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:

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

- 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.

Council Policy (What)
Example: Employee Compensation

Directive (How)
Example: Human Resources Management

HR Guidelines (Process)
- Classified Employee Handbook
- Salary Administration
- Staffing
- Etc.
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.