



**Corporation of the Town of Ingersoll
Council Agenda
Special Meeting of Council
Town Centre, Council Chambers
Thursday, March 12, 2015, 6:00 p.m.**

Call to Order

Disclosures of Pecuniary Interest

2015 Budget Deliberations

Continuation of Budget Discussions

Budget Delegations 7:00 p.m.

Requested Delegations regarding the 2015 Budget

- 1) Rick Eus
- 2) Tim Lobzun

Resolution – Committee of the Whole (Councillor Bowman)

Special Staff Reports

- 1) Junior Engineering Technologist and asset Management Assistant [OP-044-15](#)
- 2) Human Resource Coordinator [A-039-15](#)

Upcoming Council Meetings

Regular Meeting of Council
Monday, April 13, 2015, 6:00 p.m.
Town Centre, Council Chambers

Closed Session

- 1) Section 239 (2) (c) Proposed or Pending Disposition of Land

Adjournment



DEPARTMENT: Operations

REPORT NO: OP-044-15

BUDGET MEETING DATE: March 3, 2015

RECONSIDERED ON: March 12, 2015

TITLE: Junior Engineering Technologist and Asset Management Assistant

OBJECTIVE

To justify moving the Junior Engineering Technologist and Asset Management Assistant from a contract to full time position.

BACKGROUND

In 2013 the Town hired a staff person under contract to assist with the development and maintenance of an Asset Management plan. In December 2013, the consultant UEM presented to Council the Town's Asset Management Plan that they had prepared. In the recommendations the consultant recommended at least one additional full time staff person to maintain the asset management data, update and consolidate inputs from the Departments, and produce the Asset Management outputs and capital plans.

It was also recommended that the Town acquire software to produce detailed capital plans and update the Asset Management plans as well as meet PSAB reporting requirements. This software was estimated to cost the Town anywhere from \$40,000 to \$110,000.

Also in 2013 the Provincial and Federal governments required municipalities to develop and maintain annual Asset Management Plans if applying for any government funding.

In the budget deliberations for 2014 staff recommended the contract position be moved to full time as per the consultant's recommendation. Council elected to continue the contract position for one more year and review the position in 2015.

ANALYSIS

Staff has identified a definite need for the Junior Engineering Technologist and Asset Management Assistant for the following reasons.

1. No backup for the Asset Management/PSAB position. Leaves this position as one (1) person having all the knowledge for the Town and handling the entire workload.
2. Skills have been developed with additional training for this position to be able to develop our own reports using SQL software. The Asset Management plan is a living document that needs to continue to grow to meet Provincial guidelines and PSAB reports are generated each year for auditing purposes. This has allowed the Town not to have to purchase an expensive software package as this position has been able to develop the database based on his education and training.
3. This position is also being used as a backup for the Engineering department for storm locates, construction jobs & survey work. 2015 will again be a busy construction season. Without this position it leaves the Engineering room unmanned and after hour response for storm locates would require staff to drive longer distances from out of Town.
4. Maintains the Asset management SQL database building in house rather than paying a software company or a consultant to move forward with next steps in asset management and maintenance tracking. Each year the requirements change which would require paying for any changes to out of the box software purchases if not created in house.
5. This position assists in Autocadd Map 3D drawings & building Asset Map showing locations of Town's key assets for all departments and used for our Storm locates for One Call response.
6. Assists in survey and GIS work to pick up and document locations for assets which aides in Engineering estimating, design and construction.

This position has also been responsible for:

1. Assisting in conducting Pavement Condition ratings which are key to refining the Asset Management plan using condition of roads rather than age as a replacement factor.
2. Compiling and maintaining the energy conservation plan as well as submitting the Ministry of Energy, Energy Audit for the Town facilities on an annual basis.
3. Assisting the Safe Cycling Committee and the Town Engineer with design of designated cycling routes, Cycling Master Plan map and the application for being designated a Share the Road community.
4. Designing and implementing an inspection module for asset management to track inspection and maintenance of key assets to determine cost effectiveness between maintenance and replacement.

5. Conducting traffic counts for use in Engineering planning.
6. Tracking traffic accident reports for use in Engineering design, planning and for use by the Transportation Management committee.

FINANCIAL IMPLICATIONS

In 2013 the Town paid \$18,620 in consulting fees for PSAB and Asset Management software coding. This expense was eliminated in 2014 by having this position.

This position's salary is presently in the budget. In order to move the position to full time will require an additional \$9000 for benefits.

RECOMMENDATION

That report Number OP-044-15 be received as information,

And further that Council approves moving the Junior Engineering Technologist and Asset Management Assistant from a contract position to a full time position.

Prepared by: Sandra Lawson P.Eng., Town Engineer
Approved by: William Tigert, CAO



DEPARTMENT: Chief Administrative Officer

REPORT NO: A-039-15

COUNCIL DATE: March 12th, 2015

TITLE: Human Resource Coordinator

OBJECTIVE: To provide information to Council on the need of creating and filling the position of Human Resources Coordinator as part of the organization.

BACKGROUND: Council was asked as part of the 2014 budget process and again in this current budget process for the consideration of the creation and staffing a position of Human Resource Coordinator.

To this point the organization, to my understanding, has not previously had a dedicated resource to deal with the overall issues around human resources. The practice has been that respective Department Heads, Manager and the Chief Administrative Officer have shared joint responsibility for this important function.

When considered, the financial costs of the employees, salaries and benefits, of the Town represents 6.5 million dollars. This represents 50 percent of the costs of delivering the services to the community. For every other function within the town there is a dedicated manager to oversee the function, human resources remains a shared function.

At what point in an organization's lifecycle does it make sense to invest in an HR management?

The conventional HR wisdom and opinions of those that have studied human resource management, maintains that a full-time HR person should be brought on board once an organization reaches 100 staff members. When factoring all the seasonal, part-time and contract employees the Town has exceeded this bench mark.

Human Resources Management is an important asset to any Organization. It provides expertise in:

- managing change and facilitating training and development
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- recruitment, selection and employee relations
- pensions and benefits
- communicating with employees

Roles and Responsibilities of Human Resources

Safety

Employers have an obligation to provide safe working conditions. The HR Coordinator would assist with maintaining records, and developing programs that would help prevent workplace injuries. They would also engage management and employees in promoting awareness and safety throughout the Town.

Liability

A dedicated employee would help minimize the organization's exposure and liability. They would identify, investigate and resolve workplace issues that, left unattended, could involve the organization in legal matters pertaining to Occupational Health and safety and harassment legislation.

Training and Development

Coordinate new employee orientation, an essential step in forging a strong employer-employee relationship. The training and development area of HR Coordinator also provides training that supports the Town's employee development to prepare aspiring leaders for supervisory and management roles an important part of succession planning.

Thus, the staff members get the opportunity to sharpen their existing skills or develop specialized skills which in turn, will help them to take up some new roles or responsibilities for the Town.

Employee Satisfaction

A dedicated HR employee could help the organization achieve higher performance, morale and satisfaction levels throughout the workforce, by creating ways to strengthen the employer-employee relationship.

Recruitment

HR Coordinator would help manage the employment process from screening resumes to scheduling interviews to processing new employees. Typically, they would determine the most effective methods for recruiting applicants, including assessing which applicant tracking systems are best suited for the organization's needs.

This is one of the major responsibilities of the human resources. The HR Coordinator would work with the Department to come up with plans and strategies for hiring the right kind of people.

Selection

An HR Coordinator would work closely with hiring managers to effect good hiring decisions, according to the organization's workforce needs. They would provide guidance to managers who aren't not as familiar with HR or standard hiring processes to ensure that the company extends offers to suitable candidates.

Other Benefits of Dedicated Human Resource Support

Effective management of employment relationships requires:

- responding to the diverse needs of a work force,
- developing flexible organizational structures,
- improving work performance,
- facilitating improved relationships with unions, and
- reducing conflict within the workplace.

Human Resource professionals also participate in organizational development initiatives such as stress reduction, wellness initiatives, career development, and training. These are approaches used to retain employees – a core component of Human Resources.

ANALYSIS: As noted above, the Town has reached the size when most organizations determine that there is a need for dedicated human resource management.

Although the human resource issues are being dealt with they are somewhat disjointed and lack levels of organizational coordination.

Department Heads and Managers generally are not specifically trained in human resource issues, instead they have core competencies based on specialized training and “fit in” the duties and responsibilities around the day to day management and support of the employees.

As Chief Administrative Officer I have found that my time has been demanded on dealing with clerical duties which although important are not and should not be the focus of my day to day activities.

In the past, the Town has purchased the services of HR consultants and lawyers to fill some of the gaps. Although not entirely eliminated the occasional need for these outside services it would reduce the frequency and the costs associated with consultants.

The Town needs a dedicated professional with the skill set to devote to the hiring, orientation, training and support of one of the largest assets of the corporation, its people.

INTERDEPARTMENTAL IMPLICATIONS: I believe that this additional resource will not only serve the department heads, managers and the organization, it will ultimately provide benefits to the community with an active, trained and supported workforce.

FINANCIAL IMPLICATIONS: In the proposed budget funds have been allocated within the Chief Administrative Officer's budget.

Council did discuss both part time and contract options. While they are options for consideration, Staff believe that by making a commitment around a full time position within the organization, a better selection of candidates will be attracted to the job posting

Staff believe that there is sufficient and ongoing work to occupy a fulltime permanent employee as a Human Resource Coordinator.

RECOMMENDATION: That the Council of the Corporation of the Town of Ingersoll receives this report numbered A-039-15 for information.

And Further provides direction for the creation of the position of a human resource coordinator, granting authorization for the posting and hiring of an individual to fill this role for the Town.

Prepared by: William J. Tigert, Chief Administrative Officer