



The City of Thunder Bay

**Human Resources Strategy 2023-2026
Final Report
April 14, 2023**

To: City of Thunder Bay
500 Donald St E
Thunder Bay, ON
P7C 5K4

From: BDO Canada LLP
300 Lakeshore Drive
Suite 300
Barrie, ON
L4N 0B4

TABLE OF CONTENTS

BACKGROUND, OBJECTIVES & APPROACH	3
Project Background	3
Project Objective.....	3
Project Scope.....	4
Project Approach	4
CURRENT STATE ASSESSMENT	5
Current State Assessment Overview.....	5
Human Resources Priorities.....	6
Development of Strategic Goals	8
Gap Analysis - Human Resources Maturity Assessment.....	9
THE STRATEGY	10
The 2023-2026 HRCS Strategy - Overview	10
Strategic Goal 1: Establish a Strategic and Efficient HRCS Function	11
Strategic Goal 2: Leverage Technology to Optimize HRCS Processes	13
Strategic Goal 3: Advance Organizational Wellness and Safety	15
Strategic Goal 4: Support Employee Retention and Attraction.....	17
Strategic Goal 5: Foster Equity, Diversity, and Inclusion.....	20
INSIGHTS AND EMERGING TRENDS	22
Technology.....	22
Equity, Diversity, and Inclusion	23
Best Practice Human Resources Operating Model	23
CONCLUSION	25
APPENDICES	26
Appendix A - Human Resources Maturity Model - Assessment Criteria	26

BACKGROUND, OBJECTIVES & APPROACH

Project Background

In 2019, the City of Thunder Bay (“the City”) retained Grant Thornton LLP to complete a high-level Municipal Program and Service Review. One of the recommendations arising from the Program and Service Review was that the City’s strategy include how people (attracting, recruiting, training, etc.) fit in with the overall values and corporate objectives of service delivery.

City Council supported Administration’s recommendation to move forward with the development of a Human Resources Strategy. The City engaged BDO to develop a Human Resources Strategy for 2023-2026 that aligns the City’s people and talent management activities with the City’s strategic direction and operational priorities.

A Human Resources Strategy supports an organization to align its business objectives with its people, positively impacting organizational performance and success.

Project Objective

The project objective was to develop a Human Resources Strategy that identifies specific Human Resources goals, objectives and outcomes that will support the delivery of operational priorities and services, and to position the City of Thunder Bay as a desirable place to work.

The Human Resources Strategy aims to address the following priorities:

- Workforce (Succession) Planning
- Talent Management and Development
- Leadership Development
- Compensation, Benefits and Recognition
- Employee Health, Safety, and Wellness
- Collaborative Labour Relations
- Human Resources Service Delivery
- Equity, Diversity and Inclusion

Project Scope

Following the issuing of a Request for Proposal, the City engaged with BDO to lead the development of a Human Resources Strategy.

The scope of this project included a document review, stakeholder engagement (through interviews, focus groups and surveys), a Current State Assessment, a workshop to develop the Future State, a Gap Analysis, and the development of a Human Resources Strategy and Roadmap.

Project Approach

This project was delivered through seven (7) phases as outlined below. This approach was supported by project management, regular progress updates and engagement with the Human Resource and Corporate Safety (HRCS) Project Lead.



Image: Human Resources Strategy Development Project Approach

CURRENT STATE ASSESSMENT

Current State Assessment Overview

A Current State Assessment is an analysis of an organization's current processes and operations to gain an understanding of their existing strengths and weaknesses and identify opportunities for improvement. This serves as a starting point to define an ambitious but achievable future state.

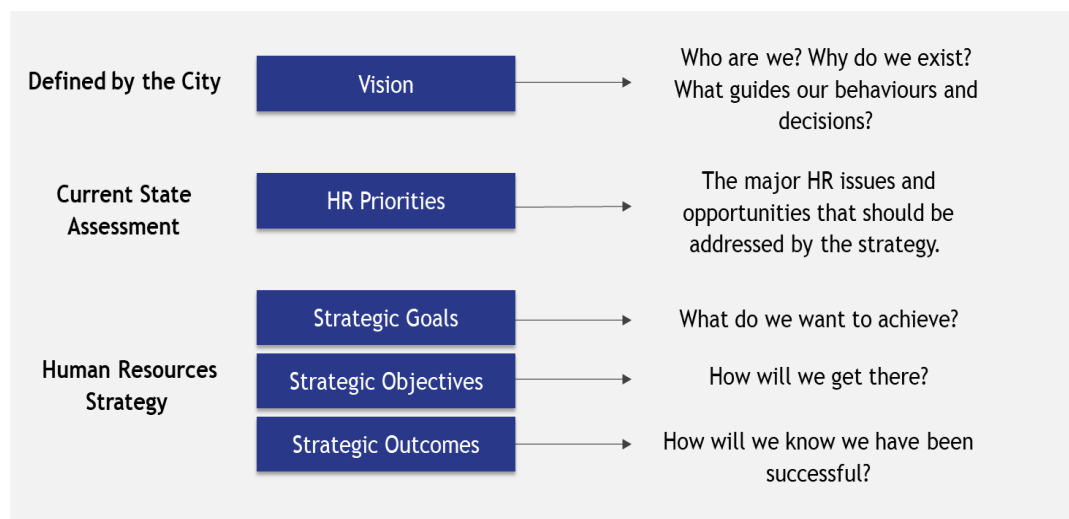
BDO completed a Current State Assessment for the HRCS function, based on a review of relevant documentation, significant engagement with key stakeholders, and collaboration with the HRCS leadership team.

BDO worked with the City to develop a cross-sectional stakeholder engagement plan that included individuals from each department, to gain insight into current HRCS strengths, opportunities, and challenges as well as anticipated future needs. This process facilitated the collection of insights from multiple perspectives and levels across the organization.

In all, BDO hosted twenty-five (25) focus groups with stakeholders. Scheduled sessions included those with divisional leaders, employees, union representatives, and the Executive Management Team. Feedback was also sought through surveys that were distributed to employees and to leaders.

Based on the information collected through the document review and stakeholder engagement phases, BDO drafted a Current State Assessment which was reviewed and revised based on feedback from the HRCS leadership team.

The following framework and definitions were used to support the development of the Human Resources Strategy.



Human Resources Priorities

The following Human Resources priorities were identified through the Current State Assessment which included stakeholder engagement. These priorities represent the major issues and opportunities to be addressed in the Human Resources Strategy.

- Equity, Diversity, Inclusion
- Human Resources Service Delivery (including Technology)
- Labour Relations
- Health and Safety
- Wellness (including Work-Life Balance)
- Compensation, Benefits and Recognition
- Leadership Development
- Talent Management
- Workforce Planning

The Human Resources Strategy aims to develop a strategic and effective Human Resources function that directly impacts the quality of the employee experience in the following ways:

- **Attracting and Retaining Talent:** Supporting leaders to recruit, select and retain employees skilled talent. With the right talent in place, an organization can achieve its objectives efficiently and effectively.
- **Employee Development:** Supporting leaders to identify training and development needs and offering opportunities for employees to grow and develop within the organization. This not only benefits employees but also helps the organization to build a skilled and motivated workforce.
- **Performance Management:** Supporting leaders to set clear expectations, establish performance metrics, and offer feedback and coaching to employees. This improves employee performance and productivity and ultimately contributes to the organization's success.
- **Succession Planning:** Supporting the identification of potential future leaders within the organization and developing plans to prepare them for leadership positions. This ensures that the organization has a steady pipeline of talent to fill critical roles and positions, minimizing the impact of turnover and disruptions to operations.

These considerations were used throughout the course of the Human Resources Strategy development process, to ensure that the final deliverable incorporated industry best practice whilst meeting the unique needs of City and its employees.

The priorities were identified in consideration of the City's unique constraints including:

- Operational constraints - communication with all staff is challenging as not every employee has access to computers.
- Financial constraints - challenges in obtaining budget allocation for new technology and/or additional resources.
- Capacity constraints - capacity constraints in the HRCS team are resulting in reactive and transactional services, as opposed to strategic and proactive HRCS support.
- Culture constraints - feelings of burnout among leaders and employees emerging from the pandemic.

Development of Strategic Goals

The Human Resources priorities identified during the Current State Assessment were used to develop five (5) Strategic Goals for HRCS, to anchor the Future State and the Strategy based on major themes. Each of the five (5) Strategic Goals address the unique strengths, weaknesses and opportunities associated with one or many of the Human Resources Priorities.

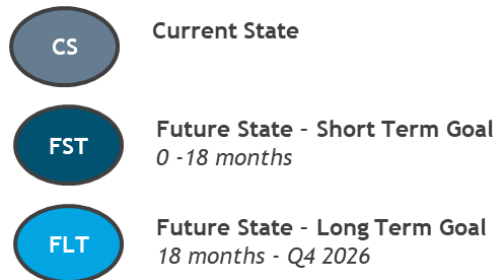
The five (5) Strategic Goals are:

- Strategic Goal 1: Establish a Strategic and Efficient HRCS Function
- Strategic Goal 2: Leverage Technology to Optimize HRCS Processes
- Strategic Goal 3: Advance Organizational Wellness & Safety
- Strategic Goal 4: Support Employee Retention & Attraction
- Strategic Goal 5: Foster Equity, Diversity, and Inclusion

Gap Analysis - Human Resources Maturity Assessment

A Gap Analysis was completed for the HRCS function using a best practice Human Resources Maturity Model created by BDO. A Human Resources Maturity Model can serve as a tool that assesses the current state against the desired future state by applying a rating across each of the Strategic Goals.

The current and future state levels were assessed using a 4-tier scale (Underdeveloped, Foundational, Advanced, and Optimized) based on the criteria outlined in Appendix A.

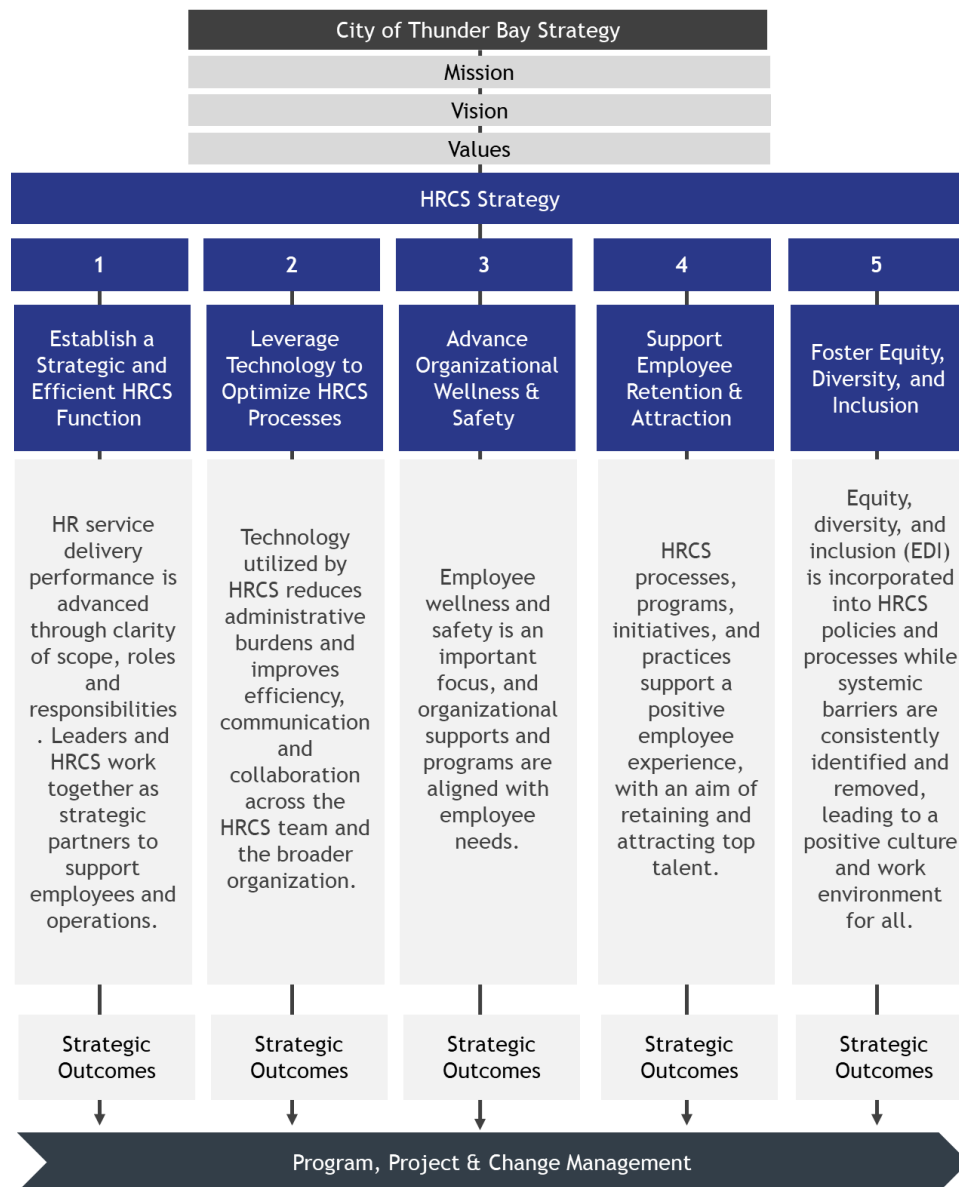


#	Goal	Underdeveloped	Foundational	Advanced	Optimized
1	A Strategic and Efficient HRCS Function		<div>CS</div>	<div>FST</div>	<div>FLT</div>
2	Leverage Technology to Optimize HRCS Processes	<div>CS</div>	<div>FST</div>	<div>FLT</div>	
3	Drive Organizational Wellness & Safety			<div>CS</div> <div>FST</div>	<div>FLT</div>
4	Enable Employee Retention & Attraction		<div>CS</div>	<div>FST</div> <div>FLT</div>	
5	Contribute to Greater Levels of Equity, Diversity and Inclusion	<div>CS</div> <div>FST</div>		<div>FLT</div>	

THE STRATEGY

The 2023-2026 HRCS Strategy - Overview

The Human Resources Strategy is intended to bridge the gap between the Current and Desired Future State through the definition of clear Strategic Goals, Objectives, and Outcomes. The following diagram outlines the 2023-26 Human Resources Strategy at a high-level, more detail is provided in the following section.



Strategic Goal 1: Establish a Strategic and Efficient HRCS Function

Strategic Goal Description

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

Current State Assessment Findings

- Employees and leaders are experiencing delayed response times from HRCS.
- The HRCS team cannot be as responsive or proactive as they would like to be, due to a lack of capacity.
- The roles and responsibilities of the HRCS team members are not clear to employees and leaders, therefore they are unsure who to contact about specific issues or questions.
- There is a perception that the role and work of the HRCS team is undervalued and misunderstood across the organization.
- Policies are not updated on a regular, proactive basis and many are outdated.

Rationale for Change

- The expectations on Human Resources functions are increasing, as talent attraction, retention and overall people management becomes a greater strategic enabler for organizations. The breadth and sophistication of services provided by a Human Resources function requires new capabilities.
- To meet the strategic and operational (service delivery) goals of the City, the HRCS function will need to become more efficient, and reduce the effort spent on transactional activities.
- The definition of clear, transparent, and appropriate relationships between Human Resources and managers and employees will be a key enabler to this.
- This will require the review and establishment of a more efficient and effective service model and associated workflows.

Strategic Objectives

We are recommending the following Strategic Objectives are implemented to deliver this Strategic Goal:

1. Establish a communications plan to promote awareness and transparency of HRCS' roles, accountabilities, and responsibilities.
2. Define and implement an optimized operating model for the HRCS function, that includes revised processes and standards for customer services.
In the short to medium-term we are recommending that HRCS implement a Human Resources Shared Services function, to better leverage capacity and capabilities and deliver on customer needs. See the "Comparator Benchmarking" section for additional context on best practice.
3. Develop stronger partnerships with operational areas, employee groups and union partners based on an understanding of needs and accountabilities.
4. Complete a capability needs assessment for the HRCS team to define strengths and gaps based on the City's Strategic Plan and the Human Resources Strategy.
5. Define and implement a process to regularly review and update HRCS policies to align with legislation and best practices.

Strategic Outcomes

Short-term (18 months)

- S1.1 - Improved response times to employee inquiries
- S1.2 - Reduced redirection of inquiries within the HRCS Division
- S1.3 - Increased collaboration between leaders and HRCS on non-transactional matters before issues escalate

Long-term (+18 months)

- L1.1 - Increased employee satisfaction rate with HRCS services (based on pulse surveys), including responsiveness, transparency, and trust indicators

**specific targets to be established following identification of baseline data*

Strategic Goal 2: Leverage Technology to Optimize HRCS Processes

Strategic Goal Description

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

Current State Assessment Findings

- Employees and leaders find that existing technology (e.g., SAP, ICIMS etc.) is not used to its full capabilities and struggle to find sufficient resources and training to increase proficiency.
- Employees and leaders are seeking more transparent and accessible access to information (including policies, procedures, process documents, learning and development materials etc.), and self-service capabilities.
- At times, there is a delay between an employee being onboarded, and when their information has been entered into SAP causing delays in system access.
- Some staff do not have a City email address or access to a computer.

Rationale for Change

- Technology can be used to automate several Human Resources processes such as payroll management, leave tracking, and recruitment, to improve efficiency and reduce errors, while providing Human Resources with additional capacity to focus on strategic activities.
- Leveraging technology allows Human Resources to collect, analyze, and interpret data to make informed decisions, resulting in more effective Human Resources strategies and programs.
- Technology can enable Human Resources to communicate with employees more effectively, increase employee engagement with core processes, and improve the employee experience.
- Technology can help Human Resources to attract, retain, and develop talent by monitoring top performers, providing development opportunities, and tracking employee concerns and progress.
- Technology can drive compliance by automating compliance reporting, ensuring data privacy, and reducing the risk of errors.

Strategic Objectives

We are recommending the following Strategic Objectives are implemented to deliver this Strategic Goal:

1. Identify priority Human Resources processes and seek opportunities for optimization that can be addressed digitally or through process change.
2. Collaborate with Information, Digital & Technology Governance (IDTG) groups to advocate for, define and budget for a Human Resources Technology Plan.
3. Define and implement an integrated, end-to-end Human Resources Information System (HRIS), including employee self-service capabilities and digital and centralized information management.

Strategic Outcomes

Short-term (18 months)

- S2.1 - Continued implementation of interim solutions to streamline recruitment process
- S2.2 - Policies, procedures, and programs are accessible to most employees

Long-term (+18 months)

- L2.1 - Implementation of a Human Resources Technology Plan, including HRIS, with associated budget is in progress
- L2.2 - Majority of employees are utilizing HRIS self-service capabilities for transactional requests
- L2.3 - Regular reporting on a defined set of Human Resources metrics is in progress, and reports are accessible to all relevant stakeholders
- L2.4 - All employees have equal digital access to Human Resources supports and services

*specific targets to be established following identification of baseline data

Strategic Goal 3: Advance Organizational Wellness and Safety

Strategic Goal Description

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

Current State Assessment Findings

- Health and safety is perceived as a priority for The City. The Corporate Safety team is quick to respond and available to employees.
- The City meets legislative requirements for training, and training is widely available to employees, but delivery methods may need to be reviewed for effectiveness and impact (e.g., calls for more in-person training for those with limited computer access).
- Many teams are experiencing burnout due to a lack of capacity and increased workload.
- Some health and well-being policies are perceived as inequitable and ineffective e.g., work-life balance policies and the week-in-lieu of overtime provision.
- There is a lack of understanding regarding processes and accountabilities for disability case management.

Rationale for Change

- Enhanced employee wellness and safety programs can result in reduced workplace injuries, illnesses, and absenteeism, leading to improved productivity and lower organizational expenses and legal risks.
- Driving a safe and healthy work environment can help to boost employee morale and improve retention.
- Prioritizing wellness and safety can contribute to a positive work culture that values employees' physical and mental health.
- Over the last number of years, an organization's focus on and commitment to employee health and well-being is of a higher importance to current and prospective employee decision-making, impacting talent attraction and retention.

Strategic Objectives

We are recommending the following Strategic Objectives are implemented to deliver this Strategic Goal:

1. Conduct training programs audit, with the goal of enhancing equity and accessibility. Conduct employee wellness survey to pulse-check wellness issues (e.g., work-life balance, burnout, workloads etc.).
2. Review Disability Management processes for effectiveness and efficiencies, incorporating technology where appropriate.
3. Enhance promotion of mental health and wellness supports to ensure awareness and promote uptake.
4. Continue to implement the Safety Management System.

Strategic Outcomes

Short-term (18 months)

- S3.1 - Increased compliance rates for mandatory and recommended training programs
- S3.2 - Increased awareness and uptake of HRCS supports and policies for physical and mental wellness
- S3.3 - Improved role clarity and communication between supervisors and human resources related to disability management

Long-term (+18 months)

- L3.1 - Established and monitored safety and wellness metrics such as absenteeism, overtime, leaves of absence
- L3.2 - Year-on-year improvement in organizational safety and wellness metrics across target groups
- L3.3 - Fully implemented Safety Management System with continuous improvement processes built into the safety program

**specific targets to be established following identification of baseline data*

Strategic Goal 4: Support Employee Retention and Attraction

Strategic Goal Description

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

Current State Assessment Findings

Labour Relations

- Additional capabilities are required to manage labour relations in a more proactive and effective manner.
- Collective Agreements inherently limit the effectiveness of workforce planning.

Rewards and Recognition

- No centralized formal employee recognition policy is in place, resulting in a lack of clarity for leaders.
- Concerns identified by employees and leaders that biases and inequities exist within core compensation processes (e.g., job evaluation, compensation strategy etc.).
- Benefits packages and policies (e.g., pension plans, overtime, vacation etc.) need to be assessed and revised to remain competitive in the market, and then be promoted externally and internally to support attraction and retention.

Talent Management

- No employer branding or employee value proposition exists to support recruitment and retention of talent.
- PACT performance evaluation tool is not applied consistently across leaders.
- Leaders identified a need for training and development to assist with coaching and developing staff and navigating difficult conversations.
- Formal succession planning is not in place at the City.
- Delays and inefficiencies with the recruitment process is resulting in missed opportunities (e.g., with co-op placements and graduates).
- Pre-screening/minimum qualification job description requirements limits the consideration of some applicants, particularly for leadership roles.

Rationale for Change

- High turnover can lead to a significant loss in capacity, resources, and organizational knowledge. Taking action to improve employee retention can reduce these costs, along with reducing additional hiring and onboarding costs.
- High turnover can lead to a lack of organizational stability which can negatively impact morale, productivity, and employee satisfaction. It can also result in current employees having to temporarily take on additional duties and/or hours to offset the departed employees, adding to the risk of burnout.
- Attracting and retaining employees who feel engaged and are committed to their role can boost productivity and innovation, leading to a competitive advantage in service delivery and the development of top talent.
- Organizational focus on the employee experience can help to build a better employer brand, resulting in a positive impact retention and attraction.

Strategic Objectives

We are recommending the following Strategic Objectives are implemented to deliver this Strategic Goal:

1. Define the City's employee value proposition and create employer branding design/print materials, with involvement from an employee focus group.
 - Establish a plan to promote awareness and transparency of the compensation strategy and processes, including job evaluation.
 - Establish efficient workflows for recruitment and continue to implement recommendations from the Recruitment Process Improvement Report.
 - Conduct succession planning for priority roles, and in-time, all applicable roles.
 - Conduct proactive workforce planning and build a strong applicant pipeline.
 - Review and enhance the leadership development program, based on best practice, and aligned with Leadership Competencies.
 - Develop a coaching program for leaders.
2. Review performance management process and revise to enhance perceived value, enable greater compliance, and support effective decision-making.
 - Develop and budget for an employee recognition program that considers the uniqueness of the City's many divisions and workplaces.

3. Review and consider a competency-based skills model for job descriptions (e.g., requiring certain knowledge, skills, and abilities instead of a degree/diploma), with a focus on leadership roles, to support retention and advancement.
 - Review current policies and revise to align with market benchmarks to retain talent (i.e., new-hire vacation eligibility, work-life balance initiatives etc.).
 - Foster and maintain harmonious working relationships among management, employees, and unions.

Strategic Outcomes

Short-term (18 months)

- S4.1 - [%*] reduction in time to make an offer and [%*] reduction in time to fill vacancies

Long-term (+18 months)

- L4.1 - Succession plans are defined for all applicable roles
- L4.2 - Regular reporting on a defined set of recruitment and retention metrics is in progress, and reports are accessible to all relevant stakeholders
- L4.3 - Revised job descriptions and recruitment process for leadership positions to align with a competency-based selection process, to prevent systemic barriers for hiring and promotion (i.e., requiring decision making abilities rather than a university degree etc.).
- L4.4 - [%*] increase in applicants for internal and external competitions

**specific targets to be established following identification of baseline data*

Strategic Goal 5: Foster Equity, Diversity, and Inclusion

Strategic Goal Description

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

Current State Assessment Findings

- Mandatory training related to Indigenous Cultural Awareness, Accessibility Awareness, Workplace Diversity & Inclusion, and Gender & Sexual Diversity is provided to all employees.
- A comprehensive Indigenous Relations & Inclusion Strategy is in place, which includes employee recruitment and retention objectives.
- A multi-year Accessibility Plan exists, which includes employee recruitment and retention objectives.
- A workforce profile survey is completed every three (3) years which provides a demographic profile of the workforce. Data from this survey is then used to influence policies, procedures, programs, and services provided to employees.
- No formal EDI Strategy is currently in place, and there doesn't appear to be Corporate "ownership" for EDI approaches and initiatives.
- Employees and leaders require additional training on EDI concepts and best practice, particularly those involved with people/talent management.
- EDI best practices should be better integrated into the talent acquisition process.
- EDI is perceived as merely a 'buzz word' throughout the organization.

Rationale for Change

- Supporting EDI programs and initiatives promotes diversity of thought, innovation, and creativity which can improve organizational decision making and performance.
- The City has a legal and ethical responsibility to provide a workplace that is free from discrimination and harassment.
- Employees thrive where they feel comfortable, engaged, respected, and valued, resulting in increased productivity, individual and team performance and retention.

- EDI strategies, programs and initiatives that are integrated with organizational strategies and goals, help to ensure effective sponsorship, investment and return on effort.

Strategic Objectives

We are recommending the following Strategic Objectives are implemented to deliver this Strategic Goal:

1. Review all HRCS policies and procedures with an EDI lens and create an on-going process for review and revision.
2. Continue implementation of initiatives identified in the Employment Outreach & Equity Plan.
3. Define EDI metrics based on best practice and input from equity groups.
4. Conduct an audit of current EDI training programs and update based on best practice and input from equity groups.
5. Establish and contribute to an EDI Steering Committee.
6. Define a business case for a permanent EDI Advisor to build long-term capacity.

Strategic Outcomes

Short-term (18 months)

- S5.1 - [%*] increase in employee attendance rates for EDI training programs

Long-term (+18 months)

- L5.1 - [%*] of applicable HRCS policies and procedures reviewed and revised with an EDI lens
- L5.2 - [%*] increase in applications from historically marginalized communities
- L5.3 - [%*] increase in hires from historically marginalized communities
- L5.4 - Regular reporting on a defined set of EDI metrics is in progress, and reports are accessible to all relevant stakeholders

**specific targets to be established following identification of baseline data, and in consideration of best practice and with input from equity groups*

INSIGHTS AND EMERGING TRENDS

Municipalities are faced with unique human resources challenges and risks including budget and resource limitations, public scrutiny, outdated technology, and siloed cultures across the organization. In 2021, the provincial government of Ontario identified the need for the modernization of municipal services to operate more efficiently. The province's initial investment focused on supporting initiatives to increase digital services, modernization, streamlining and service integration. To remain competitive as an employer, municipalities will have to continue to modernize their practices and policies. The following emerging trends were considered when developing the HR Strategy.

Technology

The following are emerging technology trends in Human Resources in 2023.

- Incorporating Artificial Intelligence (AI) into transactional functions to reduce the administrative burden on Human Resources, allowing for greater flexibility to shift to a strategic and proactive focus.
- Continued increase in utilizing digital learning, training, and development for improved knowledge management.
- Use of Cloud Based Human Resources Systems for improved information sharing, greater access to Human Resources information and historical data, employee self-service, and analytics for improved decision making.

As compared to the private sector, municipalities are typically behind the curve in implementing emerging Human Resources technology opportunities, putting them at a continued disadvantage for operational efficiencies and attracting and retaining talent.

What this means for HRCS: As per *Strategic Goal #2: Leverage Technology to Optimize HRCS Processes*, the implementation of an appropriate and effective HRIS and digitizing core processes must be a priority for HRCS, to enable the success of the function and the Human Resources Strategy. This is in line with the recommendations previously made within the Digital Strategy and the Municipal Program and Services Review.

Equity, Diversity, and Inclusion

Prioritizing Equity, Diversity, and Inclusion (EDI) in the workplace can result in an enhanced organizational skillset, improved employee satisfaction and increased retention. As a result, many organizations are recognizing that it is not enough to simply have an EDI policy and training program in place. Instead, a robust EDI program should be established, as well as a “culture reset” that is tied to key processes and aims to tackle all systemic barriers in an organization.

What this means for the City of Thunder Bay: The shift towards more intentional and employee-informed EDI programs should be prioritized, per the objectives contained within *Strategic Goal #5: Support Equity, Diversity, and Inclusion*. This will require new capabilities and additional capacity within the HRCS team, and with DEI champions across the organization.

Best Practice Human Resources Operating Model

A Human Resources Operating Model is the structure and method for how a Human Resources team is organized, makes decisions, and provides services. For all Human Resources operating models to be successful, team functions and scope must be clearly defined.

One example of a Human Resources Operating Model that is common in large, high-performing organizations involves four key elements, as outlined below.

- The **Human Resources Leadership Team** is responsible to oversee Human Resources functions and ensure all areas are delivering on their duties and priorities.
- The **Human Resources Shared Services** represents a centralized team and the first point of contact for leaders and employees. This part of the Human Resources team would provide transactional and day-to-day requests such as triaging managers to the Labour Relations team if they have an employee relations issue.
- The **Centers of Expertise** represent specialist roles who provide complex Human Resources support such as compensation or training.
- **Human Resources Business Partners** serve a strategic role by acting as a liaison between management and the organization. This could include providing managers with strategic advice on how to manage an employee relations issue.

HR Leadership Team

Providing HR strategy and execution to the business and ensuring the success of the HR Operating Model.

HR Operating Model

HR Business Partners (HRBP)

Acting as a strategic partner and liaison between the organization and COEs

Center of Expertise (COEs)

Design appropriate HR strategies, programs, policies, and processes

HR Shared Services (HRSS)

Drive operational excellence by delivering customer service and the administration of HR programs with a focus on efficiency, data, and technology

Benefits of this model include:

- Supports consistency and standardization of services
- Drives efficiency and maintains accountability
- Allows Human Resources to be both proactive and reactive

What this means for HRCS: As per *Strategic Goal #1: Establish a Strategic and Efficient HRCS Function*, clear and defined functional scopes are needed for HRCS to increase efficiency and to support the implementation of a customer-focused (employee) service model. In the short to medium-term we recommend that HRCS implement a Human Resources Shared Services function, to better leverage capacity and capabilities and deliver on customer needs.

CONCLUSION

This Human Resources Strategy report provides a comprehensive framework for developing and implementing a successful Human Resources strategy that will drive organizational growth and success in the City of Thunder Bay. Human Resources plays an important role in achieving organizational goals and objectives, especially in a rapidly changing market environment.

The strategic objectives and outcomes listed in this report should be treated as dynamic, and so should be reviewed and revised based on organizational and market conditions.

Utilizing project management tools, such as the detailed Implementation Roadmap, can drive accountability and adherence to the Strategy's timeline.

APPENDICES

Appendix A - Human Resources Maturity Model - Assessment Criteria

#	Goal	Indicators of Underdeveloped Maturity	Indicators of Foundational Maturity	Indicators of Advanced Maturity	Indicators of Optimized Maturity
1	A Strategic and Efficient HRCS Function	No defined processes or workflows. No clarity among employees regarding scope and function of HRCS.	Some defined processes or workflows and some employees are aware of the structure, function, and scope of HRCS.	Priority processes and workflows have been defined and most employees are aware of the structure, function, and scope of HRCS.	All processes and workflows have been defined and employees of all levels are aware of the structure, function, and scope of HRCS.
2	Leverage Technology to Optimize HRCS Processes	Processes are primarily paper based, and any technology use is manual. No system integration across HRCS functions.	Priority processes are primarily digital, with some processes still paper based. Use of technology is manual with some integration across HRCS functions.	All priority processes are digital and some of the technology functions are automated. System integration is in place across most HRCS functions.	All processes are digital and most of the technology functions are automated. System integration is in place across all HRCS functions.
3	Drive Organizational Wellness & Safety	Little to no developed processes or policies regarding organizational wellness and safety. Organizational culture does not prioritize wellness and safety.	Some developed processes and policies regarding organizational wellness and safety. Organizational culture recognizes the importance of wellness and safety, but implementation of practices is inconsistent.	Processes and policies regarding organizational wellness and safety are well defined and the organizational culture supports and drives initiatives related to wellness and safety.	Organizational wellness and safety are fully integrated into all processes and organizational decisions. The organizational culture prioritizes wellness and safety, and all organizational behaviour aligns with this initiative.
4	Enable Employee Retention & Attraction	Little to no organizational focus on retaining talent. Recruitment processes are inconsistent and not well defined.	Some retention initiatives are in place. Recruitment processes are defined and are applied consistently most of the time, but process is lacking efficiency.	Retention initiatives are in place and are revisited and revised on a consistent basis. Recruitment processes are defined, applied	Retention initiatives are prioritized across the organization and are consistently and frequently revised to align with employee wants/needs and

				consistently and are efficient.	the external market. Recruitment processes are defined, applied consistently, and are efficient.
5	Contribute to Greater Levels of Equity, Diversity, and Inclusion	Processes and policies were developed without considering EDI elements. EDI is not prioritized across the organization.	Some processes and policies include EDI best practice. Basic EDI training is mandatory for employees. No/unclear ownership of EDI initiatives.	Priority processes and policies are reflective of EDI best practice. Advanced training is mandatory for all employees. Ownership of EDI initiatives exist at the leadership level. An EDI Strategy and/or Action Plan is in place.	All processes and policies are reflective of EDI best practice. Advanced training is mandatory for all employees. Ownership of EDI initiatives exist at the leadership level. An EDI Strategy and/or Action Plan is in place and progress is being monitored. The organization has developed external partnerships to support EDI internally and within the community.