

Appendix B



Human Resources Work Plan 2025 - 2026

The **Human Resources** division supports the goals of Council and the Town of Halton Hills by effectively managing its most valuable asset – its people. HR aims to create a productive, safe, engaging and inclusive work environment, ensuring that employees are valued, motivated, well-trained, and equipped to perform their roles. This includes overseeing the **Four Pillars of Human Resources** which support staff and the organization.

The Four Pillars of HR are based on the Focus Areas identified in the Corporate HR Strategic Plan 2025-2029 (“the Plan”) and layered over the job functions that make up the Human Resources Division: Health, Safety and Wellness; Recruitment and Selection; Compensation and Benefits; Workforce Planning; Training and Development; Labour and Employee Relations; and HR Information Systems and Analytics. Several action items from the Plan were selected based on priority and available resources to develop the HR Work Plan (“the Work Plan”). Completion of the Work Plan spans over two years (2025 – 2026) and is subject to available HR staffing and resources. The HR 2025-2026 Work Plan is detailed in the pages that follow and will be updated annually.

Town of Halton Hills



Modernize HR Processes, Technology and Build HR Staff Capacity (Modernizing)

HR Analytics, Technology & Process Improvement

- Data tracking and reporting to SMT and Council for decision-making
- Improved HR processes and tools for efficient operations (e.g., Payroll, H&S, Recruitment, and Learning & Development)

Attraction and Retention of Talent (Competing)

Management of Employee Life Cycle

- Recruitment, Selection, On-boarding, Off-boarding
- Training & Development
- Succession Planning
- Employee Engagement
- Compensation, Benefits, Pension
- Our Thanks To You Recognition Program

Healthy & Safe Work Environments (Caring)

Health, Safety and Wellness

- OH&S Compliance and Programs
- Joint Health and Safety Committees
- Workplace Investigations
- Disability Management
- Wellness programs

Building Employee and Organizational Capacity (Growing & Performing)

Talent Management, Employee & Labour Relations

- Workforce Planning
- Training & Development
- Performance Management
- Union Negotiations
- Complaint and Grievance handling

Modernize HR Processes, Technology and Build HR Staff Capacity (Modernizing)

HR Analytics, Technology, Process Improvement

- Regularly collect HR-related data for more effective decision-making
- Continuously review business processes to create efficiencies and improve Client experience
- Use existing and new technologies to streamline and improve processes

Recommended Action from HR Strategic Plan: 1. Advance HR Technology and Process Improvements

Action # 1.3 - Prioritize and implement future technology solutions.

OBJECTIVE #1:

Achieve efficiencies, more accurate tracking and reporting of Health and Safety accidents and incidents for decision-making.

Strategy: Procure and implement a H&S System that meets the current and future needs of the Town.

How:

- Through RFP process select the appropriate vendor that best matches needs of the Town
- Prepare the system for testing
- Ensure business process are clear, align with system functionality, and communication tools are ready for Users
- Provide training and tools for Users
- Implement system and program Corporate-wide

Who: HS&W Specialist

When: Q1 2025 to Q4 2026

OBJECTIVE #2:

Better manage Town's positions information using Dayforce System.

Strategy: Implement DFS module, *Position Management*

How:

- Perform extensive testing on DFS Position Management
- Populate PM Module
- Train HR Staff on use of module
- Ensure the resources to maintain data

Who: Supervisor of Payroll, Pension & Benefits, Payroll Specialists, and HRBPs

When: Throughout 2025 and 2026 in time for next non-union salary review in 2027.

OBJECTIVE #3:

Maximize use of Dayforce Features to achieve efficiencies in HR processes

Strategy: Explore other modules within DF for long-range budget planning (e.g. People Analytics)

How:

- Determine which DF modules have yet to be explored and which are most beneficial to HR based on goals of the HR Strategic Plan
- Explore said modules and consult with team on feasibility and value of modules
- Determine whether any can be included in future budget asks

Who: Supervisor of Payroll, Pension & Benefits; Payroll Specialists and HRBPs

When: Throughout 2025 – 2026.

Action # 1.1 – Continue to shift from paper to digitized forms. Identify HR processes that are manually intensive and that could be digitized and automated.

OBJECTIVE #4:

Reduce HR and Departmental Staff time spent on the JD/JE approval process. Provide training on JE principles and procedures.

Strategy: Leverage existing technology to reduce dependency on paper to manage the JD/JE approval process.

How:

- With assistance from ITS, continue testing JD/JE Workflow process
- Prepare training materials and reference tools on new digital process
- Communicate new process and tools to leaders
- In partnership with the Town's JE Consultant, train leaders on JE principles and concepts

Who: Director of HR & JE Consultant

When: by Q4 2025

OBJECTIVE #5:

Continuous improvement of GPS Form and Process

Strategy: Review feedback received re: GPS 2.0 form and make tweaks to form.

How:

- Poll HRBPs about feedback received throughout 2024.
- Make changes to the form
- Implement changes (BPs to send message to staff re: updates).

Who: Director of HR & Sr. Admin and HR Assistant

When: By end of Q1 2025

Recommended Action from HR Strategic Plan: 2. Improve HR Measures and Reporting

Action # 2.1 – Formalize measures and report to SMT quarterly on key measures including turnover, vacancy rate, safety results, absenteeism, and new hires. Expand measures and details over time.

OBJECTIVE #6:

Promote use of HR statistical data for evidence-based decision-making at all levels of the organization.

Strategy: Develop an efficient process for gathering and reporting of HR Statistical data for reporting to SMT.

How:

- Determine which data to collect and how often to report
- Determine who responsible for data collection (Payroll? HRBPs? Director of HR, or combination?)
- Establish standardized reporting templates; consider if data should be shared on the HILLS (dashboard)

Who: Director of HR

When: Q2 – Q4 (as workload permits)

OBJECTIVE #7:

Ensure H&S of staff and the workplace is monitored, communicated to stakeholders at the Town, and improved where possible.

Strategy: Develop an annual formal report and presentation for presentation to SMT, capturing key health, safety and wellness statistical data and trends.

How:

- Gather and analyze data (current and historical) of key HS&W metrics
- Interpret data including trends and identification of areas that need attention and areas of success
- Provide recommendation to SMT on potential strategies for continuous improvement
- Incorporate recommendations into Town's HSW program and processes.

Who: HS&W Specialist

When: Q4 2025

Attraction & Retention of Talent (Competing)

Recruitment & Selection, Training & Development, Rewards & Recognition

- Manage all aspects of the employee's work experience from when they enter the Town to when they leave including: analyzing and determining future workforce needs, attracting, recruiting, on-boarding and developing a workforce that is productive and likely to stay with the Town for the long term.

Recommended Action from HR Strategic Plan: 1. Employee Attraction and Retention

Action # 1.1 – Actively participate and support the Corporate Attraction and Retention project that is being led by the Attraction Retention Team.

OBJECTIVE #8:

Ensure the Town has a strong pool of qualified candidates to fill vacant positions and that high performers are retained.

Strategy: Support the Attraction and Retention Strategic Plan project as HR subject-matter experts.

How:

- Provide advice to working groups on attraction and retention principles and best practices,
- Provide available tools and resources to meet the goals of the project.

Who: HRBP with support from other HRBP and Director of HR

When: Q1 2025 – Q4 2026 and beyond.

OBJECTIVE #9:

Market the Town as an Employer of Choice.

Strategy: Collaborate with Corporate Communications to develop an external employment web page that is eye-catching, easy to navigate, and clearly communicates why candidates should work for the ToHH.

How:

- Re-think layout and content of employment pages

- Develop employer branding
- Create visual and textual content that communicates the culture and work environment at the ToHH
- Ensure application process is easy to understand and navigate
- Have page ready for migration to new Town internet/intranet platform by July.

Who: HRBP with support from Director of HR

When: Q1 – Q2 2025

OBJECTIVE #10:

Improve the attraction and retention of talent by fostering a work environment that is safe and welcoming.

Strategy: Support the Safe and Welcoming Workplace plan through provision of HR expertise and resources.

How:

- Continue to actively participate in the Safe and Welcoming Workplace working group
- Identify which recommendations from the Consultant's report, can be implemented
- Provide HR resources and expertise in the implementation of recommendations

Who: HRBP or Director of HR

When: Q1 – Q4 2025, 2026 and beyond.

Recommended Action from HR Strategic Plan: 2. Recruiting Support

Action # 2.1 – Continue to implement the Hiring Supervisor led recruitment service model.

2.2 – Review and update recruitment support tools to support the Hiring Manager recruitment process.

OBJECTIVE #11:

Ensure hiring managers have the knowledge and skills to conduct interviews and select candidates effectively with or without Human Resources on the interview panel.

Strategy: Educate and train leaders in effective interviewing and selection techniques.

How:

- Develop a recruitment guide that outlines:
 - workplace legislation applicable to recruitment and selection,
 - appropriate structure for interviews, types of questions to ask, making an objective and bias-free candidate selection
 - general Do's and Don'ts of recruitment and selection.
- Provide training to hiring managers as part of the implementation process.

Who: HRBP and Director of HR

When: Q1 – Q4 2025

Healthy & Safe Work Environments (Caring)

Health, Safety & Wellness

- Develop programs and tools that foster a healthy, safe and legislatively compliant workplace.
- Mitigate costs of managing disabilities and ensure resolution of disability management files.
- Promote a culture of physical, mental, social, and financial well-being by offering programs that improve these aspects of wellness

Recommended Action from HR Strategic Plan

Action # 3 – Develop a new Town of Halton Hills Corporate Health and Safety Program (Legislative Compliance)

OBJECTIVE #12:

Enable staff to assist our community through the appropriate use of Naloxone Kits at Town Facilities.

Strategy: Develop a formal program that outlines the purpose and procedure for use and maintenance of Naloxone Kits by staff at the facilities that have them.

How:

- Research Naloxone Kits – how used, maintain staff training on the use of the kit, and reporting incidents where the kit used, etc.
- Draft a program guide
- Communicate guide to staff impacted

Who: HS&W Specialist

When: Q1 2025

OBJECTIVE #13:

Meet OHS legislative compliance and prevent unnecessary worker hearing loss due to noise in work environment.

Strategy: Develop a formal program that identifies positions and areas within the workplace sites that may expose staff to noise hazards and provide solutions to mitigate impact to staff.

How:

- Work with external operations management, JHSC and consultant to gather data.
- Analyze data and identify areas for improvement
- Develop a formal program document with procedures and requirements that meet OHS regulations
- Communicate program to stakeholders and staff
- Monitor program

Who: HS&W Specialist

When: Q1-Q4 2025

**Building Employee &
Organizational Capacity
(Growing & Performing)**

Training & Development,
Employee & Labour Relations

- Provide learning opportunities to HR Team and Staff/Mgt of ToHH
- Foster positive relationships with Town's Union
- Lead Union negotiations
- Investigate workplace conduct concerns and employee complaints

Recommended Action from HR Strategic Plan

Action # 1 – Maintain and enrich current employee development opportunities and the use of internal facilitators.

OBJECTIVE #14:

Leverage Dayforce System (DFS) to achieve efficiencies within HR and enhance the work of internal Clients through training and development.

Strategy: Empower Clients to use DFS for their individual business needs.

How:

- Determine which processes can be performed and are willing to be performed, by external Clients (e.g. generating reports, uploading documents, etc.)
- Provide training to Clients on using DFS on specific tasks (e.g. data extraction and reporting)
- Develop and provide Cheat Sheets to Clients for key functions on the above functions of DFS

Who: Payroll Services Team

When: Q2 – Q4 2025 (as workload permits)