



The Human Resources Realm in the Federal Public Service is in a State of Flux

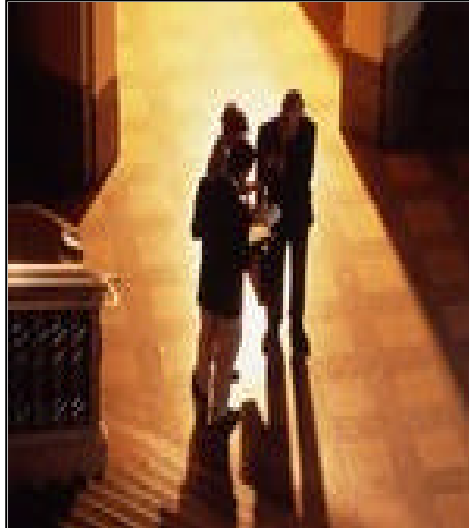
CPM has a wealth of experience in the Human Resources field in areas such as organization design, competency profile development, auditing, systems development and mentoring. We have developed a keen interest in a number of new and exciting ideas and disciplines that are becoming part of the human resources world that are critical to support the renewed emphasis on good people management in high-performing organizations:

- Applying the Chief Human Resources Officer (CHRO) concept to the Public Service
- Ingraining the risk management discipline as a habit in human resources business thinking
- Integrating standardized HR business processes with common information management systems
- Performance Management of individuals and work teams, with a focus on good people management
- HR Measurement focused on meaningful measures that do not impose a reporting burden but which drive the achievement of strategic outcomes for the Public Service as a whole, and departments and agencies in particular.

The HR environment in the federal government is characterized by rapid change, a new legislative framework, demographic and capacity challenges (people, processes, systems), renewed emphasis on deputy head accountability for people management and a less pervasive central agency role. As departments find their way through this transition, these factors will increase the risks to the effectiveness of federal HR organizations in fulfilling their mandates.

CPM partners have consulted widely on the evolving and complex external HR environment that impacts departments and agencies and have identified key drivers affecting the HR community.

These risk drivers in turn create risks related to the achievement of HR transition goals, achievement of HR objectives, meeting stewardship expectations for strategy, learning, value and transparency, properly managing financial, human, information and other assets, and securing the policy and priority support needed to attract the resources required to meet day to day requirements and to achieve



transition objectives. While these drivers may present different risks for organizations depending on their individual circumstances, some are no doubt common.

Through our ongoing work in the area of risk drivers with central agencies and departments, CPM has embraced an enhanced HR business practice in exciting, non-traditional areas, some of which are explored below.

The **CHRO concept** has not yet fully taken hold in the Public Service. While most HR leaders in the Public Service would argue that they play a CHRO role to varying degrees, in reality the main focus is on service delivery. One of the key stewardship roles set out for a CHRO is the management of HR risks. In discussion with HR leaders, it would appear that the management of HR risks is not addressed in a structured or systematic way.

This brings us to the realm of **HR risk management**. The bench strength of CPM in risk management is clear and is discussed later in this Newsletter. The increased strength that CPM can offer for those in the HR field is the marriage of HR practice with risk management.

HR risk is always front and centre in any Corporate Risk Profile and yet it is the risk that tends to get the least attention. Studies have shown that human resources issues are ranked among the highest of those impacting corporate results but in many organizations the HR risk profile is rarely reviewed.

Integrated Risk Management is a concept that

has proven to be challenging for many organizations. Departments will need to continue to manage risk in a more systematic and effective manner as they deal with complex issues in fulfilling mandates. Responding to this environment will require agility, innovation, leadership and risk-taking. In many cases this will require a new culture and perhaps new competencies. However, success will depend on a solid foundation of integrated risk management.

With respect to **HR business processes and related IM systems**, things have been fractured for too long. Considerable progress has been made by the HR community acting in unison to develop standardized HR business processes which exploit the functionality of a common HR IM system.

The last area is **performance management**. There is a growing recognition that managing performance is important for fostering individual engagement and for achieving organizational success. The Public Service Renewal Action Plan places strong emphasis on introducing a new performance regime covering all levels of an organization. In scale, this new people management initiative ventures into uncharted territory. While there is widespread support for the concept, we believe that care will be required to ensure that individual departmental business realities and states of organizational stability are respected. What works for one organization's employees may not work for well for another organization.

