

FORWARD

FROM

STRENGTH



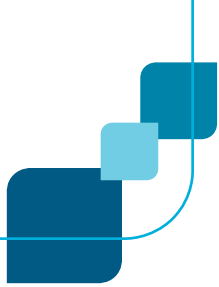
ALBERTA PUBLIC SERVICE
WORKFORCE PLAN

Final Report
2010-11

RESPECT
ACCOUNTABILITY
INTEGRITY
EXCELLENCE

ALBERTA'S PUBLIC SERVICE
Proudly working together to build a stronger province for current and future generations

Government of Alberta ■



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Public Service Commissioner's Message

Alberta Public Service (APS) employees are the heart of government and the key to Alberta's future success in a global economy. The valuable work we do every day helps achieve government's goal of providing quality programs and services for Albertans.

The APS Workforce Plan, championed by Deputy Ministers from across government, is in place to focus our efforts to build a quality work environment that will enable us to do our best work. This report outlines what was accomplished over the past year, and I encourage you to check out further information on programs and resources for APS employees included in the Employee Resource Guide at www.chr.alberta.ca/resourceguide.



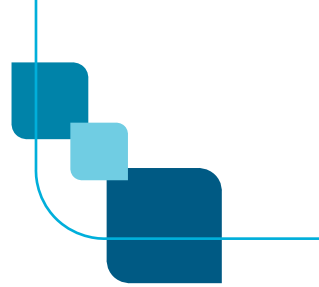
We continue to place priority on our cross-government Workforce Plan, with its critical focus on providing a workplace that supports us now and positions us collectively for future success.

Sincerely,

Original signed by

Dale Silver
Public Service Commissioner

2010-11 Highlights



The APS Workforce Plan Final Report summarizes the human resource initiatives undertaken in 2010-11 to support employees in many ways. The Government of Alberta (GoA) encourages career and leadership development, invests in learning opportunities for our workforce, recognizes team and individual achievement and plans for future employee needs.

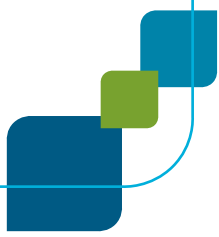
The following are the key achievements during 2010-11:

- ▶ Launched the Employee Resource Guide, a guide that provides one-stop access to a wide variety of human resource information, programs and supports for APS employees. More information on programs and resources mentioned in this report can be accessed through this guide (www.chr.alberta.ca/resourceguide).
 - ▶ Piloted a Post-Grad Program as part of the GoA Management Development Programs.
 - ▶ Supported employees in pursuing their career interests and opportunities through increasing awareness of the various tools, resources and information available to help guide them on their career journeys (www.chr.alberta.ca/career).
 - ▶ Continued to enhance organizational public policy excellence through the pilot of several Policy Essentials Series courses, Management Development Program Public Policy course offerings and a cross-government Policy Internship Program.
 - ▶ Honoured employees who demonstrated superior client service and business excellence through 24 Premier's Awards of Excellence team awards and two Deputy Minister of Executive Council Service Excellence awards.
- ▶ Maintained a healthy workplace by reviewing flexible work options for employees' work life balance and offering new Occupational Health and Safety (OH&S) courses and the GoA OH&S Certificate Program.
 - ▶ Enhanced staffing processes and information/resources to support timely hiring decisions and high quality hires, and to help applicants prepare for and participate in the staffing process.
 - ▶ Agreed, as part of collective bargaining, to implement a Health Spending Account.

2010-11 FOCUS AREAS

Under the priorities of Attract, Develop and Engage, three focus areas were identified for 2010-11:

- ▶ **Career development – Provide supports for employees to pursue career interests and opportunities.**
- ▶ **Leadership development – Promote the development of supervisory and leadership skills.**
- ▶ **Flexible work arrangements – Promote the use of flexible work arrangements where possible.**



Developing

Building strength within the public service!

What we said we would do

Promote learning and development opportunities to support employees in reaching their full potential.

Focus on supervisory skills, public policy excellence and leadership capacity.

WHAT WE'VE ACHIEVED

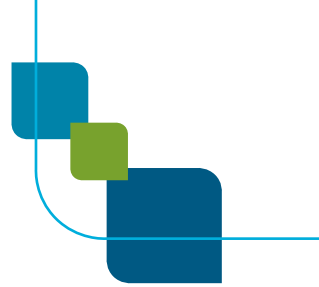
- ▶ Eighty-five managers and senior managers enrolled in the next level of learning for the new University of Alberta/GoA Management Programs Post Graduate Program. This pilot program provided the opportunity for:
 - Manager graduates of the Management Development Program (MDP) to attend Senior and Executive Managers' Development Program (SEMDP) courses (www.chr.alberta.ca/sem dp).
 - Senior manager graduates of the SEMDP to attend Corporate Executive Development (CED) sessions (www.chr.alberta.ca/ced).
- ▶ Supported 31 mobility knowledge transfer and succession enhancement opportunities through the Executive & Senior Manager Mobility Program during the fiscal year.
- ▶ Implemented a pre-qualified list of professional coaches that is available for ministries to access to meet their targeted coaching and leadership development needs.

- ▶ Leadership Development was added as a key topic area in the GoA Learning Centre Catalogue (www.chr.alberta.ca/learning/GoA_Learning_Catalogue.pdf).
- ▶ Redesigned and launched the Management Essentials Program into a series of six half-day courses. The Management Essentials Program provides an overview of the foundational practices, policies and information specific to managing in the APS.



Josh Stewart, Public Affairs Officer

Developing



- ▶ Continued to offer the eight-module Supervisor Certificate Program designed to develop the knowledge, skills and competencies for successful supervision. Below are some highlighted statistics:
 - 387 completions since the program started in 2007.
 - 1,205 participants currently enrolled in this program.
- ▶ Continued to offer Assessment Services to Supervisors, Senior Managers and Executive Managers to provide participants with a better understanding of their strengths and specific areas of development in relation to the APS Competencies.
- ▶ Completed the recruitment for the second intake of interns for the Policy Internship Program. Thirty-three new policy interns started in January 2011.
- ▶ Developed, piloted and offered three of the Policy Essentials courses. The series consists of five interactive, classroom-based courses. Information and registration is available via MyAGent (keyword: Policy).

What we said we would do

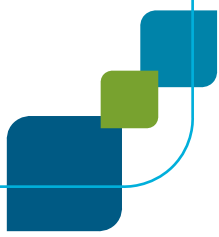
Encourage career growth so employees can pursue options that fit their skills and professional development goals. (2010-11 Focus Area)

WHAT WE'VE ACHIEVED

The focus this year was to increase employee and supervisor awareness of career development resources, tools and supports.

- ▶ Created three new career and learning resources to support career and learning conversations. Launched in April 2010, these resources included an Overview of Career and Learning Plans, a Guide to Career and Learning Plans for Employees and a Guide to Career and Learning Plans for Supervisors.
- ▶ Launched a “Career Development” section in the GoA Learning Centre online catalogue, which highlighted courses focused on career management. This included piloting three career development courses through the GoA Learning Centre:
 - Career Conversations for Supervisors;
 - APS Competencies: The Basics; and
 - Connecting Your Resume to a GoA Job Advertisement.

Visit www.chr.alberta.ca/learning/GoA_Learning_Catalogue.pdf for details.



Developing

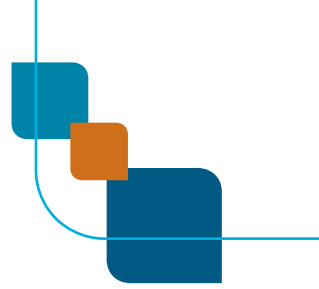
- ▶ Launched the 2010-11 Leading in Learning Series with the theme “Explore Your Potential: Be the best that you can be.” The first speaker in the series was Robert Harris who presented on November 9, 2010 “Navigating Your Career in Today’s Economy.” On February 15, 2011 Dr. Barbara Moses talked about “Career Intelligence for Yourself & Others.”
- ▶ Launched a six-part series of articles in the November 2010 edition of the GoA Connector providing tips, advice and help to employees in navigating their careers.
- ▶ Improved the organization and navigation of career development resources and information on the Corporate Human Resources’ (CHR) website to make it easier to find information and use (www.chr.alberta.ca/career).



MEASURES FROM APS WORKFORCE PLAN

- ▶ 62 per cent of employees agreed their organization supports their work-related learning and development.
- ▶ 49 per cent of employees agreed they have opportunities for career growth within the GoA.

Engaging



Supporting and inspiring employees to perform their best.

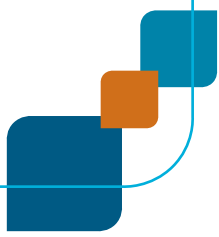
What we said we would do

Create and adopt best practices for flexible work arrangements while ensuring quality service for Albertans. (2010-11 Focus Area)

Recognize employees for strong performance and raise staff awareness of their value and promote pride in work.

WHAT WE'VE ACHIEVED

- ▶ Completed a review of the directives relating to flexible work.
- ▶ A Deputy Minister of Executive Council Service Excellence Ceremony was held on February 25, 2011 recognizing two teams who completed the Service Excellence Program and guidebook. The teams recognized were from Seniors and Community Supports and a cross-ministry team from Infrastructure and Transportation.
- ▶ The Premier's Award of Excellence (PAE) ceremony was held on October 6, 2010 and recognized 24 teams in the gold, silver and bronze award categories.
- ▶ Enhanced the PAE experience of the submitters by redesigning the PAE information sessions, increasing the capability to submit online, and providing more information on the importance of measures.
- ▶ Enhanced the PAE Leadership Team training with the introduction of the National Quality Institute's Process Mapping Workshop for all PAE Leadership Team members.
- ▶ Refreshed the Service Excellence (SE) workbook and guidebook to create a closer alignment between SE and PAE.
- ▶ Redesigned the Common Milestone Recognition (CMR) cross-ministry SharePoint site to provide a more user friendly format and made updates to the Recognition Guidebook.
- ▶ Worked with a cross-ministry team to progress and streamline the implementation of the Common Milestone Recognition Program with a vendor review, revised guidelines, and increased employee communication.



Engaging

- ▶ Goal-setting training materials were made available to all employees via the Employee Resource Guide and can also be accessed on the CHR website.
- ▶ Worked with cross-ministry teams to launch the 2011-12 Performance Contracts for managers and opted out and excluded employees.



Taryn Adams, Engineer Intern

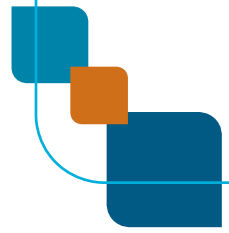
What we said we would do

Promote a safe, healthy environment that provides the foundation for employees to succeed.

WHAT WE'VE ACHIEVED

- ▶ Coordinated upcoming Partnership audits across the GoA as the Certifying Partner for the Partnerships in Injury Reduction Program in the GoA.
- ▶ Coordinated the GoA Occupational Health Monitoring Program to monitor for hearing loss, lead poisoning, and pulmonary function.
- ▶ Provided employees with Occupational Health and Safety (OH&S) courses and a GoA OH&S Certificate Program through the GoA Learning Centre.
- ▶ Offered the Occupational Health and Safety training course for HR Professionals.
- ▶ Supported the GoA immunization efforts for the 2010-11 flu season.
- ▶ Offered information and education sessions for HR professionals on topics including substance abuse in the workplace, mental health and stress management. Total participation in the various sessions exceeded 100.

Engaging



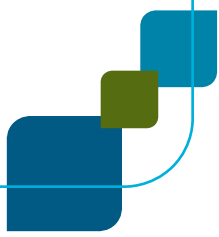
- ▶ Provided regular health practices In-Service training and Case Conference sessions for HR professionals to promote understanding of how and when to use resources and practical application of tools and strategies.
- ▶ Conducted a review on all employee health services programs. From the review the following actions were taken:
 - Completed a request for proposal to obtain a provider for the Disability Management Program designed to be a support to human resources and front line leaders. Program implementation actions were finalized in preparation for the April 1, 2011 program launch.
 - Introduced Health Coaching as a value-added employee and family member support under the existing Employee and Family Assistance Program (EFAP) which replaces the Employee Support and Recovery Assistance (ESRA) program. Program communication and other preparations completed for the April 1, 2011 launch date.
- ▶ Completed delivery of Workplace Health Month (October 2010) education and information sessions to the Human Resource Community and front line managers on topics of addictions, mental health and stress management.

MEASURES FROM APS WORKFORCE PLAN

- ➔ 73 per cent of employees agreed they know how their work contributes to the achievement of their ministry's or department's goals.
- ➔ 65 per cent of employees agreed they are proud to tell people they work for the GoA.
- ➔ 58 per cent of employees agreed they receive meaningful recognition for work well done.



Tammy Peyton, Human Resource Services



Attracting

Enhancing the GoA's ability to attract and recruit employees.

What we said we would do

Showcase the diversity of careers in the APS and a work environment where people make a difference.

WHAT WE'VE ACHIEVED

- ▶ Continued to promote the GoA as a positive career choice to students and recent graduates, through specific targeting of the government-wide Ambassador Program. As noted below:
 - Ambassadors participated in 14 career fairs, eight presentations, and six University of Alberta career forums.
 - Six Ambassadors participated in the University of Alberta Career Information Network sharing their career experience with students and helping to build awareness of the diverse careers/occupations in the GoA.
 - Ten Ambassadors participated as job shadow hosts for the University of Alberta's Job Shadow Week, which was held on February 22-25, 2011. This provided students with an opportunity to job shadow from one to four days and learn first-hand what it is like to work in our organization.

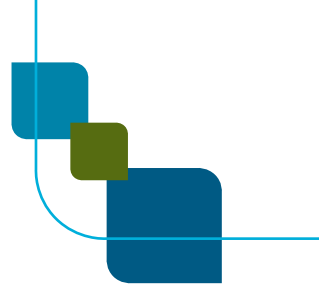
In light of the continued hiring restraint, Ambassadors participated in career fairs and presentations that had an educational focus rather than a job focus.

- ▶ Employed 59 students in various types of work in 11 ministries through the Student Summer Employment Registration Service.



Lee Kruszewski, Executive Director

Attracting

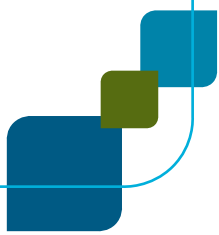


What we said we would do

Ensure timely, efficient business processes that support and enhance our efforts to recruit and select the best talent.

WHAT WE'VE ACHIEVED

- ▶ Collaborated with the HR Community to implement the approved recommendations from the “Review of Recruitment & Selection Business Processes” project. This resulted in the development of new staffing resources that support timely hiring decisions and high quality hires, and help applicants prepare for and participate in the staffing process. The following actions were taken:
 - Developed supports to strengthen the HR-Hiring Manager business partner relationship and a more strategic approach to staffing that included: updated Staffing Principles; a customized training program to further develop HR consulting skills; a new Strategic Staffing Plan conversation tool; and information to increase awareness of the different ways to attract, recruit and develop students and recent graduates.
 - Improved processes that included: a new automated Staffing Request form and workflow process; a pilot process where managers have direct access to the Student Summer Employment Registration Service; collaborative recruitment initiatives; new advertising templates for Provincial Agencies and changes to online and external advertising templates.
- Redesigned training and developed new supports for HR professionals and hiring managers that included: redesigned Staffing training; new IMAGIS Talent Acquisition Management training sessions; updated Job Evaluation training; library of sample interview questions; listing of niche/professional organization websites to support candidate sourcing; a summary of appointment methods and recruitment strategies available to support the career service concept; wage employment information; reference check form; verbal and written offer form; and benefit overview documents.
- Posted new resources for applicants on the GoA Jobs website including “Frequently Asked Questions” and “Understanding the Job Posting.” In support of career development initiatives, the following pilots were developed and offered through the GoA Learning Centre Catalogue: Connecting Your Resume to a GoA Job Advertisement; and Mastering Behavior Description Interview Questions – Employee’s Perspective.
- Enhanced the GoA Jobs website (Candidate Gateway) to improve usability and streamline the application process.



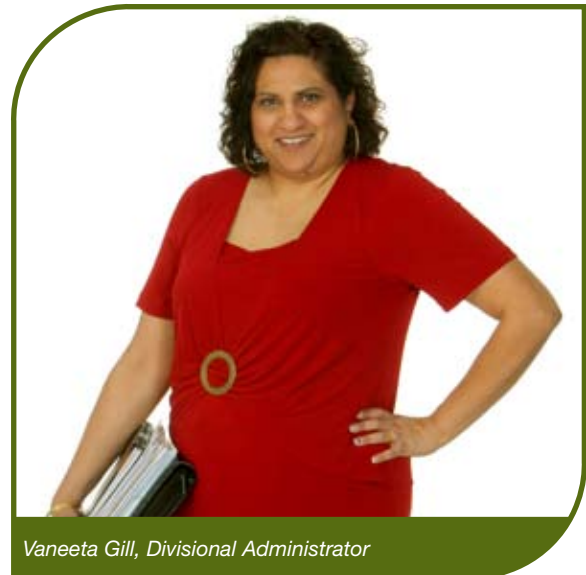
Attracting

What we said we would do

Offer compensation and benefits that are competitive, flexible and responsive.

WHAT WE'VE ACHIEVED

- ▶ Agreed, as part of collective bargaining, to implement a Health Spending Account.
- ▶ Reviewed the Northern Alberta pilot programs to enhance attracting and retaining employees in various northern locations.
- ▶ Continued to examine compensation practices in light of the current fiscal and economic environment.



Vaneeta Gill, Divisional Administrator

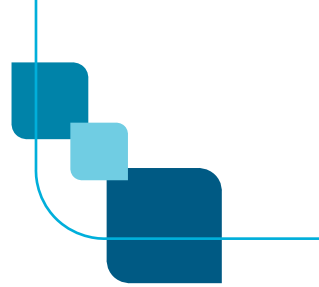


Ben Bagnall, Human Resource Consultant

MEASURES FROM APS WORKFORCE PLAN

- ▶ 60 per cent of employees said they would recommend the GoA as a great place to work.

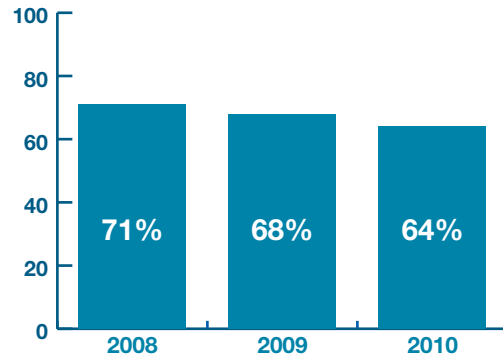
Corporate Employee Survey Indices



Employee Engagement Index

This index is based on the result of six questions from the Corporate Employee Survey that are outcome measures of employee engagement.

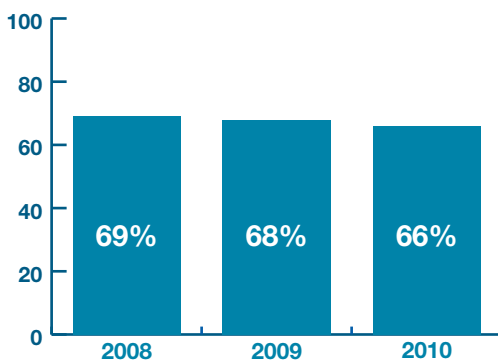
- ▶ Satisfaction with their work
- ▶ Inspired to give their very best
- ▶ Proud to tell people they work for GoA
- ▶ Satisfied with ministry/department
- ▶ Recommend GoA as a great place to work
- ▶ Prefer to stay with GoA



Quality Work Environment Index

This index is based on the result of 11 questions from the Corporate Employee Survey that measure the key determinants of a quality work environment.

- ▶ Positive relationships with co-workers
- ▶ Job fits skills and interests
- ▶ Support for learning and development
- ▶ Know how work contributes to goals
- ▶ Satisfied with quality of supervision
- ▶ Support to balance work and personal life
- ▶ Support to provide high level of service
- ▶ Opportunities for input into decisions
- ▶ Opportunities for career growth
- ▶ Confidence in senior leadership
- ▶ Receive meaningful recognition



Comparing Performance Measures Indicators

¹Surveys have exact wording to questions in GoA Survey.
²Surveys have similar wording to questions in GoA Survey.
³Please note: All survey results used in the context of Hewitt's Best Employers in Canada Study are the property of Hewitt Associates. Any distribution or use of this data, in whole or part, is strictly prohibited. The data provided is confidential and for internal use only.

| GoA (%) | | Canadian Jurisdictional Average (%) | | Provincial/Territorial Jurisdictions (%) | | |
|-----------------------|------|-------------------------------------|------|--|------|------|
| 2010 | 2009 | 2010 | 2009 | 2010 | 2010 | 2009 |
| Government of Alberta | | ¹ Reported in July | | ¹ Northwest Territories | | |
| | | ¹ Reported in June | | ¹ Yukon | | |
| | | | | ¹ Nova Scotia | | |

QUESTIONS

EMPLOYEE ENGAGEMENT INDEX

| | 2010 | 2009 | 2010 | 2009 | 2010 | 2010 | 2009 |
|--|------|------|------|------|------|------|------|
| Satisfaction with work | 74 | 78 | 74 | 74 | 77 | 64 | 83 |
| Satisfaction with your ministry/department | 62 | 66 | 63 | 61 | 69 | 51 | 70 |
| Inspired to give your very best | 62 | 64 | 69 | 68 | 71 | 62 | 79 |
| Recommend organization as great place to work | 60 | 66 | 64 | 63 | 70 | 57 | 71 |
| Stay with organization even if offered similar job elsewhere | 60 | 64 | 64 | 62 | 57 | 57 | 67 |
| Proud to tell people that you work for the organization | 65 | 69 | 69 | 68 | 71 | 57 | 75 |

QUALITY WORK ENVIRONMENT INDEX

| | 2010 | 2009 | 2010 | 2009 | 2010 | 2010 | 2009 |
|---|------|------|------|------|------|------|------|
| Positive work relationships with your co-workers | 90 | 91 | 88 | 88 | 90 | 83 | 91 |
| Have support at work to provide high level of service | 60 | 64 | 66 | 65 | 72 | 59 | 74 |
| Your job is a good fit with your skills and interests | 83 | 84 | 81 | 81 | 88 | 76 | 87 |
| You have support at work to balance work and life | 69 | 70 | 67 | 66 | 70 | 63 | 71 |
| Satisfied with quality of supervision you receive | 69 | 71 | 69 | 71 | 72 | 60 | 72 |
| Confidence in senior leadership of your ministry/department | 51 | 54 | 56 | 55 | 62 | 47 | 60 |
| Know how your work contributes to achievement of goals | 73 | 72 | 76 | 76 | 83 | 59 | 79 |
| Organization supports your work related learning/development | 62 | 69 | 64 | 66 | 72 | 59 | 74 |
| Opportunities to provide input into decisions affecting your work | 57 | 59 | 66 | 64 | 69 | 56 | 74 |
| Receive meaningful recognition for work well done | 58 | 61 | 57 | 53 | 58 | 51 | 58 |
| Opportunities for career growth within the organization | 49 | 51 | 49 | 48 | 54 | 50 | 53 |

SOURCES

| ORGANIZATION | DOCUMENT SOURCED |
|--------------------------------------|---|
| Canadian Interjurisdictional Average | July 2010 and June 2009 Report of data collected by Employee Engagement Interjurisdictional Team, a collaborative effort between territorial, provincial and federal governments across Canada. |
| Government of NWT | 2010 Employee Satisfaction Survey |
| Government of Yukon | 2010 Yukon Government Employee Engagement Survey |
| Government of Nova Scotia | 2009 Employee Survey Report |
| Australian Public Service | State of the Service Report Employee Survey Results 2009-10 |
| United Kingdom Civil Service | 2010 UK Civil Service People Survey |
| USA Federal Government | 2010 Federal Employee Viewpoint Survey |
| Scottish Government | Scottish Government Employee Survey 2009 |
| ³ Hewitt | Best Employers in Canada Study |

| Other Countries (%) | | | | Hewitt's Best Employers in Canada Study (BES) (%) | | | | | | | | | | | |
|--|------|---|------|---|------|----------------------------------|------|---|------|--------------------------------|------|-----------------------------|------|----------------------------|------|
| ² Australian Public Service | | ² United Kingdom Civil Service | | ² USA Federal Government | | ² Scottish Government | | ² BES Database (overall average) | | ² 50 Best Employers | | ² Private Sector | | ² Public Sector | |
| 2010 | 2010 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 | 2009 |
| 78 | -- | 86 | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| -- | -- | 62 | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| -- | 39 | -- | 44 | 64 | 68 | 76 | 77 | 63 | 64 | 51 | 52 | | | | |
| 84 | 42 | 70 | 55 | 73 | 76 | 84 | 86 | 71 | 72 | 63 | 63 | | | | |
| -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| 79 | 55 | -- | 56 | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| 82 | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| 71 | -- | -- | -- | 78 | 80 | 83 | 84 | 72 | 69 | 72 | 70 | | | | |
| 67 | 70 | 76 | 72 | 62 | 66 | 74 | 77 | 62 | 62 | 51 | 51 | | | | |
| 66 | -- | 68 | -- | 68 | 72 | 76 | 78 | 67 | 68 | 58 | 58 | | | | |
| 42 | 36 | -- | 45 | 66 | 70 | 80 | 82 | 64 | 65 | 44 | 45 | | | | |
| 85 | 80 | 84 | 83 | -- | -- | -- | -- | -- | -- | -- | -- | | | | |
| 52 | 55 | 66 | 71 | 69 | 72 | 80 | 83 | 67 | 69 | 60 | 62 | | | | |
| 51 | 49 | 55 | 62 | 56 | 58 | 67 | 69 | 57 | 57 | 46 | 46 | | | | |
| 52 | 77 | 52 | 79 | 49 | 54 | 63 | 65 | 48 | 50 | 36 | 37 | | | | |
| 56 | 28 | 42 | 53 | 51 | 55 | 65 | 66 | 53 | 54 | 40 | 41 | | | | |

LOCATION/PROVIDED BY

Comparison 2009-10 and 2008-09 data used with permission of the Employee Engagement Interjurisdictional Initiative. For further information, contact EEIT@gov.ab.ca.

<http://www.hr.gov.nt.ca/library/documents/EmployeeSatisfactionSurveyReport2010.pdf>

http://www.psc.gov.yk.ca/pdf/ees_final_employee_rpt_2010.pdf

<http://www.gov.ns.ca/psc/v2/employeeCentre/employeeSurvey/2009survey/>

<http://www.apsc.gov.au/stateoftheservice/0910/employeesurvey.pdf>

http://www.civilservice.gov.uk/Assets/CSPS2010%20-%20Civil%20Service%20benchmark%20-%2020110201_tcm6-37965.pdf

http://www.fedview.opm.gov/2010FILES/2010_Govtwide_Report.pdf

<http://www.scotland.gov.uk/Resource/Doc/313513/0099390.pdf>

Hewitt

Inquiries about the
2010-11 Alberta Public Service Workforce Plan
can be referred to:

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or contact your ministry's human resource office.



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