

HALIFAX

P.O. Box 1749
Halifax, Nova Scotia
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Item No. 5
Budget Committee
January 15, 2020

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

SUBMITTED BY:

Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: January 3, 2020

SUBJECT: Proposed 2020/21 Human Resources Budget and Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on June 4, 2019, staff is required to present the draft 2020/21 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 the CAO to prepare the Human Resources 2020/21 Budget and Business Plan, incorporating Regional Council's fiscal direction as per the January 7, 2020 Budget Committee meeting and as proposed in the accompanying presentation, and furthermore to prepare Over and Under items for that Plan as directed by Regional Council's Committee of the Whole on Budget.

BACKGROUND

As part of the design of the 2020/21 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 October 29, 2019 Committee of the Whole meeting, Regional Council considered the 2020/21 Strategic Priorities Plan and at the November 12, 2019 session of Regional Council, confirmed and directed the CAO to proceed to prepare the 2020/21 Budget and Business Plan in support of Council's Priority Outcomes, consistent with the Outcome Plans as presented in Attachment C of the 2017-2021 Multi-year Priority Outcome Update.

DISCUSSION

Staff has prepared the proposed 2020/21 Human Resources Budget and Business Plan consistent with the 2020/21 Strategic Priorities Plan approved on November 12, 2019.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2020/21 HRM Budget and Business Plan documents to be presented to Regional Council's Committee of the Whole, as per the process and schedule approved on June 4, 2019.

As part of the Budget process, Regional Council will be provided with a list of possible service increases and decreases that will allow them to more fully direct changes to the budget.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2020/21 Budget. There are no immediate financial implications from this recommendation. 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 that 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 risks when reports are presented for consideration.

HRM implemented Enterprise Risk Management in 2015. Corporate and operational 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 use the same risk assessment tools as those used to assess corporate risk to rate each discrete project.

COMMUNITY ENGAGEMENT

An extensive public engagement was undertaken for the 2020/21 Budget over the month of September. This engagement included nine community pop-up events and on-line survey through the Shape Your City community engagement portal. The results of the Shape Your City Budget engagement were provided in an information report presented to Reginal Council on October 29, 2019.

The 2020/21 budget consultation process also 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. Furthermore, members of the public may use the “Budget Allocator” located on the Shape your City Webpage to offer opinions on spending priorities.

ENVIRONMENTAL IMPLICATIONS

N/A

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 2020/21 HRM Budget and Business Plan documents.

ATTACHMENTS

- Attachment 1 - Human Resources 2020/21 Budget and Business Plan Presentation
- Attachment 2 - Human Resources 2020/21 Draft 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: Joy Ducharme, Policy and Business Initiatives Coordinator, 902.490.1467

Report Approved by: Original Signed
Caroline Blair-Smith, Director, Human Resources, 902.490.7239

Financial Approval by: Original Signed
Jane Fraser, Director of Finance, Asset Management and ICT/CFO, 902.490.4630

HUMAN RESOURCES

2020/21 Budget & Business Plan
Committee of the Whole on Budget
January 15, 2020

HUMAN RESOURCES



MISSION

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 – Caroline Blair-Smith

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

Employee Relations – Laura Nolan

This service was realigned to better support administrative priorities by amalgamating Client Services, Labour Relations, and Conflict Resolution under one division. Client Services works with the business units to identify key issues and solutions in partnership with the other divisions of HR. Labour Relations is the employer's negotiator in collective bargaining, providing consistent and efficient labour relations advice and strategy to the organization. Conflict Resolution assesses and implements conflict strategies in compliance with human rights obligations and our internal Harassment Prevention Policy.

SERVICE AREAS

Total Rewards – Britt Wilson

This service was realigned to join Employee Services with Total Rewards under one division. Employee Services is the first point of contact for client inquiries on HR programs and services such as training, compensation and pension inquiries. Total Rewards is responsible for policy framework, program design, workforce planning, consulting and administration of HR pension and benefit programs.

Organizational Development, Health & Safety – Tatjana Zatezalo

This service has integrated Health & Safety with Organizational Development under one division. Health & Safety is responsible for providing corporate health, safety and wellness strategies at work. Organizational Development delivers employee training, professional development and organizational effectiveness programs and services.

SUCCESSSES



3400 Training Program Participants



800 Health File Referrals



5.15% Overall Permanent Voluntary Employee Turnover



55% Internal Hire Rate



1200 Jobs Filled



18 Workplace Safety Assessments Completed

CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES OUR PEOPLE – ENGAGED WORKFORCE 2020/21

- Developing and Supporting Leaders
- Human Resources Planning
- Employee Engagement Survey
- Non-union Compensation Design



CURRENT & PLANNED INITIATIVES



ADMINISTRATIVE PRIORITIES

OUR PEOPLE – DIVERSE & INCLUSIVE ENVIRONMENT

2020/21

- Employment Equity Program Implementation



CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES SERVICE EXCELLENCE– PERFORMANCE EXCELLENCE

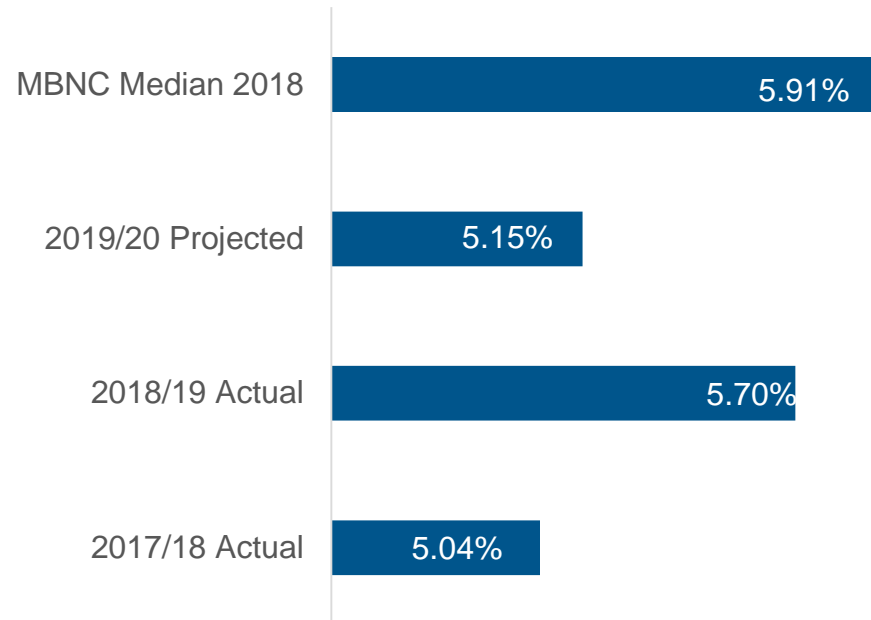
2020/21

- Retirement Information Process
- Duty to Accommodate Process Review
- Continuous Service Date Verification

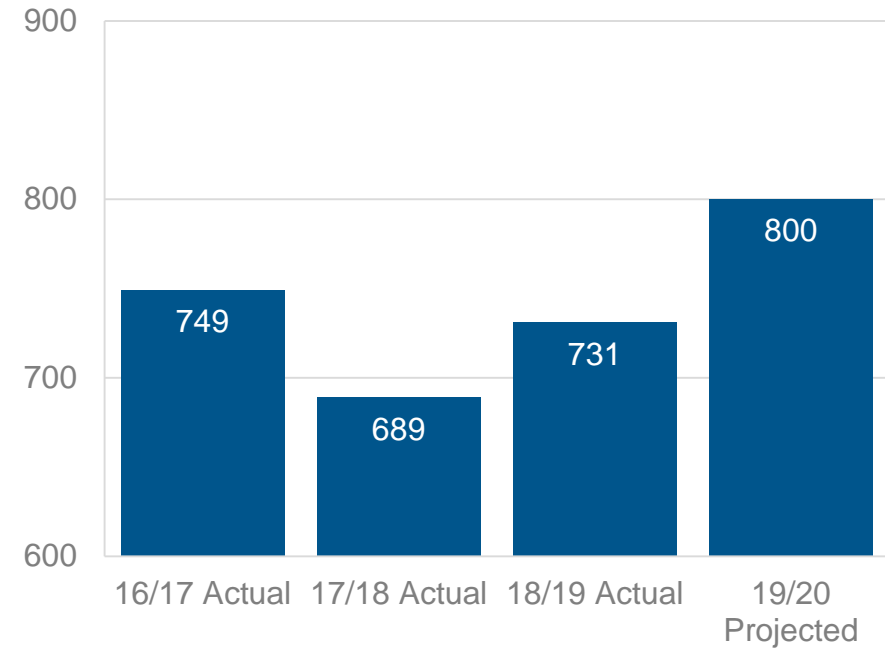


KEY PERFORMANCE INDICATORS

OVERALL PERMANENT VOLUNTARY EMPLOYEE TURNOVER



HEALTH FILE REFERRALS



OPERATING BUDGET

OVERVIEW

Summary of Expenditures & Revenue						
Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 5,374,236	\$ 5,911,900	\$ 5,955,699	\$ 5,955,500	\$ 43,600	0.7
Office	39,107	25,900	28,140	20,500	(5,400)	(20.8)
External Services	248,610	250,100	240,288	225,700	(24,400)	(9.8)
Supplies	4,807	-	560	-	-	-
Equipment & Communications	1,978	1,000	500	1,000	-	-
Other Goods & Services	486,990	426,300	417,090	498,600	72,300	17.0
Interdepartmental	14,118	-	(756)	-	-	-
Total Expenditures	6,169,846	6,615,200	6,641,521	6,701,300	86,100	1.3

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Other Revenue	(83,799)	(80,000)	(80,000)	(80,000)	-	
Total Revenues	(83,799)	(80,000)	(80,000)	(80,000)	-	
Net Total	\$ 6,086,046	\$ 6,535,200	\$ 6,561,521	\$ 6,621,300	\$ 86,100	1.3

OPERATING BUDGET

SERVICE AREA OVERVIEW

Service Area Budget Overview							
Service Area	2018/19	2019/20	2019/20	2020/21			
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %	
F182 Health Safety & Wellness	\$ 1,134,185	\$ 1,304,150	\$ 1,287,400	\$ 1,285,700	\$ (18,450)	(1.4)	
A240 Labour Relations	636,736	779,500	874,300	942,000	162,500	20.8	
A235 Employee Services	806,871	787,250	651,450	804,100	16,850	2.1	
A230 Total Rewards	403,006	571,600	615,426	660,500	88,900	15.6	
A220 Client Services	1,523,050	1,482,350	1,574,195	1,280,284	(202,066)	(13.6)	
A210 Org Dev Health&Safe	1,107,995	1,165,750	1,077,950	1,175,800	10,050	0.9	
A205 HR Administration	474,203	444,600	480,800	472,916	28,316	6.4	
Net Total	\$ 6,086,046	\$ 6,535,200	\$ 6,561,521	\$ 6,621,300	\$ 86,100	1.3	

OPERATING BUDGET

STAFF COUNTS

Full Time Equivalent	2019/20 Approved	2020/21 Planned Change (+/-)	2020/21 Planned
Full Time	57.0	3.0	60.0
Seasonal, Casual & Term	1.7	(0.7)	1.0
Total	58.7	2.3	61.0

* FTE – Full Time Equivalent – Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

OPERATING BUDGET

SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 6,535,200
Compensation Changes:	
New Positions/salary adjustments	43,600
Other Budget Adjustments:	
IBM Contract moves to ICT	(57,400)
Increase in consulting for non-union job evaluation salary surveys	33,000
Increase in corporate training for leadership event	40,000
Increase in advertising & promotion for outreach program	10,000
Increase for recognition	15,000
Increase for Health and Safety week initiative	7,000
Reduction to recruitment costs for reassessment of recruiting contracts	(18,700)
Miscellaneous adjustments	13,600
Total Proposed Changes	\$ 86,100
Proposed 2020/21 Budget	\$ 6,621,300





HUMAN RESOURCES

2020/21 BUDGET AND BUSINESS PLAN

MISSION

HUMAN RESOURCES IS COMMITTED TO PROVIDING INNOVATIVE AND PRACTICAL HUMAN RESOURCE STRATEGIES AND SOLUTIONS THAT ADDRESS BUSINESS NEEDS AND PROMOTE SERVICE EXCELLENCE.

HUMAN RESOURCES OVERVIEW

Human Resources completed a restructuring in the fall of 2019 to better align its divisions and improve efficiency in service delivery.

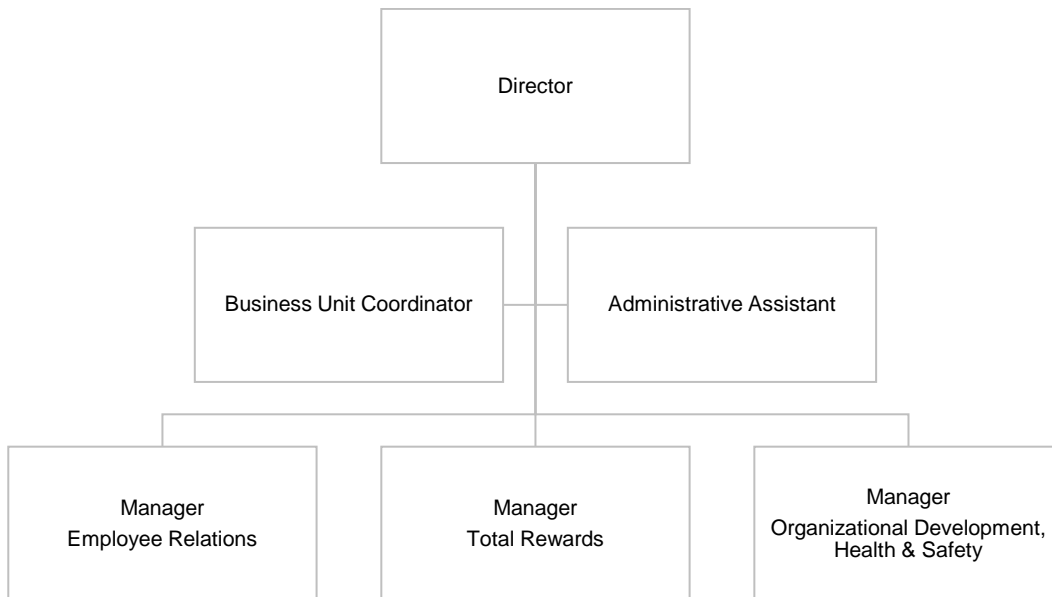
Human Resources remains committed to advancing the administrative priority outcomes of:

- Our People - Engaged Workforce
- Our People - Diverse and Inclusive Environment
- Our People - Healthy and Safe Workplace

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.

HUMAN RESOURCES ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Approved	2020/21 Planned Change (+/-)	2020/21 Planned
Full Time	57.0	3.0	60.0
Seasonal, Casual & Term	1.7	(0.7)	1.0
Total	58.7	2.3	61.0

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Table to be updated in final draft.

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Human Resources	1.17%	1.26%	1.26%
Average tax bill amount spent on Human Resources	\$22.80	\$24.32	\$24.50

** Based on an average tax bill for a single-family home (assessed at \$241,400 in 2020)*

STRATEGIC INITIATIVES (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 Resource 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 Resource Strategy 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.

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 2020 to determine our workforce composition.

Human Resources, in partnership with the Office of Diversity & Inclusion, will also lead the development of an employment equity program which will be implemented over the next 3 to 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, in partnership with the 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 Year 2

To enhance our ability to secure the talent and increase diversity to meet current and future operational needs, we are implementing Hiring Strategy Year 2. For 20/21, HR and Corporate Communications will develop a new employer branding strategy to help reach non-traditional or underrepresented candidates. HR, in partnership with the Office of Diversity & Inclusion will also further develop our community outreach approach.

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 three-year Corporate Health, Safety 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	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Service Excellence			
Performance Excellence	HR Improvement Project	3,221,000	262,500

OPERATING - BUDGET BY SERVICE AREA

Service Area Budget Overview							
Service Area	2018/19	2019/20	2019/20	2020/21		Δ %	
	Actual	Budget	Projections	Budget	Δ 19/20 Budget		
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Net Total	\$ 6,086,046	\$ 6,535,200	\$ 6,561,521	\$ 6,621,300	\$ 86,100	1.3	

OPERATING - SUMMARY OF CHANGES - PROPOSED BUDGET

Change Description / Service Impact	Amount
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Compensation Changes:	
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Miscellaneous adjustments	13,600
Total Proposed Changes	\$ 86,100
Proposed 2020/21 Budget	\$ 6,621,300

OPERATING- SUMMARY OF EXPENSE & REVENUE

Summary of Expenditures & Revenue						
Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
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Total Revenues	(83,799)	(80,000)	(80,000)	(80,000)	-	
Net Total	\$ 6,086,046	\$ 6,535,200	\$ 6,561,521	\$ 6,621,300	\$ 86,100	1.3

HUMAN RESOURCES SERVICE AREA PLANS (2020/21)

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.

Services Delivered

OUR PEOPLE – ALL OUTCOMES

Strategic Human Resource Leadership

The Director's Office is responsible for development and oversight of Human Resource strategies and policies.

HR Advice and Expertise

The Director's Office is responsible for provision of HR advice and expertise on a variety of human resource management topics.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Total Cost for Human Resources Administration per T4 Supported	\$1,069	\$1,043	NA	NA	\$1,180

* Municipal Benchmarking Network Canada

This measure has marginally decreased as a result of an increase in the number of people eligible for HR services (the number of T4s supported), and a decrease in the total cost of HR administration (due to lower overhead cost allocation and amortization of HR-related assets). This offset the increase in salaries and benefits from temporary hires necessary for special projects, workforce capacity shortfalls, and overstaffing required to replace employees on extended absences.

Employee Relations

To reflect the work of staff who interact directly with clients, the Human Resources realignment amalgamated the divisions of Client Services, Labour Relations, and Conflict Resolution under one division, Employee Relations, to create synergy and provide better service to the business units.

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: performance management, staffing, attendance support, duty to accommodate, training, change management, diversity and inclusion and succession planning.

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 including fact finding/investigation, collective bargaining, grievance management, union-management relations, progressive discipline, collective agreement administration, training/education/coaching, and human rights/other legal obligations.

Conflict Resolution is committed to supporting administrative priorities through providing subject matter expertise to business unit leaders to effectively and efficiently deal with conflict on their teams. The team investigates complaints involving harassment, discrimination or retaliation in accordance with the organization’s Workplace Rights Harassment Prevention Policy.

Services Delivered

OUR PEOPLE – ENGAGED WORKFORCE

Organizational Design

Partners with business unit leaders to identify an appropriate organizational structure to fit current organization realities/goals and to develop 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.

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.

Conflict Resolution (Workplace Rights / Human Rights)

This service is responsible for providing expertise in conflict resolution including coaching, conducting situational assessments, initial triage, 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 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.

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

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	MBNC Median* 2018
Overall Permanent Voluntary Employee Turnover **	5.04%	5.70%	5.15%	5.91%
# Jobs Filled	1423	1448	1200	NA
Internal Hire Rate	51%	53%	55%	NA
External Hire Rate	49%	47%	45%	NA
# of New Grievances	69	51	NA	NA
# of Grievances Resolved	59	42	NA	NA
# of New Workplace Rights Complaints	22	26	13	NA

* 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 to see fairly consistent levels in voluntary employee turnover over the next five years as approximately 35% of our workforce is either eligible to or will be eligible to retire within the next five years. The organization has made a commitment to “grow” its talent internally, and this will be done through training programs to prepare employees for new opportunities. This corporate impetus for internal growth should result in a steady increase in internal hire rate and number of jobs filled over the next five years, provided there is the internal talent to fill the positions that come open.

Client Services will work with business units to increase organizational capacity through attraction and retention initiatives such as talent management, workforce planning, recruitment and leadership development to map out recruitment needs over the next few years.

Grievance Management

An average of 54 grievance are filed during each fiscal year, with 51 grievances filed this year, a drop of 26% from the previous year. There is no definitive reason for increases or decreases in the amount of grievances filed. The majority of grievances are resolved internally with 3.75% requiring third party involvement.

EMPLOYEE RELATIONS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion

Our People – Engaged Workforce

Hiring Strategy Year 2 (Target: March 31, 2021)

To enhance our ability to secure the talent and increase diversity to meet current and future operational needs we are implementing Hiring Strategy Year 2. For 20/21, HR and Corporate Communications will develop a new employer branding strategy to help reach non-traditional or underrepresented candidates. HR and the Office of Diversity & Inclusion will also further develop our community outreach approach.

TOTAL REWARDS

To reflect the work of staff who support client inquiries and plan consultation, Human Resources has aligned the development and communication of HR Compensation programs and services under one division, resulting in Employee Services working directly with the Total Rewards division.

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

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

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 administration of HRM's Employee Public Service Awards program, including coordination of the Awards event.

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

Employee Services 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

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 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	131	106	113	-

Retirements

HRM's workforce is aging, with an average age of 46 years and 12 years of service. Approximately 15% of HRM employees are eligible to retire now, and 35% within the next 5 years. 44% of HRM leaders* are eligible to retire within 5 years, emphasizing the need for continued attraction and retention efforts to ensure 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.

TOTAL REWARDS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Our People – Engaged Workforce
<p>Non-Union Compensation Design (Target: March 31, 2021)</p> <p>To support enhancing organizational capacity and talent retention, HR will conduct a review of non-union job evaluations in order to better enable succession planning, workforce planning and career progressions. Year 2 will include enhancements to improve the speed and efficiency of the JE process and the development of additional job description tools for managers.</p>
<p>Update HR Intranet Pages (Target: March 31, 2021)</p> <p>To improve the ability for employees to access Human Resources information, Human Resources will partner with Internal Communications to revise the design of our intranet pages and develop a process for the update and maintenance of the content within the existing tool.</p>
Service Excellence – Performance Excellence
<p>Retirement Information Process (Target: June 30, 2020)</p> <p>To improve the timeliness and accuracy of information provided to employees upon receipt of notice to retire, Human Resources will conduct a review of the current business process to identify opportunities for improvement and implement process changes as required.</p>
<p>Duty to Accommodate Process Review (Target: December 31, 2020)</p> <p>To ensure the placement of employees who require an accommodation as soon as possible, Human Resources will review the current Duty to Accommodate business process to identify opportunities for improvement and implement process changes as required.</p>
<p>Continuous Service Date Verification (Target: June 30, 2020)</p> <p>To improve the accuracy of continuous service dates used to calculate pension eligibility and long service award eligibility, Human Resources will conduct a review of date specifications, work with business units to validate the correct continuous service date for their employees, and partner with ICT to have this information captured in SAP. A process for review and validation of any future discrepancies will also be documented.</p>

ORGANIZATIONAL DEVELOPMENT, HEALTH & SAFETY

To reflect the work of staff who support training, policy development, health and safety initiatives, Human Resources has aligned these services under one division, resulting in Health and Safety working directly with the Organizational Development (OD) division.

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

Health & Safety is committed to supporting administrative priorities through the administration of the Corporate Health, Safety and Wellness Strategy, including initiatives to reduce incident/accident trends while building awareness of our programs that support a healthy and safe workforce.

Services Delivered

OUR PEOPLE – ENGAGED WORKFORCE

Corporate Training and Leadership Development

This service is responsible for research, development, improvement and delivery of corporate training programs for employees and leaders

Organizational Development

This service is responsible for providing policy development, project management, coaching, mentoring, and change and performance management advice based on current research, trends and best practice analysis to enhance organizational effectiveness.

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

This service 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.

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 and wellness promotion and the Employee and Family Assistance Program (EFAP).

Corporate Safety

This service is responsible for developing Safety initiatives as part of the Health, Safety and Wellness Strategy that includes corporate procedures, performing assessments and activities 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

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
# of Training Programs Provided	132	137	171	152
# of Training Program Participants	1920	2036	3400	2584
# of new Workplace Rights Complaints	22	26	13	19
Flu Clinic participation	615	831	796	825
Health File Referrals	689	731	800	770
# of Workplace Safety Assessments Completed	7	18	15	15
Total Accident Frequency	9	10	NA	NA
Lost Time Accident Frequency	6	6	NA	NA

Corporate Training

In 2019/20, the OD team exceeded the projected number of training programs provided by 31% due to the addition of programming not previously reported on (i.e. Hiring Manager and Records/Archives and “as requested” or seasonal training requests).

Online programming has also increased the volume of training offered, such as the online Code of Conduct and the Substance Misuse Prevention Policy. It is anticipated that this trend of online programming will increase into 2020/21, as the availability and convenience of training has generated a positive response from users.

Projected training for 2020/21 is based on the current rotation of programming and the average of 17 participants per program.

Flu Clinic Participation

Flu clinic participation decreased by 4.2% from 2018/19 to 2019/20. This was due to a vaccination shortage, a last-minute rescheduling of some sessions, and a reduction of 63 employees participating from the Halifax Regional Police business unit. 2020/21 participation is projected to be at 825 vaccinations, reflective of the average of the last three years of program usage.

Health File referrals

Upon review of the average health file case count by month, it has been determined that the number of health file referrals has been increasing over the past number of years, with a 6.1% increase from 2017/18 to 2018/19, and a 9.4% increase from 2018/19 to 2019/20. This is being attributed to both occupational and non-occupational musculoskeletal injuries, mental health concerns, and complex claims involving multiple facets of health issues. 2020/21 is planning to complete 770 health file referrals, projected from the previous 3-year average. Health & Safety continues to offer ergonomic assessments and concentrates on supporting employees and facilitating their safe return to the workplace.

Workplace Safety Assessments

Safety assessments increased by 61% from 2017/18 to 2018/19 but decreased by 20% in 2019/20. This is due to a planned project with Parks and Recreation to complete Occupational Health and Safety assessments for facilities, which has essentially been completed in 2019/20 except for maintenance and review. Health & Safety plans to do assessments in a variety of business units before year end.

ORGANIZATIONAL DEVELOPMENT, HEALTH & SAFETY KEY DELIVERABLES
(2020/21)

2020/21 Deliverables with Estimated Completion
Our People – Engaged Workforce
<p>Employee Engagement Survey (Target: March 31, 2021)</p> <p>To measure HRM's performance on improving employee engagement, HR will facilitate a follow-up employee engagement survey in 2021.</p>
<p>Employee Learning and Development (Target: September 30, 2021)</p> <p>In alignment with the Auditor General's report, OD 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>
Healthy and Safe Workplace – Our People

2020/21 Deliverables with Estimated Completion

Corporate Health & Wellness Workplace Strategy (Target: March 31, 2021)

To improve the workplace and employee health, safety and well-being, HR will build and lead consultation of a three-year Corporate Health, Safety 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, occupational injuries and absenteeism indicators.

Diversity & Inclusion

Employment Equity Program Implementation (Target: March 31, 2021)

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 2020 to determine our workforce composition.

Human Resources, in partnership with the Office of Diversity & Inclusion, will also lead the development of an employment equity program which will be implemented over the next 3 to 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.