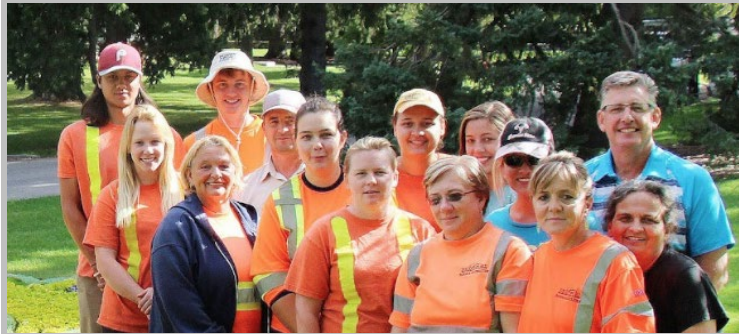
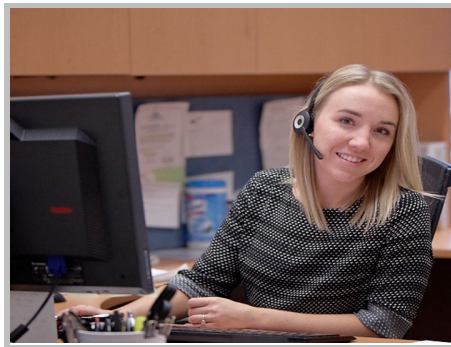


City of Brantford People Master Plan 2023-2027



Prepared by J Macpherson & Associates - July 2023

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Section 1: Executive Summary

Population growth for Brantford is forecasted to continue increasing from 104,688 (2021) to 124,000 by (2031) an increase of 18%. A growing city means there are and will be increased needs for new and expanded municipal services and for the employees who provide those services.

In 2014, Council approved the City's first multi-year Human Resources (HR) Master Plan. The last update presented to the HR Committee highlighted that 97% of actions were in progress or completed. This plan has served the City well and has reached the end of its life cycle.

J Macpherson & Associates was engaged to support the development of a new People Master Plan ("the Plan") with the following objectives:

1. Ensure the City is well positioned to compete for talent in an increasingly competitive labour market.
2. Attract and retain a workforce with the skills and attributes to:
 - a. provide quality services to citizens today and in the future.
 - b. advance the achievement of Council's strategic priorities.
 - c. meet the challenges of a growing City.
3. Provide a safe, supportive and welcoming work environment where employees feel a sense of belonging.

To understand the internal environment, stakeholder input was gathered through a comprehensive engagement process that included:

- 70 stakeholder interviews with individual members of Council, Senior Leadership Team members, Library CEO, Directors, HR staff, Organizational Change Management (OCM) Team members, and union leaders.
- a survey of Supervisors and Managers.
- a detailed review of the recent Employee Engagement Survey results.
- a review of internal documents and processes.

To identify trends and potential actions for the new People Master Plan, extensive external research was conducted on leading HR practices along with a review of HR practices of comparator municipal organizations. This included structured interviews with senior management and HR professionals at 10 municipal benchmark organizations.

Based on an analysis of the information collected, recommendations were developed and categorized into five (5) Strategic Focus Areas:

1. Organizational Culture
2. Attract and Retain Talent

3. Building Employee and Organizational Capacity
4. Safe, Healthy and Inclusive Workplace
5. Modernize HR Services

Each focus area has specific actions and performance measures. The Plan identifies 69 actions to support the achievement of building a sustainable, skilled workforce to provide services to the citizens of Brantford. Specific actions are outlined in Section 7: 2023-2027 People Master Plan of this report. Timelines mentioned in the Plan will vary depending on organizational priorities, resources and budget implications.

The Plan proposes the addition of three (3) specialist HR positions to address increased service needs and to advance the People Master Plan. The estimated annual cost of the three positions inclusive of benefits is approximately \$300,000 phased in over two years. The new positions will be presented as part of the normal budget process in the required year.

The Plan provides the following benefits to the organization:

- A framework for advancing People Practices for the next five years.
- A heightened focus on the importance of organizational culture as a business enabler.
- Improved information for people leaders on their employees and workforce to improve management oversight.
- Continued focus on modernizing HR service and programs.
- Introduction of Strategic Workforce Planning to support multi-year budgeting initiative.
- Improved management mitigation of retention and retirement risk.
- Demonstrates the City's position as a progressive employer in the labour market.

The Plan is ambitious, bold, and fitting for an organization that is committed to continuous improvement, service excellence and recognizes the importance of people. It positions the organization well to compete in a competitive labour market, build internal capacity and support a growing Brantford. The Plan is founded on extensive research, comprehensive stakeholder engagement and the belief that “the best way to predict the future is to create it.”

Section 2: Project Background

A Growing City

First quarter construction numbers in 2023 indicate the City is on track to set a new construction activity record with 406 building permits issued in the first quarter of 2023. Population growth is forecasted to continue increasing from 104,688 (2021) to 124,000 (2031) an increase of over 18%.

This growth is consistent with City goals as Brantford is a provincially-designated urban growth centre and has pledged to build 1,000 new housing units a year to support the Province of Ontario's More Homes Built Faster Act.

A growing city means there are and will be growing needs for new and expanded municipal services and for the employees who provide those services.

2014 Human Resources (HR) Master Plan

The City's first HR Master Plan was approved by City Council in January 2014 and identified 11 HR-related initiatives with 61 activities and guiding sub-activities. The creation of a HR Master Plan in 2014 and roadmap positioned the City of Brantford as a municipal leader in adopting a strategic planning approach to people practices.

The Plan was ambitious, future focused, and a catalyst for many HR process improvements. The last update on Plan's progress highlighted that 97% of the activities and sub-activities identified in the Plan had been completed or were in progress. This is a significant accomplishment and provides a solid foundation to build a new plan. The 2014 HR Master Plan served the City well and has reached its end of life cycle.

Developing a New 2023-2027 People Master Plan

Since 2014, employee expectations, the external labour environment, and advancements in technology have undergone significant changes that present new workforce challenges and opportunities for employers.

The following project goals were stated in the Request for Proposals:

- An audit (current state assessment) of current HR practices to identify risks, challenges, opportunities, and potential gaps.
- The development of a corporate People Master Plan.

The purpose of the People Master Plan is to provide recommendations to establish a foundation for future activities, actions and decisions with respect to the City's most valuable assets: its employees. It will provide a roadmap to modernize the workplace, strengthen organizational culture, and mitigate workforce risk.

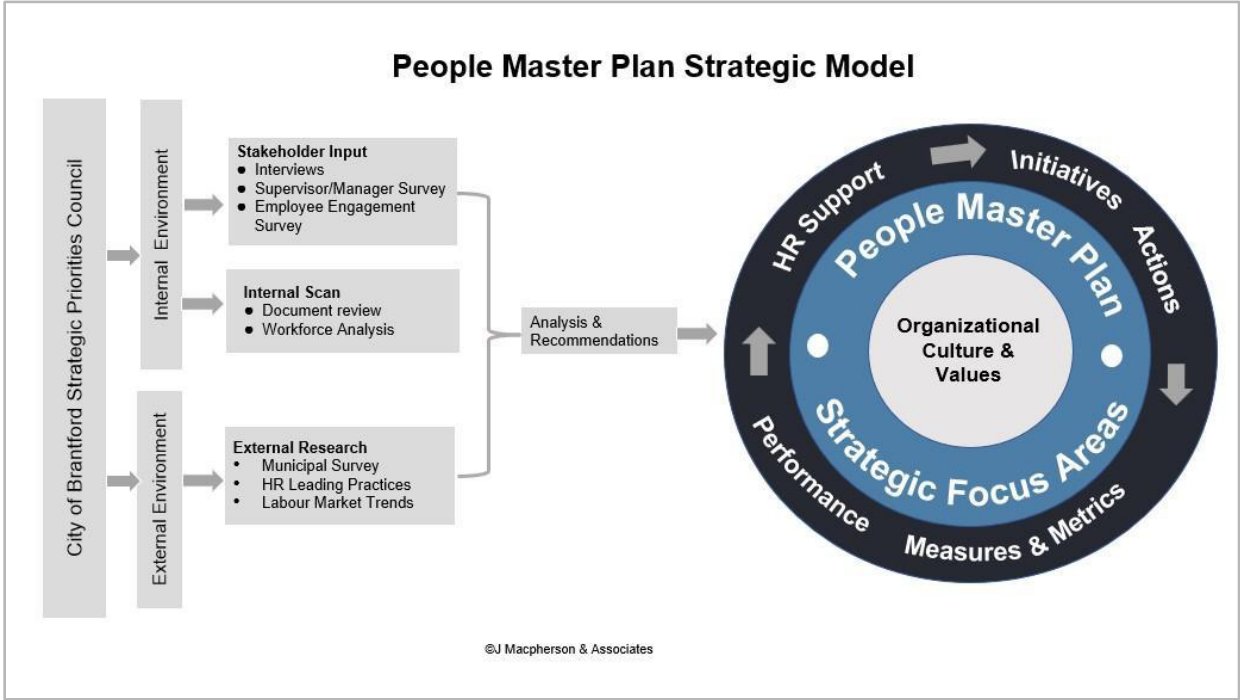
Section 3: Building the Plan

The project commenced in December 2022 and consisted of five (5) project phases:

- Phase 1: Project Initiation and Planning
- Phase 2: Current State Assessment and Information Gathering
- Phase 3: External Research and Leading Practice Review
- Phase 4: Analysis and Recommendation Development
- Phase 5: Final Report and Project Close Out

The development of the new plan was guided by the People Master Plan Strategic Model outlined below.

Figure 1: People Master Plan Strategic Model



This model shows how Council Priorities are used as a starting point to build the 2023-2027 People Master Plan.

The City’s ability to advance strategic priorities and meet service expectations is dependent on its people (the workforce) which in turn is impacted by internal and external environment and factors.

To understand the internal environment stakeholder input was gathered through a comprehensive engagement process that included:

- stakeholder interviews.
- a survey of supervisors and managers.

- a detailed review of the recent Employee Engagement Survey results.

An internal document review and analysis of workforce data and demographics was also conducted. The outcome of the internal review was an understanding of the organization's strengths, challenges, opportunities, and risks.

To understand the external environment, a group of municipal benchmark organizations was surveyed and broader Human Resource research was conducted. The outcome of this work was an understanding of labour market trends and leading practices.

The findings from the internal and external research played a critical role in the development of the new People Master Plan. The plan consists of strategic focus areas with specific actions and initiatives, HR support requirements, and performance measures.

Section 4: Current State and Context

Understanding an organization's culture, systems, processes and history is critical in developing a People Master Plan. This section highlights our understanding of the organizational context through stakeholder interviews (Appendix 1), a review of documents and past reports (Appendix 2), and a review of current HR Programs and Services.

Stakeholder Engagement

A comprehensive engagement process was undertaken to gain an understanding of stakeholder perspectives and to benefit from their insights. Stakeholder input is essential to ensure the new plan reflects the ground realities of the City of Brantford environment and is critical to building a sustainable people plan that successfully mitigates workforce risk and capitalizes on opportunities.

- A total of 70 stakeholder interviews were held with individual members of Council, Senior Leadership Team members, Library CEO, Directors, HR staff, Organizational Change Management Team members, and union leaders.
- Managers and Supervisors were surveyed to ensure the input of frontline people leaders was captured. A total of 75 (64%) participants completed the survey and shared their perspectives and insights.

The interviews and surveys helped identify organizational and workforce practices strengths, challenges and potential solutions. The key findings and observations include:

- Stakeholders view the City of Brantford as a great place to work with supportive coworkers, hybrid work options, and their work having a positive impact on the community.
- Stakeholders identified increasing workloads and an absence of workforce planning in the organization.
- Several stakeholders described the current culture as legalistic, risk-averse, and limiting.
- The introduction of the HR Business Partner role as part of the previous HR Plan is appreciated by all client groups and improved service. Several expressed concern about the HR Business Partner workload and the need for more support.
- Stakeholders identified concerns about the City's ability to attract and retain qualified staff and identified compensation levels as the primary reason. They also shared that fewer staff appeared to be interested in becoming managers and directors, which creates a need to recruit externally for these roles.

- The labour relations environment is generally positive with good working relations between union/association leaders and HR. The monthly ELT meeting with union/association leaders was identified as a valued addition and improvement.
- The Leadership Continuum, My Learning portal, Supervisors' Toolbox, and training supports are appreciated and well received by stakeholders.
- There is a need to revisit the goals and improve the processes for performance and succession management as neither are applied in a uniform manner.
- A tightening labour market, growing City, and an increasing volume of recruitments (up over 80% since 2017) highlight the need for advanced recruitment and attraction strategies. The technology improvements that were made in response to the last HR Master Plan have been well received and position the organization to further develop talent attraction initiatives.
- Employment outreach initiatives currently appear to be in their infancy. A robust employment outreach initiative is based on developing trusted relationships and is labour intensive to implement.
- The health and safety program has made significant progress and is solid. An ongoing review will be required as the legislative environment continues to evolve. Strengthening organizational commitment and integrating with the larger organizational culture initiative will advance the development of a comprehensive program.
- Several stakeholders mentioned concerns about how long an investigation takes, communication, and how investigations are handled and managed within the organization.
- The area of employee absences due to mental health related concerns is a challenge.

2023 Employee Engagement Survey

Early in 2023, the City conducted its first Employee Engagement Survey. The staff participation was extremely high with 868 staff completing the survey. Results are currently being shared with employees and work has commenced on building action plans. The survey was designed to provide a snapshot of the City's strengths as an employer and identify opportunities for improvement.

While the Engagement Survey was a separate project, the survey provided valuable information on employee perspectives on organizational culture, experiences, and workplace practices that is helpful in developing a new People Master Plan.

As part of this project, we met with the external consultant from Metrics@Work to understand the high-level results and how best to utilize the findings as part of the development of the new People Master Plan. Incorporating the Employee Engagement Survey results as part of the current state assessment phase ensures that input from all employees is considered during the development of the Plan.

Please note that actual employee engagement analysis and action planning is part of a separate project. Therefore, observations in this section are limited and restricted to how the survey supports the People Master Plan.

- The high survey participation rate is evidence that employees are engaged and care about their workplace. Both are strong elements for building a positive corporate culture.
- Select survey questions are potential measures for People Master Plan.
- Future Employee Engagement Surveys provide the opportunity to measure the effectiveness of the new People Master Plan by using 2023 results as a baseline.

Document and Process Review

In addition to the interviews and surveys, over 80 internal documents providing information on strategies, HR policies, support tools, past reports, and information on key business processes were reviewed. The consultants were given controlled access to the internal CityNet portal to better understand the employee experience and explore available materials. HR staff interviews were also conducted to gain a deeper understanding of current processes, successes, challenges and future plans.

The following highlights our key findings and observations:

- The City's desired corporate culture is unclear. Several elements related to organizational culture were identified during the review, including the creation of the Organizational Change Management Teams, but there is no overarching plan. The City's values would benefit from a renewal.
- The HR Department demonstrated a strong commitment to collaboration, continuous improvement, and modernizing HR processes through the creative use of technology. The City transformed the onboarding system process for new employee's to make it a completely digital experience, resulting in an estimated savings of \$200,000 annually. The cost savings and process improvements attest to the collaborative approach of the HR and IT department.
- Some supporting tools for succession planning have been created and would benefit being incorporated into a formal program.
- HR measurement and workforce metrics have been identified as an improvement opportunity. To explore this opportunity a demonstration by the City of Barrie of their new HR Dashboards was conducted.
- The CAO established a goal and objective setting process to improve corporate alignment and manage performance for senior managers. Plans are to cascade this approach to non-union staff positions.
- Several improvements in the area of disability management have been introduced that aim to strengthen the overall program, including contracting an

external specialist for complex disability claims and the recent award of a robust Employee and Family Assistance Program (EFAP).

- The online recruitment process is efficient and provides a positive candidate experience. As part of the review the consultants posed as candidates and utilized the system to evaluate the candidate experience.
- Learning and development is a strength and the introduction of a new Learning Management System (LMS) will further advance capabilities and supports.
- The City participates in the WSIB Excellence Program and has received significant rebates as a direct result of program improvements. In 2021 the rebate was \$150,000. WSIB has recently completed an audit as part of the 2022 rebate evaluation process and results will be shared in the near future.
- A Request for Proposals for Group Benefit Carrier was recently undertaken to ensure rates are market competitive. Testing the market for competitiveness is a good financial oversight practice.

The current state review confirmed the City of Brantford was well served by the 2014 HR Master Plan and that the goals of the Plan were achieved. An interim report titled “Current State Assessment” was prepared by the consultants in February 2023 that provided a more detailed analysis of the current state.

HR Measures and Workforce Analysis

The purpose of this section is to highlight findings from our review of available workforce information and the results of our analysis. The City currently employs 946 full-time and approximately 400 part-time/seasonal employees. Actual numbers will vary depending on the time of the year and the number of vacancies.

Current State of Measurement

The Human Resource Department provides some regular annual reporting of workforce measures supplemented with ad hoc reporting as required. Several Directors indicated that they would value regular access to more timely information on their employees and workforce. The process of creating ad hoc reports is time intensive and often requires a considerable amount of manual effort.

The City currently participates in the HR Benchmarking Network (HRBN) annual survey that provides the ability to compare to the external market. The tables below provide information on how the City compares on Sick Leave Usage and Turnover. On the two key measures the City compares favourably to the other surveyed organizations.

Extract from Human Resource Benchmark Survey

The Human Resource Department participates in an annual HR Benchmarking Network (HRBN) survey that provides comparative data with a number of participating

municipalities and public sector organizations. The HRBN survey was on a hiatus during the COVID-19 pandemic so there is no data available for the 2019 and 2020 calendar years. The turnover data rate and sick leave measurements depicted below are typically provided by Human Resources Departments but are reflective of the entire corporation. Below is the comparator data regarding the number of annual paid sick hours per eligible employee from the HRBN surveys.

Table 1: Paid Sick Hours Comparison HRBN Survey

Paid Sick Hours/Eligible EE	2017	2018	2021
HRBN Survey	81	83.5	70.7
Brantford	79.2	72.8	64.4

Below is the comparator turnover rate data from the HRBN surveys:

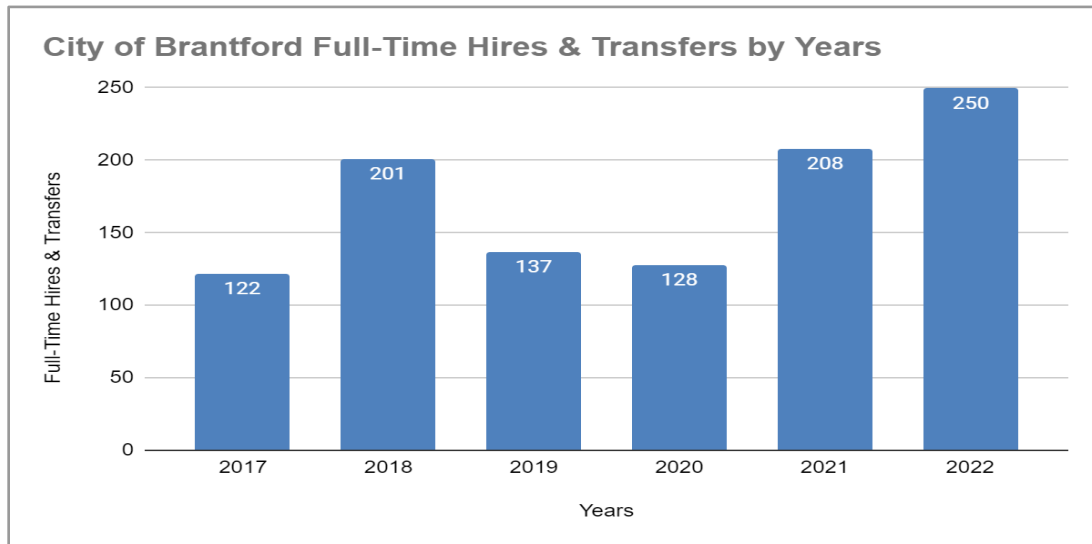
Table 2: Turnover Rate Comparison HRBN Survey

Turnover Rate	2017	2018	2021
HRBN Survey	13%	17.1%	18.6%
Brantford	7.8%	9.6%	11.3%

The ability to benchmark to the other employers is helpful to assess whether programs and supports merit a greater review. For example, if an organization finds its turnover rate is significantly greater than a comparator group it would signal that a review should be undertaken to understand why it is greater and then appropriate actions implemented.

The City also tracks some activities such as the number of new hires and transfers. This information can be helpful in assessing potential impacts on work volume and a potential effectiveness of internal development programs. Below is information on Full-time Hiring and Transfers over a six-year period.

Figure 2: City of Brantford Full-Time Hires & Transfers by years



There was a significant increase in activity during 2022 that required additional support from Human Resource staff and people leaders throughout the organization. The increase in 2022 full-time new hires and transfers compared to the previous five-year average is 57%.

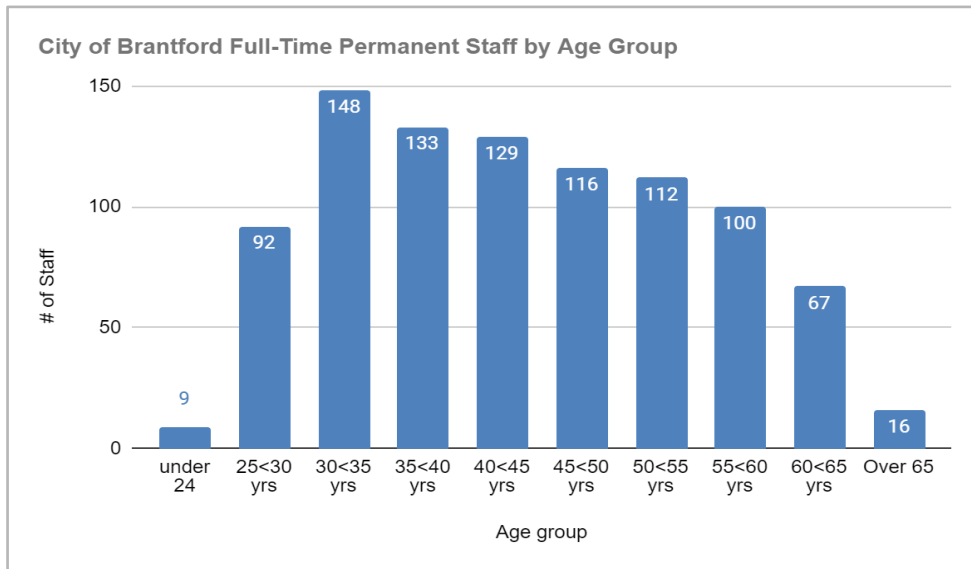
Retirement Forecasting

The City does currently forecast potential retirements based on information provided by the OMERS pension plan. Approximately 79 staff (8.4% of active employees) are currently eligible to retire with an unreduced pension. While a significant number of staff are eligible a much smaller number of employees actually retire on an annual basis. According to Statistics Canada, the average age of retirement for a Public Sector employee in Canada was 62.7 in 2022. Projecting retirements and likelihood of retirements is an important input into a strategic workforce planning process. Understanding where retirements may occur is an important element of succession planning.

A Young Workforce

The age distribution of the City's workforce is a fairly smooth distribution favouring larger numbers of staff in the younger age groupings. Approximately 56% of staff are under the age of 45 and only 9% of staff are age 60 and older.

Figure 3: City of Brantford Full-Time Staff by Age Group

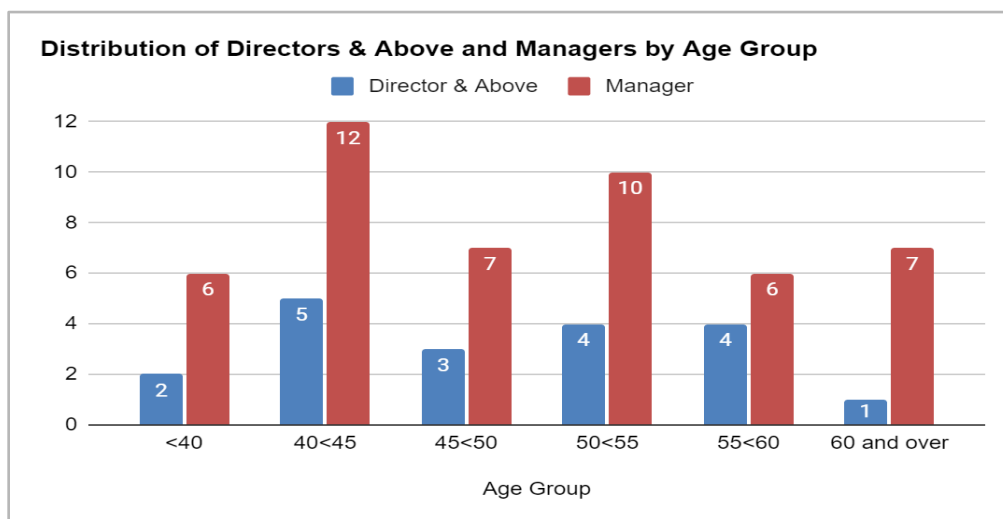


Analyzing Age Distribution of Workforce by Job Families

Segmenting the workforce data is critical and a key part of workforce planning. Our review of select employee groupings’ age distribution highlights the benefits of analyzing data at a job family level. For the purposes of this report, we have included two examples. One for the management group and the other for Transit Operators.

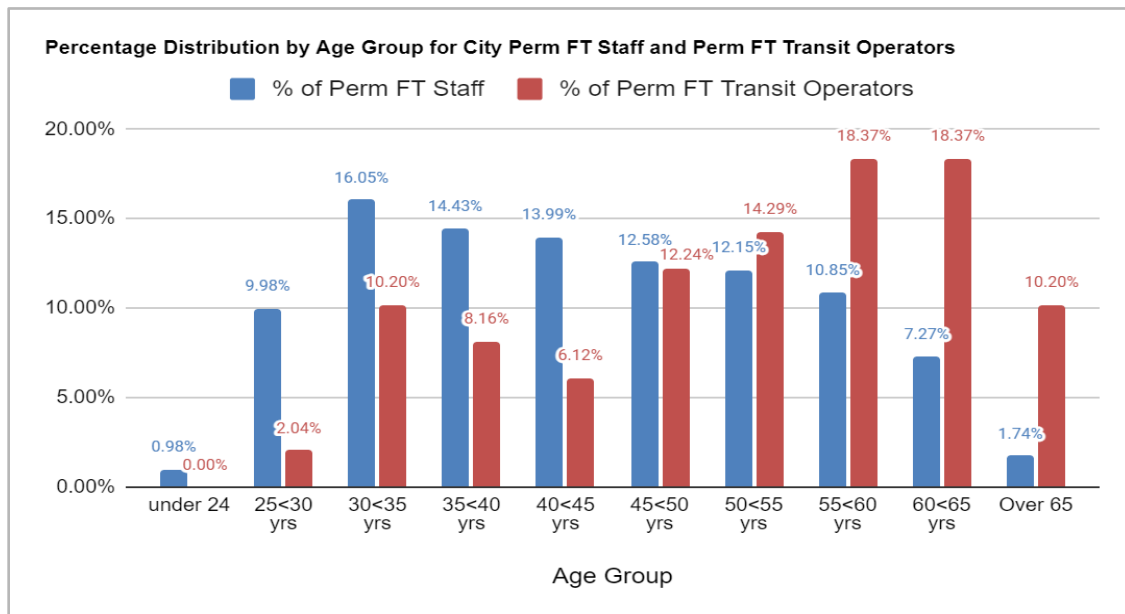
A review of the management group age distribution indicates that the Director and above group is a relatively young cohort, as is the manager grouping. The analysis confirms that the organizational risk associated with retirements is relatively low and that retention risk is of greater concern for the management group.

Figure 4: City of Brantford Distribution of Management Staff by Age Group



A review of the Transit Operator employee group age distribution indicates significant differences to the general employee population. Approximately 47% of Transit Operators in March 2023 were over the age of 55 compared to 20% of the total full-time workforce and 26% of the management cohort. The risk and impact associated with Transit Operator retirement is greater.

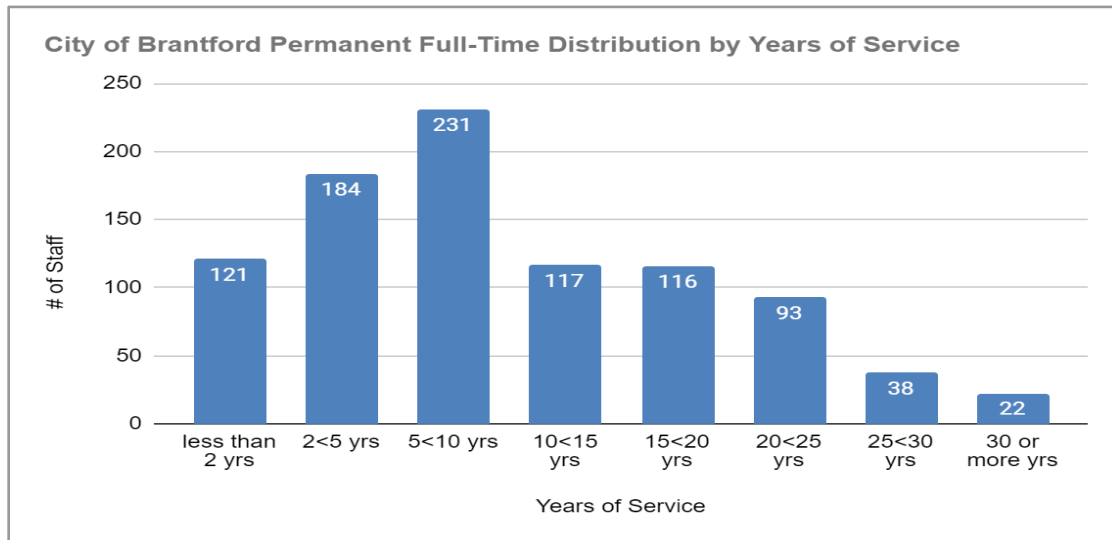
Figure 5: Comparison of Transit Operators to Total City Permanent Full-Time Staff



Employee Years of Service Distribution

Approximately 13% of staff have been permanent full-time employees for less than two years. This is not surprising given the significant increase in full-time hiring and transfers reported in 2021 and 2022. Employees with 10 to 25 years of service make up about 35% of the permanent full-time workforce and are evenly distributed indicating a reasonable balance of experience throughout the workforce.

Figure 6: City of Brantford Permanent Full-Time Staff by Years of Service



Emergence of Workforce and HR Measures

A leading practice is the shift from data reporting to workforce analysis which turns data to information to insight. Data reporting is still of great value to an organization and necessary for supervisors to manage day to day at the micro level. Advanced analytics and performance measurement provides greater insight into what is happening within an organization's workforce and potential implications allowing the organization to adjust and proactively react based on data. It also ensures decisions are driven by facts.

During our review we were able to demonstrate the potential of utilizing existing data to create some new measures that provide insights into organizational performance. For example, in March of this year the City had 43 vacant full-time positions and a vacancy rate of 4.5%. This compares well with the provincial vacancy rate as reported by Statistics Canada of 4.7% at the end of 2022. Tracking vacancy rates provides insight into recruitment activity as well as potential shortage within the workforce. Historically, vacancy rates will fluctuate between 3% and 5% for the broader workforce. At a job family level understanding vacancies can signal potential service disruption impacts or increase overtime usage required.

Organizations who invest significantly in developing staff with a strategy to hire from within will often track their internal promotion rate as a proxy measure to determine the effectiveness of their succession management program. The internal promotion rate measures the percentage of staff who have been promoted compared to the total number of positions filled. The City's internal promotion rate for 2022 was 53%.

Need for Technology

The City currently has a considerable amount of data stored in different systems which provides a solid foundation to build from. The City does not currently have a single repository to pull the information together for managers and HR Managers so that they can view a more complete picture of workforce trends and performance. Currently, the information report requires considerable manual effort, is time intensive, and unsupported by a technology solution. Until a technology solution is identified, progress in advancing workforce analytics and reporting to managers will remain limited.

Section 5: External Research and HR Trends

Competitive Labour Market

The City of Brantford is operating in a very competitive labour market. The tight labour market is not unique to Brantford. The May 2023 Statistics Canada monthly labour force survey found that the unemployment rate for Brantford-Brant was 4.1%.

A recent Statistics Canada report highlighted the primary concerns of businesses related to the tightening labour market. Almost 40% of all businesses expect recruiting skilled labour to become an obstacle to maintaining and growing their business. Over 60% of businesses that employ more than 100 employees anticipate problems retaining skilled staff over the next three months.

The Conference Board of Canada, 2022 Canadian Human Resource Benchmarking Report, Recruitment and Selection identified the following:

- There is increased competition for all positions within organizations, not just critical positions, which puts additional stress on recruiting departments and human resources professionals.
- Knowledge-based workers have one of the highest vacancy rates. They may be searching for new opportunities that offer increased flexibility in where and when they work.
- Executive roles have the highest vacancy rates, suggesting intense competition for top executive talent.
- Given the growing demand for talent amid unprecedented labour shortages, organizations should prioritize employee engagement, skills development, and training to increase retention and reduce voluntary turnover.
- To minimize the disruption of turnover and retirements, organizations should monitor their recruitment and selection efforts, develop employees with transferable skills, and establish strong succession plans.

Municipal Benchmark Interviews and Survey Information

As part of the external research exercise, ten municipalities (listed in Appendix 2) participated in interviews. The purpose of the interviews was to gather a broader understanding of the issues facing municipalities as well as to identify innovative practices that may be applicable to the City of Brantford.

Top Workforce Challenges Facing Municipalities

Participants identified a number of challenges with the most frequently mentioned listed below:

- **Attraction and Retention:** Not surprisingly, the number one concern expressed was ability to attract and retain skilled staff. Staff in Building and Development related positions were mentioned the most frequently. Several mentioned that positions in the past that were not hard-to-fill were becoming more difficult to hire. Hiring for summer students and lifeguards were cited as examples.
- **Anticipated Increase in Retirements:** The anticipation of increased retirements and the loss of organizational knowledge was raised as a significant concern. Several mentioned that the impact of retirements was likely to have a significant impact on management level positions.
- **Employee Mental Health:** In recent years, an increase in mental health related absences and its impact on the workplace has been reported. This is a problem for broader society and the impact within the workplace is anticipated to grow.
- **Diversity, Equity and Inclusion:** Diversification of the workforce presents many opportunities but it is critical that organizations prepare their workplaces and staff to capitalize on the opportunity and be a welcoming and respectful work environment.

Innovative Municipal HR Practices

All municipalities interviewed by the consultant team shared examples of their successes and new initiatives. Three examples stood out and could be models for the City of Brantford to learn from in a cost-effective manner.

HR Manager Dashboards (City of Barrie): Human Resource staff working with Information Technology developed a cost-effective in-house solution. The solution utilized existing software and pulled information from various systems into a single dashboard providing manager current information on their workforce and employees. The solution is a work in progress and new information is added regularly. Given the potential promise that a similar approach for the City of Brantford may be viable, a demonstration of the system and development approach was shared with City of Brantford staff.

Strategic Workforce Planning (City of Kingston): The City has created a strategic framework for department managers to assist in the identification of future workforce needs. The process assists managers in taking a broader approach shifting from a linear service to staff ratio to consider a number of internal and external factors such as the impact of advances in technology on workforce requirements and future skills.

Integrated Talent Development Model (Chatham-Kent): The model has been built in phases with each phase building on the other. A competency model identifying key skills and desired attributes of employees by level was a foundational step. Training and learning supports were created to support the development of staff based on the identified competencies. To mitigate employee risk associated with employee turnover

and prepare staff for advancement, talent reviews are conducted where employee interests as well as development needs are explored. Their approach to succession planning is to build 'pools' of talent and avoid the traditional approach of focusing on a single successor for a position. Learning supports include the intentional shifting of staff to alternative positions to broaden their learning. While most organizations will have many of these elements, Chatham-Kent has developed an integrated system approach. Given the importance that building employee and organizational capacity will be in the new People Master Plan, a presentation by Chatham-Kent staff on their approach was made to Brantford staff.

Organizational Structure for Human Resources

Typically, the head of Human Resources generally reports to a General Manager of Corporate Services and not directly to the CAO. The mix of services offered may vary with some including payroll and others not. The HR service model varies between municipalities. However, the position of HR Business Partner (or similar) supported by Centres of Excellence is emerging as more common practice as a municipality grows. Many report the desire to shift from transaction support to more strategic support with increased employee self service and technology being key enablers.

Governance

HR Governance was also explored as part of the benchmarking exercise. None of the municipalities have a reporting structure similar to the City of Brantford HR Committee. In the municipalities surveyed, issues such as negotiations and matters requiring additional (new) funding would be presented directly to the municipal Council. The remaining issues such as minor reorganizations were generally delegated to the CAO.

Prevalence of People Master Plans in Municipal Sector

A review of municipal HR/People Plans was also conducted. In general, few municipalities have formal multi-year strategic plans focused on their workforce. This reaffirms the finding that the City of Brantford was a leader in this area with the creation of their 2014 HR Master Plan.

External Research

An extensive review of leading HR practices was undertaken by the consultants that focused on finding practical solutions that would be applicable within the City of Brantford environment or build on existing initiatives. The purpose of this section is to share some of the highlights of the findings.

Recruitment

As mentioned, the number one challenge facing employers is recruitment of skilled staff. The external research identified a number of approaches that employers are pursuing to address this issue without changing compensation.

The Conference Board of Canada, 2022 Canadian Human Resource Benchmarking Report, Recruitment and Selection identified a number of considerations for organizations that are summarized below. Please note additional comments have been added to share the consultant's observations about the City of Brantford.

- **Invest in an Applicant Tracking System (ATS).** A recruitment module can help to streamline and monitor recruitment and selection efforts, enabling the organization to plan accordingly and execute these efforts more quickly. The City of Brantford application process was tested by the consultants and was found to be effective, efficient, and creates a positive candidate experience.
- **Re-evaluate hiring practices.** Auditing your recruitment and selection efforts by different demographic groups can help bring in different perspectives and identify areas for improvement.
- **Upskill your workforce and hire internally.** Invest in upskilling and reskilling your workforce to reduce costs and downtime while increasing employee engagement, retention, and productivity. The City has placed significant focus on learning and development and keeping that momentum would be beneficial.
- **Focus on transferable skills.** As the labour market remains tight, being more open-minded about candidates' work histories will be crucial. Focusing on transferable skills can help organizations find talent in untapped or under-tapped markets.
- **Plan for succession.** Succession planning not only helps to mitigate the risk of people leaving but also can help organizations identify and address skills gaps by providing opportunities for relevant training and development. The City has developed a number of the program elements but does not have a formal program.
- **Consider flexible work practices.** As companies continue to grapple with labour shortages, increasing retirement rates, and high levels of voluntary turnover, leaders may want to re-evaluate their employee preferences regarding hybrid work and consider offering flexible work practices. Companies that choose not to adapt may lose talent to those that do. A survey by Leger for the Human Resources Professionals Association (HRPA) in Ontario found that 55% of knowledge workers were pursuing flexible work options and it can be a good retention measure. The City is cognizant of the market conditions by providing and being willing to review flexible work practices.

According to the 2022 Business Council of Canada: Skills Survey Report:

- More than 80 per cent of business leaders surveyed predict that the next five years will bring significant changes to their organization's recruitment and hiring practices.
- More than a third (35%) of survey respondents expect to recruit more recent immigrants in the next six to 12 months. Half (50%) of the companies we surveyed anticipate recruiting more recent immigrants in the next five years.

Tools Used to Attract Job Candidates

The Society for Human Resource Management, Talent Access Report (Government Sector) states that Company websites remain the number one method for promoting job opening followed by employee referrals and free job boards. The key takeaway is that an organization's website matters and creating an engaging candidate experience is important. The second key takeaway is that your employees can play a significant role in promoting job opportunities for little or no cost.

A review of the City of Brantford experience indicates that 63% of job applicants hear about the opportunity through the City's website, 9% through Indeed and less than 1% from a City of Brantford employee. A review of the City's website identified several opportunities to improve the candidate experience and promote the City as an employer through increased use of videos and employee testimonials. City employees are underutilized as potential supports in recruitment of new employees.

Digitizing and Modernizing Human Resources

Investment in Human Resource systems and technology has been increasing as organizations aim to modernize HR services, improve the employee experience, and provide better information and support to managers.

A 2022 survey by Leger for the Human Resources Professionals Association (HRPA) found the top three ranked HR digital initiatives implemented or planned to be implemented in Ontario are:

- Automating tasks that were previously manual (37%).
- Implementing new HR technologies (37%).
- Improving HR metrics and analytics (34%).

The City of Brantford has been ahead of the curve and successful in automating a number of manual tasks and is in the process of implementing a corporate Learning Management System. However, in our opinion there is an opportunity to improve the frequency and type of information that is available to management staff through expanded use of technology.

Learning and Development

Organizations recognize the importance of developing staff for current positions and future job opportunities. There are a number of reasons for investing in staff training and development that include:

- Mitigation strategy for addressing employee turnover.
- Attraction of new staff looking to grow their careers.
- Employee retention by providing potential to grow and advance.
- Changing skills required in the workplace due to advances in technology.
- Meeting legislative requirements.

Several trends have emerged that are advancing a modern learning environment that include robust Learning Management System, shift from classroom to e-learning, and the adoption of learning frameworks that emphasize experiential and experience-based learning. This approach is known as the 70-20-10 learning and development model where 70% of learning is by doing, 20% through observation and 10% through formal classroom. This approach favours experience where individuals learn by doing and observing with less focus on formal classroom training.

A report released by the Future Skills Centre in March 2023 on Employer-Sponsored Skills identified that employers raised the following concerns about providing training to employees:

- Employers recognize the value of providing training to their employees, but the initial cost of training can be prohibitive. Even if training improves productivity, the magnitude of the impact does not always justify the expense.
- There are also concerns about poaching, specifically that employers' investments in skills development might make their employees more attractive to competitors, prompting them to change companies instead of applying their new skills and knowledge in their current workplaces.
- Time is another major constraint for employers. Losing employees to training for too long in the face of business and operational demands was identified as a major constraint for employers in allowing employees to engage in training.

Several of the concerns expressed above were mentioned during the City of Brantford stakeholder interviews.

The City of Brantford has made great strides in advancing and supporting learning in the organization. A current value of the organization is "Life-long Learning". To maintain the current level of support and to advance initiatives outlined in the People Master Plan requires additional resourcing. Creating and supporting an experience-based learning framework requires sufficient resources to support an integrated learning model.

Succession Planning

At its core, succession planning is about business continuity and risk management. An external review of succession planning practices identified that the number one reason programs fail is due to lack of clarity and alignment on purpose.

Succession planning programs vary a great deal from one organization to another in complexity and intensity. Our research shows there are a number of different succession planning models. It also confirmed that there is no one best practice that should be adopted by an organization. Here is a quick summary of some the findings:

- The primary strategy should be to build capacity throughout the organization by adopting an approach to create pools of talent tied to the organization's learning philosophy.
- Identification of individual potential successors through a formal program should be restricted to 'critical' positions and mostly senior leadership positions.
- Programs must be sponsored by the Senior Leadership Team to be successful.
- The CAO should consider charring talent calibration exercises where discussion is more important than documents.
- A succession program must influence employee development plans to be valuable.
- HR should facilitate the process but not be the decision maker.
- The process should require future focus leadership competencies as a foundation for evaluation.
- The program should have established success measures that are monitored regularly.
- The goal should be to develop more than one potential successor internally.
- Assessment and review of individuals should include:
 - Review of performance, education and skills
 - Exploring individuals' potential for advancement or alternative assignments
 - Examine possible derailers such as weaknesses or behaviours that are ineffective or destructive and require improvement to realize potential
 - Identify an individual's career interest
 - Assess readiness
- Any program must consider the employees' future plans.

The primary reason that there is not one best succession planning model is that an organization's business strategy and culture should define the appropriate program. An ill-defined program that is too resource intensive or that conflicts with an organization's culture and values can have a detrimental effect.

At a minimum succession planning efforts should focus on senior management and a few 'critical' positions.

A succession plan supports:

- Planning a quick fill for crucial vacancies at all levels of the organization (i.e., acting and relieving assignments);
- Developing and retaining talent;
- Building and preserving the organization's knowledge; and
- Addressing future resource needs related to planned retirements.

Strategic Workforce Planning

Strategic workforce planning is driven by multi-year business planning. Business planning is the foundation for workforce planning. It is a dynamic process to ensure the workforce is aligned to execute the organization's business strategy today and into the future. It is about having the right people, with the right skills, in the right place at the right time.

Strategic workforce planning is on a continuum and shifting from an annual operating perspective to a broader multi-year time frame to allow for greater consideration of internal and external factors that may drive staffing requirements.

Key inputs into strategic workforce planning are an organization's strategic plans, business plans, capital projects, service reviews, and workforce drivers. Workforce drivers can be internal or external to the organization. Examining each factor and its potential impact on the current workforce and on future staffing resource needs is a foundation for workforce planning. The following are a few of the common drivers that apply within the municipal setting:

- Emergence of New Technology.
- New Legislation and Regulatory Changes.
- Expansion/Growth of Existing Services (Internal and External).
- Introduction of New Services (Internal and External).
- Responding to Environment Change.
- Changing Community Demographics.
- Regulatory and Legislative Changes.

Some of the benefits of transitioning to a strategic workforce planning approach are the broader impacts it has on other planning initiatives, such as:

- Improved financial planning. Given the labour costs are typically an organization's single largest cost, this helps the organization strengthen its financial planning forecast.
- Integration between business planning and human resource planning.

- Provide for a holistic framework to identify staffing needs.

The introduction of strategic workforce planning will complement and enhance the City of Brantford's move to multi-year budgets.

Diversity Equity and Inclusion

Diversity, Equity and Inclusion (DEI) is rapidly emerging as a top area of interest for employers. The City of Brantford is initiating a separate project to study DEI at the City of Brantford. For that reason, this People Master Plan project focused on identifying the prevalence of DEI Initiatives in Ontario workplace.

A 2022 study prepared for the Human Resources Professionals Association (HRPA) and conducted by Leger found the top DEI Initiatives for Ontario employers that have been implemented or planned to be implemented are:

- DEI training (47%)
- Inclusive job ads/posting (41%)
- Establishing a DEI Committee (39%)
- Unconscious bias training (37%)
- Internal DEI survey (29%)

The City of Brantford is in the early stage of their DEI initiative but several actions have already been undertaken including Indigenous Awareness training, formation of a DEI Committee, and inclusive job ads and postings.

Workplace Culture

Workplace culture is defined as the way employees interact with customers and each other. It is how they get things done and the approach they utilize. It is being clear on expectations and acceptable behaviours.

A positive culture improves an organization's ability to attract new staff, employee engagement, retention, and performance. A 2022 study by Duke University found that 92% of North American executives believed that improving corporate culture would increase business performance.

Key features for building a strong organizational culture:

- Compelling vision and mission
- Inspiring organizational values
- Clear expectations for all employees
- Leadership commitment
- Culture influences and drives people programs and practices
- Culture is measured typically through an employee survey
- Regular communication to reinforce the vision, mission, and values

Every organization has a dominant organizational culture and several subcultures. If it is not cultivated and managed it may become dysfunctional and lower overall organization performance. In its simplest form, it is stating expected behaviours and reinforcing them.

A key tool to drive cultural alignment in an organization is the creation of leadership and core competencies. Leadership competencies should paint a clear picture of what is expected and provide guidance to staff. Here is an example of leadership and management competencies from the City of Spruce Grove to illustrate the point.

“At the City of Spruce Grove our supervisors, directors and general managers are passionate about and excel at:

- Thinking and Acting Strategically
- Optimizing Performance and Results
- Growing Talent and Workforce Capacity
- Building Influential Working Relationships
- Fostering Innovation and Steering Change.”

A second element that supports building organizational culture is measurement. Employee engagement surveys are the most common measure and provide a snapshot of the organization's culture. Accompanying surveys is the requirement to act on the results through collaborative action planning.

The recent City of Brantford Employee Engagement Survey provides a wealth of knowledge and an opportunity to advance workplace culture.

Section 6: Features of the New People Master Plan

The title of the Plan is intentional and meant to signal that the Plan is not solely an HR Department Plan but rather a shared responsibility requiring the support of people leaders throughout the organization. It is anticipated that the majority of the actions identified in this plan, but not all, will be led by Human Resource staff often utilizing cross departmental teams. It is a corporate plan requiring leadership support and contributions from the entire organization.

It has been created to build on the strengths of the organization, mitigate workforce risk, and achieve the objectives outlined below.

Objectives of the New People Master Plan:

- Ensure the City is well positioned to compete for talent in an increasingly competitive labour market.
- Attract and retain a workforce with the skills and attributes to:
 - provide quality services to citizens today and in the future
 - advance the achievement of Council's strategic priorities
 - meet the challenges of a growing City
- Provide a safe, supportive and welcoming work environment where employees feel a sense of belonging.

Strategic Focus Areas

The Plan has been developed based on stakeholder interviews, employee engagement survey results, internal assessment, and external research. The information gathered identified themes that guide the development of recommended actions. The recommended actions have been categorized into five (5) Strategic Focus Areas:

1. Organizational Culture
2. Attract and Retain Talent
3. Building Employee and Organizational Capacity
4. Safe, Healthy and Inclusive Workplace
5. Modernize HR Services

It is important to note that the categorizing of actions into one of the five strategic focus areas does not mean that the actions are independent of one another. In many cases, the output from the completion of one action will drive and advance another action as part of a larger talent management system. For example, work to define the organization's culture will flow into the creation of an Employment Brand. Work on defining Leadership Competencies will be influenced by the organization's desired

culture and will be utilized in a succession management program. The People Master Plan is a collection of integrated actions implemented over a five-year period.

Measurement

Each Strategic Focus Area has been assigned initial measures to assess effectiveness and progress. The initial measures are a collection of common Human Resource measures suggested by the Conference Board of Canada and Statistics Canada that allow for high level benchmarking to established standards. Also included are select measures from the City of Brantford Employee Engagement Survey that facilitate trending organizational progress over time. Some suggested measures will take time to report on and are linked to the advancement of Human Resource analytics and reporting.

Actions

The Plan has 69 actions. Several of the actions follow the completion of the previous action. For example, action 1.2.1 is focused on conducting an Employee Engagement Survey and action 1.2.2 analyzes survey results and implements activities to improve the workplace. All actions have been assigned an estimated implementation timeframe based on a preferred sequencing. Supplementary materials for select actions have been provided by the consultant to support implementation.

Timelines

Timelines mentioned in the Plan are guidelines. Actual timelines will vary depending on organizational priorities, resources and budget implications.

Section 7: 2023-2027 People Master Plan

1. Organizational Culture

Workplace culture is defined as the way employees interact with Council, citizens, stakeholders and each other. It is how they get things done and the approach they utilize.

A positive culture improves an organization's ability to attract new staff, employee engagement, retention and performance.

Performance Measures

- Employee Engagement Score
- Survey actions completed

Actions

1.1. Advance #TeamBrantford Organizational Culture

- 1.1.1. Define the organization's mission, values, and stories that describe workplace culture. (September 2023 - March 2024)
- 1.1.2. Create a rollout plan that includes a communication plan and assigned roles for implementation. (March 2024 - June 2024)
- 1.1.3. Develop and implement workplace cultural initiatives to reinforce and support desired culture. Examples include #TeamBrantford employee communication, Employee Recognition Team, and Fun@work Team. Other examples of initiatives that support advancing workplace culture are identified throughout the People Master Plan. (Ongoing)

1.2. Employee Engagement Survey and Action Plans

- 1.2.1. Develop and conduct an Employee Engagement Survey at the beginning of 2023. Repeat it in 2025 and 2027. (Every 2 Years)
- 1.2.2. Utilize survey results to create updated Corporate Actions and Departmental Action Plans. (Every 2 Years)
- 1.2.3. Implement and communicate progress of completion status of action items to employees. (Ongoing)

1.3. Diversity, Equity, Inclusion Plan

- 1.3.1. Continue the work of the Diversity, Equity and Inclusion Team. (Ongoing)
- 1.3.2. Indigenous Awareness Training for all staff. (2023-2025)
- 1.3.3. Pilot Diversity, Equity and Inclusion training. (In Progress - Next Steps To Be Determined)

- 1.3.4. Create a formal Diversity, Equity and Inclusion multi-year plan that covers the service to the community as well as the workforce. (September 2023 - September 2024)
- 1.3.5. Implementation of Diversity, Equity and Inclusion actions as outlined in an approved plan. (September 2024 - Ongoing)
- 1.4. **Accessibility Plan**
 - 1.4.1. Implement the actions outlined in the 2020-2025 Accessibility Plan. (2023 - 2025)
 - 1.4.2. Develop 2026-2030 Accessibility Plan. (September 2025 - January 2026)
 - 1.4.3. Implement the actions outlined in the 2026-2030 Accessibility Plan. (2026 - 2030)

2. Attract and Retain Talent

Attracting and retaining talented staff is essential for the City to meet both current and future service needs. It means competing in a challenging labour market and creating a compelling reason for individuals to want to work for your organization.

Performance Measures

- Time-to-fill
- Voluntary Turnover
- First Year Turnover
- Employees recommend City of Brantford as a place to work (Employee Engagement Survey)

Actions

2.1. Employer Brand and Social Media Marketing

- 2.1.1. Debrief the 2023 “Come Grow with Us” career/job fair. (2023)
- 2.1.2. Explore improvement opportunities to increase recruitment success. (Ongoing)
- 2.1.3. Create a City of Brantford Employment Brand that highlights compelling reasons for individuals to want to work for the city and builds on the current “Come Grow with Us” initiative. (January 2024 - June 2024)
- 2.1.4. Modernize the City of Brantford Careers/Jobs pages to showcase employee testimonials and employment videos, promote the Employment Brand. (June 2024 - Ongoing)
- 2.1.5. Engage existing employees to become recruitment ambassadors by developing guides to assist them to be more deliberate in promoting specific job openings through their business and social networks. (2025)
- 2.1.6. Review the potential benefits of expanding access to LinkedIn search tools to support sourcing for hard-to-fill positions. (2025 - 2026)

2.2. Employment Outreach

- 2.2.1. Work with secondary and post-secondary educational institutions to promote the City of Brantford as an employer by presenting job shadowing opportunities, internships, and job fairs. (Ongoing)
- 2.2.2. Identify and formalize ways to engage summer students and assess their career interests. This early engagement may help build a talent pipeline for future employment opportunities. (2024)

- 2.2.3. Work with community Indigenous leaders and local non-profit organizations supporting Indigenous communities to understand the available talent. (2025 - 2027)
- 2.2.4. Build relationships with disability support agencies to explore potential employment opportunities and supports. (2026)
- 2.2.5. Build relationships with newcomer support agencies and multicultural communities to explore potential employment opportunities and supports. (2026)
- 2.3. **Strategic Sourcing Hard-to-fill positions**
 - 2.3.1. Identify hard-to-fill positions and work with Department managers to develop sourcing strategies tailored to the unique challenges. Action 3.3.3 succession planning could be a potential solution for filling future vacant hard-to-fill positions internally. (Ongoing)
- 2.4. **Employee Retention**
 - 2.4.1. Create an Exit Interview HR procedure that includes an annual report to the Senior Leadership Team. (2024)
 - 2.4.2. Pilot Stay Interviews and assess value of information collected and use of resource time to collect it. (2024)
 - 2.4.3. Conduct market review of total compensation package every 3 years to ensure competitiveness. (2025)
 - 2.4.4. Update and renew the compensation classification system for all employee groups using a phased approach. (2025 - 2027)
 - 2.4.5. Explore feasibility of introducing a more flexible benefit package providing employees with greater choice. Changes would be through a phased approach. (2026-2027)

3. Building Employee and Organizational Capacity

An organization's commitment to supporting and investing in employee learning can be a competitive advantage in attracting and retaining talent. A commitment to learning and teaching enhances performance, mitigates risk associated with employee turnover and retirement and builds capacity.

Performance Measures

- Percentage of Learning Plans in place
- Percentage of Performance Reviews completed
- Commissioner and Director Readiness Index
- Strategic Workforce Plan created

Actions

3.1. Expand Learning Initiatives

- 3.1.1. Expand the audience for Lean Training to support continuous improvement, such as through Lean White Belt Certification - Online Modules. (2023)
- 3.1.2. Implement and assess Annual Employee Learning Plans for all employees. (2024 - 2025)
- 3.1.3. Explore adopting the 70-20-10 learning model, which means 70% of learning from doing, 20% from observing and 10% from formal course work, to guide future learning and learning supports. (2024)
- 3.1.4. Develop leadership and organizational competencies (the skills, knowledge, and behaviours) to support advancing the organizational culture and succession management. (2024)
- 3.1.5. Assess learning needs and create an annual plan based on organizational priorities. (2024 - Ongoing)

3.2. Performance Optimization

- 3.2.1. Expand the Key Performance Indicators (KPIs) and Performance Objectives process to all management staff. (2024)
- 3.2.2. Implement a performance coaching program that includes training for supervisors, frequent check-ins with staff, real time feedback, and development conversations. (2024 - Ongoing)
- 3.2.3. Determine an appropriate annual performance review program for unionized staff. (2026 - 2027)

3.3. Succession Management

- 3.3.1. Conduct an annual retirement risk assessment and take appropriate actions to mitigate risk associated with loss of organizational knowledge and vacancy risk. (Ongoing)

- 3.3.2. Develop a secondment policy and procedure. (2023)
- 3.3.3. Develop a formal succession planning approach for Leadership, Hard-to-fill, and Critical positions in the Corporation that include annual talent discussions and focus development of a talent pool. (2024 - Ongoing)
- 3.3.4. Implement a formal mentorship program and mentorship supports. (2025)
- 3.4. **Strategic Workforce Planning**
 - 3.4.1. Adopt and implement a Strategic Workforce Planning Process that helps further City's strategic and service priorities, matures over time, and aligns with the development of multi-year budgets. (2023 and 2026)

4. Safe, Healthy and Inclusive Workplace

An organization's commitment to providing a safe, health and inclusive workplace goes beyond the traditional view of meeting legislative requirements. It is an expansion of the organization's culture and represented in its core values. At its heart it is communicating to employees that the organization cares. Responsibility for a safe, healthy and inclusive workplace is shared by all employees and individuals performing services on behalf of the City.

Performance Measures

- Team Safety Practices average (Employee Engagement Survey)
- Inactivity Rate
- Lost Time
- Percentage of Staff Feel Respected (Engagement Survey)

Actions

4.1. Focus on Core Safety Services and Meeting Legislated Requirements

- 4.1.1. Completion of annual Safety Action Plan initiatives and WSIB Health and Safety Excellence Program requirements. (Ongoing)
- 4.1.2. Implement a Contractor Health and Safety Program. (2023 - 2024)
- 4.1.3. Work with operational areas to increase modified work placement opportunities. (2024)
- 4.1.4. Align and enhance current safety reporting as part of initiative 5.2 Develop and Implement Manager HR Dashboard to improve management oversight. (2024 - 2025)
- 4.1.5. Advance a culture of safety by improving communication materials to non-office staff, creating a people leaders safety communication toolbox, and introducing mandatory safety compliance oversight. (2024 - 2027)
- 4.1.6. Improve Parklane reporting tool to increase employee input and data to advance identification of corrective actions and preventive measures. (2025 - 2026)
- 4.1.7. Review current procurement practices for safety related protective equipment to increase consistency across departments. (2025 - 2026)

4.2. Advancing and supporting Respectful Workplace Initiatives

- 4.2.1. Review and modify the workplace investigation process based on stakeholder feedback and legislative requirements. (2024)
- 4.2.2. Incorporate "Respect" as an organizational value. (2024)

4.3. Supporting Employee Wellness and Mental Health

- 4.3.1. Implement Employee and Family Assistance Program (EFAP) enhancements. (complete)
- 4.3.2. Establish a Peer Support Team. (2024 - 2025)
- 4.3.3. Explore utilizing the guidelines, tools, and resources referred to in the National Standard of Canada for Psychological Health and Safety in the Workplace. (2025 - 2026)

5. Modernize and Build HR Service Capacity

A critical element in implementing the People Master Plan is Human Resource capacity and leveraging technology. Creating the conditions for success ensures the organization is in the best position to achieve the Plan's goals.

Performance Measures

- Learning Management System implemented
- HR Dashboard implemented for Directors
- Human Resource Policies current (3-year review)

Actions

5.1. Modernize HR Technology and HR Processes

- 5.1.1. Implement a Learning Management System. (2023 - 2025)
- 5.1.2. Continue to shift from paper to digitized forms. (Ongoing)
- 5.1.3. Create an HR Technology Roadmap to identify HR processes for future technology solutions. (2025 - 2026)
- 5.1.4. Review applicant tracking system effectiveness. (2027)

5.2. Improve HR Measurement and Reporting

- 5.2.1. Finalize and report on Corporate Key Performance Indicators for People and Workforce Performance Indicators. (2023 - 2024)
- 5.2.2. Develop and Implement Manager HR Dashboard to improve management oversight. (2024 - 2025)
- 5.2.3. Develop an annual Workforce and People Master Plan Progress Report. (Ongoing)

5.3. HR Service Model Enhancements

- 5.3.1. Review current HR governance model. (2023)
- 5.3.2. Establish backup support for key single incumbent roles such as HR Systems and Corporate Training. (2023)
- 5.3.3. Implement HR specialist roles to address increased client service needs, address increased complexity of work, and advance the People Master Plan Initiatives. The following HR staff positions are recommended:
 - 5.3.3.1. Learning and Development Specialist (2024)
 - 5.3.3.2. Compensation Specialist (2024)
 - 5.3.3.3. Recruitment Specialist (2025)
- 5.3.4. Evaluate HR department needs as part of Strategic Workforce Planning Exercise (Every 4 Years - Aligned with Budget Cycle).

5.4. HR Policies and Procedures

- 5.4.1. Create new policies and procedures to support advancing corporate culture, meet new legislative requirements, mitigate risk and to advance the People Master Plan. (Ongoing)
- 5.4.2. Establish a Policy review cycle where all policies are reviewed during a four (4) year cycle. (Ongoing)

Section 8: Managing the Plan

Bringing the Plan to Life

Bringing the Plan to life will require a #TeamBrantford approach effort as success relies on contributions from the entire organization and the support of all people leaders.

The financial realities that municipalities face was understood and taken into account when recommending specific action items. The consultant team will share examples of support tools and information to assist the organization as it considers implementation options for some of the actions. Here are a few important financial considerations with respect to the new People Master Plan:

1. Several actions are currently in progress and are covered in existing operating budgets, such as Indigenous Awareness Training, or have already been allocated capital funding, such as the Learning Management System.
2. Several recommended actions will require additional study prior to determining if there is a need for additional funding. For these reasons it is not possible to provide a full breakdown of cost at this time.
3. The Plan does recommend continuing the process of conducting an employee engagement survey by an independent third party every second year. Hearing from employees through engagement surveys provides a wealth of information to continue to advance workplace improvement initiatives and to measure progress.
4. The Plan identifies three (3) new positions for the Human Resources Department to support implementation of the Plan and to meet growing service demands. The estimated annual cost of the three positions inclusive of benefits is approximately \$300,000 phased in over two years. The new positions will be presented as part of the City's multi-year budget process.

Keeping the Plan on Track

1. An important element of advancing a plan is to regularly monitor and report on plan progress. It is recommended that an annual update on plan progress and the status of actions be presented to the City Council inclusive of available workforce performance measures.
2. It is also recommended that quarterly updates be presented to the Senior Leadership Team and that once a year the Senior Leadership Team hold a one-day retreat dedicated to the People Master Plan. The quarterly update should be shared with all people leaders throughout the organization given the role they play in the Plan's implementation.
3. #TeamBrantford News can be used to provide updates to staff on specific actions when appropriate.

It is important to note that the timelines mentioned in the Plan are guidelines and actual timelines will vary depending on organizational priorities, resources and budget implications. Deviations from the timelines outlined in the Plan will be noted in the Senior Leadership Team quarterly updates as well as the rationale.

Conclusion

The Plan is ambitious, bold, and fitting for an organization that is committed to continuous improvement, service excellence and the importance of people. The Plan positions the organization well to compete in a competitive labour market, build internal capacity and support a growing Brantford.

The Plan is founded on extensive research, comprehensive stakeholder engagement and the belief that “the best way to predict the future is to create it.”

Appendix 1: Stakeholder Engagement List

1. Mayor Kevin Davis
2. Councillor Michael Sullivan, Ward 1
3. Councillor Rose Sicoli, Ward 1
4. Councillor John Sless, Ward 2
5. Councillor Greg Martin, Ward 3
6. Councillor Dan McCreary, Ward 3
7. Councillor Richard Carpenter, Ward 4
8. Councillor Linda Hunt, Ward 4
9. Councillor Brian Van Tilborg, Ward 5
10. Councillor Mandy Samwell, Ward 5
11. Brian Hutchings, Chief Administrative Officer (CAO)
12. Rae-Lynne Aramburo Library CEO
13. Joelle Daniels, Commissioner of Corporate Services and City Treasurer
14. Inderjit (Indie) Hans, Commissioner, Public Works
15. Michael Bradley, Commissioner, Community Development
16. Heidi de Vries, Former General Manager of People, Legislated Services & Planning
17. Mark Jacklyn, Director of Operational Services
18. Rick Cox, Director of Parks & Recreation
19. Selvi Kongara, Director of Environmental Services
20. Mike Spicer, Director of Fleet and Transit Services
21. Jennifer Elliott, Director of Engineering
22. Nicole Wilmot, Chief Planner/Director of Planning
23. Andy McMahon, Chief Building Official/Director of Building
24. Kim Jolie, City Solicitor/Director of Legal Services
25. Anita Szaloky, Director of Human Resources
26. Scott Hall, Director of IT Services
27. Maria Visocchi, Director of Communication, Community Engagement & Customer Service
28. Sara Munroe, Director of Economic Development, Tourism & Cultural Initiatives
29. Aaron Wallace, Director of Community Programs & Social Development
30. Mary Musson, Director of Housing & Homelessness
31. Sue Evenden, Director of Family & Income Stability (Retired Dec 2022)
32. Todd Binkley, Fire Chief
33. Sasha Hill Smith, Manager of Government Relations & Corporate Initiatives – CAO's Office
34. Brenda Rutherford, Manager of HR Services
35. Nadine Dunlop, Manager of Health, Wellness & Safety

36. Rachel Smith, Supervisor of Employee Benefits & Administration
37. Allison Cormier, Human Resources Business Partner
38. Emily Clark, Human Resources Business Partner
39. Mary Mare, Human Resources Business Partner
40. Melissa Laufman, Human Resources Business Partner
41. Muhammad Usman, HR Systems Specialist
42. Casey Devlin, Corporate Training Specialist
43. Katrina Trimmel, Human Resources Generalist (Temporary) Human Resources Coordinator (Permanent)
44. Caitlin Ames, Human Resources Coordinator (Temporary) HR Administrative Assistant (Permanent)
45. Shawna Moffitt, Employee Benefits & Administration Assistant
46. Emily Degroote, HR Administrative Assistant (Temporary)
47. Sacha Salama, Health & Safety Specialist
48. Caitlin Knapp, Health & Safety Specialist
49. Jenny Sawicki, Accessibility Coordinator
50. Rebecca Leblanc, Disability Management Specialist
51. Kris Olson, Manager, Corporate Information
52. Patrick Thompson, Applications Architect, IT Services
53. Lucas Isaacs, Former Indigenous Affairs Advisor
54. Amber Kane, Staff Learning & Development Team
55. Tomi McMillan, Staff Learning & Development Team
56. Sharon Sayles, Staff Recognition Team
57. Lori-Dawn Cavin, Staff Recognition Team
58. Kelly Lillie, Fun @ Work Team
59. Jesse Whalen, Continuous Improvement Team
60. Becky Lala, Continuous Improvement Team
61. Emma Vokes, Continuous Improvement Team
62. Grant Shiell, IBEW Water Unit Chair
63. Jeremy Read, CUPE Outside Unit Chair
64. Tina Binder, Association of Professional & Administrative Employees (APAE) President
65. Josh Van Horne, Brantford Professional Fire Fighters Association
66. Adam Christmas, CUPE OWB & Housing Unit Chair
67. Phillip Maisano, CUPE City Hall Unit Chair (Acting)
68. David Birdsell, CUPE Custodian Unit Chair
69. Johnny Haggith, ATU Unit Chair
70. Zak Rochon, Partner, Director of Client Services Metrics@Work (2023 Employee Engagement Survey)

Appendix 2: Information Sources and Documents

1. City of Brantford HR Master Plan, Key Findings Report, Nov 2013
2. KPMG City of Brantford Service Review, Interim Report 2019
3. HR Accomplishments 2021 and 2022 Goals (Report to ELT/CAO)
4. Human Resources White Paper: How will the 2022 Hiring Crisis and Inflation Impact Collective Bargaining (Sept 2022)
5. Brantford comparator listing of Municipalities
6. Canada Summer Jobs 2021 Funding Council Information Memo
7. Council Orientation 2022 (City of Brantford, Human Resources)
8. Corporate Policy 003 - Financial assistance to Employees for Educational Courses
9. Human Resources Policy 015 - Corporate Health & Safety Policy
10. Respectful Workplace Program (HS Standard-026)
11. Human Resources Administrative Procedure Framework
12. Human Resources Policy 002 - Hiring and Employment Policy
13. Human Resource Policy 003 - Temporary Assignments Policy-Exempt Employees
14. Human Resources Policy 005 - Labour Relations
15. Human Resources Policy 006 - Exempt Employee Group Administration
16. Human Resources Policy 008 - Performance Management Program
17. Human Resources Policy 013 - Collective Bargaining Policy
18. Human Resources Policy 016 - Hiring Policy for General Manager and other identified positions
19. Human Resources Policy 017 - Compensation and Benefits Policy
20. Human Resources Policy 018 - Recruitment and Selection Policy
21. Human Resources Policy 020 - Work from Home Policy
22. Corporate Policy 030 - Respectful Workplace
23. Brantford Transit Culture Review
24. City of Brantford IT - Strategic Development & Culture Design Summary
25. Parks & Facilities Strategic Visioning - SLT Summary
26. Sample PLSP Goals and Objectives 2022 Progress Updates
27. Sample PLSP Goals and Objectives 2023
28. City of Brantford Full-Time Performance Appraisal and Succession Planning Program Overview
29. Understanding JDE Jobs and Positions
30. Job Aid: How to Review Job Applicants
31. Job Advertising websites
32. Recruitment System FAQs
33. The Recruitment Process

34. Vacation Entitlement Chart
35. WSIB Excellence Program Rebate: Information update to City Council (2021)
36. Rebate Received from Workplace Safety & Insurance Information Update to City Council (2022)
37. Health Safety Training Matrix - City of Brantford
38. Job Aid - Individual Training Plan
39. Leadership Continuum Chart 2021
40. Leadership Continuum Infographic 2021
41. Learning and Development Procedure
42. List of Online Training Modules
43. My Learning Intranet Page
44. Succession Planning Checklist
45. Training Requirements for New Staff
46. Exempt Employees Benefits Booklet 2021
47. Non-Exempt Employees Benefits Booklet 2021
48. Exempt (Select) Employees Benefits Booklet 2021
49. Employees Benefits Booklet 2018 For ATU
50. Employees Benefits Booklet 2018 For IBEW
51. Employees Benefits Booklet 2018 For CUPE Custodian Full-Time
52. Employees Benefits Booklet 2022 For CUPE Harmonized
53. Harassment and Discrimination Five Step Process 2020
54. Employee Connection Newsletter Special Edition 2007
55. City of Brantford Council Priorities 2023
56. City of Brantford Strategic Plan 2015
57. Job descriptions of HR staff members
58. HRBN Survey data
59. Brantford Work from Home Procedure
60. City of Brantford Draft Employee Engagement Survey
61. HR Matters Staff Newsletter November 2022
62. City of Brantford Grievance Data 2022
63. APAE Collective Agreement 2021-2024
64. Brantford Fire Collective Agreement 2019-2023
65. ATU Local 685 Brantford Lift Collective Agreement 2022-2025
66. ATU Local 685 Collective Agreement 2020-2021
67. CUPE Local 181 (Outside Unit) Collective Agreement 2019-2023
68. IBEW Local 636 Collective Agreement 2020-2024
69. CUPE Local 181 (Custodian, Caretaker and Cleaner Unit) Collective Agreement 2019-2023
70. CUPE Local 181 (City Hall Unit) Collective Agreement 2019-2023

71. CUPE Local 181 Collective Agreement (Ontario Works Brant & Housing Unit) 2019-2023
72. Organizational Change Management Culture Champion - Employee Recognition Program Standard, 2022
73. Organizational Change Management slide deck for Continuous Improvement
74. Organizational Change Management slide deck for Employee Recognition
75. Organizational Change Management slide deck for Fun at Work
76. Organizational Change Management slide deck for Learning and Development
77. Organizational Change Management slide deck for Employee Recognition
78. Gear Up, Employee Recognition Team 2022 Memo to SMT
79. SBEC Business Plan 2022-2024
80. SBEC Program Plan and Outcomes 2022-2024
81. Tourism Division Marketing Plan 2021-2022
82. City of Brantford Accessibility Plan 2020-2025
83. Accessibility Standard 2021
84. Library Services Agreement 2020
85. City of Brantford Zero Waste Framework
86. Florko, Lauren, and Tabatha Thibault. Canadian Human Resources Benchmarking: Recruitment and Selection. Ottawa: The Conference Board of Canada, 2022. Extracted from <https://www.conferenceboard.ca/focus-areas/human-resources/canadian-hr-metrics-benchmarking/>
87. Society Human Resource Management, Talent Access Report
88. 2022 HR Trends Survey Total National Report Human Resources Professional Association HRPA
89. 2022 HR Trends Survey Total Ontario Report Human Resources Professional Association HRPA
90. 2022 Business Council of Canada: Skills Survey Report

Appendix 3: Benchmark Municipalities

1. Amy Parker, Manager, Total Compensation and HR Systems, City of Guelph
2. Karen Wray, Manager, People & Partnerships, City of Barrie
3. Karen McGee, Human Resources Manager, City of Peterborough
4. Lorena Caprar, Manager Human Resources / Health & Safety, Brant County
5. Marianne Fenton, Manager, HR Strategy and Workplace Culture, Chatham-Kent
6. Kathy Weidhaas, Director Human Resources, City of Waterloo
7. Karie Ortgiese, Director Human Resources & Corporate Safety, City of Thunder Bay
8. Neil Carbone, Commissioner Corporate Services, City of Kingston
9. Vincenza Mihalo, Executive Director Human Resources and Dana Paladino, Acting Executive Director of Human Resources, City of Windsor
10. Cindy Pfeffer, Organizational Development Consultant, City of St. Catharines

Additional Municipal Presentations

1. Amy Frost, Supervisor of HR Projects and Administration, City of Barrie, Topic: Manager Dashboard Demonstration
2. Marianne Fenton, Manager, HR Strategy and Workplace Culture and Lucas Chambers, Manager Talent Acquisition & Development, Chatham-Kent, Topic: Integrated Learning Approach at Chatham-Kent