

STRATEGIC INITIATIVE AND UPDATE**2020 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

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

Report

The purpose of this report is to provide the Priorities Committee with an update on the Human Resources (HR) Department Business Plan. HR is part of the Corporate Services Division and provides services to the entire municipal corporation. Our mission is to collaborate with departments to attract, retain and engage a highly competent and inclusive workforce that delivers on Strathcona County's goals.

HR currently has 46.1 permanent FTEs with a total of 54 staff (including temporary and hourly staff). HR is comprised of 6 branches: Advisory Services and Labour Relations; Disability Management and Well-being; Occupational Health and Safety; Operations and Benefits; HR Policy, Compensation and HR Transformation; and Workforce Planning and Development.

In addition to the ongoing development and delivery of HR programs and services, HR is leading a number of 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 of health and safety on a County-wide platform.

This timing of this project has been impacted by COVID but we are on track to issue the RFP for the technology solution by the fall with design and implementation to follow. We are closely monitoring this initiative in relation to business transformation to ensure alignment.

- **Succession Planning**

Through this initiative we will develop and implement a succession planning framework including the development and implementation of leadership development competencies.

We are currently in the process of finalizing the foundational philosophy and core principles for the succession planning framework and have developed an initial list of leadership competencies that are applicable to Strathcona County. Next steps are to finalize these elements and develop an implementation plan.

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- **Benefits Review**

This initiative is a comprehensive review of the employee benefit plans to ensure they are competitive and cost effective as well as to market the benefit plans to confirm the service providers over the next number of years. Marketing the plans on a regular basis is prudent business practice and important to ensure we obtain the best service at the best cost.

The RFP process for a benefits consultant, who is providing expertise and guidance through the balance of the project is complete. External benchmarking of the benefit plans is almost concluded and will inform next steps with regard to the possible redesign of the benefit plans. The final stage will be to market the benefit plans to update the service provider contracts.

- **OHS Legislation**

Extensive changes to the OHS Legislation in 2018 has required significant updates to the overall OHS program 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. As well, an increased focus on psychological health and safety requires a focus on employee well-being and violence and harassment prevention.

The OHS program was updated in August 2019 and excellent progress has been made on the supporting program information such as hazard assessments, worksite inspections and job demands analysis. The Corporate Critical Incident Peer Support (CCIPS) Team has been developed and implemented to support psychological health and employee well-being. The CCIPS has been active throughout COVID to provide information, resources and support to all employees.

- **Corporate Diversity and Inclusion Training**

This initiative is designed to advance diversity and inclusion within Strathcona County, at a community and organizational level.

Council recently approved the Diversity and Inclusion Policy and the Inclusive Hiring Policy. Implementation of the policies will include a focus on developing tools and supports for departments to effectively incorporate diversity and inclusion into their initiatives and work going forward. A review of our recruitment program will ensure that recruitment practices are inclusive as well as competitive. Training and support for employees will continue to build a culture that values diversity and inclusion.

Council and Committee History

September 17, 2019	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.
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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(s)**

1 Department Business Plan Update – Human Resources presentation