
**Parks of the
St. Lawrence**



**Les Parcs du
Saint-Laurent**

St. Lawrence Parks Commission

HUMAN RESOURCES PLAN

2021-2026

TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
MANDATE, VALUES & PLAN DIRECTION.....	2
OBJECTIVES AND STRATEGIES.....	3
Objective 1: ORGANIZATIONAL CULTURE	3
Objective 2: HEALTH AND WELLNESS	3
Objective 3: EMPLOYEE EXPERIENCE	3
Objective 4: TALENT ACQUISITION	4
Objective 5: CONTINUOUS IMPROVEMENT	4
IMPLEMENTING THE PLAN.....	5
MEASURING PROGRESS.....	6
APPENDIX A: WORKFORCE DEMOGRAPHICS.....	7

OVERVIEW

The St. Lawrence Parks Commission's (SLPC) five-year Human Resources Plan (2021-2026) will support the emerging business priorities and workforce challenges SLPC is facing as well as the strategic directions of the SLPC Strategic Plan.

The heart of the Commission's success is its people, this plan has been developed to support the dedicated team of fixed term, seasonal and year-round staff who bring invaluable knowledge, expertise, entrepreneurialism, and customer service excellence to work with them every day.

MANDATE

The Human Resources division strives to deliver quality HR programs that develop, support, and invest in employees.

VALUES

The values of the Ontario Public Service are inherent in the formulation and delivery of SLPC Human Resources programs and services and will provide guidance on how this plan is advanced.

Trust – Fairness – Diversity – Excellence – Creativity – Efficiency – Collaboration - Responsiveness

PLAN DIRECTION

Areas of focus over the next five years will support the strategic goal of Employee Investment and will include strategies linked to organizational culture, health and wellness and the employee experience.

Strategies to ensure the acquisition, growth, retention, and succession of talent will be key to a strong and engaged workforce and needs to be developed through a lens of Equity, Diversity, and Inclusion (EDI). The SLPC Anti-Racism Action Plan (ARAP) is built upon these principles and will support these objectives in the Human Resources Plan.

From SLPC Strategic Plan (2021-2026)

Our People

We recognize the staff at SLPC as our number one asset and priority. Together, we will create a racially equitable and inclusive workplace in which all employees feel respected and treated fairly, where diversity is acknowledged and valued, communication is open and respectful, and there is a culture of empowerment and cooperation.

Objective 1: ORGANIZATIONAL CULTURE

Aim: To create an environment that instills organizational pride and empowers staff to deliver exceptional customer service and treat co-workers with respect and empathy.

Strategies:

- Support guest relations education and training strategy for staff by providing resources through corporate training budget both corporately and at the business unit level
- Foster a diverse, anti-racist, inclusive, and respectful culture through refreshed education and awareness campaign

Objective 2: HEALTH AND WELLNESS

Aim: To promote, encourage, and demonstrate a culture that prioritizes health, safety, and wellness.

Strategies:

- Promote safety-first culture by reinforcing root cause analysis to support incremental improvements in staff and visitor incidents
- Revitalize SLPC wellness initiatives, supporting positive workplace culture, mental health awareness and work-life balance, promoting personal wellness tools and supports

Objective 3: EMPLOYEE EXPERIENCE

Aim: To foster and inspire an employee experience where staff feel engaged and supported.

Strategies:

- Develop strategies to address the impact of COVID-19 including flexible work guidelines and resources
- Create an action plan to directly address gaps outlined in employee experience surveys:
 - Organizational Communication: Better flow of essential information within the organization
 - Performance Barriers: Strategies to relieve stress, decrease workload and adapt to change
 - Learning and Development: Increase amount and quality of learning and development opportunities for staff
 - Career Growth and Advancement: Increase opportunities for career growth
- Revamp SLPC's employee recognition program including long service recognition initiatives
- Ensure accessibility for people of all abilities remains at the forefront of the employee experience
- Refreshed Accessibility Plan (2021-2026) ensuring AODA compliance

Objective 4: TALENT ACQUISITION

Aim: To support the acquisition, growth, retention, and succession of talent through the lens of Equity, Diversity, and Inclusion (EDI)

Strategies:

- Deliver on Anti-Racism Action Plan (ARAP)
- Conduct inclusive hiring practices audit of existing recruitment processes; develop new strategies and standards that attract and secure diverse talent, including BIPOC and new Canadians
- Train leaders on inclusive hiring practices
- Deliver on tactics to recruit talent differently, ensuring as many barriers as possible are removed for priority groups
- Create robust succession plan that supports diversification in leadership roles where at least 30% of successors identified are from a priority group
- Create multi-year training plan to support strategic plan

Objective 5: CONTINUOUS IMPROVEMENT

Aim: Maximizing opportunities and embracing a culture of lean and continuous improvement.

Strategies:

- Support realignment of business structures that provide cost savings, efficiencies and outcomes that align with SLPC's strategic directions
- Continually improve HR automation systems through Lean methodologies and end user feedback

IMPLEMENTING THE PLAN

To ensure the successful implementation of the objectives and strategies in the SLPC HR Plan, critical success factors will include:

- Support from senior leadership team
- Ongoing staff communication, engagement, and feedback
- Clear and meaningful measurement of progress
- Recalibration of strategies throughout the life span of this plan to ensure alignment with other corporate initiatives and the SLPC Strategic Plan

Everyone in the organization has a role to play.

All employees are expected to:

- Strive to support a culture of equity, diversity, and inclusion, where safety is at the forefront of everything they do
- Meet their ethical obligations as Ontario Public Servants by competently and professionally delivering quality service and contributing to a positive and inclusive workplace environment
- Actively participate in their own learning and development plans and be responsive and open to feedback
- Participate in feedback opportunities, when possible

All managers are expected to:

- Use fair and equitable hiring practices
- Support initiatives that build on equity, diversity and inclusion, accessibility and health and safety in the workplace
- Provide honest and meaningful feedback, recognize jobs well done, promote two-way communication and support employees so they feel connected, valued, and engaged
- Support commitment to continuous learning, talent management and succession planning

Human Resources are expected to:

- Provide services that are expert and client focused, equitable, accessible, timely and responsive, and in line with SLPC's Strategic Plan
- Ensure outcomes are measured and continuously improved

MEASURING PROGRESS

The following performance measures will be tracked to ensure the Human Resources Plan supports business priorities while fostering a culture that prioritizes health, safety and wellness, inclusivity and employee growth and development.

Key indicators of success will include measurement of the following with established targets outlined in the table below:

- Regular service staff participation in OPS Employee Experience Survey (EES)
- Employee engagement index score from ESS
- Number of hires into management positions from priority groups
- Number of bilingual positions
- Annual WDHP activity
- Targeted decreases YOY in staff and guest incidents
- FTE maintenance at established cap

Measurement (Output/Outcome- based)	2021-22 Actual	2022-23 Target	2023-24 Target	2024-25 Target
Participation rate in OPS Employee Experience Survey (regular service staff)	71%	100%	100%	100%
Employee Engagement Index	74	75-80	75-80	75-80
Target for hires into management positions from priority groups	30% of management vacancies	30% of management vacancies	30% of management vacancies	30% of management vacancies
Number of Bilingual Positions	20	22	22	24
Annually reported WDHP complaints	0	0-1	0-1	0-1
Annual incident rates (staff)	24*	22	20	18
Annual incident rates (visitors)	14*	12	11	10
FTE maintenance within cap (regular service count)	61**	61	61	61

*Incident rates shown could be significantly lower in 2021-22 because of decreased attendance and staffing levels due to pandemic. Projected targets may need to be adjusted accordingly in subsequent years.

** Targets may change based on approved FTE caps in the future.

APPENDIX A: WORKFORCE DEMOGRAPHICS

SLPC is comprised of regular, seasonal, fixed term and student staff compliments and is a multi-generational workforce.

- 94 % of workforce are unionized
- 52 – average age of workforce (excluding students)
- 40 % of workforce are students
- 6 – average years in the workforce (excluding students)

