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Date December 10, 2024 **Report No.** 2024-613

To Chair and Members
Committee of the Whole – Planning and Administration

From Joelle Daniels
Commissioner of Corporate Services/City Treasurer

1.0 Type of Report

Consent Item [X]
Item For Consideration []

2.0 Topic **People Master Plan Status Update #2 [Financial Impact: None]**

3.0 Recommendation

THAT Report 2024-613 regarding the People Master Plan Status Update #2 BE RECEIVED.

4.0 Executive Summary

City Council approved an updated People Master Plan (PMP) in August of 2023, which included a requirement for Staff to provide a status update to City Council on a semi-annual basis regarding the implementation of the recommendations and action items. This report is the second status update report to Council.

The PMP recommends specific actions to increase the City's competitiveness in five (5) key strategic focus areas: 1. Organizational Culture 2. Attract and Retain Talent 3. Build Employee and Organizational Capacity 4. Safe, Healthy and Inclusive Workplace and 5. Modernize HR Services.

A total of 66 action items were identified for 2023 and 2024. The chart below outlines the status of these PMP action items.

Table 1 - Status Update of People Master Plan action items

	Previous (March 2024)	Current (Nov. 2024)
Completed	21	35
Work in Progress	30	15
Delayed (due to other priorities and staff resource changes)	9	16
Not Scheduled to Start (as of March 2024)	6	
Total	66	66

5.0 Purpose and Overview

The purpose of this report is to provide an update on the implementation status of the People Master Plan (PMP) action items approved by City Council in August 2023.

6.0 Background

Report 2023-411 titled 2023-2027 People Master Plan was provided to the Human Resources Committee and Council in August of 2023. The following recommendations were approved:

A. THAT Report 2023-411 regarding the People Master Plan BE RECEIVED; and

B. THAT Staff BE DIRECTED to implement the recommendations and actions outlined in the People Master Plan and provide a status update to City Council on a semi-annual basis; and

C. THAT resources required to undertake the initiatives referenced in the 2023- 2027 People Master Plan BE INCLUDED in the 2024-2027 multi-year budget process.

The first [People Master Plan Update report 2024-83](#) was provided to Committee of the Whole – Planning and Administration on March 19, 2024.

This updated report provides information on the status of the People Master Plan (“the PMP”) action items. The intention of the People Master Plan is to identify and prioritize actions to ensure the continued and efficient delivery of core operational services to meet future strategic needs for the City of Brantford. The People Master Plan aims to address specific areas of focus and gap-closing initiatives to be achieved over a five (5) year period. The People Master Plan provides Staff with actionable items directly intended to reflect the City’s interests to increase its competitiveness in several key strategic focus areas.

The implementation of the People Master Plan is essential to ensure that staff can deliver on the initiatives identified to advance the strategic goals and vision for the Corporation. The PMP recommends specific actions to increase the City’s competitiveness in five (5) key strategic focus areas: 1. Organizational Culture; 2. Attract and Retain Talent; 3. Build Employee and Organizational Capacity; 4. Safe, Healthy and Inclusive Workplace; and 5. Modernize HR Services.

7.0 Corporate Policy Context

Various action items contained in the People Master Plan support strategic theme 1, which includes areas such as: improving corporate culture through decisions that are bigger-thinking and evidence-based as well as considers DEI (Diversity, Equity and Inclusion).

8.0 Input From Other Sources

Not applicable.

9.0 Analysis

A total of 66 action items were identified for 2023 and 2024. As depicted in the table below, of those 66 action items a total of 35 are completed (an increase from 21 in the previous report from March 2024), 15 are a work in progress (previously 30), and 16 are delayed (previously 9) due to other priorities and staff resource changes.

Table 2 - Status Update of People Master Plan action items

	Previous (March 2024)	Current (Nov. 2024)
Completed	21	35
Work in Progress	30	15
Delayed (due to other priorities and staff resource changes)	9	16
Not Scheduled to Start (as of March 2024)	6	
Total	66	66

9.1 2023 Action Item Status Update

Of the 27 PMP action items identified for 2023, there are 22 completed, two are a work in progress and three are delayed.

The two items that remain a work in progress include:

- 1) Implementation of a Contractor Health and Safety Program; and
- 2) Establishment of a four-year policy review cycle.

Two of the three delayed items as outlined below require more of a senior executive approach:

- 1) Define the organization’s mission, values and stories that describe workplace culture and incorporate “respect” as an organizational value; and
- 2) Create a formal Diversity, Equity, and Inclusion multi-year plan that covers the service to the community as well as the workforce.

The above were delegated to the Strategic Initiatives portfolio within the CAO’s office and are deferred to 2025.

The third delayed item is:

- 3) Development of a secondment policy and procedure.

This item has been deferred to 2025 due to other priorities in the Human Resources Department including work on other policies/procedures and significant collective bargaining.

9.2 2024 Action Item Status Update

The table below summarizes the status of the 39 PMP action items identified for 2024 (some of which have been carried forward from 2023).

	Current
Completed	14
Work in Progress	12
Delayed	13
Total	39

Four of the delayed items relate to the key strategic focus area of “Building Employee and Organizational Capacity” and were postponed because the City’s only Learning & Development (L&D) Specialist was focused on the implementation of the new Learning Management System (LMS), which is also a People Master Plan action item to modernize HR technology. Now that the new LMS (Brightspace) has been launched and with the additional resource in the L&D area it is anticipated progress will be made in 2025 on this key area.

The PMP action items for 2024 that were completed include:

- i. #TeamBrantford workplace cultural initiatives, which are related to the Organizational Change Management (OCM) Teams.
- ii. Implementation of the actions outlined in the 2020-2025 Accessibility Plan.
- iii. Modernize the City of Brantford Careers/Jobs pages to showcase employee testimonials and employment videos, promote the Employment Brand.
- iv. Identify and formalize ways to engage summer students and assess their career interests. This early engagement may help build a talent pipeline for future employment opportunities.

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- v. Implement a performance coaching program that includes training for supervisors, frequent check-ins with staff, real time feedback, and development conversations.
 - vi. Conduct an annual retirement risk assessment and take appropriate actions to mitigate risk associated with loss of organizational knowledge and vacancy risk.
 - vii. Adopt and implement a Strategic Workforce Planning Process that helps further City's strategic and service priorities, matures over time, and aligns with the development of multi-year budgets.
 - viii. Completion of the annual Safety Action Plan initiatives and WSIB Health & Safety Excellence Program requirements, which resulted in the receipt of \$150,000.
 - ix. Advance a culture of safety by improving communication materials to non-office staff, creating a people leaders safety communication toolbox, and introducing mandatory safety compliance oversight.
 - x. Implement a Learning Management System (LMS). Brightspace was launched in November 2024.
 - xi. Finalize and report on Corporate Key Performance Indicators for People and Workforce Performance Indicators (2023-2024).
 - xii. Develop an annual Workforce and People Master Plan Progress Report.
 - xiii. Evaluate HR department needs as part of Strategic Workforce Planning Exercise.
 - xiv. Learning and Development Specialist position was established.

9.3 2025 Action Items

There are 14 action items on deck for 2025. Several of those items have a timeline extending into 2026. Given that the majority of collective bargaining has concluded, the coming year will provide an opportunity for Human Resources Staff to catch up on the completion of works in progress as well as delayed items from previous years while also making inroads on the strategic area of Attracting and Retaining Talent as well as the enhancement of HR technology resources to support improvement to HR business processes and reporting for HR metrics.

10.0 Financial Implications

There are no financial implications associated with receiving this People Master Plan Status Update report.

11.0 Climate and Environmental Implications

There are no climate and environmental implications associated with this People Master Plan Status Update report.

12.0 Conclusion

Progress has been made, and continues to be made, on the People Master Plan action items. This progress occurs while HR Staff are actively engaged in collective bargaining, recruitment, labour relations matters, health, wellness and safety initiatives, etc. HR Staff will continue to report to Council twice a year on the status of the PMP action items and will also provide a semi-annual report on various people related metrics/key performance indicators (KPIs).



Joelle Daniels
Commissioner of Corporate Services/City Treasurer

Prepared By:

Anita Szaloky, Director of Human Resources

Attachments (if applicable)

Copy to:

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required yes no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk yes no

Is the necessary by-law or agreement being sent concurrently to Council? yes no