

## Board Report

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**Date of Report:** Nov. 5, 2019

**Date of Meeting:** Dec. 10, 2019

**Report Number:** 2019-PAC-018

**File:** 2019BOARD1210

**Subject:** PAC Human Resources Interim Support

### Recommendation

That the FirstOntario PAC Board hire a part-time contract Human Resources Representative to perform regular HR/Payroll-related duties and use a consultant to advise on any legal or legislative matters as they arise.

### Background

At its meeting on Oct 17, 2019 the Board approved the 2020 budget which included costs associated with the move of the PAC business and staff from the City to the Board. Part of the transitional costs included the recommendation for (1) Full Time HR position at an approximate salary cost of \$51,000-\$61,000 plus benefits. \$78, 000 was allocated in the budget at that time.

The Board was comfortable with passing the 2020 PAC budget but requested that staff come back detailing HR staffing options for the next meeting.

At the City's Budget Standing Committee (BSC) meeting on November 13, 2019, staff were asked to cut PAC's overall budget and the HR expense was reduced to \$47,000. Based on the Board request to review options for HR services, PAC staff determined that a blended solution is the best and most cost effective strategy during this transition time.

### Report

The City's Human Resource services will end as of December 31st, 2019 with the transition of business. The Relationship Agreement between the City and Board (Bylaw 123) outlines specific services that the City will provide to the PAC. Human Resources support is not included in the Relationship agreement under City services.

# HR Services and Support

Below are the services currently being provided to PAC by the City's HR Department. These will come to an end as of December 31, 2019.

## 1. Recruitment & Selection

- Advertise job postings, source candidates, screen applicants and coordinate hiring efforts with managers, attend interviews, complete reference checks
- Prepare offer and termination letters
- Maintain up-to-date employee records
- Ensure qualifications are verified

## 2. Training & Development

- Onboarding and Orientation services
- Ensure organization is compliant with Employee Standards (ESA), and workplace legislation such as WHIMS, OHSA, AODA
- Schedule and track completion of statutory training (noted above)

## 3. Compensation & Benefits

- Establish pay scales/levels of compensation/entitlements commensurate with job duties
- Monitor benefits such as vacation, sick leave, WSIB, disability, return to work and workplace accommodations
- Timekeeping and payroll coordination

## 4. Employee Relations

- Advise on the performance management process: providing guidance and tools to assist the management team with performance review and/or disciplinary action consistent with HR policies and legislation
- Assist in conflict resolution by investigating complaints and evaluating courses of action and providing advice/direction
- Establish absenteeism thresholds and administer program for attendance management
- Investigate complaints for early resolution to identified problems

## 5. Policies & Procedures:

- Maintain and administer employee policies & procedures
- Support HR policies and procedures across departments

## 6. Labor Relations:

- Ensure compliance with labor and employment laws (Employee Standards Act, Human Rights Legislation, Ministry of Labour, Ontario Health and Safety Act)
- Support management response to negotiating collective bargaining agreements

## 7. Workplace Safety

- Consult on Workplace Safety, advise and report to Joint Health and Safety Committee on near misses and new legislation
- WSIB Administration
- Ensure Employee Standards Act (ESA) compliance with Ministry of Labor

## PAC HR Service Needs

As referred to in the report from Oct 17<sup>th</sup>, the PAC is currently composed of 25 full time staff, 40 part-time staff, a pool of 127 IATSE union employees and over 80 volunteers.

Below is the recruitment and termination data from 2016-2019 (*\*As of October 2019*). Each number represents processes facilitated by the City's HR dept. such as orientation and training for new hires, as well as the associated system paperwork. There was also a process for discipline, performance management and tracking for applicable staff which resulted in termination for some. Part-time positions such as bartenders, concessionaires, cleaners are often high turn-over positions.

<b>PAC Staff Changes</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
New Hires	22	25	31	23
Terminations	28	23	22	26
IATSE Hires	22	29	23	34
<b>Total new hires and terminations</b>	<b>72</b>	<b>77</b>	<b>76</b>	<b>83</b>

With high turnover and a transient workforce in most of our part-time positions there is a significant amount of administrative duties and statutory training required. PAC Staff is currently involved in the recruitment and selection process as well as performance management.

## HR Support Recommendation

At the October 17 meeting, the board agreed that there would be a cost to HR services. With the reduction of the HR expense since the last meeting, the following hybrid solution is recommended by staff:

### 1. Hire (1) Part-time, Human Resource Representative

A Part-time Human Resources Representative on contract would provide the applicable HR administrative services in the transition year. This position would have an approximate part-time contract cost of \$28,500.

## **2. HR Services Contract**

The cost for contract services depends on the nature of the services being provided.

Full cycle support would include the items outlined in the HR Services and Support provided by the City until December 31, 2019. These services include recruitment, onboarding, payroll, benefits, legislation compliance, performance and talent management, training and development, policies and procedures, employment standards, performance assessment and employee engagement.

Human Resource Consultants are independent generalists that are able to provide any full cycle support services required. PAC staff spoke to HR Consultants to discuss what that relationship could look like. Typically, they consult on a project basis where a quote for defined services is provided and also on an ad hoc basis where clients are able to call for advice and be billed by the duration of the support call.

When advice is required or project-based needs are identified, PAC Staff and the Board may utilize the services of an HR Consultant. \$18,500 is the recommended HR Consultant allocation in this transition year.

## **Financial Implications**

The budget allocation originally set for Human Resources Services was \$78,000 but has since been reduced by the City's Budget Standing Committee to \$47,000 for a savings of \$31,000. Based on the Board request at the October 17, 2019 board meeting to review different options for HR services, PAC Staff determined that a blended solution is the best and most cost effective strategy at this time.

PAC staff included this reduction in the last budget presented to the City's Budget Committee on November 20, 2019.

## **Conclusion**

The PAC Board feels an HR skillset is required to ensure that the PAC is compliant with employment legislation and to assist with the additional administrative responsibilities associated with payroll, benefits and employee management. Based on budget and need, staff feel this will be accomplished by hiring a part-time contract HR Representative on a one-year term. This individual will be responsible for the HR administrative duties associated with employees. When advice is required, or project based needs are identified, the PAC Staff and Board may utilize the services of an HR Consultant.

To that end, a budget of \$28,500 for one (1) part time HR Representative and \$18,500 for HR consultation services was included in the 2020 budget.

This hybrid solution will ensure that the PAC is assessing the HR needs accurately during this transitional year, while still ensuring that there are resources available to help with the administrative HR workload and any legal and legislative challenges. During 2020, the Board, ED and staff will continue to assess the extent of HR/Payroll work required to carry out the human capital requirements of the PAC operation and make recommendations for future years based on demonstrated need.

**Prepared and Submitted by:**

Carlos Robayo, Administrative Supervisor

**Approved by:**

David Oakes, Deputy CAO/Acting ED