

Government of Canada
Human Capital Management
Business Reference Model

Iteration 1

For Discussion

TBS GCdocs 32249464

Table of contents

Context.....	3
Overall Context	3
Overall Assumptions	3
Function Definitions and Capabilities	4
Function: G1– GC People Management Leadership.....	4
Function: G2 –GC Oversight and Evaluation.....	4
Function: G3 – GC Benefits Planning / Contract and Administration.....	5
Function: G4 – GC Retirement.....	5
Function: DA1 – People Management Strategy, Policies and Operational Plan	6
Function: DA10 – People Management Evaluation.....	8
Function: DA2 – Talent Acquisition	9
Function: DA3 – Talent Development	10
Function: DA4 – Departmental / Agency Employee Performance Management	10
Function: DA5 – Compensation and Leave.....	11
Function: DA6 – Separation	12
Function: DA7 – Compliance with Workplace and Workforce Policies and Standards.....	13
Function: DA8 – Labour Relations	14
Function: DA9 – Workforce Analytics and Employee Records	15
Business Outcomes.....	17
HCM Capability Lexicon	18

Context

Overall Context

The Human Capital Management (HCM) Business Reference Model documents the high-level end-to-end business functions and business needs within the human resource function in the Government of Canada. It addresses strategic and planning requirements and encompasses all aspects of employee lifecycle processing, as well as reporting and analytic capabilities.

This document will be incorporated into the Government of Canada Enterprise Architecture to facilitate that appropriate solutions will be selected and developed in the GC.

The various components of the Government of Canada HCM Business Reference Model are outlined in the sheets of this workbook. These are:

- Business Reference Model **Map**, summarizing the high-level business functions and sub-functions within the HCM Model for the Government of Canada.
- Business Reference Model Function **Definitions**, providing a description/definition of each business function and sub-function.
- HCM Business **Capabilities**, listing the business needs associated with each of the business functions and sub-functions.
- **Lexicon**, defining the terminology used to describe the capabilities and business needs. These definitions are consistent throughout the capabilities list and provide scope and intent of the capabilities.
- **Business Outcomes**, documenting the high-level business objectives for the future state against which the success of the initiative can be measured.

Overall Assumptions

1. The future solution will be based on one integrated HCM application that supports both the HR and Total Compensation functions.
2. Human Capital includes all components of the Government of Canada workforce (employees, terms, casuals, contractors, etc.).
3. The future Human Capital system will provide interoperability/integration with key GC solutions (finance, procurement, travel, etc.) and HCM applications, so managers and employees will have access to all information and actions needed to manage their workforce.
4. The future Human Capital system must provide the appropriate level of privacy and security for personnel information and system access in order to comply with legislation and policy.
5. The new Human Capital solution must comply with Government of Canada accessibility and official languages standards.
6. Capability statements identify the business needs and are not indicative of sequencing or processing requirements.
7. The term “manage” encompasses the use of capable people, skill sets and tools.

Function Definitions and Capabilities

Function: G1– GC People Management Leadership

Category:

Government-wide – Enterprise level

Definition:

Establish government-wide people management framework and strategies to support departments and agencies, focusing on current and emerging priorities; manage, direct, and develop enterprise HR service offerings, regulations, policies and standards.

Sub-functions

Title	Definition	Capabilities
G1.1 – GC HR Regulation, Policies and Standards	Set government-wide direction in strategic management of GC workforce through the definition and maintenance of policies, programs and standards. Standards include conditions of employment. Orgs: OCHRO, PSC, CSIS, ESDC, PSPC, OCG, CSPS	1. The ability to manage, inventory, administer, consult, negotiate, direct and engage in evolving GC-wide personnel management strategies in accordance with legislation, policies and orders.
G1.2 – HR Program Strategy and Tools	Develop, assess and implement a GC-wide HR program and monitoring strategy (total compensation, collective bargaining, disability management, wellness, diversity, employment equity, etc.). Based on performance outcomes from G2.1. Orgs: TBS, OCHRO, separate employers	1. The ability to manage, inventory, administer, consult, negotiate, direct and engage in GC-wide personnel management programs and tool sets in accordance with legislation, policies and orders.
G1.3 – HR Service Delivery Management	Define HR services (service catalogue) and assign roles and responsibilities for their delivery (centralized, decentralized, mixed spectrum, etc.). Orgs: OCHRO, PSC, PSPC, OCG Assumption: Differentiating EX and non-EX employees may no longer be necessary if system and service delivery can accommodate distinctions as required.	1. The ability to manage, inventory, administer, consult, negotiate, direct and engage in GC-wide personnel management service delivery in accordance with legislation, policies and orders.

Function: G2 –GC Oversight and Evaluation

Category:

Government-wide – Enterprise level

Definition:

Create, implement, and maintain comprehensive evaluation, practices and standards for GC people management programs and operations to ensure they are effective, efficient and in compliance with legislation.

Orgs: TBS, PSC, (PCH – OL, SEC7), Canadian Human Rights Commission

Sub-functions

Title	Definition	Capabilities
G2.1 – People Management Strategy Oversight Evaluation Framework	<p>Review people management programs (performance management, retention, etc.) and practices, including whether they are consistent with policies and legislation, and report to deputy heads and respective authorities on the effectiveness of these programs and practices.</p> <p>Orgs: TBS, PSC</p> <p>Assumptions: Industry and internal benchmarks will be used (employee retention index, internal equity, etc.)</p>	<ol style="list-style-type: none"> <li data-bbox="1057 275 1505 478">1. The ability to verify GC-wide strategy compliance through analysis, monitoring and reporting on people management regulations, policies, standards and programs.

Function: G3 – GC Benefits Planning / Contract and Administration

Category:

Government-wide – Enterprise level

Definition:

Administer employer insurance benefits contracts and programs for GC Public Service employees, retirees and other dependents.

Sub-functions

Title	Definition	Capabilities
G3.1 – Benefit Program Administration and Oversight	<p>Negotiate benefit plans, monitor performance and contractual obligations for health, dental, vision, life, and long-term disability insurance/benefits and oversee the appeal process. This includes the Wellness Program. Overseeing the administration of and enrollment in the various plans is also included in this sub-function.</p> <p>Orgs: TBS, Bargaining Agents, PSPC</p> <p>Assumption: This covers enrollment criteria. It covers the Employee Assistance Program if a GC-wide approach to employee assistance is in place.</p>	<ol style="list-style-type: none"> <li data-bbox="1057 1152 1505 1325">1. The ability to manage, administer, consult stakeholders on and negotiate benefit programs and plans in accordance with legislation, policy or orders. <li data-bbox="1057 1362 1505 1499">2. The ability to manage, administer and inventory enrolment criteria for participation in benefit programs and plans.

Function: G4 – GC Retirement

Category:

Government-wide – Enterprise level

Definition:

Manage and administer pension, insurance and tax-saving benefits and retirement services for public servants, retirees, survivors, and their families.

Orgs: TBS, PSPC

Sub-functions

Title	Definition	Capabilities
G4.1 – Pension Program Administration and Oversight	<p>Manage, administer and provide oversight to GC-wide pension programs and plans, including retiree benefits, for members, retirees and their families.</p> <p>Orgs: TBS, PSPC</p>	<p>1. The ability to manage, administer, consult stakeholders on and negotiate benefit programs and plans in accordance with legislation, policy or orders.</p>
G4.2 – Retirement inquiries	<p>Provide advice and direction to employees on pre-retirement issues to with a view to improving the quality of retirement applications prior to submission. This includes providing pension estimates and advice and guidance on the retirement process and individual eligibility for benefits under retirement provisions.</p> <p>Orgs: PSPC, TBS</p>	<p>1. The ability to manage, inventory, inform, discuss and report on plan participants' inquiries related to pre- and post-retirement activities, in accordance with legislation and policy.</p>
G4.3 – Retirement Case Processing	<p>Process retirement applications and determine the appropriate monthly annuity payments and eligibility for retiree benefit coverage.</p> <p>Orgs: PSPC, TBS</p>	<p>1. The ability to manage, administer and inventory enrolment, buy-backs, deductions and termination of retiree/beneficiary payment.</p> <p>2. The ability to verify compliance through analysis, monitoring and reporting on pension administration and to validate results against financial accountabilities.</p>

Function: DA1 – People Management Strategy, Policies and Operational Plan

Category:

Department/agency – Enabling strategic level

Definition:

Develop effective people management strategies, policies and plans to support departments/agencies in managing a high-quality, productive and diverse workforce focused on results and aligned with departmental/agency goals and objectives.

Sub-functions

Title	Definition	Capabilities
<p>DA1.1 – People Management Operation Strategy</p>	<p>People management strategies from G2.1 are operationalized by departments and agencies, incorporating organization-specific requirements as needed.</p> <p>Orgs: departments/agencies</p>	<p>1. The ability to manage, administer, inventory, consult and engage, on the operational level, people management strategies in accordance with GC-wide strategy and direction, and in accordance with operational-specific legislation, policies, orders, agreements or practices, and financial requirements consideration.</p>
<p>DA1.2 – Workforce Planning</p>	<p>A systematic and continuous process in which all levels of a department’s/agency’s leadership and management team work in coordination with their heads of HR to determine the workforce needed to achieve its goals and objectives.</p> <p>The process incorporates the practice of business intelligence to determine the current and future knowledge and skills required (now and in the future) to assess any skill gaps in the organization. Workforce planning outputs flow into budget justification, personnel forecasting and the design/implementation and monitoring of departments’ people management strategies to allow the organization to be agile, resilient and able to respond to current and future impacts.</p>	<p>1. The ability to manage and forecast workforce requirements in line with operational-level people management strategy.</p>
<p>DA1.3 – Organization Design and Position Management</p>	<p>Organizational design arranges work into structures to meet business needs and to achieve efficiencies and effectiveness in program delivery and the fulfilment of the department/agency’s mandate.</p> <p>Job and position management assesses the work within the organizational structure and assigns a classification, title, salary scale and designation(s) through the consistent application of job description standards. A position is a single instance of a job in a specified location.</p>	<p>1. The ability to manage, administer, inventory, assess and consult on operational-level organizational structures and related positions and reporting relationships in accordance with legislated, policies and practices.</p> <p>2. The ability to manage, administer, inventory, assess and consult on operational-level position relativity and classification decisions in accordance with legislated, GC and departmental/agency policies and practices.</p>
<p>DA1.4 – Diversity and Inclusion</p>	<p>A process for departments/agencies to maintain or enhance their commitment to recruit, hire, promote and maintain a diverse and inclusive workforce, and establish or maintain a culture that encourages collaboration, flexibility and fairness to enable individuals to participate to their full potential.</p>	<p>1. The ability to manage, administer, inventory, assess and consult on operational-level diversity and inclusion activities in line with the workforce planning requirements in accordance with legislation, GC</p>

Title	Definition	Capabilities
	<p>(Refer to G1.2)</p> <p>Assumption: The information necessary for assessing and monitoring the makeup of the workforce is available.</p>	<p>and departmental/agency policies and practices.</p> <ol style="list-style-type: none"> <li data-bbox="1049 275 1515 485">2. The ability to verify compliance at the operational level through analysis, monitoring and reporting on diversity and inclusion activities and complaints. <li data-bbox="1049 491 1515 686">3. The ability to manage and inventory related OHS compliance and prevention requirements in accordance with legislation, policy and orders (outside of the formal redress mechanism).

Function: DA10 – People Management Evaluation

Category:

Department/agency – Enabling strategic level

Definition:

GC development and implementation of a framework for the measurement and evaluation of people management and HR programs and service delivery standards

Sub-functions

Title	Definition	Capabilities
DA10.1 – People Management Strategic Evaluation Guidance	<p>GC development and implementation of a framework to measure and evaluate people management and HR programs and service delivery standards and to provide advice and guidance on the implementation of the framework within departments and agencies.</p> <p>(Refer to G2.1)</p> <p>Orgs: TBS, PSC; executed by departments and agencies</p>	<ol style="list-style-type: none"> <li data-bbox="1049 1192 1515 1360">1. Ability to advise and guide on the application of and reporting on the GC-wide people management strategy and evaluation framework.
DA10.2 – People Management and HR Operations Evaluation	<p>Administer and report on compliance against GC-wide strategies and evaluation framework to determine the effectiveness of HR program operations across the department/agency.</p> <p>(Refer to G2.1)</p>	<ol style="list-style-type: none"> <li data-bbox="1049 1507 1515 1759">1. The ability to verify and report on GC-wide people management strategy compliance through analysis, monitoring and assessment against operational-level people management strategy, policies and plans. <li data-bbox="1049 1766 1515 1923">2. The ability to verify and report on the effectiveness of operational HR activities in accordance with GC HR standards and operational-level programs and plans.

Function: DA2 – Talent Acquisition**Category:**

Employee lifecycle – Department/agency operational

Definition:

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

Sub-functions

Title	Definition	Capabilities
DA2.1 – Talent Acquisition Action Plan	<p>Assess staffing needs and options to fulfill business needs and establish a staffing action plan in line with the GC strategic planning direction.</p> <p>Assumption: Includes consideration of Sector/D/A workforce plan/strategy.</p> <p>(Refer to DA1.2)</p> <p>Assumption: includes all staffing and recruitment actions.</p>	<ol style="list-style-type: none"> 1. The ability to manage the acquisition of talent to fulfill a business need.
DA2.2 – Applicant Sourcing and Recruitment	<p>Attract applicants that meet talent management needs as identified in the Talent Acquisition Action Plan.</p>	<ol style="list-style-type: none"> 1. The ability to analyze, market and promote job opportunities in accordance with the talent acquisition action plan. 2. The ability to inventory applications.
DA2.3 – Candidate Assessment and Selection	<p>Develop and implement general or customized assessment mechanisms to determine qualifications for a position and evaluate candidates' knowledge, skills, and abilities, in compliance with GC policies and standards. In addition, an offer of employment is generated (including notification, recourse and redress).</p> <p>Assumption: Includes all screening activities, including accommodation requirements, as needed.</p>	<ol style="list-style-type: none"> 1. The ability to analyze, identify and choose candidate(s) to fill the position(s). 2. The ability to consult and negotiate with candidates. 3. The ability to extend and confirm an offer to a selectee in line with legislative and policy requirements. 4. The ability to inventory successful candidates' information in order to fill similar positions in the future.
DA2.4 – Onboarding	<p>Onboarding is the process of hiring and integrating new personnel into a department or agency and equipping them to become successful and productive.</p> <p>(Refer to DA9.5 Employee Records)</p>	<ol style="list-style-type: none"> 1. The ability to secure required resources and orientation to enable the new personnel to carry out their duties.

Title	Definition	Capabilities
	<p>Assumption: Includes tools, office accommodations, computing equipment, system access, stakeholder notification (e.g. IT, security, etc.).</p> <p>Assumption: Includes the entry of personnel information in the applicable systems to create the employment record and initiate payment for work.</p>	<p>2. The ability to inventory tombstone and historical data into a personnel talent profile.</p>

Function: DA3 – Talent Development

Category:

Employee lifecycle – Department/agency operational

Definition:

Implement and maintain comprehensive employee development and engagement programs to meet the current and future talent demands of the department and to develop and retain talent.

Sub-functions

Title	Definition	Capabilities
DA3.1 – Talent Development Planning	Promote a continuous learning and development environment so that a department’s/agency’s workforce can adapt to how work is performed. Talent Development activities are aligned to a department’s development process in support of succession planning, career planning and employee retention. This includes the analysis of workforce data to determine how a department/agency will meet its needs through the development/re-development of talent who possess the required skills.	1. The ability to manage the development of personnel for current and future GC and organizational business needs.
DA3.2 – Talent Development and Training	Create, share and deliver learning resources and opportunities, thereby increasing employees’ capacity to successfully work towards the department’s/agency’s mandate while advancing their careers.	<p>1. The ability to create, adapt and/or source and share learning resources in accordance with the Talent Development Plan.</p> <p>2. The ability to access and analyze an inventory of available learning resources to inform talent development and training options.</p>
DA3.3 – Learning Administration	Manage and administer the department’s/agency’s talent, learning and development processes and programs.	1. The ability to inventory learning activity participation and talent plan outcomes into a personnel talent profile.

Function: DA4 – Departmental / Agency Employee Performance Management

Category:

Employee lifecycle – Department/agency operational

Definition:

Implement GC performance and recognition programs within departments and agencies.

Sub-functions

Title	Definition	Capabilities
DA4.1 Employee Performance Management	<p>Execute the GC employee performance management program (EX /non-EX) within departments and agencies.</p> <p>Orgs: department/agency, TBS</p> <p>Assumption: The differentiation of EX and non-EX employees may no longer be necessary where system and service deliver can accommodate distinctions as required.</p>	<ol style="list-style-type: none"> 1. The ability to manage and evaluate performance against identified expectations and requirements. 2. The ability to inventory performance management plan activities into a personnel talent profile.
DA4.2 – Recognition Management	<p>Execute the GC Recognition/Awards Program within departments and agencies.</p> <p>Orgs: department/agency, TBS</p>	<ol style="list-style-type: none"> 1. The ability to manage and evaluate recognition activities against identified expectations, requirements and award criteria. 2. The ability to inventory recognition activities into a personnel talent profile.

Function: DA5 – Compensation and Leave

Category:

Employee lifecycle - Department/agency operational

Definition:

Implement compensation policies and retention programs to support departments' and agencies' mandates and workforce strategies.

Sub-functions

Title	Definition	Capabilities
DA5.1 – Compensation and Leave Management	<p>Implement compensation and leave policies and programs that attract, retain, and compensate employees in accordance with legislation, collective agreements and terms and condition of employment in support of department/agency mandates.</p>	<ol style="list-style-type: none"> 1. The ability to submit pay direction; calculate, validate and process payment; and record transactions and results according to legislative, policy and financial requirements. 2. The ability to verify pay administration compliance through analysis, monitoring and reporting and to validate results against financial accountabilities.

Title	Definition	Capabilities
		<ol style="list-style-type: none"> 3. The ability to submit, calculate, validate, approve and process leave and record transactions and results according to legislative, policy and financial requirements.
DA5.2 – Work Schedule and Leave Administration	Departments and Agencies design, develop, and administer personnel leave and work schedules that meet their operational needs in accordance with policies and legislation.	<ol style="list-style-type: none"> 1. The ability to manage and administer all types of work schedules and leave provisions. 2. The ability to administer schedules to meet operational requirements in context with legislative and contractual and/or policy requirements. 3. The ability to verify work schedule and leave compliance through administration and reporting.

Function: DA6 – Separation

Category:

Employee lifecycle – Department/agency operational

Definition:

Conduct efficient and accurate people management processing actions in support of employee separations.

Sub-functions

Title	Definition	Capabilities
DA6.1 – Separation Management	Departments/agencies apply the terms, entitlements and benefits options of separation and conduct support activities, where appropriate, to assist the separating employee and/or the employee's family with separation decisions and filling out the necessary documents.	<ol style="list-style-type: none"> 1. The ability to manage a separation action plan. 2. The ability to verify compliance through managing and reporting of pre- and post-separation obligations.
DA6.2 – Separation Processing and Off Boarding	Processing off-boarding for an employee's exit from a department/agency through voluntary resignation, layoff, termination, end of contract, or death.	<ol style="list-style-type: none"> 1. The ability to submit, calculate, validate, approve, process and record separation transactions/agreements and results according to legislated, policy and financial requirements. 2. The ability to verify compliance through the administration of and reporting on separation activities, and to validate results against financial accountabilities. 3. The ability to manage, record and validate the return of GC

Title	Definition	Capabilities
		assets and system changes in access profiles for exiting personnel. 4. The ability to obtain and inventory feedback on personnel tenure and suggestions for improvement.

Function: DA7 – Compliance with Workplace and Workforce Policies and Standards

Category:

Supporting department/agency service delivery

Definition:

Departments undertaking actions to apply workplace and workforce policies.

Orgs: Departments/agencies, TBS, ESDC, Justice

Sub-functions

Title	Definition	Capabilities
DA7.1 – Employee Conduct	Administer values and ethics, conflict of interest, code of conduct, disciplinary policy, etc. Orgs: department/agency, TBS, ESDC, Justice	1. The ability to inventory, investigate, consult on, manage and correct inappropriate/culpable personnel conduct in accordance with legislation, policy and orders.
DA7.2 – Redress Process and Third Party Proceedings	Provide advisory services and support for the redress process and hearing and case management (supporting the department/agency as employer representative). Orgs: department/agency, TBS, Justice, third parties (PSLREB, CHRC, ESDC) Assumption: Outcomes of the redress process may have a compensation implication and may be addressed as part of Compensation and Leave.	1. The ability to inventory formal complaints/grievances and their outcomes. 2. The ability to advise and guide on process and hearing activities, including process management and hearing management involving individual employee employment rights.
DA7.3 – Accommodations Management	Administer accommodations (duty to accommodate, telework, family status, etc.) within a department/agency. Orgs: department/agency, TBD, Justice Assumption: Accommodations viewed in a broader perspective, beyond identified discriminatory grounds.	1. The ability to inventory, consult and manage formal accommodation need/request in accordance with legislation, policy, orders and practice.

Title	Definition	Capabilities
DA7.4 – Conditions of Employment Monitoring	<p>Conduct ongoing monitoring of personnel's compliance with conditions of employment within the department/agency.</p> <p>Orgs: departments/agencies, TBS, ESDC, CSIS, Departmental Security</p>	<p>1. The ability to manage, inventory and administer conditions of employment in accordance with legislation, policy and orders.</p>
DA7.5 – Personnel Relations and Engagement	<p>Administer ongoing communications, workforce, workplace engagement and support for the department's/agency's personnel.</p> <p>Orgs: departments/agencies, TBS, ICMS</p>	<p>1. The ability to engage personnel and inventory activities on work-related matters.</p>
DA7.6 – Workplace Compliance	<p>Provide administration and ensure operational compliance in accordance with workplace legislation, regulations and policies.</p> <p>Orgs: department/agency, TBS, ESDC</p>	<p>1. The ability to investigate, manage and inventory work-related compliance and/or prevention requirements as identified below in accordance with relevant legislation, policy and orders (outside of the formal redress mechanism). For example: OSH, diversity, employment equity, official languages and others identified as required.</p>

Function: DA8 – Labour Relations

Category:

Supporting department/agency service delivery

Definition:

Manage the relationship between departments/agencies and their respective bargaining agencies and associations

Orgs: Department/agency, TBS, JUMMCC, bargaining agents

Sub-functions

Title	Definition	Capabilities
DA8.1 – Labour Management Relations Consultation and Compliance	<p>Process management related to collective agreement and labour legislation.</p> <p>Orgs: department/agency, bargaining agents, TBS</p>	<p>1. The ability to manage, inventory and engage certified or recognized employee representatives on employment terms/agreement application and workplace matters within consultation forums. Assumption: This capability is required at all of the various levels that could be involved (local, regional, national) and</p>

Title	Definition	Capabilities
		would need to be managed separately and uniquely at each level.
DA8.2 – Redress Process and Third Party Proceedings	<p>Provide advisory services and support for redress process hearings and case management (supporting the department/agency as employer representative).</p> <p>Orgs: department/agency, bargaining agency, TBS, Justice, third parties (PSLREB, CHRC, ESDC)</p> <p>Assumption: Outcomes of the redress process may have a compensation implication and be addressed as part of Compensation and Leave.</p>	<ol style="list-style-type: none"> 1. The ability to inventory formal complaints/grievances and their outcomes. 2. The ability to provide advice and guidance on process and hearing activities, including process management and hearing management involving unionized employee rights.
DA8.3 – Negotiation Preparation and Support	<p>Prepare collective agreement proposals, review and provide support to negotiating teams at the bargaining table.</p> <p>Orgs: department/agency, TBS</p> <p>Assumption: Includes proposal development, review, labour activity planning and management (e.g. strike management, ESAs, media relations, complaint management, BFB complaint).</p>	<ol style="list-style-type: none"> 1. The ability to support the employer in the negotiation processes by providing departmental/agency advice and research (related to F1 – Overall Strategic ER Responsibility on TandCs).

Function: DA9 – Workforce Analytics and Employee Records

Category:

Supporting department/agency service delivery

Definition:

Implement a systematic, flexible and inclusive process to record and review personnel, workforce and performance data, metrics and results to anticipate and plan for future strategic and operational requirements, and to make holistically informed people management decisions.

Sub-functions

Title	Definition	Capabilities
DA9.1 – Employee People Management Inquiry Processing	<p>Handle, respond to, and maintain information associated with employee questions, concerns, complaints or suggestions.</p> <p>Orgs: department/agency</p>	<ol style="list-style-type: none"> 1. The ability to submit, inventory, refer and respond to employee people management inquiries.
DA9.2 – Research	<p>Use surveys, focus groups, and other data-gathering methods to reveal the attitudes, opinions, and feelings of employees that could influence the organization.</p>	<ol style="list-style-type: none"> 1. The ability to manage research tools/mechanisms to obtain personnel work-related feedback and to conduct, record and report on results.

Title	Definition	Capabilities
DA9.3 – Workforce and Performance Analytics	Provide evidence-based metrics allowing government-wide and department/agency leadership to enhance recruitment, staffing, training and development, and facilitate compensation and benefits modeling, as well as the application of statistical models on such human resources issues as retention rates, time to on-board, retirement trends and employee engagement.	<ol style="list-style-type: none"> 1. The ability to obtain, integrate, analyze, synthesize, extrapolate and report on any information related to workforce, workplace or people management. 2. The ability to inventory and make available data, methodology and analytics results in accordance with existing policy and legislation.
DA9.4 – Workforce and Performance Reporting	Reporting involves communicating organizational composition, resources utilization, and/or achievements data to relevant stakeholders to inform goal creation and drive positive change.	<ol style="list-style-type: none"> 1. The ability to report on personnel information as required by stakeholders and legislation/policy.
DA9.5 – Employee Records and Recordkeeping	Administer coordinated policies and procedures, normally based on statutory/regulatory requirements or business needs that define obligations for the creation, maintenance, retention and disposal of records by an organization.	<ol style="list-style-type: none"> 1. The ability to collect, track, record and maintain all elements of an employee lifecycle as related to status, employment/job history, personal tombstone, labour relations, benefits and learning, skills and competencies, etc., in accordance with legislation, policy and orders.
DA9.6 – Employee Records Disclosure	Maintain, protect, and make decision regarding furnishing, withhold and amend records within a system of records as defined by the <i>Access to Information Act</i> , privacy legislation, and relevant policies.	<ol style="list-style-type: none"> 1. The ability to manage and inventory disclosure requests in accordance with legislation, policies and orders.

Business Outcomes

The high-level HCM business objectives for the Government of Canada are:

1. Effective stewardship, consultation and planning strategies and capabilities to respond to emerging priorities, ongoing business needs, standards and service excellence.
2. Coherent, integrated and standardized people management infrastructure, policies, programs, processes and services to support current and future enterprise management.
3. Improved people management processes, compensation and benefit administration accuracy and timeliness.
4. Reliable people management data to support business decisions, strategic workforce diversity/planning and to supply relevant information to employees, Canadians and Parliament.

Business Outcomes describe the HR business vision and direction and must meet following five criteria:

1. Realistic and achievable
2. Few in number, to enable a focus on delivery
3. Expressed in business terms
4. Clearing indicating the benefits to be received and who will receive them
5. Able to be assessed and measured, indicating the extent of improvement or target level of performance

HCM Capability Lexicon

Term Used	Definition
Activities	Includes information sharing, awareness campaign, promotion and complaint management
Administer	Assign, modify and change
Assessment	Includes all screening activities
Benefit	Health, dental and supplementary life insurance, EAP and WSIB (not manage; only consult and provide case data).
Certified or recognized	Formal representation status derived from legislation and/or agreement. (Does not include personal employee representative aka personal lawyer.)
Communicate	Exchange information
Consult	Seeking and/or sharing information
Direct	To provide direction from a position of authority (impose, compel, dictate)
Employee	Includes executives and non-executives
Engage	Inform, discuss, report in support of management decision-making
Facilitating/Influence	Facilitate, consult, engage and reach a consensus from a position of influence
Hearing Management	Includes file management, investigation/analysis, resolution option assessment, formal hearing preparation/presentation, mediation conciliation options, settlement/order implementation. Related to Personnel or Labour Relations Engagement and Redress.
Inventory	The receipt, tracking, maintenance, monitoring and accessing of required information by the appropriated stakeholders
Legislation/Legislated	Includes contracts, collective agreements, terms and conditions, and regulations
Leave Administration	Includes the administration and maintenance of sick leave, vacation, leave cash out, injury on duty adjustments as the result of a Workers' Compensation Board decision, etc.
Manage	Design, develop, execute and administer
	Analyze, define and plan
Negotiation process activities	Would include collective bargaining, essential services agreements (2-tiered), bargaining, conciliation, mediation and arbitration and/or any other future employer bargaining related activities
Operational	To meet D/A's mandates
Operational requirements for schedule	Regular, complex, high-volume, shifts, etc.
Orientation	Training, coaching, mentoring, shadowing, materials
Participation	Registration, attendance, payment and results relating to learning activities
Personnel (HUMAN CAPITAL)	Employees, students, terms, casuals, contractors, persons of interest, volunteers, locally engaged staff, interchange
Practices	Operationally specific
Process Management	Would include file management, process and options analysis, formal hearing and action plan/settlement agreements and implementation. Related to Personnel or Labour Relations Engagement and Redress

Term Used	Definition
Redress	Grievances/complaints of the following types: union, classification, human rights, public service, Canada Labour Code, civil action
Resources	People, tools, budgets and systems
Separation	Retirement, resignation, discharge, lay-off, end of term or contract, or other special separation provisions such as WFA and Seasonal (must change from active HR status)
Separation action plan	Includes knowledge transfer to remaining personnel performing the work, and hand offs
Source	Outsource, adapt, create, develop
Support in negotiations	Departmental/agency employment application research and analysis; employer representative proposal, design, development, review and assessment; direct/indirect formal process discussion, arguments and rationale/evidence; settlement/order implementation management; labour activity contingency planning, activity management and response; complaint hearing support.
Talent Development	Covers the whole human capital workforce to identified high-flyer talent
Work Related	Related to the workforce, workplace, job and space

Government-wide – Enterprise Level				Department/Agency – Enabling Strategic Level			Employee Lifecycle – Department/Agency Operational				Supporting Department/Agency Service Delivery		
G1	G2	G3	G4	DA1	DA10	DA2	DA3	DA4	DA5	DA6	DA7	DA8	DA9
GC People Management Leadership	GC Oversight and Evaluation	GC Benefits Planning / Contract and Administration	GC Retirement	People Management Strategy, Policies and Operational Plan	People Management Evaluation	Talent Acquisition	Talent Development	Departmental / Agency Employee Performance Management	Compensation and Leave	Separation	Compliance with Workplace and Workforce Policies and Standards	Labour Relations	Workforce Analytics and Employee Records
G1.1	G2.1	G3.1	G4.1	DA1.1	DA10.1	DA2.1	DA3.1	DA4.1	DA5.1	DA6.1	DA7.1	DA8.1	DA9.1
GC HR Regulation, Policies and Standards	People Management Strategy Oversight Evaluation Framework	Benefit Program Administration and Oversight	Pension Program Administration and Oversight	People Management Operation Strategy	People Management Strategic Evaluation Guidance	Talent Acquisition Action Plan	Talent Development Planning	Employee Performance Management	Compensation and Leave Management	Separation Management	Employee Conduct	Labour Management Relations Consultation and Compliance	Employee People Management Inquiry Processing
G1.2			G4.2	DA1.2	DA10.2	DA2.2	DA3.2	DA4.2	DA5.2	DA6.2	DA7.2	DA8.2	DA9.2
HR Program Strategy and Tools			Retirement Inquiries	Workforce Planning	People Management and HR Operations Evaluation	Applicant Sourcing and Recruitment	Talent Development and Training	Recognition Management	Work Schedule and Leave Administration	Separation Processing and Off Boarding	Redress Process and Third Party Proceedings	Redress Process and Third Party Proceedings	Research
G1.3			G4.3	DA1.3		DA2.3	DA3.3				DA7.3	DA8.3	DA9.3
HR Service Delivery Management			Retirement Case Processing	Organization Design and Position Management		Candidate Assessment and Selection	Learning Administration				Accommodations Management	Negotiation Preparation and Support	Workforce and Performance Analytics
				DA1.4 - Diversity and Inclusion		DA2.4 - Onboarding					DA7.4		DA9.4
											Conditions of Employment Monitoring		Workforce and Performance Reporting
											DA7.5		DA9.5
											Personnel Relations and Engagement		Employee Records and Recordkeeping
											DA7.6		DA9.6
											Workplace Compliance		Employee Records Disclosure