



2022 - 2025

**DEPARTMENT
BUSINESS PLAN**

Human Resources

Date of last revision
APRIL 2022



MESSAGE FROM THE DIRECTOR



The Human Resources department is committed to supporting our employees and leaders throughout their employment with Strathcona County. Our team is accountable to deliver exceptional service to our diverse departments to attract, retain and engage a highly competent and inclusive workforce that delivers quality services to our residents. We collaborate effectively to ensure that we are continuously building and enhancing our strategies, programs, services and operations.

Partnering with the business, we align our actions to the corporate values and our people plan areas of focus.

Throughout the COVID-19 pandemic our Human Resources team continually highlighted our commitment to the safety and well-being of employees through our policies, practices, resources, guidance and communication.

As part of the Business Transformation Project, a new cloud-based system will be implemented in 2022 for the organization’s human resources functions. The system will not only result in new technology, but also brings changes to the processes, workflows, roles and accountabilities in our department. This transformation will support our modernization and our ability to provide the organization with timely, relevant data to support effective decision-making. We also implemented a new Occupational Health and Safety (OHS) technology system in 2022, which has enabled consolidation of OHS processes, documentation and training across the organization.

Over this next business cycle, we will continue to anticipate and respond to the needs and priorities of the organization. In addition to implementing new technology and processes, we will also continue to advance key programs and initiatives, including enhancements to the occupational health and safety program; diversity and inclusion; employee total rewards; and leadership development and succession planning.

Sharry Sowiak

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.



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



Goal 5
Foster collaboration through regional, community and governmental partnerships



Goal 2
Manage, invest and plan for sustainable municipal infrastructure



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



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



Goal 7
Provide opportunities for public engagement and communication



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



Goal 8
Foster an environment for safe communities



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

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 five branches:

- Human Resources Business Partnering
- Organizational Effectiveness
- Occupational Health and Safety
- HR Operations and Talent Acquisition
- Disability Management and Well-being



Our office is located on the third floor of the Millennium Ridge Professional Building. Our 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)

HUMAN RESOURCES BUSINESS PARTNERING

Serving as the first point of contact for people leaders, this team provides a full range of services including coaching, 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. Senior Business Partners offer HR expertise for program development and business decision-making, as well as champion and deliver HR programs. The Priority Based Budget programs under the Human Resources Business Partnering core function are:

- Labour Relations
- Employee Relations

2022 – 2025 FORECAST

The branch will continue to advise leaders and employees on workplace issues and support them in developing strong workplaces. The branch will also 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. A key focus will be to advance the business partnering model with departments and their leadership teams to leverage their people strategies to meet their business needs.

ORGANIZATIONAL EFFECTIVENESS

The Organizational Effectiveness branch designs, builds and oversees HR strategy, programs and policy. This group leads the analysis, strategy and planning for HR projects and initiatives encompassing talent development, total rewards, and organizational design and job evaluation. 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 Organizational Effectiveness core function (by work team) are:

- Organizational Effectiveness

Total Rewards and Policy & Organizational Design:

- Compensation Structure
- Employment Terms and Conditions
- Job Evaluation
- Benefit Plans

Talent Development:

- Talent Management
- Learning and Development

2022 – 2025 FORECAST

This branch will continue to focus on reviewing and updating HR policies, directives and guidelines to sustain best practices and respond to COVID-19 pandemic impacts. Work continues to build the leadership development program and succession planning program, diversity and inclusion, and review employee total rewards. The branch also supports and enables the work of the People Plan Stewardship Committee. Workforce transition planning and change management continues to be a focus in 2022 as the business transformation project moves to implementation.

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

2022 – 2025 FORECAST

The Branch continues to implement a digital workflow system through the OHS technology project that will enable the consolidation of OHS processes, documentation and training across the organization. The OHS legislation initiative

continues to develop and deliver resources and training needed for compliance with OHS requirements and maintain an effective OHS management system.

HR OPERATIONS AND TALENT ACQUISITION

The HR Operations and Talent Acquisition branch delivers services for payroll, benefits, talent acquisition, customer service and reporting and analytics for the County's 2000+ employees, in compliance with legislation and County policy. This branch will assume the customer service lead for the department, serving as the first point of contact for employee services, support and information. The Priority Based Budget programs under the HR Operations and Talent Acquisition core function are:

- Payroll
- Benefits Administration
- Recruitment and Hiring

2022 – 2025 FORECAST

The development and implementation of the HR Service Centre in 2022 will advance key elements of our commitment to HR service excellence as part of the business transformation project. This team is very active in the design and implementation of the new HR system. Ensuring processes and data are effectively established in the new system will be critical to its successful implementation. The talent acquisition team will continue to support people leaders in recruiting the right people for the right roles. They will also review current recruitment practices to ensure best practices are being used to attract the right talent into the organization. This will include advancing the work around inclusive hiring.

DISABILITY MANAGEMENT AND WELL-BEING

The Disability Management and Well-being team focuses on supporting the overall well-being of Strathcona County staff by using approaches that are both responsive and preventative.

The Priority Based Budget programs under the Disability Management and Well-Being (DMW) function are:

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

2022 – 2025 FORECAST

Work will continue on building and enhancing well-being supports and strategies for our employees. This includes leading the Corporate Critical Incident Peer Support team and efforts throughout the organization along with Emergency Services specific programs such as the Mandatory Medical and Fitness program. In addition to the focused work on program development, the team will continue to provide effective case management for absences due to illness and injury, job/physical demand analysis and ergonomics support.

DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL IMPROVEMENTS)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Annual Information Technology Corporate Infrastructure Replacement Program - Municipal
Lead: Information Technology Services

DEPARTMENT IMPROVEMENT INITIATIVES

OCCUPATIONAL HEALTH AND SAFETY LEGISLATION IMPLEMENTATION (INIT 66)

This initiative will provide direct support to departments, management staff and employees in meeting the intent of new legislation and addressing any gaps. We will engage needed resources to work with us 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 with special attention to Recreation Parks and Culture, Emergency Services, RCMP and Enforcement Services, Fleet Services, Utilities, Transportation and Agriculture Services, Facility Services

Timeframe:

Start time: T1 2019

End time: T1 2023

CORPORATE INCLUSION AND DIVERSITY TRAINING (INIT 86)

Corporate training on diversity and inclusion is a critical pillar for the successful implementation of both the Inclusive Hiring Policy and the Diversity and Inclusion Policy. 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 behaviours 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, 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 Family and Community Services

Support: All departments

Timeframe:

Start time: T1 2019

End time: T3 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: Financial and Strategic Services

Timeframe:

Start time: T2 2019

End time: T3 2023

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. This will make information available to meet OHS legislated requirements and support informed decision-making and 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 with special attention to: Recreation Parks and Culture, Emergency Services, RCMP and Enforcement Services, Fleet Services, Utilities, Transportation and Agriculture Services, Facility Services

Timeframe:

Start time: T2 2019

End time: T1 2022

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.

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: T2 2019

End time: T3 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 recognizes 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, to commence in 2023, 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, Financial and Strategic Services

Timeframe:

Start time: T1 2023

End time: T3 2025

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Business Expense Policy Review and Update
Lead: Financial and Strategic Services
- Strathcona County Business Transformation (SCBT) Project
Lead: Financial and Strategic Services
- Service Definition Project
Lead: Financial and Strategic Services
- Enterprise Risk Management Program
Lead: Corporate Planning
- Digital Workplace Program
Lead: Information Technology Services
- Electronic Procurement System Update
Lead: Financial and Strategic Services

DEPARTMENT STRATEGIC INITIATIVES

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Fire and Emergency Services Long-Range Plans
Lead: Emergency Services
- Energy Efficiency Upgrades Arising from the Strategic Energy Master Plan
Lead: Facility Services
- Multi-Purpose Agricultural Facility Development
Lead: Recreation, Parks and Culture