

# PMRA HUMAN RESOURCE STRATEGY

## 'People First and Foremost'

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Pest Management Advisory Council

May 17-18, 2004

Pat Curry

Continuous Learning Program



# Outline

- ◆ **PMRA Population Snapshot**
- ◆ **Integrated Planning Approach**
- ◆ **Our Human Resource Management Approach**
- ◆ **Approach to Integrating New Staff**



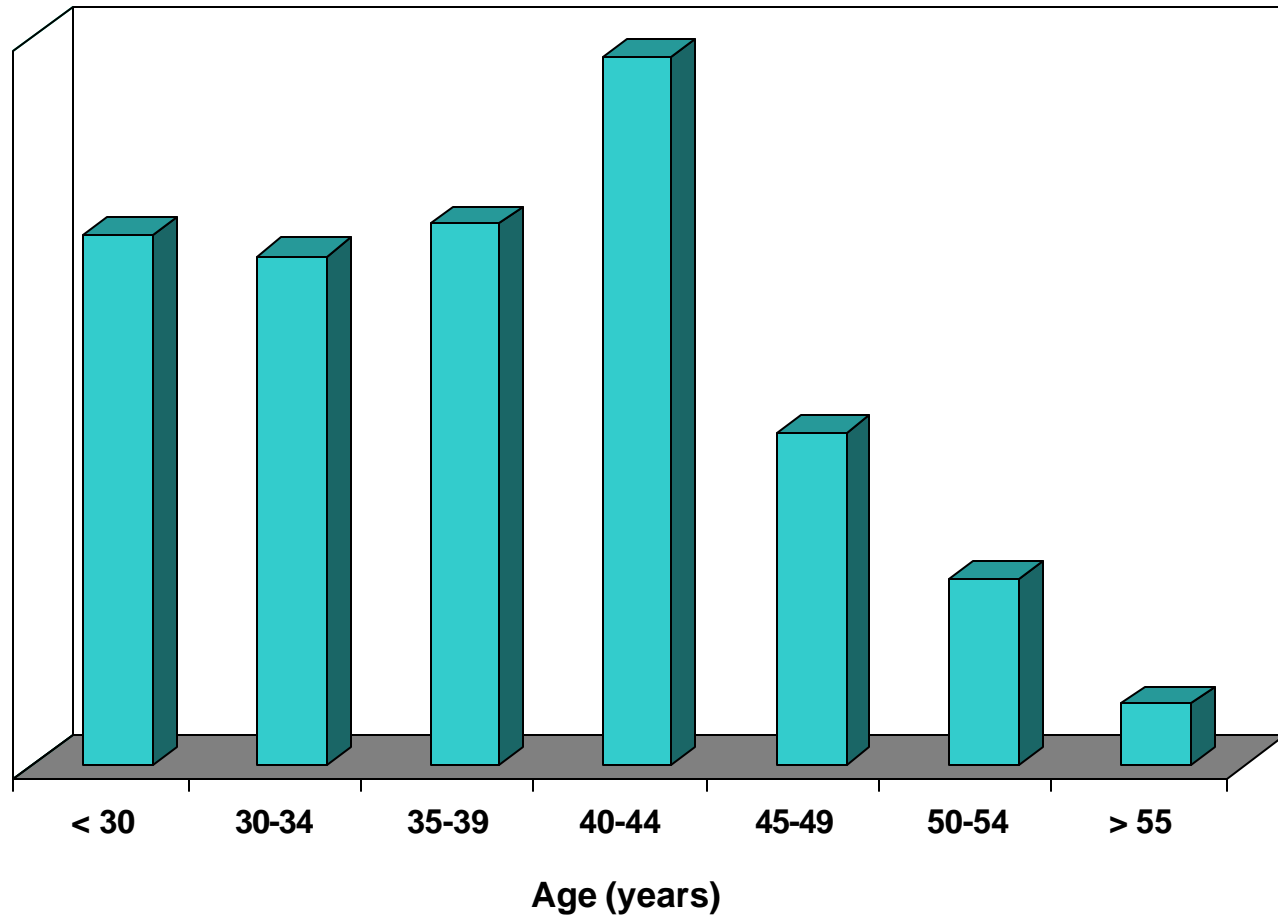
# PMRA Population Snapshot

## April 2004

- ◆ **Number of employees**
- ◆ **Departures**
- ◆ **Age profile**
- ◆ **Scientific staff**



# PMRA Age Distribution At April 1, 2004



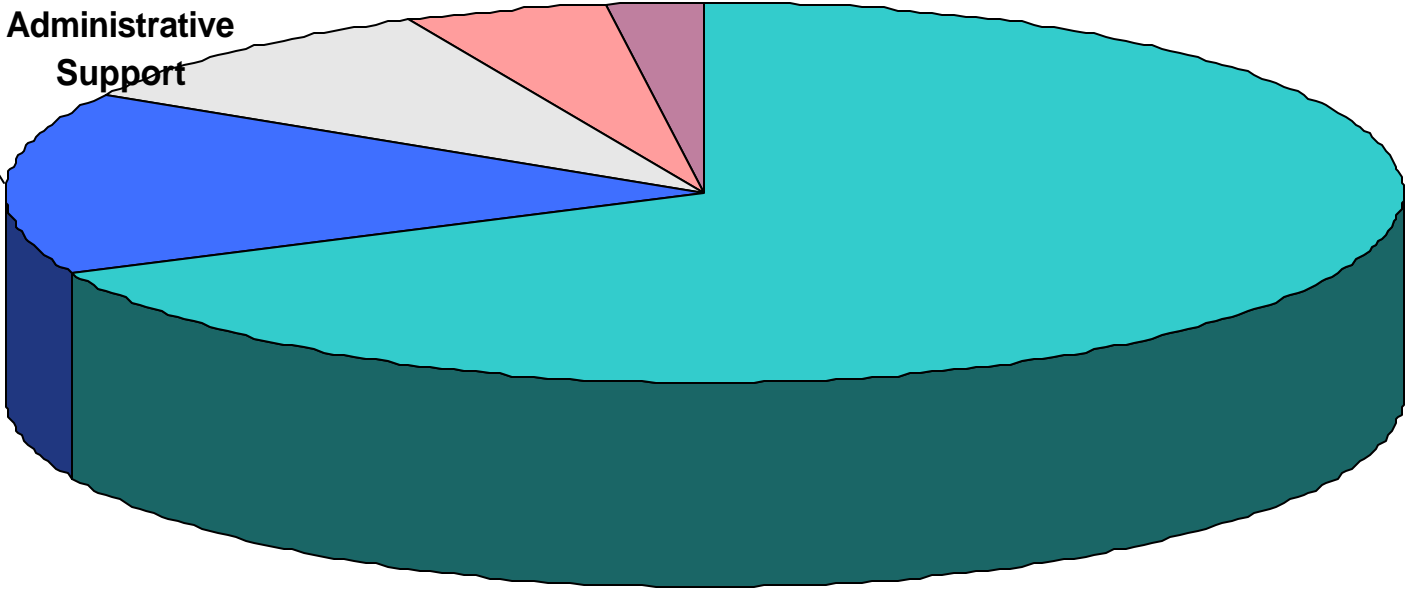
April 1, 2004



**PMRA**  
**Employee Population by Category**  
**Total Population: 486**

Scientific & Professional

Technical Executive  
Administrative Support



April 1, 2004



# Integrated Planning Approach

- ◆ **HR planning activities presented to Agency Management Committee during priority setting/budget exercises for an integrated business plan:**
  - ◆ Workforce Analysis
  - ◆ Internal and External Scan
  - ◆ Organization's current and future HR needs
  - ◆ HR priorities and proposed HR strategies
  - ◆ Measure, monitor and report on progress

# Our Human Resource Management Approach

- ◆ **Human Resource Strategy**
  - ◆ **Objectives**
  - ◆ **Areas of Focus**
  - ◆ **All About Retention**
  - ◆ **Implementation**



# HR Strategy Objectives

- ◆ **Positive work environment**
- ◆ **Support individuals and promote innovative approaches**
- ◆ **Attract and retain skilled employees**
- ◆ **Learning environment**
- ◆ **Balance between work and home life**





# HR Strategy

## Areas of Focus

### ◆ Recruitment:

#### ◆ How we hired all the new staff?

- Planning: 3 –year resource projection and staffing plan (updated annually)

#### ◆ Approach: Recruiting for a career

- ~70% Scientific & Professional staff, mostly biologists

#### ◆ How many have we hired?

- April 2001 – 345 employees (203 biologists/chemists)
- April 2004 – 495 employees (322 biologists/chemists)



# HR Strategy

## Areas of Focus

### ◆ Continuous Learning

#### ◆ Program

- Integral part of Agency operation
- Focused, cost effective learning opportunities

#### ◆ Approach

- Competencies based
- Employees identify needs
- Annual learning plans and performance discussion
- Programs and learning opportunities



# HR Strategy

## Areas of Focus

- ◆ **Effective Leadership**
  - ◆ **Management competencies**
  - ◆ **Strong supportive managers**
  - ◆ **Developmental opportunities & time to acquire needed skills**

# Approach to Integrating New Staff

- ◆ **Orientation Program**
- ◆ **Focused operational/scientific learning programs**
- ◆ **Development Program for Biologists and Chemists**
- ◆ **Maintaining Quality Control**



# Integrating New Staff Orientation Program

## ◆ Key Objective

- ◆ Ensure new staff members can do their job and do it well in as short a time as possible

## ◆ Components

- ◆ Electronic Orientation Guide (Intranet)
- ◆ ~40 orientation presentations
- ◆ Videotapes of orientation presentations
- ◆ Supervisor's Guide
- ◆ Assignment of a 'Learning Buddy'
- ◆ HC Orientation

## ◆ 68 Graduates – Spring 2003

## ◆ Evaluation

- ◆ Greatly valued by managers and staff



# Integrating New Staff Operational Learning

- ◆ **Recommended learning for new staff**
  - ◆ Submission Review Process and Tools
  - ◆ Team Building
- ◆ **Scientific courses (examples)**
  - ◆ Statistics
  - ◆ Course on tools for establishing maximum residue limits
  - ◆ Field Tours for Pesticide Application Scenarios
- ◆ **New PCPA**
- ◆ **Round Tables with Senior Management;  
PMRA Issue Discussions**



# Integrating New Staff Development Program Biologists and Chemists

- ◆ **Competencies-based program**
- ◆ **Structured progression BI/CH-01 to 04**
- ◆ **Individual development plans**
- ◆ **Over 19 different scientific streams**
- ◆ **Promoted as next level competencies are met**
- ◆ **133 participants and 26 more May 2004**



# Integrating New Staff Maintaining Quality Control

- ◆ **Submission Review & Decision Making Process**
  - ◆ **Evaluation**
  - ◆ **Peer Review**
  - ◆ **Section Head Sign-off**
  - ◆ **Division Director Sign-off**
  - ◆ **Decision-Making**
    - Science Review Committee or
    - Re-evaluation Management Committee





# Conclusion

- ◆ **HR planning aligned to our strategic and operational business planning allows us to attract and retain the right number of qualified individuals in the right positions at the right time with the right competencies.**



# Question

- ◆ What advice does the Council have for PMRA concerning the human resource management approach that is outlined in this strategy?