

**Management Response and Action Plan
Audit of Human Resources Planning
March 2012**

Recommendations	Management Response and Planned Actions	Deliverables	Expected Completion Date	Responsibility
<p>Recommendation 1</p> <p><i>It is recommended that the Assistant Deputy Minister, Corporate Services Branch obtain formal approval of the Departmental Strategic Human Resource Plan, which provides an organizational view and strategic functional support to the Department.</i></p>	<p>Management agrees with this recommendation.</p> <p>The Corporate Services Branch (CSB) has produced a Departmental Strategic Human Resources (HR) Plan with a 3-year horizon that identifies the Department's key Human Resources Management (HRM) issues, priorities, and resolution strategies in the context of the Department's operating environment and strategic business objectives. The Departmental Strategic Plan is analogous to the Report on Plans and Priorities, in that it provides context and identifies longer term HRM priorities for the Department to be considered when developing the HRM functional summary in the annual Departmental Integrated Operational Planning Process.</p>			
	<p>CSB will move to seek approval of this document.</p>	<p>Departmental Strategic Human Resources Plan 2012-15 approved by the Deputy Head.</p>	<p>August 30, 2012</p>	<p>CSB – Human Resources Services Directorate (HRSD)</p>

**Management Response and Action Plan
Audit of Human Resources Planning
March 2012**

Recommendations	Management Response and Planned Actions	Deliverables	Expected Completion Date	Responsibility
	To further embed this practice in departmental planning processes for future years, CSB will include a requirement to update and approve the Departmental Strategic Human Resources Plan annually in the <i>Human Resources Planning Policy</i> referenced in recommendation #2.	Recognition of the requirement for senior management to approve the Departmental Strategic Human Resources Plan in the <i>Human Resources Planning Policy</i> to be developed (see recommendation # 2).	September 30, 2013	CSB - HRSD * Link with recommendation #2
	A Plan update will be produced annually.	Departmental Strategic Human Resources Plan 2013-16 approved by the Deputy Head.	August 30, 2013	CSB - HRSD
<p>Recommendation 2</p> <p><i>It is recommended that the Assistant Deputy Minister, Corporate Services Branch develop a human resources planning policy which aligns with departmental strategic priorities as well as the annual operational planning process.</i></p>	<p>Management agrees with this recommendation.</p> <p>The Corporate Services Branch (CSB) will develop a Departmental policy on HR planning that will be used to guide the 2014-15 planning process. This date aligns with the Chief Financial Officer Branch's (CFOB) commitment to develop an integrated planning policy for the Department.</p> <p>The Corporate Services Branch will collaborate with the Chief Financial</p>	<p>Development and approval of the <i>Human Resources Planning Policy</i> which aligns with departmental strategic priorities as well as the Annual Operational Planning Process.</p> <p>Development and implementation of a communication strategy for the <i>Human Resources Planning Policy</i>.</p>	<p>September 30, 2013</p> <p>September 30, 2013</p>	<p>CSB – Human Resources Services Directorate (HRSD)</p> <p>CSB - HRSD</p>

**Management Response and Action Plan
Audit of Human Resources Planning
March 2012**

Recommendations	Management Response and Planned Actions	Deliverables	Expected Completion Date	Responsibility
	<p>Officer Branch* to ensure that the Human Resources Planning Policy specifies the expected activities, outputs, timelines, roles and responsibilities are aligned with the broader Integrated Operational Planning Policy as recommended in the Audit of the Departmental Integrated Operational Planning Process. As such, the Departmental Strategic Human Resources Plan will be linked and developed in the context of all other corporate plans and processes in the Department (for example: Report on Plans and Priorities, Departmental Operational Plans, Corporate Risk Profile and the Investment Plan).</p>	<p>Implementation of the <i>Human Resources Planning Policy</i> for the 2014-15 planning cycle.</p>	<p>September 30, 2013</p>	<p>CSB - HRSD * Link with recommendation 1, DIOP Audit</p>
<p>Recommendation 3 <i>It is recommended that the Assistant Deputy Minister Corporate Services Branch integrate risks from the Corporate Risk Profile into the human resources planning process.</i></p>	<p>Management agrees with this recommendation. The Corporate Risk Profile (CRP) is now and will continue to be integrated in the human resources planning process.</p>			
	<p>At the Integrated Human Resources Management Planning Workshop in October 2011, which was used to</p>	<p>The Centre for Integrated Risk Management to present the CRP at the annual Human Resources Planners’</p>	<p>October 2011 – Completed</p>	<p>Corporate Services Branch (CSB) – Human Resources Services</p>

**Management Response and Action Plan
Audit of Human Resources Planning
March 2012**

Recommendations	Management Response and Planned Actions	Deliverables	Expected Completion Date	Responsibility
	<p>launch the HR planning portion of the 2012-13 Departmental Integrated Operational Planning Process, the Chief Financial Officer Branch (CFOB) – manager for the Centre for Integrated Risk Management presented the CRP and spoke on how it is to be integrated into Human Resources Planning.</p>	<p>Workshop and speak on how it should be integrated into human resources planning.</p>		<p>Directorate (HRSD)</p>
	<p>Furthermore, the Integrated Planning and Performance Reporting System (IPPRS) supporting the 2012-13 DIOP Process, has been modified and improved such that the human resources plans associated with program activities and work plans can be linked to the relevant elements of the CRP where appropriate.</p>	<p>Integrate the CRP into the Human Resources Planning Process through linkages with branch work plans in IPPRS.</p>	<p>December 2011 – Completed</p>	<p>CSB - HRSD and CFOB</p>
<p>Recommendation 4</p> <p><i>It is recommended that the Assistant Deputy Minister, Corporate Services Branch advise/challenge the branch human resource plans.</i></p>	<p>Management agrees with this recommendation.</p> <p>The Corporate Services Branch (CSB) will continue to advise and challenge branch human resources plans to the extent it is able to within the tight timelines as part of the Departmental Integrated Operational</p>	<p>CSB will advise and challenge branch human resources plans.</p>	<p>February 28, 2012</p>	<p>CSB – Human Resources Services Directorate (HRSD)</p>

Management Response and Action Plan
Audit of Human Resources Planning
March 2012

Recommendations	Management Response and Planned Actions	Deliverables	Expected Completion Date	Responsibility
	Planning Process.			
	CSB will ensure this requirement is established in the <i>Human Resources Planning Policy</i> .	The <i>Human Resources Planning Policy</i> that will be developed will formalize the requirement for CSB to provide advice and challenge branch human resources plans.	September 30, 2013	CSB - HRSD
<p>Recommendation 5</p> <p><i>It is recommended that the Assistant Deputy Minister, Corporate Services Branch revise the human resources planning methodology to capture information related to resource allocation for approved activities.</i></p>	<p>Management agrees with this recommendation.</p> <p>The Corporate Services Branch (CSB) has already taken action towards meeting this recommendation.</p>			
	As part of the 2012-2013 planning cycle, branches are asked, for each of their work plans, to identify workforce growth, reduction and turnover.	The requirement for branches to identify the current and future human resource allocations for their work plans will be incorporated into the <i>Human Resources Planning Policy</i> .	September 30, 2013	CSB – Human Resources Services Directorate (HRSD)

**Management Response and Action Plan
Audit of Human Resources Planning
March 2012**

Recommendations	Management Response and Planned Actions	Deliverables	Expected Completion Date	Responsibility
	As part of the next planning cycle, CSB will work closely with the Chief Financial Officer Branch (CFOB) to ensure current and future HR allocations for branch work plans are incorporated into the Integrated Planning and Performance Reporting System (IPPRS)*. The full-time employees associated with any given program deliverable will be identifiable and presented as part of the operational plan on an annual basis.	Develop the templates and associated design requirements needed for CFOB to modify IPPRS to capture the human resources allocations required for program activities and work plans at the branch level.	September 15, 2012	CSB - HRSD *Link with recommendation 6, Departmental Integrated Operational Planning (DIOP) Audit
<p>Recommendation 6</p> <p><i>It is recommended that the Assistant Deputy Minister, Corporate Services Branch work with the Chief Financial Officer to align human resource planning timelines within the Departmental Integrated</i></p>	<p>Management agrees with this recommendation.</p> <p>The Corporate Services Branch (CSB) has already taken steps to align human resources planning timelines within the Departmental Integrated Operational Planning (DIOP) Process.</p>	Align the human resources planning timelines within the DIOP.	October 2011 – Complete	CSB – Human Resources Services Directorate (HRSD)

**Management Response and Action Plan
Audit of Human Resources Planning
March 2012**

Recommendations	Management Response and Planned Actions	Deliverables	Expected Completion Date	Responsibility
<p><i>Operational Planning Process to allow inclusion of more meaningful human resources plans and resource requirements.</i></p>	<p>CSB and Chief Financial Officer Branch* will continue to work together to refine the timelines in order to allow inclusion of more meaningful HR plans and resource requirements.</p>	<p>Refine timelines to allow inclusion of more meaningful human resources plans and resource requirements.</p>	<p>September 30, 2013</p>	<p>CSB - HRSD *Link with recommendation 1, DIOP Audit</p>

Management Response and Action Plan
Audit of Human Resources Planning
March 2012

<p>Recommendation 7</p> <p><i>It is recommended that the Assistant Deputy Minister, Corporate Services Branch identify key human resources performance indicators and monitor actual performance against planned results.</i></p>	<p>Management agrees with this recommendation.</p> <p>The Corporate Services Branch (CSB) has already taken actions towards meeting this recommendation. As part of the 2012-2013 planning cycle, branches were asked to identify key performance indicators, performance targets and target completion period for each HRM issue and action identified in Integrated Planning and Performance Reporting System (IPPRS).</p>	<p>Require branches to develop key performance indicators, performance targets and target completion period for each human resources management issue identified in IPPRS.</p>	<p>September 2011 – Completed</p>	<p>CSB – Human Resources Services Directorate (HRSD)</p>
		<p>Communicate this requirement through various means, including the IPPRS guidelines and during training sessions such as the Integrated Human Resources Management Planning Workshop.</p>	<p>September 2011 – Completed</p>	<p>CSB - HRSD</p>
	<p>CSB will introduce performance monitoring to this process in line with the IPPRS Roadmap which specifies when monitoring capacity will be developed in this system.</p>	<p>Incorporate a requirement to identify key human resources performance indicators and monitor actual performance against planned results into the <i>Human Resources Planning Policy</i>.</p>	<p>October 1, 2012</p>	<p>CSB - HRSD</p>

**Management Response and Action Plan
Audit of Human Resources Planning
March 2012**

		<p>Develop the templates and associated design requirements needed for Chief Financial Officer Branch* to modify IPPRS to capture progress against planned human resources activities and results.</p>	<p>September 30, 2013 (with IPPRS Roadmap implementation)</p>	<p>CSB - HRSD *Link with recommendation 6, Departmental Integrated Operational Planning Audit</p>
--	--	--	--	--