CITY OF NANAIMO
THE HARBOUR CITY

BUSINESS PLAN 2026

Human Resources
ADMINISTRATION

DEPARTMENT OVERVIEW

The Human Resources ("HR") department provides professional human resources services, specialized advice and support to the organization. Our main goals are:

- providing human resources services and programs that are responsive, effective and efficient;
- attracting and retaining talented people to work for the City; and
- promoting and supporting a safe, healthy, respectful and productive work environment.

Core Services:

- Recruitment and Selection
- Training and Development
- Occupational Health and Safety and Disability Management
- Employee and Labour Relations
- Job Classification and Reclassification
- Compensation and Benefits Administration

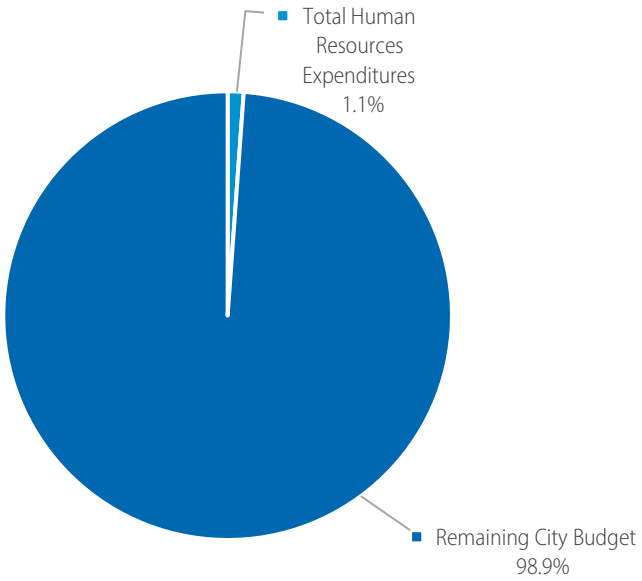
The HR department performs several other key functions within the City, which include organizing social and wellness activities, recognizing long service and retiring staff and overseeing the City's security identification card program.

As the City continues to grow, one of our key roles is to ensure that we have the right number of qualified staff in place to maintain existing service levels. We help the City remain responsive to emerging workforce trends to meet the needs of our managers and staff, as well as the public's expectations for safe, efficient, cost-effective services.

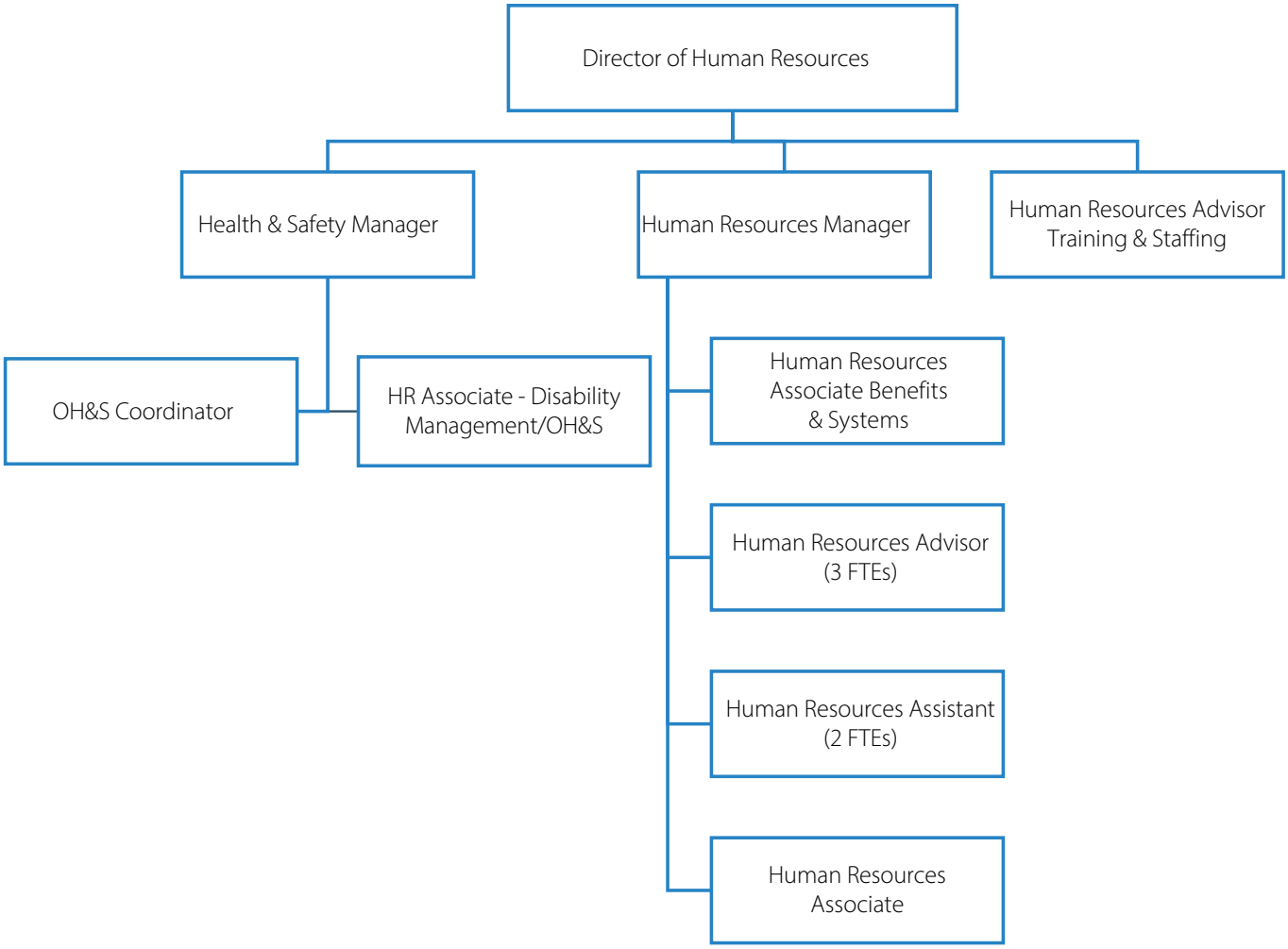
Human Resources serves as the central point through which workplace challenges are discussed and addressed, to ensure the City maintains a consistent response across all its operations. Issues such as child and elder care, remote work and the changing generational composition of our workforce create new challenges for the City. Our response to these issues impacts our marketability as an employer; done correctly, we can create a competitive advantage for the City.

Human Resources assists the City's other departments in acquiring and developing staff and we maintain job descriptions for more than 250 distinct jobs for this purpose. We have a robust employee training program that responds to current and emerging training needs and provides opportunities for staff to prepare for future career progression.

Department's Share of the Budget



Operating Expenditure Budget: $2,607,372


Director of Human Resources
Health & Safety Manager
Human Resources Manager
Human Resources Advisor Training & Staffing
OH&S Coordinator
HR Associate - Disability Management/OH&S
Human Resources Associate Benefits & Systems
Human Resources Advisor (3 FTEs)
Human Resources Assistant (2 FTEs)
Human Resources Associate

LEVEL OF SERVICE

Recruitment and Selection

Human Resources staff provide specialized assistance to departments throughout the recruitment process, including developing job descriptions, advertisements and interview questions, conducting testing and interviews and completing the onboarding process. Each individual recruitment process can consume many hours of staff time from making interview arrangements to onboarding the new employee. We average approximately 25-30 open recruitments at a time in addition to ongoing temporary and casual recruitments throughout the year.

Training and Employee Development

Human Resources coordinates the delivery of the City's corporate training program, offering a broad range of professional development training courses each year. The City's training program encourages staff to develop and enhance their skills by taking part in the online or in-person courses offered each year.

In addition to computer courses for municipal and Microsoft Office programs, course topics include aboriginal awareness, time management, conflict resolution, mindfulness and equity, diversity and inclusion (EDI). The Occupational Health and Safety section oversees an extensive safety training program that ensures our staff are trained to perform their jobs safely and can identify and address hazards in their work environment.

Employee and Labour Relations

Maintaining a good labour relations climate is important for running a safe and efficient operation. Most of the City's employees are members of either the Canadian Union of Public Employees (CUPE) Local 401 or the International Association of Fire Fighters (IAFF) Local 905. Human Resources provides advice to managers on the application and interpretation of the City's two collective agreements and the Management Bylaw.

Much of the work to maintain good labour relations is done through other managers with advice from Human Resources staff who also deal directly with union leaders on many issues such as grievances, policy issues and safety concerns. The HR department also maintains several employment-related policies and addresses any Human Rights, respectful workplace, disability management and other employment issues when they arise.

Human Resources oversees the City's annual service recognition program, and in 2025 we have 116 staff being recognized for service milestones between five and 50 years with the City including 11 staff with over 30 years of service.

Job Classification and Reclassification

Human Resources supports the joint Job Evaluation Plan for the City's CUPE-affiliated staff by arranging meetings for the Job Evaluation Committee, participating in the evaluation process, implementing recommendations from that committee and serving on the Job Evaluation Steering Committee. We also assist managers when developing new exempt positions to ensure that the position is properly classified and compensated based on internal and external factors.

Compensation and Benefits Administration

Human Resources administers the Management Bylaw and other policies that govern all aspects of employment including the remuneration and terms and conditions that pertain to non-unionized staff. We administer benefits programs for all employee groups as well as elected officials and have responsibility for input and upkeep of all employee records. The Occupational Health and Safety section oversees the provision of a confidential Employee and Family Assistance Program (EFAP) for staff. The EFAP provides support for staff dealing with both work-related and personal challenges. It also provides a response to critical incidents, meeting onsite with City staff who have experienced trauma through their work, as a means of helping them to cope with sudden, unforeseen events.

Occupational Health & Safety and Disability Management

Human Resources leads the health and safety function on behalf of the City, with the support of the dedicated safety committee members, supervisors and management staff who promote a safe work environment and safe work practices for our staff. The City is a COR-certified employer through WorkSafe BC's Certificate of Recognition (COR) program.

Human Resources is also the main point of contact for WorkSafe claims management and for staff who require temporary or permanent accommodation in their work duties because of illness or injury. We work with management and union representatives, the employee and the employee's physician to identify suitable work opportunities wherever possible, to assist the employee in returning to meaningful, productive work that does not conflict with their medical restrictions.

2025 ACHIEVEMENTS

The Human Resources department worked extensively with Nanaimo Fire Rescue to review and revamp the selection process for Fire Fighters. The selection process involves multiple stages including a psychometric assessment, an extensive physical skills assessment, a pre-employment medical, a panel interview and reference checking. Each segment was looked at with a view towards ensuring that everything asked of the candidates was indeed bona fide, and to ensure that we were able to attract a wide variety of candidates.

We also continued work on the conversion to a new Enterprise Resource Planning (ERP) system, which will replace the existing SAP system. Human Resources will utilize the new system, Unit4, for managing relationships with employees including maintaining contact information, benefit allotments, training records, and salary information. Staff have been hard at work with the implementation consultants, Agilyx, to get the new system up and running by mid-2026.

On the Health and Safety front, the City underwent its triennial external audit conducted under WorkSafe BC's Certificate of Recognition (COR) program. This initiative is supported by WorkSafe BC and the BC Municipal Safety Association and relies on internal audits conducted by trained staff in the intervening two years.

Maintaining our COR certification leads to a 10% reduction in our WorkSafe BC premiums and results in a substantial cost savings to the City.

Safety training, injury prevention and psychological safety continue to be a priority with over 32 safety and mental health related courses held and over 300 staff participating.

Each year the City's corporate training program sponsors staff in a variety of longer-term training programs. In 2025, three staff completed the Leadership Vancouver Island program, and one will start a new session in the fall, four staff attended the LGMA Supervisor's Essentials online course and three attended the Advanced Supervisor's Essential online course. Nine staff were nominated to take courses through Capilano University's School of Public Administration and two staff attended the Municipal Administration Training Institute.

In 2024, Human Resources rolled out the inaugural Work Experience Student program, with one student from Nanaimo-Ladysmith Schools hired for a seven-week varied work experience program across multiple departments. In 2025, we were able to hire two students, one nominated from Nanaimo-Ladysmith Schools, and one nominated by Snuneymuxw First Nation, who divided their seven-week summer assignments across Public Works, Parks, Recreation & Culture, and Planning & Development. Conceived by CAO Dale Lindsay, the goal of the program is to provide some real-life job experience to Grade 11 students and expose them to the many different facets of local government. This in turn may kindle an interest in the local government sector as a potential employer. Human Resources staff manage the relationships with the students and work with the various host departments to develop work schedules and coordinate the logistics involved in moving the students from department to department.

2026 OPPORTUNITIES AND CONSIDERATIONS

The continuation of the ERP project through 2025 and into 2026 will dominate the departmental workload. As we are progressing from conceptual design through development of the HR/Payroll module, the demands on departmental staff are building and we are drawing upon additional staff to help with testing. At the same time, we are implementing the Talent Management module to support and track both corporate and the health and safety training.

Both collective agreements with the City's unions have expired, and Human Resources will be looking to conclude new collective agreements by early 2026. The agreement with IAFF Local 905 expired at the end of 2024 and the parties intend to roll over that agreement with just wage-and-term adjustments for 2025 and 2026. This will limit bargaining to just the general wage increases and the length of the agreement itself. The agreement with CUPE Local 401 expires at the end of December 2025. The parties have had limited discussions about what form bargaining will take, and approximate timelines. In British Columbia, expired collective agreements remain in force past their expiry dates unless certain conditions are met, which are not present at the City right now.

In 2026, our Health and Safety section will be focusing on the action plan developed from the WorkSafe BC's Certificate of Recognition (COR) external audit completed in 2025.

The corporate training and development program will again have new offerings for staff, in line with City Plan, in 2026.

2026 KEY INITIATIVES

Strategic Priority: Implementing City Plan
IAP Priority Action #108 - Continue to provide and enhance opportunities through the corporate training program for staff to increase their understanding of First Nations history and general cultural competency.
IAP Priority Action #112 - Organize a Work Experience Program that offers immersive learning experiences to high school students, with positions offered to one student from SFN and one student from Nanaimo-Ladysmith Schools.
Governance and Corporate Excellence
Continue with ERP project (testing, training, launch)
Settle collective agreements with CUPE and IAFF.

PROPOSED OPERATING BUDGET

	2025 Approved Budget	2026 Draft Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget
Revenues						
Human Resources	$ 8,070	$ 12,300	$ 12,423	$ 12,547	$ 12,673	$ 12,799
Annual Operating Revenues	**$ 8,070**	**$ 12,300**	**$ 12,423**	**$ 12,547**	**$ 12,673**	**$ 12,799**
Expenditures						
Human Resources	$ 2,623,524	$ 2,607,372	$ 2,599,626	$ 2,612,304	$ 2,633,724	$ 2,670,001
Annual Operating Expenditures	**$** 2,623,524	**$** 2,607,372	**$** 2,599,626	**$** 2,612,304	**$** 2,633,724	**$** 2,670,001
Net Annual Operating Expenditures	**$ 2,615,454**	**$ 2,595,072**	**$ 2,587,203**	**$ 2,599,757**	**$ 2,621,051**	**$ 2,657,202**
Staffing (FTEs) - Budgeted	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**	**13.0**

The CUPE contract is set to expire on December 31, 2025, a contingency for wage increases has been included in the Financial Plan under Corporate Services.