



The Corporation of the Town of Midland

Human Resources Committee Meeting with Closed Session
Thursday July 12, 2018
2:00 pm
Council Chambers

AGENDA

1. Call To Order

2. Adoption of Agenda

That the July 12, 2018 Human Resources Committee Meeting Agenda be approved as printed and circulated.

3. Declarations of Pecuniary Interest

4. Adoption of Previous Minutes

- a) May 17, 2018 Human Resources Committee Meeting Minutes

That the May 17, 2018 Human Resources Committee Meeting Minutes be adopted as printed and circulated.

5. Closed Session

- a) Motion to move into closed session

That the Committee move into a closed session in accordance with the Municipal Act, 2001, Section 239 (2) for the purposes of considering the following subject matters:

(b) Personal matters about an identifiable individual, including municipal employees; and

(d) Labour relations or employee negotiations.

- i) Closed Session Items

a) Recruitment - Midland Bay Landing Board of Directors – Review of Applications

b) Labour Relations – Collective Agreements



b) Motion to Rise to Open Session

That the closed session of the Human Resources Committee be adjourned and the Committee now rise and report to Open Session.

6. Open Session

a) Motions arising from closed session

7. 2019 Holiday Schedule

Consideration of Report HR-HS 2018-04, 2019 Holiday Observances and Christmas Closure Schedule:

That Report HR-HS 2018-04 dated July 12, 2018 setting out the 2019 Holiday Observances and Christmas Closure Schedule be received; and

That the Town of Midland Municipal offices be closed on December 23, 2019 through January 1st, 2020, re-opening for regular business hours on Thursday, January 2, 2020.

8. Employee Recognition Policy

Consideration of Report HR-HS 2018-05, Employee Recognition Policy:

That Report HR-HS 2018-05 dated July 12, 2018 regarding the Town's Employee Recognition Policy be received; and

That the Draft Employee Recognition Policy be recommended to Council for consideration and adoption; and

That a Service Level Increase of \$10,000 for Employee Recognition be included as part of the annual Human Resources/Health and Safety Operating Budget for consideration by Council in 2019; and

That subject to the exigencies of the Town's service requirements, a two-hour closure of Town services be authorized on September 12, 2018 for an Employee Appreciation Celebration from 11:30 am through 1:30 pm ; and

That the 2018 Employee Appreciation Celebration budget of \$9,000 be funded from the 2018 CAO Organizational Transformation Budget.

9. Other Business



10. Next Meeting

September 13, 2018 at 2:00pm

11. Adjournment



Minutes of the Human Resources Committee with Closed Session held on Thursday May 17, 2018, at 2:00 p.m. in the Municipal Office Council Chambers.

Present: Chair Councillor J. Contin
Mayor G. McKay**
Councillor G. Canning
Councillor S. Strathearn

Staff Present: Chief Administrative Officer, J. Skorobohacz *
Director of Human Resources/Health & Safety, L. Yourkin
Recording Secretary, A. Grenier

* Left the meeting at 3:30pm

** Left the meeting at 3:40pm

1. Call to Order:

The Chair called the meeting to order at 2:03 p.m.

2. Declarations of Pecuniary Interest:

There were none.

3. Adoption of Minutes:

a) Minutes of the March 21, 2018 Closed Meeting

The Committee reviewed the minutes of the previous meeting held March 21, 2018. It was then

Moved by: Glen Canning
Seconded by: Stewart Strathearn

Resolution No. 2018-11

That the report of the Human Resources Committee held March 21, 2018 be adopted as printed and circulated.
CARRIED.

4. Closed Session:

Moved by: Glen Canning
Seconded by: Stewart Strathearn

Resolution No. 2018-12

That the Committee move into closed session; and

Further that this portion of the meeting be closed to the public pursuant to section 239 of the *Municipal Act, 2001*, as indicated:

**Subsection 2b) Information about an identifiable individual
d) labour relations or employee negotiations.**

CARRIED.

i) Closed Session Items

a) Employee Contracts

The Committee received a verbal update from the Chief Administrative Officer regarding an employment contract, and the CAO responded to questions raised by Committee members. Following discussion, the Committee directed staff to prepare the appropriate motion for consideration in Open Session.

b) Labour Relations

The Committee received a verbal update from the Director of Human Resources/Health and Safety regarding labour relations, and the CAO and Director responded to questions raised by Committee members. Following discussion, the Committee directed staff to prepare the appropriate motion for consideration in Open Session. It was then

Moved by: Glen Canning
Seconded by: Stewart Strathearn

Resolution No. 2018-13

That this Closed Meeting of the Human Resources Committee be adjourned at 2:55p.m.; and

That the Committee now rise and report to open session.

CARRIED.

5. Open Session:

a) Motions arising from closed session

i. Employee Contracts

Moved by Glen Canning Resolution No. 2018-14
Seconded by Stewart Strathearn

That Administration be directed to prepare a closed session report for Council's consideration regarding an employee contract, based on recommendations of the Human Resources Committee.

CARRIED.

ii. Labour Relations

Moved by Glen Canning Resolution No. 2018-15
Seconded by Stewart Strathearn

That Administration be directed to prepare a report for Council's consideration regarding Management Non-Union compensation based on recommendations of the Human Resources Committee.

CARRIED.

6. Open Session Items

a) Corporate Capacity

The Director discussed the payroll re-implementation program, which was one of the Service Delivery Review recommendations. The Director also updated the Committee on the status of the Town's new IT Steering Committee. The IT Steering Committee will be an internal staff committee to undertake the recommendations of the Service Delivery Review. It was then

Moved by Glen Canning Resolution No. 2018-16
Seconded by Stewart Strathearn

That the update on Corporate Capacity be received for information.
CARRIED.

b) Administrative Authority – CAO

The Committee discussed concerns raised at a recent Council meeting regarding action taken by Administration resulting from false information about Town Staff that was posted to a social media platform. It was then

Moved by Glen Canning
Seconded by Stewart Strathearn

Resolution No. 2018-17

That the Human Resources Committee reaffirms the Chief Administrative Officer's responsibility and duty to protect the reputation of the Corporation.

CARRIED.

The Committee then received correspondence from the Chief Administrative Officer on behalf of Ontario Municipal Leadership Institute. The CAO outlined the correspondence noting his wish to meet with the new Council once it is elected to discuss further the current contract for CAO services. It was then

Moved by Glen Canning
Seconded by Stewart Strathearn

Resolution No. 2018-18

That correspondence dated May 17, 2018 from the Ontario Municipal Leadership Institute ("OMLI"), regarding the Engagement of Services Agreement between OMLI and the Town of Midland for Chief Administrative Officer Services, be received; and

That the correspondence be forwarded to Council for information.

CARRIED.

c) Health & Safety – Ministry of Labour Initiative Focusing on Municipalities

The Director of Human Resources/Health and Safety discussed the upcoming Ministry of Labour initiative focusing on ergonomics in municipalities, and in particular on public works departments. The Director noted that this is good news in the industry, and that within the Town's Operations Department, we have already begun the process of assessing ergonomics. It was then

Moved by Stewart Strathearn
Seconded by Glen Canning

Resolution No. 2018-19

That the update on the Ministry of Labour Health and Safety Initiatives focusing on municipalities be received for information.

CARRIED.

d) Performance Review

The Director of Human Resources/Health and Safety updated the committee that the CAO performance review template has been completed, and that the

report will be forwarded to Council for consideration. The Committee agreed that the review should be completed in September 2018. It was then

Moved by Stewart Strathearn Resolution No. 2018-20
Seconded by Glen Canning

That the update on the CAO Performance Review be received for information.

CARRIED.

e) Policy Development

The Director followed up with the Committee regarding the draft Employee Code of Conduct and the draft Respectful Workplace Policy to be recommended to Council for adoption. It was noted that the Integrity Commissioner will be reviewing the current County Council Code of Conduct, and that there is an opportunity for lower tier municipalities to adopt the County's new Code when it is approved. It was then

Moved by Stewart Strathearn Resolution No. 2018-21
Seconded by Glen Canning

That based on the recommendations of the Human Resources Committee, the draft Employee Code of Conduct and the Draft Respectful Workplace Policy be forwarded to Council for consideration and adoption.

CARRIED.

f) Recruitment Update

The Director provided an update on the current recruitment process, including 37 recruitments to date. A number of recruitments are in various stages of completion, including recruitment, interviewing and onboarding.

g) Protocol for reporting to Council from HR Committee

The Director requested that the Committee consider a reporting structure so that the outcomes and discussions from the Committee can be forwarded to Council via staff report on a semi-annual basis.

The Committee discussed the current HR Work Plan, noting that the original work plan identified for 2017 would continue for the 2018 year. It was then

Moved by **Stewart Strathearn**
Seconded by **Glen Canning**

Resolution No. 2018-22

That Administration be directed to provide a semi-annual report to Council based on discussions and recommendations arising from the Human Resources Committee meetings.

CARRIED.

6. Other Business

No other business was discussed.

7. Adjournment:

Moved by: **Stewart Strathearn**
Seconded by: **Glen Canning**

Resolution No. 2018-23

That this Meeting of the Human Resources Committee with closed session be adjourned at 3:58 p.m.

CARRIED.

Minutes approved _____, 2018, Resolution No. _____-18.



STAFF REPORT

DEPARTMENT: Human Resources/Health and Safety

CHAIR: Councilor J. Contin

DATE: July 12, 2018

REPORT NO.: **HR-HS 2018-04 2019 Holiday Observance/
Christmas Closure**

RECOMMENDATION:

That Report HR-HS 2018-04 dated July 12, 2018 setting out the 2019 Holiday Observances and Christmas Closure Schedule be received; and

That the Town of Midland Municipal offices be closed on December 23, 2019 through January 1st, 2020, and re-open for regular business hours on Thursday, January 2, 2020.

BACKGROUND:

The Municipal Office has in recent times closed down for a week between Christmas and New Year's Day, recognizing this as a time many of our Midland residents and staff take to be with family. In addition to the paid statutory holidays, staff are required to make up the remainder of days off during the closure by taking either unpaid days, or by using available vacation, overtime, or time off in lieu (TOIL).

In keeping with past practise and in recognition of Collective Agreement provisions for announcing Holiday Closure and observances for vacation planning, the office closure schedule for 2019 needs to be approved by Council and announced in Q4- 2018.

ANALYSIS:

Following are the statutory holidays for 2019, all of which fall on a weekday, and therefore there is no need for a separate day for observance.

Holiday	Date	Observance
New Year's Day	Tuesday, January 1, 2019	
Family Day	Monday, February 18, 2019	
Good Friday	Friday, April 19, 2019	
Easter Monday	Monday, April 22, 2019	
Victoria Day	Monday, May 20, 2019	
Canada Day	Monday, July 1, 2019	
Simcoe Day	Monday, August 5, 2019	
Labour Day	Monday September 2, 2019	
Thanksgiving Day	Monday, October 14, 2019	
Remembrance Day	Monday, November 11, 2019	
Christmas Day	Wednesday, December 25, 2019	
Boxing Day	Thursday, December 26, 2019	

Christmas Closure:

The table below shows Staff's recommendation for observing the Christmas Closure for 2019, which would require staff to take 4 days (as unpaid, vacation or time off in lieu) in addition to the paid statutory days and paid time in accordance with the Collective Agreements (1/2 day each for Christmas Eve and New Year's Eve).

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
15	16	17	18	19	20 Town Hall Open	21
22	23 Unpaid	24 ½ Day Paid ½ Unpaid	25 Stat Holiday	26 Stat Holiday	27 Unpaid	28
29	30 Unpaid	31 ½ Day Paid ½ Unpaid	1 Stat Holiday	2 Town Hall Reopens	3 Town Hall Open	4

FINANCIAL IMPACT:

With the 2019 Christmas Closure staff will need to save four (4) days for:

- December 23, 2019 – 1 day
- December 24, 2019 – ½ day
- December 27, 2019 – 1 day
- December 30, 2019 – 1 day
- December 31, 2019 – ½ day

CONCLUSIONS:

Staff is seeking direction on the above recommendations for the purpose of determining the Municipal office closure between December 23, 2019 and January 1, 2020.

Prepared by: Laura Yourkin,
Director of Human Resources / Health & Safety

Approved by: John Skorobohacz,
Chief Administrative Officer



STAFF REPORT

DEPARTMENT: Human Resources/Health and Safety

CHAIR: Councilor J. Contin

DATE: July 12, 2018

REPORT NO.: HR-HS 2018-05
Employee Recognition Policy

RECOMMENDATION:

That Report HR-HS 2018-05 dated July 12, 2018 regarding the Town's Employee Recognition Policy be received; and

That the Draft Employee Recognition Policy be recommended to Council for consideration and adoption; and

That a Service Level Increase of \$10,000 for Employee Recognition be included as part of the annual Human Resources/Health and Safety Operating Budget for consideration by Council in 2019; and

That subject to the exigencies of the Town's service requirements, a two-hour closure of Town services be authorized on September 12, 2018 for an Employee Appreciation Celebration from 11:30 am through 1:30 pm ; and

That the 2018 Employee Appreciation Celebration budget of \$9,000 be funded from the 2018 CAO Organizational Transformation Budget.

BACKGROUND:

Traditionally the Town has recognized employee long-term service at a Council meeting acknowledging years of service between 10 and 25 years with a personalized letter from the Mayor and Council, and a gift with a specified value based on those years of service. Employees are also recognized when they retire from their employment with the Town.

In an effort to build a sustainable employee culture and employee engagement, a re-set on the employee recognition program is recommended. A successful

recognition program should be calibrated to the values and goals of an organization, allowing for the recognition of individuals or teams who personify those values while achieving desired business goals. The prevailing literature on such programs suggests that recognition should be regular, immediate, specific, and encouraging.

Employee recognition was also identified as an area for improvement as part of the Service Delivery Review.

ANALYSIS:

Employee recognition has long been recognized as a key to meaningful employee engagement. A challenge facing government at all levels is the ability to attract, develop and retain key talent, and recognizing employee contributions plays an important part in advancing those efforts.

The Draft Employee Recognition Policy outlines not only long-service recognition, but also includes an enhanced recognition program to include awards for Customer Service, Health and Safety and a “Trailblazer” award to recognize an employee or team who has adopted, led and implemented initiatives of the Service Delivery Model.

A re-vamped employee recognition program should help to demonstrate to staff the Town’s commitment to recognizing and appreciating the positive efforts of staff, and also provides an opportunity for staff to recognize their peers, acknowledging the insights through teamwork. . This program will also provide an avenue for supervisors and managers to showcase the talent and dedication of staff within their teams.

Establishing an Employee Recognition Policy also provides a clear guideline on the process for recognizing long service as well as the accomplishments and efforts of staff.

Upon approval of the draft policy, Staff would like to introduce the program at an Employee Appreciation Celebration to be held in September 2018, outlining the new awards program that will be implemented in 2019. Staff is recommending that the Appreciation Celebration be held at Little Lake Park, and in an effort to bring all staff together at the same time, with a closure of Town services for a two-hour period between 11:30 am and 1:30 pm that day unless an emergency situation arises.

COUNCIL'S STRATEGIC PLAN:

The recommendations in this report are consistent with the following Council Strategic Plan Priorities:

- *Organizational Excellence – Develop a Resilient Corporate Culture*

FINANCIAL IMPACT:

Implementation of an Employee Recognition Program will result in an annual service level increase to the Human Resources/Health and Safety Budget of \$10,000. This increase is recommended for consideration as part of the 2019 budget process.

The 2018 Staff Appreciation Celebration Budget of \$9,000 would be funded on a one time basis from the 2018 CAO Organizational Transformation Budget.

CONCLUSIONS:

Employee recognition is a key component to attracting and retaining talent, and for building a sustainable employee culture and employee engagement.

By establishing a policy, this allows the Town to set the stage for recognizing long service, and also provides for recognition of staff's contributions to the Town through an awards program.

Prepared by: Laura Yourkin,
 Director of Human Resources / Health & Safety

Approved by: John Skorobohacz,
 Chief Administrative Officer

Attachment:

1. Draft Employee Recognition Policy



CORPORATE POLICY MANUAL

Policy Name: Employee Recognition Policy	Corporate Policy Number: CP-2018-XX
Effective Date: August 1, 2018	Division: Human Resources
Authority: Resolution Number: 2018-XX	Supersedes:
Review by Date:	Last Modified:

1. Purpose

This policy provides a guideline on the process for recognizing long service as well as the accomplishments and efforts of staff.

2. Policy Statement

In an effort to build a sustainable supportive culture and encourage employee engagement, the employee recognition program is connected to the values and goals of an organization, allowing for the recognition of individuals or teams who/which personify those values while achieving desired departmental, council and community goals.

3. Scope

This policy applies to all employees, including full-time, part-time, seasonal staff and Volunteer Firefighters.

4. Responsibility

The Human Resources team is responsible for the implementation and monitoring of the Employee Recognition Policy, while all employees including management are responsible for identifying potential candidates for recognition.

5. Definitions

- a) **Employees** – Employee of the Town of Midland who is Full-time, part-time, seasonal staff and Volunteer Firefighters.
- b) **Years of Service** - based on continual service (service without breaks of two months or greater that are not part of an approved leave of absence).

Note: If an employee is both a Volunteer Firefighter and an employee, they will be recognized for whichever has more years of service, not both.

6. Application

Service Recognition

The Town of Midland will recognize staff at an Employee Appreciation Celebration held annually. Service milestones are based on reaching the milestone as of December 31 of the award year.

The Director or Manager of the employee shall make a brief presentation to the employee being recognized at the Employee Appreciation Celebration. The employee being recognized will receive: a certificate acknowledging their years of service and a gift certificate of their choice from a Midland business.

Milestone (years of service)	Gift Value (maximum)
5	\$50
10	\$100
15	\$150
20	\$200
25	\$250
30	\$300
35	\$350
40	\$400

Employee Awards

The annual Employee Awards will be presented at the Employee Appreciation Celebration. There will be no less than one (1) and no more than five (5) awards presented. The award categories will be selected based on the strategic priorities of the organization and will be in support of the corporate supporting behaviours and corporate culture ideals.

Employees may submit nominations to the designated email address or HR. HR will validate the nomination and prepare a survey for employee to vote on bi-monthly. The results of the survey will be announced the following month, recognizing the employee or team for each award.

The month before the Annual Employee Appreciation Celebration, HR will compile the winners for each of the awards since the last Annual Award for the upcoming Annual award.

The recipient(s) of the Annual award will receive a formal award and a certificate acknowledging their accomplishment. Both items will be presented at the annual Employee Appreciation Celebration. The value of the award presented will not exceed \$200 per award.

Team Recognition

Recognizing the importance of collaboration and cross functionality, teams are eligible for recognition under the program. .

Awarded teams will be recognized within the financial scope of the allotted prize, but creativity can be used to ensure the awarded gift encompasses the spirit of teams. For example, should a team be the recipient of an employee award, the presented award valued at \$200, could be a team experience (lunch, outdoor experience etc.) instead of the formal employee award.

Employee Farewell Gift

Employees leaving the Town of Midland for employment elsewhere will be presented with a gift equivalent to a maximum of \$10 per year of service, provided that they have completed the equivalent of a minimum of ten years of continuous full time service.

Employees leaving the organization for employment elsewhere, who have less than 10 years of service but more than 5 years of service, will be presented with a token of appreciation valued at no more than \$25.

A member of the Human Resources team will send out a Staff Announcement regarding the departure.

Retirement Gift

On retirement each employee will receive:

- a gift of \$10.00 per year of continuous service (example: 12 years of service: \$120.00),
- the choice of a framed print of Midland landscapes or a Midland Ontario coffee table book, Value (\$150) and
- “Cake and Coffee” celebration and/or Council presentation recognizing their years of service. An invitation will be extended to the retiree’s family should they wish to attend.

A member of the Human Resources team will meet with the employee upon receipt of their notice to retire. A staff announcement will then be sent by a member of the Human Resources team to staff and council with the wishes of the retiree. Costs for the ‘cake and coffee’ will be funded by the Human Resources budget.