



*Community driven,
people focused.*

HUMAN RESOURCES STRATEGIC PLAN

FOR YEAR 2022 - 2025



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MESSAGE FROM THE EXECUTIVE DIRECTOR, HUMAN RESOURCES

Community driven, people focused.

I'm pleased to present you with the City's Human Resources (HR) department's strategic plan. The development of this plan was a collaborative process involving employees, leaders, and stakeholders across the organization. The HR Department is committed to developing and providing innovative services that support and align with Maple Ridge's key strategic pillars, vision, mission and values. Key areas of focus will involve.

- Strategic Human Resources
- Integrated Talent Management
- Employee Experience and Engagement
- Total Rewards
- Employee & Labour Relations
- Occupational Health & Safety

The HR strategic plan sets the direction for the Department, namely:

- Our commitment to our people,
- Our commitment to purpose, worthwhile work, and making a difference,
- Our commitment to building a culture around service and continuous development.

The HR Strategic Plan incorporates current market trends that the City of Maple Ridge is facing, as well as preparing for future trends, challenges and opportunities. This plan provides general information about the programs and services offered through the department. As well, it is intended to be a resource for a variety of our stakeholders, including ourselves, leadership, and our employees. Some of the ways this plan can be used are:

- Human Resources Employees will use the HR Strategic Plan as their work plan for implementing the department's goals and priorities.
- Leadership and managers can review the services HR provides for departments to understand service commitments and look for opportunities to enhance the partnership that exists between their team(s) and the HR team.
- City Employees can use the HR Strategic Plan to obtain information about the services the HR Department provides for them.

As you read through these pages, you will see the passion and commitment of our team, as we strive to build programs and processes that keep our employees engaged, allow us to attract and retain talent, and to be recognized as an employer of choice.

I would like to personally thank our HR team, as well as the many stakeholders who provided their insights as we developed the City's HR Strategic Plan. I know that the successful implementation of this plan will support the City of Maple Ridge as we collectively work to enhance the community we live and work in.



Michelle Lewis, Executive Director, Human Resources

Introduction

We live in a time like no other. Regardless of where we look, change is happening at an astonishing rate, with momentum continuing to build. The ripple effect of these changes are often felt in all areas of our lives, from family, to school, to work, to the communities we are a part of. These changes impact each of us in different ways, and at times, how we are impacted shifts based on what is going on in our world.

*“Tomorrow’s speed of change will make today look like we’re crawling”
- Peter Diamandis*

As we think about the City of Maple Ridge, our employees and the community we serve, we recognize the importance of building a strong organization for today, as well as what tomorrow may bring. To successfully do this requires planning and intention on the part of our leaders and the HR team.

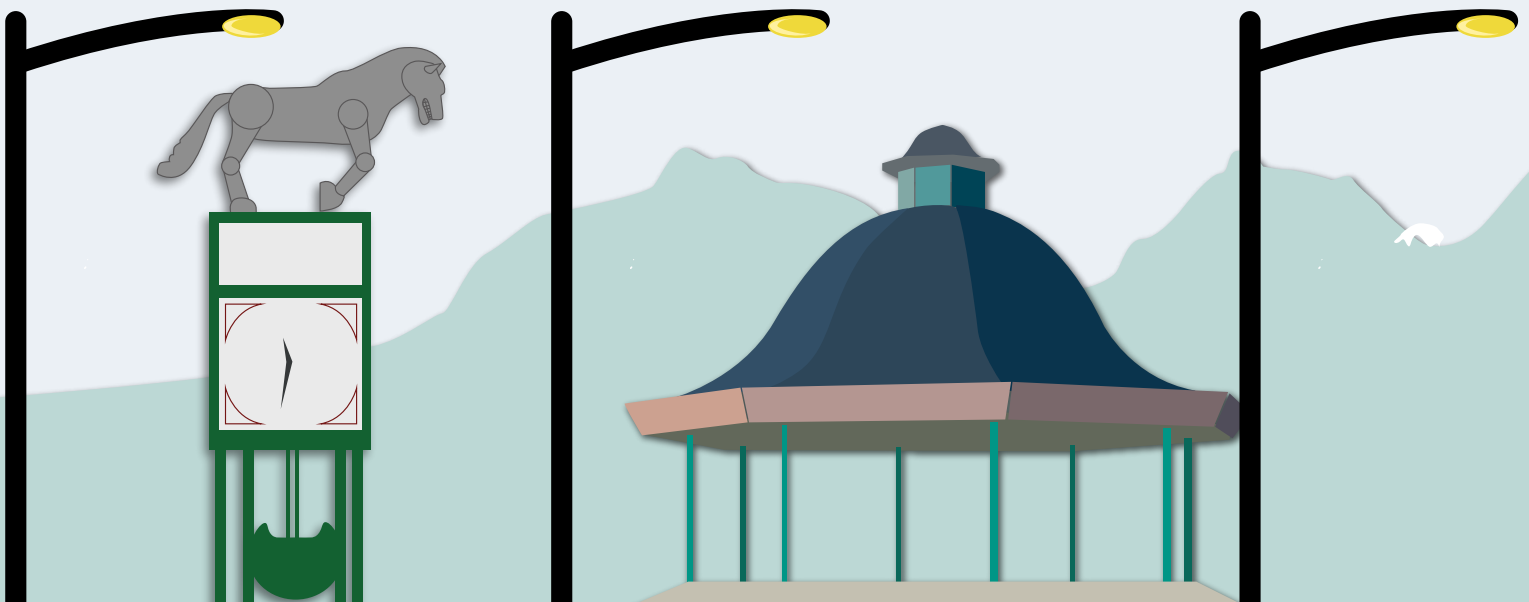
We have a vision to be recognized as an employer of choice and provide innovative, client-centered services and results oriented human resource management and practices. In order to achieve this, a comprehensive plan is required. The City of Maple Ridge’s HR Strategic Plan provides a framework to guide the application of all aspects of the organization’s human resources practices. At its foundation, this strategy clearly defines our Vision, Mission and Service Standards (the how we do it), as well as a focus on the key priorities, challenges and trends that impact our people. This enables us to proactively plan a long-term vision and the support that will be required, as well as focus on the immediate priorities required to successfully meet business targets and strategies.

In order to achieve these outcomes, and continue to build on our commitment to excellence, a strategy is required to guide our initiatives, decisions we make and how these will ensure the ongoing support and development of our people, the talent that is the foundation of our organization. In addition to meeting current needs, the HR Strategic Plan will ensure that as an organization, we are systematically improving our effectiveness, supporting a shift to:

- Position the City of Maple Ridge as an **employer of choice**
- Support our employees as they work to support Maple Ridge
- Clearly articulate the HR Priorities required to advance these aims
- Build alignment on the HR Priorities required to advance these aims
- Create a framework for and connect associated HR plans
- Outline a **roadmap and objectives** for implementation
- Describe the **roles** of HR and key partners in this work
- Continue to strengthen **working relationships** between HR and the organization

“In this moment, right now; you are experiencing the slowest rate of change that you will experience in your lifetime” - Unknown

In the following document, you will have an opportunity to explore some of the existing opportunities and challenges facing the City of Maple Ridge as we look to current and future people needs of the organization.





Why Have a Human Resources Strategic Plan?

The core of our strategic planning process is our people. While research and our own data supports the need to build a comprehensive plan, our primary drivers are our employees, our leaders, and the community we serve.

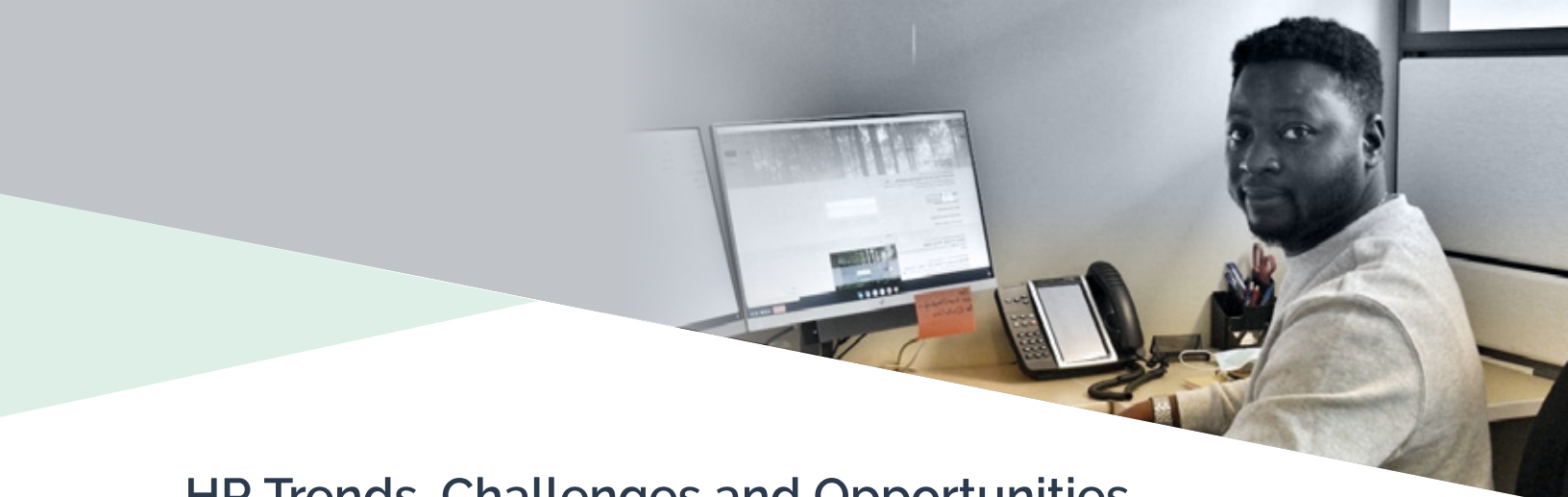
It is not uncommon for organizations to use language like “we want to be an employer of choice,” and in fact, this is a key element of the City of Maple Ridge’s strategic objectives.

But what does this mean?

- We want our people to be excited to say they work for the City of Maple Ridge
- We want our people to be proud of the services we offer and how these services enhance the lives of people in our community
- We want the youth in our community to look at roles with the City of Maple Ridge as an opportunity and a future
- We want our people to feel valued
- We want our people to be motivated to bring their best every day
- We want our people to feel supported as we all adapt to the ever-changing needs of our community

And as we think about all these things, acknowledging the great work that has been done at the City of Maple Ridge, we recognize that things are changing. The needs of our employees are changing. The ways that we support and engage with our employees are changing. The skills and competencies required to be successful are changing.

Building a comprehensive strategic plan will allow the HR Department to enhance the work we do, build capacity, increase effectiveness, and become more adaptive and agile in order to meet the needs of the organization moving forward.



HR Trends, Challenges and Opportunities

Organizations are seeing an increased demand for HR services that move beyond administrative support, payroll functions, and similar activities. There is an increased need for a consultative and collaborative suite of services and strategic partnerships, ensuring that organizations are prepared to adapt, build capacity, and increase individual capacity.

Key elements and trends that align HR as a key strategic partner are:

Recruiting – The employment environment has shifted dramatically in recent years. Research is showing rapid shifts in the skills required to be successful. Additionally, the combination of social media and talent networks means that potential talent is increasingly mobile with access to opportunities. This requires a new approach to recruiting, focused on branding and marketing, ensuring attraction and retention of qualified candidates.

Talent Management – As the employment environment continues to change, it will be critical for the HR department to have programs in place to identify potential talent and provide them the tools and learning opportunities to flourish. Additionally, existing talent needs a comprehensive development plan to ensure they are also growing with the organization. This will ensure we are prepared and able to retain talent.

Agility – As the demands on the City of Maple Ridge shift and evolve, the HR Department needs to have flexible systems, processes and work delivery approaches to meet those needs.

Culture – A key element of the employee experience is the culture of an organization. This has a direct impact on engagement, performance, attraction and retention. More than ever before, employees are willing to make career changes based on the culture of an organization. It is critical that organizations foster a culture of communication, collaboration and connection. This includes inclusivity, diversity, and transparency.

Strategic Partnerships – Increased need to strengthen relationships with our clients and stakeholder groups. This allows HR to ensure they are providing the right services at the right time, allowing clients to meet their goals and objectives, all which feed into the larger vision of the City of Maple Ridge.

Labour Relations – With increasingly complex work environments, HR must be proactive in keeping current with trends, fostering increased collaboration and communication, ensuring strong working relationships with labour partners.



Organizational Alignment

The City of Maple Ridge has worked diligently in recent years to develop a robust community plan, working collaboratively to ensure that this plan is closely aligned with their vision, meeting current and future needs.

This strategic plan rolls up to 5 key strategic pillars:



Figure 1: Strategic Alignment of HR and the City of Maple Ridge's Strategic Pillars

The key element underpinning a successful strategic plan is people. As the city continues to build its brand and reputation, the demand for transformative, strategic, and collaborative HR services will increase as well. As a result, the HR team has put an increased focus on its own strategic direction over the past few years, ensuring the City of Maple Ridge has the organizational capacity to meet its objectives.

Through a process of analysis, planning, leadership and creating a robust and dynamic vision of the HR Department, and how we can strategically support the city's objectives, the HR Department began the process of articulating its own strategic direction, aligned with the greater objectives of the city. This process resulted in a clearly defined Vision and Mission, as well as the Service Standards that would be the foundation of the work that we do.



Our Community

In addition to being an integral part of our culture as an organization, many of our employees and leaders are also members of the community we serve.

This passion and dedication to our community is a direct result of our people and reinforces the good work that we have done as an organization, the good work we are doing, and the possibilities that exist as we look forward.

As we look at our current **2020 Annual Report** we get a vivid picture of the time, commitment and resources that go into the work that we do as an organization.



2020 Annual Report

To support the Community Plan and Strategic Pillars, the City of Maple Ridge has developed a vision that will guide us as we work to build a community we can all be proud of. The Vision, Mission and Values underpin the decisions we make, and ensure that we are building a sustainable community for generations to come.

THE CITY OF MAPLE RIDGE

VISION 2025

The City of Maple Ridge is among the most sustainable communities in the world. As a community committed to working toward achieving carbon neutrality, residents experience the value of a strong and vibrant local economy and the benefits of an ongoing commitment to environmental stewardship and creation of stable and special neighbourhoods. Maple Ridge is a world leading example of thoughtful development and a socially cohesive community, especially as it relates to the use of leading edge "environmental technologies," social networks and economic development. Other municipalities consistently reference the City of Maple Ridge for its innovative approaches to dealing with seemingly intractable challenges.

Mission

A safe, livable, and sustainable community for our present and future citizens.

Value Statements

LEADERSHIP: To encourage innovation, creativity, and initiative.

SERVICE: To be fair, friendly, and helpful.

REPUTATION: To stress excellence, integrity, accountability, and honesty.

HUMAN RESOURCES: To recognize that our people are our most valuable resource.

COMMUNITY: To respect and promote our community.

STEWARDSHIP: To consider the long-term consequences of actions, think broadly across issues, disciplines and boundaries and act accordingly.



INCLUSIVE

HUMAN RESOURCES

ACCOUNTABLE

RESPECTFUL TRUSTWORTHY RESULTS DRIVEN



As the HR Department supports our leaders and employees as we all work to bring the City's vision to reality, the HR team has developed a team Vision, Mission and Values that will guide our work. Through this process of aligning our work with the objectives of the city, we are ensuring that all of our activities support the bigger picture of the City of Maple Ridge and our surrounding community.






Vision

Our vision is to be recognized as an employer of choice and provide innovative, client-centered services and results oriented human resource management and practices.

Mission

We are strategic partners in the attraction, development and retention of our workforce, building a high performing, diverse and inclusive culture aligned with the City of Maple Ridge's initiatives, values, strategies and needs of our stakeholders.

Service Standards

<p>We Care</p>  <p>Learn more</p>	<p>We are Professional</p>  <p>Learn more</p>	<p>We Are Open and Approachable</p>  <p>Learn more</p>	<p>Reliable and Courteous</p>  <p>Learn more</p>	<p>Personalized Service</p>  <p>Learn more</p>
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The Human Resources Team

The HR Department provides an array of programs and services designed to engage employees in their work and to maximize their full potential in contributing to the achievements of the City of Maple Ridge. The role of the HR team is to ensure that the City's most valuable asset, its people, are being nurtured and cared for through a framework of programs, policies, and procedures; these will enable an innovative, and agile workforce. The HR team focuses on providing added value to the strategic utilization of the City's employees and ensuring that programs are impactful to the city's culture and engagement in positive and measurable ways. The HR team supports these services with a team of 11 as per Figure 2 below:

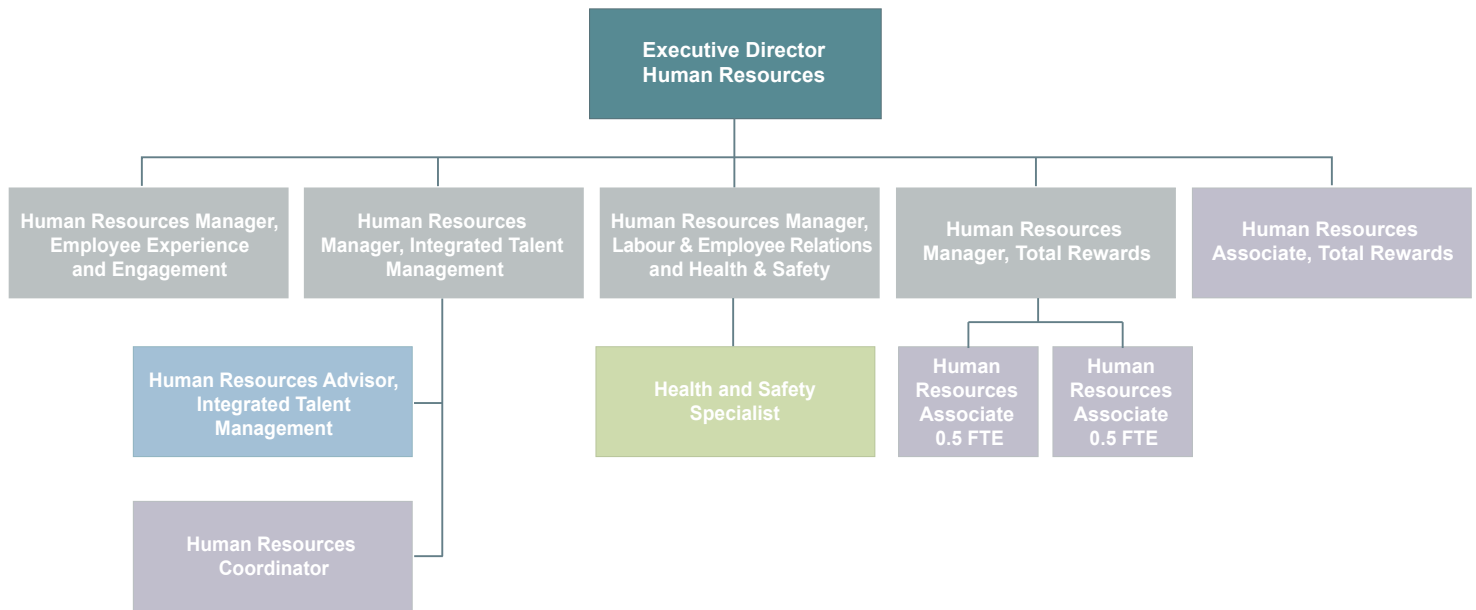


Figure 2 - Organizational Chart

Our People

While having a deeper understanding of organization best practices, market trends and research are an important part of HR's role, our primary focus is our people. Our employees at all levels of the organization look to HR to not only look after their needs and interests now, but also to prepare and adapt for what the future may hold. As Figure 3 below shows, we currently support over 600 employees at the City of Maple Ridge, many of whom also live in our community.

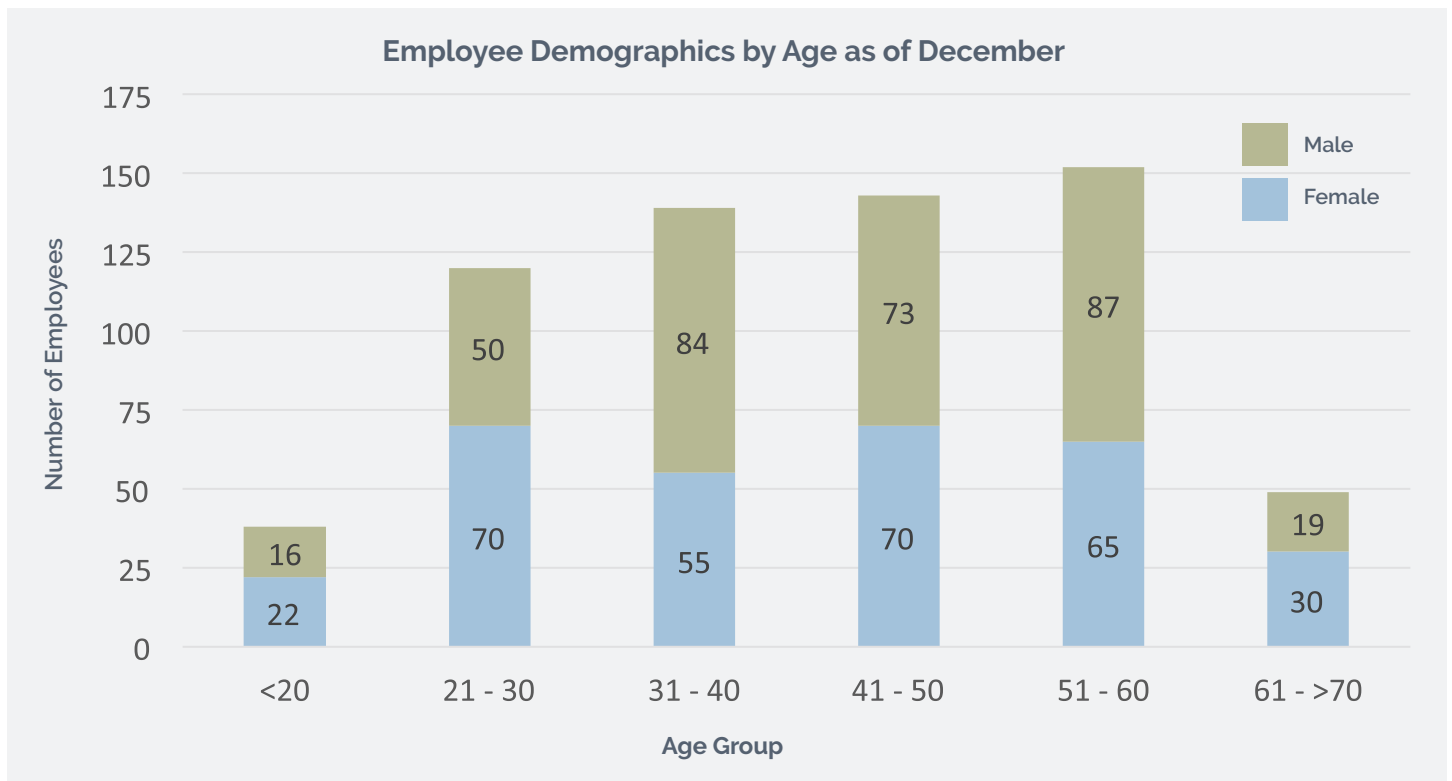


Figure 3 – Employee Demographics by Age/Sex

And while Figure 3 represents our people, there are many elements that are not captured, that help form the culture of the whole organization:

- The youth in our community who come to the City of Maple Ridge for their first role/job out of high school and university.
- Those who work tirelessly to support and care for their families, and work with the city to help build the type of community they want their children to grow up in.
- The employees who make a long-term career with the city and have been integral in creating a culture and community that we can all be proud of.
- The leaders in our organization with an official title or without, who have helped plan and develop the community we live in today.
- The diverse cultures and backgrounds that each of our employees bring with them, and how each of these can contribute to the fabric of the organization and community we are a part of.
- The employees who have committed to growing and developing with the City of Maple Ridge and committed to the sustainability of the community they are a part of.
- The employees who have dedicated their careers to the City of Maple Ridge and are now looking at the next stage of life, and what retirement looks like in the community they have been a part of creating.
- The employees that we may not have heard from yet, who have ideas on how we can become even more, challenge ourselves, explore new ideas, and become culturally rich and diverse.

As an HR team, we recognize the importance and value of each of these individuals, and the need to continue to create a space where each employee sees how their role contributes to our culture and effectiveness as an organization. And this can be achieved through a thoughtful and strategic approach to our HR Strategy.

STRATEGIC PRIORITIES, HR DEPARTMENT

These priorities are aligned with best practice in the industry, and consider not only our people, but the community we support. As these priorities are refined, key programs and initiatives (some of which are already underway) will be developed in partnership with the clients we support in the various divisions and departments. And most importantly, as we refine our data collection and analysis, further opportunities will emerge, allowing us to better support and enhance our work environment. The following pages will give an overview of our key priorities and what we will accomplish with each.

As the HR team continues to build on their knowledge of the organization, and their experience in working closely with departments leadership, Corporate Management Team, Corporate Governance and HR Committee, a clear vision of the key strategic priorities has emerged.





Transition to a Business Partner Model

As the HR department has shifted to a business partner model, we have seen an increased engagement of our team with their respective areas of responsibility, taking on a deeper understanding of the needs and nuances of the clients we serve. The insights gleaned from this level of engagement in turn supports and informs our business planning processes as we look to what future requirements may be. And while the model/structure supports many aspects of our work, we would like to highlight a few areas where the business partner model enhances the city and its ability to achieve its goals and objectives.

In order to fully support the city in its core objectives and continue to offer a high level of service to our employees, HR must ensure that it continues to shift to a strategic partner within the organization.

Talent

By having the HR business partner closely aligned with their clients, actively involved in the day-to-day activities and planning, deep relationships are formed with the business. Your HR business partner can gather insights into the competencies required to get the job done, the competencies that may need to be addressed (gaps), and the competencies that may be required in the future. This knowledge will enable business partners to support their leaders, managers and supervisors in

1. growing and developing existing talent within their teams,
2. identifying up and coming talent and emerging leaders, and
3. successfully recruiting the right people to meet current and future needs.

Leadership

Working closely with their clients, HR Business Partners can help support the growth and development of their leaders. They do this through strengthening relationships, building capacity through coaching, mentoring, support and providing leaders with the knowledge and access to tools that they need to move things forward. By developing active and engaged leaders, the City of Maple Ridge will build a culture of accountability and empowerment.

Organizational Capabilities

By supporting our talent and leadership, we enhance the overall culture of the organization. As our leaders feel more confident and empowered, a ripple effect happens throughout the teams, and subsequently, the organization. As leaders have stronger sources of data and information, they can

make better business decisions. Overall, this increased capacity and capability enhances and begins to define the organizational culture of the City of Maple Ridge.

As the HR Department continues to roll out the business partner model, leaders will see a continued shift of the teams focus and collaboration as noted in Figure 4: Transition to a Business Partner Delivery Model below.

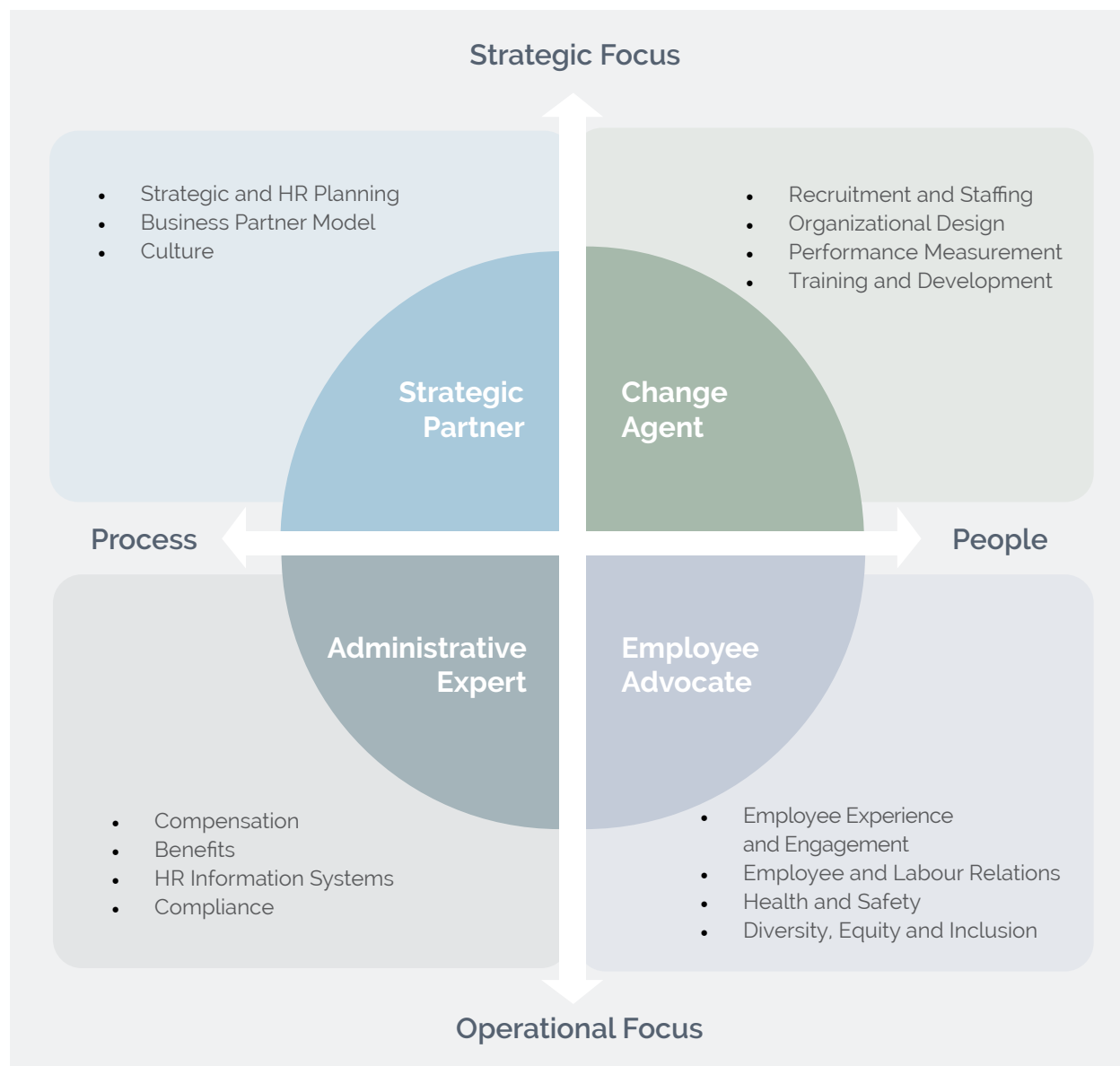


Figure 4 - Transition to a Business Partner Delivery Model

In addition to this continued shift, HR will have to ensure ongoing training and support of its own team members and business partners, keeping up to date with business needs, market trends, and future needs. Our HR professionals and business partners will be required to continually develop and evolve, investing in themselves as they also support their clients.

As Figure 5 demonstrates, we have aligned existing talent to the new model, and will continue to refine our programming and approach as our business partners develop deeper ties with their respective clients. These connections will help inform the more detailed business plans, programs and activities that will be developed as a part of the HR Strategy.

As the HR Business Partner model was developed, the team recognized the importance of not only developing a structure that meets the needs of the organization, but also developing a language that aligns with the strategy and taps into the team's energy and drive as they bring our vision to life.

These descriptive elements of the service delivery areas are defined as:

Nurture – We care deeply about our people. From recruitment through to retirement, we have programs and processes in place to ensure that our people feel valued and respected. We will coach you. We will mentor you. We will provide opportunities for growth and development. We will support you when you need it, and collaborate with you, making this a great place to work.

Dream – Employee experience matters. We encourage creativity, innovation and recognize the importance of culture. We will foster an agile and adaptive environment, supporting you as our organization changes and evolves. We will make room for everyone, cultivating a diverse and equitable culture.

Care – We meet the needs of our people. From compensation to benefits, from job evaluation to performance management, we will ensure we have the right information at the right time, via both collaboration and data.

Framework – We value consistency and structure. Through our processes and procedures, our people understand what we are doing and why we are doing it.

As with all areas of the HR department, as well as the work they do across the organization, our goal is to instill an excitement and energy around the work we do, why we do it, and how we get there. We are excited to see this dynamic integrated into the fabric of our team and organizational culture, and the impact it will have as we deliver on our goals and objectives.



EXECUTIVE DIRECTOR, HUMAN RESOURCES

Strategic Human Resources Planning, Organizational Culture and Development, Oversight of Human Resources Management Team, Human Resources Advisory Services for CGHR, CMT, and Senior Management, Performance Management, and Leadership & Succession Planning.

CLIENT PORTFOLIO: Corporate Management Team, Directors Working Group, and Human Resources.

HR MANAGER, INTEGRATED TALENT MANAGEMENT

Recruitment, Selection, Onboarding, Training, Learning & Development, Mentorship, Auxilliary Clerical Pool, and Human Resources Quality and Audit.

CLIENT PORTFOLIO: Buildings, Bylaws and Licensing, Economic Development, and Planning.

HR MANAGER, EMPLOYEE EXPERIENCE & ENGAGEMENT

Employee Appreciation and Recognition, Employee Feedback & Engagement, Employee Experience, Change Management, Equity, Diversity, & Inclusion, and HR Communications.

CLIENT PORTFOLIO: Corporate Communications, Corporate Planning and Consultation, Executive Assistants, Finance, Information, Technology, Legal & Legislative Services, and Police Services.

HR MANAGER, TOTAL REWARDS

People Analytics & Data Reporting, Compensation & Benefit Administration, Compensation Surveys & Analysis, Job Evaluation, Pension & Retirement Services, Wellness Programming, Disability Management and Centralized HR Administration Support

CLIENT PORTFOLIO: Parks & Facilities, and Recreation & Community Engagement.

HR MANAGER, EMPLOYEE & LABOUR RELATIONS AND HEALTH & SAFETY

Employee & Labour Relations, Health & Safety, HR Policy, Collective Agreement Interpretation and Attendance Management.

CLIENT PORTFOLIO: Engineering, Engineering Operations, and Fire Services.

Figure 5: HR Business Partner Alignment



Integrated Talent Management

Recruitment, selection and retention is undoubtedly one of the biggest challenges facing organizations today. As noted earlier in this document, the demand for qualified workers continues to increase at a faster rate than workers are available. Coupled with the fact that the job market is shifting at a rapid pace, it is not always easy to predict what skills will be required and prepare accordingly.

As the HR team works to refine and present its Integrated Talent Management Plan, key considerations will be:

- How do we keep apprised of the current and future needs of our clients and stakeholders, anticipating their employee needs?
- How do we collaborate with and educate our clients and stakeholders, helping them understand and prepare for future workforce challenges?

And while recruitment and selection will be a critical element of our success as an organization, retention of our existing talent is the most important aspect of this strategy:

- What are the risks if we are not able to retain our talent?
- How will the other strategic priorities outlined in this document support our retention plan?
- How do we proactively identify and recognize our talent (vs. reactively trying to recover when someone leaves the organization)?
- How do we encourage that talent, fostering growth and development so they are prepared to take on new opportunities?
- How do we support our business partners as we work to create a culture that engages and inspires our employees?
- What systems and processes are in place to support our leaders as they develop and measure performance objectives?
- How do we instill a coaching culture and support our leaders and people managers as they work with their teams?

As we continue to refine define and develop the work the HR Department does, our focus will be on developing programs and initiatives that support our employees across the organization. A key element of this support is robust learning and development opportunities. Whether enhancing skills in existing roles, or preparing employees for future opportunities, the collaborative nature of the business partner model will help identify needs and opportunities, ensuring the continued success of our people.

A robust development and training program also support succession planning, which incorporated the following:

- A better understanding of existing talent, as well as future and emergent leaders
- A more balanced and objective approach to leadership will result in a more diverse leadership team
- Increased accountability
- Clearer career tracks and opportunities
- A proactive approach to meeting future leadership needs

Work is ongoing as the HR team supports our leaders, providing them the tools, processes and services they need to successfully develop their teams.





Employee Experience and Engagement

A cornerstone of any successful team or organization is its' culture. Culture can be defined as the consistent, observable patterns of behaviour within an organization. And, it is not uncommon for an organization to have multiple cultures, particularly in the case of the City of Maple Ridge, with its' multiple functional areas. In order to successfully deliver on our objectives and to become an employer of choice within the region, it is important that we have a solid understanding of our culture (and sub-cultures).

Given the variety of services and departments that exist within the City of Maple Ridge, a critical element of this area is focus on Equity, Diversity and Inclusion. As the HR department builds programming and initiatives across all strategic priorities/pillars, it is critical that each activity have an EDI framework that it is viewed through, ensuring that we create a culture that welcomes all, and all feel welcome. Key themes our Employee Experience and Engagement Plan will explore:

- How transparent are we as an organization, contributing to an environment where our people feel valued and part of something bigger?
- Are we successful in listening to our people? Are we successful at creating a psychologically safe environment where people feel they can share their thoughts, ideas and opinions, even if they are different than what we are used to?
- Are we nimble, adapting based on market trends, social trends and more?
- Does our culture support creativity and innovation from its members?
- How do we support our people during periods of change, building resilience across all levels of the organization?
- How effectively do our systems and processes contribute to our desired culture?
- Does our culture welcome new members?

Our Employee Experience and Engagement Plan will be a foundational piece of our overall strategy. Each priority noted in the HR Strategic Plan will contribute to and enhance the overall culture of the City of Maple Ridge.



Total Rewards

Rewards and recognition are a key element of the overall compensation package of employees of the City of Maple Ridge: both exempt and bargaining unit. As the city continues to enhance its branding as an employer of choice, overall compensation will need to be regularly monitored and adapted, ensuring that we continue to attract and retain the talent required to meet our current objectives, as well as prepare for the future.

Care and attention are required to successfully enhance the employee experience through rewards and recognition. This goes beyond a good salary and speaks to the employees' experience, meeting their short and long-term needs.

- How do we support the wellness of the organization?
- How do we encourage work/life balance?
- How do we support our employees and their families through the benefits we offer?
- Do our programs and benefits offer flexibility as employee circumstances change?
- Do we regularly communicate with our employees to ensure we are in touch with what is important to them?

As we think about our employees, it is important for us to recognize that in addition to attracting and retaining talent, our compensation and benefits and performance pay contribute to their satisfaction and engagement. That satisfaction ensures that our employees are not only contributing to a healthy and dynamic organizational culture, but also contributing as members of our community.

Total Rewards is an evolving strategy which requires ongoing work to maintain, coupled with regular deep dives to ensure the organization is keeping relevant and up to date. Work is underway and ongoing, as we work to build a four-year strategic Total Rewards Plan.



Employee and Labour Relations

Often, labour relations is associated with bargaining unit negotiations and working within the collective agreement of our unionized staff. And while this is a key component, there are many elements to an effective Labour and Employee Relations Plan. Key elements of this strategy include:

- Building a transparent and inclusive environment where all employees, exempt or bargaining unit have a common understanding and awareness of expectations, contributing to the overall employee experience.
- Having tools and supports in place for time when conflict arises, enabling us to proactively respond to and deal with tension and conflict in a timely manner.
- Having systems and processes in place to support our employees in times of need, such as managing wellness, supporting them through life events and ensuring support and recovery plans are in place.

Health and Safety

The HR Department has a responsibility for our people, policies, and procedures, and contributes to the overall culture of the organization. With this comes the critical role of supporting workplace health and safety. Some of the key activities are:

- Making worker safety and health a core organizational value
- Eliminating hazards, protecting workers and continuously improving workplace safety
- Providing training and sufficient resources to implement and maintain a health and safety program
- Visibly demonstrate and communicate our safety and health commitment to our people.
- Our goal as an HR department is to promote a safe and healthy workplace that supports the well-being of employees, requiring us to ensure that each program and initiative incorporates best practices to monitor and maintain our OHS program.

Moving Forward

Establishing a solid foundation of who we are and where we are going as an HR department prepares us for the next stage of planning, ensuring we have the structures and processes in place to successfully support the ongoing needs of the clients we serve, and are strategically aligned with the city in the following areas:

- ✓ Our business is **people**, it takes passionate, great people to build a great city.
- ✓ Achieving our vision of a **socially cohesive community** will require the passion and commitment of every employee. The HR team is a key contributor in optimizing organizational effectiveness by attracting, motivating and retaining competent, positive, and flexible, solution oriented, and client centered and committed people.
- ✓ Talent management is about more than just attracting and retaining talent. It is about building and enhancing employee potential that not only benefits employees, but also supports the City in meeting its goals and objectives, while focusing on the provision of excellence in public service.
- ✓ Being a **preferred employer** is integral to competing for talent. It is necessary for both attracting new hires to the city and retaining the talent that the organization currently employs. Being an employer that people want to work for, is about more than just hitting or exceeding market medium with respect to wages. While compensation is important to competitiveness; most employees or potential employees want to work for an organization that they are proud to be working for.

We recognize that HR interacts with every employee in the organization, from the moment they think of the City of Maple Ridge as an employee, throughout their career with the city, and their retirement (and beyond). As a result, it becomes critical that HR have a robust strategic plan that runs alongside (and often ahead) of the city's own objectives.



Strategic Priorities

We are excited to continue to work strategically and collaboratively with our partners, our leaders, our employees and elected officials as we develop and refine our strategic priorities.

Each plan will include comprehensive programs, activities and actions, along with measures to monitor our progress and success. And most importantly, by taking a collaborative and strategic approach, we are prepared as an organization and HR team to be agile and adaptable, keeping our finger on the pulse of the organization and the needs of our leaders and their teams.

ACTION ITEM	DELIVERABLES
Design four-year Integrated Talent Management Plan	Integrated Talent Management: <ul style="list-style-type: none"> • Integrated Talent Management Strategic Plan and Roadmaps • Recruitment and Selection Comprehensive Process Review & Action Plans (LEAN Methodology) • CMR Hiring Manager Certification Program • Talent Assessment & Career and Job Planning • Onboarding Process Review
Design four-year strategic Employee Experience and Engagement Plan	Employee Experience & Engagement <ul style="list-style-type: none"> • Employee Experience & Engagement Strategic Plan and Roadmaps • EDI Program • Recognition Program • Bright Ideas Program
Design four-year strategic Total Rewards Plan	Total Rewards <ul style="list-style-type: none"> • Total Rewards Strategic Plan and Roadmaps • Implementation of the exempt total compensation recommendations • Total Rewards Philosophy • Benefits, Wellness, Work-life Balance Plan and Policies
Design four-year strategic Labour & Employee Relations and Health & Safety Plan	Employee & Labour Relations <ul style="list-style-type: none"> • Employee & Labour Relations Strategic Plan and Roadmaps • OHS Strategic Plan and Roadmaps • Certificate of Recognition (COR) • Establishing working committees & new collaborative initiatives with CUPE & IAFF

Figure 7: HR Strategic Priorities FY 2022 - 2025

Key Performance Indicators

As the City of Maple Ridge and the HR Department continue to enhance collaboration and build on the existing partnership that exists, it will be important to monitor progress closely, become agile in adapting based on the needs of the organization, and have tools and processes in place to measure performance. Key themes of that measurement will be:

Culture

The written and unwritten set of values, beliefs, and behaviours which determine how the city's employees interact with one another, with our community, and with our stakeholders and service providers.

Leadership

The direction, clarity, and accountability which inspires and empowers others to reach our vision.

Training

The process of providing leaders, teams, and individual the tools, time, and guidance to master their responsibilities based upon our performance goals and standards.

Service

The ability to consistently exceed the community's expectations which helps us to continue building on Maple Ridge's brand of being a desirable community to live.

Operations

The process, systems, and procedures required to consistently conduct our business at the highest levels of efficiency and effectiveness.

As the HR Department executes on these themes, Key Performance Indicators (KPI's) or measures will be put into place to track our success. As the organization continues to shift and evolve, these KPI's will be adapted to ensure we are measuring the right things. Some KPI's that we will focus on:

KPI	DESCRIPTION
Response time to clients	Establish targets for client response and/or resolution. Track and report on times
Time to fill	Time to fill positions from posting date: <ul style="list-style-type: none"> • Unionized positions filled internally • Unionized positions filled externally • Exempt positions filled internally • Exempt positions filled externally

Vacancy Rate	Vacant positions being actively recruited
Grievances reported	Number of reported, opened, and active grievances in relation to headcount
Job Evaluations	Number of exempt and unionized job (existing) evaluations completed Number of exempt (new position) job evaluations completed.
Internal Client Satisfaction	Client satisfaction targets and reporting for: <ul style="list-style-type: none"> • Total Compensation • Payroll • Service Excellence Standards
Performance Appraisal Reporting	Number of appraisals completed by due date
Total Hires and Rehires	Determine total successfully hires through applicant tracking system (ATS) Determine total rehires through the employee tracking systems (based on re-activations)
Employee ratings on usefulness of training seminars	Track training satisfaction scores Track course recommendations Track feedback and suggested improvements
Training and Program Adoption	Track adoption of Learning and Development Plan Track skill, capacity and capability improvement Track return on investment
Employee Engagement	Establish and track engagement scores Comparison of similar organizations
Turnover	Report on employee turnover: <ul style="list-style-type: none"> • Voluntary departures • Terminations • Retirements • Promotions

Looking Ahead

In order to successfully implement and demonstrate the effectiveness of HR in the overall organizational framework, the HR strategic plan forms a solid foundation from which to work, supported further by governance systems and processes including oversight, feedback and accountability.

It requires the commitment of our leaders in support of the Human Resources Business Partner Model, recognizing their role in the success of our people.

It requires an ongoing commitment at all levels of the organization; from support of the HR Strategic Plan to a regular review and revitalization as the needs of our people, our organization and our community evolves.

It requires investment in time and resources and systems, ensuring we have the technology, systems and processes in place to meet the needs of our clients, to collect and interpret data for better decision-making, ensuring we are proactively working in the best interests of the organization.

