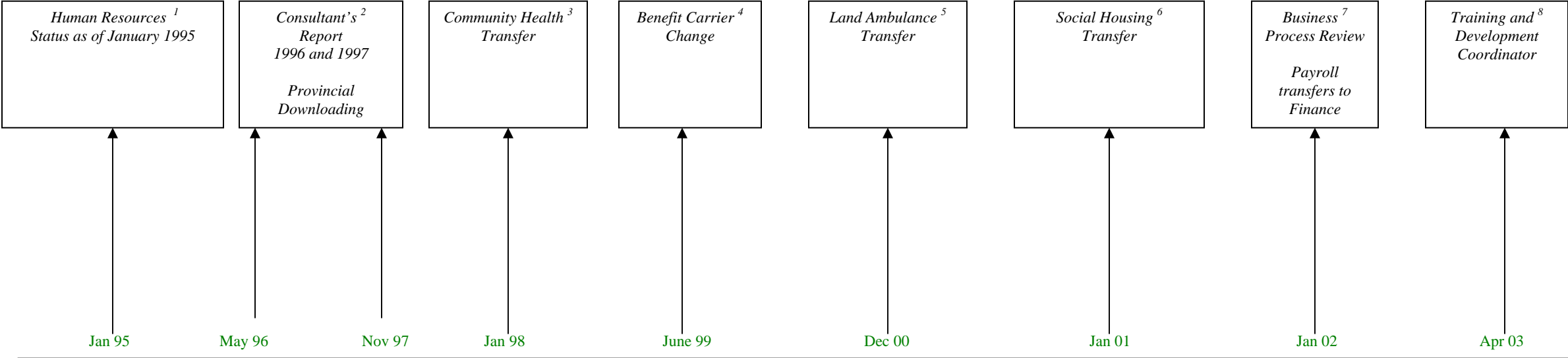


**CORPORATE SERVICES DIVISION
HUMAN RESOURCES SERVICES DEPARTMENT**

HISTORICAL IMPACTS/REPORTS TIMELINE



**CORPORATE SERVICES DIVISION
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HISTORICAL IMPACTS/REPORTS BACKGROUND

Human Resources Status as of January, 1995¹

- After the 1991 restructuring the human resources department was centered on the five major work processes.
They are:
 - Labour Relations
 - Personnel Administration
 - Occupational Health & Safety
 - Benefit Administration
 - Payroll Processing
- These functions were undertaken with a staff compliment of 6.0 fte's serving approximately 600 employees and 5 bargaining units throughout the County.

Consultant's Reports And Implementation of Recommendations²

- Strategic Plan 1996 and the GGA-Management Consultants Report (1997) identified the need for a human resources plan to cope with past Provincial downloading and impacts upon the delivery of management services.
- These reports stated the County should "continue to offer opportunities to upgrade staff skills and capabilities for all employees, utilizing local programs where possible and emphasizing joint ventures".
- An administrative and operational review of the County was undertaken with the objective of assessing the strengths/weaknesses of the current structure, assess effectiveness and efficiency of departmental operations, and develop recommendations for improvements.
- As a result of these reports the following initiatives were implemented by Council:
 - Fall 1997 - Human Resources staff undertake work on Personnel policies and procedures to compile up-to-date information on centralized recruitment process.
 - Performance Appraisal Management reporting process system for senior management was implemented January 1998.
 - Fall 1998 - Centralized recruitment process is developed and finally operationalized in September 1999.
 - Attendance Management Program implemented as recommended (1998).

Community Health Services Transfer January, 1998³

- Mega Week announcements (1997) shift the financial and operational responsibility of Public Health initiatives to municipalities.
- In excess of 80 employees were transferred to the County in January, 1998. Total employees at the County jumps to 750.
- This resulted in the increase of two new union groups.
- County commenced negotiations with these two additional groups for a collective agreement.

Benefits Carrier Change June, 1999⁴

- Human Resources Department (benefits section) undertook a significant review of compensation and benefits plans.
- Buffet Taylor and Associates are assigned "agent of record" status to lead the County through the change-over process.
- The change moved the management of services provided to a third party. Management of services may include such items as claim payments, medical management services, and/or network access for employee to research claims.
- In 1998 the County joined the public sector employer umbrella network of the Chatham Kent Lambton Administrators Group (CKLAG) in part to achieve greater purchasing power for employee benefit plans.

Land Ambulance Transfer 2000⁵

- Amendments made to Ambulance Act transferring responsibility of the delivery of land ambulance service to the County of Lambton.
- In excess of 65 paramedics were transferred to the County of Lambton. Total number of county employees jumps to 920 and increases the total number of bargaining groups by one for a total of eight.

Social Housing Transfer January 2001⁶

- 30 employees transferred as a result of provincial legislation to the County as the new Social Housing Department. Total number of County employees 973.

Business Process Review Jan 2002⁷

- As a result of the Way Forward Recommendation, the Payroll Function is transferred to Finance resulting in the shifting of 1.4 FTEs from HR to Finance.
- A formal business process review of HR was conducted; comprehensive review observing current practices, internal survey conducted to assess managers requirements and support from human resources.
- Results of business process review are released and human resources emphasis is to be placed on:

Labour relations/negotiations/contract administration/mediation and dispute resolution
Human Resource policy and procedure development
Salary and benefits administration
Pension Administration (OMERS)
Human Resources Information System development (HRIS)
Recruitment and Selection process development
Performance and Attendance management
Training and Development initiatives
Records management and retention
Legislative requirement (employment)
Occupational Health and Safety

- Supervisors identified a significant need for an increase in Human Resources support services.
- The Way Forward Report makes the recommendation that professional and specialist positions within Human Resources need to be added based on a review of all the resources within the current Department and the projected needs and priorities.
- The County of Lambton experienced tremendous growth over the period of 1995 to 2002 with the number of people employed by the County of Lambton doubling.
- The labour relations workload and the number of bargaining units increased significantly.
- HR Coordinators were employed to assist all levels of management on the complex nature of employment and labour relations matters.

- The Attendance Management system identified in the GGA consultant's report (1997) is implemented 2002.

Training and Development Coordinator⁸

- Way Forward (2001) report identified the need to enhance training and development initiatives and for the County to moved towards a learning organization model.
- A Training and Development Coordinator was hired.
- Initial Needs Assessment developed and employee survey initiated in consultation with senior management staff.
- Integrated training and development programs developed with CKLAG, Lambton College and other public employers.

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HISTORICAL IMPACTS SUMMARY

Historical Perspective

Over the last 10 years the Human Resources Department has undergone tremendous changes. The HR department has developed into a comprehensive and professional support group enabling the County of Lambton to achieve its goals.

The HR department has assisted in developing an organizational culture that:

- encourages innovation
- provides for staff growth and development through training and development initiatives
- recognizes the contributions through our service awards plans and staff appreciation days
- works collaboratively and practices open communication and dialogue with our community partners
- embraces a learning organizational model that embraces and plans for change
- develops a staff culture that is respectful and embracing of our differences

The Historical Impact/Report Timeline identifies and provides for the major impacts upon Human Resources at the County. An important statistical summary is provided on number of bargaining units, employee numbers and human resources compliment.

Business Process Reviews

Frequent and continuous provincial and federal legislative changes have caused the number of staff, bargaining units and types of services to grow and changes necessitated the development of a consistent approach to ensuring accurate and timely information is operationalized. Putting changes into practice to support the delivery of County programs and services has necessitated Human Resources to develop and deliver comprehensive consultative services and training initiatives for all management and staff.

Provincial and federal employment legislation along with decision handed down by the courts or labour arbitrators play a significant role in the way human resources services are delivered. Apparent simple changes such as the Employment Standards Act amendments to maternity and parental leave entitlements, changes to the hours of work provisions, Emergency leave Days, Family Leave days, Statutory Holiday entitlements to mention just a few impact upon policy and procedures that need to be operationalized by human resources staff. Decisions handed down by the Labour Relations Board on employment related matters also have an impact. The recent Ontario Health Tax premium (OHP) intended to be placed upon an individual personal income tax is still being debated.

As part of ongoing program management the Human Resources department regularly reviews policy, practices and standards incorporated by other like employers. Human resources conduct regular surveys to learn how other employers are implementing initiatives or provincial/federal initiative and legislative requirements. In addition, staff participate in regional and provincial discussions facilitated by various Ministry departments or provincial organizations such as the Personnel Association of Ontario, Ontario Municipal Human Resources Association, AMO, Workers Compensation Advisory Groups or other such organisations with direct benefits to the County of Lambton.

Review of Staffing Levels

Downloading of services from the province and the requirement to proactively keep Council and management informed of potential human resource impacts affect staffing levels in Human Resources.

While staff in the Corporation has increased significantly, much of the increase can be attributed to the use of part-time staff, in addition to the transferred programming.

10 Years Staffing Analysis:

	1995	2000	2005
no. of union groups	5	8	10
no. of employees	600	922	1220
HR full time equivalents (fte's)	6.0	6.0	7.0

Events unique to the County of Lambton further impacted staffing levels. The downloading of Community Health Services (1998), Land Ambulance (2000), Social Housing (2001) plus other smaller downloading initiative have impacted human resources ability to deliver services. Further initiatives by the County such as the Way Forward have also affected the service delivery model. Decisions by the provincial government on Employee Health Tax, Ontario Human Rights Code changes, Employment Standards Act, Mandatory Retirement, OMERS devolution plus numerous other changes not directly controlled by the County impacts staffing levels.

Human Resources has been able to meet the demands placed upon it by recruitment of professional qualified human resources coordinators (2) and by employing a training and development specialist.

Benchmarking and Performance Measures

There are no formal comparators regarding benchmarks or performance measures for human resources departments.

Service delivery is guided and directly impacted upon by the number of employees, and the number of bargaining units that an employer may have. Initiatives established by Council and senior management also impact upon the service level.

Best practice monitoring and comparison to other municipalities of like size are the best comparators. Comparison to other public sector employers and provincial human resources association are possible.

Comparisons developed by the Ontario Municipal Human Resources Association (OMHRA), Personnel Association of Ontario (PAO), AMO and other private and public sector employers are possible.