

Employee Strategy



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OUR VISION:

We will be a workplace where employees are valued and empowered to collaborate, innovate and grow.



GOAL 1
Strengthen
our Work Culture



GOAL 2
Grow and
Develop People



GOAL 3
Prepare
for the Future

Message from the CAO

Richmond Hill is an amazing place – largely because of each of you. Every day I'm impressed by your commitment to providing exceptional public service and the pride you take in serving our community and each other.

Delivering exceptional public service is only possible when people are encouraged to be innovative and collaborative. Our first Employee Strategy is all about ensuring that we create the right work environment for this to happen. We want to ensure that we have a workplace where employees feel valued and empowered, where there are opportunities to grow professionally and personally, and where we can find meaning in the work we do each day.

Many of you helped create our Employee Strategy. Your thoughts and ideas provided the basis for a collective plan for making Richmond Hill an even better place to work. On behalf of our Executive Leadership Team (ELT), I would like to thank you for taking the time to share your thoughts on how to make our Town a workplace of choice. I encourage you to take a moment to read what's in store and think about what you can do to help make our vision a reality.



Neil Garbe
Chief Administrative Officer



Mary-Anne Dempster
Commissioner, Corporate
and Financial Services



Italo Brutto
Commissioner, Environmental
and Infrastructure Services



Kelvin Kwan
Commissioner, Planning
and Regulatory Services



Commissioner,
Community
Services

Who We Are

It has often been said that people are the greatest resource of any organization and this is true for ours. Every service we provide to the community depends on each one of us. Whether we are in a full-time, part-time, contract or intern position, regardless of where we work, or if we work directly with our residents or provide a corporate service to our colleagues, we all play a part in building Richmond Hill.

When we developed our Strategic Plan in 2009, we worked with the community to define a vision of what Richmond Hill aspires to be, a place “where people come together to build our community.” Our mandate as a local government is to work together to deliver an array of services to our community. To achieve this vision, we adopted our mission: “The Town of Richmond Hill Council and staff are committed to providing exceptional public service to our community.”

Our values guide our decision making and create a shared understanding of behaviours for what we do, who we are and how we interact with others.

OUR VALUES:

Care – treating each other and our community with empathy, respect and dignity.

Collaboration – working effectively together and being open to new ideas with a positive mindset.

Courage – raising difficult issues, taking responsibility and learning from experience.

Service – providing exceptional public service to the community and our colleagues.

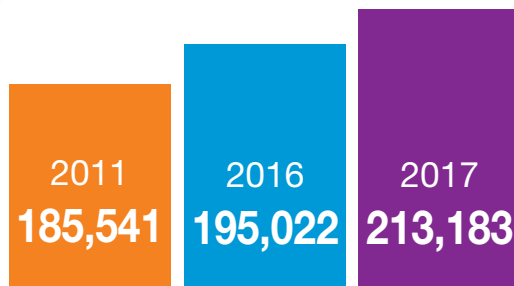
Together, we are creating a positive workplace. We can be proud of our many accomplishments and efforts to strengthen our workplace culture. Annual events such as HILL Talks, HILL Talks Unplugged, the staff barbecue and the holiday lunch, new and expanded learning and development opportunities and continued collaboration amongst departments are all examples of important steps forward. The development of our first Employee Strategy is a way to renew, refresh and focus our efforts to make Richmond Hill a great place to work so we continue to provide exceptional public service to our community.



Why do we need an Employee Strategy?

We need to make sure that the services we provide are meeting the needs of our ever changing community and we are in a position to deliver those services effectively.

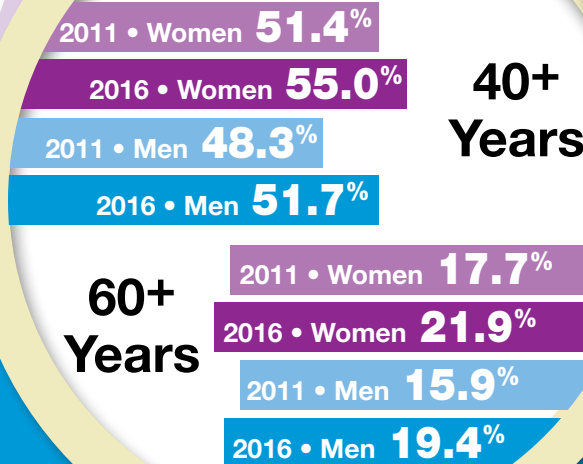
Our community is changing.



All data is from the 2011 and 2016 census and York Region

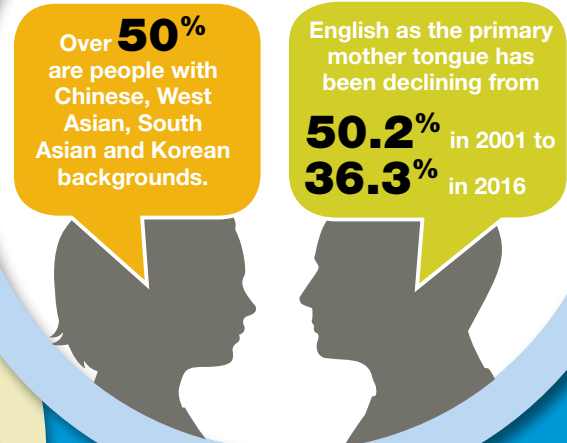
Richmond Hill's population continues to grow with 5.1% more people in 2016 than 2011.

Our community is aging.



The number of men and women over 40 and over 60 years of age continues to increase.

We have an increasingly diverse community.



After English, the next most common mother tongues are: Cantonese, Mandarin, Persian/Farsi, Russian and Italian.

We need to make sure that we have the right people, with the right skills, so that we can provide the right services to our community.

Our workforce is changing. As of December 31, 2017, we have 780 full-time staff and 1389 part-time and contract staff for a total of 2,169. Full-time staff has increased from 677 positions in 2011 to 780 in 2017, an increase of 103 positions. Thirty-eight per cent of full-time staff are female, while 62 per cent are male.


Labour shortages are expected as baby boomers retire. Even with generation X, millennials, generation Y and newcomers entering the workforce, this will not be enough to replace the baby boomers. These labour shortages may result in skills shortages in areas such as accounting, engineers, technicians, construction workers, administration and clerical positions, making it increasingly difficult to find employees to fill available positions.

Our workforce reflects the aging labour market. At the end of 2017, 57 per cent of our full-time workforce was 45 years of age or older, an increase of 5 per cent since 2011. Twenty-two per cent of full-time staff are 55 years of age or older. In contrast, 17 per cent of our full-time workforce is 34 years of age or younger. The average age of a Town employee is 45 years.

Within the next 10 years, 57 per cent of full-time staff will be eligible to retire, assuming a retirement age of 55 years. Twenty-seven per cent will be eligible in the next one to two years, 11 per cent in three to five years and 18 per cent in six to 10 years.

We will continue to face pressure to provide more services to a growing and diverse population, with limited new funding. In addition, funds from other levels of government may continue to decline as they work towards decreasing deficits and shifting funds to other priorities.





We need to have a workplace where employees thrive and grow and enjoy coming to work each day.

The time we spend at work is a major part of our daily lives. Research shows that the average person will spend 90,000 hours at work over a lifetime. Having a positive workplace is therefore critically important.

We need to continue to ensure Richmond Hill as a workplace is one where staff have an opportunity to do meaningful work. Where learning and development programs meet the needs of both the organization and employees so both may adapt and grow. A workplace where working together is a regular way of doing business.

How will we respond to these challenges? By developing and implementing our Employee Strategy and by building on our strengths as an organization. We need to ensure we have what we need as an organization to continue to provide the services our residents need.

Creating this ideal workplace is not the responsibility of any one person or group. It is up to all of us, working together, to make Richmond Hill the place we want to work – where we enjoy our work and are able to serve our residents to the best of our abilities, where we are challenged, given a chance to grow and understand the impact of what each of us does has on making Richmond Hill an amazing community.

How did we develop our Employee Strategy?

Over the past several months, working together with staff in all parts of the organization, we developed our first Employee Strategy. It is about what we as staff want our organization to become and a road map for how to get there.

We asked you for your thoughts, we conducted research and learned more about our organization today so we could think about what we want to be in the future. Here's what we did.



Employee Engagement Survey

The best way to know what people think is to ask. Between March 21 and April 3, 2017 we invited all Town staff to participate in an employee engagement survey. People who feel engaged at work are much more likely to go the extra mile. So we wanted to find out how engaged you are and what drives your level of engagement. What did you tell us?

Our top 3 key engagement drivers – or the things that influence our level of engagement are:

- Professional growth
- Diversity and inclusion
- Organizational vision

Other key engagement drivers are:

- Our views of ELT
- Teamwork
- Innovation

The results are pretty consistent throughout the Departments.

Of particular interest and unique to Richmond Hill was a view that while we feel strongly about and support diversity and inclusion, part-time staff do not feel as included as full-time staff at the Town.

The next step was to determine how to respond to the results of the survey. A Jumpstart Workshop was held on November 27, 2017 where approximately 50 staff from all parts of the organization developed 137 ideas, which they narrowed down to 14 action initiatives. You will see many of these initiatives in our Employee Strategy actions. Departments are also creating their own action plans to address issues of importance to their staff.

70%

Our overall engagement score – the same as benchmarked municipalities.



Environmental Scan

We took a look at our organization. We made sure that we have a full understanding of what our workforce looks like today so we can identify any gaps or issues that might impact our ability to become the organization we want to be. We looked at trends in the organization such as: our turnover rate; internal versus external hiring; average number of sick days taken; accident data; and training, tuition and conferences budgets and spending.

Benchmarking and Best Practices Research

We looked at other municipal employee strategies to see how they were developed and what actions they are taking to ensure their workplace and employees are in a position to meet the needs of their communities.

Staff Consultation

We pulled together two staff groups – a Working Group and a Sounding Board, with representation from every Town Division – to provide their thoughts on what our Employee Strategy should look like. Not only did they provide their input, they reached out to you to find out what you think makes an ideal workplace as well as your views on a draft Employee Strategy vision statement. The Employee Strategy Steering Committee oversaw all of these efforts and provided their thoughts and guidance throughout the process.



Our Employee Strategy

The result of these efforts is our first Employee Strategy. It sets out our collective vision for the type of workplace we want, the goals and actions to help us get there and outcomes to help us envision what we hope to achieve.



Our Employee Strategy Vision

We will be a workplace where employees are valued and empowered to collaborate, innovate and grow.

While there are many positive attributes to our workplace, such as talented and committed staff, we aspire to be even better. Our vision defines what that future will look like.

Valued and empowered employees are the foundations of any successful workplace and these characteristics align with our corporate values. Being valued aligns with care – treating each other and our community with respect, empathy and dignity. Having empowered employees directly aligns with courage – raising difficult issues, taking responsibility and learning from experience.

To provide quality services to our residents and to build the Richmond Hill we all aspire to, we need to continually look at new ways of delivering services through innovation and collaboration. We also need to grow both professionally and personally.

Collaborate

means working together to achieve a common goal. Collaboration is a corporate value – working effectively together and being open to new ideas with a positive mindset. This also links to the results of our employee survey which identified teamwork as one of the key drivers of engagement.

Innovate

means having a workplace culture where continuous improvement and consideration of new ideas is fostered throughout the organization. This directly aligns with our corporate values of collaboration and courage as well as service. Working collaboratively often results in better ideas. Trying new things takes courage. It also links to the results of the employee survey which indicated that innovation is a key driver of engagement.

Grow

means being supported and provided with the opportunities to develop professionally and personally. This may include a range of work opportunities as well as training opportunities that ensure employees may succeed not only today but in the future. This links to the results of the employee survey where professional growth was identified as a key driver of engagement.

“I like the feeling the vision evokes – it is very positive and powerful – I like the themes valuing people, empowering them – the statement speaks to the individual and how it benefits them, yet at the same time, benefitting the organization.”



Our Goals, Outcomes and Actions

If we are to achieve our vision of the future we need to have specific goals, outcomes and actions we will work towards. We created three goals that reflect the priorities you said were important to help us achieve our vision:



And we developed outcomes and actions that will start us on the path of having the workplace we desire.





A strong workplace culture is one where employees are valued, supported and empowered. It recognizes and addresses the varying needs of our multi-generational, multi-cultural workforce. It is a culture where everyone is working together towards a shared vision for both the community and the workplace. It is where our corporate values of courage, care, collaboration and service are seen in action on a daily basis. It is a workplace where innovation is not only encouraged, but celebrated. It is where we have the opportunity to undertake meaningful work, supporting each other and the residents of Richmond Hill, in a healthy and safe environment.

Outcome 1: Employees feel valued, supported and empowered.

Actions:

- Embed the Town's corporate values throughout the organization.
- Review all corporate policies to:
 - ensure equity and fairness for all employees (full-time and part-time);
 - reflect the needs of our multi-generational workforce; and
 - address the needs of existing and future employees.
- Develop a rewards and recognition program to celebrate employee successes.
- Define what innovation means for Richmond Hill and consider the establishment of an Innovation Champion to guide, facilitate and encourage innovation by all employees.
- Support a culture of continuous improvement including through implementation of the Lean Pilot Project.



Outcome 2: Employees have a common understanding of our vision and their role in the organization.

Actions:

- Ensure that the organization's Strategic Plan vision and goals are shared with all staff so that the importance of our service to the community is clear and well understood.
- Update the onboarding program that welcomes new staff to Richmond Hill so that it is clear how their role aligns with our corporate vision, mission and values in serving the community.

Outcome 3: Collaboration and information sharing is expected and encouraged.

Actions:

- Commitment from all senior leaders, particularly ELT, to take more time to interact with staff at all levels and locations at the Town.
- Convene regular Lunch and Learn sessions where each Department shares current and future priorities.
- Develop and implement a framework and tools to support a common approach to information sharing and communication across the organization to help strengthen our workplace culture.

Outcome 4: Richmond Hill is a healthy and safe workplace.

Actions:

- Review the Town's wellness program to ensure it is meeting the needs of existing and future employees including supports to address mental health issues.

What can each of us do?

The culture of our organization depends on each of us. Coming to work with a positive attitude, ready to collaborate with each other is a great way to start. We can set an example by showing that we care, having courage in making decisions, working collaboratively and providing exceptional public service both to our residents and each other. We can share information and ideas so we may be innovative in everything we do.





The effective delivery of services depends on having a highly skilled and engaged workforce committed to meeting the needs of our residents today and in the future. Our needs and those of the community are constantly changing and we have to support all staff so we are ready to succeed. To do this we need to ensure we have the skills, tools and resources to continuously learn and grow. Investing in all employees will allow us to succeed in our current jobs while also helping us achieve our future ambitions.

Outcome 1: Effective Leadership at All Levels

Actions:

- Develop and implement a Leadership Development Program for future leaders as well as those already in leadership positions that is linked to the Town's competencies and aligns with our corporate values.
- Update the Town's performance review program so that it aligns to the Town's competencies and values and ensures all staff receive constructive feedback on a regular basis.
- Provide education and training for people leaders to support them in providing constructive feedback.

Outcome 2: Opportunities to Grow

Actions:

- Develop a clear understanding of the training needs of all positions as well as a means of tracking completed training at a corporate and employee level.
- Review and update the Town's learning and development program so it aligns with the Town's competencies, corporate values and the learning and training needs of employees.
- Develop learning objectives for staff, linked to the Town's competencies and skills needs, for current positions as well as potential future career opportunities.
- Review and revise the Town's secondment policy to provide further opportunities for career growth and development.
- Investigate and consider implementing a sabbatical program for Richmond Hill employees.
- Develop and implement an employee mentor program open to staff at all levels to help develop positive relationships, as well as support career planning and development.

What can each of us do?

We can take advantage of the training and development opportunities that currently exist and sign up for new programs as they are offered. We can share what we learn with others. We can take responsibility for our own future and think about the career path we want to take. We can support those around us to help them achieve their future ambitions. We can take an active role in mentoring and coaching the people we work with.



Our community is changing – we face continual growth, an aging population, culturally diverse and well-educated residents and their changing expectations. At the same time, our workplace is changing – it is multi-generational, culturally diverse, and dealing with new technology and limited resources. We are anticipating skills and people shortages as staff retire. We need to create a workplace that is attractive to workers at every stage of life and welcomes new Canadians so we are in a position to meet the needs of both our community and workplace. We need to plan and prepare for the future. This work has been guided by our Workforce Planning Team.

Outcome 1: A Workforce that Meets our Current and Future Needs

Actions:

- Develop and implement a Workforce Planning Framework, including career planning/pathing and succession planning, to support both employees and organizational needs on a corporate and departmental level.
- Complete regular environmental scans of the organization and conduct research on workforce trends to inform future actions of the organization.
- Monitor and report regularly on the 'state of the organization,' including actions to address future challenges.
- Proactively review legislative, policy and other trends in the workplace to inform future updates to Richmond Hill policies and practices.
- Provide flexible work opportunities such as part-time and project-specific work to allow those staff who are ready to retire, or other staff, to continue to add value to the organization.

Outcome 2: Attracting and Retaining a Skilled Workforce

Actions:

- Undertake regular market reviews to ensure Richmond Hill's compensation is competitive with other similar organizations.
- Undertake a review of our benefits program to ensure what is offered meets the needs of our changing workforce.
- Review and update the recruitment policies and process to allow flexibility while maintaining integrity in the process.
- Conduct regular employee engagement surveys (every three years) to better understand our workplace and determine how to retain our existing employees and attract new staff.
- Foster diversity and inclusion along with employee engagement to attract and retain employees.
- Review and update the Town's exit interview process to inform the organization of why employees choose to leave and potential actions needed to retain staff.

What can each of us do?

We can be active participants in planning our own futures as well as that of the organization by participating in workforce planning activities. We can provide regular feedback on what we think is working well as well as what we feel may need to improve through discussions with our supervisors and coworkers.

How will we implement our strategy?

Now the really hard work begins. It is time to action our plan. Creating our ideal workplace is not the responsibility of any one person or group. We all have a role to play. Regardless of who we are, what our title may be or where we work, we all contribute to making Richmond Hill a great place to work.

Still, to ensure that the actions identified in our Strategy are implemented, we identified some specific roles and responsibilities that will help ensure its success.

- The Human Resources Division will take the lead in implementing the Strategy.
- ELT will support its implementation by monitoring our progress and determining the effectiveness of the Strategy.
- Commissioners, Directors, Managers and Supervisors will support the Strategy and encourage staff to be active participants in many of the initiatives that are included in the Strategy.
- All of us, through our own behaviours and actions, will contribute to making Richmond Hill a positive workplace.

An implementation plan that outlines who will be working on each of the action items identified in this Strategy, along with timelines for moving forward, may be found in Appendix A and is also available on RHlink.

How will we know if we are making progress?

Starting in the fall of 2019, we will provide a progress report to all staff each year – over the life of the strategy, to let you know what has been accomplished and what we still need to do to move us towards achieving our Employee Strategy vision. We also plan to conduct a follow-up employee survey, likely in late 2020 or early 2021, to evaluate our progress and see if there are new or different issues we should consider as we move forward. Regular reporting as well as ongoing surveys will help us stay on track, adapt as our organization and community changes and help us ensure Richmond Hill continues to be a great place to work.




Workforce Planning Committee

From left: Lucius Maitre, Mary-Anne Dempster, Judith Goodwin-Hall, Darlene Joslin, Meeta Gandhi


Absent: Anita Mehta, Geoff Hunt

Appendix A – Employee Strategy Implementation Plan

We will be a workplace where employees are valued and empowered to collaborate, innovate and grow.

Action Item	Responsibility	Start Time
 GOAL 1: STRENGTHEN OUR WORK CULTURE		
Outcome 1: Employees feel valued, supported and empowered		
Embed the Town's corporate values throughout the organization.	Lead: Human Resources Support from: Communication Services, ELT, Directors, Managers, Supervisors and all staff	Ongoing
Review all corporate policies to: <ul style="list-style-type: none"> • ensure equity and fairness for all employees (full-time and part-time); • reflect the needs of our multi-generational workforce; and • address the needs of existing and future employees. 	Lead: Human Resources Support from: Legal, Communication Services Consultation with: Departments as required	Ongoing
Develop a rewards and recognition program to celebrate employee successes.	Lead: Human Resources Support from: Communication Services Consultation with: Departments as required	Q4 2019
Define what innovation means for Richmond Hill and consider the establishment of an Innovation Champion to guide, facilitate and encourage innovation by all employees.	Lead: Strategic Initiatives Support from: ELT, Commissioners, Directors, Managers	2019
Support a culture of continuous improvement including through implementation of the Lean Pilot Project.	Lead: Strategic Initiatives Support from: ELT, Commissioners, Directors, Managers	Ongoing
Outcome 2: Employees have a common understanding of our vision and their role in the organization		
Ensure that the organization's Strategic Plan vision and goals are shared with all staff so that the importance of our service to the community is clear and well understood.	Lead: Strategic Initiatives Support from: Human Resources, ELT, Directors, Managers	Ongoing
Update the onboarding program that welcomes new staff to Richmond Hill so that it is clear how their role aligns with our corporate vision, mission and values in serving the community. (WFP*)	Lead: Human Resources Support from: Communication Services Consultation with: Departments as required	Q4 2018


*Workforce Planning

Action Item	Responsibility	Start Time
Outcome 3: Collaboration and information sharing is expected and encouraged		
Commitment from all senior leaders, particularly ELT, to take more time to interact with staff at all levels and all locations at the Town.	Lead: ELT Support from: Directors, Managers	Ongoing
Convene regular Lunch and Learn sessions where each Department shares current and future priorities.	Human Resources (to Coordinate) Lunch and Learn Team to deliver working with staff in their Departments	Q4 2018 and ongoing
Develop and implement a framework and tools to support a common approach to information sharing and communication across the organization to help strengthen our workplace culture.	Lead: Communication Services Support from: Human Resources, Strategic Initiatives Consultation with: ELT, Departments as required	Q4 2018 and ongoing
Outcome 4: Richmond Hill is a healthy and safe workplace		
Review the Town's wellness program to ensure it is meeting the needs of all existing and future employees including supports to address mental health issues.	Lead: Human Resources Support from: Community Services Consultation with: all staff as required	2019
 GOAL 2: GROW AND DEVELOP PEOPLE		
Outcome 1: Effective leadership at all levels		
Develop and implement a Leadership Development Program including actions to help develop future leaders as well as those already in leadership positions that is linked to the Town's competencies and aligns with the Town's corporate values. (WFP*)	Lead: Human Resources Support from: Communication Services Consultation with: Departments as required	Q1 2019 and ongoing
Update the Town's current performance review program with alignment to the Town's competencies and values to ensure all staff receive constructive feedback on a regular basis. (WFP*)	Lead: Human Resources Support from: Communication Services Consultation with: Departments as required	Q3 2019

*Workforce Planning

Action Item	Responsibility	Start Time
GOAL 2: GROW AND DEVELOP PEOPLE		
Outcome 1: Effective leadership at all levels		
Provide education and training for staff (supervisors, managers) to support them in providing constructive feedback. (WFP*)	Lead: Human Resources Consultation with: Supervisors, Managers, Directors, Commissioners, CAO	Q3 2019
Outcome 2: Opportunities to grow		
Develop a clear understanding of the training needs of all positions as well as a means of tracking those that have been completed at a corporate and employee level. (WFP*)	Lead: Human Resources Consultation with: Departments and staff	Q4 2018 and ongoing
Review and update the Town's learning and development program so it aligns with the Town's competencies and corporate values as well as the learning and training needs of employees. (WFP*)	Lead: Human Resources Consultation with: Departments as required	Q1 2019 and ongoing
Develop learning objectives for staff, linked to the Town's competencies and skills needs, for current positions as well as potential future career opportunities. (WFP*)	Lead: Supervisors, Managers, Directors, Commissioners, CAO Support from: Human Resources Consultation with: Departments as required	2019
Review and revise the Town's secondment policy to provide further opportunities for career growth and development.	Lead: Human Resources Support from: Communication Services Consultation with: Departments as required	2019
Investigate and consider implementing a sabbatical program for Town employees.	Lead: Human Resources Support from: Communication Services Consultation with: Departments as required	2019

*Workforce Planning

Action Item	Responsibility	Start Time
Outcome 2: Opportunities to grow		
Develop and implement an employee mentor program open to staff at all levels to help develop positive relationships as well as support career planning and development. (WFP*)	Lead: Human Resources Support from: Communication Services Consultation with: Departments as required	2019
 GOAL 3: PREPARE FOR THE FUTURE		
Outcome 1: A workforce that meets our current and future needs		
Develop and implement a Workforce Planning Framework, including career planning/pathing and succession planning, to support our employees and changing organizational needs on both a corporate and departmental level. (WFP*)	Lead: Human Resources Support from: Communication Services Consultation with: Departments as required	Q4 2018 and ongoing
Complete regular environmental scans of the organization and conduct research on workforce trends to inform future actions of the organization.	Lead: Human Resources	Ongoing
Monitor and report regularly on the 'state of the organization', including actions to address future challenges.	Lead: Human Resources	Ongoing
Proactively review legislative, policy and other trends in the workplace to inform future updates to Town policies and practices.	Lead: Human Resources	Ongoing
Provide flexible work opportunities such as part-time and project specific work to allow those staff that are ready to retire, or other staff, to continue to add value to the organization. (WFP*)	Lead: Human Resources Consultation with: Departments as required	2019

*Workforce Planning

Action Item	Responsibility	Start Time
GOAL 3: PREPARE FOR THE FUTURE		
Outcome 2: Attracting and retaining a skilled workforce		
Undertake regular market reviews to ensure the Town's compensation is competitive with other organizations.	Lead: Human Resources Consultation with: ELT, Departments as required	Ongoing and every 3 years
Undertake a review of the Town's benefits program to ensure what is offered meets the needs of our changing workforce.	Lead: Human Resources Consultation with: ELT, Departments as required	Ongoing
Review and update the Town's recruitment policies and process to allow flexibility while maintaining integrity in the process.	Lead: Human Resources Consultation with: Departments as required	2018 and ongoing
Conduct regular employee engagement surveys (every three years) to better understand our workplace culture and determine how to retain our existing employees and attract new staff.	Lead: Human Resources Support from: Communication Services Consultation with: ELT	Q4 2020 or Q1 2021
Foster diversity and inclusion along with employee engagement to attract and retain employees.	Lead: Human Resources Working with: Supervisors, Managers, Directors, Commissioners, CAO	Q4 2019
Review and update the Town's exit interview process to inform the organization of why employees choose to leave and potential actions needed to retain staff.	Lead: Human Resources Working With: Supervisors, Managers, Directors, Commissioners, CAO	2019



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OUR VISION:

We will be a workplace where employees are valued and empowered to collaborate, innovate and grow.