



Modernizing Talent Management at the City of Mississauga

Darren Headrick, Project Manager & Natasha Grmusa, Project Leader
City of Mississauga
Session ID # 83696

About the Speakers

Darren Headrick

- Project Manager, IT SAP Development Support, City of Mississauga
- Darren has worked in IT at the City since 2008

Natasha Grmusa

- Project Leader, SuccessFactors, City of Mississauga
- Natasha has worked in a number of divisions at the City since 2005

Agenda

- About the City of Mississauga
- The City's HR & Talent Challenges
- The City's Business Case
- Project Scope and Lessons Learned
 - Phase 1: Platform, Recruiting & Onboarding
 - Phase 2: Performance & Goals, Succession
- Questions

About Mississauga

About Mississauga

Mississauga is Canada's sixth largest city, located in Southern Ontario on the beautiful waterfront of Lake Ontario. Conveniently a 30-minute drive from downtown Toronto, Mississauga is also within close reach of Niagara Falls and other day trips and less than 90 minutes from the US border.

Taste mouth-watering international cuisine at over 1,200 restaurants showcasing over 100 countries. **Shop** till you drop at Square One Shopping Centre or snag a deal at the outlets of Heartland Town Centre. Then go-local and shop our quaint villages of Port Credit and Streetsville for one-of-a-kind finds. Walk along the waterfront, then take in some of the city's fabulous theatre, entertainment and nightlife at the Living Arts Centre. **Experience** an outdoor festival at Celebration Square or get out on the stunning waterfront or picturesque Credit River! Looking for indoor fun? **Entertain** the whole family at top attractions like Playdium and SkyZone Indoor Trampoline Park.



Mississauga – part of the Greater Toronto Area (GTA)
is the largest metropolitan area in Canada



- Area of 2,700 sq miles (7,000 sq km)
- 20% of Canada's GDP
- Population of 6.1 million
- 14% of Canada's businesses
- Direct access to Great Lakes – 95% of North America's fresh surface water

<https://www.discovermississauga.ca/about>

<https://youtu.be/tVkniXXZEZO>

Who We Are

- 6th largest city in Canada, 3rd largest in Ontario, over 700,000 residents
- Home of Toronto Pearson Airport
- A great place to live, work and play
- Over 7,700 union and non-union employees across 5 departments
 - Community Services (e.g. Fire, Library, Recreation, Parks & Forestry)
 - Corporate Services (e.g. IT, Finance, HR)
 - Transportation & Works (e.g. Transit, Works, Enforcement)
 - Planning & Building (e.g. Building, Development & Design)
 - City Manager's Office (e.g. Economic Development Office, Internal Audit)

SAP at the City



= First Canadian Municipality



- 1995: SAP live with FI/CO and MM on R3
- 2007: Migrated to ECC 6
- 2010: Migrated PeopleSoft to SAP HCM including Portal ESS and MSS
- 2013: ECC Enhancement Pack 6
- 2014: Upgraded BObj to 4.1
- 2014: HR Processes and Forms (ESS Personal Info Change, Personnel Authorization Form on MSS)



- 2015: Fiori Leave Tiles
- 2016: Fiori My Paystubs, BObj to 4.2 and Lumira
- 2017: SF Project start
- 2018: SF CDP live March, Recruiting and Onboarding live July
- 2019: SF PMGM live February, Succession live March

Critical Talent Management Questions

- Are we attracting and retaining the right talent?
- What skills and competencies do we need to develop?
- Where do we have talent gaps?
- Is our talent focused on the things that matter?
- Is our talent at risk?
- Who is our high potential talent?
- Do we have leadership talent for the future?

Previous HR Technology Landscape

- Various stand-alone solutions
- Interface design and ease of use concerns
- Lack of systems integration
- Processes are labour intensive, analog, paper-based
- Duplicate data capture and keying
- Data accessibility and accuracy issues
- Limited strategic impact and business insight

Our Business Case

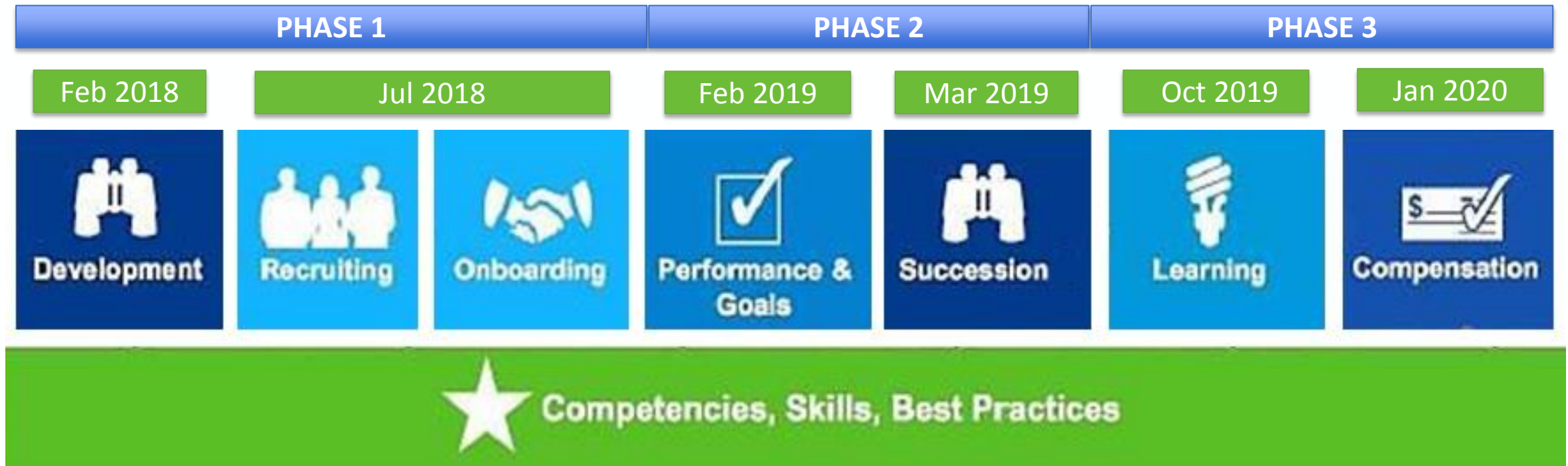
- Based on the desired future state in the HR People Strategy and the 5 year SAP Roadmap, the City developed a business case to:
 - Leverage SAP SuccessFactors (SF) solution to modernize talent management processes to attract, develop, motivate and retain employees
 - Enable the corporation to optimize the City's workforce in support of the City's strategic pillars and initiatives
 - Ensure the organization has the right quantity and quality of people necessary to meet current and future needs



Our Business Case

- Transforming what's possible at the City to build and develop talent through:
 - Implementing best practices
 - Leveraging mobile technology and devices
 - Utilizing cloud based computing
 - Providing easier to use technology
 - Leveraging social networking and collaboration

Our Scope



SF Core Team

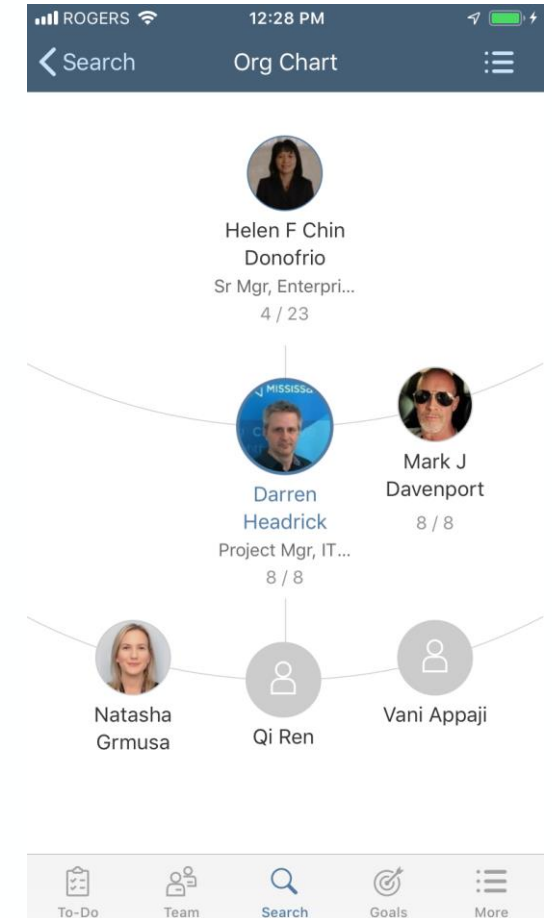
- Key roles from HR and IT:
 - Project Leader
 - IT Project Manager
 - IT Sectional Manager
 - Senior HR Manager
 - HCM/SF Specialist
 - HR Business Consultant
- Note: If possible, dedicate employees to the implementation project

Extended Core Team

- HR Managers as Business Process Owners
- Subject Matter Experts and members from the HR Centers of Expertise and Operations (e.g. HR Recruiters, L&OD Consultants, HR Analysts)
- Basis, Developer and HCM Functional staff
- IT Infrastructure Services (e.g. firewall, security, SSO, Exchange integration)

Phase 1 - Foundation/Platform

- Data mapping (HCM to SF)
- Employee data import (e.g. org chart)
- Photo import
- ECC to SF interface (PI/PO)
- Soft rollout of Job Competencies framework
- Job profiles



^ Up One Level

- 90% +   



Helen F Chin Donofrio
Sr Mgr, Enterprise Business Solutions



Darren Headrick
Project Mgr, IT SAP Development Support

8/8



Mark J Davenport
Project Mgr, IT SAP Business Support

9/9



Michelle E Knight
Project Mgr, IT Analytics

3/3



Ujjwal Saxena
Project Leader, IT SAP

Support

Employee org chart and photos have helped facilitate City processes (e.g. onboarding)

Phase 1 - Recruiting Management & Onboarding

- Created 2 requisition templates to support standardization and mass hiring, moving from 20 processes to 2
- Established up-front recruitment planning
- Combined internal and external applicants on single platform
- Introduced Long Term Accommodation (LTA) assessment for part-time positions
- Configured self-serve interview scheduling
- Digitized capturing of recruiting documents
- Transitioned to paperless job offers and e-signature offer acceptance through DocuSign
- Launched electronic onboarding and crossboarding

Job Requisitions

 Cre

▾ Requisition Statistics

209 Candidates Forwarded

6694 New Candidates

20 Current External Requisitions

22 Current Internal Requisitions

Average Days Open








Filter Job Requisitions

 ▾

 Filter Options

 Display Options

Job Title	Requisition ID ↓	Division
Coord, Programs 	1946	CMS/Parks and
Legal Counsel 	1940	CMO/Legal Serv
Co-Op Student 	1927	CPS/Strategic C
Facility Operator II 	1924	CMS/Recreation
Parks Operations II 	1917	CMS/Parks and

Phase 1 - Recruiting Marketing

- Enhanced job marketing website to attract top talent
- Intentionally aligned with employee branding
- Improved candidate experience through streamlined application process and transparent recruiting practices
- Advanced recruiting analytics to support strategic talent sourcing for hard to fill positions
- Mobile friendly job postings



MISSISSAUGA

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Phase 1 - Lessons Learned

- Understand what Employee Central (EC) and Employee Central Payroll (ECP) can and cannot do for you and if you want to take this on
 - The City chose to focus on talent implementation integrated with SAP HCM
 - ECP is really on premise HCM Payroll in the cloud
 - EC has some advantages for processes but may not provide functionality you need compared to HCM (e.g. Benefits, multiple employee number)
- Be clear about how your 3 environment ECC systems (DEV, QA, PRD) match up with the normally 2 environment (or less) SF systems (preview, production)
 - Recruiting Marketing environment has only 2 environments (DEV & PRD)
 - Learning has only 2 environments (DEV & PRD)
 - Your testing, maintenance and support approaches will need to take this into consideration

Phase 1 - Lessons Learned

- SuccessFactors is not really one cloud solution but multiple solutions (BizX, LMS, Onboarding, SFTP, Marketing, JAM, etc.) and some are still in the process of being consolidated
 - Some information may not be passed at all or the way you think it should be
 - E.g. if you have HCM (not EC), a successful candidate is prompted by email to create a new password for onboarding unrelated to their recruiting profile
- There is no out of the box integration between ECC HCM and SF although there are standard methods for integration
- Understand the advantages and disadvantages for your situation
 - Ask your solutions partner questions to ensure solid resourcing and experience, ideally internal to their organization and focus on knowledge transfer

Phase 1 - Lessons Learned

- We had a significant go live issue synchronizing our HCM org structure over to SF after we went live via the interfaces
 - The integration and SF not as solid or reliable as we would like and the complicated processes make this difficult to troubleshoot
- SF Recruiting time to fill metric/dashboard may be limited for your needs
 - Standard fields available may not be the way you define time to fill
 - You may need to explore options around ORD or reports

Phase 1 - Lessons Learned

- For SF to HCM processes and integration, the Mini Hire is used to create an employee number for Onboarding
 - Mini Hire may cause issues with Payroll processing (errors during time evaluation)
 - Mini Hire may cause issues with the candidate's email switching to a organization email complicating communication during Onboarding
- Identify if you want Crossboarding (internal transfers) or Offboarding (terminations) as part of Onboarding
 - Onboarding module implementations often support new hires
- Configuring the Employee (People) Profile may feel as big as implementing a module
 - It is the foundation for a lot of the modules
 - Ensure it is given significant thought

Phase 2 - Performance & Goals

- Transformed our old performance management process to a new Performance Development Program (PDP) consisting of a Performance Goal Plan and an Individual Development Plan (IDP)
- Shifted to continuous performance management to create and support a culture of development
- Grounded PDP in our new core competencies for employees and leaders
- Established a quarterly check-in process
- Reduced and simplified documentation
- Shifted from points to performance zones
- Introduced formal Calibration sessions

2019 Performance Development Program (PDP) Agreement

2019 Performance Development Program (PDP) Agreement

Showing all Reports

Recommended Later

Competency Ranker

Due Sun 03/31/2019

Due Sun 06/30/2019

My Team

Feedback from
Others

Q1 Check-in

Q2 Check-in

ROGERS 4:22 PM

Goals

Performance Development

Current Goal Plan

2019 Performance Goal Plan

Goals

Goals In Progress/Ongoing

Help complete and close SuccessFactors project by February 2020

50% % Complete

Performance Development Program team overview (above left) and the Performance Goal Plan (above right) support performance and development discussions

Phase 2 - Succession

- Configured the system to support the City's 5 level approach to Succession Planning to identify High Potential (HiPo) employees
- Shifted from a paper-based Talent Panel process to completely electronic
- Introduced talent flags to support deeper HiPo analysis (e.g. impact of loss, risk of loss, visibility) during the Talent Panels
- Increased access to HiPo information available at leaders' fingertips (e.g. HiPo flags, HiPo details/history, development comments)
- Integrated Succession Planning into organizational rhythm to include Performance Zones for accurate Performance-Potential (9 box) review
- Formalized Calibration for Talent Panels

<input checked="" type="checkbox"/>	HiPo	
<input checked="" type="checkbox"/>	Risk of Loss	
<input checked="" type="checkbox"/>	Impact of Loss	
<input checked="" type="checkbox"/>	Visibility	

Calibration

Search for actions or people

Darren Headrick

Session List / TP: Test_HK

LIST VIEW PERFORMANCE AND POTENTIAL

	Low	Medium	High
High	Key Contributor - 0 (0%)	Emerging Talent (1-3... - 1 (100%)) Stephanie G... 	Immediate Promotion... - 0 (0%)
Medium	Key Contributor - 0 (0%)	Key Contributor - 0 (0%)	Emerging Talent (1-3... - 0 (0%))
	Action Required - 0 (0%)	Improvement - 0 (0%)	Improvement - 0 (0%)

Succession talent flags (above left) and the Performance-Potential 9 box (above right) support succession discussions and processes

Phase 2 - Lessons Learned

- If you are using Competencies in your Performance Form, ensure they are mapped to the role, not to the job family
 - Mapping to the job family only works in some modules
- Test the movement of forms in Development before moving to Production
 - Saves time and rework

Phase 2 - Lessons Learned

- Hands-on training sessions for employees and leaders to create their PDP Agreements were very successful for adoption
 - Supports change management and buy-in across the corporation
 - Employees felt supported by HR
- Conducting Succession by leadership level enterprise-wide, rather than replacement planning, is a challenge in SuccessFactors
 - Succession module better supports replacement planning at a positional level

Change Management Approach

- Integrated the Prosci ADKAR Agile Change Management model within the project plan from project initiation
- Analyzed stakeholders and designed change management tactics for involvement and adoption
- Actively involved the people directly impacted throughout all modules
- Received support from Leadership Team and Extended Leadership Team
- Designed a communication and marketing plan to build awareness and desire
- Designed a training and resistance management plan to reinforce knowledge and ability, and address barriers to change

General/Project Lessons Learned

- Try to evenly distribute each phase of the project if you are implementing multiple modules at the same time
 - Deferring Career Development Planning and the Learning Prototype would have allowed for greater focus and reduced strain on resources during phase 1
- If you intend on implementing mobile capability, ensure that you include in project scope and requirements
 - Should be identified in RFP and proposal to ensure clear understanding of scope

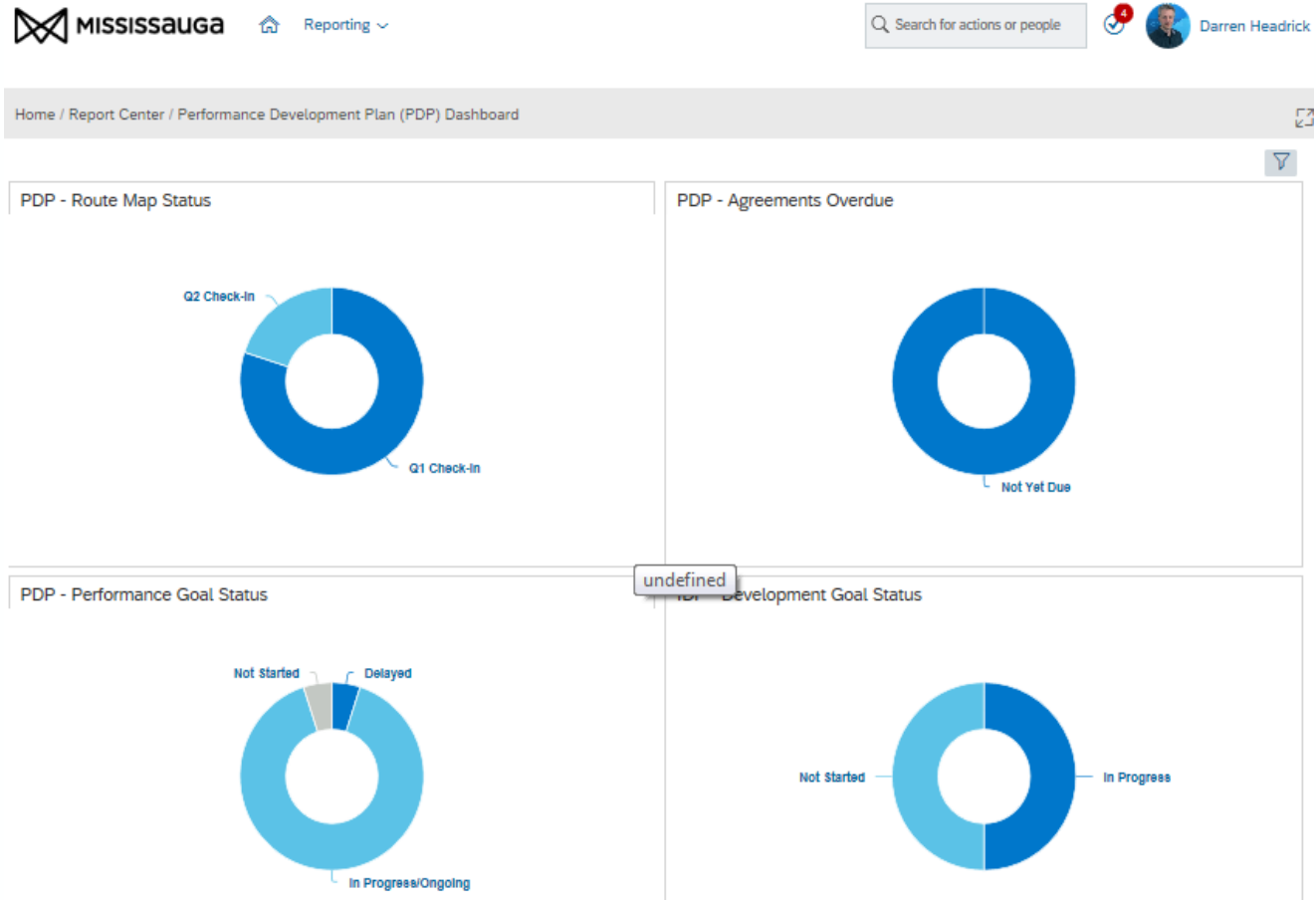
General/Project Lessons Learned

- SuccessFactors quarterly release cycle has tight timelines and can impact modules in progress
 - Send employees for certification early
 - Establish a structure and governance model around each module
 - Identify system admins and involve them in the project as early as possible
 - Utilize the SAP Community and webinars
- Spend time reviewing the Project Team Orientations (PTOs), researching online and in the SAP Community
 - The more information you have prior to the start of the implementation, the better

General/Project Lessons Learned

- Have a clear vision (and approvals) of your new process or program prior to start of the implementation and be prepared to make quick decisions
 - If your organization requires many approvals, let your implementation partner know and factor that into your project plan
 - Where possible, have decision makers at the table during implementation
- Avoid the “let’s test it” approach during iterations
 - Iterations are limited and too short to spend time and effort on testing out an approach/configuration that you are unsure you want to implement

Modernizing Talent Management at the City



New HR & Talent Technology Landscape

- One talent solution and platform
- One interface and better ease of use
- Integrated HCM and SF
- Processes are easier and in one system
- Reduced data re-entry and increased self-serve processes
- Better data accessibility and accuracy
- Increased strategic impact and business insight
- Improved data integrity, in-progress visibility and metrics

Q&A

For questions after this session,
contact us at darren.headrick@mississauga.ca and
natasha.grmusa@mississauga.ca.

Additional Lessons Learned—Integration

- SAP Cloud Platform is SAP's preferred direction for interface between ECC or S/4 and SF but is not included in licensing for SF
 - Ideally this licensing will be included because customers just want SAP to talk to itself and integration to be simple and reliable
- DocuSign integration is good, requires separate SAP licensing
 - Determine if it pays out for your situation
 - Ensure you switch to a production (vs trial) account when you go live
 - DocuSign markets theirs as an eSignature solution, not a digital signature; there are security implications and vulnerabilities to watch out for
- Outlook integration has worked well for us but your security people may have some concerns regarding the method
 - Method is a generic Outlook user set up in SF to access info
 - No easy way to export info for multiple interview rounds

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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

<http://info.asug.com/2019-ac-slides>

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