

Item 12.1

HALIFAX

October 9, 2024

HR Hiring Audit Action Plan

Update

Background

- On March 24, 2024 the Audit and Finance Committee requested that the CAO develop an action plan to address the 17 recommendations from the Management of Hiring Practices Audit and report back in six months;
- On behalf of the CAO, Human Resources developed the action plan which was presented as an information item at the September 6, 2024 Audit and Finance Committee meeting.

Discussion – Action Plan

- HR has developed an Action Plan to address all 17 recommendations and the Director of Talent Management has been assigned responsibility to oversee the implementation of the Action Plan;
- Each recommendation has its own project plan to ensure the work is moving forward as projected.

Discussion – Hiring Efficiency

The efficiency of hiring processes is an important consideration in implementing the 17 recommendations, therefore the Corporate Performance Excellence team has been engaged to collaborate with HR on this work to:

- Review and analyze new or amended processes through a performance excellence lens and provide guidance to ensure efficiency and effectiveness; and
- Facilitate collaboration with other internal key partners to ensure roles and responsibilities are clearly defined and documented and the cross-functional processes are efficient and effective.

Discussion - Resources

- Recruitment at HRM continues to be a high demand service. Many of the resources required to complete the action plans are involved in recruitment.
- As a result, HR has identified that in order to implement the 17 recommendations within the 18-month timeline additional resources are required. Additional resources will also be required to ensure that the standards established by the 17 recommendations are maintained going forward.
- Some interim funding for part of the additional resources in 24/25 has been identified and HR will incorporate the remaining resource requests as part of its 25/26 budget submission.

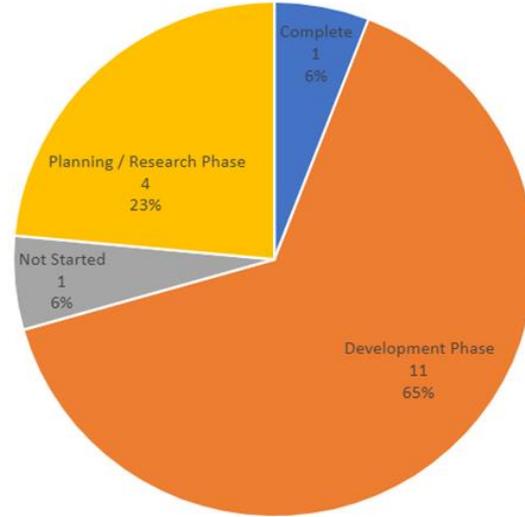
Discussion – Resource Detail

Fiscal Year	24/25	25/26	25/26	26/27
Temporary positions (up to completing recommendations)	\$ 79,400	\$ 85,600	\$ -	\$ -
Permanent positions (up to completing recommendations)	\$ 122,600	\$ 132,400	\$ -	\$ -
Permanent positions (for ongoing support)	\$ -	\$ -	\$ 122,600	\$ 255,000
Membership dues (up to completing recommendations)	\$ 48,000	\$ 52,000	\$ -	\$ -
Membership dues (for ongoing support)	\$ -	\$ -	\$ 48,000	\$ 100,000
Total	\$ 250,000	\$ 270,000	\$ 170,600	\$ 355,000
Total for completing recommendations	\$ 520,000			
Total 2025/26	\$ 440,600			

Total Progress as of Sep. 30, 2024

- This chart illustrates the relative progress on the 17 recommendations
- Progress moves from Planning / Research through to Development and then Completion

Recommendations - Status by Phases



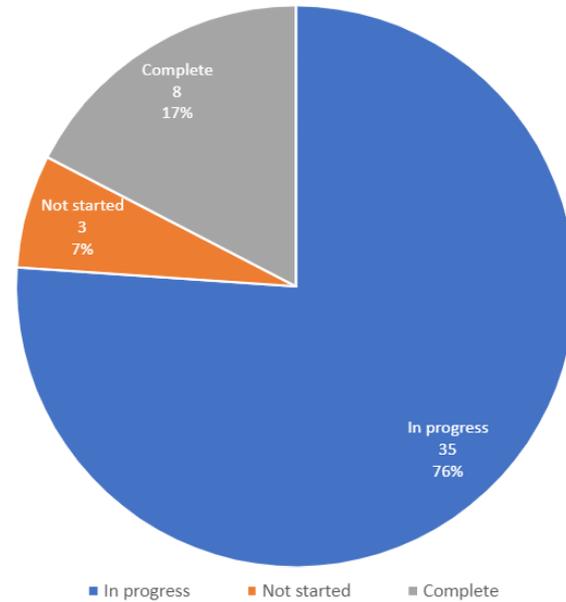
■ Complete ■ Development Phase ■ Not Started ■ Planning / Research Phase

Action Progress as of Sep. 30, 2024

- Each Recommendation is being addressed by 45 Actions
- This chart illustrates the progress of the

Actions to address the Recommendations

Workplan Actions & Statuses



Questions?