

# Developing a Human Resource Plan

## Integrated Community Sustainability Plan

In the 2005 federal budget, the Government of Canada created “The New Deal for Cities and Communities” to help achieve real, measurable progress towards sustainability. This new deal uses gas tax revenue to fund community sustainability infrastructure projects. By 2010, all Community Governments in the Northwest Territories will be required to have a Human Resource Plan as part of the of the Integrated Community Sustainability Plan (ICSP).

Developing a Human Resource Plan is a tool developed by the Department of Municipal and Community Affairs (MACA) to assist community governments in building their own Human Resource Plan as part of the ICSP process. The Community Government Human Resource Development System (CGHRDS) supports the ICSP to assist community governments with capacity building. Throughout the ICSP, references will be made to the CGHRDS companion tool (i.e. See CGHRDS, Chapter \_) on topics such as job descriptions, recruitment, orientation, training and development and human resource policies. The CGHRDS has been designed specifically to assist northern community governments with their human resource capacity building needs. The goal of the CGHRDS is to help you get the most for, and from, your staff.

Copies of the CGHRDS can be obtained by contacting your regional MACA office or the School of Community Government at:

Toll-free: 1-877-531-9194

Phone: 1-867-973-7755

Fax: 1-867-873-0584

Website: <http://www.maca.gov.nt.ca/school/tools/index.html>

E-mail: [Dan\\_Schofield@gov.nt.ca](mailto:Dan_Schofield@gov.nt.ca)

## **Table of Contents**

### **Section 1) Introduction**

This section provides important information on how and why human resource plans need to be developed.

### **Section 2) How To Guide**

The How To Guide provides step by step instructions on how to develop a Human Resource Plan.

### **Section 3) Case Study and Sample Human Resource Plan**

This section includes a Case Study and Sample Human Resource Plan for a northern community government.

### **Section 4) Workbook**

The workbook section provides an opportunity for users to practice the examples provided on how to develop a Human Resource Plan using templates.

### **Appendix A**

Sample Training Needs Assessment

### **Appendix B**

Other Resources

## **Section 1) Introduction**

### **What is a Human Resource Plan?**

A Human Resource Plan is a systematic approach to ensure that organizations have the right people in the right jobs to effectively and efficiently perform their operations.

A Human Resource Plan (See CGHRDS, Chapter 2) is a planning tool that allows a community government to:

- determine their human resource needs
- determine their human resource supply
- determine where there are gaps; and
- develop strategies to fill the gaps

In many ways a Human Resource Plan can be compared to financial planning or budgeting where an organization must:

- determine their financial needs (estimated expenditures)
- determine their financial supply (estimated revenues)
- identify strategies to fill the gaps (i.e. raise additional revenues or reduce expenditures).

The Human Resource Plan provides the big picture in terms of human resource training and development and sets the groundwork for more detailed analysis such as individual training and development (See CGHRDS Ch. 8) plans.

The Human Resource Plan should also be closely tied to strategic planning. In order for a community government to develop programs and services, it must have both the financial and the human resources necessary to provide those programs and services. In order to effectively meet their strategic goals and objectives, community governments must have, hire or develop staff with the required skills, knowledge and attitudes to perform the needed functions.

### **Why is a Human Resource Plan Important?**

A Human Resource Plan is important because it will help community governments to:

- ensure they have the right people in the right positions to provide quality programs and services
- ensure that they have all the human resources systems, policies and practices in place
- anticipate future human resource needs for new programs and services as a result of devolution, self-government, land claims negotiations and so on

A Human Resource Plan is also important because it clearly outlines where there are gaps between their human resource supply and human resource needs

- community governments can use this information to develop strategies to build human resource capacity

## **Who Should Develop the Human Resource Plan?**

The Senior Manager should be the lead person in developing the Human Resource Plan

- Council or Board Members will have input on the mission, vision, principles, values and the priority areas of the organization (See CGHRDS, Chapter 2)
- Senior managers and supervisors will have input on current and future human resource needs
- Employees will have input on their capabilities and competencies

## **When Should the Human Resource Plan be Completed?**

The Human Resource Plan should be completed as part of the strategic and/or budgeting process and be updated on an annual basis

- the HR Plan should be updated on an annual basis for operational reasons
  - for example, new strategies will have to be developed to replace staff who leave the organization or to train existing staff to take over vacant positions
- the HR Plan should cover a multi-year period, generally three to five years

## **What are the Uses of the Human Resource Plan?**

The Human Resource Plan has a number of uses including to:

- communicate the mission, vision, principles and values of an organization in terms of its human resources. This provides council/board members, managers and employees with a common vision and direction which is critical to achieving a common goal
- identify the priorities of the community government and allow for the development of strategies to meet those priorities
- identify new programs and services and allow community governments to develop or hire the staff needed to deliver them
- form the basis for all other HR programs including recruitment (See CGHRDS Ch. 5), training and development

From this information the community government can implement HR programs and policies (See CGHRDS Ch. 13) to ensure it has the human resource capacity required to deliver quality programs and services.

### **What Does an HR Plan look like?**

There is no standard method or format for creating a Human Resource Plan. The method or format described in this document is just one option for community governments to consider when developing a plan and identifying human resource needs, supply, gaps and strategies.

## **Section 2) How to Guide**

The Human Resource Plan should be completed in six steps:

Step 1) Identify the vision and priorities of the community government

Step 2) Identify your human resource needs (or jobs)

Step 3) Identify your human resource supply (or people)

Step 4) Identify the gaps

Step 5) Develop strategies

Step 6) Implement and monitor the Plan

## **Step 1) Identify the vision and priorities of the community government**

These statements should be seen as guiding principles in the development of any human resource plan.

It is important that employees are aware of the vision and mission of the community government and that human resource policies and programs be designed with each of these statements in mind

The priorities section of the human resource plan is important because it identifies the human resource needs that require the most immediate attention.

Every community will have different priorities. For example, one community may have a community works program that is very effective and therefore is not a big priority for human resource development. In another community there may be a serious need for upgrading the skills, knowledge and attitudes of community works staff to ensure the delivery of safe drinking water, to ensure safe roads and buildings and/or to ensure that sanitation systems are properly maintained

The Council/Board should define the priorities of a community government with the assistance of the Senior Manager on an annual basis.

## **Example**

### **Step 1) Identify the vision and priorities of the community government**

The vision of the Municipality of Northtown is to provide the residents with a safe, clean and healthy community in which to live, grow and prosper.

The Mission of the Municipality of Northtown is to provide municipal programs and services in a caring, courteous and respectful manner.

The Municipal Council of Northtown has identified the following as priority areas:

- 1) The delivery of safe community works programs and services including drinking water, sanitation and road and airport maintenance
- 2) Maintaining a safe community environment through the Office of the By-Law Officer
- 3) The delivery of programs and services aimed at building a safe community

## **Step 2) Determine your human resource needs**

The second step in developing the HR Plan is to determine your human resource needs or the jobs you require

- this should include both current and anticipated jobs as a result of changes to the organization or because of added responsibilities

The number and types of jobs in the organization will depend on the programs and services that your community government delivers

The jobs in many community governments is divided into departments or areas such as Finance and Administration, Recreation and Community Works

As mentioned, it is recommended that an HR Plan should be developed for each department

- some community governments will not have departments so a single HR Plan can be developed that covers all jobs

A job description (See CGHRDS Ch. 3) that includes the responsibilities and qualifications for the position should be developed for each job

For each department, list the jobs that you need under the HR Needs Section of the Plan as shown in the sample on the following page.

You should also include some information about the department.

## **Example**

### **Step 2) Identify HR Needs (jobs) - Community Works Department**

Current Programs and Services: Community Works Department

The Community Works Department provides an essential service to the community by:

- ensuring that roads and walkways are maintained and repaired
- ensuring the availability of, and delivering, clean drinking water, and
- collecting and disposing of garbage and sewage.

The following chart demonstrates the human resource needs, supply, gaps and strategies for the department.

**Example**

**Step 2) HR Needs – Community Works Department**

HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority	Implementation
Community Works Manager					
Heavy Equipment Operator					
Mechanic					
Water Truck Driver					
Sewage Truck Driver					
Water Treatment Plant Operator					

### **Step 3) Determine your human resource supply (your people)**

Once you have identified your human resource needs, you need to identify your human resources supply, or the people that you currently have to provide the programs, services and administrative functions.

The human resource supply will go in the HR Supply section of the Plan as follows.

**Example**

**Step 3) HR Supply – Community Works Department**

HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority	Implementation
Community Works Manager	Position Filled				
Heavy Equipment Operator	Position Filled				
Mechanic	Position Filled				
Water Truck Driver	Position Vacant				
Sewage Truck Driver	Position Filled				
Water Treatment Plant Operator	Position Vacant				

## **Step 4) Identify the Gaps**

The next step is to analyze the difference between the human resource needs and supply and identify the gaps.

Gaps can cover a number of issues such as:

- the need to fill a vacant position
- the need to provide additional training
- the need to reorganize a department to make it more efficient, and
- the need to replace a position in the near future.

The types of gaps that you have will determine the strategies that you put in place.

The gaps go in the HR Gaps Section of the Plan as follows

**Example**

**Step 4) Identify the Gaps – Community Works Department**

HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority	Implementation
Community Works Manager	Position Filled	<p>Job description is outdated</p> <p>The incumbent is expected to retire within three years</p> <p>The incumbent requires training in management/ supervision and MMOS</p> <p>Additional training needs have to be identified</p>			
Heavy Equipment Operator	Position Filled	<p>Job description is outdated</p> <p>The incumbent is well qualified for his present position</p> <p>The incumbent will require management training to move into the Community Works Manager position</p> <p>Additional training needs have not been identified</p>			

**ICSP and HR Planning**

Mechanic	Position Filled	<p>Job description is outdated</p> <p>The incumbent is new to the position</p> <p>The incumbent needs to complete his apprenticeship training and needs to work with a mechanic to gain required hours</p> <p>Additional training needs have not been identified</p>			
Water Truck Driver	Position Vacant	<p>The job is currently vacant but it is anticipated that it will be filled from within the community</p> <p>Job description is outdated</p>			
Sewage Truck Driver	Position Filled	<p>Job description is out of date</p> <p>The incumbent has been in the position for several years</p> <p>The incumbent would benefit from customer service and team building training</p> <p>Additional training needs have not been identified</p>			

**ICSP and HR Planning**

<p>Water Treatment Plant Operator</p>	<p>Position Vacant</p>	<p>The position is vacant and it is anticipated that the position cannot be filled from within the community</p> <p>A new system has been introduced and the job description needs to be updated</p>			
---------------------------------------	------------------------	--	--	--	--

## **Step 5) Develop HR Strategies**

The next step is to develop strategies to fill the anticipated gaps. These strategies may include:

- reorganizing the community government to make sure you have the right jobs for the programs, services and administrative positions
- creating new positions or updating job descriptions because of changes to programs, services and administration
- recruiting for current or anticipated vacancies (See CGHRDS Ch. 4),
- developing orientation (See CGHRDS Ch. 6), succession plans (See CGHRDS Ch. 2) and training and development plans (See CGHRDS Ch. 8),

Strategies should be developed for:

- short term (immediately to 6 months)
- medium term (6 months to 2 years), and
- long term (2 to 5 years)

Generally strategies for an HR Plan are very broad, however, in some cases the strategies can be quite specific and based on the person in the job.

For example, two broad strategies that a Community Government could take are to update all job descriptions and to conduct a Training Needs Assessment (TNA – sample attached) to determine individual training needs and develop individualized training plans.

In addition to identifying the Strategy, it is recommended that the Community Government identify whether the Strategy is a high, medium or low priority.

- HR resources (such as training and development funding) would be directed at the high and medium priorities

The Strategies go in the HR Strategies section of the Plan as follows.

**Example  
Step 5) Develop HR Strategies – Community Works Department**

HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority	Implementation
Community Works Manager	Position Filled	<p>Job description is outdated</p> <p>The incumbent is expected to retire within three years</p> <p>The incumbent requires training in management/supervision and MMOS</p> <p>Additional training needs have to be identified</p>	<p><b>Short Term</b> Update job description</p> <p>Identify incumbent training needs</p> <p>Provide required training in MMOS</p>	High	
			<p><b>Medium Term</b> Provide required training in Management/Supervision through mentorship with MACA regional Community Works Officer</p>	Medium	
			<p><b>Long Term</b> Replace position by developing succession plan for HEO</p>	Medium	

**ICSP and HR Planning**

Heavy Equipment Operator	Position Filled	<p>Job description is outdated</p> <p>The incumbent is well qualified for his present position</p> <p>The incumbent will require management training to move into the Community Works Manager position Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Prepare succession plan to move into Foreman position</p> <p>Identify current training needs</p>	High	
			<p><b>Medium Term</b> Provide required management training for Community Works Management position</p> <p>Provide additional required training through Aurora College or apprenticeship</p>	High	
			<p><b>Long Term</b> Move into Community Works Manager position</p>	Medium	
Mechanic	Position Filled	<p>Job description is outdated</p> <p>The incumbent is new to the position</p> <p>The incumbent needs to complete his apprenticeship training and needs to work with a mechanic to gain required hours</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Provide orientation to the incumbent</p>	High	

**ICSP and HR Planning**

			<p><b>Medium Term</b> Conduct Training Needs Assessment</p> <p>Provide assistance to complete apprenticeship training</p> <p>Identify a mentor/ sponsor to assist with acquiring apprenticeship hours</p>	High	
			<p><b>Long Term</b> Identify other candidates for apprenticeship mechanic position</p>	Low	
Water Truck Driver	Position Vacant	<p>The position is currently vacant but it is anticipated that it will be filled from within the community</p> <p>Job description is outdated</p>	<p><b>Short Term</b> Fill the position with a local individual</p>	High	
			<p><b>Medium Term</b> Provide orientation and training to the new incumbent through on the job and self-directed training</p>	High	
			<p><b>Long Term</b> Identify other suitable candidates from within the community in case the position becomes vacant or for casual work</p>	Low	

**ICSP and HR Planning**

Sewage Truck Driver	Position Filled	<p>Job description is out of date</p> <p>The incumbent has been in the position for several years</p> <p>The incumbent would benefit from customer service and team building training</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Identify incumbents training needs</p>	High	
			<p><b>Medium Term</b> Provide training in identified areas including customer service and team building</p>	High	
			<p><b>Long Term</b> Assist with HEO training to replace HEO Operator</p> <p>Identify other candidates from within the community in case the position becomes vacant or for casual work</p>	Low	
Water Treatment Plant Operator	Position Vacant	<p>Job description is outdated</p> <p>The position is vacant and it is anticipated that the position cannot be filled from within the community</p> <p>A new system has been introduced and the job description needs to be updated</p>	<p><b>Short Term</b> Recruit for the position from within and outside the community</p> <p>Hire an incumbent and provide orientation and training</p> <p>Ensure back-up until an incumbent is hired</p>	High	
			<p><b>Medium Term</b> Provide all required training to the incumbent</p>	High	

*ICSP and HR Planning*

			<b>Long Term</b> Hire and provide training to a Water Treatment Operator Trainee from within the community	Medium	
--	--	--	---	--------	--

## **Step 6) Implement and Monitor the HR Plan**

The final step is to implement and monitor the HR Plan.

Keeping track of whether the Plan has been accomplished and is effective is important in order to make changes to future strategies and to let Council know of the progress that is being made in terms of human resource management.

The following chart demonstrates how to implement and monitor the HR Plan.

**Example  
Step 6) Implement and Monitor the HR Plan – Community Works  
Department**

HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority	Implementation
Community Works Manager	Position Filled	<p>Job description is outdated</p> <p>The incumbent is expected to retire within three years</p> <p>The incumbent requires training in management/supervision and MMOS</p> <p>Additional training needs have to be identified</p>	<p><b>Short Term</b> Update job description</p> <p>Identify incumbent training needs</p> <p>Provide required training in municipal works management system</p>	High	<p>Job description has been updated</p> <p>Training Needs Assessment (TNA) completed and training plan developed</p> <p>Incumbent has completed training in MMOS</p>
			<p><b>Medium Term</b> Provide required training in management/supervision through mentorship with MACA regional Community Works Officer</p>	Medium	Incumbent is scheduled to complete management/supervision training through mentorship with the MACA regional Community Works Officer in next quarter
			<p><b>Long Term</b> Replace position by developing succession plan for HEO</p>	Medium	Succession plan has been developed for HEO

**ICSP and HR Planning**

Heavy Equipment Operator	Position Filled	<p>Job description is outdated</p> <p>The incumbent is well qualified for his present position</p> <p>The incumbent will require management training to move into the Community Works Manager position</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Prepare succession plan to move into Foreman position</p> <p>Identify current training needs</p>	High	<p>Job description has been updated</p> <p>Succession plan has been completed and implemented</p> <p>Training Needs Assessment (TNA) completed and training plan developed</p>
			<p><b>Medium Term</b> Provide required management training for Community Works Management position</p> <p>Provide additional required training</p>	High	<p>Management training has commenced and will be completed according to succession and training plan</p> <p>Additional training will be provided as available</p>
			<p><b>Long Term</b> Move into Community Works Manager position</p>	Medium	<p>Incumbent is being prepared for the Community Works Manager position and will be offered the job pending completion of succession and training plan</p>
Mechanic	Position Filled	<p>Job description is outdated</p> <p>The incumbent is new to the position</p> <p>The incumbent needs to complete his apprenticeship training and needs to work with a mechanic to gain required hours</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Provide orientation (p. 145-156) to the incumbent</p>	High	<p>Job description has been updated</p> <p>Incumbent has been provided with orientation</p>

## ICSP and HR Planning

			<p><b>Medium Term</b> Conduct Training Needs Assessment (TNA)</p> <p>Provide assistance to complete apprenticeship training</p> <p>Identify a mentor to assist with acquiring apprenticeship hours</p>	High	<p>Training Needs Assessment (TNA) to be conducted in next quarter</p> <p>Arrangements have been made to allow incumbent to complete apprenticeship training</p> <p>Training mentor has been identified</p>
			<p><b>Long Term</b> Identify other candidates for apprenticeship mechanic position</p>	Low	Other candidates will be identified once apprenticeship has been completed
Water Truck Driver	Position Vacant	<p>The job is currently vacant but it is anticipated that it will be filled from within the community</p> <p>Job description is outdated</p>	<p><b>Short Term</b> Fill the position with a local individual</p>	High	<p>Recruitment for a candidate is currently underway</p> <p>Job description has been updated</p>
			<p><b>Medium Term</b> Provide orientation and training to the new incumbent</p>	High	Once the incumbent is hired, he/she will be provided with orientation and a Training Needs Assessment will be completed
			<p><b>Long Term</b> Identify other suitable candidates from within the community in case the position becomes vacant or for casual work</p>	Low	Once the incumbent is hired and trained, other candidates will be identified for training as casuals

## ICSP and HR Planning

Sewage Truck Driver	Position Filled	<p>Job description is out of date</p> <p>The incumbent has been in the position for several years</p> <p>The incumbent would benefit from customer service and team building training</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Identify incumbents training needs</p>	High	<p>Job description has been updated</p> <p>Training Needs Assessment has been completed with incumbent and training plan has been developed</p>
			<p><b>Medium Term</b> Provide training in identified areas including customer service and team building</p>	High	<p>Incumbent is scheduled for training in customer service and team building</p> <p>Additional training will be scheduled as available</p>
			<p><b>Long Term</b> Assist with HEO training to replace HEO Operator</p> <p>Identify other candidates from within the community in case the position becomes vacant or for casual work</p>	Low	<p>Succession plan will be developed to provide incumbent with training to replace HEO</p> <p>Incumbent may be offered HEO position upon satisfactory completion of training</p> <p>Other candidates will be identified for training as casualls</p>
Water Treatment Plant Operator	Position Vacant	<p>Job description is outdated</p> <p>The position is vacant and it is anticipated that the position cannot be filled from within the community</p> <p>A new system has been introduced and the job description needs to be updated</p>	<p><b>Short Term</b> Recruit for the position from within and outside the community</p> <p>Hire an incumbent and provide orientation and training</p> <p>Ensure back-up until an incumbent is hired</p>	High	<p>Job description has been updated to reflect changes in water treatment system</p> <p>Recruitment is currently underway in NWT and Western Canada to find an incumbent</p>

**ICSP and HR Planning**

			<p><b>Medium Term</b> Provide all required training to the incumbent</p>	High	Once hired, the incumbent will be provided with all required training
			<p><b>Long Term</b> Hire and provide training to a Water Treatment Operator Trainee from within the community</p>	Medium	Once the incumbent is hired and fully trained, a Water Treatment Operator Trainee will be hired from the community

## **Section 3) Case Study and Sample Human Resource Plan**

**The following case study for the Municipality of Northtown demonstrates how a Human Resource Plan can be developed for your community government.**

### **Vision and Priorities of Council (Step 1)**

The Municipality of Northtown has recently completed a Strategic Plan. According to the Strategic Plan the vision of the Municipality of Northtown is to provide the residents with a safe, clean and healthy community in which to live, grow and prosper.

The Municipal Council of Northtown has identified the following as priority areas:

1. The delivery of safe community works programs and services including drinking water, sanitation and road and airport maintenance
2. Maintaining a safe community environment through the Office of the By-Law Officer
3. The delivery of programs and services aimed at building a healthy community including:
  - sport and recreation programs
  - programs for youth and elders
4. Maintaining effective and efficient municipal financial and administrative services

## **Programs and Services**

The Municipality of Northtown provides programs and services in the following areas:

**Management and Administration** – the Senior Administrative Officer provides overall management and direction for staff. The Finance and Administration Section is responsible for maintaining all financial, human resources and administrative programs, services and systems.

**Community Works** – the Community Works section is responsible for building, upgrading and maintaining all community works systems and facilities including buildings, roads, airports and water treatment facilities as well as for delivering community works programs and services such as water delivery and sanitation disposal.

**By-Law Administration**– the By-Law Officer is responsible for enforcing Municipal By-Laws and maintaining a safe community.

**Lands Administration** – the Lands Administration Section is responsible for developing land use policies and procedures and reviewing land use applications.

**Recreation** – the Recreation Section is responsible for developing and delivering sport and recreation programs as well as maintaining recreation facilities including the ice arena and playground areas.

## **Changes to Programs, Services and Administration**

The Municipality is in the process of switching its financial system from QuickBooks to ACCPAC. Within the next six months, the Municipality will also be taking over administration of the Gas Tax and Capital Planning for the Community. The Water Treatment Facility is being updated with new technologies.

## **HR Needs (Step 2)**

The Municipality currently has the following positions to deliver these services:

### Management and Administration

- Senior Administrative Officer (SAO)
- Assistant SAO
- Finance Officer
- Finance Clerk

### By-Law and Land Administration

- Lands Officer
- By-law Officer

### Recreation

- Recreation Coordinator
- Recreation Facility Operator

### Community Works

- Community Works Manager
- Heavy Equipment Officer
- Mechanic
- Water Truck Driver
- Sewage Truck Driver
- Water Treatment Plant Operator

## **HR Supply and Gaps (Step 3-4)**

The SAO is in the second year of a three year contract and has indicated that she will not continue after the contract has ended. The Assistant SAO is doing a good job but needs further training, development and experience to move into the SAO position. The Finance Officer is relatively new at the job and does not have any training or experience in the areas of capital planning. The Finance Clerk has a number of years of experience and is performing well but will need additional training to take on new roles.

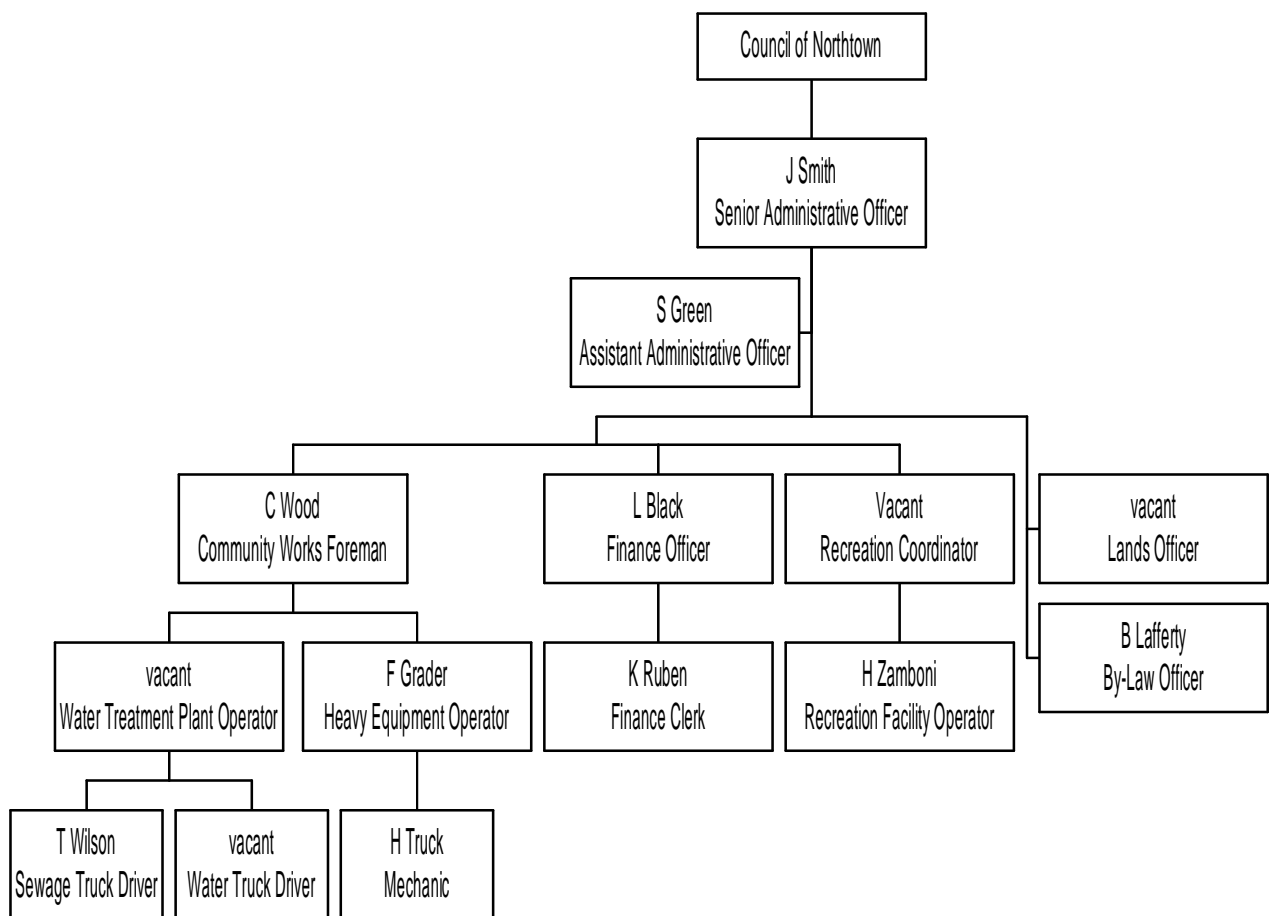
The Community Works Manager is planning to retire within five years and requires training in human resource management and the new municipal works program. The Heavy Equipment Officer has been identified as a possible candidate to replace the Community Works Foreman. The Mechanic needs to complete his apprenticeship program. The Water Truck and Water Treatment Plant Operator positions are vacant.

The Sewage truck Driver requires some training and will need additional training to possibly take over as the Heavy Equipment Operator.

The By-law Officer is well trained and is doing a good job.

The Lands Officer and Recreation Coordinator positions are vacant. The Recreation Facility Operator is doing a good job but needs training in certain areas.

**Organizational Chart**



## ***Municipality of Northtown Sample Human Resource Plan***

### **Introduction**

The Municipality of Northtown is facing many human resources challenges over the next few years and it is important to be prepared to meet those challenges in order to provide quality programs and services to our residents.

By implementing this Plan, we believe that we can build a strong municipal team that will deliver quality programs and services to the residents of our community.

**Northtown HR Plan – Management and Administration Department**

**Management and Administration** – the Senior Administrative Officer provides overall management and direction for staff. The Finance and Administration Section is responsible for maintaining all financial, human resources and administrative programs, services and systems.

The Municipality is in the process of switching its financial system from QuickBooks to ACCPAC. Within the next six months, the Municipality will also be taking over administration of the Gas Tax and Capital Planning for the Community. Within the next two years the Municipality will be administering local property taxes.

2	3	4	5	6	
HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority	Implementation
SAO	Position Filled	Job description is outdated  The incumbent is expected to resign within two years  Training needs have to be identified	<b>Short Term</b> Update job description  Identify incumbent training needs  Provide training on ICSP Strategic Planning	High	Job description has been updated  Training Needs Assessment completed and training plan developed
			<b>Medium Term</b> Provide required training as identified in the Training Needs Assessment	Low	Training will be provided as available
			<b>Long Term</b> Replace position by developing succession plan for SAO	High	Succession plan has been developed for ASAO

## ICSP and HR Planning

Assistant SAO	Position Filled	<p>Job description is outdated</p> <p>The incumbent will require management training to move into the SAO position</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Prepare succession plan to move into SAO position</p> <p>Identify current training needs</p>	High	<p>Job description has been updated</p> <p>Succession plan has been completed and implemented</p> <p>Training Needs Assessment completed and training plan developed</p>
			<p><b>Medium Term</b> Provide required management training</p> <p>Provide additional required training</p>	High	<p>Management training has commenced through the School of Community Government and will be completed according to succession and training plan</p> <p>Additional training will be provided as available</p>
			<p><b>Long Term</b> Move into SAO position</p>	Medium	<p>Incumbent is being prepared for the SAO position and will be offered the job pending completion of succession and training plan</p>
Finance Officer	Position Filled	<p>Job description is outdated and needs to be revised due to the introduction of new duties</p> <p>The incumbent requires training in administration of the Gas Tax, Capital Planning and local property taxes</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Provide training in administration of the Gas Tax and Capital Planning</p> <p>Identify additional training</p>	High	<p>Job description has been updated</p> <p>Incumbent has been provided with training in Capital Planning</p> <p>Training Needs Assessment completed and training plan developed</p>

## ICSP and HR Planning

			<b>Medium Term</b> Provide training in administration of the Gas Tax	High	Arrangements have been made to allow incumbent to complete training in the administration of the Gas tax
			<b>Long Term</b> Develop succession plan for Finance Clerk to move into position if it comes available	Low	Other candidates will be identified once apprenticeship has been completed
Finance Clerk	Position Filled	Job description is outdated and needs to be revised as some of the Finance Officer's duties will be delegated to this position  New and additional training needs have not been developed	<b>Short Term</b> Update the job description  Identify training needs	High	Job description has been updated  Training Needs Assessment completed and training plan developed
			<b>Medium Term</b> Develop a succession plan to move into the Finance Officer position	High	Succession plan has been completed and implemented
			<b>Long Term</b> Identify other suitable candidates from within the community in case the position becomes vacant or for casual work	Low	Once the incumbent is hired and trained, other candidates will be identified for training as casuals

**Northtown HR Plan – Community Works Department**

The Community Works Department is responsible for upgrading and maintaining all community works systems and facilities including buildings, roads and water treatment facilities as well as for delivering community works programs and services such as water delivery and sanitation disposal.

The Municipality is planning to introduce a computerized work order and billing system and the Water Treatment Facility is being updated with new technologies.

2	3	4	5	6	
HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority	Implementation
Community Works Manager	Position Filled	<p>Job description is outdated</p> <p>The incumbent is expected to retire within three years</p> <p>The incumbent requires training in human resource management and the new municipal works program</p> <p>Additional training needs have to be identified</p>	<p><b>Short Term</b> Update job description</p> <p>Identify incumbent training needs</p> <p>Provide required training in municipal works management system</p>	High	<p>Job description has been updated</p> <p>Training Needs Assessment completed and training plan developed</p> <p>Incumbent has completed training in municipal works management systems</p>
			<p><b>Medium Term</b> Provide required training in management/ supervision through mentorship with MACA regional Community Works Officer</p>	Medium	Incumbent is scheduled to complete management/ supervision training through mentorship with the MACA regional Community Works Officer in next quarter
			<p><b>Long Term</b> Replace position by developing succession plan for HEO</p>	Medium	Succession plan has been developed for HEO

**ICSP and HR Planning**

Heavy Equipment Operator	Position Filled	<p>Job description is outdated</p> <p>The incumbent is well qualified for his present position</p> <p>The incumbent will require management training to move into the Community Works Manager position Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Prepare succession plan to move into Foreman position</p> <p>Identify current training needs</p>	High	<p>Job description has been updated</p> <p>Succession plan has been completed and implemented</p> <p>Trainning Needs Assessment completed and training plan developed</p>
			<p><b>Medium Term</b> Provide required management training for Community Works Management position</p> <p>Provide additional required training</p>	High	<p>A combination of Management training on the job and attending formal academic courses through Aurora College has commenced and will be completed according to succession and training plan</p> <p>Additional training will be provided as available</p>
			<p><b>Long Term</b> Move into Community Works Manager position</p>	Medium	<p>Incumbent is being prepared for the Community Works Manager position and will be offered the job pending completion of succession and training plan</p>

## ICSP and HR Planning

Mechanic	Position Filled	<p>Job description is outdated</p> <p>The incumbent is new to the position</p> <p>The incumbent needs to complete his apprenticeship training and needs to work with a mechanic to gain required hours</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Provide orientation to the incumbent</p>	High	<p>Job description has been updated</p> <p>Incumbent has been provided with orientation</p>
			<p><b>Medium Term</b> Conduct Training Needs Assessment</p> <p>Provide assistance to complete apprenticeship training</p> <p>Identify a mentor to assist with acquiring apprenticeship hours</p>	High	<p>Training Needs Assessment to be conducted in next quarter</p> <p>Arrangements have been made to allow incumbent to complete apprenticeship training</p> <p>Training mentor has been identified</p>
			<p><b>Long Term</b> Identify other candidates for apprenticeship mechanic position</p>	Low	<p>Other candidates will be identified once apprenticeship has been completed</p>
Water Truck Driver	Position Vacant	<p>The position is currently vacant but it is anticipated that it will be filled from within the community</p> <p>Job description is outdated</p>	<p><b>Short Term</b> Fill the position with a local individual</p>	High	<p>Recruitment for a candidate is currently underway</p> <p>Job description has been updated</p>
			<p><b>Medium Term</b> Provide orientation and training to the new incumbent</p>	High	<p>Once the incumbent is hired, he/she will be provided with orientation and a Training Needs Assessment will be completed</p>

## ICSP and HR Planning

			<p><b>Long Term</b> Identify other suitable candidates from within the community in case the position becomes vacant or for casual work</p>	Low	Once the incumbent is hired and trained, other candidates will be identified for training as casuals
Sewage Truck Driver	Position Filled	<p>Job description is out of date</p> <p>The incumbent has been in the position for several years</p> <p>The incumbent would benefit from customer service and team building training</p> <p>Additional training needs have not been identified</p>	<p><b>Short Term</b> Update job description</p> <p>Identify incumbents training needs</p>	High	<p>Job description has been updated</p> <p>Training Needs Assessment has been completed with incumbent and training plan has been developed</p>
			<p><b>Medium Term</b> Provide training in identified areas including customer service and team building</p>	High	<p>Incumbent is scheduled for training in customer service and team building</p> <p>Additional training will be scheduled as available</p>
			<p><b>Long Term</b> Assist with HEO training to replace HEO Operator</p> <p>Identify other candidates from within the community in case the position becomes vacant or for casual work</p>	Low	<p>Succession plan will be developed to provide incumbent with training to replace HEO</p> <p>Incumbent may be offered HEO position upon satisfactory completion of training</p> <p>Other candidates will be identified for training as casuals</p>

**ICSP and HR Planning**

Water Treatment Plant Operator	Position Vacant	<p>Job description is outdated</p> <p>The position is vacant and it is anticipated that the position cannot be filled from within the community</p> <p>A new system has been introduced and the job description needs to be updated</p>	<p><b>Short Term</b> Recruit for the position from within and outside the community</p> <p>Hire an incumbent and provide orientation and training</p> <p>Ensure back-up until an incumbent is hired</p>	High	<p>Job description has been updated to reflect changes in water treatment system</p> <p>Recruitment is currently underway NWT and Canada wide to find an incumbent</p>
			<p><b>Medium Term</b> Provide all required training to the incumbent</p>	High	<p>Once hired, the incumbent will be provided with all required training through the School of Community Government's Water Treatment Plant Operator (WTPO) program</p>
			<p><b>Long Term</b> Hire and provide training to a Water Treatment Operator Trainee from within the community</p>	Medium	<p>Once the incumbent is hired and fully trained, a Water Treatment Operator Trainee will be hired from the community</p>

Northtown HR Plan – By-law Department

The By-Law Officer is responsible for enforcing Municipal By-Laws and maintaining a safe community.

2	3	4	5	6	
HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority	Implementation
By-law Officer	Position Filled	Job description is outdated  Training needs have to be identified	<b>Short Term</b> Update position description  Identify incumbent training needs	High	Job description has been updated  Training Needs Assessment completed and training plan developed
			<b>Medium Term</b> Provide required training as identified	Medium	Training has been scheduled through the School of Community Government's By-law Officer program
			<b>Long Term</b> Identify possible replacements for the By-law Officer from within the community	Low	Potential candidates will be identified in the future

**Northtown HR Plan – Lands Administration Department**

The Lands Administration Section is responsible for developing land use policies and procedures and reviewing land use applications.

2	3	4	5	6
HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority  Implementation
Lands Admin. Officer	Position Vacant	Job description is outdated  Position needs to be filled	<b>Short Term</b> Update position description  Recruit for position	High  Job description has been updated  Lands Administration Trainee has been hired
			<b>Medium Term</b> Provide required training as identified	High  Training has been scheduled through the School of Community Government's Land Administration Program  MACA Regional Lands Officer providing coaching to Lands Trainee
			<b>Long Term</b> Ensure position is filled	High  Trainee will be made full Lands Administration Officer

**Northtown HR Plan – Recreation Department**

The Recreation Department is responsible for developing and delivering sport and recreation programs as well as maintaining recreation facilities including the ice arena and playground areas.

2 HR Needs (Jobs)	3 HR Supply (People)	4 Gaps	5 Strategies	Priority	6 Implementation
Recreation Coordinator	Position Vacant	Job description is outdated  Position needs to be filled	<b>Short Term</b> Update job description  Recruit for position	High	Job description has been updated  Recreation Coordinator has been hired for a three year term
			<b>Medium Term</b> Provide required training as identified	High	Training has been scheduled through the School of Community Government's Recreation Coordinator program  Mentorship program developed with MACA Regional Recreation Officer
			<b>Long Term</b> Hire a recreation Coordinator Trainee from within the community	High	Trainee will be hired once the Recreation Coordinator is in place and familiar with the position

## **Section 4) Workbook**

### **Step 1) Identify the Vision and Priorities:**

Write down the vision for the Community Government. If the Community Government does not have a vision statement either ask the Senior Manager and the Council/Board to develop one or skip this section.

Write down the priority areas of the Community Government. If the Community Government does not have priority areas, ask the Senior Manager and Council/Board to develop them or skip this section.

## **Step 2) Identify HR Needs**

The second step in developing the HR Plan is to determine your human resource needs or the jobs you require

- this should include both current and anticipated jobs as a result of changes to the organization or because of added responsibilities

The number and types of jobs in the organization will depend on the programs and services that your community government delivers.

Briefly describe each of the program and services or departments of the community government. Each section should only require a one or two sentence description.

The human resource needs will go in the HR Supply section of the Plan :

<b>HR Needs (Jobs)</b>					

**Step 3) Determine your human resource supply (your people)**

Once you have identified your human resource needs, you need to identify your human resources supply, or the people that you currently have to provide the programs, services and administrative functions.

The human resource supply will go in the HR Supply section of the Plan

HR Needs (Jobs)	HR Supply (People)				

**Step 4) Identify the Gaps**

The next step is to analyze the difference between the human resource needs and supply and identify the gaps.

Gaps can cover a number of issues such as:

- the need to fill a vacant position
- the need to provide additional training
- the need to reorganize a department to make it more efficient, and
- the need to replace a position in the near future.

The types of gaps that you have will determine the strategies that you put in place.

The gaps go in the HR Gaps Section of the Plan

HR Needs (Jobs)	HR Supply (People)	Gaps			

### Step 5) Develop HR Strategies

The next step is to develop strategies to fill the anticipated gaps. These strategies may include:

- reorganizing the community government to make sure you have the right jobs for the programs, services and administrative positions
- creating new positions or updating job descriptions because of changes to programs, services and administration
- recruiting for current or anticipated vacancies
- developing succession plans and training and development plans

Strategies should be developed for:

- short term (immediately to 6 months)
- medium term (6 months to 2 years), and
- long term (2 to 5 years)

The Strategies go in the HR Strategies section of the Plan

HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority Low Medium high	

**Step 6) Implement and Monitor the HR Plan**

The final step is to implement and monitor the HR Plan.

Keeping track of whether the Plan has been accomplished and is effective is important in order to make changes to future strategies and to let Council know of the progress that is being made in terms of human resource management.

HR Needs (Jobs)	HR Supply (People)	Gaps	Strategies	Priority Low Medium high	Implementation

**Appendix A**  
**Sample Training Needs Assessment**

## **Appendix B**

### **Other Resources**

The following resources can be downloaded from MACA's website:

<http://www.maca.gov.nt.ca/school/tools/index.html>

- Community Government Human Resource Development System manual
- Community Government Job Descriptions
- Community Government Training Needs Assessments

Occupational Standards and Certification for Community Governemtns

[http://www.maca.gov.nt.ca/school/occupational\\_certification/index.html](http://www.maca.gov.nt.ca/school/occupational_certification/index.html)