



2026 Business Planning Departmental Presentations

Human Resources

PRESENTED BY:

Michelle Lewis

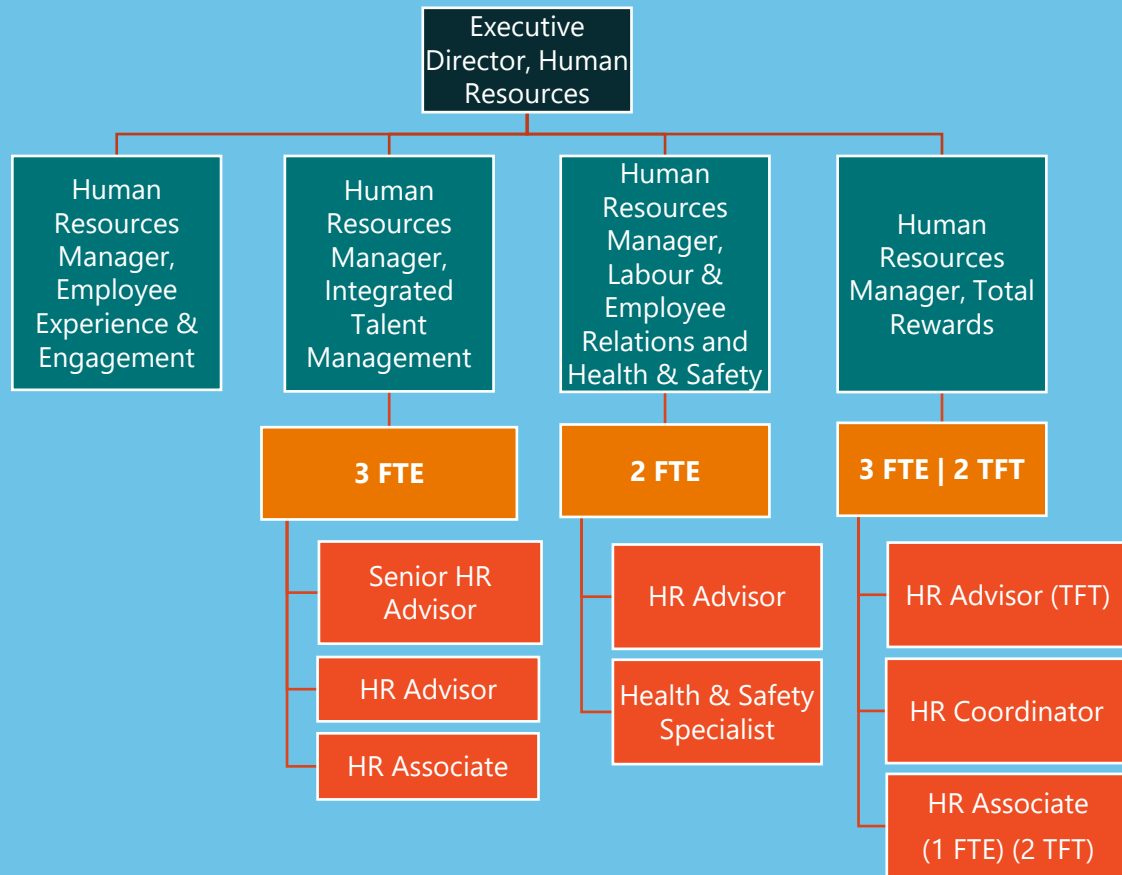
Chief Human Resources Officer, Director of Human Resources

Overview

The HR Department is a strategic partner within the City, providing programs and services designed to engage employees in their work and maximize their full potential in contributing to the goals of the City. Programs are impactful to the City's culture and foster an innovative and agile workforce

- Strategic Human Resources Planning
- Organizational Development
- Employee & Labour Relations
- Occupational Health & Safety
- Compensation & Benefits
- Disability Management
- Employee Engagement & Experience
- Talent Management
- Training, Learning & Development
- Wellness Programming
- Equity, Diversity, and Inclusion (EDI)

Staff Complement



Achievements

Employee Experience

- 'City Chase' Onboarding Program (48 participants)
- Launch of 'Buddy Up @ One City Connect' program
- One City – Our Voice

Training & Development

- CMR Academy Year 2
- EDI Workshop Series
- BCIT Core Competency Training
- People Management Training
- Pilot CX Training
- LinkedIn Learning Pathways

Recognition

- Top 100 BC Employer for 2025
- HRD Canada - HR Team of the year finalists in the category of organizations with more than 500 staff

COR Audit

- Achieved COR certification
- Identified and addressing audit improvement areas
- COR rebate 90K higher than budget

Recruitment Metrics

932 Interviews Conducted YTD

200 Postings YTD

242 Staff hired

6 Weeks (Time to Fill)

Continuous Improvements

RASCI and Business Process Analysis

- Mapping current workflows and pain points
- Collect staff input to validate processes
- Analyzing roles, handoffs, and dependencies
- Enhance consistency in role execution
- Prepare for HRIS implementation

ATS Recruitment Reporting

- Automated recruitment reporting
- Integrated key data fields into ATS
- Implemented real-time KPI dashboard of recruitment performance

LR/ER Management System

- Created mechanism to track accountability of ER/LR files and report on the associated metrics
- Created a legal decision repository to support quicker decision making
- Labour Management Meetings

Employee Voice

- Engagement Committee Created
- 2025 Employee Engagement Survey (74%-18%-8%)
- Check-In Meetings

Key Challenges

- Incorporating a new comprehensive HRIS tool into an already fast paced resource intense environment
- Increased complexity of disability files requiring intensive resource support
- Appropriate number of staff who have the skills knowledge and abilities to be successful and resilient in our fast-paced environment
- Increasingly more prescriptive complex WSBC regulations
- Mandatory WSBC GRTW programs requiring employers to have modified and early return to work programs for all employees
- Inconsistent employee experience across the organization – recognition and performance planning
- Appropriate capacity to support occupational health and safety risk across the organization

