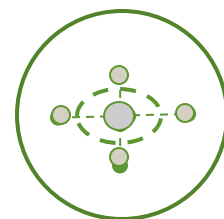


Future State Operating Model Report

Human Resources

Executive Summary

Future State Operating Model



Model Selection



HR Value-Add



Consistent HR Service Delivery

Centralized Model

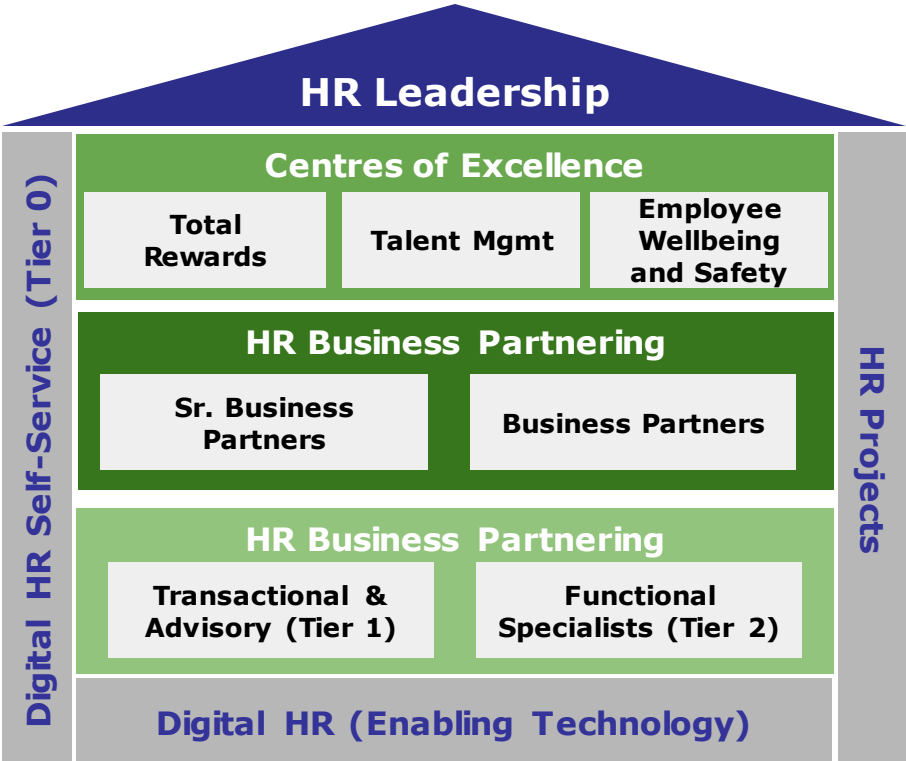
Provides consistency of approach and service delivery to all County employees. Allows HR to focus on value-add activities without compromising service delivery.

HR as a Strategic Partner

The model will allow HR to play a more value-add role - starting with Strategic HR Management that allows HR to develop long-term people solutions to business issues - to CoEs that will focus on strategy, program and policy to finally HRBPs who will be further empowered to drive the HR agenda within the business.

Clarity of roles, responsibilities, governance, and standards will allow for the HR function to be fully integrated in form and function. Clearly defined employee points of contact (HR Operations) will allow for a clear and consistent HR experience for all employees.

Recommended High-Level HR Operating Model Design

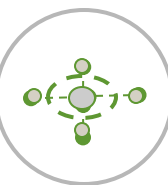


The HR function at Strathcona County will remain highly centralized. The CoE will create programs, policies, guidelines and standards for HR activities within the County. Whereas HRBPs will help drive the HR agenda within respective departments whilst HR Operations provides a central and consistent approach to HR service delivery. More clearly defined roles and accountabilities will reduce duplicated work and increase efficiency - allowing HR to focus more on adding value.

Value Proposition



Improving efficiency of transactions and reporting capability will enable the HR function to increase its Strategic and Analytical capabilities to support the broader organization and departments.



Implementation of a more clearly communicated and understood service delivery structure combined with access to information in a single source will allow the HR function to provide a consistent and standard HR offering to all employees



Enabling technology and a single-point of contact for HR will drive efficiency of transactions and eliminate manual workarounds.



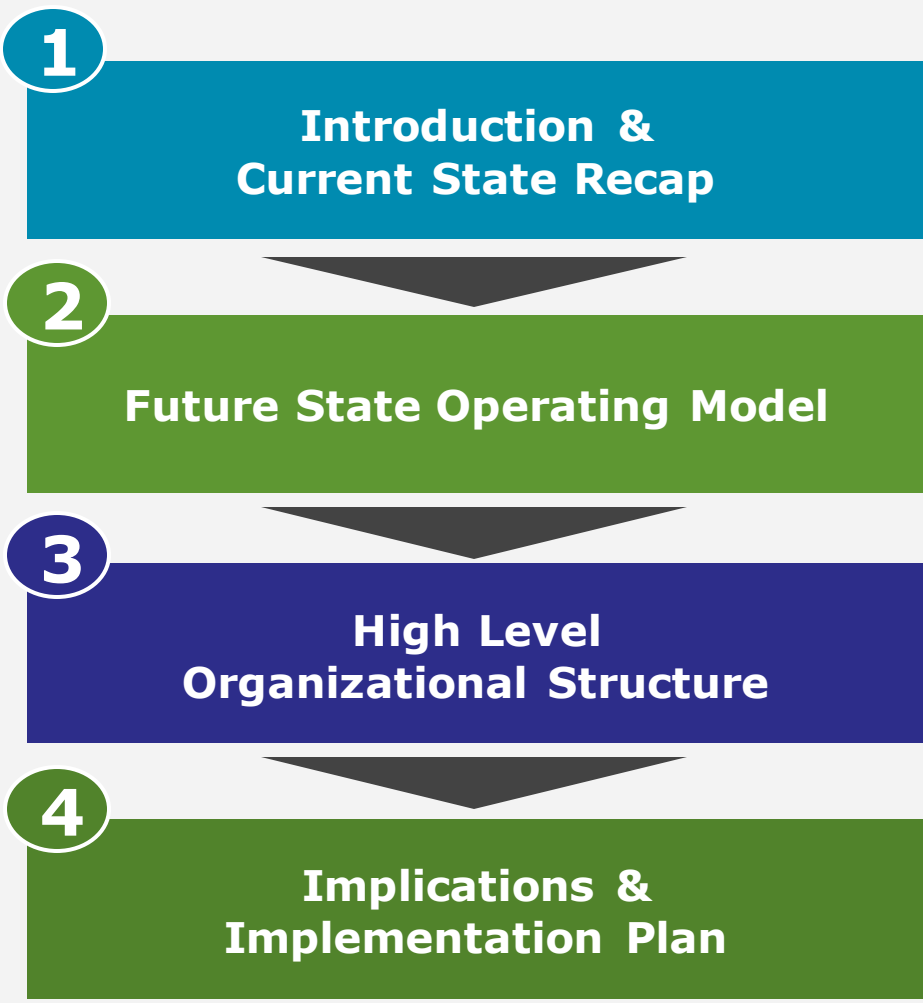
A sustainable knowledge management system will enable HR to capture and leverage knowledge from across the county and empower employees/managers to use self-service.



Information being readily available at all times enables evidence based decision making and provides greater insight to decision makers. Additionally, access to consistent information across the organization will enable strategically aligned evidence based decision making.

Purpose & Table of Contents

The purpose of this report is to **provide the background information and to document the future state operating model to be adopted** at Strathcona County. This will include a summary of work done



- SCBT introduction
 - Operating model framework & approach
 - Current state operating model recap
- Design guiding principles
 - Alternative operating model options
 - Recommended future HR operating model
 - Benefits of the new operating model
- Functional organizational structure
 - Evaluation of influence on reporting lines
 - High level role descriptions
- HR operating model - what's changing?
 - Next steps

Introduction

Introduction to Operating Model Design

Project Overview & Approach

PwC was engaged to review the County's **Operating Model** with the aim of maturing County's HR Function towards leading practices and support the County vision.

The current state assessment consisted of:

1. Stakeholder Interviews
2. Maturity Assessment
3. Organization Structure Review
4. Fit Gap Analysis

The future state Operating Model was developed to meet the **Guiding Principles**, contribute to **County Strategic Objectives**, leverage **ERP capability**, and address **opportunities identified by stakeholders**.

Current State Baseline



Leading Practice



Process



People



Technology

Canadian municipalities are centralizing common HR activities by moving to centre-led models

Lack of capacity for strategic capabilities drives transactional focus

Unclear role definitions and inconsistent responsibilities without clear oversight

Currently poor HR supporting technology, data, and analytical support

Guiding Principles



HR Focused on Value Add



Clear Roles & Responsibilities



Increased Efficiency



Capture & Leverage Knowledge



Empower Through Self-Service

Why Is The HR Operating Model important?

The situation	Why the need exists?	How does it connect with other initiatives?	Why this project is important?
<p>Strathcona County has decided to implement a modernized Enterprise Resource Planning (ERP) system.</p> <p>This transformation presents an opportunity for the County to increase the role of HR to provide value-add activities.</p> <p>These two initiatives will allow increased efficiency in HR service delivery and employee/manager empowerment through self-service.</p>	<p>Strathcona County works on an ERP system implemented 25 plus years ago with poor system functionality that does not meet today's requirements</p> <p>The growth of the County has created ambiguity surrounding roles and responsibilities, fragmented processes, and inefficient reporting, that need to be optimized.</p> <p>HR needs to provide role clarity, standardized processes, and analytical support across the County.</p>	<p>Developing a target Operating Model has multiple components that need to come together in transformation. This includes process transformation, technology transformation and service delivery model (SDM) design. Strathcona County is currently undergoing an entire Operating Model redesign to achieve its SC business transformation and ERP strategy.</p>	<p>A new ERP system requires standardized processes, defined roles, responsibilities and accountabilities.</p> <p>Without this standardization, changes would not take root and employees will find work-arounds or revert to old ways of working.</p> <p>The project is important so that HR in Strathcona County moves from a transactional focus to a value add focus providing high quality strategic and operational support to the business.</p>



An effective HR operating model allows the HR function to maximize the capability of a new ERP while enabling HR staff to meet organizational needs

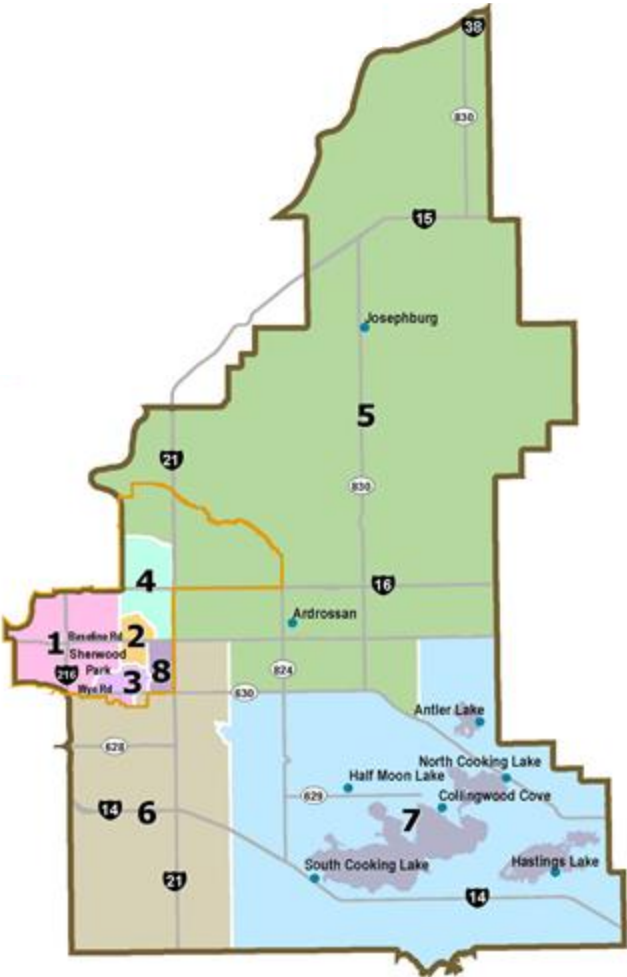
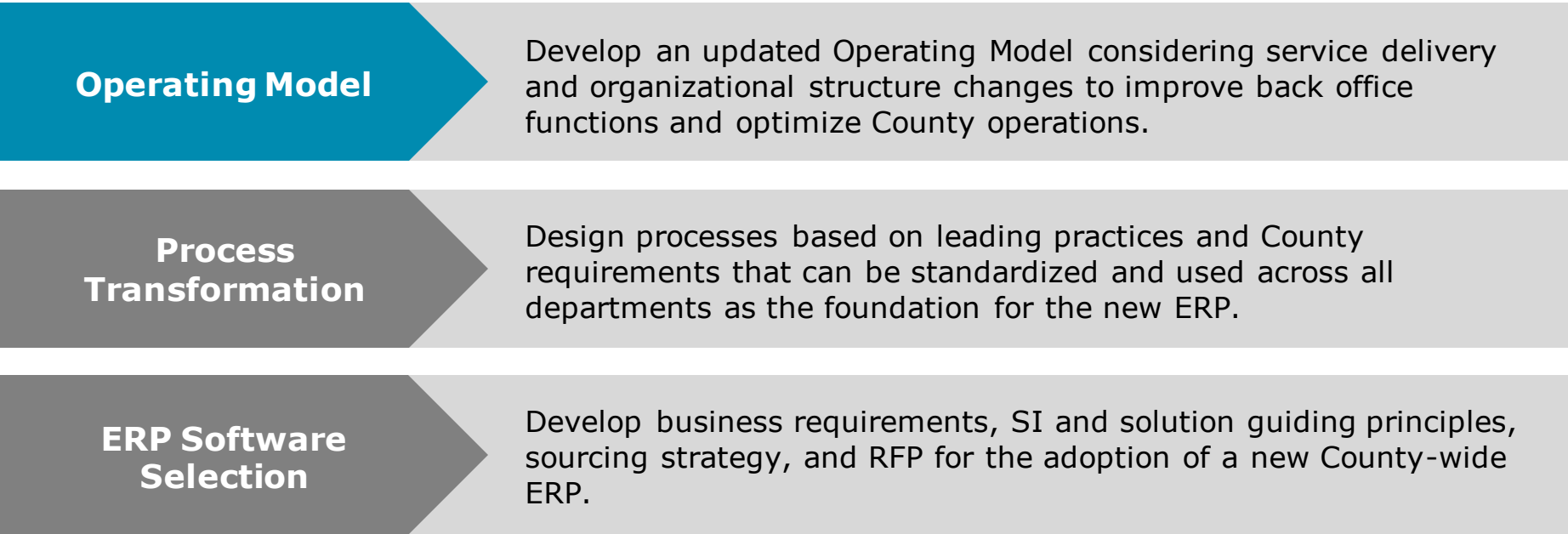
An updated Operating Model is one component of the Strathcona County Business Transformation

The SCBT project spans several back office functions across multiple transformation dimensions to improve the service delivery to Strathcona County citizens

Main Transformation Functions:

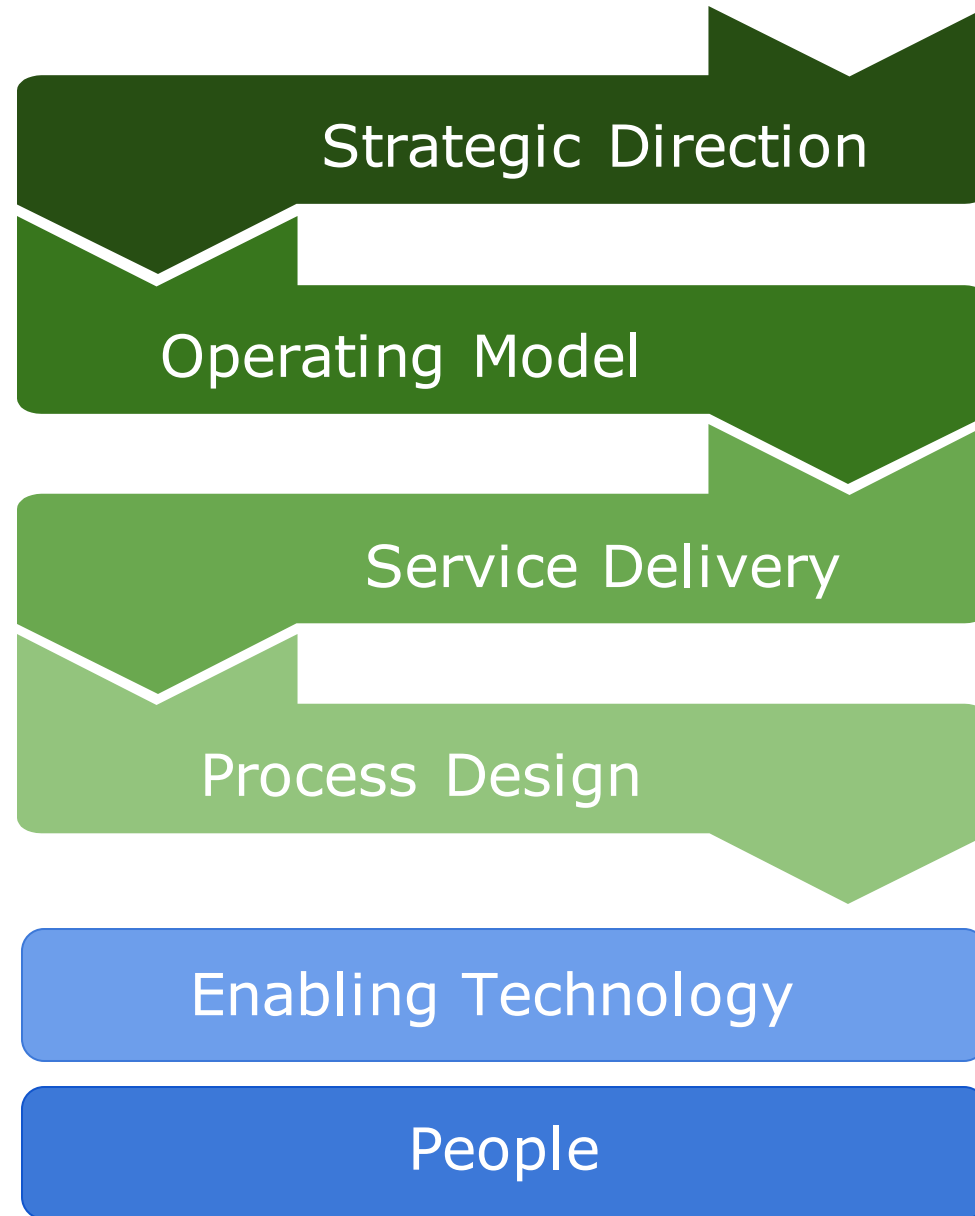


Transformation Dimensions:



Phase 2 Approach

Business Transformation is an opportunity to entrench strategic priorities into the fabric of day to day operations. Aligned strategic direction is critical to transformation.



Strategic direction dictates and directs all parts of the organization. It should be defined by leadership and aligned to long term plans and organizational goals. A well defined and aligned strategy is critical as a foundation for transformation and long term sustainment.

The Operating model will define how functions and capabilities are managed across the organization. The operating model should clearly align the development of capabilities to overall organizational strategy, structure and governance.

How Strathcona chooses to interact with both its internal and external customers is the basis of a service delivery model. The service delivery model should support the business strategy and be enabled by the organizational structure.

The operating model will dictate who is accountable and responsible for various core function processes. Processes are the mechanism of service delivery to customers externally and internally and should be tailored to their needs and priorities.

Technology will enable changes to service delivery and process in order to create capacity, increase capability and improve customer experiences.

People remain the critical foundation that business transformation is built on. Changes in process or operating model rely on having the right people in place.

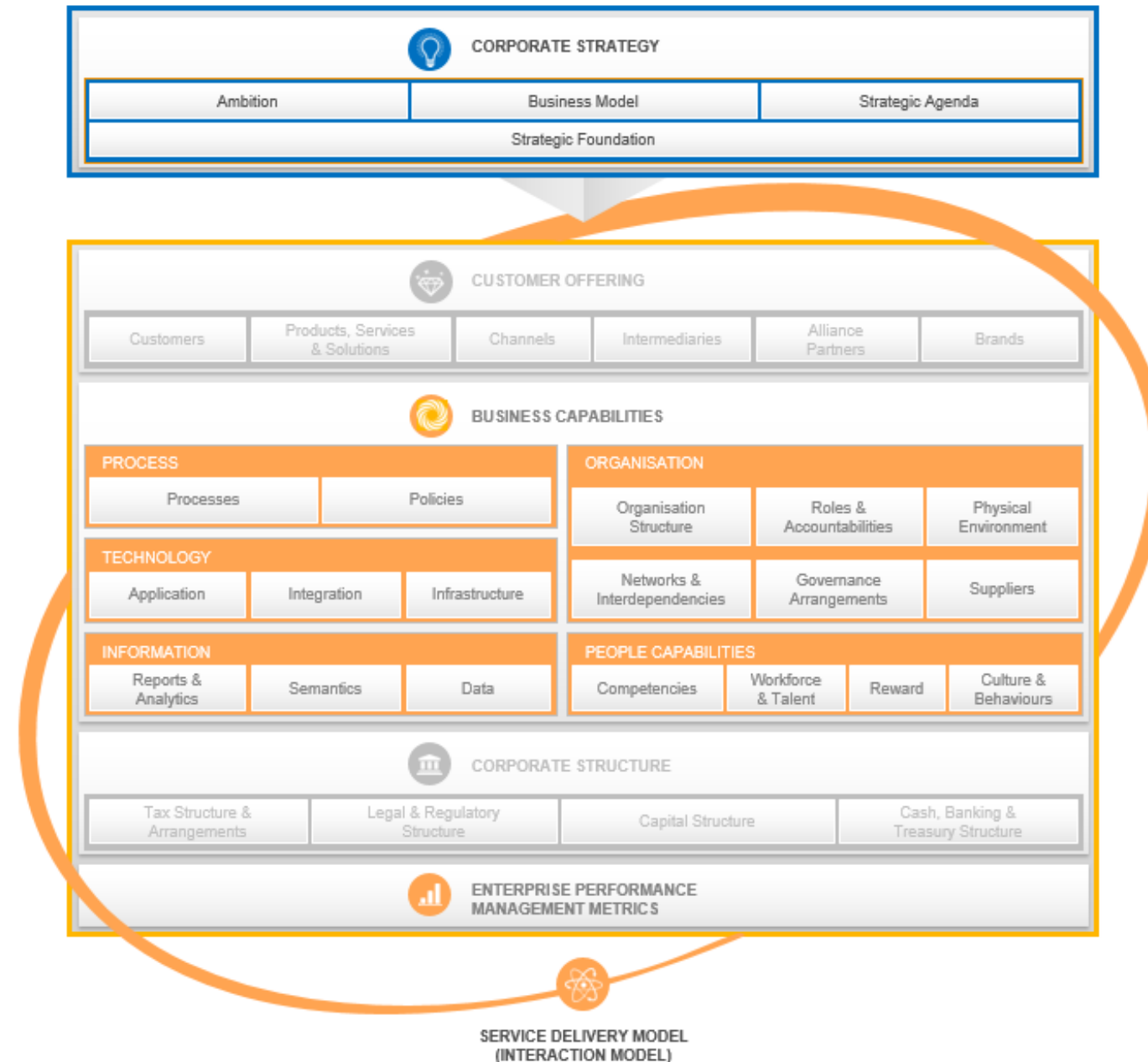
What is an Operating Model?

The Operating Model consists of the Service Delivery Model and Organizational Structure for the Core Functions

The Operating Model will group the components included in an Service Delivery Model (SDM) and align the delivery of capabilities to overall organizational strategy.

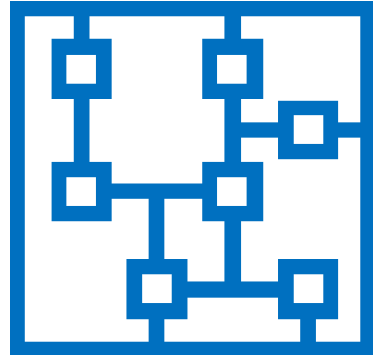
Building an organizational structure based on the “fit for purpose” model will set you and your staff up for success; meeting customer and departmental needs.

Building a strategically aligned model based on the SCBT vision and County strategy, we begin your new core function management model by clarifying what capabilities are needed and clearly defining how to organize to create value (“who and where”).



PwC's standard operating model framework provides a methodology for creating a target Operating Model, aligning organizational strategy to process, people and technology

Aligning Our Terminology



Operating Model

- Provides the blueprint for the structure and operation of the function
- Provides the **fundamental building blocks** to ensure the function is aligned and supporting the Business' strategy and vision



Service Delivery Model

- Represents how the function **operates and interacts** to provide effective services to all of its customers (e.g., employees, managers, recruits, retirees, vendors)
- The design takes full advantage of leading technologies, processes and policies








Functional Organizational Structure

- Functional Organizational Structure is the fundamental building blocks of an organization – how people in a business make decisions, enforce commitments, manage information, allocate responsibility, and connect with one another. It is the high-level blueprint for roles and responsibilities needed.

Current State Recap

Stakeholder Themes Across All Functions

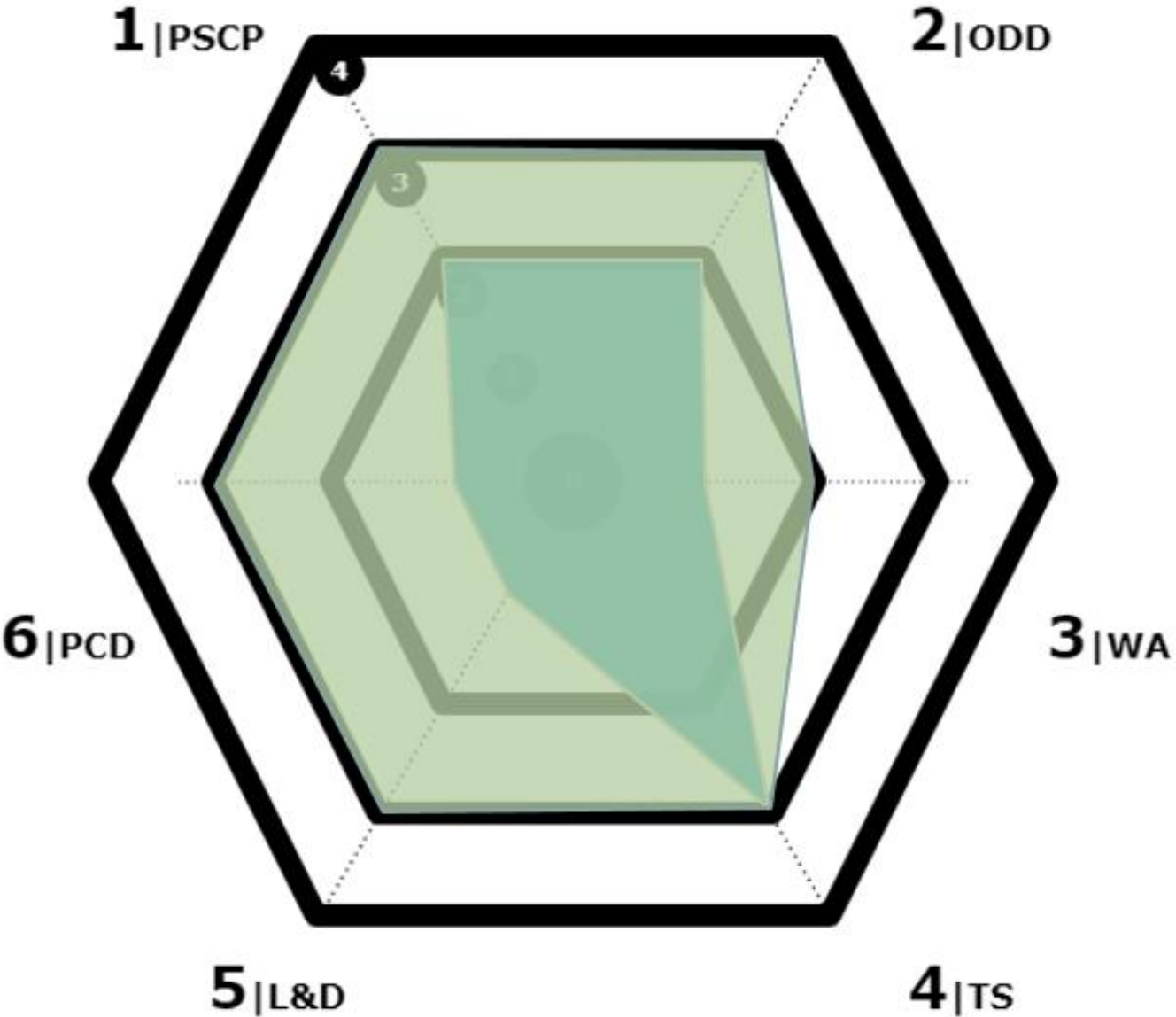
Stakeholder engagement has shown consistent opportunities to improve capabilities across the County

 Strategy	 Structure	 People	 Process	 Technology
Undefined Risk Ownership Both departmental and corporate stakeholders feel uneasy about the County's risk and controls but aren't sure who is ultimately accountable for different risk types	Unclear Roles and Responsibilities There is clear duplication of activities, blurred accountabilities, and undefined service level expectations between corporate and departments	Capability & Capacity Constraints High volume of work, and employees historically focused on transactional tasks will complicate transformation	Lack of County-wide Consistency Lack of communication and consistency around business processes complicate County operations and cause proliferation of work-around processes	Poor Information Visibility Current technology and business processes do not enable visibility into data nor the ability to generate insights from real time or historical data
<div> "We don't have any guiding principles through systems or leadership on risk and controls." </div>	<div> "If there are multiple departments involved the roles and responsibilities are unclear. This forces us to dictate these, which in some cases we can't do effectively" </div>	<div> "My Accountant and my managers do not speak the same language." </div>	<div> "I don't understand how my work fits into the overall process." </div>	<div> "I pull data from multiple systems and sources and manipulate it in a spreadsheet." </div>
<div> "No one in particular owns risk at the County" </div>	<div> "I have a difficult time trusting other departments when I don't even know what we are responsible for in the contract lifecycle" </div>	<div> "Duplication of work is prevalent within the different groups." </div>	<div> "Staff from corporate need to come visit our offices to understand the pressures that are on us daily." </div>	<div> "We have no visibility into our contractual commitments. There is a potential for us to run into a situation where we overspend and not know it" </div>

Current State HR Maturity Assessment

Using the PwC HR Maturity tool, the HR Leadership team was asked to rate their current and later desired set based on a four point maturity index.

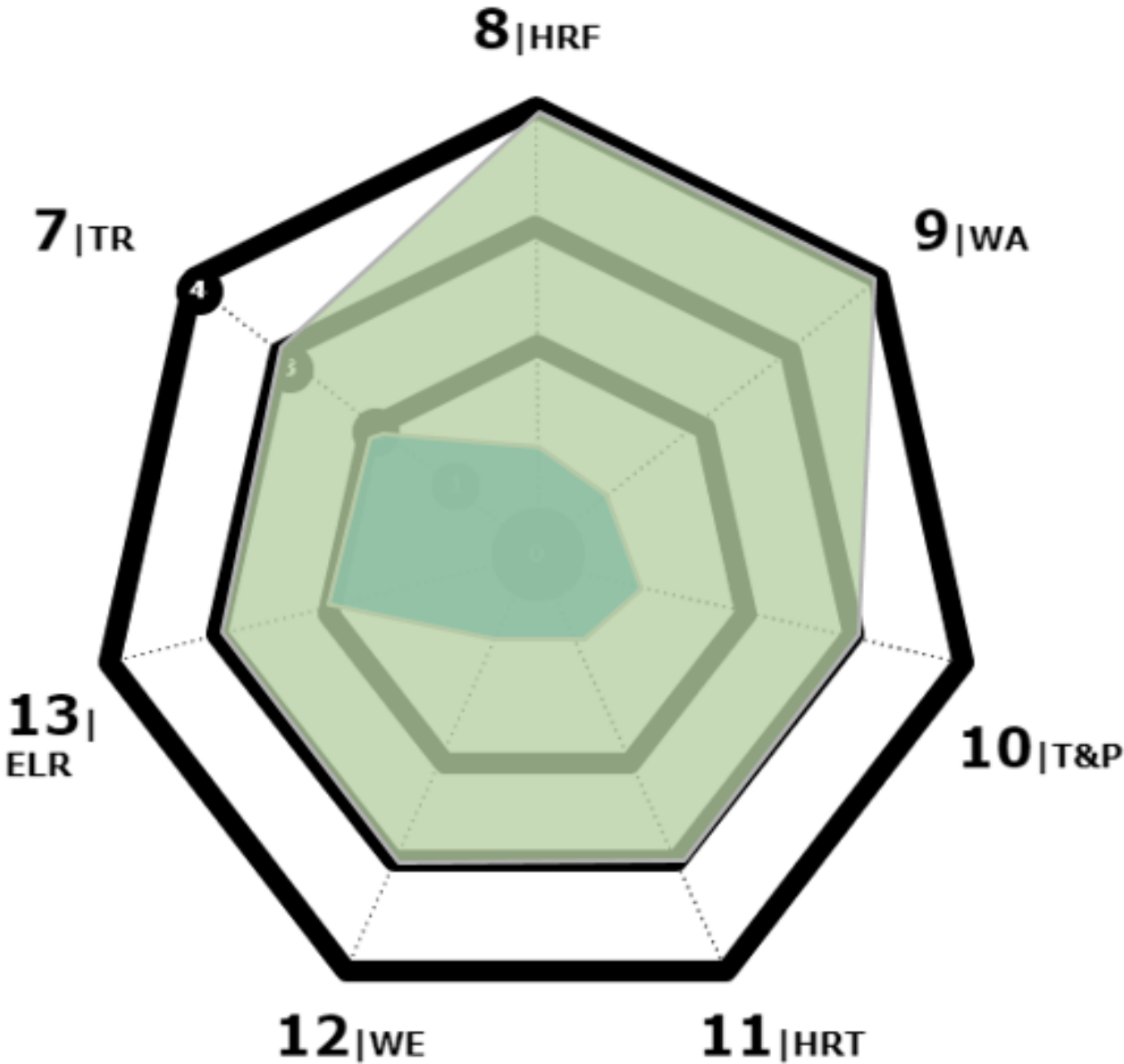
	L1 Capability	Current State	Target State	Description
1	People, Strategy, Culture and Policies	2	3	Corporate HR is responsible for the the development and maintenance of people and pay policies.
2	Org. Development and Design	2	3	Corporate HR has taken part in departmental restructuring. Currently, no job competency framework exists.
3	Workforce Analytics	1	2	Currently, minimal work is being done related to workforce related metrics to support business decisions.
4	Talent Sourcing	3	3	Technology (Jazz) is being used by Corporate HR, and departments rely heavily on Corporate HR for all aspects of recruitment and selection.
5	Learning & Development	1	3	The function is mainly decentralized with some mandatory learning components managed by Corporate HR. No formalized approach to employee development.
6	Performance & Career Development	1	3	Succession planning remains a priority for SC. There is a consistent approach to performance but no consistent approach to career development. Often external candidates are used to fill high level positions.



Current State HR Maturity Assessment

Using the PwC HR Maturity tool, the HR Leadership team was asked to rate their current and later desired set based on a four point maturity index.

	L1 Capability	Current State	Target State	Description
7	Total Rewards	2 → 3	3	Although Total Rewards Exists at Strathcona County. There is a lack of tools, access to usable data.
8	HR Function	1 → 4	4	HR Function is not standardized across the County. There needs to be greater touch points between HR and Finance for budgeting and position control.
9	Workforce Administration	1 → 4	4	This process is very manual with limitation in tools, technology and no clear delegation of authority, or segregation of duties in place.
10	Time & Payroll	1 → 3	3	Time and Payroll needs to be greater standardization across the County. In addition, there is no true audits or control for this capability.
11	HR Technology	1 → 3	3	HR technology is not a capability that is currently in place at Strathcona County. Limitations in tools, training and capacity in place.
12	Workforce Environment	1 → 3	3	Departments manage their OHS. Corporate OHS is consulted and utilized inconsistently across departments.
13	Employee & Labour Relations	2 → 3	3	Lack of strategic planning for ER relations. Work is done on a re-activate basis instead of proactive planning.



Current State HR Service Delivery Structure

How is governance, accountability and delivery all tied together?

Capability	Accountability	Delivery Type	
		Corporate HR	Department
People Strategy, Culture & Policies	Corporate HR	100%	
Org Development & Design	Corporate HR	100%	
Workforce Analytics	Corporate HR	100%	
Talent Sourcing	Corporate HR	100%	
Learning & Development	Corporate HR & Departments	50%	50%
Performance & Career Development	Corporate HR	50%	50%
Total Rewards	Corporate HR	100%	
HR Function	Corporate HR	100%	
Workforce Administration	Corporate HR	100%	
Time & Payroll	Corporate HR & Departments (Time)	50%	50%
HR Technology	Corporate HR	100%	
Workforce Environment	Corporate HR & Departments	50%	50%
Employee & Labour Relations	Corporate HR	100%	

HR Current State Summary

The current state analysis has provided a clear picture of the current HR Capabilities at the County and Desired Future State



What is the current maturity?

The HR maturity for the County falls between **progressing** and **emerging**. The strategic alignment, people and processes have been highlighted as strengths for the County, as the County's People Plan is considered a leading initiative. The biggest challenge is based on the outdated technology, resulting in manual processes, paper based activities and a reliance on historical knowledge.



What is our current delivery model?

The current delivery model is on a **traditional model**, whereby the People Leaders rely heavily on the Senior HR Advisor to unclog the administration. This causes capability & capacity constraints between transactional and analytical work. As there is no method for People Leaders to obtain employee information, they must rely on their Senior HR Advisor or establish their own sources of information locally.



What is working well in the current delivery model?

In our interviews with various SLT members, there is no disagreement over the **importance of the Senior HR Advisor role** to their respective business line. In most cases, there is an increase demand for more strategic HR services, without having to outsource the required skill.



What do stakeholders want changed?

Stakeholders want **easier and quicker access** to employee data to assist them in making critical business decisions, including workforce planning, budgeting, and developing future development plans. Stakeholders also want less manual paperwork, a simpler approval process and **more flexibility**.



What is the future desired HR State?

The desired HR state requires a significant **change in HR technology**, with an emphasis on manager and employee self-service and increases automation for transaction processing. **Clarity in roles and responsibilities** in the services of time management, OHS, and learning and development. A **shared services** capability that manages all transactional HR services, utilized by employees and managers.

Future State Operating Model

Key Transformation Considerations

Transformation Consideration

What does this mean?



Enable a Digital First Mindset



Thinking digital first lies at the heart of faster and better service delivery. Some of the things citizens want are consolidated IDs, digitally available permits and information, as well as, digital applications and approvals. Other benefits? Efficient and cost-effective processes.



Human Centric Design



Process and technology considerations must be centered and focus on the people at the heart of the organization. Enabling processes that make their work easier with technology that supports their ability to perform their roles and access information when and where they need it.



Gain Insight into Business Through a Single Source of Truth



Incomplete, inaccurate and inaccessible data can severely limit the ability to make evidence based decisions. Alongside this is the challenge of making data accessible and actionable for the right people to ensure they can deliver relevance at the right time. As such, it's critical for organisations to perform a data health check, clean their data if inaccurate and implement internal data hygiene disciplines in order to ensure that the single source of truth is reliable, accurate and complete.



Prepare to Let Go



Large transformation programs involving the replacement of an ERP system provide organizations with the rare opportunity to evaluate how they do business. The organization and its people must be willing and able to let go of what is comfortable and familiar in favour of what is best for the organization. Special considerations have to be given to managing the change for people, process, technology and data to ensure successful design and implementation.








Security and Privacy are Critical



Municipalities have critical information on their servers, and the amount of information will continue to grow in the digital world. Today, risk is increasing and cyber-attack incidents are becoming more frequent. Protecting data and reassuring citizens that their data is secure are critical and will help enhance trust across your network.

Key Transformation Considerations

Transformation Consideration	What does this mean?
 Continuous Improvement and Organizational Excellence	<p><i>A transformation project like SCBT can only address so many processes for the County. Continuous improvement is the key to not standing still at the level where SCBT will bring the County, but to keep developing people, processes and technology towards a desired future state. The County will be enabled to grow with changing priorities and will have to balance being on the leading edge of innovation, operational and organizational excellence and the need for continuous improvement.</i></p>
 Business-wide Education	<p><i>You won't be able to adapt if people aren't fully behind customer-centricity, so educating the business on the need to transform is critical. Internal resistance to change is inevitable when embarking on a transformation journey. A major reason why is that many staff haven't yet felt the pinch of the new environment, and therefore aren't completely sold on the need to adapt. Fear is also a major reason.</i></p>
 New Roles and Capability Shifts	<p><i>As new processes and technology are introduced, it's essential that the right people are in place to operate them. All the technology in the world won't deliver results without the people to drive it. An overall shift to a more accountable approach also needs to take place for in scope functions, and people capabilities need to be developed to enable the change from transactional to more analytical ways of working.</i></p>
 Develop Service Level Charters	<p><i>Creating an agreement (Service Level Charters) between CoE/ SS and other departments defines the role as it relates to the rest of the organization. Service Level Charters rationalizes the work being done and drives accountability for meeting efficiency targets. Defining responsibilities and accountabilities can prevent duplication and reduce error rate.</i></p>
 Technology as an Enabler	<p><i>Putting technology before process is putting the cart before the horse. Often, companies decide to put in a new ERP system, thinking it will solve all their problems - it rarely does. Extra technology and upgraded systems make terrible band-aids for a broken process. Address and fix issues as they are found and ensure the process and organization are correct before changing technology. Systems are meant to support processes, not create them.</i></p>

Overarching Guiding Principles for Future State

Are used to understand the scope of services across the organization: where the services need to reside, what skills are needed to deliver the service, and if opportunities for consolidation exist

Principle	Description	Explanation
1 Elevate the Role of County Staff	Finance, HR and P&CM will assume a business-partner role across the County with a focus of strategically improving decision support.	<ul style="list-style-type: none">Improving the efficiency of transactional functions will allow impacted employees to focus on strategic & analytical functions.Improving the analytical functions will lead to improved decision support.
2 Clear Roles, Responsibilities & Accountability	Employees will know what is expected of them and what to anticipate in terms of coordination with other departments.	<ul style="list-style-type: none">Non-standardized roles can create confusion over who is responsible for a given activity and duplication of effort.Clearly defined responsibilities and accountability gives employees goals to achieve promotion.
3 Management Efficiency & Innovation	With a push to automation, and a full review of risk and controls, will allow management to get the data they need without human intervention	<ul style="list-style-type: none">Improved process design will allow management to get the information they need to make business decisions and manage their employees.Efficient processes and technology close to leading practice will foster the desire for continuous innovation by the management.
4 Hubs of Knowledge	Hubs of knowledge for the benefit of all employees and the organization	<ul style="list-style-type: none">Moving to hubs of knowledge creates lines of communication between employees so that knowledge can be shared and utilized in day-to-day operations and enables greater standardization of processes.
5 ONE County (standardization)	Standardized processes across the County increase efficiency and remove costs due to unnecessary activities.	<ul style="list-style-type: none">Standardization of roles and streamlined processing of transactions creates the opportunity for efficiencies that will result in greater strategic analysis, decreased costs and improved evidence based decision making.

HR Design Principles

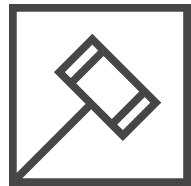
Help to guide the HR Operating Model design and identify what the organization must accomplish

Principle	Description	Explanation
1 HR Focus on Value Add	HR will assume a more strategic role across the County, with a focus on strategically improving decision support.	<ul style="list-style-type: none">By improving efficiency of transactions to allow the HR function to increase its strategic and analytical capabilities
2 Clear Roles & Responsibilities	Employees will know what is expected of them and what to anticipate in terms of interaction with other departments.	<ul style="list-style-type: none">Standardize roles where possible and reasonable, as well as clarification of roles, responsibilities and accountability for County staff
3 Increased Efficiency	With a push to automation, and a full review of risk and controls, will allow managers to get the data they need.	<ul style="list-style-type: none">Allowing management and employees to access the information they need to make business decisions and manage employees
4 Capture & Leverage Knowledge	Providing a leading repository of HR knowledge for the benefit of all employees.	<ul style="list-style-type: none">To enable the management of information and access appropriate sharing
5 Empower through Self-Service	Self-service and empowerment means HR needs to accept some risks in process compliance.	<ul style="list-style-type: none">Increased adaptability and flexibility for Corporate HR and County Staff

Approach to Designing the Conceptual HR Operating Model

HR Design Principles

Established Design Principles to guide decision making & ensure alignment to goals, objectives, and needs of the organization

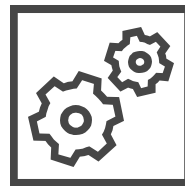


HR High-Level Worksplits

Established high-level HR worksplits, defining RACI for HRSS, HRBPs, CoEs, and Strategic HR, to serve as foundation for design workshops

HRBP Design

Reviewed responsibilities & accountabilities, defined service delivery model, and established a role mandate for HRBP



HRSS Design

Reviewed responsibilities & accountabilities, defined service delivery model, and established a role mandate for HRSS

CoE Design

Reviewed responsibilities & accountabilities, defined service delivery model, and established a role mandate for CoE

Draft Conceptual HR Operating Model

Review draft Conceptual HR Operating Model, finalize outstanding decisions, discuss any required modifications



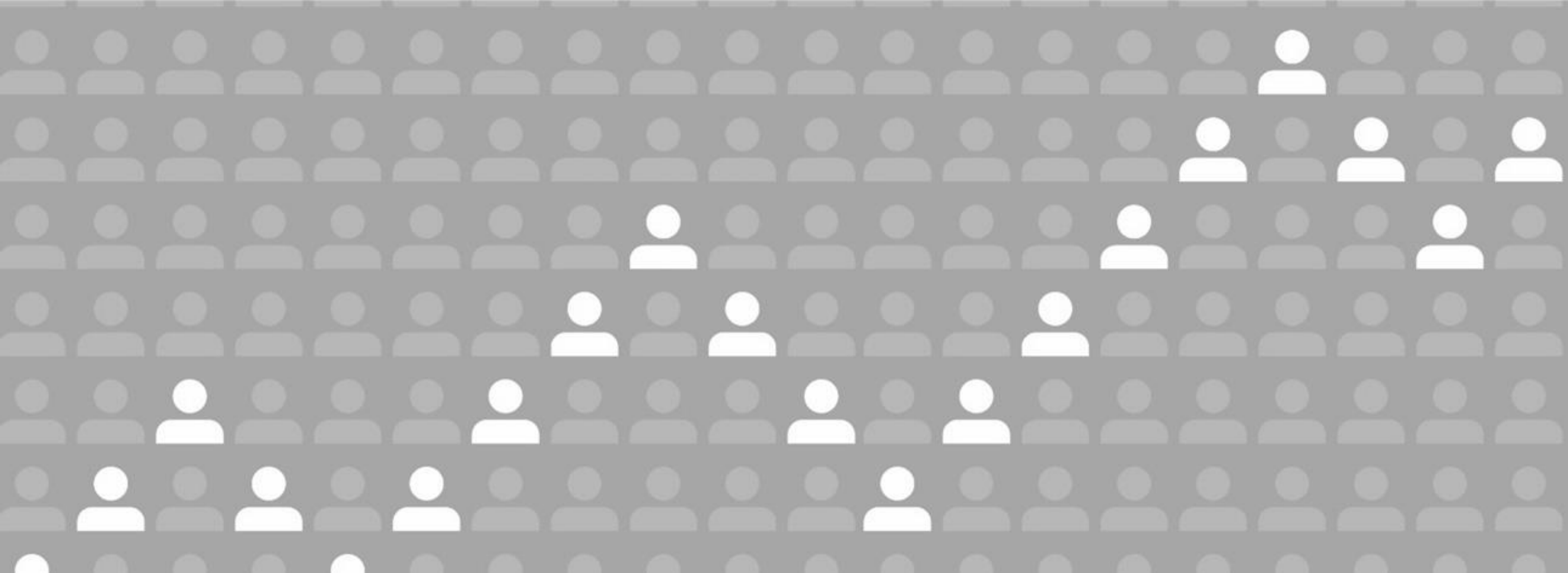
Strategic HR

Provided an overview of strategic HR mgmt., reviewed responsibilities & accountabilities, and established a role mandate for HRSS

Finalized Conceptual HR Operating Model

Review finalized Conceptual HR Operating Model with broader SC groups





Human Resources Operating Model Design

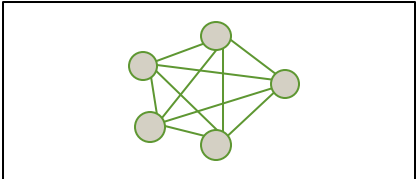
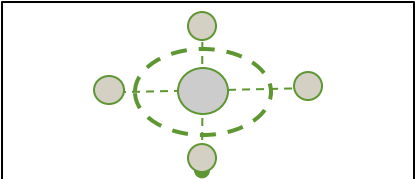
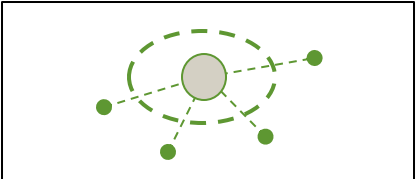
HR Key Design Questions - Reflected as a Scale

While the operating model design principles provide a universal foundation for the County's functions, there are also focused design questions to shape the Future State Design. These are questions that must be answered to complete the new operating model design.






Operating Models for the County

Options to consider for designing the County's future-state Operating Model

	Decentralized Model	Centre-led Model	Centralized Model
			
Description	Decentralize the COE and Business Partners into specific business units. Rapid response to local needs of an organization. This model is optimal for organizations faced with speed and intimacy vs. efficiency on scale.	A hybrid approach balances the traditional and decentralized model with the specific HR capabilities leading, developing and managing policies and processes, while decentralized COE partners reside in specific business units.	The traditional model based on the Ulrich principles of having COEs, HRBPs, and SSC's interacting with Business Units. COEs are the center of expertise, focusing on strategies and policies, while HRBPS are advisors and understand the need of the business units, and SSC is a shared service for transaction or common tasks.
Tasks & Targets	<ul style="list-style-type: none"> • Rule-based operational SC HR services • Employee, Organizational structure and payroll focused, technology leveraged • Driving to lower cost of service and consistency with clear service levels • Critical number of tasks required for verification 	<ul style="list-style-type: none"> • Balance between centralized and decentralized allowing to leverage corporate standards while providing flexibility • Greater ability to serve stakeholders and understand the business • Greater sharing of leading practices 	<ul style="list-style-type: none"> • Business partner to the department/ community service leader • Provide strategic insight to make business decision • Link to SC central HR to ensure HR policies and standards are followed

Designing an HR Operating Model

How the assessment criteria informed our recommended operating model

Assessment criteria	Evaluate options for the operating model			
	 Centralized	 Decentralized	 Centre-led*	Explanation
1) Strategic Value to Business	✓	✓	✓	The more strategic the function to Department operations, the closer the function needs to be.
2) Quality & Service Commitments	✓		✓	Quality and service are more easily monitored in a centralized and centre-led model.
3) Cost of Service	✓			Costs are more easily controlled in a centralized model.
4) Level of Control & Compliance	✓		✓	Control and compliance is an ongoing, learning-based criteria which is specialized but difficult to monitor.
5) Customer Centricity	✓	✓	✓	Customer service levels can be delivered in all models, but with different degrees of SLAs (Service Level Agreements).
6) Skill-set Required to Deliver Service	✓	✓	✓	Specialized services are better managed through a centralized and a hybrid model.
7) Level of Process Standardization	✓			If the level of process standardization is high, the function can take advantage of a centralized delivery model.

*Centre-led approach is specific to OHS, Time Management and Learning and Development

Target HR Governance Model

The graphic below depicts the movement of some core HR functions from Centre-Led or Decentralized to Centre-Led or Centralized, from a process governance perspective.

HR Capabilities	Current State Governance Owner				Future State Governance Owner		
	Decentralized	Centre-led	Centralized		Decentralized	Centre-led	Centralized
People Strategy, Culture & Policies			✓	Change			✓
Org Development & Design			✓				✓
Workforce Analytics			✓				✓
Talent Sourcing			✓				✓
Learning & Development		✓				✓	
Performance & Career Development		✓					✓
Total Rewards			✓				✓
HR Function			✓				✓
Workforce Administration			✓				✓
Time & Payroll	✓		✓			✓	✓
HR Technology			✓				✓
Workforce Environment	✓	✓				✓ *	
	Departments	Centralized			Departments	Centralized	

*Discussions still ongoing on the delivery of OH&S (Centralized vs Centre-Led/Decentralized)

The Conceptual HR Service Delivery Model

The high-level Service Delivery Model will all HR to deliver a consistent service across the County whilst giving more opportunity for value-add

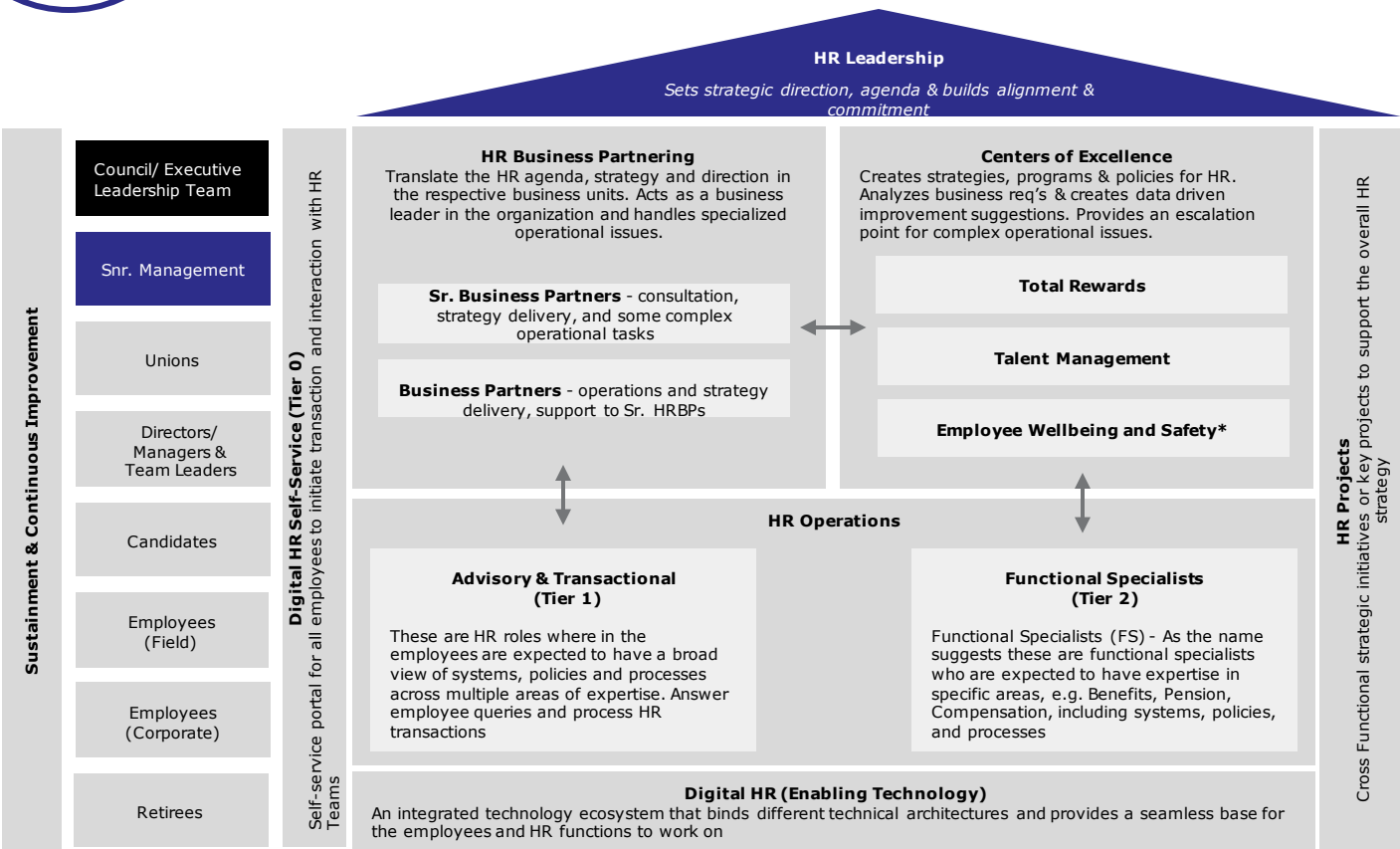


* Employee Wellbeing and Safety CoE includes Employee & Labor Relations, Disability Management, Wellbeing & Wellness, and Occupational Health & Safety. Alternative option is to include Disability Management and Wellbeing & Wellness under Total Rewards, and have distinct CoEs for Occupational health & Safety and Employee & Labour Relations.

HR Leadership (i.e. Strategic HR Management) Overview



HR Leadership is the Senior leadership Group that is accountable for the Entire HR Organization at the County



Who do they interact with?

- Very senior county officials
- Senior Management Team
- CoE, HRBP & HRSS leadership groups
- Executive sponsorship for cross-functional HR Projects
- Department & Business Leadership for Strategic Planning Process

What are they accountable for?

- Set the overall direction and strategy for Human Resources at Strathcona County
- Accountable for People Strategy & Strategic HR Plan
- Oversight for the entire HR Operating Model
- Responsible for the alignment and direction of the entire operating model
- Oversees and sponsors critical HR Projects / signs off strategic projects
- Signs off on larger decisions and handles key escalations
- Sits on governance/steering committees
- Advocates for HR with the wider organization

HR Leadership Future-State Design

Focus on Employee Experience & Driving HR Operational Excellence For County Employees

Service Delivery Model



Centralized



Mandate:

- Develop the overall People Strategy (multi-year) using information that outlines the priorities to deliver on the future business needs
- Develop & manage annual Workforce Plan in conjunction with the business and based on data analysis
- Inform organization of people plans, set expectations and departmental responsibilities, monitor, and report



They Do Not:

- Act in isolation of other HR functions or the business
- Police HR policies or strategies
- Set policies or programs



Key Interactions

- **Primary:** Business Leadership, CoEs
- **Secondary:** HRBPs

Description of Services

Multi-Year People Strategy

Developed in conjunction with business strategy & requirements, data analysis and all HR operating model components - the people strategy outlines the key HR priorities needed to deliver the business priorities of the future. Once these priorities have been identified, programs are developed programs to deliver against these priorities.

Annual Workforce Plan

Developed in conjunction with the business and based on data analysis, the workforce plan talks about the capability required within the next financial year. Solutions / programs are developed to meet these capability gaps and are normally shorter term projects (most commonly around resourcing or L&D).

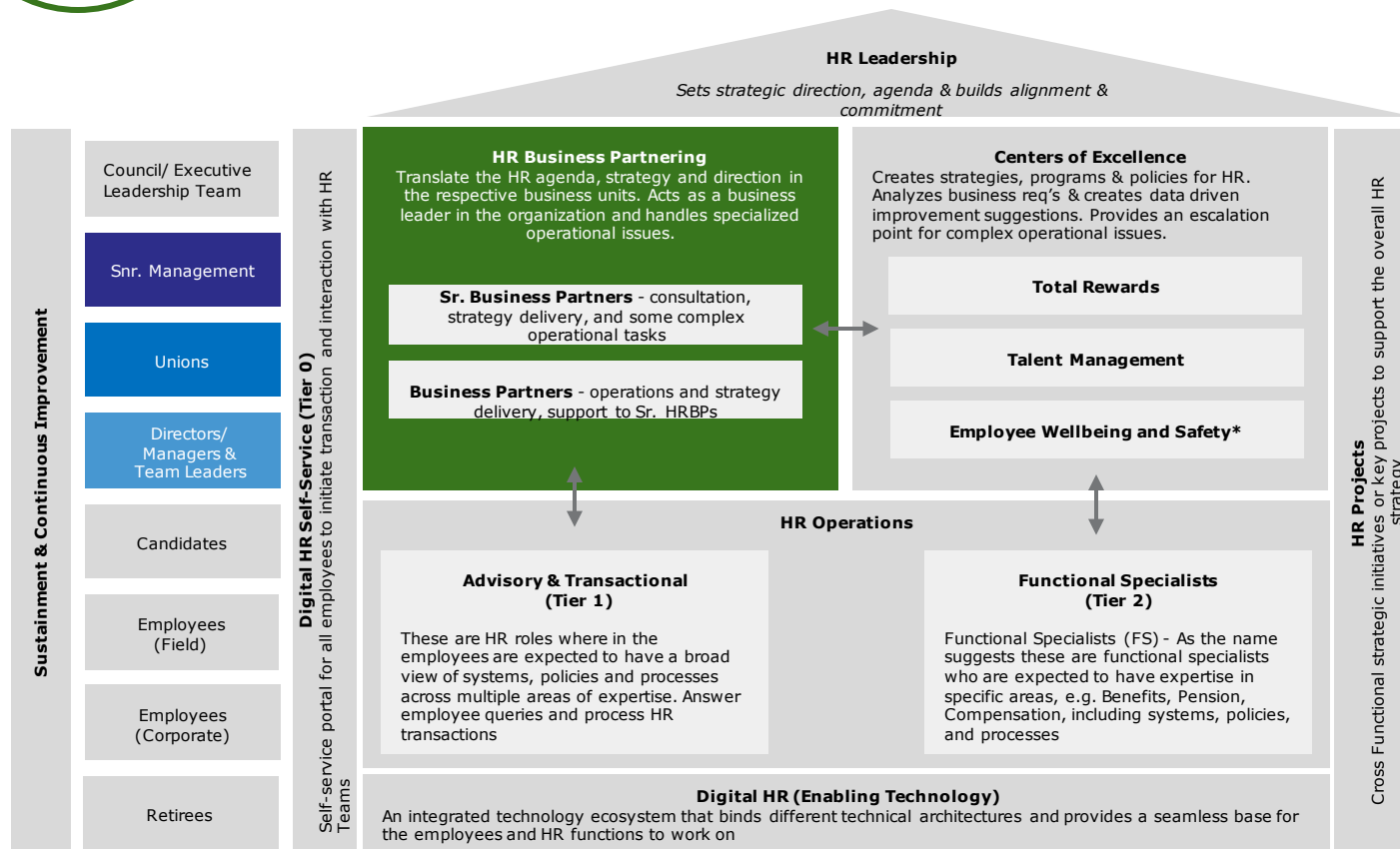
HR Strategic Initiatives

All of the projects or initiatives that come out of the People Strategy or Annual Workforce Plan. Typically these are owned/accountable to HR leadership but more often developed by the CoE and can range from proactively resourcing a new skill set to changing succession planning to meet the critical roles of the future.

HR Business Partnering (HRBP) Overview



HR Business Partnering is the business Facing function of HR - sat out in Respective functions in the field



Who do they interact with?

- Senior management in some cases
- 'Operational HR Partners' (i.e. LR Business Partners) will have specialist interaction with certain groups (eg. unions)
- In the main HRBPs interact with directors & management levels
- Will be involved with all other sections of the HR Operating Model

What are they accountable for?

- Translating the HR agenda, strategy and direction in their respective business units
- Acting as a business leader in the organization with an HR focus - being a coach and sounding board for directors and managers
- Handling specialized operational issues - i.e. ER issues
- Advocating for HR within the business and championing the model

HR Business Partnering Future-State Design

Focus on Employee Experience & Driving HR Operational Excellence For County Employees

Service Delivery Model



Centralized



Mandate:

- Partner with leaders to balance HR priorities with business and employee needs
- Champion and deploy HR programs, rule, policies, and procedures within the business
- Apply HR subject matter expertise to inform business decision making
- Provide thoughtful and effective coaching and consultation to leaders including providing problem solving and strategic thinking



They Do Not:

- Establish policies and programs
- Act in isolation of other HR functions / components
- Establish precedent for making exceptions in isolation



Key Interactions

- **Primary:** Directors, Sr. Managers, Unions, Team Leaders
- **Secondary:** HRSS, CoEs, HR Leadership

Description of Services

Strategy & Planning

- Deliver on value-add activities such as talent and succession planning, analyzing workforce data for insights to anticipate workforce or OD changes, etc.; examples include:
 - Facilitate the creation of a capacity plan in the strategic workforce plan, incorporating and maintaining attrition & hiring rates
 - Facilitate the creation of departmental and cross-functional succession plans through mentoring, training and job rotation, in order to succeed key roles
 - Develop and manage the County's approach to employee case management / resolution
 - Facilitate the development and maintenance of org design

Consultation

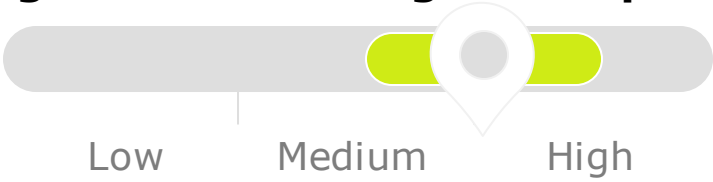


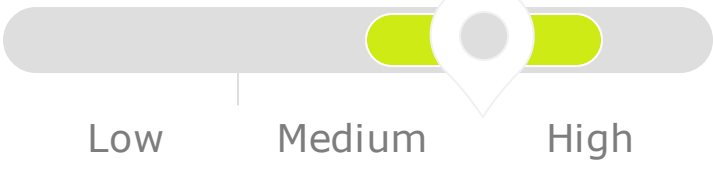

- Provide education, advice, coaching and consulting to business leaders on ER & LR, performance management and career development, succession planning, workforce planning and structural and staffing issues, including compensation, organizational design, employee engagement and overall organizational effectiveness
- Champion & provide feedback on HR services to HR Operational Services and CoEs
- Provide input into collective bargaining process

Operational HR

- Roll out programs designed in partnership with CoEs
- Provide specialized guidance and deal with high touch or sensitive issues/HR administration, examples include:
 - Manage end-to-end aspects of disability case management, from assessment to return to work *
 - Deliver County's functional H&S programmes to assist in maintaining a safe and incident free workplace *
 - Manage end-to-end aspects of H&S incidents from identification to resolution and next steps *
 - Manage delivery of County's industrial relations including, collective agreements, unions, councils etc. & governance of process / policy
 - Manage approach to employee case management/resolution including management of disciplinary and grievance cases
 - Manage external stakeholders and parties of interest in compliance with local legislation & reporting

* Activities performed by Operational HRBPs

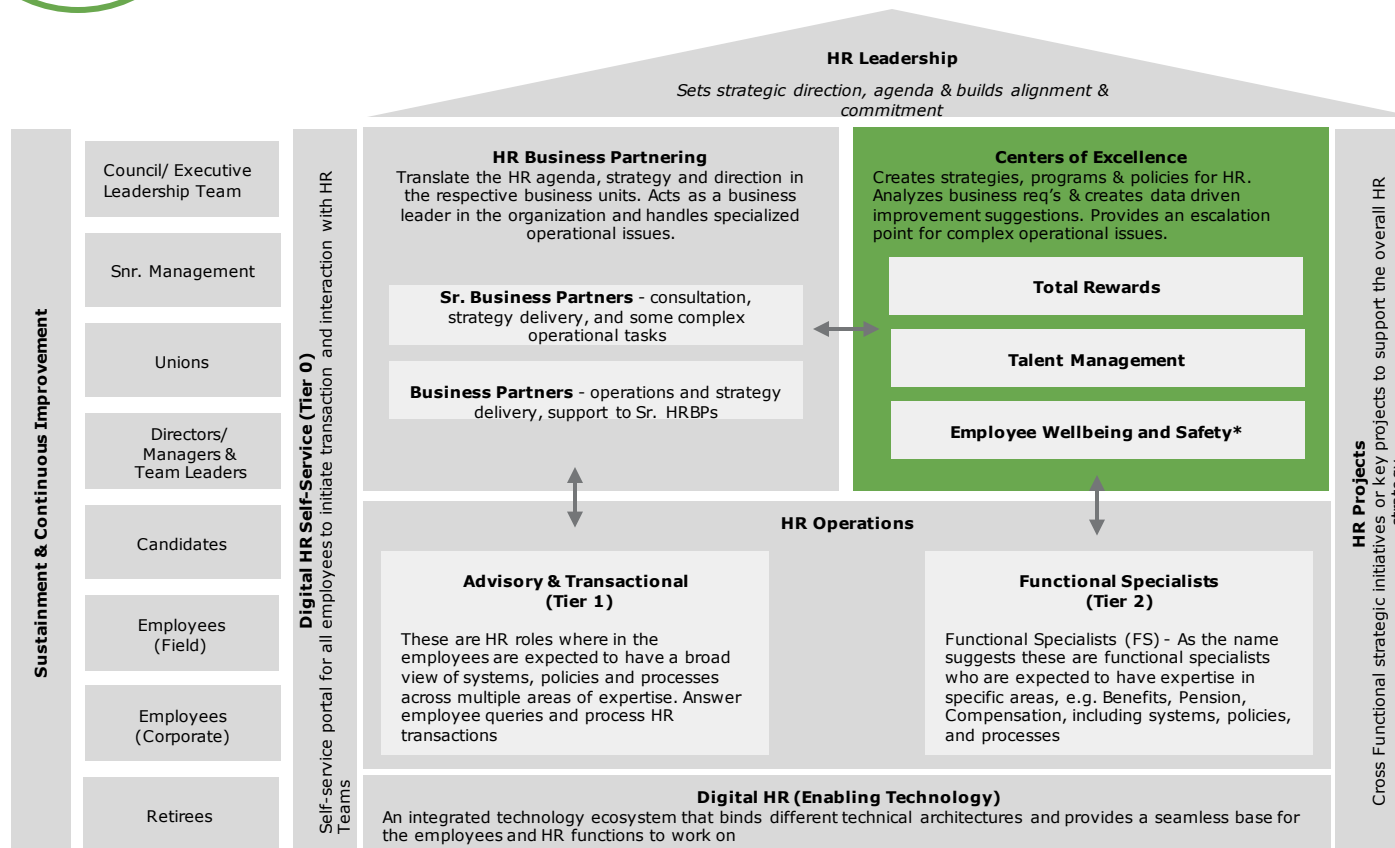
HR Business Partnering - Alignment to HR Design Principles

Principle	Description	How does the conceptual HRBP design align with our Design Principles?
1 HR Focus on Value Add	HR will assume a more strategic role across the County, with a focus on strategically improving decision support.	
2 Clear Roles & Responsibilities	Employees will know what is expected of them and what to anticipate in terms of interaction with other departments.	
3 Increased Efficiency	With a push to automation, and a full review of risk and controls, will allow managers to get the data they need.	
4 Capture & Leverage Knowledge	Providing a leading repository of HR knowledge for the benefit of all employees.	
5 Empower Through Self-Service	Self-service and empowerment means HR needs to accept some risks in process compliance.	

HR Centres of Excellence Overview



HR Centres of Excellence are centralized Functional experts that work on overall HR strategy, policy & programs



Who do they interact with?

- All other aspects of the HR Operating Model
- Occasionally the CoE may interact with the business for either an initiative (i.e. diversity project) or a program (i.e. learning courses)

What are they accountable for?

- Create strategy, program and policy for the HR organization
- Analyze business requirements and create data driven improvement suggestions
- Quarterback HR projects and initiatives
- Provide an escalation point for complex operational issues

HR Centres of Excellence Future-State Design

Focus on Employee Experience & Driving HR Operational Excellence For County Employees

Service Delivery Model



Centralized



Centre-Led



Mandate:

- Identify organizational needs to create strategies and program direction
- Design & develop programs, policies, rules, and procedures
- Provide subject matter expertise and act as a point of escalation
- Take on a holistic and collaborative approach



They Do Not:

- Act in isolation of other HR functions / components
- Get involved in routine and basic operational issues
- Get too conceptual (i.e. too out of touch with realities of the organization and immediate business priorities)



Key Interactions

- **Primary:** HRBPs, HRSS
- **Secondary:** HR Leadership

Description of Services

Total Rewards

- Develop Total Reward Strategy & manage the annual cycle of reward programs
- Manage methods for job evaluation, identifying and enabling market data needs
- Provide guidelines and tools for creating & maintaining job capabilities and competencies in the competency catalogue or framework
- Define and develop the overall Workforce Analytics strategy for Total Rewards and conduct analysis for trends, patterns or KPI metrics and work to develop solutions in conjunction with internal stakeholders

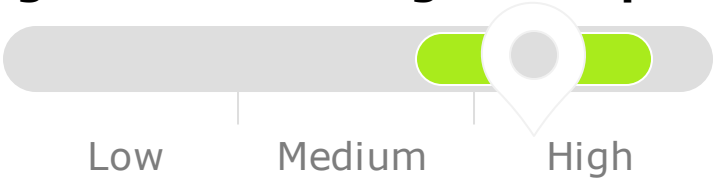
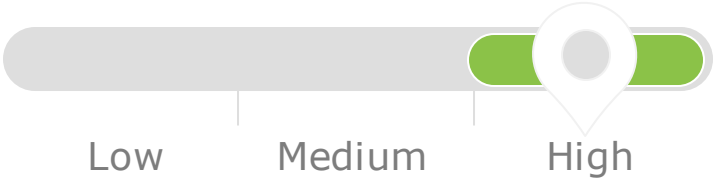
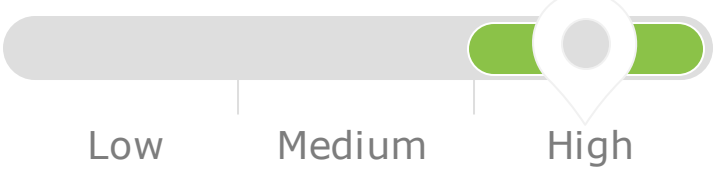
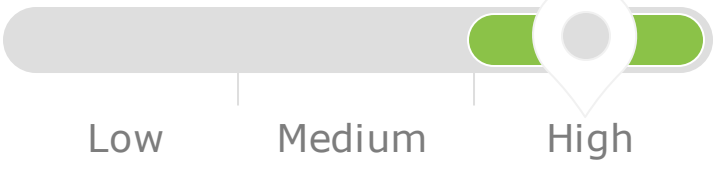

Talent Management

- Develop the Performance management strategy, approach and associated policies
- Provide oversight and tools for developing departmental and cross-functional succession plans
- Determine long-term workforce trends to identify 'shortfalls' and 'overages' in future workforce, key capabilities needed for SC's Business Strategy and the required workforce initiatives and strategic plans to enable them
- Develop selection management approaches used in the assessment of SC's candidates
- Develop strategy and overall approach for employee onboarding
- Develop SC's L&D Strategy and associated policies that support the People Strategies and overarching business needs
- Work with leadership to create the employer value proposition, define SC's desired organizational culture, and define SC's strategy for diversity and inclusion

Employee Wellbeing

- Define approach to deliver upon and manage OH&S initiatives and programs
- Monitor OH&S initiatives focused on maintaining or improving the workforce environment & drive workplace productivity
- Provide oversight to the management of OH&S programmes & incidents
- Define the ER and LR strategy and develop SC's holistic approach to people risk management
- Provide oversight to ongoing management of industrial relations including, collective bargaining, unions, councils etc. & governance of process / policy
- Develop and manage policies and interventions to monitor and improve employee well being
- Develop and manage policies and interventions for disability management
- Provide oversight to the management of Disability programs & cases

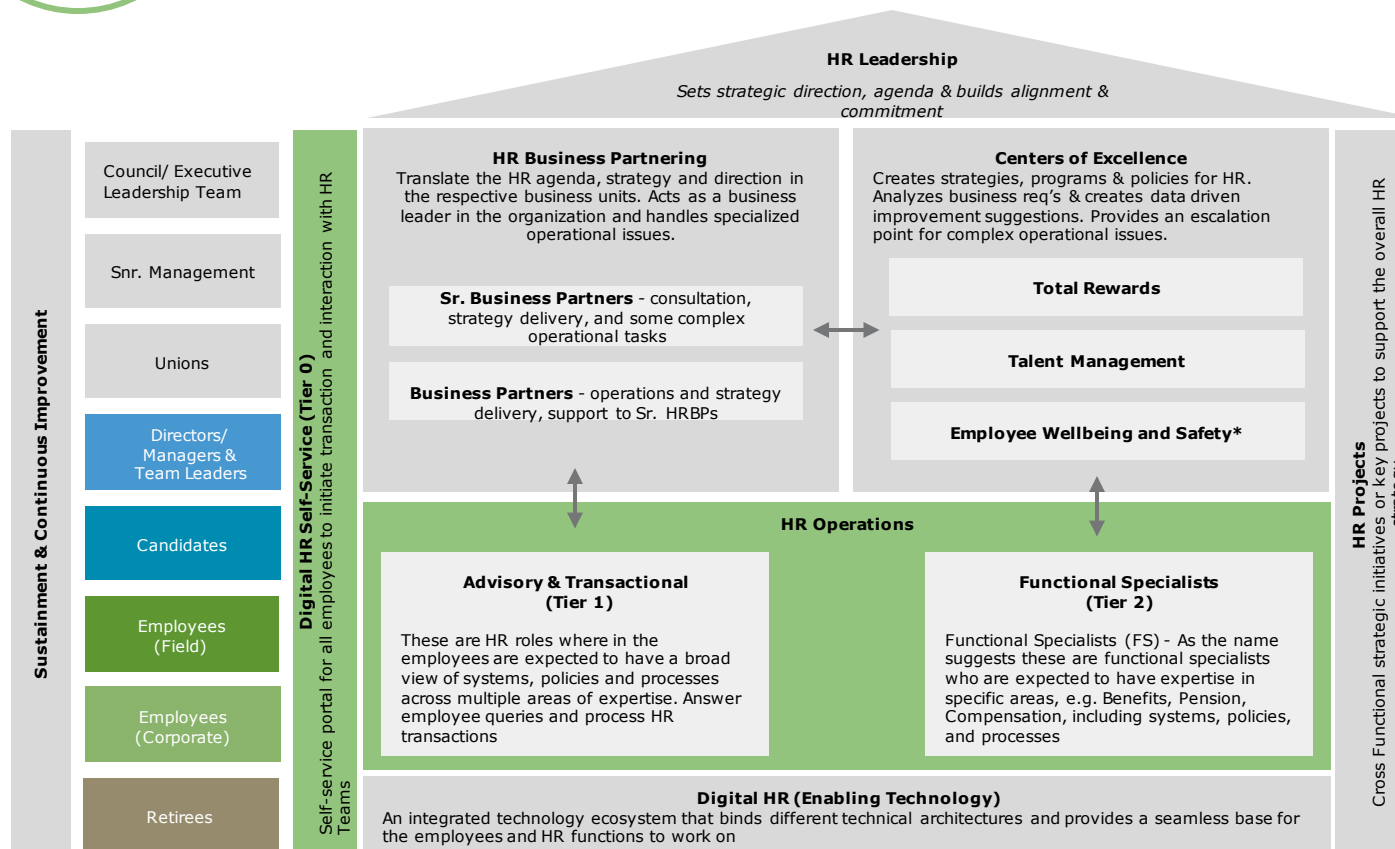
HR Centres of Excellence - Alignment to HR Design Principles

Principle	Description	How does the conceptual HR CoE design align with our Design Principles?
1 HR Focus on Value Add	HR will assume a more strategic role across the County, with a focus on strategically improving decision support.	 Low Medium High
2 Clear Roles & Responsibilities	Employees will know what is expected of them and what to anticipate in terms of interaction with other departments.	 Low Medium High
3 Increased Efficiency	With a push to automation, and a full review of risk and controls, will allow managers to get the data they need.	 Low Medium High
4 Capture & Leverage Knowledge	Providing a leading repository of HR knowledge for the benefit of all employees.	 Low Medium High
5 Empower Through Self-Service	Self-service and empowerment means HR needs to accept some risks in process compliance.	 Low Medium High

HR Operations (HR Shared Services) Overview



HR Operations is the single point of contact for most employees and will handle employee queries and operational issues



Who do they interact with?

- Employees and non-employees (candidates, pensioners etc.) at all organizational levels
- Support all other areas of the HR operating model
- Significant internal interaction if SC decides to adopt a tiered service delivery model

What are they accountable for?

- Answer and resolve 90% of employee queries
- Maintaining and updating digital HR knowledge bases and HR technology support
- Tier 2 Functional specialists act as escalation points and subject matter experts in priority areas (such as compensation, learning administration, HR technology etc.)
- Support HR Projects as needed

HR Operations Future-State Design

Focus on Employee Experience & Driving HR Operational Excellence For County Employees

Service Delivery Model



Centralized



Mandate:

- Handle majority of HR administrative and inquiry services through a primary point of contact
- Establishing HR customer service excellence through consistency and efficiency
- Delivery Core HR services
- Be the guardian for the HR programs, rules, policies and procedures
- Capture and leverage knowledge
- Liaise within HR
- Advocate and support employees as appropriate



They Do Not:

- Establish policies and programs
- Act in isolation of other HR functions / components
- Establish precedent for making exceptions



Key Interactions

- **Primary:** Employees, Managers
- **Secondary:** CoEs, HRBPs

Description of Services

Transactional Services

- Deliver administrative aspects of Performance and Career Development, Total Rewards, Learning & Development, Talent Sourcing processes, and Time & Payroll, examples include:
 - Run standard reports and handle basic troubleshootings
 - Post and track position vacancies, conduct applicant pre-screening & coordinate interviews
 - Conduct corporate orientation (e.g., corporate forms, benefits forms, tax forms, etc.)
 - Coordinate corporate delivered learning events
 - Administer and process annual reward programs & Cola
 - Process benefits enrollments and administer employee benefits
 - Audit time files and import for payroll processing
- Deliver administrative aspects of processes that cover employee & non-employee or organisational data changes


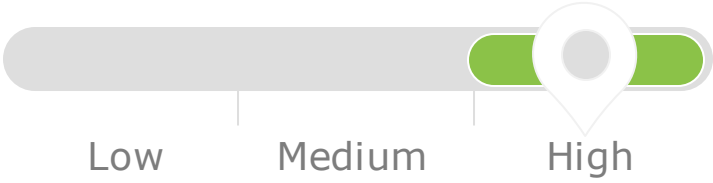
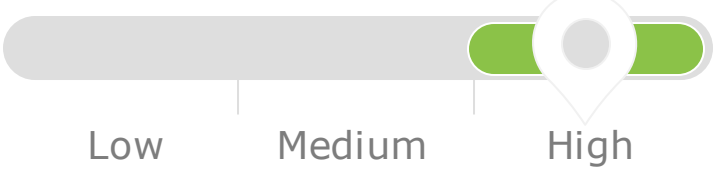
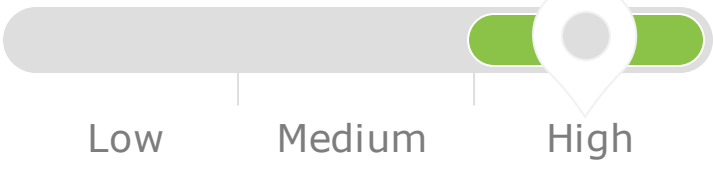

Advisory Services

- Provide first point of contact for the provision of employee and manager advice, guidance and query resolution
- Provide answers to basic inquiries related to Workforce Analytics, Talent Sourcing, Learning & Development, Total Rewards, Workforce Administration, and Time & Payroll
- Triage incoming HR requests and appropriately allocate across HR functions
- Escalate requests / inquiries as appropriate
- Support problem solving, case management and issue resolution

Specialist Services

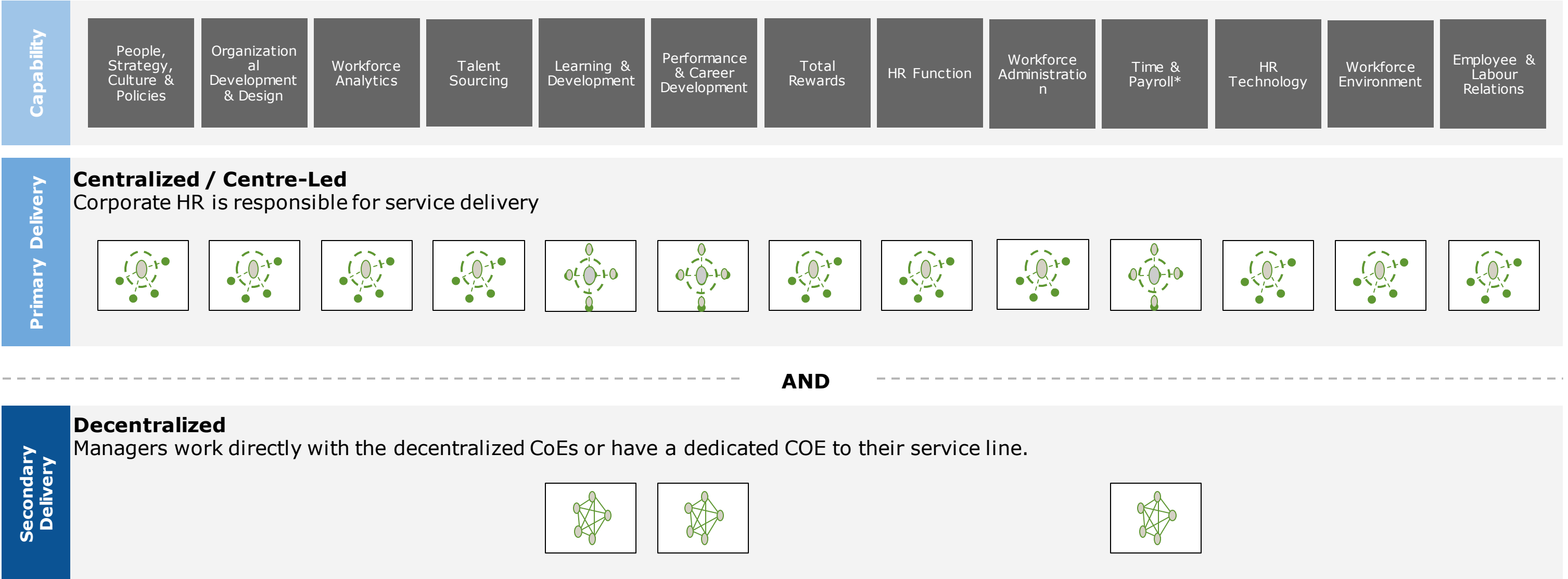
- Provide specialized skill sets & functional expertise in complex HR operations, examples include:
 - Develop / configure dashboards & reports, including managing reporting functional data access rights
 - Analyze data, look for trends, and flag relevant findings back to appropriate groups
 - Facilitate and support the interview process
 - Conduct job evaluations, Job Demands Analysis (JDA), and Work Site Assessments
 - Manage end-to-end administration of pensions and non-retirement benefit schemes
 - Conduct compensation administration
 - Manage end-to-end Payroll processing, including set-up of pay cycles & all activities required to ensure payroll runs to schedule
- Handle escalated inquiries / transactions

HR Operations - Alignment to HR Design Principles

Principle	Description	How does the conceptual HR Operations design align with our Design Principles?
1 HR Focus on Value Add	HR will assume a more strategic role across the County, with a focus on strategically improving decision support.	
2 Clear Roles & Responsibilities	Employees will know what is expected of them and what to anticipate in terms of interaction with other departments.	
3 Increased Efficiency	With a push to automation, and a full review of risk and controls, will allow managers to get the data they need.	
4 Capture & Leverage Knowledge	Providing a leading repository of HR knowledge for the benefit of all employees.	
5 Empower Through Self-Service	Self-service and empowerment means HR needs to accept some risks in process compliance.	

How Will Processes be Delivered?

Aligning the operating model to process delivery is critical to understand the impact on people, while considering technology as an enabler



**Time Collection & scheduling may rest in the departments*

Benefits of the New HR Operating Model

Benefits

- Greater **accountability, stronger relationships**, and **value-add work** through single points of contact and clear responsibilities between HR teams
- Ability for HR to develop deep HR expertise within the centres of excellence to deliver value add and strategic HR initiatives
- Provide employees with a single point of contact, **clear processes**, and **flexible service delivery**
- Empower the workforce through enabling technology and self-service
- Streamlined processes and service delivery offerings and clarity in roles and responsibilities

Benefits

Clarity in roles and responsibilities

Single point of contact for employee queries and requests

Allows HRBPs and CoEs to focus on strategic HR priorities and value add

Leverages existing capabilities in a structured and streamlined approach

Drives consistency of service across HR as a function

Efficiency through automation of previously manual tasks (eg. vacation requests)

Considerations

Will have a change impact on the organization - needs to be supported by change mgmt.

Employees may need support in developing new skills

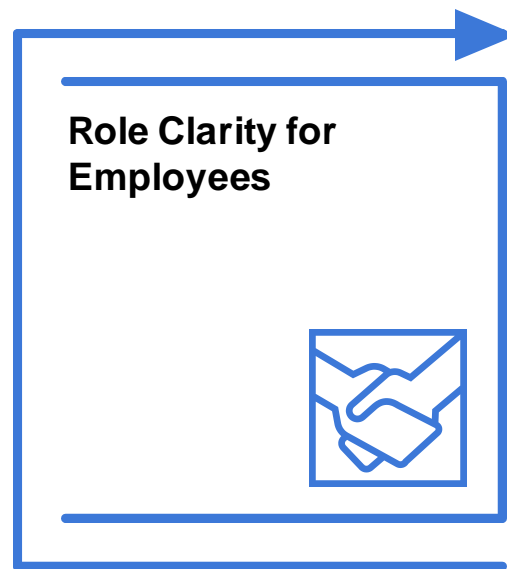
Considerations

- Changes require communication and ongoing change management
- Will require significant upskilling across all HR areas

What's In It For Your People?



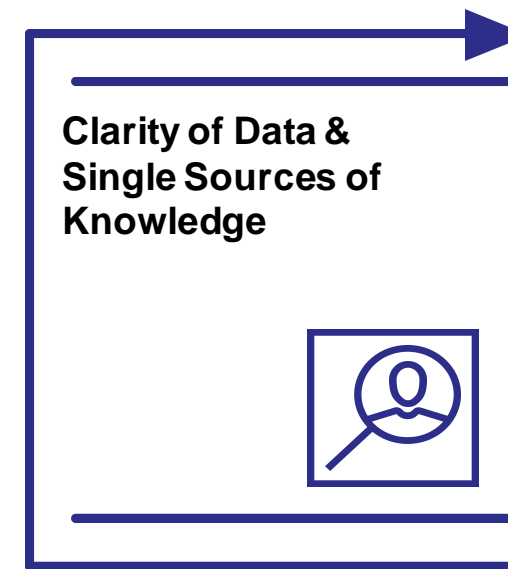
Staff have developed a large number of **manual work-arounds, interfaces, reporting tools, and processes** to complete what should be relatively simple processes. Moving forward we are emphasizing **the ability of people and technology to more efficiently complete these tasks automatically enabled by the operating model design (e.g. vacation requests)**



In the current model, there is a lack of clarity in terms of HR points of contact for employees. By moving to the future state model - employees will be provided with a single point of contact for all HR related queries and issues. Which allows us to avoid duplication and confusion. Furthermore the redesigning of the HRBP & Operational BP roles will mean managers and departments have an empowered HR resource on hand to deliver value-add.



The model will drive a consistent approach to dealing with employee issues and resolving HR queries. Eliminating any inconsistency of service or the appearance of exceptions. By channelling employee queries and requests into a single point of contact, enabled by technology, we can create a consistently excellent HR service delivery across the board for all employees.



Information in the current state **resides in many different systems and sometimes with different people**. Knowing where to find the information you need is not always clear. Having one system of data and one central repository for HR policies, programs and processes will allow employees and managers to access the data or information they need a click of a button.

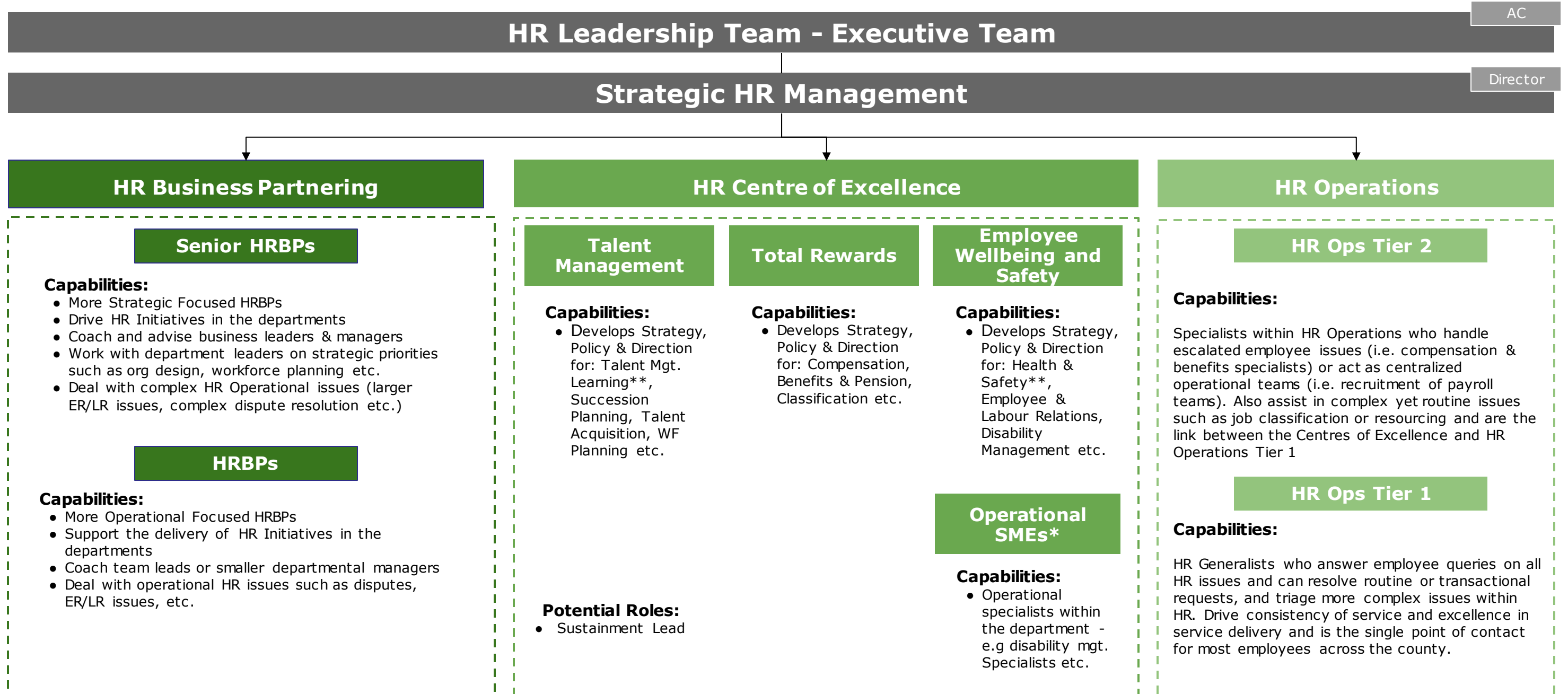


By reducing the administrative burden on CoEs and HRBPs, whilst allowing real time and accurate data with the potential for workforce analytics. HR is empowered to identify and develop people-centric solutions to the complex business problems the County faces now and in future at a strategic level (e.g. Strategic Workforce Planning or Talent & Succession Planning)

High Level Organizational Structure

Functional Organizational Structure

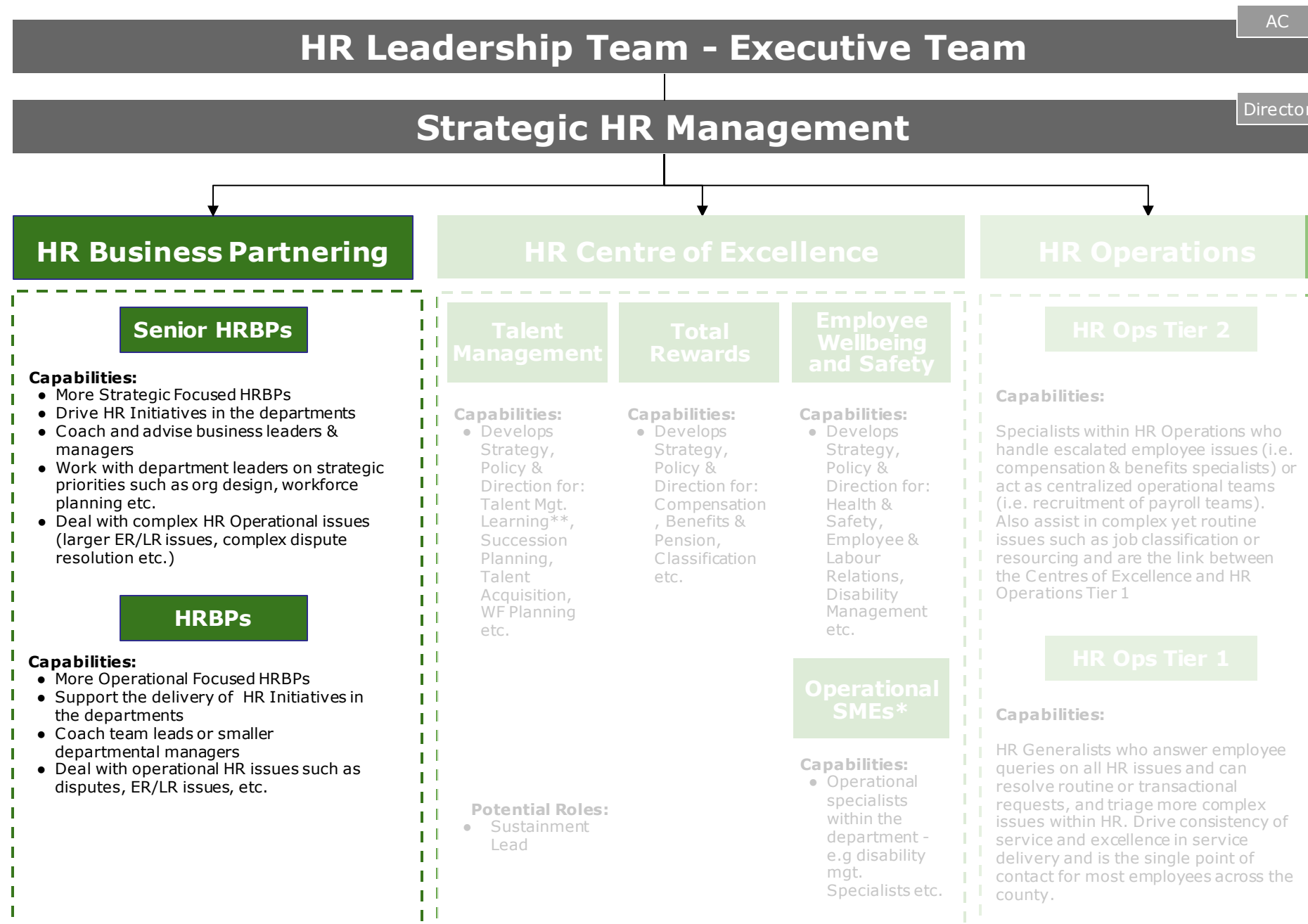
The future state HR Operating Model will lead to changes in the HR Functional organizational structure at Strathcona County



*Discussions still ongoing on the role of operational SMEs & whether they are centre-led/decentralized

**Discussions still ongoing on the delivery of OH&S & Learning (Centralized vs Centre-Led/Decentralized)

HR Business Partnering Potential Roles



HR Business Partnering

Role A - Sr. HR Business Partner

Role B - HR Business Partner

HR Centres of Excellence

Role C - Total Rewards CoE Specialist

Role D - Talent Management CoE Manager

Role E - Health & Safety Operational SME

HR Operations

Role F - HR Operations Team Lead

Role G - HR Operations Payroll Specialist

Role H - HR Operations Analyst

Role A - Sr. HR Business Partner

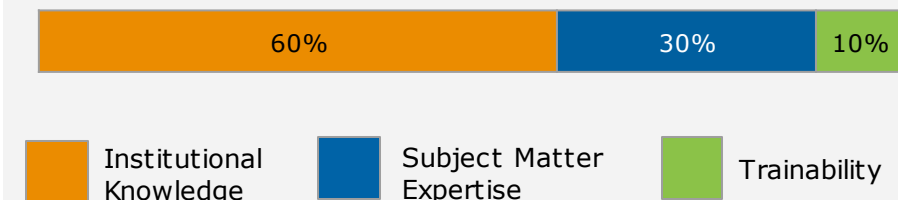
Key Responsibilities:

- **Strategy, Insights & Planning** - Understand business strategy, plan, and activities, assess needs and barriers in order to drive business performance through development and delivery of people strategy and solutions (e.g. leadership development and gaps, succession planning, acquisitions and integrations, etc.) & partner with business leaders to develop short term people solutions in accordance with an organization's people strategy.
- **Relationship Management** - Provide thoughtful and effective coaching to leaders on performance management, structural and staffing issues, including compensation, organization design, employee engagement and overall organizational effectiveness. Coach leaders to manage and maximize the skills/capabilities of their team members to create an environment of high performance.
- **Data Analysis, Processes and Systems** - Interpret and analyze management information and data to assist in making appropriate business decisions. Drive workforce planning strategy in partnership with senior leaders, Workforce Solutions, Management Information and Strategic Workforce planning teams by proactively identifying resourcing issues and making recommendations based on analytics (e.g. monitoring FTE levels, forecasting contingent and global resourcing talent
- **Change Management** - Act as Project lead on people change initiatives and/or point of escalation for unresolved issues requiring alignment to resolution and turn ambiguous problems/blank pages into structured approaches and structured create change plan
- **People Management** - Ability to lead small teams and delegate effectively to HRBPs. Leads and manages others within the HR business partnering field.

Skills & Capabilities

- Deep HR Generalist Expertise - ability to provide guidance and advice on a broad range of HR topics - especially Employee Relations issues
- Advanced relationship management and consulting skills
- Ability to earn the trust/respect of the business groups and leaders
- Advanced analytics and communication skills which bring clarity and precision at various decision-making meetings
- Advanced problem-solving and critical-thinking skills
- Ability to effectively influence at a senior level
- Ability to lead and facilitate critical discussions
- Ability to deal with ambiguity and change

Skills & Competency Profile



Role B - HR Business Partner

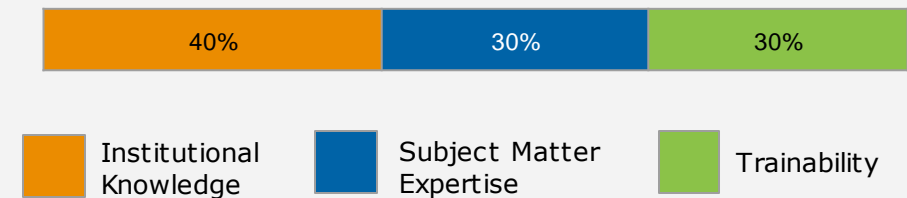
Key Responsibilities:

- **Provide specialized HR advice** - (especially on ER/LR issues, Issue resolution & dispute resolution). Has the ability to recognize, solve or triage complex HR issues and proactively work to resolve a wide range of more complex generalist HR queries.
- **Communicate, influence and negotiate skills** with stakeholders at all levels of the organization to build trust, business buy-in for HR decisions and sell HR initiatives across various management levels
- **Excellent Business Knowledge** - Understands the needs of the organization and can implement selected HR initiatives to meet these needs
- **Interpret and implement** HR policies, procedures and deliver programs across departments. Acts as an advocate for the wider HR model and reinforces HR roles and responsibilities (by either escalating or transferring employee issues within the HR operating model)
- **Identify Trends & issues proactively** using either business knowledge or data and analytics to be either individually resolved or escalated to senior business partners, managers or Centres of Excellence for resolution

Skills & Capabilities

- Demonstrated analytical and problem-solving skills.
- Experience and technical knowledge/exposure to HR best practices
- Excellent relationship-building skills, ability to influence without authority
- Willingness to be flexible with working hours to suit operational requirements.
- Must be able to thrive in a fast-paced high volume environment.

Skills & Competency Profile:



Centres of Excellence Potential Roles



HR Business Partnering

Role A - Sr. HR Business Partner

Role B - HR Business Partner

HR Centres of Excellence

Role C - Total Rewards CoE Specialist

Role D - Talent Management CoE Manager

Role E - Health & Safety Operational SME

HR Operations

Role F - HR Operations Team Lead

Role G - HR Operations Payroll Specialist

Role H - HR Operations Analyst

*Discussions still ongoing on the role of operational SMEs & whether they are centre-led/decentralized

**Discussions still ongoing on the delivery of OHS & Learning (Centralized vs Centre-Led/Decentralized)

Role C - Total Rewards CoE Specialist

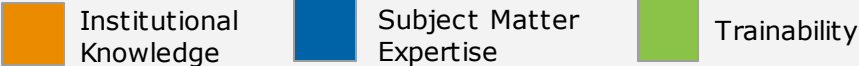
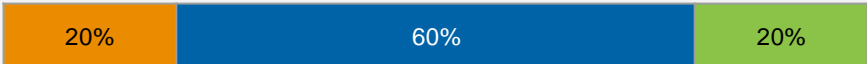
Key Responsibilities:

- Actively participate in various aspects of total compensation by performing the search, **compilation and analysis** of confidential information;
- Manage the deliver of compensation **annual surveys and benchmarking**, including research of position market benchmarks and periodic reviews of existing internal benchmarks
- Actively participate in the **annual compensation or benefits cycle, including data analysis**, communication material development, coordination of information in our HR and payroll, and support to managers and HR business partners throughout the process;
- Ensure **compliance with legislation** on all total rewards related issues (compensation and benefits) where applicable
- **Support the job evaluation process**, establish the classification and develop appropriate recommendations on salaries, if any, are required as escalations
- **Support and work with HR business partners or HR Operations to ensure that programs are properly implemented**; may also occasionally be called upon to provide assistance to employees and managers in escalated queries on compensation or benefits
- Participate in research, financial analysis and initial recommendations for activities and initiatives related to compensation or benefits ;
- Support various stakeholders on processes, **applications and tools in total rewards** as needed

Skills & Capabilities:

- Ability to use the HRIS System to analyze data and provide recommendations;
- Able to manage multiple priorities, demonstrate a sense of urgency and comfortable to work under pressure;
- Autonomous and precise and attentive to details;
- Proactive in researching leading practice and gathering industry benchmarks from external sources
- Experience and thorough understanding of compensation and/or benefits (as applicable)
- Ability to handle confidential information and work on specific cases with integrity & discretion

Skills & Competency Profile:



Role D - Talent Management CoE Manager

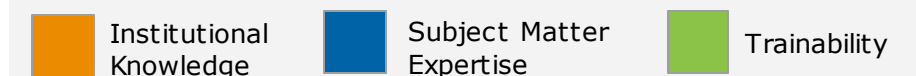
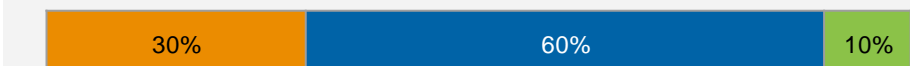
Key Responsibilities:

- Leading the **Annual Planning process to define capabilities required** to deliver on the business strategy and People Strategy. Specifically around the capabilities required to support business growth through people development.
- Provide Talent & Learning advisory and **thought leadership**, supporting stakeholders in understanding new and innovative approaches to meet business performance needs
- Lead **creation of Program Business Cases** for HR Leadership and broader CoE team to justify investment in Talent initiatives.
- Accountable for senior **oversight on delivery of projects** within the business they support, ensuring project outcomes meet the needs of the business and managing programs, projects and policies to ensure effective delivery and continuous improvement.
- Lead the overall approach to **talent management, talent acquisition, succession planning and organization-wide learning** and provide the ultimate escalation point for sign-offs, queries on program, process or policy and governance issues.
- Lead the Talent Management Team, and **act as a member of the HR Leadership Group** to the business. Be an advocate and champion for talent management both within HR and the wider business.

Skills & Capabilities:

- Proven experience providing thought leadership to senior level-executives on accelerating organizational performance, ability to scan market and provide best-practice research and insights on a broad range of topics
- Deep experience in Talent Management with a proven record of program delivery and people management
- Proven planning and project management skills, with an ability to provide oversight and coordination of multiple projects/changing priorities
- Ability to build and maintain relationships with different stakeholders including senior executives, program support, external partners and vendors - and advocate for the importance of talent within the organization accordingly
- Ability to translate complex workforce issues into broader talent solutions using strategic thinking and hard data; and, moreover, sell solutions to the wider business

Skills & Competency Profile:



Role E - Health & Safety Operational SME

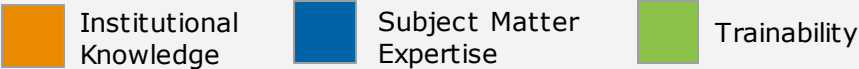
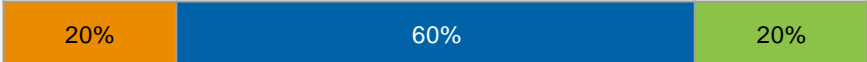
Key Responsibilities:

- Assist in **developing and executing strategic plans** and major activities that support health, safety and wellness programs.
- Act as Training Coordinator to develop and **conduct the development of training courses** and other training material and present to staff as necessary.
- Act as a **liaison between the CoE and the departments** on health and safety matters.
- Analyze and inform the Management Team about new trends or services in the area of health and safety management to **determine opportunities and risks.**
- Investigate and **prepare reports on major incidents, accidents and injuries** occurring within Health & Safety as required.
- Liaise and work with government bodies to **ensure compliance with reporting and legislation** as required

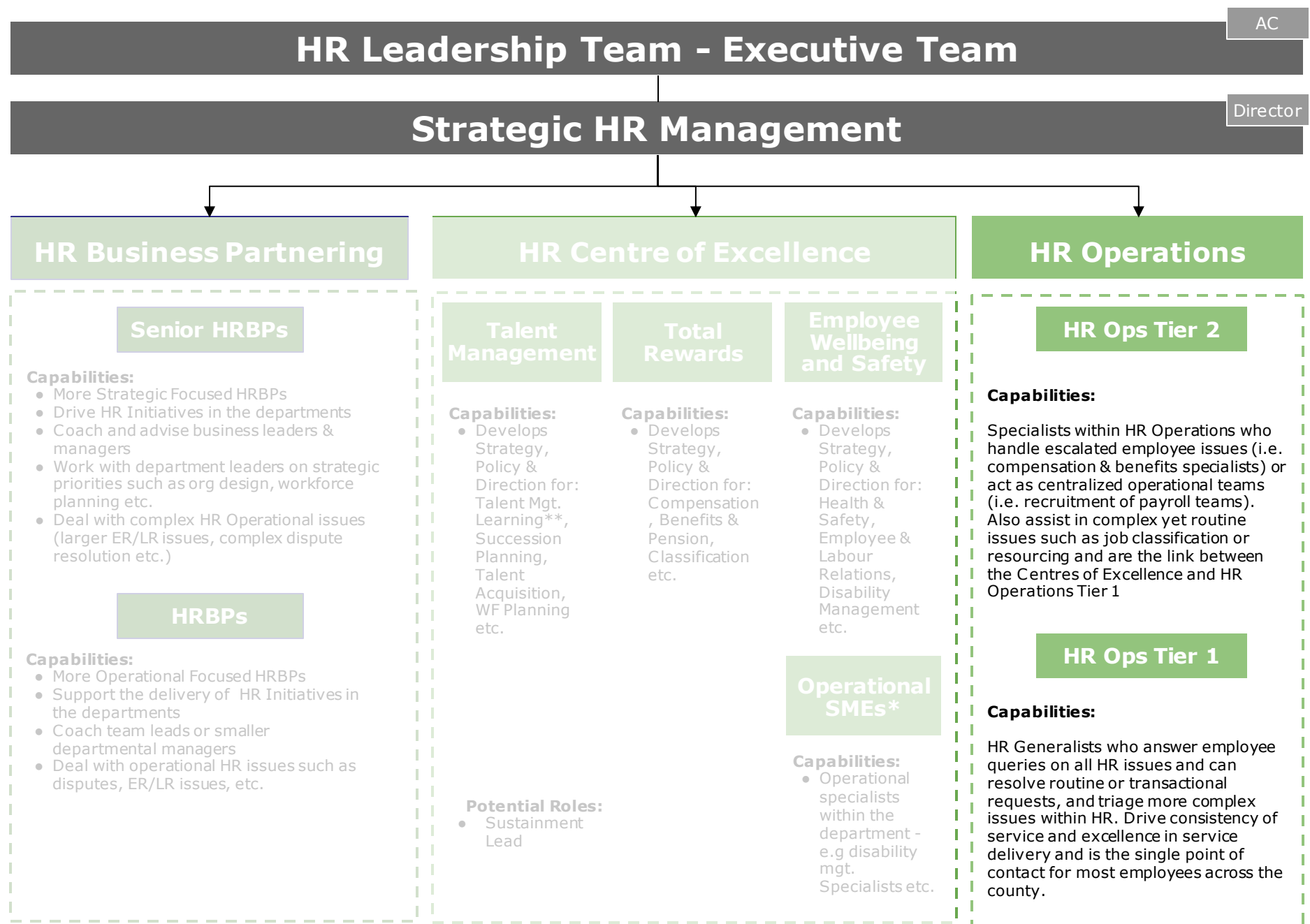
Skills & Capabilities:

- Ability to understand the specific health and safety issues faced by ESA and to understand the impact of health and safety issues with the business.
- Ability to assist in the development of a health and safety strategies, programs and procedures, to understand the role of WSIB and Joint Health and Safety Committees and to understand the health and safety legislation and regulations.
- Ability to communicate effectively with all levels of staff
- Familiarity with the various internal and external contacts associated with the work.

Skills & Competency Profile:



HR Operations Potential Roles



HR Business Partnering

Role A - Sr. HR Business Partner

Role B - HR Business Partner

HR Centres of Excellence

Role C - Total Rewards CoE Specialist

Role D - Talent Management CoE Manager

Role E - Health & Safety Operational SME

HR Operations

Role F - HR Operations Team Lead

Role G - HR Operations Payroll Specialist

Role H - HR Operations Analyst

Role F - HR Operations Team Lead

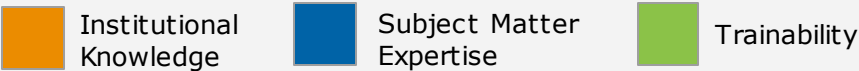
Key Responsibilities:

- **People Management** - Leads, trains and mentors HR Operations Analysts and Specialists, including analyzing team performance, assisting in hiring process, giving general guidance to Analysts and Specialists, ensures that a balanced, coordinated workload is carried by all team members, re-allocating work assignments as needed, and maintains knowledge of organizational and departmental policies and procedures
- **Process Improvements** - Ensure a high level of customer experience, data quality, efficiency, effectiveness and participate in ongoing process improvement, providing input and suggestions, assisting with implementing new processes or changes to existing processes
- **Request Management** - Oversee and provide customer service/problem-solving in regards to employee requests and inquiries, while supporting all areas of Human Resources; research and resolve escalated issues; handle & process confidential record requests and sensitive data for the HR Operations team & HR customers
- **KPI Monitoring & Reporting** - Prepare and provide reports, team metrics and quality scores on a monthly basis

Skills & Capabilities:

- Strong verbal and written communication skills
- High degree of integrity and ability maintain strict confidentiality
- Strong organizational skills
- Ability to multitask and work under pressure and to maintain a professional attitude with employees and vendors; ability to adapt to change
- Strong understanding of all areas of Human Resources, including Payroll Benefits, Compensation, Recruitment & Onboarding, Information Systems, and Employee Relations
- Ability to work with a high degree of accuracy

Skills & Competency Profile:



Role G - HR Operations Payroll Specialist

Key Responsibilities:


- Coordinate and **supervise the daily activities of the Payroll Department** to ensure that all processes and reports are completed prior to processing pay cycle
- Manage the day to day function within the payroll group
- Provide guidance/regular updates to the team when required- i.e. **new business process, policy question, legislative changes**, - document, coordinate and conduct the training to the team if needed.
- **Oversee the reconciliation and balancing** for all payroll earnings and deduction accounts
- Manage and maintain postings to GL accounts
- Periodically meet with other functional groups to **discuss improvement to current process** and bring to their attention issues that need to be addressed
- Act as an escalation point of contact for complex Payroll inquiries and / or transactions
- Liaise with external vendors as required


Skills & Capabilities:


- Strong understanding of the Payroll procedures and process, particularly Payroll audits and reconciliations
- Strong knowledge of Canadian federal/provincial legislative requirements related to payroll (CRA, RQ)
- Experience with Payroll Systems highly desirable
- Advanced Microsoft Excel and Word skills
- Strong customer service skills and the ability to work well and collaborate in team environment
- Demonstrates strong organizational and interpersonal communication skills

Skills & Competency Profile:



 Institutional Knowledge

 Subject Matter Expertise

 Trainability

Role H - HR Operations Analyst

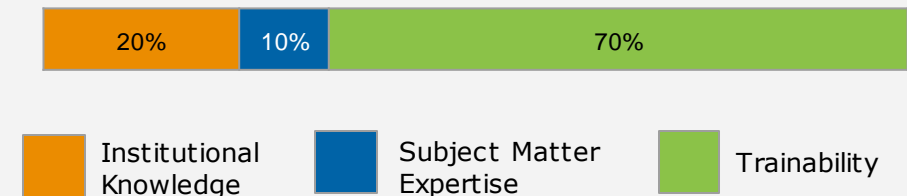
Key Responsibilities:

- Provide **first level support for all employees**, candidates and retirees with questions concerning HR Policies and Programs
- Become a subject matter expert in order to deliver efficient support surrounding HR policies and programs;
- Be **accountable for the delivery of excellent client-focused service** by engaging in active listening and projecting the highest level of professionalism in every interaction;
- **Manage incoming inquiries, issues, and work requests** related to HR Policies, and standard HR processes and HR transactions
- Manage inquiries, requests and **track employee requests through resolution** by appropriately escalating cases to team members as needed
- **Ensure efficiency of service centre operations**, technology & transaction processes
- **Establishes standards and procedures** for handling employee questions, transactions and administration of human resource programs
- **Liaise with external vendors** related to employee information and outstanding balances
- **Effectively use case management** system to manage questions and cases and track related communications;
- Actively participate in team meetings and provide support to peers to ensure consistency in the provision of support to internal clients
- Engage in project work as required

Skills & Capabilities:

- Strong customer service skills and the ability to work well and collaborate in team environment
- Demonstrates strong organizational and interpersonal communication skills
- Ability to handle complex and demanding situations tactfully when dealing with customers and assist other team members with problem resolutions
- Proficient computer skills
- Experience of working in a fast paced environment with strong multi tasking abilities

Skills & Competency Profile:



Operating Model Implications & Implementation Plan

Strategic HR Management: What's Changing?

By partnering with the business at annual and multi-year planning stages, Strategic HR Management will create longer term strategic workforce plans to help develop people solutions to long term organizational challenges

Current State:

- The HR Leadership Team currently does a good job in developing HR plans and strategies - the County's People Plan is one example where this is very strong
- The County's HR team could be more involved in the annual operational planning and longer-term business plans
- There is no capability currently to use workforce analytics to support strategic workforce planning

Future State:

- HR will be involved with the business in annual and longer-term business planning to help develop longer term people-based solutions of business problems
- Workforce Analytics will enable to Corporate HR to clearly identify, quantify and analyze longer term workforce issues - and support the development of qualitative strategic workforce plans
- Strategic HR Planning will be a key driver in the development of programs, policies and initiatives for the rest of the HR organization to implement within the business

Future State Scenario:

HR Leadership, in conjunction with the business and workforce analytics will develop holistic long-term and short-term workforce plans in order to provide people solutions for larger organizational issues (i.e. skills gaps, workforce demographics etc.). These plans will then drive the development of strategy, initiatives and process/policy within HR and the wider business.

HR Business Partnering: What's Changing?

Business leaders are looking for clear roles and responsibilities, efficiency, consistency, coaching, and strategic & analytical capabilities in the HR Business Partnering function across the County

Current State:

- The Senior HR Advisor Role is important to the business and was highlighted as a strength of HR in the current state assessment
- The services offered by the Senior HR Advisor & HR Advisors varies based on workloads and the advisor in question - resulting in some differences between the departments
- The Senior Advisors and Advisors spent a significant amount of time on operational and transactional activities - and often lack the capacity to offer consultative or strategic services to departmental leaders

Future State:

- By establishing clear roles and responsibilities between HRBPs and Senior HRBPs it will be possible to drive consistency of service delivery across the departments
- By transitioning some of the more transactional or operational activities (routine queries or reclassification) into HR Shared Services - Senior HRBPs will have more capacity to support strategic HR Initiatives and spend time on consultation and coaching, whereas HR Business Partners will be able to take on more complex operational issues such as disciplinaries/grievances, ER/LR issues or program delivery
- Senior HRBPs will act as the link between the Centre of Excellence and the business - operating as a 'two-way' street to help deliver HR programs, embed policy and process and refine overall HR service delivery

Future State Scenario:

Senior HRBPs will coach and consult with managers to help drive more value-add HR initiatives within the business and build capability in the County's staff populations, whilst acting in a consistent way and ensuring there is no compromise in the business having hands-on support for complex ER or advisory HR issues.

HR Centres of Excellence: What's Changing?

Clearly defined and separated roles and responsibilities between central CoEs, HR Operations, HR Business Partnering and the departments enable the HR CoE to deliver value-add HR strategies, programs and policies

Current State:

- Many of the defined activities for the HR Centre of Excellence exist in some form within the current Corporate HR Department
- Corporate HR already has some well-established programs, initiatives and policies in place developed in a quasi-CoE
- Many employees interact directly with the Corporate HR department, meaning lots of time is spent centrally dealing with operational issues, whereas different interaction channels mean there are inconsistencies in service delivery
- Existing HR systems make data difficult to gather and occasionally inaccurate, meaning it is difficult to track the effectiveness of some initiatives or reinforce the case for future HR initiatives
- Corporate HR currently performs a large percentage of all the HR activities currently conducted in the county
- HR is already highly centralized, and works effectively together with few silos between teams

Future State:

- Clearly defined 'Centres of Excellence' will allow for the continuing development of deep expertise and capability within a central function of HR
- Centres of Excellence will be able to use data and analytics, in conjunction with the insights and direction of Strategic HR planning to develop strategies, programs, processes and policies which can be delivered through Shared Service Centres and HR Business Partnering
- With the bulk of transactional and operational activities being delivered elsewhere the Centres of Excellence will be able to focus predominantly on delivering value-add HR activities - through strategy, program, policy and process development
- The Centres of Excellence will still act as the ultimate owners of program, policy and process and will therefore be required to interpret or advise upon a small number of escalations or specific cases
- The Centres of Excellence will develop nothing in isolation - using HR Operations and HR Business Partnering to provide the business input on HR initiatives

Future State Scenario:

Based on the strategic direction set forth by HR Leadership, CoEs will develop or enhance programs and policies, by capturing and reviewing business requirements, conducting research, and gathering and analyzing data. They will work very closely with HR Business Partnering to implement such programs and policies within the departments. HR Business Partners will solicit feedback related to these programs and initiatives from the business and relay back to the CoEs. CoEs will also work closely with HR Operations to ensure the proper and effective administration of HR programs and handling of inquiries related to such programs.

HR Operations: What's Changing?

To gain efficiencies by standardizing transactional, low-risk activities as well as improve control and oversight for high-risk activities, a single, centralized point of contact for these HR services is proposed

Current State:

- A dedicated HR Operations function does not exist - with services being delivered by operationally focused individuals sitting within Corporate HR or being delivered by Senior and HR advisors.
- Many of these activities are delivered by different people with no central interaction channel or way of monitoring, tracking or triaging employee queries - leading to differing workloads within HR and differing service levels to employees
- There is a lack of a central interaction channel for most of the employee population; there is a paper-based HR form which is manually completed and sent to Corporate HR through mail or drop off.
- Technology constraints make data unreliable and mean there are multiple sources of truth. Furthermore processes are labour intensive to complete and often require a number of manual workarounds (i.e. 4 part forms which can be wholly digitized in future) .

Future State:

- By creating a dedicated HR Operations team with a single interaction channel, underpinned by technology, it will be possible to drive consistency of HR delivery and efficient allocation of internal workloads.
- A single-source of truth knowledge management system and enabling technology will allow most employee transactions or queries to be resolved via employee self-service and will eliminate inconsistency in policy or process application
- A 'tier 2' team of specialists will be able to resolve more complex employee queries, support policy interpretation in unique cases and deliver consistent HR services in specialized operational areas such as Recruitment, Classification or HR technology for example.
- Internal SLAs, OLAs and KPIs will drive HR continuous improvement, whereas accurate data and analytics will allow HR Operations to identify and raise overarching trends in employee issues
- HR Operations will be the primary point of contact for most employee issues and thus will become the face of the HR model for the employee population

Future State Scenario:

Employees (all levels) will complete up to ~70% of their HR transactions and requests through the Tier 0 self-service portal. For inquiries / transactions that cannot be completed through self-service, Employees will contact HR Operations, via 1-800 number, email, or online portal, which will process and resolve up to ~29% of cases through a tiered approach. Tier 1 Transaction & Advisory will triage all incoming requests and process low complexity inquiries / transactions (e.g., policy inquiries, HR demographics data changes, etc.). The more complex and specialized cases (e.g., pay discrepancies, report development, etc.) will be escalated to Tier 2 Functional Specialists. In the rare occasion that the transaction or inquiry is related to fundamental program or policy issues, or if it cannot be resolved by Tier 2 Specialists, it will be escalated to the CoE.

Next Steps

Below are the next steps required to further detail the future-state HR functional design and plan for its implementation in the future.



➤ **Process Design and Business Requirements**

Phase 2 - Design of the SCBT project will continue with the creation of detailed L3 process maps to derive HR Business Requirements needed for the RFP that is supposed to go to market at the end of May:

- Standard process maps and SME validations
- Collection of detailed business requirements to include in the RFP for the SI



➤ **Organizational design**

The presented high-level organizational structure needs to be further detailed and translated into organizational hierarchies. To drill down to the lowest level of job positions the following steps are needed:

- Define the reporting lines throughout the whole HR function
- Determine the number of positions required for every defined role
- Match the required capabilities with workforce and assign jobs



➤ **Implementation roadmap**

In Phase 3 - Construct of the SCBT project we will create the implementation roadmap. This roadmap will depict the order of initiatives across strategy, structure, people, process, and technology. A tactical and actionable roadmap for the HR transformation is based on three key inputs:

- Functional rollout priorities
- Magnitude of change of the function
- Alignment to key milestones of the ERP roadmap

Appendix 1: Current State Assessment

Current HR Management Delivery Structure

Centralization

To what extent are HR activities centralized within the HR service lines as compared to execution by the various departments?

L1 - Capability		Decentralized	Current State	Centralized
1	People Strategy, Culture and Policies	<ul style="list-style-type: none"> Each department develops its own people plan and people related policies 	<ul style="list-style-type: none"> Corporate HR has formed a committee to drive the People Plan. Otherwise all people related policies are managed and developed by HR. 	<ul style="list-style-type: none"> Corporate HR has stewardship over the People Plan and People related policies
2	Organizational Development and Design	<ul style="list-style-type: none"> Each department manages its own organizational restructuring and design 	<ul style="list-style-type: none"> The departments often drive the organizational restructuring, but HR has stewardship over position classification and can provide recommendations for best practice 	<ul style="list-style-type: none"> Corporate HR manages all aspects of organizational redesign, and development.
3	Workforce Analytics	<ul style="list-style-type: none"> Each department manages and collects its own employee data and demographics 	<ul style="list-style-type: none"> Corporate HR limits access to employee data to departments 	<ul style="list-style-type: none"> Corporate HR manages and collects all employee data and solely produces analytic reports
4	Talent Sourcing	<ul style="list-style-type: none"> Each department manages the employee recruitment lifecycle 	<ul style="list-style-type: none"> Departments will drive the recruitment process, but HR is responsible for candidate screening, reference checks, offer and onboarding 	<ul style="list-style-type: none"> HR manages all aspect of the employee recruitment lifecycle

Current HR Management Delivery Structure

Centralization

To what extent are HR activities centralized within the HR service lines as compared to execution by the various departments?

L1 - Capability		Decentralized	Current State	Centralized
5	Learning and Development	<ul style="list-style-type: none"> Each department has oversight into their own L&D, strategy, hiring vendors and learning plan for occupation-related learning 	<ul style="list-style-type: none"> Corporate HR has low capability for course development and delivery. Any courses provided are adhoc or minimally required and related to HR-related topics. 	<ul style="list-style-type: none"> Corporate HR manages all learning, employee development and vendor contracts for learning.
6	Performance and Career Development	<ul style="list-style-type: none"> Each department manages their own annual appraisal process 	<ul style="list-style-type: none"> Corporate HR manages the tracking, follow up and the annual performance cycle. Career development conversations are department specific. 	<ul style="list-style-type: none"> Corporate HR manages all pieces of the annual appraisal process as an HR function
7	Total Rewards	<ul style="list-style-type: none"> Each department manages their own benefits, compensation and LOAs 	<ul style="list-style-type: none"> Corporate HR has full ownership of all aspects of total rewards 	<ul style="list-style-type: none"> Corporate HR manages all aspects of benefits, compensation and employee leaves
8	Workforce Administration	<ul style="list-style-type: none"> Each department manages their own people related admin functions 	<ul style="list-style-type: none"> Corporate HR has full ownership of all workforce admin functions. 	<ul style="list-style-type: none"> Corporate HR manages all people related HR admin functions

Current HR Management Delivery Structure

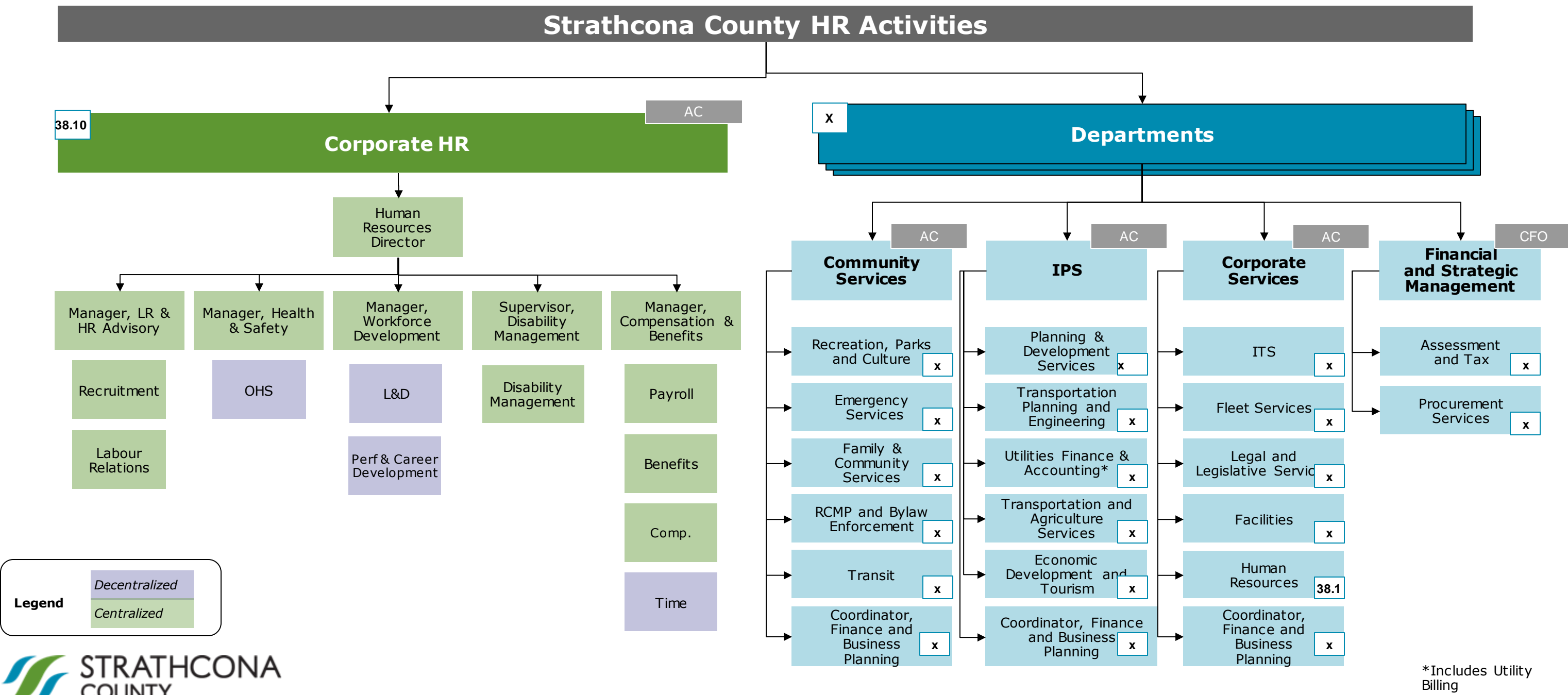
Centralization

To what extent are HR activities centralized within the HR service lines as compared to execution by the various departments?

L1 - Capability		Decentralized	Current State	Centralized
9	Time and Payroll	<ul style="list-style-type: none"> Each department has oversight over its own financial controls and develops its own system for coding, scheduling and payroll function 	<ul style="list-style-type: none"> Corporate HR has full ownership of the payroll function, however, departments manage their own time coding and scheduling needs 	<ul style="list-style-type: none"> Corporate HR has oversight over all payroll and time management
10	HR Technology	<ul style="list-style-type: none"> Each department manages their own sources of HR data in a variety of tools. 	<ul style="list-style-type: none"> Corporate HR has full ownership of their HR technology 	<ul style="list-style-type: none"> Corporate HR manages the corporate HRIS and any other HR related technology
11	Workforce Environment	<ul style="list-style-type: none"> Each department manages their OHS requirements, including legislation, COR and reporting to 3rd party 	<ul style="list-style-type: none"> Limited capability in Corporate HR for oversight and strategic direction of OH& S. A department OHS advisor in some departments oversees the majority of OHS requirements 	<ul style="list-style-type: none"> Corporate HR manages all OHS requirements, including legislation, COR and reporting to 3rd party
12	Employee & Industrial Relations	<ul style="list-style-type: none"> Each department manages their own grievances, union relationships and employee disputes and complaints 	<ul style="list-style-type: none"> Corporate HR has full ownership over all aspect of EE and LR relations 	<ul style="list-style-type: none"> Corporate HR manages all aspect of labour and employee relations

Current HR Organization

Today HR activities for Compensation and Benefits, Payroll, Recruitment, Labour Relations and Disability Management are centralized with Corporate HR. Learning, Time Management and Scheduling and OH&S are distributed across the departments



HR Maturity Assessment Approach

Using the PwC HR Maturity tool*, the HR Leadership team was asked to rate their current and later desired set based on a four point maturity index.

	1	2	3	4
	Emerging	Developing	Progressing	Leading
Strategic Alignment	No strategic alignment between the strategy and the process	Basic understanding in place, executive alignment to strategy	Established guiding principles, departmental strategies are understood by employees	People plan is reinforced and support the overall Strategic and Business Plan
Programs and Processes	Programs and processes are inconsistent and untargeted	Limited capacity in HR, some centralized ownership	Consistent application by all Business Leaders	Programs and processes are well adopted, adaptable and consistently used.
Technology	Little to no use of technology. Dependent on manual work	Tools exist but no standardized tool for all employees.	Innovative technology is leveraged	Customized technology solutions and human-centric design
People and Culture	Employees do not understand the value of the programs and services	Employees have some understanding of the value of the programs and services but see no connection to their role	HR Function is integral to company culture and consistent value add	Transparency throughout the organization and employees are motivated to participate

**A more thorough Maturity Rating index was used for the activity. This was the summary of the ratings given to the HR leadership team as a reference document.*

Appendix 2: Worksplits & RACI

Using the GPPF to Identify HR Accountabilities & Responsibilities



By breaking down processes identified through the GPPF, we identified the areas where each of the distinct HR functions will be involved from a responsibility & accountability perspective, as well as other functions that will be required to complete the process.

It is important to remember:

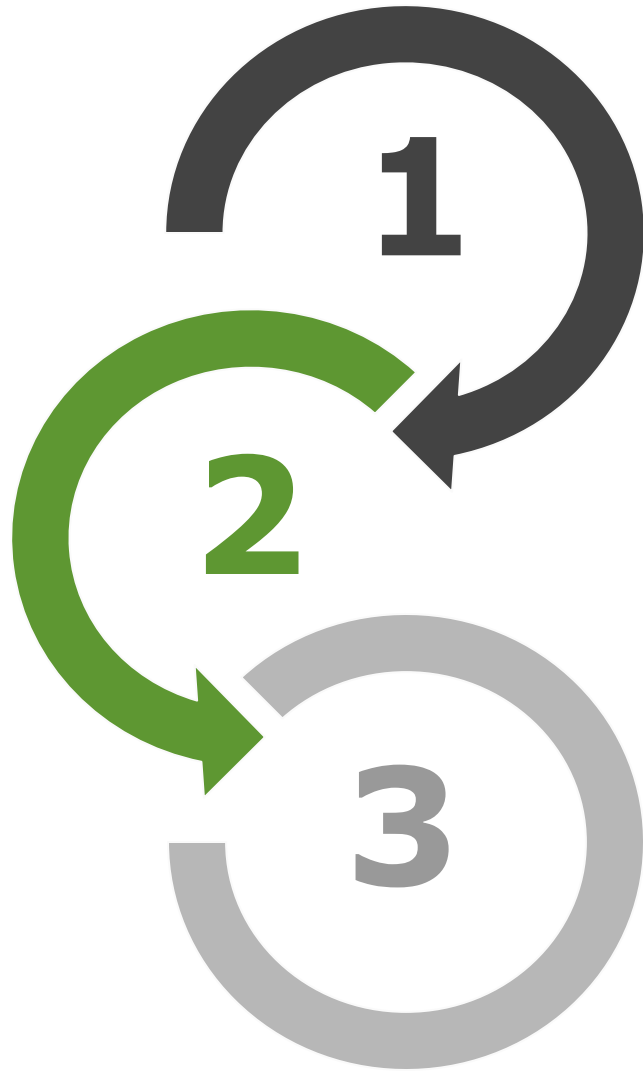
- Certain GPPF areas are out of scope and therefore were not discussed (i.e. mobility at the L2 or Scheduling at the L3)
- Activities contained in the GPPF that are not performed in current state, but will be performed in the future state, were discussed and incorporated into the future-state high-level design
- Certain activities that were not previously called out at the L3 level in the GPPF, but are deemed critical for the project have been included (i.e. disability management)

Strategy Process Family: Direction setting & design based process groups covering organizational governance, policy management & people strategy.

Strategy Through Execution Process Family: Workforce and talent life cycle based process groups covering those typical to people & HR based service areas

Execution Based Process Family: Supporting, enabling, delivery and transaction based process groups typical to service delivery centre, outsourcing or shared accountabilities (i.e. with finance)

What Are Worksplits & Why Are They Valuable?



- Worksplits are high-level HR COE, HRBP and HR Shared Services roles and accountabilities for key processes
- Worksplits are valuable because they develop role clarity, ownership and identifies role delineations as well as detailed role descriptions within functional groups defining accountabilities and assisting in identifying desired competencies
- Worksplits help inform organization and later process design at a high level, it is then necessary to drill down a level deeper to estimate effort and time requirements in future phases of design

What is a RACI?

It is especially useful in clarifying roles and responsibilities in cross-functional / departmental projects and processes. RACI is an acronym derived from the four key responsibilities most typically used: **Responsible**, **Accountable**, **Consulted**, and **Informed**.

Responsible: Those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist.

Accountable: The one ultimately answerable for the correct and thorough completion of the deliverable or task.

Consulted: Those whose opinions are sought, typically subject matter experts in two-way dialogue.

Informed: Those who are kept up-to-date on progress, often only on completion in one-way dialogue.

1.1. People Strategy, Culture & Policies

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
People Strategy, Culture and Policies	Develop & Manage People Strategy	R				A	
People Strategy, Culture and Policies	Develop & Manage Employer Branding, value Proposition and Workforce Experience	R				A	
People Strategy, Culture and Policies	Align & Manage Organization Culture	R				A	
People Strategy, Culture and Policies	Align & Manage Diversity and Inclusion	R				A	
People Strategy, Culture and Policies	Develop & Manage Workforce Risk Measures & Controls	R				A	
People Strategy, Culture and Policies	Develop & Manage Workforce & HR Policies	R				A	
People Strategy, Culture and Policies	Develop & Manage Strategic Workforce Planning	R				A	

1.2. Organizational Development & Design

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Org Development & Design	Develop OD Strategy and Approach				R	A	
Org Development & Design	Plan & Deliver Organizational Transformation				R	A	
Org Development & Design	Develop & Manage Job Competency Framework	A		R			
Org Development & Design	Plan & Deliver Employee Communication Strategy & Plans				R	A	

1.3. Workforce Analytics

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Workforce Analytics	Develop & Manage Workforce Analytics Strategy	R				A	
Workforce Analytics	Develop & Manage Workforce Metrics and Measures	A/R					
Workforce Analytics	Develop & Use Dashboards & Customized Reporting	A	R				
Workforce Analytics	Analyze Workforce Data for Insights	A	R				

1.4. Talent Sourcing

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Talent Sourcing	Develop Talent Sourcing & Selection Strategy & Policies	A/R				A	
Talent Sourcing	Facilitate Capacity Planning	A		R			
Talent Sourcing	Manage Attraction & Sourcing		R	A			
Talent Sourcing	Manage/Facilitate Assessment		R/A				
Talent Sourcing	Manage Selection	A	R/A				
Talent Sourcing	Manage Starters & Onboarding & Orientations	A	R		R		

1.5. Learning & Development

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Learning & Development	Develop L&D Strategy & Policies	A/R				A	
Learning & Development	Perform Learning Demand Planning	A/R			A/R		
Learning & Development	Create & Manage L&D Curriculums & Programs	A/R			A/R		
Learning & Development	Develop & Deliver Learning	A	R		A/R		
Learning & Development	Monitor & Assess Learning Experience	A	R		A/R		
Learning & Development	Develop Leadership	A/R				A	

1.6. Performance & Career Development

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Performance & Career Development	Develop Performance & Career Management Strategy & Policies	A/R				A	
Performance & Career Development	Manage Career Development Pathing, Plans & Retention	A/R			R		
Performance & Career Development	Manage Succession Planning	A/R		C	R	A	
Performance & Career Development	Manage Workforce Performance			C	A/R		

1.7. Total Rewards

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Total Rewards	Develop Total Rewards Strategy & Policies	A/R				A	
Total Rewards	Perform Job Evaluation & Market Analysis	A	R				
Total Rewards	Manage Total Reward Programs & Cycle Planning	A	R				
Total Rewards	Manage Benefits ** Financial Side included	A	R				
Total Rewards	Manage Employee Wellbeing/Wellness	A/R	R		R		
Total Rewards	Manage Disability	A/R	R	A/R	R		

1.8. HR Function

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Manage HR Function	Develop HR Function Strategy						A/R
Manage HR Function	Design & Manage HR Operating Model						A/R
Manage HR Function	Manage HR Service Delivery Model						A/R
Manage HR Function	Manage HR Finances & Budgets						A/R

1.9. Workforce Administration

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Perform Workforce Administration	Perform Talent Sourcing Administration		A/R		R		
Perform Workforce Administration	Perform L&D Administration		A/R		R		
Perform Workforce Administration	Perform Career Development & Performance Administration		A/R		R		
Perform Workforce Administration	Perform Workforce Administration & Manage Requests		A/R		R		
Perform Workforce Administration	Manage Employee & Organizational Data		A/R		R		
Perform Workforce Administration	Perform Total Rewards Administration		A/R		R		

1.10. Time & Payroll

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Manage Time & Payroll	Develop/Manage Time and Attendance Approach		A		R		
Manage Time & Payroll	Manage Workforce Schedule		C		A/R		
Manage Time & Payroll	Set up & Manage Payroll		A/R				

1.11. HR Technology

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Manage HR Technology	Develop & Manage HR IT Strategy & Architecture	Joint with HR & ITS					
Manage HR Technology	Implement HR Technology	Joint with HR & ITS					
Manage HR Technology	Manage Technology/Maintenance & Changes	Joint with HR & ITS					
Manage HR Technology	Manage HR IT Security	Joint with HR & ITS					
Manage HR Technology	Manage HR IT Compliance	Joint with HR & ITS					

1.12. Workforce Environment

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Manage Workforce Environment	Develop Workforce Environment Strategy & Approach	A/R			R	A	
Manage Workforce Environment	Manage Functional Health & Safety Programs	A		R	A/R		
Manage Workforce Environment	Incident Investigation	A		R	A/R		
Manage Workforce Environment	Manage and Monitor Workforce Environment Initiatives	A		R	C	A	

1.13. Employee & Labour Relations

The L3 RACI definition helps to clarify roles and responsibilities in cross-functional/departmental processes

L2 - Process Group	L3 - Process	RACI					
		CoE	HR Operations	HRBP	Dept (excl. HR)	Strategic HR Mgmt	Other
Manage Employee & Labour Relations	Develop ER Strategy & Approach	A		R	C		
Manage Employee & Labour Relations	Manage Labour Relations	A		R	R		
Manage Employee & Labour Relations	Manage Grievances & other cases - update text	A		R	R		
Manage Employee & Labour Relations	Manage External Relationships	A		R	R		

Appendix 3: HR Personas and Delivery Options



Personas & Scenarios

Validation of our high level design choices

We validate and explain the design choices for the future state HR service delivery model at Strathcona County through the lense of personas

Personas are fictitious and behavioral archetypes that help define the targeted stakeholders of the HR function, highlighting their clear responsibilities and accountability, as well as their expectations and pain points.

How personas help us understand Strathcona County's HR service delivery model

Personas help us track of their journey through a developed understanding of behaviours, needs, motivations, frustrations, and desires across the spectrum of HR service delivery in the future state at Strathcona County.



Who works in Strathcona County HR...

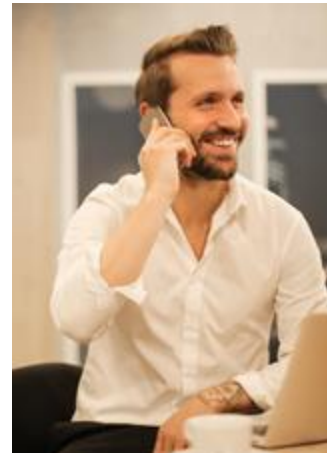
Our personas only represent the real people behind them who will drive Strathcona County's HR function forward. Developed through experience and interviews with real people in similar roles - these are future state fictitious personas and are not directly modeled on any current or past individual person.

CoE Chris



"I'm committed to create programs that will enable achievement of organizational priorities and enhancing employee experience"

Business Partner Bruce



"I'm committed to become a trusted advisor to business enabling them to achieve their goals and priorities"

Shared Services Sally



"I'm committed to delivering a great employee experience by consistent and timely service to allow them to do their day jobs more effectively"

...And Who They Help

Our personas only represent the real people behind them who will drive Strathcona County’s HR function forward. Developed through experience and interviews with real people in similar roles - these are future state fictitious personas and are not directly modeled on any current or past individual person.

Technician Tyler	Analyst Adam	Manager Mary	Executive Eden	Peace Officer Peter	Candidate Catherine	Transit Operator Tahir
						
"I'm committed to provide the best service to our customers with minimum service interruptions"	"I'm committed to support the departments in achieving the organizational objectives "	"I'm committed to contributing to organizational growth by improving processes, managing costs, and ensuring my team is motivated and engaged"	"I'm committed to create a sustainable future for the County by driving programs and initiatives that will make a difference to citizens"	"I am committed to keeping the population of Strathcona County safe"	"I am committed to doing everything possible to be able to start my career with Strathcona county"	"I am committed to providing a friendly and timely service to keep people moving"

Transit Operator Tahir



Who is Tahir?



Tahir operates the commuter bus service to Edmonton most weekdays. He enjoys talking to passengers and passing on directions, even if he is a little cold in winter. The only time Tahir has during the working day to interact with HR is during his breaks. His family is anticipating a new arrival this summer - so he is trying to find out as much as possible about his paternity leave entitlements.



Tahir wants to know what he is entitled to as part of the paternity leave policy and how he would go about booking paternity leave?

How would Tahir find out this information himself in each of the three technology delivery models?

What could Tahir then do to initiate the transaction in the system and how would it be approved?

Analyst Adam



Who is Adam?



Adam is a Financial Controls Analyst in Corporate Planning. He has to do a lot of manual workarounds in his day job, so he sympathizes that sometimes HR processes can take some time. Relatively tech savvy himself, he is excited for the new system changes that should make everyone's life easier. Even if he does wish that HR was more transparent sometimes and policies and entitlements were easier to find.



Adam has heard about a new fitness policy that would allow him to claim some of his gym membership but isn't sure where to look?

How would Adam go about finding the information in the three respective delivery models?

What would he then do if he was unsure as to what entitlement rules existed around the policy?

Manager Mary



Who is Mary?



Mary is a manager in the Communications Department. She is conscientious about ensuring citizens know that the County is working for them. Mary uses a wide range of technology to promote what the County is doing and is frustrated that internally the organization doesn't do the same. She has tried hard to develop this skill set within the County and is a strong advocate for change.



Mary recognises there is a need for social media training in certain departments and would like to organize a training session...

How would Mary contact the Centre of Excellence under each of the different models?

What could the Centre of Excellence do to assess and support her recommendation?

Business Partner Bruce



Who is Bruce?

Bruce is a new HR Business Partner for several corporate departments at the County. He is excited to be starting his new role (he previously worked as an HR advisor) however is unsure around several aspects of his new role. He works very closely with departmental leaders and is always careful to try and balance the aims of the new HR operating model with the wishes of the stakeholders he supports.



Bruce is conscious that the end of year performance review is coming up and wonders how he should communicate this years approach to his stakeholders?

How would Bruce have been involved in the annual performance review cycle to date with each of the CoE models?

What would each CoE do to provide Bruce with the clarity and support needed to implement the annual performance review with his stakeholders?

Peace Officer Peter



Who is Peter?



Peter is a Peace Officer from Josephburg, he has worked for the County for many years and enjoys his job - interacting with the community and the fact that no day is the same. Peter just wants things to be clear with regard to his personal information such as his payslips or vacation balance. He prefers to call HR to find things out and expects them to be able to provide him with the information immediately.



Peter suffers a minor accident at work which requires him to take some short term leave and needs to find out what he is entitled to from the policy?

How would Peter get in touch with HR Shared Services in each of the 3 HRSS Structures?

What channels would Peter use to connect with HR to fulfill his request?

Candidate Catherine

Who is Catherine?



Catherine has just moved to Sherwood Park with her partner and is looking for a job. She has applied to work in a communications role at the County, along with several other jobs elsewhere. She is frustrated when companies don't get back to her or when she experiences long delays in communication. She checks her emails regularly from both her laptop and smartphone for updates in the process.



Catherine receives confirmation of an interview with Manager Mary and needs to follow up to schedule a time?

How would Catherine get in touch with HRSS to let Strathcona county know of her availability in each of the 3 options?

What channels would Catherine use to connect with HR to fulfill her request?

Executive Eden



Who is Eden?



Eden is the director for the department of Recreation, Parks & Culture. She moved to Strathcona a few years ago after a career in the private sector and is passionate about showcasing public art and running cultural events. She previously had her own dedicated HR Support and whilst she understands the need for change, she is concerned about losing her autonomy and that self-service will mean her employees will have less time to focus on delivering her departmental agenda.



Eden would like to introduce a new talent program for her department, how would she go about getting it implemented within HRBP support?

How would Eden approach her HR Business Partner in each of the three models?

What response would she get from her HRBP in each of the three cases?

Technician Tyler



Who is Tyler?



Tyler supervises the inspection, repair and laying of water systems at the Department of Utilities. He frequently has to respond to a variety of situations during his shift and once witness a friend get injured at work - which makes him very conscientious about doing his job safely. Tyler only interacts with HR when he feels there is an error in his pay or timesheet - which is often frustrating even though he likes the HR team. He wishes he could get his payslips sent to his phone in the same way his Oilers tickets are as this would save him waiting for his payslip to be able to cross check his information.



Tyler notices some of the new team members aren't operating safely when changing pipes and thinks this is a safety hazard. Who does he contact to report this and arrange some additional H&S training?

How would Tyler get in touch with HR both to report the hazard and make sure his team gets some additional training?

What channels would Tyler use to connect with HR to fulfill his request?

Shared Services Sally



Who is Sally?



Sally is currently an HR generalist who supports Corporate HR in a number of different ways. She likes interacting with people and is at home when she is fixing employees problems. She is concerned with the proposed move to Shared Services and as she doesn't feel comfortable with certain tasks and isn't sure what the new technology will look like. She has heard a number a rumours and is anxious about her role changing...



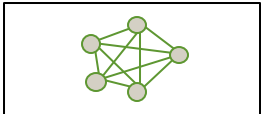
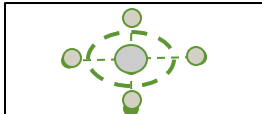
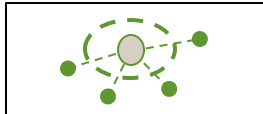
HR will be moving to a Shared Services Model - Sally has been identified as one employee whose role could be changing...

How would HR plan for the workforce changes and identify which people to move into which roles?

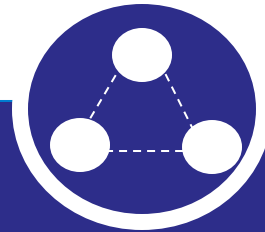
What would HR do to ensure Sally is both upskilled for success and how would they communicate the changes to her role in a way that assuages her concerns?

Target Operating Model

A **Target Operating Model** can be characterized on a spectrum from fully decentralized to a centralized model. While the target state may be identified as being “Centre-Led”, the reality is that each core function will be at different points on the spectrum.

	Decentralized Model	Centre-led Model	Centralized Model
			
Description	Each department is responsible for its own processes and has separate team.	Central group focuses on Countywide functional strategies, policies, process definitions & optimizations, leading practices and knowledge sharing	All functions are managed through a single, centralized organization.
Tasks & Targets	<ul style="list-style-type: none">• Business partner to the department/ community service leader• Provide strategic insight to make business decision• Link to corporate to ensure policies and standards are followed	<ul style="list-style-type: none">• Planning and corporate leadership• Set policy, process standards and guidance for accounting and operational services• Define key governance points and leadership roles	<ul style="list-style-type: none">• Rule-based operational and accounting services• Process focused, technology leveraged• Driving to lower cost of service and consistency with clear service levels• Critical number of tasks required for verification
Pros	<ul style="list-style-type: none">• Full autonomy for each department• High flexibility and mobility for the function to operate without central oversight.	<ul style="list-style-type: none">• Balance between centralized and decentralized allowing to leverage corporate standards while providing flexibility• Greater ability to serve stakeholders and understand the business• Greater sharing of leading practices	<ul style="list-style-type: none">• Corporate departments fully leveraged• Functions derive economies of scale in transactional / operational activities• Strong risk management across the organization
Cons	<ul style="list-style-type: none">• Under-leveraging of spend to drive value of services performed.• No standardization of processes• Harder to scale and grow the function over the long-run.	<ul style="list-style-type: none">• Balancing preferences and expectations of different stakeholders / departments• Compliance can be a challenge• Higher risk from a control perspective	<ul style="list-style-type: none">• Balancing preferences and expectations of different stakeholders / departments• Risk of “one think” and not being close to the business

Option A - Decentralized



Decentralized

Collection of local experts that may collaborate to develop programs or policies, and run local agendas from respective departments



Advantages

- No need for retraining or restructuring costs
- Local resources often more in touch with the needs of the business



Disadvantages

- Different resources mean program delivery is often patchy, inconsistent, and frequently sluggish as it requires more approval steps and reviews
- Differing priorities lead to program delays and inconsistency of service delivery as everyone delivers in a different way
- Least cost effective model as multiple resources are often invested in very similar programs or offerings

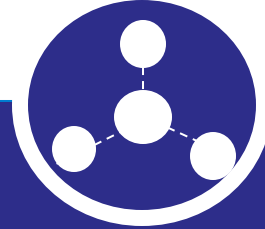
Implications for SC

- May lose the potential to develop a genuine integrated and holistic approach to provide a cutting edge transformation
- Runs counter to the aims of driving efficiencies by becoming 'One County'

Contextual Example

- Five separate departments recognise differing development needs and develop individual programs with little central governance

Option B - Centre-led



Centre-led

A Smaller Core Central team sets direction and coordinates more distributed resources to work on projects of programs



Advantages

- Provides a consistent and expert lead solution without compromising on localizations
- Allows the Centre to flex resources to meet changing business capabilities
- Less disruption than moving to a fully centralized model



Disadvantages

- Results in trade-off between enterprise economies of scale and local customizations
- Central projects are often secondary in priority for departmental resources to operational concerns

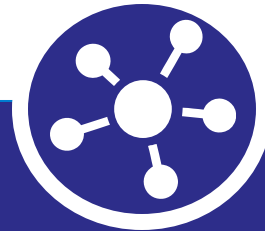
Implications for SC

- Though functional expertise within departments will be conserved, a lot of care has to be shown in design and build to promote consistency in the services delivered
- May result in a trade off of standardization in exchange for cheaper option of utilizing shared resources

Contextual Example

- Central team identifies development need and works on content in conjunction with shared resources which is then delivered, maintained and governed by shared services & local resources

Option C - Centralized



Centralized

Services are delivered from a centralized (physical or virtual) location and standardized in terms of service offerings



Advantages

- Development of advanced and deep knowledge sets within the Centralized department
- Consistency & Standardization in delivery and service offerings
- Greater alignment in roles and responsibilities and greater clarity of governance
- Cost effective service delivery



Disadvantages

- May create disruption caused by relocating staff into a central hub / changing roles
- As central functions develop - so do silos. Furthermore Centralized CoEs often develop a disconnect with the business

Implications for SC

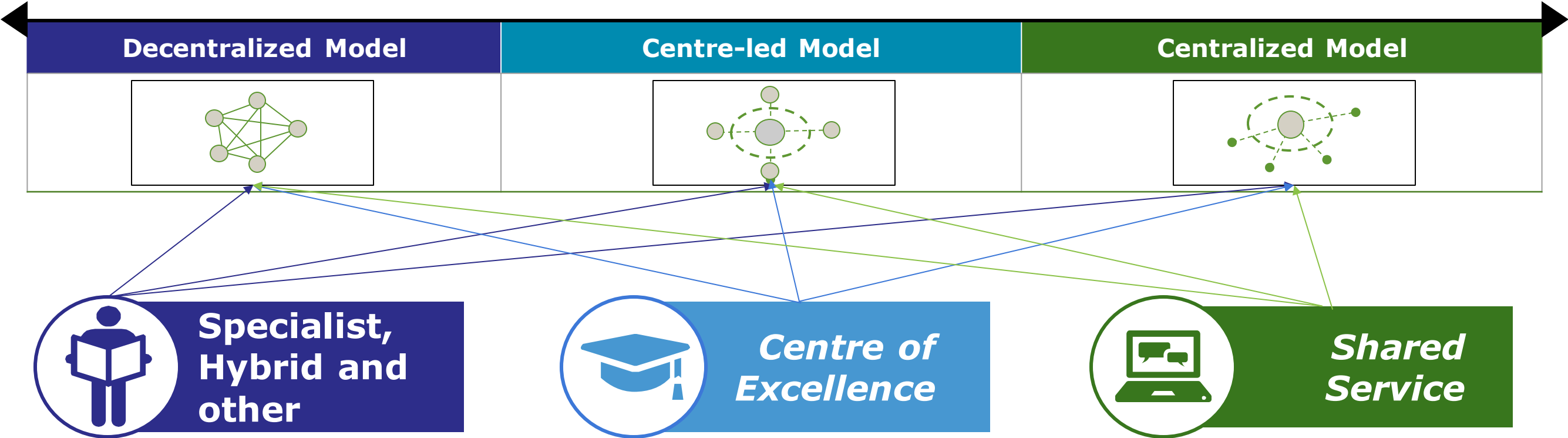
- Allows the Centre to deliver homogenous and best in class programs to the business
- May be a challenge with internal resources changing roles and some need for external recruitment

Contextual Example

- Centre of Excellence identifies a development need, develops a program, policy and plan. Then owns the governance of the rollout of the initiative until the program is completed

Operating Model and Service Delivery Model Alignment

A **Target Operating Model** can be characterized on a spectrum from fully decentralized to a centralized model. While the target state may be identified as being “Centre-Led”, the reality is that each core function will be at different points on the spectrum.



Any of these **Service Delivery Options** could, in theory, work for any of the operating model options. Some options for service delivery are logically better suited to work with some operating models. Typically, share services are centralized to maximize economies of scale and standardization. Centres of Excellence align with Centre-led operating models. Decentralized operating models will have each business unit making a decision for shared services within their department, CoE within their department or other options within their department.

What Does a Good Centre of Excellence Look Like?

Often unseen - CoE's create the vast majority of programs and policies that impact every employee throughout the County. They are forward looking and strategic - leveraging the support of a more centralized service and specialists to implement their agendas.



Deliver Value Creating Programs

CoEs need to focus on delivering programs that create value for an organization (by either process improvement or improving capability). In some cases CoEs can lapse into content creation for content's sake.



Align to the Business Strategy

CoEs should be the 'interpreter' of the business strategy. Taking business strategies and relating them into tangible people programs. The strategic importance or risk involved in their service is high and requires high level of skill and separate business input.



Nothing in Isolation

CoEs should co-create and socialize initiatives with a centralized service and specialists who are closer to the business and thus can be a litmus test of whether something will work in the organization.

An optimal CoE structure is designed with business requirements in mind - i.e. focusing on what is feasible, not just what is possible

What Does Good Shared Service Look Like?

Leading shared service centers serve **2.5X** more employees and lets you spend **6X** less per customer. Below are some of the key characteristics shared amongst the top performing operational service centers:



Tiered Structure

Many leading operational service organizations achieve process efficiencies and high quality service delivery through tiered staffing model and organizing staff by level of expertise



Standardized Information System

Optimal operational service organizations use technology across all centres to lower cost and enable consistency. They typically make use of portals which offer a wide array of self-serve options, but also crucially, internally use ticketing systems to deliver best in class service



Standardized Interactions with Customers

Leading operational services organizations provide automation within self-serve options. Employees use standardized processes and technology to provide consistent, repeatable, and cost effective service.

An optimal Shared Service design structure, powered by technology, enables consistent standardized experiences to customers

What are Other Available Options?

Other service delivery options include specialists, outsourcing, or various hybrid combinations of the multiple service options.



Specialists

Service organizations achieve process efficiencies and high quality service delivery through the use of specialists who understand corporate needs and department business operations. Specialists often act as a link between a central governing organization and decentralized business organizations.



Outsourcing

Optimal operational service organizations use outsourcing to lower cost and allow the business to focus on their core competency. This relates to typically lower strategic risk and skill requiring transactions.



Hybrid

Hybrid combinations of service delivery options are used to meet unique organizational requirements. This type of service delivery is complex and typically relates to very tailored and complicated service to customers.

Other options are considered typically to meet specific priorities or needs.