



COUNTY OF PERTH

CAO Department

Human Resources Division

2021-2023 Business Plan

January 2021

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Business Plan 2021-2023

Human Resources

Preamble

The Human Resources (HR) Division is responsible for the planning, management and execution of the human resources business plan that supports the County's mission, vision and values and is aligned to the County's strategic goals. HR's priorities are centred around five functional areas: labour relations and HR advisory services, compensation and benefits, recruitment and workforce planning, employee safety, health and wellbeing and employee training.

Service Strategy

The HR Division acts as a support and advisory system to management and employees, by facilitating fair and effective human resources management practices at the County. HR works to enhance our employee experience through a culture that supports employee engagement, wellness and inclusion, which would lead to increased employee satisfaction and wellbeing. By ensuring County HR policies and practices are comprehensive, fair and clear, we foster trust and integrity, ensuring the County remains an attractive employer to the labour market.

As indicated above the following core business functions cover a wide breadth of HR programs and services:

- *Labour Relations and HR Advisory Services:* HR works closely with our partners which include Council managers, employees, unions, and consultants to deliver trusted advisory services. For unionized staff, HR fully participates and leads in collective bargaining negotiations and collective agreement matters. For non-union staff, HR supports through policy development and proactive support. In both cases, HR promotes and facilitates timely and collaborative dispute resolution.
- *Compensation and Benefits:* HR collaborates with Finance and external providers (such as Equitable Life and OMERS) to provide a seamless experience for staff when interacting with providers of our pension plan and health and wellness benefits. On the compensation side, HR supports performance management, market assessment and policies surrounding employee salary administration.
- *Recruitment and Workforce Planning:* HR facilitates the recruitment process by working with hiring managers to attract and retain staff. HR enables the County's organizational success through HR strategies, practices and programs and continually updates these to ensure we have the right people, in the right jobs at the right time, for the right cost.

- *Employee Health, Safety and Wellbeing:* To support our commitment of positive employee health and wellbeing, HR manages and promotes the County's Occupational Health and Safety, disability management, wellness, and employee and family assistance programs.
- *Employee Training & Development:* HR supports staff in their professional development goals that align with that of the County. By doing so, HR ensures the County has the right knowledge, skills and abilities, in the right place at the right time. This in turn allows the County to deliver timely and effective services to the residents of Perth County.

In addition to supporting County staff, HR works as an advisor to the four lower tier municipalities on a request for service basis. Typical advisory services include: health and safety, recruitment facilitation, management advise and guidance.

Key Customers / Stakeholders

- All employees, managers and supervisors of the County
- County Council
- CUPE Local 4514, Teamsters Local 879, employees, local executive and national representatives
- Regulatory bodies: Ministry of Labour (Health and Safety, Labour Board and Employment Standards), WSIB, Ontario Human Rights Tribunal, Employment and Infrastructure
- Member and Partner Municipalities / local employers / HR networks
- Consultants / Other professionals (medical, legal) / Trainers
- Insurance companies (Equitable Life, CHUBB, Homewood)
- OMERS - Pension Plan
- HRIS provider (INFOHR)
- HR Training applications/modules
- Community Citizens (applicants)

Core Businesses/Services

- Recruitment, selection, orientation and on-boarding of new hires
- Develop and maintain performance management system based on organizational core competencies
- Develop and administer human resources, health and safety policies and procedures and provide training as necessary
- Provide advice on all human resources management issues

- Disability management, claim submission, return to work planning and administration to mitigate claims costs and ensure early and safe return to work
- Report and process WSIB and Disability Insurance claims and risk management
- Administration of employee benefits and pension plan
- Utilize human resources information system to track all employee records including HR files, training, attendance, leaves, illness, etc. and provide valuable organizational statistics
- Work closely with Finance to oversee compensation system to ensure staff are paid accurately in accordance with policies and legislation
- Support collective agreement process with CUPE Local 4514 and associated grievance and arbitration process handling
- Lead negotiations to develop a new collective agreement with Teamsters – Local 879
- Investigates employee and human rights complaints and participates in dispute resolution
- Develops and delivers corporate training to foster employee development

Legislated Standards

- Employment Standards Act, 2000
- Labour Relations Act, 1995
- Occupational Health and Safety Act
- Human Rights Code, 1995
- Accessibility for Ontarians with Disabilities Act (AODA, 2005)
- Workplace Safety and Insurance Act (WSIA)
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Canada Pension Plan Act

Program Maps

Accessibility	Health & Safety / Wellness	Employee & Labour Relations
Support to Accessibility Advisory Committee, Site Plan Subcommittee	Policy Development & Updating	Job Evaluation

Legislated Training	Joint H&S & Wellness Committee Leadership	Collective Bargaining, Grievance Resolution & Investigations
Accommodation as required for internal staff	Legislated Training	HR Advisory Support
	Workplace Inspection & Hazard Identification	Corporate Training & Performance Management

Recruitment	Disability Management	Legal Compliance
Process development & management	Occupational Injury Reporting / WSIB administration	HR Policy Manual development & updating
Job Description creation & maintenance	Non-Occupational Injury Reporting & administration	Records Management & Privacy Compliance
Orientation Programming	Return to Work & Accommodation	Compensation & Pay Equity
On-boarding Program	Group Benefits & Employee & Family Assistance Plan	Employment Contracts

Key Linkages with Strategic Plan

1. **Ensuring core business activities are in place** to fulfill the staffing requirements needed relevant to Strategic Plan activities.
2. **Integrate where possible** (better co-ordination of services between the County and local municipalities. An example of this is working with staff in the Member Municipalities to meet Human Resources needs.
3. **Collaborative Approaches and Partnerships:** Perth County and the Member Municipalities have formed a Consortium with Huron County for the purposes of improving our group rate insurance costs and are working together to identify ongoing priorities and synergies.

Achievements of 2020 Program

HR celebrated numerous accomplishments during 2020, even with delays brought on by COVID-19. Some highlights include:

- Updated employee policies and programs including: telework policy/program, expense policy, security camera implementation, return to work, respect in the workplace, and employee performance appraisals
- Successful recruitment for all key vacancies in the County
- Freely negotiated collective agreement with CUPE Local 4514
- Completed new collective agreement with Teamsters Local 879
- Enhanced employee safety through Courthouse improvements, performed safety audits across County sites to review COVID precautionary measures and evaluation of effectiveness and employee wellness checks
- Upgraded the HR Information System to automate transactional processes and improve connectivity with Finance/Payroll systems
- Update of job descriptions across the County as a part of a market assessment report for 2021
- Provided consultancy services for three of the four lower tier municipalities on an ad hoc basis
- Provided support to Stratford's Accessibility Advisory Committee through sub-committee activities on site plan review and feedback

In response to COVID-19, HR completed the following actions:

- Implemented contact screening
- Completed detailed risk assessments of County facilities, interviewed staff on readiness for reopening, provided regular and ongoing communications throughout the Spring and Summer
- Updated Joint Health and Safety Committee meetings to monthly, with regular review of personal protective equipment, COVID protocols and processes

Major Initiatives for 2021

Highlights of 2021 Work Plan include:

- Development of a multi-year Human Resources Strategy for the County that includes:
 - Policy development work with municipal engagement;
 - Enhanced employee culture and engagement activities;
 - Additional supervisory and management support services, including training in conflict management; and

- Creation of a succession management protocol.
- Renewed focus on health and safety for County staff, including first aid training and rejuvenation of the Health and Wellness Committee.

Program Delivery Plan

How will the program be delivered and at what level?

- 1 Manager of Human Resources
- 1 Human Resources Generalist
- Office hours throughout the week, Monday to Friday
- On-call as required for all emergencies

What changes will impact program delivery in the future?

- Changes Mandated by Other Levels of Government
 - Amendments to Employment Standards Act and/or Labour Relations Act
 - Amendments to Health & Safety Legislation
 - Amendments to Human Rights Code
 - Amendments to the Accessibility for Ontarians with Disabilities Act
- Direction Received from County Council and CAO
 - Structure of County operations; Organizational needs may change as a result of the Service Delivery Review or Shared Services Agreement
 - Policy decisions
 - Service requests from other departments and Member Municipalities
 - Service requests from the City of Stratford

Financial Allocation/Deployment Plan

Service	FTE Requirements by Year			
	2020	2021	2022	2023
Human Resources Division				
Total Program FTE Requirements	2.00	2.00	2.00	2.00

Training and Development

- Professional development support in the areas of mediation and dispute resolution, supporting both the County's Values and the Strategic Plan.

Comments

While not outwardly stated, throughout 2020, HR has engaged in automation and process enhancement. It has done so through increased use of its HR Information System through automation of core processes and engaged in technology upgrades. These technology improvements support the delivery of HR services by allowing the Division to maximize current HR staff time by automating many transactional processes, increasing reliability and speed.

Lastly, to meet the goals of our business plan and challenges facing the County and its member municipalities, HR needs to be nimble and able to flex to meet demand. As such, the HR model has shifted to be collaborative and consultative. HR puts in place the processes and procedures that allow the County to operate its business and instills confidence in staff when participating in the workplace.