



SUBJECT: Human resource management risks

TO: Corporate Services, Strategy, Risk & Accountability Cttee.

FROM: Human Resources Department

Report Number: HR-03-21

Wards Affected: not applicable

File Numbers: 301-01

Date to Committee: July 5, 2021

Date to Council: July 13, 2021

Recommendation:

Receive and file human resources department report HR-03-21 providing an update on human resource management risks.

PURPOSE:

Vision to Focus Alignment:

- Deliver customer centric services with a focus on efficiency and technology transformation

Background and Discussion:

In 2019 Council received and filed report HR-02-19 which outlined the workforce risks experienced by the City of Burlington as an employer. This report identified the risks and provided the supporting metrics and mitigating strategic actions where feasible.

Since that time significant work has progressed to address the risks identified however, our recent experience in 2020 with a global pandemic has slowed progress down. In 2020, the City of Burlington, as with all employers, experienced very different workplace risks and challenges. Please refer to CM-32-20 Appendix B-1 and Confidential Appendix B-2 received by CSSRA committee on December 7, 2020. To say last year was a difficult year from a broader people perspective would be an understatement however, in 2021, we are starting to see signs of a new and different workplace

challenges emerging and with that a renewed sense of urgency and purpose for addressing human resource management risks by the Burlington Leadership Team.

Strategy/process

As we evolve to a new normal from a workplace culture and management perspective, focus has been placed on the strategies and actions that the City needs to be competitive so that it will attract and retain high quality employees. Appendix A of this report provides a presentation of information related to vacancies, turnover, and skill shortages, metrics and mitigation strategies specific to attraction and retention risks. As you will note in the presentation to be provided to committee, the human resource management risks have been grouped into two categories:

- Attraction Risks; and
- Retention Risks.

It is important to understand where we are experiencing vacancies, turnover, and skill shortages. What is also vitally important is that we embrace the change associated with a new workplace and workforce, mitigate the risks, and come out of the pandemic more people competitive and strategically positioned. In Q3 2021, council will participate in a series of workshops aimed at reviewing our city services across the organization, including current operational needs and gaps. Understanding where services are both performing well and experiencing challenges within the broader context of human resources management risks, will set the stage for a fulsome discussion.

Financial Matters:

Not applicable

Total Financial Impact

Not applicable.

Source of Funding

Not applicable

Conclusion:

It is important for both Council and the management team understand the scope and extent of the organizational risks associated with our most valuable assets – people and to mitigate these risks to continue to maintain and develop a highly qualified, stable, and fully engaged workforce.

Respectfully submitted,

Laura Boyd

Executive Director of Human Resources

Ext 7631

Appendices:

- A. Presentation on human resource management risks (public and confidential)

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.