

**Minutes of the Operational Review Committee  
Meeting Held  
Monday, July 25, 2016**

**Present:**

Councillor Maroosis, Committee Chair  
Councillor Anthony, Committee Member  
Councillor King, Committee Member  
Councillor Serran, Committee Member (4:39 p.m. to 5:46 p.m.)  
Mayor McDonald, Committee Member  
Lea Janisse, Acting Chief Administrative Officer  
John Severino, Managing Director Community Services  
Margaret Karpenko, Chief Financial Officer  
Fire Chief Grant Love  
Gord Mulcahey, Executive Member North Bay Professional Firefighters' Association  
Jaclyn Bucik, Communications Officer  
Deputy Fire Chief Greg Saunders  
Domenic Schiavone, Director of Public Works

**Regrets:**

Councillor Bain, Committee Member  
David Euler, Managing Director of Engineering, Environmental Services and Works  
Brian Phillips, President CUPE Local 122

Special Review Committee Chair, George Maroosis, called the meeting to order at 4:20 p.m.

1. Adoption of Minutes:  
The Minutes of June 27, 2016 were approved by the Committee and will be presented to Council on August 8, 2016.
2. Business Arising from Minutes:
  - o August 8<sup>th</sup> and the 22<sup>nd</sup> Financial Services will present.
3. Operational Review of Corporate Services.  
Lea Janisse re: Human Resources. Copies of the presentations were provided to the Committee.
  - Staffing Review
    - o In 2014 the Employee Relations position was eliminated.
    - o The Health and Safety position was re-evaluated position is now the Risk Management Advisor.
    - o Administrative Assistant position reduced to a 4 days a week.
    - o Taking into consideration all of the changes there has been 25% reduction in the HR department since 2014.
  - What We Do:
    - o Supported the Library with their search for their CEO position.
    - o Assist the City's ABC's with employment issues.
    - o Assisted the Conservation Authority with the rewrite of their Personnel Manual.
    - o Labour Relations –when establishing the Customer Service Centre Human Resources worked closely with CUPE for the transfer of employees to the Customer Service Centre without having to follow the collective agreement– this is an example of enhancing our operations while working with the Union.
    - o Employee Relations– help to coach staff, interpretation of collection agreement, restructuring, investigations, discrimination, harassment
    - o Disability Management – quite complex in understanding the restrictions – mental health claims are increasing – not unique to the City. Working towards a return to work policy by working with

medical professionals to get the information and have a consistent approach across the Municipality.

- PTSD legislation re: firefighters - just on the leading edge of understanding of how the legislation will be applied – case law is just developing. When there is a diagnosis it is presumed to have been caused by an occupational event. The employer has the right to rebut the decision of the WSIB – not a lot of information to work with. Would like to see the utilization of a psychologist to go through the rebuttal process but currently there is no budget in place to support this.
- Cognitive Ability Demands this is another area that needs to be looked at.
- Training – in-house and external training are provided as deemed appropriate. The City ensures that we are doing external training the City's prospect to be part of the training.
- Pension – ongoing administration.
- Compensation – 2 committees – joint with CUPE and non-union evaluation.
- Recruitment – have a consistent recruitment process – participate in the majority of recruitment processes.
- Retention – need to do more work in this area.
- Workplace Risk Management – specifically HR does audits of the workplace. The City also has a Multi-site Joint and Health Safety Committee.
  - With PTSD becoming more and more of an issue with EMS employees do you think down the road there might be something in place in the hiring process to be able to identify if a person might be more susceptible PTSD?
    - Starting to look at those sorts of issues. Not a guarantee we can start to look proactively if there are different ways to see if someone would be a best fit for that role
  - You mentioned previously that you had worked with CUPE to circumvent the collective agreement how did you accomplish this and is there an opportunity in the future to look at a more receptive agreement?
    - That was one example – more recently some of our managers and union representations looked at the hours of work – those individuals were able to bring it back to the union. There are numerous examples of where we are able to work together – don't always agree but it is really a matter of have a willingness to sit down and have the discussions – try to come to similar grounds. In some cases we haven't gotten agreement.
  - Over the last number of years how have the minimum qualifications changed?
    - There has not been a lot of change regarding minimum qualifications. We don't always hire those people who just have minimum qualifications. Where we run into challenges is where there are shortages for example in fleet we had a difficult time getting licensed mechanics with both their T (heavy duty) and S Licence (automotive). In this circumstance a change was made to only require their T Licence. There may be some other areas where we need to take a look at that.

➤ Why We Do What We Do:

- Environment is highly labour intensive. Need the right people in the job – increasing complexity of the jobs.
- Risk Management – want that reputation that we manage risk effectively.
- Talent assessment of our staff – when there is vacancy this an opportunity to look at the job descriptions and qualifications and make necessary changes. An example would be the rewriting of the charge-hand job descriptions. In this circumstance it was recognized that it is important to have leadership built into these positions.
  - Do we have any programs that assist employees go back to school on a part-time basis?
    - The City does provide ongoing training with the Training and Development budgets set within each business unit. Development is determined on a case by case basis.
- The City will be conducting a Survey of Employees over the next week. This will be an opportunity for the Corporation to strengthen the City's values within the employees. The City has introduced Peer Coaches for new employees. New employees are provided with a tour of the City's facilities. While on these tours they are meeting the staff at all of the City's sites and this helps to start to build working relationships. The City works with Discovery North Bay on the Tour which provides the history of the City. Marty Gerbasi is the City's Tour Guide and he does a fantastic job. Kim Schultz had developed and implemented. Received good feedback from the participants.
  - When you develop these programs for orientation of the staff do we sit down the unions to help develop – who do we bring in to create these programs?
    - The Senior Management Team is the lead in developing these programs but in some cases they are having discussions with the union executives.
- Welcome Video was played for the Committee. The video needs to be updated. The video was done completely in house – idea from staff – Daren Sullivan and Janet Renaud.
  - There is great information in the welcome video – just wondering if we could share with the community. We might want to post this on our website. It is a great insight to what our employees do.
    - The staff came up with the information in this video.
- Workwell Audit – did not pass – needed to have a system in place to address risk management – senior management drove this – long term approach – 3 to 5 year implementation period for the beginning components being investigations and inspections.
- Risk Management policies have been reviewed by the Policy Committee. It is the goal of the City that Employees go home safely at night. These policies raise awareness and reduce our accidents and incidents (near misses). Key components we want to be preventative rather than reactive. Performance standards have been built in and are to be managed internally. The policies include what staff need to know, what is expected and what we will hold them accountable for. Quarter zero injuries. Numbers have started to improve. One or two claims that are significantly driving our costs.
  - The quarter that you referenced what quarter was that?

- The first quarter of 2016. The City currently has spikes in mental health claims.
  - You mentioned there are only two claims what type of injuries?
    - Mental health. Overall this is where spikes are occurring.
- Leadership Development - the City recognizes that leaders exist in every aspect of the Corporation.
- ELMS –came out of the Workwell Audit – no records for training health and safety existed. This City now has training records of all employees.
  - How much in-house training goes on? A supervisor would train charge-hands in turn charge-hands meet with crew – does that go on?
    - There is mandatory training that needs to be redone every year – some of it is done internally and some through associations. On the job training is handled in each department. Each year there is a focus on corporate prospective this is done through the corporate training budget.
- Opportunities:
  - Goal is to have the right people in the right jobs – the City is taking the approach it needs to be the right person.
- Leadership Development :
  - Something that can be used for recruitment – people from a behavioral prospective – effective recruitment needs to be a multi-pronged approach.
  - As jobs become more complex we know that we have some challenges around competition.
    - All of the monetary issues regarding the fire department negotiations have been resolved. What is the one item left?
      - There 3 or 4 items that were left all of the monetary issues have been dealt with.
    - Have discussions started with CUPE?
      - Not to-date.
- Work Engagement:
  - Job Satisfaction is the extent with which the employee is content with their work.
  - From a work engagement prospect employees feel compassionate.
  - Expect more empowerment, challenges and meaningful work, both personal and professional
  - Provide employees with the job resources so they can do their jobs confidently.
  - Challenges that we have is demographics. There are currently 131 retirements that could happen in 2023. This does not mean that they will retire. Generational prospect – younger people are not looking for a 30 year commitment. They have a different mix of expectations such as work and life balance. Some of our traditional methods of recruitment will not work in the future.
    - From a training prospective the City provides the education and spends the resources to train staff and then they leave shortly after the training has been provided how do we handle this?

- Maybe we have to take a look at this – hasn't happened yet. Don't want to take opportunities away from others. Problematic.
- When it comes to Sewer and Water Operators – have we said to Canadore College – we need to have these courses offered here.
  - There are a number of students coming out of school.
- North Bay Proud Employee Experience – the City is currently entering into a process now. In the sessions with Paddy O'Sullivan it struck me that is what we should all be able say we are proudly part of North Bay. Ambassador Program – full scope of our employee base.
- Inform ourselves what the current state of employee experience is.
- This Friday the Mayor and CAO will be attending 11 or 12 sessions across the organization to bridge of where we are and where we want to go. Looking at stakeholder analysis 8 or 9 people who will be going through a facilitated process – first week of August. Focus groups – randomly selecting employees across the organization.
- Take the knowledge that we have gained and prepare a communication plan
- Phase 3- setting up with a blue print – how do we go forward not an event but a process.
- We are targeting to have this implemented by the end of September at the latest.
  - This person you mentioned can you tell us a little more on their background, what they did with us?
    - Joanne Roy has been working with the City since 2007 – Management Development and Leadership Development. Depending on the number of days we are looking at - \$20,000.00 we will manage within our existing budget – have to see where it takes us implementing going forward.
  - Would you be able to send a link to her website/background.
    - Yes

➤ Challenges:

- Delegation that has been required in the HR Department specifically. HR is making it work – HR staff knows how to work as a team and support one another. Taking on those roles as they need to
- Development for the staff.
- System Human Resource Information System – we don't have any decision to support capability. Limits are reporting capabilities. Inefficient use of the resources. Staff must manually do salary changes – 2 employees 2 to 3 days. Employee ID – not electronic. Seniority Report – cannot be generated – once a year it takes several days to pull together.
- Have had to work with IS to building systems outside – sick/vacation/ELMS/grievance – all standalone systems– there is no ability to run reports.
  - To your last point are you saying it is more people or technology?
    - Combination of both.
- No management staff to HR – budget process these were reduced.

4. Action Items:

- (i) Look at establishing an Agreement between employees and the City regarding training for retention purposes.
- (ii) Consider posting the Welcome Video on the City's website.
- (iii) Provide members of the Committee with JoAnne Roy's website.

Next Meeting – Monday, August 8, 2016– 4:15 p.m.

Agenda Item: Financial Services

Meeting adjourned at 5:46 p.m.

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Councillor George Maroosis  
Chair Operational Review Committee

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Karen McIsaac  
City Clerk