

# Human Resources Service Enhancement Recruitment and Retention Advisor

## Description:

The Human Resources division experienced significant staffing reductions during recent budget discussions, including the elimination of one full-time Advisor and one part-time Assistant in 2020, followed by another full-time Advisor position in 2022. These reductions have impacted the division's capacity to deliver internal training, leadership development programs, and employee engagement initiatives.

In response, Human Resources adopted a recruitment model like the one used in the provincial public service, where hiring managers and supervisors lead their own recruitment efforts with limited support from HR. This model was never successfully implemented because the other divisions were not resourced appropriately to take on these duties.

Further restructuring occurred in fall 2022, when the Director position was replaced with a Senior Manager role. A vacancy created after internal movement was replaced with two, more junior, HR Associate positions. While these changes enabled a return to the traditional recruitment model, the division continues to face challenges in delivering core services or enhancing its capacity.

Human Resources proposes the addition of a full-time Recruitment & Retention Advisor. This role would focus on:

- Developing high-level recruitment strategies, including targeted talent acquisition and candidate outreach.
- Leading executive, management, and other complex recruitment processes.
- Providing leadership in organizational and job design, job descriptions, compensation, and job evaluation.
- Collecting and analyzing employee engagement data to identify areas of concern and lead initiatives to improve satisfaction and retention.

## Financial Cost of Enhancement:

Description	Cost
Recruitment and Retention Advisor	\$133,421
Annual Training budget	\$2,000
<b>Total</b>	<b>\$135,421</b>



### **Measurement of Service Level Increase:**

The addition of this role will strengthen the City's recruitment and retention capabilities by:

- Enhancing strategic outreach to attract a broad and diverse talent pool.
- Improving employer branding and enhancing candidate experience on hiring processes.
- Offering senior level recruitment support for leadership, hard-to-fill and complex recruitment.
- Ensuring core functions such as organization and job design, compensation and job evaluation maintain an organization-wide lens with professional oversight, contributing positively to retention efforts.
- Driving employee engagement initiatives informed by staff feedback, thereby improving overall workplace satisfaction and reinforcing the City's reputation as an employer of choice.