

# Human Resources 101

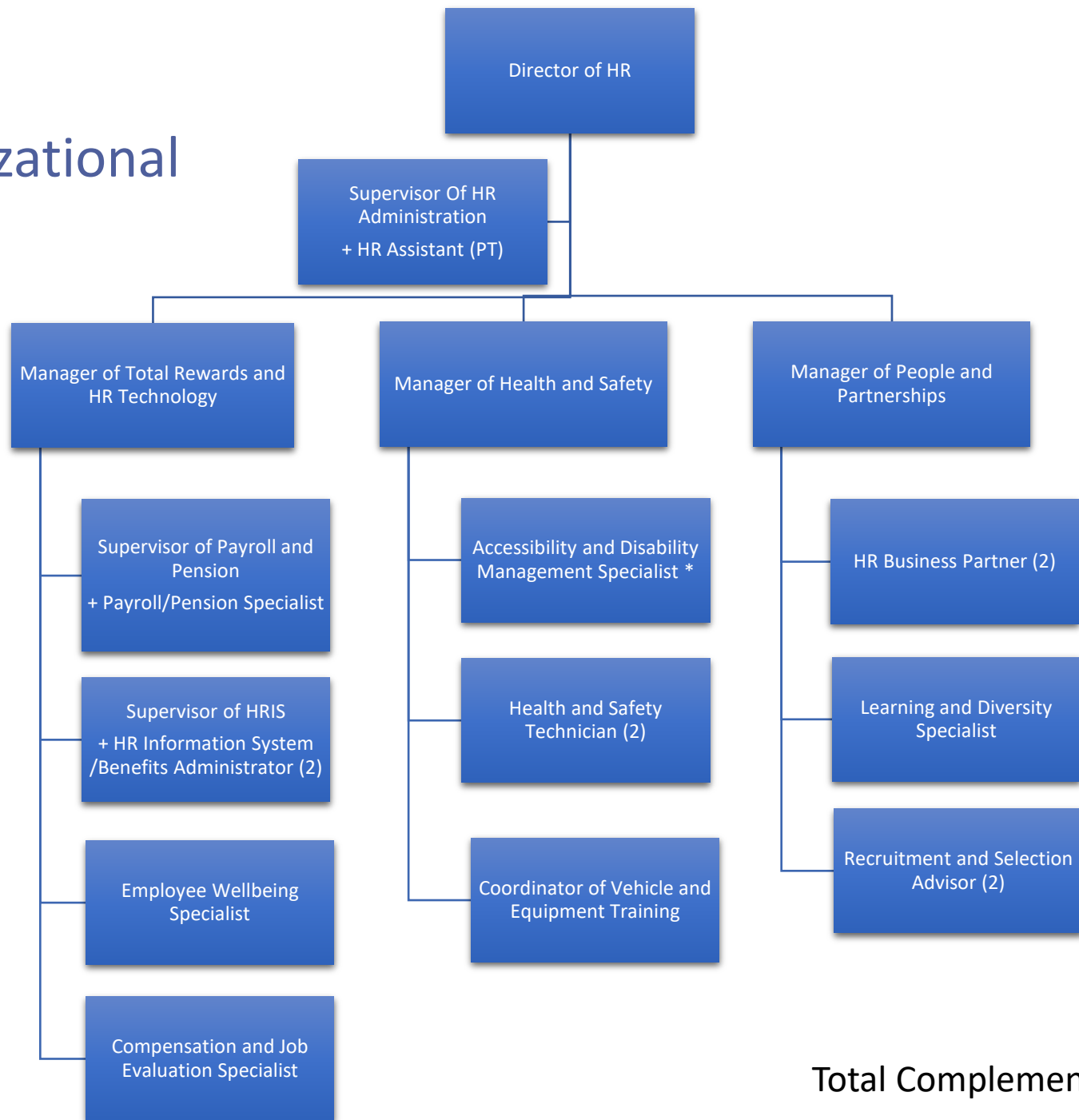
**Presentation for:  
Finance and Responsible Governance Committee**

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MARCH 1, 2023



# HR Organizational Chart



Total Complement = 20

# HR Services Overview

## Health & Safety

- Accident and illness prevention – Internal Responsibility System
- Health and safety training
- Safety inspections
- Incident investigation
- Driver education and mobile equipment training
- Ergonomic assessments
- Manage illness and injury – occupational and non occupational
- WSIB claims management
- Develop H&S policies, procedures, guides and SOP's

## People & Partnerships

- Talent acquisition
- Assess HR metrics and work with leaders to develop relevant HR plans
- Advice, guidance and support on all employee and labour relations matters
- Negotiate collective agreements
- Grievance management
- Workplace investigations
- Assess learning needs and develop learning catalogue for all city staff
- Deliver training on labour relations, recruitment, code of conduct, respectful workplace, diversity and other topics
- Mentorship program
- Leadership development program
- Internal equity, diversity and inclusion initiatives
- Develop policies and procedures

## Total Rewards & HR Technology

- Implement and manage HR technology systems
- Gather and analyze HR Metrics
- Maintain HR Information system
- Manage pay and benefits for city employees, Barrie Police and Barrie Public Library
- Manage job description and evaluation process
- Total rewards and compensation reviews
- Total Wellness including financial, physical, psychological and social Wellness
- Employee Recognition
- Develop policies and procedures

# Human Resources Strategy

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BARRIE IS ON THE RISE, AND WE'RE HELPING OUR  
PEOPLE SOAR



# HR Mission and Vision

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## **Vision:**

Provide **progressive** HR services and strategies that **enable organizational success** and **enhance the employee experience**. Our driver is to be the **employer of choice** where staff are **safe, happy, engaged and empowered** to reach their full potential for themselves, the organization and the community.

## **Mission:**

Guided by our ethics and values, **HR partners with staff and leaders** to provide leading people programs and services that **enable the success of the City** and **enhance the employee experience**.

# Strategic Context



**Thriving  
Community**



**Affordable  
Place to Live**



**Infrastructure  
Investment**



**Supporting a  
Community  
Safety**



**Responsible  
Governance**



**Departmental  
Business/Strategic  
Plans**

**Enable the Organizational Strategy (How)**



**Responsible, fair and equitable  
policies, procedures &  
legislative compliance**



**Employee Experience  
& Staff Engagement**



**Operational  
Effectiveness**

# Our Top 6 HR Challenges

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- 1 Attracting and Retaining Talent
  - 2 Market Competitiveness
  - 3 Learning, Development and Career Progression
  - 4 Workplace Flexibility
  - 5 Diversity, Equity, and Inclusion
  - 6 HR Technology & Metrics

# Key Strategic Focus Areas for 2022-2026



Good Governance



Employee Experience  
& Staff Engagement



Operational  
Effectiveness

- I. Strive to Attract and Retain Top Talent - Become an Employer of Choice
- II. Deliver customer service excellence, partner with business to find solutions and work with CUPE and BPPFA to maintain positive Labour Relations.
- III. Modernize HR technology, streamline processes, create efficiencies and leverage metrics to meet existing and emerging needs.
- IV. Ensure the Safety, Health and Total Wellness of our Employees
- V. Build leadership strength to enhance the Employee Experience
- VI. Foster a culture of Inclusion, Diversity, Equity and Accessibility to promote a sense of belonging for all staff



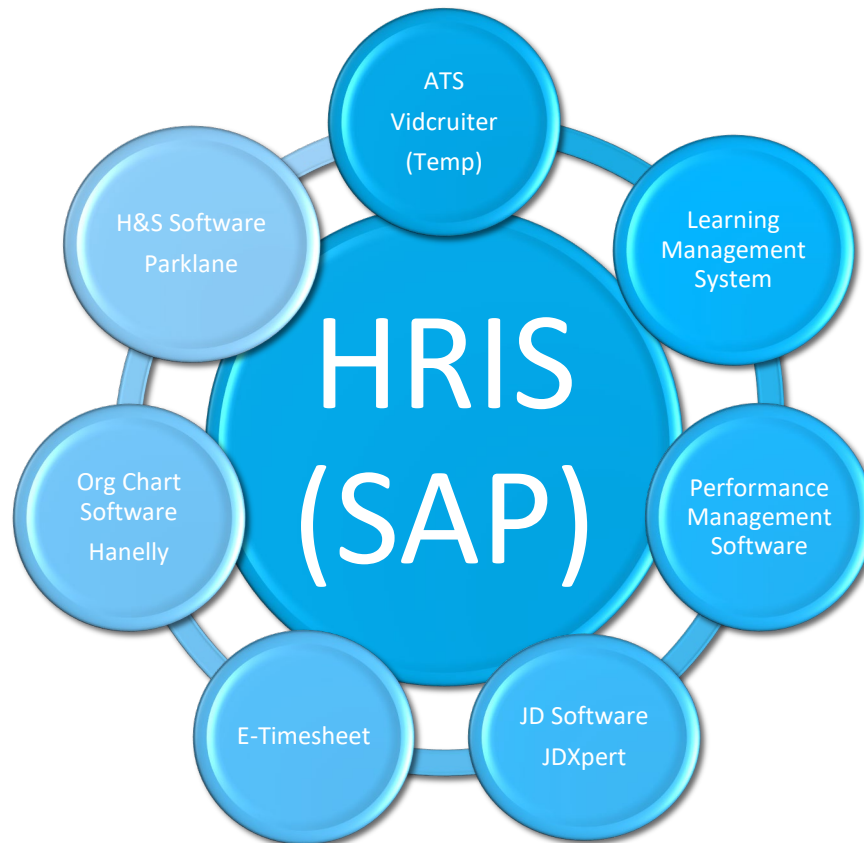
# 2023 Key Activities

*(in addition to existing HR services to 'run the business')*

1. Develop Talent Acquisition Strategy
  - I. Partner with schools and attend career fairs
  - II. Assess job ads, website, where we post etc – video marketing series
  - III. Improve onboarding experience for new hires
2. Enhance Employee Experience and focus on Staff Retention
  - I. Enhance recognition programs
  - II. Enhance and create efficiencies with Onboarding/Offboarding programs
  - III. Continued focus on AWA's
  - IV. Enhanced Wellness initiatives
3. Continued focus on customer service excellence
  - I. Creation of “wow” moments – partner/solutions focused
  - II. Focus on creating innovations and efficiencies – min 1 per ee
4. Roll out HR Metrics via Dashboards by City and Department for strategic HR planning
5. Implement Learning Strategy
  - I. Develop annual Learning Catalogue
  - II. Creation of leadership competency model
  - III. Implement a City of Barrie Leadership Training Program (Thrive)
6. Performance planning training
7. Procure and implement enhanced HR technologies
  - I. Performance Management System (procure and implement)
  - II. Learning Management System (procure)
  - III. ATS (procure)
  - IV. Onboarding software (procure)
8. BPPFA collective agreement bargaining
9. Continued focus on Health, Safety and Wellness of Workforce
  - I. Develop policy and procedures re: psychological health and safety risks and hazards
  - II. Educate staff and enhance resiliency re: 4 pillars of health
  - III. Continue implementation of Safety Management System (COR)
10. Continue implementation of DEI strategy

# Future HR Technology Structure

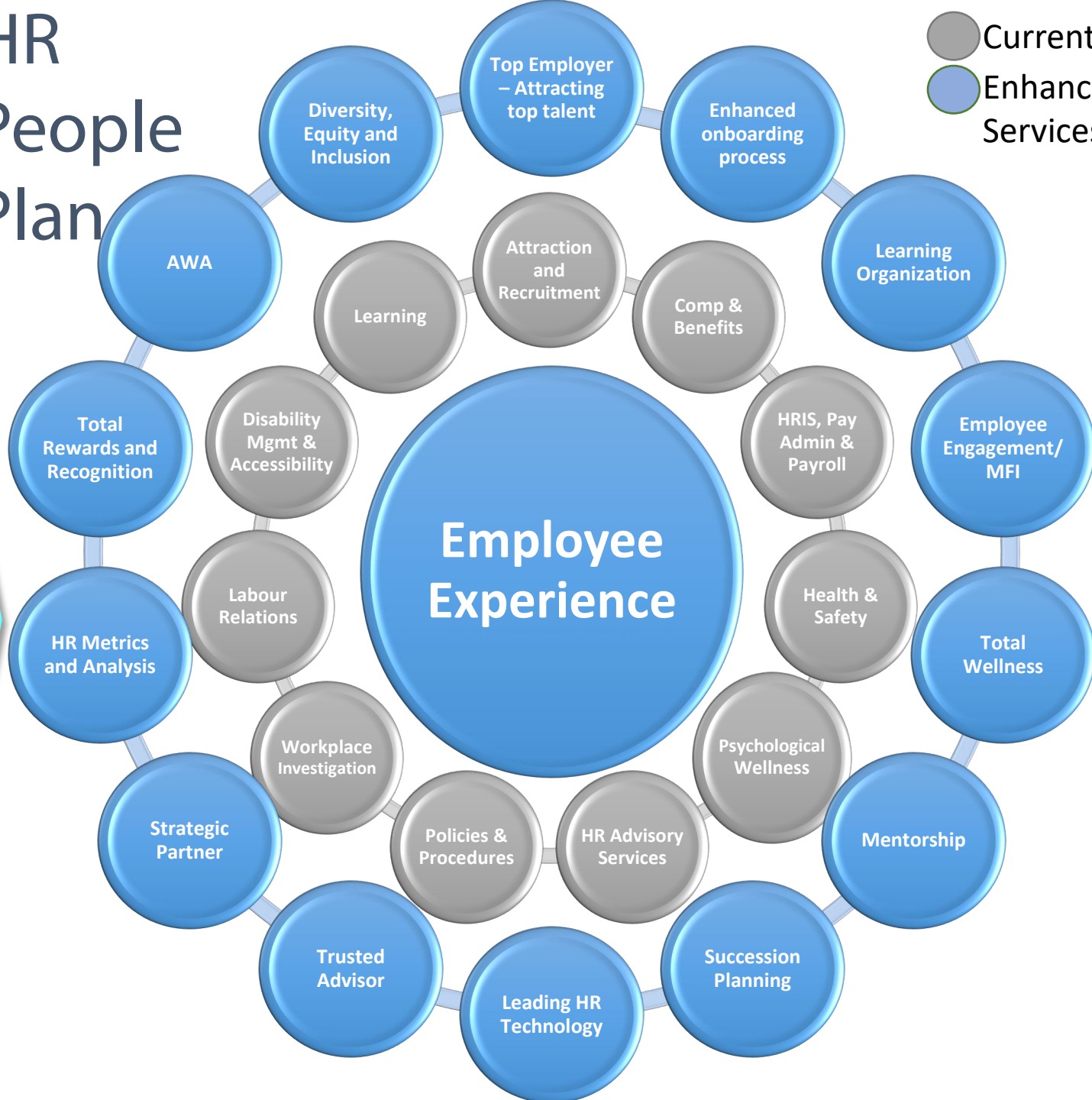
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Note:  
Onboarding/offboarding activities may be able to be handled by a combination of the ATS and LMS. If not, may need its own software

# HR People Plan

● Current State  
● Enhanced HR  
Services



HR Mission, Vision and Strategy

Enhanced Organizational Output, Outcomes and Results



# Questions

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# Appendix

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# 2022 Key Activities

*(in addition to existing HR services to 'run the business')*

1. Stabilize HR, deliver service excellence and communicate HR value
  - I. Develop Clear HR Mission, Vision and Strategy
  - II. Elevate HR Brand & Communications – HR Newsletter
  - III. Focus on streamlining processes, innovations and efficiencies
    - I. Digitize employee Files
    - II. Streamline Onboarding Forms Process
    - III. Create File management best practices
2. Procure and implement enhanced HR technologies
  - I. Org Chart Software - Procure and implement
  - II. Learning Management System - Procure
  - III. Performance Management System – Procure
  - IV. Enhanced use of Parklane (employees to enter incidents)
  - V. Safety Data Sheet (SDS) library moving online
3. Support the Future of Workplace (Hybrid Workplace Pilot and Alternative Work Arrangements)
4. Ensure Health, Safety and Wellness of Workforce (enhanced focus and effort with COVID)
  - I. Creation of a wellness strategy
  - II. Re-establish wellness ambassador committee
  - III. Creation of a Psychological Health & Safety Committee
5. Complete NUG Total Rewards Review
6. Negotiate CUPE Collective Agreement
7. Develop DEI Strategy (organizational/internal focus)
8. Ensure good governance by reviewing, streamlining and updating existing HR policies and procedures
  - I. Creation of new “Disconnect from work policy” Bill 27
  - II. Creation of new Electronic Monitoring Policy
9. Develop and analyze HR Metrics for strategic HR planning

# Draft 2024 Key Activities

*(in addition to  
existing HR  
services to 'run  
the business')*

*\* subject to  
review*

1. Continued enhancement of HR's strategic partner role and development of a knowledgeable, responsive and highly engaged HR Team
  - I. Enhanced HR Metrics and Dashboards by Department for business and strategic planning
  - II. Provide proactive HR advice and guidance to establish departmental HR plans
2. Mentorship, Succession Planning and Career Pathing
  - I. Succession program for Leadership positions
  - II. Assistance with Career Pathing and Succession Planning by Division/Department
  - III. Mentorship Program available to all staff
3. Creation and Implementation of City of Barrie Leadership Academy
4. Procure and implement enhanced HR technologies
  - I. PMS (Implement for union employees)
  - II. LMS (Implement)
  - III. ATS (Implement)
  - IV. Onboarding software (Implement)
5. Enhanced Performance Management Training for leaders
6. Continued focus on Health, Safety and Wellness of Workforce
7. Contingency Planning Project – Review and update plans for labour disruptions (CA expired Dec 21, 2025)
8. Enhance Employee Experience
  - I. Enhance Onboarding/Offboarding programs
  - II. Employee Engagement Survey and Action Planning