



# Committee Report

<b>To:</b>	Warden and Members of Grey County Council
<b>Committee Date:</b>	Thursday, December 9, 2021
<b>Subject / Report No:</b>	HRR-CW-01-22
<b>Title:</b>	Human Resources Organizational Changes Proposed for Budget 2022
<b>Prepared by:</b>	Jennifer Moreau
<b>Reviewed by:</b>	Kim Wingrove
<b>Lower Tier(s) Affected:</b>	
<b>Status:</b>	Recommendation adopted by Committee as presented per Resolution CW06-22; Endorsed by County Council January 13, 2022 per Resolution CC11-22

## Recommendation

1. **That Report HRR-CW-01-22 be received; and**
2. **That the organizational changes in the Human Resources department be included in the 2022 Budget package for consideration.**

## Executive Summary

Grey County employs over 1,000 people to deliver programs and services. Ensuring that the corporation meets all legislated responsibilities as an employer and is able to attract and retain appropriately skilled staff is the core purpose of the Human Resource department. An Operational Review of the Human Resources department was completed in the fall of 2020. The report recommended enhancements to the organizational structure of the Human Resources department to improve the service level for front line staff and management. This report provides Council with the proposed service delivery enhancements for 2022.

## Background and Discussion

Staffing costs represent approximately 38% of the Grey County budget, including salaries, benefits, training, WSIB claims, replacement agency staff, etc. It is critical that

management has the appropriate tools and information to ensure optimum productivity and contain costs.

In the fall of 2020 Council was presented with the results of a Municipal Modernization Review. The report provided a current state assessment of how the Human Resources functions, opportunities, and obstacles. Additionally, the report provided recommendations for a future state assessment on how to improve the service delivery of the Human Resources department.

Specifically, the areas for improvement were categorized into five themes:

1. **Corporate Strategy:** Strategic direction is established at the senior level. The HR department needs a strategy that aligns with the County's strategic priorities and supports a continuous business improvement model.
2. **Structure and Staffing:** Staffing model and inadequate level of resourcing impact the ability of HR staff to function at a strategic level.
3. **Services:** Core HR Delivery processes need to be enhanced to meet transactional requirements before value added strategic human resource services can be delivered.
4. **Processes and Practices:** HR process and policies require updating.
5. **Technology:** HR should invest in a fully integrated system that will consolidate multiple sources of information and data and reduce the significant amount of manual work currently required.

In terms of structure and staffing the review recommended a Human Resources staffing model that supports implementation of strategic priorities and operational plans. In 2021 Council approved through the budget process, the addition of a Payroll Supervisor (hired in November of 2021) and a change to the title and reporting structure of the head of the Human Resources department to report directly to the Chief Administrative Officer.

The priority project within the Human Resources department in 2022 is to solve our technology issues. The systems that we are currently using are inefficient and require many manual entries of the same information to keep our three software systems up to date and accurate. We are currently drafting a request for proposal (RFP) for a new integrated Human Resource Information System (HRIS) that will replace the three different software systems we are currently using. The HRIS will benefit the Human Resources department and the organization by giving us the ability to make critical decisions based on reliable, accurate, and timely information. Modern high functioning systems will help us integrate data into a single employee record, support mobility, and help increase efficiencies for the entire workforce. Our structural changes will allow the HR Director and HR Manager to focus on our HRIS project. Completing this work within

the department and not utilizing an external project manager will ensure that the knowledge gained by implementing this project stays within the corporate knowledge base of the County.

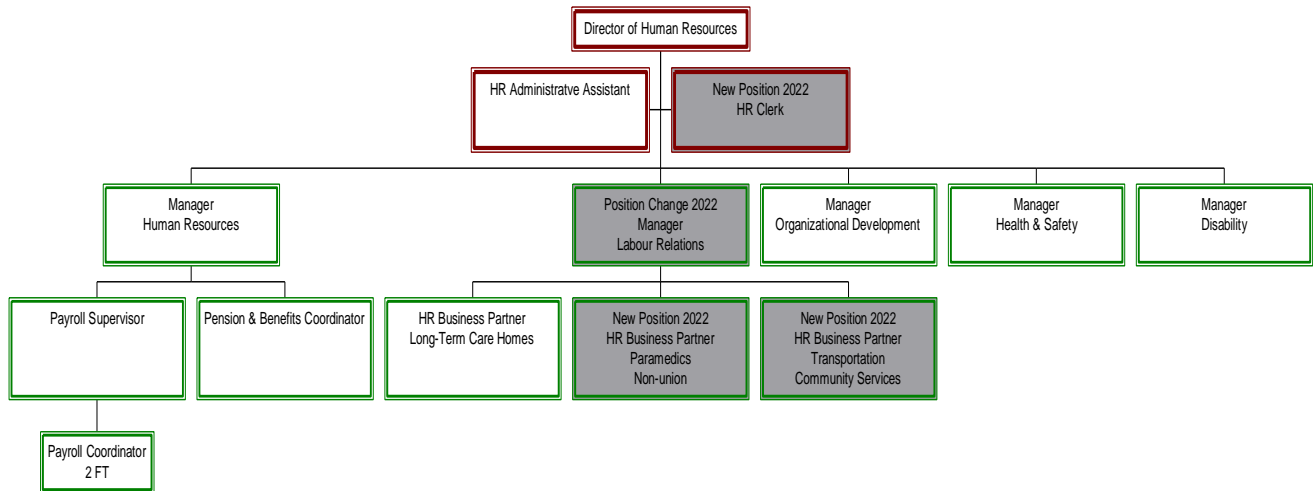
We are focusing in 2022 on the core people processes and value-added processes that we provide to the organization. By enhancing our service levels at both the value-added and core people processes we will be able to focus on business transformation processes that will assist in:

- **Culture Alignment:** By championing our Colour It mission the HR department will foster a sense of ownership and maintain accountability throughout all levels of the County. This can be achieved by continuous coaching, ensuring the right people are hired, educating and equipping leaders and managers to model cultural values and to own their roles in fostering the desired culture, ensuring that our values are incorporated in our performance development practices
- **HR Planning:** Strategic HR planning predicts the future HR needs of the County by analyzing the organization's current human resources, the external labour market, and the future HR environment over the next five to ten years.
- **Change Management:** Change is continuous at the County and the pandemic has shown us that our staff and leaders are able to change at a rapid pace. HR assists with change management by ensuring that the change meets the performance objectives of our strategic plan and is the right thing to do for our current and future organizational needs. HR leaders ensure that change is implemented in a respectful way by navigating relationship management with our union partners, critical evaluation, consultation with leadership, assisting employees and leaders in navigating, and ensuring engagement across the organization.
- **Return on investment on human capital** – education and training, performance evaluation, modified and return to work programs, discipline and attendance management. Our HR capital project for 2022 focuses on implementing a robust Human Resources Information System (HRIS) that will provide enhanced metrics to better predict organizational changes, ensure that our HR processes are driving results and that our leaders have the information they require to successfully manage their division.
- **Succession Planning** at the County level and where appropriate, assisting with and helping plan for the talent pipeline and succession management needs of our member municipalities

In 2020 the role of HR Generalist was hired and assigned to assist with our largest employee group LTC. The LTC HR Generalist has conducted over 250 interviews in 2021 which was led to over 160 new hires, worked with leaders and union partners to

reduce/resolve grievances, developed strategies to attract and develop new staff. The LTC Recruitment and Retention Update report is attached and further details the tangible results of the partnership developed between HR and LTC to improve the resident, employee, and leader experience.

### Proposed Organizational Structure 2022



We are proposing in 2022 to add two more Human Resources staff members to assist the remainder of the departments within our organizational structure; one dedicated to Non-Union and Paramedic Services and one dedicated to Transportation and Community Services. We are proposing a title change from HR Generalist to HR Business Partner.

All the HR Business Partners will report to a newly created Manager of Labour Relations (previously titled Labour Relations Officer). The Manager will be responsible for fostering a culture of continuous improvement, teamwork and service excellence that will provide for consistency, streamlining, cross training and backup among the staff. This change will benefit other County departments by providing them with access to a dedicated lead who understands their business and works alongside them to bring a human resources perspective to decision making. The leads will ensure that their departments get the training and support they need in all aspects of human resource functions. It also is consistent with our organizational structure in both finance and IT, by providing business leads assigned to each department.

In addition, we are proposing adding an HR Clerk to assist in the transactional work that is currently being conducted at the department level. We believe this will allow departments to focus on their core duties to the County and reduce the risk and liability of having multiple people without human resources training and education performing

HR functions. This includes functions related to employee recruitment, compliance and safety and disability management.

These organizational changes have been designed in response to the findings of the operational review conducted in 2020. While we may require future staff to support our strategic priorities to provide the service excellence our staff and leaders require, we are asking for minimal staffing to provide core service delivery. We will implement our HRIS project and reassess after we have efficiencies in processes. We believe that this new structure will allow our senior leads the time to devote toward business transformation processes and allow the Director to focus on strategic planning and implementation.

## Legal and Legislated Requirements

Not Applicable.

## Financial and Resource Implications

The positions have been budgeted at a partial year, pro-rated to begin in May if approved by Council to proceed with the organizational changes recommended with Safe Restart funding allocated for one HR Business Partner position. Costs have been broken down in wages, one-time costs for set-up and additional funds required in our supplies, training, and professional fees.

Best practice guidelines recommend 1.4 HR professionals per every 100 employees. Currently we have .9 HR Professionals supporting every 100 employees. The additional staff we are proposing represents 1.2 HR Professionals per 100 employees. Salaries, wages, and benefits represent almost 40 percent of the total Grey County budget. The additional cost of enhancing the HR department represents a .3% increase to the net levy or .11% of the gross operating and capital expenses based on the 2021 budget.

<b>Position</b>	<b>Wages &amp; Benefits</b>	<b>One Time Costs (Furniture, IT Hardware)</b>	<b>Ongoing Costs (Professional fees, supplies, training)</b>	<b>TOTAL</b>
<b>HR Business Partner</b>	\$ 60,576	\$ 6,700	\$ 1,705	<b>\$ 68,981</b>
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<b>HR Clerk</b>	\$ 48,906	\$ 2,478	\$ 550	<b>\$ 51,934</b>
<b>TOTALS:</b>	<b>\$ 170,058</b>	<b>\$ 15,878</b>	<b>\$ 3,960</b>	<b>\$ 189,896</b>

## Relevant Consultation

- Internal
- External

Kim Wingrove, Chief Administrative Officer  
Sandra Shipley, HR Manager

## Attachment to HRR-CW-01-22

Link: [CAOR-CW-18-20 Municipal Modernization Operational Review Results](#)

Link: [Pesce Report re Organizational Review of Human Resources](#)

Link: [LTCR-CM-26-21 re LTC Recruitment and Retention Update](#)

Link: [HR Generalist LTC Job Description](#)