

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 8, 2012

Item 1, Report No. 3, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on May 8, 2012.

1 UPDATE ON THE HUMAN RESOURCES STRATEGY

The Priorities and Key Initiatives Committee recommends:

- 1) **That the recommendation contained in the following report of the Commissioner of Legal and Administrative Services and the Director of Human Resources, dated April 23, 2012, be approved; and**
- 2) **That the presentation by the Director of Human Resources, be received.**

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.

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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

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- 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

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- 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

Report prepared by:

Janet Ashfield
Director of Human Resources

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Item 2, Report No. 3, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on May 8, 2012.

2 CITY OF VAUGHAN ACCESSIBILITY PLAN (REVISED 2011)

The Priorities and Key Initiatives Committee recommends approval of the recommendation contained in the following report of the Commissioner of Community Services, the Technical Advisory Committee and members of the Vaughan Accessibility Advisory Committee, dated April 23, 2012:

Recommendation

The Commissioner of Community Services, the Technical Advisory Committee and members of the Vaughan Accessibility Advisory Committee recommend:

- 1) That the City of Vaughan Accessibility Plan (Revised 2011) be approved.

Contribution to Sustainability

N/A

Economic Impact

Costs associated with the continuous improvements outlined in the Accessibility Plan (Revised 2011) will be included in the various departmental operating and capital budget submissions. Any additional and future requirements will be included in the budget process for the corresponding year.

Communications Plan

The final approved Accessibility Plan (Revised 2011) will be posted on the City's website and will also be available in alternate formats upon request.

Purpose

The purpose of this report is to obtain Council approval for the City of Vaughan Accessibility Plan (Revised 2011) in order to post the revised plan on the City's website, as mandated by the Ontarians with Disabilities Act, 2001 (ODA).

Background - Analysis and Options

Accessibility Plans are a requirement under the Ontarians with Disabilities Act, 2001 (ODA) and the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). The City's accessibility planning process has been set out in the Vaughan Vision 2020. Accessibility is one of Vaughan's strategic initiatives, which means it has a high priority in all planning. The City has developed accessibility plans since 2003.

The purpose of the ODA is to improve opportunities for persons with disabilities and to provide for their involvement in the identification, removal and prevention of barriers to their full participation in the life of the province. It also requires all Ontario municipalities to prepare annual accessibility plans in consultation with people with disabilities and to make these plans available to the public.

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The ODA also requires that the City of Vaughan establish an Accessibility Advisory Committee to advise on the preparation, implementation and effectiveness of the City of Vaughan's Accessibility Plan. Council appointed the Vaughan Accessibility Advisory Committee (VAAC) in the fall of 2002.

The purpose of the AODA is to develop, implement and enforce standards for accessibility related to goods, services, facilities, employment, accommodation and buildings. Its goal is to make Ontario accessible by 2025.

The mandatory standards under the AODA are:

- Customer Service Standard (passed as law - Regulation – 429/07)
- Integrated Accessibility Regulation (IASR) #191/11, consisting of:
 - Information and Communications
 - Employment
 - Transportation
- Built Environment

Vaughan currently has a policy incorporating its accessible customer service standards, developed and approved in 2009.

The next three standards – information and communications, employment, and transportation – have been combined under one regulation, the Integrated Accessibility Standards Regulation – (IASR) #191/11. This is now law and the requirements are being phased in between 2011 and 2025. An accessibility standard for the built environment (buildings and outdoor spaces) is in development and not yet law.

The AODA will eventually replace the ODA. However, until the Province repeals the ODA, the City must comply with both acts simultaneously.

The attached Accessibility Plan was prepared using information submitted by City of Vaughan departments through the Technical Advisory Committee (TAC). The TAC is a staff working group comprised of departmental representatives and Vaughan Public Libraries. Information and statistics have also been gathered from the Region of York, Vaughan Accessibility Advisory Committee members, and from organizations who serve people with disabilities (e.g. the Canadian Hearing Society).

The City of Vaughan Accessibility Plan (Revised 2011) highlights the following:

- *corporate achievements in the area of accessibility*
- *strategies, phased in over the next few years, which City of Vaughan departments will undertake to ensure that inclusion for all residents and staff can be realized*

Corporate Achievements highlighted in the City of Vaughan Accessibility Plan (Revised 2011) include:

- The recruitment, appointment and orientation of the 2011-2014 Vaughan Accessibility Advisory Committee
- The Annual National Access Awareness Week event that took place in collaboration with the VAAC
- Four new neighbourhood parks – Eagles Landing, Venice Gate, Twelve Oaks and Carville Mill – implementation of innovative parks that provide opportunities for inclusiveness through accessible park amenities.
- Provided accommodation to a significant number of staff and candidates who required accommodation for recruitment/employment

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- Addressed Attitudinal barriers by creating accessible formats & communications using AODA guidelines for departmental events and communicating them to staff
- Addressed Attitudinal barriers by developing special needs reference manual for Recreation program staff (IAS – Employment Standard-Training)
- Implemented PDF accessible files for City's internet, located in the Business homepage (www.vaughan.ca/business; all website info can be read by audio programs.
- PDF accessible files have been implemented for City's intranet
- Developed a standard typography guideline for Economic Development Dept. business publications to improve visual accessibility
- In partnership with York Region, emergency preparedness for people with disabilities & special needs information has been incorporated into the new Region wide-emergency preparedness guide book
- The City utilizes a variety of media sources to issue information in an emergency: radio, television, door to door notification, loud speaker, messages on auto attendant, website, newspapers and mobile signs.
- Continued compliance, monitoring and promotion of the Accessibility Standards for Customer Service Regulation through new employee orientation and integration into customer service operations of each departments

The 2011 Accessibility Plan reflects the ongoing commitment to make the City inclusive and accessible. In 2012 departments will continue to plan and implement accessibility initiatives in order to remove barriers to programs, services and facilities throughout the City and meet the accessibility requirements of the IASR at the same time.

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the priorities previously set by Council and the necessary resources will be included in the various departmental operating and capital budgets as required.

Specifically, the recommendations of this report support the following Vaughan Vision 2020 initiative:

Pursue Excellence in Service Delivery – develop a Corporate Accessibility Plan: through the identification and removal of barriers for persons with disabilities in assessing programs, services, facilities and infrastructure.

Regional Implications

There are no Regional implications.

Conclusion

The City of Vaughan is committed to the implementation of initiatives that continue to make us an inclusive and accessible municipality where people of all abilities have the chance to fully achieve their potential. The City will continue its efforts to identify and remove barriers and lay the foundation for a barrier-free, inclusive community. The Vaughan Accessibility Advisory Committee has been very supportive and is very appreciative of the work accomplished to date by the City on accessibility planning.

Attachments

1. City of Vaughan Accessibility Plan (Revised 2011)

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Report prepared by:

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(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)