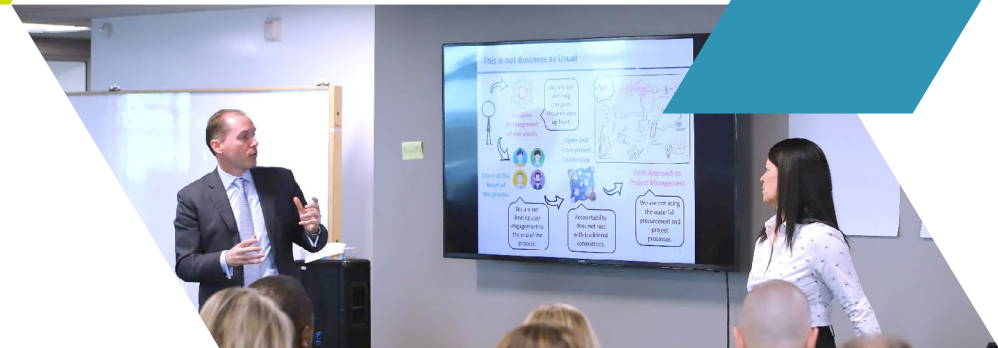




/ Next Generation HR & Pay

User Day / November 20, 2018





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/ Executive Summary

/ Executive Summary

The NextGen Team is implementing a broad engagement strategy to support and inform its efforts to find options for a next generation HR and Pay solution. On November 20th, 2018, the Team hosted its first User Day with staff from across the Government of Canada (GoC).

The goal was to engage and gather input from various GoC participants, including managers, compensation advisors, HR practitioners, financial practitioners and employees in order to:

- Continue to raise awareness of the NextGen initiative;
- Validate already identified user types and personas, as well as capture new ones;
- Assess and document pain points in other HR functional areas to supplement well documented Pay pain points;
- Assess and document user needs and “delights” in terms of HR and Pay as they relate to the hire-to-retain journey; and
- Capture input to help formulate user scenarios that will be used to develop the test cases that will be an integral part of system evaluation during the Gate 2 and 3 stints of the Agile Procurement Process (APP).

The day was structured around the following key themes within the hire-to-retain journey: Hire Experience; Life Events; Career Progression; and End of Employment.

Throughout the day, the resoundingly common theme expressed by users was the notion of “*One Government, One Employer*”. They envisioned a future that would include the following characteristics:

/ Centralized

Bring HR and Pay into one centralized, user-friendly, end-to-end HR and Pay system

/ Simplified and transparent

Streamline processes, reduce complexity and simplify requirements to provide ease of service, achieve efficiencies and accelerate outcomes

/ Accessible

Leverage digital technology and tools to increase employee self-service capabilities and facilitate easier access to systems and services

/ Supportive

Offer more assistance, coaching and guidance as users need it

To close out the day, the NextGen Team summarized what was heard, thanked users for their active participation and shared their next steps for ongoing engagement.



/ Overview of User Day

/ Context

In Budget 2018, the Government of Canada (GoC) announced the government's intention to find options for an alternative, long-term, and sustainable next generation pay solution. A future HR and Pay system for the GoC is driven by the need to support the public service workforce in the future; to address the complexity of the federal government's HR and Pay structure and leverage the efficiencies and effectiveness of leading industry practices, systems and tools.

Under the leadership of the Chief Information Officer of Canada, a multi-disciplinary NextGen Team has been stood up in Treasury Board of Canada Secretariat (TBS) to deliver on options for this next generation HR and Pay solution.

The NextGen Team has initiated a broad engagement strategy with external and internal stakeholders to ensure investments are both strategic and representative. A first round of engagement sessions were held with public servants through a series of workshops.

The NextGen Team then hosted its first User Day on November 20th, 2018, to engage and gather input from users. This report summarizes User Day, the approach taken to engage the user community, the key themes and outputs from the session and the next steps.



/ User Day Approach

The purpose of User Day was to engage end users of HR and Pay, understand their user experience as employees of the GoC and gather insights to inform the next generation solution. The session was held at PricewaterhouseCoopers's (PwC) Experience Centre in the National Capital Region.

The goal of User Day was to gain input from employees on the following key questions:


- What is important to end users?
- What is not working for them now?
- What services do they want?
- What experiences do they want?
- What outcomes do they want?

User Day was structured around the hire-to-retain journey to facilitate discussions on user needs and experiences throughout their career in the public service. The day focused on the following key themes from the employee journey: Hire Experience; Life Events; Career Progression; and End of Employment.

A separate room was dedicated to each theme. Participants were divided into four groups and explored each theme as they navigated from room to room. They engaged in different interactive activities designed to help them reflect on what was important to them as a user and visualize what success would look like in the next generation of HR and Pay.

User Day Participants

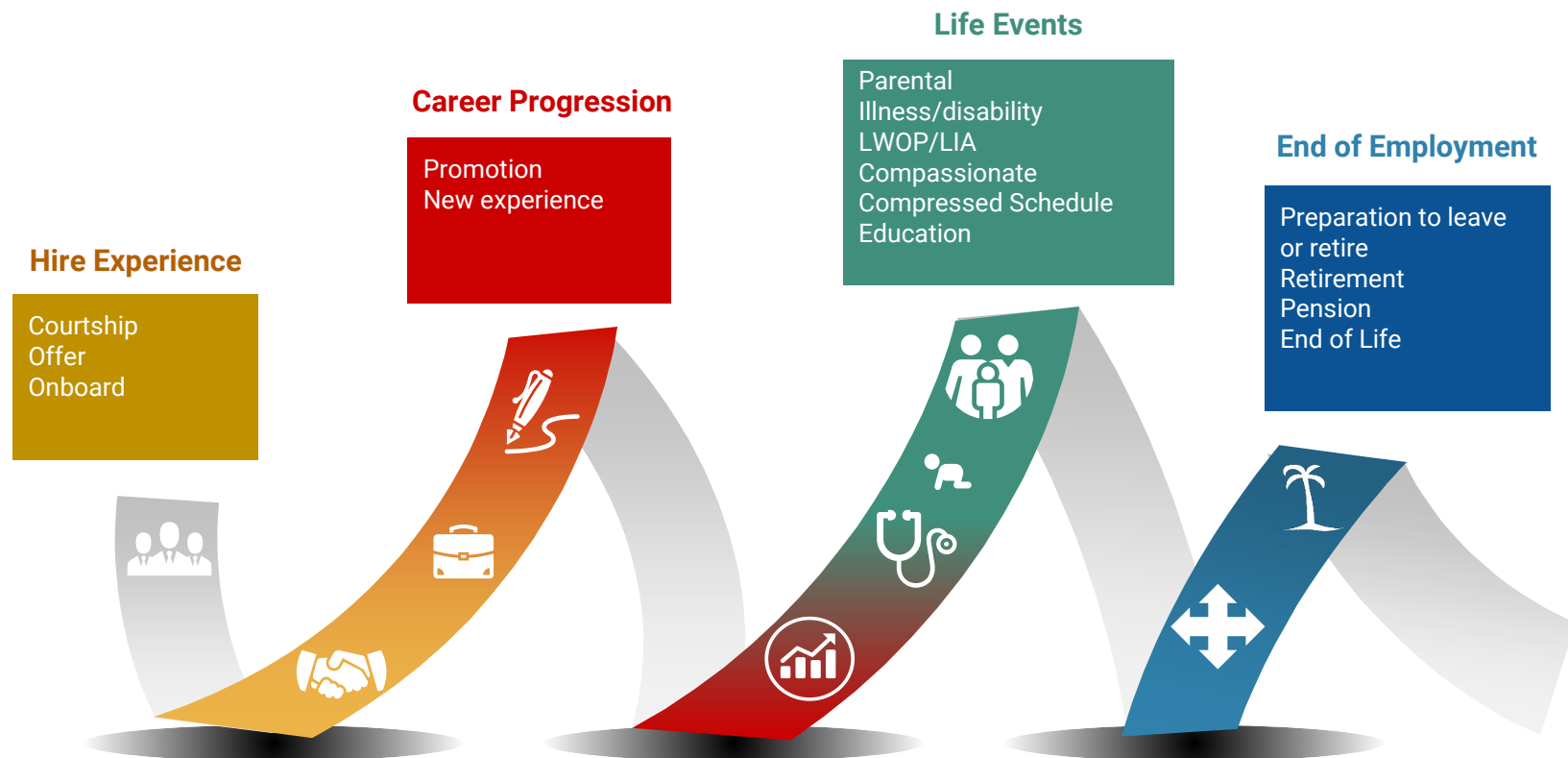
 84 people attended

 35 departments and agencies were represented

Participants included:

- Employees
- People managers
- HR practitioners
- HR business/system analysts
- Compensation practitioners
- Finance specialists
- IM/IT specialists

/What Framed the Day



/ Hire Experience / What We Did

The purpose of this session was to encourage participants to bring “best of breed” type of thinking to the hire experience in the GoC and generate ideas on how the current experience could be improved.

The hire experience was defined as everything from attracting talent and searching for opportunities, to the interview process, the extension and acceptance of offers and the onboarding process.

In this session, participants competed in a mock Dragons’ Den. They developed a “pitch” to the Dragons describing a new and improved hire experience for the GoC.

Participants were given the following scenario:

Imagine that you have just arrived at the Government of Canada from an external organization. You have been asked to develop and present a redesigned experience for the government that incorporated your “better experiences” from your previous employer.

Each team presented their pitch to the Dragons and a winner was selected based on the feasibility and applicability of their ideas.



/ Hire Experience / What We Heard

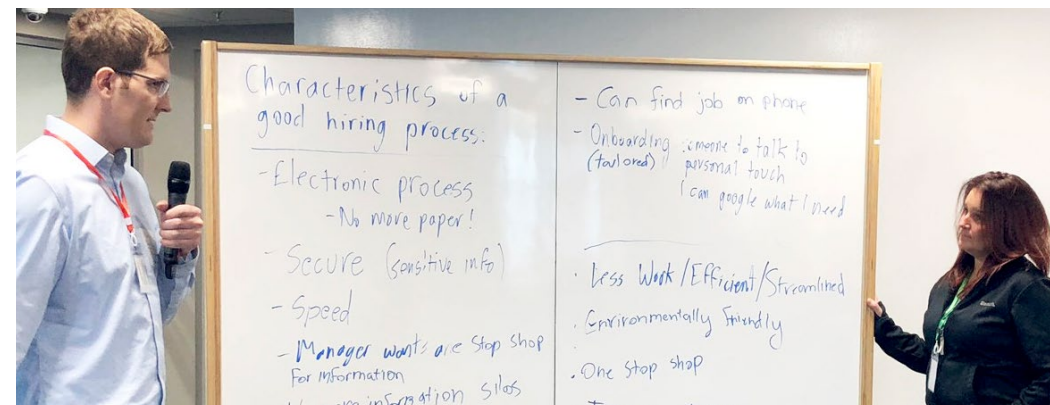
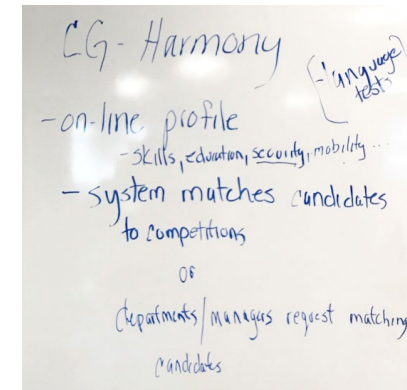
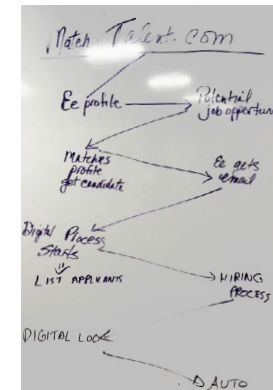
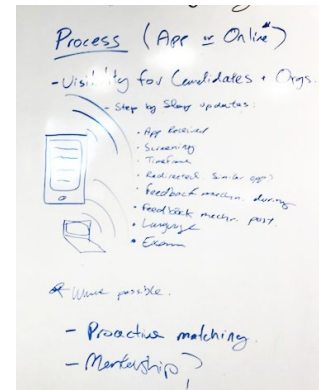
In producing their pitches for the Dragons, participants highlighted common pain points within the hire experience and potential solutions to address them.

Pain points included:

- Process is too lengthy and there is no consistency across the government
- Too much focus on meeting specific application requirements, not enough on fit, ability and capability
- Little support and personalized touch-points throughout process

Potential solutions included the following characteristics:

- Develop a centralized hiring, application and onboarding system where everything is in one place
- Have one employee profile that follows you from job to job to eliminate the need to restate or reconfirm education, skills, qualifications, etc.
- Make the process more transparent and provide real-time application status
- Increase the use of technology throughout the process, (e.g. more digital forms, job alerts, personalized matching of interests and skills to job opportunities)



/ Life Events / What We Did

The purpose of this session was to encourage forward thinking around defining what success would look like in the NextGen of HR and Pay and what would need to be done to achieve that success.

This session focused on life events, which was defined as any event during a person's employment that triggers some form of HR and/or pay action. This could include things like parental leave, long-term disability, leave without pay, compassionate leave and education-related leave.

Participants were guided through a "Headline" activity. They were given the following scenario:

Imagine it is three years into the future and you are being interviewed as part of a series of success stories on what is working well with the NextGen solution. Pick a specific life event and develop a narrative on what success looks like and what was done right to deliver improvements throughout the user journey.

Participants were divided into smaller teams to draft their "article". They generated a creative headline for their success story and identified the key themes and ideas for the specific life event they chose. Each team then presented their article to the group.



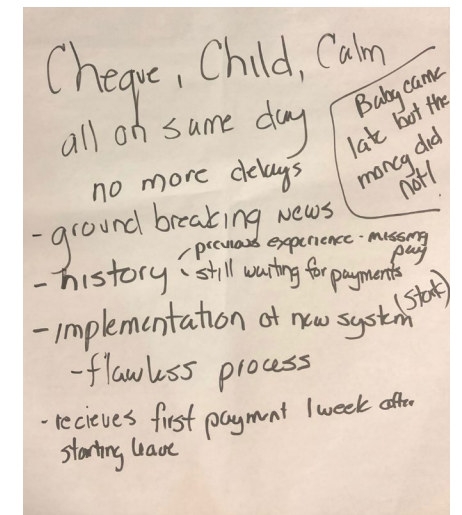
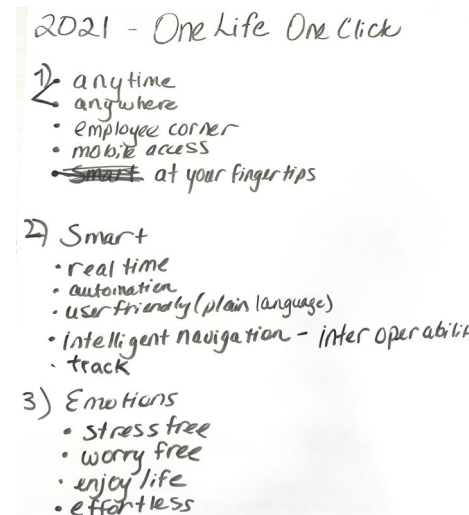
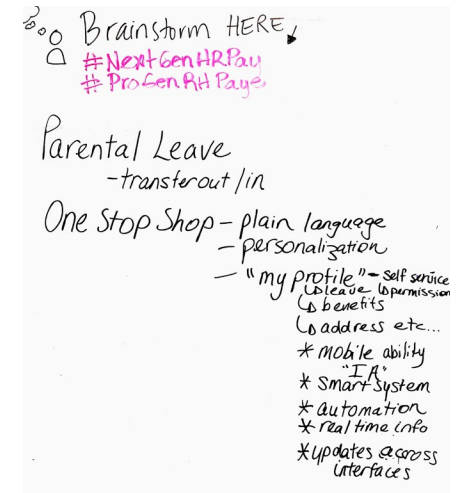
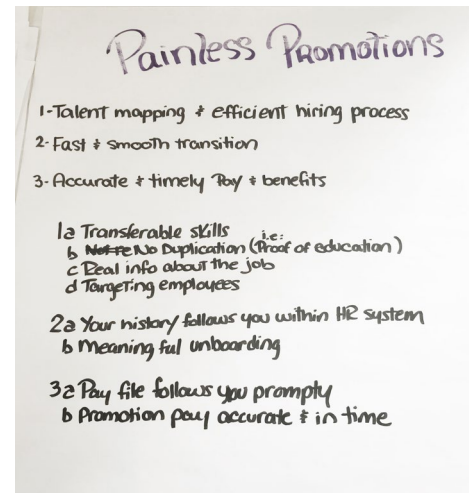
/ Life Events / What We Heard

As participants envisioned what success would look like for their specific life event, a number of common needs emerged:

- Reduce or eliminate the amount of administrative work related to a change in employee status or a life event through automation so that employees can focus on whatever event is happening in their life
- Leverage improvements in HR and Pay systems to reinforce the GoC brand as an employer of choice
- Allow for real-time transactions where appropriate by implementing workflows that enable and facilitate timely approvals
- Improve self-service and provide mobile apps to ensure easy access to the HR and Pay system from home and from various devices
- Provide “real onboarding” where all relevant information needed for a new role or job is easily available upon your start date
- Adopt a one government, one employer model and eliminate the need for “transfers” from one department to another

Examples of some of the headlines:

- Cheque, Child, Calm... All On the Same Day*
- Baby came late but the money did not!*
- New GoC Pay System a Walk in the Park*
- From the Ashes... Public Service Resurgence!*
- New hires flood the public service*
- Speed of Light Transfers in the Public Service*



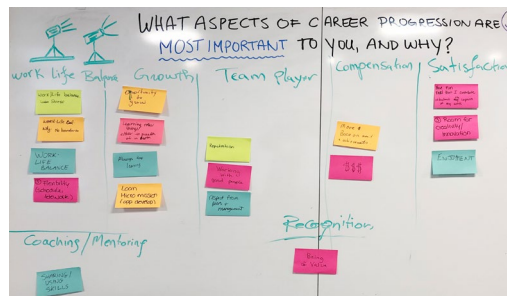
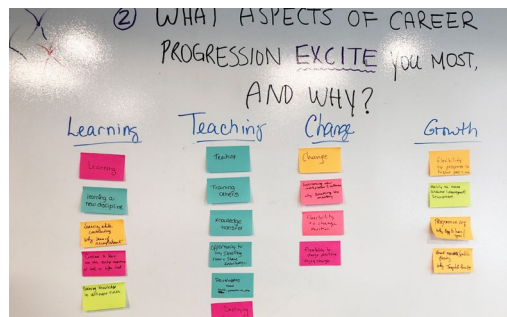
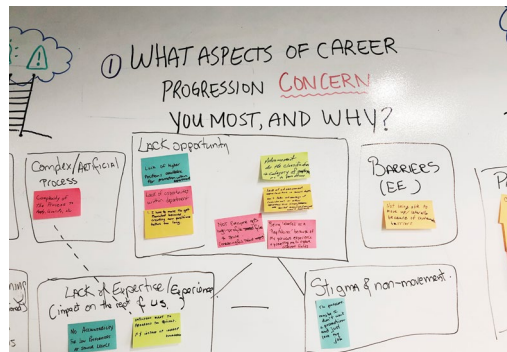
/ Career Progression / What We Did

The purpose of this session was for participants to share their personal perspectives on career progression, including their concerns, excitement and needs and identify common themes and priorities.

Career progression was defined as any opportunity to advance within the classification structure, take on a new experience, grow, or learn. This could include promotions, acting, transfers, secondment, coaching/mentoring and talent management.

In this session, participants created an affinity diagram. They spent time independently brainstorming what concerned them, what excited them and what was most important to them with respect to career progression. Participants then reviewed the ideas generated and worked collaboratively to group similar ideas and identify the common themes.

The group then stepped back to discuss and reflect on what they developed and highlight any gaps.



/ Career Progression / What We Heard

Overall, participants highlighted that career progression should be looked at more broadly—it should include promotions but also opportunities for shadowing, coaching and teaching others. Succession planning and talent management were also identified as key challenges.

Participants raised that some staff are choosing not to make career changes because they are afraid it will cause pay issues due to problems with Phoenix.

There was a general view that there is not enough transparency in requirements for progression and some requirements restrict progression. Merit, transparency and fairness were viewed as key principles.

Community management (i.e., having access to coaching, counselling, advice, and expertise) across the public service was recognized as key to career progression.

In terms of system needs, participants acknowledged that mobile and self-serve capabilities are important, but it is essential that other requirements are considered (e.g. for those with limited/no connectivity or computer/literacy issues).

What *concerns* you about career progression?

- Limited mobility across classifications
- Complex and overly bureaucratic processes
- Having the necessary experience and requirements
- Lack of visibility/transparency
- Limited opportunity to develop skills
- Phoenix/ability to trust pay
- Workplace culture
- Work-life balance
- Lack of opportunities for progression

What *excites* you about career progression?

- Networking
- New experiences and challenges
- Recognition
- Different leadership experiences
- Change
- Learning/development
- Mentoring
- Growth

What aspects of career progression are *most important* to you?

- Accurate pay
- Recognition and growth
- Fairness
- Work-life balance and job satisfaction
- Transparency on what it takes to progress
- Coaching/mentoring
- Diverse opportunities
- Continuous learning and development
- Merit-based progression
- Trust (flexibility, autonomy)
- Compensation

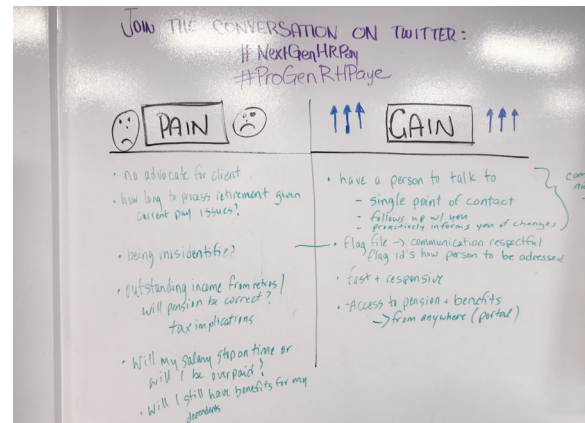


/ End of Employment / What We Did

The purpose of this session was for participants to put themselves in the shoes of someone ending their employment in the public service and identify what their core preoccupations would be during this time.

In this session, participants developed empathy maps. They developed a “user story” for someone at the end of their employment — they identified characteristics of the person and their reason for leaving. Some groups also identified specific details that would make the person’s case unique or complex.

Participants then thought through what that person would be feeling, thinking and doing and what might be influencing them as they work through the process of leaving the public service. Based on this, they determined what their person’s primary concerns would be and what the GoC, as their employer, could do to address their concerns and improve their experience.



/ End of Employment / What We Heard

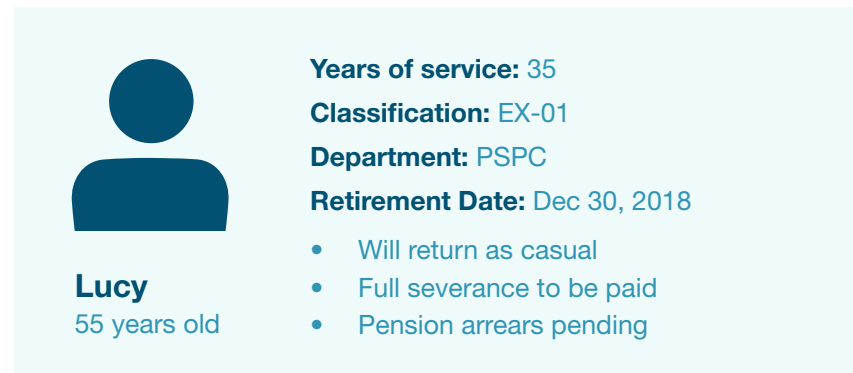
Participants developed a broad range of user stories that reflected diverse needs and perspectives on leaving the public service. Lucy is an example of one of those user stories and the empathy map developed for her.

Across all of the user stories and empathy maps, there was a general view that self-service processes and information are critical for most people at the end of their employment. However, almost all participants emphasized that personalization is important — users should have access to a knowledgeable advisor, especially for complex situations.

Overall, users want fast, easy and timely transitions: from employment income to pension or from employer to employer.

Succession planning and personal legacies were identified as important considerations at the end of employment. Employers should allow for more effective transfer of knowledge, training and responsibilities.

Participants raised that there is currently a great deal of stress and productivity lost as someone is leaving the public service. Employees and their managers don't understand the process and don't know where to go for the information they need.



A user profile card for Lucy. It features a dark blue silhouette of a person's head and shoulders on the left. To the right of the silhouette, the name 'Lucy' is written in a bold, dark blue font, with '55 years old' in a smaller, lighter blue font below it. Further to the right, there are four lines of text in a dark blue font: 'Years of service: 35', 'Classification: EX-01', 'Department: PSPC', and 'Retirement Date: Dec 30, 2018'. Below these lines is a bulleted list in a lighter blue font: 'Will return as casual', 'Full severance to be paid', and 'Pension arrears pending'.

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

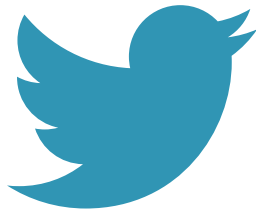
Gains

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

/ Engaging Online

#NextGenHRPay was active throughout the day. Here are some highlights from the discussions on Twitter:



Olivia Dorey @DoreySamson · Nov 20

If you've been waiting for the right moment or an invitation to give your two cents, THIS IS IT! #nextgenhrpay #opengov #gcdigital #hr #phoenix

Amanda Bernardo @AmandaBernardo · Nov 20

With our first group leaving the Dragon's Den, we also want to hear from YOU (yes, you reading this now). What if you were given the chance to redesign the hiring...

8:40 AM - 20 Nov 2018

Amanda Bernardo @AmandaBernardo · Nov 20

Our final team is pitching their idea: JOBIFY. An app available on mobile & desktop that would address candidate visibility, real time updates, a redirect to similar opportunities once qualified at level, communication, single profile input, & future talent mgmt. #NextGenHRPay



4 replies · 1 retweet · 13 likes

Marianna Sterlini @Maria_Managing · Nov 20

Replying to @AmandaBernardo

This sounds like a great pitch! #NextGenHRPay

2:18 PM - 20 Nov 2018

2 Likes

Claudia Levac @ClaudiaLevac · Nov 20

#NextGenHrPay #ProGenRHPay

Loud and clear: the GC needs to reconsider (consider?) its onboarding process!



10:46 AM - 20 Nov 2018

4 Retweets · 14 Likes

Amanda Bernardo @AmandaBernardo · Nov 20

"I am so proud to be a public servant today."

This is the type of feedback we are hearing today and truth be told, we couldn't be more proud to be working alongside you.

Final plenary session is underway to close today's User Day!

#NextGenHRPay



11:58 AM - 20 Nov 2018 from Gatineau, Québec

Christine Larade @christinelarade · Nov 20

Replying to @AmandaBernardo

Hire to retire is a nice phrase to see focused on retention. The cost of new employee vs. keeping current employees happy and engaged...

1 retweet · 2 likes

HR Council | Conseil des RH @HRC_CRH · Nov 20

Today, the #NextGenHRPay team is hosting User Day, an event to promote user engagement in the development and testing of various HR management systems.

6:35 AM - 20 Nov 2018

4 Retweets · 12 Likes



/ Bringing It All Together

/ Key Themes / What Did Users Tell Us?

Throughout User Day, we asked users what is important to them in the next generation of HR and Pay. The resoundingly consistent answer throughout the day was that users want the next generation solution to adopt a “*One Government, One Employer*” model that would include the following characteristics:



We want a centralized end-to-end HR and Pay System

- Combine HR and Pay into one system where everything I need is located in one place
- Allow for one centralized employee profile that follows me throughout my career
- Provide the means for real-time transactions so that the changes I need can be made faster



We want simplicity and transparency

- Streamline processes so that they are faster, less complex and more consistent across government
- Simplify the requirements for applying to a new role and seeking a promotion
- Increase transparency so I can understand what I need to do, when and why



We want accessibility

- Adopt digital technologies that allow me to access HR and Pay services and systems where and when I need to
- Increase my ability to use self-services throughout the HR and Pay lifecycle
- Create tools that give me alerts, proactive notifications and real-time status updates



We want support

- Provide more HR and Pay support throughout my hire-to-retain journey
- Give me easier access to dedicated advisors and experts that can answer my questions
- Offer programs and tools that can help me successfully transition to a new role and progress through my career (e.g. coaching, buddy system)

/ Next Steps

The NextGen Team wrapped up the day by thanking everyone in the room for their active participation, for sharing their personal experiences and perspectives and for their willingness to engage in finding solutions for the next generation of HR and Pay.

The Team also spoke about what's next:



/ Future engagement

Opportunities to test potential solutions



/ Continue the conversation

Participants were encouraged to share what they heard during User Day with their colleagues



/ Stay connected

The NextGen Team wants to keep hearing from users – engage with them online and reach out directly



/ A Closing Quote

“

I retire from the Public Service in one month. I have never been more proud to be a Public Servant than I am today. Regardless of the challenges we have faced, we continue to work together everyday to create the best experience for employees that we can.

— User Day Participant

”

