

SFA Human Resources
Proposed Organizational Structure

Human Resources Vision and Values

Vision

Make the difference in achieving superior business results through people.

- Partner with the Channels/Units
- Enable change
- Inspire personal excellence
- Think for the future

Values

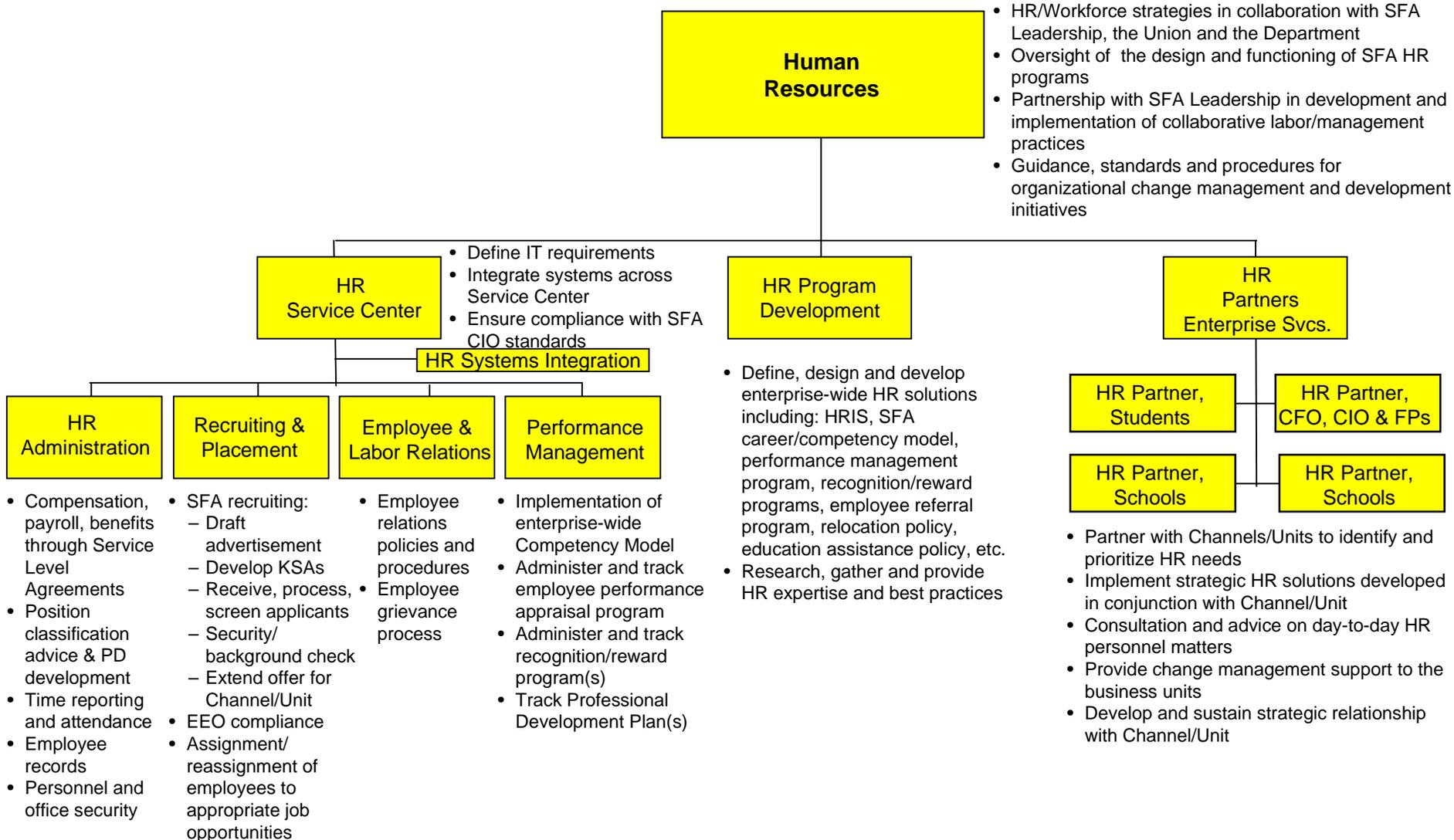
Leadership - Be on the forefront of change by anticipating future organization needs, proactively recommend innovative actions and solutions, take appropriate risks and deliver results that exceed expectations.

Innovation - Foster a future-focused, flexible workplace in which people are encouraged to think creatively, challenge the status quo, and develop novel approaches and solutions to organizational needs.

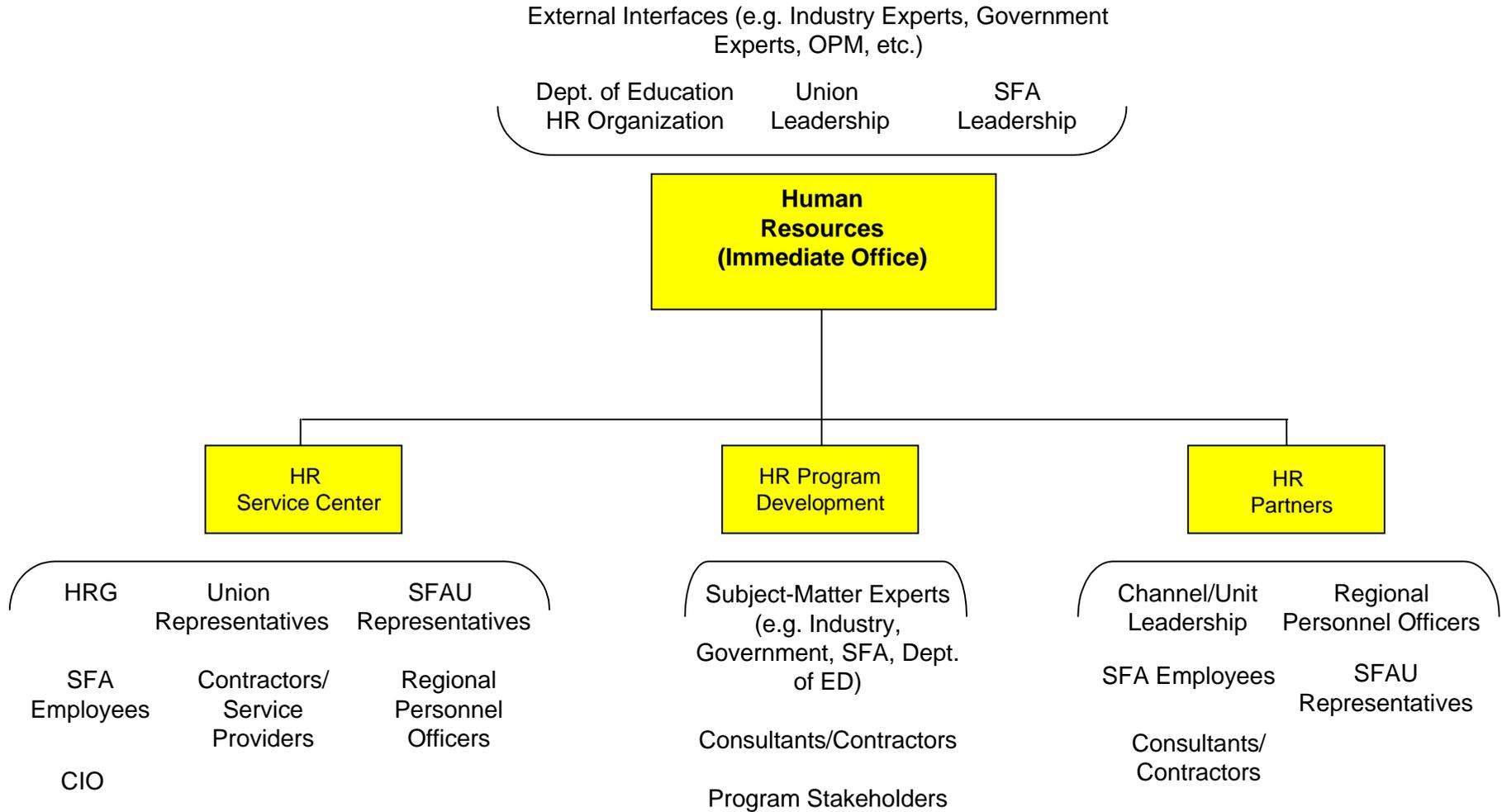
Learning - Continuous learning is essential in building the competencies needed to lead change. Actively acquire and expand the knowledge and understanding of our organization and it's business, the external environment, the HR function and our individual roles.

Balance - Seek balance in all areas, including our professional and personal lives, our relationship with fellow employees and the union, as well as the strategic and tactical demands of our jobs.

Human Resources Proposed Organization - Functional Description



Human Resources Proposed Organization - Key Working Relationships



Human Resources Proposed Organization - Approximate Staffing Levels

Total Staff ~22 employees

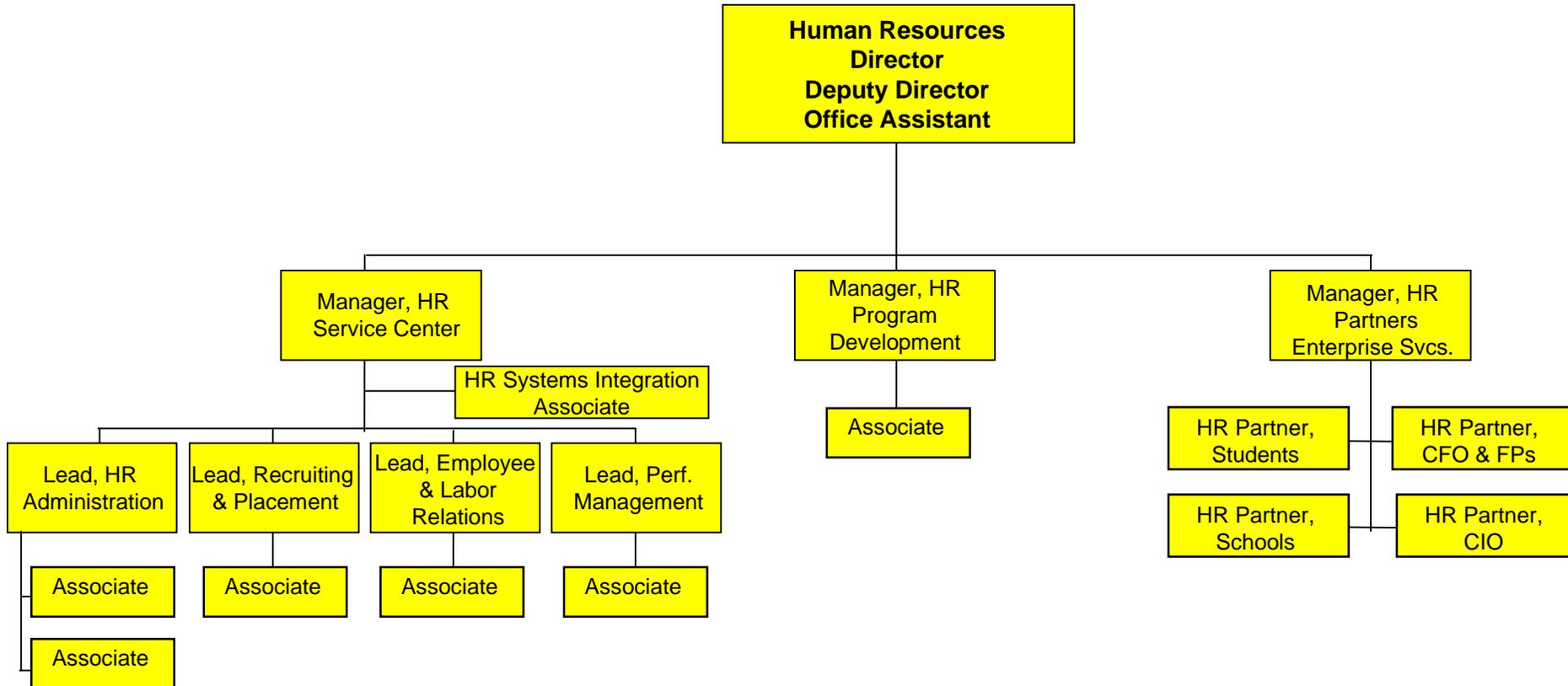


Illustration of Interactions - "Fill Job Opening in SFA/CIO"



- ① As a result of workforce planning, job opening is identified in the CIO organization.



- ② The HR Partner works with appropriate CIO management to define the specific requirements of the position.



- ③ The HR Partner communicates the position requirements and desired skills through the on-line recruiting tool to Recruiting & Placement, within HR Service Center.



- ④ Recruiting & Placement Associate drafts the Position Description and KSA for the job opening. The Associate also writes an advertisement describing the opportunity for posting.



- ⑤ Recruiting & Placement Associate processes the candidate applications through the on-line tool, compares the resumes against the desired KSAs and creates a 'pool' of viable candidates.



- ⑥ HR Partner presents the candidate 'pool' to the appropriate CIO leaders and decide together which candidates will be brought in for interviews.



- ⑦ HR Partner and CIO managers interview candidates. HR Partner facilitates determination of the best candidate.



- ⑧ HR Partner reports to Recruiting & Placement selected candidate.



- ⑨ Recruiting and Placement Associate works with appropriate entities (e.g. ED HR) to issue formal employment offer.

Illustration of Interactions - "Conducting a Performance Appraisal"



1 The HR Partner and Channel Leadership determine that the Channel needs to conduct an employee performance appraisal.



2 The HR Partner convenes a working session with appropriate parties (e.g. Union, HR Program Development, HR Partner Team, Performance Management Team, HR Leadership, SFA University) to determine best approach and tools for conducting performance appraisal.

Iterative



- Development Process:
- Channel Reps.
 - Consultants/Contractors
 - Union Reps.
 - HRG Reps.
 - Etc.

3 HR Program Development creates the appropriate on-line performance appraisal tools and techniques based on best practices and stakeholder input.



4 The HR Partner assists Channel to implement performance appraisal process and educates participants.



5 The HR Partner and Performance Management Team analyze and package the performance appraisal results using the on-line tool. The HR Partner presents the summary report to the Channel and their Union Representatives.



6 The HR Partner and Channel Managers work with the Channel's SFA University Learning Consultant (with Union representation) to identify training opportunities for staff using the on-line development tools.



Iterative

Iterative

7 Channel Managers discuss development areas with employees and jointly develop individual professional development plans using the on-line professional development tool.

Illustration of Interactions - "Developing a Performance Management Program"



① SFA Leadership Team (including Union Leadership) identifies the need for a new/reengineered Performance Management Program.



② The HR Director and HR Program Development Team solicit SME input, conduct research on best practices and consult HRG and Union Leadership concerning an approach/strategy for the Performance Management Program.



③ HR Program Development consolidates the best practice research and stakeholder and stakeholder feedback to design a Performance Management Program Model.



④ The HR Director presents the Performance Management Program Model to SFA Leadership.

Iterative



⑤ HR Program Development refines the Model to reflect SFA Leadership feedback.



⑥ HR Program Development designs the details of the program leveraging SMEs input, best practice research and stakeholder advice/input.

Development Process

- Union Reps.
- HRG Reps.
- Channel Reps.
- Service Providers
- Consultants/Contractors
- CIO Reps.

Iterative



⑦ HR Director presents the detailed design of the Performance Management Program to SFA and Union Leadership - including program strategy, process and on-line tool.



⑧ HR Partners deploy the new, on-line Performance Management Program to the Channels/Units.



⑨ HR Performance Management Administration administers and tracks the Performance Management Program using an automated system.