



Case Study: Health Quality Council of Alberta

Client

Health Quality Council of Alberta (HQCA) is an independent organization legislated under the *Regional Health Authorities Act*. HQCA gathers and analyzes information and collaborates with Alberta Health Services, the health professions and government to translate that knowledge into practical improvements to the quality and safety of the health care Albertans receive.

www.hqca.ca

Challenge

HQCA underwent significant change and growth since its inception. Senior management recognized the organization's future growth required structure. HQCA brought in Workplace Matters to provide a fresh perspective for the development of job descriptions, a performance management system and employment policies. They also required a compensation review to ensure jobs were paid competitively.

"Experience tells you that if you don't have something in place, there's going to come a time when it is needed. It was easier to plan ahead and get these in place prior to having the problems that I have seen in other workplaces," says HQCA.

Solution

Workplace Matters outlined an integrated human resources strategy to address HQCA's needs. This strategy included conducting a job analysis that involved interviewing management and employees to determine what knowledge, skills and abilities were utilized by the organization. The job analysis was a launching pad to develop job descriptions to be used to review compensation as well as design a performance management system and supportive tools.

Outcome

Workplace Matters:

- Developed job descriptions that align the organization's structure and provide HQCA with a consistent framework to recruit, compensate, train and set performance expectations for employees.
- Provided compensation recommendations to ensure salaries were fair and competitive.
- Designed a process and tools to align employee performance to HQCA's strategic direction and facilitate feedback to support employee performance and career development goals.
- Created employment policies for HQCA to provide a fair and supportive culture. As a result, policies are consistently administered and conflict has been reduced.
- Developed an ongoing relationship with HQCA to provide "HR On-Demand" expert advice and service to support employment related issues.

"Workplace Matters is easy to work with, professional, objective and can adapt to any audience from CEO to front line staff. They focus on developing the solutions we need and then provide staff with the necessary tools and appropriate training to manage the execution of those deliverables. They have been very responsive to our needs," says HQCA.