

# Talent Review Meetings

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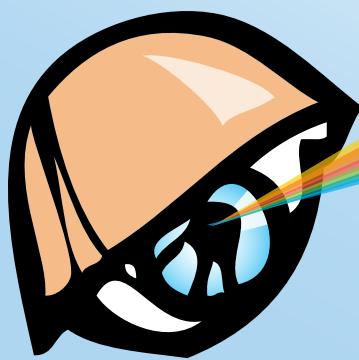
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**T**alent review meetings, a key activity of our talent management process for the HR Strategy for the HR Community, began with the management level review in May and a leadership level review on June 13 and 14. Approximately 100 people were presented during the two review meetings.

Following a brainstorm session around the future skills needed to meet the challenges faced by the HR Community, each manager had time to present each person's career development plan and touch on performance, key strengths, career goals, areas for development and development plans. Other members of the group were invited to provide suggestions for potential development opportunities. During the leadership level review, critical positions for the community were identified.

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← 1 All this information sharing gives us a 'snap shot' of the community at this point in time. Throughout this process, we've gathered great feedback to improve and adapt the process for next year.

### Snap shot summary:

We're experienced—employees have 3 months to 26 years experience.

We're educated—HR diplomas, undergraduate degrees, graduate degrees, leadership development, and certifications from CHRP to IPMA (CP/CS) to CRSP

We need continued development in both competencies and technical skills to lend depth and credibility to our work.

We're ready to grow, advance and master! We have a large number of people willing and able to make a move within the community.

We're interested in staying within our government HR Community.

We have areas to work on such as developing the HR career path model, balancing client service with people development, providing opportunities for mentoring and job shadowing.

### Next Steps

A follow up meeting for the managers to review community bench strength is scheduled in July. Following that meeting, a summary report will be available to everyone in the community that provides information regarding overall community results and a high-level action plan. Individual results are confidential to be discussed by the participating HR professional and their manager.

Quotes from managers, HR Directors:

"Good to hear that so many employees want to step up to the plate in order to advance."

"It was also helpful to hear who is looking for development opportunities in the various work groups. Overall a positive experience."

"Folks were really well prepared and took it seriously." ■



## PREMIER'S AWARD OF EXCELLENCE

**O**n June 12, Premier Rodney MacDonald recognized outstanding public servants.

The Premier's Award of Excellence is the highest honour of the Nova Scotia civil service, recognizing individuals and teams for their contributions to the province.

An external selection panel reviewed 25 nominations to identify the best examples of achievement related to leadership excellence, innovation and creativity, outstanding client service, and creative relationship building. The panel members were impressed with the calibre of the work nominated and had the challenging task of making recommendations for the Premier's consideration and approval.

This year, the Premier presented six awards.

**Group Intake Team**, Sydney Supreme Court Family Division, Department of Justice (Team Members: Valerie MacPhee, Noreen Ann Marie Campbell, Janice Pottie, Belinda Cox, Arlene A.Tobin, and Pamela Kachafanas)

**Dr. Robert Gordon**, Dean of Research, Canada Research Chair, Nova Scotia Agricultural College, Department of Agriculture

**Charles Weir, Jr.**, Industrial Relations Officer, Department of Environment and Labour

**Sharon Davis-Murdoch**, Senior Policy Analyst, Primary Health Care, Diversity and Social Inclusion in Primary Health Care Initiative, Department of Health

**John Soosaar**, Communications Advisor, Office of Aboriginal Affairs

**Environmental Monitoring Program Team**, Department of Fisheries and Aquaculture (Team Members: Marshall F. Giles, Dr. Toby Balch, Alan J. McNeill, Cyril Boudreau, Andrew Bagnall, Cory Aldous, Geordie MacLachlan, Mark TeKamp, and Lewis Clancey) ■

*For more information about the 2007 award recipients, the Premier's Award of Excellence, and other corporate employee recognition programs, visit [www.gov.ns.ca/psc/recognition](http://www.gov.ns.ca/psc/recognition).*

*You can also contact the Public Service Commission (Lisa Palermo at 424-4459 or Tracey Barkhouse at 424-2302).*

### PUBLICATION STATEMENT

HR Links is published 10 times a year on the first business day of each month. The July/August and December/January issues are combined.

The editorial board welcomes and actively solicits articles and story suggestions from members of the HR Community and its partners. Please send your submissions to [hrlinks@gov.ns.ca](mailto:hrlinks@gov.ns.ca).

**Members of the HR Links Editorial Board are:**  
Jane Allt, Vanessa Hammock,  
Donna Hendy, Shelly Hubley,  
Michelle Lucas

# HR Comings & Goings

## JUSTICE CSU

**Fran Paterson** joined the Human Resources division on April 16 in a one-year term position and comes to us with over 25 years of accounting experience, including a number of positions within Human Resources such as payroll and benefit administration. Fran holds a Bachelor of Business Administration, with a certificate in Marketing from Mount Saint Vincent University. She also completed two years of the Certified Management Accounting program. Most recently Fran was working at the Nova Scotia Pension Agency.

**Bakhtyar Shafi** joined the Pay & Benefits team on April 30 as the permanent replacement for Andrea Anderson's position. Bakhtyar (pronounced Back-tear) earned a Bachelor of Commerce in Pakistan then worked for a number of years as an accountant. He then moved to Canada and completed a Bachelor of Business Administration. Bakhtyar worked at Convergys in both Ontario and Nova Scotia as an associate in payroll and was a subject matter expert/site resource on their time keeping system. Most recently Bakhtyar has been employed with ADP Canada as a payroll specialist on the SAP Americas team.

**Kathy Leights** has accepted a one-year term assignment with our division as junior consultant, leave management and labour relations to replace Judith Crosby. Judith is on a one-year term assignment in the role of Occupational Health and Safety consultant.

## COMMUNITY SERVICES

The Human Resources division is pleased to welcome **Satie Borden** to the position staff trainer, family and community supports effective July 3. Satie is a graduate from Dalhousie University, Bachelor of Arts, Bachelor of Social Work and Master of Social Work Programs, and has worked with the Department of Community Services for the past 13 years. During this period

Satie was employed in various roles and programs as a social worker. In addition, Satie is a past facilitator, having conducted several sessions for the FCS Core Training Program for new social workers in the area of Children in Care and Diversity.

## HEALTH

**Amanda MacKinnon** arrived on May 14. Amanda will be secretarial support for Gail Boone.

**Michele Morash** has accepted a one-year term position as Manager of Strategic Initiatives, beginning June 4.

**Marcia Smythe** has accepted a one-year term position as Manager of Operations effective June 18.

And last but not least, the Health HR team would like to extend its best wishes to **Nancy Barry**, one of our Pay and Benefits Consultants, who is home recovering from surgery and hope for her speedy return. Take care Nancy.

## PUBLIC SERVICE COMMISSION

Welcome aboard **Jan Cavicchi**. Jan started with the Information Management team on June 14 to backfill for Amanda Pickrem's maternity leave. Jan worked on various Healthy Workplace initiatives for several months earlier this year.

**Sean Crawford**, fresh off the Trans Canada Highway from Alberta with family in tow, began as HR auditor in the Evaluation and Audit division on July 3. Sean comes to us having worked as an auditor with the Canada Revenue Agency.

**Joel Marsman**, Senior Consultant, Employee Health & Safety Promotion, retired July 1. Joel will be sent off in style on July 25 at a reception in his honour.

**Patti Charlton** has accepted a nine-month position at the Department of Natural Resources CSU as a human resources development consultant. Congatulations Patti.

**Michelle Collins** is back from maternity leave and back into the realm of Executive Recruitment. ■

## Brain Teaser

For those of you who like to tease your brain, here is another installment of the HR Strategy for the HR Community Brain Teaser for you! The first person to E-mail Holly Bartlett with the correct response to the following HR Strategy brain teaser will receive a mystery prize.

### Question:

What are the four (4) words missing in this sentence?

Talent Management is about making sure that we get the right "\_\_\_" with the right "\_\_\_" in the right "\_\_\_" at the right "\_\_\_".

A strong HR Community helps create a strong public service.



Summer has arrived, and with it comes "summer slow-down," right? Looking at the list of initiatives underway, and knowing that our clients maintain a fast and steady pace year-round, the days of a slow-down period are long past. In fact, these next two to three months will be key to advancing some important HR projects.

Here are some highlights as I see them: The **HR Service Delivery Review** continues to be discussed fervently by the Deputy HR sub-committee. Early in June, the group came together to hear the findings from the consultant's ongoing review, followed by an exercise to develop 'principles' that should guide government's HR function. Over the summer, the consultant will go back to the community and clients to get a sense of whether the leadership group is on track. Knowing that "in limbo" is not an ideal place to be, I can assure you that we are committed to doing this as quickly as possible, yet we want to be sure, first and foremost, that it's done right.

We are hopeful that some of the policies/programs that have been reviewed and developed over the past year will make their way to the decision makers later this summer. The fair hiring and employment equity policies are being finalized and should soon be placed on the agenda. These,

in line with the draft hiring standards, will be rolled-out soon after we receive direction. In anticipation of a positive outcome (fingers crossed), project leads are preparing the necessary supports for implementation that will include education and communication. I know the entire HR Community has provided input on these items, which should help to ensure smooth implementation.

Speaking of implementation . . . I'm happy to tell you that doing this aspect of our work well is a high priority of the PSC senior team. We have implemented some tools to support better decision-making, implementation planning and communicating the PSC initiatives that have an impact on the HR Community. We have revised the **Epiphany to Policy** document, incorporating implementation tools to support program staff. More information to come soon.

Part of our ongoing efforts to give managers the tools they need for their human resource roles is developing the corporate-wide **Foundations for Management** online resource. Created by the Education HR-CSU, the PSC will work with its partners this year to ensure the project is done in a managed and collaborative way. The PSC Planning and Coordination division will be hiring a project manager shortly.

The **2007 employee survey** corporate, department and special reports will be shared with deputies this summer, and final results shared with the entire employee group in September. This approach will give departments time to develop action plans. The information we gather from surveys is critical to our efforts in recruitment, retention and employee engagement, and so members of the HR Community will be important participants as clients develop their action plans.

You may have heard by now that the PSC has been asked to look at the feasibility of moving our offices to the World Trade site. Having been part of a move with Agriculture, Fisheries and Aquaculture recently, I can tell you this is no picnic, but it does provide us an opportunity to think about creating our ideal space, including access to dedicated training and development space that is sorely lacking in government. Please keep in mind that this is not a done-deal, but work continues on feasibility. ■

**Have a great summer.**

## Managing Change for the HR Community

Through the HR Strategy for the HR Community's HR skills and competencies and building capacity priorities, members of the HR Community were provided with an opportunity to attend one of five half-day sessions on Managing Change during April and May.

These workshops were facilitated by Karen Meins, Senior Consultant, Organizational Development, Design and Effectiveness (PSC), and focused on the use of Bridges Model for Change

and Transition management. Those in attendance had an opportunity to develop in the area of change leadership (one of the three new HR competencies) through various exercises including case study and discussion.

In total, 45 HR Community members took advantage of this opportunity. Based on a 77% response rate, participants evaluated the workshop at a 3.72 out of 4, identifying the case study as one of the most valuable elements.

Future development opportunities in support of the new HR competencies will include workshops on client orientation and effective interactive communication throughout the fall and winter months. Information regarding these opportunities will be forthcoming as soon as it is available.

With the advancement of the HR Strategy, we are showing our leaders how we can be accountable for the development of our own profession. ■

# HR Strategy Team



**T**he HR Strategy Team has been created to act as a conduit to communicate both plans, activities and events involved in implementing the HR Strategy to members of the HR Community, and to give voice to the concerns and expectations of the HR Community during the implementation process.

In this role, members of the HR Strategy Team act as representatives of their HR-CSU or PSC division and level of work (administrative support to leadership). They also provide input and feedback regarding key components of the HR Strategy as they are developed, for example the career path model.

HR Strategy Team members have a unique opportunity to advise, advocate and participate in an initiative aimed at recruiting, developing and retaining HR professionals and enhancing the HR Community across the Government of Nova Scotia.

The members of the HR Strategy Team bring to the table many years of experience in human resources in both the public and private sectors. Their combined experience includes several HR specialties, levels of work and client groups. This diverse team is a result of the participation of the following HR professionals:

**Lydia Adisenu-Doe**, Program Coordinator, Diversity Employment Initiatives (PSC) - Lydia has experience in operational HR consulting as she manages employment programs including the Career Starts Program (Post Secondary Internship, Co-operative Employment, Summer Diversity and Summer Female Mentorship programs) and the Diversity Talent Pool. This has enabled her to work closely with the HR Community since she joined us in early 2006.

**Gail Boone**, Director of Human Resources (DOH-HR CSU) - Gail's extensive experience in the health and human services sector has included leading change, building capacity and achieving results. She has brought to the provincial government and the HR

Community strong facilitation, coaching and relationship building skills when she assumed her current role in the fall of 2006.

**Sherri Boutilier**, Coordinator, Employee Benefits (DCS-HR CSU) - Sherri's career includes 4 years combined experience working with DCS and TPW in the area of pay and benefits. She also has experience working in various HR roles within the private sector and has completed formal training in HR.

**Donna Bunton**, Human Resources Consultant (DCS-HR CSU) - Donna's experience includes labour relations, recruitment and selection, performance management and organizational review. She has gained this experience over the past eleven years with DCS and throughout her 25-year career in HR with government.

**John Campbell**, Director of Compensation (PSC) - John has 23 years of service with the provincial government and has spent the last three-years as Director of Compensation and Classification.

**Tonya Fry**, HR Development Consultant (DOJ-HR CSU) - Tonya has experience in supervisory and leadership development as a seasoned HR professional with 13 years experience in training and development. She has been sharing this experience with the Justice Learning Centre for the past year.

**Lynda Hodder**, Administrative Assistant (DOE-HR CSU) - Lynda's career has spanned 16-years in public sector HR including the past 13 in her current role. This has provided her with a well-rounded knowledge of what is required of a good working HR team.

**Gail McClare**, Occupational Health and Safety Consultant (DNR-HR CSU) - Gail uses her experience working with groups to develop policies and programs and plays a lead role in government to champion occupational health and safety. She has gained this experience while working in her current role over the past 10 years.

**Carolyn O'Malley**, Pay and Benefits Consultant (TPW-HR CSU) - Carolyn has over 20 years experience working within government in the area of pay and benefits. This experience includes a clear understanding of the Pay and Benefits coordinator's role in serving clients and how the role relates to divisional strategies for service delivery.

**Bryan Roach**, Human Resources Consultant (DOH-HR CSU) - Bryan has developed a comprehensive perspective of organizational human resources through his experience working for municipal, provincial and federal governments, private organizations and at various levels throughout these sectors. He has been applying this experience to the provincial government for over 3 years and in his current role for the last two and a half years.

**Mary Ellen Tingley-MacLean**, Manager, Strategic Operations (DOE-HR CSU) - Mary Ellen has over 10 years experience in both the strategy and operations side of HR. She has gained this experience working in both the private and public sector and in her current role, which she began in the summer of 2006.

**Allan Walker**, Senior Consultant, HR Renewal (SNSMR-HR CSU) - Allan has extensive experience in various areas of HR including compensation, classification, departmental reorganization and retention and retirement incentive projects. This has allowed him to work in various leadership roles and consult with several distinct client groups. ■