



**Our People**  
**Our Most Valued Resource**

**HALIFAX**

# Our Goal

To provide a safe, healthy, diverse, inclusive and productive work environment, where all persons are treated with dignity and respect.

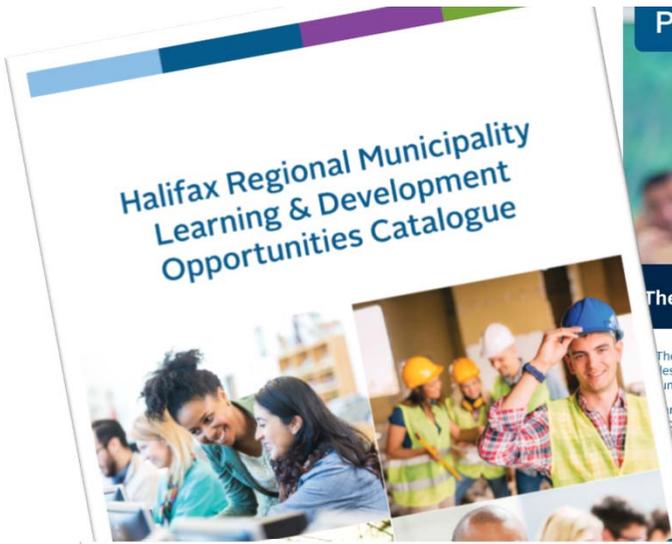
# Acknowledging Our History

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# The HRM Workforce

June 30,2018	Permanent Full Time and Permanent Part Time	Other
Headcount	3394	1662

5-Year Employee Demographics					
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Male	70.63%	70.99%	70.21%	70.99%	70.90%
Female	29.37%	29.01%	29.79%	29.01%	29.10%
Average Age	45.51	45.73	46.81	45.74	46.67
Average Year of Service	12.05	12.08	13.64	11.67	12.3



**The Foundations for Aspiring Leaders Program**

The Foundations for Aspiring Leaders Program is a cohort based certificate designed to provide employees who are not presently in a leadership position with the fundamental skills and knowledge every effective supervisor or manager needs. Participants complete 52 hours of programming within 12 months. The program is a process aimed at improving their confidence in 4 core leadership competencies.

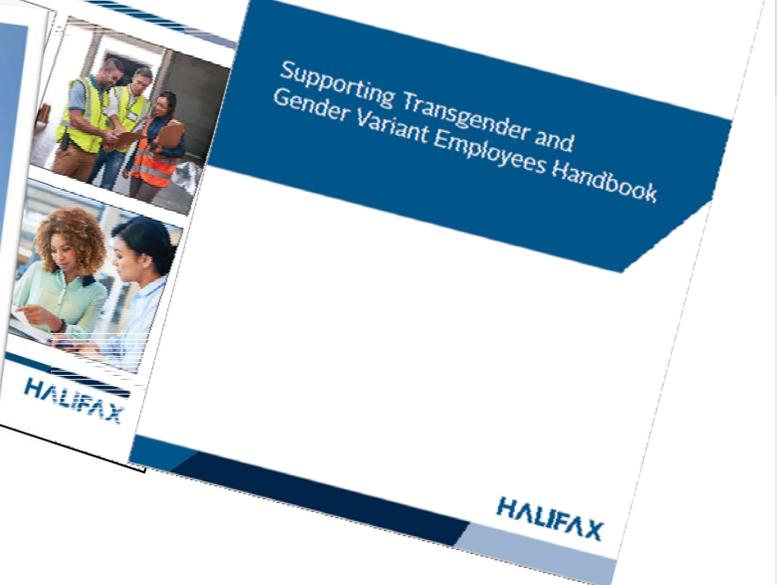
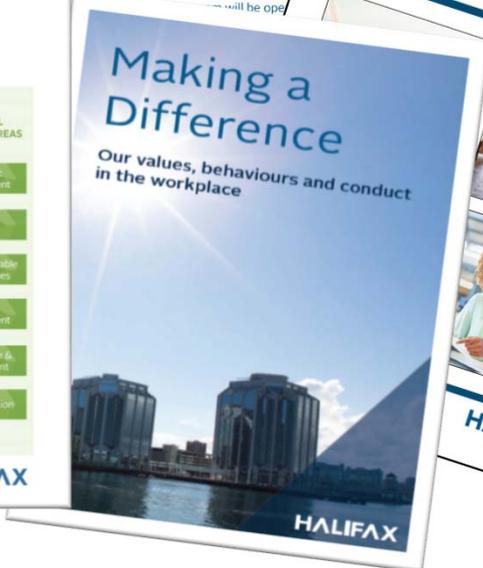
1. Foundations of Aspiring Leaders Core	2. Leadership Skills & Knowledge	3. Assessments
12 hours	40 hours	



**Valuing Respect in the Workplace**  
An Overview of the Workplace Rights Harassment Prevention Policy

**HRM's Plan on a Page: 2017-2021**

The Plan on a Page articulates the values of our organization and demonstrates our key priorities.



**What is HRM Doing Now?**

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# Updating the Policy Framework

- **Workplace Violence Prevention Corporate Procedure - Revised Nov 2014**
- **Values and Ethics Policy Revised June 2016**
- **Workplace Rights Harassment Prevention Policy – Revised Dec 2016**
- **Employment Equity Policy – Sept 2018**
- **Code of Conduct for Municipal Employees - Revised April 2018**
- **Hiring Policy (under review)**

# Workplace Education

- **Our Values, Behaviours and Conduct in the Workplace** - 1086 employees have attended this training since 2016
- **Addressing Inappropriate Workplace Behaviours** -276 leaders have attended this training since 2017
- **New Employee Orientation** - 295 employees have attended this training since 2016
- **Foundations for Aspiring Leaders Program**
- **Leading at the Speed of Trust**

# Workplace Education

- **The Working Mind:** Workplace Mental Health and Wellness for Managers
- **The Working Mind:** Mental Health and Wellness for Employees
- **Workplace Violence Prevention**
- **Skills for Resolving Conflict**
- **Re-Thinking Gender:** Gender Identity & Expression
- **Diversity and Inclusion**
- **Reaching Out from an Afrocentric Place**

# Progress is ongoing.....

- Diversity and Inclusion Framework
- Employment Systems Review
- Recruitment and Staffing
- Celebrating Diversity

## Diversity & Inclusion Framework

Recognizing diversity and inclusion in our organization and our communities



# Progress is ongoing.....

- Employment Equity Program
- Employee Engagement Survey
- Employee Self-identification Survey
- Improving Communication to all Employees
- An external review of HR policies, programs and organizational practices

*We may have all come on different ships, but we are in the same boat now.*

*Martin Luther King Junior*

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# Expectations have been set for Directors

- Demonstrate commitment to HRM values and civility in the workplace
- Embrace diversity and inclusion principles as being integral to our people management framework
- Actively address racism, discrimination and harassment in the workplace

# Expectations have been set for Directors

- Be accountable for removing systemic barriers and planning for a diverse and inclusive workplace.
- Be aware of and accountable for acting on workplace conflict and harassment complaints
- Incorporate diversity and inclusion goals/objectives in budget and business plans

**Every leader has a responsibility  
for the safety and well-being of  
their employees**

**Every employee has a  
responsibility to demonstrate  
HRM's workplace values and  
meet behavioural expectations**

# How are we addressing inappropriate behaviour?

- Through shared responsibility
- HRM has a number of tools including:  
Coaching, Training, Mediation, Facilitated Discussions, Alternative Dispute Resolution, Restorative Process, Administrative Review, Workplace Assessments, Progressive Discipline and Termination

# How do we know if we are making a difference?

- Self Identification Survey
- Benchmarking against census data
- Hiring data - the number of job applications who have self –identified vs the number of job offers
- Promotion of applicants of diverse backgrounds
- Employee Engagement Survey
- Number of workplace complaints
- Workplace culture audit



QUESTIONS?

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