

# *City of Saskatoon*

## HR Function Health Check and Development of an HR Strategy

Final Report  
February 12, 2018





# *Contents*

Background	3
A. Purpose of this report	
B. Project scope	
Executive summary	6
Phase 1: HR Function Health Check	11
A. Assessment approach	
B. Summary of findings	
C. Outcomes	
Phase 2: HR Strategy and Roadmap	22
A. HR Strategy and Roadmap approach	
B. Outcomes: HR Strategy	
C. Outcomes: HR Roadmap	
Recommendations moving forward for the City's HR function	26
Additional detail on the recommendations	28
A. Recommendations for HR Strategy execution	
B. Recommended critical next steps for successful HR Transformation	
Next steps	39
Appendices: additional detail referenced in the report	41

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# *Background*

- A. Purpose of this report
- B. Project scope

# ***Purpose of this report***

## **Background**

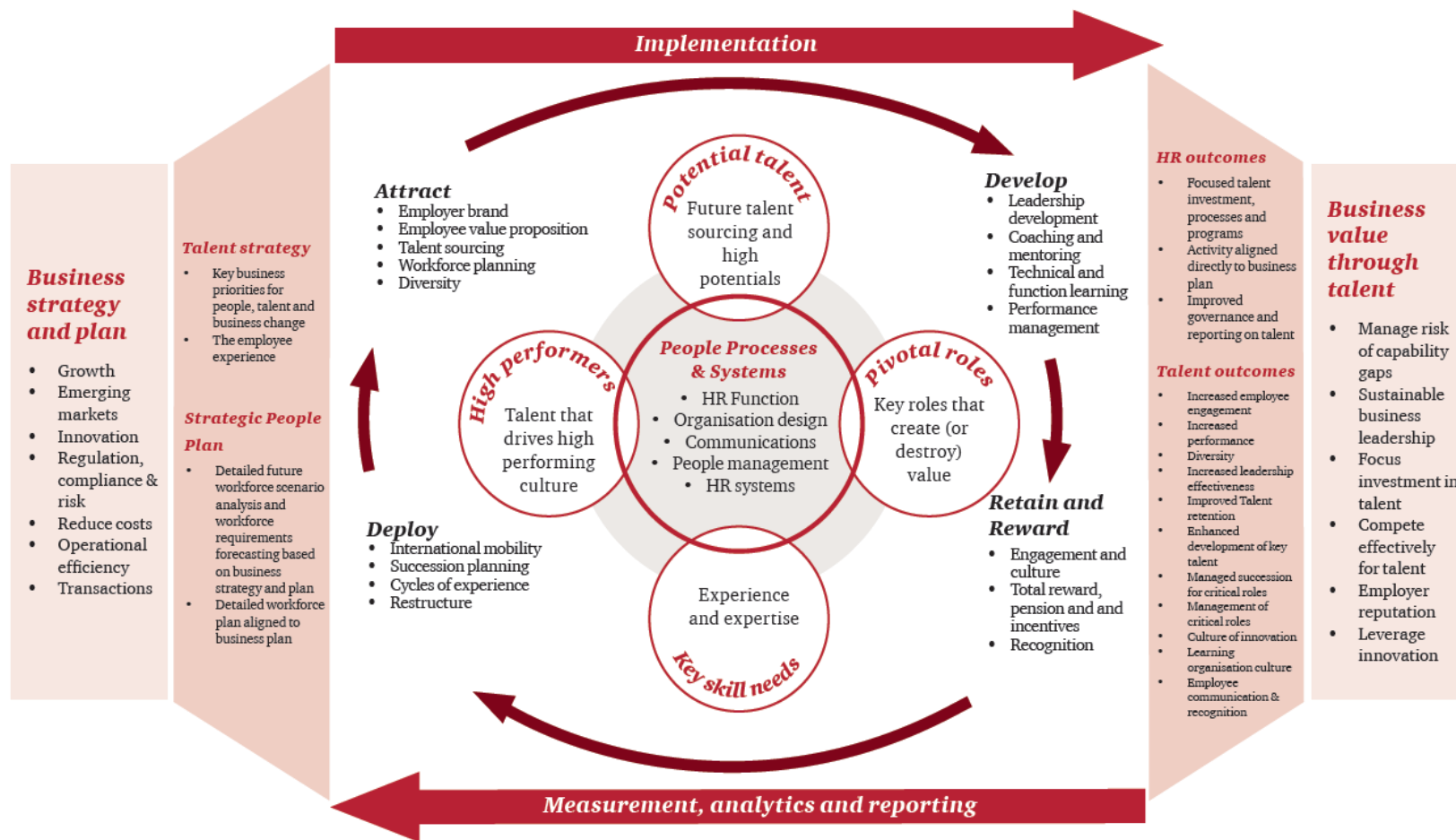
- The City of Saskatoon (the “City”) Strategic Risk Register contains risk CI-2, which is that **“The City’s existing strategies may not be attracting, managing, developing and retaining top talent to support existing and future operations”**. This risk was identified as a medium priority for City Council, and based on the risk rating exercise conducted by Corporate Risk has a residual risk severity of 4.6 (which represents “high” residual risk)
- PwC was engaged to address the risks outlined in the HR audit through an HR Function “Health Check” (Phase 1) to identify areas of opportunity to close the gaps and build upon current strengths
- From the HR Function “Health Check”, the City determined that HR Strategy was an area of high priority that would provide the foundation and direction necessary for the HR Function to address the HR audit findings. The City then identified an HR Strategy and Roadmap as the focus of Phase 2
- The objectives of the project were to:
  - Address the risk outlined above by reviewing certain processes with respect to strategies being utilized to attract, develop, and retain talent.
  - Provide recommendations to close the gaps identified in the process review.
  - Work with you to build new tools and processes on agreed priorities (i.e., HR Strategy and Roadmap).

## **Purpose of this report**

- This report sets out the findings from the HR Function ‘Health Check’ and development of an HR Strategy and Roadmap. It documents the approach taken and findings from the Voice of the Customer (VOC), HR maturity model assessment, document review, and HR Strategy and Roadmap. At the end of the report, recommendations are provided with proposed next steps.

# Project scope

The scope of the 'health check' of the City of Saskatoon's HR function and PwC's involvement in the HR Strategy & Roadmap was based on PwC's Talent Management™ framework



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# *Executive summary*

# Executive summary (1/4)

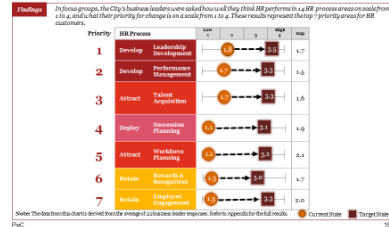
## Phase 1: Summary of findings

PwC reviewed ~34 documents, conducted 2 interviews with City leadership, facilitated 4 focus groups with directors/HR customers, and facilitated an HR maturity assessment. The findings were presented back to HR and areas of opportunities were prioritized through a voting exercise. Initiatives for the opportunity areas were mapped on an impact vs. difficulty grid to identify “quick wins.” The findings reveal that while HR is resourced with dedicated and tenured individuals, the team is struggling to build credibility as a strategic partner with the business. The prioritization of opportunities revealed that an HR Strategy is a top priority for HR and was selected as the focus area for Phase 2.

### Voice of the Customer

#### Summary of findings: Voice of the Customer (2/2)

When City leaders were asked how well they think HR performs in 12 HR process areas, leadership development, performance management, and talent acquisition were identified as their top priorities. Succession planning, workforce planning, and employee engagement were identified as the areas with the largest maturity gaps.



Voice of the Customer feedback reveals that leadership development, performance management, and talent acquisition are top customer priorities. It was also determined that HR is not perceived to be a strategic partner by leaders in the business.

### Prioritization of opportunities

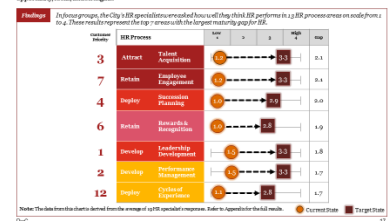
Priority for HR	Rationale
1 HR Strategy	An HR strategy that is linked to the overall organizational strategy is a critical foundation that will strengthen HR's ability to proactively and effectively anticipate and respond to the organization's needs. From the document review and stakeholder feedback, a clear HR strategy with actionable items is not currently in place. "Workforce Strategy" was developed in 2015 to address this, but has not been renewed consistently, and is not aligned to HR's organizational direction.
1 Leadership Development	Leadership development is a key pillar of the City's strategic goal of Customer Engagement. It is a customer priority, and was identified as an area of concern by both the HR department and its customers. HRD work is being done by HR to implement leadership development programs, a customer program which supports the City's strategic goal is not in place, particularly at the director level and above.
3 Performance Management	Performance management was identified as the second top priority for customers. It is a customer priority, and was identified as an area of concern by both the HR department and its customers. HRD work is being done by HR to implement leadership development programs, a customer program which supports the City's strategic goal is not in place, particularly at the director level and above.
4 Talent Acquisition	Talent acquisition is an area with a large maturity gap. It was identified by customers as a top priority, and by HR as an area in which the City needs to excel. The City has leadership of an employee only role (approximately 50% of their total headcount), but does not have recruitment specialists, an effective applicant tracking system, strong system, and does not follow consistent processes for talent acquisition across the organization.
5 Workforce Planning	The City does not follow workforce planning practices that could allow them to respond to changing organizational and customer priorities. Workforce planning is a high priority for customers and potential blind spot for HR, as the results of the maturity assessment indicated a relatively high current state maturity.
5 Succession Planning	Succession planning for critical positions is a key concern for the City's strategic goal of customer engagement, but it has not been HR's highest priority. Succession planning is a top priority for customers, and was identified as an area with a low current state maturity and large maturity gap by HR.

Of the six recommended HR opportunity areas, HR determined that HR strategy, leadership development, performance management, and talent acquisition are top priorities for HR moving forward. The outcomes align with business partner priorities, feedback from City leadership, and PwC's recommendations.

### HR maturity model assessment

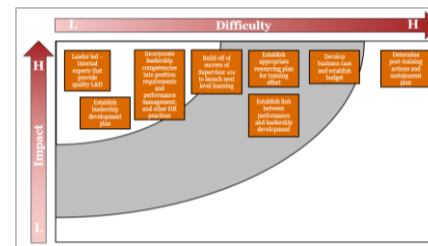
#### Summary of findings: HR maturity assessment (2/2)

When HR specialists were asked how well they think HR performs in 12 HR process areas, talent acquisition, employee engagement, and succession planning were identified as areas with the largest maturity gaps and areas in which HR believes they need to excel to best support the organization. In general, HR specialists and business leaders aligned on HR's perceived areas of opportunity, focus, and strengths.



The HR maturity model assessment revealed that HR specialists perceive talent acquisition, employee engagement, and succession planning as areas with the largest maturity gaps. The assessment shows that both HR specialists and customers align on most of HR's perceived strengths and weaknesses.

### Impact vs. difficulty assessment



The impact vs. difficulty assessment revealed that for the top four HR areas of opportunity, there are several “quick win” initiatives that HR specialists can execute with relatively low resistance and a relatively high impact on the HR risk statement in the City's Strategic Risk Register.

## Phase 2: summary of outcomes

**The City's HR and LR professionals worked with PwC to develop the main elements of the HR Strategy and Roadmap. In smaller teams the vision and the focus areas, goal statements, initiatives, metrics, and support were determined. Initiatives were listed and prioritized to develop a 12 month and 3 – 5 year roadmap to guide HR's journey from current to target state.**

## HR Strategy



The HR Strategy is reflective of the City's overall strategic vision, the HR maturity assessment, PwC's recommendations, and the Voice of the Customer feedback. The HR Strategy provides the HR function with a critical foundation that will strengthen HR's ability to prioritize and execute opportunities with an enterprise-wide approach. It is important that support for these priorities is communicated to the rest of the organization by City leadership to enable successful execution of the HR Strategy. *The expected completion date for the HR Strategy is December 31, 2017.*



## HR strategic roadmap



The 12 month and 3 – 5 year HR Strategy Roadmaps provide the HR function with an actionable plan to mitigate the talent risks identified in the City’s Strategic Risk Register. A recommended prioritization framework for new initiatives and asks from the business, and a governance framework for project execution was provided to promote an accelerated journey from current to future state. *The expected completion date for the strategic roadmap is December 31, 2017.*









# Executive summary (3/4)

## Conclusions and recommended actions for the City of Saskatoon's HR function

Given our assessment results and validation of findings with HR, we have made some conclusions to arrive at a set of recommended actions to enable successful execution of the strategy and subsequent HR Transformation.

	HR Strategy execution	Critical next steps for successful HR Transformation		
				
Theme	<p><b>Historically HR has struggled with successful project execution and change management.</b> In particular, lack of a project governance structure, effective change communications, and effective business cases results in a lack of understanding and support for HR initiatives in the organization.</p>	<p><b>The lack of integrated technology and lack of standardized processes is resulting in more time spent on reactionary, transactional activities.</b> This leaves less time for the HR function to action on strategic HR priorities and coach the business on talent solutions.</p>	<p><b>The HR's organizational structure has not evolved in a systematic way to support HR service delivery or execute the HR Strategy,</b> resulting in work silos and blurring of responsibilities across jobs and departments.</p>	<p><b>The City's business leaders are looking for HR to be a more strategic partner, bringing insights and perspective that they may not have to solve important issues and add more value.</b> This can result in HR not being consulted for decision-making where HR expertise could add value.</p>
Actions	<ol style="list-style-type: none"> <li>1. Implement a governance structure for project delivery across all HR processes.</li> <li>2. Upskill employees on change management and project management, including business case development.</li> <li>3. Update change project and change management processes, tools, and templates to enable new skills.</li> </ol>	<ol style="list-style-type: none"> <li>4. Review areas of the new strategy that can be enabled by the upcoming technology implementation; plan and integrate the new system accordingly</li> <li>5. Continue efforts to review core HR processes to streamline, improve and document processes.</li> </ol>	<ol style="list-style-type: none"> <li>6. Review inefficiencies of current organizational structure and design new model to align with the new strategy, as well as people and processes, to best deliver to the priorities of HR and their customers.</li> </ol>	<ol style="list-style-type: none"> <li>7. Identify key skills and capabilities for HR to be a credible and effective partner to the business. Conduct skills and capabilities gap analysis with current HR specialists and develop plan to close gaps.</li> </ol>
Benefits of action	<ol style="list-style-type: none"> <li>1. Clarity, understanding, and improved support for HR initiatives</li> <li>2. Empowered and upskilled HR specialists</li> <li>3. Through effective project management and prioritization of initiatives, capacity is freed to focus more on proactive and strategic initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Lower HR costs</li> <li>2. Increased operational efficiencies that frees up time to deliver high value HR activities</li> <li>3. Higher employee satisfaction</li> <li>4. Empowers HR function to be more agile and strategic (data-driven solution)</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved productivity and operational efficiencies</li> <li>2. Clarity around roles and responsibilities</li> <li>3. Alignment and prioritization of work activities based on supporting strategic goals</li> <li>4. Right capabilities in the right place to better meet client needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased relevance and competence to support the business with strategic goals and priorities</li> <li>2. Improved service and value is delivered to the business</li> <li>3. Higher engagement within the HR division.</li> </ol>

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# ***Executive summary (4/4)***

## ***Next steps***

**This report has set out the results from PwC’s independent HR Function ‘Health Check’ and development of an HR Strategy and Roadmap, and has outlined recommendations for the City’s HR function moving forward. There are some immediate next steps recommended to align key stakeholders on the findings and recommendations before executing on the HR Strategy and Roadmap.**

**1**

Submit and review draft final report with Kim Matheson, Director, Employee Experience and Performance, Marno McInnes, Director, Strategic Negotiations, Total Rewards, Workforce Analytics, and Jeff Jorgenson GM, Corporate Performance. Incorporate feedback as necessary.

***Completed in January 2018***

**2**

Share the findings from the final report with the SPC on Finance and key leadership from the business. Gather any additional feedback and align on next steps of implementing the initiatives laid out in the HR Strategy and Roadmap.

***Completed in February 2018***

**3**

Integrate feedback into the HR Strategy and Roadmap, implement a governance structure for HR Strategy and Roadmap execution, initiate recommended change management activities, and initiate strategy execution.

***March 2018 - Ongoing***

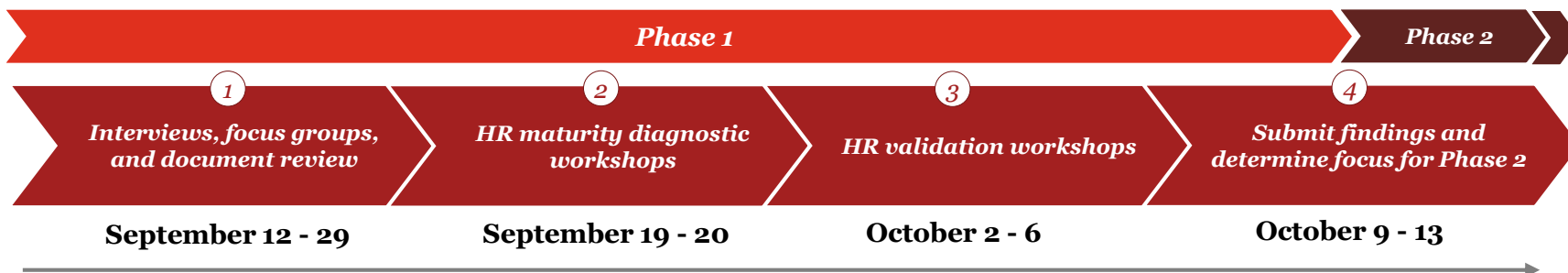
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# *Phase 1: HR Function ‘Health Check’*

- A. Assessment approach
- B. Summary of findings
- C. Outcomes

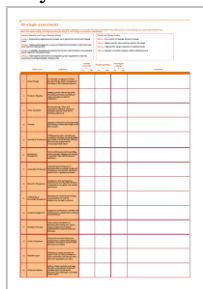
# Assessment approach

PwC used a best practice approach and proprietary tools to conduct an in-depth assessment of the City's HR function. The approach shown was carried out over a period of 5 weeks and consisted of four main steps.



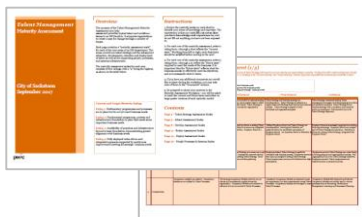
## Interviews, focus groups and HR document review

- Interviews with HR and its customers to review the health of City's HR function
- HR document review to understand business strategy & goals, people strategy & function, organization, and other key information



## HR maturity diagnostic workshops

- Three 1.5 hour workshops with HR to better understand the current-state and target-state maturity of the HR function
- HR leadership completed an electronic version of the HR maturity assessment



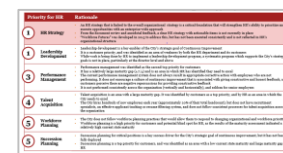
## HR validation workshops



- Workshops with HR to review consolidated findings and identify focus areas for the City moving forward

## Submit findings and determine focus for Phase 2

- A summary of findings and high-level recommendations for the City's HR function moving forward submitted by PwC
- Phase 2 kickoff and leadership meeting to calibrate on recommendation priorities





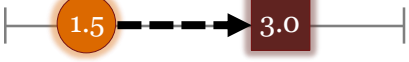



# Summary of findings: Voice of the Customer (1/2)

When City leaders were asked how well they think HR performs in 6 major HR process areas, talent development, talent attraction, and talent retention were identified as their top priorities. Business leaders recognize that HR has come a long way; however, their scores for the 7 major HR processes suggests that there is room for improvement. There is an opportunity to better understand and manage changing customer expectations for HR to position itself as a strategic business partner.

## Findings

In focus groups, the City's business leaders were asked how well they think HR performs in 14 HR process areas on scale from 1 to 4, and what their priority for change is on a scale from 1 to 4. These results represent the average ratings for 6 high-level areas of the PwC Talent Management Framework™.

Priority	HR Process	Low 1	2	3	High 4	Gap
1	Talent Development					1.5
2	Talent Attraction					1.5
3	Talent Retention					1.7
4	Talent Deployment					1.7
5	Talent Strategy					1.5
6	People, Processes & Systems					1.5

**Note:** The data from this chart is derived from the average of 22 business leader responses. Refer to Appendix for the full results.

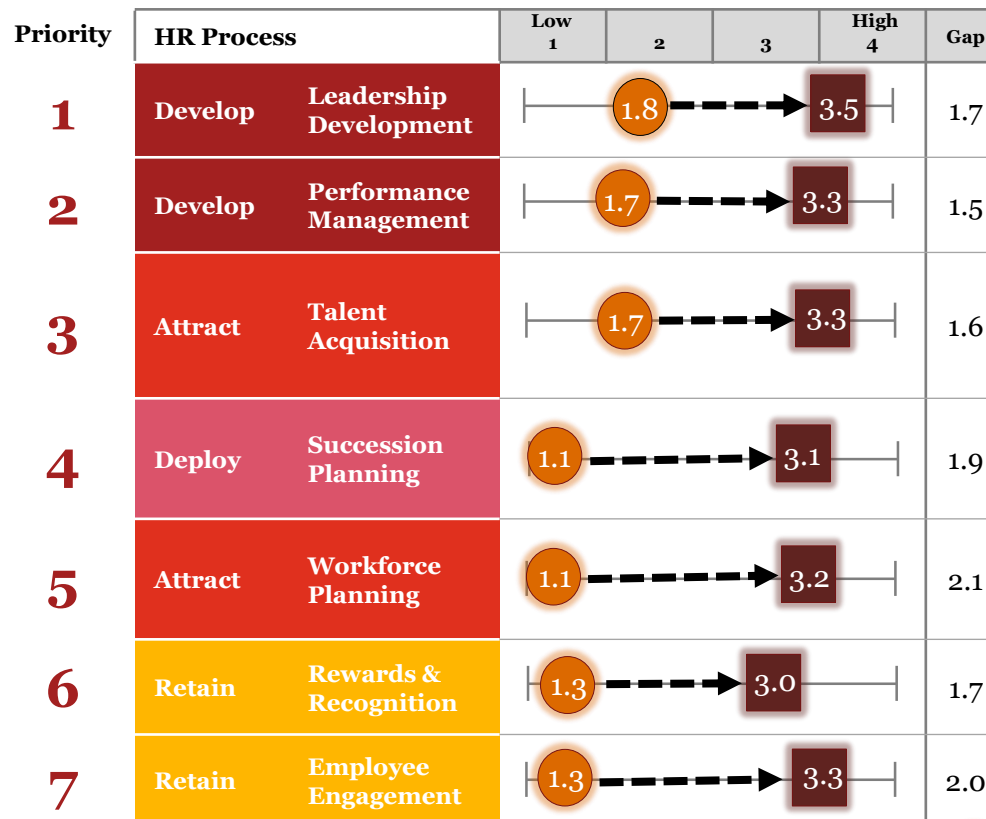
 Current State  Target State

# Summary of findings: Voice of the Customer (2/2)

When City leaders were asked how well they think HR performs in 14 HR process areas, leadership development, performance management, and talent acquisition were identified as their top priorities. Succession planning, workforce planning, and employee engagement were identified as the areas with the largest maturity gaps.

## Findings

In focus groups, the City's business leaders were asked how well they think HR performs in 14 HR process areas on scale from 1 to 4, and what their priority for change is on a scale from 1 to 4. These results represent the top 7 priority areas for HR customers.



**Note:** The data from this chart is derived from the average of 22 business leader responses. Refer to Appendix for the full results.

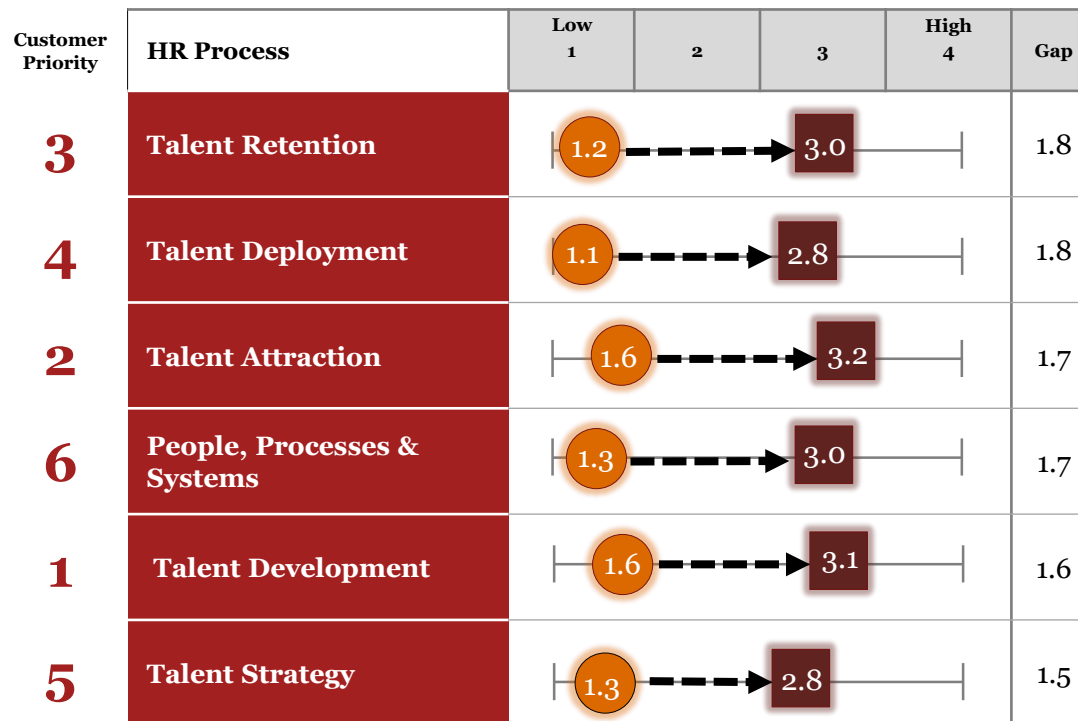
Current State Target State

# Summary of findings: HR maturity assessment (1/2)

When HR specialists were asked how well they think HR performs in 6 major HR process areas, talent retention, talent deployment, and talent attraction were identified as areas with the largest maturity gaps, while talent attraction and talent development were identified as areas in which they believe HR should excel to best support the organization.

## Findings

In focus groups, the City's HR specialists were asked how well they think HR performs in 13 HR process areas on scale from 1 to 4. These results represent the average ratings for 6 high-level areas of the PwC Talent Management Framework™, in order of decreasing maturity gap.



**Note:** The data from this chart is derived from the average of 19 HR specialist's responses. Refer to Appendix for the full results.

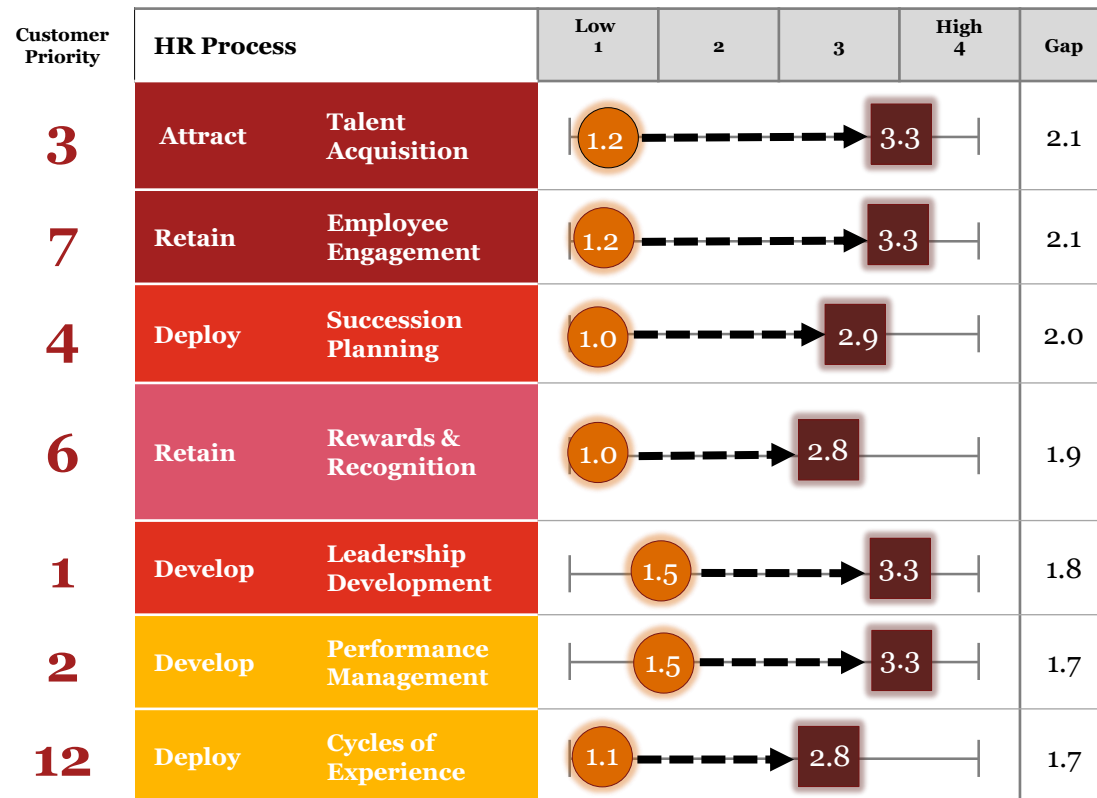
○ Current State ■ Target State

# Summary of findings: HR maturity assessment (2/2)

When HR specialists were asked how well they think HR performs in 13 HR process areas, talent acquisition, employee engagement, and succession planning were identified as areas with the largest maturity gaps and areas in which HR believes they need to excel to best support the organization. In general, HR specialists and business leaders aligned on HR's perceived areas of opportunity, focus, and strengths.

## Findings

In focus groups, the City's HR specialists were asked how well they think HR performs in 13 HR process areas on scale from 1 to 4. These results represent the top 7 areas with the largest maturity gap for HR.



**Note:** The data from this chart is derived from the average of 19 HR specialist's responses. Refer to Appendix for the full results.



Current State



Target State



# Summary of findings: document review

HR does not have an actionable strategy that is aligned to the City's strategic objectives and supported by City leadership and customers alike. From the perspective of City employees, leadership development and rewards and recognition are priority areas for change. However, priority areas for the organization, directors-level employees, and VP-level employees differ, highlighting the need for an enterprise-wide approach in response

## Findings







PwC reviewed ~34 documents provided by HR specialists. The results below summarize key findings in alignment with the PwC Talent Management Framework that were not addressed in other areas of the assessment.

Documents	Findings
<b>City Strategy and Workforce Futures</b>	<ul style="list-style-type: none"><li>➤ The HR strategy (Workforce Futures) is aligned to the City's strategic goals, and highlights the HR teams understanding of the City's needs and deep knowledge of HR.</li><li>➤ While the HR team produces quality work, initiatives appear to slow or stop at the execution phase.</li><li>➤ Anecdotal feedback indicates some initiatives were not approved by leadership, indicating the need for a revised strategy with an enterprise-wide approach that is supported at all levels.</li></ul>
<b>Employee Engagement Survey by McLean &amp; Company</b>	<ul style="list-style-type: none"><li>➤ The results indicate that compared with industry benchmarks, employees do not have strong relationships with or feel empowered by management, and do not consider the City as an organization with high potential that fosters innovation and develops inspirational leaders.</li><li>➤ The results, as well as anecdotal feedback received from HR, indicate that the existing leadership development program may not be favoring the development of leadership skills over management skills, and a sustainment plan to ensure learnings are maintained and promoted outside of training is required.</li><li>➤ Rewards and recognition was rated the least favorable of all categories, indicating that work is required to ensure employees are appreciated and rewarded for good work. While the public nature of the organization may hinder large variances in compensation and bonuses, an alternative rewards structure should be considered.</li></ul>
<b>Customer Satisfaction Survey by McLean &amp; Company</b>	<ul style="list-style-type: none"><li>➤ The top priorities at the VP-level, Director-level, and Organization-level aligned for Health &amp; Safety, Employee Relations, and Performance Management.</li><li>➤ There is misalignment in the prioritization of Employee Engagement and Talent Acquisition at the VP-level compared to the Director-level and organization-level: Employee Engagement is a top priority (along with Health and Safety) for City leaders at the VP-level (ranked as priority 1/12), while at the Director and Organization level Employee Engagement was ranked as priority 8/12. Talent acquisition was ranked as priority 6/12 at the VP level, and 2/12 at the Director and organization level.</li><li>➤ Without alignment, an enterprise-wide approach, and quality change management, it is less likely that HR initiatives will be endorsed by the business.</li></ul>

## Summary of findings: relative strengths and potential blind spots

HR has been making considerable efforts to improve diversity and inclusion, learning and development, and core service delivery, receiving positive feedback from customers. While it is important that the City continue their efforts in these areas, our assessment showed relatively positive results compared to other HR processes.

Workforce planning, succession planning, and HR strategy are areas of high potential opportunity that did not surface as an immediate priority. This re-enforces the organization-wide perception that HR focuses a disproportionate amount of time on administrative and reactive activities, as these HR processes are proactive and strategic in nature.

Findings	Relative strengths	Potential blind spots	
 <b>Diversity &amp; Inclusion</b>	Both customers and HR agree that diversity is a relative strength, and, given the nature of the organization, it is important that the City continues their efforts in this area to create a culture of diversity.	 <b>Workforce Planning</b>	Customers identified Workforce Planning as a top priority with the largest maturity gap (gap 2.1/4), yet HR specialists identified Workforce Planning as a relative strength (gap 1.5/4). Workforce planning is an important success factor for talent acquisition and succession planning, which are customer priorities and important strategic success drivers in the City's overall strategy.
 <b>Learning &amp; Development</b>	Customers gave positive reviews of the Supervisor 101 training. Customers and HR agree that L&D has started on a positive path forward, but should continue to make improvements.	 <b>Succession Planning</b>	Succession planning was identified as a top priority for customers, and HR recognized it as having the third largest maturity gap relative to the other HR processes. Succession planning is also one of the key success drivers for the City's strategic goal of continuous improvement. Through the assessment, succession planning did not surface as a top priority for HR relative to other HR processes.
 <b>Core Service Delivery</b>	While HR rated the current-state maturity of HR Service Delivery relatively low (1.4/4), customers were relatively satisfied, and rated the current-state of service delivery relatively high (1.9/4).	 <b>HR Strategy</b>	HR is not perceived to be a strategic business partner by business leaders. Our assessment and experience indicate HR has a difficult time prioritizing and executing on initiatives, which is partially caused by a lack of a clear HR Strategy and enterprise-wide approach. However, an HR Strategy was not identified as a top priority or area of weakness by customers or HR.

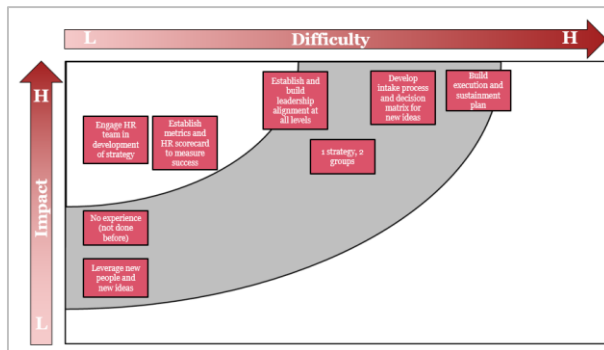
# Summary of findings: impact vs. difficulty assessment

The City's HR specialists are a group of highly capable individuals that are aware of the HR's strengths, areas of opportunity, and actions needed to address the HR risk statement in the City's Strategic Risk Register. HR's perception that the organization is not always supportive of HR initiatives may be partially caused by a lack of key skills and training needed for successful execution, such as developing a business case, change management, and project management. More mature change and project management skills will enable better execution of their improvement plans and efforts.

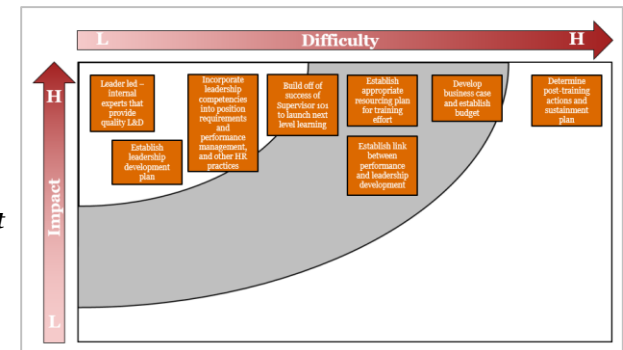
## Findings

HR used the outputs from the 'helping' and 'hindering' forces workshop to identify challenges to implementation and co-create an impact vs. difficulty map of initiatives for the four prioritized areas: HR strategy, leadership development, performance management, and talent acquisition.

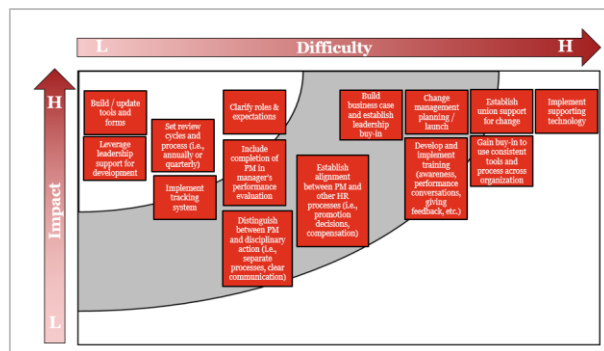
### HR Strategy



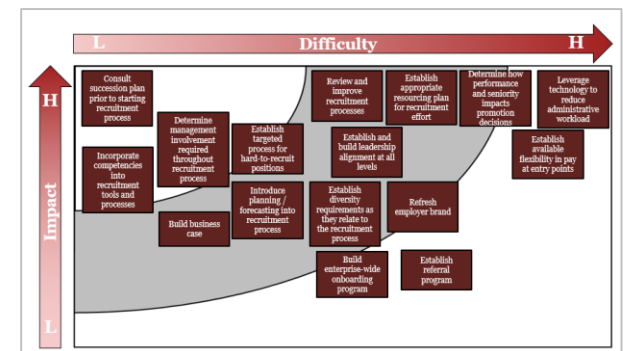
### Leadership Development



### Performance Management



### Talent Acquisition



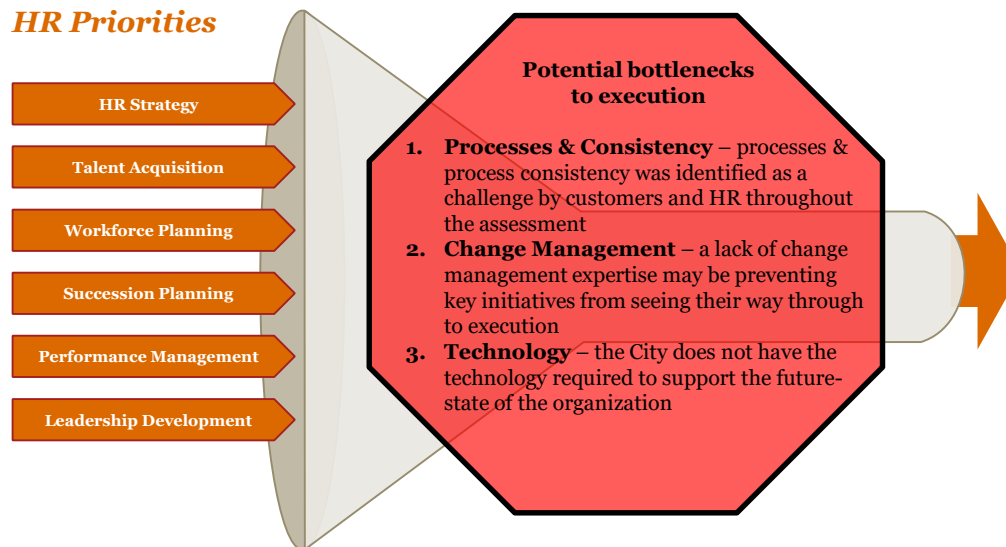
# Summary of findings: potential bottlenecks to execution

Prioritization has surfaced as a key challenge for the HR department when faced with varying requests from customers and City leadership. Processes & consistency, change management, and lack of technology to support core HR functions were identified as potential roadblocks to execution.

## Findings

*The nature of political cycles and project requests from the organization result in fluctuating priorities which HR has not been able to effectively manage. A lack of consistency in processes, lack of supporting technology, and ineffective change management efforts are foundational challenges that should be addressed to successfully execute the HR strategy.*

### HR Priorities



### Execution

Initiatives can be categorized into “quick wins” and “longer term initiatives” to guide the development of an execution roadmap.

#### Quick Wins

- There is limited cross functional involvement
- Execution time is shorter than a quarter
- Multiple layers of approval are not required

#### Longer-term Initiatives

- Cross-functional collaboration is involved
- Execution time is longer than a quarter

# Outcomes: recommended prioritization of opportunities

Of the six recommended HR processes\*, HR determined that HR strategy, leadership development, performance management, and talent acquisition were their top priorities based on feedback from Voice of the Customer, HR maturity assessment, the document review, and PwC's assessment and recommendations.

## Outcomes

Through a voting exercise, HR specialists prioritized the recommended HR processes for change, and determined that HR Strategy was the top priority for them.

Priority for HR	Rationale
<b>1</b> HR Strategy	<ul style="list-style-type: none"> <li>An HR strategy that is linked to the overall organizational strategy is a critical foundation that will strengthen HR's ability to prioritize and execute opportunities with an enterprise-wide approach</li> <li>From the document review and anecdotal feedback, a clear HR strategy with actionable items is not currently in place</li> <li>"Workforce Futures" was developed in 2013 to address this, but has not been executed consistently and is not reflected in HR's organizational structure</li> </ul>
<b>1</b> Leadership Development	<ul style="list-style-type: none"> <li>Leadership development is a key enabler of the City's strategic goal of Continuous Improvement</li> <li>It is a customer priority, and was identified as an area of weakness by both the HR department and its customers</li> <li>While work is being done by HR to implement a leadership development program, a systematic program which supports the City's strategic goals is not in place, particularly at the director level and above</li> </ul>
<b>3</b> Performance Management	<ul style="list-style-type: none"> <li>Performance management was identified as the second top priority for customers</li> <li>It has a relatively large maturity gap (1.7/4) and is an area in which HR has identified they need to excel</li> <li>The current performance management system does not always result in appropriate corrective action with employees who are not performing. It does not encourage a culture of continuous improvement that is associated with giving constructive and honest feedback, as customers perceive there are negative repercussions for providing constructive feedback</li> <li>It is not performed consistently across the organization (vertically and horizontally), and seldom for senior employees</li> </ul>
<b>4</b> Talent Acquisition	<ul style="list-style-type: none"> <li>Talent acquisition is an area with a large maturity gap. It was identified by customers as a top priority, and by HR as an area in which the City needs to excel</li> <li>The City hires hundreds of new employees each year (approximately 20% of their total headcount), but does not have recruitment specialists, an effective applicant tracking or resume filtering system, and does not follow consistent processes for talent acquisition across the organization</li> </ul>
<b>5</b> Workforce Planning	<ul style="list-style-type: none"> <li>The City does not follow workforce planning practices that would allow them to respond to changing organizational and workforce priorities</li> <li>Workforce planning is a high priority for customers and potential blind spot for HR, as the results of the maturity assessment indicated a relatively high current state maturity</li> </ul>
<b>5</b> Succession Planning	<ul style="list-style-type: none"> <li>Succession planning for critical positions is a key success driver for the City's strategic goal of continuous improvement, but it has not been fully deployed</li> <li>Succession planning is a priority for customers, and was identified as an area with a low current state maturity and large maturity gap by HR</li> </ul>

\*From the data analysis (ranked by priority and maturity gap), Employee Engagement was highlighted as a top 6 priority area. However, HR has recently made progress in this area and has indicated that it is not a priority for this engagement.

February 2018

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# *Phase 2: HR Strategy and Roadmap*

- A. HR Strategy and Roadmap approach
- B. Outcomes: HR Strategy
- C. Outcomes: HR Roadmap

# HR Strategy and Roadmap approach

PwC used a best practice approach including reference documents, tools and templates, and provided training to the City's HR specialists to facilitate the development of an HR Strategy and Roadmap. The approach shown was carried out over a period of 6 weeks and consisted of four main steps.

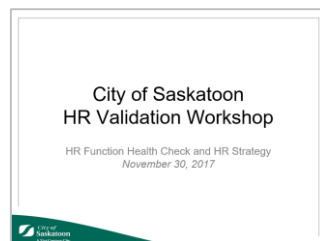


## Develop HR Vision, mission, focus areas, initiatives, and KPIs

- Train teams of HR/LR employees on the development of an HR vision and initiatives and KPIs for the key focus areas
- HR/LR teams develop the vision statement and initiatives and KPIs for the key focus areas
- PwC will provide advisory support, tools, templates, and best practice examples as needed

## HR validation workshop

- Each HR/LR project team presents their findings to the rest of the HR team, and aligns on the Roadmap elements and approach



## Develop roadmaps for focus areas



- HR/LR project teams assigned to the focus areas develop a roadmap for each of the identified initiatives
- PwC will provide advisory support, tools, templates, and best practice examples as needed

## Finalize HR Strategy & Roadmap

- PwC and HR/LR project teams will present the HR Strategy & Roadmap back to HR for feedback
- Incorporate feedback and submit final HR Strategy & Roadmap and final report to HR



# Outcomes: HR Strategy\*

A double-sided strategy placemat\* was developed for the City of Saskatoon's HR function to address the HR risk statement in the City's Strategic Risk Register. Consideration was taken to select focus areas and initiatives that address the root cause of HR customer's and City leadership's concerns and priorities in order to directly respond to their needs. The HR Strategy is reflective of the City's overall strategy and the Phase 1 findings and recommendations.

## Overview

HR identified Talent Acquisition, Leadership Development, and Talent & Performance Management as the strategic focus areas in which they hope to make a step change to address the HR risk statement. Goal statements, key initiatives, metrics, and support required from other areas of the organization (HR or non-HR) were incorporated for each HR process. The processes identified by HR specialists in "Our Services" are core foundational areas which are critical to the success of the HR Strategy execution and the HR function as a whole. While a step change is expected in the focus areas, ongoing initiatives and progress should continue in the other foundational areas.



\*Note: While the HR Strategy is a separate deliverable, a full-size sample of the HR Strategy is provided in Appendix II.



# Outcomes: HR Roadmap

An HR Roadmap was developed to provide HR with a clear, executable path from current to future state. The simplified design of the HR Strategy and Roadmap equip HR specialists with tools that can be used to effectively communicate how HR is addressing customer needs to any leaders or employees in the organization.

## Overview

A 12 month and 3 – 5 year Roadmap were developed to capture the immediate and longer-term business priorities, using a new and more structured approach to planning and project execution. To plan the roll out of key initiatives for 2018, HR specialists were provided guidance and a template utilizing PwC's Transform Framework™. A 3 – 5 year roadmap was developed to show the initiatives HR will action to achieve the HR vision.







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# *Recommendations moving forward for the City's HR function*

# Recommendations moving forward for the City's HR function

## Conclusions and recommended actions for the City of Saskatoon's HR function

Given our assessment results and validation of findings with HR, we have made some conclusions to arrive at a set of recommended actions to enable successful execution of the strategy and subsequent HR Transformation.

	HR Strategy execution	Critical next steps for successful HR Transformation		
				
Theme	<p>Historically HR has struggled with successful project execution and change management. In particular, lack of a project governance structure, effective change communications, and effective business cases results in a lack of understanding and support for HR initiatives in the organization.</p>	<p>The lack of integrated technology and lack of standardized processes is resulting in more time spent on reactionary, transactional activities. This leaves less time for the HR function to action on strategic HR priorities and coach the business on talent solutions.</p>	<p>The HR's organizational structure has not evolved in a systematic way to support HR service delivery or execute the HR Strategy, resulting in work silos and blurring of responsibilities across jobs and departments.</p>	<p>The City's business leaders are looking for HR to be a more strategic partner, bringing insights and perspective that they may not have to solve important issues and add more value. This can result in HR not being consulted for decision-making where HR expertise could add value.</p>
Actions	<ol style="list-style-type: none"> <li>1. Implement a governance structure for project delivery across all HR processes.</li> <li>2. Upskill employees on change management and project management, including business case development.</li> <li>3. Update change project and change management processes, tools, and templates to enable new skills.</li> </ol>	<ol style="list-style-type: none"> <li>4. Review areas of the new strategy that can be enabled by the upcoming technology implementation; plan and integrate the new system accordingly</li> <li>5. Continue efforts to review core HR processes to streamline, improve and document processes.</li> </ol>	<ol style="list-style-type: none"> <li>6. Review inefficiencies of current organizational structure and design new model to align with the new strategy, as well as people and processes, to best deliver to the priorities of HR and their customers.</li> </ol>	<ol style="list-style-type: none"> <li>7. Identify key skills and capabilities for HR to be a credible and effective partner to the business. Conduct skills and capabilities gap analysis with current HR specialists and develop plan to close gaps.</li> </ol>
Benefits of action	<ol style="list-style-type: none"> <li>1. Clarity, understanding, and improved support for HR initiatives</li> <li>2. Empowered and upskilled HR specialists</li> <li>3. Through effective project management and prioritization of initiatives, capacity is freed to focus more on proactive and strategic initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Lower HR costs</li> <li>2. Increased operational efficiencies that frees up time to deliver high value HR activities</li> <li>3. Higher employee satisfaction</li> <li>4. Empowers HR function to be more agile and strategic (data-driven solution)</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved productivity and operational efficiencies</li> <li>2. Clarity around roles and responsibilities</li> <li>3. Alignment and prioritization of work activities based on supporting strategic goals</li> <li>4. Right capabilities in the right place to better meet client needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased relevance and competence to support the business with strategic goals and priorities</li> <li>2. Improved service and value is delivered to the business</li> <li>3. Higher engagement within the HR division.</li> </ol>

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# *Additional detail on the recommendations*

- A. Recommendations for HR Strategy execution
- B. Recommended critical next steps for successful HR Transformation

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## ***A. Recommendations for HR Strategy execution***

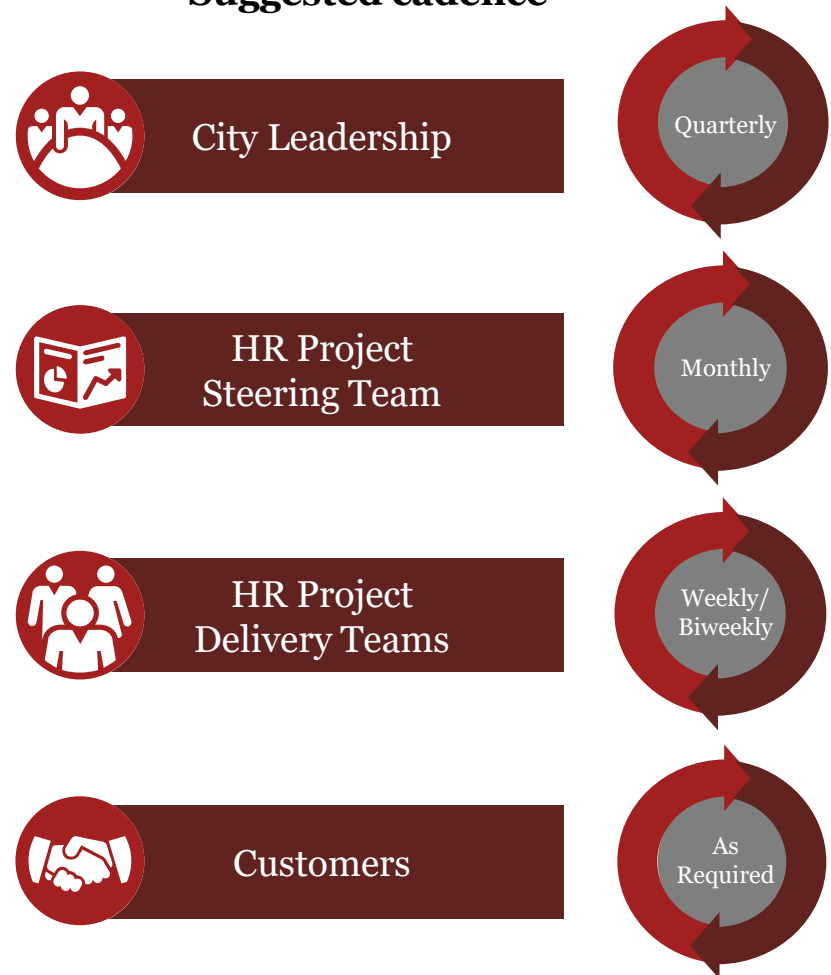
- i. Recommended project governance and cadence
- ii. Suggested agenda items by stakeholder group
- iii. Recommended prioritization framework for new project requests

# ***Ai. Recommended project governance and cadence***

## **Sample Program Governance Structure**



## **Suggested cadence**



## Aii. Suggested agenda items by stakeholder group

### City Leadership



**Keep informed and obtain buy-in**

#### Agenda items:

- Reinforce project vision and goals
- Consolidated status updates, stakeholder feedback, and next steps
- Project KPIs and successes
- Budget requirements and business case
- Obtain commitment and drive accountability for execution

### HR Project Steering Team



**Keep informed, consult, and actively engage**

#### Agenda items:

- Consolidated weekly team updates, stakeholder feedback, and next steps
- Project KPIs and success
- Risks and issues, support/resourcing required
- Intake and decision-making for new initiatives and asks from the business

### HR Project Delivery Teams



**Champion**

#### Agenda items:

- Team successes and recognition
- Announcements
- Daily/weekly focus
- Planning, deadlines, and out of office
- KPI tracking
- Risks and issues
- Customer feedback
- Resourcing, team skills, and training requirements

### Customers\*



**Keep informed, consult, and validate**

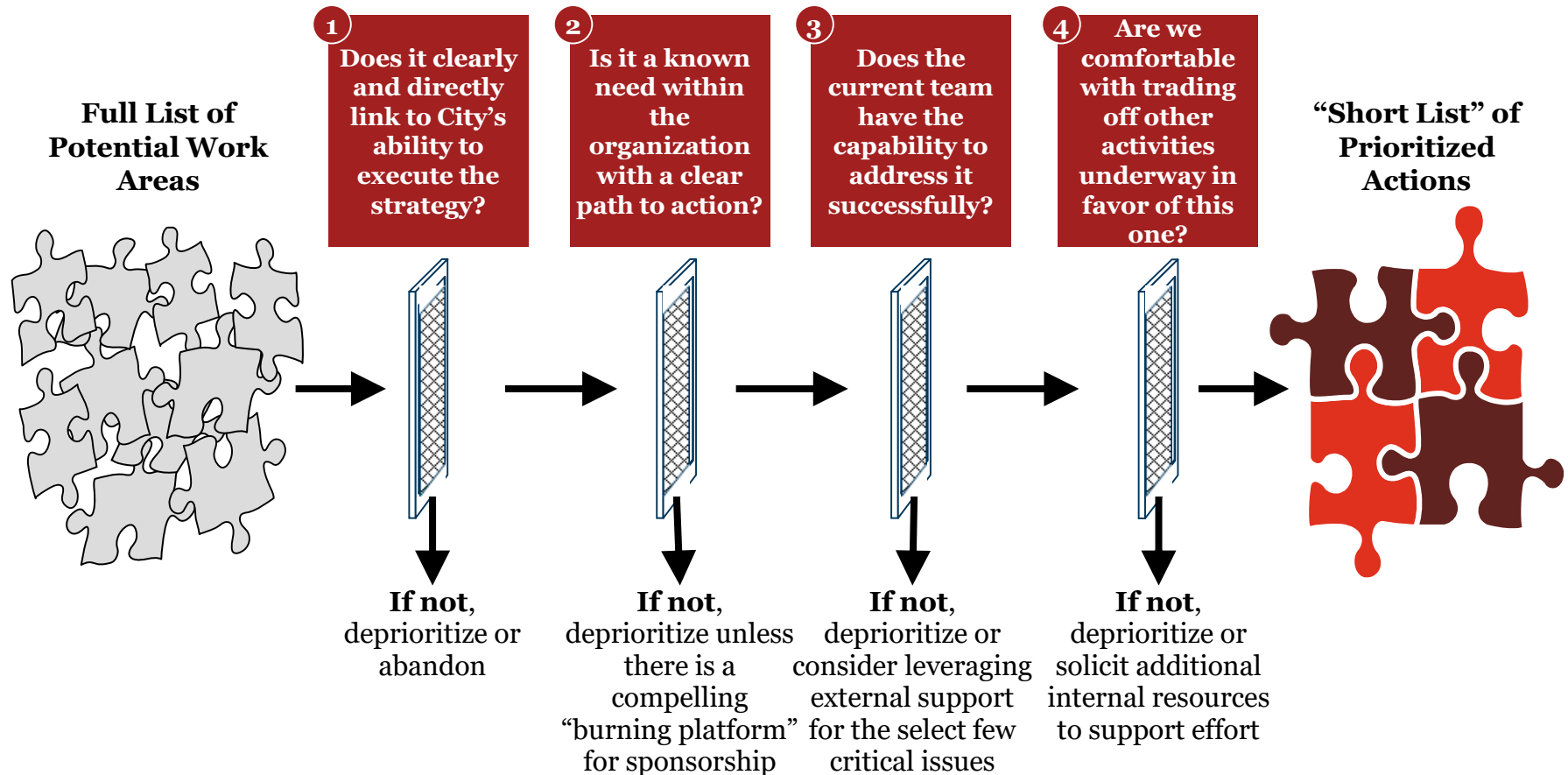
#### Agenda items:

- Reinforce project vision and business case
- Consult and solicit feedback
- Validate project deliverables
- Consolidated, customer-focused status updates
- Updates on how customer feedback has been tracked and implemented

**\*Note: Level of engagement will vary by project & customer**

## ***Aiii. Recommended prioritization framework for new project requests***

**Filters for prioritizing new initiatives or asks from the organization**





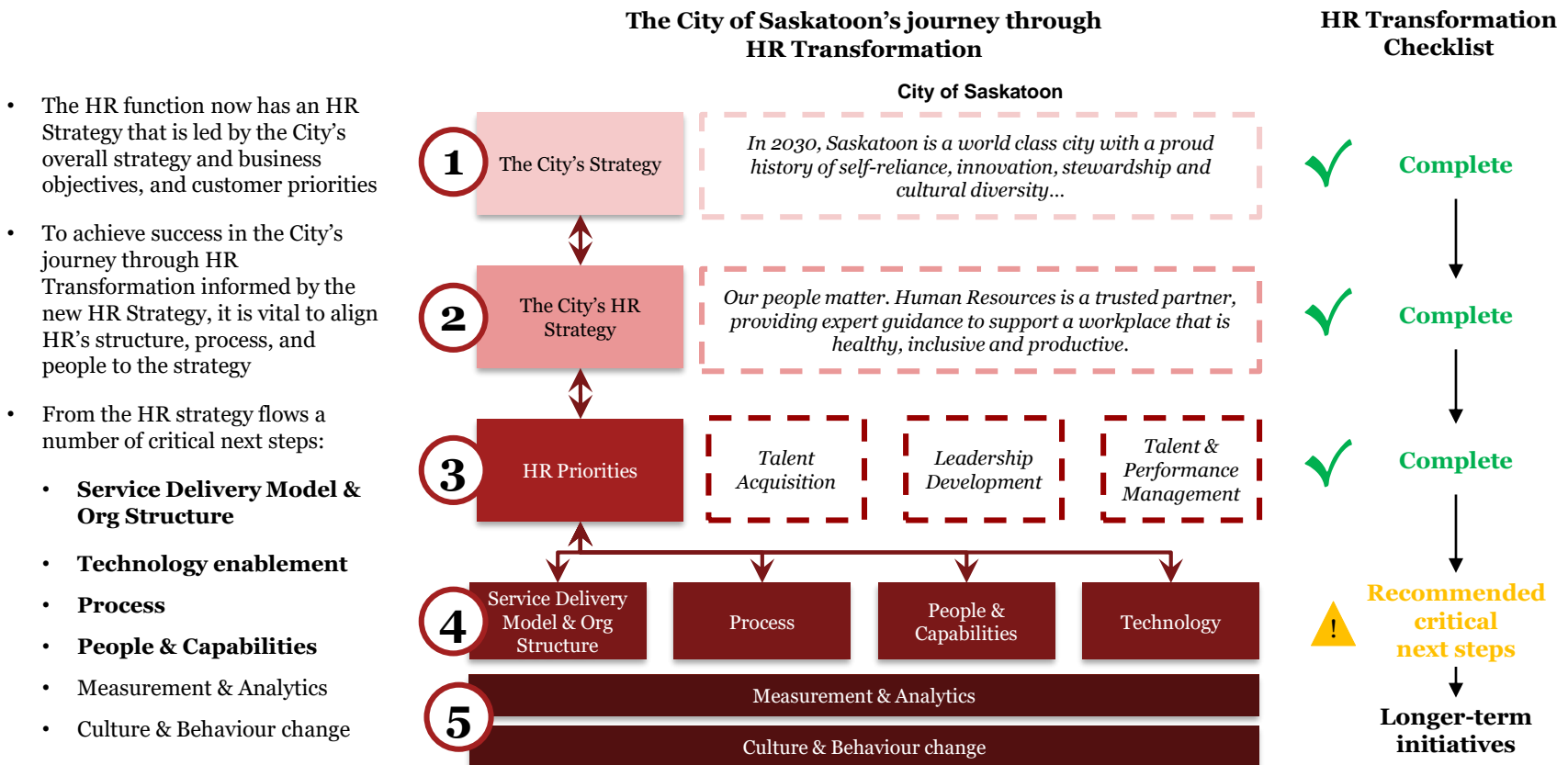
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## ***B. Recommended critical next steps for successful HR Transformation***

- i. Integrate an HR system to support the strategy
- ii. Conduct a detailed review of core HR processes
- iii. Design and implement HR organizational structure
- iv. Develop key skills and capabilities

## B. Recommended critical next steps for successful HR Transformation

Failing to execute the critical next steps after developing an HR Strategy within a reasonable time frame can lead to subsequent project failures, inefficiencies due to outdated processes and disjointed interaction points with customers, disproportionate focus on transactional rather than strategic activities, and unclear responsibilities for HR specialists and customers



## ***Bi. Use the HR Strategy to inform the design and implementation of a new HR organizational structure***

**A well designed HR structure informed by the new HR Strategy will enable HR to increase productivity and efficiency on high-value work activities that support the City's business priorities. The organizational design will inform the design of an HR service delivery model.**

**Designing an organization structure that is 'fit for growth'.** The current state of the HR function has evolved over time and at times around the people rather than an HR Strategy. The result of this are (1) narrow spans of control (2) cumbersome and disjointed work flows (3) confusing reporting structures and (4) departmental silos. As the City undergoes upcoming changes while implementing the HR Strategy under new City leadership, it is imperative that the HR function is organized in the most efficient, agile and productive way to support the organization and lead organizational change.

**A high-level methodology can be used to guide the organizational design efforts.**

1. Assess	2. Design	3. Construct	4. Implement & review
<ul style="list-style-type: none"><li>A. Review HR strategy and understand organization/structural implications required to deliver the strategy.</li><li>B. Develop design principles for the desired HR function.</li><li>C. Baseline current HR function to required level of detail (including assessing current capabilities and skills).</li><li>D. Identify constraints and other implications of making organizational changes.</li><li>E. Agree evaluation criteria for options assessment.</li></ul>	<ul style="list-style-type: none"><li>A. Design high level 'to-be' options with supporting business case. (Organization structure and team level responsibilities). Ensure input from any process or systems changes.</li><li>B. Review capability gap between 'as-is' and 'to-be' options and develop strategy to address gap.</li><li>C. Evaluate and select preferred option.</li><li>D. Undertake detailed design (Full organization charts including transition, staff numbers, governance model, working groups, meeting schedules etc).</li></ul>	<ul style="list-style-type: none"><li>A. Undertake change impact assessment.</li><li>B. Design and develop implementation plan to include:<ul style="list-style-type: none"><li>• Organization design activities</li><li>• Training &amp; capability</li><li>• Employee relations</li><li>• Communications &amp; engagement</li></ul></li></ul>	<ul style="list-style-type: none"><li>A. Execute implementation plan and embed activities into the organization.</li><li>B. Undertake review meetings after 4-6 weeks of completion and evaluate the effectiveness of the changed organization.</li><li>C. Complete ongoing review of organization/structure implications on evolving HR strategies.</li></ul>

**Developing a set of design principles as a criteria to guide the 'to-be' organizational structure is important.** These design principles should be created with HR service delivery model design principles in mind. The following design principles list can be used as a starting point for the City.

- 1. Enable the new HR Strategy.** Does the design allocate sufficient management attention to the organization's strategic objectives and key operating priorities?
- 2. Leverage people.** What does the design require of the workforce and will they be able to deliver the desired level of performance?
- 3. Contain costs.** Does the design support the funding of positions based on strategic relevance of the role/work to the organization?
- 4. Operate within constraints.** Does the design take account of new, or existing constraints? (e.g. financial, regulation, technology, culture)
- 5. Eliminate difficult links.** Do 'difficult links' exist within the HR function or between HR and other departments in the company?
- 6. Optimize hierarchy.** Is it clear how each level of hierarchy adds value to the layers below it?
- 7. Clarify decision rights & responsibilities and strengthen accountability.** Are critical decisions being made in the correct unit and at the right level?
- 8. Improve innovation & flexibility.** Is the design flexible enough to adapt to future changes or innovate better working practices?

## Bii. Integrate the HR System to support the HR Strategy

The City is undertaking an initiative to implement an integrated HR System (HRIS). It is important that HR revisit the system architecture and capabilities to align them in a manner that enables the new HR Strategy, and integrate the HRIS to align accordingly. An integrated end-to-end technology platform can free up time for the City's HR function to prioritize higher value HR activities by eliminating unnecessary transactions and enabling the use of self service for employees at all levels.

If action is not taken to integrate HR systems to support the new strategy, inefficiencies within the HR function will remain unresolved.

<b>1. Disparate systems</b>	Multiple systems are integrated with custom integrations; disconnected functionality (refer to figure 1).
<b>2. Manual processes</b>	Current processes include a mix of Excel/Word/Paper tasks; limited workflows; difficult to report; limited audit trail (e.g. employee processing)
<b>3. Limited visibility into workforce costs</b>	Difficult to get an accurate view into workforce costs, quality, and capabilities; labor-intensive reporting, dashboards, and analytics
<b>4. Limited organizational agility</b>	Challenging to make organizational changes quickly and efficiently; slower integration speeds

The use of automation and self service complements the Business Partner Service Delivery model and has other additional benefits<sup>1</sup>. With less manual and transactional activities, HR can devote more time to high value activities while improving service to the business.

**22%**

Business managers spend 22% less time on **administrative activities** when they have self service.

**26%**

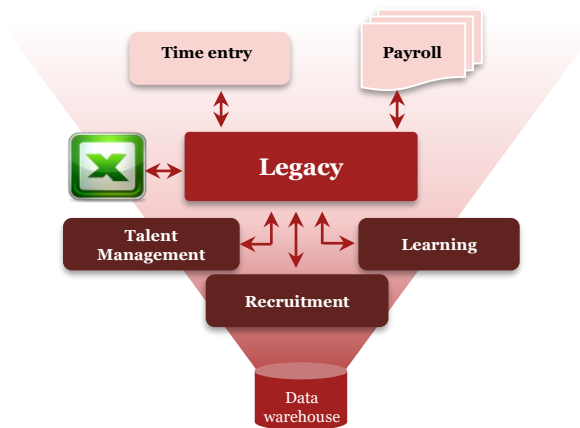
HR costs can be 26% less when a single HRIS with standardized processes is implemented.

**48%**

Leveraging self service technology can help decrease 48% **fewer transactions** per employee.

1. Source: SAP success factors

Figure 1) The City's 'current-state' HR Systems



Some companies are early adopters in using technology to transform HR.

### Case Study<sup>1</sup> – 'At a glance'

**Goals:** Achieve the strategic priority to be the place to work by improving the overall employee experience via technology such as employee self-service and manager self service tools, and enhancing transparency in HR by moving away from email and spreadsheet based transactions.

**Strategy:** Integrated an HR technology solution as the foundation for an overall HR transformation project and HR process redesign.

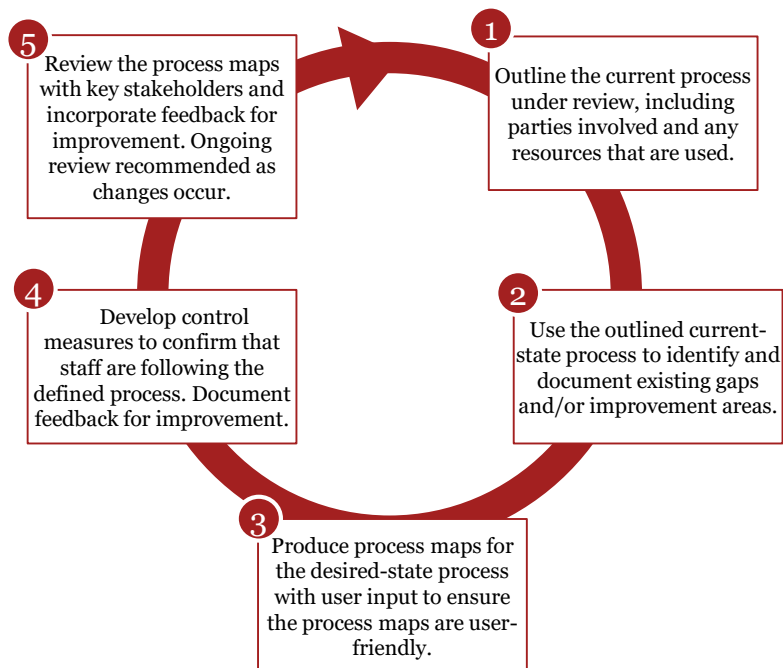
**Outcome:** A flexible cloud HR platform as a central, automated hub for all personnel transactions; the ability for employees and managers to access and change personal information; and an end-to-end, hire-to-retire view of an employee life cycle.

## ***Biii. Accelerate efforts to improve core HR processes***

The City has stood up a core Organizational Performance team within the Employee Experience and Performance division. To promote successful execution of the new HR Strategy both internally to HR and externally for the organization, it is recommended to increase focus on HR processes for the near future. Documenting, standardizing and improving core HR processes can streamline key work activities to drive efficiencies and serve as a baseline for achieving a successful HR transformation.

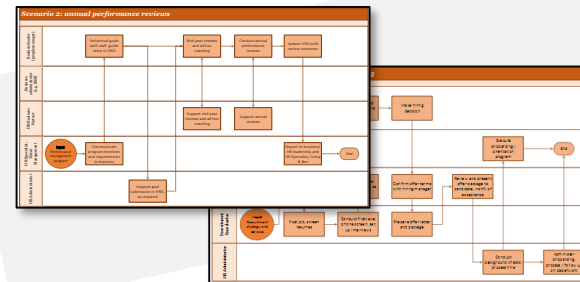
**Process mapping and process improvement is an ongoing procedure.** Process maps are a detailed, structured, and easy-to-use solution to formally review and document core processes. Currently, the HR function is not documenting or adhering to most core HR processes, resulting in potential inefficiencies such as disjointed integration points, repetition and overlap of work, unclear responsibilities for HR specialists and customers, and multiple owners of the same work process. As a best practice, the HR function should accelerate the mapping and documenting core HR processes for ongoing improvement as change occurs.

### **High-level Process Mapping Methodology**



### **Sample Core HR Processes**

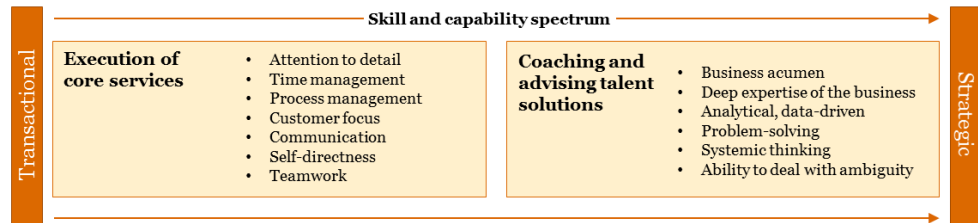
- Talent acquisition (internal & external)
- Onboarding
- Performance reviews
- Involuntary terminations
- Succession planning
- Investigations
- Employee mobility (promotions/transfers)



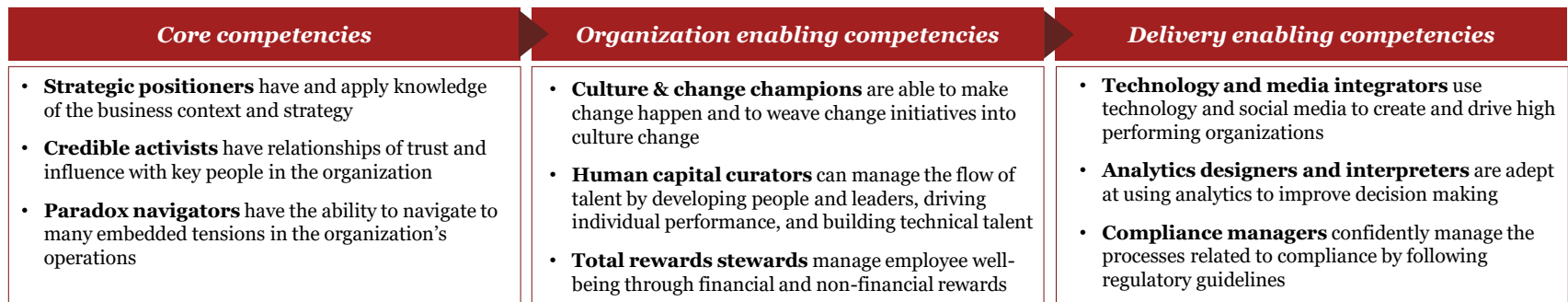
# Biv. Develop key skills and capabilities

Key roles in the HR function should be equipped with skills and capabilities to advise it's customers, lead change and drive the City's strategic priorities.

**Re-skilling the HR function is imperative.** As the organizational structure and service delivery model evolve to align with the strategy and the organization looks to HR to help execute strategies and implement change beyond the capacity of executing day-to-day core HR services, key roles within the HR function must evolve their skills and capabilities.



**HR Consultants are a 'critical segment' within HR.** The HR Consultant role is designed to be 'the face of HR' to the business. Designed as HR's main point of contact for the organization, HR Consultants build credibility with the customers they service and facilitate a two-way flow of information and services between HR and the organization. Leading organizations that have strong incumbents in HR Consultant roles have found higher rates of internal client satisfaction of HR<sup>1</sup>. The expectations for HR Consultants have increased over time; HR Consultants that drive real, business value embody the following competencies:

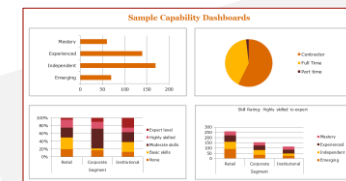


**Conducting a learning needs assessment and capabilities mapping exercise.** Conducting a learning needs assessment after implementing a new organizational structure and service delivery model can identify skills/capability gaps and provide data to map the HR function's capabilities in a dashboard.

1. Source: The Conference Board of Canada study on HRBPs

2. Source: The RBL Group and the Ross School of Business at the University of Michigan, *HR Competency Study*

Sample skill/capability dashboard



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# *Next steps*

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## ***Next steps***

***Recommended completion by the end of March, 2018***

**This report has set out the results from PwC’s independent HR Function ‘Health Check’ and development of an HR Strategy and Roadmap, and has outlined recommendations for the City’s HR function moving forward. There are some immediate next steps recommended to align key stakeholders on the findings and recommendations before executing on the HR Strategy and Roadmap.**

**1**

Submit and review draft final report with Kim Matheson, Director, Employee Experience and Performance, Marno McInnes, Director, Strategic Negotiations, Total Rewards, Workforce Analytics, and Jeff Jorgenson GM, Corporate Performance. Incorporate feedback as necessary.

***Completed in January 2018***

**2**

Share the findings from the final report with the SPC on Finance and key leadership from the business. Gather any additional feedback and align on next steps of implementing the initiatives laid out in the HR Strategy and Roadmap.

***Completed in February 2018***

**3**

Integrate feedback into the HR Strategy and Roadmap, implement a governance structure for HR Strategy and Roadmap execution, initiate recommended change management activities, and initiate strategy execution.

***March/Ongoing***



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# ***Appendix I***

## *Additional detail referenced in the report*

Appendix 1A – Description of HR processes

Appendix 1B – Voice of the customer results

Appendix 1C - HR maturity diagnostic results

# Appendix A: Description of HR processes

HR Process	Description
<b>1. Talent strategy</b>	<ul style="list-style-type: none"> <li>A. Identify and manage competencies</li> <li>B. Review talent</li> <li>C. Identify and manage employer brand</li> <li>D. Partner with the business</li> <li>E. Interact with the board and CEO</li> <li>F. Build HR strategic plans</li> <li>G. Identify and manage talent analytics</li> </ul>
<b>2. Talent acquisition</b>	<ul style="list-style-type: none"> <li>A. Review talent</li> <li>B. Develop a workforce plan</li> <li>C. Source talent</li> <li>D. Assess and hire talent</li> <li>E. Acquire critical talent segments</li> <li>F. Recruit executives</li> </ul>
<b>3. Talent development</b>	<ul style="list-style-type: none"> <li>A. Analyze L&amp;D needs and investments</li> <li>B. Design and build L&amp;D solutions</li> <li>C. Implement L&amp;D solutions</li> <li>D. Develop critical talent segments</li> <li>E. Develop leaders</li> <li>F. Manage employee performance</li> </ul>
<b>4. Talent deployment</b>	<ul style="list-style-type: none"> <li>A. Manage mobility and career paths</li> <li>B. Manage succession</li> <li>C. Manage high potential employees</li> <li>D. Manage diversity and inclusion</li> </ul>

HR Process	Description
<b>5. Talent retention</b>	<ul style="list-style-type: none"> <li>A. Manage employee engagement</li> <li>B. Manage employee relations</li> <li>C. Design compensation</li> <li>D. Deliver compensation</li> <li>E. Design benefits</li> <li>F. Deliver benefits</li> <li>G. Build total rewards strategy</li> <li>H. Compensate executives</li> </ul>
<b>7. People, Processes &amp; Systems</b>	<ul style="list-style-type: none"> <li>A. Measure talent analytics</li> <li>B. Manage HR technology</li> <li>C. Manage HR processes</li> <li>D. Manage HR service delivery</li> <li>E. Manage communications</li> </ul>

## Appendix B: Voice of the customer results

In focus groups, the City's business leaders were asked how well they think HR performs in the following HR areas on scale from 1 to 4, and what their priority for change is on a scale from 1 to 4

### Voice of the Customer Feedback

HR Process		Current Maturity	Target Maturity	Maturity Gap	Priority
Talent Strategy	Talent Strategy	1.5	3.0	1.5	2.7
Attract	Workforce Planning	1.1	3.2	2.1	3.2
Attract	Talent Acquisition	1.7	3.3	1.6	3.3
Attract	Diversity	2.1	3.1	1.0	2.4
Develop	Learning & Development	2.2	3.5	1.3	2.9
Develop	Performance Management	1.7	3.3	1.5	3.4
Develop	Leadership Development	1.8	3.5	1.7	3.4
Retain	Rewards & Recognition	1.3	3.0	1.7	3.1
Retain	Collaboration & Knowledge Management	1.4	3.0	1.6	2.3
Retain	Employee Engagement	1.3	3.3	2.0	3.0
Deploy	Succession Planning	1.1	3.1	1.9	3.2
Deploy	Cycles of Experience	1.2	2.6	1.4	2.3
People, Processes & Systems	Business Impact	1.1	2.3	1.1	1.5
People, Processes & Systems	HR Service Delivery	1.9	3.5	1.5	2.8

## Appendix C: HR maturity diagnostic results

In focus groups, the City's business leaders were asked how well they think HR performs in the following HR areas on scale from 1 to 4

### Maturity Diagnostic Results

HR Process		Current Maturity	Target Maturity	Maturity Gap
Talent Strategy	Talent Strategy	1.3	2.8	1.5
Attract	Workforce Planning	1.5	3.0	1.5
Attract	Talent Acquisition	1.2	3.3	2.1
Attract	Diversity	2.0	3.4	1.4
Develop	Learning & Development	1.7	2.9	1.2
Develop	Performance Management	1.5	3.3	1.7
Develop	Leadership Development	1.5	3.2	1.8
Retain	Rewards & Recognition	1.0	2.8	1.8
Retain	Knowledge Management	1.4	2.9	1.5
Retain	Employee Engagement	1.2	3.3	2.1
Deploy	Succession Planning	1.0	2.9	1.9
Deploy	Cycles of Experience	1.1	2.8	1.7
People, Processes & Systems	People, Processes & Systems	1.3	3.0	1.7

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# ***Appendix II***

## *HR Strategy and Roadmap*

# City of Saskatoon: *HR 2022*

## Our vision

“Our people matter. Human Resources is a trusted partner, providing expert guidance to support a workplace that is healthy, inclusive and productive.”

## Our focus

### Talent Acquisition

We are an employer of choice. We attract and build a high performing and inclusive workforce.

### Leadership Development

Our leaders are trusted role models. We inspire others to achieve their full potential.

### Talent & Performance Management

We connect with our People. We engage employees to optimize performance.

## Our services



Organizational  
Development



Diversity and  
Inclusion



Health &  
Safety



Labour  
Relations



Total Rewards



HRIS



Workforce  
Analytics

# City of Saskatoon: *HR 2022*

## Our focus

## Key initiatives

## Metrics

## Support

### Talent Acquisition

- Implement an Applicant Tracking System.
- Establish consistent recruitment service model; including competency-based recruitment and selection process for managers, directors and general managers.
- Develop Corporate Onboarding Program

### Leadership Development

- Develop Balanced Scorecard (City Manager, GM & Director Level)
- Implement and train on competency framework (City Manager, GM & Director level)
- Implement an executive coaching and mentoring program for City Manager and General Managers.

### Talent & Performance Management

- Implement and train on competency framework (ESA/SCMMA employees)
- Onboarding resource for new Managers/Supervisors
- Implement and train on IDP's (all forms)
- Transition to electronic forms

To capitalize on this advantage we need to...

We will know we are winning when...

- Survey Data (annual and pulse surveys)
- Recruitment cycle time
- Number of diversity candidates applying versus amount of qualified diversity candidates
- Website visits-google analytics

- Balanced Scorecard metrics
- Engagement Scores
- Number of IDP's completed

- Number of IDP's completed on time
- Percentage of managers who have received Competency Training
- Engagement Scores
- New Hire/Exit Interview results
- Percentage of managers who have received IDP Training

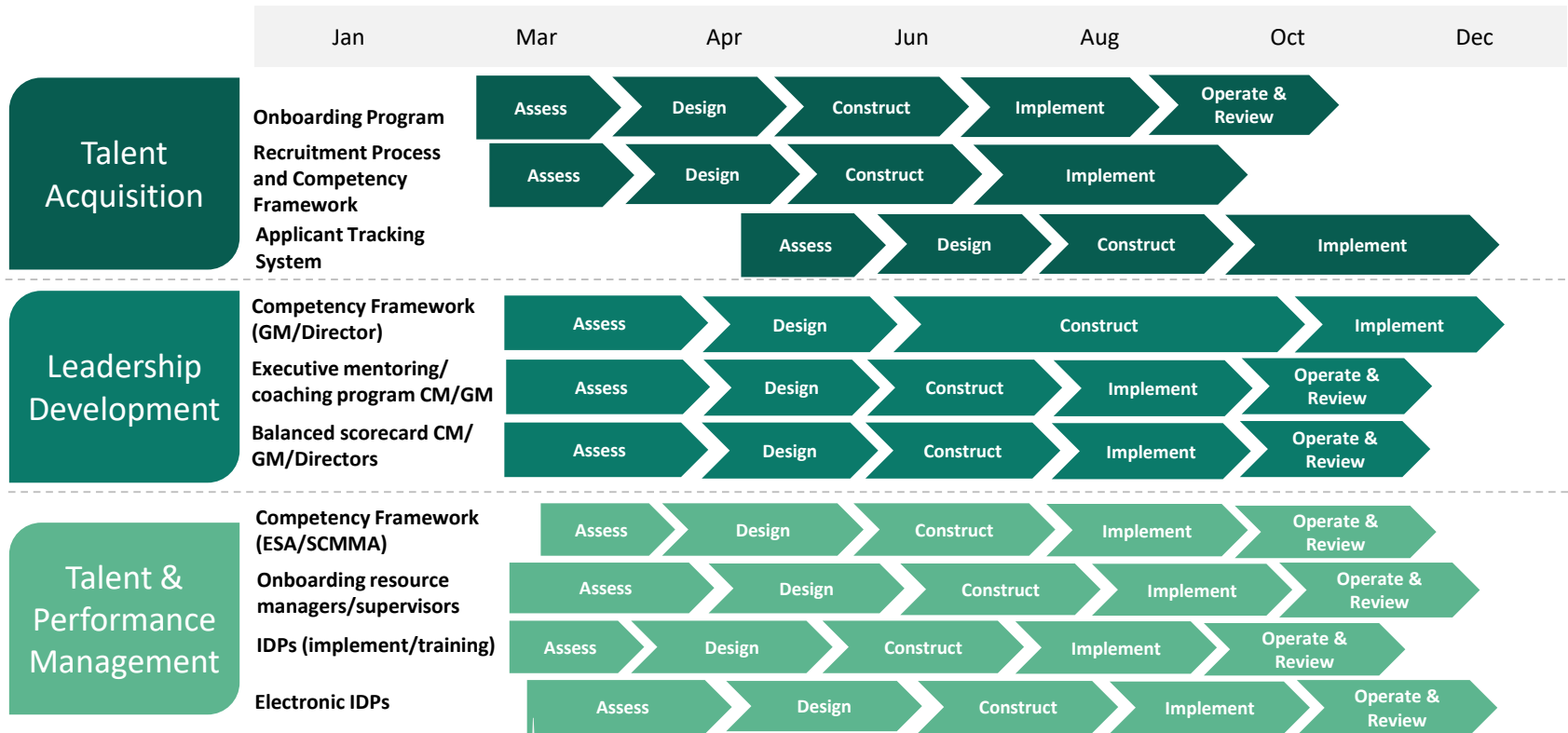
We will know we are winning when...

- Funding for technology
- Consistent resources for Seasonal Recruitment
- Communications
- LMS/IT Support
- Personnel Subcommittee of Council and City Manager buy in to Balanced Scorecard approach.
- Communications
- LMS/IT Support
- Communications

# City of Saskatoon: *HR 2022*

Our focus »

2018 strategic roadmap





# City of Saskatoon: *HR 2022*

## 3 – 5 year strategic roadmap

