

Human Resources Policy Review Update

March 12, 2019
Priorities Committee Meeting

Background

- Most of the Human Resource (HUM) policies require review and updating
- Many of the current HUM policies do not align with the updated requirements of the Municipal Policy Program Policy
- This update is to provide an overview of administration's approach to updating the HUM policies, differentiating between policy and administrative directive
- Feedback from the Priorities Committee will allow us to ensure that our approach is appropriate

Policy vs Directive

- The Municipal Policy Handbook Program Policy provides guidelines regarding when a policy or an administrative directive is most appropriate
- A policy is “a statement from Council about a discretionary duty or standard of performance the County will or will not do”
- A directive is “intended to address recurrent issues, deal with issues that affect employees, and address internal issues that have interdepartmental impact. Directives relate to matters that have been delegated to the Chief Commissioner by legislation or bylaw.”

Current State

- There are currently 25 HUM policies in the Municipal Policy Handbook:

Policy		Policy	
HUM-001-001	Employee Conduct & Code of Ethics	HUM-001-021	Classified Staff Suspension, Termination, Demotion or Reassignment
HUM-001-002	Elected Officials Participation in Employee Benefit Plans	HUM-001-022	Classified Staff Position Abolishment/Reduction
HUM-001-004	Comprehensive Workplace Health	HUM-001-024	Nepotism
HUM-001-005	Disability Management & Early Return to Work Program	HUM-001-025	Discrimination & Harassment
HUM-001-009	Employee Performance Appraisal Program	HUM-001-026	Employee Business Expense
HUM-001-012	No Smoking Policy	HUM-001-027	Personnel Records
HUM-001-014	Staff Learning, Development & Growth	HUM-001-028	Secondary Employment
HUM-001-015	Occupational Health & Safety	HUM-001-031	Military Leave
HUM-001-016	Condolences	HUM-001-032	Respectful Workplace
HUM-001-017	Retirement of Part-time Fire Fighters	HUM-001-033	Talent Retention
HUM-001-018	Infectious Diseases	HUM-001-034	Employee Compensation
HUM-001-019	Employee Recognition & Awards Program	HUM-001-035	Authorization to Sign Off on Collective Agreements
HUM-001-020	Talent Attraction & Hiring		

Approach

Council Policy (What)

Example: Employee Compensation

Directive (How)

Example: Human Resources Management

HR Guidelines (Process)

- Classified Employee Handbook
- Salary Administration
- Staffing
- Etc.

- Establish standards or overarching direction on key human resource topics (e.g. total rewards/compensation and employee conduct).
- Administrative directives, approved by the Chief Commissioner, will provide more specific direction on employee related matters in alignment with the Council policies
- HR Guidelines describe the process in detail.

Jurisdictional Comparison

- Administration reviewed a number of other municipal jurisdiction's human resources policy framework.
- Most other municipal jurisdictions have 5 or less Council level policies that provide human resources direction. Common policy topics include:
 - Elected Officials terms of employment (e.g., Council remuneration & benefits)
 - Human resources matters where there is a direct budget/financial link (e.g., compensation)
 - Important social matters (e.g., Diversity and inclusion)
- For the most part, operational human resources direction is provided through administrative directives and guidelines/procedures.

Next Steps

- Feedback from Priorities Committee will confirm if our approach is appropriate or if some adjustment is required
- The Employee Compensation Policy (HUM-001-034) and other related HUM policies are currently under review in alignment with this approach
- If there are no significant concerns with our approach, Administration is planning to present the updated total rewards and compensation policy along with recommendations on policies for rescission to Council in Q2 2019.