

Human Resource Secretariat

BUSINESS PLAN

2017-2020





MESSAGE FROM THE MINISTER

As the Minister of Finance, President of Treasury Board, and Minister responsible for the Human Resource Secretariat (HRS), I am pleased to present the 2017-2020 HRS Business Plan. In accordance with government's commitment to accountability, this plan was prepared under my direction, and as such, I am accountable for its preparation and for the achievement of the goals and objectives set out therein. As the HRS is a category 2 entity, under the Transparency and Accountability Act, the plan has been prepared at the output level.

This plan was also prepared in consideration of the strategic directions of the Provincial Government (attached as Annex A), including those outlined in *The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador (The Way Forward)* where government speaks about accurately focusing resources on public policy solutions that improve outcomes, while being efficient and prudent with the public's money.

In this plan, the HRS will focus on how it will continue to support government's commitments, especially as it relates to the following:

- Management Restructuring within the Core Public Service
- Government-wide Shared Services Model for Back Office Functions
- Reduction of Silos in Government Operations

In addition, the HRS will also be focusing on the implementation of the new HR Service Delivery Model that was selected based on research and input from stakeholders. Over the next three years, the HRS will be tasked with enhancing the quality and consistency of human resource service to clients, developing coordinated and efficient business processes, and ensuring clients can easily access HR information, programs, and services.

While these focus areas will provide some challenges, there also exist many opportunities for the HRS, with a staff ready to meet and manage change through their dedication, innovation, experience and knowledge.

I support and look forward to their continued success in the area of human resource management within government.

A handwritten signature in black ink that reads "Cathy Bennett". The signature is written in a cursive, flowing style.

Honourable Cathy Bennett
Minister Responsible for the Human Resources Secretariat

Departmental Overview

The Human Resource Secretariat provides leadership and support for effective human resource management across government, focusing on supporting the specific HR needs of employees and departments. This is accomplished by focusing on innovation, efficiency, clear standards, and consistent application of human resource policies and procedures across government. It also supports the role of the Treasury Board Committee of Cabinet whose responsibilities are derived from the Financial Administration Act, the Public Service Collective Bargaining Act, and the Executive Council Act and Regulations.

In addition to supporting the role of the Treasury Board, the HRS is also responsible for government's staffing and recruitment function, in keeping with the merit principle, as outlined in the [Public Service Commission Act](#).

Staff and Budget

Division	Staff	Divisional Budget
Human Resource Secretariat	194.5	\$17,970,000
Executive Support	7	\$656,900
Employment and Labour Relations	17	\$1,753,500
Policy, Planning and Analytics	12	\$1,008,100
Classification and Organizational Design	13	\$832,900
Centre for Learning and Development	15	\$1,104,100
• Organizational Development Initiative		\$1,387,100
Employee Safety and Wellness	15.5	\$1,325,100
Executive Client and Consulting Services	8	\$836,800
Service Centre & Corporate Services Delivery	22	\$1,196,100
Payroll and Benefits	50	\$2,436,600
Strategic Staffing	35	\$2,696,800
• Office of Employment Equity for Persons with Disabilities (Opening Doors Program) *		\$2,736,000

For a complete listing the Mandate and Lines of Business, as well as all programs and services offered by the HRS, please visit our website at:

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

Issue One – Human Resource Management

Within the context of this plan, the HRS will be focusing on a change management process to help inform and guide activities to support overall success in HR management across the core public service.

In The Way Forward, government indicated that it would aim to “do better with less” by focusing resources on public policy solutions that improve outcomes, while being efficient and prudent with the public’s money. The HRS will support these actions through the following:

- Management Restructuring within the Core Public Service
 - Implementation of new human resource guidelines.
- Support Management Restructuring in Government Agencies, Boards and Commissions (Action 2.36)
 - Work with ABCs to undertake similar exercises as core government to optimize the number of direct reports to managers, directors and executive members based on the nature of the service and clientele and to limit duplication of management personnel in those organizations.
- Implement a Government-wide Shared Services Model for BackOffice Functions (Action 2.38)
 - Provide input in the area of human resource management, specifically.
- Consolidate Payroll Administration (Action 2.40)
 - Commencement of work to consolidate payroll functions to improve efficiency of payroll operations.

As well, the most recent change in HRS structure, based on functional lines of business, has resulted in a movement of staff and tasks, requiring effective identification and update of documentation and tools (e.g. online and internal to the HRS) to reflect the changes that have taken place. This will support enhanced service delivery to clients by communicating the changes, the new contacts, the new documentation, and where clients can avail of services and information.

The introduction of the new HRS Service Centre provides a single point of entry for most HR services. The Service Centre is being equipped with personnel and technological resources (ticketing system and Knowledge-Base Pro) to facilitate efficient and consistent HR responses for employees across the core public service.

As well, the Executive Client and Consulting Services Division will be engaged in supporting HR service-delivery with the executive leadership of the core public service in order to facilitate effective resolution of highly confidential and complex HR issues (e.g. management restructuring).

GOAL:

By March 31, 2020, the Human Resource Secretariat will have improved the provision of effective and responsive human resource management support to the core public service.

Indicators:

- New HR Service Delivery Model implemented.
- Priority/core/essential services for effective human resource management identified and implemented.
- Internal business processes streamlined and implemented to support HRS transformation.
- HR related tools and documentation identified and updated to reflect change in HRS structure.
- Technology used to support service delivery enhanced.
- Mechanisms developed and implemented to monitor and evaluate quality improvement.

Objective 1:

By March 31, 2018, the Human Resource Secretariat will have commenced implementation of the new HR Service Delivery Model.

Indicators:

- Comprehensive HRS Service Centre created.
- Redefinition of business process activities initiated.
- Business process gaps identified.
- Documentation requiring update identified to support functional change to HR service delivery.
- Payroll consolidation has been assessed.
- Plan to communicate change to clients drafted.

Objective 2:

By March 31, 2019, the Human Resource Secretariat will have enhanced access to HR programs and services.

Objective 3:

By March 31, 2020, the Human Resource Secretariat will have evaluated the effectiveness of the service delivery changes to clients.

Issue Two – Occupational Health and Safety

The HRS is responsible for the occupational health and safety requirements of government, as employer, and for supporting departments in being legislatively compliant with the Occupational Health and Safety Act. In the plan, the HRS will be focusing on enhancing and improving the mechanisms and systems in place to ensure that this can be achieved on a continual basis. It plans to accomplish this by providing leadership in and support for the establishment of a government-wide Occupational Health and Safety Management System that is designed to ensure:

- Risk is managed at all levels (i.e. human, financial, capital, legal);
- Compliance/identifying opportunities for improvement are monitored;
- Accountabilities are established and enforced;
- Hazardous incidents/issues/accidents are mitigated;
- Governance vs. operational roles are identified; and,
- Employees are aware of responsibilities, are trained as required, and are held accountable.

Throughout the process, the HRS will need to determine where challenges exist and explore possible solutions. Some of the most significant challenges may include:

- Ensuring that governance and accountabilities are stated, are respected, and can be enforced, where necessary;
- Ensuring provision and availability of the appropriate tools and resources to manage the required work;
- Determining and setting priority areas for OHS in the core public service that are achievable and matched to highest priority issues/needs.

GOAL:

By March 31, 2020, the Human Resource Secretariat will have enhanced systems and supports to promote improved safety across the core public service.

Indicators:

- Deputy Minister's OHS Steering Committee established.
- OHS reporting module developed within the Human Resource Management System (HRMS) to facilitate identification, management, and mitigation of risks.
- Training tools and programs necessary to support OHS requirements identified and implemented.
- Annual audits to ensure continual improvement conducted.

Objective 1:

By March 31, 2018, the Human Resource Secretariat will have developed an Occupational Health and Safety Management System to support safety in the core public service.

Indicators:

- OHS reporting module within HRMS is developed.
- Priority training and tools identified for update and/or development.
- Risk assessment teams established.
- Risk assessment training rolled out across government.

Objective 2:

By March 31, 2019, the Human Resource Secretariat will have implemented an Occupational Health and Safety Management System.

Objective 3:

By March 31, 2020, the Human Resource Secretariat will have audited the Occupational Health and Safety Management System to identify focus areas.

Annex A: Strategic Directions

Strategic Direction 1: Human Resource Management Leadership

Outcome: An Improved Human Resources Management System within the Government of Newfoundland and Labrador that supports the provision of service excellence to the people of the province.

This outcome supports the policy direction of government and will require focus in the following areas:

- Change Management
- Innovation
- Quality Improvement
- Streamlining of internal business practices
- Shared services

Strategic Direction 2: Occupational Health and Safety Leadership

Outcome: An improved Occupational Health and Safety system that supports the safety and well-being of the workforce within the Government of Newfoundland and Labrador.

This outcome supports the policy direction of government and will require focus in the following areas:

- Risk Management
- Compliance Monitoring
- Accountability
- Hazard Mitigation
- Governance
- Employee Awareness

CONTACT US

Human Resource Secretariat, Executive Council
Main Floor, East Block, Confederation Building
P.O. Box 8700
St. John's, NL A1B 4J6

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

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