

# THE CORPORATION OF THE TOWN OF GEORGINA

## COUNCIL ADDENDUM 2

Wednesday, September 14, 2016  
7:00 PM

### 12. REPORTS

#### (2) REPORTS REQUIRING SEPARATE DISCUSSION

**Pages 1-3**

##### (J) Human Resources - Proposed Structural Changes

Report No. CAO-2016-0024

#### **Recommendation(s):**

- 1. That Council receive Report CAO-2016-0024, prepared by the Office of the CAO dated September 14, 2016 respecting Human Resources – Proposed Structural Change.**
- 2. That the Human Resources Division and Manager of Human Resources transition to Human Resources Department and Director of Human Resources.**

**Pages 4-8**

##### (K) Human Resources Strategic Plan

Report No. CAO-2016-0025

#### **Recommendation(s):**

- 1. That Council receive Report No. CAO-2016-0025 prepared by the Human Resources Division and the Office of the CAO dated September 14, 2016 respecting the Human Resources Strategic Plan.**
- 2. That Human Resource Strategic Plan Action Plan be endorsed and that items with financial impacts be presented in the 2017 and subsequent budgets.**

**THE CORPORATION OF THE TOWN OF GEORGINA**

**REPORT NO. CAO-2016-0024**

**FOR THE CONSIDERATION OF  
COUNCIL  
SEPTEMBER 14, 2016**

**SUBJECT: HUMAN RESOURCES – PROPOSED STRUCTURAL CHANGE**

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**1. RECOMMENDATIONS:**

- 1. That Council receive Report CAO-2016-0024, prepared by the Office of the CAO dated September 14, 2016 respecting Human Resources – Proposed Structural Change.**
- 2. That the Human Resources Division and Manager of Human Resources transition to Human Resources Department and Director of Human Resources.**

**2. PURPOSE**

To recommend to Council the transition of the Human Resources Division and Manager of Human Resources to the Human Resources Department and Director of Human Resources.

**3. BACKGROUND**

Confidential Report CAO-2016-0021 was submitted to Council on August 24, 2016 and raised the discussion of the restructuring of the Human Resources Division.

Council desired further information on the consideration.

**4. ANALYSIS**

The CAO recommends the transition of the Human Resources Division and Manager of Human Resources to the Human Resources Department and Director of Human Resources. The rationale behind the CAO's recommendation is multi-faceted and is outlined below:

- a) In the 2016 Budget, human resource related costs represent 71% of the tax levy. The management of this magnitude of asset would be best served by a hierarchy that mirrors the status provided to the management of the other core services provided by the Town.

- b) A 2015 study identified the organization as being “CAO-centric”. The existing Human Resources (HR) Division hierarchy sees the Manager reporting to the CAO. This current structure requires that the CAO is responsible for HR matters. The implementation of any HR related initiatives requires the CAO to be involved as the Manager does not have the status in the organization to mandate implementation. If the HR functions were led by a Director, working beside other Directors, the CAO could step away from HR program implementation.
- c) Currently the Manager of HR sits with the Director’s team but under the umbrella of the CAO versus as a peer.
- d) Goal No. 4 of the Town’s recently adopted Strategic Plan identifies organizational and operational excellence as a strategic goal. Key to supporting this goal is the effective management of the Town’s human resources. The assignment of a Director sends a message to the staff about the importance of people performance and our commitment to our employees.
- e) The corporation is in need of a Human Resources Strategic Plan. The development of such a strategy is a comprehensive, multi-year exercise that is of equal importance to the development of a financial strategy, an asset management plan, an official plan etc. A strategy led by a Director would reinforce the Town’s commitment to HR matters.
- f) As part of the Human Resource Strategic Plan, employee attraction and retention have been identified as key components. Municipalities are competing aggressively to attract and retain talent. An organizational design that communicates the importance of HR functions could be seen as important to potential candidates who are evaluating their employment options.
- g) A significant amount of HR time is dedicated to labour relations. The appointment of a Director to the HR functions would send a positive message to the CUPE and GPFPA unions, one that says the Town is willing to invest in the relationship management.
- h) The introduction by a Director, of performance management into our day to day operations, allows for roll out by all Directors with a peer to peer/unified implementation program.

Due to the current vacancies in the Division the roles and responsibilities can be revamped to better suit the corporate needs. The salary impact to do so would be approximately \$6,000. The number of staff would not change. Staff were previously directed to report back on the resources required for the HR function for 2018 as the Program Specialist position was approved for 2 years.

Current Structure

Manager of Human Resources  
 Program Specialist  
 Senior HR Generalist  
 HR Generalist  
 -  
 HR Admin Coordinator

Proposed Structure

Director of Human Resources  
 -  
 Senior HR Generalist  
 HR Generalist  
 Recruiter  
 HR Admin Coordinator

5. **FINANCIAL AND BUDGETARY IMPACT**

Due to the current vacancies in the Division the roles and responsibilities can be revamped to better suit the corporate needs. The salary impact to do so would be approximately \$6,000.

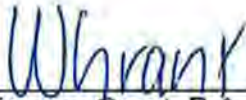
6. **PUBLIC NOTICE REQUIREMENTS**

As this proposed change is administrative in nature, there are no public notice requirements.

7. **CONCLUSION**

The transition of the Human Resources Division and Manager of Human Resources, to a Human Resources Department and Director of Human Resources is recommended as a positive step in positioning the organization as it moves forward.

Prepared by:



Winanne Grant, B.A., AMCT, CEMC  
 Chief Administrative Officer

**THE CORPORATION OF THE TOWN OF GEORGINA**

**REPORT NO. CAO-2016-0025**

**FOR THE CONSIDERATION OF  
COUNCIL  
SEPTEMBER 14, 2016**

**SUBJECT: HUMAN RESOURCES STRATEGIC PLAN**

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**1. RECOMMENDATION:**

- 1. That Council receive Report No. CAO-2016-0025 prepared by the Human Resources Division and the Office of the CAO dated September 14, 2016 respecting the Human Resources Strategic Plan.**
- 2. That Human Resource Strategic Plan Action Plan be endorsed and that items with financial impacts be presented in the 2017 and subsequent budgets.**

**2. PURPOSE:**

The purpose of this report is to seek endorsement of the Human Resource Strategic Plan Action Plan.

**3. BACKGROUND:**

On June 27, 2016 Council received Confidential Report CAO-2016-0013 and approved the recommendations therein. One of the recommendations was for the implementation of a Human Resources Strategic Plan to be a fundamental organizational priority.

**4. ANALYSIS:**

Council's Corporate Strategic Plan includes Strategic Goal No. 4 – Providing Exceptional Municipal Services – Organizational and Operational Excellence.

Within Strategic Goal No. 4, Priority Action 4.16 is the development of a Human Resource Strategic Plan.

There are a number of action items that will ultimately form the HR Strategic Plan:

- i) Learning and Development
- ii) Leadership Development
- iii) Employee and Labour Relations
- iv) Recruitment
- v) Staff Recognition
- vi) Policy Development
- vii) Compensation Strategy
- viii) Succession Planning
- ix) Metrics and Measurement

**i) Learning and Development**

- The following outlines learning and development needs:
  - On Boarding
  - Student Orientation (current orientation is specific only to health and safety)
  - Code of Conduct
  - Respect in the Workplace (Bill 168)
  - Roles and Responsibilities
  - Recruitment
  - Change Management
  - Character Culture
- Management training should be mandatory in the following areas:
  - Basic Supervisory Skills
  - Communication/Documentation
  - Performance Management
  - Labour Relations
  - Recruitment
  - Managing in a Unionized Environment

**ii) Leadership Development**

- Organization leaders drive employee engagement. Leaders must model behaviours and competencies conducive to a highly engaged culture and take ownership in facilitating improvements affecting positive employee engagement. Targeted, comprehensive leadership development is recommended for all staff leaders of the Town.

- The N6 group is currently considering an RFP for leadership development with costs to be shared amongst the northern six municipalities. Once this project is decided we will know better what gaps we have in leadership development opportunities. The N6 program will not meet all of our needs.

**iii) Employee and Labour Relations**

- Labour relations training is necessary to help managers understand the collective agreements and also to ensure they develop strength in managing their union and non-union staff. Managers must have a strong and thorough understanding of their responsibilities under the Human Rights Code, Employment Standards Act and the Health and Safety Act. As an employer, it is our responsibility to ensure this training is in place and ensure that managers take the training.

**iv) Recruitment**

- Managers benefit from training on writing job descriptions, developing interview questions, the do's and don'ts of the interview process, how to conduct a reference check and monitoring staff through the probationary period.

**v) Staff Recognition**

- Focus on building and strengthening a culture of recognition and appreciation.
- Recognition, social events and wellness are all important factors for retaining motivated and engaged employees and must be planned and managed for optimal benefit to promote team-building, build positive relationships, promote feelings of recognition and appreciation and to ensure employees' wellness is a corporate priority.

Enhancements to recognition, social events and wellness will be proactively managed through the CREW but this is a supplemental, corporate wide initiative.

More customized team building initiatives should be implemented for the Council/Administration relationship, for the Directors/Managers/Supervisors (DMS) relationship, for Departmental relationships, and for Divisional relationships.

**vi) Policy Development**

- Current Town policies require ongoing updating and new policies are always required to ensure we are meeting our legislative obligations and to ensure all staff understand the requirements of their employment.
- Policies will assist management in managing their staff.
- Progressive employment policies speak to the culture of the organization and are a positive recruitment tool.

**vii) Compensation Strategy**

- To attract and retain high quality talent, Compensation and Benefits must be market competitive, Pay Equity compliant, meet internal equity and job evaluation must be conducted using a trusted and fair process. Current policy requires market analysis for Management/Non Union position in 2017. Council have asked for this analysis as part of the 2017 Budget deliberations.

**viii) Succession Planning**

- Effective succession plans are necessary to ensure business continuity without any disruption to services as well as providing growth opportunities and challenging work to employees. Succession planning must become part of the overall HR management by all leaders in the organization to reduce the risk of loss of corporate knowledge and expertise that could disrupt our business. Seamless knowledge transfer is not always possible but we need to build our internal capacity to minimize any possible disruption in customer service. Succession planning initiatives will be measured by HR.

**ix) Metrics and Measurement**

- Corporate HR metrics must be established and incorporated into regular reporting protocols for transparency, accountability and performance measurement. HR metrics can be used to help drive decisions on recruitment, compensation, policy development, employee engagement and training requirements.



**5. FINANCIAL AND BUDGETARY IMPACT:**

The endorsement of the Human Resource Strategic Plan does not have financial impacts. The development of the plan will have financial impacts that will either be presented during annual budget deliberations or funded via operating budgets.

**6. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:**

"Not Applicable"

**7. CONCLUSION:**

A Human Resources Strategic Plan will include fostering an organization that is guided by effective policies and procedures. The plan will ensure process efficiency, accountability, performance standards, fiscal responsibility, legislative compliance and employee responsibility.

The HR Strategic Plan will foster a talent management mindset and strategies that will attract, retain, develop, motivate and engage competent employees to meet the various ongoing strategic plans of the organization. We must foster and encourage continuous learning and development ensuring employees have the skills and competencies to perform highly in their jobs and to create an environment where they can prepare themselves to compete for promotions at the Town of Georgina.

A strong, positive, character centred, performance centred organization is key in our ability to move the culture forward. In order for the organization to optimally perform the appropriate structures and elements must be in place to promote organizational excellence.

Prepared by:

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Bev Moffatt, BSW, CMM III HR Professional  
HR Program Development Specialist



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Winanne Grant, B.A., AMCT, CEMC  
Chief Administrative Officer