

Industry Canada
**People Management Strategy for
Renewal and Results (PMSRR)**



PMSRR and Year 3 Action Plan

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INTRODUCTION

The People Management Strategy for Renewal and Results (PMSRR) is Industry Canada's (IC) three-year strategy for achieving the desired state of people management in the Department. This strategy supports long-term departmental priorities and objectives by fostering employee growth and development, encouraging ongoing feedback on performance, and promoting leadership at all levels. Based on demographic trends and issues, the People Management Strategy sets a direction and vision for managing IC's people and talent, and for human resources management activities across the Department.

The PMSRR is comprised of four key components which set the strategic direction for the period of 2009-2010 to 2011-2012. In addition, the 3-Year Objectives clearly set out what IC hopes to achieve by the end of the *Strategy's* implementation. To support the implementation, annual action plans are developed, and at the end of each year, a report on progress is done. Lessons learned and assessment of progress to date enables the development of the following year's annual action plan.

Industry Canada's Vision for People Management

Industry Canada is a workplace for committed people making a difference developing and administering marketplace framework policies, supporting the growth of the knowledge economy and innovation and supporting Canadian business. Our culture fosters employees' growth and development, ongoing feedback on performance, and leadership at all levels. Industry Canada is known for the excellence of its people.

The development of the PMSRR's vision, strategy, objectives and action plan take into account IC's current and future workforce, business priorities, legislative requirements and economic realities, changing demographics within the Canadian labour force, as well as central agency priorities such as the Treasury Board Secretariat's (TBS) Management Accountability Priorities for People Management. It also includes the renewal objectives set out in the [Public Service Renewal Action Plan](#) developed by the Clerk of the Privy Council.

PMSRR COMPONENTS, STRATEGIC DIRECTION & 3 YEAR OBJECTIVES

The PMSRR is composed of 4 components each with its own description of a ***Strategic Direction*** for the future state of human resources management in the department.

- 1) Employee Engagement & Renewal
- 2) Leadership Development
- 3) HR Service Excellence and Performance Improvement
- 4) Integrity and Accountability

To support these strategic outcomes in concrete and measurable terms, a set of ***Three year objectives*** were developed.

Component 1: EMPLOYEE ENGAGEMENT & RENEWAL

Strategic Direction:

- We are successful in recruiting a diverse workforce into multiple developmental career streams to meet the challenge of growing retirements.

- Employees progress within the organization through career development programs which support competency development and provide systematic, rigorous performance feedback and integrated learning opportunities.
- Employees develop a growing sense of affiliation with the department through opportunities to work within the organization and explore varied work assignments, within a culture that supports strong relationships among peer groups and regular mentoring, knowledge transfer and feedback from senior leaders.
- Employees are ambassadors of the organization, understanding its key strategic objectives, where they fit and how they might seek work within the organization that can further their development.
- Management and human resources professionals are working jointly on value-added people management outcomes, improving the workplace, reducing time to hire, supporting employee development, and effectively managing performance.

Three year objectives:

- ✓ IC is successful in meeting its annual recruitment targets of high-quality employees
 - 80% of managers are satisfied with the quality of their hires
 - IC branding successfully attracts new candidates
 - There is no gap in EE representation
 - Overall levels of VM recruits exceed workplace availability
 - All eligible employees complete written performance evaluation
- ✓ 30% of employees are assigned to career development programs
- ✓ Sectors implement comprehensive talent management strategies tailored to their needs
- ✓ A corporate approach to second language training is developed and implemented at IC
- ✓ Employee retention rate exceeds 85% across key IC occupational groups (AS, CO, CR, CS, EL, EN, ES, EX, FI, IS, PE, PM, SG, TI)
- ✓ Knowledge transfer mechanisms in place
- ✓ Increased access to mentoring
- ✓ Increased percentage of employees believe that in their work unit, the process of selecting a person for a position is done fairly
- ✓ Confidence in senior management to resolve concerns

Component 2: LEADERSHIP DEVELOPMENT

Strategic Direction:

- We actively manage our executive talent to ensure individuals have an opportunity to develop the range of job and management competencies required to sustain career progression including but not limited to a strong understanding of business management. Executives expect to stay in their jobs long enough to make a sustainable contribution, to be evaluated effectively and to develop their leadership competencies.
- We nurture the development of a diverse next generation of new executives largely from within the organization through a focus on targeted leadership development training, performance management training and support for second language training.
- We attract high-performing mid-career executives who have chosen Industry Canada in order to be challenged, develop and grow in their careers.
- We create an environment in which managers at all levels within the organization receive leadership development opportunities, and are well prepared and equipped to lead and engage their employees.

Three year objectives:

- ✓ All executives are regularly assessed on consistent results-focused deliverables and demonstration of leadership competencies

- ✓ High-performing executives are quickly identified and are being supported in their career development
- ✓ Building deep knowledge of business management issues is a developmental priority for executives and feeder groups
- ✓ Executives are supported in addressing and improving performance issues
- ✓ An increased number of IC executives and feeder groups participate in leadership development programs
- ✓ 10-15% of executive positions are filled on an acting basis
- ✓ Managers are supported in managing performance of non-EX staff
- ✓ Managers are supported in second language training
- ✓ IC EX inventory provides a pool of talent
- ✓ Increase in participation in leadership development
- ✓ Learning framework

Component 3: HR SERVICE EXCELLENCE AND PERFORMANCE IMPROVEMENT

Strategic Direction:

- The Human Resources Branch (HRB), as a service organization, moves in step with its clients. Speed of service and client satisfaction are seen as key enablers of the organization's success in delivering business value. HRB is recognized for its client-centered approach and performance-based culture. Compliance and other risk management advisory activity are seamlessly offered as only one dimension of service.
- HRB's knowledge of clients' business needs ensures value in recruitment and organizational design.
- Internal staffing is streamlined and simplified, allowing staffing resources to focus externally on the recruitment challenge.
- Productivity is improved through the use of automated workflow technology and increased self-service.
- A single system of record warehouses information on all people engaged by the department. This system efficiently enables multiple business processes across many functions.

Three year objectives:

- ✓ Performance against staffing, classification and compensation service standards is improved by 10%
- ✓ 85% of clients believe that staffing, classification and compensation services are satisfactory or excellent
- ✓ Comprehensive HRB Talent Management Approach to support learning, skill development, progression, retention, succession planning, etc.
- ✓ Increased knowledge of IC business to provide more strategic client-centered advice and to work in partnership with clients to resolve issues
- ✓ Advertised non-collective staffing processes are reduced by 20%
- ✓ 80% of work descriptions for incumbent positions for key occupational groups (e.g. EC, CO, CS, SG) are generic, leading to a reduction of complex classification actions by 30%
- ✓ Increased use of long term staffing strategies in department and sectors
- ✓ Improved process for non- complex staffing actions
- ✓ Improved process for the management of staffing pools to support efficiencies
- ✓ Business intelligence system for use of managers and HR staff
- ✓ PeopleSoft upgrade
- ✓ New organizational charting tool
- ✓ Improved data quality and integrity

Component 4: INTEGRITY AND ACCOUNTABILITY

Strategic Direction:

- Accountability framework, mechanisms and infrastructure are in place to ensure as well as demonstrate that people and people initiatives support the creation and maintenance of a competent, productive, sustainable, adaptable, and flexible workforce –
- Accountability to Canadians for managing our people well in order to deliver on our mandate.
- Accountability to human resources oversight bodies (e.g. PSC, OCHRO)
- Accountability to employees.

Three year objectives:

- ✓ The three year PMSRR is completed and annual action plan is implemented and communicated: A clear departmental vision and strategy for people management that promotes strategic, cohesive and integrated management of people resource
- ✓ A Measurement Framework assesses the progress of HR activities and programs against people management objectives and integrates the PCMAF
- ✓ Executive performance management is tied to strategic departmental people management outcomes
- ✓ SHRMC informs and IC Management sets direction for people management priorities
- ✓ IC receives acceptable or better in all people management related MAF and SMAF ratings
- ✓ Strategies are in place to address specific improvement areas identified by Central Agencies
- ✓ Senior Management are engaged in discussions and set direction in responding to employee feedback.

ANNUAL ACTION PLANS AND MEASURING PROGRESS

To ensure that IC works towards the achievement of the 3-Year Objectives, annual action plans set out key HR activities with progress measured and evaluated at the end of each year. From this point, the following year's priorities and action plans are developed (see Annex B).

- Year 1 Action plan: covers period from April 2009 to March 2010. Please see Annex C for the [Year 1 Action plan](#), as well as the [progress report on Year 1 Action plan](#).
- Year 2 Action plan: covers period from April 2010 to March 2011. Please see Annex D for the [Year 2 Action plan](#) as well as [progress on the Year 2 Action Plan](#).
- Year 3 Action plan: covers period from April 2011 to March 2012

PMSRR YEAR 3 ACTION PLAN (2011-2012)

Approved by the IC Management Committee on May 11, 2011, Year 3 Action Plan was based on an assessment of progress of the Year 2 Action Plan, a review of progress against the 3-Year Objectives, and a comprehensive workforce analysis. It is the last annual action plan of the 3-year PMSRR and will help set the ground work for the development of another, new 3-year strategy which will be effective April 2012.

EMPLOYEE ENGAGEMENT AND RENEWAL

IC will focus on 4 key areas for 2011-2012:

1) PS Employee Survey 2011

The Public Service Employee Survey (PSES) 2011 will be officially launched on August 29, 2011. The PSES measures the level of employee engagement across the public service, and will provide valuable information on the perceptions held by employees, their concerns, their issues, and provides senior management with a solid identification of areas for improvement.

Activities will include communications to all employees to raise awareness of the survey, coordination of roll-out and ensuring infrastructures (e.g.: IT needs) to support the PSES are in place. Analysis of results and identification of key areas of focus for possible action will inform the next PMSRR and sector HR plans and activities.

2) 2011-2012 IC Resourcing Strategy

The 2011-2012 IC Resourcing Strategy will permit IC to determine/review key departmental internal or external staffing and resource allocation strategies to meet current and future skills, capacity needs, measure and report progress/variance against objectives at year end, and to identify lessons learned in terms of new strategies for the following year.

3) Employee Development

In 2011-2012, IC will focus on the planning and support for the development of recently hired recruits to working level, on support for development of existing staff recognizing new budget restrictions, on creating and maintaining clear requirements for progression and on simplifying internal staffing processes where possible.

Sector activities related to employee development will include:

- Support for on-the job training and development for junior levels;
- Continued support of development of existing staff in key competencies and to take on new challenges in critical areas of work;
- Continued use of selected development programs; and
- Exploring opportunities for collaboration among IC EC development programs.

4) Student Action Plan

In keeping with the objectives of the Clerk's Renewal Plan, IC has established and will continue to use its' Student Action Plan to reach out to potential future employees, and to maintain IC's reputation as an employer of choice. The Student Action plan includes items such as: the bridgeable student database, lunch and learn sessions, a student network, student orientation sessions and a student exit questionnaire.

LEADERSHIP DEVELOPMENT

IC will focus on 4 key areas for 2011-2012 that will include:

1) Executive Learning Initiative

The Ivey executive learning initiative is a curriculum specifically tailored for IC executives, intended to provide deep knowledge of business management issues and to meet IC business learning needs.

2) Executive Talent Management

IC will continue to support Talent Management strategies that will help inform IC's investments in executive learning and support the identification of development and advancement opportunities.

For example, in 2011-2012, IC will support various initiatives such as the development of leadership competencies, strategic succession planning, facilitate on-boarding orientation on key business and people management priorities, management and government structure, and values and ethics. Activities will include: talent management committee discussions, 360 feedback assessments, course curriculums, talent with respect to capacity and learning needs, succession planning and employee development.

3) EX Feeder Leadership Development Roadmap

Completed in 2010, the "Roadmap" responds to a need identified by both employees and senior management for a leadership learning framework which employees can use to better prepare themselves for future opportunities. It provides guidance to enable users to identify and assess their current experience, knowledge and leadership competency gaps. While the roadmap is primarily designed for aspiring executives, it can be used by anyone desiring to enhance their management and leadership competencies. The expected outcome for users is that they will be better prepared for potential executive responsibilities.

4) Talent Management for non-EX

Continued focus on longer term planning and management of our existing talent at the sector level and within functional groups.

Succession Planning

- Sectors, as part of their HR plans, will continue to target key groups for succession planning and report on progress at year end (e.g.: SG-PAT, TI).
- Functional leads to continue HR/Succession planning for functional communities such as CS, FI, PG AS (finance and admin), PE and IS.

iKnow

- To facilitate knowledge transfer, IC has developed an electronic knowledge transfer tool called "*iKnow*", which was designed to capture essential information pertaining to each sector-identified strategic or operationally critical position at Industry Canada. Completed *iKnow* profiles contain information that includes current job responsibilities and duties, project descriptions, contacts, helpful resources, required and beneficial training and personal insights.

HR SERVICE EXCELLENCE AND PERFORMANCE MANAGEMENT

Under "HR Service Excellence and Performance Improvement", in addition to initiatives such as the HR Express roll out, a service standards review and pay consolidation, IC will focus on 2 key areas for 2011-2012:

1) Collective Staffing

IC will continue to use collective staffing as an efficient and effective method of staffing positions.

To facilitate the use of existing staffing pools, and in response to clients who have requested easier access to potential and existing pools of candidates, IC has created a staffing pool management tool to assist managers in finding potential candidates to fill future positions.

2) Classification Services Streamlining

In 2011-2012, IC will see the implementation of a client-oriented approach focussing on 3 key areas:

- 1) Efficiency and Speed: to decrease inventory of vacant and inactive positions, and move towards generics for new positions, review and updates and reorganizations
- 2) Reduction of HR Burden: through streamlining of approvals and further delegation of decision making for low risk transactions.
- 3) Simplification: Consolidated service delivery channels to include easy to understand "how to" information on intranet and to initiate and track requests on-line.

INTEGRITY AND ACCOUNTABILITY

1) Official Languages Action Plan

Industry Canada's 2011-2014 Official Languages (OL) Action Plan will ensure that IC is a leader in meeting federal OL requirements and obligations for all IC employees and the Canadians we serve. For 2011-2012, a set of expected results, identification of a lead, and measures of success have been developed across 5 key components.

2) People Management Reporting

IC will continue its focus on internal monitoring and reporting to support effective people management decision making at the senior level. Annual performance, service standards, and workforce demographic reporting will continue to set the foundation for establishing our current state, for measuring the progress we are making on stated people management objectives and to help in setting current and long term priorities.

IC will continue to gather the necessary information throughout the year to enable us to report on central agencies requirements (e.g. Management Accountability Framework (MAF), Staffing Management Accountability Framework (SMAF), the Report on Official Languages, etc) and to use this information to inform the priority setting as appropriate.

3) PSC Entity Audit of Staffing

In preparation for the Public Service Commission's audit on Industry Canada's staffing practices, IC conducted its' own internal staffing audit in 2010. Following the findings of our internal audit, an action plan was developed and will be implemented in 2011-2012 in preparation for the PSC audit.

4) Leadership Accountability for People Management

Direct Reports to the Deputy Minister will be required to identify specific and measurable people management priorities aligned with PMSRR. Executive performance management agreements will continue focus on alignment with PMSRR priorities.

5) Renew PMSRR for 2013-2014 to 2016-2017:

IC will develop a new 3-year Strategy for People Management, and will include a further identification of people management measures and indicators in alignment with TBS People Management Framework and MAF.

ANNEXES

- A: Backgrounder information
- B: PMSRR Overview Chart
- C: Year 1 Action Plan and Progress
- D: Year 2 Action Plan and Progress
- E: Proposed Year 3 sector activities (2011-2012)
- F: References

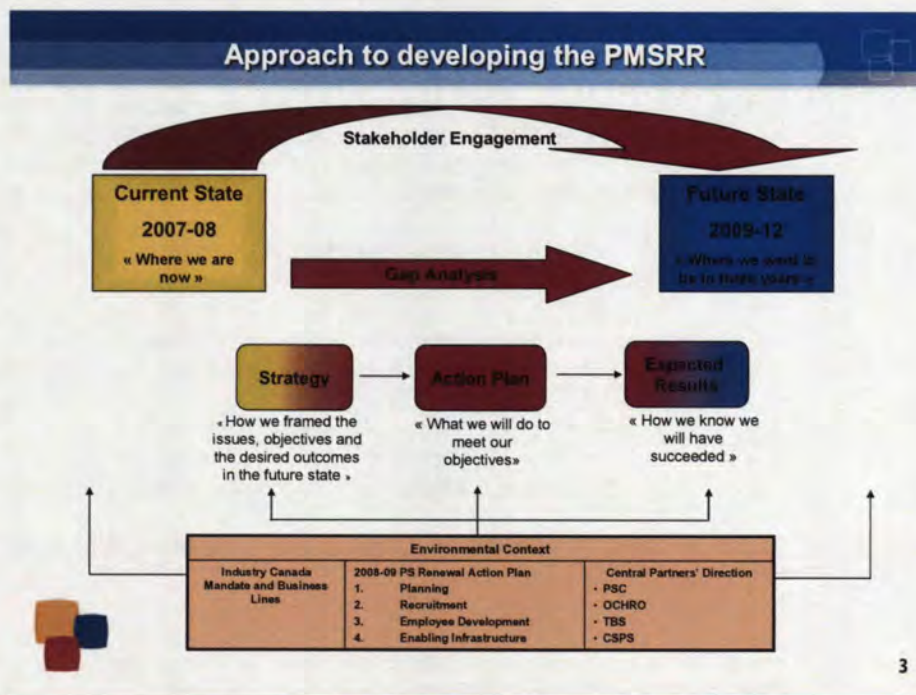
ANNEX A: BACKGROUNDER INFORMATION

Why this strategy was developed

Beginning in 2008, Industry Canada (IC) felt that there was a need for a department-wide strategy to govern the way the department manages its people. At this time, IC did not have a strategy that would incorporate the management of people at a departmental level – people management and human resources planning were done mostly in the sectors without consideration of how common issues and strategies would be addressed at a departmental level. In addition, IC wanted to have an overarching strategy that could link key initiatives, set direction across sectors to support the movement towards increased governance by deputy heads, as well as achieving PS Renewal and the government's overall transition from "Personnel" to "Talent Management". Thus, a department-wide level strategy governing management of human resources was required.

How it was developed

Based on the need for a comprehensive people management plan that would span the department as a whole, IC wanted an overarching strategy that could link key initiatives, set direction across sectors to support the movement towards increased governance by deputy heads. Based on a comprehensive analysis of demographic data from IC's [Annual Human Resources Performance Report](#) as well as quarterly workforce profile data, areas of focus were identified and the key elements of the Strategy were designed to address these issues.



Consultations

Consultations with departmental managers and employees took place from September 2008 to March 2009. Among the groups consulted were:

- IC Senior Management Committee (MC)
- Strategic HR Management Committee (SHRMC)
- Departmental Audit Committee
- IC Manager's Network
- Employment Equity and Diversity Advisory Committee

- Various sector management/HR committees
- Executive Leadership Conference
- Labour Management Consultation Committee
- HRB Executive Committee and all-staff
- Regional HR Network

Establishment of Annual Action Plans

Each fiscal year would have an action plan to support the objectives and desired outcomes in the future state, and the action plan would be reviewed annually to gauge progress against the three year objectives. For the first year, IC would identify corporate and sector-based work that would support the strategy in years two and three, set people management priorities for departmental business plan and sector HR Plans as well as engage sectors to align their activities with the PMSRR. Senior management would be kept updated on progress and status of the PMSRR objectives via senior level management meetings such as HRB Executive, SHRMC, and MC.

Year 1 Action plan: April 2009 to March 2010
 Year 2 Action plan: April 2010 to March 2011
 Year 3 Action plan: April 2011 to March 2012

Governance

In terms of governance regarding plan development and progress, recommendations and advice are provided by the Strategic Human Resources Management Committee (SHRMC)¹ and ultimately approved by Management Committee (MC).

Accountability

Although the success of the PMSRR depends on the contribution of all managers and employees across IC, Sectors Heads are accountable to the DM for identifying key HR issues and plans aligned with the PMSRR priorities and all executives are accountable for managing their people in alignment with the PMSRR. Ultimately, accountability rests with the Management Committee.

Role of Sectors

Through their sector human resources plans Sectors play a key role in the success of the PMSRR by:

- Identifying human resources issues and strategies for consideration and by developing and implementing action plans and activities in support of achieving goals of PMSRR;
- Sectors actively engage employees by communicating the contents of their HR plans and linking these to the overall departmental PMSRR.

Reporting and Monitoring Framework

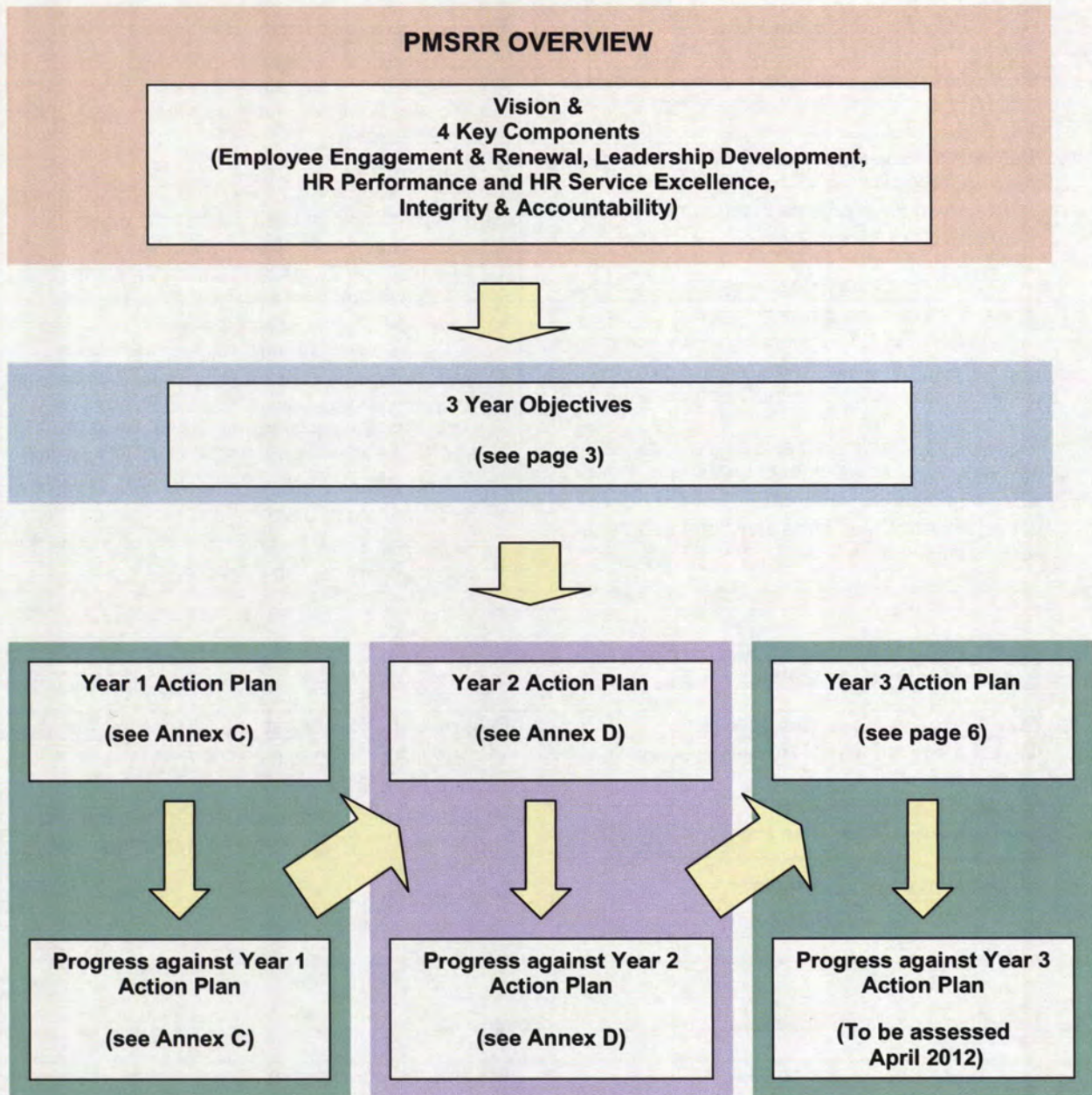
Reporting on progress of the annual action plans regularly at SHRMC, MC and in annual performance reports.

PMSRR Internet Site

For more detailed information about the PMSRR, please see the following link:
http://icweb.ic.gc.ca/eic/site/hr-rh.nsf/eng/h_00597.html

¹ <http://wiki.ic.gc.ca/display/TOPICS/Strategic+Human+Resources+Management+Committee+%28SHRMC%29>

ANNEX B: PMSRR OVERVIEW CHART



ANNEX C: YEAR 1 ACTION PLAN & PROGRESS MADE

1. Employee Engagement and Renewal

Year 1 - Corporate Action Plan	Progress made against Year 1 Action Plan
<ul style="list-style-type: none"> •Ensure corporate presence at government-wide career fairs and continue to enhance departmental branding •Implement a talent management framework and measure progress <ul style="list-style-type: none"> • Develop and implement departmental stay surveys for new recruits and exit interviews for departing employees • Enhance departmental orientation, develop and implement onboarding tools • Develop and implement non-EX performance management framework • Develop and implement Corporate Knowledge Transfer Program •Develop and implement at least two new sector-based employee development programs •Enhance mentoring program •Develop and implement a corporate approach to second language training 	<ul style="list-style-type: none"> ✓ Increased marketing and branding: Public Notice campaign; improved Career's website; Employee Ambassador Program; NCR top 25 employer; ✓ Recruitment: 3 Gov't-wide career fairs; U of O, Carleton fairs; Campus Speaker Series pilot; 190 post – secondary recruits, Bridgeable Student database; Student Exit questionnaire and Student Orientation session pilot ✓ Talent management framework Enhanced departmental orientation; Welcome receptions for post-secondary recruits; Stay surveys for new recruits; Exit interview pilot; Non-EX performance management framework development; "I Know" -Corporate Knowledge Transfer ✓ New/ revamped development programs SIS, CMB, HRB, IS, OCA (participation rate 4%) ✓ Enhanced mentoring program

2. Leadership Development

Year 1 - Corporate Action Plan	Progress made against Year 1 Action Plan
<ul style="list-style-type: none"> •Develop and launch EX Business Knowledge Development Program •Enhance EX PMP process •Implement EX Orientation Program •Provide managers and executives with tools and training to manage performance 	<ul style="list-style-type: none"> ✓ Executive Learning Initiative (Ivey) – 50 participants ✓ Improved EX performance mgmt regime and extended to senior excluded unrepresented managers ✓ Tools and training to managers and executives to manage performance

3. HR Service Excellence and Performance Improvement

Year 1 - Corporate Action Plan	Progress made against Year 1 Action Plan
<ul style="list-style-type: none"> •Develop and implement orientation of HR Community to increase knowledge of departmental business •Establish a Fast Track Staffing system to process low complexity staffing actions •Increase the use of collective staffing •Upgrade PeopleSoft HRMS to Version 8.9 •Implement HR Data Governance / Data Quality Program 	<ul style="list-style-type: none"> ✓ Compensation service standards ✓ HR Express Pilot – for low complexity staffing actions ✓ Upgrade PeopleSoft HRMS to Version 8.9 Implement ✓ HR Data Governance / Data Quality Program HR

4. Integrity and Accountability

Year 1 - Corporate Action Plan	Progress made against Year 1 Action Plan
<ul style="list-style-type: none">•Work in partnership with CAS to improve integrated planning•Measure the progress of HR activities against identified HR priorities of the PMSRR•Executive performance agreements are linked to the PMSRR•Continue to analyze departmental PSES 2008 results and make changes to PMSRR as required to ensure the Strategy addresses key issues•Analyze MAF Round VI relating to people management and identify areas for improvement•Analyze 2008-09 Departmental Staffing Accountability Report feedback from PSC and identify areas for improvement	<ul style="list-style-type: none">✓ Conducted analysis of PSES 2008 results to inform HR planning and people mgmt priorities and took concrete actions to address results✓ Overhaul & realignment of dept'l integrated planning cycle, processes and tools;✓ Executive PMA linked to the PMSRR✓ Integrated plans at dept'l & sector level align with PMSRR and business objectives✓ Measured the progress of HR activities against identified HR priorities of the PMSRR through HR Annual report and sector reporting against HR Plans✓ MAF Round VI results and 2008-09 Departmental Staffing Accountability Report actions to address improvement areas underway

At the end of Year 1 (2009), IC was well positioned to continue work towards achieving the 3 year objectives of the PMSRR.

ANNEX D: YEAR 2 ACTION PLAN & PROGRESS MADE

1. Employee Engagement and Renewal

Year 2 - Corporate Action Plan	Progress made against Year 2 Action Plan
<ul style="list-style-type: none"> Targeted presence at post-secondary institutions through Campus Speaker Series and outreach activities 	<ul style="list-style-type: none"> ✓ Reduced emphasis based on recruitment plans ✓ Competition Bureau conducted 11 sessions across Canada
<ul style="list-style-type: none"> Enhance support of IC students through orientation, learning activities and tools for managers 	<ul style="list-style-type: none"> ✓ 4 Student Orientation sessions ✓ 11 Lunch and Learns ✓ Results of Fall Student Exit Questionnaire compiled ✓ Student Wiki page updated to give more information on student recruitment.
<ul style="list-style-type: none"> Increase participation in employee development programs and ensure greater collaboration/cross-pollination across sectors to simplify internal staffing processes and provide opportunities for varied work assignments 	<ul style="list-style-type: none"> ✓ Delayed to 2011-12 in order to provide increased WFA support to sectors.
<ul style="list-style-type: none"> Employee Recognition - Renew the program in support of employee engagement and retention 	<ul style="list-style-type: none"> ✓ Completed a review of the departmental Awards and Recognition program which has provided improved support to the Champion, increased visibility of the program, proactive promotion of awards, and launched the new DM Award of Merit.
<ul style="list-style-type: none"> Employment Equity- Develop new tools, training & events to support managers & employees in order to increase engagement of members of employment equity groups and representativeness in IC workplaces 	<ul style="list-style-type: none"> ✓ Employment Equity Quarterly Reports with Sector/Branch specific information provided to all DM Direct Reports. ✓ Renewal of the Employment Equity and Diversity Advisory Committee membership. ✓ List of Canadian universities created with their employment equity and diversity associations to help in targeted recruitment activities. ✓ Monitoring process on selection processes posters.
<ul style="list-style-type: none"> iKnow Pilot - Assess and implement department-wide to ensure corporate knowledge transfer 	<ul style="list-style-type: none"> ✓ Wiki tool developed to capture key position information to ensure corporate knowledge transfer within Department.
<ul style="list-style-type: none"> Employee Exit Questionnaire- Assess and launch dept-wide to inform/ improve people management practices 	<ul style="list-style-type: none"> ✓ Launched in November 2010 – results to be reviewed in May/June 2011.

2. Leadership Development

Year 2 - Corporate Action Plan	Progress made against Year 2 Action Plan
<ul style="list-style-type: none"> Three stream executive talent management process in support of succession planning and career progression for executives at the EX-01 to EX-03 	<ul style="list-style-type: none"> ✓ 3 EX-01 TM Committee meetings held followed by Sector Heads discussions in March. ✓ Talent Management Process for IC EX-02/EX-03s meeting held in October 2010 and January 2011. Senior executives agreed a group of executives at the EX-02/EX-03 level would benefit from a 360 degree feedback assessment. May 2011 start date. ✓ IC specific EX-02/EX-03 competencies developed and posted on the IC Wiki.

2. Leadership Development - Continued

Year 2 - Corporate Action Plan	Progress made against Year 2 Action Plan
<ul style="list-style-type: none"> EX orientation guide to help new executives understand their new role at IC 	<ul style="list-style-type: none"> ✓ Orientation Guide to support on boarding of new executives completed.
<ul style="list-style-type: none"> Executive Learning initiative to target 50 participants 	<ul style="list-style-type: none"> ✓ 100 employees participated (executives, non-executives and executives from other departments).
<ul style="list-style-type: none"> Develop 1-day "Fellows" pilot to complement learning for Executive Learning 	<ul style="list-style-type: none"> ✓ May 2011 session cancelled.
<ul style="list-style-type: none"> Executive Development Roadmap to identify learning opportunities available to IC executives 	<ul style="list-style-type: none"> ✓ IC has identified a short list of learning opportunities available to support executive leadership development at the EX-01, EX-02 and EX-03 levels. ✓ Specific skill sets including: (1) business knowledge, (2) leadership skills, (3) public administration and policy development, and (4) management skills.
<ul style="list-style-type: none"> EX feeder development initiative to better prepare the next generation of IC executives 	<ul style="list-style-type: none"> ✓ Executive Mentoring Pilot - Developed draft framework to offer the opportunity to match new EX-01s to IC with a seasoned IC executive, forming a mentor/mentee relationship. ✓ Roadmap and tools launched in March

3. HR Service Excellence and Performance Improvement

Year 2 - Corporate Action Plan	Progress made against Year 2 Action Plan
<ul style="list-style-type: none"> Fully qualified pools for entry level positions (e.g.: AS-01, AS02, etc) to speed up recruitment process 	<ul style="list-style-type: none"> ✓ AS-01 process: pre-qualified pool of candidates available to fill indeterminate and term requirements. ✓ AS-02 Process launched mid-Feb, 2011 with pool availability June 30, 2011. ✓ AS-03 process delayed and to be launched in July 2011 if sector input identifies need ✓ A Pool Management Tool for managers to access planned and in-progress staffing processes and pools launched February 14.
<ul style="list-style-type: none"> HRB Service delivery improvement initiatives: <ul style="list-style-type: none"> HR Express Streamlined service delivery model Further delegation of classification authority More focussed service standard reporting and analysis to improve decision making 	<ul style="list-style-type: none"> ✓ HR Express in final steps of completion ✓ HRMS to self-service capability completed ✓ Online service request enabled ✓ More proactive client engagement with respect to reorganizations ✓ Established regularly scheduled evaluation committees to help reduce wait times ✓ Development of 3-prong initiative for implementation in 2011-12 ✓ Developed streamlined approach to reporting on performance against standards to senior management. 2009-10 results were presented to MC in December 2010
<ul style="list-style-type: none"> Improve compensation and benefits' intranet presence 	<ul style="list-style-type: none"> ✓ Partially completed; full delivery will be delayed until next fiscal
<ul style="list-style-type: none"> Improve Employment Equity self-identification process by automating and streamlining data capture 	<ul style="list-style-type: none"> ✓ Launch completed
<ul style="list-style-type: none"> In-house Second Language Evaluations: reading & writing 	<ul style="list-style-type: none"> ✓ Since April 2010 Administered over 692 SLE tests within less than one week of request ✓ Wait time reduced for testing from 2-4 weeks to 1-4 days

4. Integrity and Accountability

Year 2 - Corporate Action Plan	Progress made against Year 2 Action Plan
<ul style="list-style-type: none"> Continue to integrate HR planning into business planning focussing on strategic decision-making and reporting on results. 	<ul style="list-style-type: none"> ✓ Discussion of HR priorities on Year 3 Action Plan of PMSRR underway with SHRMC and sector management teams ✓ Consultation/engagement of SHRMC and sector management teams in discussion of results, workforce and development of HR priorities for 2011-12 at IC and sector level. ✓ Workforce demographic profiles training were done. ✓ HR advisor were trained to be able to advise sector. ✓ Sector and corporate PMSRR plans incorporated into the integrated business plan, RPP, DPR and CRP.
<ul style="list-style-type: none"> Review IC's HR policies to respond to TBS' Employer Policy Review initiative ensuring IC policies are aligned with PMSRR objectives, new HR Governance, and Web of Rules initiative. 	<ul style="list-style-type: none"> ✓ Delayed until next fiscal
<ul style="list-style-type: none"> Measure the progress of HR activities against identified HR priorities of the PMSRR - phase 2 	<ul style="list-style-type: none"> ✓ Report on Year 1 Action Plan activities included in HR Annual Performance Report. ✓ Report against Year 2 activities and progress against the 3-Year Objectives completed and shared with senior management.
<ul style="list-style-type: none"> Analyze MAF Round VI and 2009-10 Departmental Staffing Accountability Report and identify areas for improvement 	<ul style="list-style-type: none"> ✓ 2009/10 DSAR and MAF Round VII areas of improvement identified and built into 2010/11 HR activities (HR planning, visible minority representation, commitment to formal training). ✓ 2010/11 DSAR submitted in February (results to be released in summer 2011). ✓ Preliminary results for MAF Round VIII released- People Management AoM received rating of acceptable overall.
<ul style="list-style-type: none"> Develop/ implement departmental values & ethics code 	<ul style="list-style-type: none"> ✓ Draft Values and Ethics Code in final stages of consultation and will be ready to be launched following finalization and implementation of TBS Code for PS.
<ul style="list-style-type: none"> New agreement for Direct reports to DM that identify specific and measurable people mgmt priorities 	<ul style="list-style-type: none"> ✓ PMAs for direct reports to the DM due May 3, 2011.
<ul style="list-style-type: none"> Continued focus on other EX PMAs aligned with PMSRR 	<ul style="list-style-type: none"> ✓ EX PMA template continue to refer to PMSRR

ANNEX E: PROPOSED YEAR 3 SECTOR ACTIVITIES* 2011-2012

* based on October 2010 information gathered from *Table 9 – HR Strategies*, from of IC's 2011-2012 Integrated Planning Process

Employee Engagement and Renewal

Sector	Activity
AEB	<ul style="list-style-type: none"> Contracting resources. Participate in the new TBS EC collective staffing initiative. Hire students through CO-OP and FSWEP and use bridging mechanisms for AS and EC positions.
CAS	<ul style="list-style-type: none"> Annual two-day FI Conference which brings together the community to address key issues and enhance working relationships. Weekly staff meetings and regional conference calls to increase knowledge sharing and communication Monthly information sessions to all staff. Expand the use of the IC Wiki to encourage knowledge and information sharing among employees. Provide CAS employees with second language training.
CB	<ul style="list-style-type: none"> Conduct the usual Fall University Recruitment campaign in 2011. Majority of CO-01 positions will be staffed via an external advertised process or an external advertised process (e.g. bridging). Continue to hire students through FSWEP and co-op assignments. Continue to offer the rotation program every three years. Workplace, Harassment Prevention training. Remind and support managers in promotion the Department's "Harassment Prevention Program" to their employees. Promotion by EE champion and an OL champion of issues and activities related to these areas.
CIPO	<ul style="list-style-type: none"> Evaluate and report on the effectiveness of existing strategies in place to ensure solid administrative capacity. Build current and future competencies and skills by delivering a number of programs and services through our Learning, •Development and Recognition Programs. These include: the Official Languages Development Program, Language Coaching, Mandatory Training, Corporate Learning Activities, and the Employee Orientation Program.
CMB	<ul style="list-style-type: none"> Monitor developments and communicate changes as they develop to managers responsible for staffing, recruitment, budgets and resources. Leverage priority lists to staff and recruit where possible. Revisit service standards to minimize any impacts. Special assignments and acting positions will be given to employees to help fill gaps IS Professional Development Program (ISPDP) – Designed to strengthen and develop employee skills, help them advance to the next level, recruit and retain.
CMB	<ul style="list-style-type: none"> Staff vacant key/critical positions internally wherever possible. Actively recruit students whose studies are related to communications and public affairs. Both the FSWEP and Co-op program will be used with bridging as a possible option. Try to staff positions through internal competitions within the Branch, the department and the government. External advertised staffing processes to create pools of qualified candidates. Secondments into CMB will be used where possible. Unanticipated vacant positions can be staffed on a temporary basis by appointing casual or term employees.

Continued...

Sector	Activity
CMB (Continued)	<ul style="list-style-type: none"> • Promote from Within CMB – Draw upon CMB's existing pool of talent to develop them in additional areas of expertise and for advancement purposes. Opportunities for special assignments, acting and stretch projects (with appropriate coaching) will be provided for these purposes. • Language Training – CMB provides language training off-site and in-house (both one-on-one and group formats). • Promote the use of both official languages in daily work, in serving clients and during meetings. • Directorate-organized training sessions – Professional development of CMB employees within a specific Directorate focusing on a key area of communications related to the Directorate. • Branch-sponsored training and development sessions – Professional development of CMB employees on a topic relevant to the majority of the branch. • CMB Orientation Program and CMB Procedures Manual – Developed as working tools to help employees understand how CMB works. • Branch retreats – Updates all branch staff on government, departmental and branch priorities, and promotes collaboration, networking and fresh approaches to shared issues and opportunities. • Communities of Practice – Employees are encouraged to participate in communities of practice for their specialty communications area. • Flexible work arrangements (telework, compressed hours) • Awards and recognition
HRB	<ul style="list-style-type: none"> • Staff vacant key/critical positions internally wherever possible. • Continue to support the development of employees to take on new roles as they arise. • Reallocate existing staff to key identified and emerging priorities. • HRB has developed an integrated and competency-based approach to talent management (TMA) which includes regular and systematic assessment of talent, more rigorous performance management, and a more structured and transparent approach to career progression.
IS	<ul style="list-style-type: none"> • Continue to emphasize learning and development opportunities with respect to OL. • Continuous employment of the IS OL Program and Annual OL initiative. • Continue language training. • Use of other tools and initiatives (IS Second Language Mentoring project, Antidote Software Project, ISYPN). • Continue to provide in-house financial analysis and literacy training courses ("Briefing Notes" training, "How Ottawa Works" session, etc.). • EC and CO Career Progression Programs will contain a learning and training component to obtain necessary competencies. • New employees will attend E131 course (Orientation to the PS). • Employees will be required to develop a Learning and Career plan with their managers. • Allow employees 5 days of learning, training and development per year or equivalent • Use of ISYPN as a platform for learning • The majority of EC-02 and CO-01 positions will be staffed via an external advertised process or an external non-advertised process. • Continue to hire students through FSWEF and co-op assignments. • Student Bridging • The majority of EC-04, EC-05, EC-06 and CO-02 positions will be staffed using an internal non-advertised process. • Where specific skills are sought, will use advertised competitive processes to attract employees from within IC, OGDs and the private sector.

Continued...

Sector	Activity
IS (cont'd)	<ul style="list-style-type: none"> • Assignments and/or deployment opportunities will be utilized to address specific operational gaps and/or provide employees an opportunity to develop skills. • Continue the EC Career Progression program for EC (Jan 2010) and CO (planned for early 2011). • Continuous targeted recruitment efforts for designated groups and promoting awareness of EE and Diversity issues. • Discuss areas of under-representation at the senior management table on a bi-annual basis. • Continue to support multicultural and diverse workplace by promoting and participating in multicultural events (i.e. Diversity Days). • May use Federal Internship Initiative for Newcomers as a mechanism to provide work experience to visible minority university students.
OCA	<ul style="list-style-type: none"> • EC-04 to EC-06 positions will be staffed via an internal non-advertised process through an approved departmental progression program. • Hire university and college students through FSWEP and may also hire students through the CO-OP program, targeting universities and colleges across Canada for students from both types of programmes. • The sector may use the bridging mechanism to appoint talented post-secondary graduates into term or indeterminate positions for entry-level EC, IS, or AS positions.
RO	<ul style="list-style-type: none"> • Continue to partner with other government departments to allow employee's greater access to training • Through personal learning and career plans, staff will be encouraged to maintain their language with desired language training. • Work descriptions will be updated in order to assist in the recruitment of strong employees. • Focus on retention will be given by encouraging work life balance, providing assignment opportunities and supporting employees. • Every employee within the Sector will have the opportunity to prepare and work with his or her manager to implement an individual learning and career plan • Private firms who specialize in a particular subject area will be contracted to deliver training. • Opportunities for stretch assignments, exchanges and rotations will be given to gain experience and provide learning opportunities to staff. • Opportunities for training will include on-the-job training and work related courses or conferences/seminars. • Executives will be encouraged to attend the IVEY School training program when appropriate. • Continue to consider employment equity information in all future hiring decisions in order to maintain representativeness on both a regional and national level. • We will continue to support a multicultural and diverse workplace by promoting and participating in multicultural events such as Diversity Days. • Improve performance management through orientation and training, leading to an environment of positive re-enforcement, corrective feedback and a "no surprise" performance feedback assessment. • Implement a standard approach for retention of performance management documentation.

Continued...

Sector	Activity
SBTMS	<ul style="list-style-type: none"> • Pools of qualified candidates will be established with each TI staffing action. • MC will approach community colleges and CEGEPs to expand on its recruitment approaches. • Build strong tools and supports for managers and employees to maximize investment in learning • Organization will continue to develop the competencies and talent of staff to continue to be more efficient and performing. • CC will identify horizontal training and learning needs to offer general development courses to strengthen the competencies of employees. • CC will continue to offer non-statutory part-time language training to employees interested in developing or increase their language knowledge. • CC will build tools and develop HR initiatives based on competencies and that integrate all HR practices to support organizational goals and increase • Provide training to managers to integrate competencies in the PLP process. • Training modules are being developed and training will be provided to staff before Act comes into force. • Ongoing collective staffing process for PM-01s will be launched to create and maintain a pool of potential candidates. • Bridging of students meeting the requirements of vacant positions and interested in starting their career at CC at the end of the studies will help address the situation. • Implement a formal employee development program (modelled after the one used in the Strategic Policy Sector) to provide career progression for employees in the EC group. • Utilize career progression plan to advance research, policy/project management staff within the EC category. Explore opportunities to formalize it by getting HRB recognition of the plan. • Tailor work and work opportunities to ensure employees are challenged and find satisfaction in their job. • Participate in post-secondary recruitment exercises and make full use of student hiring and bridging programs. • Create or update position descriptions to capture current and/or new responsibilities. • Create and staff positions either from within or from without, depending upon competencies required and available skills within SBTB. • Encourage employees to apply for language training as provided in the Branch's Second Language Training Policy. • Using post secondary recruitment initiatives including COOP and FSWEF programs and bridging for both short term and long-term staffing need. • Fully utilize staffing flexibilities. • Develop internal talent and recruit new expertise • Apply ORO competency profiles developed for all CS levels, tailor learning plans accordingly.
SIS	<ul style="list-style-type: none"> • Encourage the use of flexible work teams, particularly when there is a need to respond quickly to pressures, giving staff opportunities to work on different files and collaborate with different colleagues • Improve communications among managers and staff on job openings, development opportunities • Provide priority to placement of KIP indeterminate staff in response to vacancies in other areas of the sector, reflecting both KIP operational requirements and skill/experience requirements of vacant positions. • Track monthly hires, departures and planned staffing and communicate these to Senior Management

Continued...

Sector	Activity
SIS (cont'd)	<ul style="list-style-type: none"> • Encourage cross-sector collaboration to target candidates and create pools of candidates, and increase representation of Employment Equity groups, where applicable. • Prepare financial and employee development plans that balance tight budgets with skills development and talent retention. • Promote use of both official languages in meetings and general discussions ("work in French") • Promote opportunities for learning, practicing and maintaining linguistic skills through on-line resources, IC's OL Mentoring, SPCS OL Resource Centre and through blended learning options • Continue to support the Young Professionals Network (YPN) and implement measures to address recommendations from the YPN 2010 Report on Feedback to Management on Workplace Issues, including understanding the "big picture", increase knowledge sharing across the sector, and support for mentoring and assignment opportunities. • Hold sector-wide events to promote well-being and collegiality (i.e. Sector Focus Day, Diversity Day).
SPS	<ul style="list-style-type: none"> • Maintain a network of top talent among former SPS employees • Conduct focused recruitment of candidates with potential for advancement according to staffing needs • Manage the recruitment and development of AS employees • Foster a work environment that is supportive and engaging • Analyse the results of employee surveys, YPN retreat results and use these to guide sector initiatives and measure progress • Hold sector-wide events (like Diversity Day) to promote well-being and collegiality.
SITT	<ul style="list-style-type: none"> • Partner with other sectors on joint recruitment events to bring in talented employees looking for developmental opportunities. • Develop Career Progression Framework or developmental programs for ENG and consider a similar program for CS. • Consider partnering with other sectors for talent development and career progression program for EC. • Continue using the Research Scientist Career Progression Program. • Enrol new EL recruits in the Spectrum Management Officer Development Program. • Continue to capitalize on specialized knowledge and skills through the Emeritus Program and Distinguished Alumni Program (SERES). • Ensure every employee, including students, has a Personal Learning Plan and that the plan is implemented. • Analyse training needs at the sector level and assess the possibility of providing Sector level training. • Focus on talent management and the required skill sets that would support the sector in achieving its strategic goals and ensuring business continuity. • Assess the need for a full-time language training program in SITT. • Continue to provide in-house part-time language training (where possible) • Consider the use of internal non-advertised processes • Encourage managers to identify organizational needs in their staffing processes. • Encourage voluntary self-identification and use of PeopleSoft application once it is put in place • Support the activities of the SITT EE and Diversity Committee – which was put in place in June 2010 – and encourage participation in events embracing diversity. • Coordinate and liaise with the departmental EEDAC to raise awareness of EE & Diversity, its meaning, implications and benefits to the Sector.

Leadership Development

Sector	Activity
AEB	<ul style="list-style-type: none"> • Develop succession plans and strategies, and promote knowledge transfer within AEB • Employees will continue to develop PLPs which will be discussed and approved with the direct manager
CAS	<ul style="list-style-type: none"> • Mandatory and developmental training sessions, organized by CAS, are offered on-site by CSPS
CB	<ul style="list-style-type: none"> • Develop and implement a plan for transferring knowledge (i.e. toolbox, documented diaries, written descriptions, acting assignments, job shadowing, coaching and mentoring) • Organize a presentation by EE and Diversity unit of IC for Bureau senior managers, to familiarize them with EE objectives and current issues. • Identify key positions within the Bureau. • Ensure all managers are accountable for the prevention of harassment and discrimination by including performance indicators in their agreements along with other commitments related to EE and us of OL.
CIPO	<ul style="list-style-type: none"> • Continue to build leadership capacity for targeted employees (EX -01 and EX minus 1) through the Executive Leadership Development Program. • Ease the integration of new managers (EX -01 and EX minus 1) to CIPO, and create potential career growth opportunities through coaching and mentoring • Develop and communicate a succession planning process to provide employees and managers with the development courses and experience options that are required to provide a foundation in the basic competencies developed by TBS for supervisors, managers and executives. • Examine the appropriateness of the existing HR related performance indicators.
CMB	<ul style="list-style-type: none"> • IS Professional Development Program (ISPDP) – Designed to strengthen and develop employee skills, help them advance to the next level, recruit and retain. • Learning and Career Plans – Continuous learning and professional development of CMB employees. Adjust learning and development plans as necessary. Give employees overall career direction while promoting ongoing feedback and constructive communication between managers and employees. • Performance Management Agreements and Mid-year Reviews – Manage individual performance in order to ensure that the CMB carries out its mandate and objectives • Leverage existing HRB corporate programs such as the Mentoring Program, Career Planning services, Coaching and Executive Learning Program (Ivey)
HRB	<ul style="list-style-type: none"> • HRB has developed an integrated and competency-based approach to talent management (TMA) which includes regular and systematic assessment of talent, more rigorous performance management, and a more structured and transparent approach to career progression.
IS	<ul style="list-style-type: none"> • Offer in-house training for EXs and supervisors who require their sub-delegated financial authorities training. • Employees will be encouraged to work in teams on projects to facilitate knowledge transfer, mentoring and leadership development. • Leaders from each branch will receive a training session off-site in leadership development • A 4th Annual IS Leader's Forum will be held for EX minus 1 and 2 employees. • Will consider the use of pre-retirement SAPP • Potential leaders from each branch will receive a 5 day off-site training session in leadership development. • Fourth annual IS Leader's Forum will be held for IS EX minus 1 and 2 employees.

Continued...

Sector	Activity
OCA	<ul style="list-style-type: none"> • Succession plans will be developed and supported by a talent management strategy and executive learning track for senior officers, including transferring knowledge and leveraging experience of current management. • Leadership development for senior officers to prepare individuals for potential EX-01 roles. This will be undertaken by instilling critical management competencies and effective leadership skills through formal training and experiential roles and responsibilities to meet current and future needs. • OCA established a strategy to replace one of the retiring Contributions Program delivery employees (AS). It is currently utilizing several tactics to transfer knowledge of the position, including job-shadowing with an entry level recruit. • Increased mentoring and shared work responsibilities with several other analysts to address gaps left by retiring EC employees.
RO	<ul style="list-style-type: none"> • Succession strategies will be established that identify successors by position and/or a staffing strategy to fill each potential vacancy. • Encourage mentoring and coaching, job shadowing, and job rotations. • Document critical knowledge/job diaries, and conduct exit interviews. • Assess ROS' workforce analysis to determine whether or not we have a feeder group with skills and competencies to meet senior level vacancies within the next 3 to 5 years.
SBMS	<ul style="list-style-type: none"> • Identify critical positions, develop a succession plan, and fill vacancies either from within or from without, depending upon competencies required and available skills within SBTB. • Create succession plans for key positions • Continued provision of management development.
SIS	<ul style="list-style-type: none"> • Conduct talent management discussions of participants' development paths, requirements for stretch assignments, and identification of high potential employees.
SPS	<ul style="list-style-type: none"> • Guide the development of our EX feeder group employees by the following actions • Conduct employee talent management, succession planning, and high-potential development discussions at Senior Management level
SITT	<ul style="list-style-type: none"> • Annually update the succession plan, which was developed for executive positions, executive equivalent and executive minus one level and critical positions. • Emphasize the need for employees to be trained and ready to replace employees who may leave for retirement; or to fill vacancies resulting from other forms of regular attrition/leaves. This could be done through overlapping /shadowing in critical positions. • Allow time for knowledge transfer from senior officers to mentor junior officers. • Encourage participation in the Ivey Executive training or similar learning initiatives as they become available.

ANNEX F: REFERENCES

People Management Strategy for Renewal & Results (PMSRR) Intranet Site:
http://icweb.ic.gc.ca/eic/site/hr-rh.nsf/eng/h_00597.html

Human Resources Annual Performance Reports:
http://icweb.ic.gc.ca/eic/site/hr-rh.nsf/eng/h_00049.html

Workforce Profiles:
http://icweb.ic.gc.ca/eic/site/hr-rh.nsf/eng/h_00334.html

