

**Audit Committee – March 22, 2019
HR Challenges and Opportunities
presented by Mark Lavallee, CHRO**

**Citizen
Priorities
&
Council
Directives**

A Well-Run City

A Prosperous City

A City of Safe and Inspiring Neighborhoods

A Healthy and Green City

A City that Moves

**Administration
Commitments**

1. Sustain a cooperative and meaningful relationship with Council
2. Foster a safe and respectful workplace for all employees.
3. Continue to promote a progressive public service culture through One City, One Voice.
4. Focus attention on planning and building a resilient city, including flood mitigation and climate change.
5. Enhance service to our customers and communities, including citizens and businesses.
6. Further strengthen the Corporation's financial position.

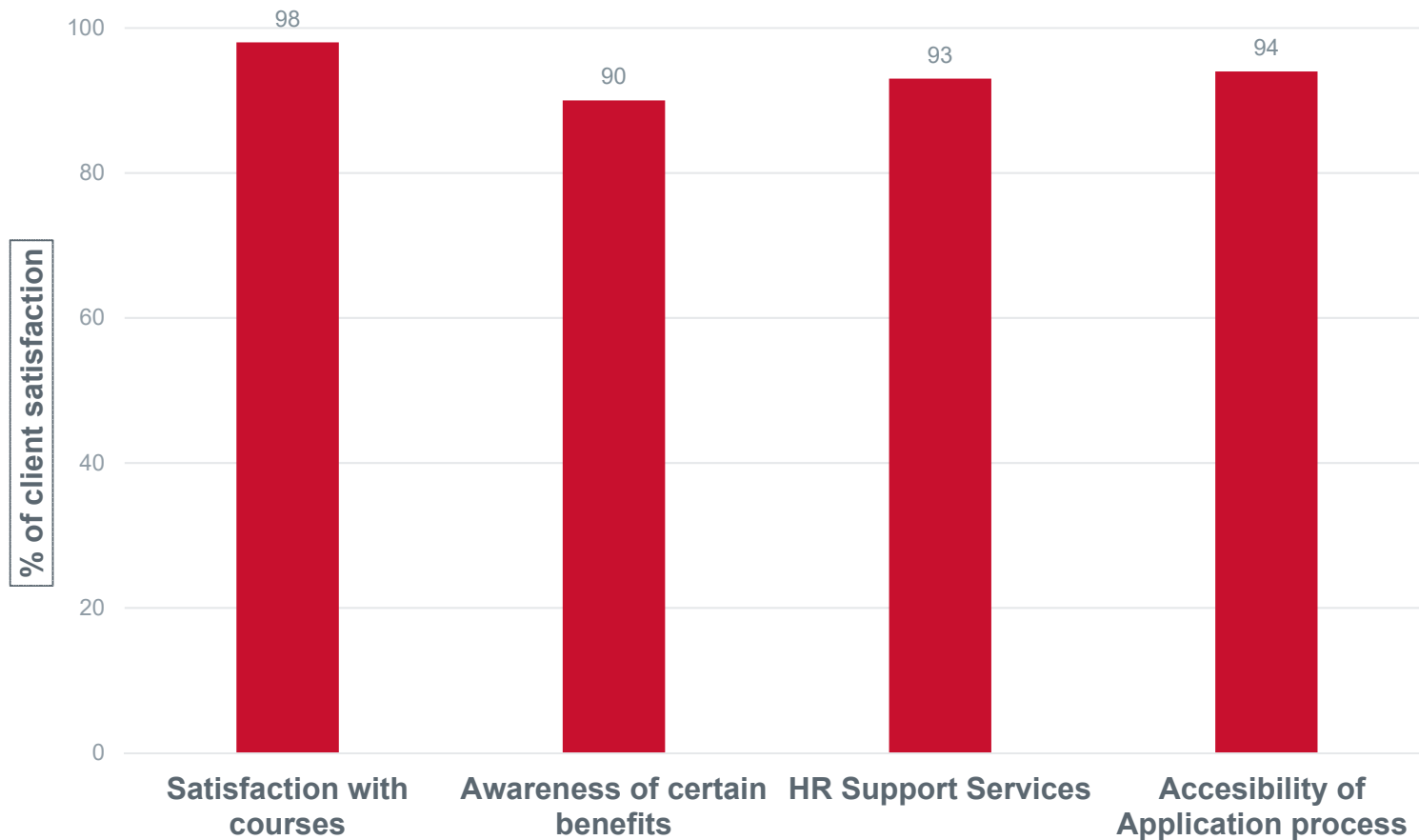
**HR Service
Lines**

**HR Support
Organizational Health, Safety and Wellness
Corporate Governance**

- BUs identified HR Support as **the internal service with the most impact** on their ability to serve their end customers.
- Customers indicate that **reliability, responsiveness and quality of HR service delivery** are critical attributes.
- City employees are satisfied with existing health and wellness programs and services we offer.

Client Satisfaction

HR customers have indicated a high level of satisfaction across a wide range of HR services:



What we are Watching: Trends and Risks

- I. The economy
- II. Demographic shifts influenced by diversity and age
- III. The growing voice around equity and inclusion
- IV. “Me Too” and other movements
- V. Governments continue to advance Truth and Reconciliation
- VI. Increased desire for transparency
- VII. Legislative changes, legal & compliance risk
- VIII. Corporate capacity for change and increased demand for services

IX. Labour relations climate

X. Employee productivity and engagement in a difficult economy and with job/wage constraints and freezes

XI. Continuity/momentum around service plans and budgets, culture shift, efficiencies, workforce planning

Our passion: Human Resources supports building a great workforce to serve a great city.

Human Resources Opportunities

Workplace Capacity: Identify opportunities for further integration, streamlining, efficiency, resiliency and continuous improvement in service to deliver better outcomes to customers

Leadership Effectiveness: Develop corporate and targeted solutions to build and sustain leadership accountability, capability and effectiveness.

Healthy Workplace: Work with service partners to create and sustain workplace conditions that reinforce employee engagement, inclusion, productivity, health and wellness



Leadership Effectiveness	Workplace Capacity	Healthy Workplace
<ul style="list-style-type: none"> • Leadership Development • Employee Development • Leader & Employee Support & Accountability <ul style="list-style-type: none"> ➤ Training/Mentoring/Coaching ➤ Executive Leadership Accountability • Change Leadership- Supporting Leaders & Employees 	<ul style="list-style-type: none"> • Performance Measure develop to meet customer need (who is better off?) • Technology <ul style="list-style-type: none"> ➤ Self Service ➤ Data Accessibility ➤ Reporting ➤ Performance Measures/Benchmarking ➤ Records Digitization • Integrated Talent Management System (ITMS) <ul style="list-style-type: none"> ➤ LMS ➤ IPD & Succession • Workforce Planning & Analytics 	<ul style="list-style-type: none"> • Inclusiveness <ul style="list-style-type: none"> ➤ Indigenous Learning ➤ Gender Equity • Workplace Investigations & Restoration <ul style="list-style-type: none"> ➤ Team formation, processes/systems ➤ Restoration • Code of Conduct • Health System Review and Implementation <ul style="list-style-type: none"> ➤ Healthy Workplace Strategy ➤ Employee experience ➤ Psychological safety ➤ Efficiencies and effectiveness ➤ Accommodation Strategy ➤ Case management

Thank You!

QUESTIONS?