



# PEOPLE PLAN UPDATE

Corporate Services Committee  
March 6, 2024





# one | PEOPLE team | PLAN

- In 2021, the Region embarked on a journey to update our People Plan. Since we launched our last Plan in 2016, there has been significant change in our organization.
- The People Plan contains four themes intended to connect and support our employees' health and well-being, providing the experiences and resources needed to grow careers, and offer the flexibility required for our employees to be their best.
- The People Plan incorporates the principles of Diversity, Equity, and Inclusion, woven through the four themes.
- This People Plan is consistent with *Effective Region Objective 1.4: Invest and support a skilled and aligned workforce at Niagara Region* within the 2023-2026 Council Strategic Priorities.

# People Plan Approach

June 2021 – January 2023

## Phase 1

### Needs Analysis

Understanding of current and future strategic requirements relative to our workforce. Understand best practice and other relevant research relative to the People Plan.

- Interviews with senior leaders inclusive of CLT, CAO, Directors
- Focus groups with senior leaders
- Research and literature review
- Best practice review
- Niagara Region data review

## Phase 2

### Plan Creation

Develop a draft People Plan Framework for organizational review

- Creation of clear objectives
- Development of draft framework
- Key Interested Party document review
- Development of Metrics

## Phase 3

### Employee Engagement

Employee and leadership alignment with People Plan outcomes and framework

- Engage employees in development of framework content
- Development and management of communications plan
- Ensure ability of HR Workplan to align and support

## Phase 4

### Rollout

Fully engage our organization in the People Plan

- Publish People Plan document
- Acquisition and/or establishment of any ancillary tools, technology or employee groups as determined by plan
- Initiation of reporting and measures
- Introduction and workshop with people leaders (accountability, support)
- Introduction to employees

# Employee Input

All staff were provided the opportunity to share their insights and provide feedback, and we received over 900 connections from various staff



**610 Survey Responses**

**237 Whiteboard Participants**

**47 People Campaign Responses**

**15 Senior Leader Interviews**

**12 Non HQ Leader  
Focus Group Participants**

# Plan Purpose

- Positions Niagara Region as an employee-centric organization, driving diversity, inclusion and employee engagement
- Enables attraction, selection and retention of top talent both internal and external
- Bench strength for our organization in terms of strong leaders, succession talent and critical role backfills
- Health and wellness resources that are accessible and supported by leaders, empowering employees and reducing lost time



## TOP TALENT

- Attract
- Hire
- Grow
- Internal movement
- Retain



## STRONG LEADERS

- Develop and grow leadership skills
- Recognize
- Cultivate and promote
- Link work to plan
- Everything in all three other pillars



# PEOPLE PLAN

## FLEXIBLE WORKPLACES

- Hybrid work
- Work-life balance
- Time off for appointments, holidays and observances
- Policy and procedure



## HEALTHY AND WELL EMPLOYEES AND WORKPLACES

- Benefits
- Supportive leadership
- Access to mental health resources
- Education
- Tools and resources





# Top Talent

**Niagara Region attracts, selects and grows strong, talented employees who align with our values and enable our community-driven mission**



- **Attract** the best possible talent to our organization through inclusive and meaningful work, strong leaders and competitive offerings.
- **Hire the right people** for the right roles, effective candidate pipelines, engage in succession planning and hard to fill and critical roles; ensuring diversity in our hiring practices, approach and population.
- **Grow** our employees while in their new, current and/or for their future roles.
- **Internal movement** provide permanent and temporary career opportunities for our employees. Employee selection and movement into new roles equitable, effective and efficient; maintaining operational stability.
- **Retain top talent** reducing employee turn-over.

## **Nineteen (19) Projects identified and approved:**

- ✓ Eleven (11) are complete
- ❖ Five (5) underway    Three (3) to be initiated

## **Project Highlights**

- ✓ Attraction and Selection tools, policies and process enhancements (2023)
- ❖ Compensation and Benefits Review (2023/2024)
- Career Development Programs (2025/2026)

# Strong Leaders

**Niagara Region is guided by inclusive leaders that are driven to grow and support their employees, recognize their achievements and ensure employee connection to work priorities and strategic drivers.**



- **Develop and Grow** leadership skills to enable employees for success in their current and future role(s).
- **Recognize** individual employees and teams in ways that are meaningful to them.
- **Cultivate and promote** inclusive work environments.
- **Link Work to Plan** supporting employees in understanding how the work they do supports our residents, community, and our organization's priorities.

## **Six (6) Projects identified and approved:**

- ✓ Three (3) are complete
- ❖ Two (2) underway    One (1) to be initiated

## **Project Highlights**

- ✓ McMaster/DeGroote Leadership Learning
- ❖ Succession/Critical Role
- Internal Leader Supports



# Healthy and Well Employees and Workplaces

Niagara Region creates and supports psychologically healthy and safe workplaces and overall positive health and well-being for employees



- **Benefits** that are inclusive and support overall health, wellness and lifestyle
- **Supportive Leadership** who understand their role in the overall health and wellness of employees in the workplace.
- **Access to Mental Health Resources** that are supportive of health and wellness in the workplace – where employees understand the resources available and are comfortable accessing them.

## Eleven (11) Projects identified and approved:

- ✓ Three (3) are complete
- ❖ One (1) underway    Seven (7) to be initiated

## Project Highlights

- ✓ Disability Management Review
- ❖ Employee Health and Wellness Working Group
- Mental Health Training for Leaders

# Flexible Workplace

**Niagara Region creates and maintains inclusive organizational practices that support employees in managing their health, wellness, lifestyle and careers in the context of their working life.**



- **Work–life Balance** where employees are able to establish and maintain a reasonable balance between the demands of their working and personal lives
- **Policy and procedures** that are aligned to the principles of diversity, equity and inclusion, and support flexible workplace practices in all areas of the People Plan

## Eight (8) Projects identified and approved:

- ✓ Two (2) are complete
- ❖ Three (3) underway    Three (3) to be initiated

## Project Highlights

- ✓ Hybrid Work Program Review
- ❖ Engagement Survey
- Worklife Balance Review



## Top Talent

**30%** of all Applicants deemed Qualified for Posting

**90%** of all Offers accepted by Preferred Candidate

**80%** of Employees agree they are able to grow at Niagara Region

**68%** of People Leader Roles filled internally

**85%** of employees choose to stay at Region



## Strong Leaders

**85%** Overall employee rating on strength of leadership team

**90%** of employees understand how their work makes a difference

**80%** of employees feel recognized by their leadership team

**85%** of employees feel Leadership creates an inclusive work environment



## Healthy and Well Employees and Workplaces

**80%** of employees agree their benefits package supports their overall health and wellness

**80%** of employees agree their leadership team supports their health and wellbeing

**80%** of employees are satisfied with the mental health resources available

**80%** of employees are aware of the mental health resources available



## Flexible Workplace

**75%** of employees feel that they have work-life balance

Niagara Region engagement score of **75%** by 2027

# Thank you

