

Compensation FOCUS

for the compensation community

Winter 2003

No. 49



24/7 Access – Self-Service Initiatives

Pay Stub on the Web

The Pay Policies and Training Services Directorate's Web development initiatives will provide Public Service (PS) employees and retired members of Parliament with certain compensation services through a secure government intranet/ Internet foundation. How will employees personal information be electronically safeguarded?

The article entitled "Public Key Infrastructure (PKI)" in this issue explains!

The Pay WEB Development Project Team, led by John McManus, is very enthusiastic about the new features, which will provide improved payroll services to employees with 24 hours a day direct access to their payroll accounts.

Pay Stub on the WEB will allow employees to view all their regular and supplementary payment stubs for the current and previous year, view electronic inserts and link to financial institutions. Implementation of this phase of the project is expected in the spring/summer of 2003.

Further web-based application developments will broaden service to employees. The second phase will include the development of

a series of calculators with "what if" functionality, and the suppression of the printed paper copy of the pay stub. The development of "what if" functionality will allow employees to create various scenarios and view the possible impacts on their pay. For example, a PS employee will be able to alter one of the

amounts currently reflected on his/her pay stub (such as replacing basic pay with acting pay at a higher rate) to obtain an estimate of the net amount by calculating the "new" deductions as per individual eligibility based on the changes input. A disclaimer will be displayed every time a "what if"

calculation is made to ensure that PS employees are aware that this is an estimate only.

With each consecutive stage, the project team will encourage employee feedback. This collaborative effort will ensure that additional levels of detail are built into all future Web based applications.

Stay tuned for further updates!

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Pension Calculator

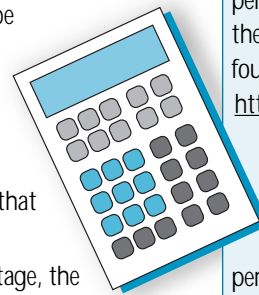
An Update

This past summer, the Pension Services Directorate Web development team was very busy developing new features for the Pension Calculator. A major innovation, a Service Buyback Estimator, assists employees planning for retirement.

Additional features include allowing employees to estimate their yearly and monthly pension. Now, employees can perform "what if" scenarios themselves, allowing them to compare net cheque amounts between current pay and estimated future pension income. Detailed information about these newly developed enhancements can be found at:

<http://compensation.pwgsc.gc.ca/pen-ben/>

The next major enhancement will be the Statement of Pension and Group Benefit Plans on the Web. This will not only provide employees access to their personal data stored in various databases but also allow this information to be linked to the pension calculator. The release of this application is directly related to the completion of network security arrangements (Public Key Infrastructure implementation) that are currently scheduled for 2003. Prior to this release, all employees will receive updated paper copies of their statements.



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada

Public Key Infrastructure (PKI)

Safeguarding Electronic Transmissions

Pierre Gauthier, Manager, Pension Services Directorate Web Development team, comments: *"It is imperative that the employee's personal data is completely safe. The effort being spent on the security of our Government-On-Line services, will provide the assurance of privacy."*

The Public Key Infrastructure (PKI) is a system that offers a secure electronic environment for all technology applications and electronic commerce transactions. To safeguard user's data transmissions, a certificate is assigned ensuring all coding and decoding of data transmissions can only be done by the holder of the key.

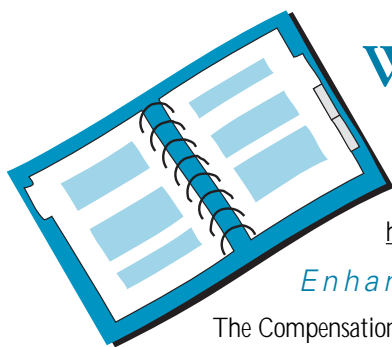
Currently, pensioners and government employees have access to

compensation-related services on-line. These include the Pension Benefit Calculator, the Service Buyback Estimator, and the Gross to Net Pension Calculator. These applications perform calculations and display amounts based strictly on the dates and data input by the user. Future project developments are intended to access and interact with the employee's personalized Statement of Pension and Group Benefit Plans on the Web, as well as other Pay Applications/Deductions. The manual input and "guesswork" will be avoided as personal statement information is pre-filled for use in the many available retirement planning tools.



Working Tools

This valuable space is reserved for you – the reader of Compensation Focus. If you have any shortcuts, tips or tricks you'd like to share with other readers, contact our editor, Diane Gauthier at (819) 956-6374, by e-mail at diane.gauthier@pwgsc.gc.ca, by fax at (819) 956-6484 or send them to Compensation FOCUS, 10B1, Place du Portage, Phase III, Hull, Québec K1A 0S5.



What's New On The Web?

Compensation Sector URL:
<http://www.pwgsc.gc.ca/compensation/text/home-e.html>

Enhanced Accessibility!

The Compensation Sector is excited to announce that its web site has been enhanced to accommodate the needs of visually impaired people. Now, people who have voice software installed on their computers can access the web site and have the computer read it to them.

Alternative Navigation...

The Compensation Sector web site now offers four alternative navigational streams to accommodate our clients' needs.

1. For employees who work within the public service of Canada.
2. For managers and advisors working in the field of compensation.
3. For line managers who work within the public service of Canada.
4. For those interested in a career in the Compensation Sector.

Our commitment to our clients is to ensure the Compensation Sector web site continues to be the ultimate reference tool. To assist us in achieving this goal, contact us on the site and share your ideas.

Compensation FOCUS

is published to provide timely work-related news to employees involved in compensation services at Public Works and Government Services Canada and its client departments.

We welcome letters, opinions and story ideas.

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Open Communications!

A better means of working together...

This year the Compensation Sector conducted two significant surveys. Read on to find out more.

Compensation Modernization Survey – Update

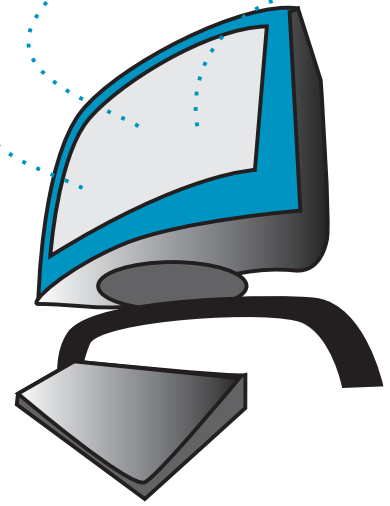
Recent Compensation Modernization survey statistics yielded valuable client input. Issues focused mainly on the need for greater systems interfaces and simplified business processes. These issues, along with the many suggestions that were submitted, are being addressed.

Throughout the survey, clients expressed strong interest in participating in the development of the new service delivery model and in

the implementation of the new systems. PWGSC regional office personnel and the Compensation Modernization team are exploring methods to integrate client participation throughout the modernization process.

A copy of the final report is now available.

<http://www.pwgsc.gc.ca/compensation/modernization/mod-survey-e.pdf>



Compensation Sector –

2002 Client Service Survey Report Card

During May and June 2002, the Compensation Sector surveyed clients across the country to obtain their perception of whether published service levels were being met. The survey questionnaire was posted on the Compensation Sector web site allowing the majority of our clients to respond electronically.

What are the results from our Client Services Survey? The 64 percent of client offices responding from the six regions confirmed overall that service levels are being met. However, constructive criticism offered suggestions for future improvements, most notably, in how we communicate information to them: orally, in writing, and through training.

Currently, the Insurance Administration Manual (IAM) and the Superannuation Administration Manual (SAM) have been under review to ensure that all Treasury Board Policies are integrated. Any current changes to the policies are now immediately updated to these manuals.

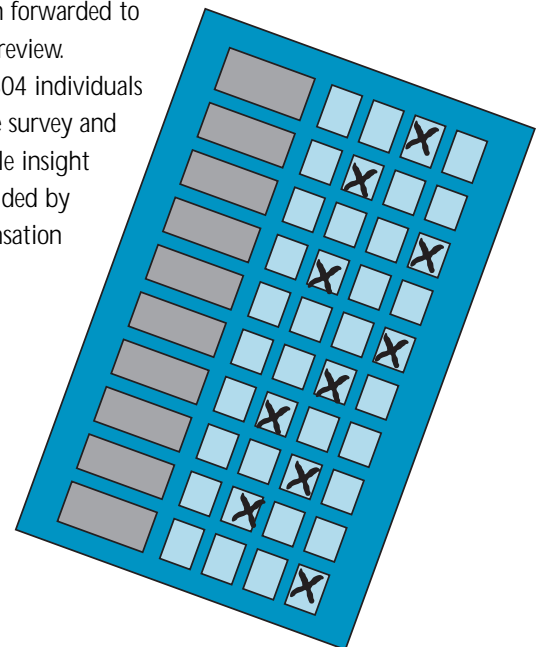
Since September 2000, documentation previously issued in paper has been posted to the Compensation Sector Web site. It is highly recommended that clients check the “What’s New” section at <http://www.pwgsc.gc.ca/compensation/text/whats-new-e.html> regularly to ensure they are aware of updates and changes.

Clients also asked for the system to be faster and more flexible, with greater automation. Should we receive the necessary funding, a modernization initiative would be conceivable to address these issues.

Survey results have been forwarded to PWGSC regional managers

and operational managers to enable them to address client concerns. In late fall, a summary report to management was submitted outlining actions taken to address client concerns. Posting the summary of the results on the Compensation Web site will follow this. As well, issues identified in the Superannuation Directorate have been forwarded to that organization for review.

Thanks to the 304 individuals who responded to the survey and provided their valuable insight into the services provided by the PWGSC Compensation business line.



Building Excellence in Client Service—Through Training!

The course, Building Excellence in Client Service (advanced level), was offered again this year by La Cité collégiale in five different locations across Canada. This is a unique opportunity to enhance the professional development of the employees involved in the compensation profession.

The course has been designed for compensation advisors and supervisors. The objective is to develop abilities and techniques to improve their performance and become more effective and efficient in modern human resources management. The curriculum is offered to improve specific competencies including: active communications with clients, strategic thinking, project and time management, problem solving, motivation and career management.

The evaluations by last year's participants were very positive. The majority of comments received following the course indicated individuals were pleased to have expanded their innovative and creative skills.

COURSE CALENDAR

The course calendar for 2003 - 2004 will be available shortly.

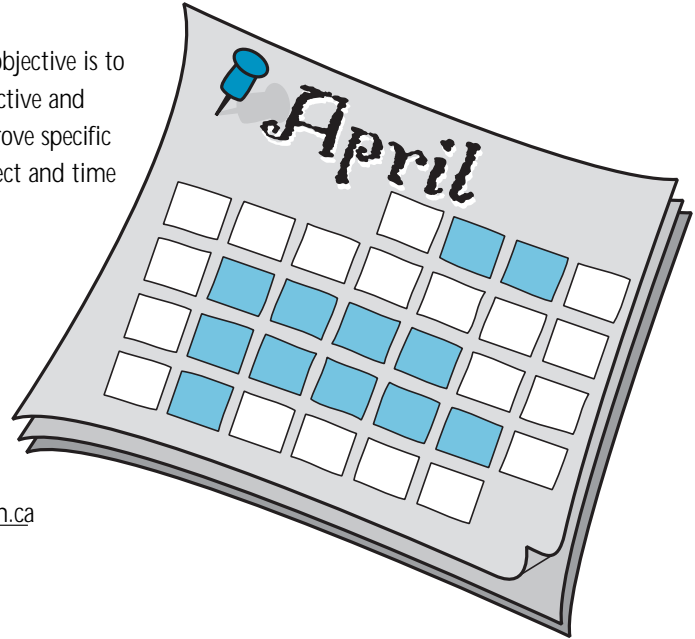
REGISTRATION

Participants must register directly with La Cité collégiale at: <http://fsm.lacitec.on.ca>

Registration cost is supplied on the web site.

Questions: Please contact Nancy Rickard at (613) 954-3133.

You may also email her at Rickard.nancy@tbs-sct.gc.ca



PWGSC Insurance Training Program Redesign Team



From left to right:

Jobanne Malette (Compensation Training Team Leader, National Capital Area (NCA));

Amanda Parr (Training Specialist, Ontario Region);

Natasba Bandet (Training and Advisory Officer, Pacific Region);

Jan Rose on behalf of *Linda Buggie* (Compensation Advisor, Atlantic Region);

Diane Durocher-Perrier (Compensation Training Advisor, NCA);

Dawn Quartly (Training Officer, Western Region).

The State of the Compensation Community

The pooling of people and resources from various departments to achieve common goals is the key to our success." This statement reflects the Human Resources Council Secretariat (HRCS) philosophy as enunciated by Marie Horricks, the Director and Diane Dinelle, one of its Managers.

Since the late 1990s, the compensation community has been progressively getting more attention and recognition from senior management. The new millennium brought about the creation of a Senior Action Team to address the recommendations of a Price-WaterhouseCoopers study which was conducted to identify the corrective action required to address the issues affecting the compensation community. Since then, dedicated resources and a project manager were allocated and established at the HRCS. Working groups on Recruitment and Resourcing, Retention and Workplace Well-being and Learning and Development have rolled up their sleeves and gone to work.

Mr. George Da Pont, Assistant Deputy Minister, Human Resources (HR), Department of Fisheries and Oceans (DFO) and Chair, HR Council, in his opening remarks at the conference, shared a recent quote from Mr. Ran Quail, HR champion and Head of the Task Force on Modernizing the Public Service. "Compensation is a key ingredient of a successful, and well-managed government program". This quote illustrates the extent to which the compensation community's visibility has increased within the Public Service.

Much has been accomplished thus far to ensure that Compensation Renewal progresses well and much is planned to ascertain that improvements continue.

Recruitment and Resourcing Program

The competency profile developed and validated for the compensation advisor function served as the reference document for the development of selection process tools. These sound instruments led to the successful recruitment of 35 candidates in the NCR and 34 in the regions.

The recruitment and development program is solidly engrained within the Apprenticeship and

Development Program framework thanks to the support of seventeen participating departments which approved the terms and references.

Retention and Workplace Well-being Program

The demographic study administered by Statistics Canada on behalf of HRCS has provided reliable information on the compensation community profile. This information has allowed HRCS to begin the necessary planning for future recruitment, training and development programs.

Several working tools, such as check lists, specialized calendars, forms, and procedural guidelines, have been shared by departments and agencies for the use of the entire community. Many of these tools are accessible via Virtual Pay which was officially launched in March 2002.

Learning and Development Program

The National Training and Development Program has been approved to develop qualified professional advisors. Trainees will gain the required knowledge to graduate at the AS 02 level.

A trainer/coach manual has been written in collaboration with Health Canada as a tool for trainers and coaches responsible for supervising the training program of the newly appointed compensation trainees.

All participating departments were helped to identify their coaches. A one-day orientation session was provided to all coaches across Canada.

Two new courses were developed and offered to compensation advisors: Building Excellence in Client Service (Beginner Level); and, Building Excellence in Client Service (Advance Level). The objective of these courses is to develop the essential skills required of a professional Compensation Advisor.

Funding was allocated for the modernization of the Insurance Training Program. Public Works Government Services Canada (PWGSC) has redesigned and produced one module of online training and one classroom module with an online component. The Insurance Administration Manual continues to be updated.

A Year-End Pay Process Workshop was

purchased from the Canadian Payroll Association and offered to 112 Compensation Advisors in various locations across Canada.

Compensation refresher courses were developed and delivered by the trainer at Health Canada. These courses were offered to all departments in the National Capital Area (NCA) and Toronto. The first course (continuous/discontinuous service) will be offered in 12 consecutive sessions by the end of March 2003.

A Community in Continual Evolution

The community has come a long way, but much lies ahead to ensure that a vibrant community continues to thrive within the public service.

Expect to hear more, and to possibly get involved, in some of the following endeavors in the near future:

- The development of a Resource Planning model for HR; a Treasury Board Secretariat (TBS) approved approach for assessing the level of effort required to deliver compensation operations and a resource allocation formula.
- The research of new methods and models of delivering HR services.
- The publication of an HR electronic directory to connect the entire community.
- Further support of the delivery of training and development programs for Compensation trainees.
- Upgrading the professionalism of the HR Community by investigating and perhaps implementing a Certification program.
- Creating a pre-qualified pool of resources from community college graduates.
- Sustaining the renewal programs and maintaining the working tools such as Virtual Pay.

PWGSC Modernization Projects and Initiatives

At the Symposium, Renée Jolicoeur, Director General of the Compensation Sector, and Bernie Bartley, Director, Pension Services Directorate were on hand to provide the attendees with a flavor of the Sector's future agenda.

Their presentations focused on the modernization of both the pay and pension services, the current and anticipated short-term initiatives as well as a report on the study on the pension service delivery model.

Modernization

With both the pay modernization and the pension modernization, PWGSC aspires to be "best of class". Such a designation for the pay component supposes that:

- Client focused services will be offered 24/7
- Events will be processed in a "real time" environment
- Business processes will be automated and simplified
- Information will be accessible and accurate

For the pension component, service to plan members will include:

- Multiple alternatives for communicating with pension administrator (internet, call center, written correspondence)
- Call center staffed with specialists who have access to accurate on-line data that allows requests to be processed instantly

- Web access to personal information and the possibility of processing transactions directly on the Net

Initiatives

Some of the pay initiatives mentioned by Jolicoeur included PeopleSoft HR system interface to the Regional Pay System (RPS), Pay Stub on the Web, Master File Expansion and Automation of the Record of Employment. Bartley spoke of the data integrity project, the financial framework project and the web enhancements.

Study on the pension service delivery model

The new business model, which is based on the examination of best practices in the industry and focus groups held with stakeholders, will be presented to the HR Forum and Treasury Board in February 2003. Some of the features of the future delivery model being studied are:

- Self-service and direct contact to Pension Experts
- Centralized – fewer, specialized resources
- Uniform service standards
- Increased accessibility to services and information
- PWGSC Pension Administration to assume liabilities
- Easier to train, develop and maintain a high level of expertise
- Client receives timely, consistent and reliable answers

Panel of Apprentices—A Report Card!

Sometime before the Symposium, all of the NCA participants in the Apprenticeship Program were invited to submit their comments on the following points:

- Expectations of the Apprenticeship Program
- Individual progression and whether expectations are being met
- Changes that might be required for the program
- Aspirations over the next two to five years.

Based on their insightful input, five of the newest members of the compensation team members were invited to participate in a panel presentation and discussion at the Symposium: Lise Dorion, Finance/Health Canada; Mark Rodgers, Indian and Northern Affairs Canada; Kathleen Trahan, Environment Canada; Patrick Dooling, Citizenship and Immigration Canada and Kim Donnelly, Transport Canada.

The apprentices defined their expectations of the Program in the following terms:

- Meaningful and enriching work.
- Tools to do my work.
- Training

- A proper balance of theory and practice
- Constructive work environments.
- Marketable, transportable and fair training in all departments.

Results of the Report Card!

We reveal the responses received from all apprentices and further enunciated by the panel participants.

Progress: Are our expectations being met?

- ☞ We have appreciated being coached and the quality of the in-house training has been high.
- ☞ There were some mixed responses that things were slow, tedious, or too fast and overwhelming.
- ☞ The apprentices said let's make some adjustments and do some fine-tuning with the PWGSC training.
- ☞ It would be nice to get some structured timely feedback on how we are doing.
- ☞ Let's have some learning plans with specific timeframes.

Changes to the Apprenticeship Program

- ☞ Develop and share uniform and clear training standards for the Apprenticeship Program across Departments.

- ☞ Give us access to on-line pay and pension databases and other on-line tools such as bulletin boards that are managed by a coach.
- ☞ Training that has a better balance of theory and practice. In some cases we have no opportunities to apply our learning and in other cases we have too much to do too soon.

Aspirations

- ✓ Many saw themselves as part of a world class Compensation Community.
- ✓ Almost half aspired to be in the PE group.
- ✓ Many saw themselves as supervisors and in other management positions.

The overall results from the focus group are very encouraging, since successful training in the words of one apprentice, is all about "working together and sharing ideas". At the same time, suggestions for change will be reviewed very seriously to determine what the next steps should be.

Association of Compensation Managers (ACM) Award Plan Recipients

Once again, the National Executive of the Association took advantage of the forum that the Symposium offers to recognize individuals for their meritorious contributions and their distinguished service in the area of compensation administration in the Public Service. We extend congratulations to all recipients.

Outstanding Achievement Award

The Outstanding Achievement Award is meant to recognize the most meritorious contribution to compensation administration in the Public Service during the past year. Two groups of individuals were presented with the Outstanding Achievement Award.

Group 1:

Nicole Gareau, Health Canada (HC), NCA
Denise Paulin, HC, NCA
Donita Alexander, HC, NCA
Druscilla Flemming, Privy Council Office (PCO), NCA
Nicole Brisebois, Environment Canada (EC), NCA
Joanne Drouin, DFO, NCA
Velma Trudeau, HC, NCA
Rachel Sarault, HC, NCA
Diane Dinelle, TBS, NCA
Pierrette Lemay, Industry Canada (IC), NCA

Group 2:

John McManus, PWGSC, NCA
Diane Laviolette, PWGSC, NCA

Exemplary Service Award

The Exemplary Service Award is a means of recognizing exemplary service, the most distinguished service in compensation administration in the Public Service during the past year. This year, individual awards were presented to:

Dorothy Peet, DFO, Atlantic
Linda Bellissimo, PWGSC, Ontario

Merit Award

The Merit Award Program provides The Association of Compensation Managers with a means of extending formal recognition to employees for their meritorious contributions significant to the efficiency, or productivity of the compensation function.

Two group merit awards were presented.

Group 1:

Brian Jackson, TBS, NCA
Mel Pilgrim, Agriculture and Agri-Food Canada, Western
Dennis Gislason, Department of National Defence (DND), NCA

Group #2:

Janette Blais, DND, NCA
Paul Henri, DND, NCA
Laurie Wellman, DND, NCA
Elaine Descoteaux, DND, NCA
Sue Ingleton, DND, NCA

One individual award was given to:

Denise Paulin, HC, NCA

Jackie Crowe Memorial Award

The Jackie Crowe Memorial Award for Outstanding Achievement is presented in recognition of exceptional contribution to the efficiency and effectiveness of compensation administration in the Public Service.

The following group of employees were presented with the Jackie Crowe Memorial Award in recognition of their exceptional contribution to the development of the virtual pay tool.

Daniel Lalonde, Canada Customs and Revenue Agency (CCRA), NCA
Denis Piché, CCRA, NCA
René Corriveau, CCRA, NCA
Nathalie St-Onge, Canadian International Development Agency (CIDA), NCA
Charles Charbonneau, Human Resources Development Canada (HRDC), NCA
Evelyne Anderson, PCO, NCA
Joanne Ladouceur, Canadian Human Rights Commission (CHRC), NCA



Marie-Josée Rouleau, DFO, NCA
Beatrice Rogier, PWGSC, NCA
Dianne Desjardins, TBS, NCA

Faye Beaufort Life Membership Award

The Faye Beaufort Life Membership Award recognizes exceptional contributions to the Association of Compensation Managers, and to the compensation community of the Public Service.

Four individuals were presented with the Membership Award :

Lyse Goneau, National Research Council, NCA
Richard Joanisse, DND, NCA
Diane Dinelle, TBS, NCA
Hélène Desforges, EC, NCA

This article would be incomplete if we did not underline the fact that Diane Dinelle, who is acknowledged by many as a supporter and visionary member of the Compensation community, received special recognition at the Heads of HR Conference in Vaudreuil. She was awarded the Michelle C. Comeau HR Leadership Award.

Learning Events —A Snap Shot!



Within organizations today, employees as well as managers consider learning the number one benefit. Although most individuals believe successful training is done solely in the classroom, this is a myth. Actually, the most valuable learning experiences an individual can receive are through interaction with peers and colleagues, reading, participating in workshops, and round table discussion, and yes, symposiums!

This year's symposium provided an array of exciting workshops. Most importantly, the style of the workshops provided an added benefit — "transferable knowledge". For participants, this was an opportunity to reap the benefits for their professional life, family, and personal relationships.

Symposium workshops included:

Knowledge Transfer

- Provided related principles and best practices.

Achieving Balance – Why so difficult? – A Coaching Perspective

- Furnished advice, tips and the opportunity to talk with fellow workshop participants on how coaching can be used to improve the workplace environment and help an individual achieve work life balance.

Tools for Busy Managers

- Provided information on what is new in tools for busy managers. Gave workshop participants the opportunity to explore how balance can be achieved by keeping abreast of what new tools can help manage an operation.

Let's talk leadership

- Focused on work/life experiences rather than on generic concepts.

Your True Colours

- Centred on identifying the many components of one's personality. Provided an invaluable tool for enjoying success in one's professional life, family, and personal relationships.

Six Thinking Hats

- Provided participants with the opportunity to learn how to replace one-dimensional thinking with six dimensional thinking.

What every Manager should know about training.

- Offered direction on determining when training is and isn't appropriate, identifying why employees don't perform as expected, and creating an environment that facilitates job performance.

Real World Solutions for dealing with Attitude Problems and Unacceptable Behaviour

- Delivered real world solutions that participants need.

Passing the "bâton" to the next generation of Compensation personnel

- Topics covered included the importance of the manager's role as a coach and a mentor, generational differences and the implications in terms of values, managing and training, and the phenomenon of generativity and its importance in the transfer of corporate values and the spirit of service to the public.

Successful training is accomplished, in part, through working together and sharing ideas. Share in the success of our training team — *make it your commitment to share what you have learned with your colleagues and individuals who were unable to attend the learning events!*