



# **City of Brantford Human Resources Master Plan**

January 2014

# The roadmap below represents approximate timing associated with implementation of key initiatives and activities over the life of the plan



# Implementation Plan: HR Strategy and Planning

HR Strategy and Governance

HR Strategy and Planning

**Initiative**

Implement HR Master Plan

**Vision**

The Human Resources department executes on its HR Master Plan, which enhances the future value, capacity and capability of HR to support a 21<sup>st</sup> Century City.

## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
<p>Develop strategies to undertake key initiatives associated with the HR Master Plan</p> <ul style="list-style-type: none"> <li>• Integrate Master Plan into annual work plan</li> <li>• Communicate Master Plan to targeted stakeholders</li> <li>• Schedule annual review and validation of Master Plan activities</li> <li>• Develop schedule and plan (e.g., bi-annually) for ongoing measurement, monitoring and milestone tracking</li> <li>• Milestone Tracking</li> </ul>						

## Links & Dependencies

- All Master Plan initiatives and activities
- HR resource capacity and support
- Support of City's Council, Management and Staff

## Desired Outcomes

- A clear mandate and direction for Human Resources to support achievement of broader organizational objectives

# Implementation Plan: HR Technology Management

<b>Initiative</b>	Develop HR technology strategy	<b>Vision</b>	The Human Resources department leverages technology to drive efficiency, build capacity and enhance data to support meaningful management reporting.
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## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
Undertake comprehensive HR systems inventory	■					
Review technology platforms in relation to current and future state HR operational needs		■				
<ul style="list-style-type: none"> <li>• Explore employee and manager self-service as a component of technology review</li> </ul>		■				
<ul style="list-style-type: none"> <li>• Review and maximize existing JDE functionality or alternative systems, including point solutions for in-need HR activities, e.g., recruitment, organization charting and learning and development tools</li> </ul>		■				
<ul style="list-style-type: none"> <li>• Review and identify needs relative to workforce data, analysis and reporting</li> </ul>			■			
Identify workflow, ownership and routing of HR calls into the City's service centre						
<ul style="list-style-type: none"> <li>• Leverage CRM for associated tracking and resolution management, e.g. candidate inquiry calls routed from customer service to HR</li> </ul>	■					

## Links & Dependencies

- Learning and Development; Organization Development; HR Communications; Onboarding/Orientation Design
- IT support and participation, resource capacity

## Desired Outcomes

- Additional HR capacity supported by enhanced efficiency and automation
- Enhanced leadership advisory services supported by more meaningful business reporting capabilities

# Implementation Plan: HR Service Delivery Model

HR Service Delivery Model and Enablers

HR Service Delivery Model and Organization Design

<b>Initiative</b>	Implement role of HR Business Partner	<b>Vision</b>	Human Resources enhances its service delivery model and improves departmental alignment and understanding of organizational needs through introduction of Business Partner role
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## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
<p>Implementation and ongoing evaluation of refreshed service delivery model through introduction of Business Partner (Service Representative) role</p> <ul style="list-style-type: none"> <li>• Directly align HR resources to Commissions for support of strategic needs</li> <li>• Engage Business Partner to support implementation of talent programs as well as ongoing recruitment and labour relations support</li> <li>• Refresh job descriptions to reflect updated business partner role</li> </ul>	■	■	■	■	■	■

## Links & Dependencies

- Support of Management / Commissions

## Desired Outcomes

- HR better aligned to serve the needs of the organization while Business Partners enhance capacity of HR to effectively plan, implement and monitor business-aligned talent management activities, e.g. Succession Planning

# Implementation Plan: HR Communications

**Initiative**

Develop HR communication plan

**Vision**

The Human Resources department disseminates key information and messaging to internal and external stakeholders through a strategic and integrated approach to HR Communications, supporting Brantford's identity as a 21<sup>st</sup> Century City.

## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
Conduct needs analysis to gauge staff interests and communication media preferences, e.g. survey, interview	■					
Leverage survey findings to develop a communication plan. Plan to include audience segmentation, media inventory and information preferences		■				
Integrate external audience into communication plan , e.g. leverage communications to convey a 21 <sup>st</sup> Century City and enhance employment brand and candidate experience		■				
Re-establish regular org-wide communication from HR , e.g. newsletter or blog		■	■	■	■	■
Enhance communications related to collective agreement changes with City management	■	■				
Ensure that the broad organization-wide communications strategy considers need for internal staff communications	■	■				

### Links & Dependencies

- Corporate Communications Strategy (and resources); HR Strategy; Learning and Development; Recruitment Strategy / Employer Brand Management; Organization Development
- Information Technology

### Desired Outcomes

- Staff and Management are engaged and aware of organizational activities, priorities and initiatives
- Enhanced communications supports Brantford's employment brand

# Implementation Plan: Onboarding and Orientation Design

Talent Management

Onboarding /  
Orientation Design

## Initiative

Design and deliver refreshed onboarding and orientation program

## Vision

All City employees are provided onboarding / orientation programming that supports job readiness and accelerates time to productivity as well as ensuring organizational awareness and an understanding of the City's employment value proposition.

### Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
Develop key learning objectives for onboarding and orientation		■				
Design and deliver onboarding program		■				
<ul style="list-style-type: none"> <li>Engage City leadership or staff in delivering onboarding programming</li> <li>Integrate civics content into onboarding program, e.g. presentations by organizational leaders highlighting their areas of focus (Mayor, CAO, GM's, Managers) to contribute to a big picture understanding of the City and its operations</li> <li>Evaluate alternative methods of delivery such as self-service and online training where applicable</li> <li>Integrate design, objectives and approach to onboarding/orientation programs with broader staff learning and development mandate</li> </ul>		■				
			■			

### Links & Dependencies

- Learning & Development
- Information Technology

### Desired Outcomes

- Refreshed onboarding / orientation enhances overall productivity and broadens civic awareness of new employees
- Alternative modes of delivery better serve Brantford's diverse employee base

# Implementation Plan: Learning and Development Design and Delivery

Talent Management

Learning and Development Design and Delivery

## Initiative

Refresh & enhance approach to learning and development design and delivery

## Vision

Human Resources plays a strategic role in learning and development; it proactively identifies opportunities for corporate learning to align to and support broader organizational objectives.

## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
Determine clear ownership for corporate Learning and Development (L&D)	■					
Establish governance model for corporate L&D		■				
Review L&D expenditures and budgets		■				
Allocate funds based on demand, ownership and agreed priorities		■				
Identify staff position to support development of strategy and execution of corporate learning and development mandate		■				
Initiate by identifying 3-5 key areas to focus for corporate learning and development, e.g. health and safety, customer service, leadership / management training etc.			■			
<ul style="list-style-type: none"> <li>Explore common needs of Commissions to determine specific corporate level training gaps, needs and pain points</li> <li>Explore alternative modes of training delivery including 3<sup>rd</sup> party, online, video etc.</li> <li>Link corporate training initiatives, e.g. customer service, into broader learning strategy</li> </ul>			■			
Establish Learning Plans that outline learning/training goals for each job role				■		
Explore systems to support learning and development record-keeping and registration management, e.g., link completed/training activity to employee profile so HR and managers can track and report training at a staff level					■	■

## Links & Dependencies

- Succession Management
- Information Technology
- Onboarding and Orientation

## Desired Outcomes

- Learning & development is strategically designed to support key organizational, departmental and succession planning interests



# Implementation Plan: Succession Management

Talent Management

Succession Management

**Initiative**

Design and Implement Comprehensive Succession Management tools

**Vision**

The City maximizes organizational productivity through proactive succession planning. A strategic approach and employee data supports the understanding and management of staff succession

## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
<p>Conduct critical workforce segmentation analysis to better ascertain attrition risk (degree and cause) over the near-term</p> <ul style="list-style-type: none"> <li>Identify high potential successors/candidates across the organization – particularly for at-risk or critical workforce segments</li> <li>Create development plans to facilitate knowledge transfer</li> </ul>	■	■	■	■	■	■
<p>Continue supervisor and management development programs. Integrate these into broader succession planning and learning and development initiatives</p>	■					
<p>As beneficial, design and implement strategies such as step-down work options that enable retiring employees to transition out of roles more gradually</p>	■					
<p>Design and implement programs such as mentoring to enable knowledge transfer for key roles</p>			■			

### Links & Dependencies

- Learning & Development
- Support of Management and Staff

### Desired Outcomes

- Mitigate organizational risk relative to loss of key talent through focused succession planning and development of talent to fill critical roles today and in future

# Implementation Plan: Recruitment Strategy and Employer Brand Management

Talent Management

Recruitment Strategy /  
Employer Brand  
Management

<b>Initiative</b>	Enhance the City of Brantford's Employment Brand	<b>Vision</b>	The City of Brantford is viewed as an Employer of Choice. The City's employment value proposition is clear and communicated through multiple channels.
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## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
<p>Identify Brantford's unique employment value proposition and integrate this into broader web and candidate advertising</p> <ul style="list-style-type: none"> <li>Integrate into City's broader external communication and branding strategy to better represent the City as an Employer of Choice</li> <li>Redesign City of Brantford job postings to include information about Brantford's Employer of Choice attributes</li> </ul>		■	■			

## Links & Dependencies

- HR Communications
- Information Technology

## Desired Outcomes

- City has a reputation as an Employer of Choice in the marketplace which accurately reflects its positive attributes and attracts talent to the organization

# Implementation Plan: Organization Design

<b>Initiative</b>	Evaluate Human Resources departmental structure and service delivery model	<b>Vision</b>	The Human Resources department is effectively structured to serve the needs of the City with the capacity and capability to support and advise relative to broader organizational design and structure.
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## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
Expand capacity and capability of HR to provide advisory support relative to organization design and structure <ul style="list-style-type: none"> <li>Align an HR resource (e.g., Director) to advise and provide support relative to organizational re-structuring</li> </ul>						
Review organizational structure and job duties of the HR department itself <ul style="list-style-type: none"> <li>Implement changes as needed to ensure optimal resource allocation and alignment to corporate and HR objectives. e.g. Business Partner role</li> </ul>						

## Links & Dependencies

- Leadership Advisory Services on Talent Planning
- Business Partner role

## Desired Outcomes

- Optimal resource allocation to support effective delivery of HR services
- Enhanced capacity of HR to support and advise relative to organizational structure

# Implementation Plan: Market Research and Analysis

Total Rewards Management

Market Research and Analysis

**Initiative**

Refresh compensation data for City roles

**Vision**

Human Resources provides the organization with expertise and knowledge relative to market appropriate compensation for all City staff and management.

## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
<p>Undertake competitive compensation review</p> <ul style="list-style-type: none"> <li>Execute schedule of review and build into business plan cycle, e.g. every 4 years</li> <li>Conduct point reviews for key roles on an as-needed basis and for critical workforce segments</li> </ul>	■	■			■	
<p>Review corporate benefit plan design as a component of total rewards framework</p> <ul style="list-style-type: none"> <li>Establish a schedule of review and build into business plan cycle, e.g. every 4 years</li> </ul>		■			■	

## Links & Dependencies

- Leadership Advisory Services on Talent Planning




## Desired Outcomes

- Ensure a market appropriate compensation and rewards framework (monetary and non-monetary) to support attraction and retention

# Implementation Plan: Leadership Advisory Services on Talent Planning

<b>Initiative</b>	Establish leadership advisory services to support talent planning	<b>Vision</b>	Brantford Human Resources provides advisory services to City leaders relative to forecasting and planning talent needs today and in the future.
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## Key Activities and Timing

Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5+
<p>Provide talent management support and advisory in relation to key corporate or department-specific needs and activities</p> <ul style="list-style-type: none"> <li>Design and Implement a reward and recognition program to reinforce customer service campaign</li> </ul>						
<p>Leverage Business Partner role to support leadership advisory needs relative to talent planning</p>						

## Links & Dependencies

- Learning and Development; Succession Management
- Business Partner role

## Desired Outcomes

- Organizational and departmental needs and initiatives (i.e. customer service) are supported by talent programs that address, reinforce and support desired outcomes