

**STRATEGIC INITIATIVE AND UPDATE****Human Resources (HUM) Policy Review Update****Report Purpose**

To provide Priorities Committee with an overview of the proposed HUM policy framework and an update on the HUM policy review.

**Our Prioritized Strategic Goals**

Governance Requirement

Continuously improving the way we work, as one organization, in an agile and sustainable manner.

**Report**

The Municipal Policy Handbook was implemented in 2015 to provide clarity and direction on Strathcona County's system for developing, reviewing and maintaining policies, directives and procedures. The purpose is to establish a framework to organize and present the County's various policies, directives and procedures in a manner that will be easy to follow, easy to approve, easy to find and will set out whether responsibility for approval and creation rests with Council or Administration.

To ensure alignment with the Municipal Policy Handbook, Human Resources has been working with Legislative and Legal Services (LLS) to review all of the HUM policies. The goals of the review include updating policies that are no longer current, identifying potential policy gaps and rescinding policies that are no longer required.

There are currently 25 Council approved HUM policies in the Municipal Policy Handbook (Enclosure 2). Administration's proposed approach is to consolidate the topics of total rewards/compensation and employee treatment/behaviour into 3-5 broad Council policies and rescind the balance of remaining HUM policies. The intent of the approach is to operationalize Human Resource policies through the following framework:

- Council Policies – Council establishes and maintains policies in key areas that provide direction that describes what the County stands for, or provides for a certain level of standard or service (e.g., employee total rewards/compensation)
  - The Municipal Policy Handbook Program Policy (GOV-002-031) guides Administration's work in relation to establishing and maintaining policies.
- Administrative Directives – The Chief Commissioner establishes administrative directives and provides direction to the organization for human resource matters that direct the activities of employees of the County.
  - Many of the current HUM policies are more administrative in nature.
  - An overarching Human Resources management directive that will guide the development of HR guidelines and reinforce management accountability to follow the guidelines is being prepared. The directive will enable efficient and effective decision making about operational details that impact employees.
  - Other administrative directives may be established to address topics such as violence and harassment prevention and a respectful workplace.

## **Priorities Committee Meeting\_Mar12\_2019**

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- Human Resources Guidelines – these documents contain the operational (day to day) direction needed to provide guidance to departments and managers (e.g. classified handbook; staffing guidelines; salary administration guidelines).
  - These will be developed and maintained by HR.
  - New or significantly changed guidelines will require Senior Leadership Team and/or Executive Team approval before being finalized and implemented.

Other municipal jurisdictions have reviewed their definitions and practices with regards to human resources policy. For the most part, operational human resource direction is provided through directives and guidelines/procedures within the municipalities. Although the subject matter varies, we have found that other municipal jurisdictions have 5 or less human resources related council policies.

The Employee Compensation Policy (HUM-001-034) and policies related to the employee total rewards package are the first to be reviewed. Aspects of total rewards that currently sit in a number of different policies will be recommended for consolidation to enable an integrated and wholistic approach. This consolidation will enable the overall number of HUM policies related to total rewards to be significantly reduced. Administration is planning to present the updated Policy and recommended policies for rescission to Council in Q2 2019.

### **Council and Committee History**

- February 6, 2018      Council was provided with an update on the status of the review of policies in the Municipal Policy Handbook.
- April 28, 2015      Council approved:
1. Revised policy GOV-002-021 Mandatory Review of Bylaws and Policies
  2. Revised policy GOV-002-031 Municipal Policy Handbook Program

### **Other Impacts**

**Policy:** GOV-002-021 Mandatory Review of Bylaws and Policies requires that policies are reviewed on a three-year cycle.

**Legislative/Legal:** The Municipal Government Act (MGA) s. 5 sets out that a municipality has the duties that are imposed on it by enactments and those that the municipality imposes on itself as a matter of policy.

**Interdepartmental:** The policy review initiative involves all County departments.

**Master Plan/Framework:**

### **Communication Plan**

Communication plan(s) will be developed as required for the implementation of the updated policies following approval of the policies from Council.

### **Enclosures**

- 1                      HUM Policy Review Update Presentation
- 2                      HUM Policy Summary