

**Report To:** Human Resources Committee, Board of Health  
**Submitted by:** Dr. Nicola Mercer, Medical Officer of Health & CEO  
**Subject:** 2017 HUMAN RESOURCES STRATEGY

---

**RECOMMENDATION(S):**

- (a) That the Human Resources Committee makes recommendation to the Board of Health to receive this report, for information.

**BACKGROUND:**

The Ontario Public Health Organizational Standards (OPHOS) outlines in section 6.14 the requirements that:

The board of health shall ensure that the administration establishes a human resources strategy, based on a workforce assessment which considers the competencies, composition and size of the workforce, as well as community composition, and includes initiatives for the recruitment, retention, professional development and leadership development of the public health unit workforce.<sup>1</sup>

In 2016, the Agency introduced its first formal Human Resources (HR) Strategy document. Based on the experience gained in preparing the 2016 HR Strategy report, this plan has been revised, enhanced and improved in the spirit of continuous improvement.

The revised HR Strategy supports the Agency 2016 – 2020 Strategic Plan, goals and objectives, in addition to ensuring regulatory compliance as well as human resource compliance as outlined in the Ontario Public Health Organizational Standards (OPHOS). The revised plan also aligns with the pending January 1, 2018 implementation of the Accountability Framework and Organizational Requirements standards, and the modernized Ontario Standards for Public Health Programs and Services (OSPHPS).

**PUBLIC HEALTH AND/OR FINANCIAL IMPLICATIONS:**

n/a.

**APPENDICES:**

*Appendix “A” – 2017 Human Resources Strategy*

## REFERENCES:

1. Ministry of Health and Long-Term Care. Ontario Public Health Organizational Standards. [Online]. [cited 2017 3 21]. Available from: <http://www.health.gov.on.ca/en/pro/programs/publichealth/orgstandards/>

---

Prepared by:  
Justin Brown,  
Manager, Human  
Resources, Administrative  
Services

---

Reviewed by:  
Elizabeth Bowden  
Interim Director,  
Administrative Services

---

*Original Signed Document on File*  
Approved by:  
Dr. Nicola Mercer,  
Medical Officer of Health &  
CEO

Wellington-Dufferin-Guelph Public Health

# 2017 Human Resources Strategy

June 2017



## Contents

Introduction .....	3
What is it and why does WDGPH need one? .....	3
Strategic Context.....	4
The WDGPH Workforce .....	4
Orientation of Public Health Unit Staff .....	5
Job standards and Position Descriptions .....	5
Ensuring Qualifications for Their Positions .....	6
Personnel File Management .....	7
Occupational Health and Safety .....	7
Recruitment and Retention Strategies .....	8
A Code of Conduct .....	9
Compensation Policy.....	10
Reporting Relationships.....	11
Discipline and Labour/Employee Relations .....	11
Staff Performance Evaluation .....	12
Succession Planning .....	12
Summary .....	13
Works Cited.....	14

## Introduction

Human resource management is increasingly important in today's changing workforce. Some of the challenges Wellington-Dufferin-Guelph Public Health (WDGPH) currently faces are common across the Public Service, while others are unique to WDGPH. Significant challenges over the next few years include changing client needs, changes to regulations and increasing accountability factors, staff retirements, effective labour and employee relations and evolving learning needs. To ensure that WDGPH meets these challenges and to strengthen its human resource management, the agency is working to ensure strategies are in place for ongoing success.

The overall purpose of strategic HR planning is to:

- Ensure adequate human resources to meet the strategic goals and WDGPH operational plans - the right people with the right skills, in the right position at the right time
- Keep up with social, economic, legislative and technological trends that impact on human resources in the Public Health sector
- Remain flexible so that WDGPH can manage change if the future is different than anticipated

Strategic HR planning forecasts the future HR needs after analyzing the organization's current human resources, the external labour market and the future environment WDGPH will be operating in. The analysis of HR management issues external to the organization and developing scenarios about the future are what distinguishes strategic planning from operational planning.

Human resource issues are intrinsic to all activities undertaken within WDGPH. Employees at all levels are the people who accomplish all that we do; citizens are the people we serve. Management of human resources is not limited to human resource professionals working in a specialized functional area. The responsibilities of human resource management are spread throughout an organization, involving all levels of management, supervisors, and employees themselves. Every person at WDGPH has a role to play in helping to make this plan a reality. WDGPH management team members must recognize their shared accountability for this initiative and be committed to its success.

## What is it and why does WDGPH need one?

An organization's HR strategy acts as a guidance document to support the organization's HR practices. The Strategy illustrates various critical HR organizational functions and services that support the Agency's success. The Strategy is intended to support the drive of continuous service improvement to streamline, enhance, and improve core HR services.

It's the recognition of the required elements of a successful workplace and an analysis of current practices that enables WDGPH to develop effective operational plans to implement, monitor and assess the overall status of employee satisfaction and engagement in the workplace.

## Strategic Context

WDGPH has launched its 2016 – 2020 Strategic Plan, “Building Healthy Tomorrows Today”. This plan outlines the overall WDGPH organizational values: Advocacy, Engagement, Excellence, Respect and Transparency. The HR Strategy supports the Agency goals and objectives, in addition to ensuring regulatory compliance, and ensuring human resource compliance as outlined in the Ontario Public Health Organizational Standards (OPHOS), the pending January 1, 2018 implementation of the Accountability Framework and Organizational Requirements standards, and the modernized Ontario Standards for Public Health Programs and Services (OSPHPS).

The population needs and requests for the services of Public Health continue to grow as the funding becomes more constrained and tenuous. The changing demographics and the current and projected growth for the service delivery area of WDGPH indicate continued resource demand for public health services.

## The WDGPH Workforce

WDGPH has a blended workforce in a number of ways; it has a mix of union and non-union employees with approximately thirty (30) percent unionized and seventy (70) percent non-union employees. The Agency’s unionized employees are nurses and they are regulated by the College of Nurses of Ontario. The non-union workforce is composed of administrative (31%), professional (27%) and management staff (12%). The Agency has both professionally regulated (46%) and non-regulated (54%) employees. Regulated professions include: Physician, Public Health Nurse, Registered Nurse, Chief Nursing Officer, Registered Practical Nurse, Dental Assistant, Dental Hygienist, Dentist, Public Health Nutritionist, Speech Language Pathologist, Canadian Registered Safety, and Human Resources.

As required by the OPHOS, written policies and procedures exist and are maintained concerning:

- Orientation of public health unit staff;
- The availability of job standards and position descriptions for staff;
- A process to ensure that staff meet qualifications for their positions, job classifications and
- Licensure (as required);
- Contents of a personnel file and provisions for access. Complete personnel files are maintained for each staff member, with appropriate policies and practices regarding the confidentiality of personnel information;
- Occupational health and safety policies;
- Recruitment and retention strategies, including workplace health practices;
- A code of conduct;
- Compensation policy;
- Reporting relationships;
- Discipline and labour relation policies;
- Staff performance evaluation processes; and
- Succession planning.

In addition, a suite of policies and procedures exist to ensure compliance to other applicable legislative requirements and to provide philosophical guidance to management and staff for effective human resources administration.

### Orientation of Public Health Unit Staff

A new employee orientation introduces new employees to the organization, their new role and enables a new employee to be successful by:

- Reducing the anxiety of the employee;
- Sharing relevant organizational information and beginning a process of learning about the organization's mission and work;
- Socializing the employee to the culture of the organization, including the values, behaviours, formal and informal practices, etc.; and
- Building relationships between the new employee and colleagues, including managers or supervisors<sup>(1)</sup>

WDGPH provides new hire orientation (onboarding) in order to assist employees to successfully integrate into the workforce and to support staff retention. The orientation program is comprised of an HR orientation, agency online orientation, division, and program-specific orientations. Staff is provided with information on the Agency's mission, vision and values as well as the different programs and services that the Agency provides to our clients. The employee orientation program is assessed to confirm its effectiveness and achievement of intended results.

Orientation also provides employees with an understanding of how Public Health is different from acute health care and the strategic focus on population-based health and evidence informed practices. All employees are provided the Agency's Employee Handbook that also assists as a quick reference resource and training aid for orientation as well as how to access training aids, reference guides and policies and procedures.

Effective employee orientation accelerates the acclimation of new staff enabling them to fully integrate and contribute in a timely manner. WDGPH continues to review and enhance its new employee orientation to reduce new hire anxiety and expedite their integration.

The HR team will continue to review, solicit new hire feedback, and enhance the new hire orientation experience in order to support continuous improvement as well as enhance organizational efficiency.

### Job standards and Position Descriptions

A position description and job standards are a basic management tool that can help to increase individual and organizational effectiveness.

For each employee, a comprehensive position description and standards helps the incumbent to understand:

- Their duties and responsibilities;
- The relative importance of their duties; and
- How their position contributes to the mission, goals and objectives of the organization

For the organization, comprehensive position descriptions and standards contribute to organizational effectiveness by:

- Ensuring that the work carried out by staff is aligned with the organization's mission

- Helping management clearly identify the most appropriate employee for new duties and realigning work loads (2)

Position descriptions have been developed for all positions to assist employees in understanding the duties and responsibilities as well as the performance expectations required for their position. Position descriptions are also utilized to help determine compensable factors in order to ensure WDGPH maintains pay equity compliance. They also support the pay equity process, by providing clear details of each position enabling the comparison of job expectations and compensation. Position descriptions also support employees who wish to grow within their career by identifying the skills, abilities, qualifications and prior work experience required for a position. Robust position descriptions also assist the Agency to attract candidates with the critical skills and abilities required for the position.

WDGPH continuously reviews position descriptions in order to ensure they accurately reflect the overall purpose, function, skills and authority of the required job standards. As the workplace and the work evolve, these can quickly become outdated and non-relevant making the link to goals setting and performance management almost impossible.

The HR team will continue to identify areas for improvement as well as consult with client managers to ensure that job standards and position descriptions support the evolving and changing needs of the Agency to support excellent internal and external client service.

#### Ensuring Qualifications for Their Positions

Based on the job standards and position descriptions, an organization assesses job applicants to determine if they have the required skills, abilities, qualification(s) and prior work experience to achieve the strategic business objectives and regulatory requirements. The job standards also provide a framework to evaluate candidates, ensuring the best qualified candidate on the basis of objective criteria.

WDGPH recruitment and selection activities are carried out in an equitable, effective professional manner in compliance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disability Act (AODA). The Agency acknowledges and commits that all job candidates have a right for equal treatment throughout the recruitment and selection process.

WDGPH requires that all Regulated Health Professionals (RHP) maintain current membership status in their respective college or association while actively employed. In recognition of the nature of the services offered to the public, WDGPH requires selected candidates to provide proof of membership in a RHP body prior to employment.

WDGPH will continue to ensure ongoing maintenance of RHP qualifications, by requiring employees to provide proof of their professional membership status on an on-going basis where required. HR will also continue to partner with client managers in order to identify new and/or evolving professional qualifications that support the strategic needs of WDGPH. This will support improved staff effectiveness, value and quality of the delivery of public health programs and services.

## Personnel File Management

Organizations create and retain documentation on employees to effectively manage their workforce. Employee records provide employers with a consolidated place to store employee information, and provide documentation to substantiate decisions on hiring, promotion, compensation, disciplinary action and termination. <sup>(3)</sup>

WDGPH maintains personnel files including employee and employment information to ensure compliance with the Canada Revenue Agency, the Employment Standards Act as well as other statutes. Employee files have restricted access whereby only Human Resources employees have access. An individual may review their file upon request which is handled in accordance with applicable privacy legislation. The release of information to other internal users (i.e. direct line managers) is restricted on a need-to-know basis. The Agency confirmed ongoing compliance to this requirement by completing a file audit in August 2016. During the 2016 audit, WDGPH revised the file format into sections resulting in enhanced confidentiality and security. Employee file audits are scheduled to be performed every 5 years.

In addition, WDGPH follows the provisions of the *Ontario Personal Health Information Protection Act, 2004* (PHIPA) and the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) for the collection, use, disclosure and retention of personal and/or personal health information or sensitive confidential information.

WDGPH will ensure the ongoing integrity of our file system management by organizing and retaining personnel file information as required by law and also ensure privacy by continuing to restrict access to personnel information in accordance with statutory requirements.

The HR team will continue to identify and implement continuous improvement enhancements to the file management system in order to improve and enhance the record security and internal client experience.

## Occupational Health and Safety

WDGPH is committed to protecting the health and safety of all its employees. In fulfilling this responsibility, WDGPH provides and maintains a safe and healthy work environment, which meets the legislated requirements and strives towards best practices.

The Occupational Health and Safety Act (OHSA) and regulations provide the legal requirements for the Health & Safety Framework. It sets out the minimum rights and duties of all parties in the workplace. It establishes procedures for dealing with workplace hazards and it provides for enforcement of the law where compliance has not been achieved voluntarily by workplace parties.

Within WDGPH, there is a comprehensive health and safety program to ensure the agency is providing and maintaining a safe and healthy work environment. The program consists of policies and procedures as well as health and safety resources such as the Joint Health & Safety Committee (JH&SC) and a dedicated Emergency Preparedness Health and Safety Officer. Ongoing initiatives include education and training, monthly workplace inspections, safety auditing, and reporting.

There is a genuine commitment to employee health and wellness at WDGPH. In addition to the JH&SC above, WDGPH also has an employee based "Healthy Workplace Committee" whose vision is "A workplace where physical activity, healthy eating, and positive mental health are embraced, valued, and supported." As well, there is the Psychological Health & Safety Committee – whose purpose includes. "To

identify, recommend and support evidence based strategies that contribute to a psychologically healthy and safe workplace..." The work of the Psychological Health & Safety Committee also aligns with the 2016 – 2020 strategic plan; Organizational Capacity, We will promote and support psychological health of staff.

WDGPH will maintain a proactive approach of continuously improving the effectiveness of our Occupational Health and Safety system based on internal and external feedback, as well as through the incorporation of best practice business trends to ensure the health and safety of our workforce.

In Addition, WDGPH is currently in the process of simplifying, revising and refining our emergency response requirements in order to "ensure timely, integrated, safe, and effective response to, and recovery from emergencies with public health impacts".<sup>(4)</sup> The Agency will continue to monitor the ongoing compliance with this important organizational standard and will make modifications as required under the final standards and protocols once released. The Ministry of Health and Long-Term Care has acknowledged that additional emergency response requirements are currently under development and that additional regional consultations in regards to this revised requirement will be conducted.<sup>(5)</sup>

Through continuous improvement, the Emergency Preparedness & Health & Safety Officer will identify areas for health and safety improvements and enhancements through the incorporation of feedback from managers and employees as well as the implementation of best practice health and safety programs to support and reinforce a safety culture.

### Recruitment and Retention Strategies

Hiring qualified and passionate employees is critical for every organization's success. Questions to be answered include:

- How many staff will be required to achieve the strategic goals of WDGPH?
- What jobs will need to be filled?
- What knowledge and skills will people need?

As a publicly funded organization, WDGPH must ensure effective and efficient use of financial resources. It is critical that the best candidate is selected for a position who possesses the knowledge, skills, and abilities to perform the requirements of the position as well as one who displays and exhibits the required work behaviours and competencies that align with the Agency's core values and needs.

After hire, the retention of a new staff member is influenced by a variety of factors such as the expectations of the employee and the Agency as well as, the working relationship between the employee and their manager. What is also critical, is the alignment of the individual's core values with that of the Agency's. A potential mismatch between any of these items may lead to employee dissatisfaction and turnover.

Turnover can be separated between voluntary turnover (i.e. employee initiated) and involuntary turnover (i.e. employer initiated). It should be noted that temporary employees are hired on fixed term contracts generally due to coverage for job protected leaves special projects, and fixed-term funding arrangements. As temporary employees are hired for a specific period of time, the end of the contract is not considered when calculating staff turnover. If, however, a temporary employee or the Agency ends the temporary employment contract prior to the end date, this would be considered to be turnover.

## APPENDIX "A"

The effect of turnover adversely affects the Agency in terms of the time, organizational disruption and the direct and indirect expense of backfilling a vacancy. It is in the Agency's best interest to monitor and limit turnover. Involuntary turnover, however, is sometimes unavoidable due to the changing needs of the Agency (i.e. program/funding changes, changing position requirements and expectations, major violations of the code of ethics and conduct, etc.). As such, it is simply good organizational practice to minimize voluntary turnover whenever possible with qualified high-performing employees.

WDGPH utilizes a variety of approaches to attract and retain employees. The Agency maintains partnerships with regulated professional associations, external colleges and universities for student placement opportunities, as well as research opportunities for graduate students. Agency nursing professionals support nursing students by acting as preceptors.

WDGPH has a robust and adaptive recruitment process which adaptable to meet Agency staffing needs. The Agency prevents nepotism in hiring and employment related decisions to ensure confidence in the integrity and fairness of hiring and employment practices. The Agency ensures that all hiring and employment related decisions are in accordance with The Ontario Human Rights Code.

The Agency retains staff by providing competitive pay and benefits, a professional collegial work environment, tuition reimbursement assistance and also professional developmental opportunities such as secondments. The Agency is committed to providing employees with a quality work-life balance with a 35-hour workweek as well as supporting flexible working schedules while ensuring Agency service levels are maintained.

The Agency has also provides managers and employees with ongoing specialized training on topics such as workplace mental health best-practices. WDGPH ensures ongoing training to ensure compliance with the *Occupational Health and Safety Act* of Ontario. This commitment is demonstrated further through the industry leading Psychological health & Safety Committee that provides recommendations to management to enhance and build a supportive and healthy workplace.

WDGPH will recruit staff for Agency vacancies in a timely and cost effective manner in accordance with all applicable legislation. WDGPH will also strive to limit voluntary turnover by identifying trends and incorporating voluntary turnover feedback, where appropriate, to improve and/or modify Agency practice.

The HR team will identify cost-effective and timely recruitment resources to attract qualified individuals that meet the needs of the Agency. HR will seek to identify areas of employee dissatisfaction that may lead to employee turnover and, where appropriate and practical, recommend and implement strategies to reduce and/or eliminate this dissatisfaction. WDGPH will also continue to identify opportunities to support community composition through appropriate recruiting initiatives.

### A Code of Conduct

A well-written code of conduct clarifies an organization's mission, values and principles, linking them with standards of professional conduct. The code articulates the values the organization wishes to foster in leaders and employees and, in doing so, defines desired behavior. As a result, written codes of conduct or ethics can become benchmarks against which individual and organizational performance can be measured.<sup>(6)</sup>

WDGPH has implemented a comprehensive Code of Conduct and Ethics policy which applies to all employees, students and volunteers to foster and support a culture of integrity and accountability. The

## APPENDIX "A"

Agency encourages employees to raise questions and bring forward matters, particularly with respect to ethics concerns.

In support of this Code of Ethics and Conduct, all employees, students and volunteers are required to:

- Maintain the highest level of professional standards;
- Show respect to all people in the workplace and honour diversity in co-workers and the community;
- Treat all persons honestly and fairly with regard for their rights, entitlements, duties and obligations;
- Accept responsibility for the duties assigned and collaborate with others in a spirit of teamwork to accomplish defined goals;
- Provide others with respect, cooperation and dignity;
- Be professional and courteous with both internal and external personnel;
- Resolve any work-related disagreements in a mature manner based on reasonable expectations;
- Avoid any situations which would place them in a potential conflict of interest as defined in CA.52.01.101 *Conflict of Interest* policy;
- Report any attempt by another organization, a member of the public or a co-worker to influence the outcome of any decision relating to WDGPH business; and
- Protect WDGPH's assets and ensure their efficient use. Theft, carelessness and waste have a direct impact on the financial health of WDGPH.

WDGPH will continuously monitor, improve and champion the Agency's Code of Conduct with every activity that the Agency engages in. Where appropriate, the Agency will reinforce our commitment to the Code of Conduct through corrective action.

### Compensation Policy

An effective compensation policy includes a balance between internal equity and external competitiveness. Compensation and benefits affect the productivity and happiness of employees, as well as the ability of the organization to effectively realize its objectives.<sup>(7)</sup> Compensation policy and administrative practices also critically influence the ability for an organization to attract and retain highly qualified staff.

WDGPH has achieved pay equity and maintains it by reviewing changed and/or new jobs on a regular basis. Positions are banded according to the outcome of the job evaluation process conducted by an internal committee of employees representing a cross section of the organization. The salary scale is externally reviewed regularly with a minimum frequency of every five years, with findings and recommendations presented to the Board of Health.

WDGPH monitors total compensation when assessing internal equity and external competitiveness. Total compensation can be defined as all of the resources available to employees, which are used by the employer to attract, motivate and retain employees. WDGPH employees enjoy a total compensation package that truly enhances the value of their base salary alone. The Agency also benchmarks compensation (i.e. base wages) and supplementary benefits (i.e. health, dental, prescription, paramedical, etc.) as well as fringe benefits (flexible working hours, compensation time practices, etc.) in the labour market to ensure they are competitive and in compliance with legal requirements.

The Agency will continue to strive to ensure that total compensation maintains competitive within the labour market in order to attract and retain staff as well as to ensure fiscal responsibility and cost control.

The Agency is also committed to the Living Wage initiative as defined by the Poverty Elimination Task Force (PETF). As such, WDGPH is recognized as a Living Wage Leader by ensuring all direct full-time, part-time and contract employees are paid at least the living wage. The Agency also acknowledges that WDGPH is not and will not become a total compensation leader (i.e. greater than the average in the labour market) given that WDGPH is a publicly funded organization.

### Reporting Relationships

It is said that one of the most important decisions an organization makes is who is placed in leadership positions. One of the key elements in an Organization is the relationship between a people leader and their direct reports. Employees expect their leaders to be supportive, accessible, unbiased, consistent and fair. Managers play a pivotal role in getting things done by motivating, inspiring and leading others at work. Employees who feel valued in the workplace tend to be more committed to their work. This results in higher levels of performance, reduced absenteeism and a more effective organization.

WDGPH ensures that leadership is competent to lead the individuals that report to them by validating they have the necessary education, qualifications, and credentials required in their program area. In developing the management team WDGPH recognizes that most people will need some help and training to be able to fulfil the roles required of them - especially if they are being promoted from within.

The Agency is committed to preventing nepotism in any employment-related decisions to preserve employee morale; to provide the highest quality service possible; to ensure equitable opportunities; and ensure integrity in the leadership process.

It is the Agency's position that no employee shall attempt to use a family or significant social relationship for his or her personal benefit or gain. This includes an employee misusing their authority to influence or make an employment-related decision. Management has a responsibility to report relationships in order to prevent potential issues of nepotism.

The Agency will continue to ensure that leadership is competent to lead individuals and continue to provide professional developmental and continuously learning opportunities to support this. WDGPH will also ensure integrity in the selection and promotion process in order to prevent conflicts of interest as well as reinforce organizational transparency.

### Discipline and Labour/Employee Relations

Clear expectations, appropriate supervision and feedback on a day-to-day basis are the best ways to create and maintain a positive staffing relationship and prevent the conditions that necessitate implementing disciplinary action. However, when problems with behaviour or performance occur, corrective action is necessary. By implementing a progressive corrective action/discipline process, an organization is able to provide employees with an opportunity to become a productive part of an organization and to improve the organization's ability to defend the corrective action taken.<sup>(8)</sup>

Progressive discipline is not considered an effective primary tool for managing employee performance. Clearly defined goals and objectives, proper training and timely effective feedback are primary tools to guide successful employee performance. WDGPH is a professional environment where all employees are expected to act in the best interests of clients and the Agency. The Agency has in place a dispute resolution system to resolve internal conflict as well as a progressive discipline policy and practice.

WDGPH's Public Health Nurses are represented by the Ontario Nursing Association (ONA) whereby the terms and conditions of their employment are encompassed by the Collective Agreement. The Agency ensures positive labour relations through fair and consistent Collective Agreement application and open dialogue with the Union where appropriate. In addition, WDGPH has both labour relations and employee relations committees providing a forum for ongoing discussions to support a positive and proactive relationship.

WDGPH does have a detailed progressive discipline policy and process that can be utilized when proactive and preventative employee performance management measures are not successful.

WDGPH will continue to provide staff with clear expectations and ongoing feedback to reinforce positive outcomes and address performance/behaviour concerns in a professional, timely, consistent, equitable and progressive manner.

### Staff Performance Evaluation

The fundamental goal of performance management is to promote and improve employee effectiveness. It is a continuous process where managers and employees work together to plan, monitor and review an employee's work objectives or goals and his or her overall contribution to the organization.<sup>(9)</sup>

The Agency establishes annual goals and objectives linked to operating plans as a component of the strategic plan. Each employee has specific goals and objectives linking to the overall Agency plan requirements. Managers establish performance standards through annual performance reviews that are provided to permanent staff as well as provide regular feedback in regards to an employee's work performance.

WDGPH embraces effective leadership through the development of leadership skills through on-going training provided to employees and managers. All staff are provided with a performance review as well as informal performance feedback on an ongoing basis. Based on the community, as well as client needs, pro-active training is identified and deployed to managers and front-line staff.

In 2016, WDGPH embarked on a process to revise and revitalize the performance appraisal program including the automation of the process to enhance the level of interaction of the process and provide enhanced performance management documentation processes.

WDGPH will ensure employees understand performance and behaviour expectations from date of hire and through ongoing communication and performance reviews. In addition, the Agency is committed to providing timely balanced feedback to encourage and correct areas of improvement in order to enhance organizational efficiency. The Agency is committed to providing timely balanced feedback to encourage and enhance and correct employee performance as WDGPH fundamentally believes that a no aspect of a performance review should a surprise to an employee.

### Succession Planning

The needs of Public Health are constantly changing and evolving. The Agency experiences low levels of voluntary turnover for permanent and temporary staff. At present, the average age of a WDGPH employee is 43 years of age. Staff who are currently enrolled in the Agency's pension (known as OMERS) may, however, be eligible to retire prior to age 65. Fortunately individuals that do elect to retire have historically provided extensive advance notice about their intention to retire based on their positive working relationship with their manager and the organization as a whole, as well as their high

## APPENDIX "A"

level of professionalism. This advance notice has enabled the Agency to take an individual contextual approach to analyze if the needs of the Agency have changed to determine what knowledge, skills and abilities are needed for the upcoming potential vacancy (if any). This has resulted in new positions being created, positions being redesigned and processes/work tasks being re-assigned/re-engineered. In addition, in 2017 WDGPH introduced a Program Budgeting and Marginal Analysis (PBMA) initiative to determine optimal utilization of available resources. This process provides an objective criteria to determine if resources (human or other) are to be reallocated to different programs/projects based on the current/future Agency need.

Traditional highly structured succession planning processes identify high potential individual(s) that may not be prepared to “wait” for their opportunity and may choose to voluntarily leave the employ of the Agency. In addition, in a highly structured succession planning process, the skills being developed and groomed by the Agency may not end up being relevant due to the evolving nature of public health due to changing organizational and client requirements. WDGPH has a highly specialized workforce with a large number of specialized positions, as a result, not all succession vacancies have potential staff that could successfully perform the essential requirements of the position in a reasonable amount of time. Where possible, the Agency continues to provide interim positions for various administrative, professional and management opportunities to enhance internal capacity and identify and train potential successors. In addition, staff across the Agency have been cross-trained and transferred between different programs and functional areas within their position. This assists the Agency to develop a talent pipeline to support critical position succession.

WDGPH will continue to monitor workforce demographics and attrition in order to support the strategic direction and internal and external needs to support our clients.

### Summary

The field of human resources is broad and rapidly evolving, there are numerous legislative changes each year requiring a fulsome review of the Agencies practices on an ongoing basis. The key is to maintain a proactive Human Resources Strategy for WDGPH. In addition to the legislative competence and compliance, it is essential that the human resources team maintain a significant level of operating knowledge of the programs and services offered by WDGPH to ensure HR programs and services are aligned to support the Agency in achieving its goals and the staff to ensure their continued success and satisfaction with their employment relationship.

## Works Cited

1. HRCouncil.ca. HRCouncil.ca - Orientation. [Online].; 2016 [cited 2016 09 08. Available from: <http://hrcouncil.ca/hr-toolkit/right-people-orientation.cfm>.
2. HRCouncil.ca. HRCouncil.ca - Job Descriptions. [Online]. [cited 2016 09 06. Available from: <http://hrcouncil.ca/hr-toolkit/right-people-job-descriptions.cfm>.
3. HRCouncil.ca. HR Council.ca - HR Policies & Employment Legislation - Employee Records. [Online]. [cited 2016 09 08. Available from: <http://hrcouncil.ca/hr-toolkit/employee-records.cfm>.
4. Ministry of Health and Long-Term Care. Accountability Framework and Organizational Requirements. Consultation Document. , Population and Public Health Division; May 2017.
5. Ministry of Health and Long Term Care. Summary of Themes Raised at the Regional Consultation Meetings on the Modernized Ontario standards for Public Health Program and Services. , Population and Public Health Division; May 2017.
6. Ethics and Compliance Initiative. Ethics and Compliance Initiative - Why Have a Code of Conduct? [Online]. [cited 2016 09 08. Available from: <http://www.ethics.org/eci/research/free-toolkit/code-of-conduct>.
7. HR Council.ca. HR Council.ca - Compensation Systems: Design and Goals. [Online]. [cited 2016 09 08. Available from: <http://hrcouncil.ca/hr-toolkit/compensation-systems.cfm>.
8. HRCouncil.ca. HR Council.ca - Keeping the Right People: Discipline. [Online]. [cited 2016 09 09. Available from: <http://hrcouncil.ca/hr-toolkit/keeping-people-discipline.cfm>.
9. Hrcouncil.ca. HR Council.ca - Keeping the right people - Performance Management. [Online]. [cited 2016 09 09. Available from: <http://hrcouncil.ca/hr-toolkit/keeping-people-performance-management.cfm>.
10. HRCouncil.ca. HRCouncil.ca - HR Planning - Succession Planning. [Online]. [cited 2016 09 09. Available from: <http://hrcouncil.ca/hr-toolkit/planning-succession.cfm>.