

## Projects by NIVA

# BUSINESS PROCESS IMPROVEMENT, POLICIES AND PROCEDURES



### Courts Administration Service

#### Modernize human resources management under PMSA

NIVA provided the project management and business process re-engineering leadership needed to implement five human resources (HR) initiatives under the *Public Service Modernization Act* (PMSA). Key to the success of improving business processes was mapping existing Staffing processes and revising and standardizing them through a new web-based staffing request platform. To support staff and managers with the transition to the streamlined processes, we also developed procedures, forms, and checklists, and delivered training.

### Health Canada

#### Improve service delivery, staff morale, and client satisfaction

Following a performance review of the Staffing unit that supports managers at the Health Products and Food Branch, NIVA planned and managed a pilot project to test its recommendations. To ensure commitment, NIVA used a three-pronged approach: develop and implement a change management strategy; lay the groundwork for the reorganization; and develop skills and a client-service mindset among staff. The result was less time spent on Staffing transactions, lower staff turnover, and greater client satisfaction. Inspired by the pilot's success, senior executives within Human Resources scaled the pilot's best practices to the rest of the Department.

### Agriculture and Agri-Food Canada

#### Align Staffing processes with PSEA

NIVA reviewed, revised, and updated the Department's Staffing models, policies, and procedures to enable employees, managers, and HR professionals to understand the new *Public Service Employment Act* (PSEA). Given the requirements to publish information as quickly as possible, NIVA proposed a portal approach that focused on the needs of managers. In addition to restructuring information and writing content, NIVA facilitated development of new procedures based on the changes imposed by the new Act.

### Health Canada

#### Facilitate Department-wide HR service improvement and process standardization

Based on a successful Staffing pilot project, Health Canada's senior management board approved migration of the pilot's best practices to all Client Service units within the Human Resources Services Directorate. NIVA led a team of Health Canada staff members to carry out client service training, re-engineer business processes, standardize workflow, develop a Staffing Log tool, develop the business requirements for a new automated Staffing Letter Builder tool, reorganize work units, develop an HR Express function for fast-track processes, and measure success.

### Agriculture and Agri-Food Canada

#### Simplify Interchange Canada application process and form

Staff responsible for managing the Department's Interchange Canada program reported that neither managers nor employees understood the program or the application process. As a result, forms were not being filled out properly and too much time was spent backtracking with managers. NIVA developed program information for the departmental intranet and step-by-step procedures outlining how to participate in the program. We also redesigned the application form and developed checklists to simplify the process for managers.

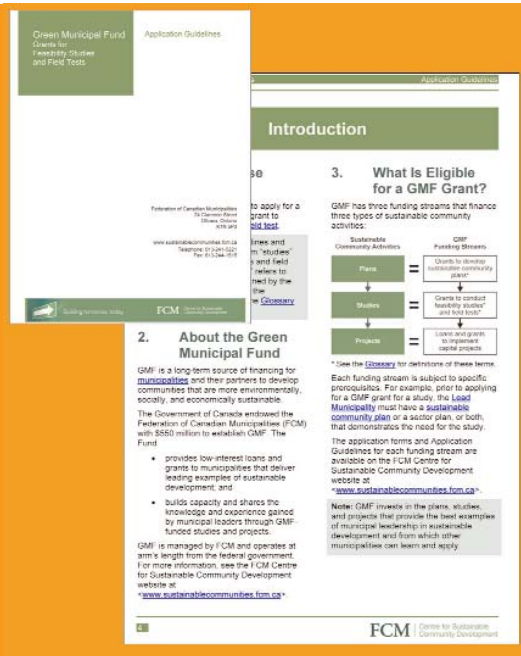
**“The new staffing checklists and screening board report are making the jobs of our HR assistants much easier. As a result of NIVA's extensive work in consulting staff and identifying our requirements, we now have tools that are practical and professional.”**

— Courts Administration Service

**Federation of Canadian Municipalities, Green Municipal Fund**

Clarify, simplify, and make user-friendly forms and guidelines

The Green Municipal Fund developed new, more meaningful standards and criteria to assess applications for Government of Canada funds to support feasibility studies, sustainable community plans, and field tests. GMF staff used the opportunity to improve its application forms and guidelines. To facilitate the understanding of an audience comprised of technical staff and non-technical managers, NIVA clarified confusing terminology, simplified instructions, added hyperlinked cross-references, and developed process diagrams.



**Courts Administration Service**

Ensure compliance with legislation and departmental standards through new and revised policies

To determine whether human resources (HR) management policies were out of date or new policies might be necessary, NIVA reviewed existing policies and consulted with HR staff about performance and compliance issues. NIVA then developed a schedule for substantively editing seven policies and developing three new directives within a tight timeframe. The iterative nature of the review and development process made communication between NIVA's writers, HR professionals, and senior management essential to the success of the final versions.

**Health Canada**

Enable interdepartmental cooperation through new policy

Health Canada (HC) and the Public Health Agency of Canada (PHAC) needed a joint Chemical Emergency Preparedness Policy to strengthen public health preparedness and response capacity for chemical emergencies across the two departments. To develop the policy, NIVA conducted a thorough review of a number of emergency-related acts, policies, plans, and other relevant documents. We consulted with sub-committee members and other representatives of HC and PHAC organizations with responsibility for chemical emergencies, including regional offices. The joint departmental policy outlines roles and responsibilities for chemical emergency preparedness and response caused by either accidental or deliberate sources.

**Health Canada**

Make it easier to complete and submit applications

Health Canada wanted to make it easier for pharmaceutical companies to submit applications to have drugs approved for sale to the public. The *Drug Submission Application* and the *Notices of Change* forms were long and complex, and available to companies as word-processed

or static PDF files. Using Adobe LiveCycle Designer, NIVA converted the forms to fillable PDF forms that can be printed or submitted in electronic format. The forms can also be adapted to have their data input directly into a database.

**Transport Canada**

Assist clients in assessing their readiness to meet new security requirements

Transport Canada, Air Cargo Security, needed a questionnaire to enable Canadian air cargo carriers to assess their readiness to meet heightened air cargo security requirements. NIVA developed the assessment questionnaire in Microsoft Excel format so that Air Cargo Security could gather data from the responses for further analysis. The questionnaire included an overview explaining its purposes, instructions on how to complete it, and the questions. The questionnaire contained general questions regarding requirements, with examples of how the requirements can be met. The form was designed for electronic distribution and had a high success rate, praised mainly for its simplicity of use.

**Health Canada**

Ensure staff compliance with standardized classification processes

The centralization of Classification staff into one departmental unit highlighted the need for a standardized process and documented procedures. Working with a team of subject-matter experts, NIVA developed process maps of existing processes, and identified non value-adding activities. Based on its analysis and determination of possible improvements, NIVA facilitated the development of new processes suited to the unit's new structure. We also developed easy-to-follow procedures, streamlined checklists, and crafted concise e-mail messages for communicating with clients.