating assignments for its own staff to various areas of the organization. The department's commitment to consider its employees first has been fulfilled; 75 percent of 102 assignments at all levels have been filled by our own employees following PSC-wide posting of assignments. This represents a 15 percent increase over 1996–97.

PSC employees participated in the new development programs for executives and assistant deputy ministers. Moreover, the PSC has identified five assignments that were offered in 1997–98 to qualified candidates of these corporate programs.

Organizational Health

In order to (1) understand the attitudes, interests and concerns of employees related to its departmental *La Relève* initiatives and (2) measure progress achieved on this front and, more generally, in its change management process, the PSC has conducted a first round of telephone interviews with approximately 300 randomly chosen PSC employees. These interviews will be repeated every four months. Some of the aspects measured are opportunities for training, career development and opportunities in the federal workforce, and perceptions regarding *La Relève*. Also, checkpoint sessions were held with 130 employees to provide the President and executive directors with feedback on the progress of change.

The issue of pride and recognition has been examined and a renewed rewards and recognition program will take effect in April 1998.

Communications and Consultation

Information sessions on the departmental *La Relève* action plan were given to PSC employees in every region and their views were sought on how best to achieve our goals. Further, the plan and the reports from these sessions are posted on the department's intranet.

As a follow-up to the *Workforce of the Future: Valuing Our People* report, an action plan to give effect to several recommendations is scheduled for implementation in 1998–99.

Dialogue with employees took the form of various focus groups that were held on issues such as *La Relève* success factors and developmental programs. Also, to have congruence among the various department-wide corporate initiatives, a cross-functional working team on change management ensures that the implementation of our internal *La Relève* initiatives is in line with other changes occurring within the department. Finally, a corporate repositioning team, made up of PSC executives, oversees all aspects of *La Relève* and identifies needs in terms of policies.

Conclusion

In the first year of its *La Relève* action plan, the PSC focused on building the foundation needed to bring together an adaptable, mobile and competent workforce in order to support the organization. The PSC is committed to revitalizing and reskilling its workforce. In partnership with employee representatives and other departments, the PSC seeks out effective means to broaden the employability of its staff. As we chart our way towards the realization of our change management agenda, new answers will be required to deal effectively with human resources issues. Our human resources management approach will give the necessary impetus to a renewed, relevant and organic *La Relève* action plan to meet the challenges of tomorrow.

Public Works and Government Services Canada

Overview

The Public Works and Government Services Canada (PWGSC) workforce is unique in its broad range of expertise and skills. Given our geographic dispersion and the wide variety of our business lines, PWGSC's challenge is to build on our talent and expand our skills in a continuous learning environment, while fostering cross-branch/regional working relationships.

In April 1997, PWGSC published its *La Relève* action plan, entitled *Shaping Our Tomorrow*. The plan represents a comprehensive response to the major challenges facing the department through Program Review, which will see an overall reduction of 6,500 employees by June 1998. The initiatives are grouped under four key themes: (1) preparing employees to meet our business needs; (2) leadership through effective communications; (3) fostering ethics, pride and recognition; and (4) accountability.

After the departmental plan was released, the various organizations in the department prepared their own *La Relève* action plan modelled on the overall PWGSC *La Relève* framework. In total these plans identify over 250 different key initiatives which will enable the organization to successfully implement the four key themes within the varied business and organizational needs.

Six months into implementation, the department's schedule is on track. Out of PWGSC's 44 corporate initiatives four have been completed, 12 are making concrete progress and another eight are being addressed through individual initiatives in the branches and regional offices. The remaining 20 initiatives, to be completed over the next three years, are in various stages of planning.

Achievements

Preparing employees to meet our business needs. PWGSC's Human Resources Executive Committee approved a learning strategy which includes a corporate learning vision and shared learning agenda. Several branches are implementing other components of the strategy based on their current organizational make-up and business needs. These include career management programs and Team Mastery initiatives designed to help teams align themselves with overall branch and departmental directions.

Competency profiles have been completed or expanded for a number of key business lines, and employees have already capitalized on these efforts by preparing business-based learning plans with their supervisors.

Twenty-one of PWGSC's corporate initiatives focus on equipping its workforce

to meet future business needs. Several branches have developed reskilling and recruitment initiatives not only to bring new people in through programs, but also to reposition remaining staff through internal resourcing. Some branches have implemented a renewal strategy which includes modest external recruitment with a particular focus on employment equity objectives. Several branches, in conjunction with various universities and colleges, developed and implemented branch-specific reskilling plans. A working group has been established and has interviewed 100 employees to explore productivity incentives for translators to help in retaining the current workforce.

Thirty-one representatives from PWGSC provided input to the Workforce of the Future initiative. The department's *La Relève* action group is currently studying the report's recommendations to determine similarities and potential integration into the departmental and branch/regional work plans. Another follow-up effort includes the creation of the Ontario Region's Working Group on the Quality of Working Life. The efforts of this group can be seen in an interdepartmental effort to create a successful drop-in centre for school-aged children during the recent Ontario teachers strike.

Leadership through effective communications. The department put together an information kit for managers to help them brief employees and elicit their input into the *La Relève* plan. More than 50 percent of employees had face-to-face briefings and an opportunity to offer input. Various innovative methods enabled employees to participate. For example, members of one Regional Executive Committee (REC) rotated meetings across work locations. The REC also meets with small employee groups for open dialogue in all work locations. Other branches have established employee councils or forums.

PWGSC consults regularly with union representatives — through briefings as well as by inviting labour representation on several executive and human resources committees — and is actively examining the best ways to ensure continued consultation and involvement.

A rejuvenation team has been established in one branch as a forum for young, new and innovative employees to provide advice on methods for bringing greater innovation and creativity to the branch and on ways of attracting and keeping young employees. Summer and co-operative education program students have been invited through various forums to voice their opinions and concerns about career potential in the Public Service of Canada.

In keeping with PWGSC's commitment to establish an information-sharing culture through the enhanced use of technology, a *La Relève* intranet site has been established: 80 percent of PWGSC employees have access to the intranet at their work station. The e-mail system is being used by both the Deputy Minister and branch heads to update employees as well as to receive comments and suggestions. A groupware product for the Program Review function, aimed

at creating a more efficient and effective working environment, was developed by two branches and is now shared with a provincial government.

PWGSC is also working to develop and implement a leadership competency profile that describes value-based behaviours and strengthens the requirement for managers to support innovation and to manage changes in the workforce. One region is an example of this leadership renewal activity with a leadership skills development program and leadership day. The annual Executive Forum was held for the first time in October 1997 to provide all departmental executives with an opportunity to meet and discuss departmental strategic issues. The department is following up on resulting recommendations with central agencies and stakeholders.

Fostering ethics, pride and recognition. To foster departmental pride and allegiance, PWGSC launched a new corporate identity. The November launch was a fitting culmination to our Quality Month activities, which included the display of more than 100 plaques honouring employees for their outstanding achievements. Existing recognition programs focus primarily on customer satisfaction. Branches and regions are currently developing or expanding programs to acknowledge the efforts of employees who do not provide direct services to clients. During Public Service Week, the department took the opportunity to hold a variety of special events aimed at showcasing the achievements of its employees.

Initiatives are now enhancing the employee orientation programs. The Deputy Minister is meeting all new executives in the department to discuss organizational culture and values. A self-study guide for employees has just been released in direct response to employee requests for more comprehensive information on the department (also available on the intranet). As a follow-up to the one-day orientation sessions it provided to 150 employees this year, one region piloted a cross-branch residential program called Camp Reboot for all employees which focuses on vision, ethics, and client service. Graduates of the sessions have come away with a greater appreciation for the department and the recognition that teamwork is critical to providing the best possible service to clients.

In its horizontal efforts, one region is active in four interdepartmental committees focusing on demographic profiles, orientation, generic profiles and action strategies. The department is taking a lead role in a multipartite committee looking at human resources development and national and international market development for translation services. In response to the needs of a major client, the department completed the planning and scoping

phase of the review of the procurement process which was aimed at improving the work environment, efficiency and service delivery while reducing costs and enhancing skills.

Accountability. Providing a regular progress report on these initiatives is an important part of *La Relève*. Such reports are now a standing item on the agenda of every executive management committee in the department, as well as on those of the Departmental Executive Committee and the Human Resources Executive Committee. One of the branch plans provides three success criteria which are being used as a springboard for consulting with employees on their expectations of *La Relève*.

Future Directions

Our plan is an ongoing and comprehensive attempt to continue improving the work lives of our employees and managers and the way our services are delivered — even though there is a degree of stress and fatigue in the organization. Much has been accomplished; many challenges remain. It is an understatement to say that the work life of PWGSC employees has undergone tremendous change. Over the next six months, PWGSC priorities will focus on implementing the departmental learning strategy, establishing departmental development and staff rotation programs, and completing work on performance indicators, success criteria and the integration of Workforce of the Future recommendations. Moving forward with its many initiatives, the department will continue to play an active role in central agency initiatives such as learning advisory panels and the Universal Classification Standard. It recognizes the vital importance of progress on the corporate and collective projects identified in *A Commitment to Action* towards the necessary reform of the human resources function within the Public Service of Canada.

Revenue Canada

Overview

At Revenue Canada, management, staff and unions are working together to provide better service to Canadians. To this end, we have launched an extensive redesign of our human resources management.

Six working groups, led by assistant deputy ministers, and composed of employees, managers and union representatives, were established to suggest new approaches. These groups consulted widely across the department. Meetings were held and surveys conducted. In all, some 7,000 employees were directly involved in this process. The findings of the working groups shared several common themes: human resources management should be based on values rather than rules; the need for simplicity and flexibility; and the importance of valuing our employees.

We found through these working groups that employees want profound change in all of the ways we manage human resources and that employees expect to be part of this change. Our departmental Management Committee and our unions have endorsed this approach.

We have a unique opportunity in Revenue Canada to use the momentum of three major forces: (1) *La Relève*; (2) our employees' demand for change; and (3) our transition to a new status as the Canada Customs and Revenue Agency to create the best possible framework for human resources management.

Values

In addition to our corporate values of integrity, professionalism, respect and co-operation, the Canada Customs and Revenue Agency will be founded on public service values of fairness, representativeness, competence, non-partisanship, efficiency and effectiveness. These values were confirmed through our consultation with employees.

Classification and Job Flexibility

The working groups recommended a classification system that is gender neutral, has fewer occupational groups and levels, and uses generic jobs where possible while maintaining some specialized career streams where appropriate. The proposed agency will use the Universal Classification Standard developed by Treasury Board, modified to suit the agency's special needs. The broad objective is to dramatically reduce the total number of groups and levels and the number of classification actions in any given year.

Staffing and Employee Mobility

The working group on staffing suggested that staffing should have fewer rules, place greater emphasis on transferable skills and past performance and include a right to simplified recourse in a fair and timely way. The staffing system must reduce the time and resources needed to have the right person in the right place at the right time. Staffing should be more closely linked with past performance and more closely co-ordinated with training and development. Action is needed to pre-qualify candidates so that as openings become available, employees can be promoted quickly to fill them. The implementation of broad banding of jobs with fewer levels will open entire ranges of jobs to employees within a given level.

The agency will seek to reduce the time needed to recruit new employees in order to provide a steady flow of new people and ideas. We have increased our efforts in post-secondary recruitment, including the Management Trainee Program, and have placed particular importance on the recruitment of auditors and information technology specialists. Exchanges with the private sector and the rest of the Public Service of Canada will continue to be encouraged.

Learning and Development

The working group suggested that managers are the key element in creating a learning organization. Management development and departmental processes and strategies should be re-engineered where necessary to ensure that they support learning. Programs such as our own Executive Development Program and Middle Management Development Program, as well as Public Service-wide programs such as the Career Assignment Program and the Accelerated Executive Development Program continue to play an important role in the development of our managers.

Revenue Canada will continue to devote a significant proportion of its resources to the training and development of employees. The working group suggested that a performance management system be developed linking performance criteria to career development.

Employment Equity

Revenue Canada provides service to every Canadian and a wide range of visitors to Canada. Our workforce must be representative of the Canadian population and responsive to the diverse clients we serve. Such measures as the Black and Aboriginal Development Program and the Edmonds Bridging Program in the Atlantic Region; and the Aboriginal Development Initiative in the Prairie Region will continue. In addition to our investment in cross-cultural training, diversity training, and sensitization towards the needs of people with

disabilities, we will seek new ways of becoming a more representative and diverse workforce.

Official Languages

Meeting the goals of the Official Languages Program is a priority for Revenue Canada. The department is implementing language training plans for Executive Group officers in bilingual regions. The department also actively encourages the use of both official languages in bilingual regions.

New Ways of Working

Revenue Canada is committed to being a good place to work. We will develop further co-operative approaches with employees and unions to increase the use of working at home and flexible hours. We will also explore other means to enable employees to contribute as effectively as possible.

Pride and Recognition

Our new approach to employee recognition promotes recognition as a sound management practice and a core competency that employees at all levels of the organization need to develop, learn and practice. The cornerstone of the approach is spontaneous, immediate, day-to-day recognition of accomplishments.

Communications

In August 1997, the Deputy Minister established the DM Direct Communication Lines and invited employees to share their views and ask him any questions they had about the agency and other work-related issues. The Deputy Minister has asked senior managers to champion the process of change and to speak to employees about our commitment to renewal of the public service.

Working Together to Improve Service to Canadians

It is essential that management and unions set out on a path of co-operation in the design and implementation of the human resources management system for the Canada Customs and Revenue Agency. We will consult fully on those things that affect the well-being, effectiveness and productivity of employees in the workplace and the quality of services provided to the public.

Unions and management have recently signed a declaration of intent that sets the parameters for working together on the design of the human resources framework for the Canada Customs and Revenue Agency.

The continued participation of employees and unions in the design and implementation of a comprehensive human resources management system will support our continuing contribution to *La Relève* and the agency's objective of providing Canadians with the best possible administration of customs, trade and tax services.

Solicitor General Canada

Overview

Solicitor General Canada has been living *La Relève* since 1993. In that year, the department was re-established and given a new mandate, triggering a process of renewal and rejuvenation. Where once we were involved in program delivery and regional operations, today our raison d'être is strategic policy development. We also support the Minister in providing effective direction to the ministry agencies and enhancing policy co-ordination within the portfolio. In short, Solicitor General Canada has undergone a profound transformation and the changes continue to this day.

In the spring of 1997, building on the lessons learned over the past four years, the department adopted an even more ambitious course for the future. Our *La Relève*/Human Resources Plan 1997–2000 is a direct result of extensive consultation both within and outside the department and an analysis of the impact that our strategic priorities will have on our people. We have identified four key areas which demand special attention. These are (1) career management, (2) continuous learning, (3) recruitment and succession; and (4) work environment/ organizational health.

The department's human resources plan is designed to ensure that we nurture an organization which will advance and support our business lines. We are committed to attracting, developing and retaining a highly qualified workforce. Our plan is not simply a vision, but a concrete list of initiatives, each with its own implementation schedule. And to ensure that we meet our deadlines, four of our directors general have assumed the role of "champions" to keep up the momentum.

Career Management

One of the first areas we tackled was the annual employee review and appraisal process. We wanted a system that was more closely linked to career management and individual learning needs. After reviewing the practices of several federal departments, we designed a new system for the department. Our new approach emphasizes genuine dialogue and creates a bridge between performance appraisals and the development of personal learning plans. It promotes meaningful discussion between managers and their staff, while ensuring that career aspirations, skills gaps and training needs are identified.

Traditionally, the Solicitor General Canada has always made use of development assignments with our ministry partners. More often than not these were undertaken in an ad hoc fashion. We decided to adopt a more planned and

systematic approach, beginning with the establishment of a ministry human resources working group. This group views assignments as an integral part of good career management and is now putting the finishing touches on a framework to broker more assignments both within and outside the ministry.

On a more informal note, the Assistant Solicitor General has personally hosted several brown bag luncheons to talk about career planning. These provide staff with another forum to exchange ideas and experiences with a senior public servant.

Continuous Learning

Another area of our plan which has seen major progress is the development of a learning framework. This document, which has already been shared with staff, clearly spells out the department's commitment to the development of its employees. Its guiding principles and objectives reflect our belief that continuous learning is a shared responsibility. Managers have been instructed to support employees' personal and career growth in order to enhance their effectiveness both as a resource to the department and to the Public Service in general.

The newly designed performance review and appraisal process is expected to have a big impact on this area. Learning plans for each employee are now being developed jointly by managers and staff. They are tangible proof that in today's rapidly changing workplace, our greatest assets are the skills and knowledge of our employees.

In 1997, the department was also proud to host its Seventh Annual Support Staff Conference. These conferences are unique in that they are planned and organized by the support staff themselves. As in previous years, the conference resulted in a series of recommendations which will be considered by management and followed by an official response from the Deputy Solicitor General to all employees.

The Ministry Human Resources Working Group is also exploring how to share learning experiences and resources. Two of the ministry's larger agencies, the Royal Canadian Mounted Police and Correctional Service Canada, have specialized training expertise. Solicitor General Canada has obtained the agreement of these agencies to offer all ministry employees equal access to some of their courses as well as their Learning Resource Centre.

Recruitment and Succession

A small department like Solicitor General Canada faces unique challenges with respect to recruitment. One practice that has proven particularly successful in

attracting young people, albeit on a temporary basis, uses existing student programs. In 1997–98, the department recruited 29 students (14 percent of our workforce). This is a win–win arrangement, both for the students and the organization, because the experience students acquire is offset by what we gain in new ideas, creativity and enthusiasm.

Also of note, the department has established a small number of junior policy analyst positions. These have allowed for the recruitment of former participants of the student programs, while also creating some indeterminate, entry-level positions.

Work Environment/Organizational Health

Solicitor General Canada is committed to creating a healthy working environment. Only by promoting open communication, trust and participation throughout the department can we hope to create the workforce we need for the 21st century.

The most visible demonstration of this commitment is the department’s internal communications program. We know that it’s working, because we received a glowing report card from a team of independent auditors in 1997–98. The program’s most interesting feature is its use of advanced informatics to communicate with staff. This has allowed us to move from a paper to a “virtual” culture.

Some elements of the internal communications program include regular e-mail messages from the Deputy Solicitor General; a virtual employee newsletter; an electronic question-and-answer service; and a paperless suggestion box. In addition, the Deputy Solicitor General meets with all departmental employees two to three times per year in small groups; and the department sponsors open houses, a senior management forum, and an active social committee.

The department has also re-established an awards and recognition program. In the summer, we hosted a well-attended ceremony during National Public Service Week to recognize and celebrate the achievements of our employees. We also rely heavily on instant awards, which are presented throughout the year.

Another feature of a healthy working environment is flexible working arrangements. Our new policy states that when possible, and provided that they suit the operational needs of the department, employees can choose from a number of options including telework, self-funded leave, compressed work week.

Conclusion

Our ability to deliver on our mandate and achieve our goals is solely dependent on the quality of our people. We have already learned the value of good human resources management and we are determined to lead by example. Our objective is a performing and healthy organization, and we have the plan in place to achieve it. With continued effort, good will and an ongoing commitment to human resources issues, we will become what we have set out to achieve.

Statistics Canada

Overview

Statistics Canada's *La Relève* plan, which was articulated in the spring of 1997, has its basis in the *Comprehensive Human Resources Development Strategy at Statistics Canada*. The statistical agency developed this strategy to address the specific human resources challenges it was facing. These challenges include an aging workforce with a projected 30 percent net loss in middle and senior management ranks over the next 15 years; fluctuations in budgets, both our own and those of our clients, coupled with an increasing demand for statistical products; and technological changes impacting on the composition of our workforce, precipitating an increase in technical and professional expertise.

The agency's comprehensive strategy comprises

Recruitment. The agency invests heavily in initial recruitment decisions to ensure that only employees who have the will and skills to adapt to new challenges throughout their careers are hired.

Training. The agency invests heavily in technical training to develop the versatility needed for new job requirements.

Career-broadening assignments. Opportunities are presented in different work areas in order to broaden work experience or to consolidate newly acquired skills.

Positive work environment. The agency maintains a policy of no lay-offs, which supports its framework of internal redeployment procedures. These procedures enable employees to accept the risk of career broadening assignments because of the guarantee of returning to their home position or an equivalent. The positive work environment also includes mechanisms to ensure that employees are kept informed about work place developments; are able to participate in decision making; are provided with assistance in their career development; and are encouraged to try new ideas, even if these ideas involve some risks.

With these four strategic elements implemented, the agency is in a position to benefit from the extra skills and judgment of long-term career employees. The agency is also maintaining the capacity to develop a "relève" and to adapt to changes in programs, technology and budgets.

Accomplishments

Recruitment. Over the years professional recruitment programs have been developed for the Economics, Sociology and Statistics (ES), Computer Systems Administration (CS), and the Mathematics (MA) groups. In the spring 1997, the Social Science Recruitment and Development Program (SI-RDP), consisting of job assignments coupled with 12 weeks of training over a two-year period, was developed and implemented. The new program parallels Statistics Canada's existing professional recruitment programs; it has both an outside recruitment component and an internal competitive selection process. SI-RDP presents a visible career path for non-professional employees and enables the agency to capitalize on new technologies.

An additional element added in 1997-98 to recruitment has its roots in employment equity. For a number of years, the agency has wrestled with the problem of achieving its targets for the recruitment of candidates from the employment equity designated groups. In 1997-98 we implemented the new Targeted Recruitment Initiative. Through the initiative, we networked with associations of Aboriginal peoples and associations of persons with disabilities to increase awareness of employment opportunities within the agency. Résumés received from candidates from employment equity designated groups were then channelled into our recruiting drives.

Training. In the area of training, in 1997-98 the agency developed the Business and Economic Statistics Training (BEST) program aimed at fast tracking employees into the realm of business statistics in preparation for work related to the Project to Improve Provincial Economic Statistics (PIPES). BEST involves 14 weeks of job training. It has been piloted and is under way. BEST tailors what might normally take years to assimilate through work experience in the agency into one training course that provides participants with the base knowledge necessary for working on PIPES. BEST includes a module on human resources development which provides a window for the agency to familiarize employees with the *Comprehensive Human Resources Development Strategy*.

Another course developed since the *La Relève* plan was set forth is the Management of Statistical Projects. This four-day course provides participants with the knowledge and skills required to manage statistical projects within the matrix environment and committee structure of the agency. The nature of our work is such that project teams are the means used to accomplish initiatives. Furthering skills development in this area will increase leadership skills. This new course is not only presented as part of the BEST program, but is also offered simultaneously to other participants in an integrated structure.

Still another new training initiative piloted and implemented in 1997–98 was a workshop entitled Effective Leaders, Effective Employees: Workshop on Managing Performance. This three-day interactive workshop is targeted at middle managers and above and aims to provide the tools to lead, manage and motivate staff.

Career-broadening assignments. Career-broadening opportunities have been strengthened through important strides in the use of generic competitive processes. Generic selection processes have been found to increase the opportunity for advancement as employees need no longer wait for that chance position opening above them. With generic competitions, opportunities now exist across the agency. In November 1996, the *Guideline for Generic Competitions* was issued. Key items within this guideline were the requirement for preparatory information sessions and the de-emphasis on written examinations. Managing these mega selection processes is a task. The *Guideline* has ensured that employees are briefed about the competitive process and informed of the optimum means to prepare themselves for generic competitions.

Generic selection has been used to staff at the director level, assistant director and section chief levels for a period of time. In 1997, a further initiative in generic staffing was implemented. An innovative “common fields approach,” using Field statements of qualifications developed to resource at the CS-3 level and ES-4 level in a generic mode across a Field, was initiated. This new approach not only facilitates career broadening but completes the career ladder for ES professionals as they now have a comprehensive program from recruit level to the assistant director level.

To facilitate generic selection processes the agency has focused on streamlining classification through the preparation of generic position descriptions. This initiative has a dual purpose of reducing the number of position descriptions and ultimately facilitating the implementation of the yet-to-come Universal Classification Standard.

Positive work environment. Recent positive work initiatives include a substantial investment in language training. The agency now requires a C proficiency level in oral communications for all middle management positions with supervisory responsibilities in the National Capital Region. The benefit of this investment is twofold. Many middle managers will gain linguistic skills required for senior management positions and the agency will have an increasingly bilingual work environment.

Measures are being taken to make it easier to use the official language of choice at work stations, and in professional training, including computer courses. Computer facilities that can be used in either language are becoming the norm.

Local area network services in both languages are particularly important since they affect the work environment of nearly everyone and this is the focus of an action plan now being carried out.

Communications is vital for a positive work environment. An intranet *La Relève* site is available for our employees. This site offers electronic access to all publications from the *La Relève* Task Force as well as to human resources development documents produced by the agency. Our electronic newsletter, @StatCan, has regularly announced new initiatives as they have been put into action. Our Employee Resource Centre (ERC) provides employees with the alternative of reading hard copy versions of *La Relève* documents. The ERC has a complete collection of *La Relève* publications and videos produced by the *La Relève* Task Force, as well as the electronic equipment to access this material.

Values and Vision

The strategy for human resources development at Statistics Canada is enabled by the commitment and the buy-in of all our senior managers to our human resources goals. Human resources development is accepted as a primary responsibility of our line managers, who work together to realize the corporate optimum.

The precept of management ownership relies on a series of concrete mechanisms managed by human resources committees. The key, however, lies in employee participation, when employees are challenged to produce certain results and left free to determine the best process. Over the past years, the agency has developed a number of mechanisms designed to build a sense of pulling together. The initiatives of 1997–98 serve to further strengthen the elements that have already been put in place, serving to further reinforce the sense of tradition in our approach to human resources development. With its consistency of vision, the agency has and will continue to gradually build on its programs and practices, so that it can attract, motivate and retain a talented corps of dedicated employees.

Transport Canada

Background

The massive restructuring that began at Transport Canada (TC) in 1995 with the transfer of the Canadian Coast Guard to Fisheries and Oceans Canada is nearing completion. The devolution of ports and harbours and airports continues. Employees continue to experience pressure, heavy workloads and continuing uncertainty for some regarding their employment. That staff members continue to work hard and achieve remarkable results is a tribute to their professionalism and dedication.

Continuing Challenges

The most pressing human resources issues for the department continue to concern developing, retaining and recruiting a balanced workforce both in terms of skills and representation. Overall, in the first seven months of 1997–98, 599 employees left TC and 261 new staff members joined. More than half of the departures occurred in the Programs and Divestiture area as nine airports were divested to local authorities and other airports reduced staff in preparation for future devolution. However, we are concerned that there is an increasing scarcity of people with certain specialized skills, such as technical inspection, and competition for these skills across the public and private sectors is intense.

Close to 60 percent of all external indeterminate recruitment took place in the Safety and Security function with the bulk of this activity directed at maintaining the staffing levels in the Aircraft Operation (AO) and Technical Inspection (TI) occupations. We have taken some steps to address these issues in the Technical Inspector community (see TI Review); however, matters outside our immediate control such as salary disparity continue to be of great concern and require resolution.

With regard to representation, the number of women at TC rose slightly over the reporting period, from 36.3 percent to 37.5 percent. The combined representation of Aboriginal peoples, persons with disabilities and members of visible minorities rose from 7.5 percent to 9.7 percent, largely as a result of last summer's self-identification campaign. Improving the availability of candidates from target groups continues to be a challenge.

Initiatives

Transport Canada is proceeding with 29 separate initiatives, each with concrete deliverables, including improvements to recruitment, performance measurement, human resources planning and rewards and recognition. Our *La Relève*

initiatives are being carried out by project teams under the direction of the Transport Executive Management Committee. The project leaders are members of the departmental Project Team, which serves to support the individual project teams and co-ordinate *La Relève* activities across the department.

A monitoring and evaluation framework has been developed that identifies key results for each project and *La Relève* overall. As the various elements of the department's action plan have matured, this framework helps to ensure that activities and their objectives continue to be valid. This framework will also form the basis for continuous monitoring of results.

The Project Team members are taking the results of the Workforce of the Future and Pride and Recognition initiatives into consideration as they develop implementation plans for their projects in order to ensure harmonization with government-wide initiatives. Every implementation plan addresses how changes are to become permanent and part of day-to-day management practices.

Developing Our Workforce

Succession planning. The department is currently reviewing a proposed succession planning process designed to ensure that TC has qualified people to fill key positions.

Employment equity. The department has approved an employment equity recruitment strategy that will increase the pool of potential employment equity candidates. The Prairies and Northern Region has hired a human resources specialist who is developing a candidate pool with specific emphasis on people from Aboriginal communities.

Competency-based human resources management: Position paper, briefings, profiles. With a position paper and briefings on competency-based human resources management complete, the department identified a set of core competencies. The Aviation and Marine modes are currently developing additional specific skill profiles related to their business and their jobs. This process will continue for other areas of the department.

TI review: Job descriptions, revised classifications. The position descriptions for approximately 300 TI positions were revised to reflect the impact of the changes in the role, structure and strategic direction of the department and were put into generic form. The classifications were then reviewed, resulting in a change of classification for more than half the positions.

Generic job descriptions. Generic job descriptions are being developed in specialized areas and these additional pilot sites will help define the approach, scope and impact of implementing generic job descriptions across the

department, taking into account the implementation of the Universal Classification Standard.

Corporate Culture

Building TC together. In the fall of 1997, all employees were invited to take part in this national project. More than 3,500 employees participated in 14 sessions across Canada led by the Deputy Minister and the members of Transport Executive Management Committee. The objectives were to clarify the strategic direction, issues and priorities of TC; to enhance understanding of the role of the department; to take pride in our accomplishments; and to get input from employees on bringing about cultural change. Following these sessions, the employees' comments were analysed and each committee member identified specific issues that they addressed through further communication with staff and/or through specific initiatives that were not already part of the *La Relève* action plan. Each region and headquarters directorate then held follow-up discussions in small groups to further explore issues identified from the first phase and determine solutions.

The results of these discussions and the action plans to address the specific issues are being communicated broadly. One immediate result of the first phase of this project was the issuing by the Ontario Region of a regional employee handbook and the launching of orientation training for new employees as well as existing staff who wish to participate.

In the final phase of Building TC Together, a departmental employee handbook has been issued to all staff and we are launching national orientation training for all new employees.

Management courses. A new middle management course was initiated in the spring of 1997 to reflect the department's new reality and to include discussions on the department's values. Three sessions have been conducted and all have been well received. Recognizing the importance of the middle manager in the success of the department and in bringing about cultural change, the department is conducting additional sessions of the course to help ensure that middle managers are equipped with the knowledge and skills they need.

TC Business Centre and Transport Canada centres. The headquarters Business Centre opened in late March 1997 and more than 45 Transport Canada centres (TCC) with increased multi-modal services to the public have been established

in the regions. Front-line training in service to the public has been provided to a large number of TC employees. TCCs are located near client groups and provide the specific services they require. They also provide a single point of contact for access to all TC services.

Evaluating, Motivating and Rewarding Our People

Rewards and recognition. The department is taking a fresh look at rewards and recognition in general. The project has incorporated ideas from Building TC Together, the Workforce of the Future report and from the Pride and Recognition initiative. In the meantime, authority for the department's merit awards has been delegated to the regional directors general and to group heads to give them the means to recognize people in a timely manner.

Delegation of authorities. Administrative and financial authorities have been revised to maximize delegation of authority to employees who serve our clients. Authorities are now standardized and are based on client needs and the training and experience of the incumbent. This approach is supported by training.

Creating a Continuous Learning Environment

Learning tools. The focus of the department's Career Transition Centre has been redirected to reflect its changing role. Associated learning tools and services will support employees' development and career aspirations. Ontario Region has established a learning centre that offers learning tools such as laptop computers loaded with self-learning packages.

Communicating Our Progress

Communications on the subject of *La Relève* have taken several forms. There have been five issues of *TC Extra*, the Deputy Minister's news bulletin to all employees. As well, articles have been published in the department's newsletter and key messages and information, including reports such as *Valuing Our People* and *La Relève: A Commitment to Action*, have been provided to employees. There has also been face-to-face consultation with employees through activities such as employee roundtables, focus groups, surveys and group discussions (e.g., Building TC Together). A departmental *La Relève* site has also been established that reflects up-to-date TC activities and is linked to the government-wide site.

Conclusion

Much has been accomplished in a very short time and demonstrable, tangible and measurable results must continue. Our efforts represent an ongoing commitment to our employees to continue to improve our human resources management and our work environment. We recognize that the timing of this report is such that many Transport Canada *La Relève* initiatives are going from the decision-making phase to implementation. However, we look forward to continuing our success in building TC together.

Treasury Board of Canada, Secretariat

Overview

In March 1997, the Treasury Board of Canada, Secretariat (TBS) published its strategy for *La Relève*, entitled *An Investment in Our Future*. As a key player in the profound changes required in the Public Service of Canada, TBS was very much in the process of re-inventing itself in terms of its vision, its structure, as well as in its interactions both internally and interdepartmentally. In such a context the challenge was to align human resources to the changing vision and operational requirements while, at the same time, valuing and enhancing the knowledge and skills of employees. As a central agency, TBS was also anxious to contribute to the renewal of the public service.

Accordingly, three strategic objectives for our renewal were identified by a steering group composed of assistant secretaries and directors representing each branch/sector:

- Connecting the vision to operational requirements
- Aligning the skill mix to the vision
- Valuing our people

This report summarizes the actions taken to date to support these objectives.

Connecting the Vision to Operational Requirements

Following the major restructuring exercise, which took place in August 1996, a “people strategy for change and renewal” was needed to enable TBS to achieve a new strategic orientation. A consulting firm was selected to help initially with this strategy and the following activities took place:

- The Senior Management Committee held a retreat which led to the clarification of the expectations stemming from the new vision; similar exercises ensued in seven sectors/branches for staff at all levels.
- About 60 executives and future leaders (one participant was at TBS on secondment from another organization), attended the Canadian Centre for Management Development (CCMD) Leading Transitions Program.

- TBS conducted a survey on leadership issues and organizational culture as part of the Leading Transitions program; over 350 staff responded, and feedback on the survey results was provided to the Senior Management Committee.
- A TBS team proposal was developed during the summer of 1997 with input from staff across TBS. The purpose of this project was to review and improve the work processes among TBS teams and to facilitate horizontal work in the organization as well as with client departments. This exercise also became a feedback and learning process for management and for staff. It culminated in a forum (in mid-September 1997) in which over 100 TBS staff and senior managers participated. A proposal stemming from this review was presented in December 1997 at a special Senior Management Committee meeting devoted exclusively to human resources issues.
- Our electronic newsletter *TBS Talks* was used to send regular messages from the Secretary concerning the events taking place to support communications about renewal in TBS. A column devoted to employee feedback also permitted us to keep in touch with employees' morale, concerns and suggestions.
- Restructuring activities were completed in the Chief Human Resources Officer branch and undertaken in the Chief Information Officer branch where the management structure has now been decided and resourcing has started with the help of the Public Service Commission.

Aligning the Skills Mix to the Vision

Staff renewal in TBS has meant a commitment to thorough succession planning; a greater rotation of staff across TBS as well as between TBS and other departments in order to promote a better understanding of the issues at stake and ultimately, a better public service. Renewal entailed, as well, participating to the Workforce of the Future initiative by identifying opportunities for support staff and junior administrative staff. And finally, continuing to build skills based on our competency profiles. Progress has already been significant on many fronts.

- A spring 1997 succession planning exercise permitted the identification of a number of candidates for mobility as well as nine Accelerated Executive Development Program assignments. A number of branches/sectors are also putting in place a process for succession planning.
- A mobility framework was developed to better manage the movement of employees within TBS and with the rest of the public service. This integrated approach includes the use of the yearly succession planning exercise to identify openings and candidates; partnerships with other

organizations; an expanded career management service and a commitment by senior management to post all openings and report progress on a semi-annual basis to the Senior Management Committee.

- A proposal was also approved, effective immediately, to create a mobility office on a pilot basis to help assistant secretaries renew key positions and meet business plan priorities. The service will actively market candidates as well as a special assignment program directed at EX minus two and minus three levels nominated by their department (including TBS). Participants will have two one-year assignments in various sectors/branches of TBS before returning to their home departments.
- TBS has initiated a series of exploration meetings with the Privy Council Office, the PSC, the Department of Finance Canada and CCMD to determine the possibility of joining our efforts in development/rotation initiatives for junior administrative and support staff as part of the Workforce of the Future. As a result, an assignment program is planned for early in 1998 with these partners.
- Focus groups are planned for early in 1998 to review our competency profiles with our executives, analysts/officers and administrative staff in order to determine training priorities for spring offerings. One likely training priority will be in support of our portfolio teams.

Valuing Our People

In the midst of continuous change, our employees were telling us that they continue to take pride in their work. But they also want to be valued through actions demonstrating senior management's commitment to involve them in the changes affecting them; offer career development initiatives; address workload issues; and balance professional and personal life.

The following illustrates some of the measures taken to date to honour such commitments:

- An employee poll was designed to take the pulse of TBS employees on a semi-annual basis starting in January 1998; our Employee Council on Change is actively involved in this project.
- The Chair of our Employee Council has been invited on a regular basis to meetings of the Senior Management Committee.
- The Secretary and the new Deputy Secretary have met with the Employee Council on Change.

- A special celebration took place to mark the 100th meeting of our Employee Council on Change and employees had the opportunity to ask the Secretary questions regarding ongoing human resources issues and priorities.
- The Employee Council on Change was consulted in the development of the TBS Mobility Framework and action plan.
- In our semi-annual report against our *La Relève* plan, several sectors have reported inviting staff to senior-level meetings to keep staff informed of developments affecting their work.
- An open house was held in October 1997 to market the career management services as well as to share information on *La Relève*.
- Two columns were created in our electronic newsletter; one entitled “Bravo” reports special accomplishments among our employees; and the other referred to as “Sound Off” allows employees to express their opinions.
- Since April 1997, 26 instant awards have been presented to TBS employees.
- A working group of the Employee Council has started formulating recommendations to address work/personal balance issues; a recent report indicates that 39 employees are currently working on compressed schedules while another eight work on a part-time basis.
- A selection process took place and an ombudsman has been selected to help resolve employees’ concerns.

Measuring Our Progress

While our plan identified key human resources priorities for the next two years, we also recognized the need to measure our progress on these objectives and to adjust our strategy accordingly. In this respect we have accomplished the following:

- A set of draft indicators was developed for some of the key actions outlined in our plan.
- The groundwork was laid out for semi-annual poll (starting in January 1998) to take the pulse among our employees with respect to *La Relève* and the change agenda.

- A semi-annual training report on professional and language training activities was reorganized.
- Regular consultation took place through the Employee Council for Change.
- A 360-degree feedback instrument was administered to 60 executives and future leaders.

Conclusion

Although much remains to be accomplished, this progress report indicates that we have succeeded in setting many crucial activities in motion. Hopefully, we have contributed to the public service renewal as well. Our challenge in coming months will be to stay on course and keep this momentum.

Veterans Affairs

Introduction

Veterans Affairs is a portfolio comprising Veterans Affairs Canada and the Veterans Affairs Review and Appeal Board. The Veterans Affairs *La Relève Action Plan* emphasizes the many important human resources initiatives being taken to sustain the modern and vibrant workforce needed to ensure that the business challenges facing the portfolio are met. Many of our initiatives relate to the renewal and modernization of our business practices.

The successful completion, in October 1997, of the Pension Reform initiative whereby we reduced our processing time by 50 percent is a tangible example of the ability of our staff not only to adapt to such changes but to do so in a manner that serves our clients well.

In November 1997 we were informed of a decision that allows us to proceed with the Benefits Redesign Project, a very significant computer-based service enhancement project. The Veterans Care Needs Review is analyzing ways our complex programs can be simplified to better meet the changing needs of our aging veteran population. Progress made on the Client-Centred Service Initiative is already showing tangible results in service delivery. Our staff were instrumental in ensuring that commemoration activities were improved over past years and that the sacrifices made by Canadian veterans continue to be honoured in a meaningful way.

Initiatives under the Knowledge Economy Partnership are demonstrating how collaborative efforts with other levels of government can produce practical results for both parties.

Building Understanding and Commitment

The success of our plan relies, in part, on building a widespread understanding among managers and employees of the relevance of the portfolio and service-wide *La Relève* initiatives to their individual work objectives and environment. Success also requires providing feedback to our stakeholders in a timely fashion on progress being made or changes to our plans.

Our *La Relève Action Plan* and other significant documents related to the *La Relève* initiative are accessible to our staff from a special site on the portfolio's wide-area network as well as from learning centres at head office and in each of our regional offices. In October 1997 a message was sent to all employees announcing the formal launching of the *La Relève* initiative within the portfolio. In a message sent to all middle-level managers in November 1997,

the Deputy Minister and the Chair, Veterans Review and Appeal Board, provided a copy of the document *La Relève: A Commitment to Action* and challenged these managers to become personally involved by discussing the initiative with their staff and sending their comments to senior managers in the portfolio. As a complement to this initiative, a message sent to all employees in November 1997 provided them with an excerpt of this same document and invited them to share their ideas with the portfolio's *La Relève* co-ordinator.

Consultation with key stakeholders is a cornerstone of our human resources planning process. In November 1997 union representatives were invited to serve on the *La Relève* Steering Committee. Management, employee and union representatives continue to be consulted on all aspects of the development of our human resources plans. In spring and summer 1997, management, union and employee representatives participated in a focus group that was asked to develop recommendations on how to improve the rewards and recognition programs used in the portfolio. The portfolio's use of advisory committees for its employment equity initiatives assures meaningful input from key stakeholders.

Articles published in our in-house newsletter, *Carillon*, helped to keep staff informed of developments related to our strategic initiatives such as the Client-Centred Service Initiative and the Benefits Redesign Project. An interview with the Deputy Minister, published in the Charlottetown *Guardian* in November 1997, provided information on the future of Veterans Affairs to the employee population and to the public.

Changing Our Human Resources Processes

Our *La Relève Action Plan* recognizes the need to invest in modernizing our human resources management tools. In 1997, a working group was established to plan the implementation of Peoplesoft, a shared human resources information system.

Employees in our Ontario region and at head office are participating in a pilot project to develop competency-based human resources management tools. Earlier in 1997, leadership profiles for our supervisory and management level positions were developed and are now being tested in Charlottetown and our Ontario and Pacific regions.

Under the Knowledge Economy Partnership, portfolio representatives began discussions with representatives of the Prince Edward Island government and with representatives of the Public Service Commission to examine the feasibility of sharing the delivery of second-language training. In Charlottetown, assignments and exchanges between the portfolio and the province offer employees opportunities to enrich their work experience while making

contributions in a new work environment. At its midway point, the Diversity Partnership Program has provided assignment opportunities to 20 members of participating employment equity groups. The assignments provided the participants with opportunities to enhance their job skills or to acquire new skills and work experience.

Streamlining our job classification process was seen as an important step in modernizing our human resources processes. Pilot projects have begun in the Finance, Benefits and Human Resources divisions to test the use of broad-band work descriptions and to develop an inventory of pre-classified work descriptions.

Preparing Our Staff

Veterans Affairs recognizes the need to develop our staff and to equip them to meet the challenges of the future. A training needs analysis was completed in September 1997 and the development of a detailed three-year training plan is nearing completion. Preliminary work has begun on the development of a junior officer development program for our employees. Three employees are currently participating in the Career Development Program and, of the eight participants in the Management Trainee Program, five are on assignment and three are pursuing second-language training. One employee has been accepted into the Accelerated Executive Development Program and the portfolio has offered two assignment opportunities for employees on the program.

In spring 1997, the portfolio volunteered to pilot the audit methodology used by the Canadian Human Rights Commission to assess the effectiveness of departmental employment equity programs. We also developed a program that is designed to provide Aboriginal students with meaningful work experience. The representation of women in the portfolio has improved; women occupy 36 percent of the positions in the executive category, 39 percent of senior level positions and 62 percent of intermediate level positions.

Valuing Our Employees

In October 1997, a special ceremony was held in Charlottetown to recognize the achievement of a two-year objective to reduce by half the time needed to process pension applications. A congratulatory message was broadcast electronically to all employees to recognize their achievement of this important objective, key staff were given special pins and all staff were presented with a coffee mug as a small token of appreciation.

Since April 1997, 80 employees have received an Instant Award to recognize their good work and seven suggestion awards have been awarded to employees for their ideas to make improvements in their work. The portfolio continues to

use the Long Service Award Program to recognize employees who have 25, 35 or more years of public service. Award presentations are a regular feature in our employee newsletter, *Carillon*.

Accountability

In May 1997, a senior manager was identified as a champion for each of the key initiatives in our *La Relève Action Plan*. The champions form part of a steering committee that meets regularly to co-ordinate and oversee the development and implementation of *La Relève* related initiatives. Progress reports on the action items in our *La Relève Action Plan* are regularly reported to the departmental Executive Board and an annual report is made available, electronically, to employees. A client survey, conducted in spring 1997, showed a 94-percent satisfaction rate among veterans with respect to the use of the official language of their choice. In 1997 we also surveyed employees in two of our major organizations about language of work practices. The resulting data helped to define future interventions to ensure that employee rights are respected.

Western Economic Diversification Canada

Background

Western Economic Diversification Canada (WD) submitted its action plan, *The Way Ahead*, to the Clerk of the Privy Council on March 26, 1997. On May 26, 1997, the Deputy Minister, accompanied by the Associate Deputy Minister and the Director, Human Resources, presented the plan to members of the Committee of Senior Officials (COSO), chaired by the Clerk. *The Way Ahead* represents the department's first comprehensive human resources plan. Work on the plan coincided with the planning and implementation of a fundamental reorganization of WD: its structure, people, skill sets and business lines.

Under the umbrella of *La Relève*, the department has been able to pull together many of the initiatives required to support itself through the major changes resulting from the 1995 Budget, in which the department moved from direct financial support to small and medium enterprises to service to these enterprises on federal programs and services through a partnered world of community futures development corporations, women's enterprise centres and Canada business service centres.

Built around the notion of a resilient workforce, the plan stressed learning, career management and the timely conclusion of our reorganization. Pillars of the plan included in-placement services, a departmental learning program, an awards and recognition program, strategic learning interventions, and leadership within the public service community.

Steps Towards a Resilient Workforce

Recognizing the need for restructuring, management moved quickly to implement plans for an in-placement Service. The firm of KPMG was retained to provide career management counseling to all staff on a voluntary basis. The service consists of a mix of group and individual counseling, self-assessment and classroom education. The focus is on self-management of one's own career and supports the department's Resilient Workforce Strategy.

The KPMG Career Self-reliance Program has been extremely well received, with a take-up of just under two-thirds of the indeterminate staff of the department. Specifically, 11 of 24 executives have registered; 117 of 180 officer-level employees are registered; and, 54 of 91 support staff are taking part.

Change and Transition

To successfully achieve the cultural and skill shift required to fully meet the challenges facing WD following the 1995 Budget, the department embarked on a major reorganization in which a set of new core working-level positions was designed, evaluated and classified. Building on the creation of new positions, work has been completed on the redesign of over 80 percent of the organization. To support the transition process, the Deputy Minister established a transition monitoring team composed of a representative cross-section of department staff.

In addition, a partnership skills program was developed in partnership with an outside consultant to support the department's increased emphasis on strategic partnerships. Over 200 WD staff have attended the course along with approximately 10 guest participants from other departments.

Learning to Be a Learning Organization

Learning was, and is, at the centre of WD's human resources strategy. While we traditionally had invested heavily in many of our staff, this investment had lacked structure or strategic direction. The introduction of the WD Learning Program in the fall of 1997 has been well received. The program marks a major step towards a more structured, strategic and self-driven approach to learning. No longer do managers consider training and learning requests in isolation. Instead the process is two-way and is based on a previously agreed personal learning vision.

The Executive Committee has approved the budgetary allocation of \$2,000 per employee based on a target of approximately three percent of its salary envelope. As well, it has prioritized seven learning areas for the department in an effort to provide direction to employees wishing to ensure they have the necessary skills to meet the challenges facing WD. While still early in the process, it is possible to see a significant shift is taking place in which individual employees are driving the request process in support of their career management strategies.

The KPMG In-Placement (Career Self-reliance) Service is complementing the development of personal learning programs. In other cases, help is coming from support being received as a result of bilateral shared-service agreements between career resource centres and other departments in all of the locations where WD has major offices.

The Learning Program is now operational. The increased sense of personal ownership which now surrounds the development of personal learning plans is already evident.

Implementing the New Organization

November 25, 1997, saw the official roll-out of WD's new organization. During the balance of fiscal 1997-98, the organizational charts were implemented without the need to resort to layoff. Through careful planning, consultation and a good deal of flexibility on the part of staff, it has been possible to reorganize approximately 80 percent of the organization. Where possible, staff have been accommodated in new positions at the same group and level. In other cases, temporary use of bridging positions and early retirement incentives have allowed for the effective transition of staff to the new.

Building a Stronger and More Representative WD

The Way Ahead makes particular reference to the need for WD to become more representative of the clients it serves. The department continues to take full advantage of its limited opportunities to recruit equity group members into the public service. Effort is made to identify and attract equity candidates on every open competition. To date the department has had some success in the recruitment of Aboriginal and bilingual client service officers (PM-4).

Internally, the department has emphasized improving its ability to conduct business in French. Five executives are currently engaged in language training.

Playing a Corporate Role

WD has played a leadership role with respect to *La Relève* in Western Canada. The department was active in the Manitoba Interdepartmental *La Relève* workshop held in the fall of 1997. WD's Manitoba office was used as a case study for the development of a regional *La Relève* plan.

WD played a leadership role from its Edmonton headquarters in organizing and staging an Alberta *La Relève* workshop, December 9 and 10, 1997.

Remaining Challenges

WD continues to face the challenges common to all small departments lacking the critical mass to support a significant number of career opportunities or the resources to support the development of effective support programs in the field of executive education. For senior managers at WD there are few opportunities for developmental assignments or for promotion without the prospect of relocation, with all of the normal family-related challenges that go with relocation. WD continues to be a strong and active supporter of many centrally administered developmental programs, including the Western Career Assignment Program, the Management Trainee Program, co-operative education programs and the Youth Internship Program. While WD does not currently have any of its executives taking part in either the Assistant Deputy Minister Pre-

Qualified Pool or the Accelerated Executive Development Program, it is fully committed to the development of its executive cadre and to all these programs.

Summary

For WD, *La Relève* has coincided with a fundamental shift in the way in which it do business. The changes taking place within the operating environment have driven many of the organizational changes contemplated in *The Way Ahead*. *La Relève* has provided a solid basis on which to build many of the initiatives management has used to support and drive the required change in the culture and skill mix. Staff know that very little remains the same for long and have become adept at learning and adjusting. We believe in our skills and value, but realize that organizational currency is only maintained through continuous learning and improvement.

Functional Communities

Communications Community

Overview

In April 1997 at their annual retreat, federal heads of communications approved an approach for the renewal of their functional community.

The Clerk of the Privy Council appointed the Secretary of the Treasury Board as the champion of communications renewal. The renewal process is being led by the Assistant Secretary, Communications and Consultation, Privy Council Office.

The goal of communications renewal is to ensure that the community and its members, from entry to Executive (EX) Group levels, are equipped to provide the government with the best communications advice and services possible. As a community of under 2,000 individuals in 28 departments and agencies that span the entire country, it is addressing its objective through partnerships and co-operative effort.

Human Resources Issues

A survey of the communications community undertaken in 1997 confirmed the need to address human resources management issues, to create increased learning opportunities, and to ensure that the role of communications as a management function within government reflects current and future needs.

The survey highlighted the need to enhance our talent pool with new, young post-secondary graduates, to provide career enrichment for existing employees and to ensure the availability of individuals qualified to compete for senior communications management positions. Communications heads also articulated a need to speed up the hiring process for both term and indeterminate positions. As a result the following actions were taken:

- In partnership with the Public Service Commission (PSC), the Accelerated Communications Training Program has been developed as a pilot to bring nine students from Canadian universities into a three-year internship program that includes both regional assignments and language training.
- The Communications Career Enrichment Program has been launched to provide exchanges, assignments and learning opportunities for members of the community. Approximately 200 employees responded to a request for participants. Communications heads met to review applications, and a number of exchanges and assignments have already resulted from this exercise.

- The Communications Management Development Program was launched to offer to EX, IS-6 and IS-5 employees, with the potential to be senior communications managers, the opportunity to enhance their career experiences through exchanges, assignments and mentoring. Again, communications heads have reviewed applications to identify professional growth opportunities where possible and appropriate.

An on-line jobs bank has been set up on the *La Relève* intranet site to provide information about candidates interested in new challenges and information about positions available in communications branches.

A pilot project has been developed by the communications community and the National Capital/Eastern Ontario Region of the PSC to reduce staffing time from five weeks to nine working days.

The communications community and the PSC are working on a pilot project to address the need to find qualified candidates both within and outside the public service to compete for senior federal government communications management positions.

The Community Task Force on Core Competencies has built upon work done by the Communications Learning Advisory Panel (LAP), a number of federal government communications branches, and the PSC to develop a profile of communications officers from the IS-1 level to the IS-6 level. It has also built a competency profile of a communications manager adapted from the competency profile for middle managers developed by the PSC. This work will be shared with the Universal Classification Standard project team.

A report looking at the possibility of private sector exchanges with the National Capital Region's high-tech community was commissioned in partnership with the Ottawa–Carleton Research Institute and is being followed up.

Learning

The communications survey revealed that over 50 percent of respondents want professional, management, or personal development learning opportunities. The Communications LAP has been established to articulate a vision or role for the community and to develop core competency guidelines and a proposed learning framework.

The Community Task Force on Learning was set up to work with the LAP and federal government partners to develop guidelines and appropriate communications approaches and products for federal government communicators.

A course for government communicators, called Strategic Use of the Internet, has been developed with the PSC.

The Treasury Board Secretariat (TBS) and the PSC are working in partnership with the community to update the Inventory of Communications Training in Canada published by TBS in 1992. They will put it on-line on the Learning Resource Network.

Communications Policy

Since the federal communications policy was instituted in 1988, there have been many changes in the communications environment. A review of the policy is being undertaken through the TBS, in consultation with the community and the appropriate stakeholders and partners, to ensure that it serves the needs of Canadians and government clients and users.

Regional Issues

A network of regional communicators has been set up under the chairmanship of the PCO Communications and Consultation Secretariat to discuss issues of importance, to learn from each other, and to address common problems.

Following on visits from PCO Communications and Consultation, regional federal communications councils are being formalized across the country. Five councils have been established to date.

A survey to determine the specific concerns and issues facing regional communicators was undertaken.

Internal Communications

Internal communications is critical to the success of renewal and remains a challenge for a functional community spread out across the country. Each member of the communications community received a copy of the communications survey.

All 200 applicants to both the Communications Career Enrichment and the Communications Management Development programs received a letter from the Assistant Secretary, Communications and Consultation, PCO. As well, communications heads undertook to meet personally with every applicant on their staff.

The champion of communications renewal has held a number of discussions with deputy ministers to gain their views and concerns so that they may be integrated into the renewal process. The results of these meetings were fed back to communications heads to guide their efforts.

A site has been built as part of the *La Relève* intranet site to provide information as well as interactive elements, such as a job bank.

A poster has been prepared by private sector partners and distributed to communications branches and regional offices; and 18 government departments and five regions have been briefed.

Communications Renewal: A Shared Commitment

Communications renewal is a community project based on co-operation and commitment. Individual employees have taken responsibility for keeping informed and for participating, if they wish, in the community programs and task forces. Communications heads have contributed financial resources, time and effort to ensure implementation; and PCO Communications and Consultation has provided guidance and leadership.

This is an ongoing project that has a busy agenda for 1998 and beyond.

Financial Community

Looking Ahead: Implications of the Present

The Financial Community La Relève Action Plan was released on March 27, 1997. This plan reinforces our strategic objective of ensuring that departments have capable, innovative and flexible people to respond to the challenges of modern comptrollership.

At the time the action plan was released, two major initiatives were already under way: (1) the creation of an independent review panel to review and report on the modernization of the comptrollership function in the federal government and (2) the implementation of the Financial Information Strategy (FIS), which incorporates the move towards accrual accounting.

The Report of the Independent Review Panel received ministerial approval from Treasury Board on December 4, 1997. As a result, a modernization office has been created to facilitate the implementation of the report's recommendations.

According to the report, the success of modern comptrollership, including the successful implementation of FIS, lies in the training and development of our people. This is a very strong and positive message that further reinforces the importance of *La Relève* and of effective human resources management.

Consultations with community members at all levels, both in the National Capital Region and the regions, have been the most important source of information for our renewal process. Furthermore, the Association of Public Service Financial Administrators made a significant contribution in helping us reach our community members by publishing *The Financial Community La Relève Action Plan* in its entirety in the May 1997 edition of the *FI News Journal*.

The financial community has quickly pulled together and taken action in meeting the challenge of *La Relève*. As a result, a number of renewal initiatives designed to build on the capability and capacities of our people are now under way.

Accomplishments to date are categorized under four major headings: (1) community support, (2) renewal and rejuvenation, (3) continuous learning, and (4) career management.

1. Community support. Over the years, the financial community has used demographic profiles to support strategic human resources planning. These profiles have been instrumental in forecasting trends and issues.

The most recent profile was released in December 1997. It reflects data on the composition and mobility of the community and gives an account of the major changes that have occurred since the last report was released in 1994. This report presents a more complete picture as it includes data on all employees working in finance, including those in non-FI (Financial Administration) positions.

The Financial Management Institute continues to be a strong contributor in fostering a sense of community and for providing a forum for updating community members on current issues and for sharing best practices. In November 1997, a professional development conference was held which brought our community together with members of other levels of government and professional financial associations.

2. *Renewal and rejuvenation.* Since January 1997, departments have recruited over 60 university graduates into entry-level positions through the Financial Officer Recruitment and Development (FORD) program. This represents a 100 percent increase over the 1996 recruitment level. The community recognizes the achievements of its trainees through an annual graduation ceremony.

Our recruitment strategy has always placed emphasis on ensuring that our workforce is representative of the Canadian population. As a result, our community's representation of Aboriginal peoples, persons with disabilities and members of visible minority groups is consistently higher than the general representation within the Public Service of Canada as a whole.

The need for a comprehensive recruitment and retention strategy has proven even more urgent in light of recent findings. The number of young people in the finance community is historically low, with only seven percent of our community members below 30 years of age.

Another cause for concern is that the retirement potential of community members is quickly rising. For example, 25 percent of FIs will be eligible for retirement by 2007 and 50 percent will be eligible for retirement by 2012. Consequently, we initiated discussions with the Public Service Commission to explore alternatives in developing new strategies to better meet the recruitment needs of the community.

3. *Continuous learning.* A major initiative supporting continuous learning is the development of a competency profile for the financial community. Great work is being done not only in producing a competency framework but also in developing the tools needed to assess current skills and to develop training plans.

The competency profile was fully endorsed by a steering committee in November 1997 and will be presented to senior full-time financial officers for their approval early in 1998. The community will then move quickly into the departmental validation and implementation phase.

Another important initiative under continuous learning is the development of a new comptrollership curriculum architecture. Consultations with functional representatives of Treasury Board Secretariat were held recently in order to take stock of existing learning products and services and to clarify our respective roles and responsibilities in learning.

The next step is to conduct a similar exercise with departmental functional representatives. This information will then be fed through the Comptrollership Learning Advisory Panel to ensure a corporate and horizontal learning approach.

A new course, Orientation to Comptrollership, was developed in fall 1997 as part of the Financial Officer/Internal Auditor Recruitment and Development program. The philosophy behind this course was to focus on the “why” instead of on the “how.” We anticipate that this new course will become the core from which specialized functional courses will be developed. It will be available government-wide early in 1998 through Training and Development Canada.

Another achievement on the learning front is the development of the Internet site Comptrollership Search Index. This user-friendly site lists all central agencies’ policies, regulations and guidelines in alphabetical order.

4. Career management. A key issue identified in both the Clerk’s *Fourth Annual Report to the Prime Minister on the Public Service of Canada* as well as in the *Report of the Independent Review Panel* is the need to find a better way of encouraging mobility as an effective career management tool.

Our demographic profile confirmed that job mobility within the financial community has dropped considerably. Approximately 30 percent of our people have changed jobs within the last three years compared to more than 40 percent in 1994. This means that we face significant challenges in ensuring that we have suitably qualified and experienced people ready to replace those who will retire.

As a consequence, the Deputy Comptroller General challenged the community earlier this year to make better use of the existing interdepartmental assignment program. Although the biggest obstacle remains the managers’ resistance in letting their employees go, the number of community members on assignment through Point of Contact has increased from 12 for the April 1 to November 30, 1996, time frame to 21 for the same period in 1997.

Looking Ahead

The Independent Review Panel on the Modernization of Comptrollership concluded that “assigning the right people to comptrollership functions and developing strong managerial and specialist capacities is a key issue for individual departments and for the centre.” This is the direction we will be supporting on the *La Relève* front.

The Financial Community La Relève Action Plan is meant to be an evergreen, growing document. The community will continue to seize every opportunity to build on the managerial and professional capacity of its members. This will be done by taking into account the results of continuing consultations, the findings of the Independent Review Panel on the Modernization of Comptrollership and the evolving priorities under the Financial Information Strategy. *The Financial Community La Relève Action Plan* is our roadmap for the future and the basis for ensuring that the financial community remains world class.

Human Resources Community

Overview

As the Public Service of Canada continues to evolve into a complex and dynamic institution, the role of the human resources community will become increasingly more important in helping management attract, develop and maintain a highly professional workforce. The community will be expected to put an increased emphasis on strategic thinking and managing change, and less on the transactional aspects of personnel administration.

In February 1997, the Committee of Senior Officials named the Deputy Minister of Health Canada as champion of the cause for the human resources community. The establishment of a subcommittee, chaired by the Deputy Minister, acknowledges the crucial role of human resources management and of the community in *La Relève* of the public service. Since its organizational meeting in May 1997, the membership has expanded to 13, including seven deputy ministers.

The renewal of this community and the need to change the organizational culture is a long-term strategy requiring participation and commitment from many stakeholders (deputy ministers, line managers, the human resources community, unions, central agencies, etc.). Recognizing that the initial work of the subcommittee is a first step in this process, the membership has agreed to focus its energies on three or four areas where substantial progress can be recognized.

Responding to a Call for Leadership

The need to evolve from a transactional to a strategic role is one that is welcomed and supported throughout the human resources community. The establishment of the subcommittee responds to the community's call for leadership to support this transition.

In May 1997, the subcommittee reported to the Committee of Senior Officials. The subcommittee Chair presented a report prepared by the Personnel Renewal Council titled, *The Human Resources Community: Making a Difference Together*. The report highlights four key challenges facing the human resources community: readiness capacity; operationalization of a new role; business management; and community health. The strategy for renewal supports current initiatives with a view of engaging the community, aligning energies and taking action.

Role of the Subcommittee

The subcommittee has defined two roles to guide its activities. First, as a voice for the human resources community, it will act as a mentor, taking a proactive stance in shaping the human resources management culture and environment. Second, it will lead the deputy ministers' response to the issues and challenges facing the human resources community (for example, the impact of a Universal Classification Standard), by serving as a source of information and education, by fostering relations with central agencies, and by acting as a focus and maintaining momentum in the renewal of this community.

Conscious of the fact that there are many players in the human resources arena, the subcommittee will work in conjunction with related exercises to ensure the success of the *La Relève* initiative. To this end, the subcommittee met with the Personnel Renewal Council in January 1998 to gain a better understanding of the role and work of the council and to identify potential areas of focus for the subcommittee.

Strategic Human Resources Management

The subcommittee's goal is to help the community become a more strategic business partner. For example, the subcommittee will assist the community in developing the capacity to participate as a "full player," understanding the collective dynamics of an organization, the impact of management decisions, and understanding and contributing to the business lines of the department.

In support of this goal, a learning advisory panel was formed to develop a corporate learning strategy for the community. A working group developed an action plan which is being implemented in consultation with all community stakeholders.

Learning for the Deputy Minister Community

To foster a more strategic role for the community, deputy ministers and public service managers must understand the full benefit to be derived from linking human resources management with overall organizational strategy. In December 1997, the subcommittee launched a deputy ministers' seminar program to learn from private sector experiences and other jurisdictions, especially companies with multiple lines of business. The purpose of the seminar series is to gain insight into how the human resources community in other organizations supports the overall management or business objectives and to see what changes

were required to support the strategic direction. It also provides an opportunity to discuss and understand the impact this transition will have on the future role of deputy ministers.

Accomplishments

In addition to departmental initiatives, the following accomplishments were achieved at a horizontal level. Under the direction of the Personnel Renewal Council, leaders were identified and working groups were established to commence work on five key files: (1) the establishment of a community profile; (2) the identification of core competencies; (3) the review of the selection standards; (4) the development of performance measures for the human resources function; and (5) the development of guiding principles and a code of ethics. Central agency support was received on all files. This work will continue throughout 1998–99.

Efforts to enhance communication within the community continued throughout 1997–98. Deputy ministers on the subcommittee accepted four speaking engagements, including the Heads of Personnel Annual Conference and the FORUM '97, sponsored by the Quebec Region. These deputy ministers will continue to accept opportunities to dialogue with all levels of the community, including participation in regional meetings.

Web sites have been established with information disseminated regularly. For example, minutes of the Personnel Renewal Council meetings, annual reports, key research and position papers and biannual newsletters are published providing status reports on key activities. The Web sites also provide an opportunity for community members to share ideas and provide feedback to the subcommittee and the Personnel Renewal Council.

For the second year, the Personnel Renewal Council solicited nominations from the community for the Annual Award for Human Resources Leadership. A total of four awards were presented at the first National Learning Forum, which was held in November 1997.

Information Community

In May 1997, the Community Renewal division of the Treasury Board Secretariat's Chief Information Officer branch presented *Functional Plan for the Renewal of the Information Community*, a government first. The plan and its implementation have focused on the needs of this community and, in particular, the challenges associated with the Computer Systems Administration (CS) Group.

Computer systems workers provide the framework for delivering government programs and services. At the same time, they are in high demand globally in all sectors of the economy. The functional plan recognizes that government must retain a competent core of these professionals to manage its information, technology and suppliers strategically and to modernize program and service delivery.

The *Functional Plan for the Renewal of the Information Community* identified four urgent areas for action: (1) compensation, (2) outsourcing; (3) recruitment, retention and training; and (4) the year 2000 problem.

Progress Report

1. Compensation. The functional plan for the information community reported that compensation for CS employees relative to private sector competitors was a significant concern. Since that time, a collective agreement has been negotiated with the CS Group that offers more globally competitive compensation packages, including a 17.13 percent increase to CS payroll costs. This agreement is a major breakthrough towards the maintenance of a stable and viable informatics community in government.

2. Outsourcing. While the government is committed to maintaining a vibrant CS community within its ranks, the functional plan recognized that outsourcing arrangements may be more effective under some circumstances. Selective outsourcing is now being evaluated in the context of alternate service delivery. Proof of concept "pathfinder" projects are under way at the National Research Council and the Canadian Museum of Civilization to confirm the best approaches and most effective practices in this area.

In addition, vendors and contractors are being commissioned to provide additional skills and resources to help solve year 2000 resource constraints. This will afford government a second opportunity to learn from selective outsourcing.

3. Recruitment, retention and training. A corporate human resources strategy and a recruitment, retention and training action plan are being developed to address the ongoing recruitment, retention, training and development needs of the CS Group. The strategy will identify appropriate human resources levels and employee roles; define relationships with stakeholders, including program managers; and plan skills development. The Advisory Committee on Information Management, Human Resources Standing Committee, made up of government's senior informatics managers, is helping to refine the strategy, which will be implemented over the next three years.

Recruitment. While the shortage of skilled information technology (IT) resources is an acknowledged phenomenon in government and elsewhere, the scope of the challenge for government had never been rigorously quantified. A demographic analysis of the CS community has now identified the number, location and age of current employees, as well as employment and development trends. At the Treasury Board Secretariat (TBS), the CIOB is working with departments to identify resource needs. It has already identified recruitment opportunities, including potential sources of CS employees. This analysis will be complete in early 1998 and will be updated regularly. It will provide the quantitative basis for government recruitment activities.

The Public Service Commission (PSC) has established special recruitment offices that will focus exclusively on recruiting information technology talent into government. To attract the best employees in a highly competitive marketplace, recruitment processes have been modified to empower these offices to take quick, decisive staffing actions. Together with federal departments and private sector partners such as the Ottawa–Carleton Research Institute, the PSC is now an active participant in informatics job fairs across the country.

For the first time, recruiters can present conditional letters of offer to candidates.

Increased pay rates for co-op students and clearer opportunities for advancement, combined with greater recruitment flexibility, will make it easier to hire students in computer science, engineering and related disciplines.

In addition, the PSC now posts, on-line, information about qualified people inside government who become available at the end of a temporary work term.

Retention. By offering a stimulating work environment, state-of-the-art training and possibilities for advancement, the government is working to retain valued information technology (IT) employees. The CIOB is developing a competency profile for IT executives, as well as human resources strategies for grooming current and future IT executives.

TBS is also proposing a cohesive approach to skills and competency management. In partnership with the Software Human Resource Council Inc., it plans to develop core skills competencies for the information technology community that would be applicable both inside and outside government. This common competencies profile would facilitate the mobility of IT professionals between the private sector and the public sector.

Training and Development. The scope and magnitude of information technology projects in government demand effective training and development of the CS community. Action is proceeding on several fronts.

First, organizations inside and outside government are partnering to meet mutual training needs. A full accreditation program for managers of large IT projects has been established through co-operation between the CIOB and The Institute at Public Works and Government Services Canada (PWGSC). Statistics Canada has designed a four-week systems applications testing program to prepare students to become productive members of a compliance systems acceptance testing team. And an inventory of these and other training opportunities will soon be made available on-line by the CIOB.

Second, departments are investigating reskilling as an effective way to maximize the potential of human resources in a dynamic, technological work environment. Statistics Canada has launched a computer assistants certificate program to help some of its support staff move into technical categories. Other departments are considering programs based on this model.

Other federal institutions are using a community-developed approach. Revenue Canada uses a fast-track approach to promote junior CS professionals. Talented candidates evaluate their performance against standards developed by senior members of the CS community.

Such investments in employee development replenish the pool of qualified candidates. An aggressive internal communications program will inform interested government departments of the availability of these professionals.

4. *The year 2000 challenge.* Fixing the year 2000 computer date problem presents government with a tremendous technological and business challenge. Securing adequate human resources to do the work is a challenge of a different sort — one that has necessitated urgent and innovative action on many fronts.

Following a government-wide consultation process, the CIOB developed an action plan to ensure that the appropriate information, authority and resource levels guide government organizations as they address the year 2000 problem. This plan will help the public service recruit, allocate and retain qualified

professionals throughout the critical conversion period. The CIOB is exploring specific implementation strategies and tactics with central agencies and departments.

The PSC is establishing dedicated units to recruit skilled professionals to work on the year 2000 conversion, or to replace more experienced information technology professionals assigned to the problem. The PSC is providing managers with more effective hiring tools.

Statistics Canada, Health Canada, PWGSC, the Metropolitan Life Insurance Company and Algonquin College have developed an 18-week programmer certificate program, that develops COBOL expertise for the year 2000 enterprise. In co-operation with Revenue Canada, Algonquin College has launched a three-week COBOL course for experienced programmers.

PWGSC has established a special office to expedite procurement for the year 2000 problem, including professional services.

These initiatives serve a dual purpose, contributing to the government's year 2000 solution and providing lessons learned and a solid foundation for more general community renewal activities.

Conclusion

Early analysis is showing that the movement of information technology professionals out of the public service has slowed from a steep decline to more standard attrition rates. Some early successes are evident, but there is much more work to be done. In coming months, the Community Renewal division of the Chief Information Officer branch at TBS will implement the next steps articulated in the *Functional Plan for the Renewal of the Information Community*.

As well, the Advisory Committee on Information Management, Human Resources Standing Committee will continue to validate the approaches initiated under the functional plan, while the Technology and Information Management Strategy Committee will encourage government-wide consolidation. The recruitment, retention and training strategy will be revisited and modified, with community input, to reflect the evolving demographic analysis and changes to program and service delivery.

Policy Community

The Task Force on Strengthening the Policy Capacity of the Federal Government, chaired by the Chief Statistician of Canada, submitted its report in April 1995. Its recommendations led to initiatives designed to anticipate the medium-term policy challenges facing Canada, facilitate a more horizontal approach to policy work within the federal government, and strengthen policy capacity. In February 1997, in response to the recommendations and to provide a focal point for various initiatives, the Committee of Senior Officials (COSO) named a deputy minister champion for the policy community.

Two major initiatives were launched to pursue the task force's recommendations: (1) the Umbrella Group on Policy Management and (2) the Policy Research Committee. The status of their activities is described here.

1. The Umbrella Group on Policy Management

The Umbrella Group on Policy Management was formed in October 1995 to promote improved policy management within the federal government. Two subgroups were created to this end. The Subgroup on the Management of Policy Personnel, chaired by the Assistant Deputy Minister (ADM), Corporate Services Branch, Treasury Board Secretariat, is to review present practices with respect to the recruitment, training, and career management of policy personnel. The Subgroup on Relations with the External Policy Research Community, chaired by the Senior ADM, Tax Policy, Department of Finance Canada, is to assess the extent to which federal government policy research is being complemented by the work of the policy researchers of non-governmental organizations. Both subgroups reported in the summer of 1997.

The subgroup on the management of policy personnel. The recommendations of the Subgroup on the Management of Policy Personnel are reflected in work currently being undertaken by the *La Relève* Task Force and the Public Service Commission under the following headings:

Recruitment. In response to the subgroup's report, the Accelerated Economist Training Program (AETP) has expanded the number of candidates being hired from the annual eight to 12 recruits of two years ago to 14 yearly. The AETP committee has retained the goals of promoting high quality recruits, offering high quality assignments, and ensuring that recruits receive individual coaching. AETP development is focused mostly on economic policy development, and most assignments occur in central agencies — program elements identified by the subgroup's report as requiring special attention.

As part of COSO's corporate project, Recruitment, Employment Equity, and Retention Strategy, a demographic and needs analysis will be conducted to identify demographic trends in the Public Service of Canada, in particular for high-risk employee groups where future recruitment and retention efforts should be focused in the short term. The policy community, preliminarily, has been identified in the Base Case proposal as one of the potential high-risk areas, along with the science and technology, the executive, and the regulatory/law enforcement cadres. A COSO decision on "highest risk" groups to be included in demographic analysis for future targeted recruitment and retention is expected shortly.

Development. The redesign of the Career Assignment Program (CAP) will base selection and development on a broader set of competencies and place greater emphasis on providing experience in six core areas: (1) policy development, (2) regional operations, (3) line operations, (4) corporate services, (5) central agencies, and (6) exposure to the political level.

The redesign of CAP will also reflect the franchising concept, tailoring the program to specific departmental needs. This will create a CAP model for functional communities with the same advantages as those of the corporate model, i.e., assessment based on competencies, individualized learning plans, and the possibility of promotion to a pre-qualified pool.

Training Development Canada (TDC) carried out a pilot seminar for entry-level and mid-level policy analysts, Policy Making for the Policy Maker, which was well received. Sessions in French and English have now taken place. TDC has also introduced a learning tool for policy analysis on the Learning Resources Network. (Address <http://learnet.gc.ca>)

The Learning Advisory Panel is in the formulation stage, with the support of the Policy Research Committee.

The Subgroup on Relations with the External Policy Research Community.

The report of the Subgroup on Relations with the External Policy Research Community contained the results of a survey conducted among 16 departments regarding their relations with the external policy community. The issues identified in this exercise became the basis for recommendations which are now reflected in the work of the Policy Research Committee.

2. The Policy Research Committee

The second major initiative in the policy area, whose work is ongoing, is the Policy Research Committee (PRC), co-chaired by the ADM, Strategic Policy, Human Resources Development Canada, and the Associate Deputy Minister of Health Canada. It was launched in July 1996 with a mandate to "assist in work

related to anticipating the issues and challenges for Canada by the year 2005.” The work of the PRC also assisted the transition planning prior to the general election of 1997. The supporting committee consists of senior officials representing over 30 federal departments and agencies. An interim report, *Growth, Human Development, and Social Cohesion*, was submitted in October 1996, followed in February 1997 by a further report, *Canada 2005: Global Opportunities and Challenges*. In April 1997, *Progress Report* was submitted.

Four research networks were created around the topics of growth, human development, social cohesion, and global challenges and opportunities reflecting the main themes of the reports mentioned above. In addition, a working group with representation from the four networks was established to look at adjustment and transition issues as Canada moves towards a knowledge-based economy and society. Workplans have been developed for each network and for the knowledge-based economy and society project, and inventories of current and planned research have been shared across the government.

A full-time secretariat was created in the spring of 1997 to support the work of the PRC.

Meeting with the external research community. In keeping with recommendations of the Subgroup on Relations with the External Policy Research Community, in November 1997, the PRC hosted a one-day meeting in Ottawa with representatives of over 40 external research organizations. The objectives of the meeting were to raise awareness among external researchers of the PRC; provide them with an overview of the PRC’s mandate, structure, framework, and work to date; explore opportunities for federal and external researchers to collaborate on mutually beneficial projects; and solicit the input of participants in the planning of a national conference to be held in the autumn of 1998.

The Policy Researchers Conference. On November 18, 1997, the PRC hosted the one-day Policy Researchers Conference in Ottawa for over 300 members of the federal policy community. The objectives of the conference were to communicate to the policy community the progress of the PRC, present recent work in a number of key policy areas, and facilitate personal contact and an exchange of views among participants.

The conference sessions involved the presentation of papers and were organized under the titles of the four PRC research networks.

Further initiatives. In accordance with recommendations of the Subgroup on Relations with the External Policy Research Community, the PRC Secretariat is working with the Canadian Policy Research Networks, the Public Policy Forum, and others regarding ways to improve the relationship between the government and the external policy research community. A “search conference” is expected

to yield recommendations for implementation by internal and external communities.

Meetings with regional development agencies and the Federal Regional Councils have taken place as a first step towards enhancing policy responsiveness to regional issues.

A three-day workshop was held in January 1998 involving senior representatives of the Organisation for Economic Co-operation and Development (OECD) and the co-chairs of the PRC's four research networks. This provided an opportunity to gain a better understanding of the OECD's strategic priorities, and present the progress and plans of the PRC.

The *Policy Research Handbook* for practitioners within and outside government is being prepared through a consultative process. It will support the development of the policy community by clarifying and developing a shared understanding of the role and processes of policy research.

The Policy Research Data Group is being established to guide the determination of priorities and the allocation of funds, and to address the information needs identified through the PRC. It will also provide input to Statistics Canada on other issues related to data products and services that have been identified by the research community (e.g., data access and analytical capacity).

Record Keeping Community

Overview

In May 1995, the National Archives of Canada initiated a consultative process on a series of guidelines on the management of electronic records in an electronic work environment. The consultative process involved managers and specialists from information-related disciplines. One of the issues that arose concerned the skills and knowledge of the traditional record keeping community. Specifically, concerns were raised about the capability of the community to develop and maintain the record keeping infrastructure required to create, capture and manage authoritative and reliable records through time, especially when they were being recorded in electronic form.

In order to address these issues, the National Archives commissioned a study which resulted in the report, *Core Competencies of the Future Records Specialist*. The report concluded that changes in the job profiles for records specialists operating at a range of occupational levels were leading to changes in the nature of the required skills, knowledge and abilities. New training, education and recruitment strategies would be needed to address the emerging gap between the skills, knowledge and abilities currently available and those that would be required over both the near and long terms.

Work on core competencies for record keeping has been undertaken by other concerned organizations, including those in other governments at the provincial/territorial and local levels, in other international organizations such as the International Council on Archives, and in professional associations and consortia such as the Alliance of Libraries, Archives and Records Managers (ALARM).

An important milestone at the international level was the development by the Australians of a standard on core competencies for record keeping (based on contributions from a consortium of private, public and academic sector organizations). Within the Canadian federal government, several departments and agencies such as National Defence and the Privy Council Office have conducted studies on core competencies for information management. The Institute for Government Informatics Professionals has also played a role and, together with the National Archives and several interested departments, developed a request for proposal for the development of a training program for information management specialists in government institutions.

The National Archives' core competencies study, the experience with the request for proposal, the experience of other organizations and subsequent consultation with members of the records management community and directors responsible for information management in federal government institutions led

to the development of a community renewal plan within the context of the *La Relève* initiative. The results of this effort were reflected in the document *Functional Plan for the Record Keeping Community of the Government of Canada — A Framework for Renewal*, which was approved by deputies in June 1997.

This functional plan is designed to provide a framework for collective action on the part of the National Archives, government institutions, education/training providers and the information and records management communities at large. The outcome will be the development of appropriate job models (in line with the direction being taken by the Universal Classification Standard initiative); the identification of core competencies for record keeping at all levels; and the development of relevant education, training and recruitment strategies.

Personal Career Planning and Development

Many of the members of the record keeping community have already expressed the need for education and development programs and strategies to help them move into the future. In line with the findings of National Archives' studies and the work of departments and agencies, many also recognize that their skills, knowledge and abilities will need to be updated to meet the new challenges of a changing and increasingly electronic environment. Senior managers responsible for information management and senior program managers also recognize that a considerable gap exists between the existing skills base and what is required to meet the record keeping challenges being faced in their institutions.

The National Archives, as well as related community associations and organizations including the Records Management Institute, the Association of Records Managers and Administrators, The Institute for Government Informatics Professionals, and ALARM have been creating forums and holding group sessions to help advance training, education, and recruitment strategies for the records community. Of special importance was the establishment of the Information Management Forum, which comprises director-level representatives of over 25 departments concerned about the development of government-wide approaches to the management of information. Members of the forum recognized the "community" issue as its number one priority issue, the resolution of which is crucial if the other records and information management concerns they are facing are to be addressed effectively. In acknowledgement of this priority, a working group of forum members was established to oversee community renewal efforts. The lead agency for these efforts has been the National Archives, which has carried out this role pursuant to its legislated mandate to "facilitate the management of government records."

Bridging the Gap

Work has been undertaken to determine the skills, knowledge and abilities of the future records specialist and to create an action plan for bridging the gap between the current and future records specialist. Key documents associated with the community renewal effort were forwarded to the members of the working group of the Information Management Forum for their review. As this step was being carried out, a key meeting was held with the team responsible for the development of the Universal Classification Standard, and an invitation was offered to the National Archives to join a working group which will be responsible for developing model job descriptions for the information technology/information management worker.

The Institute for Government Informatics Professionals has indicated that it would be willing to join the National Archives and other possible partners to collaborate on a submission to the partnership fund at TBS for funds to develop an education program for the information management community.

With the support of the Information Management Forum, the National Archives has finalized arrangements to establish a contract to undertake the following:

- A survey of key government officials (including those represented on the forum) to determine the direction that should be taken in community renewal: Should renewal of the records community be based on a “light” approach, i.e., very passive, no central or lead agency leadership; or a “heavy” approach, i.e., a very active centralized program such as the Financial Officers Recruitment and Development (FORD) program led by TBS; or something in between?
- An analysis of the Australian core competencies standard, the work undertaken by ALARM, and departmental initiatives such as those at National Defence and the Privy Council Office, in support of the development of model job descriptions and the identification of core competencies for record keeping in the Canadian federal government.
- Development of a detailed implementation plan based on consultation with the TBS, representatives from relevant professional associations and other relevant individuals and groups.

The results of this work will facilitate the development of job models and profiles that are relevant to the emerging requirements of the electronic work environment and provide both senior managers and perspective job applicants with strategies concerning how they can bridge the gap between where they are now and where they need to be.

Communications

The Information Management Forum will serve as the focal point for communication concerning the renewal initiative. Forum members representing central and lead agencies, The Institute for Government Informatics Professionals, and relevant professional organizations, will liaise on various aspects of the initiative as it proceeds. The forum Internet Web site (<http://www.imforumgi.gc.ca>) will continue to disseminate information on the initiative and invite interested groups and individuals to participate.

Throughout this effort, steps will be taken to ensure close liaison with the Advisory Committee on Information Management Working Group on the Information Technology Community and with the director responsible for community initiative at TBS.

Science and Technology Community

Overview

The federal science and technology (S&T) community has over 20,000 employees. The majority are in eight departments and over 100 facilities across Canada. Both scientific knowledge and the competencies of S&T personnel need to be continually replenished if science-based departments and agencies are to sustain a world-class scientific workforce to ensure economic growth, and the safety and well-being of Canadians.

The S&T human resources framework was the first step in developing a partnership approach to addressing human resources issues for the S&T community. Through the leadership of a senior human resources steering committee, including the President of the Professional Institute of the Public Service of Canada, six interdepartmental working teams were originally established and have provided over 140 recommendations.

Science and Technology Functional Plan

The action plan described four major issues and five priorities for 1997–98:

1. Changes that can be readily implemented (immediate action)
2. Assessment of the impact of the Universal Classification Standard (UCS) on the S&T workforce
3. Completion of the *Blueprint for Human Resources Management*
4. Completion of the Science Management Development Program
5. Completion of the 10 pilot projects to address four community issues

1. Immediate Action — Making *La Relève* Meaningful

Immediate action is necessary if *La Relève*, a long-term undertaking, is to have real meaning for our scientific workforce. Two critical and solvable issues were conference attendance and promotions. Conferences should be treated as training, and the quotas on research scientist promotions were seen as artificial career barriers and unnecessary, given budget limitations.

The Treasury Board Secretariat (TBS) formally advised deputy ministers that conferences are to be considered as training for scientists and that the quotas on

research scientist promotions were removed. A team is now reviewing the promotion criteria for accuracy and fairness.

2. Implementation — Universal Classification Standard

Implementation of the Universal Classification Standard (UCS) is also critical as it will affect each science worker's classification, level, compensation and career path. A project team continues to test and validate the UCS to ensure that the strengths of the current incumbent-based systems are not lost before implementation. To date, the team working with the UCS implementation group has found that the UCS, with changes, properly reflects the work of federal scientists.

3. Completion — *Blueprint for Human Resources Management*

The *Blueprint for Human Resources Management* is a comprehensive working document that identifies the plans, priorities, deliverables, implementation activities, projects, pilots and commitments for improved S&T human resources management. It is both a plan and an accountability document that is available on the S&T human resources Web site.

4. Completion — Science Management Development Program

The community committed to establish the three-tiered Science Management Development Program. Led by National Defence, an S&T management development team has researched and defined the core competencies required of an S&T manager. The team is identifying approaches and best practices to develop these competencies for managers and is building on the many departmental activities described in the section entitled "The New Workforce — Investing In People."

5. The Four Issues and 10 Pilots — Progress

1. *Designing a New Work Environment.* Federal S&T policies, programs and services must respond to a continuously expanding global marketplace and reflect the overall direction of government in Canada.

Pilot Progress

- Agriculture and Agri-Food Canada and the Public Service Commission worked on an exclusion order for short-term research projects under the matching investment initiative. Recruitment times have been reduced to just three days.
- The Green Corps pilot at Environment Canada was developed to allow

experts, on a cost recovery, short-term basis, to assist foreign governments and Canadian private sector firms with environmental issues. A policy framework and some foreign business were developed but revenue and business activities have not met projections. Key issues to be addressed include concerns about how the project will affect the delivery of core programs; whether the mandate includes the activities concerned; and securing sufficient revenues to offset costs.

- Staff of the National Water Research Institute have conducted surveys, consultations and workshops to identify opportunities to adopt a more commercial role while maintaining the Institute's core role. Their study concluded that there are opportunities to generate new revenue, but there are also costs, including training for business skills and incorporating the business development activity into promotion criteria for researchers.

Other Progress

- In keeping with its problem-solving approach, the S&T community, through TBS and the Professional Institute of the Public Service, has a working group studying the issues that will affect the next round of collective bargaining.
- The S&T steering committee decided not to pursue an incumbency-based approach to compensation outside of the research group. Recruitment, staffing, training and development will continue to be based upon a competency approach.

2. The New Workforce — Investing in People. The working groups underlined the need to develop a highly qualified, multi-skilled scientific workforce, including the next generation of managers.

Pilot Progress

- In July 1997, Natural Resources Canada launched a department-wide project and pilot to implement the recommendations of the management and scientific development and training working group. The focus is on the development of departmental learning strategies and individual learning plans for science workers and managers. An assessment survey will measure training effectiveness, its linkages to business plans and the department's success in promoting a continuous learning organization.
- To support the development of managers, the Public Service Commission has an S&T-oriented career assignment program (S&T CAP). Fifteen candidates are presently undergoing assessment, with an average of six to eight program seats per year reserved for S&T.
- Environment Canada, through its People and Jobs initiative, has an

electronic inventory which is helping employees match their skills and career interests with available job opportunities both inside and outside the department.

Other Progress

- Fisheries and Oceans has a management development program for lower-, middle- and senior-level managers. Of the 40 participants on the first two senior management programs, one third were scientific staff. Teamwork and understanding are enhanced among scientific and non-scientific managers who work together on corporate issues.
- A competency assessment tool kit and personal development planner are being developed by National Water Research Institute. Staff and managers will assess their competencies and guide their own future. Competency profiles are also under development for other S&T management positions.
- The Public Service Commission completed a benchmarking study on S&T human resources management in the private sector. The study provides insight into private sector management practices that are relevant to government practices.

3. *Rejuvenating the Scientific Workforce.* Key activities include recruitment and rejuvenation strategies, increased representation of designated groups, student employment and increased authorities.

Pilot Progress

- By November 1997, the Scientific Mobility Exchange Program pilot had over 250 enquires with 20 assignment opportunities and eight placements. The program is now permanent with on-line Web site access for all employees.
- The S&T-oriented Interchange Canada Program moves employees between the federal government and universities, the private sector and provincial governments. With limited international success, program changes will allow foreign private sector assignments and remove compensation inequities that deter assignments.

Other Progress

- Assisted by Statistics Canada, Fisheries and Oceans is leading a project to determine the supply and the need for future scientific skills and competencies. Initially there were demographic data problems.

Nevertheless, science-based departments and agencies are currently identifying their potential skill shortfalls to target recruitment and to focus on designated groups.

- Health Canada has a French-language centre of excellence program. The program funds Francophone students working on graduate degrees in areas of interest to the department. The students are then hired by the department for a minimum of three years.
- To encourage youth employment within the federal S&T community, Agriculture and Agri-Food Canada has an interdepartmental team investigating career paths and methods to improve the federal government as a place to work for undergraduates, graduates and post-doctoral fellows.

4. Community Governance — Partnerships in Action. An S&T management system based on commitment and partnering of science-based departments and agencies, central agencies and bargaining agents.

- The Committee of Senior Officials S&T subcommittee will meet twice a year. It has established the priorities for the senior ADM steering committee, which champions the pilots and projects. An implementation team is used to drive *Blueprint* initiatives into departments.

Pilot Progress

- A pilot Web site (<http://www.tbs-sct.gc.ca/tb/hr/scitech>) was created at TBS. As a best practice, it is used to post and find jobs and assignments. It is also used as a newsletter and a forum to discuss and exchange information about human resources management.

Other Progress

- A second series of regional scientific workshops was held in nine centres across Canada to identify concerns and to discuss proposed changes to human resources management. The results are posted on the S&T Web site. It was made clear that cynicism and mistrust exist. The purpose and value of science to government and the value of *La Relève* need to be better understood and communicated.
- Community members need to be informed and to have an opportunity to be involved in shaping the renewal of their community. Working-level scientists, as representatives of the Professional Institute of the Public Service, participate fully in every project.
- More than 5,000 technologists and technicians are an important part of the S&T community. A co-managed team of union executives and managers surveyed this group. Their issues and recommendations reflect the impact

of changing competencies, training, career paths, rewards and recognition. These findings are being analysed and incorporated into departmental and community plans.

Conclusion

While much progress has been made to renew the S&T workforce, it is clear that this is a long-term, ongoing management activity. While the *Blueprint* identifies the commitments and initiatives under way, the Committee of Senior Officials S&T subcommittee has confirmed the following priorities for 1998:

- Universal Classification Standard: Continue to be vigilant concerning the standard and in developing a weighting scheme for UCS factors and elements.
- Research scientist promotion criteria: Complete the review of the criteria and ensure that it is accurate and equitably applied.
- Management development: Complete this project and departmental pilots and initiatives, building on best practices.
- Communications: Implement a revised communications plan that contains new ideas and approaches (January 1998 – ongoing).
- Workforce analysis and recruitment project: Complete the analysis in January 1998, the project in June 1998.
- Technicians and technologists: Prioritize and implement the study team recommendations (February 1998 – ongoing).

Federal Regional Councils

Newfoundland Federal Regional Council

Background

Human resources management has been the predominant horizontal issue for the Newfoundland Federal Regional Council in recent years. The federal public service in Newfoundland and Labrador consists of 4,836¹ employees, including 31 in the Executive Group. They serve approximately 559,000 people through more than 20 departments and agencies. As the lead horizontal federal committee in the province, the council is in a position to identify issues and seek multi-departmental approaches and activities related to human resources development. This includes the *La Relève* priorities and the objective of rejuvenating the workforce.

In April 1997, in response to an offer from the *La Relève* Task Force, the council prepared and submitted a document outlining federal government human resources management issues in the province. This document, entitled the *Newfoundland Federal Regional Council La Relève Plan*, is the basis on which this progress report is prepared.

The council's plan outlines the following critical needs:

- Increased human resources management capacity is required to support ongoing departmental requirements and to provide an adequate range of expertise, including guidance and counselling
- Creativity in human resources management to deal with evolving organization structures and impacts on employees
- Availability of a variety of work experiences to public servants at all levels

As in all areas of the country, the recent Program Review exercise has had a major effect on employment in the Public Service of Canada in this province. The impacts went beyond the affected employees as there was a demoralizing effect on those employees that were remaining in the federal public service. In such an environment, and as we near the end of Program Review, it is important

¹ As of June 30, 1997. Refers to all departments and agencies listed under Schedule 1, Part 1 of the Public Service Staff Relations Act for which Treasury Board is the employer. It does not include RCMP members or regular forces military.

that sufficient human resources expertise and knowledge be located in the province and it is recognized that there should be a focus on employees who remain. This is a theme which underlies the council's *La Relève* plan.

Achievements to Date

The council's *La Relève* Plan outlines four proposals:

1. French-language training. Co-location of federal and provincial French-language training was proposed in order to share scarce resources and create a stronger program. A joint federal-provincial French-language training program which will combine the existing programs of each level of government is being negotiated.

2. Training for human resources officials. Comprehensive training to local human resources officials on the Universal Classification Standard and new collective agreements was identified as being a priority. Discussions are proceeding on this initiative.

3. Staffing at the Public Service Commission. In recent years the staff of the Newfoundland office of the Public Service Commission (PSC) had been reduced from seven to three employees. Increasing the complement of staff at this office was seen by the council as a requirement in order to have comparable levels of service to that available in other provinces. The number of employees was recently increased with the addition of one temporary staff member. The issue was raised by the council chair in correspondence to the President of the PSC, in hope that additional longer term-resources can be made available.

4. Employment equity. The need was identified for a federal-provincial initiative to promote the employment of Aboriginal persons. A proposal has been forwarded to the national PSC office to extend an existing federal-provincial program for persons with disabilities — Job Experience and Employment in the Public Service (JEEPS) — to include Aboriginal persons, visible minorities and women in non-traditional jobs.

In addition to the achievements related to these specific proposals, there have been many other positive advancements. A memorandum of understanding was signed between the federal and provincial governments for a developmental interchange program for employees. The council has been active in soliciting interest from middle and senior federal managers and has been promoting the program as one way for less mobile federal employees to obtain central agency experience.

Recommendations are being made to continue the work of the Joint Adjustment Committee up to September 1998, and discussions to determine the support for

a long-term role for this committee are ongoing. The Newfoundland and Labrador Joint Adjustment Committee has been quite effective on a number of fronts, which will have a long-lasting impact on human resources issues in the province. It has facilitated co-operative joint labour-management initiatives and contributed to providing personal development guidance and training to employees during the past two years.

The Newfoundland and Labrador Training Forum, an interdepartmental group formed in 1991, has increased the variety and number of training opportunities for employees in all departments. While representation of the group is mostly federal departments, it has partnered with the provincial Public Service Commission, Memorial University of Newfoundland, and other agencies in the interest of providing high-quality, low-cost training opportunities. In June 1997, a new locally shared support services initiative, the Learning Resource Centre, was opened by the training forum. Since that time, a cost savings of over \$40,000 has been demonstrated to departments. More training opportunities are being made available locally, using shared resources; thereby reducing the cost to departments and allowing more employees access to training.

Process for the Future

The regional council, along with the partners and subcommittees identified, will continue to advance the four main proposals indicated in the *La Relève* plan, as well as identify solutions to critical needs. It is recognized that these items are just the beginning, and there are many other broader human resources issues which could be effectively addressed with a cross-departmental approach.

Six departments in Newfoundland have a director of personnel. The remaining departments have less-senior officials managing human resources, or in many cases their human resources departments are situated outside of the province. The directors and the manager of the Newfoundland PSC office form a directors of personnel committee. Recently this committee established a closer working relationship with the regional council, and it is envisioned that this relationship will continue to grow. As the approach to dealing with human resources issues from a horizontal perspective evolves, many issues need to be addressed, including the need for local input from all departments and interaction with other committees that deal with issues related to human resources.

As there are limited numbers of human resources officials in the province, another issue concerns the ability of the existing officials to take on the additional work load associated with horizontal human resources issues. While some initiatives can be accomplished effectively by pooling existing resources, co-ordination of some of the broader-based, long-term activities will require dedicated staff. The council needs to explore options to meet this need.

There are no participants in the Accelerated Executive Development Program in Newfoundland and Labrador. As senior officials retire in coming years, there could be a lack of qualified replacements. Developing solutions well in advance will have to be a priority for the federal human resources community.

There is action being taken with regard to recruitment and development initiatives. The PSC has placed increased emphasis on post-secondary recruitment. In addition, a need has been identified for a career assignment program to provide developmental opportunities for employees in the PM-4 to PM-6 range. It is also possible that an interdepartmental secondment program will be initiated for employees occupying positions below the PM-4 level. All departments are presently undertaking recruitment in the critical areas of information management and information technology.

In order to bring the human resources community into the new millennium it will be essential for the Newfoundland Federal Regional Council to lead the way to address critical issues in order to ensure a professional public service.

Prince Edward Island Regional Council

Introduction

The Knowledge Economy Partnership originated in June 1996, when federal and provincial government departments together with the post-secondary educational institutions on Prince Edward Island agreed to work collaboratively to share information, resources, and expertise in the pursuit of common solutions to both current and future challenges.

On February 5, 1997, the Prime Minister and Premier of Prince Edward Island officially endorsed the Knowledge Economy Partnership as part of the strategic plan for the province of Prince Edward Island with the signing of a memorandum of understanding.

Since the inception of the Knowledge Economy Partnership, more than 30 separate initiatives have been launched ranging from training and development of human resources to health research and promotion, youth education, and enterprise development.

Accomplishments to Date

Human resources development. In 1997, the three-year Developmental Interchange Program was officially introduced to facilitate cross-jurisdictional mobility for federal and provincial employees on Prince Edward Island. This agreement served to formalize and strengthen an informal arrangement whereby employee exchanges were already actively encouraged and pursued.

The 29 secondments currently in place contribute greatly to the establishment of horizontal linkages among federal departments, as well as between the two levels of government. Employment opportunities span all organizational levels, including the most recent appointment of a senior provincial administrator to an associate deputy minister position in the federal system.

The Diversity Partnership Project, a program aimed at promoting career development and training opportunities for Aboriginal peoples, employees with disabilities, and members of visible minority groups, was successful in affecting 25 placements, eight of which were at the officer level.

Under the auspices of the Knowledge Economy Partnership, numerous projects were directly targeted at enhancing the information technology skills of employees in both government and private sector businesses. The year 2000 initiative provided computer programming training to youth, unemployed and under-employed workers. Twenty-nine of the 39 new jobs created through the Knowledge Economy Partnership were as a direct result of this training. Owing

to the success of the project, a second course is currently under way, and it is hoped that 30 additional graduates will enter the job market by the spring of 1998 to assist in resolving the millennium issue.

In order to accurately gauge the future demand for information technology workers on Prince Edward Island, the federal and provincial partners, together with the Information Technology Association of P.E.I., are conducting detailed research to produce a three-year forecast to determine the requirements for skilled, knowledge-based workers. The next phase of the project will see the development of a strategic plan to address the growing need for knowledge workers on Prince Edward Island.

Innovation in service delivery. Not unlike other councils, the P.E.I. Regional Council found that the greatest task facing it was how to collectively challenge the status quo while stimulating and encouraging innovation and responsible risk-taking. In response to this challenge, the Knowledge Economy Partners sponsored four separate research projects which explored the feasibility of integrated service delivery approaches. The studies specifically addressed cross-jurisdictional and horizontal management issues in the delivery of programs and services in areas relating to seniors, corrections and criminal justice, culture and heritage, and human resources management information systems.

Communicating the Message

In September 1997, Prince Edward Island hosted a two-day conference involving all chairpersons of federal regional councils. During this event, strategic planning and implementation of *La Relève* were discussed at length, as well as future opportunities for regional and national collaboration. In addressing the group, the Premier of P.E.I. shared his personal vision for the Atlantic Region in the context of the Canadian federation and elaborated on the importance of the Knowledge Economy Partnership.

In an effort to establish critical linkages with the rest of the country, members of the Knowledge Economy Partnership Steering Committee have made presentations at several public forums including Government in Technology Week. Prince Edward Island will also host the May 1998 Conference of Chief Information Officers from the Conference Board of Canada. In addition to forging strategic partnerships with other government jurisdictions throughout Canada and the private sector, the Knowledge Economy Partners are planning an information technology expo featuring best practices and innovative applications.

Other media used to communicate progress on Knowledge Economy Partnership initiatives include the Web site, a multi-media video presentation, and a recently published brochure.

Accountability

As part of the strategic planning and management of the Knowledge Economy Partnership, the partners have commissioned the development of an evaluation framework which would speak to the issues of relevance, impact, success, and cost effectiveness. The framework document was completed in January 1998. Future evaluations will be conducted in the context of the expected outcomes that follow:

- Strengthened relationship between citizens and all levels of government
- A highly skilled workforce well-positioned to respond to current and future labour market demands in both the public and private sectors
- An improved sense of community
- Less red tape, overlap, and duplication of service
- Better, faster and more effective service
- Stimulation of economic growth on Prince Edward Island

Nova Scotia Federal Council

Overview

Early in 1997, the Nova Scotia Federal Council identified the importance of initiatives to revitalize the federal public service. Within the region, discussions took place on workable ideas as part of the Joint Adjustment Process, the Federal Communications Council, and ad hoc working groups. Several outcomes from these discussions resulted in a “pause and rethink” at the council.

The communications council indicated a willingness to support the initiative and recommended the establishment of a lead position for *La Relève*. Finally, an ad hoc group studied the potential for related activities during National Public Service Week and recommended that initiatives be targeted for 1998 instead of 1997, due to time constraints, organizational difficulty and general morale of the employee base.

Consequently, the council reviewed its staffing plans and finalized the hiring of a *La Relève* co-ordinator by January 1998. The council has established a senior level human resources committee to direct the file, and has engaged horizontal groups within the region in further discussions on the action plan and the roles that each party can play in supporting that plan. The council secretariat has been working with the Privy Council Office to finalize the memorandum of understanding for interchanges with the provincial government. The council approved a full action plan at its annual retreat in February 1998, and is planning a major *La Relève* workshop initiative for late April or early May 1998.

New Brunswick Federal Council

Overview

The New Brunswick Federal Council stated its commitment to human resources management in its *La Relève Plan*. It demonstrated that commitment by creating a human resources committee early in fiscal 1997–98. The committee is led by a senior council member who receives support from a human resources consultant currently on assignment with the council. The committee consists primarily of senior human resources managers with responsibility for federal departments in New Brunswick.

The committee mandate is as follows:

- To act as a forum for information exchange regarding federal government human resources activities in New Brunswick
- To co-ordinate efforts across federal departments to address human resources opportunities or issues
- To examine possibilities for joint programming or action in relation to human resources opportunities or issues
- To identify human resources issues where it may be appropriate for the federal council to develop policy input to central agencies in Ottawa
- To develop and promote human resources strategies that are consistent with and in direct support of *La Relève*

Committee Initiatives

The committee met for the first time in July 1997. A decision was made at the inaugural meeting to create a subcommittee, the sole responsibility of which would be to explore ways to implement *La Relève* across the federal departments in New Brunswick. Developing partnerships and sharing best practices with other councils, the province and the private sector are also important goals.

The *La Relève* subcommittee held its first meeting in October 1997. There were 14 representatives from several federal departments, including the Public Service Commission. Information was circulated on the *La Relève* conference held in Winnipeg. A consensus was reached on the following list of items for

interdepartmental co-operation under the *La Relève* initiative and is currently being pursued: core competencies, learning plans, management styles, training, leadership styles, mentorship, peer counselling, and accountability.

It quickly became evident that many departments were working on similar issues and that resources could be saved by sharing information across departments and by pooling resources through creating small working groups to work co-operatively on specific topics. Different departments are at different stages in implementing *La Relève* and each has its own unique ideas, all of which can now be shared in a systematic fashion with other federal departments.

Career Planning and Developmental Opportunities

The Atlantic Canada Opportunities Agency has created an assignment opportunity by dedicating an employee full time to the role of *La Relève* co-ordinator. This individual is the department's representative on the *La Relève* subcommittee. They have also set aside a number of positions in the region for developmental assignments, to enable movement and development of staff.

Correctional Service Canada (CSC) introduced a succession planning strategy in 1997 as a result of a demographics survey which showed that a high percentage of managers would be in a position to retire within five years. To ensure that candidates would be ready to compete for these positions, interested employees were assessed against a pre-established statement of competencies and given assignments in vacant positions in various areas of the department to provide them with work experience and coaching from managers. In addition to providing career planning and challenging developmental opportunities for staff, the department will have a pool of employees who will be prepared to replace the managers who retire in the coming years. The department has distributed this model to other departments through the New Brunswick Federal Council for their use. If there is interest, interdepartmental assignments for CSC staff and the introduction of participants from other departments are a possibility.

The Superannuation Directorate of Public Works and Government Services Canada has tried a slightly different idea. Generic job descriptions have been prepared at the AS-2 level for jobs in various divisions. Training and development plans have been prepared for employees seeking a new challenge. Employees move from unit to unit, thereby gaining different experiences with different mentors, in preparation for more senior positions when they become available. This has proven to be a very effective tool in breaking down the stove pipes that exist between divisions.

Work is currently under way through the Human Resources Committee to develop a system for employee exchanges or assignments, both across federal departments and between the two levels of government in New Brunswick, with

the potential to expand it to the municipal governments and the private sector. The council is leading by example having provided assignments for the council manager, a human resources consultant, a consultant on alternative service delivery and an administrative support position for the New Brunswick Joint Adjustment Committee.

Co-operation with Other Committees

The New Brunswick Federal Council further co-operates with the New Brunswick Joint Adjustment Committee in co-hosting a monthly Brokerage Day initiative. These meetings, which bring together all the staffing officers of the various departments, are aimed at matching affected employees with vacant positions or individuals wishing to alternate. They are an excellent example of what can be done through horizontal communication and co-operation.

There is interest from the other federal councils in Atlantic Canada in what is happening in New Brunswick, with the potential to generate interprovincial information exchanges and projects.

Communications

Communications is a key element in ensuring the success of the various initiatives. The Communications Committee of the New Brunswick Federal Council is assisting by developing a plan to communicate effectively across departments with all employees in New Brunswick. Another important component of the communications plan is raising the profile of federal public servants with the public.

Enlisting the participation and co-operation of our bureaucrats and politicians in recognizing our employees' efforts and the valuable contribution they make to the public will be integral to our plans. The New Brunswick Federal Council sponsored a member of Parliament briefing session in January 1998 on the important contribution made by the federal public service in New Brunswick.

The New Brunswick Federal Council is not limiting itself to internal communications efforts only, it will communicate externally also when appropriate.

The Future

In closing, there is a great deal of interest in this horizontal approach to *La Relève*. We have only just begun to explore its potential.

Quebec Council of Senior Federal Officials

Overview

In May 1997, the Quebec Council of Senior Federal Officials presented its regional *La Relève* action plan for succession planning. The objective of our action plan is to provide Quebec Region with interdepartmental mechanisms, as a complement to specific departmental plans, that promote the development of its human resources in order to ensure the continuity of a competent workforce in a modern, dynamic public service.

The objectives of this action plan are to find regional solutions to the problems raised by employee mobility, promote employability development for our employees, ensure that the workforce is representative of target groups and minority language communities, offer opportunities to all our employees, improve coaching and mentoring for the Career Assignment Program and management trainees, offer development opportunities to our middle managers in various interdepartmental forums to enhance linkage, and focus analysis on specific occupational groups.

Communications

During National Public Service Week in June 1997, the Quebec Council of Senior Federal Officials produced a brochure that outlined the full importance for the federal public service of the *La Relève* succession planning initiative and set out the components of our regional plan. The brochure was distributed to all federal public servants in the Quebec Region and to various union locals. A presentation was also given to the Interdepartmental Joint Committee on Workforce Adjustment.

Working Groups

In the summer of 1997, four working groups were set up to implement our action plan. Each group is headed by a member of the council.

The Demographic Profiles Committee has a mandate to draw up a regional profile of Quebec employees, make a projection for the next five years and identify problem factors and groups requiring attention.

The Orientation Committee has a mandate to develop ways to help employees on exchange from other regions, from other levels of government, or from other sectors to become more familiar with the federal public service throughout the Quebec Region.

The Generic Profiles Committee has a mandate to draw up profiles of generic skills that will be needed in the future and to ensure that departments use them.

The Strategy for Action Committee has a mandate to analyse instruments and measures for meeting the human resources development and renewal objective — by such means as reviewing development tools, setting up exchange and career counselling programs, and developing activities that promote linkages.

Results to Date

The informatics community produced a detailed training plan to deal with its employee development, retention and recruitment issues.

The Quebec Council of Senior Federal Officials held a seminar entitled Working Together Towards the Year 2000 and Beyond on November 4 and 5, 1997. It brought together more than 400 middle and senior managers. The seminar had three objectives: (1) to make managers aware of the importance of partnerships, (2) to promote the set up of exchanges between employees working within the same public service (networking), and (3) to address training needs.

In addition to the presentations by our guest speakers, the Clerk of the Privy Council and Professor Gilles Paquet of the University of Ottawa, 11 concurrent workshops were held. The subject of one of these workshops was the Workplace of the Future Working Group and was presented by the chair of the working group.

Providing backup for the workshops was the *La Relève* booth, where participants could consult the recent *La Relève: A Commitment to Action* report and become familiar with recent *La Relève* succession planning developments.

Recognition

During National Public Service Week in June 1997, the Quebec Council of Senior Federal Officials highlighted 18 interdepartmental initiatives and awarded certificates of recognition to more than 200 federal public servants in the Quebec Region.

In the fall of 1997, the council drafted a new employee recognition program. The program allows very senior public servants in the Quebec Region to draw particular attention to interdepartmental and intergovernmental initiatives and partnership initiatives with the private sector that have helped make the public service effective and efficient. The program was unveiled at the Working Together Towards the Year 2000 and Beyond seminar in 1997. In January 1998, departments and agencies in Quebec Region were invited to submit their proposals.

Ontario Federal Council

Overview

The Ontario Federal Council has three interrelated priorities: (1) understanding and communicating the changing role of government, (2) our federal public servant, and (3) innovative and creative ways to deliver government services. Of these, the primary focus is on enhancing the understanding of human resources as a management issue and developing and applying knowledge obtained from the work of a number of subcommittees.

Towards Corporate Health and Well-Being

Through a network of the human resources subcommittee, the Ontario Joint Adjustment Committee, and in partnership with the Public Service Commission, the council is working to restore pride in the public service in Ontario.

One of the council's initial success stories was the production of a human resources directions paper. Twenty-one focus group participants, representing labour and management, identified four key human resources issues that can be implemented horizontally among all federal departments in Ontario:

1. *Mobility*. Promoting and facilitating mobility in the broadest sense, utilizing deployments, assignments, secondments and developmental programs, across all organizational lines and jurisdictions.

2. *Interdepartmental union–management forum*. Facilitating increased opportunities for union-management interaction and participation.

3. *Communications Web site*. Establishing and maintaining horizontal and vertical interdepartmental communications links with a focus on best practices, celebration of public service improvements and recognition of public servants' contributions.

4. *Regional advocate*. Serving as an advocate on regional issues by attempting to influence the centre on issues of regional concerns. The council had previously determined this role for itself, and the focus group emphasized the value placed on it by all participants in this study.

The primary responsibility of the newly appointed council manager is to develop and implement recommendations related to these four issues.

Workforce Transition

The council has been successful in promoting the *La Relève* initiative by actively supporting the initiatives developed by the Ontario Joint Adjustment Committee. Many successful training courses have been given to over 3,000 federal employees who were directly or indirectly affected by corporate adjustments and downsizing. Two courses were delivered in order to provide guidance and reassurance to these employees.

Bridging the Gap

The Ontario Joint Adjustment Committee, with strong support from the council's human resources subcommittee, organized 50 skills-building workshops designed to help people cope with the loss of permanent employment and prepare for their next job. Some 1,500 employees participated in the workshops. This initiative not only met the requirements of the individuals who participated, but it also raised the spirits of all Ontario Joint Adjustment Committee members involved with the workshops. It is being lauded by the National Joint Adjustment Steering Committee as a significant success story.

Making *La Relève* Real

The council has been working closely with central agencies in sponsoring *La Relève* workshops, from raising awareness by presentations made by the *La Relève* Task Force to developing concrete actions via interactive workshops.

The first workshop took place in May 1997 and was attended by individuals from the Public Service Commission, the council, the human resources subcommittee, and the regional and local joint adjustment committees. Following a presentation by the task force, syndicate groups (representing four distinct areas of the province) developed suggestions on how to create more opportunities for mobility and ways of making improvements to the workplace. These ideas formed the basis for the recommendations subsequently developed by the human resources subcommittee.

In February 1998 the Council sponsored a second *La Relève* workshop. A cross section of federal employees received hands-on experience in implementing *La Relève* regionally at a departmental, functional or occupational level. The resulting recommendations from the workshop formed the basis for further follow-up by the council.

The workshop addressed, among other things, the following themes and topics:

From Words to Action. An overview of the workforce of the future, pride and recognition, values and ethics, learning culture, diversity, new union–management relationships, interdepartmental and intergovernmental mobility, and talent pool management.

A Focus on Results. Introduction of performance monitoring and measurement options to enable managers to determine whether progress is being made over time and to determine where further attention may be needed.

Building Community. Discussion of the nature and scope of interdependency in the public sector of the future, the need for and relevance of community, relationship to *La Relève*, roles of community members, and implications for our current public sector culture.

Developmental Interchange Program

The council, in conjunction with the Centre for Leadership for the Province of Ontario, finalized a memorandum of understanding (MOU) on a developmental interchange program. The MOU was signed in January 1998 by the Clerk of the Privy Council and Secretary to the Cabinet for Canada, and the Clerk and Secretary of the Cabinet for Ontario. The program's objectives are

- To strengthen and complement existing public service development programs, by providing short and longer-term assignments with Ontario central agencies. The assignments would be recognized as relevant experience for federal career development
- To share expertise developed by the Ontario centre for leadership with the aim of improving knowledge of public sector management
- To create a pool of potential senior managers from which the Ontario government could draw valuable expertise and skills for central agencies and Ministries at both the senior manager and feeder group levels
- To enhance the skills and expertise of high potential senior managers through executive job exchanges

Communications

A home page that communicates to members the work of the council was launched in March 1998. An electronic newsletter for federal public servants was launched in April 1998. The newsletter provides a forum for keeping employees informed about what is happening in the region and sharing best practices.

Recognition

The council is committed to fostering pride and recognition in service to the people of Ontario. Over 50 recognition events were held in the days leading up to and during the 1997 National Public Service Week.

A council recognition program, to increase collective pride and celebrate achievements, was launched in March 1998. The annual council award recognizes those teams or individuals across the federal public service who have conducted exceptional work reflecting priorities of the council. The first recipients of the award will be announced during 1998 National Public Service Week.

The Future

The council has completed a transition from an information-sharing committee to a more action-focused, results-oriented body. Council members are working together in order to improve the delivery of government services to the people of Ontario and to renew the public service.

Manitoba Federal Council

Overview

In response to an invitation by the *La Relève* Task Force, the Manitoba Federal Council prepared a plan to implement a number of human resources management initiatives during the 1997–98 fiscal year. A major theme of the council's proposals was the co-development, by employee representatives and managers, of initiatives that address the future of the public service.

Learning

Building on the experience of the Employment Adjustment Review Committee (EARC), Manitoba's joint union–management adjustment committee, the council has emphasized assistance to employees preparing for continuing change in the workplace. In doing so, it has modified and adapted existing structures and mechanisms.

In 1991, the council had established and funded an interdepartmental career mobility program, an initiative that was designed in consultation with employee representatives. Its purposes were to provide a mechanism for the temporary secondment of staff and to support existing departmental exchange programs. Computer-based and interactive, the mobility program allowed employees seeking to broaden their experience to register for a secondment and to identify their skills, and it gave departmental managers a tool to search for employees who could meet their needs.

The mobility program was originally created in response to the Public Service 2000 initiative. It was later expanded to include some interdepartmental training and renamed the Interdepartmental Career Management Program. In 1995 it was designated by EARC as the co-ordinator and deliverer of transition training to employees from all departments.

During the first six months of the 1997–98 fiscal year, EARC sponsored 19 workshops delivered by the ICMP to 700 employees in seven cities in Manitoba and northwestern Ontario.

One of these workshops was *Careers in Motion*, which provided information on financial planning, taking charge of one's career, creative and critical thinking skills, and building a learning organization. Another workshop was *You Are More Than a Job Title*, designed to assist employees in becoming self-directed, in managing their own careers, and in assuring their employability. A third workshop was called *The Healing Power of Humour in the Workplace* and dealt with stress and health-related issues.

In November 1997, EARC sponsored a first training session on Principle-based Negotiation and Conflict Management. Its purpose was to give employees tools to deal with workplace issues and conflicts on the basis of their interests and values.

Planning has been completed on a workshop focusing on Re-creating Community, which is intended to develop skills to achieve greater results at work through initiative, synergy with team members and collegiality. It also conveys an understanding of the importance of personal empowerment in professional effectiveness and success.

La Relève: Making it Happen

In order to assist departments to develop and implement their own *La Relève* plan and strategies, the council, in partnership with the Public Service Commission, held a five-day workshop in late September 1997. It provided participants with up-to-date information and practical tools, and prepared them to champion change within their own departments.

During the five days, participants developed *La Relève* proposals for two groups — the communications community and middle managers — and for one department. At the end of the five days, strategies for the implementation of *La Relève* initiatives were presented to the participants and to a panel of public service leaders for reaction and informal discussion.

The workshop was intended to serve as a springboard for action by the federal community in Manitoba. A number of follow-up actions have been undertaken as a result of the workshop. In particular, the council has begun to plan a major initiative to respond to the recommendations on middle managers. Moreover, councils in other regions have initiated workshops of a similar nature to plan and implement *La Relève* initiatives adapted to their circumstances and priorities.

Saskatchewan Council of Senior Federal Officials

Background

Saskatchewan has the third smallest number of federal public servants; on March 31, 1997, this number was 5,061. Of these 5,061 federal public servants, 4,287 were indeterminate employees and 774 were term and casual employees. These public servants serve one of the most widely dispersed populations in Canada. Approximately 81 percent of the citizens reside outside of Regina, and 60 percent reside outside of Regina and Saskatoon.

Profile of the Federal Public Service in Saskatchewan on March 31, 1997

	Men	%	Women	%	Total	%
Regina	739	28.8	959	38.5	1,698	33.6
Saskatoon	714	27.8	731	29.3	1,445	28.6
Other Saskatchewan cities and rural areas	1,114	43.4	804	32.2	1,918	37.8
Total	2,567	50.7	2,494	49.3	5,061	100.0

Source: Treasury Board of Canada, Secretariat. Employment Statistics for the Federal Public Service, April 1, 1996, to March 31, 1997.

Since March 31, 1996, the size of the federal public service in Saskatchewan has been reduced by 409 employees, a 7.5 percent reduction, and in the period March 31, 1995, to March 31, 1997, there was a reduction of 824, which represents a 14 percent change from the March 31, 1995, level.

Council's *La Relève* Focus

In recognition of the number of federal public service employees, the geographical dispersion of employees and service delivery points, the small number of federal public servants in the executive category, the significant organizational changes that have occurred in the federal government departments, and the needs of the employees, the Saskatchewan Council of Senior Federal Officials, has directed its focus on two themes: (1) Human resources management — valuing our employees; and (2) Communications management — keeping employees informed.

1. Human resources management

The following initiatives have been taken on this theme: Career Centre operations, interdepartmental training, regional workforce adjustment and diversity management.

Career Centre operations. Because of the dispersion of federal public servants in Saskatchewan, two employee career centres were established, and are housed in federal departments in Regina and Saskatoon. The Career Centre in Regina services Regina and the southern part of the province, while the Career Centre in Saskatoon services Saskatoon and the northern part of the province. The Governance Committee that oversees career centre operations comprises seven members, with two representatives from each of the council, the union, and human resources professionals, and the manager of the council's Human Resources Secretariat.

Resource materials. Learning tools and materials are regularly being assessed and updated to ensure relevancy and applicability. Each centre has a library with approximately 2,400 resource materials in the form of books, audio cassettes, video cassettes, and CD-ROMs. The materials are complemented by two fully equipped computer work stations with appropriate software applications. In 1996-97 almost 1,700 items were borrowed by employees.

Province-wide service. Career Centre learning advisors make regularly scheduled visits to smaller centres throughout the province to provide materials and learning opportunities to federal employees.

Counselling. Both centres provide career counselling and information services to employees. In fiscal year 1996-97 the centres had over 4,000 enquiries and conducted over 200 counselling sessions.

Learning opportunities. The centres have co-ordinated and facilitated interdepartmental workshops and learning events for federal employees. These learning opportunities have proven to be most successful and economical and will continue to meet the needs of the employees. For the calendar year 1997, approximately 400 federal public servants attended in-province training events that would not have otherwise been available to them locally, at an estimated cost saving in excess of \$100,000.

Interdepartmental training. Co-ordinate training: Because our employees are dispersed throughout the province and their numbers are low, it has always been a challenge to find enough people to attend training courses locally. Accordingly, departments have had to incur considerable additional travel costs

to send employees to courses in other provinces. An interdepartmental training program, co-ordinated through the career centres, has made local courses more feasible and realized significant cost and time savings, as noted previously.

Learning partnership. The Interdepartmental Training Committee has joined the Saskatchewan Intergovernmental Learning Partnership in co-sponsoring two workshops (Leading Organizational Change and Human Transition, and Developing New Strategies for Leading and Managing in the New Workplace) for employees in the federal, provincial, university and Crown corporation sectors.

Special initiatives. SaskJAC (the Saskatchewan Joint Adjustment Committee), with the support of all the departments, has planned a major learning event called Taking Charge. Built upon a model developed by Human Resources Development Canada in the Atlantic region, taking charge focuses upon employee career and personal life management. Thirty facilitators in the province have been trained to offer this learning opportunity to all federal public servants in the province.

Regional workforce adjustment committee. The SaskJAC has been very active in regional workforce adjustment, and dialogue with union representatives is occurring on an ongoing basis. There is a high level of trust and co-operation among the 15 members of the committee, and the following initiatives have resulted:

Exchange Office. Lists of affected and alternate employees are distributed regularly to departments to effect exchanges for employees and to minimize the negative effects of workforce adjustment situations. Since June 1995, 211 affected employees have registered and the exchange office has successfully facilitated 82 placements.

Brokerage days. Brokerage days were established to facilitate the alternation, deployment, transfer and development of employees throughout the province. These events are held monthly and include departmental managers, union representatives and human resources staff. Of the 82 placements noted previously, 21 were the result of brokerage days.

Outplacement and referral officers. SaskJAC has facilitated the deployment of two employees whose role is to provide informed advice and support to federal employees who are facing workforce adjustment. During the last 12 months, the two outplacement officers delivered 521 counselling interviews with affected and surplus employees. Ninety of these interviews were conducted in group sessions.

Union-management co-operation. Common vision and values have been established and collaborative efforts have proven effective.

Diversity management. Diversity awareness project: A project was established to assess the status of the diversity situation throughout the province. The report from this working group contains five recommendations which are being pursued: (1) secure management support for an awareness initiative to increase diversity management throughout the province, (2) utilize student programs to promote diversity, (3) use mentoring and job shadowing opportunities, (4) perform exit interviews, (5) establish interdepartmental support groups.

2. Communications management

The Saskatchewan council has pursued a number of initiatives to increase communications and consultation within the province and with the centre.

Co-ordination. A director and a part-time assistant have been recruited for the Saskatchewan council secretariat. They are providing much needed support to the council's activities, and the co-ordination of its business plan, and they are increasing communications with council members, public service employees in Saskatchewan, and central agencies.

Communications with the centre. Speakers from the centre and outside organizations are being invited regularly to attend council meetings, to inform, exchange ideas, and receive input from council members. These forums have also been useful for discussion of issues and policies of a horizontal nature that affect public service employees and services to citizens.

Alberta Council of Senior Federal Officials

Overview

In the course of developing its strategic priorities for 1997–98, the Alberta Council of Senior Federal Officials identified three significant human resources issues impacting the region. The first was the shrinking size of the federal public service resulting from Program Review and Alternate Service Delivery. In particular, the council was concerned that the potential for horizontal or developmental assignments, especially within the Executive (EX) Group community, and for advancement were becoming increasingly difficult.

The second issue identified was the general malaise within the public service as a whole. The recent period of rapid change has destabilized the public service, with the result that the level of uncertainty among public servants has remained high at a time when clients are demanding improved levels of service.

The low regional participation rate in the newly announced corporate executive programs was identified as the third key issue impacting the region. Indeed, the council expressed concerns that low regional participation could compromise the intent of those programs.

In response to the above issues and in the spirit of *La Relève*, the council led or participated in a variety of human resources management initiatives during 1997–98.

Alberta Mentoring Network

Initially sponsored by the Canadian Centre for Management Development in 1993, the Alberta Mentoring Network was renewed in September 1997 with the objective of creating a structured opportunity for senior and middle managers to discuss issues of significance to the public sector. The network comprises eight “cells” in Edmonton and two in Calgary, each consisting of two mentors and four employees. Mentors were drawn from the EX or equivalent communities and have significant leadership and managerial responsibilities. Employees were drawn from the EX minus one, two, and three levels and are either currently in management positions or have been identified as having management potential. There is strong interest in participating in the network, limited, however, by the number of managers available to act as mentors. An evaluation of the network conducted in March 1998 found that participants are forming relationships conducive to both career and personal development.

Interdepartmental Assignment Program

In partnership with the Public Service Commission (PSC), the council launched an interdepartmental assignment program in early 1998. The program is designed to allow federal public servants in Alberta and the Northwest Territories to expand their knowledge, skills and abilities by participating in learning assignments in different federal government departments. The program is open to indeterminate employees at all groups and levels provided they meet the selection criteria. Departments post assignment opportunities on Publiservice and employees are encouraged to use the on-line application process to assess their eligibility. Participating departments and employees will be surveyed in December 1998 in an effort to evaluate the overall effectiveness of the program.

Developmental Interchange Program

On behalf of the Government of Canada, the council negotiated a memorandum of understanding with the Government of Alberta for a developmental interchange program. Priority for selection of candidates from the federal public service is given to candidates nominated by their department in consultation with the council, participants in the Career Assignment Program or Management Trainee Program, and candidates in the Accelerated Executive Development Program or Assistant Deputy Minister Pre-Qualified Pool. Implementation of the Developmental Interchange Program is managed by the council, in conjunction with the PSC, together with the Personnel Administration Office of the Government of Alberta. Similar initiatives are being considered with the cities of Edmonton and Calgary as well as with some universities and colleges.

***La Relève* Workshop — An Alberta Response**

In December 1997, in partnership with the Association of Professional Executives of the Public Service of Canada, the council staged a day and a half workshop focusing on how employees can make it work in their workplace. The workshop attracted over 200 participants and featured presentations on pride and recognition, the Workforce of the Future, and ethics and values. The Deputy Minister to the Executive Council of Alberta and the Deputy Clerk of the Privy Council gave keynote speeches. Other sessions included a showcase of best practices in Alberta and the Northwest Territories as well as presentations on the work of the Functional Group Studies on Communications and the Middle Manager. Of particular interest was a panel of federal public servants from different levels of their organization within the Alberta region. Each of them spoke about their own interpretation of *La Relève* and how they have incorporated the underlying values and principles of the initiative into their own careers and personal lives.

Career Centres

Under the auspices of the Alberta–Northwest Territories Joint Adjustment Committee, the council has provided support to the development of both the Edmonton Career Centre and the Calgary Transition Centre. These centres have provided both transitional services and career development services to federal public service employees. The Edmonton Career Centre also entered into an agreement with the City of Edmonton to provide transitional services to civic employees affected by the city's restructuring initiative. The future and focus of these centres is under evaluation as part of a broader discussion related to the future of joint labour–management activities.

Development and Support of Functional Communities in the Region

Over the past year, through the vehicle of the Alberta Common Services Council, the regional council has nurtured the development of interdepartmental committees in the areas of finance and informatics and has continued support for the human resources and communications communities in the Alberta region. These functional communities, in turn, provide assistance and support to the council on various initiatives as the opportunity arises.

Pride in the Public Service

In celebration of National Public Service Week for 1997, an interdepartmental committee of federal public servants developed a weeklong program of activities under the national theme *Serving Canadians with Pride* and the Alberta theme *The People Behind the Paper*. The committee's initiatives included the design of a small button, sporting the national theme on a background of maple leaves, that all federal employees were encouraged to wear throughout the week. Activities for National Public Service Week 1998 are well under way with a view to building on the successes of 1997.

Other Related Activities

The council also participated in a number of centrally managed *La Relève* initiatives and activities:

- The council participated in a May 1997 meeting with the Committee of Senior Officials subcommittee on *La Relève*.

- Council members nominated employees from the region to participate in the Workforce of the Future consultation held in Vancouver and also provided comments to the task force on the draft Workforce of the Future document.
- The council has hosted visits by several members of the *La Relève* Task Force to the Alberta region.

Our Vision

As a result of a strategic directions workshop undertaken in the fall of 1997, the council has embraced the theme of providing leadership to the federal public service. Many of the council's initiatives are being built on this theme.

Pacific Council of Senior Federal Officials

Overview

In the Spring of 1997, the Pacific Council of Senior Federal Officials established a committee to identify key regional human resources management needs and issues related to new management challenges. The committee identified four critical needs:

1. Regional employees need increased opportunities to gain the work experience and training necessary for career progression.
2. Ways and means of hiring and keeping increased numbers of staff with minority language skills are needed to better serve the large and growing population of minority communities in the region and to meet certain regulatory obligations.
3. Senior local human resources leadership is needed to help direct strategic policy issues in human resources management.
4. Cost-of-living barriers to recruitment and retention of staff at middle to upper management levels and staff in high-demand, specialized technical occupations must be addressed.

Evolving Council Role

Resolving these and other horizontal issues successfully will depend on a co-operative effort among departments, as well as between the region and central agencies. To that end, the council has reviewed its mandate and has undertaken to work together proactively on these issues and to assist the central agencies and national agenda related to key regional concerns. The council has focused on initiatives that promote interdepartmental partnerships and has worked with the Treasury Board Secretariat and the Public Service Commission to find potential solutions. Practical steps taken in learning to work together include

- Exploration of a union–management forum model to succeed the Joint Adjustment Committee (including a broadly based interdepartmental assignment program)
- Organizing a workshop on client-centred service delivery, sharing both municipal and provincial as well as federal experiences
- Setting up a joint business resumption site
- Stewardship of the Youth Internship Program

- Undertaking a policy research initiative related to the issue of British Columbia's role in the federation

Action on *La Relève* Issues

Career Progression. It is difficult for federal employees in the Pacific Region to obtain the central agency experience needed to facilitate career progression. To address this problem, the council is supporting employee exchanges and assignments through interdepartmental co-ordination and increased linkages with the British Columbia government. The council has worked with the Privy Council Office to obtain a formal memorandum of understanding with the province on employee exchanges.

The council has also discussed with central agencies ways of establishing an equivalency mechanism which would acknowledge that regional or provincial government experience could constitute valid, appropriate, and acceptable experience in the assessment of career advancement. Corporate management development programs are being modified to reflect regional perspectives and experience.

Minority language skills. There is an acute need for public servants with minority language skills in British Columbia's lower mainland, with its increasingly diverse cultural milieu. Currently employees voluntarily provide service in other languages where possible, but managers cannot direct staff to provide these services nor reward them for working in other languages. The Pacific council raised this issue with central agencies, which are currently examining either granting points in the Universal Classification Standard, which would involve the collateral issue of measuring levels of competence, or paying a flat bonus.

Leadership on strategic policy issues. An interdepartmental mentoring program has been put in place to provide opportunities to discuss such issues as leadership competencies required to work in an ever-changing public service. This program will feature a two-way exchange of ideas in keeping with the concept of continuous improvement and learning.

Cost-of-living barriers. Recruitment and retention of qualified staff is very difficult in the lower of British Columbia mainland because federal pay levels are far below the market levels. Higher costs of living in this area of the province cause successful candidates on internal national competitions to refuse job offers. This is a particular problem in the case of highly specialized occupations. The council is currently working to document the impact of cost-

living factors on operations in the region and has raised the issue with the Treasury Board Secretariat. This issue is being considered as part of the review of compensation policy, and various other options are being explored.

Linkages

The council is promoting linkages by putting a link to *La Relève* in the council Web site, and working with the Pacific Forum of Human Resources Managers in information sharing on human resources management issues. As well, links have been established with the Business Technology Steering Committee and the British Columbia Federal Communicators Network.

Emerging Trends

In attempting to play a more significant role in the management of horizontal management issues, the council will face a number of barriers intrinsic to new ways of doing business. The council is therefore committed to efforts that promote co-operation among departments and between the region and central agencies on shared issues, including human resources management.