

TRENDS IN PUBLIC SECTOR HUMAN RESOURCE MANAGEMENT

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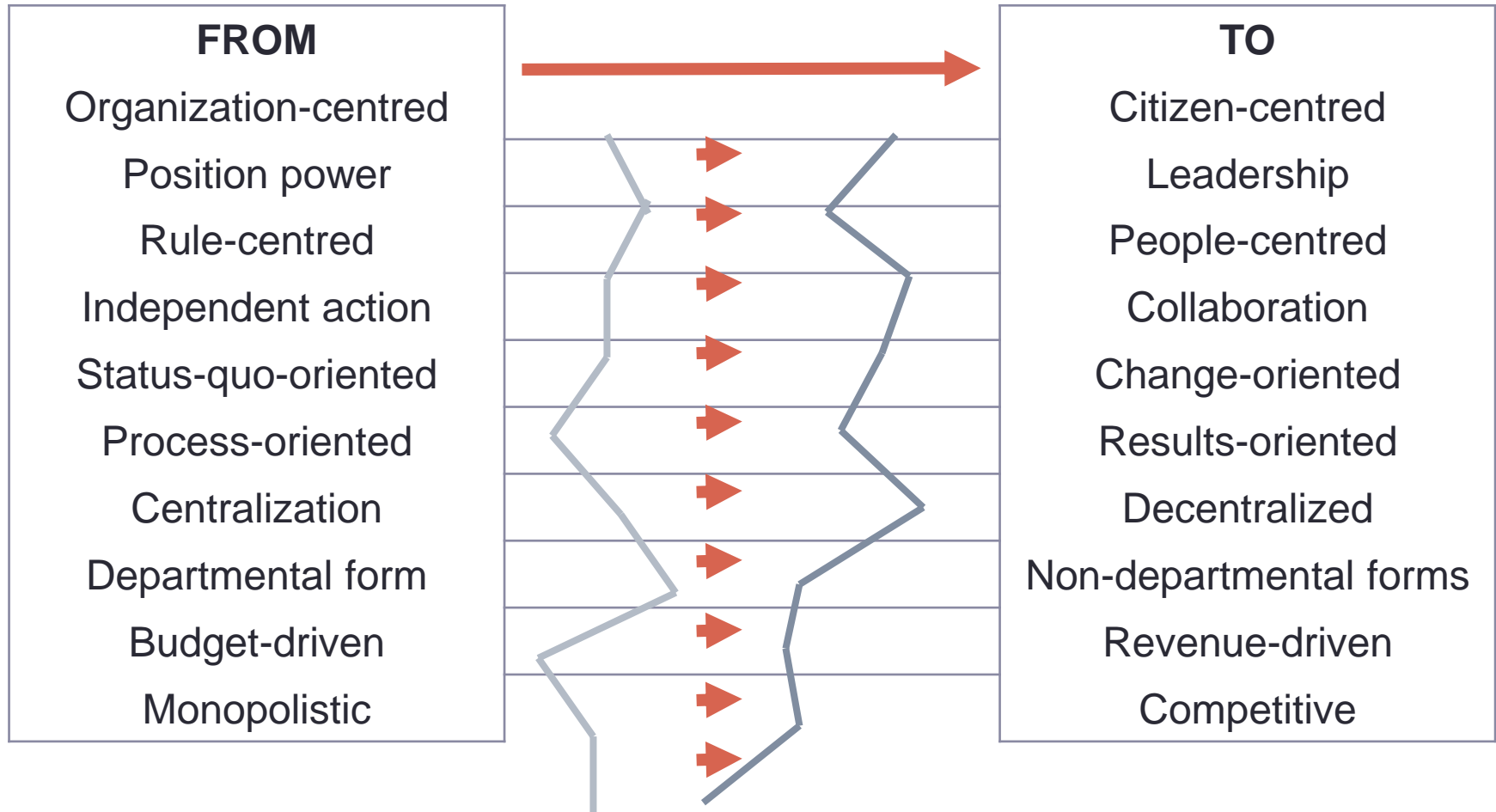
Presentation Outline

- Reform Drivers
- Public Service Modernization
- Shifting HR Paradigm
- Human Resource Modernization Trends
- Reflections for the GORTT

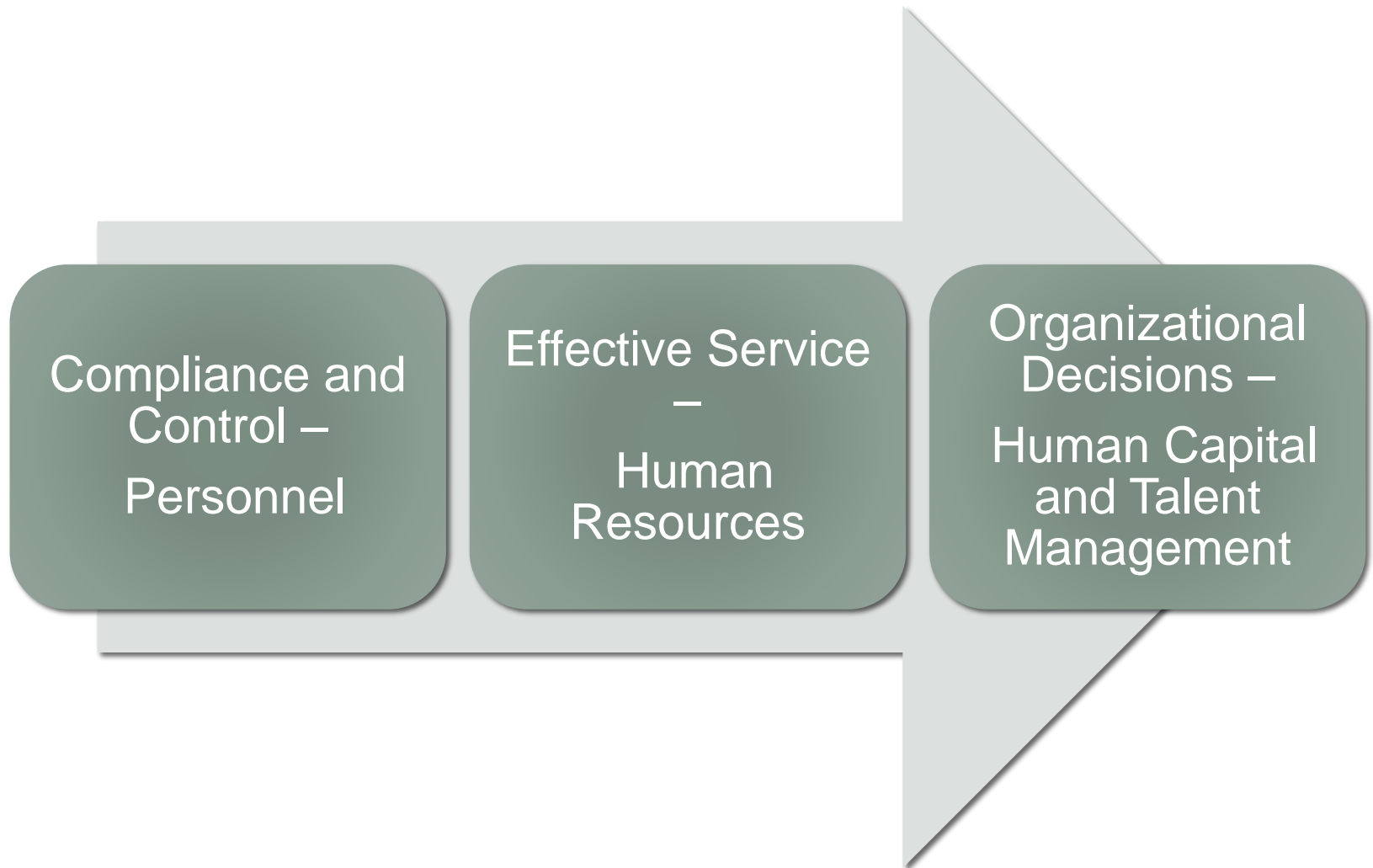
Reform Drivers

- **Budget constraints**
- **Public expectations and a more informed public**
- **Technology**
- **Management capability**
- **Global experience**

Public Service Reform – the Changing Organization



Shifting HR Paradigm



Human Capital and Talent Management



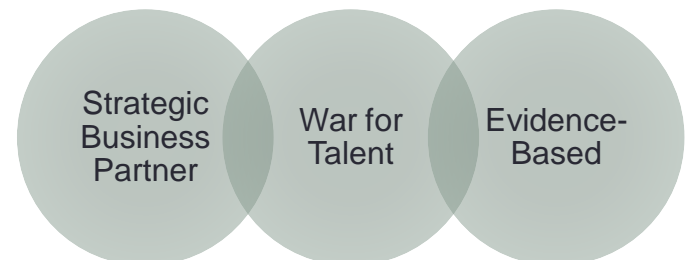
Strategic
Business
Partner

War for
Talent

Evidence-
Based

Public Sector HR System Reform Trends

1. Comprehensive HR Plans with Business Plans
2. Decentralization
3. Performance Management
4. Merit
5. Engagement
6. Learning and Development
7. Comprehensive Competency Approach
8. Modern Structures and Job Classification
9. Information Management and Technology
10. Strong Central Oversight



1) Comprehensive HR Planning and Staff Alignment

- Managers and HR professionals business partners:
 - HR 'at the table' - must know the business; professionalization
 - Comprehensive long term HR plans - begins with purpose of government and MDA
- Alignment of staffing with MDA goals:
 - New skills, flexibility, focus on outcomes
 - Talent management and human capital approach

2) Decentralization - Let the Manager Manage

- Greater MDA control over human resources required to meet business goals
- Job expectations, staffing, learning and development most often decentralized
- Many models – common → HR and business expertise in MDAs, administrative centres, central or shared centres of excellence
- Terms and conditions, overall classification still directed centrally

3) Performance Management

- Clear accountability
- Individual performance goals linked to business plans
- Links to client needs
- Explicit work plans and expectations
- Transparency
- Flexibility and autonomy in how work is done
- Challenge in public sector is consequences...pay for performance and sanctions
- More mixed employment modes

4) Merit

- Re-defined to include 'fit'
- Focus on business and service goals
- Addresses 'war for talent' – movement in and out
- 'employment bargain' replaced

5) Staff Engagement

- Major focus of 'war for talent'
- New 'employee contract'
 - meaningful work, sense of contribution
 - flexibility,
 - greater transparency and involvement,
 - customized learning and development,
 - newly defined loyalty
- Better engagement = better service and outcomes

6) Learning and Development

- More valued by millennials
- More customized to business goals
- Less technical training and more competency based
- Built into work (70/20/10)
- Built into performance plans

7) Comprehensive Competency Approach

- Supports business goal approach and 'war for talent'
- Increases flexibility
- Reduces bureaucracy
- Incorporated into classification, staffing, learning and development and career management

8) Modern Structures and Job Classification Systems

- Flatter organization structures; right sizing span of control
- Supports organizational flexibility, innovation and risk taking
- Jobs geared to required outcomes not lifetime career paths
- Consistent with modern performance management, merit, new employee expectations

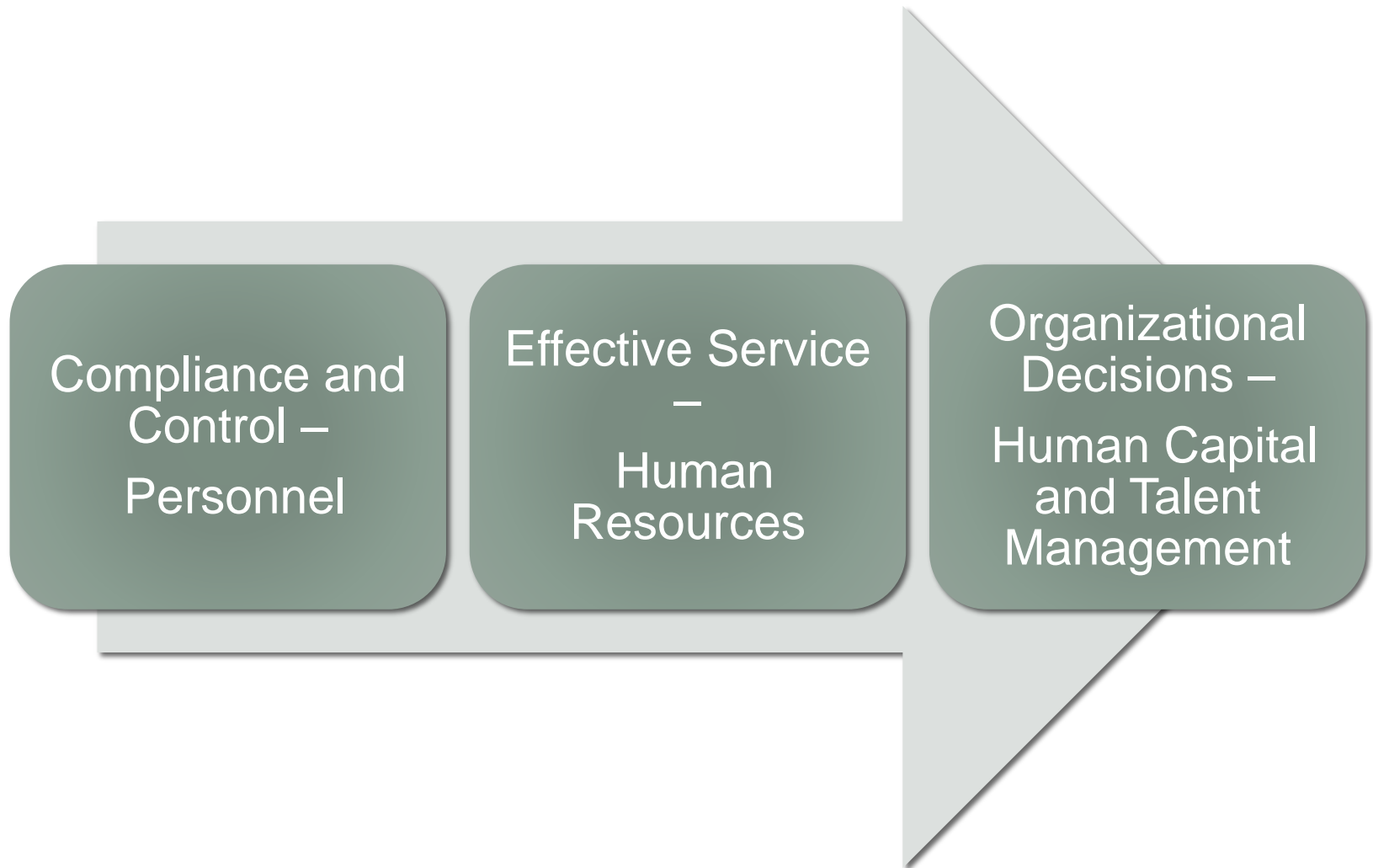
9) Information Management and Technology

- HR planning, oversight and policy development
- Integrated client centred service delivery, process streamlining and timely execution
- Staff movement, organizational flexibility, and self management
- Reduces certain jobs, including HR support and places emphasis on more highly skilled staff

10) Strong Central Oversight

- Consistent with war for talent and leadership focus – can be system approach
- Ensures needed system-wide compliance
- Often with strong centres of excellence and system-wide administration

Shifting HR Paradigm



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Reflections for GORTT HR Leaders

- Where is GORTT on this journey?
- What are the 'must dos, can't fails'?
- What will it take to get there?