

ANNUAL REPORT 2019/20



Human Resource Secretariat





MESSAGE FROM THE MINISTER

As President of Treasury Board and Minister responsible Treasury Board Secretariat (formerly the Human Resource Secretariat -HRS), I am pleased to present the HRS Annual Report for 2019-20. The report outlines accomplishments and progress made toward realizing the objectives HRS had set for the 2019-20 fiscal year, as well as the three year goals set from 2017-20 that support Government's priorities in Newfoundland and Labrador.

Of particular note this year in the Report on Performance section, are the accomplishments and outputs of 2019-20, which have supported excellence in human resource management. The HRS also enhanced supports around occupational health and safety (OHS) requirements within the core public service.

Other HRS priorities, included amendments to the **Public Sector Compensation Transparency Act**; and updates to the Harassment-Free Workplace Policy. An OHS Safety Management System was also implemented and is aligned with the internationally recognized ISO 45001 Safety System Standards. Various other continuous improvements in PeopleSoft were also pursued.

As the Minister responsible for the former HRS, a Category Two Provincial Government entity under the **Transparency and Accountability Act**, I am accountable for the results contained within this report. As such, I would like to thank all HRS employees for their professionalism and commitment to delivering high quality programs and services.

A handwritten signature in black ink, appearing to read 'S Crocker'. The signature is fluid and cursive.

Hon. Steve Crocker
President of Treasury Board

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Departmental Overview

Organizational Structure

The former Human Resource Secretariat, (now part of the Treasury Board Secretariat (TBS), effective September 2020), provided leadership and support for effective human resource management across government, focused on supporting the specific human resource needs of employees and departments. This was accomplished through innovation, efficiency, as well as having clear standards and consistent application of human resource policies and procedures across government. The former Human Resource Secretariat (HRS) also supported departments and employees in achieving individual and workplace safety, health and productivity. It also supported the role of the Treasury Board Committee of Cabinet whose responsibilities are derived from the **Financial Administration Act**, the **Public Service Collective Bargaining Act** and the **Executive Council Act and Regulations**.

Given the broad scope and nature of Government's human resource function, HRS engaged in multiple lines of business that involve the formulation and implementation of sound human resource policies, programs, procedures and practices. As the central agency for human resource expertise, HRS also aligned people management practices with Government's overall strategy and consistently strived to provide excellent services and supports to its clients.

As of March 31, 2020, and prior to the restructuring of various government departments, the former HRS had a staff complement of 200 (154 females and 46 males), distributed between two branches, and nine divisions. Females accounted for 77 per cent of the total HRS workforce. The average HRS employee age is 45; (45 for females and 41 for males).

Staff and Budget

Division	# of Employees	Budget
Executive Support	6	\$659,100
Collective Bargaining	7	\$735,400
Policy, Planning and Analytics	13	\$1,009,500
Classification and Organizational Design	9	\$917,000
Centre for Learning and Development	12	\$1,834,900
Organizational Development Initiative	1	\$370,000
Employee Safety and Wellness	17	\$1,170,500
Human Resources Consulting	17	\$1,715,300
Service Centre	21	\$1,386,900
Payroll and Benefits	65	\$3,291,200
Strategic Staffing		\$2,307,000
Office of Employment Equity for Persons with Disabilities (Opening Doors Program)*	32	\$2,727,200
	2019-20 TOTAL	\$18,124,000

Highlights and Partnerships

Highlights

This section will highlight accomplishments and work completed for the reporting period April 1, 2019 – March 31, 2020 by the former Human Resource Secretariat. Due to restructuring of many government departments, various HR divisions of HRS are now part of the Treasury Board Secretariat (TBS) which came into effect September 2020.

The various divisions of HRS worked in conjunction with internal and external partners in an effort to support the expansion and increased efficiency in human resource programs and services to clients. Paramount to success was the promotion and fostering of partnerships and collaboration in a number of service delivery areas.

Based on Government priority, the HRS was tasked with supporting a number of initiatives in response to public feedback received from stakeholders and residents of the Province.

In Phase II of the commitments outlined, HRS was tasked with leading and participating in Consolidating Payroll Administration. This initiative was also consistent with Government's objective to implement a Government-wide shared services model for back office functions.

A commitment was made to improve efficiency of payroll operations and to consolidate payroll functions, including the consolidation of the Teachers' Payroll with the Civil Service Payroll. A committee was formed to review consolidation requirements, assess any potential issues or barriers to the process and to outline a potential approach to the improvement and efficiency of payroll operations. As a result, a consolidation process was adapted and the Civil and Teachers' Payroll was successfully consolidated during the 2019-20 fiscal year.

Human Resource Management System (HRMS)

Continuous updates have been made to the HRMS system to support self-service functionality for employees, and include:

- **Time and Labour module**

The module introduces self-service functionality with electronic approvals to time and labour, compensation and thereby streamlining the process for capturing time worked and eliminating the current paper-based process.

- **Employee Learning Profiles**

The development of individual employee learning profiles, accessed via PeopleSoft self-service, provides updated information on training completed by individual employees.

Harassment-Free Workplace Policy

The Provincial Government's Harassment-Free Workplace Policy for core Government employees came into effect on June 1, 2018 and is intended to ensure that all employees of the public service are safe and free from harassment at work. The policy promotes awareness, prevention and the timely resolution of harassment incidents or allegations. In support of this policy, mandatory training was provided to senior management and executives and via e-learning, to all existing employees during the past fiscal, training for new employees is a requirement.

Collaboration with HR Policy, Planning and Analytics Division and the Centre for Learning and Development resulted in ongoing Harassment-Free Workplace investigator's training, facilitated by the Harassment-Free Workplace Manager. The Human Resource Secretariat also worked closely with the Public Service Commission (PSC) to develop complementary, mandatory Conflict Resolution training which was also offered via e-learning during 2019. More information on preventing and resolving harassment in the workplace can be found at the following webpage:

<https://www.gov.nl.ca/exec/tbs/working-with-us/harassment-free-workplace/>.

HRS Service Centre

The Human Resource Secretariat Service Centre supports all other HRS divisions in delivering HR services by offering frontline support to Government of Newfoundland and Labrador employees regarding compensation, benefits, retirements, policy inquiries and a broad variety of other supports and services related to human resource programs. Workflow in the Service Centre is driven by key initiatives and enhancements, identified by the executive.

During the 2019-20 fiscal year, many improvements were made to increase client response times and to reduce contact points by assessing all inquiries to ensure an appropriate tiered level response. Continued initiatives to improve frontline knowledge and resources include Service Centre Manual improvements, procedural checklists, regular update sessions and improvement in shared folders content and organization.

Collective Agreements with Unions and Associations

To date, Government of Newfoundland Labrador has successfully negotiated a two-year agreement extension of 17 provincial collective agreements, including 16 with Newfoundland Labrador Association of Public and Private Employees (NAPE) and one with the Registered Nurses Union of Newfoundland Labrador (RNUNL).

Bargaining with the Royal Newfoundland Constabulary Association (RNCA) commenced in March 2018. Interest Arbitration was held in August 2019, as the Provincial Government and RNCA were unable to successfully bargain a collective agreement. In December 2019, RNCA was awarded a new collective agreement with an expiry date of June 30, 2020.

Ongoing/upcoming negotiations include:

- Professional Association of Residents Newfoundland and Labrador (PARNL)
- Canadian Union of Public Employees (CUPE). Seven collective agreements expired on March 31, 2020.

- Ferry Services Canadian Merchant Service Guild (CMSG)
(Agreement reached in Fall of 2020)
- Newfoundland and Labrador Teachers Association (NLTA)
- Association of Allied Health Professionals (AAHP)

Shared Services (E-health and Supply Chain) negotiations are ongoing.

Staffing and Recruitment

The staffing services function for government was aligned with the Public Service Commission in September 2020. However, while under the leadership of HRS, efforts continued during 2019-20 to improve the efficiency of the recruitment process. The Strategic Staffing Division worked with departments and clients to avail of staffing solutions, including the use of previously conducted competitions to fill current vacancies and the use of eligibility lists for entry level and frequently advertised positions. The Division also monitored and reviewed all staffing requests with a focus on priority staffing activities for departments in order to effectively and efficiently manage staffing activity. In addition, the Division engaged in Lean Awareness Consultation as part of continuous improvement to streamline processes and activities, which resulted in a number of effective changes to competition documentation.

Job Classification and Evaluation

The Classification and Organizational Design Division has improved the methodology of procedural and analytical documentation. In addition, this Division has facilitated numerous departmental restructuring initiatives across several core Government departments, while significantly reducing the Job Evaluation System implementation backlog while simultaneously supporting priority job evaluation requirements.

Partnerships

Recruitment and Development Working Group

While aligned with the HRS, staff of the Strategic Staffing Division continued to participate on the Public Service Commissioner's national working group on Recruitment and Development. This working group meets by teleconference to collaborate on recruitment and development topics. The staff of the HRS contributed to an annual conference for the Public Service Commissioners through the activities of a number of working groups, including groups on classification, compensation and measurement. The working group conducted a number of cross-jurisdictional scans during the 2019-2020 fiscal year, including scans on hiring persons with disabilities, maternity/parental leave requests and policies, and recruitment of qualified administrative professionals.

Diversity and Inclusion in the Core Public Service

As a continued commitment, the Diversity and Inclusion Committee collaborated with the Office of Immigration and Multiculturalism once again, to celebrate diversity in the public service by collecting more expressions of interest toward the end of the fiscal year. Due to the COVID-19 pandemic, these have not yet been published.

The committee also created a guiding document to acknowledge and celebrate Ramadan and as well considered some best practices surrounding religious accommodation in the workplace. To formalize its work and create a clear direction moving forward, the committee also created a terms of reference, highlighting short and long-term priorities for the core public service. During the 2019-20 fiscal, the Centre for Learning and Development successfully delivered 330 Intercultural Competency Workshops and 65 Intermediate Intercultural Competency Workshops. Participation also continued on the Diversity and Inclusion Sub-committee from the Federal, Provincial, and Territorial Recruitment and Development Working Group.

Collaboration with WorkplaceNL

While under the leadership of the HRS, the Employee Safety and Wellness Division partnered with WorkplaceNL as a resource to assist with the ongoing implementation of the risk assessment process throughout Government departments.

Collaboration with EMPOWER – The Disability Resource Centre

EMPOWER- The Disability Resource Centre continues to provide a variety of programs and services to promote inclusion. The Centre receives community capacity building funding from the Disability Policy Office via the Department of Children, Seniors and Social Development. EMPOWER was introduced to the Employee Safety and Wellness Division of HRS and continues to support the Employee Safety and Wellness Division in exploring potential innovative strategies for accommodations in the workplace, as well as modern adaptive technologies for persons with disabilities.

Report on Performance

The new service delivery model and HR structure in the former Human Resource Secretariat as well as Government commitments, have all provided an opportunity for HRS to support departments and central agencies with managing employees and HR priorities.

In planning for, and supporting change, the divisions of the former HRS focused on enhancing the quality and consistency of human resource service to clients, developing coordinated and efficient business processes. This was achieved while ensuring clients can easily access human resource information, programs and services.

Learning updates and job-specific training are readily available, making it easier for employees to access learning in any location. Continuous collaboration with departments to develop additional training that is relevant to the work of departmental employees is an ongoing process.

The following sections provide a report on the outcomes of the indicators that were identified by HRS for 2019-20, as per the following strategic issues:

- Human Resource Management
- Occupational Health and Safety

Issue One- Human Resource Management

The adoption and implementation of the new Human Resource Service Delivery Model resulted in the movement of staff and tasks in order to more effectively align employees' skills with the program and service areas, as per lines of business. This level of change requires the ongoing identification, review, and updating of documentation and tools to support human resource service delivery as well HRS employees and clients.

It also requires an ongoing focus on streamlining internal business practices, looking at ways to share services in the area of human resource management, and strengthening relationships with clients. Communication has been, and continues to be key to ensuring that employees are aware of changes taking place in human resource programs and services, as well as how clients can avail of services and find information.

Development of HR information related to individual employee learning profiles via PeopleSoft self-service, and updating mandatory e-learning modules on a continual basis, help to reflect ongoing changes in business practices.

Goal Statement

By March 31, 2020, the Human Resource Secretariat will have improved the provision of effective and responsive human resource management support to the core public service.

2019-20 Objective and Indicators

<p>Objective: By March 31, 2020, the Human Resource Secretariat will have evaluated the effectiveness of the service delivery changes to clients.</p>
<p>Indicator 1: Reviewed and evaluated select service delivery changes</p>
<ul style="list-style-type: none">○ During 2019-20, departments continued to be engaged through various information sessions aimed at providing detailed information on hiring practices, procedures and options, particularly at the manager and director levels. In an effort to ensure staffing requirements are met effectively and efficiently, significant consultation and engagement with departmental hiring managers and executive continues.○ The divisional service delivery model focusing primarily on client advisory services, position management, job evaluation and compensation policy were key areas of review. The effectiveness of core business practices were evaluated and adjusted to further enhance access to services provided. <p>Continuous updates have been made to the Human Resource Management System (HRMS) to support self-service functionality for employees, and includes: Time and Labour Module which provides self-service functionality with electronic approvals to time and labour compensation; employee learning profiles, which can be accessed via PeopleSoft self-service and provides updated information on training completed by individual employees; and electronic payroll registers.</p>

Indicator 2: Continued to enhance access to HR programs

- Continued improvements to internal business processes and workflow have been ongoing in fiscal 2019-20 and have resulted in more efficient and streamlined reporting and documentation.
- Internal business tools to supplement documentation functions of Position Description Questionnaire (PDQ) system were created and implemented. These tools include quality assurance automation to mitigate commonly identified errors pertaining to documentation of Job Evaluation System Classification Review Analysis. The result has been increased consistency in documentation format as well as increased quality assurance of data during the documentation phase.
- Health and safety compliance training was available to employees to support requirements of departments, based on training needs identified to support departmental operations.
- A blended approach (virtual, plus in-person delivery) to learning and development was implemented and compliance monitoring occurred to ensure that employees have access to training no matter where they are located.

Indicator 3: Continued to enhance access to HR services

- During fiscal 2019-20, the Strategic Staffing Division received 1,345 recruitment requests, completed 949 job competitions, completed 7,573 payroll actions, initiated 80 new Office of Employment Equity for Persons with Disabilities (OEEPD) clients, performed 85 client orientations and 255 career development sessions with OEEPD and continued to enhance access to HR programs and services.
- Improvement in group insurance communications and productivity occurred via the standardization of email responses to member inquiries and voicemail messaging promoting self-service.
- The employee group insurance handbook review was completed. The handbook will improve the amount and depth of information accessible to group insurance members. Final release of the handbook is subject to legal and collective bargaining approval.

- Training sessions were developed to assist Service Centre staff in addressing specific event driven inquiries such as Other Post-Employment Benefits (OPEB). To further ensure the knowledge and the continuity of service delivery across multiple subject areas and departments, a rotational schedule was implemented in an effort the better familiarize staff with different areas/departments supported by HRS Service Centre regarding differences in departmental processes and various collective agreements.
- Specialized learning modules were developed, through collaboration between the Centre for Learning and Development and departments based on departmental learning requirements linked directly to lines of business.

2017-20 Goal Reporting

By March 31, 2020, the Human Resource Secretariat will have improved the provision of effective and responsive human resource management support to the core public Service.

Indicator 1: New HR Service delivery Model Implemented.

- A comprehensive HRS Service Centre was formed and provides a single point of entry for most HR services. The Service Centre is equipped with personnel and technological resources (ticketing system and Knowledge-Base Pro) to facilitate efficient and consistent HR responses for employees across the core public service.
- Documentation requiring updates to support functional change to HR service delivery was identified and implementation of new human resource guidelines helped to support the management restructuring within the core public service.

Indicator 2: Priority/core/essential services for effective human resource management identified and implemented.

- Payroll consolidation assessed/implemented.

Indicator 3: Internal business processes streamlined and implemented to support HRS transformation.

- Business process gaps identified.
- Activities/outcomes to address process gaps initiated.
- Redefinition of business process activities initiated.

Indicator 4: HR related tools and documentation identified and updated to reflect change in HRS structure.

- Plan to communicate change to clients drafted.
- Documentation to support functional change to HR service delivery updated.
- Changes to HR programs and services communicated on an ongoing basis.
- Notice of the change in practice for notifying staff about a change in end date provided to unions and all Government staff.

Indicator 5: Technology used to support service delivery enhanced.

- Continuous updates and additions to PeopleSoft Human Resource Management System (HRMS) to support self-service of employees regarding Time and Labour Module and functionality.
- Developed individual employee learning profiles via PeopleSoft self-service.
- Continuous updates for mandatory e-learning modules, to reflect changes in business practices.

Indicator 6: Mechanisms developed and implemented to monitor and evaluate quality improvement.

- On-going updates and changes to HR programs and services regularly communicated.
- Redefinition of business process activities complete.
- Civil and Teachers' Payroll consolidated.

Discussion of Overall Performance:

During the reporting cycle 2017-2020, HRS was tasked with supporting broad Government priorities relating to human resources in support of Government commitments. The Human Resource Secretariat was able to deliver on the outcomes of the indicators it had identified in the business cycle and has exceeded the outcomes of some of the indicators, as follows:

- The new HR Service delivery model has been implemented.
- Priority/core/essential services for effective human resource management have been identified and implemented.
- Internal business processes have been streamlined and implemented to support HRS transformation.
- HR related tools and documentation have been identified and updated to reflect change in HRS structure.
- Technology has been enhanced to support service delivery.
- Mechanisms developed and implemented to monitor and evaluate quality improvement.

In order to deliver on the goal of improving the provision of effective and responsive human resource management support to the core public service, a new Human Resource Service Delivery Model, focusing on change management principles, was officially adopted by the Human Resource Secretariat on April 19, 2017. One of the objectives of the new structure was to enhance its services by providing a single point of contact for a variety of Human Resource Management services and inquiries. On June 9, 2017, HRS notified employees of the newly created comprehensive HRS Service Centre that serves as the main point of contact for public service employees. A ticketing solution, allows HRS to track and manage a high volume of requests and information, as well as providing a variety of benefits, such as the ability to attach documents, run a search history, generate reports, manage employments letters and paperwork in support of government recruitment activities.

Redefinition of business process activities are ongoing and supported by availing of technological solutions provided PeopleSoft self-service modules and Knowledge Base Manager Pro, used to support and enhance the organizational processes of knowledge creation, storage/retrieval, transfer and application.

During the 2017-2020 reporting cycle, business process gaps were identified and activities/outcomes to address these issues were initiated. A working group of HRS divisional directors was established to identify and review operation and strategic gaps in HRS services and to develop strategies, processes and procedures to eliminate them. As a result, 55 items were identified and resolved, including the development of two process guidelines documents; one to assist with the management of the annual compensation disclosure, as per the requirements of the **Public Sector Compensation Transparency Act** and a document to be used as a tool to assist public bodies with managing the legislative requirements of the Act in their respective organizations.

An extensive review of the online HR Policy Manual during 2018-2019 fiscal and resulted in updates to reflect the new HRS organizational structure. Online policies have been formatted to reflect a unified look and support easier navigation. Supports and documentation to government employees were communicated relating to the Harassment-Free Workplace Policy; Compensation Disclosure, Compensation and Benefits and Severance Payouts to employees.

A committee, with representation from HRS, Department of Education and Early Childhood Development, Department of Finance, the Office of the Chief Information Office and the English School District, was formed to review the requirements consolidate civil and Teachers Payroll. This work was ongoing during 2018-2019 and concluded with the transfer of teachers payroll to HRS, effective April 1, 2019.

Technology has been enhanced to support service delivery during this business cycle. Continuous updates have been made to the Human Resource Management System (HRMS), to support self-service functionality, including a Time and Labour Module and

Employee Learning Profiles (2019-20). Ongoing collaboration between the Centre for Learning and Development and Government departments and agencies helps to ensure that learning and development programs support organizational goals and objectives. Learning updates make it easy for employees to access learning, on the spot and in any locations. Web-based learning, via PSAccess offers numerous training programs which can be booked via self-service online registration. Updating mandatory e-learning modules on a continual basis helps to reflect changes in business practices. Technological solutions continue to be identified and implemented to provide employees' accessibility to up-to-date, relevant and streamlined information.

Updates and changes to HR programs and services are communicated via the Public Service Network (PSN) on an ongoing basis. Notice of the change in practice for notifying staff about a change in end date was provided during this reporting cycle to the unions and all Government of Newfoundland and Labrador staff. Collaboration with Collective Bargaining, Communications staff and the Human Resource Secretariat Service Centre about timing and messaging has minimized the number of telephone calls.

Classification internal business tools work better to supplement documentation functions of the Position Description Questionnaire System. These tools include quality assurance automation to mitigate commonly identified errors pertaining to documentation of the Job Evaluation System Classification Review Analysis. The result has been increased consistency in documentation format as well as increased the quality assurance of data during the documentation phase.

The new Treasury Board Secretariat continues to look at business processes and explore innovative ways to maintain service to clients by reviewing, updating and developing new HR documentation and supports, while continuing to streamline HR-related functions.

Issue Two- Occupational Health and Safety

The former Human Resource Secretariat was responsible for the occupational health and safety requirements of Government, and for supporting the legislative compliance of departments in relation to the **Occupational Health and Safety Act**.

To support these requirements, in 2019-20, HRS focused on further enhancing a government-wide safety management system to ensure the mitigation and management of risk, by ensuring that the system is aligned with international standards to the ISO 45001 Safety Management System Standard. HRS also focused on ensuring that safe work procedures were implemented, a safety plan was implemented in various departments, and that all employees are aware of their roles and responsibilities, as it relates to the Act, via training and various tools.

The following report on the indicators set out for 2019-20 supports the broad goal of HRS for the planning cycle 2017-2020.

Goal Statement

By March 31, 2020, the Human Resource Secretariat will have enhanced systems and supports to promote improved safety across the core public service.

2019-20 Objective and Indicators

Objective: By March 31, 2020, the Human Resource Secretariat will have audited the Occupational Health and Safety Management System to identify focus areas.
Indicator 1: Audited Occupational Health and Safety Management System
<ul style="list-style-type: none">○ Following a realignment of goals and objectives, it was determined that auditing exercises should be delayed, in order to place additional focus of resources on an overarching prevention branding initiative.

Indicator 2: Identified focus areas for improvement

- The 'Start Safe' branding initiative was officially launched in 2019. 'Start Safe' focuses on injury/illness prevention through various tools, information sharing and hazard identification and reporting. The 'Start Safe' program aims to help engage the workforce and bring awareness to Occupational Health and Safety, and is intended to support the success of our safety system.
- A personal hazard identification card, as well as the 'Get a Grip on Safety' slip, trip and fall injury prevention initiative were launched in 2019-20. The personal hazard identification card is a checklist to remind employees to maintain a focus on starting each work day safely and to think about potential and actual dangers that could exist and how to report them on the OHS Module on PeopleSoft. The objective of both initiatives was to ensure employee safety by having them participate in an environment where safety is paramount and incidents are proactively prevented through proper hazard identification and reporting.
- Pandemic Recovery Planning and Response was a major focus in the last quarter of 2019-20. A significant amount of work was completed on COVID-19 related risk assessment, safe work practice development, pandemic recovery planning including the development of training plans, videos, physical distancing plans, signage, information and bulletins etc.
- A full corporate OHS program is currently in final review and approval stages and is scheduled to be available for all departments to use and adapt within the coming months.

2017-20 Goal Reporting

Goal Statement

By March 31, 2020, the Human Resource Secretariat will have enhanced systems and supports to promote improved safety across the core public service.

Indicators

Indicator 1: Deputy Minister's OHS Steering Committee established.
<ul style="list-style-type: none">○ The Deputy Minister's OHS Steering Committee collaborated on a number of initiatives during the 2019-20 fiscal. These included roll-out of various campaigns such as the 'Start Safe' Program; 'Get a Grip on Safety' slip, trip and fall injury prevention; Safety Management System; Leadership Visibility; and Hazard Reporting initiatives.
Indicator 2: OHS reporting module developed within the Human Resource Management System (HRMS) to facilitate identification, management, and mitigation of risks.
<ul style="list-style-type: none">○ An OHS reporting module was developed and launched to all Government employees on November 20, 2017. For 2018-19 fiscal, 973 incidents were entered in the OHS reporting module and for 2019-20 fiscal, 921 incidents were entered in the OHS reporting module.○ Risk assessment teams were established to develop and implement safe work procedures within departments of Government of Newfoundland and Labrador. This process is initiated through the risk assessment process which is ongoing in departments any time there is a new task, a change in a task, or a new hazard identified.○ OHS reporting module fully implemented within departments through risk assessments.○ OHS Safety Management system aligned to the new ISO 45001 Safety Management System.

Indicator 3: Training tools and programs necessary to support OHS requirements identified and implemented.

- Training for Risk Assessment was developed has been ongoing throughout 2018, 2019 and 2020. Virtual training is offered through the CLD via PSAccess.
- Development of an OHS program e-presentation for various departments was completed in 2018 and delivery is ongoing.
- Ongoing delivery of in-class Employee Health and Safety: The Manager's Responsibility along with Risk Management sessions.
- Ongoing availability of WHMIS 2015 e-learning courses through PSAccess online learning and training system.
- 'Start Safe' was officially launched in 2019. 'Start Safe' focuses on injury/illness prevention through various tools, information sharing and hazard identification and reporting.
- The Personal hazard identification card, as well as the 'Get a Grip on Safety' slip, trip and fall injury prevention initiative were successfully launched in 2019-20.

Indicator 4: Annual audits to ensure continual improvement conducted.

- Following a realignment of goals and objectives, it was determined that auditing exercises should be delayed, in order to place additional focus of resources on an overarching prevention branding initiative.

Discussion of Overall Performance:

The Human Resource Secretariat was able to deliver on most of the outcomes of the indicators it had identified in the business cycle and has succeeded in exceeding the outcomes of some of the indicators, as follows:

- An OHS reporting module was developed within the Human Resource Management System (HRMS) to facilitate identification, management and mitigation of risks.
- Training tools and programs necessary to support OHS requirements have been identified and implemented.

An OHS reporting module was developed and launched across Government on November 20, 2017. Incidents for 2018-19 and 2019-20 have been entered in the OHS reporting module and an Information Sharing Agreement with Workplace NL was signed in May 2018. This agreement provides complimentary access to Workplace NL data related to all reportable incidents for Government departments.

Effective January 2019, standardized HR metrics, inclusive of OHS data, was prepared on a monthly basis.

Safe work procedures continue to be developed in departments of Government. This process is initiated through the risk assessment process, which is ongoing in departments any time there is a new task, a change in a task, or a new hazard identified.

Risk assessment training, offered through the Centre for Learning and Development in a virtual format, has continued throughout 2018, 2019 and 2020. As the process and training for this indicator has been well established within Government departments, for the purposes of this report, it is noted as complete. Health and safety and safety compliance web-based training is continuously available through the Centre of Learning

and Development for employees to support requirements of departments, based on required training, necessary to support departmental operations. Ongoing delivery of OHS training opportunities, such as, 'Employee Health and Safety: The Manager's Responsibility', 'Risk Management' and 'WHMIS 2015' help to support OHS requirements throughout Government.

A full corporate OHS program is currently in final review and approval stages, however, it should be noted that Pandemic Recovery Planning and Response was a major focus in the last quarter of 2019-2020 fiscal. A significant amount of work was completed on COVID-19 related risk assessment, safe work practice development and pandemic recovery planning.

Following a realignment of goals and objectives, it was determined that auditing exercises should be delayed, in order to place additional focus of resources on an overarching prevention branding initiative.

Opportunities and Challenges

Changes to government department and agencies were announced on September 10, 2020. As a result, several functions of the former Human Resource Secretariat were aligned with the Public Service Commission, and remaining functions were aligned under a newly established entity, Treasury Board Secretariat.

Opportunities and challenges for these respective entities will be reported through the upcoming planning and reporting process.

Financial Information

EXECUTIVE COUNCIL

HUMAN RESOURCE SECRETARIAT

2019-20 Estimates	2018-19	
\$	Revised	Budget
\$	\$	\$

HUMAN RESOURCE SECRETARIAT

CURRENT

3.1.01. EXECUTIVE SUPPORT

Appropriations provide for senior level advice on human resource matters to Government, including the Treasury Board Committee of Cabinet, and the senior planning and direction of the Human Resource Secretariat.

01. Salaries	640,700	557,500	672,300
Operating Accounts:			
<i>Transportation and Communication</i>	10,600	5,900	12,600
<i>Supplies</i>	4,400	4,100	4,500
<i>Professional Services</i>	-	47,800	-
<i>Purchased Services</i>	3,400	3,300	3,300
	18,400	61,100	20,400
02. Operating Accounts	18,400	61,100	20,400
Amount to be Voted	659,100	618,600	692,700
Total: Executive Support	659,100	618,600	692,700

3.1.02. COLLECTIVE BARGAINING

Appropriations provide for the provision of core Government and entities collective bargaining services and collective agreement management and administration. Appropriations also include the provision of strategic advice on employment and labour relations matters involving grievance management, arbitration hearings and alternate dispute resolution processes.

01. Salaries	547,800	505,000	552,500
Operating Accounts:			
<i>Employee Benefits</i>	1,000	800	1,100
<i>Transportation and Communications</i>	13,600	6,600	11,600
<i>Supplies</i>	13,500	13,400	13,400
<i>Professional Services</i>	140,000	90,000	143,100
<i>Purchased Services</i>	19,500	80,200	80,200
	187,600	191,000	249,400
02. Operating Accounts	187,600	191,000	249,400
Amount to be Voted	735,400	696,000	801,900
Total: Collective Bargaining	735,400	696,000	801,900

EXECUTIVE COUNCIL

HUMAN RESOURCE SECRETARIAT

2019-20 Estimates	2018-19 Revised	Budget
\$	\$	\$

HUMAN RESOURCE SECRETARIAT (Cont'd)

CURRENT

3.1.03. POLICY, PLANNING AND ANALYTICS

Appropriations provide for human resource policy, planning, research, evaluation, interpretation, and human resource data analysis for human resource program and support materials as well as coordination of information requests.

01. Salaries	997,700	942,300	1,001,200
Operating Accounts:			
<i>Employee Benefits</i>	200	-	300
<i>Transportation and Communications</i>	5,300	4,900	5,400
<i>Supplies</i>	1,600	1,700	1,700
<i>Purchased Services</i>	4,700	3,400	4,400
02. Operating Accounts	11,800	10,000	11,800
Amount to be Voted	1,009,500	952,300	1,013,000
Total: Policy, Planning and Analytics	1,009,500	952,300	1,013,000

3.1.04. CLASSIFICATION AND ORGANIZATIONAL DESIGN

Appropriations provide for the maintenance and administration of the job evaluation and compensation programs for Government departments, agencies, health authorities, and other public entities, to ensure consistency of application of classification standards and compensation related human resource policies. It also provides consultative and strategic services related to position management, organizational structure reviews, business process modeling, compensation research and analysis and workload analysis.

01. Salaries	904,500	873,500	1,008,400
Operating Accounts:			
<i>Transportation and Communications</i>	7,600	5,300	7,500
<i>Supplies</i>	2,000	1,300	1,900
<i>Purchased Services</i>	2,900	2,900	3,100
02. Operating Accounts	12,500	9,500	12,500
Amount to be Voted	917,000	883,000	1,020,900
Total: Classification and Organizational Design	917,000	883,000	1,020,900

EXECUTIVE COUNCIL

HUMAN RESOURCE SECRETARIAT

	2019-20 <u>Estimates</u> \$	2018-19 <u>Revised</u> \$	<u>Budget</u> \$
HUMAN RESOURCE SECRETARIAT (Cont'd)			
<i>CURRENT</i>			
3.1.05. CENTRE FOR LEARNING AND DEVELOPMENT			
Appropriations provide for provision of compliance-based learning, executive development, competency-based learning and development, French language training, leadership and management development, employee onboarding and mandatory learning required by legislation, critical certifications and initiatives associated with new program policy and planning requirements.			
01. Salaries	912,000	1,165,700	1,074,400
Operating Accounts:			
<i>Employee Benefits</i>	44,300	37,800	48,700
<i>Transportation and Communications</i>	74,200	40,000	69,200
<i>Supplies</i>	17,900	45,000	7,900
<i>Purchased Services</i>	903,500	914,100	914,100
02. Operating Accounts	1,039,900	1,036,900	1,039,900
Amount to be Voted	1,951,900	2,202,600	2,114,300
01. Revenue - Federal	(60,000)	-	(60,000)
02. Revenue - Provincial	(57,000)	(40,000)	(57,000)
Total: Centre for Learning and Development	1,834,900	2,162,600	1,997,300
3.1.06. ORGANIZATIONAL DEVELOPMENT INITIATIVE			
Appropriations provide for Government's corporate-wide organizational development which addresses specialized organizational needs.			
01. Salaries	340,000	89,600	340,000
Operating Accounts:			
<i>Transportation and Communications</i>	5,000	-	5,000
<i>Supplies</i>	10,000	-	10,000
<i>Purchased Services</i>	15,000	-	15,000
02. Operating Accounts	30,000	-	30,000
Amount to be Voted	370,000	89,600	370,000
Total: Organizational Development Initiative	370,000	89,600	370,000

EXECUTIVE COUNCIL

HUMAN RESOURCE SECRETARIAT

2019-20 Estimates	2018-19	
\$	Revised	Budget
\$	\$	\$

HUMAN RESOURCE SECRETARIAT (Cont'd)

CURRENT

3.1.07. EMPLOYEE SAFETY AND WELLNESS

Appropriations provide for strategic leadership and policy direction necessary to support executive and management of all departments in addressing the health, safety and well-being of all workers in the core public service, as directed by Provincial and Federal legislation; development and maintenance of Government's occupational health and safety management system; support and guidance in risk assessment and mitigation; case management of injured and ill workers; and development of wellness initiatives.

01. Salaries	1,101,800	948,100	1,204,100
Operating Accounts:			
<i>Employee Benefits</i>	28,600	28,500	28,500
<i>Transportation and Communications</i>	13,900	9,600	13,800
<i>Supplies</i>	2,400	5,300	2,500
<i>Purchased Services</i>	11,000	31,500	36,000
<i>Property, Furnishings and Equipment</i>	12,800	10,900	12,900
02. Operating Accounts	68,700	85,800	93,700
Amount to be Voted	1,170,500	1,033,900	1,297,800
Total: Employee Safety and Wellness	1,170,500	1,033,900	1,297,800

3.1.08. HUMAN RESOURCES CONSULTING

Appropriations provide for the main point of contact for the executive and management of client departments to advance human resource management issues and strategies; managing and directing highly confidential and sensitive human resource management issues; addressing emerging human resource trends; managing corporate relations and human resource planning; leading human resource projects for clients; and the provision of daily strategic advice on employment relations matters including investigation, grievance management, performance management and data analysis.

01. Salaries	1,641,100	1,557,900	1,615,600
Operating Accounts:			
<i>Employee Benefits</i>	1,900	-	2,000
<i>Transportation and Communications</i>	57,800	54,300	57,700
<i>Supplies</i>	3,800	4,700	3,700
<i>Purchased Services</i>	10,700	9,700	10,800
02. Operating Accounts	74,200	68,700	74,200
Amount to be Voted	1,715,300	1,626,600	1,689,800
Total: Human Resources Consulting	1,715,300	1,626,600	1,689,800

EXECUTIVE COUNCIL

HUMAN RESOURCE SECRETARIAT

2019-20 Estimates	2018-19 Revised	Budget
\$	\$	\$

HUMAN RESOURCE SECRETARIAT (Cont'd)

CURRENT

3.1.09. SERVICE CENTRE AND CORPORATE SERVICES DELIVERY

Appropriations provide for administration and services related to operating a Human Resource Service Centre, group insurance benefits and corporate service functions supporting the Human Resource Secretariat.

01. Salaries	1,245,700	1,244,800	1,218,900
Operating Accounts:			
Employee Benefits	600	500	500
Transportation and Communications	41,600	34,500	41,200
Supplies	6,800	6,500	6,900
Professional Services	53,000	203,200	60,000
Purchased Services	79,000	8,500	8,500
Property, Furnishings and Equipment	10,200	10,600	10,600
02. Operating Accounts	191,200	263,800	127,700
Amount to be Voted	1,436,900	1,508,600	1,346,600
02. Revenue - Provincial	(50,000)	(21,000)	(50,000)
Total: Service Centre and Corporate Services Delivery	1,386,900	1,487,600	1,296,600

3.1.10. PAYROLL AND BENEFITS

Appropriations provide for the management and provision of payroll and compensation benefits services to departments, employees and third party stakeholders, including the provision of advisory and information services; corporate service activities; processing of various leave, payroll and related transactions; related policy development; management, development, configuration and administration of the Human Resource Management System (PeopleSoft); and application of related legislative responsibilities.

01. Salaries	3,450,800	3,926,400	3,896,700
Operating Accounts:			
Employee Benefits	13,200	12,100	12,100
Transportation and Communications	26,500	23,000	25,100
Supplies	18,800	19,700	19,700
Purchased Services	16,100	15,000	16,900
02. Operating Accounts	74,600	69,800	73,800
Amount to be Voted	3,525,400	3,996,200	3,970,500
02. Revenue - Provincial	(234,200)	(234,200)	(234,200)
Total: Payroll and Benefits	3,291,200	3,762,000	3,736,300

EXECUTIVE COUNCIL

HUMAN RESOURCE SECRETARIAT

	2019-20 <u>Estimates</u> \$	2018-19 <u>Revised</u> \$	<u>Budget</u> \$
HUMAN RESOURCE SECRETARIAT (Cont'd)			
<i>CURRENT</i>			
3.1.11. STRATEGIC STAFFING			
Appropriations provide for the operational and strategic services related to staff movement and recruitment needs of the Public Service, inclusive of the protection of merit, legislative and collective agreement requirements; talent and succession management strategies; Student Employment Bureau; organizational restructuring support; outreach, marketing and advertising; and the provision of advisory and consultative services.			
01. Salaries	2,244,600	2,257,600	2,267,700
Operating Accounts:			
<i>Employee Benefits</i>	300	200	200
<i>Transportation and Communications</i>	18,100	18,500	18,000
<i>Supplies</i>	7,100	6,400	7,200
<i>Purchased Services</i>	36,900	31,200	37,000
02. Operating Accounts	62,400	56,300	62,400
Amount to be Voted	2,307,000	2,313,900	2,330,100
Total: Strategic Staffing	2,307,000	2,313,900	2,330,100
3.1.12. OPENING DOORS			
Appropriations provide for career support, outreach and development of employment opportunities within Government departments and entities for persons with disabilities, a component of which is cost-shared with the Federal Government under the Canada Job Fund and the Canada/Newfoundland and Labrador Labour Market Development Agreement.			
01. Salaries	3,736,000	3,421,500	3,736,000
10. Grants and Subsidies	100,000	76,200	100,000
Amount to be Voted	3,836,000	3,497,700	3,836,000
01. Revenue - Federal	(1,108,800)	(1,108,800)	(1,108,800)
Total: Opening Doors	2,727,200	2,388,900	2,727,200
TOTAL: HUMAN RESOURCE SECRETARIAT	18,124,000	18,015,000	18,973,600
TOTAL: HUMAN RESOURCE SECRETARIAT	18,124,000	18,015,000	18,973,600