



**Human Resources & Compensation Committee Meeting  
November 19, 2015  
Human Resources Update  
Rose Desrochers**

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**1. Recruitment Update**

As at May 31, 2015 the Corporation's total employee count was 68 distributed as follows:

- 62 - FTE's
- 2 - Contract
- 4 - Vacant Positions

As at November 15, 2015 the Corporation's total employee count is 68 distributed as follows:

- 61 - FTE's
- 3 - Contract
- 4 - Vacant Positions

A current organizational chart has been included for your reference.

For the period May 31, 2015 to November 15, 2015, the following are changes to our organization:

Exits – 4 Employees

1. Planning & Design Project Manager
2. Environment & Innovation Project Manager
3. Scheduling Manager
4. Communications & Public Engagement Coordinator

New Hires - 4 Employees

1. Associate Legal Counsel (contract)
2. Accounting Manager
3. Planning & Design Project Manager
4. Communications & Public Engagement Coordinator

## 2. Core Elements Update

### Organizational Development/Effectiveness (Yellow):

- Two Exit Interviews were completed for employees that left voluntarily since the June 2015 meeting. Some of the reasons why they left was due to lack of career advancement opportunities at WT and uncertainty around WT's future.
- At the March 23, 2015 meeting of this Committee, Management advised of its review of organizational requirements as they relate to the completion of the WT 1.0 program pending decisions of 2.0 funding.

### Compensation, Reward & Recognition (Green):

- As part of our recognition program, Service Awards are presented to staff at every townhall.
- Since we started this program in May 2014, 9 staff have received their ten year service award and 41 staff have received their five year service award.
- Further concepts are being researched and created for our rewards and recognition program.

### Safety & Wellness (Green):

- As reported at the October 26 Board meeting there was no health and safety incident reported.
- The Joint Health & Safety Committee continues to meet on a quarterly basis and there have been no reportable Health and Safety incidents in the Waterfront Toronto office since the last report.
- WT is deemed to be a large employer in the construction industry under Workplace Safety and Insurance Board ("WSIB") policies. WT therefore qualifies for the WSIB CAD -7 Experience Rating Plan through which the WSIB tracks employers' health and safety performance. Under this plan WT has been recognized as an employer "**achieving and maintaining zero injury, illness and fatalities**" for a sixth year in a row, which has resulted in a reduction of WT premiums as well as validated our internal health and safety practices.
- WT has received a rebate of \$42,531.69 for 2014.
- To date, WT has been working towards and has successfully achieved timely compliance with the Accessibility for Ontarians with Disabilities Act requirements under both the Customer Service Regulation and Integrated Accessibility Standards Regulation ("IASR").
- The next deadline for AODA implementation is January 1, 2016 and requires WT to address practices regarding Information and Communication Standards with respect to accessible formats and communication supports and Employment Standards with respect to recruitment and supports for employees. WT is well underway to meet this deadline.
- The next major stage in AODA implementation is January 1, 2017 and requires the establishment of design standards requiring the design of public spaces to address specific design elements. These design standards will apply to newly constructed and redeveloped projects (for contracts entered into after December 31, 2012).

### HR Framework (Green):

- Since our last meeting, one new guideline - #34 - Recruitment & Due Diligence was prepared to reinforce our recruitment, selection and screening process by including background checks for designated departments and one existing guideline #20 - Disclosure of Wrongdoing has been revised for the addition of an ombudsman as an independent reviewer. A full listing of our Corporate Human Resources guidelines can be found in section three below.
- As part of our continuous learning and communication, we've held staff townhalls after every Board meeting and as required.

### Benefits (Green):

- WT's insurance brokers were successful in negotiating lower premium rates for the September 2015 to August 2016 year with Sunlife and RBC that resulted in an overall premium reduction on 1.18%.

### Talent/Succession Management/Learning & Development (Green):

- A corporate succession management strategy was prepared and presented to Management Committee for identified key positions at the Executive and Director levels; the talent pool was reviewed and succession candidates were profiled. Consensus was reached on talent pool for identified key positions and learning plans were created for those candidates and are continuously incorporated into the PFS process for those candidates.
- Continuous monitoring and mentoring of those candidates is underway.
- Two in-house seminars for staff are scheduled this year; one on budgeting & pension planning for retirement scheduled for late November 2015 and one on thinking on your feet in late January 2016.
- Other learning sessions for staff are continuously being researched.

### Performance Evaluation and Management [Planning for Success (PFS)] (Green):

- Step 1 – “Planning” for the 2015/16 cycle is completed.
- Step 2 – “Feedback” for the 2015/16 cycle is underway and scheduled to be completed by December 31, 2015.

### Recruitment (Green):

- We are currently in the recruitment process for the following position:
  - Systems Analyst

### 3. Guideline Update

Attached are the guidelines we have revised or issued since our last meeting and are providing them for your information:

- a) #20 - Disclosure of Wrongdoing – revised in response to the City’s 2.0 review and recommendations to add an independent reviewer
- b) #34 - Recruitment & Due Diligence

#### Updated List of Guidelines:

<b>NUMBER</b>	<b>GUIDELINE</b>	<b>DATE</b>
1	Designated Holidays	January 1, 2008
2	Vacation	January 1, 2008
3	Bereavement	January 1, 2008
4	Jury or Witness Duty	January 1, 2008
5	Overtime Pay or Compensating Time-off	January 1, 2008
6	Gifts	November 26, 2007
7	Maternity and Parental Leave and Income Benefits	Revised December 31, 2013
8	Probationary Period	Revised November 16, 2009
9	Salary Continuance During Illness or Injury	May 15, 2008
10	Special and/or Personal Responsibility Leave	Revised October 20, 2009
11	Learning and Development	Revised November 12, 2009
12	Exit Interviews	August 1, 2008
13	Compensation/Salary Administration	May 2008
14	Code-of-conduct	Revised January 2015
15	Planning for Success (PFS)	June 1, 2009
16	Employee Expenses	Revised October 23, 2009
17	Blackberry Use	Revised January 2015
18	Issues and Concerns Resolution	October 27, 2009
19	Human Rights Discrimination/Harassment-free Workplace	Revised January 2011
19A	Workplace Harassment Program	January 2011
19B	Workplace Violence Program	January 2011
19C	Human Rights & Health & Safety Harassment & Violence Complaint Procedure	January 2011
20	Disclosure of Wrong Doing	Revised October 26, 2015
21	Recruitment/Resourcing of Senior Staff	November 12, 2010
22	Health and Safety	January 2011
23	Perquisites	August 2, 2011
24	Corporate Computer Use	Revised January 2015

<b>NUMBER</b>	<b>GUIDELINE</b>	<b>DATE</b>
25	Large File Transfer	September 23, 2011
26	Purchasing Residential Condominium Units on the Waterfront	April 13, 2012
27	Hours of Operations and Work	December 11, 2012
28	Working Remotely	December 11, 2012
29	Variable Compensation Component Payout	November 30, 2012
30	AODA Accessible Customer Service	December 18, 2013
31	AODA Integrated Accessibility Standards Regulation	January 2014
32	Volunteer Leave	April 1, 2014
33	Service Awards	April 1, 2014
34	Recruitment & Due Diligence	October 2015

**Committee Action Required**

None - for information purposes only.

**Motion (if applicable)**

N/A