

# Common Human Resources Business Process (CHRBP)

**Published On:** 17 June 2014

**Organisation:** Treasury Board of Canada Secretariat - Office of the Chief Human Resources Office (OCHRO)

**Country:** Canada

**Level of government:** Central government

**Sector:** General public services

**Type:** Human Resources, Organisational Design

**Launched in:** 2006

**Like this innovation**

0 persons like this innovation

# Description

---

The main objective of the Common Human Resources Business Process (CHRBP) is to standardise, simplify and streamline how human resources business is conducted across the Government of Canada.

It has been designed to bring consistency in the delivery of effective and efficient human resources services while at the same time maximising the use of existing and innovative methods and tools.

The CHRBP describes human resources (HR) processes (tasks and activities) from beginning to end. It is fully integrated across HR functions and non-HR services, such as finance. It is founded upon the Government of Canada legislative framework, and incorporates leading practices from both the public and private sectors (e.g. American Productivity & Quality Centre).

The CHRBP was designed from the perspective of a manager to support them with their day-to-day people management accountability. The CHRBP is made up of seven business process areas, namely:

- Process 1.0: HR Planning, Work & Organisation Design and Reporting.
  - Process 2.0: Job and Position Management.
  - Process 3.0: Staffing and Employee Integration.
  - Process 4.0: Total Compensation.
  - Process 5.0: Employee Performance, Learning, Development & Recognition.
  - Process 6.0: Permanent and Temporary Separation.
  - Process 7.0: Workplace Management.
- 

## Why the innovation was developed

Some of the factors that led to the development of the Common Human Resources Business Process include: (1) Need to streamline and simplify human resource (HR) business, which is often complex and inefficient; (2) Need for consistent and common HR business delivered across and within departments. Need to reduce unnecessary costs, as a result of departments working in isolation to improve business practices and/or HR tools and systems; (3) Need to leverage economies of scale to allow for government-wide investments in tools, systems, and infrastructure that are not currently available due to organisational inconsistencies; (4) Need to improve HR service delivery to ensure that departmental HR services are meeting the operational needs of managers and other stakeholders; (5) Need for common language and data to facilitate the standardised capture and reporting of information and; (6) Need to articulate roles and responsibilities for managers and HR practitioners.

---

## Objectives

Develop staff capacity, Improve effectiveness, Improve efficiency, Improve service quality, Improve user satisfaction

- To eliminate inconsistencies and to standardise, simplify and streamline how human resources business is conducted across the Government of Canada.
  - To bring consistency in the delivery of effective and efficient human resources services while at the same time maximising the use of existing and innovative methods and tools.
  - To enable opportunities for government-wide innovation in terms of enterprise wide HR systems, tools, people management reporting, etc.
- 

## Main beneficiaries

General population, Government bodies, Government staff

All departments and agencies in the Government of Canada.

---

## Existing similar practices

### Common Financial Management Business Process

In public administration of my country

Treasury Board Secretariat – Office of the Comptroller General (OCG)

OCG carried out a similar exercise where they had the objective of developing enterprise-wise business processes related to financial management practices in the Government of Canada.

<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26953>

---

# Results

---

## Efficiency

The ongoing reduction of costs, time and effort involved in training human resources (HR) practitioners and managers will be achieved through this initiative. Once in place, HR practitioners and managers in all government organisations will follow the same human resources processes and business activities. This will facilitate savings where these individuals will not need to be re-trained in these areas when they change organisations (since all organisations/ practitioners will be following the same and consistent practices).

---

## Effectiveness

Reduction of gaps in processes that exist today because of poor exchanges between HR functional areas since the integrated service of CHRBP allows more seamless transactions that cross multiple HR functions (i.e. classification, staffing, compensation, etc.).

---

## Service quality

### Accessibility:

For the first time, all HR practitioners, managers, and employees have access to the same common and standardised processes that detail the activities and responsibilities associated with traditional human resources processes. This info is all available via the CHRBP website.

### Reliability:

- Having organisations deliver their HR business in a common way will facilitate the adoption and use of a common/single instance of an HR Management system.
  - Accessible by the clients to the same tools and information since a department with regional offices will address the inconsistent practices from one region to the next.
  - Consistent and accurate information on human resources (HR) available to managers that enable and facilitate better decision making.
- 

## User satisfaction

Improved user/employee satisfaction because of:

- Consistent results and services being delivered regardless of the region, or organisation by which they are being serviced.
  - Quality information shared and exchanged between HR and non-HR (e.g. finance, accommodations, security) which facilitates communication and partnering between the various sectors, and allows for better decision making at the departmental level.
- 

## Results not available yet

- For each of the results identified, it is important to note that this initiative is ongoing and that formal, measureable results are not currently available. Departments still have until March 31, 2014 to fully implement the CHRBP. Instead, the information above provides insight into the results and achievements expected through the implementation of the CHRBP.
  - A more formal evaluation of this work is currently being initiated but concrete results will not be available until much later.
- 

## Evaluation

- Since November 2012, departments and agencies have been evaluated on the progress of their individual implementation efforts through the Management Accountability Framework (MAF – People Component, area of management 10). Although this evaluation is being conducted on an organisation by organisation basis, it is reasonable to expect that enterprise-wide information/conclusions might be possible through the aggregation of this information in the future.
- Additionally, a strategy and evaluation framework for the formal evaluation of the CHRBP initiative across government is being worked on and is expected to be rolled out in 2015 - 2016.

# Development

---

## Design

The design of the CHRBP started in late 2006 as part of a government-wide initiative to introduce shared service offerings in the area of human resources, finance, and procurement. Although this project did not move forward, senior executives within the Public Service HR Management Agency of Canada (PSHRMAC) recognised that there was still a need to standardise HR business processes (as a first step) in enabling various future opportunities.

The design started with an environmental scan to document the workplace challenges from both a strategic and working level. To do this, interviews were held with champions of each HR Functional Community. The next broader consultation employed a unique and elaborate stakeholder engagement strategy to ensure that the full spectrum of challenges and opportunities would be considered within the CHRBP design. Working sessions were diverse and included participants from multiple HR Functions, HR Policy Centres, and also representatives from related non-HR disciplines such as finance and security.

All said, more than 300 public servants representing more than 35 organisations came together to provide their input and express their needs to support the overall design and development of the CHRBP.

The design phase concluded in June 2010 when Deputy Heads endorsed the CHRBP as the Government of Canada standard for the delivery of HR business.

Design time: 2,25 years

---

## Testing

Prior to its endorsement as the Government of Canada standard, some departments (approximately 5) became early 'adopters' and acted as pioneers in implementing the Common Human Resources Business Process (CHRBP). During this initial phase, departments sought out ways to leverage the CHRBP to improve their current business and often came up with tools or strategies that eventually were re-worked or replaced. To demonstrate the benefits of the CHRBP, some departments also came up with some "quick wins" that helped to keep up the momentum and to garner interest from other organisations as well.

Testing time: 1,75 years

---

## Implementation

### Tools used:

- Further endorsed by Treasury Board Ministers in January 2012, as part of the Government of Canada Human Resources Services Modernisation Initiative (all departments in the Government of Canada are required to fully implement the CHRBP by March 31, 2014).
- A Centre of Expertise within the Office of the Chief Human Resource Officer (OCHRO) branch of the Treasury Board Secretariat provides support and guidance to each department and agency working towards the implementation of the CHRBP within their own organisation. Through the Centre of Expertise, portfolio advisors are assigned to each organisation, and the Centre as a whole provides regular information and sharing sessions to further enable synergies and collaboration amongst departments.
- Common tools were developed and deployed to all organisations in order to support the implementation efforts happening in departments and agencies. Such tools include:
  - Business process alignment tool.
  - Gap/opportunity prioritisation tool.
  - Process area education tools, etc.
- A central website for the CHRBP was developed to maintain and share all of the important process maps and process documentation that is required in departments.
- The Centre of Expertise is also responsible for using business modelling software in order to maintain and ensure the 'continuous improvement' of the CHRBP over time as practices and/or policy changes are introduced.

### Resources used:

- Created a Centre of Expertise within the Office of the Chief Human Resources Officer (OCHRO) to support the CHRBP, including a manager, a senior advisor, and 2-3 portfolio advisors.
- Secured a team of 7-10 professional resources (hired through a contract) to facilitate and assist departments in implementing the CHRBP in their respective organisations.

Implementation time: 2,25 years

---

## Diffusion

As tools/products are developed within the Centre of Expertise or within individual organisations, all efforts are made to diffuse this information to all other parties so that lessons-learned can be shared and so that others can leverage implementation work already done. In some cases, tools have been developed with the 'average-sized' organization in mind, therefore there is some 'scaling-down' required when a small department or agency looks to leverage that product. This is handled on a case by case basis and requires strong support from the OCHRO Centre of Expertise portfolio advisor to guide the organisation using it.

Additionally, the CHRBP could be viewed as the foundation of modernisation projects and objectives that are envisioned for the human resources regime in the Government of Canada (GoC). With a standard business process now in place for GoC human resources, opportunities are being leveraged to improve and standardise components of the supporting HR infrastructure. A prime example includes the development and deployment of a standard HR system that will be used by all Government of Canada departments and agencies.

Diffusion time: ongoing

---

## Challenges and solutions

- Changes to the portfolio advisors who support departments had challenges due to the loss of knowledge and relationships that were built with the organisations. To mitigate this, tools were introduced (tracking-tool) to better monitor progress and key information for each department such that information would be available should resource changes persist moving forward.
  - Capacity to understand and carry out the related activities to implement the CHRBP within an organisation has been a challenge due to competing priorities and various fiscal restraint exercises happening within. To mitigate this, a team of professional resources (consultants) was procured to support and facilitate implementation efforts within departments through individual "Letters of Agreement" with OCHRO.
  - Some organisations cited 'technology' issues or gaps through their CHRBP analysis-phase which could have led to significant investments in their HR systems on a piece-meal basis. That said, a parallel initiative is underway to develop an enterprise-wide HR system. As such, new business requirements and opportunities sought in the system are now being handled on an enterprise-scale, and organisations will soon be able to take advantage of this once the system development is complete and deployed.
- 

## Partnerships

### Federal departments and agencies

Other Public Sector

More than 35 federal departments and agencies were involved in the design and development of the CHRBP.

---

### Service users

Other

Over 300 HR subject matter experts, managers and policy centre stakeholders participated in the development of the CHRBP.

---

### Professional resources

Other

Professional resources were hired through a contract to support the CHRBP Centre of Expertise in the development of the standard. They also support the Centre in its role as 'custodian' and 'enabler' of the CHRBP.

---

# Lessons Learned

---

## Lessons Learned

- Engagement of senior management is critical to the success of CHRBP implementation in departments.
  - Resources (people and time) need to be allocated in departments to undertake and implement this initiative.
  - Importance of spending time up front to clearly define the project goals and guiding principles, as well as having an extensive engagement strategy to ensure the eventual buy-in of all government organisations.
- 

## Other information

Link to the innovation:

<http://chrhp.tbs-sct.gc.ca/>

(Can only be accessed by Government of Canada employees who have a gc.ca address)

---

Copyright OECD. All rights reserved.