

The Corporation of the City of Windsor

HR Recruiting Processes & Retention Strategy

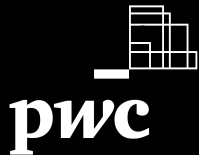
Advisory IA Report - FINAL

August 26, 2019

Limitations and responsibilities

This report was developed in accordance with our engagement letter dated June 9, 2016 and is subject to the terms and conditions included therein.

Our work was limited to the specific procedures and analysis described herein and was based only on the information made available at the time we prepared the report. Accordingly, changes in circumstances after the date of this Report could affect the findings outlined herein. We are providing no opinion, attestation or other form of assurance with respect to our work and we did not verify or audit any information provided to us. This information has been prepared solely for the use and benefit of and pursuant to a client relationship exclusively with the Corporation of the City of Windsor. PwC disclaims any responsibility to others based on its use and accordingly this information may not be relied upon by anyone other than the Corporation of the City of Windsor.



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A high-angle photograph of three business professionals in a meeting. A man in a white shirt and blue tie is on the left, a woman in a grey dress is in the center, and a man in a light blue shirt and dark tie is on the right. They are gathered around a white table with a laptop and a smartphone. The background is a bright, minimalist office space.

Executive summary

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Executive summary

Internal Audit at the City conducted an advisory review of six sub-processes related to HR recruiting and retention strategy. We interviewed ten key personnel engaged in the processes and reviewed a number of relevant documents. We also considered the leading practices (summarized in appendix 3), professional experience and general knowledge of the practices of other municipalities.

Overall we did not find any major reasons for concern however on comparison with other leading municipalities we noted opportunities for improvement in a few areas. The City has started to modernize its recruitment and retention strategy and has several forward looking initiatives already underway. In reviewing our overall findings we focused on the sub-processes and on factors impacting the overall employee experience as that is a key success criteria to attract and retain talent. Here are the main areas of improvement:

Employer of choice

The City could improve the extent and level of branding on its website and on social media. The career page is generally the first “point of contact” for future applicants and should be very appealing. Infusing the jobs website with more energy and excitement beyond listing duties and responsibilities would help attract good talent. Adding employee testimonials as videos would also help.

Job offers

The current job offer process requires police checks and physical verification of certain hiring documents. This can take upto several weeks and requires a prospective employee to come in person to show original documents. Secured firewalls and upgrades to software compatibility may assist candidate experience as they could submit required documentation via email instead of in person. For positions where a employees are working with vulnerable individuals (residents, children), expedited police verification should be considered, where feasible.

Onboarding

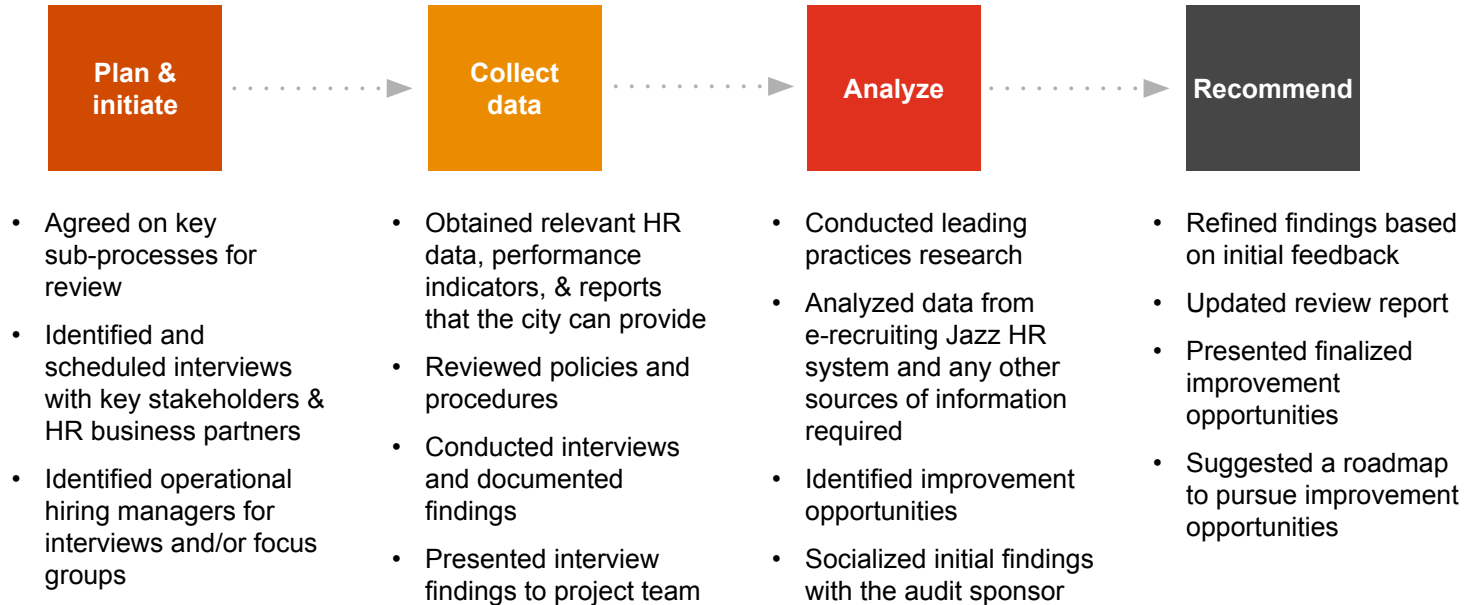
The current onboarding focuses on compliance related training as well as other informational materials/videos about the City structure and history. Aspects of organizational culture, awareness and connectivity with others within the organization are embedded in the onboarding process/experience. Including more of these elements in the formal onboarding material/training and introducing a formal buddy system for the first few weeks would enhance employee experience.

Training

The onus of enrolling for training programs rests with employee and management (or direct supervisor), and is not a function of formal training needs assessment or development plans. As a result some training courses are always oversubscribed and employees may not have a good sense of direction on how to grow their skills. Aligning training with development needs would help improve employee motivation, meet their training needs better and support long term skill set improvement at the City. Updated technology to include Performance Appraisals online with the appropriate software, inclusive of a development plan will eliminate manual tasks, ensure reviews are consistent, give managers and employees better tools for comment & feedback, provide year round development planning and ongoing coaching, as well as monitoring training and skill development.

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Overview of assessment approach



For additional information on the project scope and objectives, refer to appendix 1.

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Context: Current process experience

As part of the 10 interviews, we asked participants to provide a rating between 1 to 5 to reflect how they feel about current processes. We caution that these ratings* were provided as part of discussions and not a formal survey process and should only be interpreted as notional sentiments only.

For all six sub-processes, participants have rated their experience as neutral / mediocre.

Rationale for these ratings are attributed to the challenges outlined in upcoming sections.

There were also positive comments recognizing the improvements made, however further process optimization is required to achieve a better experience for relevant teams.



Experience rating between 1- 5; 1= not happy with process, and 5 = extremely happy with the process

*Based on 80% response rate from participants

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Context: Recruitment metrics

Acting roles by employee's union by year								
Year	82	543	NU	ONA	Transit	WFA	Other	Total
2015	55	60	146	0	7	0	0	268
2016	61	75	132	0	1	0	0	269
2017	33	112	123	0	0	0	0	268
2018	31	133	123	0	0	0	0	287
2019*	13	27	38	0	0	0	0	78

Number of jobs posted by year								
Year	82	543	NU	ONA	Transit	WFA	Other	Total
2015	15	180	84	1	0	14	7	301
2016	12	189	85	3	5	2	19	315
2017	22	189	90	3	21	4	21	350
2018	49	222	89	3	19	5	40	427
2019*	21	90	44	3	10	1	4	173

Probationary periods - Regular full-time staff only						
82	543	NU	ONA	Transit	WFA	
120 days	120 days	6 months	90 days	12 months	6 months	

Number of jobs by year posted multiple times								
Year	82	543	NU	ONA	Transit	WFA	Other	Total
2015	4	38	15	0	0	3	0	60
2016	3	41	13	1	0	0	0	58
2017	4	44	13	0	3	0	0	64
2018	17	58	15	1	5	0	4	100
2019*	4	15	3	1	2	0	0	25

Source: Data provided by Human Resources June 2018

* Data is for January 1 2019 to June 18, 2019

Key insights

- Acting role positions are on the rise for each employee group indicating a fair bit of movement internally
- Number of job posted multiple times is also on the rise – indicating that the employees are possibly leaving, taking on more acting roles, obtaining other positions within the Corporation and/or retiring

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Context: Recruitment metrics (cont'd)

Retirements By Year								
Year	82	543	NU	ONA	Transit	WFA	Other	Total
2015	12	26	13	1	0	6	0	58
2016	12	33	15	1	0	5	0	66
2017	12	28	16	1	9	8	0	74
2018	13	34	17	0	12	13	0	89
2019*	5	17	7	2	7	3	0	41

Number of Positions By Year								
Year	82	543	NU	ONA	Transit	WFA	Other	Total
2015	30	226	93	5	0	37	7	398
2016	67	239	114	9	23	2	30	484
2017	28	265	103	15	43	4	24	482
2018	110	302	89	13	41	12	75	642
2019*	54	123	52	8	32	1	5	275

Source: Data provided by Human Resources June 2018

* Data is for January 1 2019 to June 18, 2019

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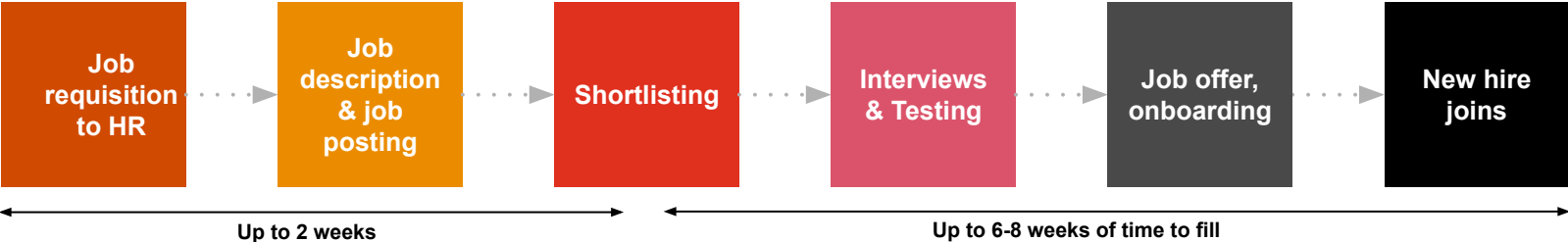
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Context: Current City HR recruiting process



- This process was manual but is now automated

- Automated shortlisting is facilitated by Jazz HR
- Enables shortlisting same day as job is posting

- Medical testing
- Background check
- Police check
- Onboarding training (before date of joining)
- Physical verification of documents

Total time to fill a vacancy ranges between 8-10 weeks at City of Windsor

N.B. Glassdoor's 2017 Recruitment Survey highlights an average time of 7.5 weeks to fill jobs within Public Sector

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Context: Current City employee retention

For the purposes of this review, our team focused on the following three sub-processes of employee retention:

Talent development

- Organizational development unit sends out program information via emails and posters (3-4 weeks prior to program start date).
- Employee generally has the onus for enrolling in the programs
- Management may recommend or direct program enrollment
- Employee consults and gets manager's approval
- Depending on overall subscription employee may enroll or be waitlisted.

Employee recognition

- Call for nominations is sent out through posters, emails and city dashboard
- STAR committee reviews the nominations
- Awards are announced

Compensation & benefits

- City of Windsor seeks to attract, retain and motivate its employees by maintaining a competitive salary and benefits program.
- Compensation reviews are done every 2 years for every non-union employees only.
- Non-union compensation ensures pay equity and is guided by parameters set by Employment Legislation & Collective Bargaining Agreements

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Relative strengths



Diversity & inclusion

Diversity and inclusion plan along with various Employee Resource Groups demonstrating commitment to Diversity & Inclusion at the City



Wellness program

The wellness program offered shows commitment to employee wellbeing and being a caring organization.



Technology

Mobilizing and identifying resources to move away from manual, archaic processes and adopt HR technology to enhance HR service delivery e.g. Jazz HR was introduced and would track time to fill



Workforce planning

Planning and mitigating workforce related risks – Succession Planning initiative was introduced to transfer institutional knowledge to its younger workforce



Health & safety

Committed to providing a safe and healthy workplace; all new hires are required to complete 5 hours of mandatory training which includes Health & Safety training before date of joining



Compensation

Benchmark compensation data with comparable municipalities every 2 years for non-union employees only, so as to provide a competitive compensation package for attracting & retaining top talent



Training

Collaborate with leading universities and professional bodies to provide much sought-after training courses like Art of Supervision Master's Certificate in Municipal Leadership; also has a number of elearning courses and mandatory safety online videos



Recognition

Management awards and peer recognition awards to encourage teamwork, individual contributions and dedication to customer service and community involvement

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Challenges & recommendations: Recruiting process

Challenges

Job postings are a list of duties and responsibilities & not appealing

Careers page does not highlight why prospective employees should work for the city

Police check & verification could take up to 2-4 weeks to complete. Waivers are available to begin work while the police check is in progress (supported by receipt) for applicants being hired to low risk positions (not involving working with vulnerable individuals).

All hiring documents have to be verified with originals. This is a bit inconvenient for the candidate & could take up to 2 weeks

Quick-wins

1a Employer branding: Increase social media presence on sites like LinkedIn & Glassdoor to attract future workforce.

1b Invest in making “career page” more appealing. Highlight why a candidate should work for the City – it’s the ‘first point of contact’ with future employees.

2 Do a cost-benefit analysis- operational impact of the job vs. waiting several weeks for police check (where application is not eligible for waiver). Define scenarios & strategy where it is ok to wait and where absorbing the cost is ok.

Long-term initiatives

A Explore applicant tracking software that allows uploading of digital versions of certificates required for hiring.

Challenges & recommendations: Retention strategy

Challenges	Quick-wins	Long-term initiatives
<p>Employees need to identify and sign up for training with no formal alignment with business needs. A number of courses are oversubscribed.</p>	<p>3 Analyze root causes for courses that have long waitlists and if there is a need to offer more of them. These will help enhance employee experience and would make talent development timely and relevant</p>	<p>B Define a framework to capture training needs and align it with business needs.</p>
<p>Development plans prepared for high risk (of departure/vacancy) positions only. Performance appraisal data is not integrated with employee development plan or with employee recognition (data is not captured currently in a manner to allow monitoring, trending and analysis)</p>		<p>C Reposition as a development tool which will help with succession planning & offering growth opportunities to employees.</p>
<p>Employee recognition is adversely impacted due to the following:</p> <ul style="list-style-type: none"> • Communication is not effective in getting employee responses • Posters, lunch-n-learns, and emails don't reach some demographics • Overall financial budget for this area is limited (<10K per year) 	<p>4 Investment in employee recognition programs has significant benefits to retention and motivation. City should revisit its overall budget on this area.</p>	<p>D Recognition programs which are linked to organizational values & talent strategy positively impact retention, employee experience & productivity. They also help with financial goals. This should be evaluated as a long term strategy.</p>
<p>Compared to other municipalities, the City does not offer options that would attract millennials. Examples include:</p> <ul style="list-style-type: none"> • Flex work which is currently offered as a special request • Employee discounts to City services 		<p>E Examine how many other Canadian Municipal organizations offer flex work & employee discounts. Revisit previous discussions and consider this is a requisite aspect to be addressed in the long term and its impact on attracting future workforce</p>

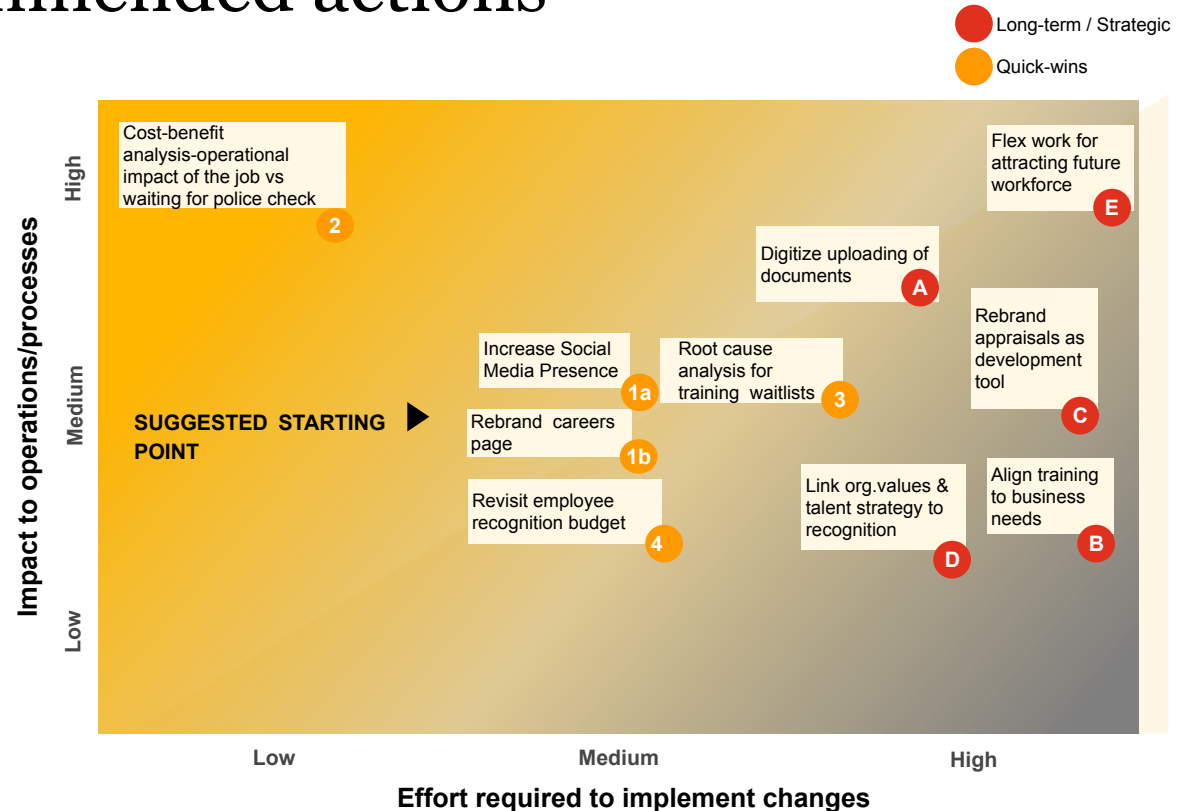
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Summary of recommended actions

To help prioritize recommended action items, the following visual was created based on relative impact/value and complexity/ effort of each action.

This assessment is not intended to be definitive and items may shift on the grid based on different perspectives. The intent here is to provide a simple and pragmatic way to identify achievable items that City of Windsor may start to action immediately and quickly add value (e.g. within next 9-12 months) rather than an exhaustive exercise to accurately determine value or effort. For additional details refer to prior section “Detailed Challenges and Recommendations”..

Factors used to determine relative Impact and Effort can be found in the Appendix 1 “Advisory recommendations rating scale”.



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Management comments



We appreciate the review of the Corporation's HR Recruiting Processes & Retention Strategies. As noted, increasing employer branding, including a social media presence and investing in an interactive "career page" on our website will assist in attracting applicants. While the limitation of available funding must be balanced with the need to recruit and retain talent, we will continue to explore options that increase employee recognition, provide for the use of additional technology (less manual processes) and work with our Police Department to expedite police clearances.

Our statistical information illustrates that at this time the Corporation of the City of Windsor does not have a Retention concern, our information illustrates employees who pass their probationary period stay with the Corporation for well over 20+ years. Currently our employees are retiring in large numbers, similar to other municipal employers. We would submit the recommendations for additional Flex Time, Buddy system and Employee Recognition are proactive suggestions for possible future challenges.

A Buddy System for new employees is currently suggested and normally acted upon with the departments when a new employee begins their employment. The Buddy System varies in length depending on the position one is hired for, however, the Buddy system could be formalized.

Our Performance Appraisal process is such that a Performance and Development Plan must be completed by the Manager with their employee at a minimum once per year, this information is annually reported to City Council. The Performance and Development Plan devotes a section on an employee's development plan, specifically asking the employee's career goals, what interests the employee, courses taken, desired/suggested courses, etc. We would submit that these Plans are completed manually and are not tracked, currently left to the Manager/Employee to follow up. The technology required to enter and track these Plans online is currently a long term strategy.


Name/Title: Vincenza Mihalo - Executive Director of Human Resources

Date: August 26, 2019

Appendices



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1. Scope & objectives

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Objectives

Background

The HR Recruiting Process and Retention Strategy Internal Audit was part of the Corporation of the City of Windsor approved risk based internal audit plan for 2019/20. PwC was engaged by the City of Windsor (the “City”) to provide insights to the management on the current state/performance of Recruiting and Retention processes in light of recent concerns by management regarding timeliness of recruitment and high turnover of staff in key positions. The objective of this review were to:

- i. Review and understand the existing HR process related to Recruitment & Talent Retention.
- ii. Understand how Jazz HR facilitates HR service delivery; what could be improved from HR stakeholders and operational manager’s perspective.
- iii. Identify gaps & improvement opportunities based on leading practices and structured frameworks.
- iv. Suggest actions to mitigate risks and implement identified opportunities.



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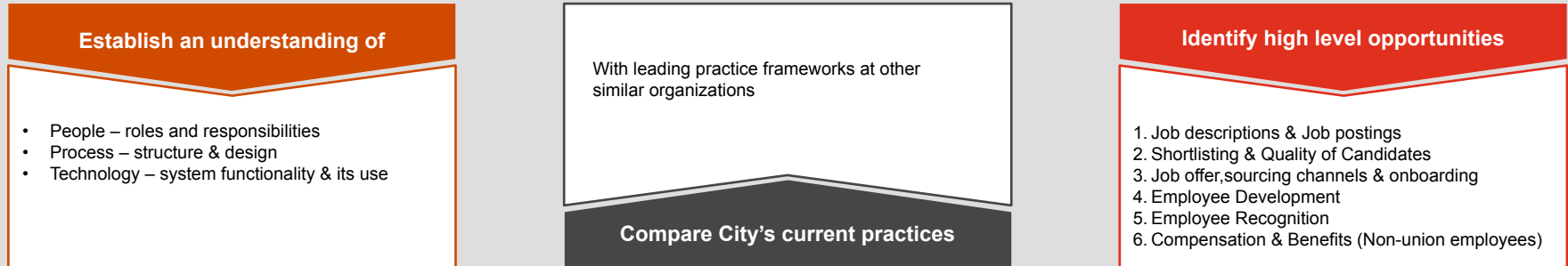
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Scope

The internal audit assessment of HR Recruiting Process and Retention Strategy was conducted based on select interrelated HR sub-processes rather than a review of all HR initiatives. For the purposes of this project, our team focused positions and business units facing employee retention challenges.

Our scope included:



This review did not include any assessment of the following:



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2. Advisory finding scale

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Advisory recommendations rating scale

Impact to operations/processes

Low	Degree of changes to people, process or systems is limited with inconsequential impact on employee experience
Medium	Moderate changes to people, process or technology with some impact on employee experience
High	Considerable change to operations, roles, process, accountability with a direct or indirect impact on employee experience

Time of implementation

Quick win	Implementation expected to occur over the next six months
Long-term	Implementation will occur beyond 6 month and requires strategic support.

Effort required to implement changes

Low	Low time commitment from 1 function and/or 1-3 individuals
Medium	Moderate time commitment from 1-2 functions and/or 3-5 individuals
High	Significant time commitment from more than two functions and/or five individuals



3. Leading recruiting

and retention practices

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Leading practices on attracting employees

LinkedIn Talent Solutions reported the impact of having or not having an employer brand on a candidate's decision to engage with your business can be quite significant. Here are a few highlights of this study:

- ➔ #1 obstacle candidates experience when searching for a job is not knowing what it's like to work at an organization
- ➔ **75%** of job seekers consider an employer's brand before even applying for a job
- ➔ Candidates trust the company's employees **3x** more than the company to provide credible information on what it's like to work there
- ➔ **52%** of candidates first seek out 1) the company's sites and 2) social media to learn more about an employer

LinkedIn Talent solutions reported a great employer brand makes it easier to recruit, cost savings and reduced time to recruit. A great employer brand helped with:

- ➔ **28%** reduction in the organization's turnover
- ➔ **50%** cost-per-hire reduction
- ➔ **50%** more qualified applicants
- ➔ **1-2x** faster time to hire

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Leading practices on employee retention

SHRM (2018) study on “Using Recognition and Other Workplace Efforts to Engage Employees” reports providing timely, meaningful employee recognition helps with employee retention and other workforce management challenges such as recruitment and culture.

- ➔ Two-thirds of HR professionals agree employee recognition helps with retention.
- ➔ **80%** of HR professionals reported that their organization had an employee recognition program- anything and everything an organization, supervisor or peer does to acknowledge, praise and appreciate the hard work.
- ➔ **70%** HR professionals reported that their organization’s recognition program was linked to organizational values and 60% recognition programs integrated with their talent strategy.
- ➔ **22%** of HR professionals reported that their organization invested up to 1 % of payroll in employee recognition programs.

The Conference Board of Canada Learning and Development Outlook 2017 reported:

- ➔ Canadian employers spent, on average, \$889 per employee on learning and development in 2016–17.
- ➔ The average number of hours of learning per employee per is 32 hours in 2016–17.

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Thank you

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