



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Human Resources Structure – Advisory Role
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-03-03

Recommendation(s)

That the Niagara Police Service Board (Board) approve the repurposing of the vacant Benefits Specialist position to a new Human Resources (HR) advisory role to oversee Total Rewards, HR Systems, and the overall operation of the HR Business Unit.

Key Facts

- Pursuant to By-Law 445-2024 Section 4.5.2, the purpose of this report is to seek approval from the Board to repurpose a vacant position in the HR Unit to a new senior level HR advisory role.
- The need for an advisory role was identified and recommended by Deloitte Consulting in 2022, when they were engaged to review the HR function and design a future state operating model.
- The Service accepted the model recommended by Deloitte and since 2022, has been moving towards its implementation.

Financial Considerations

The financial and budget impact of this change has been provided by the Finance Unit. The annual budget impact of repurposing the Benefits Specialist (Niagara Region Police Association (NRPA) Band N07) to a senior level advisory role at an interim Senior Officers' Association Band (SOA) X05 is \$50,000.00 per year. Based on the ongoing vacancy of the repurposed position and time required to staff it, this change will result in a surplus of approximately \$20,000.00 for the 2025 budget year.

By-Law 412-2024, Section 9.2.4 states:

Redeployments which materially change the budgeted objectives or service levels with an impact of more than \$150,000.00 or require additional resources to authorized complement staffing levels or approved budget estimates shall require Board approval.

The proposed change is an in-unit repurposing, does not require additional resources to authorized staffing, nor does it have a budget impact of more than \$150,000.00. As such, it is within the scope of the Chief's financial authority pursuant to the Board By-Law.

Analysis

The Service has been advancing towards the Deloitte model for more than two years by rationalizing vacant positions, realigning responsibilities, and repurposing them where appropriate. Also, in keeping with the Deloitte recommendations, opportunities to increase capacity within the unit through the implementation of new systems and enhancing self-serve capabilities to create efficiencies in both the member experience and the workload for the unit have been ongoing.

A need was identified through the review to create this role to, among other executive level responsibilities, develop a long-term human resources strategy, and resource planning model, identify and execute continuous improvement opportunities, develop new and enhance existing programs and technology to support the corporate strategic plan, advance a corporate culture of inclusivity and respect, develop a governance framework, and provide labour and employee relations guidance to the Senior Leadership Team.

While the Director has successfully transitioned to the executive-level and has assumed the associated responsibilities, they also continue to operate in a first line support role directly responsible for the day to day operation of the HR Business Unit in the area of Total Rewards and Systems. The Total Rewards and HR Systems functional area is comprised of a Coordinator, a Job Classification Specialist, a Benefits Specialist, and a Clerk. The Director remains closely involved in the management and direct supervision of staff assigned in this area, as well as, directly involved in the management of the job evaluation, salary administration, human resources systems, benefit programs, and projects. All the responsibilities of the former manager role in this area have remained with the Director significantly impacting the intended role.

With the approval of this change, the structure of the HR Unit will fully achieve the future state model proposed by Deloitte and accepted by the Service. Each of the three functional areas will have a senior-level advisor or manager who will manage the day to day operations of their functional area, deliver specialized human resources services with a client facing orientation, and as a team, manage the operation of the unit. Of note, Deloitte's recommendation was to have three to four advisors; however, it is not anticipated that more than one advisory position will be required now or within the foreseeable future. The current vacancy and the realignment of responsibilities within the Total Rewards and HR Systems area has provided a just in time opportunity to introduce this much-needed role.

The concept of a client focused advisory function within the HR area is not new. Many organizations in the private and public sector including other police services and the

Region, have responded to the need for this important role to separate operational and transactional activities from strategic initiatives. Organizations that adopt an advisory model, typically position it at the management/senior management level. Guelph Police Service and Peel Regional Police have advisors that are Senior Officers reporting to a Director. At the Region, this advisory role, called an HR 'Consultant', also reports to the Director. In other organizations, the advisor reports to the Chief Human Resources Officer or, a manager when it is the most senior HR role. Affiliation with the SOA is required in order to be effective in providing guidance and support to managers and supervisors regarding employee and labour relations matters involving NRPA members, reviewing processes, policies, implementing new programs, and managing the Total Rewards and HR Systems area and staff.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

The ongoing review of the structure, the alignment and rationalization of roles both within the Service and individual units is essential to the modernization of Service delivery and consistent with Goal 3 of the Strategic Plan – Continuous Improvement and Organizational Continuity.

Relevant Policy Considerations

- NRPA and SOA Collective Bargaining Agreements
- NRPA and SOA Job Classification Systems

This report was prepared by Linda Blood, Director Human Resources, Human Resources. Recommended by Darrin Forbes, Acting Deputy Chief, Support Services.



Submitted by:

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Chief of Police

Appendices

Not applicable.