

# The Corporation of the City of Kawartha Lakes

## Council Report

Report Number CORP2017-001

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Date: January 10, 2017

Time: 2:00 p.m.

Place: Council Chambers

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Ward Community Identifier:

Subject: Human Resources Strategy – Relationship of  
Recommendations to the 2016 – 2019 Strategic Plan

Author/Title: Liana Patterson

Signature: 

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### Recommendation(s):

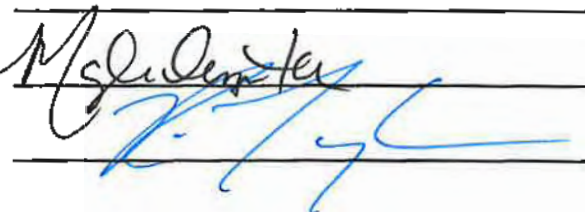
RESOLVED THAT Report CORP2017-001, Human Resources Strategy, be received;

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Department Head:

Corporate Services Director / Other:

Chief Administrative Officer:



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## **Background:**

At the Council Meeting of January 26, 2016, Council adopted the following resolution:

### **CR2016-076**

Moved by Councillor Martin, seconded by Councillor Elmslie,  
RESOLVED THAT the presentation of CAO Taylor regarding the 2016 - 2019 Strategic Plan, be received;  
THAT Report CAO2016-002, 2016-2019 Strategic Plan, be received;  
THAT the City of Kawartha Lakes 2016-2019 Strategic Plan, as outlined in Appendix A to Report CAO2016-002, be approved by Council; and  
THAT all future staff reports incorporate a replaced heading entitled:  
RELATIONSHIP OF RECOMMENDATION(S) TO THE 2016 – 2019 STRATEGIC PLAN

This report addresses that direction.

The 2016 -2019 Strategic Plan included an objective to “Build Organizational Resiliency” with an action to “Develop and execute a Comprehensive Human Resource Management Plan.” The action outlined that Council wanted the plan “to address staff training and development, skills building, develop succession planning contingency strategy including contingency funding to cover position overlap and seamless positional transition, recruitment and retention, knowledge retention and transfer, hiring standards and practices, inform 5 & 10 year budget strategy).”

## **Rationale:**

Human Resource Management (HRM) is the function within an organization that focuses on the management of the people who work in an organization. All of the processes and programs within an organization are touched by people who deliver the multitude of services to our residents and visitors.

The intent of strategic Human Resource Management is to align the organization’s processes and behaviours, related to its employees, with the organization's broader strategic plan. Building on the City’s mission to deliver efficient and effective services, the Human Resource Management Strategic Plan secures the linkage between people management and strategic direction, providing the organization with a distinct advantage towards achieving its objectives.

An organization's strategic vision relies on input from a broad range of stakeholders including council, senior management, leadership staff and front-line employees.

In the development of our HRM strategy, we involved all levels of staff throughout the stages. We completed surveys in a variety of methods, one of which was in-person discussions with staff. We visited various worksites over a five week period in the summer months. Staff were positive and engaged during these sessions and freely provided their input on a number of topics. The strategy was developed using staff input and proven human resource methodologies balanced with organizational needs.

The resulting Human Resource Management Strategy is a framework to guide decision making at all levels in the organization towards a collaborative working environment.

Much of the execution of the strategic plan will rely on the cooperation and support of all employees at all levels. The human resources division has a key role to play in ensuring that all components of the strategic plan are implemented in a timely and effective way and providing expertise and support to the organization toward achieving the stated goals and objectives in the strategic plan.

In order to turn the strategic plan into strategic action several activities will occur. First will be communication of the human resource management strategic plan to our partners in the plan, the management team and front-line staff. Scorecards will track the progress of the new initiatives, benchmarks will be developed, and periodic reports will be communicated to staff and Council as we take deliberate steps to improving and enhancing our human resource management practices.

### **Other Alternatives Considered:**

No other alternatives have been considered at this time. The Strategy is in alignment with the Municipality's Strategic Plan.

### **Financial Considerations:**

As the Strategy unfolds and decisions are made, budgets may need to be adjusted to accommodate the financial implications. No financial implications have been assigned to the 2017 operating budget.

### **Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:**

This report addresses the Municipality's commitment under strategic enablers for Effective Human Resources. More specifically, the commitment to develop and execute a comprehensive human resource management plan.

## **Review of Accessibility Implications of Any Development or Policy:**

N/A

## **Servicing Comments:**

N/A

## **Consultations:**

All Staff  
Senior Management Team  
Union Executives  
Human Resources Staff  
Strategy development team

## **Attachments:**



Human Resource  
Management Strategy

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**Department File:**

City of Kawartha Lakes

# Human Resource Management Strategy



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Accessible formats available upon request.

## Message from the Chief Administrative Officer

City Council approved a Strategic Plan (2016-2019) that clearly prioritizes and recognizes investment in our organization's most valuable asset – our people.

In response, the City launched the development of a Human Resource Management Strategy. This strategy is built on our current program success with extensive input from staff, and will serve as our blueprint for improving and enhancing our human resource management practices.

### **Starting today, we look forward.**

This theme emerged through staff consultations. We will take this theme and build on the mission that we have – to provide responsible, efficient and effective services to the community. We will keep in mind that we have a highly skilled group of people, working together to deliver exceptional municipal programs and services. We will continue to be focused on actions and results within a supportive learning environment. We will emphasize trust, integrity, collaboration and innovation.

We have decided on four immediate priorities with the key priority being **improved employee communications**. As implementation of the strategic plan proceeds we will be reviewing all areas of human resource management practices, aligning actions with objectives and giving the organization the necessary resiliency and capacity to succeed.

# Introduction

The City of Kawartha Lakes is a single tier municipality covering 3067 square kilometers. We manage 2700 kilometers of roads, 200 buildings and structures and 135 parks. In 2001, Victoria County and 16 towns amalgamated to form the municipality. The population has steadily increased from 64,051 in 2001 to 73,214 today, with a forecasted growth to over 101,000 within the next 24 years. Since amalgamation, services have been added to the City's portfolio with the most significant change arising from the download of Social Housing (2002) and Paramedic Services (2003) from the Province. There have also been legislation changes that required the addition of specific services such as dedicated fire prevention, accessibility governance, expanded building/septic inspection, engineering services, asset management and legal services. Prior to 2001, the structure consisted of 96 Council members, over 1100 employees and 16 unions. Today, we have 17 Council members, over 1300 employees and 10 unions.

Over the years we have seen significant changes related to legislation and programs administered by municipalities resulting in the need for a diverse workforce. Our employees are highly skilled, diligent, caring and professional. They recognize that this municipality is a service organization that relies on people to deliver the needed programs and services. Our employees demonstrate this knowledge by responding with patience and professionalism to a variety of situations. They balance their careers, families and volunteer activities while providing this community with exceptional services. The purpose of a Human Resource Management Strategy is to provide the framework that allows for the delivery of effective and efficient services to our residents and stakeholders, while considering employees' needs and potential.

During the summer of 2016, Human Resources led a number of information sessions across the City to discuss the strategy with staff and had open dialogue on what they were looking for. This proved to be very useful in completing the strategy and provided suggestions for specific program changes to consider.



## Human Resource Management Strategic Plan Framework



## City of Kawartha Lakes

# Human Resource Management Strategic Plan

### About the Strategy

A Human Resource Management Strategic Plan provides a framework to guide the application of all aspects of an organization's human resource practices. It identifies a long-term vision, supporting success factors and the immediate priorities needed to promote achievement of the corporate objectives.

The responsibilities of human resource management are spread throughout the organization involving those in supervisory roles and the employees themselves.



## **Key Elements**

The Human Resource Management Strategic Plan Framework has been built around three main factors of the employment life cycle – Attract, Train and Retain.

We recognize that we must build and maintain a workforce that is able to respond to business needs with best practices in attraction and candidate skill identification. We also need to build succession and business continuity plans through systematic skill development. We must engage employees through authentic leadership, improved communication and defined workplace processes and expectations. These factors together will move the City forward in its corporate objectives, one of which includes an “Employer of Choice” acknowledgement.

We will continue to have a comprehensive corporate safety program, an emphasis on learning, and valid recruitment processes. We will enhance a supervisor's access to pertinent employee information through Employee and Manager Self Serve options, later in 2017. We will continue to build on collaborative relationships with our union executives emphasizing solution focused resolution methods.

## Success Factors in Support of the Corporate Values

### ✓ **Collaboration**

Communication, cooperation, interpersonal relations/teamwork, supportive work environment, demonstrating support (compliance) of established policies/processes

### ✓ **Continuous Improvement**

Demonstrating initiative, gradually and continuously making small improvements in our daily work, effective use of technology

### ✓ **Excellence**

Superior customer focused actions, demonstrating ethical, transparent behaviours, respect for others, listening to concerns and taking appropriate actions

### ✓ **Innovation**

Deliberate application of information, imagination and initiative towards improvements

### ✓ **Results**

Demonstrating care for quality of work, accountability for actions and results, applying critical thinking skills, using resources effectively and without waste

## Human Resource Management Strategic Goals



### Attract

- ✓ Attract Talent
- ✓ Effective & Efficient Recruitment Practices



### Train

- ✓ Learning & Skill Building Focused
- ✓ Performance & Recognition Programs
- ✓ Career Pathing Oriented
- ✓ Mentoring Opportunities



### Retain

- ✓ Equitable Compensation
- ✓ Competitive Benefits
- ✓ On-going Employee Engagement
- ✓ Succession Management
- ✓ Health & Safety Committed
- ✓ Workplace Wellness Focused



## Strategic Enablers

Four enablers support our Strategic Plan. Exceptional organizations provide supportive leadership with demonstrated behaviours and accountability. They provide staff with clear roles, responsibilities, policies and resources to support their strategies and to ensure operational efficiency and effectiveness. They work collaboratively, co-worker to co-worker, management and union and create an organizational culture that values the skills and knowledge of staff for the benefit of the organization. They provide employees with positive, respectful and safe environments promoting health and safety and overall well-being.

Exceptional organizations recognize the importance of employee contributions towards successful execution.

### 1 Effective Communication and Resources

- ✓ Information sharing across all levels
- ✓ Environment that supports open communication
- ✓ Employees are provided with sufficient direction to ensure success

### 2 Responsive Human Resource Services

- ✓ Ensuring Leaders have the capabilities and resources necessary
- ✓ Aligning Human Resources services to meet organizational needs

### 3 Customer Service Excellence

- ✓ Defined customer service standards for all services
- ✓ Consistent training and supports towards effective service delivery

### 4 Collaborative Partnerships

- ✓ Sharing of knowledge, information, experiences throughout organization
- ✓ Joint initiatives, agreements and collaborative problem solving
- ✓ Developing and maintaining partnerships within the community

## Implementation: Turning the Plan from Vision to Reality



Objective	Actions	Timeline
<b>Attract Talent</b> Ensure that skilled candidates are available through valid, transparent processes.	Develop an apprentice/internship/ on-the-job training program.	<b>Q2 2017</b>
<b>Attract Talent</b> Market the City of Kawartha Lakes as a desired employer.	Adopt an appropriate "employer of choice" model and benchmark.	<b>Q4 2017</b>
	Develop a collaborative marketing approach emphasizing the City as a desired place to live and work.	<b>Q4 2017</b>
<b>Effective Recruitment Practices</b> Ensure that recruitment practices are timely, transparent and relevant.	Ensure recruitment processes enable sufficient applicant attraction rate and timely replacement.	<b>Q1 2017</b>
	Update job descriptions to ensure qualifications are appropriate and that recruitment efforts are geared towards the specific requirements.	<b>Q3 2018</b>



# Train

Objective	Actions	Timeline
<b>Learning &amp; Skill Building</b> Expand employee capabilities through training.	Develop a comprehensive position matrix that is maintained to match employee's training needs with job qualifications.	<b>Q1 2017</b>
	Provide every employee with opportunities to be trained in the Lean Six Sigma methodology and leadership approach.	<b>Q3 2017</b>
<b>Recognition and Performance Programs</b> Provide employees with programs that support ongoing professional development and recognition for contributions.	Annually review the effectiveness and employee satisfaction with the employee recognition program.	<b>Q2 2017</b>
	Provide all staff members with access to supervisor support and feedback in a method and timeline appropriate to the various work groups.	<b>Q3 2019</b>
<b>Career Pathing</b> Provide employees with self-directed supports to allow career growth and development.	Provide access to an employee self-serve portal that allows employees to provide details of their qualifications as well as their interest in other positions within the City.	<b>Q4 2017</b>
	Connect the position matrix planning tool with career pathing.	<b>Q4 2017</b>
<b>On-Boarding</b> Effectively familiarize, guide and develop new hires.	Connect new employees with a mentor to support a productive and successful transition to the City.	<b>Q2 2017</b>





# Retain

Objective	Actions	Timeline
<b>Equitable Compensation</b> To provide fair and equitable compensation.	Develop a streamlined process for employees to access when job duties have changed and require an equity review.	<b>Q4 2016</b>
	Conduct scheduled market analyses per the policy to ensure the City's pay structure is within council directed parameters.	<b>Q3 2019</b>
<b>Competitive Benefits</b> To provide competitive and relevant employee benefits.	Conduct scheduled reviews of employee benefits in relation to market comparators.	<b>Q3 2018</b>
<b>Employee Engagement</b> Provide an open and collaborative work environment.	Conduct periodic surveys of all staff to evaluate the degree of engagement, including new hire and exit surveys	<b>Q1 2017</b>
<b>Succession Management</b> Able to deliver constant municipal services.	Develop a comprehensive succession management program (including business continuity) ensuring service delivery is maintained.	<b>Q4 2017</b>
<b>Health &amp; Safety</b> Provide a physically & psychologically healthy work environment.	Develop/implement comprehensive health and safety programs and training and annually evaluate program effectiveness.	<b>Q4 2017</b>
<b>Workplace Wellness Focus</b> Provide balanced programs that consider overall well-being.	Develop a wellness program that encourages and supports work life balance and active living.	<b>Q4 2017</b>
	Develop/implement comprehensive program focused on a psychologically safe workplace.	<b>Q4 2019</b>

# Enablers

Objective	Actions	Timeline
<b>Effective Communication and Resources</b> Increase organizational effectiveness through improved communication.	Re-introduce a method of regular internal communication in order to promote transparency, build/maintain relationships.	<b>Q1 2017</b>
	Ensure that postings, movement, new hires and other Human Resources material is shared in a timely and efficient manner.	<b>On-going</b>
	Support and foster a working environment that ensures staff have the resources required to be successful.	<b>On-going</b>
<b>Responsive Human Resource Services</b> Aligning Human Resources services to meet organizational need.	Conduct annual satisfaction surveys with staff to measure Human Resources responsiveness and customer satisfaction.	<b>Q3 2017</b>
	Develop key performance indicators to track and measure success.	<b>Q1 2018</b>
<b>Customer Service Excellence</b> Defined customer service standards for all services.	Customer Service Standards determined with comprehensive training provided.	<b>Q4 2017</b>
<b>Collaborative Partnerships</b> Define organizational expectations to support respectful resolution focused behaviors.	Support and foster collaborative working relationships with staff and Union Executives.	<b>On-going</b>

## Starting Today, We Look Forward.

**"When we strive to become better than we are, everything around us becomes better too."**

Paulo Coelho, *The Alchemist*

