




2020 - 2023
DEPARTMENT
BUSINESS PLAN
Human Resources

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MESSAGE FROM THE DIRECTOR



Human Resources (HR) is here to help. We are a team of experienced and enthusiastic professionals committed to providing valued HR expertise in support of Strathcona County's vision to become Canada's most liveable community. We are passionate about partnering with departments and providing excellent, timely service that ensures the best possible outcomes for the organization, our leaders and employees.

Over the course of the next business cycle, we will continue to support important initiatives and projects in addition to addressing legislative changes that have implications for our workplaces.

The foundation work of our HR programs and policies is an ongoing focus. Developing a more formalized approach to succession planning, enhancing the coordination of corporate learning and development and reviewing our benefit programs and providers are a few examples.

Created in response to the 2017 Employee Engagement Survey, Strathcona County's People Plan highlights six key focus areas that identify what our employees defined in an ideal workplace culture: *clear purpose, trust, accountability, team, leadership, and positivity*. Much of our work in HR focuses on supporting the People Plan and connecting existing organizational actions, priorities and initiatives to its focus areas.

Our team will continue to support the Business Transformation project as we work collectively on HR system readiness and workforce transition activities. Similarly, our team will support staff through change from the OHS/Disability Management and Well-Being (DMW) technology project, which will incorporate health and safety processes, training and administration across multiple lines of business.

We anticipate a busy but exciting few years ahead of us, and are extremely proud to serve Strathcona County, our 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 STATEMENT

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 six branches:

- Advisory Services and Labour Relations
- Policy, Compensation and HR Transformation
- Disability Management and Well-being
- Occupational Health and Safety
- Operations and Benefits
- 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 (SUMMARY OF OPERATIONAL PLANS)

ADVISORY SERVICES AND LABOUR RELATIONS

Serving as the first point of contact for people leaders, this team of generalists and specialists provide a full range of services including consultation, providing advice and subject-matter expertise to resolve workplace issues. Guided by 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 as needed. The Priority Based Budget programs under the Advisory Services and Labour Relations core function are:

- Labour Relations
- Employee Relations
- Recruitment and Hiring

2020 – 2023 forecast

This team will review current recruitment practices in order ensure best practices are being utilized to attract the right talent into the organization. This will include implementing pre-employment checks and testing required by position, as well as advancing the work around inclusive hiring. The branch will continue to support implementation of amendments to HR policies, creation and/or updates to applicable guidelines, as well as changes to employment terms and conditions through collective bargaining and amendments to the classified handbook.

POLICY, COMPENSATION AND HR TRANSFORMATION

The Policy, Compensation and HR Transformation branch is responsible for the development and ongoing review of all HR policies, guidelines, and terms and conditions of employment for all employees. This team designs and manages a total compensation program that supports the attraction and retention of a highly qualified and engaged workforce, providing strategic analysis and advice. This team is responsible to lead the HR elements of workforce transition as a result of the Business Transformation project and lead the work required in the HR department to modernize the HR function in the organization.

The Priority Based Budget programs under the Compensation, Policy and Transformation core function are:

- Compensation Structure
- Employment Terms and Conditions
- Job Evaluation

2020 – 2023 FORECAST

This branch will continue to focus on reviewing and updating all HR policies, directives and guidelines. Updating terms and conditions of employment through the classified handbook and collective agreement negotiations will continue. Workforce transition planning and implementation will be a focus in 2020 as a result of Business Transformation.

DISABILITY MANAGEMENT AND WELL-BEING

The Disability Management and Well-being (DMW) branch promotes employee well-being and addresses diverse challenges that impact the ability to thrive at work. The DMW team provides individualized, solutions-focused assistance in navigating appropriate access to benefits and health services such as: stay at work solutions, return to work coordination, referrals to community providers and third-party resources. The Priority Based Budget programs under the Disability Management and Well-being core function are:

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

2020 – 2023 FORECAST

Work has begun to re-develop the Corporate Critical Incident Peer Support (CCIPS) team which will promote well-being resources to employees in order to build and foster resiliency. In 2020-2021 work will continue to broaden the medical screening and physical fitness components of the Emergency Services' wellness program.

OCCUPATIONAL HEALTH AND SAFETY

The Occupational Health and Safety (OHS) branch provides 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. The Priority Based Budget program under the Occupational Health and Safety core function is:

- Health and Safety

2020 – 2023 FORECAST

The Branch continues to create a digital workflow system through the OHS/DMW technology project that will assist departments in the management of OHS information. The OHS legislation initiative will develop and deliver the resources needed to become both compliant with revised OHS requirements and maintain an effective OHS management system.

OPERATIONS AND BENEFITS

The Operations and Benefits branch builds and maintains effective administration and payroll and benefits for the organization's 2000+ employees, in compliance with legislation and County policy. The Priority Based Budget programs under the Operations and Benefits core function are:

- Payroll
- Benefit Plans and Administration

2020 – 2023 FORECAST

As part of standard good business practice, the benefits review will include tendering our service provider contracts, benchmarking our programs, and consult with employees to assess the relative value of our benefits for various demographic groups. This group will play a key role in business transformation, transitioning HR's work to the new Enterprise Resource System.

WORKFORCE PLANNING AND DEVELOPMENT

Workforce Planning and Development (WPD) partners with departments on the development, implementation and evaluation of programs and initiatives that build a positive workplace culture and support employee engagement and retention. This includes the Employee Engagement Survey, the People Plan, informal and formal recognition, learning and development, Performance Planning and Review (PPR), succession management and orientation and onboarding. The Priority Based Budget programs under the Workforce Planning and Development core function are:

- Talent Management
- Learning and Development
- Organizational Effectiveness

2020 – 2023 FORECAST

This branch will continue to support departments in their ongoing employee engagement, development, and recognition efforts, and will also continue to provide support to the People Plan Stewardship Committee on rolling out the corporate action plan and connecting employees to the People Plan and its areas of focus. Over the course of the next business cycle, WPD will begin foundational work key to the creation of a succession management framework, corporate training system and leadership competency model for the organization.

DEPARTMENT IMPROVEMENT INITIATIVES

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 are significant 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 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 a sustainment plan will be developed 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 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 Coalition of Inclusive Municipalities (CIM). 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

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 2021

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

OHS is working towards 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: Q3 2021

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

CORPORATE LEARNING AND DEVELOPMENT (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 2021

End time: Q4 2022

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 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 2021
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 2020
INIT 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Fiscal Services	Q1 2020 – Q4 2023
INIT 8	Business Expense Review and Update	To review and update the Employee Business Expense Policy.	Corporate Finance	Q1 2021 – Q4 2021

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	Q1 2021 - Q4 2021
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 2020 - 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 2024
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

DEPARTMENT STRATEGIC INITIATIVES

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 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 #	Strategic initiative	Description	Department lead	Timeframe

APPENDIX 1: STRATHCONA COUNTY GOALS AND RESULTS

STRATEGIC GOALS (EXTERNAL COMMUNITY FACING)

Goal 1: Build strong communities to support the diverse needs of residents

- Opportunities for meaningful connections within communities
- Diverse and inclusive communities
- Appropriate access to the social service system through partnerships
Affordable basic municipal services
- Programming meets the changing needs of residents
- Opportunities to be healthy and active

Goal 2: Manage, invest and plan for sustainable municipal infrastructure

- Efficient and effective multi-modal transportation network
- Safe, reliable utility infrastructure
- Innovative “smart” infrastructure
- Accessible cultural, recreational and social infrastructure
- Accessible, reliable internet connectivity
- Partnerships enhance infrastructure investment opportunities

Goal 3: Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment

- Strategic partnerships promote business growth and retention
- Planning supports strategic development
- Critical physical and technology infrastructure supports business, industry, and agriculture
- Investment attraction and retention focus on downstream, value-added industry

- Strengths and innovation provide a competitive advantage, and support attraction and diversification
- Growth opportunities increase through regional brand and economic development strategies

Goal 4: Ensure effective stewardship of water, land, air and energy resources

- Appropriate and effective use of agricultural land
- Natural areas and resources balance value for current and future generations
- Municipal buildings deploy efficient technology where appropriate
- Growth and development balanced with recognition and protection of the biosphere (Beaver Hills)
- County uses best practice approach to waste management

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Improved regional land use and resource management planning
- Regional assets leveraged for mutual benefit
- Innovation and lifelong learning opportunities occur through collaboration with educational institutions
- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Goal 6: Provide facilities and services that are available and accessible to residents

- Connected, accessible multi-modal transportation network, including trails
- Available, accessible and affordable recreational opportunities
- Diverse, affordable neighbourhoods, amenities and housing opportunities
- Enhanced community interaction and connectedness
- Accessible community and cultural events, entertainment, shopping and dining opportunities

Goal 7: Provide opportunities for public engagement and communication

- Community is informed about County decisions

- Community – urban and rural – satisfied with opportunities to provide input
- Community is confident in how tax dollars are managed
- Public engagement efforts and information sharing mechanisms are innovative and accessible

Goal 8: Foster an environment for safe communities

- Law enforcement, emergency and social services respond to community risk
- Proactive safety education and community involvement
- Utility infrastructure provides safe, clean water, manages wastewater treatment, and provides effective storm-water management
- Citizens feel safe to express themselves in ways that represent their values, beliefs, and lifestyles
- Transportation network, including trails, allows people and goods to move safely and efficiently

CORPORATE ORGANIZATIONAL EXCELLENCE GOAL (INTERNAL FACING)

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

- Collaborates with regional, community and government partners
- Integrates information and technology
- Supports long term financial sustainability
- Supports infrastructure management
- Supports workplace culture that builds trust and promotes employee contribution
- Supports development of employee capacity through training and development
- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures and policies
- Supports integrated planning
- Leverages tools (i.e. technology, equipment) to assist in service delivery
- Engages stakeholders in decision making
- Communicates to stakeholders about County programs and services
- Collaborates with departments