City of Owen Sound

Manager of Human Resources
2025 Individual Workplan

Section 1: Project Information

Project Title: 1A1 Comprehensive Onboarding Program

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):
☐ Strategic Priority   ☐ Master Plan   ☐ Committee or Council Request   ☐ Legislated
☐ Capital Project   ■ Service Review Action   ☐ Policy Review Project   ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:
■ Project Charter   ■ RACI   ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Create and implement a comprehensive onboarding program to ensure employees are engaged and set up for success when they enter the organization Stakeholders Affected: All Employees	People: B. Chandler & Project Team Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s):Lack of buy-in/uptake from hiring managers and onboarding partners Lack of in-house expertise for training – GP, Work Tech, Perfect mind, SHARE. Limited staff resources for training/onboarding Limited IT resources – current/new incumbent one laptop Mitigation(s):Education focused on the objectives and importance of onboarding Provide training to have more than one proficient user with ability to train on City software and applications Checklist when employees are leaving specifics on where to	Project Milestones: Development of Procedures December 2023 Development of Documents/Forms/Checklists September 2024, Build On-Boarding Team & Program December 2024 Centralize Information December 2024 Education sessions with Manager March 2025, Facilitate New Onboarding Program Procurement Timing: Click or tap here to enter text. Completion Date: March 2025

		find things, prioritize with managers on workplan and what will be priority – onboarding vs workplan, up to date job descriptions, workplans, process documents, up to date SOPs Training laptops?	

Project Title: HRIS Needs Assessment

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

■ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated

■ Capital Project ☐ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Complete a fulsome needs assessment and RFP for an HRIS Stakeholders Affected: IT, Payroll, HR, Finance	People: HR, Payroll and IT, Finance, Purchasing Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s):Staffing Resources Mitigation(s):Ensure process mapping is prioritized	Project Milestones: Complete Needs Assessment by end of Q3 2025 Develop RFP for Release by October 31, 2025 Procurement Timing: October 31, 2025 Completion Date: Q1 2026

Project Title: Implement Changes to O/S Collective Agreement

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ■ Legislated
☐ Capital Project ☐ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ■ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Implement negotiated changes to the Collective Agreement and train managers on changes and their roles Stakeholders Affected: Click or tap here to enter text.	People: Payroll, HR, Managers Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Collective Agreement is not finalized by end of 2025 Mitigation(s): Work through legislated processes to find resolution	Project Milestones: Click or tap here to enter text. Procurement Timing: Click or tap here to enter text. Completion Date: Click or tap here to enter text.

Project Title: Implement Changes to Fire Collective Agreement

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ■ Legislated

☐ Capital Project ☐ Service Review Action ☐Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ■ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Implement changes to Collective Agreement as awarded by the Arbitrator Stakeholders Affected:Click or tap here to enter text.	People: Fire Chief, HR, Payroll, Finance Approved Budget:Click or tap here to enter text. Other:Click or tap here to enter text.	Risk(s):The Award is not released in 2024. The Award is unclear and the parties must re-enter the arbitration process to seek clarity Mitigation(s):Continue to work with the Association to develop relationships and work through outstanding issues together. Continue to have legal counsel seek a decision from the arbitrator	Project Milestones: Implement changes within 90 days of decision being released Calculate and implement retroactive wages within 60 days Procurement Timing:Click or tap here to enter text. Completion Date: Click or tap here to enter text.

Project Title: 1A4 SOP for Overtime

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated

☐ Capital Project ■ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Develop a SOP to ensure consistent application of Overtime processes and procedures Stakeholders Affected:All employees and leaders	People:Project Team, HR, Managers, Unions Approved Budget:Click or tap here to enter text. Other:Click or tap here to enter text.	Risk(s):Unable to develop consistent SOP due to language in CBAs Mitigation(s):Work with Unions to ensure equitable and appropriate implementation of language	Project Milestones:Develop SOP within 3 months of ratification of Outside CBA Seek input on SOP from Managers and the Union within one month of the development. Approval of SOP from SLT. Training of all managers on how to assign, report overtime consistently across the organization. Procurement Timing:Click or tap here to enter text. Completion Date: Click or tap here to enter text.

To insert another project, click this text, and then click the 'blue +' symbol that appears at the bottom right of this text area.

Project Title: Conduct Needs Assessment for Leadership Development

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

☐ Strategic Priority ■ Master Plan ☐ Committee or Council Request ☐ Legislated
☐ Capital Project ☐ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ■ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Conduct a needs assessment to determine leadership development needs across the organization Stakeholders Affected:Click or tap here to enter text.	People:HR, Leaders, Aspiring Leaders Approved Budget:Click or tap here to enter text. Other:Click or tap here to enter text.	Risk(s):lack of time and input. Mitigation(s):Ensure that there is a team that is available to provide input and feedback	Project Milestones: Develop project charter and RACI September 2025 Establish a team to provide input and feedback on development needs September 2025. Develop and implement survey to gather information – October 2025. Provide information to committee for input November 2025. Adjust and seek approval from SLT regarding Needs to ensure program development is appropriate December 2025 Procurement Timing:Click or tap here to enter text. Completion Date: Click or tap here to enter text.

Project Title: Employee Engagement Action Planning - Corporate

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated

☐ Capital Project ☐ Service Review Action ☐ Policy Review Project ■ Other: Ambassador Group

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ■ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Facilitate the Ambassador Group in developing actions for recommendation to SLT to address Organizational Drivers Stakeholders Affected: Ambassador Group, SLT	People:Ambassador Group, SLT Approved Budget:Click or tap here to enter text. Other:Click or tap here to enter text.	Risk(s):Lack of participation on the Ambassador Group. Actions are not approved by SLT Mitigation(s): Ensure that group participants are provided the time to participate by their managers and their workload is adjusted accordingly. Ensure SLT is aware of the drivers and recommended actions as the group is developing them.	Project Milestones: Finalize Membership in Ambassador Group – December 2024 Determine Drivers of focus – January 2025. Develop proposed actions and present to SLT February 2025 Procurement Timing:Click or tap here to enter text. Completion Date: Click or tap here to enter text.

To insert another project, click this text, and then click the 'blue +' symbol that appears at the bottom right of this text area.

Project Title: Develop and Implement an Update Performance Review Process

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

■ Strategic Priority   ☐ Master Plan   ☐ Committee or Council Request   ☐ Legislated

☐ Capital Project   ☐ Service Review Action ☐ Policy Review Project   ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter   ☐ RACI   ■ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Revise the performance review program and ensure all employee's receive an annual review by December 2025 Stakeholders Affected:Click or tap here to enter text.	People: HR, SLT, Groups to Pilot before launch Approved Budget:Click or tap here to enter text. Other:Click or tap here to enter text.	Risk(s): Employees don't receive review. Mitigation(s):Provide training and support to leaders and employees to outline the importance of annual reviews	Project Milestones: Pilot the revised form and process by end of January 2025. Seek approval from SLT by February 15, 2025. Implement and train staff on revised process by February 28, 2025 and Procurement Timing:Click or tap here to enter text. Completion Date: December 31, 2025

To insert another project, click this text, and then click the 'blue +' symbol that appears at the bottom right of this text area.

Project Title: **Succession Management Plan**

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

■ Strategic Priority   ☐ Master Plan   ☐ Committee or Council Request   ☐ Legislated
☐ Capital Project   ☐ Service Review Action   ☐ Policy Review Project   ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter   ☐ RACI   ■ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Develop an inclusive succession management plan to ensure skilled and diverse candidates are available by December 31, 2027 Stakeholders Affected:Click or tap here to enter text.	People:SLT, Project Team, HR, Leaders Approved Budget:Click or tap here to enter text. Other:Click or tap here to enter text.	Risk(s):Lack of time to complete the various tasks – Mitigation(s):Develop a workplan for 3 years so that project teams and SLT can build into their work plans	Project Milestones: Develop list of critical roles by December 31, 2025 Procurement Timing:Click or tap here to enter text. Completion Date: Click or tap here to enter text.

Project Title: Mileage and Vehicle Use Policy Review

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated

☐ Capital Project ☐ Service Review Action ☒ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Review and Update the Mileage and Vehicle Use Policy Stakeholders Affected: All staff	People: HR, Leaders and Union, SLT Approved Budget:Click or tap here to enter text. Other:Click or tap here to enter text.	Risk(s):Unable to achieve agreement on what the policy should include Mitigation(s):Work together to find solutions that work across the oranizaiton	Project Milestones:Review and update policy based by June 30, 2025 Procurement Timing:Click or tap here to enter text. Completion Date: June 2025

Project Title: Performance Appraisals

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

☐ Strategic Priority ■ Master Plan ☐ Committee or Council Request ☐ Legislated

☐ Capital Project ☐ Service Review Action ☒ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Review and Update the Performance Appraisals Policy Stakeholders Affected: All staff	People: HR, Pilot Group, SLT Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Click or tap here to enter text. Mitigation(s): Click or tap here to enter text.	Project Milestones: Review and update the policy and finalize performance review process by September 30, 2025 Procurement Timing: Click or tap here to enter text. Completion Date: September 2025

Project Title: Code of Ethics for Municipal Employees

Project Status: Not Yet Commenced

Project Rationale (select all that apply):
☐ Strategic Priority   ☐ Master Plan   ☐ Committee or Council Request   ☐ Legislated
☐ Capital Project   ☐ Service Review Action   ☒ Policy Review Project   ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:
☐ Project Charter   ☐ RACI   ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Review and Update the Code of Ethics for Municipal Employees Stakeholders Affected: All staff	People: HR, SLT, Leaders Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Click or tap here to enter text. Mitigation(s): Click or tap here to enter text.	Project Milestones: Seek input on changes by June 30, 2025. Research other municipal Codes of Ethics by June 30, 2025. Develop revised policy with options. Seek feedback from leaders by September 30, 2025. Finalize policy for approval by SLT and City Manager by December 31, 2025 Procurement Timing: Click or tap here to enter text. Completion Date: Click or tap here to enter text.

To insert another project, click this text, and then click the 'blue +' symbol that appears at the bottom right of this text area.

Project Title: EAP Policy Update

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☐ Capital Project ☐ Service Review Action ☒ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

☐ Project Charter ☐ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Review and Update policy to meet current needs and program by March 31, 2025 Stakeholders Affected: All staff	People: Bethany Chandler, SLT, City Manager Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Click or tap here to enter text. Mitigation(s): Click or tap here to enter text.	Project Milestones: Review and update policy by March 31, 2025. Policy approval by May 31, 2025. Procurement Timing: Click or tap here to enter text. Completion Date: Click or tap here to enter text.

Project Title: Core Competencies for Leaders

Project Status: Not Yet Commenced

Project Rationale (select all that apply):
☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☐ Capital Project ■ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:
■ Project Charter ■ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Develop Leadership Competencies and apply to all leaders by end of 2025 Stakeholders Affected: All leaders, SLT	People: Bethany Chandler, KVA Approved Budget:Click or tap here to enter text. Other:Click or tap here to enter text.	Risk(s):Click or tap here to enter text. Mitigation(s):Click or tap here to enter text.	Project Milestones: Review current competencies and leadership roles by February 2025. Develop competencies by April 2025. Seek input on proposed competencies by June 30, 2025. Seek approval on competencies by August 31, 2025. Implement competencies and establish training to build leadership competencies by all leaders by December 31, 2025 Procurement Timing:Click or tap here to enter text. Completion Date: December 31, 2025

Section 2: Core Service Tasks

To add another row, click inside the last row and then click the 'blue +' symbol that appears at the bottom right of the table.

Task Name	Description	Resources	Key Performance Indicators
Job Evaluation – Non-Union, CUPE 1189-01, CUPE 1189-00	Conduct regular job evaluations and adjust processes as required Stakeholder: Staff	People: Bethany Chandler Kristen Van Alphen Department Heads Staff CUPE JE Representatives Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Equitable pay Pay reflective of the duties and responsibilities of the position Equitable practices across the bargaining units
Exit Interviews	Conduct Exit Interviews with department staff, and stay interviews with staff transitioning to a new role Stakeholder: SLT	People: Affected staff, Janet Ashfield Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Improved Employee engagement Improved knowledge of other teams and roles within the city Feedback to support changes
Labour Relations	Grievances/Labour Relations Matters Stakeholder: Employees and Bargaining Units	People: Staff and Leaders as needed Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Improved Labour Relations

Investigations	Staff and Leaders as needed Stakeholder: Click or tap here to enter text.	People: Staff as needed Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Improved Employee Relations Legal Compliance Enhanced perception of fairness and performance management
Service Recognition	Employee Recognition Stakeholder: All Staff	People: Bethany Chandler Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Improved engagement and employee satisfaction
Training for People Leaders	Two Sessions per year Stakeholder: All Leaders All employees as a result of improved leadership	People: Janet Ashfield Michelle Palmer Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Attendance at Sessions Positive Feedback of Sessions Implementation of skills learned to improve leadership and employee engagement
Click or tap here to enter text.	Click or tap here to enter text. Stakeholder: Click or tap here to enter text.	People: Click or tap here to enter text. Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Click or tap here to enter text.