

Priorities Committee Meeting_Sep17_2019

STRATEGIC INITIATIVE AND UPDATE

Human Resources- Department Business Plan Update

Report Purpose

To update the Priorities Committee on the 2019-2022 Human Resources Department Business Plan and initiatives: Occupational Health and Safety (OHS) Technology; Succession Planning; Benefits Review; OHS Legislation; and Diversity and Inclusion.

Our Prioritized Strategic Goals

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

Goal 7 - Provide opportunities for public engagement and communication

Report

Human Resources Overview

Human Resources (HR) collaborates with departments to attract, retain and engage a highly competent and inclusive workforce that delivers on Strathcona County's goals.

We do this through advice and structure around all aspects of human resources including: Talent Management; Organizational Effectiveness; Learning and Development; Payroll; Benefit Plans and Administration; Compensation Structure; Employment Terms and Conditions; Job Evaluation; Recruitment and Hiring; Labour Relations; Employee Relations; Occupational Health and Safety; Disability Management; Employee Wellness and Employee and Family Assistance.

2019 – 2020 Forecast

In addition to the ongoing delivery of HR services, HR is leading a range of projects and initiatives:

- **OHS Technology** – as part of this initiative we will purchase and implement a system to track OHS inspections, investigations and training; to enable effective analysis and reporting of incidents, near misses and other OHS information; and support decision making to support the management health and safety on a County-wide platform.
- **Succession Planning** – the workplan has been established and initial discussions have occurred regarding the desired core principles for a succession planning and leadership competencies development framework.
- **Benefits Review** – this initiative includes conducting needed public procurement processes for a benefits consultant to provide expertise through the balance of the project. The procurement process for the benefit consultant is complete and the next phase of the project will begin in the fall of 2019. The benefits review will include external benchmarking as well as an internal needs/priorities survey which will inform any recommended changes to the benefit plans. The project will conclude will also ensure we are receiving the lowest cost administration services with the highest value.
- **OHS Legislation** – Extensive changes to the OHS Legislation in 2018 has required significant updates to the overall OHS program (relaunched in August 2019) including establishing a new joint worksite health and safety committee supported by a number of related worksite committees; updating hazard assessments for all work; clarifying the worksite inspection process and updating job demands analysis.

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- **Corporate Diversity and Inclusion Training** – The external and internal public engagement processes for this initiative are complete and the related reports are being finalized. The development of the corporate diversity and inclusion policy and the inclusive hiring policy are on track to be concluded in Q4 of 2019.
- **2019 Engagement Survey** – results from the employee engagement survey were communicated to staff in late June/early July of 2019. The development of corporate and departmental actions is a focus in the fall of 2019. The results of the engagement survey inform the work of the People Plan Stewardship Committee as well.
- **Business Transformation** – requires internal HR resources to support Finance, Supply Chain Management and Human Resources through the anticipated organizational changes required to implement the new operating models, technology solution and process changes. The required support from HR is anticipated to increase as we move towards implementation.

Initiatives Update:

AUTO 1823: OHS/DM Technology Project

Procure and implement an OHS Technology solution to enable departments to manage their compliance requirements and reporting as well as enhance the management of the health and safety risks on a County-wide platform.

This initiative supports corporate organizational excellence goal #9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Integrates information and technology
- Supports insight driven/evidence-based decision making
- Ensures compliance with regulations, laws, procedures and policies
- Collaborates with departments

Status: Time - Green; Scope – Green; Budget – Green

- Project Manager and Business Analyst positions in place to support the project
- Needs analysis in progress
- Steering Committee and Working Committee formed

Risks:

Multiple databases to be brought together

Extensive manual processes currently in place to track and manage information

Multiple corporate initiatives impacting the same resources may cause delays in progress

Mitigation:

Project manager and business analyst hired to ensure effective integration across initiatives

Prioritization of resources and timing will occur throughout

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INIT 63: Succession Planning Strategy

Develop and implement a succession planning and a leadership competencies development framework.

This initiative supports corporate organizational excellence goal #9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports workplace culture that builds trust and promotes employee contribution
- Supports development of employee capacity through training and development
- Supports continuous improvement
- Collaborates with departments

Status: Time - Green; Scope - Green; Budget - Green

- Work plan developed to identify philosophy, principles and leadership competencies
- Initial discussions with Executive Team and Senior Leadership are complete
- 'What we Heard' report being finalized to inform next steps

Risks:

- Balancing the appropriate skills training with experiential development
- Expectations of guaranteed advancement
- Complexities in creating an effective program across 19 lines of business

Mitigation:

- Aligning the succession planning framework to desired leadership behaviors that compliment technical skills
- Collaboration across departments
- Open communication regarding the underlying principles and program design

INIT 65: Benefits Review

Establish a new benefits consultant as a key support and advisor on benefits; conduct a full scope external benchmarking review of the benefit plan; conduct an internal consultation process to identify needs/wants/trade-offs for benefits; develop recommendations for changes to design of plans. Go to market to update contracts for benefit plan providers. Implement all changes.

This initiative supports corporate organizational excellence goal #9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports long-term financial sustainability
- Supports insight-driven/evidence-based decision-making
- Supports workplace culture that builds trust and promotes employee contribution
- Engages stakeholders in decision making
- Communicates to stakeholders about County programs and services
- Supports continuous improvement

Status: Time - Green; Scope - Green; Budget - Green

- RFP for new benefit consultant is complete
- External benchmarking process to begin in the fall of 2019

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Risks:

- Redesign of the benefit plans could increase costs depending if changes are warranted
- Changes in the benefit programs or providers will require clear communication

Mitigation:

- Ensure any recommend changes align with the Total Rewards Policy
- Change management and communications plan will be established

INIT 66: New OHS Legislation Implementation

Updating the program and related administrative directives to comply with changes in OHS legislation, establishing and supporting new Work Site Health and Safety committee structure, develop contractor safety management system, and support ongoing worker, supervisor and leadership competencies and training in OHS.

This initiative supports corporate organizational excellence goal #9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Ensures compliance with regulations, laws, procedures and policies
- Supports continuous improvement
- Collaborates with departments

Status: Time - Green; Scope – Green; Budget – Green

- Updated Health and Safety Administrative Directive approved and communicated across all departments
- OHS Program updated and relaunched
- Joint Work Site Health and Safety Committee structure approved and recruitment of members is complete; committee member training underway and initial meetings scheduled
- Workplace Violence Prevention Directive as required by legislation has been finalized and will be communicated in September 2019
- Hazard identification, assessment and control process has been updated to one County-wide procedure; hazard assessments are being updated
- Preparation is underway for an internal audit to be conducted in late September as part of maintaining our Certificate of Recognition under the Partnerships in Injury Reduction Program.

Risks:

- There are a large number of complex changes included in the new legislation that require prioritization and resourcing
- Success of this initiative is dependent on the successful implementation of new OHS technology
- Embedding the changes effectively into the organizational culture to enable long term success

Mitigation:

- Effective project and resource planning will assist in ensuring that the most critical and impactful actions are given priority
- Effective collaboration across all departments
- Continued focus and communication across the organization

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INIT 86: Corporate Inclusion and Diversity Training

Development of a corporate Diversity and Inclusion policy as well as an Inclusive Hiring Policy that are both informed by effective external and internal public engagement processes.

This initiative supports corporate organizational excellence goal #9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports employee capacity through training and development
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures and policies

Status: Time - Green; Scope - Green; Budget - Green

- External public engagement is complete
- Internal staff engagement is complete
- "What we heard" and Environmental scan being finalized
- Policies are being drafted and on track to present to Council in Q4

Risks:

- Enabling organizational readiness

Mitigation:

- Policies will provide context for program and budget planning
- Ensure related programs and actions have measurable outcomes
- Provide internal training and development to support an inclusive environment

Other Impacts

Policy: N/A

Legislative/Legal: N/A

Interdepartmental: HR provides service, advice and structure for the employment and development of staff in all departments within the organization.

Master Plan/Framework: N/A

Enclosure

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Department Business Plan Update – Human Resources presentation