



Hamilton

INFORMATION REPORT

TO:	Chair and Members Audit, Finance and Administration Committee
COMMITTEE DATE:	June 17, 2021
SUBJECT/REPORT NO:	Human Resource Dashboards (HUR21006) (City Wide)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

COUNCIL DIRECTION

Not Applicable

INFORMATION

Human Resources encompasses the City’s philosophy, culture and approach to optimal service delivery through the support and sustainability of a workplace of performance and well being. Our approach is partnership focused, customer service oriented and leverage enhanced technology to enable services that enrich work experience, culture and performance in ways that add value to the City and its customers. This includes enhancing our strategic partnership with Departments through business tools that will allow for sound business and operational decisions.

Part of the City’s HR Division’s value proposition includes a role in understanding and supporting the organization’s business challenges in order to help drive organizational transformation by prioritizing facts over intuition, with data.

To this end, HR has recognized the need to provide a robust mechanism for sharing HR data and insights in order to effectively support data driven decisions that will advance organizational goals and priorities.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

Historically, HR received frequent requests for various data points to assist the Operating departments in making strategic and operational decisions. For a number of years, these ad hoc requests have been fulfilled utilizing existing tools (for example, PowerBI, PeopleSoft data extracts). However, HR did not have robust, illustrative visuals or an easily accessible mechanism to share HR Data and insights to support Departments in making data driven decisions. There is a critical business need for HR to provide visual and analytical data that can evolve as Operational needs change (anticipatory vs reactive in nature).

In order to effectively support the organization, Human Resources developed HR Dashboards with a future focus of a self-serve, HR Data Analytics model, providing real-time data that is easily sharable, visually intuitive and accessible to all People Leaders. HR Dashboards will support HR's own objective to enhance strategic partnerships with the Departments, by supporting organizational transformation via data driven decisions. Equally important is a tool that provides data security based on roles (positions) with robust governance rules that will be maintained by HR to ensure industry standards related to the security of employee data are adhered to.

The anticipated benefits include data transparency, on-demand information, and self-serve analytics that are easy to access and incorporated into a number of strategic initiatives and decisions.

During the initial phase of this project, Human Resources' Analytics team leveraged Tableau, a data analytics tool often used to create HR data visualizations. Recognizing that the City's enterprise data analytics tool, PowerBI is the preferred data analytics tool, HRR is now working collaboratively with the IT Division's resources to migrate HR Dashboards from Tableau to PowerBI.

The following outlines the implementation Phases with respect to the delivery and continued development of HR Dashboards:

Phase 1 - Roll Out (launched March, 2021)

- Utilizing existing resources (Workforce Analytics Specialist were trained to create dashboards)
- Share (On demand) with the Departments via static reports, such as PDF and Excel
- Updated quarterly
- Launched with 3 dashboards – Demographics, Attrition, and Attendance (see Appendices for samples)

Phase 2 – Evaluation and Broader Distribution (currently in progress)

- Enhance existing and create new HR Dashboards in collaboration with HRBPs to determine Operational needs
- Amend within the governance timelines to improve upon and update Dashboard availability and utilization
- Share (On demand) with business/HRBPs via static reports, in PDF or Excel formats
- Introduce quarterly maintenance of all Dashboards, refreshed and reported by Departments in PDF format on a common shared, secured drive.

Phase 3 – Expanded Self-Serve/Accessibility (currently in progress)

- Continue working with IT to migrate HR Dashboard to PowerBI.
- SLT and Departmental CLTs can work with Workforce Analytics Specialists to view interactive dashboards and drill down to details

Phase 4 – Continued Expansion of Self-Serve (end of 2021 and ongoing)

- Complete migration to PowerBI (increasing accessibility to all People Leaders)
- Scope requirements to expand access and ability for People Leaders to leverage HR Dashboard for specific, divisional and sectional HR data and visualizations

Human Resources will continue to partner with City departments to better understand and support their operational needs and challenges with a view to achieving optimal performance through data analytics. Human Resources is committed to ensuring that the organization is provided with relevant, accurate, understandable and timely data in order to assist them in achieving their operational and strategic priorities.

Finally, the purpose of this Information Report is to provide Council with an update on the enhancements of HR related technology for data reporting. It is not intended for data analysis. Council will continue to receive regular updates respecting employee activity analysis through reports such as the Employee Attendance and the Occupational Illness and Injury Claims Annual Reports.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HUR21006 – Sample of HR Dashboard Reports