SECTION 2

HUMAN RESOURCE STRATEGY

2.02 DEPARTMENTAL HUMAN RESOURCE PLANNING

AUTHORITY: CIVIL SERVICE ACT

ADMINISTRATION: PEI PUBLIC SERVICE COMMISSION
                     GOVERNMENT DEPARTMENTS / AGENCIES

1.   **PURPOSE**

1.01 The ability of an organization to achieve its vision and goals is based upon its ability to develop and successfully implement a human resource plan. The purpose of this policy is to provide guidance to departments on the development and implementation of departmental human resource plans.

2. APPLICATION

2.01 This policy applies to departments and agencies under the jurisdiction of the *Civil Service Act.*

3. POLICY

3.01 While the Senior Management Team will assist the Public Service Commission in developing a corporate human resource strategy for government, each department and agency is expected to develop and implement a departmental human resource plan, outlining what human resource strategies and activities are required to meet its vision, goals and objectives.

3.02 Ideally, each department would start with a strategic plan and from that, identify the operational human resource impacts that result from the strategic plan.

3.03 The development of an effective human resource plan requires the active participation of a number of players. Senior Management, Middle Management, Human Resource Managers, Line Staff, and the Public Service Commission all have a role to play in the development and implementation of an effective plan.

3.04 The attached departmental Human Resource Planning Template provides guidance on the development and implementation of such a plan.

Departmental

Human Resource Planning Template

Department of _____

Introduction

Human resource planning is critical to the success of any organization. While it is often acknowledged that people are the most critical resource of any organization, there needs to be a systematic approach to human resource planning to ensure that *we have the right people doing the right job at the right time.*

This template is a guide to assist departments in developing and implementing an annual human resource planning process to ensure that they can meet their current and future human resource needs.

I.   Departmental Strategic Direction

To be effective, the development of a departmental human resource plan starts with the identification of a departmental strategic direction which would normally be contained within the strategic plan or business plan of the department. Responses to the following questions will facilitate the identification of the strategic direction.

1.   Anticipated changes in the nature of the work of your department.

   a) Do you anticipate a change in the role of your department?
       Yes ___ No ___   If "Yes", please specify:

   b) Do you anticipate a change in how the work will be done?
       (Potential sources of input for this would be Client or Employee Surveys)
       Yes ___ No ___   If "Yes", please specify:

   c) Do you anticipate a change in work processes due to technology?
       Yes ___ No ___   If "Yes", please specify:

d) Do you anticipate a significant increase or decrease in the amount of work for your department?
Yes ___ No ___   If "Yes", please specify:

e) What key issues have staff identified through surveys, exit interviews, or other communication channels that should be considered in human resource planning?

f) Are there other significant issues that your department will be dealing with over the next three years that will have a major impact on your staff? Please specify.

2.   Labour Market Impacts

a) Are you aware of any trends in the labour market that will affect your retention and recruitment efforts? Please comment.

b) Are you aware of any impending skill shortages within occupational groups within your department?

Job Code Descriptor	Reason for Shortage	Action Plan	Current or Future Issue?

c) Please indicate if there are other organizations that you view as direct competition in the recruitment of employees with the same competencies that your department requires?

d) What strengths do competitors have in attracting employees to their

organization? (e.g. better work-life balance, career opportunities, training and development, benefits, higher wages, etc.)

e) Do you see a need to implement some of these benefits for your workforce? Please specify.

3.   Impact of the changes on the employees of the organization:

a) Can you accomplish the goals and objectives of the organization with the competencies* of your existing staff complement?
Yes _____ No _____   If "No", what action is required to address this?

i.   Can you retrain existing staff to develop the required competencies? If so, what training is required? *Competencies includes knowledge and skills.

ii.   Will you need to hire new staff with these competencies?
If "Yes", please specify the competencies that your department will require that you do not currently have in your staff complement.

b) If more staff will be required to accomplish the goals and objectives of your department, identify the job code descriptors, competencies, and number of staff that you will need to recruit:

Job Code Descriptor	Core Competencies	Number of Employees Required	When Required

c) If less staff will be required, a plan will need to be developed on how to achieve this objective i.e., retraining, transfer, attrition, severance package, etc. Consultation with the Public Service Commission is encouraged to

develop such a plan and to identify the services that will be provided to employees. Please indicate if less staff will be required and any plans on how this could be best achieved, specifying what positions could be affected:

Job Code Descriptor	Action Plan	Time frame

To enhance understanding of the skills that employees possess, you may refer to organizational charts and job descriptions to provide you with specific information on the jobs your employees are performing.

d) Staff development and training may be required for a variety of reasons such as technological changes, changes in job function, development of new competencies, development of staff for succession planning purposes, etc. Identify priority staff development and training that your department will require to carry out its work:

Job Code Descriptor	Number of Staff	Training & Development Issue	Training & Development Required	When Required

(Section III On performance development also identifies training and development issues)

4.   Potential for Organizational Change

a) As a result of your strategic plan, is organizational restructuring being considered?
Yes _____ No _____
If "Yes", please give an overview of the potential restructuring being considered:

Organizational restructuring impacts the full range of human resource services. It

is recommended that the Public Service Commission be consulted about potential reorganizations.

II. Workforce Profile

In order to plan for the future, an organization needs to have a thorough understanding of its current complement of staff. On a regular basis, an organization should complete a demographic analysis, focusing on such issues as: age of employees by job code descriptor, years of service by job code descriptor, actual and anticipated attrition rates, education and training of employees, gender of staff within job codes, employment equity representation, and health status of employees.

Demographic data to assist in human resource planning is available from sources such as the PeopleSoft Human Resource Management Information System, the Payroll System, and the Pension System.

1. Demographic Reports

The following reports, available through the PeopleSoft Human Resource Information System and the Pension Payroll, may be used to provide data on an annual basis, and also to identify the development of trends, through year to year comparisons. Graphing of the following information will assist in forecasting future activity. For comparison purposes, it is recommended that the reports be run for consistent time frames.

The identification of trends can lead to the development of appropriate strategies to respond to the trends. If no trends are identified, then no action would be required.

a) **Position Status Report / Vacant Position Report** - *Develop Workforce - Manage Positions - Reports -   AI Position Status AI Vacant Position Report*

This report should be run for a current date prior to beginning your human resource planning activities. It is important to remember that this report is for a point in time only and should be reviewed on a periodic basis.

The Position Status / Vacant position reports are useful to give an overview of the organization. Part 2 of the Vacant Position Report will report all vacant positions filled on a temporary basis.
Reviewing this information will give an indication of positions vacant and needing

to be staffed. It will identify individuals who may be affected by any human resource plans that may require reorganization. Based on the recommendations of the human resource plan this report identifies available positions and what activities if any need to be requested (i.e., position creations, FTE changes, classification reviews)

Section	Position(s)	Action Required	When Required

b) <u>Action Reason Report</u> - *Administer Workforce - Reports - AI Action Reason Report*

The primary purpose of running this report for human resource planning is to further investigate any issues with leaves of absence or terminations which may have been identified. If no issues have been identified, then this report will not be required*.* An additional use for this report would be to run it for paid leaves of absence to identify employees away from the organization on secondment. It can be used to determine why employees are leaving an organization. If you have identified areas of concern such as a large number of leaves of absence or terminations, this report can identify some of the reasons.

Identify trends with leaves of absence or terminations which will have an impact on the organization. These trends may be for job code descriptors or for divisions/sections.

Job Code Descriptor	Identified Issue	Action Required	When Required

c) <u>Age and Service Report</u> - *Administer Workforce - Reports - AI Age and*

Service

The Age and Service Report is a good reference report to identify job code descriptors where there is / is likely to be turnover of staff within three years. It is recommended that the Age and Service Report for your department be reviewed to determine where you expect to have retention or recruitment issues within the next three years.

This report may be run for broad occupational groups as well by job code descriptor.

The following chart should be completed to identify priority issues facing the department:

Job Code Descriptor	Average Age	Identified Issue	Action Required	When Required

d) AI_EMPL_DEMOGRAPHICS_HRPLAN – Query

The query may be run as an alternative to using the Age and Service report. The data from this query would be run into Excel and the Demographics Spreadsheet which allows the user to compute age range and identifies the number of employee eligible to retire. This estimation on retirement eligibility is based on continuous service which will vary from pensionable service. The template for this spreadsheet can be obtained from the Public service Commission, Director, Administration, HRMS and Payroll.

Employee	Age	Continuous Service	Full Time Equivalent

The average age and service of employees when they retire can be helpful to

give an overall sense as to when employees retire. If a department has numbers of employees approaching the average retirement age and pension eligibility, they should be considering a plan to ensure that they will be able to replace the employees when they do retire. ***Caution must be used that this is simply an average and that each employee will make an individual decision on when they will retire.***

The above information can be helpful in identifying issues such as recruitment, staff development and training, or other issues that will require attention:

Job Code Descriptor	Issue	Action Required	Time frame

e) Health and Safety Summary Report - *Monitor Workforce - Monitor Health/Safety (CAN) - Reports - AI Occupational Health/Safety Summary Report*

This report needs to be reviewed only if the department has health and safety issues. If there are no issues and you have not had Workers Compensation Board claims this step can be skipped.

The OHS summary report gives an overview of all incidents and accidents reported for a period of time. This report should be run for the same period for each planning year. This will allow for comparisons in coming years. It is recommended that the first page of the report be used to determine the extent of OHS issues by reviewing the number of accidents/ incidents and number of days work lost. The remainder of the report gives a summary of the types of jobs affected by the accidents, what type of accident, type of injury, etc. A review of this information may help identify if there are safety concerns and if it is believed that training is necessary, what type of training.

f) AI Leave Usage Report – *AI Custom>AI Time and Labor>AI Leave Usage Report*

This report provides data on all employees who have taken sick or special leave. This report should be reviewed to identify if there are any issues related to sick or special leave usage by departmental staff.

The average sick leave usage is reported at the end of each fiscal year. If leave usage for the department, division and section are lower than the government averages, you may not require further analysis. If the averages are higher than the government average, a further analysis should be completed to see what the issues are leading to the higher usage. Higher average usage may not necessarily mean there is a problem, as some individuals may require more leave due to long term health or other issues and this will increase the overall average.

If issues are identified, the following information should be provided:

Identified Issue	Identify Relevant Division / Section	Action Required	When Required

2.   Equity, Diversity & Inclusion

The Government of Prince Edward Island recognizes employees as a valuable asset and aims to attract and retain the best talent to support the delivery of quality services for the public. To provide quality services, we are committed to being an organization representative of the diverse population we serve, fostering an inclusive work environment that recognizes, respects, and accommodates the diversity of individuals, making use of the full range of talents and perspectives available to government.

To understand the diversity that exists within your departmental workforce, data is collected through: (a) onboarding and will be available as a self-serve option in PeopleSoft in the near future, and (b) through employee engagement surveys.

Departments and agencies will create unique Diversity and Inclusion Plans based on the goals and objectives put forth in the Diversity and Inclusion Policy (2019) and Diversity and Inclusion Strategy (2022-2025).

3.   Other Human Resource Issues

Are there other human resource issues or concerns that impact on your ability to retain and recruit a highly competent workforce? Examples could include the need for change in human resource policy, practice, or collective agreement. If *Yes"*, please complete the following:

HR Issue	Action Required	Action by Whom	Required When

III. Performance Development Planning

Performance development planning is a critical component of human resource planning. It ties individual employee work plans and learning plans into the vision and direction of the department. It is important that departments utilize performance development planning to ensure that employees receive feedback on their work performance, identify career development interests, plan training and development opportunities, and identify organizational improvements.

a) Does your department currently use a performance development planning system?

b) What percentage of staff participate annually in performance development planning?

c) Are there issues / concerns with the system or process of performance development planning? If "Yes", please specify the issues and the required action plan.

d) What developmental opportunities have been identified in the performance development planning process in your area?

e) Have significant career development trends been identified within your staff complement? For example, have staff identified career aspirations and interest in mobility? Please specify.

f) Are there significant training needs identified within individual performance development plans? If so, please provide details.

Job Code Descriptor	Number of Staff	Training & Development Issue	Training & Development Required	When Required

IV.   Budget Implications

With the recruitment, selection and training of staff there are numerous budget implications. Some of the issues that could have associated costs include:

- Salary and benefit costs for additional positions
- Advertising costs for job postings
- Relocation expenses, when required
- Training of new employees
- Costs of computers, software, connections, telephone, etc.
- Furniture and supplies for new employees
- Other

To ensure that human resource planning efforts run smoothly, costs associated with any of the above need to be factored into departmental budgets. It is recommended that departments relate their human resource planning process to their budget process to ensure the required funds are allocated.

Please refer to human resource planning material in the reference manual developed for Human Resource Managers by the Public Service Commission.

V.   Department Human Resource Plan Summary

With the identification of issues, strategies will need to be developed to address the issues. Departments should check the corporate human resource strategy to ensure that any relevant corporate strategies are factored into their departmental plan. In the development of their departmental human resource plan, departments may identify issues requiring a corporate strategy. The need for corporate strategies is to be discussed with the Public Service Commission.

In the development of human resource plans, departments are required to ensure that any gaps and/or surpluses between their inventory and forecast of required human resources are identified.
Strategies will also be grouped into short, medium, and long-term strategies in an

effort to sequence them to ensure the needs are addressed in a timely basis.

Human resource plans should be developed on an annual basis. Once developed, the plan needs to be monitored and evaluated to ensure the desired progress is being made.

The following format may be used to summarize the issues and strategies required within your departmental human resource plan:

HR Activity	Issues	Strategies	Time frame
Recruitment			
Departmental Position Review			
Staff Development & Training			
Organization Change			
Turnover Rate Analysis			
Leave / Termination Analysis			
Demographic Analysis			
Leave Utilization Analysis			
Diversity			
Performance Development Planning			
Budget			
Communications			

HR Activity	Issues	Strategies	Time frame
Other HR Issues			

VI. Evaluation

Strategies and action plans need to be stated in measurable terms and have specific time frames so that progress may be monitored and measured. On an annual basis, departmental human resource plans need to be evaluated based upon progress made.

VII. Communication Strategy

Any significant changes affecting the employees of an organization need to be communicated to the employees, and there is a need to involve the employees in the planning of the changes.

Depending upon the nature of the changes, there may be a need for legislative change, involvement of the Public Service Commission, Union of Public Sector Employees, Excluded Group, Treasury Board, Executive Council, and / or other groups.

From the beginning, it is important to consider a communication strategy so that the affected employees and the various stakeholders are informed and involved, so that the initiative has the best opportunity for success. The Communications Division should be consulted on any significant issues.