

# HALIFAX

P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Item No. 5**  
**Budget Committee**  
**January 10, 2018**

**TO:** Chair and Members of Budget Committee  
(Standing Committee of the Whole on Budget)

**SUBMITTED BY:** Original Signed by   
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Jacques Dubé, Chief Administrative Officer

**DATE:** January 2, 2018

**SUBJECT:** Proposed 2018/19 Multi-year Human Resources / Office of Diversity & Inclusion  
Budget and Business Plan

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## **ORIGIN**

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on November 14, 2017, staff is required to present the 2018/19 draft Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

## **LEGISLATIVE AUTHORITY**

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

## **RECOMMENDATION**

It is recommended that Budget Committee direct staff to proceed to prepare the 2018/19 Multi-year Human Resources / Office of Diversity & Inclusion Budget and Business Plan, as proposed in the accompanying presentation and consistent with the preliminary fiscal direction.

## **BACKGROUND**

As part of the design of the 2018/19 Budget and Business Plan development process, the Budget Committee is reviewing each Business Unit's budget and proposed plans in advance of detailed HRM Budget and Business Plan preparation.

At the December 5, 2017 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on December 13, 2017 provided fiscal direction for the 2018/19 multi-year budget, directing staff to: "develop the 2018/19 Multi-year Budget and Business Plans in support of the fiscal direction and approved priorities."

## **DISCUSSION**

Staff has prepared the proposed 2018/19 Budget consistent with the preliminary fiscal direction received from Council on December 13, 2017 and aligned with Council Priorities as approved on December 5, 2017.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed HRM 2018/19 Multi-year Budget and Business Plan documents to be presented to Council, as per the process and schedule in the November 14, 2017 staff report.

## **FINANCIAL IMPLICATIONS**

The recommendations in this report will lead to the development of a proposed 2018/19 Multi-year budget. There are no immediate financial implications from these recommendations. The broader financial implications will be discussed and debated as the budget is developed in more detail.

## **RISK CONSIDERATION**

None are specifically associated with this report.

## **COMMUNITY ENGAGEMENT**

None are specifically associated with this report.

## **ENVIRONMENTAL IMPLICATIONS**

None

## **ALTERNATIVES**

The Budget Committee can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed HRM Budget and Business Plan documents.

## **ATTACHMENTS**

Human Resources / Office of Diversity & Inclusion 2018/19 Multi-year Budget and Business Plan Presentation

A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Julie Gibson, Policy & Business Initiatives Coordinator, Human Resources/Office of Diversity & Inclusion, 902.490.1467

Financial Approval by: Original Signed  
Jerry Blackwood, Acting Director of Finance and Asset Management/CFO, 902.490.6308

Original Signed  
Report Approved by: Cathi Mullally, Director of Human Resources / Office of Diversity & Inclusion, 902.490.7239

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**HALIFAX**

# **Human Resources / Office of Diversity & Inclusion**

**2018/19 Multi-Year  
Budget & Business Plan**

Committee of the Whole on Budget

10-Jan-2018

# Human Resources

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Human Resources is committed to providing innovative and practical human resource strategies and solutions that address business needs and promote service excellence.

# Service Areas

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## Director's Office

Provides leadership and develops HR strategic priorities that align with business needs; ensures HR structure, resources, policies and business practices are aligned to support organizational efficiency and effectiveness.

## Client Services

As a strategic business partner the Client Services Team works with the business units on customized people engagement solutions and organization-wide programs to achieve overall business unit and organizational objectives.

## Shared Services

HR's first point of contact for employee inquiries/service requests. Provides foundational support for HR programs and services including training administration, compensation/benefits and pension inquiries. Collects and administers HR data, information and reporting.

# Service Areas

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## **Labour Relations**

Serve as the employer's negotiator in collective bargaining with various unions representing its employees. Provides expertise and consulting to Business Units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support sustainable municipal services.

## **Organizational Effectiveness & Learning**

Supports organizational effectiveness/performance through corporate policy development and program design. Leads the development of the Corporate Learning & Development Strategy and delivers employee training, professional development programs and services to meet business needs. Assesses and implements conflict resolution strategies to ensure compliance with human rights obligations and the internal Harassment Prevention Policy.

# Service Areas

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## **Talent & Total Rewards**

Responsible for the development of HRM's Talent Management Blueprint and Total Compensation Strategy including policy framework, program design, pension & benefits plan consulting and administration.

## **Health, Safety & Wellness**

Responsible for developing Corporate Health, Wellness, and Safety strategies to support employees being well and at work. Primary areas of focus include attendance support, prevention, reduction of incident/accident trends and risk while focusing on consistency of awareness and compliance.

# Human Resources Responsibilities / Accomplishments

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- Recruitment - executed recruitment strategy to handle a 65% increase in recruitment activities with no increased costs.
- Human Capital Strategy – HR is completing a refresh of the HRM People Plan (3-5 year Human Capital Strategy) and will begin implementation of priority initiatives in partnership with the business units.
- To promote a harassment-free workplace culture, the roll out of the revised Workplace Rights policy and delivery of new training programs to leaders across the organization was completed.
- New collective agreements were achieved with HRPA and IAFF.

# Human Resources Current & Planned Initiative Updates

## Our People - Talent

- Talent Management Framework recommendation completed. 18/19 will focus on the expansion of succession planning and recognition programs. Work will begin on developing career paths.
- Employee Benefits program design review will take place in 18/19 to ensure appropriate alignment within the Talent Management Framework and overall compensation philosophy.

# Human Resources Current & Planned Initiative Updates

## Our People - Talent

- Collective Bargaining is currently underway with ATU, NSUPE 13 and CUPE 4814. Preparations are underway for CUPE 108
- Development and launch of new HRM employment branding and community outreach strategy
- Expansion of Corporate Leadership Training Program
- Hiring process under review with the goal of removing systemic barriers to support a more diverse and inclusive workforce

# Human Resources Current & Planned Initiative Updates

## Our People – Culture & Performance

- To improve organizational performance, HR is supporting the CAO through the delivery of an employee engagement survey.
- Employment Equity Policy is under review and will be coming to Council

# Human Resources Current & Planned Initiative Updates

## Health and Safety – Healthy Workforce



### Corporate Health, Safety and Wellness Strategy

- Areas of focus include Attendance Support trends, Stay at Work / Return to Work policy, injury trends via EHSM and prevention
- Holistic health approach with benchmarks about health risks that drive engagement, productivity and health opportunities
- Enhanced Health and Safety employee orientation

# Human Resources Current & Planned Initiative Updates

## Service Excellence – Service Delivery

### HR Modernization

- Continuing to organize a more flexible structure for HR's FTE complement to support BU's.
- Stand up of Shared Services division continues
- Reviewing HR workflow and business processes to better align with business needs and modern practices.
- Human Resources will continue modernizing HR policies and business practices

# Operating Budget Overview\*

18/19 Budget Approved in Principle

Expenditures	2016 Budget	2017 Budget	2017 Projected	2018 Budget
* Compensation and Benefits	5,322,200	5,612,600	5,755,728	5,626,800
* Office	33,600	34,200	34,075	30,000
* External Services	215,600	309,600	696,500	249,600
* Supplies	1,500	1,500	200	1,500
* Equipment & Communications	3,000	1,000		1,000
* Other Goods & Services	427,800	654,700	665,170	634,700
* Interdepartmental			(345,850)	
<b>** Total</b>	<b>6,003,700</b>	<b>6,613,600</b>	<b>6,805,823</b>	<b>6,543,600</b>
Revenues				
* Other Revenue	(80,000)	(80,000)	(265,800)	(80,000)
<b>** Total</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(265,800)</b>	<b>(80,000)</b>
<b>Net Surplus/Deficit</b>	<b>5,923,700</b>	<b>6,533,600</b>	<b>6,540,023</b>	<b>6,463,600</b>

\* Restated for April 2017 reorganization

# Service Area Budget Overview\*

\* Restated for April 2017 reorganization

Business Unit Net Expenses	16/17 Budget	17/18 Budget	17/18 Projected	18/19 Approved in Principle	18/19 Proposed Budget
Director's Office	358,000	423,700	423,700	425,600	440,500
Org. Effect. & Learning	1,831,700	1,203,400	1,190,180	1,145,700	1,156,700
Client Services	1,542,800	1,198,100	1,284,400	1,200,100	1,397,300
Talent & Total Rewards	728,900	567,950	520,200	567,250	573,150
Shared Services	-	854,900	811,650	851,200	822,000
Labour Relations	560,900	730,150	724,450	733,850	730,050
Health, Safety, and Wellness	374,100	1,010,500	1,099,783	1,015,000	1,031,000
Diversity & Inclusion	527,300	544,900	485,660	524,900	677,700
<b>HR Total</b>	<b>5,923,700</b>	<b>6,553,600</b>	<b>6,540,023</b>	<b>6,463,600</b>	<b>6,828,400</b>

# Staff Counts \*

\* Restated for April 2017 reorganization

Service Area (Pre-Modernization)	16/17 Approved	Service Area	17/18 Approved	18/19 Approved in Principle	18/19 Proposed
Director's Office	3.0	Director's Office	3.0	3.0	3.0
Client Services	16.0	Client Services	12.0	12.0	14.0
Labour Relations	6.0	Labour Relations	7.0	7.0	7.0
Organizational Development, Health & Safety	16.0	Org. Effectiveness & Learning	8.0	8.0	8.0
Corporate Safety	5.0	Health, Safety and Wellness	9.0	9.0	9.0
Total Compensation	8.0	Shared Services	10.0	10.0	10.0
		Talent & Total Rewards	5.0	5.0	5.0
Diversity & Inclusion	4.0	Diversity & Inclusion	4.0	4.5	6.0
<b>Full Time Total</b>	<b>58.0</b>	<b>Full Time Total</b>	<b>58.0</b>	<b>58.5</b>	<b>62.0</b>
<b>Term Total</b>	<b>2.0</b>	<b>Term Total</b>	<b>2.5</b>	<b>2.0</b>	<b>2.0</b>

# Summary of Proposed Budget Adjustments

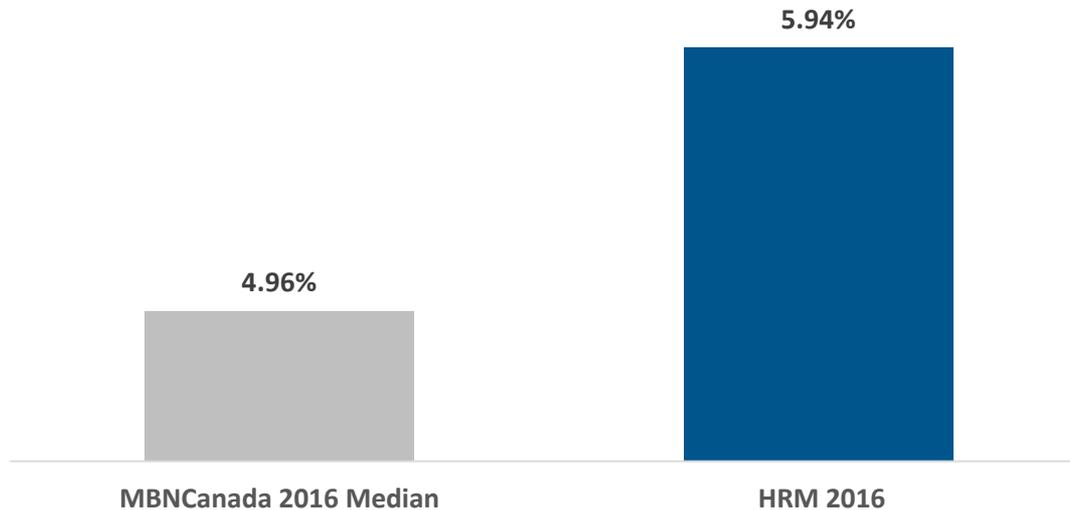
Proposed Adjustments	Impact on Service Delivery	Projected 18/19 \$ Impact	Amount
<b>18/19 Approved in Principle*</b>			<b>\$6,463,600</b>
Compensation increases	No impact on service delivery	\$88,800	
Indigenous Community Engagement Advisor from .5 FTE to 1 FTE		\$40,000	
1 FTE African NS Affairs Integration Office (ANSAIO)		\$64,900	
2 FTE's Human Resources		\$171,100	
<b>Total Proposed Changes</b>			<b>\$364,800</b>
<b>Proposed 18/19 Budget</b>			<b>\$6,828,400</b>

\* Restated for April 2017 reorganization. Includes approved in principle changes from 17/18 budget discussions

# Human Resources 16/17 Key Performance Indicators

## Our People - Talent

### Overall Permanent Voluntary Employee Turnover



MBNC: Municipal Benchmarking Network Canada  
Measure: HMRS406 – Overall Permanent Voluntary Employee Turnover

# Human Resources

## 16/17 Key Performance Indicators

### Health and Safety – Safe Workplaces

	KPI	2014/15	2015/16	2016/17	Progress
1	HRM Total Accident Frequency	12	10	9	
2	HRM Lost Time Accident Frequency	7	7	5	
3	HRM Severity (duration in days)	126	176	248	

#### Definitions:

- 1: An industry measurement that is the # total accidents per 100 FT equivalent.
- 2: An industry measurement that is the # lost time accidents per 100 FT equivalent.
- 3: An industry measurement that is # lost time days per 100 FT equivalent. One LT day = 8 hrs.

Includes all business unit employee incidents in fiscal year.

# Human Resources Pressures and Risks

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- Human Resources does not currently have supports and proactive programs in place to address increasing organizational issues related to health and wellness needs and attendance issues.
- Human Resources is challenged with increasing organizational demand and manual service delivery processes. Service delivery level is at risk of declining or not being met in a timely manner.

# Office of Diversity & Inclusion

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The Office of Diversity and Inclusion is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The Office works towards removing barriers and creating opportunities for the full civic participation of all Halifax residents and municipal employees



# Office of Diversity & Inclusion Services

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## Corporate Diversity Services

Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities and performance measures with respect to diversity and inclusion. It is the lead on corporate diversity and inclusion training. Upon request, staff in the office provides advice to business units to support their diversity and inclusion initiatives.

## African Nova Scotian Affairs Integration Office

Provides leadership, strategic direction, policy advice and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM.

# Office of Diversity & Inclusion Services

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## **Accessibility Services**

Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax's Inclusive and Accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Act Respecting Accessibility in Nova Scotia.

## **Indigenous Community Engagement**

Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission and demonstrates our commitment to partnership with the community.

# Office of Diversity & Inclusion Services

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## **Immigration Services and Local Immigration Partnership (LIP)**

Immigration Services develops and implements the HRM Welcoming Newcomers Action Plan. The Local Immigration Partnership provides a platform for the collaboration of diverse partners with the goal of building an inclusive and welcoming community.

## **French Language Services**

Supports the establishment of French language services at the Halifax Regional Municipality and the development of constructive relationships with the Acadian and Francophone community through our commitment in the Comeau Agreement.

# Office of Diversity & Inclusion Responsibilities / Accomplishments

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- Revised Employment Equity Policy
- Completed Diversity and Inclusion Framework
- Drafted Accessibility Framework
- Hired Advisor, Indigenous Community Engagement
- Drafted new HRM Immigration Strategy (2018-2022)
- Implemented “Reaching Out from an Afrocentric Place” training
- Updated and implemented Diversity and Inclusion Overview Training

# Office of Diversity & Inclusion Current & Planned Initiative Updates

## Corporate Diversity and Inclusion

### Inclusive Public Service

- Updated Diversity and Inclusion training modules
- Implementation of the corporate Diversity and Inclusion framework

### Equitable Employment

- Support the implementation of the Employment Systems Review
- Implement Bias Free Hiring Training
- Develop an employment equity program in partnership with Human Resources

### Meaningful Partnerships

- Internal engagement with business units
- External engagement

# Office of Diversity & Inclusion Current & Planned Initiative Updates

## African Nova Scotian Affairs Integration Office

### Inclusive Public Service

- Roll out of ANSAIO framework – pending release of D&I framework
- Corporate training – “Reaching out from an Afrocentric Place” ongoing
- Providing support to ANS affinity groups
- An intern has been hired to support the work of ANSAIO

### Equitable Employment

- Support the implementation of the ESR
- Development and implementation of Ujimaa mentorship program (summer 2018)

### Meaningful Partnerships

- Internal engagement with business units
- External engagement with African Nova Scotian Community

# Office of Diversity & Inclusion

## Current & Planned Initiative Updates

### Accessibility

#### Inclusive Public Service

- Roll out of Accessibility framework – pending completion of community engagement
- Corporate training – developing an accessibility training module
- Providing support to the Accessibility Advisory Committee
- An accessibility intern was hired to support ongoing projects

#### Meaningful Partnerships

- Internal engagement with business units
- External engagement with the community of person with disabilities

# Office of Diversity & Inclusion Current & Planned Initiative Updates

## Indigenous Community Engagement

- Enhanced knowledge and understanding of Mi'kmaw/Indigenous perspectives amongst all levels of the municipality.
- Develop a municipal strategy for Indigenous community engagement.
- Build a framework to support actions for reconciliation.
- Develop network with other municipalities in the areas of reconciliation and Indigenous community engagement.

# Office of Diversity & Inclusion Current & Planned Initiative Updates

## Immigration and Local Immigration Partnership (LIP)



- Update of the Welcoming Newcomers Action Plan into 5 year Immigration Strategy (2018-22).
- Engage newcomer community with Mi'kmaw and African Nova Scotian communities.
- Increase partnerships, through the LIP, with a wider scope of service provider organizations and interest groups.
- Coordinate the FCM Diverse Voices for Change Project, focusing on racialized women's leadership.
- Implement the “Welcomed in Halifax Program” extension.

# Office of Diversity & Inclusion Current & Planned Initiative Updates

## French Language Services

- Continuation of the Employee French Language Program (to March 31/17)
- Ongoing translation of HRM documents as part of the provincial French Language Grant.



# Office of Diversity & Inclusion 16/17 Key Performance Indicators

## Corporate Diversity and Inclusion

- Workforce representative of community we serve
- # of public complaints received related to diversity, inclusion, equity and fairness issues.
- TBD - HRM compliance against the Provincial Accessibility Act.
- TBD – HRM response to TRC recommendations



# Office of Diversity & Inclusion

## Pressures and Risks

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### Pressures

- The scope and timeliness of the work being undertaken to strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM, and building and improving relationships, will be challenged due to staffing levels. Our goal is to support the African Nova Scotian communities and all communities of African descent through an “African centred” community engagement.
- The Office of Diversity & Inclusion will be challenged to benchmark its hiring diversity efforts until a self-identification survey can be conducted.

**We want to make a difference**

**Questions?**