Department of Indian Affairs and Northern Development
Corporate Services
Departmental Audit and Evaluation Branch

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Review of the
Human Resources Branch

Project 97/20
March 1998

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Background

The Human Resources Branch (HRB) is responsible for providing advice, assistance and support to managers for recruiting, maintaining and training departmental staff. They are also responsible for providing advice to employees. Its mandate is to ensure the effective use of human resources in achieving departmental objectives. In view of several major changes that have occurred within DIAND, HRB wished to proceed with an assessment of its overall service delivery.

Objectives and Scope

The review included all aspects of human resources management within the department at corporate headquarters and within the National Capital Region (NCR) Operations. The objectives were to identify business lines and determine whether HRB's structure permits it to meet its priorities and those of the department. The review included proposed organizational changes and improvements to the branch's management control framework.

General Assessment

Most clients of HRB are satisfied with the service received. A number of comments were received during the survey phase, however, which could serve as a basis for improving certain areas, especially with respect to the process and to the timeliness of delivery. The business lines that were developed during this review will serve as the building blocks for a revised organizational structure. HRB staff, management and clients made suggestions during the survey and focus group discussions, and comparisons were also made with other departments. Two options for restructuring the organization have been presented to the Human Resources Branch (see Appendices F and G).

While both options are based on a generic structure, the second one reflects more detailed discussions with the HRB and contains the following key elements: Corporate Services; Operations (NCR); Learning & Development; and HR Planning. The EX services addressed under the NCR HR Operations with option 1 are handled separately in option 2. The Aboriginal component is treated as a separate element in both options.

Like most other departmental organizations reviewed during the benchmarking exercise, HRB needs to improve the management control framework to ensure proper planning, programming and control through the development of performance indicators, business and work plans, and reporting and feedback systems. A separate evaluation of the workload must be considered to justify whatever level of resources is allocated under a revised structure.

Section 1 - Introduction

Background

The Human Resources Branch (HRB) is responsible for providing advice, assistance and support to managers for recruiting, maintaining and training departmental staff. They are also responsible for providing advice to employees. Its mandate is to ensure the effective use of human resources in achieving departmental objectives.

Management of human resources in the federal government requires the presence of a number of generally recognized sub-functions. These are human resources planning, training and development, classification, staffing, staff relations, compensation and employee support services. Each sub-function encompasses closely related activities; for instance, staffing includes recruitment, selection and appointment. In addition, DIAND's HRB includes an important Aboriginal component in its human resource function.

In view of several major changes identified within DIAND, HRB wished to proceed with an assessment of its overall service delivery.

Objectives

The objectives of this review are to:

- review the services and business lines of HRB;

- identify how well HRB is positioned to meet departmental objectives and priorities, now and in the future; and

- propose structural changes to HRB if required.

Scope of Work

The review included all aspects of human resources management within the department at corporate headquarters and within the National Capital Region (NCR) Operations. The issues to be addressed have been identified as follows:

- with its current structure and resources, can HRB meet the various challenges it faces with respect to its clients and their expectations, at both corporate and regional levels; and can it fulfil the vision of the department and of the government as a whole?

- is the workload within HRB properly distributed and communicated and are employee abilities commensurate with those workloads?

- how should HRB be dealing with new initiatives and challenges such as La Relève, the Leadership Initiative, implementation of Resourcing Our Priorities (ROP), the AboriginalWorkforce Participation Initiative (AWPI), claims, Nunavut, devolution, etc.?

The overall responsibility for human resources is shared between HRB and program managers.

The regions provided input through participation in the storyboarding sessions identified in our Planning/Orientation Phase, and the client satisfaction survey conducted as part of the Data Gathering Phase.

Methodology

Planning/Orientation Phase

We began the Planning/Orientation Phase by familiarizing ourselves with the Human Resources Branch. This step included reviewing relevant documentation and a number of departmental and government-wide initiatives, such as La Relève, the Leadership Initiative, etc. We conducted a substantial number of preliminary interviews with managerial and supervisory personnel in preparing the storyboarding sessions.

Storyboarding sessions were conducted in September 1997 during the regional managers' HR meeting in Montreal. HR management personnel from headquarters and all of the regions were represented. The purpose of these sessions was to model the main activities and processes of the branch and to identify the business lines. We continued our storyboarding sessions in the National Capital Region with all functional HRB staff in order to break down the business lines and provide the review team with the information required to properly analyse the existing HRB structure. A number of additional interviews were conducted to ensure all HRB staff were given an opportunity to participate in the study.

At the conclusion of the Planning/Orientation Phase, we were able to identify a number of issues to be addressed in the subsequent phase, and these were presented to the Personnel Management Committee. A work plan was then prepared for the Data Gathering/Conduct Phase.

Data Gathering/Conduct Phase

This phase consisted mainly of the following tasks:

- conducting a client satisfaction survey;
- conducting focus groups to validate and confirm the results of the survey;
- carrying out a benchmarking/best practices review of selected government departments;
- assessing HRB's existing management framework; and
- conducting focus groups with corporate, regional and functional staff in order to develop a new organizational structure.

Analysis Phase

The data gathered in the previous phase were analysed and recommendations were developed and documented in this report. This phase also included a number of meetings with the Personnel Management Committee to discuss our analysis and recommendations, especially those concerning the proposed structure of the branch.

Reporting Phase

This report incorporates the findings and recommendations of our review. It includes the results of our analysis, the recommended structural changes and a proposed implementation plan.

Section 2 - Findings and Recommendations

Client Satisfaction Survey

The client satisfaction survey was divided into two parts: a survey of responsibility centre managers throughout the department and a survey of staff at headquarters. The questionnaires that were developed for each of these surveys are provided in Appendices A and B. These questionnaires were sent to all responsibility centre managers at headquarters, as well as to Directors General and HR officers in the regions (180 in total); and to a randomly selected sample of other staff at headquarters (150 in total).

The response rates to these surveys were somewhat disappointing. In the case of the responsibility centre managers, the response rate was 38%; in the case of the other staff, the response rate was 29%. Despite the low response rate, we feel that the results are still meaningful, particularly in the case of the responsibility centre managers.

In order to validate and confirm the results of the surveys, focus groups were conducted with staff and managers. The comments received at these focus groups were noted and considered in developing our analysis and recommendations.

The responses to our questionnaires indicated a general satisfaction level of about 80% in both groups surveyed.

Managers were asked to express their overall level of satisfaction with respect to three parameters: timeliness, service and value received. Their responses are summarized in the following table:

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Not Applicable
Timeliness	31%	52%	8%	5%	2%	3%
Service	21%	52%	11%	3%	0%	3%
Value Received	21%	52%	18%	0%	2%	8%

Staff expressed a similar level of satisfaction in response to the question: "How satisfied were you with the overall service received?"

Very Satisfied	46%
Satisfied	34
Neither Satisfied nor Dissatisfied	3
Dissatisfied	3
Very Dissatisfied	0
Not Applicable	14

The respondents to both questionnaires were also asked to provide comments on various aspects of the services received from HRB. A number of comments made by managers indicated areas where services need improvement. A detailed list of comments was provided to HRB to take action to improve services where required. These comments can be regrouped under the following major categories:

- process or procedures;
- timeliness;
- communications;
- knowledge / advice;
- contact; and
- service.

Recommendation

1. The Director General of HRB should review the managers' comments, taking into consideration that these represent potential areas for improvement. This could be done in the form of a project in which each division would be required to provide input into the actions needed to improve the situation.

Organizational Structure

The current organizational structure of the branch is shown in Appendix C.

Storyboarding and Identification of Business Lines

Our storyboarding sessions led to the identification of business lines for the branch. Appendix D shows the business lines that were developed in collaboration with the various groups and that are the result of extensive discussions with and feedback from management. For each business line we identified a "corporate services" component and an "operational" component.

The identification of these business lines is an important step in the development of a new organizational structure. In fact, we believe that the organizational structure should be built around these business lines.

Survey and Focus Groups

Focus groups on possible new organizational structures were conducted with managers and staff. A number of proposed structures were developed in these sessions and were very useful in formulating our recommendations in this area.

Manager and staff surveys identified problem areas and provided input into the restructuring of HRB. The analysis of the results indicated that both process and timing issues were identified as factors contributing to a number of managers comments. This points to a need to reorganize service delivery into a client-oriented structure that eliminates some of the process-heavy red tape.

Benchmarking/Best Practices

The benchmarking/best practices survey included five departments: Human Resources Development Canada (HRDC); Public Works and Government Services Canada (PWGSC); Transport Canada (TC); Agriculture and Agri-Food Canada (AAFC); and Natural Resources Canada (NRCan). We also included Nav Canada, a recently privatized agency, because of its similar size and structure. We conducted interviews with managers in the HR functions in each of these agencies and reviewed available documentation and statistical information. We also reviewed the Conference Board of Canada's survey of human resources management practices in the private sector. We contacted the Conference Board for additional information as well.

In the area of organizational structure, we found a variety of approaches among the six departments surveyed. A high-level graphic summary of the different structures is provided in Appendix E.

Generally speaking, these departments could be classified according to two types of organizational structures; some have a traditional, functionally-related structure (TC, Nav Canada and HRDC), whereas others have adopted or are moving towards what might be called a generic corporate services model (AAFC).

We found that staff levels varied widely among the departments, as illustrated in the following table, which shows the ratio of human resources employees to total staff:

	TC	HRDC	AAFC	PWGSC	NRCan	DIAND	DIAND less Aborig.	AVE
A. HR (NCR)	115	174	61^2	313	135	104	93	-
B. HR (Other Regions)^1	60	376	49	150	15	89	89	-
C. Total HR (A+B)	175	550	110^2	463	150	193	182	-
D. Total Clients	4600	24000	5500	12500	3700	3359	3359	-
E. Clients (NCR)	1840	4000	1650	6875	2500	1267	1267	-
F. Clients (Regions)	2760	20000	3850	5625	1200	2092	2092	-
Ratios								
Total HR:Total Clients (C:D)	1:26	1:44	1:50^2	1:27	1:25	1:17	1:18	1:34

[1]   In all cases except AAFC, these HR Full Time Employees (FTEs) are not formally part of the HRB. They are responsible for delivering services to clients in the regions and report functionally to HRB.

[2]   Each of the four largest branches have their own HR unit. These FTEs are not part of the HRB.

This table clearly shows that, despite the perceptions of branch managers, branch staffing levels are not lower than those in other human resource groups in the federal government. Even when factoring in the resources allocated to the Aboriginal component (11 FTE), the results still compare favourably with the other departments.

Our conclusions regarding the reorganization of the HRB were based on an analysis of the elements described in the previous sections. Each element provided an insight into the current structure and state of affairs of HRB as well as into the possible advantages restructuring would offer with respect to client needs and service imperatives. We found that the organizational structure of the branch had a number of weaknesses such as having too many managers reporting to the Director General. In addition many HRB managers expressed dissatisfaction with certain overlaps between corporate and NCR operational functions.

Proposed options

Option 1

Restructure the organization using a generic approach.

This approach is currently used by Agriculture and Agri-Food Canada and is being contemplated by other departments. The approach consists of presenting the key elements of any organization: corporate policies, operations, learning and development, planning, and operations support.

Given the importance of the Aboriginal component to the department, a separate directorate needs to be created to ensure a proper strategic direction for the Aboriginal labour force. Autonomous training initiatives are currently being carried out in several areas within the branch and in a number of areas throughout the department. These areas include Claims, Lands and Trusts, Finance and Informatics. This lack of coordination and adequate planning can lead to an inconsistent quality of training, inefficient use of training resources, and inadequate access to training at the appropriate level or for the appropriate staff. The coordination of all training by a Learning and Development Directorate would ensure that the department benefits from a more efficient and effective training program.

Appendix F provides a detailed organizational chart for Option 1.

Option 2

Restructure the organization using a generic approach (Option 1 with modifications to better respond to the particularity of the department), *but have the Executive Group (EX) report separately, rather than under the operations, to the Director General*.

This option takes into account the high-level profile of the EX category and the confidentiality of the information that this group handles. Note, however, that the coordination of EX training should remain the responsibility of the Learning and Development Directorate.

Appendix G provides a detailed description of Option 2.

Recommendation

2.   The Director General of HRB should assess, select and implement one of the two options presented for the reorganization of the Human Resource Branch based on the results of the above-noted assessment and the brainstorming sessions with the Personnel Management Committee and the Director General - HRB.

Management Control Framework

Our assessment of the existing branch management control framework was conducted in the course of interviews with the Director General and other members of the Personnel Management Committee. This also included a review of various documents that were presented to us.

We found the HRB management control framework to be very informal. There is a need for improved processes in business planning, work plans and reporting on performance.

One document listed a number of initiatives related to La Relève and showed target dates and the names of responsible managers. This document, however, did not indicate required resources or possible performance measures. In any case, this document listed a large number of special initiatives without indicating their level of priority or indicating any plan for the branch's regular, ongoing services.

As noted earlier, failure to take a more disciplined approach to management planning and control can lead to a reactive, firefighting approach and result in an inefficient use of time and resources.

Recommendation

3.   The Director General of HRB should develop a formal accountability framework that includes the necessary control elements, such as *a business plan* (programming and planning), *performance measures/indicators*, *work plans* (by directorate), *a tracking system* and *reporting and feedback mechanisms*.

Business Plan for the branch

This should be based on:

- the departmental business plan
- a three-year time frame
- branch objectives and targets (timetable and performance indicators)
- indications of work to be done to meet objectives
- resources required within constraints

Performance Measures/Indicators

These should:

- measure elements that have been previously identified as important
- be specific to each business line
- be simple, relevant, valid and reliable
- reflect service quality standards

Work Plans for Each Directorate

These should:

- translate the business plan into annual work plans
- provide the basis for budgeting
- clearly state the assumptions on which they are based
- list activities, resources, and responsibilities
- provide a timetable
- state performance targets

Tracking System/Reporting and Feedback Mechanisms

These should:

- collect data on actual performance (time targets, performance targets)
- establish reporting periods (monthly, quarterly)
- provide timely and accurate reporting
- analyze variances (favorable and unfavorable)
- identify lessons learned, and apply corrective action

Distribution of Workloads

We encountered some difficulty in analyzing the workloads under the current and proposed organizational structures. There was a general scarcity of data on workloads in the various directorates and sections of the branch and it was difficult for us to obtain any objective measures of workloads.

In the course of interviews and group sessions, virtually all participating managers assured us that their workloads were extremely heavy and that they and their staffs were barely able to keep up with the demand for their services.

For the most part, however, the branch does not keep statistics on the demand for its services or on the quantity of work performed. As a result, it was not possible for us to evaluate whether the workload was evenly distributed among the various sectors in the branch, or to use such an evaluation as a basis for the proposed reorganization.

Recommendation

4.   The Director General of HRB should, once the option of the reorganization has been selected, evaluate the workload of each directorate and section (desk audits, analysis of volume etc.) in order to justify the level of resources. Resource distribution should be based on the actual resources allocated to the different functions.

Choice of Structure

This report presents two options for reorganizing the Human Resources Branch. It also provides information on the benchmarking of other HR organizations. Based on this information, the Human Resources Branch must decide on the structure that would best suit its needs. In doing so, the branch must bear in mind the reasons for the review to meet DIAND's continually evolving challenges and the department's demand for human resources.

Distribution of Workload/Classification/Staffing

Once it has selected a structure, the branch must analyse the distribution of workloads and resources to be allocated to each division and section. Positions, including the head of each division, must be reassessed and classified. Some positions may require staffing actions.

Approval Process

A presentation document must be prepared and presented for approval to the Human Resource Committee of the department and to the Assistant Deputy Minister Corporate Services. Such a document should outline the impact of the proposed changes on service delivery and the resource base.

Change Management Strategy

In order to guarantee efficient implementation, HRB must ensure that the new structure is supported by senior management and that it is perceived to be well supported. When communicating with its staff, HRB must emphasize the fact that the staff members were consulted and that their concerns, although not perfectly reflected in the new organization, were taken into account in the development of the new organizational structure. The following strategy should be used to ensure effective implementation:

• inform all staff about the reorganization and highlight changes to the original structure;
• explain the reasons for the change, which include new requirements arising from evolving needs and consequent challenges experienced by the department and Federal Government;
• stipulate the effective date and provide the employees affected with a calendar of events for their re-deployment (training, transfer, red-circle, etc.);
• be ready to deal with resistance to change by making counseling available to all staff;
• ensure that an adequate accountability framework has been established at all levels.

Terms of Reference

Terms of Reference
Review of
Human Resources Branch

Background: The Human Resources Branch (HRB) is responsible to recruit, maintain and train departmental staff and to provide advice, assistance, and support to managers and employees in support of departmental operations including advice for recruiting, maintaining and training departmental staff. Its mandate is to ensure the effective use of human resources in the achievement of departmental objectives.

In Human Resources at least five sub-functions are recognized. They are Human Resource Planning and Development, Classification, Staffing, Staff Relations and Compensation. Each function encompasses closely related activities e.g., staffing includes recruitment, selection and appointment. In addition, HRB in DIAND includes a critical Aboriginal Employment Program.

The HRB staff are members of the management team charged with providing advice and support on personnel management. HRB staff exist to help management achieve their objectives and end results, through the effective and efficient management of human resources. In support of this, HRB provides a number of direct services to employees.

The HRB includes Corporate Human Resources offices and Human Resources for the National Capital Regional Office.

Need: In view of major changes within DIAND, a need has been identified to review the services and business lines of the Human Resources Branch (HRB). The purpose is to identify how the branch is positioned to meet departmental objectives and priorities, now and in the future, and to propose structural changes if required.

Scope: The overall HR function is a shared responsibility between HRB and corporate management. In order to provide a comprehensive overview of the departmental situation, regions will be asked to participate in the data gathering phase.

Issues: The review will address, but is not limited to, the following issues:

- What is the current structure of the HRB?
    - what are the current business lines of the HRB?
    - what are the clients' expectations of the HRB services?
    - how is it structured in the regions?
    - are the resources in line with the requirements?
    - is HRB structured and organized to meet client needs?
    - is HRB's structure in line with DIAND's vision?
    - is HRB's structure in line with the government-wide vision?

- What is the current state of affairs in the HRB?
    - what is the workload of the HRB staff and how is it distributed among them?
    - do people have the necessary knowledge, skills and tools to support the achievement of the departmental objectives?
    - is communication within the branch adequate?

- Is HRB in a position to meet the challenges resulting from the major shift in DIAND's management culture - devolution, partnership, La Relève, Leadership initiative, risk management?

- How can HRB be better equipped to deal with the numerous challenges it is facing - implementation of ROP, AWPI, major development in other parts of the department (claims, Nunavut, further devolution, etc.)?

- Are structural improvements needed for HRB to more effectively address and respond to current needs and to anticipated future needs?

Approach: It is proposed to adopt a process based on principles of consultation together with quantitative and qualitative research methods for the achievement of concrete, visible results. The project will be initiated by a Senior Audit Manager from the Departmental Audit and Evaluation Branch (DAEB) with the assistance of consultants. The selection of the firm will be done in partnership with the HRB.

Communication Branch will develop a communication strategy for this project.

The review will be conducted in four phases as follows:

Planning/Orientation Phase

The planning phase establishes the framework of the project. It clarifies the mandate, the objectives, the scope of the project and expected results - Organizational chart, mapping of the current situation, environmental scan of expectation for the future in terms of services, clients needs, evolution of the activities, delegation.

It also identifies the clients, and involves, if applicable, the initial members of the advisory committee which includes PMC members, Regional Managers/Directors, Human Resources, and Sector ADMs.

The object of this phase is for the review team to reach a common understanding of the orientation of the project. The members of the team clarify the methodology, the appropriate qualitative and quantitative methods and the nature of the sampling where applicable to produce an activity plan.

Gathering/Conduct Phase

During this phase the review team carries-out the plan developed earlier. Activities include individual interviews and group meetings; group sessions led by facilitators; review of records and processes; and all other necessary research and gathering of information. HRB staff, clients and regional stakeholders will be included in the information gathering phase. Any facilitators who are engaged to assist with group sessions will not be HRB staff.

Analysis Phase

Once the information has been gathered, the review team analyses the data and clarifies issues such as:
- What is the current state of affairs, compared to where we need to go?
- What are the gaps?
- Suggestions for filling the gaps and improve the capacity of HRB to respond to future needs - structure, resource levels, optimum combination of internal and external resources, delegation.
- Identification of key business lines and priorities and how to resource these.

Report Phase

The purpose of this phase is to incorporate all information and recommendations gathered during the course of the review into a concise report. This includes results of analysis and proposed structural changes if needed and work plan for implementation.

Resources: The work will be undertaken both in-house and with the use of consultants.

Cost: The estimated cost for the contracted resources is as follows:
Planning and Orientation phases: $30,000
Conduct and final report phases: to be determined

Timeframe: The planning will commence in August 1997.

Approved by:

Brent DiBartolo
Assistant Deputy Minister
Corporate Services
July 17, 1997

ACTION PLAN

AUDIT AND EVALUATION / VÉRIFICATION INTERNE ET ÉVALUATION

REQUEST FOR ACTION PLAN / DEMANDE DE PLAN D'ACTION

PROJECT TITLE / TITRE DU PROJET : **Review of Human Resources Branch (HRB)**
REGION OR BRANCH / RÉGION OU DIRECTION GÉNÉRALE : **Corporate Services**

(1) RECOMMENDATIONS / RECOMMANDATIONS	(2) REPORT / RAPPORT PAGE NO.	(3) ACTION PLAN / PLAN D'ACTION	(4) RESPONSIBLE MANAGER / GESTIONNAIRE RESPONSABLE (TITLE / TITRE)	(5) PLANNED COMPLETION DATE / DATE PREVUE DE MISE EN OEUVRE
1. The Director General, Human Resources Branch, should review the managers comments, taking into consideration that these represent potential areas for improvement. This could be done in the form of a project in which each division would be required to provide input into the actions needed to improve the situation.	5	The Director General, Human Resources Branch, will obtain a complete listing of all the managers comments. They will be assigned to the new Directorates as per their respective areas of responsibility for analysis. These comments/suggestions will form part of the new Directorates work plan for improving the Human Resources (HR) services.	Director General, HR and HR Directors at headquarters	April 30, 1998 March 30, 1999
2. The Director General, Human Resources Branch, should assess, select and implement one of the two options presented for the reorganization of the Human Resources Branch, based on the results of the assessment and the brainstorming sessions with the Personnel Management Committee and the Director General - HRB.	8	The Director General, Human Resources, will select, present to the HR Committee for approval and implement one of the two options presented.	Director General, HR	March 30, 1998 (HRC Presentation) October 1, 1998 (Implementation)

AUDIT AND EVALUATION / VÉRIFICATION INTERNE ET ÉVALUATION

REQUEST FOR ACTION PLAN / DEMANDE DE PLAN D'ACTION

PROJECT / PROJET :   97/20
DATE SENT / DATE D'ENVOI :   98-03-02
DATE DUE / ÉCHÉANCE :   98-03-06

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PROJECT TITLE / TITRE DU PROJET   :   **Review of Human Resources Branch (HRB)**
REGION OR BRANCH / RÉGION OU DIRECTION GÉNÉRALE   :   **Corporate Services**

(1) RECOMMENDATIONS / RECOMMANDATIONS	(2) REPORT / RAPPORT PAGE NO.	(3) ACTION PLAN / PLAN D'ACTION	(4) RESPONSIBLE MANAGER / GESTIONNAIRE RESPONSABLE (TITLE / TITRE)	(5) PLANNED COMPLETION DATE / DATE PREVUE DE MISE EN OEUVRE
3. The Director General, Human Resources Branch, should develop a formal accountability framework that includes the necessary control elements, such as a business plan (programming and planning) performance measures/indicators, work plans (by directorate), a tracking system and reporting and feedback mechanisms.	9	Once the new structure is in place, the Director General, Human Resources, will put in place an accountability framework which will include Branch Business Plan, Directorate Work Plans, tracking system, reporting and feed back system, and develop performance measures/indicators in areas of HR where applicable.	Director General, HR and HR Directors at headquarters	36248
4. The Director General, Human Resources Branch, should, once the option of the reorganization has been selected, evaluate the workload of each directorate and section (desk audits, analysis of volume, etc.) In order to justify the level of resources. Resource distribution should be based on the actual resources allocated to the different functions.	10	The Director General, Human Resources, will determine the required human and financial requirements for each Directorate of the new HR structure.	Director General, Human Resources	March 30, 1998 (Initial information to HRC) October 1, 1998 (Implementation)

Appendix A -
Survey Questionnaire Intended For ADMs,
Directors General, Responsibility Centre Managers
and Regional HR Officers

Survey on Human Resources Branch Services

Questionnaire no.___

The purpose of this questionnaire is to obtain information on the services provided by the **Human Resources Branch (HRB)** at headquarters. It is addressed to **clients** of the branch in order to assess their knowledge and use of the services provided and to seek input on possible improvements. Information supplied herein will remain **confidential.** Aggregated results will be used to assess the provision of service and to make recommendations in order to improve operations now and in the future. If you have any questions or need more information about the questionnaire, please contact Pierre Samson or Marc Charlebois of Samson & Associates at (819) 595-9144.

PART 1 Client profile

a) Please indicate as appropriate √

RC Manager ☐   Regional HR Officer ☐   Other ☐ (specify)_____

b) Please indicate the type and frequency of service that you have requested from the Branch

Type	**√**	**Frequency**	**Name of Contact**
Advice or action on:			
i) resourcing (staffing, secondment, SAPP, etc.)	☐	_____	_____
ii) classification and organization	☐	_____	_____
iii) staff relations, health & safety, etc.	☐	_____	_____
iv) learning and development	☐	_____	_____
v) Aboriginal employment	☐	_____	_____
Aboriginal Workforce Participation Initiative			
Aboriginal Managers Executive Development			
Aboriginal Masters Program			
Kumik etc			
vi) compensation, pay & benefits, pension, leave, etc.	☐	_____	_____
vii) programs (EE, Employee Assistance Program, harassment, "Bridging the Gap", official languages, etc.)	☐	_____	_____
viii) support to EX group	☐	_____	_____
ix) other (please specify_____)	☐	_____	_____

Comments?_____
_____
_____
_____

PART 2

> *You are asked to rate the following questions on a scale having the following significance:*
>
> VS: *Very Satisfied*   D: *Dissatisfied*
> S: *Satisfied*   VD: *Very Dissatisfied*
> N: *Neither satisfied nor dissatisfied*   N/A: *Not Applicable*
>
> *You are also asked to provide comments where applicable*

	VS	S	N	D	VD	N/A
1. Timeliness						
a) How satisfied are you with the response time when requesting **advice or information** from Human Resources?	☐	☐	☐	☐	☐	☐
b) How satisfied are you with the time taken by HRB to take **action** on a specific request for services?	☐	☐	☐	☐	☐	☐
c) How satisfied are you with the **timeliness**, as it relates to HRB's involvement, for the delivery of services?	☐	☐	☐	☐	☐	☐

Comments?_____
_____
_____
_____
_____

2. Service	VS	S	N	D	VD	N/A
a) How satisfied are you with the **knowledge level** and **expertise** of the HRB officer(s) who provide services to you ?	☐	☐	☐	☐	☐	☐
b) How satisfied are you of the **courtesy** with which service is provided?	☐	☐	☐	☐	☐	☐

	VS	S	N	D	VD	N/A

c) How satisfied are you with the **advice or action**
provided by HRB with respect to:

	VS	S	N	D	VD	N/A
i) resourcing (staffing, secondment, SAPP, etc.)	☐	☐	☐	☐	☐	☐
ii) classification and organization	☐	☐	☐	☐	☐	☐
iii) staff relations, health & safety, etc.	☐	☐	☐	☐	☐	☐
iv) learning and development	☐	☐	☐	☐	☐	☐
v) Aboriginal employment	☐	☐	☐	☐	☐	☐

    - Aboriginal Workforce Participation Initiative

    - Aboriginal Mangers Executive Development

    - Aboriginal Masters Program

    - Kumik etc

	VS	S	N	D	VD	N/A
vi) compensation, pay & benefits, pension, leave	☐	☐	☐	☐	☐	☐
vii) programs (EE, EAP, harassment," Bridging the Gap", official languages, etc.)	☐	☐	☐	☐	☐	☐
viii) support to EX group	☐	☐	☐	☐	☐	☐
ix) other (please specify_____)	☐	☐	☐	☐	☐	☐

Comments?_____
_____
_____
_____
_____

	VS	S	N	D	VD	N/A
d) How satisfied are you with the resolution of any problems that may have occurred?	☐	☐	☐	☐	☐	☐
e) How satisfied are you with the way your complaints/concerns are handled by HRB staff whether resolved or not ?	☐	☐	☐	☐	☐	☐
f) How satisfied are you with the follow-up given by HRB staff?	☐	☐	☐	☐	☐	☐
g) How satisfied are you with the communications throughout the process ?	☐	☐	☐	☐	☐	☐

h) How satisfied are you with the overall quality
of the service that was obtained? □ □ □ □ □ □
Comments?_____
_____
_____
_____
_____

3. Value added

	VS	S	N	D	VD	N/A
a) How satisfied are you with the added value of the service received by HRB staff in comparison to what you expected?	□	□	□	□	□	□
b) How satisfied are you with efficiencies achieved as a result of the services provided ?	□	□	□	□	□	□
c) How satisfied are you with the HRB Officer's efforts to provide a value-added service?	□	□	□	□	□	□

Comments?_____
_____
_____
_____
_____
_____

4. Overall satisfaction with services received

a) How satisfied are you with the service received with respect to:

	VS	S	N	D	VD	N/A
i) timeliness	□	□	□	□	□	□
ii) service	□	□	□	□	□	□
iii) value received	□	□	□	□	□	□

Comments?_____
_____
_____
_____

b) How would you improve the human resources services? Consider delivery of service in the areas of advice, planning, service orientation, organization, where given etc.

_____
_____
_____
_____

c) Do you have any suggestions as to how HR services should be delivered in your sector?

_____
_____
_____
_____

5. Types of service and future HR needs

a) Do you have any need for additional
   services which could be provided by HRB?   Yes □   No □
   Comments:_____
   _____
   _____

b) Can you identify the HRB services that would be
   useful and add value to your sector in the future?   Yes □   No □

   Please indicate the type of services you may require from HRB in the future. Consider: advice, planning, delivery, service orientation, organization, where given, etc.

   _____
   _____
   _____
   _____

c) Do you have any other suggestions or comments?

   _____
   _____
   _____
   _____
   _____

> **Please return your questionnaire to: Samson & Associates c/o the Departmental Audit and Evaluation Branch with the self-addressed envelop provided. All questionnaires must be received by November 24, 1997.**

Appendix B -
Survey Questionnaire Intended for a Selected Sample of
Employees in the National Capital Region

Indian and Northern Affairs Canada	Affaires indiennes et du Nord Canada	

Survey on Human Resources Services

Questionnaire no.____

> The purpose of this questionnaire is to obtain information on the services provided by **Human Resources**. It is addressed to a sample of employees who seek services from Human Resources from time to time in order to assess their knowledge and use of the services provided and to seek input on possible improvements. Information supplied herein will remain **confidential**. Aggregated results will be used to assess the provision of service and to make recommendations in order to improve operations now and in the future. If you have any questions or need more information about the questionnaire, please contact Pierre Samson or Marc Charlebois of Samson & Associates at (819) 595-9144.

PART 1   Client profile

Please indicate the type and frequency of service that you have requested from Human Resources

Type	**√**	**Frequency**	**Name of Contact**
i) resourcing (staffing, secondment, SAPP, etc.)	☐	_____	_____
ii) classification and organization	☐	_____	_____
iii) staff relations, health & safety, etc.	☐	_____	_____
iv) learning and development	☐	_____	_____
v) Aboriginal employment	☐	_____	_____
Aboriginal Workforce Participation Initiative			
Aboriginal Managers Executive Development			
Aboriginal Masters Program			
Kumik etc			
vi) compensation, pay & benefits, pension, leave, etc.	☐	_____	_____
vii) programs (EE, Employee Assistance Program, harassment, "Bridging the Gap", official languages, etc.)	☐	_____	_____
viii) support to EX group	☐	_____	_____
ix) other (please specify_____)	☐	_____	_____

Comments?_____
_____
_____
_____
_____
_____
_____

PART 2

		VS	S	N	D	VD	N/A
1.	**Timeliness**						
a)	How satisfied are you with the response time when requesting advice or information from Human Resources?	☐	☐	☐	☐	☐	☐

Comments?_____
_____
_____

		VS	S	N	D	VD	N/A
2.	**Service**						
a)	How satisfied are you with the knowledge level and expertise of the HR officer(s) who provide services to you ?	☐	☐	☐	☐	☐	☐
b)	How satisfied are you of the courtesy with which service is provided?	☐	☐	☐	☐	☐	☐
c)	How satisfied are you with the advice or service received?	☐	☐	☐	☐	☐	☐
d)	How satisfied are you with the resolution of any problems that may have occurred?	☐	☐	☐	☐	☐	☐
e)	How satisfied are you with the way your complaints/concerns are handled by HR staff whether resolved or not ?	☐	☐	☐	☐	☐	☐
f)	How satisfied are you with the follow-up given by HR staff?	☐	☐	☐	☐	☐	☐

g) How satisfied are you with the communications
throughout the process ?   □   □   □   □   □   □

h) How satisfied are you with the overall quality
of the service that was obtained?   □   □   □   □   □   □

Comments?_____
_____
_____
_____
_____

3.   Overall satisfaction with services received

	VS	S	N	D	VD	N/A
a) How satisfied are you with the overall service received:	□	□	□	□	□	□

Comments?_____
_____
_____
_____

b) Do you have any suggestions as to how HR services should be delivered to you?
_____
_____
_____
_____
_____
_____
_____
_____
_____

**Please return your questionnaire to: Samson & Associates c/o the Departmental Audit
and Evaluation Branch with the self-addressed envelop provided. All questionnaires
must be received by November 24, 1997.**

Appendix C - Current Organizational Structure

Appendix "C"
Current Organizational Structure

A/DG
Human Resources

| 6 FTEs |

| 1 DG |
| 2 Ex. Ass. |
| 3 Br. Support |

| Aboriginal Workforce and Employment Equity | Corporate Classification and Organization | Corporate Staff Relations and Compensation | Employment Support Services | Executive Group Services | Staffing and Systems | Learning and Development | NCR |

| 15 FTEs | 5 FTEs | 8 FTEs | 10 FTEs | 4.5 FTEs | 11 FTEs | 6 FTEs | 39 FTEs |

11 Abo.Emp	3 Corp. Pol	6 Corp. Pol.	3 Corp. Pol.	2.5 HR Ops	3 Corp. Pol.	6 L & D	35 HR Ops
4 Corp. Pol (EE)	2 HR.Ops	2 HR Ops	3 HR Ops	2 L&D	8 Br. Support		4 L & D
			3 Br. Support				
			2 L & D				

Appendix D -
Human Resources Branch

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT
HUMAN RESOURCES BRANCH
(Corporate Staff)

Business Lines/ Activities

ABORIGINAL WORKFORCE EMPLOYMENT EQUITY					STRATEGIC HR PLANNING		ADMINISTRATION/ MANAGEMENT

Corporate			**Operations**		**Corporate**	**Operations**	**Corporate**
Partnerships: AFN, AMC FSIN, etc.	Visible Minority Consultation Group	AWPI	AWPI	Recruiting Inventory	HR Communication (Intranet)	HR Communication (Intranet)	HR Finances
Recruiting/ Aboriginal Inventory	INUIT Programs	Marketing & Monitoring	Aboriginal Masters Program	Special-interchange Canada	Analysis	HR Systems	HR Procurement
AEP - regular - student empl.	Aboriginal Masters Program	Special-interchange Canada	Aboriginal SAPP	Claims HR Support	Forecasting	People Soft	LAN Administration
Aboriginal SAPP	Advice to OGDs	Special Events for Aboriginals	Special Events for Aboriginals	AMED	Reporting		Audit Coordination
CANE Liaison	AMED	Support to KUMIK	Aboriginal SAPP		Monitoring		NUNAVUT Support
					HR Systems		HR Records
					People Soft		
					La Relève/ HR Plan		

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT
HUMAN RESOURCES BRANCH
(Corporate Staff)

Business Lines/ Activities

STAFF RELATIONS

Corporate			Operations	
Collective Bargaining	Strike Planning	Investigations	Collective Bargaining	Investigations
Union & Mgt Consultation	Disciplinary Actions	Grievances and complaints	Strike Planning	Union & Mgt Consultation
Harassment/ Mediation	Termination	Health & safety	Settlements (staff relations)	Grievances and complaints
Adjudication	Conflicts of interests & post-employment	Compensation, Pay & Benefits	Termination	Union dues check-off
Term & Cond. of employment (Alternate work arrangements)	Union dues check-off	Policy Staff Records	Conflicts of interests & post-employment	
Staff relation certification	Designation	Exclusions		
Collective agreement administration				

PERFORMANCE SUPPORT

Corporate		Operations
Mandatory Training (also EX)	Learning Centre	Mandatory Training (also EX)
Leadership	Training Inventories (learning framework)	Learning Centre
Training Plans (also EX)	Education Leave	Education Leave
Mentoring	Employee Assistance Program	Rewards
Employee Development (Bridging the Gap)	Validation of courses & programs	Employee Development (Bridging the Gap)
Curriculum Design	Career Counseling	Training HR areas
Training HR areas	Facilitators Program	
Secretariat to National Committees (LSST)	EPR Feedback to managers	
Rewards		

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT
HUMAN RESOURCES BRANCH
(Corporate Staff)

Business Lines/ Activities

CLASSIFICATION AND ORGANIZATION	EX	RESOURCING

Corporate	Operations	Corporate	Operations		Corporate	Operations	
Organization Charts	Official Languages Profile	Twinning	Twinning	Executive Interchange	Skills Inventory	Management Training Program (MTP)	Interchange Canada
Classify Jobs (also EX)		Special Assessment Centre	Staffing/ Resourcing	Special Assessment Centre	Secondments Assignments - Foreign Exchange - CAP / CEP - Interchange Canada	Skills Inventory	Secondments Assignments - Foreign Exchange - CAP / CEP - Interchange Canada
Grievances		Succession Planning	La Relève (ADMQP & EXDP)	HR Committee	SAPP	SAPP	WFA Control Pay-out Program ASD for WFA
Organizational Design and Advice		Conflict of interest & Post employment code	Termination EET	EX Assessment Centre	WFA Control Pay-out Program ASD for WFA	FORD/IARD Program	Student Employment
			EPR (30%)	EX Compensation	Appeals Investigation		

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Appendix E -
Benchmarking with other Departments
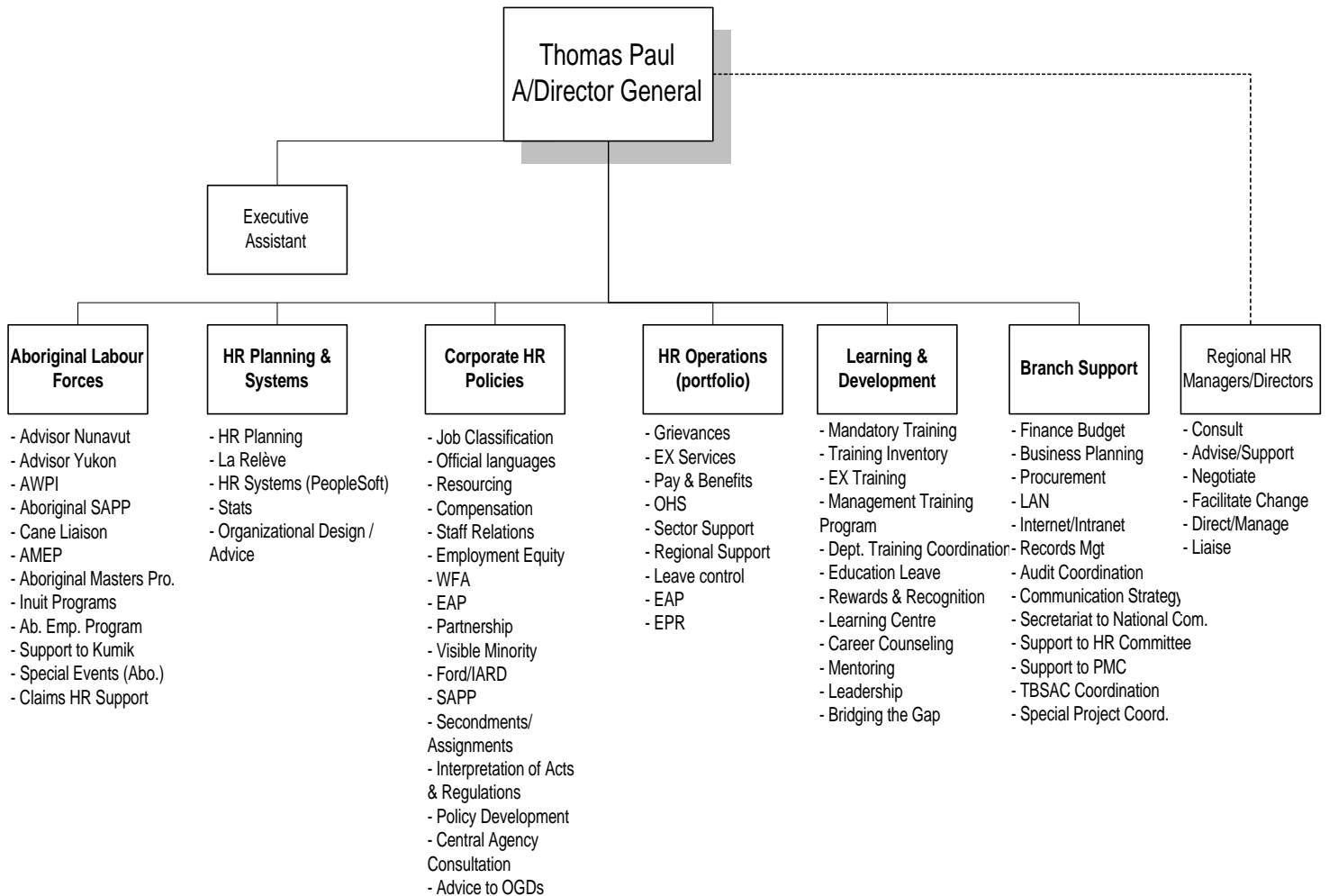
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Benchmarking with other Departments   Appendix "E"

Dept							
HRDC	**HR Planning** La Relève Stats	**Corporate HR Services** WFA, Competency profile Employment Equity, Advice to regions, Staff Relations	**EX** Pay, Classification, Performance Evaluation	**HQ Human Resources** Compensation Staffing Official Languages	**Learning & Development** Training & Development Rewards and Recognitions Leadership	**Organizational Development** Support to ADMs	**Coordination & Information Mgt** HR Systems Stats Budgets Administration
PWGSC	**Human Relations** Labour EAP NCR Services	**Classification / Organization** Evaluation, UCS	**Corporate Staffing / EX** WFA, EDI, ERI, Official Languages, Employment Equity, Awards	**Pers. Ops / T&D** NCR, Staffing Classification Staff Relation	**Strategic Planning / Systems** Business plan, Service delivery models		
Transport Canada	**HR Planning Staffing, WFA** Official Languages, Employment Equity, HR System, Emp. Demographic, Monitoring.	**Classification / Compensation** Organization, Classification Greivances, Monitoring	**Staff Relation, Harrassment & OSH** Union/Mgt Consultation, Greivances , Conflict of Interest, Exclusions, Collective Bargaining, monitoring	**Training & Counselling** Learning & Dev, Learning Centre, Career counselling, EAP, Organization, Evaluation, monitoring	**HR Operations** Advice & Servives to Managers	**EX Group Resourcing and Dev.programs** Advice and support, Liaison with PSC, Interchange, CAP, MTP	**Administrative Services** ATIP, Special programs
Agriculture Canada	**Strategic Planning** Forecasting and analysis, Modeling	**Management Services** Informatics, HR Systems, Finance, Administration, Help Desk	**Corporate Programs** WFA, Staff relations, Official Languages, OHS	**Operations** Regions, EX, Business plan, Learning, Career services, HR On-line, Pay, HR Advisors			
NRCAN	**Staffing and WFA** Sector Support (portfolio)	**HR Operations/ EX Services** Employee/Employer relations, Compensation & Benefits, WFA, leave control, Sector Support (portfolio)	**HR Planning / Training & Dev.** EX, Science & Tech Mgt, Competency profile, La Relève, Official Languages, Employment Equity, Awards & Recognition, Sector Support (porfolio)	**Systems / Classification** PeopleSoft, UCS Sector Support (porfolio)			
NAVCan	**Pension & Benefits**	**Organizational & HR Dev.** Organizational Dev., Planning & Staffing, Security, Staffing Administration, Performance Measurement	**Employee Relations** Official Languages, Employee Assistance program, Employee Relations	**Training & Management Development**	**Compensation** Compensation programs, position evaluation	**Labour Relations**	**HR Operations** Pay Administration, HRMS, OHS

Appendix F -
INAC - Proposed Human Resources Branch - Option 1

INAC - Proposed
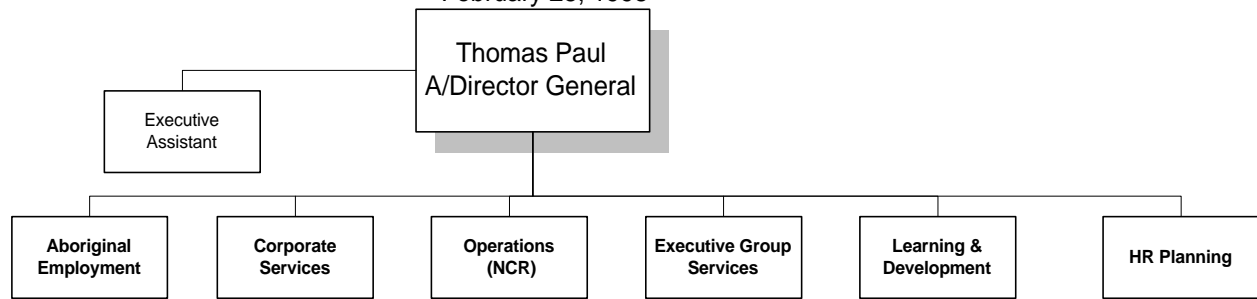# Human Resources Branch
Option 1
February 9, 1998

Thomas Paul
A/Director General

Executive
Assistant

Aboriginal Labour Forces	**HR Planning & Systems**	**Corporate HR Policies**	**HR Operations (portfolio)**	**Learning & Development**	**Branch Support**	Regional HR Managers/Directors
- Advisor Nunavut - Advisor Yukon - AWPI - Aboriginal SAPP - Cane Liaison - AMEP - Aboriginal Masters Pro. - Inuit Programs - Ab. Emp. Program - Support to Kumik - Special Events (Abo.) - Claims HR Support	- HR Planning - La Relève - HR Systems (PeopleSoft) - Stats - Organizational Design / Advice	- Job Classification - Official languages - Resourcing - Compensation - Staff Relations - Employment Equity - WFA - EAP - Partnership - Visible Minority - Ford/IARD - SAPP - Secondments/ Assignments - Interpretation of Acts & Regulations - Policy Development - Central Agency Consultation - Advice to OGDs	- Grievances - EX Services - Pay & Benefits - OHS - Sector Support - Regional Support - Leave control - EAP - EPR	- Mandatory Training - Training Inventory - EX Training - Management Training Program - Dept. Training Coordination - Education Leave - Rewards & Recognition - Learning Centre - Career Counseling - Mentoring - Leadership - Bridging the Gap	- Finance Budget - Business Planning - Procurement - LAN - Internet/Intranet - Records Mgt - Audit Coordination - Communication Strategy - Secretariat to National Com. - Support to HR Committee - Support to PMC - TBSAC Coordination - Special Project Coord.	- Consult - Advise/Support - Negotiate - Facilitate Change - Direct/Manage - Liaise

Appendix G-
INAC - Proposed Human Resources Branch - Option 2

Thomas Paul
A/Director General

Executive Assistant

Aboriginal Employment	Corporate Services	Operations (NCR)	Executive Group Services	Learning & Development	HR Planning

Aboriginal Employment

Special Interchange

Aboriginal SAPP
AWPI
National Aboriginal Programs
-AEP Summer Students
-AMED
- Masters Program
- Aboriginal & Inuit Awareness
- Post-Secondary Recruitment

CANE

Special Events

Claims (Nunavut, LIA)

Kumik

Partnerships (AFN, OGD)

Aboriginal Inventory
- National including EXs

Unsolicited Applications

Corporate Services

Resourcing
-Staffing
- Assignments
- Workforce Adjustments
- Redress Mechanisms
- Training
- Delegation of Staffing Authorities
- Staffing of Senior PEs
- Summer Employment
- Monitoring
Classification
- Redress Mechanism
- Classification Training
- Organization/design analysis
- EX Classification
- EXM1 (non-delegated positions)
- Delegation of Classification Authorities
Staff Relations
- Grievances
- Redress
- Collective Bargaining
- T&C of Employment for Non-Represented - Employees
- Strike Planning
- Discipline
- Termination of Employment
- Training
- Conflict of interest
-Union/Management Consultation Cttees
-Exclusions
- Designations
- Adjudication
- Harassment
- Safety & Health
- Mediation
- Compensation
Delegation of Personnel Authorities
EAP

Operations (NCR)

Staffing - all non-EX Assignments Aboriginal Inventory

Classification

Staff Relations

Official Languages

Pay & Benefits

Training

Harassment

EAP-Services

Health & Safety

Orientation

Rewards & Recognition

Planning

PREA

Special Events

LTC Common Services

Executive Group Services

Staffing-Resourcing EXs

EET (WFA) for EXs

PREA Process

La Relève (AEXDP, ADMPQP)

Pay & Benefits

HRC Coordination

EX Assignments

EX Special Assessment Centre

EX Leave Control

Staff Relations (conflict of interest & discipline)

EX Rewards and Recognition

Terms & Conditions for EXs

EX Succession Planning

Twinning

Learning & Development

Training (Including EXs)
- -Curriculum design and competency profiles
- course re-scheduling and coordination
- administration

Development Programs
- Career management plan
- Northern Affairs development plan project
- CEP
- BTG
- Mentoring

Departmental Training Processs

Leadership Learning Support team

Feedback to managers

Official Languages Training for EXs

HR Planning

HR Planning
- Input to OGD Planning Exercise
-Annual Plan; Goals and Objectives
- HR Philosophy
- Responding to New HR Issues
- Support to Interdepartmental HR Communications

Systems
- Database
- PeopleSoft
- National Support and Development of EBM for HR
- LAN
_ Electronic Inventories, Forms

Communications
- Intra-, Internet Website
- Personnel Bulletin
- HR Corporate Communications Coordination
- Implementation of HR Communications Strategy
- CS Bulletin Intercom

Employment Equity
- Special Days
- Departmental Committees

PREA/EPRs

La Relève

Rewards and Recognition

HR Audit Coordination