

# **2015-18**

# **Department Business Plan**

## **Human Resources**

Updated June 2017



Key to my role as Director of Human Resources (HR) is to help create a positive and safe work environment that attracts talent and inspires each person to contribute their very best.

HR is responsible for four core business functions: workforce planning and development; labour relations and HR advisory services; compensation and benefits; and employee safety, health and well-being.

These core business functions cover a wide breadth of HR programs and services including performance management, succession management, workforce planning, learning and development and leadership development. Organizational design, recruitment services, employee relations advice and labour relations (including collective bargaining) are other essential areas of our work. On the compensation side, health benefit plans, pay policies and payroll services involves both strategy and timely delivery. In our commitment to support the health of all employees, we manage and promote the County's Occupational Health and Safety, disability management, wellness, and employee and family assistance programs.

Within the Human Resources 2015-18 Department Business Plan, our first goal focuses on how we work with our clients. For HR to have the greatest positive impact we need to be a trusted partner who understands the challenges and needs of departments and their staff. We need to communicate, collaborate and be transparent in our processes. By establishing a human resource strategy that focuses on future workforce needs and delivering our operations effectively, we will ensure those trusted relationships exist.

Our second goal is to enable organizational success through HR strategies, practices and programs. Continuing to develop and update these is critical to ensuring we have the right people, in the right jobs at the right time, for the right cost. We need to renew our talent management strategy, including leadership development and succession management. To stay current and competitive, it is important to continually update and maintain our terms and conditions of employment. We also need to review and update programs that support employee safety, health and well-being.

Our third goal is around using technology to enable and enhance HR operations and programs. The ability to access reliable and robust data to inform organizational decisions is critical. Technology improvements will support the delivery of HR services and allow us to mine data toward more informed decision making in areas such as workforce planning, succession management and leadership development.

Our final goal is focused on the staff within HR. To meet the goals of our business plan and the challenges that face the County, we need a highly engaged and adaptable HR staff. We will achieve this through a focus on learning and development, and ensuring a positive work environment.

As we look forward over the next four years, the staff in HR is dedicated to achieving the goals and outcomes in this business plan, knowing that our work will support the success of the entire organization and Strathcona County's vision of being Canada's most livable community.

Debra Smith  
Director, Human Resources

Strathcona County Council created a strategic plan which outlines their vision for the County in 20 years, and the priorities and strategic goals to achieve that vision.

Strathcona County Administration has developed a corporate business plan to create a bridge between the long-term, high-level goals and priorities outlined by Council in its strategic plan, and the short to medium-term operational goals and priorities of the organization and its departments. Business plans will include measures so we can report how we are doing in implementing Council's strategic plan, as well as achieving department and corporate goals.

**Vision and values**

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart.

**We are Canada's most livable community.**

**Corporate values**

<b>Integrity</b>	We demonstrate ethical standards and behaviours; We display honest behaviour at all times; We do what we say we will do.
<b>Respect</b>	We treat others with care and dignity; We pay attention to each other; We welcome a variety and diversity of ideas.
<b>Safety</b>	We consistently demonstrate safe work practices; We build an environment of openness and trust; We make it safe for each other to voice opinions or concerns.
<b>Fairness</b>	We consider how our actions might affect others; We treat everyone impartially and equitably; We are willing to share the reasoning behind our thinking and decisions.
<b>Cooperation</b>	We support, assist and learn from each other; We give credit to others for their contributions; We compromise when needed to achieve common goals.

## **Department mission**

In collaboration with departments, Human Resources (HR) delivers effective human resource strategies and programs to inspire excellence in what we value most, our employees.

## **Department overview**

The department is led by a management team that oversees the core business functions of workforce planning and development, labour relations and HR advisory services, compensation and benefits, and employee safety, health, and well-being.

We deliver our services, programs, systems and policies in the spirit of the corporate values, following applicable laws, regulations and contractual agreements. We support a transparent and collaborative work environment.

### **Workforce planning and development**

Workforce planning and development partners with departments to design, implement and maintain a talent management framework, which strengthens the organization's capacity to deliver results by delivering:

- Talent management
- Learning and development
- Organizational effectiveness

### **Labour relations and HR advisory services**

This team of generalists and specialists provide advice and subject-matter expertise to achieve the best possible outcomes in:

- Labour relations
- Employee relations
- Recruitment and hiring

### **Compensation and benefits**

Compensation and benefits provides strategic analysis and advice in the design and delivery of a total compensation system that supports attracting the best people in all aspects of municipal services.

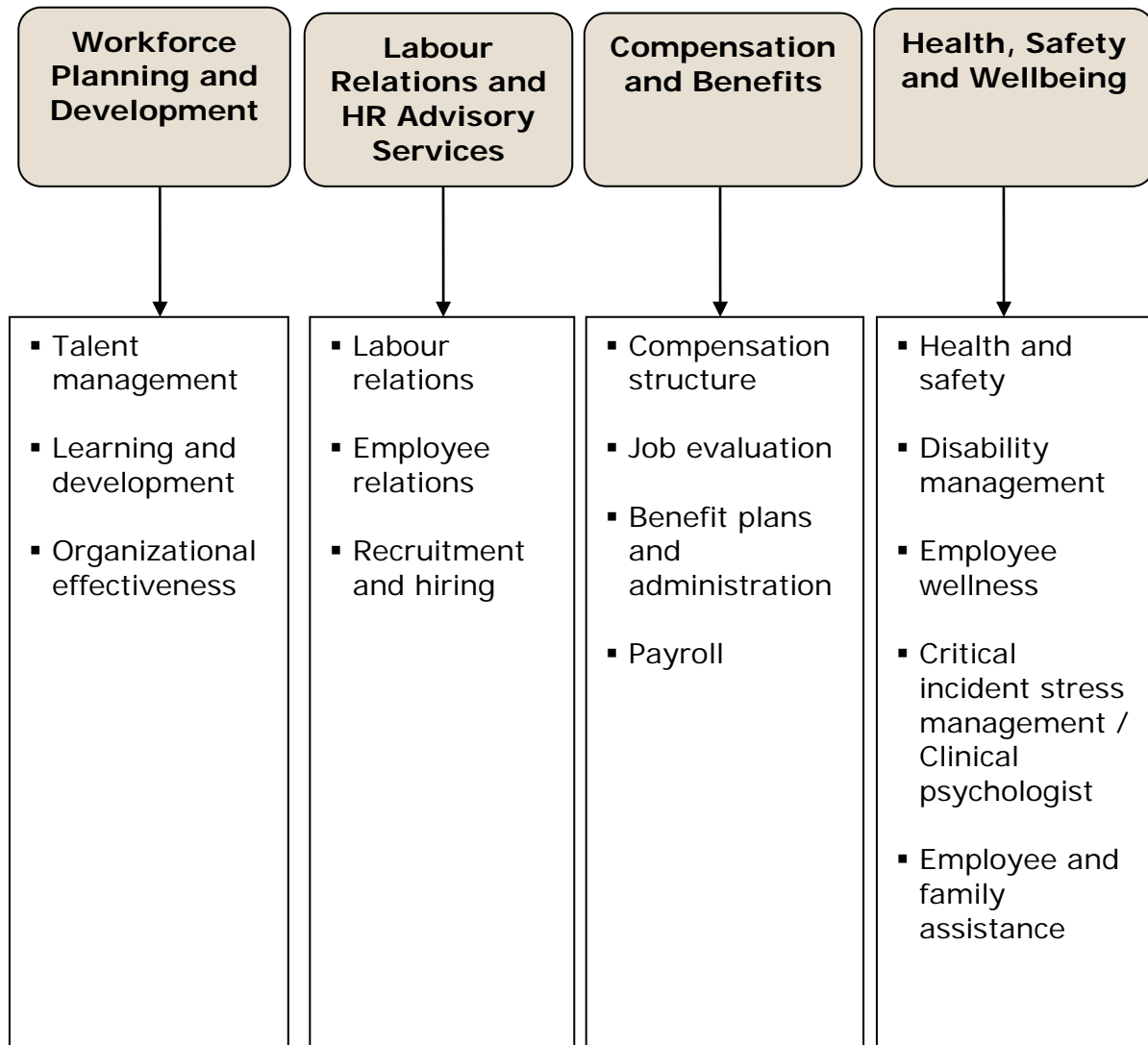
- Compensation structure
- Job evaluation
- Payroll
- Benefit plans and administration

### **Health, safety and wellbeing**

This function provides leadership in the design, implementation and maintenance of key programs that enable a healthy workforce including:

- Health and safety
- Disability management
- Employee wellness
- Critical incident stress management / Clinical psychologist
- Employee and family assistance

## Department core functions and programs



## Department goals

**Goal 1: Trusted relationships exist with departments, based on communication, collaboration and transparency.**

*Outcome: Human Resources adds value in achieving corporate and department business goals.*

**Linkages:**

Corporate Business Plan:

Goal 2: Strathcona County priorities, success and challenges are known.

Goal 5: We are efficient and effective in daily operations.

**Initiatives:**

Develop and implement a corporate People Plan

Develop a systematic approach to workforce planning

Meet growth demands through the effective and efficient delivery of HR operations

Key Performance Indicator/Measures	Benchmark	Target
% of management satisfied with the service provided by HR	76% (2015)	83% (2018)
% of employees satisfied with the service provided by HR	64.5% (2016)	80% (2018)

**Goal 2: Human Resource strategies, practices and programs enable organizational success.**

*Outcome: Management is able to attract and retain the employees they require.*

**Linkages:**

Corporate Business Plan:

Goal 6: Strathcona County is an employer of choice attracting the best people in all aspects of municipal service delivery.

**Initiatives:**

Develop a comprehensive approach to leadership development and succession management

Regularly review and update terms and conditions of employment

Review and enhance employee safety, health, and well-being programs

Develop and implement a talent management strategy

Key Performance Indicator/Measures	Benchmark	Target
% of management satisfied with HR programs	66% (2016)	75% (2018)
% of management report the ability to retain talent	89% (2016)	80% (2018)
% of management report the ability to attract talent	81.5% (2016)	80% (2018)

**Goal 3: Technology systems and tools support effective operations and informed decision making.**

*Outcome: Human Resources' workflow and processes are streamlined, integrated and support a growing and evolving organization.*

**Linkages:**

Corporate Business Plan:

Goal 5: We are efficient and effective in daily operations.

**Initiatives:**

Review and streamline HR business processes

Develop and implement an HR systems strategy

Key Performance Indicator/Measures	Benchmark	Target
% of time established service standards are met	TBD (2017)	80% (2018)

**Goal 4: A collaborative work environment in Human Resources supports innovation and learning.**

*Outcome: A work environment where staff engagement leads to extraordinary results.*

**Linkages:**

Corporate Business Plan:

Goal 6: Strathcona County is an employer of choice attracting the best people in all aspects of municipal service delivery.

**Initiatives:**

Develop and support individual career and learning plans

Enhance the work environment in Human Resources

Key Performance Indicator/Measures	Benchmark	Target
% of Human Resources employees who are engaged in their work	84% (2014)	80% (2018)