

People Plan

A plan for the Government of
Yukon's public service | 2019 – 2023



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Message from the Public Service Commissioner

The Yukon government has a diverse and talented workforce that is highly committed to serving Yukoners. It is made up of dedicated people who are passionate about their work. To support public servants in reaching their potential and delivering the best service possible to Yukoners, the systems, processes and culture of our organization must continually evolve.

Over the years our public service has taken on increasing responsibility for the governance and management of a variety of programs including natural resources, healthcare, infrastructure and other areas that have devolved from the federal to the territorial government. In response, we have grown into a modern and professional public service organization. However, in this environment of ever increasing complexity, change is constant and we must be prepared to adapt.

In many ways we face the same challenges as other public sector organizations across the country. We are not alone as we deal with challenges posed by new technologies, changing demographics, shifting public expectations, and other societal and economic impacts. In some areas we are a leader and can share our successes, and in other areas we can benefit from the experiences of other jurisdictions.

In the spirit of reconciliation, First Nation interests must be taken into account and meaningful progress for our territory can only be achieved through collaboration and continued dialogue with our First Nations partners. We must continue to work to make the Yukon government public service a representative workforce and a welcoming workplace for Indigenous employees. We want to ensure that public servants are equipped with the knowledge and cultural awareness to effectively deliver services and programs to First Nations citizens.

With one of the tightest labour markets in Canada and our significant distance from other major centres in the country, we have some specific recruitment challenges. This compels us to look at different ways that we can recruit, retain and develop talent. In this plan we identify strategies that will help us address these challenges.

In addition, the fabric of Yukon society is changing. Many new Canadians are choosing to call Yukon home, and communities in the territory are more multicultural, dynamic and vibrant than

ever. The public service must evolve to reflect this shift, and continually strive to ensure all Yukoners' needs are met.

Public sector organizations have not responded to change with the same rapidity as the private sector. Our fiscal responsibility and our commitment to provide stable and reliable services and programs to all citizens often requires a more cautious and studied approach. However, the increasing rate of change and the challenges we face mean that we need to rethink our attitudes toward risk.

We must find ways to balance the need for accountable governance with the need to effectively respond to change. This requires an increased tolerance for risk and for the organization to support people when they try new things. As we proceed with the implementation of this plan we will be modelling ways of working together that encourage innovation. We expect that some of the things we try may not be as successful as we would like them to be. With every success or failure, however, we will continue to learn and adapt. What we do know is that today's status quo will not work tomorrow.

As we strive to achieve our vision of “an engaged and diverse public service that embraces innovation to deliver positive outcomes for Yukoners”, our work will focus on five goals:

1. **Create an engaging and inclusive workplace experience:** Employees are committed to the public service and feel safe, supported and respected as professionals.
2. **Identify and attract the best people:** The Yukon government public service is recognized as an employer of choice and talented people are attracted locally and nationally to meet the operational and strategic needs of today and tomorrow.
3. **Develop the capacity of our people leaders:** The Yukon government has strong and supportive people leaders based on competencies prioritized by the organization.
4. **Develop and empower our employees:** The development and professional growth of staff is aligned with the culture, business needs and vision of the organization.
5. **Build a culture of continuous improvement:** Internal human resource policies, systems and processes are progressive and incorporate promising and innovative practices while ensuring compliance with legislative frameworks.

There is much ongoing high-volume work that enables the organization to keep functioning, and this work is foundational to the goals identified in this plan. As with any large and complex organization there are systems and processes that must be maintained. We must continue to

recruit, pay employees, manage benefits and uphold health and safety standards. These are critical functions that provide a foundation for all services to Yukoners, and we will enhance this work through our commitment to continuous improvement.

The work that we are doing here is transformational for our organization. It is intended to build a Yukon government public service that is ready for the future. One that can meet the challenges and capitalize on the opportunities that we are facing.

This plan was developed through a collaborative process with all Yukon government departments and corporations, and ongoing collaboration is going to be the key to success for implementation. By working together, we can explore innovative approaches to the way we work and realize the efficiencies to be found in a consistent approach to many processes and practices across the public service. I look forward to working with all departments and corporations over the next four years to achieve our vision of fostering an engaged and diverse public service that embraces innovation to deliver positive outcomes for Yukoners.

Pamela Muir
Public Service Commissioner
September 2019

Introduction

Ongoing commitment to Yukoners

The Yukon government's public service is a diverse organization, delivering high quality services to more than 40,000 residents.

People are the core of everything we do. By recruiting and retaining the best, and fostering a culture where employees feel safe, respected and empowered, all Yukon government departments will be well positioned to deliver services to Yukoners.

We are operating in an increasingly complex world. Rapid advances in technology, changing demographics, global economic trends and significant competition for employees all shape our environment. We must ensure we adapt to the changing world around us, allocate our resources thoughtfully, and continue to build an effective public service that will meet the needs of today and tomorrow.

This plan will guide our efforts over the next four years as we work together on our shared vision for the public service.

Characteristics of an effective public service

- 1** Able to deliver professional and competent service in a non-partisan way to government.
- 2** Able to provide efficient, effective, responsive delivery of public services to citizens in an equitable and timely manner.
- 3** Committed to a process of continual service improvement at the transactional level, in addition to ongoing transformational initiatives designed to improve the effectiveness and efficiency of the public service.
- 4** Committed to full accountability and transparency, practising open government and stakeholder engagement. Able to show how revenues spent yield measurable results

A collaborative and coordinated approach

The People Plan guides how we design and operate our workplaces across the Yukon government.

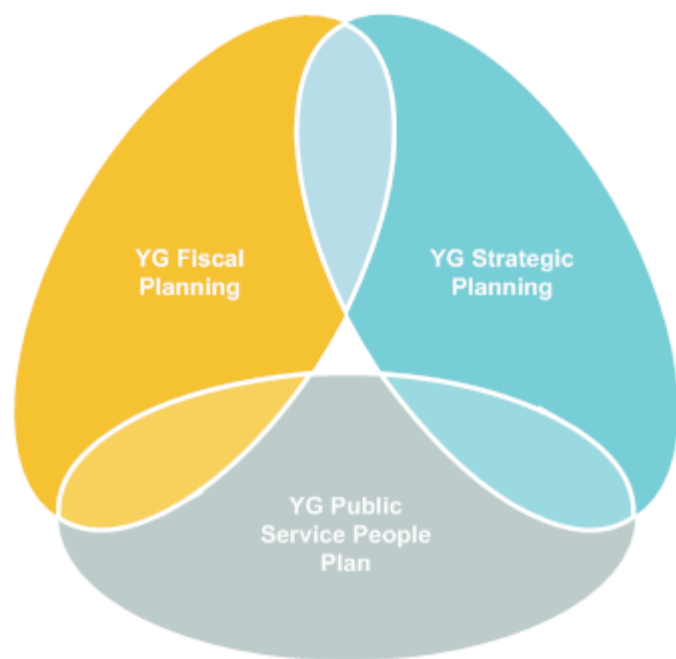
Achieving the plan's goals will require co-operation among all departments. The Public Service Commission will lead some activities and, for other activities, it will make more sense for other departments to lead. What is clear is that we need to work together. All employees will have a role in enhancing the employee experience, fostering inclusive and safe workplace cultures, and moving toward our vision for the Yukon government public service.

Alignment with other planning processes

The plan supports strategic and financial planning efforts. We will work with the Executive Council Office, the Department of Finance, and other departments to align the Yukon government's human resource needs with government priorities and budgets.

Sharing with other jurisdictions

The Yukon government is continually learning and integrating lessons from other public sector organizations. Most other provincial, territorial and federal government agencies are working on the issues identified in this plan. Working together, we can deploy the most promising practices from across the country in our organization.



Sources of information for this plan

This plan was informed by input from the Yukon government's human resources community, inter-jurisdictional research conducted by the Public Service Commission, and ongoing engagement with employees at all levels of the organization. The information collected to date has given us a broad understanding of where we are today and where we want to go over the next three years.

Yukon Financial Advisory Panel report (2017)

Within the Yukon government's Financial Advisory Panel report there were options related to the HR management function. These include: internal operational changes to improve public sector efficiency and effectiveness; increasing capacity for evaluation including data collection and analysis; reviewing operations to ensure employment and benefit levels and growth are well grounded; and exploring the possibility of more efficient human resource management policies, to better facilitate the sharing of work across department units and for more flexible job descriptions.

Collaborative planning sessions with the HR community

In 2018, there were two planning sessions that included representatives from most HR branches across government. These sessions were co-facilitated using human centred design practices to encourage open dialogue about current challenges with recruitment and retention of employees across the Yukon government, and potential solutions. The strategic goals were the outcome of these two sessions. In early 2019, the Yukon government's human resource community gathered for a facilitated half day workshop. Throughout the session, participants discussed and refined the strategic goals and identified priority actions for each goal. In addition to these sessions, there has been ongoing engagement with the HR Management Advisory Committee (HRMAC).

Internal Audit of Talent Acquisition and Retention (2018)

The objective of the Talent Acquisition and Retention audit conducted by the Government Internal Audit Services was to provide assurance that the talent acquisition and retention process within the Yukon government is open, transparent and inclusive to ensure a professional merit-based public service. This supports the mandate goal given to the Public

Service Commission in 2017. The audit recommended the development of a talent management strategy, accompanied by performance measures and annual reporting.

Employee engagement survey (2018)

The last employee engagement survey was fielded in May 2018 to all Yukon government employees. At the corporate level the report identified challenges related to leadership, stress and workload, and employee recognition. Areas of strength for the organization include teamwork, job suitability and the pay and benefits. Departmental, work unit and demographic reports provide additional data that can inform targeted HR planning for departments. The next survey is scheduled for May 2020.

Public Service Commission organizational review (2018-2019)

In 2019, the Public Service Commission completed a comprehensive review of its organizational design. The review set out to ensure the Public Service Commission is set up to maximise opportunities, meet challenges and deliver on the department's mandate. The review looked at the core purpose of the Public Service Commission, how the branches are linked to one another, how the lines of communications and approvals work, the experience of clients and the strategy going forward. The review included interviews with clients and stakeholders and a full day planning session that included HR directors and some senior leaders from across government. As a central agency, the Public Service Commission must work closely with HR partners in all departments to ensure that the goals of the People Plan are fulfilled. The outcomes of this organizational review are intended to position the Public Service Commission to deliver on this important work.

Plan overview

Our vision

An engaged and diverse public service that embraces innovation to deliver positive outcomes for Yukoners.

Guiding principles

We commit to applying our guiding principles to everything we do. These statements will provide direction for our day-to-day activities, ongoing decision making, and contribute to the ultimate direction of our organization.

- Our people are our most important resource and we will strive to create a culture across the Yukon government where every employee is empowered to contribute to their full potential.
- Through ongoing collaboration and strong interpersonal relationships, we will strive to create a seamlessly integrated human resource community across the Yukon government.
- We will continue to shift towards a human resource culture that is solutions-focused, adaptive and principles-based.

Goals

This plan provides general direction for all of our work under five goals:

1. **Create an engaging and inclusive workplace experience:** Employees are committed to the public service and feel safe, supported and respected as professionals.
2. **Identify and attract the best people:** The Yukon government public service is recognized as an employer of choice, and talented people are attracted locally and nationally to meet the operational and strategic needs of today and tomorrow.
3. **Develop the capacity of our people leaders:** The Yukon government has strong and supportive people leaders based on competencies prioritized by the organization.
4. **Develop and empower our employees:** The ongoing development and professional growth of our people is aligned with the culture, business needs and vision of the organization.

5. **Build a culture of continuous improvement:** Internal human resource policies, systems and processes are progressive and incorporate promising and innovative practices while ensuring compliance with the legislative frameworks.

Under each goal, there are key strategies that will help us reach the outcomes needed to realise the vision of the People Plan.

Foundations

In addition to the goals and strategies outlined in this plan, we will continue to deliver our core business. From the ongoing maintenance and development of our IT systems, to daily staffing and recruitment efforts, pay and benefits, pension administration, collective bargaining and everything in between, we will adhere to our guiding principles, integrate feedback into continuous improvement, and all play a part in fulfilling our vision for the public service.

Our goals

Goal 1: Create an engaging and inclusive workplace experience

Employees are committed to the public service and feel safe, supported and respected as professionals.

Strategy 1: Embrace diversity and inclusion

In everything we do, the public service must consider the many perspectives of Yukon's increasingly diverse population. A public service that reflects the people that we serve will appreciate and understand the broad diversity of thought and values in Yukon. New and sustained efforts are necessary to advance reconciliation with Aboriginal people and uphold the government's obligations under the Final Agreements with Yukon First Nations. Diversity and inclusion will drive our vision of a thriving Yukon society and economy, for all citizens. We will work together to create a public service that: reflects the diversity of the people we serve; is inclusive and embraces diversity; and, respects and values the diversity of Yukoners in everything we do.

Increase representation of Aboriginal employees at all levels of the organization

The Representative Public Service Plan highlights the vision, core principles, objectives and actions required for the Yukon government to deliver on its obligations under Chapter 22 of the Final Agreements with Yukon First Nations. Yukon government and Yukon First Nations government representatives have collectively developed this strategic plan, which demonstrates a shared vision of a Yukon public service. These efforts reflect, in part, Yukon government's commitment to achieving its obligations within the Final Agreements, and to broader reconciliation efforts. We will continue to work collaboratively with Yukon First Nations as we strive to achieve a representative public service in line with the spirit and intent of the Final Agreements.

Strategy 2: Foster respectful workplaces

Every Yukon government employee has a right to be treated with respect. Respectful workplaces are built collaboratively – a workplace culture where all employees behave and communicate honestly, openly and in consideration of others. The Respectful Workplace Policy and the work of the Respectful Workplace Office promote a respectful, healthy and well-functioning workplace and address disrespectful conduct in Yukon government workplaces. An evaluation of the Respectful Workplace Policy was completed in March 2019. Through the implementation of the recommendations in the evaluation we will continue to promote a respectful workplace where all employees are valued and empowered to be their best.

Strategy 3: Support employee wellbeing, health and safety

Every employee has the right to come to work confident they will return home safe at the end of their workday. Safety must be intentional and an integral part of the culture of every workplace across our organization. Beyond physical safety, there is now widespread recognition of the importance of psychological health and safety. A psychologically safe workplace increases trust, creativity, resilience and cooperative relationships. Not only do these ingredients lead to positive outcomes for individuals, they also result in a better performing and more engaged organization.

We will engage with workplaces and develop employees and managers to support physical and mental wellbeing, psychological safety, and employee occupational health and safety. We will create healthy and safe workplaces that promote employees' psychological well-being and actively work to prevent harm to employee psychological health.

Engagement and safety

There is a strong connection between engaged workplaces and safe workplaces. A 2016 meta-analysis study by Gallup found that the same factors that we consider important for employee engagement also underpin a culture of safety. Employees in organizations with strong safety cultures are committed to doing high quality work, have a clear sense of mission and purpose, and know that their opinions count.

The 13 factors of psychological health and safety in the workplace:

- Organizational culture
- Psychological and social support
- Clear leadership and expectations
- Civility and respect
- Psychological demands
- Growth and development
- Recognition and reward
- Involvement and influence
- Workload management
- Engagement
- Balance
- Psychological protection
- Protection of physical safety

The Mental Health Commission of Canada identified these as factors that can impact the mental health of employees in the workplace. The 13 factors can be used as guidance and to encourage conversations on methods for promoting psychologically safe places to work.

Strategy 4: Improve internal communication

Internal communication includes the formal business processes (e.g., meetings), the technical systems and channels for delivering information (e.g., intranet), and most importantly the interpersonal communication between managers and employees. Employees are our most important strategic stakeholder and asset, and engaging them in two-way communication that provides opportunities to connect, share values and have a genuine dialogue is vital for an organization to achieve its strategic objectives. Effective internal communication is also a key element of employee engagement. We will continually improve systems and behaviours so that employees have the information they need to do their job well and have opportunities to provide input into the decisions that affect them.

Telling the story

There are opportunities to tell the stories of individuals and teams across the organization in a way that inspires and attracts people to be part of the public service. Through various communication channels, and through our onboarding process, we will share the positive stories that connect ideas and people.

Goal 2: Identify and attract the best people

The Yukon government public service is recognized as an employer of choice, and talented people are attracted locally and nationally to meet the operational and strategic needs of today and tomorrow.

Strategy 1: Seeking the right people at the right time

There are now many ways to identify and attract candidates who possess the qualifications and the interest in working in the public service in Yukon. For some positions that are harder to fill, it is necessary to allocate more resources in the recruitment effort and be more targeted to ensure a high quality hire. When looking for the right people to fill positions, we will analyze and identify target markets and demographics that align with current positions and anticipated future needs, and allocate resources accordingly. We will continually work to understand the motivations and needs of candidates and incorporate that knowledge into improving our recruitment efforts. We will understand the labour market(s) and the criteria that inform a candidate's decision making, continually incorporating these insights into our ongoing recruitment efforts.

Top 100 Employer in Canada

The Yukon government has been recognized as a Top 100 Employer in Canada since 2014, and has also been recognized as a Top Family Friendly Employer and a Top Employer for Canadians over 40. This recognition is primarily based on the total rewards package that we provide for employees and their families.

Targeted recruitment for senior leadership, hard-to-fill and rural positions

The acquisition and retention of talent is always a priority for the public service, however given the current labour market, this is now an issue of even higher consequence. For those areas that have a high vacancy rate or have identified as hard to fill or critical positions, we will run focussed campaigns in pursuit of specific talent. Elements of these campaigns could include recruitment campaign websites, ensuring a presence at profession related events, a targeted social media campaign, video testimonials and job profiles. We will work to recruit and retain people in all Yukon communities. We will continually monitor rural and 'talent positions' (senior leadership and hard-to-fill positions) across the Yukon government, and assess relevant

workplace policies to ensure current practices support the acquisition and retention of senior leadership, hard-to-fill and rural community positions. We will utilize data to provide departments with a comprehensive view of progress relating to the acquisition and retention of talent.

Recruitment and retention in rural communities

While the majority of Yukon government public servants live and work in Whitehorse, approximately 900 are based in rural communities. They are teachers, nurses, heavy equipment operators and conservation officers, to name a few. These employees play an important role in the social and economic wellbeing of their communities and the territory at large. These employees are essential to ensuring the delivery of government services to all Yukoners. Recruitment and retention efforts in rural Yukon communities must recognize the unique contexts of each community.

Strategy 2: Develop an employer brand and improve recruitment marketing

Finding and recruiting the right people for the right job requires branding and marketing the Yukon government as an employer of choice. An employer brand is the image that arises in the minds of current employees, potential candidates and the public when they think of the organization as a place to work. It is what defines the employee experience and it establishes unique and compelling reasons for working here rather than somewhere else. Every organization has an employer brand regardless of whether they have articulated it or not. We will develop a new employer brand that guides all of our marketing and internal communication activities and aligns with the corporate brand. The employer brand will promote the vision and values of the Yukon government public service. Using our employer brand, we will provide clear, consistent and credible information about the organization.

Strategy 3: Focus on and enhance the employee experience

It is essential that employees have a very positive and supported experience at all stages of their journey with the Yukon government – from the moment they apply on a job, to their first day at work, throughout their careers, and into retirement. Our employees' interactions with the processes, practices and people at all stages of their career form an overall experience that will

influence their sentiment toward the organization and what it stands for. We will provide efficient and professional service standards in all interactions with employees. Consistent with an evidence based approach, we will develop and maintain consistent processes for collecting feedback from employees about their experience and incorporate this into improvements to the workplace environment and management practices.

Enhancing the digital recruitment experience

In a user experience study of Yukon government websites in 2015 the most popular task was identified as “searching for a job”. Similar to accessing other government services, the experience of searching for and applying on a job impacts the reputation and trust of government, and therefore the same service standards and expectations apply. In situations where the candidate knows little about the organization, they draw inferences from whatever information is available including the interaction they have with the organization – online or offline. In addition to the overall design and usability of the employment website, this also includes the information included in the job ad. All of these factors have been shown to impact the quantity and quality of applicants. We will utilize user experience and service design research and practices to inform continuous improvements to the candidate experience on our employment website and online recruitment process.

Goal 3: Develop the capacity of our people leaders

The Yukon government has strong and supportive people leaders based on competencies prioritized by the organization.

Strategy 1: Enhance internal mobility

Internal talent mobility – the movement of employees within an organization – is an approach that many Canadian jurisdictions are implementing to assist with their recruitment and retention efforts. Talent mobility can improve employee engagement and retention, lower talent acquisition costs, and help to build strong leadership teams. To be effective, managers need to be willing to share talent across the organization to meet business needs and employee development needs, and employees need to take ownership of their careers by creating a plan and actively looking for ways to showcase their skills and gain new experiences. We will continue to identify and support high-performing employees, and match them to opportunities that meet the organization’s strategic and the individual’s professional development goals. We will work to ensure that employee mobility is strategic and proactive, in a manner that is best suited to meet the needs of the organization.

What is a “people leader”?

All employees can exhibit leadership behaviours and it is important that we continue to foster and develop leadership skills at all levels of the organization. However, employees in management and supervisory positions have a responsibility to effectively lead, support and nurture their teams. It is essential that we hire and develop people with the skills needed to create healthy, engaged and productive teams.

Strategy 2: Develop management skills to support employee growth

Helping employees succeed in their work is a key role of a manager. Most people do not arrive in a position with the full skillset necessary to perform at their best. It takes time and more importantly, it takes guidance. By using practices such as coaching, mentoring and effective feedback, managers and supervisors can improve an employee’s confidence and engagement, motivate them to excel in their work, and encourage them to take responsibility for their own development. Providing effective support to an employee to help them develop and succeed is

itself a skill and it too takes time to develop. We will provide resources and support to managers to help them continuously develop the skills needed to lead engaged and high-performing teams.

Employee recognition

Recognition that is immediate, personalized and sincere and connects an employee's work and behaviour to organizational outcomes can have a positive impact on the workplace. It is a strong driver of employee engagement and in turn can improve employee retention. While formal recognition programs play an important role in recognizing outstanding work by employees, informal and everyday recognition of employees is a key element of effective management that supports both retention and productivity. We will continue to utilize and improve our formal recognition programs and work with managers and supervisors to encourage the use of informal recognition as an important leadership tool.

Strategy 3: Focus on core competencies

The Core Competency Framework represents a Yukon government-wide commitment to leadership excellence at all levels of the organization. It represents the belief that leadership is an action and not a position. The eight core competencies describe the behaviours that are necessary to deliver the Yukon government's organizational vision, goals and priorities. We will consult with HR and work to improve and strengthen Yukon government's Core Competency Framework, ensuring leadership potential is considered throughout the hiring process. We will also identify and implement new tools and resources that will support the development and professional growth of our people in support of the core competencies.

Strategy 4: Create a framework for leadership development

Leadership is learned over time by training, perception, practice and experience.

Good leaders seek out development opportunities that will help them learn new skills, and we will actively support this. We will continue to offer leadership development training across the organization, and continue to evaluate and enhance the training opportunities offered to ensure they meet the evolving needs of the organization. We will ensure training is aligned within a broader leadership development framework that is established to best meet the needs of aspiring leaders and the organization.

Goal 4: Develop and empower our employees

The ongoing development and professional growth of our people is aligned with the culture, business needs and vision of the organization.

Strategy 1: Support new employees to succeed

Onboarding is the process of supporting a new employee as they move into their role and become a part of the organization. In the early stages of an employee's new job, effective onboarding is crucial to setting the employee up for success and establishing strong organizational commitment. The more effective the onboarding process, the faster we can transition someone from a new hire to a high performing employee. As an organization, we will provide a robust and consistent onboarding experience for all new Yukon government employees.

Strategy 2: Create smooth transitions during staff turnover

As people leave and our workforce transitions from one generation to the next, the loss of talent and experience can have a significant impact on our organization and on individual work units. When they leave, employees are taking with them expertise, knowledge and relationships that have been developed over years, often thanks to a sizeable investment by the organization. The impact can be reduced by developing a strong back bench of employees who can be ready to step into hard-to-fill positions, and by coordinating a smooth transition between the incumbent and the new employee. We will provide smooth processes as employees leave and support the transfer of knowledge.

Strategy 3: Nurture a learning organization

As an organization, our ability to effectively deliver on the government's strategic objectives and meet the needs of the Yukon public depends on the capability and dedication of our people. To be a high performing organization requires an ongoing investment in developing the capacity of our employees to operate in our modern, and ever-changing, environment. Most people, regardless of age and years of professional experience, pursue opportunities for growth and will seek positions and organizations that can fulfill this need. Providing continual opportunities for employees to learn is therefore an investment that not only increases the capacity of the organization, it also increases employee engagement and retention. As an

employer we will provide ongoing opportunities for our employees to develop their skills and knowledge so they are empowered as professionals in their fields of expertise and as public servants.

Goal 5: Build a culture of continuous improvement

Internal human resource policies, systems and processes are progressive and incorporate promising and innovative practices while ensuring compliance with the legislative framework.

Strategy 1: Continue to streamline service delivery

In the Yukon government there has been a move toward centralizing or automating high volume HR business functions, such as processing leave and timesheets, with the goal of increasing capacity in departments to focus on strategic HR management. This movement represents a change for the organization and throughout the process the HR community has adopted a continuous improvement approach and implemented multiple adaptive actions to regularly course-correct. To help the organization achieve its strategic objectives, we will continue to innovate and improve based on regular analysis of internal and external factors. Where possible and practical we will find opportunities to automate processes and use new technologies to improve efficiency and the employee experience.

Strategy 2: Modernize policies and practices

The Yukon government's HR policies (GAM volume 3) and guidelines must continue to adapt to incorporate best practices and the frontline experiences of HR practitioners. Changes in society and employee expectations, developments in technology, and research that provides a deeper understanding of organizational behaviour and human motivation, need to be well understood and reflected in the government's HR policy framework. We will review and update our HR policies and practices to reflect best practices and the experience of HR practitioners. We will carefully prioritize and act intentionally and strategically when deciding which policies to update or create. We will identify and fill gaps in our policy framework, and retire outdated and unnecessary policies. We will apply best practices with regards to the language and format of workplace policies.

Strategy 3: Evidence based HR management

To deliver strategic HR and make continuous improvements to the HR management function, it requires an evidence based approach that combines critical thinking with the best business information and academic research. It also necessitates the identification, tracking and reporting of key metrics to evaluate the progress and success of HR practices and strategy. The collection and reporting of metrics must be consistent and coordinated across the organization. The proper use of metrics can help us identify where we need to allocate resources and adapt our approaches. Through the measurement and evaluation of our HR practices we can identify what works and where we need to adapt our approaches to best support the organization. We will provide resources and opportunities for HR professionals to develop their evaluation and analytic skills so they can continually improve in their practice. We will incorporate evidence, including academic research and metrics, in our ongoing efforts to continually improve our workplaces.

Taking action and keeping the plan alive

The People Plan is intended to inform workplace planning at the department and branch level across the Yukon government. It will adapt over time based on the needs of the organization and changes in the strategic context.

The intent is that all departments will be able to identify strategies and actions that will align with the goals of this plan. The goals of the plan will be turned into actions through the standard approach to strategic planning at the department and branch level. It will also necessitate regular conversation and collaboration across the HR community.

We will coordinate our planning process and share insights with central agency departments responsible for other aspects of corporate strategic planning.

As we continue to improve our approach to metrics and evaluation we will adapt the plan to address new challenges and opportunities as they arise.

We will collaboratively assess progress on the plan, and as a HR community we will convene annually to check on progress and celebrate successes. While the plan may shift and evolve over time, our commitment and dedication to our people remains constant.

Interdepartmental committees that support the delivery of HR across Yukon government

- **Deputy Ministers' HR Committee (DMHRC):** This is a sub-committee of the Deputy Ministers' Review Committee that provides the Yukon public service with a corporate perspective and advice on strategic human resource issues facing the government.
- **Assistant Deputy Minister Advisory Committee (ADMAC):** The Talent Council – a sub-committee of ADMAC – advises on policies and strategies to improve talent management across Yukon government, particularly focused on leadership development, succession planning and retention activities for employees. The Talent Council is also the steering committee for the Leadership Pathways initiative.

- **HR Management Advisory Committee (HRMAC):** This is a sub-committee of DMHRC and membership includes all HR directors (including Public Service Commission directors). The committee is responsible for providing leadership on HR matters and implementing corporate direction from DMHRC.
- **Advisory HR Committee (AHRC):** This is a sub-committee of HRMAC and includes HR representatives from all departments. The committee makes ongoing improvements to HR operations, shares information and resources, and makes recommendations to HRMAC.
- **Health and Safety Leadership Committee (HSLC):** This is a sub-committee of the Deputy Ministers' Review Committee and includes all deputy ministers and the union presidents. The committee provides direction on health and safety issues for the Yukon government as an employer by both setting accountabilities and expectations as well as promoting and committing to healthy and safe workplaces.
- **Disability Management Leadership Committee (DMLC):** This committee includes two deputy ministers, the Public Service Commissioner, the Director of Health Safety and Disability Management and representatives from the Yukon Employees' Union and the Yukon Teachers' Association. The committee provides oversight of and support for the implementation of the Yukon government disability management program.
- **Respectful Workplace Steering Committee:** This committee is chaired by the Public Service Commissioner and includes representatives from the Aboriginal Employees' Forum, deputy minister's community, human resource community, the Yukon Employees' Union and the Yukon Teachers' Association. The committee provides guidance on the implementation of the Respectful Workplace Policy and the work of the Respectful Workplace Office.

