

## **COMMITTEE OF THE WHOLE (WORKING SESSION) - FEBRUARY 27, 2007**

### **HUMAN RESOURCES STRUCTURE AND PRIORITIES**

#### **Recommendation**

The Commissioner of Legal and Administrative Services & City Solicitor, and the Director of Human Resources, recommend:

THAT this report be received; and

THAT the revised Workplace Harassment Prevention Policy, the Disciplinary Procedures Policy, the Employee Recognition Policy, the Local Transportation Policy; and the Hiring and Nepotism Policy be discussed.

#### **Economic Impact**

The economic impact of implementing the recommendations in this report are within Budget. With respect to Training & Development, \$40,000.00 has been included in the 2007 Budget for Human Resources to provide 'dollar matching' as an incentive to Departments to encourage staff to pursue the Corporation's Training opportunities.

#### **Communications Plan**

To date the revised organizational structure has been communicated to the department in a series of departmental meetings. In addition, a report was prepared and provided to the senior management team outlining the changes that have occurred along with the staff assigned to the new positions. The HR Consultants have begun meeting with the Directors and Managers within their assigned areas to communicate the new structure and the support that is available. This report has been prepared as is being presented to the Committee of the Whole outlining the changes that have occurred to address the conclusions raised in the Hewitt Study.

With regard to the rolling out of approved policies the Human Resources Department will provide training to various management staff with regard to the policy and those management staff will be provided with the materials to present the new policies to the staff in their areas. In addition, approved policies will be made available on the VIBE and will be provided in hard copy as appropriate to update policy manuals. For policies such as the Workplace Harassment Prevention policy, all employees will be required to sign off acknowledging that they have been provided with a copy and that the policy has been explained to them.

#### **Purpose**

This report provides an update to the Committee of the Whole with respect to the review of the findings of the Hewitt Study conducted in 2006 along with the changes that have been made to address the issues in the Study. In addition, the report will provide the Committee of the Whole with information as to the goals and priorities of the Human Resources Department for 2007.

#### **Background and Analysis**

In 2006, Hewitt Consultants were hired by the Corporation to review the current Human Resources structure and service provision. The Consultant provided a report which outlined a number of conclusions with respect to the service levels. (See Appendix A) In addition, the Director of Human Resources met with all members of the Senior Management Team to

determine what services required improvement. The results of the reviews were consistent in identifying key areas for service improvement.

In light of the information received and the conclusions drawn from the review it was determined that the current structure did not support the corporate requirements adequately. As a result a revised structure was implemented in the fall of 2006 to address the variety of issues that had been raised. By realigning functions among the existing staff complement, the revised structure introduced new positions called HR Consultants whose role it is to provide direct support to specific assigned Commissions. The role will work with the Departments to develop management staff, support management staff in their duties as managers and will help to develop and support the staff in each area. Further, the new structure establishes a Learning and Development area which is primarily responsible for providing Training and Development opportunities as well as employee Recognition and Retention strategies. A revised Organizational Chart is attached as Appendix B.

This new structure will assist in meeting the Vaughan Vision 2007 goals including Developing Our Staff, Serving Our Citizens, Running Our City and Managing Our Resources.

The current Human Resources staff have been realigned and are currently training to meet their new responsibilities while at the same time training those who are taking over their previous responsibilities. In addition, with the assistance of Thomas Plant, the departmental staff have met and developed visions for each of the area within Human Resources as well as goals and objectives for 2007. The Strategies and Goals and Objectives are attached for your information as Appendix C.

The Human Resources Department has completed a number of large projects in 2006 including a revamping and roll-out of the Take Our Kids to work Day program, finalized the Vaughan Professional Firefighters Attendance Management program, revised the organizational structure within the Human Resources Department, established the new jobs and job descriptions to support the new structure, drafted a revised Occupational Health and Safety Manual, implemented a new Attendance tracking System to track vacation sick and lieu time throughout the organization, developed and launched a comprehensive Learning and Development Manual to all departments providing learning opportunities including current skill based learning to assist staff in their current roles as well as management training courses to assist management staff in achieving the goals in the Vaughan Vision 2007.

Finally, we have reviewed all of the organizational policies as they related to Human Resources and compared that to other municipalities to determine what policies need to be updated, what policies need to be drafted and which policies are appropriate at this time to ensure that we have a complete set of current appropriate policies. To date, we have reviewed and drafted revised policies for Workplace Harassment Prevention, Disciplinary Procedures, Employee Recognition, Local Transportation and Hiring and Nepotism. The draft revised policies are included in this package for the Committee's consideration at Appendix D.

#### **Relationship to Vaughan Vision 2007**

This new structure will assist in meeting the Vaughan Vision 2007 goals including Developing Our Staff, Serving Our Citizens, Running Our City and Managing Our Resources and is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

### **Regional Implications**

This report does not have any regional implications.

### **Conclusion**

The staff in the Human Resources Department has embraced the conclusions of the Hewitt study and the changes implemented through the new Director of Human Resources. Policy review and revisions are on-going and revised policies will be brought to Council for adoption. We continue to develop relationships and review and adjust the services provided within the Human Resources Department to ensure that we assist the organization in meeting its strategic goals based on the Vaughan Vision 2007.

### **Attachments**

Appendix 'A' 2006 Hewitt Consultants Report  
Appendix 'B' Revised Organizational Chart  
Appendix 'C' Strategies, Goals and Objectives  
Appendix 'D' Draft Policy – Disciplinary Procedures  
Draft Policy – Employee Recognition  
Draft Policy – Local Transportation Policy  
Draft Policy – Hiring and Nepotism  
Draft Policy – Workplace Harassment Prevention Policy and Procedure

**All attachments are available in the Clerk's Department**

### **Report Prepared By**

Janet Ashfield, Director of Human Resources

Respectfully submitted,

Janice Atwood-Petkovski  
Commissioner of Legal and Administrative Services  
& City Solicitor

Janet Ashfield  
Director of Human Resources