



ADDITIONAL FTE REQUEST

DEPARTMENT: Financial Services/Corporate Administration

Senior Management is requesting to increase its staff complement by 1.0 additional FTE for an HR Coordinator. The annual cost for the proposed position, including benefits, is \$109,600 (\$85,000 plus benefits).

Rationale:

At this time, the critical Human Resources ("HR") role is split amongst the CAO, the Manager of Financial Services and the Payroll Administrator/HR Assistant. Over the years, the CSRD has expanded to the extent that this role can no longer be effectively delivered off the sides of these desks. In addition to the ever-evolving legislation from other levels of government and increasing numbers of staff positions within the CSRD that need to be managed effectively, it is administratively challenging to manage HR effectively in a unionized environment. An experienced HR Coordinator would provide Management with the experience to effectively manage the Collective Agreement, Employment Standards, and Labour Laws.

As more and more services are provided by the CSRD, the staff complement has increased accordingly. Human Resources, in its simplest terms, is responsible for managing the employee life cycle (i.e. recruiting, hiring, onboarding, training and terminating employees) and administering employee benefits.

Furthermore, the existing duties of the role of the Payroll Administrator/HR Assistant are not sustainable. This position as it currently exists, requires regular routine overtime just to meet legislated deadlines, prevents the existing employee from taking regular flex days off or even an extended vacation, and is not able to undertake any proactive work to develop policies or improve orientation documents.

The Human Resources role is not just throwing an ad in the newspaper and hiring the first person that walks through the door. Recruitment of staff is critically important to ensure that the right people are hired for the right positions. The right candidate can revitalize an entire organization, but the wrong candidate can upend operations.

Once a staffing need is identified, the recruitment cycle starts, which requires that job descriptions be created or updated, markets analyzed, stakeholders consulted, and budgets

managed. Human resources is in charge of arranging interviews, coordinating hiring efforts, and onboarding new employees. They're also in charge of making sure all paperwork involved with hiring someone is filled out and making sure that everything from the first day to each subsequent day is navigated successfully. In 2020, we had over 20 job postings. While there were not 20 staff hired, in the unionized environment one vacancy can lead to many subsequent postings due to movement of staff within the organization as well as the application of seniority. Each posting takes considerable time to administer.

Disciplinary actions are also increasingly important because when navigated inappropriately, disciplinary actions can lead to the loss of a valuable employee, result in costly litigation or severance or can lead to a poor reputation and damaged staff morale. But when handled appropriately, disciplinary action can result in a successful outcome including the provision of learning opportunities that enhance the employee's career.

In an environment where a Collective Agreement exists, it is critical that there be one person who can provide guidance to the staff and management on the interpretation of the Collective Agreement. This consistency can alleviate concerns and ensure that grievances are kept to a minimum.

Other key priorities that are being done off the sides of the desks include:

Policy and procedure development:

An HR Coordinator would also be responsible for drafting and updating policies and procedures. An inordinate amount of time was spent crafting policies due to the pandemic, however, that has also served to identify that there are policies that need to be updated or created which have not yet been addressed due to lack of resources. For example, staff had originally looked at developing an anti-discrimination policy back in the summer of 2020 however, with competing priorities, this never made it to the top of the priority list.

Training and Development:

At this time, the CSRD does not have a comprehensive employee training and professional development program. This position would coordinate employee learning opportunities, develop learning programs and develop resources for managers so that they can better manage their staff. Offering career development support systems has been shown to promote long term employee retention.

Benefit analysis:

Staying competitive is of prime importance when trying to attract the best talent, however we must also ensure that we are paying the least amount of taxpayer dollars for employee benefits as prescribed by the Collective Agreement.

Supporting employees and managers:

This is a critical function of a successful HR department as it ensures that our employees are happy, productive and thriving. Providing support for the emotional and career needs of our employees is less quantitative and more qualitative. A positive HR environment can lead to long-term retention of staff, upbeat staff morale, high-functioning staff and management.

Labour management meetings:

These are prescribed under the Collective Agreement, however, it is Managements opinion that these meetings could be far more effective with the appropriate time and attention.

Collective Bargaining:

While the CSRD has just entered into a new five year Collective Agreement, there are on-going responsibilities related to the process.

Compensation Reviews:

Remuneration for exempt staff and elected officials should be regularly reviewed, however, there is no existing capacity to take these processes on with regularity.

SUMMARY:

Human Resources is critical to the success of any organization. As the CSRD has grown considerably in terms of the services provided, and the number of staff employed, Management feels that it is important that a full-time HR Coordinator position be created. Staff is requesting the Board support this recommendation, however, we are sensitive to the effects of the pandemic that are still not fully known or understood and therefore we are prepared to hold this position in abeyance until the budget can appropriately sustain the increased costs.

Respectfully submitted,

Jodi Pierce,
Manager, Financial Services and Deputy Manager, HR