Senior Management Team

Human Resources - Update

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Human Resources - Priorities

Learning & Development

- L&D Policy
- Manager Fundamentals Program
- Training Calendar
- LMS Module - Ceridian

Talent Management

- Various policies
- Employee Engagement Initiative
- Succession Development Program
- Supplementary Review
- Performance Development Program – Mid-Year Reviews
- Review TRCA Volunteer Program
- Diversity & Inclusion Strategy
- Recruitment & Onboarding Modules - Ceridian

Health & Safety

- Various policies
- COVID-19 Response & on-going management
- Identify mandatory H&S training
- COR Certification

Human Resources – Priorities

- **Learning & Development**

  - L&D Policy and program development

  - Manager Fundamentals Program
    - Full program roll-out complete by January 2021
    - Will provide essential knowledge, best practices and a mechanism for management collaboration

  - Training Calendar
    - A consolidated list of all available training from all divisions
    - Require SMT support to engage L&D Specialist (Shiri Wahby) to identify new opportunities or capture existing training not already in the calendar
    - Available on StaffHub – convert to LMS in Q4

  - LMS Module
    - Preparing for launch in Q4 2020
    - Will streamline online training content

Human Resources - Priorities

- **Talent Management**

    - Various policies created
        - Recruitment & Selection Policy
        - On-Call Policy
        - Job Evaluation Policy

    - Modernization of job postings
        - HR worked with communications to revamp our Job posting to make it more visually attractive and easy for candidates to read and understand

    - Employee Engagement Initiative
        - Developing and finalizing Action Plans for key initiatives
        - Will focus on practical considerations based on the extensive input from staff
        - Strong SLT commitment to listen and act

Human Resources – Priorities

- **Talent Management (continued)**

  - Succession Development Program
    - Creating a strong leadership pipeline with initial focus at SLT/SMT level

  - Supplementary Review
    - HR is in the final stages of reviewing all the supplementary pay grid positions
    - These are mostly temporary or seasonal positions

  - Performance Development Program
    - Mid-Year Reviews complete

Human Resources – Priorities

- **Talent Management (continued)**

    - Review TRCA Volunteer Program
        - Will identify best practices and make recommended changes
        - Final draft of recommendations ready by end of Q4 2020

    - Diversity & Inclusion Strategy
        - Will create better awareness of existing best practices at TRCA
        - Will promote current TRCA hiring process as a means to reducing unconscious bias and enhance transparency
        - Training that will promote embracing diverse perspectives

    - Recruitment, Onboarding Modules – Ceridian
        - Will streamline application and job posting process
        - Improve workforce reporting capabilities
        - Reduce administrative tasks associated with processes

Human Resources – Priorities

Health & Safety

- Various policies created that reflect legislative requirements and best practices:
    - Workplace Violence, Harassment & Discrimination Prevention
    - Health and Safety Policy Statement for 2020
    - Health and Safety Principles
    - Pandemic Flu and Infectious Illnesses
    - Working in and Around Water

- COVID-19 Response & on-going management
    - SLT Response Team has worked well
    - Monitoring Provincial updates to identify legislative changes
    - Providing timely updates to staff and management
    - HR working closely with divisions to ensure proper H&S procedures are in place

Human Resources – Priorities

Health & Safety (continued)

- Identify mandatory H&S training
  - This initiative has helped to identify mandatory internal and external training required for employees to safely perform their job tasks.

- COR Certification
  - The Certificate of Recognition (COR), started initially for the R&I division, will now be an organizational initiative and will be rolled out to all levels of relevant staff within the organization using a phased approach.

Human Resources - Challenges

- **COVID-19**
  - Movement of staff on and off of the IDEL
  - Monitoring and communicating ongoing changes in legislation in relation to TRCA operations
  - Ensuring timely updates to all active staff and staff on IDEL
  - Shift to remote and flexible work
  - Quickly adopting health and safety protocols to meet operational and legislative requirements

- **Ceridian Modules - User Acceptance Testing Issues**
  - System is not aligned to desired state processes
  - Requires significant custom configuration & trouble shooting
  - Slow response times from Ceridian contacts

Human Resources – Required Cooperation

- Workforce planning – Engage with your HRBP to discuss business operations and how we can help you meet your workforce needs

- Employee Engagement – Action Planning

- Training Calendar – Provide input to L&D Specialist

- COR Certification – Work with H&S Specialist to review existing policies, procedures and Certification requirements

Human Resources – Heads Up

- **With SMT support we will be focusing on:**
  - Being a strategic partner to the business
  - Workforce planning
  - Finalizing and implementing Action Plans for Employee Engagement Initiative
  - Further developing and implementing the Succession Planning Program
  - Job Description Project – will require significant SMT support
  - Optimize LMS to improve L&D tools and resources
  - Strong H&S practices including pursuit of COR certification
  - Continuing to update and bring forward new HR policies to reflect legislative requirements and best practices

Questions

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