

Canadian Forces
Grievance Board



Comité des griefs des
Forces canadiennes

Canadian Forces Grievance Board

INTEGRATED BUSINESS AND HUMAN RESOURCES PLAN 2010-11

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Executive Summary

Integrated Business and Human Resources Planning involves identifying the human resources needs for the organization to fulfill its business objectives, and developing the activities necessary to satisfy these needs

Business planning starts by stating business goals clearly. In implementing its business goals, the Board will strive to balance priorities with resources. The Board re-evaluates its priorities annually and adjusts them as required to ensure that the Board continues to anticipate and respond to the needs of grievors.

As well, the Board's Integrated Business and Human Resources Plan (the Plan) will ensure there are sufficient numbers of qualified employees to fulfill its mandate and to mitigate its corporate risk. The Plan addresses key human resources issues of the Board, including learning, professional development, and employment equity through the creation of strategic staffing plans, the establishment of corporate training and development priorities and nurturing in-house expertise.

The Board will continue to support the priorities of the Clerk of the Privy Council for Public Service Renewal over the next several years. In the short to medium term, the priority issues identified in this plan include the right-sizing of the organization, retirement and succession planning, employment equity and improvements to the Board's systems for performance measurement and evaluations of performance.

1. Introduction

The Board's Integrated Business and Human Resources Plan (IBHRP) responds to a number of government-wide priorities established in the Speech from the Throne, the Clerk of the Privy Council's Annual Report to the Prime Minister on the Public Service of Canada, the Management Accountability Framework, the *Public Service Modernization Act*, the *Public Service Employment Act* and the Staffing Management Accountability Framework, all of which emphasize the need for integrated planning. It is the foundation for assessing and understanding the current and future needs of the Board.

In general, integrated planning:

- ▶ aligns an organization's workforce with the government's priorities, and the organization's mission, mandate, priorities, strategic plan and budgetary resources;
- ▶ aligns people strategies with overall business strategies to facilitate the achievement of business priorities and help managers meet their responsibilities and accountabilities; and
- ▶ supports HR strategies (e.g. training, career development, organization design and classification, recruitment, retention, learning, development, employee engagement, promotion, succession, employment equity and official languages) that are tailored to meet the current and future needs of the organization.
- ▶ It is central to the successful management of healthy organizations that retain an engaged, sustainable, competent, and diverse workforce.

This corporate plan is aligned with the Board's Report on Plans and Priorities and takes into consideration the Board's Departmental Performance. It is based on its business goals, the managers' human resources needs and, a gap analysis of the current state and future state of the organization as articulated by management. The objectives of the Integrated Business and Human Resources Plan are to:

- ▶ Establish the Board's strategic direction and business priorities;
- ▶ Strengthen the Board's planning capacity;
- ▶ Identify the current and future HR needs of the Board and develop strategies tailored to meet those needs;
- ▶ Enable alignment of business goals and HR needs and facilitate achievement of those goals;
- ▶ Enhance the Board's ability to meet mandatory human resources requirements including guidelines in the Staffing Management Accountability Framework and the production of the People Component of the Management Accountability Framework (PCMAF); and
- ▶ Reduce organizational risks of environmental changes.

The methodology used to develop the Canadian Forces Grievance Board (CFGFB) Integrated Business and Human Resources Plan is described in Annex A.

2. Organizational Context

2.1. Raison d'être

The raison d'être of the Canadian Forces Grievance Board (the Board) is to provide an independent and external review of military grievances.

Section 29 of the *National Defence Act* (NDA) provides a statutory right for an officer or a non-commissioned officer who has been aggrieved, to grieve a decision, an act or an omission of the administration of the affairs of the CF. The importance of this broad right cannot be overstated since it is the only formal complaint process available to CF members.

2.2. Responsibilities

The Board is an independent administrative tribunal reporting to Parliament through the Minister of National Defence.

The Board reviews military grievances referred to it and provides findings and recommendations to the Chief of the Defence Staff (CDS) and the officer or non-commissioned member who submitted the grievance.

The Board also has the obligation to deal with all matters before it as informally and expeditiously as the circumstances and the considerations of fairness permit.

2.3. Mission, Vision and Values

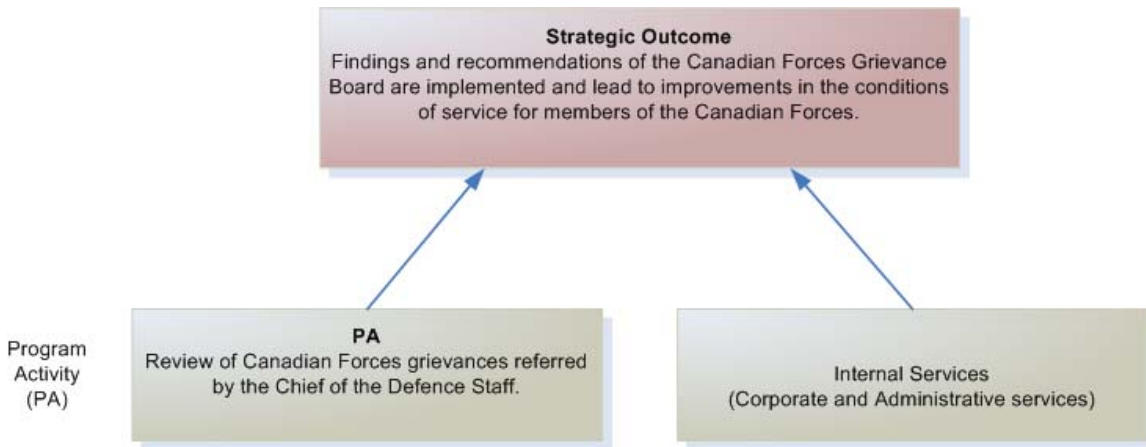
Mission: To provide an independent and external review of military grievances to strengthen confidence in, and add to the fairness of, the Canadian Forces grievance process.

Vision: The Canadian Forces Grievance Board is the centre of expertise in military grievances and a model administrative tribunal, through its fair and efficient processes, professionalism, and good governance.

Values:

- **Excellence:** We strive to attain the highest standards through continuous improvement and leadership.
- **Integrity:** We commit to fairness and transparency in processes, actions and decisions.
- **Respect:** We commit to courtesy and professionalism in dealing with others.
- **Learning:** We commit to an environment where creativity, innovation and personal development are fostered.
- **Accountability:** We adhere to the Values and Ethics Code for the Public Service and accept responsibility for our actions.

2.4. Program Activity Architecture



Program Activity Summary: The Board conducts fair, transparent and timely reviews of grievances referred to it. The Board ensures that its Findings and Recommendations (F&Rs) in each case are written in such a way that they are clearly understood by both the grievor and the CDS. While reviewing individual grievances, the Board sometimes makes findings with respect to a policy or a regulation may affect more than one member. In these cases, the Board makes the CDS aware that a broader problem or issue may exist through issuing a systemic recommendation. Awareness of trends or broader issues are useful to CF senior leadership, decision-makers and policy administrators in correcting past and current practices, preventing problems and making informed decisions.

Program Activity Summary: Internal services support a common government-wide approach to planning, designing, budgeting, reporting and communicating. As a small agency, the Board is required to report on 3 sub-activities levels; Governance and Management Support; Resource Management Services; and Asset Management Services.

Benefits to Canadians: The Board's unique position as an independent and external organization to DND and the CF adds adjudicative fairness to the CF grievance system in support of government values of equity, transparency and fairness. The expectation of fair treatment in respect of a complaint contributes to the morale and esprit de corps of CF members.

The Board endeavours to work with the CF to provide a timely and relevant grievance process which contributes to the effectiveness of the administration of the CF.

Financial Resources

Financial Resources	2010-11	2011-12	2012-13
(\$ thousands)	6,641	6,651	6,651

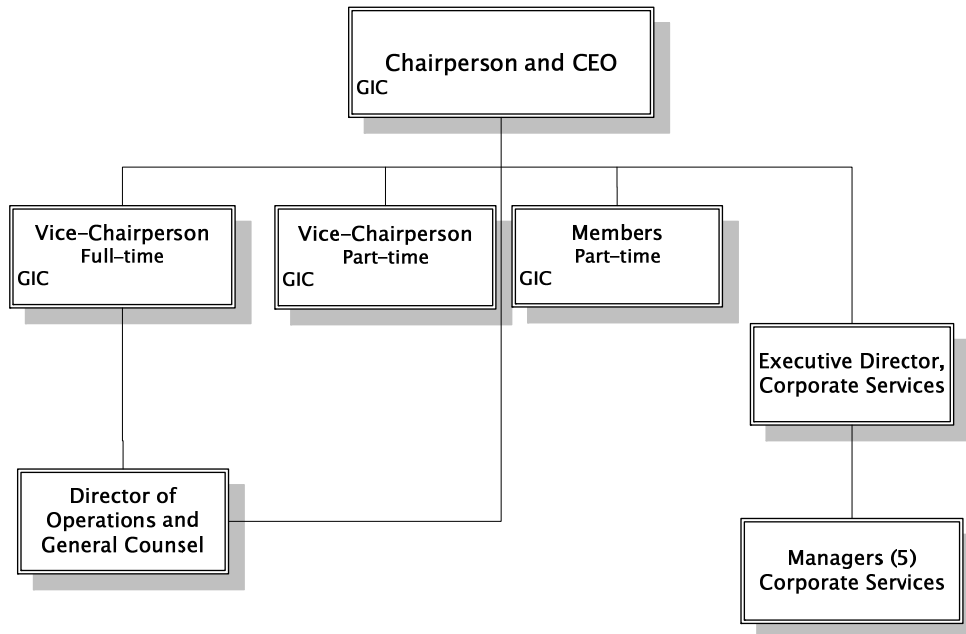
Human Resources *

Human Resources	2010-11	2011-12	2012-13
Full-Time Equivalents (FTEs)	46	46	46

*Includes Board Members appointed by Governor in Council.

2.5. Structure

The Board consists of Governor in Council (GIC), appointees who decide, alone or in panel, on any given case. Board Members are responsible to review grievances and issue findings and recommendations to the Chief of the Defence Staff. The organization supports the Board's mandate by way of robust processes of grievance review and analysis.



The role of Board employees is to support the work of the Board members. Grievance officers and legal counsel work with Board members to provide analysis and legal opinions on a wide range of issues. The Board's corporate services' responsibilities include strategic planning, performance reporting, human resources, finance and administration, information management and information technology, and communication.

3. Corporate Strategic Direction and Objectives

3.1. The Board’s Priorities for 2010-11

The Board has identified the following three key priorities for 2010-11:

1. Operational Performance – Ensure optimum productivity and excellence.	
<p>Why is this a priority?</p> <p>Ensure the high quality and timeliness of the Board’s findings and recommendations and ongoing contribution to the fairness and efficiency of the grievance system for CF members.</p>	<p>Plans for meeting the priority</p> <ul style="list-style-type: none"> ■ Work in cooperation with the CF towards the implementation of a new approach to the referral of cases to the Board. ■ Participate in the 10 year review of the National Defence Act (NDA). ■ Manage and monitor production timelines. ■ Conduct assessments of the Board’s internal review processes and monitor workload planning assumptions. ■ Assure the quality of F&Rs. ■ Conduct analysis of the CDS decisions on CFGB’s F&Rs. ■ Optimize research and working tools.

In order to achieve the expected results, the Board plans to undertake the following activities:

■ **New “principled approach”.**

Under the current model, not every grievor has the opportunity to have an external review of their grievance since regulations stipulate that only certain categories of grievances are referred to the Board.

Discussions are underway with the CF to introduce a model where grievances would be referred to the Board on a “principled approach”, in which the Board would review all grievances in those cases where the CF are unable to find a resolution acceptable to all parties. In such cases the Board would provide the benefit of an independent review before the final authority, CDS or his delegate, renders a decision. The CDS has supported this “principled approach” initiative in his 2008 Annual Report on the Canadian Forces Grievance System.

The CF and the Board have begun a trial of this approach which will be evaluated by 2011-12. Amendments to the NDA and regulations would be required to fully implement this initiative.

■ **Systemic recommendations.**

In reviewing individual grievances, the Board sometimes makes findings with respect to a policy or a regulation affecting more than one member. In these cases, the Board makes the CDS aware that a broader problem may exist through a systemic recommendation. The Board intends to track each systemic recommendation until the CDS makes a decision on the recommendation. Where the CDS makes a decision to act on a recommendation, the Board will monitor progress until the decision is fully implemented.

2. Enhance communications and relations with stakeholders.	
<p>Why is this a priority?</p> <p>Ensure that stakeholders have a better awareness and understanding of the CF grievance process as well as regulations, policies and guidelines affecting CF members.</p> <p>Collaborate with other stakeholders for the development of tools in order to monitor and communicate on the grievance system as a whole.</p>	<p>Plans for meeting the priority</p> <ul style="list-style-type: none"> ■ Increase and diversify outreach initiatives. ■ Obtain feedback from stakeholders and target audiences.

■ Outreach to stakeholders.

The Board will provide important information which offers a precedential value and aids to the senior leadership and administrators within the CF in decision-making. As well, the Board will continue outreach activities to share with both the grievor and the CF, valuable information gleaned from the grievance review process through the publication of summaries of the F&Rs in each case and systemic recommendations.

3. Operational Performance – Maintain the overall effective management and leadership of the CFGB.	
<p>Why is this a priority?</p> <p>Meet government-wide management and accountability priorities through management excellence and sound internal oversight.</p>	<p>Plans for meeting the priority</p> <ul style="list-style-type: none"> ■ Continue efforts to ensure a diverse, representative, capable workplace and workforce to deliver on the Board's mandate. ■ Evaluate the impact of the implementation of new approach to grievance referral on the organisational structure and align the Board's resources accordingly. ■ Complete the Board's 5 year program evaluation and respond to recommendations. ■ Enhance the development and implementation of learning and information management strategies. ■ Continue the implementation of the Board's 5 year Values and Ethics plan. ■ Review the operational readiness capacity of the Board.

3.2. Workload Planning Assumptions

The Board has no control over the number of grievances referred in any given year. Significant fluctuations in the volume of cases referred can have an impact upon the financial and human resources planned by the Board. Workload planning assumptions provide the basis for establishing the number and mix of staff to meet the objectives of providing a timely review of grievances, in accordance with the Board's production standards.

In 2010-11 the Board expects to continue to receive 85-95 cases. These projections included the 10 cases which will be referred to the Board to evaluate the new "principled approach" model. If, after the evaluation, the "principled approach" is adopted, amendments to regulations and, possibly, the *National Defence Act*, would be required. Therefore, minimal workload impact is anticipated in the first half of this fiscal year. However, a possible increase in workload could commence in the second half of the fiscal year, before regulatory change is effected.

4. HR Environmental Scan

The environmental scan serves to inform individual business units of factors internal to the organization (potential changes in program, changes in priorities, etc.) that may affect their capacity to meet projected goals. The external environmental scan focuses upon those factors (demand and supply of employees with skills needed, sources of recruitment, etc.) expected to affect workforce capacity, given operational and HR priorities and emerging issues.

4.1. External Scan

Demographic Profile of the Public Service of Canada March 31, 2009¹

- 274,000 employees (251,000 in 1983)
- 55.1% women (42% in 1983)
- 42.6% of executives are women (less than 5% in 1983)
- 59.7% of employees in the regions and 40.3% in the National Capital Region
- 86.1% indeterminate employees; 9.2% term employees; 4.7% casuals and students
- 70.9% declare English their first official language; 29.1% declare French
- Average age: 43.9 years (39 in 1983)
- Average age of executives: 50.3 years (48.7 in 1983)
- Public Service represents 0.82% of the Canadian population (1% in 1983)

Profile of the Small Agencies

The community of small agencies and departments, defined as having 500 or fewer employees (FTEs), is diverse. There are currently in the order of 51 small agencies, ranging in size, mandate, budget, and organizational structure. These organizations were established over the years to meet different policy objectives, and according to different institutional and legal frameworks. Generally speaking, they have single-program mandates.

Challenges

In general, the small size and budgets of these organizations pose a number of management challenges:

- Smaller agencies find it more challenging to provide employees with opportunities to build expertise and in-depth knowledge in any one area because the low volume of work in specific areas does not permit employees to build that expertise (e.g. staffing EX positions).
- Costs associated with acquiring necessary expertise are likely to be extremely high when compared to larger organizations with in-house knowledge transfer and on-the-job training capacities.
- Lack of depth in the corporate functional areas means that the loss of even one employee can result in a significant loss of corporate capacity.

¹ Seventeenth Annual Report to the Prime Minister on the Public Service of Canada - Annex A: Demographic Snapshot of the Federal Public Service, 2009.

- There is limited budget flexibility to adapt to changing demands and new central agency requirements. Prioritization, strategic planning and risk management become even more important in the wake of more demanding and specialized client and corporate demands. .
- Long standing position classification practices and accepted standards with respect to interdepartmental relativities have sometimes produced positions with anomalies in classifications levels in smaller government agencies. The relatively lower classification levels make it difficult to recruit and retain qualified employees.
- Offering career development opportunities to employees of small agencies is challenging given the small size of these organizations. Career progression is limited within an agency.
- Employment Equity requires careful monitoring as even a single resignation could upset the diversity equilibrium attained by small agencies.

Strengths

- Due to their smaller structure there is an innate organizational agility that facilitates the creation of high performance working relationships.
- The ability to address workforce issues before they become problematic is one of the qualities of small agencies. Their ability to respond rapidly to employees, stakeholders or clients provides opportunities to produce quick impact in implementing change.
- Generalist roles, which are common to smaller organizations, can provide for more variety in the nature of the work to be performed.
- The speed with which decisions can be made is an attractive aspect of the flatter organizational structure found in small agencies.

Economic and Labour Market Profile

The following external factors that relate to the economy or labour market might have an impact on the workforce capacity of the Board:

- Compared to the previous year, the public service retirement rate declined slightly in 2008-09 (by 0.1%), after steadily increasing by 0.9% between 2004-05 and 2007-08. Projections for the next several years call for a slight increase followed by a level retirement rate of 3.3% to 3.5%, assuming a stable employee population².
- Work-life balance has been identified as one of the most important factors in determining employee satisfaction. Programs and tools aimed at achieving work-life balance are likely to assume greater importance in retaining older workers and attracting younger workers.
- As a Canadian knowledge-based economy develops, levels of education in the population have also been rising.
- Women constitute the second most important contributor to labour force growth, after immigration. Balancing work-life obligations has a different meaning for female and male workers.

² Seventeenth Annual Report to the Prime Minister on the Public Service of Canada , Annex A – Demographic Snapshot of the Federal Public Service, 2009.

- The representation of women, Aboriginal peoples and visible minorities in the labour force is increasing.
- The aboriginal population is growing twice as fast as the rest of the population and is younger than the average of the Canadian population. The unemployment rate among the Aboriginal population is twice the Canadian unemployment rate. Factors such as education could increase or limit the labour force representation.
- The proportion of persons with disabilities is likely to increase as the population ages, but this may not translate into an equivalent increase in representation in the workforce. Retention of persons with disabilities may become an issue as more of them reach retirement eligibility and because of the tendency of some disabilities to become progressively more incapacitating.

Diversity – Immigration Trends³

Immigration is the major source of Canada's population growth. Over the next decade, net labour force growth will rely heavily on immigration.

- About 70% of the recent growth in the labour force is due to immigration.
- The majority of recent immigrants are of working age, have university education, and know at least one official language.
- The immigration of educated and skilled workers helps sustain labour force growth and reduces the impact of potential skill shortages.
- A large proportion of immigrants settle in the 3 largest cities of Canada; only 3.2% settle in the National Capital Region.

Linguistic Composition

- English-speaking Canadians represent 58% of the population, followed by French at 22% and Chinese at 3.0%, including Mandarin and Cantonese.⁴
- Canada is increasingly becoming multilingual; as a result demand for services may increase in non-official languages.
- The proportion of Canadians reporting being able to conduct a conversation in English and French was 17.4% in 2006. For Anglophones, almost 68.9% living in Quebec are bilingual, while this is the case for 7.5 of those living outside Quebec. For Francophones, the rate of bilingualism is 35.8% in Quebec and 83.6% for those living outside Quebec.⁵
- Bilingualism is less prevalent among most employment equity designated groups, which may have implications for recruitment

³ Public Service Human Resources Agency of Canada. Public Service Human Resources Environmental Scan 2004/05.

⁴ Statistics Canada - Canada Year Book Overview 2008 - Languages

⁵ Statistics Canada 2006 Census: The Evolving Linguistic Portrait.

4.2. Public Service Renewal Priorities for 2010-11

In the Seventeenth Annual Report to the Prime Minister on the Public Service of Canada, the Clerk of the Privy Council reiterated the government's commitment to renewing the Public Service of Canada and creating a more innovative, dynamic and rewarding workplace. Public Service Renewal has been framed in terms of the following pillars:

- **Integrated Planning:** Continue to improve planning at all levels of the Public Service. Planning should be seen as a core business practice for all public servants, one that is necessary to align goals, resources and results.
- **Recruitment:** The goal is to have recruitment grounded in integrated planning and match recruits strategically to identified business needs. Future recruitment efforts will be aimed at both post-secondary and mid-career candidates. Recruitment will continue to be a key tool in increasing public service diversity and representativeness.
- **Employee Development:** Create learning environments where knowledge management is done well and where employees have ready access to the information they need to do their jobs.
- **Renewing the Workplace (formerly Enabling Infrastructure):** Put greater emphasis on collaboration, technology, innovation, back office systems and knowledge management. Be more systematic about how we manage our knowledge and information. These are important government assets that should be captured and shared among individuals and across organizations.
- **Engagement:** More meaningful dialogue between managers and employees on values, expectations and respective roles in building the Public Service of the future.

4.3. Internal Scan

Workplace Profile: Positions by Occupational Category

As of March 2010, there are 38 occupied positions in the Board. Operations (Grievance Analysis, Legal Services and the Office of the Chairperson) comprise 22 of the 38 occupied positions, with 0 vacancies, while Corporate Services consists of 16 of 38 positions, with 2 vacancies.

In 2009-10 there were a total of 5 departures from the Board, which were divided among various groups and levels within the organization.

Departures: Age Distribution, Profile and Retirement Eligibility

- 13.2% of the CFGGB workforce is 55 years of age and over; 42.1% is between 46 and 54; 34.2% is between 35 and 45; and 10.5% is between 25 and 34 years of age.
- The average age within the organization is 45.5 years of age;
- The average years of service within the Public Service is 12.6 years of service;
- The average years of service within the organization is 5.1 years of service; and
- The number of employees eligible to retire without penalty is 2.

For several employees, the Board is a second career after retirement elsewhere. To some extent, this reduces the risk of a high number of employees retiring within a short timeframe of reaching age 55.

Official Languages

Employees have access to language training up to ten hours per week (five hours during working hours, five hours of employee's time) for purposes of language retention or career development. The Board also offers employees the option of receiving reimbursement for language training taken outside of work hours. As well, the Board supports employees in the maintenance of their language competency through in-house or external training. In 2009-10, 5 employees took French language training for career development and 2 employees took English language training.

- Imperative staffing is the norm within CFGB and 100% of employees meet the language requirements of their position.
- There is no Official Languages Plan as all employees meet the language requirements of their position.
- 82.5% of positions within the Board are identified as bilingual and 17.5% of positions are identified as English essential.

Employment Equity: Workforce Analysis

Section 9(1)(a) of the Employment Equity Act requires that every employer subject to the Employment Equity Act conduct a Workforce Analysis which consists of comparing the internal representation of designated groups in each occupational category within the department to the availability of designated group members in similar occupational groupings in the external workforce in the relevant recruitment area. In this context, employers are required to review their employment systems, policies and practices to determine possible causes of under-representation. Following the Employment Systems Review, organizations are required to prepare an Employment Equity Plan that identifies the specific actions, with numerical goals, that will be taken to address areas of under-representation.

The following table is a comparison of Employment Equity Groups at the Board with the Estimated Workforce Availability (WFA) based on the 2006 Census.

On March 31, 2010

<u>Women:</u>	Women continue to be well represented within the Board at all levels of the organization, with a participation rate of 71.1% compared to the workforce availability of 52.8%.
<u>Persons with Disabilities:</u>	The Board's representation for persons with disabilities has seen a significant increase during 2009-10 from 5.3% to 13.2%. This exceeds by far the workforce availability rate of 4.0%.
<u>Visible Minorities:</u>	The Board representation for Visible Minorities also increased during 2009-10 from 2.6% to 7.9% However, this rate is still short of the workforce availability rate of 13.0%.
<u>Aboriginal:</u>	The Board maintained its Aboriginal representation rate of 2.6% in the workplace against an availability rate of 3.8%.

* Within the Board a representation rate of 2.6% would be equivalent to one person.

CFGB has determined the internal representation of designated groups within the organization and identified Employment Equity as an organizational need.

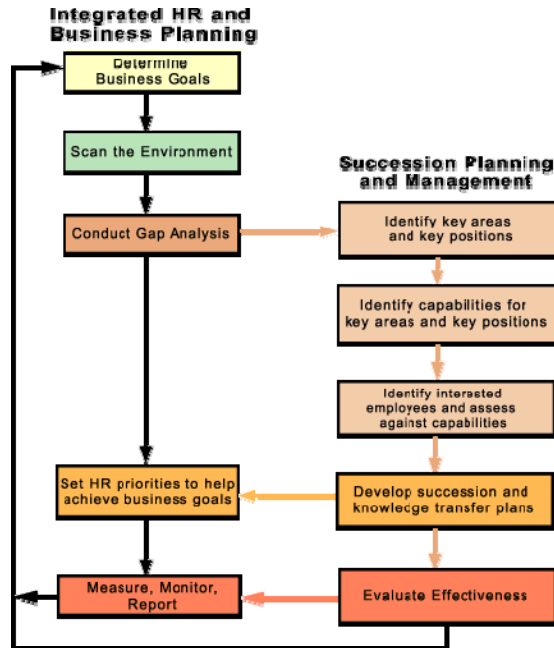
In December 2007 the Board developed the 2007-10 CFGB Employment Equity Plan; the plan will be renewed to cover the period 2010 to 2013. This Plan outlines the organization's

intentions with respect to employment equity with a 3 year planning horizon Through the application of policies and practices, CFGB is committed to whenever possible, establishing and maintaining full representation of all designated groups in all occupational categories, to making continuous improvements in the execution of its employment equity program and to address employment equity issues. CFGB remains committed to integrating employment equity into its human resource management practices and management accountability mechanisms.

Succession planning and knowledge transfer

Succession planning is an integrated, systematic approach to identify, develop, and retain talent for key positions and areas in line with current and projected business objectives.

The process of planning and managing succession is a part of the broader integrated business and HR planning process. As seen in the diagram below, a gap analysis may point to a number of priority areas, one of which may be succession planning.



Succession planning includes the following key elements:

- Focus is on key positions/areas at various levels.
- Focus is on the development of talent for the longer term.
- Plans are linked to building competencies and skills for current and future business needs.
- A systematic process is used to assess candidates based on feedback from multiple perspectives and sources of information.
- Processes are in place to integrate succession planning with other HR activities.

5. Gap Analysis

5.1. Employment Equity

As of March, 2010, the Board employed 38 persons (excluding GIC appointments). The small size of the organization is one of the challenges facing the Board with respect to Employment Equity. Staffing at the Board occurs most frequently in the PM occupational group, where experience/knowledge in the areas of the law, labour relations and the military are required. Labour market availability figures do not reflect that this combination of knowledge/experience is not common within the population as a whole and those of designated groups in particular.

The Board's 2007-10 Employment Equity Plan includes specific strategies for 2010 to improve the representation of designated groups, as follows:

- Continue efforts to increase the Board's representation of visible minorities
- Communicate with all employees to encourage self-identification
- Encourage employees to complete the exit interview questionnaire in order to identify potential barriers or areas for improvement in regard to recruitment and retention of employment equity members.
- Invite employee participation in the Board's approach to the promotion of EE
- Encourage managers to use the newly developed guide for managers to ensure there are no systemic barriers in the staffing process
- Develop the 2010 to 2013 Employment Equity Plan for the Board

5.2. Vacancies

Although in previous years, there had been some difficulties in recruiting and filling vacancies on a timely basis, the use of temporary staff and anticipated staffing has successfully resolved these concerns.

5.3. Succession Planning and Knowledge Transfer

In 2008-09 the Board developed a Succession Plan, the results of which are integrated into this Integrated Business and Human Resources Planning exercise.

Given the small size of CFGB, a high percentage of positions were identified in 2008-09 as critical: 16 critical positions were identified out of 38 employees and of the 16 critical positions, 2 require short-term action. Each corporate services position fulfills a specific mandate that requires specific expertise not found in other employees within the organization. The strategies to fill each critical position identified by managers tend to be for longer term planning purpose, although they all require a plan for replacement on an interim basis. Some issues remain to replace specific positions in a short-term or interim basis.

On the Operations side, there is a potential for progression from Grievance Officer to Team Leader. There is also logical growth from LA-2(I) to a LA-2(II) to the LA-3A given sufficient time and development of individuals.

On the Corporate Services side, there is little possibility for growth from the functional specialist to the functional manager. With little overlap in capacity, it will be important to focus on knowledge transfer.

The Board's 2008-09 Succession Plan identified the following on-going activities to minimize the impact on operations.



Operations	<ul style="list-style-type: none"> ■ Provide training on leadership competencies and provide opportunities to facilitate the development of competencies needed in the organization
Corporate Services	<ul style="list-style-type: none"> ■ Identify critical processes for each position ■ Document and prioritize procedures and processes for each critical position ■ Identify sources of short, mid and long term replacement for each critical position.

5.4. Training and Development Priorities

The Board will continue to emphasize the importance of each employee having an individual Learning Plan. This is consistent with, and surpasses the objectives established by the Canada Public Service Agency that 90% of the public service have Learning Plans. The target for the CFGB for 2010-11 remains that 100% of employees will have a Learning Plan.

As well as the training courses that the Canadian Public Service Agency has established as mandatory for new employees and functional specialists, the Board has established that certain other courses will be mandatory for the Board's employees, as follows:

New employees

Paving the Way: Values and Ethics: Foundations for Employees (C255E)  

Delivery Type: Online

Description: Public service employees are encouraged to learn about the core values of the Public Service of Canada in order to become comfortable in applying these values within their organization. This online course explores the foundational concept of values and ethics and deals with conflicts of interest, ethical dilemmas and issues of accountability. Participants will identify and apply key principles related to values and ethics through exercises and scenarios.

This activity has been designed for All Public Servants in the Public Service of Canada.

New employees

Creating a Respectful Workplace (T916)

Duration: 1 day
Delivery Type: Classroom

Description: It is important to have a clear understanding of the Treasury Board policies on harassment and how they differ from the *Human Rights Act*. This course explores potential harassment situations, what it means to create a respectful workplace and how to promote attitudes and behaviours that will discourage conflict in the workplace. Participants will learn about personal and corporate responsibilities and will have the opportunity to discuss the process and typical outcomes of harassment complaints.

Occupational Health and Safety (D002E)

Delivery Type: Online

Description: Occupational Health and Safety (OHS) in the Public Service of Canada is legislated under the *Canada Labour Code*, Part II. This online course provides employees with an overview of their roles and responsibilities under the *Canada Labour Code* as well as the guidelines for workplace OHS committees and representatives. Participants will gain a solid understanding of their rights and responsibilities, risk management, regulations and penalties concerning OHS.

This activity has been designed for All Public Servants in the Public Service of Canada.

Managers with delegated staffing authority

Informal Discussion in the Appointment Process (P107)

Duration: 1 day
Delivery Type: Classroom

Description: Under the *Public Service Modernization Act*, candidates not selected as part of an internal appointment process have the opportunity to discuss the decisions made by the responsible manager. This course explains the appointment process and helps managers to increase their comfort level in conducting informal discussions with employees. Participants will acquire the tools and skills needed to conduct transparent and constructive informal discussions.

Staffing: A Resourcing Tool for Managers (P901)

Duration: 3 days
Delivery Type: Classroom

Description: The Public Service Employment Act (PSEA) is designed to facilitate recruitment by offering flexibility to departments and agencies while respecting fairness, transparency, accessibility and representativeness. This course provides the knowledge and skills necessary to

manage the staffing process in the context of human resources (HR) responsibilities under the PSEA. Participants will acquire a common understanding of the importance of using staffing as a management tool to meet current and future HR needs.

Each year the Board identifies corporate training priorities. For 2010-11 the CFGB corporate training priorities are:

All employees

Information Management Awareness

Delivery type: various

Description: Increasing awareness of the basics of information management within the Government of Canada (GoC) context.

Awareness of CFGB's Business Continuity and Resumption Plan

Delivery type: various

Description: The CFGB Business Continuity and Resumption Plan (BCRP) describes the response/recovery plans and arrangements to ensure continuity of critical CFGB services in the event of a disruptive event at the CFGB office location.

5.5. Corporate Initiatives: Leadership Development Priorities

The 2009-10 priorities of the CFGB have continued to identify leadership development as an organizational objective. Leadership capacities will be addressed in the performance evaluations of managers

An overview of the effective behaviours of leadership competencies for each of the levels of supervisor, manager, director and director general, as identified by the Government of Canada Leadership Network in the Profile of Leadership Competencies is available at:

<http://www.tbs-sct.gc.ca/tal/kcl/intro-eng.asp>

Methodologies to enhance these competencies could include, but are not limited to the following:

- Learning courses and conferences
- Developmental assignments
- Coaching
- Self-help venues (books, etc)

6. CFGB Human Resources Strategies

In the course of 2010-11, the Board and the Canadian Forces will evaluate a new model for grievance referrals to the Board, called the “Principled Approach”. If adopted, the resulting changes may have longer term implications for the Board’s work processes and associated human and financial resources in future years. This degree of uncertainty will require ongoing monitoring to assess HR requirements and make appropriate and timely adjustments and decisions.

HR priorities and supporting strategies will ensure that appropriate actions are taken in a timely manner to address gap areas and ultimately meet business objectives and enhance organizational performance. Some key planned activities which will take place in 2010-11, and may continue into 2011-12 and 2012-13, include the following:

- Right-sizing and structure of the organization
- EE recruitment
- Development and implementation of an action plan based on the Annual Employee Survey
- Assessment of the long-term impact of changes to the CF Grievance System
- Focus on learning

6.1. Human Resources Plans

Delegated Manager’s planning responsibilities include:

- Develop and communicate a business plan that includes a HR plan component.
- Forecast short and medium term HR needs and availability of skills required on an ongoing basis.
- Determine training and development needs of staff to meet future needs and address corporate priorities.
- Consider succession planning and knowledge transfer
- Take into consideration any public service legislation that may have been established by the Employer, such as a representative workforce (EE) and service to the public in both official languages (OL).
- Implement staffing options and opportunities provided by the PSEA.

Annex B contains the Integrated Business and Human Resources Action Plan and Annex C details a summarized CFGB Staffing Plan for 2010-11.

6.2. Conclusion

The Board's workload assumptions for 2010-11 are generally stable with limited possibility of changes for the first half of this fiscal year. Although no major staffing implications are expected for the first half of this fiscal year, the Board will continue to monitor its activities and update its planning assumptions to ensure it is fully resourced to meet its business priorities and objectives.

ANNEX A: Methodology

Determine Corporate Strategic Direction and Objectives - The primary tasks of leaders within an organization are to understand the environment, define organizational goals, identify options and evaluate actual performance. To commence the planning process, strategic directions are developed by senior management to help individual business align with the Board's established priorities when detailing their contributions to corporate direction and objectives.

Strategic and management priorities are based on an understanding of government-wide priorities and the organization's business priorities as set out in the following documents:

- ▶ CFGB Report on Plans and Priorities (RPP)
- ▶ CFGB Departmental Performance Report (DPR)
- ▶ CFGB environmental scan from a business perspective
- ▶ CFGB environmental scan from an HR Perspective

With the corporate direction and objectives in hand, the business units then identified operational business objectives that aligned and contributed to the achievement of corporate goals and strategies.

Conduct an Environmental Scan and a Workforce Analysis - Once operational objectives were defined, the next step was to conduct a workforce analysis and an environmental scan of factors internal and external to the organization expected to affect workforce capacity, given operational and HR priorities and emerging issues.

Environmental Scan (internal and external) - The environmental scan serves to determine factors internal to the organization (potential changes in program, changes in priorities, etc.) that may affect their capacity to meet projected goals and external environmental factors (demand and supply of employees with skills needed, sources of recruitment, etc.) expected to affect workforce capacity, given operational and HR priorities and emerging issues. It can include information from surveys, focus groups, economic trends, labour research, organizational performance indicators, demographic studies, etc. of relevance to the organization.

Understanding the environment and the composition of the workforce (eligibility for retirement, vacancy rates, turnover rates, internal staff mobility, etc.), helps individual business units forecast their HR needs to meet business and management priorities.

Workforce Analysis - Section 9(1)(a) of the Employment Equity Act (EE) requires that every employer subject to the Employment Equity Act must conduct a Workforce Analysis.

The legislated obligation to conduct an EE Workforce Analysis requires that organizations do the following:

- ▶ determine the internal representation of designated groups;
- ▶ calculate the external workforce availability for each designated group in each occupational grouping;
- ▶ compare internal representation to external workforce availability;
- ▶ identify areas where there is under-representation;
- ▶ prepare a report summarizing the shortfalls in representation detected which point to potential problem areas which in turn trigger the requirement that employers review their employment systems, policies and practices to determine possible causes of under-representation.

The requirements of an Employment Systems Review include a review of the following:

- ▶ the recruitment, selection and hiring of employees;
- ▶ the development and training of employees;
- ▶ the promotion of employees;
- ▶ the retention and termination of employees; and
- ▶ the reasonable accommodation of the special needs of members of designated groups.

Following the Employment Systems Review, organizations are required to prepare an Employment Equity Plan that includes numerical goals outlining how the under-representation detected in the Workforce analysis will be eliminated.

Conduct a Gap Analysis - The gap analysis compares the current state of an organization to the desired state. It identifies gaps with respect to the organizational needs, and the current workforce characteristics. Once any gaps in the current workforce are identified, there are three possible approaches to closing them: **redesign the work, develop new capacity in existing staff, or hire more people.**

Establish the Integrated Business and Human Resources Action Plan - Once the organization identified the HR gaps to which it wishes to give priority over the planning period, the next step of the process involves the setting of HR priorities and supporting strategies that will ensure that the appropriate actions are taken in a timely manner to address the gaps and ultimately meet the business and management priorities.

Once the business unit integrated plan is completed, it is reviewed to identify larger corporate issues or trends of relevance to the organization. The business unit plans, the results of the gap analysis and the environmental scan (Business and HR) are then integrated into the Board's Integrated Business and Human Resources Plan Action Plan.

Establishment of Staffing Needs - In addition to the Integrated Business and Human Resources Action Plan which identifies the HR priorities and strategies, managers developed a Staffing Plan as part of the organization's Integrated Business and Human Resources Plan.

The Staffing Plan captures the specific staffing and recruitment needs, including organizational and operational requirements and any new skill requirements resulting from the identification of essential and asset qualifications.

The plan includes actions pertaining to staffing vacant positions, anticipatory staffing as a result of retirements, expected departures, etc. and specific actions that support the HR priorities and strategies identified in the HR Plan. It also includes to the extent possible, identification of the process selection for the staffing choices, any rationale and links to the Integrated Business and Human Resources Plan, which might serve as a means to justify the staffing needs.

Monitor and Update - No working environment is frozen in time. Organizational needs and priorities change, and not all HR events can be provided. The CFGB Integrated Business and Human Resources Plan is reviewed and revised during the fiscal year to reflect unanticipated changes and changing circumstances.

Annex B - Integrated Business and Human Resources Action Plan 2010-11

Last update: May 5, 2010

ORGANIZATIONAL UNIT	LINKAGE TO BUSINESS PRIORITIES	HR STRATEGIES TO DELIVER ON PRIORITIES	NEW ITEM X	HR ACTIVITIES AND TIMELINES	PERFORMANCE INDICATORS AND EXPECTED RESULTS	STATUS / EXPLANATION MID-CYCLE	STATUS / EXPLANATION END CYCLE
Executive Offices							
Operations	Maintain steady state of operations.	Assessment of the long-term impact of changes to the CF Grievance System and workload assumptions to meet business requirements.		<ol style="list-style-type: none"> 1. Conduct assessment of right-sizing and structure of the sector (end of 2nd Quarter of 2010). 2. Abolish PM-6 Military Law Grievance and Policy Specialist position. 	<p>Completion of assessment and determination of needs.</p> <p>Vacated position is abolished</p>		
Corporate Services	<p>Maintain steady state of operations.</p> <p>Increase Representation of EE</p> <p>Implement management of information and records as per Management of Government Information Policy.</p>	Ensure fully staffed sectors to meet service outcomes, operations needs and accountabilities.		<ol style="list-style-type: none"> 1. Staff new position - Strategic Communications Advisor (IS-04) (end of 2nd quarter of 2010). 2. Staff a casual IS-04 (1st quarter of 2010). 3. Staff casual AS-01 position (end of April 2010). 4. Staff Administrative Assistant AS-02 (2nd quarter of 2010). 5. Staff a casual Administrative Assistant AS-02 (1st quarter of 2010) 6. Staff summer student through FSWEF (end of May 2010). 	<p>Newly created term position is staffed</p> <p>Casual position is staffed</p> <p>Casual position is staffed</p> <p>Position is staffed</p> <p>Casual position is staffed.</p> <p>Student is hired</p>		

ANNEX C - STAFFING PLAN 2010-11

Last update: May 5, 2010

BUSINESS UNIT	POSITION TITLE / GROUP AND LEVEL	REASON FOR STAFFING*	NEW ITEM X	PROPOSED STAFFING ACTION**	ORGANIZATIONAL / OPERATIONAL NEED	TENURE***	STATUS / EXPLANATION MID-CYCLE	STATUS / EXPLANATION END CYCLE
Executive Offices								
Operations	Senior Grievance Officer (PM-05)	Anticipatory staffing		External – national advertised process	Increase Representation of EE	Various tenures		
Executive Director's Office	Administrative Assistant (AS-02)	Staff vacant position		Internal – advertised process	Increase Representation of EE	Indeterminate		
	Administrative Assistant (AS-02)	Casual hired while conducting indeterminate process		Casual		Short term		
Communications Services	Strategic Communications Advisor (IS-04)	New position to be staffed for a 2 year term		External – advertised process	Increase Representation of EE	Determinate		
	Strategic Communications Advisor (IS-04)	Casual hired while conducting external process		Casual		Short term		
	Communication Assistant (AS-01)	Temporary work assignment for the summer to support communication activities		Casual		Short term		

BUSINESS UNIT	POSITION TITLE / GROUP AND LEVEL	REASON FOR STAFFING*	NEW ITEM X	PROPOSED STAFFING ACTION**	ORGANIZATIONAL / OPERATIONAL NEED	TENURE***	STATUS / EXPLANATION	STATUS / EXPLANATION
							MID-CYCLE	END CYCLE
Human Resources Services								
Financial Services								
IM/IT Services	FSWEP Summer Student	Temporary work assignment for the summer to support IM activities		FSWEP		Short term		
Strategic Planning & Performance Measurement								

Legend

* Definition of Reason for Staffing Action – New vacancy, replacement as a result of retirement or a departure, replacement of individual on extended leave period (e.g., maternity, paternity, long term sick leave, leave without pay), end of term, new position, etc.

** Definition of Proposed Staffing Action – Internal and external appointment, advertised or non-advertised appointment, deployment, casual worker, secondment, assignment, acting assignment, student employment, interchange.

***Tenure – Term, indeterminate, casual, acting, part-time, etc.