EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: **December 6, 2021**

SUBJECT: **Human Resources Strategy (2021-2024)**

RECOMMENDATION(S):

That this report be received for information and the Committee approve the full presentation to proceed to the Committee of the Whole.

BACKGROUND:

Previously, a Human Resources Strategy existed in the form of the EPS People Plan (2018–2022); however, with a change in strategic direction under Chief McFee, a change in the organization's Human Resources Strategy was also required.

Replacing the People Plan, the Human Resources Strategy (2021-2024) is an organization-wide plan that will guide and align the EPS' efforts to support and build the capacity of our largest and most important investment: our people. The EPS recognizes that more than any other factor, our employees are the key to realizing our vision and mission and delivering on our organization's Strategic Plan. Furthermore, given investment in our people represents the largest area of expenditure in the EPS budget, a well-defined Human Resources Strategy is critical; if we look after our people, they will look after our community.

Aligned with organizational strategies, plans and frameworks, the Human Resources Strategy (2021-2024) focuses on developing leaders at all levels, strategic recruitment and placement, empowering employees, providing valued employee experiences, and focusing on wellness and resiliency. These focus areas will also move the EPS closer to its desired workplace culture: a positive workplace culture that sees a diverse, inclusive, talented and highly engaged workforce living the EPS values which includes leaders who feel equipped and confident to drive change and support their people as well as employees who feel valued, empowered and supported to achieve organizational goals as well as their own professional goals.

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Tracking Sheet #12450

Edmonton Police Service

Human Resources Strategy (2021 – 2024)

TABLE OF CONTENTS

MESSAGE FROM THE CHIEF 2
OVERVIEW 2
BACKGROUND 3
OUR PLANNING PROCESS 4
SCOPE OF THE STRATEGY 5
PRINCIPLES 6
STRATEGIC PILLARS 6
FOCUS AREAS 7
- **Developing leaders at all levels** 7
- **Strategic recruitment and placement** 8
- **Empowering employees** 9
- **Providing valued employee experiences** 10
- **Focusing on wellness and resiliency** 11

REFERENCES 12
APPENDICES 14
- **Appendix A: Human Resources Trends** 14
- **Appendix B: Relevant Data From Internal Stakeholder Interviews** 16
- **Appendix C: HR SWOT Analysis** 18

MESSAGE FROM THE CHIEF

"Great organizations start and end with talented and motivated employees. Our organization's ability to deliver on our strategic plan and serve our community requires us to invest in attracting, developing, motivating and retaining talented employees."

OVERVIEW

Employees and members of the public are increasingly seeking out organizations that demonstrate a positive, inclusive workplace culture and environment; this includes policing organizations which have been impacted by the ever-changing public perceptions due to movements such as Black Lives Matter and Me-Too and the release of the Broken Dreams, Broken Promises Report. The EPS, our communities we serve, and society at large are experiencing a time of unprecedented change and disruption. While this presents challenges for EPS, it also creates a unique opportunity to evolve our culture and foster positive change for our employees and our larger organization which will, in turn, positively impact the services delivered to our communities and stakeholders.

Replacing the People Plan, the Human Resources Strategy (2021-2024) is an organization-wide plan that will guide and align the EPS' efforts to build the capacity of our largest and most important investment: our people. The organization must invest in our people and continue to support their growth, development and wellness. If we look after our people, they will look after our community.

The Human Resources Strategy itself focuses on developing our leaders and empowering all employees of the EPS so they may grow and reach their true potential, moving the EPS closer to a culture that attracts and retains top talent while achieving its Vision, Mission and Goals. The following strategic priorites have been idenitifed:

- **Developing leaders at all levels**
- **Strategic recruitment and placement**
- **Empowering employees**
- **Providing valued employee experiences**
- **Focusing on wellness and resiliency**

BACKGROUND

Upon being appointed in February 2019, Chief McFee engaged in a journey of revisiting the EPS Vision, Mission and strategic direction for the EPS; this resulted in the establishment of the EPS Strategic Plan which will be in place for the next three years.

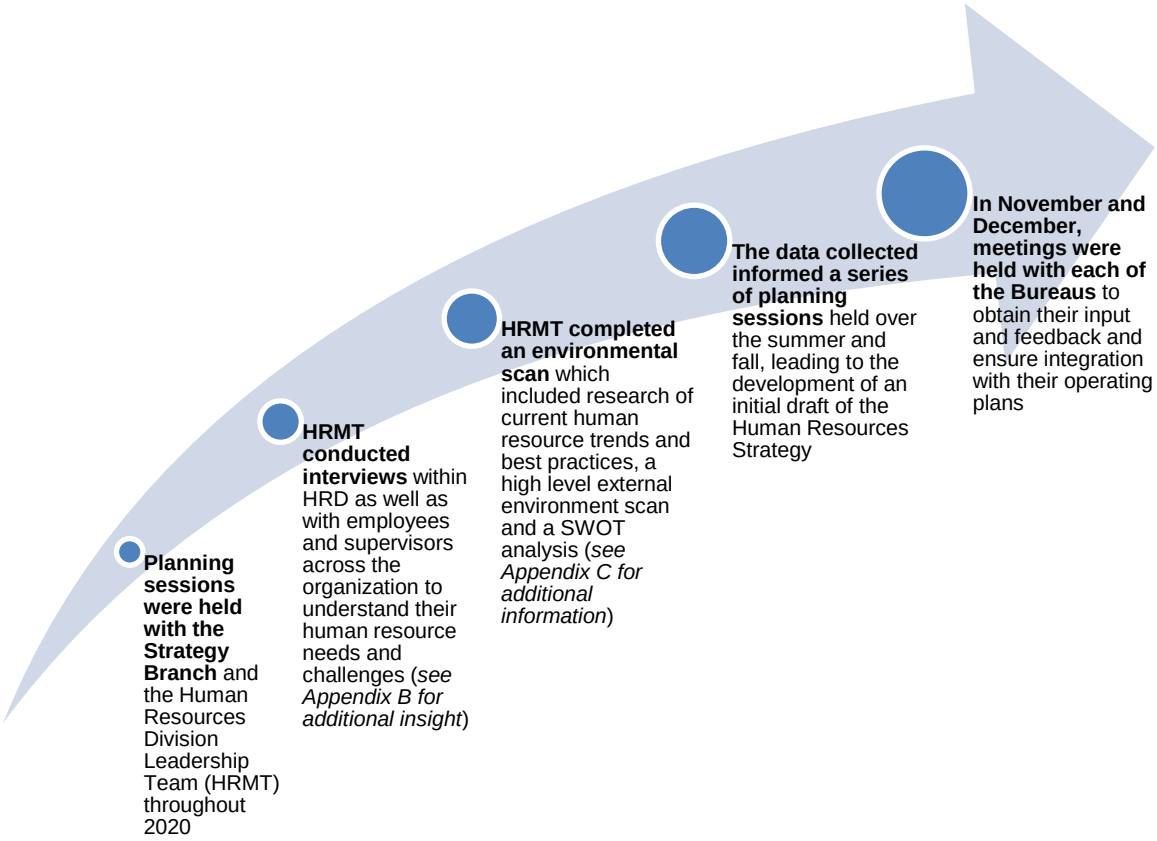
The EPS recognizes that more than any other factor, our employees are the key to realizing our Vision and Mission and delivering on our Strategic Plan. Investment in our people represents the largest area of expenditure in the EPS budget (83%). Given this level of investment having a well-defined Human Resources Strategy is critical.

Previously, a Human Resources Strategy existed in the form of the EPS People Plan (2018–2022); however, this plan was developed under different circumstances and aligned to a previous Vision, Mission and Goals. With a change in strategic direction under Chief McFee, a change in the organization's Human Resources Strategy was also required. Based on this need, the EPS Human Resources Strategy (2021-2024) was created, replacing the previous People Plan.

The Human Resources Strategy is aligned with a number of organizational strategies, plans and frameworks including, but not limited to, the following: Buerau operational plans, Chief's Internal Commitment to Action, the EPS Competency Model, the Leadership Framework, the Innovation Strategy, EDI Committee and RCMP report recommendations, as well as the EPS' Strategic Plan (2020-2022). The Human Resources Strategy will support the goals and key activities identified in these documents, and contribute directly to meeting goal four in the organization's strategic plan: grow diverse talents.

OUR PLANNING PROCESS

The Human Resources Strategy was developed on behalf of the organization by the Human Resources Division Leadership Team (HRMT), with guidance and support from the Strategy Branch. The team worked collaboratively to develop the strategy, leveraging their collective expertise and experience, along with researching key human resources trends and seeking input from key internal stakeholders and the broader Human Resources Division (see Appendix A and B for additional details). Relevant pieces of the EPS People Plan (2018-2022) that were already in place and effectively working were integrated as well.



SCOPE OF THE STRATEGY

This strategy applies to the entire organization- all sworn and civilian employees and all leaders (any individual that supervises another).

Although the Human Resources Division (HRD) will act as the architects and stewards of the strategy- developing and implementing many of the systems, policies, processes, programs and tools that will support the organization in leading, developing and motivating our people- it is a strategy that relies on the work of other key groups in the organization (e.g .the Value and Impact Division and Corporate Communications) and should be used to inform all Bureau operating plans. On this note, HRD will also have its own operating plan to define its work in support of the organization's Human Resources Strategy.

Outcomes

Long-term Outcome

A positive workplace culture that sees a diverse, inclusive, talented and highly engaged workforce living the EPS values. This includes leaders who feel equipped and confident to drive change and support their people as well as employees who feel valued, empowered and supported to achieve organizational goals as well as their own professional goals.

Immediate Outcome

Working with employees and leaders to make noticeable, positive changes to related systems, policies, processes, programs and tools which, in turn, will set the stage for greater transformational change in the organization.

Key Indicators

- Employee engagement scores
- Diversity and inclusion metrics
- Attraction and retention rates
- EPDP measures
- Quality of service delivery to internal and external stakeholders
- Feedback received on employee experiences (e.g. through post-event surveys)
- Absenteeism and use of various leaves

PRINCIPLES

The core values of the EPS are at the heart of how we approach every aspect of our work. The following principles will also be used to guide decision making related to initiatives and key activities under the Human Resources Strategy:

- **Clear and purposeful:** Is it clear and does it make sense for employees and leaders? Is it fair, equitable, open and transparent? Are we sharing information and reasons for actions taken and decisions made? Does it meet an unaddressed need or resolve an identified challenge for employees?
- **Connected**: Are we fostering internal collaboration and strengthening the connections between people to create a sense of belonging? Are we ensuring what we are working on connects to, leverages and/or complements other related initiatives in the organization and is driving towards achieving organizational goals?
- **People-centric:** Is what we are creating focused on improving experiences for our employees and leaders? Are we involving employees and leaders in co-creating initiatives that impact them? Does it demonstrate empathy and compassion for our employees and take into account their perspectives and emotions? Are we finding ways to celebrate the contributions people make?
- **Innovative:** Are we demonstrating a growth mindset and pursuing "next practice"? Are we challenging status quo, drawing from other organizations and relying on the collective wisdom of our organization to create solutions?

STRATEGIC PILLARS

The following strategic pillars are required to effectively and efficiently achieve the Human Resource Strategy's focus areas:

- **Data and evidence**: Informed decision making is key. We collect and analyze a wide range of quantitative and qualitative data in order to identify and understand issues and impact – both intended and unintended. We value the experience and expertise of our employees and leaders. We are informed by external studies and emerging practices.
- **Collaboration and consultation**: We connect and collaborate with partners and stakeholders including but not limited to employees, leaders, internal subject matter experts, other municipalities and policing agencies, community partners, the Edmonton Police Commission and union partners, and external service providers. Effective partnerships involve shared outcomes and accountability, as well as collaborative planning and problem solving.

FOCUS AREAS

Developing leaders at all levels

Studies- including several policing studies- suggest employee engagement is a leading predictor of organizational performance. Engagement starts with leaders. At the EPS, we are committed to developing confident, engaged and accountable leaders at all levels of the organization; leaders who model EPS values and desired behaviours and support, motivate, engage and empower their employees.

Outcomes	Key Activities	Measures
Accountable leaders who understand their role and model the EPS' values.	• Create a leadership framework to clearly define and assist in communicating expectations to leaders. • Incorporate leader specific work objectives into EPDPs. • Ensure leaders have the supports they need to address employee issues.	• Employee engagement scores • Number of leaders meeting or exceeding the leadership objective in EPDPs • Access of supports • Number of grievances or harassment complaints received
Leaders with growth mindsets, willing to receive feedback and identify opportunities for continuous development.	• Create a leadership roadmap that outlines options for leaders to build their supervisory and leadership skills. • Create action-oriented development plans for leaders. • Ensure frequent, honest feedback to assist leaders in their development.	• Employee engagement scores • Attendance/registration of various development opportunities • Evaluation of development opportunities • Completion rates and progress of development plans and EPDPs
The right individuals are promoted into leadership roles.	• Review our promotion processes for continuous improvement. • Host regular talent discussions to assess EPS' leadership cadre.	• Number of new promotions meeting or exceeding objectives • Documented talent pools and succession plans • Number of ready now candidates

Strategic recruitment and placement

Shifting views of policing and increased stakeholder expectations have presented challenges to recruitment in the EPS while a demand for more diversity to reflect the communities we serve and the need for greater fiscal responsibility have influenced how we hire individuals; this is one of the most important decisions that an organization makes, representing a significant cost and investment. We must continue to strategically recruit, place and utilize the EPS' workforce to meet the needs of all areas in the organization, now and into the future.

Outcomes	Key Activities	Measures
A high number of qualified and suitable candidates for roles in the EPS.	• Develop an EPS *Employee Value Proposition* to assist in attracting top talent representative of the diverse communities we serve. • Ensure our hiring processes and systems reduce bias and allow the EPS to consistently hire to a high standard.	• Number of applications received and hires from underrepresented groups • Number of complaints received regarding recruitment • Attrition and retention rates
EPS resources are organized in a flexible manner, so the organization is always appropriately staffed.	• Forecast future policing realities and skill requirements in order to identify potential impacts and develop strategies for recruitment and retention. • Evaluate the effectiveness of our current organization staffing models, streams and structures considering both who and how the work gets done. • Develop a *Workforce Plan* based on data and evidence to guide appropriate allocation of individual employees to appropriate roles. • Continually review and assess the organization's structure, approach to planned turnover and role optimization.	• Number of vacancies • Number of temporary acting assignments • Number of individuals allocated to roles and feedback on their experience • Time to fill vacant roles

Empowering employees

Empowering employees is all about giving them what they need to meet organizational goals and succeed in their role. It is more than just resource allocation; empowerment includes regularly soliciting and acting on employee feedback, providing employees with tools and training to maximize their potential, and providing additional opportunities and support for employees to apply their talents, grow, and own their career planning.

Outcomes	Key Activities	Measures
Employees are given clear expectations and priorities, and have the resources, tools, and supports that allow them to do their best work.	• Provide tools that allow employees to more effectively perform their roles and to collaborate. • Develop tools that assist in transparent and timely internal communication. • Create ways to break down siloes across the EPS.	• Employee engagement scores • Assessments and feedback in EPDPs • Access of tools • Attendance/participation (where applicable)
Employees have opportunities to provide feeback and ideas in order to drive immediate and incremental action.	• Host Listening Sessions to understand employee challenges and solutions. • Develop an *Internal Engagement Strategy*	• Employee engagement scores • Attendance/participation at sessions • Implementation of actions from sessions
A learning organization skilled at acquiring and transferring knowledge and modifying its behavior to reflect new knowledge and insights.	• Build a robust after-action and debriefing process for major projects and events to generate organization-wide learning. • Create opportunities to share knowledge.	• Employee engagement scores • Access and use of processes, tools and shared learnings
EPS is seen as a Centre of Excellence for training and development.	• Review training to ensure it is holistic and aligned with emerging needs/trends, new techniques and modern training methodologies and tools. • Create a consistent approach to allocating training funds and opportunities.	• Employee engagement scores • Investments made in training and development • Post-training evaluations • Training ROI
EPS employees have access to information and tools to enable self-directed career planning.	• Create tools to assist employees with career planning. • Reimagine EPDP with a greater focus on career conversations and development plans.	• Employee engagement scores • Access of tools • Assessment of EPDPs

Providing valued employee experiences

Employee experience considers the full spectrum of an employee's experiences throughout their entire time at a company. Creating a valued employee experience is about understanding an employee's needs and desires, working with employees and leaders to intentionally design people-centric programs, policies and processes, and ensuring consistent and value-added experiences and supports throughout the employee life cycle.

Outcomes	Key Activities	Measures
The EPS offers easy to access, consistent HR programs and services for sworn and civilian members.	• Leverage technology (e.g. Enterprise Commons) to create consistent, employee led experiences. • Create tools to support consistent onboarding and offboarding experiences.	• Employee engagement scores • Access of tools • New/transitioning employee feedback and satisfaction levels
Individual differences are celebrated in the EPS and employees feel like they belong and are included.	• Incorporate diversity and inclusion (D and I) principles into HR policies and programs. • Develop comprehensive diversity and inclusion programs and training. • Establish employee resource groups (ERG) to address systemic barriers that prevent women and underrepresented groups from thriving in the EPS. • Implement proactive measures to address instances of workplace harassment, bullying and discrimination.	• Employee engagement scores • Number of policies and programs that have incorporated D and I principles • Number of program and training offerings • Post-training evaluations • Implementation of actions from ERG • Number of workplace reviews • Number of harassment investigations
Employees feel valued and recognized for their contributions.	• Create tools and supports for leaders to assist them in identifying what employees value and how they like to be recognized. • Create tools and forums that support peer-to-peer recognition. • Review and re-design reward and recognition programs to ensure alignment with EPS values, desired behaviors and performance measures.	• Employee engagement scores • Use of tools (and feedback on tools) • Number of nominations and awards (if applicable)

Focusing on wellness and resiliency

Our employees can be directly and indirectly exposed to painful, tragic and dangerous experiences as well as impactful workplace stressors. EPS is only as strong as its people: we must ensure our employees receive the support they need when they need it. To ensure our employees remain healthy and resilient, we offer leading edge, research-based health and wellness initiatives and supports to create a work environment that enables our employees to thrive physically and psychologically while responding to the unique demands of policing.

Outcomes	Key Activities	Measures
Employees who are resilient and physically and psychologically healthy and safe.	• Explore additional evidence-based health and wellness initiatives that build sources of resiliency for employees. • Proactively identify wellness trends and issues using predictive analytics.	• Employee engagement scores • Creation of new tools and resources for employees (or updates to existing tools and resources) • Access of tools (and feedback on tools
Employees dealing with wellness issues return to work sooner, stay at work longer, and focus on maintaining/restoring their wellness.	• Enhance and expand the re-integration program to include all employees returning to work after an extended leave. • Provide employees with tools and resources to support them in taking responsibility for their own wellness.	• Employee engagement scores • Existing RTW and wellness metrics • Access of tools (and feedback on tools)

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APPENDICES

Appendix A: Human Resources Trends

A literature review was conducted to determine what the key human resource trends are for 2020 and into 2021. The review was comprised primarily of survey based reports from the large consulting companies with people based practices (i.e. Deloitte, Mercer, PWC, Deloitte, Accenture) as well as leading human resource publications and literature. Common themes were identified and are provided below in the order deemed most relevent to the EPS based on our current context, environment, challenges and opportunities.

Digital Transformation / Integrated HR: One of the single biggest changes impacting leading practices in human resources is the digital transformation of human resource functions including increased automation, integration, leveraging artificial intelligence, and a new blended workforce of people and robots working side by side.

In the PWC report "The Way we Work – in 2025 and Beyond", 77% of CEOs canvassed agree that digitization and the introduction of robots and other technological advances is the biggest megatrend they must address.

Digital transformation provides a tremendous opportunity to make employees lives and careers easier, while increasing effectiveness and productivity. It also presents several risks and challenges for organizations. As technology rapidly evolves, organizations need to ensure that their people evolve with it, shifting and acquiring new skills as required. The same PWC report referenced above indicates that 20 – 30% of jobs that currently exist will be obsolete in the next 5 – 10 years. It is imperative that organizations anticipate the impact to specific roles within their organization and plan accordingly.

Employee Experience: McKinsey defines employee experience as companies and their people working together to create personalized, authentic experiences that ignite passion and tap into purpose to strengthen individual, team and organization performance. The right employee experience strategy can increase your ability to attract, engage and develop high performing employees.

Borrowing from the tradition of creating great customer experiences and human centric design, it is about understanding employees needs and desires and intentionally designing employee touchpoints and interactions across human resources, information technology, workspace, and structure. It is connecting employees to purpose, putting employees at the centre of the organization's policies, processes and programs.

Wellness/Well-being: In Deloitte's 2020 Human Capital Trends Report, 80% of respondents identified well-being as important or very important to organizational success. This is a consistent trend across multiple reports with more individuals indicating that a holistic approach to employee wellness, mental health supports and work/life balance are important considerations when making career choices and decisions.

Designing work for well-being will continue to be an important trend as technology and the structure of work blur the lines between work and life; resiliency will also become an important focus.

Agile Organizations: Increasingly organizations are having to operate in environments that are volatile, uncertain, complex and ambiguous (VUCA), requiring them to quickly respond to changes. In response, there is a growing trend to increase connection to purpose, design less hierarchical structures, develop the ability to quickly scale cross-functional teams up and down, and shift to focusing on critical skills rather than specific roles.

Changing Structure of Work: Technology, the needs and interests of the next generation of workers, and now COVID-19 are accelerating the changing nature of work. The key trends include increasing remote work, flexible work hours, work life balance / integration and a contingent workforce. Gartner's report "9 Future Trends Post COVID-19", indicates that 48% of employees will work remotely at least part-time post-COVID and 32% of organizations will replace full-time employees with contingent workers.

Diversity and inclusion: Research clearly indicates and supports that diverse organizations are more productive, more efficient and achieve better outcomes. They are more creative, innovative and agile. And people both within and external to organizations are demanding it.

To leverage diversity and ensure it thrives, organizations must foster inclusion: the creation of a work environment and culture that enables all employees to participate and thrive.

Changing Demographics: Many organizations currently have five (5) generations of employees in the workplace. PWC summarized the trend well in their report "The Way we Work – in 2025 and Beyond": *given the multitude of generations in the workplace it is increasingly important for organizations to find a way for different generations to effectively work together. Different generations need to understand each other's values and ways of thinking*.

It is increasingly important for organizations to consider how they facilitate these differences, interactions and relationships to create a diverse and inclusive work environment.

Big Data and Predictive Analytics: Closely related to the digital transformation, big data & predictive analytics is increasingly having an impact on human resources and how organizations manage their people. With access to better data and information, organizations will be able to predict employee behaviour including who are likely to be strong performers and who are likely to leave the organization. Organizations will be able to make better informed decisions and proactively address employee concerns thereby more effectively stewarding what is often an organization's largest resources.

Social Responsibility: More and more younger generations are looking to work for organizations whose values align with theirs and organizations that take a stand and action on a variety of social issues; currently, this is very visible in the Black Lives Matter, Me Too and environmental movements. What organizations stand for is increasingly important to individuals and play into their employment decisions.

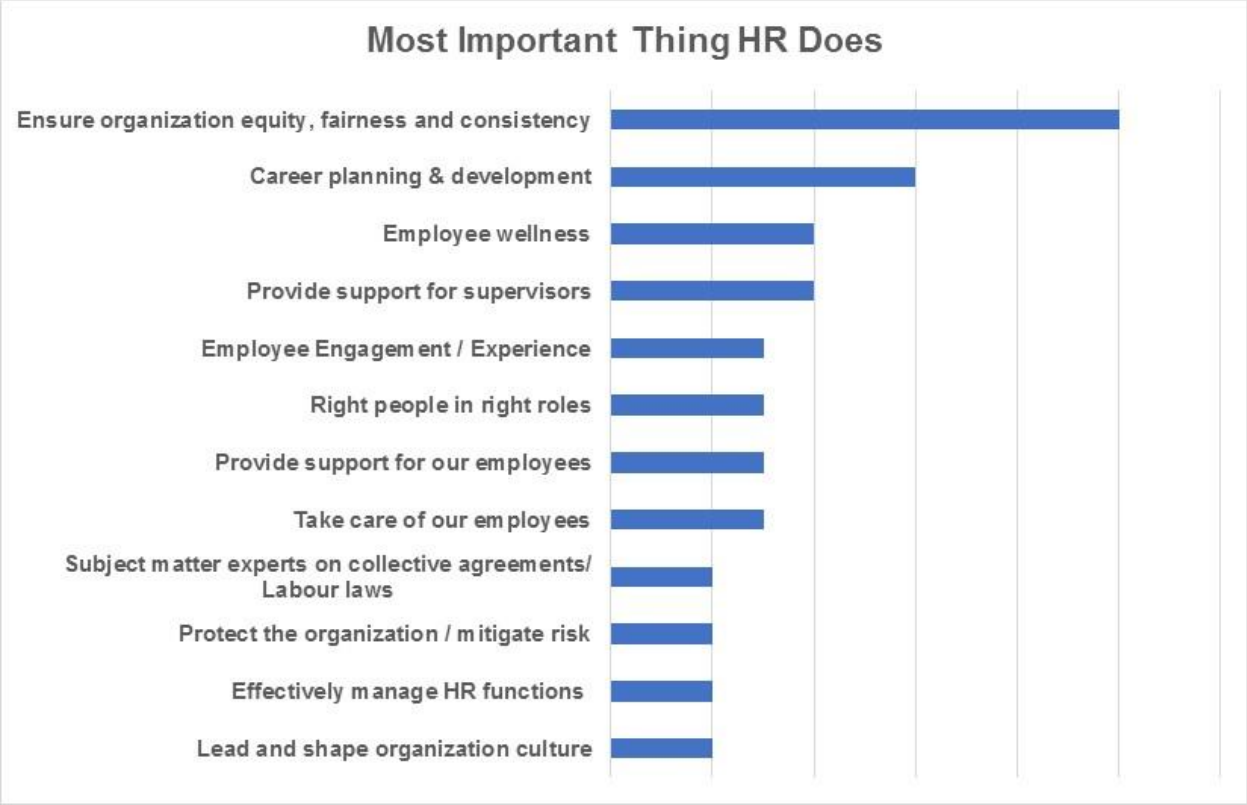
Appendix B: Relevant Data From Internal Stakeholder Interviews

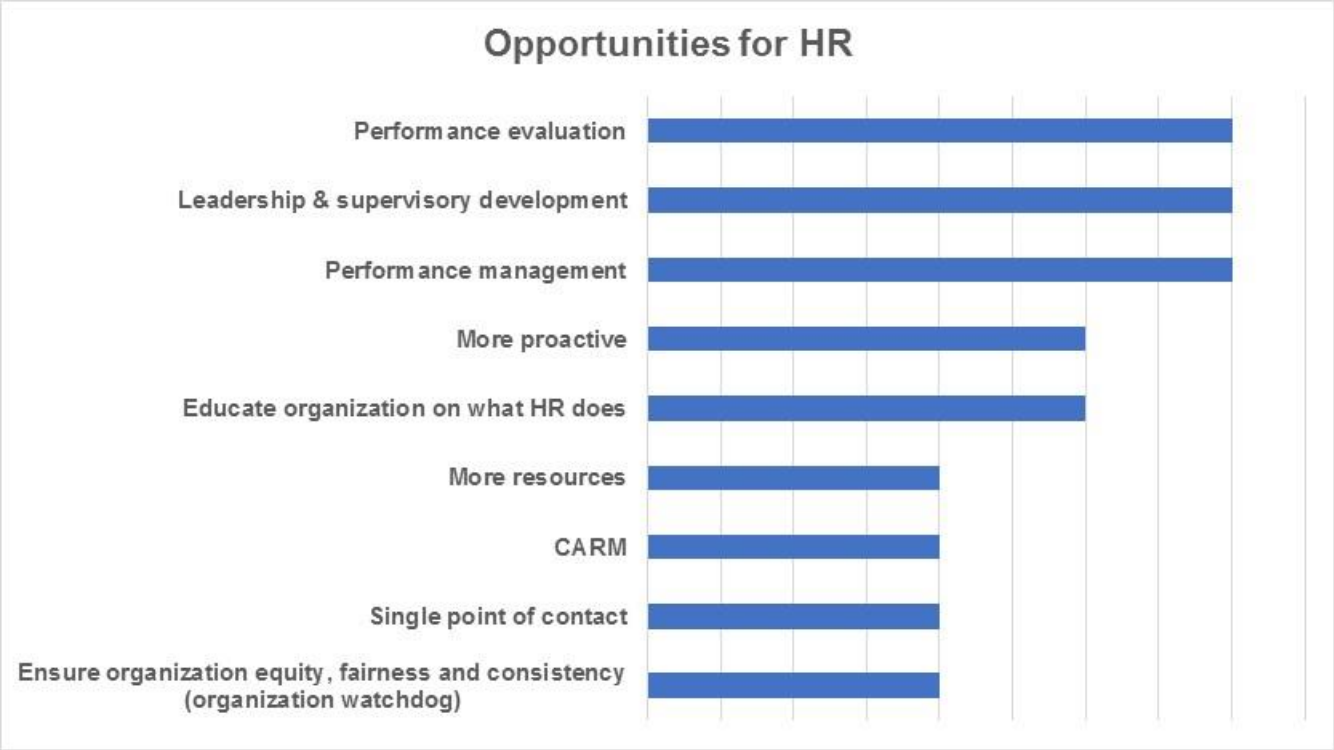
While the internal stakeholder interviews were not exhaustive and did not strictly adhere to research and data collection methodologies, they were helpful in providing some high level insight into the organization's view on what the key HR requirements, challenges and opportunities are.

The key themes pulled from the interviews, in terms of areas of importance and opportunities, include:

- Providing effective HR core functions to the organization.
- Employee performance and evaluation.
- Leadership and supervisor development
- Providing support to our employees.
- Providing support to our supervisors.
- Leading and shaping organization culture and employee engagement.
- Ensuring organization equity, fairness and consistency.

The results of the questions that were deemed most revelant to the HR Strategy are provided below:


Most Important Thing HR Does
Ensure organization equity, fairness and consistency
Career planning & development
Employee wellness
Provide support for supervisors
Employee Engagement / Experience
Right people in right roles
Provide support for our employees
Take care of our employees
Subject matter experts on collective agreements/ Labour laws
Protect the organization / mitigate risk
Effectively manage HR functions
Lead and shape organization culture


Opportunities for HR
Performance evaluation
Leadership & supervisory development
Performance management
More proactive
Educate organization on what HR does
More resources
CARM
Single point of contact
Ensure organization equity, fairness and consistency (organization watchdog)

Appendix C: HR SWOT Analysis

Strengths:	Weaknesses:
• Talented, dedicated & passionate people • Subject matter expertise • Strong collaboration in HRD • Good internal relationships	• Capacity / under-resourced • Operate in silos • Unclear who does what • Turnover especially sworn members
Opportunities:	**Threats:**
• Leadership & supervisor development • Technology / HRIS • Performance management / assessment	• Resources and capacity • Old thinking / entrenched beliefs • Turnover in HRD and leadership roles

Human Resources Strategy

2021-2024

Overview

- Background
- Our Planning Process
- Outcomes
- Focus Areas
- Next steps

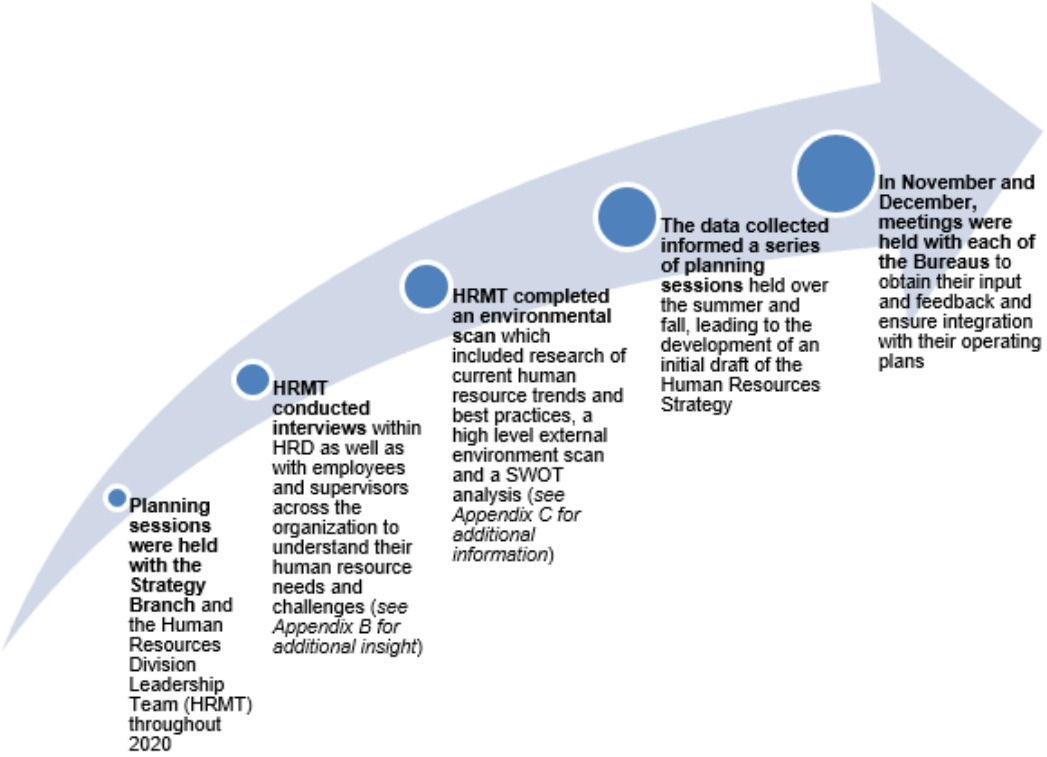
Background

The EPS' Human Resources Strategy (2021-2024) is an **organization-wide** plan that will guide and align the EPS' efforts to build the capacity of our largest and most important investment: **our people.**

The organization must invest in our people and continue to support their growth, development and wellness. **If we look after our people, they will look after our community.**

Our Planning Process

The strategy was developed on behalf of the organization by the **Human Resources Division Leadership Team (HRMT),** with guidance and support from **the Strategy Branch**, along with findings from **key human resources trends** and seeking **input from key internal stakeholders.**



Outcome

A **positive workplace culture** that sees a **diverse, inclusive, talented and highly engaged workforce** living the **EPS values**.

This includes **leaders who feel equipped and confident** to drive change and support their people as well as **employees who feel valued, empowered and supported** to achieve organizational goals as well as their own professional goals.

Focus Areas

- Developing leaders at all levels
- Strategic recruitment and placement
- Empowering employees
- Providing valued employee experiences
- Focusing on wellness and resiliency

Developing Leaders at all Levels

Outcomes	Key Activities	Measures
Accountable leaders who understand their role and model the EPS' values.	• Create a leadership framework to clearly define and assist in communicating expectations to leaders. • Incorporate leader specific work objectives into EPDPs. • Ensure leaders have the supports they need to address employee issues.	• Employee engagement scores • Number of leaders meeting or exceeding the leadership objective in EPDPs • Access of tools (and feedback on tools) • Number of grievances or harassment complaints received
Leaders with growth mindsets, willing to receive feedback and identify opportunities for continuous development.	• Create a leadership roadmap that outlines options for leaders to build their supervisory and leadership skills. • Create action-oriented development plans for leaders. • Ensure frequent, honest feedback to assist leaders.	• Employee engagement scores • Attendance/registration of various development opportunities • Evaluation of development opportunities • Completion rates and progress of development plans and EPDPs
The right individuals are promoted into leadership roles.	• Review our promotion processes for continuous improvement. • Host regular talent discussions to assess EPS' leadership cadre.	• Number of new promotions meeting or exceeding objectives • Documented talent pools and succession plans • Number of ready now candidates

Strategic recruitment and placement

Outcomes	Key Activities	Measures
A high number of qualified and suitable candidates for roles in the EPS.	• Develop an *EPS Employee Value Proposition* to assist in attracting top talent representative of the diverse communities we serve. • Ensure our hiring processes and systems reduce bias and allow the EPS to consistently hire to a high standard.	• Number of applications received and hires from underrepresented groups • Number of complaints received regarding recruitment • Attrition and retention rates
EPS resources are organized in a flexible manner, so the organization is always appropriately staffed.	• Forecast future policing realities and skill requirements in order to identify potential impacts and develop strategies for recruitment and retention. • Evaluate the effectiveness of our current organization staffing models, streams and structures considering both who and how the work gets done. • Develop a Workforce Plan based on data and evidence to guide appropriate allocation of individual employees to appropriate roles. • Continually review and assess the organization's structure, approach to planned turnover and role optimization.	• Number of vacancies • Number of temporary acting assignments • Number of individuals allocated to roles and feedback on their experience • Time to fill vacant roles

Empowering employees

Outcomes	Key Activities	Measures
Employees are given clear expectations and priorities, and have the resources, tools, and supports that allow them to do their best work.	• Provide tools that allow employees to effectively perform and collaborate. • Develop tools that assist in transparent and timely internal communication. • Create ways to break down siloes	• Employee engagement scores • Assessments and feedback in EPDPs • Access of tools (and feedback on tools) • Attendance/participation (where applicable)
Employees have opportunities to provide feedback and ideas in order to drive immediate and incremental action.	• Host Listening Sessions to understand employee challenges and solutions. • Develop an *Internal Engagement Strategy*	• Employee engagement scores • Attendance/participation at sessions • Implementation of actions
A learning organization skilled at acquiring and transferring knowledge and modifying its behavior to reflect new knowledge and insights.	• Build a robust after-action and debriefing process for major projects and events to generate organization-wide learning. • Create opportunities to share knowledge.	• Employee engagement scores • Access and use of processes, tools and shared learnings
EPS is seen as a Centre of Excellence for training and development.	• Review training to ensure it is holistic and aligned with emerging needs/trends, new techniques and modern training. • Create a consistent approach to allocating training funds and opportunities.	• Employee engagement scores • Investments made in training and development • Post-training evaluations • Training ROI
EPS employees have access to information and tools to enable self-directed career planning.	• Create tools to assist employees with career planning. • Reimagine EPDP with a greater focus on career conversations and development plans.	• Employee engagement scores • Access of tools (and feedback on tools) • Assessment of EPDPs

Providing valued employee experiences

Outcomes	Key Activities	Measures
The EPS offers easy to access, consistent HR programs and services for sworn and civilian members.	• Leverage technology (e.g. Enterprise Commons) to create consistent, employee led experiences. • Create tools to support consistent onboarding and offboarding experiences.	• Employee engagement scores • Access of tools (and feedback on tools) • New/transitioning employee feedback and satisfaction levels
Individual differences are celebrated in the EPS and employees feel like they belong and are included.	• Incorporate diversity and inclusion principles into HR policies and programs. • Develop comprehensive diversity and inclusion programs and training. • Establish employee resource groups to address systemic barriers. • Implement proactive measures to address instances of workplace harassment, bullying and discrimination.	• Employee engagement scores • Number of policies and programs that have incorporated D and I principles • Number of program and training offerings • Post-training evaluations • Implementation of actions from ERG • Number of workplace reviews • Number of harassment investigations
Employees feel valued and recognized for their contributions.	• Create tools and supports for leaders to assist them in identifying what employees value and how they like to be recognized. • Create tools and forums that support peer-to-peer recognition. • Review and re-design reward and recognition programs to ensure alignment with EPS values, desired behaviors and performance measures.	• Employee engagement scores • Access of tools (and feedback on tools) • Number of nominations and awards (if applicable)

Focusing on wellness and resiliency

Outcomes	Key Activities	Measures
Employees who are resilient and physically and psychologically healthy and safe.	• Explore additional evidence-based health and wellness initiatives that build sources of resiliency for employees. • Proactively identify wellness trends and issues using predictive analytics.	• Employee engagement scores • Creation of new tools and resources for employees (or updates to existing tools and resources) • Access of tools (and feedback on tools)
Employees dealing with wellness issues return to work sooner, stay at work longer, and focus on maintaining/restoring their wellness.	• Enhance and expand the re-integration program to include all employees returning to work after an extended leave. • Provide employees with tools and resources to support them in taking responsibility for their own wellness.	• Employee engagement scores • Existing RTW and wellness metrics • Access of tools (and feedback on tools)

Next steps

Timeline	Action
Q4 2021	Develop action plans for key activities outlined in the strategy
Q1 2022	Share the strategy with the organization
Quarterly and as required	Provide progress updates to Chief's Committee and the larger organization
Q1 2023	Begin work on the next Human Resources Strategy (2025-2028)

THANK YOU