



COUNTY OF PERTH

Office of the Chief Administrative Officer

Human Resources / Accessibility

2017-2019 Business Plan

September 2016

This document is formatted for double-sided printing. The contents are premised for an internal, corporate audience to use as a basis on which to gauge the Human Resources Division of the Chief Administrative Officer's Department.

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Table of Contents

Human Resources Business Plan 2017-2019	4
Preamble _____	4
Service Strategy _____	4
Key Customers _____	4
Core Businesses/Services _____	5
Legislated Standards _____	5
Program Maps _____	6
Key Linkages with Strategic Plan _____	7
Human Resources _____	7
Accessibility _____	7
Achievement of 2015-16 Program _____	8
Major Initiatives for 2017, 2018, 2019 _____	10
Program Delivery Plan _____	12
How will the program be delivered and at what level? _____	12
What changes will impact program delivery in the future? _____	12
Financial Allocation/Deployment Plan _____	13
Significant Variances _____	13
Training and Development _____	13

Human Resources Business Plan 2017-2019

September 2016

Preamble

The planning, management and execution of the human resources business plan in line with the strategic goals of Council is critical to the success of Perth County. The Human Resources Division is charged with developing policy, procedures and systems that reinforce relevant legislative requirements and provide tools to manage and reduce risk in human resource management practices and accessibility requirements.

Service Strategy

The Human Resources Division aims to provide a support system to management, supervisors and employees that drives fair and effective human resources management practices at the County. By ensuring human resources practices are comprehensive, fair and clear, this facilitates organizational trust and integrity at all levels and encourages collaboration and engagement, and ensures the County remains an attractive employer to the labour market.

The human resources systems at the County integrate safe, risk averse and accessible work practices and use critical data collected and maintained on all employees to expedite good management decisions.

Human Resources ensures the right people are 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.

Key Customers

- All employees, managers and supervisors of the County
- CUPE Local 4514 and National Representatives
- County Council
- Regulatory Bodies: Ministry of Labour (Health & Safety and Employment Standards), WSIB, Ontario Human Rights, Employment and Infrastructure
- Other municipalities/employers/networks
- Consultants/Other Professionals (medical, legal)/trainers
- Insurance Companies (Equitable Life, CHUBB, Crawford, Homewood)
- OMERS

- HRIS provider (HR Systems Strategies Inc.)
- Community Citizens (applicants)

Core Businesses/Services

- Recruitment, selection and orientation of new hires
- Develop and maintain performance management system based on organizational core competencies
- Develop and administer human resources, health and safety and accessibility policies and procedures and provide training as necessary to staff
- 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 STD 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.
- Work closely with Finance to oversee compensation system to ensure staff are paid accurately in accordance with policies and legislation
- Recognition of employees for service to the County
- Negotiations to renew Collective Agreement with CUPE – Local 4514
- Investigations into complaints (human rights) and dispute resolution
- Corporate training and employee development – make training opportunities available in house to support employee competency requirements and improve skills in line with the corporate strategic plan

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

Human Resources	Accessibility
Personnel Records Management	Policy Updating & Development
Employee Relations, Investigations & Grievances	Community Awareness
Recruitment, Selection & Orientation	Training to Legislative Requirements
Corporate Staff Training & Development; Performance Management	Accessible Communications & Information
Health, Safety & Wellness	Consulting
Disability Management, Return to Work & Accommodation	Compliance Reporting to Ministry
Collective Agreement Negotiations	Grant Applications
Policy Updating & Development	Support & Leadership to Accessibility Advisory Committee (AAC)
Group Benefits, Employee Assistance Plan & OMERS Administration	Site Plan Control Reviews
Compensation & Pay Equity	Age-Friendly Community Planning Initiatives

Key Linkages with Strategic Plan

Human Resources

1. **Ensuring core business activities are in place** to fulfill the staffing requirements needed relevant to Strategic Plan activities.
2. **Integrate where possible** (per the Community's Voice – Section 5 of the Strategic Plan) a 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.

Accessibility

The Accessibility Division operates using as a guide the key principles outlined in County of Perth Strategic Plan:

1. **Honest and Accountable Operational Performance:** focusing on responding to community concerns as they relate to County responsibilities identified under Accessibility Standards Legislation.
2. **Collaborative Approaches and Partnerships:** fostering relationships with Partner Municipalities in order to promote accessibility county-wide.
3. **A Clear and Forward Looking Plan:** using the Accessibility for Ontarians with Disabilities Act (AODA) and the legislated implementation deadlines as a guide.

Over the next three years, the Accessibility Division will be working on several projects with departments within the County, with Member Municipalities as well as the City of Stratford to ensure compliance with updated AODA standards and to co-ordinate Accessibility goals and projects identified under the Strategic Plan Corporate Actions.

Achievement of 2015-16 Program

2015-16 HR Goals/Objectives	Achieved	Comments
Collaborate with Member Municipalities	Ongoing	Draft Service Agreements are underway; initiative restarted in 2016.
Policy Updates	Completed and Ongoing	Several key policies were updated, including Vacation & Statutory Holidays, Progressive Discipline, Dispute Resolution, Respect in the Workplace (Bill132), Personal Protective Equipment, Job Evaluation, Fleet & License Policy etc.
Staff Training on Policies	Completed and Ongoing	Some training completed; this is ongoing. Respect in the Workplace training will be completed in 2016.
Develop Accessible Employment Policies as per IASR	Completed	Employment Policies have been updated.

2015-16 Accessibility Goals/Objectives	Achieved	Comments
Staff Training – IASR and Human Rights Code as it pertains to disability.	Completed and Ongoing.	Ongoing, as new staff are hired. Live and Moodle training.
Ensure all County Policies & Procedures incorporate Accessibility criteria where required.	Ongoing.	Update to Customer Service Standard released July 1, 2016. Need to update Corporate Accessibility Policy.
Accessible Documents Training		Eliquo web-based training organized and rolling out beginning September 2016. Completion by September 2017.
Update Accessible Documents Reference Guide	Completed and Ongoing.	
Update Accessible Washroom Guide for Perth County	Completed and Ongoing.	
Help plan Community in Motion Event	Cancelled.	Cancelled event. Not enough attendees in past years.
Organize booth for 2015/16 Home & Lifestyle Shows in Listowel & Stratford	Completed and Ongoing.	Worked with Stratford, St. Marys and Perth County AACs to participate in Home Shows for advocacy and awareness. Well received.
Plan an event to celebrate International Day for Persons with Disabilities	Completed and Ongoing.	AXS Mapathon in 2015 and Film Festival in 2016.
Site Plan Control Reviews.	Ongoing	
Age-Friendly Communities Initiatives.	Ongoing.	Stage 1, Development of AFC Action Plans nearing completion. Stage 2 – Implementation Plans - to begin 2017.

Major Initiatives for 2017, 2018, 2019

2017 Goals / Objectives	Comments:
Update WHMIS standard & Provide training to all staff	Legislation is changing. WHMIS will evolve to the Global Harmonized System.
Policy Development Ongoing for HR, H&S, and Accessibility	Continually evolves to meet legislative and organizational requirements. Some for 2017 will include: Staff Code of Conduct and Attendance Management.
Staff Training on policy changes and skill/competency development	Training will be required on the updated Customer Service Standard and the updated Corporate Accessibility Policy. Work with SMT to identify key areas for corporate training over next 3 years; possibilities include: E-scribe, developing SMART goals, leadership competency development, etc.
Wellness Program Development	Begin developing a corporate wellness program, with the help of the Wellness Committee and in line with our workforce analytics.
Update Orientation & Onboarding program	Ensure legislative and corporate requirements are met.
Update Performance Appraisal process	Ensure staff are trained and knowledgeable on effective goal setting and that goals are aligned with corporate strategy.
Staff Training – Accessible Documents, Microsoft Office Suite, Adobe.	One-year Eliquo Training Passport purchased. Staff have until September 2017 to complete the training.
Work with IT to ensure accessibility of new website	Work to begin in late 2016, and carry on throughout 2017 for County and Member Municipality websites.
Identify updates required for HRIS	Work with external provider (HR Systems Strategies Inc.) & Finance to ensure accurate tracking of information; synergies to be gained and additional system modifications to save time and increase accuracy.

Update Accessibility Standards Policies and implement training as Legislation is updated.	The Ontario government is required to review and update each of the accessibility standards every five years. Once new updates are released, we are required to update our corporate policies and train staff, volunteers and third parties on the updated standard and the updated policy.
Formation of Perth County Age-Friendly Communities Implementation Committee	The Implementation Committee will assist the Member Municipalities in the implementation of the four AFC Action Plans developed through the AFC Grant.
Work with City of Stratford on Accessibility Compliance	Ongoing work with City of Stratford to help meet their Accessibility requirements.
File Accessibility Report	Accessibility Report due December 31 st biannually.
2018 Goals / Objectives	Comments:
Policy Development related to Human Resources, H&S and Accessibility	
Develop Staff Training initiatives	
Work with City of Stratford on Accessibility Compliance	Ongoing work with City of Stratford to help meet their Accessibility requirements.
Update Accessibility Standards Policies and implement training as Legislation is updated.	The Ontario government is required to review and update each of the accessibility standards every five years. Once new updates are released, we are required to update our corporate policies and train staff, volunteers and third parties on the updated standard and the updated policy.
2019 Goals / Objectives	Comments:
Policy Development related to Human Resources, H&S and Accessibility	
Work with City of Stratford on Accessibility Compliance	Ongoing work with City of Stratford to help meet their Accessibility requirements.

File Accessibility Report	Accessibility Report due December 31 st biannually.
Update Accessibility Standards Policies and implement training as legislation is updated.	The Ontario government is required to review and update each of the accessibility standards every five years. Once new updates are released, we are required to update our corporate policies and train staff, volunteers and third parties on the updated standard and the updated policy.

Program Delivery Plan

How will the program be delivered and at what level?

- HR has 3 FTE staff
 - HR Assistant
 - Accessibility Co-ordinator
 - HR Manager
- Core office hours 8:30 a.m. to 4:30 p.m., Monday to Friday

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
 - Organizational Needs May Change
- Direction Received from County Council and CAO
 - Structure of County operations
 - 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		
Human Resources Division	2017	2018	2019
Total Program FTE Requirements	3	3	3

Significant Variances

- No changes in FTEs forecasted

Training and Development

- HR Staff attend Annual Ontario Municipal HR Conference
- HR Manager – Annual Human Resources Professional Association Conference
- Various other Workshops pertinent to positions, as need arises
- Accessibility Coordinator will attend accessibility related workshops

Comments

Other budget activities as listed in the 2017-2019 Human Resources budget reflect no change in the ongoing operations of the Division.