



The Town of Collingwood

Human Resources Services Master Plan 2023-2033 Final Report January - October 2023

To: Town of Collingwood
97 Hurontario Street
Collingwood, ON
L9Y 3Z5

From: BDO Canada LLP
Suite 300 - 300 Lakeshore Drive
Barrie, ON
L4N 0B4

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EXECUTIVE SUMMARY

Adaptability and evolution are vital for an HR division to thrive in today's dynamic business landscape. The continuous evolution of markets, advancing technology, and changing employee requirements necessitate a proactive approach from HR professionals. By embracing and responding to these shifts, HR departments can effectively address the evolving needs of their employees and ensure organizational success. In an era of rapid technological advancements, HR teams must stay abreast of emerging tools and systems that enhance efficiency, streamline processes, and foster employee engagement. Moreover, the diverse and evolving workforce calls for HR to be inclusive, accommodating the needs of employees from various backgrounds, abilities, and preferences. Overall, the ability of an HR department to adapt to the ever-changing employee landscape is crucial in driving organizational growth, fostering employee satisfaction, and maintaining a competitive edge in the market.

As such, the Town of Collingwood ("the Town") engaged BDO to develop a 10-Year Human Resources Services Master Plan. The objective was to provide the Human Resources division with a clear mandate and direction to drive Human Resources initiatives that are aligned with the Town's broader strategic and operational objectives.

Currently, the variety of services provided by the HR Team are operating at varying degrees of maturity and capacity, resulting in inefficiencies and excessive administrative work for the HR Team. To address these challenges, the Human Resources Services Master Plan provides a strategic roadmap and a robust tactical action plan to elevate service delivery practices.

At BDO, our People Advisory team recognizes the importance of aligning HR strategies and plans with long-term objectives of organizations. We are proud to have been engaged by the Town of Collingwood to develop a comprehensive 10-Year Human Resources Services Master Plan. Leveraging our expertise and diverse industry experience, and collaborating closely with the HR Team at the Town, we have tailored a Master Plan that will empower the HR division to drive initiatives in alignment with the Town's strategies and objectives. Our commitment is to ensure that the Master Plan we have developed positions the Town of Collingwood for long-term success by leveraging its most valuable asset – its people.

The Current State Assessment

BDO conducted a Current State Assessment of the Town's Human Resources services using our HR Maturity Assessment Model and informed by the output from stakeholder engagement and the documentation review. During stakeholder engagement, 27 interviews and focus groups were facilitated, with a total of 50 participants.

The results of the Current State Assessment were varied across services, and full details of the findings have been provided to the HR team. The HR Master Plan was developed to address gaps in services and to leverage the strengths of the function.

BDO also completed a high-level time allocation exercise for the Human Resources Manager and Human Resources Coordinator roles, to gain insight into current inefficiencies, redundancies, and constraints impacting the Human Resources Team.

Finally, BDO conducted a Kolbe assessment of the HR team, including the Executive Director and Health and Safety Coordinator, to understand the various conative styles and instinctive ways of working across the team. Analysis of the Kolbe results were provided to the team, to support with the future division of labour, team planning and hiring decisions.

It should be noted that the Human Resources Master Plan has been prepared for Council's review and approval. However, Council's approval of the plan **does not constitute approval for the required financial investment**. Administration will prepare and submit an annual budget for Council's review and approval, which will include planned activities from the Human Resources Master Plan.

The Prioritization Matrix

A Prioritization Matrix was developed to support with decision-making on timing, level of effort and allocation of resources. This matrix was based on:

- Level of Dependencies - How critical is the success of one Human Resources Services to the success of other Human Resources Services?
- Capacity Requirements - What additional capacity and capability is required to successfully execute on this Human Resources Service?

The output of this assessment determined the following services should be prioritized for Implementation:

- 2 – Human Resources Technology
- 3 – Human Resources Analytics
- 1 – Human Resources Service Delivery
- 8 – Performance Management

The following services were deemed potential “quick-wins” for the HR team to progress leveraging existing capacity:

- 5 – Health and Safety
- 12 – Rewards and Recognition

The HR Services Master Plan

The detailed HR Services Master Plan includes the following information for each of the fifteen (15) Human Resources Service, to enable effective change and program management:

- Ideal State – what is the ultimate goal for the service over the next 10 years?
- Rationale for Change – what are the anticipated benefits to the Town?
- Timing and Level of Effort – when should progress commence and when does the majority of the level of effort occur? Note: this is a high-level estimate only, based on the current Implementation Plans.
- Critical Steps – what needs to be achieved to move towards the Ideal State?
- Key Performance Indicators - how will progress and performance be measured? Note that specific targets to be established following identification of baseline data.
- Constraints and Challenges – what issues need to be managed to enable success?

This information is also contained within a detailed Implementation Plan document, which includes a Timeline Summary Dashboard, KPI Summary Dashboard and detailed Implementation Plans for all fifteen HR services. This is a living document that should be maintained and managed by the HR team.

Recommended Priority Next Steps

BDO has recommended priority next steps for the HR team to consider, to enable the timely and effective mobilization and implementation of the HR Master Plan, leading to the achievement of enhanced HR services and improved organizational outcomes.

- Review and approve the detailed Human Resources Services Master Plan, specifically the Critical Steps and the KPIs.
- Estimate budget requirements for the immediate and short-term Human Resources Services and Critical Steps (Technology and Analytics and Metrics) for the 2024 budget proposal.

Note: all components of the HR Master Plan will require an initial budget estimate that should be reviewed by the HR team on an annual basis.

- Define baseline data for priority KPIs to enable the creation and reporting of measurable, achievable, and ambitious multi-year targets.
- Activate a reporting cadence to monitor and manage the progression of the Implementation Plans and the achievement of KPIs.
Define effective and engaging communications to support senior understanding, buy-in and change management.

BACKGROUND, OBJECTIVES & APPROACH

Project Background

The Town of Collingwood (“the Town”) engaged BDO to develop a 10-Year Human Resources Services Master Plan that would provide the Human Resources Team with a clear mandate and direction to drive Human Resources initiatives and broader organizational strategic and operational objectives. Currently Human Resources is responsible for leading and administering several functions including:

- Recruitment, attraction, and retention of top talent
- Labour/employee relations, negotiations, and contract administration
- Employee health, safety, and wellbeing
- Employee engagement programs, initiatives, and reporting
- Training and development
- Performance management and performance planning
- Compensation and group benefits administration (including claims management)
- Development and implementation of corporate Human Resources policies and procedures
- Development and recommendation of plans, policies, and strategies to address Human Resources and organizational strategic and operational objectives
- Providing advice to departments, staff, and Council on Human Resources related matters
- Ensuring employment and legislative compliance in relation to Human Resources
- People analytics (New)
- Succession planning (New)

The Town recognizes that each of these Human Resources Services are at a varying degree of maturity and that capacity constraints and a lack of streamlined processes have led to a significant amount of administrative work for the Human Resources Team.

Project Objective

The intent of the Human Resources Services Master Plan is to provide a strategic roadmap and a robust tactical action plan for the Human Resources Team to implement, to elevate service delivery practices.

Project Approach

The project was delivered over the course of the following five (5) phases:

Phase 1: Kick-Off Meeting

A kick-off meeting was used to confirm project objectives, primary points of contact, deliverables, potential risks, and timelines.

Phase 2: Data Collection & Review

The Town provided BDO with relevant documentation for review. BDO reviewed the documentation and extracted key insights to inform the content for the interviews, focus groups, and workshops.

Phase 3: Stakeholder Engagement and Analysis

BDO completed stakeholder engagements in the form of interviews and focus groups for a total of twenty-seven (27) engagement sessions (with a total of 50 participants). This resulted in the development of a Current State Assessment that was shared with the Human Resources Team for feedback and validation. This resulted in the development of a Current State Assessment that was shared with the Human Resources Team for feedback and validation. This was based on BDO's HR Maturity Assessment Model.

BDO also completed a high-level time allocation exercise for the Human Resources Manager and Human Resources Coordinator roles, to gain insight into current inefficiencies, redundancies, and constraints impacting the Human Resources Team.

For each role, the estimated percentage of time spent on reoccurring or planned meetings, consultation with Supervisors, Managers or Directors, strategic work, employee questions and/or requests, reactive or unplanned meetings and transactional work was compiled.

Finally, BDO conducted a Kolbe assessment of the HR team, including the Executive Director and Health and Safety Coordinator, to understand the various conative styles and instinctive ways of working across the team. Analysis of the Kolbe results were provided to the team, to support with the future division of labour, team planning and hiring decisions.

Phase 4: Assessment & Recommendation of Project Key Components

BDO reviewed, assessed, and researched key components of the Human Resources Services Master Plan. This included a workshop with the Executive Director and Human Resources Team to discuss the ideal state, constraints to consider, and relevant Key Performance Indicators (KPIs) for each Human Resources Service.

Phase 5: Final Report

BDO developed a Final Report, recommendations, and a practical/tactical Implementation Plan. An overview of the detailed HR Master Plan was presented to Department Heads and Managers, with a summary report and presentation to Town Council.

HUMAN RESOURCES SERVICES IN SCOPE

Municipalities are faced with unique Human Resources challenges and risks including budget and resource limitations, public scrutiny, outdated technology, and siloed cultures across the organization. In 2021, the provincial government of Ontario identified the need for the modernization of municipal services to operate more efficiently. The province’s initial investment focused on supporting initiatives to increase digital services, modernization, streamlining and service integration. To remain competitive as an employer, municipalities will have to continue to modernize their practices and policies. The Town of Collingwood was successful in their Modernization Grant Application and used those funds to cover the costs associated with this project.

Modern Human Resources functions are tasked with delivering a number of critical services to the organization, to enable the successful alignment between strategy and operations and people and culture. The Human Resources Services Master Plan has been developed based on the fifteen (15) services that effective Human Resources functions deliver to an organization (see the HR Maturity Assessment section below for more information).

The Human Resources Services are categorized into three (3) categories:



It is recognized that there will be overlap between the service categories, and that there are often dependencies between the various services (for example: HR Technology). These dependencies have been addressed in the Implementation Plan that supports the Human Resources Services Master Plan Report.

CURRENT STATE FINDINGS

Current State Assessment Overview

A Current State Assessment is an analysis of an organization's current processes and operations, which is used to understand their existing strengths and weaknesses and identify opportunities for improvement. This serves as a starting point to define an ambitious but achievable future state.

BDO conducted a Current State Assessment of the Town's Human Resources services using our HR Maturity Assessment Model, the output from stakeholder engagement and the documentation review.

The Human Resources Services Master Plan will be used to address the identified gaps, by outlining the actions required to bridge the Current State with the Ideal State of each Human Resources Service.

The HR Maturity Assessment

The HR Maturity Assessment Model is a diagnostic tool developed by the People Advisory team in BDO. It is based on the collective inputs of multiple HR professionals within the team. It is regularly reviewed and validated internally and continues to evolve based on our shared learnings and experiences.

The HR Maturity Assessment Model is intended to:

- Provide a baseline assessment for HR functions
- Identify opportunities for improvement
- Complete internal benchmarking to understand progress and performance

While the Model itself does not account for industry best practice, our team can tailor it to the unique needs of each organization and their industry.

The HR Maturity Assessment Model considers 15 dimensions, which span the core functions and services provided by a modern, high-performing HR department. The Model determines an "ideal state" for each of the 15 dimensions, which includes a set of criteria that we would expect to see within a modern, high-performing HR department.

We worked with the Human Resources Team to determine how the department is currently performing against each of the "Ideal States", and where they want to be in the future, by assigning a status to each service:

- Low - Low alignment between current state practices and Human Resources best practices. Significant changes may be required.

- Medium - Some alignment between current state practices and Human Resources best practices. Changes may be required.
- High - Alignment between current state practices and Human Resources best practices. Changes may not be required.

Current State Assessment Summary Findings

Below we have outlined a summary of the Current State Assessment findings. A more comprehensive overview of the Current State has been provided to the Human Resources Team for their reference. The current state should be viewed in conjunction with consideration for capacity/resource constraints. The report is not intended to reflect the performance of individual HR Team members. The Current State Assessment for each of the three (3) Human Resources Service categories is outlined below:

HUMAN RESOURCES OPERATIONS

- **Current State Rating: Low**
- **Rationale:** Significant service delivery gaps across many core services (perception or reality expressed by Directors, Managers and Supervisors). Definition and communication of Human Resources' role and responsibilities, and clarity on workflows is required. Additional capacity is needed to execute on an optimized Operating Model.




TALENT MANAGEMENT

- **Current State Rating: Low**
- **Rationale:** Core aspects of talent management require additional Human Resources focus and support. This includes developing leadership capabilities through training, coaching, and guidance. Talent acquisition, performance management, and succession planning must be prioritized in order to deliver on the Town's operational and strategic objectives.

EMPLOYEE EXPERIENCE

- **Current State Rating: Medium**
- **Rationale:** Employee experience is improving (e.g., Learning and Development opportunities, employee engagement survey and action planning). However, numerous employees noted that the Human Resources Team should play a bigger role in defining and enabling a consistent positive employee experience across the organization.

Below is a Summary Overview of the Current State rating for each of the fifteen (15) Human Resources Services. More detail on the rationale behind these ratings are outlined in this report.

CURRENT STATE ASSESSMENT			
 HR OPERATIONS	LOW	1. HR SERVICE DELIVERY	LOW
		2. HR TECHNOLOGY	LOW
		3. HR ANALYTICS & METRICS	LOW
		4. COMPLIANCE	LOW
		5. HEALTH & SAFETY	MEDIUM
 TALENT MANAGEMENT	LOW	6. LABOUR RELATIONS	LOW
		7. SUCCESSION PLANNING	LOW
		8. PERFORMANCE MANAGEMENT	MEDIUM
		9. COMPENSATION & BENEFITS	MEDIUM
		10. TALENT ACQUISITION	LOW
 EMPLOYEE EXPERIENCE	MEDIUM	11. LEARNING & DEVELOPMENT	MEDIUM
		12. REWARDS & RECOGNITION	LOW
		13. EQUITY, DIVERSITY & INCLUSION	MEDIUM
		14. EMPLOYEE ENGAGEMENT	MEDIUM
		15. EMPLOYEE WELL-BEING	LOW

THE HUMAN RESOURCES SERVICES MASTER PLAN 2023-2033

Overview

We have provided an overview of the key features for each Human Resources Service. It is important to note that we have also prepared a comprehensive Implementation Plan for the Human Resources Team to ensure that each Service is successfully operationalized and delivers the intended outcome. The Implementation Plan will include more tactical information to support mobilization and delivery, including a high-level Responsible, Accountable, Consulted, and Informed (RACI) Model and a high-level capacity assessment. The key features for each Human Resources Service are outlined below.

- **Ideal State** – What is the ultimate goal for the service over the next 10 years?
- **Rationale for Change** – What are the anticipated benefits to the Town?
- **Timing and Level of Effort** – When is the appropriate time to initiate progress, and when can we expect the majority of the level of effort to occur? Note: this is a high-level indicator only and it is based on the current version of the Implementation Plans.
- **Critical Steps** – What are the key achievements necessary to move towards the Ideal State? These major areas of effort will translate the Service Goal into high-level initiatives that require planning, resources, and execution. In the Implementation Plan, each Service will include the following Critical Steps to enable effective performance reporting:
 - Define baseline data for each Key Performance Indicator to enable the creation and reporting of measurable, achievable, and ambitious multi-year targets.
 - Review and assess service progress, generate action items, and adjust the plan as required
 - Monitor and report on progress towards the Service Goal
- **Key Performance Indicators** – How will progress and performance be measured? Note that specific targets must be established following identification of baseline data.
- **Constraints and Challenges** – What are the critical issues that need to be addressed in order to ensure success?

THE PRIORITIZATION MATRIX

We have created the Human Resources Services Master Plan on the assumption that all fifteen (15) Human Resources Services are of equal importance to the Town, and that all of them will progress over the next ten (10) years, in order to achieve the intended objectives and outcomes.

We understand that resources, including capacity, are limited. Therefore, we have developed a Prioritization Matrix to guide decision-making. This matrix will help prioritize Human Resources Services based on the following key criteria:

- **Level of Dependencies** – How critical is the success of one Human Resources Services to the success of other Human Resources Services?
 - Highly Dependent – More than five (5) services are dependent on the success of this service
 - Somewhat Dependent – Between three (3) and five (5) services are dependent on the success of this service
 - Independent – Two (2) or less services are dependent on the success of this service

- **Capacity Requirements** – What additional capacity and capability is required to successfully execute on this Human Resources Service? Note: this is based on our current understanding of the Human Resources Team’s capacity and capability.
 - High – The Town is unable to progress with service improvements without acquiring additional organizational capacity
 - Medium – The Town is able to progress with service improvements with current organizational capacity but may require additional resources such as training, technology, etc.
 - Low – The Town is able to progress with service improvements with current organizational capacity

Summary Findings

The results of the Prioritization Matrix completed in May 2023 are presented below.

Town of Collingwood HR Master Plan - Prioritization Matrix			
Level of Dependencies	Highly Dependent	2 - HR Technology 3 - HR Analytics and Metrics	1 - HR Service Delivery 8 - Performance Management
	Somewhat Dependent	9 - Compensation and Benefits	7 - Succession Planning 10 - Talent Acquisition 11 - Learning and Development
	Independent	13 - DEI	4 - Compliance 6 - Labour Relations 14 - Employee Engagement 15 - Employee Well-being
		High	Medium
			Low
		Capacity Requirements	

We recommend prioritizing the following Human Resources Services based on the financial resources available and the capacity of the Human Resources Team. These services will have the greatest impact on the success of other Human Resources Services:

- 2 – Human Resources Technology
- 3 – Human Resources Analytics
- 1 – Human Resources Service Delivery
- 8 – Performance Management

These Human Resources Services are considered ‘Quick Wins’ from a capacity perspective and can operate somewhat independently from the other Human Resources Services:

- 5 – Health and Safety
- 12 – Rewards and Recognition

We will provide an editable copy of the Prioritization Matrix to the Town for review, revisions, and updates. This will enable the matrix to be modified as new information becomes available and the internal and external environment changes.

OVERALL TIMING AND LEVEL OF EFFORT

The table below outlines the estimated, expected level of effort required for each Human Resources Service over the next ten (10) years. This is a high-level indicator only and is based on the current version of the Implementation Plans. This should be reviewed, revised, and evolved over time.

Ref.	Service	Priority	Immediate	Short	Intermediate	Long term
			2023-2024	2025-2027	2027-2030	2031-2033
1	HR Service Delivery	High	55%	18%	14%	14%
2	HR Technology	High	54%	21%	17%	8%
3	HR Analytics and Metrics	High	63%	12%	12%	12%
4	Compliance	Medium	40%	22%	22%	16%
5	Health and Safety	Quick Win	25%	32%	29%	14%
6	Labour Relations	High	45%	22%	16%	16%
7	Succession Planning	Medium	18%	52%	15%	15%
8	Performance Management	High	20%	27%	26%	26%
9	Compensation and Benefits	High	41%	21%	21%	16%
10	Talent Acquisition	Medium	26%	22%	25%	28%
11	Learning and Development	Medium	13%	54%	11%	22%
12	Rewards and Recognition	Quick Win	28%	25%	21%	25%
13	Equity, Diversity and Inclusion	Medium	0%	37%	29%	34%
14	Employee Engagement	Quick Win	13%	29%	29%	29%
15	Employee Well-being	Quick Win	10%	30%	30%	30%

RECOMMENDATIONS

Immediate Next Steps

We recommend that the Town prioritize the following immediate actions in order to maintain momentum and successfully mobilize the Human Resources Services Master Plan:

- Human Resources Services Master Plan approval by the Executive Director in consultation with the Chief Administrative Officer. The Executive Director and Chief Administrative Officer to review Key Performance Indicators and agree on which Key Performance Indicators are a priority for reporting.
- Estimate budget requirements for the Human Resources Services and associated Critical Steps, in line with the Town's operational budgeting processes. We recommend that budgets are completed for the immediate and short-term Human Resources Services and Critical Steps. Human Resources Technology and Human Resources Analytics and Metrics should be the priority for budgeting, as they are critical enablers to the success of the other Human Resources Services and will require significant financial and operational resources to be successfully implemented.

Note: all components of the HR Master Plan will require an initial budget estimate that should be reviewed by the HR team on an annual basis.

- Define baseline data for priority Key Performance Indicators to enable the creation and reporting of measurable, achievable, and ambitious multi-year targets.
- Clarify and activate reporting cadence to monitor and manage the progression of the Implementation Plans and the achievement of Key Performance Indicators. This should follow the Town's current reporting structure wherever possible. For example, the monitoring and management of the Human Resources Services Master Plan should be aligned with current Operational Planning and Council reporting processes, and duplication of effort should be removed wherever possible.
- Define effective and engaging communications to support the Town's understanding of the Human Resources Services Master Plan and their buy-in to it. Communications should be rooted in change management best practice to reduce resistance to change. This should include communicating the rationale for change and the consequences for not changing the current operational model and set of Human Resources priorities.

Evolve The Human Resources Services Master Plan Over Time

The Human Resources Services Master Plan is intended to be a dynamic document that should be reviewed annually by the HR team in line with existing planning and budgeting processes, and revised over time, as the Town's internal and external environment and priorities evolve.

The timing of the Critical Steps depends on completing prerequisite requirements. For example, implementing Human Resources technology is required for subsequent services such as Compliance and Compensation and Benefits. Barriers to implementing this technology may require revising dependent services and the Critical Steps.

The practical tool associated with the Human Resources Services Master Plan has been developed using Microsoft Excel. This should result in minimal training requirements to support the Human Resources Team's use of the tool. However, it is recommended that the tool evolves in line with the Town's digital goals and the development of additional project management capacity over time.

Enable Effective Time Allocation

A high-level time allocation exercise was completed for the Human Resources Manager and Human Resources Coordinator roles, to gain insight into current inefficiencies, redundancies, and constraints impacting the Human Resources Team.

For each role, the estimated percentage of time spent on reoccurring or planned meetings, consultation with Supervisors, Managers or Directors, strategic work, employee questions and/or requests, reactive or unplanned meetings and transactional work was compiled.

This exercise identified that, on average, transactional duties represented fifty percent (50%) of the Human Resources Manager's daily time and sixty-five percent (65%) of the Human Resources Coordinator's daily time.

During the course of this project, it was identified that the primary constraint contributing to the high percentage of time spent on transactional duties was the limited Human Resources technology and lack of streamlined processes.

The reduction of transactional work could result in the following benefits for the Town:

- The capacity for the Human Resources Team to shift from a reactive approach to a proactive approach
- Greater opportunity for strategic planning, thinking, and actions
- Increasing the value-add activities from the Human Resources Team
- Increasing engagement between the Human Resources Team and employees which can increase trust, transparency, and collaboration

- Improvement to the employee experience by giving the Human Resources Team a greater opportunity to address employee concerns and areas for improvement
- Reduction in capacity, time, and resources for Directors, Managers, Supervisors and employees outside of the Human Resources Team spending time on transactional work associated with current Human Resources processes

Best practice metrics for time allocated to transactional work by each Human Resources role is dependent on multiple factors such as organizational size, industry, and capabilities. However, in general, it is recommended that the Human Resources Manager should spend less than thirty percent (30%) of their time on transactional duties.

Based on the structure, resources, technology, and processes within the Town's current Human Resources Team, it is unlikely that a reduction in time spent on transactional duties will be feasible. We recommend that the implementation of effective Human Resources technology is used as the catalyst for change, to reduce the time spent on transactional duties and to drive the Human Resources Services Master Plan forward.

Increase Team Capacity

The current Human Resources Services Master Plan and associated implementation timelines have been built based on the Human Resources Team's current capacity. If the Town were to hire an additional resource(s) for the Human Resources team, this could accelerate the timing and completion of the Critical Steps and would allow for more ambitious progress to be completed during the ten-year (10) period.

We have provided high-level estimates of the capacity requirements for each of the Human Resources Services and their associated Critical Steps, in both the Prioritization Matrix and the detailed Human Resources Services Master Plan. These estimates are based on the current structure and capacity within the Human Resources department.

The implementation of some of the Human Resources Service recommendations will require additional resources such as training or technology, or additional organizational capacity (such as contracted support or new, internal roles).

In summary, we are recommending that the following Human Resources Services require additional organizational capacity.

- Compensation and Benefits – We recommend completing a market analysis of current compensation and the benefit plan to remain competitive. It is best practice to complete this process every three (3) to five (5) years. We recognize that this initiative will likely require additional capacity, such as an outsourced external expert.

- Learning and Development – We recommend building additional capacity and capability in the HR team regarding effective learning and development practices, methods, and channels. This should be supported by a Learning Management System (LMS) and regular feedback from employees on the value, relevance, accessibility and quality of training content and methodologies.
- Equity, Diversity, and Inclusion – We recommend developing and implementing an Equity, Diversity, and Inclusion Strategy that aligns with the Town’s goals and objectives. This initiative will likely require additional capacity such as an outsourced external expert in the short-term, and ideally a new management or executive-level resource that can drive Equity, Diversity, and Inclusion across the Town in the medium to long-term.
- Accessibility – We recommend developing and implementing an Accessibility Strategy that aligns with accessibility standards. This initiative will likely require additional capacity, such as an outsourced external expert.

Implement An Optimal Human Resources Operating Model

A Human Resources Operating Model is the structure and method for how a Human Resources team is organized, makes decisions, and provides services. For all Human Resources operating models to be successful, team functions and scope must be clearly defined.

One example of a Human Resources Operating Model that is common in large, high- performing organizations involves four key elements, as outlined below.



- The **Human Resources Leadership Team** is responsible for overseeing Human Resources functions and ensure all areas are delivering on their duties and priorities.
- **Human Resources Business Partners** serve a strategic role by acting as a liaison between management and the organization. This could include providing Managers with strategic advice on how to manage an employee relations issue.
- The **Human Resources Shared Services** represents a centralized team and the first point of contact for Directors, Managers, Supervisors, and employees. This part of the Human Resources team would provide transactional support and fulfill day-to-day requests such as responding to employee questions.
- The **Centers of Expertise** represent specialist roles who provide complex Human Resources support such as compensation or training.

Benefits of this model include:

- Supports consistency and standardization of services
- Drives efficiency and maintains accountability
- Allows Human Resources to be both proactive and reactive

In our assessment of the current state, we have determined that the Human Resources Function is currently structured as follows:

- **Human Resources Leadership Team** – The Executive Director is currently undertaking this role.
- **Human Resources Business Partners** – The Human Resources Manager is currently undertaking this role, by building relationships with various departments, Directors, Managers and Supervisors and providing strategic advice on Human Resources issues.
- **Human Resources Shared Services** – The Human Resources Manager and the Human Resources Coordinator are currently undertaking this role. As aforementioned, the majority of the support provided to the Town is transactional in nature.
- **The Centers of Expertise** – The Health and Safety Coordinator is currently undertaking this role, specific to health and safety and compliance.

In the future, as the Town and the need for additional strategic, operational and expert-level Human Resources capacity grows, we recommend the Human Resources functions are structured as follows:

- **Human Resources Leadership Team** – The Executive Director and the Human Resources Manager should undertake this role. The Executive Director's time spent in this role should

decrease, and the Human Resources Manager should take on a greater share of the strategic responsibilities.

- **Human Resources Business Partners** – The Human Resources Manager should undertake this role, supported by the Human Resources Coordinator(s) that can build meaningful relationships with all Departments, Directors, Managers and Supervisors. Their focus should be on building and maintaining a deep understanding of their unique needs, priorities and challenges, and providing tailored strategic advice.
- **Human Resources Shared Services** – The Human Resources Coordinator(s) should undertake this role. This is where the implementation of effective Human Resources Technology, Analytics and Metrics will have the greatest impact on service quality and efficiency.
- **The Centers of Expertise** – The Health and Safety Coordinator should continue to undertake this role, and additional capacity and capability should be built in strategic areas of expertise e.g., labour relations, compensation and benefits and diversity, equity and inclusion.

Estimated Financial Impact

BDO has provided the following guidance to support the definition of a budget for the Human Resources Services Master Plan. The estimated financial impact of recommended changes to People, Processes, and Technology are based on variables and should only be used for consideration.

People

We recommend supplementing existing team capacity and capabilities with support from a third party service provider. These estimates are based on previous projects we have completed for comparable organizations. A formal proposal would be required to confirm pricing.

HR Service	Recommended Support	Estimated Financial Impact
Compensation and Benefits	Compensation review of all non-union salaries against the market	\$30,000 - \$50,000
Equity, Diversity, and Inclusion	Development of an EDI strategy	\$60,000 - \$80,000

Accessibility	Development of an Accessibility Strategy	\$50,000 - \$75,000
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Process

The direct financial impact of new or enhanced processes cannot be quantified at this time. Minimal costs are expected. Efficiencies gained should be quantified throughout implementation.

Technology

The cost to implement an HRIS varies significantly depending on the vendor selected, the number of modules selected for implementation, and the degree of integration with pre-existing systems. The following table serves as an estimate only. Based on our recommendations, the following six (6) modules should be implemented:

- Employee Management (e.g. hiring/terminating, maintaining employee data)
- Analytics and Metrics
- Performance Management
- Compensation and Benefits Administration
- Talent Acquisition
- Learning and Development

Number of Modules	Estimated Financial Impact <small>*This does not include on-going training and technical support</small>	Estimated Timeline
2 modules	\$100,000 - \$150,000	Timeline from planning meeting to go-live can be anywhere between 4 months and 12 months depending on the number of modules implemented, degree of system integration and organizational capacity
4 modules	\$150,000 - \$250,000	
6 modules	\$250,000 - \$350,000	

CONCLUSION

The Human Resources Services Master Plan report provides a comprehensive framework for driving Human Resources actions that will contribute to the Town's organizational growth and success. Human Resources plays an important role in achieving organizational goals and objectives, especially in a rapidly changing environment. The Critical Steps listed in the detailed report should be treated as dynamic, and so should be adjusted or revised based on organizational and external conditions. Utilizing project management tools such as the detailed Implementation Plan should be used to drive accountability and adherence to the timelines and KPIs within the Human Resources Services Master Plan.