Appendix A: Human Resources Plan – City of Elliot Lake – November 2024

The first step in providing Human Resources (HR) services to the City of Elliot Lake involves conducting an assessment of the current state of HR and the organization. This assessment will be carried out alongside the delivery of day-to-day HR services. The Contractor will use a specific HR Plan to guide its actions during this process. While the Plan outlines the approach and direction the Contractor will follow, it does not guarantee specific results. However, the Client can use this Plan to monitor the Contractor's progress.

## 1. Introduction and Objectives

- **Mission Statement:** Align the HR strategy with the municipality's mission to provide efficient, responsive, and transparent public services.
- **Objectives:**
  - Ensure effective staffing to meet community needs.
  - Foster employee development and retention.
  - Promote a positive, inclusive workplace culture.
  - Maintain compliance with legal and regulatory standards.

## 2. Workforce Planning

- **Current Workforce Analysis:**
  - Assess the current workforce demographics, skills, and roles.
  - Identify gaps in skills, positions, or staffing levels.
- **Future Workforce Needs:**
  - Forecast future staffing needs based on anticipated community growth, budget changes, and new projects.
  - Plan for retirement and succession, particularly for key positions.

## 3. Recruitment and Staffing

- **Recruitment Strategy:**
  - Utilize local and regional job boards, municipal websites, and community outreach to attract candidates.
  - Partner with local schools and colleges for internships and job placements.
- **Hiring Process:**
  - Establish a clear, transparent hiring process with job descriptions, qualifications, and selection criteria.
  - Incorporate diversity and inclusion practices in recruitment.
- **Onboarding:**
  - Develop an onboarding program to familiarize new employees with municipal policies, culture, and community.

## 4. Employee Development and Training

- **Training Programs:**

- o Offer regular training on essential skills, such as public service, communication, technology, and compliance.
- o Implement leadership development programs for potential leaders.
- **Performance Management:**
  - o Establish a performance appraisal system with regular feedback and goal-setting.
  - o Encourage continuous learning through workshops, seminars, and online courses.
- **Career Development:**
  - o Create career paths and promotion opportunities within the municipality.
  - o Support professional certification and education relevant to municipal roles.

## 5. Compensation and Benefits

- **Compensation Strategy:**
  - o Conduct a salary survey to ensure competitive and equitable pay within budget constraints. <span style="color:red">Not Applicable</span>
  - o Implement pay scales based on job roles, experience, and performance. <span style="color:red">Not Applicable</span>
- **Benefits Package:**
  - o Offer a comprehensive benefits package, including health insurance, retirement plans, and paid leave.
  - o Consider additional benefits like flexible work hours, wellness programs, and employee assistance programs.

## 6. Employee Engagement and Retention

- **Engagement Initiatives:**
  - o Conduct regular employee engagement surveys to gauge satisfaction and identify areas for improvement.
  - o Foster a positive workplace culture with team-building activities, recognition programs, and open communication.
  - o Assess the need for third party assistance.
- **Retention Strategies:**
  - o Identify high-potential employees and create retention plans, including career development opportunities.
  - o Address work-life balance and employee well-being to reduce turnover.

## 7. Diversity and Inclusion

- **Diversity Goals:**
  - o Set diversity hiring goals aligned with community demographics.
  - o Promote an inclusive workplace where all employees feel valued.
- **Inclusion Training:**
  - o Provide training on diversity, equity, and inclusion to all employees.
  - o Create policies that support equal opportunities and address discrimination.

## 8. Compliance and Risk Management

- **Legal Compliance:**
  - o Ensure all HR policies comply with federal, state, and local labor laws and regulations.
  - o Regularly update policies and procedures to reflect legal changes.
- **Risk Management:**
  - o Implement a risk management program, including workplace safety, data protection, and harassment prevention.
  - o Conduct regular audits of HR practices to identify and mitigate risks.

## 9. Technology and HR Systems

- **HR Information System (HRIS):**
  - o Implement or upgrade an HRIS to manage employee data, payroll, benefits, and performance evaluations.
  - o Utilize technology for online training, employee self-service portals, and remote work options where applicable.
  - o Assess how realistic an HRIS is & assess other options to obtain meaningful data.
- **Data Analytics:**
  - o Use HR data analytics to inform decision-making, track HR metrics, and improve processes.

## 10. Community Engagement

- **Public Relations:**
  - o Promote the municipality as an employer of choice within the community.
  - o Engage with residents through outreach programs and public forums.
- **Volunteer and Internship Programs:**
  - o Develop programs that involve community members in municipal projects and services, providing a talent pipeline.

## 11. Monitoring and Evaluation

- **KPI Tracking:**
  - o Regularly monitor key HR metrics (e.g., turnover rate, employee satisfaction, time to fill positions). Refer to KPI listing (Appendix B) to identify what indicators will be used.
- **Continuous Improvement:**
  - o Gather feedback from employees and department heads to refine HR practices.
  - o Adjust the HR plan as needed based on performance evaluations and changing community needs.

## 12. Budget Considerations

- **HR Budget Allocation:**
  - o Develop an HR budget that includes recruitment, training, salaries, benefits, and technology investments.

- o   Plan for contingencies and potential future needs.

## 13. Implementation Timeline

- **Short-term (6-12 months):**
  - o   Focus on immediate recruitment needs, onboarding, and setting up performance management systems.
- **Medium-term (1-3 years):**
  - o   Implement training programs, HRIS, and develop retention strategies.
- **Long-term (3-5 years):**
  - o   Evaluate succession planning, career development, and continuous improvement initiatives.
- Note:  HR Assessment (1-3 months)

## 14. Conclusion

- **Summary:** Reinforce the alignment of the HR plan with the municipality's overall goals and the importance of a committed and capable workforce.
- **Next Steps:** Complete the Assessment of HR Services, review and validate next steps with Client including communication with stakeholders and employees.

This HR plan will help the municipality manage its workforce effectively, ensure compliance, and foster a productive and engaged work environment.