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**Item No. 12.1.1**  
**Executive Standing Committee**  
**February 4, 2019**

**TO:** Chair and Members of Executive Standing Committee

**SUBMITTED BY:** Original Signed

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Catherine Mullally, Director, Human Resources/Office of Diversity & Inclusion

Original Signed

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Jacques Dubé, Chief Administrative Officer

**DATE:** November 6, 2018

**SUBJECT:** 2017 2018 Annual Workforce Report

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### **INFORMATION REPORT**

#### **ORIGIN**

The Executive Standing Committee passed a motion January 22, 2018 to direct staff to provide an annual workforce report to the Executive Standing Committee following fiscal year end which would include information on workforce demographics and trends, staffing and workforce planning, absenteeism, Grievance Activity by Issue/Association as well as an update on HRM's *People Plan* goals including, Leadership, Talent, Culture & Performance, Diversity & Inclusion, Safe Workplaces & Healthy Workforce.

#### **LEGISLATIVE AUTHORITY**

*Halifax Regional Municipality Charter, SNS 2008, c. 39*

34 (1) The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

## **BACKGROUND**

As the largest municipal government in Atlantic Canada, Halifax Regional Municipality (HRM) requires a multitude of resources, including our dedicated workforce. With over 3,300 permanent staff, the municipality employs a wide range of people with a diverse array of skills and experience. The *Annual Workforce Report* provides an overview and analysis of activity related to employment with the Halifax Regional Municipality.

HRM budgeted approximately \$367,552,100 (2017/18) in total compensation costs and it is critical that the municipality has innovative and practical human resource strategies and solutions to meet business needs and achieve best value for tax payer dollars now and into the future.

## **DISCUSSION**

One of HRM's goals with respect to the provision of "people" data, as we continue to move forward with workforce analytics and reporting, is to establish benchmarks to support operational managers with better decision making as well as identifying trends that require HR strategies to support risk management and continuous improvement.

### Workforce Reporting

Human Resources has been providing the Executive Standing Committee with a Semi-Annual Workforce Report since 2012. Upon review of the information provided, and following staff's recommendation, we have prepared a more comprehensive annual report that not only provides workforce demographics and analysis of employment related data but also includes reporting on initiatives related to Leadership, Talent, Culture, Diversity & Inclusion, Safe Workplaces & Healthy Workforce.

### Demographics

The HRM Annual Workforce Report illustrates our employee demographics, including the number of employees actively working (headcount), average age, average years of service, percentage of unionized staff, number of permanent full-time employees, and turnover rate.

In summary, the total number of employees actively working as of March 31, 2018, was 3,368 (not including Auditor General Office – 9). The average age of HRM employees is 46.67 years with a total of 107 employees retiring between April 1, 2017 and March 31, 2018. Turnover rate was an average of 5.04% for the same period. The turnover rate reflects the internal churn of the organization as the rate includes layoffs from our seasonal workforce.

### Absenteeism

To provide a high level of municipal public service, HRM depends on the contribution of its employees, and their regular attendance is essential to the achievement of this goal. HRM considers it important to recognize and encourage commendable attendance. It also recognizes the cost, increased disruption and burden to co-workers caused by uncontrolled absenteeism. Employees have a responsibility to fulfill the duties for which they are employed unless prevented from doing so for legitimate reasons. As the employer, HRM also has an obligation to its employees to support or assist them in fulfilling their responsibilities, where required.

All employee groups' absences have been trending downward in the 2017/18 fiscal period:

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<b>Average Number of Days Absent per Eligible Employee</b>	8.22	9.70	10.70	10.07	8.40
<b>ATU 508</b>	11.27	18.5	19.7	19.9	14.3
<b>CUPE 108</b>	17.39	13.7	20.9	16.7	15.8
<b>HRPA</b>	3.84	6.9	5.7	5.9	5.1
<b>IAFF 268</b>	2.25	5.7	4.7	4.4	3.9
<b>Non-Union</b>	5.69	6.5	8.4	6.0	5.6
<b>NSUPE 13</b>	8.89	6.8	7.9	9.3	7.8

### Grievances

As noted in the HRM Annual Workforce report, HRM is 82% unionized. There are six (6) collective agreements – Halifax Regional Police Association (HRPA), International Association of Fire Fighters (IAFF), Nova Scotia Union of Public Employees (NSUPE), Canadian Union of Public Employees (CUPE Local 108), the Amalgamated Transit Union (ATU Local 508), and CUPE Local 4814 (Crossing Guards).

In 2017/18, HRM negotiated two collective agreements: Police (HRPA) and Fire (IAFF). The table below provides an overview of the current HRM collective agreement start and expiry dates:

<b>Union Group</b>	<b>Collective Agreement Start</b>	<b>Collective Agreement Expiry</b>
CUPE Local 108	November 1, 2015	October 31, 2017*
HRPA	April 1, 2015	March 31, 2020
CUPE 4814 (Crossing Guards)	April 1, 2017	March 31, 2020**
IAFF Local 268	June 1, 2016	May 31, 2021
ATU Local 508	September 1, 2016	August 31, 2021
NSUPE Local 13	November 1, 2017	October 31, 2021

\* Negotiations with CUPE 108 are underway

\*\* 2017-2020 CUPE 4814 agreement has been ratified by the parties but is not yet signed

The attached report provides a breakdown of grievance activity based on union group from April 1, 2017 to March 31, 2018. General themes for grievance activity include discipline and termination, leave requests, policy/work rule and job competition.

### Health and Safety

Human Resources continues to build/improve data quality in EHSM, our internal reporting system that provides incident data by business unit as well as accident/injury trends for the organization. For 2017/18 fiscal, the municipality had a total number of 319 accidents which is a decrease from 326 reported during the previous fiscal period. Of the total number of accidents reported (319), 221 were time lost claims. This compares to 192 during the same period in 2016/17. The top injury types include strains/sprains, abrasion/cut/wounds and contusions (bruise).

North American Occupational Safety & Health Week activities continued to help reinforce the North American theme to “Make Safety a Habit”. During the Leadership Safety Meeting in May 2018, the municipality launched the Working Mind program to help promote mental health and the S.A.F.E.R Leadership Model to build our safety-first culture.

### **Future Reporting**

To support better operational decision making and measure HRM's effectiveness on Human Capital management costs against business goals (ROI), Human Resources continues to work in partnership with Finance and Asset Management to develop tools/people metrics that identify workplace trends and support timely, informed decision making by Business Unit Managers and Directors.

### **FINANCIAL IMPLICATIONS**

There are no financial implications to this report.

### **COMMUNITY ENGAGEMENT**

N/A

### **ATTACHMENTS**

1. 2017 2018 Annual Workforce Report Attachment
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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.

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# Halifax Regional Municipality Annual Workforce Report 2017-18



**HALIFAX**

*We make a difference.*

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## Introduction & Overview

Halifax Regional Municipality (HRM or the municipality) exists to provide the best possible services to more than 425,000 residents of our city. Covering approximately 5,500 square kilometres, Halifax is a large geographic area comprised of a diverse variety of urban, suburban and rural communities.

As the largest municipal government in Atlantic Canada, Halifax Regional Municipality requires a multitude of resources, including our dedicated workforce. With over 3,300 permanent staff, HRM employs a wide range of people with a diverse array of skills and experience.

The HRM Annual Workforce Report provides an overview and analysis of activity related to employment with the Halifax Regional Municipality.



## Section 2: Our People Dashboard

The Our People Dashboard provides a summary level of detail regarding Halifax's workforce over the past five years.

Workforce Indicators	2013/14	2014/15	2015/16	2016/17	2017/18
Number of Permanent Full Time Employees	3,193	3,195	3,183	3,232	3,368
Average Employee Age	45.51	45.73	46.81	45.74	46.67
Average Employee Years of Service	12.05	12.08	13.64	11.67	12.3
Percentage of Unionized Staff	82.08%	82.24%	81.47%	81.47%	81.08%
Number of Grievances Filed	80	160	71	68	74
Number of External Hires	541	571	639	779	691
Number of External Exits	510	527	579	609	556
Number of Internal Movement	897	669	738	956	732
Employee Turnover Rate	4.57	4.38	6.41	6.70	5.04
Employee Retirements	95	89	136	138	107
Average Sick Days per Employee	8.22	9.8	10.7	10.1	8.4
Total Employee Accidents	N/A	399	354	430	570
Lost Time Accidents	N/A	222	236	192	221
Training Cost per Employee	\$43.00	\$52.34	\$54.48	\$54.55	\$67.69
Employee Engagement	-	-	-	-	In progress



## Section 3: 2017/18 Top Stories

These are some of the top stories, successes and accomplishments of Human Resources over the 2017/18 year. They are grouped under several key theme areas:

### **Leadership**

Human Resources developed and launched a new leadership program *Foundations for Aspiring Leaders* to support current and future business needs. The program is designed to provide employees who are not presently in a leadership position with the fundamental skills and knowledge every effective supervisor or manager needs. This is a cohort-based certificate program that requires participants to complete 52 hours of programming within 12 months of their program start date.

The program was expanded from one pilot session of 20 participants to 4 cohorts of over 70 participants. The first cohort will complete their 12-month commitment in April of 2019. Of the 48 participants making up the first 3 cohorts of the Aspiring Leaders Program, 25 (52%) self identified under our employment equity question. Six (12.5%) identified as a racially visible. These numbers only include individuals who chose to self identify. The 4<sup>th</sup> cohort of 21 employees are all African Nova Scotian or of African decent.

HR is also revamping the Mentorship Program for employees who have completed *Foundations for Aspiring Leaders*. This program is planned for completion before March 31, 2019.

A new program for new supervisors called *Emerging Leaders* is being developed and will be piloted in the fall of 2018. Other leadership development programs will also be designed and/or enhanced to support employees from under-represented communities, for our organization to better reflect the community we serve.

### **Talent**

Investing in employees' professional development benefits the organization by creating a more highly skilled workforce and, by extension, a stronger public service. Human Resources' corporate training program has grown over the last fiscal year to become more flexible to deliver on the diverse and challenging needs of our business unit partners.

HR has successfully met the mandatory training needs of more than 175 evening, backshift and weekend employees from various business units. This flexibility caused little to no disruption for business units with regards to scheduling or overtime costs.

By leveraging the talent and creativity of our colleagues, several video resources were produced to aid in policy, program and information roll out. This ensured a consistent message was communicated to various levels of staff on their time and in their space. The response has been

overwhelmingly positive to the adoption of online communication and we intend to grow this capability once a Learning Management System is put in place.

We continue to invest in the Harvard Manage Mentor program and it has a current utilization rate of 111% for this (the 6th) contract year. We have also expanded our online offerings with a pilot of *LinkedIn Learning* with the launch of the *Emerging Leaders Program*.

To support HRM's Talent Management requirements, a corporate talent management framework was developed in 2017/18 to guide the development and delivery of HR programs and business tools.

### **Succession Planning**

Succession planning is an ongoing process with the goal of developing a pool of talent to address future talent needs. In 2017-18, Human Resources provided business units with a succession planning model, information and tools to complete phases one and two of the process. In phase one, business units identified their three most critical roles and then started developing action plans to address risks in those roles. In the second phase, risk identification expanded to all roles in HRM. Next steps include an assessment of roles with a futuristic lens, conducting an internal talent review, identifying alternate talent sources, and creating and executing talent plans.

### **Corporate Engineer-in-Training Program**

In response to a business unit request, Human Resources lead a workforce planning process with 4 partner business units: Transportation & Public Works, Planning & Development, Corporate & Customer Service, and Parks & Recreation. The group identified a need for a Corporate Engineer-in-Training Program to address projected engineering workforce challenges. Data analytics from HRM's recent recruiting experiences, as well as industry best practices and data from the labour market were used to build a business case. Upon approval of the project, HRM will be better positioned to recruit engineering talent directly from universities, thus opening another pipeline for engineering talent to enter HRM. Managers will then be able to develop talent within HRM, lowering talent costs and enhancing the breadth of knowledge of HRM's Professional Engineers.

### **Employee Recognition**

The need for an enhanced Employee Recognition Program was identified to compliment existing recognition components; a program which has the capability of reaching all employees and measuring results. The request for proposal process identified our new Recognition Partner, Rideau Recognition. The initial phase of program implementation sets out to replace an expired contract for the provision of long service and retirement awards. Upon approval, the second phase will involve the launch of a comprehensive employee recognition program complete with a web-based platform for social recognition (peer-to-peer and manager-to-employee). The platform has demonstrated proven success in other public sector employers in communicating and reinforcing corporate values, increasing employee engagement, training managers on the value and effective techniques of recognition, creating a culture of recognition which supports enhanced performance

levels, data analytics to support evidence-based decision making on future program iterations, and providing another management tool for feedback to employees.

### **Strategic Workforce Planning**

Human Resources is in the process of testing a Strategic Workplace Planning Model at Halifax Transit. The first 4 steps in the pilot project are complete, including an analysis of the current state of Halifax Transit's workforce. Next steps include exploration of future talent needs, gap analysis and action planning. This model can then be implemented in other business units. It can support better planning for future talent needs, thus making HRM more agile and better prepared for changes in the labour market.

### **Workplace Culture**

One of the most important ways in which HRM can build capacity to achieve its strategic goals is through the intentional development of our work environment. Workplace culture impacts the way our employees interact with Regional Council, citizens, stakeholders and each other.

HRM conducted an Employee Engagement Survey in the spring of 2018 to gather feedback from employees across the organization. Overall, 82 % of staff members have some level of engagement. While there are many positive attributes to celebrate, there is still opportunity to strengthen engagement within HRM. The results of the survey will be a key driver in business unit operational plans to support improved engagement of employees.

The *Workplace Rights Harassment Prevention Policy* was revised and rolled out to the organization in 2017.

A new training program, *Addressing Inappropriate Behaviours*, was delivered to majority of leaders across the organization. The program continues to be offered to new leaders.

A revised *Code of Conduct for Municipal Employees Policy* was developed at the end of 2017-18 and approved at the start of 2018/19. The policy's purpose is to promote high standards of professional conduct for employees and provide guidelines for identifying unethical or illegal behaviour including conflict of interest.

### **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.

### **Diversity and Inclusion**

Diversity and Inclusion are two strategic pillars upon which HRM builds and develops a strong workforce. To support this, 2018 saw the launch of the corporate Diversity and Inclusion Framework and the revision of the Employment Equity Policy.

The Framework has identified equitable employment as a priority with a focus on equitable and inclusive hiring practices, the collection of workforce data, recruitment policies and practices that are reflective of the diverse communities within HRM.

The Employment Equity policy will allow us to develop an employment equity program, including conducting an employment equity survey and identifying opportunities to increase representation in the workplace from identified under-represented groups.

### **Collective Bargaining**

Halifax entered into two new collective agreements during the fiscal year 2017/18:

*Halifax Regional Police Association (HRPA)* - a new collective agreement was signed in November 2017 for the period of April 1, 2015 to March 31, 2020.

*International Association of Firefighters (IAFF), Local 268* - a new collective agreement was signed in December 2017 for the period of October 1, 2016 to September 30, 2021.

## Section 4: Delivering Human Resources to HRM

This section will detail the context and cost associated with delivering human resources activities to the organization.

### Salary Expense and Total Compensation

The following table shows salary expense as a percentage of Halifax's operating expense.

Year	Base Salary - HRM	Total Salary w benefits - HRM	HRM Operating Expense	Base Salary	Total Salary
2013/14	225,539,265	278,965,996	648,647,926	34.8%	43%
2014/15	227,945,613	284,919,035	532,788,653	42.8%	53%
2015/16	232,442,671	290,169,510	555,530,979	41.8%	52%
2016/17	249,105,726	309,838,941	573,530,662	43.4%	54%
2017/18	255,322,477	320,384,072	589,018,064	43.3%	54%

### Workforce Distribution

	Permanent Full Time and Permanent Part Time	Other
2013/14	3193	1274
2014/15	3195	1164
2015/16	3183	1064
2016/17	3232	1400
2017/18	3334	1621

- The total full-time staff is defined as the total gross headcount of active employees as of March 31, 2018
- Total other staff includes temporary part-time, recreation programmers, student and seasonal. It does not include volunteer firefighters, Halifax Regional Library staff, Halifax Regional Council, inactive employees (those on a leave of absence), and other temporary part-time employees within the Halifax Forum and Sackville Sports Stadium or any staff with Agencies, Boards or Commissions

## Workforce Distribution by Group

	13/14	14/15	15/16	16/17	17/18
<b>Permanent /Permanent Part-Time</b>					
<b>ATU Local 508</b>	735	754	751	752	785
<b>CUPE Local 108</b>	285	276	259	269	275
<b>HRPA Civilian</b>	116	123	122	126	126
<b>HRPA Sworn</b>	488	491	492	511	512
<b>IAFF Local 268</b>	426	420	421	420	447
<b>Non Union</b>	578	576	592	607	635
<b>NSUPE Local 13</b>	565	556	546	547	554
<b>Total</b>	3193	3195	3183	3232	3334

- The total full-time staff is defined as the total gross headcount of active employees as of March 31, 2018
- As shown below, year over year changes in total non-union full-time staff up is the result of filling vacant budgeted positions, and/or new positions funded through OCC as approved by Council or new positions funded through budget reductions in other areas
- In addition, in 2017/18, there were 6 new non-union staff positions which required additional budget funding

	2015/16	2016/17	2017/18
<b>Non-union FTE Increase Over Previous Year</b>	16	15	28
<b>FTE's hired into existing positions previously vacant</b>	14	10	9
<b>FTEs hired into new positions funded through budget reductions</b>	2	3	7
<b>FTEs hired into new positions funded through OCC</b>	0	2	6
<b>FTEs hired into new positions funded through budget increase</b>	0	0	6

New Positions Funded Through OCC	New Positions Funded Through Increased Budget
<b>Transit:</b> 4 Technical Service Advisors created to support the new Transit technologies 1 Transit Trainer created to support the increased training requirement of Transit Fleet	<b>CCS:</b> 1 Administrative Assistant created to support management in Corporate Contact/Call Centres 1 Continuous Improvement Business Analyst to support Performance Excellence initiative 1 Change Management Consultant to support Performance Excellence initiative
<b>CCS:</b> 1 Project Lead Regulatory Modernization created to support the “red tape” reduction project 1 Public Safety Telecommunications Lead created to support the new TMR2 police/fire radio technology	<b>HR / D&amp;I:</b> 1 Advisor Diversity & Inclusion Indigenous Community created to support engagement with the Indigenous community
<b>P&amp;R:</b> 1 Business Applications Specialist created to support the implementation of the new Recreation technology	<b>Legal Services:</b> 1 Administrative Assistant to Director Legal and Risk Insurance Services created to support expanded responsibilities related to inclusion of Clerks Office and GREA portfolio 1 Administrative Support / Intake Analyst created to support Report Centre initiative

**Employee Demographics**

The table below illustrates our employee demographics which have remained consistent over the past five years.

5-Year Employee Demographics					
	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Male</b>	70.63%	70.99%	70.21%	70.99%	70.90%
<b>Female</b>	29.37%	29.01%	29.79%	29.01%	29.10%
<b>Average Age</b>	45.51	45.73	46.81	45.74	46.67
<b>Average Year of Service</b>	12.05	12.08	13.64	11.67	12.30

- Years of service is service with Halifax Regional Municipality



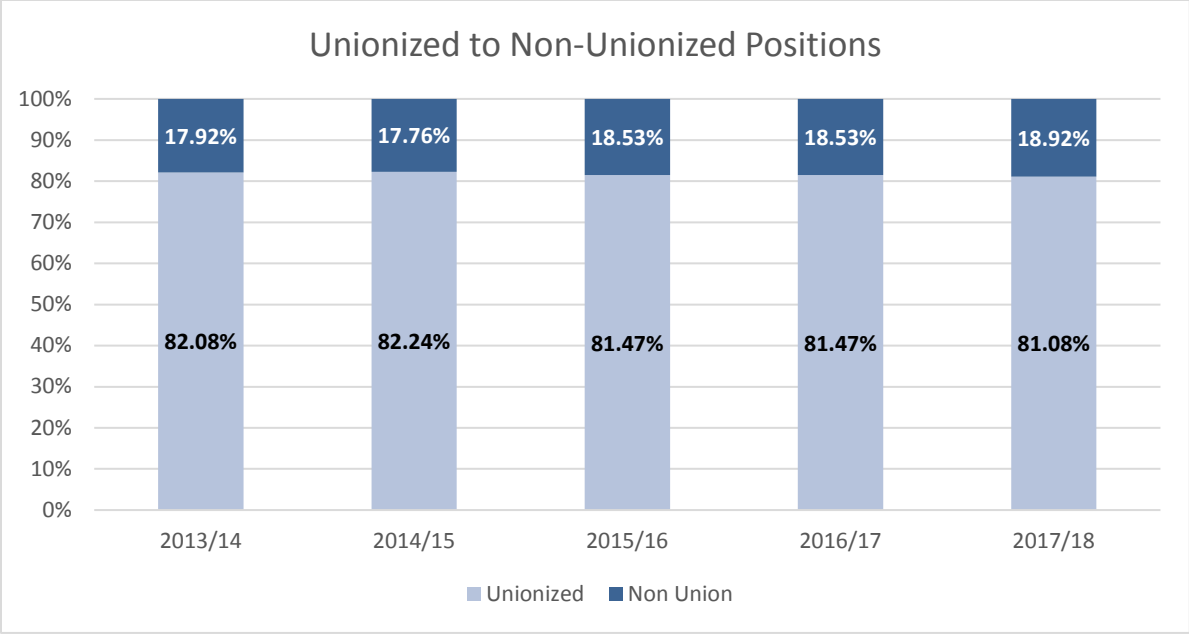
- Average age and years of service is calculated on active employees and does not include those on leave of absence

### Demographics by Employee Groups

Union Groups	Total Full Time Employees	Male	Female	Average Age	Average Years of Service
ATU 508	798	85.96%	14.04%	48.79	8.72
NSUPE 13	557	43.09%	56.91%	46.56	11.01
CUPE 108	271	92.62%	7.38%	49.45	15.38
Non- Union	640	51.56%	48.44%	49.14	12.90
IAFF 268	466	92.92%	7.08%	44.42	14.72
HRPA	636	70.44%	29.56%	42.47	13.68
<b>HRM</b>	<b>3368</b>	<b>70.90%</b>	<b>29.10%</b>	<b>46.67</b>	<b>12.30</b>

Unionized to Non-Unionized Positions Trend					
	2013/14	2014/15	2015/16	2016/17	2017/18
Unionized	82.08%	82.24%	81.47%	81.47%	81.08%
Non-Union	17.92%	17.76%	18.53%	18.53%	18.92%

- For purposes of this report, CUPE 108 Seasonal/Student employees, temporary part-time CUPE 4814 and Non-Union Crossing Guards were not included in this chart

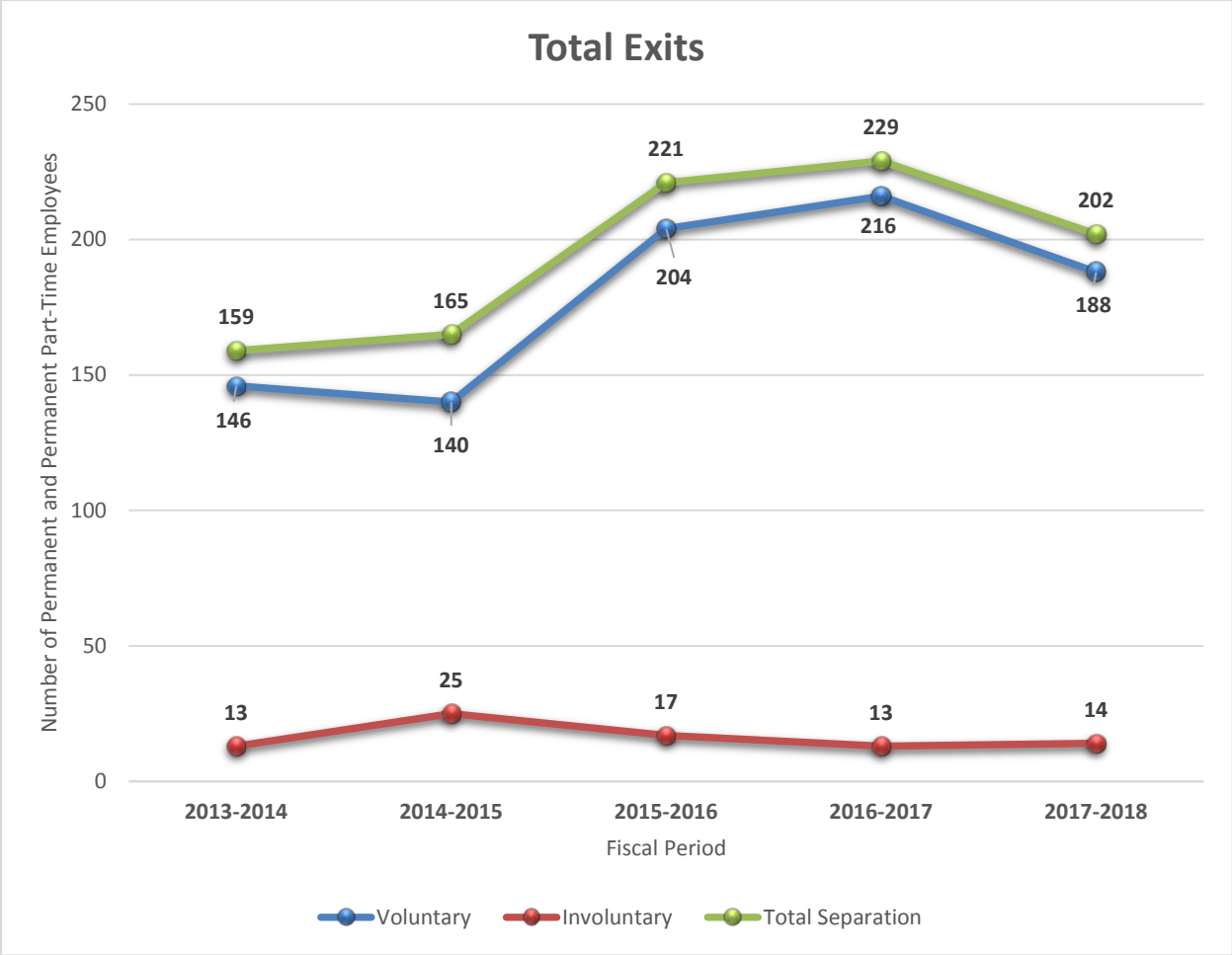


### Turnover Trends

Halifax experienced a reduction in the overall exits during this past fiscal period.

Number of Exits	2013/14	2014/15	2015/16	2016/17	2017/18	Diff Value vs. Previous Period
Voluntary	146	140	204	216	188	▼ -13.0%
Involuntary	13	25	17	13	14	▲ 7.69%
Total Separation	159	165	221	229	202	▼ -11.8%
Voluntary Turnover Rate	4.57%	4.38%	6.41%	6.70%	5.04%	▼ -16.5%

For purposes of this report, turnover rate equals: # of external exits/average active and inactive employee count. **Note:** CUPE 108 Seasonal/Student employees, temporary part-time CUPE 4814 and Non-Union Crossing Guards in Police were not included in the external exits and total employee count.



### Turnover Benchmark Comparison

The following table shows how the Municipality’s voluntary turnover compares to the municipal benchmark.

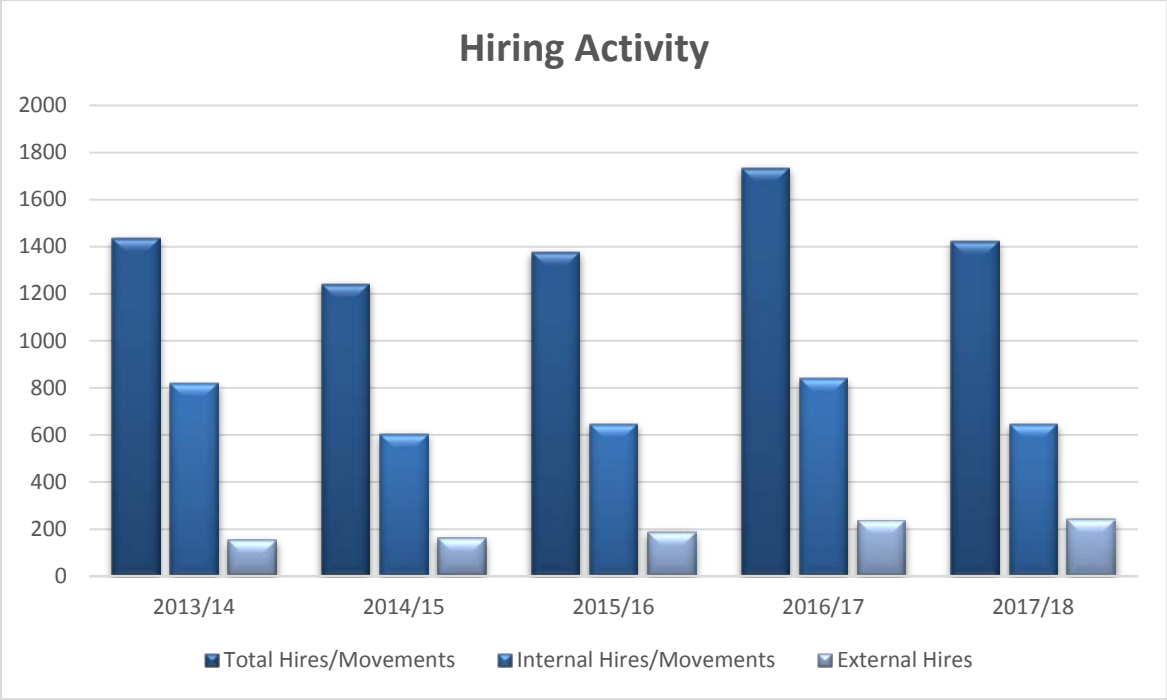
Permanent Employee Turnover Rate	
Halifax Regional Municipality	5.04%
Municipal Benchmark Network Canada (MBNC)	5.45%

## Staffing & Workforce Planning

Hiring Activity	2013/14	2014/15	2015/16	2016/17	2017/18	Diff Value vs. Previous Period
Total Hires/Movements	1437	1241	1377	1735	1423	▼ -17.98%
<b>Internal Hiring Activity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	
Internal Hires/Movements	818	602	647	839	644	▼ -23.24%
Internal Hires - Other	79	67	91	117	88	▼ -24.79%
% of Positions filled Internally	62%	54%	54%	55%	51%	▼ -6.64%
<b>External Hiring Activity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	
External Hires	154	160	188	235	243	▲ 3.40%

For purposes of this report, Internal and External hires are those which are permanent full-time and permanent part-time. Other internal and external hires include those which are Seasonal/ Student/temporary or temporary part-time.

The increase in total hires/movements in the 2016/17 fiscal period was attributed to temporary elections staff required for the 2016 municipal election, an internal reorganization as well as recruitment with Transit Operators, Firefighters and CUPE 4814 Crossing Guards.



**Staffing Benchmark Comparison**

The following table shows how the Municipality’s recruitment and hiring activity compares to municipal benchmarks.

% of Positions Filled Internally	
Halifax Regional Municipality	51.44%
Human Resources Benchmarking Network (HRBN)	46.70%

**Workforce Retirement Eligibility Over the Next 5 Years**

At HRM, approximately one-third of employees are eligible to retire within the next 5 years with unreduced pensions and more than half are eligible within 10 years. Overall retirement trends are increasing across the organization. This impending challenge is compounded by the fact that Nova Scotia is a province with an aging population and decreasing labour participation rates. Ultimately, the pursuit of talent will become increasingly competitive.

Number of Employees Eligible to Retire in Next 5 Years by Union Group							
	Eligible now	2018	2019	2020	2021	2022	Total % to Retire
ATU 506	106	24	25	27	38	38	29.66%
CUPE 108	58	11	15	15	13	10	44.36%
HRPA	59	20	23	25	12	26	25.74%
IAFF 268	66	19	17	16	14	21	31.29%
NSUPE 13	61	24	16	18	15	17	25.46%
Non- Union	84	21	26	33	26	36	33.63%
<b>Total</b>	<b>434</b>	<b>119</b>	<b>122</b>	<b>134</b>	<b>118</b>	<b>148</b>	<b>30.37%</b>



The number of HRM leaders<sup>(i)</sup> who are eligible to retire continues to grow with over 44.44% eligible to retire within 5 years. These statistics emphasize the need for the organization to continue efforts in both workforce and succession planning to ensure HRM has sufficient resources for a sustainable municipal government administration.



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

## Employee Learning and Development

	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Corporate Training Course Completions Per Year</b>	1991	1153	1173	2598	2413
<b>Total Cost of Training</b>	\$137,305	\$167,216	\$173,407	\$176,296	\$227,985
<b>Permanent Part Time</b>	3193	3195	3183	3232	3368
<b>Cost of Training per Permanent Part-Time and Full-Time Employee</b>	\$43.00	\$52.34	\$54.48	\$54.55	\$67.69

Total cost of training includes Corporate Training, Education Reimbursement, Executive and Management Development and eLearning Licensing.



## Accidents & Incidents

Accidents and incidents are tracked through HRM's Employee Health Safety Management (EHSM) system. The following summarizes accidents and incidents in the following categories:

Incident Type – Leading Indicator	2013/14	2014/15	2015/16	2016/17*	2017/18
<b>Near Miss</b> An event which had the potential for injury or illness but did not result in injury or illness	NA	NA	NA	73	197
<b>First Aid</b> An Injury/illness that is treated at the workplace where no further medical attention is required	NA	NA	NA	31	56
<b>Total</b>				<b>104</b>	<b>253</b>
<b>Incidents as a % of Headcount</b>				<b>3.22</b>	<b>7.51</b>

- Data reflects 6 months as EHSM Near Miss and First Aid reporting commenced September 2016

Incident Type – Lagging Indicator	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Medical Aid</b> An injury/illness where the employee seeks medical attention away from the workplace from a healthcare professional	NA	177	118	134	98
<b>Lost Time</b> An absence from the workplace following a work related injury or illness beyond the date of occurrence	NA	222	236	192	221
<b>Total</b>		<b>399</b>	<b>354</b>	<b>326</b>	<b>319</b>
<b>Incidents as a % of Headcount</b>		<b>12.49</b>	<b>11.12</b>	<b>10.09</b>	<b>9.47</b>
<b>Lost Time Frequency Rate</b>		<b>7</b>	<b>7</b>	<b>5</b>	<b>6</b>

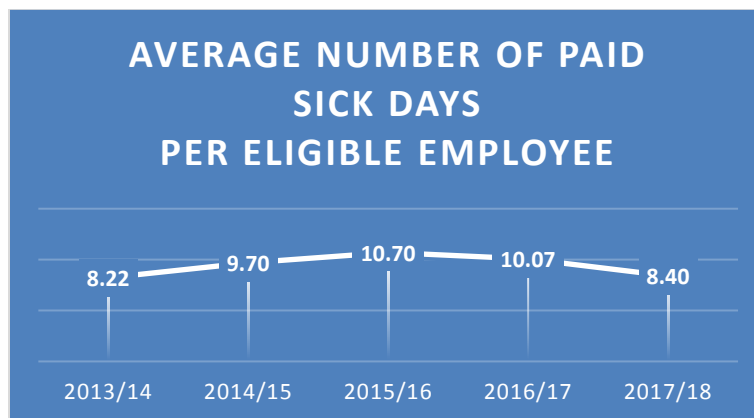
EFAP Activity	2013/14	2014/15	2015/16	2016/17	2017/18
Utilization Rate	22.60%	20.57%	24.23%	20.06%	20.22%
EFAP Expense*	\$124,988	\$129,398	\$129,398	\$129,398	\$129,398
Number of New Cases	516	483.33	569.5	471.5	475.17

\*Employee Family Assistance Program expense is based on the monthly expense (per employee per month rate) x 12 months plus net HST. This is a fixed cost for each year of the service agreement.

## Attendance and Absenteeism

This section refers to the data relating to employee health which impacts HRM employees' absenteeism rates. HRM has seen an improvement in the overall absenteeism with a reduction in the average number of sick days a year per employee.

	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Average Number of Paid Sick Days per Eligible Employee</b>	8.2	9.7	10.7	10.1	8.4
<b>ATU 508</b>	11.3	18.5	19.7	19.9	14.3
<b>CUPE 108</b>	17.4	13.7	20.9	16.7	15.8
<b>HRPA</b>	3.8	6.9	5.7	5.9	5.1
<b>IAFF 268</b>	2.3	5.7	4.7	4.4	3.9
<b>NSUPE 13</b>	8.9	6.8	7.9	9.3	7.8
<b>Non-Union</b>	5.7	6.5	8.4	6.0	5.6



## Benefit Costs

HRM's overall benefit costs will decrease during the next fiscal period of 2018/19 with the change of benefits provider. This will result in an overall decrease to all HRM managed plans.

Benefit	2013/14	2014/15	2015/16	2016/17	2017/18
Total	\$8,070,660.98	\$7,952,009.02	\$8,383,801.78	\$9,053,912.04	\$9,908,639.71
Average Cost Per Employee	\$2,549.97	\$2,518.85	\$2,643.90	\$2,818.78	\$2,984.53

## Grievance Detail

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

Grievances Filed	2013/14	2014/15	2015/16	2016/17	2017/18
ATU Local 508	31	39	14	12	17
CUPE Local 108	29	12	25	40	33
CUPE Local 4814	1	0	0	0	2
NSUPE Local 13	5	8	2	2	9
IAFF Local 268	11	95	21	6	2
HRPA	3	6	9	8	11
Grievances Resolved					
Resolved in grievance process	74	144	59	51	40
Resolved with third party (mediation, arbitration)	2	5	5	3	0

## Grievances by Issue Filed in Fiscal 2017/18

Grievance Issue	ATU	CUPE 108	CUPE 4814	NSUPE	IAFF	HRPA
Discipline/Termination	11	10	2	2	0	0
Other	0	8	0	1	1	7
Leave Request	2	6	0	0	1	1
Policy/Work Rule	2	0	0	2	0	1
Job Competition	2	2	0	1	0	0
Training	0	3	0	0	0	1
Harassment	0	2	0	2	0	0
Clothing & Equipment	0	2	0	0	0	1
Work Assignment	0	0	0	1	0	0
Overtime/Compensation	0	0	0	0	0	0

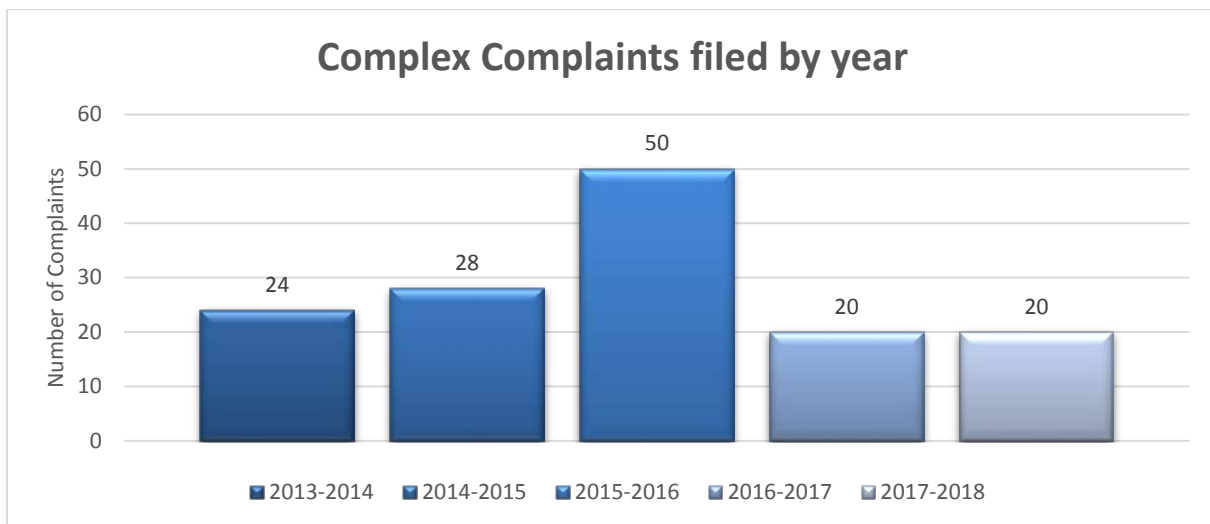
## Employee Complaints Submitted under Policy

The table below contains the complaints that have been formally reported by HRM employees to Human Resources under the *Workplace Rights Harassment Prevention Policy* and the *Workplace Violence Prevention Policy*. It is important to note that the data does not represent the entirety of

conflict within the organization during the period in question. There are other workplace conflicts dealt with outside the formal process via the Supervisor, Manager or Director as well as conflicts that would not be reported at all.

**The following lists complex complaints reported/filed**

Type	2013/14	2014/15	2015/16	2016/17	2017/18
Interpersonal Conflict	0	0	14	6	5
Personal Harassment	15	11	12	6	7
Poisoned Workplace	7	10	13	4	1
Racial Harassment	2	3	1	1	2
Sexual Harassment	0	0	2	2	3
Harassment - other grounds	0	0	2	0	0
Workplace Violence	0	4	3	1	1
Employment discrimination	0	0	2	0	1
Duty to Accommodate (DTA) related	0	0	1	0	0
<b>Total</b>	<b>24</b>	<b>28</b>	<b>50</b>	<b>20</b>	<b>20</b>



Complex complaints are defined as those where the alleged behaviour is too severe to be considered basic, or the resolution requested is greater than stoppage of the behaviour and an apology, or the Respondent disputes the allegations or a basic resolution process employed within the business unit was unsuccessful.

## Section 5: Conclusion

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. 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. Employee attendance, health and safety require continuous improvement, and should also continue to be priorities for the organization.

The world is also changing and HRM must continue its efforts to build a safe, healthy and inclusive work environment that supports the recruitment and retention of a workforce that is representative of the diverse community we serve.

HRM conducted an Employee Engagement Survey in 2018 to determine their level of engagement. The results of the survey identify opportunities for the employer to strengthen the conditions for employees to give their best each day and contribute to the organization's success. This initiative will need to be a priority for the organization to improve productivity and the provision of great customer service.

## Section 6: Definition of Terms

**Please Note:** The data in this report was taken from SAP and reflects records as they existed in July 2018. While every effort was made to ensure accuracy, discrepancies or errors are always possible due to retroactive record adjustments. Understanding the terms below will help understand how the data may be impacted as well.

- **FTE (Full Time Equivalent)**  
Used for budget purposes to quantify the number of positions approved by the Executive Management Team and Council. The FTE count records only permanent positions (both full-time and part-time). One FTE is equal to one annual work year as defined by the applicable Collective Agreement and/or Non-Union Terms of Employment.
- **Employee Headcount**  
The actual number of employees (people not positions) employed at HRM at any point in time.
- **Permanent Employee**  
An employee who has been hired in a position on a permanent basis without a predetermined time limit.
- **Temporary Employee**  
A temporary employee means an employee who is hired (a) for up to eighteen (18) continuous months in any one temporary position, or (b) for the period for which an employee is absent from her/his permanent position where the Employer has chosen to cover off that permanent position for a period.

- **Seasonal Employee**  
An employee who is hired in a position designated to perform duties on a seasonal basis. The employee is hired with a predetermined termination date.
- **Student Employee**  
“Student” is a person who is engaged in a recognized work/study program at a school or university whose course of study requires or permits the student to participate in study related work programs as an integral part of the certificate, degree or diploma, co-op students, students working in seasonal jobs, and students working in jobs where at least some of the funding is obtained from outside agencies.
- **Leave of Absence (LOA)**  
An LOA occurs when an employee is physically away from the organization for reasons such as sickness or injury. Types of LOAs include, but are not limited to LTD, Maternity Leave, Approved Leave No Pay, and Sick Leave No Pay.
- **Inactive Employee**  
An inactive employee is considered an employee of HRM but is not actively at work. For example, employee is on a LOA.
- **Active Employee**  
An active employee is considered an employee of HRM who is actively working.
- **Retroactivity**  
SAP is a date-driven system and retroactivity is calculated automatically based on dates entered. Any changes made in the past to an employee’s absences/attendances, for example, create retroactivity.
- **Organizational Change**  
An organizational change is SAP terminology used to define employee movement in and out of their home positions within HRM. This can happen in number of ways. For example, an employee can move to a position within their own business unit, outside their business unit, or as the result of a re-organization of positions.
- **Voluntary Exit**  
When an employee leaves the organization due to resignation or retirement.
- **Involuntary Exit**  
When an employee leaves the organization due to termination / dismissal.

## Definition of Terms: Workplace Rights Harassment Prevention Policy

- Harassment is conduct, considered by the employer to be unacceptable in the workplace, in which an employee exhibits offensive behaviour to another employee, or group of employees, and where that individual knew, or ought reasonably to have known, the

behaviour would cause offence or harm. The harassment definition incorporates the following:

- Harassment may consist of verbal, written or physical behaviours employed directly (e.g. in person) or indirectly (e.g. via social media).
- A reasonable person would know that the harassing behaviour is unwelcome.
- Harassment generally stems from a pattern of offensive behaviour; however, it can result from a one-time incident if that incident is reasonably severe.
- Lack of intent to harass does not alter a finding of harassment.
- The person being harassed does not have to voice objections for a harassment complaint to be established.
- The prohibited behaviour does not have to be directed at a specific employee; it can include the workplace in general, creating a poisoned workplace environment.

- **Exclusion**

involves shunning or ostracism of an individual, or group of individuals. It can include, but is not limited to, isolating others by

- No longer communicating with them
  - Denying or ignoring their presence
  - Distancing them from others
  - Purposefully omitting them from decisions, conversations, and work-related events without valid reason.
- **Physical Harassment**
- Involves any unwelcome physical behaviour including threatening or offensive gestures, physical intimidation, coercion, assault, practical jokes or “horseplay” that would reasonably result in embarrassment or humiliation

- **Poisoned Workplace Environment**

A Poisoned Workplace Environment occurs when inappropriate conduct is so frequent that it results in a hostile or offensive workplace. The conduct may not be directed at anyone in particular but it has the overall effect of creating an uncomfortable environment that negatively affects well-being and productivity. A poisoned workplace environment can exist even if employees participate in, or do not object to, demeaning behaviour.

Behaviours contributing to poisoned workplace environments include, but are not limited to, the following:

- Offensive graffiti or posting of inappropriate materials.
- Sexual, racial, and religious insults or jokes, including those regarding sexual orientation.
- Abusive treatment of other Employees, such as frequent name calling, insults or exclusion



- Intimidating actions such as yelling, slamming doors, kicking desks or throwing objects.
  - Regular use of profanities and/or abusive language, even if it not directed at a specific person.
  - Undermining other Employees' reputations through malicious gossip, negative electronic postings or cyber-bullying.
- **Racial Harassment**  
Racial harassment is offensive behaviour based on the grounds of race, colour, citizenship, place of origin, ancestry, ethnic background or creed that includes, but is not limited to:
    - Derogatory communications, images or offensive stereotypical conduct (e.g. racial slurs, ethnic jokes, insulting depictions, adverse differential treatment.)
    - Criticizing or being intolerant to racial differences in appearance or customs.

- **Sexual Harassment**

Sexual Harassment means any offensive or bothersome conduct or course of comment, gesture, or contact of a sexual nature that would reasonably cause offense or humiliation

Sexual harassment also includes placing conditions of a sexual nature on employment, training or promotional opportunities, as well as receipt of services or contracts.

Examples of unwanted behaviours that can constitute sexual harassment include, but are not limited to, the following:

- Unwanted physical contact including hugging or touching.
  - Inquiries or comments about a person's sex life.
  - Telephone calls, e-mails, notes, social media messages or other forms of communication with sexual overtones.
  - Gender or sexual orientation-based insults or jokes causing embarrassment or humiliation.
  - Unwanted or repeated social or sexual invitations that a reasonable person would know to be unwelcome.
  - Inappropriate or unwelcome attention, leering, or comments about a person's physical attributes or appearance.
  - Reprisal or threat of harm, against an Employee for rejecting a sexual advance.
- **Verbal Harassment** is an offensive course of demeaning comments directed at an Employee, or used in reference about an Employee, that would reasonably undermine the reputation of that Employee in the workplace.  
Verbal harassment includes insults, name-calling, threats, slurs, crude or degrading comments, innuendoes, profanities and negative stereotyping that would reasonably cause offence.
  - **Written or Graphic Materials** include offensive graffiti, printed materials, notes, letters, e-mails and social media messages; displaying or distributing personal or stereotypical

derogatory or inappropriate materials, pictures, jokes or cartoons that portray a person's personal or physical attributes in a negative or humiliating manner.