



# Department of Human Resources

Annual Report  
2013-2014





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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, 2013, to March 31, 2014.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Kelly Cain".

Kelly Cain  
Deputy Minister

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# Deputy Minister's Message

The Department of Human Resources (DHR) is a central enabler to GNB Departments/Agencies. From supporting over 29,000 retirees and over 51,000 active members province-wide, to negotiating collective agreements with 24 different groups, the work DHR does is critical to ensuring GNB's most valuable asset – its employees – are supported in driving key business objectives.

This year's annual report focuses on performance reporting, which provides the structure for the department to measure its progress on meeting its goals, in alignment with the strategic themes of the Province.

Over the past year, the department has focused on continuous improvement to increase efficiency and accountability, while improving services to our clients and streamlining administration. The department also continues to provide leadership with regards to corporate projects such as active attendance management and utilizing attrition to reduce the size of the GNB workforce.

As GNB continues to integrate continuous improvement into business planning, human resources will play a critical role in ensuring that we have a high-performing and engaged workforce equipped to deliver results for government.

A handwritten signature in black ink, appearing to read "Kelly Cain". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kelly Cain  
Deputy Minister

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# Highlights

The department managed 11 separate legislated or contractual pension plans for employees under Parts I, II, III and IV, as well as some quasi-public organizations. The various pension plans cover in excess of 51,000 active contributors and more than 29,000 pensioners. In addition, the department implemented pension reform for the plans that adopted the shared risk pension model.



The department successfully negotiated contracts with six bargaining groups.



The department completed and implemented a joint job evaluation study for nurses. As per Letters of Intent signed during the collective bargaining process, staff worked on joint job evaluation studies with CUPE 1190 and CUPE 1418.



The department provided advice and guidance to the Women's Issues 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 2745, Court Stenographers, Specialized Health Care Professionals and Para Medical. Pay equity studies were completed for Nurses and Laboratory & Medical.



The department implemented aspects of Performance Excellence as Wave III adopters. The department made visible gains in building a customer-focused culture, and staff implemented successful process improvements.

- The time to undertake the position establishment and classification process was reduced by 70%; from 30 days to 11 days.
- The time to undertake Human Resource Transaction (HRTs) was reduced by 63%; from 30-80 days to 11 days.
- Forty-five department employees (40%) participated in Waste Walks identifying 116 potential improvements. A waste walk is a systematic approach to identifying and eliminating waste. Through these activities our organizations are continually focused on improvement.



The Equal Employment Opportunity (EEO) Program enabled a total of 80 individuals to find long and short-term employment. Twenty individuals were placed through the EEO Program:

- 5 Aboriginals
- 10 persons with a disability
- 5 persons from a visible minority group

Sixty individuals were hired through the Student Employment and Experience Development (SEED) program:

- 9 Aboriginals
- 27 persons with a disability
- 24 persons from a visible minority group

These 60 students benefited from career-related summer employment and gained useful job skills and valuable work experience.

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# Strategic Priorities

## Strategy Management

The Government of New Brunswick (GNB) has implemented 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 in both public and private sectors to execute strategy.

The formal management system starts with a strategic vision. The government expresses its vision through the themes for a stronger economy and an enhanced quality of life while living within our means. This strategic vision is articulated through the strategy map, which is a tool to provide focus and overall direction for improvement.

## The Perspectives of the Strategy Map

The strategy map focuses on what's important to citizens: stimulating job creation and getting more people working; access to necessary programs and services; and providing value for their tax dollars.

The financial perspective addresses the financial requirements needed to sustainably support the commitment to citizens, stretching across all three themes of the vision. The financial perspective focuses on supporting the private sector to stimulate growth, ensuring the government lives within its means by achieving a sustainable budget, and funding priority programs to contribute to an enhanced quality of life.

The internal processes are government's direct role in achieving the vision. They are the strategic improvements government needs to successfully implement to achieve the vision. Each department sets its own goals and priorities within the strategic themes to match its programs and specialized needs.

The enablers ensure that GNB is ready to execute the strategy through internal processes. Leaders and employees need to develop and demonstrate behaviours that engage others to ensure the success of strategic projects. Leaders need the right information at the right time to make strategic decisions, and the culture must align and recognize those who contribute to achievement of the strategy.

## Department of Human Resources Strategy Map

The Department of Human Resources was proactive in adopting GNB's formal management system ahead of the planned schedule. This process is part of a cultural change to increase efficiency and accountability, improve services to the public, and streamline administration.

The strategy map on the following page is a blueprint for describing, measuring and aligning the department's focus. It provides the link with the strategic themes of the Government of New Brunswick and outlines the department's priorities for 2013-2014. All projects undertaken by the department align to one of the strategic themes set out by the province. The map contains the department's mission statement, with specific objectives on where to focus improvement efforts.

DHR is a key enabling Department within GNB, which supports the readiness of the GNB workforce to drive strategy objects and priorities. The department is called an "enabler" because it provides services and support for GNB Departments/Agencies that provide service directly to NB citizens/public. While the front line Departments focus largely on delivering services to citizens, DHR provides internal processes and services like leadership development, talent management, labour relations, pensions and benefits administration, and many other services that are essential to operate the large-scale and multi-faceted GNB organization.

# DHR Strategy Map | 2013 – 2014

Providing quality services to support a prosperous, fair and just society for New Brunswick.

## VISION 2015

**A stronger economy and an enhanced quality of life, while living within our means.**

DHR Mission: Human resource leadership to enable a high performing GNB workforce.

### Customers GNB/Dept. Leadership Teams

**People Readiness**  
Align leadership talent to drive execution of GNB Strategy

**Performance Excellence Culture**  
Align department performance to GNB Strategy

### Internal Processes

#### Attract, retain and develop talent

Grow leadership talent  
Increase the # of process improvement facilitators  
Engage employees through alignment to strategy

#### Align and optimize workforce to GNB strategy

Improve attendance  
Reduce positions through attrition  
Reduce turn-around time for position classification

#### Align performance to results

Align performance management and pay to the GNB formal management system

#### Align compensation and benefits to GNB strategy

Implement pension reform  
Standardize negotiation process  
Negotiate corporate HR Initiatives into all collective agreements

### Enable GNB HR Community

#### People Readiness

Build HR capacity to drive GNB business results

Align HR leadership talent to drive execution of GNB Strategy

#### Performance Excellence Culture

Align HR performance to GNB Strategy

Build continuous improvement competencies

NB PUBLIC SERVICE VALUES: COMPETENCE – IMPARTIALITY – INTEGRITY – RESPECT – SERVICE

# Performance Measures

Based on the strategy map, a framework that translates the organization's strategy into a set of objectives and performance measures is developed. This allows the department to measure progress in meeting objectives. The performance measures do not reflect all of the day-to-day operations of the department, but rather the strategic areas where it needs to focus improvement efforts. The following table summarizes the performance measures for the Department of Human Resources for 2013-2014.

Strategic Theme: Living Within Our Means	Measure:
Prioritize, optimize and improve processes	Positions reduced and savings achieved through attrition - Parts I, II, III
<b>Enablers (HR, IT, Performance Excellence Culture):</b>	<b>Measures:</b>
Align leadership talent to drive execution of GNB Strategy	Employee Engagement Survey - 3 question average – for Parts I and II
	Voluntary turnover rates of regular employees – for each of Parts I, II, and III
	Average number of sick leave days in the NB Public Service – for each of Parts I, II, and III
	Percent of employee performance reviews completed in Part I

---

## Living Within Our Means: Prioritize, optimize and improve processes

### Measure:

Positions reduced and savings achieved through attrition - Parts I, II, III.

### Description of measure:

The number of positions reduced through attrition, and the savings achieved.

### Overall performance:

A total of 766 positions were reduced, well above the 597 target.

**Baseline:** 279 positions the prior year (2012-2013).

**Target:** 597

**Actual:** 766

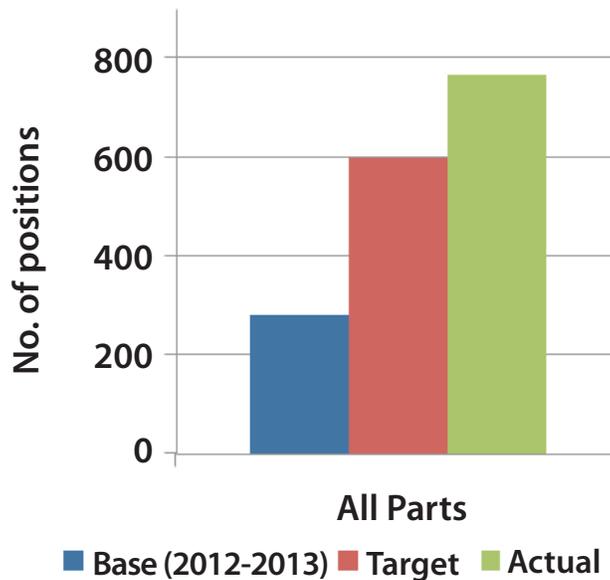
### Why do we measure this?

2013-2014 was the second year of a three-year initiative to reduce the size of the workforce in Parts I, II and III by 1,500 employees by taking advantage of the estimated 4,500 voluntary employee exits during that period. Departments are being encouraged to review how they provide programs and services to the public in order to allow them to replace two out of every three vacant positions.

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

DHR assigned specific attrition targets to all Parts of GNB in order to reduce the number of positions. Wage budgets were also reduced in order 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.

Number of Positions  
Reduced in 2013-2014



## Enablers: Align leadership talent to drive execution of GNB Strategy

### Measure:

Percent of employees who are engaged.

### Description of measure:

To measure the level of employee engagement in delivering GNB services.

### Overall performance:

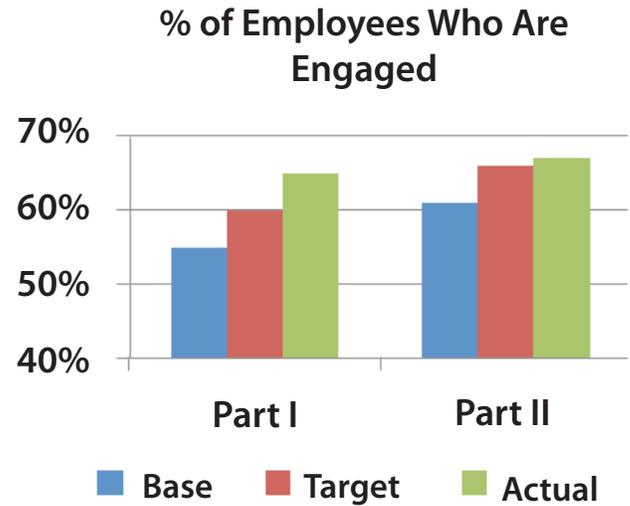
Employee engagement exceeded the targets for both Parts I and II.

**Baseline:** See table

**Target:** See table

**Actual:** See table

Part	Base	Target	Actual
I	55%	60%	65%
II	61%	66%	67%



### Why do we measure this?

The success and continuous improvement of the services provided by GNB is dependent on the engagement of its employees.

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

The implementation of performance excellence across GNB provided employees with clarity of objectives and opportunity to increase their engagement and contribution to improving services.

Many organizations within GNB implemented engagement action plans in response to their employees' input.

**Enablers:**  
**Align leadership talent to drive execution of GNB Strategy.**

**Measure:**  
 The percentage of employees leaving GNB (excluding retirement).

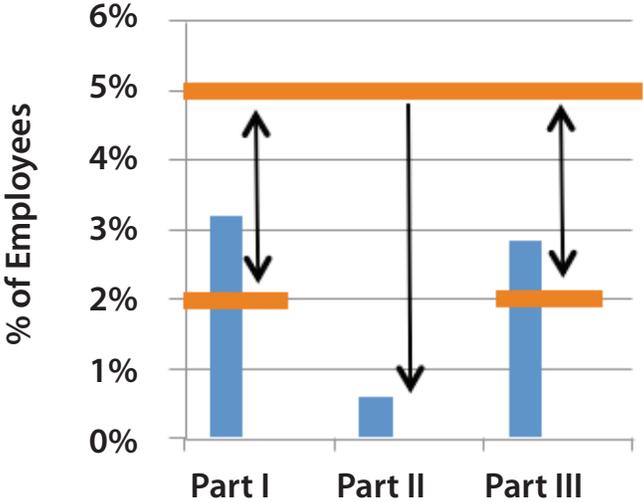
**Description of measure:**  
 Voluntary turnover rates of regular employees.

**Overall performance:**  
 Turnover is within the desired ranges.

**Baseline:** See table  
**Target:** See table  
**Actual:** See table

Part	Base	Target	Actual
I	2.52%	2-5%	3.21%
II	0.31%	<or= 5%	0.60%
III	2.44%	2-5%	2.85%

**% of Employees Leaving GNB in 2013-2014**



**Why do we measure this?**  
 The degree of employee turnover is an industry-standard measure for organizations that provides an indication of workforce dynamics.

**What projects were undertaken in the reporting year to achieve the outcome?**  
 (no specific projects were run by DHR)

## Enablers: Align leadership talent to drive execution of GNB Strategy.

### Measure:

Average number of sick leave days in the NB Public Service.

### Description of measure:

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

### Overall performance:

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

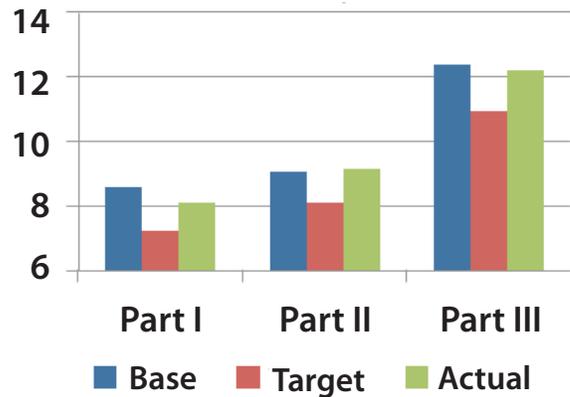
**Baseline:** See table

**Target:** See table

**Actual:** See table

Part	Base 2012-2013	Target	Actual
I	8.60	7.23	8.10
II	9.08	8.13	9.14
III	12.40	10.95	12.22

### Average Number of Sick Leave Days Used in 2013-2014



### Why do we measure this?

2013-2014 was the second year of a three-year initiative to reduce the average annual use of sick leave days among GNB employees by 20%. When employees are absent from the workplace there is direct impact to services, lost productivity of the work unit, and increased costs when sick staff need to be replaced (e.g. in healthcare and schools).

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

DHR began work on a comprehensive Attendance Support Program including a new Attendance Support Guide for Immediate Supervisors and training of human resource staff to support improved attendance management in Part I.

Part III already has an attendance management program in place while a similar program is being designed for Part II.

**Enablers:**  
**Align leadership talent to drive execution of GNB Strategy.**

**Measure:**  
 Percent of employee performance reviews completed in Part I.

**Description of measure:**  
 The percentage of employees in Part I of GNB that received an annual performance review.

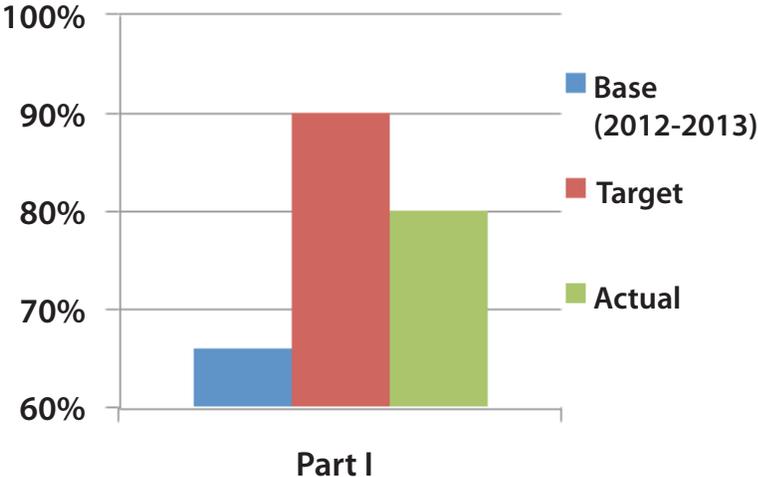
**Overall performance:**  
 The number of performance reviews completed was 80%, below the target of 90%. This was however an improvement from 66% completed the year prior.

**Baseline:** 66% of employees received a review the year prior (in 2012-2013).

**Target:** 90% of employees to receive an annual performance review.

**Actual:** 80%

**Percentage of Performance Reviews Completed in 2013-2014**



Baseline (2012-2013)	Target	Actual
66%	90%	80%

**Why do we measure this?**

Providing employees with clear work objectives and assessment of their performance is a foundation of GNB’s performance excellence system. Providing employees with timely performance reviews is essential to ensure achievement of work activities.

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

DHR increased awareness of the importance of completing performance reviews by implementing a more rigorous and accountable tracking process. The department also started working on improvements to the GNB performance management system so that it will support and enable the GNB Formal Management System. This is expected to be completed in 2014-2015.

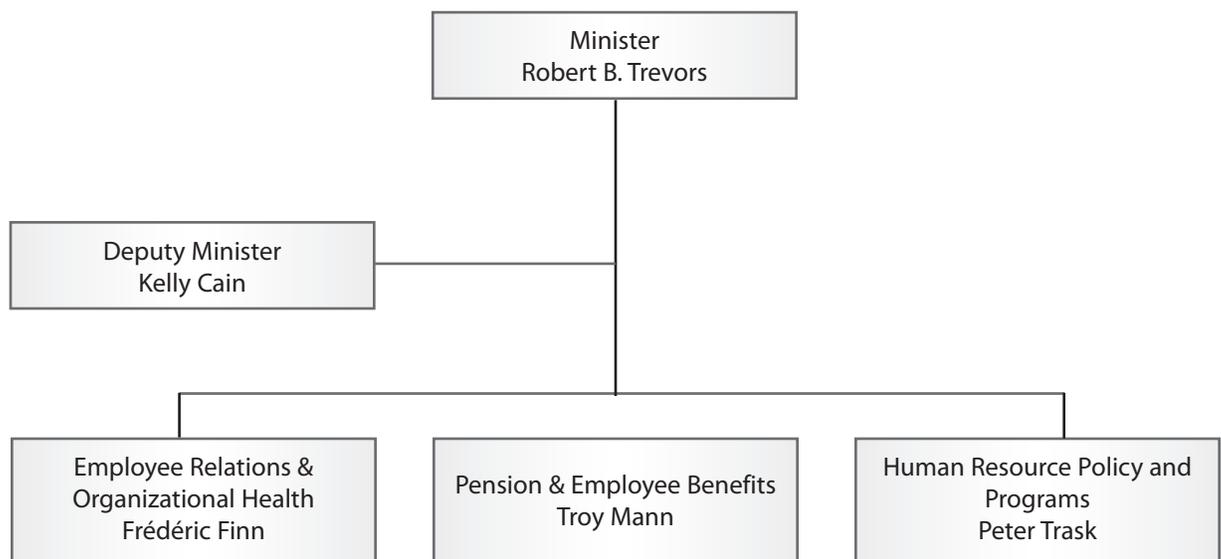
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# Overview of Departmental Operations

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 fulfills legislative and delegated responsibilities for recruitment, compensation, pensions and benefits, employee development, organizational health and labour relations.

In 2013-2014, the department employed up to 115 individuals on a full time, casual or contract basis. This was the same number as 2012-2013.

The department's responsibility extends to Part I (departments), Part II (school districts), Part III (health sector) and, in some instances, Part IV (crown corporations).



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## 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 I, II and III of the New Brunswick Public Service. 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 I, II, and III. 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:

- negotiation, interpretation and administration of collective agreements covering all 40,000 unionized employees in Parts I, II and III of the public service;
- receiving and resolving grievance referrals to arbitration; and
- development and delivery of 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 I, II, and III. Responsibility areas of the branch include:

- development and implementation of pay plans;
- development and administration of job evaluation methodologies and position classifications for Parts I, II and III of the Public Service;
- 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 towards application of pay equity in Parts I, II and III of the Public Services pursuant to the Pay Equity Act, 2009.

The **Healthy Workplace Branch** is responsible for the implementation of the new 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 who are responsible for managing attendance concerns; and
- managing attendance fairly and consistently across GNB.

### Highlights

Department of Human Resources signed six new collective agreements with:

- New Brunswick Teachers' Federation (NBTF)
- Clerical, Stenographic and Office Equipment Operation Institutional Services Patient Services – Part III (CUPE Local 1252)
- Highway Supervisors (New Brunswick Union)

- Technical Inspection, Laboratory and Medical (New Brunswick Union)
- Industrial Training and Certification Officers (New Brunswick Union)
- Education Instructional (New Brunswick Union)

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 2013-2014.

	Referrals to adjudication carried over from previous years	New referrals to adjudication	Grievances withdrawn or settled	Adjudication decisions rendered
Part I	66	76	54	8
Part II	71	58	110	1
Part III	114	182	148	12
Total	251	316	312	21

The Department of Human Resources received 436 transactional requests for position classification and/or establishment from client departments in Parts I, II and III (compared to 384 in 2012-2013). The department reviews these requests to ensure the proper classification level and an appropriate level of compensation relative to other positions.

As part of its Performance Excellence efforts, the Department of Human Resources conducted a process improvement project to reduce its response time for reviewing and processing the requests for Human Resource Transactions (position establishment and/or classification) it receives from client departments. The department was successful in reducing the average response time from 30 days to 11 days.

### Attrition Initiative

2013-2014 was the second year of a three-year initiative to reduce the size of the workforce in Parts I, II and III by 1,500 employees by taking advantage of the estimated 4,500 voluntary employee exits during that period. Departments are being encouraged to review how they provide programs and services to the public in order to allow them to replace two out of every three vacant positions.

2013-2014 Attrition Results (positions reduced in Parts I, II and III)		
Target	Stretch Target	Actual
596	647	766

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## Sick Leave Initiative

2013-2014 was the second year of a three-year initiative to reduce the average annual use of sick leave days among GNB employees by 20%. In 2013-2014, the use of sick leave days among Part I employees improved by 6%. The average use was eight sick leave days per year; the median use was four days.

Average Number of Sick Days Used by Employees in 2013-2014			
	Base (2012-2013)	Target	Actual
Part I	8.60	7.23	8.10
Part II	9.08	8.13	9.14
Part III	12.40	10.95	12.22

## Human Resource Policy and Programs Division

The **Human Resource 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, and staffing policies.

The division is divided into two branches, Human Resource Policy Branch and Human Resource Programs Branch. In addition, corporate service functions for the Department including the coordination of legislative items, memorandums to the executive council, and requests received under the *Right to Information and Protection of Privacy Act* are carried out.

The **Human Resource Programs Branch** is responsible for strategic HR initiatives including HR planning, executive development, talent management, succession planning, performance management, learning and development, second language training, the New Professionals Initiative as well as many other corporate initiatives. The branch provides expertise and leadership within the HR community in Parts I, II, and III.

The **Human Resource Policy Branch** is responsible for legislation and policies supporting staffing, diversity, and the administrative policies that support conditions of employment in the NB Public Service, including official languages. The branch is also responsible for the administration of the Equal Employment Opportunity Program, the Employee Engagement Survey as well as many other corporate HR initiatives. The branch provides expertise and leadership to HR Directors and their staff in organizations across Parts I, II and III.

### Highlights

**Public Service Employee Engagement Survey:** results from the third Engagement Survey were released and departmental action plans were prepared.

**Workplace Equity & Diversity:** worked with external stakeholders and internal partners to identify the barriers to employment within the New Brunswick Public Service for persons with disabilities in support of the development of the Workplace Equity & Diversity Policy.

**Retirement Allowance Program:** coordinated and oversaw the project for the immediate payout in lieu of retirement allowance for non-bargaining employees in Parts I, II and III.

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**Second Language Training:** successful transition of the program from the Department of Post-Secondary Education Training and Labour to the Department of Human Resources, including a competitive request for proposal process to secure a new service provider.

**New Professionals:** supported the New Professionals Executive in their initiatives to engage new employees, including the offering of the fourth annual conference themed “Creating My Future: Professional and Personal Development.”

Hosted two very successful Executive Dialogues: “*Tools for Engagement*” led by the National Managers’ Community and “*Sustainable Innovation*” featuring David Weiss.

## Pensions and Employee Benefits

The **Pensions and Employee Benefits Division (PEBD)** provides quality pension and employee benefits services to our clients who serve or have served our province.

PEBD administers a number of provincially sponsored pension plans and employee benefits programs for over 51,000 active employees and 29,000 retirees from Parts I, II, III, and IV of the public sector, as well as several quasi-public organizations such as nursing homes and the University of New Brunswick.

PEBD’s stakeholders include approximately 150 employers, four employee benefit committees and three pension committees. In addition, PEBD has been contracted to provide day to day pension administrations services under a service level agreement with four independent boards of trustees.

PEBD’s primary responsibility for all of the programs under administration includes day to day administration, policy advice, interpretation and board/committee support. In addition, PEBD provides policy advice to the department on other benefit related programs (e.g., retirement allowance) and compensation matters.

PEBD operates with 83 dedicated employees on a full time, part-time, casual or contract basis and is comprised of five areas; Client Services, Finance and Information Technology Services, Pension Policy and Client Communications, Employee Benefit Services, and a Project Management unit. Those groups are responsible for the collection and remittance of contributions and premiums (annual amount), the calculation and payment of benefits (annual amount), providing quality services to clients, serving governing bodies and committees of pension and non-pension benefit plans and supporting corporate policy activities.

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

### Highlights

**Pension Reform:** As the day to day administrator of pension benefits for all provincially sponsored pension plans, PEBD has been focused on implementing pension reform for the plans that have adopted the shared risk pension model. This includes 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 will continue for a number of years.

In addition, PEBD has provided ongoing policy and technical support to government throughout the pension reform process.

**Accidental Death & Dismemberment:** PEBD worked with members of the Standing Committee on Insured Benefits (SCIB) and completed an extensive market review of the Accidental Death & Dismemberment benefit plans.

As a result of this review, there were benefit improvements and cost savings generated for both government employers and employees.

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**Employee Family Assistance Plan (EFAP):** The Employee Family Assistance Plan (EFAP) provides assistance and support to employees and employers in Part I on a 24-hour basis 365 days a year. This year, DHR worked with Horizon Health (Part III) and developed a single plan to ensure consistency in EFAP coverage across government employers. As a result of this collaboration, DHR was able to secure significant cost savings for both Part I Employers and Part III Horizon Health. Specifically, the savings of the proposed rates for the existing program with Horizon was \$189,427 per year and for Part 1 the savings compared to renewal was \$214,132 per year. In addition, DHR was able to secure a five-year rate guarantee that resulted in a 20.4% reduction from the current rates with annual savings of \$126,893 for each of the next five years for a total of \$634,465 in savings.

**Long Term Disability (LTD):** Long Term Disability provides financial assistance to employees who suffer from an illness and/or injury for more than four months up to a maximum benefit period of age 60. Given that employees are choosing to work longer, the members of the Sub-committee for LTD in conjunction with PEBD in 2012 began an extensive two year LTD plan review.

This fiscal year, the review was completed and the Sub-committee was able to announce benefit improvements – changing the maximum benefit period from age 60 to age 65 for all disabilities that occurred on or after April 1, 2014. In addition, a premium rate decrease of five per cent was implemented for the participating employee groups.

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# Financial Information

## Table 1: Departmental Expenditure Human Resource Management (\$000)

Fiscal Year Ending March 31, 2014

	2013-2014 Budget	2013-2014 Actual
Personal Services . . . . .	7,975.3	7,261.4
Other Services . . . . .	9,711.1	10,116.7
Materials and Supplies . . . . .	74.2	48.0
Property and Equipment. . . . .	279.3	238.4
Recoveries . . . . .	(14,062)	(14,006)
<b>TOTAL . . . . .</b>	<b>\$3,977.9</b>	<b>\$3,658.5</b>

The department was underspent by \$319.4.

# Summary of Staffing Activity

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of the Department of Human Resources delegates staffing to each Deputy Head for their respective departments. Please find below a summary of the staffing activity for 2013-2014 for the Department of Human Resources.

The department advertised 16 competitions, including 1 open (public) competition and 15 closed (internal) competitions.

Pursuant to sections 15 and 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	<ul style="list-style-type: none"> <li>An appointment may be made without competition when a position requires:               <ul style="list-style-type: none"> <li>a high degree of expertise and training</li> <li>a high degree of technical skill</li> <li>recognized experts in their field</li> </ul> </li> </ul>	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)	10
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part I, II (School Boards) and III (Hospital Corporations) of the Public Service.	16(1) or 16(1)(c)	4
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)	3
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

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# Summary of Official Languages Activities

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 focus areas, which align with the GNB Plan on Official Languages.

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.

There were no Official Languages complaints filed against the Department during the 2013-2014 fiscal year.

## Focus 1

*Ensure access to service of equal quality in English and French throughout the province:*

- The government will review its second language training program to make it more strategic and effective.
  - Responsibility for the coordination of the second language training program was transferred from the Department of Post-Secondary Education, Training and Labour to the Department of Human Resources. Ongoing review and improvements to the program continue.
- Government will develop mechanisms to increase the bilingual capacity of senior management in the provincial public service.
  - New guidelines for the development of linguistic profiles were implemented.

## Focus 2

*An environment and climate that encourages, for all employees, the use of the official language of their choice in their workplace:*

- All departments and agencies will review their linguistic profiles to enable all employees to work in the language of their choice.
  - New guidelines for the development of linguistic profiles including language of work were implemented and communicated to all employees.

## Focus 3

*What strategic means did your department implement in order 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?*

- The government ensures 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.
  - The Code of Conduct was reviewed and respect for New Brunswick's two official languages is included.

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## Focus 4

*Ensure public service employees have a thorough knowledge and understanding of the Official Languages Act, relevant policies, regulations, and the province's obligations with respect to official languages:*

- The status and role of the official languages coordinators in departments and agencies are reviewed to improve efficiency.
  - 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.
- The government is developing a session on official languages obligations for all departments and agencies.
  - Information is available through an online learning module and required completion of the module will be considered as part of a corporate orientation program.
- The official languages toolkit developed by the Department of Human Resources will be better promoted and regularly updated.
  - The toolkit has been updated to include new elements and ongoing consultation continues with official languages coordinators.

The 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 department aspect. Improvements in supporting programs and systems continue.

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# Summary of Recommendations from The Office of The Auditor General

[2009 Auditor General's Report - Volume 2](#)  
Chapter 5 - Transferred to NBISA

[2010 Auditor General's Report - Volume 1](#)  
Chapter 4 (4.2)- Transferred to NBISA

[2011 Auditor General's Report - Volume 2](#)  
Chapter 3 (3.116) - Transferred to NBISA

# Appendix A – Pension Plans

**Table 1**

Plan	Year Ending	*Number of Members	Employee Contributions	Employer Contributions	**Number of Pensioners-In-Pay	Pension Payroll	Pension Fund
***Public Service Shared Risk Plan	31/3/2014	19,593	70,686,196	93,719,006	14,333	316,383,540	6,222,045,015
<i>Teachers' Pension Act</i>	31/3/2014	9,949	47,638,000	45,216,000	8,686	270,254,000	4,844,109,000
<i>Members' Pension Act &amp; Members' Superannuation Act</i>	31/3/2014	55	518,474	2,672,238	87	3,190,712	N/A
<i>Provincial Court Act &amp; Provincial Court Judges' Pension Act</i>	31/3/2014	31	374,000	459,000	28	1,339,000	37,348,000
<i>Ombudsman Act</i>	31/3/2014	-	-	-	1	151,118	N/A
Shared Risk Plan for Certain Bargaining Employees of New Brunswick Hospitals/	31/12/2013	10,163	41,610,515	40,989,720	2,195	45,479,794	1,470,197,787
Shared Risk Plan for CUPE Employees of New Brunswick Hospitals	31/12/2013	9,321	27,913,566	31,095,004	3,102	35,451,916	598,595,195
Pension Plan for Management Employees of NB School Districts	31/12/2013	-	-	-	98	1,208,854	8,266,670
Pension Plan for General Labour, Trades & Services of N.B. School Districts	31/12/2013	2,137	3,616,064	8,143,259	1,487	16,501,953	319,661,000
Pension Plan for Full time CUPE 2745 Employees of New Brunswick School Districts	31/12/2013	1,040	990,396	2,070,785	391	2,758,829	72,801,818

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Plan	Year Ending	*Number of Members	Employee Contributions	Employer Contributions	**Number of Pensioners-In-Pay	Pension Payroll	Pension Fund
Pension Plan for Part-Time & Seasonal Employees of the Prov of N.B	31/12/2013	10,581	3,321,143	2,933,371	N/A	N/A	169,936,738

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

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

*\*\*\*Public Service Shared Risk Plan (PSSRP) replaced the Public Service Superannuation Act (PSSA) on January 1st, 2014.*

# Appendix B – Non-Pension Benefits Summary

**Table 2**

	Long-term Disability		Health and Dental		Deferred salary
	General	Nurses and CUPE 1251	Health	Dental	
Plan Year Ending	30-06-14	30-06-14	30-06-14	30-06-14	31-12-13
Number Covered*	13,407	6,344	39,001	34,954	27
Number of Claims	300	346	N/A	N/A	N/A
Amount of Claims	\$6,701,684	\$7,085,099	\$75,580,703	\$16,343,486	N/A
Disability Reserves**	\$19,115,000	\$24,668,000	N/A	N/A	N/A
Disability Waivers this Year***	110	123	280	270	N/A
Disability Waivers Total	362	398	309	296	N/A
Number of Conversions†	N/A	N/A	N/A	N/A	N/A
Conversions Charges††	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.

<sup>(1)</sup> EFAP claims are expressed in terms of accesses to the services.

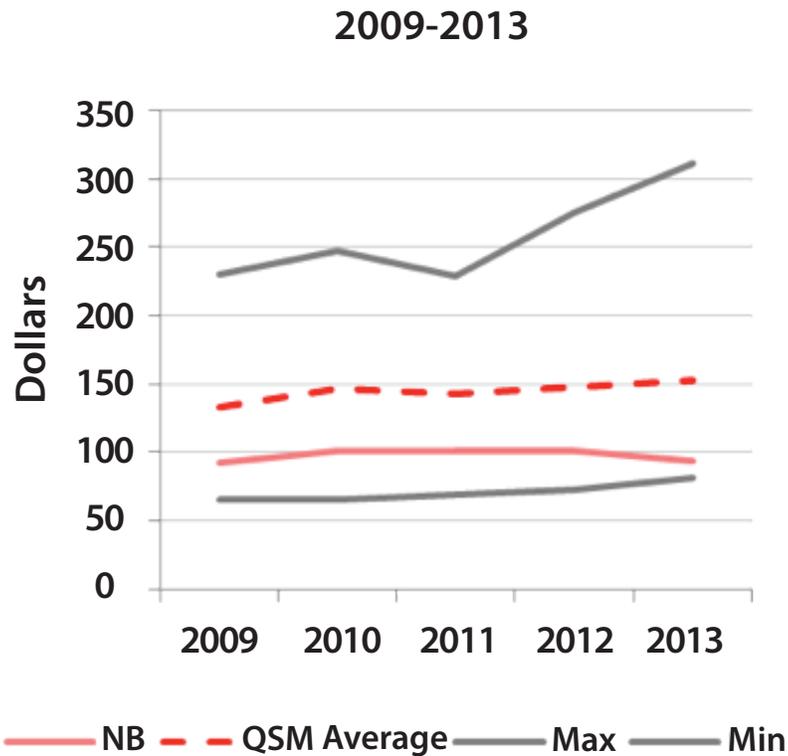
<sup>(2)</sup> Program costs are calculated as rate per employee, per month.

**Table 2 (continued)**

Group Life Insurance			Accidental Death and Dismemberment			Employee and Family Assistance Program	
Basic	Supplementary	Dependent	Basic	Supplementary	Voluntary	Employees	Dependents
30-04-14	30-04-14	30-04-14	30-04-14	30-04-14	30-04-14	31-12-13	
36,183	14,833	17,141	36,183	14,833	15,731	11,015	
50	29	59	86	3	8	1,913 <sup>(1)</sup>	344 <sup>(1)</sup>
\$2,603,768	\$2,716,849	\$708,255	\$374,644	\$419,496	\$775,500	\$655,773 <sup>(2)</sup>	
\$220,752	\$669,976	N/A	N/A	N/A	N/A	N/A	N/A
356	153	198	356	153	165	N/A	N/A
1,302	606	707	1,302	606	687	N/A	N/A
68	4	0	N/A	N/A	N/A	NA	NA
\$201,629	\$10,122	\$0	N/A	N/A	N/A	N/A	N/A

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# Appendix C – Total Pension Administrative Cost Per Total Client (\$)



New Brunswick public pensions administration cost per client was the second lowest, at \$94 per client. The range of cost within the group was from \$85 to \$309.

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.