

CITY OF VANCOUVER

ADMINISTRATIVE REPORT



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TO: Standing Committee on City Services and Budgets
FROM: Mike Zora, General Manager of Human Resource Services
SUBJECT: Employee Relations & Advisory Services - Development Plan

RECOMMENDATION

THAT City Council approve the creation of three (3) Regular Full-Time exempt positions (two (2) Human Resource Consultant III's and one (1) Administrative Assistant) within the Employee Relations and Advisory Services division of Human Resource Services, effective April 1, 2006, funding of \$168,434 and at an annual recurring cost of \$222,569 thereafter. Funding to be added to the Human Resource Services Operating Budget. Approval and funding to be deferred to the 2006 Interim Operating Budget.

CITY MANAGER'S COMMENTS

The City Manager supports the recommendation of the General Manager, Human Resource Services.

COUNCIL POLICY

City Council approves all regular full-time staff positions.

PURPOSE

The purpose of this report is to request the creation of three (3) new staff positions within Employee Relations and Advisory Services (ER&AS) to address recruitment and retention issues, employee career planning, corporate career pathing, SAP HR module completion and continued HR policy development work. The completion of this work is becoming increasingly important as the City moves into a period of increased turnover and retirement due to the demographic changes in our work force, more competitive labour markets and shortages for certain types of employees.

DISCUSSION

Currently, the HRC's in Employee Relations and Advisory Services are decentralised into each of the five business units to support business unit HR priorities and issues. The decentralised Human Resource Consultants (HRC's) provide a wide range of HR services to managers and employees including; recommending and implementing HR policies, advising on employment related legislation for groups not covered by collective agreements, participating in the recruitment process, developing and delivering HR specific training, facilitating HR specific initiatives on behalf of or with other HR divisions and supporting the organization in the management of grievances and arbitration that flow out of the collective agreements.

The division has only one HRC available for policy development and corporate wide HR initiatives work. In the past few years, it has been possible to draw upon the time of decentralized HRC's to help address some of the corporate wide initiatives. Unfortunately, the growth in corporate wide initiatives and the increased demands from the line departments have made it impossible to keep pace with work needing completion.

The projected initiatives yet to be fully addressed and growing now include:

- Developing an Integrated Human Resources Planning Strategy that will look at longer term recruitment;
- Completion of the "Qualification Catalogue" which is core to making functional the SAP HR modules such as recruitment, career/succession planning and performance development;
- Developing the corporate-wide "Performance Management" and "Recruitment" modules of SAP;
- Working as a corporate partner on issues within departments such as career pathing for administrative and support staff, job fairs, outreach programs, liaison with the educational community to support attraction/retention strategies, streamlining departmental recruitment practices etc.;
- Website re-development (recruitment) to make it easier to apply on-line for job opportunities;
- Providing employees with assistance on career development and planning and developing career paths and supportive training to augment internal promotion capabilities.
- Completion of the "core competencies" for both the Leadership and Management components of the Succession Planning Initiative (shared exercise with Staff & Organization Development);
- Finalization of a number of corporate-wide HR policies in such areas as recruitment/retention and workplace conduct.

The two (2) requested positions are to support corporate-wide initiatives that are considered extremely important and clearly problematic if not dealt with over the next couple of years - the period in which it is anticipated to see our greatest turnover in management and professional staff in both exempt and unionized positions due to our corporate-wide demographics.

The creation of these two (2) positions will also allow the division to concentrate on HR (SAP) Enhancements such as the Qualification Catalogue (QC) and competency/ leadership development which are tools required to enhance and support the City's Succession Planning activities. The HRC III positions would also concentrate on the development of the recruitment and performance management modules in SAP. Additionally, the positions would partner with Staff & Organization Development in the creation of Human Resources specific training programs to either be delivered through the City Management Program or complement the City Learn courses already offered by the City for all staff. This would enhance current courses offered and empower managers to gain the HR knowledge they require to manage their operational HR issues. As the City moves forward with its recruitment initiatives, career counselling will become a required service. Counselling would be coordinated through this position and the Staff & Organizational Development division.

1. Administrative Support

Currently the City heavily utilizes its Temporary Agency for clerical positions as a resource option to recruit staff and build "ready pools" for many of the City departments.

In the past, the administration of the Temporary Agency had been given partial priority and worked off the "corner of a desk." Lack of business unit participation reflected these efforts. When an existing position within the ER&AS division was assigned to refocus recruitment efforts in 2002, the department restated the importance of attracting qualified candidates who could work on a temporary basis and successfully compete for an attain regular full-time employment.

Today approximately 46 employees are booked and scheduled electronically by participating departments who requiring staff for both long and short-term assignments. The utilization of the temporary pool has increased from 126 placements in 2001 to 345 in 2005 with 100% of business units participating.

As a result of this increase in Agency usage, the current Administrative Assistant to the Manager of ER&AS (who has responsibility for the Agency) has been required to focus 100% of her duties toward the administration of this service and can no longer provide general administrative support to the Corporate HR group. A replacement of the Administrative Assistant to the Manager of ER&AS is therefore required. This newly created administrative assistant position would provide support to the Corporate HR group and also to the Temp Agency as it continues to expand.

FINANCIAL IMPLICATIONS

On-going Funding from the Operating Budget, effective April 1, 2006, is required in the amount of \$168,434 and is broken down as follows:

Position	Salary & FB	Software	Training
HRC III (BND08)	\$61,997	\$1,500	\$510
HRC III (BND08)	\$61,997	\$1,500	\$510
ADMIN ASST (BND04)	<u>\$38,411</u>	<u>\$1,500</u>	<u>\$510</u>
	\$162,404	\$4,500	\$1,530

On-going Funding commencing January 1, 2007

Position	Salary & FB	Software	Training
HRC III (BND08)	\$82,662	\$1,500	\$510
HRC III (BND08)	\$82,662	\$1,500	\$510
ADMIN ASST (BND04)	<u>\$51,215</u>	<u>\$1,500</u>	<u>\$510</u>
	\$216,539	\$4,500	\$1,530

CONCLUSION

In order to meet the needs of the organization and improve upon the services we provide to staff while remaining an effective strategic business partner that takes the lead in assisting the organization manage a variety of human resource issues, Human Resource Services requires additional staff and resources. The recommendations put forward in this report would also enable the Human Resources staff to better respond to concerns raised by employees and the unions who represent them, in a more timely manner. Providing better and increased service to employees is critical to the reduction of workplace issues, enhanced morale and increased employee retention.

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