



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

OCTOBER 5, 2020



Human Resources Services Delivery Review

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

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.

Out of Scope

- Implementation of the recommendations.
- Policy writing.

Project Approach



<ul style="list-style-type: none"> Project Setup & Planning Kick-Off Meeting 	<ul style="list-style-type: none"> Discovery, Data and Documentation Review 	<ul style="list-style-type: none"> Develop stakeholder consultation framework Design engagement materials and proposed approach Stakeholder consultation 	<ul style="list-style-type: none"> Gap analysis Analysis of key findings Development of current state report Presentation of current state assessment report 	<ul style="list-style-type: none"> Confirm guiding principles Options design and validation *self serve opps Recommend'ns and implementation plan Presentation of future state 	<ul style="list-style-type: none"> Knowledge transfer and project closeout
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OUTPUTS

<ul style="list-style-type: none"> Scope of project & deliverables clear Agreed project plan 	<ul style="list-style-type: none"> Agreed approach to stakeholder engagement Stakeholder engagement complete 	<ul style="list-style-type: none"> Initial findings of current state Initial findings of identified gaps Technology Review 	<ul style="list-style-type: none"> Analysis completed Current state report Presentation 	<ul style="list-style-type: none"> Proposed structure Recommend'ns, implementation plan Presentation 	<ul style="list-style-type: none"> Knowledge transfer/project complete
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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.

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.
8. Assess information on innovative and creative HR technologies to underpin continuous business improvement model.

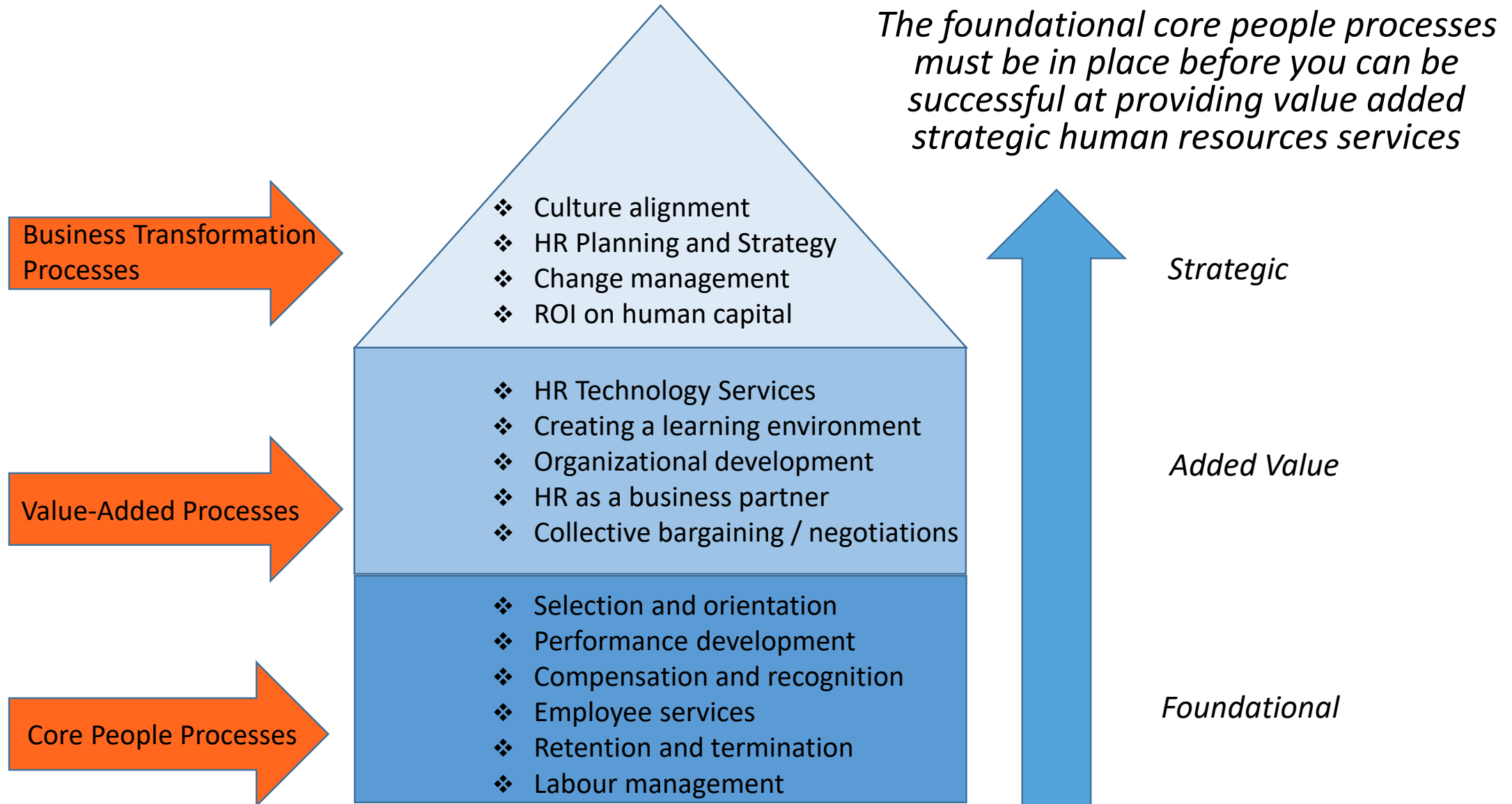


Elements of an Effective HR Department

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

1. Develop a HR structure that is sufficiently resourced
 - 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.
 - Following hire of a new HR leader, develop and document strategic priorities and objectives for Human Resources as previously outlined.
 - 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.
 - 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.
 - 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.
 - Free up the Clerk's Administrative Assistant from having to provide HR back-up.
 - Empower HR Officer with greater decision-making authority to reduce bottlenecks and shorten turnaround time.
2. Possible work distribution
 - 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.
 - The following outlines the potential outlay of distribution of work between the positions.

BENEFITS

- HR can evolve to a partnership model with client departments and align HR strategies with corporate needs.
- 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.
- A move from transactional to proactive and value added services will produce measurable results and highlight HR's contribution to organizational success.
- 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.

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"> ■ Corporate Manager: <ul style="list-style-type: none"> ■ HR strategy development ■ HRMS strategy and implementation ■ Talent management strategy ■ Labour relations – grievance management, collective bargaining, strategic planning, leadership training ■ Training and development – develop and implement programs ■ Compensation management ■ Policy development ■ HR Officer: <ul style="list-style-type: none"> ■ Management support and consultation ■ HR reports and data analytics ■ Health, safety and wellness ■ Recruitment ■ Benefits and pension management ■ Support the Corporate Manager with their areas of responsibility – i.e. labour relations, policy development, compensation ■ HR Coordinator <ul style="list-style-type: none"> ■ Maintain human resources information ■ Support the HR officer during recruitment processes - screening and reference check responsibilities, which will achieve consistency corporately with respect to background checks. ■ Special projects support 	<ul style="list-style-type: none"> ■ HR can evolve to a partnership model with client departments and align HR strategies with corporate needs. ■ 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. ■ A move from transactional to proactive and value added services will produce measurable results and highlight HR's contribution to organizational success. ■ 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.

Services

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

DETAILS

1. Labour Relations/Employee Relations:
 - 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.
 - 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.
 - Increase participation in the bargaining process to include directors/managers as permanent members to build continuity and capacity as a bargaining team.
 - 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.
 - 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.
 - 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.

BENEFITS

- New HR lead, supported by the CAO will have the opportunity to build a relationship with the local Unions.
- Departmental supervisors and managers will become well versed in the collective agreements and can also improve their managerial skills.
- Improving the union/management relationship can reduce overall legal costs and reliance on external legal counsel.
- 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.

Services

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

DETAILS

1. Labour Relations/Employee Relations cont'd
 - 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.
2. Talent Management / Succession Planning:
 - Implement a new performance management program and supporting tools, linked to talent development, and consult with Union leadership on the implementation.
 - Develop a formal talent management plan and process for identifying and developing high potential employees as part of overall talent management program/succession plan.
 - 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.
 - 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.
 - A move to strategic HR planning will include planning for upcoming retirements.

BENEFITS

- Candidates applying for positions will be more likely to come to the Town if they become aware about developmental and career opportunities.
- 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.
- 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.

Services

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

DETAILS

3. Recruitment and On-boarding
 - Update Recruitment policy and procedure from 2008. Remove the need for Council participation in recruitment that is within the CAO's responsibility.
 - Maximize use of Recruit Right software using its full capabilities.
 - 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.
 - Review process for developing job descriptions to ensure efficiency and effectiveness.
 - Ensure that requirements in the job postings reflect the requirements of the role.
 - Include overlap, if possible when an employee is retiring to ensure that valuable corporate knowledge is transferred to new hire.
 - Plan for retirements to ensure internal candidates have the opportunity to develop their skills in accordance with talent management program.
 - 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.
 - Introduce employees to the talent management program and the process for entering the program as part of orientation.
 - Explain overall Town operations and the role of each employee acting as a representative of the Town in all interactions with the public.

BENEFITS

- Improve the turnaround time to fill vacancies by empowering departmental managers and the HR Officer's roles in the process.
- Holds managers responsible for the recruitment and retention of their employees
- Develop an updated recruitment policy and process that is based on a partnership model between HR and the hiring department.
- An early orientation will build awareness of corporate values and how the employee's role interacts as part of the overall organization.

Services

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

DETAILS

4. Health, Safety and Wellness

- 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 & Safety policies and mandated training.
- The current model works well as the external Consultant possesses the expertise required to support the Town's health and safety program.
- 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.
- 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.
- Consider the option of contracting with Dunk and Associates to complete risk assessments, which are outstanding due to limited capacity in HR.
- Explore option to develop a central repository in HR for all SOPs which are now developed in corporate departments.
- Explore options for training to support managers in addressing employee absences in a manner that is proactive and encourages early intervention to reduce absences.
- Clarify roles and responsibilities of Wellness Committee at the leadership level, if necessary, to support its success.

BENEFITS

- 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.
- Provide the tools managers need to proactively manage absences of staff.
- Continue to utilize the services of the Health and Safety consultant to maintain legislative compliance, including completion of risk assessments, if possible.

Services

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

DETAILS

5. Benefits
 - Move benefits and pension enrolments and inquiries to HR Officer and HR Coordinator roles.
 - Payroll can focus on employee pay and accrual of entitlements and HR can respond to pension and benefit inquiries.
 - HR Coordinator position to have enhanced knowledge of benefits and pension to act in a specialist role.
6. Compensation and Benefits:
 - New HR lead to determine who will have responsibility for compensation and assess capacity of HR Officer in that area.
 - 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.
 - Finish the updating of pay equity for CUPE 702.2.
 - The Compensation consultant provides support, as needed, on job evaluation and pay equity for non-union and union groups.
 - 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.

BENEFITS

- Delineate the roles of HR and Payroll and advise Town staff of changes.
- Build confidence in HR Officer and empower incumbent to make decisions based on best practices.
- 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.
- Maintain legislative compliance with Pay Equity Act.

Services

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

DETAILS

7. As part of future HR planning, develop programs in the following additional areas:
 - 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.
 - 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.

BENEFITS

- A move from transactional to proactive and value added services will produce measurable results and highlight HR's contribution to organizational success.

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

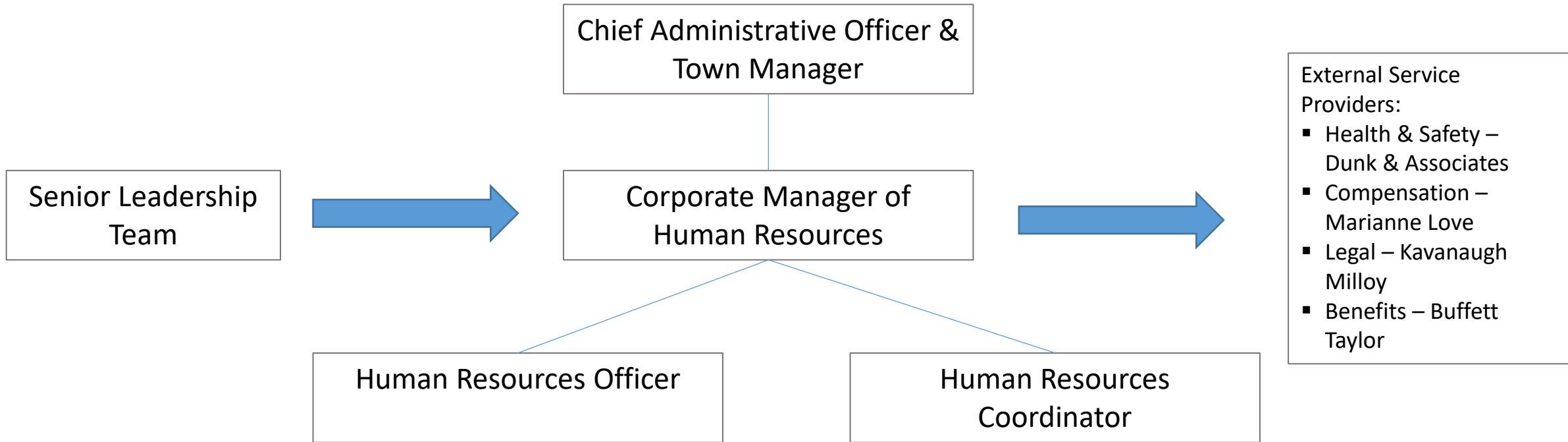
- 2 Structure and Staffing**
 - HR report to the CAO
 - HR positions – Corporate Manager of HR, HR Officer and HR Coordinator (filled by co-op students)
 - Develop a Service Level Agreement that supports the HR Partnership Model

- 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



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