



NextGen HR and Pay Project – Employee Engagement Workshop

Government of Canada | September 20th, 2018

Government of Canada Introductions

1



EY Introductions

2





EY's Team



Kirsten Tisdale
Engagement Partner



Paul Tucker
*HR Technology Payroll
Process SMA*



Warren Tomlin
*User Experience
Digital SMA*



Atir Syed
*HR Technology Payroll
Process SMA*



Tracey De Angelis
*HR Technology Payroll
Process SMA
Australia*



Julie Barac
Senior Consultant



Brittany Smith
Senior Consultant

Project Polaris HR and Pay Workshop Session

Government of Canada

Agenda



Arrival and Refreshments

8:30-9:00

1

Introduction / Session Objectives

9:00-9:15 | Kirsten Tisdale

2

Replay of GC Statement & Guiding Principles

9:15-9:45 | Warren Tomlin + Paul Tucker

3

Human Resources Management Process / Technology Overview

9:45-10:00 | Paul Tucker



Break (15 minutes): Refreshments to be provided

4

HR and Pay Pain Processes

10:15-10:45 | Paul Tucker + Atir Syed + Tracey De Angelis

5

Activity #1: Key Pay Pain Processes and Opportunities

10:45-11:45 | Paul Tucker + Atir Syed + Tracey De Angelis



Lunch (60 minutes): Lunch to be provided

6

Activity #2: Key Pain Processes and Opportunities

12:45-1:45 | Paul Tucker + Atir Syed + Tracey De Angelis

7

Conclusion

1:45-2:00 | Paul Tucker



Today's Objectives



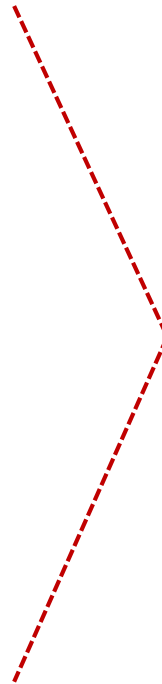
Discover and understand world-class digital employee experiences



Validate GC statement and guiding principles



Validate key HR/Pay stakeholders (personas)



DEFINING HR/PAY REQUIREMENTS THROUGH A SHARED UNDERSTANDING OF PERSONAS, HR/PAY JOURNEYS, PAIN POINTS, MOMENTS THAT MATTER, AND TECH ENABLERS.

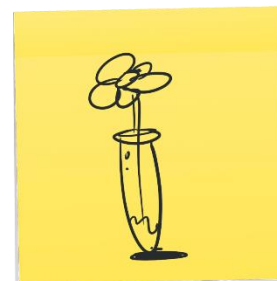
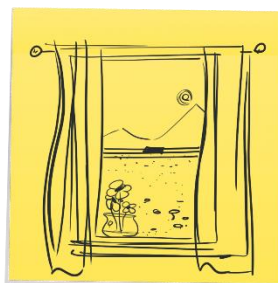
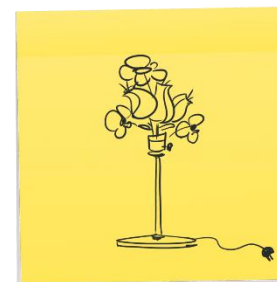
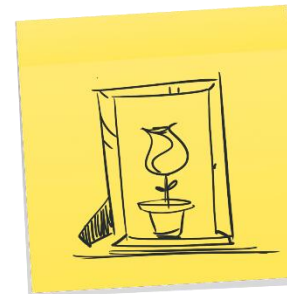
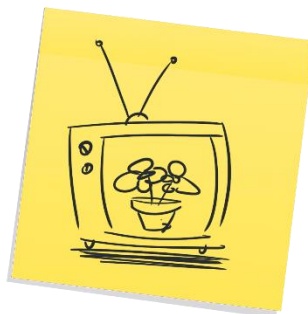
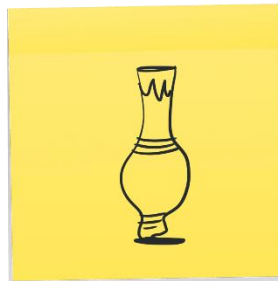


DRAW A VASE



DRAW A BETTER
WAY TO VIEW
FLOWERS





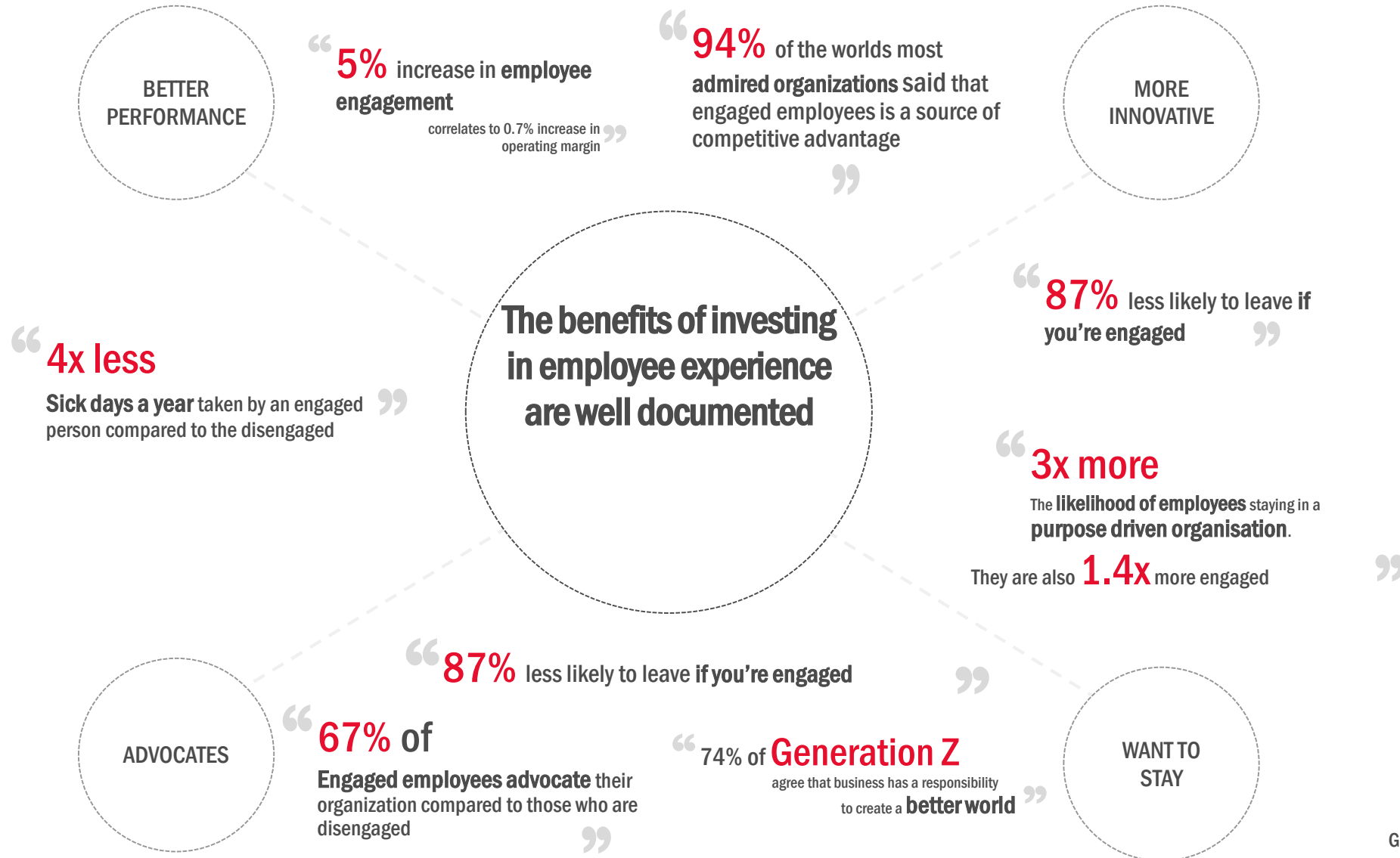
Vision

3



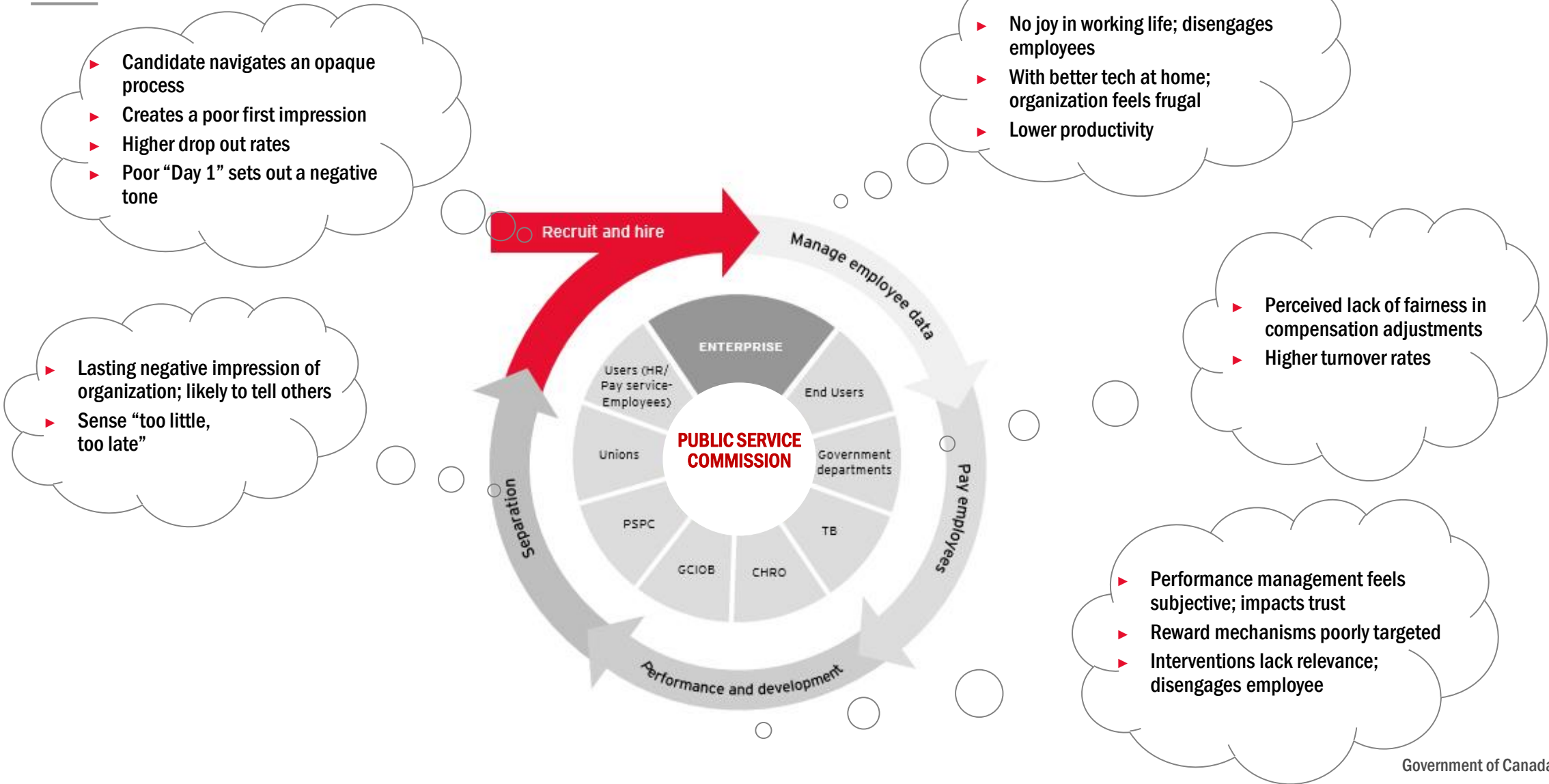


Importance of Design Thinking





Consequences of a Negative Experience



Statement:

An adaptive, future-ready people solution(s), that puts the user at the centre and enables the delivery of an efficient end user experience to candidates, current employees, and former public servants. The solution will foster the attraction, development and retention of talent that enables the Government of Canada people strategy while further enhancing the delivery of exceptional service to Canadians.

Guiding Principles



User-centric



Integrated solution that enables seamless operations



Single source of record



Accessible to all end users regardless of language or location



Simple, self-service that provides 24/7 access



Enables standardized business processes



Supports our future way of working



Meets digital and architecture standards



Lessons Learned

Break

(15 minutes)



Human Resources Management: Process & Technology Overview


4






Value of a Modern Human Resources Management Solution


The right strategy can result in a variety of benefits



Reduced manual effort



Process standardization



Informed decision making




Data integrity



Improved compliance



Reduced training effort



Strategic enablement



Employee engagement



Focus on higher-value tasks



Reduced operational risk



Real-time reporting capabilities



Technology management



**“Customers will never love a company until its employees love
it first.”**

SIMON SINEK



Enabling an Exceptional Employee Experience

A superior Employee Experience (Ex) seamlessly connects employees and organizational strategy, ultimately improving citizen experience.

Creating the environment for a diverse workforce to engage and thrive requires insights.

As analytics and digital capabilities mature, organizations can personalize experiences to help their people deliver more value, faster.

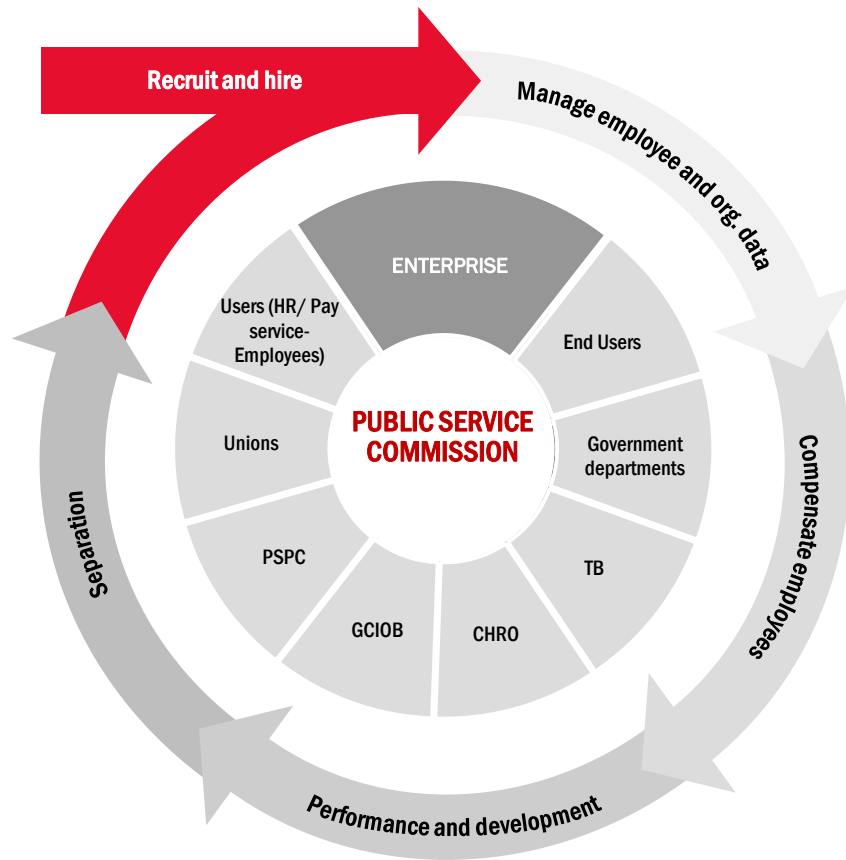


“
Experience is not what happens to you; it's what you do with what happens to you.

ALDOUS HUXLEY



Employee Lifecycle Management



RECRUIT AND HIRE

- ▶ Manage recruitment
- ▶ Manage hire, on boarding, and integration

EMPLOYEE AND ORGANIZATIONAL DATA

- ▶ Perform employee data administration
- ▶ Manage organization and positions
- ▶ Manage workforce planning
- ▶ Compensation and rewards
- ▶ Classification

COMPENSATE EMPLOYEES

- ▶ Manage compensation
- ▶ Manage payroll
- ▶ Manage time

PERFORMANCE AND DEVELOPMENT

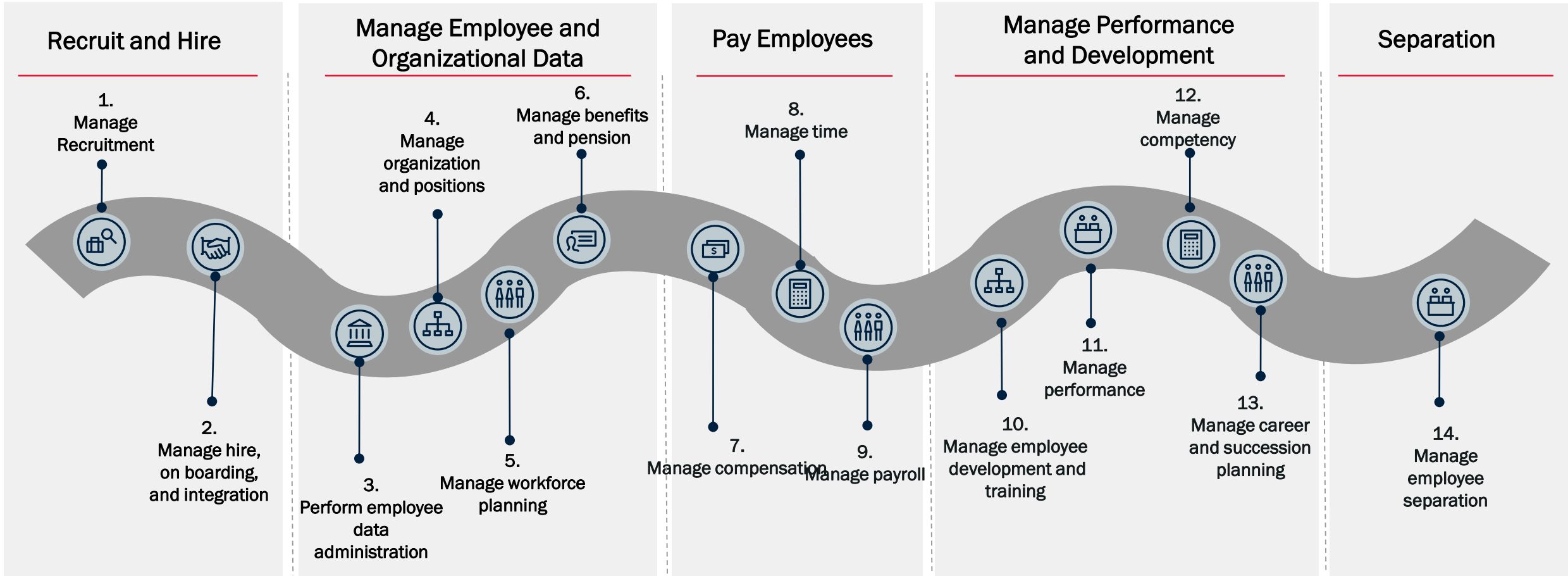
- ▶ Manage employee development and training
- ▶ Manage performance
- ▶ Manage competency
- ▶ Manage career and succession planning

SEPARATION

- ▶ Manage employee separation
- ▶ Workforce adjustments



Experience Map



HR and Pay Pain Processes

5





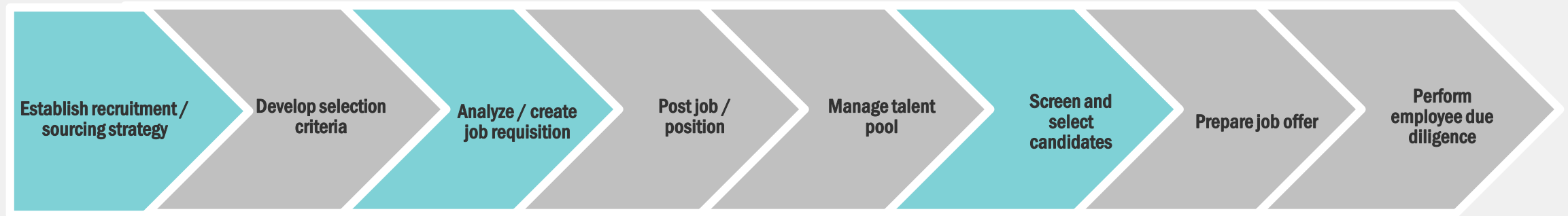
Leading Practices: Recruit and Hire





Process Map: Recruit and Hire



Recruit



Onboard



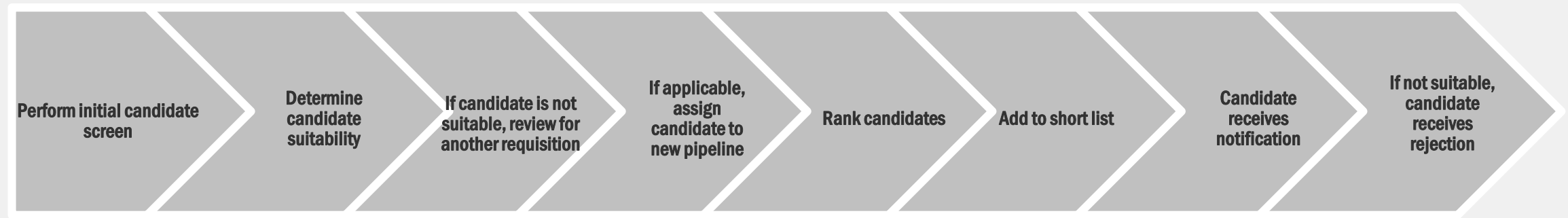
Legend

-  Map to HR business reference model
-  EY recommendation to include



Process Map: Recruit and Hire Examples

Screen and Select Candidates

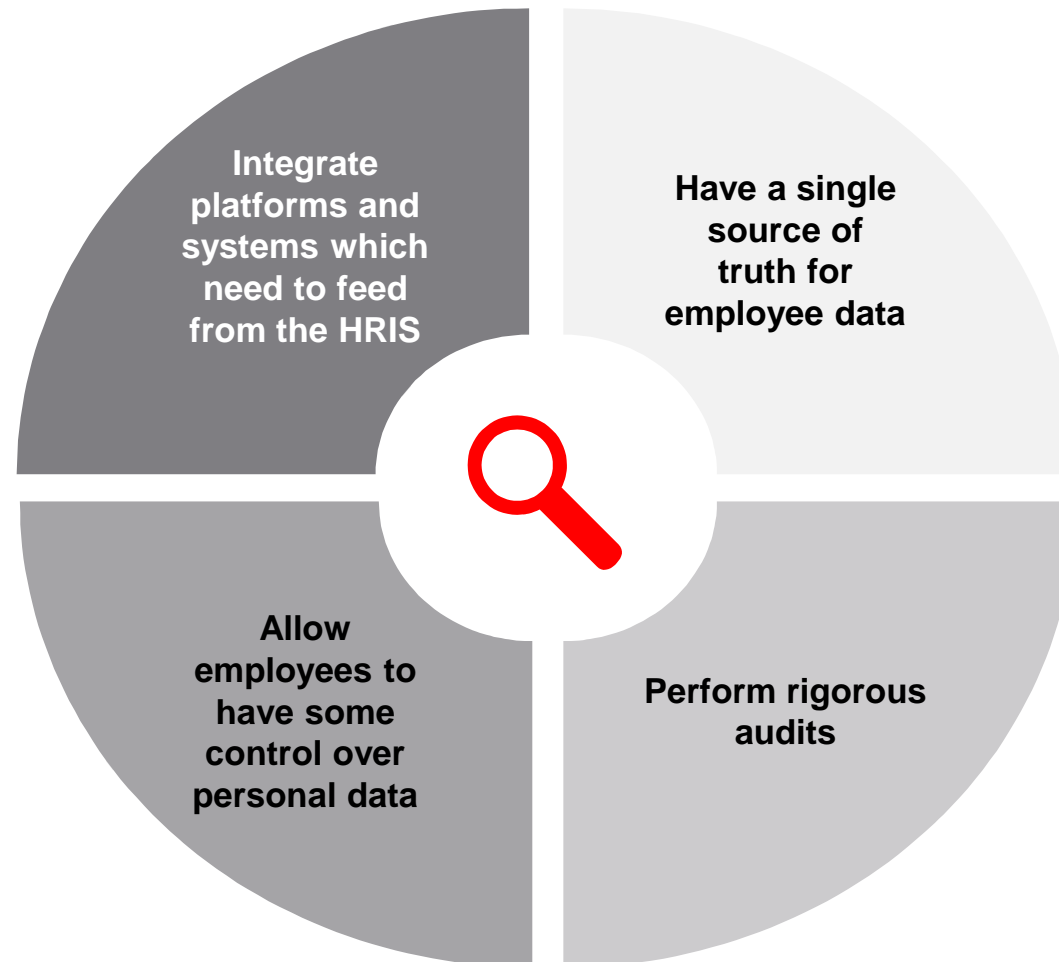


Mange Onboarding/ New Hire Activities





Leading Practices: Manage Employee and Organizational Data



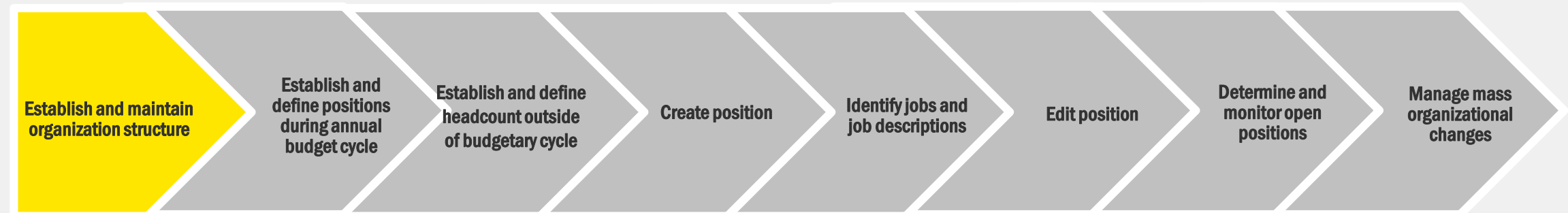


Process Map: Manage Employee Data

Core Record



Workforce Management







Process Map: Manage Employee Data Continued

Workforce Planning



Legend

-  Map to HR business reference model
-  EY recommendation to include

Benefit Data





Process Map: Manage Employee Data Example

Legend

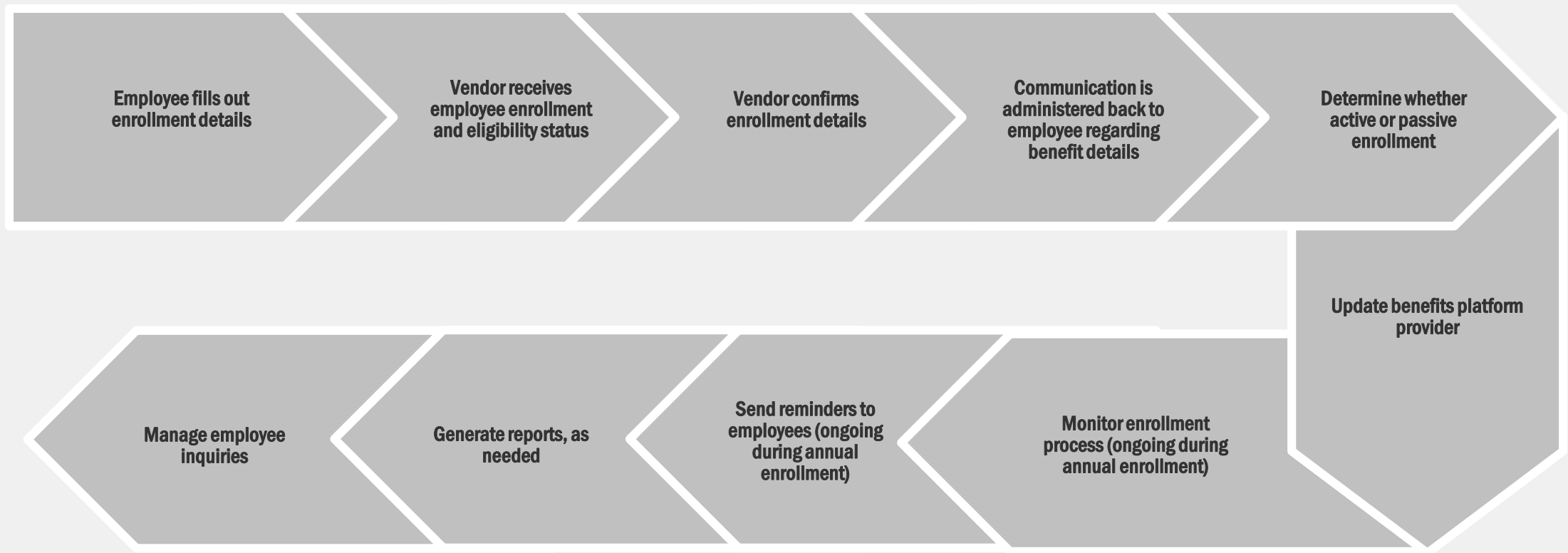


Map to HR business reference model

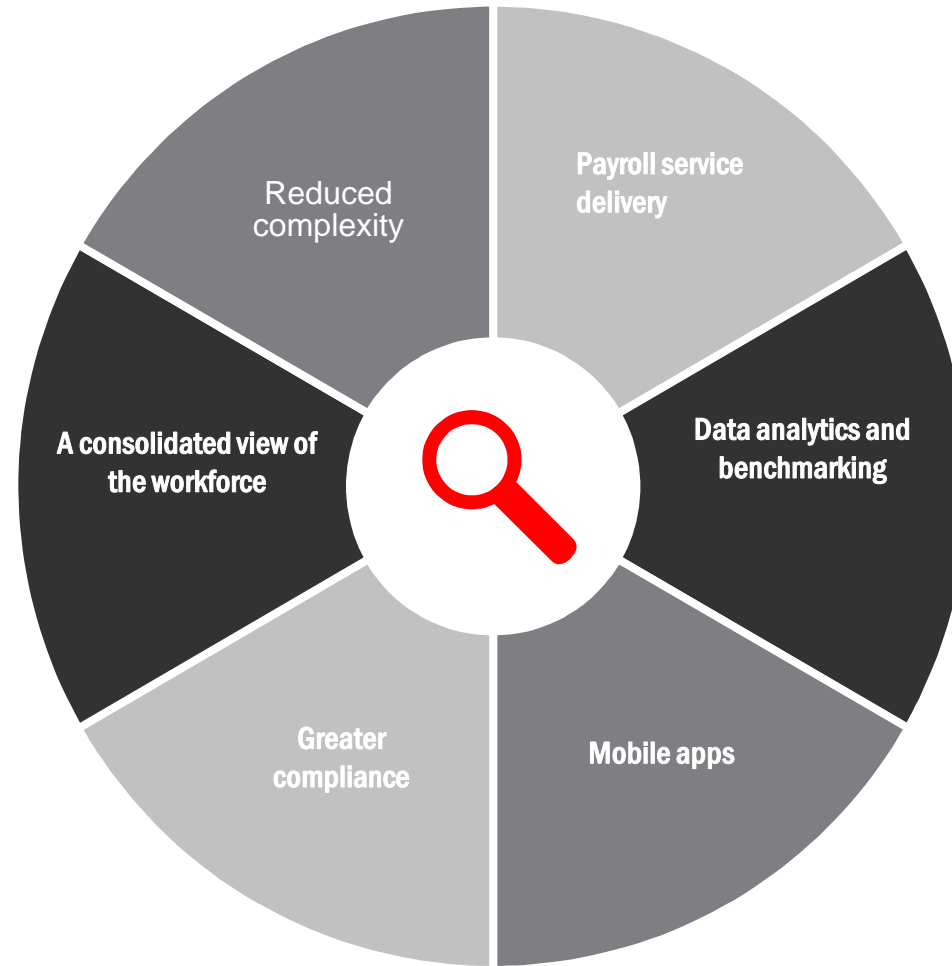


EY recommendation to include

Manage Benefit Enrollment



Leading Practices: Pay Employees







Process Map: Pay Employees

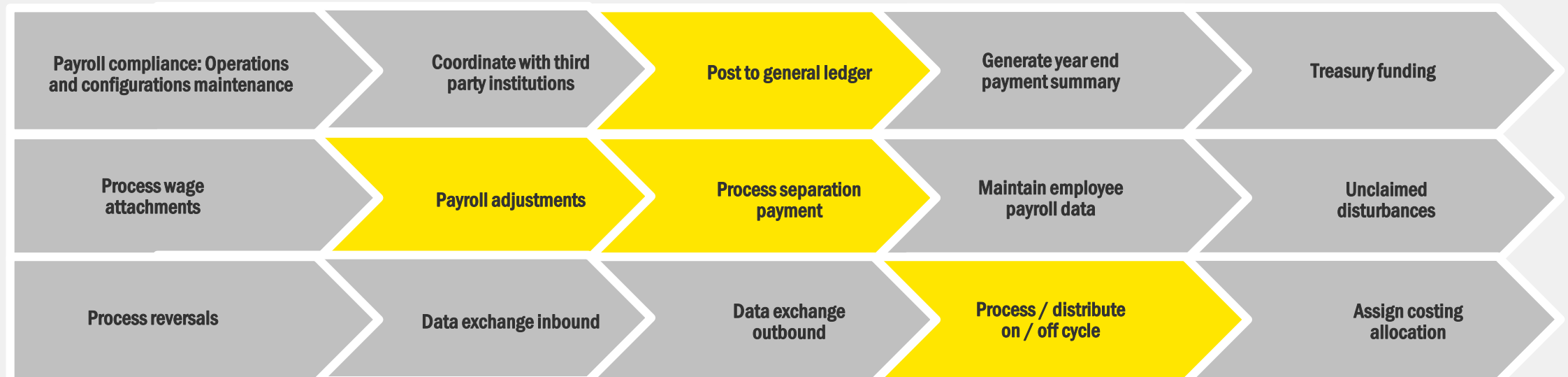
Compensation



Legend

-  Map to HR business reference model
-  EY recommendation to include

Payroll





Process Map: Pay Employees Continued

Time and Attendance



Legend

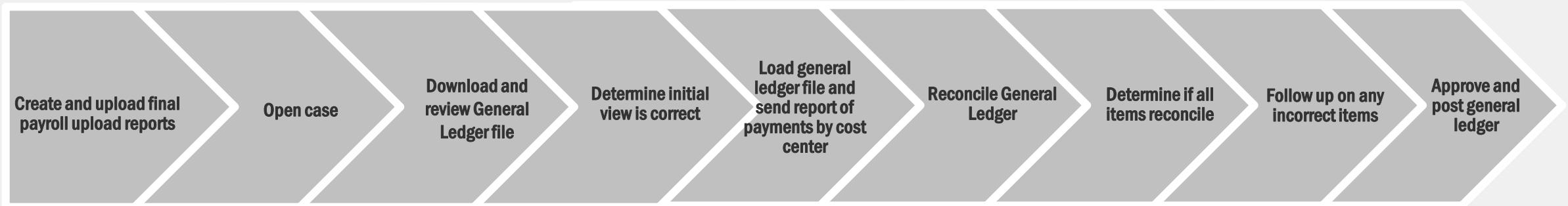
 Map to HR business reference model

 EY recommendation to include



Process Map: Pay Employees Examples

Post to General Ledger



Manage Merit Increases



Lunch

(60 minutes)





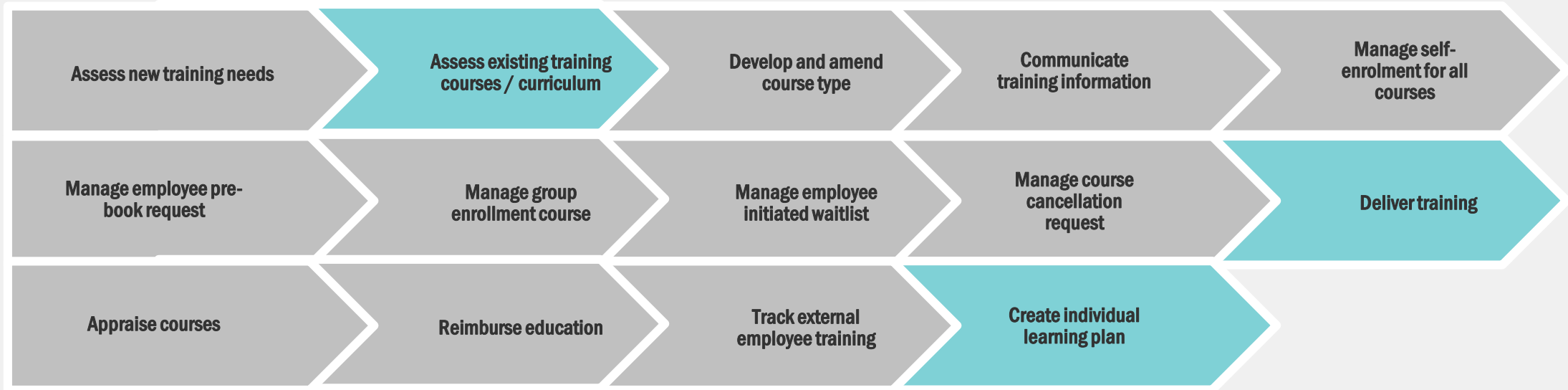
Leading Practices: Performance and Development







Process Map: Performance and Development

Development / Planning



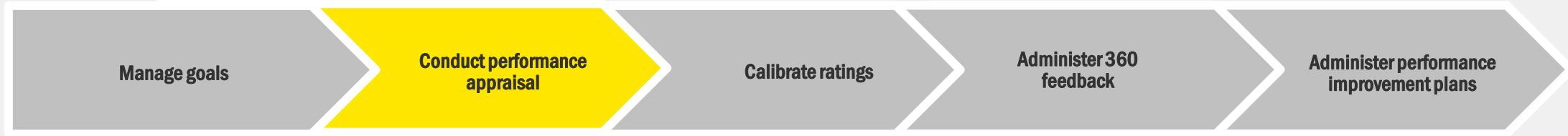
Legend

-  Map to HR business reference model
-  EY recommendation to include

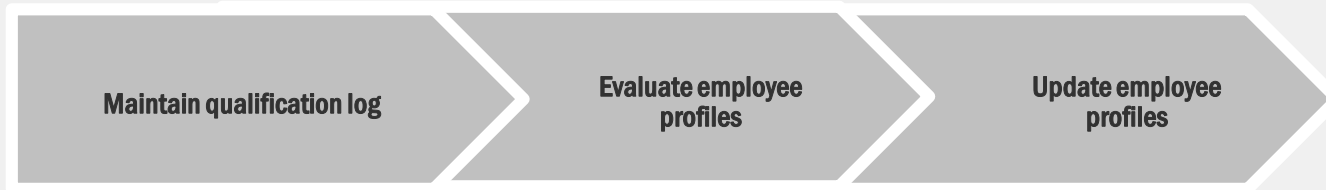


Process Map: Performance and Development Continued



Performance Tracking / Feedback



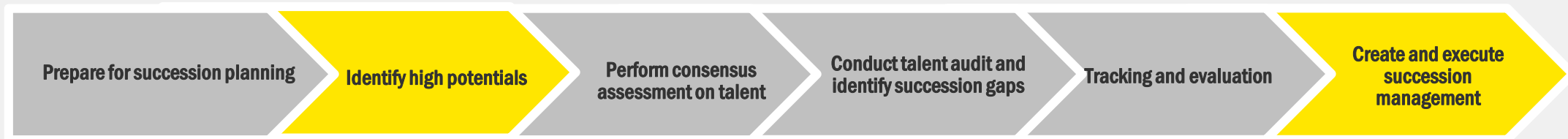
Performance Evaluation



Legend

-  Map to HR business reference model
-  EY recommendation to include

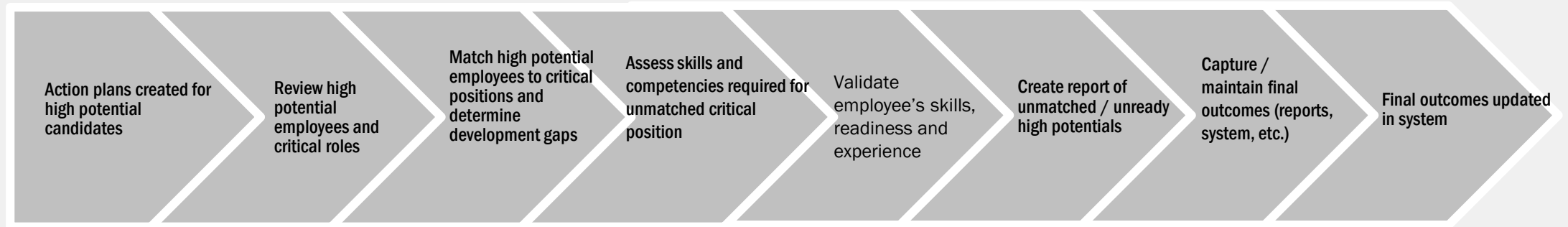
Succession Planning





Process Map: Performance and Development Example

Monitor and Execute Succession Management



Legend

 Map to HR business reference model

 EY recommendation to include

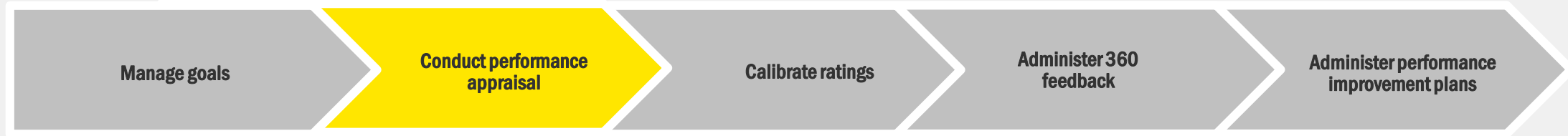
Leading Practices: Separation





Process Map: Separation

Separation



Legend

 Map to HR business reference model

 EY recommendation to include

Activity

6





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.

- **A unique need:** articulates service delivery considerations that differentiate a segment group
- **A unique pain point:** identifies opportunities for solution and enablement that should be factored into design for a segment





Chris – Community Health Nurse

- Chris 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.
- Chris 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.

Planning work and my life...

My weeks are never the same and I have a lot of changes to my schedule. It is important my manager receives preferences and planned changes early so she can schedule future resourcing more accurately. This also helps me to plan my family commitments in advance.

I have my second round of paternity leave coming up in October and this time I would like to stay more connected, especially if I need to change my timeframes while away, or any of my personal or profile information.

My career development...

My role has me disconnected to the broader organisation and I find it hard to see career/advancement opportunities beyond my Manager’s position. I like working for GC so I don’t want to look externally but it is hard to see my next steps as I don’t get any information on what development pathways I should take to make any change. Feedback and achievements are given often verbally or on paper and is hard to bring together for my reviews and career plans. Finding and accessing training is difficult and I don’t get the luxury of taking whole days off, when clients need me.

My hiring experience and first 90 days...

I have formal qualifications, but my experience is important. You need to know the quality of my skills and I found the process hard to show I am a high performer compared to my competition through a very paper-based process. Where does my information go – do you match me to other roles or do I need to know all of these and apply separately? I found out about this role through word of mouth and the process was unclear. In today’s job market we need more certainty, earlier in the process, or at least an understanding of how long things will take.

My first 90 days were a blur, learning the communities, my client load and the organisation. Because I work out of the central office, I needed to orient myself out of hours, however the mechanisms were not available and people were hard to access to answer my questions..

My day and getting paid...

I want to be paid accurately and I don’t have time for administrative processes. We have a lot of adhoc shift changes based on what the community clients need at the time, so I need my time changes and any allowances for entitlements captured close to real time. I also need to see that these have happened so I have confidence in tracking my pay.

There needs to be better ways to record unplanned changes/leave, update my time, schedule and notify relevant approvers and relevant parties ie. meetings in a single step.

Importantly, I need any changes in my schedule or position ie. acting to seamlessly result in correct and timely payment.

Making a change...

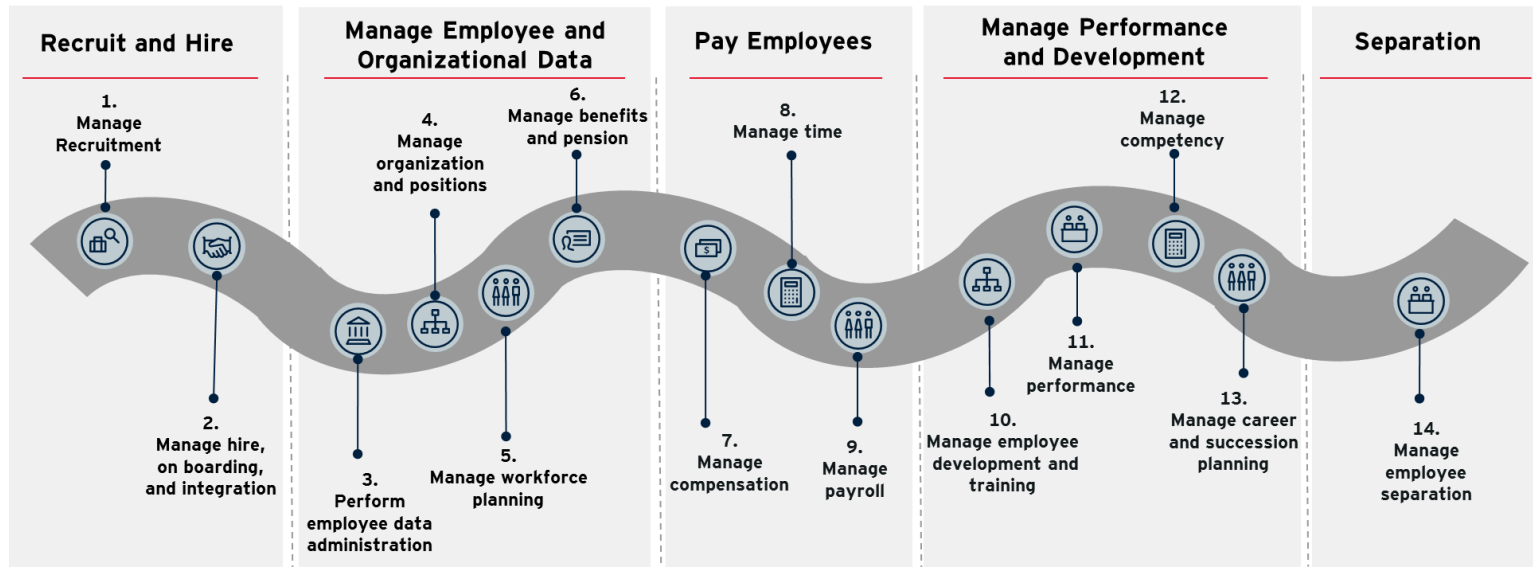
When I leave I am not just changing positions I am leaving a team with work and clients who depend on me. If you are counting on me to manage handover before I go. you need to make my exit simple and purposeful. I am happy to give feedback through the right mechanisms, but as long as you do something with it.



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 of 3 around the persona posters around the boardroom. Leveraging Chris’s story and focusing on your assigned persona , capture the main areas of opportunity, moments-that-matter, and technology enablers for the recruit and hire process area . Use the sticky notes provided to record your answers on the posters.



People Manager



Decentralized Admin



HR Specialist



Payroll and Compensation Advisor



HR Specialist: *Recruit & Hire*



Candidates are not always streamed to the correct hiring committee

It is difficult to compare candidate data in an at-a-glance format



“My short-list of candidates possesses the key skills and qualifications needed for the role”

- ▶ Questionnaires are integrated into the application process to facilitate the pre-screening of candidates
- ▶ Accurate job descriptions are available to applicants
- ▶ Hiring managers can easily identify relevant candidate competencies
- ▶ Candidates who were previously flagged as future job prospects are included in the pre-screening process

Areas of Opportunity
Moments That Matter

Enablers

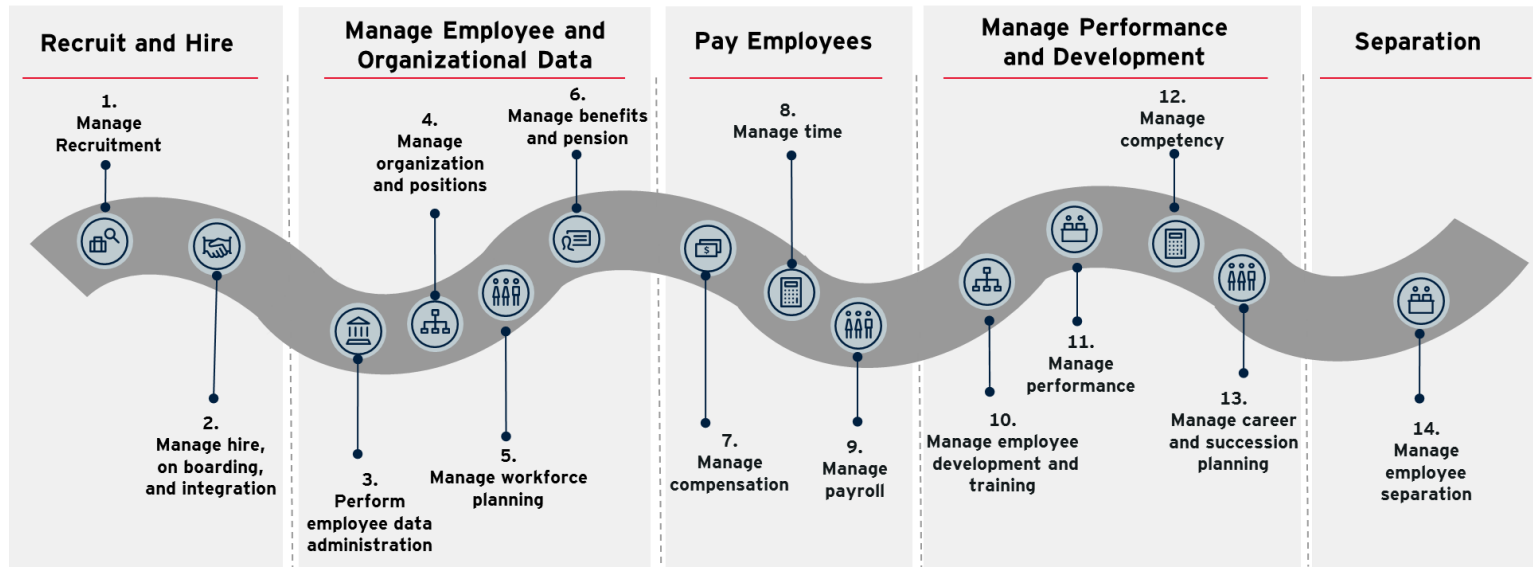
Human resource specialists are the link between employer and employee. The exact duties of the human resource specialist can vary; some have specific titles (recruitment specialist, labour relations, union steward). However, human resource specialists perform a variety of job duties.



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 of 3 around the persona posters around the boardroom. Leveraging Chris’s story and focusing on your assigned persona , capture the main areas of opportunity, moments-that-matter, and technology enablers for the recruit and hire process area . Use the sticky notes provided to record your answers on the posters.



People Manager



Decentralized Admin



HR Specialist



Payroll and Compensation Advisor



Decentralized Admin: *Manage Employee and Organizational Data*



Communication between departments and central HR is not timely

Historical data is lost when transferring an individual from one unit to another



“Accessible organizational data allows me to explain the ideal department-to-employee ratio to the department heads”

- ▶ Organizational data is clearly displayed in a dashboard
- ▶ Administrators can quickly pull reports on organizational data to provide leaders with strategic workforce insights
- ▶ Leaders have visibility into their own workforce data, and ask less related questions to HR administrators
- ▶ A single source of data and a consistently applied governance model ensures all workforce data is accurate

Areas of Opportunity Moments That Matter

Enablers

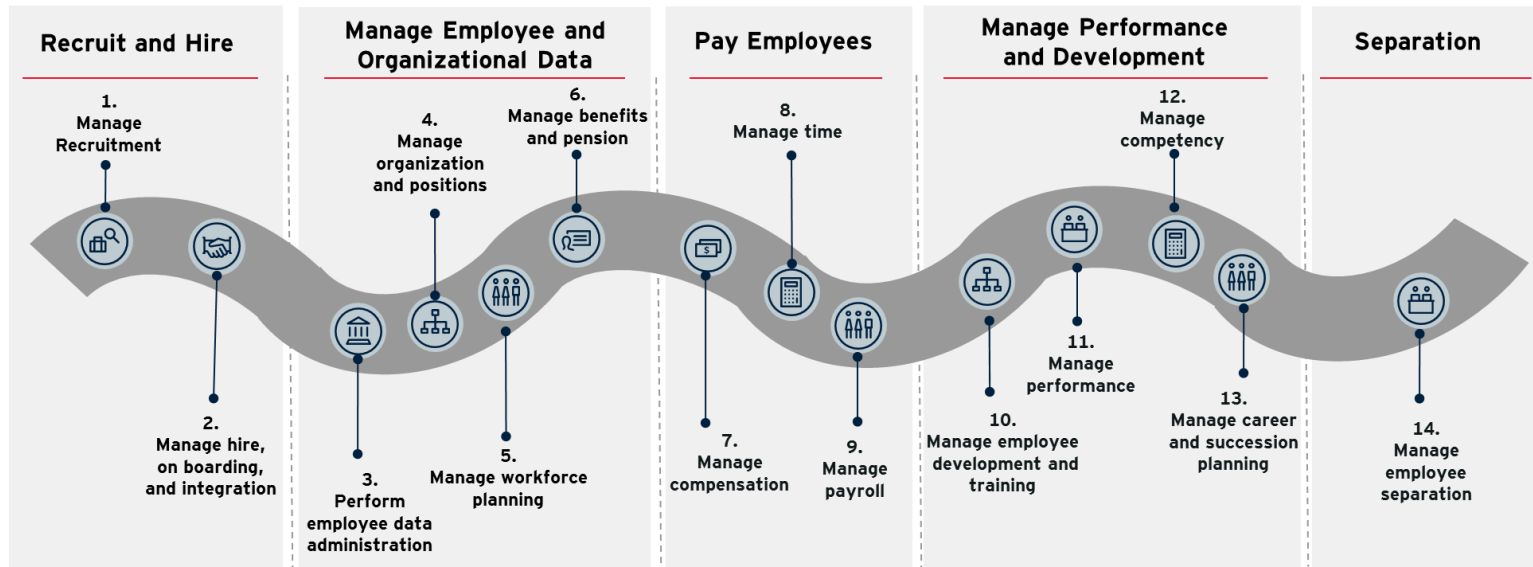
Decentralized Admins focus more on the administrative functions associated with managing personnel to support a business group. In a decentralized structure, the HR professionals report to different managers, and they may not interact with each other or provide the same services. Their relationship with the managers they support tends to be closer.



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 of 3 around the persona posters around the boardroom. Leveraging Chris’s story and focusing on your assigned persona , capture the main areas of opportunity, moments-that-matter, and technology enablers for the recruit and hire process area . Use the sticky notes provided to record your answers on the posters.



People Manager



Decentralized Admin



HR Specialist



Payroll and Compensation Advisor



Payroll and Compensation Advisor: *Pay Employees*



Employees complain about internal equity and pay rules.

New hires are demanding higher salaries than longer term employees.

The workflow process for approvals causes off-cycle payments

Time entry and approval is not captured electronically

“

“I have the ability to communicate with confidence that we’re paying fairly and have the analytics to back me up”

“

“I am easily able to run pay cycles (on / off cycles) as all tasks are automated”

- ▶ Calibration process in a system ensures the performance management process is much smoother/ effective
- ▶ Data captured online enables the analysis of trends

- ▶ Clear procedures and automation of tasks allows for more time to be spent on data mining, reporting, and exception reviews
- ▶ Logical workflow allows for clear audit trails within the system

Areas of Opportunity
That Matter

Moments
Enablers

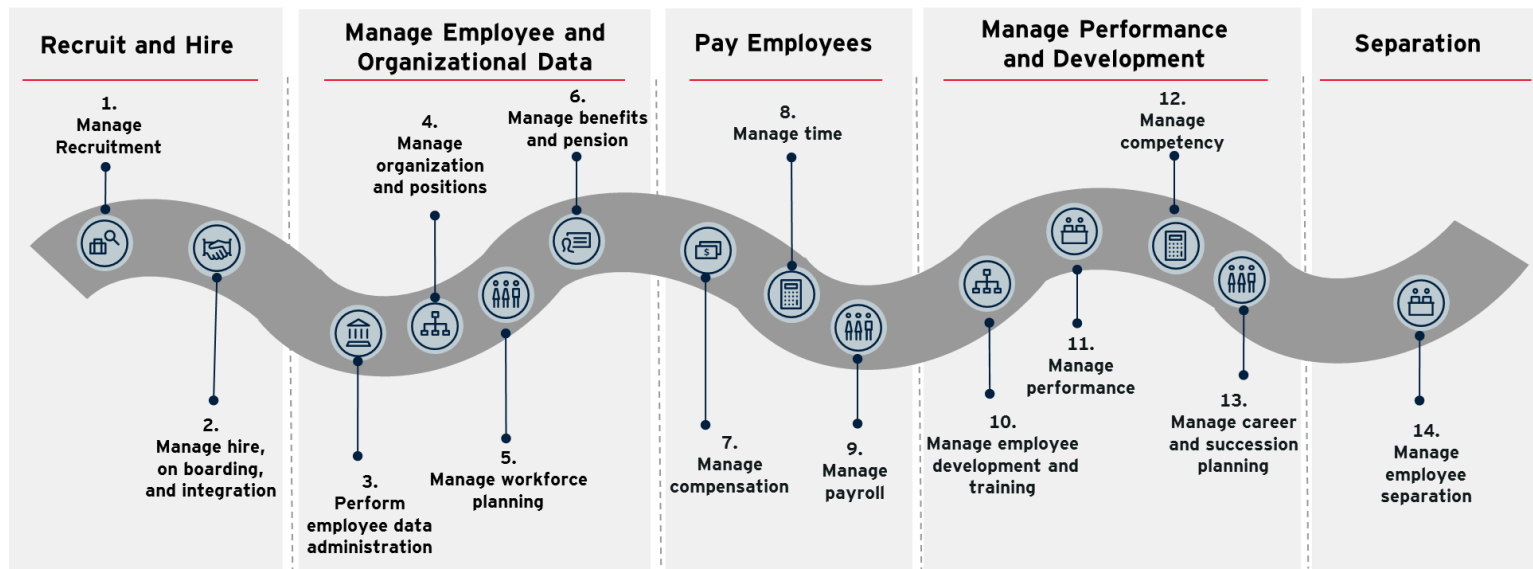
Payroll and Compensation Advisors focus on performing payroll and administrative duties to support the payroll function. On the compensation side, they review salary and benefits against internal and external market trends, support the annual salary review process, bonus planning, design, review and administration.



Activity #4

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

Instructions: Congregate into groups of 3 around the persona posters around the boardroom. Leveraging Chris’s story and focusing on your assigned persona , capture the main areas of opportunity, moments-that-matter, and technology enablers for the recruit and hire process area . Use the sticky notes provided to record your answers on the posters.



People Manager



Decentralized Admin



HR Specialist



Payroll and Compensation Advisor



Employee: *Manage Performance and Development*



There is no qualification catalog for people to identify skills required for positions they are interested in

There is no feedback cycle on expectations on job role between manager and employees

“I am able to easily identify learning and development opportunities based on my talent profile”

- ▶ The talent solution is integrated with the learning system to suggest relevant training and learning opportunities related to an individuals goals and skillsets
- ▶ Employees are able to connect completed learning hours back to performance goals

Areas of Opportunity
Moments That Matter

Enablers

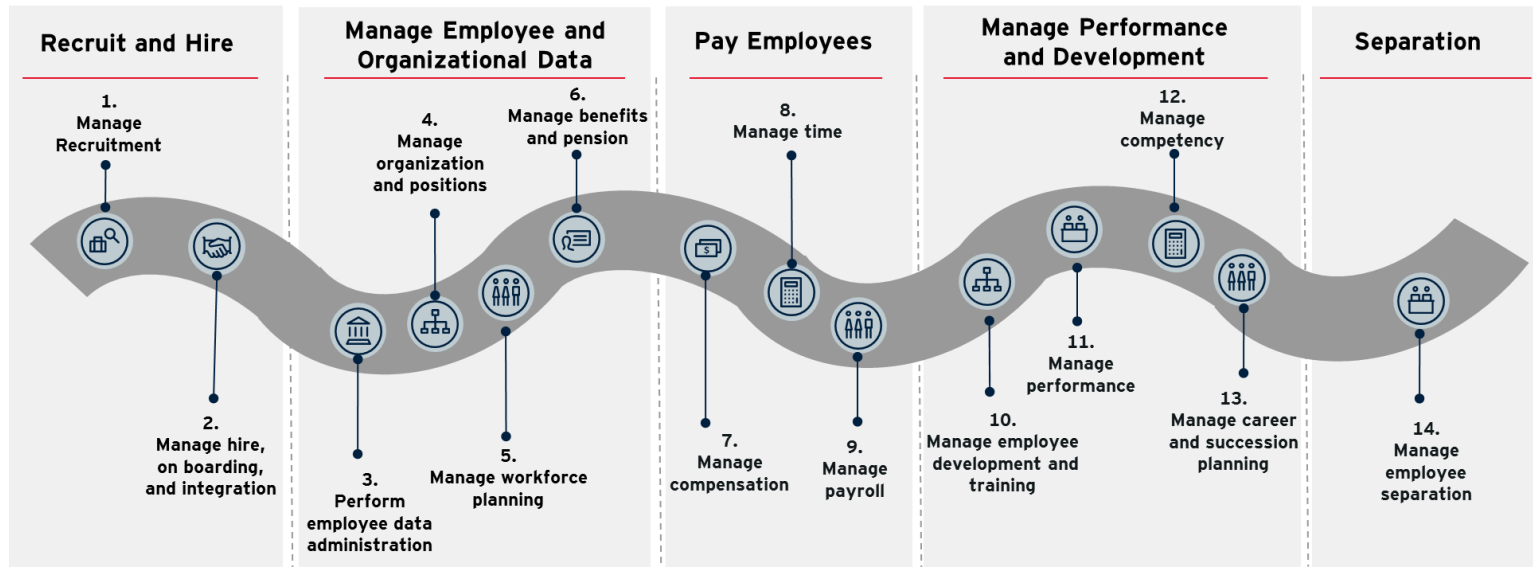
Employees capture all types of role types, including the most complex aspects. This also encompasses full-time, part-time, permanent, and temporary workers.



Activity #5

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

Instructions: Congregate into groups of 3 around the persona posters around the boardroom. Leveraging Chris’s story and focusing on your assigned persona , capture the main areas of opportunity, moments-that-matter, and technology enablers for the recruit and hire process area . Use the sticky notes provided to record your answers on the posters.



People Manager



Decentralized Admin



HR Specialist



Payroll and Compensation Advisor



People Manager: *Separation*



Exit surveys are not used consistently

The termination process is paper-based and doesn't capture an end-to-end process



“With some recent changes in my workforce, I am ready and able to assess hiring needs and track movements”

- ▶ The people leader is able to run tailored reports on their workforce, including movements, terminations, and promotions
- ▶ The people leader has visibility into their workforce's key data (movements, job events, productivity, engagement) relative to the rest of University
- ▶ Analytics provide people leaders visibility into the diversity makeup of their unit

Areas of Opportunity
Moments
That Matter

Enablers

People Managers are those who responsible for certain tasks or a certain subset of the organization. They are also typically involved in hiring, motivating their teams, and performance managing the employees who report to them.

Thank you

