

# SHAPING OUR FUTURE

**Lyne Parent-Garvey**  
**Chief Human Resources Officer, Hydro Ottawa**

**June 21, 2018**



---

# CONTENT

**The Context for Change**

**Our Transformation**

**Modernizing Human Resources**

# THE CONTEXT FOR CHANGE

**OUR 2016-2020 STRATEGIC DIRECTION CREATES THE COMPELLING CONTEXT FOR CHANGE.**

“...we believe this strategy for the company’s future presents a balanced program for solid performance, adaptation to a changing business environment, and sustainable and profitable business growth.”

Source: Hydro Ottawa Strategic Direction 2016-2020



A leading partner in a smart energy future

Strategic Direction  
2016-2020



---

“An essential element of our strategy for the next five years is to ensure Hydro Ottawa is ready to embrace change and disruption in our sector.

In a period of significant transformation, the ability not only to accommodate change, but to make the most of it, is likely to be a distinguishing characteristic of those utilities that continue to thrive.”

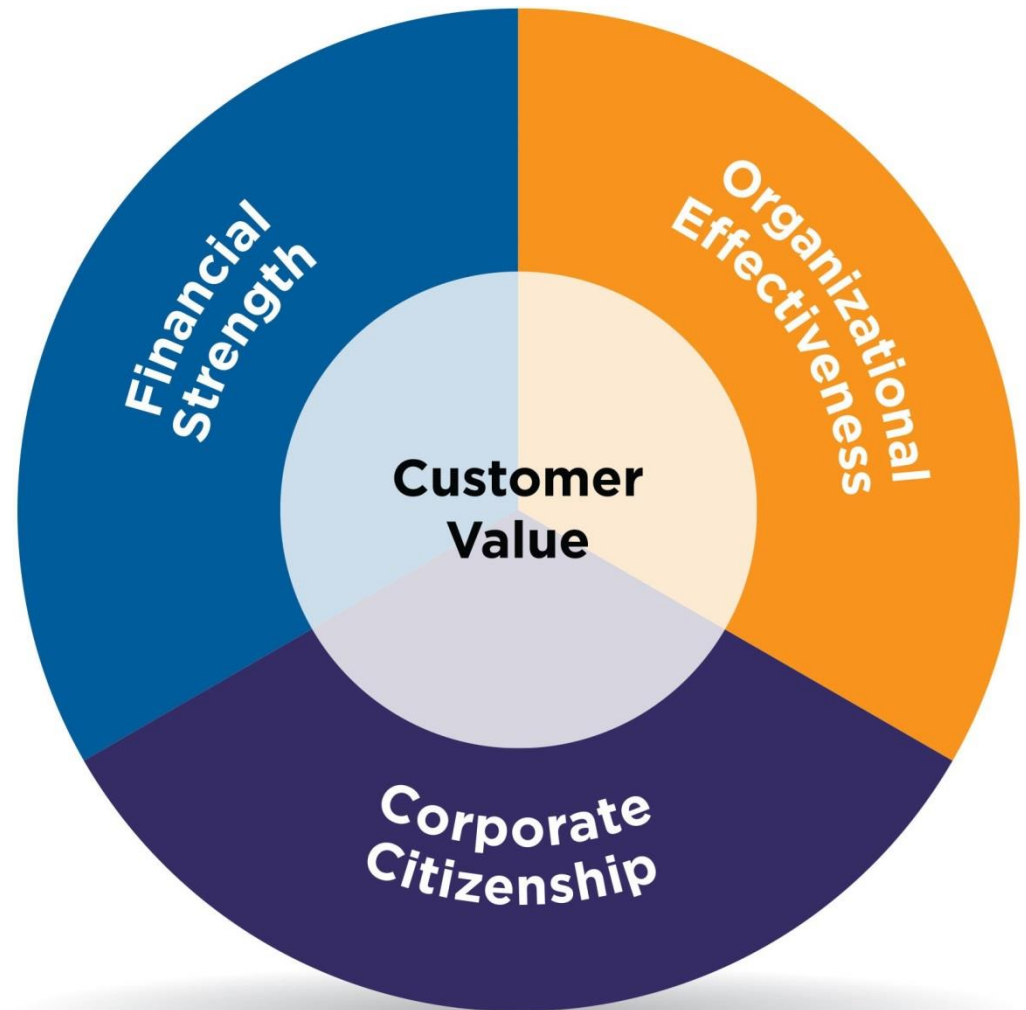
---

## DELIVERING ON OUR STRATEGY – FOUR KEY AREAS OF FOCUS

**“Simplifying and automating processes and providing easy access to information, anytime, anywhere and on any device...”**

Hydro Ottawa is leveraging the rapid pace of technological change and shifting demographics by moving away from a traditional ERP to a highly effective human resources cloud based-solution with self-service capability.

Source: Hydro Ottawa Strategic Direction 2016-2020



# LEVERAGING TECHNOLOGY

**“Choosing and deploying the right technologies is a crucial aspect of business success for modern utilities.**

...leveraging technology to enhance productivity is through our “Anything, Anytime, Anywhere” approach – making technology tools available to our workforce where and when they are needed.”



---

# Our Transformation Journey

---

## OUR GUIDING PRINCIPLES

Embrace **new ways of working**

Apply **best practices**

Challenge the status quo and allow for **innovation**

Streamline **business processes**

Align **accountabilities**

Improve operational **efficiencies and effectiveness**

Provide enhanced **reporting / analytics** capabilities

**Empower** people and provide **self-service** capabilities

Enhance **flexibility** for evolving business needs

Allow for a more **nimble** organization

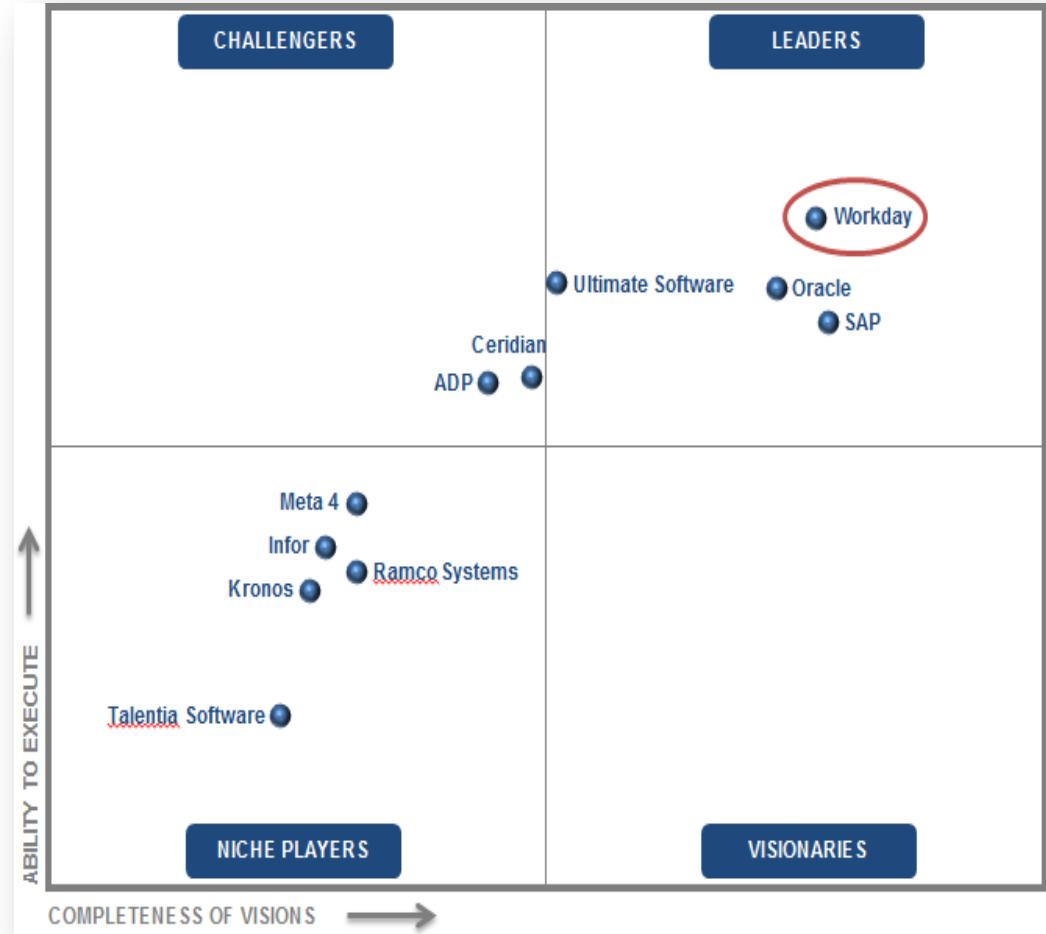




# GARTNER MAGIC QUADRANT FOR CLOUD HCM SUITES

“For two years running, Gartner – an independent research firm – named Workday a leader in cloud HCM out of eleven key vendors analyzed.

Workday continues to differentiate itself from its competitors in the large global enterprise HCM suite market by deploying all of its HCM functionality on a natively developed application, with a single security model and user experience.”

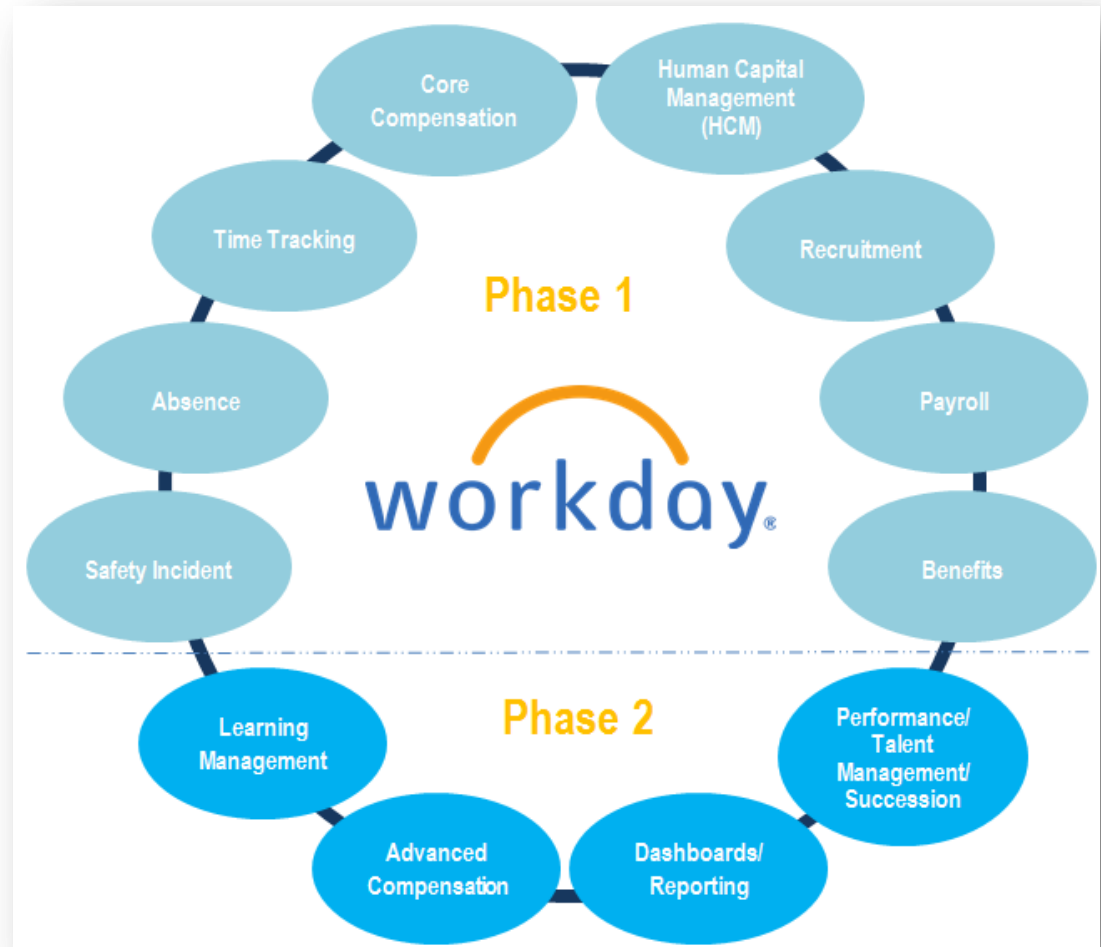


# TWO-PHASE IMPLEMENTATION

## APPROACH

Workday was selected for its application's core HR functionality, ease of use and best practice approach.

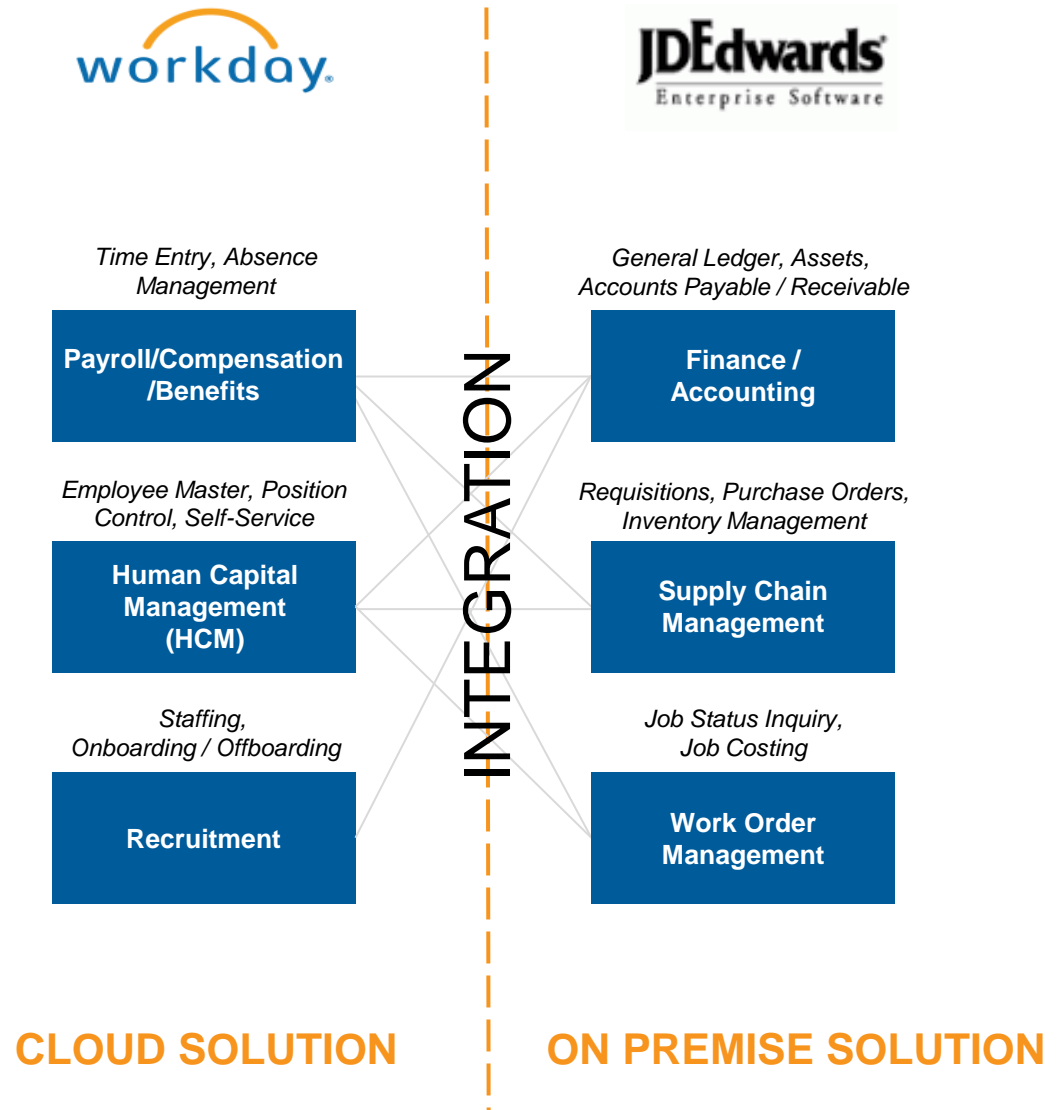
And for bringing about new ways of working and new ways of making decisions.



# FOUNDATION MODULES

- Multiple integrations between Workday and JDEdwards.
- Additional integrations layered between or feeding into these and other systems:
  - Okta
  - OIM/Active Directory
  - Service Canada

## Phase 1

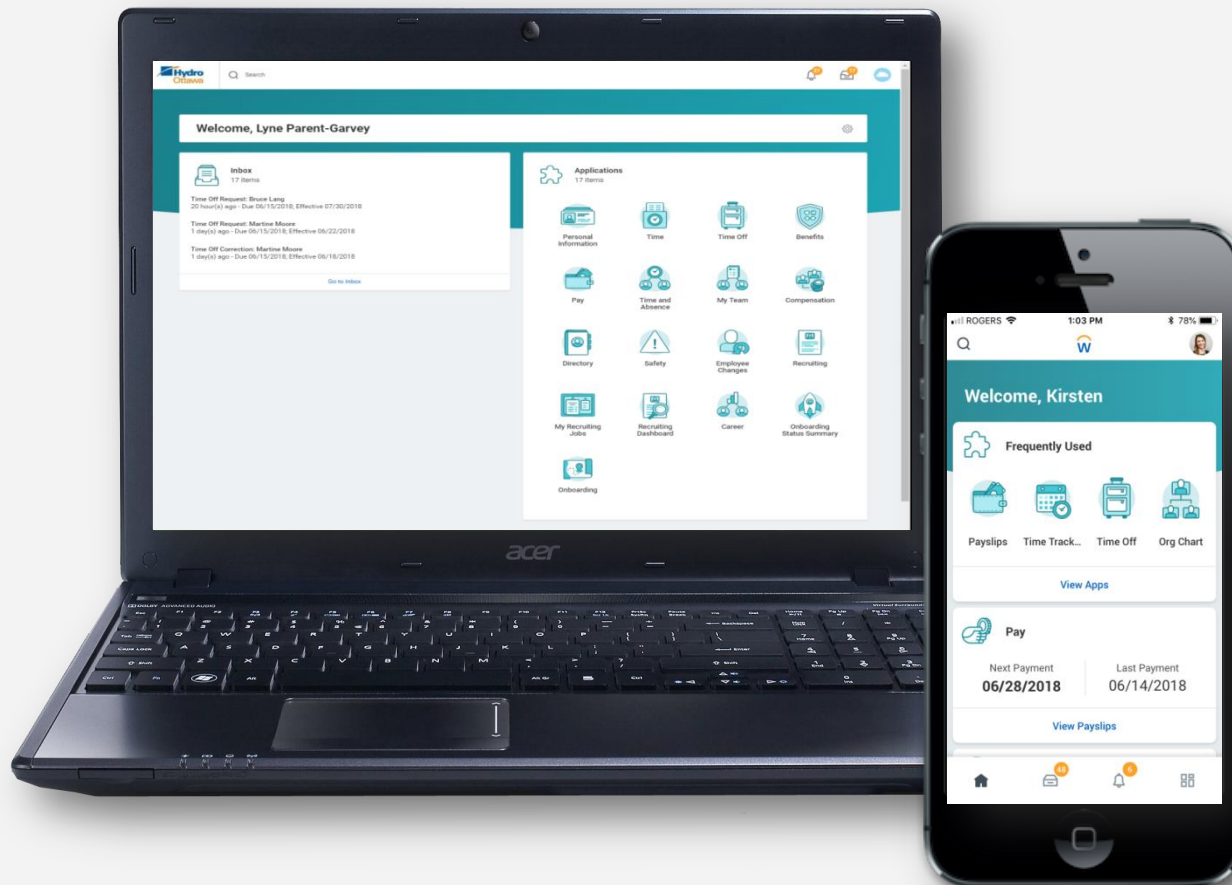


# MILESTONES



# SELF SERVICE

Giving employees and people leaders increased access to their own real time data through employee and management self serves, and actionable information at their fingertips.



# PHASE 1

## HR PROCESS IMPROVEMENT

All HR processes reviewed with the objective of automating, streamlining and finding maximum efficiency; always keeping the customer at the center.

The most significant process efficiency was with Time Entry.

- Records of Employment
- Remittances
- Monthly Labor Accruals
- Payroll Auditing
- Auto-calculated retros
- Auto eligibility as per Collective Agreements / Terms & Conditions – Time, Leave, Benefits, Compensation
- Time Entry
- Recruitment
- Benefits Changes
- Leave
- Position Control
- Job Profiles connected to Positions and Compensation and tied to Recruitment process
- On/Off Boarding
- Rationalized approval levels

# HR PROCESS IMPROVEMENT

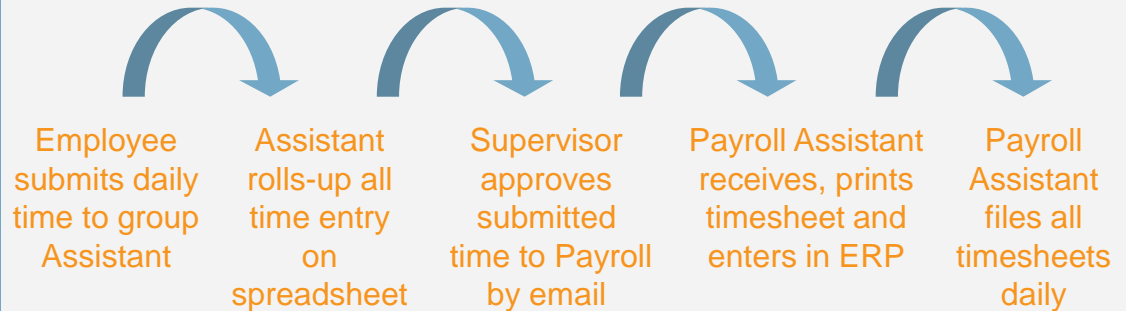
Time entry linked to work orders and equipment.

The image displays a mobile application interface for Hydro Ottawa. The main screen is titled "06/13/2018 Enter Time". It features a "Status" field with a minus sign, a "Time Type" dropdown menu set to "Regular hours", and an "Hours" input field containing the number "8". Below these fields is a "Details" section with three rows: "Work Order/Routing" (176127.5500.4 | 345 Didsbury Rd -...), "Equipment" (1005-CHEV 1500 CREWCAB HYBRID), and "Equipment Hours" (08.00). Each row has a close icon and a menu icon. In the background, a sign-in screen is visible with fields for "Username", "Password", and "Remember me", along with a "Sign In" button. To the right, a "Face ID" section shows a grid of numbers (2, 3, 5, 6, 8, 9, 0) with a checkmark under the 0, and a "Face ID" label.

## HR PROCESS IMPROVEMENT

Before and after – time entry process – automated starting with the employee through to payroll processing – only 3 easy steps all in Workday.

## Manual Process



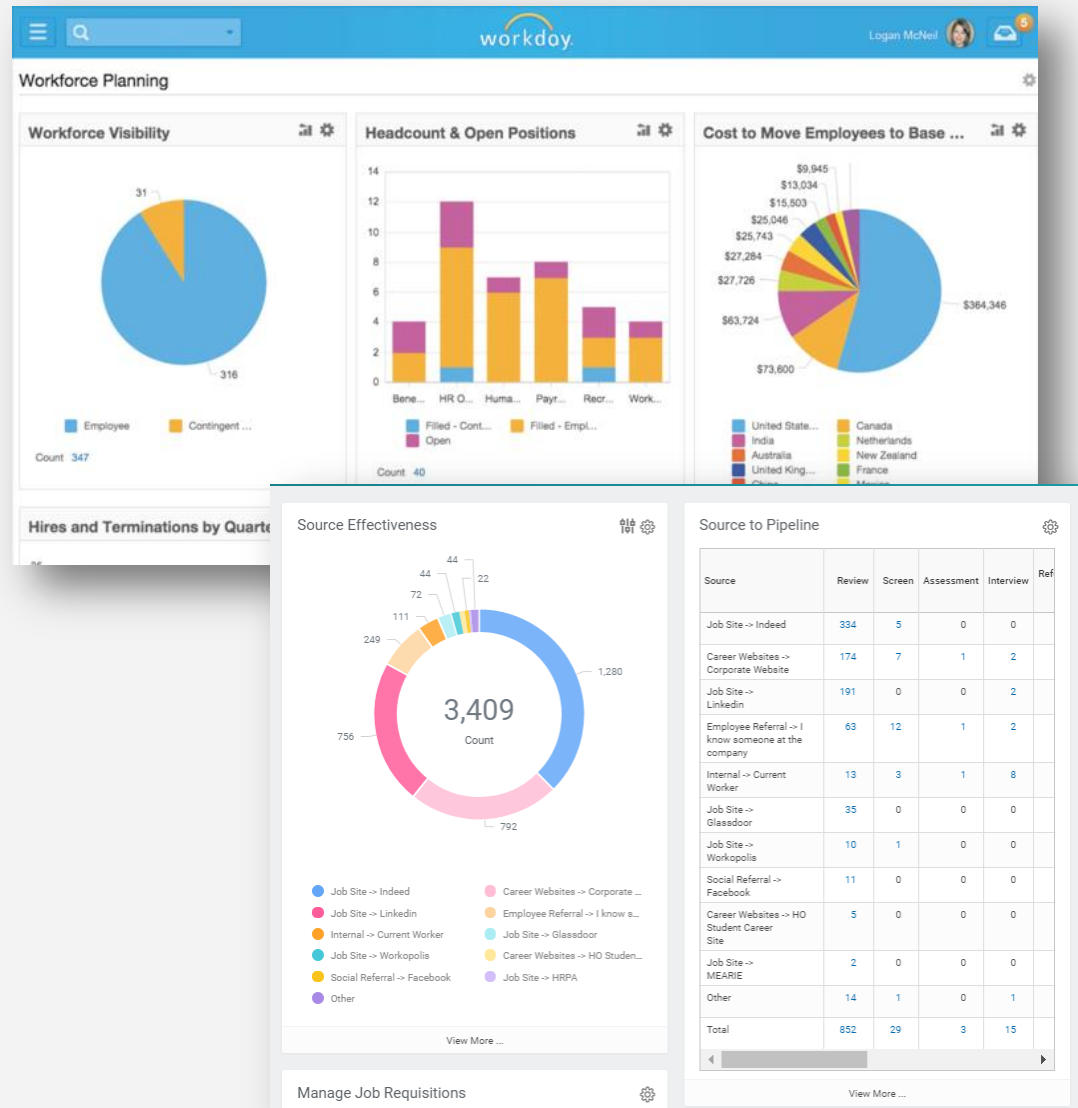
## Automated Process





# ANALYTICS

Workday's people analytics empowers creation of compelling stories with data, motivates to action, and brings about change.





---

# The Bridge to our Success – Change Management

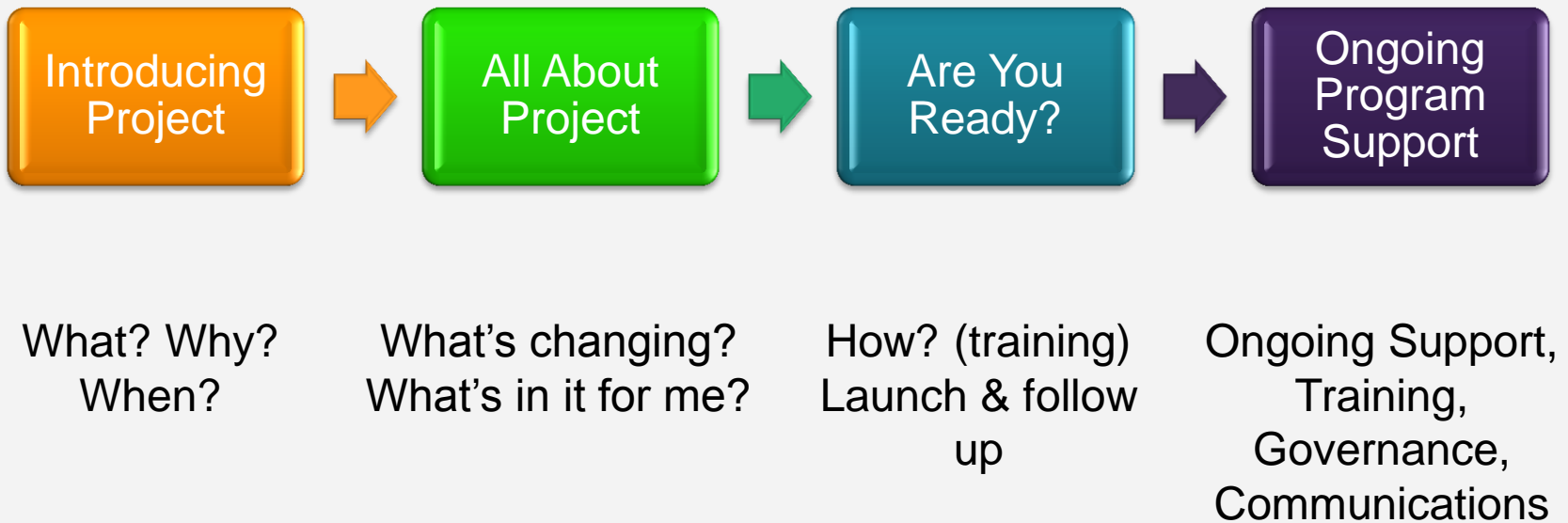
---

## CHANGE MANAGEMENT PLAN

- Communication Plan
- Training Plan
- Engagement Opportunities
- Digital Campaign
- Job Aids
- Poster Campaign



# CHANGE MANAGEMENT APPROACH



# ENGAGEMENT OPPORTUNITIES

Raised employee awareness and excitement at our “All Employee Forum” through a Workday booth with hands on demonstrations.



---

## TRAINING

- Self-service “on the road” training sessions:
  - 9 People Leader sessions
  - 7 e-Recruitment People Leader sessions
  - 25 Employee sessions
  - 10 One-on-One sessions
- Job Aids:
  - 18 for Employees
  - 16 for People Leaders



# POSTER CAMPAIGN

## ACCESS TO YOUR INFORMATION

SELF-SERVICE IS COMING. DIRECT ACCESS. ANYTIME, ANYWHERE. EMPOWERING!



ON AN MOBILE DEVICE



EMBRACING NEW WAYS OF WORKING

HYDROBUZZ / COLLABORATE AND CONNECT / PROJECT TRANSFORMER

## SIMPLER LEAVE REQUESTS

SELF-SERVICE IS COMING. FAST. INTEGRATED WITH YOUR TIMESHEET AND YOUR PAY. YEAH!



EMBRACING NEW WAYS OF WORKING

HYDROBUZZ / COLLABORATE AND CONNECT / PROJECT TRANSFORMER

## SHORTER APPROVAL TIMES

STREAMLINED APPROVALS ARE COMING. AUTOMATED. FEWER. FASTER.





EMBRACING NEW WAYS OF WORKING

HYDROBUZZ / COLLABORATE AND CONNECT / PROJECT TRANSFORMER

## TIME TRACKING IS CHANGING

SELF-SERVICE IS COMING. EASIER. FASTER. DONE!



EMBRACING NEW WAYS OF WORKING

HYDROBUZZ / COLLABORATE AND CONNECT / PROJECT TRANSFORMER

## TRAINING IS COMING

ONLINE HELP IS HERE. - VIDEOS, JOB AIDS

ON DEMAND. ON POINT!




EMBRACING NEW WAYS OF WORKING

HYDROBUZZ / COLLABORATE AND CONNECT / PROJECT TRANSFORMER




**“Wow I like it, how can I install the app on my cell phone?”**

*Power Cable Technician*




**“This is a pretty slick software.”**

*Director, Finance*




**“Time entry, it’s easy and fast, I love it.”**

*Powerline Maintainer*



**“This is the best system ever implemented in the company.”**

*Manager, Distribution Design*



**“Thank you for the Tim’s card but I’m the one that should be giving you something for bringing in Workday. This software has made my job a lot easier.”**

*Supervisor, Distribution Operations*

---

## ADOPTION

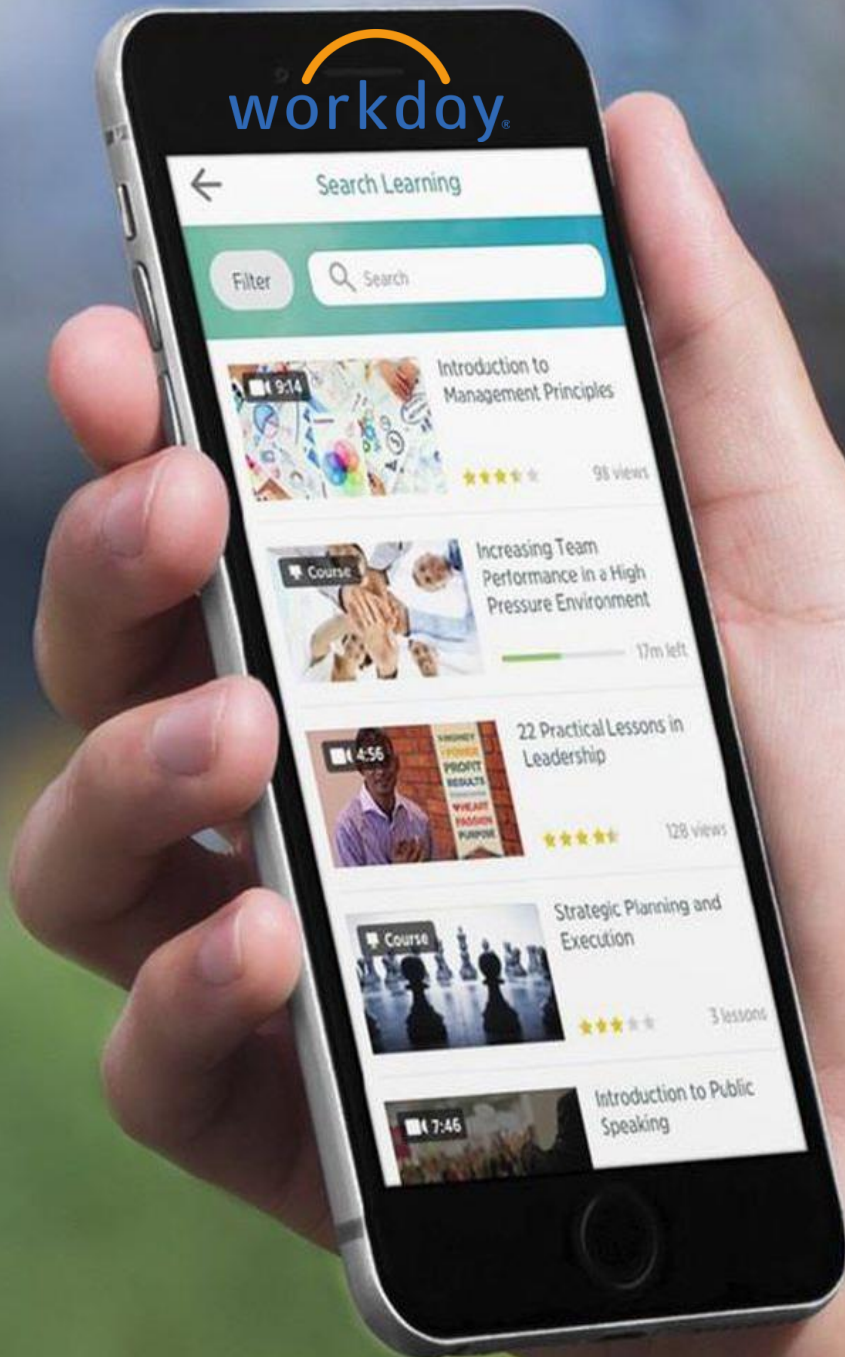
### First Week

- 12,485 logins
- 94% using Workday from their computer or rugged tablet
- 6% using Workday from their phone or tablet

### To Date

- 48,770 logins
- 96% using Workday from their computer or rugged tablet
- 4% using Workday from their phone or tablet
- 174 Job requisitions to date
- 3,219 Job applicants to date
- 134 Offers made through Workday
- 12 Successful pays for 4 companies





## INVESTMENT

**PHASE 1**

**\$2.8M**

*(Includes costs of JDE integration)*

**PHASE 2**

**\$1.3M**

**ONGOING**

**\$385K**

**ONGOING COST PER  
EMPLOYEE = \$480  
ANNUALLY**

---

# Modernizing our Human Resources Organization



---

## **MODERNIZING OUR HUMAN RESOURCES ORGANIZATION**

Introduced a new, more agile HR Service Delivery and Operating Model that is aligned to the business, leverages the self-service capabilities of Workday and better enables HR and its customers to execute on the Strategic Direction.

# HR SERVICE DELIVERY AND OPERATING MODEL

## *Tiered Service Delivery*

### HR Technology

(Workday ESS/MSS, Intranet, Field Flex, etc.)

### HR Service Centre

### HR Partners / HR Centres of Expertise

### HR Leadership

**HR Technology** – employee focused technologies enabling direct access and service;

**HR Service Centre** – first point of contact for employees on all HR enquiries; accessible through central telephone line and electronic mailbox, with chat on the horizon;

**HR Partners** – business-facing strategic partner aligned to divisions/groups bringing the right combination of services and solutions to their customer groups, coupled with Safety Partners;

**HR Centres of Expertise** – teams of functional specialists that design and develop strategies to drive leading people policies, programs, processes and tools, and provide solutions to customer/business needs; and

**HR Leadership** – provides strategic leadership to determine and set the people strategy in alignment with the Strategic Direction.



## WHERE ARE WE TODAY – 6 MONTHS LATER?

- Beyond the acceptance journey and into a growth perspective.

*Never* ➡ *It's convenient* ➡ *Can we do more?*

- Continuing to hone our skills, improve our processes and evolve our mindset:
  - Increasing our resilience; and
  - Evolving by mastering the fundamentals to enable continued growth.
- Building on the foundation established; leveraging this increased readiness for organizational transformation.
- Continuing to the next level of a transformative leadership journey.

---

**QUESTIONS OR  
COMMENTS?**

