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Review of Human Resources Service Delivery

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Acronyms and Abbreviations

ADM(Fin CS)	Assistant Deputy Minister (Finance and Corporate Services)
ADM(HR-Civ)	Assistant Deputy Minister (Human Resources – Civilian)
ADM(IM)	Assistant Deputy Minister (Information Management)
CF	Canadian Forces
CHRC	Civilian Human Resources Committee
CHRMC	Civilian Human Resources Management Council
CHRSC	Civilian Human Resources Service Centre
COS	Chief of Staff
CRS	Chief Review Services
DGCHRMO	Director General Civilian Human Resources Management Operations
DGLRC	Director General Labour Relations and Compensation
DND	Department of National Defence
FTE	Full-Time Equivalent
FY	Fiscal Year
HR	Human Resources
HRA	Human Resources Assistant
HRBM	Human Resources Business Manager
HRCS	Human Resources Community Secretariat
HRM	Human Resources Management
HRMS	Human Resources Management System
HRO	Human Resources Officer
IM	Information Management
IT	Information Technology
L1	Level 1
NCR	National Capital Region
OGD	Other Government Department
OPI	Office of Primary Interest
PE	Personnel Administration
PS	Public Service
PSEA	<i>Public Service Employment Act</i>
PWGSC	Public Works and Government Services Canada
SC	Service Centre
VCDS	Vice Chief of the Defence Staff



Results in Brief

Chief Review Services (CRS) conducted a review of human resources (HR) service delivery to assess whether civilian HR services meet client requirements, are aligned with prescribed service standards, and whether resources are allocated optimally to ensure effective service delivery capacity. The review examined Department of National Defence (DND)-wide staffing and compensation services and included an assessment of how HR initiatives are implemented and monitored.

Findings and Recommendations

Compensation Services

Results from the CRS Compensation Client Survey indicate that, overall, clients in the regions have a higher level of satisfaction with all attributes of compensation services compared to clients in the National Capital Region (NCR). As part of the review, two distinct compensation resource allocation models were assessed. The results indicate that overall compensation resource levels appear to be sufficient or slightly less than required. However, discrepancies were noted between certain regions and the NCR, whereby the regions appear to have fewer resources available. Accordingly, there does not appear to be a clear link between resource levels and client satisfaction. Assistant Deputy Minister (Human Resources – Civilian) (ADM(HR-Civ)) should pursue this matter to determine why client satisfaction is higher in the regions with lower resource levels.

As well, even though ADM(HR-Civ) staff have set out compensation delivery standards, they have yet to measure performance against the standards on an ongoing basis, or make clients aware that they exist. This type of information is essential to monitor progress and improve performance.

It is recommended that the existing resource allocation model be revised and that ADM(HR-Civ) investigate why client satisfaction is higher in the regions. Further, it is recommended that compensation service delivery be measured against the standards and, if necessary, that standards be revisited.

Staffing Services

Managers who use Civilian Human Resource Service Centres (CHRSC) services raised concerns about the time required to staff positions. Most client managers interviewed indicated that they were not aware of ADM(HR-Civ) service standards in relation to staffing timelines. When made aware of the service standards, managers indicated that it usually took longer to staff positions. Most managers agreed, however, that timeliness was improving.

Overall Assessment

Overall, ADM(HR-Civ) appears to have sufficient resources to deliver staffing and compensation services. However, discrepancies in resource levels exist between regions. To improve performance and monitor progress, ADM(HR-Civ) should regularly monitor compensation and staffing performance against established standards.



A comparison of the total time it takes to staff a position against ADM(HR-Civ) established standards for different types of staffing actions showed that the number of working days to staff a position almost always exceeded ADM(HR-Civ) established standards for all types of staffing actions.

One significant improvement noted to track the timeliness of all aspects of the staffing process was the implementation of an electronic staffing log. The log will improve access to information on staffing processes as well as show the status for each staffing action.

An analysis of client-service ratios revealed that overall staffing resources were sufficient. However, discrepancies in client-service ratios were noted between regions, as well as between the integrated and centralized service teams within the NCR.

It is recommended that the existing resource allocation model be revised and that a formula be introduced that lends consideration not only to client-group size, but all other pertinent factors such as workload and staff turnover. It is also recommended that existing standards be revisited and that measures be put in place to measure performance against standards.

HR Initiatives and Performance Measurement

Documentation that outlines implementation plans to achieve the defined strategies and objectives of ADM(HR-Civ) initiatives is not always sufficient. As well, requests for increases in overall HR resource levels have been submitted for several years. However, more information, such as external benchmarks, to support the requests for additional resources could help support decision making. A benchmarking analysis was done by comparing DND's ratio of number of civilian employees or full-time equivalents (FTE) per HR staff employee to that of other organizations. Based on information collected as part of the review, DND's ratio was in the middle range when compared to that of other government departments (OGD); however, the gap is more significant when compared to other types of organizations, such as Crown Corporations. Using such information to support decision making will assist in ensuring that HR resource levels are being optimized.

It is recommended that information to support the implementation of initiatives and performance measurement be improved. This information should include detailed implementation plans to facilitate decision making and ongoing monitoring of progress.

Note: For a more detailed list of CRS recommendations and management response, please refer to [Annex A](#)—Management Action Plan.

Introduction

Background

In accordance with its Audit and Evaluation Work Plan, CRS conducted a review of the DND HR service delivery.

ADM(HR-Civ) is the functional authority for civilian human resources management (HRM). Its mission is “to develop and implement plans, policies and programs to recruit, develop and retain people to effectively enable the Canadian Forces (CF) in operations and meet the Defence Mission.”¹ ADM(HR-Civ) provides a full range of HR services² to approximately 23 locations and a civilian population of nearly 27,000 employees from six regional CHRSCs—Atlantic, Eastern, Ontario, NCR, Prairies, and Pacific. CHRSCs are typically divided into compensation services and other HR services that include staffing services.³ DND’s workforce is among the most occupationally diverse within the Public Service (PS), with civilians working in 60 of the 79 PS occupational groups and belonging to 10 of 17 PS bargaining units.

The delivery of HR services within the federal PS is governed by various legislation, policies, guidelines, collective agreements and judicial (or quasi-judicial) rulings. Other elements add to the complexity of HR service delivery in DND—in particular, the relationship between civilians and military members, the diversity of the workforce and the geographic dispersion. In fiscal year (FY) 2007/08, 12,245 staffing processes and 424,899 pay actions were completed⁴ by regional HR service centres (SC).

Objectives

The primary objectives of this review were to assess whether civilian HR services:

- meet client requirements for compensation and staffing services;
- are aligned with prescribed service standards; and
- have resources that are allocated optimally to ensure effective service delivery capacity.

Scope

The scope included the Department-wide delivery of staffing and compensation services to DND civilians. Observations are based on a review of staffing processes that resulted in appointments from January 2006 to February 2008, and completed pay transactions entered into the Public Works and Government Services Canada (PWGSC) compensation statistical information system in FY 2007/08.

¹ ADM(HR-Civ) Business Plan FY 2006/07.

² Approximately 27 percent (or 7,000) of civilian employees are managed directly by military members (3,000) (FY 2008/09 ADM(HR-Civ) Strategic Assessment and Business Plan).

³ Other HR services include labour relations, classification and HR planning.

⁴ Based on CRS review work of ADM(HR-Civ) staffing files and PWGSC compensation statistical information—DND specific.



The scope also included some aspects of ADM(HR-Civ) corporate services that support HR service delivery, such as information management/information technology (IM/IT) enablers and the monitoring of the implementation of HR initiatives and performance measures.

Methodology

- Document and literature review to validate information related to staffing, compensation and civilian HRM;
- Interviews with key members of ADM(HR-Civ) staff, regional CHRSC management and staff, and civilian and military managers of civilian employees;⁵
- Visits to six operational sites in four regions;
- Client focus groups;
- A review of ADM(HR-Civ) staffing files to assess staffing process timeliness and availability of information pertaining to staffing;
- A client survey among civilian employees to assess their level of satisfaction with HR compensation services;
- A detailed analysis of existing staffing and compensation workloads, HR personnel resource levels, client-service ratios and processing times; and
- Data-gathering to compare overall personnel resource levels against those of HR services in other organizations.

⁵ Managers were randomly selected for interviews from a population of managers identified as being responsible for at least one staffing process between August 2007 and February 2008.



Findings and Recommendations

Compensation Services

Clients in the regions are satisfied with all aspects of compensation services. Clients in the NCR are satisfied with certain aspects, but expressed concerns regarding some service attributes.

Client Satisfaction

Regional respondents to the CRS Compensation Client Survey conducted from February to May 2008 reported a high level of satisfaction with all attributes of compensation services whereas NCR respondents reported being satisfied with the accessibility of services in their language of choice and with the competency of HR staff. However, they reported a low level of satisfaction with overall compensation services. Clients in the NCR are not satisfied with the availability of personalized service, consistency of service and opportunities for recourse.

The results of the CRS Compensation Client Survey are consistent with those of the ADM(HR-Civ) 2007 Client Satisfaction Survey,⁶ wherein NCR respondents expressed a low level of satisfaction with general accessibility to, and the timely delivery of, compensation services.

Service Standards

In 2006, ADM(HR-Civ) set out details of the compensation delivery standards and guidance for client expectations regarding the time and effort required to complete key HR processes.⁷ Ninety percent of respondents to the CRS Compensation Client Survey indicated that they were unaware of any standards for compensation services.

Respondents were also asked to set out their minimum expectations—as an approximate number of days—for the time required to provide information and to complete a number of HR compensation processes. Expectations were consistent across the regions and were aligned with, or just below, existing ADM(HR-Civ) service standards.⁸ This finding suggests that the compensation delivery standards are consistent with client expectations, but opportunities exist to build awareness of service standards and put in place mechanisms to better monitor performance against the standards to assess whether they are being achieved.

⁶ Client Satisfaction Survey on ADM(HR-Civ) Services.

⁷ ADM(HR-Civ) Service Standards, “Our Service Commitment,” January 4, 2006.

⁸ For example, clients expect to receive a confirmation receipt within two days of submitting their compensation request; clients expect any changes affecting pay to be processed in seven to fourteen days; etc.



Supporting IT Tools

At the time of the review, many compensation documents were not electronically stored. Electronic storage generally ensures better file management, as well as better and more timely access to personal information for authorized individuals. Leveraging technology would improve IM, help service providers increase customer satisfaction and result in efficiencies in compensation service delivery.

For example, we were advised that the process for administering leave is now more timely and efficient since the implementation of the new Human Resources Management System (HRMS) Leave Administration Module in 2008. At the time of this report, compensation advisors were anticipating having compensation documents such as pay card records electronically stored. This would improve file access and exchange amongst compensation advisors, increase productivity and reduce errors.

To offset increasing workloads, a compensation call centre was previously introduced in the NCR. Upon initial implementation, challenges such as significant processing delays and wait times contributed to low client satisfaction. However, managers interviewed have since noted improvements that have had a positive impact on client satisfaction.

Compensation Resource Allocation Model

In its FY 2008/09 business plan, ADM(HR-Civ) reported difficulties with some aspects of client service, such as delivery of accurate and timely compensation services due to a current resource gap. CRS assessed the existing resources and allocation as they relate to timely and accessible compensation service delivery. Two different analytical tools were used:

- the ADM(HR-Civ) Client Service Resource Allocation Model; and
- an algorithm formula developed by the Human Resources Community Secretariat (HRCS) and further refined by ADM(HR-Civ).

Client Service Resource Allocation Model. ADM(HR-Civ)'s current Client Service Resource Allocation Model uses a client-service ratio of 165 clients per one compensation advisor (165:1). Based on the existing civilian population at the time of the review, ADM(HR-Civ) appeared to have, on average, sufficient compensation advisors and assistants.

Depending on the region, the ratio fluctuates from a high of 197:1 in the Prairies to as low as 140:1 in the NCR. This finding suggests that there is no clear link between client satisfaction and resource levels. This can be partly attributed to the fact that there is significantly more staff movement in the NCR as opposed to the regions.

HRCS Algorithm. The HRCS algorithm (or volume metric) indicates that compensation services were provided with slightly less staff than required. The workload analysis⁹ depicted at [Annex C](#) suggests that overall DND required 214 fully trained FTEs to meet the FY 2007/08 compensation workload demands. Assuming that the 199 FTEs in place as at March 31, 2008 was a constant throughout the FY, overall DND needed an additional 15 FTEs—only 7 percent beyond existing compensation resource levels.¹⁰ It is important to note that the actual level of FTEs did fluctuate throughout the FY. The data at [Annex C](#) demonstrates that when the analysis is extended to each region, the largest discrepancies between actual and required staff resource levels are in the Atlantic and NCR regions. For example, in the Atlantic Region approximately 31 FTEs were available in FY 2007/08 compared to the required 49 FTEs to fulfill the volume of compensation activities. For the NCR, however, 58 FTEs were available, compared to the required 47 FTEs based on this model. As with the previous resource allocation model, when compared with the results of the CRS compensation survey, this model also suggest that there is no clear link between resource levels and client satisfaction.

ADM(HR-Civ) should determine why client satisfaction is highest in the regions with the lowest resource levels. Other factors also need to be considered when assessing resource levels and client satisfaction. For example, ADM(HR-Civ) reported a 40 percent turnover rate of NCR compensation advisors in FY 2007/08,¹¹ while the inability to attract experienced HR staff resulted in the need to hire less experienced people and give them a significant amount of on-the-job training.

⁹ Numbers for pay actions were obtained from the PWGSC 2007/08 National Aggregate Statistical Report for DND.

¹⁰ Compensation Advisors + Compensation Assistants/Leave Clerks.

¹¹ NCR Regional HR Plan Summary FY 2008/09.



Staffing Services

Managers¹² indicated that improvements should be made in regard to certain aspects of staffing services provided by ADM(HR-Civ). Areas requiring improvements include the level of service and the amount of time required to staff positions.

Client Satisfaction

Managers¹³ who use CHRSC services raised concerns about the time required to staff positions and the consistency of the service provided. Managers felt that the level of service within the CHRSC did not always satisfy their requirements. This lower satisfaction level is attributed by managers mainly to HR staff resource constraints and a lack of supporting elements.

Staffing Timeliness

Timeliness of staffing has been an issue for several years within DND. ADM(HR-Civ) indicated that service standards have been developed and are now being assessed and updated to reflect current staffing practices in favour of collective staffing, and to take into account the performance tracking information that the recently implemented HR software provides. Such information will help identify areas where improvements are needed to make the staffing process more efficient.

As well, most client managers interviewed indicated that they were not aware of ADM(HR-Civ) service standards in relation to staffing timelines. When made aware of the service standards (i.e., 65 days for internally and externally advertised staffing processes), managers indicated that it usually took longer to staff positions. The 2003 Minister's Advisory Committee on Administrative Efficiencies report states: "if there is one area to address, it is this one [...] we need better and faster staffing, and more robust support in managing the future of our civilian workforce."¹⁴ Most managers agreed, however, that timeliness was improving.

Approximately 600 ADM(HR-Civ) staffing files selected at random from various sites (further described in [Annex D](#)) were reviewed to assess the timeliness of the staffing process. Available documentation on file permitted us to measure the total time elapsed in staffing each position based on the dated Staffing Request Form and dated Letter of Offer.

Figure 1 compares the average time it takes to staff per region against ADM(HR-Civ) standards for six different types of staffing actions. The number of working days to staff a position almost always exceeded ADM(HR-Civ)'s established standard. ADM(HR-Civ) needs to determine why most standards are not being met and assess the reasonableness of the standards.

¹² Civilian and military.

¹³ Managers of civilian employees who were responsible for at least one civilian staffing process within the six months prior to the interview.

¹⁴ Report to the Minister of National Defence by the Advisory Committee on Administrative Efficiency, "Civilian Human Resources Management" (p. 50).



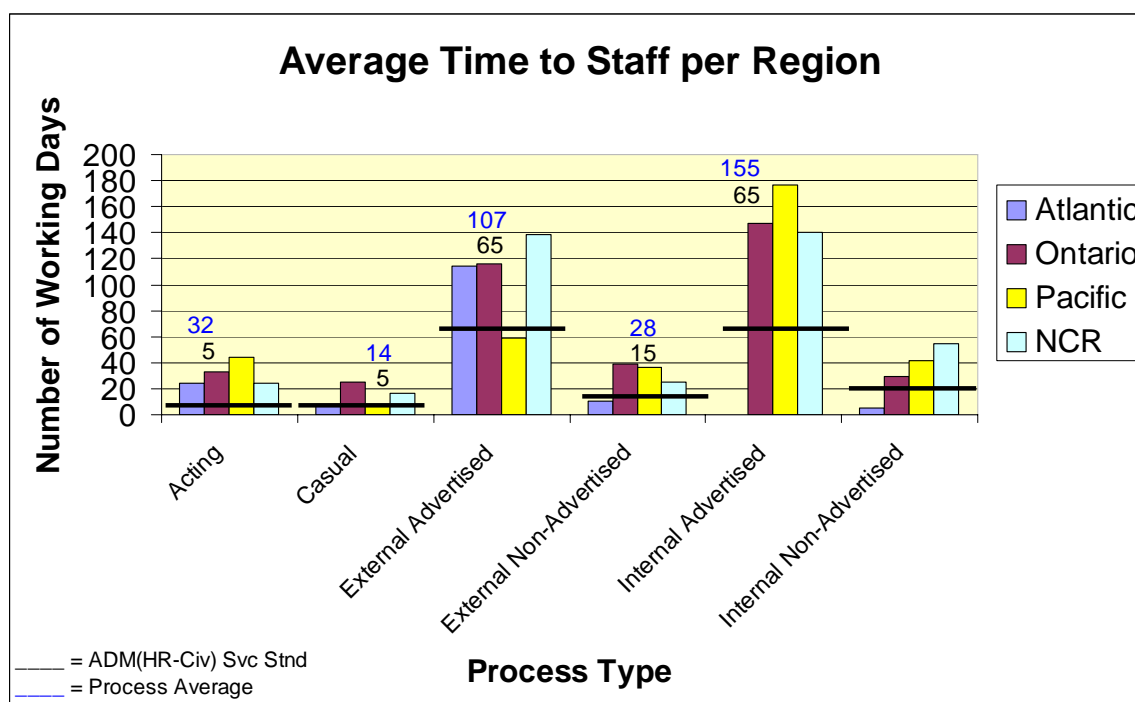


Figure 1. Average Time to Staff per Region. This chart compares the average time to process six different types of staffing actions (acting, casual, external advertised, external non-advertised, internal advertised and internal non-advertised) against the ADM(HR-Civ) service standard for four regions: Atlantic, Ontario, Pacific and NCR. The data table below provides the specific number of working days.

	Acting	Casual	External Advertised	External Non-Advertised	Internal Advertised	Internal Non-Advertised
ADM(HR-Civ) Service Standard	5	5	65	15	65	20
Atlantic Average	24	7	114	11	N/A	5
Ontario Average	33	25	116	39	147	29
Pacific Average	44	8	59	36	176	42
NCR Average	25	17	139	25	140	54
Process Average	32	14	107	28	155	33

Table 1. Average Time to Staff per Region.

ADM(HR-Civ) managers recognized that modifications were required to better assess various aspects of the staffing process, including improved staffing file management and additional electronic tools. As well, these managers acknowledged that revisions are required to the methods used to measure staffing times for collective staffing processes. Furthermore, the assessment of staffing times must take into account that not all parts of the staffing process—such as security clearances—are within ADM(HR-Civ)’s control.

ADM(HR-Civ) indicated that subsequent to this review, improvements to measure staffing timelines have been made. Results of staffing processes are entered into HRMS and some additional data to measure staffing timelines is available. In addition, ADM(HR-Civ) has implemented systems and tools, such as the Integrated Staffing Log

Application in 2008, that help to track in-progress staffing activities in a more comprehensive manner. For example, the log will show the processes that are active, the status of each staffing action, participant data and existing candidate information (pools).

HR Service Delivery Models

HR services are provided by teams that operate under either the centralized or the integrated HR service delivery model. Within the NCR, client organizations can select either model. The centralized model is the most commonly used, although a few client organizations have opted for the integrated model. The level of satisfaction and cost of delivering services differ under each of the two models.

Centralized Model. Under the centralized HR service delivery model, HR officers (HRO) are typically responsible for delivering staffing and other services¹⁵ to their client groups. HROs are supported by HR assistants (HRA), subject matter experts and SC managers. Under this model, HR is located away from the client with teams often providing services to multiple clients.

Integrated Model. Under the integrated model, Human Resource Business Managers (HRBM) and SC roles come together in a single HR service delivery unit. The resources previously allocated to HR planning and coordination and delivery of HR programs functions in the level one (L1) client group are combined with the SC operational service delivery resources to provide a comprehensive service across all HR functions for managers. These integrated service teams are often located with the client and provide the opportunity to improve coordination as the teams are designated a single L1 organization.

Under the integrated model, clients and staff generally expressed a higher level of satisfaction. Given that the integrated model is still relatively new, ADM(HR-Civ) is encouraged to monitor the cost-benefits of both models, including the client-service ratios and service-delivery costs, their impact on the quality of service delivery and client satisfaction.

Staffing Resource Allocation

In the FY 2008/09 business plan, ADM(HR-Civ) identified the current resourcing formula for HR service delivery as a risk and recognized the need for its review and update. To increase service delivery capacity, ADM(HR-Civ) considered decreasing the number of clients per HRO. This change was expected to offset the lack of experience among new HROs, and to compensate for labour market conditions¹⁶ posed, for example, by the availability of qualified personnel administration (PE) staff. The client-service ratio for clients to HROs was revised, as an interim solution, from 200:1 to 175:1, and is based on positions being filled with fully qualified HR staff (e.g., PE-04 classification level).

¹⁵ Other services include labour relations, classification and HR planning.

¹⁶ 76 percent turnover amongst PEs and 52 percent in HRAs in 2007/08 in the NCR.

When analyzing FY 2007/08 client-service ratios—and to account for staff that was not yet at the required working level—CRS staff applied the relevant weights provided by Director General Civilian Human Resources Management Operations (DGCHRMO) to the HR staff working levels within each service delivery team.¹⁷ The overall average client-service ratio of civilian employees per HRO was 179 clients to one HRO (179:1) as of March 2008—only two percent away from the targeted ratio of 175:1. Depending on the region, the ratios varied from a high of 231:1 in the Pacific region to a low of 140:1 in the NCR.

It must be acknowledged that HR staff workload is not always driven by the size of the client group. Other relevant factors in resource allocation include the client's operating environment, individual capability, working levels and anticipated demand.

IM/IT Enablers and Staffing IT Modules

In October 2007, ADM(HR-Civ), in conjunction with Assistant Deputy Minister Information Management (ADM(IM)), implemented HRMS version 8.9—an upgrade from the previous version, 7.5. This new version has the potential to significantly improve HR processes and information. However, system users and managers report that this potential has not yet been fully realized, and that its implemented modules and features have yet to add the desired functionalities.

An effective HR software tool improves processes and increases efficiency and the quality of information. We were informed that several HRMS modules could provide such benefits. For example, the new “Person Model”¹⁸ could improve workforce management and help ADM(HR-Civ)/DGCHRMO in the mission to “recruit, develop and retain people to effectively support the DND/CF.” The “Recruiting Solutions Model” could help streamline the staffing process and reduce some of the current labour-intensive processes that fall to managers and HROs. Automation of the staffing process could apply to applicant screening and interviews by providing the capability to create electronic files to remedy some existing information management problems, such as file management. The Recruiting Solutions Module could also facilitate the administration of candidate pools, as candidate profiles would be housed in a single database and easier to access. We encourage ADM(HR-Civ) to continue to make increased usage of automated tools as they become available.

Staffing Responsibilities and HR Guidance

The introduction of the new *Public Service Employment Act* (PSEA) brought with it a period of unprecedented cultural change within the field of HR. Although enabling policies and basic tools and processes were created to support the launch of the new Act in 2005/06, the learning curve and change management demands were significant challenges given the size and geographic dispersion of the HR-Civ service providers.

¹⁷ While DGCHRMO uses these weights in allocating resources, they are not formally a part of the resource allocation model.

¹⁸ The working title of the HRMS module.

Staffing policies are issued by central agencies and supported by departmental policies. HR guidance sets out and clarifies the responsibilities of all participants in a staffing action. Several of the interviewed HR staff and managers stated their preference for the additional guidance. Responsibilities and procedures for collective staffing and non-advertised staffing processes could have been better defined to guide HR staff through the PSEA initiative. For example, it was not always clear among some HR staff and client managers about when and how to use collective staffing versus other staffing processes. Additional guidance is needed to help direct HR staff—especially those in regions outside the NCR—on the prioritization of staffing requests to ensure it reflects organizational priorities.

Depending on the region, the roles and responsibilities of HROs versus client managers varied. Although the PSEA promotes flexibility, delays in issuing documentation and guidance resulted in different interpretations about how to implement some elements of the Act, and to share and define roles and responsibilities among HROs and managers. For example, in some regions, managers were expected to prepare all documentation, develop evaluation tools and screen applications related to staffing actions, while in other regions, HROs handled most of these responsibilities.

We were advised by ADM(HR-Civ) that numerous learning and change management events for HR staff and managers had been conducted throughout the period of implementation. These sessions were to help establish an understanding of the changes to staffing processes, as well as the changing roles and responsibilities of managers and HR practitioners. Since the implementation of the PSEA, ADM(HR-Civ) indicated that this work has continued with a focus on enhancing HR staff and managers' understanding of how best to address various staffing challenges and to seek new ways to exploit the flexibilities of the Act. They also indicated that ongoing learning and change management is taking place at all levels (corporate, regional and local) within the organization to support this initiative. For example, ADM(HR-Civ) indicated that two national learning events for HROs and HRAs took place during FY 2008/09.

Recommendations

Revisit the existing resource allocation model for both compensation and staffing services and introduce a formula that lends consideration not only to the client-group size (or number of FTEs) but all pertinent factors (e.g., workload, complexity of activities, staff turnover, working levels, impact of technology and client's HR plans);

OPI: ADM(HR-Civ)

Ensure that compensation and staffing services are measured against standards and follow-up action is taken where standards are not being achieved; and

OPI: ADM(HR-Civ)

Ensure that roles and responsibilities for staffing are clearly documented and communicated.

OPI: ADM(HR-Civ)

HR Initiatives and Performance Measurement

Information to support the implementation of initiatives and performance measurement could be improved.

To improve overall HR service delivery, the following two initiatives were outlined in ADM(HR-Civ) strategic assessments and business plans:

- Establish targets for several ADM(HR-Civ) initiatives intending to “streamline business processes through HR service delivery transformation;”¹⁹ and
- Achieve some 40 percent of HR transactions on-line in a self-service environment²⁰ as part of the 2010 ADM(HR-Civ) service-delivery initiative.

Regarding the first initiative, we were not able to obtain information and plans as to how the business would be streamlined (i.e., what specific process, what changes were to be made and when). As for the latter initiative, details on how and when this target was to be achieved were not available.

Although these are only two of many initiatives, they are key to improving HR service delivery. More details and specific targets are essential to monitor progress and measure performance.

Benchmarks to Assess Overall Resource Levels

The goal of any HR organization is to deliver optimal HR services with due consideration to cost effectiveness. To reach this goal, ADM(HR-Civ) has requested additional HR resources for several years. Using benchmarks to compare resource levels against external organizations would help support decision making to ensure ADM(HR-Civ) resources are being optimized.

Information was gathered from other organizations to do a high-level comparison of current DND ADM(HR-Civ) personnel resource levels against total HR staff resources in other organizations. Benchmarking was used to compare the ratio of civilian employees (FTEs) per HR staff employee. DND’s ratio in FY 2005/06 was 30:1 compared to a ratio range of 16:1 to 65:1 from a sample of OGDs, and a ratio range of 20:1 to 80:1 for Crown Corporations for which data was available. Further investigation would be required to explain these variations. There are significant differences between organizations, and such information,²¹ if available, could be used to assist in determining the optimal resource levels that maximize cost effectiveness while giving due consideration to the environment within DND and the PS.

¹⁹ ADM(HR-Civ) FY 2005/06 Business Plan.

²⁰ Such as the HRMS, Defence Learning Network and the ADM(HR-Civ) website.

²¹ Examples of information that could be collected for further investigation include trend analysis of resources and activity levels, resource levels in NCR versus outside regions, corporation/administrative versus operations, investment in IT, employee experience, training and turnover.

Recommendation

Develop detailed implementation plans to support HR initiatives to facilitate decision making, ongoing monitoring of progress and performance measurement.

OPI: ADM(HR-Civ)



Annex A—Management Action Plan

Compensation and Staffing Services

CRS Recommendation

1. Revisit the existing resource allocation model for both compensation and staffing services and introduce a formula that lends consideration not only to the client-group size (or number of FTEs) but all pertinent factors (e.g., workload, complexity of activities, staff turnover working levels, impact of technology and client's HR plans).

Management Action

- We will undertake a review of best practices in workload analysis and resource allocation with a view to improving the resource allocation approach currently used by ADM(HR-Civ). This will be done concurrently with the analysis of HR service delivery in preparation for strategic review.
- We will pursue the development of an improved resource allocation approach by including this in the next 1-3 year integrated Business/HR plans. We will ensure resource requirements identified are reflected in the ADM(HR-Civ) A-base. We will continue joint planning and work with the VCDS and ADM(Fin CS) to ensure that ADM(HR-Civ) can identify the baseline allocation needed for HR service delivery based on the accepted allocation model.
- The electronic pay card is being implemented; this will address observations about the lack of enabling IT support, as well as efficiency and timeliness. Its implementation will enable us to complete progress in the area of enabling IT support, along with other technological advancements under consideration at this time.

OPI: ADM(HR-Civ)/DGCHRMO/DGLRC/COS

Target Date: November 2010



ANNEX A

CRS Recommendation

2. Ensure that compensation and staffing services are measured against standards and follow-up action is taken where standards are not being achieved.

Management Action

- Service standards for compensation and staffing services that need to be reviewed and updated are already being reviewed by our Service Standards Working Group. Their results will be presented to CHRC for approval and implementation as required.
- Services are currently, and will continue to be, measured against established standards and reported through the CHRMC. Follow-up action will be taken as appropriate and reported as part of the civilian performance management reporting cycle.
- Pursue discussions where ADM(IM) will be given the lead to work with ADM(HR-Civ) to identify and implement IT “enablers” in order to meet DND/CF priorities and Public Service Renewal objectives.
- The resourcing levels required to support these updated service standards will be assessed, and adjustments to ADM(HR-Civ) baseline will be submitted as appropriate. If necessary funding is not secured, service standards will need to be reviewed and adjusted.

OPI: ADM(HR-Civ)**Target Date:** November 2010

CRS Recommendation

3. Ensure that roles and responsibilities for staffing are clearly documented and communicated.

Management Action

- We will develop and implement a comprehensive communications strategy that addresses the current and ongoing needs of employees and managers across DND/CF. Our strategy will address more than just roles and responsibilities in that it will also update and enhance existing communications products and tools for service delivery and standards for HR-Civ specialists, managers and support staff.
- Some tools already exist which communicate roles and responsibilities, for example staffing delegation training for managers and professional development sessions for HR officers and staff. This will also be strengthened as part of the Service Standards Working Group now examining this issue among others. We will continue to work with the manager and HR community to identify areas where roles or responsibilities require clarification and develop appropriate training or communications products to address these situations.

OPI: ADM(HR-Civ)/DGCHRMO/COS**Target Date:** November 2010



ANNEX A

HR Initiatives and Performance Measurement**CRS Recommendation**

4. Develop detailed implementation plans to support HR initiatives to facilitate decision making, ongoing monitoring of progress and performance measurement.

Management Action

- We have and will continue to implement our plans, with objectives, timelines and performance measures, already required for our HR initiatives and key elements of sound project management. These elements were included in the FY 2009/10 integrated HR/business plans and will continue to be addressed each fiscal year.
- Our integrated plans will continue to evolve and be more evident in the next cycle of HR and departmental business planning and reporting on our performance. They will also align with the emerging Level 0 Strategies, Corporate Guidance, Risk Management and Public Service Renewal commitments, in conjunction with direction received from the Deputy Minister.

OPI: ADM(HR-Civ)**Target Date:** November 2010

Annex B—Review Criteria

Objective

1. HR services meet client requirements and are aligned with prescribed service standards.

Criteria

- Client-service standards exist for compensation/staffing, satisfy client expectations, and are communicated and understood by staff responsible for delivering them; and
 - Results are measured against service standards and reported.
-

Objective

2. Resources are allocated optimally to ensure effective service delivery capacity.

Criteria

- Personnel resource requirements are justified and based on recognized client-service ratio/models;
 - Client-service ratios for compensation and staffing are consistent across regions and are optimal for service delivery; and
 - Internal and external benchmarks are available to support budget requests and subsequent decisions on resource allocation within ADM(HR-Civ).
-

Objective

3. HR initiatives are implemented and monitored against the achievement of HR service delivery objectives.

Criteria

- Documented implementation plans that outline how plans and objectives will be achieved and monitored; and
- Milestones and objectives were achieved through established means of measurement to evaluate success.



Annex C—DND Compensation Workload Analysis 2007/08

Region	# of Pay Actions	Time to Process	Equivalent FTEs	Actual FTEs	Difference FTEs	Difference Person Hours
Atlantic	97,863	61,230	49	31	(18)	(22,555)
Quebec	56,139	34,289	27	29	2	2,506
Ontario	70,971	45,278	36	35	(1)	(1,253)
NCR	85,324	58,703	47	58	11	13,784
Prairies	65,951	36,498	29	22	(7)	(8,771)
Pacific	48,650	32,276	26	24	(2)	(2,506)
Total	424,899	268,288	214	199	(15)	(18,796)

Table 2. DND Compensation Workload Analysis 2007/08. The numbers in brackets represent the difference between the actual and required resources.

- Equivalent FTEs are the resources theoretically required to complete the number of pay actions.
- Equivalent FTEs were calculated based on an average of 1,253 hours available annually for a compensation advisor to process transactions.
- Actual FTEs provided by DGCHRM as of March 31, 2008.



Annex D—Review of ADM(HR-Civ) Staffing Files Sample

# per Process Type	Atlantic	NCR	Ontario	Pacific	Total
Acting Appointment	7	20	10	10	47
Casual	63	78	83	10	234
External Advertised	7	15	23	21	66
External Non-Advertised	1	15	17	13	46
Internal Advertised	1	22	7	4	34
Internal Non-Advertised	4	18	9	36	67
Priority Appointment	3	5	2	N/A	10
Appointment Under Exclusion Order	N/A	25	23	N/A	48
Deployment	N/A	41	3	N/A	44
Reclassification	N/A	N/A	N/A	1	1
Total	86	239	177	95	597

Table 3. Review of ADM(HR-Civ) Staffing Files Sample.