
GOVERNMENT OF NEW BRUNSWICK'S EXECUTIVE DEVELOPMENT STRATEGY

DEVELOPING THE **RIGHT PEOPLE**, IN THE **RIGHT POSITION**, AT THE **RIGHT TIME**

2015-2018

Part I – New Brunswick Public Service

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MESSAGE FROM THE CLERK OF THE EXECUTIVE COUNCIL AND SECRETARY TO CABINET

As a Province, we are facing unprecedented economic challenges. As well, New Brunswick's Public Service is aging, bringing with it a wave of impending retirements and an outflow of experience.

The Executive Development Strategy will serve as our roadmap as we move forward. Given the landscape and challenges that we, as a Province, are confronting this Strategy is more important than ever before. It will serve to support our most valuable asset – our people – building leadership capacity to equip our senior leaders for the future.

Directed by the Deputy Ministers' Committee on Human Resource Management, the three-year Strategy is entitled "***Developing the Right People, in the Right Position, at the Right Time.***" It was developed by the Department of Human Resources in partnership with a sub-group of individuals representing the Deputy Ministers' Committee on Human Resource Management, the Senior Executive Officer Committee on Executive Development, the Human Resources Directors Committee, and Alignment Champions. These key stakeholders have shaped the Executive Development Strategy and are committed to working together to achieve results.

This document contains details on new initiatives supporting talent identification, reassignment and continuous learning and development all built on the guiding principles of being merit-based, objective, direct and simple, current, transparent, accountable and links to GNB Strategy and needs. These guiding principles define what is truly important for the success of this program, and they serve as a template for building and strengthening our organization while uniting us with a strong, common purpose and direction.

At the heart of this plan are perseverant, forward-thinking senior leaders dedicated to achieving the goals of our organization. A critical component to our workforce, this group is the backbone of GNB, and we are committed to focusing our efforts on cultivating, supporting and empowering them. Using this roadmap, we will work together to build one of the most effective public service organizations in the country.

I would like to acknowledge and extend a sincere thank you to my predecessor Marc Léger for his leadership and commitment to seeing the Executive Development Strategy come to fruition.

Sincerely,

Edith Doucet
Clerk of the Executive Council and Secretary to Cabinet

MESSAGE FROM THE SENIOR EXECUTIVE OFFICER (SEO) COMMITTEE ON EXECUTIVE DEVELOPMENT

The Executive Development Strategy is a key succession management tool that provides an integrated means of identifying, selecting, developing and retaining top leadership talent within the New Brunswick Public Service.

The development of this Strategy was a tremendous opportunity to work together, align with corporate direction and needs and improve processes to support executive development in the short and long term. We have embraced the mandate and challenge put forward by the Deputy Ministers' Committee on Human Resource Management to work with them and the Department of Human Resources to develop this Strategy.

In the spirit of continuous improvement, this Strategy provides a direction and foundation which will be built over the next three years. It is anchored by our GNB Public Service values of integrity, respect, impartiality, service and competence.

An evaluation of the Strategy and its effectiveness will be conducted on a regular basis and feedback will be sought from stakeholders as part of the evaluation. Improvements and revisions will be made, as appropriate, to ensure the Strategy's continued success.

We invite all senior leaders to familiarize themselves with the Strategy and associated process details and to continue their individual journeys of continuous learning and development.

Sincerely,

Amanda Harpelle, co-chair

Shannon Ferris, co-chair

Luc Handfield, vice chair

On behalf of the Senior Executive Officer (SEO) Committee on Executive Development

PURPOSE

The purpose of the Executive Development Strategy is to implement new processes for talent identification, reassignment and continuous learning and development that are built on the guiding principles of being merit-based, objective, direct and simple, current, transparent, accountable and links to GNB Strategy and needs.

A phased approach for implementation will be taken with Phase 1 focused on talent identification and reassignment specifically for the Advancement pool (*see the Talent Matrix on page 9*).

As Phase 1 is being implemented, the processes will be fine-tuned to reflect lessons learned and best practices while developing further phases to address reassignment, continuous learning and development, and similar programs for each of the Talent Matrix quadrants.

STRATEGIC OBJECTIVES

The Department of Human Resources (DHR) is a central agency, which supports and enables the readiness of the GNB workforce to drive GNB Strategy objectives and priorities. Facilitated by DHR, the Executive Development Strategy is a key succession management tool that provides an integrated means of identifying, selecting, developing and retaining top leadership talent within the New Brunswick Public Service. The following are the strategic objectives of the Strategy:

1. To support and accelerate the development of existing and aspiring senior leaders in Part I of the Public Service, it is essential to create a sustainable “challenge ready” workforce of involved, committed and productive leaders who drive a culture of innovation and continuous improvement.
2. To ensure we have the right people, in the right position, at the right time to achieve Government’s mandate.

TARGET AUDIENCE

The target audience for the Executive Development Strategy are senior leaders, Pay Bands (PB) 8-12 and equivalents, in permanent positions in Part I of the New Brunswick Public Service who have a proven ability to lead teams of people and to deliver and collaborate to drive results.

PUBLIC SERVICE VALUES

INTEGRITY | RESPECT | IMPARTIALITY | SERVICE | COMPETENCE

The Public Service Values are the foundation of New Brunswick's professional public service. New Brunswick's public servants act in the public interest, committing to the highest ideals of public service and pride. They strive to ensure that citizens have trust and confidence in government. They are enduring beliefs which define what the public service stands for and how it wants to be perceived.

New Brunswick's public servants believe and uphold the following fundamental values, which are central to their relationships with colleagues, with elected officials, and with the general public.

INTEGRITY

Public servants act honestly, fairly and openly; they honour their commitments; and they do not use public office for private or personal gain.

RESPECT

Public servants treat one another and all citizens with respect by ensuring fairness, upholding the merit principle, supporting diversity, valuing workplace safety and wellness, and ensuring that the workplace is free from discrimination and harassment.

IMPARTIALITY

Public servants act objectively, professionally and lawfully, and with respect for the authority of the government of the day.

SERVICE

Public servants provide service to the public that is timely, competent, fair, efficient and effective.

COMPETENCE

Public servants strengthen their own capabilities and foster the professional development of other public servants so as to serve well the government of the day and public.

GUIDING PRINCIPLES

MERIT-BASED | OBJECTIVE | DIRECT AND SIMPLE | CURRENT | TRANSPARENT | ACCOUNTABLE | LINKS TO STRATEGY AND NEEDS

The guiding principles form the fundamental norms and rules of the Executive Development Strategy and related processes. They are the framework to define what is truly important for the Strategy's success. They serve as a template for building and strengthening our organization and unite us with a strong, common purpose and direction.

MERIT-BASED

Supports a merit-based system; having the qualifications, skills and abilities to do the job.

OBJECTIVE

Rigorous, evidence-based and rooted in facts.

DIRECT AND SIMPLE

Clear, concise and straightforward.

CURRENT

Relevant to the challenges of today.

TRANSPARENT

Open and intentionally shared.

ACCOUNTABLE

Clearly articulates commitments and processes and follow-through. If we say we are going to do something, we do it.

LINKS TO STRATEGY AND NEEDS

Links to the GNB Strategy and the needs of government to achieve the business results of today and tomorrow.

STRATEGIC INITIATIVES

An integrated approach to Executive Development will ensure alignment of the recruitment, performance management, learning and development and succession management processes and activities.

THE STRATEGY FOCUSES ON THREE STRATEGIC INITIATIVES:

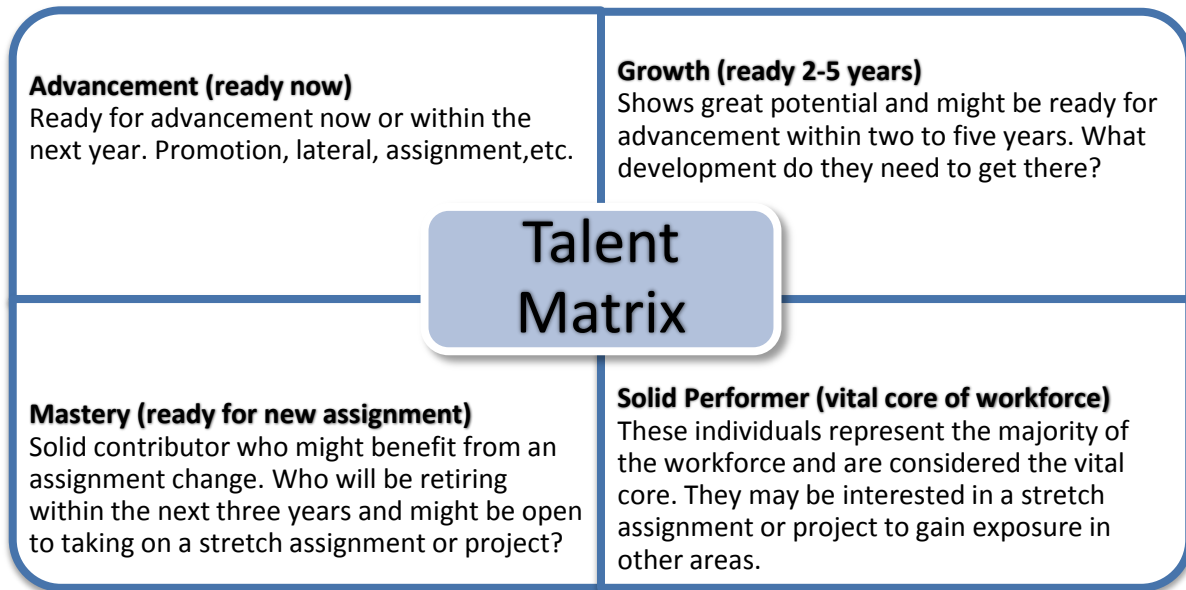
1. Execute a talent identification process
2. Execute an executive reassignment process
3. Sustain a culture of continuous learning and development



TALENT MATRIX

The Talent Matrix, which follows, is a critical tool in the Executive Development processes. It enables us to maximize human capital by identifying where individuals can have the greatest impact, at any given point in time.

Phase 1 of the Executive Development Strategy, will be focused on talent identification specifically to establish a pool of individuals in the Advancement (ready now) quadrant.



CORPORATE RESOURCE

Senior leaders are corporate resources and serve to deliver government commitments in a variety of ways. As such, individuals who wish to take part in Executive Development Strategy opportunities must have a clear understanding that they can be assigned to any department.

DIVERSITY

The Department of Human Resources is committed to ensuring that diversity is respected throughout the Executive Development processes.

STRATEGIC INITIATIVES - ACTION PLANS

1. EXECUTE A TALENT IDENTIFICATION PROCESS

Talent identification creates accelerated career development opportunities while enabling the “right people, in the right place, at the right time” to achieve desired business results.

Below are key actions to be undertaken within the three-year timeframe, which will drive the success of the Executive Development Strategy.

ACTION PLAN	
1.1	Targeted communication to all PB 8-12s around the completion of the Career Management Module (CMM) is critical to ensuring that GNB has a database that is reflective of the current state of readiness and willingness of senior leaders.
1.2	Conduct an annual talent identification process through self-nomination and assessment, while ensuring objectivity and transparency. See the <i>GNB Executive Development Guide</i> for detailed information on this process.
1.3	Effectiveness as a leader depends on a multitude of factors, but at the very core we need to ensure that senior leaders are modelling the right behaviours required for our organization to achieve business results. Executive assessment tools may be utilized for aspiring and interested senior leaders. This will allow GNB to ensure an objective and transparent process that will capitalize on leaders’ strengths and address any development areas.
1.4	<p>An Executive Development Committee (EDC), comprised of designated members of the Deputy Ministers’ Committee on Human Resource Management (DM-HRM), and co-chaired by the Clerk of the Executive Council and the Deputy Minister of DHR will provide a forum to address strategic human resource planning and development for senior leaders within the New Brunswick Public Service.</p> <p>The EDC will meet quarterly using a structured and facilitated process where information on senior leaders in the Advancement pool who have undergone assessments are brought forward for consideration. The information from these meetings will be summarized and used as a working tool for executive development and succession management purposes.</p>

2. EXECUTE AN EXECUTIVE REASSIGNMENT PROCESS

The Executive Reassignment process will create opportunities for career development and advancement for senior leaders ready for advancement now. It ensures continued renewal among senior leaders in government and contributes to the accelerated development of a corporate cadre of this group in support of succession management.

Below are key actions to be undertaken within the three-year timeframe, which will drive the success of the Executive Development Strategy.

ACTION PLAN	
2.1	On an annual basis, senior leaders will have an opportunity to self-identify an interest in being considered for advancement opportunities.
2.2	On an annual basis, at minimum, Deputy Ministers will be asked to identify current or future vacancies, opportunities for rotational assignments or exchanges to the EDC for consideration under this process.

3. SUSTAIN A CULTURE OF CONTINUOUS LEARNING AND DEVELOPMENT

Creating a sustainable culture of learning and development is critical to ensuring senior leaders are equipped to meet the needs of the organization. Continuous learning and development could include rotational opportunities, stretch assignments and projects, mentorship, leading teams of various scope and size, and/or formal training. These six (6) GNB core executive leadership competencies are foundational for competency based executive development learning opportunities and career planning:

- Coaching and Team Development
- Organizational Awareness
- Organizational Commitment
- Relationship Building
- Results Orientation
- Strategic Thinking

(For the detailed Executive Leadership Profile – visit the following link:

http://intranet/intellinet/sdhp/exdev/EL_Compencies-e.pdf)

Below are key actions to be undertaken within the three-year timeframe, which will drive the success of the Executive Development Strategy.

ACTION PLAN

- | |
|---|
| <p>3.1 A plan for senior leaders within the Growth pool (<i>see Talent Matrix on page 9</i>) will be developed to address learning goals. This could include exposure to mentorship, rotational opportunities, stretch assignments and projects, leading teams of various scope and size, and/or training in order to develop leaders’ skills and competencies to “fill gaps” and ensure they are advancement ready in a 2-5 year timeframe.</p> |
| <p>3.2 Solid performers comprise the core of the New Brunswick Public Service and are a critical component to our workforce. These are the people that are getting the job done, who have the right skills and competencies to be effective leaders. An executive Learning and Development plan will be foundational to sustaining a culture of continuous growth. All senior leaders will be provided with this template and are encouraged to meet with their direct supervisor to discuss their own personal continuous learning and development.</p> |

ROLES AND RESPONSIBILITIES

Although there are several roles to be fulfilled in supporting the Executive Development Strategy, following are the key roles and responsibilities:

SENIOR LEADERS

- Dedicated to achieving the goals of GNB.
- Model New Brunswick Public Service Values.
- Primarily responsible for their own executive development.
- Seek opportunities for feedback.
- Responsible to identify talent potential and to coach/mentor aspiring leaders.
- As a corporate resource, acknowledge that a promotion, lateral, assignment, etc. may occur in a variety of capacities across multiple departments.
- Maintain current and timely resume information in the Career Management Module (CMM).

CLERK OF THE EXECUTIVE COUNCIL

- Provide GNB-wide corporate oversight and guidance for the implementation and management of the Executive Development Strategy.
- Co-chair of Executive Development Committee.

DEPUTY MINISTERS' COMMITTEE ON HUMAN RESOURCE MANAGEMENT (DM-HRM)

- Encourage and facilitate the regular identification of learning and development needs for senior managers.
- Guide and facilitate the planning, organizing and delivery of events, programs and processes that address the identified development needs of executives.
- Advise the Deputy Minister of the Department of Human Resources (DHR) on executive development policy matters.
- Direct, guide and review the reassignment process and advise the Deputy Minister of DHR on specific candidates and assignments as required.
- Actively champion and support executive development.
- Encourage and support inter-departmental dialogue on emerging executive development trends.
- Co-chaired by the Clerk of the Executive Council and the Deputy Minister of DHR, the Executive Development Committee comprised of designated members of the DM-HRM, will provide a forum to address strategic human resource planning and development for senior leaders within the New Brunswick Public Service.

DEPUTY MINISTERS

- Champion executive development and associated processes within their organization.
- Demonstrate strong support and buy-in for the Strategy.
- Mentor and coach leaders and aspiring leaders.
- Provide opportunities for growth and development within GNB.
- Validate annually the departmental representative to the Senior Executive Officer Committee on Executive Development.
- Comprise the membership of the DM-HRM Committee.

SENIOR EXECUTIVE OFFICER (SEO) COMMITTEE ON EXECUTIVE DEVELOPMENT

- Provide advice to the Deputy Ministers' Committee on Human Resource Management on matters related to executive development.
- Align executive development with priorities and direction put forth by the DM-HRM.
- Create a culture of leadership excellence by aligning executive development initiatives with the New Brunswick Public Service Values.
- Act as a key enabler to align executive development with government's strategic initiatives, performance excellence and continuous improvement efforts.
- Provide advice to the DM-HRM, on the planning and organizing of events, programs and processes that address the identified learning and development needs of current and aspiring leaders.
- Partner with DHR to review the Executive Development Strategy and associated processes, on an annual basis.

DEPARTMENT OF HUMAN RESOURCES

- Identify strategic initiatives and emerging trends impacting executive development.
- Act as business owner for the CMM database.
- Lead annual strategy and process review.
- Facilitate talent identification, executive reassignment, and a culture of continuous learning and development processes.
- Ensure that the Executive Development Strategy aligns to associated processes.
- Representative to serve as co-chair on the SEO Committee on Executive Development.
- Report on dashboard measures associated with this Strategy.

HUMAN RESOURCE DIRECTORS

- Actively champion and support the Executive Development Strategy and processes.
- Identify executive development needs and recommend appropriate solutions and strategies based on on-going needs assessments of senior leaders.
- Provide regular reporting on measures.
- When called upon, assist at various intervals throughout the process.

REPORTING MECHANISM

The Department of Human Resources will provide a quarterly measures update with an annual report to the Clerk of the Executive Council, the Deputy Ministers' Committee on Human Resource Management, the Senior Executive Officer Committee on Executive Development, Human Resource Directors and will make the information available.

MEASURES

- Ratio of internal promotions to external hires for executive positions.
- % of senior leaders who have Executive Learning Plans.
- % of executive reassignments that have been based on the corporate reassignment process.