

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

Re: Contracting for Human Resource Services

RECOMMENDATION

That Council approve a collaborative arrangement between the City of Elliot Lake and Saint Joseph's General Hospital (SJGH) for the provision of Human Resource (HR) Services;

And that the funds to finance this initiative be drawn from the Human Resources operating budget;

And That Council pass the appropriate By-Law to enter into an agreement with Saint Joseph's General Hospital for the provision of said services.

BACKGROUND

Over time, accompanied by a high frequency of staff turnover, the functionality of the HR department has waned and needs to be revived. It is important to have a full service HR department as HR touches all other departments in some way, shape or form.

The intent of this initiative is to engage HR professionals in combination with the assistance of the HR team at SJGH to assist with the revitalization of the department. Many facets of the HR department need to be (re)established which will ensure that HR practices such as benefit administration, short term and long term disability plans, performance management, sick leave monitoring, job postings, grievance handling, job descriptions, policy review etc. are being applied in a consistent manner across all departments within the organization.

The program would roll out with the HR Specialists doing an audit of our HR department to ensure that the organization is meeting its statutory and labour relations obligations. Once the audit is completed work will focus on developing standard operating procedures and standard work processes ensuring ongoing service provision. The systems, policies, procedures and other deliverables developed during the term of this agreement will create a solid foundation from which to rebuild our HR department.

ANALYSIS

This proposed agreement (2 year term) will provide for the continued support during the revitalization of the HR department. The relationship is structured in such a way that we will initially have the services of an HR Generalist, supported by SJGH's HR team. At the onset of the agreement the HR Generalist will be on-site for three days a week while undertaking the full assessment of the department's needs. Once this is completed, the onsite presence will be reduced to no less than a minimum of six days/month with the remainder of the work managed remotely.

Examples of benefits to be realized;

- Standardized approach to HR management across the entire organization.
- Overall organizational support through the development of systems that will enable a smooth transition to the re-establishment of an independent HR service at the end of this agreement (if desired).
- Ability to leverage resources available to SJGH and the potential to collaborate with SJGH to achieve cost effectiveness through economies of scale with regard to specialized services i.e. leadership development, professional development, training etc.

Safeguards – in the unlikely event that this agreement proves to be unsuccessful, either party may terminate the agreement prior to the end of the term through the provision of 30 days written notice.

FINANCIAL IMPACT

The costs associated with this agreement will be funded through the Human Resources Operating budget and will be assigned to contracted services.

2024 – Expenditure = \$36,816.86 plus applicable taxes (November/December)

2025 – Expenditure = \$203,511.93 plus applicable taxes

2026 – Expenditure = \$126,120.20 plus applicable taxes.

Allocations towards department wages and benefits as well as annual allotments for contracted services will support the costs associated with this agreement.

2025 – Salaries/Benefits = \$215,575.00

2025 – Contracted Services = \$41,200.00

Total = \$256,775.00

Estimated Costs for cost centres in 2025 = \$203,512.00 (contract) + \$19,369.00 (wages and benefits) = \$221,881.00

\$34,894.00 unexpended and available for use 2025.



LINKS TO STRATEGIC PLAN

The City is committed to retaining staff and developing existing staff capacity through training and education thereby providing all employees with a safe, positive, and inclusive work environment supported by corporate policies which meet or exceed Ontario regulations. When hiring, the City will strive to attract the best candidates and will conduct the process in a professional and comprehensive manner.

SUMMARY

This arrangement enables the City to benefit from a skilled HR team without the need to compete for talent, while developing existing resources and leveraging resources/services/opportunities already established through SJGH HR network.

Collaborative arrangements with community stakeholders such as the one proposed, are not new to the organization and have met or continue to meet with ongoing success. Elliot Lake Residential Waterfront Development and the Elliot Lake Golf Course are examples of such.

