

**VISION**

We stand proudly on the leading edge of innovative HR practices to make a real difference in the success of our people.

**MISSION**

Using the Guiding Beliefs as our compass, the Human Resources Team works with leaders, teams, unions, employees and partners to ensure the workforce is healthy and vibrant. We contribute to the City's success by investing in continuous learning, innovation and best practices. We develop organizational systems and tools to enrich the culture, navigate change and achieve business goals.

**KEY SERVICES**

Include:

1. Strategic partnering with the Corporate Leadership Team for proactive program development to address current and anticipated organizational needs and challenges.
2. Surfacing issues and trends, anticipated legislative and regulatory requirements
3. Role modeling innovative approaches to organizational challenges and opportunities. For example, piloting secondments, internal and external partnership opportunities, succession planning, workplace learning, and recruitment/retention strategies.
4. Playing an advocacy role for our employees on "people issues"
5. Providing consulting, advisory and coaching services to our leaders, teams and employees on a full range of human resource or people issues including:
  - workforce planning
  - recruitment and selection
  - orientation
  - performance management and coaching
  - learning and development, leadership and team building
  - navigating change
  - conflict resolution and other facilitation services
  - employee and labour relations
  - compensation management
  - health, wellness & safety, and employee assistance services

**RELEVANT COUNCIL FOCUS AREAS**

Service – Balancing Excellence with Value

**FOCUS AREAS, GOALS, OBJECTIVES AND ACTIONS****A. People Strategy****Goals:****1. Determine launch model for People Strategy**

- a. Determine key messages & timing
  - i. Assign responsibility
  - ii. Consult with Marketing & Communications Manager
- b. Determine launch media & document type
  - i. Consult with Marketing & Communications Manager
  - ii. Design & develop & publish people strategy
  - iii. Consider consulting with Strategic Services
  - iv. Develop a logo/buzz word
- c. Determine document audience
  - i. Consultation with CLT for direction
- d. Deliver the People Strategy model (dog & pony show)
  - i. Leadership Network meetings
  - ii. Manager meetings
  - iii. Department meeting

**2. Ensure document is shared with every employee**

- a. Variety of communication tools/methods are available for easy access

**3. Develop priorities and milestones for implementation including review points**

- a. Review annually and update as necessary
  - i. Utilize the Employee Satisfaction Survey for feedback
  - ii. Continue with focus group meetings for feedback
- b. Work with stakeholders to ensure commitment & buy in & ownership
  - i. Quarterly review with Directors
  - ii. CM support/champion of the People Strategy

**B. Human Resources Information System (HRIS)****Goals:****1. Identify user needs/system criteria**

- a. Consult stakeholders
  - i. Conduct focus groups
  - ii. Attend managers/supervisor meetings
  - iii. Consult timesheet entry
- b. IT partnership
  - i. Regular meetings for information sharing

**2. Define system specifications**

- a. Research other organizations & products
  - i. Survey other cities
  - ii. Research HR associations for product information
- b. Decision required: Issue RFP : build in-house or buy
  - i. Develop selection criteria
  - ii. Cost analysis
  - iii. Product demonstrations

**3. Implement HRIS application**

- a. Design and implement custom access to system

**C. HR Services to Organization****Goals:****1. Provide services to CLT, unions, employee groups, managers, supervisors**

- a. Evaluate service delivery/do we have it right
  - i. Survey monkey

**2. Ensure competitive alignment and internal equity in benefits & compensation**

- a. Maintain a favourable position with our competitors
  - i. Compensation Surveys
  - ii. Benefit Surveys
  - iii. Employee Surveys
- b. Address areas of concern in affordable ways
  - i. Collective bargaining strategy
  - ii. Find creative solutions to compensation

**3. Ensure consistent HR practices**

- a. Develop/revise HR guidelines, policies & procedures as required
  - i. Communicate changes
  - ii. Ensure consistency throughout organization

**4. Ensure legal compliance**

- a. Minimize legal risk
  - i. Keep abreast of legislated changes
  - ii. Ensure compliance
  - iii. Training of employees

**D. HR Team/Department Operation****Goals:****1. Continue with HR service plan**

- a. Review & revision of HR service plan
  - i. Look at Locations, methods, sites, rotations
  - ii. Ensure appropriate coverage in key locations
  - iii. Don't ignore locations without physical HR presence

**2. Ensure HR team is skilled to deliver the services required**

- a. Learning & development & performance management of Team
  - i. Conduct a skill inventory
  - ii. Get Stakeholder input
  - iii. Develop and implement learning plans

**3. Budget, reporting, monitoring responsibilities**

- a. Ensure HR budget stays on track
  - i. Regular review

**4. Ensure organizational needs are met**

- a. Priority setting
  - i. Determine what the priorities are
  - ii. Rate the tasks
  - iii. Set up and make use of the HR Collaboration site on Cygnet to track progress and to ensure items don't fall through cracks.

**5. Team health, wellness & balance**

- a. Don your own mask before assisting others (!)
- b. Check in with each other & ourselves to be effective
  - i. Re-implement the huddle/roundtable
  - ii. Team training on stress recognition
  - iii. Team priority setting
  - iv. Checking in CLT to ensure we have priorities right

**PERFORMANCE INDICATORS**

- ✓ Customer Listening results – HR Survey/Org Survey
- ✓ City Manager feedback results
- ✓ Employee Personal Services and other urgent requests met within 24 hours
- ✓ Other municipal/private sector employers ask us about our best practices
- ✓ Issues resolved at first line supervisory level
- ✓ Effective resolution of issues at Labour Relations Committee/negotiations level
- ✓ Annual successful H&S audit results
- ✓ Safety Advisory Team feedback
- ✓ External Audit Results - OOS Job Evaluation & Classification Program
- ✓ Successful internal advancements
- ✓ External recognition and awards
- ✓ 100% use of Learning and Development Fund linked to best outcomes
- ✓ Improving organizational Customer Satisfaction Survey ratings
- ✓ Sustaining and improving upon Employee Survey results
- ✓ HRIS system in place and leveraged to improve people results

**PERFORMANCE OUTCOME**

Supporting systems, processes and “people” so that we have well-skilled, well motivated, well informed high performing employees, proud to work for the City of Grande Prairie and committed to delivering exceptional Public Services.

**SERVICE LEVELS AND SERVICE DESIGN OPTIONS**

We respond to requests for service within one working day to ascertain if the request is urgent or routine. Urgent requests are dealt with within three working days; the timeline for routine requests is determined with the client’s input and based upon need. Most are dealt with within ten working days.

**RESOURCE REQUIREMENTS**

HR Team requirements include four established full-time Human Resource Consultants and one established full-time Administrative Assistant. We have also planned funding external consultants as needed and have included annual funding for GPRC office administration practicum students.

**PROJECTED CURRENT YEAR END RESULTS**

We anticipate that we will complete the current fiscal year within budget.

**PLANNING ASSUMPTIONS**

- ✓ The focus of the HR team is to provide a support role to management and employees to help them achieve their goals.
- ✓ We will have the human and other resources required to carry out our business plan.
- ✓ We work in a changing environment and need to be able to adjust priorities quickly.

**PROGRAM BUDGETS**

See attached