



# **Corporate Human Resources 2010-11 Annual Report**

(Excerpt from the Treasury Board Ministry Annual Report 2010-11)

The complete Treasury Board Ministry Annual Report 2010-11 is posted on  
[www.treasuryboard.alberta.ca](http://www.treasuryboard.alberta.ca)

# Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 24 Ministries.

The annual report of the Government of Alberta contains Ministers' accountability statements, the consolidated financial statements of the Province and the *Measuring Up* report, which compares actual performance results to desired results set out in the government's business plan.

**This annual report of the Ministry of Treasury Board contains the President's accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the Ministry business plan. This Ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report, and financial information relating to trust funds.**

# President's Accountability Statement

The Ministry's annual report for the year ended March 31, 2011, was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at June 15, 2011 with material economic or fiscal implications of which I am aware has been considered in the preparation of this report.

[Original signed by Lloyd Snelgrove]

*Lloyd Snelgrove*  
*President of Treasury Board*

# Message from the President



In 2010-11 the Ministry of Treasury Board, consisting of the department of Treasury Board and Corporate Human Resources, worked with other government ministries to address fiscal and capital pressures while maintaining effective and efficient programs and a strong public service.

Corporate Human Resources (CHR) worked collaboratively with ministries to develop and engage the public service to deliver high quality programs and services to Albertans. An ongoing priority for CHR is the Alberta Public Service Workforce Plan which encompasses the areas of focus for corporate human resource programs, strategies and initiatives over the next three years. Although government remained in a hiring restraint, CHR continued the review of business processes for recruitment and selection as part of the long-term planning for future staff.

In 2010-11 there was success in strengthening leadership training, promoting employee career and learning development and acknowledging staff contributions.

Treasury Board continues to advance consistency within business processes and financial systems through planning, standardization and automation, which will result in more effective reporting and performance management processes to enhance executive decision support capabilities. We have also strengthened and improved government business planning and budgeting processes, creating more focused, concise, and streamlined documents so the public can more easily learn about government activities.

Treasury Board has strengthened risk management standards, essential to government for making informed decisions, and continued to make advances in internal audit capabilities for specialized forensics and information technology. We also continued to promote good agency governance through implementation of the Public Agencies Governance Framework.

Relating to the province's infrastructure, there was work done to complete the review of the capital planning guidelines, policies and processes. Alberta school and road public-private partnerships (P3s) projects have demonstrated value and P3s will continue to be part of Alberta's infrastructure development. Treasury Board developed new reference materials to provide consistent standards, policies and accountabilities for P3 projects across all ministries.

Responsible Actions, Alberta's 20-year strategic plan to address the environmental, social and economic issues and opportunities in the oil sands regions, is being implemented across government, with over 50 related projects and initiatives. A Comprehensive Regional Infrastructure Sustainability Plan (CRISP) was developed for the Athabasca Oil Sands Region to contribute toward setting capital priorities.

I'm very pleased with the efforts of the Treasury Board and Corporate Human Resources staff over the past year. Each initiative, large or small, is handled with professionalism and a high level of commitment to provide the best government possible and to build a better province.

[Original signed by Lloyd Snelgrove]

*Lloyd Snelgrove*  
*President of Treasury Board*

# Management's Responsibility for Reporting

The Ministry of Treasury Board consists of Treasury Board and Corporate Human Resources.

The executives of the Ministry have the primary responsibility and accountability for the Ministry. Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and strategic plan, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the President of Treasury Board. Under the direction of the President, we oversee the preparation of the Ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with Canadian public sector accounting standards. The performance measures are prepared in accordance with the following criteria:

- Reliability – Information agrees with the underlying data and the sources used to prepare it.
- Understandability and Comparability – Current results are presented clearly in accordance with the stated methodology and are comparable with previous results.
- Completeness – Performance measures and targets match those included in Budget 2010.

In addition to program responsibilities, we are responsible for the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money;
- provide information to manage and report on performance;
- safeguard the assets and properties of the Province under Ministry administration;
- provide Executive Council, Treasury Board, the Minister of Finance and Enterprise and the President of Treasury Board any information needed to fulfill their responsibilities; and
- facilitate preparation of Ministry business plans and annual reports required under the *Government Accountability Act*.

In fulfilling our responsibilities for the Ministry, we have relied, as necessary, on the executives within the Ministry.

[Original signed by Grant Robertson]

*Grant Robertson*  
*Deputy Minister*  
*June 15, 2011*

[Original signed by Dale Silver]

*Dale Silver*  
*Public Service Commissioner*  
*June 15, 2011*

## Ministry Overview – Corporate Human Resources

### **Vision**

*Alberta's Public Service – Proudly working together to build a stronger province for current and future generations.*

### **Mission**

*Attract, develop and engage a strong Alberta Public Service to deliver high-quality programs and services for Albertans.*

Corporate Human Resources (CHR), as part of the Ministry of Treasury Board, is the central human resources department of the Government of Alberta managed by the Public Service Commissioner. CHR is the representative for the Government of Alberta in all dealings with the Alberta Union of Provincial Employees. CHR includes the following areas:

### **Office of the Public Service Commissioner**

The Public Service Commissioner provides advice on human resource policy, legislation and administration to the Minister and to senior department managers on human resource matters. The *Alberta Public Service Act* establishes the authorities for the Public Service Commissioner and conditions of employment for Alberta Public Service employees.

### **Labour and Employment Practices**

In consultation with ministries, develops human resource strategies and policy frameworks to ensure terms and conditions of employment are effective in attracting and engaging APS employees, within a fiscally responsible mandate. Labour and Employment Practices provides expert consulting and training to ministries relating to employee benefits, job evaluation, compensation, labour relations and workplace health. The area manages employee programs including health, dental, life insurance and long term disability plans, employee assistance programs and the Government of Alberta Occupational Health and Safety program. In addition, it represents the government in negotiating, interpreting and administering the collective agreement.

### **Workforce Development and Engagement**

In collaboration with ministries, provides strategic leadership to identify and implement strategies to develop and engage APS employees. Manages programs and develops policies and guidelines to support and promote employee and management development, succession management, orientation, performance management and recognition. Workforce Development and Engagement leads the Alberta Public Service Workforce Plan, the Premier's Award of Excellence, the GoA Learning Centre, the Corporate Employee Survey, and a variety of development programs for managers and employees.

### **Attraction, Technology and Human Resource Community Development**

In collaboration with ministries, provides strategic leadership to identify and implement strategies to attract talent to the public service and to leverage the development and implementation of human resources information systems including IMAGIS to support effective decision making. Manages programs and develops policies and guidelines to support recruitment and selection, and provides supports to enhance the capacity of the human resource community. Also manages the Government of Alberta Jobs Website, leads the Ambassador Program, internship programs, and corporate recruitment. Also provides CHR with administration, information technology and financial services.

### **Executive Search**

Provides a corporate search program to attract and recruit executive managers and senior officials. Offers search consulting services to significant agencies, boards, and commissions to recruit senior executives and board members, assists departments in facilitating internal and external moves.



## Review Engagement Report

To the Members of the Legislative Assembly

I have reviewed the performance measure identified as “Reviewed by Auditor General” for Corporate Human Resources as part of the Ministry of Treasury Board’s 2010-11 Annual Report. This performance measure is prepared based on the following criteria:

- Reliability – Information agrees with the underlying data and with sources used to prepare it.
- Understandability and Comparability – Current results are presented clearly in accordance with the stated methodology and are comparable with previous results.
- Completeness – Performance measures and targets match those included in Budget 2010.

My review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to my Office by the Ministry. My review was not designed to provide assurance on the relevance of this performance measure.

A review does not constitute an audit and, consequently, I do not express an audit opinion on the performance measure.

Based on my review, nothing has come to my attention that causes me to believe that the “Reviewed by Auditor General” performance measure in the Ministry’s 2010-11 Annual Report is not, in all material respects, presented in accordance with the criteria of reliability, understandability, comparability, and completeness as described above. However, my review was not designed to provide assurance on the relevance of this performance measure.

[Original signed by Merwan N. Saher, CA]  
Auditor General

May 9, 2011

Edmonton, Alberta

## Performance Measures Summary Table

### Core Business: Strategic leadership of human resource management in the Alberta Public Service

#### Goal: Effective cross-government human resource policies, programs, and initiatives

	Prior Years' Results		Target	Current Actual
1.a* Stakeholder agreement that the Alberta Public Service has effective human resource policies	61% 2008-09	72% 2009-10	<b>74%</b>	68% 2010-11
1.b Stakeholder satisfaction with working relationships with Corporate Human Resources	78% 2008-09	76% 2009-10	<b>78%</b>	77% 2010-11
1.c Stakeholder agreement that the tools and supports for implementing cross-government human resource policies, programs and initiatives are useful	63% 2008-09	66% 2009-10	<b>69%</b>	67% 2010-11

\* Indicates Performance Measures that have been reviewed by the Office of the Auditor General.

The performance measure indicated with an asterisk was selected for review by ministry management based on the following criteria established by government:

1. Enduring measures that best represent the goal and mandated initiatives
2. Measures for which new data is available
3. Measures that have well established methodology

Note: The CHR Stakeholder Survey used to collect performance measure data was launched in 2008.

#### Source and Methodology for 2010 Performance Measures

Measures for stakeholder agreement were gathered through an annual Stakeholder Survey by an independent survey organization. A census survey of our stakeholder groups (deputy ministers, assistant deputy ministers, human resource directors and human resource community) was conducted between November and December 2010. A total of 284 surveys were completed both online and via telephone with an overall response rate of 78 per cent.

## Discussion and Analysis of Results

**GOAL** Linked to Core Business – Strategic leadership of human resource management in the Alberta Public Service

### Effective cross-government human resource policies, programs and initiatives

As Corporate Human Resources (CHR) worked with ministry stakeholders to develop and implement effective human resource policies, programs and initiatives to support Alberta Public Service employees, the fiscal environment continued to present challenges. Achievement of targets and some year-over-year results were impacted by a variety of fiscal and human resource restraints that were in place throughout 2010-11. The measure on effectiveness of Alberta Public Service human resource policies had a four per cent decrease in year-over-year results. The remaining two measures dealing with CHR's working relationships with stakeholders and implementation tools and supports both had a one per cent year-over-year increase in results.

Despite the challenging environment, CHR continued to champion the development and implementation of human resource policies, programs and initiatives to ensure public service employees were positioned to provide quality programs and services for Albertans. CHR also continued its focus of promoting effective cross-government implementation through communication, education, consulting and direct service delivery.

CHR continued to develop and maintain effective human resource policies that support departments in achieving their business goals with a one-employer approach. Stakeholders provided input on an ongoing basis through several groups such as Deputy Ministers' Council, the Human Resource (HR) Director's Council and various steering teams and advisory teams.

CHR supported effective implementation and consistent application of human resource policies through regular, ongoing communication with stakeholders, and training provided to the human resource community. Tools and information to support implementation of cross-government HR policies were developed with input from stakeholder groups and shared through the CHR website, information sessions and other communication vehicles. Training was provided throughout the year to enhance awareness and ensure a common understanding of the intent and application of HR policies in such areas as staffing, classification, occupational health and safety and interpretation of the collective agreement.

A key focus for CHR this year was to ensure the Alberta Public Service had the skilled workforce able to provide quality programs and services for all Albertans. Opportunities to enhance knowledge, skills and competencies were available through a variety of development programs, training and courses such as those offered by the Government of Alberta Learning Centre. To support employees in pursuing career interests and opportunities, courses on career skills, online tools, and learning options were promoted. Leadership development focused on enhancing programs and supporting continuous learning by creating additional and more flexible program options, and improving supports for coaching. A focus on building policy capacity continued through training, professional development, and a policy internship program.

Providing a quality work environment to support employees in doing their best work was another priority which CHR championed in partnership with all ministries. Promotion of a safe and healthy environment occurred through Occupational Health and Safety (OH&S) courses along with a Government of Alberta OH&S certificate program that was offered to employees. Health support programs were reviewed to ensure they meet the needs of the APS. Cross-government programs such as the Premier's Award of Excellence recognized employees for strong performance. Best practices and options for flexible work arrangements were also researched and adopted where possible to ensure a balance between individual needs and maintaining quality service for Albertans. CHR also continued to position the Government of Alberta as a viable career choice through the Ambassador

Program and career fairs, and offering compensation and benefits that are competitive, flexible and responsive. In collaboration with the human resource community, CHR began working on implementing the recommendations from the comprehensive review of the government recruitment and selection process such as looking at long-term forecasting for ministry and APS workforce needs, and providing enhanced resources/supports for applicants. Executive Search continued to attract and recruit candidates, and managed appointment processes for executive manager, senior official and board member roles in Alberta government departments, agencies, boards and commissions. Quality assurance initiatives to maintain the management and non-management classification plans continued. In May 2010, the Alberta Union of Public Employees served notice to bargain, and negotiations took place with a tentative agreement reached on March 31, 2011.

Further information on work undertaken in 2010-11 to ensure the Government of Alberta has skilled employees to meet current and future needs is available in the final report on the Alberta Public Service Workforce Plan located at <http://www.chr.alberta.ca/apsworkforceplan>.

## Ministry Expense by Function

<b>(In thousands of dollars)</b>	<b>2010-11 Budget</b>	<b>2010-11 Actual</b>	<b>2009-10 Actual</b>
Regional Planning and Development	\$3,041	\$2,541	\$3,354
General Government	52,942	36,066	63,030
Total Expense by Function	\$55,983	\$38,607	\$66,384