



Now and Tomorrow
Excellence in Everything We Do

Integrated Business Plan



2011 – 2014

A partnership of
Human Resources and
Skills Development Canada,
the Labour Program
and Service Canada



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DEPUTY MINISTERS' MESSAGE

The **2011 – 2014 Integrated Business Plan** for Human Resources and Skills Development Canada (HRSDC) presents the priorities of our portfolio within a complex and shifting environment with very real challenges ahead. We are facing significant fiscal objectives, including the freeze on our operating budget, the Strategic Reviews conducted in 2010 for HRSDC and Service Canada and 2009 for the Labour program, and the recently announced 2011 Strategic and Operating review.

This next phase will be challenging; however our mission remains the same and our goal of improving the quality of life of Canadians remains paramount. As we move forward, we must ensure our programs remain effective and relevant to Canadians, allowing us to position ourselves for the future. What will change is how we go about reaching this goal, by becoming more focussed on our priorities and core business, more modern in service delivery, and more efficient in our operations.

Throughout this transition, we will continue to maintain and build healthy workplaces and a productive workforce, improving the way we deliver on our core business priorities. We are confident that, together, we will achieve excellence in everything we do.



Ian Shugart
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INTRODUCTION

The *Integrated Business Plan 2011–2014* serves as a guide to understanding where we are today, where we are going and how we will work together on priorities and key projects for the next three years.

Section I provides the context for our priorities. It explains who we are and what we do to serve Canadians. This includes our people, workplaces, finances and the strategic outcomes we are working to achieve. Section II, organized by strategic outcome, sets the stage for the way forward, and describes our priorities for the next three years.

This *Integrated Business Plan* does not stand alone. It provides a high-level overview of our activities and priorities for the coming three years, and is complemented by branch and regional integrated business plans. The focus of our *Integrated Business Plan* is to set out the broad strokes of how we will deploy our resources—people and finances— as determined by the Government— to respond to Canadians’ changing needs and achieve a more focused, efficient and modern organization.

Departmental Overview

Our Department

The mission of the Human Resources and Skills Development Canada (HRSDC) portfolio, including Labour and Service Canada, is to build a stronger, more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life.

Through Service Canada, we are the face of the Government of Canada for Canadians. The daily interactions that our employees have with individual Canadians have an enormous impact on the public's perceptions of, and confidence in, our organization and in the Government of Canada. Today, we deliver more than 70 programs and services to Canadians through more than six hundred points of services across the country.

We Help

- **Canadians of all ages:** Children, youth, working-aged adults and seniors
- **Workers, employers, entrepreneurs and people looking for work**
- **Canadians with distinct needs:**
 - Aboriginal people
 - People with disabilities
 - Homeless people
 - Low-income families with children
 - Recent immigrants
 - Youth
 - Students

We are responsible for designing and delivering some of the Government of Canada's most well-known statutory programs and services, including:

- Old Age Security/Guaranteed Income Supplement and Allowances;
- the Canada Pension Plan;
- Employment Insurance;
- Canada Student Loans and Grants;
- the National Child Benefit; and
- the Universal Child Care Benefit.

These direct benefits to Canadians are part of our social safety net and represent almost 95 percent of the department's expenditures, as voted by Parliament.

The Labour Program is responsible for overseeing federal labour responsibilities. This includes labour laws, occupational health and safety, labour relations and mediation services in federally-regulated workplaces, representing Canada in international labour organizations, and negotiating labour co-operation agreements as part of free trade negotiations.

Finally, through grants and contributions, we provide funding to other levels of government, the voluntary and private sectors, employers, unions, educators, and community organizations to support projects that meet the labour market and social development needs of Canadians.

This is all part of our core business, which is to:

- support a flexible, national labour market;
- increase participation in the labour force;
- remove barriers to post-secondary education attainment and skills development;
- oversee federal labour responsibilities;
- provide income support to seniors, families with children and EI beneficiaries; and
- deliver other Government of Canada programs and services.

To do this, we have offices and employees across Canada. This broad mandate and reach puts us at the forefront of the Government of Canada's labour market and social policy agenda, and gives our employees an unparalleled opportunity to make a difference in the everyday lives of Canadians from coast-to-coast-to-coast.

Our Achievements

Our employees can point to a long history of achieving excellence. In fact, for the Labour Program and Service Canada, 2010 marked their 110th and 5th anniversaries, respectively. As the following accomplishments in 2010–2011 demonstrate, our employees across the entire organization, whether in policy, research, programs, internal services or service delivery, have helped Canadians and the Public Service through their dedication and drive for excellence.

Key Accomplishments in 2010–2011

- We managed 123.8 million interactions with Canadians, including 13.8 million requests made in-person, 43 million phone calls, and 67 million visits to the servicecanada.gc.ca website.
- We implemented changes to our programs resulting from legislation passed by Parliament, including: *Economic Recovery Act*, an *Act to Amend the Employment Insurance Act* to extend special benefits to the self-employed, and an *Act to Amend the Old Age Security Act* to suspend benefits for those who are incarcerated.
- Under *Canada's Economic Action Plan (EAP)*, we continued to deliver initiatives to help Canadians during the recession and recovery, resulting in some notable achievements:
 - more than 279,000 Canadians participated in over 10,000 work-sharing agreements;
 - through Canada Summer Jobs, we signed approximately 22,000 agreements in 2010–2011 to fund almost 37,000 jobs for young Canadians, of which approximately 3,500 can be attributed to funding received through the EAP;
 - we helped 1,008 young Canadians in internships through YM-YWCA grants for youth internships;
 - since April 2009, we have supported 11,308 unemployed older workers living in vulnerable communities through projects funded under the Targeted Initiative for Older Workers;
 - we issued 25,678 Apprenticeship Completion Grants in 2010–2011 to completing apprentices who also obtained a journeyperson certification in a Red Seal trade; and
 - under the Aboriginal Skills and Training Strategic Investment Fund, approximately 9,000 Aboriginal clients were served, with approximately 2,200 securing employment and over 1,500 returning to school.
- We implemented the new **Aboriginal Skills and Employment Training Strategy (ASETS)**.
- We supported 14,305 Canadians under the Wage-Earner Protection Program, providing a total of \$33.5 million in compensation for wages owed.
- We supported public service renewal through initiatives to create a healthy and enabling workplace, strengthen leadership and invest in career development. As a result, for 2011 we were chosen as one of:
 - Canada's Top 100 Employers
 - the National Capital Region's Top Employers
 - Canada's Top Family-Friendly Employers
 - Canada's Top Diversity Employers
- We launched HR Service Centres and Express Lane staffing at NHQ to speed up HR and staffing processes.

Our Finances

As presented in the 2011–2012 Report on Plans and Priorities, the department has planned expenditures of more than \$101.1B. Of that amount, \$95.8B directly benefits Canadians through statutory transfer payment programs, such as Employment Insurance, the Canada Pension Plan, the Universal Child Care Benefit, Old Age Security, and loans disbursed under the *Canada Student Financial Assistance Act*. These expenditures will be adjusted as information becomes available following Budget 2011 and the release of information about the department’s strategic review.

Human Financial Resources ¹			
	2011–2012	2012–2013	2013–2014
(millions of dollars)	101,156.2	104,460.8	108,473.9
Full-Time Equivalents (FTEs)	23,955	23,815	23,587

¹ HRSDC 2011–2012 Report on Plans and Priorities.

As we serve Canadians, we need to be mindful of the resources that we have been voted by Parliament. We must wisely choose our priorities and activities to fulfill our mandate efficiently and effectively. While our philosophy as public servants should always include careful use of taxpayers’ dollars, the decisions about where to spend become especially important during this period of fiscal restraint. Care must be taken to allocate our resources to activities that achieve the best value for Canadians.

As announced in Budget 2010, our operating budget is frozen at the 2010–2011 level; however, planned wage increases and employees’ pensions and benefits are not affected by the operating budget freeze. Through effective workforce management and continuation of technology upgrades and streamlining of processes, we can manage at this level by improving efficiencies in our operations. Finally, through careful investment planning, we will make investments in our infrastructure and systems to better position us to meet the current and future needs of Canadians.

Our Infrastructure and Technology

Information Technology (IT) is vital to the department. Ensuring timely and accurate payments to Canadians, as well as the protection and security of the information entrusted to us by Canadians, is a priority for HRSDC. We deliver over \$80 billion in social benefits to Canadians through the EI, CPP and OAS programs, and these payments depend on the health of our technology infrastructure. Canadian citizens and organizations also expect to access the wealth of government programs and services online using up-to-date technology. Our employees need access to appropriate tools, such as modern equipment and software. Our goal of working more efficiently requires investments in tools and technologies that help to make our workforce more productive and adaptable.

We take an ongoing approach to investing in IT infrastructure, continuously replacing aging or faulty equipment and software. However, there is still work to be done. Going forward, we need to position our infrastructure investments in the broader context of the department, and better plan for ongoing maintenance. We are adopting a portfolio-wide approach for the management of IT, integrated into our Information Management (IM)/IT five-year plan.

We have established a Major Projects Investment Board to collectively manage the department’s large investments, including IT projects. The department’s first multi-year investment plan pays specific attention to the full life-cycle costs of IT projects, as well as the costs, benefits and risks associated with

them. As part of this plan, we will prioritize the elements that need to be addressed first in modernizing our IT infrastructure, so that we can continue to provide employees with the systems and tools they need to provide the highest quality of service to Canadians.

Our People and Workplaces

HRSDC is the fourth-largest department within the Government of Canada, after the Royal Canadian Mounted Police, the Department of National Defence, and the Canada Revenue Agency. In very tangible ways, our employees touch the lives of Canadians across the entire country — our operations span Canada, with more than 65 percent of our employees working outside of the National Capital Region.

Over the past three years, we've made significant progress in ensuring that our workforce is representative of Canada's diversity. We now meet or exceed representation in almost all employee equity groups, and are working toward achievement of representation in all groups. Across all occupational groups, at least 90 percent of employees already meet the official language requirements of their positions, and language training opportunities are available to help employees meet the needs of their position and prepare for the next step in their career.

By 2015, over 25 percent of HRSDC's current workforce will be eligible to retire. To help manage the growing number of retirees, the department will look to alternative work arrangements, such as part-time work and pre-retirement assignments, as well as establishing pools of retirees who may be temporarily called in to do work (as was done during the economic downturn). Strong, integrated Human Resources (HR) plans that include succession planning will smooth the transfer of retiring employees' knowledge to those who are taking on new roles, capturing the experience and wisdom that this organization depends on to serve Canadians.

Supporting Public Service Renewal

As new people enter our workforce and new technologies shape our workplace, the way we do our work will change. We must continue to adapt and innovate if we are to meet the future needs of Canadians. This is the driver for Public Service Renewal, which has been a priority for our department since 2006. This year, the Clerk of the Privy Council has established three new priorities for public service renewal: engaging employees in the excellence agenda; renewing the workforce; and renewing the workplace.

Our experience and ideas are the foundations of innovation in the public service. At HRSDC, we have a shared commitment to excellence in everything we do; we consider the views of employees, and strive to make the most of their contributions and the diversity of their backgrounds. It is important to remind employees that, although their advice may not always be accepted, this should not affect their commitment to offering suggestions, including those that are sometimes tough and may not be easy to sell. Moving forward, to succeed, we will work to support employees during our transformation and engage them in both their day to day work and our drive for excellence.

Success begins with a capable and motivated workforce aligned with the goals of the organization. This requires solid workforce data and planning, tailored recruitment and targeted investment in employee development. We will work toward this with our workforce management strategy, our new learning framework and our leadership strategy, and by completing the implementation of the structural model at National Headquarters (NHQ).

A modern, healthy workplace supports greater productivity, a more engaged workforce and better results for Canadians. In addition to our investments in infrastructure and improving administrative tools through the Enabling Services Renewal Program, we will continue implementation of the Healthy and Enabling Workplace Strategy, and will offer better people management training to managers.

Highlights from the Speech from the Throne and Budget 2011

The Government of Canada set out its agenda for the year ahead in the Speech from the Throne presented on June 3, 2011 by the Governor General, and the Budget presented by the Minister of Finance on June 6, 2011. These outline the next phase of *Canada's Economic Action Plan*, which remains focused on jobs and growth, and calls for a return to balanced budgets.

Balanced budgets and low levels of public debt are critical to Canada's long-term growth and prosperity. Budget 2011 commits to returning to balanced budgets by 2015. As part of efforts to return to balanced budgets, including exercises such as the Strategic and Operating Review, we will be called on to improve our efficiency and deliver better services to Canadians with fewer resources. This is a challenge, but our Transformation Agenda lays the groundwork for helping us achieve this goal.

Budget 2011 Initiatives

Our department will be called upon to support the following initiatives outlined in the Budget:

- **Investing in Innovation, Education and Training**
 - Exploring ways to help internationally-trained workers pay for tuition and other training costs associated with the foreign credential recognition process;
 - Extending eligibility for Canada Student Loans and Grants, particularly for part time students;
 - Making it easier for Canadians studying abroad to use RESP funding;
 - Forgiving part of Canada Student Loans for new physicians and nurses working in under-served rural and remote communities; and
 - Building Digital Skills, particularly for Science, Technology, Engineering and Mathematics.
- **Supporting Job Creation**
 - Extending work-sharing agreements;
 - Extending the Targeted Initiative for Older Workers;
 - Renewing the Best 14 Weeks and Working While on Claim pilot projects for EI;
 - Limiting EI rate increases and launching EI consultations;
 - Expanding the delivery of the Preventive Mediation Program;
 - Expanding the Wage-Earner Protection Program; and
 - Negotiating labour co-operation agreements to support Canada's strategy for international trade.
- **Supporting Families and Communities**
 - Creating a new Guaranteed Income Supplement top-up benefit;
 - Changing federal laws to eliminate the mandatory retirement age in federally-regulated workplaces;
 - Enhancing the New Horizons for Seniors Program;
 - Increasing flexibility to access RDSP assets for beneficiaries with shortened life expectancies;
 - Conducting a three-year review of the Canada Disability Savings Program;
 - Supporting the development of options for a modest enhancement of the Canada Pension Plan; and
 - Encouraging the development of government-community social partnerships to tackle local challenges and testing new approaches to improve performance.

Our Transformation Agenda

As a large organization, we continually adapt to an ever-changing environment – for Canadians, for our partners and for the Government of Canada as a whole. We see dramatic demographic changes underway in Canadian society, the profound effect of technology and trade on social and economic opportunities, the need to meet Canadians’ rising service expectations tempered by the need to contain costs, and an accelerating pace of change itself. Yet our mission does not change; our ultimate goal of improving Canadians’ quality of life is timeless. What will change is the way we go about achieving that goal. This may mean that some programs will be sunset and that others will be redesigned, but these are the changes that will allow us to achieve better results for Canadians and position ourselves for the future.

During the next three years, we will work to build an even more focused, efficient and modern organization. We will focus on our core business; be more efficient in developing policies, delivering programs and managing operations; and modernize service delivery. To that end, we have established three overarching priorities to support our transformation agenda:

- **HRSDC’s Strategic Review policy and program implementation**
 - By April 1, 2013, departmental savings from the 2010 Strategic Review will total \$274M
- **Service Canada Business Transformation**
 - Employment Insurance Automation
 - Canada Pension Plan/Old Age Security Modernization
 - Enabling greater levels of self-service and online transactions
 - Expanding service delivery on behalf of other federal departments
- **Enabling Services Renewal Program**
 - Designing an integrated *click-call-consult* service delivery model and standard business processes for HR, Finance, IT and Security
 - Replacing the corporate administrative systems that support enterprise resource planning

Workforce Management Strategy

Our transformation agenda impacts and involves employees across the entire department. The transformation agenda, combined with Government of Canada budget exercises, represents a complex environment for the department, but provides an incentive to increase effectiveness by modernizing and improving the way services are provided internally and to Canadians. To help manage that transition and position the department for the future, we have developed a workforce management strategy based on five pillars:

1. Resource Planning
2. Employment Continuity for Indeterminate Employees
3. Re-skilling
4. Healthy and Enabling Workplace
5. Communication and Engagement

Resource Planning

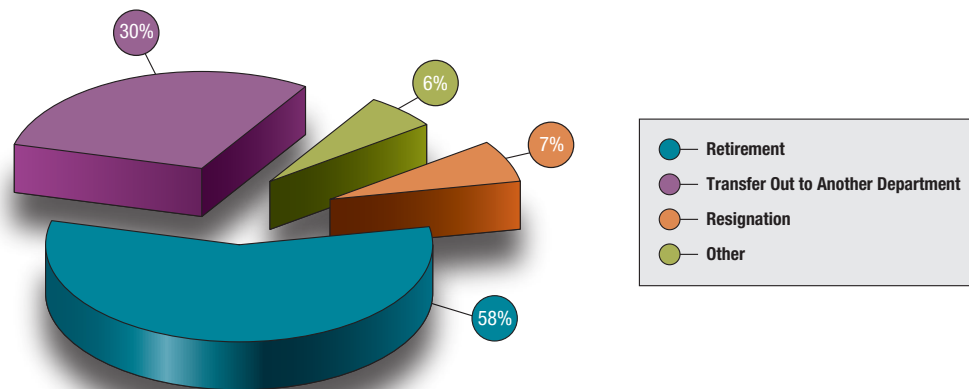
A resourcing plan that aligns our resources with our business priorities is the foundation for success. By strategically and collectively managing our workforce, regularly monitoring the outcomes, and undertaking course corrections as required, we will continue to align staffing levels and skillsets with the operational needs of the department.

Employment Continuity for Indeterminate Employees

We have made a commitment to support employment continuity first for indeterminate employees with no involuntary job losses. Vacancy Management Committees, have been put in place to ensure consistency, fairness and transparency in the review and approval of indeterminate staffing requests across the portfolio. Our commitment is to match impacted employees with emerging priorities or vacancies, providing them with every opportunity to continue their employment and contribute to HRSDC's mandate.

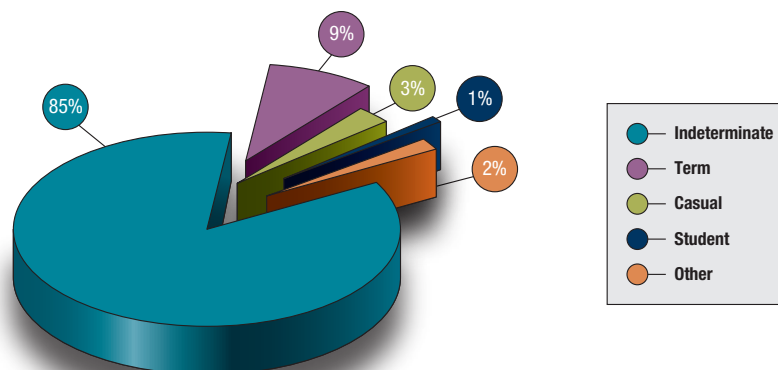
We plan to manage changes to our workforce through attrition, and the reassignment and reskilling of our employees. Attrition provides for a gradual reduction in employment through departures such as resignations, transfers and retirements. For example, we forecast that 7.3 percent of our workforce will retire or leave the department during 2011–2012. While attrition is certainly a component of our workforce management strategy, targeted interventions will be needed to ensure a consistent, fair and transparent transition.

Departure Distribution for Indeterminate Employees



To respond to fluctuations in the requests for the services that we provide, and assist us in managing temporary vacancies and absences, 13 percent of our workforce is composed of either term employees or casual workers. Active monitoring and judicious use of term/casual employment provides the department with flexible resources. However, over the next year, to meet our goal of no involuntary job losses for indeterminate employees, we will suspend the accrual of time for the cumulative working period required for roll-over of term employees into indeterminate employment. We will review this decision in 12 months.

Workforce Distribution by Employment Type, HRSDC, as of April 1, 2011



While our focus will be to maintain employment continuity for indeterminate employees, we have many term and casual employees who are highly trained and familiar with our business. They are well-positioned to help us during this transition and beyond. Our term employees will continue to have opportunities to become indeterminate employees through competitive processes.

Re-skilling

A strategic approach to learning and development that leads to early identification of common reskilling/retraining needs, and provides tools and resources to support employees, will help us to adjust. Through the Service Canada College, we will leverage and maximize reskilling opportunities for our employees to ensure employment continuity within the organization, giving them the support they need to ensure successful reassignments and to adapt to new ways of doing business.

On an annual basis and with the collaboration and final approval of their manager, employees establish a Performance and Learning Agreement (PLA) or Performance Management Agreement (PMA) that identifies learning activities that support them in meeting their current and future work objectives and business requirements, competency requirements and career aspirations. We will build on these agreements by ensuring that employees are made aware of the different learning activities available to them, and providing equitable access to corporate learning and development opportunities.

Healthy and Enabling Workplace

A modern, healthy workplace supports a more engaged workforce, better results, and better outcomes for Canadians. We are in the second year of implementing a comprehensive, five-year Healthy and Enabling Workplace Strategy to provide a safe environment that encourages performance, productivity and leadership that is rooted in core public service values. These continuing efforts will help us meet the challenges of transformation, while achieving results for Canadians.

Communication and Engagement

During any period of transition, there is uncertainty about the future and the changes the organization might go through. Open, clear and timely communication will be key as we implement Strategic Review decisions and as we progress through the new Strategic and Operating Review announced in Budget 2011. We will keep employees informed about our transformation agenda, the progress we are making, and what it means for them. We will engage unions throughout the process, continue to communicate with employees and managers through town halls and other venues and provide them with tools and information to support them.

Conclusion

Transformation is never easy, but few organizations have as much experience with change as HRSDC. We are moving forward from a position of strength, as demonstrated by our long history of achievements and our recent success with *Canada's Economic Action Plan*. A national approach to managing the five main pillars of the Workforce Management Strategy: Resource Planning, Employment Continuity, Re-skilling, Healthy and Enabling Workplace, and Communication and Engagement, will help us achieve our goals.

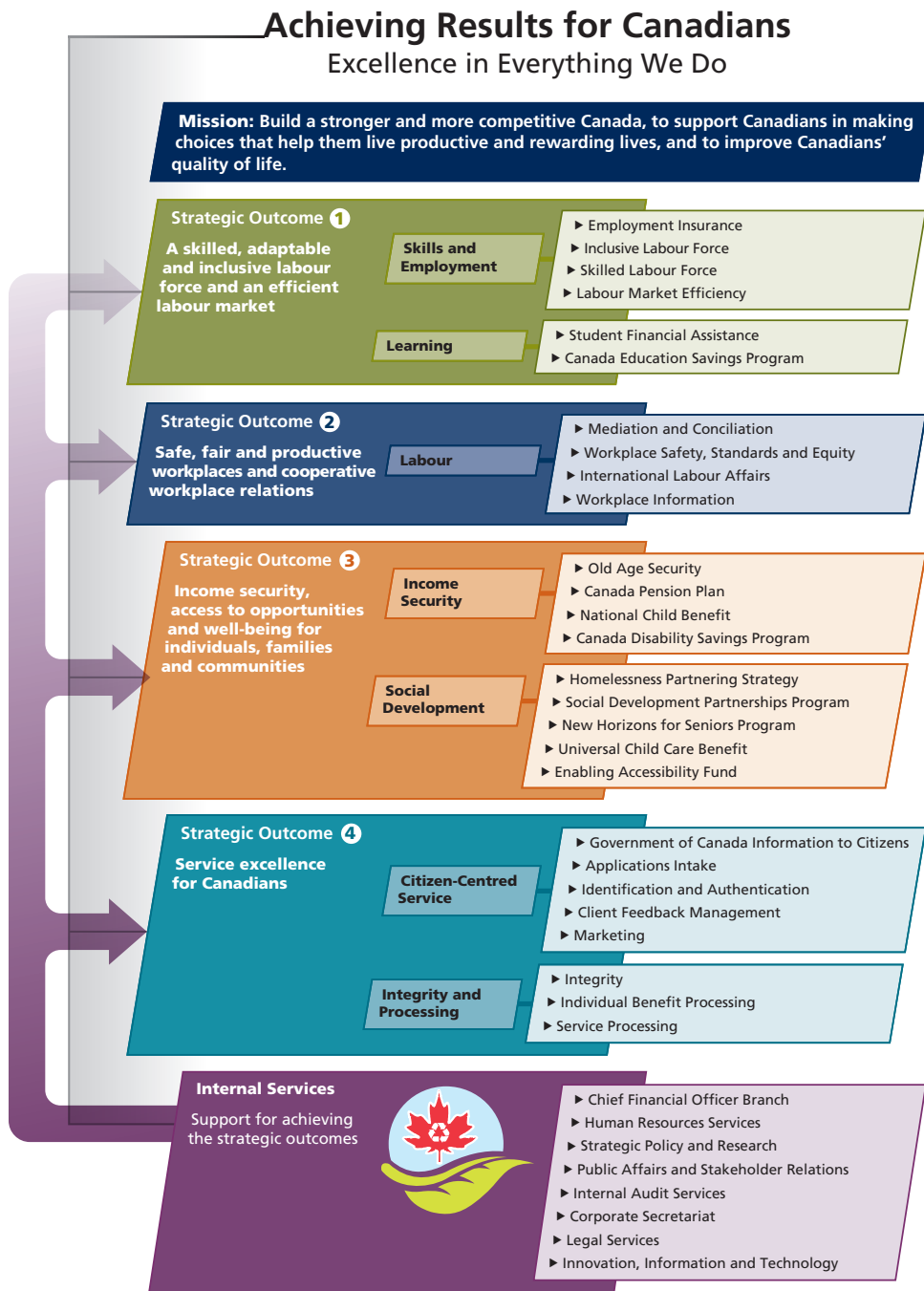
By building on the lessons of past experiences, we are confident that we will continue to meet our objective of achieving excellence throughout the transition.


Departmental Priorities and Strategic Outcomes

Our Strategic Outcomes

The program activity architecture (PAA) depicted below lists the programs offered by HRSDC and the results (strategic outcomes) they are designed to achieve for Canadians. The PAA also includes services that are internal to the department and support achievement of our four strategic outcomes.

Human Resources and Skills Development Canada Program Activity Architecture



As denoted by “” next to Internal Services in the graphic above, HRSDC participates in the Federal Sustainable Development Strategy (FSDS). Our focus, given the nature of our mandate, is on the fourth theme of the FSDS, “Shrinking the Environmental Footprint – Beginning with Government.” For more information, see the Departmental Sustainable Development Strategy at: www.hrsdc.gc.ca/eng/cs/sp/hrsd/publications/reports/sds-2011-2012/page00.shtml.

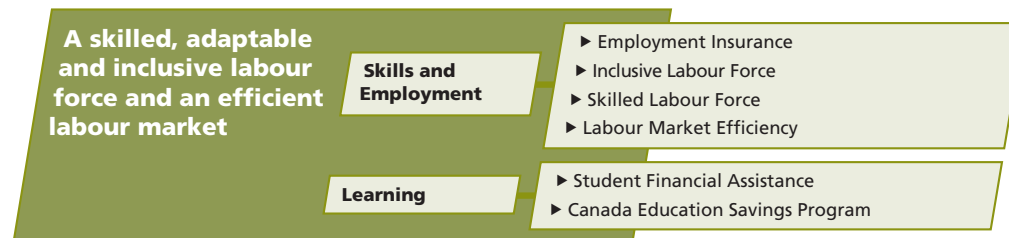
Our Priorities

As noted on page 16, we have established three overarching priorities for 2011–2014: HRSDC’s Strategic Review implementation, Service Canada Business Transformation and the Enabling Services Renewal Program, in addition to our policy agenda. Taken together, these initiatives will help us achieve our goal of becoming a more focused, modern and efficient organization. At the same time, we must also deliver on the department’s commitments and priorities, as outlined in our 2011–2012 *Report on Plans and Priorities*, which are presented on the following pages.

This section is organized by strategic outcome. Each priority is presented as a broad theme with several components, explaining why it is a priority and our plans for meeting that priority. Note that the priorities discussed in this *Integrated Business Plan* are not an exhaustive list of the department’s initiatives, as there are many other important activities underway in our branches and regions.

Alignment of Priorities to Strategic Outcomes

Strategic Outcome 1



Why are these priorities?

The Canadian economy has recovered from the recession, but global economic conditions remain uncertain. Looking to the future, HRSDC is monitoring:

- structural changes in the Canadian economy that may result in changing skills requirements and increasing mismatches between workers' skills and job requirements;
- a potentially shrinking labour force due to demographic changes; and
- regional disparities in aging, unemployment rates and other socio-economic conditions.

HRSDC will adjust its policies and programs accordingly so that its learning- and employment-related programs continue to meet Canadians' changing needs. Our strategy is to focus on jobs and growth. We will help Canadians prepare for the jobs of tomorrow, as well as the jobs of today, by investing in skills development and helping them acquire post-secondary education. This particularly means supporting those who have lower levels of participation in the labour market, including Aboriginal people, older workers, youth and people with disabilities.

At the same time, we will work with provinces, territories, employers and other partners to build a flexible, national labour market where Canadians can work in any jurisdiction, regardless of where they earned their credentials — even if they earned them in another country.

Plans for meeting the priorities

First, HRSDC will continue policy research and analysis related to the Employment Insurance (EI) program to ensure that it responds to evolving economic conditions. This includes continuing to offer EI Pilot Projects, such as Extra 5 Weeks, Working While on Claim, and Best 14 Weeks, until their end dates and analyzing the results, as well as exploring future options for the EI rate-setting mechanism.

We will reallocate \$60 million in funding over the next three years to promote enrolment in key disciplines related to the digital economy such as science, technology, engineering and mathematics.

At the same time, we will strengthen programs designed to increase the participation of under-represented groups in the labour market by implementing the Skills and Partnership Fund and renewing EI Part II programs.

We will collaborate with provinces and territories, employers and other partners to help Canadian workers acquire the skills and credentials they need to succeed in the Canadian labour market, whether related to emerging economic trends, such as the digital economy, literacy or post-secondary education.

As we continue to deliver core services related to post-secondary education, we are investing in ongoing program improvements, such as:

- enhancing and expanding eligibility for Canada Student Loans and Grants, particularly for part-time students, as announced in Budget 2011;
- forgiving a portion of Canada Student Loans for new family physicians, nurse practitioners and nurses that practise in under-served rural or remote communities, including communities that provide health services to First Nations and Inuit populations;
- implementing a shared federal/provincial/territorial service delivery vision for student loans and grants, aimed at providing students with simple, easy-to-manage access to financial assistance through such measures as improved online services, simplified application and repayment processes, and improved communication with students;
- implementing an integrated delivery of federal and provincial student loans in the province of British Columbia; and
- making adjustments to the Canada Education Savings Program to better support Canadians studying abroad.

To improve the quality and accuracy of labour market information, we will streamline Internet-based information, such as the “Working in Canada” tool and other websites, to better support Canadians when they are making learning and labour market decisions.

Finally, we will continue policy analysis and research to help plan for the future by:

- promoting enrolment in key disciplines related to the digital economy such as science, technology, engineering, and mathematics;
- examining strategies to help vulnerable workers, such as people with disabilities, youth, Aboriginal people and recent immigrants to participate in the labour market;
- working with provinces, territories, employers and industry groups to help Canadians develop the right skills to meet labour market needs;
- examining the policy framework for designating post-secondary institutions and certifying post-secondary programs and courses for student loans, RESPs, and education-related tax credits;
- conducting policy research related to non-financial barriers to participating in post-secondary education, adult learners, and the participation of under-represented groups in post-secondary education; and
- examining approaches to helping internationally-trained workers cover the costs of tuition and other training costs associated with the foreign credential recognition process.

Strategic Outcome 2

Safe, fair and productive workplaces and cooperative workplace relations

Labour

- ▶ Mediation and Conciliation
- ▶ Workplace Safety, Standards and Equity
- ▶ International Labour Affairs
- ▶ Workplace Information

Priorities

Strengthen labour mediation and conciliation services and negotiate international labour standards

- Provide high-quality mediation and conciliation services to assist employers and unions in settling their labour disputes
- Negotiate international labour cooperation agreements

Modernize the department's programs and services and how they are delivered to support service excellence for Canadians

- Use modern approaches and tools to deliver services and achieve compliance in the areas of workplace health and safety, employment standards and equity

Why are these priorities?

The workplace is where Canada's wealth is generated and where Canadians spend a large part of their day. Ensuring that workplaces are safe, fair and productive, and that workplace relations are cooperative, is important to the well-being of individual Canadians, to the success of business and to the performance of the country's economy.

The federal jurisdiction covers some 1.2 million workers. It includes most of Canada's national infrastructure industries. These industries are essential to GDP growth and labour productivity. From 1997 to 2006, they accounted for 11.6% of the GDP growth in Canada, higher than their share of GDP (9.3%). Because these sectors are important enablers to the rest of the economy, work stoppages or other disruptions in these industries can have far reaching effects on other sectors in Canada.

Globalization is creating competitive challenges and opportunities and underscores the importance of our work with other countries, since Canadian workplaces are increasingly affected by standards and conditions set beyond our borders. On the other hand, the same forces that expose Canadian workplaces to pressures from the global system also increase our knowledge of and access to ideas and best practices from around the world.

Modernization of service delivery is important since, in addition to enhancing efficiency and effectiveness, it promotes service excellence through results-oriented service delivery management, supports employees and encourages innovation. Further, it complies with the recommendations of Strategic Review and is consistent with the TBS Policy Framework for Service Design and Delivery, the Management Accountability Framework, and the HRSDC Portfolio Service Excellence Framework.

Plans for meeting the priorities

The Labour Program will continue the implementation of its Strategic Review by eliminating red tape and streamlining service delivery, better aligning program funding with actual needs, and focusing programs on the program's core mandate and high priority areas.

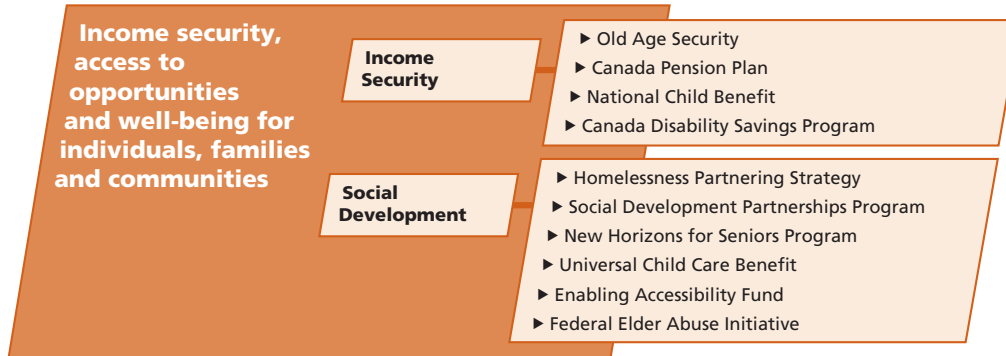
At the same time, we will continue to modernize service delivery in all business lines. As part of this Action Plan, an enhanced quality Assurance Framework will be developed to help improve oversight in Occupational Health and Safety investigations.

We will implement the initiatives included in *Budget 2011* that are of direct relevance:

- Delivery of the Preventive Mediation Program with an additional investment of \$1 million over two years, which will allow more employers and unions to benefit from this voluntary service.
- Extension of the Wage Earner Protection Program (WEPP) to cover employees who lose their jobs when their employer's attempt at restructuring takes longer than six months, is subsequently unsuccessful, and ends in bankruptcy or receivership. The enhanced protection is estimated to provide an additional \$4.5 million annually in support to workers affected by the bankruptcy of their employer.
- Introduction of amendments in collaboration with the Department of Justice to the *Canadian Human Rights Act* and the *Canada Labour Code* to prohibit federally regulated employers from setting a mandatory retirement age unless there is a bona fide occupational requirement.
- Reduction of red tape to lessen the compliance burden on small businesses through the Red Tape Reduction Commission. This initiative is in line with the Labour Program's development of a modern compliance strategy.

We will continue to lead the negotiation and implementation of labour cooperation agreements to protect Canadian companies and workers from foreign competitors who may be tempted to gain unfair advantages by ignoring basic labour standards. The Labour Program will also continue to represent Canada in multi-lateral fora, negotiate international labour standards, and advance Canadian interests and fundamental values abroad.

Strategic Outcome 3



Why are these priorities?

HRSDC plays a critical role in providing income security to seniors. Our public pension system is a Canadian success story. Our performance indicators show that, according to the market basket measure, without the CPP, OAS and GIS, the incidence of low-income among seniors would be approximately 48 percent but, because of these programs, it is just under 3 percent.

Canada's population is aging and the demands on Canada's public retirement income system are expected to grow. More than 300,000 Canadians will turn 65 this year. Each one will be eligible to send us an application for an Old Age Security pension and, right now, every one of those applications is paper-based and five pages long. By 2020, applications are expected to grow to more than 450,000 per year.

Disability rates are increasing, particularly among seniors, and the recent economic downturn has ramifications for Canadians' retirement options. To enable our employees to meet Canadians' changing needs, HRSDC must modernize the CPP and OAS programs and how they are delivered. At the same time, the Government of Canada has renewed the Homelessness Partnering Strategy until 2014, asking us to make changes to the program.

Some groups, such as the homeless, persistently unemployed, and at-risk youth, face complex and continual social challenges and often the best solutions to these difficult problems are found locally. All across Canada, citizens, businesses, charities and other groups, such as the Canadian Task Force on Social Finance, are working together to develop innovative ways to address local challenges.

Plans for meeting the priorities

First, HRSDC will prepare to deliver income security benefits to an increasing population of Canadian seniors. We will review and modernize the design of the CPP/OAS/GIS in support of a multi-year plan for improving service delivery. We will also move quickly to implement adjustments to the Guaranteed Income Supplement, as committed by the Government of Canada.

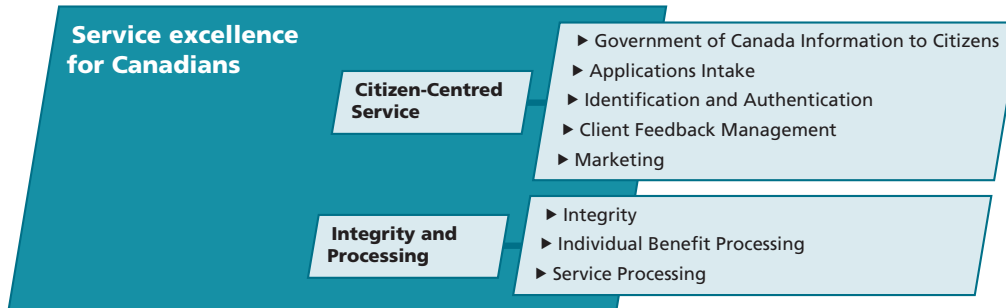
When introducing Registered Disability Savings Plans (RDSPs) in Budget 2008, the Government of Canada committed to reviewing the program after three years to verify that it meets the needs of Canadians with severe disabilities and their families. More than 48,000 accounts have since been opened. HRSDC will participate in the review of RDSPs and the Canada Disability Savings Program that will be conducted in 2011, and will investigate ways to increase flexibility for accessing RDSPs for beneficiaries with shortened life expectancies.

At the same time, HRSDC is moving ahead with the renewed Homelessness Partnering Strategy. Through our strategic partnerships with provinces, territories, communities and other stakeholders, we will develop new approaches to help those who are homeless, or at risk of homelessness, move towards self-sufficiency. This includes low-income seniors, people with disabilities, recent immigrants and Aboriginal people in need of support.

HRSDC will implement the Government of Canada's increased commitments for the Enabling Accessibility Fund and the New Horizons for Seniors Program announced in Budgets 2010 and 2011, and will oversee the administration of the Prime Minister's Volunteer Award.

Finally, as announced in Budget 2011, HRSDC will take steps to complement community efforts by encouraging the development of government-community partnerships, enabling communities to tackle local challenges and test new approaches to improve performance.

Strategic Outcome 4



Priority

Modernize the department's programs and services and the way in which they are delivered to support service excellence for Canadians

- Further modernize delivery of Employment Insurance
- Improve Canada Pension Plan and Old Age Security services and policies for seniors
- Enhance the various service delivery channels that Canadians use to get information, programs and services as well as the scope of services to which Service Canada provides access
- Modernize grants and contributions through enhanced online delivery and reduced administrative burden for applicants and recipients

Why is this a priority?

Service Canada is the face of government to millions of Canadians. This business transformation will adapt our service delivery strategy to meet the evolving needs of Canadians and increase efficiency. This includes modernizing our largest programs (i.e. EI, CPP and OAS) to continue to improve service delivery and respond to changing economic conditions and demographics.

Plans for meeting the priority

First, we will transform and modernize our business operations through automation and other process improvements for Employment Insurance. We will enhance the electronic services available to individuals and businesses. Increasing automation, including imaging to reduce the reliance on paper handling, will help to reduce the costs of delivering the Employment Insurance program, improve data accuracy and improve the integrity of benefit processing.

Second, with increases in workload on the horizon as the population ages, we will improve CPP/OAS to secure a strong, modernized and sustainable approach to delivering benefits for seniors. This includes redesigning and streamlining application processes for CPP/OAS and increasing the use of electronic services.

Third, efforts will continue to focus on providing citizens with a consistent service experience across all service channels (i.e. internet, telephone or in person), in keeping with the *Official Languages Act*.

Clients will be encouraged to take advantage of the electronic services and self-service options when they are seeking information and conducting transactions through an improved Service Canada website and My Service Canada account. Marketing activities will also be designed to promote self-service to Canadians. At the same time, the client contact centre approach will be expanded with the aim of resolving enquiries the first time someone contacts us.

This year, we will concentrate on improving the call centre network for EI, CPP and OAS. This will be achieved by improving business intelligence and increasing the number of requests that are resolved on the first call. We will also strengthen our ability to capture feedback about our services, such as through the "Voice of the Client" initiative, to enable the needs and experiences of Canadians to shape service improvements and inform the modernizing of service delivery. This will include consulting official language minority communities about service delivery.

Fourth, grants and contributions are a key mechanism for supporting citizens through targeted programming. We will develop and implement a second wave of change to improve the design, administration, and delivery of grants and contributions programs, with a special focus on reducing administrative burden for applicants and recipients, exploring innovative partnerships, standardizing applications and agreements, applying smart risk management, and using more on-line business solutions to increase web-based delivery.

Finally, in addition to delivering core programs on behalf of HRSDC, work will be undertaken to advance the vision of Service Canada as the service delivery agent for the Government of Canada. This work will include developing a partnership strategy, as well as negotiating and managing service delivery arrangements with other departments.

Internal Services

Support for achieving the strategic outcomes

- ▶ Chief Financial Officer Branch
- ▶ Human Resources Services
- ▶ Strategic Policy and Research
- ▶ Public Affairs and Stakeholder Relations
- ▶ Internal Audit Services
- ▶ Corporate Secretariat
- ▶ Legal Services
- ▶ Innovation, Information and Technology

Enabling Services Renewal Program

Priority

Continue to modernize and integrate internal service functions and systems to improve our ability to deliver results for Canadians through the Enabling Services Renewal Program

- **Replace the corporate administrative systems that support enterprise resource planning**
- **Implement a *click-call-consult* model for HR, Finance, IT and Security that leverages the capabilities of the new Enterprise Resource Planning systems**

Why is this a priority?

Taken together, Human Resources Services Branch, the Chief Financial Officer Branch and the Innovation, Information and Technology Branch play a critical role in helping us achieve our strategic outcomes by providing services and infrastructure.

Today, our enabling services and processes are not always as efficient as they could be. For example, every time a manager plans to welcome a new employee to our organization, there are multiple forms to complete for human resources (HR), information technology (IT), security and accommodations. Numerous phone calls and emails are required and the process is complex and prone to errors.

The Enabling Services Renewal Program's (ESRP) objective is to address the burden imposed by multiple, overlapping processes. It will allow one transaction to replace many: streamlining, consolidating, focusing and modernizing our internal services to be more efficient and to better meet the needs of employees and managers across the department.

To accomplish this, we must reevaluate our aging infrastructure. The Corporate Management System (CMS) no longer meets our needs for supporting the management of human and financial resources. The Government of Canada has standardized the use of SAP and PeopleSoft. We will upgrade to these systems to better address our needs and enable us to take part in government-wide common business practice initiatives, such as electronic transfers of employee records.

The long term goal of the ESRP is to deliver simple, client-centred enabling services, built on a modern technology platform that will ultimately improve our ability to deliver results for Canadians. As components of the ESRP are implemented over the next 5 years, the timeliness, quality and effectiveness of internal

service delivery will gradually improve. The project faces risks due to its complexity and scope, but by making it a key priority for the department and carefully monitoring its implementation, we are working very hard to ensure that the project continues as planned.

Plans for meeting the priority

Over the next five years, HRSDC will move forward with several initiatives to improve the tools and processes used to deliver internal services.

First, through the Enabling Services Renewal Program, we will implement a tiered *click-call-consult* model of service delivery using modern technology including portals and self-service options. The objective is to streamline and simplify administrative processes for human resources, IT, finance, and security while improving client experience.

At the same time, we will move forward with the replacement of the Corporate Management System (CMS) with PeopleSoft and SAP.

Finally, we will begin work on a replacement for the aging Departmental Accounts Receivable System (DARS).

Our Management Practices

Priority

<p>Strengthen the department's management practices</p> <ul style="list-style-type: none">▪ Improve management measures in support of legislative and policy requirements in the areas of privacy, security and internal integrity	<ul style="list-style-type: none">▪ Address corporate risks related to human resources, the transformation agenda, privacy, financial management, information management, and IT infrastructure
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Why is this a priority?

Employees are HRSDC's most important asset. Without a well-trained, motivated and enabled workforce, we would be unable to fulfil our mandate. We are pursuing an ambitious agenda for change to position ourselves for the future. This will require targeted recruitment, while helping employees adjust to these changes. While these changes will diminish future risks for our department, the scope and resource requirements of the transformation could affect our capacity to deliver our ongoing business at the same standard of excellence that Canadians expect. The challenge is even greater for key enabling branches (HRSB, IITB, and CFOB), who play a fundamental role in supporting the transformation agenda. Managing these associated risks will require strong horizontal management of related resources to balance the competing demands of the transformation agenda and day-to-day operations.

Canadians also entrust us with sensitive personal information. Our management of this information must continue to meet – and be seen to meet – all legislated privacy requirements and safeguards; the highest standards of respect for the privacy of personal information; and the highest standards of security in the systems that collect and store this information. We must continue to meet these standards and legislative requirements, particularly in light of the vast amount of personal information that we hold, so that we sustain our clients' willingness to share this information with us.

We earn the trust and confidence of Canadians and our partners by effectively delivering our programs and services, responsibly managing the funds entrusted to us by Parliament, and conducting our business in an open and transparent manner. We rely on this trust to fulfil our mission and deliver results for

Canadians. In this context, program integrity and sound financial management is vital to our continued success as an organization. Operating in an environment of fiscal restraint while pursuing a significant transformation agenda requires extra vigilance to ensure that our operating principles of stewardship, accountability, and value for money for Canadians are maintained throughout the department.

Our department has a broad mandate and scope. The differences in information management and record-keeping practices across the organization create an inherent risk with respect to our ability to accurately respond to requests for information in a timely manner.

The department's IT infrastructure is aging and requires important investments to maintain and upgrade systems. Not making these investments, as part of the departmental investment plan would increase the risk of service interruptions and delays.

Plans for meeting the priority

First, we will improve our strategies for targeted recruitment, internal mobility, diversity and workforce management. This includes completing current work on structural models at NHQ, moving forward with an integrated learning framework for the department, building on our workforce management strategy, and offering better people management training to managers, as well as implementing the action plan for Year 2 of the Healthy and Enabling Workplace Strategy.

To mitigate the risks associated with our transformation agenda, our workforce management strategy will focus on supporting employees during the changes to our organization and supporting employment continuity for indeterminate employees, while carefully and judiciously managing our critical contingent workforce of term and casual employees. The strategy will do this through improved business planning practices, emphasizing re-skilling and employee engagement, a renewed commitment to a healthy and enabling workplace, and by providing managers with integrated performance and talent management tools. Building on the Vacancy Management Committees with Regions, the department will also adopt a Portfolio-wide Vacancy Management approach.

Privacy is a primary concern. To address these concerns, we will develop and begin to implement an action plan to modernize our privacy policy suite, realign resources to maximize the effectiveness and efficiency of the privacy function, and further embed privacy considerations into policy and program development.

To maintain program integrity, we will continue to update the integrity control framework for the EI, CPP and OAS programs. This will be achieved by further automating many existing control measures, using risk-based approaches to address program integrity issues, and expanding information-sharing agreements to support these activities. We will also update our departmental security plan, develop a new code of conduct for employees and managers, and upgrade the physical security of our assets, employees and buildings. We will meet our commitments made in response to the Internal Audit of the HRSDC Research Management Framework. This includes developing a single policy research plan for the department, better tracking of research costs, developing and implementing research performance measures, and providing centralized access to final research products.

To promote more consistent information management and record-keeping, we will develop and begin to implement an action plan based on our Information Management (IM) Framework, expand our IM awareness campaign, and modernize HRSDC's data portfolio.

Finally, to address the risks associated with aging IT infrastructure, we will complete the development of our integrated multi-year investment plan. These will support decision-making and sound stewardship of public funds as we plan investments in infrastructure and technology that gives our employees better tools to support them in their daily work.

CONCLUSION

The next three years will be a time of change, but change offers opportunities. Right now, we have the opportunity to create a department that will set a new standard for policy, program and service excellence.

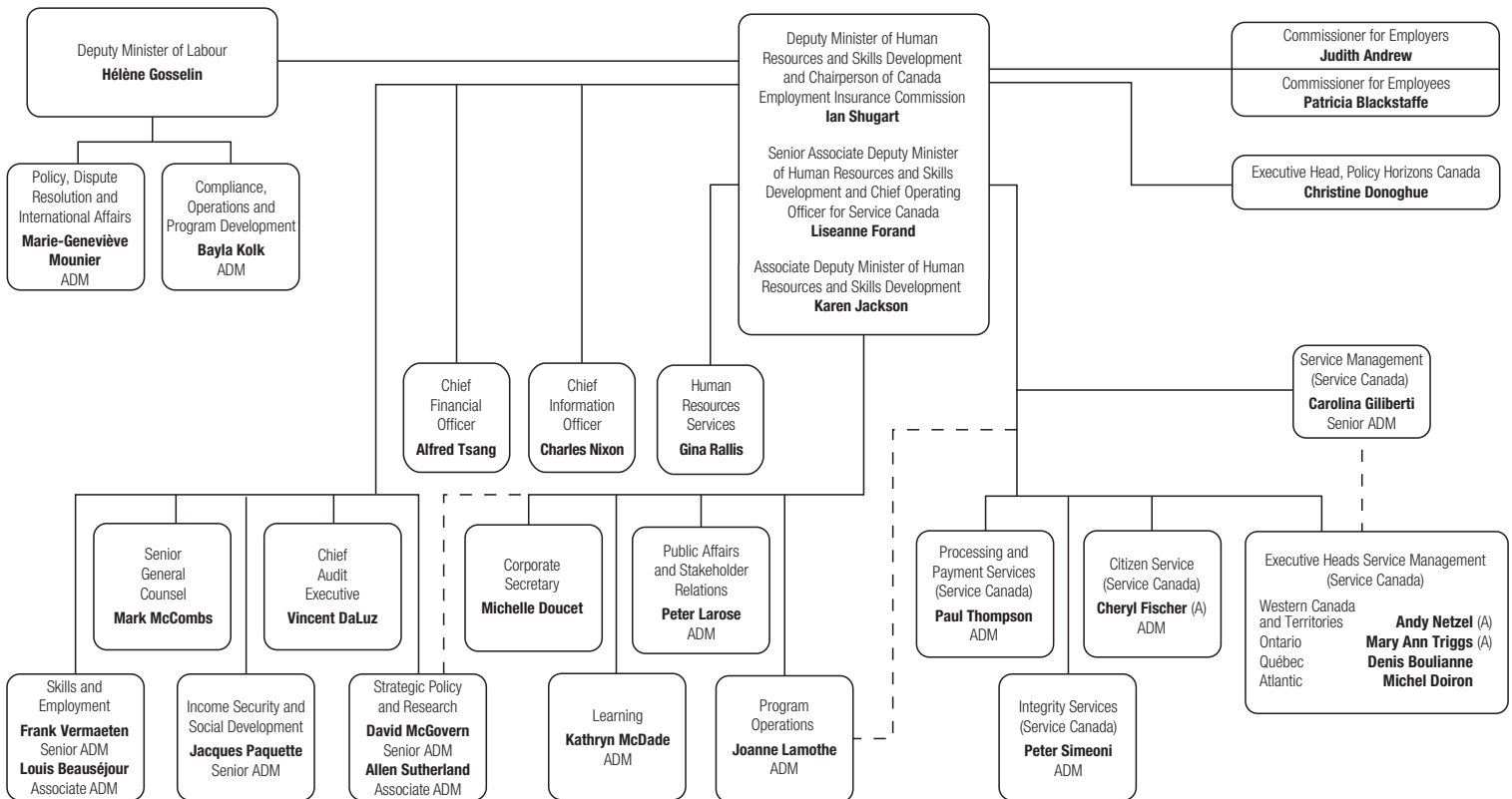
This *Integrated Business Plan 2011–2014* has broadly outlined the way forward. However, to reach our goals and provide substantial benefit to Canadians, our plan requires the support and commitment of each and every employee.

Time and time again, HRSDC's employees have proven that they are innovative, readily able to adapt to change, and prepared to meet new challenges with vigor and dedication.

This is important because Canadians count on us. They value and rely on the programs and services that we deliver. As we work to implement our transformation agenda, and balance it with our ongoing business, we must look to the future. We must seize opportunities to develop new approaches to our work and strive for excellence in everything we do.

Organizational Chart

Human Resources and Skills Development Canada Departmental Structure



(A) = Acting
July 4, 2011

Expenditures by Strategic Outcome and Program Activity 2010–2011 to 2012–2013

Program Activity	Forecast Spending 2010–2011 (millions of dollars)	Planned Spending (millions of dollars)		
		2011–2012	2012–2013	2013–2014
Strategic Outcome ①				
Skills and Employment Learning	25,496.3	21,293.8	20,724.1	20,469.2
	2,995.3	2,606.7	2,525.2	2,490.1
Total	28,491.6	23,900.5	23,249.3	22,959.3
Strategic Outcome ②				
Labour	298.3	307.1	312.5	312.4
Total	298.3	307.1	312.5	312.4
Strategic Outcome ③				
Income Security	68,043.6	71,485.0	75,415.9	79,726.7
Social Development	2,914.1	2,898.3	2,936.3	2,950.1
Total	70,957.7	74,383.3	78,352.2	82,676.8
Strategic Outcome ④				
Citizen-Centred Service	529.9	431.3	430.4	422.3
Integrity and Processing	720.9	638.4	636.6	637.1
Total	1,250.8	1,069.7	1,067.0	1,059.4
Internal Services	1,016.5	859.5	860.3	834.6
Other ¹	640.8	636.1	619.5	631.4
Consolidated Total	102,655.7	101,156.2	104,460.8	108,473.9

¹ EI Administrative Costs, EI Doubtful Accounts, CPP Administration Costs, Workers' Compensation and Other Government Department Revenue

