

Priorities Committee Meeting_Jun22_2021

STRATEGIC INITIATIVE AND UPDATE

Human Resources- Department Business Plan Update

Report Purpose

To provide the Priorities Committee with an update on the progress of the Human Resources Department Business Plan, including COVID update and the progress of the AUTO-1823 (OHS Technology), INIT-63 (Succession Planning), INIT-65 (Benefits Review), INIT-66 (OHS Legislation), and the INIT-86 (Diversity and Inclusion) initiatives.

Our Prioritized Strategic Goals

Continuously improving the way we work, as one organization, in an agile and sustainable manner

Report

Human Resources (HR) Overview:

HR collaborates with departments to attract, retain and engage a highly competent and inclusive workforce that delivers on Strathcona County's goals. HR supports employees, leaders and departments within the organization through four branches: HR Business Partnering, HR Operations and Talent Acquisition, Occupational Health and Safety, and Organizational Effectiveness. These four branches support the following core business functions:

1. **Business Partnering** - Advice, coaching and consulting with ER/LR expertise, offers HR expertise for program development and business decision making, champions and deliver HR programs.
2. **HR Operations and Talent Acquisition** - Delivers services for payroll, benefits, talent acquisition, customer service and reporting, is primary contact for most employee inquiries and transactions, establishes HR customer service excellence.
3. **Occupational Health and Safety** - Develops and delivers holistic OHS programs and policies to ensure a health and safe workplace, which includes overseeing the delivery of all OHS programs for the County such as assessments, investigations and inspections.
4. **Organizational Effectiveness, Talent Development** - Fosters learning, employee engagement, talent management and employee and organizational development to create a high-performance organization. This involves attracting, developing, motivating and retaining productive and engaged employees.
5. **Organizational Effectiveness, Policy and Organizational Design** - Designs, builds and oversees organizational HR initiatives, overall policies and organizational design and classification.
6. **Organizational Effectiveness, Total Rewards** - Designs, builds and oversees strategy, program and policies for terms and conditions of employment (union and non-union), compensation and pension and benefits.
7. **Organizational Effectiveness, Disability Management and Well-being** - Supports overall health and well-being of employees through promotion, illness/injury prevention, early intervention and facilitation of a timely and safe return to work.

Priorities Committee Meeting_Jun22_2021

There were many challenges and opportunities presented in 2020 due to the COVID-19 pandemic. Our response required HR to pivot and re-prioritize to enable an enhanced focus on the safety and well-being of staff across the County, while continuing our base work. HR developed a workforce management strategy which provided a consistent approach to a variety of HR issues. HR coordinated layoffs, redeployments and recalls; developed and modified policies and practices to meet operational requirements such as enhancing remote work guidelines. HR also provided extensive OHS support and guidance to leaders and staff and ensured disability management and well-being supports were available and responsive to changing needs and rules.

Within HR itself, we adjusted our operations to ensure that essential services, such as payroll and disability management were able to be delivered seamlessly and safely. Technology was leveraged to change and enable business processes.

During this period, a new operating and service delivery model was approved for HR as well as an initial organizational structure that aligns with the model. The new organizational structure will enable HR to maximize the benefits of the new system and change how we support employees and leaders. The new model will strengthen our business partnering with departments; consolidate program and policy expertise under the Organizational Effectiveness branch and maximize service excellence in Operations and Talent Acquisition branch which will include the development of an HR service centre.

Council and Committee History

July 14, 2020	Update on the progress of the 2020-2023 department business plan for Human Resources
---------------	--

Other Impacts

Policy: n/a

Legislative/Legal: n/a

Interdepartmental: n/a

Master Plan/Framework: n/a

Enclosure

1	Department Business Plan Update – Human Resources
---	---