

Staff Report to Council

Corporate Services – Human Resources

FILE: 01-0620-03/21

REPORT DATE: November 01, 2021 **MEETING DATE:** November 29, 2021
TO: Mayor and Council
FROM: Stephanie St.Jean, Director, Corporate Services
SUBJECT: **2022 Business Plan - Corporate Services – Human Resources**

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



RECOMMENDATION(S):

THAT Council:

- A. Receive for information the Human Resources 2022 Draft Business Plan and Staff Report as presented at the November 29, 2021 meeting of Council; OR
- B. Other.

PURPOSE

To present the 2022 Draft Business Plan for Human Resources, Payroll and Occupational Health and Safety.

☒ Information Report ☐ Decision Report ☐ Direction Report

DIVISION OVERVIEW

The Human Resources department includes the functions of Human Resources (HR), Occupational Health & Safety (OHS) and Payroll and Benefits.

HR supports a safe, healthy and engaged workforce through advisory services, and the development and implementation of programs and policies. HR encourages a positive workplace culture that enables the attraction and retention of the best talent available and supporting them

as they meet and exceed expectations of residents and Council in the carrying out of all City business, services and roles.

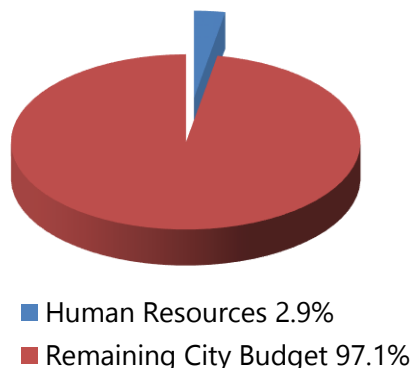
HR includes Occupational Health and Safety which provides a broad range of occupational safety and environmental protection services such as Health and Safety Consultations programs; health and safety program development; safe work procedures; Hazardous Materials Safety/WHMIS; ensures regulatory compliance; conducts workplace inspections, evaluations and investigations; and provides training.

Payroll and Benefits also falls under the HR portfolio. This function is responsible for the accurate and timely preparation and processing of biweekly and monthly payroll and benefits for all employee groups: exempt, CUPE inside & outside, IAFF, sessional instructors, Council, Auxiliary & Casual. It liaises with various service providers (e.g. benefits carriers, WCB, PensionsBC, etc.), government agencies, employee groups and senior officials, and ensures consistent application of policies and procedures, best practices and exceptional service.

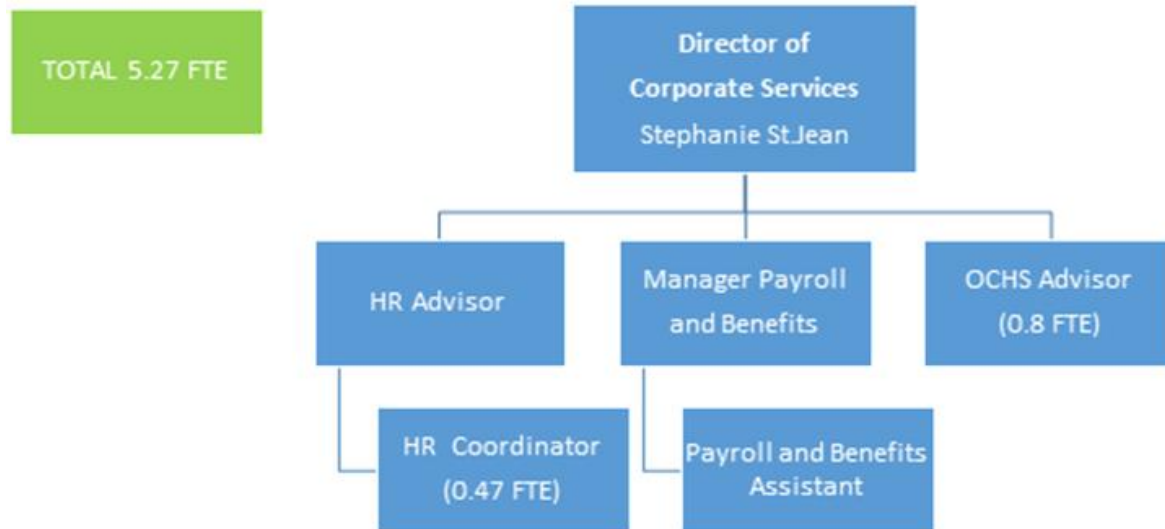
Operating Budget: \$763,300

Capital Budget: \$23,000

% Share of overall City Budget: 2.9%



Staff Complement



Forecasted position adjustments

None.

2021 Achievements (Top 3)

- **COLLECTIVE AGREEMENT RATIFICATION.** As a result of collaborative discussions and positive working relationship with both CUPE and IAFF unions and its membership (i.e. our employees), two memorandums of agreement were ratified providing for fair wages and benefits for employees, recruitment and retention enhancements and operational improvements for the City which will provide the foundation on which the relationship can continue to grow for the benefit of employees and the citizens and customers they serve. Corporate Excellence – Employee Excellence.
- **ENGAGEMENT/CULTURE MANAGEMENT.** A number of initiatives were delivered to enhance the employee experience including a review of the wellness program and development of recommendations; extended health plan enhancements for all employee groups including Council, and training and development of staff in the areas of OHS, mental health, resiliency, conflict resolution etc... Corporate Excellence – Employee Excellence.
- **RECRUITMENT.** During the first 10 months of 2021, 65 people were hired into various roles across the City including in the area of Operations, Fire, Parks and Recreation. Efforts include screening, conducting online and in-person interviews, orientation and

onboarding; as well as payroll and benefits set-up, enrolment and administration. Two positions remain vacant due to skillset shortage in the labour market. Corporate Excellence –Resources.

Key Challenges for 2022

- **PANDEMIC RESPONSE.** Managing the workforce not only from an OHS and policy perspective but balancing the human element such as habituating staff to the Communicable Disease Plan, returning employees to work full-time, despite some preference to continue remote work; ensuring civility in the workplace in light of the world-wide divisiveness of vaccination status; assessing merits/viability of a vaccine policy including the subsequent implementation and management of outcomes.
- **OCCUPATIONAL HEALTH AND SAFETY.** Meeting the new and diverse standards requires ongoing education, documentation, review and revision of programs, plans and protocols to ensure compliance. Communication and adherence to protocols and procedures is paramount to reducing injuries and near misses. Claims, disability and leave management is becoming increasingly complex, frequent and costly to employee health, benefit plans and WCB premiums.
- **AUTONOMOUS RCMP DETACHMENT.** It is anticipated that a significant amount of work will be required by HR, IT and Communications to operationalize an autonomous detachment, particularly incorporation of the Housing & Support component that will report to Corporate Services. Staff will need to undertake collective agreement negotiations, recruitment, onboarding, training and assisting with integration with the current staff compliment; as well as integrate IT platforms and learn new technologies.

Key Initiatives 2022

Strategic Priority	Initiative
Corporate Excellence – Employee Excellence	Wellness Program. Implement the recommendations resulting from the wellness program review. The program is designed to establish a work environment that continuously encourages healthy lifestyle choices for employees. Recommendations aim to enhance inclusivity; capitalize the use of technology e.g. encourage use of apps for health tracking and mindfulness; and vary training opportunities to include mental health, nutrition and conflict resolution.

Strategic Priority	Initiative
Corporate Excellence – Employee Excellence	Equity, Diversity and Inclusion. Provide workshop(s) for Council, the Corporate Leadership Team, front-line managers and/ or staff on EDI fundamentals, concepts and practices and in topical areas such as reconciliation, anti-racism, unconscious bias and/or gender diversity. In 2023, introduce best practices and policies suitable for Pitt Meadows.
Corporate Excellence - Resources	COVID-19 Adaptations. Continue to provide organizational and employee support including health and safety, policy development and revisions, wellness support etc.
Corporate Excellence - Resources	Bargaining Preparation. CUPE and IAFF contracts will be expired by end of 2021.
Corporate Excellence – Employee Excellence	Autonomous RCMP Detachment. Provide oversight and support to the outcome of the police services review. May include policy development e.g. Lost Property, collective agreement negotiations, recruitment, organizational structure development, onboarding, training and assisting with integration with the current staff compliment.
Corporate Excellence – Resources/Responsiveness	<p>OHS Workplace Safety Prevention. Focus will be on the three most common injuries and illnesses that occur in the workplace:</p> <ol style="list-style-type: none"> 1. Injuries to bones, muscles, tendons and nerves due to repetitive use, over exertion and heavy lifting 2. Injuries from slips, trips and falls 3. Psychosocial hazards (injuries or illness resulting from violence, harassment and mental health issues) <ul style="list-style-type: none"> • Prevention initiative will include improving the reporting and investigation of near misses • Training • Identifying and addressing gaps or deficiencies in the health and safety program and processes • Implementing new measures to control hazards and exposures • Encouraging engagement and developing new ways to communicate about health and safety

Strategic Priority	Initiative
	Other work will include conducting a Heat and Cold exposure risk assessment; and review of key OHS programs to ensure alignment with Workers Compensation Act (WSA) updates.
Corporate Excellence – Employee Excellence	Audit of HR/OHS/Payroll written Assets. Continue a review of all written assets with the purpose of revising language where possible, to be gender neutral, including language on FOIPOP and updating logo.

1. PROPOSED OPERATING BUDGET

	2021 Adopted Budget	2022 Proposed Budget	Proposed Changes for 2022		2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget
Expenses								
Human Resources	\$ 746,900	\$ 763,300	\$ 16,400	2.2%	\$ 777,900	\$ 791,300	\$ 805,000	\$ 819,400
	746,900	763,300	16,400	2.2%	777,900	791,300	805,000	819,400
Net Operating Expenses	\$ 746,900	\$ 763,300	\$ 16,400	2.2%	\$ 777,900	\$ 791,300	\$ 805,000	\$ 819,400
Key Budget Changes for 2022:								
Salary and Benefits			14,700					
Professional Development & Training			500					
Other			1,200					
Change in Net Operating Expenses			\$ 16,400					

2. PROPOSED CAPITAL BUDGET

Division	Project	2022	2023	2024	2025	2026	Total
DV131 - HUMAN RESOURCES							
	220033 - Diversity and Inclusion	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
	220038 - Portable Air Quality Monitoring Equipment	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
	220039 - Certificate of Recognition (COR) Certification	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
DV131 - HUMAN RESOURCES Total		\$ 23,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 43,000

3. DECISION PACKAGE(S)

See Attachment A.

PUBLIC PARTICIPATION

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

KATZIE FIRST NATION CONSIDERATIONS

Referral ☐ Yes ☒ No

SIGN-OFFS**Written by:**

Stephanie St. Jean,
Director, Corporate Services

Reviewed by:

Mark Roberts,
Chief Administrative Officer

ATTACHMENT(S):

A. Decision Package: Diversity, Equity and Inclusion

4. DECISION PACKAGE: Equity, Diversity, and Inclusion

Department/Division	Corporate Services/Human Resources	
Submitted by	Stephanie St. Jean, Director, Corporate Services	
Estimated Capital Cost	One time: \$20,000	Ongoing: \$
Estimated Operating Cost	One time: n/a	Ongoing: n/a

Recommendation

THAT Council:

- A. Approve \$20,000 from the General Operating Reserve to engage the services of an external consultant to carry out Council and staff education and to provide advice in the development of an internal plan in the subject of Equity, Diversity and Inclusion; OR
- B. Other.

4.1 Executive Summary

Staff is requesting funding to engage the services of a consultant to provide input, advice and expertise on actions and initiatives related to equity, diversity and inclusion (EDI) which can be advanced internally at the City of Pitt Meadows.

- 1. Delivery of half-day workshop(s) for Council, the Corporate Leadership Team, front-line managers and/ or staff on EDI fundamentals, concepts and practices (2022)
- 2. Training and awareness on such topics as reconciliation, anti-racism, unconscious bias and gender diversity (2022)
- 3. Policy development and action-planning (2023)

4.2 Background/Discussion

A number of recent events in the United States, and around the world have shed light on problems of systemic racism within communities. Similar events have also taken place in communities across BC and the lower mainland.

These events and the protests that have followed have renewed an urgency for HR and people leaders to look at how their organizations are addressing systemic inequity, both within and outside the workplace. Diversity, equity, and inclusion facilitator Brittany J. Harris aptly puts it as “it’s more apparent than ever that organizations don’t exist within a vacuum. They are part of a much broader solution change – an ecosystem. And for leaders to rise to the occasion takes

capacity-building, skill-building, and disrupting the systems we've become so accustomed to. And a lot of that starts with engaging folks. And learning."

While the City of Pitt Meadows has policies in place such as Respectful Workplace that sets out the expectations and obligations of the Human Rights Code, it is time to take it a step further. City staff are sensitive to these community challenges and have an interest to support and make improvements within the corporation. Managers also have an awareness of the benefits that come with work in this area, such as increased resilience and trust, reduced conflict, greater affective commitment, a culture of positivity, employee satisfaction to name a few. The issue is that there is an overwhelming amount of information to digest and it's difficult to know how or where to begin. To effectively establish a plan that our organization can get behind it will be important to begin with learning and discussions:

- What is means to talk about equity, diversity and inclusion
- Why is it important?
- Why are we interested?
- What promising practices exist in other organizations?

We have some foundational elements in place such as our hiring and recruitment practices, policy on respectful workplaces, duty to accommodate etc. We can leverage these, commence dialogue and build an achievable plan to support change and improve equity, diversity and inclusion within the corporation.

Numerous municipalities, locally and nationally, have already recognized the importance of creating a corporate diversity and inclusion plan as a way of ensuring that the services they provide meet the needs and aspirations of their ever-diversifying population. These Canadian municipalities include the Town of Ajax, the City of Guelph, the City of Abbotsford, the City of Port Coquitlam, and City of Vancouver. Many others such as Maple Ridge, Port Moody, West Vancouver, White Rock etc. are working on their journey through, for example, staff training, anti-racism policies, and reviewing internal systems with a lens of intersectionality.

The intended result of the proposed work aims to help residents and employees feel valued and strive to remove barriers so that all members of the community can contribute to and participate within a successful and equitable municipal environment.

In short, this journey offers an organizational and operational lens intended to filter and inform the City of Pitt Meadow's human relations practices as well as its engagement and connection with the employee's and the community on the basis that all people, regardless of background, wealth or any other social identifier, are fundamentally equal.

The City wants to encourage recognition of the colliding social identities that shape human interaction and promote awareness and respect for personal differences in attitudes, beliefs, experience, traditions, and approaches to problem solving.

City staff are committed to making changes that will lead to better community experiences within its organization.

4.3 Financial Implications

	<u>One Time</u>		<u>Ongoing</u>	
Costs	Capital	Operational	Capital	Operational
(e.g. consultant fees)	\$20,000	\$	n/a	n/a
Total Costs:	\$20,000	\$	n/a	n/a
Special Remarks: Project is expected to span 2022-2023				

4.4 Alternatives

1. Defer EDI training and policy/plan to 2023/2024 or later.
2. Approve only awareness and education training for staff. Defer decision on next steps.