

# HALIFAX

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**Item No. 6**  
**Budget Committee**  
**February 3, 2021**

**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:** December 29, 2020

**SUBJECT:** Proposed 2021/22 Human Resources Budget and Business Plan

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## **ORIGIN**

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on December 1, 2020, staff is required to present the draft 2021/22 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 incorporate the Human Resources proposed 2021/22 Budget and Business Plan, as set out and discussed in the December 29, 2020 staff report and supporting presentation by staff, into the Draft 2021/22 Operating Budget.

## **BACKGROUND**

At the Dec 1, 2020 Budget Committee meeting, Regional Council confirmed the 2021- 2025 Strategic Priorities Plan and directed the CAO to proceed to prepare the 2021/22 Budget and Business Plan in support of Council's Priority Outcomes.

As part of the design of the 2021/22 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.

## **DISCUSSION**

Staff has prepared the proposed 2021/22 Human Resources Budget and Business Plan consistent with the 2021- 2025 Strategic Priorities Plan approved on December 1, 2020 as well as fiscal direction provided on January 13, 2021.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2021/22 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 Dec 1<sup>st</sup>, 2020.

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 2021/22 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**

The 2021/22 Municipal Budget Engagement Survey was conducted from November 5, 2020 – Dec 14, 2020. This on-line survey was available to all HRM residents and received 4,312 responses to a variety of budget, planning, and priorities questions. The results of the 2020 Municipal Budget Survey were provided in an information report presented to Reginal Council on January 26, 2021.

The 2021/22 budget consultation process also seeks to solicit public comment by inviting members of the public to provide feedback following each business unit budget and business plan presentation

**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 2021/22 HRM Budget and Business Plan documents.

**ATTACHMENTS**

Attachment 1 - Human Resources 2021/22 Draft Budget and Business Plan

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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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## HUMAN RESOURCES

2021/22 BUDGET AND BUSINESS PLAN

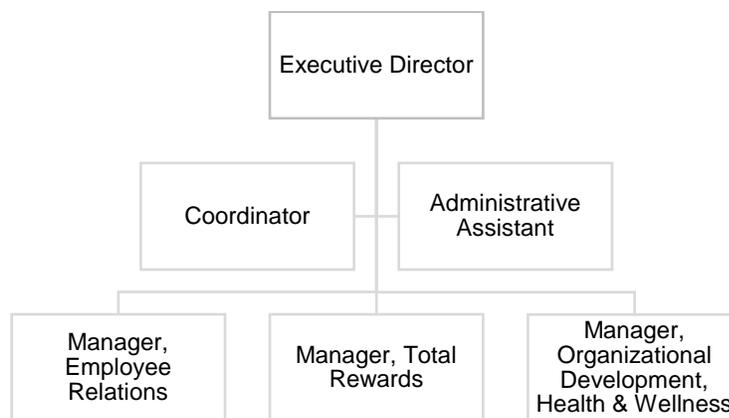
**MISSION** HUMAN RESOURCES IS COMMITTED TO PROVIDING INNOVATIVE AND PRACTICAL HUMAN RESOURCE STRATEGIES AND SOLUTIONS THAT ADDRESS BUSINESS NEEDS AND PROMOTE SERVICE EXCELLENCE.

## HUMAN RESOURCES OVERVIEW

Human Resources remains committed to advancing the Our People Administrative Priority Outcomes. 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	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	64.0	1.0	65.0
Seasonal, Casual & Term	-	-	
<b>Total</b>	<b>64.0</b>	<b>1.0</b>	<b>65.0</b>

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

Planned change is for one additional Labour Relations Specialist.

## **STRATEGIC INITIATIVES (2021/22)**

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### **Healthy and Safe Workplace**

To improve the workplace and employee health and well-being, Human Resources will build and lead the consultation for a three-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.

#### **Diversity & Inclusion Recruitment Strategy HRM-Wide**

In collaboration with Business Units and the Office of Diversity & Inclusion, Human Resources will implement year two of the Hiring and Community Engagement Strategy. The focus will be on the development of recruitment strategies to effectively engage our diverse communities' talents and needs, to create a workforce representative of the public we serve. By proactively engaging our local communities and fostering these partnerships, we will encourage inclusivity, accessibility, and transparency around employment and support HRM's Employment Equity goals. Recruitment strategies will be further tailored to meet the unique operational needs, such as addressing current/future professional skill gaps, high turnover roles, high risk positions, technical positions, leadership roles, etc.

#### **Strategic Human Resources Planning**

Strategic Human Resource Planning is focused on delivering innovative people solutions to meet the changing needs of our employees, Organizational operations, and Municipal priority areas. In collaboration with Human Resources, Business Units will identify current and future human resources needs to achieve operational goals and strategic plans. Key priorities include Recruitment Initiatives, Hiring and Community Engagement Strategies; Supporting Employee Leadership Development; Employee Engagement; Employee Learning and Development; Flexible Working Environment; and Succession Planning.

#### **Enhanced Workplace Culture**

In response to internal and external reviews and recommendations (Employment Systems Review/KPMG Human Resources Processes and Practices Review), Human Resources will continue to lead the continuous improvement of internal policies, practices, and programs to support the provision of a safe, healthy, diverse, inclusive, equitable, and harassment-free environment and enhanced corporate culture (Employment Systems Review/KPMG Human Resources Processes and Practices Review).

## HUMAN RESOURCES BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 20/21 June Budget	June Budget Δ %	March Budget Δ %
A205 Administration	\$ 505,426	\$ 472,916	\$ 479,530	\$ 479,695	\$ 443,600	\$ (35,930)	(7.5)	(6.2)
A210 Organizational Development	1,116,137	1,175,800	1,088,300	1,086,412	1,278,250	189,950	17.5	8.7
A220 Client Services	1,474,574	1,280,284	1,234,770	1,363,890	1,602,500	367,730	29.8	25.2
A230 Total Rewards	502,913	660,500	596,200	594,895	741,350	145,150	24.3	12.2
A235 Employee Services	743,527	804,100	800,900	1,006,187	1,107,100	306,200	38.2	37.7
A240 Labour Relations	788,658	942,000	928,700	926,820	1,106,550	177,850	19.2	17.5
F182 Health & Wellness	1,254,216	1,285,700	1,242,400	968,680	890,650	(351,750)	(28.3)	(30.7)
<b>Net Total</b>	<b>\$ 6,385,452</b>	<b>\$ 6,621,300</b>	<b>\$ 6,370,800</b>	<b>\$ 6,426,579</b>	<b>\$ 7,170,000</b>	<b>\$ 799,200</b>	<b>12.5</b>	<b>8.3</b>

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

### OPERATING - SUMMARY OF CHANGES – PROPOSED BUDGET

Change Description / Service Impact	Amount
<b>Approved 2020/21 June Budget</b>	<b>\$6,370,800</b>
Compensation Changes:	
New Positions and Salary Adjustments	425,200
Other Budget Adjustments:	
Increase for COVID 19 related costs PPE/Cleaning	5,000
Contract Services	75,000
Local Travel	13,500
Conferences/Workshops	31,900
Training /Education	36,570
Consulting Fees	50,000
Corporate Training	60,000
Special Projects	66,800
Office Supplies	7,500
Rewarding Excellence	15,100
Miscellaneous Expense	12,630
<b>Total Proposed Changes</b>	<b>\$ 799,200</b>
<b>Proposed 2021/22 Budget</b>	<b>\$7,170,000</b>

\* The Approved 2020/21 Budget amount is restated to remove the Diversity and Inclusion division which has moved to CAO.

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Δ %	Δ %
Compensation and Benefits	\$ 5,853,661	\$ 5,955,500	\$ 6,011,600	\$ 6,052,352	\$ 6,436,800	\$ 425,200	7.1	8.1
Office	30,393	20,500	9,500	10,674	22,000	12,500	131.6	7.3
External Services	197,365	225,700	183,500	220,500	308,500	125,000	68.1	36.7
Supplies	1,006	-	-	-	-	-	-	-
Equipment & Communications	160	1,000	1,000	-	1,000	-	-	-
Other Goods & Services	374,937	498,600	245,200	221,703	481,700	236,500	96.5	(3.4)
Interdepartmental	7,929	-	-	1,350	-	-	-	-
<b>Total Expenditures</b>	<b>6,465,451</b>	<b>6,701,300</b>	<b>6,450,800</b>	<b>6,506,579</b>	<b>7,250,000</b>	<b>799,200</b>	<b>12.4</b>	<b>8.2</b>

Revenues	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 20/21 June Budget	Δ %	Δ %
Other Revenue	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	-		
<b>Total Revenues</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>-</b>		
<b>Net Total</b>	<b>\$ 6,385,452</b>	<b>\$ 6,621,300</b>	<b>\$ 6,370,800</b>	<b>\$ 6,426,579</b>	<b>\$ 7,170,000</b>	<b>\$ 799,200</b>	<b>12.5</b>	<b>8.3</b>

## HUMAN RESOURCES BUSINESS UNIT SERVICE AREA PLANS (2021/2022)

### EMPLOYEE RELATIONS

Employee Relations consists of the Client Services, Labour Relations, and Conflict Resolution divisions. These divisions have staff who interact directly with clients, and their combined work provides enhanced 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 other divisions within Human Resources to drive employee engagement to meet or exceed operational mandates. Areas of delivery include: performance management, staffing, attendance support, duty to accommodate, 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 and training/education/coaching,

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

### **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**

Partnering with the business units to support their efforts to improve employee performance.

### **Succession Planning**

Partnering with the business units to identify internal and external talent to fill future leadership positions.

### **Recruitment and Retention**

Creating dynamic recruitment strategies 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**

Providing consultative service and advice to management related to the unionized workforce.

### **Grievance Management**

Supporting and facilitating the administration of the grievance process.

### **Conflict Resolution**

Providing expertise in conflict resolution including coaching, conducting workplace assessments, harassment investigations and recommending other types of conflict resolution tools. The goal is also to support business unit leaders to effectively and efficiently deal with conflict and harassment on their teams.

### **Human Resources Partnership**

Works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

### **Collective Bargaining**

On behalf of HRM administration, leads negotiations on collective agreements between HRM and its unions.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Projected
Number of jobs filled	1423	1448	1426	N/A
Internal Promotion Rate	51%	53%	52%	54%
Voluntary Employee Turnover*	2.20%	2.58%	2.25%	1.25%
Number of workplace rights complaints filed	22	26	18	18
Number of grievances filed	69	51	57	55
Number of grievances resolved	59	42	38	34

\* Percentage of permanent employees who resign from the organization.

EMPLOYEE RELATIONS KEY DELIVERABLES (2021/22)

<b>Our People - Diverse, Inclusive &amp; Equitable Environment</b>
<p><b>Hiring and Community Engagement Strategy</b> (Target: Q4, 2021/2022)</p> <p>To enhance HRM's ability to secure talent and increase diversity to meet current and future operational needs, Human Resources will implement year two of its Hiring and Community Engagement Strategy. Human Resources will engage with local communities and partners to foster and encourage inclusivity, accessibility, and transparency around employment. These efforts will also help establish talent pools, promote job opportunities, influence recruitment processes, and promote HRM as an employer of choice. The Strategy will further support HRM's diversity, inclusion and equity goals as well as gender parity.</p>
<p><b>Employment Equity Program</b> (Target: Q4, 2021/2022)</p> <p>Human Resources, in partnership with the Office of Diversity &amp; Inclusion, will lead the development of an employment equity program which will be implemented over the next 3 to 5 years. This program will have three overarching goals in year one: (1) to develop and implement an awareness campaign focusing on communicating the foundational concepts of Employment Equity, our position as an organization and dispelling myths and misconceptions re: Employment Equity; (2) to finalize the details regarding HRM's organizational stance on designating and preferred positions and postings for those in underrepresented groups; (3) to create a fulsome plan focusing on increasing diverse representation, with a focus on the 5 equity groups, in leadership positions within HR.</p>

**Accommodations Policy** (Target: Q4, 2022/2023)

In alignment with the Accessibility Strategy, Human Resources and the Office of Diversity and Inclusion will create an Accommodations Policy. The Policy will ensure job applicants and employees are provided with accommodations that support a diverse, inclusive, and equitable work environment. Accommodations remove barriers based on protected characteristics to enable employees to fully participate in employment.

**Support Initiative to Fight Anti-Black Racism** (Target: Q4, 2021/2022)

Human Resources will implement and support all applicable recommendations in the CAO’s response to the Anti-Black Racism (ABR) committee; ensuring alignment with other Human Resource programs and services.

**Our People – Healthy Workplace**

**Conflict Resolution Process** (Target: Q4, 2021/2022)

Human Resources will review and revise the Workplace Rights Harassment Prevention Policy and supporting business processes to improve efficiency and effectiveness.

**Enhanced Workplace Culture** (Target: Q4, 2021/2022)

In response to the external service review (ESR and KPMG) of Human Resources processes and procedures to address harassment and discrimination complaints involving workplace bullying, sexual harassment and race, Employee Relations continues to implement the recommendations to support a safe, healthy, diverse, inclusive and harassment-free environment, where all persons are treated with dignity and respect.

**Service Excellence - Performance Excellence**

**Business Transformation- Recruitment Module** (Target: Q4, 2022/2023)

The SAP Business Transformation is an employee-central business transformation project undertaken to achieve consistent and automated business processes, reduce manual interventions, and improve data quality, access, and insights. As part of the overarching business transformation project, Employee Relations will support the transition from HRM’s current applicant tracking system to the recruitment platform within SAP. Client Services will update its tools, templates and processes as part of this transition to align with best practices around recruitment.

## TOTAL REWARDS

Total Rewards consists of Employee Services and Total Rewards, working together to support client inquiries, manage Human Resources data, manage and administer benefit plans, and development and administration of compensation programs and services.

Total Rewards is committed to supporting administrative priorities through the development of HRM’s Total Compensation Strategy including policy framework, program design, 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 Human Resources programs and services including training administration, compensation/benefits and pension inquiries, and the management and reporting of Human Resources data.

## SERVICES DELIVERED

### **Total Compensation Design**

Conducting national, regional and local research and analysis to develop market competitive salary, benefit and pension programs and to provide advice and direction on all aspects of compensation (including executive, union, and non-union compensation).

### **Salary Administration**

Application of a salary policy and associated processes including job evaluation, compression analysis and non-union Individual Salary Adjustment program.

### **Employee Recognition**

Administration of HRM's Employee Recognition Program, Long Service Awards program, and Retirement Award Program.

### **Organizational and Employee Data Management and Reporting**

Maintaining the integrity of organizational structure and employee data, conducting data analysis and preparing various reports to support data driven decision making.

### **Benefits Administration**

Design and administration of HRM's benefit plans.

### **Pension Administration**

Pension reporting and reconciliation required for the employer.

### **Retirement Benefit Administration**

Payment and processing of additional retirement compensation.

### **MyHR Service**

The MyHR service provides a single point of access to Human Resources information and resources for employees.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Projected
PRL (Pre-Retirement Leave) Processing Time	2 Weeks	2 Weeks	2 Weeks	5 Days
My HR Service Request Response Times	2 Days	2 Days	2 Days	2 Days
Number of service requests to MyHR	N/A	N/A	6,375	7,000

TOTAL REWARDS REPORTING KEY DELIVERABLES (2021/22)

<b>Service Excellence - Performance Excellence</b>
<p><b>Performance Excellence</b> (Target: Q4, 2021/2022)</p> <p>Under the lens of performance excellence, Employee Services will review Human Resources business processes to streamline service delivery to the organization and reduce rework and waste. Documentation of Standard Operating Procedures for processes administered by Employee Services and Total Rewards is the focus for this fiscal year.</p> <p>Human Resources will resume review the Duty to Accommodate process, which was deferred to the 21/22 fiscal year, seeking opportunities to improve and implement process changes to ensure the timely placement of employees requiring accommodation.</p>
<b>Our People – Engaged &amp; Skilled</b>
<p><b>Business Transformation</b> (Target: Q4, 2021/2022)</p> <p>Employee Services will support the build of the Employee Central foundational data and the development and implementation of business processes to maintain the integrity of organizational structure and employee data. The SAP Business Transformation is an employee-central business transformation project undertaken to achieve consistent and automated business processes, reduce manual interventions, and improve data quality, access, and insights. The improved reporting and analytics resulting from this project will enhance management decision-making and increase autonomy and ownership in everyday work.</p>
<p><b>Non-Union Job Description / Evaluation Enhancement</b> (Target: Q4, 2021/2022)</p> <p>To support succession planning, workforce planning and career progression Human Resources will develop tools and templates to improve consistency and ease of writing job descriptions as well as process improvements to shorten job evaluation timelines.</p>
<b>Our People – Healthy Workplace</b>

**Benefit Plan Review** (Target: Q4, 2021/2022)

Human Resources will conduct an audit of paramedical and drug claims in order to determine desired benefit plan changes. This audit will guide the implementation of plan amendments. In addition, the Benefits Plan will be reviewed to ensure appropriate alignment and integration with the Corporate Health and Wellness Workplace Strategy to support prevention initiatives.

## **ORGANIZATIONAL DEVELOPMENT, HEALTH & WELLNESS**

The Organizational Development and Health and Wellness divisions work together in order to combine the efforts of staff who support training, policy development, program design, and health and wellness initiatives.

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 & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Wellness Strategy, that supports a healthy and safe workplace.

### **SERVICES DELIVERED**

#### **Corporate Training and Leadership Development**

Researches, develops, improves and delivers corporate training programs for employees and leaders

#### **Organizational Development**

Provides policy development, project management, coaching, mentoring, and change management advice based on current research, trends and best practice analysis to enhance organizational effectiveness.

#### **Corporate Health & Wellness**

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), ergonomic assessments, health monitoring, health and wellness promotion and the Employee and Family Assistance Program (EFAP).

#### **Facilitates Employee Engagement Survey**

Provides support and coordination of efforts around conducting a follow up corporate Employee Engagement Survey in 2021. This includes researching potential providers, creating an RFP in consultation with Procurement, participating in the selection process, coordinating the survey process with the successful vendor, and upon receiving results, coordinating work with all business units on creating relevant post-survey action plans.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Projected
Number of training attendees	2,413	3,231	4,361	3,999*
Number of new health referrals received	707	609	629	600

\* Significantly impacted by closure of Corporate Training classes during Covid

ORGANIZATIONAL DEVELOPMENT, HEALTH & WELLNESS KEY DELIVERABLES (2021/22)

<b>Our People – Engaged &amp; Skilled</b>
<p><b>Policy and Program Development</b> (Target: Q4, 2021/2022)</p> <p>Human Resources will undertake a complete Human Resources Policy Review and continue development of new policies and tools to support ongoing organizational needs and priorities.</p>
<p><b>Employee Learning and Development</b> (Target: Q4, 2021/2022)</p> <p>Human Resources will design, deliver and analyze an organization-wide training needs assessment. The output of this assessment will ensure learning and development opportunities are in line with employee competencies and desired business results.</p>
<p><b>Halifax Flexible Work Environment</b> (Target: Q4, 2021/2022)</p> <p>The Halifax Flexible Work Environment is a strategic business initiative that responds to demographic, economic, and technological changes in the workplace, giving employees the ability to apply for flexible work arrangements and locations. It also supports the Integrated Mobility Plan and the Regional Municipal Planning Strategy, aimed at reducing traffic congestion and promoting environmental stewardship.</p>
<p><b>Learning Management Systems – LMS</b> (Target: Q2, 2022/2023)</p> <p>Organizational Development will lead the development of LMS in the multi-year Business Transformation project. LMS will have a significant, positive impact on the administration, documentation, tracking, reporting, automation and delivery of training programs, or learning and development programs. The organization will be able to accurately administer learning programs while providing a consistent user experience for staff across all business units.</p>
<p><b>Succession Planning</b> (Target: Q4, 2021/2022)</p> <p>Human Resources will create a succession planning program to identify internal and external talent to fill future leadership positions, in addition to developmental programs for internal candidates to round out their skillsets in preparation for new opportunities.</p>

**Employee Engagement Survey (Target: Q4, 2021/2022)**

In order to determine whether employee engagement has been positively impacted by business unit actions after the 2018 survey, Human Resources will develop an action and implementation plan to measure HRM's performance on improving employee engagement as well as facilitate a follow-up Employee Engagement Survey in 2021.

**Our People – Healthy Workplace**

**Corporate Health & Wellness Workplace Strategy (Target: Q4 2023/2024)**

To improve the workplace and employee health, safety and well-being, Human Resources has developed a three-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, occupational injuries and absenteeism indicators.