

Region of Queens Municipality Staff Report

To: Mayor and Council

From: Dan McDougall

Date: February 11, 2025

Re: Human Resource Management Investment


Background

Region of Queens Municipality does not have a dedicated Human Resource Management staff person to provide leadership to the current staff of over 120 employees. The CAO and senior management team collectively provide leadership but recognize the value that a human resource professional would have in supporting a more cohesive and strategic approach to human resource management.

Human resource support services from industry professionals are purchased in several areas including employee recruitment and labour relations. In addition, day to day administration is shared by the CAO and management/supervisory team.

Details

The Council has provided clear direction that it aspires to be an employer of choice within the region and recognizes that excellence in the delivery of municipal programs and services is achieved through development and support of all municipal employees.



A dedicated Human Resource professional will provide leadership in the following areas:


- Employee Engagement Strategy: Leadership and development of a comprehensive employee engagement strategy.
- Human Resource Policy: Leadership and development of human resource policy including the Employee HR handbook.
- Performance Management: Leadership and support of a performance management system that links strategic and operational priorities to workplans throughout the organization and linking professional development and training opportunities to the goals and objectives of the organization.
- Recruitment & Retention: Leadership, support and administration of recruitment and retention strategies and activities including day to day administration activities such as onboarding and orientation, etc.
- Personnel File Management: Responsible for maintenance of all personnel files.
- Confidential Employee Resource/Coach: Support and coach employees in achieving their performance goals, support and lead workplace conflict resolution, etc.

If Council approves the creation of a new Human Resource leadership position a comprehensive job description would be developed and a recruitment process would commence as quickly as possible. Salary range would be determined based on the job description and a labour market assessment.

Budget Impacts

The 24/25 budget has a budget allocation of approximately \$60,000 for the purchase of human resource consulting with a primary focus on recruitment and retention and labour relations. There is not a budget allocation for an internal human resource management leadership position.

For fiscal year 25/26 an estimated budget allocation for this position would be in the \$120,000 range. There may be an opportunity to reallocate a portion of the human resource consulting budget above, to be determined.



Should the position be filled before April 1, that will create a small budget variance for the current fiscal year.

Options

- 1) That the Council of Region of Queens Municipality receive the report titled “Human Resource Management Investment” for information.
- 2) That the Council of Region of Queens Municipality receive the report titled “Human Resource Management Investment” and authorize the CAO to begin the recruitment process for a Manager/Director of Human Resources, and direct staff to include associated expenditure in the 25/26 budget.

Recommendation

Option 2.

Communications

Job posting will be released once the job description has been finalized.