



HR Renewal

Striving For Excellence Through Our People

Lunch and Learn Session December 2010

Federal Public Service

NRCan Renewal & Core Competencies

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Natural Resources
Canada

Ressources naturelles
Canada

Canada



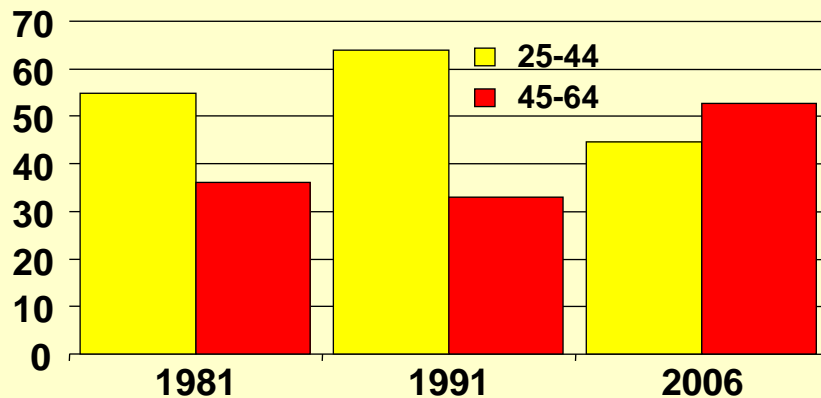
What are the Drivers of Change?

...Global, societal...

- **Like the Canadian population, the Public Service is ageing, but at a faster rate.**
- **The Public Service is becoming more diverse, but needs to better reflect Canada's diversity.**
- **The Public Service needs to better react to the changing nature of work driven by technology.**
- **The Public Service is facing the most competitive national labour market in over 30 years.**
- **The Public Service must adapt to changing public expectations towards more accountability, better management of tax dollars, and improved core public services.**
- **The “Public Service brand” is less clear and less positive in the public's mind.**

What are the Drivers of Change? ...Public Service demographics...

Demographics of the Overall Federal Public Service by Age Groups
(% of total employees)



Demographics of Public Service Executives

Ex Level	Average Age
Ex-01	50.0
Ex-02	51.9
Ex-03	52.7
Ex-04-05	54.1

Other Core Demographics

- Average age of new (indeterminate) Public Servants: 36 years
- Average age of new EX1's: 46 years
- Public servants who can retire with non-reduced pensions: 7%
- ADMs who can retire with non-reduced pensions: 28.5%



What are the principles and processes supporting Renewal?

Principles Supporting Renewal

- **Renewal is not a top-down exercise: respect and involve employees at all levels**
- **Prioritize and focus: set goals and priorities that are relevant, ambitious and realistic**
- **Measurement matters: set benchmarks for performance and measure progress**
- **Excellence should be our hallmark: need to manage for it, to it**
- **Be flexible: learn through process of change, and be prepared to adjust course as we learn**

Processes Supporting Renewal

- **DM's Committee on Public Service Renewal**
- **Advisory Committee on the Public Service of Canada**
- **Mandate letters: all DMs now receive; multi-year in scope**
- **COSO: Clarity on role and approach to management of senior executives**
- **Clerk's Report: annual, measurable, renewal objectives; accountability**





Building a Public Service advantage for Canada...



...Focus on the essentials; and, prioritize





Public Service-wide initiatives...

- **New competencies will be required to operate successfully within the public service to address emerging business realities**
 - **Recognizing these challenges, the Office of the Chief Human Resources Officer (OCHRO) TBS has repositioned the Key Leadership Competencies to include an Employee role.**
- ...this also supports our departmental NRCan internal effort (i.e. NRCan Employee Survey)**



Renewal Objectives for the Longer-term

Attitudes → **Excellence**

Risk Management → **Innovation**

Leadership → **At all levels**

Brand → **Public Service
of Canada**



Meaningful implementation...



...requires integration into key HR activities.





Coach's Corner

- **2010-11 Public Service Renewal Action Plan**
- **FPS/NRCan Renewal**
- **Report on Plans and Priorities**





2010-11 Public Service Renewal Action Plan

“The way ahead will involve empowering public servants at all levels to find new, more cost-effective ways to deliver better services to Canadians and provide higher-quality advice to the Government.

All public servants have a role to play in this effort. Our future – our vocation as Public servants – is in our hands.”

Clerk of the Privy Council, 17th Annual Report to the Prime Minister on the Public Service of Canada





2010-11 Public Service Renewal Action Plan

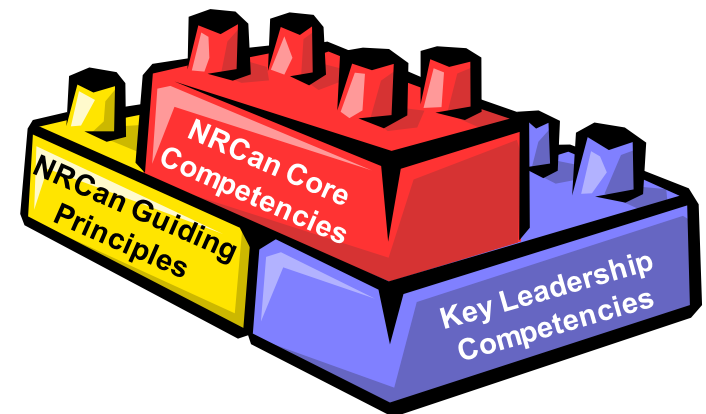
- areas employees should focus:
 - **Workforce Capacity**
 - Reflected in Work plans/Performance appraisals and Learning plans) including addressing:
 - » Employment Equity
 - » Official Languages
 - » Workplace Well-being
 - **Competencies** ...where core competencies are identified as an organizational need.





NRCan/Public Service Renewal...

- **Key Leadership Competencies:**
 - Values and Ethics
 - Engagement
 - Strategic Thinking
 - (Management) Excellence
- **NRCan Guiding Principles:**
 - Accessibility
 - Adaptability
 - Accountability
 - Alignment
- **NRCan Core Competencies:**
 - Organizational Awareness
 - Collaboration
 - Flexibility
 - Innovation





Key Leadership Competencies

1. Values and Ethics

- Serving through integrity and respect (DM Genome Project)

2. Strategic Thinking

- Innovating through analysis and ideas (TBS Requirements)

3. Engagement

- Mobilizing people, organizations and partners

4. (Management) Excellence

- Delivering through action management, people management and financial management





NRCan Guiding Principles

1. Accessibility

- Openly sharing information and results in order to be clearly understood

2. Accountability

- Accepting the obligation to answer for your actions

3. Adaptability/Behavioural Flexibility

- Responding quickly to new challenges, shifting priorities as required, evolving through experience, and learning from successes and failures

4. Alignment/Integration

- Joining together of interests, priorities, resources and capacity, involving others, including government institutions, industry and communities of interest, while respecting the jurisdiction of governments.





Goal

**The intent of Public Service
Renewal is to continually improve
our ability to provide excellent
advice to government and service
to Canadians.**





Now More than Ever

The current reality/political context of fiscal restraint makes renewal even more critical for the Public Service.





The New Plan is about Work Place Renewal

The 4 Pillars of Renewal

- Integrated Planning
- Recruitment:
- Employee Development
- Renewing the Workplace





One Year from Now

- **Supporting Managers**
 - tools, training
- **Knowledge Management**
 - assess and improve approaches to managing knowledge and information
- **Innovation**
 - building strong employee and managers' networks;
 - developing collaborative work environments;
 - further reducing the “Web of Rules”; and
 - experimenting with Web 2.0 technology, including GCPEDIA.
- **Public Service Values**
 - Work Place Best Practices
 - New Values and Ethics Code





Links

- <http://www.clerk.gc.ca/eng/feature.asp?pageld=165>
- <http://www.clerk.gc.ca/fra/feature.asp?pageld=165>

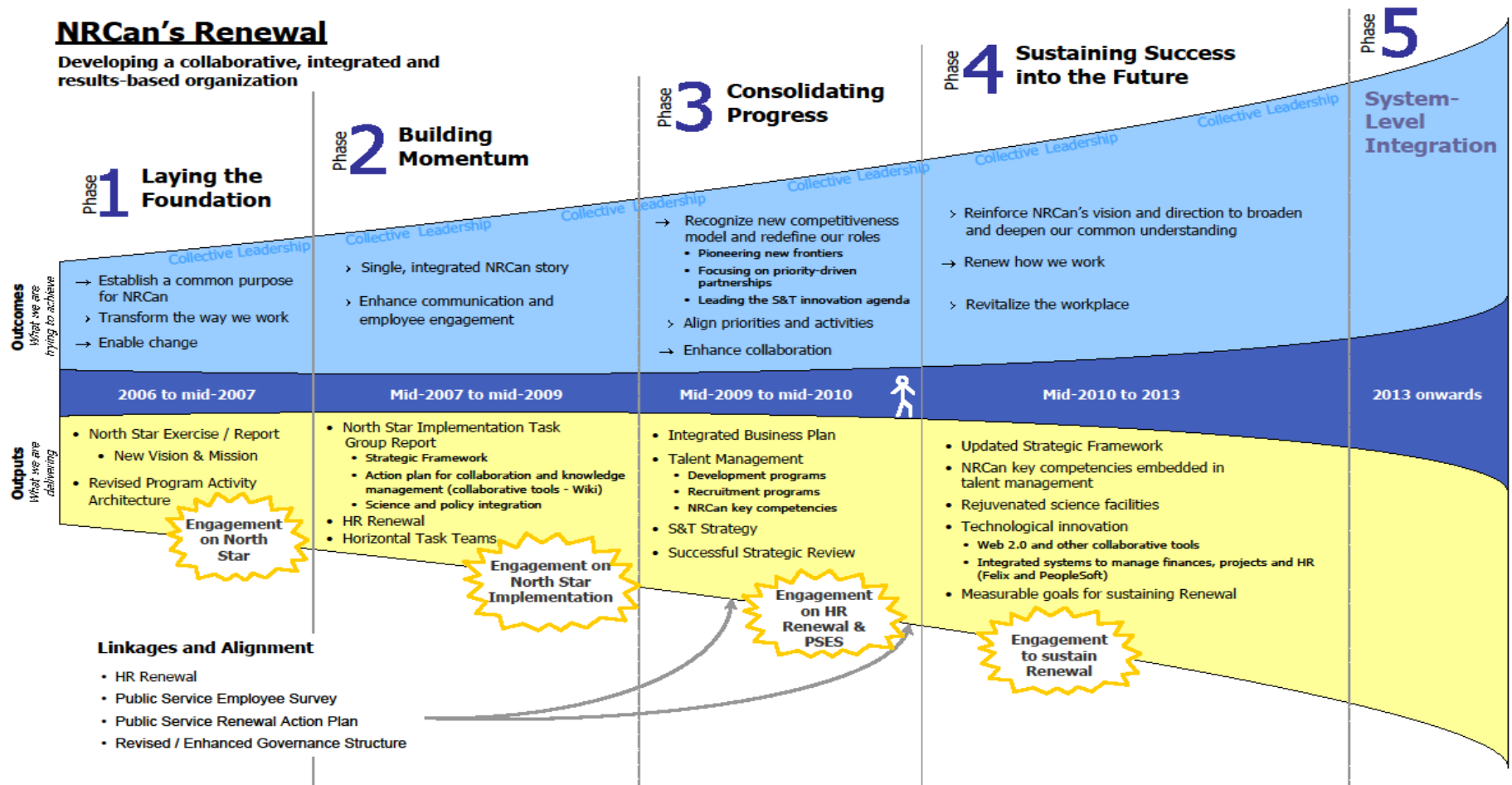




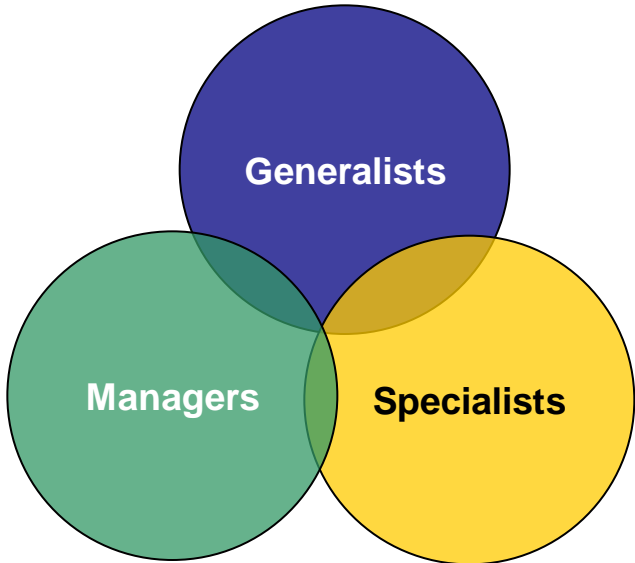
NRCan's Renewal

NRCan's Renewal

Developing a collaborative, integrated and results-based organization



...identifies roles for all employees.

Key Leadership Competency Role Profiles	Core Competency Role Profiles
Employee	 <p>A Venn diagram consisting of three overlapping circles. The top circle is purple and labeled 'Generalists'. The bottom-left circle is green and labeled 'Managers'. The bottom-right circle is yellow and labeled 'Specialists'. The circles overlap in the center and at the intersections between two circles.</p>
Supervisor	
Manager	
Director	
Director General	
Assistant Deputy Minister	
Deputy Minister	



Core competencies promote...

1. Organizational Awareness

- Understands the workings of the structure and culture of the organization as well as the political, social and economic issues, to achieve results.

2. Collaboration

- Works with others to achieve common goals and share information and knowledge across traditional boundaries, leveraging new technologies.

...working together to achieve results...





...while leveraging...

3. Flexibility

- Willingly adapts to constantly changing circumstances while maintaining an organizational perspective, and engages in continuous learning to adjust the application of knowledge and skills to address new challenges with diverse individuals and groups.

4. Innovation

- Questions conventional approaches, exploring alternatives and responding to challenges with creative solutions, fresh perspectives and smart risk-taking.

...the best of people and ideas.





Core Competencies will...

- **Encourage the behaviours required for NRCan Renewal**
- **Promote a culture of shared vision and common values and excellence**
- **Engage all employees in the Renewal process**

...fuel the NRCan Renewal agenda.





Rationale

- **The Key NRCan Competencies and Public Service Key Leadership Competencies are complementary pieces that support essential elements of NRCan's Talent Management System.**
- **A tool to identify our learning and development goals by assessing our skills and abilities**



Helpful tools

- An interactive web tool that provides options for self-evaluation and improvement such as readings, courses, videos and Websites.
- http://perfectionner-competences.rncan.gc.ca/perfect_competencies.html





Last Word

Report on Plans & Priorities

Benefits for Canadians:

NRCan helps Canadians improve energy Conservation and energy efficiency in multiple sectors of the economy (e.g. homes, commercial buildings, vehicles and fleet), contributing to the longer term sustainability and reducing the short-term costs of energy consumption.





Last Word

The department is working to reduce the environmental impacts associated with the production and use of energy, and to increase the production of low-impact renewable energy, thereby advancing the environmental sustainability efforts that will benefit current and future generations.

<http://www.tbs-sct.gc.ca/rpp/2010-2011/inst/rsn/rsn02-eng.asp>





Last Word

- **Check out the [Key NRCan Competencies video](#), starring *NRCat*, on *NRTube*.**

