



2019 - 2022
DEPARTMENT
BUSINESS PLAN
Human Resources

Date of last revision
JANUARY 2019

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MESSAGE FROM THE DIRECTOR



We are a strong team of human resources (HR) professionals who are committed to contributing to the best outcomes for our organization, our leaders and our employees. Over the next four years, we will continue to build and maintain strong relationships to ensure that the programs and services we provide meet the needs of the organization and our client departments. The adoption and use of technology to deliver information and service will also be our focus.

We partner with departments and provide HR expertise in support of their business needs. We enable our leaders to follow good practices with their teams, to provide a safe work environment and engage their employees in their work. We support employee development from the onboarding process onward through multiple learning and development strategies. The People Plan established in 2018 provided us with a clear understanding of the work environment desired by our employees. Much of our work in HR supports and enables the areas of focus in the People Plan (clear purpose, trust, accountability, team, leadership, and positivity).

The next four years will focus on foundation work on our HR policies and programs, including developing a more formalized approach to succession planning. This will be based on an analysis of our workforce and key business drivers, will identify critical roles and as well as core and leadership competencies. We will take steps to enhance the coordination of corporate training provided across a number of departments to ensure that those who conduct the training are well skilled and supported to deliver the most effective training possible. As part of standard good business practice, we will conduct a review of our benefit programs and providers. This will include tendering our service provider contracts, benchmarking our programs, and surveying employees to assess the relative value of our benefits for various demographic groups.

We will also address emergent and significant legislative changes that have implications for our workplaces. These include changes as a result of the new occupational health and safety (OHS) legislation, the Labour Relations Code, the Employment Standards Code as well as the legalization of cannabis. This will require close collaboration with departments, and extensive communication and support to leaders and employees.



As we look forward, we will tackle one of our most critical needs - to modernize and advance our use of technology. We are partners in the Business Transformation project and leading the OHS/Disability Management and Well being (DMW) technology project, both of which will change what we do and how we do it. These projects will consider the people, processes and technology elements of delivering HR programs and services for the County, and will impact HR and all departments.

Our department is proud to serve Strathcona County, its leaders and employees. I am especially grateful for the hard working, dedicated professionals within Human Resources who live our values and contribute their expertise to make a difference every day.

Debra Smith

Director, Human Resources

PLANNING FOUNDATION

STRATHCONA COUNTY VISION

Living in Strathcona County

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.

Becoming Canada's most livable community

CORPORATE MISSION

We are committed to working collaboratively, efficiently and effectively to provide quality service delivery to citizens, business, and industry alike.

CORPORATE VALUES

Our values help to form our organizational identity and define our culture.

Integrity	We demonstrate ethical standards and behaviours We display honest behaviour at all times We do what we say we will do
Respect	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
Safety	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
Fairness	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
Cooperation	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

Collaborating to attract, retain and engage a highly competent and inclusive workforce that delivers on Strathcona County's goals.

DEPARTMENT OVERVIEW

The Human Resources department supports employees, leaders and departments within the organization through 16 programs that are delivered by five branches:

- Advisory Services and Labour Relations
- Compensation and Benefits
- Occupational Health and Safety
- Disability Management and Well-being
- Workforce Planning and Development

We are located on the third floor of the Millennium Ridge Professional Building. Our separate location allows employees and supervisors to interview, seek advice and discuss concerns in confidence.

Some of the legislation and policies which guide our work are:

- Alberta Labour Relations Code
- Alberta Employment Standards Code
- Alberta Human Rights legislation
- Strathcona County and Human Resources policies
- Public Sector Pension Plan Act, Local Authorities Pension Plan (LAPP) regulation
- Benefit plan policies and provisions
- Canada Revenue Agency
- Occupational Health and Safety legislation
- Workers' Compensation Board (WCB) legislation

DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS

ADVISORY SERVICES AND LABOUR RELATIONS

As the first point of contact, this team of generalists and specialists provide a full range of services including advice, consultation and subject-matter expertise. Following the Alberta Labour Relations Code, Employment Standards Code, human rights legislation and legal precedent, advisors and senior advisors seek first to understand, participate in the discussion, help achieve a solution, and partner in actions needed. The Priority Based Budget programs under the Advisory Services and Labour Relations core function are:

- Labour Relations
- Employee Relations
- Recruitment and Hiring

2019 – 2022 FORECAST

Advisors will continue to recruit the right talent to build strong departmental teams, and will tailor recruitment strategies in response to changing market conditions. Changes to alcohol and drug legislation brought an update to our alcohol and drug program in 2018, and continued education and support through these processes will be needed. All human resource policy updates as well as the new inclusive hiring policy are being established in 2018 - 2019. This team will continue to communicate and support the organization through these amendments, and support changes to employment terms and conditions through collective bargaining and amendments to the classified handbook.

COMPENSATION AND BENEFITS

This Compensation and Benefits branch designs and delivers a total compensation program that supports the attraction and retention of a highly qualified and engaged workforce. This team is responsible for developing, maintaining, administering, and providing strategic analysis and advice. The Priority Based Budget programs under the Compensation and Benefits core function are:

- Compensation Structure
- Employment Terms and Conditions

- Job Evaluation
- Payroll
- Benefit Plans and Administration

2019 – 2022 FORECAST

This branch will continue to focus on reviewing policies and programs to prepare for business transformation in addition to supporting readiness for a new enterprise resource planning system. Updating and maintaining the HR policies, guidelines and job evaluation system will continue, as well as conducting the salary survey.

HEALTH SAFETY AND WELL-BEING

The Occupational Health and Safety (OHS), and Disability Management and Well-being (DMW) branches provide leadership in the design, implementation and maintenance of key programs that support a safe and healthy workforce. The OHS branch supports the maintenance of our Certificate of Recognition under the Partners in Injury reduction program, administers health programs such as audiometric testing and respirator fit testing, and monitors the driver abstract program. DMW focuses on prevention of injury or illness through supports to enable employees to perform the full scope of their roles, and manages return to work programs where needed. DMW administers the alcohol and drug program and supports employee well-being. The Priority Based Budget programs under the Health Safety and Well-being core function are:

- Health and Safety
- Disability Management
- Employee Wellness
- Critical Incident Stress Management (CISM)/Clinical Psychologist
- Employee and Family Assistance

2019 – 2022 FORECAST

The OHS/DMW technology project and implementation of the new OHS legislation will transform the way that OHS work is accomplished across the organization. Educating, supporting generative dialogue and a learning mindset are all a part of psychological safety, a new focus through the legislation update.

WORKFORCE PLANNING AND DEVELOPMENT

Workforce planning and development (WPD) partners with departments to design, develop programs that engage and retain employees. The branch strengthens the organization's capacity to deliver services by developing and supporting engagement of its employees. Employee development is supported at both the corporate and department level, and WPD helps ensure the organization can feel confident that resources are being applied equitably and in the most effective way possible. The Priority Based Budget programs under the Workforce Planning and Development core function are:

- Talent Management
- Learning and Development
- Organizational Effectiveness

2019 – 2022 FORECAST

The team will coordinate and communicate the work to embed the People Plan areas of focus. Understanding changes in the workforce and environment will help this team pro-actively serve the organization. Supporting a diverse and inclusive workforce is a focus going forward.

DEPARTMENT IMPROVEMENT INITIATIVES

SUCCESSION PLANNING STRATEGY (INIT 63)

Succession planning helps ensure that the required leadership and employee capacity exists to fill position needs. Based on employee feedback from the employee engagement survey and input into the People Plan, it has been emphasized at all levels of the organization that leadership development is critical. It is recognized that actively pursuing succession planning allows the organization to adapt to talent needs and changes, and mitigate risk of key skill gaps.

First, this work will confirm the underlying philosophy in terms of targeted/position-based succession planning or broad/organization-based succession planning. Based on key business drivers and identified roles and functions, a succession planning framework will be developed. Strategies to attract, develop and support employees' core and leadership competencies will be identified and employed. This work will evolve with the needs of the organization and adapt to changing market conditions over time. Key outcomes will include defining a succession planning framework, developing leadership competencies and establishing a leadership development program.

Linkage to corporate business plan organizational excellence goal and result(s):

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

- Supports workplace culture that builds trust and promotes employee contribution
- Supports development of employee capacity through training and development
- Supports continuous improvement
- Collaborates with departments

Department role:

Lead: Human Resources

Support: All departments

Timeframe:

Start time: Q3 2019

End time: Q4 2022

BENEFITS REVIEW (INIT 65)

A full review of the benefit plans is required to ensure that we remain able to attract and retain talent. Going to market to evaluate our service providers including our benefit consultant is a prudent step to ensure we are receiving the lowest cost administration services with the highest value for Strathcona County and its employees. This project will include: tendering consulting services, benchmarking and redesigning our plans, tendering providers, and implementation of all changes. The following benefits plans are in scope: health, dental, life, long-term disability, accidental death and dismemberment, and employee and family assistance program.

Linkage to corporate business plan organizational excellence goal and result(s):

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

- Supports long-term financial sustainability
- Supports insight-driven/evidence-based decision-making
- Supports continuous improvement

Department role:

Lead: Human Resources

Support: Corporate Finance

Timeframe:

Start time: Q2 2019

End time: Q4 2020

OCCUPATIONAL HEALTH AND SAFETY /DISABILITY MANAGEMENT AND WELLBEING TECHNOLOGY PROJECT (AUTO 1823)

There is a need to move to a technology-based solution to enable effective and efficient service delivery with respect to OHS and disability management requirements; to have information available to meet OHS legislated requirements; and to make informed decisions and support business intelligence. Current processes are dated, have numerous points of duplication, have no technology-enabled workflow and use a paper-based system.

Through this project, we will procure, implement and deliver training for an OHS/DMW management system with capacity to manage automated workflows, and provide business intelligence. This project will standardize processes across the organization as well as OHS information management. It will enable departments to manage their compliance requirements and reporting as well as enhance the management of health and safety risks on a County-wide platform.

Linkage to corporate business plan organizational excellence goal and result(s):

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

- Integrates information and technology
- Supports insight-driven/evidence-based decision-making
- Ensures compliance with regulations, laws, procedures, and policies
- Collaborates with departments

Department role:

Lead: Human Resources

Support: All departments but particularly: Recreation Parks and Culture, Emergency Services, RCMP and Enforcement Services, Fleet Services, Utilities, Transportation and Agriculture Services, Facility Services

Timeframe:

Start time: Q2 2019

End time: Q1 2021

NEW OCCUPATIONAL HEALTH AND SAFETY LEGISLATION IMPLEMENTATION (INIT 66)

New provincial OHS legislation and WCB legislation was effective June 1, 2018. The changes in legislation will have a significant impact to Strathcona County and our current management of occupational health and safety across the organization. There have also been changes in the audit protocol for our Certificate of Recognition (COR) under the Partners in Injury Reduction (PIR) program.

This initiative will provide direct support to departments, management staff and employees in meeting the intent of the legislation and addressing any gaps. We will engage one or more external partner(s) to work with us in a systematic way to advance our health and safety management system to ensure we have healthy and safe work sites for all. At the end of this initiative we will obtain recommendations on a sustainment plan that will effectively support the Health and Safety program into the future.

Linkage to corporate business plan organizational excellence goal and result(s):

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

- Ensures compliance with regulations, laws, procedures, and policies
- Supports continuous improvement
- Collaborates with departments

Department role:

Lead: Human Resources

Support: All departments but particularly: Recreation Parks and Culture, Emergency Services, RCMP and Enforcement Services, Fleet Services, Utilities, Transportation and Agriculture Services, Facility Services

Timeframe:

Start time: Q1 2019

End time: Q1 2023

CORPORATE TRAINING FRAMEWORK (INIT 67)

Currently, departments are providing ad-hoc guidance and training on common corporate processes and policies. In striving for organizational excellence, the County recognized the need to strengthen employee capacity to consistently apply Strathcona County's internal corporate processes and policies. A strategic approach will enable corporate training needs to be prioritized, centrally coordinated and help focus department resources on priority business needs.

This project will establish and provide oversight for a corporate training framework that will prioritize needs, options, resources and audiences, and provide train-the-trainer supports for department level subject matter experts who will deliver the training. This is a corporate initiative led by Human Resources and supported by corporate departments.

Linkage to corporate business plan organizational excellence goal and result(s):

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

- Supports employee capacity through training and development
- Collaborates with departments

Department role:

Lead: Human Resources

Support: Legislative and Legal Services, Procurement Services, and Corporate Finance

Timeframe:

Start time: Q1 2022

End time: Ongoing

CORPORATE INCLUSION AND DIVERSITY TRAINING (INIT 86)

On April 10, 2018 Council moved that Administration develop an Inclusive Hiring Policy and a broad Diversity and Inclusion Policy. Corporate training on diversity and inclusion is a critical pillar for the successful implementation of both policies. There is convincing evidence that organizations with a diverse workforce and inclusive practices reap tangible business benefits by way of greater productivity, innovation and employee engagement.

Corporate inclusion and diversity training will build capacity in our employees and leaders to support a culture of inclusion and build on the 10 commitments made through our membership in the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD). Inclusive actions and behaviors include everything from equitable hiring to tackling unconscious bias to small everyday interactions. This project will develop and deliver employee education about these topics and related programs required, in order to move this important work forward.

Linkage to corporate business plan organizational excellence goal and result(s):

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

- Supports employee capacity through training and development
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures, and policies

Department role:

Co-Lead: Human Resources and Intergovernmental Affairs

Support: All departments

Timeframe:

Start time: Q1 2019

End time: Q4 2022

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2019 – 2022 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/AUTO #	Improvement initiative	Description	Department lead	Timeframe
AUTO 1003	Strathcona County Business Transformation (SCBT) Project	To transform and align people, process and technology in four of the County's core business functions of finance, human resources, procurement and contract management. Included in process and technology are utility billing and property tax. Included in technology is corporate asset management.	SCBT Project Team	Q3 2017 – Q3 2020
INIT 90	Enterprise Strategic Portfolios Implementation	To operationalize enterprise strategic portfolios to ensure corporate -wide management oversight and decision making accountability.	Corporate Planning	Q2 2018 – Q4 2020
INIT 30	Digital Workplace Program	To establish a single, integrated, modern electronic content and collaboration technology platform that will replace several isolated software applications that exist today.	Information Technology Systems	Q1 2019 – Q4 2021
INIT 89	Performance Measurement Maturity Improvements and Service Level Review	To improve the County's performance measurement maturity and to review service levels.	Corporate Planning	Q1 2019 – Q4 2022
INIT 81	TAS Engagement, Culture and Workforce Planning Strategy	To develop an engagement, culture and workforce planning strategy and implementation plan.	Transportation and Agriculture Services	Q1 2019 – Q4 2022
INIT 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Fiscal Services	Q1 2020 – Q4 2022
INIT 8	Business Expense Review and Update	To review and update the Employee Business Expense Policy.	Corporate Finance	Q1 2021 – Q3 2021
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	Q1 2021 – Q4 2021

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
INIT 104	Municipal Emergency Management and Business Continuity Management Systems Integration	To properly interconnect and update department business continuity and municipal emergency response plans.	Emergency Services	Q1 2021 – Ongoing
INIT 32	Program Based Budgeting and Reporting Framework	To develop and / or transition to a program based budgeting framework.	Corporate Planning	Q3 2021 – Q4 2022
INIT 38	Corporate Payment Options Review	To complete a comprehensive review of the different payment options offered to customers in various Departments.	Corporate Finance	Q1 2022 - Q4 2022