**Image reads "Public Service Commission of Canada" and "Commission de la fonction publique du Canada". **

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| **New Direction in Staffing Interface** | |
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**New Direction in Staffing Interface**

**Project Charter**

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| --- | --- |
| Author: | Jason McGuire |
| Branch/Directorate: | Services and Innovation Branch / Business Development and Systems Directorate |
| Date: | March 1, 2017 |
| Document Revision #: | 02 |
| GCDOCS#: | 825058 |

**Presidential Approval**

|  |  |  |
| --- | --- | --- |
|  |  |  |
| Gerry Thom |  |  |
| Acting President - PSC |  | Date |
|  |  |  |

**Project Sponsor (OPI)**

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|  |  |  |
| Tim Pettipas |  |  |
| A/SVP SDRB - Project Sponsor |  | Date |
|  |  |  |

**EMC Representative (OCI)**

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| Stéphanie Poliquin |  |  |
| VP SIB |  | Date |
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**Reviewed by:**

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| Blair Haddock |  |  |
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| Jason Dorey |  |  |
| A/DG Project Executive |  |  |
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# 1 Project Overview

The Government of Canada (GC) is one of the country’s largest employers, hiring job seekers with diverse job skills and backgrounds from across Canada and around the world to work in a wide range of positions.

Recently, the Public Service Commission (PSC) developed a new appointment framework and approach to oversight intended to establish a New Direction in Staffing (NDS) across the GC. A key focus of this new direction is to make it easier for job seekers to efficiently find jobs within the GC, for hiring managers to effectively select qualified candidates, and for human resources (HR) to facilitate an efficient end to end staffing process.

NDS provides a new foundation and creates an ideal opportunity to fundamentally change existing behaviors, practices, and procedures. However, policy change alone will not suffice to bring these changes to fruition. In recognition of this, a range of innovative approaches were started through the Policy to Practice (P2P) initiatives to increase the momentum that will lead to sustaining the meaningful changes required to improve staffing within the GC.

Notwithstanding this renewed appointment and oversight framework, stakeholder needs continue to evolve, and our processes and systems are not keeping pace. Job seekers, hiring managers, and HR believe the GC staffing process requires immediate attention. Job seekers have voiced frustration with the application and assessment processes and hiring managers have expressed concern with their ability to attract quality candidates within the current confines of the GC staffing process. They have highlighted the need to:

* Find new approaches to attract high quality job seekers;
* Streamline the process to reduce the steps and associated time to acquire talent; and,
* Enable flexible staffing approaches, tailored to meet the various needs of the hiring manager and job seeker.

The New Direction in Staffing Interface (NDSi) project will leverage the new appointment framework to facilitate the interaction between the job seeker, hiring manager, and HR.

The overriding objective of NDSi is to create an efficient and meaningful staffing experience based on a foundation of sound evidence and rigorous analysis, designed by the users themselves; job seekers, hiring managers, and HR.

## Project Objectives, Project Goals and Business Outcomes

| **Goal** | **Objectives** | **Business Outcomes** |
| --- | --- | --- |
| To modernize Government of Canada staffing and recruitment to meet user needs and expectations by improving the efficiency, effectiveness, and user experience of GC hiring processes. | Simplified access to hiring programs and services, eliminating duplicative effort and unproductive interventions throughout the hiring process. | A seamless, intuitive experience for job seekers and delegated managers. |
| Staffing and recruitment strategies correlated to hiring needs. |
| Modernized approaches to hiring that meet job seeker and delegated manager expectations and unique hiring needs. |
| Efficient enabling support contributing to effective hiring. |

A performance measurement framework (Annex A) has been created to quantify and measure progress against strategic drivers, project objectives, and business outcomes. All work undertaken will be aligned and evaluated through a performance measurement framework for NDSi.

## Project Scope

The NDSi project will use the NDS requirements identified in the new appointment policy as the foundation on which to explore improvements to users’ experiences of the GC staffing process. NDSi will consist of three phases, each focusing on the staffing process as experienced by one of three identified users; external job seekers, hiring managers, and HR.

Though each phase *focuses* on a specific user, it is recognized that a user’s experience with the GC staffing process is not conducted in isolation. Wherever applicable, all user segments will be consulted and engaged to inform and improve the end to end GC staffing process.

The main areas of focus of the NDSi project includes three phases.

**Phase 1: Improving the external job seeker journey**

The first phase of the NDSi project will focus on the external job seeker and has three primary areas of focus:

* Identify*,* pilot, and test improvements that significantly improve the user experience for the external job seeker.
* Integrate identified P2P related improvements (e.g. Renewing Job Advertisements) into an end-to-end solution design.
* Validate improvements through an iterative prototype that will improve user performance.

*Phase 1 prototyping activities will result in tested and validated external job seeker requirements.*

**Phase 2: Connecting hiring managers with job seekers**

The second phase of the NDSi project will focus on connecting job seekers with hiring managers, and has three primary areas of focus:

* Establish an effective user experience for hiring managers based on NDS and job seeker preference.
* Match hiring manager and job seeker interests to effectively select candidates.
* Empower hiring managers to hire with confidence with a clear understanding of the options and accountability throughout the staffing process.

*Phase 2 prototyping activities will build on phase 1’s external job seeker requirements and will introduce tested and validated hiring manager requirements to the solution.*

**Phase 3: Maximize staffing performance through collaboration**

The third phase of the NDSi project has three primary areas of focus:

* Collaborate with GC enabling functions / communities of practice to identify horizontal operational efficiencies.
* Enable enterprise (GC-wide) staffing performance improvements through effective outreach, monitoring, and collaboration with GC partners.
* Formalize and implement user tested (validated) solutions that offer the highest return on investment (outcome/user performance).

*Phase 3 prototyping activities will build on the entire set of job seeker and hiring manager requirements and will explore how GC enablers can further enhance the staffing process, resulting in additional tested and validated requirements.*

|  |  |
| --- | --- |
| **Project Scope (Activities)** | **Project Scope Is Not (Does Not Include Activities)** |
| Phase 1 will focus on the job seeker experience (external applicant). | *Internal applicant and internal mobility solutions\** |
| Phase 2 will focus on the hiring manager experience. | *Reporting related to Quality of Hire \** |
| Phase 3 will focus on maximizing collaboration through the GC enabler experience. | *HR planning and talent management.\** |

*\*Note: Results of NDSi research, usability testing, and design will be shared with program areas, departments and central agency partners throughout the project to inform ongoing improvements to the broader HR continuum.*

## Project Approach

The PSC’s User Experience (UX) function has demonstrated success improving the current GC hiring system based on user research, user testing, and measurable performance results.

In order to complement the PSC’s investment in, and commitment to, improving the user experience, the PSC has procured the assistance of Systemscope Inc. to help leverage industry best practices, provide guidance and subject matter expertise, and work collaboratively with the PSC to investigate the potential short, medium, and long term improvements to the GC staffing process that support NDS.

Each project phase will focus on developing successive versions of an iterative prototype that will be used to evaluate user satisfaction and top task performance. The prototype will be developed based on a proven “design thinking” method that will cover a number of key components such as the user experience, associated business processes, and the data needed to undertake successful hiring.

Consultations with stakeholders and users will reveal where the real impacts on people will occur with the changes being explored and identify potential improvement opportunities which will then be analyzed to determine the greatest return on investment. These improvements will be collaboratively designed and rigorously tested with the users themselves via the prototype. Resulting user feedback and performance analytics will provide insights to identify, prioritize, and address high value opportunities and potential risks leading to products and services that explicitly support NDS requirements.

Each phase will result in tested interactive mock-ups, user experience test results, a real-time representation of the design (prototype), and associated information architecture (e.g. what information should be included in the prototype and how it should be structured) and solution architecture (e.g. business process flows and deliverables that the solution should provide, etc.) documentation. The design thinking approach will also reveal the potential need to change policy and/or process in support of an improved user experience.

The NDSi project will take a phased gate approach to the ongoing management of the project. Sound governance, proactive strategic outreach, and internal engagement activities will complement a rigorous project management approach to ensure that the project respects or appropriately modifies the timelines, scope, and budget approved at each phase of work.

## Key Project Milestones

|  |  |
| --- | --- |
| **Project Milestones** | **Target Date** |
| **Project charter, plan, and RASCI drafted for sponsor review** | February 15, 2017 |
| **PSC / BMC consultations (scope and resource confirmation)** | February-March 2017 |
| **EMC – NDSi detailed costing** | March 2017 |
| **Establish NDSi project steering committee** | March 2017 |
| **Proposed resource allocation via RASCI/NDSi project steering committee** | March 2017 |
| **Establish NDSi core team** | March 2017 |
| **Formal NDSi project launch** | April 2017 |
| **Phase 1 – Improving the job seeker journey: external job seeker improvements experimentation** | |
| **Preliminary collaborative workshops initiated** | February 15, 2017 |
| **Phase 1 scenarios / storyboard (scope) completed** | February 22, 2017 |
| **Phase 1 scope ‘confirmed by NDSi project steering committee** | March 2017 |
| **Preliminary mock-up design completed** | March 10, 2017 |
| **UX lean testing and design revisions completed** | March 16, 2017 |
| **UX moderated testing, results, and recommendations completed** | April 7, 2017 |
| **Preliminary prototype interface** | April 21, 2017 |
| **Preliminary solution and information architecture** | April 21, 2017 |
| **Workshops with hiring managers for phase 2 completed** | April 30, 2017 |
| **Phase 1 iterative prototype** | May 2, 2017 |
| **Draft roadmap for subsequent prototype iterations** | May 2, 2017 |
| **Phase 2 – Connecting hiring managers with job seekers** | TBD |
| **Phase 3 – Maximize staffing performance through collaboration** | TBD |

## Project Dependencies, Constraints, Assumptions, and Risks

A preliminary core team risk workshop was conducted on March 21, 2017. A Steering Committee workshop will be conducted to identify, confirm, and validate project risks and dependencies (TBC).

## Project Cost Estimate

The following table identifies projected internal PSC NDSi resourcing requirements and costs for fiscal year 2017-2018. Resource estimates are based on the maximum anticipated weekly resource need over the course of the year.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Organization** | **Role Name** | **Number** | **Level of Effort** | **Estimate** |
| OoR | P2P SME | 2 | 50% | $100,600 |
|  | Project governance and oversight | 1 | 90% | $102,600 |
|  | Internal engagement | 1 | 25% | $25,150 |
|  | Strategic Advisor (Casual part-time) | 1 | 25% | $27,500 |
| HiD | External outreach | 1 | 25% | $27,500 |
|  |  |  |  |  |
| BDSD | Project Manager | 1 | 100% | $84,900 |
|  | Project Coordinator | 1 | 100% | $70,900 |
|  | Business Analyst - analysis | 2 | 50% | $84,900 |
|  | Business Analyst – business architecture | 1 | 15% | $12,735 |
|  | Performance measurement SME | 1 | 40% | $46,120 |
|  | PSRS SME | 1 | 25% | $25,150 |
|  | User Experience SME | 2 | 50% | $84,900 |
| PPC | PPC SME | 1 | 10% | $10,060 |
| CPRO | CPRO SME\* | 1\* | 15% | $15,090 |
|  |  |  |  |  |
| CPAD | Communication support and event planning | 1 | 50% | $47,300 |
| ATIP | Privacy SME | 1 | 10% | $10,060 |
| SSPD | Staffing SME (SSAs) | 1 | 30% | $30,180 |
|  | PEP SME | 1 | 40% | $40,240 |
| PDD | Policy SME | 2 | 40% | $80,480 |
| Finance | Financial support and administration | 1 | 10% | $10,170 |
| Procurement | Procurement support | 1 | 10% | $8,230 |
|  |  |  |  |  |
| DSAD | Data Services SME | 1 | 25% | $21,650 |
| Legal | Legal SME | 1 | 20% | $20,120 |
| **Grand Total** | | | | **$926,175** |

\*CPRO provided a central point of contact to share NDSi project information with CPRO and to follow up on requests for feedback on deliverables, validation, or to provide input.

External support from Systemscope for the phase 1 (February to May) of the NDSi project is broken down below. Additional Phase(s) are to be determined via governance consultations and approvals.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Resource Category** | **Level** | **Number** | **Rate (Daily)** | **Number of Days** | **Total** |
| Project Executive | 3 | 1 |  |  | $56,250 |
| BTA (Service Design Architecture) | 3 | 1 |  |  | $66.000 |
| BTA (Experience Design) | 2 | 1 |  |  | $57,000 |
| BTA (Information Architecture) | 2 | 1 |  |  | $60,000 |
| BTA (Content Architecture) | 3 | 1 |  |  | $69,000 |
| Business Process Re-engineering Consultant | 3 | 1 |  |  | $66,000 |
| **Grand Total for Phase 1** | | | | | **$374,250** |

# Project Organization

## Project Governance

The NDSi project is a NDS P2P initiative.

MOC will be responsible for setting and approving NDS P2P direction, and for overseeing overall implementation.

EMC will be responsible for ensuring that this direction is effectively executed and for supporting implementation.

External governance options will be discussed and confirmed via EMC consultations.

A “Responsible, Accountable, Supporting, Consulted, Informed” (RASCI) matrix is a tool that describes various roles’ required involvement in exercising their governance responsibilities or completing tasks or deliverables for a project. It is especially useful in clarifying roles and responsibilities in cross-functional/departmental projects. An illustration of the draft NDSi RASCI is included below:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| R = Responsible  A = Accountable  S = Supporting C = Consulted I = Informed | **Project Sponsor** | **Project Steering Committee** | **Core Project Team** | **Sub Working Groups** | **Strategic Direction and Renewal** | **Communications And Parliamentary Affairs** | **Information Technology Services** | **Business Development and Systems** | **Data Services and Analysis** | **Personnel Psychology Centre** | **Legal Services** | **Policy and Corporate Affairs** | **Central Programs and Regional Offices** |
| Project Alignment (Integrated Business Plan) *Mandate, Authority, and Funding* | **A** | **R** | **S** | **S** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Project Intent *Outcomes, Drivers, Scope, Product Backlog* | **A** | **R** | **S** | **S** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Project Vision | **A** | **R** | **S** | **S** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Business Requirements | **A** | **S** | **R** | **S** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Subject Matter Expertise *Conduct presentations, demos, working groups, meetings, consultations, day to day decisions* | **A** | **S** | **S** | **R** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Operational impacts and decisions *Work around solutions, analytics, pilots* | **A** | **R** | **C** | **C** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Managing Change / Transition *Training material, call centre scripts, user guides, internal communication, transition to operations* | **A** | **R** | **C** | **S** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Point of Contact for Enabling Support | **A** | **R** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| In Scope Project Decisions  *TBC with Sponsor* | **C** | **A** | **R** | **S** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Project Risks/Issues/Recommendations | **S** | **A** | **S** | **S** | **C** | **C** | **C** | **R** | **C** | **C** | **C** | **C** | **C** |
| Recommendations for *decision by* PSC/GC Governance | **I** | **A** | **R** | **C** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Recommendations *for Project Sponsor Review and Decision (if sponsor absent from project steering committee)* | **C** | **A** | **R** | **S** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Recommendations *for Project Steering Committee, Core Team, or Sub Working Groups* | **I** | **A** | **R** | **S** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** | **I** |
| Functional Project Decisions  *Standards, methods, and operational decisions with a functional area as per the mandate* | *Existing functional PSC authorities apply* | | | | | | | | | | | | |

The following table reflects the NDSi project governance structure.

|  |  |  |  |
| --- | --- | --- | --- |
| **Function** | **Capability** | **Number** | **Name** |
| **Project Steering Committee** | Project Sponsor | 1 | Pettipas, Tim |
| EMC Representative | 1 | Poliquin, Stéphanie |
| Policy | 1 | Zerr, Geoff |
| Policy | 1 | West, Michael |
| Data Services | 1 | Haddock, Blair |
| Financial Administration | 1 | Morton, Phil |
| IM/IT | 1 | Skinner, Denis |
| Business Development and Systems | 1 | Dubois, Danielle |
| Human Resources | 1 | Landriault, Josée |
| Communications | 1 | Lemaire, Cécile |
| Project Executive | 1 | Dorey, Jason |
| **Project Team Leads Committee** | Project Management | 1 | McGuire, Jason |
|  | Performance Measurement | 1 | Taylor, Julian |
|  | Feedback Loops and Program Intel | 1 | Warner, Shane |
|  | Project Coordination | 1 | Penning, Derrick |
|  | Engagement and Outreach | 1 | Luu Kiefl, Linda |
|  | Policy and Guidance | 2 | Fox, Ruth  Rony, Marie-Helene |
|  | UX and Requirements | 1 | Vargas, Alvaro |
| **Sub Working Groups**  **(to be confirmed)** | **Feedback Loops and Programs**  Lead: Shane Warner  OoR: Dominique Lavoie  PSRS: Céline Valin  CPRO: Mélanie Giroux  CPRO: Yasmine El Hanachi  PPC: TBC  Priority: Karine Hince  Staffing Support: Simon Lachaine  Other business owner representative(s): TBC | | Warner, Shane |
| **Project Management and Enabling Support**  Lead: McGuire Jason  Project Administration: Hawooa Zongo  Project Coordination: Anne-Marie Williams  Financial Administration: Line Bourdages  Procurement: Elizabeth Da Ponte-Middlemiss  Systemscope: Linda Sidoli | | McGuire, Jason |
| **Engagement and Communications**  Lead: Linda Luu Kiefl  External Outreach: Carole Fujimoto  Internal Engagement : Michelle Devaney  Feedback Loop: Shane Warner  Communications: Nathalie Bingley  Communications: Sonas Vallée  CPRO : Kevin Chung  Human Resources : Alexandra Roy | | Luu Kiefl, Linda |
| **Project Guidance**  Lead: Ruth Fox  Priority: Stephen Bickerstaffe  ATIP: Jason Leroy  Employment Equity: Lan Ton  Policy: Marie-Helene Rony  Staffing Support: Simon Lachaine  Business Analysis: Andrew Dunn  Legal: Requests made formally via Jason Dorey | | Fox, Ruth |
| **Performance, Data, and Reporting**  Lead: Julian Taylor  Business Analysis: Kevin Taylor  DSAD: Julie Gravel  DSAD: Gillian Moore  Business Architecture: TBD  DSAD: Alexandre Chiasson  CPRO: Serge Charlebois | | Taylor, Julian |
| **Requirements**  Lead: Alvaro Vargas  Business Analysis: Andrew Dunn  Business Analysis: Kevin Taylor  Business Architecture: TBD  User Experience: TBD | | Vargas, Alvaro |

**Annex A: NDSi Performance Measurement**

This image displays the suggested performance measurement dimensions for NDSi. 
On the far left side of the image, the goal is noted; "renewal of GC staffing services model. 
Directly to the right of the goal two objectives are listed; 
1: modernized approach to staffing that meets candidates and managers expectations and unique needs; and,
2: streamlined and simplified access to PSC staffing programs and services.
The middle of the image is dominated by the suggested performance measurement dimensions. These are linked to the previously described objectives. 
Objective 1 (a modernized approach to staffing) is linked to adequacy which can be measure by manager perceptions. 
Objective 1 is linked to user experience, which can be measured by usability and service quality.
Objective 1 can be linked to innovation which is measured by innovative practices. 
Objective 2 (streamlined and simplified access) is linked to effectiveness which can be measured by access, appropriateness, and quality.
Objective 2 is also linked to efficiency which can be measured by quality, cost, and/or time. 
To the far right of the image are the NDSi Outcomes. 
Efficient PSC program delivery contributing to effective hiring, A seamless, intuitive experience for candidates and hiring managers, and staffing strategies correlated to user needs. 