

Human Resources

Business Plan - 2011/12

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

Business Unit Overview:

Human Resources (HR) has responsibility for providing a framework to guide the application of all aspects of HRM's human resource practices to support organizational effectiveness.

In order to achieve this effectiveness, HR recognizes the value of a workplace where employee actions are directly aligned with organizational goals. 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.

Director:
Catherine Mullally Provides leadership and strategic direction in human resource management. Ensures HR structure, resources and policies are aligned to support organizational and human resource effectiveness.

Client Services:
Gail Isles Responsible for the provision of human resources expertise to Business Units. Senior HR Consultants and HR Consultants work in a decentralized setting to ensure efficiency and consistency in the delivery of service and the integration of human resource principles and practices in day to day operations across the organization.

Labour Relations:
Andrea Gillis Responsible for the labour relations strategy – collective bargaining, labour and collective agreement administration, grievance expertise, arbitration and labour dispute resolution expertise, ensuring efficiency and consistency in delivery of labour service and the integration of labour relations considerations in respect of the organized workforces across Halifax Regional Municipality.

Organizational Development & Health:
Tatjana Zatezalo Responsible for the following functional areas: Human Resource Planning/Organizational Development, Corporate Training and Leadership Development, Corporate Diversity, Business Transition, Conflict Resolution, and Workplace Health Services

Total Compensation:
Britt Wilson Responsible for Total Compensation Strategy - Design & Administration, Benefits Plan Consulting & Administration, Human Resource Policy related to Compensation, Human Resource Information/Reporting (SAP/HR), Labour Market Research, Job Evaluation design and administration, and HR Business Process Consulting.

Summary of Business Unit Structure Changes:
N/A

Core Operations and Services provided:

- Labour Relations Expertise, Collective Bargaining, and Grievance Management involving six (6) unions representing approximately 82% of HRM’s workforce
- Human Resource Management expertise
- Staffing/Recruitment/Retention activities
- HR Policy Development; Corporate Policy support
- Human Rights/Workplace Rights expertise and programs
- Corporate Diversity Leadership, Strategy, Training
- Change Management Consulting
- Corporate Training Programs/ Leadership Development
- Succession Planning program, tools and support
- Corporate Employee Rewards & Recognition Program
- Compensation/Benefits Strategy, Plan Design, Consulting & Administration
- Job Classification/Job Rating services
- Pension Plan Support; Retirement Administration, Consulting, & Educational Seminars
- Workplace Health Services, Short & Long Term Disability Case Management, Duty to Accommodate, Return to Work, & Workers Compensation Benefits (WCB)
- Healthy Workplace programs and expertise
- Employee & Family Assistance Program (EFAP)
- Organizational Design consulting
- Conflict Resolution support & expertise

Funded Full Time Equivalent (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	48	50	50

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 time frames.

Challenges with Organization-Wide Impact:

As an internal service provider, the challenges and opportunities that impact service delivery affect most business units.

- **Labour Market:** Canada's birth rate is below replacement levels. Our population is aging, and the age at which people are taking retirement has fallen. People are staying in school longer (or returning) and there is an increasing level of skills required for employment. The decline in the Canadian economy temporarily impacted the labour market challenges facing HRM. As a result there may have been an increase in available unskilled or semi-skilled labour but there remained a need to compete for skilled workers. Employment results for early 2011 indicate that unemployment levels are only slightly higher than the levels in 2010 and remain some of the lowest in Canada. In addition, the nature of the defined benefit pension programs at HRM has protected employees from the impact of falling equity markets. Employees will continue to retire secure in the knowledge that their benefits are not reduced by the falling stock market. Finally, the need for fiscal restraint will require HRM to do more with less and that will necessitate HRM aggressively attracting and retaining high performing talent.
- **Employee Engagement:** To achieve organizational goals both now and into the future, leaders need to maximize employee engagement. The 2008 HRM Employee Engagement Survey identified a significant opportunity to increase employee engagement. Some of the reasons for the lack of engagement include:
 - Lack of recognition and total rewards package for employee contribution (Total Compensation)
 - Lack of opportunity for growth and advancement
 - Level of effectiveness of managers and supervisors
 - Capacity of employees to effectively perform the work required
 - Other factors included trust in senior leadership, senior leader's consideration for employee needs and incongruence between values/goals of the employees and the organization.
- **Healthy Workplace:** Halifax Regional Municipality is committed to providing a healthy workplace for its employees. The organization recognizes that a healthy workplace positively influences an individual sense of worth, motivation and productivity, as well as provides additional means to achieve personal and professional satisfaction from work. A healthy work environment has a positive impact on the morale of employees and studies have shown that it can contribute to greater employee engagement and improved performance. In the long run, a health-oriented organizational culture develops healthy employees; healthy and engaged individuals work better, remain professionally active longer and are happier about it. Also, openly supporting work-life balance, helping employees to mitigate the negative effects of stress, expanding fitness and healthy lifestyle options and promoting recognition for individual life circumstances often provides an employer with an advantage in attracting and retaining talent.
- **Workforce Planning:** Workforce planning continues to be a major risk for the organization. HRM needs to ensure suitable access to talent for future business success. This means attracting and developing the critical talent that if not obtained can adversely impact business success. Succession planning and talent management are elements of workforce planning that is already taking place. Given the significance of impending retirements, labour shortages and HRM's aging workforce, workforce planning is critical in assisting business units with

knowledge transfer and identifying what HR programs/practices are appropriate to close the gaps to deliver service in the future.

- **Collective Bargaining:** Collective bargaining with several HRM unions will be undertaken this year. The municipality faces significant challenges in light of its budget constraints. HRM is committed to continue to deliver excellent services to its citizens and also is committed to work with its unions to achieve collective agreement settlements within the mandates provided so as to align with corporate objectives and fiscal realities of HRM.

Opportunities with Organization-Wide Impact:

- **Diversity:** Valuing diversity continues to be an opportunity for increasing organization capability and effectiveness. Human Resources will continue to build a workforce that is representative of our community and reflects a variety of talents, skills and perspectives.

Leadership Development: Leadership practices play a critical role with respect to organizational success and organizations need to move from the traditional “command and control model” to one of “relationship management.” This is a significant shift for our organization as past practice often contributes to how we define our present role as leaders.

HRM has an opportunity to invest in the development of our current & future leaders impacting our workplace culture and organizational effectiveness.

- **Attendance Support Program** - In 2008/2009 the direct cost of absenteeism, not including replacement costs was in excess of \$6 million dollars. For 2009/2010 these costs were reduced to \$5.9 million. Ownership of the program and its responsibilities to manage employees' attendance in the workplace must continue to be reinforced with our Supervisors and Managers to continue this decline. A better understanding of the support that can be provided by Workplace Health Services and the Attendance Support Coordinator can assist Managers and Supervisors in achieving these declines.
- **WCB Program** - Over the past three years, Human Resources has applied a consistent effort to more effectively manage HRMs use of Workers Compensation Benefits (WCB). This has been expressed in continued standardizing the WCB incident reporting protocol, analyzing the environmental circumstances to minimize recurrence and actively pursuing early intervention for all WCB claims, supporting timely recovery and return to employment. Workplace Health Services team has also been working with individual business units and with the WCB adjudication team to ensure that the circumstances of all incidents are properly clarified and confirmed and that proper appeal or objection documentation was submitted to the WCB when applicable. At the same time, efforts continue to be directed to developing closer relationships with WCB service team to ensure proper understanding of HRMs diverse needs as a client.

Challenges with Service Delivery / Business Unit Impact

- **Capacity Planning:** Human Resources are currently challenged with increasing service requirements from business units particularly in the area of labour relations. New collective agreements concurrently negotiated, require training and administration advice from the Labour Relations Division to support consistent and effective administration of revised provisions. Also, business units are seeking training to develop managers' confidence and competence in managing within a unionised environment. Human Resources is also facing capacity challenges within our Organizational Development division as a result of HRM's commitment to transform our culture and create a respectful work environment that values individual contributions and demonstrates commitment to employees.
- **Total Compensation:** Labour market shortages particularly in the professional/technical areas have also created compensation issues at HRM. HR has undertaken a review of HRM's Total Compensation program based on market forecasting for public sector positions; however an ongoing financial commitment by HRM is required to support implementation. If the required improvements to the program are not able to be supported, HRM will continue to risk losing talent and/or not being able to recruit quality candidates.
- **Implementation of Human Resource Strategy:** HRM must create an "employer of choice" workplace to recruit and retain a skilled, effective, multi-generational workforce. HR is leading this initiative but requires corporate and council engagement. Without this environment, HRM risks losing current staff and/or not being able to recruit quality candidates.

Business Unit Goals

The goals for Human Resources are:

- Goal 1: Improve Organizational Capacity
- Goal 2: Build a High Performance Organization
- Goal 3: Support a Healthy Work Environment
- Goal 4: Implementation of Human Resources Strategy
- Goal 5: Value Diversity and Inclusion
- Goal 6: Manage Organizational Change
- Goal 7: Meet Internal Service and Partnership Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity

Description:

This goal is in support of the Administrative Outcome of Improved Organizational Capacity – Right people, in the right jobs, doing the right things at the right cost.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
HR 1.1	Review HR's structure and resources to ensure alignment to meet organizational needs (effective service)
HR 1.2	Implement any required change to HR service delivery as a result of the Client Satisfaction Survey – March 2011
HR 1.3	Improve BU capability and quality of service through the provision of training opportunities and stretch assignments for HR staff
HR 1.4	Create and strengthen partnerships in the delivery of Human Resource Services both internally and externally
HR 1.5	Develop the framework to conduct an HR audit to review HRM's HR policies, practices and procedures in relation to legislative compliance, business strategy and best practices with the goal of identifying areas for improvement
Objectives for the next 3-5 years:	
HR 1.6	Continue to update and implement HR Succession Plan
HR 1.7	Continue documentation of HR business processes to improve service delivery, support business transition and enable knowledge retention
HR 1.8	Update action plan and continue with implementation of the corporate Employee Engagement Survey as it relates to HR staff and 2011 survey results

Goal 2: Build a High Performance Organization

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery

Description:

Human Resources is committed to supporting the development of a respectful, constructive organizational culture that achieves high performance, fosters collaboration and demonstrates HRM's commitment to service excellence.

Goal 2: Build a High Performance Organization	
Objectives for 2011/2012:	
HR 2.1	Review and revise leadership training opportunities, programs, or activities, to further align with HRM competencies, culture and required business outcomes.
HR 2.2	Complete the development of new PDP forms for all leadership levels
HR 2.3	Research and develop a leadership effectiveness matrix to support accountability and drive employee performance
HR 2.4	Support and promote cultural transformation to improve organizational performance and employee engagement
HR 2.5	Redesign the employee orientation program in partnership with Business Units

HR 2.6	Roll out a Conflict Resolution Toolkit for leaders and employees to support the development and maintenance of positive work relationships
HR 2.7	Roll out the Total Compensation Statement to employees to support effective communications of the total compensation value for employees including pay, compensation and all benefits
Objectives for the next 3-5 years:	
HR 2.8	Review and revise HR policies and practices to support the recruitment and retention of employees to achieve organizational priorities and provide excellence in service delivery.

Goal 3: Support a Healthy Work Environment

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity
Excellence in Service Delivery

Description:

Human Resources is committed to supporting a healthy, safe and harassment-free workplace to empower employees to live and work to their full potential. Highly effective organizations learn to shift their paradigm from health management to one of health promotion. Since there is a strong connection between the health and well being of people and their work environments, employees health is viewed as a foundation for sustained high performance and viability. When individuals feel valued, respected and satisfied in their jobs and work in safe and healthy environments, they are more likely to be productive and committed to their work. Ultimately, both the organization and the employees are positively impacted by focusing on healthy living and healthy working practices.

Goal 3: Support a Healthy Work Environment	
Objectives for 2011/2012:	
HR 3.1	Develop a healthy workplace strategy to improve organizational capability
HR 3.2	Promote functional abilities as the baseline for managing health-related absences
HR 3.3	Promote prevention and education as optimal corporate health and safety strategies
HR 3.4	Complete duty to accommodate policy & protocol roll out (best practice)
HR 3.5	Research options to reduce utilization of “sick-leave” credits for non-health-related absences based on best practices
Objectives for the next 3-5 years:	
HR 3.6	Promote “sick-leave” credits (health recovery benefit) as an employee benefit, not an entitlement

HR 3.7	Enhance and promote opportunities for flexibility of work environment (e.g. schedule and/or workload) as a way to support individual responsibility for maintaining good health and work-life balance
HR 3.8	Support culture change to align with work life balance and healthy at work-workplace practices

Goal 4: Implementation of Human Resources Strategy

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity
Excellence in Service Delivery

Description:

Planning for HRM's workforce and our ability to meet the needs of our citizens go hand in hand. Human Resources is committed to developing a Human Resources Strategy to guide the organization with identifying human resource requirements to meet business needs build workforce excellence. Key elements of the strategy include forecasting and planning human resource requirements, employee engagement/development/performance management, attraction and retention of staff, use of technology, and workplace health and safety.

Goal 4: Implementation of Human Resources Strategy	
Objectives for 2011/2012:	
HR 4.1	Begin implementation across the organization of a Workforce Plan to support the forecasting and planning of human resource requirements to meet service needs.
HR 4.2	Begin the implementation of year one activities of the HRM People Plan. (Exemplary people practices to support HRM with improving organizational capability)
HR 4.3	Review and make recommendations (3 year forecast) for improvement to the total compensation program (including base salary, pension, benefits, etc.) to enhance our ability to attract and retain a skilled, motivated workforce
HR 4.4	Explore opportunities for improving the delivery of HR services through the use of technology – “My HR” online self-service, online exit interviews, employee orientation
HR 4.6	Lead collective bargaining activities scheduled for 2011/12 (NSUPE/ATU)
HR 4.7	In partnership with BPIM, finalize the project plan for the implementation of the SAP HR Training & Events module to house corporate training data. (Legislative compliance)
HR 4.8	Establish quarterly reporting of HR performance measures (HR Dashboard) for EMT and Directors in partnership with Finance and Corporate Planning.

HR 4.9	Support the Executive Management Team with the implementation of the 2011 Employee Engagement Survey
Objectives for the next 3-5 years:	
HR 4.10	Explore further opportunities for improving the delivery of HR services through the use of technology
HR 4.11	Research tools and partnership opportunities available to support career planning
HR 4.12	Implement the Workforce Planning framework in partnership with business units to align with short and long term business needs
HR 4.13	Implement the HRM People plan based on priorities and best practices to support HRM with improving organizational capability.
HR 4.14	Provide support to the CAO with measuring employee engagement to improve organizational effectiveness

Goal 5: Value Diversity and Inclusion

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity

Description:

Diversity is an organizational strength and HR will continue to focus resources on supporting the building of a workforce that is representative of our community and reflects a variety of talents, skills and perspectives.

Goal 5: Value Diversity and Inclusion	
Objectives for 2011/2012:	
HR 5.1	Develop community partnerships to further HRM's diversity goals
HR 5.2	Review training programs(quality/quantity) in the area of diversity including human rights, cultural competence, disability awareness and respect in the workplace
HR 5.3	Complete the development of an M.O.U with Human Rights Commission
HR 5.4	Conduct an employee self- identification survey
Objective for the next 3-5 years:	
HR 5.5	Review and update corporate diversity strategy/plan in partnership with Business Units as required to meet business and community needs

Goal 6: Manage Organizational Change

Corporate Strategy Linkage:

EMT Priority: Organizational Capacity
Excellence in Service Delivery

Description:

Today’s business environment produces change in the workplace more suddenly and frequently than ever before. New technology, restructuring and downsizing are all factors that contribute to a growing climate of uncertainty. People have deep attachments to their organization, work group, and way of working. The ability to adapt to changing work conditions is critical for individual and organizational survival. Change will be ever present and learning to manage and lead change includes not only understanding human factors but also the skills required to manage and lead change effectively.

Goal 6: Manage Organizational Change	
Objectives for 2011/2012:	
HR 6.1	Develop and pilot a model/framework to support organization/Business Units with change/transition planning and implementation
HR 6.2	Develop and deliver change management training to HRM leaders
HR 6.3	Develop and deliver Employee Transition Toolkit for Managers to support changes to the workforce
Objectives for the next 3-5 years:	
HR 6.4	Support business units with the implementation of change and transition planning activities which have an employee impact

Goal 7: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

Administrative Priority: Employer of Choice
Excellence in Service Delivery
Fiscal Responsibility

Description:

Often, HRM business units depend on the expertise of staff in other business units to support their operations and/or contribute to specific initiatives, committees and projects. This depends on business units and stakeholders working together to have an impact throughout the organization. As a corporate service provider the primary areas of expertise sought from Human Resources include leadership, strategic direction and technical expertise in the management of human resources. These internal partnership / service requests and requirements for the upcoming year that have not been captured under the previous goals listed in the plan include the following.

Goal 7: Meet Internal Service and Partnership Expectations	
<i>Internal Service Expectations for 2011/2012:</i>	
HR 7.1	Provide significant HR leadership, input, advice and support to Business Unit's faced with various staffing challenges
HR 7.2	Participate on corporate committees as required
HR 7.3	Support the implementation and compliance of corporate policies
<i>Partnership Expectations for 2011/2012:</i>	
HR 7.4	HR to be collaborative partner with Business Unit's requiring business process and/or policy change
HR 7.5	Develop and implement a Workforce Plan to address Business Unit's concerns with recruitment, retirements, internal movement, and career planning
HR 7.6	Develop and implement a People Plan to promote exemplary people practices in supporting HRM in becoming an employer of choice and improve organizational capability

Service Level Changes

Increases In Services / new initiatives:

- The implementation of a **Workforce Planning** tool to support the forecasting and planning of human resource requirements to meet service needs.
- Increase in the support for **diversity/inclusion** programs and initiatives across the organization
- Expansion of Leadership Development program

Decreases In Services / Operational Pressures:

- Tight fiscal capacity increases pressure to manage position vacancies against service delivery requirements.
- Succession planning program activities will be reduced as a result of a reduction in funds available for training, development and stretch assignments.
- The requirement for workforce planning is critical to support business needs and resources to support this initiative are limited.
- Increased workload for HR staff may effect service time.

Expected Services Not Being Delivered:

- None at this time.

Human Resources

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$4,981
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	137
2	Decrease in business unit and HRM wide employee training	(69)
3	Net decrease in other miscellaneous changes	(27)
2011/12 Budget		\$5,022

HR

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A205 Administration	407,100	409,315	427,782	401,941	(7,374)	(1.8)
A210 Org.Develop.& Health	1,742,890	1,870,480	1,769,149	1,819,116	(51,364)	(2.7)
A220 Client Services	1,434,390	1,390,940	1,433,734	1,429,492	38,552	2.8
A221 WCB	25,000	111,070	67,200	112,949	1,879	1.7
A230 Total Compensation	718,890	628,774	642,684	701,925	73,151	11.6
A240 Labour Relations	443,890	570,050	541,616	556,347	(13,703)	(2.4)
** Total	4,772,160	4,980,629	4,882,164	5,021,770	41,141	0.8

HR Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A205 Administration	407,100	409,315	427,782	401,941	(7,374)	(1.8)
A210 Org.Develop.& Health	1,742,890	1,870,480	1,769,721	1,819,116	(51,364)	(2.7)
A220 Client Services	1,434,390	1,390,940	1,433,734	1,429,492	38,552	2.8
A221 WCB	25,000	111,070	67,200	112,949	1,879	1.7
A230 Total Compensation	718,890	708,774	716,904	781,925	73,151	10.3
A240 Labour Relations	443,890	570,050	541,616	556,347	(13,703)	(2.4)
** Total	4,772,160	5,060,629	4,956,956	5,101,770	41,141	0.8

Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A210 Org.Develop.& Health			(572)			
A230 Total Compensation		(80,000)	(74,220)	(80,000)		
** Total		(80,000)	(74,792)	(80,000)		

HR Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	3,872,600	4,103,400	4,026,793	4,240,719	137,319	3.3
* Office	67,900	56,410	61,814	55,178		(2.2)
* External Services	246,600	234,204	272,861	306,160	71,956	30.7
* Supplies	7,000	7,000	6,616	7,000		
* Materials			180			
* Equipment & Communications	2,000	2,000	144	2,000		
* Other Goods & Services	681,060	657,615	588,549	490,713	(166,902)	(25.4)
* Other Fiscal	(105,000)					
** Total	4,772,160	5,060,629	4,956,956	5,101,770	41,141	0.8
Revenues						
* Other Revenue		(80,000)	(74,792)	(80,000)		
** Total		(80,000)	(74,792)	(80,000)		
Net Surplus/(Deficit)	4,772,160	4,980,629	4,882,164	5,021,770	41,141	0.8