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Inside this Issue

3

In Memory of Emily Sidey
HR Community Update

4

Managing a changing
workforce

5

Merger: TPW/Finance CSU

6

Justice Learning Centre

7

IPMA Coming to the
Maritimes

8

Learning Calendar and
Leadership Programs

9

Understanding the Issue of
Enabling in the Workplace

Nova Scotia Public Service
Commission
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HR Links

Building Employee Commitment: Government's Corporate Strategy

by: *Colleen Gareau, PSC*

Because so many boomers are approaching an age where our forefathers anticipated and – in many cases – were compelled to retire; and because of a growing body of research and opinion about the changing expectations of people entering the workforce, human resource issues of retention and recruitment, succession management, and work-life balance are higher than ever on the corporate agenda.

What are the real reasons that people stay or go? What else can the provincial government do to maintain a skilled and dedicated workforce?

continued on next page...

Name the Newsletter Contest

Congratulations to Joan Parks-Hubley, coordinator of Occupational Health and Safety with Community Services, whose entry was chosen by the Editorial Board as the winner of the *HR Newsletter Name Me* contest. *HR Links*, the name Joan submitted, aptly describes what we want to communicate: “we are all part of the whole and everything we do is linked.” Joan also suggested that this could lead to an annual HR golf tournament! Congratulations Joan, you are the winner of a free day off compliments of Jane Allt!

Next Deadline

Please submit your letters to the editor, comments or articles to Jeannette Smith by August 12, 2004. (Send to: smithjm@gov.ns.ca)

Members of the Editorial Board are:

Mary Dauphinee, TPW CSU
Michelle Collins, PSC
Jane Allt, PSC
Jeannette Smith, Justice CSU

“A recent study and report from Deloitte Consulting concluded that ‘the key human resource issue in the public sector is a lack of engagement,’” said Rick Nurse, Public Service Commissioner. “Except for certain professions and occupations experiencing labour shortages, the public sector seems to attract and retain qualified individuals. Turnover rates are also generally low.”

He added: “While plans to mount high-profile brand-building and recruitment campaigns are important, it is even more important that we take additional steps to understand and to resolve the issue of commitment.”

In a recent address to NSHRA, Mr. Nurse compared the various types of commitment – affective, normative and continuance – to good, bad and cholesterol. He asked the audience to consider new ways to reduce situations where people stay in an organization because the cost of leaving is too high. He also said that the PSC, and government in general, needs to take additional

steps to increase situations where people stay because of a stronger commitment to their chosen field – public service – and because of a sense of achievement and the support they experience.

Organizations must commit to their staff before they can expect staff to commit to them.

There is a strong correlation between job satisfaction and commitment to an organization. Job satisfaction has many facets including: “the nature of the work, details of remuneration, nature of promotional opportunities, and characteristics of supervisors and co-workers,” states the report, *Deans, Affective Commitment, and Optimizing the Work Environment so They Stay*, presented at the annual meeting of the Association for the Study of Higher Education.

This seems to be in line with work done by Herzberg in the 60s and re-validated by the Harvard Business Review in 2003 which states that there are motivators and de-motivators which explain why employees come to a particular organization and stay there -- or don't. Factors that

FYI...

Research has identified three types of employee commitment: affective, normative and continuance. Employees who have affective commitment to their workplace want to stay there because they perceive their organization to be supportive. Normative commitment is exhibited by individuals who stay within an organization out of a sense of duty or obligation. When employees show continuance commitment, they stay in the job because the costs of leaving are too high (eg. time invested in the company pension plan.)

motivate employees include: achievement, recognition for achievement, the work, responsibility, growth and advancement. De-motivators were identified as: company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security.

The HR community within the provincial government is developing a corporate HR plan to address the complex interaction of numerous workforce, workplace and work-life issues. The strategy will focus on such things as:

- Understanding the public service needs of our citizens
- Understanding the needs and values of public servants
- Developing a skilled, dedicated and responsive workforce
- Assuring a safe and supportive workplace and a culture of respect, fairness, continuing learning, opportunity and

FYI....

The top three motivators:

- Achievement
- Recognition for achievement
- Work being performed

The top three de-motivators:

- Bureaucratic policies and administration
- Poor supervision
- Poor relationship with supervisor

In Memory of *Emily Sidey*

Our community is saddened by the passing of a long time friend and colleague, Emily Sidey.

Emily's career with the civil service spanned more than 29 years. She retired in December 2002. Emily lost her battle with cancer on April 6, 2004.

She started her career with the provincial government in May 1973 with the Office of the Provincial Secretary, later transferring to the Department of Consumer Affairs which is now Service Nova Scotia and Municipal Relations. Emily contributed to her profession at many levels holding positions as Personnel/Payroll Clerk, Personnel Technician, Acting Personnel Manager and concluded her working career as Co-ordinator, Employee Benefits. She was an active member of the CPPMA /IPMA since 1981 and held the position of Director of Certification in 1996. Emily was a strong advocate for women's issues and co-chaired the interdepartmental committee on the Status of Women, as well as chairing its Employment Equity Subcommittee. Her skills as a facilitator were used when she provided training on Sexual Harassment, Diversity and Race Relations, as well as a number of other departmental training programs. Her energy, warmth and compassion will be greatly missed by all who knew her.

Through often humorous anecdotes, stories of Emily were recalled by her colleague, Jerry Dodson, at her memorial service on April 10th. We will always remember Emily's smile and the respect she gave to everyone.

- accountability
- Contributing to a better Nova Scotia through performance and service excellence and which is recognized and valued by all Nova Scotians.

“There is a real desire to take whatever steps are necessary and within our means to remind staff and potential staff of the opportunity to make a difference which a career in the public service offers,” said Mr. Nurse. “Many people have been working hard for some time now to make the Nova Scotia public service an employer-of-choice and we are committed to doing more.”

As an important next step, government has just completed a system-wide employee survey to identify what government employees think about their workplace. Getting employee opinions and feedback is a

fundamental part of building a strong public service in Nova Scotia. Data collected in the survey will support organizational development, business planning, policy development, communications, evaluation and audit activities, operational decision-making and strategic human resources management – many important components of the HR plan.

The employee survey is being analysed with results expected this summer. The HR plan is under development and is targeted for release in the next two to three months.

For more information on the survey, please contact Kathy Cox-Brown at 424-8383. For more information on the HR plan, please contact Patti Pike at 424-4644.

HR COMMUNITY UPDATE

From Community Services

Bonnie Dobson, Payroll and Benefits Coordinator, has been reassigned to support the e-Merge project for the summer. To assist us while she is away, Jeffery Roach will be joined the division on May 25, 2004 on a casual basis. Jeffery has a Bachelor of Commerce Degree in Human Resource Management and a certificate in Human Resource Management. He brings with him experience in both Benefits Administration and IT support, and is already involved and immersed in a variety of activities within the department.

From the Justice CSU

Anna Kiley has been temporarily reassigned to join the eMerge team, joining another Justice buddy Becky Macdonald who has been with eMerge since November. Justice is pleased to announce that Enid Stout has accepted an 18month secondment to Justice as the Manager of Occupational Health and Safety. This secondment begins in July 2004.

From the Education CSU

June Hart has joined the Department of Education, effective April 19, as the newest member of the Human Resources & Legal Services team. June will be providing *continued on last page...*

Managing a Changing Workforce

by Karen Volmer, Human Resource Development Consultant, Justice Learning Centre Justice CSU

On April 15, 2004, the Canada Pension and Benefits Institute brought in Dr. Linda Duxbury from Carleton University to speak on the topic of Managing a Changing Workforce. Dr. Duxbury's very interesting talk focused on the generational differences in the Canadian workforce and the problems associated with a shrinking workforce.

According to Dr. Duxbury, there are four generations in the workforce: the Veterans (born just before or during World War II), the Baby Boomers (1947-1964), Generation X (1961-1972) and the Echo Boomers or Nexus group (1972-1990). Each generation is influenced by different societal factors and has different core values. The key to motivating and retaining good employees is to understand these differences and use them in your organization.

Why should we care about these generational differences? We should care because our workforce is shrinking; retirements are increasing and the birth rate is decreasing. The labour shortage

is a long-term issue, perhaps lasting 10-20 years. Understanding these differences and acting upon them is crucial to attracting and keeping good employees. We as employers need to understand what employees want from their jobs, their bosses and what they will do if the organization doesn't deliver.

Generational Influences and Core Values

Veterans are influenced by the stock market crash, World War II, and the atomic bomb. Their core values are caution, self-sacrifice, and deferral of rewards. The Veterans' work ethic includes loyalty, dependability, and persistence. They value wisdom and experience over technical knowledge.

On the other hand, Baby Boomers are influenced by the atomic bomb, economic prosperity, The Pill, the lunar landing, Vietnam and Rock & Roll. Their core values are optimism, entitlement, and self-fulfillment. In general, Boomers are team-oriented, workaholics who place a high importance on status symbols.

Generation Xers are influenced by economic recession, AIDS, nuclear threat and personal computing. Their

core values are adaptability to change, pragmatism, and immediate gratification. Gen Xers have a work ethic that sacrifices personal life for advancement. They desire job security and want recognition for their efforts.

Finally, the Echo Boomers are influenced by technology, a child-focused society, violence, terrorism and Rap music. Their core values are optimism, diversity, street smarts and global networking. They look for independence, autonomy, work-life balance, and a fun workplace. Echo Boomers distrust authority and hierarchy.

Based on all these difference influences and core values, it's no wonder that each generation wants different things from their careers. The table below shows what each generation wants in terms of a career and what they will do if they don't get it.

Managing this workforce effectively will give organizations a competitive advantage. Organizations need new leadership models based on honesty, inspiration, and competence. In return they will get employees with a sense of team spirit who have pride in the organization and a commitment to its success.

	Career Goals	Rewards & Recognition	Feedback	Changing jobs	Org. doesn't deliver
Veterans	A legacy	Satisfaction of a job well done	"No news is good news"	Carries a stigma	Retire
Boomers	Excellence	Money, title, corner office	Once a year with supporting docs	Puts you behind in career	Complain to anyone who will listen
Gen X	Portable careers	Freedom, security	Immediate feedback	Is necessary	Confront manager while shopping resume on the side. Will quit when they find another job
Echo Boomers	Parallel careers	Work that has meaning	Feedback before I've done something (mind-reading)	Is routine. I expect to change many times	Will quit immediately, w/o having another job

Merger: Transportation And Public Works/Finance Corporate Services Unit

by: Paul Edwards, Scott Boulton, Doug Ross

In September, 2003, the formation of the TPW/Finance CSU was announced to staff of the former Finance CSU Human Resources Division and the TPW Human Resources Division. In early February 2004, the group came under one roof, on the 5th floor in the Johnston Building in Halifax.

The CSU provides a full range of human resource services including training and development, occupational health and safety, recruitment, compensation, benefits and labour relations to approximately 3000 employees including two unions (NSGEU and CUPE –highway workers.) Services are provided to: TPW, Finance, PSC, Office of Economic Development, Treasury and Policy Board, Office of the Premier, Office of the Auditor General, Communications Nova Scotia, Executive Council Office, Aboriginal Affairs, Acadian Affairs, Intergovernmental Affairs, Protocol Office and Voluntary Planning.

The new team is a highly skilled and enthusiastic group with a strong client focus. We are currently working on a number of activities as a result of the merger including reviewing best practices, and establishing a mission statement and values for the CSU. Ultimately, the newly formed division will incorporate the best practices from both groups in order to provide superior service to our clients.

As with any merger, we have been faced with some challenges such as finding ways to manage the change

resulting from the merger while maintaining business as usual; finding meeting facilities large enough to accommodate our 35 staff for monthly meetings and learning the businesses of a larger client base in order to provide the best possible service.

Current Initiatives

Benefits and Labour Relations

- The CSU has a very active Benefits and Labour Relations section.
- A growing area of service is taking employees through the retirement process by conducting individual employee counseling sessions, onsite visits and onsite group sessions.
- The processing of death benefits which is done through onsite visits with surviving family members has proven to be very helpful and appreciated by our clients.
- This section participates in the bargaining team for negotiations of the CUPE Collective Agreement.
- The Committee is chosen from members of the HR Division, the Highway Operations Branch of TPW and a representative of the PSC.

OH&S

- We are fortunate to have a full service OH & S team.
- Our first priority is continuing the process of getting to know the existing preventative programs and level of legislative compliance of the

new departments and agencies for which the combined CSU is now responsible for supporting.

- A second priority is the development of a *Fitness for Work* program for employees who are engaged in the operation of safety-sensitive equipment.

Training and Development

- Our team supports our clients in developing knowledge, skills and abilities required to achieve organizational and business objectives.
- Due to the added client base as a result of the merger we were able to add a Junior Training and Development Consultant.
- Our approach to developing a continuous learning environment is demonstrated in the Planning for Progress initiative. Planning for Progress has been formed around four programs; training and development, advanced education, employment and bursaries and work placement opportunities.

Office of Economic Development

- In collaboration with the Senior Management Team at OED, the CSU has tailored and is delivering several Career Planning and Development Workshops for all OED staff.
- To date, 75% of staff have successfully participated in the workshops and the balance of staff are being scheduled.

- Part of this process also includes a pilot study whereby 25% of staff will participate in intensive career assessments conducted by an external consulting firm. These staff will also receive individual feedback sessions to significantly enhance their career development plans.



eMerge

- We currently have three staff members from Human Resources (Bev Verge, Susan Dower, and Lynn MacLean) and one employee from our Bedford TPW office, Marlene Osmond, working with the e-Merge team.
- Along with the rest of the eMerge team, we are working to help ensure the successful implementation of the HR/SAP initiative.

TPW/Finance CSU

Seated left to right: Ann Marie Lahey, Paulette Dube, Dale Rushton, Doug Ross, Heather Bowser, Heather DeCoste.

Standing left to right: Rhonda Oakley, Margaret McDow, Connie Lussier, Sherri Boutilier, Michelle Cheeseman, Janet Robar, Candice Lake, Rhonda Mauger, Eryn Whitehead, Darren Blundon, Audrey Hunt

Al Walker, Nancy Barry, Dave Gibson, Sharalyn Young

Missing: Paul Edwards, Michele Thompson, Marilyn Robinson, Mary Dauphinee, Jacqueline Perusse, Susan Dower, Bev Verge, Allison Peckford, Susan Jenings, Michele Morash, Jim Furlong

On behalf of the team we appreciate the opportunity to provide a snapshot of our new CSU and look forward to reading upcoming issues of the Newsletter.

JUSTICE LEARNING CENTRE

by: Barbara MacKeigan, Manager Justice Learning Centre

A great collaboration between departments resulted in Facilitation 1 being offered at the Justice Learning Centre in May. Taralee Hammond of Resources CSU and Barbara MacKeigan, Justice Learning Centre combined teaching skills to lead a 3 day facilitation course for senior managers. Linda Redmond from Environment and Labour, and Dom Fewer from EMO were the coaches.

This training is the first level in a series of highly respected courses developed by Rana International Inc. Taralee, Dom and Barbara are Certified Professional Facilitators with the International Association of Facilitators. It is good to make that global connection, as facilitation skills are used around the world to move groups through issues and into planning to achieve their strategic vision. Increasingly, business and the private sector are looking to facilitators to make planning easy.

Fifteen participants learned the basics of process facilitation, and became comfortable running 4 universal processes, including issue analysis, decision-making, problem-solving and action-planning. The course is highly interactive, with people on their feet from the first hour! A great deal of fun was had, and participants had several chances to practice their facilitation skills. We even had the Deputy Attorney General in session with us for part of the course.

IPMA Canada Coming to the Maritimes!

The Challenge to Change: The Next 100 Years

by: Jerry Dodson, Training and Development Consultant with SNSMR

The Nova Scotia Chapter of IPMA Canada has been chosen to host the 2006 IPMA National Human Resources Conference on May 28 to 31, 2006 at the Casino Hotel. The theme will be: *The Challenge to Change: The Next 100 Years.*

There are many factors that will impact human resources into the future. As HR professionals, the challenge to us is what we do to change or how we respond to the changes that will contribute to success in three key areas:

- The leader within us all
- Creating a compelling future
- Building credibility

Some of the many changes that will determine the outcome of the three areas are:

- Changes in work strategies
- Changes in work practices
- Changes in leadership
- Shift in organizational cultures
- Changes in partnerships
- Changes in technology
- Changes in work/life balance
- Shift in employee/employer relations

An underlying theme throughout, will be diversity and how it shapes many of the changes that take place within an organization.

As most people know, it takes a lot of effort and many volunteers to make a conference a success. We have several volunteer opportunities available and encourage the human resources community to become involved.

To volunteer for this exciting conference please contact conference co-chairs, Jerry Dodson or Janet Lee.

Committees have been set up for the following activities:

1. Registration
2. Logistics/Hotel
3. Marketing/Communications
4. Entertainment/Social
5. Programs
6. Budget
7. Sponsorship/Exhibitors
8. Steering Committee

The topics, workshops, plenary sessions, and keynotes will be determined by the Program Committee. Input from the HR Community is always welcome and encouraged. The committee chairs will be determined at the

first meeting of the respective committees. The chairs will be your contacts should you wish to volunteer or provide us with suggestions.

IPMA and the volunteers are very excited about this conference and see it as a fantastic opportunity to showcase our Human Resources Community. We encourage you to become involved and share in the fun.

Learning Calendar and Leadership Programs

By: Kenda MacFadyen, HR Development Consultant and Theresa MacIsaac, Business Administration Assistant

Spring is an exciting time of year for the PSC when we plan our programming for the upcoming year.

The 2004-05 Corporate Calendar of Learning Programs and Courses is scheduled to hit news stands in your departments in July and will be posted on line at www.gov.ns.ca/psc.

What's New

We're offering some new courses this year based on feedback from the HRD consultants, your suggestions, and current best practices in other jurisdictions. *Aboriginal Perceptions, Leading a Customer Focused Team, and Effective Process Facilitation Skills* are some which have been added to the roster.

New Fee Structure

This year, we are piloting a new fee structure for our professional development programs, *Stepping Up to Supervision*, and *Administrative Support Professional*. Option one allows you to pay for the entire program. Option two allows you to buy modules as you need them – perhaps you only need three from a six-module program.

Individual Contributors

The Individual Contributor Program has been moved from leadership development to the corporate calendar. This allows us to offer more flexibility to people who need skill development, but not necessarily a within a six-month program. The program is designed for people who lead a project team, coordinate the work of a consultation team or work area, or manage the work of a client service team—even though they may not manage staff. The modules selected for this program are designed to help you develop skills to lead and influence others in the areas of communication, project management, and facilitation of groups. The program also includes modules that develop self-awareness and effectiveness skills. The program includes seven modules which are:

- Dealing with People: Interpersonal Conflict Management in the Workplace
- Effective Process Facilitation Skills
- Introduction to Project Management
- Managing Change and Transition
- Presentation Skills
- Managing Personal Effectiveness
- WorkTypes: Understanding Yourself and Others Using MBTI

Additional information will be made available when our 2004-2005 Corporate Calendar is released in early July 2004.

If you have a need you don't see addressed in the calendar or if you need something at a time other than the dates posted, please speak with your HRD consultant or HR contact. We'll work together to try to find a solution.

Leadership Development

A corporate learning needs assessment for planning the *Leadership Development Programs* for the 2004-2005 year has been completed. The needs assessment included feedback from program participants, input from deputy ministers, best practices on leadership development, and corporate demographic data. Based on this information, there will be six *Leadership Development Programs* to respond to our demographic challenges over the next few years.

- 2 Frontline Manager Programs
- 2 Middle Manager Programs
- 2 Executive Development Programs

The deadline for applications to the PSC for these programs is July 6th. If you are interested in applying for one of these programs, please contact your HR division/CSU.

Understanding the Issue of Enabling in the Workplace: Why is this happening?

by Rhonda Calcott - EAP

Although the term *enabling* can be applied to several situations, it often refers to specific ways of dealing with a person who has a substance abuse problem. Enabling involves ideas, feelings, attitudes, and behaviours that allow alcohol and drug problems to continue or worsen by preventing the alcoholic or other drug abuser from experiencing the consequences of his or her actions.

Even supervisors who've had formal training in identifying troubled employees through deteriorating job performance may still be reluctant to act on that information. Sometimes their personal beliefs may prevent them from applying their usual supervisory skills and knowledge. As an HR professional, it is helpful to understand, identify and assist managers who may hold any of the following beliefs:

Belief #1: "Someone as intelligent as Joe.....or.....Someone as nice as Nancy.....couldn't have these problems."

Effect: If the supervisor has defined the employee as intelligent, nice, young or rich - they may believe these characteristics do not describe an alcoholic or drug abuser.

Belief #2: "Taking action would be so painful, it is better just to leave the situation alone."

Effect: Believing that a confrontation would be worse than just putting up with the problem, limits the supervisor greatly. The situation won't continue as is - it will get worse.

Belief #3: "Referring to the Employee Assistance Program for assessment and treatment will damage her career."

Effect: Any supervisor who believes that making a referral will harm an employee's career will naturally be reluctant to do so. The fact is, the confidential involvement with EAP will not interfere with an employee's chance for promotion, but continued poor job performance will.

Belief# 4: "If I ask for help from HR, it may indicate that I am not a good supervisor"

Effect: Supervisors who believe that it is their role to assess and diagnose and solve an employee's personal problem, may prevent timely and proper intervention from occurring. As well, they will unconsciously begin to feel sorry for and give these employees "slack". Morale issues in the workplace will occur as other employees may perceive favouritism.

Belief #5: "The disciplinary process can be time consuming and complex."

Effect: Underestimating the time put towards working around employees who are not performing or absent can occur. This demands supervisors to repeatedly reallocate workload on already taxed employees, listening and dealing with complaints from colleagues and customers and delaying completion of project work.

Last year, less than three per cent of EAP cases were for employees experiencing problems with substance abuse. We know the prevalence within the employee population is higher. If you would like more information on this topic and how EAP can assist you in supporting supervisors to intervene with employees who have substance abuse problems in a timely manner, please contact the **Employee Assistance Program at 1-800-777-5888.**

...continued from page 3

secretarial support to the Legal Services section. June has over 27 years experience in secretarial/administrative positions. She has worked as the secretary to DM and Minister of Department of Recreation and the IWK Hospital. In Sydney, she worked for the Cape Breton Development Corporation, Cape Breton Regional Hospital, Sydney Airport Authority and Social Research & Demonstration Corp. (SRDC).
Welcome June!