



Human Resources Recommendations for Council Members and their Staff (Verbal), CSC2025-0219 2025 March 5

Recommendation

That the Council Services Committee recommends that Council receive the presentation for the Corporate Record.





Previous Council Direction

On 2025 January 28, Administration was directed by Council to return to the 2025 March 05 Council Services Committee with plans to implement the following motions from the Ward Boundary Commission (WBC) and Council Compensation Review Committee (CCRC). The WBC recommendations are:

1. #3 That Administration review onboarding, professional development, and training programming for Council Members' employees, with input from Council and their offices. Programming should include professional development and regular training offerings related to conflict management, psychological safety and anti-racism.
2. #4 That Administration develop a mental health support strategy including readily available and easily accessible counselling support services for Council Members and their employees, with input from Council and their offices.
3. #6 That Administration develop a Council Members' office human resources strategy to address Council Member employee environment gaps, with input from Council and their offices.



Previous Council Direction (con't)

The CCRC recommendations are:

1. #4 That Administration conduct a comprehensive HR review of Councillors' Assistants as a staffing group. During the CCRC's assessment, it became clear that the policies governing Assistants, including compensation, have not been updated recently and fall outside the standard 4-year review cycle. Additionally, the job descriptions for Assistants are outdated. The CCRC recommends reviewing the job family classifications and updating job descriptions as a necessary step before proceeding with any further salary review for Assistants.
2. #5 That Councillors consult with City Human Resources when determining the placement of Councillors' Assistants within salary bands or the City Clerk's Office when determining availability of budget. This ensures Councillors can leverage expert guidance to make informed and equitable staffing decisions.



Onboarding, professional development

Recommendation:

That Administration review onboarding, professional development, and training programming for Council Members' employees, with input from Council and their offices. Programming should include professional development and regular training offerings related to conflict management, psychological safety, and anti-racism.

Plan:

- ✓ Administration has begun to update the onboarding experience for the new Council and will be reviewing this plan with Council/councillors offices by 2025 June 30, with the goal of including appropriate content, in a format that is easily understandable, accessible at any time during their tenure.
- ✓ Administration will work with the HR business partner to review City-provided training and professional development to formulate a plan to address gaps and ensure that the content covers conflict management, psychological safety and anti-racism. The plan will be finalized by 2025 June 30 for Council review.
 - ✓ The plan will include organizing training and development sessions, providing coaching and mentoring and encouraging continuous learning and development.
 - ✓ Schedule regular check-ins (HR, City Clerk's Office and Council Members) to address any issues and provide ongoing support.

**Recommendation:**

That Administration develop a mental health support strategy including readily available and easily accessible counselling support services for Council and their employees, with input from Council and their offices.

Plan:

- ✓ Administration to work with Council Members' staff to familiarize them with the available mental health supports (Employee & Family Assistance Program (EFAP), benefits plan, crisis intervention, trauma informed workplace) in place. Timeline: Q1-Q2 2025.
- ✓ HR business partner engage with subject matter experts in Administration on the rollout of a mental health strategy (considering the Administration strategy and tailored where needed). Timeline: Q3-Q4 2025.
- ✓ Administration to work on developing a centralized information portal for all HR information. Timeline: Q1-Q2 2026

Human resources strategy and enhanced support

Recommendation:

That Administration develop a Council Members' office human resources strategy to address Council Member's employees' environment gaps, with input from Council and their offices.

Plan:

- ✓ Based on previously conducted interviews with Councillors and Ward Office Staff, Administration to work on developing a human resources strategy. Timeline: Q4 2025-Q2 2026



Job descriptions, salary ranges

Recommendations:

1. That Administration conduct a comprehensive HR review of Councillors' Assistants as a staffing group. During the CCRC's assessment, it became clear that the policies governing Assistants, including compensation, have not been updated recently and fall outside the standard 4-year review cycle. Additionally, the job descriptions for Assistants are outdated. The CCRC recommends reviewing the job family classifications and updating job descriptions as a necessary step before proceeding with any further salary review for Assistants.
2. That Councillors consult with City Human Resources when determining the placement of Councillors' Assistants within salary bands or the City Clerk's Office when determining availability of budget. This ensures Councillors can leverage expert guidance to make informed and equitable staffing decisions.

Plan:

- ✓ Administration will retain the services of an independent compensation consultant to perform this work, namely:
 - ✓ Work with Council Members and staff to document/ensure job information is up-to-date.
 - ✓ Recommend job evaluation methodology – including considering implementing The City's career framework as it has applicability with these roles.
 - ✓ Conduct market scan to determine comparable roles and compensation levels and propose salary range by job family/level and develop administrative guidance regarding placement of individuals in salary range and salary increase mechanics – and ensure all documents are accessible by all (Council Members and staff).
- ✓ Compensation consultant to make recommendations to the Council Services Committee no later than Q1 2026 on the above for implementation.

Recommendation

That the Council Services Committee recommends that Council receive the presentation for the Corporate Record.

