Senior Manager of People & Culture Job Description

General job information

Job Family:	Executive Leader's Team	**Job Number:**	ELT-03
Job Title:	Senior Manager of People & Culture		
Business Unit:	ELT	**Reports to:**	CEO
Supervisory:	No	**Pay Grade/Band:**	5

Job Summary

The Senior Manager of People & Culture is responsible for advancing Peterborough Housing Corporation's people and culture initiatives to support business goals, foster a positive and inclusive workplace, and strengthen employee engagement and performance. Reporting directly to the CEO, the Senior Manager will provide key support to the Executive Leadership Team (ELT) by developing, implementing, and evaluating human resources strategies that contribute to a productive and sustainable organizational culture. This position is instrumental in overseeing all facets of HR management, including talent acquisition, employee relations, total rewards, organizational development, and compliance with relevant legislation.

In addition to HR management, the Senior Manager of People & Culture will serve as an advisor to the CEO, contributing to the development of HR strategies, policies, and practices that align with PHC's strategic vision, mission, and values. This role requires a proactive approach to assessing organizational needs, encompassing talent management, workforce planning, total rewards strategies, and employee engagement.

This advisory role extends to supporting decision-making, providing data-driven recommendations on topics such as compensation structures, leadership development programs, and diversity, equity, and inclusion initiatives. Through regular consultation with the CEO and the Executive Leadership Team, the Senior Manager will champion a strategic and people-centered approach, ensuring HR policies and programs are well-integrated into the overall organizational strategy.

Main Responsibilities

Strategic Support and Advisory

- Collaborate closely with the CEO, providing strategic input on HR initiatives that support organizational goals, and acting as a trusted advisor on matters of people and culture within PHC.
- Assist the CEO with high-level planning, including organizational structure analysis, talent forecasting, and strategic initiatives to foster an inclusive and equitable workplace.
- Lead organizational change management initiatives, supporting employees, managers, and teams through transitions, and fostering adaptability across the organization.
- Participate in executive discussions on long-term organizational goals, contributing HR perspectives to support PHC's vision, mission, and values.

Employee Engagement and Workplace Culture

- Drive employee engagement initiatives, leading programs to enhance workplace culture, support diversity and inclusion, and promote a respectful and collaborative environment.
- Work closely with the CEO and ELT to implement strategies that strengthen employee satisfaction, retention, and commitment to PHC's mission and values.
- Lead the analysis of employee engagement surveys, creating action plans to address feedback and fostering an environment of continuous improvement.
- Act as chair of the Employee Engagement Committee, promoting a culture of well-being and engagement across PHC.
- Design and continuously improve the employee lifecycle experience, from recruitment through retirement, focusing on enhancing engagement at every touchpoint.
- Develop and implement internal communication strategies, ensuring clear, consistent messaging across the organization that aligns with corporate objectives and fosters employee engagement and transparency.

Policy and Compliance

- Develop and manage corporate policies and procedures ensuring compliance with Ministry of Labour regulations, the Employment Standards Act, Ontario Human Rights Code, WSIB, and other relevant legislation.

- Effectively communicate and interpret corporate policies across the organization, ensuring all employees understand and adhere to HR-related guidelines and practices.
- Oversee the development and maintenance of a Human Resource Information System (HRIS) to optimize HR data management, reporting, and compliance tracking.
- Maintain data-driven HR practices by utilizing analytics to track key performance indicators (KPI's) such as employee turnover, time-to-hire, and employee satisfaction; use data insights to inform decision-making and optimize HR processes.

Performance Management and Organizational Development

- Design and implement an organization-wide performance management system that aligns with PHC's goals and fosters a culture of accountability, feedback, and continuous improvement.
- Identify organizational learning and development needs, coordinating with managers to create targeted training programs that enhance skills, leadership, and professional growth.
- Oversee the development and maintenance of a Learning Management Software (LMS) to facilitate training delivery, track employee progress, and manage training records efficiently.
- Champion a people leadership focus that enhances leadership capabilities, fosters team engagement, and supports people leaders to effectively lead, inspire, and develop their teams.

Total Rewards

- Manage the administration of employee benefits programs, including health, dental, Employee Assistance (EAP), OMERS pension plan, and any other programs, ensuring they meet employee needs and comply with legislative requirements.
- Monitor and evaluate the effectiveness of total rewards programs, providing recommendations for improvements to enhance employee support and ensure fiscal responsibility.
- Manage job evaluation and pay equity processes through active leadership of the Job Evaluation Committee, ensuring equity in role valuation and compensation.
- Oversee a comprehensive compensation strategy that aligns with PHC's organizational goals and industry standards, ensuring competitiveness to attract and retain talent.

Disability & Wellness Management

- Administer short-term and long-term disability claims, coordinating with external providers, employees, and internal stakeholders to ensure timely processing, adherence to policy, and consistent communication.
- Develop and oversee processes for workplace accommodations, working closely with employees, managers, and healthcare providers to identify and implement reasonable accommodations in compliance with applicable laws and policies.
- Lead and coordinate the return-to-work program, collaborating with employees, managers, and healthcare providers to create and implement individualized return-to-work plans that prioritize employee well-being and productivity.

Labor Relations

- Play a lead role on the collective bargaining team, including the development of proposals, negotiation strategies, and communication throughout the bargaining process with the union.
- Provide expert guidance to management during collective agreement negotiations and throughout grievance administration, supporting the resolution of labor issues in alignment with corporate goals.
- Offer leadership and coaching to non-union employees, providing guidance on labor relations best practices.
- Foster positive labor relations with union members and actively support a culture of collaboration and mutual respect.

Budgeting and Financial Accountability

- Participate in the budgeting process related to HR functions, ensuring efficient allocation of resources for recruitment, development, and employee engagement.
- Oversee budget forecasts, monitoring HR-related expenses, and aligning financial planning with departmental goals and organizational needs.

Talent Acquisition

- Lead and manage the recruitment process, providing guidance to hiring managers on best practices for talent acquisition, ensuring a seamless candidate experience, and maintaining compliance with PHC's Collective Agreement, internal policy and relevant employment legislation.
- Promote PHC as an employer of choice, highlighting unique culture, values, and opportunities through targeted marketing and outreach efforts.

- Oversee structured assessment methods, such as skills tests, behavioral interviews, and reference checks, to evaluate candidates objectively and consistently.
- Assess current and future staffing needs, collaborating with leadership to anticipate talent gaps and develop proactive recruitment plans.

Additional Responsibilities

- Collaborate with other departments to promote awareness and understanding of HR processes, budgeting, and forecasting within the organization.
- Provide leadership and guidance on ad hoc projects as assigned by the CEO to address evolving organizational needs or strategic opportunities.
- Represent PHC at community and industry events related to HR, organizational development, and labor relations, contributing to PHC's reputation as a leader in people and culture.
- Act as Resource to the Joint Health and Safety Committee.
- Serve as an advisory resource during HRTO hearings, collaborating with legal counsel, preparing necessary documentation, and providing guidance to management on case strategy and compliance with human rights legislation.

Financial Scope

- Authorized to make purchases in accordance with PHC's Procurement Policy and Procedures, with freedom to make purchases on behalf of the corporation to support HR related operations and initiatives.

Required Qualifications

1. Post-secondary degree in Human Resources, Business Administration, Industrial Relations, or a related discipline. Equivalent combinations of education and experience may be considered.
2. Certified Human Resources Professional/Leader (CHRP/CHRL) designation is preferred.
3. 7-10 years of progressive experience in HR, with a minimum of 5 years in a leadership role.
4. Extensive experience in labor relations, including collective bargaining, grievance administration, and fostering positive union relationships.
5. Strong working knowledge of Ontario Employment Standards Act, Ontario Human Rights Code, Pay Equity Act, WSIB, and other relevant legislation.
6. Proven ability to develop and execute HR strategies that align with organizational goals, foster a positive culture, and support employee development.

7. Experience in budget management and financial planning, with a focus on optimizing resources for HR programs.
8. Advanced proficiency in HRIS, word processing, spreadsheet, and database software applications.
9. Strong organizational skills with the ability to work independently and manage multiple priorities, ensuring attention to detail in a fast-paced environment.
10. Exceptional communication and interpersonal skills, with the ability to build relationships and effectively engage with staff at all levels.
11. Valid driver's license, insurance, and access to a reliable vehicle, with the ability to travel as needed.
12. Acceptable Police and Vulnerable Sector check.

Competencies

Competency	Definition	Behavioural Description
Relationship Building	Relates comfortably with people across levels, functions, cultures, and geographies. Builds rapport in an open, friendly, and accepting way, even when facing difficult or tense situations. Identifies interpersonal and group dynamics and reacts effectively. Solicits input from others constantly and listens with empathy and concern. Identifies information that is relevant and helpful for others and shares it as appropriate.	• Establishes and maintains relationships with peers, employees, and leaders across the organization. • Leverages moments of vulnerability to strengthen existing relationships. • Uses established connection, trust, and professionalism to sustain relationships through conflict. • Coaches others on uncovering similarities and celebrating differences with individuals across differing demographics, cultures, and geographies.

Collaborative	Works well with others both on the team and cross-functionally to achieve individual, team, department, or organizational goals. Values diverse input and working with others to achieve the best output possible.	• Encourages team members to openly voice their ideas, perspectives, and concerns. • Identifies and responds to the impact of decisions and changes on other teams, organizational processes, and systems. • Leverages the strengths of team members to achieve optimal performance. • Supports implementation of team decisions or goals and makes suggestions to improve team engagement. • Navigates and incorporates different opinions from stakeholders. • Gives and seeks feedback to achieve common goals. • Values working with a diverse team and the importance of differing perspectives to develop unique solutions or ideas. • Coaches others to explore solutions and collaborate with each other.
Decision Making and Problem Solving	Simplifies complex problems by using critical thinking to evaluate problems, gathering information, incorporating multiple perspectives, understanding causes, and identifying best-possible solutions. Invests time in planning, discovery, and reflection to drive better decisions and more efficient implementations. Adopts an audience-centric approach, understanding the needs of the	• Actively seeks input from multiple information sources to evaluate situations and understand the cause of problems. • Evaluates pros and cons of multiple options and selects a plan of action that capitalizes on trade-offs. • Removes obstacles and addresses problems before they impact performance and results of their team. • Demonstrates ability to synthesize information or multiple perspectives and apply an analytical lens to problems to draw logical conclusions. • Initiates and leads the evaluation and assessment of possible solutions and their risks. • Provides recommendations and achieves buy-in for potential solutions. • Demonstrates ability to critically evaluate work tasks and effectively prioritize them. • Takes ownership over decisions and their consequences

	audience and incorporating them, as appropriate, into the decision.	
Negotiation	Negotiates in a manner that results in positive business outcomes while maintaining strong relations with the other party.	• Effectively employs a variety of negotiation techniques, allowing differing parties to reach mutually agreeable solutions. • Works from facts and a strong knowledgebase. • Builds consensus with differing interests and opinions to solve problems or make decisions. • Successfully negotiates with internal groups to facilitate partnerships. • Changes negotiations or communications approach based on anticipated responses from others. • Seeks to develop trust and maintain positive relationships.
Communicative	Genuinely and intentionally communicates. Relays key messages effectively, targeted to specific audiences. Identifies others' communication styles and perspectives, adjusting language and approach accordingly. Employs active listening to understand, rather than reply. Asks for, integrates, and values feedback from team, peers, and leaders.	• Actively solicits feedback on their own performance and offers constructive feedback. • Seeks opportunities to develop their own and others' skills and knowledge by experimenting with new approaches. • Reflects on successes, failures, and mistakes to learn and grow. • Looks for opportunities to continuously improve current practices. • Coaches others to adopt a learning mindset. • Perseveres when faced with uncertainty, obstacles, and failures

Building Trust	Openly, transparently, and clearly shares information and the "why" behind decisions. Asks for and values the opinions of others. Displays empathy when listening. Acknowledges when trust has been broken and focuses on rebuilding.	• Encourages employee involvement in decision making. • Shares the rationale behind departmental priorities, requests, and potential changes in a thoughtful and transparent way. • Demonstrates investment in the success of others by providing the support, resources, and information required to succeed. • Encourages others to share thoughts, regardless of agreement, and actively listens to their feedback and questions. • Supports others through moments of vulnerability about mistakes and addresses failures as opportunities to learn. • Admits to own mistakes and takes responsibility for them. • Recognizes that trust has a different meaning for everyone and demonstrates empathy to understand others' perspectives.
Curating the Employee Experience	Looks for opportunities across the employee lifecycle to engage and connect individually with each member of the team. Creates an environment where employees feel included, valued, informed, and engaged. Spends time on reflection to understand personal connection with organizational core values and alignment with self.	• Understands that team members' personal lives and work intersect to impact the employee experience and remains flexible to changing needs. • Proactively seeks opportunities to interact with team members and make an individual connection throughout the employee lifecycle. • Informs team regularly of relevant updates and decisions. • Encourages employee involvement by actively seeking and attempting to respond to employee feedback regarding the employee experience. • Reflects on personal connection and alignment with the organizational values.

Managing Talent	Actively, intentionally, and continuously manages the entire talent lifecycle of their team including talent attraction, management of performance through goal setting, feedback, and coaching; ongoing support of talent; and personalized career development.	• Collaborates effectively with all stakeholders in the recruitment processes. • Helps new hires connect to the organization's mission, vision, and values and their new team members. • Supports team members in accomplishing goals. • Provides regular feedback that is clear, descriptive, and actionable. • Adopts a mindful, reflective approach to coaching through a strong understanding of employees' strengths, weaknesses, and role interdependencies. • Addresses poor performance in a timely manner. • Continuously encourages employee development by exposing people to appropriate learning opportunities. • Recognizes positive performance and celebrates team achievement.
Coaching	Adopts a coaching mindset. Creates a thought-provoking and creative environment to help others achieve their goals. Enables others to see new perspectives, embrace new ways of thinking, raise questions, or challenge current thinking. Asks open-ended questions, designed to explore without an agenda.	• Teaches others to ask meaningful questions and guide them in establishing a plan for development. • Guides others to engage in active listening during coaching conversations. • Calibrates coaching to align with departmental goals and objectives and embeds it as part of the regular workflow. • Actively tries to develop their own coaching skills. • Asks open-ended, probing questions designed to encourage the other party to reflect and drive the conversation forward.
Learning Focused	Continuously seeks opportunities to learn, displays curiosity, demonstrates an ability to operate in	• Promotes two-way feedback and provides actionable steps on their own and their team's performance. • Coaches others in skill development. • Seeks opportunities to share expertise and knowledge.

uncertainty, questions the applicability of past approaches in the current environment, owns growth, persists when faced with obstacles, and embraces failure and mistakes as a learning opportunity. Is open to feedback and constructive criticism.	• Constructively challenges existing practices and encourages others to do the same. • Motivates others to own their growth and apply a critical eye to existing practices. • Excels in the face of uncertainty, obstacles, and failures and offers support.

Staff Reporting to the Senior Manager of People & Culture
None.

Working Conditions
The standard work schedule for this position is 35 hours per week, with core hours between 8:30 a.m. and 4:30 p.m., Monday through Friday. As part of the non-union group, there are times when extended hours are required to attend meetings, community events, or respond to urgent situations.

This role is primarily based in a climate-controlled office environment, with occasional regional travel as needed. The position involves prolonged periods of visual and mental focus, requiring sustained concentration.

Confidentiality
All employees are required to sign and abide by Employee Confidentiality and Code of Conduct and Ethics Values.

Accommodation
Accommodation requests will be reviewed on an individual basis in compliance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA) and any other Federal or Provincial legislation.

Disclaimer

The statements contained in this job description reflect the general details necessary to describe the principal functions of this position, the level of knowledge and skill typically required and the scope of responsibility. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned.