



HUMAN RESOURCES PLAN

March
2010

Town of Inuvik



Human Resources Plan

TOWN OF INUVIK



The Town of Inuvik



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INTRODUCTION

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One of the elements to be developed in order to be in compliance with Gas Tax contributions is a Human Resources Plan but in reality this is an important plan for every organization to complete regardless. The most important resource of the Town of Inuvik is its employees and as a corporation we should be continuously assessing and benchmarking where we are with respect to our employees.

Current staff levels include the following:

Administration	9 Full Time Permanent Staff
Public Services	10 Full Time Permanent Staff & 10 Casual Staff
Recreation Services	5 Full Time Permanent Staff & 10-20 Casual Staff
Tourism Services	2 Full Time Permanent Staff & 1 Casual Staff
Protective Services	1 Fire Chief and ½ Administration Staff
By-Law Enforcement	2 Full Time Permanent & 1 Casual Staff
Utilidor Services	3 Full Time Permanent Staff

We also handle administration for the Inuvik Volunteer Firefighters Association, which usually has from 20-30 Volunteer Firefighters.

The types of Municipal Government services include: Business License, Lottery License, Animal Control and Liquor License administration. We also administer Development Permits, and Taxi Permits. Administration handles all Tax and Lands Administration, the Towns Finances, Payroll and Human Resources for the Town of Inuvik and we also administer the Water and Bulk Water utilities. We are also the Town's Registrar and look after administration of the Cemetery. Public Services takes care of and maintains our roads, parks, Utilidor system and many of the municipal buildings that the Town uses to provide its services. Many of the Public Services are provided by outside companies that are contracted to supply services. Public Service employees and management are constantly following up and coordinating with these contractors.

Particular thanks should be extended to Paul Watters, the Human Resources Coordinator for his hard work in helping to produce this report.



VISION

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In an attempt to articulate the sort of workplace that we would like to see fostered, the following objectives were developed.

Respect

We value a workplace culture where people **respect** one another in their interactions with co-workers and members of the public. We appreciate the commitment made to this by Council's zero tolerance policy.

Integrity

We value a workplace culture where personal and professional **integrity** cause us to behave in an unbiased and ethical way and to make the best use of the resources entrusted to us.

Diversity

We value a workplace where **diversity**, in all its forms, is encouraged and recognized for its contribution to a more creative, rewarding, and productive service to our broader community. Our workplace reflects our community.

Accountability

We value a workplace where **accountability** for our actions, our interactions, the objective and wise use of resources, and responsibilities for our successes and failures is reflected in how we conduct ourselves. We are accountable to the citizens of Inuvik, to our co-workers and to our many partners in service delivery.

The Public Good

We value the relationship we have with the citizens of Inuvik and are committed to developing and delivering services that are in the public's interest, are for the **public good**, and to be a professional public service that is deserving of the public trust.



GOALS & STRATEGIES

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Despite some perception in the public to the contrary, the Call to Public Service is a rather unique one. In Inuvik when you compound that with the unique challenges of recruitment in the North, attracting and retaining staff can be a particular challenge. Most candidates must view a career in public service as worthwhile, challenging and rewarding and will expect to experience a workplace culture that encourages their commitment to service and a culture where their individual and team efforts are valued and recognized.

The Goals and Strategies of this plan include:

- Skilled, Committed and Accountable Staff
- Be an Employer of Choice
- Be a Safe and Supportive Workplace
- Be a Diverse Workplace
- Be an Organization of Growth and Learning



SKILLED, COMMITTED & ACCOUNTABLE STAFF

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To make a difference through a skilled, committed and accountable public service, the following strategies should be explored:

1. To ensure that the hiring processes are based on merit and are objective, transparent and consistent
2. To ensure timely and appropriate service to the residents of Inuvik by having the right people with the right skills in the right place at the right time
3. To improve public confidence in the value and quality of public services and public servants
4. To ensure the consistent application of human resource policies and practices



BE AN EMPLOYER OF CHOICE

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To be a preferred employer

1. To raise awareness about the many opportunities available through the Town of Inuvik
2. To ensure equitable and easy access to employment opportunities
3. To foster a culture where new employees are welcomed, oriented and mentored to achieve their career goals
4. To create opportunities for employees to serve their community in capacities outside their workplace



BE A SAFE & SUPPORTIVE WORKPLACE

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To ensure that the Town of Inuvik is a safe and supportive workplace, the following strategies should be explored:

1. To meet and where possible exceed compliance with occupational health and safety legislation and regulations and current corporate occupational health and safety policies
2. To make health and safety concerns that are expressed by employees a top priority
3. To encourage and facilitate employees' volunteer involvement with the community and with professional associations
4. Employees know that they can express ethical and professional concerns in an atmosphere of mutual respect
5. To explore programs that assist in the well being of employees
 - i. Employee Assistance Program
 - ii. Fitness Passes
 - iii. Flex Hours
 - iv. Modified Work Options
 - v. Ensuring that Work Safety issues are addressed



BE A DIVERSE WORKPLACE

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To be a diverse workplace

1. Demographics that reflect the community we serve
2. We value diversity and will foster a culture that reflects this in our workplace
3. Maximizing Local/Northern Employment
4. Consciously working to develop cross-cultural understanding and respect



BE AN ORGANIZATION OF LEARNING & GROWTH

BE AN ORGANIZATION OF LEARNING AND GROWTH

To be a learning organization

1. To assist employees to identify career objectives
2. To foster the growth and continuous learning of all employees
3. To facilitate the growth and development of employees using internal resources
4. To explore E-learning Opportunities
5. Create Job Shadow opportunities



NEXT STEPS

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Due to the interrelationship of so many of the Goals contained in the previous sections as well as the common solutions the following Actions are proposed to assist with achieving the Goals and Strategies:

- Complete a comprehensive review of all positions and incumbents

Action #: HR-1

Time Frame: Completed – On-Going Renewal

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Review completed

Community Involvement: None (confidential)

Links to Other Initiatives:

Initiative Leader: Human Resources Coordinator

Notes: Some initiatives underway to address gaps.

- Form a Retention and Attraction Committee

Action #: HR-2

Time Frame: 3 months

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Primary – Recommendations back to Council

Community Involvement: Service Providers

Links to Other Initiatives:

Initiative Leader: Human Resources Coordinator

Notes: To explore opportunities to attract and retain employees.

To be composed of staff and management

Some suggestions for review

- Employee and Family Assistance Programs
- Flex Hours
- Registration Fees for Staff Teams

- Support for participation in Volunteer & Civic Participation
- Social Events
- Explore Flight Discounts
- Explore Insurance Discounts
- Fitness Pass

- Complete the comprehensive Safety Manual

Action #: HR-3

Time Frame: Substantially Complete

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Reviewed and Approved by Council

Community Involvement: Safety Committee

Links to Other Initiatives:

Initiative Leader: Human Resources Coordinator

Notes:

- Explore Alternative Coaching/Mentoring Methods

Action #: HR-4

Time Frame: 6 months

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Review completed / Management Training

Community Involvement: None

Links to Other Initiatives:

Initiative Leader: Human Resources Coordinator

Notes: Some initiatives underway.

- Supportive Learning

Action #: HR-5

Time Frame: Completed – On-Going Renewal

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Review completed

Community Involvement: Training Providers, School of Community Government, Aurora College

Links to Other Initiatives:

Initiative Leader: Human Resources Coordinator

Notes: Some initiatives underway. Further development based on gap analysis

- Support Staff participating in community initiatives

Action #: HR-6

Time Frame: On-Going

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Supportive programs that encourage volunteerism

Community Involvement:

Links to Other Initiatives:

Initiative Leader: Senior Administrative Officer

Notes: Already initiated

- Support GNWT Attraction Initiative

Action #: HR-7

Time Frame: One Year

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Campaign Completed

Community Involvement: GNWT, KK Communications

Links to Other Initiatives:

Initiative Leader: Senior Administrative Officer

Notes: Some initiatives underway. Council has already passed support motion

- Develop Inuvik Attraction Materials

Action #: HR-8

Time Frame: One Year

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Materials Prepared (Paper and Electronic)

Community Involvement: Chamber of Commerce

Links to Other Initiatives:

Initiative Leader: Human Resources Coordinator

Notes: Some initiatives underway. Make materials generic enough that others employers can use as well.

- Emphasis on early recruitment- High School and College

Action #: HR-9

Time Frame: On-Going

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure:

Target: Participation in Job Fairs

Community Involvement: DEA, Schools, NWTAC

Links to Other Initiatives:

Initiative Leader: Human Resources Coordinator

Notes: Participated in Job Skills Fair for last two years, Scholarship at Aurora College



APPENDIX 'A'

Position Review and Gap Analysis

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