Mississippi Mills

HUMAN RESOURCES STRATEGIC PLANNING

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Executive Summary

The Human Resources (HR) Strategic Plan for the Municipality of Mississippi Mills outlines the Municipality's approach to managing its workforce in alignment with its long-term goals. This plan is designed to put systems in place to ensure that the Municipality has the required human capital to meet its overall goals and objectives. It provides a comprehensive roadmap for managing and optimizing the workforce to drive organizational success. The HR Strategic Plan focuses on creating a clear framework for attracting, developing, retaining, and engaging talent, ensuring that the right people with the right skills are in place at the right time.

The HR Strategic Plan will incorporate strategies to:

Improve efficiency, compliance and risk management: Streamline HR processes, ensure that HR policies and practices comply with legal and regulatory requirements and reduce the risk of legal challenges or penalties.

Workforce planning: Anticipate future staffing needs based on the Municipality's growth, changes in the external environment, and evolving market demands, ensuring the right talent is available when needed.

Leadership and employee development: Establish a culture of continuous learning, develop programs to enhance the development of current and future leaders, and foster career growth within the Municipality.

Succession planning: Identify and develop high performing individuals for leadership positions, ensuring transfer of knowledge, continuity and the smooth transition of key roles.

Talent acquisition and retention: Establish strategies for attracting top talent, reducing turnover, and retaining key employees, ensuring a skilled and stable workforce.

Building a positive organizational culture: Promote a work environment that is supportive, inclusive, and aligned with the Municipality's values. Improve employee satisfaction, sense of community and engagement with a focus of connecting employees to purpose.

Enhance employee performance: Implement systems for performance management, feedback, and recognition to optimize employee productivity and drive positive outcomes.

Ensure HR strategies support the goals of the Municipality: Ensures that HR initiatives and activities are directly linked to the Municipality's strategic priorities, helping to advance the Municipality forward.

Ultimately, the HR Strategic Plan will help the Municipality maximize the value of its human capital, contributing to long-term success by ensuring that the workforce is well-equipped, motivated and aligned with the Municipality's strategic objectives.

Vision, Mission, and Values

Vision: To cultivate a highly skilled, diverse, and engaged workforce that supports the Municipality of Mississippi Mills in delivering exceptional services to the community.

Mission: To attract, develop, retain, and empower Municipal employees through innovative HR practices, fostering a workplace that promotes well-being, collaboration, and continuous growth.

Values:
Diversity & Inclusion: Embracing diversity in all its forms to ensure an equitable and inclusive workplace for all employees.

Integrity & Accountability: Upholding transparency and fairness in all HR practices.

Collaboration: Fostering a culture of teamwork, communication, and mutual respect.

Excellence & Innovation: Committing to high standards of performance, professionalism, and service to the community. Encouraging creativity and forward-thinking solutions in service delivery and workforce management.

Strategic Initiatives and Objectives

Strategic Initiative	Execution	Timeline	Responsible Party
Operational Excellence: Improve Efficiency, Compliance and incorporate Risk Management Strategies	Select and implement an HRIS (Human Resources Information System) Automate HR/Payroll Administrative processes Review and update HR Policies to ensure legislative compliance Develop a plan to mitigate risk	Year 1 Year 1 Year 1 & Ongoing Year 2	Human Resources (HR)
Workforce Planning: Incorporate the recommendations from the Workforce Plan	Ensure that Recruitment and Succession Planning strategies are prioritized based forecasted demands	Year 1 & Ongoing	HR & Management Team
Leadership & Employee Development	Develop and Launch a Leadership Development Program Take inventory of Human Capital Identify skill gaps to target focus	Year 1 & Ongoing Year 2 Year 2	HR & CAO HR & Management Team HR & Management Team
Succession Planning	Identify high performers and develop succession plan for key positions Establish initiatives for transfer of Municipal knowledge Establish workforce development program (above regular departmental training opportunities) Identify and establish cross-training opportunities for employees	Year 2 & 3 Ongoing Year 2 & 3 Year 2 Year 2 & Ongoing	HR & Management Team HR & Management Team HR & CAO HR & Management Team
Talent Acquisition and Retention Strategies	Develop and execute recruitment marketing campaign Ensure benchmarking and compensation practices are reviewed regularly Create a Mentorship/Career Pathway program	Year 2 Year 2 Year 2	HR HR/CAO HR & Management Team

Building a Positive Organizational Culture	Implement annual Employee Engagement Surveys Introduce Wellness Program (inclusive of Mental Health initiatives) Capitalize on Team Building and Social Events Incorporate Diversity, Equity and Inclusivity best practices Performance Feedback	Year 1 Year 2 Year 1 & 2 Year 2 & 3 Year 2	HR HR/CAO HR/CAO/Social Committee HR HR
Enhance Employee Performance	Establish Culture of Continuous Learning Update and enhance current Performance Management systems Review current Employee Recognition program	Year 2 & Ongoing Year 1 Year 2	HR & Management Team HR HR/CAO & Management Team
Ensure that HR Strategies Support the Goals of the Municipality	Connecting Employees to purpose Employee goal setting that is directly linked to the Strategic Priorities of Council	Year 2 Year 2 & Ongoing	HR & Management Team HR & Management Team

Operational Excellence:

Improve Efficiency, Compliance and Incorporate Risk Management Strategies

This plan will focus on streamlining HR processes, enhancing data-driven decision-making and reduce risks by ensuring compliance with all applicable laws and regulations. It will establish HR performance metrics and monitoring key performance indicators (KPI's) to ensure that initiatives undertaken are achieving targeted outcomes.

Goal: Streamline and create efficiencies in HR processes, improve data-driven decision-making, and ensure compliance with all applicable laws and regulations.

Objectives:

- Implement an integrated Human Resources Information System (HRIS) to track employee lifecycle, performance, and training progress.
- Automate administrative HR processes, such as time tracking, benefits administration, on-boarding and performance reviews, to increase efficiency.
- Regularly review HR policies and procedures to ensure they are up-to-date with legal requirements and industry best practices.
- Foster a culture of continuous improvement by analyzing HR metrics and making necessary adjustments to achieve desired outcomes in our pursuit of operational excellence.

Processes:

HR Software Implementation:

- Implement a comprehensive Human Resources Information System (HRIS) that integrates key functions such as payroll, recruitment, benefits, performance management, succession planning, training and development and time tracking.
- Ensure the HRIS is user-friendly for both HR staff and employees, providing self-service options for common HR tasks like updating personal information or submitting time-off requests.
- The HRIS shall also have reporting capabilities that easily enables the production of key employee data to aid in informed decision making.
- Elimination and minimization of manual processes, creating efficiencies in HR administrative and payroll procedures through digitization.
- Supports employee engagement by providing easy access to employment information and improved communication.

Centralized HR Data Management:

- Ensure all employee records, documents, and contracts are stored securely in a centralized system, making it easier to access and manage information.
- Ensure that all Managers/Supervisors/Directors are trained in utilizing the HRIS for effective data management.
- Affirm best practices to ensure the integrity and confidentiality of all personnel data.

Streamlining Practices:

- Enhance the employee experience by digitizing HR and Payroll processes.
- Create efficiencies by incorporating electronic document signing
- Complete the on-boarding documentation and process prior to the start of employment, reduce paper-based processes and speed up the time it takes for new employees to become productive.
- Effectively track Municipal property assigned to employees to carry out duties on behalf of the Municipality.
- Track and store employee documents electronically for easy reference.
- Effectively manage employee training compliance
- Develop database of human capital that supports Succession and Workforce Planning
- Improved communication, roll out of important policies and procedures and easy access to information for employees
- Create efficiencies in Payroll Processes, elimination of paper-based procedures to meet Municipal documentation standards (Risk Management)

Employee feedback and Performance Management:

- Use HRIS to streamline employee performance evaluations and track employee progress.
- Create performance goals that support and are strategically linked to Council's priorities.
- Implement Employee Engagement surveys to collect employee feedback with the ability to benchmark performance against other organizations.
- Create efficiencies by automating reminders to complete reviews.
- Ability to view data in real-time, creating greater accountability and informed decision making

Consolidate and Standardize HR Policies and procedures

- Review, develop and standardize HR policies and practices to ensure consistency in their interpretation and application throughout the Municipality.
- Ensure these policies are clear, easily accessible, and regularly updated to reflect current laws and best practices.
- Create a comprehensive employee handbook with clear guidelines for performance expectations, compensation policies, employee benefits, and disciplinary actions.

Operational Excellence - Continuous Process Improvement

Data-driven decision-making ensures that the Municipality's HR practices are aligned with its strategic goals and can be continuously improved based on empirical evidence.

Collect and Analyze HR Data

Key HR Metrics and Key Performance Indicators (KPIs):

- Define key HR metrics that support decision-making, such as employee turnover rate, absenteeism, time-to-hire, training effectiveness, and employee engagement.
- Use dashboards and reporting tools within the HRIS to track these metrics in real-time and visualize trends.

Data Analytics for Recruitment:

- Leverage data analytics to identify trends and patterns in hiring. Analyze recruitment sources to determine the most effective platforms for attracting candidates.
- Measure the effectiveness of hiring campaigns by evaluating candidate quality, time-to-hire, and cost-per-hire.

Employee Engagement and Retention Analytics:

- Use surveys and feedback tools to measure employee satisfaction, engagement, and retention drivers.
- Analyze exit interview data to identify common themes that could point to areas of improvement within the workplace culture, compensation, or leadership practices.

Workforce Planning Analytics:

- Utilize data to project future workforce needs, including forecasting retirements, promotions, and departmental shifts.
- Analyze turnover data to identify trends and proactively address areas of high attrition.

Implement HR Dashboards and Reporting Tools:

HR Dashboards:

- Develop interactive HR dashboards that provide Senior Management with real-time access to HR data and metrics. These dashboards should include key indicators like hiring status, employee engagement, and compliance indicators.

Regular Reporting:

- Create standardized HR reports that are shared with Senior Management regularly. These reports should highlight strategic HR metrics, key challenges, and potential areas for improvement.
- Leverage automated reporting features within the HRIS to ensure timely and accurate report generation.

Risk Management

Ensuring Compliance with Laws and Regulations

Ensuring compliance with all applicable laws and regulations is crucial for minimizing legal risks and maintaining public trust in the Municipality's operations.

Stay Updated with Legal Changes

HR Training:

- Support HR's attendance at seminars, workshops or conferences on changes in labour laws, occupational health and safety regulations, and privacy laws (e.g., Ontario's Employment Standards Act, Ontario Human Rights Code, and federal laws like the Canada Labour Code).
- Ensure HR keeps track of municipal-specific regulations, including collective bargaining agreements, public sector-specific policies, and health and safety requirements.

Compliance Monitoring:

- Set up a compliance monitoring system to track compliance with labour laws and internal policies, Collective Agreements and the Occupational Health and Safety Act.
- Track training requirements and certifications to ensure they are maintained in compliance with job requirements.
- Ensure that systems are in place to communicate legislative changes to Senior Management.

Conduct Regular Audits and Compliance Checks

Internal Audits:

- Schedule periodic internal audits to assess compliance with HR policies, legal requirements, and data security regulations.
- Include audits of compensation and benefits to ensure they comply with applicable collective agreements, employment standards and internal policies.

Compliance Checks:

- Engage external consultants or legal experts to periodically review policies or procedures to ensure best practices, compliance with federal, provincial, and local labour laws. (eg. Full & final release agreements, termination clause within employment contracts)
- Regularly audit HR data to ensure that all employee information (e.g., compensation, leave records, personal details) is compliant with privacy regulations such as PIPEDA (Personal Information Protection and Electronic Documents Act) and is being maintained in the HRIS.

Summary:

This initiative aims to streamline core business operations by optimizing processes, strengthening regulatory compliance, and reinforcing enterprise risk management frameworks. By leveraging automation, data-driven decision-making, and standardized workflows, the organization will reduce operational inefficiencies, minimize compliance gaps, and proactively identify and mitigate risks. The initiative supports sustainable growth, improves accountability, and ensures alignment with industry standards and regulatory expectations.

Workforce Planning

Workforce planning for the Municipality of Mississippi Mills involves strategically ensuring the right number of skilled employees are available to meet the current and future needs of the municipality. Effective workforce planning helps optimize resource allocation, improve service delivery, and maintain a high quality of life for residents.

Goal: To implement an effective workforce planning strategy that ensures the Municipality remains responsive to growth, challenges, and the evolving needs of the community. By focusing

on strategic talent acquisition, development, and retention, the municipality can ensure that it is equipped with the right people to deliver high-quality services to residents now and in the future.

Objectives:

- **Ensure the Right Talent and Skills for Service Delivery**: Recruit, develop, and retain a skilled and diverse workforce to meet the municipality's operational and community service needs.
- **Enhance Employee Development and Succession Planning:** Provide training, mentorship, and career advancement opportunities to build leadership capacity and ensure continuity in key roles.
- **Foster a Positive and Inclusive Workplace Culture:** Promote employee engagement, well-being, and diversity, equity, and inclusion (DEI) to create a respectful and supportive work environment.
- **Optimize Workforce Efficiency and Adaptability:** Implement innovative work practices, technology, and staffing strategies to enhance productivity, flexibility, and long-term sustainability.

Processes:

Assessment of Current Workforce

- **Employee Demographics**: Analyze the age, skills, qualifications, experience, and tenure of the current workforce.
- **Workforce Structure**: Identify the roles and departments that are critical to the municipality's functions (e.g., public works, planning, parks and recreation, customer service).
- **Employee Turnover and Retention**: Review historical trends of employee turnover and identify potential challenges, such as an aging workforce or high turnover in certain roles.

Forecasting Future Workforce Needs

- **Population Growth and Development**: Analyze trends in population growth, housing development, and commercial activity within Mississippi Mills. This can drive demand for additional municipal services.
- **Strategic Objectives and Initiatives**: Identify key projects or initiatives that the municipality plans to undertake in the future, such as infrastructure projects or new programs, and assess the workforce required to support them.
- **Technological Changes**: Consider how new technologies (such as automation or digital services) could impact job requirements and skill sets in the future.
- **Economic and Budgetary Constraints**: Forecast the municipality's budget and economic conditions, which can affect the ability to hire new employees or retain existing ones.

Skills Gap Analysis

- **Current vs. Future Skill Requirements**: Identify skills needed for future roles and assess whether current employees possess those skills.

- **Training and Development**: Invest in training programs or educational incentives to upskill existing employees. This may include leadership training, technical certifications, or knowledge of new municipal regulations.
- **External Recruitment**: Determine if there are skills gaps that cannot be filled internally and may require recruitment from outside the organization.

Succession Planning

- **Key Positions**: Identify key positions, especially those in leadership or specialized roles, that may be vulnerable to retirement or other turnover.
- **Talent Pipeline**: Develop strategies to nurture a pipeline of internal candidates for critical positions. This could involve mentorship, career development plans, or creating a leadership development program.
- **Knowledge Transfer**: Implement strategies to capture and transfer knowledge from retiring employees to younger or less experienced staff.

Diversity, Equity, and Inclusion (DEI)

- **Inclusive Hiring Practices**: Promote diversity in hiring practices to ensure a workforce that reflects the community. This can include outreach to underrepresented groups and ensuring policies that support diversity.
- **Workplace Culture**: Foster an inclusive work environment where all employees feel valued and can contribute to their full potential.

Retention Strategies

- **Employee Engagement**: Regularly engage employees through surveys, feedback sessions, or town halls to gauge job satisfaction and address concerns.
- **Work-Life Balance**: Implement policies or benefits that promote work-life balance, such as flexible hours or remote work options where possible.
- **Competitive Compensation**: Offer competitive wages, benefits, and career advancement opportunities to retain top talent.

Collaborative Partnerships

- **Regional Partnerships**: Explore collaborative partnerships with other municipalities or local organizations for shared services, training programs, or recruitment efforts.
- **Post-Secondary Institutions**: Build relationships with nearby colleges and universities to create internship opportunities and talent pipelines for future municipal roles.

Monitoring and Evaluation

- **Key Performance Indicators (KPIs)**: Define metrics to measure the success of workforce planning efforts, such as employee turnover rates, recruitment success, training effectiveness, and workforce satisfaction.
- **Regular Reviews**: Conduct regular reviews of workforce planning strategies and make adjustments as necessary based on changing conditions.

Summary

This initiative focuses on aligning talent resources with current and future municipal needs through proactive workforce planning. It aims to identify skill gaps, forecast workforce demand,

and implement strategic hiring, upskilling, and succession planning efforts. By building a more agile and adaptable workforce, Mississippi Mills will enhance productivity, reduce talent risks, and ensure long-term operational resilience

Leadership & Employee Development

To ensure that the Municipality of Mississippi Mills creates efficiencies and continuity in it's current and future operations, it is essential to establish a well-structured Leadership Development and Succession plan. This plan will support Leadership Development by establishing programs that provide skill development in the core competencies of effective leadership. It will establish a process for identifying and nurturing high performers within the Municipality who will possess the competencies to step into key positions to support growth and future operations.

Goal: To develop current leadership by providing them with the knowledge, skill and ability to support the development of future leaders as part of an effective and sustainable succession plan.

Objectives:

- Create leadership development programs that focus on key competencies such as strategic thinking, decision-making, and effective team development.
- Complete a current state analysis with Senior Management Team to identify skill gaps and learning/training opportunities.
- Identify high-potential employees and develop individual career plans that align with organizational needs.
- Offer coaching and mentoring opportunities to nurture future leaders and strengthen leadership skills at all levels.

Processes:

Define Leadership Competencies

Establish a clear set of leadership competencies that align with the Municipality's values and strategic objectives; these may include but are not limited to:

- Visionary thinking and decision-making
- Excellent communication and interpersonal skills
- Change management and innovation
- Collaboration and effective team-building
- Financial and project management expertise
- Emotional intelligence
- Change management and empowering others
- Community engagement and public service focus

Leadership Plan Development

A plan will be developed to provide a career pathway for both personal and professional growth. The plan will focus on specific skills, behaviours and competencies to ensure continuous

progress. The plan will include clearly defined learning outcomes, actionable items, accountability for self development and success metrics.

It will be important to understand individual and team strengths so that training can be focused to key opportunities. This may be accomplished through:

- Leadership assessments
- 360 degree feedback or self-assessments
- Performance reviews
- Targeted feedback from colleagues, direct reports, mentors or other stakeholders

Skill Development

To ensure that skills development occurs Leaders will actively participate in their self development and be accountable for meeting targeted outcomes.

Training will include actionable items

- SMART goal setting
- Timelines
- Success Metrics

Current State Analysis – Employee Development

Completing a current state analysis of the internal workforce for the Municipality of Mississippi Mills will involve a comprehensive evaluation of the skills, performance, and capabilities of current staff. The goal is to identify skill gaps that may hinder organizational effectiveness and to highlight high-performing employees who contribute significantly to the municipality's success.

This analysis includes:

- Interviews with individual Managers to review their current Human Capital (technical skills, leadership potential or specialized knowledge)
- Forecasting of future skillsets to meet operational needs
- Conducting surveys and gathering employee feedback

By comparing current skill levels to the municipality's strategic goals and future needs, we will be able to pinpoint areas where additional training or external recruitment may be required.

Identifying High Performers & Mentorship

Recognizing high-performing staff allows for targeted employee development programs and mentorship opportunities that will lay the foundation for effective succession planning. Mentorship will be key to ensuring the municipality continues to foster talent and maintain a strong, effective workforce.

Offering coaching and mentoring opportunities is essential to nurturing future leaders and strengthening leadership skills at all levels within an organization. By providing guidance and support from experienced leaders, emerging talent can gain valuable insights, develop critical thinking, and refine their decision-making abilities.

Coaching fosters self-awareness and resilience, while mentoring creates a platform for knowledge transfer, skill development, and career progression. These opportunities allow individuals to receive personalized feedback, gain new perspectives, and grow in their roles. Moreover, they help to create a culture of continuous learning, ensuring that leadership skills are cultivated at every level of the organization, ultimately building a pipeline of capable leaders who are equipped to drive success and innovation. Through coaching and mentoring, the Municipality will achieve greater success at retaining top talent, promote collaboration, and create a strong foundation for long-term leadership excellence.

Summary

This strategy focuses on fostering a high-performing, engaged, and future-ready municipal workforce by investing in leadership and employee development. Through targeted training, mentorship, succession planning, and continuous learning opportunities, the Municipality of Mississippi Mills aims to build internal capacity, support career growth, and strengthen leadership at all levels. The initiative promotes a culture of excellence, collaboration, and innovation, ensuring the municipality is well-equipped to meet evolving community needs and service delivery goals

Succession Planning

A succession plan is an essential strategic document that ensures the continuity of leadership and critical operations within the Municipality of Mississippi Mills. It is designed to identify and prepare employees to assume key roles when current leaders retire, leave, or transition to different positions. This plan addresses leadership continuity, skill development, and organizational resilience, with the goal of maintaining stability and supporting long-term growth for the municipality.

Goal: Identify and develop high performing individuals; ensuring the transfer of knowledge occurs to future leaders in the Municipality.

Objectives:

- **Ensure Organizational Continuity:** Minimize disruption to services, operations, and governance by preparing for smooth transitions in key leadership and management positions.
- **Identify and Develop Future Leaders**: Identify potential leaders within the organization and provide the necessary training and development to equip them for future roles.
- **Retain Institutional Knowledge:** Transfer key knowledge, skills, and insights from departing employees to their successors to preserve organizational memory.
- **Improve Talent Management:** Enhance recruitment, retention, and professional development practices to ensure the municipality attracts and retains a skilled workforce.

Processes:

Key Positions to Address

The plan will focus on succession for key leadership and management roles, which may include but are not limited to:

Chief Administrative Officer (CAO): The senior executive responsible for the overall administration and implementation of policies and strategic goals.

Directors of Departments: Department heads such as Clerk & Deputy CAO, Public Works, Corporate Services, Planning and Development, Community Services and Protective Services.

Senior Managers and Supervisors: Mid-level management who oversee key operations and ensure that day-to-day activities align with the municipality's objectives.

Council Members: As part of the elected leadership, succession planning should also consider the potential need for future municipal elections and strategic planning for incoming political leadership.

Succession Planning

The succession planning process will consist of the following stages:

Assessment of Current and Future Needs

- **Identify Key Roles**: Review and prioritize key positions within the municipality that require succession planning.
- **Analyze Organizational Needs**: Assess both current and future needs of the municipality in terms of leadership and skill requirements based on demographic trends, retirements, and emerging strategic priorities.
- **Risk Assessment**: Identify vulnerabilities associated with the loss of key leaders or knowledge, including operational and service delivery risks.

Identification of Potential Successors

- **Internal Talent Review**: Identify employees with high potential for leadership roles through performance evaluations, leadership assessments, and discussions with supervisors.
- **Leadership Competency Model**: Define the competencies and qualifications required for key leadership roles (e.g., management skills, financial acumen, public relations, decision-making, etc.).
- **Diversity and Inclusion**: Ensure that the process fosters diversity, equity, and inclusion, and that the pool of potential successors reflects the diversity of the community and workforce.

Development and Training

- **Individual Development Plans**: Develop personalized training and development plans for identified successors. This may include mentoring, job-shadowing, cross-training, and formal leadership training programs.
- **Coaching and Mentoring**: Assign senior leaders to mentor emerging leaders to share experience, offer advice, and foster career development.

- **Skills Enhancement**: Provide opportunities for potential successors to gain experience in key areas such as budget management, project oversight, and interdepartmental collaboration.

Knowledge Transfer

- **Documentation of Processes**: Ensure critical organizational knowledge is documented and stored in an accessible format to facilitate smooth transitions.
- **Job Rotation**: Provide high-potential staff with opportunities to take on different roles within the municipality to gain a broad understanding of the organization.
- **Exit Interviews**: Conduct thorough exit interviews with departing staff to capture their knowledge and insights before they leave.

Leadership Transition Planning

- **Emergency Succession Plan**: Prepare for short-term transitions (e.g., sudden resignation or illness) by identifying interim leadership solutions.
- **Long-Term Transition Plan**: Develop a structured plan for leadership changes, including formal handover processes, communication strategies, and timeline for transitions.
- **Onboarding for Successors**: Ensure that successors receive comprehensive onboarding when they assume a new role, including orientation on organizational culture, policies, and key initiatives.

Implementation and Monitoring

- **Action Plan**: Develop a detailed action plan outlining key milestones, timelines, and responsible individuals for implementing the succession plan.
- **Accountability**: Assign a leadership team or task force (e.g., human resources, CAO, senior management) to oversee the execution of the succession plan.
- **Evaluation and Feedback**: Regularly assess the effectiveness of the succession plan through feedback from employees and performance metrics. Make adjustments as needed based on changes in the municipality's needs, goals, or workforce.
- **Annual Review**: Review and update the succession plan annually to ensure that it remains relevant and aligned with the municipality's goals and challenges.

Communication Strategy

Effective communication is key to the success of the succession plan. The following strategies will be employed:

- **Internal Communication**: Communicate the goals and objectives of the succession plan to all employees to ensure transparency and engagement.
- **Employee Engagement**: Encourage employees to take ownership of their professional development and succession opportunities.
- **External Communication**: In cases where external candidates are required (e.g., for the CAO or key department heads), ensure that the recruitment process is transparent, fair, and aligns with the municipality's values and diversity objectives.

Summary
This strategy aims to ensure organizational continuity and service excellence by proactively identifying and developing future leaders within the Municipality of Mississippi Mills. Through systematic talent assessment, knowledge transfer, and targeted development opportunities, the initiative will address key position vulnerabilities, reduce leadership gaps, and support long-term workforce stability. By investing in internal talent, the municipality is building a resilient, future-ready organization equipped to meet evolving community and operational needs.

Talent Acquisition and Retention Strategies
This plan will focus on streamlining HR processes, enhancing data-driven decision-making and reducing risks by ensuring compliance with all applicable laws and regulations. It will establish HR performance metrics and monitoring key performance indicators (KPI's) to ensure that initiatives undertaken are achieving targeted outcomes.

Goal: To attract, recruit and retain a skilled workforce to the Municipality's service delivery needs.

Objectives:

- Implement targeted recruitment strategies for hard-to-fill positions.
- Enhance employer branding to position Mississippi Mills as an employer of choice.
- Develop structured onboarding and mentorship programs for new hires.
- Offer competitive compensation and benefits packages.
- Strengthen succession planning to ensure leadership continuity.

Processes:

Enhance Recruitment Strategies
Attract top talent through innovative and targeted recruitment efforts.

- Develop employer branding initiatives to highlight Mississippi Mills as a great place to work.
- Expand recruitment channels, including digital platforms, professional networks, and community outreach.
- Strengthen partnerships with educational institutions, trade organizations, and workforce development agencies.
- Implement targeted hiring strategies for hard-to-fill positions.

Strengthen Employee Onboarding and Integration
Improve new employee experiences to increase engagement and retention.

- Develop a structured onboarding program with clear expectations and training.
- Assign mentors or buddies to new hires to facilitate workplace integration.

- Conduct regular check-ins with new employees to assess satisfaction and address concerns.

Foster a Positive Workplace Culture and Employee Engagement

Create an inclusive, supportive, and motivating work environment.

- Promote diversity, equity, and inclusion (DEI) initiatives within hiring and workplace culture.
- Develop employee recognition and appreciation programs.
- Conduct employee engagement surveys and act on feedback.
- Encourage a collaborative and communicative work environment.

Invest in Employee Development and Career Growth

Support continuous learning and internal career progression.

- Provide ongoing professional development, training, and certification opportunities.
- Establish career progression pathways to encourage internal promotions.
- Implement leadership development programs to cultivate future municipal leaders.
- Support cross-training and job rotation initiatives to enhance workforce adaptability.

Improve Retention and Employee Well-Being

Reduce turnover by fostering a work environment that supports employee well-being and satisfaction.

- Offer competitive compensation, benefits, and work-life balance initiatives.
- Enhance workplace flexibility, including remote work and alternative scheduling where possible.
- Strengthen health and wellness programs, including mental health support.
- Implement exit interview processes to gain insights on turnover trends and improve retention strategies.

Summary

This strategy focuses on attracting, hiring, and retaining skilled and motivated employees to support the evolving needs of the Municipality of Mississippi Mills. By enhancing employer branding, streamlining recruitment processes, and offering competitive compensation, development opportunities, and a supportive work culture, the municipality aims to build a strong and stable workforce. This initiative ensures the organization remains an employer of choice while maintaining high-quality service delivery to the community.

Building a Positive Organizational Culture

The plan will incorporate initiatives that influence positive organizational culture, foster employee engagement, collaboration, and overall municipal success. This strategic plan outlines goals, objectives, and strategies to create and sustain a workplace culture that enhances employee

satisfaction, productivity, and the effective delivery of services to the residents of Mississippi Mills.

Goal: To cultivate an inclusive, collaborative and high-performing workplace where employees feel empowered, valued, motivated and to succeed. We will promote open communication, recognition, professional growth and employee well-being while aligning Council's strategic priorities and commitment to providing exemplary service to the community.

Objectives:

- **Create Sense of Community -** develop core values of the municipality that all staff identify as characteristics of a positive and engaged workplace such as: transparency, integrity, teamwork, respect, accountability, collaboration and innovation.
- **Understanding the Pulse of the Workforce-** solicit regular feedback from employee through annual engagement surveys.
- **Employee Well-being** – incorporate initiatives that support employee wellness inclusive of mental health and work-life balance.
- **Culture of Collaboration** – capitalize on team building and social opportunities to break down silos and encourage interdepartmental relationships
- **Inclusivity** – ensure that policies and procedures incorporate diversity, equity and inclusivity best practices.
- **Performance Feedback** – enhance the employee appraisal process and performance management

Processes:

Improve internal communication channels within municipal departments.

- Implement regular staff meetings, town halls, and an open-door policy with leadership.
- Utilize digital platforms (e.g., municipal intranet, email updates) for seamless communication.

Foster a culture of recognition and appreciation for municipal employees.

- Implement an employee recognition program, and enhance the long service awards rewards program.
- Encourage peer-to-peer recognition through digital and in-person platforms.

Provide continuous learning opportunities for municipal staff.

- Offer professional development workshops, training, and mentorship programs tailored to municipal operations.
- Allocate resources for employees to pursue certifications in public administration and local governance.

Establish clear career progression paths within the municipality.

- Implement a structured performance review process with growth plans.
- Develop leadership programs to identify and nurture future municipal leaders.

Strengthen Diversity, Equity, and Inclusion (DEI)

Foster an inclusive and diverse municipal workplace.

- Conduct DEI training and awareness programs tailored to municipal employees.
- Establish employee resource groups (ERGs) to provide diverse perspectives in decision-making.

Ensure fair and equitable opportunities for all municipal employees.

- Develop unbiased hiring and promotion policies aligned with municipal best practices.
- Regularly assess workplace policies to eliminate discrimination and bias.

Enhance Employee Well-being and Work-Life Balance

Provide wellness programs and mental health support for municipal employees.

- Offer Employee Assistance Programs (EAPs) and wellness initiatives tailored to municipal staff needs.
- Encourage work-life balance through flexible work arrangements where feasible.

Create a safe and supportive municipal work environment.

- Implement health and safety policies aligned with best practices in public sector employment.
- Encourage an open feedback culture for employees to voice concerns about workplace conditions.

Foster a Culture of Innovation and Continuous Improvement

Encourage creativity and problem-solving in municipal service delivery.

- Establish innovation committees to explore efficiency improvements and new service models.
- Recognize and reward innovative contributions from municipal employees.

Utilize feedback for ongoing improvements in municipal operations.

- Conduct regular employee surveys and feedback sessions.
- Implement a continuous feedback loop for refining workplace policies and service delivery strategies.

Implementation and Monitoring

- Assign municipal leadership and HR teams to oversee culture-building initiatives.
- Establish KPIs (e.g., employee engagement scores, retention rates, productivity metrics) to track progress.
- Conduct quarterly reviews to assess and adjust strategies based on feedback and municipal service needs.

Summary

This strategy is designed to foster a respectful, inclusive, and collaborative workplace culture that reflects the values and vision of the Municipality of Mississippi Mills. By promoting open communication, employee recognition, leadership accountability, and shared purpose, the initiative aims to enhance employee engagement, morale, and organizational pride. A strong and

positive culture will support staff well-being, strengthen teamwork, and improve service delivery across all departments.

Enhance Employee Performance

A human resource strategic plan that supports the enhancement of employee performance is vital for ensuring operational excellence, service quality, and continuous improvement within the Municipality of Mississippi Mills. This plan aims to foster a high-performing workforce by establishing a culture of accountability, growth, recognition, and ongoing feedback. By aligning employee efforts with organizational goals, the municipality can improve productivity, staff engagement, and service delivery to the community.

Goal:

Foster a results-oriented, motivated workforce through clear performance expectations, ongoing support, and opportunities for development, ensuring excellence in service delivery and employee satisfaction.

Objectives:

• **Establish Clear Expectations:** Ensure all employees understand their roles, responsibilities, and performance expectations.
• **Support Continuous Improvement:** Create opportunities for skills development and continuous learning to foster personal and professional growth.
• **Strengthen Feedback and Evaluation:** Implement regular, constructive performance assessments to guide development and recognize achievement.
• **Increase Employee Engagement and Accountability:** Encourage active participation, ownership of work, and pride in municipal service.
• **Recognize and Reward Excellence:** Develop systems to celebrate achievements and encourage high performance.

Key Focus Areas:

The plan will focus on strategies to strengthen employee performance across all departments and levels, including but not limited to:

- Front-line Employees
- Supervisors and Lead Hands
- Senior Management Team
- Administrative and Technical Staff
- Inclusive of Seasonal and Part-Time Employees

Processes:

Assessment of Current Performance Practices

- **Review Existing Processes:** Audit current performance review methods, feedback systems, and employee development practices.
- **Gather Employee Input:** Conduct staff surveys or focus groups to understand strengths and challenges in current performance systems.
- **Identify Gaps:** Determine where inconsistencies, lack of clarity, or underperformance exist across departments.

Setting Clear Performance Expectations

- **Updated Job Descriptions:** Ensure all roles have accurate and up-to-date job descriptions outlining responsibilities and required competencies.
- **Performance Metrics:** Establish measurable goals aligned with departmental and municipal strategic priorities.
- **Orientation and Training:** Ensure all employees receive proper onboarding and training on expectations, values, and performance standards.

Strengthening Evaluation and Feedback Mechanisms

- **Regular Reviews:** Implement a consistent cycle of formal performance evaluations (e.g., annually and mid-year) supplemented by ongoing check-ins.
- **Feedback Culture:** Train supervisors on how to deliver effective, constructive feedback and support performance improvement.
- **Documentation:** Maintain consistent records of performance discussions and employee progress toward goals.

Training and Development

- **Skill Development Programs:** Offer training in communication, technical skills, conflict resolution, project management, and leadership.
- **Learning Plans:** Develop individual development plans tied to employee career aspirations and performance goals.
- **Cross-Training Opportunities:** Promote cross-departmental exposure and knowledge-sharing through rotations or temporary assignments.

Employee Engagement and Motivation

- **Recognition Programs:** Establish formal and informal recognition programs to highlight outstanding work and commitment.
- **Wellness and Support:** Integrate employee wellness initiatives to support mental health, work-life balance, and job satisfaction.
- **Team Building:** Organize team-building activities to strengthen collaboration and morale across teams and departments.

Accountability and Continuous Improvement

- **Performance Improvement Plans (PIPs):** Create structured improvement plans for employees not meeting expectations, with defined goals and timelines.
- **Manager Training:** Ensure leaders are trained in managing performance, having difficult conversations, and motivating their teams.
- **Promote Accountability:** Set a clear expectation of accountability at all levels with support mechanisms to address performance issues.

Implementation and Monitoring

- **Action Plan:** Develop an implementation roadmap with clear milestones, responsible parties, and timelines.
- **Performance Management System:** Evaluate or introduce a digital performance management system to track goals, feedback, and progress.
- **Oversight and Responsibility:** HR, in collaboration with department heads and the CAO, will lead the implementation and monitoring of this plan.
- **Evaluation and Feedback:** Measure plan effectiveness through employee engagement surveys, performance data, and feedback from leadership.
- **Annual Review:** Review and update the performance strategy annually to reflect changing needs, priorities, and workforce dynamics.

Communication Strategy

- **Internal Communication:** Clearly communicate expectations, resources, and performance processes to all staff members.
- **Manager Engagement:** Equip managers with toolkits and guidance for effectively leading performance discussions and development plans.
- **Transparency:** Ensure the process is fair, open, and inclusive, with feedback opportunities at all levels of the organization.

Summary

The Municipality of Mississippi Mills' Employee Performance Enhancement Plan is designed to elevate individual and organizational success. By investing in employee growth, fostering a culture of feedback, and celebrating excellence, the municipality will build a more resilient, high-performing workforce prepared to meet the evolving needs of the community.

Ensure that HR Strategies Support the Goals of the Municipality

A strategic plan that aligns Human Resources (HR) practices with the broader goals of the Municipality of Mississippi Mills is essential to support operational excellence, community service, and long-term organizational success. This plan ensures that HR policies, programs, and

initiatives are purposefully designed to advance the municipality's strategic priorities, promote a skilled and engaged workforce, and create a positive and productive workplace culture.

Goal:

Ensure that all Human Resources strategies and initiatives effectively support the strategic goals, operational priorities, and evolving needs of the Municipality of Mississippi Mills. That all staff are aware of these priorities and understand how their role contributes to the Municipality's success; working with purpose.

Objectives:

• **Strategic Workforce Planning:** Align recruitment, retention, and staffing strategies with the short- and long-term operational and service delivery goals of the municipality.
• **Organizational Development:** Foster a high-performance culture through employee engagement, leadership development, and performance management.
• **Policy Alignment:** Ensure HR policies and procedures are current, consistent, and aligned with legislative requirements and organizational values.
• **Support Diversity and Inclusion:** Promote an inclusive workplace culture that reflects the diversity of the community and enhances employee experience.
• **Enhance Employee Relations and Communication:** Strengthen communication between employees, HR, and leadership to support collaboration, transparency, and trust.

Key HR Strategy Areas

The plan will address HR functions and policies impacting all municipal departments and staff groups, including:

- Recruitment and Staffing
- Leadership & Employee Development
- Performance Management
- Employee Engagement and Retention
- Health, Safety, and Wellness
- Labour Relations and Policy Compliance

Processes:

HR Strategy Development

Assessment of Organizational Goals and Workforce Needs

- **Review Strategic Plan:** Analyze the municipality's strategic and operational goals to determine current and future HR needs.
- **Departmental Consultations:** Engage department heads to understand staffing challenges, skill gaps, and succession concerns.
- **Workforce Analysis:** Conduct workforce demographic assessments and analyze turnover, vacancy, and absenteeism data to inform planning.

Strategic Workforce Planning

- **Staffing Forecasts:** Develop short- and long-term staffing projections based on service demands, budget constraints, and retirement trends.
- **Recruitment Strategies:** Implement targeted recruitment campaigns, including outreach to underrepresented groups, to attract qualified candidates.
- **Talent Pipelines:** Develop internal promotion pathways and succession planning to support leadership continuity and employee retention.

Alignment of HR Policies and Practices

- **Policy Review:** Update HR policies to ensure legal compliance and consistency with organizational goals and values.
- **Flexible Work Models:** Explore hybrid work options, flexible scheduling, and other work-life balance strategies to attract and retain talent.
- **Employee Handbook:** Maintain a clear, accessible employee handbook reflecting current HR policies and workplace expectations.

Employee Development and Performance

- **Training and Development:** Offer training aligned with strategic goals such as digital skills, leadership, and customer service.
- **Performance Management:** Ensure that performance review processes are consistent, goal-oriented, and focused on continuous improvement.
- **Leadership Development:** Create leadership training programs and mentoring opportunities to prepare future leaders.

Employee Engagement and Organizational Culture

- **Engagement Surveys:** Conduct regular employee engagement surveys to identify concerns, opportunities, and progress.
- **Recognition Programs:** Implement formal and informal programs to celebrate achievements and reinforce desired behaviors.
- **Employee Voice:** Establish channels for employees to provide feedback, raise concerns, and contribute to organizational improvement.

Equity, Diversity, and Inclusion

- **Inclusive Hiring Practices:** Ensure job postings, interview practices, and hiring decisions are equitable and inclusive.
- **Diversity Training:** Provide training on unconscious bias, cultural competence, and inclusive leadership.
- **Workplace Equity Audits:** Periodically assess the equity of policies, pay practices, and representation across departments.

Implementation and Monitoring

- **Action Plan:** Develop a timeline and responsibility matrix for implementing key HR strategies aligned with municipal priorities.
- **HR Dashboard:** Introduce metrics to track recruitment success, retention rates, employee satisfaction, and training participation.
- **Oversight:** Assign HR and senior management joint responsibility for driving alignment and monitoring progress.
- **Evaluation and Adaptation:** Regularly evaluate the impact of HR strategies and adjust as needed to meet changing municipal objectives.
- **Annual Strategic Review:** Align HR priorities each year with updates to the Municipality's Strategic Plan and operational objectives.

Communication Strategy

- **Internal Communication:** Ensure consistent communication of HR strategies, policies, and programs to all employees.
- **Manager Training:** Equip supervisors and department heads to communicate and apply HR strategies effectively.
- **Transparency and Trust:** Foster open communication between HR and staff to build trust, address concerns, and enhance engagement.

Summary

The Municipality of Mississippi Mills' HR Strategic Alignment Plan outlines a collaborative HR strategy development process that aligns human resource objectives with the strategic priorities set by Council. By engaging key stakeholders, assessing workforce needs, and identifying opportunities for organizational growth, the strategy ensures HR programs—such as workforce planning, talent development, and employee engagement—directly support the municipality's long-term vision. The approach promotes a responsive, skilled, and resilient workforce committed to delivering high-quality services to the community.