

# Audit of the Implementation of the Staffing Frameworks

Internal Audit Report  
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## ACRONYMS

BMU	Business Management Unit
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
HR	Human Resources
HRWSB	Human Resources and Workplace Services Branch
ISC	Indigenous Services Canada
OCHRO	Office of the Chief Human Resources Officer

# EXECUTIVE SUMMARY

## Context

A staffing framework with its associated policies and procedures is the first step in defining the departmental staffing regime and ensuring consistency of communication and implementation of its expectations. The framework provides a general roadmap to sub-delegated managers and highlights the values of the Department with respect to staffing. Along with a framework, an efficient staffing process that is supported by standards and continuous monitoring should be in place to help to staff as quickly as possible so that operations are not impacted.

## Why it is important

The establishment of staffing frameworks provides the foundation for staffing activities of the departments and an efficient staffing process with the required tools for monitoring and improvement are important to support timely staffing and operational effectiveness.

## What we examined

The audit team examined whether the departments had established staffing frameworks that provided guidance to sub-delegated managers and Human Resources (HR) advisors. The audit also examined whether the staffing process was optimized with necessary standards in place to ensure continuous improvement.

## What we found

### Positive Observations

The audit identified the following positive observations:

- Staffing frameworks were established and implemented for both Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and Indigenous Services Canada (ISC).
- Staffing frameworks defined the roles and responsibilities of sub-delegated managers and HR advisors.
- Staffing frameworks provided guidance on the key elements necessary for effective staffing, such as oversight mechanisms and accountability for staffing decisions.
- The ISC framework provided guidance to users on Indigenous recruitment.
- Human Resources and Workplace Services Branch (HRWSB) had implemented a staffing calculator to help sub-delegated managers to achieve their respective staffing goals.
- HRWSB had defined service standards for the last segment of the staffing process in order to help both departments meet the HR-to-Pay timelines.

## Opportunities for Improvement

The audit identified some areas where management practices and processes could be improved, resulting in the following recommendations:

- The Director General of Human Resources and Workplace Services Branch should ensure that CIRNAC's Staffing Framework is updated to incorporate information to guide the Department in Indigenous recruitment.
- The Director General of Human Resources and Workplace Services Branch should, in consultation with sectors, develop a risk-based project plan with clear milestones for project completion and departmental implementation of the optimized staffing process and associated tools.
- The Director General of Human Resources and Workplace Services Branch should:
  - develop a centralized approach to collect data on the time required for the steps identified in the online staffing calculator as well as the HR-to-Pay timelines; and
  - for the HR-to-Pay timelines and the staffing process as a whole, identify opportunities to monitor compliance and enable continuous improvement.

## Statement of conformance

The audit conforms with the *Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing* and the Government of Canada's *Policy on Internal Audit*, as supported by the results of the Quality Assurance and Improvement Program.

## Overall Conclusion

Overall, the audit found that HRWSB had developed staffing frameworks for both ISC and CIRNAC. These frameworks had been communicated and contained clear guidance as it related to the roles and responsibilities of sub-delegated and HR advisors who were essential to the staffing process. HRWSB had also supported the sub-delegated managers, HR advisors, HR assistants and Business Management Units by providing timelines for each step in the overall staffing process and some that were specific to the HR-to-Pay portion. These timelines also provided a roadmap for achieving compliance with HR-to-Pay timelines.

The audit found areas for improvement related to the need for: guidance on Indigenous recruitment in the CIRNAC Staffing Framework; a project plan that would help deliver the objectives of the staffing optimization process; and, data that could be used to monitor the timelines currently in place, as well as support continuous improvement and increased compliance with the HR-to-Pay Timelines.

## Management's Response

Management is in agreement with the findings, has accepted the recommendation included in the report and has developed a management action plan to address the recommendation. The management action plan has been integrated into this report.

# 1. CONTEXT

A staffing framework with the associated policies and procedures is the first step in defining the departmental staffing regime and ensuring consistency of communication and implementation of its expectations. The framework provides the roles of the key stakeholders in the staffing process, including the Deputy Minister. The framework also provides a general roadmap to sub-delegated managers and highlights the values of the Department with respect to staffing.

The deputy ministers of Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and Indigenous Services Canada (ISC) sub-delegate human resources authorities, including staffing authorities, to employees who meet all the sub-delegation conditions and prerequisites within their respective jurisdiction. The authorities are sub-delegated based on reporting relationships and/or the title of the position held and the associated responsibilities.

In order to execute staffing actions, sub-delegated managers work closely with their respective Human Resources (HR) advisors. HR advisors are there to provide sub-delegated managers with expert advice and guidance on the implementation of applicable policies and the departmental staffing frameworks.

Timely staffing that respects the integrity of the staffing regime is important to effective operations, thus, the framework provides a general roadmap with respect to staffing and guides sub-delegated managers to assist them in making sound judgment in an environment of greater flexibility and accountability.

HR services for CIRNAC and ISC are delivered by the Human Resources and Workplace Services Branch (HRWSB), which is a shared service between the two departments.

## 2. ABOUT THE AUDIT

The Audit of the Implementation of Staffing Frameworks was initially included in the Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada 2019-20 to 2020-21 Risk-Based Audit Plan. Due to scope modification, the audit was re-approved as part of the 2020-21 to 2021-22 Risk-Based Audit Plan.

### 2.1 Why it is important

The establishment of staffing frameworks provides the foundation for staffing activities of the departments and an efficient staffing process, with the requisite tools for monitoring and improvement, are both important to ensuring timely staffing and operational effectiveness.

## 2.2 Audit Objective

The audit team examined whether the departments have established staffing frameworks that provide guidance to sub-delegated managers and HR advisors. The audit also examined whether the staffing process is optimized with necessary standards in place to ensure continuous improvement.

## 2.3 Audit Scope

The scope included an examination of the staffing frameworks for CIRNAC and ISC, a review of the optimization initiative being conducted by HRWSB, and an examination of the service standards in place to monitor the staffing and HR-to-Pay processes. The period covered by the audit was from April 1, 2018, to June 30, 2020.

## 2.4 Audit Approach and Methodology

This audit was conducted in accordance with the requirements of the Treasury Board *Policy on Internal Audit*. The audit team examined sufficient, relevant evidence and obtained sufficient information to provide a reasonable level of assurance in support of the audit conclusion.

The main audit techniques used included:

- Interviews with relevant stakeholders in HRWSB and a sample of sub-delegated managers in each sector;
- Review of relevant documentation, including staffing frameworks, sub-delegation instruments, processes flowcharts and other documentation that was deemed relevant; and
- Staffing process walkthrough.

The audit criteria for this audit engagement can be found in Appendix A of this report.

# 3. KEY FINDINGS AND RECOMMENDATIONS

## 3.1 Staffing Frameworks

The Public Service Commission has delegated appointment and appointment-related authorities to deputy heads of federal public service organizations. Deputy heads are encouraged to sub-delegate these authorities within their organization. The Public Service Commission Appointment Framework guides deputy heads in building their own staffing systems adapted to the needs of their organization. In this context, a staffing framework with the associated policies and procedures is the first step in defining the departmental staffing regime and ensuring consistency of communication and implementation of its expectations. Furthermore, defining roles and responsibilities as part of the framework provides clarity and sets expectations for the key stakeholders tasked with implementing it.



It was expected that the staffing frameworks for CIRNAC and ISC were established, communicated and provided guidance to key stakeholders (i.e., sub-delegated managers and HR advisors), and that their respective roles and responsibilities were clearly defined for appointment-related activities.

Without a sound staffing framework for each department that clearly defines the roles of the key stakeholders, there is a risk that staffing actions may not be in line with departmental goals, which may result in delays in the staffing process, as well as potential errors.

## **The staffing frameworks have been developed to guide staffing activities and define roles and responsibilities**

### **Findings**

The Corporate Staffing group of HRWSB developed independent staffing frameworks for each of CIRNAC and ISC. The staffing frameworks, approved by each department's respective Deputy Minister, were communicated via email to sub-delegated managers and HR advisors when introduced and were available to all employees on each department's intranet sites. The frameworks were to be reviewed periodically; however, no set timeline for the review was identified. The initial staffing framework for ISC was introduced in December 2017 and was last updated and approved in January 2020. The CIRNAC Staffing Framework was introduced in December 2018 and has not yet been updated.

Each framework contains several modules that provide relevant guiding information on how sub-delegated managers and HR advisors are expected to conduct certain aspects of their staffing duties. These modules were designed to:

- Assist sub-delegated managers in making sound decisions when choosing the type of appointment process used to staff one or more positions;
- Communicate the Policy on Area of Selection to outline the departments' mandatory policy requirements and help sub-delegated managers determine who is eligible to participate in an appointment process;
- Provide guidance to sub-delegated managers on how to articulate selection decisions in writing; and
- Provide guidance to sub-delegated managers and HR advisors in defining staffing strategies to apply a risk-based approach in order to meet departmental business needs, priorities and commitments.

The frameworks also formally defined and communicated the roles and responsibilities of sub-delegated managers and HR advisors as it related to staffing. Having these roles defined in the framework helped sub-delegated managers and HR advisors fulfill their responsibilities, as well as understand each other's role in the staffing process.

The ISC Staffing Framework included a module on Indigenous recruitment, which provided guidance on the recruitment of Indigenous employees and promoted the needs and values of Indigenous employees in the Department. The CIRNAC Staffing Framework did not contain specific guidance on Indigenous recruitment; however, information on Indigenous recruitment was available to CIRNAC employees through the Indigenous Recruitment and Retention Framework, which was published on the intranet in 2016 under the former Indigenous and Northern Affairs Canada. The Indigenous Recruitment and Retention Framework also included guidance on Indigenous recruitment and highlighted the value of Indigenous employees; however, the 2016 information pre-dated the dissolution of Indigenous and Northern Affairs Canada and may not reflect the current context.

The reorganization within HRWSB, competing priorities within the Sector and the time required to better understand the legal perspective has resulted in delays updating the CIRNAC Staffing Framework and the incorporation of Indigenous recruitment guidance within the framework. Not having guidance on Indigenous recruitment incorporated in the staffing framework may limit awareness of this key component in the Department's recruitment efforts and may subsequently impact Indigenous recruitment efforts.

## Recommendation

1. The Director General of Human Resources and Workplace Services Branch should ensure that CIRNAC's Staffing Framework is updated to incorporate information to guide the Department in Indigenous recruitment.

## 3.2 Staffing Optimization

A streamlined staffing process can improve the productivity of the recruitment team and sub-delegated managers, as well as improve the ability of an organization to hire talent in a timely manner. Recognizing the importance of a streamlined staffing process, HRWSB initiated, in May 2018, a staffing leaning project aimed at optimizing the staffing process by addressing its known challenges and inefficiencies. The staffing optimization initiative was not yet finalized at the conclusion of the audit.

The audit expected to find that the optimization project had clear objectives to streamline the current staffing processes and that the project had a plan in place with timelines against which progress was measured. The reason HRWSB initiated the optimization project, which was originally called the leaning project, was because opportunities for improvement were noted in the current process. Therefore, there is a risk that the continued use of the current process may continue to impact the timeliness of staffing actions.

## The optimization project was initiated but an updated staffing process was not implemented

### Findings

The staffing optimization project was led by the HRWSB Change Management Team. The project was piloted internally within HRWSB and did not have participation from other sectors in either ISC or CIRNAC. When the project was initiated, it was recognized within HRWSB that non-administrative staffing (i.e., advertised and non-advertised) was having an impact on clients. This process faced challenges regarding the overall time to staff, number of steps and overall client service. The initial phase of the project, which started in May 2018, completed the following four stages:

1. Kaizen workshop and process mapping;
2. Pilot project;
3. Consultations with internal participants (i.e., HRWSB); and
4. Optimization of the identified staffing processes.

The Change Management Team reported in July 2018 that a working group, including representatives from different HR teams was established to evaluate the non-administrative staffing process through a lean management lens and a Kaizen workshop. The non-administrative staffing processes included: advertised and non-advertised staffing appointments (both indeterminate and term appointments), and acting appointments greater than four months. A Kaizen workshop is a process improvement exercise designed to make quick and easy process improvements in a focused area. As a result of this workshop, the “actual process” was mapped-out and an “ideal process” was identified.

Between November 2018 and May 2019, a pilot project to test the “ideal process” was conducted within HRWSB for HRWSB staffing actions in the National Capital Region only. According to the Change Management Team, the objectives of the pilot project for non-administrative staffing were to test the ideal process; measure its effectiveness; identify where potential issues could occur in the staffing process; implement effective changes; and adjust the process as needed.

The pilot project had identified some key improvement indicators and set targets that were to be reached during the piloting exercise; however, these targets were not reached in the key areas that would have indicated improvement in the timeliness of the staffing process. Under the pilot process, an average of 122 days was needed to complete appointment processes or 104 days with the help of a consultant while the target was 90 days. Only 43 percent of the participating sub-delegated managers believed that the staffing process executed through the pilot project moved faster than if it had gone through the usual approach when the target was at 80 percent. Only 57 percent of the participating sub-delegated managers believed that it was easier to follow the proposed ideal staffing process when the target was at 80 percent.

After reviewing the pilot project and its results, some adjustments were made to continue with the optimization exercise. The primary adjustment was that best practices were identified from regional HR service hubs and the process for EX staffing. The optimized non-administrative staffing process was redesigned via flowchart in June 2019.

As part of the pilot project, consultations were done with all the Team Leaders from Hubs of HRWSB and with HRWSB's Business Management Unit (BMU). The Change Management Team indicated that the newly developed process was presented to these stakeholders and comments and recommendations were collected.

The analysis of the new optimized process against the current process identified limited overall improvement to the length of time required for the staffing process due to the following:

- The same staffing steps were required under both the current and optimized process.
- The optimized process highlighted a reduction, on paper, in the number of stakeholders involved in the staffing process from four (i.e., sub-delegated managers, HR advisors, HR assistants and BMUs) to two (i.e., sub-delegated managers and HR advisors). However, all four stakeholders would continue to have a role in staffing activities.

The optimized process highlighted opportunities to conduct certain steps in the staffing process in parallel, which may help reduce the time it takes to do the applicable steps (i.e., language testing, security screening, etc.) under the current sequential approach. The new process highlights new points at which these parallel steps may be started to reduce their impact on the overall time of the staffing process.

In addition to mapping an optimized process, the Change Management Team developed some tools, such as the staffing calculator and the Staffing Action Request Form, to facilitate the implementation of the optimized processes.

Other tools were also identified, such as a MyGCHR module called "HR Service Request" that was expected to automate the follow-up and tracking of HR requests. However, the plans to develop the identified tools and any information technology solutions to assist in the staffing process were still in the exploratory stage.

The optimization project is still ongoing and it is not clear when an optimized staffing process will be implemented in ISC and CIRNAC. Without clear targets for the project and their respective completion dates, the opportunity to optimize HRWSB's and sub-delegated managers' resource utilization for staffing may not be achieved.

## **Recommendation**

2. The Director General of Human Resources and Workplace Services Branch should, in consultation with sectors, develop a risk-based project plan with clear milestones for project completion and departmental implementation of the optimized staffing process and associated tools.

### 3.3 Service Standards

Service standards help to define expectations between the client and the service provider, allow for uniformity in service delivery and improve the overall efficiency of the process through the ability to continuously monitor against targets and make improvements. These service standards not only allow the departments to set and monitor how internal expectations are being met, but also help in meeting external requirements.

In fall 2017, the Office of the Auditor General recommended that the Treasury Board Secretariat set performance standards related to the processing of pay in order to help address the Phoenix pay issues. In response, the Office of the Chief Human Resources Officer (OCHRO) established the HR-to-Pay timelines for 11 HR transactions leading to a pay action. Compliance with the timelines set for these 11 HR transactions are monitored by Treasury Board Secretariat, and departments are provided with monthly reports detailing their compliance rates.

The audit expected to find that services standards have been identified, documented and communicated to HRWSB clients for the entire staffing process, including the HR-to-Pay components. It was also expected that the results of staffing activities were being monitored in order to allow for continuous improvement if issues were identified in meeting expected targets.

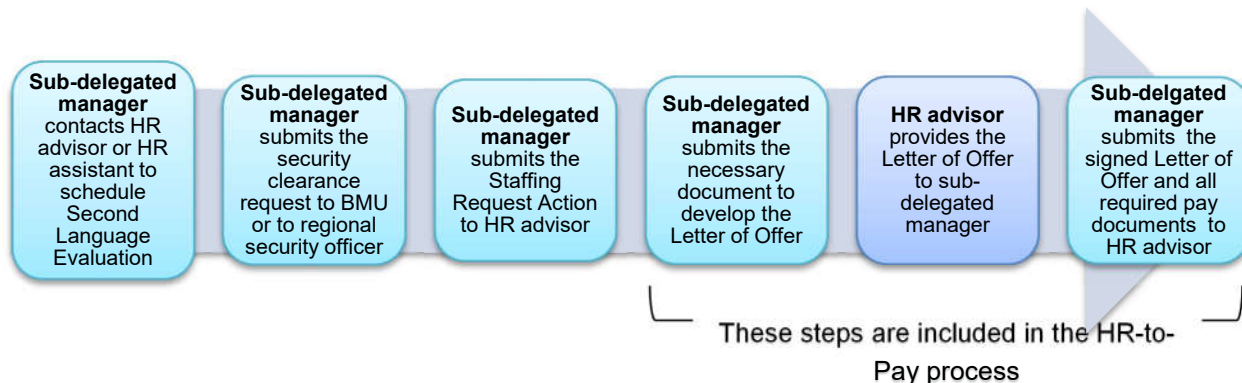
Without clear service standards that are monitored, there is a risk that staffing timelines may not be optimal, service delivery may not be consistent and the necessary improvements may not occur to optimize the process. With respect to the component of the staffing process that must meet the HR-to-Pay timelines set by OCHRO, there is a risk that delays may contribute to employee pay issues and have a negative impact on the reputations of both ISC and CIRNAC.

#### **Sub-delegated managers were provided with timelines for staffing action, including the HR-to-Pay timelines, but no monitoring was in place**

##### **Findings**

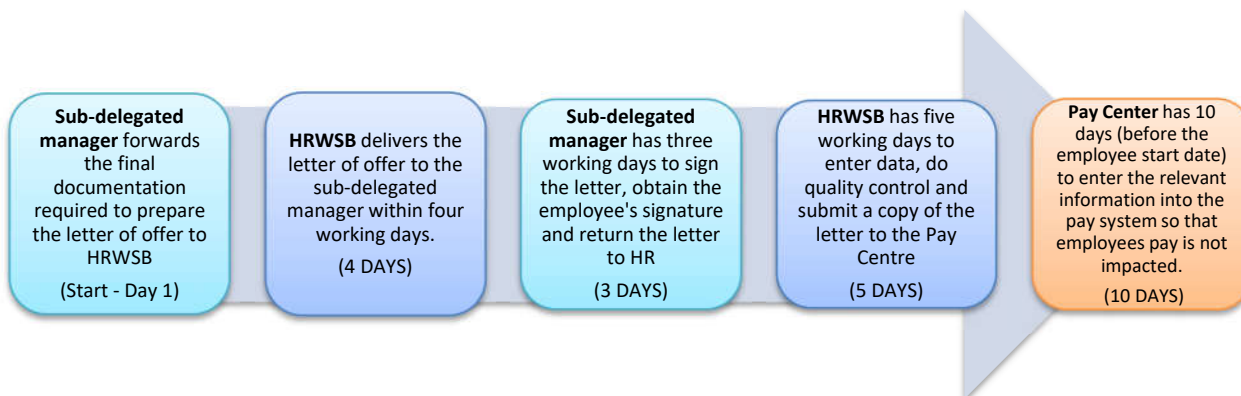
HRWSB established how long key steps in the departmental staffing process should take for different staffing actions. This information was made available to sub-delegated managers through the staffing calculator. HRWSB developed a staffing calculator as a tool to help sub-delegated managers determine the earliest start date for a potential hire that complied with the HR-to-Pay requirement. Once a sub-delegated manager entered a date in the staffing calculator for an employee's future start date, it determined the key milestone dates and steps that must occur, as well as who was responsible for the action (the sub-delegated manager, HR advisors, HR assistants or BMUs). Figure 1 illustrates an example of the key steps generated by the calculator tool for a staffing action using an external advertised appointment from a pool.

**Figure 1: Key Staffing Steps per the Staffing Calculator**



In addition to the staffing calculator, HRWSB established documented HR-to-Pay timelines to define the amount of time required for the five key steps leading up to the start date of an employee, including the time required to send documentation to the Pay Centre. Timelines have been established for the 11 staffing action types that OCHRO monitors. The timelines begin once the sub-delegated manager requests a letter of offer, including the employee’s start date. The timeline ends once the Pay Centre has input the information into the employee’s pay file. Figure 2 illustrates the timelines set by HRWSB to comply with the HR-to-Pay initiative for a new hire that is new to the Public Service.

**Figure 2: HR-to-Pay Timeline for a New Hire that is New to Public Service**



OCHRO measures departmental compliance by determining if the Pay Centre receives all the necessary information from HRWSB early enough to modify the pay file prior to the employee’s start date on the letter of offer. For the 11 staffing action types, the amount of time required by the Pay Center ranges from three days for an acting appointment to ten days for a new hire.

The audit noted that HR-to-Pay timelines have been communicated to sub-delegated managers and can be found on the intranet sites of both ISC and CIRNAC, along with supplementary information on HR-to-Pay. The compliance rate of each department was very low. In the fourth quarter of 2019-20, only 36 percent of CIRNAC's staffing transactions and 46 percent of ISC's staffing transactions met the OCHRO service standard for timeliness. Additional awareness training was being provided to HR advisors and sub-delegated managers who may not have been aware of the timelines or who may have had some gaps in their understanding of what the timelines meant.

The audit found that although HRWSB had developed timelines for how long key steps in the staffing process should take and had further developed detailed HR-to-Pay timelines for the part of the staffing process impacting HR-to-Pay compliance, data was not being collected to measure performance against the timelines. There was no monitoring of the timelines and no support for continuous improvement.

As seen in Figure 2, meeting the HR-to-Pay timeline requires adherence by both the sub-delegated manager and HRWSB for all of the steps included in the process under their respective responsibilities. Missing a required timeline for any of these steps by either the sub-delegated manager or HRWSB could affect the compliance to the overall HR-to-Pay timeline for the particular staffing action.

Given that there is no database to track the time spent by sub-delegated managers, BMUs, HR advisors, and HR assistants to complete each key step identified in the online calculator or in the HR-to-Pay timelines, the departments cannot focus their efforts on improving compliance with the HR-to-Pay timelines or on general improvements to the staffing process. There may be a risk of ongoing or increasing non-compliance with the HR-to-Pay timeline requirements, increased employee pay issues or further delays in the staffing process.

## **Recommendation**

3. The Director General of Human Resources and Workplace Services Branch should:

- develop a centralized approach to collect data on the time required for the steps identified in the online staffing calculator, as well as the HR-to-Pay timelines; and
- for the HR-to-Pay timelines and the staffing process as a whole, identify opportunities to monitor compliance and enable continuous improvement.

## 4. CONCLUSION

Overall, the audit found that HRWSB had developed staffing frameworks for both ISC and CIRNAC. These frameworks had been communicated and contained clear guidance as it related to the roles and responsibilities of sub-delegated managers and HR advisors who were essential to the staffing process. HRWSB had also supported the sub-delegated managers, HR advisors, HR assistants, and BMUs by providing timelines for each step in the overall staffing process and some that were specific to the HR-to-Pay portion. These timelines also provided a roadmap for achieving compliance with HR-to-Pay timelines.

The audit team identified areas for improvement where the staffing framework, the optimization process, and the monitoring of staffing timelines could be improved, resulting in the following three recommendations:

1. The Director General of Human Resources and Workplace Services Branch should ensure that CIRNAC's Staffing Framework is updated to incorporate information to guide the Department in Indigenous recruitment.
2. The Director General of Human Resources and Workplace Services Branch should, in consultation with sectors, develop a risk-based project plan with clear milestones for project completion and departmental implementation of the optimized staffing process and associated tools.
3. The Director General of Human Resources and Workplace Services Branch should:
  - a. develop a centralized approach to collect data on the time required for the steps identified in the online staffing calculator as well as the HR-to-Pay timelines; and
  - b. for the HR-to-Pay timelines and the staffing process as a whole, identify opportunities to monitor compliance and enable continuous improvement.



## 5. MANAGEMENT ACTION PLAN

Recommendations	Management Response / Actions	Responsible Manager (Title)	Planned Implementation Date
<p><b>#1 Staffing Frameworks:</b> The Director General of Human Resources and Workplace Services Branch should ensure that CIRNAC's Staffing Framework is updated to incorporate information to guide the department in Indigenous recruitment.</p>	<p>CIRNAC's Staffing Framework is currently under review. As planned, the revised framework will include a module on Indigenous recruitment. Even if the current CIRNAC Staffing Framework doesn't include a module on Indigenous recruitment, CIRNAC does have as separate policy instrument called Indigenous recruitment and retention framework to guide managers on Indigenous recruitment.</p>	<p>Director, Policies and Programs</p>	<p>Q4 2020-2021</p>
<p><b>#2 Staffing Optimization:</b> The Director General of Human Resources and Workplace Services Branch should, in consultation with sectors, develop a risk-based project plan with clear milestones for project completion and departmental implementation of the optimized staffing process and associated tools.</p>	<p>In consultation with its sector clients and partners, a risk-based project plan is currently being developed for the optimized staffing process and associated tools. The plan will outline:</p> <ul style="list-style-type: none"> <li>• the established objectives and milestones;</li> <li>• the timelines;</li> <li>• the assigned responsibilities (Offices of Primary Interest);</li> <li>• the category of risks;</li> <li>• the tools and solutions that are being explored for potential implementation;</li> <li>• define implementation targets; and</li> <li>• identify next steps.</li> </ul>	<p>Director, Change Management and Innovation in HR</p>	<p>Q1 2021-2022</p>
<p><b>#3 Service Standards:</b> The Director General of Human Resources and Workplace Services Branch should:</p> <p>a) develop a centralized approach to collect data on the time required for the steps identified in the online staffing calculator as well as the HR-to-Pay timelines; and</p>	<p>HRWSB will pilot the HR Service Request module in the MyGCHR system to allow managers to initiate staffing and classification requests. HR Service Request module will also allow the capture of data points along the staffing process, aligned with the calculator and including the HR-to-Pay timelines. CIRNAC also joined an interdepartmental focus group, led by the Office of the Chief Human Resources Officer to influence further development of the HR Service Request module.</p>	<p>Senior Director, HR Service Delivery and Director, HR Planning, Performance Measurement and Systems</p>	<p>Q1 2021-2022</p>

Recommendations	Management Response / Actions	Responsible Manager (Title)	Planned Implementation Date
<p>b) for the HR-to-Pay timelines and the staffing process as a whole, identify opportunities to monitor compliance and enable continuous improvement.</p>	<p>HRWSB has been monitoring HR-to-Pay timeliness results of ISC and CIRNAC since Q4 of Fiscal Year 2019-2020 using data from its HR systems. Results have been presented to senior management on a regular basis. Results at the transactional level will be shared with sectors starting in Q3 Fiscal Year 2020-2021. Analysis of the results will identify areas for improvement starting with a focus on the highest volume transactions.</p> <p>The implementation of HR Service Request module will allow us to analyse targeted areas of improvement.</p>	<p>Director, HR Planning, Performance Measurement and Systems</p>	<p>Q4 2020-2021</p>

## APPENDIX A: AUDIT CRITERIA

The following audit criteria were developed to address the objective of the audit.

Audit Criteria	
<b>1. ISC and CIRNAC have staffing frameworks in place.</b>	
1.1	The staffing framework guides staffing activities.
1.2	The staffing framework define the roles and responsibilities of sub-delegated managers and HR advisors in the staffing process.
<b>2. The staffing optimization project effectively simplified the staffing processes</b>	
2.1	The Lean process identified opportunities to shorten the staffing process.
2.2	The Lean process identified opportunities to improve staffing tools.
<b>3. ISC and CIRNAC have effective service standards for the staffing process.</b>	
3.1	Service standards are being used to define expectations.
3.2	Service standards are being used to monitor the results of the staffing process.
3.3	Service standards support continuous improvement.