



IPS INVESTING IN PUBLIC SERVICE
— **serving Yukon people**





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contact information

For general information about the IPS, please contact the Public Service Commissioner's office at 667-5252.

For details about specific IPS programs, please contact the Public Service Commission, Staff Development Branch at 667-8198.

Information about IPS programs is also posted on the intranet and highlighted in the Staff Quarterly.

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why?

Governments across Canada are facing two significant challenges. The first is to find ways to address the issue of a possible surge in retirements and the second is to attract younger people to the public service as a career option of choice.

The Yukon government is committed to continued investment in employees and to developing and sustaining our organization as one that provides top quality programs and services to Yukon people.

Investing in Public Service (ISP) builds on successes and provides a strategy to implement a range of new initiatives to address succession planning, safe and healthy workplaces, public sector excellence and our organizational framework.

who?

The IPS is an initiative that spans all government departments. It supports the goals in the Corporate Human Resource Plan which establishes a strong foundation for moving ahead.

Besides incorporating existing programs such as the Yukon Government Leadership Forum and the Coaching Program, the IPS will present professional and technical development opportunities for employees in all departments. The IPS will also build on programs in individual departments, such as the employee appreciation initiative in Energy, Mines and Resources which is an inspiration for leadership development.

And while many aspects of the IPS are aimed at developing individuals the initiatives will also help employees use their skills to the greatest advantage of the public service in developing other employees as part of broad succession planning goals.

what?

IPS component programs will develop the Yukon government as an “employer of choice” for current and future employees. Research shows that among the top concerns of today’s employees are opportunities to learn and develop new skills, opportunities for a variety in assignments, flexibility and the ability to maintain a work/life balance. The IPS will position our organization to better meet those needs.

IPS components

The components of the IPS are:

1. working on succession planning initiatives, including:
 - a) Employee Developmental Assignment Program;
 - b) Internship Program;
 - c) First Line Supervisors & Management Program;
 - d) Employee and Career Assessment Program;
 - e) Knowledge Transfer of Experienced Workers; and
 - f) Professional Development and Technical Training;
2. investing in safe and healthy workplaces through:
 - a) a Safe and Healthy Workplaces Program; and
 - b) Work Placements for Employees With Disabilities;
3. recognizing public sector excellence through the Awarding People for Excellence (APEX) program;
4. communicating with employees; and
5. continuing initiatives to establish an organizational culture framework, including:
 - a) developing a comprehensive orientation system;
 - b) modernizing the recruitment process;
 - c) promoting flexible work arrangements;
 - d) reducing and revitalizing human resource policies (including developing a comprehensive IPS policy framework); and
 - e) reviewing and improving the classification system.

how?

The government has committed \$1.382 million in new money to this initiative. This brings the government's corporate investment in employee and organizational development to about 1.3 percent of the 2004 - 2005 payroll.

The Public Service Commission will post IPS updates on the intranet. Otherwise, information will be in the Staff Development Quarterly as the programs are rolled out.

when?

Programs in the IPS initiative are underway - some at different stages of implementation than others. The goal is to have all of the individual programs running by March 2006.

IPS programs

Introduction

Research shows that among the top concerns of today's employees are opportunities to learn and to develop new skills, to have variety in their assignments, and to have flexibility and the ability to maintain a work/life balance.

As a Yukon government employee, you already have some program choices to address these concerns. Some employees have flexible work arrangements, for example, that help put balance into their lives. Other employees take advantage of the many professional and technical development programs offered by the Staff Development Branch in the Public Service Commission. Others like to learn by doing – and find that job experience through developmental assignments is a good way to enhance their learning.

A new policy is the foundation of the IPS initiative. It is the “green light” to promote employee learning and development. It is the statement of our principles of learning to make sure that the skills and abilities of Yukon government employees are current and relevant as we build our organization as an “employer of choice”.

We also need to focus on transferring the knowledge of our experienced workers to future leaders and employees. Our employee population is aging. Seventy percent of our employees are 40 years of age or older. We are committed to investing in the transfer of skills and knowledge to younger people.

The IPS initiative addresses these issues with a range of programs – programs that will benefit employees by encouraging them to develop their skills and programs that will, in turn, benefit the government as employer because it is these skills that will sustain the organization as it provides quality programs and services to Yukon people.

1. Working on succession planning A series of programs will prepare employees to take on other roles within the government. Succession planning initiatives promote new ways to lead people and involve programs of study, on-the-job experience opportunities, internships and opportunities for younger employees to work with older staff.

Employee Developmental Assignment Program This is an opportunity for employees to learn and then to apply their knowledge in new situations. Experiential and adaptive learning methods prepare employees to take on key roles. There will be a minimum of five developmental assignments each year.

Internship Program This is an opportunity for recent Yukon post-secondary graduates who want a public service career to gain valuable work experience that will improve their employment possibilities within the Yukon government.

First-line Training for Supervisors and Managers This is a five-part approach to training similar to the Yukon Government Leadership Forum. Program components involve management and leadership assessments, management and leadership theory, supervisory technique practice, coaching and a practicum project.

Employee Career Assessment Program This program will help employees, supervisors and managers assess skills and abilities in order to target development opportunities and support the hiring process.

A new “assessment policy” for the government will be an important part of the process to establish this program. This will be a policy statement of the fair and ethical use of assessments.

Knowledge Transfer of Experienced Workers The goal of this initiative is to support processes to transfer the knowledge of experienced employees to younger employees. This means addressing the pension and benefits issues of phased-in retirements and looking at ways to promote coaching and mentoring arrangements.

*Professional Development
and Technical Training*

Professional development and technical training opportunities benefit current employees as well as the organization, but they also attract new employees. This is an area of interest to younger employees, in particular, who want to keep pace with industry standards in terms of skill development. Investment in on-going professional and technical skill development is important for the public service to maintain credible technical expertise and decision-making.

2. Investing in safe and healthy workplaces

This aspect of the IPS initiative addresses the need for the government – as employer – to keep pace with expectations and practices in the area of safe and healthy workplaces. Our organization will only benefit from steps to maintain the well-being of employees in the course of meeting legal responsibilities.

*Safe and Healthy
Workplaces Program*

A program that uses the Canadian Healthy Workplace Criteria will:

- promote individual and organizational responsibilities for workplace health;
- be a basis for developing cooperative workplace relationships; and
- help to improve safety, attendance and productivity.

*Work Placements for
Employees with Disabilities*

Placements provide opportunities to accommodate employees who experience disabling conditions that require them to develop new skills and abilities so that they can return to work.

3. Recognizing public sector excellence

Award and recognition programs recognize employees whose efforts promote excellence in public service. Recognition criteria will vary depending on the award program, but will include goals, objectives and values, quality service, leadership and innovation.

4. Communicating with employees

This is the step to make sure that employees know about programs and to encourage them to become involved in opportunities that suit them. By this, we mean:

- consulting with employees and departments to refine specific points in the IPS initiative;
- setting up ways to collect comments from employees who have been in the organization for a few months to gain insight into organizational cultural issues;
- developing an interactive web site for direct access to information such as pay and benefits and other human resource program and service information; and
- developing implementation strategies for all of the programs in the IPS initiative.

5. Continuing initiatives to establish an organizational cultural framework

The IPS initiative supports the goals of the Corporate Human Resource Plan — to support innovation, encourage questioning and changing of policies and processes; to be an attractive employer to current and new workers; to increase pride in the Yukon Public Service.

Corporate Human Resource Plan Vision —

The Yukon Government: A results oriented employer of choice, focused on service to the public

Corporate Human Resource Plan Principles —

We believe in a Yukon public service that strives to:

- achieve corporate goals and objectives;
- provide high quality service to the public;
- work with others to achieve common goals; and
- make it possible for employees to establish a work/life balance.

Corporate Human Resource Plan Key Projects —

These projects are to:

1. develop a comprehensive orientation system;
2. modernize the recruitment process;
3. promote flexible work arrangements;
4. review, reduce and revitalize human resource policies; and
5. review and improve the classification system.

