

# / Next Generation HR & Pay

## / Detailed Outputs

User Day / November 20, 2018



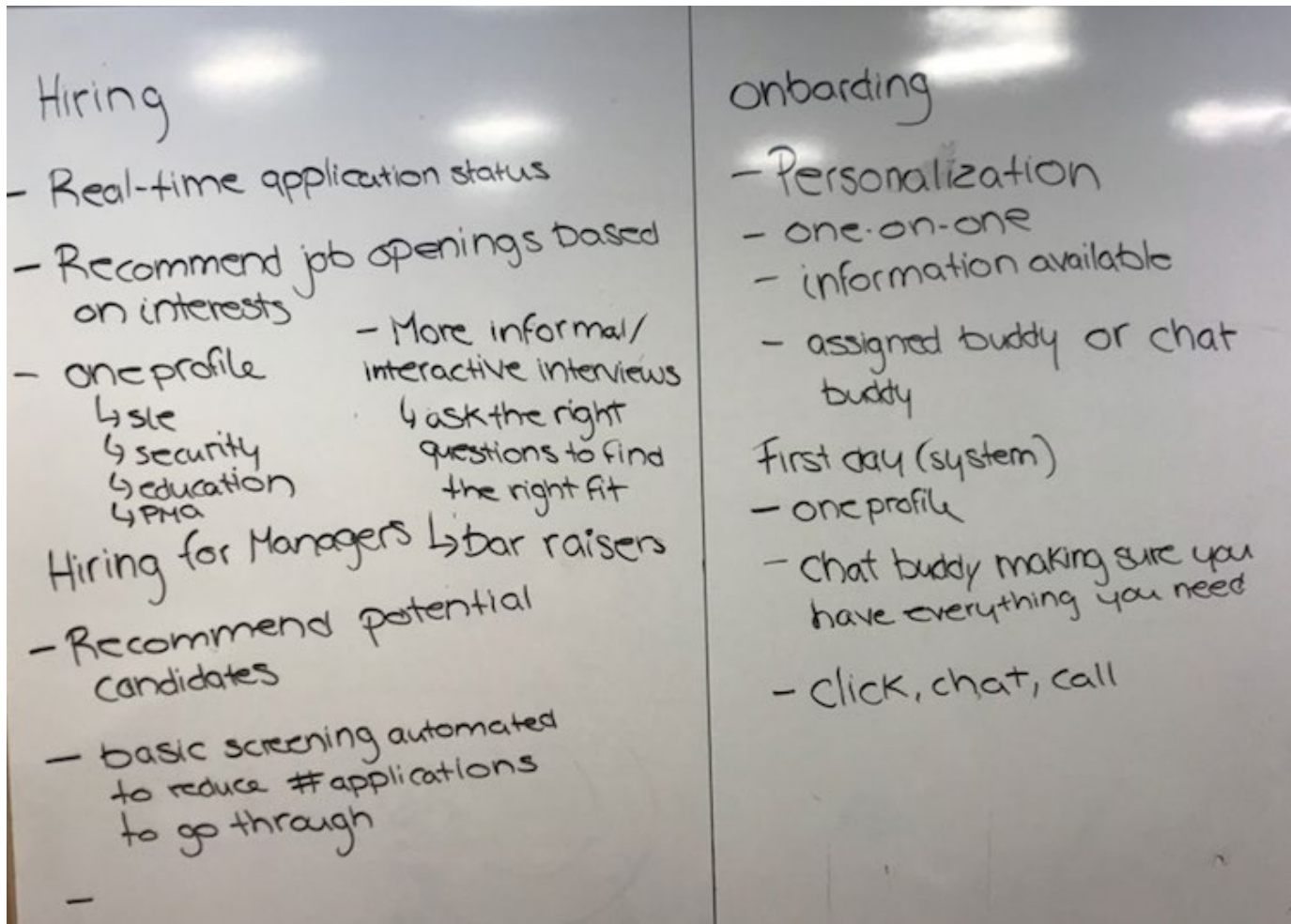
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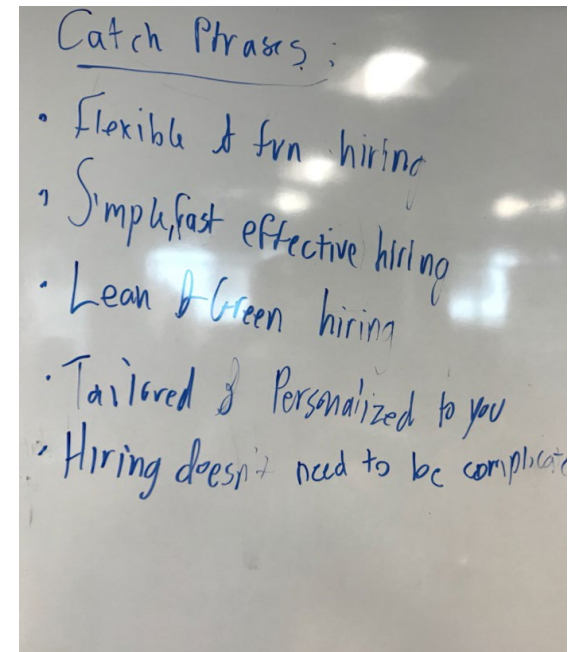
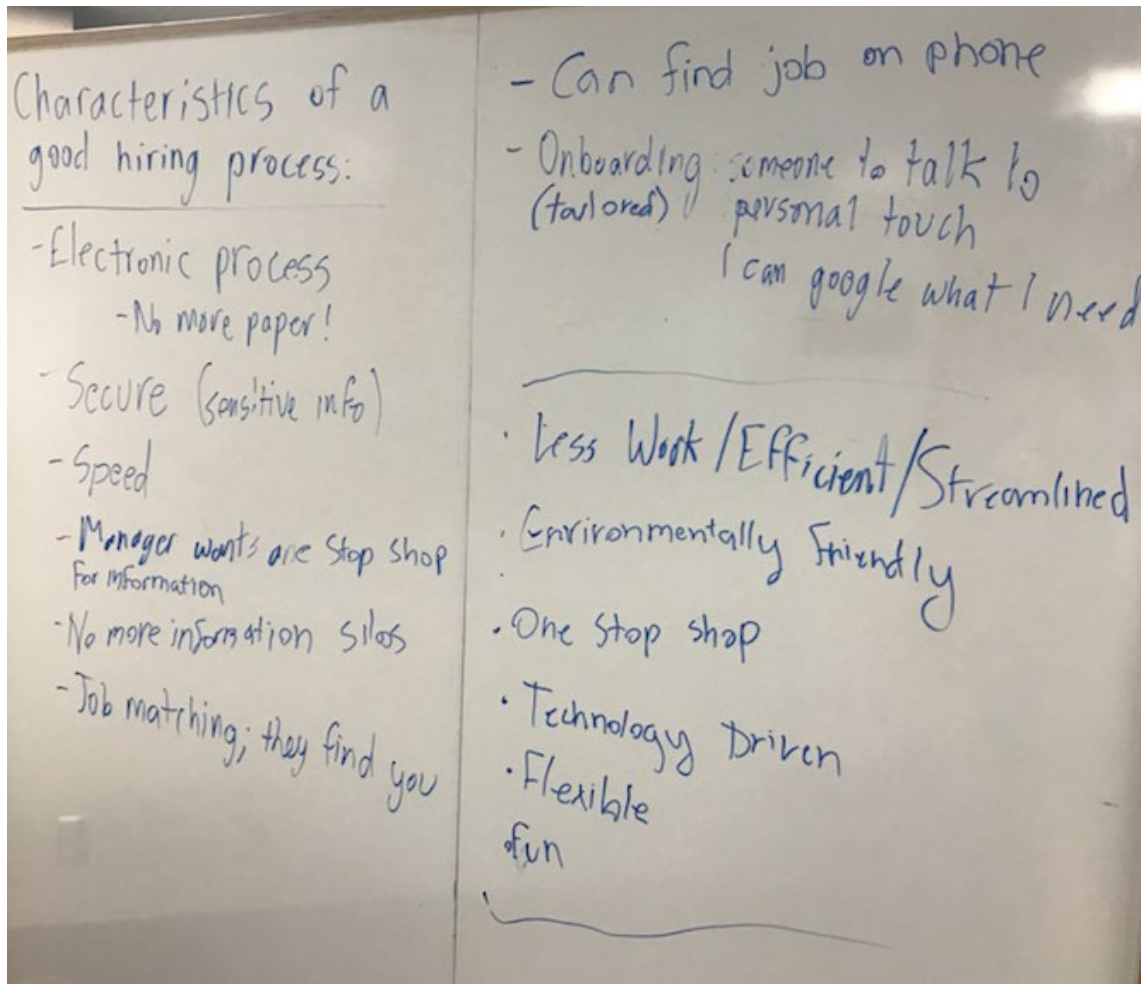


# **/ Hire Experience**

# / Dragons' Den / Round 1



# / Dragons' Den / Round 1



## / Dragons' Den / Round 1

### CORE PROBLEMS

- Lengthy hiring process
- consistency across GC
- application requirements

### THE FUTURE

MobGC

- mobile accessibility (apps)
  - ↳ apply in-app / submit video
- standardized applications
- outreach strategies
- ▶ formatting modernize job descrip.

# / Dragons' Den / Round 2

Pin points:

- Simplified processes
- Access / visibility
- Timing - Timeframe  
- when you need to recruit
- Service Standards
- Red Tape / Bottle neck  
Approval Stages
- Communication
- Technology / Ease of Access
- Knowing what is "out there"
- Notifications / 'How to apply'
- Fun & excitement / what's in it for me
- Outreach / Possibilities w/ Post-grad.
- No repertoire / inventory.
- No sharing of results.
- Head hunting
- Talent mgmt
- System for all
- Skill sharing / mobile competencies

Transparency  
Accesses various  
Recruitment Knight

Video game

lay and job

CRP  
Private  
Accreditation

\* learn how to find a job  
- vocal guidance / friend.

Virtual award  
+ Video  
\* \* \*

- Work-life balance  
- flexible arrangements  
- Development

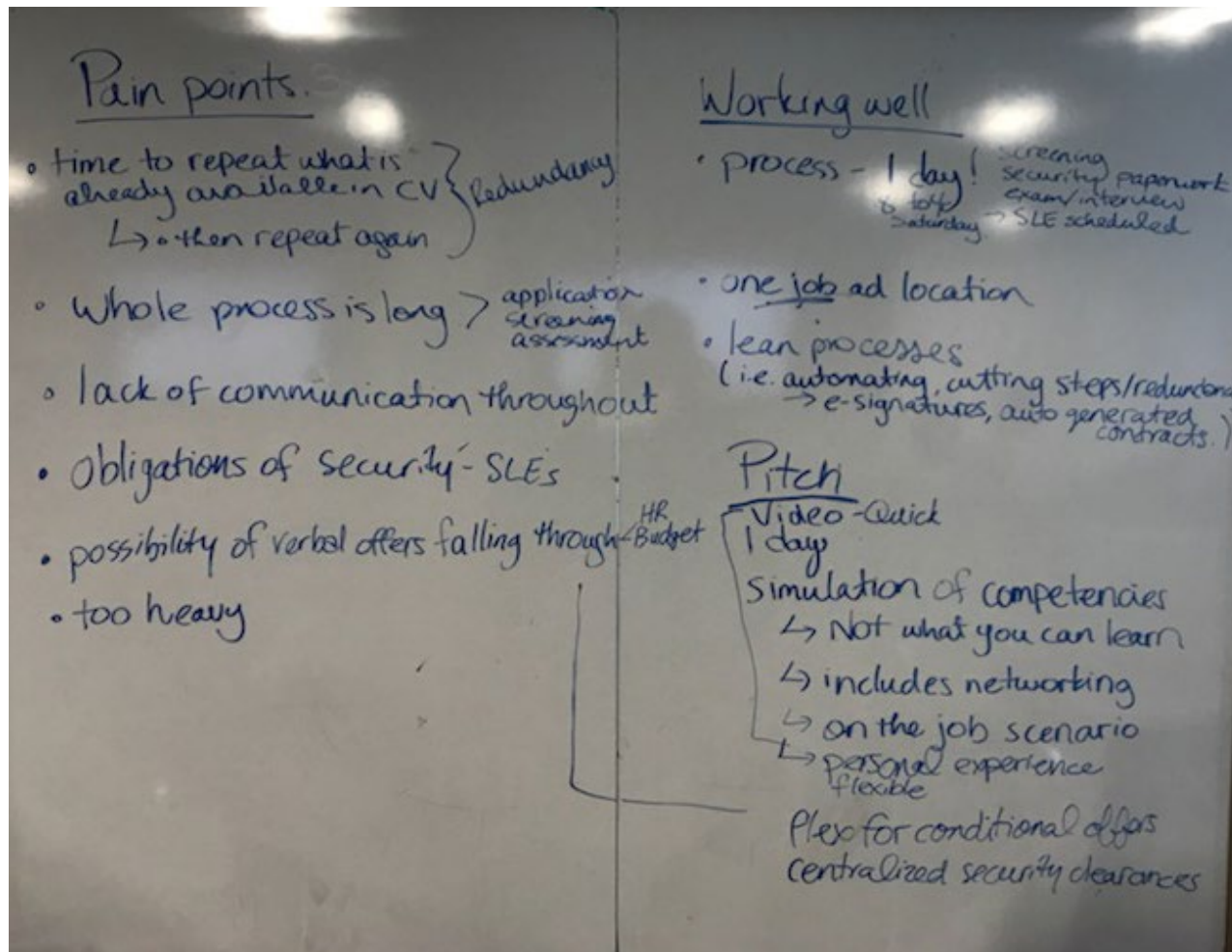
\* Future employee

Earlier Stage  
Play only

\* learn "How" to apply on jobs  
Skill set / requirements

- Easy instructions  
- Chat bot / Siri

# / Dragons' Den / Round 2





# / Dragons' Den / Round 2


Pain points of hiring <sup>no fun robot.</sup>

- attracting qual. candidates
- evaluating cand. accurately
- boole smart vs experience
- Process/red tape (demonstrated)
- Uber merit
- titles limited/"plates" not inspiring
- Classifications ancient - difficult to apply today
- black box - not transparent
- We waste candidates
- Reputation of government (too)
- timing
- System failures - lengthy fields to populate

Jobity

Process (App or Online)

- Visibility for Candidates + Orgs
- Step by Step updates:

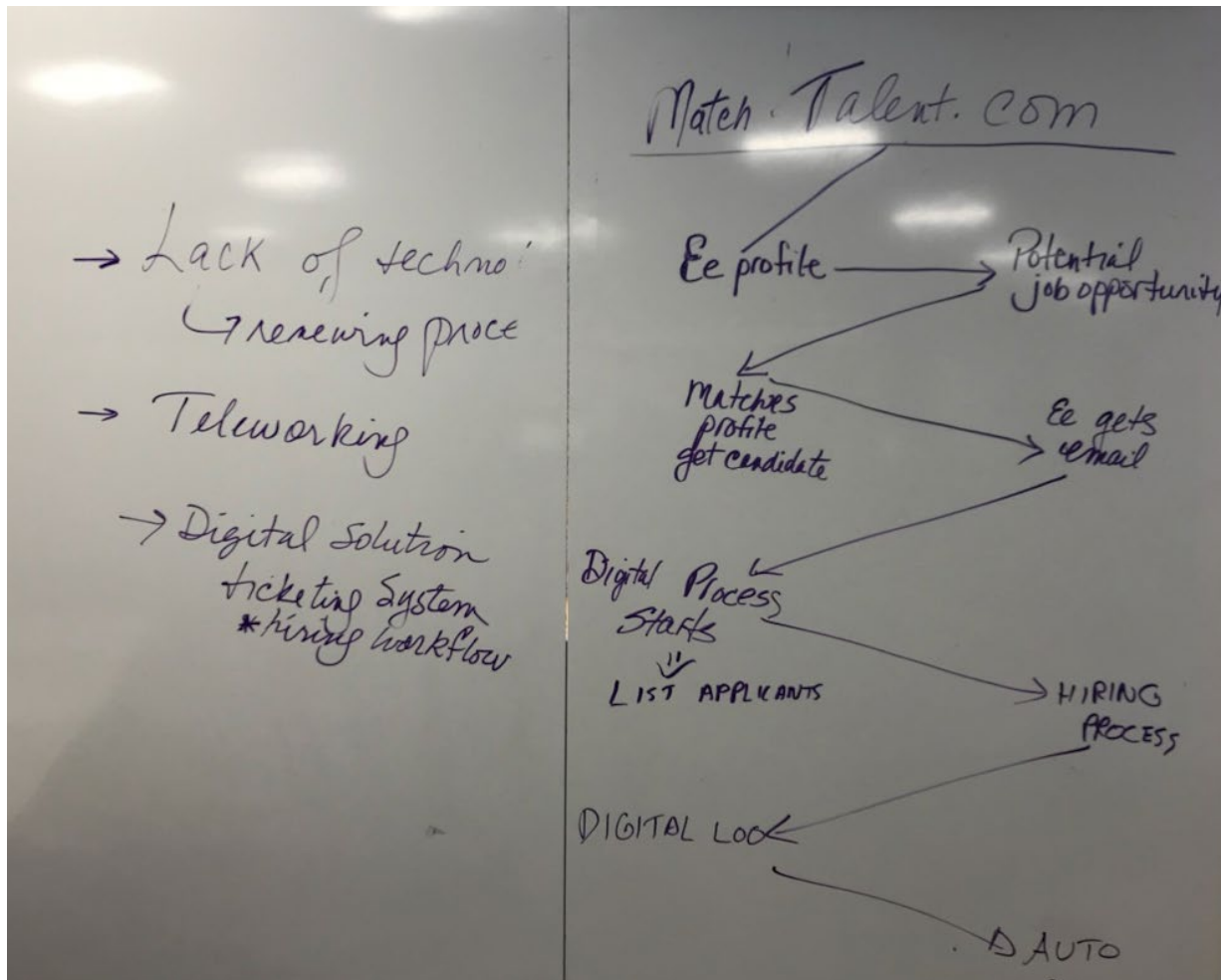


- App received
- Screening
- Timeframe
- Redirected. Similar app?
- feedback mechn. during
- feedback mechn. post.
- Language
- Exam

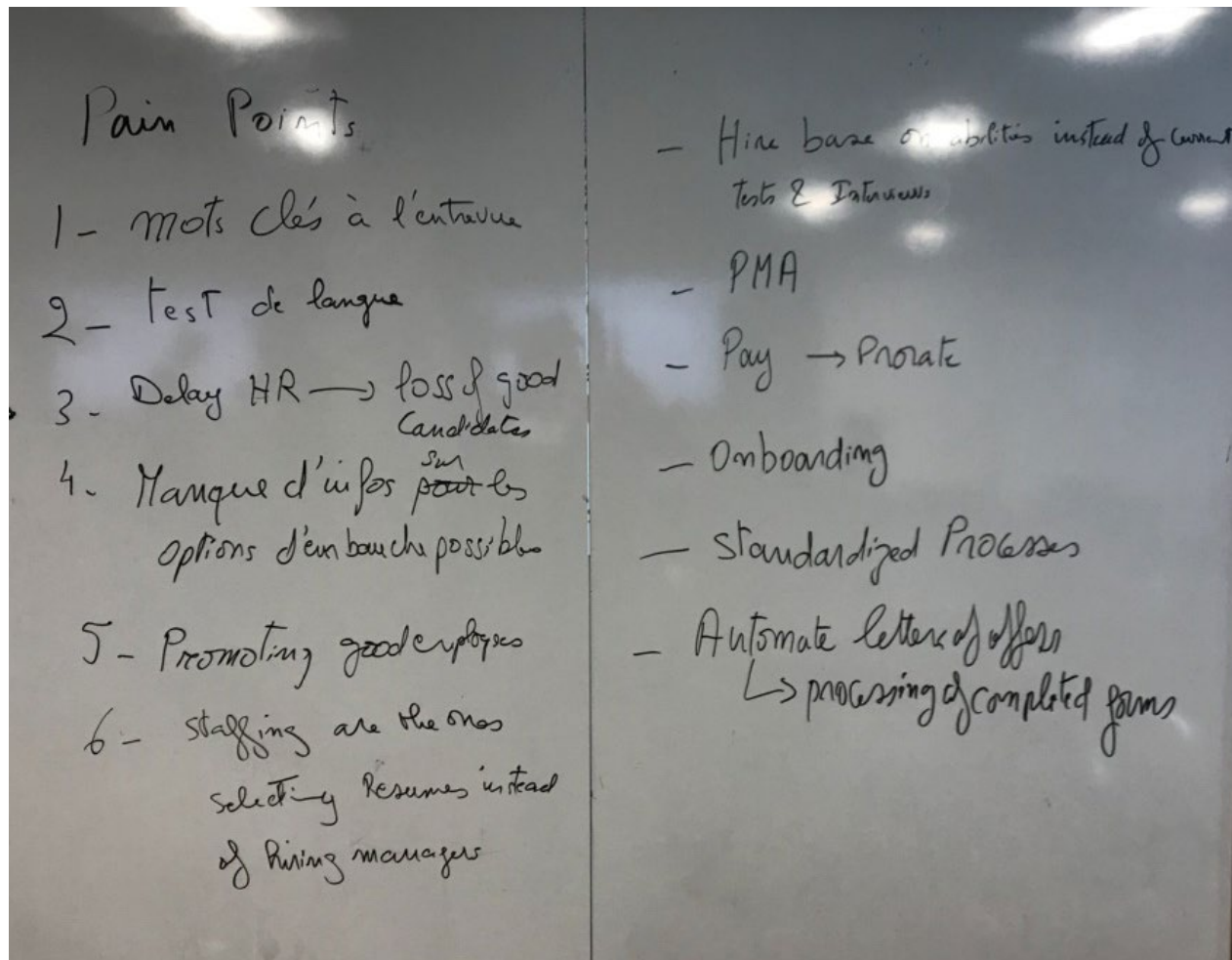
• Where possible.

- Proactive matching.
- Mentorship?

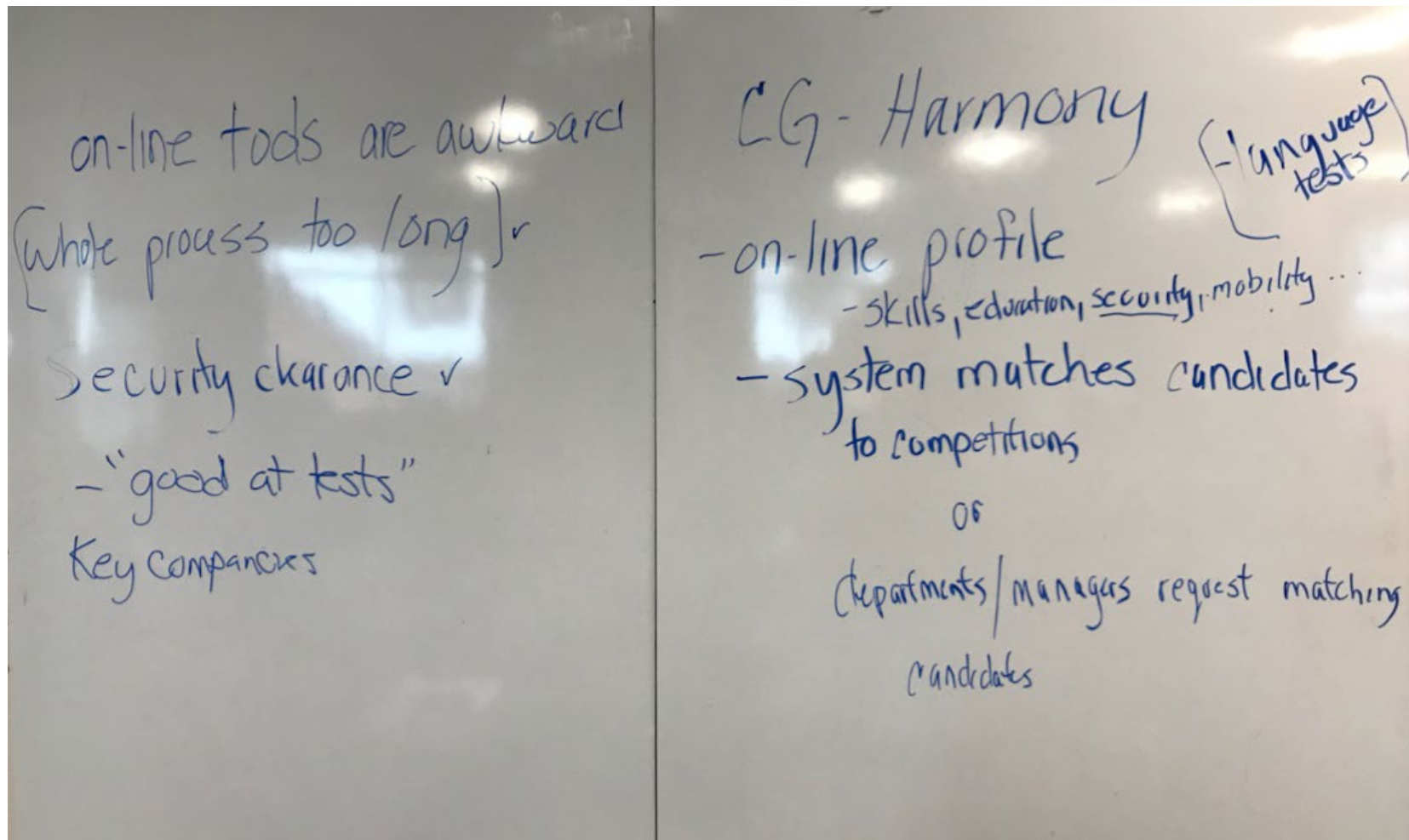
# / Dragons' Den / Round 3



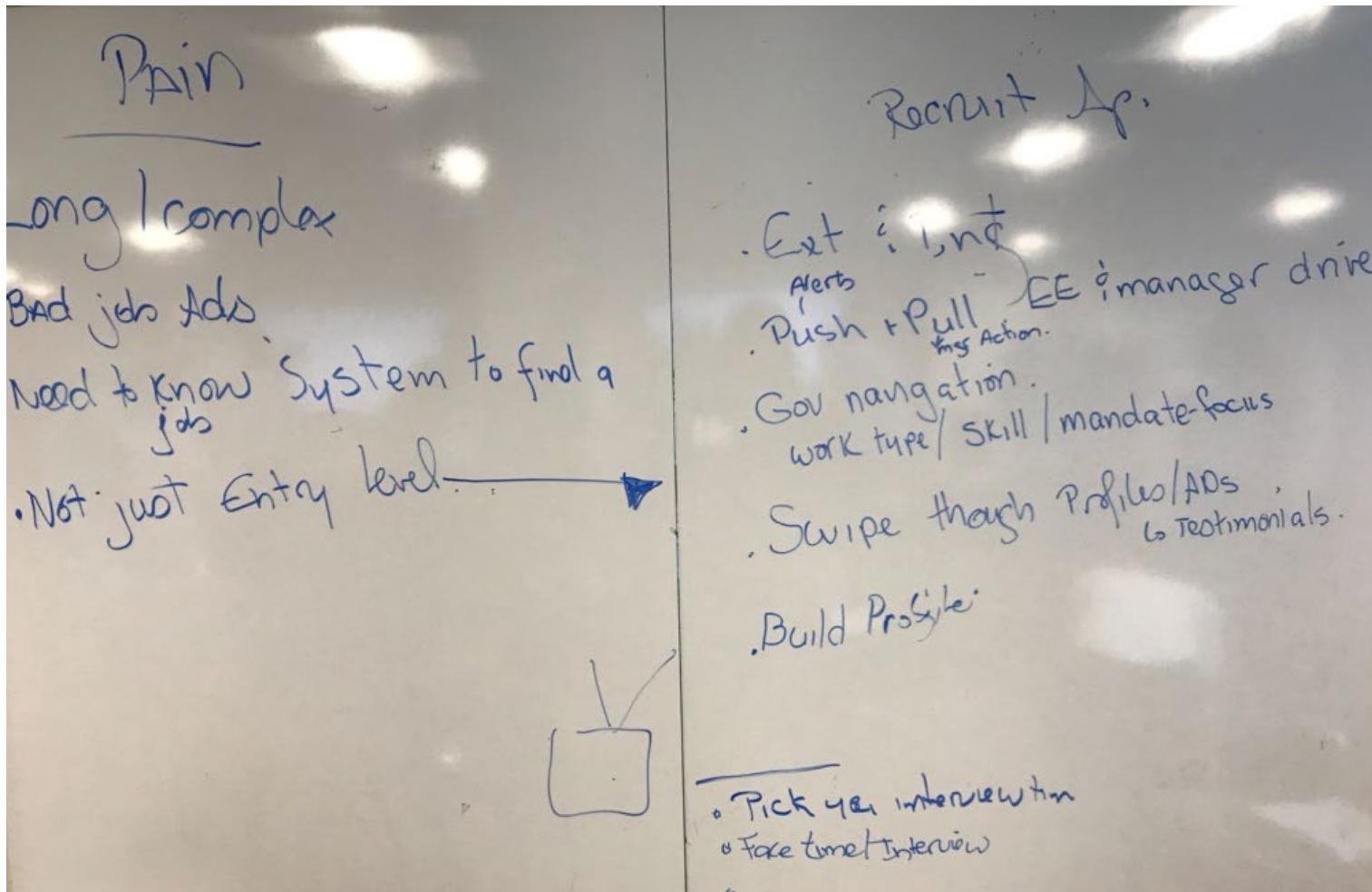
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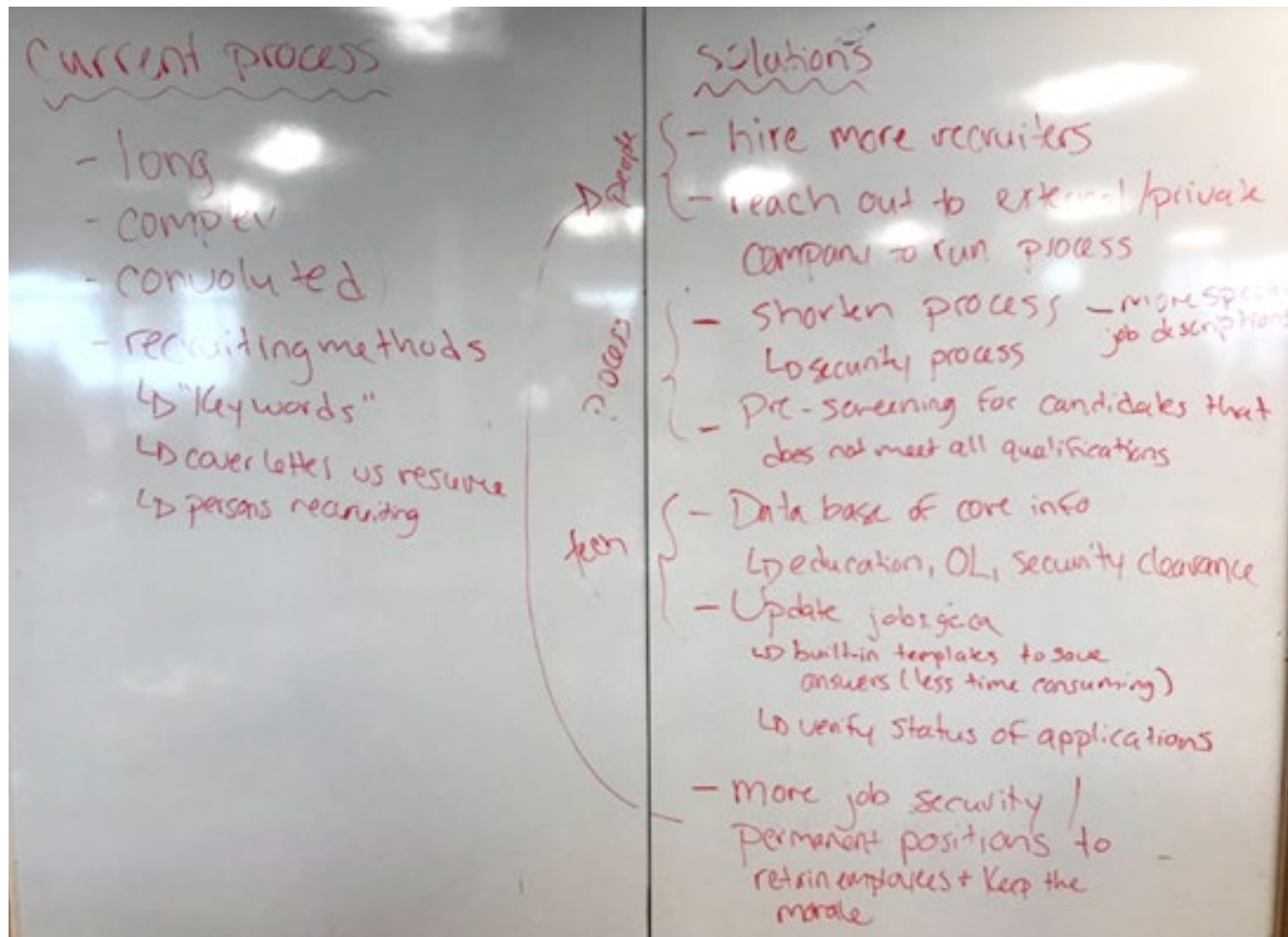
## / Dragons' Den / Round 3



# / Dragons' Den / Round 4



# / Dragons' Den / Round 4



# / Dragons' Den / Round 4

## What we want

- Faster
- more efficient
- moving away from electronic screening and more towards talent acquisition
- Talent acquisition <sup>well defined</sup> position
- Have a specific recruitment officer to assist managers (Talent acquisition specialist)

## → Create 'Talent Acquisition Specialist' positions (Recruitment expert)

- Work w managers <sup>Identify needs / requirements</sup> <sub>Find & recommend candidates</sub>
- Attract adequate candidates
- Overhaul jobs.g.e.a - A new hiring system <sup>hand in hand to</sup>
  - Go to hiring events / schools, etc
  - Use different hiring sites and business social media
  - Involved in pre-screening process
  - Educate <sup>potential new</sup> employee on various expectations and job related details to ease him/her into "Gvt thing"
  - Build a pool of qualified / potential candidates that can be referred to other "a network" managers



# **/ Life Events**



# /Headlines Activity / Round 1

Brainstorm HERE Promotion

- 1 Quick process (Prove experience, etc.)
- 2 Get promotion pay on time - Pay file follows up promptly, & accurate
- 3 Talent mapped (According to Education, experience, etc.)
- Position transfer happens smoothly (internal or external)
- Real info about what the actual job is
- 2 Real <sup>meaningful</sup> onboarding / employee introduction
- Mandatory training tracked & it follows you

Pleasurable experience?

Succession experience now...

Smooth?

- Get Ready for retirement boom with seamless talent mapping

Federal Public Service overhauling hiring to meet Retirement boom

Position for Success Next Gen...

- New Fed System makes...

## Painless Promotions

- 1- Talent mapping & efficient hiring process
- 2- Fast & smooth transition
- 3- Accurate & timely Pay & benefits

- 1a Transferable skills
  - b ~~Not~~ No Duplication (i.e.: Proof of education)
  - c Real info about the job
  - d Targeting employees
- 2a Your history follows you within HR system
  - b Meaningful unboarding
- 3a Pay file follows you promptly
  - b Promotion pay accurate & in time

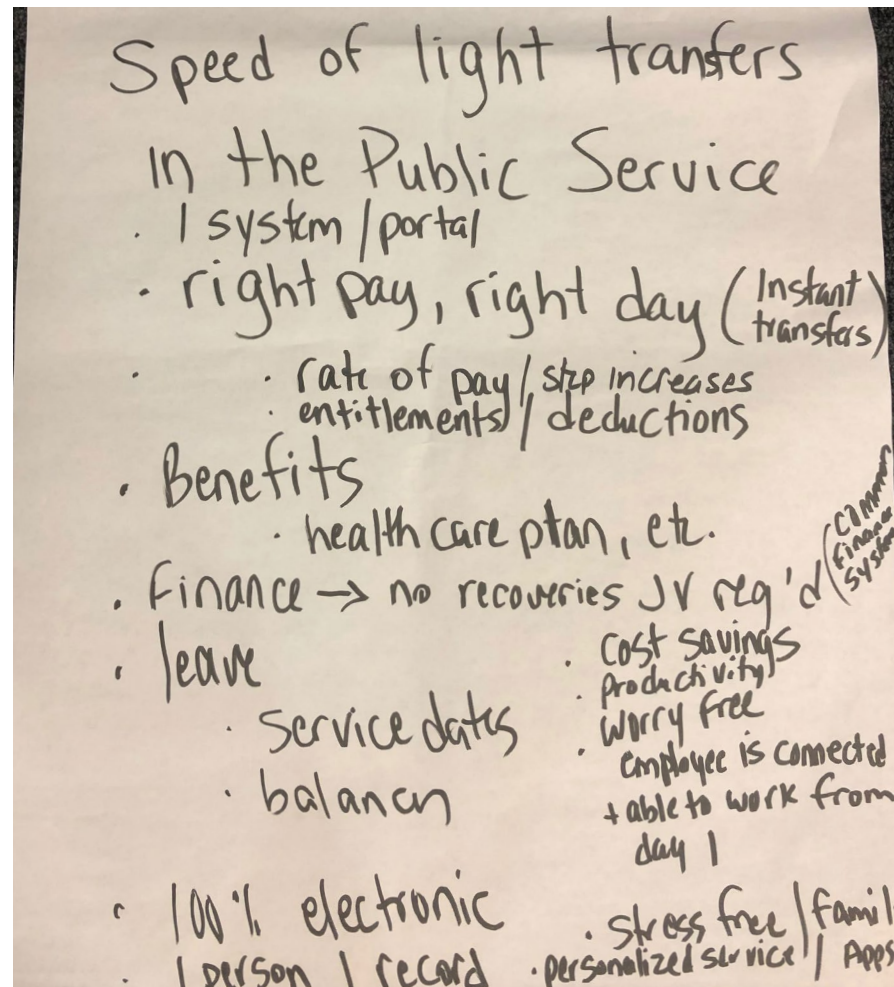
## /Headlines Activity / Round 1

A SINGLE MOM WAS PUT IN PAY  
WITHIN MINUTE AFTER GIVING BIRTH.  
HAVING PRE-REGISTERED WHEN  
SHE GOT PREGNANT, ALL WAS LEFT  
FOR HER TO DO WAS CONFIRM  
BIRTH FROM AN APP FROM HER PHONE  
SHE TOOK A PICTURE OF THE  
HOSPITAL PROOF OF BIRTH AND  
SEND IT

SINGLE MOM PAID  
WITHIN MINUTES  
OF GIVING BIRTH

- ~~BOVEN~~
- GC PROVIDES WORRY FREE  
CHILD BIRTH
- A NEW PHONE APP  
FACILITATES PAYMENT  
FOR A PUBLIC SERVANT.

## / Headlines Activity / Round 1



## / Headlines Activity / Round 2

Brainstorm HERE ↓  
#NextGen HR Pay  
#ProGen RH Paye

- Transfers
- Timeliness
- Access to leave
- Communication - Directly w expert
- Standardization (HR systems)
- Transparency (ee view)
- One system includes all disciplines ← i.e. pension, leave, finance, security, etc. etc.
- EE file - Secure Cloud

### Career progression is back!

- direct communications
  - chats with experts
  - between departments
- One central system for GC
  - all corporate services
  - electronic files
  - leave
  - transparency for employees
- reduction of human error

## / Headlines Activity / Round 2

### New GOC Pay System - A Walk in the Park

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- Single mother of 2, Debra, Parks Canada
- Previously student, with pay issues
- Came back from Maternity Leave
- Scared of Phoenix, new pay system motivated to come back
- Parks approached her prior to return
- Accompanied her step-by-step
- Simplified electronic process
- One-stop-shop (pay, benefits, contacts)
- Flexibility - CWU
  - LIA
  - telework
- Succession plan,

All because all  
went well!  
😊

## / Headlines Activity / Round 2

Brainstorm HERE ↓  
#NextGenHRPay  
#ProGenRHPage

Parental Leave  
- transfer out/in

One Stop Shop - plain language  
- personalization  
- "my profile" - self service  
↳ leave ↳ permissions  
↳ benefits  
↳ address etc...

- \* mobile ability
- \* "IA" Smart System
- \* automation
- \* real time info
- \* updates across interfaces

2021 - One Life One Click

- 1) anytime  
anywhere
  - employee corner
  - mobile access
  - ~~smart~~ at your fingertips
- 2) Smart
  - real time
  - automation
  - user friendly (plain language)
  - intelligent navigation - interoperability
  - track
- 3) Emotions
  - stress free
  - worry free
  - enjoy life
  - effortless



## / Headlines Activity / Round 3

My T4 Is RIGHT...  
ENFIN

- how bad was it
  - how long wrong
  - how bad was info
  - time to reconcile
- how was it fixed
  - NEXT GEN <sup>better prep</sup> <sup>training</sup> <sup>processes</sup>  
- phased in roll out
- WHY it matters to EE
  - reassessments
  - Simple tax process
  - no \$ hardship

-2-  
Why matters to CRA

- ↓ workload ↓ amendments
- ↓ audits
- resume normal cycles

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Why matters to CRA

- ↓ workload ↓ amendments
- ↓ audits
- resume normal cycles

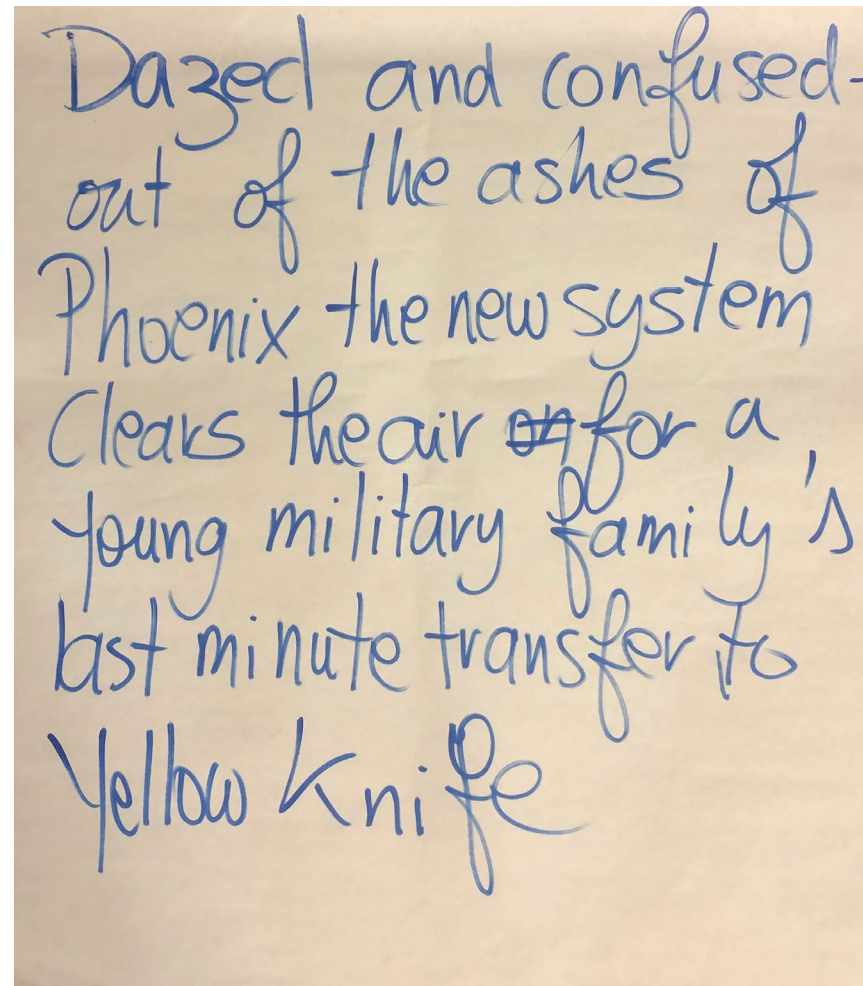
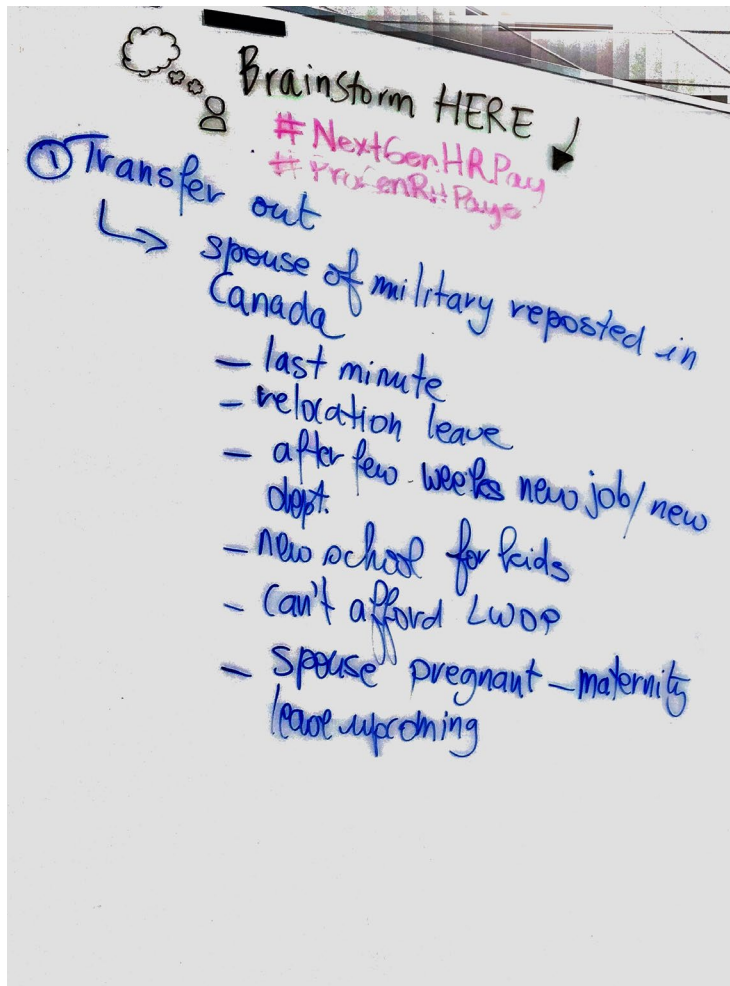
Why it matters to ER

- 😊 EE
- less time on solving pay problems > productivity
- reduced costs

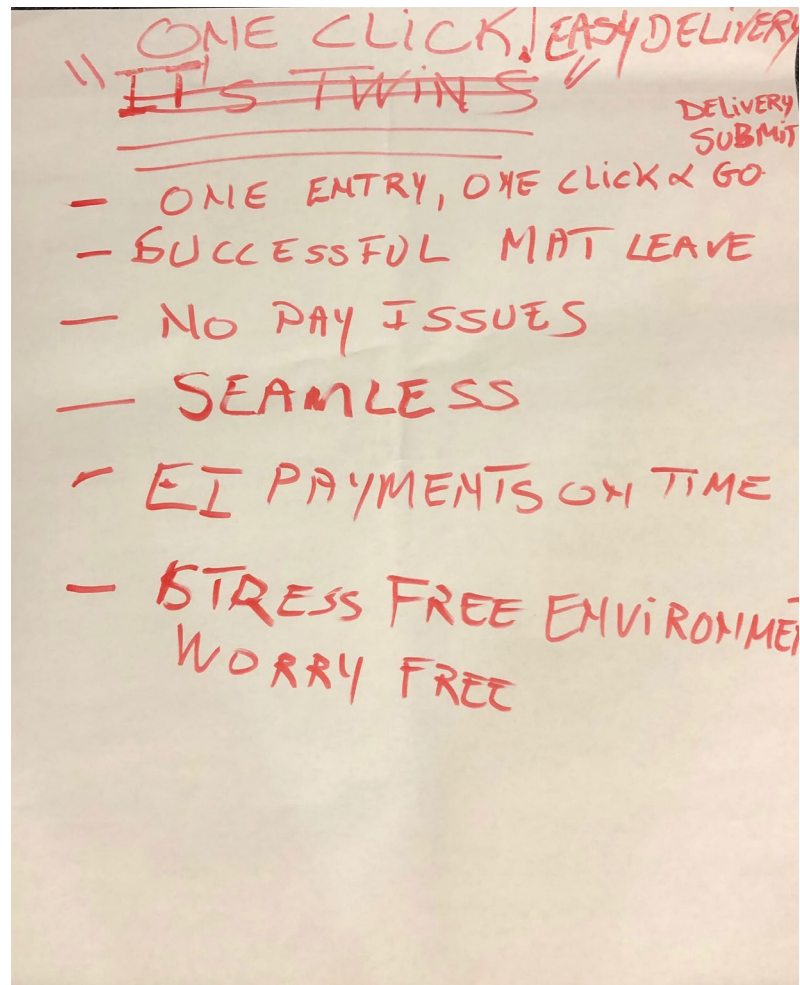
Affect on accountants tax lawyers



## / Headlines Activity / Round 3



## / Headlines Activity / Round 4



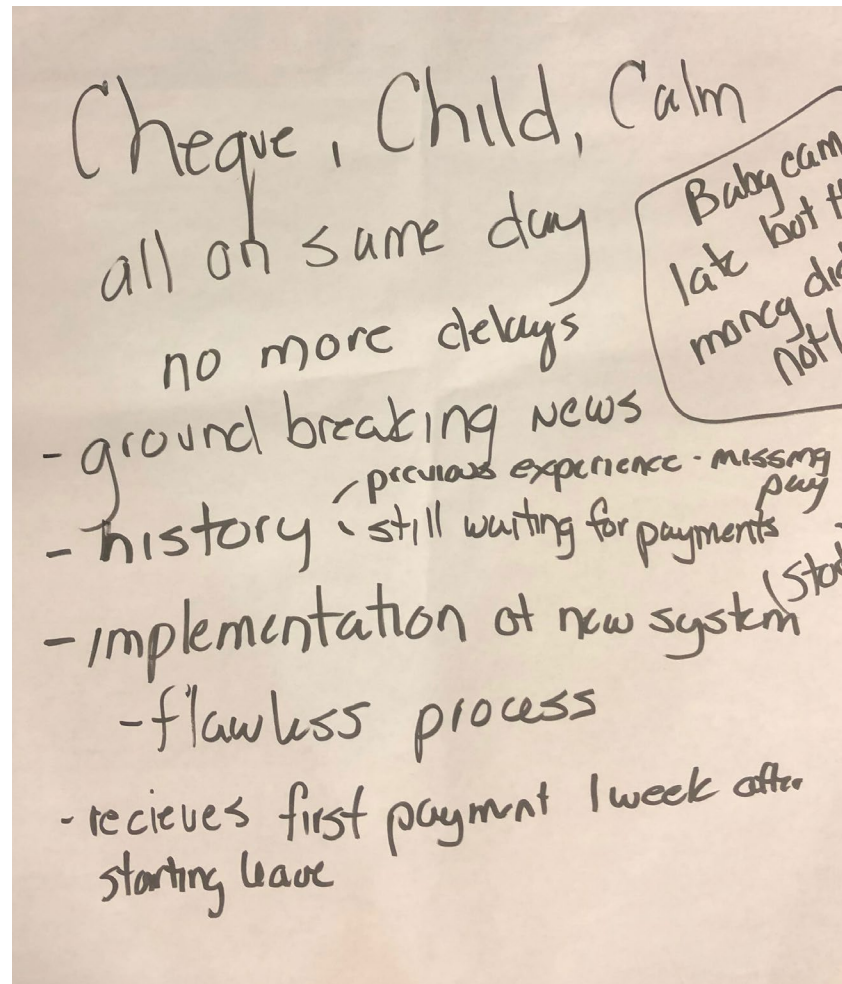
## / Headlines Activity / Round 4

I - MATERNITY!  
— NEW BABY APP — <sup>Get</sup> <sup>Baby</sup>

- New Self service Baby leave
- GET YOUR ROE WITHIN 5 dyc
- NO MORE line ups
- NO Delays
- NO MORE calls!

Stress free maternity leave  
Information is AT the TIP of  
Your PHONE!

## / Headlines Activity / Round 4

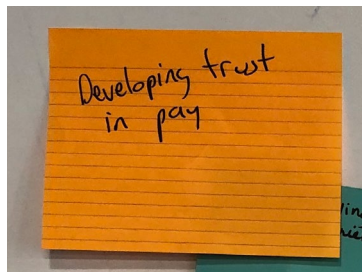
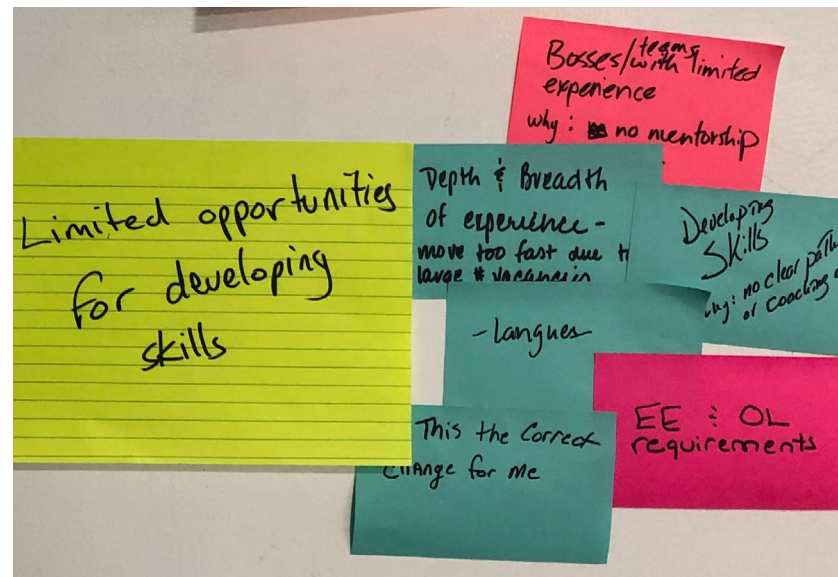
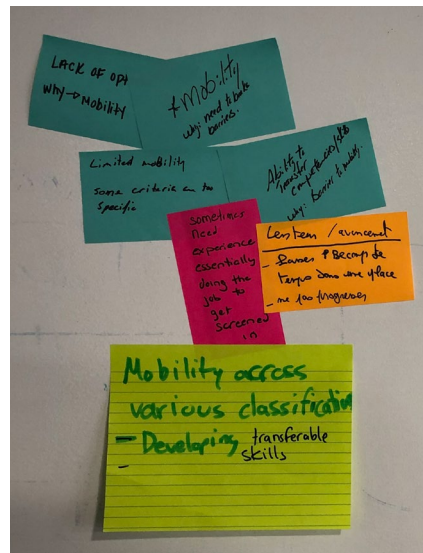
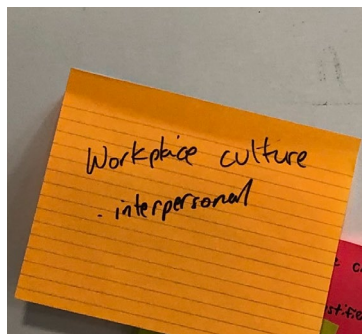
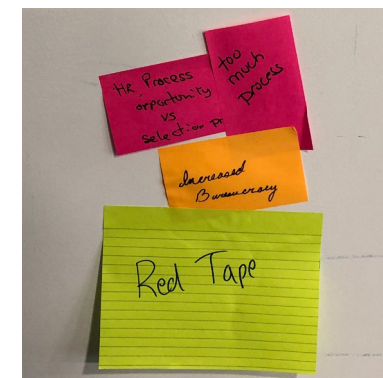
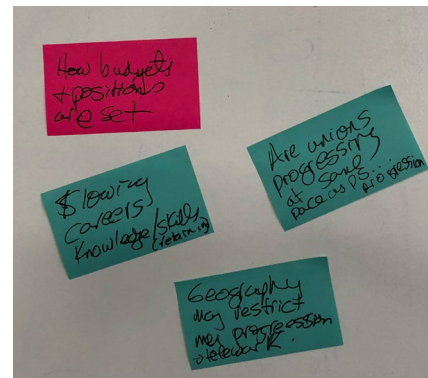
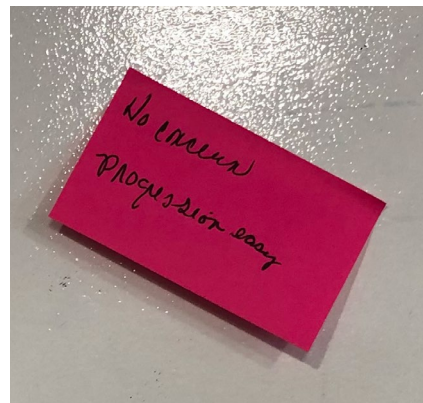
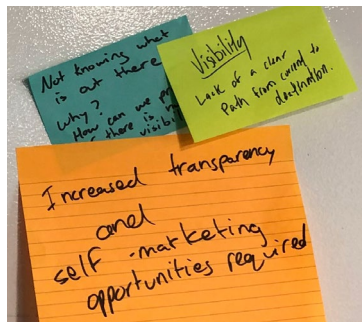




# **/ Career Progression**

# / Affinity Diagram / Round 1

What aspects of career progression concern you most and why?



# / Affinity Diagram / Round 1

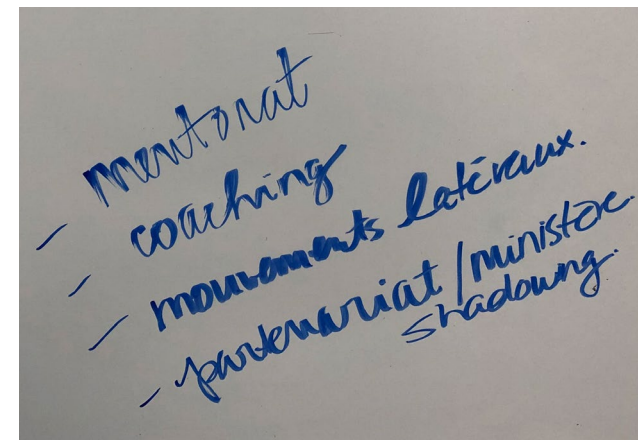
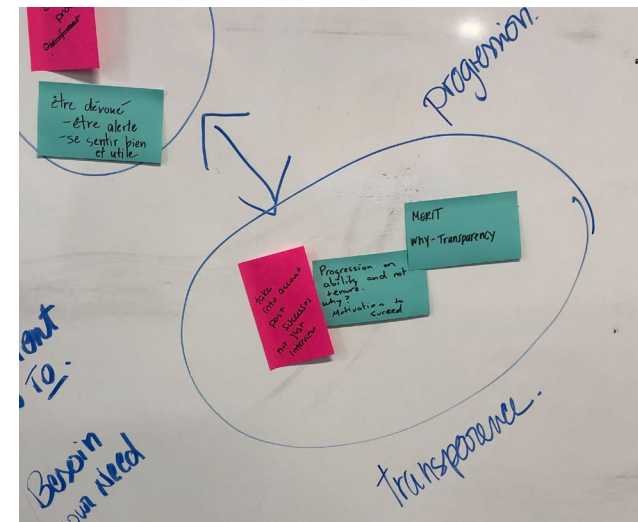
What aspects of career progression excite you most and why?

The image displays 14 individual photos of sticky notes and handwritten text on a whiteboard, organized into eight main affinity groups:

- Learning:**
  - Learning New things why: for personal growth
  - Nouvelles responsabilités Besoin d'apprendre
  - APPRENDRE de nouvelles tâches La routine m'ennuie
  - LEARNING Why - progression
  - The ability to do something new.
  - Learning Because it's helpful to keep current + not bored
  - Opportunity to develop new skills
- Access to Jobs:**
  - Accessible career profile where hiring managers can find me why: quick hiring process No need to apply
  - HR backed by Technology
  - why: added opportunities / can do more
  - Access to jobs
  - Talent management opportunities
- different leadership experiences:**
  - Experience Different Organizational Culture
  - Different Managers or Different leadership
- temporary / develop opportunities:**
  - Essayer de nouvelles choses à l'intérieur de la fonction publique
- Opportunity to experience new challenges:**
  - Opportunity to experience new challenges Why? Dislike routine and appreciate learning
  - Faire des tâches diverses
    - Sortir de la routine.
    - changer champ des compétences
    - acquiescer aux compétences
  - Changes in Experiences
  - diversity of experiences desirable
  - Opportunities for change
  - Increased depth + breadth of Experience
- A new "me":**
  - A new "me"
  - Bring you out of your comfort zone
  - Opportunity to re-invent yourself
- Recognition:**
  - Reconnaissance c'est positif développement personnel
  - Recognition
- using:**
  - Opportunity to leverage existing skills experience + skills why: no/low potential not good
  - Opportunités de développer mes connaissances
  - Opportunités
  - Accompagnement - Opportunités de se développer
  - Aider les gens avec mes connaissances
- Networking:**
  - Networking
  - Networking
    - career
    - to do your job
    - using skills
  - Networking with standards of performance to enhance networking

# / Affinity Diagram / Round 1

What aspects of career progression are most important to you and why?





# / Affinity Diagram / Round 2

What aspects of career progression concern you most and why?

## "Boxed" Mobility

- Boxed in
- Would want to gain more knowledge
- Getting stuck in one particular area/organization
- Why: want to have varied experiences
- No path to gain experience in program
- Low: variety of work; various things to do
- Decision making
- Do I have all the info to make a decision? enough experience

Too specialized. Too hard to replace

Employer does not encourage gaining new skills

## Limited Promotion Opps.

LIMITS PROMOTION OPPORTUNITIES

Promotion opportunities are limited.

- Promotion
- If my PMA doesn't denote any action plan

THE FACT THAT THERE IS NO POSSIBILITY OF PROMOTION

Fe Balance

Considerations around career progression where you can't cross separate employers/location

## Requirements (Education)

Diplomas requirements to access certain occupational groups  
ex: PE, FI

Diploma  
→ FI group

Certaines exigences obligatoires pour un poste  
ex: Degré universitaire pour un PE  
Why: M'empêche d'appliquer sur un poste où je pourrais être bon

- Concern: Lack of language training

Why: To progress my career I need at least B1/B2

## Knowing Possibilities

I want to be able to see future advancement

BE INFORMED OF OPPORTUNITIES

possibilité d'avancement  
Why: challenge, but

## Phoenix

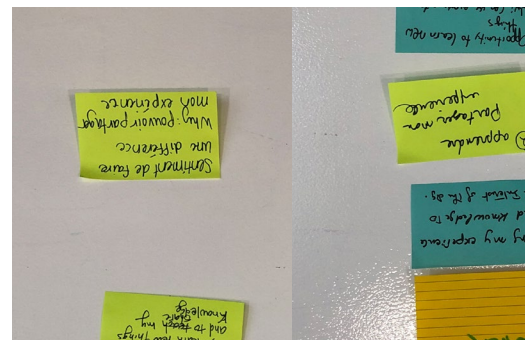
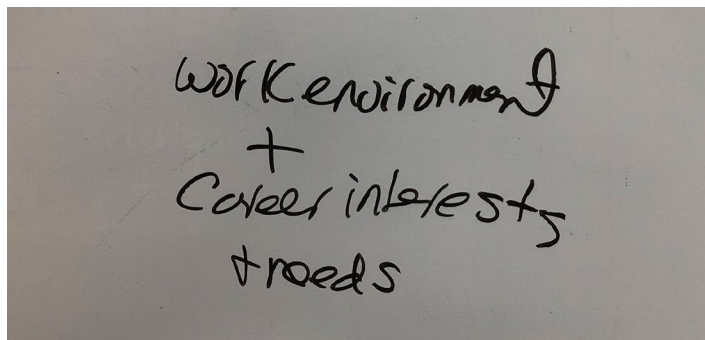
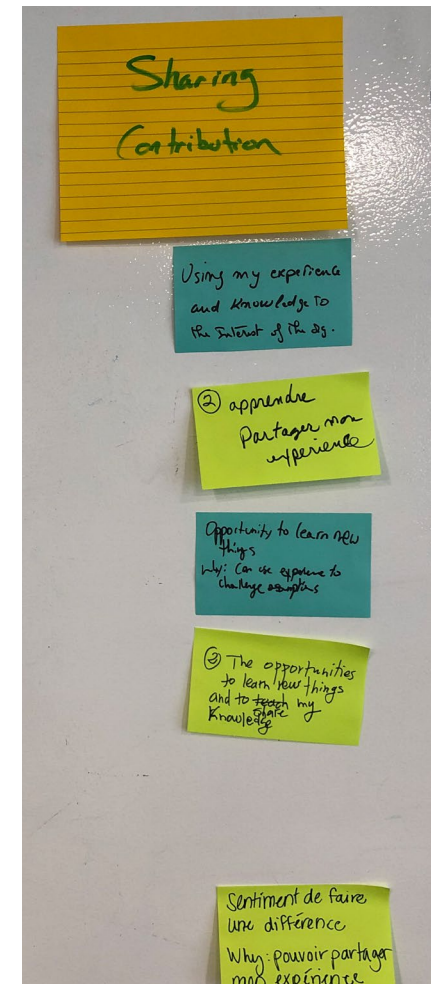
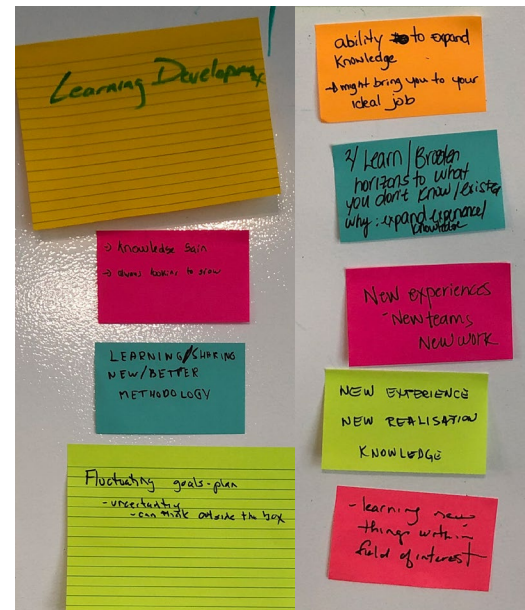
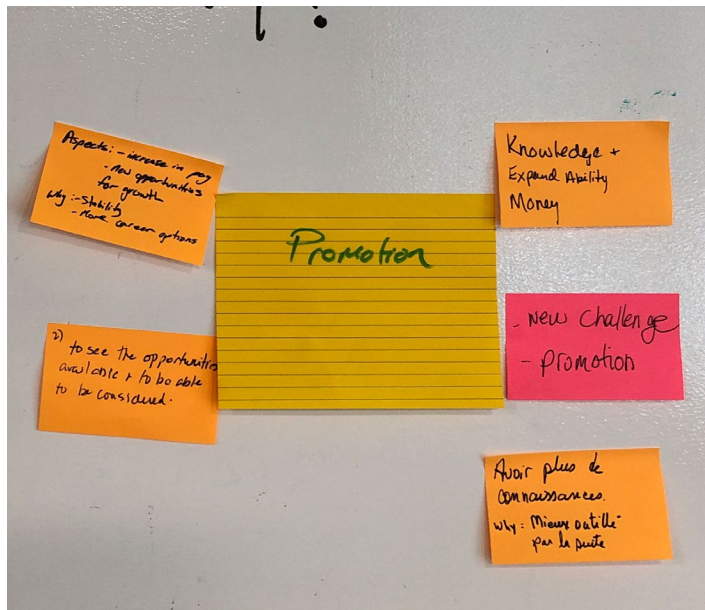
Fear of Phoenix  
Why: ~~not~~ pay dropped.

## Work/Life

WORK LIFE Balance

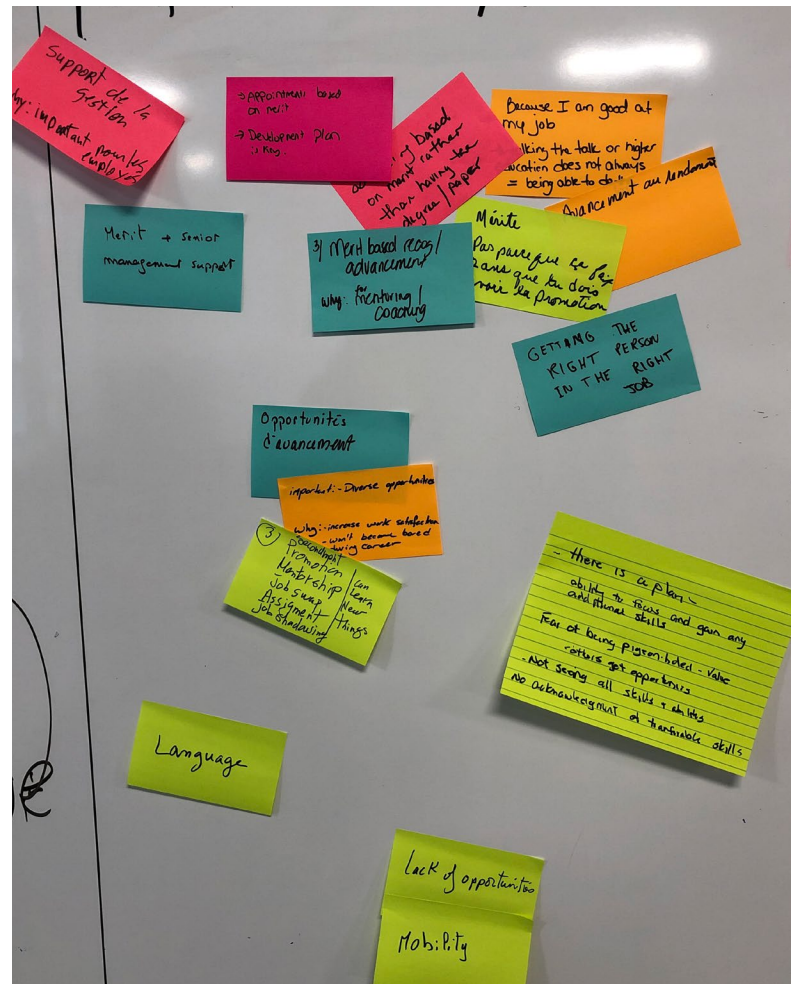
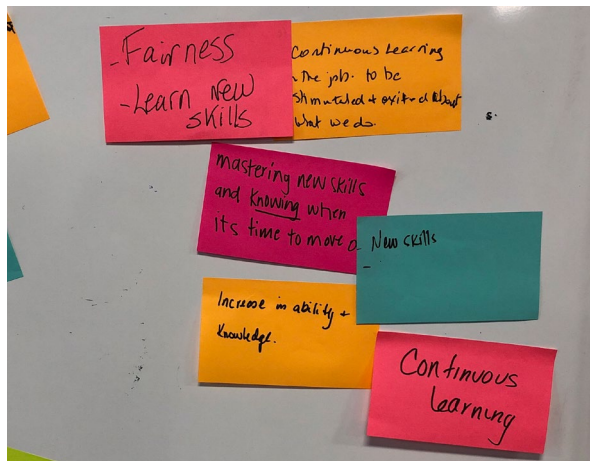
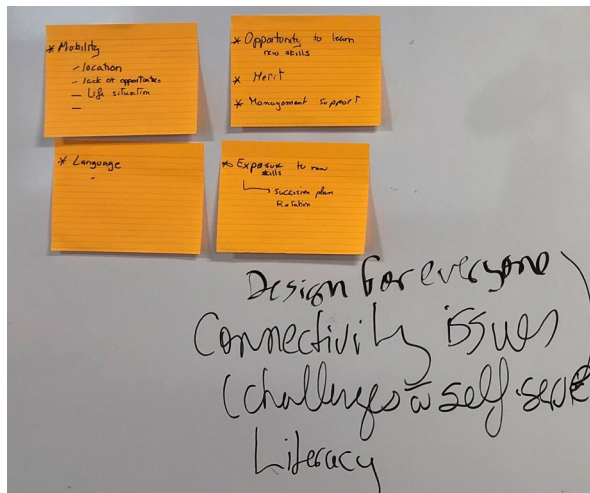
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What aspects of career progression excite you most and why?



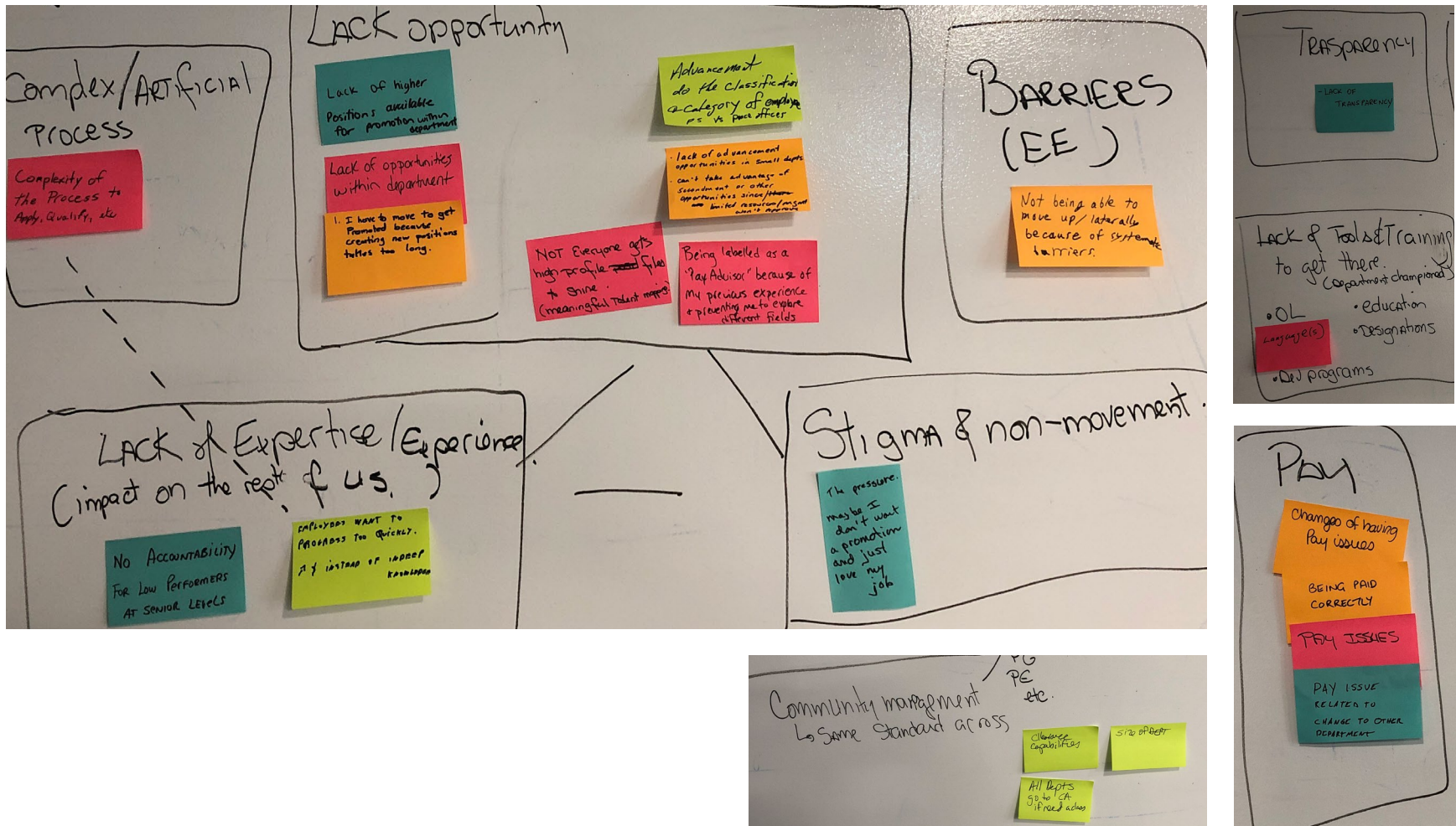
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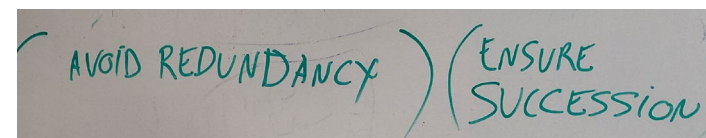
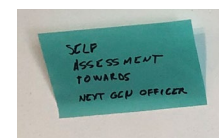
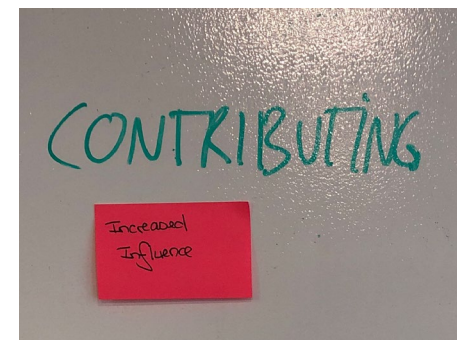
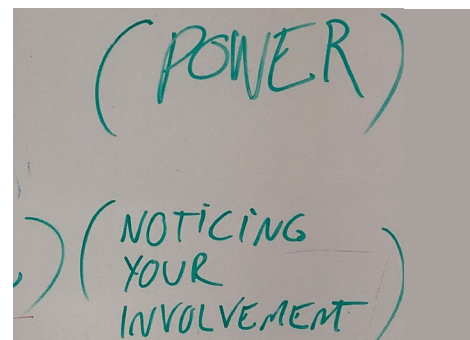
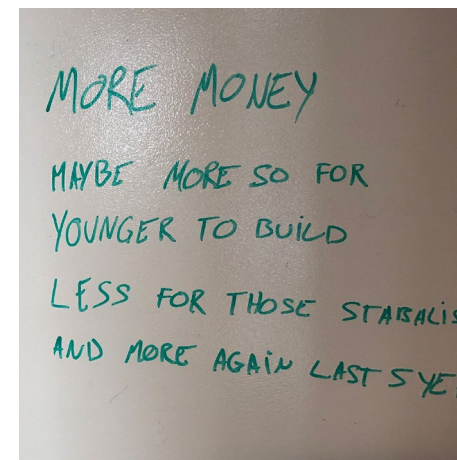
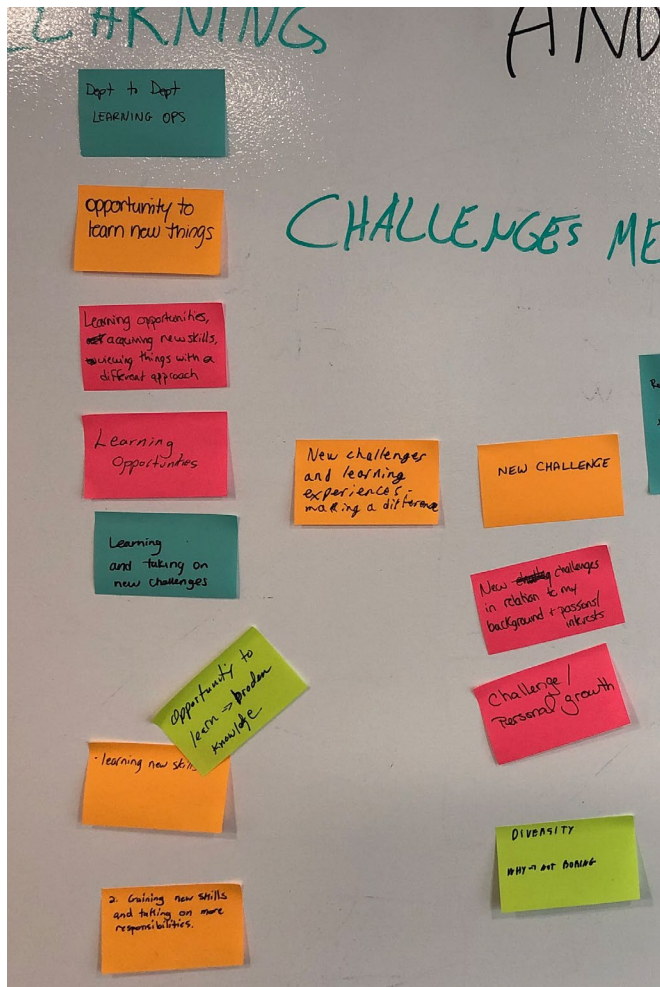
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What aspects of career progression concern you most and why?



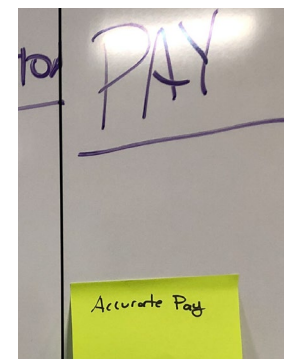
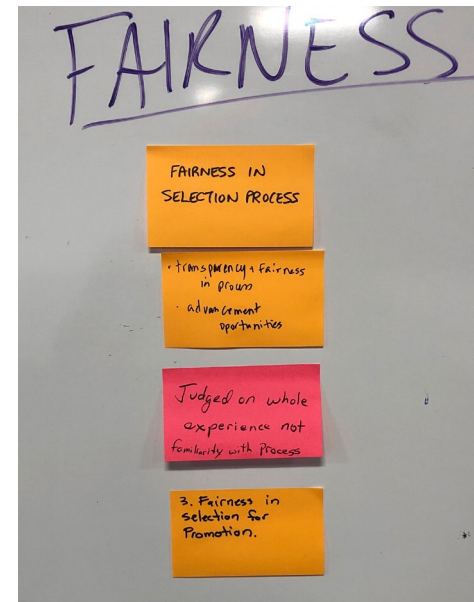
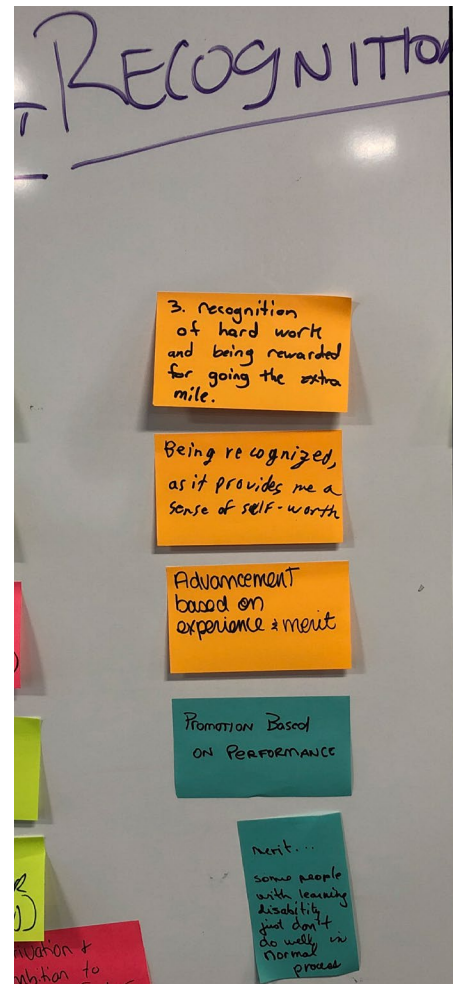
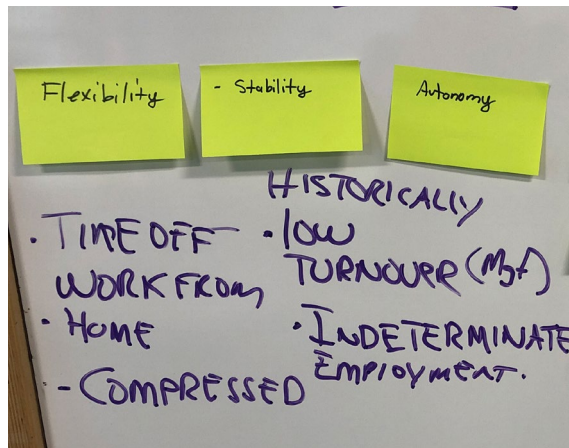
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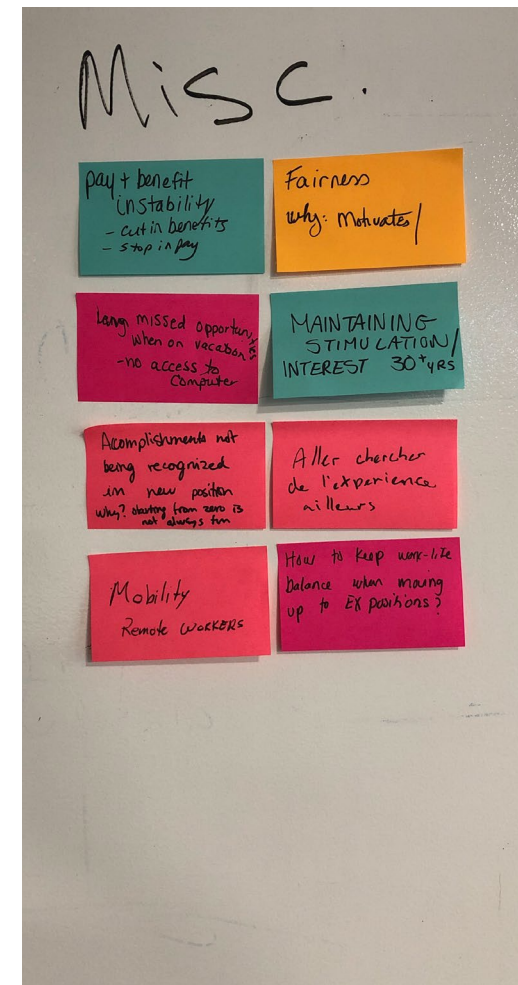
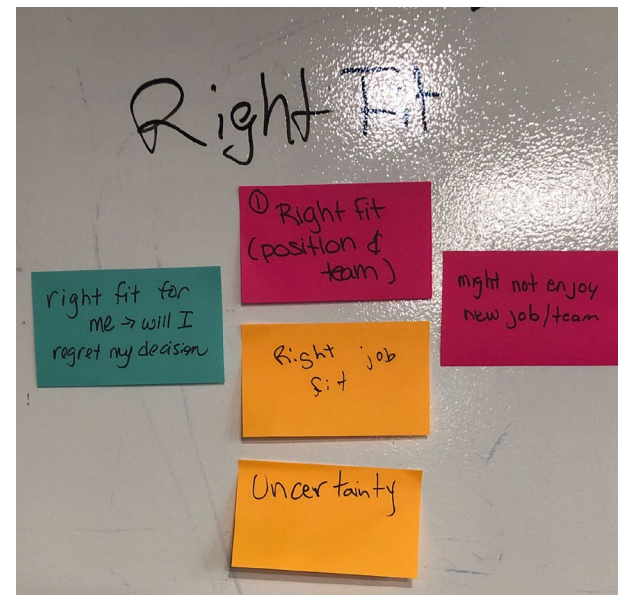
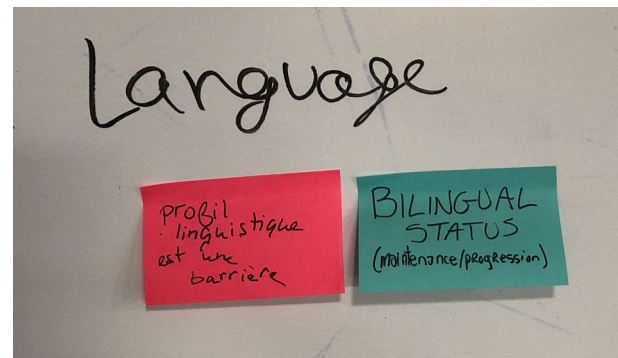
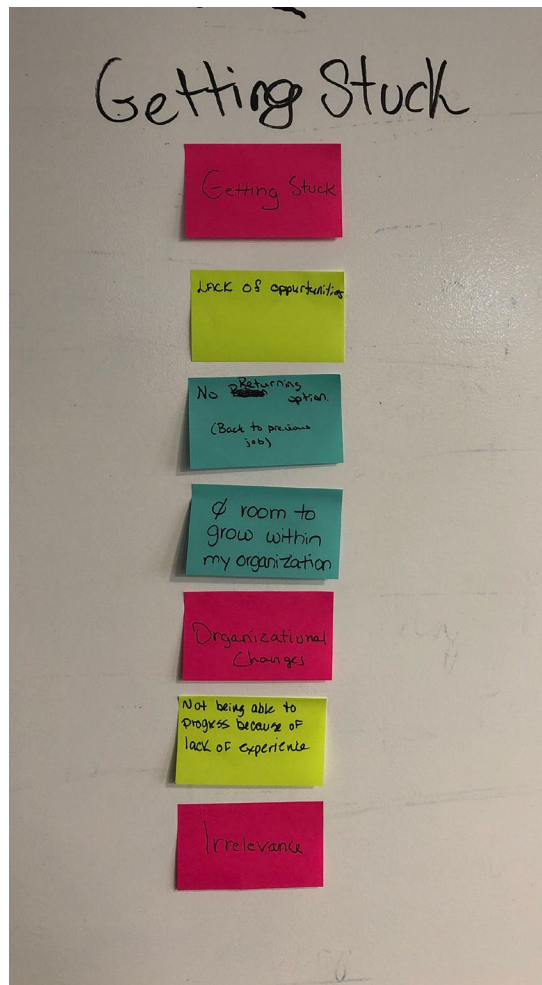
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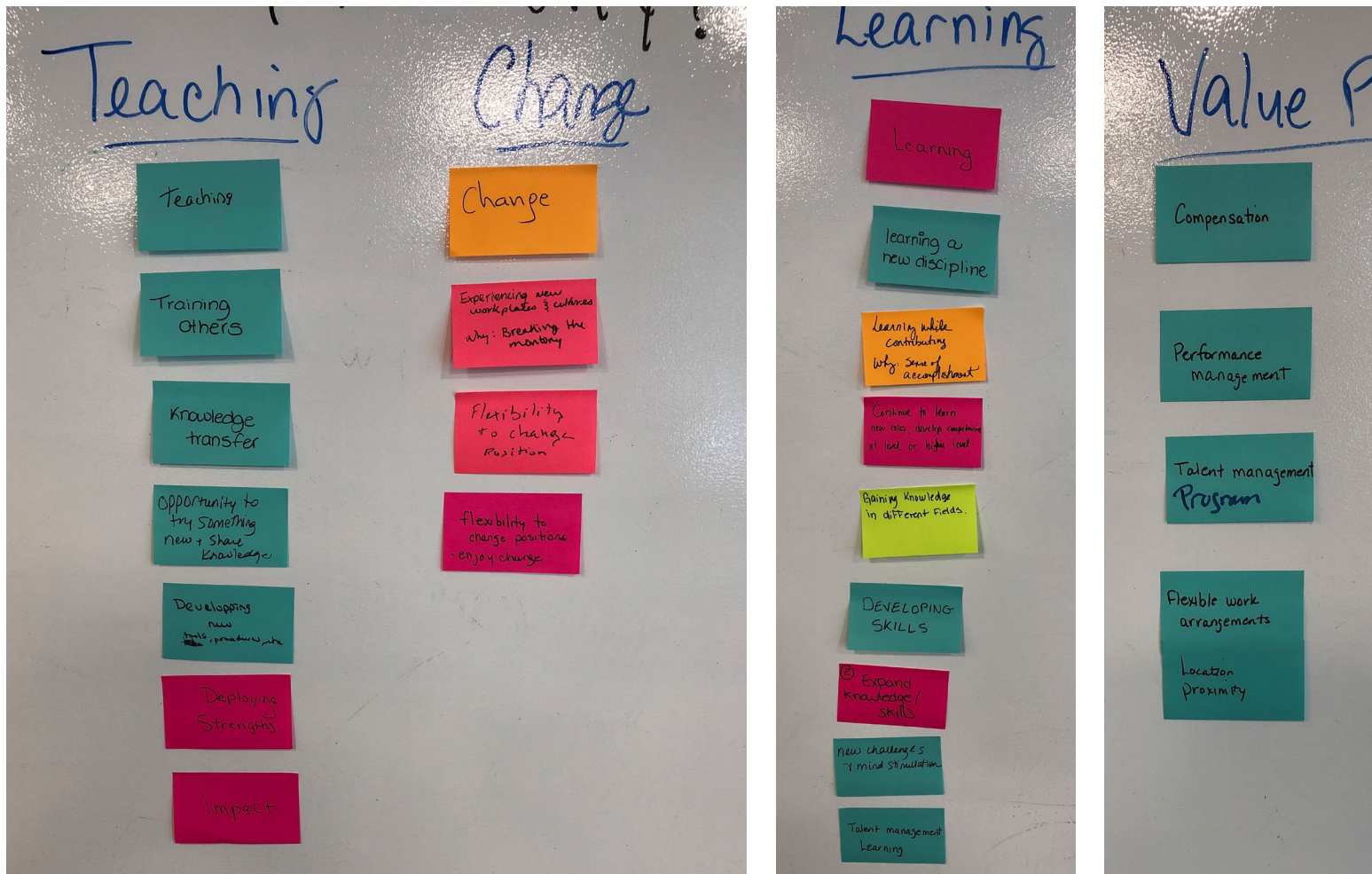
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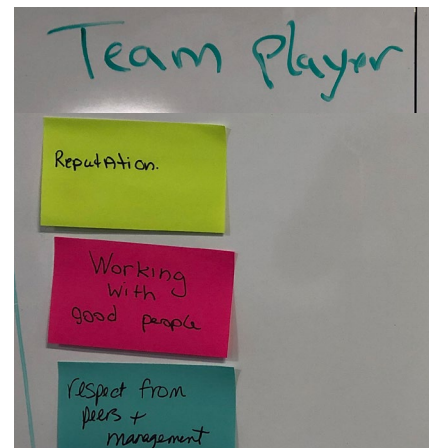
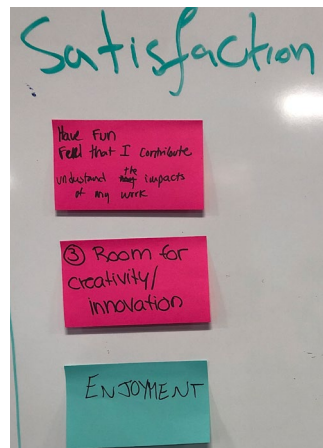
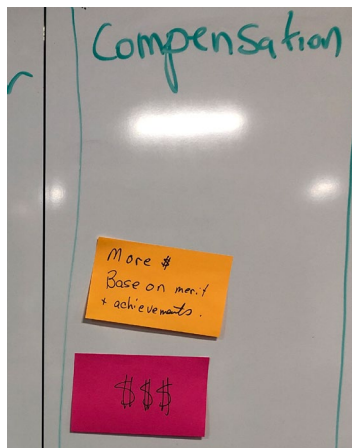
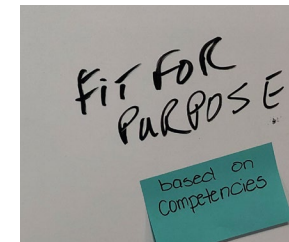
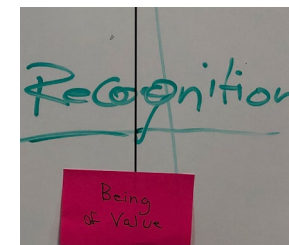
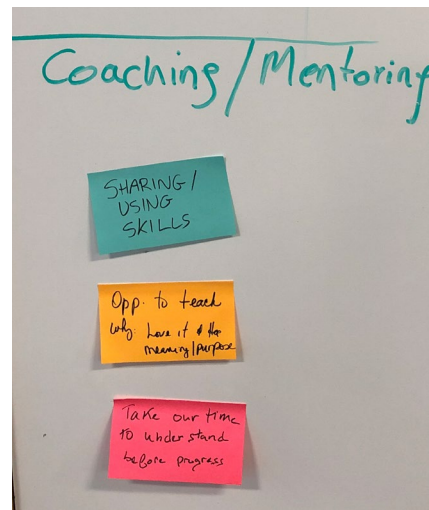
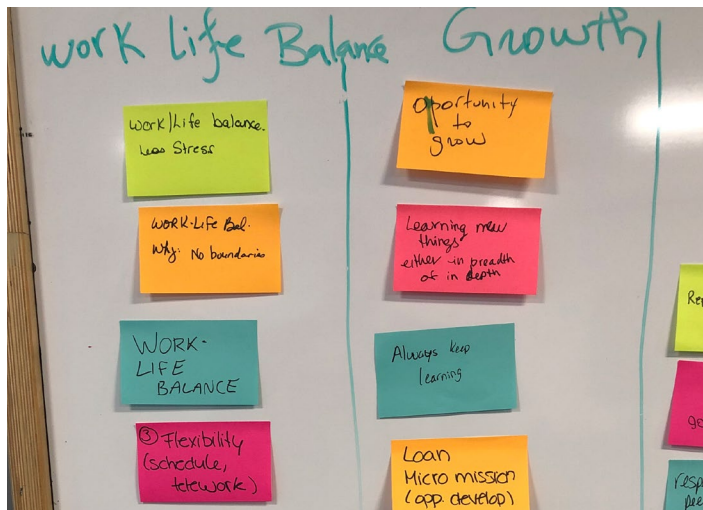
What aspects of career progression excite you most and why?





# / Affinity Diagram / Round 4

What aspects of career progression are most important to you and why?





# **/ End of Employment**

# / Empathy Maps / Round 1

## Suzy Sunshine

- Healthy and happy
- 55 years of age
- Worked for federal government for her entire career
- Personal choice to retire at this age

### Empathy Map

Suzy is preparing for retirement and has some health issues that she is working to address, as well as some mixed emotions. She is experiencing some anxiety and confusion over how to transition to retirement. She's preoccupied with the potential for delays in her pension benefits to start. At the same time, she is happy with her career achievements and excited for the future.

### Pains

- Suzy's greatest issue is paperwork. She would like processes to be more streamlined and feels that the paperwork could be much easier and more straightforward.
- Suzy also gets frustrated with the number of times she is given conflicting information on the steps she needs to take to complete the paperwork.
- Suzy is worried about disruption in her income and/or pension benefits.

### Gains

- Suzy is looking forward to the freedom of retirement and stability in her future.
- Suzy is hoping for a seamless transition from a financial perspective and she would like clarity with respect to procedures and points of responsibility in the process.

# / Empathy Maps / Round 1

## Joanne

- Worked for a number of departments in various positions
- Has always been in administration

### Empathy Map

Joanne is feeling a number of mixed emotions, including anxiety about the future and satisfaction with what she has accomplished in her role and job. Her performance has always been rated very highly and she will miss the sense of purpose provided by her role and responsibilities. She is dreading the amount of paperwork she will have to begin receiving her retirement benefits (including pension, CPP, etc.). She is thinking about taking a short break after retiring for some leisure, travel and downtime. Then she is considering coming back as a contractor. That said, she doesn't feel as energetic as she did 10 years before.

### Pains

- Sad to leave a strong and close team.
- Worried about pay issues and how they might upset her financial plan.
- Current health issues.
- Amount of paperwork and timelines to get it done.
- Her managers knowledge about retirement processes is very low. Both of them are feeling stress on what needs to be done.

### Gains

- Free time for more adventures.
- Pension income should be sufficient.
- Feeling of accomplishment with respect to her career.
- Effective succession planning and knowledge transfer is important to her.

# / Empathy Maps / Round 1



**Bob**

- Now planning retirement
- Large leave bank
- Severance will need to be paid with transitional allowance
- Considering returning as a consultant

## Empathy Map

Bob has health issues and although he recognizes he needs to retire, he's also concerned about financial issues and delays in receiving his pension benefits. He feels he has accomplished a great deal in his career and while he is excited about the next stage of life, he's also worried and somewhat fearful about the transition. His family is an important influence at this stage of his life and they are concerned about his health. He has aspirations of doing some travel and having more time with his family, as well as building some new hobbies with more time available.

## Pains

- Underlying fear of not being able to support himself as he has some continuing pay issues that need to be resolved.
- Not sure of where to go to get assistance or client service.
- Doesn't feel well informed.
- Fear that he doesn't even know whether he is being paid correctly.
- Worried that he has paperwork to do that he's not even aware of.

## Gains

- He has a sense of achievement with his career.
- Looking forward to more free time and less scheduling in his day.
- Wants some flexibility to return as a consultant on a part-time basis.
- Would like access to self-service for his pension and pay files.

# / Empathy Maps / Round 2

## Sam

- 54 years of age
- 33 years of service
- EX-01
- 2 dependents, one with disabilities
- Divorced, gender neutral
- 2 years in current department, promotion pending, transfer paperwork not yet complete
- Had periods of LWOP to care for dependant

### Empathy Map

Real concern and worry over how to continue to take care of dependents after retirement, from a financial and personal perspective. Desire to minimize changes and stress for dependents. Worry over disruptions to income and pay and the hardship that could result. While life could be easier on a day to day basis (the hope), has some underlying feelings around losing the sense of purpose gained in the workplace. Proud of what has been accomplished as a federal employee.

### Pains

- No advocate available to assist.
- Questions on how long it will take to process paperwork for retirement, given pay issues and incomplete transfer paperwork.
- Concerns on tax implications of retroactive pay and whether it will be received.
- Concerns about being misidentified, given gender neutrality.

### Gains

- What they need and want in a system is a single point of service that follows up with you and proactively informs you of changes in your file.
- Fast and responsive.
- Access to pay and pension information in a single account — up to date, accurate and easy to access (portal).

# / Empathy Maps / Round 2

## Jamie

- 38 years of age
- 15 years of service
- DND EC 06 — “High Level Analyst”
- Moving to the private sector
- Seeking out more career challenge as she feels she has “topped out” on career progression in her current job
- Option to transfer her pension to a deferred annuity

### Empathy Map

Jamie is excited about the upcoming change, bringing with it new challenges. She’s looking forward to the new opportunity of becoming a Director in a private organization. She’s hopeful and looking forward to the opportunities for career advancement and new knowledge and learning, but is also slightly anxious.

### Pains

- Some fear about job security.
- Anxiety related to leaving the federal government (worry about bureaucratic processes and paperwork) and pension transfer issues.
- Lack of clarity on who to contact on pay and pension issues.
- Lack of direction as it relates to services available to assist.
- Too many ticketing systems (related to escalating an issue).
- Too many systems overall and a lack of clarity on where to go for what.

### Gains

- Accurate, reliable and timely pay.
- Less bureaucracy in new environment.
- Faster pace of work and more control of career progression.
- Having your voice heard on how to manage the organization.
- More self service for HR information and on HR processes.
- A single point of contact for HR/pay/pension.
- A single and simple ticketing system.
- Easy access to online information.

# / Empathy Maps / Round 2

## Bob with Parks Canada

- Lived in B.C., deceased in service
- Park warden, loved riding horses and 4x4's
- 45 years of age
- 3 children
- 10 years of service
- Divorced

### Empathy Map

There are some immediate questions on process regarding how to inform the family, as well as sadness, anger and the complete set of emotions that accompany the bereavement process. Questions start immediately regarding what happened and how it could have been prevented, as well as the paperwork required and the ramifications for the government as employer. This situation results in a significant level of emotional impact and stress.

### Pains

- Questions for those involved, including witnesses.
- Stress, sadness and worry for other employees.
- Unanswered questions on the right processes to use to inform the family and to ensure that benefits are received in a timely and considerate manner.
- A number of agencies are involved which means complexity.

### Gains

- This situation is treated as a top priority federally.
- Good processes in place today, as well as experienced staff.
- Staff are dedicated, have proper training and understand processes and triage.
- Payment and paperwork is usually completed in a timely way.



# / Empathy Maps / Round 3

## Sally

- Approximately 32
- More than 5 years of service (continuous)
- Departing to work for a crown corp
- Moving from a small federal department (region) to NCR for crown corp
- Using a “Reciprocal Transfer Agreement”
- Moving from employee (excluded) to a manager (excluded)

### Empathy Map

Sally is interested in career growth and enjoys making a contribution and being involved in team building. At this stage in her career, she embraces change. She likes working in a culture where innovation and new ideas are valued and she enjoys building and managing talent. She is viewed as a good role model with respect to being an innovator. She has a young family so work/life balance is important, as is flexible work options like telework. She has been involved in a job shadowing program — called the “Buddy System”. She is experiencing some anxiety and uncertainty with the plans for her new role, but she is also feeling pride in the change, as well as excitement.

### Pains

Sally is concerned about..

- Potential pay complications/problems.
- Relocation and the work involved with this.
- Building relations with co-workers.
- Work-life balance (re: vacation).
- The amount of time and work involved with the role and responsibility change.
- Whether she is qualified enough for the new position.

### Gains

To address her concerns, Sally would like her employer to...

- Manager’s corner — to facilitate networking with other managers (in the new role).
- Excellence in talent management.
- A transition period that allows job shadowing for her (buddy system) in the new job.
- Effective accommodations.
- Team building opportunities and effective ways to build work relationships.
- Work/life balance (accommodation, flexible hours, amenities).

# / Empathy Maps / Round 3

## Lucy

- 55 years old
- Years of service: 35
- Classification: EX-01
- Department: PSPC
- Retirement Date: Dec 30, 2018
- Will return as casual
- Full severance to be paid
- Pension arrears pending

### Empathy Map

Lucy is thinking about her health, as she recently had some issues. She knows she should retire but is concerned about finances. She needs to slow down but she would also like to travel. She enjoys the team culture at work and knows she will miss it. So while she is excited, she is also a bit scared and doesn't want a lot of complication or stress when retiring. She also wants the quality of her work to have made an important difference and wants to transfer her knowledge to others. Family and friends are important influencers for Lucy.

### Pains

Lucy is primarily concerned with...

- Getting the right guidance for casual work.
- Ensuring that the pay transition to pension is smooth and without interruption.
- She is preoccupied with the financials, but also worrying about personal change.

### Gains

To address her goals and concerns, she would like her GoC employer to provide...

- Personalized service.
- Easy access to a single system that has her personal file.
- Access to an expert as part of the system who can assist her, if needed.
- Fast access to payment and systems.

# / Empathy Maps / Round 3

## Bob Smith

- 40 years old
- 15 years of service
- EX-01 (SSC)
- IT exec — going to IBM
- 6 kids and widowed
- LWOP 18 months for DI
- 45 employees report to him
- Has experienced overpayment of regular pay

### Empathy Map

Bob has made a decision to leave the public service and is faced with a lot of paperwork and transition administration, particularly due to issues faced with overpayment of his pay after a recent LWOP. He doesn't have a lot of time and needs help with the administration of the transition, as well as with training a replacement. While he's happy to leave, he is feeling stressed and overwhelmed with the work involved. He is looking forward to working in the private sector, where he's hoping for more recognition, a faster pace of work with less frustration and a better work-life balance, as well as a higher salary.

### Pains

- Transfer value of his pension is unclear.
- Resolution of his pay issues are a principle concern.
- The amount of resulting transition paperwork feels overwhelming.

### Gains

- He'd like easier/simple pension transfer forms.
- An exit interview that allows him to communicate the issues he's experienced is important.
- Hoping for more money, impactful work, career progression and stock options with his new employer.
- He's looking for good self-help options for the transition, including online and phone apps and chatbot assistance.
- He would like assistance with strategic succession planning as he wants to reduce any negative impacts to the GoC as he leaves his position.

# / Empathy Maps / Round 4



Pat

- Non binary
- 50 years old
- 23 years of service
- Leaving federal government to work for the NCC
- EX-02 in Finance

## Empathy Map

It's important to Pat to make a difference and contribute in the workplace, and also to be part of a culture of acceptance, with equal treatment for all. They are feeling that it's time to move on as they have been in the current position for a long time and are feeling blocked without room to advance. Wondering if there are other options instead of leaving but unsure of who to talk to on this. In considering a change (employment with the NCC), Pat is seeking out more senior responsibilities but has some anxiety about fitting in to a new group and role.

## Pains

- Worries that their pay file won't be updated, and that ongoing pay problems will not be fixed, leaving pension questions unresolved.
- Being forced into a box in terms of the views of others with negative implications.
- Worried about not knowing options available and compromising future pension by leaving.
- Changing environment (team, colleagues, leave records).

## Gains

- New knowledge.
- Engagement and motivation.
- Career advancement.
- Trailblazer for gender rights.
- Systems support for gender options.
- Knowledge and file transfer.
- One stop shop for information and guidance on the transfer wrt pay and pension.

# / Empathy Maps / Round 4



Eva

- 43 year old female
- Two kids (Sally is 8 and Joe is 6)
- Divorced
- PM-02 AGR moving to PE-03 RCMP (“End of Employment” is transferring between organizations)
- Routinely takes family care leave

## Empathy Map

Eva is very concerned about meeting the needs of her family. Both continuance of pay and benefits are very important. She is interested in a promotion to a supervisory position with better pay. In making a career change, it's important to her that it be a stress free process, with complete accuracy in the transfer. Important influences are whether the location is close to home, without a long commute, the salary level, the work environment and good relationships with colleagues.

## Pains

- Move to non-union status.
- Continuing to deal with inaccurate pay.
- Lack or loss in benefits as a result.
- Result is a lengthy process to transfer pay and pension file.
- Errors in the leave balance transfer.

## Gains

- She will now work in HR.
- Flex hours with tele-working is available as an option.
- Knowledge transfer before leaving and in the new job will be facilitated.
- Possible to have a better work-life balance.
- Experience an effective onboarding process.

# / Empathy Maps / Round 4

## Barbie

- 37.5 years of service
- IT manager with many employees
- Rich PS career with lots of HR and finance experience
- May come back to PS in the future as a consultant
- Very difficult decision to retire

### Empathy Map

Barbie is transitioning from work life to “life after work”. She’s excited about having more time for family, friends and her golf game. It’s important that she can wind down projects and her involvement in a way that transfers corporate knowledge effectively and her colleagues and supervisor are also wanting to retain her skills and experience. She doesn’t know who and where to turn to for advice on issues she’s experiencing through this transition. She has had Phoenix pay issues, as has her spouse who is also a federal public servant.

Barbie is unsure of a number of things and doesn’t know the process to address them: 1) Can she afford to retire? It took 4 requests recently to get superannuation information. She was asked to fill out a number of forms and was told through robotic responses that she was not a priority. 2) Should or would she come back as a consultant? 3) Should she delay retirement until her Phoenix pay issues are resolved? Will they be addressed if she retires? She feels she’ll be a lower priority then and has heard horror stories about the resulting tax issues and the amount of administration she’ll face. She doesn’t want to have to battle with authorities.

She’s also thinking about moving to other countries where the cost of living is lower and the weather more temperate, but doesn’t want to leave the country with pay and tax issues outstanding for months and years to come.

### Pains

- Potential for delayed severance and years of pension miscalculations and issues.
- Lack of access to a system post-retirement.
- Need to speak with too many people and retell her story multiple times.
- No single authority or access point for information.
- Loss of productivity and significant stress — for her and her managers.

### Gains

- Access to a knowledgeable compensation advisor who will communicate with the pension office.
- Better communication (human if possible) regarding the status of her file.
- Clear process and prompts for action in a timely manner.
- Access to information on pay info (including T4s) that doesn’t need to be deciphered (i.e., plain language — no codes).
- Put the “person” into the process with pre-departure personalized training.
- Happy retirement with stress free process!