

Department business plan update

Human Resources

Department 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.

Our role:

- Design and deliver a full range of HR programs and services for 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 - provides employee and labour relations advice, consultation and subject-matter expertise that aligns with policy and legislation and coordinates recruitment processes

Disability Management and Well-being - focuses on prevention of injury or illness to enable employees to perform the full scope of their roles, and manages return to work programs

Occupational Health and Safety - provides leadership in the design, implementation and maintenance of key programs that support a safe and healthy workforce

Core business functions

Operations and Benefits – builds and maintains effective salary administration, reporting and payroll and benefits in compliance with legislation and County policy

Policy, Compensation and HR Transformation – designs and manages a total compensation program. This includes job evaluation, terms and conditions of employment, HR Policy updates as well as analysis and strategic advice regarding compensation, HR transformation and workforce transition

Workforce Planning and Development - strengthens the organization's capacity to deliver services by developing and supporting the People Plan, employee engagement, performance planning and review, learning and development, leadership development and employee recognition

COVID Impacts

Service impacts

- Continued to deliver most programs and services while adapting to meet new service demands and requirements
 - Moved to remote work to ensure the continuity of essential HR services
 - In-person reception closed with inquiries handled remotely including over 250 employee questions through COVID employee form
 - Cancelled service awards event and spring bus tour
- Developed Workforce Management strategy to guide people related actions and decisions including compensation, remote work, COVID leave and re-deployments
- Providing Disability Management support to enable the implementation of AHS guidelines for employees and leaders
 - Over 400 inquiries and more than 260 staff members required to self-isolate between March and April, most due to travel
- Providing Health and Safety advice and expertise to the organization to adjust to new requirements including current focus on re-launch

COVID Impacts

Service impacts - continued

- Coordinating re-deployment, layoff and recall processes:
 - 541 COVID related layoffs, from 10 departments, primarily Recreation Parks and Culture
 - 136 COVID related redeployments
 - Over 200 staff recalled to date
- Implemented electronic employee data form

Staff impacts

- 2 hourly employees laid off; one redeployed

Financial impacts

- Cancelled 2020 SARA event, \$25,000 savings
- Reduced Audiometric testing due to COVID, \$10,000 savings
- Increased cost to mail pay stubs, \$3500 per month

Progress on core function forecast

Advisory Services and Labour Relations

We said we would....

- Continue to attract the brightest to the organization; advise, investigate and assist in resolving workplace issues; and ensure fair and competitive recruitment processes
- Provide leadership in labour relations including participation in collective bargaining with IAFF and AUPE

Successes and challenges in the current year...

- Continued to provide people leaders and employees with advice and support to address workplace issues
- Coordinated the lay-off, re-deployment and re-call of hourly staff whose work was impacted by COVID
- Supported people leaders through the development of needed resources and supports and providing coaching advice

Progress continued

Advisory Services and Labour Relations

Here's where we are going...

- Continue to coordinate the recall and staffing process until we have completed re-entry
- Continue updating and enhancing our staffing guidelines and pre-employment check processes
- Initiate an audit of our current staffing program as part of implementing the new Inclusive Hiring Policy

Progress on core function forecast

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 well-being of Emergency Services staff
- Enhance the focus on employee well-being including psychological well-being
- Incorporate cognitive demands into the job demands analysis process to inform training and absence management

Progress continued

Disability Management and Well-being

Successes and challenges in the current year

- Implemented a refreshed Corporate Peer Support team with active representation in 13 departments
- SCES Peer fitness training delayed due to COVID; medical assessments intended for 2020 nearly complete
- Managed a high number of COVID related inquiries and cases
- Developed and implemented well-being and peer support resources to support employees during COVID

Here's where we are

- Job Demands Analysis updates continue virtually where possible
- Creating resources and tools to support employees and people leaders through re-launch

Progress on core function forecast

Occupational Health and Safety (OHS)

We said we would...

- Update OHS program elements to comply with new legislation
- Implement new Worksite Health and Safety committees, including Joint Health and Safety committee
- Purchase and implement new OHS technology
- Implement a consistent hazard assessment process and tool
- Implement Workplace Violence and Harassment Prevention guideline and training

Progress continued

Occupational Health and Safety

Successes and challenges in the current year

- Provided new or revised OHS program materials to assist departments in meeting their OHS obligations
- Interpreted public health requirements and developed Corporate OHS guidance related to COVID
- Provided OHS expertise to support the EOC
- Coordinated across all OHS resources (corporate and departmental) to ensure all departments have the support they require to apply COVID guidance

Here's where we are...

- RFP underway for fall OHS Management System Audit in 2020, 2021
- OHS Technology RFP statement of work in progress
- OHS Training RFP complete and services being initiated

Progress on core function forecast

Operations and Benefits

We said we would...

- Support readiness for the new ERP system
- Lead the benefits review initiative

Successes and challenges in the current year

- Salary payroll change delayed to spring 2021 due to COVID
- Developed and implemented digital documentation and workflow for employee data form
- Provided administrative, pay and benefit support through the layoff and recall process
- Participated in the RFP process to select a new ERP as part of the SCBT project

Here's where we are...

- Benefits review underway, review of benefit plans to comparator organizations nearing completion
- Ensuring HR is prepared for the new ERP system (eg. data cleansing) is underway

Progress on core function forecast

Policy, Compensation and HR Transformation

We said we would...

- Update HR policies and guidelines
- Review and update HR programs to prepare for business transformation
- Support business transformation by leading the workforce transition and organizational design work
- Provide leadership to IAFF and AUPE collective bargaining

Successes and challenges in the current year

- Diversity and Inclusion Policy and Inclusive Hiring Policy approved by Council
- Developed workforce management strategy for COVID response, developed and implemented work resourcing request and skills inventory process to support the strategy, developed and implemented remote work approach and supports
- Some projects delayed due to COVID

Progress continued

Policy, Compensation and HR Transformation

Here's where we are...

- ERP readiness activities continue in preparation for systems implementor to begin the design work for the new ERP
- Leading the Workforce Transition Team activities to gain approval of final organizational structures and to develop the transition plans for the core functions as part of business transformation
- IAFF bargaining to resume in the fall
- AUPE bargaining to commence in fall
- Updated policies and implementation plans in consultation phase for Respectful Workplace Policy, updated Workplace Violence and Harassment Prevention Guideline and HR Management Directive

Progress on core function forecast

Workforce Planning and Development

We said we would...

- Plan and coordinate recognition, onboarding and orientation events
- Plan, deliver and report on the Employee Engagement Survey and initiate actions
- Support the People Plan Stewardship committee to move areas of focus forward
- Build a succession planning framework
- Support learning and development throughout the organization

Progress continued

Workforce Planning and Development

Successes and challenges in the current year

- In-person events from May, such as the service and retirement awards, onboarding and bus tour were cancelled
- Provided tools and resources to encourage internal department recognition
- Pivoted People Plan activities to reach remote workforce (e.g. Emotional IQ workshop delivered remotely)
- People Plan is leveraging the Insider recognition to share positive stories
- Created the Employee Engagement Corporate and Department Survey action summary report

Here's where we are...

- Coordinating pulse surveys to gain feedback from staff on COVID related topics
- Continue to advance the development of succession planning philosophy, framework and leadership competencies

Dashboard

Measure	Output
Recruitment	<ul style="list-style-type: none">• 344 Competitions, hired 691 positions<ul style="list-style-type: none">• 157 permanent• 306 hourly• 228 temp/seasonal• Attended 5 career fairs (University, High Schools, Community)
Operations and Benefits	<ul style="list-style-type: none">• 2,289 employees' pay and benefits are processed on a biweekly or monthly basis (Feb 2020)
Staff events	700 employees participated in Celebration of Staff events (2 sessions) 46 participated in November onboarding event
Occupational Health and Safety	107 Hazard Assessments updated

Note: the above information is based on 2019 Data

Employee engagement

Engagement survey theme (Human Resources)	Engagement initiative	People Plan focus area
Communication, leadership, staff and resources	Enhance leadership communication focusing on method, audience and collaboration	Clear Purpose
Values, Safety, work environment	Increase employee-led participation at staff meetings including ensuring values and safety moments are included in department meetings	Positivity, Team
Leadership, communication, career growth	Increase cross-branch connections and collaboration	Leadership

Initiatives

- AUTO-1823 OHS Technology Project
- INIT-63 Succession Planning Strategy
- INIT-65 Benefits Review
- INIT-66 New OHS Legislation Implementation
- INIT-86 Corporate Inclusion and Diversity Training

OHS Technology Project - Status

Overall initiative status



Initiative status	Current status	Previous status
Time Q2 2019 – Q2 2021	Y	G
Scope	G	G
Budget	G	G

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

Key deliverables

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.

Opportunities/Challenges

Opportunities

- System capability to document compliance to OHS requirements
- Real time reporting allowing for effective follow up and trending.
- Corrective actions based in root cause analysis to effectively prevent recurrence

Challenges

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

Risks

Multiple databases to be brought together

Volume of corporate initiatives may cause delays in progress

Mitigation

Extensive collaboration across departments
Working with SME's to get input

Solid project management, communication and change management

Succession Planning - Status

Overall initiative status



Initiative status	Current status	Previous status
Time Q3 2019 – Q4 2022	G	G
Scope	G	G
Budget	G	G

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

Key deliverables

- Lead the identification of core principles desired for the development of a succession plan
- Develop a leadership competencies program/framework

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

- Adopting a checklist mentality to training and development
- Complexities in identifying key roles of 19 lines of business

Mitigation

- Aligning framework to desired behaviors that compliment technical skills
- Integration between corporate and department requirements

Benefits Review - Status

Overall initiative status



Initiative status	Current status	Previous status
Time Q2 2019 – Q1 2022	G	G
Scope	G	G
Budget	G	G

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
 - Supports continuous improvement

Key deliverables

- Market the benefit 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

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

Risks

Potential to increase costs depending on preferred changes

Changes will require clear communications with stakeholders

Mitigation

RFP process and plan design can be used to minimize cost implications

Change management and communications plan required


OHS Legislation - Status

Overall initiative status



Initiative status	Current status	Previous status
Time Q1 2019 – Q1 2023	G	G
Scope	G	G
Budget	G	G

Alignment to strategic goals
<ul style="list-style-type: none"> Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner. <ul style="list-style-type: none"> Ensures compliance with regulations, laws, procedures and policies Supports continuous improvement Collaborates with departments

Risks	Mitigation
Volume of legislated changes requires effective resourcing and change management	Prioritize capacity, manage resourcing effectively
Success of the OHS technology business case will impact this initiative	Completing OHS manual first to set direction is a priority
	<div>24</div> <div>  <div>STRATHCONA COUNTY</div> </div>

Key deliverables
<ul style="list-style-type: none"> 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

Opportunities/Challenges
<div>Opportunities</div> <ul style="list-style-type: none"> Updated policies, procedures, guidelines, and standards as required by legislation and audit requirements Support managers & employees in meeting their responsibilities Corporate approach to ensure compliance with OHS legislation <div>Challenges</div> <ul style="list-style-type: none"> Developing organization wide processes and digital workflow that considers varying department needs Ensuring consistency in organization wide processes

Corporate Inclusion and Diversity Training - Status

Overall initiative status



Initiative status	Current status	Previous status
Time Q1 2019 – Q4 2022	G	G
Scope	G	G
Budget	G	G

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

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

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

- Organizational culture can evolve slowly
- Ensuring selection process are fair, inclusive and competitive

Risks

Implementation of policies requires Diversity and Inclusion expertise over long term

Can be difficult to measure success

Mitigation

Allocate ongoing, appropriate level of resources

Focus on clear goals and outcomes

Questions?

