Canadian Heritage   Patrimoine canadien

Audit of the Management of Human Resource Information

September 15, 2006

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Assurance Services Directorate
Corporate Review Branch

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Executive Summary

The audit of the Management of Human Resource Information was conducted pursuant to the approved Department of Canadian Heritage (PCH) Audit and Evaluation Plan for 2004-2005.

The objectives of the audit were to provide an independent and objective assessment of:

1. the adequacy of the management of human resource information in meeting departmental needs, including the quality and timeliness of human resource information used for decision making;

2. the adequacy of functional support provided to meet Human Resources and Workplace Management Branch's (HRWMB) business requirements; and

3. the adequacy of internal processes and practices over the management of human resource information designed to ensure compliance with relevant Treasury Board Secretariat policies, specifically the *Policy on the Management of Government Information.*

The audit was conducted in accordance with the Institute of Internal Auditors' *Standards of the Professional Practice of Internal Auditing* and Treasury Board's *Policy on Internal Audit.*

The results of the audit are intended to be used by PCH to improve existing management practices, controls, processes and procedures in its management of human resource information. The following conclusions and key findings should be read in the context of the overall report and related scope and approach. The audit team's conclusions are based on the assessment of findings against pre-established criteria and reflect audit work conducted between December 2004 and March 2005 and between October 2005 and November 2005. In our opinion, sufficient audit work has been performed and the necessary evidence has been gathered to support the conclusions contained in this audit report.

Key Findings

Our conclusions are based on the assessment of findings against pre-established criteria as defined in Appendix A. Conclusions and key findings have been further detailed in section 5 and 6 of this report.

Findings outlined in section 5 and 6 related to the first objective, illustrate that management of human resources information should be reinforced to better meet the needs of departmental users.

Findings outlined in section 5 and 6 related to the second objective, identified that, at the present time, functional support is adequate to meet HRWMB's business requirements with the exception of the need to document and test key controls over data integrity.

For the third objective, the auditors cannot provide an opinion at the present time due to the fact that the PCH Policy on the Management of Government Information is currently being completed and the results from the Information Management Capacity Check were unavailable at the time of the audit.

Recommendations

It is recommended that:
1.   A formal user needs assessment should be conducted.

> a) The Director of Internal Services HRWMB should continue consulting with representatives of all levels of management across various functional and program areas across the Department to formally assess their standard human resources information and reporting needs at the strategic, operational and administrative levels.

> b) The user group should consider new potential sources of information or reporting that may be beneficial in meeting the requirements under the Public Service Modernization Act which will continue to evolve over time.

> c) This needs assessment should be a key consideration in decision-making for new functionalities that may be required in the human resources reporting system.

2.   The Director of Internal Services HRWMB, should ensure that human resources information systems and reporting be modified to accommodate user needs as identified through the user needs assessment.

3.   The Director of Internal Services HRWMB should ensure that their representatives continue their efforts to educate users within the Department regarding the source and use of the information they provide.

4.   The Director of Internal Services HRWMB should ensure that their representatives continue their efforts to formalize the policies and procedures over the data integrity of the data in PeopleSoft version 8.

> Key controls over data integrity should be documented and tested to help ensure the effectiveness of these controls.

5.	The Director of Knowledge and Information Management should ensure efforts are continued to complete information management policies and processes to meet the requirements of the Policy on the Management of Government Information.

1.0   Introduction

The Human Resources and Workplace Management Branch (HRWMB) provides a full range of human resources, facilities management, and protection and safety services to all employees of the Department. The Branch mission is as follows:

> *"to provide quality services and advice to foster a great place to work and learn in which the Department of Canadian Heritage can attract, develop and retain the talent it needs to contribute to a creative and cohesive Canada."*

The Branch vision is to lead on people matters because it anticipates and responds to the department's needs, to enhance its image as an employer, and to inspire trust among managers, employees and unions. To achieve this, the Branch is guided by four operating principles:

- To promote the full participation of all managers and employees through respect for each other and appreciation of each other's individual strengths;

- To be impartial and equitable in the delivery of services and advice and exercise due diligence in all matters;

- Consistently provide dependable, results-oriented and timely services and advice; and

- Define strategies and solutions that are proactive, creative and cost-effective.

1.1   Authority for the project

The audit of the Management of Human Resource Information was conducted pursuant to the approved Department of Canadian Heritage (PCH) Audit and Evaluation Plan for 2004-2005.

1.2   Background

1.2.1 Branch Strategies

To achieve its mission, the HRWMB has four overarching strategies for fiscal years 2004 through 2007:

1) Building an inclusive workplace – The HRWMB will support the Department in its efforts to recruit a non-partisan, competent, reliable, representative and bilingual workforce by aligning resourcing strategies and action plans with Departmental business needs and laying the ground work for the implementation of staffing modernization. This strategy is

dependent upon staffing practices, compliance with official languages, employment equity and *Embracing Change* requirements, and the integration of human resources planning into business planning.

2) Strengthening an Inclusive Workplace – The HRWMB will support the Department in its efforts to acquire and share the knowledge, skills and competencies managers and employees at all levels need to do their jobs well by aligning learning strategies and action plans with the department's business needs and supporting PCH's progress towards becoming a learning organization. This strategy is dependent upon training and development practices, performance management, and career development opportunities.

3) Supporting an Inclusive Workplace – The HRWMB will support the Department in its efforts to provide a comfortable, secure, safe and harmonious work environment in which managers and employees feel valued and able to achieve harmony in their professional and personal lives. This strategy is dependent upon performance management practices, health and safety, facilities management, labour relations and business continuity and emergency preparedness practices.

4) Management Excellence – The HRWMB will align its services, advice and technology with the department's business needs and lay the groundwork for the implementation of human resources modernization through the development of a Service Strategy and Action Plan and consultations with clients and stakeholders.

1.2.2 Structure

At the time this audit was conducted, the Human Resources and Workplace Management Branch consisted of seven directorates: Executive Services and Development Programs; Learning and Workplace Well-Being; Departmental Programs and Sector Services; Internal Services; Research and Strategic Development; Protection and Safety Services; and, Facilities Management. The management of human resources information is supported by the Knowledge Information Technology Systems Branch, particularly through the Knowledge and Information Management Services Directorate.

1.2.3 Key Systems

The Human Resources and Workplace Management Branch uses a number of systems to manage information:

✓ PeopleSoft 8 (now known as the GC HRMS) is used to track information on positions and personal information about employees, as well as to manage leave. This system is one of the primary sources of human resource information and is used as key input in the preparation of HRWMB's reports relating to organizational demographics, staffing, classification and leave.

✓ The Regional Pay System is used to manage employee salary and overtime payments

✓ The official languages information system (AVIVA - managed by Public Works) tracks information on the official languages profile of employees. Information from this system is downloaded to the GC HRMS

✓ The Departmental Accident and Reporting System (DARS - managed by HRDC) tracks workplace accident information

✓ The Learning and Performance Management System tracks employee learning plans as well as their work objectives and performance reports

✓ The staffing and classification tracking systems track client requests for services and follow-up

✓ The security tracking system tracks employee security status

✓ The performance pay tracking system tracks pay at risk for Executives and senior employees

✓ Annual employee survey data is used to drive decision-making on issues relating to the department's learning and business cultures, as well as to monitor leadership on issues of fairness

1.2.4 Key Changes

Treasury Board Secretariat has recently launched its Framework for the Management of Information in the Government of Canada, which highlights the significance of managing information as a strategic business resource, employing information management standards and guidelines, and providing quality information to support public sector business delivery. The Framework provides a common body of knowledge of acceptable standards and principles that should be employed by federal government departments in their management of information.

Treasury Board, in the move towards Corporate Administrative Shared Systems and Services Initiative, also provides direction to departments on what development work can be conducted related to the Government of Canada's core information management systems such as the GC HRMS.

Recent changes to the administration of the *Privacy Act* also have important impacts on the management of human resources information, requiring privacy impact assessments to ensure the appropriate protection of personal information.

Following a July 2003 review of PCH's information management practices by the Corporate Review Branch, a number of initiatives have commenced to address federal government

requirements related to the management of government information. Key initiatives currently underway within the Department include the following:

- Development of a Departmental Information Management Policy that is consistent with the *Policy on the Management of Government Information*;

- Development of a Departmental IM/IT Strategy, designed to align IM/IT investments and projects to support business services, improve upon existing infrastructure and information and make it more interoperable, and manage information as a valued strategic business asset;

- Implementation of a Records Offices Assignment Program;

- Implementation of a Record Keepers Working Group; and

- The launch of a Knowledge Centre that will serve as a central repository to meet Departmental information needs and request.

KITS has recently commenced the performance of an IM Capacity Check that will provide a comprehensive assessment of the Department's current level of IM maturity and identify desired end-states and action plans for improvement against 6 key criteria. This will help ensure Departmental compliance with Treasury Board policy and improve existing information management practices.

2.0 Objective(s)

The objectives of the audit of the management of human resource information were to provide an independent and objective assessment of:

- The adequacy of HRWMB's management of human resource information in meeting departmental needs, including the quality and timeliness of human resource information used for decision making;

- The adequacy of functional support provided to meet HRWMB's business requirements; and

- The adequacy of internal processes and practices over the management of human resource information designed to ensure compliance with relevant Treasury Board Secretariat policies, most specifically the *Policy on the Management of Government Information.*

Management practices and supporting systems and controls over the management of human resource information within the Department were assessed against the criteria selected for the audit. A deviation from audit criteria that would put at material risk the achievement of PCH's objectives would be reported as a significant deficiency.

3.0   Scope

Because of the broad range of systems used by the HRWMB to develop reports for management decision-making, a decision was made at the outset of the audit to review only the GC HRMS which tracks people, positions and leave. The audit encompassed the controls over the accuracy and integrity of human resources information used for decision-making that is generated by the GC HRMS System.
The audit covered practices, processes and procedures (on planning, user needs, data management and user access) related to the management of human resource information currently in place at the time of the audit or planned to be implemented as part of the Department's ongoing efforts to improve information management practices and focused on assessing the efficiency and effectiveness with which key users' human resource information needs are currently being met.

Our audit findings and conclusions have been provided primarily as a result of our audit work conducted from December 2004 to March 2005 and from October to November 2005.

The auditors could not assess the adequacy of internal processes and practices over the management of human resources information designed to ensure compliance with relevant Treasury Board Secretariat policies. The PCH management of government information policy was being developed at the time of the audit and the information management capacity check was not completed. Because of those circumstances, the auditors were not able to conduct their examination.

4.0   Methodology

The audit was conducted in accordance with the Institute of Internal Auditors' *Standards of the Professional practice of Internal Auditing* and Treasury Board's *Policy on Internal Audit.*

The audit approach included an audit of documentation related to the management of human resources information related to the GC HRMS and consultations with representatives of the HRWMB, KITS and selected users of human resources information and reporting throughout the Department.

The audit criteria define the standards of performance and control against which human resource information management practices, processes and procedures relating to the GC HRMS were

assessed. They are expressed in terms of reasonable expectations for these processes and practices to achieve expected departmental and branch results and objectives. The criteria were selected based on our knowledge and experience with information management and human resources; by reference to legislative and regulatory requirements; by reference to standards, policies and practices followed by PCH and by other public sector organizations; and, to professional literature. In particular, we referred to *CobiT Audit Guidelines*, Office of the Auditor General's *Auditing the Management of People*, Treasury Board's *Human Resources Management Framework,* and other TBS policies with respect to information management such as the *Management of Government Information Policy* and the *Guide to the Review of the Management of Government Information Holdings*.

The audit criteria are outlined in Appendix A of this report. Each of the criteria was examined through our consultations with selected representatives of the Department of Canadian Heritage, review of relevant documentation and with reference to leading practices in management control frameworks.

5.0   Conclusions

Our conclusions provided under each audit objectives have been based on the criterion referenced in the report.

Objective 1: To assess the adequacy of the management of human resources information in meeting departmental needs, including the quality and timeliness of human resource information used for decision making.

Findings outlined below illustrate that management of human resources information should be reinforced to better meet the needs of departmental users.

The auditors found that:

- Policies and procedures over the integrity of the data in PeoplesSoft version 7 have not been formalized.

- Because of privacy issues, access to human resources information systems has been limited to users within HRWMB, reducing the availability of timely information for decision-making for PCH managers and other users.

Objective 2: To assess the adequacy of functional support provided to meet Human Resources Work Management Branch (HRWMB) business requirements.

Findings outlined below identified that, at the present time, functional support is adequate to meet HRWMB's business requirements with the exception of the need to document and test key controls over data integrity.

The auditors found that:

- Controls exist to ensure that all mandatory fields are populated.

- A quality review of human resource information is completed prior to issuing the dashboards.

- Policies and procedures over the integrity of the data in PeopleSoft version 8 have not been formalized.

It should be noted that the documentation of policies and procedures related to PeopleSoft version 8, is currently being completed.

Objective 3: To assess the adequacy of internal processes and practices over the management of human resources information designed to ensure compliance with relevant Treasury Board Secretariat policies.

The auditors cannot provide an opinion at the present time due to the fact that the PCH Policy on the Management of Government Information is currently being completed and the results from the Information Management Capacity Check were unavailable at the time of the audit.

The auditors found that:

- The PCH Management of Government Information Policy is currently being developed.

- An Information Management Capacity Check is being completed.

- Policies exist for e-mail and Internet usage.

6.0   Observations and Recommendations

Our findings are presented below by each audit objective and observations. For each issue the specific audit criteria to which the issue relates and the results of our current assessment against that criterion are described.

6.1 The adequacy of the management of human resources information in meeting departmental needs.

Findings outlined below illustrate that management of human resources information should be reinforced to better meet the needs of departmental users.

The auditors found that:

- Policies and procedures over the integrity of the data in PeoplesSoft version 7 have not been formalized.

- Because of privacy issues, access to human resources information systems has been limited to users within HRWMB, reducing the availability of timely information for decision-making for PCH managers and other users.

Observation #1: Departmental users' human resources information needs have not been formerly defined.

Criteria: key stakeholders and client representatives are consulted with respect to regulations, policy and the design and delivery of human resource information to ensure that impacts to them are visible, their needs are considered and their satisfaction with services is measured.

The audit team interviewed 5 PCH managers at the DG and ADM level. Four of these five users considered that existing ad hoc reports and the dashboard did not meet all of their specific HR information needs. HRWMB implemented a Steering Committee on Information Management in March 2005. Part of the committee's task is to provide a forum wherein user requirements can be addressed from a functional perspective.

Criteria: a mechanism exists to respond to ad hoc requests for reports and analysis of human resource information on a timely basis.

As of November 2005, access to GC HRMS is restricted to HRWMB personnel. In order to obtain ad hoc reports, users must submit a request to HRWMB who produces reports on their behalf (standard reports are sent out on a scheduled basis – ad-hoc reports are prepared upon request). The process can be time consuming and result in time delays or inefficiencies in the reporting process.

It is expected that additional standard reports identified by users will be available with version 8 of GC HRMS.

Recommendation #1: A formal user needs assessment should be conducted.

The Director of Internal Services HRWMB should continue consulting with representatives of all levels of management across various functional and program areas across the Department to formally assess their standard human resources information and reporting needs at the strategic, operational and administrative levels. The user group should consider new potential sources of information or reporting that may be beneficial in meeting the requirements under the *Public Service Modernization Act* which will continue to evolve over time.

This needs assessment should be a key consideration in decision-making for new functionalities that may be required in the human resources reporting system.

Management Response

A formal user needs assessment has been conducted within the human resources user community to assess the new functionalities and reporting requirements that would be beneficial in meeting the requirements of the *Public Service Modernization Act*. Treasury Board has established the GC HRMS version 8.9 as the platform for the government-wide development of functionalities such as the payroll interface, e-recruitment, leave self-service, security interface, managers' and employees' portals as well as reporting. Any decisions by Canadian Heritage to invest in customizing these functionalities on its current platform of version 8.0 would have to be invested again for version 8.9 and, in the context of the Corporate Administrative Shared Systems and Services initiative, would be unlikely to receive the needed Treasury Board approval. A formal needs assessment will be conducted with levels of management across various functional and program areas of the department by December 2006 and the information will be shared with the GC HRMS cluster.

With regard to reporting requirements, a complete reassessment of standard reporting requirements has been completed; reports have been created and are being distributed on a scheduled basis. An assessment of any additional managers' and administrative community reporting requirements will be conducted by December 2007.

Observation #2: Human resources information is not readily accessible to users throughout the department.

Criteria: significant human resource decisions are adequately supported by relevant information.

Criteria: appropriate, timely and accurate human resource information is provided to management throughout the Department to conduct their operations and for management to exercise their financial and compliance reporting responsibilities, in accordance with legal and policy obligations.

Criteria: mechanisms are in place to identify, respond and remediate barriers to human resource information access, such as difficulties in accessing required information, undue wait times, and lack of knowledgeable support.

Human resources information available to users outside of HRWMB consists of the dashboards and results of surveys which are utilized for strategic level decision making and planning and approximately forty standard reports that provide users with information for operational, day to day decision making that are distributed on a scheduled basis. Because these users do not have direct access to PeopleSoft version 8, all human resources information requests for ad hoc reports must be submitted to HRWMB. This process can be time consuming.

Recommendation #2:

The Director of Internal Services HRWMB should ensure that human resources information systems and reporting be modified to accommodate user needs as identified through the user needs assessment.

Management response

> Following the user needs assessment completed by December 2007, human resources information systems and reporting will be modified to accommodate user needs in those cases where the desired changes are unique to Canadian Heritage's needs, do not negatively impact the GC HRMS instance that is shared with Parks Canada, there is a demonstrable return on investment for the change and necessary funding is approved. It should be noted, however, that user needs which have emerged to date are the same needs of other Government of Canada departments which are more appropriately addressed at the Government of Canada GC HRMS cluster level.

Observation #3: In some instances, there is confusion among departmental users as to the nature of human resources information being reported on, which has led to a concern among some departmental users over the accuracy of human resources information.

Criteria: appropriate, timely and accurate human resource information is provided to management throughout the Department to conduct their operations and for management to exercise their financial and compliance reporting responsibilities, in accordance with legal and policy obligations.

Only one out of five external users interviewed found an error in the dashboard but all of the five users expressed a concern on the accuracy of the information on the dashboard. Based on the results of further consultation and documentation review, policies and procedures over the

integrity of the data in PeopleSoft version 8 have not yet been formalized by HRWMB. Specifically, policies and procedures for user access, user set-up and termination as well as for retention and distribution of data had not been formally documented. The PeopleSoft implementation team is presently in the process of formalizing policies and procedures documents for user access, set-up, data retention and distribution.

Recommendation #3:

The Director of Internal Services HRWMB should ensure that their representatives continue their efforts to educate users within the Department regarding the source and use of the information they provide.

Management response

> Recommendation accepted. HRWMB will continue to ensure that their representatives continue their efforts to educate users within the Department regarding the source and use of the information we provide.

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6.2 The adequacy of functional support provided to meet HRWMB's business requirements.

Significant findings outlined below identified that, at the present time, functional support is adequate to meet HRWMB's business requirements with the exception of the need to document and test key controls over data integrity.

The auditors found that:

- Controls exist to ensure that all mandatory fields are populated.

- A quality review of human resource information is completed prior to issuing the dashboards.

- Policies and procedures over the integrity of the data in PeoplesSoft version 8 have not been formalized.

It should be noted that the documentation of policies and procedures related to PeopleSoft version 8 is currently being completed.

Criteria: Internal processes exist to ensure the accuracy and integrity of human resource information used for decision making from various sources including SAP, PeopleSoft version 8 and SMS.

As discussed earlier in the report, the auditors identified that policies and procedures over the integrity of the data in PeopleSoft version 8 have not yet been formalized by HRWMB. Formalized procedures are necessary to help ensure the accuracy and integrity of human resources information.

Recommendation #4:

> *The Director of Internal Services HRWMB should ensure that their representatives continue their efforts to formalize the policies and procedures over the data integrity of the data in PeopleSoft version 8.*

> *Key controls over data integrity should be documented and tested to help ensure the effectiveness of these controls.*

Management response

> Recommendation accepted. The policies and procedures over the data integrity of the data in PeopleSoft version 8 have been formalized. Key controls over data integrity have beem documented and tested to help ensure the effectiveness of these controls.

6.3 The adequacy of internal processes and practices over the management of human resources information designed to ensure compliance with relevant Treasury Board Secretariat policies.

The auditors cannot provide an opinion at the present time due to the fact that the PCH Policy on the Management of Government Information is currently being completed and the results from the Information Management Capacity Check were unavailable.

The auditors found that:

- The PCH Management of Government Information Policy is currently being developed.

- An Information Management Capacity Check is being completed.

- Policies exist for e-mail and Internet usage.

Observation #5: Policies and processes addressing PCH specific requirements under the Policy on the Management of Government Information from TBS are in the process of being developed.

Criteria: policies, practices and procedures over the management of human resource information are consistent with the requirements of management of Government Information Policy.

Criteria: A mechanism exists to ensure the ongoing compliance with the Management of Government Information Policy.

Criteria: available human resources information is known, captured, and managed in a consistent and effective basis across the department.

The policy on the Management of Government Information is intended to help ensure that information is managed effectively and efficiently throughout its life cycle and requires departments to manage information in a privacy protective manner that supports informed policy and decision-making and delivery of high-quality programs and services in both official languages.

An Information Management Capacity Check that will identify gaps in existing information management practices will assist in the development of policies that will help ensure consistent and appropriate management of human resources information.

Recommendation #5:

The Director of Knowledge and Information Management should ensure efforts are continued to complete information management policies and processes to meet the requirements of the Policy on the Management of Government Information.

Management response

Recommendation accepted. PCH's Information Management Capacity Check (IMCC) was completed in March 2006 with the objective diagnosing our IM capacity and identifying how PCH can fully comply with MGI Policy and its requirements. The IM Action Plan that resulted from the IMCC includes the priority of creating a PCH IM framework (vision, policy and strategy) that will address the above-mentioned observation and criteria. Its development will commence in the fall of 2006 with a view to completion by end of FY 2006/07. Other action plans items include the development of a department-wide IM awareness and training program to be rolled out once the Framework is in place and the eventual implementation of an enterprise-wide electronic records and documents management system.

Appendix A – Audit Criteria

Objective 1: Assessment of the adequacy of the management of human resource information in meeting departmental needs, including the quality and timeliness of human resource information used for decision making.

- Roles and responsibilities of HRWMB personnel as they relate to reporting, analysis and distribution of human resource information should be clearly documented and communicated.

- Appropriate and sufficient resources are allocated to effectively support the management of human resource information.

- Objectives and expected results, including performance indicators, for critical HRWMB functions should be well defined and communicated.

- Reporting and information needs to enable the measurement and monitoring of the achievement of HRWMB objectives should be linked to objectives/expected results and be clearly defined and communicated.

- Human resources reporting and information is distributed to appropriate individuals (i.e. information and reporting received relates to specific roles and responsibilities and is provided to authorized individuals).

- Key stakeholders and client representatives are consulted with respect to regulations, policy and the design and delivery of human resource information to ensure that impacts to them are visible, their needs are considered, and their satisfaction with services is measured.

- A mechanism exists to respond to ad hoc requests for reports and analysis of human resource information on a timely basis.

- Significant human resource decisions are adequately supported by relevant information.

- Human resources management information considerations are included in the planning cycle to help ensure that specific human resources requirements are incorporated into business and operational planning.

- Human resource information is collected, created, received and captured in ways that support service delivery, informed policy and decision-making and business, legal and accountability requirements and in a manner that ensures its relevance, reliability and completeness.

- Appropriate, timely and accurate human resource information is provided to management throughout the Department to conduct their operations and for management to exercise their financial and compliance reporting responsibilities, in accordance with legal and policy obligations. Such information shares the following attributes:

    o Information content is pertinent and directly addresses user information needs.

    o Information is presented in a simple, clear and concise fashion that facilitates understanding and decision making.

    o Information is presented fairly and without prejudice or bias.

    o Information is made available in an expedient manner.

- Mechanisms are in place to identify, respond and remediate barriers to human resource information access, such as difficulties in accessing required information, undue wait times, and lack of knowledgeable support.

- Mechanisms are employed by HRWMB to ensure the data integrity of human resource information provided by the Branch to users. Such mechanisms address the following attributes:

    o Information accuracy is consistent with its intended use and the level of accuracy and authority under which it is provided is clearly attributed.

    o Information is dependable, consistent and reproducible, based on authenticated or commonly accepted sources.

    o Information is current.

    o Information is complete and comprehensive to fully address the information requirements of the user.

Objective 2: Assessment of the adequacy of functional support provided to meet HRWMB's business requirements.

- A quality control mechanism is used by KITS to track known errors in the information used to prepare human resource information and related reporting.

- Internal processes exist to ensure the accuracy and integrity of human resource information used for decision making from various sources, including SAP, PeopleSoft, and SMS. Such processes address the following attributes:

  o Information accuracy is consistent with its intended use and the level of accuracy and authority under which it is provided is clearly attributed.

  o Information is dependable, consistent and reproducible, based on authenticated or commonly accepted sources.

  o Information is current.

  o Information is complete and comprehensive to fully address the information requirements of the user.

- Human resource information is protected, preserved and safeguarded against improper disclosure, use disposition or destruction in accordance with legal and policy obligations.

- Mechanisms are in place to ensure the proper management of electronic records so that they are searchable, properly filed and are disposed of according to legislation and standards.

- Information management specialists exist to assist program managers with definition of program information and management of information requirements, strategies and business rules.

Objective 3: Assessment of adequacy of internal processes and practices over the management of human resource information designed to ensure compliance with relevant Treasury Board Secretariat policies.

1) Policies, practices and procedures over the management of human resource information are consistent with the requirements of the *Management of Government Information Policy.*

2) A mechanism exists to ensure the ongoing compliance with the *Management of Government Information Policy*.

- Available human resources information is known, captured, and managed in a consistent and effective basis across the Department.

- HR information is protected, preserved and safeguarded against improper disclosure, use, disposition or destruction in accordance with legal and policy obligations at the policy level.

- Existing human resource information is shared and used subject to legal and policy requirements, including the Privacy and Confidentiality Act and Access to Information Act.