



REPORT

REPORT TO: Members of Corporate Affairs Committee

REPORT FROM: Andrea Peres, Manager of Human Resources

DATE: May 12, 2015

REPORT NO.: ADMIN-2015-0016

RE: Human Resources Corporate Strategic Plan Update

RECOMMENDATION:

THAT Report ADMIN-2015-0016, dated May 12, 2015, regarding the Human Resources Corporate Strategic Plan Update be received for information.

BACKGROUND:

The 2012 - 2016 HR Corporate Strategic Plan (attached Schedule A) was presented and approved by Council April 23, 201 (CS-2013-0026). This document provides a comprehensive approach, identifying five goals and action items to be achieved over the 5-year plan. Each year the action items identified in the plan will be prioritized against corporate objectives, resourcing and capacity and form a key part of the annual HR and corporate work plan. In 2016, at the end of the 5-year plan, the intention is to revise and update the plan to keep it current and ensure it meets the needs of both the Town and its' employees. Council approval will be sought.

Objectives of the HR Corporate Strategic Plan

- Provide a blue print for achieving organizational excellence through people practices and to position the Town of Halton Hills as a preferred employer in the community. There will be a specific multi-year strategy for achieving the objectives.
- Influence all activities related to Human Resources that will be reflected in the Town's practices and policies.
- Direct the investment in people practices and the engagement of Town employees, leading to increased commitment to the success of the organization, satisfied customers and more effective local government.
- Create and drive Talent Management best practices. By attracting and retaining the best people, the Town will continue to deliver high quality services to the community while preparing for emerging expectations and growth.

Goals

As outlined and detailed in the attached Schedule A, below are the goals of the HR Corporate Strategic Plan:

1. **Talent Management.** To foster a “talent management” mindset and practices that will attract, retain and develop skilled, motivated, engaged, service-centred employees that have the competencies to meet the emerging strategic priorities and continue to ensure the long-term viability of the Town of Halton Hills.
2. **Leadership Excellence.** To foster a culture of leadership at all levels, a shared vision, enthusiasm, purpose and direction as leaders of people, strategy and change. Supporting and reinforcing the kind of culture that enables employee engagement and reflects the Town’s corporate values.
3. **Wellbeing.** To provide an employee experience where each employee will have a challenging, rewarding, enjoyable and fulfilling career. Focus on critical wellbeing elements that promote a healthy and positive work environment, drive performance and engagement.
4. **Learning Organization.** To foster learning as a way of life, ensuring employees have the skills and competencies aligned to their role and their Goals and Plans for Success (GPS). Provide responsive blended learning that captures and provides the range of soft, technical and legislative learning and training as required.
5. **Business and Service Excellence.** To foster a culture of customer service that is responsive to community needs. Providing strong service internally and externally contributes to citizen service satisfaction and trust and confidence in the public services that the Town provides.

The plan will enable the municipality to provide efficient municipal service delivery to continue to build a motivated, capable, adaptable workforce, demonstrate excellence in customer service and to position Human Resources as a strategic partner with both employees and the Corporation.

COMMENTS:

The chart below summarizes the 2014 accomplishments aligned to the goals of the 5-year Corporate HR strategic plan. It provides an overview of the key action items underway in 2015 against each goal with an overview of the key performance measures or success indicators that the plan is intent to focus on through the action items. The success measures indicated are for the most part driven from the corporate employee engagement survey. The last survey was in late 2012 with the results being incorporated into action items to drive success and continue to focus leadership efforts on enhancing the overall engagement of our employees.

The employee engagement survey provides us critical insights on how we are doing against key engagement drivers, provides insights on perceived work force issues and helps to guide actions to enhance engagement. Engaged employees are ambassadors and advocates of the Town and provide higher level of service to customers as this heightened level of engagement and service builds trust and confidence in the Town. Focusing on employee engagement makes good business sense; engaged employees have increased performance levels, reduced sick leave, are committed to remaining with the Town and are willing to go the extra mile.

Council has approved a survey of our workforce every 3 years and the methodology for 2015 is currently under review.

The key success indicators have been embedded in the HR plan update to inform Council of how success will be measured as we move forward.

2014 ACHIEVEMENTS

HR Corporate Strategic Plan Goals	2014 Accomplishments	2015 Action Items	Success Indicators and Feedback
1. Talent Management	1.1 Salary Review <ul style="list-style-type: none"> Completed the salary market survey of the non-union salary grades in accordance with PPM and to sustain and ensure competitive positioning of Town salaries to retain and attract talent. The survey indicated that the vast majority of our non-union jobs are either at or above market. <p>Results:</p> <ul style="list-style-type: none"> 97% of positions are well aligned with market rates. 4 of 19 pay bands require minor market adjustments and 3 positions had a change to classification level to align to market. Current practices of annual economic adjustment have maintained the overall competitiveness of pay grades. 	Action Items: <ul style="list-style-type: none"> Develop a Total Rewards perspective to educate and lead the further review of: <ul style="list-style-type: none"> Compensation Practices (Phase II) (2015-2016) Non-Union Benefit Review (2015-2016) 	Success Indicators: <p>Satisfaction with overall compensation (63.6%)¹</p>
1. Talent Management	1.2 Performance Management <ul style="list-style-type: none"> Enhance and align the Employee Development Plan (EDP) to develop a goal setting and performance management program, identifying and deliver supporting processes and forms to integrate objectives, values, assign ratings and focus on learning & development and career planning. Enhance Opportunity for Advancement and on-going learning and development <p>Results:</p> <ul style="list-style-type: none"> Redesigned the EDP (GPS Goals & Plans for Success) with focus on goal setting, expectations clarified, focused learning and development plans and integrated career planning. Introduced four (4) formal check- 	Action Items: <ul style="list-style-type: none"> Embed GPS into management practices through supported development in coaching for performance, providing feedback and check-ins Organizational Review -alignment of job accountabilities, expectations/competencies and position titling to deliver on the new organizational design (ADMIN-2015- 	Success Indicators: <ul style="list-style-type: none"> Individual recognition (59.1%) Job clarity (74.9%) Innovation (67.1%) Opportunity for advancement (50.6%) Employee Development Plan (67.5%)

¹ The percentages indicated are for the most part pulled from the HH Employee Engagement survey in 2012. Engagement score results reflect the actual percentage of employee agreement to the questions related to these drivers in 2012 where (41.7%-58.2% = Neither Agree or Disagree, 58.3-74.9%= Somewhat Agree, 75-91.5%= Agree, 91.6-100%= Strongly Agree)

	<p>in points for manager/employee communication</p> <ul style="list-style-type: none"> • Built foundation of incentive payment and/or broader compensation practices (73% of employees at maximum of pay grade for 5+ years) • Piloted a Career Planning project in Infrastructure Services that saw 10 employees participate. • We've introduced an annual career development program for staff. 	0007)	<p>Other indicators that measure our success on our ability to attract and retain talent are to include:</p> <ul style="list-style-type: none"> • Accepted offers of employment • Retention of critical employees (tbd) • Overall voluntary turnover (6 exits in 2014) • Turnover of employment in the first 2-3 years (in 2014 average tenure of the 6 exits was 2.8 years)
2. Leadership Excellence	<p>2.1 Foster It</p> <p>Focus on enhancing our overall work environment (through effective leadership)</p> <p>Core Values - (ADMIN-2014-0010) in partnership with Values Lead –Jessica Stovin</p> <p>The SMT, as values champions, led Town employees in defining values behaviours in the workplace and the development and implementation of employee initiated and lead action items.</p> <p>Results:</p> <ul style="list-style-type: none"> • 29 action initiatives were uncovered to embed behaviours in our work environment • The values were embedded in decision making tool • Values shape the onboarding experience of all new hires to Town of Halton Hills • Values behaviour shaped the core Employee Expectations (competencies) embedded in the new performance management tool (GPS) and talent practices through 2015 (see Appendix 3 pages 20+) • Shaped culture/branding strategy of our employee experience as a Great Place 	<p>Action Items:</p> <ul style="list-style-type: none"> • Sustain integration of the core values/culture • Foster It -prioritizing and delivering communication against action items in Culture Integration Plan • Integration and focus of Workplace Culture Committee 	<p>Success Indicators:</p> <p>Increase in overall Engagement results related to:</p> <ul style="list-style-type: none"> • Organizational engagement (69.5%) • Willingness to recommend (70.1%) • Intent to Remain (75.4%) • Employment Relationship (70.3%)

	<p>to Work (GP2W)</p> <ul style="list-style-type: none"> • Culture Integration Plan draft completed (Appendix 2) • Values integration included in Foster IT initiatives in the corporate engagement action plan 		
2. Leadership Excellence	<p>2.2 Employee Engagement</p> <ul style="list-style-type: none"> - Corporate Engagement Action Plan (see Great Place to Work graphic novel Appendix 1) developed and communicated in Fall of 2014 <p>Results:</p> <ul style="list-style-type: none"> • Graphic novel design and introduction of “Great Place to Work” - the Corporate Engagement Action Plan • Four categories of initiatives were determined to focus corporate action items - Plan It; Clarify It; Foster It; and Fix It Now • Integration with culture plan to link efforts and focus on employee experience and culture -GP2W • Plan It - Damian S appointed to lead development of Town strategic planning framework • Foster It - Recognition Committee and Workforce Culture Committee mandates have been determined and committees selected. • Clarify It - HUB revamp scoped and staff team engaged in redesign of HUB. • Fix It Now -To enhance communication in addition to the HUB project, eDavid was introduced, enhanced Employee communication and announcements through regular People leaders and Town hall meetings as well as “the “on the go” items found in the GP2W graphic novel (Appendix 1), pages 5 -7. 	<p>Action Items:</p> <ul style="list-style-type: none"> - Sustain and embed Engagement Practices – (GP2W culture focus) <p>Action items:</p> <ul style="list-style-type: none"> • Fix It -Deliver on action items and reporting /communication of results • 2015 survey to be conducted to assess impact of engagement/values initiatives on overall engagement and determine areas of ongoing focus. • Foster It /Fix It Now - Recognition program to be developed and launched via the Employee Recognition Committee • Fix It Now-Technology & Process(3) – enabling workplace, HUB, social media • Plan It- development of strategic planning framework; project management tools and training. • Fix It Now - Launch GPS program and support change/shift through ongoing learning and the integration of GPS into <i>management practice</i> 	<p>Success Indicators:</p> <p>Action Items in 2014-2015 are focused on the following Indicators:</p> <ul style="list-style-type: none"> • Increases in overall work unit/department engagement results • Organizational Engagement (69.5%) • Work Engagement 76.2% • Corporate (61%)/Dept Communication (68%) • Resources and Supplies (76%) • Individual (59%) &Team Recognition (51.7%) • Departmental Cooperation (72%) • Satisfaction with SMT (59.5%) • Workload (66.7%) • Training (69.6%) • Opportunity for advancement (50.6%)
2. Leadership Excellence	<p>2.3 Leadership Development</p> <ul style="list-style-type: none"> • Leadership at Town of Halton Hills – launched leadership “manifesto” with 	<p>Action Items:</p> <ul style="list-style-type: none"> • Integrate leadership expectations 	<p>Success Indicators:</p> <p>Employee Engagement Survey</p>

	<p>clear definitions of People Leadership Expectations from the Supervisor to Commissioners/CAO level</p> <ul style="list-style-type: none"> • Integrated Leadership Expectations into new GPS performance management program (see appendix 3) • 360 degree assessment of Senior Management Team (SMT) completed and individual development plans in place • Go Beyond People Leader training program delivered to Cohort 3 - in 2014 • People leaders meetings bring together leaders from the senior management to supervisory level 3 times a year to inform, engage and share perspectives on emerging initiatives, leadership expectations and build relationships and collaboration “across silos”. Agendas are largely driven from session evaluations. 	<p>(competencies) into management practices (job description, learning & development, assessment, recruitment, succession planning)</p> <ul style="list-style-type: none"> • Coaching for Performance and Feedback training to be provided to People Leaders • Integration of people leadership expectations into structure to support shift to new organizational structure • Cohort 4 of Go Beyond People Leader Training • 2016 self-assessment and 360 degree assessment of all People Leaders in 2016 	<p>Result Indicators:</p> <ul style="list-style-type: none"> • Satisfaction with SMT (59.5%) • Satisfaction with Manager/Supervisor (74.8%) • Organizational Communication (61%) <p>Other Indicators (2016):</p> <ul style="list-style-type: none"> • Depth of leadership bench - # of positions with successors identified • Development plans in place (readiness 1-5 years)
3. Learning Organization	<p>3.1 Learning Organization</p> <p>- By enhancing our overall learning environment, we have been able to increase access to learning at a more efficient rate through web based learning systems. Learning is increasingly being aligned with emerging areas of competency and shifting leadership expectations.</p> <p>Results:</p> <ul style="list-style-type: none"> • HR Downloads utilized to leverage online learning modules in order to facilitate the required training of several groups of students including summer camp staff, summer aquatic staff and part-time arena staff; approximately 100 new and returning staff members. • Leveraged on-line training as a way to more efficiently deliver Ministry of Labour mandatory health and safety training; reduced time in classroom and trained 112 employees in supervisory role and approx. 400 employees in the worker role, including Council, volunteers and summer and co-op 	<p>Action Items:</p> <ul style="list-style-type: none"> • Alignment of corporate learning with employee expectations • Review Corporate Learning Format and Budgeting. • Review and recommend corporate learning strategy to better leverage Town spend on training and to ensure training monies are available as required to support employee development. 	<p>Success Indicators:</p> <p>Employee Engagement Survey Result Indicators:</p> <ul style="list-style-type: none"> • Training satisfaction (69.6%) • Opportunity for advancement (50.6%)

	<p>students. Estimated \$10,000 savings in training expenses from traditional in-classroom approach.</p> <ul style="list-style-type: none"> • Provided on-site learning through the delivery of 12 sessions and 199 people attending sessions such as: DISC Behavioural Indicator; Project Management; Microsoft Office Suite programs; Creating Balance in your Life Lunch 'n Learn; several leadership focused webinars; as well as OMERS and GWL information sessions. Overall staff participation has been quite positive. 		
4. Business and Service Excellence	<p>4.1 Customer Service Week Held October 6-10, 2014 Results:</p> <ul style="list-style-type: none"> • Total respondents (46) with an overall rating of 'Excellent' • Peer to Peer Recognition program generated 22 nominations among co-workers • Town Tour • Jeans to work for the week helped raise over 250kg /551lbs of food for our local food banks 	<p>Action Items: Integration of customer service strategy and action planning to enhance action planning on Citizen Satisfaction survey results (Manager Of Communication and Customer service). Other Business and Service Excellence initiatives: Personnel Policy Manual:</p> <ul style="list-style-type: none"> • Continue to review and align the PPM with the shift in accountabilities and values to drive accountability, decision making & engagement. • Deliver Council Endorsed Corporate Policies • Develop Town CAO endorsed Administrative Policies and/or Procedures • Develop a frame work for conversion of current policies & procedures 	<p>Success Indicators: Employee Engagement Survey Result Indicators:</p> <ul style="list-style-type: none"> • Continuous improvement (56.7%) • Customer service culture (74.7%) <p>Other Indicators:</p> <ul style="list-style-type: none"> • Citizen satisfaction survey (Q17-20 Service Delivery) • Involvement in Decision Making (57%)
4. Business and Service Excellence	<p>4.2 Payroll Upgrade – Identify and deliver a new payroll/HRIS platform that will meet our current need of providing core payroll services and provide added efficiencies and cost</p>	<p>Action Items:</p> <ul style="list-style-type: none"> • Goal set to issue RFP and select Vendor Q4 2015; initiate project scope and plan. 	<p>Success Indicators:</p> <ul style="list-style-type: none"> • Payroll metrics to be determined based on

	<p>savings related to enhancements to time & attendance and scheduling.</p> <p>Results:</p> <ul style="list-style-type: none"> • user needs and organizational needs identified • RFP drafted • Project was then put on hold pending Financial System Review 		proposed ROI
<p>4. Business and Service Excellence</p>	<p>4.3 Recruitment and Onboarding:</p> <p>As critical elements to our overall focus on talent management, 2013/2014 focused on enhancing the overall candidate experience in alignment with our values and to build employee engagement from 'Day 1' of the employee cycle.</p> <p>Results:</p> <ul style="list-style-type: none"> • Processed 53 recruitment records in 2014 • Since July 2013, HH has hired 8 full-time employees, 6 contract employees and close to 100 seasonal and part-time staff through attrition. • Enhanced our overall onboarding experience working closely with IT team and values workgroups to launch new staff announcement templates with pre-hire tools and information provided to all new employees • All new hires formally welcomed as part of the Town of Halton Hills team (full-time and part-time staff have different methods of welcome) 	<p>Action Items:</p> <ul style="list-style-type: none"> • Embed leadership and employee expectations into recruitment and selection processes • Integrate the values and expectations and as part of our candidate experience and through onboarding and orientation programs including part-time employees 	<p>Success Indicators:</p> <p>Under development</p> <ul style="list-style-type: none"> • New Hire survey to be introduced in 2016 • Time to fill metric (in 2014 approx. 4-5 weeks) • Quality/fit of new hires- metric Turnover first 2-3 years
<p>5. Wellbeing</p>	<p>5.1 Wellness</p> <p>- The <i>wellness</i> of our employees is critical to the engagement of our employees and their effectiveness at work (the energy they bring to work and back home). Wellness recognizes the connection of our values, leadership and other supports in our work environment that contribute to our employees' physical and mental fitness.</p> <p>Several initiatives have been driven for staff engagement and culture, including:</p> <ul style="list-style-type: none"> • baseball tournament, golf tournament, Frisbee golf, Wellness Fair • Smoking Cessation Lunch 'n Learn • Service Recognition event, Staff 	<p>Action Items:</p> <ul style="list-style-type: none"> • Wellness initiatives through Wellness committee • Review as part of total reward usage of sick/wellness and community flex days • Focus programs on education and prevention based on claims experience 	<p>Success Indicators:</p> <ul style="list-style-type: none"> • Overall engagement score (employee) • Employee participation in wellness initiatives • Number of grievances/formal complaints • Voluntary exits from union

	<p>Appreciation day</p> <ul style="list-style-type: none"> Town hall meetings, quarterly people leader meetings, health and safety training, and increased focus on early and safe return to work. 		<p>positions</p> <p>Longer term indicators:</p> <ul style="list-style-type: none"> Decrease in sick leave (stress related) Decrease in related health claims experience
5. Wellbeing	<p>5.2 Health and Safety</p> <p>We continue to monitor the frequency and type of workplace accidents and training of workers and supervisors.</p> <p>Results:</p> <ul style="list-style-type: none"> There has not been a significant improvement in the frequency or severity of accidents reported over the past 3 years. Ensuring safe work practices are in place is foundational and enhanced focus on accident prevention will be the focus going forward. Accomplished Ministry of Labour mandatory Supervisor and Worker training requirements by July 1, 2014. 	<p>Action Items:</p> <ul style="list-style-type: none"> Build on the Towns' early and safe return to work programs to mitigate extended sick leave and long term WSIB claims. Enhance accountability/competencies of supervisors Enhance training and onboarding for summer and seasonal employees in public works. 	<p>Success Indicators:</p> <ul style="list-style-type: none"> Increase in safety training satisfaction (to be added to survey) Decrease in lost time (2014 lost hours 1,024 , Annual cost \$63K)
5. Wellbeing	<p>5.3 Community Engagement</p> <ul style="list-style-type: none"> Two large food drives were held that donated over 3,000 lbs food to local food banks. Halton Fresh Food Box Program – In 2014, Town staff purchased 7161 pounds of local fresh fruits and vegetables from the Halton Fresh Food Box. This program supports local growers/farmers and promotes eating locally. Civic Centre Demonstration Garden – This garden is maintained by the Staff Sustainability Team. The vegetables are donated to the local food banks to distribute to people in need. 22-Minute Makeover – In 2014 - 82 employees participated in the 22-Minute Makeover. Sustainability Champion Award - in 	<p>Action items:</p> <ul style="list-style-type: none"> Integration of values teams, wellness committee and people plan with intent to increase coordination of Town staff participation in local initiatives/events, target participation in Habitat build in 2016. 	<p>Success Indicators:</p>

	<p>2014 about 100 staff members were nominated by their co-worker for sustainable actions that they noticed</p> <ul style="list-style-type: none"> • Terry Fox Run, 30 participants and \$3,000 raised • Take Your Kids to Work Day 2014 hosted 4 local high school students and showed them around the Town • Public Works, Earth Day • United Way – employee contribution is up 40% over two years. Reaching an all-time high of \$15,000 in 2014. 		
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The Vision – being realized

Moving forward, the vision is to continue to enhance our people management practices through a strategic HR focus that will build on our emerging workplace culture, enhance the efficiencies and effectiveness of the service we deliver and create a work environment that is a great place to work and is focused on delivering organizational excellence based on the strategic priorities of Council and ensuring that the Town is ‘change ready’ and positioned for the future.

RELATIONSHIP TO STRATEGIC PLAN:

This report supports the Strategic Plan under “H. Provide Responsive, Effective Municipal Government – Goal – To provide strong leadership in the effective and efficient delivery of municipal services.” Also, under Strategic Objectives “H.3 To foster excellence in the provision of customer service.”

FINANCIAL IMPACT:

The financial impact of initiatives required to implement against the goals of this plan will be determined through the annual capital and operating budget process.

COMMUNICATIONS IMPACT:

The HR strategy and updates to the HR strategy aligned with this report have been shared with the full Senior Leadership Team. The HR Manager and the CAO regularly partner in the presentation of significant projects to all employees through Town Hall and People Leader meetings, the HUB, e-david emails and through the HR Business Partner roles.

SUSTAINABILITY IMPLICATIONS:

The sustainability implications associated with this report were reviewed against the requirements of the Town's Sustainability Implications Worksheet. It was determined that there are no sustainability implications

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life. The relationship between this report and the Strategy is summarized below:

Do the report's recommendations advance the Strategy's implementation?

☐ Yes ☐ No ☐ N/A

Which pillar(s) of sustainability does this report support?

☐ Cultural Vibrancy ☐ Economic Prosperity ☐ N/A
☐ Environmental Health ☐ Social Well-being

Briefly summarize the results of your Sustainability Implications Worksheet.
If you have selected "N/A", please briefly explain why. ←[Delete this wording upon completing this section]

Overall, the alignment of this report with the Community Sustainability Strategy is:

☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ N/A

CONSULTATION:

The foundation of this HR plan was based on the input of employees through engagement of a consultant in 2012. The Town People Plan/Strategic HR Plan is aligned and will continue to be reviewed against emerging trends, changing requirements in the municipal/public service sector and leading best practices in engagement. The plan integrates and supports the culture integration plan.

CONCLUSION:

The Town continues to support its staff through this Human Resources/Strategic People Plan. It is recognized that the plan requires and drives changing expectations and behaviors that will enhance competencies, accountability, and decision making, leading to higher levels of employee engagement and customer satisfaction.

“Without doubt, there are lots of ways to measure the pulse of a business. But if you have employee engagement, customer satisfaction, and cash flow right, you can be sure your company is healthy and on the way to winning.” Jack Welch

Respectfully submitted,

Andrea Peres
Manager of Human Resources

David Smith
Chief Administrative Officer

A. Brent Marshall
Deputy CAO

Schedule 'A' – 2012-2016 Town of Halton Hills People Plan (Human Resources
Corporate Strategic Plan)

Appendix

1. Great Place to Work 2014-2015 Corporate Engagement Action Plan (graphic novel under separate cover)
2. Cultural Integration Plan (under separate cover)
3. People Leadership at the Town of Halton Hills (under separate cover)

SCHEDULE A

2012-2016 Town of Halton Hills People Plan Human Resources Corporate Strategic Plan

2/26/2015
Town of Halton Hills
HR Strategic Plan last review April 2014



PEOPLE PLAN



The Town of Halton Hills is a **GREAT PLACE 2 WORK**. We are committed to being an employer of choice, providing a great work environment and rewarding careers that will retain and attract the best talent to deliver on Councils agenda and provide service excellence to our community

This goal is supported by a Corporate People Plan (former HR Strategy) and Cultural Integration Plan designed to:

- Ensure that the Town of Halton Hills is change ready and positioned for the future Promote strategic leadership
- Align behaviours practices and policies with our core values
- Create a positive work environment through focused employee wellbeing and engagement
- Enhance accountability and responsibility at all levels of the organization
- Enable and empower decision making through competency development
- Deliver high levels of customer service.

Objectives of the People Plan - HR Corporate Strategic Plan

- Provide a blue print for achieving organizational excellence through people practices and to position the Town of Halton Hills as a top employer in the community. There will be a specific multi-year strategy for achieving the objectives.
- Influence all activities related to the human resources that will be reflected in the Town's people management practices, programs, tools and policies.
- Direct the investment in people practices and the engagement of our employees, leading to increased commitment to the success of the organization, satisfied customers and more effective local government.
- Create and drive Talent Management best practices. By retaining and attracting the best people, we will continue to deliver high quality services to our community while preparing for emerging expectations and growth.



Driving Need for Change

- ***Town of Halton Hills Strategic Plan*** - Achieving the strategic objectives outlined in our plan requires a leadership focus on having the right roles, people and competencies in place. It requires leadership excellence.
- ***Retention and Attraction in a Competitive Environment*** - Requires workforce planning, resourcing strategies, proactive and tailored acquisition strategies. Also demands an understanding and responsiveness to address key and diverse drivers.
- ***Business Processes*** - Need to find efficiencies, enhance technology, review business process and protocols, and challenge processes that have hit maturation. Need to ensure that processes, protocols and practices are customer focused and enhance service experience.
- ***Sustainability*** - Need to review and consider options related to our ability to improve our current employee offering. Allow for the ability to fund new initiatives or enhance existing programs with the goal of attracting and retaining skilled, motivated, engaged and citizen-centered employees.
- ***Culture*** - Need to build a culture of accountability. A culture that is values-based, that is truly engaging & will attract and retain the workforce required to meet 2031 and beyond.
- ***Strategic Focus*** - The evolving demand for a more strategic HR focus and "contemporary" corporate-wide programs.

HR Corporate Strategic Goals

Provide Responsive, Effective Municipal Government

1. Talent Management

To foster a “talent management” mindset and practices that will attract, retain and develop skilled, motivated, engaged, service-centered employees that have the competencies to meet the emerging strategic priorities and continue to ensure the long-term viability of the Town of Halton Hills.

2. Leadership Excellence

To foster a culture of leadership at all levels, a shared vision, enthusiasm, purpose and direction as leaders of people, strategy and change. Supporting and reinforcing the kind of culture that enables employee engagement and reflects our corporate values.

3. Wellbeing

To provide an employee experience where each employee will have a challenging, rewarding, enjoyable and fulfilling career. Focus on critical wellbeing elements that promote a healthy and positive work environment, drive performance and engagement.

4. Learning Organization

To foster learning as way of life, ensuring employees have the skills and competencies aligned to their role and their Goals and Plans for Success (GPS). Provide responsive blended learning that captures and provides the range of soft, technical and legislative learning and training required.

5. Business and Service Excellence

To foster a culture of citizen/customer service that is responsive to community needs. Providing strong service internally and externally contributes to citizen service satisfaction and trust and confidence in the public services we provide.



GOALS AND ACTION ITEMS

1. Talent Management

To foster a “talent management” mindset and practices that will attract, retain and develop skilled, motivated, engaged, citizen-centered employees that have the competencies to meet the emerging strategic priorities and continue to ensure the long-term viability of the Town of Halton Hills.

ACTION ITEMS

The talent management strategy shall ensure the ongoing success of the Town by aligning all talent management processes with our core business vision and values, and is executed through:

- 1.1 Workforce Planning – determining resourcing and competency requirements
 - a. Partner with SMT to define resourcing plans requirement based on business strategy, BMA Study.
 - b. Build out resourcing and staffing needs at corporate and departmental level.
 - c. Based on the Towns strategic plan, identify new and emerging competencies, core and critical roles and develop the needed skills- sets based on the forecasted demand.
- 1.2 Talent Acquisition - effective recruitment and selection and onboarding programs
 - a. Define and refine processes from recruitment request to onboarding.
 - b. Determine technology requirements to enhance effectiveness and efficiency of processes and workflow.
 - c. Develop sourcing tactics at corporate level and based on department needs.
 - d. Review and refine employee value proposition, brand and refresh the website accordingly.
 - e. Determine candidate selection and assessment tools.
 - f. Development of a corporate on-boarding and orientation program and tools to support new hire experience and enhance engagement.
 - g. Develop a corporate employee referral program.
- 1.3 Ongoing training and development (see Learning Organization)
- 1.4 Efficient performance management (see Leadership Excellence)
- 1.5 Recognition of employee excellence (see Wellbeing)
- 1.6 Career and Succession planning programs. (see Leadership Excellence)



2. Leadership Excellence

To foster a culture of leadership at all levels, a shared vision, enthusiasm, purpose and direction as leaders of people, strategy and change. Supporting and reinforcing the kind of culture that enables employee engagement and reflects our corporate values.

ACTION ITEMS

2.1 Define corporate values

- a. Develop core values for the Town using a top to bottom, bottom to top methodology and identify the defining behaviors.
- b. Create and execute against a communication and operational plan that will ensure the values are imbedded in corporate, HR and leadership practices, at both the staff and Council level.

2.2 Leadership Excellence

- a. Determine leadership philosophy and define leadership expectations and core competencies.
- b. Audit and align leadership accountabilities and align the Personnel Policy Manual (PPM) to support.
- c. Develop goal setting, performance management & assessment tools, and employee development plans at the SMT level.
- d. Refine goal setting and performance assessment and EDP process at the management and employee level.

2.3 Leadership Development

- a. Define development budget.
- b. Determine and source leadership and management development program.
- c. Develop and imbed succession planning process for leadership and critical roles.
- d. Develop performance assessment and development plans for leaders leveraging 360 degree assessment, mentoring, coaching, development opportunities and formal training.

2.4 Define and Create a Culture of Engagement

- a. Define strategic linkages of engagement, business metrics and reporting.
- b. Determine and define employee engagement survey content to support and align with key drivers of engagement.
- c. Develop and deliver programs to support action planning to the work unit level and ongoing employee engagement practices.
- d. Define and initiate development of corporate wide recognition program to reinforce engagement, service and values once determined and defined.



3. Wellbeing

To provide an employee experience where each employee will have a challenging, rewarding, enjoyable and fulfilling career. Focus on critical wellbeing elements that promote a healthy and positive work environment, drive performance and engagement.

ACTION ITEMS

- 3.1 Wellness - develop a wellness strategy that addresses the physical and work- life balance needs of employees
 - a. Wellness (personal) – develop programs through a staff wellness committee that focus on physical health & fitness and mental wellness.
 - b. Review review options and develop programs focusing and supporting work-life balance through flexible work arrangements, working from home, compressed work weeks, job sharing, retirement transition options
- 3.2 Focused Commitment on the Health & Safety of our Employees
 - a. Work Well Audit implementation.
 - b. Back To Work Programs.
 - c. Enhance focus and accountabilities supported with ongoing training and orientation of supervisors and employees.
- 3.3 Develop process and protocols to ensure effective Employee and Labour Relations
 - a. Develop a strategy to manage across our differing employee groups to ensure equity of treatment and regardless of bargaining status.
 - b. Performance management and progressive discipline practices.
 - c. Review and enhance short term disability management, attendance practices and early return to work.
- 3.4 Integration of Town's Core Values
 - a. Define leadership expectations to ensure behaviors are driven from top down.
 - b. Define behaviors related to each value to ensure employees know what is expected of them and what to expect.
 - c. Develop recognition program to support culture shift.
 - d. Review corporate and human resources policies and practices for alignment with values



3.5 Financial Wellbeing

- a. Monitoring and adjusting compensation practices to competitively position the town to attract and retain talent while being financially responsible (commitment to salary reviews every 3yrs 2014 for 2015).
- b. Review and determine performance incentives and reviews as part of overall compensation practices.
- c. Review benefit package as part of 'total reward' offer to employees with view to maximize value while ensuring the long-term viability and affordability of the benefit offering.
- d. Providing employees with information and advise to ensure their financial wellness/planning, enhance retirement planning/counseling.

3.6 Career Wellbeing

- a. Develop career planning, career paths, learning, internal coaching realigning the EDP process.
- b. Define practices, tools and processes to provide role clarity, clear accountabilities, and clarity of expectations. Review and align JE practices.
- c. Enhance goal setting and performance management practices through EDP review.
- d. Review talent practices and PPM to allow for the development and succession of employees.

3.7 Community

- a. Develop and foster initiatives and events to increase employee participation at community events.
- b. Engage "committee" to seek and coordinate Town sponsored employee volunteerism initiatives i.e. Habitat of Humanity, participation in United Way community projects.

4. Learning Organization

To foster learning as way of life, ensuring employees have the skills and competencies aligned to role and Employee Development Plan (EDP). This can be achieved through responsive blended learning that captures and provides the range of soft, technical and legislative learning and training required.

ACTION ITEMS

- 4.1 Create a learning and development strategy based on emerging core competencies, behavioural, technical and legislative requirements.
- 4.2 Determine effective channels of learning delivery through blended learning solution – face-to-face and e-learning.
 - a. Investigate learning management solutions including potential cost shares with other municipalities/Region.
- 4.3 Learning, onboarding and training requirements to support and sustain the recommendation of the Health and Safety Work Well Audit.

5. Business and Service Excellence

To foster a culture of citizen/customer service that is responsive to community needs. Providing strong service internally and externally contributes to citizen service satisfaction and trust and confidence in the public services we provide.

Note- Corporate Accountabilities to be implemented across Departments.

ACTION ITEMS

- 5.1 Develop a Change Management approach to foster a culture of change resilience and enable the transition required in process and practices.
- 5.2 Develop and implement a customer service/service excellence strategy
 - a. Review and broadly communicate Service Standards.
 - b. Review and assess alternate/emerging service delivery models and channels.
 - c. Develop standard operating procedures and policy to improve customer service and efficiencies'.



- 5.3 Commit to continuous improvement in process and practices.
- a) Review and enhance business processes to ensure the effective and efficient use of technology and resources.
 - b) Enhance business process design and service review methods, ensure resources are properly planned to support (people, equipment and training).
 - c) Management accountability.
- 5.4 Corporate social responsibility/ sustainability strategy (in place).

ACCOUNTABILITIES

Shared accountabilities of CAO, Department Heads and Human Resources Manager, include:

- Supporting the development and execution of the Corporate HR strategy as an integral part of reaching overall Town goals and objectives; enabling the mission of the HR Department, as defined below.
- Defining and imbedding the corporate values into behavior and operating practices.
- Defining and adopting HR People Plan by determining key milestones, staging and funding.
- Leveraging the Employee Engagement Survey to support the development of a culture of engagement and create a positive productive work environment.
- Lead the change-management to ensure corporate wide success.

Human Resources Manager:

- Oversee the design and execution of all initiatives and actions in HR strategic plan in consultation with the CAO and Department Heads.
- Act a Lead HR Partner and resource to the Senior Management Team (SMT) to fulfill broader corporate Talent Agenda.
- Define and execute against talent acquisition strategy and tactics
- Determine and develop implementation strategy focused on creating great efficiencies in Payroll and HR process.
- Define HR Structure, roles and accountabilities to support HR Strategic Plan including resources.
- Coach and lead team readiness to support emerging role of HR Business Partner.
- Determine, define and report on progress against the plan and key metrics.

Human Resources Business Partner:

- Partner with Department Heads and Management teams to proactively create a talent management plan for the department to reach short and longer term objectives.
- Support client team through day to day coaching and advice, fostering a culture of engagement, supporting sound employee & labour relations and the performance optimization of employees.
- Integrate corporate HR initiatives into day to day department management practices and talent management plans.
- Advise on legislative requirements and interpretation and application of Personnel Policy Manual (PPM) and collective agreements.
- Participate in the development of acquisition tactics for the recruitment and on-boarding of employees ensuring effective strategies are in place to attract, hire and retain qualified candidates.
- Coach and apply change management practices to support new initiatives and directions at both the department and corporate level.
- Support the development of HR strategies, programs and initiatives within their assigned areas of focus.

The Human Resources Division provides effective human resources services through strategic leadership and in partnership with management and staff that demonstrates the corporation's commitment to service delivery excellence and supports the corporate initiative of "Working together, Working for you".

The HR Division delivers on its Mission by being:

- Promoters of workplace health and safety
- Committed to each department's HR needs
- Promoters of workplace respect for employee rights
- Supportive, considerate and confidential to staff who need/use HR services
- Effective communicators and providers of sound advice/guidance that enables informed decision making
- Facilitators of opportunities for learning and career development
- Knowledgeable of business and anticipatory to the organization's evolving needs
- Strategic in organizational and policy development
- Strategic in collective bargaining
- Focused and accountable through development and implementation of HR Strategic Plans
- Efficient in our service delivery methods in accordance with best practices
- Measureable through key performance indicators