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Chief Review Services Chef - Service d'examen
CRS ❧ CS Ex

Review of
Civilian Performance Planning and Review
(CPPR) Process

October 2005

7055-39 (CRS)

PRICEWATERHOUSECOOPERS 🅿

Canada

CAVEAT

This review was conducted as part of the approved Branch Work Plan. The review conclusions <u>do not have the weight of an audit or formal evaluation</u>. While sufficient to enable the development of recommendations for consideration by management, the assessments provided and conclusions rendered are not based on the rigorous inquiry, or evidence required, of an audit. Accordingly, they are not represented as such.

SYNOPSIS

Effective fiscal year (FY) 2005/06, the new departmental Civilian Performance Planning and Review (CPPR) policy emphasizes the mandatory nature of the CPPR process, including reporting and monitoring requirements. As such, commencing in 2006, organizations will be required to provide the Human Resources Group with reporting, by 30 September, on their completion of annual Civilian Performance Review Reports (CPRRs). In order to establish a baseline to compare completion results under the new policy to those associated with the past departmental policy, Chief Review Services (CRS) engaged PricewaterhouseCoopers to perform a review of the CPRR completion rates for FY 2003/04. This report presents the results of that review.

The objective of the review was to determine the CPRR completion rates within the Department of National Defence (DND), including the timeliness of completion and the type of form used. The report does not attempt to conclude on the quality of information captured in the CPRRs. A statistical sampling approach was applied to provide a high level of assurance regarding the results for the overall civilian population. The results of the sample were also tracked and reported by demographic groups within the population (region, Command/Group, occupational category and gender).

The review concluded that between 65 to 75 percent of civilian performance review reports were completed for DND civilian employees for FY 2003/04. Of the random sample of 380 civilians selected by the review team, 265 CPRR forms were completed and on file at the Human Resources Service Centres (HR Service Centres); this represents a 70 percent completion rate. For the purpose of this review, a CPRR was considered completed when a copy was on file at the HR Service Centres, in accordance with policy. It was not practical to perform follow-up on any forms that may not have been on file in an HR Service Centre. Accordingly, the completion rate results represent a minimum.

Sixty-six percent of the 265 forms reviewed were completed and signed off within three months of the fiscal year-end (June 2004) and 93 percent of the forms were completed within six months of the fiscal year-end (September 2004). All forms were completed by December 2004, nine months after fiscal year-end.

Overall, the regular form was used most often (67 percent), as compared to the abbreviated form (29 percent) or another type of performance reporting form (4 percent).

As the new CPPR policy is implemented, improved reporting and effective monitoring will be key to measuring the success of this program. Key elements include ensuring that completed CPRR forms are filed at the HR Service Centres and that monitoring of completion takes place. Along with providing annual direction to Level 1 organizations, the HR Group will monitor the process on a biennial basis. A summarized version of the recommendations and corresponding management action plans are presented in matrix format in the Results in Brief section— a more detailed presentation appears at Annex C.

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RESULTS IN BRIEF

"Feedback is the cornerstone of our commitment to developing and supporting a professional, effective and sustainable civilian workforce. Improving communications and increasing the participation rate in the process are key to enhancing performance of DND civilians in support of the Canadian Forces."[1]

Background

The objectives of the newly implemented Civilian Performance Planning and Review (CPPR) Policy—Defence Administrative Orders and Directives (DAOD 5006) are to provide ongoing feedback to employees on their performance throughout the review period, to contribute to the employee's performance and to enhance overall performance within the Department of National Defence (DND). A continuing key component of this policy is the annual completion of the Civilian Performance Review Report (CPRR) for each employee. Managers and/or supervisors at all levels are responsible to provide a formal assessment using the appropriate CPRR form for each employee they supervise.

Effective fiscal year (FY) 2005/06, the new departmental policy emphasizes the mandatory nature of the CPPR process, including the reporting and monitoring requirements. As such, Level 1 organizations will be accountable for reporting on their annual CPRR completion results to the Assistant Deputy Minister (Human Resources – Civilian) (ADM(HR-Civ)) by 30 September, starting in 2006. In order to compare completion results under the new policy to those associated with the past departmental policy, ADM(HR-Civ) requested a review of the CPRR completion rates for FY 2003/04.

The objective of the review was to determine the CPRR completion rates within DND, including the timeliness of completion and the type of form used. A statistical sampling approach was applied to provide a high level of assurance regarding the results for the overall civilian population. While the results of the sample were also tracked and reported by demographic groups within the population (region, Command/Group, occupational category and gender), these results cannot be projected to the "population subgroups" with statistical certainty because the population was not stratified by the subgroups.

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[1] Excerpt "2005-2006 Revised Civilian Performance Planning and Review Program" e-mail message from ADM(HR-Civ), 14 April 2005.

Overall Assessment

The review concluded that 65 to 75 percent of CPRRs were completed for DND civilian employees for FY 2003/04[2]. Of the random sample of 380 civilians selected for this review, 265 CPRR forms were completed and on file at the Human Resources Service Centres (HR Service Centres). Accordingly, the completion rate results provided in this review represent the minimum since no follow-up procedures were performed on the 115 CPRR forms not found on file at the HR Service Centres [3].

Sixty-six percent of the 265 forms reviewed were completed and signed off within three months of the fiscal year-end (June 2004) and 93 percent of the forms were completed within six months of the fiscal year-end (September 2004). All forms were completed by December 2004, nine months after fiscal year-end.

Overall, the regular form was used more often (67 percent), as compared to the abbreviated form (29 percent) or another type of performance reporting form (4 percent).

The results of the testing were also tracked by demographic groups. Summary sample results indicate the following:

Demographic Group	Completion Rates				
	Highest		**Lowest**		
Region	Prairie	91%	NCR		50%
	Eastern	81%	Ontario		61%
Command/Group	CAS	88%	ADM(HR-Civ)		26%
	CMS	87%	ADM(IE)		29%
Occupational Category	Operational	85%	Administrative Support[4]		56%
	Technical	73%	Administrative and Foreign Service[5]		58%

Further highlights from the subgroup categorization are noted in the body of this report.

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[2] A statistical sampling approach was applied to provide a 95 percent confidence level with a confidence interval of plus or minus 5 percent for the overall civilian population.

[3] For the purpose of this review, a CPRR was considered completed when a copy was on file at the HR Service Centres, in accordance with policy. The Directorate of Diversity and Well-Being (DDWB) agreed with this approach, as the local human resources at the Service Centres did not have the time to perform the follow-up procedures.

[4] For the Administrative Support category, it is primarily driven by the Clerical/Regulatory group.

[5] For the Administrative and Foreign Service category, it is primarily driven by the Administrative Services and Computer Systems Administration groups.

Recommendations and Management Action Plans

As the new CPPR policy is implemented, improved reporting and effective monitoring will be key in measuring the success of this program.

Summary Recommendations and Management Action Plans

CRS Recommendation	OPI	Management Action
Effective Monitoring. HR Service Centres—in coordination with DGCESP—play an essential management role in reporting and monitoring of the CPPR program to validate completeness and accuracy of information.	ADM(HR-Civ)/DGCESP	The HR Service Centres are not currently resourced to take on a monitoring role. In the absence of a Human Resource Management System (HRMS) solution, the best option is to provide specific direction to Level 1 organizations on how to report completion rates.
Filing. Verify that copies of all completed CPRR forms are filed at HR Service Centres.	ADM(HR-Civ)/DGRCHRS/ HR Service Centres	A standard objective will be included in the FY 2006/07 Performance Management Program to reinforce managerial accountability regarding filing of all completed CPRR forms.
Tracking/Reporting. Maintain a list of CPRR forms found on file at HR Service Centres.	ADM(HR-Civ)/DGRCHRS/ HR Service Centres	A system solution—HRMS or follow-on system—may accommodate this recommendation in addition to the applicability of management attestations.
Monitoring. Perform management reviews of completion rates reported, on a regular basis.	ADM(HR-Civ)/DGCESP ADM(HR-Civ)/DGRCHRS/ HR Service Centres	The office of primary interest will perform a biennial review of the process.

INTRODUCTION

At the request of ADM(HR-Civ), Chief Review Services (CRS) performed a review to determine the completion rates for CPRR forms within the DND. CRS engaged PricewaterhouseCoopers to perform the planning, conduct and reporting of this review. The information gathered will be used as a benchmark prior to the implementation of the new policy reporting requirements starting in FY 2005/06.

Objective

Based on a representative sample of the population, an assessment of CPRR forms was performed to evaluate the following:

- Completion rates;
- Timeliness of completion; and
- Type of form used for completion[6].

The assessment was to provide a high level of assurance—95 percent confidence level with a confidence interval of plus or minus 5 percent for the overall population.

This report does not attempt to conclude on:

- Quality of the data provided from PeopleSoft HRMS[7];
- Quality or usefulness of the content of CPRR forms reviewed;
- Reasons for resulting completion rates; and
- Completion rates of stratified groups within the population.

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[6] Regular DND 668 form or abbreviated DND 1628 form. A DND 2325 form was added with the implementation of the new departmental policy instructions (DAOD 5006-1) effective FY 2005/06.

[7] A preliminary assessment of HRMS data quality and completeness was performed for specific data required for this review. Refer to the methodology section and Annex A for details.

Scope

The scope of this review included the following:

- Civilian Performance Management and Review Policy—Civilian Personnel Administrative Orders (CPAO 9.18)[8];
- FY 2003/04 CPRR review period; and
- A milestone date of 30 June 2004 was used to assess timeliness[9].

The CPRR forms were also examined for their completeness regarding essential fields, such as:

- The review period;
- The employee name and the Personal Record Identifier (PRI);
- The employee, supervisor and reviewing officer signatures; and
- The dates recorded when completed.

Limitation/Criteria

For the purpose of this review, a completed CPRR form was provided to CRS when a copy was on file at the HR Service Centre. Due to practical constraints such as time and resource availability at the HR Service Centres, DDWB agreed that no further follow-up procedures would be performed on a CPRR form that was not found on file at these locations. These procedures would have assisted in determining whether:

- The CPRR was completed but not forwarded to the HR Service Centre; or
- A reasonable explanation existed for non-completion.

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[8] To provide employees, indeterminate and term with six months or more of service with Performance Review Reports at least once a year.
[9] Although a date is not disclosed in the CPAO 9.18 policy, June 30th has been applied to the CPPR process in recent years and this deadline is found in the new departmental policy instructions (DAOD 5006-1).

Methodology

The following methodology was undertaken to achieve the objective of this review:

- Coordinate review details with the DDWB and regional HR Service Centres;
- Perform a preliminary assessment of the civilian population data download for quality and completeness. The preliminary assessment results are found at Annex A;
- Exclude employees who do not meet the conditions required under the departmental policy CPAO 9.18[10]. The number of civilians who are part of the policy exclusions are summarized at Annex A;
- Evaluate possible stratification strategies of the population and determine sample size using statistical sampling approach;
- Select the final sample for testing;
- Examine the completed CPRR forms to compile the required information;
- Analyze data with the use of computer-assisted auditing techniques and tools, whenever possible; and
- Provide statistical results for population and demographic information of sample results for analysis and comparison purposes.

Results of Sampling Exercise

A random sample of 380 records (of the revised population of 19,363), shown by HR Service Centre in Table 1, was selected to provide the required confidence and ability to extrapolate the results of testing to the overall population. From a statistical perspective, the results reported by demographic groups cannot be extrapolated to their respective "population subgroups." No stratification was performed on the overall population for extrapolation purposes, as all subgroups identified would have resulted in selecting a very large sample size of well over 10,000 forms.

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[10] This policy does not apply for those employees in the Executive Group (EX), the Defence Scientific Service Group (DS), the University Teaching Group (UT), and the Historical Research Group (HR) who are managed and reviewed in accordance with separate instructions. Also, the policy does not apply for employees with less than six months of service (i.e., after 30 September 2003) and employees categorized in PeopleSoft HRMS as "temporary and part-time," "casual" and "casual extended."

HR Service Centre	Number of Records Selected	Percentage
NCR	109	29%
Atlantic	73	19%
Eastern	43	11%
Ontario	61	16%
Prairie	53	14%
Pacific	41	11%
Total	380	100%

Table 1—Final Random Sample Selection by HR Service Centre

The results of the random sample selection as compared to the revised population are presented in Annex B for information purposes only. While no extrapolation of results can be made to any specific demographic group, the comparison of the demographics between the sample and the population demonstrates the consistency of distribution between both groups. As noted in the graphs found in Annex B, when looking at the demographics of the sample selected as compared to the population, the results are generally consistent.

DETAILED OBSERVATIONS

OVERALL RESULTS OF TESTING

Completion Rate

> With a 95 percent confidence level, the random sample results indicate that between 65 and 75 percent of civilian performance review reports were completed within DND for FY 2003/04.

- For the purpose of this review, a CPRR was considered completed when a copy was on file at the HR Service Centres, in accordance with policy.
- The DDWB decided that this approach was acceptable, as the HR local resources at the Service Centres did not have the time to perform the follow-up procedures. As such, the completion rate results reported represent a minimum number.
- Of the random sample of 380 CPRR forms selected for testing, 265 were on file at the HR Service Centres, which represents 70 percent of the total sample.
- This extrapolation can only be applied to the overall population and not stratified to subgroups within the population. However, testing results of the sample by demographic group is provided in the detailed results section.

Timeliness of Completion

- In completing the CPRR forms, employees, their supervisors and reviewing officers are required to sign and date the form accepting the completion of the review.
- When analyzing the testing results, the date of the employee's sign-off was used as the gauge of when the CPRR was officially completed.
- As demonstrated in Figure 1:
  - 66 percent of the 265 forms tested were completed and signed off within three months of the fiscal year-end (June 2004);
  - 93 percent of the forms were completed within six months of the fiscal year-end (September 2004); and
  - All forms were completed by December 2004, nine months after fiscal year-end.
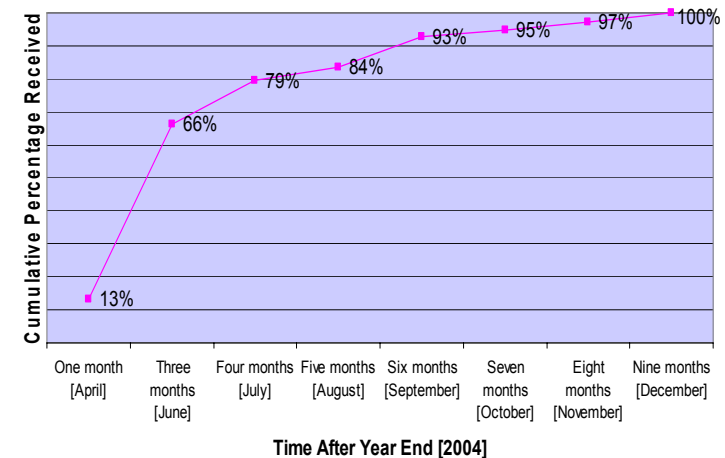

Figure 1—Timeliness of Completion of CPRR Forms

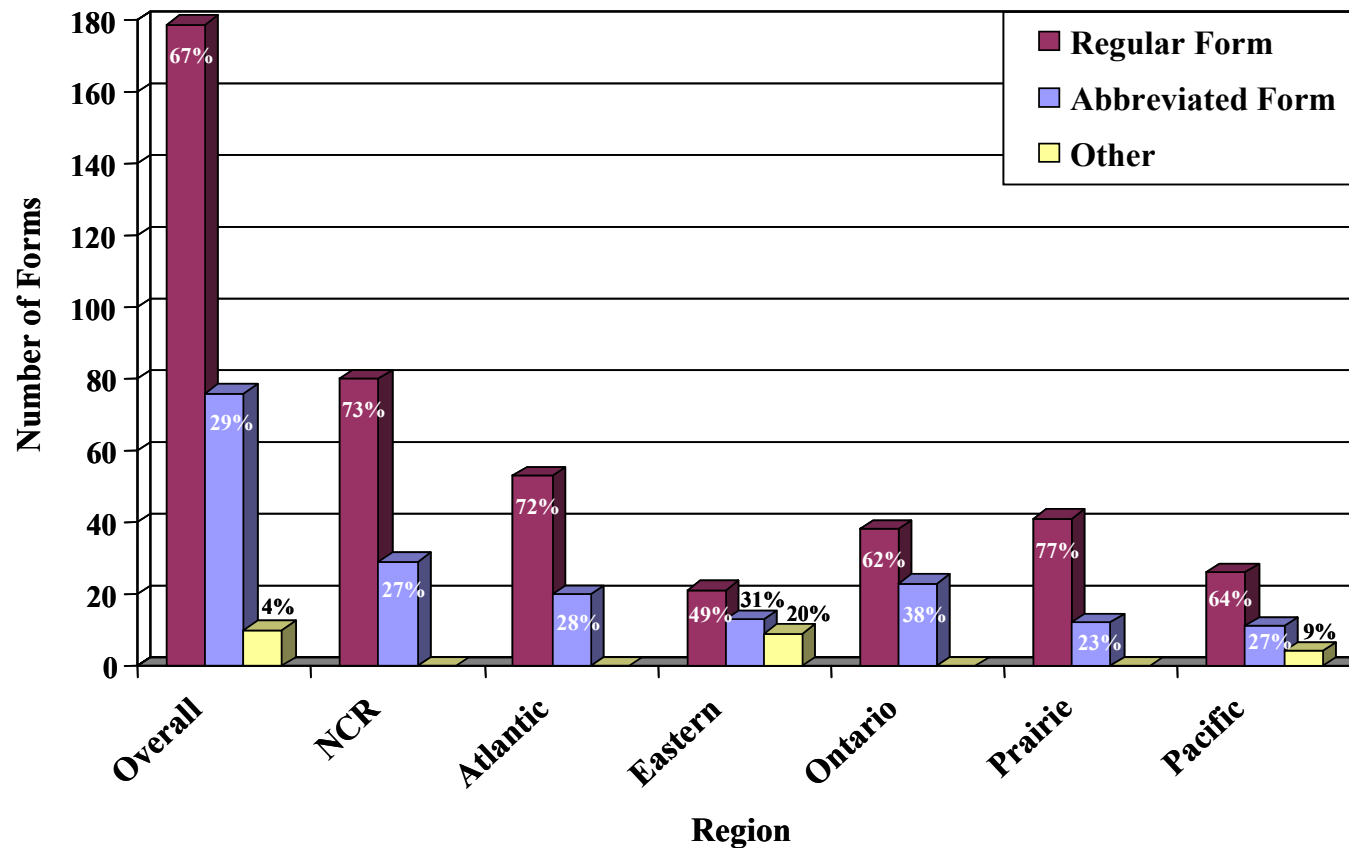**Results by Form Type**

Figure 2—Form Type Results by Region

- As shown in Figure 2, the regular form (DND 668) was used more often, as compared to the abbreviated form (DND 1628) or another type of performance reporting form.
- Overall, 67 percent of the CPRR forms on file were completed using the regular form; 29 percent were completed using the abbreviated version; and 4 percent used an alternate type of form.
- This result was expected due to conditions regarding the use of the abbreviated form such as three consecutive years of service at the same group and level.

DETAILED RESULTS BY DEMOGRAPHIC GROUP

The demographic results cannot be extrapolated to the "population demographic groups."
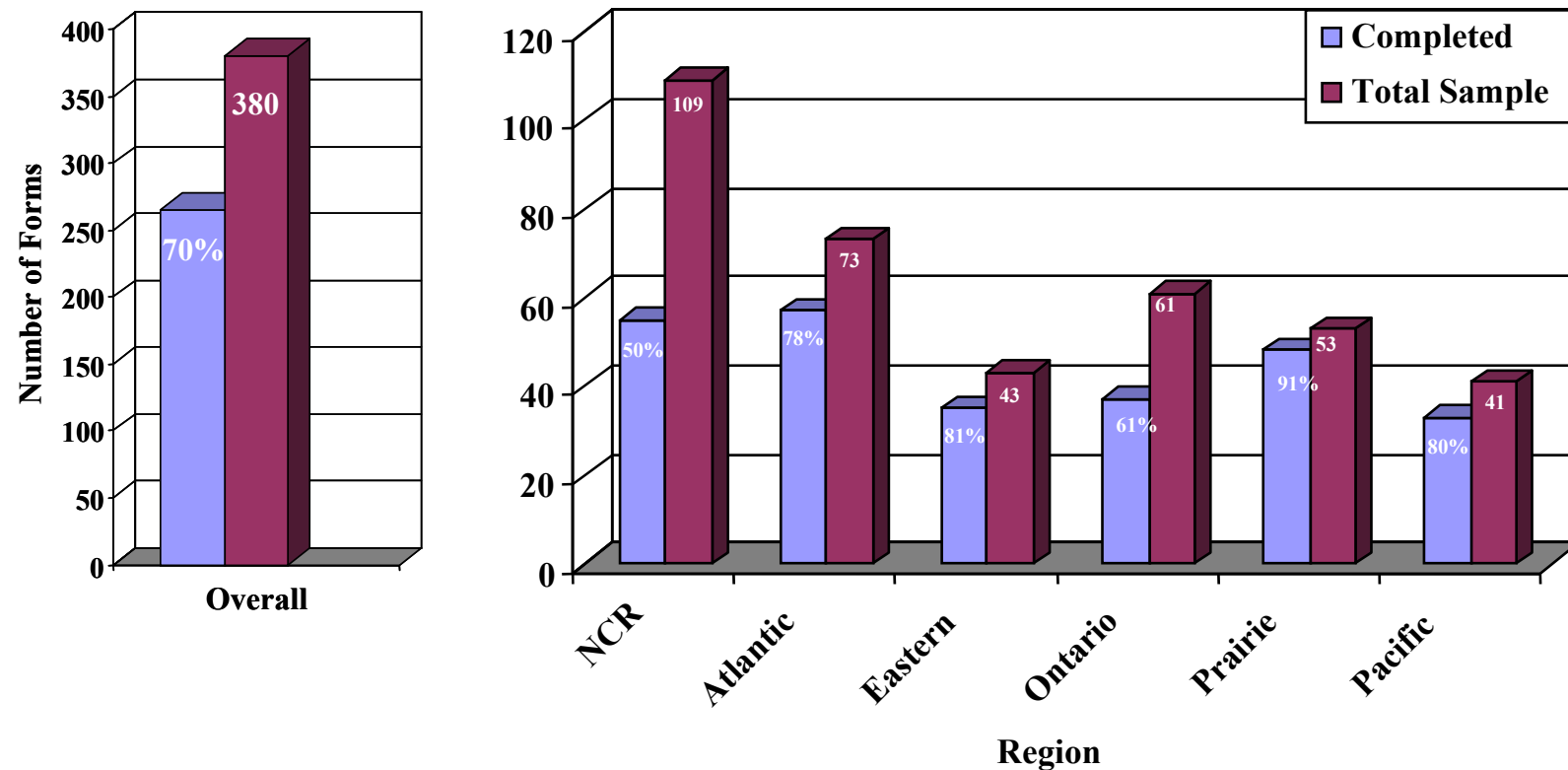
Results by Region

Figure 3—Testing Results by Region

- In order to provide information by geographic area, the sample was distributed according to the employee's location into one of the associated HR Service Centres of NCR, Atlantic, Eastern, Ontario, Prairie and Pacific. The graph provides the number of civilians selected by region for the sample and the percentage of CPRR forms completed for each region.
- As noted in Figure 3, the Prairie region had the highest rate of CPRR forms completed at 91 percent followed by the Eastern region at 81 percent.
- The lowest completion rate was in the NCR where only 50 percent of the 109 forms sampled were completed. The Ontario region achieved a slightly higher completion rate of 61 percent.

Results by Command/Group

> *The demographic results cannot be extrapolated to the "population demographic groups."*
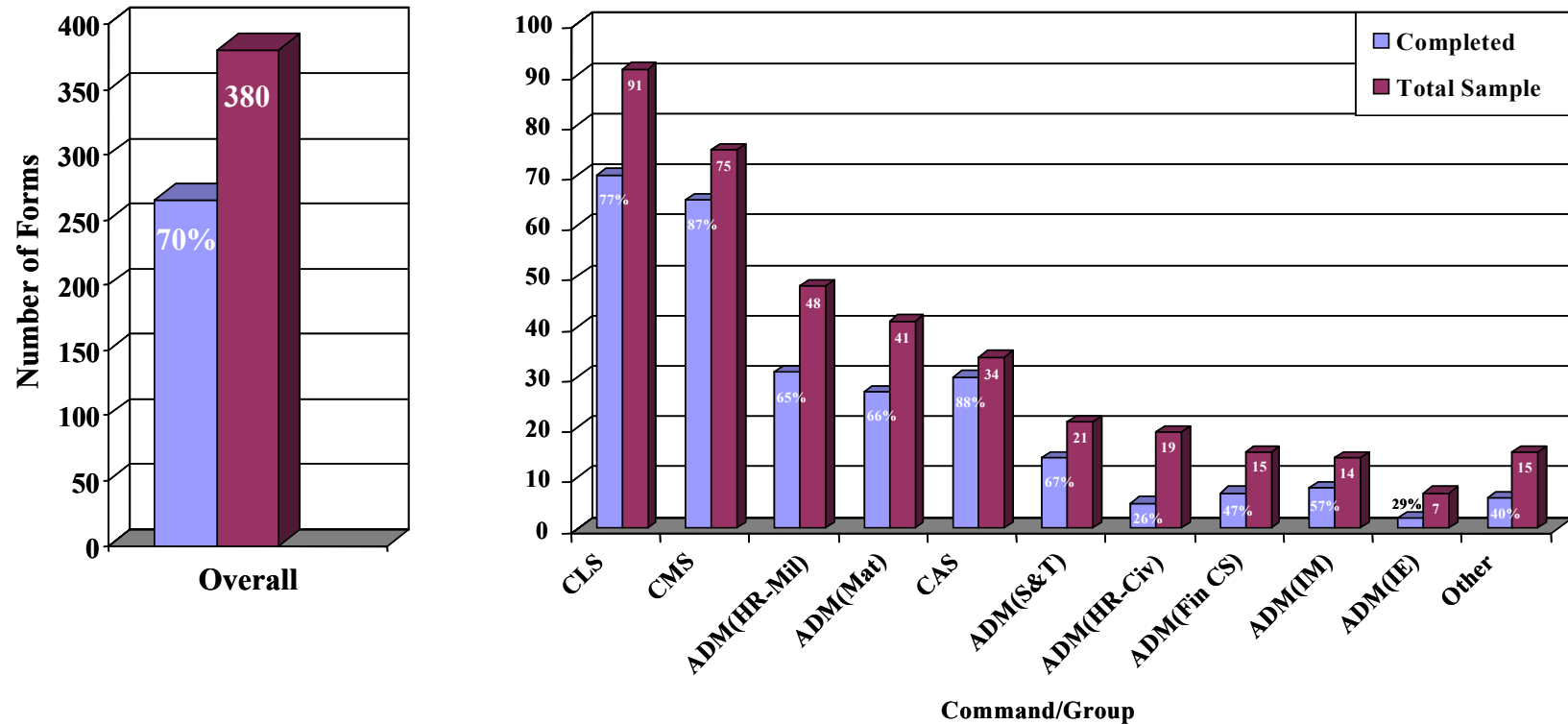

Figure 4—Testing Results by Command/Group

- Figure 4 presents the results of the testing categorized by significant Command/Group. Smaller Command/Group organizations have been categorized into "other."
- The Command/Group results are shown in descending order of civilian population within this demographic group. The graph provides the number of civilians selected by Command/Group for the sample and the percentage of CPRR forms completed for each Command/Group.
- Chief of the Air Staff (CAS) and Chief of the Maritime Staff (CMS) demonstrated the highest completion rates at 88 percent and 87 percent, respectively.
- ADM(HR-Civ) and ADM(IE) had the lowest completion rates at 26 percent and 29 percent, respectively.

Results by Occupational Category

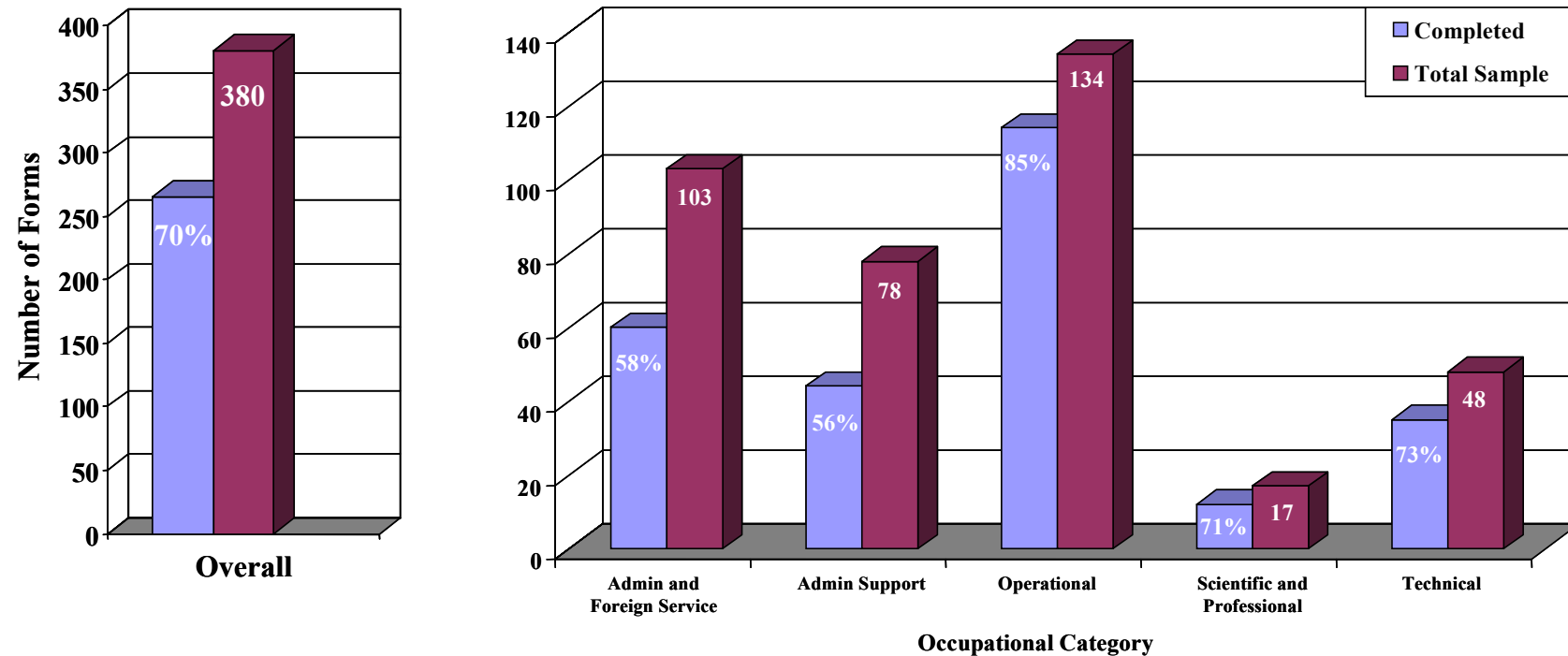> *The demographic results cannot be extrapolated to the "population demographic groups."*

Figure 5—Testing Results by Occupational Category

- Civilians work in over 60 different occupational groups within DND; for this reason, the information was clustered into one of five occupational categories: Administrative and Foreign Service, Administrative Support, Operational, Scientific and Professional, and Technical.
- 134 (35 percent) of the total sample fell within the Operational category, which also represents the largest occupational category for DND; this category had the highest completion rate at 85 percent.
- Although Administrative and Foreign Service represented the second highest occupational category for the total sample at 103 (27 percent) and the second largest occupational category for DND, it had the second lowest completion rate at 58 percent along with the Administrative Support category at 56 percent. For the Administrative and Foreign Service category, it is primarily driven by the Administrative Services and Computer Systems Administration groups. For the Administrative Support category, it is primarily driven by the Clerical/Regulatory group.

Results by Gender

The demographic results cannot be extrapolated to the "population demographic groups."
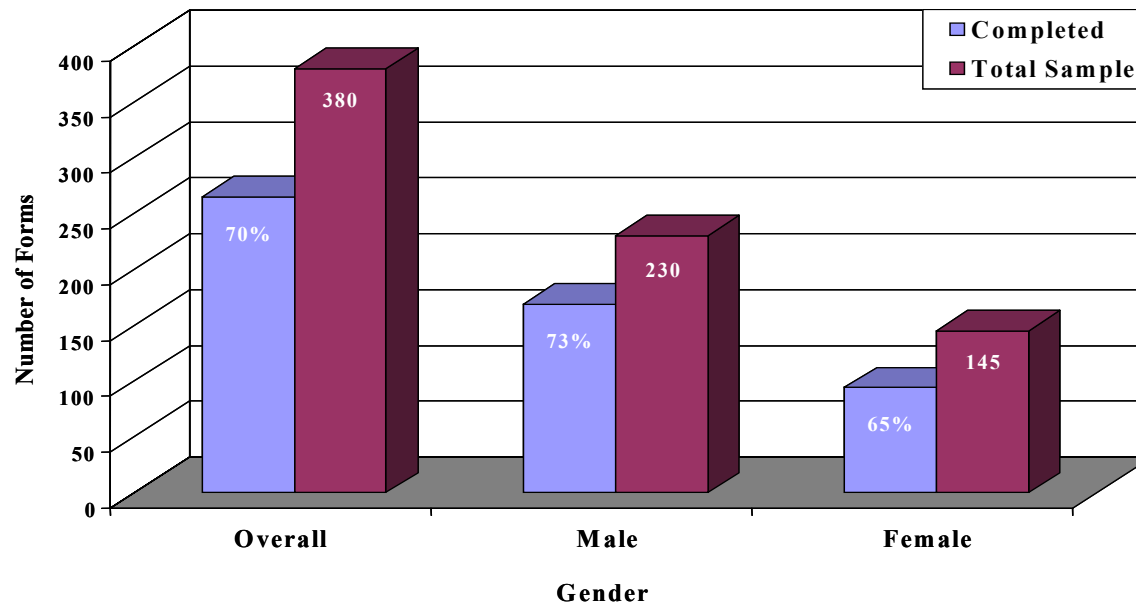
Figure 6—Testing Results by Gender

- Of the 380 CPRR forms sampled for testing:
  - 230 forms (61 percent) were male employees;
  - 145 forms (38 percent) were female employees; and
  - 5 forms (1 percent) had no associated gender identification from the data provided.

- As shown in Figure 6:
  - 169 (73 percent) of male employees sampled had a CPRR form completed;
  - 94 (65 percent) of female employees sampled had a CPRR form completed; and
  - Although not shown, 2 with no associated gender identification had a CPRR form completed.

- There is a relationship between the lower-than-average completion rates observed in the Administrative Support occupational category and the female gender, as there is a higher proportion (83 percent) of female employees within the Administrative Support occupational category.

Completeness of CPRR Form Contents

For this review, the CPRR forms were also examined for their completeness; however, this excluded assessing the quality or usefulness of the information. While the overall results were favourable, with most required fields, sign-offs and dates completed, the following observations were noted with respect to the 265 forms that were examined:

- 4 forms were missing the employee sign-off;
- 6 forms were missing the employee sign-off date[11];
- 3 forms were missing the supervisor sign-off;
- 12 forms were missing the supervisor sign-off date;
- 5 forms showed no reviewing officer signature;
- 7 forms were missing the reviewing officer sign-off date; and
- 5 forms had an inconsistent PRI as compared to the data provided from PeopleSoft HRMS.

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[11] For the six CPRR forms that did not have an employee sign-off date, the supervisor or reviewing officer sign-off date was used in its place to assess timeliness.

RECOMMENDATIONS

In order to effectively monitor the completion rates of CPRR forms, ADM(HR-Civ) should ensure that the HR Service Centres—in coordination with DGCESP—play an essential management role in the reporting and monitoring of the CPPR program to validate the completeness and accuracy of information. The following recommendations identify three key elements where specific actions are necessary to perform this oversight function:

- *Filing:* Verifying that Level 1 organizations have sent copies of all completed CPRR forms to the HR Service Centres for filing at the end of a CPPR process should facilitate future management reviews. Since 30 June is the deadline for filing starting in FY 2005/06 and 30 September is the deadline for Level 1 reporting, July and August would be the ideal timeframe to perform this task.

- *Tracking/Reporting:* A list could be maintained at each HR Service Centre, organized by Level 1, of the employees who have a completed CPRR form on file. These lists could assist with future Level 1 reporting.

- *Monitoring:* To assess the accuracy of the completion rates reported, a management review should be performed on a regular basis. As was done for this review, a statistical sampling approach could be applied to assess completion rates. In future sampling exercises, HR Service Centres should also perform follow-up procedures for CPRR forms not found on file to confirm the status with the organization and/or employee. This should improve the accuracy of the results from the testing performed.

ANNEX A—PRELIMINARY ASSESSMENT OF DATA QUALITY AND COMPLETENESS

In order to determine the most appropriate statistical sampling strategy for the CPPR review, a data download was obtained from PeopleSoft HRMS and examined for data quality and completeness. The entire population of 22,206 records was downloaded, representing the DND civilian employees as of 31 March 2004.

The preliminary assessment on quality and completeness only extended to the data that was required for testing and follow-up tracking and analysis. The relevant information required for the review included:

- Name;
- PRI;
- Location;
- Command/Group;
- Occupational group;
- Gender; and
- Hire date.

Data quality and completeness was considered very good for the 22,206 records, as the discrepancies were not significant for the purposes of this review. The detailed examination of data quality and completeness resulted in the following observations:

- 1 record could not be traced to an individual as key information was missing (e.g., PRI, last name, first name, gender);
- 8 pairs of records had duplicate PRI numbers, first and last names;
- 3 records had the same PRI but inconsistent first and last names;
- 11 records had a missing PRI;
- 231 records reported gender as "Unknown";
- 26 records reported location as "Not Available";
- 283 records did not have any information reported for Command/Group; and
- 3 records did not have any information reported for employee classification code.

From the data quality observations above, only nine records were eliminated from the entire population of 22,206 records, from which the sample was selected. The other observations did not impact the population, as the records remained valid. The nine eliminated were the first two observations noted above, that is:

- 1 record with no PRI or name; and
- 8 pairs of duplicate records that had identical PRI and names.

ANNEX A

The information found in the PeopleSoft HRMS data download had some outdated Command/Group descriptions that did not reflect the current organizational structure. For example, those employees working in the Human Resources Management Groups of either ADM(HR-Civ) or ADM(HR-Mil) were all identified as part of the "Personnel" Group. The capability component table was updated in FY 2004/05 and therefore, the update was not reflected in the data download of 31 March 2004. For this report, the Group information label was adjusted to the current organizational structure for the sample results.

Another limitation to the PeopleSoft HRMS data was with identifying a complete list of exceptions/exclusions; that is, employees who did not require a CPRR form for valid reasons. For example, a CPRR may not be completed when an individual is on language training or maternity leave during a review period. However, this may not necessarily be the case for all individuals under these circumstances. Ideally, an employee who does not receive a CPRR for a valid reason would be removed from the population prior to the sample selection. To counteract this, detailed follow-up procedures to determine why a CPRR was not completed would allow for more accurate results.

The revised civilian population of approximately 19,000 records was used for sampling purposes based on the data quality eliminations and the policy exclusions, as summarized in Table 1:

Revised Civilian Population for Sampling	
Entire PeopleSoft HRMS civilian population as at 31 March 2004	22,206
Less:	
Data quality eliminations from preliminary assessment	9
Policy exclusions:	
Specific occupational groups (EX, DS, UT, HR)	991
Employees hired after 30 September 2003	347
Employees categorized as "temporary and part-time"	650
Employees categorized as "casual or casual extended"	846
Revised PeopleSoft HRMS civilian population as at 31 March 2004	**19,363**

Table 1—Reconciliation of Entire Civilian Population to Revised Population Used for Sampling Strategy
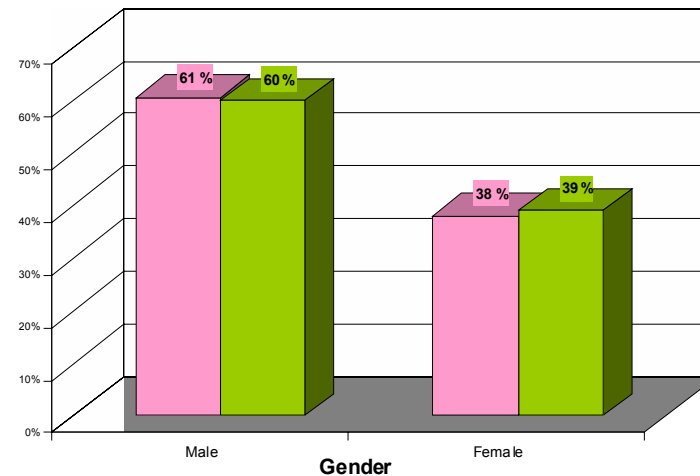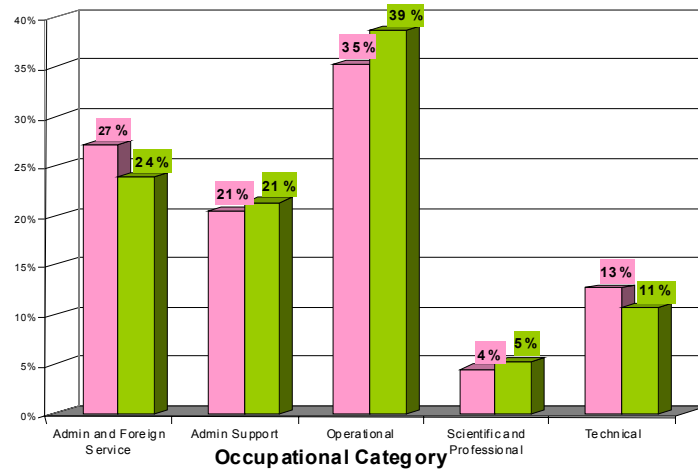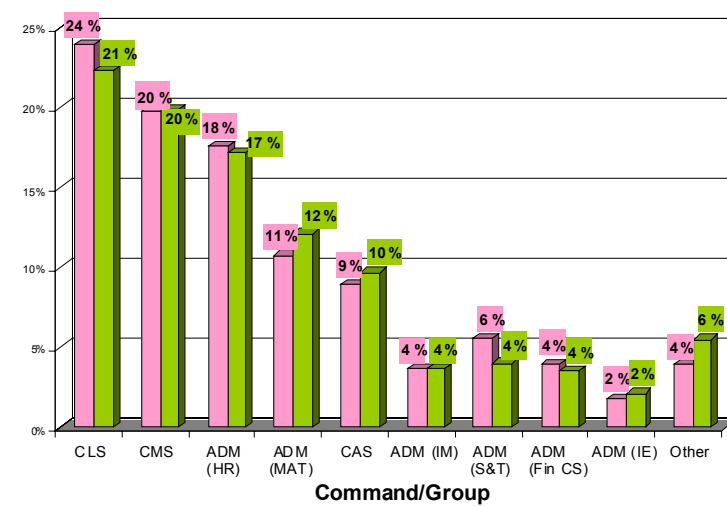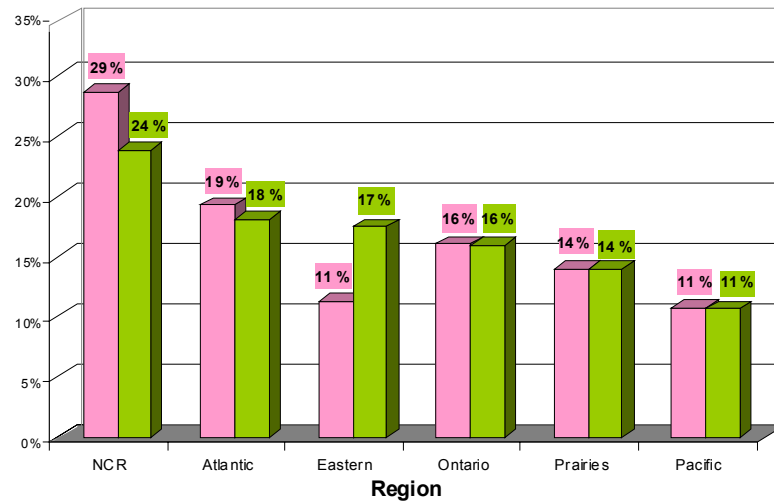
ANNEX A

For information purposes, the revised PeopleSoft HRMS civilian population by Command/Group as at 31 March 2004 is provided in Table 2:

Command/Group	Revised Population	Percentage (%)
Chief of the Land Staff (CLS)	4,141	21
Chief of the Maritime Staff (CMS)	3,911	20
ADM(HR-Mil) and ADM(HR-Civ)	3,335	17
ADM(Materiel)	2,361	12
Chief of the Air Staff (CAS)	1,888	10
ADM(Science & Technology)	802	4
ADM(Information Management)	717	4
ADM(Finance and Corporate Services)	707	4
ADM(Infrastructure and Environment)	431	2
Others	1,070	6
Total	**19,363**	**100**

Table 2—Revised Population by Command/Group

ANNEX B—DEMOGRAPHICS: SAMPLE VS. POPULATION (PERCENTAGE)

Region

Command/Group

Occupational Category

Gender

■ Sample   ■ Population

ANNEX C—MANAGEMENT ACTION PLAN

OPI	CRS Recommendation	Management Action
ADM(HR-Civ)/DGCESP	In order to effectively monitor the completion rates of CPRR forms, ADM(HR-Civ) should ensure that the HR Service Centres—in coordination with DGCESP—play an essential management role in the reporting and monitoring of the CPPR program to validate the completeness and accuracy of information. The following recommendations identify three key elements where specific actions are necessary to perform this oversight function.	The HR Service Centres are not currently resourced to take on the tracking of CPRR completion in the absence of an HRMS solution. We will pursue, to the degree possible, a change to HRMS 7.5 to facilitate managerial tracking in the future. In the interim, our best option to meet our monitoring obligation is to provide specific direction to Level 1 organizations on how to report on their completion rates each year.
ADM(HR-Civ)/DGRCHRS/ HR Service Centres	*Filing:* Verifying that Level 1 organizations have sent copies of all completed CPRR forms to the HR Service Centres for filing at the end of a CPPR process should facilitate future management reviews. Since 30 June is the deadline for filing starting in FY 2005/06 and 30 September is the deadline for Level 1 reporting, July and August would be the ideal timeframe to perform this task.	To further reinforce managerial accountability in this regard, we will incorporate a standard objective into the ongoing commitments of the FY 2006/07 Performance Management Program for both military senior officers and civilian executives that will specifically state departmental expectations in this area.
ADM(HR-Civ)/DGRCHRS/ HR Service Centres	*Tracking/Reporting:* A list could be maintained at each HR Service Centre, organized by Level 1, of the employees who have a completed CPRR form on file. These lists could assist with future Level 1 reporting.	The HR Service Centres are a repository of the CPRR forms; however, due to capacity issues they are not able to track/report completion rates. We will examine flexibility within the HRMS or follow-on system to accommodate this recommendation in addition to examining the applicability of management attestations.

ANNEX C

OPI	CRS Recommendation	Management Action
ADM(HR-Civ)/DGCESP ADM(HR-Civ)/ DGRCHRS/ HR Service Centres	*Monitoring:* To assess the accuracy of the completion rates reported, a management review should be performed on a regular basis. As was done for this review, a statistical sampling approach could be applied to assess the completion rates. In future sampling exercises, HR Service Centres should also perform follow-up procedures for CPRR forms not found on file to confirm the status with the organization and/or employee. This should improve the accuracy of the results from the testing performed.	The office of primary interest will perform a biennial review of the process. Coupled with the reinforcement of accountability through the performance management agreement process and the requirement for Level 1 organizations to report on completion rates, it will lead to real improvements in how managers are conforming to the requirements of the CPPR program.

ANNEX D—LIST OF ACRONYMS

ADM(Fin CS)	Assistant Deputy Minister (Finance and Corporate Services)	CPRR	Civilian Performance Review Report
ADM(HR)	Assistant Deputy Minister (Human Resources)	CRS	Chief Review Services
		DAOD	Defence Administrative Orders and Directives
ADM(HR-Civ)	Assistant Deputy Minister (Human Resources – Civilian)	DDWB	Directorate of Diversity and Well-Being
ADM(HR-Mil)	Assistant Deputy Minister (Human Resources – Military)	DGCESP	Director General Civilian Employment Strategies and Programmes
ADM(IE)	Assistant Deputy Minister (Infrastructure and Environment)	DGRCHRS	Director General Regional Civilian Human Resource Services
ADM(IM)	Assistant Deputy Minister (Information Management)	DND	Department of National Defence
		DS	Defence Scientific Service Group
ADM(Mat)	Assistant Deputy Minister (Materiel)	EX	Executive Group
ADM(S&T)	Assistant Deputy Minister (Science and Technology)	FY	Fiscal year
		HRMS	Human Resource Management System
CAS	Chief of the Air Staff	HR	Historical Research Group
CLS	Chief of the Land Staff	HR Service Centre	Human Resources Service Centre
CMS	Chief of the Maritime Staff	NCR	National Capital Region
CPAO	Civilian Personnel Administrative Orders	PRI	Personal Record Identifier
		UT	University Teaching Group
CPPR	Civilian Performance Planning and Review		