



# NextGen HR and Pay Project – Employee Engagement Workshop

Government of Canada | September 26, 2018 | Vancouver

# Government of Canada Introductions





# EY Introductions





# EY's Team

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**Kirsten Tisdale**  
*Engagement Partner*



**Paul Tucker**  
*HR Technology Payroll  
Process SMA*



**Julie Barac**  
*Senior Consultant*



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*Senior Consultant*



# Today's Objectives

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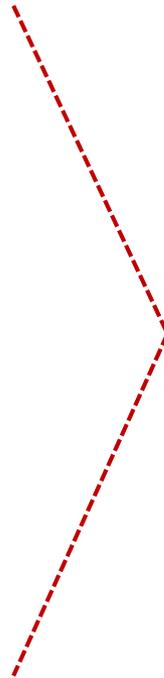
**Discover and understand world-class digital employee experiences**



**Validate GC purpose statement and guiding principles**



**Validate key HR/Pay stakeholders (personas)**



**DEFINE FUTURE HR/PAY SOLUTION(S) REQUIREMENTS THROUGH A SHARED UNDERSTANDING OF USER EXPERIENCES.**

# Project Polaris HR and Pay Workshop Session

Government of Canada

## Agenda



**Arrival and Refreshments**

8:30-9:00

1

**Opening Remarks**

9:00-9:05

2

**Introduction / Session Objectives**

9:05-9:15

3

**GC Purpose and Guiding Principles**

9:15-9:30

4

**HR/Pay Overview and Trends**

9:30-10:00



**Break (20 minutes): Refreshments to be provided**

5

**Activity #1 and #2: Key Pain Processes and Opportunities**

10:20-11:30



**Lunch (45 minutes): Lunch to be provided**

6

**Activity #3: Key Pain Processes and Opportunities**

12:15-1:00

7

**Conclusion**

1:00-1:15



## Learning from Experience

**1**

Avoid replicating old processes with new technology

**2**

Future state design should incorporate feedback from user community and end-user employee experience

**3**

Focus on an integrated HR/Pay solution(s) that enables seamless end to end operations

**4**

Big bang is not recommended. Test in parallel with a phased roll-out, that supports iterative design and development

**5**

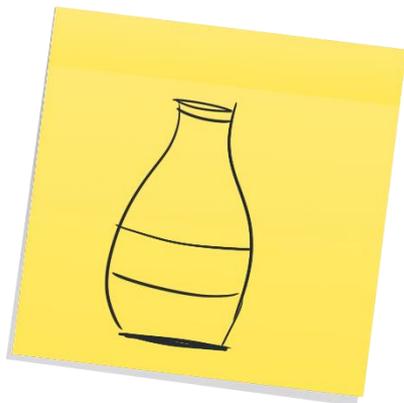
Users make it work - never de-scope change management and training

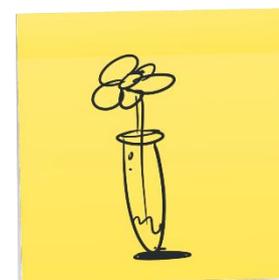
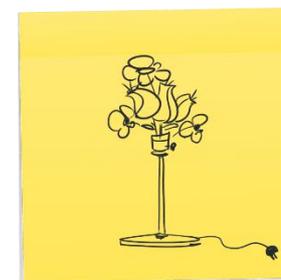
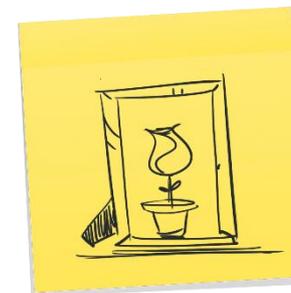
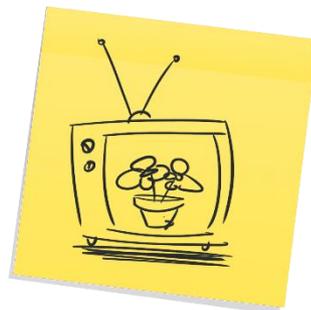
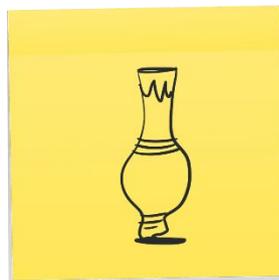


DRAW A VASE



DRAW A BETTER  
WAY TO VIEW  
FLOWERS







# Design Thinking Lessons Learned

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1

Empathy of the user



2

Design with the users, not for the users



3

Redefining the problem can lead to dramatically different outcomes





# Importance of Design Thinking

BETTER PERFORMANCE

“ **5%** increase in **employee engagement** correlates to **0.7%** increase in operating margin ”

“ **94%** of the worlds most admired organizations said that engaged employees is a source of competitive advantage ”

MORE INNOVATIVE

“ **87%** less likely to leave if you're engaged ”

“ **4x less** Sick days a year taken by an engaged person compared to the disengaged ”



“ **3x more** The likelihood of employees staying in a purpose driven organisation. They are also **1.4x** more engaged ”

ADVOCATES

“ **87%** less likely to leave if you're engaged ”  
“ **67%** of Engaged employees advocate their organization compared to those who are disengaged ”

“ **74%** of **Generation Z** agree that business has a responsibility to create a **better world** ”

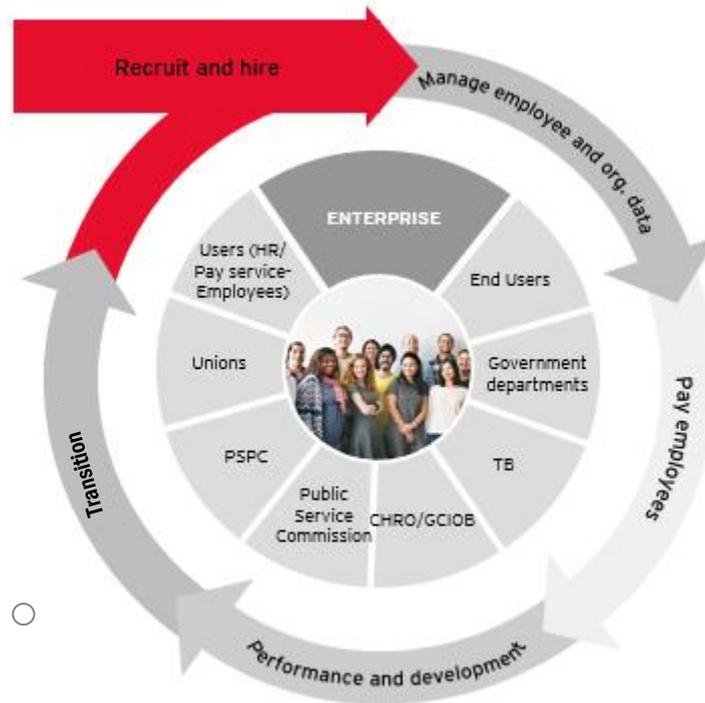
WANT TO STAY



# Consequences of a Negative Experience

- ▶ Candidate navigates a slow and confusing process
- ▶ Creates a poor first impression
- ▶ High candidate drop out rates
- ▶ Poor first day sets out a negative tone

- ▶ Lasting negative impression of organization; likely to tell others
- ▶ Sense “too little, too late”



- ▶ No joy in working life; disengages employees
- ▶ With better tech at home; organization feels frugal
- ▶ Lower productivity

- ▶ Perceived lack of fairness in compensation adjustments
- ▶ Higher turnover rates

- ▶ Performance management feels subjective; impacts trust
- ▶ Reward mechanisms poorly targeted
- ▶ Interventions lack relevance; disengages employee

# Purpose





## Purpose Statement:

*An adaptive HR solution(s) that will put the user at the centre and will enable the delivery of a modern service experience to potential, current and former public servants.*

*To ensure the delivery of exceptional service to Canadians, the end-to-end HR capability will enable the Government of Canada people strategy, and support attracting, developing and retaining talent.*





# Guiding Principles

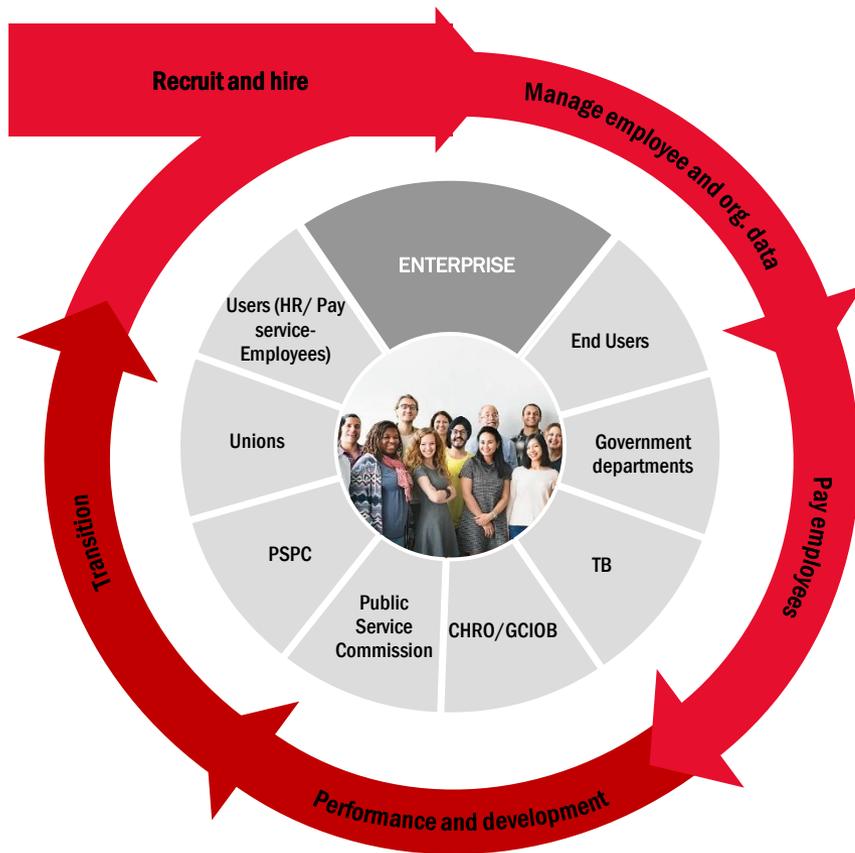
	User-centric
	Integrated solution that enables seamless operations
	Master system of record
	Accessible to all end users regardless of language, location, or ability
	Simple, self-service that provides 24/7 access
	Enables the optimization of business processes
	Supports our future way of working
	Meets digital, security, privacy and architecture standards
	Supports a strong employee culture
	Adaptive and flexible

# HR Process and Technology Overview





# Employee Lifecycle Management



### RECRUIT AND HIRE

- ▶ Manage recruitment
- ▶ Manage hire, onboarding, and integration

### MANAGE EMPLOYEE AND ORGANIZATIONAL DATA

- ▶ Perform employee data administration
- ▶ Manage organization and positions
- ▶ Manage workforce planning
- ▶ Compensation and benefits
- ▶ Classification
- ▶ Manage acting and movements

### PAY EMPLOYEES

- ▶ Manage compensation
- ▶ Manage payroll
- ▶ Manage time and leave
- ▶ Pension administration

### PERFORMANCE AND DEVELOPMENT

- ▶ Manage employee development and training
- ▶ Manage performance
- ▶ Manage competencies
- ▶ Manage career and succession planning

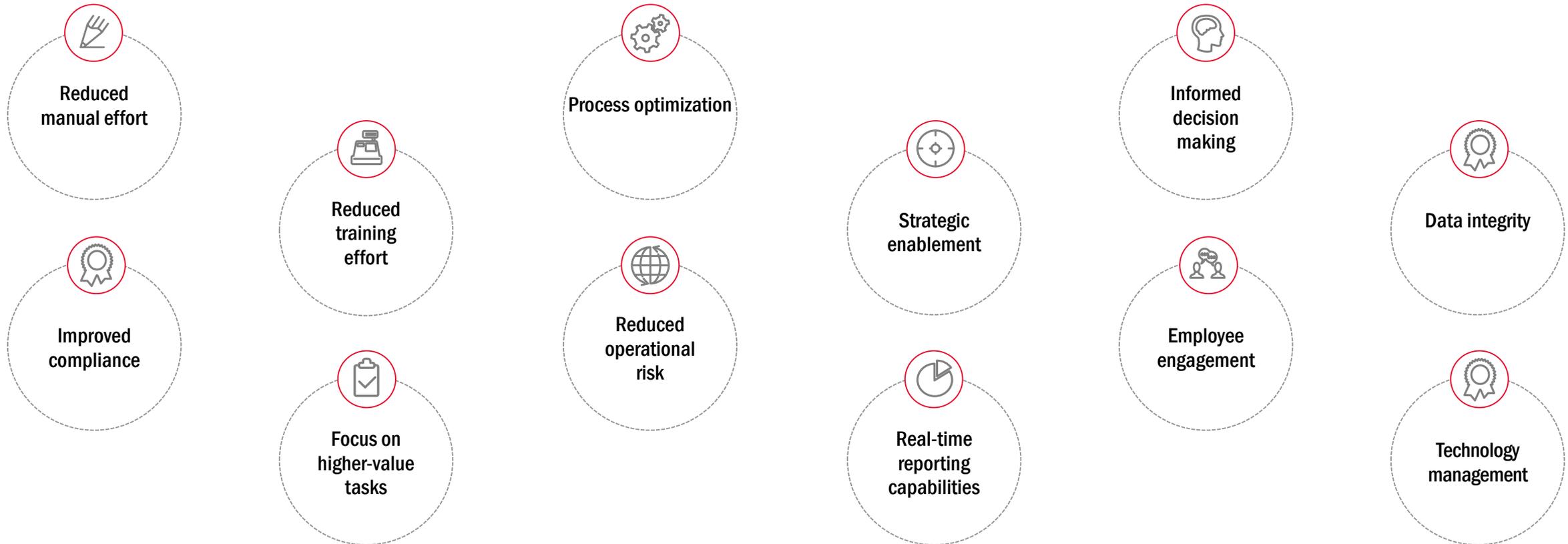
### TRANSITION

- ▶ Manage employee separation
- ▶ Workforce adjustments



# Value of a Modern Human Resources Management Solution

The right strategy can result in a variety of benefits

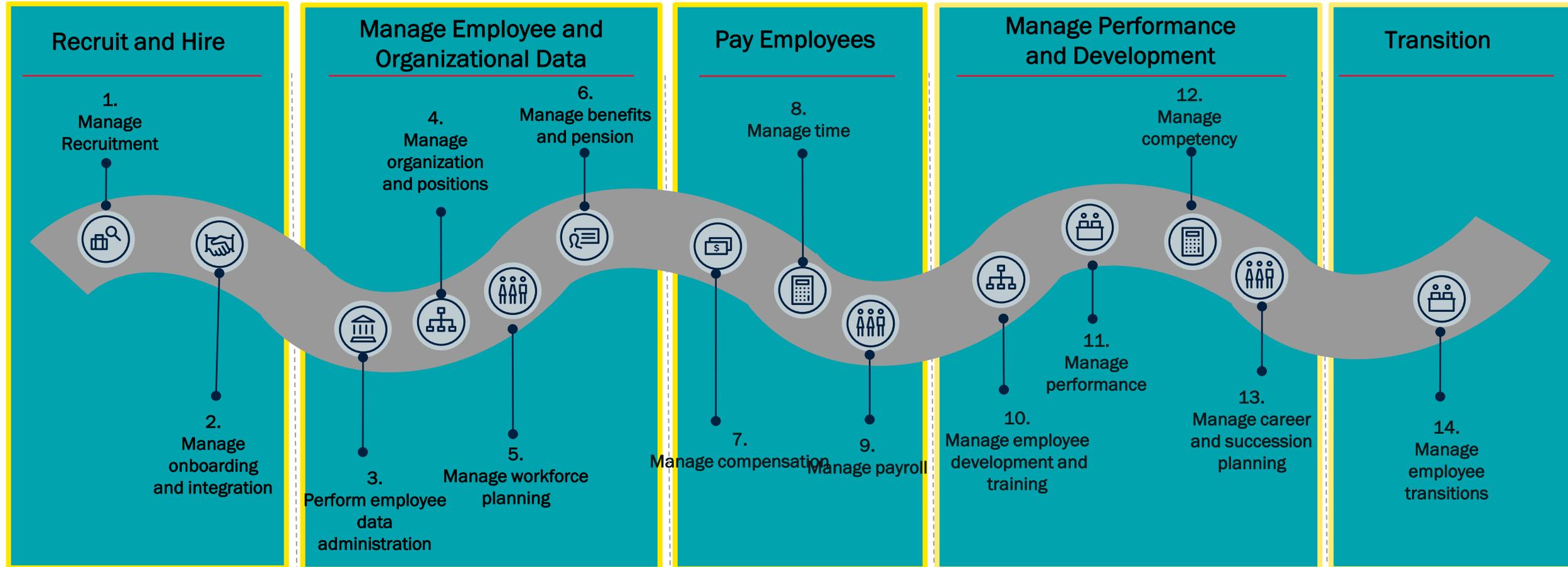


# HR / Pay Overview and Trends



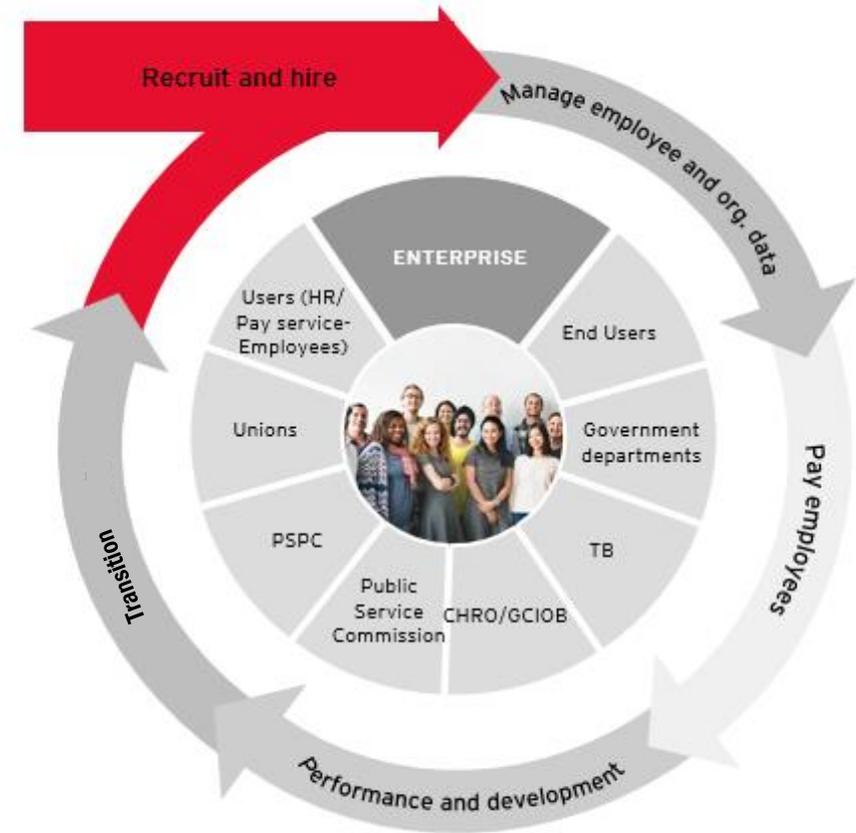


# HR / Pay Journey





# Leading Trends: Recruit and Hire



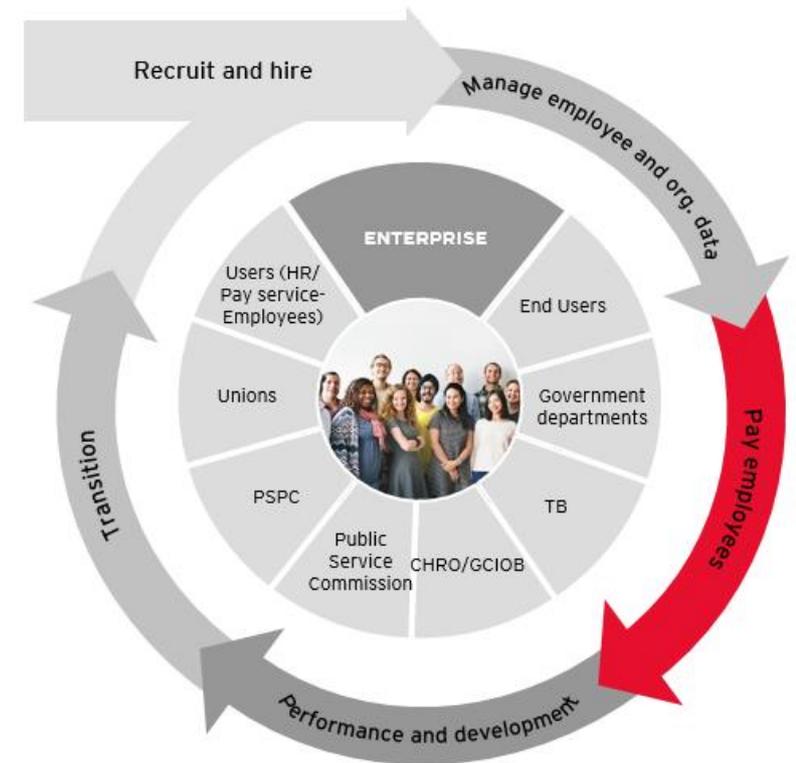


# Leading Trends: Manage Employee and Organizational Data





# Leading Trends: Pay Employees





# Leading Trends: Performance and Development





# Leading Trends: Transitions





# Project Polaris

## Personas: Getting to Know Our Users

Personas are characters which represent different groups of people, specifically employees, workforce segments, or user groups.

Personas are especially valuable as they can assist us in recognizing that different people have different needs and expectations. They help us to **understand these wants, experiences, behaviours and goals**. When creating personas, we identify unique needs and pain points.

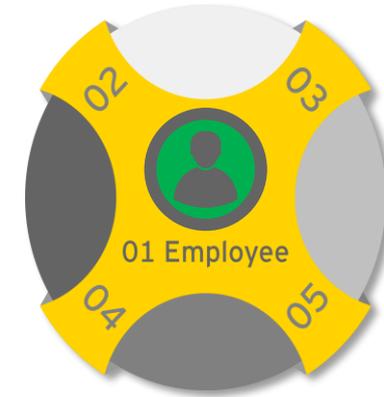
- **HASSLES: a current state pain point**
- **DELIGHTS: a current state enjoyable moment**
- **IMAGINE IF: an art of the possible experience**



People  
Manager



Field  
Worker



HR  
Specialist



Payroll and  
Compensation  
Advisor



## Employee Persona: Meet Christopher

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### **Christopher**

*Community Health Nurse*

Christopher is a Community Health Nurse for Indigenous Services Canada (ISC) where he works with partners to improve access to high quality services for First Nations, Inuit and Métis. ISC's vision is to support and empower Indigenous peoples to independently deliver services and address the socio-economic conditions in their communities.

Christopher has been in his role for three years, he often works autonomously delivering care out in the communities.

He has 2 children and is the primary caregiver for his elderly father.

# Activity

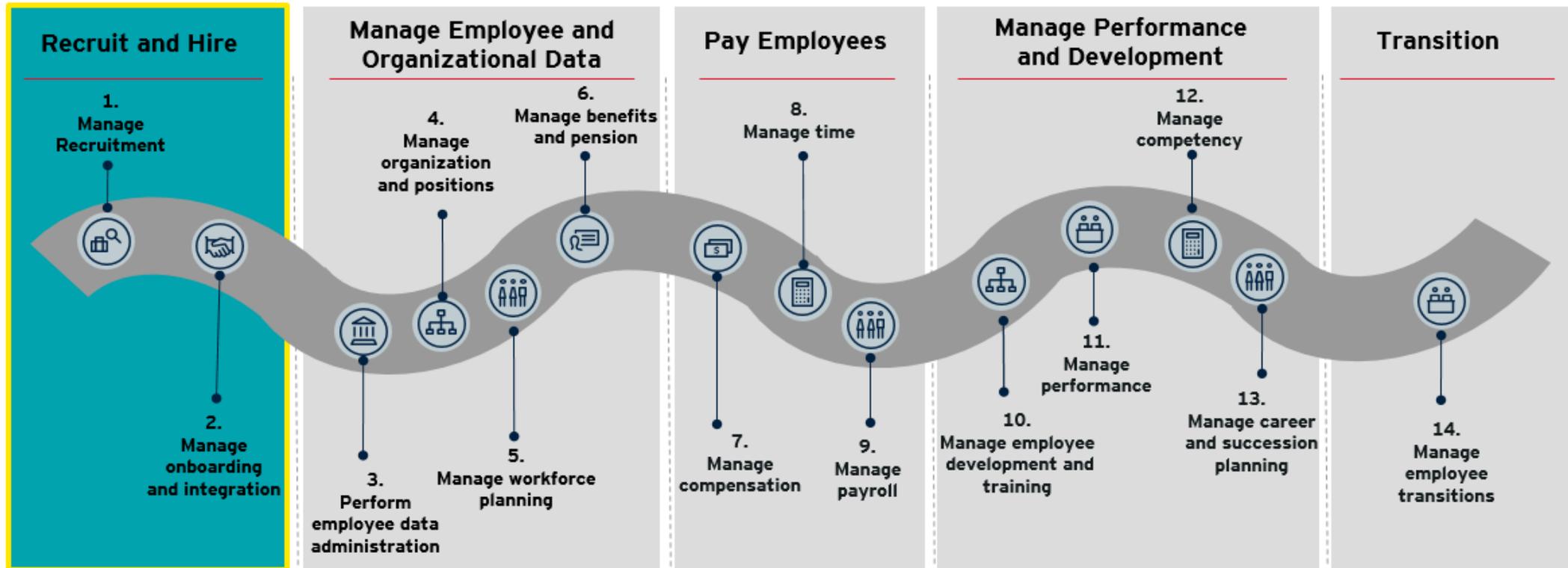




# Activity #1

**Objective:** Identify key areas of opportunity, moments-that-matter, and technology enablers across the recruit and hire process area, specific to the assigned persona.

**Instructions:** Congregate into groups around the persona posters around the boardroom. Leveraging Chris's story and focusing on your assigned persona, capture the hassles, delights, enablers, and art-of-the possible elements for the pay employee process area. Use the sticky notes provided to record your answers on the poster swim lanes and process flows.

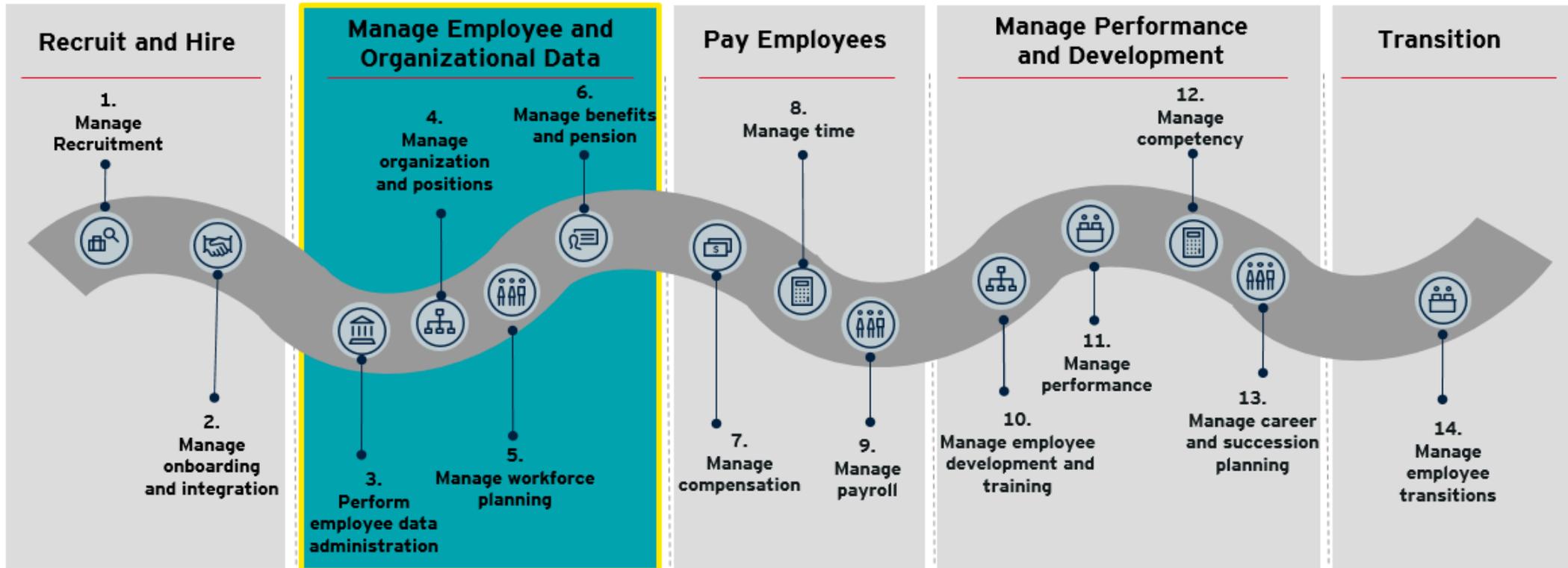




# Activity #2

**Objective:** Identify key areas of opportunity, moments-that-matter, and technology enablers across the manage employee and organizational data area, specific to the assigned persona.

**Instructions:** Congregate into groups around the persona posters around the boardroom. Leveraging Chris's story and focusing on your assigned persona, capture the hassles, delights, enablers, and art-of-the possible elements for the manage employee data area. Use the sticky notes provided to record your answers on the poster swim lanes and process flows.





**“Customers will never love an organization until its employees**

**love it first.”**

***SIMON SINEK***

# LUNCH

(45 minutes)

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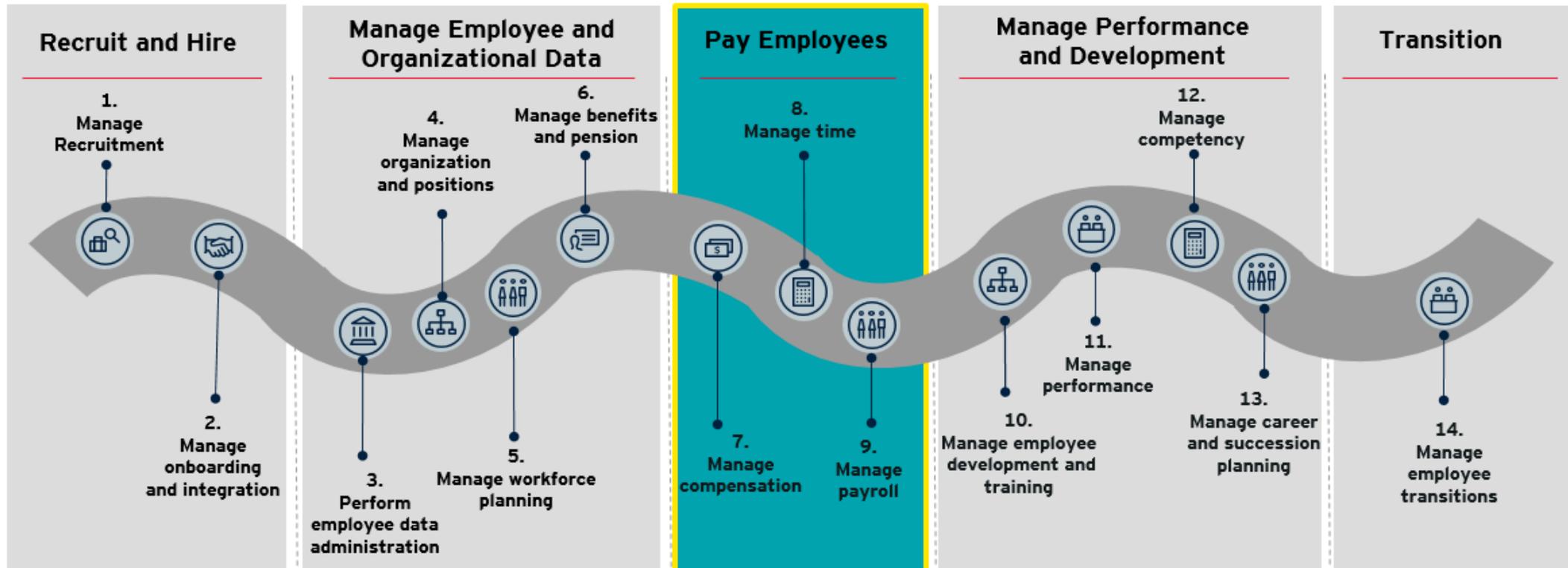




# Activity #3

**Objective:** Identify key areas of opportunity, moments-that-matter, and technology enablers across the accurate payment of employees area, specific to the assigned persona.

**Instructions:** Congregate into groups around the persona posters around the boardroom. Leveraging Chris's story and focusing on your assigned persona, capture the hassles, delights, enablers, and art-of-the possible elements for the transition process area. Use the sticky notes provided to record your answers on the poster swim lanes and process flows.

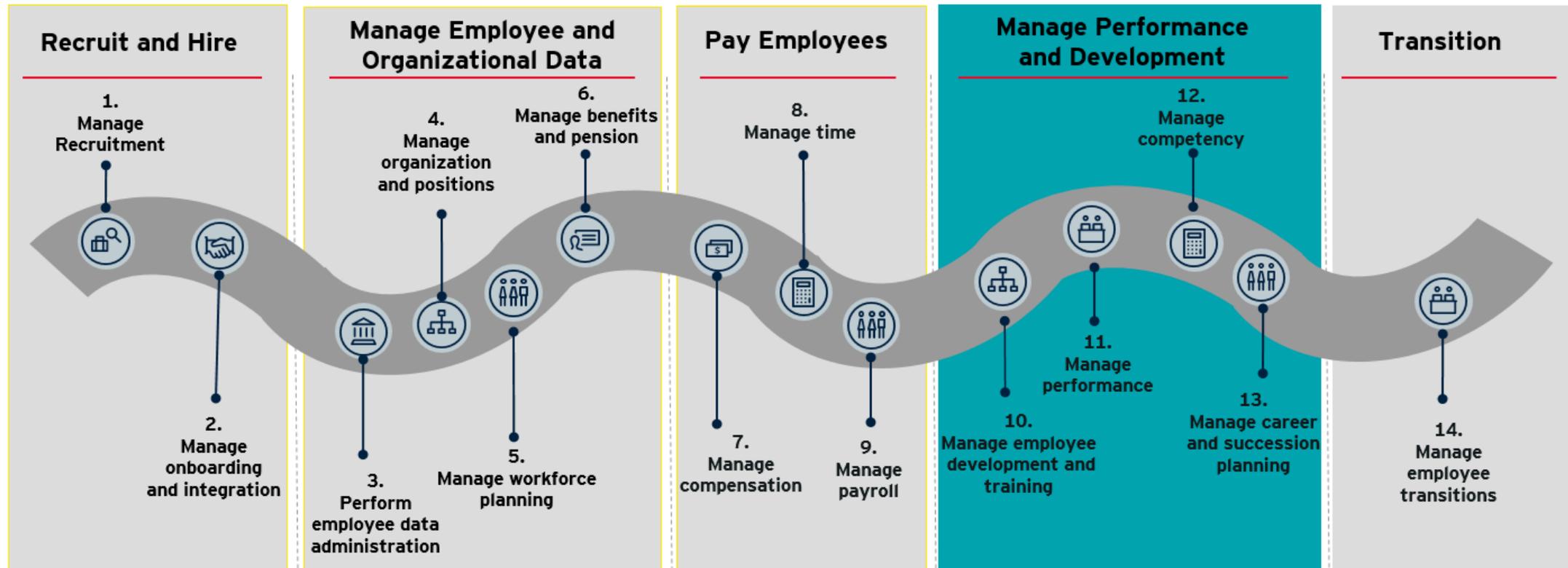




# Activity #4

**Objective:** Identify key areas of opportunity, moments-that-matter, and technology enablers across the manage employee and organizational data area, specific to the assigned persona.

**Instructions:** Congregate into groups around the persona posters around the boardroom. Leveraging Chris's story and focusing on your assigned persona, capture the hassles, delights, enablers, and art-of-the possible elements for the manage employee data area. Use the sticky notes provided to record your answers on the poster swim lanes and process flows.

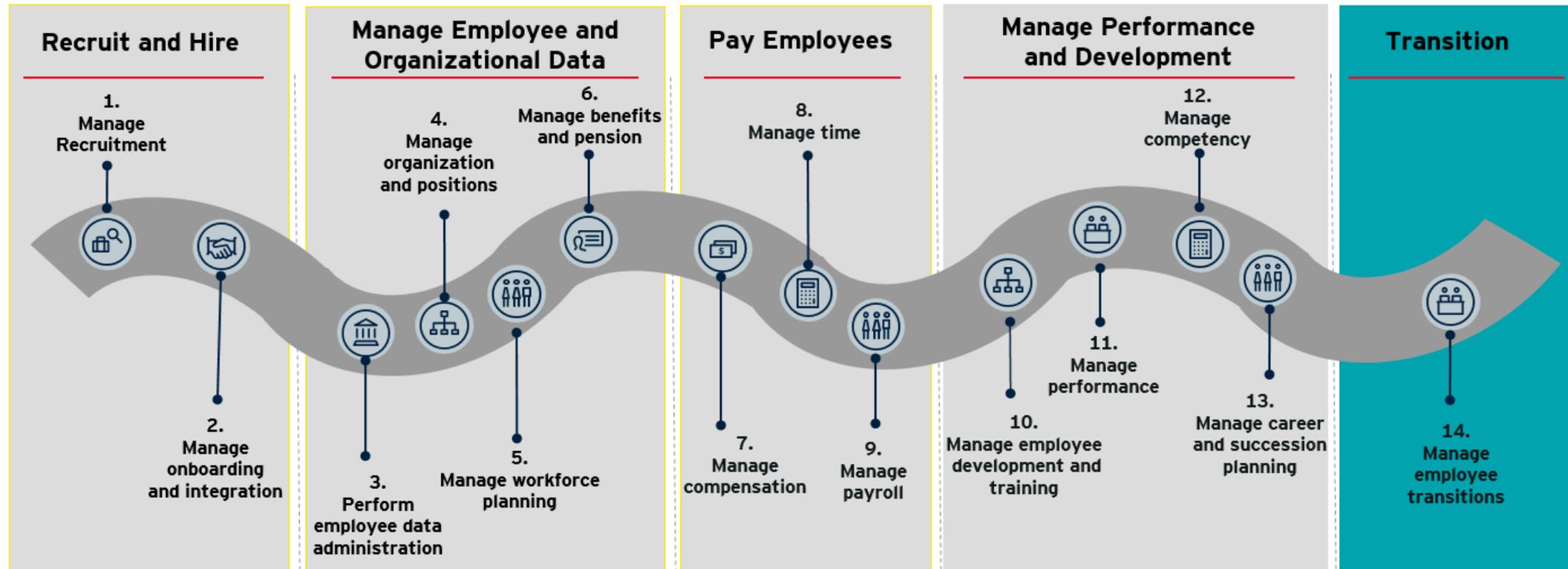




# Activity #5

**Objective:** Identify key areas of opportunity, moments-that-matter, and technology enablers across the accurate payment of employees area, specific to the assigned persona.

**Instructions:** Congregate into groups around the persona posters around the boardroom. Leveraging Chris's story and focusing on your assigned persona, capture the hassles, delights, enablers, and art-of-the possible elements for the transition process area. Use the sticky notes provided to record your answers on the poster swim lanes and process flows.



Thank You

