



## **COUNTY OF PERTH**

CAO Department

Human Resources Division

### **2022-2024 Business Plan**

November 2021

This document is formatted for double-sided printing.

No part of this document may be reproduced, stored in or introduced into a retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording, or otherwise), or for any purpose, without the express written permission of the County of Perth.

# Table of Contents

<b>Business Plan 2022-2024</b>	<b>1</b>
<b>Human Resources</b>	<b>1</b>
Preamble .....	1
Service Strategy .....	1
Key Customers / Stakeholders .....	2
Core Businesses/Services.....	2
Legislated Standards.....	3
Program Maps .....	4
Key Linkages with Strategic Plan .....	4
Achievements of 2021 Program .....	5
Major Initiatives for 2022 .....	7
Program Delivery Plan.....	7
How will the program be delivered and at what level?	7
What changes will impact program delivery in the future?	8
Financial Allocation/Deployment Plan .....	8
Training and Development .....	8
Comments .....	9

This document is formatted for double-sided printing, and thus this page intentionally left blank.

# Business Plan 2022-2024

## Human Resources

### Preamble

The Human Resources (HR) Division is responsible for the planning, management and execution of the human resources deliverables that support 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, leading 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 policy development and offers proactive support to employees. 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 with continuous updates to ensure HR has 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 policies, disability management, wellness, and employee and family assistance programs.
- *Employee Training & Development:* HR supports staff in their professional development goals that align with those of the County. By doing so, HR ensures County staff have the right knowledge, skills and abilities 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, and management advice 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
- Development and maintenance of performance management system based on organizational core competencies
- Development and administration of human resources, health and safety policies and procedures, and provision of training, as necessary
- Provision of 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
- Administer WSIB and Disability Insurance claims and risk management
- Administration of employee benefits and pension plan
- Use human resources information system to track all employee records including HR files, training, attendance, leaves, illness, etc. and provide valuable organizational statistics
- Together with Finance, oversight of compensation system to ensure staff are paid accurately in accordance with policies and legislation
- Support of the collective agreement process with CUPE Local 4514 and Teamsters Local 879 in addition to associated grievance and arbitration process handling
- Investigation of employee and human rights complaints and participate in dispute resolution
- Development and delivery of corporate training to foster employee development

## Legislated Standards

- *Employment Standards Act, 2000*, S.O. 2000, c. 41
- *Labour Relations Act, 1995*, S.O. 1995, c.1
- *Occupational Health and Safety Act*, R.S.O. 1990, c.O.1
- *Canada Human Rights Act*, R.S.C., 1985, c.H-6
- Human Rights Code, R.S.O. 1990, c.H.19
- *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c. 11 (AODA)
- *Workplace Safety and Insurance Act, 1997*, S.O. 1997, c. 16, Sched. A
- *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 (MFIPPA)
- *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c.5
- *Canada Pension Plan Act*, R.S.C., 1985, c.C-8

## Program Maps

Employee & Labour Relations	Health & Safety / Wellness	Employee Retention
Job Evaluation	Policy Development & Updating	Service Recognition Committee
Collective Bargaining, Grievance Resolution & Investigations	Joint H&S & Wellness Committee Leadership	Health and Wellness Support
HR Advisory Support	Legislated Training	Professional Development
Corporate Training & Performance Management	Workplace Inspection & Hazard Identification	Employee Peer 2 Peer Recognition Platform
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 for business units to complete their activities related to the Strategic Plan.

2. **Integrate, where possible,** - co-ordination of services between the County and local municipalities, for example, working with staff in the Member Municipalities to meet Human Resources needs.
3. **Collaborative Approaches and Partnerships:** To defray costs, Perth County provides consultative HR services on a cost-recovery basis.

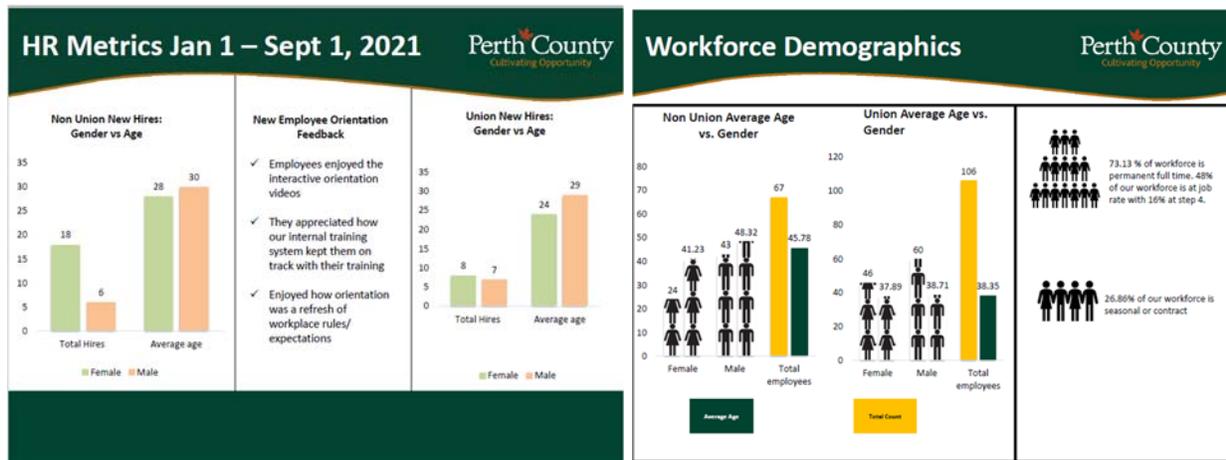
## Achievements of 2021 Program

HR celebrated numerous accomplishments during 2021, despite - COVID-19. Some highlights include:

- Updated employee policies and programs including: Corporate Vehicle Policy, Corporate Vaccination Policy for applicable employees, Performance Appraisal Policy, Service Awards Policy, Retirement Policy, Resignation Policy, 2021 H&S Statement Policy, Job Evaluation Policy, HR Metrics Reporting for January & September

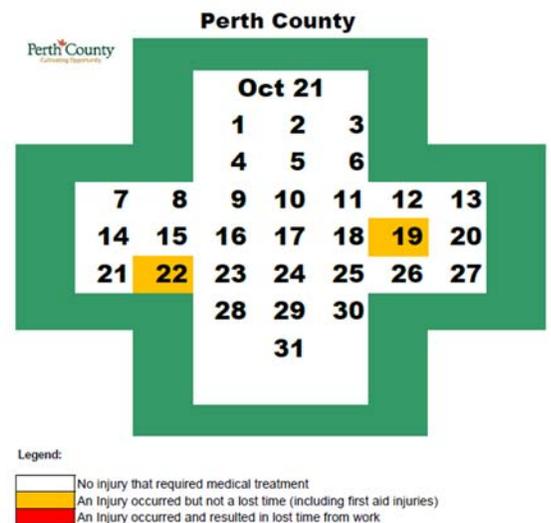
September 2021 Metrics Reporting

January 2021 Metrics Reporting



- Successful recruitment for all key vacancies in the County
  - Including recruitment for the Mass Vaccination Clinics
- Successful grievance resolution to 4 of 5 grievances at the time of document issue. Negotiations issues arisen throughout the year
- Enhanced employee safety through Courthouse improvements, performed safety audits across County sites to review COVID precautionary measures, and evaluated effectiveness and employee wellness checks
- Promoted wellness in the workplace through a mental health speaker series to all employees to promote a psychologically safe workplace

- Upgraded the HR Information System to automate transactional processes and improve connectivity with Finance/Payroll systems
  - Completed market assessment and implemented a new pay-for-performance strategy for senior leaders
  - Ensured the health and safety cross was kept up to date for injury communication to staff
- 
- Ensured that all legislated training requirements were met. Staff were trained on: Respect in the Workplace training, Fire Safety training
  - Provided one-on-one coaching for Supervisor Orientation process
  - Updated the public works seasonal training program and streamlined the process for greater accessibility by staff and managers;
  - The Joint Health and Safety Committee endorsed the policies below:
    - Respect in the Workplace Policy
    - Violence against Paramedics
  - Perth County's Joint Health and Safety Committee established and voted on a new Employee Co-Chair
  - Improved interview guides for managers and created a resume screening tool for Managers to use during the recruitment process. This process was identified in a Manager-feedback survey, so HR created the tools to make them accessible for the managers
  - Created the Service Award and Recognition Committee to assess the current service awards at the County and created a platform where peers can recognize one another online (Peer 2 Peer)
  - Sent out various surveys to staff members to promote employee engagement, including:
    - Manager Survey on HR effectiveness. HR provided a report to Council via HR Metrics reporting.
    - Service Award and Recognition Survey. Based on the survey results, HR created an employee lead committee to modernize current programs.
    - New hire orientation program feedback. A continuous review occurs following all new hires' orientation. Changes are implemented on a regular basis.



**Figure 1: Example of Perth County's Safety Cross. Provides a visual representation of accidents and near misses for staff.**

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

- Established a Corporate Policy, effective Fall 2021, reflecting legislative requirements;
- Implemented contact screening and electronic employee self-screening for all staff prior to on-site arrival;
- Completed detailed risk assessments of County facilities, interviewed staff on readiness for reopening, provided regular and ongoing communications of activities;
- Worked with other divisions to ensure additional cleaning throughout the buildings and in vehicles, as required/recommended by public health;
- Meet with employees and teams as requested to review health and safety measures; and
- Updated the Joint Health and Safety Committee monthly, with regular reviews of personal protective equipment, COVID protocols, and processes.

## Major Initiatives for 2022

Highlights of 2022 Work Plan include:

- Continued negotiations with CUPE Local 4514
- Maintain cost control by contracting out services
- 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
- Update current WHMIS 2015 program and train all staff on updates
- Peer 2 Peer recognition platform to go live for all staff
- Focus on Manager development by enhancing professional development and increasing the overall manager experience through training and toolkits

## 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
- Provision of consulting services to lower tiers and stakeholders an ad hoc basis

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			
	2021	2022	2023	2024
<b>Human Resources Division</b>				
<b>Total Program FTE Requirements</b>	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

Throughout 2021, HR focused internally to build standard operating procedures and enhance policies for increased standardization to improve transparency and efficiency. HR's internal training platform, Moodle, has been updated to better track and maintain corporate training records. HR has also leveraged technology to 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.

To meet the goals of our business plan and challenges facing the County and its member municipalities, HR needs to be nimble and flexible to respond to ongoing demands. As such, the HR model has shifted to become more collaborative and consultative. HR has established the necessary processes and procedures to allow the County to operate its business, with confidence in staff performance.