

ATTRACTING AND RETAINING TALENT IN SUB-NATIONAL ADMINISTRATIONS: CANADA'S APPROACHES

OECD SEMINAR
*ENHANCING LOCAL CIVIL SERVICE PERFORMANCE FOR EFFECTIVE
PUBLIC SERVICE DELIVERY*

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Context for Public Services' Design and Delivery in Canada

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Source: Wikimedia Commons

- 150 years of history
- Population of 36.7 million (2017)
 - More than 20% foreign-born
 - 1,212 million recent immigrants (2011-2016)
- Population density per square km: 3.9 (2016)
- Two official languages: French & English
- Big regional and cultural diversity
- One of the most decentralized country in the world: three main levels of government

The Sharing of Power

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Central (federal) government

- foreign affairs, national defence, employment insurance, Indigenous lands and rights, post office, taxes, money, banking and currency, railways, pipelines, fisheries, national parks, etc.
- shared with the provincial governments: agriculture, immigration, natural resources and energy management

10 provincial and 3 territorial governments

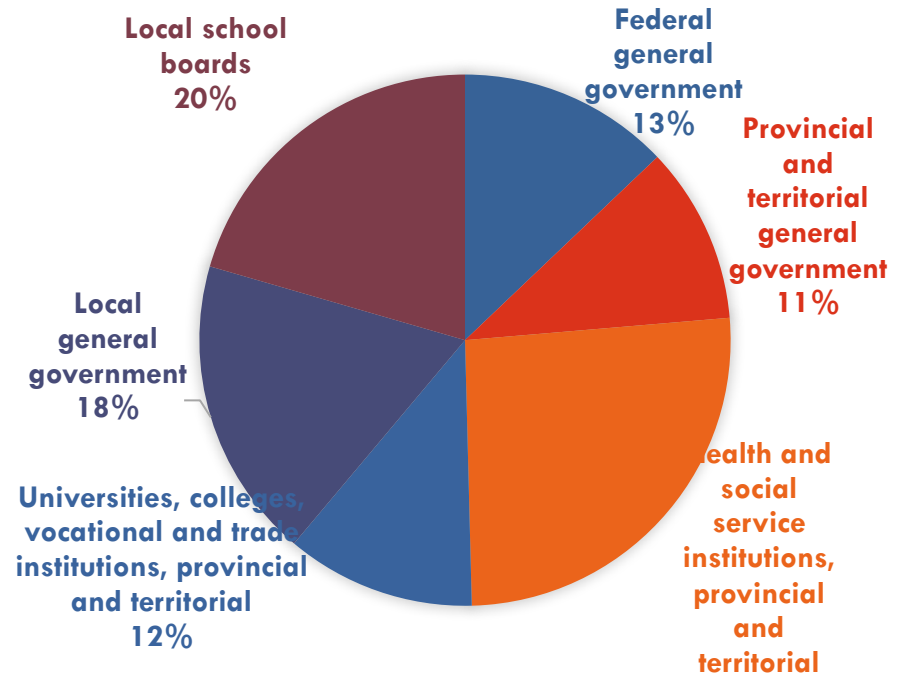
- education, health care, road regulations, administration of justice, direct taxes, hospitals, property and civil rights, prisons, marriage, provincial parks, etc.
- shared with the federal government: agriculture, immigration, natural resources and energy management

Municipal (and regional) governments

- local planning and development, city public transportation, roads, community water systems, city parks, parking, libraries, local police, local land use, fire protection, social welfare, culture, waste management, etc.

Canada's Public Sector Workforce (2011)

Public sector	3,631,837
Government	3,313,320
- Federal general government	427,093
- Provincial and territorial general government	356,709
- Health and social service institutions, provincial and territorial	859,350
- Universities, colleges, vocational and trade institutions, provincial and territorial	382,245
- Local general government	608,094
- Local school boards	679,828
Government business enterprises	318,519
- Federal government business enterprises	102,319
- Provincial and territorial government business enterprises	147,914
- Local government business enterprises	68,286



Comprehensive Human Resources Management (HRM) Frameworks in All Jurisdictions

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- ▣ Guiding principle: effective and efficient HRM is an essential condition for achieving results in public services
- ▣ Legislative and institutional frameworks
- ▣ Core values and principles
- ▣ Public servant definition, rights & responsibilities; political activities
- ▣ Employment conditions, recruitment & hiring, remuneration, promotion, lay-off, training
- ▣ Delegation of authority and accountability
- ▣ HR Infrastructure: data and information gathering and analysis, research, knowledge development and sharing, HR services, capacity building
- ▣ In most provinces, a move from disconnected ministry-specific front counters, websites and call centres towards co-located common centres
- ▣ Increased tendency of enterprise-level approaches

Provinces' HRM Frameworks and Practices: Similarities and Differences

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SIMILARITIES

- Existence of a central unit for HRM
- Large delegation of responsibilities
- Strategic HRM planning
- Central design and management of the pay system
- Ministry-level responsibility for allocation of budgetary envelope between payroll and other expenses
- Ministry-level responsibility for individual career management
- Performance management system: frequency & types of assessment
- Pay and working conditions negotiated at the central level
- Initial training for new employees
- Dispute resolution policies
- Strictly regulated termination of employment

- Nature of responsibilities of the central HRM unit
- Responsibilities for recruitment
- Staffing processes
- Acceptance of external mobility
- Scenarios for termination of employment
- Adjustment of basic pay to the evolution of economic indicators
- Existence of administrative courts to hear employer-employees disputes



DIFFERENCES

Recruitment, Selection and Hiring

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Foundational Principles

- Canada and Provincial Legislation
 - ▣ Public Service Act
- HR Planning and evidence-based decision making
- Accountability for principles and results
- Standardized recruitment
- The merit: core principle in recruitment and promotion
 - ▣ Ensuring non-partisan and competent civil service workforce
- ▣ Representative civil service
 - ▣ Diversity and Employment Equity: policy, planning and reporting
 - ▣ Employment Equity Designated Groups: (generally) Indigenous people, people with disability, visible minorities, women
 - Plans based on workforce availability

Typical Recruitment Process



Pay and Benefits Systems

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Salary systems

- Centralized pay and benefits systems:
 - ▣ No provincial or territorial government in Canada entirely delegates the overall management of pay systems to its ministries and agencies
- Classification and compensation frameworks
 - ▣ Job profiles
 - ▣ Basic wages/salary, bonus pay, and benefits
- Salary rates are determined as follows:
 - ▣ For bargaining units positions salary rates are negotiated with the unions (collective bargaining)
 - ▣ For excluded management positions salary rates are determined by the respective ministry or the central HRM unit
- Salary management
 - ▣ Salary increments
 - ▣ Adjustment of basic pay to the evolution of economic indicators
 - ▣ Temporary Market Adjustments (in jurisdictions with significant labour market shortages)

Benefits



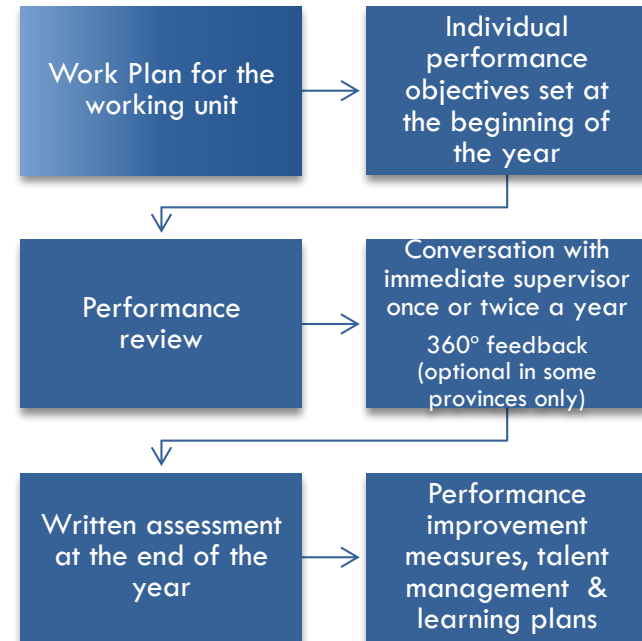
Performance measurement & management

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Performance management basics

- Performance management: a common trend in all public services; designed at the central HR unit
- Who is assessed? - All regular employees (mandatory); fixed-term employees are usually excluded from the process
- By whom? – Their immediate supervisor
- When? – Usually on an annual basis at the end of the administrative year
- How? – Performance management process
 - ▣ Values and competence-based
 - ▣ Individual assessments (collective performance is rarely taken into account)
- Performance pay/bonuses (for some categories of employees) in most provinces in case of positive assessment
- Improvement measures in place in case of not performing
- Employee development, talent management and continuous learning

Typical performance management process



Key Takeaways

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- ❑ Performant human resources management (HRM) function is seen as a key condition for quality public services at every level of government
- ❑ Comprehensive frameworks – legislative and institutional – for HRM
- ❑ Accountability for results
- ❑ Principles and values–based recruitment processes
 - ▣ The principles of merit and diversity
- ❑ Centralized pay systems and salary negotiation
- ❑ Performance management, promotion, employee development and learning systems are tightly interconnected
 - ▣ Designed by the central HR Unit and administered at ministry level

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Дякую! Thank you!