

Human Resources

Annual Report
2014–2015

**Human Resources
Annual Report 2014–2015**

Province of New Brunswick
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Transmittal letters

From the Minister to the Lieutenant-Governor

The Honourable Jocelyne Roy Vienneau
Lieutenant-Governor of New Brunswick

May it please your Honour:

It is my privilege to submit the Annual Report of the Department of Human Resources, Province of New Brunswick, for the fiscal year April 1, 2014 to March 31, 2015.

Respectfully submitted,



Honourable Denis Landry
Minister

From the Deputy Minister to the Minister

Honourable Denis Landry
Minister of Human Resources

Sir:

I am pleased to be able to present the Annual Report describing operations of the Department of Human Resources for the fiscal year 2014–2015.

Respectfully submitted,



Kelly Cain
Deputy Minister

Table of contents

Minister Denis Landry's Message	1
Deputy Minister's message	2
Strategic priorities	3
Highlights	4
Performance measures	5
Overview of departmental operations	11
Division overview and highlights	12
Financial information	15
Summary of staffing activity	16
Summary of legislation and legislative activity	17
Summary of Official Languages activities	18
Summary of recommendations from the Office of the Auditor General	19
Report on the <i>Public Interest Disclosure Act</i>	19
Appendix	20

Minister Denis Landry's Message

As a province, we are facing unprecedented economic and financial challenges. To continue to provide quality services to New Brunswickers, it is critical that we have a high-performing and engaged workforce ready to deliver results.

Results are achieved through the actions of people. When striving to make significant and sustainable changes to improve New Brunswick's fiscal situation, service delivery and life for New Brunswick families, we must focus equal attention and effort on the people as on our services, products and processes. This ensures improved finances and creates an efficient, smarter government. As a strategic business partner, the Department of Human Resources plays a critical role in helping the Government of New Brunswick (GNB) achieve business results through its focus on people as well as on the specific tools and processes that can facilitate and enable success.


The department provides leadership and expertise that promotes excellence in New Brunswick's Public Service — built on the values of competence, impartiality, integrity, respect and service. The department develops and implements corporate human resource policies and initiatives with respect to Official Languages, diversity and leadership development. The department leads the fulfilment of legislative and delegated responsibilities for recruitment, compensation, pensions and benefits, employee development, organizational health and labour relations. These programs ensure that our GNB workforce is supported and ready to meet the challenges facing our province.

This work is done through three primary divisions within the department: Employee Relations and Organizational Health; Human Resource Talent, Policy and Programs; and Pension and Employee Benefits.

Throughout all parts of the Civil Service the Department of Human Resources has many touch points - ranging from negotiating, interpreting and administering collective agreements covering all 40,000 unionized employees in Parts 1, 2 and 3 of the Public Service to serving 51,000 active employees and 30,000 retirees from Parts 1, 2, 3, and 4 of the public sector with regard to pension and benefits.

As Minister of Human Resources, I am proud to work with all the men and women who are committed to providing professional, technical and trade services to ensure GNB's most valuable asset — its employees — are supported.

I look forward to the additional successes that will be achieved in the coming year.



Denis Landry

Deputy Minister's message

The Department of Human Resources is a key enabling department within the Government of New Brunswick (GNB), which supports the readiness of the its workforce to drive strategic objectives and priorities. The department is called an “enabler” because it provides services and support to GNB departments/organizations that, in turn, provide service directly to the public.

While the front-line departments focus largely on delivering services to the public, the Department of Human Resources provides internal services related to leadership development, talent management, employee compensation and classification, labour relations, pensions and benefits administration, and many other services essential to operate the large-scale and multi-faceted GNB organization.

During the past year, the department continued to manage 11 pension plans along with a number of benefit programs for employees under Parts 1, 2, 3 and 4, as well as some quasi-public organizations. The pension and benefit plans cover more than 51,000 active contributors and more than 30,000 retirees.

We continued our focus on implementing our corporate-wide human resource plan, which included the development of a new executive development strategy that will enable us to build leadership capacity to ensure our senior leaders are cultivated and poised for the challenges ahead. We also implemented enhancements to GNB's Performance Management process so that employees and managers in Part 1 will have a consistent system and approach to align departmental objectives with performance measures.

Two significant achievements for the department were in relation to staffing regulations. The necessary legislative and regulatory changes were made to ensure veterans and individuals registered with the Equal Employment Opportunity (EEO) program receive preference in the competitive hiring process.

The department successfully negotiated contracts with two bargaining groups and continued working on a joint job evaluation study with the Canadian Union of Public Employees (CUPE), Local 1190, and completed a study with CUPE, Local 1418. The department also led pay equity studies for Professional Support, CUPE, Local 2745, Court Stenographers, Specialized Health Care Professionals and Para Medical groups. The department continued to provide leadership with regard to corporate projects such as providing active attendance support and using attrition to reduce the GNB workforce with impressive results.

The work the department does is guided by the New Brunswick's Public Service Values of competence, impartiality, integrity, respect and service. These values serve as a template for building and strengthening our organization while uniting us with a strong, common purpose and direction.

In the fiscal year ahead, the department will continue to develop and implement innovative and responsive programs that enable us to support and invest in our greatest resource — our people. Their talent and dedication is the foundation on which the New Brunswick Public Service has been built.

Sincerely,



Kelly Cain
Deputy Minister

Strategic priorities

Strategy management

The Government of New Brunswick (GNB) uses a formal management system built on leading business practices to develop, communicate and review strategy. This process provides the public service with a proven methodology to execute strategy and continuously drive improvement.

The development of the strategy, using the formal management system, starts with a strategic vision of *Moving New Brunswick Forward*. This vision is anchored in four strategic themes which include:

1. **More jobs** — Creating the best environment for jobs to be generated by New Brunswickers, by businesses, by their ideas, by their entrepreneurial spirit, and by their hard work. This includes providing seamless support to businesses, leveraging new technologies and innovation by supporting research and development, and developing a skilled workforce by improving literacy and education.
2. **Fiscal responsibility** — Getting New Brunswick's fiscal house in order through a balanced approach to decrease costs and increase revenues.
3. **Best place to raise a family** — Designing social programs to make life more affordable and make New Brunswick the best place to raise a family.
4. **Smarter government** — Providing taxpayers with better value for their money by transforming the culture of government by eliminating waste and duplication, adopting new innovations in technology to improve services and savings, and improving accountability measures.

Highlights

The department managed 11 pension plans along with a number of benefit programs for employees under Parts 1, 2, 3 and 4 as well as some quasi-public organizations. The pension plans and benefit programs cover more than 51,000 active contributors and more than 30,000 retirees from Parts 1, 2, 3 and 4 of the public sector, as well as several quasi-public organizations such as nursing homes and the University of New Brunswick.



Focused on building mutually beneficial employee-employer solutions, the department successfully negotiated contracts with two bargaining groups.



The department continued working on a joint job evaluation study with the Canadian Union of Public Employees (CUPE), Local 1190, and completed a study with CUPE, Local 1418.



The department provided advice and guidance to the Women's Equality Branch on the job evaluation process and compensation analysis in support of pay equity. The department led pay equity studies for the following groups: Professional Support, CUPE, Local 2745, Court Stenographers, Specialized Health Care Professionals and Para Medical.



The Attendance Support Program continued, which resulted in 5,717 fewer sick days compared to last year (an improvement of 7.5 per cent) in Part 1. The median usage for 2014-2015 in Part 1 was 3.5 days or less per employee, an improvement of 0.5 day from last year. Twenty-one per cent of Part 1 employees did not use any sick leave.



The department led the development of a corporate-wide plan on Human Resources, *Connecting People through Strategy*.



Focused on growing leadership capacity, the department introduced the GNB executive development strategy, *Developing the Right People, in the Right Position, at the Right Time*.



The department oversaw the New Professionals initiative, including the mentorship program, pairing 31 senior leaders with new professionals.



With an objective to improve, standardize and align employee performance to strategy and the GNB formal management system, the department led the completion of enhancements to the Performance Management process.



The department completed amendments to the *Civil Service Act* to define "Veteran" and "meritorious service" in order to grant preference during the competitive hiring process.



The department completed changes to the staffing policy to provide preference to Equal Employment Opportunity (EEO) candidates through the competitive hiring process.



The department continued to focus on continuous improvement, enabling it and client organizations to better understand the performance of some processes, find efficiencies and improve productivity.

Performance measures

The following table summarizes some of the performance measures for the Department of Human Resources for 2014–2015.

More jobs	Measures
N/A	N/A
Fiscal responsibility	Measures
To achieve a sustainable budget.	Positions reduced through attrition — Parts 1 and 3.
Best place to raise a family	Measures
N/A	N/A
Smarter government	Measures
To improve attendance.	The number of paid sick leave days used by GNB employees.
To align department performance to GNB strategy.	Percentage of employee performance reviews completed (Part 1).
Prioritize, optimize and improve HR process.	Dollars saved through continuous improvement (hard savings).

Fiscal responsibility

Objective of the measure

To achieve a sustainable budget.

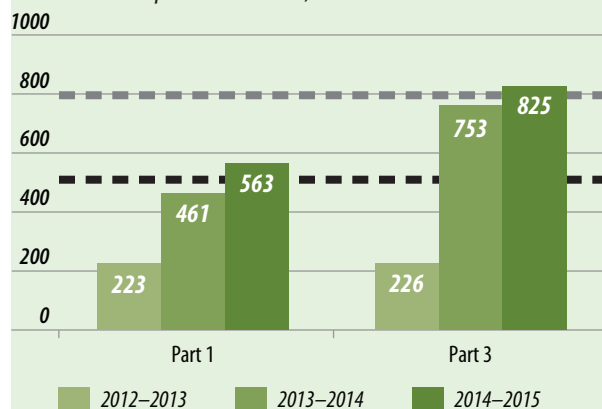
Measure

Positions reduced through attrition in Parts 1 (Civil Service) and 3 (Hospital Corporations). Part 2 (School Boards) was exempt from the initiative in 2014–2015.

Description of measure

The number of positions reduced through attrition.

Number of positions reduced, 2012 to 2015



--- Target (3 year), Part 1: 506

... Target (3 year), Part 3: 798

Note: Amounts are cumulative

Overall performance

The overall three-year target was to reduce the size of the Public Service by 1,500 positions. A total of 1,388 positions were reduced (from 2012–2013 to 2014–2015), solely in Part 1 and Part 3. Part 2 was exempt from this initiative due to commitments to maintain the number of classroom teachers.

Why do we measure this?

Fiscal 2014–2015 was the third year of a three-year initiative to reduce the size of the workforce in Parts 1 and 3 by 1,500 employees by taking advantage of the estimated 4,500 voluntary employee exits during that period. Departments were encouraged to review how they provide programs and services to the public to allow them to replace two out of every three vacant positions.

What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department assigned specific attrition targets to Part 1 departments and Part 3 organizations to reduce the number of positions. Wage budgets were also reduced to drive achievement of targets. The successful achievement of the attrition objective occurred due to the many projects and actions undertaken within departments and agencies across GNB.

Smarter government

Objective of the measure

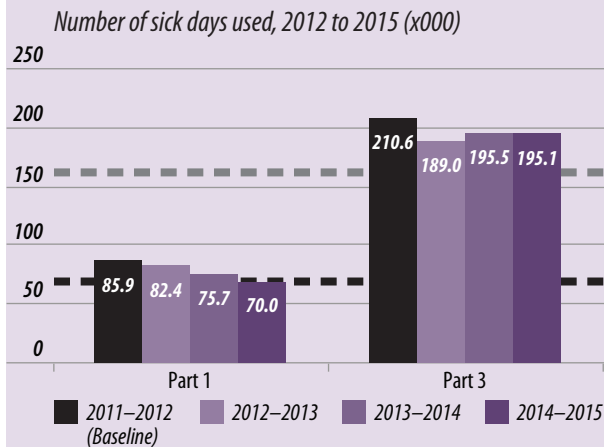
To improve attendance.

Measure

Number of sick leave days in Parts 1 and 3.

Description of measure

The number of paid sick leave days used by GNB employees.



Overall performance

The Attendance Support Program continued, which resulted in 5,717 fewer sick days compared to last year (7.5% improvement) in Part 1. The median usage for 2014–2015 in Part 1 was 3.5 days or less per employee, an improvement of 0.5 day from last year. As well, 21% of Part 1 employees did not use any sick leave.

Although many areas of GNB reduced their use of paid sick leave, the year-end targets were not realized.

Why do we measure this?

Fiscal 2014–2015 was the third year of a three-year initiative to reduce the annual use of sick leave days among GNB employees by 20 per cent. When employees are absent from the workplace, there is a direct impact to services, lost productivity of the work unit and increased costs when the sick employees need to be replaced (e.g., in health care and schools).

What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department implemented the comprehensive Attendance Support Program, including an *Attendance Support Guide* for Immediate supervisors. The department also delivered training to human resource staff to support improved attendance management in Part 1. After initial implementation, the department identified an opportunity to improve the process surrounding the fitness-for-work form required to be completed to manage longer sick leaves. This process review is ongoing.

Part 3 already has an attendance management program in place, while a similar program is being designed for Part 2.

Smarter government

Objective of the measure

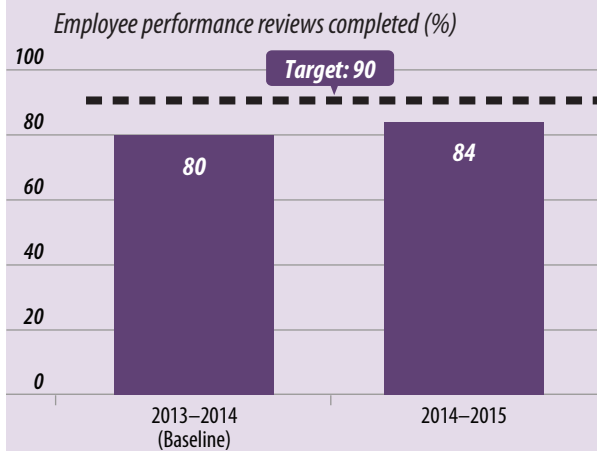
To align department performance to GNB strategy.

Measure

Percentage of employee performance reviews completed in Part 1.

Description of measure

The completion rates of performance reviews in Part 1.



Overall performance

Part 1 departments did not meet the 2014-2015 target of 90 per cent; however, they did achieve a completion rate of 84 per cent. This incremental increase illustrates the strides and efforts departments are continuously making to ensure that employees are receiving their performance reviews in a timely manner.

Why do we measure this?

Providing employees with clear work objectives and an assessment of their performance is a foundation of GNB's formal management system while ensuring employee productivity. Providing employees with timely performance reviews is essential to ensure the achievement of work objectives. Employees are most engaged when they have an understanding of work expectations and how their work contributes to the organization's goals and objectives.

What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department led a corporate improvement project to standardize and enhance the Performance Management process. The changes will create a culture of clear accountability, where both managers and supervisors foster open dialogue and where employees continue to be developed, recognized and rewarded.

Smarter government

Objective of the measure

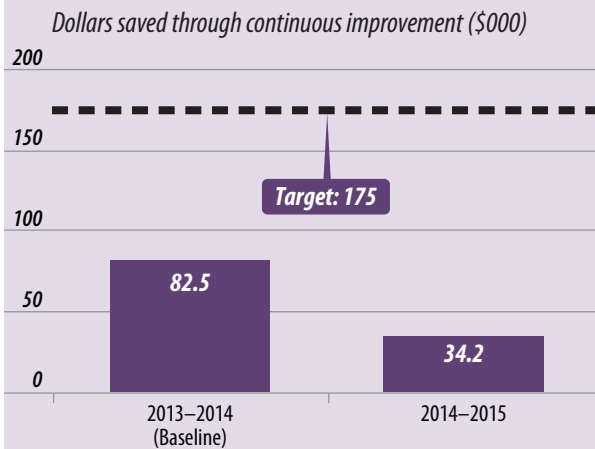
To prioritize, standardize and improve HR processes.

Measure

Dollars saved through continuous improvement (hard savings).

Description of measure

This measure targets savings (including revenue generation activities, hard-cost avoidance and hard-cost reduction) resulting from Lean Six Sigma projects and related continuous improvement efforts. This measure encompasses all Lean Six Sigma activities such as Lean Six Sigma projects, Waste Walks, Kaizen events and Daily Management.



Overall performance

The department did not meet the 2014–2015 target, realizing \$34,160 in hard savings; however, due to project selection, productivity savings were significant. Productivity savings accounted for more than \$170,000, resulting in employees working more efficiently with an increased focus on the customer.

Why do we measure this?

During the last few years, GNB has undertaken a cultural change that has increased efficiency and accountability, improved services to the public, streamlined processes and seen continuous and sustained improvements across the provincial government. This is leading to a more focused workplace and more efficient and affordable services for New Brunswickers.

What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The following projects/initiatives contributed to departmental continuous improvement targets in 2014–2015:

- **Streamlining the collective bargaining planning process** — reviewed the process of planning for collective bargaining to remove waste and duplication, improve collaboration with departments/organizations and introduce time lines and accountability for participants.
- **Processing Human Resource transaction time lines** — examined this system to determine how to expedite processing time and increase customer satisfaction.
- **Waste Walks** — several employees were educated on the 12 types of waste and were required to apply this knowledge to find waste in their respective processes/work environment. These improvements resulted in \$21,482 in hard savings and \$114,220 in productivity savings.
- **Daily Management** — Daily Management was successfully implemented in two business units within the department. This was part of a department-wide Daily Management roll-out designed to provide teams with the tools and data required to regularly monitor and improve their work using a team based and data driven approach.

The following projects were underway in 2014–2015; these, along with Waste Walks and Daily Management, will result in hard cost and productivity savings in the 2015–2016 reporting cycle:

- **Application Development and Support time lines** — reviewed the submission, prioritization and delivery process for Information Technology requests in the Pensions and Employee Benefits Division

to determine how to expedite delivery as well as implement smarter decision-making while increasing customer satisfaction and managing workloads.

- **Grievance adjudication scheduling efficiencies** — removed non-value-added work from the scheduling process to allow administrative resource to focus on more value-added tasks and reduce the cycle time for scheduling.
- **Job evaluation process** — examined the classification process involving data collection, documentation and evaluation of a job to determine how to reduce the cycle time and rework resulting from unclear expectations and errors.
- **Processing employer payroll timelines** — reviewed the process for uploading payroll data into the department's pension and employee benefit administration system to ensure more timely access to employee pension information, which facilitates improved service delivery.

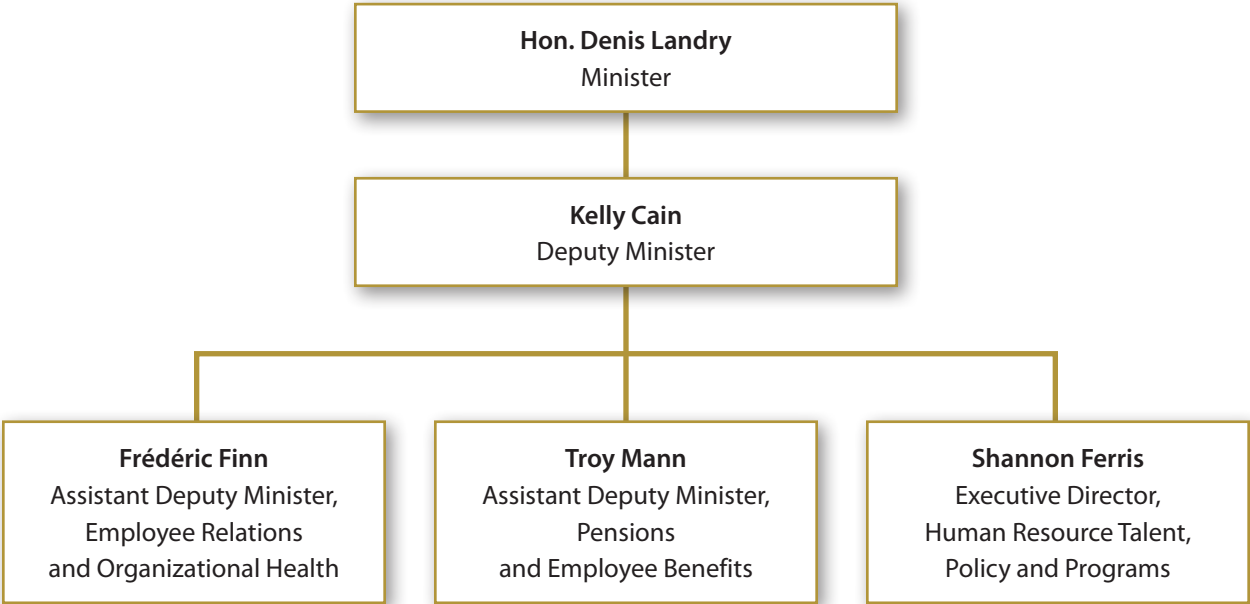
Overview of departmental operations

The Department of Human Resources provides human resource leadership to ensure a high-performing GNB workforce. The department provides strategic direction and advice related to government-wide human resource policies and initiatives such as Official Languages, diversity and leadership development; develops and implements innovative corporate human resource policies and practices; and fulfils legislative and delegated responsibilities for recruitment, compensation, pensions and benefits, employee development, organizational health and labour relations.

In 2014–2015, the department employed up to 111 individuals on a full-time, casual or contract basis. This was the same number as in 2013–2014.

The department’s responsibility extends to Part 1 (departments), Part 2 (School Boards), Part 3 (Hospital Corporations) and, in some instances, Part 4 (Crown corporations).

High-level organizational chart



Division overview and highlights

Employee Relations and Organizational Health Division

The Employee Relations and Organizational Health Division is responsible for labour relations, including the negotiation and administration of 24 collective agreements; job classifications; compensation policy; wage bill administration; workforce size and profiles; attendance management and healthy workplaces initiatives; and corporate human resource research, reporting and analysis for Parts 1, 2 and 3. The division has 21 staff, and is organized in three branches.

The Labour Relations Services Branch is responsible for all labour relations matters for Parts 1, 2, and 3. This branch promotes the development of employee relations that are responsive to the needs of departments, schools, hospitals and their employees while meeting overall government objectives. Responsibility areas of the branch include:

- negotiating, interpreting and administering collective agreements covering all 40,000 unionized employees in Parts 1, 2 and 3;
- receiving and resolving grievance referrals to arbitration; and
- developing and delivering labour relations workshops to line managers and human resource specialists.

The Compensation, Classification and Corporate Research Branch develops, delivers and supports corporate compensation, human resource programs and services to sustain an efficient, quality public service in Parts 1, 2 and 3. Responsibilities include:

- development and implementation of pay plans;
- development and administration of job evaluation methodologies and position classifications for Parts 1, 2 and 3;
- provision of a compensation information and costing service to support the collective bargaining and compensation policy;
- corporate research and analysis of GNB’s workforce size, profiles and wage bill; and
- working with unions toward application of pay equity in Parts 1, 2 and 3 pursuant to the *Pay Equity Act*, 2009.

The Healthy Workplace Branch is responsible for the Attendance Support Program. As GNB continues to strive to become a performance-based organization, supporting employee attendance at work is critical to achieving organizational performance. The Attendance Support Program is a comprehensive and positive step-by-step approach with the objectives of:

- promoting regular attendance at work and a healthy workplace;
- supporting individual employees to overcome difficulties that adversely affect regular attendance and to help prevent attendance concerns from escalating;
- providing guidance and training to management staff responsible for managing attendance concerns; and
- managing attendance fairly and consistently across GNB.

Highlights

The department reached two new collective agreements with:

- Nurse Manager and Supervisors (New Brunswick Nurses Union); and
- Institutional Services and Care (CUPE, Local 1251).

The department is responsible for receiving the referral of unresolved grievances to adjudication and further pursuing their resolution or, in cases where there is no resolution, their hearing at adjudication. The following table summarizes the adjudication activity in 2014-2015.

	Referrals to adjudication carried from previous years	New referrals to adjudication	Grievances withdrawn or settled	Adjudication decisions rendered
Part 1	78	115	44	9
Part 2	32	36	77	2
Part 3	152	242	138	8
Total	262	393	259	19

The department received 591 transactional requests for position classification and/or establishment from client departments in Parts 1, 2 and 3 (compared to 436 in 2013–2014). The department reviews these requests to ensure the proper classification level and an appropriate level of compensation relative to other positions. The average response time for reviewing and processing

the requests for human resource transactions (position establishment and/or classification) it receives from client departments was 15 days, with more than 50 per cent being less than 11 days.

Key Performance Indicators

Attrition initiative

Fiscal 2014–2015 was the third year of a three-year initiative to reduce the size of the workforce in Parts 1, 2 and 3 by 1,500 employees by taking advantage of the estimated 4,500 voluntary employee exits during that period. Departments were encouraged to review how they provide programs and services to the public to allow them to replace two out of every three vacant positions.

2014-2015 attrition results (positions reduced in Parts 1 and 3)		
Target	Stretch Target	Actual
90	221	174

Sick Leave initiative

Fiscal 2014–2015 was the third year of a three-year initiative to reduce the annual use of sick leave days among GNB employees by 20 per cent.

Number of sick days Used by employees in 2014-2015			
	Baseline (2013–2014)	Target	Actual
Part 1	75,729	68,212	70,012
Part 3	194,063	165,569	195,098

Human Resource Talent, Policy and Programs Division

The Human Resource Talent, Policy and Programs Division is responsible for developing and providing strategic corporate human resource programs, services and advice in the areas of learning and development, Official Languages, workplace equity and diversity, performance management, talent management, leadership development, human resource policies and practices, staffing policies and executive support services.

The division is divided into two branches: Human Resource Programs and Official Languages Branch and Human Resource Talent and Development Branch. This division also carries out corporate service functions for the department, including the coordination of legislative items, Memorandums to the Executive Council (MECs) and requests received under the *Right to Information and Protection of Privacy Act*.

The Human Resource Programs and Official Languages Branch is responsible for legislation and policies on staffing, diversity and the administrative policies that support conditions of employment in the Public Service, including Official Languages. The branch is also responsible for the administration of the Equal Employment Opportunity Program (EEO), second-language training as well as many other corporate human resources initiatives. Consultants in the branch provide expertise and leadership within the human resource community in organizations across Parts 1, 2 and 3.

The Human Resource Talent and Development Branch is responsible for strategic human resource initiatives, including executive development, talent management, performance management, learning and development, the New Professionals initiative as well as many other corporate initiatives. Consultants within the branch provide expertise and leadership within the human resource community in organizations across Part 1.

Highlights

- Provided funding for 15 registrants in the EEO program.
- Developed a refreshed, integrated and aligned three-year Executive Development Strategy.
- Hosted six successful Executive Dialogues targeting executives in Pay Bands 8 – 12 (more than 1,200 participants).
- Worked in partnership with Intergovernmental Affairs, Executive Council Office, on the implementation of strategies and plans on official languages and on the development of a renewed action plan on Official Languages.
- Led the completion of enhancements to the Performance Management process. Beginning April 1, 2015, departments began to apply the enhanced process, template and tools. Implementation will be rolled out in a phased approach during 2015–2016, which will be a test year for the enhanced process.
- Awarded a contract to Le Centre International d'Apprentissage du Français as the second-language service provider for Part 1 employees. Classes started in March of 2014.
- Amended the *Civil Service Act* to modernize the definition of "Veteran". The department worked in collaboration with stakeholders to modernize the definition, which allows candidates to self-identify as part of the staffing process. In August 2014, Regulation 93-137 under the *Civil Service Act* was amended to

designate the classes of persons who have rendered meritorious service.

- Co-chaired the Senior Executive Officer Committee on Executive Development.
- Assisted with the transition of government administrations.

Pension and Employee Benefits

The Pensions and Employee Benefits Division provides quality pension and employee benefits services to clients who serve or have served the province.

The division administers a number of provincially sponsored pension plans and employee benefits programs for more than 51,000 active employees and 30,000 retirees from Parts 1, 2, 3 and 4 as well as several quasi-public organizations such as nursing homes and the University of New Brunswick.

The division's stakeholders include about 150 employers, four employee benefit committees and three pension committees. The division provides day-to-day pension administration services under service level agreements with four independent boards of trustees.

The division's primary responsibility for all of the programs under administration includes day-to-day service delivery, policy advice, interpretation, and ongoing support to various boards and committees. In addition, the division provides policy advice to the department on other benefit-related programs (e.g., retirement allowance) and compensation matters.

The division has 78 employees on a full time, part-time, casual or contract basis and is composed of the following areas: Client Services; Finance, Administration and Information Technology; Pension Policy, Board Support and Member Information Services; and Employee Benefit Policy. These groups are responsible for the collection and remittance of contributions and premiums, insurance claims administration, the calculation and payment of benefits, providing pension and employee benefit information services to clients, serving governing bodies and committees of pension and employee benefit plans, and supporting corporate policy activities.

The division maintains awareness of developing issues, major trends, risks and events in the pension and benefits industries while providing a highly cost-effective delivery model that incorporates the most modern technologies.

Highlights

- **Pension Plan Design** — The division is the day-to-day administrator of 11 pension plans. It continues to focus on implementing the significant changes that have resulted from the adoption of shared risk/target benefit models by a number of plans. These include providing information sessions for employees, developing communiqués for employees and employers, updating booklets, forms and online calculators, along with undertaking major upgrades to the pension administration system. Work associated with this major initiative is expected to continue for a number of years.
- **Group Life** — Because of a favourable funding position, there was a decrease in monthly premiums beginning in April 2015 for basic life benefits in which premiums are paid 100 per cent by employers. In addition, employees who participate in the optional supplementary life benefit program and pay 100 per cent of the premiums saw a decrease in their monthly premiums beginning in April 2015.
- **Health, Travel and Dental – Active employee and retiree plans** — During this fiscal year, a comprehensive review of these plans that begin in 2013 was completed with positive outcomes. The objectives were to ensure that the health plans were in compliance with the New Brunswick Drug Plan, were financially sustainable and affordable and met the needs of employees and the employer.
- **Employee Family Assistance Plan (EFAP)** — The EFAP provides assistance and support to employees and employers on a 24-hour basis, 365 days a year. Last year, the department began promoting the concept of a single plan to all employers across government to ensure consistency in EFAP coverage. The Horizon Health Network was the first to join in April 2014, followed by the Vitalité Health Network in November 2014. FacilicorpNB and Part 2 joined the plan in May 2015. All eligible employers who join this corporate EFAP plan are able to take advantage of the five-year rate guarantee obtained in 2014, thereby generating savings compared to former plans.

Financial information

Human Resource Management

Status report by primary,
fiscal year ending March 31, 2015 (\$000)

	Budget	Actual
Personal Services	8,025.3	7,664.8
Other Services	11,042.6	10,798.3
Materials and Supplies	72.1	43.4
Property and Equipment	260.8	96.9
Recoveries	(15,862.0)	(15,280.7)
TOTAL	3,538.8	3,322.7

The department was underspent by \$216,100.

Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of the Department of Human Resources (DHR) delegates staffing to each deputy head for his or her respective departments. Please find below a summary of the staffing activity for 2014–2015 for the Department of Human Resources.

Number of permanent and temporary employees, as of December 31 of each year		
Employee type	2014	2013
Permanent	101	103
Temporary	10	8
Total	111	111

The department advertised 13 competitions, including four open (public) competitions and nine closed (internal) competitions.

Pursuant to Section 15 and Section 16 of the *Civil Service Act*, the department made the following appointments using other processes to establish merit, than the competitive process:

Appointment type	Appointment description	Section of the <i>Civil Service Act</i>	Number
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: <ul style="list-style-type: none"> – A high degree of expertise and training – A high degree of technical skill – Recognized experts in their field 	15(1)	0
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	0
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	5
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part 1, Part 2 (school boards) and Part 3 (Hospital Corporations) of the Public Service.	16(1) or 16(1)(c)	7
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under Section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	11
Regular appointment of students/apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	0

Pursuant to Section 33 of the *Civil Service Act*, no complaints alleging favouritism were made to the Deputy Head of the of Department of Human Resources and no complaints were submitted to the Ombudsman.

Summary of legislation and legislative activity

Bill #	Name of Legislation	Date of Royal Assent	Summary of changes
88	<i>An Act to Amend the Civil Service Act</i>	May 21, 2014	GNB has a long-standing practice of supporting veterans by giving them preference in the competitive hiring process. To continue this practice, the definition of "Veteran" in legislation was modernized to reflect today's working-age veterans. The new definition applies only for the purpose of the staffing process governed by the <i>Civil Service Act</i> ; it does not apply to other provincial or federal programs.

Name of Regulation	Effective date	Summary of changes
Regulation 93-137 under the <i>Civil Service Act</i>	August 2014	In accordance with amendments made to the <i>Civil Service Act</i> to modernize the definition of "Veteran," the regulation was amended to designate the classes of persons who have rendered meritorious service.

Summary of Official Languages activities

Introduction	The Department of Human Resources led the development of a corporate action plan on Official Languages for the 2013–2014 fiscal year. The plan focused on four areas and aligned with the GNB <i>Plan on Official Languages</i> (extended to include the 2014–2015 fiscal year which coincides with the corporate action plan extension). Strategies specific to the Department of Human Resources were identified and are reported on in each of the four focus areas below. The department was responsible either as a lead or partner for these strategies.
Focus 1	<p>Ensure access to service of equal quality in English and French throughout the province:</p> <ul style="list-style-type: none"> – Government reviewed parts of its second-language training program to make it more strategic and effective. – Government added additional training opportunities by developing a framework for a French immersion pilot project to be delivered as part of the second-language training program. – Analysis was completed to determine bilingual capacity of senior leaders in order to establish a baseline in this area. – The Department of Human Resources hired a program manager of Official Languages to oversee all aspects related to Official Languages, including coordination of second-language training.
Focus 2	<p>An environment and climate that encourages, for all employees, the use of the Official Language of their choice in their workplace:</p> <ul style="list-style-type: none"> – All departments and agencies reviewed their linguistic profiles to enable all employees to work in the Official Language of their choice. <ul style="list-style-type: none"> • A database tool was developed to allow for regular verification of linguistic profiles for all departments to ensure compliance with new guidelines. • A departmental linguistic changes tracking tool was developed for Official Languages coordinators to measure and track linguistic team changes on an ongoing basis.
Focus 3	<p>What strategic means did your department implement to ensure that new and revised government programs and policies took into account the realities of the province's Official Language communities (promotion of Official Languages)? For example, did you hold public consultations?</p> <p>Some of the department's ongoing efforts related to the promotion Official Languages included:</p> <ul style="list-style-type: none"> – The government continues to ensure that official bilingualism is included as a fundamental value of the public service and is clearly included in the Code of Conduct of the employees of the Public Service.
Focus 4	<p>Ensure public service employees have a thorough knowledge and understanding of the <i>Official Languages Act</i>, relevant policies, regulations, and the province's obligations with respect to Official Languages:</p> <ul style="list-style-type: none"> – The status and role of the Official Languages coordinators in departments and agencies were reviewed to improve efficiency. <ul style="list-style-type: none"> • An Official Languages network where departmental representatives come together to discuss best practices and innovative ways to integrate Official Languages in the workplace was implemented and consultations took place to help Official Languages coordinators in defining their role. – The Official Languages toolkit developed by the Department of Human Resources will be better promoted and regularly updated. <ul style="list-style-type: none"> • The toolkit has been updated to include new elements and ongoing consultation continues with Official Languages coordinators to identify modifications to the toolkit as deemed necessary.
Conclusion	<p>The addition of a program manager of Official Languages along with other process improvements reinforces that the department's obligations and requirements associated with Official Languages continue to be a significant priority of the Department of Human Resources, both from a lead as well as from a partner perspective. Improvements in supporting programs and systems continue with a focused approach and clear objectives.</p> <p>There were no Official Languages complaints filed against the department during the 2014–2015 fiscal year.</p>

Summary of recommendations from the Office of the Auditor General

Name and year of audit area with link to online document	Total	Adopted
Chapter 4 (4.2) - Transferred to the New Brunswick Internal Services Agency (NBISA): 2010 Auditor General's Report – Vol. 1		
Chapter 3 (3.116) - Transferred to NBISA: 2011 Auditor General's Report – Vol. 2		

Report on the *Public Interest Disclosure Act*

Under Section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the Public Service for which the chief executive officer is responsible. The Department of Human Resources did not receive any disclosures of wrongdoings in the 2014–2015 fiscal year.

Appendix

A1: Pension plans

Plan	Year Ending	Number of Members *	Employee Contributions	Employer Contributions	Number of Pensioners-In-Pay **	Pension Payroll	Pension Fund
<i>Members' Pension Act and Members' Superannuation Act ***</i>	March 31, 2015	–	208,474	3,309,634	90	3,516,239	N/A
<i>Provincial Court Act and Provincial Court Judges' Pension Act</i>	March 31, 2015	31	381,000	312,000	29	1,312,000	42,008,000
<i>Ombudsman Act</i>	March 31, 2015	–	–	–	1	152,782	N/A
Pension Plan for Management Employees of New Brunswick School Districts	December 31, 2014	–	–	–	104	1,254,968	7,621,000
Pension Plan for General Labour, Trades and Services of New Brunswick School Districts	December 31, 2014	2,143	3,625,387	5,401,845	1,558	17,860,394	339,158,000
Pension Plan for Full-Time CUPE 2745 Employees of New Brunswick School Districts	December 31, 2014	1,059	1,018,059	1,427,981	413	3,340,161	77,965,000
Pension Plan for Part-Time and Seasonal Employees of the Province of New Brunswick	December 31, 2014	9,915	1,922,600	1,888,574	N/A	N/A	178,379,000

The following plans are no longer being reported as they are now governed by independent Boards of Trustees.

- Public Service Shared Risk Plan
- New Brunswick Teachers' Pension Plan
- Shared Risk Plan for Certain Bargaining Employees of New Brunswick Hospitals
- Shared Risk Plan for CUPE Employees of New Brunswick Hospitals

* Number of members includes active, inactive and members on leave.

** Number of Pensioners-In-Pay excludes deferred pensioners.

*** Effective September 23, 2014 all elected Members of the Legislated Assembly enrolled into the Public Service Shared Risk Plan.

A2: Employee benefits summary

	Long-term Disability		Health and Dental		Deferred salary
	General	Nurses and CUPE 1251	Health	Dental	
Plan Year Ending	30-06-2015	30-06-2015	30-06-2015	30-06-2015	31-12-2014
Number Covered *	13,335	6,380	39,909	35,888	30
Number of Claims	312	359	N/A	N/A	N/A
Amount of Claims	\$6,494,716	\$7,685,374	\$81,050,193	\$17,711,251	N/A
Disability Reserves **	\$22,082,000	\$25,753,000	N/A	N/A	N/A
Disability Waivers this Year ***	115	125	321	313	N/A
Disability Waivers Total	363	406	343	334	N/A

	Group Life Insurance			Accidental Death and Dismemberment			Employee and Family Assistance Program	
	Basic	Supplementary	Dependent	Basic	Supplementary	Voluntary	Employees	Dependents
Plan Year Ending	30-04-2015	30-04-2015	30-04-2015	30-04-2015	30-04-2015	30-04-2015	31-12-2014	
Number Covered *	36,048	14,584	16,875	36,048	14,584	15,856	23,914 ⁽¹⁾	
Number of Claims	58	30	49	104	3	5	1,596 ⁽²⁾	293 ⁽²⁾
Amount of Claims	\$2,752,128	\$2,819,679	\$590,180	\$487,808	\$402,734	\$789,543	\$987,792 ⁽³⁾	
Disability Reserves **	\$188,945	\$581,409	N/A	N/A	N/A	N/A	N/A	N/A
Disability Waivers this Year ***	373	179	190	373	179	200	N/A	N/A
Disability Waivers Total	1,321	620	716	1,321	620	706	N/A	N/A
Number of Conversions †	68	8	0	N/A	N/A	N/A	N/A	N/A
Conversions Charges ††	\$229,772	\$25,374	\$0	N/A	N/A	N/A	N/A	N/A

Notes:

* **Number Covered:** Number of employee participants covered — i.e., does not include spousal or child dependents. Health and Dental includes retiree participants.

** **Disability Reserves:** Estimated reserves to fund the future cost for those participants who are deemed disabled.

*** **Disability Waivers:** Participants for whom premium contributions were waived due to disability.

† **Conversions:** At retirement, participants may convert their group life insurance coverage to an individual life insurance policy without the medical evidence requirement.

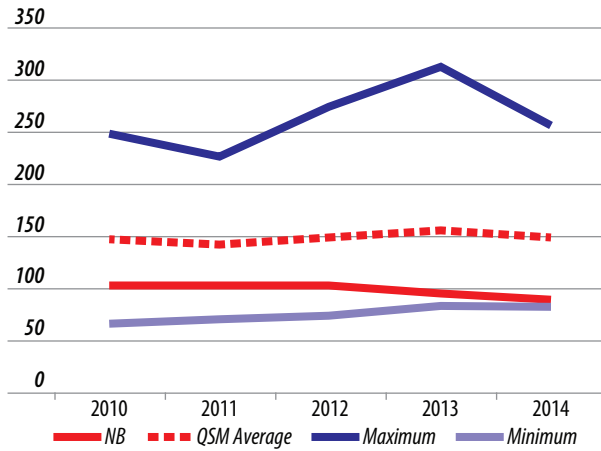
†† **Conversion Charge:** A charge to the Group Life Plan when a participant elects to convert insurance.

(1) Number of participants covered under EFAP — includes employees of Horizon Health and Part 1 Departments.

(2) EFAP claims are expressed in terms of accesses to the services.

(3) Program costs are calculated as rate per employee, per month.

A3: Total pension administration cost per total client, 2010–2014 (\$)



Pensions and Employee Benefits Division is a member of the Quantitative Service Measurement (QSM) Survey along with six other pension plan administrators from across Canada.

New Brunswick public pensions administration cost per client was the second lowest, at \$88 per client. The range of cost within the group was from \$87 to \$254.