

NEW

December 2006

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A critical success factor in the ministry's transition is the ability to retain and attract people with the skills, knowledge and abilities that will help achieve its

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stewardship goals. The organization took a step closer to the new transitional structure by starting the recruiting process for SMG positions in November. The competition for the fifteen SMG2 positions closed on December 3.

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Staffing announcements on successful candidates will be made in the new year and posted on the A New Direction website on INFOweb.

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SMG Recruitment Update

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The SMG1 positions will be posted in January 2007. In the interim, staff can access job information on the SMG1 opportunities through the divisional organization charts on the A New Direction website at **<http://intra.moh.gov.on.ca/Page900.aspx>**. Just select a division to view an organizational chart, and then point to a position outlined in orange and click to learn more. Further details including job descriptions, posting and closing dates, and application instructions will be provided in January 2007.

Career Workshop Opportunities

The ministry continues to make a significant investment in human resource supports to enable individual and overall ministry success.

On December 13, 2006, an open house was organized for staff (level 20 and above) to gather information about each new division and the job opportunities available. Assistant Deputy Ministers or their representatives addressed the 300-plus attendees, and reviewed their division's work and projects to help potential candidates become familiar with the new roles and responsibilities. The event, held in downtown Toronto, also featured information booths, such as those hosted by the OPS Centre for Leadership and Learning and the Talent Management initiative. Read the speeches delivered at the open house by the Deputy Minister, Assistant Deputy Ministers or their representatives, and the ministry's Director of Human Resources, on the A New Direction website at **<http://intra.moh.gov.on.ca/Page900.aspx>**.

Career workshops are being offered to assist managers and staff at all levels in preparing for new job opportunities in the ministry. The resume course provides time for feedback and fine tuning of resumes. The interview session allows time for practice and feedback on interviewing skills and on responding to behavioural based questions. Each workshop is one day in length. Registration flyers for sessions that focus on the needs of managers and staff are available at **<http://hrb.moh.gov.on.ca/staff/learningdev.htm>**. Any questions on sessions can be directed to **viewpoint@moh.gov.on.ca**.

Employee survey input *helps steer transition activities*

Over the past several weeks, research has been undertaken across the ministry that will give the Transition Team insight into employee views and reactions of the transition. Randomly selected staff were questioned on many areas including their understanding of stewardship in general and their specific branch transition objectives, their readiness to change, and their awareness of available transition-focused learning and development programs. The Transition Readiness Assessment, conducted by the survey company Ipsos Reid, includes an online survey and a series of small group discussions with employees at all levels within the ministry.

Gathering this feedback is extremely important to assess employee response to transition activities and the effectiveness of the communications efforts supporting these. Staff input will be used to ensure that their needs are being addressed with respect to the change and to help guide future communications. Results will be shared with employees in early spring 2007.

Further research will be carried out as the transition unfolds. Staff participation and candid feedback is valuable and will help ensure the success of the transition.

Building stewardship through competencies

To support staff as they work towards developing competencies, there are learning programs offered by both the ministry and the Centre for Leadership and Learning.

Organizations going through change — as is the Ministry of Health and Long-Term Care — often use what are known as competencies to guide the shifts in day-to-day operations and culture necessary to meet their new end state. Competencies are described as the knowledge, skills and behaviours required by an employee to be successful in a position or role. While job descriptions provide details on the specific duties and responsibilities of a position, competencies describe how knowledge and skills can be applied to achieve goals and results.

Looked at another way, competencies are the “glue” to three human resources activities — recruitment, learning and performance management — that influence how effective an organization’s change will be. For example, people are hired based on their demonstrated competency, staff can participate in learning and development activities to build competency, and performance can be measured on how well key competencies are demonstrated on the job.

Using competencies to drive organizational change however, is not a new approach for the Ontario Public Service. In 1997 the Centre for Leadership (CFL) first introduced corporate core competencies for the Senior Management Group (SMG). Recently the four Leader-Manager competencies — transforms, delivers, connects, and inspires — were introduced in support of the Talent Management initiative.

For the ministry to be successful in

its new role as stewards of the health care system, all employees will need to understand and become increasingly skilled in each of the required stewardship competencies. Because these competencies will quickly become part of our day-to-day ministry operations, the term *enterprise stewardship competencies* is used to emphasize that these are organization-wide expectations.

There are 11 enterprise stewardship competency requirements in the ministry:

- Change Management
- Communications
- Continuous Learning
- Innovation and Creativity
- Integrity
- Leadership
- Political Acuity
- Relationship Management
- Results Orientation
- Strategic Thinking
- Systems Thinking.

In addition, there are four OPS-wide *enterprise technical competencies* that also apply to all employees across MOHLTC:

- Financial Management
- Communications Planning and Management
- Project Management
- Human Resource Management

Developing competencies

To help us align our thinking and focus our work on the ministry’s new direction, each employee needs to become familiar with the enterprise stewardship and enterprise technical competencies.

If you are preparing for an interview, review the job posting and the job description to determine which competencies are being emphasized, so that you can prepare your application to reflect these. As well, you can prepare for the interview by identifying examples of your past work that demonstrate your competence in these areas. When developing your personal learning plan, review the enterprise competencies to identify areas where you may need to boost your level of expertise.

To support staff as they work towards developing competencies, there are learning programs offered by both the ministry and the Centre for Leadership and Learning. In addition, the ministry is creating a new leadership development program that will build strength in key competency areas. With these programs geared to all levels of staff, everyone across the ministry will be well prepared to take on their new role as stewards of the health care system.

For details on ministry learning programs that support the overall transition and competency development, go to <http://hrb.moh.gov.on.ca/staff/docs/FLYERS.pdf>. The MOHLTC Enterprise Competencies Guide, which includes competency definitions and levels for the enterprise stewardship and enterprise technical competencies, is posted on the A New Direction website, at <http://intra.moh.gov.on.ca/Page720.aspx>, under Employee Resources and Manager Resources. ■

Snapshot of today's organizational chart

On October 18, 2006, the new transitional structure of the ministry was announced. The organizational chart that appeared in the October issue of *NEW Directions* showed what the ministry structure will look like, down to the SMG2 level, by December 31, 2007.

The organizational chart, shown below, has been prepared to give employees a more comprehensive view of what the organization looks like today, in its first step towards the transitional structure. The chart illustrates a snapshot of those branches from the former structure that are still in operation, alongside those from the new transitional structure.

As the legend indicates, the chart specifically includes:

- All branch director positions that have been posted
- One branch director position that will not move until the Assistant Deputy Minister, Health System Information Management, is in place, and two branch director positions that will move to the Corporate and Direct Services Division, effective April 1, 2007
- Branches that remain operational until positions and work are transitioned into the new structure
- Those branch director roles which are a project, temporary or report to both MOHLTC and the Ministry of Finance (MOF).

In the coming months, the organizational structure will evolve and change as positions are filled and the ministry progresses towards December 31, 2007. An updated view of this chart will be provided in future issues of *NEW Directions*. ■

Click here for a full-page printable version of the organizational chart as shown below

