

**HALIFAX**

# **Human Resources Processes and Practices Review**

Halifax Regional Council Presentation

January 28, 2020

# Motion

On June 19, 2018 Regional Council passed the following motion:

THAT Halifax Regional Council expresses support for the actions and response from the Chief Administrative Officer, June 11, 2018, regarding HRM's commitment to a safe workplace, responding to the Employment Systems Review and the Human Rights Commission report, and;

That the Chief Administrative Officer be directed to provide quarterly public progress reports to Regional Council, subject to the appropriate redaction of personal information on the following:

# Motion (cont'd)

1. The findings of the external HR consultant regarding HR processes, procedures and implementation;
2. A plan to implement the recommendations of the consultant;
3. Results to date and issues that may be identified during implementation of both the ESR review and the external HR consultant reports;
4. Open and completed harassment and discrimination complaints involving workplace bullying, sexual harassment and race both through regular HR processes and the newly established hotline, and;
5. Quarterly reports to begin no later than September 2018.

# Recommendation

It is recommended that Halifax Regional Council direct the CAO to accept and implement the recommendations from the KPMG Human Resources Processes and Practices Review at Halifax Regional Municipality, except for recommendations 4, 6, 9, 13 and 26 for reasons provided in the discussion section of this report.

# Background

KPMG was retained to undertake a comprehensive review of HRM's Human Resource policies, programs and organizational practices supporting a safe, healthy, diverse, inclusive and harassment-free environment; where all persons are treated with dignity and respect.

# KPMG Methodology

KPMG used a qualitative analysis of participant's responses gathered through questionnaires or focus groups, not a quantitative analysis based on targeted participation rates.

Findings and observations are based on data from interviews, questionnaires, focus groups, drilldown sessions, and a review of HRM's documents and reports. It also consisted of a review of externally available information including websites, media releases as well as traditional and social media coverage.

# HRM Documentation Review

- 56 documents submitted.
- 21 documents fully met KPMG leading HR practices in: D&I strategy, Leadership and Culture, Talent Processes, Talent Infrastructure, Community, Government, Stakeholder and Regulatory Environment, and Brand and Reputation.
- 35 documents met some elements.
- Suggestions to improve were: address missing content, add document owner and contact information, simplify language, create basic step-by-step processes, and create straightforward technology user guides.

# KPMG Assessment

- Organizations are at different stages to create and implement HR policies and practices for everyone, including visible minorities, women, persons with disabilities, LGBTQ2+ community members and Indigenous peoples.
- HRM is at level 1 of 5 in maturity on the KPMG *Inclusion IQ* maturity curve.
- Most organizations are between 1 and 2, which is the starting point. KPMG has estimated an *Inclusion IQ* score of 41 for HRM, slightly below the average of 45.7.
- 91% of organizations assessed by KPMG are in the Initiated stage: 38% at beginning, 50% at or near midpoint, 12% almost at Adapting stage.

# Findings and Recommendations

- As indicated in the Executive Summary Report, KPMG provided 31 recommendations.
- Of those recommendations, there are only 5 that are not being recommended to be implemented. The reason in most cases is that, currently, there are no foundations or measurements in place to do so. However, they can be revisited in the future.

# Recommendations

- Many of the recommendations are already a “work in progress” and serve as an affirmation of our current workplans.
- These include recommendations such as a Recognition Program, reviewing policies and ensuring clear and plain language, encouraging workplace flexibility and making the Office of Diversity & Inclusion independent from Human Resources.

# Recommendations

- The close partnership with the Office of Diversity & Inclusion will continue as we work on recommendations related to unconscious bias, the attraction, retention and promotion of under-represented groups and the actions that will flow from the D&I survey launching next month – “Make Yourself Count”.

# Recommendations

- Several recommendations touch on systems upgrades which aligns with the Business Transformation Project and include an LMS system and increased reporting capabilities.

# Recommendations

- The review confirms the need for HR to continue the work on building internal leadership capabilities and ensuring leaders have the skills to support inclusion and respectful workplaces as well as seeking and accepting valuable employee input.

# Conclusion

- The objective of this assessment was to determine the effectiveness of HR's policies and programs in providing a safe, healthy, diverse, inclusive and harassment-free environment, where all persons are treated with dignity and respect.
- KPMG confirmed HRM is making steps in the right direction to more meaningfully engage in creating a work environment where all employees are treated with dignity and respect.
- Finally, KPMG concluded that HRM's high participation levels indicated extremely high engagement and a commitment to making the workplace better for everyone.