Staff Report

Report To:	Service Review Implementation Ad Hoc Committee
Report From:	Bethany Chandler, Human Resources Specialist
Meeting Date:	July 9, 2025
Report Code:	CR-25-078
Subject:	Project 1a1 – Comprehensive Onboarding Program

Recommendations:

THAT in consideration of Staff Report CR-25-078 respecting Service Review Project 1a1 Comprehensive Onboarding Program, the Service Review Implementation Ad Hoc Committee recommends that City Council receive the report for information purposes.

Highlights:

- An effective onboarding process increases employee engagement, accelerates productivity, and reduces turnover.
- Implementation of Picsume as an applicant tracking platform increases efficiency and decreases numerous manual processes in the recruitment and onboarding process.
- Training for Hiring Managers will commence in June 2025.

Strategic Plan Alignment:

Strategic Plan Priority: This report supports the delivery of Core Service.

Climate and Environmental Implications:

There are no anticipated climate or environmental impacts.

Previous Report/Authority:

Project 1a1 - Comprehensive Onboarding Program Update - CR-24-109

Background:

Service Review Project 1a1 directed staff to create and implement a comprehensive onboarding program to ensure that employees are engaged and set up for success upon entering the organization.

Historically, the City has lacked a comprehensive onboarding program, and each department has handled the onboarding of new staff in varying ways, often without clear and concise direction. The formalized comprehensive onboarding program provides support for both the hiring manager and the employee, creating an engaging and informative experience from the Request to Hire stage all the way through the first year of employment.

The program comprises several components and documents designed to assist, streamline, and standardize the onboarding process across the organization.

1. **Pre-Onboarding:** Activities that prepare the new employee before their first day, such as engaging them with welcome emails and introductions to their team members, setting up IT and workspace essentials.

2. **Orientation:** Formal introduction sessions covering organizational history, mission, vision, values, and culture.

3. **Role-Specific Training:** Training tailored to the new hire's specific job role and department requirements.

4. **Mentorship and Buddy System:** Assigning mentors or buddies to help integrate employees both professionally and socially.

5. **Continuous Feedback and Integration:** Regular check-ins with HR or supervisors to assess onboarding progress and address concerns.

Analysis:

Recruitment and retention of engaged, productive, and creative team members is a primary focus of the Human Resources Department. This year, the team has been reflecting on current processes and implementing new ones that are more aligned with the City's goals.

The onboarding program offers a range of support materials, including job aids, forms, checklists and documents, available to both employees and hiring managers. All of the documents listed below, as well as other

corporate policies, procedures, and information, are available in two Toolkits – one for hiring managers and one for new employees.

- Recruitment Plan Template (new)
- Request to Hire Form (updated)
- Checklist to assist in ensuring all documentation is completed (new)
- IT equipment and software request form (updated)
- Business Card and Nameplate Order Form (new)
- Email templates – signed offer until start date (new)
- New Hire Announcement template (new)
- Orientation Template (new)
- Probationary Performance Review (new)
- Onboarding Toolkit for Leaders (new)
- Onboarding Toolkit for New Employees (new)
- Onboarding Presentation/Training for Leaders (new)

The most recent addition to the Onboarding program (April 2025) is the new Recruitment Platform Picsume. Picsume simplifies recruitment with tools designed to save time, reduce effort, and connect with the right candidates quickly. The tools include:

- Dynamic Work Profiles: A clearer picture of every candidate with dynamic, detailed profiles that highlight key skills, experience, certifications, and proximity.
- Applicant Tracking System: Track, sort, and manage applicants in one place with an intuitive system that streamlines the recruitment workflow.
- Candidate Hub: Store applicants for future vacancies to reduce the need to readvertise to the same candidates repeatedly.
- Effortless Communication: Streamline candidate and team communications with built-in messaging tools that keep every conversation in one place.
- Shortlists and Favourites: Quickly identify top talent with customizable shortlists and favourites, so you can focus on the candidates who matter most.
- Stages and Templates: Create a consistent hiring process with customizable stages and templates that adapt to your specific roles, making it easier to stay organized and move candidates through the process quickly.
- Collaborate Seamlessly: Empower your hiring team with tools that make collaboration effortless. Ensure every team member stays informed and aligned throughout the hiring process.

So far, the implementation of Picsume has gone well, and we will be providing an update regarding Picsume in the Recruitment and Retention report to Corporate Services Committee later in 2025.

Before implementing Picsume, HR staff manually conducted numerous recruitment and onboarding tasks. Applications received via email had to be individually sorted into specific job posting folders, while resumes from platforms like Indeed required manual downloading and filing. This process posed significant challenges for HR, especially when handling a large volume of applications. For instance, in 2024, applications for our seasonal positions ranged between 65 to 101 per position. Given that reviewing each application took approximately five to ten minutes, this equated to between 5.4 and 16 hours of HR staff time spent just on scoring applications for a single position.

With Picsume, all recruitment data is centralized and easily accessible to both HR staff and Hiring Managers. Key efficiencies include:

- **Centralized Data Access**: Picsume consolidates all applicant data into a single platform, removing the need for manual sorting and storage. This integration allows HR and hiring managers to effortlessly access and manage applications.

- **Automated Application Sorting**: Picsume uses advanced filters to automatically sort and prioritize applications by fit for the role, dramatically reducing the time HR staff spend on manual sorting and reviews.

- **Streamlined Collaboration**: Hiring managers can view applications in real-time as they are received, enabling quicker decision-making and reducing the response time for candidate communications.

- **Reduced Time-to-Fill**: By minimizing manual tasks, Picsume shortens the time needed to fill roles, thus decreasing the productivity loss associated with vacancies and improving overall employee morale.

The implementation of Picsume streamlines the recruitment process, making it more efficient and less time-consuming, thereby allowing HR to focus on strategic initiatives and enhancing the overall recruitment experience. On average, there are approximately forty-five to fifty job postings per year, and by streamlining this process, there will be a significant reduction in time

spent on the recruitment aspect of the onboarding process. Having tools available to managers throughout the onboarding process will also decrease the time spent in answering questions, providing documentation, and following up with hiring managers and other staff about the status of equipment and services.

Now that we have reached the implementation stage of the onboarding program, the supporting documentation will go live on The Sound and SharePoint, and training sessions will begin with hiring managers. The following considerations will be made over the next six months as we roll out the final Onboarding program across the organization:

Measurement and Evaluation

- **Key Performance Indicators (KPIs)**: Metrics such as time to fill, productivity, retention rates, and employee engagement scores.
- **Feedback Mechanisms**: Surveys or interviews with new hires and supervisors to gather qualitative insights.
- **Continuous Improvement**: A plan for regularly updating the onboarding program based on feedback and changing organizational needs.

Risks and Mitigation

- **Potential Challenges**: Identify potential challenges, such as high workloads, resistance to change, and manual processes that increase the risk of errors.
- **Mitigation Strategies**: Outline solutions for addressing challenges, such as phased implementation, providing training to all staff, and involving department heads and hiring managers in the onboarding process. HR Staff will continue to provide support as this program is implemented.

Financial Implications:

The Picsume platform costs $4800 per year, regardless of the number of postings, candidates, and hires.

Communication Strategy:

Once the comprehensive onboarding program final report has been presented, managers and staff will receive training on the processes and expectations for each individual involved in the process.

Consultation:

Service Review Project Team
Patrick Van Loon, Picsume

Attachments:

Onboarding Program Presentation

Recommended by:
Bethany Chandler, Human Resources Specialist
Janet Ashfield, Manager of Human Resources
Kate Allan, Director of Corporate Services

Submission approved by:
Tim Simmonds, City Manager

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