Canada

# /**Next Generation HR & Pay**

## /Recommendations

### User Day / November 20, 2018

# / Purpose

**The purpose of this addendum is to outline proposed recommendations on the way forward based on input received, general observations collected from the User Day consultation held on November 20th, 2018, as well as additional considerations that will contribute to TBS' objectives of transparency and innovation.**
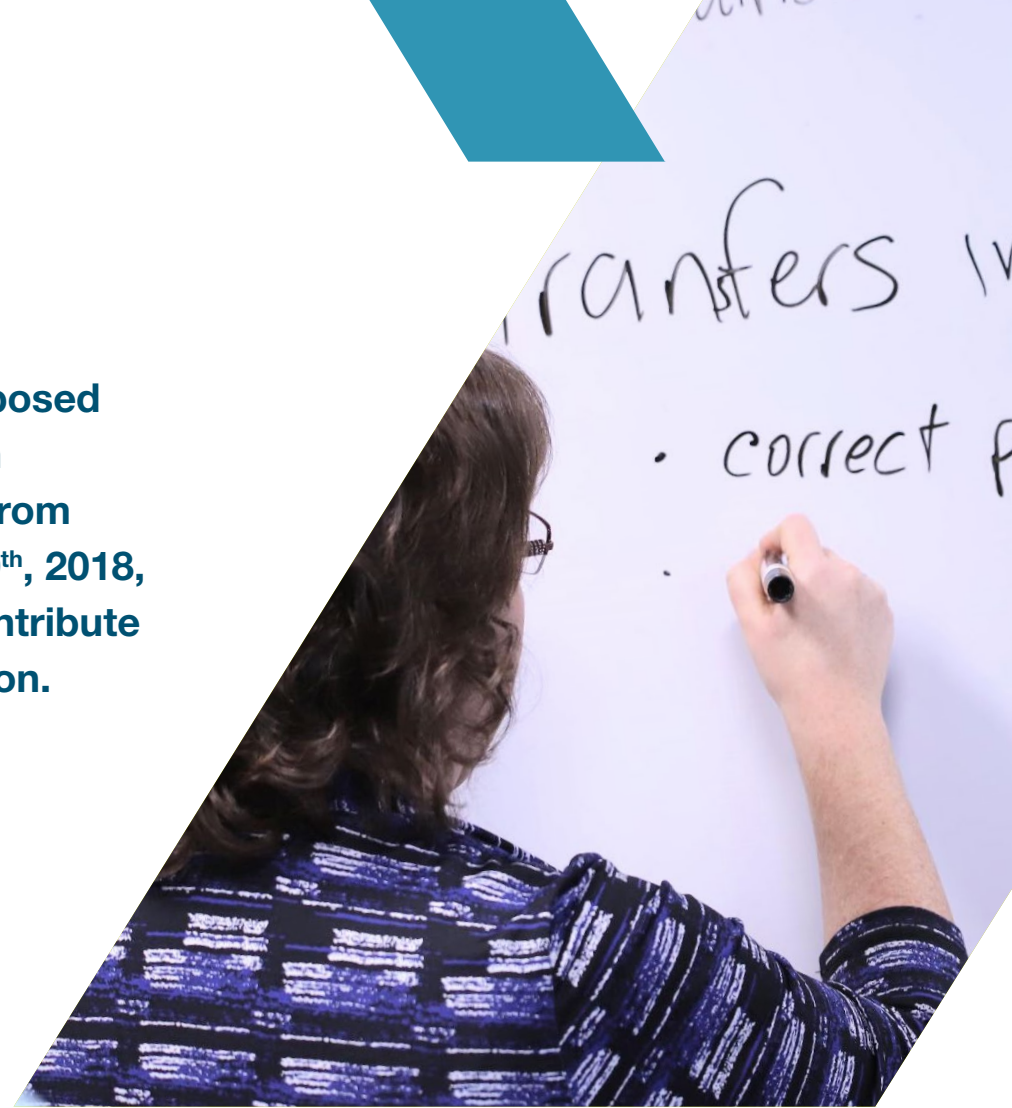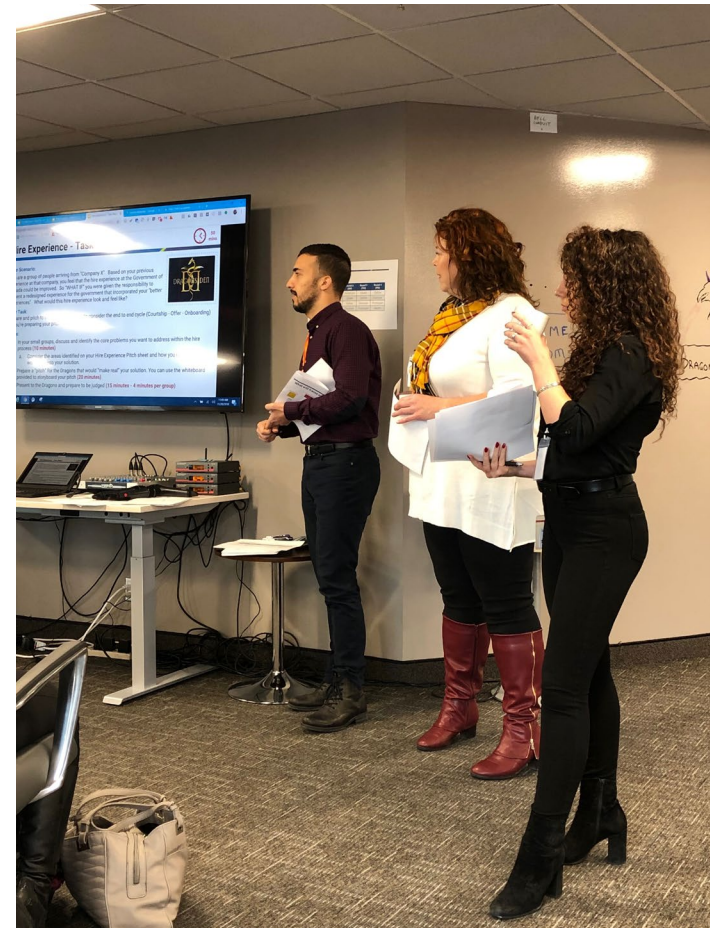
# / Way Forward

### 1. Broaden and enrich consultations with End-Users

- The input gathered and observations collected during User Day should be considered within the context of a one-day event with 84 participants representing a limited subsection of federal public sector employees.

- While User Day generated valuable input and general consensus on key themes, consultations should be broadened to gain the perspectives of a larger representation of users across regions, employment types, roles and levels while leveraging different venues and methods to maximize inclusiveness.

### 2. Conduct consultations following a comprehensive Stakeholder Engagement Strategy

- A comprehensive strategy should provide a thorough analysis of all stakeholders who a) have an interest in NextGen HR and Pay; b) will be impacted by the new solution; and c) whose buy-in and support will enrich the outcomes of the program and the future implementation.

- Requirements for, and the purpose of, engagements should be clearly delineated by gate/phase, whether it is to engage and communicate, gather and drive requirements or to influence acceptance and buy-in.

- Develop the means to communicate the results of engagement and consultations and how feedback is being incorporated to NextGen governance, unions, management, and employees.

# /Way Forward

**3. Develop a mechanism to capture, document and translate User Day themes and input into downstream implications for HR and Pay solutions**

- Participants conveyed what was important to them in layman's terms from an end-user perspective.

- As such, rather than describing the characteristics of a new system or platform, they provided perspectives on their needs as employees and on how their interactions with the system could be improved as they navigate through the hire-to-retire lifecycle.

- As an illustrative example, we highlighted the areas that end-user input would impact on the NextGen Business Reference Model (see page 6).

- To truly harness the potential value of feedback captured from stakeholder engagement, a mechanism should be developed to analyze the input and fully map out implications on the HR and Pay solution.

- For instance, end-users expressed the value of having one employee profile that follows them throughout their career. This notion would have implications in terms of interoperability, data management, self-serve and a number of other elements.

- Adopting a systematic approach to document, qualify, and translate feedback will ensure that input is channeled into the HR and Pay solution in a meaningful way.
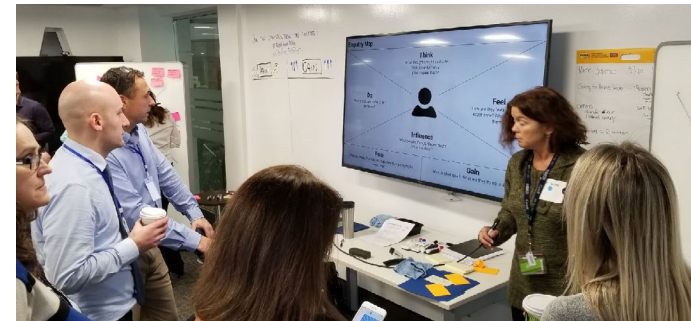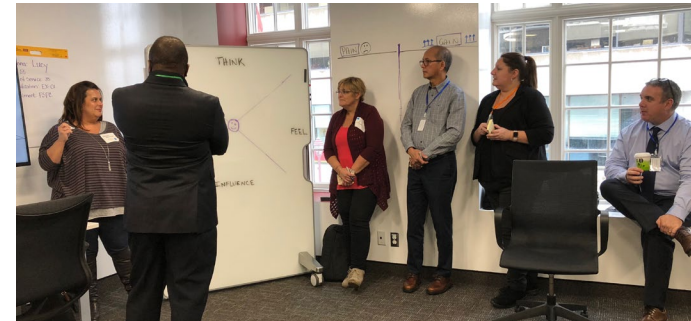
# / Additional Considerations

In addition to these proposed recommendations, the following are positioning considerations as engagement activities progress. These reflect some of the things we heard from User Day participants.

### 1. Emphasize how the Case for Change is beyond technology

As mentioned during User Day, the NextGen solution is about more than replacing Phoenix and addressing issues with a technology implementation. This message should serve as the anchor to the case for change and the rudder for future engagement. More specifically, the case for change should be defined in a manner that starts and ends with the employee. In other words, benefits should be defined in a such a way that go beyond accuracy and timeliness, but rather solidifies the Government of Canada as an Employer of Choice.

### 2. Clarify the connection with HR-to-Pay Stabilization

Considering current initiatives to achieve HR-to-Pay stabilization and the momentum and interest that NextGen is generating at an accelerating rate, it will become increasingly important to clarify how these efforts and initiatives align. Stakeholders have one set of expectations for HR and Pay and are now being engaged in support of both efforts. Clarity on how these intersect, inform and build on one another will be crucial to maintain the goodwill, interest and participation of employees in a manner that maintains and grows their confidence in the evolving process.

### 3. Establish whether some components of stabilization will be leveraged and how

In line with the previous point, the HR-to-Pay stabilization initiative is publicly exploring the application of emerging technologies such as Robotic Process Automation, Artificial Intelligence, and Predictive Analytics. Delineating how NextGen might feature these components while remaining focused on creating a compelling vision for employees and the user community should be also addressed.

# /Additional Considerations

The following diagram is the NextGen Business Reference Model (BRM). For illustrative purposes, the insights generated during User Day have been mapped to the areas of the BRM they would impact the most.

The green dots on the diagram reflect the areas of the BRM that would be impacted by the ideas, feedback and input shared during User Day.

Overall, input from User Day focused on "people management" elements of the business reference model — i.e. policy, people management, candidate sourcing and recruiting to name a few. Through ongoing engagement efforts, the full implications of end-user input should be fleshed out in more detail to better understand the impact on the NextGen HR and Pay solution.

**NextGen Business Reference Model**

| Government-wide – Enterprise Level | | | | Department/Agency – Enabling Strategic Level | | Employee Lifecycle – Department/Agency Operational | | | | | Supporting Department/Agency Service Delivery | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **G1** GC People Management Leadership ● | **G2** GC Oversight and Evaluation | **G3** GC Benefits Planning / Contract and Administration | **G4** GC Retirement ● | **DA1** People Management Strategy, Policies and Operational Plan | **DA10** People Management Evaluation | **DA2** Talent Acquisition ● | **DA3** Talent Development ● | **DA4** Departmental / Agency Employee Performance Management | **DA5** Compensation and Leave | **DA6** Separation | **DA7** Compliance with Workplace and Workforce Policies and Standards | **DA8** Labour Relations | **DA9** Workforce Analytics and Employee Records ● |
| **G1.1** GC HR Regulation, Policies and Standards ● | **G2.1** People Management Strategy Oversight Evaluation Framework | **G3.1** Benefit Program Administration and Oversight | **G4.1** Pension Program Administration and Oversight | **DA1.1** People Management Operation Strategy ● | **DA10.1** People Management Strategic Evaluation Guidance | **DA2.1** Talent Acquisition Action Plan ● | **DA3.1** Talent Development Planning ● | **DA4.1** Employee Performance Management | **DA5.1** Compensation and Leave Management | **DA6.1** Separation Management | **DA7.1** Employee Conduct | **DA8.1** Labour Management Relations Consultation and Compliance | **DA9.1** Employee People Management Inquiry Processing |
| **G1.2** HR Program Strategy and Tools | | | **G4.2** Retirement Inquiries ● | **DA1.2** Workforce Planning ● | **DA10.2** People Management and HR Operations Evaluation | **DA2.2** Applicant Sourcing and Recruitment ● | **DA3.2** Talent Development and Training ● | **DA4.2** Recognition Management | **DA5.2** Work Schedule and Leave Administration | **DA6.2** Separation Processing and Off Boarding | **DA7.2** Redress Process and Third Party Proceedings | **DA8.2** Redress Process and Third Party Proceedings | **DA9.2** Research |
| **G1.3** HR Service Delivery Management ● | | | **G4.3** Retirement Case Processing | **DA1.3** Organization Design and Position Management | | **DA2.3** Candidate Assessment and Selection ● | **DA3.3** Learning Administration ● | | | | **DA7.3** Accommodations Management | **DA8.3** Negotiation Preparation and Support | **DA9.3** Workforce and Performance Analytics |
| | | | | **DA1.4** - Diversity and Inclusion | | **DA2.4** - Onboarding ● | | | | | **DA7.4** Conditions of Employment Monitoring | | **DA9.4** Workforce and Performance Reporting |
| | | | | | | | | | | | **DA7.5** Personnel Relations and Engagement | | **DA9.5** Employee Records and Recordkeeping |
| | | | | | | | | | | | **DA7.6** Workplace Compliance | | **DA9.6** Employee Records Disclosure |

● *Area of the BRM that would be impacted by feedback from User Day*