



People Strategy – Accomplishments at a Glance: Year 2 – Q1

Our People Strategy will guide us as we work to prepare our workforce for the future, build a more effective place to work and deliver better services to Canadians.

Objective: Increase our leadership capacity and develop leaders who can advance change, provide clear expectations, assess results and give timely feedback to their teams

Outcome: Outstanding leadership demonstrated at all levels

Actions designed to train, foster and reward

Support Leadership

Leading employees effectively to advance Agency transformation

Develop our Workforce

A workforce achieving results for Canadians

Create an enabling environment

Providing effective tools and a healthy workplace for employees and leaders

Objective: Enable effective people management and modernize our human resources service delivery model, continue to develop a constructive labour relations environment and equip ourselves to leverage technology

Outcome: A workplace that is respectful, healthy, and efficient, where people strive to excel

Actions designed to engage, invest and support

Objective: Get the right people in the right jobs and develop our talent to meet challenges and opportunities now and in the future

Outcome: A strengthened workforce that achieves results for Canadians Protection, Service, Integrity

Actions designed to identify and develop

ACTIVITIES:

- Commitment to manage change together and recognize successes
- Proactive engagement on issues of concern to employees

ACCOMPLISHMENTS:

- Student recruitment targets 90% met – 7 Co-op students started in Y2 Q1!
- 360 degree feedback pilot underway
- "Essential to our success" Awards Program launched
- Launched "CB Talks" (i.e. employee information sessions) – 8 sessions and 78 participants to date!

ACTIVITIES:

- Launch of *Let's Talk* newsletter to share Branch news and information for open and regular communication
- A new Branch Wiki page
- Peer to peer coaching pilot
- Launch of *EX-change*, an informal networking community to foster greater collaboration across the Branch
- Promoting use of both Official Languages through *Coffee and Conversation*, an initiative aimed at providing the opportunity for employees to practice their verbal skills
- Regular Town Halls and pizza lunches with the DG for new employees

ACCOMPLISHMENTS:

- Launched a collective staffing process for the EC category (EC-06)
- Recently recruited several CO-01s under CO-01 Apprenticeship program
- Branch-wide and directorate-specific events during National Public Service Week including *Treat and Greet* with the VP and AVP and an all-staff *Picnic-in-the-Park*
- Refreshed of our internal governance for PB People Strategy working group

ACTIVITIES:

- Low cost learning opportunities, such as lunch and learn sessions
- Team-building exercises, such as "5 à 7", charity events, and yoga on Parliament Hill

ACCOMPLISHMENTS:

- Used vacancies to give professional development and/or acting opportunities to staff
- Visits to Rigaud College
- Tour of CBSA Laboratory attended by 15 employees
- Three Tours to CBSA Front-line operations

Corporate Affairs:
Fostering Employee Engagement!

Human Resources:
Adapting to changing business needs!

Operations:
We're bringing the People Strategy to life!

ACTIVITIES:

- Held a CBSA Tech Expo at the CBSA College-main campus as part of the transformative initiative one|training. Over 200 BSO recruits participated!
- Held a President's Awards Ceremony and Town Halls for Headquarters and regional employees
- Revamping the PE Developmental Program (PDAP)

ACTIVITIES:

- Regional Senior Management Team (RSMT) of District Directors held two group working sessions with direct reports
- Town Hall sessions occurred in each District; RSMT identified four themes to develop through subsequent quarterly sessions
- Held a RSMT Plus session focused on "Better Communication with Employees"

ACCOMPLISHMENTS:

- Thirteen PDAP promotions
- Successful completion of the Arming Initiative – 6,492 officers trained!
- Launched the One|Plan
- Developed a Disciplinary Measures Framework and the "Walk-the-Talk: Discussing Values and Ethics in the Workplace" tool

ACCOMPLISHMENTS:

- Identified three leads for the four themes referred to above. Small groups and plenary sessions have been planned to develop action plans to help the Branch improve in each area representatives working together with employees not yet able to meet Arming requirements

Internal Audit and Program Evaluation: Transforming by investing in our employees!

ACTIVITIES:

- Provided leadership development opportunities for staff members, including six acting assignments
- Used onboarding process to welcome and educate six new employees
- Engaged employees through all-staff meetings and methodological improvement meetings

ACCOMPLISHMENTS:

- Invested in professional development, rotational assignments, credentialing and coaching/mentoring of staff
- Conducted lunch and learn sessions on the CBSA People Strategy, Best Practices for Starting Out with Data Analytics, and the Employee Assistance Program
- Finalized and communicated IAPED Standard Operating Procedures
- Team building activities during the National Public Service Week

Comptrollership:
Our success depends on our people!

Information, Science and Technology:
Bringing people and innovation together!

ACTIVITIES:

- Developmental assignments initiative – plan
- Official languages guidelines and handbook
- ISTB Human Resources and Official Languages Planning and Reporting Network

ACCOMPLISHMENTS:

- Plan designed for the Developmental Assignments Initiative – to be approved
- Official languages Guidelines and Handbook finalized – to be approved. Information sessions were held in the two largest Directorates, and the first training intake for ISTB employees occurred
- Strategic communication calendar for 2016-2017 developed
- IT Community Generics: 90 % completed

BRANCHES

HOW HRB IS ENABLING BRANCHES

Integrity Continuum

Leadership Continuum

Arming Initiative Bilingual Capacity

Officer Induction Model One|Training

National Training Plan/National Training Standards

Wellness Strategy

HR Transformation: One HR

Workforce Strategy

Officer Use of Force Limitations

actions we have taken
WE ARE 14,000+ STRONG – #WeAreProud