

## **Personnel Committee Meeting Agenda**

**Date:** Tuesday, October 27, 2020, 4:00 pm

**Location:** Electronic meeting live streamed at: <https://video.isilive.ca/tecumseh/live.html>.

**Pages**

**A. Roll Call**

**B. Call to Order**

**C. Disclosure of Pecuniary Interest**

**D. Delegations**

1. Elizabeth Hill, Pesce & Associates

2 - 18

Re: Human Resources Service Delivery Review

**E. Communications**

**F. Reports**

1. CAO-2020-08 Human Resources Service Delivery Review

19 - 66

**G. Unfinished Business**

**H. New Business**

**I. Next Meeting**

**J. Adjournment**



# Town of Tecumseh Human Resources Service Delivery Review Future State Analysis and Recommendations Presentation to Council

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OCTOBER 27, 2020



## Human Resources Services Delivery Review

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Future State Report  
October 27, 2020

### AGENDA

#### 1. Project Overview

- Mission & Success
- Project Scope
- Progress To Date

#### 2. Current State Assessment

- Stakeholder Engagement
- Strengths
- Overview of Findings

#### 3. Future State Recommendations

- Guiding Principles
- Summary of Recommendations
- Proposed HR Division Structure

#### 4. Appendix – Jurisdictional Scan

- Comparator Municipalities
- Best Practices

## Project Mission

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To partner with the Town of Tecumseh to conduct a review of the Human Resources division's structure, work processes and services and provide recommendations that enhance the division and ensure it is optimized to meet the Town's strategic objectives.

## Project Success

- Identification of options and provision of recommendations to improve the efficiency and effectiveness of the structure.
- Identification of areas of improvement for better service and satisfaction levels of relevant stakeholders, Senior Management, Management, Union, Association and Employees.
- Recommendations for maximizing effectiveness of HR systems, policies, and practices.
- An action plan for implementing recommendations.

## In Scope

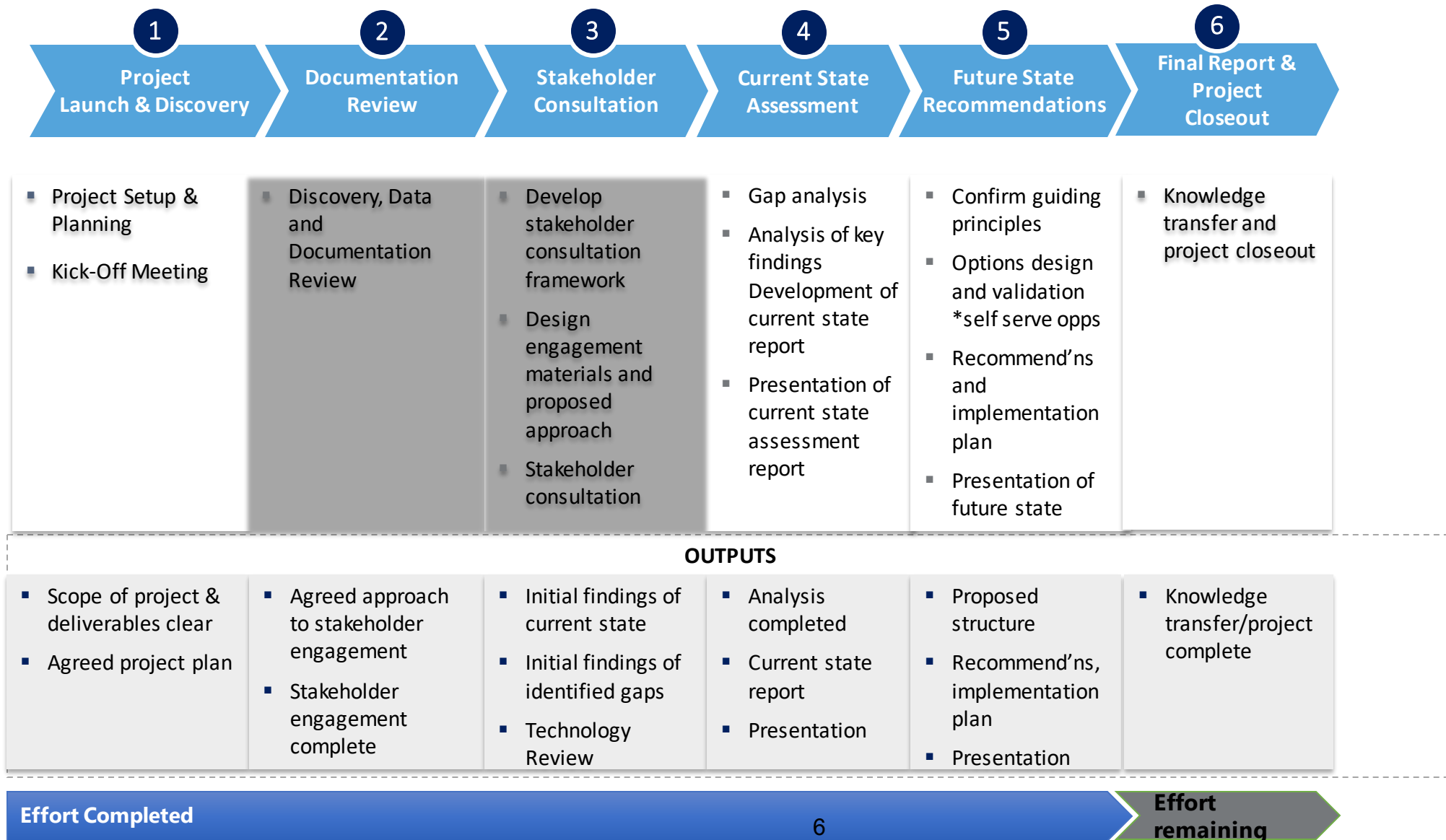
- An assessment of the current Human Resources division's structure against the Town's Strategy.
- Identifying best practices and identify any gaps and or risks within the Town's Human Resources division.
- Identifying areas of improvement for better service and satisfaction levels of relevant stakeholders, Senior Management, Management, Union, Association and Employees.
- Reviewing current Human Resources organizational structure, roles, accountabilities, and engagement arrangements.
- Reviewing all systems, policies, and practices related to Human Resources to determine the effectiveness of these systems.
- Evaluate current Human Resources competencies and identify any gaps establishing a baseline for future improvements.
- Providing clear prioritized recommendations and action plan to enhance the work of the Town's Human Resources division.

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## Out of Scope

- Implementation of the recommendations.
- Policy writing.

# Project Approach





## Current State Assessment

To complete the current state assessment, we reviewed all relevant documentation and conducted stakeholder interviews with the following individuals and groups:

## Leadership and Client Groups

- Margaret Misek-Evans - Chief Administrative Officer
- Shaun Fuerth – Director, Information & Communication Services
- Wade Bondy – Director, Fire Services & Fire Chief
- Tom Kitsos – Director, Finance Services & CFO
- Phil Bartnik – Director, Public Works & Environmental Services
- Paul Anthony – Director, Parks & Recreation Services
- Brian Hillman – Director, Planning & Building Services

## Manager Focus Groups

1. Casey Colthurst – Manager, Parks & Recreation  
Zora Visekruna – Deputy Treasurer  
Lesley Reeves – Manager, Strategic Initiatives  
Chad Jeffery, Manager, Planning Services
2. Christina Hebert, Manager, Committee & Community Services  
Kirby McArdle, Manager, Road & Fleet  
Brett Palmer, Supervisor, Recreation Programs & Events

3. Brad Dupuis, Manager Water & Wastewater  
Kerri Rice, Manager, Recreation Programs & Events  
Kevin Kavanagh – Deputy Fire Chief
4. John Henderson, Manager, Engineering Services  
Mike Voegeli, Manager, Building Services & CBO  
Jennifer Alexander – Manager, Legislative Services & Deputy Clerk  
Ray Hammond – Manager, Facilities

## Union and Association Leadership and Stewards

- CUPE
- Firefighter's Association

## Staff Focus Group

### Human Resources Team

- Laura Moy – Director, Corporate Services and Clerk
- Melissa Doetzel – Human Resources Officer
- Sue White - Administrative Assistant to Director Corporate Services & Clerk



An Employee Survey was completed to gather input on HR Service Delivery. The following summarizes key themes. Other information from the survey has been incorporated into the current state findings.

## Strengths

- There is a strong sense that the Town has a culture of safety and staff are well trained on safety protocols and procedures.
- The majority of staff feel supported in pursuing training and development activities.
- The benefits process appears to be well understood.

## Areas for Improvement

- The majority of staff do not feel the Town has a healthy culture of fairness, mutual support and respect.
- The majority of staff do not see a career path for themselves at the Town and there is a sense that career opportunities do not always go to the most qualified people.
- The majority of staff do not believe that performance reviews are undertaken regularly and with appropriate follow-up and those who do not currently receive performance reviews feel it would be beneficial.
- There appears to be a lack of understanding on how or when policies, procedures and job descriptions are updated.



## Current State Assessment - Summary

The following strengths were noted during the current state assessment:

1. HR Team is seen as providing good support with interpretation of the collective agreements and addressing performance and behavioural issues.
2. HR Officer is seen as very approachable.
3. High level of commitment from HR staff; demonstrated dedication to the HR profession and the work performed.
4. Strong health and safety culture at the Town.
5. Overall staff are committed to the Town and proud to work there.

The following areas for improvement were noted during the current state assessment:

1. HR Team lacks a strategy and operational objectives / action plan that are aligned to the strategic priorities of the Town.
2. HR Team functions tactically and with the level of resources is unable to function at a strategic level.
3. Enhancements are required to the core people processes to secure the HR foundational programs and services.
4. HR policies and procedures require updating.
5. Significant manual work is required, given there is a lack of fully integrated payroll, HR and time management system.

# Overview of Current State Findings



A high-level assessment and review of all HR services and division structure resulted in findings and observations categorized by the following five themes:

- 1 Strategic Priorities**  
Strategic priorities are established at the senior level. The HR division lacks a strategy that aligns with the Town's strategic priorities and does not support a continuous business improvement model.
- 2 Structure and Staffing**  
Staffing model and level of resourcing impacts ability of HR staff to function at a strategic level.
- 3 Services**  
Core people processes need to be enhanced before the value added strategic human resources services can be achieved.
- 4 Processes**  
HR processes and policies require updating.
- 5 Technology**  
HR lacks a fully integrated system and requires multiple sources of information and data, with significant manual work required.



## Future State Recommendations

1. Focus on roles required for the division and not capabilities of current staff.
2. Full recommendations regardless of budget.
3. Assess and confirm roles and reporting relationships that promote clear accountability and provide improvements to current reporting relationships.
4. Consider HR organizational structure of similar sized municipalities.
5. Ensure required service standards and legislative requirements are met.
6. Assess contracted out services for cost effectiveness/efficiency providing recommendations on what can be done in-house versus outsourced or shared with another Town/County.
7. Consider strategies required to support HR structure, processes and services for the future.
8. Assess information on innovative and creative HR technologies to underpin continuous business improvement model.

# Summary of Recommendations



The following summarizes the recommendations in the five themes:

1

## Strategic Priorities

- Develop HR Strategic Plan that details the goals and objectives of the division over the next 3 – 5 years
- Align the HR Strategic Plan with the Town's Strategic Plan
- Solidify core people processes then develop strategic HR services and value-added initiatives

2

## Structure and Staffing

- HR report to the CAO
- HR positions – Corporate Manager of HR, HR Officer and HR Coordinator (filled by co-op students)
- Develop a Service Level Agreement that supports the HR Partnership Model

3

## Services

- Modernize HR processes to enhance HR service in recruitment, onboarding, labour relations and health and safety
- Develop talent management program including succession planning, performance management and strategic recruitment
- Complete a full assessment of equity, diversity and inclusion in all HR programs

4

## Processes

- Update HR policies and procedures
- Move administration of benefits and pension to HR
- Explore options to reduce the significant amount of paper-based payroll documentation and duplication of work

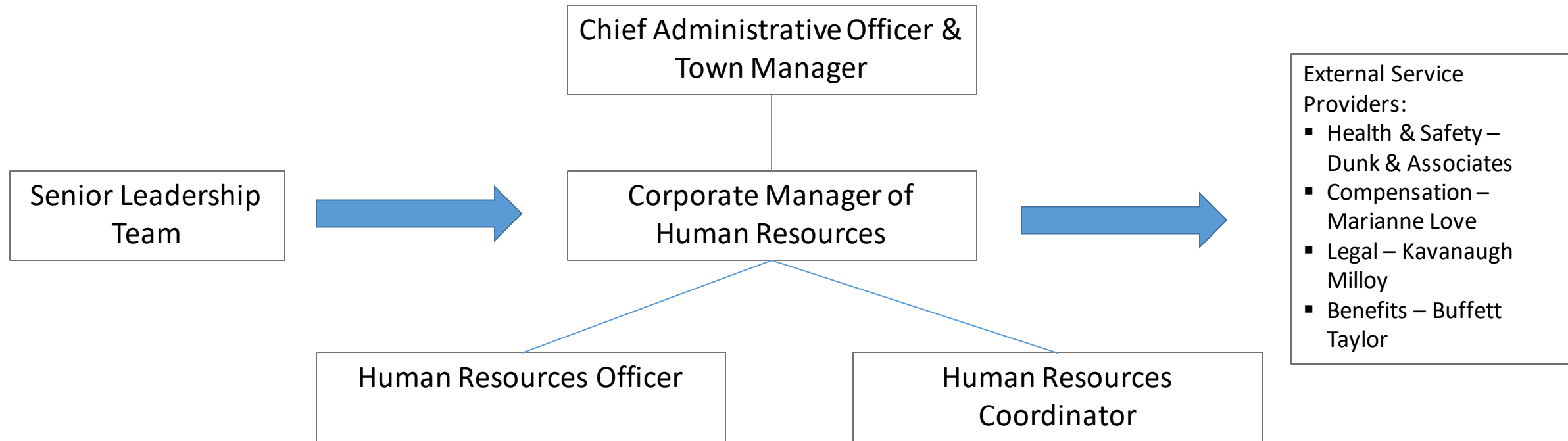
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## Technology

- Complete a full technology needs analysis and plan for payroll and HR systems
- Work towards an integrated time and attendance, payroll and HR management system that minimizes manual work
- Maximize Recruit Right software and train managers



# Proposed Human Resources Division Structure



# Summary of Recommendations



The following summarizes the cost savings, financial benefits and service delivery efficiencies that may occur from implementation of the recommendations:

## Cost Savings and Financial Benefits

- Utilize external HR consultants rather than lawyers where possible to reduce legal costs
- Efficient and effective recruitment process mitigates the chance of a bad hire and associated costs
- Modernized performance management program will improve engagement and lead to enhanced productivity
- Outsourcing compensation and health and safety continues to be more cost effective than if resourced inhouse
- Potential opportunity to piggyback on County HRIS purchasing which could lower purchasing costs with group buying

## Service Delivery Efficiencies

- Focus on consistency in collective agreement language between bargaining units can lead to efficiencies
- Labour relations training for managers can lead to reduced grievances
- Robust orientation program will initiate new hires quicker and build effectiveness sooner
- Build benefits and pension expertise in HR division to manage the program more efficiently and potentially find savings
- Integrated software solutions will reduce manual processes
- Reduction of paper-based manual processes will bring efficiencies
- Develop a Service Level Agreement between HR and the Town that outlines the services HR provides and the quality standards, including performance metrics, to support HR service delivery efficiency and effectiveness
- Empower HR Officer with greater decision-making authority to reduce bottlenecks and shorten turnaround time



## The Corporation of the Town of Tecumseh

Chief Administrative Officer

**To:** Personnel Committee

**From:** Margaret Misek-Evans, Chief Administrative Officer

**Date to Council:** October 27, 2020

**Report Number:** CAO-2020-08

**Subject:** Human Resources Service Delivery Review

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### Recommendations

It is recommended:

**That** Chief Administrative Officer Report CAO-2020-08, Human Resources Service Delivery Review, **be received**.

**And that** Administration **be authorized** to phase-in implementation of the future state recommendations contained in the report, Town of Tecumseh Human Resources Service Delivery Review Future State Analysis and Recommendations, October 5, 2020 by Pesce & Associates, subject to deliberations on the 2021 Budget.

**And further that** the financial considerations associated with implementation of the future state recommendations outlined herein **be referred** to the 2021 Budget process.

### Executive Summary

As a precursor to a full organizational review, Administration undertook a review of the Human Resources (HR) service. Funding was secured from the Municipal Modernization Program (MMP) for the review. The project has now concluded, with recommendations to re-organize the HR function within Administration and make enhancements in staffing capacity, service modernization, process and technology updates. The review was undertaken with full staff participation and the resulting recommendations are supported by the Senior Management Team (SMT) and CUPE leadership. Administration is recommending a phased approach to implementing the recommendations, allowing time for completion and reporting of the planned organizational review. Initiation of the organizational review is planned for end of year, with completion and reporting in the second quarter of 2021.

## Background

As a measure to improve service delivery efficiency, Administration determined a need to review the HR service delivery in the Town, as a precursor to undertaking the full organizational review anticipated for 2020. Funding for such an endeavour was available through the first intake of the MMP of the Ministry of Municipal Affairs and Housing. In December of 2019, Council gave direction to Administration to pursue funding in the amount of \$20,000 to cover the costs of an independent third-party review for the HR service. The review would focus on optimizing efficiency, effectiveness and appropriateness of HR service delivery. The Town's contributions were in-kind by Administration contributing time to compile documents, participate in interviews and meetings, provide meeting platforms and review draft final reports.

Administration was successful with the application for funding early in 2020.

A call for proposals was issued in January 2020. Due to the onset of the COVID-19 pandemic in March, awarding of the project was delayed and included a condition that the project be undertaken virtually as in-person meetings and travel were out of the question. Meanwhile, the Province extended the timelines for deliverables under the MMP; final reports to the Province are now due in December 2020.

Once we had adapted sufficiently to virtual meetings, the Senior Management Team (SMT) felt confident that we could proceed with the project remotely whereby all interactions with the consulting team would be done on-line. Pesce & Associates were the successful consultants. They were able to accommodate a virtual/on-line working space, not only with the current HR team and SMT, but also with the Town's middle management group, Union leadership and the full staff complement. We are very pleased with project delivery and feel there was no compromise in quality of deliverables or communications due to the remote arrangements.

## Comments

As indicated in the consultant's final report found in Attachment 1, the HR Service Review involved extensive consultations with the current HR team, SMT, middle managers, Union leadership and the full staff complement. We believe that fair opportunities were provided for involvement and are pleased with the levels of interest and participation.

As per the original terms for the project, the third-party review would provide the Town with recommendations on how to modernize HR service delivery and address considerations such as, cost containment of external HR services, streamline benefits and pension administration, increase employee productivity, reduce absenteeism, succession planning and employee development.

The current state assessment indicates the strengths of the current HR service and also areas for improvement. Under current staffing allocations to the HR service, we are able to cover basic requirements, but cannot get to more strategic functions like succession planning and employee development (outside of health and safety), for example. The team functions tactically, with significant manual work in some processes. There is insufficient resource for continuous improvement and alignment to the strategic priorities of the Town.

Based on the elements of an effective HR service outlined in their report, the consultants made recommendations going forward along the lines of five themes:

- Strategic priorities alignment with the Town's Strategic Plan and the development of measurable objectives for the HR service to achieve value-added initiatives.
- Structure & staffing, with a proposed re-organization that would add a new Corporate Manager of HR and an HR coordinator reporting directly to the Chief Administrative Officer, along with the existing HR Officer. The coordinator position is expected to be filled by students or contract staff, at least initially, to achieve cost savings and provide flexibility. The addition of these positions would bring HR staffing levels closer to those of comparable municipalities and provide capacity to remedy the reactionary nature of the current service. A proposed HR service organizational chart is included in the consultant's report.
- Services modernization in the areas of recruitment, onboarding, labour relations, succession planning, performance management, with special regard to assessing equity, diversity and inclusion in all HR programs.
- Process updates in the areas of policy and procedures as well as consolidation of benefits and pension administration and reduction of manual processes and work duplication.
- Technology needs analysis with a plan for payroll and HR systems integration to increase efficiency, minimize manual work and train line department managers in software used for recruitment purposes.

The report contains significant detail for each of the recommended theme improvements that, once implemented, should advance HR service delivery in many ways including efficiency, timeliness of response, productivity and better use of external expertise and technology. As outlined in the consultant's report, efficiencies are predicted in labour relations, recruitment and onboarding, benefits and pension administration and reduction in manual processes.

Currently, the Director of Corporate Services & Clerk oversees HR service delivery in the Town and largely functions as the corporate HR manager in addition to her other duties. Accordingly, as indicated in the consultant's report, approximately a third of her time is allocated to the HR function. This is insufficient for an organization the size of Tecumseh. Moreover, the remaining duties of the Director (legislative services, elections, risk management and insurance, lottery licensing and litigation, accessibility requirements, information requests under MFIPPA and records management) are squeezed into her remaining time which can result in delays and constantly shifting priorities to address workload. It is common for municipalities the size of Tecumseh to have a dedicated HR service with a full-time manager, as indicated in the jurisdictional scan provided by the consultant. Accordingly, the re-organization of this function to the CAO's office, with a full-time manager is an appropriate fit. The relief associated with this re-organization to Corporate Services & Clerks is intended to result in greater efficiencies within that department, ensuring more timely service and deliverables to the corporation.

The future state recommendations have been thoroughly vetted by the SMT and reviewed with CUPE Union leadership. All are supportive of making the changes identified in the report.

Implementation is planned gradually, with consideration for the forthcoming organizational review. A call for proposals is in process for the organizational review, with a planned start-up toward the end of this year. While it is not expected that the organizational review will alter the direction of the HR review recommendations, there may be additional considerations from that process that will influence the phasing of recommendations.

Subject to Council's favourable consideration of the HR Service Review recommendations, Administration plans to phase-in the staffing and structure recommendations over the course of 2021, with the new Corporate Manager position commencing approximately mid-year and the coordinator position filled thereafter. The organizational review is expected to be complete by then and brought before Council. At that time, a phasing plan will be developed for the outcome of the organizational review, inclusive of the HR service recommendations.

## **Consultations**

All Departments  
Union Leadership  
Pesce and Associates Human Resources Consultants

## **Financial Implications**

Subject to Council's favourable consideration of the HR Service Review recommendations, the additional costs associated with implementation will be referred to the 2021 budget deliberations, accompanied by RNSE forms. For budgeting purposes, projected costs associated with the planned phase-in for 2021 are estimated below. Actual costs will be subject to development and rating of the job descriptions for the Manager and Coordinator positions. It is proposed that, otherwise, the 2021 budget for HR services will largely follow past practice.

The annualized Wages and Benefits for a Corporate Manager of HR, pending rating review of the job, is estimated to be at Level 7, Step 2 of the Town's Non-Union Salary Grid of \$134,000. The HR Coordinator position is anticipated to be filled initially by a student or contract staff on a part-time basis with compensation to be equivalent to that of a single-term student rate of \$10,000.

A phased-in implementation of the recommended additions will require an increase to the 2021 Budget of \$77,000, with an additional \$67,000 added in 2022.

## Link to Strategic Priorities

Applicable	2019-22 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

## Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Reviewed by:

Tom Kitsos, CPA, CMA, BComm  
Director Financial Services & Chief Financial Officer

Reviewed by:

Laura Moy, Dipl. M.M., CMMIII HR Professional  
Director Corporate Services & Clerk

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

**Attachment  
Number**

**Attachment  
Name**

1

Town of Tecumseh Human Resources Service Delivery Review  
Future State Analysis and Recommendations, October 5, 2020





# Town of Tecumseh Human Resources Service Delivery Review Future State Analysis and Recommendations

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OCTOBER 5, 2020



## Human Resources Services Delivery Review

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## Future State Report October 5, 2020

### AGENDA

1. Project Overview
  - Mission & Success
  - Project Scope
  - Progress To Date
2. Current State Assessment
  - Stakeholder Engagement
  - Strengths
  - Overview of Findings
3. Future State Recommendations
  - Guiding Principles
  - Elements of an Effective HR Department
  - Specific Findings and Recommendations
4. Appendix – Jurisdictional Scan

## Project Mission

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- Identification of options and provision of recommendations to improve the efficiency and effectiveness of the structure.
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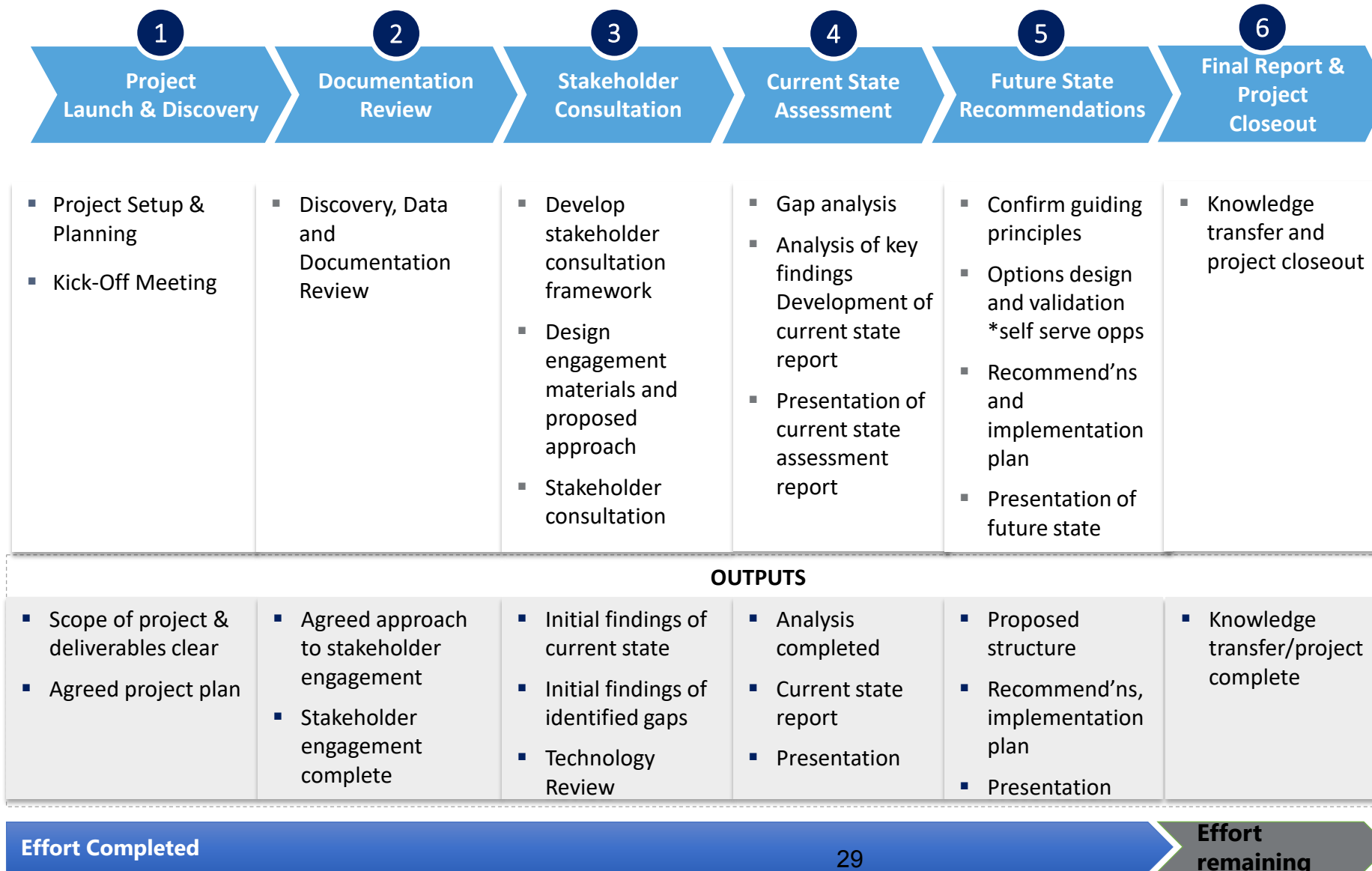
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## Out of Scope

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- Policy writing.

# Project Approach





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Ray Hammond – Manager, Facilities

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## Areas for Improvement

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## Current State Assessment - Summary

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The following areas for improvement were noted during the current state assessment:

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2. HR Team functions tactically and with the level of resources is unable to function at a strategic level.
3. Enhancements are required to the core people processes to secure the HR foundational programs and services.
4. HR policies and procedures require updating.
5. Significant manual work is required, given there is a lack of fully integrated payroll, HR and time management system.

# Overview of Current State Findings



A high-level assessment and review of all HR services and division structure resulted in findings and observations categorized by the following five themes:

**1 Strategic Priorities** Strategic priorities are established at the senior level. The HR division lacks a strategy that aligns with the Town's strategic priorities and does not support a continuous business improvement model.

**Structure and Staffing** Staffing model and level of resourcing impacts ability of HR staff to function at a strategic level.

**Services** Core people processes need to be enhanced before the value added strategic human resources services can be achieved.

HR processes and policies require updating.



## Future State Recommendations



## Guiding Principles – Future State Design

## For Discussion

1. Focus on roles required for the division and not capabilities of current staff.
2. Full recommendations regardless of budget.
3. Assess and confirm roles and reporting relationships that promote clear accountability and provide improvements to current reporting relationships.
4. Consider HR organizational structure of similar sized municipalities.
5. Ensure required service standards and legislative requirements are met.
6. Assess contracted out services for cost effectiveness/efficiency providing recommendations on what can be done in-house versus outsourced or shared with another Town/County.
7. Consider strategies required to support HR structure, processes and services for the future.
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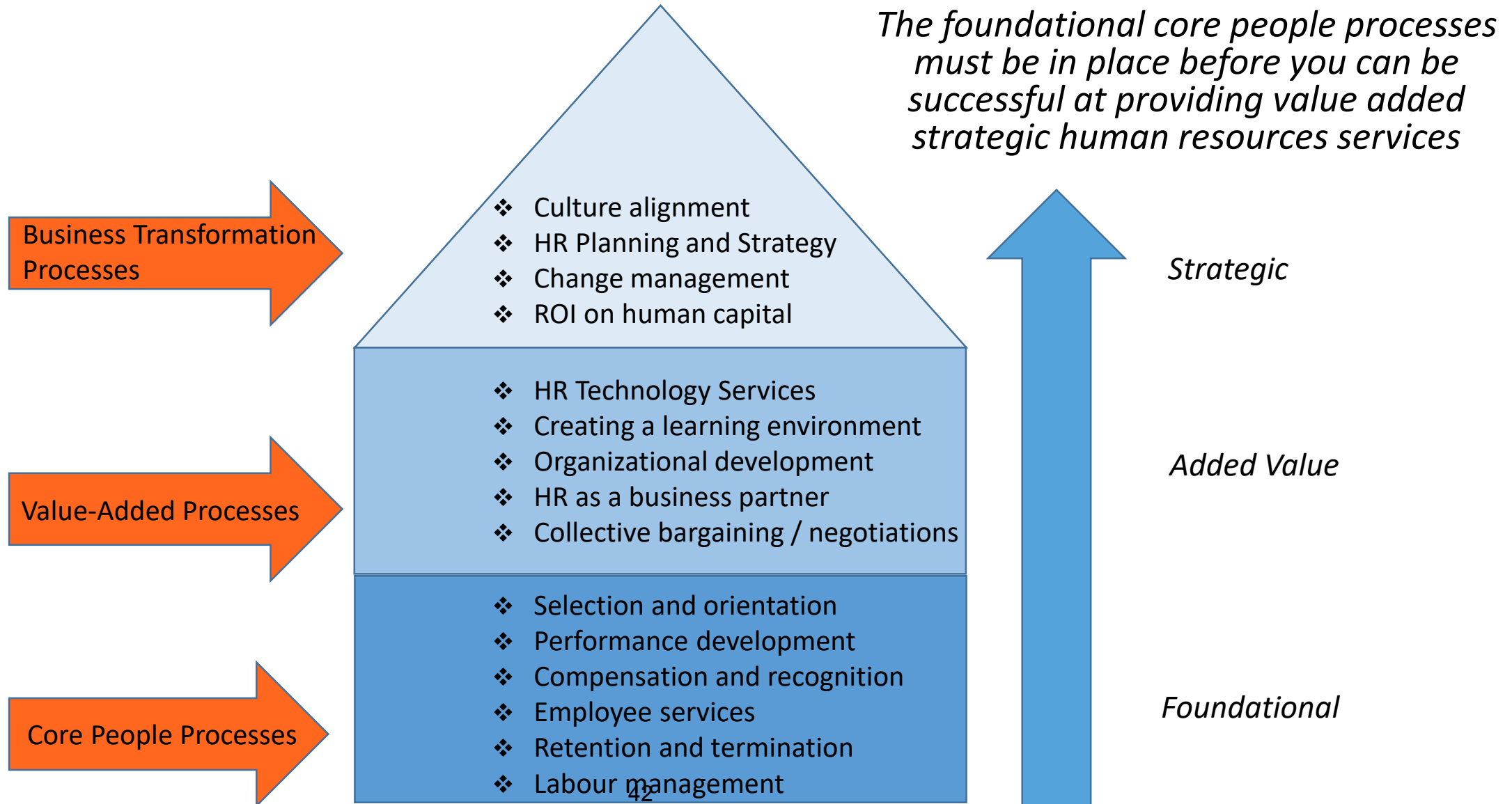
## Elements of an Effective HR Department



A successful Human Resources Department operates strategically to ensure that an organization's most important resources, its staff, are developing and evolving with the organization to support ongoing and new business initiatives that ensure the longevity and long-term effectiveness of the business model. Key elements include but are not limited to:

- Acts as a strategic business partner to operating departments through meetings with each and is aware of HR needs currently, in the short term and long term.
- Recognizes the link between positive corporate culture, employee development and career opportunities with employee retention, engagement and productivity. Talent management programs are an attractive offering.
- Maintains up to date HR policies and procedures to meet legislative compliance and to guide professional conduct and decision making for all staff of the organization.
- Regularly reviews market competitiveness of wages and benefits to ensure an attractive compensation package for existing employees (retention) and new hires. Reviews HR best practices from other jurisdictions.
- Is technologically aware and regularly reviews and implements updates to HR systems to improve efficiencies, encourage electronic record keeping to reduce paper-based transactions and minimize duplication of work.
- Is streamlined and offering online solutions such as screening tools for hiring managers, and overall, continuously improving HR processes to support business decision making.
- Actively manages a positive labour relations environment. Builds and maintains a trusting union management relationship to support open discussion about any employee and/or grievance/arbitration issues.
- Recognizes its role in shaping organizational culture by behaving in a manner that builds employee confidence in the manner in which the organization treats its employees.
- Regularly monitors employee engagement and introduces initiatives to maximize employee satisfaction and retention.

# Elements of an Effective Human Resources Department





## Human Resources Partnership Model

- Leadership and HR are partners in decision-making.
- Each partner must involve the other from the beginning of the decision-making process, when the problem or issue is being identified to ensure all relevant expertise is involved and being used to identify the issues, create alternatives, evaluate those alternatives, and make a decision.
- HR professional must make every effort to understand the organization's business.

The most significant paradigm shift is in establishing who HR serves: who is the customer? The answer is that **the customer is the organization** and its strategic goals and objectives.

- HR is responsible for using its expertise, in partnership with line leaders, to create a work force that is engaged and committed to achieving the organization's goals and to keep that work force committed to those goals.
- What do line leaders (managers and supervisors) bring to the partnership?
  - a. Expert knowledge of the operation
  - b. Intimate knowledge of the individuals within their areas of responsibility
  - c. Authority to make decisions.
- What does HR bring to the partnership?
  - a. Specialized knowledge and expertise
  - b. Relationships
  - c. Innovative approaches to dealing with people issues.
- Partnership is established through a Service Agreement - a formal agreement that articulates the terms and conditions of the relationship and includes what HR is responsible for and what line leadership is responsible for.



## Specific Findings and Recommendations- Details



## Strategic Priorities

*Develop an HR Strategic Plan that aligns to the Town’s strategic priorities and supports a continuous business improvement model.*

### DETAILS

1.

Strategic priorities for HR
  - Develop an HR Strategic Plan that details the goals and objectives of the division over the next 3 – 5 years.
  - Develop operational plans as part of the HR Strategic Plan with measurable outcomes through analysis of data and use of reporting metrics.
  - Annually report on HR Strategic Plan progress and how HR contributes to organizational success in numerous ways through recruitment support, answering employee queries, labour relations, working with retirees etc.
2.

Proactive vs Reactive
  - Identify HR priorities on an annual basis, aligned to the HR Strategic Plan, and taking into account emerging critical business needs e.g upcoming retirements.
  - Solidify core people processes, such as recruitment, compensation, pay and benefits administration, etc., and then develop strategic HR services and value driven initiatives.
  - Resource the HR function sufficiently to allow the division to move from a tactical operation to an environment of planning for current priorities and upcoming initiatives.
  - If a planning mindset can be instilled in the division, it can proactively identify needs and develop programs and services based on gaps identified as opposed to reacting to requests on an ad-hoc basis. This will enhance opportunities for continuous business improvement and support the leadership team’s decision making on corporate initiatives.
- Human Resources becomes strategic and acts as a business partner at the leadership table. Advances the strategic priorities of HR and the Town.
  - Staff will recognize the change in HR operations and have confidence in the Town’s leadership to identify business needs and address them through a meaningful and inclusive process to achieve the desired change.



## Structure and Staffing

*Staffing model and level of resourcing that will support the successful management of core people processes and allow for work on a proactive strategic basis.*

DETAILS	BENEFITS
<div><div>1. Develop a HR structure that is sufficiently resourced</div><div><ul style="list-style-type: none"><li>Implement a full-time HR leadership role, reporting to the CAO, that is part of the senior management team, to support a dedicated focus on HR related initiatives, both short term and long term. A dedicated HR leader with a 100% focus on HR related activities, will allow time to develop and implement strategic HR initiatives.</li><li>Following hire of a new HR leader, develop and document strategic priorities and objectives for Human Resources as previously outlined.</li><li>Move to a structure that includes a leader dedicated to HR (i.e. Corporate Manager), an HR Officer and an HR Coordinator position that is filled by co-op students or interns involved in an HR program at a College.</li><li>Staffing level for HR will become 2 FTE and 1 contract position (co-op student/intern) up from the current 1.3 FTE with some back up from the Clerk’s Administrative Assistant.</li><li>Shift focus for Director, Corporate Services/Clerk to spend 100% of her time on responsibilities related to the role of Clerk, i.e. legislative services, risk management and insurance, lottery litigation, and records management.</li><li>Free up the Clerk’s Administrative Assistant from having to provide HR back-up.</li><li>Empower HR Officer with greater decision-making authority to reduce bottlenecks and shorten turnaround time.</li></ul></div></div> <div><div>2. Possible work distribution</div><div><ul style="list-style-type: none"><li>Develop a Service Level Agreement between HR and the Town that outlines the services HR provides and the quality standards, including performance metrics, that can be expected in terms of service.</li><li>The following outlines the potential outlay of distribution of work between the positions.</li></ul></div></div>	<div><ul style="list-style-type: none"><li>HR can evolve to a partnership model with client departments and align HR strategies with corporate needs.</li><li>A move from tactical to proactive will provide time to plan HR initiatives and support the evolution of HR which will add increasing value over time corporately.</li><li>A move from transactional to proactive and value added services will produce measurable results and highlight HR’s contribution to organizational success.</li><li>If HR becomes increasingly responsive to corporate needs, it will reduce the likelihood that departments make incorrect or inconsistent decisions on their own out of frustration of waiting for a response.</li></ul></div>

## Structure and Staffing

*Staffing model and level of resourcing that will support the successful management of core people processes and allow for work on a proactive strategic basis.*

DETAILS	BENEFITS
<ul style="list-style-type: none"> <li>■ Corporate Manager:                             <ul style="list-style-type: none"> <li>■ HR strategy development</li> <li>■ HRMS strategy and implementation</li> <li>■ Talent management strategy</li> <li>■ Labour relations – grievance management, collective bargaining, strategic planning, leadership training</li> <li>■ Training and development – develop and implement programs</li> <li>■ Compensation management</li> <li>■ Policy development</li> </ul> </li> <li>■ HR Officer:                             <ul style="list-style-type: none"> <li>■ Management support and consultation</li> <li>■ HR reports and data analytics</li> <li>■ Health, safety and wellness</li> <li>■ Recruitment</li> <li>■ Benefits and pension management</li> <li>■ Support the Corporate Manager with their areas of responsibility – i.e. labour relations, policy development, compensation</li> </ul> </li> <li>■ HR Coordinator                             <ul style="list-style-type: none"> <li>■ Maintain human resources information</li> <li>■ Support the HR officer during recruitment processes - screening and reference check responsibilities, which will achieve consistency corporately with respect to background checks.</li> <li>■ Special projects support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ HR can evolve to a partnership model with client departments and align HR strategies with corporate needs.</li> <li>■ A move from tactical to proactive will provide time to plan HR initiatives and support the evolution of HR which will add increasing value over time corporately.</li> <li>■ A move from transactional to proactive and value added services will produce measurable results and highlight HR's contribution to organizational success.</li> <li>■ If HR becomes increasingly responsive to corporate needs, it will reduce the likelihood that departments make incorrect or inconsistent decisions on their own out of frustration of waiting for a response.</li> </ul>



## Services

*Core people processes are well-managed and the HR division is providing high level strategic service.*

DETAILS	BENEFITS
<div><div>1. Labour Relations/Employee Relations:</div><ul style="list-style-type: none"><li>▪ New HR lead will act as chief spokesperson for bargaining of 5 collective agreements. After an assessment of workload to support strategic labour relations, consideration might be given to a Labour Relations Coordinator to manage the significant administrative responsibilities associated with strategic labour relations and collective bargaining. HR Coordinator to support in the interim.</li><li>▪ Invite all supervisors, managers and directors to pre-bargaining meetings to discuss challenges with the current collective agreements and review possible wording/articles that will support operational effectiveness/efficiencies.</li><li>▪ Increase participation in the bargaining process to include directors/managers as permanent members to build continuity and capacity as a bargaining team.</li><li>▪ New HR Lead and CAO to meet with Union leadership to determine the steps needed to bring the union/management relationship to a trusting place. New HR lead, supported by the CAO, needs to build rapport to be effective in their role. Reduce reliance of Union on relationship with CAO.</li><li>▪ Assess capacity, build skills and empower HR Officer to make informed decisions in response to Union requests to demonstrate confidence in the staff’s decision making. Build capacity in labour relations within HR.</li><li>▪ Develop corporate capacity and reduce reliance on HR in labour relations by offering training in collective agreement administration to all supervisors and managers on how to create a successful labour relations environment.</li></ul></div>	<div><ul style="list-style-type: none"><li>▪ New HR lead, supported by the CAO will have the opportunity to build a relationship with the local Unions.</li><li>▪ Departmental supervisors and managers will become well versed in the collective agreements and can also improve their managerial skills.</li><li>▪ Improving the union/management relationship can reduce overall legal costs and reliance on external legal counsel.</li><li>▪ Building capacity within HR will reduce requirement of the HR leader to be involved in every HR related decision. This will provide increased time to plan strategically.</li></ul></div>





## Services

*Core people processes are well-managed and the HR division is providing high level strategic service.*

DETAILS	BENEFITS
<div><div>1. Labour Relations/Employee Relations cont’d</div><div><div>Assess increasing reliance on legal services and look for opportunities to reduce costs through development of internal HR division and/or utilizing less expensive HR consulting resources.</div></div></div> <div><div>2. Talent Management / Succession Planning:</div><div><div>Implement a new performance management program and supporting tools, linked to talent development, and consult with Union leadership on the implementation.</div><div>Develop a formal talent management plan and process for identifying and developing high potential employees as part of overall talent management program/succession plan.</div><div>Develop high potential employees into future leaders to limit the need to hire externally for all critical positions. Employees will be encouraged to stay with the Town if they see opportunities for advancement and are involved in their own career development.</div><div>Develop a formal training and development program in multiple modalities and in a range of areas (i.e. not just health and safety), that is available to all employees.</div><div>A move to strategic HR planning will include planning for upcoming retirements.</div></div></div>	<div><div>Candidates applying for positions will be more likely to come to the Town if they become aware about developmental and career opportunities.</div><div>Current employees will be more likely to stay with the Town if there are opportunities for growth and advancement. Valuable corporate knowledge will remain with the Town.</div><div>Provision of services to residents and the community will be enhanced if staff are developed and feel engaged in the corporation’s vision, mission and values, through organizational development initiatives and personal growth opportunities.</div></div>



## Services

*Core people processes are well-managed and the HR division is providing high level strategic service.*

DETAILS	BENEFITS
<div><div>3.</div><div>Recruitment and On-boarding</div><ul style="list-style-type: none"><li>Update Recruitment policy and procedure from 2008. Remove the need for Council participation in recruitment that is within the CAO’s responsibility.</li><li>Maximize use of Recruit Right software using its full capabilities.</li><li>Train managers on Recruit Right software. Hiring managers have access to review resumes. Hold managers responsible for the hiring process with HR working in partnership with them.</li><li>Review process for developing job descriptions to ensure efficiency and effectiveness.</li><li>Ensure that requirements in the job postings reflect the requirements of the role.</li><li>Include overlap, if possible when an employee is retiring to ensure that valuable corporate knowledge is transferred to new hire.</li><li>Plan for retirements to ensure internal candidates have the opportunity to develop their skills in accordance with talent management program.</li><li>Develop a robust orientation program that builds awareness of the corporation’s mission, vision and values. Introduce the employee to the Town’s strategic priorities and the initiatives in place to meet strategic objectives.</li><li>Introduce employees to the talent management program and the process for entering the program as part of orientation.</li><li>Explain overall Town operations and the role of each employee acting as a representative of the Town in all interactions with the public.</li></ul></div>	<ul style="list-style-type: none"><li>Improve the turnaround time to fill vacancies by empowering departmental managers and the HR Officer’s roles in the process.</li><li>Holds managers responsible for the recruitment and retention of their employees</li><li>Develop an updated recruitment policy and process that is based on a partnership model between HR and the hiring department.</li><li>An early orientation will build awareness of corporate values and how the employee’s role interacts as part of the overall organization.</li></ul>



Services

Core people processes are well-managed and the HR division is providing high level strategic service.

DETAILS	BENEFITS
<div><p>4. Health, Safety and Wellness</p><ul style="list-style-type: none"><li>Health and Safety services are contracted out to Dunk and Associates for \$15,000 per annum. The firm supports the Town in keeping up to date with its policies, offering training to staff and providing calendar of Safety Talks to provide ongoing training. The firm also provides virtual ongoing management of Health &amp; Safety policies and mandated training.</li><li>The current model works well as the external Consultant possesses the expertise required to support the Town’s health and safety program.</li><li>It is recommended that this model be maintained. It presents excellent ROI and also supports the Town in maintaining legislative compliance with respect to Health and Safety legislation.</li><li>Review process for distributing the Dunk and Associates monthly training ensuring they are used only for those that the training is applicable to. Work with Dunk and Associates to ensure training is meaningful and of value to staff.</li><li>Consider the option of contracting with Dunk and Associates to complete risk assessments, which are outstanding due to limited capacity in HR.</li><li>Explore option to develop a central repository in HR for all SOPs which are now developed in corporate departments.</li><li>Explore options for training to support managers in addressing employee absences in a manner that is proactive and encourages early intervention to reduce absences.</li><li>Clarify roles and responsibilities of Wellness Committee at the leadership level, if necessary, to support its success.</li></ul></div>	<div><ul style="list-style-type: none"><li>A Wellness Committee, supported by the leadership, that positively impacts employee morale and supports early intervention with respect to all health and wellness initiatives. Employees will feel supported.</li><li>Provide the tools managers need to proactively manage absences of staff.</li><li>Continue to utilize the services of the Health and Safety consultant to maintain legislative compliance, including completion of risk assessments, if possible.</li></ul></div>



## Services

*Core people processes need to be enhanced before the value added strategic human resources services can be achieved.*

DETAILS	
5.	<p>Benefits</p> <ul style="list-style-type: none"><li>Move benefits and pension enrolments and inquiries to HR Officer and HR Coordinator roles.</li><li>Payroll can focus on employee pay and accrual of entitlements and HR can respond to pension and benefit inquiries.</li><li>HR Coordinator position to have enhanced knowledge of benefits and pension to act in a specialist role.</li></ul>
6.	<p>Compensation and Benefits:</p> <ul style="list-style-type: none"><li>New HR lead to determine who will have responsibility for compensation and assess capacity of HR Officer in that area.</li><li>Continue with best practices of reviewing non-union compensation and market competitiveness every 3-5 years to ensure it does not fall behind relative to its market comparators.</li><li>Finish the updating of pay equity for CUPE 702.2.</li><li>The Compensation consultant provides support, as needed, on job evaluation and pay equity for non-union and union groups.</li><li>The current model works well as the external Consultant possesses the expertise required to maintain the Town’s compensation models for all employee groups. It is recommended that this model be maintained. It presents excellent ROI and also supports the Town in maintaining legislative compliance with respect to Pay Equity legislation.</li></ul>

BENEFITS
<ul style="list-style-type: none"><li>Delineate the roles of HR and Payroll and advise Town staff of changes.</li><li>Build confidence in HR Officer and empower incumbent to make decisions based on best practices.</li><li>A review of compensation and benefits on a regular basis will reduce the possibility of pay at the Town lagging the market. If pay is not competitive it can impact the ability to attract and retain staff needed to support Town operations.</li><li>Maintain legislative compliance with Pay Equity Act.</li></ul>



## Services

*Core people processes need to be enhanced before the value added strategic human resources services can be achieved.*

DETAILS
<div>7. As part of future HR planning, develop programs in the following additional areas:<ul style="list-style-type: none"><li>Equity, Diversity and Inclusion – Complete a full assessment of equity, diversity, and inclusion at the Town in all HR programs and services and develop a proactive strategy to increase diversity and improve inclusion as may be required.</li><li>Organizational Development – creating a workforce that is empowered and capable to achieve corporate strategies. This will involve developing programs for departments that provide for team training, as an example, while educating staff about how their contributions in the workplace should align with corporate values, the mission and vision.</li></ul></div>

BENEFITS
<div><ul style="list-style-type: none"><li>A move from transactional to proactive and value added services will produce measurable results and highlight HR’s contribution to organizational success.</li></ul></div>

## Processes

*HR processes and policies are legislatively compliant and incorporate best practices.*

### 1. HR Policies

- All employees of the Town require updated policies to refer to, to support decision making and determine whether further inquiry of HR is required. Updated policies will build consistency corporately and can reduce staff inquiries in HR.
- Consider engaging an external service provider for a short-term contract to update HR Policies due to limited in-house capacity.
- Create manuals/documents for Town managers to develop labour relations expertise and other skills to reduce reliance on HR. The use of an external provider may be more efficient.
- Assess the capacity to complete risk assessments in-house to reduce liability for the Town. A Health and Safety consulting firm prepares and updates policies/practices regularly to ensure legislative compliance. Consider contracting their services to complete risk assessments.

### 2. Payroll

- Payroll employees can continue to report to the Finance Department but should not be involved in employee sign up for benefits and OMERS pension.
- Move administration of benefits and OMERS pension to HR to eliminate the need for payroll employees to facilitate discussions on matters they have no authorization to follow up on with service providers. These requests go to HR.
- HR Officer to be the benefits and pension specialist with assistance from the HR Coordinator with administration, as required.
- Through a partnership with IT, explore options to reduce the significant amount of paper-based payroll documentation and duplication of work.

- Reduce the possibility of Department managers acting on outdated policies and creating labour relations issues for the Town due to inconsistent or outdated practices.
- Build LR capacity in department managers and reduce ongoing reliance on HR
- Reduce legislative compliance risk for the Town by updating HR policies and completing risk assessments required under H&S legislation.

## Technology Review

*The Town has a fully integrated time and attendance, payroll and HR management system and manual work is minimized.*

### DETAILS

1. Complete a full technology needs analysis and plan for payroll and HR systems
  - New HR leader to champion the need for a full review of VADIM's functionality and collaborate with IT to determine the best options to reduce duplication of work and paper-based documentation. This will likely include the implementation of a new fully integrated systems that has the necessary capabilities.
  - VADIM is moving to a cloud-based solution which may offer opportunities for expansion; monitor transition and opportunities.
  - Re-assess software in place to track personal information which is not being utilized by HR.
  - Options for HRIS reports should be included as part of a review to determine the types of reports that can be requested. This can reduce manual work in paper format, done quarterly, to employees about leave entitlements, as an example.
  - Liaise with the County of Essex who were reviewing HRIS software packages at the time of this review.
  - Explore options on the payroll side to improve automated processes, eg. Vacation and sick time is currently tracked on a spreadsheet.
  - Other areas for review in consultation with Finance and IT are: the ongoing need to use manual time punch clocks; managers prepare manual timesheets and submit to Payroll for manual entry, and vacation requests are still manually prepared. Explore implementation of a time and attendance software.
  - Recruit Right software is available for screening resumes however training for managers has been limited. This review presents an opportunity to re-train managers and build capacity.
- Integration of systems or increased functionality can reduce duplication of work and potentially reduce paperwork, reducing error rates.
- HR, Payroll and IT staff can focus their time on improving efficiencies and effectiveness of systems, if a high priority is attached to the initiative.
- Potentially develop self serve options for employees and reduce reliance on HR or Payroll staff for rudimentary changes such as a new address.
- The potential to integrate systems reduces the need to use multiple entry points for the same data.

The following summarizes the recommendations in the five themes:

1

## Strategic Priorities

- Develop HR Strategic Plan that details the goals and objectives of the division over the next 3 – 5 years
- Align the HR Strategic Plan with the Town's Strategic Plan
- Solidify core people processes then develop strategic HR services and value-added initiatives

2

## Structure and Staffing

- HR report to the CAO
- HR positions – Corporate Manager of HR, HR Officer and HR Coordinator (filled by co-op students)
- Develop a Service Level Agreement that supports the HR Partnership Model

3

## Services

- Modernize HR processes to enhance HR service in recruitment, onboarding, labour relations and health and safety
- Develop talent management program including succession planning, performance management and strategic recruitment
- Complete a full assessment of equity, diversity and inclusion in all HR programs

4

## Processes

- Update HR policies and procedures
- Move administration of benefits and pension to HR
- Explore options to reduce the significant amount of paper-based payroll documentation and duplication of work

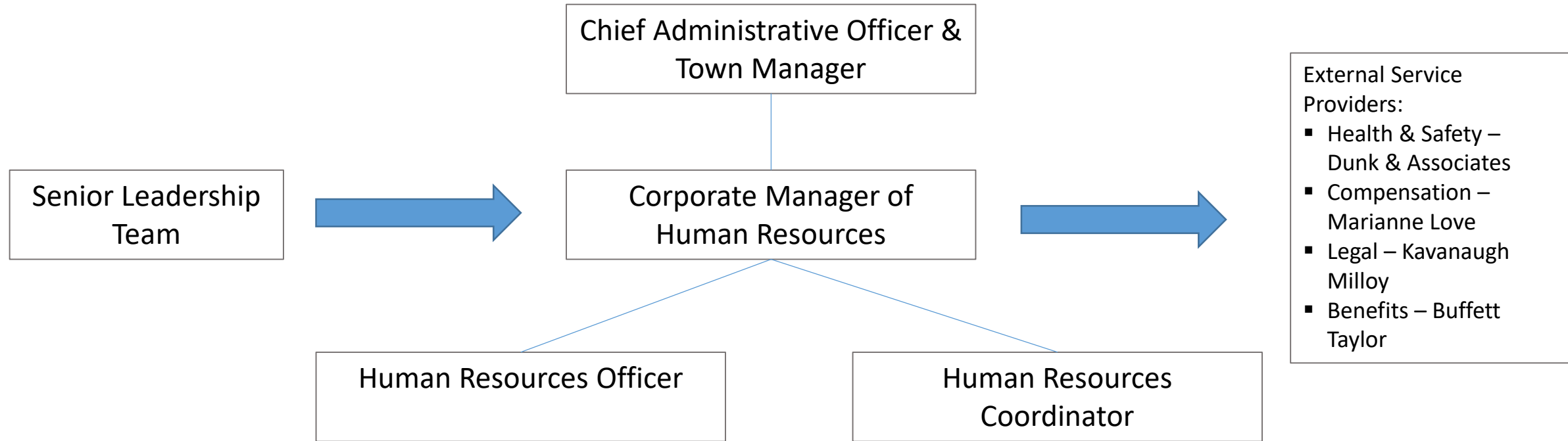
5

## Technology

- Complete a full technology needs analysis and plan for payroll and HR systems
- Work towards an integrated time and attendance, payroll and HR management system that minimizes manual work
- Maximize Recruit Right software and train managers



# Proposed Human Resources division Structure



# Summary of Recommendations



The following summarizes the cost savings, financial benefits and service delivery efficiencies that may occur from implementation of the recommendations:

## Cost Savings and Financial Benefits

- Utilize external HR consultants rather than lawyers where possible to reduce legal costs
- Efficient and effective recruitment process mitigates the chance of a bad hire and associated costs
- Modernized performance management program will improve engagement and lead to enhanced productivity
- Outsourcing compensation and health and safety continues to be more cost effective than if resourced inhouse
- Potential opportunity to piggyback on County HRIS purchasing which could lower purchasing costs with group buying

## Service Delivery Efficiencies

- Focus on consistency in collective agreement language between bargaining units can lead to efficiencies
- Labour relations training for managers can lead to reduced grievances
- Robust orientation program will initiate new hires quicker and build effectiveness sooner
- Build benefits and pension expertise in HR division to manage the program more efficiently and potentially find savings
- Integrated software solutions will reduce manual processes
- Reduction of paper-based manual processes will bring efficiencies
- Develop a Service Level Agreement between HR and the Town that outlines the services HR provides and the quality standards, including performance metrics, to support HR service delivery efficiency and effectiveness
- Empower HR Officer with greater decision-making authority to reduce bottlenecks and shorten turnaround time



## Jurisdictional Scan

## 1. Number of Staff:

- Full-time – 87
- Part-time – 36
- Volunteer Fire Fighters - 42

## 2. Number of Unions and Bargaining Units

- 5 bargaining units total
- Comprised of 4 CUPE bargaining units plus the Firefighters Association

## 3. Staffing Structure of HR Department

- Director, Corporate Services & Clerk (30% of the time is for HR responsibilities)
- Human Resources Officer
- Administrative Assistant to Director, Corporate Services & Clerk (provides some back-up support to HR Officer)

## 4. Is HR properly resourced?

- No
- Total 1.30 FTE for HR function is low

## 5. HR Technology

- Vadim – Finance/Payroll; has HR module not being fully utilized
- Vacation and Sick time tracking being done in Excel
- Recruit Right – Recruitment software
- Dunk and Associates – Online training

## 6. HR Programs/Service proud of

- Approachable and accessible
- Provide strong recruitment support to leadership
- Strong health and safety program
- Up to date on compensation and pay equity for union and non-union

## 7. Areas of HR to Improve

- Policies and procedures are outdated
- Need an updated performance management program

## Demographics of Tecumseh

- Population – 23,229
- Budget - \$42 million
- Land area – 94.64 sq kms
- Population Density – 245.4

## 1. Number of Staff:

- 102 full-time
- 3 contract
- 13 full time fire fighters
- 19 volunteer fire fighters
- 7 Council

Also provide some HR support and all benefit administration to Cobourg Police Services

- 45 Cobourg Police service
- 58 part time Cobourg Police service

## 2. Number of Unions and Bargaining Units

- 2 Unions/Bargaining Units - CUPE and Firefighters Association

## 3. Staffing Structure of HR Department

- Reports to CAO
- Manager, Human Resources
- Human Resources Generalist

## 4. Is HR properly resourced?

- Total 2.0 FTEs
- Need administrative assistance

## 5. HR Technology

- HR Downloads for Training
- Penny for Inputting Timesheets
- No HRIS

## 6. HR Programs/Service proud of

- Approachable
- HR staff work from various sites to provide access for staff

## 7. Areas of HR to Improve

- Policies and procedures are outdated
- Need an update performance management program

## Demographics of Cobourg

- Population – 19,440
- Budget - \$49 million
- Land area – 22. 35 sq kms
- Population Density – 869.3

## 1. Number of Staff:

- 130 full-time
- 70 part-time
- 20 full-time fire fighters
- 20 part-time fire fighters

## 2. Number of Unions and Bargaining Units

- 2 Unions/Bargaining Units
- CUPE (outside workers)
- Firefighters Association

## 3. Staffing Structure of HR Department

- Reports to CAO
- Manager, Human Resources
- Human Resources Coordinator
- Health and Safety is under the Fire Chief
- Benefits administered in Finance by Payroll & Benefits Clerk

## 4. Is HR properly resourced?

- 2.0 FTEs
- No – very reactive rather than proactive

## 5. HR Technology

- HRIS My Way for Payroll and Employee Time Entry (time entered by staff through the system)
- No HRIS
- Getting recruitment software – Recruit Right – in a couple months

## 6. HR Programs/Service proud of

- Open door policy
- Really good EAP program

## 7. Areas of HR to Improve

- Working on a new 360 performance review process

## Demographics of Wasaga Beach

- Population – 20,675
- Budget - \$38 million
- Land area – 58.64 sq kms
- Population Density – 352.60

## 1. Number of Staff:

- 140 total
- Volunteer Firefighters

## 2. Number of Unions and Bargaining Units

- 1 Unions/ 3 Bargaining Units
- CUPE (inside workers, outside workers and fire administration)

## 3. Staffing Structure of HR Department

- Reports to CAO
- Human Resources Manager - FT
- Human Resources Coordinator – FT
- Employment Services Advisor – PT
- Coordinator Workplace Safety – PT (going to FT in 2021)
- Responsible for payroll – 1 day bi-weekly

## 4. Is HR properly resourced?

- 3.0 FTEs
- No – lacking on health and safety side which will improve when FT position implemented next year
- Training could be more inhouse to save costs

## 5. HR Technology

- ADP Workforce Now – Payroll and HRIS – in year 3 of 5 year implementation
- Lotus Notes – Department Clerks input timesheets in and that is downloaded to Payroll

## 6. HR Programs/Service proud of

- Implemented Leadership Training Program for existing and future leaders
- Have updated HR and Health and Safety policies and procedures

## 7. Areas of HR to Improve

- Recruitment is the toughest struggle
- Hard to attract good candidates to the Town

## Demographics of Fort Erie

- Population – 30,710
- Budget - \$52 million
- Land area – 166.27 sq kms
- Population Density – 184.70

## 1. Number of Staff:

- 250 plus
- 64 Police
- 36 Firefighters
- Volunteer Firefighters

## 2. Number of Unions and Bargaining Units

- 3 Unions/ 5 Bargaining Units
- CUPE (inside workers/outside workers and seasonal)
- Police (uniform and civilian)
- Firefighters Association

## 3. Staffing Structure of HR Department

- Reports to Director of Council Services / Clerk (she is not providing any HR services)
- Human Resources Manager - FT
- Human Resources Generalist – FT
- In budget for 2021 – FT Human Resources Coordinator

## 4. Is HR properly resourced?

- 2.0 FTEs – 2021 will be 3.0 FTEs
- No. Will be better if get the FT position in 2021

## 5. HR Technology

- Kronos Workforce Ready – ERP with multiple modules – using HRIS and Time and Attendance (with fingerprint scan)
- Kronos integrates with iCity Payroll system and Systems for 24/7 a health and safety training software
- Recently implemented Kronos – well worth the cost and effort

## 6. HR Programs/Service proud of

- Established positive labour relations
- Do extremely well with the health and safety program
- Do well at maintaining pay equity
- Do well with recruitment – hire good people or go without until we can
- Able to get a better handle on disability costs by taking more aggressive approach to it

## 7. Areas of HR to Improve

- Performance evaluations for all staff
- Utilize Kronos more including electronic onboarding and exit interviews
- Keep developing HR policies
- Complete Employee Engagement Survey

## Demographics of LaSalle

- Population – 30,180
- Budget - \$50 million
- Land area – 65.35 sq kms
- Population Density – 461.80



## 1. Number of Staff:

- 120 FT
- 80 PT (includes firefighters)
- Seasonal (up to 100)

## 2. Number of Unions and Bargaining Units

- 3 Unions/ 3 Bargaining Units
- Teamsters (Recreation and Public Works)
- CUPE (Water and Wastewater)
- Firefighters (UFCW)

## 3. Staffing Structure of HR Department

- Reports to Director of Legal and Legislative Services – She is Town Solicitor and is involved in HR legal issues and negotiations
- Human Resources Manager - FT
- Human Resources Generalist – FT
- Human Resources Generalist – 1 year contract (hoping to renew)
- Human Resources Summer Student

## 4. Is HR properly resourced?

- 3.0 FTEs
- It is if can get the contract renewed.
- Not sufficient with only two HR staff

## 5. HR Technology

- Implementing Workforce Management system this year to replace manual timesheets - Synerion
- Use Vadim for payroll – do not use HR module
- Looking at Synerion HR module

## 6. HR Programs/Service proud of

- Really approachable
- Do well with the health and safety program
- Work collaboratively with departments
- Solicit feedback on how to improve processes
- Working towards modernizing technology

## 7. Areas of HR to Improve

- Develop comprehensive recruitment and orientation program
- Employee engagement initiatives
- Update performance management program
- Update attendance management program

## Demographics of Leamington

- Population – 27,595
- Budget - \$64 million
- Land area – 262.01 sq kms
- Population Density – 105.30

The recommendations included in the report come from best practices the Consultants have studied, observed or implemented in other organizations as follows:

## 1. BPS including Colleges and Health Care

- Use of Service Level Agreements by HR departments
- Human Resources Strategic Plans that flow from the organization's Strategic Plan
- Standardizing collective agreements across multiple bargaining units
- Use of HR co-op students to supplement HR resources
- Operational managers as part of the collective bargaining team for the employer
- Leadership training that includes training on how to manage in a unionized environment
- Robust orientation program that focuses on orientation to both the position/department as well as the organization and its mission, vision, values and strategic objectives
- Integrated time and attendance, HRMS and payroll software

## 2. Municipalities

- Use of external resources to manage the health and safety program
- Utilizing external resources to develop HR policies

## 3. Book - High Impact HR by Dr. David Weiss

- Elements of an effective HR department and the need to solidify core people processes before being able to provide strategic HR services