

**Parks of the
St. Lawrence**



**Les Parcs du
Saint-Laurent**

SLPC HR Plan

2013-2016

Talented and Committed Workforce;
Inclusion; Accessibility; Health, Safety and Wellness



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MANDATE, VALUES AND OVERALL OBJECTIVES

Mandate

The Human Resources division strives to deliver quality HR programs and services that respond to the SLPC's key priorities and diverse operations.

OPS Values

The values of the Ontario Public Service are inherent in the formulation and delivery of SLPC HR programs and services and will provide guidance on how we move this plan forward.

Trust
Fairness
Diversity
Excellence
Creativity
Collaboration
Efficiency
Responsiveness

Overall Objectives

- To be accessible and client-focused, providing guidance and support to management and staff.
- To attract and retain a talented and committed workforce to provide quality programs and services across SLPC.
- To build an inclusive, accessible and healthy workplace.
- To support management in decision-making and business planning initiatives by identifying opportunities, options and relative risks.
- To foster staff engagement and employee recognition.
- To provide leadership on performance and talent management, learning and development plans and career coaching.
- To maintain effective labour relations, fostering collaboration and a proactive approach to issues.
- To use key workforce trends such as retirement eligibility, age of the workforce, composition of workforce and employee engagement survey results to inform our efforts.

SLPC HR PLAN 2013-2016 AT A GLANCE

Priorities	Develop a Safe, Inclusive, Healthy and Accessible Workplace	Build a Talented and Committed Workforce	Achieve Operational Excellence
Goals	Develop a “safety-first” culture with robust programs that support wellness, inclusion and diversity. Ensure accessibility standards are integrated into all aspects of our work environment.	Focus on Organizational Development, ensuring we have a skilled and diverse labour force at all levels.	Waste Elimination in HR processes Efficient Organizational Structure Efficient use of FTE’s
Strategies and Key Performance Indicators	<ul style="list-style-type: none"> • Modernized employee recognition program • Ongoing development and evolution of Safety Performance Index (SPI) with data to support incremental improvements in safety • Grass roots employee wellness initiatives. Active Wellness Committee led by staff from all areas of SLPC • Vulnerable Sector Screening requirements are implemented for all positions having unsupervised contact with vulnerable persons • Through education and awareness on “Doing the Right Thing”; diversity and inclusion, staff are empowered to report improprieties and Wrongdoing • AODA Compliance • Decreased absenteeism through effective attendance management and employee support 	<ul style="list-style-type: none"> • Attracting the right talent; transferrable skills. • Succession planning; build leadership capacity; long term workforce planning; talent pools. • Training and development initiatives. • Cross training strategies for hard to recruit trades positions. • Effective on-boarding as a retention strategy. 	<ul style="list-style-type: none"> • Streamlined HR processes linked to recruitment, pay and benefits processing, administrative approval processes • Inclusive, transparent recruitment practices • Quality French Language Services • Labour footprint is analysed against FTE cap requirements and needs of the business unit • Recruitment decisions are made using two criteria: <ul style="list-style-type: none"> • most efficient use of salary dollars • providing the most flexibility for labour force requirements

PRIORITIES AND STRATEGIES

1. Develop a Safe, Inclusive, Healthy and Accessible Workplace

We will concentrate efforts on Health, Safety and Wellness with ongoing development and evolution of the Safety Performance Index (SPI) and the introduction of employee wellness initiatives.

We must ensure that the SLPC is an inclusive, accessible and healthy place to work, where diversity is built into everything we do and our organization reflects the public we serve at all levels of our workforce. This means a workplace that is free from barriers, harassment and discrimination.

We will focus efforts on improving absenteeism through effective Attendance Management that balances the organization's need for workforce productivity and employee support for legitimate absences due to illness or injury.

Over the next three years we will focus our efforts on ongoing implementation and expansion of SPI; wellness initiatives (including workplace mental health awareness); education and accountability on diversity, inclusion, accessibility and "Doing the Right Thing".

MITIGATING RISK - Culture of Safety

We will continue to develop SPI as a critical tool in shaping a safety-first culture. In 2012 there was zero lost time resulting from new incidents, however, there were still fifty four incidents reported that required either first aid or health care. This metric tells us that we have room for significant improvement. We will continue our focus on education and discussion with employees and managers on the importance of auditing ourselves for safety. We will utilize leading indicators from SPI audits to tell us what we need to continue to improve on in order to eliminate the risk of injuries or incidents. We will have a strong focus on root cause analysis to inform continuous improvement efforts.

The SLPC is leading the way in implementing Vulnerable Sector Screening amongst the OPS Agencies for positions that have unsupervised contact with vulnerable persons. We will continue to work with the Safety, Security and Contingency Planning Branch to implement this very important initiative.

DOING THE RIGHT THING – EDUCATION, AWARENESS AND ACCOUNTABILITY

We will continue our corporate initiative to educate and inform staff on the importance of reporting improprieties and acts of workplace discrimination, harassment and violence. This will include all staff orientation education sessions at the beginning of each season as well as periodic reminders and updates. All staff will be required to read and understand the Guide to Public Service Ethics and Conduct and the concept behind “Doing the Right Thing” for the 2013/14 season, it will be a mandatory component of staff education and documentation.

Managers are accountable for the hiring decisions they make. We will continue to support and educate them on fair hiring practices by ensuring they have all of the necessary tools, information and supports; including a knowledge and understanding of the new Employment Policy and Equal Opportunity Operating Policy.

WELLNESS/ACCESSIBILITY/EMPLOYEE ENGAGEMENT

A grass roots Employee Wellness Committee was launched in the spring of 2013 with a cross section of staff from each employee category and business unit. This committee will be supported by Senior Leadership Team and empowered to develop a mandate for initiatives that represent wellness to our staff.

A new modernized employee recognition program will be developed that will include both Long Service and other forms of recognition.

AODA compliance is not only a legislated requirement; it secures accessibility which is the cornerstone of diversity in the workplace. We will work diligently to ensure SLPC is compliant with each milestone of the Ontario Accessibility Standards.

2. Build a Talented and Committed Workforce

We will strengthen the skills and capacity of our workforce to ensure we have the right skills in the right jobs. We will analyze and define future talent requirements for our organization based on the future directions of the organization; look at the capacity we have to fill critical vacancies with our existing workforce and work towards employees at all levels obtaining a variety of skills, including leadership and innovation. We will develop a strong succession plan and work with managers in developing potential successors. A training and development program will be key to the success of this initiative. We will assist managers in ensuring that new staff are effectively on-boarded and are equipped with the proper knowledge and training to be successful in their new role.

EFFECTIVE ONBOARDING

New employees are an investment in our organization. Proper on-boarding and orientation can result in an engaged and high quality employee making the choice to stay with SLPC. It is important on many fronts that staff are properly trained and orientated to SLPC and the OPS. A more formalized and standardized on-boarding process will be developed and implemented as part of our employee retention strategy.

SUCCESSION PLANNING

A clear succession plan is key to building a strong workforce for years to come. Our workforce demographics show that 25% of our management workforce and 27% of our regular classified workforce will be eligible to retire in 5 years, and 46% of our seasonal staff are between the ages of 55 and 75. We will support our management team in developing in-house talent and identifying gaps for future vacancies in business critical roles. Where there is successor potential, staff development will be consistent with the talent, interests and fundamental qualifications of individuals. We will work to better understand the impact of a multi-generational workforce and the unique characteristics each group brings. Workforce metrics will be used to inform the process and successors will be identified and developed in line with succession strategies.

LEARNING AND DEVELOPMENT

Resources have been allocated for staff development and training in the following areas: leadership development, gaps in skills for business critical positions, career advancement. A procedure will be developed to ensure fairness on the allocation of time and money regarding learning and development opportunities for staff.

3. Achieve Operational Excellence

In support of the second pillar in the SLPC strategic framework, Achieving Operational Excellence, we will develop and implement continuous improvement practices related to Human Resources processes with a goal of delivering quality and efficient services to our clients. FTE metrics will be tracked to ensure we are using them effectively in our workforce. We will continue to align our activities with business directions linked to organizational change, an efficient organizational structure and organizational development. Success will be achieved when we can effectively anticipate and respond to the ever-changing needs of our organization. We will support the provision of quality French Language Services by ensuring we have knowledgeable and well-trained staff to deliver this mandate to our customers. Our workforce is over ninety percent unionized. Our unions play a significant role in supporting our staff as we move forward to achieve our mandate. We will continue to build collaborative labour relations with our union partners in support of achieving long term sustainability.

STREAMLINED PROCESSES

A review of all HR administrative processes will be completed with a view to efficiency, continuous improvement and simplicity of process. Processes linked to recruitment and pay and benefit administration will be a prime focus. We will work hard to ensure there is not duplication of effort.

EFFECTIVE USE OF LABOUR FOOTPRINT

We will work towards the elimination of waste in our labour footprint, ensuring that staffing requirements are analysed against FTE cap and the needs of the business unit. Recruitment decisions will be made using two criteria: most efficient use of salary dollars and most flexibility for labour force requirements.

AREAS FOR CONTINUOUS IMPROVEMENT

Health, Safety and Wellness

Employee Engagement, Recognition/Effective On-boarding

Collaborative Labour Relations

Transparent, Efficient and Defendable HR Processes

Support the provision of quality French Language Services through staffing component

IMPLEMENTING THE PLAN

As we continue to move forward with Phase II of the strategic framework, everyone has a role to play in accomplishing our mandate. Many of our expectations mirror those of the OPS HR plan and are incorporated below.

All Employees are expected to:

- Strive to support a “safety-first” culture where employees feel safe at all times
- Meet their ethical obligations in delivering high quality services, acting with integrity and doing their part to ensure we have a workplace free of discrimination and harassment
- Actively participate in their own learning and development plans and be responsive and open to feedback
- Participate in the OPS and SLPC specific surveys and other feedback opportunities

Managers are expected to:

- Use fair hiring practices and support initiatives that build on inclusion, accessibility and health and safety in the workplace
- Provide honest and meaningful performance feedback, including recognizing a job well done
- Support commitment to learning, talent management and succession planning

Human Resources are expected to provide services that are:

- Expert and client-focused
- Accessible
- Timely and responsive
- In line with the SLPC strategic framework
- Measured and continuously improved

MEASURING PROGRESS

How will we know we are making progress?

Measuring Employee Engagement

OPS engagement surveys, SLPC staff surveys and feedback from our Wellness Committee will help us monitor how we are doing with respect to SLPC being a healthy and satisfying place to work.

Safety Metrics

We will use leading indicators from SPI data, root cause analysis and traditional WSIB statistics to track our progress on becoming a “safety-first” culture.

HR Performance Metrics

FTE metrics are compiled and analyzed each month to ensure we are operating within our cap and effectively utilizing our human resources.

We monitor our average time to hire to ensure we are providing our managers with the most cost effective staffing solutions.

Grievance activities and all costs associated with labour relations activities will continue to be tracked for measures of improvement.

Professional Growth and Development of our Workforce

By offering innovative developmental opportunities and learning to staff, we will retain qualified staff and support succession management.

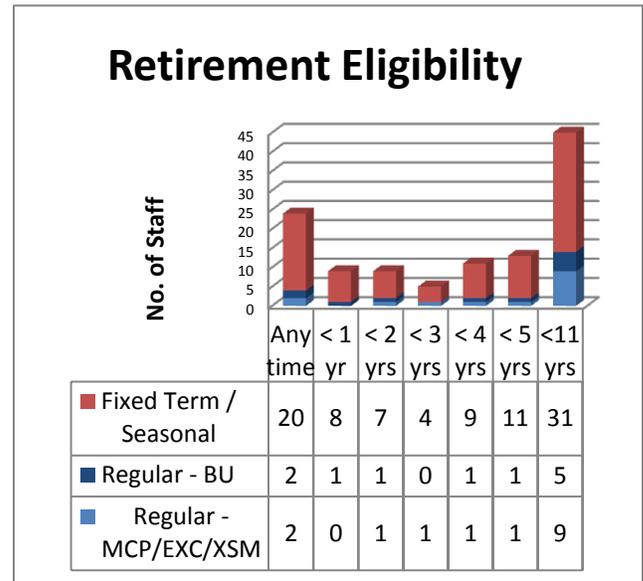
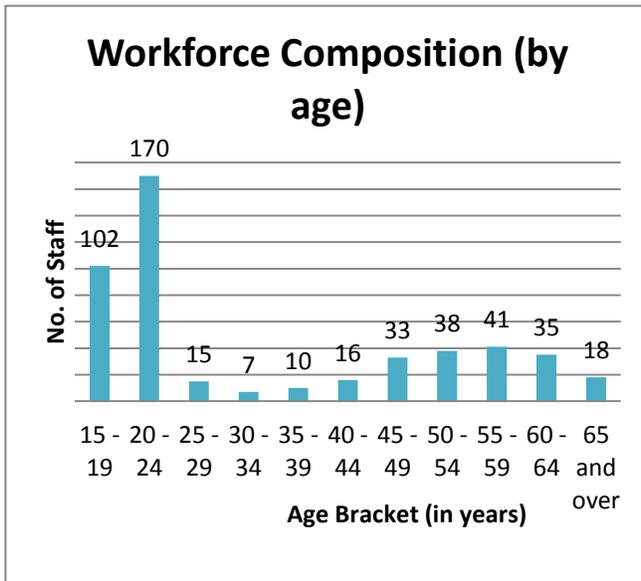
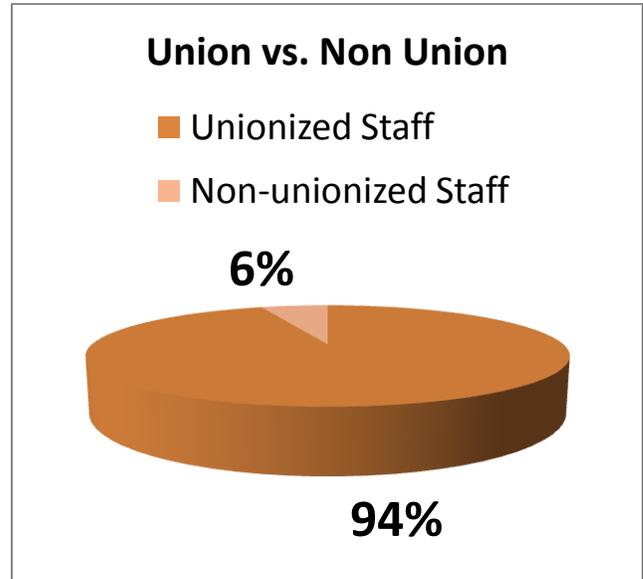
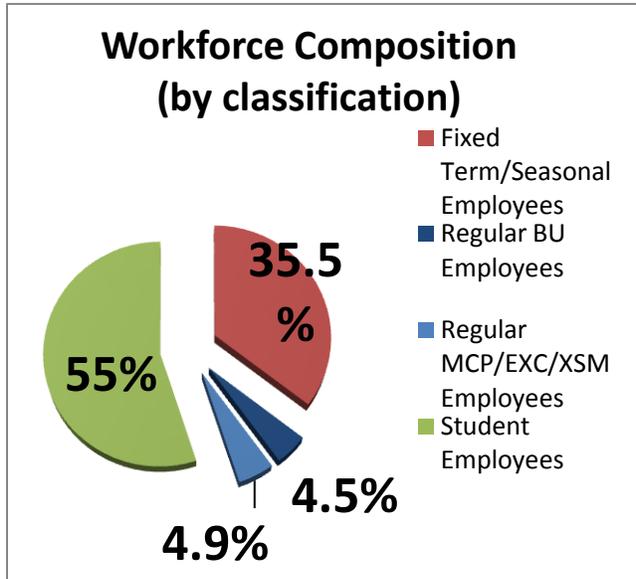
On-boarding follow up

All new hires (seasonal and regular staff) will be contacted after two months of service to assess the effectiveness of our on-boarding program and to obtain feedback from employees on any areas for improvement.

Effective Provision of French Language Services

A sufficient number of positions are designated to ensure the services can be provided in French at all times. French competency levels of employees in Designated Bilingual Positions are determined by qualified evaluators.

APPENDIX A: SLPC WORKFORCE FACTS (Peak workforce period)



Total Staff Complement	485	Average Age of Workforce	34.2
Total FTE above cap	0.82	Average Age of Workforce (excl. students)	50.9
Average Time to Hire (business days)	34.00	Median Age of Workforce	22.9
Turnover Rate (Regular)	0.0%	Average Number of Years in Workforce (excl. students)	12.6
Turnover Rate (Fixed Term/Seasonal)	0.6%		