

**2024 BUSINESS CASE - QUALITATIVE**

<b>Department:</b>	<b>Human Resources</b>
<b>Budget Division:</b>	<b>G112 Human Resources</b>
<b>Description of New Service/Position:</b>	<b>Organizational Development Coordinator</b>

**Program or Service Expansion Introduction and Overview:**

Organizational Development (OD) is the practice of planned systemic change in the beliefs, attitudes, and values of employees for individual and corporate growth. OD aims to enable an organization to respond better and adapt to industry/market changes and technological advancements. Organizations that successfully implement OD tenants often exhibit higher levels of organizational agility; successfully navigating new challenges with speed and minimal disruption.

Organizational Development Coordinators support organizations that seek to manage transformational change and improve their organizational health and effectiveness. OD Coordinators are engaged in work such as employee engagement; team development; leadership development; strategic planning; organization design, performance, culture change, people plan, corporate onboarding and other critical initiatives that support organizational objects.

**Analysis of Current Business Process:**

Human Resources was formalized in 1988 with the hiring of a Director of Personnel including a Personnel Assistant. In 1998 the Director retired, and a Manager of Personnel was hired to work alongside the Personnel Assistant. In 2003 a Director of Human Resources was hired to work with the Human Resources Assistant. In 2004 a second Human Resources Assistant was added to the department. In 2008 the Manager of Health & Safety was created to support the organization after a Health & Safety Audit determined the need. The Director retired in 2016 and the position was gapped for a year due to a transition in the Chief Administrators Office. The current Human Resources compliment has existed since 2016:

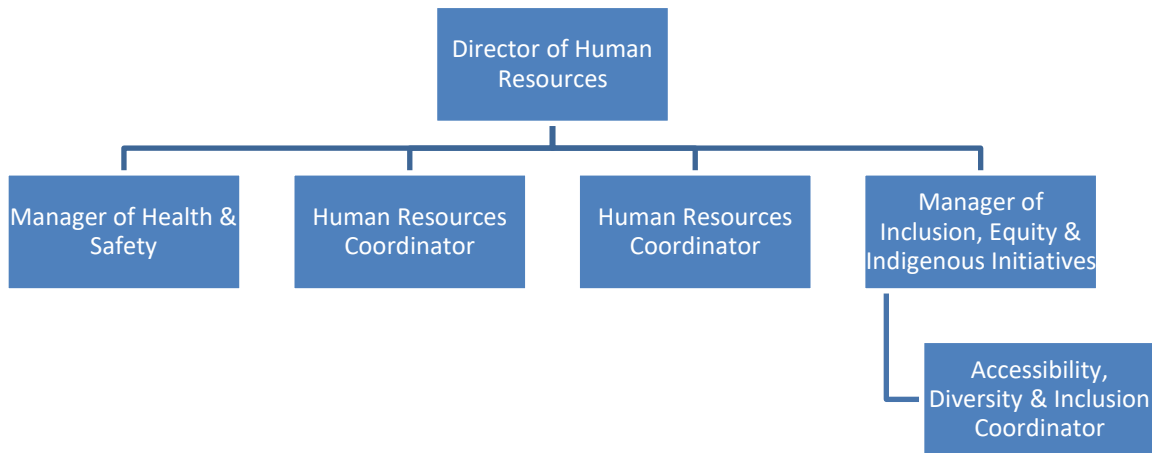
- Director of Human Resources
- Manager of Health & Safety
- Human Resources Coordinator (x2)

In 2024 the Diversity, Equity and Inclusion team was added to the Human Resources Department that includes the following compliment:

- Manager of Inclusion, Equity, and Indigenous Initiatives
- Accessibility, Diversity, and Inclusion Coordinator

The mandate of the DEI Team supports building and fostering an inclusive organization for all equity-deserving staff, all employees, councillors, contractors, and volunteers in their dealings with any members of the public. The DEI Team is critical to organizational health and wellbeing, however, does not support the day-to-day operations of the Human Resources Department.

## Current Organizational Structure – Human Resources 2024



The HR to Employee Ratio is the proportion of HR staff in an organization compared to the total number of employees. It is typically calculated by dividing the number of HR staff by the number of employees and expressing the result as a percentage or decimal.

$$\text{HR to Employee ratio} = \frac{\text{Number of HR Staff (FTE)} * 100}{\text{Number of total staff (FTE)}}$$

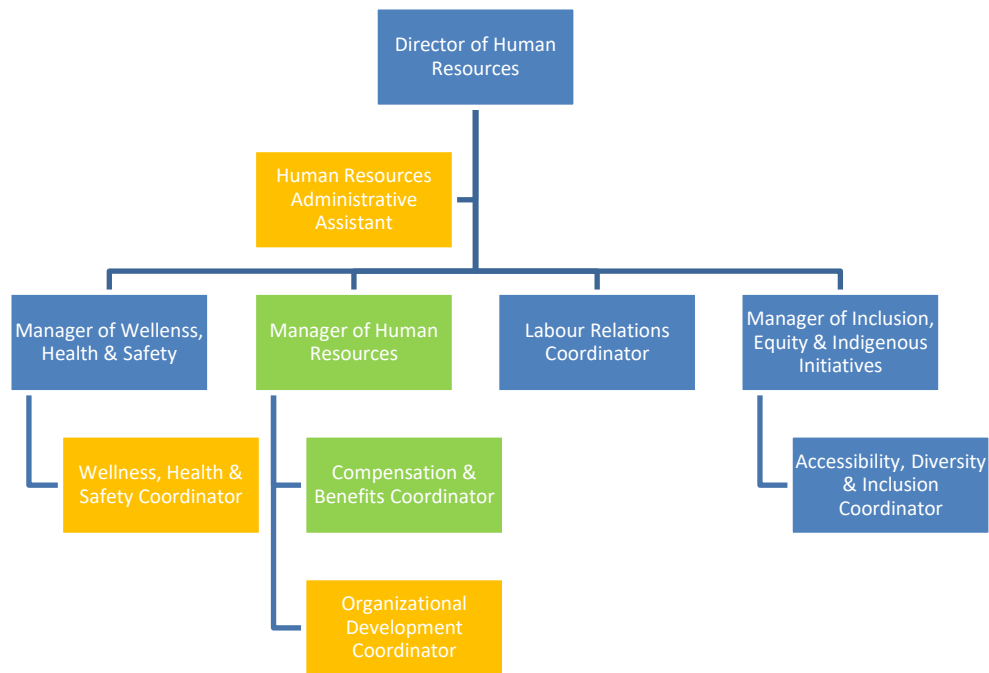
Current Stratford

$$\text{HR to Employee ratio} = \frac{4}{415.5} * 100 = .96$$

For a variety of reasons, the Human Resources Team compliment at the City of Stratford has not been altered in the last 15 years, despite a few service reviews that support building out the portfolios. A recent SWOT analysis conducted by the new Director reveals that leaders interviewed agreed that the Human Resources Team was understaffed and underfunded. Standard HR industry practice supports a HR to Employee ratio average of 1.7 rounded to 2 HR staff per 100 employees. Applying this standard would support an HR Team of 8.26 and the proposed compliment is 8, that includes 3 new additional roles.

The focus of the new roles will be explained though business case submissions and they are: Wellness, Health & Safety Coordinator, Organizational Development Coordinator, and a HR Administrative Assistant. Reallocating a current Human Resources Coordinator position to Manager of Human Resources and reallocating the current Payroll Coordinator to Compensation & Benefits Coordinator. The goal is to ensure that HR can effectively support the organization's workforce and contribute to the organization's success.

## Proposed Organizational Structure – Human Resources 2024



**\*New** Administrative Assistant: \$79,640/\$43.76 + Benefits

**\*New** Organizational Development Coordinator: \$85,613/\$47.04 + Benefits

**\*New** Wellness Coordinator: \$85,613/\$47.04 + Benefits

**\*Reallocate** Manager Human Resources differential: \$ 125,777/\$69.11 - \$85,613/\$47.04 = \$40,164

**\*Reallocate** Compensation & Benefits Coordinator differential: \$85,613/\$47.04 - \$68,686/\$37.74 = \$16,926

### **Background:**

The City of Stratford established formal Human Resource support internally in 1988. At that time there was a Director of Personnel and a Human Resources Assistant. As a result of limited growth and support for HR, a proper organizational structure has not been implemented. A critical role and function of a municipal department is a organizational development coordinator. OD Coordinators are engaged in work such as employee engagement; team development; leadership development; strategic planning; organization design, performance, culture change, people plan, corporate onboarding and other critical initiatives that support organizational objects. Focus areas of development for the City of Stratford's culture shift for future success.

### **How This Position Reflects Council's Strategic Priorities:**

#### **Strengthening our Plans, Strategies and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

## **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

## **Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting, and retaining a diversity of businesses and talent.

### **Program or Service Expansion Benefits:**

At a high level there are five benefits in building an organizational development culture at the City of Stratford.

1. **Continuous Improvement:** The OD process creates a continuous cycle of improvement whereby strategies are planned, implemented, evaluated, improved, and monitored. OD is a proactive approach that embraces change (internal and external) and leverages it for renewal. Here are some ways OD can contribute to continuous improvement:
  - Diagnostic Assessment
  - Goal Setting and Strategic Alignment
  - Feedback and Performance Management
  - Change Management
  - Monitoring and Evaluation
  - Continuous Feedback Loop
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2. **Increased Communication:** One of the key advantages of OD is increased communication, feedback, and engagement within the organization. Improving communications aims to align all employees to shared corporate goals and values.
3. **Talent Development and Retention:** OD initiatives often include training and development programs aimed at enhancing employee skills and capabilities. Investing in employee's growth and providing opportunities for advancement, organizations can attract and retain top talent, resulting in a more skilled workforce.
  - **Skill Enhancement and Learning Opportunities:** By investing in employees' growth and providing opportunities for learning and professional development, OD helps individuals expand their knowledge base and acquire new skills. This improves their performance in their current roles and prepares them for future opportunities within the organization, increasing their overall satisfaction and engagement.
  - **Career Advancement and Growth Pathways:** By establishing frameworks for promotion, succession planning, and growth opportunities, OD provides employees with a sense of direction and a clear understanding of the potential career trajectory within the organization.
  - **Employee Engagement and Empowerment:** OD fosters employee engagement by involving them in decision-making processes, seeking their input, and valuing their contributions. By creating a culture of empowerment, where employees have a voice

and feel valued, OD enhances their sense of ownership and commitment to the organization.

- **Feedback and Performance Management:** OD incorporates feedback and performance management processes that provide employees with regular and constructive feedback on their performance. This feedback helps individuals understand their strengths, areas for improvement, and developmental needs.
  - **Work-Life Balance and Well-being:** By implementing flexible work arrangements, wellness programs, and initiatives that support employees' physical and mental health, OD demonstrates a commitment to the holistic well-being of employees.
4. **Product and Service Innovation:** OD encourages employees to think more creatively and generate innovative ideas by promoting creativity, risk-taking, and a continuous improvement mindset. It focuses on breaking down silos and promoting cross-functional collaboration. OD enhances communication, knowledge sharing, and collaboration by bringing together individuals from different departments and disciplines. OD also emphasizes the importance of meeting customer needs by incorporating customer feedback and insights into processes. It helps organizations to have a more agile mindset essential for innovation and promotes process improvement, risk management, experimentation, and leadership development initiatives.
5. **Increased Business Success:** Through raised innovation and productivity, efficiency and profits are increased. Costs are also reduced by minimizing employee turnover and absenteeism. As OD aligns objectives and focuses on development, product/service quality and employee satisfaction are increased. The culture shift to one of continuous improvement gives the company a distinct advantage in the competitive marketplace.

Overall, OD's benefits contribute to organizations' long-term sustainability and success. By continuously assessing and improving organizational effectiveness, OD ensures that organizations remain adaptable, resilient, and capable of achieving their strategic objectives in a dynamic business environment.

### **Program Expansion Costs:**

To be funded from anticipated variances and/or utilizing the reallocation of current positions or vacancies.

**\*New** Organizational Development Coordinator: \$85,613/\$47.04 + 32 % Benefits

**\*Reallocate** Manager Human Resources differential: \$ 125,777/\$69.11 – HR Coordinator  
\$85,613/\$47.04 = \$40,164

**\*Reallocate** Compensation & Benefits Coordinator differential: \$85,613/\$47.04 - Payroll Coordinator \$68,686/\$37.74 = \$16,926

\*See attached Quantitative Summary

**Alternatives:**

The alternative is to leave the staff compliment status quo and continue to be disconnected, lacking strategic HR direction, limit corporate culture development and not support the evolution of the corporate strategic direction. Without dedicated basic human resource roles, there will be ongoing concerns around the consistency, capacity, and capabilities to accomplish Stratford's strategic priorities. Ultimately, the responsibility falls to the Corporate Leadership Team to establish a governance model to help guide leaders and employees as they navigate many competing day-to-day priorities.