



BUSINESS PLAN 2025

Human Resources
ADMINISTRATION

DEPARTMENT OVERVIEW

The Human Resources (“HR”) department provides professional human resources services, specialized advice and support to the organization. Our main goals are:

- providing human resources services and programs that are responsive, effective and efficient;
- attracting and retaining talented people to work for the City; and
- promoting and supporting a safe, healthy, respectful and productive work environment.

Core Services:

- Recruitment and Selection
- Training and Development
- Occupational Health and Safety and Disability Management
- Employee and Labour Relations
- Job Classification and Reclassification
- Compensation and Benefits Administration

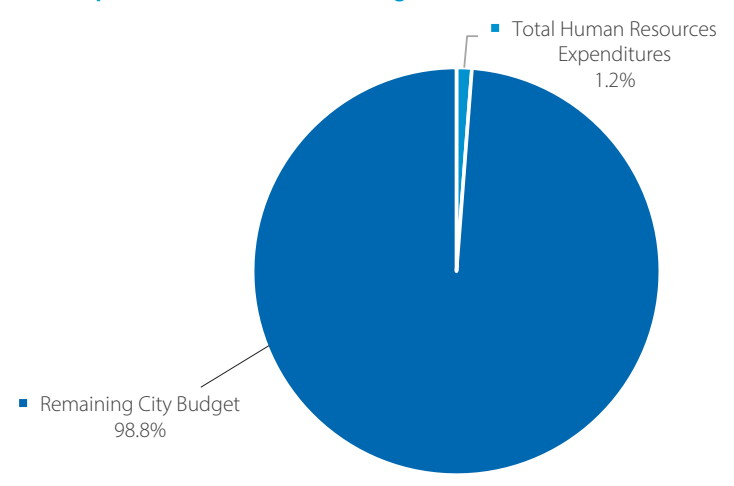
The HR department performs several other key functions within the City, which include organizing social and wellness activities, recognizing long-service and retiring staff and overseeing the City’s security identification card program.

As the City continues to grow, one of our key roles is to ensure that we have the right number of qualified staff in place to maintain existing service levels. We help the City remain responsive to emerging workforce trends to meet the needs of our managers and staff, as well as the public’s expectations for safe, efficient, cost-effective services.

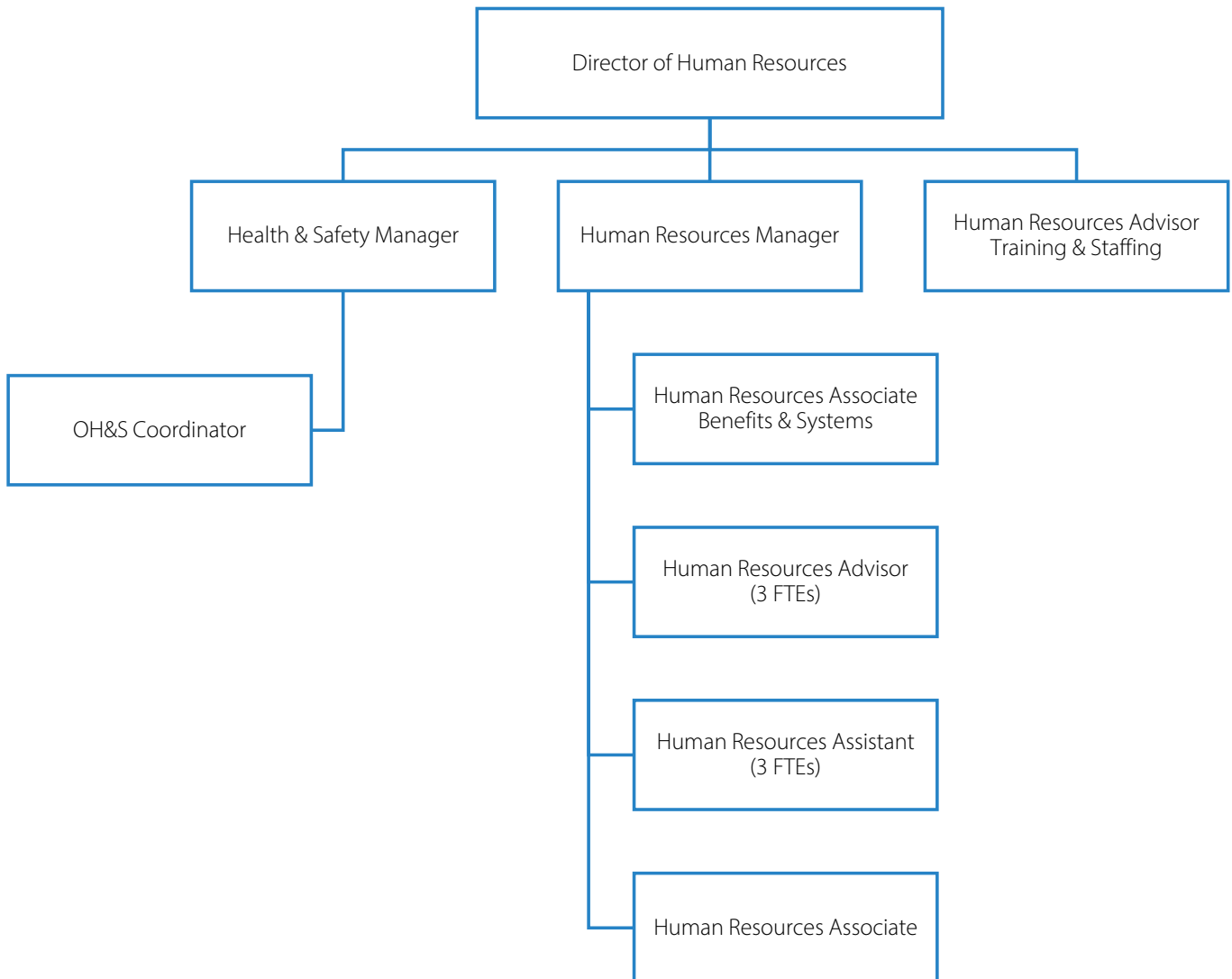
Human Resources serves as the central point through which workplace challenges are discussed and addressed, to ensure the City maintains a consistent response across all its operations. Issues such as child and elder care, remote work and the changing generational composition of our workforce create new challenges for the City. Our response to these issues impacts our marketability as an employer; done correctly, we can create a competitive advantage for the City.

Human Resources assists the City’s other departments in acquiring and developing staff and we maintain job descriptions for more than 250 distinct jobs for this purpose. We have a robust employee training program that responds to current and emerging training needs and provides opportunities for staff to prepare for future career progression.

Department’s Share of the Budget



Operating Expenditure Budget: \$2,594,976



LEVEL OF SERVICE

Recruitment and selection

Human Resources staff provide specialized assistance to departments throughout the recruitment process, including developing job descriptions, advertisements and interview questions, conducting testing and interviews and completing the onboarding process. Each individual recruitment process can consume many hours of staff time from making interview arrangements to onboarding the new employee. We average approximately 25-30 open recruitments at a time, in addition to ongoing temporary and casual recruitments throughout the year.

Training and Employee Development

Human Resources coordinates the delivery of the City's corporate training program, offering a broad range of professional development training courses each year. The City's training program encourages staff to develop and enhance their skills by taking part in the online or in-person courses offered each year. Course topics include aboriginal awareness, time management, conflict resolution, mindfulness and equity, diversity and inclusion (EDI), in addition to computer courses for municipal and Microsoft Office programs. The Occupational Health and Safety section oversees an extensive safety training program that ensures our staff are trained to perform their jobs safely and can identify and address hazards in their work environment.

Employee and Labour Relations

Maintaining a good labour relations climate is important for running a safe and efficient operation. Most of the City's employees are members of either the Canadian Union of Public Employees (CUPE) Local 401, or the International Association of Fire Fighters (IAFF) Local 905. Human Resources provides advice to managers on the application and interpretation of the City's two collective agreements and the Management Bylaw. Much of the work to maintain good labour relations is done through other managers, with advice from Human Resources staff who also deal directly with union leaders on many issues such as grievances, policy issues and safety concerns.



The HR department also maintains several employment-related policies and addresses any Human Rights, respectful workplace, disability management and other employment issues when they arise. Human Resources oversees the City's annual service recognition program, and in 2024 we have 105 staff being recognized for service milestones between five and 45 years with the City.

Job Classification and Reclassification

Human Resources supports the joint Job Evaluation Plan for the City's CUPE-affiliated staff by arranging meetings for the Job Evaluation Committee, participating in the evaluation process, implementing recommendations from that committee and serving on the Job Evaluation Steering Committee. We also assist managers, when developing new exempt positions, to ensure that the position is properly classified and compensated based on internal and external factors.

LEVEL OF SERVICE

Compensation and Benefits Administration

Human Resources administers the Management Bylaw and other policies that govern all aspects of employment, including the remuneration and terms and conditions that pertain to non-unionized staff. We administer benefits programs for all employee groups as well as elected officials and have responsibility for input and upkeep of all employee records. The Occupational Health and Safety section oversees the provision of a confidential Employee and Family Assistance Program (EFAP) for staff. The EFAP provides support for staff dealing with both work-related and personal challenges. It also provides a response to critical incidents, meeting onsite with City staff who have experienced trauma through their work, as a means of helping them to cope with sudden, unforeseen events.

Occupational Health & Safety and Disability Management

Human Resources leads the health and safety function on behalf of the City, with the support of the dedicated safety committee members, supervisors and management staff who promote a safe work environment and safe work practices for our staff. The City is a COR-certified employer through WorkSafe BC's Certificate of Recognition (COR) program.

Human Resources is also the main point of contact for WorkSafe claims management and for staff who require temporary or permanent accommodation in their work duties because of illness or injury. We work with management and union representatives, the employee and the employee's physician to identify suitable work opportunities wherever possible, to assist the employee in returning to meaningful, productive work that does not conflict with their medical restrictions.



2024 ACHIEVEMENTS

The Human Resources department, after years of being short staffed, was able to fill all vacancies in 2024. This followed a restructuring of the Human Resources section of our department to a model with one HR Manager (down from three) and more HR Advisors who function as specialists in specific areas. In the Occupational Health and Safety section, we added an Assistant to assist with the disability management workload and free up the Manager for new initiatives that support mental health that are currently underway.

Unit4 was identified as the City's new Enterprise Resource Planning (ERP) provider, to replace the aging SAP system, and HR staff have been actively involved in the work necessary for the transition. We have been working with consultants to help identify our current practices and what our future needs will be in the HR/Payroll and Benefits areas. The consultants will then build the new system, which our staff will then test and implement. A separate module for Talent Management is also being implemented which will streamline our processes for developing, scheduling and tracking training at the City.

On the Health and Safety front, the efforts to highlight injury prevention and disability management continued to show favourable results. The City's WorkSafe BC premium rate surcharge dropped significantly from 19.3% in 2023 to 3.94% in 2024, reflecting years of dedicated hard work by our Health and Safety section, committee volunteers, supervisors and managers. Safety training continued to be a priority with over 45 safety related courses held and over 335 staff participating.

Each year the City's corporate training program sponsors staff in a variety of longer-term training programs. In 2024, three staff completed the Leadership Vancouver Island program and four staff attended the LGMA Supervisor's Essentials online course. Four staff completed courses through Capilano University's School of Public Administration with another five staff registered for courses in the fall.

As we did in 2023, HR supported a Fire Fighter recruitment process that brought in close to 300 candidates. We dedicated six full days to conducting 60 interviews to fill 25 new Fire Fighter positions with Nanaimo Fire Rescue (NFR). Our roles included arranging interviews with candidates, participating in the interviews, conducting reference checks and making offers to the successful candidates. HR then undertook the onboarding process as well.

Working with a small team of senior Chiefs at NFR, we successfully negotiated a two-year collective agreement with IAFF Local 905. The agreement, covering the period from January 1, 2023 through December 31, 2024 was significantly modernized and made more consistent with other such agreements elsewhere in the province. The settlement reflected the pattern set by other local governments.

The Job Evaluation Plan continues to foster equity in compensation for members of CUPE by evaluating job content and not the individual performing the role. Human Resources strives to maintain the integrity of the plan by reviewing results for consistency and remains focused on reducing employee wait times for JE results by coordinating regular Job Evaluation Committee (JEC) meetings. On average, the JEC evaluates two to four jobs during a three-hour committee meeting. From January to June 2024, the JEC conducted ten evaluations and two reconsiderations.

2025 OPPORTUNITIES

The continuation of the ERP project through 2024 and into 2025 will dominate the departmental workload. As we are progressing from conceptual design through development, the demands on departmental staff are intensifying. When we reach the testing phase, we will utilize additional HR staff to ensure others are familiar with the product from the ground up, and to support succession planning within the department. Coupled with this is our implementation of the Talent Management module to support and track our training initiatives in both the corporate and the health and safety training programs. Despite the considerable additional workload created by this project, staff are committed to making sure the project is a success for our department.

The collective agreement with IAFF expires at the end of 2024. Whether the parties will engage in full collective bargaining for a new agreement, or simply sign a wage-and-term extension that addresses only the general wage increases and the length of the agreement, remains to be seen. Both parties have indicated an interest in the latter. The collective agreement with CUPE expires at the end of 2025, and it is uncertain at this point whether the parties will begin negotiations in advance of its expiry. If they do not, the current collective agreement will remain in force until a new agreement is negotiated.

Following two years of significant recruitment, we will be reviewing the existing Fire Fighter selection process with NFR to see if there are enhancements we can make to the process to save time and money for both NFR and the applicants.

Staying with recruitment, HR will be reviewing the clerical skills assessments that are used to ensure we identify candidates with the necessary skills for our increasingly complex administrative

positions. We work to ensure the testing is reliable and valid, and that the skills required are bona fide in relation to the demands of the jobs.

For those candidates who are selected, we are increasing focus on our credential verification processes. With the proliferation of “degree-faking” websites and AI and the unfortunate potential they present in the workplace, we are reaching out directly to educational institutions to verify that our selected candidates have the credentials required for their roles.

The corporate training and development program will again have new offerings for staff, in line with City Plan. Additional training was sourced based on suggestions from the Advisory Committee on Accessibility and Inclusiveness, and these courses will appear among the 2025 course offerings.

In 2025, our Health and Safety section will be overseeing the triennial external audit conducted under WorkSafe BC’s Certificate of Recognition (COR) program. This initiative is supported by WorkSafe BC and the BC Municipal Safety Association and relies on internal audits conducted by trained staff in the intervening two years. Maintaining our COR certification leads to a 10% reduction in our WorkSafe BC premiums and results in a substantial cost savings to the City.

2025 KEY INITIATIVES

Strategic Priority: Implementing City Plan



IAP Priority Action #108 - Continued to provide and enhance opportunities, through the corporate training program and lunch-and-learns, for staff to increase their understanding of First Nations history and general cultural competency.

IAP Priority Action #112 – Supported development of a Work Experience Program that offers immersive learning experiences to high school students, with positions offered to one student from SFN and one student from Nanaimo-Ladysmith Schools.

IAP Priority Action #119 – Worked with the ACAI to identify new corporate training initiatives geared towards creating a more welcoming and inclusive workplace

Strategic Priority: Governance and Corporate Excellence

- Continuation of ERP project
 - Negotiations with IAFF
 - Review and update Nanaimo Fire Rescue recruitment process
 - External Certificate of Recognition Audit with the BC Municipal Safety Association and WorkSafe BC
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