



### Introduction

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:

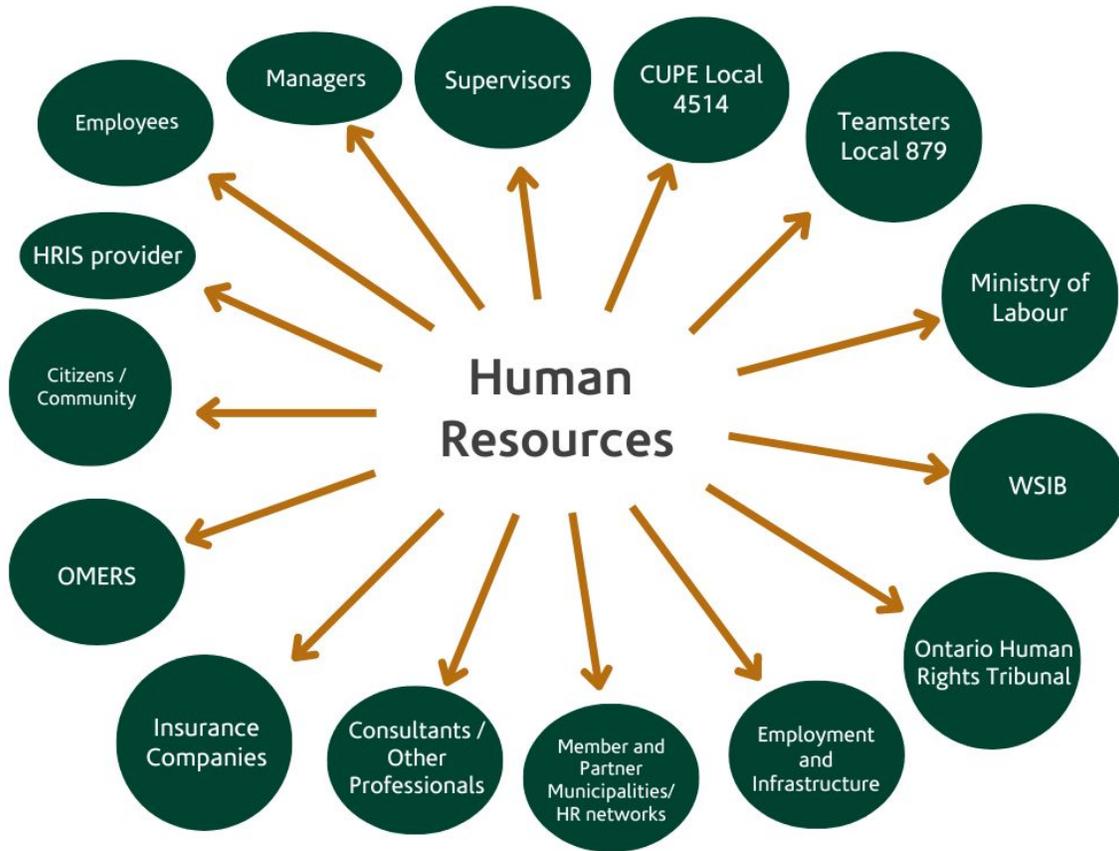
- *Labour Relations and HR Advisory Services:* HR works closely with our partners which include Council managers, employees, unions, and consultants to deliver trusted advisory services. For unionized staff, HR fully participates and leads in collective bargaining negotiations and collective agreement 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.



## Human Resources Division

### Key Customers and Stakeholders



### Core Business 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

### Key Linkages with the Strategic Plan and Achievements of the 2022 Program

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.

### 2022 Achievements

HR celebrated numerous accomplishments during 2022. Some highlights include:

- Completed collective bargaining with CUPE Local 4514, one of the first freely negotiated paramedic collectives in Ontario in Spring 2022.
- Grievances settled and resolved in a collaborative fashion with the unions.
- Updated employee policies and programs including: Corporate Vaccination Policy for applicable employees, Electronic Surveillance Policy, and Right to Disconnect Policy.
- Successful recruitment for vacancies in the County. As at November 28, the County hired:



- 19 full-time staff, 5 full-time temporary staff, 14 part-time paramedics, 12 seasonal workers. These numbers exclude summer students.
- Online and in-person orientation sessions were provided throughout the year.
- Continued emphasis on safety for all employees through regular safety audits and training programs that included situational awareness for all staff as well as offerings to the lower tiers.
- Worked with IT and Finance to update timecard processes for staff, improving efficiency.
- 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. Completed fire safety drills at all locations
- Commenced leadership development program for senior staff and those who are a part of succession management plans. RFP was produced in Summer of 2022, with the program commencing in the Fall of 2022. Program allows for one-on-one development sessions with a coach.
- The Joint Health and Safety Committee endorsed the policies and programs below:
  - Respect in the Workplace Policy
  - Violence against Paramedics
  - Completed training for internal staff on CPR and emergency first aid
  - Updated current WHMIS 2015 program and trained all required staff
  - Updated the Joint Health and Safety Committee monthly, with regular reviews of personal protective equipment, COVID protocols, and processes
  - Further, the Committee completed numerous safety audits at customer-facing sites, interacting with staff, and implementing suggestions to enhance safety where possible
- Implemented the Service Awards and Recognition Awards program
- Organized and hosted the 2022 staff appreciation barbeque attended by more than half of our employees (recognizing shift work patterns) those off-shift were welcome, and did, attend.



*Summer Situational Awareness Session*

### Major Initiatives for 2023

Highlights of 2023 Work Plan include:

- Negotiations with Teamsters (Fall 2023)
- 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



## Human Resources Division

- Renewed focus on health and safety for County staff, including regular safety audits and feedback looks on safety developments

Focus on Manager development through the continued use of the leadership development program, enhancing the professional development policy 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 Plan

Service	FTE Requirements by Year			
	2022	2023	2024	2025
<b>Human Resources Division</b>				
<b>Total Program FTE Requirements</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>



## Human Resources Division

### **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 2022, 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.