

# HR Sustainability Initiative

## Information sheet for Human Resources

### Human Resource Consultant Series – updated January 2019

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The HR Sustainability Initiative is expected to promote the concept of one unified human resource community that is highly valued by clients for providing professional strategic and transactional services. The Human Resource Consultant (HRC) Series is one component of the Initiative to support this concept.

In October 2015, the HRC Series replaced previous Yukon government positions such as HR Consultant, HR Advisor, HR Coordinator and HR Officer. The Series is a combination of standardized job descriptions that reflect different levels of responsibility, corresponding job profiles, and related certification, pay and position management processes. The job profiles support the recruitment and certification processes within the Series.

### How the process works

The processes outlined in this document and the FAQs guide the how the Series works. The HRC working group draws on the principles of adaptive action, providing a flexible and iterative approach.

### Series Implementation – October 1, 2015

Departments selected a level for each position: Departmental HR Directors submitted a list of position numbers, employee names (where applicable), and the requested HRC Series levels in fall 2015 prior to implementation. The level requested for encumbered positions reflected the department's need for the level of work required and generally, the incumbent's pre-Series salary range. No positions were converted to HRCIII positions during implementation.

Relevant classification principles and pay authorities applied.

Current incumbents were grandfathered: Although not "certified", incumbents were considered "grandfathered" into the HRC Series and will continue to be considered "grandfathered" as long as they hold the position and level they held on October 1, 2015.

All similar HR positions were standardized: Positions with similar core duties as those reflected in the HRC Series' job descriptions were updated with a Series standardized job description.

No jobs with similar core duties will be created outside the Series: No new job descriptions that would normally be at the HR Consultant, Officer, Coordinator and Advisor level will be reviewed or classified outside the Series after implementation. Staffing actions for Series positions as of October 1, 2015 will incorporate the Series' recruitment and certification processes.

## **Centralized Recruitment and Certification**

Certification at an HRC Series level in the Yukon Government means that the individual certified has the knowledge and skills sufficient to competently perform the duties at the level of certification.

A centralized recruitment process, based on standardized requirements and competencies (identified through a job profile), is used to assess and certify individuals into the Series. Once certified, individuals are put onto the HRC Series candidate registry. The registry is used to maintain a listing of certified Human Resource Consultants and to facilitate recruitment. Current HRC incumbents who have been grandfathered and wish to move to another position or another level must successfully complete the certification process.

An HRC Series Board, made up of three to four senior human resource members, will be responsible for assessing and certifying individuals into the Series and for responding to general inquiries and issues related to board decisions and processes.

Competitions for the HRC Series will be posted on an ongoing basis and will include a link to candidate series information as well as information on centralized recruitment practices. Hiring departments will post their job opportunities to pre-certified candidates on the HRC Series candidate registry for a minimum of 2 days; interested pre-certified candidates will submit their application for departmental consideration; and hiring departments will then conduct their "fit" assessment and selection.

## **Position Management**

Departments have a responsibility to ensure they have a genuine need for the relevant level of work requested. Where a position is vacant, departments may select a level that fits their needs. In cases where a position is already filled, and the department's needs have changed, the Director may request the position be changed. However, the request cannot exceed the current incumbent's certification level. Departments are strongly encouraged to use the centralized recruitment process to fill positions where a vacancy exists.

## **Frequently Asked Questions**

### 1) Why the HRC Series?

The HR Sustainability Initiative promotes the concept of one unified human resources community that is highly valued by clients for providing professional strategic and transactional services. The HRC Series is one component of the overall Initiative that will support this concept.

Requests and concerns addressing HR positions have been raised by the Deputy Ministers and the human resource community. These concerns have been documented in the Deputy Minister Classification Committee minutes and the MNP report, *"Yukon Government HR Sustainability Initiative Assessment Summary and Recommendations Report"* as well as through discussions with the HR community in February 2014.

Two high level "problems" were identified by the HRC Series Working Group in order to summarize the concerns raised:

1. There are perceived and/or actual inequities within the HR Community, and
2. The HR community has no requirement for standardized competencies or experience.

The Working Group determined that establishing standardized job descriptions and competencies for the HR consultant level would have the most impact on the HR community. A similar approach is being considered for other HR positions, like the Directors/Managers HR and HR Assistants, and other communities of practices in Yukon Government.

### 2) What does "certified at that level" mean?

Certification at an HRC Series level in the Yukon Government will signify that the individual has the knowledge and skills sufficient to competently perform all the duties at the level of certification.

An HRC Series Board (The Board) will be responsible for assessing and certifying individuals into the Series through a consistent process based on standardized requirements and competencies (identified through job profiles) within a centralized recruitment process. The Board will be comprised of three to four senior human resource members approved by the Governance Committee. The process will include assessing all future candidates for HRC Series positions and assessing current grandfathered incumbents of HRC Series positions seeking certification.

The specifics of the certification process have been piloted and confirmed by the HRC Working Group. A series of adaptive actions have been made and will continue as required.

**3) If certification is required in the HRC Series, what happened to current staff at the time the Series was implemented?**

Directors of Human Resources submitted a list of positions required in their department one month before implementation. The effective date of the job description and HRC level was the implementation date, October 1<sup>st</sup>, 2015. Incumbents of HRC positions were grandfathered into the Series. To be grandfathered does not mean that the incumbent is certified in the Series. Rather, it means that they now hold that particular Series position and level until they leave that position.

All relevant classification and pay authorities applied.

**4) How was it determined what level current employees were placed into when the HRC Series was implemented?**

Directors considered a variety of issues before making requests for Series levels. These considerations were primarily about what level of work the department required and expected from the incumbent. It may have also included:

- the incumbent's pre-Series salary range, current salary and job description,
- impacts to workload and staff allocation as a result of the larger HR Sustainability Initiative.

The Compensation and Classification branch and the Human Resource Position Working Group were available to support Directors in making these decisions.

**5) If I've been grandfathered and don't intend to leave my position, will I ever have to certify?**

While all grandfathered employees are strongly encouraged to seek certification, you will not have to certify as long as you remain in your current position and level.

If you are not performing at the level of your current Series position, however, you will be expected to work with your supervisor through a learning plan and participate in training and development initiatives to support your continued professional growth.

**6) Once I have certified through the centralized recruitment process, how long will my name remain on the registry?**

The HRC Series registry will be used to maintain a listing of pre-certified Human Resource Consultants and to facilitate recruitment. The registry will be maintained for both current incumbents of HRC Series positions and for candidates seeking to be hired into HRC Series positions or into a higher HRC Series level.

The registry will confirm the level(s) of certification for candidates and incumbents. Candidates and incumbents of HRC positions may be removed from the certification level(s) on the registry after one year when they are not working in the same level HRC position. Candidates can also request removal from the registry if they are not interested in other positions at that time. As long as they are working in the same level HRC position, they can request to be re-added to the registry.

In consideration that all HRC Series incumbents are expected to demonstrate a commitment to self-awareness, continuous learning and to conducting their work with integrity and organizational values, incumbents who certify at their position level will remain on the registry and will not be expected to re-certify.

**7) If I apply on an HRC Series posting and am not successful certifying, can I apply again?**

Yes, you can apply again after a period of six months. This period of time is consistent with Yukon government staffing process, which allows candidates to gain further experience or education as required. Candidates are encouraged to seek feedback after their interview to better understand the competency requirements and how they were assessed by the interview board. Competency development takes time and candidates are expected to demonstrate growth through personal and professional development prior to re-applying.

**8) If I previously applied on an HRC Series posting, completed the written and proceeded to the interview stage but did not certify, do I need to complete the written assignment again if I re-apply to the combined HRCI/HRCII competition?**

Yes, you will need to complete all assessment requirements again. All candidates need to be assessed consistently with each intake.

**9) If I previously certified through the HRC individual postings prior to July 1, 2016, are there any impacts to my certification now that the postings are combined?**

Candidates who certified at either the HRCI or HRCII level through an individual posting will remain certified at level. However, candidates who previously certified at the HRCII level will now also be considered certified at the HRCI level.

**10) Do I have to go through a centralized recruitment and certification process for my department to direct hire me into a casual or auxiliary on call Series position?**

It is recommended that departments first seek out candidates who are pre-certified on the candidate registry at the appropriate level, however; departments may direct hire candidates without certification into casual positions as deemed necessary.

Candidates hired into auxiliary on call positions must be certified at level except in exceptional circumstances (i.e. hire of retirees). These must be submitted to and approved by the HRC Working Group.

For further recruitment options to support development within the HRC Series, please review the document "[Developmental Opportunities and the HRC Series](#)".

**11) The HRC Series is a great opportunity for professional development. How do HR assistants access the Series?**

While the HRC Series is not focused specifically on HR Assistants, it is believed that the HRC Series will benefit them by providing a clear understanding of the requirements for an HR Consultant role in the Yukon Government through standardized job descriptions, competencies and certification process.

As well, we expect corporate human resource training and developmental opportunities to be aligned with Series' criteria; supporting progression within and into the Series as well as overall development in the HR community. A high level Capacity Development Strategy was approved by the Deputy Minister's HR Committee on April 15, 2016.

Following review of the HRC Series implementation, consideration will be given to implementing similar processes for the HR assistant and HR management levels as well as implementing them into other communities of practice.

**12) The HRCIII looks like a current Manager of Human Resources. Is the Manager of Human Resources and the HRCIII the same job?**

No, they are not the same job. While Managers of Human Resources may perform some of the duties outlined in the HRCIII standardized job description, a Manager's core function is to manage and supervise people, budgets and the day to day operations of the HR branch.

The HRCIII core function is to provide specialized consulting and customized organizational development services. It is recognized that the HRCIII role is somewhat aspirational for the Yukon Government at this time and that not every department will need an HRCIII now or in the future. Departments may require one for short duration or permanently.

**13) How will the HRC Series work in small versus large departments?**

The HRC Series functions in the same way in a small department as a large department. While departments may select a level within the Series, HR Directors are also responsible to ensure the department has a genuine need for the relevant level of work requested, and if encumbered, to ensure the incumbent is certified (or is grandfathered) within the Series at the same or higher level.

It is recognized and acknowledged that the Series, on its own, does not solve workload issues often associated with larger departments.

**14) Will there be standard training available in order to work towards higher certification in the HRC Series?**

Training and developmental opportunities are expected to be developed as part of the overall HR Sustainability Initiative. These opportunities will support the HR community generally and will be aligned with the HRC Series certification processes. A high level Capacity Development Strategy was approved by the Deputy Minister's HR Committee on April 15, 2016.

Series incumbents should consider beneficial work experiences in their own departments and at times, in other departments, in the spirit of building capacity and credibility.

**More information**

If you have any questions, you can contact Donna Cebuliak, Director, HRSS at 667-5657 or Kim Runions, Assistant Deputy Minister, HRSI at 667-5250