Town of Tecumseh
Human Resources Service Delivery Review Future State Analysis and Recommendations Presentation to Council

OCTOBER 27, 2020

Pesce & Associates
HUMAN RESOURCES CONSULTANTS

TOWN OF **Tecumseh**
ONTARIO · CANADA

Human Resources Services Delivery Review

Future State Report

October 27, 2020

AGENDA

1. **Project Overview**
   - Mission & Success
   - Project Scope
   - Progress To Date

2. **Current State Assessment**
   - Stakeholder Engagement
   - Strengths
   - Overview of Findings

3. **Future State Recommendations**
   - Guiding Principles
   - Summary of Recommendations
   - Proposed HR Division Structure

4. **Appendix – Jurisdictional Scan**
   - Comparator Municipalities
   - Best Practices

Project Mission & Success

Project Mission

To partner with the Town of Tecumseh to conduct a review of the Human Resources division's structure, work processes and services and provide recommendations that enhance the division and ensure it is optimized to meet the Town's strategic objectives.

Project Success

- Identification of options and provision of recommendations to improve the efficiency and effectiveness of the structure.

- Identification of areas of improvement for better service and satisfaction levels of relevant stakeholders, Senior Management, Management, Union, Association and Employees.

- Recommendations for maximizing effectiveness of HR systems, policies, and practices.

- An action plan for implementing recommendations.
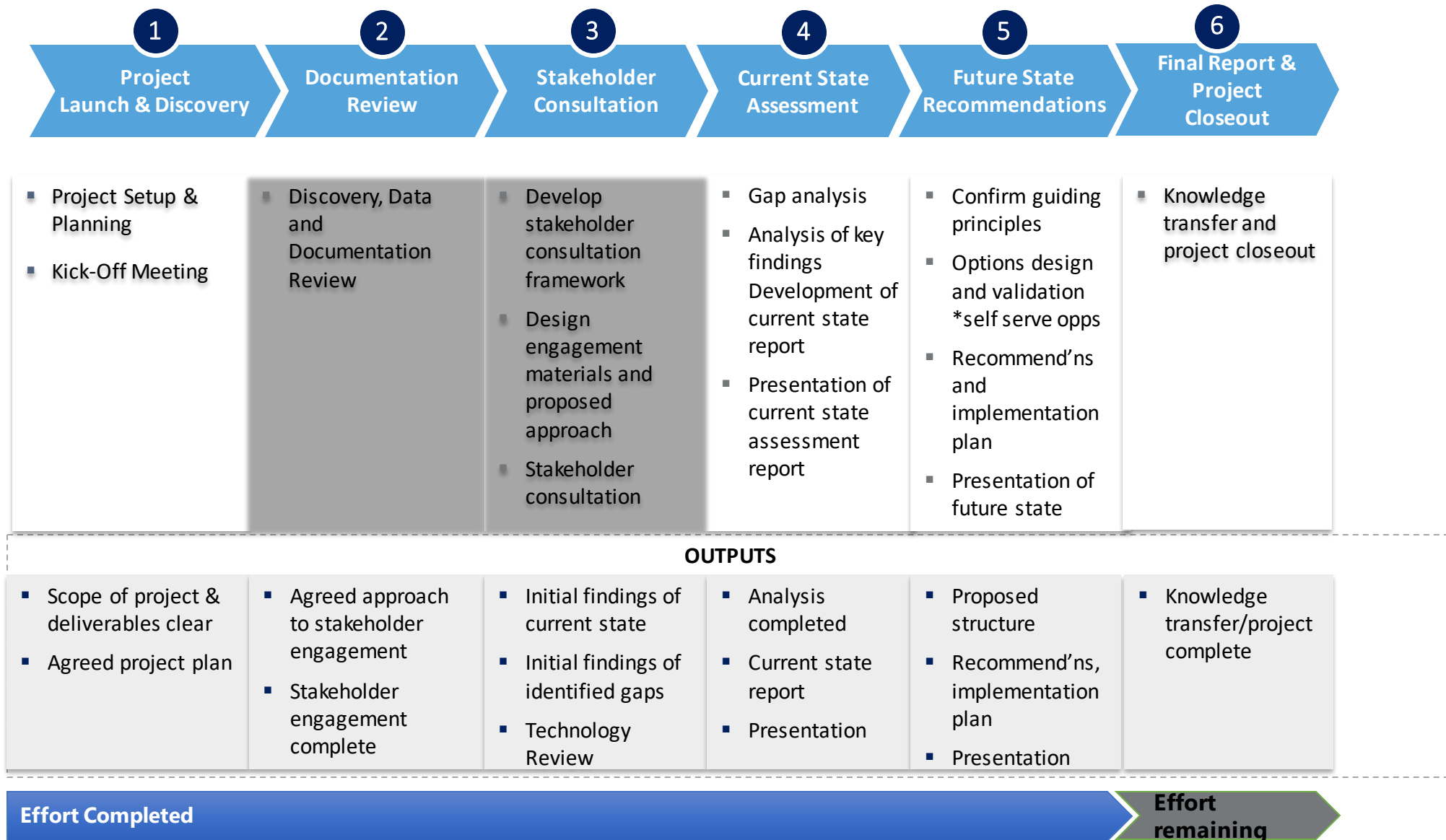
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Project Scope

In Scope

- An assessment of the current Human Resources division's structure against the Town's Strategy.

- Identifying best practices and identify any gaps and or risks within the Town's Human Resources division.

- Identifying areas of improvement for better service and satisfaction levels of relevant stakeholders, Senior Management, Management, Union, Association and Employees.

- Reviewing current Human Resources organizational structure, roles, accountabilities, and engagement arrangements.

- Reviewing all systems, policies, and practices related to Human Resources to determine the effectiveness of these systems.

- Evaluate current Human Resources competencies and identify any gaps establishing a baseline for future improvements.

- Providing clear prioritized recommendations and action plan to enhance the work of the Town's Human Resources division.

Out of Scope

- Implementation of the recommendations.
- Policy writing.

Project Approach

1 Project Launch & Discovery	2 Documentation Review	3 Stakeholder Consultation	4 Current State Assessment	5 Future State Recommendations	6 Final Report & Project Closeout
• Project Setup & Planning • Kick-Off Meeting	• Discovery, Data and Documentation Review	• Develop stakeholder consultation framework • Design engagement materials and proposed approach • Stakeholder consultation	• Gap analysis • Analysis of key findings Development of current state report • Presentation of current state assessment report	• Confirm guiding principles • Options design and validation *self serve opps • Recommend'ns and implementation plan • Presentation of future state	• Knowledge transfer and project closeout

OUTPUTS

• Scope of project & deliverables clear • Agreed project plan	• Agreed approach to stakeholder engagement • Stakeholder engagement complete	• Initial findings of current state • Initial findings of identified gaps • Technology Review	• Analysis completed • Current state report • Presentation	• Proposed structure • Recommend'ns, implementation plan • Presentation	• Knowledge transfer/project complete

Effort Completed | **Effort remaining**

Current State Assessment

Stakeholder Engagement

To complete the current state assessment, we reviewed all relevant documentation and conducted stakeholder interviews with the following individuals and groups:

Leadership and Client Groups
- Margaret Misek-Evans - Chief Administrative Officer
- Shaun Fuerth – Director, Information & Communication Services
- Wade Bondy – Director, Fire Services & Fire Chief
- Tom Kitsos – Director, Finance Services & CFO
- Phil Bartnik – Director, Public Works & Environmental Services
- Paul Anthony – Director, Parks & Recreation Services
- Brian Hillman – Director, Planning & Building Services

Manager Focus Groups
1. Casey Colthurst – Manager, Parks & Recreation
   Zora Visekruna – Deputy Treasurer
   Lesley Reeves – Manager, Strategic Initiatives
   Chad Jeffery, Manager, Planning Services
2. Christina Hebert, Manager, Committee & Community Services
   Kirby McArdle, Manager, Road & Fleet
   Brett Palmer, Supervisor, Recreation Programs & Events

3. Brad Dupuis, Manager Water & Wastewater
   Kerri Rice, Manager, Recreation Programs & Events
   Kevin Kavanagh – Deputy Fire Chief
4. John Henderson, Manager, Engineering Services
   Mike Voegeli, Manager, Building Services & CBO
   Jennifer Alexander – Manager, Legislative Services & Deputy Clerk
   Ray Hammond – Manager, Facilities

Union and Association Leadership and Stewards
- CUPE
- Firefighter's Association

Staff Focus Group

Human Resources Team
- Laura Moy – Director, Corporate Services and Clerk
- Melissa Doetzel – Human Resources Officer
- Sue White - Administrative Assistant to Director Corporate Services & Clerk

Stakeholder Engagement

An Employee Survey was completed to gather input on HR Service Delivery. The following summarizes key themes. Other information from the survey has been incorporated into the current state findings.

Strengths
- There is a strong sense that the Town has a culture of safety and staff are well trained on safety protocols and procedures.
- The majority of staff feel supported in pursuing training and development activities.
- The benefits process appears to be well understood.

Areas for Improvement
- The majority of staff do not feel the Town has a healthy culture of fairness, mutual support and respect.
- The majority of staff do not see a career path for themselves at the Town and there is a sense that career opportunities do not always go to the most qualified people.
- The majority of staff do not believe that performance reviews are undertaken regularly and with appropriate follow-up and those who do not currently receive performance reviews feel it would be beneficial.
- There appears to be a lack of understanding on how or when policies, procedures and job descriptions are updated.

Current State Assessment - Summary

The following strengths were noted during the current state assessment:

1. HR Team is seen as providing good support with interpretation of the collective agreements and addressing performance and behavioural issues.

2. HR Officer is seen as very approachable.

3. High level of commitment from HR staff; demonstrated dedication to the HR profession and the work performed.

4. Strong health and safety culture at the Town.

5. Overall staff are committed to the Town and proud to work there.

Areas for Improvement

The following areas for improvement were noted during the current state assessment:

1. HR Team lacks a strategy and operational objectives / action plan that are aligned to the strategic priorities of the Town.

2. HR Team functions tactically and with the level of resources is unable to function at a strategic level.

3. Enhancements are required to the core people processes to secure the HR foundational programs and services.

4. HR policies and procedures require updating.

5. Significant manual work is required, given there is a lack of fully integrated payroll, HR and time management system.

Overview of Current State Findings

A high-level assessment and review of all HR services and division structure resulted in findings and observations categorized by the following five themes:

1 Strategic Priorities
Strategic priorities are established at the senior level. The HR division lacks a strategy that aligns with the Town's strategic priorities and does not support a continuous business improvement model.

2 Structure and Staffing
Staffing model and level of resourcing impacts ability of HR staff to function at a strategic level.

3 Services
Core people processes need to be enhanced before the value added strategic human resources services can be achieved.

4 Processes
HR processes and policies require updating.

5 Technology
HR lacks a fully integrated system and requires multiple sources of information and data, with significant manual work required.

Future State Recommendations

Guiding Principles for Future State Design

1. Focus on roles required for the division and not capabilities of current staff.

2. Full recommendations regardless of budget.

3. Assess and confirm roles and reporting relationships that promote clear accountability and provide improvements to current reporting relationships.

4. Consider HR organizational structure of similar sized municipalities.

5. Ensure required service standards and legislative requirements are met.

6. Assess contracted out services for cost effectiveness/efficiency providing recommendations on what can be done in-house versus outsourced or shared with another Town/County.

7. Consider strategies required to support HR structure, processes and services for the future.

8. Assess information on innovative and creative HR technologies to underpin continuous business improvement model.

Summary of Recommendations

The following summarizes the recommendations in the five themes:

1 Strategic Priorities
- Develop HR Strategic Plan that details the goals and objectives of the division over the next 3 – 5 years
- Align the HR Strategic Plan with the Town's Strategic Plan
- Solidify core people processes then develop strategic HR services and value-added initiatives

2 Structure and Staffing
- HR report to the CAO
- HR positions – Corporate Manager of HR, HR Officer and HR Coordinator (filled by co-op students)
- Develop a Service Level Agreement that supports the HR Partnership Model

3 Services
- Modernize HR processes to enhance HR service in recruitment, onboarding, labour relations and health and safety
- Develop talent management program including succession planning, performance management and strategic recruitment
- Complete a full assessment of equity, diversity and inclusion in all HR programs
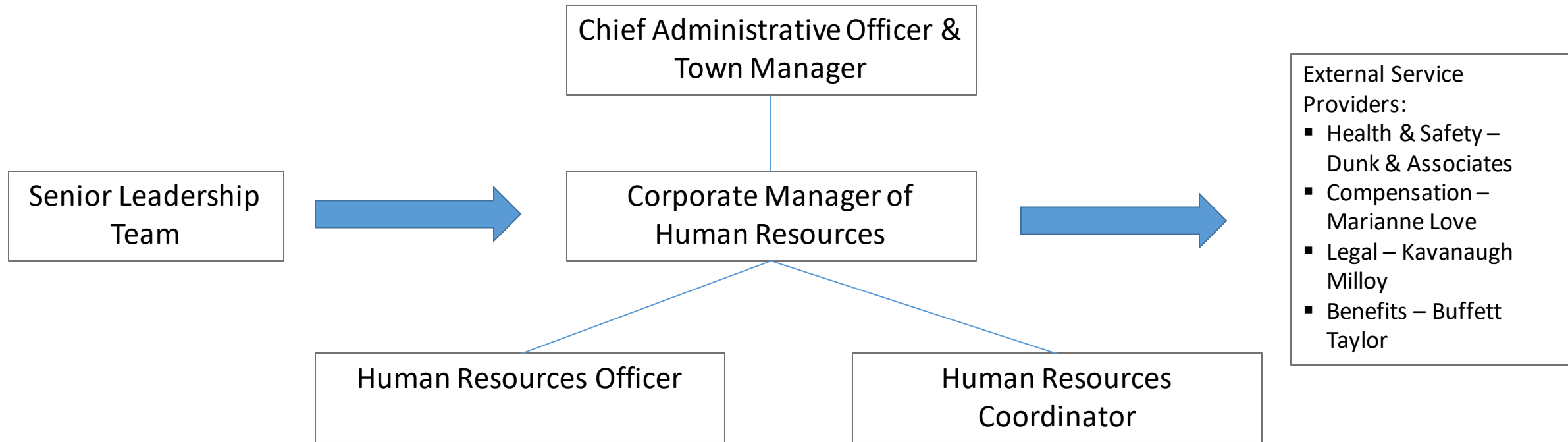
4 Processes
- Update HR policies and procedures
- Move administration of benefits and pension to HR
- Explore options to reduce the significant amount of paper-based payroll documentation and duplication of work

5 Technology
- Complete a full technology needs analysis and plan for payroll and HR systems
- Work towards an integrated time and attendance, payroll and HR management system that minimizes manual work
- Maximize Recruit Right software and train managers

Proposed Human Resources Division Structure

Chief Administrative Officer & Town Manager

Senior Leadership Team

Corporate Manager of Human Resources

External Service Providers:
- Health & Safety – Dunk & Associates
- Compensation – Marianne Love
- Legal – Kavanaugh Milloy
- Benefits – Buffett Taylor

Human Resources Officer

Human Resources Coordinator

Summary of Recommendations

The following summarizes the cost savings, financial benefits and service delivery efficiencies that may occur from implementation of the recommendations:

Cost Savings and Financial Benefits	Service Delivery Efficiencies
• Utilize external HR consultants rather than lawyers where possible to reduce legal costs • Efficient and effective recruitment process mitigates the chance of a bad hire and associated costs • Modernized performance management program will improve engagement and lead to enhanced productivity • Outsourcing compensation and health and safety continues to be more cost effective than if resourced inhouse • Potential opportunity to piggyback on County HRIS purchasing which could lower purchasing costs with group buying	• Focus on consistency in collective agreement language between bargaining units can lead to efficiencies • Labour relations training for managers can lead to reduced grievances • Robust orientation program will initiate new hires quicker and build effectiveness sooner • Build benefits and pension expertise in HR division to manage the program more efficiently and potentially find savings • Integrated software solutions will reduce manual processes • Reduction of paper-based manual processes will bring efficiencies • Develop a Service Level Agreement between HR and the Town that outlines the services HR provides and the quality standards, including performance metrics, to support HR service delivery efficiency and effectiveness • Empower HR Officer with greater decision-making authority to reduce bottlenecks and shorten turnaround time