



# Project Polaris HR and Pay Modernization Visioning Session

Government of Canada | September 14, 2018

# Government of Canada Introductions

1



# EY Introductions

2



# HR and Pay Modernization Visioning Session

Government of Canada

September 14, 2018

## Today's Agenda



**Arrival and Refreshments**

8:00-8:30

1

**Introduction by GC**

8:30-8:40 | Carolina Giliberti

2

**Introduction / Session Objectives by EY**

8:40-9:00 | Kirsten Tisdale

3

**Vision and Guiding Principles Design: Activity #1**

9:00-10:30 | Paul Tucker + Warren Tomlin



**Break (15 minutes): Refreshments to be provided**

4

**Human Capital Management Process and Technology Overview**

10:45-11:00 | Paul Tucker

5

**HR and Pay Process Mapping**

11:00-11:30 | Paul Tucker

6

**Validation of Personas: Activity #2**

11:30-12:00 | Atir Syed + Paul Tucker

7

**Future Workshop Approach**

12:00-12:30 | Paul Tucker



# EY's Team

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**Kirsten Tisdale**  
*Engagement Partner*



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



**Warren Tomlin**  
*User Experience  
Digital SMA*



**Atir Syed**  
*HR Technology Payroll  
Process SMA*



**Julie Barac**  
*Senior Consultant*



**Brittany Smith**  
*Senior Consultant*



# Today's Objectives

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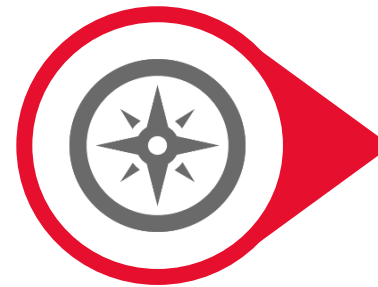
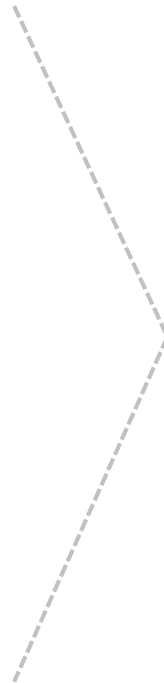
**Discover and understand world-class digital employee experiences**



**Define GC vision and guiding principles**



**Define GC key HR stakeholders (personas) and validate pain points across various HR functional areas**



**GAIN EXECUTIVE INPUT AND ALIGNMENT ON GC VISION AND GUIDING PRINCIPLES**



DRAW A VASE



DRAW A BETTER  
WAY TO VIEW  
FLOWERS



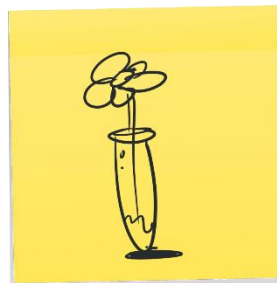
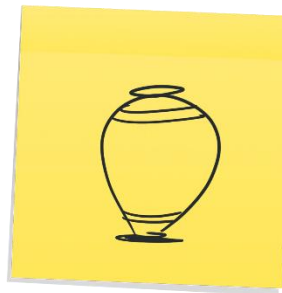
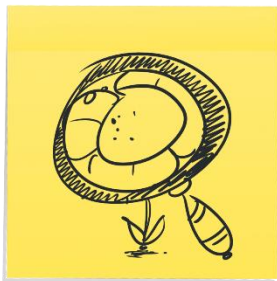
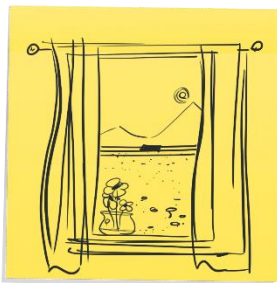
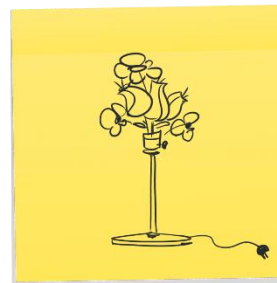
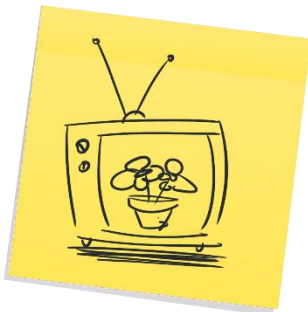
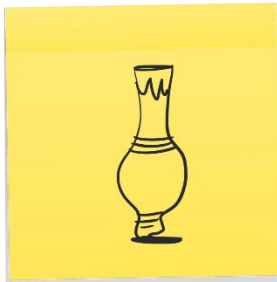


DRAW A VASE





DRAW A BETTER  
WAY TO VIEW  
FLOWERS



# Vision

3







# Consequences of a Negative Experience

- ▶ Candidate navigates an opaque process
- ▶ Creates a poor first impression
- ▶ Higher drop out rates
- ▶ Poor “Day 1” 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



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# uberization



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**employee at the centre**



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**exceptional end user experience**





## development and retention of talent



**a future-ready human capital solution**



**increasingly complex and competitive environment**



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**A future-ready human capital solution** that puts the **employee at the centre**, enables the **delivery of an exceptional end user experience**, and fosters the attraction, **development and retention of talent** across the whole of government in an increasingly complex and competitive environment.

*DRAFT VISION STATEMENT 1.0*



# Draft Guiding Principles

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-  Employee centric
-  Integrated solution that enables seamless operations
-  Single source of truth for employee data
-  Accessible 24/7, real time, omni-channel
-  Simple self-service user experience
-  Enables standardized business processes
-  Flexible and scalable for evolving business needs and changing policy
-  Supports our future way of working (e.g. gig, remote, mobile)



# Activity

**Objective:** Map the vision statement tenants to the associated guiding principle(s)

**Instructions:** The guiding principles will support the vision statement tenants. For each of the guiding principles placed around the room, please place the corresponding vision statement sticky-note which you feel will be supported by the guiding principle. Please add guiding principles that you feel are missing or change the existing ones.











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**A future-ready human capital solution** that puts the **employee at the centre**, enables the **delivery of an exceptional end user experience**, and fosters the attraction, **development and retention of talent** across the whole of government in an increasingly complex and competitive environment.

*DRAFT VISION STATEMENT 1.0*

## DRAFT GUIDING PRINCIPLES

-  Employee centric
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*DRAFT VISION STATEMENT 1.0*

# Break

(15 minutes)





# Human Capital Management: Process & Technology Overview

4

The image features a central photograph of a person's hands typing on a laptop keyboard. This is overlaid with a complex digital interface. A prominent white wireframe globe is centered over the keyboard. Surrounding the globe and keyboard are various data visualization elements, including pie charts with percentages (78%, 35%, 89%, 15%, 45%), bar charts, and abstract network diagrams with nodes and lines. The background is a dark teal color with faint, semi-transparent text and icons, creating a high-tech, data-driven atmosphere. A white circle containing the number '4' is positioned above the globe.



# Human Capital Management Overview

The following processes and functionality are offered in a complete Human Capital Management solution:

## RECRUITMENT / ONBOARDING

- ▶ Requisitions
- ▶ Recruitment marketing
- ▶ Applicant tracking
- ▶ Onboarding

## CORE HR

- ▶ Employee records
- ▶ Payroll
- ▶ Benefits administration and enrollment
- ▶ Jobs and positions

## COMPENSATION

- ▶ Base salary administration
- ▶ Short term programs
- ▶ Long term programs
- ▶ Pay equity analysis

## PERFORMANCE / TALENT

- ▶ Performance evaluation
- ▶ Goal management
- ▶ Succession planning
- ▶ Talent review

## WORKFORCE MANAGEMENT

- ▶ Time capture & reporting
- ▶ Attendance
- ▶ PTO & absence management
- ▶ Scheduling

## LEARNING / DEVELOPMENT

- ▶ Competency assessments
- ▶ Learning administration
- ▶ Mentoring

## EMPLOYEE ENGAGEMENT

- ▶ Rewards & recognition
- ▶ Wellness programs
- ▶ Case management
- ▶ Engagement communications & surveys

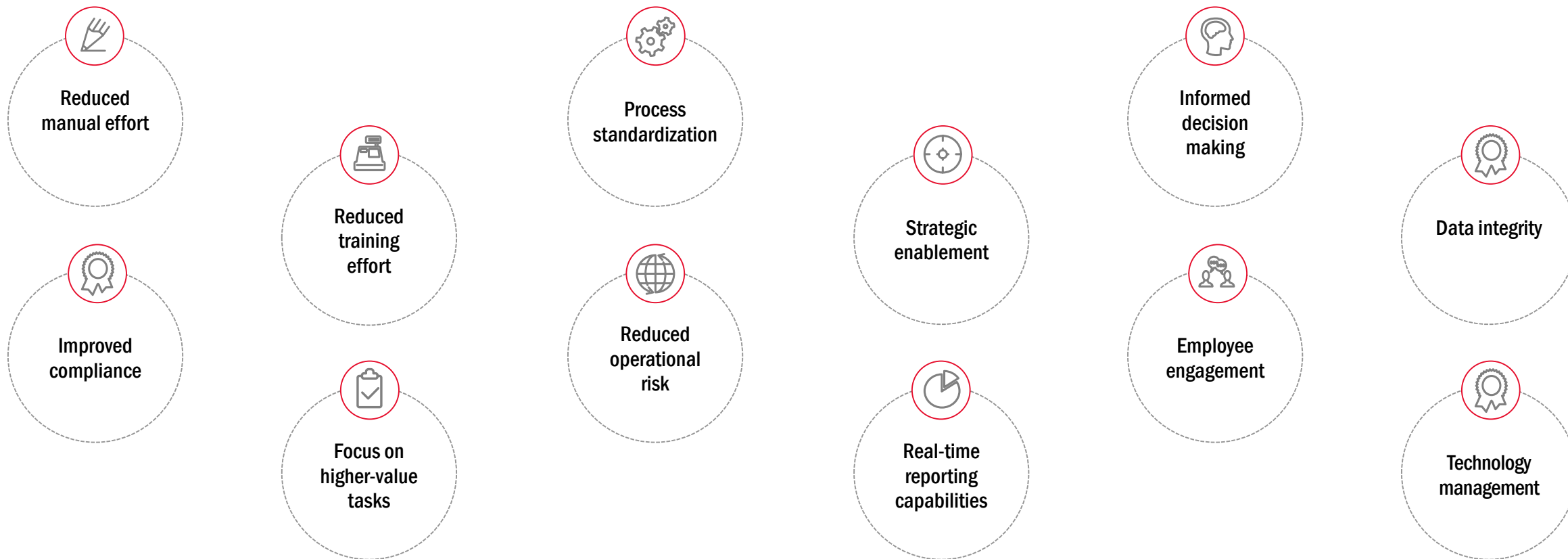
## HRMS PLATFORM

- ▶ Analytics
- ▶ Integration
- ▶ Security
- ▶ Process flow & approvals
- ▶ Document management



# Value of a modern human capital management solution

The right strategy can result in a variety of benefits





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

***SIMON SINEK***



# Enabling an Exceptional Employee Experience

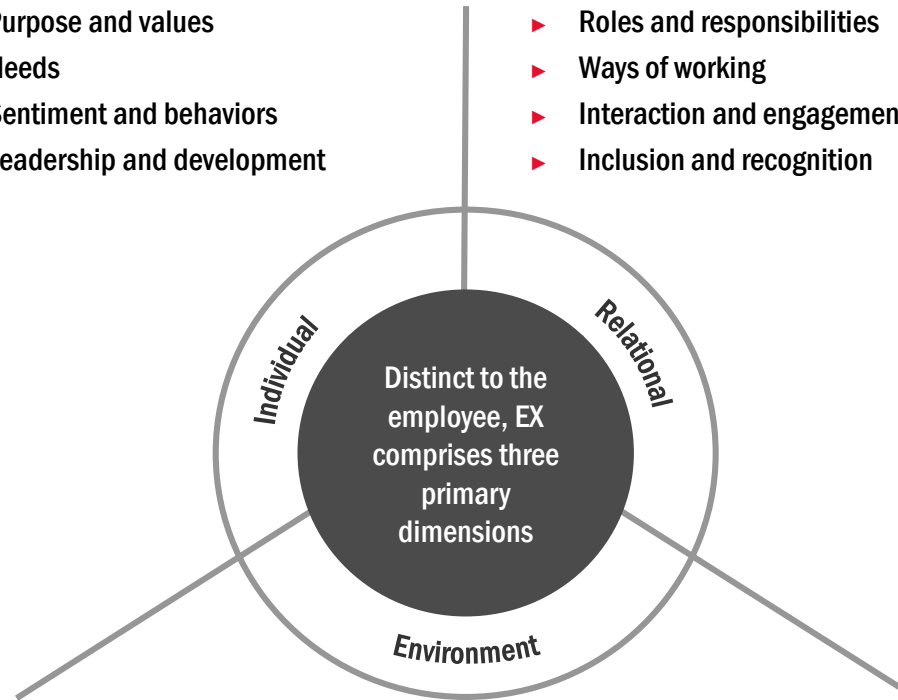
A superior Employee Experience (EX) seamlessly connects employees and business strategy, ultimately improving customer experience.

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

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

- ▶ Purpose and values
- ▶ Needs
- ▶ Sentiment and behaviors
- ▶ Leadership and development

- ▶ Roles and responsibilities
- ▶ Ways of working
- ▶ Interaction and engagement
- ▶ Inclusion and recognition



- ▶ Location and space
- ▶ Systems and tools
- ▶ Compensation and incentives
- ▶ Perks and benefits

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

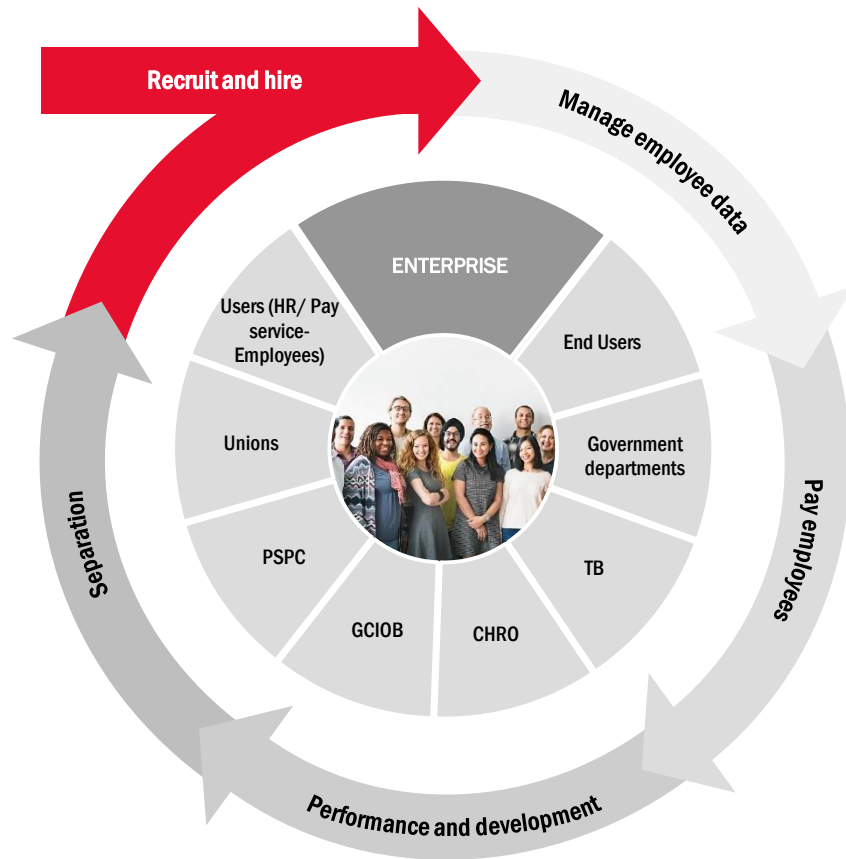
ALDOUS HUXLEY

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

SIMON SINEK



# Employee Lifecycle Management



## RECRUIT AND HIRE

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

## MANAGE EMPLOYEE DATA

- ▶ Perform employee data administration
- ▶ Manage organization and positions
- ▶ Manage workforce planning
- ▶ Manage benefits and pension

## PAY EMPLOYEES

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

## PERFORMANCE AND DEVELOPMENT

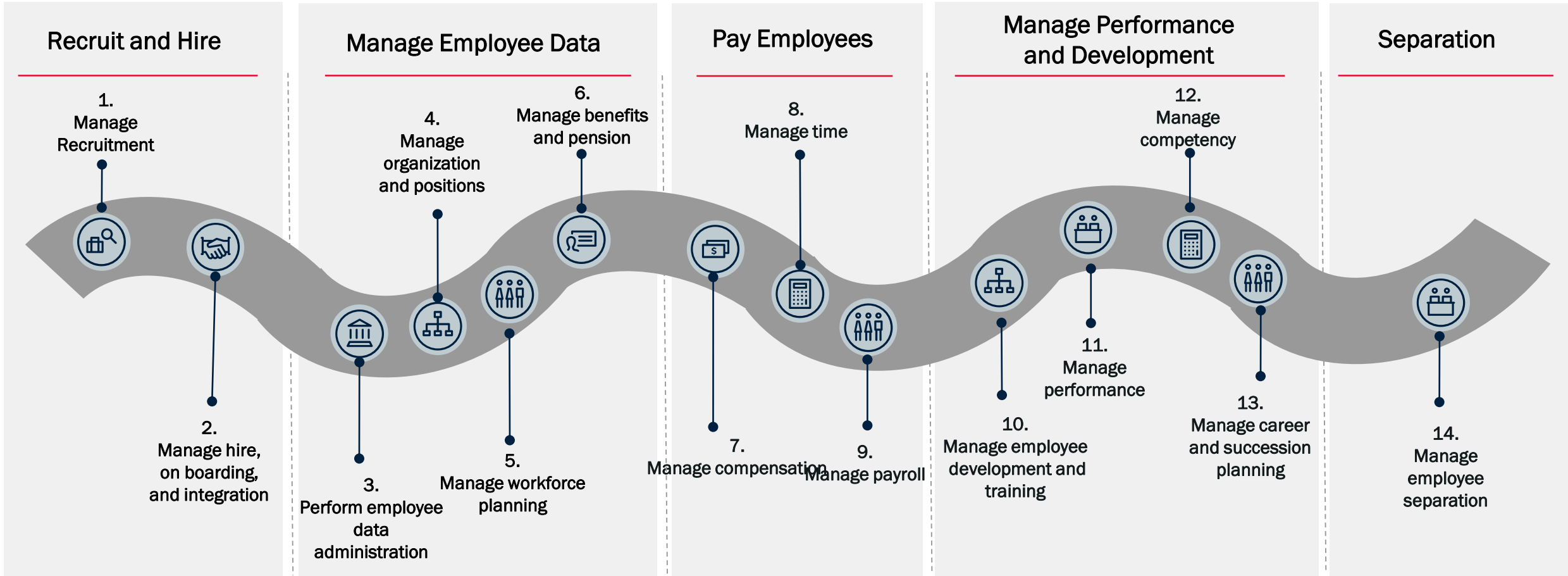
- ▶ Manage employee development and training
- ▶ Manage performance
- ▶ Manage competency
- ▶ Manage career and succession planning

## SEPARATION

- ▶ Manage employee separation



# Journey Map



# HR and Pay Process Mapping

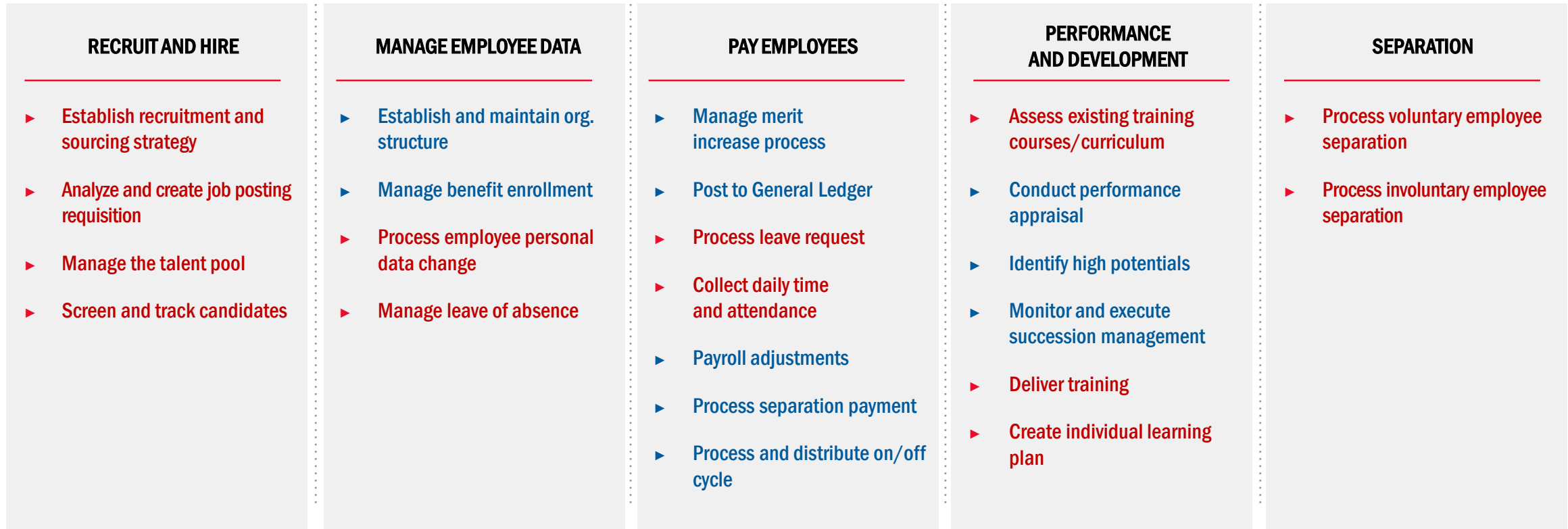
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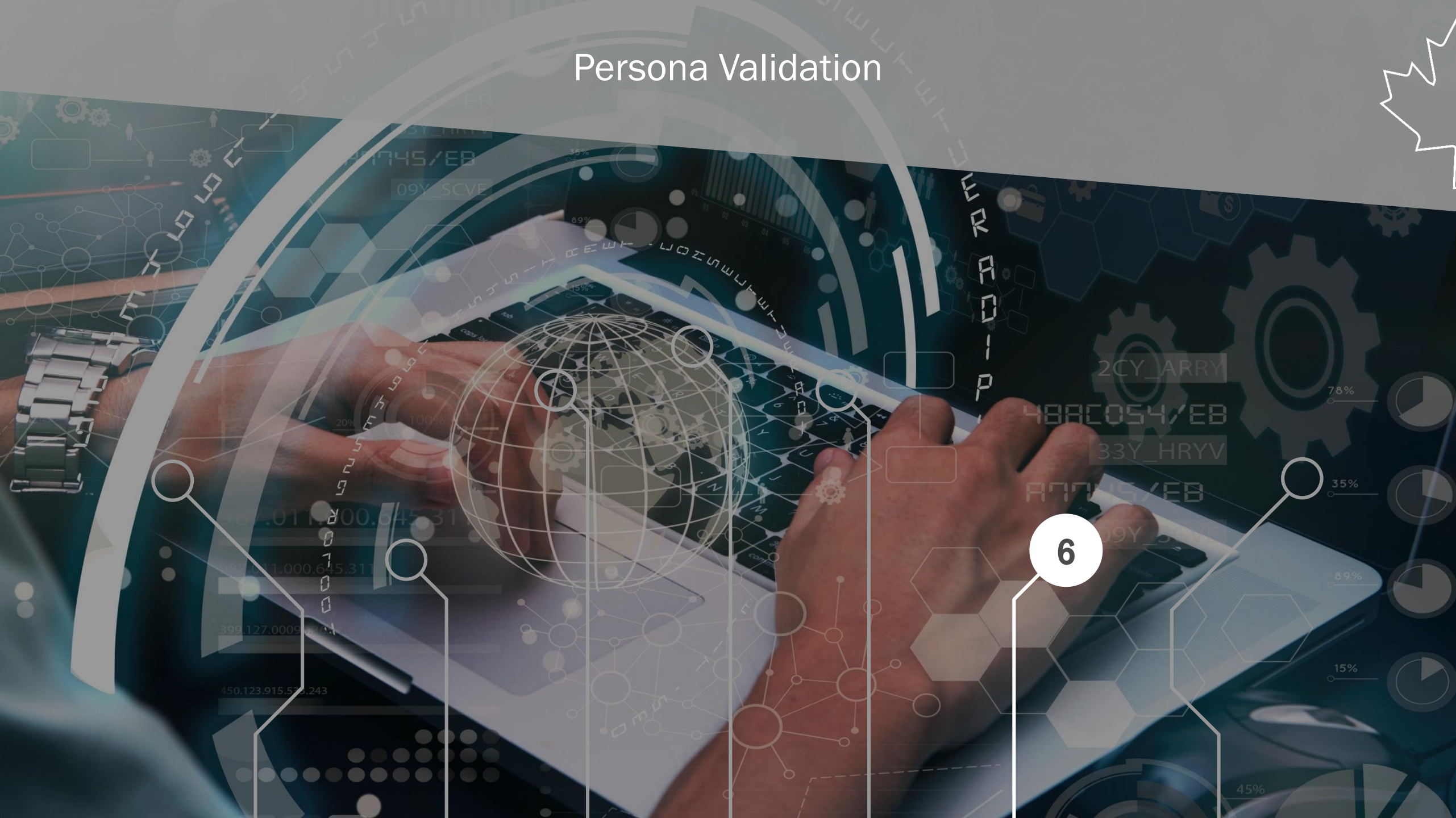
# HR Processes Heat Map



■ Map to HR business reference model

■ EY recommendation to include

# Persona Validation



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# Personas: Getting to Know Our Employees

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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



Sarah Johnson

Employee

### DEMOGRAPHIC PROFILE

Age	Gender	Hometown	Employment status	Years of experience in role	Education/designations
36	Female	Ottawa	Full time	6 years	Bachelors in Social Work



*I'm either really in my day to day with my assigned tasks and additional projects, so it's important that I have the right channels of communication open with my team at all times.*

### GOALS

- Enroll in a university course next quarter for CHRP designation and complete it within the next 3 years (*educational*)
- Speak up and contribute during all team meetings (*personal development*)
- Interact more strategically with stakeholders and anticipate their needs (*efficiency*)
- Increase typing speed by five words per minute each month until I reach sixty words per minute (*productivity*)

### PAIN POINTS/CONCERNS

- Time entry deadlines are missed as a consequence of having to use a desktop
- Unclear time and absence balances
- Uncertain of potential career paths available from current role
- Compensation process is unclear and mystifying
- Performance reviews are cumbersome and seem irrelevant
- Difficult to understand pay stubs and appropriate deductions
- Benefits changes and claims are all manual
- Company communications are not complete and reach everyone

### NEEDS

- Ability to search and apply for higher positions for career advancement
- Integrated timecard with everything in one place with ability to review current balances
- Online benefits enrollment and claims process
- Self service capabilities to update personal information as needed
- Capability to enroll in learning courses online and complete course evaluations
- Ability to record external events that qualify for learning credits
- Ability to have a transparent and efficient routing of HR case requests, with confirmation of submission and assignment to a case manager, with detailed tracking status



# Priority Personas

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People Manager

“ I do not have clearly visibility into the broader organizational structure.

”



HR Manager / Specialist

“ My work is 80% transactional and 20% strategic, and it should be the other way around.

”



Employee

“ I just need the proper tools in place so I can excel in my role and aim for that promotion .

”



Payroll / Benefits Administrator

“ The consequences if I don't do my job right are huge to our employees.

”



HR Business / System Analyst

“ I have so many different systems in place, and none of them speak to each other.

”



# Additional Personas



Compensation Practitioner

“ I’m not confident in our compensation philosophy and that it’s up to date with the times.

”



Contingent Worker

“ I’m always having to chase down payments for the different projects I’m working on.

”



Union Representative

“ I need to have the workers’ best interests in mind all the time.

”



Financial Specialist

“ Payments are often credited to the wrong GL and it takes a long time to rectify.

”



Newly bridged employee

“ How can I succeed in my role when it’s impossible to find the information that I need to be successful?

”



Labour Relations

“ It’s difficult to keep the unions and unionized employees happy when everything is manual.

”



Security Administrator

“ We have all these integrations between softwares in place, but there is no confidence that they work.

”



Retiree

“ For once I wish I had a clear understanding of my pension payments.

”

# Activity



**Objective:** Identify and measure pain points and needs for personas

**Instructions:** In 15 minutes, review the identified pain points and needs for each of the five personas in your package. Based on your assessment, rank the items as H, M, L using the legend below. Please add in any other pain points or needs that are missing.

People Manager



## PAIN POINTS

- Cumbersome to schedule interviews with candidates
- Lack of oversight into team schedules and time off
- Zero line of sight into the team's designation / learning credentials
- Lack of confidence with union compliance, causing significant costs from OT/grievances



## NEEDS

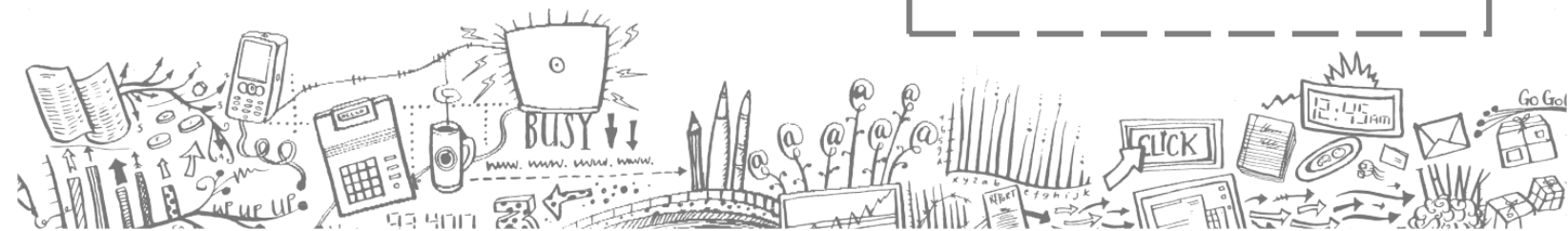
- Better integrated time and absence reporting and analytics
- Mobile capability for all approvals
- Ability to see performance reviews in real time

### Legend

H = significant pain point /need

M = moderate pain point /need

L = minimal pain point /need





# 15 minutes

**Legend**

H = significant pain point /need

M = moderate pain point /need

L = minimal pain point /need



# Future workshop approach



# HR and Pay Modernization 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 Vision & Guiding Principles**

9:15-9:45 | Paul Tucker

3

**Human Capital 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: Moments That Matter and Technology Enablers**

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

7

**Conclusion**

1:45-2:00 | Paul Tucker



# You Are Here: *Manage Performance and Development*



Employee



*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 employee*

*There is no appreciation or tracking of work that has been recently completed*

*Accomplishments and achievements throughout the year are tracked manually, at the discretion of manager*

*There is no mechanism to identify and track high performing individuals*

*There is no visibility on the future roles and succession plan for employees / managers*



**“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



**“I am easily able to view feedback and appreciation provided by my peers and my manager”**

- ▶ There is a mechanism to capture feedback on an ongoing basis and not just through half-yearly or yearly performance review cycles
- ▶ Feedback from peers / Project Managers (360 degrees) can easily be captured that becomes part of performance review and appraisals



**“I want to be able to explore my career and advancement possibilities at my department / agency”**

- ▶ Management is able to view high potential and high performance individuals through a 9-box grid based on potential vs performance
- ▶ Individuals have visibility into the role definitions of colleagues to enable a better understanding of potential career tracks

Areas of Opportunity  
Moments That Matter

Enablers

Thank you

