Department Business Plan Update

Human Resources
Department overview

• Design and deliver a full range of HR programs and services to the organization

• Support organizational and people success

• Enable our employees to deliver the best services with the highest quality to our citizens

• Support our managers, supervisors and employees throughout their career with Strathcona County
Core business functions

• Advisory Services and Labour Relations

• Compensation and Benefits

• Occupational Health and Safety

• Disability Management and Well-being

• Workforce Planning and Development
Progress on core function forecast

Advisory Services and Labour Relations

• We said we would....
  – Continue to attract the brightest to the organization
  – Continue to advise, investigate and assist in resolving workplace issues
  – Continue to ensure fair and competitive recruitment processes take place internally and externally

• Here’s where we are...
  – We continue to support recruitment processes across all departments
  – Continue to support supervisors and employees in resolving workplace issues
  – Collective bargaining preparation and the development of advanced pre-employment check enhancements will be a focus for the balance of this year
Progress continued

Compensation and Benefits

• We said we would....
  – Support readiness for the new Enterprise Resource Planning (ERP) system
  – Review policies and programs to prepare for business transformation
  – Update HR policies and guidelines

• Here’s where we are...
  – Readiness activities and change management planning related to the business transformation project continues
  – The Employee Total Rewards Policy has been updated and approved by Council allowing for a number of other redundant policies to be rescinded
  – Internal and external engagement sessions to inform the development of a Diversity and Inclusion policy and Inclusive Hiring policy have been concluded
  – Work continues on the HR policy update project
Progress continued

Occupational Health and Safety

• We said we would....
  – Update the OHS program to comply with new legislation
  – Address new requirements around worksite health and safety committees
  – Work towards acquisition and implementation of OHS technology
  – Develop and implement a consistent hazard assessment process and tool
  – Develop a Workplace Violence Prevention directive

• Here’s where we are...
  – This work is underway
  – An internal audit will be conducted in late September to assess our program
  – A new committee structure for work site health and safety committees becomes operational starting in September 2019
Progress continued

Disability Management and Well-being

• We said we would....
  – Continue to support managers and employees in dealing with work or non-work related medical challenges and absences
  – Develop a medical and fitness program to support the wellbeing of our Emergency Services staff
  – Provide greater focus on employee wellbeing and address the new legislative focus on psychological safety in the workplace

• Here’s where we are...
  – Well-being advisor has been hired to provide a focus on psychological health in the workplace, including peer support
  – Continue to provide ongoing support to managers and employees in managing medical challenges and absences
Progress continued

Workforce, Planning and Development

• We said we would....
  - Coordinate and communicate the People Plan areas of focus
  - Plan, deliver and report on the Employee Engagement Survey
  - Build a succession planning framework
  - Plan and coordinate the Celebration of Staff events
  - Support learning and development throughout the organization

• Here’s where we are...
  - People Plan Stewardship committee has been established and is determining its priority activities, in part, utilizing the results of the employee engagement survey
  - The 2019 Employee Engagement Survey is complete. Communication with employees is underway and action planning is now the focus
  - Celebration of Staff was held June 24; the Performance Planning and Review process has been updated; development of Succession Planning and leadership development competency framework are in progress
Initiatives

**Department Annual Capital Initiative:**
- OHS Technology Project

**Department Improvement Initiatives:**
- Succession Planning Strategy
- Benefits Review
- New OHS Legislation Implementation
- Corporate Inclusion and Diversity Training
OHS Technology Project – Status

**Overall Initiative Status**

<table>
<thead>
<tr>
<th>Initiative status</th>
<th>Current status</th>
<th>Previous status</th>
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<tbody>
<tr>
<td>Time Q2 2019 – Q1 2021</td>
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**Key Deliverables**

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

**Alignment to Strategic Goals**

- 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

**Opportunities/Challenges**

**Opportunities**
- System capability to document compliance to legislated OHS requirements
- Real time reporting to supervisors and management allowing for effective follow up and trending.
- Corrective actions will identify root causes to effectively prevent from recurring
- Improve risk management through documented actions

**Challenges**
- Developing organization wide processes and digital work flow that considers varying department needs
- Integration with future ERP system

**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
OHS Technology Solution - Status

- Project Manager and Business Analyst positions in place to support the project.
- Needs analysis and definition of requirements in progress
- Steering Committee and Working Committee formed to guide the project
## Succession Planning – Status

### Overall Initiative Status

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### Key Deliverables

- Assist in identifying the core principles desired for the development of a succession plan
- Develop a leadership competencies program/framework

### Alignment to Strategic Goals

- **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

### Opportunities/Challenges

#### Opportunities
- Confirm underlying philosophy in terms of broad-based succession framework
- Identify and develop leadership competencies
- Link People Plan areas of focus to leadership attributes

#### Challenges
- Ensuring capacity is developed recruit to future roles

### Risks

<table>
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<tbody>
<tr>
<td>Balancing the appropriate skills training with experiential development</td>
<td>Aligning the succession planning framework to desired leadership behaviors that compliment technical skills</td>
</tr>
<tr>
<td>Expectations of guaranteed advancement</td>
<td>Collaboration across departments</td>
</tr>
<tr>
<td>Complexities in identifying key roles of 19 lines of business</td>
<td>Open communication regarding the underlying principles and program design</td>
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Succession Planning- Status

- Work plan developed to identify philosophy, principles and leadership competencies
- Initial discussions with senior leaders regarding the desired core principles for a succession planning and leadership competencies development framework are complete
- A summary of the discussions will be compiled and reviewed by senior leaders to inform next steps
Benefits Review – Status

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Key Deliverables

- Market our consulting services
- Full scope external benchmarking review
- Lead an internal consultation process to identify recommendations for changes to design of plans
- Finalize plan design, market plans and implement all changes

Alignment to Strategic Goals

- 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

Opportunities/Challenges

Opportunities

- Maximize ability to attract and retain talent
- Ensure lowest cost administration services with the highest value for Strathcona County and its employees
- Potential savings in administration fees

Challenges

- Cost implications for any changes
- Meeting expectations of stakeholders

Mitigation

- Redesign of the benefit plans could increase costs depending if changes are warranted
  - Ensure any recommended changes align with the Employee Total Rewards Policy
- Changes in the benefit programs or providers will require clear communications
  - Change management and communications plan will be established
Benefits Review - Status

- Procurement process for the external benefits consultant is complete
- External benchmarking of our current benefit plans is the next phase of the project
OHS Legislation – Status

### Key Deliverables
- Update program elements to comply with OHS legislation
- Establish and support new Joint Work Site Health and Safety committees
- Develop contractor safety management system
- Support ongoing worker, supervisor and leadership competencies and training in OHS

### Initiative status

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### Alignment to Strategic Goals
- 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

### Opportunities/Challenges
**Opportunities**

- Reviewing, updating, and approving policies, procedures, guidelines, and standards as required by legislation and audit requirements
- Provide direct support to departments and management staff and employees in meeting the intent of the legislation and address any gaps
- Develop a unified, consistent approach to comply with OHS legislation

**Challenges**

- Developing organization wide processes and work flow that considers varying department needs
- Ensuring consistency in organization wide processes
- New legislation came into effect in 2018, requires effective and expedient change management

### Risks and Mitigation

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<tr>
<td>Large number of complex changes included in the new legislation that require prioritization and resourcing</td>
<td>Effective project and resource planning will assist in ensuring that the most critical and impactful actions are given priority</td>
</tr>
<tr>
<td>Success of this initiative is dependent on the successful implementation of new OHS technology</td>
<td>Effective collaboration across all departments</td>
</tr>
<tr>
<td>Embedding the changes effectively into the organizational culture to enable long term success</td>
<td>Continued focus, communication and commitment across the organization</td>
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</table>
New OHS Legislation Implementation- Status

• Updated Health and Safety Directive approved and communicated across all departments.
• OHS program manual has been finalized and communicated to management
• New health and safety committee structure has been approved; members have been identified for all committees and initial committee member training is underway.
• Workplace Violence Prevention Directive is in the final stages of approval.
• Hazard identification assessment and control process for positions has been updated; most hazard assessments have been updated to align with the new procedure
• Internal audit of the OHS program is scheduled for the end of September
Corporate Inclusion and Diversity Training – Status

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Key Deliverables

- Public engagement
- Employee engagement
- Diversity and Inclusion Policy
- Inclusive Hiring policy

Alignment to Strategic Goals

- 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

Opportunities/Challenges

Opportunities
- Engage and build public and employee awareness regarding diversity and inclusion in the workplace and the community
- Demonstrate a diverse and inclusive workplace through implementation of policy

Challenges
- Topic is complex. Depth of understanding requires time to build into culture
- Ensuring consistency and fairness in selection processes

Risks

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<td>Enabling organizational readiness</td>
<td>Policies will provide context for program and budget planning</td>
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<tr>
<td>Ensure related programs and actions have measurable actions</td>
<td>Provide internal training and development to support an inclusive environment</td>
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</table>
Corporate Inclusion and Diversity Training - Status

- The project is a collaborative effort between Intergovernmental Affairs and Human Resources
- Public engagement to inform the overall Diversity and Inclusion Policy and Inclusive Hiring Policy are complete
- Internal engagement sessions with employees to also inform the policies is complete
- Policies are in the draft stage and are on track to present to Council in Q4
Questions?