

# HR Professional Learning Series

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# Requirement for HR Expertise

*“In sub-delegating appointment and appointment-related authorities, deputy heads must ensure that sub-delegated persons are provided with the information and human resources advice and services they require to exercise their sub-delegated authorities.”*

Appointment Delegation and Accountability Instrument, Section 2 (5)



# HR Professional Learning Series

## PROPOSAL:

- ▶ To introduce a series of professional development learning events for operational HR practitioners, enhancing strategic capacity and supporting continuous learning.
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## REQUEST:

- ▶ Approval is requested to proceed with implementation of the learning series in Fiscal Year 2022\_23, incorporating the recommendations and comments provided by survey respondents as outlined in this document.

# Background

- ▶ Operational HR professionals must actively work to remain relevant and the trusted source of strategic advice and guidance for Health Canada sub-delegated managers.
- ▶ Gaps in expertise maturity of HR-Client Services team due to rapid expansion for COVID response
- ▶ Acceleration of transformations in technology and Federal Public Service program and service delivery
- ▶ Continuous learning and professional development needed
- ▶ Proposed curriculum and delivery design based on survey of HR Client Services Managers and Team Leads, Fall 2021 and PE Competency Profile/Development Framework

# Recommendations

**Delivery Method:** Large virtual group sessions with breakout groups for discussion



**Recordings:** Balance efficiencies of recording sessions with employee preferences and comfort in participating

**Language of Delivery:** Separate French and English sessions

**Content Development and Facilitation:** Teams to rotate responsibility for content creation and event coordination.

**Session Topics:** Topics selected and tentative schedule developed

**Existing Materials:** Recordings and/or training materials already exist for most topics.

# HR Professional Learning Series Planned Events

Topic	Readiness For Delivery
Accommodation in the Staffing Process   Les mesures d'adaptation dans le processus de dotation de personnel	Completed. Recording available
Recruitment of Persons with Disabilities	Completed. Recording available
Qualification Standards (Deep dive)   Normes de qualification	Requires preparation, possible invitation to central agency (PSC/OCHRO) for speaker and content.
Creating and Managing Inventories   Création et gestion des inventaires	Requires inviting PHAC or HRPP team speaker. May already have content prepared.
Skills of the Future Workforce   Compétences de la future main-d'œuvre	Requires curation and facilitation of existing pre-recorded material
Recourse and Key Decisions   Recours et décisions clés	Requires invitation to HRPC or central agency (PSC/OCHRO) for speaker and content
Consulting, Persuading and Influencing   Consultation, persuasion et influence	Possible curation of existing content and/or partnership with National HRC for HR-specific content
3rd Party Assessment Tools and Contracting - EPSI, PPC, Plum, etc   Outils d'évaluation de tiers et contrats - EPSI, PPC, Plum, etc.	Requires selection and invitation to 3 <sup>rd</sup> Parties for speaker and content preparation
What do other HR teams do?   Que font les autres équipes RH?	Requires selection and invitation to teams and directorates for speakers and content
Using VidCruiter   Utilisation de VidCruiter	Recording may be available. Or requires inviting HRPP team speaker. HRPP team may already have content prepared.
<b>Self-Study (Pre-recorded) Presentations:</b>	
<ul style="list-style-type: none"> <li>Integrating EE data and staffing plans   Intégration des données sur l'ÉE et des plans de dotation en personnel</li> </ul>	(Under construction) Pre-recording. Content creation and delivery by Staffing Ops Team 2
<ul style="list-style-type: none"> <li>HR 2030 - Strategic Foresight Overview   RH 2030 - Aperçu des prévisions stratégiques</li> </ul>	Pre-recorded. Supporting documents & Activity Completed

## Next Steps

- ▶ Seek support of HR Client Service Directors and Executive Director
- ▶ Assign team responsibilities
- ▶ Complete topic research & invite speakers
- ▶ Finalize calendar and send out invitations

# Appendix 1: Survey Question Responses

## Q2 Delivery Method

40%	A Single large group (all teams) session with "breakout rooms"   Une seule session en grand groupe (toutes les équipes) avec des "salles scindées" pour les discussions
40%	B Single large group (all teams) session, with facilitated team small group discussion/activities.   Session unique en grand groupe (toutes les équipes) avec l'animation des discussions/activités en petits groupes de votre propre équipe.
20%	C Individual Team Sessions: Session is delivered to/within your own team only. The plenary session would be recorded   Séances individuelles pour les équipes. La session est enregistrée.
0%	D None of the above   Aucune de ces réponses
0%	E All of the above   Tout ce qui précède

## Q3 Recording

20%	A It makes no difference   Cela ne fait aucune différence
40%	B Deter attending and participating   Cela dissuaderait d'assister et de participer
0%	C Deter attending   Cela dissuaderait d'assister
40%	D Deter participating   Cela dissuaderait de participer

## Q4 Language

20%	A Group bilingual session(s) with content translated and delivered in both French and English   Session(s) bilingue(s) de groupe dont le contenu est traduit et présenté en français et en anglais.
80%	B Separate French and English sessions and let participants choose which one to attend   Séparer les sessions en français et en anglais et laisser les participants choisir celle à laquelle ils veulent assister.
0%	C Either of these delivery methods would be equally effective.   L'une ou l'autre de ces méthodes serait tout aussi efficace.

## Q5 Content Development by Teams

60%	Agree
40%	Disagree

## Q7 Knowledge of Existing Material

80%	Yes
20%	No



# Appendix 2: Top 5 Topic Choices

Legend: X = Top 5 picks S = Secondary picks

Categories	Topics	Team 1	Team 2	Team 4 (3?)	Team 4	Team 5	Total	%
<b>DIVERSITY &amp; INCLUSION   DIVERSITÉ ET INCLUSION</b>	Accommodation in the Staffing Process   Les mesures d'adaptation dans le processus de dotation de personnel	X	X			X	3	60.00%
<b>DIVERSITY &amp; INCLUSION   DIVERSITÉ ET INCLUSION</b>	Integrating EE data and staffing plans   Intégration des données sur l'ÉE et des plans de dotation en personnel		X		X	X	3	60.00%
<b>SKILLS AND CAREER   COMPÉTENCES ET CARRIÈRE</b>	Consulting, Persuading and Influencing   Consultation, persuasion et influence	X	S			X	3	60.00%
<b>SKILLS AND CAREER   COMPÉTENCES ET CARRIÈRE</b>	How to work with HR Data   Comment travailler avec les données RH			X	X	X	3	60.00%
<b>STAFFING DEEP DIVE   DOTATION PROACTIVE</b>	Creating and Managing Inventories   Création et gestion des inventaires		X	X			2	40.00%
<b>STAFFING DEEP DIVE   DOTATION PROACTIVE</b>	Using VidCruiter   Utilisation de VidCruiter		X	X			2	40.00%
<b>STAFFING DEEP DIVE   DOTATION PROACTIVE</b>	3rd Party Assessment Tools and Contracting - EPSI, PPC, Plum, etc   Outils d'évaluation de tiers et contrats - EPSI, PPC, Plum, etc.	X	S				2	40.00%
<b>STAFFING DEEP DIVE   DOTATION PROACTIVE</b>	Recourse and Key Decisions   Recours et décisions clés		S			X	2	40.00%

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# Appendix 2: Top 5 Topic Choices (con't)

Legend: X = Top 5 picks S = Secondary picks

Categories	Topics	Team 1	Team 2	Team 4 (3?)	Team 4	Team 5	Total	%
STAFFING DEEP DIVE   DOTATION PROACTIVE	Qualification Standards   Normes de qualification	X		X			2	40.00%
SKILLS AND CAREER   COMPÉTENCES ET CARRIÈRE	What do other HR teams do?   Que font les autres équipes RH?		S		X		2	40.00%
TRENDS AND INNOVATION   TENDANCES ET INNOVATION	Skills of the Future Workforce   Compétences de la future main-d'œuvre	X	S				2	40.00%
TRENDS AND INNOVATION   TENDANCES ET INNOVATION	HR 2030 - Strategic Foresight Overview   RH 2030 - Aperçu des prévisions stratégiques		S		X		2	40.00%
STAFFING DEEP DIVE   DOTATION PROACTIVE	Appointment decision rationales   Raisonement des décisions de nomination			X			1	20.00%
STAFFING DEEP DIVE   DOTATION PROACTIVE	Risk Analysis Framework   Cadre d'analyse des risques		X				1	20.00%
STAFFING DEEP DIVE   DOTATION PROACTIVE	The PSC-Recruitment Inventories, Priorities, PPC   La CFP - Répertoires de recrutement, priorités, CPP				X		1	20.00%
SKILLS AND CAREER   COMPÉTENCES ET CARRIÈRE	Building Your Professional Network   Construire son réseau professionnel		S				1	20.00%
TRENDS AND INNOVATION   TENDANCES ET INNOVATION	CRA Staffing Transformation   Transformation de la dotation à l'ARC		S				1	20.00%

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# Appendix 2: Top 5 Topic Choices (con't)

Legend: X = Top 5 picks S = Secondary picks


Categories	Topics	Team 1	Team 2	Team 4 (3?)	Team 4	Team 5	Total	%
TRENDS AND INNOVATION   TENDANCES ET INNOVATION	Changing Staffing Culture and Mindset   Changer la culture et l'état d'esprit en matière de dotation		S				1	20.00%
TRENDS AND INNOVATION   TENDANCES ET INNOVATION	50 Ideas to Improve Staffing   50 idées pour améliorer la dotation		S				1	20.00%
TRENDS AND INNOVATION   TENDANCES ET INNOVATION	HR Innovation RH "à la carte" series   Série "à la carte" sur l'innovation RH		S				1	20.00%
TRENDS AND INNOVATION   TENDANCES ET INNOVATION	Predictive Hiring - How to Get Started?   L'embauche prédictive		S				1	20.00%
DIVERSITY & INCLUSION   DIVERSITÉ ET INCLUSION	Indigenous Recruitment, Retention and Advancement   Recrutement, rétention et avancement des autochtones						0	0.00%
STAFFING DEEP DIVE   DOTATION PROACTIVE	Non-advertised appointments-calibration workshop   Nominations non annoncées - atelier d'étalonnage						0	0.00%
SKILLS AND CAREER   COMPÉTENCES ET CARRIÈRE	GC Tools   Outils GC						0	0.00%



# Appendix 3: Additional Comments:

Team	Team 1   L'équipe 1	Team 2   L'équipe 2	Team 4   L'équipe 4	Team 5   L'équipe 5
2 Method of Delivery	Preference in person session however, depending of frequency of the delivery of some subject, recordings can be beneficial for communication information timely. Small group discussions can be separated by level of knowledge. Optional. adding limits to group size to foster more participation.			
3 Recording		As long as camera on/off is optional	Some individuals are less comfortable with recording sessions, and also prefer not to be on camera	
4 Language of Delivery		Have the group session bilingual and ensure there is a bilingual person in each breakout room to ensure that everything is translated or have the breakout rooms French or English options.	Interested in strategic focus and skills for Staffing Advisors.	
5 Content Development by Teams	depending upon the subject and audience. Content to be validated by SPC or SME. Some subjects should be developed by SME.	Yes, we agree in principle but there should be someone in charge of logistics so it's not always the same team/people. Official language capacity.		
6 Topics	Topics are vague. It would be beneficial to know more about each session to help us identify our preferred subjects. Social media advertisement-processes, considerations, approvals, etc VHA refresher For some of the subjects, utilizing courses that already exist or developing fact sheets/Qs and As. Not all subject requires an info session. Hiring for potential Need Basic staffing 101 training for client managers For any training material developed via this initiative, identifying clearly who the owner of the doc so that updates and changes are made timely and as needed.	The Free Agent Program Accommodation in the Staffing Process - Team 2 It wouldn't let me submit (I think because we choose more than 5) so I'm listing all our choices		As we could only select the top 5 I would say our team would be interested in most of all the topics above
7 Knowledge of Existing Material	SPC, GC Connex, PSC outreach group, Some of the courses are available on CSPS, etc.	PPC for Accommodation in the staffing process. Side note: there is some concern over how much work it could take to organize and present. (perhaps an organizing body could help? Or PE04/05 be the leads?, not sure just some potential solutions)	Would like to focus on strategic outlook, enhancing interpretation/application of HR/EE data, diversity and inclusion. Possibly material from recent employment equity/diversity conference could be shared.	

# Appendix 4: PE Competency Mapping

HC PE Common Work Objectives & Competencies (2021_22)	OCHRO PE Competency Profile (2016)	OCHRO PE Competency Framework (2022)
Business Excellence	Knowledge of legislation, policies and trends in Human Resources Management	Knowledge of Legislation, Policies and Trends
	Business Acumen	Business Acumen
Working Effectively with Others	Working Effectively with Others	Networking
Demonstrating integrity and respect	Demonstrating integrity and respect	Integrity and Respect
Contribute to a healthy and respectful workplace		
	Communication	Communication
Excellence in Client Services	Client Service Orientation	Client Service
Showing Initiative and Being Action-Oriented	Showing Initiative and Being Action-Oriented	Risk Management
Thinking Things Through	Thinking Things Through	Strategic Thinking
Data Integrity		Data Literacy
		Environmental Analysis
		Financial Management

# Appendix 5: Topic Competency Grid\*

Topic	HC Work Objectives (2021_22)	OCHRO PE Competency Profile (2016)	OCHRO PE Competency Framework (2022)
<b>Accommodation in the Staffing Process   Les mesures d'adaptation dans le processus de dotation de personnel</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Contribute to a healthy and respectful workplace</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of legislation, policies trends and practices in HR management</li> <li>Demonstrating Integrity and Respect</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Legislation, Policies and Trends</li> <li>Integrity &amp; Respect</li> </ul>
<b>Recruitment of Persons with Disabilities  </b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Demonstrating Integrity and Respect</li> <li>Data Integrity</li> <li>Excellence in Client Services</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of legislation, policies trends and practices in HR management</li> <li>Demonstrating Integrity and Respect</li> <li>Showing Initiative &amp; Being Action Oriented</li> <li>Client Service Orientation</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Legislation, Policies and Trends</li> <li>Integrity &amp; Respect</li> <li>Data literacy</li> <li>Client Service</li> </ul>
<b>HR 2030 - Strategic Foresight Overview (Pre-recorded)   RH 2030 - Aperçu des prévisions stratégiques (préenregistrés)</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Showing Initiative &amp; Being Action Oriented</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of legislation, policies trends and practices in HR management</li> <li>Showing Initiative &amp; Being Action Oriented</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Legislation, Policies and Trends</li> <li>Risk Management</li> <li>Strategic Thinking</li> <li>Environmental Analysis</li> </ul>
<b>Using VidCruiter   Utilisation de VidCruiter</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Showing Initiative &amp; Being Action Oriented</li> <li>Excellence in Client Services</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of legislation, policies trends and practices in HR management</li> <li>Showing Initiative &amp; Being Action Oriented</li> <li>Client Service Orientation</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Legislation, Policies and Trends</li> <li>Strategic Thinking</li> </ul>
<b>Qualification Standards (In-depth)   Normes de qualification (profondeur)</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Showing Initiative &amp; Being Action Oriented</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of legislation, policies trends and practices in Human Resources management</li> <li>Showing Initiative &amp; Being Action Oriented</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Legislation, Policies and Trends</li> </ul>

\* List is non-exhaustive. Topics map to one or more behavioural indicators of identified competencies

# Appendix 5: Topic Competency Grid (cont.)

Topic	HC Work Objectives (2021_22)	OCHRO PE Competency Profile (2016)	OCHRO PE Competency Framework (2022)
<b>Creating and Managing Inventories   Création et gestion des inventaires</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Excellence in Client Services</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of legislation, policies trends and practices in HR management</li> <li>Showing Initiative &amp; Being Action Oriented</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Legislation, Policies and Trends</li> <li>Client Service</li> </ul>
<b>Skills of the Future Workforce   Compétences de la future main-d'œuvre</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Showing Initiative &amp; Being Action Oriented</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Analysis</li> <li>Risk Management</li> <li>Strategic Thinking</li> </ul>
<b>Recourse and Key Decisions   Recours et décisions clés</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of legislation, policies trends and practices in HR management</li> <li>Thinking Things Through</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Legislation, Policies and Trends</li> <li>Risk Management</li> <li>Strategic Thinking</li> </ul>
<b>Consulting, Persuading and Influencing   Consultation, persuasion et influence</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Working Effectively with Others</li> <li>Excellence in Client Services</li> <li>Demonstrating Integrity &amp; Respect</li> </ul>	<ul style="list-style-type: none"> <li>Business Acumen</li> <li>Working Effectively with Others</li> <li>Client Service Orientation</li> <li>Showing Initiative &amp; Being Action Oriented</li> <li>Demonstrating Integrity and Respect</li> </ul>	<ul style="list-style-type: none"> <li>Business Acumen</li> <li>Networking</li> <li>Integrity &amp; Respect</li> </ul>
<b>3rd Party Assessment Tools and Contracting - EPSI, PPC, Plum, etc   Outils d'évaluation de tiers et contrats - EPSI, PPC, Plum, etc.</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Working Effectively with Others</li> <li>Excellence in Client Services</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of legislation, policies trends and practices in HR management</li> <li>Business Acumen</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Legislation, Policies and Trends</li> <li>Strategic Thinking</li> </ul>
<b>What do other HR teams do?   Que font les autres équipes RH?</b>	<ul style="list-style-type: none"> <li>Business Excellence</li> <li>Working Effectively with Others</li> </ul>	<ul style="list-style-type: none"> <li>Business Acumen</li> <li>Working Effectively with Others</li> <li>Showing Initiative &amp; Being Action Oriented</li> </ul>	<ul style="list-style-type: none"> <li>Business Acumen</li> <li>Networking</li> </ul>

\* List is non-exhaustive. Topics map to one or more behavioural indicators of identified competencies





# Appendix 6: Client Services Directorate Directors' Consultation

- ▶ Directors' Comments:
  - ▶ Respect time zones
    - ✓ Event times will be varied
  - ▶ Cancel summer sessions due to operational requirements
    - ✓ Single self-directed pre-recorded module offered during summer instead
  - ▶ Include preparation/content development requirements
    - ✓ Slide 6 modified, competencies moved to Annexes 4 & 5
  - ▶ Privacy & recording concerns
    - ✓ Communication will be clear when recording will occur, as per current government-wide virtual training and event practices. Participants may choose to turn off their cameras. Anonymous question/comment vehicle will be provided (SLIDO or WOOC LAP). Recordings can be made available to employees who were unable to attend due to scheduling/absence and new employees, rather than multiple delivery of presentations.