

Service Business Plan



Service Name	Human Resources	Service Type	Internal
Service Owner Name	Leanne Sneddon	Budget Year	2017
Service Owner Title	Human Resources Manager		

Service Description

An internal service to provide City staff human resource functions including health, safety, wellness, compensation and benefits, recruitment, learning and development, and labour/employee relations.

Current State

Customers & Their Expectations	<p>This service is delivered to:</p> <p>Full-time and part-time staff. Our customers expect timely, well informed and consistent application of the human resources services provided. We ensure that the City of Burlington attracts and retains highly qualified employees and complies with all legislation relating to its service areas.</p>
Existing Service Delivery	<p>Delivered directly through the assignment of Human Resource (HR) generalists to each service and specialized staff in the areas of health, safety, wellness and recruitment provide service across the organization. HR works with external partners to deliver its services.</p>
Existing Customer Engagement Tools / Methods	<p>Develop relationships with staff, union associations and management teams through face-to-face discussion, interviews, labour dispute resolution meetings, employee surveys and training courses. Relationships with external customers are generally through interviews.</p>
Is this Service Provincially Legislated?	No N/A
For this Service are there Approved Service Standards?	Yes Ontario Occupational Health and Safety Act, Workplace Safety and Insurance Board, Human Rights Code, Employment Standards Act, Labour Relations Act, Pay Equity Act, Fire Protection and Prevention Act, Municipal Act

Sub-Services

Compensation and Benefits	<p>Administer the pension plan, group benefits, pay and recognition programs, employee performance evaluation and payroll changes for all employees (except part-time employees in parks and recreation).</p>
Corporate Learning and Development	<p>Employee development through identifying training requirements, developing custom learning programs, maintaining a learning database, analyzing and using measures to determine the best use of the training budget and providing access and support to other services that need training.</p>
Recruitment	<p>Attract highly qualified candidates to vacant positions and introduce new staff to the City of Burlington as an employer.</p>

Health, Safety and Wellness	Help staff who develop an illness or have an accident (while at work or outside of work) return to work in a safe way and on time. Ensure the workplace is safe, measure attendance and adjust responsibilities to help the employee return to and stay at work, manage the employee assistance program and provide education on living a healthy life.
-----------------------------	---

Recent Continuous Improvement Initiatives

In 2014:

Introduced an online learning and development tool (Our Training Room, or OTR) for employees to register and document their learning and development courses and track mandatory training taken by staff. OTR also assists other departments by providing registration and documentation support for courses they provide.

Updated the non-union performance evaluation form to make it easier for staff to document how well they are meeting their targets.

In 2015:

Created and implemented tools to track how well employees are applying what they learn at training events, implemented an employee needs assessment survey to collect information from across the organization as to the topics most relevant for the City to offer.

Received approval at Council to phase in new budgeting model for non-union compensation program.

Packages for employees when they are sick or on WSIB have been completed and now include additional resources. Brochure for WSIB entitled "What you need to know" has been created and included in the package.

Implemented Emp Centre - on-line tool to track employee attendance on a daily basis and manage absences in a more timely way.

In 2016:

Launched a new leadership program for emerging leaders with Mohawk to increase employee engagement. Participant and sponsor feedback has been very positive.

Since 2014 we have tripled our e-learning courses. Many employees prefer e-learning as it does not remove them from their office, they can select a course based on a particular issue and is the preferred learning method for some.

Introduced new development opportunities through Manager level recruitments to provide professional growth and employee retention. The feedback from employees has been very positive and the development opportunities have been a success.

Implemented a new software program "Parklane" to efficiently track WSIB and non-occupational illness claims. This software will allow us to pull data and reports in order to make effective business decisions.

Launched a culture survey to define our workplace and relationships to attract and retain staff.

Co-sponsored the implementation of the City's new internet, 360, to provide effective and efficient information to staff.

Made improvements to the recruitment process by streamlining the approval process and performing a business process map to identify pain points in order to create effective action items for continuous improvement.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	<p>Adopting technology to:</p> <ul style="list-style-type: none"> • provide more opportunities for training to more staff by using an online training tool (versus classroom style training only); • send policies out every year for staff to read and to stay current on; • more efficiently manage and enhance the performance review process online.
Anticipated Risks	<p>Attracting and maintaining qualified, engaged staff is the most significant risk faced by the City of Burlington. This risk is mainly created by a low market place specifically for job seekers aged 20-44 and by our employee experience rate. In the next 3 years approximately 43 of our people leaders are eligible to retire on an unreduced pension.</p> <p>With the expansion of WSIB cancers and the inclusion of PTSD coverage we anticipate our WSIB costs to increase.</p> <p>Revisions to the non union compensation program were approved at Council which will make improvements to the budgeting for merit increases. However, due to budget restraint it is still taking significantly longer to attain job rate than the market place. Additional risk continues in the areas of compression between the non-union and unionized employees.</p>

Service Objectives

Target Completion

<p>Workplace Safety and Insurance Board, Sick Leave and Wellness:</p> <ul style="list-style-type: none"> • Develop a mental health strategy. • Develop a PDTS prevention plan. • Complete a health and safety Risk Assessment. <p>Learning and Development:</p> <ul style="list-style-type: none"> • Revise the Learning & Development webpage on 360 to make it more user-friendly and provide on-demand tools • Develop position specific learning paths to identify mandatory training requirements by position • Revise the joint health and safety committee, inspection and investigation process. 	Dec 2017
<p>Values Driver Leadership</p> <ul style="list-style-type: none"> • culture scorecard • development of corporate values 	Apr 2017
<p>Performance Review – Non-Union Staff:</p> <ul style="list-style-type: none"> • Revise the PE process to make a transformational change to a coaching culture and shift feedback to regular conversations instead of an annual review. • Identify and implement technology that will provide more flexibility in content and efficiency in timing. • Train all non-union employees on new tool 	Dec 2018

<p>Succession Plan</p> <ul style="list-style-type: none"> • Collect baseline data to support the succession planning initiative • Implement the corporate succession plan strategies • Determine a communication plan to prepare for the transformational change 	<p>Dec 2017</p>
<p>Compensation and Benefits:</p> <ul style="list-style-type: none"> • Implement Council approved budgeting model for non-union compensation program. • Investigate a new non-union job evaluation system 	<p>Apr 2018</p>
<p>Succession Plan</p> <ul style="list-style-type: none"> • Fill critical positions with targeted talent pool • Retain talent pool 	<p>Dec 2018</p>

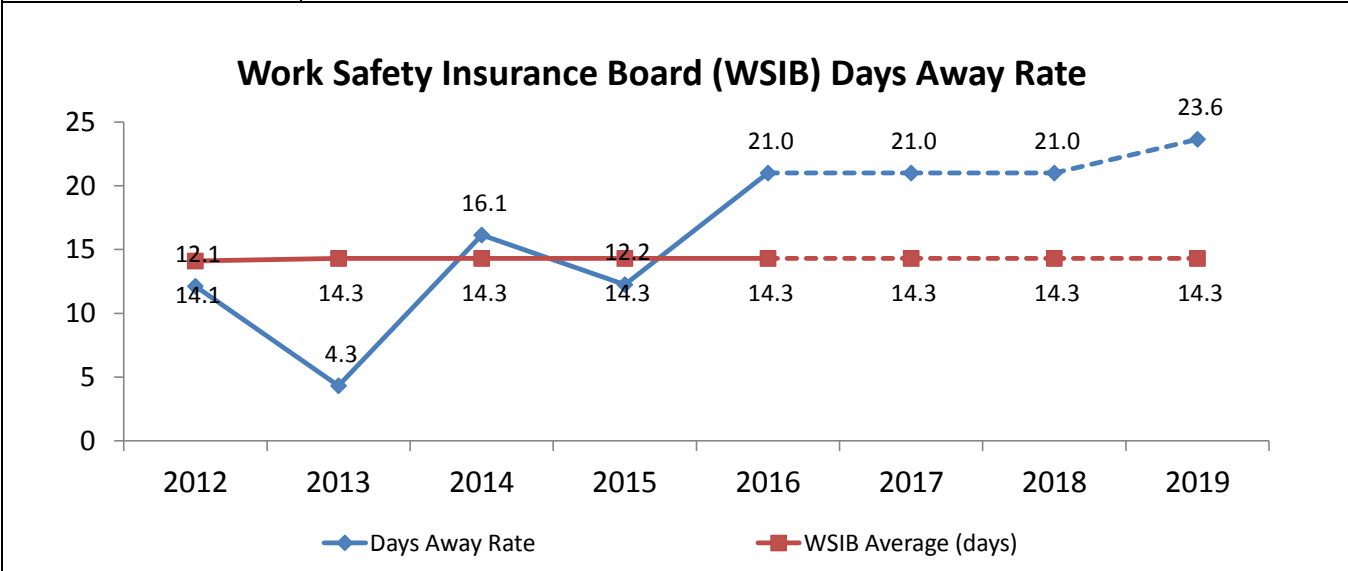
MEASURING SUCCESS

How much did we do?

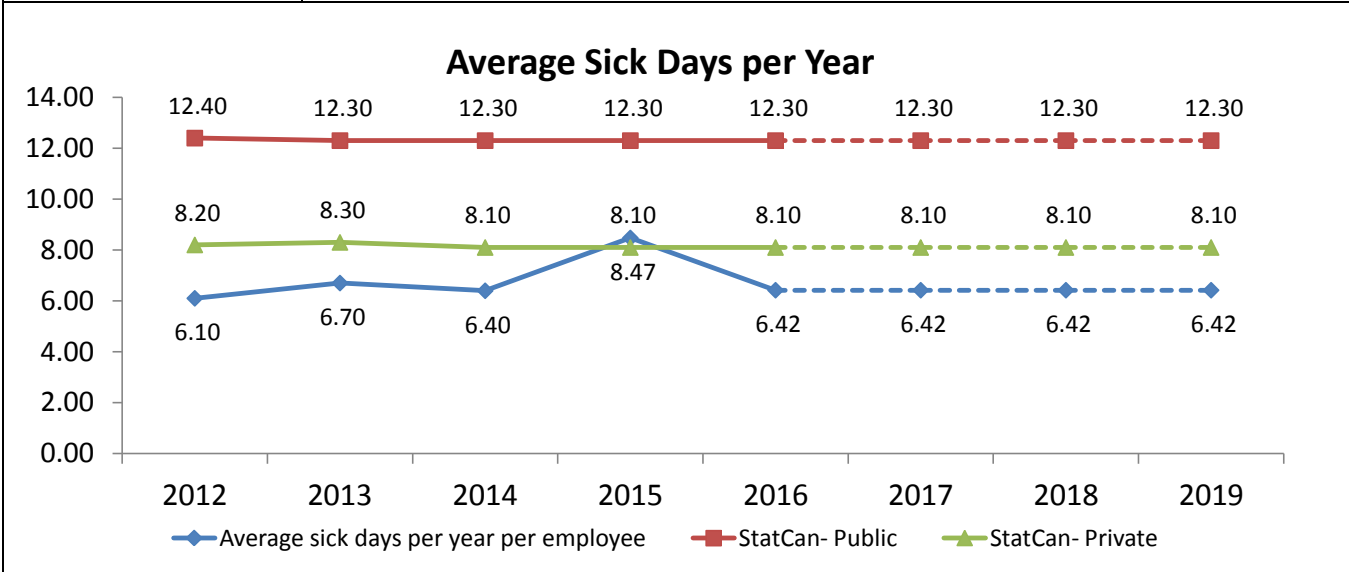
Performance Measurement	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Forecast	2018 Forecast	2019 Forecast
# of full-time staff employed	866	880	888	888	888	888	888	888
average # of part-time staff employed	254	250	246	260	250	250	250	250
# of employment postings for full-time and part-time vacancies	129	183	175	205	210	210	210	210
# of health and safety inspections	461	490	564	635	700	700	700	700
# of total training topics offered through Corporate Learning and Development	30	43	49	63	75	75	75	75
# of employees participating in training through Corporate Learning and Development	961	529	3,188	4,307	3,200	3,200	3,200	3,200

How well did we do it?

<p>Performance Measurement</p>	<p>Work Safety Insurance Board (WSIB) Days Away Rate</p>
<p>Story behind the data</p>	<p>The WSIB days away rate is a measure of the number of days lost due to workplace related injuries or illness per 100 employees working a full year.</p> <p>Comparing 2016 YTD to 2015 YTD, the number of lost day cases has decreased slightly (-12.5%), however we anticipate the number of days lost to increase significantly in 2016 due to a presumptive cancer claims within the Fire department.</p> <p>The City continues to support the following processes to reduce overall lost time incidents and the number of days lost:</p> <ul style="list-style-type: none"> • The Early and Safe Return to Work program, including early intervention and the availability of a variety of modified work • Completion of 8D analysis (problem solving method used to identify, correct and eliminate the recurrence of incidents) • Ergonomic assessments (completed by H&S Coordinator or ergonomist) and subsequent improvements to workstations and work areas • Implementation of Parklane Systems, a disability/WSIB management software package



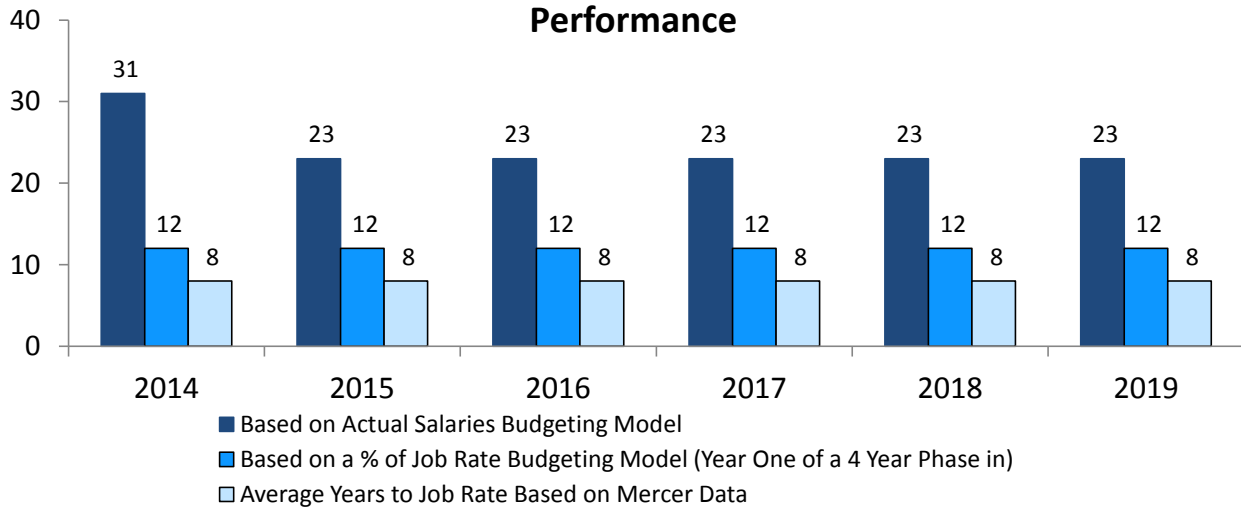
Performance Measurement	Average Sick Days per Year
Story behind the data	<p>The City's attendance management program for non-occupational illness and disability has been effective in maintaining a low absenteeism rate and assisting employees in returning to work in a safe and timely manner. The average sick days are below the Canadian average for private and public sector companies. The results have a positive impact on service efficiencies, cost control and benefit costs.</p> <p>The City of Burlington has an extensive attendance and disability management program that focuses on early intervention, return to work and prevention. In 2016 there has been a continued focus on:</p> <ul style="list-style-type: none"> • Early intervention and communication with ill/injured employees • Timely and safe return to work including availability of modified work and graduated hours • Increased utilization of third party resources including the Employee & Family Assistance Plan; mandatory and monitored counseling, facilitated mediation sessions; Depression Assist; independent medicals and assessments, ergonomic assessments and development of cognitive demands analyses • Implementation of Parklane Systems, a disability/WSIB management software package



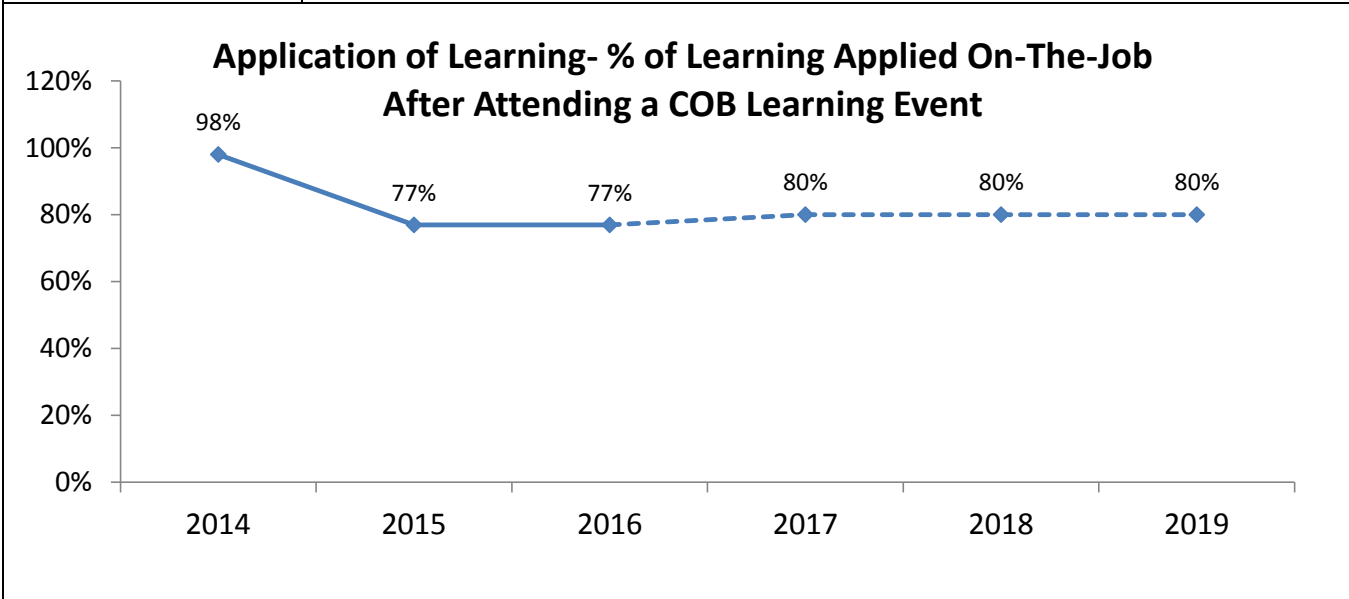
Is anyone better off?

Performance Measurement	# Years to Move from Start Rate to Job Rate Based on Performance
Story behind the data	<p>In May of 2015 council approved strategy to improve the time it takes a non-union employee to move from start rate to job rate. Part of this strategy included a change to the budgeting model from an actual salaries model to a percentage of job rate model. The approved strategy allowed for a merit budget that would result in employees being able to move through the range at a faster rate while still maintaining our relative position to the market. This is reflected in the data which shows an improvement from 31 year to 23 years to job rate.</p> <p>Improvement has been made, however, as presented to council by Mercer it should take no more than 8 years for an employee to achieve job rate. Further options to improve the time to job rate will be explored with senior management.</p>
Where do we want to go?	Continue to implement recommendations approved at council in May 2015 for the non-union compensation program by reviewing options to realign the compensation program to achieve the goals as presented.

Years to Move from Start Rate to Job Rate Based on Performance



Performance Measurement	Application of Learning- % of Learning Applied On-The-Job After Attending a COB Learning Event
Story behind the data	<p>Approximately 90 days after a training event, the learner will receive a survey to evaluate whether or not they are applying what they learned on the job. The city used this style of post-learning survey the first time in 2014 on four courses. The result was very positive, as 98% of respondents indicated they had applied their learning on the job. In 2016, the application of learning survey was revised to include a spot for learners, who indicate that they have not yet applied their learning on the job, to identify whether or not they still found the course valuable. This will help to ensure we continue to provide value-added development opportunities.</p> <p>The evaluation process was applied to twelve in-class learning events. From the data collected, 77% of respondents indicated that they had applied their learning on the job. While still a significantly positive response it was below the target of 90% previously set.</p>
Where do we want to go?	In addition, to address the need for more just-in-time learning we will budget a portion of the corporate learning and development funds for just-in-time learning opportunities rather than budget the entire learning and development training funds for scheduled courses.



SERVICE RESOURCE SUMMARY

HUMAN RESOURCES

Service Description

An internal service to provide City staff human resource functions including health, safety, wellness, compensation and benefits, performance evaluation, recruitment, learning and development, and labour/employee relations

Service Owner Name

Leanne Sneddon

	2015	2016		2017 Proposed				
	Actual	Budget	Year End Projections	Base Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 2,005,504	\$ 2,145,460	\$ 1,965,460	\$ 2,183,293	1.8%	\$ -	\$ 2,183,293	1.8%
Operating/Minor Capital Equip.	\$ 70,647	\$ 72,150	\$ 72,769	\$ 69,950	-3.0%	\$ -	\$ 69,950	-3.0%
Purchased Services	\$ 376,217	\$ 451,103	\$ 430,703	\$ 450,920	0.0%	\$ -	\$ 450,920	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL EXPENDITURES	\$ 2,452,368	\$ 2,668,713	\$ 2,468,932	\$ 2,704,163	1.3%	\$ -	\$ 2,704,163	1.3%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
General Revenues & Recoveries	\$ (171,769)	\$ (168,100)	\$ (153,100)	\$ (163,100)	-3.0%	\$ -	\$ (163,100)	-3.0%
TOTAL REVENUES	\$ (171,769)	\$ (168,100)	\$ (153,100)	\$ (163,100)	-3.0%	\$ -	\$ (163,100)	-3.0%
NET OPERATING BUDGET	\$ 2,280,599	\$ 2,500,613	\$ 2,315,832	\$ 2,541,063	1.6%	\$ -	\$ 2,541,063	1.6%