

AUDITOR GENERAL

Halifax Regional Municipality

Audit & Finance Standing Committee

A Performance Review of Flexible Work Arrangement Programs at Halifax Regional Municipality®

May 11, 2016

- This presentation is not complete without commentary.
- To appreciate the full intent of presentation the slides should be taken in context of the appropriate section(s) of the report.

Objective

Review & determine if
outcomes
and **benefits**
clearly
identified &
documented



Review &
comment with
respect to
efficiency
of
operations

Review &
comment on
compliance
to policies or
business
practices



Benchmark to other
municipalities



HRM
Business
Units (using
EDOs) and
Halifax
Water

Review period
Calendar
2014



Limited
Data
with
Halifax Water
(started November 2014)

Report Highlights

No defined
or
measurable
program
outcomes

3,000 +
EDOs taken
and recorded
in SAP

246 HRM
employees (7%)
took at least one
EDO in 2014



Multiple –
business unit
specific
programs in
place

21,000 hours
worked (to earn
EDOs) not
recorded
in SAP

Several BUs have
no EDO usage -
Legal 85%
participation

FICT 105
employees participate

Halifax Water
18% participation

Reoccurring **theme** of the
programs is 'work/life' balance

Report Highlights

Inequitable
access
to flexible work
arrangements

Difficult for OAG to
determine steps
& process for
participation
in EDO
programs

Unclear
definition of
'extra work'
between EDO &
overtime

Not disallowed – but
7% of EDO
participants earn
>\$100K

29% of
non-union
positions
taking
EDOs are
not
eligible
for OT

21% of non-union positions not
included or excluded from
OT policy

Report Highlights

Only 46% of sampled time sheets indicated extra time worked

During summer 2014 - 22 days of greater than 33% vacancy
(based on all leave types)

88% of employees taking EDOs take a Monday (34%) or Friday (54%)



Signed agreements are not a requirement - many BUs have implemented - Legal, TPW and Water provided 100% of the sample, FICT only had 36% available



Report Highlights

OAG found one group working
4 days x 10 hrs
(7am – 5pm) for a 40 hour week
– with **no** allowance for
lunch.

Assuming ½ to 1 hour lunch –
HRM lost an estimated
2,500 to 5,000
hours in productivity
and **costs**

On discovery by the
OAG the business
unit took
immediate steps
to **correct**



Benchmarking
other municipalities
identified a number
of **leading**
practices

- A total of 13 recommendations for the Performance Review of Flexible Work Arrangement Programs at Halifax Regional Municipality[©]
- The OAG is pleased with the A/CAO's acceptance of the report and recommendations and direction to be undertaken by the Administration.

Report Recommendations

No defined
or
measurable
program
outcomes

Establish one overarching
program with defined
outcomes, guidelines
and criteria

Multiple –
business unit
specific
programs in
place

Human Resources
should be the **OWNER** of any
flexible work arrangement program

Report Recommendations

Inequitable
access
to flexible work
arrangements

Clearly define **eligibility
guidelines** for flexible work
arrangement programs

Difficult for OAG to
determine **steps
& process** for
participation
in EDO
programs

Include standardized **signed
agreements** to provide
a complete & documented
understanding to both
employee and managers

Report Recommendations

Unclear definition of 'extra hours' between EDO & overtime

21,000 hours worked (to earn EDOs) not recorded in SAP

Only 46% of sampled time sheets indicated extra time worked

Identify positions (pay-bands) eligible or not eligible for EDOs and OT

Define 'extra hours' between OT and EDO banking

Record both time taken and time worked (banked) in SAP

Report Recommendations

During summer
2014 – **22 days**
of greater than
33%
vacancy
(based on all leave types)

88% of
employees taking
EDOs take a
Monday (34%)
or **Friday** (54%)

Develop & document what types
of **leave** take **priority**
and develop
minimum staffing
levels
to maintain
operational
requirements

Report Recommendations

OAG found one group working **4 days x 10 hrs** (7am – 5pm) for a 40 hour week – with **no** allowance for **lunch**.

Assuming ½ to 1 hour lunch – HRM lost an estimated **2,500 to 5,000 hours** in **productivity** and **costs**

Provide training for managers and supervisors **approving time sheets** to ensure awareness of their **responsibilities**

Review and **validate** employee **hours** worked

