

SECTION 2

HUMAN RESOURCE STRATEGY

2.01 CORPORATE HUMAN RESOURCE PLANNING

AUTHORITY: CIVIL SERVICE ACT

ADMINISTRATION: P.E.I. PUBLIC SERVICE COMMISSION
GOVERNMENT DEPARTMENTS / AGENCIES

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1. PURPOSE

- 1:01 The purpose of the Corporate Human Resource Strategy is to encourage and support the development of an innovative and inclusive workforce which enables the organization to realize the goals and priorities of government. The strategy will guide departments in the civil service of Prince Edward Island to attract and retain people with talent and commitment to providing quality programs and services to the citizens of Prince Edward Island.
- 1:02 The goals and strategies will promote the renewal and rejuvenation of human resources in the civil service and the sustainability of quality services and programs within the context of changing needs and conditions.

2. APPLICATION

- 2:01 The Corporate Human Resource Strategy applies to departments and agencies which are under the authority of the *Civil Service Act*:
- *Schedule A - Departments (except the Legislative Assembly)*
 - *Schedule B - Crown Corporations as follows:*
 - *Prince Edward Island Employment Development Agency*
 - *Prince Edward Island Liquor Control Commission*
 - *Prince Edward Island Museum and Heritage Foundation*
- 2:02 While this strategy does not specifically apply to other crown corporations listed in Schedule “B” and reporting entities listed Schedules “C” and “D”, the spirit and intent of the strategy should serve as a guideline for those corporations in developing their own internal strategies.

3. PRINCIPLES

- 3:01 The corporate approach to human resource planning consists of six commitments endorsed by Deputy Ministers and approved by the Minister responsible for the Public Service Commission. The Government of Prince Edward Island is committed to:
- a) Effectively retaining and recruiting qualified individuals based on

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competence and ability to meet the organization's needs;

- b) Developing a welcoming and inclusive workforce that is representative of PEI's diversity and where employees make valuable contributions and are proud and inspired to shape the future of our Island community;
- c) Being a learning organization and creating continuous learning opportunities for its employees;
- d) Providing a positive working environment where employees can exercise their freedom to act in support of government's goals;
- e) Ensuring employees are well informed about government goals and receive regular feedback on how their work contributes to the achievement of government's goals;
- f) Recognizing and rewarding employees based on their contributions to government's goals;
- g) Ensuring that human resource planning is a strategic component of the organization's business planning;

4. DEFINITIONS

- 4:01 **Data Integrity** is the consistency and completeness of data which is maintained using processes, rules and standards.
- 4.02 **Renewal** means ensuring that employees have the skills to respond to the changing role of government and the way work is done.
- 4:03 **Rejuvenation** means planning ahead to ensure that there will always be a future generation of skilled employees in the civil service of PEI.

5. VALUES

- 5:01 The civil service is comprised of 13 government departments responsible for providing leadership in public policy and governance for government. Leading our human resources is an integral component to realizing government goals. In doing so, government values the following:

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- a) **Integrity** - Openness and honesty in all interactions.
- b) **Respect** – Practicing acceptance, civility, fairness and inclusion.
- c) **Excellence** – Providing high levels of accuracy, proficiency, and knowledge in our work.
- d) **Accountability** - Take ownership of organizational decisions and accepting responsibility.

6. POLICY

- 6.01 The Senior Management Team identified corporate goals to be the cornerstone of an effective human resource plan for the civil service. The goals revolve around the need for quality public service; the leadership preferred; the value placed on learning as an organization; the motivation and flexibility of the workplace; the value placed on employees' contributions to government's goals; and accountability at all levels of government for planning its human resources.
- a) *Building capacity and human resource planning* - Human resources capacity is the trademark of the civil service. It is the knowledge, skills and attitudes that employees bring to work that affect their performance. Engaged employees feel a strong connection to their work and are committed to their organizations. Workplace diversity and inclusion are also directly linked with higher employee engagement, improved performance, greater innovation, retention of talent and improved employee well-being. The Public Service Commission strives to improve the recruitment, development and retention of qualified and engaged employees within the civil service through the strategic priorities.
 - b) *Lifelong learning and development* - The competitive labor force has made lifelong learning a requirement for public servants who serve the constantly evolving and increasing needs of the public. The implementation of learning and development strategies fosters a professional, resilient and engaged workforce that is able to succeed within an increasingly complex environment. These strategies lay the foundation for a civil service that operates as a learning organization with shared responsibility of managers and employees. In this type of organization all forms of learning (formal/ informal) are recognized,

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valued and accessible to all employees on a regular basis.

- c) *Workplace and Employee Health, Safety and Well-being* - Recognizing that the delivery of sustainable quality services is largely dependent on a healthy skilled workforce, employee well-being will be a major priority. The civil service will promote a culture of wellness that values personal responsibility, positive personal health practices, safe and positive workplaces, ongoing education and respect for the contributions employees make to the services provided to Islanders.
- d) *Efficient and innovative human resource processes, policy and practices* - Human resources policies, processes and practices are largely determined by related legislation and collective agreements. These strategies are designed to ensure that civil service employees are treated consistently and transparently in all aspects of the employee and employer relationship. In addition, these strategies are intended to increase the quality, access and timeliness of human resources services provided to employees throughout the civil service.

To ensure the organization is committed to planning for its human resources of the future, sustainability of quality services will be addressed through proactive human resource planning linked to business planning in the civil service.

7. PROCEDURES

7:01 PEI Public Service Commission will:

- a) Establish, articulate, reinforce and evaluate human resource policies that support government as a single employer that has corporate approach to human resource management;
- b) In consultation with the Deputy Ministers and Human Resource Managers, determine the annual corporate human resource priorities and establish strategic objectives and measures to form the corporate human resource plan;
- c) Implement action plans to achieve corporate human resource goals in conjunction with Human Resource Managers and Managers within the departments;

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- d) Monitor the progress, evaluate the results, and provide annual reports to the Deputy Minister HR Subcommittee.

7:02 Deputy Ministers will:

- a) Provide input to the Public Service Commission on strategic objectives and measures for human resource management, incorporating implications from environmental scans;
- b) Ensure departmental human resource policies and practices are consistent with corporate human resource policies;
- c) Champion implementation of the Corporate Business Human Resource Plan and establish accountability;
- d) Provide feedback to the Public Service Commission on the effectiveness of changes to human resource policies, procedures and guidelines.

7:03 Human Resource Managers will:

- a) Establish and carry out human resource practices, policies and guidelines consistent with corporate human resource policies;
- b) Advise the Deputy Minister of their ministry on corporate and departmental implications of environmental scanning data;
- c) Provide input to the Public Service Commission on effectiveness and relevance of human resource policy initiatives;
- d) Provide department data as required for the corporate roll-up of results on the corporate human resource plan;
- e) Monitor and report department performance.

7:04 Directors will:

- a) Champion and operationalize corporate and department human resource strategies at the work unit level;
- b) Communicate key issues that could impact human resource

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management to the Deputy Minister and/or Human Resource Manager;

- c) Provide data and ensure data integrity as required by the Deputy Minister or Human Resource Manager;
- d) Provide feedback on effectiveness and relevance of human resource policies, procedures and guidelines;
- e) Provide feedback as requested on the department's results in relation to the corporate and departmental human resource plans.

7:05 Deputy Minister HR Subcommittee will:

- a) Provide interface between government decision makers and operational levels to champion in the strategic direction for human resource management in the provincial civil service;
- b) Endorse and communicate the one employer concept and a corporate approach to human resource management;
- c) Monitor fiscal, government and economic trends. Interpret environmental scanning information to identify key strategic human resource issues;
- d) Identify and prioritize corporate human resource goals, strategies, key measures and champion its implementation. Review monitoring data on the effectiveness of the strategies;
- e) Establish government human resource priorities annually balancing identified human resource issues and fiscal responsibilities.

8. ENQUIRIES

Corporate Human Resource Planning Section
 Staffing, Classification and Organizational Development Division
 PEI Public Service Commission