



**Audit of Integrated Human Resource Planning
Management Response and Action Plan
March 16, 2009**

Recommendation	Action Plan	Responsibility	Expected Completion Date
<p>1. WD should consider developing a multi-year integrated business and human resource plan for the department that is adjusted annually to reflect the priorities of the current year.</p>	<p>The next WD Corporate Business and Human Resource Plan will be a multi-year integrated plan for 2009/10 to 2011/12 that will be updated annually.</p>	<p>Executive Director, Policy, Planning, Performance Measurement</p>	<p>Complete March 2009</p>
<p>2. WD should consider risk-ranking human resource gaps as a means of setting priorities given limited resources and to maximize results.</p>	<p>The WD Corporate Risk Profile (CRP) for 2009/10 will be used as the basis to assess the department's risk. Executive Committee will use the CRP to make resource allocations when determining budgets at the beginning of the fiscal year and as required to make mid-year adjustments. Regions and Corporate Branches will also use the CRP in assessing their human resource requirements.</p>	<p>Executive Director Finance and Corporate Management Executive Director Policy, Planning and Performance Measurement</p>	<p>October 2009</p>



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<p>3. WD should formalize and standardize the performance reporting process on human resource plans in order that the results can inform subsequent plans or drive mid-year course corrections where warranted.</p>	<p>In 2008, WD initiated a performance report for Executive Committee that provides a high level assessment of progress and risk associated with the various targets set against the PAA, Departmental priorities, the RPP, the MAF, and the Corporate Business and HR plan. The report is provided at mid-year, third quarter, and year end.</p> <p>This initiative will provide regular reporting on HR priorities and will allow for mid-year corrections.</p>	<p>Executive Director Policy, Planning and Performance Measurement</p> <p>Executive Director Finance and Corporate Management</p>	<p>March 2010</p>
<p>4. When management establishes targets in their human resource plan, management should ensure that strategies are established to achieve those targets.</p>	<p>The Corporate Business and Human Resource Plan for 2009/10 to 2011/12 will include HR targets and strategies to achieve the targets.</p>	<p>Executive Director Finance and Corporate Management</p>	<p>June 2009</p>



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<p>5. WD should review its existing human resource policies to ensure completeness and relevance to the department's current context; ensure widespread communication and understanding of human resource policies; regularly monitor compliance to human resource policies; and update human resources policies on an ongoing basis.</p>	<p>WD has established a Human Resource policy development and review schedule to:</p> <ul style="list-style-type: none">- Ensure a comprehensive policy suite- Monitor compliance, and- Regularly update policies <p>Widespread communication and the promotion of the policies will be accomplished by:</p> <ul style="list-style-type: none">- HR Bulletins published on <i>WDnet</i>- Planned staff sessions- Continuation of training for sub-delegated managers	<p>Executive Director Finance and Corporate Management</p>	<p>December 2009</p>