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Item No. 6
Budget Committee
January 16, 2019

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

SUBMITTED BY: ORIGINAL SIGNED

Jacques Dubé, Chief Administrative Officer

DATE: December 21, 2018

SUBJECT: Proposed 2019/20 Multi-year Human Resources/Office of Diversity & Inclusion
Budget and Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on October 16, 2018, staff is required to present the draft 2019/20 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 the Budget Committee direct staff to prepare the Human Resources/Office of Diversity & Inclusion's 2019/20 Multi-year Budget and Business Plan, as proposed in the accompanying presentation, and to prepare Over and Under items for that Plan as directed by Regional Council.

BACKGROUND

As part of the design of the 2019/20 Budget and Business Plan development process, the Budget Committee is reviewing each Business Unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

At the November 13, 2018 and December 4, 2018 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on November 27, 2018 provided fiscal direction for the 2019/20 Multi-year budget, directing staff to: "direct staff to develop the 2019/20 Budget and 2020/21 Budget in Principle according to Council's approved priorities, and preliminary fiscal direction, including:

- maintaining the appropriate level of existing services with the addition of the new services previously approved by Council;
- a three-year capital budget that recapitalizes assets, funds growth related issues and is balanced to the fiscal framework
- a responsible debt position;
- appropriate reserve balances that allow for risk mitigation, future obligations, and opportunities; and,
- alignment of the current average tax bill for residential homes and commercial properties under two scenarios:
 - a) 1.9% increase for 2019/20;
 - b) 2.1% increase for 2019/20;
 - c) 2.9% increase for 2019/20.

DISCUSSION

Staff has prepared the proposed 19/20 Multi-year Budget and Business Plan consistent with the preliminary fiscal direction received from Council on November 27, 2018 and aligned with Council Priorities as approved on November 13, 2018 and December 4, 2018. The proposed Budget aligns with a 2.9% increase in the average tax bill for both residents and businesses.

Following direction from the Budget Committee, staff will proceed to complete the detailed Budget and Business Plan for inclusion in the proposed 2019/20 Multi-Year Budget and Business Plan documents to be presented to Council, as per the process and schedule approved in the October 16, 2018 staff report.

As part of the Budget process, Regional Council will be provided with a list of possible services increases and decreases that will allow them to more fully direct changes to the budget. As part of this "Over and Under" process, staff will provide budget options for Council's consideration that would achieve an alternative tax bill increase of either 2.1% or 1.9%.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2019/20 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

Although there is no immediate risk related to financial decisions, there may be risks associated with individual decisions during the budget debate as they could favour short- term results over longer term strategic outcomes. Individual decisions made during budget debate will however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways; by providing Regional Council with several fiscal options to assist in the achievement of longer term strategic outcomes; by assessing both corporate and capital project risk and by providing the opportunity to draw Regional Council's attention to project or program related risk when reports are presented for consideration.

HRM implemented Enterprise risk management in 2015; corporate risks are evaluated annually during the business planning process and mitigating strategies are implemented to reduce the overall risk to the organization. Project related risk is evaluated during the capital planning process; project managers using the same risk assessment tools as those used to assess corporate risk, rate the relative risk of each discreet projects.

COMMUNITY ENGAGEMENT

No community engagement was sought for this report; however, the current budget consultation process seeks to solicit public comment on community priorities; members of the public are invited to provide feedback following each business unit budget and business plan presentation.

The Citizen Survey completed in September 2018 has also provided valuable information for assessing community priorities and expectations and has been incorporated into the planning work.

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 2019/20 Multi-year Budget and Business Plan Presentation
- Human Resources/Office of Diversity & Inclusion 2019/20 Draft Proposed Multi-Year Budget and Business Plan

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Julie Gibson, Coordinator, Human Resources/Office of Diversity & Inclusion,
902.490.7239

ORIGINAL SIGNED

Financial Approval by: _____
Jane Fraser, CFO, Director of Finance and Asset Management & ICT, 902.490.4630

ORIGINAL SIGNED

Report Approved by: Catherine Mullally, Director of Human Resources/Office of Diversity & Inclusion 902.490-7239



HALIFAX

Human Resources / Office of Diversity & Inclusion

2019/20 and 2020/21

Multi-Year

Budget & Business Plan

Committee of the Whole

16-Jan-2019

Human Resources

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

Service Areas

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

Client Services supports administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the Human Resources centres of expertise to drive employee engagement to meet or exceed operational mandates.

Service Areas

Employee 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.

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.

Service Areas

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

Talent & Total Rewards

Responsible for the development of HRM's Talent Management Blueprint and Total Compensation Strategy including policy framework, program design, workforce planning, 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.

Office of Diversity & Inclusion

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.



Service Areas

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.

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 in alignment with the Africville Agreement.

Service Areas

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 Accessibility Act.

Indigenous Community Engagement

Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission and, guided by Regional Council's reconciliation statement, demonstrates HRM's commitment to partnership with the community.

Service Areas

Immigration Services and Local Immigration Partnership (LIP)

Immigration Services supports the participation of immigrants and migrants (including International students, temporary foreign workers and refugee claimants) in HRM based on the equity and inclusion platform.

French Language Services

Supports the establishment of French language services at the Halifax Regional Municipality and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

About Us

Human Resources and the Office of Diversity & Inclusion provide services to 10 HRM Business Units and the CAO's Office

2017/18 - Human Resources

- Supported or delivered 1423 internal/external hires
- Delivered 132 training courses to 1920 participants
- Managed 22 workplace rights complaints
- Managed 864 health files
- Supported business units with 69 new grievances

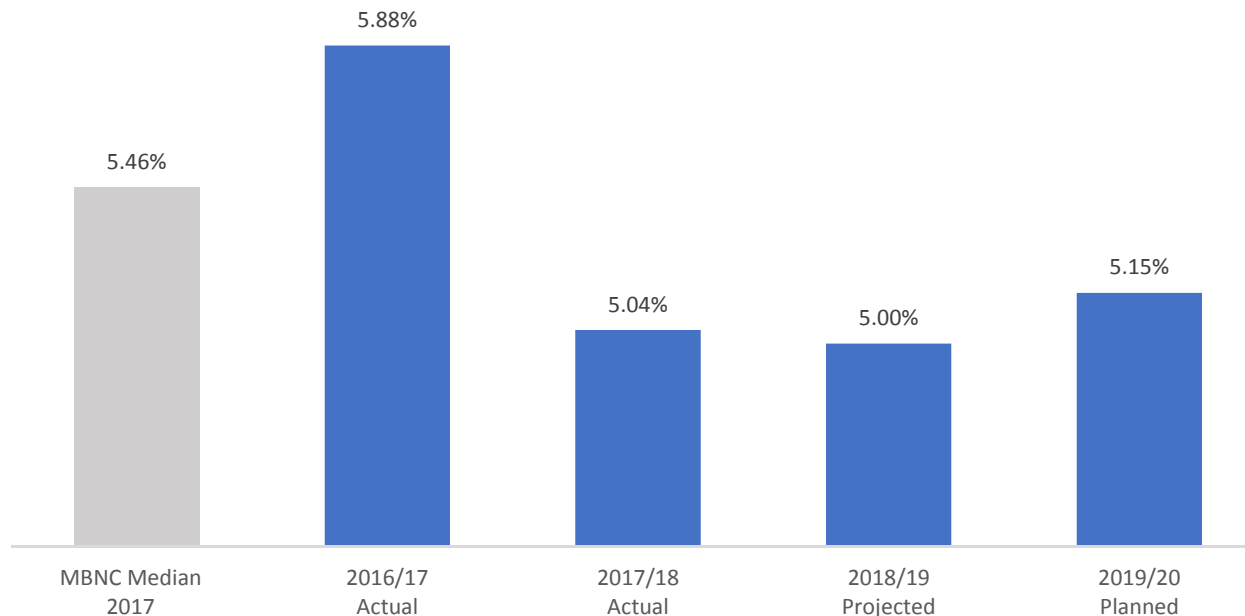
2018/19 to December - Office of Diversity and Inclusion

- *Reaching Out From an Afrocentric Place*: delivered 7 workshops with 88 staff members in attendance
- *Corporate D&I Training*: 16 sessions delivered to 382 participants

Key Performance Indicators

Our People – Engaged Workforce

Overall Permanent Voluntary Employee Turnover



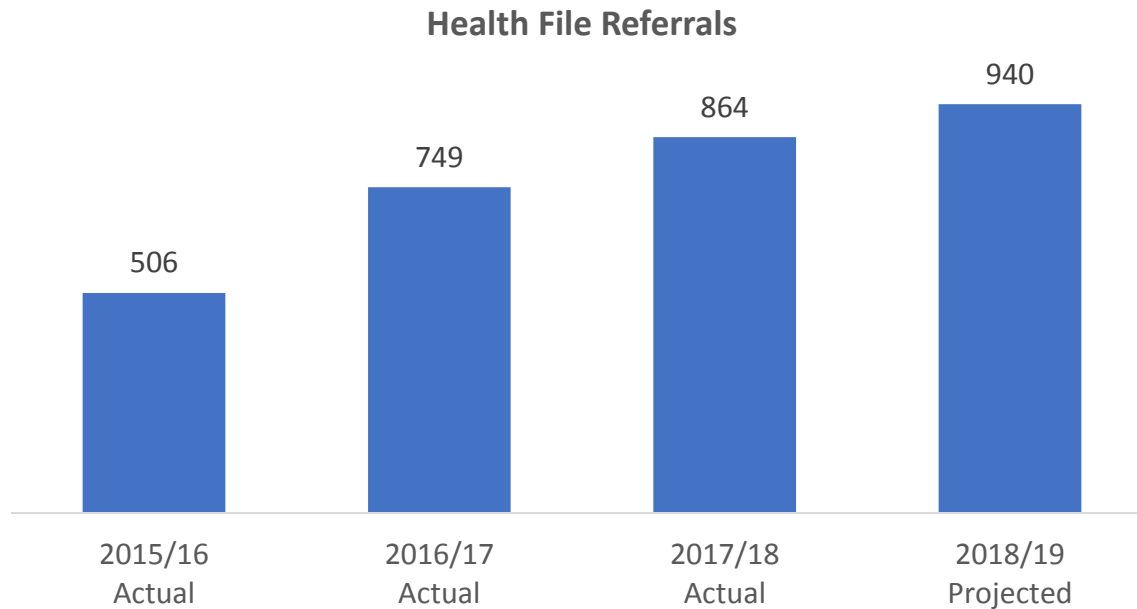
Note:

MBNCanada: Municipal Benchmarking Network Canada

Measure: HMRS406 - Overall Permanent Voluntary Employee Turnover

Key Performance Indicators

Our People – Healthy and Safe Workplace



Initiative Updates – Council Priorities

Social Development - Equity and Inclusion

Employee Self-Identification Survey

- To understand the current workforce demographics, HR/ODI will conduct an Employee Self-Identification survey in 2019.

Employment Equity Program

- Employment Equity policy developed and approved.
- Office of Diversity & Inclusion will lead the development of an employment equity program in 19/20.

Diversity & Inclusion Framework

- Office of Diversity & Inclusion completed a Diversity and Inclusion Framework.
- Framework implementation begins 19/20.

Initiative Updates – Council Priorities

Social Development - Equity and Inclusion



19/20 Strategy and Framework Development:

- Diversity & Inclusion Framework
- Immigration Strategy
- Urban Indigenous Engagement strategy and Action Plan
- French Services Strategy and Action Plan
- African Nova Scotia Economic Action Plan
- Accessibility Strategy



Diversity & Inclusion Framework

Business Unit Goals – Human Resources

Safe, Respectful and Inclusive Work Environment

- RFP for external review of human resources policies and programs to be complete in Q2 19/20
- Implement recommendations for HR from the human resources policy and program external review (19/20)

Equitable Employment

- Revised Hiring policy drafted which will include recommendations from the Employment Systems Review (ESR); approval estimated Q2 19/20
- Hiring 2.0 - Hiring managers will be certified to lead their own hiring panels, including training on bias-free hiring (19/20)

Operating Budget Overview

| Summary of Expense & Revenue | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|-----------------|------------------|
| Expenditures | 2017-18 | 2018-19 | 2018-19 | 2019-20 | | 2020-21 |
| | Actual | Budget | Projections | Budget | Δ 18-19 Bud. | Budget |
| Compensation and Benefits | 5,771,943 | 5,991,600 | 5,809,600 | 6,550,300 | 558,700 | 6,550,800 |
| Office | 32,301 | 31,000 | 32,300 | 31,600 | 600 | 39,100 |
| External Services | 466,860 | 249,600 | 302,800 | 250,300 | 700 | 250,300 |
| Supplies | 283 | 1,500 | 600 | | (1,500) | - |
| Building Costs | 350 | | | | | - |
| Equipment & Communications | 1,424 | 1,000 | 2,000 | 1,000 | | 1,000 |
| Other Goods & Services | 510,812 | 633,700 | 616,565 | 616,500 | (17,200) | 618,500 |
| Interdepartmental | (95,480) | | 14,200 | | | - |
| Total | 6,688,494 | 6,908,400 | 6,778,065 | 7,449,700 | 541,300 | 7,459,700 |
| | | | | | | |
| Revenues | 2017-18 | 2018-19 | 2018-19 | 2019-20 | | 2020-21 |
| | Actual | Budget | Projections | Budget | Δ 18-19 Bud. | Budget |
| Other Revenue | (282,513) | (80,000) | (158,600) | (164,800) | (84,800) | (164,800) |
| Total | (282,513) | (80,000) | (158,600) | (164,800) | (84,800) | (164,800) |
| Net Surplus/Deficit | 6,405,982 | 6,828,400 | 6,619,465 | 7,284,900 | 456,500 | 7,294,900 |

Service Area Budget Overview

| Service Area Budget Overview | | | | | | |
|----------------------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| Service Area | 2017-18 | 2018-19 | 2018-19 | 2019-20 | | 2020-21 |
| | Actual | Budget | Projections | Budget | Δ 18-19 Bud. | Budget |
| HR Administration | 439,312 | 440,500 | 462,600 | 451,300 | 10,800 | 458,800 |
| Organizational Effec. & Learning | 1,004,168 | 1,156,700 | 1,137,000 | 1,149,000 | (7,700) | 1,151,000 |
| Client Services | 1,330,529 | 1,371,200 | 1,366,200 | 1,488,500 | 117,300 | 1,489,000 |
| Talent & Total Rewards | 509,124 | 573,150 | 462,450 | 577,750 | 4,600 | 577,750 |
| Shared Services | 790,707 | 753,400 | 770,800 | 787,500 | 34,100 | 787,500 |
| Labour Relations | 681,439 | 730,050 | 733,650 | 779,750 | 49,700 | 779,750 |
| Diversity-Inclusion | 429,972 | 677,700 | 611,300 | 780,900 | 103,200 | 780,900 |
| Fr/Loc Immig Partn | - | - | - | (34,200) | (34,200) | (34,200) |
| Health Safety & Wellness | 1,220,731 | 1,125,700 | 1,075,465 | 1,304,400 | 178,700 | 1,304,400 |
| | 6,405,982 | 6,828,400 | 6,619,465 | 7,284,900 | 456,500 | 7,294,900 |

Staff Counts

| Funded FTEs Includes full & part-time permanent positions | 2018/19 Approved | 2019/20 Planned Change (+/-) | 2019/20 Planned Total FTE's |
|---|---------------------|------------------------------------|-----------------------------------|
| Human Resources Total | 56 | 1.7 | 57.7 |
| Full Time | 56.0 | 0.0 | 56.0 |
| Seasonal, Casual and Term | 0.0 | 1.7 | 1.7 |
| Office of Diversity & Inclusion Total | 8.7 | -1.4 | 7.3 |
| Full Time | 6.7 | 0.0 | 6.7 |
| Seasonal, Casual and Term | 2.0 | -1.4 | 0.6 |
| Business Unit Total | 64.7 | 0.3 | 65 |

Summary of Budget Changes

| Description | Change Description / Service Impact | 2019/20 Planned Change (\$) | Amounts |
|-------------------------------|--|-----------------------------|--------------------|
| Approved 18/19 Budget | | | \$6,828,400 |
| Compensation | Wage increases, Position conversions and 1.5 unfunded FTE`s <u>Impact:</u> French language services, Acadian and Francophone community relationship, health file/case support, HR client support. | 558,700 | 558,700 |
| Budget Adjustments | Budgeting correction for LIP and French Services Grants | (84,800) | (102,200) |
| | Reduction in corporate training <u>Impact:</u> Less training courses by external providers/increase internally delivered training | (17,000) | |
| | Misc. Adjustments | (400) | |
| Total Proposed Changes | | | \$456,500 |
| Proposed 19/20 Budget | | | \$7,284,900 |

Operating Reductions to 2.1%

| Option Description / Service Impact | One-time / Ongoing | 19/20 Amount | 20/21 Amount |
|---|--------------------|-----------------|-----------------|
| Corporate Training Reduction in leadership training programs resulting in ineffective/inefficient service delivery, compromised decision-making, and decreased employee engagement. | Ongoing | \$73,200 | \$73,200 |
| Misc. Goods & Services No service impacts | Ongoing | \$9,200 | \$9,200 |
| Total Proposed Reductions | | \$82,400 | \$82,400 |

Operating Reductions to 1.9%

| Option Description / Service Impact | One-time / Ongoing | 19/20 Amount | 20/21 Amount |
|---|--------------------|-----------------|-----------------|
| Corporate Training Additional reduction in leadership training programs resulting in resulting in ineffective/inefficient service delivery, compromised decision-making, and decreased employee engagement. | Ongoing | \$8,800 | \$8,800 |
| Vacancy Savings Service delivery impacts to other business units if positions are not filled in a timely manner. | Two years only | \$11,800 | \$11,800 |
| Total Proposed Reductions | | \$20,600 | \$20,600 |

Operating Options Over Budget

| Option Description / Service Impact | One-time / Ongoing | 19/20 Amount | 20/21 Amount |
|---|--------------------|--------------|--------------|
| New FTE - Conflict Resolution/Respectful Workplace Specialist HR cannot meet service demands which impacts workplace culture, employee disengagement, increased absenteeism rates, loss of productivity, and reduced public confidence. | Ongoing | \$100,000 | \$100,000 |
| New FTE - Human Resources Business Partner Unable to meet service demands due to increased volume and complexity of issues. | Ongoing | \$100,000 | \$100,000 |
| New FTE - Workplace Health Generalist Currently unable to meet service demands which impacts support for employees being well at work and absenteeism rates. (\$20,000 ongoing) | Ongoing | \$0* | \$0* |
| Recruitment Testing Tools Improved talent acquisition and support for Hiring 2.0 | Ongoing | \$0 | \$40,000 |

* Will be accommodated within existing budget

Operating Options Over Budget

| Option Description / Service Impact | One-time / Ongoing | 19/20 Amount | 20/21 Amount |
|--|--------------------|------------------|------------------|
| Community Engagement Events (Employment Outreach) Impacts the diversity of our workforce | Ongoing | \$20,000 | \$20,000 |
| Health & Wellness Survey Will not acquire baseline data to support program improvement and absenteeism rates | One-time | \$45,000 | \$0 |
| Supervisory Burden – external expertise Ineffective leadership and employee disengagement | One-time | \$0 | \$50,000 |
| Follow up Employee Engagement Survey Without follow up, engagement will likely decrease and corporately we cannot measure any progress achieved from initial investment. | One-time | \$0 | \$60,000 |
| Total Proposed Increases | | \$265,000 | \$370,000 |

Our People – We Make a Difference



Human Resources / Office of Diversity & Inclusion

2019/20 – 2020/21 Multi-Year Budget and Business Plans

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

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 participation in all aspects of life for those who live, work, and play in HRM.

HUMAN RESOURCES OVERVIEW

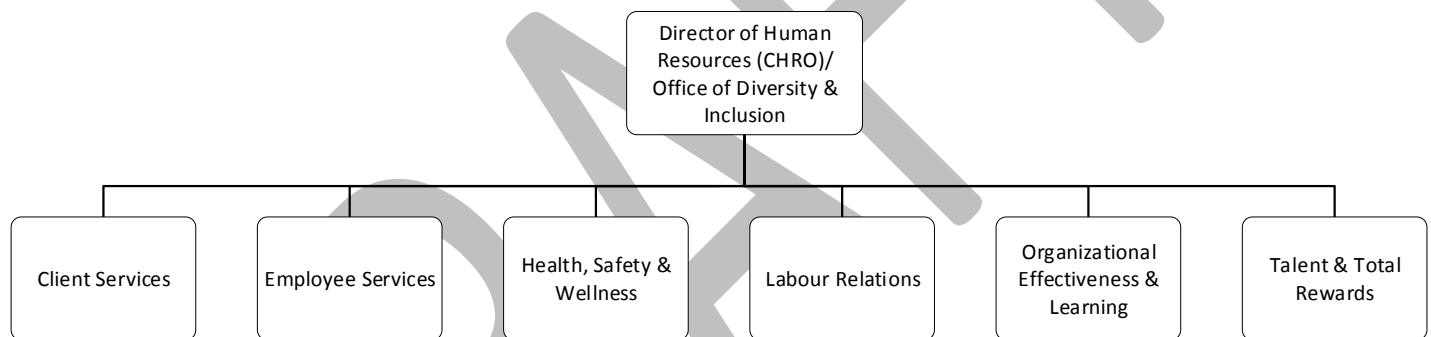
Human Resources is committed to advancing the administrative priority outcomes of:

Our People:

- **Engaged Workforce** - Develop a skilled, engaged and diverse workforce that lives our values
- **Diverse and Inclusive Environment** - Advance diversity and inclusion to foster innovation and support an improved understanding of the community
- **Healthy and Safe Workplace** - Create a safety and wellness culture that results in improved health and a reduction in injuries and lost time

This is achieved through providing a framework to guide the application of all aspects of HRM’s human resource practices to support organizational effectiveness.

To achieve this, Human Resources recognizes and promotes the value of a workplace where employee actions are directly aligned with organizational goals. Municipal employees experience a supportive, respectful environment that offers challenging, interesting work. The efforts of our employees and their contributions to public service are appreciated, recognized and fairly rewarded.



Funded Full Time Equivalents (FTEs)

| Funded FTEs Includes full & part-time permanent positions | 2018/19 Approved | 2019/20 Planned Change (+/-) | 2019/20 Planned Total FTE's |
|--|---------------------|---------------------------------|-----------------------------------|
| Full Time | 56.0 | 0.0 | 56.0 |
| Seasonal, Casual and Term | 0.0 | 1.7 | 1.7 |
| Total | 56.0 | 1.7 | 57.7 |

Business Unit Tax Allocation

To be updated in final draft

| Tax Allocation | 2018/19 Planned | 2019/20 Planned | 2020/21* Planned |
|--|--------------------|--------------------|---------------------|
| Percent of the average tax bill spent on Human Resources | NA | NA | NA |
| Average tax bill amount spent on Human Resources | NA | NA | NA |

* Based on an average tax bill for a single-family home (assessed at NA in 2018)

Multi-Year Initiatives (2019/20 – 2020/21)

Our People – Engaged Workforce

Developing and Supporting Leaders

To assist in the goal of developing a skilled, engaged and diverse workforce, HR will deliver leadership programs over the next two business cycles that will develop new leaders, enhance the skills of existing leaders, and drive overall employee engagement.

Human Capital Planning

Organizational capacity across the organization is enhanced through innovative attraction and retention initiatives as well as by inspiring a culture of continuous learning and inclusion. HRM's Human Capital Strategy (HRM's People Plan) is a multi-year strategy which is focused on ensuring that our people resources are prepared to meet the changing business needs and deliver on our municipality's priorities. Key priorities include talent management, workforce planning, recruitment and leadership development.

Enhanced Workplace Culture

Lead the implementation of the recommendations from the human resources policy and program external review to support the provision of a safe, healthy, diverse, inclusive and harassment-free environment where all persons are treated with dignity and respect.

Employee Engagement Survey

Support the organization with the development and implementation of Employee Engagement Survey action plans to improve overall engagement.

To measure HRM's performance on improving employee engagement, HR will facilitate a follow-up employee engagement survey in 2021.

Performance Excellence Project – Attendance Processes

In partnership with the Office of Performance Excellence, HR will complete an improvement project on the attendance support business processes. Reviewing the processes involved in managing employee attendance, from an end to end perspective, will help identify potential improvements to the framework in place to support sick time and assist with accurate, consistent reporting across the organization. Year 1 will focus on problem definition and measuring the impact of attendance issues. Year 2 will focus on analysing the data and recommending improvements and controls.

Our People – Diverse and Inclusive Environment

Employment Equity Program Implementation

As part of our commitment to having a diverse and inclusive workforce that represents the communities we serve, an employee self-identification survey will be conducted in 2019 to determine our workforce composition.

The Office of Diversity & Inclusion, in partnership with Human Resources, will also lead the development of an employment equity program which will be implemented over the next 3 – 5 years. In the short-term, HR will lead the implementation of a Hiring Manager Certification program to support bias-free hiring as well as an increased focus on diversity and inclusion at HRM.

Promote Equitable Access to Municipal Services

Human Resources / Office of Diversity & Inclusion will provide leadership and guidance to business units to develop and implement various diversity and inclusion plans and initiatives across the organization.

Hiring Strategy 2.0

Over the next two years, Human Resources will focus on Hiring Strategy 2.0. to enhance our ability to secure the talent and increase diversity to meet current and future operational needs. This transformation will include all hiring managers being certified to lead their own hiring panels and increased community outreach.

Our People – Healthy and Safe Workplace

Healthy and Safe Workplace

To improve the workplace and employee health and well-being, HR will build and lead the consultation for a multi-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the Municipality's leading health indicators, mental health awareness, absenteeism indicators, and reducing Worker's Compensation costs. The strategy will have a multiple-year focus and a staged implementation.

Human Resources Budget

Key Capital Investments

| Regional Council Outcome Supported | Capital Project Name | 2019/20 Capital Cost | 2019/20 OCC | 2020/21 Capital Cost |
|------------------------------------|------------------------|----------------------|-------------|----------------------|
| Service Delivery | | | | |
| Service Delivery | HR Improvement Project | 1,500,000 | 150,000 | 500,000 |

Operating Budget

Budget by Service Area

| Service Area Budget Overview | | | | | | |
|----------------------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| Service Area | 2017-18 | 2018-19 | 2018-19 | 2019-20 | | 2020-21 |
| | Actual | Budget | Projections | Budget | Δ 18-19 Bud. | Budget |
| HR Administration | 439,312 | 440,500 | 462,600 | 451,300 | 10,800 | 458,800 |
| Organizational Effec. & Learning | 1,004,168 | 1,156,700 | 1,137,000 | 1,149,000 | (7,700) | 1,151,000 |
| Client Services | 1,330,529 | 1,371,200 | 1,366,200 | 1,488,500 | 117,300 | 1,489,000 |
| Talent & Total Rewards | 509,124 | 573,150 | 462,450 | 577,750 | 4,600 | 577,750 |
| Shared Services | 790,707 | 753,400 | 770,800 | 787,500 | 34,100 | 787,500 |
| Labour Relations | 681,439 | 730,050 | 733,650 | 779,750 | 49,700 | 779,750 |
| Diversity-Inclusion | 429,972 | 677,700 | 611,300 | 780,900 | 103,200 | 780,900 |
| Fr/Loc Immig Partn | - | - | - | (34,200) | (34,200) | (34,200) |
| Health Safety & Wellness | 1,220,731 | 1,125,700 | 1,075,465 | 1,304,400 | 178,700 | 1,304,400 |
| | 6,405,982 | 6,828,400 | 6,619,465 | 7,284,900 | 456,500 | 7,294,900 |

Summary of Changes Included Proposed Budget

| Budget Year | Change Description / Service Impact | 2019/20 Planned Change (\$) | Amounts |
|--------------------------------------|--|-----------------------------|------------------|
| 2018/2019 Approved Budget | | | 6,828,400 |
| Compensation | Wage increases, Position conversions and 1.5 unfunded FTE's <u>Impact:</u> Allowed ongoing support of French language services at HRM and continuing relationship development with the Acadian and Francophone community with a permanent staff; term Health Specialist supported health file/case workloads; position conversions allowed for better client support. | 558,700 | 558,700 |
| Budget Adjustments | Budgeting correction for LIP and French Services Grants | (84,800) | (102,200) |
| | Reduction in corporate training. <u>Impact:</u> Offered less training courses by external providers/increased internally delivered training. | (17,000) | |
| | Misc. Adjustments | (400) | |
| Total Impact of Changes | | | 456,500 |
| 2019/2020 Proposed Budget | | | 7,284,900 |

Note: This includes changes to Human Resources and the Office of Diversity and Inclusion budgets.

Summary of Expense & Revenue

| Summary of Expense & Revenue | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|-----------------|------------------|
| Expenditures | 2017-18 | 2018-19 | 2018-19 | 2019-20 | | 2020-21 |
| | Actual | Budget | Projections | Budget | Δ 18-19 Bud. | Budget |
| Compensation and Benefits | 5,771,943 | 5,991,600 | 5,809,600 | 6,550,300 | 558,700 | 6,550,800 |
| Office | 32,301 | 31,000 | 32,300 | 31,600 | 600 | 39,100 |
| External Services | 466,860 | 249,600 | 302,800 | 250,300 | 700 | 250,300 |
| Supplies | 283 | 1,500 | 600 | | (1,500) | - |
| Building Costs | 350 | | | | | - |
| Equipment & Communications | 1,424 | 1,000 | 2,000 | 1,000 | | 1,000 |
| Other Goods & Services | 510,812 | 633,700 | 616,565 | 616,500 | (17,200) | 618,500 |
| Interdepartmental | (95,480) | | 14,200 | | | - |
| Total | 6,688,494 | 6,908,400 | 6,778,065 | 7,449,700 | 541,300 | 7,459,700 |
| Revenues | | | | | | |
| | 2017-18 | 2018-19 | 2018-19 | 2019-20 | | 2020-21 |
| | Actual | Budget | Projections | Budget | Δ 18-19 Bud. | Budget |
| Other Revenue | (282,513) | (80,000) | (158,600) | (164,800) | (84,800) | (164,800) |
| Total | (282,513) | (80,000) | (158,600) | (164,800) | (84,800) | (164,800) |
| Net Surplus/Deficit | 6,405,982 | 6,828,400 | 6,619,465 | 7,284,900 | 456,500 | 7,294,900 |

18/19 HUMAN RESOURCES SERVICE AREA PLANS

Director’s Office

The Director’s Office provides leadership and develops HR strategic priorities that align with business needs. It ensures HR structure, resources, policies and business practices are aligned to support organizational efficiency and effectiveness.

Services Delivered:

Our People – All Outcomes

Strategic Human Resource Leadership - This service is responsible for development and oversight of Human Resource strategies and policies.

HR Advice and Expertise - This service is responsible for provision of HR advice and expertise on a variety of human resource management topics.

Service Delivery Measures

In today’s business environment, as external and internal pressures to increase productivity mount, organizations are demanding more and more value from their conventional cost centres, including Human Resources. HR has the requirement to not only improve its own performance but also have a sustainable impact on the success of HRM as a whole.

| Human Resources Performance Measures | 2016/17 Actual | 2017/18 Actual | 2018/19 Projected | 2019/20 Planned | MBNC Median* 2017 |
|--|----------------|----------------|-------------------|-----------------|-------------------|
| Total Cost for Human Resources Administration per T4 Supported | \$979 | \$1,069 | Not Available | Not Available | \$1,092 |

* Municipal Benchmarking Network Canada

Increase in this measure is primarily due to an increase in salaries and benefits due to hiring temporary positions necessary for special projects, to address workforce capacity shortfalls, and overstaffing required to replace employees on extended absences.

Director’s Office Key Deliverables (2019/20 – 2020/21)

| 2019/20 – 2020/21 Deliverables with Estimated Completion |
|---|
| Financial Stewardship |
| <p>HR Policy Manual Update (Est Compl. Q4 19/20) To support the building of organizational capacity, Human Resources will continue work on revising the HR policies and business practices over the next business cycle, including a review by the Office of Diversity & Inclusion, based on corporate priorities.</p> |
| <p>Service Catalogue Update (Est Compl: Q4 19/20) Supported by the Corporate Planning Office, HR/ODI will complete an updated service catalogue for all service areas within the business unit.</p> |
| <p>Leadership Development (Est Compl: Q4 20/21) To assist in the goal of developing a skilled, engaged and diverse workforce, HR will deliver leadership programs over the next two business cycles that will develop new leaders, enhance the skills of existing leaders, and drive overall employee engagement.</p> |

Client Services

Client Services is committed to supporting administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the Human Resources Centres of Expertise to drive employee engagement to meet or exceed operational mandates. Areas of delivery include: recruitment and retention, performance management, succession planning, policy interpretation, organizational design, change management, and employee engagement.

Services Delivered:

Our People – Engaged Workforce

Organizational Design - partners with business unit leaders in utilizing a step-by-step methodology to identify dysfunctional aspects of work flow, procedures and structure and realigns them to fit current organization realities/goals and the corresponding plan to implement the new changes.

Performance Management - This service is responsible for partnering with the business units on identifying areas of opportunity to improve employee engagement and drive overall operational performance.

Succession Planning - Client Services, in partnership with the business unit’s leadership team, is responsible for leveraging the succession planning program to identify internal and external talent to fill future leadership positions, and create development programs for internal candidates to round out their skillsets in preparation for new opportunities.

Recruitment and Retention - This service is responsible for the creation of dynamic recruitment strategies and driving employee engagement practices to attract and retain talent and meet current and future operational staffing requirements. This will include community engagement strategies to increase diverse representation of our workforce.

Service Excellence – Performance Excellence

HR Partnership - This service works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

Service Delivery Measures

| Client Services Performance Measures | 2016/17 Actual | 2017/18 Actual | 2018/19 Projected | 2019/20 Planned | MBNC Median* 2017 |
|--|----------------|----------------|-------------------|-----------------|-------------------|
| Overall Permanent Voluntary Employee Turnover ** | 5.88% | 5.04% | 5.00% | 5.15% | 5.46% |
| # Jobs Filled | 1735 | 1423 | 1074 | 1200 | - |
| Internal Hire Rate | 55% | 51% | 39.2% | 55% | - |
| External Hire Rate | 45% | 49% | 60.8% | 45% | - |

* Municipal Benchmarking Network Canada

** Turnover rate refers to the total number of voluntary separations of permanent staff (full time and part time) expressed as a percent of total permanent staff.

Talent

HRM can expect moderate increases in voluntary employee turnover over the next five years as approximately 35% of our workforce is either/will be eligible to retire within the next five years. As an organization, we have made a commitment to “grow” our talent internally. This will mean that we will be putting in place programs to prepare our employees for new opportunities internally. Internal promotions create a domino effect with additional hiring activities which will be reflected in the number of jobs filled. As long as we have the talent internally to fill the positions that become open, we should expect a steady incline in internal hire rate and number of jobs filled over the next five years.

Client Services will leverage the workforce planning framework and work in partnership with the business units to map out recruitment requirements over the coming years. This will provide the organization with the data necessary to craft the recruitment strategy that will meet business units hiring needs, reduce length of time to fill positions, and enable HR to work with the business unit to develop internal candidates for future growth opportunities.

Client Services Key Deliverables (2019/20 – 2020/21)

| 2019/20 – 2020/21 Deliverables with Estimated Completion |
|---|
| Diversity & Inclusion |
| <p>Employee Engagement (Est Compl: Q4 19/20) To develop a skilled, engaged and diverse workforce that lives our values, HR will create and execute the survey action plan for HR/ODI and support other business units with their plans.</p> |
| <p>Hiring Strategy 2.0 (Est Compl: Q4 19/20) To enhance our ability to secure the talent and increase diversity to meet current and future operational needs we are executing Hiring Strategy 2.0. In 19/20, this transformation will include all hiring managers being certified to lead their own hiring panels. For 20/21, the implementation of psychometric assessments and on-line skillset testing solutions for increasing the effectiveness of our talent acquisition and onboarding/engagement and the development of our community outreach approach are planned.</p> |
| Our People |
| <p>Human Capital Strategy (Est. Compl: Q2 19/20) To achieve corporate business goals, Client Services will support the business units with the implementation of the HRM People Plan (3-year Human Capital Strategy).</p> |
| Financial Stewardship |
| <p>HR Service Catalogue Update (Est Compl: Q4 19/20) Supported by the Corporate Planning Office, HR/ODI will complete an updated service catalogue for all service areas within the business unit.</p> |

Health, Safety & Wellness

Health, Safety & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Safety Plan, including strategies to reduce incident/accident trends and risk while focusing on consistency of awareness and compliance.

Services Delivered:

Our People – Healthy and Safe Workplace

Corporate Health & Wellness - This service provides leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), duty to accommodate, ergonomic assessments, health monitoring, health promotion and the Employee and Family Assistance Program (EFAP).

Corporate Safety - This service is responsible for developing a Corporate Occupational Health and Safety Plan that includes strategies to reduce incident/accident trends and risk while focussing on consistency of awareness and compliance. Corporate Safety also provides leadership and expertise to support a “Safety First” culture.

Service Delivery Measures

| Health, Safety & Wellness Performance Measures | 2016/17 Actual | 2017/18 Actual | 2018/19 Projected | 2019/20 Planned |
|--|----------------|----------------|-------------------|-----------------|
| Flu Clinic participation | 700 | 615 | 801 | 800 |
| Health File Referrals | 749 | 864 | 940 | N/A* |
| # of workplace safety assessments completed | 42 | 7 | 17 | 20 |
| Total Accident Frequency | 9 | 9 | N/A* | N/A* |
| Lost Time Accident Frequency | 5 | 6 | N/A* | N/A* |

* Data not available until late April 2019.

Health, Safety & Wellness Performance Measures

Projected results for 18/19 indicate:

- 30% increase in flu clinic participation occurred as more clinics were offered. In 2018, an expression of interest was prepared and three different pharmacy groups administered the clinics to HRM employees on site.
- 9% increase of occupational and non-occupational files are being referred to Health Services to provide business unit support
- 143% increase of workplace safety assessments completed due to business unit requests and planned work

Safe Workplaces and Healthy Workforce

In 2017, a new initiative was introduced to leaders during HRM's National Occupational Safety and Health Week called the S.A.F.E.R. Leadership Model. The model engages all leaders and employees to Speak, Act, Focus, Engage and Recognize behaviours and initiatives towards building a safety culture. Approximately 200 leaders, safety champions and joint occupational health and safety committee members were introduced to this model to help begin putting the model into practice.

OHS Incident Reporting – Environment, Health & Safety Management (EHSM) technology was launched and over 380 supervisors were trained on accident investigation training and use of the system. Next steps include more trending and prevention of accidents.

Mental Health supports include the launch of *The Working Mind* training in May 2017 for supervisors and employees. Approximately 278 colleagues have attended training to date.

Health, Safety, and Wellness Key Deliverables (2019/20 – 2020/21)

| 2019/20 – 2020/21 Deliverables with Estimated Completion |
|---|
| Council or Admin Priority Area – Our People |
| <p>S.A.F.E.R. Leadership Model (Est Compl: Q4 19/20) To support safe workplace practices and advance a safety-first culture, HR will implement the S.A.F.E.R. Leadership model in partnership with business units. Year 1 will include implementing the tools in all business units and among the Joint Occupational Health & Safety Committees and determining activities to measure how it is being implemented. (i.e. survey, spotlights, sharing best practices etc.). Elements will be included in the Health & Safety 3-year plan.</p> |
| <p>Corporate Safety Plan Update (Est Compl: Q4 19/20) To align with legislative obligations and business unit needs for the next 3 years, HR will update the Corporate Safety Plan (2019-21) in partnership with business units.</p> |

Labour Relations

Labour Relations is committed to supporting administrative priorities and serves as the employer’s negotiator in collective bargaining with various unions representing its employees. It 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.

Services Delivered:

Our People – Engaged Workforce

Labour Relations Expertise - This service is responsible for the provision of consultative service and advice to management related to the unionized workforce.

Grievance Management - This service is responsible for supporting and facilitating the management of the grievance process.

Governance and Engagement – Fiscal Responsibility

Collective Bargaining - This service, on behalf of HRM administration, leads negotiations on collective agreements between HRM and its six union organizations.

Service Delivery Measures

| Labour Relations Performance Measures | 2016/17 Actual | 2017/18 Actual | 2018/19 Projected | 2019/20 Planned |
|---------------------------------------|----------------|----------------|-------------------|-----------------|
| # of new grievances | 66 | 69 | n/a | n/a |
| # of grievances resolved | 47 | 59 | n/a | n/a |

Grievance Management

An average of 54 grievance are filed during each fiscal year. The majority of grievances are resolved internally with 3.75% requiring third party involvement.

Organizational Effectiveness and Learning

Organizational Effectiveness and Learning is committed to supporting administrative priorities through the management of the Corporate Learning & Development strategy, provision of training and professional development programs, change management, policy development and conflict resolution services. The service area supports organizational effectiveness through policy and program design that improves employee and corporate performance.

Services Delivered:

Our People – Engaged Workforce

Corporate Training and Leadership Development - This service is responsible for development/improvement and delivery of employee and leadership training programs.

Organizational Effectiveness - This service is responsible for providing expert advice based on knowledge of current organizational development theory and methodologies such as policy development, project management, coaching, mentoring, change management, performance management.

Conflict Resolution (Workplace Rights / Human Rights) - This service is responsible for providing expertise in conflict resolution including conducting assessments, mediation, facilitated discussions, workplace assessments, harassment investigations and other types of conflict resolution tools. The goal is also to support business unit leaders to effectively and efficiently deal with conflict on their teams.

Service Delivery Measures

| Organizational Effectiveness and Learning Performance Measures | 2016/17 Actual | 2017/18 Actual | 2018/19 Projected | 2019/20 Planned |
|--|-------------------|-------------------|----------------------|--------------------|
| # of training programs provided | 144 | 132 | 137 | 130 |
| # of training program participants | 2,413 | 1920 | 2036 | 1850 |
| # of new Workplace Rights complaints | 20 | 22 | 26 | - |

Corporate Training

In 18/19 OEL applied revisions to the Substance Misuse Prevention Policy (SMPP) which accounted for an increase in the number of program participants over 17/18.

The OEL team has produced several video resources to aid in policy, program and information roll out. This new capability allowed for education of all staff on the updates to Substance Misuse Prevention Policy, ensuring a consistent message was communicated to employees at times and locations convenient to them. OEL received an overwhelmingly positive response to the adoption of online communication and intends to grow this capability once a Learning Management System is put in place.

Organizational Effectiveness and Learning Key Deliverables (2019/20 – 2020/21)

| 2019/20 – 2020/21 Deliverables with Estimated Completion |
|---|
| Our People – Engaged Workforce |
| <p>Employee Learning and Development (Est. Compl: Q2 20/21) In alignment with the Auditor General’s report, OEL will design, deliver and analyze an organization-wide training needs assessment. The output of this assessment will ensure learning & development opportunities are in line with employee competencies and desired business results.</p> |
| <p>Leadership Learning Program (Est. Compl: Q2 19/20) To initiate the development leadership programs, HR will complete a leadership training needs assessment to identify gaps and ensure leadership training programs are available for all levels of leaders.</p> |
| <p>Mentorship Program (Est. Compl: Q1 19/20) The new Connections Mentorship Program will be piloted with the Aspiring Leaders Program participants to match leader mentors with aspiring leader mentees. Upon evaluation of the pilot, the Connections program will be introduced organization-wide.</p> |
| <p>Employee Engagement (Est Compl: Q2 19/20) Based on results of the Employee Engagement survey, HR/ODI will develop and implement action plans aimed at improving employee engagement for HR/ODI and support other business units with their plans.</p> |
| <p>Workplace Culture: (Est. compl: Q4 19/20) To support the provision of a safe, healthy, diverse, inclusive and harassment-free environment where all persons are treated with dignity and respect, HR will support the implementation of recommendations from the human resources policy and program external review.</p> |

Employee Services

Employee Services is committed to supporting administrative priorities as HR’s first point of contact for employee inquiries/service requests. It provides foundational support for HR programs and services including training administration, compensation/benefits and pension inquiries, and collects and administers HR data, information, and reporting.

Services Delivered:

Our People – Engaged Workforce

HR Performance Reporting and Data Management - This service is responsible for workforce data reporting including reporting on Attendance Support, Workforce Profile, Labour Relations trends, Recruitment and Retention, and Training and Conflict Resolution. The majority of this reporting will be formatted under the Workforce Profile Report, the HRBP Quarterly Report, and the Attendance Support reports.

Benefits Administration - This service is responsible for the design and administration of HRM's benefit plans.

Pension Administration - This service is responsible for pension reporting and reconciliation required for the employer.

Retirement Benefit Administration - This service is responsible for payment and processing of additional retirement compensation.

Service Excellence – Performance Excellence

Employee/Client Service Delivery - This service is the first point of contact for all foundational HR Service Requests, including a single phone number for more accessible service, HR Service Representatives for immediate response to requests, and a centralized department responsible for processing service requests and completing transactional work in all HR functional areas including: Pension and Benefits Administration, Recruitment and Onboarding, Conflict Resolution and Training logs, Public Service Recognition, Employee Separation Management, Salary Administration and Public Service Management.

Service Delivery Measures

| Employee Services Performance Measures | 2016/17 Actual | 2017/18 Actual | 2018/19 Projected | 2019/20 Planned |
|---|-----------------------|-----------------------|--------------------------|------------------------|
| PRL (Pre-Retirement Leave) Processing Time | 2 Weeks | 2 Weeks | 2 Weeks | - |
| Customer Service Request Processing Times | 2 Days | 2 Days | 2 Days | - |
| Retirements | 137 | 131 | N/A | - |

Retirements

HRM’s workforce is changing. With an average age of 46 years and 12 years of service, the organization will continue to experience turnover through retirement. Approximately 15% of HRM employees are eligible to retire now. One-third of employees will be eligible to retire within the next 5 years. HRM leaders* who are eligible to retire also continues to grow with over 44.44% eligible to retire within 5 years. This emphasizes the need for the organization to continue efforts in both workforce planning and succession planning to ensure HRM has sufficient resources for a sustainable municipal government administration.

*Management level consists of those employees within the M, EM, PSM and EX Non-Union Salary pay bands.

Employee Services Key Deliverables (2019/20 – 2020/21)

| 2019/20 – 2020/21 Deliverables with Estimated Completion |
|---|
| Service Excellence – Performance Excellence |
| Telephony Solution (Est Compl: Q1 19/20) To ensure that HR can deliver on HRM service expectations across the organization, HR will implement a telephony system. Dependent on project funding and timelines proceeding as planned. |
| Service Request/Intake Solution (Est Compl: Q4 20/21) To ensure that HR can deliver on HRM service expectations across the organization, HR will implement a Service Request Intake solution in partnership with ICT. Project requirement gathering began in 18/19 and work will continue into 19/20. |

Talent and Total Rewards

Talent and Total Rewards is committed to supporting administrative priorities through the development of HRM’s Talent Management Blueprint and Total Compensation Strategy including policy framework, program design, workforce planning, pension & benefits plan consulting and administration.

Services Delivered:

Our People – Engaged Workforce

Talent Management Blueprint - This service is responsible for the development of a corporate strategy and related tools to enhance HRM’s ability to grow, acquire, and maintain the talent it requires to deliver municipal services.

Workforce Planning and Career Development - is responsible for developing a comprehensive workforce planning approach that will assist all groups in effectively staffing to meet operational needs. This will allow the creation of a framework for a supportive career development program to enhance the skills of existing team members, allowing them to pursue various career opportunities.

Total Compensation Design - This service is responsible for designing a total compensation plan, including salary, benefits and pension.

Salary Administration - This service is responsible for the application of salary policy.

Employee Public Service Recognition - This service is responsible for the development and administration of HRM's Employee Public Service Awards program, including coordination of the Awards event.

Service Delivery Measures

| Talent and Total Rewards Performance Measures | 2016/17 Actual | 2017/18 Actual | 2018/19 Projected | 2019/20 Planned |
|---|----------------|----------------|-------------------|-----------------|
| Critical Succession Positions Identified | 90% | 100% | 100% | - |
| Critical Succession Plan Gap Analysis Completed | 50% | 60% | 90% | - |

Gap Analysis work has taken longer than anticipated. Gap analysis tools intended to look at core functions and job design as well as development needs, however, highlighting these areas has initiated more robust analysis and increased completion time.

Talent and Total Rewards Key Deliverables (2019/20 – 2020/21)

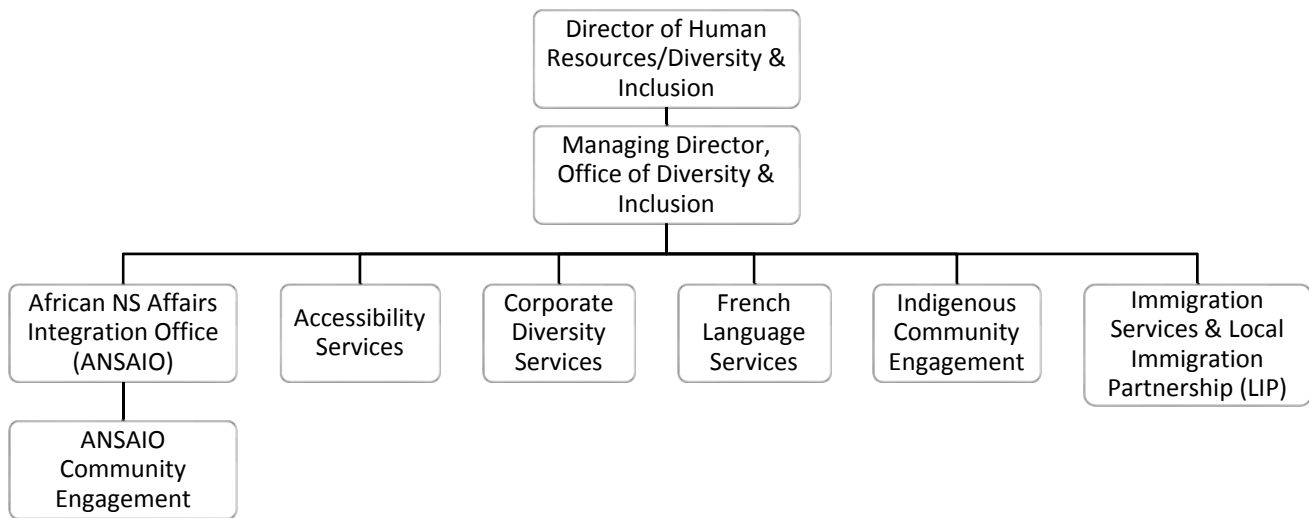
| 2019/20 – 2020/21 Deliverables with Estimated Completion |
|---|
| Our People |
| <p>Supervisory Burden (Est Compl: Q4 19/20) To reduce risk and improve performance, HR will work with business units to identify business functions that require an assessment of supervisory burden including spans of control within business functions.</p> |
| <p>Non-Union Job Evaluation Year 1 (Est Compl: Q4 19/20) To support enhancing organizational capacity and talent retention, HR will conduct a full review of the non-union job evaluation system in order to better enable succession planning, workforce planning and career progressions. Year 1 will include project scoping, business unit communications and Job Description development.</p> |
| <p>Non-Union Job Evaluation Year 2 (Est Compl: Q3 20/21) To support enhancing organizational capacity and talent retention, HR will conduct a full review of the non-union job evaluation system in order to better enable succession planning, workforce planning and career progressions. Year 2 will include committee selection, evaluation of all jobs, structure development and alignment with compensation design.</p> |

OFFICE OF DIVERSITY & INCLUSION OVERVIEW

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 participation in all aspects of life for those who live, work, and play in HRM.

The Office of Diversity & Inclusion is committed to advancing the Council priority outcomes of:

- Social Development – Equity and Inclusion
- Social Development – Accessible Community
- Social Infrastructure – Social Infrastructure
- Our People – Diverse & Inclusive Environment



Services Delivered:

Social Development – Accessible Community

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 Accessibility Act.

Social Development – Equity and Inclusion / Social Infrastructure

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 provide 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 in alignment with the Africville Agreement.

Indigenous Community Engagement - Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission, and guided by Regional Council's reconciliation statement, and demonstrates HRM's commitment to partnership with the community. Supports the ongoing relationship and partnership development related to urban indigenous peoples.

Immigration Services and Local Immigration Partnership (LIP) - Immigration Services supports the participation of immigrants and migrants (including International students, temporary foreign workers and refugee claimants) in HRM based on the equity and inclusion platform.

French Language Services - Supports the establishment of French language services at the Halifax Regional Municipality, and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

ANSAIO and DPAD (Decade for People of African Descent) Coalition – Supports and builds partnerships to engage African Nova Scotian organizations and individuals in building and implementing action plans around the UN Declaration 2015-2024 as the Decade for People of African Descent.

Funded Full Time Equivalents (FTEs)

| Funded FTEs Includes full & part-time permanent positions | 2018/19 Approved | 2019/20 Planned Change (+/-) | 2019/20 Planned Total FTE's |
|--|---------------------|---------------------------------|-----------------------------------|
| Full Time | 6.7 | 0.0 | 6.7 |
| Seasonal, Casual and Term | 2.0 | -1.4 | 0.6 |
| Total | 8.7 | -1.4 | 7.3 |

Office of Diversity & Inclusion Tax Allocation

To be updated in final draft.

| Tax Allocation | 2018/19 Planned | 2019/20 Planned | 2020/21* Planned |
|--|--------------------|--------------------|---------------------|
| Percent of the average tax bill spent on Office of Diversity and Inclusion | NA | NA | NA |
| Average tax bill amount spent on Office of Diversity and Inclusion | NA | NA | NA |

* Based on an average tax bill for a single-family home (assessed at NA in 2018)

Service Delivery Measures

The establishment of service delivery measures will help provide performance metrics to measure progress in key areas of diversity and inclusion. Measures will be developed over the coming year.

Office of Diversity & Inclusion Key Deliverables (2019/20 – 2020/21)

| 2019/20 – 2020/21 Deliverables with Estimated Completion |
|--|
| Social Development – Accessible Community |
| <p>Accessibility Strategy (Est Compl: Q3 19/20) To support HRM in becoming a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors, the Office of Diversity & Inclusion will complete and present an Accessibility Strategy to Regional Council.</p> |
| Social Development - Equity and Inclusion |
| <p>Diversity and Inclusion Framework Year 1 (Est Compl: Q4 19/20) To advance diversity and inclusion in the organization and support an improved understanding of the community, the Office of Diversity & Inclusion will complete a Diversity and Inclusion framework. Implementation of Year 1 components will begin in 19/20.</p> |

| 2019/20 – 2020/21 Deliverables with Estimated Completion |
|--|
| <p>Immigration Strategy (Est Compl: Q4 19/20) To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will update the previous newcomer's strategy and create a 3-year immigration strategy. Implementation of Year 1 components will begin in 19/20.</p> |
| <p>Indigenous Community Engagement Strategy (Est Compl: Q3 19/20) To support Council's commitment to Truth and Reconciliation and the recommendations of TRC, the Office of Diversity & Inclusion will develop an Urban Indigenous engagement strategy and action plan.</p> |
| <p>French Services Strategy (Est Compl: Q 2 19/20) To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will develop a French services strategy and action plan and support the Francophone community by working in partnership and providing advice on current issues and projects.</p> |
| <p>African Nova Scotian Integration Strategy (Est Compl: Q4 19/20) To support the goals of the Africville Agreement and ANSIAO's work to improve municipal services to the African Nova Scotian Community in HRM, the African Nova Scotian Affairs Integration Office will develop an African Nova Scotian integration strategy and action plan.</p> |
| <p>Employment Equity Program (Est Compl: Q2 19/20) To increase representation and have a workforce reflective of the communities we serve, the Office of Diversity & Inclusion will lead the development of an employment equity program. This deliverable is dependent on the Self-Identification Survey.</p> |
| <p>Local Immigration Partnership (Est Compl: Q4 19/20) To support HRM's goal of being a welcoming and inclusive municipality for immigrants, the Office of Diversity and Inclusion, through Federal funding from IRCC for the Local Immigration Partnership, will facilitate conversations and programs that enhance collaboration amongst services agencies, the community and the municipality.</p> |
| <p>Gender Equity Council Motion (Est Compl: Q4 19/20) To support Regional Council's priority area of Governance and Engagement, the Office of Diversity and Inclusion will work with Council, Business Units and the community to support gender-based issues as it related to municipal polices and services and women in leadership in the municipality.</p> |
| Economic Development - Promote and Maximize Growth |
| <p>African Nova Scotian Economic Action Plan (Est Compl: Q4 19/20) To support a diverse and inclusive municipality, in alignment with HRM's Africville agreement, the Office of Diversity & Inclusion (ANSIAO), along with the Halifax Partnership, will develop the African Nova Scotia Economic Action Plan, in alignment with the HRM Economic Development Strategy.</p> |
| Our People - Diverse and Inclusive Environment |
| <p>Self-Identification Survey (Est Compl: Q4 19/20) To understand the current workforce demographics, HR/ODI will conduct an Employee Self-Identification survey in 2019.</p> |