

HR ANNUAL REPORT

Kim Ramsay
Chief Administrative Officer

Date: As of December 31, 2022



EAST HANTS
We live it!

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Executive Summary

By the end of 2022, the major effects of the pandemic were behind us as we celebrated another year of growth for our Municipality. Our planning efforts, alongside incredible growth in building permits and development control, put pressure on our human resource recruitment and drove efficiencies in our overall operations. Once again, our team of professionals executed on Council's Strategic Plan and moved the needle on who we are as an organization and the strength we have as a community.

Internally, the continued effects of the pandemic were seen in the changing nature of work, the culture of the workplace, and the ability to recruit and retain employees in one of the most difficult recruitment environments in a generation. Our organization had a total of 21 recruitments for full-time equivalent positions take place. Reflective of strong results from the 2022 Employee Engagement Survey, the voluntary turnover rate reduced from 14% in 2021 to 7% in 2022.

Our human resource efforts in the earlier part of the year were related to pandemic response, vaccination status and testing programs, monitoring and planning, and managing human resource activities with health measures still in place. After March 2022, our human resource efforts were also focused on staff engagement surveys, the release of a Flex Work Policy, a focus on team and relationship building through staff events and training, developing and implementing our Customer Service Excellence strategy including supports for front-line staff, continued planning for the Employment goals of the Accessibility Plan at East Hants, and continuous improvement of digitizing records and moving various HR processes online.

The upcoming year will be a focus on our continuing culture shift into a more flexible working environment, improvements in internal communications, staffing new positions, actioning items from the engagement survey results, Customer Service Excellence activities, and a focus on diversity and inclusion. The year will also include a continued focus on succession planning and professional development as we continue to plan for the transition of the 23% of our workforce who are eligible for retirement now or who will be eligible within the next 10 years. In addition, we will continue to monitor Public Health notices about Covid-19 and other illnesses to stay abreast of health-related information that may affect our workplace.

Introduction

By policy of Council and in accordance with provisions of the Municipal Government Act (MGA), the Chief Administrative Officer (CAO) has the authority and responsibility for the management of the Municipality's human resources. In practice, the CAO is responsible for the Municipality's Human Resource policies and Health and Safety Program which govern employees' day-to-day work environments and benefits. There are three primary objectives in the area of human resource management as we strive to have the Municipality viewed as an employer of choice:

1. Create a corporate culture and work environment of engagement (learning environment, work-life balance, career opportunities, mentoring, coaching);

2. Ensure the compensation and benefits package is fair and competitive; and,
3. Plan for the future.

This report provides a review of the activities related to the management of the Municipality’s Human Resources over the past year, proposed projects and budgets for the coming year, and a long-term projection for the requirement of human resources into the future.

Overview of Human Resources in 2022

Current Staffing Complement

The total staffing complement for the Municipality as of December 31, 2022 is **79 full-time equivalent staff**.

In addition to the chart below, 2 (two) roles are currently vacant (Asset Coordinator, Manager of Accounting) and have recruitments underway or planned. The Bylaw Enforcement Officer role is being filled by a part-time contract. An Administrative Assistant position is also filled for an 8-month term.

The East Hants Aquatic Centre employs approximately 62 casual staff including Customer Service Representatives, Lifeguards, Trainers, and Swim Instructors. Our seasonal staffing complement for Summer 2022 was 21.5 seasonal workers.

Table 1 below provides a summary of the number of **filled** full-time equivalent positions as of December 31, 2022.

Table 1
Staff Complement Summary by Department (Filled positions)
December 31, 2022

Department	2020	2021	2022
Office of the CAO	12.6	6.6	6.6
Corporate Services	2.4	10.4	10.4
Finance	11	11	11
Planning & Development	9.65	9.65	11.65
Parks, Recreation & Culture	11.35	12.35	14.35
Infrastructure and Operations	20	21	23
Total	67	71	77

Employee Demographics

The Municipality’s HR planning process includes maintaining a database of employee age, experience, education, retirement dates and skills. It also includes the identification of key positions that may be difficult to fill requiring a

more strategic recruitment process and/or succession plan. The Municipality focus is on providing meaningful and engaging work; providing coaching and mentoring opportunities in preparation for future leadership positions; and developing strategic thinkers and good decision makers with strong coping and interpersonal skills, all which are the key to our long-term success.

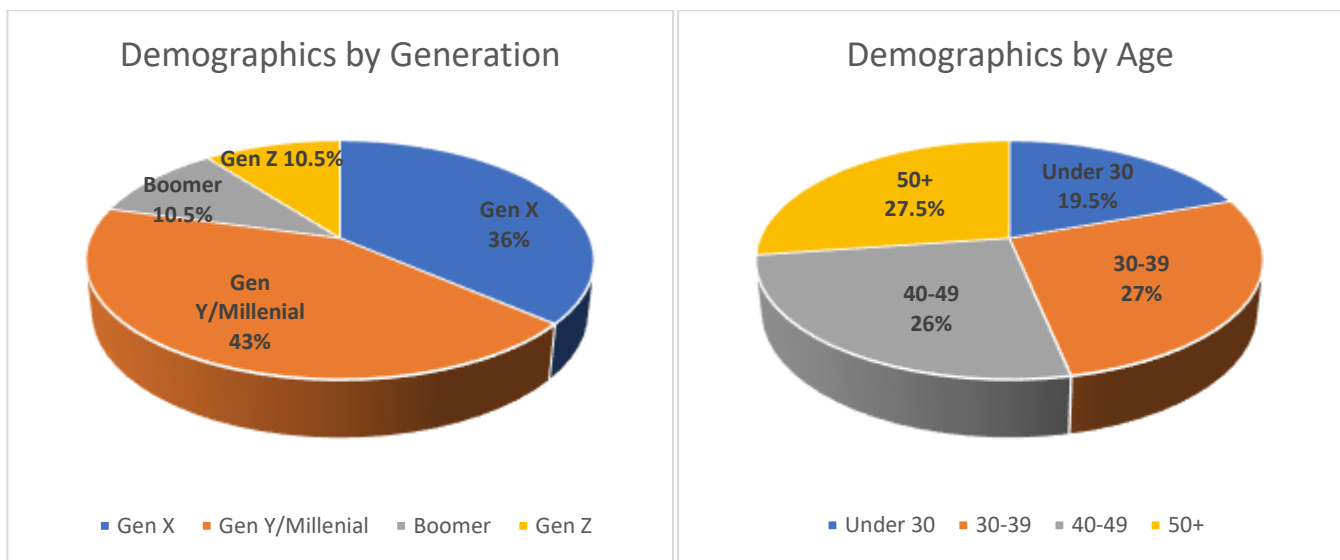
Age

Demographics indicate that age of a municipal employee is trending downwards, as we work towards managing the eventual retirements of longer-term employees. The average age of a municipal employee is forty-one (41) years old with 27.5% of the employees being fifty (50) years or older (down 3%) (See Diagram 1).

Generational Demographics

As outlined in Diagram 1, the Municipality has four (4) generational groups in the workplace today. Understanding generational needs will continue to be an important focus in order to support good communications, an understanding of each other, and strong teamwork.

Diagram 1 - Demographics (2022)

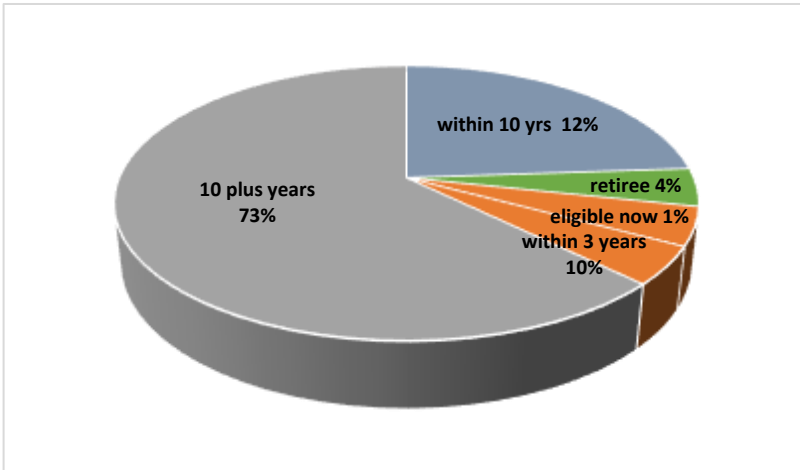


Retirement

As of December 31, 2022, there was (1) employee eligible to retire with an unreduced pension, eight (8) employees who will be eligible to retire within the next three (3) years, nine (9) employees eligible to retire within the next ten (10) years, and three (3) employees who have retired and are working for the Municipality as a second career.

As illustrated in Diagram 2, eighteen (18) employees (approximately 23% of the current workforce) are eligible or are able to retire within the next ten (10) years.

Diagram 2 - Retirement Eligibility (2022)



Eligible to Retire	No.
within 10 years	9
within 3 years	8
retiree	3
eligible now	1
10 plus years	56
Grand Total	77

Recruitment Activities

During 2022, twenty-one (21) full-time or term recruitments were carried out or were in progress as of December 31. This included eight (8) positions vacant from departing employees, one (1) position vacant due to retirement, two (2) to fill a promotion, one (1) to fill a transfer, five (5) new positions, four (4) Maternity Leaves.

Recruitments were conducted to fill twenty-one and a half (21.5) seasonal positions. Recruitments were also conducted to fill thirty-six (36) casual positions including Building Maintenance Technician, Lifeguards, Swim Instructors, and Customer Service Representatives.

Of these positions, the Municipality received funding for one (1) Co-Op position through the Nova Scotia Co-op Education Initiative Program, one (1) Intern through the Clean Foundation, and for seven (7) seasonal positions through the federal Canada Summer Jobs program.

Retention Rate

Retention rate is the percentage of new employees who stay with the Municipality for a minimum of two years (were hired in 2020). In 2022, the Retention rate was 97%.

Turnover Rate

The turnover rate is the percentage of employees voluntarily exiting the Municipality. The turnover rate in 2022 was 7%, a significant decrease from 14% in 2021. Reasons included one retirement, personal reasons, and looking for new opportunity.

Table 3 shows a list of recruitment activities that took place between January 1, 2022 and December 31, 2022:

Table 3 Recruitment Activities as of December 31, 2022

Department	Position	Vacancy Type
Office of the CAO	Communications Coordinator (Term) Communications Coordinator Administrative Support (student)	Maternity Leave Inter-departmental Transfer Seasonal
Corporate Services	Business Development Officer	Departure
Finance	Manager of Accounting	Departure
Planning & Development	Planner (term) Assistant Development Officer/Planner Senior Building Official Building Official Administrative Assistant (term)	Departure New New Promotion New
Parks, Recreation & Culture	Aquatics Supervisor Community Development Coordinator (term) Tourism and Events Supervisor Custodian (term) Building Maintenance Technician Interpretive Guides (7.5) Recreation Program Leaders (6) Parks Maintenance Workers (4) Casual Aquatics Staff (35)	Promotion Maternity Leave Departure Maternity Leave Casual Seasonal Seasonal Seasonal Casual
Infrastructure & Operations	Waste Compliance Officer Scale House Operator Heavy Equipment Operator W&WW Operator Manager, Roads and Engineering Supervisor of Roads Operations Civil Engineering Technician Project Engineer Municipal Engineering Intern (Co-op funded) Clean Foundation Solid Waste Intern (100% funded) Seasonal Labourer - Waste Management Centre	Maternity Leave Departure Retirement New Departure Departure Departure New Seasonal Seasonal Seasonal

The ability to attract and retain qualified staff with specific skill sets will continue to be a major focus of all HR initiatives that includes innovative recruitment options, competitive and flexible benefit packages, flexible work, ongoing professional development/learning opportunities that motivate and engage staff and the promotion of a healthy work/personal life balance. Combined, all of these initiatives support the Municipality's ability to recruit and retain staff while at the same time, navigate employees through the changing needs of the Municipality.

HR Projects in 2022

Pandemic Response

Development and management of optional vaccination status reporting, and voluntary and mandatory rapid testing programs for staff. Program was discontinued March 2022. Continued shifting as needed to meet changing nature of the pandemic.

Employee Engagement Survey

Employee engagement surveys for permanent and casual staff were completed in 2022. Results indicated a positive work culture, a changing work culture to reflect the changing nature of our community, and positive response to new ways of doing work and flexible work. Areas of continuous improvement will be around internal communications, ensuring staffing numbers remain in balance with workloads, and continuing to remain competitive on compensation and benefits. Results were communicated to staff, and action planning is taking place.

Flexible Work

Flexible Work Policy was developed and implemented.

Emergency Responder Leave

Policy was implemented for permanent staff who volunteer with Emergency Response Providers (Fire Services, Search and Rescue, etc.) to access paid leave during working hours, as approved.

Municipal Accessibility Plan

Continuing to work towards meeting the objectives of the Employment section of the Municipal Accessibility Plan.

Salary Survey for Full-time Positions

An annual market salary survey was completed on all full-time permanent positions that resulted in adjustments to salary bands.

Customer Service Excellence Strategy

Committee developed and released the Customer Service Excellence Strategy.

Records Management

All remaining paper-based archived files were entered into the electronic Records Management Repository.

Online Incident Reporting

Online incident reporting form developed by Information Services was released and is in use.

Online Training Request Form Tool

Online Training Request form developed by Information Services was released and is in use.

Worker's Compensation Insurance for Volunteer Firefighters

Continuing to manage this program as per legislative requirements.

Staff Events

There was a focus on organizing staff events in 2022 to provide opportunities for building and re-building of internal relationships.

Training and Professional Development

The Municipality offers on-site training via various training providers as well as individual learning opportunities based on skills development.

Learning opportunities over the past year include:

1. WHMIS (classroom + individual online learning)
2. Standard and Emergency First Aid
3. Joint Occupational Health and Safety Committee training - Certificate Program
4. Due Diligence for Managers
5. Difficult Behaviours training for front-line staff
6. Laserfiche (Records Management) Training
7. ADP Workforce Now Training
8. Council Chambers Online training
9. Procurement overview
10. Budgeting and SAP training (Finance)
11. Waste Management Centre overview for new staff (Manager of Solid Waste)
12. Townsuite Mapping Training (Geomatics Coordinator)
13. Communications and Media Orientation for New Staff (Communications Officer)
14. Customer Service Training
15. Atlantic Safety Services Conference - Safety Services Nova Scotia (virtual)
16. Several Wellness Committee activities throughout the year
17. Mandatory training in various departments for required certifications

Training opportunities for individuals are also offered based on job-related skills development.

Learning opportunities planned for 2023 include continued education around diversity and inclusion, Accessibility, Health and Safety, customer service, respect in the workplace, relationship building, and leadership development.

Employee Resource Library

The employee resource library continues to be available in the CAO's office which contains various books and resources on leadership, emotional intelligence, wellness topics, mental health, communications and organizational skills. Staff may check books out as requested. The library was refreshed in 2022.

Occupational Health and Safety

The Municipality has a proactive and trained Joint Occupational Health and Safety (JOHS) Committee that places a high priority on promoting health and safety in the workplace. The JOHS Committee comprises of staff who work in roles in various work locations in the Municipality, and training opportunities are offered.

In May 2022, the JOHS Committee promoted the OH&S program and safety in the workplace during NAOSH (North American Occupational Health and Safety) week:

1. OH&S Contests/Quizzes/Feedback questionnaire - to test and refresh the staff's knowledge about the Municipality's OH&S program.
2. OH&S Survey to identify areas of improvement.
3. Staff BBQ to celebrate NAOSH Week.

The JOHS Committee also participated in the Municipality's annual OH&S workplace inspections in September and October 2022. Seventeen sites from across the Municipality were inspected. A winter inspection was also conducted of several sites.

In 2022, no new claims were registered with WCB, and there were two ongoing claims from previous years. The Municipality will receive a discount on the standard WCB premium rates for 2022, as claims for the Municipality are 23.95% lower than industry standard.

Employee Wellness Program

The Municipality supports an employee-driven wellness program with the support of a Wellness Committee. The Municipality offers a healthy food option during training sessions and meetings that support a healthier workplace. The Committee also manages several wellness-related events through the year including sessions and events to provide opportunities for social and physical wellness. The Wellness Committee has developed tools and information for staff around mental health, stress management, financial management, and healthy lifestyle.

In 2022, the Wellness Committee also joined and promoted the "Not Myself Program" sponsored through the AMA and the Canadian Mental Health Association.

The Wellness Committee was successful in receiving a wellness grant for 2022 to fund part of their activities, and will apply again for funds in the next grant period.

Proposed Human Resources for 2023/2024

Proposed Staffing Levels

Looking forward to 2023, the municipality is focused on resourcing for the growth in the urban and suburban areas and the initiatives outlined in Council's strategic plan. Growth related human resource requirements include: one additional Building Official; one Development Control Assistant; one additional full-time Bylaw Enforcement Officer (funded through part-time dollars in prior year); one additional Wastewater Operator; one additional Heavy Equipment Operator for the Waste Management Centre; one additional Civil Engineering Technician; one Building Maintenance Coordinator; one Payables/Accounting Administrator; and, one Sustainability Coordinator.

Council approved funding mid-year in 2022 to add an Assistant Development Officer/Planner and one additional Project/Development Engineer - these positions were filled in 2022 however they are reflected in the variance noted in Table 9 as this is the first year they will be funded through the budget.

Review of Organizational Structure

Financial Impact of Staffing Levels

Table 9 outlines the adjustments to the overall full-time human resource operating budget (general, water and services) between 2022/2023 and the draft budget for 2023/2024.

Table 9

Description	Amount
Full Time Staffing 2022/2023	\$ 5,699,867
2022/2023 Market Provision	(150,000)
2022/2023 Market Review Adjustments	153,743
Reorganization/New Positions	685,145
2023/2024 Market Provision	189,070
2023/2024 Salary Increments/Adjustments	132,504
Full Time Staffing 2023/2024	\$ 6,710,329
Net Impact on 2023/2024 Budget	\$ 947,195

HR Projects for 2023

A number of HR activities will either be continued or started in 2023 pending approval of funding included in the operating budget.

Succession Planning/Professional Development

Focus on Succession Planning and professional development in order to transition roles where staff may be retiring in the near term and within the next 10 years.

Flexible Work Initiatives

Continuous improvement around flexible work initiatives.

Group Benefits Plan

Size of group now enrolled in Blue Cross program will allow more flexibility around future Health and Dental benefits offerings through the NSFM Benefits Program. A review will be conducted with NSFM benefits consultant.

Municipal Accessibility Plan

Actioning workplan around goals of the Employment section of the Municipal Accessibility Plan.

Employee Engagement Surveys

Developing plan and actioning results from the 2022 Employee engagement surveys.

Service Excellence

Developing a workplan and actioning around the Service Excellence strategy.

Diversity and Inclusion

Focus on diversity and inclusion, including standing up a new Committee and developing a workplan for training and other related initiatives.

Annual Salary Review

The Municipality will continue to conduct an annual salary survey to ensure our compensation is remaining competitive with the current market.

Training and Professional Development

The Municipality will continue to offer on-site or off-site training as needed. An annual internal training calendar will be released.

Training opportunities planned for 2023/2024 include continued focus on diversity and inclusion with an indigenous relationship component, accessibility and accommodation, health and safety education, respect in the workplace, and developing our current and future leaders.

HR Policy Review

The CAO's office will continue to review and update HR policies that govern the employee's workplace in order to stay competitive and legislatively compliant.

Human Resources/Payroll System

Continuing expansion of implementation of the system including employee clocking and scheduling for aquatics, and utilizing the full capabilities of data tracking and reporting.

Online HR Forms

Review annually and plan for updates with the IS team.

Employee Wellness Program

The Wellness Program will continue to support the Municipality's culture by supporting initiatives that encourage employees to choose healthier lifestyle options.

Occupational Health and Safety

Integrate new legislative requirements for First Aid Training and First Aid kits into all sites. Continue to review, update and educate staff on OH&S program as well as legislative requirements.

Looking to the Future

The Big Picture

East Hants is going through significant growth that is putting pressure on all areas of our operations, especially development control and systems growth. The 2023/2024 draft budget is a measured approach to staffing that ensures we plan for succession of key positions and that we are able to serve our residents with the service excellence they have come to expect from the East Hants brand. As our community grows, we must invest in our people while balancing the cost to the tax payer and our service areas.

The Municipality continues to be impacted by external factors that include nearly a quarter of the workforce being eligible for retirement in the next 10 years, global inflation, the need for more specialized skills, labour shortages for skilled workers, and the growing demands for public services. There is a continuous need to monitor the external environment in order to seize opportunities and mitigate any anticipated threats.

Retaining and developing qualified employees by ensuring the Municipality offers a competitive compensation package, a safe and healthy work environment, meaningful and engaging work, and succession planning and development for retirement transitions will continue to be a focus of HR activities for the near future.

Some of the Municipality's Top HR Priorities for 2023 include:

1. **Succession Planning and Talent Management** - Prepare for the transition of retirement ready staff, recruitment for new positions, and fill skill shortages through professional development. Continuous improvement of HR programs and policies, including providing meaningful and flexible work, in order to remain competitive in a challenging recruitment environment.
2. **Diversity and Inclusion** - Develop and roll-out of training and initiatives.
3. **Strategic Planning (HR)** - Aligning human resource needs with the current Strategic Plan. As we continue to grow the Municipality will have to consider expanding in many areas. The Parks, Recreation & Culture team will require additional labourers and buildings support to care for our properties, and programming support for expanded community programs. Development control requires Community Plan reviews, development oversight from Engineering and Planning & Development and as we add infrastructure through development (roads, sidewalks, trails, streetlights, water and wastewater), we will also need additional engineering and operations support. Two areas of strategic importance to Council that will need additional resources in the near future are asset management (through maintenance planning functions) and public safety (to manage our relationships and strategies around safety and security). If we manage this growth properly, human resources can be incremental and financed by the growth it is serving.
4. **Technology-based Solutions:** Continuous improvement of delivery of HR services through streamlining of documentation and processes and exploring technology-based solutions.
5. **Health and Safety** - Increasing engagement in Health and Safety education and initiatives.

Conclusion

East Hants continues to thrive and grow, both as an employer and a community. Council's Strategic Plan envisions a community that is strong, well connected and has many opportunities. Council has committed to short- and long-term planning that readies us for continued growth and a sustainable future for future generations, including an investment in a strong, professional and energized workforce. Our team is excited for the future, challenged with meeting the needs of our current citizens and the demands of our current development.

East Hants is extremely fortunate to have an amazing group of people on our team. Each team member serves the public fully and cares deeply about the community and its future. Although some of our team members have retired or moved on during 2022, we have a very low turnover rate at 7% and results from our Employee Engagement Survey indicate that we have an engaged staff who are excited about where the municipality is going and glad that they are a part of the team. The new staff who joined our team are all wonderful people, a great fit in the organization and eager to start making a difference!

The Municipality continues to work at being an "employer of choice" through a strong organizational culture, opportunities for career and personal development and by being open to new ideas that better serve our staff. We are focusing on work that removes barriers for our staff to provide excellent customer service to our clients and each other and we look forward to the innovation that comes next.

I am confident that, with the support of Council and a measurable increase in our staff complement, the Municipality will accomplish our established goals in 2023 and well beyond. The Municipality is privileged to have the strong staff that we have; Council is well served by their professionalism, their integrity, and their commitment to our value of Excellence in all that we do!

Respectfully Submitted:



Kim Ramsay CPA, CMA
Chief Administrative Officer

Appendix A - Staffing Complement

As of December 31, 2022

*Note: Vacancies: Asset Coordinator, Manager of Accounting

Department and Position Title	Employee Name	Dept. Total
Office of the CAO		6.6
Chief Administrative Officer	Kim Ramsay	
Assistant Municipal Clerk	Sheralee Mitchell-MacEwan	
Human Resources Manager	Tracy Dixon	
Human Resources Generalist	Ashley Molenaar-Lush	
Communications Officer	Juliann Cashen	
Communications Coordinator	Erin Taylor	
Administrative Assistant (shared with EBD .60)	Alana Richards	
Corporate Services		10.4
Director of Corporate Services	Adam Clarkson	
Procurement Officer	Michael Hatfield	
Manager, Real Estate and Corporate Projects	Amy Pyne	
Policy Analyst	Nathan Hoffmann	
Manager of Economic and Business Development	Graham Scott	
Business Development Officer	Angela Cormier	
Manager of Information Systems	Tom Gignac	
Information Management Clerk	Amanda Hatfield	
Christian Taylor	Senior Systems Analyst	
End User Support Technician	Jonathan Woodman	
Administrative Assistant (shared with CAO .40)	Alana Richards	

Finance		11
Director of Finance	Sue Surrette	
Manager of Finance	Janice Taylor	
Finance Administrator	Erika Sheehy	
Billing Coordinator	Geoff MacDonald	
Administrative Services Clerk	Krista Nelson	
Accountant and Budget Analyst	Jordan Baltzer	
Collection Officer	Brian Enfield	
Payroll/Payables Administrator	Doug Fields	
Utility/Accounts Receivable Clerk	Carla Isenor	
Tax Administrator	Jenna Robar	
Accounting Coordinator	Derek Sullivan	

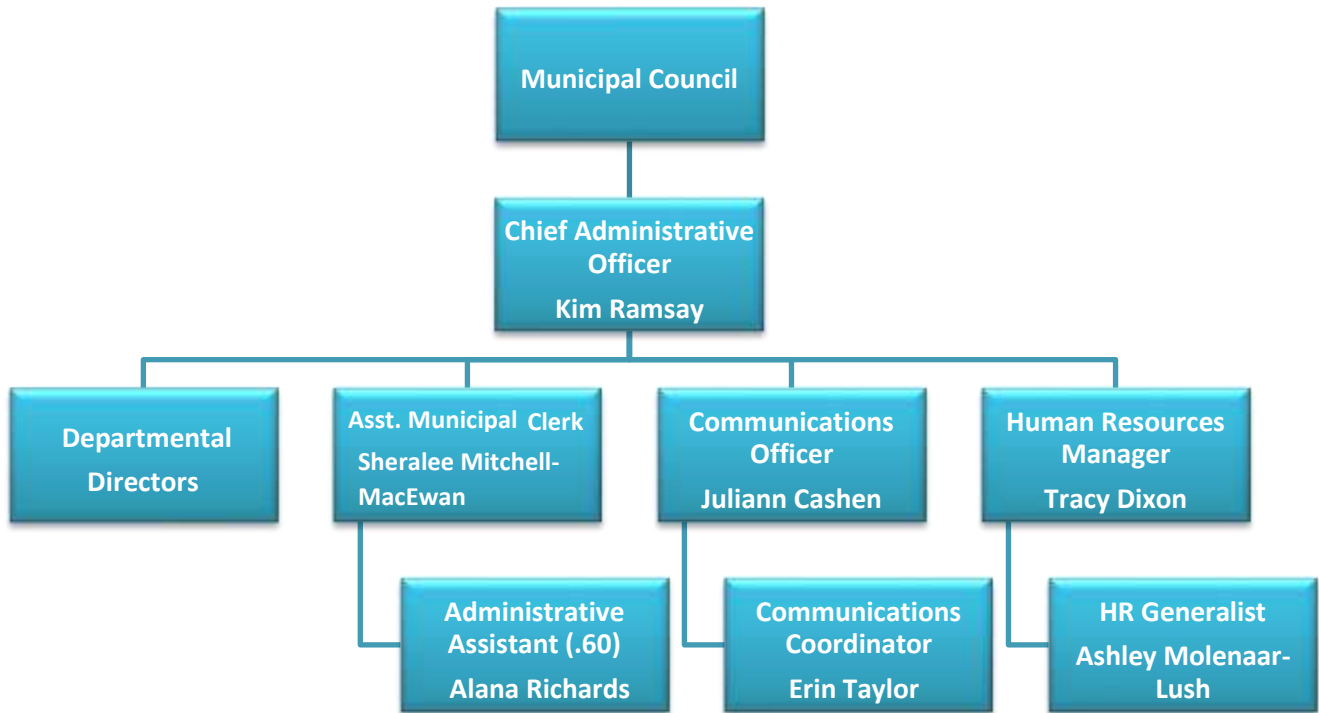
Department and Position Title	Employee Name	Dept. Total
Planning and Development		11.65
Director of Planning and Development	John Woodford	
Manager of Planning	Rachel Gilbert	
Project Planner	Debbie Uloth	
Planning and Development Technician	Jillian Stymest	
Geomatics Coordinator	Tippy Scott	
Manager of Development Services	Kelly Ash	
Senior Building Official	Matthew Brownlow	
Assistant Development Officer and Planner	Lee-Ann Martin	
Building Official	Dean Partridge	
Building Official	Henry Black	
Fire Inspector	Jason Wiles	
Administrative Assistant (Shared with PRC .65)	Marlee Langille	

Parks, Recreation & Culture		14.35
Director of Parks, Recreation and Culture	Alana Tapper	
Manager of Recreation and Aquatics	Scott Preston	
Aquatics Coordinator	Jenna MacEachern	
Aquatics Supervisor	Brittney McDonell	
Tourism and Events Supervisor	Aurora Douthwright	
Manager of Parks and Buildings	Evan MacDougall	
Community Development Coordinator	Catherine Jobin	
Community Recreation Coordinator	Corrine Giles	
Building Maintenance Technician	Michael Gillespie	
Administrative Assistant (Shared with Planning .35)	Marlee Langille	
Building and Grounds Lead Hand	David White	
Lead Custodian	Jessica Wallace	
Custodian	Jennifer MacPhee	
Custodian	Laura Schwass	
Custodian	Chantal Kelly	
Infrastructure and Operations		23
Director of Infrastructure and Operations	Jesse Hulsman	
Administrative Assistant	Alex Collin	
Manager, Roads and Engineering	Matthew Mahoney	
Project Engineer	Derek Normanton	
Project Engineer	Logan Blanchard	
Supervisor, Roads Operations	Alex Fenton	
Civil Engineering Technician	Ben Herman	
Environmental Engineering Technician	Chelsea MacPherson	
Manager of Solid Waste	Andrea Trask	
WMC Foreman	Michael Brown	

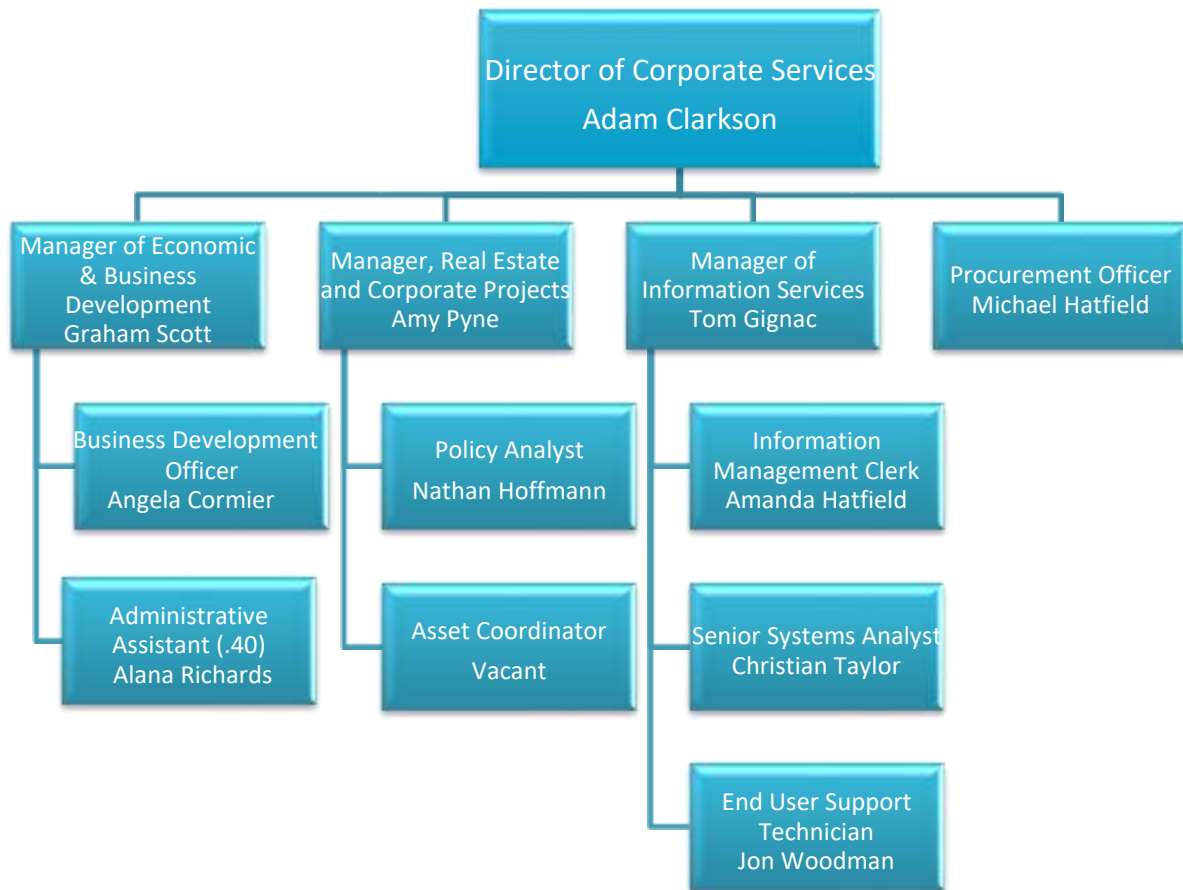
Heavy Equipment Operator	Dylan Wells	
Heavy Equipment Operator	Tim Burns	
Scale house Operator	Christina Patterson	
Manager, Water and Wastewater Services	Chad Greenham	
Supervisor of Wastewater Operations (ODRC)	Leslie Parker	
Waste Water Treatment Plant Operator	Paul MacDonald	
Water Distribution Systems Operator	Steve Caines	
Water Distribution Systems Operator	Ben Brown	
Water Distribution Systems Operator	Corbin Williams	
Supervisor of Drinking Water Operations (ODRC)	Dwayne Lightle	
Wastewater Plant Operator	Peter VanTol	
Water Treatment Operator	Jay Shaw	
Waste Compliance Officer	Ciera Robinson	
Total Full Time Staff Complement		77

Appendix B - Organizational Charts

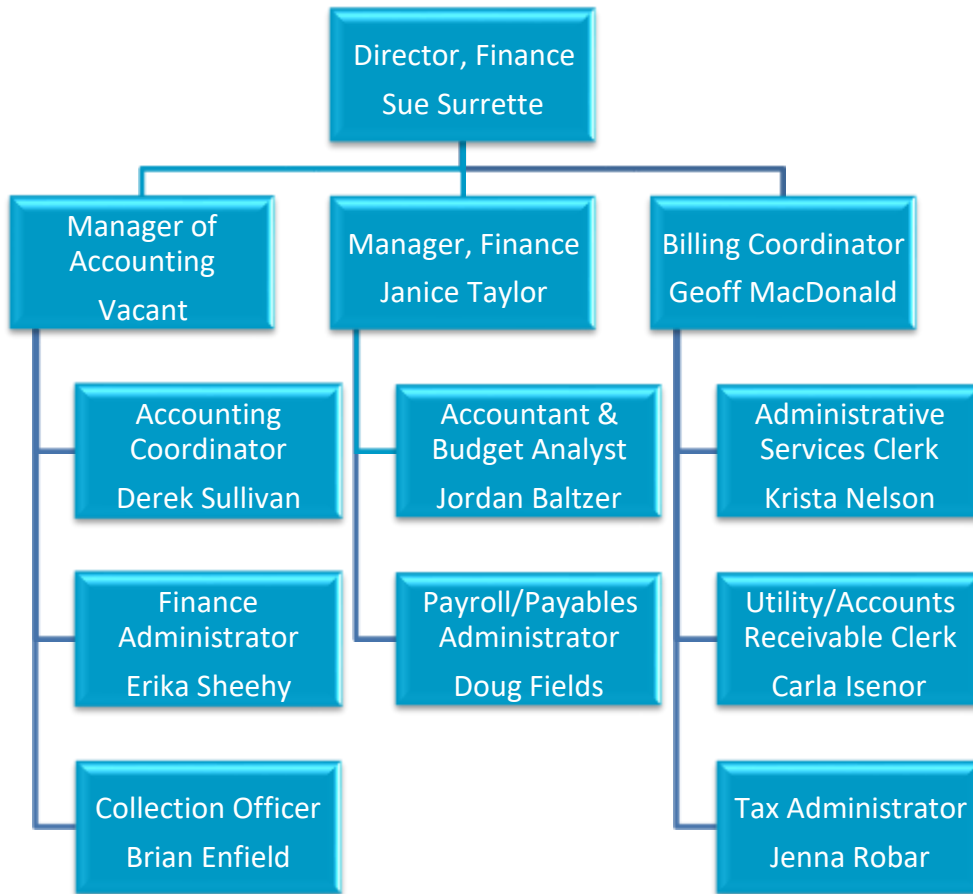
Office of the CAO



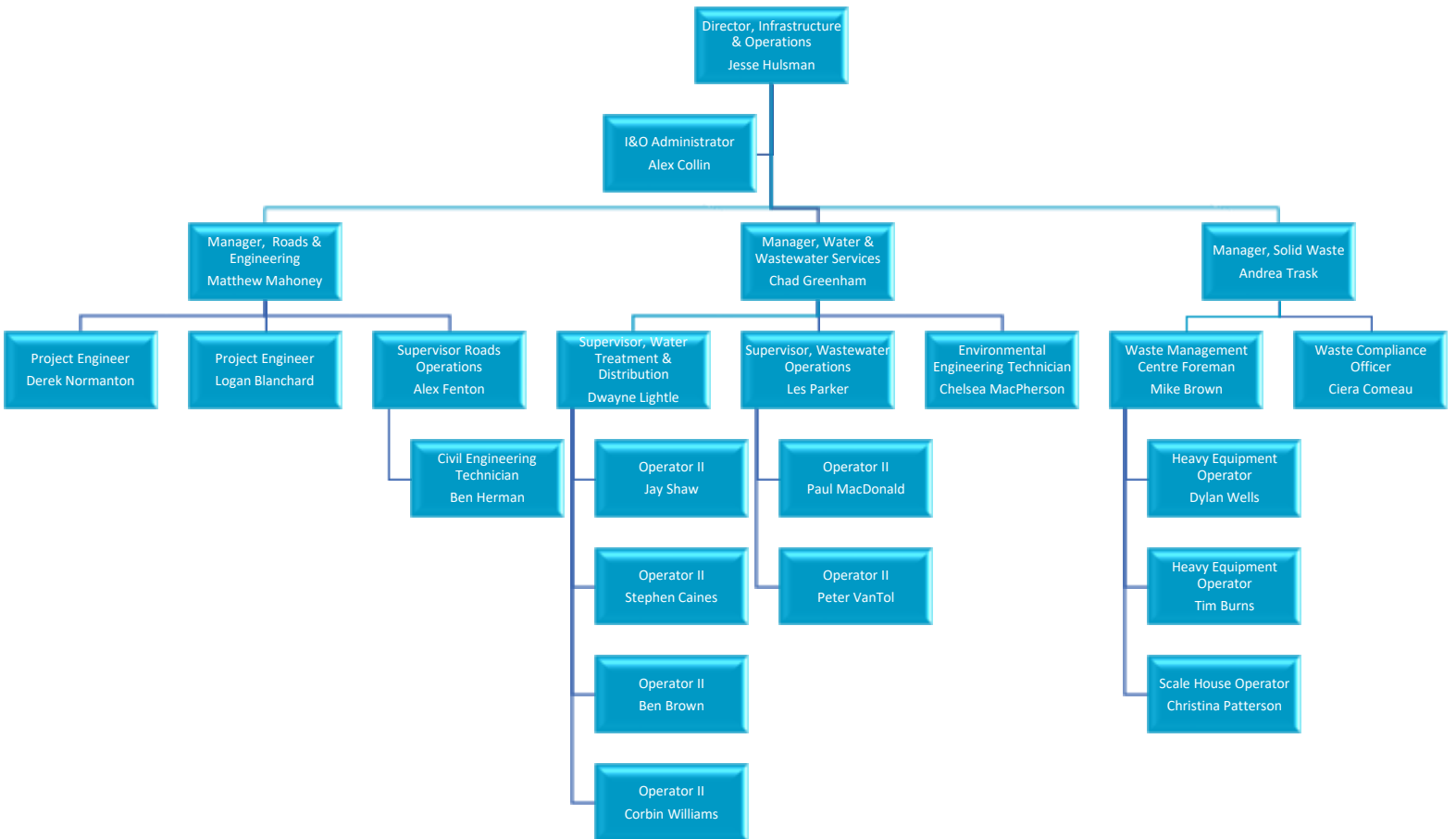
Corporate Services



Finance



Infrastructure & Operations



Planning & Development



Parks, Recreation, & Culture

