

File No.: 04-1000-20-2021-157

May 3, 2021

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of March 15, 2021 for:

- 1) **Most recent job descriptions for the following:**
 - a. **Director, Organizational Development & Strategic Initiatives**
 - b. **Chief Equity Officer**
 - c. **Chief Human Resources Director**
- 2) **Contact information of the representatives from CUPE 15 who were involved in the collective agreement negotiation presently in effect with the City of Vancouver**
- 3) **Collective agreement between CUPE 15 and the City of Vancouver**

For part one of your request, all responsive records are attached.

For part two of your request, please see list below:

- Michele Alexander michele.alexander@vancouver.ca
- Paul Chohan paul.chohan@vancouver.ca
- Santino Scardilo no City of Vancouver email
- Tony Zullo Tony.Zullo@vancouver.ca
- Starla Bayley starla.bayley@vancouver.ca
- Kyle Larson kyle.larson@vancouver.ca
- Henry Lee henry.lee@vancouver.ca
- Mikiea Sayers mikiea.sayers@vancouver.ca

For part three of your request, all records are publicly available through this link:
<https://cupe15.org/worksites/city-of-vancouver/>

Under section 52 of the Act, and within 30 business days of receipt of this letter, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (#04-1000-20-2021-157); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

[Signature on file]

Barbara J. Van Fraassen, BA
Director, Access to Information & Privacy

Barbara.vanfraassen@vancouver.ca
453 W. 12th Avenue Vancouver BC V5Y 1V4

*If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. Or you can call the FOI Case Manager at 604.871.6584.

Encl.

:cf



Position Description

Working Title: Chief Human Resources Officer

SAP Position Classification: General Manager - HR, Digital & IT

Business Unit/Service Group: Human Resource Services

Division/Branch: GM's Office

Employee Group: Exempt	Position Number(s): 50006838
For HRS input	RTS #
Pay Grade/Band: PB 15	Class Title: General Manager 1
Job Code: 50010754	Class No.: N/A

Main Purpose and Function

Accountable for providing sound advice and guidance to City Council, the City Manager, senior managers, outside boards and departments as well as strategic guidance on all matters relating to human resources and labour relations and to provide leadership to the Human Resource Services functions and activities throughout the City. As a member of the Corporate Management Team, a collective responsibility for the development and recommendation of policies to City Council.

Key Contacts and Reporting Relationships

Reports to the City Manager and is a member of the Corporate Management Team. Provides leadership to a management team composed of the Managers of Employee Relations and Advisory Services, Staff and Organization Development, Compensation & Benefits and Occupational Health & Safety.

Specific Duties/Responsibilities

- Provides strategic leadership on human resources issues to the corporation
- Provides leadership, general management and support to the delivery of human resource services including employee and labour relations, employment, staff development, organizational development, occupational health and safety, compensation, job evaluation and benefits
- Provides strategic leadership and guidance to the organization as a member of the Corporate Management Team
- Fosters an understanding of the importance and impact of effective employee relations
- Models and encourages managers and supervisors in the organization to behave in accordance with the values of the organization
- Advises the Corporate Management Team and the rest of the organization on changes with respect to legislation impacting the Corporation
- Other duties/responsibilities as assigned

Minimum Position Requirements

Education and Experience:

- Evidence of a commitment to learning
- 10 years or more related and progressively responsible human resource management experience including experience in labour relations

Knowledge, Skills and Abilities:

- Must Haves
- Broadly competent in HR
- Highly developed verbal and written communication skills
- Ability to work effectively within a management team
- Superior ability to problem solve and resolve conflicts
- Ability to motivate others
- Superior interpersonal and influencing skills
- Proven ability to achieve planned results through others
- Ability to manage a multidisciplinary team
- Demonstrated ability to develop and implement strategic plans
- Senior leadership/general management experience
- Decision maker
- Ability to manage change
- Track record of developing people, a good coach
- Track record of promoting and demonstrating a “client service” approach to providing service
- Strong interpersonal skills
- Strong negotiation skills
- Performance manager
- Proven ability to develop and implement innovative services
- Demonstrated ability to manage and promote a diverse workforce and client base
- Creativity and innovation
- Strong communication skills (listening, verbal and written)
- A facilitator, big picture thinker
- Have a good balance between the political and business side of business that allows them to make tough decisions that take into account all aspects of the department role

- Should Haves
- Skill in making presentations
- Familiarity with dealing with the media
- Success in relating well to Council and/or public representative groups
- Proven success in managing financial implications of HR issues/fiscally sensitive
- Demonstrated ability to exercise creativity and innovation in dealing with reduced resources
- Strongly supportive of use of advanced technology
- Evidence of continuing learning

- Other
- Wisdom, integrity, moral authority
- Team building skills
- Confident, calm, supportive, intelligent, ethical and mature

Business Unit/Branch/Division

Developed by:	Date: September 1998
Approved by:	Date:

Human Resource Services	
Approved by:	Effective date:

Last Document on Record as of December 2018

Working Title:	Director, Equity and Diversity
SAP Position/ Classification Title:	Director Equity and Diversity
Business Unit/ Service Group:	City Manager's Office
Division/ Branch:	

Employee Group:	Exempt	Position Number(s):	50064411		
For HR Input					
Pay Grade/ Band:	PB13	Class No:	N/A	Job:	Senior Manager 2

Main Purpose and Function

The Director, Equity & Diversity will implement an Equity Framework and will establish the Office of Equity and Diversity, which will be a resource to all City of Vancouver departments, services, and programs. With leadership from the Director, the Office of Equity and Diversity will act as catalyst, leader, collaborator, convener, and educator across the City's business units, providing the organization with the policies, tools, and support to maintain the commitment to equity in community-oriented policy and service development and to a diverse workplace reflective of and informed by the communities it serves, including sustaining an organizational culture that is inclusive, welcoming and supportive of diversity. This Office will build capacity and enable the City's workforce to promote and model equity principles and practices in the community and within the organization, advancing the City towards its objective of excellence in local government. The Director will identify and prioritize gaps and opportunities to achieve a consistent organization-wide model of excellence in demonstrating the principles of diversity and equity.

Key Contacts and Reporting Relationships

Reporting to the Deputy City Manager, the Director will have two direct reports and will work closely with and receives oversight from the City Leadership Team (CLT), with specific guidance from the Chief Human Resources Officer and the General Manager of Arts, Culture, and Community Services (ACCS). The position collaborates closely with Human Resources and ACCS and partners with all other City departments and senior leadership teams to help establish equity and diversity related strategies and initiatives, and to embed and integrate equity principles and approaches into both workplace and community focused practice. The position will create and chair the Equity and Diversity Committee which consists of representatives from all City business units. The Director interacts with employees across the organization, third party agencies, other levels of government and the public.

Specific Duties/Responsibilities

- Works with existing staff teams and contributes to the completion of the broader City of Vancouver Equity Framework through to approval by Council;
- Develops a strategy to support the implementation of the Equity Framework across City governance and operations;
- Leads the implementation of the Equity Framework for the City as an Employer (internal workforce);
- Leads the collaborative development and implementation of actions to significantly advance equity and diversity within and across all City departments, including setting measurable goals;
- Leads the development and creation of a cross-departmental Equity and Diversity Committee. This committee is responsible for the development of a comprehensive multi-year implementation plan for workplace equity within the City;
- Develops a central scorecard, maintains and reports systematically to the CLT on corporate metrics that measure progress at the departmental level on the key goals and indicators identified in the implementation plan;

- Ensures the Office of Equity & Diversity is the central hub for communicating, promoting and monitoring equity and diversity policies and programming;
- Maintains a central repository of toolkits, information and policies related to the City's equity and diversity efforts;
- Supports the CLT to establish and embed a culture of equity and diversity excellence across the City that is self-sustaining and continuously adapting to the needs of its employees and the community it serves;
- Other duties/responsibilities as assigned.

Minimum Qualification Requirements

Education and Experience:

Master's degree in social sciences or related field and significant experience as an organizational leader guiding and facilitating diversity, equity, access and inclusion efforts in a complex organization, or an equivalent combination of education, training and experience.

Lived experience with diversity, inclusion and equity considerations in a workplace environment.

Knowledge, Skills and Abilities:

- Extensive knowledge of contemporary theory and practices in diversity, equity, multiculturalism, human development, training, and change leadership
- Working knowledge of local government and its relationship to the provincial and federal levels of government
- Working knowledge of the principles and practices of team building, facilitation, and change management
- Capacity to provide transformational leadership in a complex organization, including skills as an inspiring communicator, problem solver and persuasive influencer
- Demonstrated cross-cultural competency, including strong emotional intelligence and the ability to engage, motivate, and build trust and confidence with diverse audiences within a work environment
- Ability to research, identify, implement, and measure best practices of diversity, equity, and inclusion
- The ability to engage with a diverse set of stakeholders and work collaboratively with senior colleagues in developing a common vision and direction
- Strong administrative ability to articulate and realize concrete measures for implementing the strategic vision and operationalizing the plan
- Excellent oral and written communication skills, a collaborative communication style, and the proven ability to work with sensitive and confidential information
- Demonstrated mediation and conflict resolution skills

Business Unit/ Branch/ Division					
Developed by:	Simon Goldsmith	Title:	Director, Organizational Development & Strategic Initiatives	Date:	October 31, 2019
Approved by:	Paul Mochrie	Title:	Deputy City Manager	Date:	November 12, 2019

Human Resources					
Reviewed by:	Trish Rosengren	Title:	Manager, Compensation & Benefits	Date:	November 12, 2019



Position Description

Working Title: **Director, Organizational Development & Strategic Initiatives**

SAP Position Classification: Director, Organizational Development & Strategic Initiatives

Business Unit/Service Group: Human Resources

Division/Branch: Organizational Development & Strategic Initiatives

Employee Group:	Exempt	Position Number(s):	50006878
For HRS input		Job:	Senior Manager 2
Pay Grade/Band:	13	Class No:	N/A

Main Purpose and Function

The Director, Organizational Development & Strategic Initiatives provides strategic HR leadership and promotes a high performance culture at the City of Vancouver. The role is responsible for developing, shaping, and executing the strategic direction and overall leadership of assigned areas, and partners closely with other HR centers of expertise to deliver, implement, and support a broad range of services to client groups in an integrated manner.

Key Contacts and Reporting Relationships

Reports to and works closely with the Chief Human Resources Officer and is a member of the Executive and Senior HR Leadership Team. Leads the assigned managers and their respective teams. Liaises with business units, unions, vendors and internal/external stakeholders.

Specific Duties/Responsibilities

- Provides leadership and direction to teams of HR professionals within area of responsibility.
- Partners closely with Chief Human Resources Office and HR Executive Team to effectively plan, organize and utilize HR resources to deliver an integrated, value add service to the organization.
- Leads the development of HR strategies to support complex and varied organizational priorities with business clients and peers.
- Works collaboratively and cooperatively as part of the Senior HR Leadership Team, promoting teamwork across the department by understanding roles, defining deliverables, sharing information, communicating collaboratively, building consensus and being accountable.
- Drives innovative HR solutions and creative thinking both with teams and client groups, and identifies opportunities to enhance current approaches for the purpose of continuous improvement and increased efficiency/effectiveness.
- Ensures direct reports and respective teams identify with and operationalize the Corporate Business Plan, HR Strategy, departmental vision and direction as it relates to the performance of their objectives.
- Represents Human Resource Services by reporting and working with Council, Corporate Management Team, and business units and by making presentations to internal and external organizations or the public.
- Oversees budgeting for all relevant divisions of Human Resource Services.
- Leads Human Resource Services strategies, policies and procedures by developing, implementing, monitoring, and evaluating to effect improvements and organizational

effectiveness.

- Aligns and monitors metrics for City and Human Resources strategies with service delivery and program development.
- Ensures divisional policy, procedure, practice, process and system compliance with applicable legislation, collective agreements and other laws, regulations, standards and guidelines by reviewing and making recommendations for existing and forthcoming legislation, jurisprudence etc.
- Acts for and represents Human Resource Services in the Chief Human Resources Officer's absence as required.
- Other duties/responsibilities as assigned.

Minimum Position Requirements

Education and Experience:

Bachelor's degree in business administration, commerce, industrial relations, or a related field and ten (10) or more years of related experience, including managing progressively larger and more complex multifunctional portfolios, or an equivalent combination of education and experience.

Skills and Competencies:

- Plans, organizes, develops, influences and implements strategy
- Holds self and others accountable while achieving results
- Communicates clearly and to achieve goals and aligns people to a shared vision
- Recognizes the current and emerging needs of the customer and the public
- Presents to, and works with City Council, committees, City Management Team, and internal and external groups on behalf of HRS or its divisions
- Builds effective teams
- Understands the business
- Demonstrates the required knowledge and experience in the relevant areas of human resources related to assigned portfolio
- Change/Project Management experience and expertise along with group facilitation skills
- Engages stakeholders, customers and employees
- Works strategically and across and outside silos
- Ability to influence, negotiate and resolve conflict in a changing environment
- Drives continuous improvement and mitigates risk

Business Unit/Branch/Division		
Developed by: Andrew Naklicki	Title: Chief Human Resources Officer	Date: December 16, 2018
Approved by: Andrew Naklicki	Title: Chief Human Resources Officer	Date: January 31, 2019
Human Resource Services		
Reviewed by: Trish Rosengren	Title: Manager, Compensation & Benefits	Date: January 14, 2019