

# Corporate Report

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**REPORT NUMBER** 158-2023-City Manager's Office-Human Resources & Corporate Safety

**DATE**

**PREPARED**

March 29, 2023

**FILE**

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**MEETING DATE**

April 24, 2023

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**SUBJECT**

City of Thunder Bay Human Resources Strategy

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## **RECOMMENDATION**

For information only.

## **EXECUTIVE SUMMARY**

This report outlines the BDO Canada LLP final report on the City of Thunder Bay Human Resources Strategy 2023 – 2026 (Attachment A).

The development of a strategy to align the City's people, including attracting, retaining and training, with the overall values and corporate objectives of service delivery was a recommendation of the Grant Thornton Program and Service Review Phase 2 Final Report completed in 2020.

## **DISCUSSION**

Human resources strategies support the organization as a whole to align business objectives with its people, positively impacting organizational performance and success. In today's challenging labour market conditions, it is essential for employers to have effective strategies in place that are focused around attracting and retaining the right people, while aligning the human resources function and programs to meet the operational needs of the organization's strategic plan.

The BDO Canada LLP report on the City of Thunder Bay Human Resources Strategy will be utilized by Administration as a guiding document to develop human resources programs and services that will support the delivery of operational priorities and to position the City of Thunder Bay as a desirable place to work.

## **Approach & Engagement**

The consulting firm BDO Canada was hired through a Request for Proposal process to facilitate the development of the City's Human Resources Strategy.

A thorough stakeholder consultation was undertaken to gain insight into current Human Resources & Corporate Safety (HRCS) strengths, opportunities and challenges as well as anticipated future needs. Stakeholder engagement included focus groups with a cross-section of City employees as well as online surveys distributed to employees and leaders across the organization.

Stakeholder consultation and information about emerging trends and best practices, together with a review of the current HRCS processes and services, documentation and supporting technology, informed the Strategy.

## **Strategic Goals**

The recommendations identify process efficiencies focused on improving the candidate experience, decreasing the time that hiring supervisors spend in the selection process and ultimately reducing the amount of time it takes to fill a vacancy.

The strategic goals outlined in the BDO Canada LLP final report on the City of Thunder Bay Human Resources Strategy 2023 - 2026 are summarized below:

### **1. Establish a Strategic and Efficient Human Resources & Corporate Safety Function**

HR services delivery performance is advanced through clarity of scope, roles and responsibilities. Leaders and HRCS work together as strategic partners to support employees and operations.

### **2. Leverage Technology to Optimize Human Resources & Corporate Safety Processes**

Technology utilized by HRCS reduces administrative burdens and improves efficiency, communication and collaboration across the HRCS team and the broader organization.

### **3. Advance Organizational Wellness and Safety**

Employee wellness and safety is an important focus, and organizational supports and programs are aligned with employee needs.

### **4. Support Employee Retention and Attraction**

HRCS processes, programs, initiatives and practices support a positive employee experience, with an aim of retaining and attracting top talent.

## **5. Foster Equity, Diversity and Inclusion**

Equity, diversity and inclusion are incorporated into HRCS policies and processes while systemic barriers are consistently identified and removed, leading to a positive culture and work environment.

### ***FINANCIAL IMPLICATION***

There are no immediate financial implications associated with the Human Resources Strategy.

Costs associated with implementation of the Human Resources Strategy will be identified and requested through the annual budget process for Council consideration.

### ***CONCLUSION***

It is concluded that the information in this report appropriately describes the BDO Canada LLP final report on the City of Thunder Bay Human Resources Strategy 2023 – 2026 as outlined in Attachment A.

### ***BACKGROUND***

On June 22, 2020, Committee of the Whole received Corporate Report No. R 79/2020 providing the Grant Thornton Phase Two Report. At that meeting, Committee passed a motion that directed administration to provide a report that offers an assessment of the recommendations that provides information on the financial impacts, associated timelines, the greatest value to residents, and information about potential implementation opportunities in the following areas:

- Information Technology modernization
- Human Resources & Corporate Safety
- Enhanced customer service initiatives
- Operational efficiencies
- Community partnerships
- Facilities rationalization
- Minimizing competition with existing private sector and non-profit organizations
- Service level reductions/enhancements
- Enhanced revenue generating opportunities
- Cost recovery policies for municipal programs, services and facilities

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The Program and Service Review identified a number of recommendations related to human resources, including the following recommendation related to the Human Resources Strategy:

“18. The overall City strategy needs to include how people (attracting, retaining, training, etc.) fits in with the overall values and corporate objectives of service delivery.”

The development of a human resources strategy was recommended by Administration in Corporate Report 144/2020 (City of Thunder Bay Program and Service Review – Implementation) presented at a special Committee of the Whole meeting on December 9, 2020, and approved by Committee.

An in-depth review of the City’s recruitment, selection and hiring process was conducted in 2021, and recommendations to maximize and streamline the recruitment process were outlined in Corporate Report 182/2021 (Recruitment Process Improvement Project) presented at Committee of the Whole on December 21, 2021.

In June 2022 a Request for Proposal was issued for consulting services related to the HR Strategy development (RFP 2022-39). Professional consulting firm BDO Canada Associates was selected through the RFP process.

### ***REFERENCE MATERIAL ATTACHED***

Attachment 'A' – City of Thunder Bay Human Resources Strategy 2023 – 2026, Final Report, BDO Canada LLP

### ***REPORT PREPARED BY***

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### ***REPORT SIGNED AND VERIFIED BY***

Norm Gale, City Manager

04/17/2023