

UPDATE ON THE HUMAN RESOURCES STRATEGY

Recommendation

The Commissioner of Legal and Administrative Services and the Director of Human Resources recommend that the presentation and report be received.

Contribution to Sustainability

The development and implementation of a strategy will enhance the City's ability to sustain and improve operations through it's largest resource, staff.

Economic Impact

This report has no economic implications.

Communications Plan

There is no communications plan required at this stage.

Purpose

This report is to provide the Priorities and Key Initiatives Committee with an update on the Human Resources Strategy since its implementation in 2008.

Background - Analysis and Options

On May 27, 2008, staff presented the Human Resources strategy to members of the Committee of the Whole Working Session. The development and implementation of a Human Resources Strategy was one of the key initiatives outlined in the Vaughan Vision 2020.

The Human Resources Strategy began with a SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats) with regard to the City's human resources. In doing so consideration was given to input from stakeholders throughout the organization. The input was gathered through surveys, focus groups, consultant studies, discussions with employees, feedback through training programs and exit interviews. The input identified areas of weakness that included negative perception of and by staff and perceived inconsistencies in management. In addition, the threats included other municipalities, changing labour force demographics and ongoing negative publicity. A number of strengths and opportunities were also identified including innovative programs, the ability to change, a safe workplace, job security and competitive total compensation. Finally, feedback from across, within and outside the organization is that this organization has great people. In addition, the City has many opportunities as a result of being in growth mode, from a marketing, branding and communications perspective.

Understanding these strengths, weaknesses, opportunities and threats assisted in the development of the strategy.

HR staff understand that as people are the City's largest resource, in order to attain Service Excellence and Operational Excellence, and in order to be a high performing organization,, we need to work to achieve Staff Excellence. Without staff excellence, the City will be handicapped in achieving its other goals. To that end, the goal was set to increase employee engagement by 20% by 2013, because increased engagement equates directly to increased productivity.

The HR strategy therefore focuses on new initiatives to support the organization in moving towards staff excellence. Of course, HR staff, in addition to implementing the work outlined in the strategy, continue to complete the day to day transactional work required to support the organization, including recruitment, labour relations, payroll, benefits and pension administration, health and safety, disability management, attendance management, compensation, job evaluation, and the crossing guard program.

Engagement Surveys Measure Change

In 2006, Hewitt Associates, an independent HR consultant retained by the City, conducted an Engagement Survey. Only 25% of staff participated in the survey. Of those 25% that participated, 35% were identified as fully engaged, 25% were identified as disengaged and the remainder were identified as either somewhat engaged or somewhat disengaged. In early 2009 a second Engagement Survey was conducted. This time staff participation increased to 60%. The results of this survey indicated that 40% were fully engaged, 25% remained disengaged.

The next Engagement Survey will be conducted this year to determine the current level of engagement.

Initiatives Support Improved Engagement

The HR Strategy identified a variety of initiatives to be implemented by HR, including:

- Identify and developing a management succession planning (leadership development) program
- Design a strategy to encourage and support lifelong learning and participation in a wide variety of staff events
- Standardize a focused corporate learning approach to staff education
- Produce a strategy to continue to ensure a quality work environment and a wide array of staff benefits
- Devise a strategy to encourage and recognize staff that promote Vaughan through their leadership in professional and other organizations outside the City of Vaughan
- Introduce an entry level-mentorship program for recent graduates of various professional faculties
- Encourage and promote temporary secondments of selected staff to other levels of government

The Human Resources Department has developed and implemented a number of programs, strategies and training to implement the strategies outlined above, including:

- Development of a Learning and Development Strategy
- Development and Implementation of a Learning and Development Policy
- Implementation of a Recognition program including a City Manager's Award of Excellence
- Development and Implementation of Respectful Workplace and Workplace Violence Policies and Procedures and trained all staff
- Development and implementation of a revised Code of Conduct and trained all staff
- Established annual reviews, acknowledgements and training on key policies
- Revised a variety of policies including Nepotism, Transportation, Employee Recognition and Disciplinary policies
- Trained all staff on AODA Customer Service Guidelines
- Piloted e-learning module on AODA
- Established objective and defensible recruitment processes and measurements
- Created a robust orientation to the City for new employees

- Piloted coaching of three new supervisory employees to assist them in their transition to management
- Developed and implemented an Employee Handbook for all employees
- Implemented mentoring partnership with TRIEC/COSTI and achieved recognition as a corporate sponsor
- Implemented Phase II of the JDE Human Resources modules
- Developed and implemented automated staffing requisition forms and notifications of upcoming performance appraisals
- Developed appropriate dress, scent sensitivity, emergency day guidelines
- Participated in regional and provincial organizations and groups supporting Human Resources professionalism
- Implemented an automated applicant tracking system

In addition to the above, the human resources staff have developed and delivered a variety of training programs to address the needs and objectives identified by the City and address the areas for improvement as outlined through employee and stakeholder feedback.

Training Programs Developed and Delivered in house

- Conducting Performance Appraisals
- Goal Setting
- Interview Tips Lunch and Learn (for employees)
- From Good to Great
- Interviewing Skills and Techniques (for management staff)
- Benefits Overview training
- Attendance management program training for all management staff
- Managing Conflict
- Certificate in Management Excellence – developed and delivered to two cohorts
- Office Ergonomics
- Various tool box talks to support departments in health and safety initiatives
- Competent Supervisor refresher training
- Team Building
- Diversity Training for staff and management
- Workplace investigations
- OMERS information sessions

HR continues to work on a number of initiatives which will enhance engagement and support the City in continued growth excellence, developing staff to move forward into the future including:

- Ongoing implementation of the Learning and Development Strategy
- Total Rewards Strategy
- Succession Planning (Leadership Development) program
- HR Metrics
- Workforce Analytics
- Implementation of Accessibility Standards - Employment

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the priorities previously set by Council including Valuing and Encouraging a Highly Motivated Workforce, Attracting, Retaining and Promoting Skilled Staff, Demonstrating Effective Leadership and Supporting the Professional Development of Staff and some of the necessary resources have been allocated and approved.

Regional Implications

There are no regional implications to this report

Conclusion

The initiatives being implemented under the Human Resources Strategy are supporting the organization in its achievement of the goals of Service Excellence, Operational Excellence and high performing organization.

Attachments

None

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