PEOPLE PLAN UPDATE

Corporate Services Committee March 6, 2024





ONE PEOPLE 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

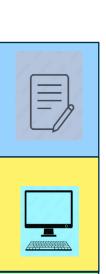
- Publish People Plan document
- •Acquisition and/or establishment of any ancillary tools, technology or employee groups as determined by plan
- Initiation of reporting and measures
- Introduction and workshop with people leaders (accountability, support)
- •Introduction to employees





Employee Input

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





237 Whiteboard Participants



47 People Campaign Responses



15 Senior Leader Interviews



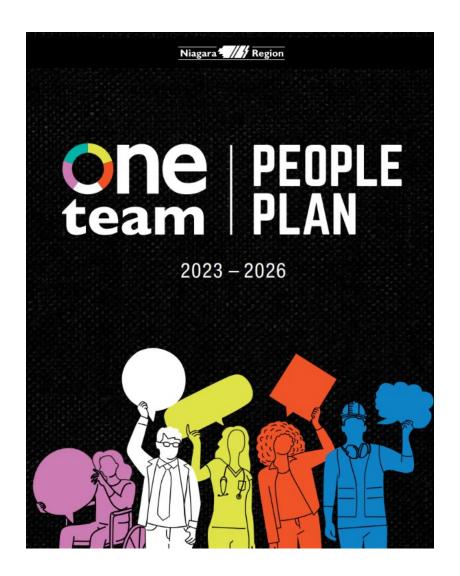
12 Non HQ Leader Focus Group Participants





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









- Attract
- Hire
- Grow
- Internal movement
- Retain

FLEXIBLE WORKPLACES

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

STRONG LEADERS

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

HEALTHY AND WELL EMPLOYEES AND WORKPLACES

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



PEOPLE





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

- ✓ 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

- ✓ 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

- ✓ 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

- ✓ 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





