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Halifax Regional Municipality

Regional Council

A Performance Review of the Effectiveness of Strategic Workforce Planning at Halifax Regional Municipality©

September 20, 2016

- This presentation is not complete without commentary.

- To appreciate the full intent of the presentation the slides should be taken in context of the appropriate section(s) of the report.

Objectives

Strategic Workforce Planning connects talent management activities to the execution of business strategy by having the right people in the right place at the right time, at the right cost

Review if effective workforce planning programs in place

Determine if workforce planning strategies are effectively designed to ensure service continuity or improvement

Determine if HRM identifies and addresses key workforce risks and discusses these risks with Regional Council

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Reviewed workforce planning elements at a high level from April 2012 to present

Elements Included:
➢ **Recruitment**
➢ **Retention**
- **Training and Development**
- **Performance Management**
- **Rewards and Recognition**
- **Career Advancement**
➢ **Succession Planning**

Focus was primarily on HRM business units (survey and discussions), the OAG also developed the survey for Halifax Public Libraries and Halifax Regional Water Commission

Municipalities faced with variety of labour challenges

Challenges being faced can potentially have a significant impact on meeting strategic goals

Workforce planning activities should be linked to overall corporate strategy

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Many of HR's strategic workforce planning documents have not been fully implemented or tied to corporate strategy

No systematic process which ensures largest cost to HRM is aligned to organization's strategy

Different interpretations and implementations across business units resulting in a siloed approach to workforce planning

No corporate workforce planning strategy

"Right Staffing" risk statement: the risk the municipality does not have the right people in the right jobs at the right costs

No systematic approach to identifying issues and trends across the Municipality

Full impact of workforce risk at HRM is unlikely to be recognized given the diverse business units

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Management survey developed through meetings with directors, staff in HR and the CAO. Survey had 47% response rate

OAG defined "Management" as any employee with direct reports including directors, managers, supervisors, team leads, etc.

Participants shared opinions and experiences regarding the elements of workforce planning at HRM as well as questions regarding planning for the future

Overwhelming support for the view HRM's business units (including HPL and HRWC) and the organization as a whole are good places to work

Report Highlights - Recruitment

Dissatisfaction with HRM's recruitment process

I am satisfied with the organization's current recruitment process

- Strongly Agree and Agree
- Neutral
- Strongly Disagree and Disagree
- I Don't Know

2%
35%
41%
22%
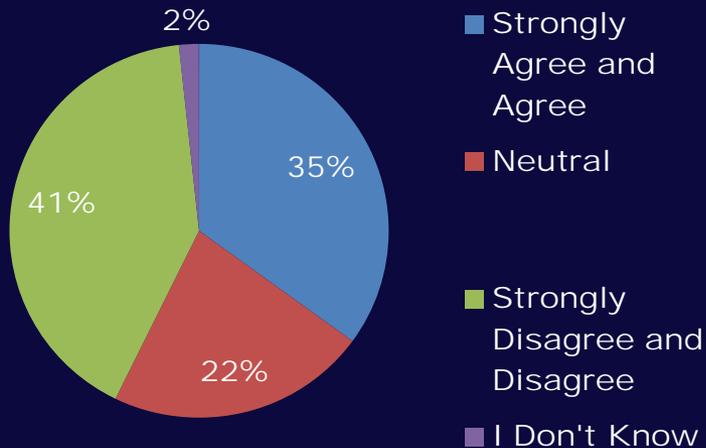
Only 35 percent of survey respondents agreed or strongly agreed they are satisfied with the organization's current recruitment process

Overarching themes:
➢ **hiring approval process**
➢ **ability to hire the best candidate**
➢ **ensuring diversity**

Report Highlights - Recruitment

Potential barriers in the current recruitment process

Scoring system used in interviewing is the sole determinant for hiring

Many levels of Management approval, often including approval from the CAO

Lack of flexibility to hire the best fit

Issues with accuracy and representativeness of job descriptions

Unclear role of HR in the recruitment process

**Ensuring diversity and inclusion are focus in the HRM recruitment process**

Report Highlights - Recruitment

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Working in government has the ability to provide millennials the opportunity to make a difference and can offer unique work experiences

52% agree or strongly agree the organization is able to attract millennials

OAG did not find the opportunities and unique experiences offered by working in government consistently integrated into HRM's recruitment process

The organization is able to attract the 'millennial generation' of workers

- Strongly Agree and Agree — 52%
- Neutral — 18%
- Strongly Disagree and Disagree — 27%
- I Don't Know — 3%
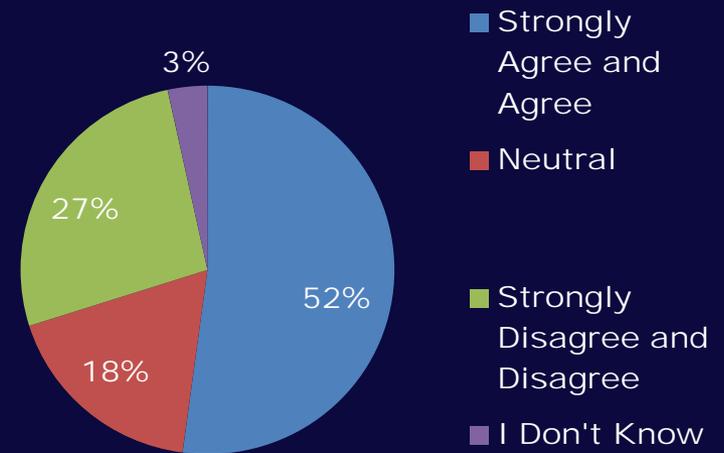
Report Highlights - Recruitment

Salary and benefits brought up as both a deterrent and a method to attract high performers

Only 30% agree or strongly agree the organization's determination of compensation and raises is clear and understandable

The organization's determination of compensation and raises is clear and understandable

- **Strongly Agree and Agree** — 30%
- **Neutral** — 25%
- **Strongly Disagree and Disagree** — 42%
- **I Don't Know** — 3%
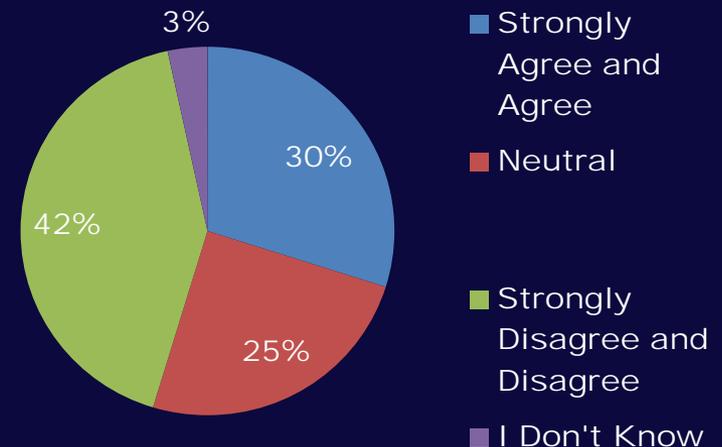
Report Highlights - Retention

Research suggests even if top talent is attracted to organization, recruitment efforts are futile if the organization cannot retain them

No major retention issues identified in any business unit

Components of retention:
➢ **training and development**
➢ **rewards and recognition**
➢ **career advancement**
➢ **performance management**

Retention efforts mentioned:
➢ **open communication**
➢ **providing encouragement and feedback**
➢ **recognition**
➢ **coaching**
➢ **relationship building**

Training and development is an important part of retention as it represents an investment in the workforce

80% agree or strongly agree their business unit supports employee learning and development

64% agree or strongly agree the organization as a whole supports employee learning and development

The organization as a whole supports employee learning and development

- 3%
- 15%
- 18%
- 64%

- ■ Strongly Agree and Agree
- ■ Neutral
- ■ Strongly Disagree and Disagree
- ■ I Don't Know
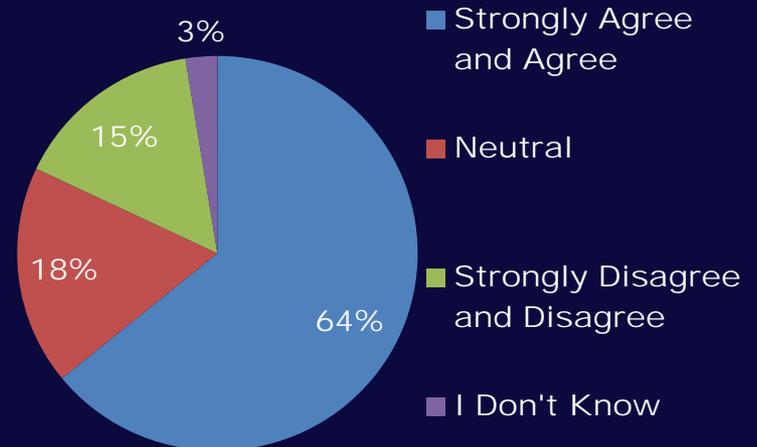
Only 46% agree or strongly agree they are satisfied with the learning and development opportunities

Many survey respondents indicated there is limited budget available within business units for training and development

Current training and development opportunities available from the organization do not meet the needs of all business units

I am satisfied with the learning and development opportunities available from the organization

- Strongly Agree and Agree — 46%
- Neutral — 17%
- Strongly Disagree and Disagree — 36%
- I Don't Know — 1%
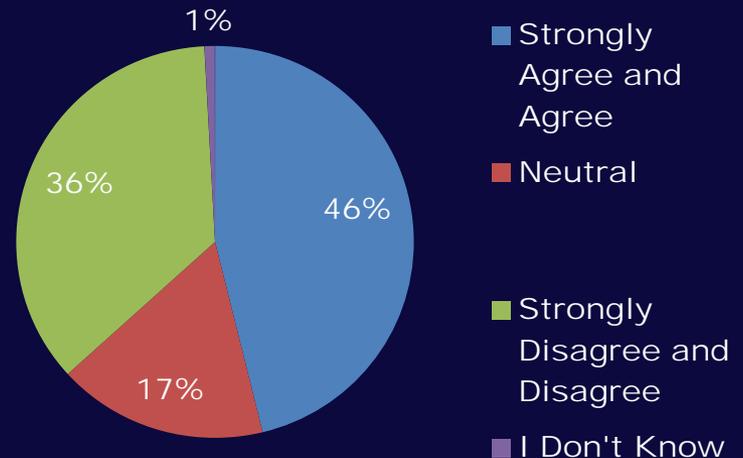
Lack of an organizational tracking system for training and development

Previous OAG report recommended a skills inventory be prepared

If a skills inventory were developed it would give HRM managers the ability to provide targeted training and development opportunities to alleviate existing skills gaps
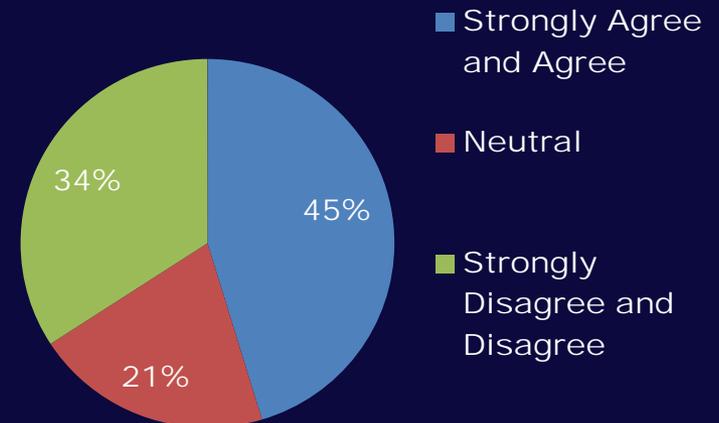
Report Highlights – Career Advancement

Only 45% agree or strongly agree the overall corporate structure is clear and understandable

If potential career paths are not viewed as clear and understandable there is a risk this could lead to employee disengagement or high turnover

HPL and HRWC had higher agreement their organization's structure was clear and understandable, 68% HPL and 81% HRWC

The overall corporate structure of the organization is clear and easily understandable

- Strongly Agree and Agree
- Neutral
- Strongly Disagree and Disagree

45%

21%

34%

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85% of Management (HRM, HPL and HWRC) agree or strongly agree they provide support for career advancement

Just 38% of HRM survey respondents agree or strongly agree the organization supports career advancement

Current programs such as mentorship and secondments need to be better leveraged in support of career advancement and retention efforts

Positive results in the performance management section

Over 80% of managers agree or strongly agree they measure productivity in tasks completed rather than hours worked

90% of managers indicated they provide feedback to their direct reports always or most of the time

78% of managers believe the feedback provided to employees within their business unit is useful always or most of the time

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Uncertainty regarding what is acceptable at HRM in terms of rewards and recognition

Only 17 percent agree or strongly agree the organization encourages and rewards employees who promote change and introduce new ideas

Need to be clear on the methods managers are able to use to reward and recognize employees to retain current and future employees

The organization encourages and rewards employees who promote change and introduce new ideas

- 17% — Strongly Agree and Agree
- 39% — Neutral
- 40% — Strongly Disagree and Disagree
- 4% — I Don't Know
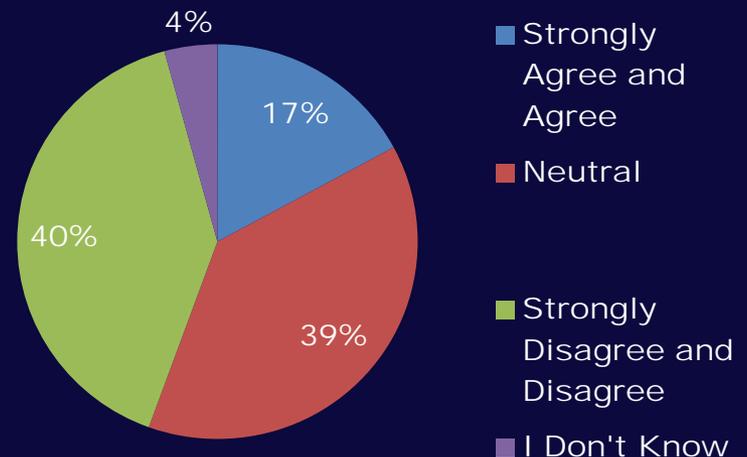
73% agree or strongly agree they are actively planning for the future

The organization is able to adapt to future workforce/staffing needs

- ■ Strongly Agree and Agree — 23%
- ■ Neutral — 31%
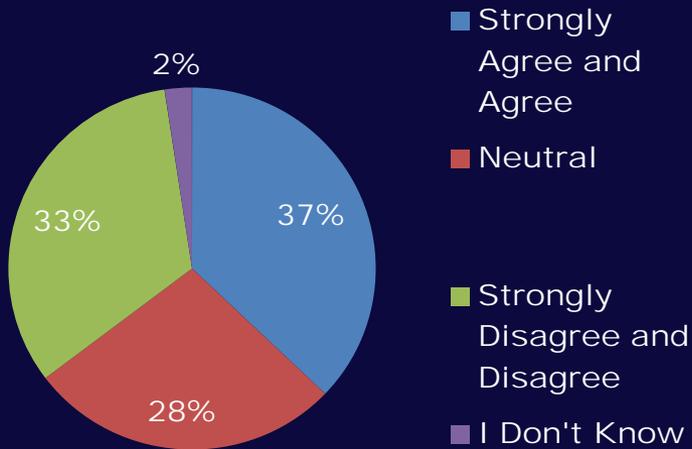- ■ Strongly Disagree and Disagree — 39%
- ■ I Don't Know — 7%
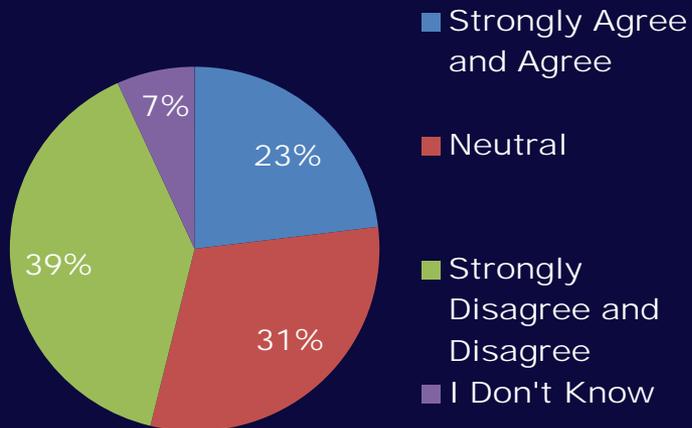
Only 23% agree or strongly agree the organization as a whole is able to adapt to future workforce needs

Only 37% agree or strongly agree their business unit is preparing for what their job will look like in 3 to 5 years

Report Highlights – Succession Planning

Many business units have no formal succession plan

I am actively engaged in my business unit's succession planning

- 2%
- 37%
- 33%
- 28%

Legend:
- Strongly Agree and Agree
- Neutral
- Strongly Disagree and Disagree
- I Don't Know

Just 37% agree or strongly agree they are actively engaged in their business unit's succession planning

28% of managers who completed the survey are retiring within the next 5 years

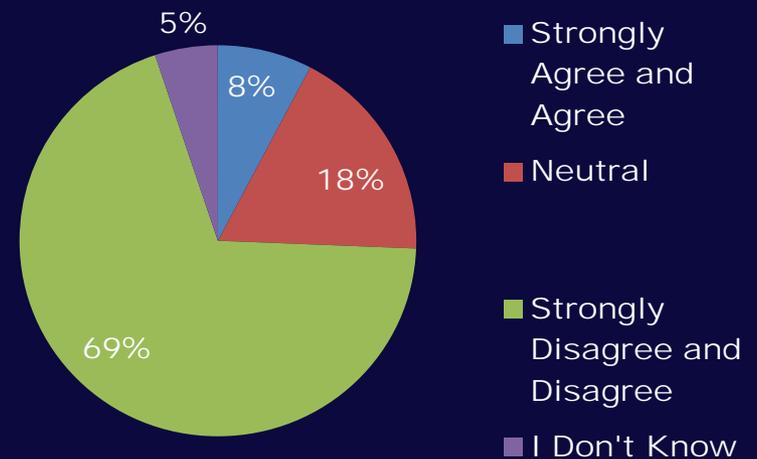**No organization-wide process or tool, such as a critical positions inventory**

HRM may not be able to target its effort to the positions which have the greatest impact on the organization

Report Highlights – Succession Planning

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Current knowledge transfer strategies not seen as effective

Only 8% agreed or strongly agreed the organization has processes in place to transfer knowledge as individuals leave the organization

Knowledge transfer that does occur seems to be informal as there is no organizational process in place to facilitate it

The organization has processes in place to transfer knowledge as individuals leave the organization

- 8% — Strongly Agree and Agree
- 18% — Neutral
- 69% — Strongly Disagree and Disagree
- 5% — I Don't Know

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Not all Management are aware of the existence of all the HR programs and practices linked to workforce planning

HR programs and practices are not new to HRM

Potentially not effectively integrated into the organization's business practices as strategic workforce planning efforts

Have you heard of the following HR Program/Practice:	Yes	No
Bridging the Gap Internship Program	74%	26%
Mentorship Program	67%	33%
Attendance Support Program	97%	3%
Corporate Learning and Development Program	69%	31%
Performance Development Process (My Action Plan)	97%	3%
Education Reimbursement Program	86%	14%
Flexible Work Arrangement Programs	85%	15%
Secondments	81%	19%
Recognizing Employees	57%	43%

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The Workforce Profile does not include performance targets or any benchmarking to other municipalities or organizations

Performance targets and benchmarks can provide context

This context is important for Regional Council who are not directly involved with the programs

Allows management and Regional Council to assess whether they are achieving reasonable levels of performance

HRM's Human Resources business unit is currently undergoing a service modernization

Lack of access to timely and meaningful workforce information at an organizational level

Currently no short and long term plans on how to gather and analyze workforce data

Workforce planning activities are implemented and monitored using limited information

Inconsistent or absent business unit specific performance reporting

Risk HRM will not be able to fully capitalize on any new technology investment without strong programs and controls in place first

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Most recent 2012-2014 People Plan may not have been sufficient

The People Plan is the current HRM practice in setting priorities and targeted efforts

Actions taken and performance measures used may not be sufficient given the number of issues brought forward

- A total of 21 recommendations for 'A Performance Review of the Effectiveness of Strategic Workforce Planning at Halifax Regional Municipality©'

- The OAG is pleased with the Acting CAO's acceptance of the report and direction to be undertaken by the Administration

No corporate workforce planning strategy	**Develop, adopt and fully integrate into all operations a formal corporate workforce planning strategy which is supported by activities which are integrated into the business planning process**
No systematic process which ensures largest cost to HRM is aligned to organization's strategy	**Develop and document a process to systematically identify workforce issues and trends at the business unit level and develop and implement strategies to address these issues and trends**

Report Recommendations

Unclear role of HR in the recruitment process

HR consult all business units on the role of HR in the interview process

Review internal HR consultant job descriptions to ensure they are reflective of clients' needs

Issues with accuracy and representativeness of job descriptions

Review all HRM job descriptions against the actual jobs and update to accurately reflect the position requirements

Report Recommendations

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Opportunities and unique experiences offered by working in government not consistently integrated into HRM's recruitment process	**Review internal/external programs/practices identified as contributing to the recruitment of high performing candidates**
Many business units have no formal succession plan	**Develop and implement a consistent succession planning process across the organization**

Report Recommendations

No organization-wide process or tool, such as a critical positions inventory	**Develop a critical positions inventory**
	Incorporate critical positions identified into succession planning
Current knowledge transfer strategies not seen as effective	**Incorporate specific strategies to support knowledge transfer across the organization**

Report Recommendations

Not all Management are aware of the existence of all the HR programs and practices linked to workforce planning	Develop an implementation plan to integrate supporting programs and practices across the entire organization
Inconsistent or absent business unit specific performance reporting	Develop business unit specific workforce reporting

The Workforce Profile does not include performance targets or any benchmarking to other municipalities or organizations

Develop internal and external benchmarks as well as performance targets for workforce planning