

HUMAN RESOURCE SECRETARIAT

Annual Report 2012-2013



Message from the Minister

September 30, 2013

Honourable Ross Wiseman, M.H.A.
Speaker of the House of Assembly
East Block, Confederation Building



Dear Mr. Speaker:

As Minister of Finance and President of Treasury Board, and Minister responsible for the Human Resource Secretariat (HRS), I am pleased to present the accompanying annual report. The report outlines the 2012-13 accomplishments as well as the progress made toward realizing its broad mission to support the enhancement of strategic human resource management within the provincial public service in the delivery of exceptional programs and services.

Activities in 2012-13 included updates to priority human resources (HR) information resources, programs and services to support government-wide workforce development such as enhanced access to data, options for learning and development, as well as updated and new HR policies and programs.

As the Minister responsible for this entity, and thus accountable for the results contained within this report, I am very proud of the many accomplishments. I would like to thank all of the employees for their commitment, professionalism and dedication, and I congratulate them on their successes this year.

I am also proud to announce that, as of April 1st, all HR entities have been transitioned into the HRS. This will bring many new challenges and opportunities for the final year of the current Business Plan, as it begins to focus on the transformation of HR services and delivery. The accomplishments of 2013-2014 will also help inform and drive the development of the new Business Plan 2014-2017. This transformation will be the key focus to ensuring the provision of excellence in human resource management in the core public service.

Sincerely,

A handwritten signature in black ink that reads "Jerome Kennedy". The signature is written in a cursive, slightly slanted style.

Jerome Kennedy, Q.C.

**Minister of Finance and President of Treasury Board and
Minister Responsible for the Human Resource Secretariat**

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INTRODUCTION

There were several key accomplishments in 2012-13 performance reporting for the HRS under the *Transparency and Accountability Act*, particularly its mission to support the human resource capacity within the core public service (CPS). The following report describes the progress made to achieve the goals and objectives set for 2012-13, as outlined in the HRS Business Plan 2011-14.

The report has three main sections, as follows:

- **Section I** provides an Overview of the HRS as well as shared commitments, as well as the highlights and accomplishments for the 2012-13 reporting period.
- **Section II** contains the Report on Performance and comparative discussion of the outcomes of the HRS's indicators for 2012-13.
- **Section III** describes Future Opportunities and Challenges for the HRS, and presents the financial statements for the 2012-13 fiscal year.

In 2012-13, the Human Resource Secretariat has made strides toward the enhancement of human resource services within the provincial public service by improving business processes, simplifying access to HR services for employees, providing consistency in human resource service delivery, and exploring new and innovative ways to help carry out its mandate.

The Minister of the Human Resource Secretariat is also President of the Treasury Board Committee of Cabinet, and the Deputy Minister is the Deputy Secretary of the Board. The *Financial Administration Act* outlines the duties and responsibilities of the Board including the following human resource responsibilities:

- To act as a committee of the Executive Council on all matters relating to personnel management in the public service and of a public body;
- To determine the conduct of collective bargaining negotiations within the public service and for a public body;
- To establish standards of discipline in the public service and prescribe the penalties that may be applied for breaches of discipline;
- To determine the personnel requirements, and provide for the allocation and effective utilization of personnel within the public service and of a public body;
- To provide for the classification of positions within the public service and of a public body;
- To determine the pay to which persons employed in the public service or with a public body are entitled for services rendered, the hours of work, and leave of those persons, as well as other related matters;
- To consider proposals for pensions or gratuities, other than those which are specifically provided for; and
- To provide for those other matters, including terms and conditions of employment that the Board considers necessary for effective personnel management within the public service and of a public body.

The Human Resource Secretariat supports Treasury Board in carrying out these HR responsibilities.

The ability of the HRS to further support these duties and responsibilities has been achieved primarily through the merging of a number of entities that provide HR services within government, and their respective employees, into a single point of contact for HR service delivery. Once all entities have been transitioned, it is envisioned that the final year of the Business Plan will focus on initial work around a

transformation plan as well as the development of a new Business Plan 2014-17 that will see the HRS evolve into an organization with a broad responsibility for effective human resource management (HRM).

This transformation will aim to set out a clear picture of the roles and functions of the various branches and divisions of the HRS and what is envisioned for the HRS as an entity that effectively supports organizational and employee HRM needs. This transformation process will identify the HR services and programs areas that will be essential to effective human resource management across government, and begin work to develop and/or improve these areas for the various client groups of the HRS.

SECTION I

Overview of the Human Resource Secretariat

In 2011 a review of the existing human resources service delivery model provided support to the creation of a new Human Resource Secretariat (HRS), which occurred in April 2012, as a means to enhance HRM services within the provincial public service and, specifically, to improve business processes, simplify access to HR services for employees, and provide consistency in HRM service delivery.

The Human Resource Secretariat (HRS) is an organization within government dedicated to providing excellent human resource management services and supports to respond to the needs of the following client groups:

- Cabinet and its associated Treasury Board Committee;
- Executives, managers, and employees of provincial government departments and central agencies;
- Other public entities;
- Applicants and potential employees; and
- General public.

Additionally, the HRS works, interacts, and/or partners with public sector unions, employee associations, public sector organizations, as well as its provincial, territorial and federal government counterparts across Canada.

The HRS also has responsibility for building government's capacity for service delivery in French and for coordinating government support for the development of the province's Francophone community.

Vision

Exceptional People. Exceptional Public Service.

Mission

By March 31, 2017, the Human Resource Secretariat will have supported the enhancement of the human resource capacity of the core public service to deliver exceptional programs and services.

Lines of Business

The HRS is a human resource management organization within government dedicated to providing excellent services and supports for employees, managers, departmental executives and the Treasury Board Committee of Cabinet.

The HRS carries out its HR management mandate through three lines of business:

- Leadership in human resources;
- Direction and support to government departments and central agencies; and
- Professional guidance and advice to the employer.

In addition to these main lines of business, the HRS is responsible for leading the delivery of services in French within government and for coordinating government support for the development of the province's Francophone community through a federal/provincial cooperation agreement. This is accomplished through the Office of French Services, under the direction of the Minister Responsible for Francophone Affairs.

Budget and Staffing

In 2012-13, the HRS experienced a number of increases to both its budget and staffing as a result of the transition of the Strategic Staffing Division (SSD) of the Public Service Commission.

At the beginning of 2012-13, budget estimates for the HRS equalled almost \$11 million¹. In November 2012, subsequent to the transition of the SSD, the operating budget of government's staffing function was increased by approximately \$2M. The total HRS operating budget, after the transition of SSD, was estimated at approximately \$13 million.

Staff for the beginning of 2012-13 totalled 74, which was distributed between two branches: Human Resources Branch and the Labour Relations, Classification and Organizational Management and Design Branch. By March 31, 2013, the HRS staff complement grew to 243 distributed across 5 branches. This included staff of the SSD who transferred in November 2012, as well as the remaining staff in other areas (i.e. Strategic Human Resource Management Divisions, Compensation and Benefits, Group Insurance, and Pension's Counselling) to be officially transferred in April 2013.

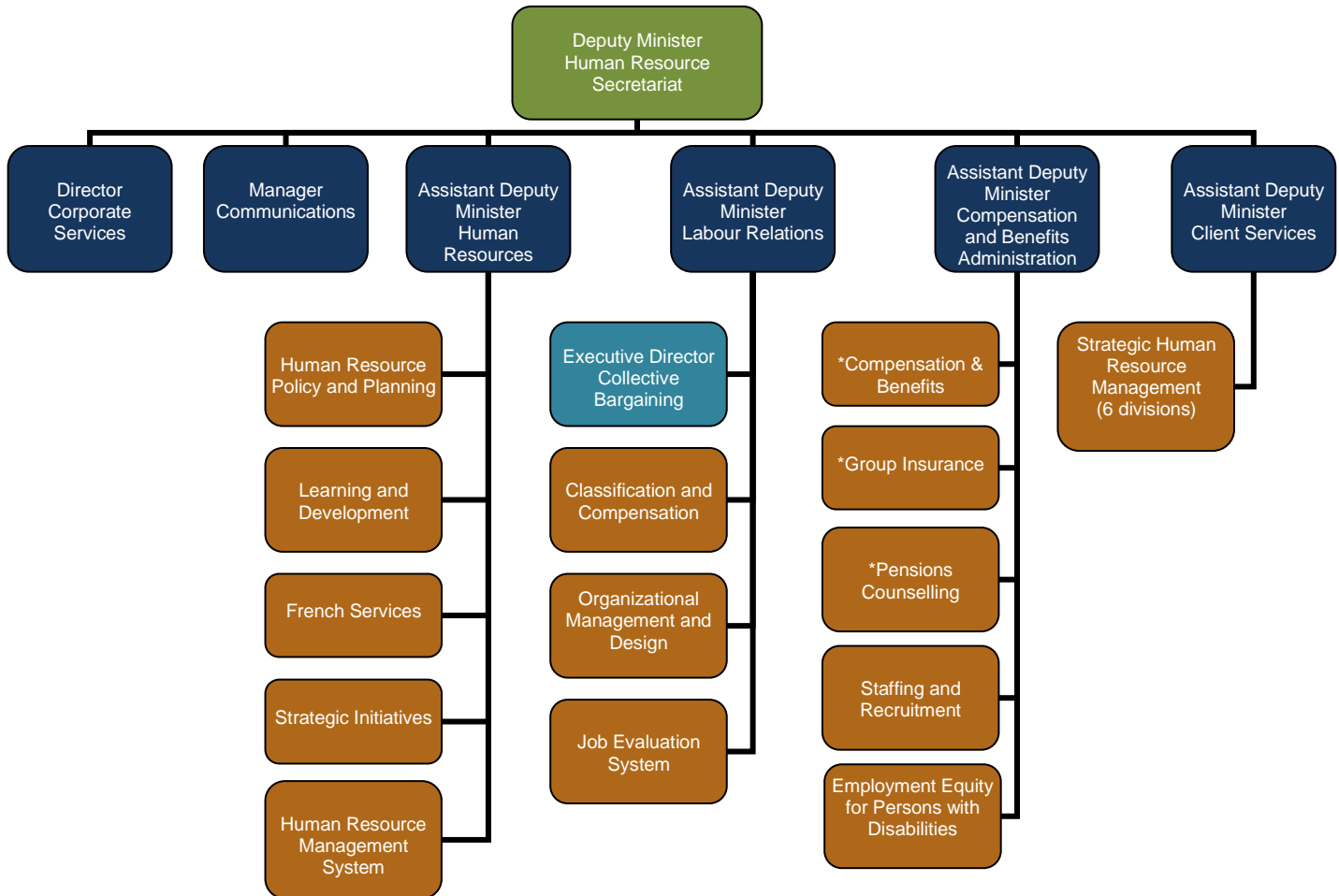
A reporting relationship was quickly established between the directors of the remaining divisions to be transitioned early in the 2013-2014 fiscal year and their respective branch heads within the HRS. This was done to further ensure the seamless transition of these divisions, services and information between departments and the HRS. While the reporting relationship was established, the staff who provide client services were still employed under the former departments.

While the majority of HRS staff was located in St. John's, there was one position located in Corner Brook.

As shown in the following organizational chart, the HRS was comprised of 5 branches.

¹ Actual figure is not yet available.

Organizational Chart (Human Resource Secretariat)



*To be transitioned at a later date.

Employee Profile

By March 31, 2013, the HRS payroll reflected a total of 243 employees. The employees of the Strategic Staffing Division (approximately 30 employees), formerly of the Public Service Commission, were officially transitioned in November of 2012. The remaining complement and entities would be transitioned early in the 2013-2014 fiscal year.

By the end of 2012-13, there were 185 females and 58 males in the HRS workforce. Females accounted for about 76% of the total staff complement.

The average age of the HRS employee is 45, which continues to remain relatively stable. This represents an average age of 44 for females and 47 for males.

2012-13 Highlights and Accomplishments

2012-13 was a productive year for the HRS. Regular business activities continued to be conducted while work was proceeding on the delivery of the goals outlined in the 2011-2014 Business Plan through new and updated programs, strategies, guidelines, and policies to support departmental HR management activities.

Key departmental highlights include:

- Provided career and employment counseling, as well as other support services, to 809 persons with disabilities who are registered with the Office of Employment Equity for Persons with Disabilities.
- Maintained 82 full-time, permanent public service positions in various regions of the province through the Opening Doors Program.
- Conducted On-boarding sessions across the island and in Labrador to welcome 495 new employees and students to work in the core public service.
- Approved 149 Tuition Assistance applications from employees across government.
- Responded to 118 linguistic support, as well as 203 translation requests.
- Offered French language training to employees of the Government of Newfoundland and Labrador, as follows:
 - Spring 2012 – 127 employees from 17 departments and agencies
 - Fall 2012 – 178 employees from 16 departments and agencies
 - Winter 2013 – 132 employees from 17 departments and agencies
- Completed 979 requests for classification review.
- Represented government in the negotiation process for 24 collective agreements. This is currently ongoing.
- Developed and managed the Voluntary Retirement Program.
- Conducted the 2012 Work Environment Survey (WES) in partnership with the Newfoundland and Labrador Statistics Agency (NLSA).
- Completed 1,107 Staffing Action Requests – 722 internal and 385 public.

Divisional Highlights

Classification and Compensation Division

In 2012-13, the Division was focused on the completion of the main phase of the Job Evaluation System (JES) for bargaining unit employees, as well as a new classification and compensation framework for the system that included the design of a new position description tool. Divisional highlights include:

- Developed and/or reviewed 10 compensation-related.
- Reviewed six departmental requests for Market Adjustment and made recommendations to Treasury Board.
- Completed 979 requests for classification review.

Collective Bargaining Division

Divisional activities in 2012-13 were focused on supporting departmental HR issues relating to collective agreements, arbitration activities, and the collective bargaining process for the collective agreements in place in government. Divisional highlights include:

- Prepared for and represented government in 14 arbitration hearings.
- Reached settlement with unions on approximately 10 grievances that were originally scheduled for arbitration.
- Continued to foster collaborative relationships with departments on various topics related to employee relations including conciliation, grievance management and alternate dispute resolution procedures.

Office of Employment Equity for Persons with Disabilities

Divisional activities in 2012-13 were focused on maintaining supports to persons with disabilities seeking employment opportunities within the core public service. Divisional highlights include:

- Conducted 27 formal competitions.
- Provided funding to support job placements in the public service, as well as career-related work experience for students, for 132 candidates registered with the Office.

Office of French Services

Divisional activities in 2012-13 encompassed three main areas: language training for public service employees, liaison services with the Francophone community, and translation/linguistic support services to departments and central agencies. It also provided policy advice and assistance in the area of official languages, and leveraged departmental support for a number of priority areas identified by the provincial Francophone community. Divisional highlights include:

- Offered 35 weeks of specialized French-language training to 53 employees of the Eastern Regional Health Authority to support increased access to healthcare services in the French language to the province's francophone population and the population of Saint-Pierre et Miquelon.

- Offered a self-study training option to 23 government employees through a contract with an external supplier.
- Expanded French language training delivery through PAccess.
- Responded to 118 linguistic support requests on behalf of 18 government departments and agencies. Such requests support departments in the delivery of information or services to French-speaking clientele.
- Responded to 203 translation requests on behalf of 28 different government departments and agencies.
- Provided support and liaison between the Francophone community and a number of departments in support of key community development goals. Such liaison activities would have also included the translation of related documents and information. Supported activities included:
 - *Successful Job Search* training delivered to members of the Francophone community by the Department of Advanced Education and Skills;
 - *Organizational Governance* sessions were offered through a partnership between the Department of Innovation, Business and Rural Development, and the Francophone Federation of NL and the RDÉE-TNL;
 - \$17,000 funding from Health and Community Services to the Francophone Association of St. John's to hire a bilingual coordinator to collect data on Francophone health and wellness needs;
 - \$3,200 in funding from the Office of Immigration and Multiculturalism to support various marketing and promotional activities for the Francophone Federation's Immigration Network.

Centre for Learning and Development

Divisional activities in 2012-13 were focused on maintaining the Centre's regular training activities to support the goals and objectives for the HRS, as well as continuing the research and implementation of learning technologies to enhance learning options for employees. Divisional highlights include:

- Rebranded and launched the Service Excellence eLearning module to all employees within government departments.
- Continued to partner with Cabinet Secretariat to support the diverse work of policy practitioners within the evolving public sector environment by offering Policy Development learning options to 628 employees.
- Conducted a number of sessions to support employee learning and development across the core public service, as follows:
 - Office Productivity Tools (223 employees)
 - Advanced Technology-based Learning and Development (158 employees)
 - Pre-Retirement (466 retirement-eligible employees)
 - Harassment and Discrimination-free Workplace (154 employees)
- Continued to deliver mandatory management training to participants of the Resource Management Package, as well as to support the Executive Development Strategy.
- Conducted On-boarding sessions across the island and in Labrador to welcome 495 new employees and students to work in the core public service.

Organizational Management and Design Division

Divisional activities in 2012-13 focused on providing consultative, collaborative and strategic services to the Treasury Board Committee of Cabinet, government departments and agencies related to organizational structure reviews, business process analysis, workload analysis, and the re-deployment of staff in response to changes in core activities, salary allocations, and mandates.

The division has strengthened its role in position management within the public service. It is responsible for maintaining a system that tracks the creation, update, monitoring and elimination of all positions within the core public service. This responsibility is directly related to maintaining official organizational charts for government, and providing government with more accurate, up-to-date, and timely information related to positions.

Divisional highlights for the reporting period include the following:

- Reviewed and provided feedback to Treasury Board on all government/agency submissions/decision notes/direction notes related to the following:
 - Organizational Structures
 - Staffing Complements
 - Core Mandate Submissions
 - Budget Requests with HR impacts
 - Cabinet Submissions with HR impacts
- Supported the transition of positions/staff from other departments/agencies into the new Human Resource Secretariat.
- Completed 12 organizational reviews.

Human Resource Policy and Planning Division

Divisional staff maintained their regular services to departments and agencies while also contributing to several initiatives that supported the broad goals and objectives of the HRS. Divisional highlights for 2012-13 include:

- Identified, reviewed, updated and/or created 16 human resource policies.
- Developed, distributed and analysed government's 2012 Work Environment Survey.
- Analyzed and reported on all departmental information provided in the 2012-13 HR accountability report submissions.
- Delivered 10 management training workshops across the province in support of the implementation of the Harassment and Discrimination-Free Workplace policy.
- Completed a number of surveys/questionnaires on human resource management in the public service to support the work of inter-jurisdictional working groups across Canada.
- Developed and began implementation of a study to identify HRS client needs focusing on assumptions, gaps and satisfaction regarding services and service quality in the area of HR management.
- Developed an HRS readiness study focused on employees' readiness for transformational changes within the HRS.
- Provided HR data to departments and central agencies to support requirements of a number of priority planning activities including core mandate analysis.

Strategic Initiatives Division

In 2012-13, divisional staff focused their efforts on providing oversight and support to a number of human resource management programs, supports and services to employees of the core public service. Divisional highlights include:

- Collaborated with the Department of Transportation and Works to re-open the Confederation Complex Fitness Centre. The expanded and newly renovated Confederation Complex Fitness Centre was officially opened on November 5, 2012 by Premier Kathy Dunderdale. 265 employees are members of the Fitness Centre.
- Developed an annual schedule of OHS audits to assist departments in the identification of gaps in OHS regulatory compliance. The schedule is based on the audit process utilized by the Workplace Health, Safety and Compensation Commission.
- Developed and managed the Voluntary Retirement Program for 175 employees eligible to retire from the public service as a result of workforce adjustment.
- Lead a number of corporate initiatives, including the following:
 - National Occupational Health and Safety Week
 - Public Service Week
 - Take our Kids to Work Day
 - GO Program
- Maintains a critical skills inventory to support government's requirements for Business Continuity and Emergency Preparedness.
- Set up influenza immunization clinics in two locations in the metro region resulting in 74 employees being immunized.

Strategic Staffing Division

The Strategic Staffing Division transitioned into the new Human Resource Secretariat (HRS) on November 26, 2012. Up to that point, the division operated under the mandate of the Public Service Commission (PSC) where it carried out programs and services related to recruitment and staffing in the provincial public service, including the conduct of merit-based competitive processes; staffing activities related to organizational initiatives; talent acquisition and outreach; marketing and advertising of employment opportunities; staffing reviews and related continuous quality improvement processes.

The transition involved a movement of the programs and services of the division from the PSC to the HRS. Since there was no interruption to service, the following divisional highlights and accomplishments take into account the complete fiscal year 2012-2013:

- Registered on-line profiles equalled 27,769.
- Supported various departments and public sector organizations with staffing five "hard to fill" senior management positions.
- Received 32 requests for Staffing review, representing less than 3% of staffing actions for the reporting period.
- Offered six Selection Board and/or Information training sessions for public servants.
- Delivered 6 sessions of *Strategic Staffing in the Public Service*, Resource Management Package, to 79 participants.

Through the Student Employment Bureau, the division supported the following:

- Helped coordinate and enhance over 207 student co-op internship placements throughout the public service.
- Participated in more than 30 outreach efforts aimed at high school and post-secondary students to promote the public service as a preferred employer.

All divisional staff are engaged to employ LEAN concepts in the pursuit of continuous quality improvements (CQI), including a focus on innovation and process improvement. The most recent examples of the application of such CQI techniques include reference checks and other related tools.

Shared Commitments

The HRS works closely with a number of other government entities to address the following shared commitments:

- **Human Resource Management System**

For the reporting period, legacy civil service compensation, benefits and human resource systems were successfully replaced with PeopleSoft on November 19th, 2012. PeopleSoft became the new human resource management system for the core public service, with the first paychecks being issued in early December 2012.

This is a significant change process and future work will continue to focus on the identification, development and implementation of new processes to achieve effectiveness in service delivery, and to meet the ongoing needs of government entities.

- **Graduate Opportunities Program**

The Graduate Opportunities (GO) Program continues to offer recent graduates valuable work placement options within the core public service and complements existing recruitment and retention activities aimed at attracting qualified individuals to employment opportunities with the provincial public service. There are 10 recent graduates participating in the program who work in various government entities.

The program requires ongoing collaboration between the HRS and the hiring department or agency through regular networking sessions to ensure the success for all parties involved, and that it is a worthwhile experience for the participants. Funding for the Internship component of the program is provided by the *Canada-Newfoundland and Labrador Labour Market Agreement*.

- **Cooperation Agreements**

The HRS manages a number of cooperation agreements in partnership with other jurisdictions and government entities in support of minority community growth and development, including the following:

- *The Cooperation and Exchange Agreement between the Government of Québec and the Government of Newfoundland and Labrador with respect to Francophonie*. In 2012-13, this agreement helped support the implementation of four community-identified development goals, including a Bilingual Career and Entrepreneurship Conference for Francophone and

French immersion students, a youth-oriented Francophone identity building project (*Claquer les Mots*), early childhood professional development, and an educational trip to Québec.

- The *Canada / Newfoundland and Labrador Agreement on French Language Services* – to support the planning and delivery of quality French-language services to the province’s Francophone community, as well as initiatives aimed at contributing to its development. Negotiations to renew this agreement beyond March 31, 2013 are currently underway with the federal department of Canadian Heritage.
- The *Canada-Newfoundland and Labrador Labour Market Development Agreement (LMDA)*, the *Labour Market Agreement (LMA)*, and the *Labour Market Agreement for Persons with Disabilities (LMA PD)*, in cooperation with the Department of Advanced Education and Skills – to support the provision of a number of government employment placement opportunities to persons with disabilities.

- **Intergovernmental Partnerships**

- The HRS continued to participate in national and regional working groups on issues related to employee engagement, HR metrics, broader public sector bargaining and compensation. Currently, these groups include the Employee Engagement Inter-jurisdictional Initiative, the Inter-jurisdictional Measures and Metrics Working Group and the Atlantic Benchmarking Committee.
- The HRS collaborated on a number of intergovernmental initiatives in support of government’s involvement in the Ministerial Conference on the Canadian Francophonie, specifically as follows:
 - A study and analysis of existing practices in the area of French language service delivery and their relation to community vitality;
 - Development and attendance at the Forum on Economic Development and the Canadian Francophonie in Gatineau, Québec; and
 - Contribution to the development of an Overview of Strategies, Policies and Programs on Francophone Immigration.

- **Job Evaluation System**

In partnership with affected unions as well as other key stakeholders, work towards the implementation of a new Job Evaluation System (JES) for bargaining-unit employees within the public sector is ongoing.

SECTION II

REPORT ON PERFORMANCE 2012-13:

In 2012-13, the HRS continued to focus efforts on providing all employees of the core public service with the information, skills, tools and supports they need to inform and make decisions, and to be successful in their contributions to public sector work and service delivery to the public. Work also focused on ensuring that management practices evolve to meet the changing dynamics within the workplace and the workforce.

In accordance with the *Transparency and Accountability Act*, the HRS's 2011-14 Business Plan identified two key issues in support of effective human resource management as follows:

1. Effective, Informed HR Management - providing accurate, relevant and timely human resource information to support government decision-making; and
2. Excellence in the Delivery of Quality Programs and Public Services - supporting workforce development to ensure excellence in the provision of public services.

Issue 1: Effective, Informed Human Resource Management

Emerging trends and demographics continue to influence the evolution of HR management resources, tools and information. The availability of comprehensive and consistent information has become critical for effective workforce planning to address change, especially in the areas of succession management and the attraction, recruitment and retention of employees. It also plays a significant role in supporting core management functions including productivity, performance, attendance management, and health and safety.

While the HRS is engaged in significant change and evolution to its own work environment - to become an HR organization with a vision to providing service excellence in HR management across government - it must also continue to place emphasis on the client groups it serves, and on improving the services already in place.

For instance, it must provide the tools and information that departments need in the area of HR management to support effective and efficient service to the public at large (e.g. the right people in the right job); the individual HR needs of employees since they are the ones providing the public service (e.g. compensation, benefits, leave), as well as the roles and responsibilities of its own staff in order to support the client groups.

To strengthen linkages between people and the information they need, the HRS has initiated activities to identify HR information needs of the client groups and HRS employees, and how it can improve the delivery and consistency of this information. The indicators to support this issue are focused on identifying general HR information resources, and on reviewing and initiating updates to priority HR information resources.

Goal:

By March 31, 2014, the Human Resource Secretariat will have enhanced its ability to provide access to consistent, relevant and timely information.

Measure:

Provision of access to consistent, relevant and timely human resources information is enhanced.

Indicators:

- Access to, and use of, human resource planning information and tools have been supported.
- Development and implementation of the Human Resource Management System have been supported.

Performance Reporting for 2012-13

Our 2012-13 Objective

By March 31, 2013, the Human Resource Secretariat will have supported departmental access to and use of human resource information.

Measure

Departmental access to, and use of, human resource information are supported.

Indicators	Outcomes
<ul style="list-style-type: none">• Roll-out of Phase 1 of the HRMS, including functionality for payroll, time and attendance, and base HR has commenced.	<ul style="list-style-type: none">• Legacy civil service compensation, benefits, leave management and human resource systems were successfully replaced with the PeopleSoft on November 19, 2012. The first pay cheques were issued using PeopleSoft for the December 5, 2012 payday. Reports necessary to support payroll have been developed and implemented.• Reporting requirements including budget monitoring, staffing compliance, human resource information and reports previously available from the Discoverer system, have been rolled out to users on an “as needed” basis.
<ul style="list-style-type: none">• Strategies, programs or tools to support access to, and use of, human resource information provision, utilization and exchange have been identified.	<ul style="list-style-type: none">• Employees who require access to PeopleSoft have been identified and trained. Those who need view-only access have received access authorization and a training guide. As other reporting vehicles are finalized, they will be rolled out to the identified users.• The 2012 Work Environment Survey was developed and administered in 2012. The results of these surveys over time help inform decision-making around HR management.• A number of documents/guides that support the implementation of government’s HR policies have also been updated and/developed,

	<p>including:</p> <ul style="list-style-type: none"> - HR Policy Guidelines for Emergency Events - Disability Accommodation Policy forms <ul style="list-style-type: none"> • 350 HR policy inquiries have been filed in the new policy database in support of the provision of consistent policy interpretation to client groups.
<ul style="list-style-type: none"> • Priority HR information resources have been updated. 	<p>Updating HR policies, training resources and HR data ensures consistency in the information that is being used to inform and support decision-making in the area of HR.</p> <ul style="list-style-type: none"> • HR policies have been updated and/or drafted, including: <ul style="list-style-type: none"> - Temporary Employment - Appointments & Probationary Periods - Employment Contracts - Criminal Background Check - Attendance Management • Implementation of the Harassment and Discrimination-Free Workplace Policy included the delivery of 10 management training workshops across the province and Labrador and the provision of support to the internal pool of investigators. • As noted in indicator one, Phase 1 of the roll-out of the HRMS included the successful replacement of the legacy civil service compensation, benefits, leave management and human resource systems with the PeopleSoft, on November 19, 2012. • The HRS provided regular updates to departments and central agencies around specific HR data to support requirements of a number of priority planning activities including core mandate analysis. • The service excellence e-learning module has been rebranded and launched for access by all government employees.
<ul style="list-style-type: none"> • Priority HR information resources have been communicated. 	<ul style="list-style-type: none"> • The Features section of the HRS website, at http://www.exec.gov.nl.ca/exec/hrs/, provides status updates on significant activities and projects that impact the employees of government, including information on learning and development activities and opportunities, updates to the HRMS project, the results of the most recent Work Environment Survey, as well as Annual Reports and Business Plans that show how the Secretariat supports, and plans to support, effective HR management across the core public service. • The HRS continues to support the use of government's Public Service Network (PSN) for posting and sharing updates to information, policies and other resources to support employees and departmental work. • Ongoing support and policy interpretation has been provided to SHRM divisions as a means to provide direct communication to clients. • Onboarding sessions were conducted to provide important

	<p>information to new employees and student employees about working in government.</p> <ul style="list-style-type: none"> • Options for learning and development continue to be communicated and offered to government departments and managers in relation to HR information around effectively managing human resources in the public sector. • Changes to the payroll system, as well as detailed explanations on how to interpret the information on the new pay stubs, were communicated to all employees in the core public service. • Materials were developed and communicated for the Voluntary Retirement Program. • Government's Careers website was marketed and communicated. • The Strategic Staffing module of the Resource Management Package was communicated and offered to management employees in government.
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Discussion of Results:

The HRS continues to focus on supporting the strategic direction of government to enhance HR services within the provincial public service, and the HRS 2012-13 objective to support departmental access to and use of human resource information. As indicated in the HRS Business Plan 2011-2014, information may refer to data about the organization as well as activities and/or outputs of HR programs and services that have the potential to inform HR decision-making within government.

In 2012-13, the main focus of the HRS was the transition of new HR-related entities as well as the planning and requirements that such a change entails. While the planning was underway, the HRS continued to focus on updates to HR information and resources to support its client groups. With the transition of the Strategic Staffing Division, the client group was expanded to include the public (e.g. potential employees of the provincial public service). The HRS also continued to focus on ensuring that departments and employees have the information needed to make informed decisions in the area of HR management.

For instance, the HRS rolled out Phase I of the multiyear HR management system project (PeopleSoft). This resulted in the transfer of government's manual systems and processes for tracking and managing compensation, benefits, leave management and other HR systems into one information technology system that will ensure consistency and integration of both the information and how human resources are managed in the future – which is the ultimate goal of effective HR information provision.

The HRS also developed a number of draft documents and guidelines to support the implementation of various HR policies and priority planning activities in government in the areas of accommodation and emergency preparedness.

The HRS exceeded the expectations of the indicators that had been identified for this fiscal year. For example, to support the workforce adjustment activities taking place across government, the HRS provided regular HR data directly to departments, developed and managed the Voluntary Retirement Program, and collaborated with other divisions and departments to support the government-wide Payroll Stabilization Project. As well, 10 compensation-related policies were also identified for development and/or review and update.

The HRS continues to monitor the work environment as a means to assist departments with decision-making around HR planning activities. This was accomplished through the update and distribution of the 2012 Work Environment Survey and HR Accountability Framework.

Through the ongoing work of Student Employment Bureau to support efforts to promote government to prospective employees, the HRS helped coordinate and enhance student co-op work terms and internship placements throughout the public service.

Issue 2: Excellence in the Delivery of HR Programs and Services

While ensuring seamless and ongoing HR services, as indicated above, the HRS has been managing the evolution and transformation of the HR service delivery model of government in support of the advancement of an important, yet ever-evolving, direction of government: the effective management of human resources within the core public service.

To support the current and long-term transformation of the HRS, ongoing and planned research initiatives will provide evidence for the direction of an HRS service excellence plan. This plan will focus on addressing issues related to service quality and service delivery within a new model for HR service delivery. Focus areas include client relations (e.g., communication), service standards, HRS structures and functions (e.g., process mapping and management), as well as monitoring and evaluation systems to determine quality assurance and client satisfaction.

In order to provide excellent service, the work environment needs to support and nurture the growth, development and well-being of the employees who are involved in delivering, or supporting the delivery of, programs and services to the public.

Goal:

By March 31, 2014, the Human Resource Secretariat will have enhanced the delivery of HR programs and services.

Measure:

Delivery of HR programs and services is enhanced.

Indicators:

- A plan to support excellence in HR program delivery has been developed.
- HR policies, programs and services have been updated and developed.
- Regular monitoring of the work environment has been conducted and findings have been communicated to departments.
- The integration of HR functions into the HRS has been supported.

Performance Reporting for 2012-13

Our 2012-13 Objective

By March 31, 2013, the Human Resource Secretariat will have initiated the transition of employees responsible for the delivery and management of HR services across government into one single entity.

Measure

The transition of employees responsible for the delivery and management of HR services across government into a single entity is initiated.

Indicators	Outcomes
<ul style="list-style-type: none"> The development of a transition plan has been initiated. 	<ul style="list-style-type: none"> A 4-phased action plan has been developed to transform HR service delivery in the core public service under the HRS. Phase 1 of that plan, initiated in October 2012, facilitated the transition of staff and budgets to the HRS. To support the successful transition of all employees and entities, an amendment to the <i>Public Service Collective Bargaining Act</i> was passed in the fall sitting of the House of Assembly that allowed the transitioning of bargaining unit employees to maintain union status. This status would not apply to any new employees entering government or if an employee left the organization and then returned.
<ul style="list-style-type: none"> All entities of the new HRS have been identified and transitioning has commenced. 	<ul style="list-style-type: none"> The Strategic Staffing Division of the Public Service Commission transitioned to the HRS on November 26, 2012. On November 1, 2012, reporting relationships were established between the directors of the remaining entities to be transitioned and the HRS via the appointment of two ADMs to support the Client Services and the Compensation and Staffing functions. While the remaining entities will transition in April 2013, all were officially included on the payroll of the HRS for the final pay period of March 2013.
<ul style="list-style-type: none"> The work environment has been monitored and findings have been communicated. 	<ul style="list-style-type: none"> Government's 2012 Work Environment Survey (WES) was developed and distributed as a means to gauge employee well-being and job satisfaction. Reports have been prepared and findings have been communicated.
<ul style="list-style-type: none"> Development of a service excellence plan has been initiated. 	<ul style="list-style-type: none"> Research has been conducted on various models and definitions of service excellence. The development of a draft project charter and service excellence plan has been initiated. A Client Needs Study was developed as a tool to explore issues and perspectives that define the relationship between the HRS and its clients, specifically as it relates to client needs and expectations, roles and responsibilities in HR management, service quality and service standards.

<ul style="list-style-type: none"> • Development of a new service model for HR has commenced. 	<ul style="list-style-type: none"> • The action plan in Indicator 1 above focuses on the transformation of HR service delivery within the core public service. To support work on a new service model, the HRS has made progress in a number of phases, as follows: <ul style="list-style-type: none"> ▫ Phase 1, initiated in October 2012, facilitated the transfer of staff and budgets to the HRS, as well as the roll out of Phase 1 of the HRMS, including functionality for payroll, time and attendance, and base HR. ▫ Phase 2, initiated in October 2012, focused on initiating the development and implementation of a service excellence culture within the HRS. ▫ Phase 3 focused on the exploration of options to support the development of a model for the delivery of HR in the core public service. Further exploration of the options is continuing. ▫ Phase 4 will focus on the selection, approval and implementation of the new HR service delivery model and structure. This is expected to begin once options have been identified through Phase 3. • An Employee Readiness study has been developed to evaluate employee inclination to the transformation taking place in HR. Employee feedback will be obtained via a survey and interview, and will help inform the approach taken by the HRS to manage change and develop the new service model for HR. The study is expected to commence early in the 2013-2014 fiscal year. • A Client Needs study is under development to evaluate HR community perceptions of client needs, as well as clients' perceptions of the HR needs. This study will also help support and inform the work that will be done on the new HR service model. The study is expected to be rolled out early in the 2013-2014 fiscal year.
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Discussion of Results:

In an effort to support excellence in HR service delivery, the HRS identified and initiated the transition of HR employees and HR functions, and developed and implemented a multi-phased action plan to guide the process.

In November 2012, the strategic staffing function of government was transferred from the Public Service Commission to the HRS. And, as indicated earlier, while a number of entities would not be transitioned until the 2013-14 fiscal year, a reporting relationship was established between the directors of these entities and their respective branch heads within the HRS. New entities would include Strategic Human Resource Management Divisions, Compensation and Benefits, Group Insurance, and Pension's Counselling. This decision was made to further ensure the seamless transition of the divisions, services and information between departments and the HRS.

To support the ongoing and long-term transformation of the HRS, ongoing and planned research initiatives have been developed to inform the direction of an HRS service excellence plan. The service excellence plan will address issues related to service quality and service delivery within a yet-to-be-determined model of HR services. Core areas for development will include client relations (e.g.,

communication), service standards, HRS structures and functions (e.g., process mapping and management), as well as monitoring and evaluation systems to determine quality improvement and assurance, and client satisfaction.

The identification and eventual implementation of a new HR model for government service and program delivery will also be informed by the feedback received from employees and client groups involved in the Employee Readiness Study and the Client Needs study. These activities are expected to take place in early 2013-14.

As well, the Work Environment Survey continues to give government a sense of what employees are thinking at a point in time. And, as government continues to monitor the work environment, departments will be able to use the results of multiple years to identify trends that will further support decision-making, policy development and planning in the area of human resource management by helping departments identify issues that require further research or action in their own work environments.

Objectives for 2013-14

The following objectives for 2013-14 reflect the strategic direction of the Human Resource Secretariat to enhance HR management within the provincial public service, as outlined in the 2011-14 Business Plan.

Issue #1: Effective, Informed Human Resource Management

Objective

By March 31, 2014, the Human Resource Secretariat will have supported development of the new Human Resource Management System (HRMS).

Measure

Development of the new HRMS is supported.

Indicators

- Pensioners' Payroll System has been transitioned.
- Development and implementation of advanced HR modules has commenced (e.g. management reporting, disability management, self-service leave approvals).
- Development of a plan to monitor system maintenance and requirements, as well as to provide ongoing technical supports for each module has commenced.
- Exploration and research has begun around the development of a long-term strategy to implement and capitalize on the effectiveness of HRMS.

Issue #2: Excellence in the Delivery of HR Programs and Services

Objective

By March 31, 2014, the Human Resource Secretariat will have enhanced service excellence in human resource management and planning within the core public service.

Measure

Service excellence in human resource management and planning within the core public service is enhanced.

Indicators

- The transfer of all HR entities into the HRS has been completed.
- Further research and exploration for a new service model for HR is continuing.
- Employee and client consultation to identify areas for enhancement is ongoing.
- Development of a service excellence plan is ongoing.
- Quality improvement concepts have been introduced (e.g. LEAN).

SECTION III

Opportunities and Challenges Ahead

Within the context of these significant transformation activities in the area of human resource management in the Government of Newfoundland and Labrador, as identified in this report, the Human Resource Secretariat anticipates the following challenges and opportunities as it endeavours to improve business processes, simplify access to HR and provide consistency in HR service delivery:

Human Resource Secretariat Transformation

Over the course of the current planning cycle, a number of HR service providers in government, and their respective employees, will be integrated into a cohesive entity, the Human Resource Secretariat (HRS) with a vision to ensuring effective management of human resources across the core public service. These activities are expected to roll out in phases, as follows:

1. The transition into the HRS of entities that provide HR programs and services to government departments, central agencies, and client groups.
2. Transformation of the HRS into an organization dedicated to excellence in the delivery of services to its clients.

The transition of entities is expected to be complete early in 2013-14, at which time, the HRS will begin in-depth research and analysis, and exploration of potential HR models as part of its transformation activities, with a focus on innovation and quality improvement. The choice of the model will help determine the structure of the new organization, the various functional areas, and the needs of the organization as well as the client.

As part of the transformation process, the HRS will be focusing on the following areas that will help inform and guide activities to support overall success in HR management.

- ❖ **Change Management**
 - The organization needs to consider a number of factors (e.g., structures, tasks, people and technology) to understand and successfully lead change. A critical approach to change will address client relationships, internal business practices and values, readiness for change, reasons for changing and other organizational complexities.
- ❖ **Service Excellence**
 - Systemic issues related to service quality and delivery strongly influenced the decision to create the HRS. Service excellence refers to the holistic approach of the HRS to ensure that it has the understanding, capacity and organization to meet and exceed the needs of its diverse client groups.

Human Resource Management System (HRMS)

The Human Resource Management System (HRMS) is an information technology system that supports human resources and payroll requirements for the Government of Newfoundland and Labrador and will ensure the integrity of critical information management systems.

On November 19, 2012, PeopleSoft was deployed to provide payroll, benefits and human resource services for the core public service. The necessary reports to support payroll have been developed and implemented, as well as manuals to support employee use of the new system.

Work for the upcoming fiscal year, 2013-14, will focus on stabilization and continuing to identify, for development and implementation, additional system learning and adaptation to meet the needs of the organization. Business processes will be examined and aligned with the technology in order to ensure effectiveness and quality service. This will further help provide a stable foundation for continuous improvement and modernization of government-wide policies and processes.

Changing Workforce and Demographics

The province of Newfoundland and Labrador continues to experience demographic and labour market change (e.g. impacts of an aging population). Planning for change provides an opportunity to develop appropriate human resource programs, services and policies to support departments and agencies with human resource management. The HRS will play a key role in bringing forward best practices in HRM and to supporting their implementation across the core public service.

This may include the following:

- Continuing to pursue new and innovative means to conduct recruitment and retain staff.
- Finding the most comprehensive and cost-effective means to manage and administer pension and group insurance across the core public service.

Financial Statements

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2013. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process, but the Human Resource Secretariat is not required to provide a separate audited financial statement.

Office of the Executive Council – Human Resource Secretariat Statement of Expenditure and Related Revenue For Year Ended 31 March 2013

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<i>CURRENT</i>			
3.1.01. EXECUTIVE SUPPORT			
01. Salaries	1,093,833	1,150,500	1,166,100
02. Employee Benefits	5,333	5,500	300
03. Transportation and Communications	17,393	22,400	19,900
04. Supplies	4,179	6,000	3,500
05. Professional Services	-	-	5,000
06. Purchased Services	2,894	5,000	5,000
07. Property, Furnishings and Equipment	50	1,400	2,000
Total: Executive Support	1,123,682	1,190,800	1,201,800
3.1.02. EMPLOYEE RELATIONS			
01. Salaries	1,759,215	1,914,000	1,915,000
02. Employee Benefits	3,939	4,000	4,000
03. Transportation and Communications	33,259	65,700	65,700
04. Supplies	41,045	46,300	13,800
05. Professional Services	134,193	281,900	315,400
06. Purchased Services	6,770	42,600	44,100
07. Property, Furnishings and Equipment	3,144	3,500	-
Total: Employee Relations	1,981,565	2,358,000	2,358,000
3.1.03. POLICY AND PLANNING			
01. Salaries	987,314	1,019,900	1,027,600
02. Employee Benefits	2,177	6,700	1,700
03. Transportation and Communications	7,136	13,400	13,400
04. Supplies	56,717	61,400	26,400
05. Professional Services	-	16,100	400
06. Purchased Services	27,724	39,700	88,900
07. Property, Furnishings and Equipment	1,196	1,200	-
Total: Policy and Planning	1,082,264	1,158,400	1,158,400

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
3.1.04. CENTRE FOR LEARNING AND DEVELOPMENT			
01. Salaries	1,037,534	1,038,300	1,027,300
02. Employee Benefits	41,478	47,000	3,500
03. Transportation and Communications	26,341	112,600	160,600
04. Supplies	109,700	139,700	139,700
05. Professional Services	1,870	25,000	25,000
06. Purchased Services	157,959	683,100	683,100
07. Property, Furnishings and Equipment	6,087	6,800	2,300
	1,380,969	2,052,500	2,041,500
02. Revenue - Provincial	(3,203)	(7,500)	(7,500)
Total: Centre for Learning and Development	1,377,766	2,045,000	2,034,000
3.1.05. STRATEGIC INITIATIVES			
01. Salaries	497,203	588,300	588,300
02. Employee Benefits	1,755	2,000	2,000
03. Transportation and Communications	5,868	13,500	13,500
04. Supplies	11,152	20,000	40,000
05. Professional Services	16,050	16,100	-
06. Purchased Services	15,926	49,900	49,900
07. Property, Furnishings and Equipment	3,681	3,900	-
Total: Strategic Initiatives	551,635	693,700	693,700
3.1.06. OPENING DOORS			
01. Salaries	3,946,387	4,048,000	4,047,100
02. Employee Benefits	1,733	2,000	2,000
03. Transportation and Communications	6,014	11,800	11,800
04. Supplies	2,391	10,000	10,000
05. Professional Services	-	6,200	6,200
06. Purchased Services	1,893	6,000	6,000
07. Property, Furnishings and Equipment	15	13,500	13,500
10. Grants and Subsidies	134,347	200,000	200,000
	4,092,780	4,297,500	4,296,600
01. Revenue - Federal	(1,108,800)	(1,100,000)	(1,100,000)
Total: Opening Doors	2,983,980	3,197,500	3,196,600
3.1.07. FRENCH LANGUAGE SERVICES			
01. Salaries	490,629	572,400	573,400
02. Employee Benefits	622	3,000	3,000
03. Transportation and Communications	11,730	27,300	27,800
04. Supplies	18,976	22,300	18,000
05. Professional Services	240,472	348,000	350,800
06. Purchased Services	12,400	27,500	27,500
07. Property, Furnishings and Equipment	1,222	3,600	3,600
10. Grants and Subsidies	5,000	35,000	35,000
	781,051	1,039,100	1,039,100
01. Revenue - Federal	(352,499)	(390,000)	(390,000)
02. Revenue - Provincial	(289,778)	(345,000)	(345,000)
Total: French Language Services	138,774	304,100	304,100

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
3.1.08. STRATEGIC STAFFING			
01. Salaries	1,661,454	1,793,300	1,793,300
02. Employee Benefits	2,899	6,200	6,200
03. Transportation and Communications	43,050	57,300	57,300
04. Supplies	14,255	19,000	19,000
05. Professional Services	-	7,000	7,000
06. Purchased Services	231,839	466,200	474,900
07. Property, Furnishings and Equipment	12,021	17,800	9,100
	1,965,518	2,366,800	2,366,800
02. Revenue - Provincial	-	(1,000)	(1,000)
Total: Strategic Staffing	1,965,518	2,365,800	2,365,800
TOTAL: HUMAN RESOURCE SECRETARIAT	11,205,184	13,313,300	13,312,400
TOTAL: HUMAN RESOURCE SECRETARIAT	11,205,184	13,313,300	13,312,400

APPENDICES

Mandate and Legislative Authority

The Human Resource Secretariat delivers human resource services by focusing on innovation, efficiency, clear standards, and consistent application of human resource policies across government.

The HRS also supports Treasury Board whose responsibilities are derived from the *Financial Administration Act*, the *Public Service Collective Bargaining Act*, and the *Executive Council Act* and Regulations.

The *Financial Administration Act* specifically identifies human resource (“HR”) responsibilities of Treasury Board, as follows:

- Determines personnel requirements and provides for the allocation and effective utilization of personnel;
- Provides for the classification of positions;
- Determines the pay to which employees are entitled for services rendered, the hours of work and leave of those persons and related matters;
- Establishes standards of discipline in the public service and prescribes the penalties that may be applied for breaches of discipline;
- Provides for other matters, including terms and conditions of employment, Treasury Board considers necessary for effective personnel management.

The *Public Service Collective Bargaining Act* gives the President of Treasury Board responsibility for collective bargaining, and the *Executive Council Act* and Regulations provide the Lieutenant-Governor in Council with the authority to create departments and Committees of Cabinet, and to appoint appropriate ministers.

The HRS is also responsible for government’s recruitment function, in keeping with the merit principle, as outlined in the *Public Service Commission Act*.

Report on the Pension Policy Committee

The Pension Policy Committee (PPC) was established pursuant to provisions under the various statutes governing the public sector pension plans sponsored by the Province. These plans include the *Public Service Pension Plan*, the *Teachers' Pension Plan*, the *Uniformed Services Pension Plan*, the *MHA Pension Plan* and the *Provincial Court Judges Pension Plan* (the pension plans).

As outlined in Section 31 of the *Public Service Pension Act*,

The Lieutenant-Governor in Council may appoint a committee to assist the minister in the administration of this Act and may prescribe the duties of the committee and designate from time to time the matters on which the Committee shall make recommendations to the minister.

The committee is a category 3 entity under the *Transparency and Accountability Act* and has prepared a 2011-14 Activity Plan.

The committee does not meet on a regular basis, but may sit at the request of the Lieutenant-Governor in Council or the Minister, where it may be asked to review matters relating to the administration of pension plans.

For the 2012-2013 reporting period, the committee was not required to meet on any matters related to pension administration, and so did not prepare a 2012-13 Annual Report.

Branches and Divisions of the Human Resource Secretariat

The Human Resource Secretariat supports Treasury Board in carrying out these HR responsibilities. A description of the HRS Branches and Divisions follows.

Client Services Branch

Six Strategic Human Resource Management (SHRM) Divisions

Strategic HR Management Divisions provide expert human resource management advisory and consultative services to executive and management of their client departments. Their key functional areas include Employee Relations, Integrated Disability Management (including Occupational Health and Safety), Consulting Services, Organizational Development, Human Resource Planning and Data Management. The six divisions are aligned with client departments as follows:

- i. Executive Council SHRM, providing HR services to:
 - a. Department of Finance,
 - b. Public Service Commission, and
 - c. Executive Council.
- ii. Child Youth and Family Services SHRM, providing HR services to:
 - a. Department of Child, Youth and Family Services.
- iii. Resource Sector SHRM, providing HR services to:
 - a. Department of Natural Resources,
 - b. Department of Fisheries and Aquaculture,
 - c. Department of Tourism, Culture and Recreation including The Rooms Corporation,
 - d. Department of Innovation, Business and Rural Development, and
 - e. Department of Environment and Conservation.
- iv. Social Sector SHRM, providing HR services to:
 - a. Department of Education,
 - b. Department of Advanced Education and Skills,
 - c. Department of Health and Community Services,
 - d. Department of Municipal Affairs,
 - e. Service Newfoundland and Labrador,
 - f. Government Purchasing Agency, and
 - g. Fire and Emergency Services -NL
- v. Transportation and Works SHRM, providing HR services:
 - a. Department of Transportation and Works
- vi. Justice SHRM, providing HR services to:
 - a. Department of Justice (including RNC and the Courts),
 - b. Labour Relations Agency, and
 - c. Labour Relations Board.

Labour Relations Branch

Collective Bargaining Division

The Collective Bargaining Division provides professional labour relations advice and services to Treasury Board, government departments and public sector organizations. These services typically include the negotiation of collective agreements and settlements, grievance and arbitration resolutions, employee relations training for managers, workplace investigations and formulating labour relations policy options and recommendations for the Board and government departments.

Classification and Compensation Division

The Classification and Compensation Division is responsible for job evaluation and salary management services in government departments, regional health authorities, education boards, select crown corporations and various agencies. The Division has been developing a new Job Evaluation System (JES) over the past two years covering approximately 29,000 employees and four unions.

Organizational Management and Design Division

The Division is responsible for evaluating organizational paradigms (i.e., procedures, resources, initiatives) and how organizational structures can be improved. Recommendations for change, followed by proper change management, help ensure that government programs and services are delivered as effectively and efficiently as possible.

Job Evaluation System Project

The mandate of the Job Evaluation System Project Office is to develop, in consultation with stakeholders, a new and comprehensive classification and compensation framework, supported by a contemporary Job Evaluation System that is more efficient, transparent, user-friendly and understood by all participants. Work on the JES is ongoing and if implemented, will encompass 29,000 unionized employees.

Compensation, Benefits & Staffing Branch

Compensation and Benefits Division

The Division is responsible for the administration and processing of payroll, time and attendance transactions for government departments, payroll policy development, compliance and controls. It also operates a payroll registry and an evolving service centre. All staff will transfer and were notified of the transition in 2012. Pensions Payroll is slated to be implemented within this Division by the end of March 2013, and Teacher's Payroll is also expected to be implemented by May 2013. The Department of Finance will retain responsibility for central control functions of the current Compensation and Benefits Division.

Pensions Administration Division

The Pensions Administration Division is responsible for the administration of the Defined Benefit Pension Plans under the Newfoundland Pooled Pension Fund. The Pensions Payroll system within PeopleSoft is currently being developed and is due to be implemented by the end of March 2013.

Pensions Payroll and Pension Benefits Administration will fully transition April 1, 2013. The Department of Finance will retain functions related to risk management, pension investments and financial management.

Group Insurance Division

The Division is responsible for developing & administering all group insurance programs for Government of NL, and providing group insurance contract administration and delivery of insurance services to employees, retirees, departments, outside agencies, Crown Corporations and school boards. The Division is responsible for the administration of group benefits for all Government employees and its retirees. The Division also facilitates the activities of the Group Insurance Committee consisting of management and union officials, which monitors and provides recommendations regarding the various group insurance programs to Treasury Board. This is a small division with a number of the staff scheduled to transfer to the HRS effective April 1, 2013. The Department of Finance will retain risk management and general insurance functions.

Office of Employment Equity for Persons with Disabilities

The mandate of the Office of Employment Equity for Persons with Disabilities is to increase the representation of persons with disabilities in the public service. To attain this, the Office provides Newfoundland and Labrador residents with employment-related services and programs, including the Opening Doors Program, wage subsidy initiatives, Career Development Initiative for Agencies, Boards, Commissions and Crown Corporations, the Student Summer Employment Program, as well as access to its Information Resource Centre and Employment Counseling. The Office also provides information, advice and training to promote its mandate.

Strategic Staffing and Recruitment Division

The Strategic Staffing and Recruitment Division leads and manages a broad range of strategic and operational services in the achievement of the public service recruitment strategy to attract and establish a competent, professional and highly skilled workforce. The Division leads, develops and implements the following:

- staffing related strategies, programs and procedures to proactively address organizational needs, meet legislative and collective agreement requirements and reflect the public service's commitment to Merit principles;
- strategic planning processes and approaches to attract and employ highly skilled employees to support a competent, effective and diverse organization;
- provision of advisory, consultative and management services related to staffing and recruitment activities including impacts arising from organizational initiatives;
- training and education to develop management competencies in staffing and recruitment;
- marketing and advertising of public service employment opportunities in support of employer branding;
- talent acquisition and outreach services; and,
- quality improvement and evaluation processes to ensure continual improvement in relevant business processes.

Human Resources Branch

Human Resource Policy and Planning Division

The Division is responsible for providing corporate leadership and professional advice to client organizations on human resource policy and planning, organizational research, information systems and evaluation. The Division is responsible for the development, interpretation and review of human resource policies which support consistent practices in human resource management as well as for the development and support of human resource planning processes that better enable government departments and agencies to connect their human resource management practices with their strategic plan. This work is supported by evidence generated through organizational research and gathered from human resource information systems. The Division uses a multi-disciplinary, multi-method approach to identifying, collecting and analyzing organizational data to better understand organizational demographics, behaviors and attitudes. An overarching perspective throughout the Division is the importance of evaluation as a way to support transparency and accountability in the human resource community. The Division is also responsible for managing the evaluation function of the Human Resource Secretariat, which involves providing expert advice, evaluation planning and conducting evaluations of specific programs, services and policies; for developing the Secretariat's annual report and business plan; and for reporting on accountability-related requirements including regulatory reform.

Centre for Learning and Development

The Centre provides corporate-wide learning opportunities and consultative services to promote visionary leadership, responsible management and optimum performance. The Centre collaborates extensively with departments and agencies to develop and provide corporate learning, development and training opportunities to employees in the core public service. Specifically, the Centre is involved with executive development, leadership and management development, technology-based learning and development, performance enhancement, as well as strategic and consultative services.

Office of French Services

This Office supports the planning and delivery of quality French-language services by working with departments and agencies. Serving both the public service and Francophone community of Newfoundland and Labrador, the Office aims to build bilingual capacity in government in order to help increase the delivery of services in French. A variety of programs and services are offered to government departments and agencies such as French language training, translation, linguistic support and community liaison. The Office of French Services is also the primary point of contact for the Francophone public as well as those Francophone community organizations with questions related to government programs and services. It also provides administrative and strategic support to the Minister responsible for Francophone Affairs.

Strategic Initiatives Division

The mandate of the Division is to plan and develop human resource strategies, programs and services that will build organizational capacity to support human resource service delivery, including risk management, process improvement and employee engagement. The Division ensures alignment with strategic goals and objectives by leading corporate human resource business transformation processes. In doing so, it links business strategies, human resource systems and organizational performance. In pursuit of service excellence, all strategies, plans and programs are developed based upon the principles of quality improvement and are focused upon effective service delivery. The Division also represents the Secretariat on a variety of corporate initiatives.

Human Resource Management System (HRMS) Project Office

This Office, under the Office of the Chief Information Officer (OCIO), is responsible for the development and implementation of a new computerized Human Resource Management System (HRMS) using PeopleSoft technology. It is a multi-year, multi-phased project implementing PeopleSoft to Civil Service, Pensioners and Teachers. Initially, it will provide a single, computerized information system that gathers, manages and reports on human resource management, payroll and benefits information. In later stages of the implementation, it will provide advanced Human Resource components. The project is governed by an executive committee representing the OCIO, Human Resource Secretariat, Department of Finance, and Department of Education and is staffed by employees of those Departments.

Corporate Services Division

This division provides strategic direction and leadership to all functions that support the delivery of services provided by the Human Resource Secretariat. The Division plays a leadership role with respect to general operations, information management, facilities and assets, and financial management for the HRS. It is also part of the Executive Support Branch reporting to the Deputy Minister on the operations of the Secretariat.

Communications

The Communications Manager, in collaboration with the Director of Communications, HRS and Finance, and HRS executives, is responsible for corporate strategic planning, organization, and management of the Secretariat's internal and external communications programs and activities. As well, this position is responsible for a wide range of communications products, services, analysis and advice for internal and external initiatives and audiences.

Together, these elements help the HRS deliver human resource services by focusing on innovation, efficiency, clear standards, and consistent application of human resource policies across government. The HRS also supports Treasury Board whose responsibilities are derived from the *Financial Administration Act*, the *Public Service Collective Bargaining Act* and the *Executive Council Act* and Regulations.

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For more information on the programs and services of the Human Resource Secretariat, visit the following website:

<http://www.exec.gov.nl.ca/exec/hrs/>