

Department business plan update

Human Resources
June 22, 2021

Department overview

The Human Resources department supports employees, leaders and departments within the organization through four branches:

- Human Resources Business Partnering
 - Provides advice, consultation and subject-matter expertise that aligns with policy and legislation to resolve workplace issues, and are key to delivery/championing HR programs
- HR Operations and Talent Acquisition
 - The first point of contact for employee services, support and information. Delivers services for payroll, benefits, talent acquisition, HR reporting.

Department overview

- Occupational Health and Safety (OHS)
 - Provides leadership in the design, implementation and maintenance of key programs that support a safe and healthy workplace
- Organizational Effectiveness
 - Designs, builds and oversees HR strategy, programs, policy and initiatives in the areas of talent development, compensation and benefits, organizational design and job classification, as well as disability management and wellbeing. Supports the advancement of the People Plan. Leads HR's work in relation to the Strathcona County Business Transformation (SCBT) project. Leads all work under SCBT related to the Workforce Transition Team (WTT) to support the organizational structure changes associated with SCBT.

Core business functions

- 1 Business Partnering
- 2 HR Operations and Talent Acquisition
- 3 Occupational Health and Safety
- 4 Organizational Effectiveness:
 - Talent Development
 - Policy and Organizational Design
 - Total Rewards
 - Disability Management and Well-Being

Core function highlights

1 Business Partnering

Provides advice, coaching and consulting on workplace issues to people leaders and employees

Provides a link between HR expertise and HR program development and business decision making

Champions and delivers HR programs

- Significant leadership and support to departments through COVID (future slides)
- Extensive work with people leaders and employees to help address workplace challenges including conflict, inappropriate behaviour and enhancing employee engagement
- In conjunction with Organizational Effectiveness, leads the collective bargaining process

Core function highlights

2 Operations and Talent Acquisition

Deliver services for payroll, benefits, talent acquisition, customer service and reporting and analytics

Primary contact for most employee inquiries and transactions

Establish HR customer service excellence model

Payroll / Benefits / HR Administration

- Administered payroll and benefits for over 2200 employees through five separate full cycle payrolls
- Successful implementation of the salary payroll transition
- Increased volume of employee changes and data management due to COVID layoffs/recalls

Talent Acquisition

- Facilitated the following staffing processes:
 - 260 hires to date in 2021 (55% internal, 45% external)
 - About 130 additional COVID related redeployments
 - 412 hires in 2020 (44% internal, 56% external)
 - 93 internal promotions

Reporting

- Manually create 120+ reports/month

Core function highlights

3 Occupational Health and Safety

Develop and deliver holistic OHS programs and policies to ensure a health and safe workplace.

This includes overseeing the delivery of all OHS programs for the County including assessments, investigations and inspections.

- Achieved 86% on the 2020 COR Audit
- Introduction to Respectful Workplaces training was launched
- OHS Foundations online training development nearing pilot testing phase
- Provided leadership to key initiatives: OHS Legislation Initiative and OHS/DM Technology

Core function highlights

4 Organizational Effectiveness

Talent Development

Foster 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.

- SARA's and corporate training resumed in virtual format
- Succession management plan and approach has commenced
- Coordinated the 2021 employee engagement survey
- Crucial Conversations training initiated for management and leaders
- Supported the People Plan Stewardship Committee in advancing the key areas of focus from the People Plan

Core function highlights

4 Organizational Effectiveness

Policy and Organizational Design

Design, build and oversee organizational HR initiatives, overall policies, organizational design and classification.

- Policy highlights:
 - Respectful workplace policy (HUM-001-032) approved, training for all staff developed and launched
 - Commenced work on review of Employee Code of Conduct Policy (HUM-001-001)
 - Rescinded 4 HUM Policies:
 - HUM-001-016 Condolences,
 - HUM-001-018 Infectious Diseases,
 - HUM-001-021 Classified Staff Suspension, Termination, Demotion or Reassignment, and
 - HUM-001-022 Classified Staff Position Abolishment/Reduction
- Partnered with FCS on the Diversity and Inclusion initiative to advance corporate and staff based actions
- Supported numerous departments in reviewing their organizational design including leading the WTT to support organizational design work related to SCBT

Core function highlights

4 Organizational Effectiveness

Total Rewards

Design, build and oversee strategy, program and policies for terms and conditions of employment (union and non-union), compensation, pension and benefits.

- Led SCBT readiness for HR, reviewing all activities and implementing changes to support consistency and ability to automate practices and processes
- Updated the Classified Handbook and terms and conditions of employment
- In conjunction with HR Business Partnering led preparation for collective bargaining and began negotiations
- Developed strategies around remote work, COVID impacts and paid leave support

Core function highlights

4 Organizational Effectiveness

Disability Management and Well-being

Support overall health and well-being of employees through promotion, illness/injury prevention, early intervention and facilitation of a timely and safe return to work.

- Implemented Mandatory Medical and Fitness program for IAFF
- Redeveloped corporate peer support team, which actively supported employees during COVID
- Provided additional COVID support for employees through biweekly 'Well-being breaks', information articles and training workshops
- Launched Working Well series including tools and articles to support employees based on five themes that were identified from feedback from COVID webinars
- March 2020 – June 1, 2021: over 1328 employees have been required to isolate, over 1712 files managed through DMW (see COVID slide)

Successes and challenges

- Obtained approval for future state new operating model and future organizational structure for Human Resources as part of business transformation:
 - This model will strengthen our business partnering with departments; consolidate program and policy expertise under the Organizational Effectiveness branch and will maximize service excellence through the Operations and Talent Acquisition branch which will include the development of an HR service centre.
- Led the Workforce Transition Team, responsible for all aspects of people integration associated with business transformation including work required to finalize and implement organizational structures to enable the new operating models or transitional structures for Finance, Human Resources and Supply Chain Management.

Successes and challenges (2)

- Conducted readiness work for business transformation including comprehensive review of policy and practices to ensure readiness for system design, including salary payroll transition and data cleansing
- Led all elements of the COVID response for staff including:
 - Developed workforce management strategy
 - Developed and administered new COVID leave provision
 - Developed, implemented and communicated new and changing OHS protocols
 - Provided disability management support to manage individual impacts (isolation/positive test result)
 - Developed remote work strategy and supports and
 - Provided well-being supports for all employees

COVID Impacts (1)

Staff impacts

- Initially, 2 hourly employees in HR were laid off; both recalled
- Fall 2020: reassigned 2 staff to supplement Disability Management capacity to help manage caseload

Service impacts:

- HR continued to deliver all services and programs, advancing critical work in relation to SCBT and other HR initiatives.
- Hosted two COVID-19 town halls and five related webinars to support people leaders and employees throughout the pandemic
- Business Partnering
 - 3 waves of lay-offs in April 2020, December 2020 and May 2021
 - Coordinate redeployment opportunities or casual work assignments when possible

COVID Impacts (2)

Service Impacts (cont'd)

- Operations and Talent Acquisition
 - Developed, trained staff and implemented a new electronic dataform and workflow to record and process all employee changes
 - Follow-through with all data management, letters, employment verifications for COVID layoffs, recalls and redeployments
 - Paused salary payroll transition in April 2020, set up digital form to re-survey all employees, implemented the salary payroll transition in March 2021
 - Mailed all payroll slips from March 2020 forward

COVID Impacts (2)

Service Impacts (cont'd)

- Occupational Health and Safety:
 - Provided Health and Safety advice and expertise to the organization to adjust to new requirements through each of the phases
 - Established OHS hierarchy of controls, continual clarity of protocols and supports, coordinating the OHS supervisors for consistent advice across the organization
 - Developed and implemented Staff Assessment app available on smartphones and web to enable self-screening before staff come into a workplace
 - Worked with Emergency Services on screening as people came into their workplaces

COVID Impacts (2)

Service impacts (cont'd)

- Organizational Effectiveness
 - Developed workforce management strategy to guide people related actions and decisions including compensation, remote work and work from home agreements, COVID leave, work resource requests, employee skills inventory and strategies for reassignments and re-deployments.
 - Provided Disability Management support to enable the implementation of AHS guidelines for employees and leaders
 - 360 COVID-19 inquiries triaged and completed through the on-line form in 2020.
 - Hosted wellbeing webinars with topics such as communications during stressful times, introduction to resiliency, discover EFAP
 - Facilitated two COVID Pulse Surveys to obtain employee input regarding the COVID-19 response, employee well-being and safety, and work environment

COVID Impacts (3)

Financial impacts

- Multiple events and training cancelled in 2020 resulting in savings eg. SARA event \$25,000 savings
- Reduced audiometric testing due to COVID, \$10,000 savings
- Increased cost to mail pay stubs, \$3500 per month
- Increase usage of EFAP program will impact premiums for 2022 (\$18,200 increase annually)

COVID-19 Online Form

Question form on Insider

In March 2020, a COVID-19 questions for HR form was established to help triage various employee questions related to COVID-19 and their employment with Strathcona County.

All employees were asked to use the form for COVID-19 HR related questions.

360 questions were submitted in 2020.

Summary of questions:

- 49.3% COVID-19 illness, related symptoms, exposure concerns, close contact, self-isolation and travel questions
- 36.3% Pay, benefits and leaves questions
- 13% Work from home questions
- 4.8% Childcare questions
- 3.4% Facility cleaning standards, preventative tools, PPE, and hygiene questions
- 1.7% Mental Health supports questions

Disability Management

DM Caseload stats related to COVID from March 2020 to June 22, 2021

- Over 1712 total case files
- 1600 inquiries direct to DM – spikes in inquiries coincided with case number increases in the community;
 - 120 inquiries per week in March 2020
 - 90 inquiries the week after Thanksgiving
 - 110+ inquiries the first week of December
 - 40 inquiries third week of April 2021
 - 30 inquiries for two weeks in May 2021
- 1328 total isolations – the largest numbers occurring early in the pandemic due to quarantine requirements due to travel.
- On June 1, 2021 there were 5 employees in isolation.
- Only 25 close contacts due to workplace exposures, low due to precautions in place
- 0 Workplace transmissions

Employee engagement

Engagement survey theme	Engagement initiative	People Plan focus area
Communication, leadership, staff and resources	Continue to focus on leadership communication focusing on method, audience and collaboration; continue to address workplace issues as they arise; continue to address capacity challenges	Clear Purpose
Values, Safety, work environment	Continue employee-led participation at staff meetings (e.g. CCIPS; values and safety moments; workplace safety committee updates); continue to address resource and capacity issues	Positivity, Team
Leadership, communication, career growth	Increase cross-branch connections and collaboration especially post-COVID	Leadership

Benefits Review - Status

Overall initiative status



Initiative status	Current status	Previous status
Time T2 2019 – T3 2022	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.
 - 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

Risks

Potential to increase costs depending on preferred changes

Changes will require clear communications with stakeholders

Key deliverables

- Market our consulting services (done)
- Full scope external benchmarking review (done)
- 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

Mitigation

RFP process can be used to minimize cost implications

Change management and communications plan required

Succession Planning- Status

Overall initiative status



Initiative status	Current status	Previous status
Time T2 2019 – T3 2022	Y	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">• 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
<ul style="list-style-type: none">• Assist in identifying the core principles desired for the development of a succession plan• Develop a leadership competencies program/framework

Opportunities/Challenges
<p>Opportunities</p> <ul style="list-style-type: none">• Confirm underlying philosophy in terms of broad-based succession framework• Identify and develop leadership competencies• Link People Plan areas of focus to leadership attributes <p>Challenges</p> <ul style="list-style-type: none">• Ensuring capacity is developed recruit to future roles

Risks	Mitigation
Adopting a checklist mentality to training and development	Aligning framework to desired behaviors that compliment technical skills
Complexities in identifying key roles of 19 lines of business	

New Occupational Health and Safety Legislation Implementation- Status

Overall initiative status



Initiative status	Current status	Previous status
Time T1 2019 – T1 2023	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.
- Ensures compliance with regulations, laws, procedures and policies
 - Supports continuous improvement
 - Collaborates with departments

Key deliverables

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

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 digital work flow that considers varying department needs
- Ensuring consistency in organization wide processes

Risks

- Volume of legislated changes requires effective resourcing
- Success of the OHS technology business case will impact this initiative

Mitigation

- Prioritize capacity, manage resourcing effectively
- Completing OHS manual first to set direction is a priority

Occupational Health and Safety/Disability Management Technology - Status

Overall initiative status



Initiative status	Current status	Previous status
Time T2 2019 – T3 2021	Y	G
Scope	G	G
Budget	G	G

Alignment to strategic goals
<p>Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner.</p> <ul style="list-style-type: none"> Integrates information and technology Supports insight driven/evidence-based decision making Ensures compliance with regulations, laws, procedures and policies Collaborates with departments

Risks	Mitigation
Multiple databases to be brought together	Project manager and business analyst added to oversee integration
Volume of corporate initiatives may cause delays in progress	Prioritization of resources needed

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
<p>Opportunities</p> <ul style="list-style-type: none"> 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 to identify root causes to effectively prevent recurrence Improve risk management through documented actions <p>Challenges</p> <ul style="list-style-type: none"> Developing organization wide processes and digital work flow that considers varying department needs Integration with future ERP

Corporate Inclusion and Diversity Training - Status

Overall initiative status



Initiative status	Current status	Previous status
Time T1 2019 – T3 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

- Public engagement (done)
- Employee engagement (done)
- Diversity and Inclusion Policy (done)
- Inclusive Hiring policy (done)
- Tool and supports for departments
- Staff training
- Business case for targeted hiring program(s)

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

Implementation of policies requires Diversity and Inclusion expertise over long term

Difficult to measure success

Mitigation

Allocate ongoing, appropriate level of resources

Clear goals

Questions?

