

Human Resources / Office of Diversity & Inclusion

2019/20 – 2020/21 Multi-Year Budget and Business Plans

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

The Office of Diversity and Inclusion is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The Office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work, and play in HRM.

HUMAN RESOURCES OVERVIEW

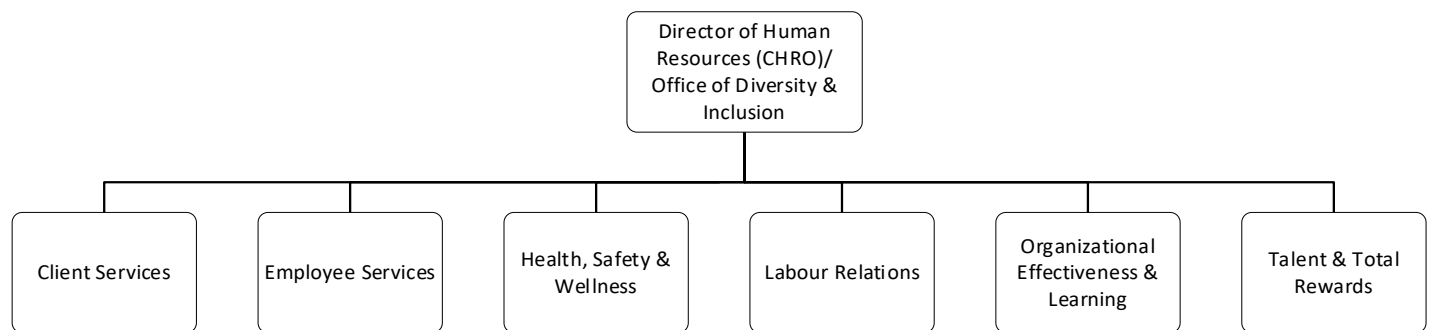
Human Resources is committed to advancing the administrative priority outcomes of:

Our People:

- **Engaged Workforce** - Develop a skilled, engaged and diverse workforce that lives our values
- **Diverse and Inclusive Environment** - Advance diversity and inclusion to foster innovation and support an improved understanding of the community
- **Healthy and Safe Workplace** - Create a safety and wellness culture that results in improved health and a reduction in injuries and lost time

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.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	56.0	1.0	57.0
Seasonal, Casual and Term	0.0	1.7	1.7
Total	56.0	2.7	58.7

Business Unit Tax Allocation

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 2019)

Multi-Year Initiatives (2019/20 – 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 Capital 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 Capital Strategy (HRM's People Plan) 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.

Performance Excellence Project – Attendance Processes

In partnership with the Office of Performance Excellence, HR will complete an improvement project on the attendance support business processes. Reviewing the processes involved in managing employee attendance, from an end to end perspective, will help identify potential improvements to the framework in place to support sick time and assist with accurate, consistent reporting across the organization. Year 1 will focus on problem definition and measuring the impact of attendance issues. Year 2 will focus on analysing the data and recommending improvements and controls.

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 2019 to determine our workforce composition.

The Office of Diversity & Inclusion, in partnership with Human Resources, will also lead the development of an employment equity program which will be implemented over the next 3 – 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 / 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 2.0

Over the next three years, Human Resources will focus on Hiring Strategy 2.0. to enhance our ability to secure the talent and increase diversity to meet current and future operational needs. This transformation will include all hiring managers being certified to lead their own hiring panels and increased community outreach within the first two years.

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 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	2019/20* Gross Budget	2019/20 OCC	2020/21 Gross Budget
Service Excellence				
Performance Excellence	HR Improvement Project	2,045,200	150,000	500,000

* Includes carry-forward

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	439,312	440,500	479,100	444,600	4,100	452,100
Client Services	1,330,529	1,371,200	1,392,000	1,482,350	111,150	1,482,850
Health Safety & Wellness	1,220,731	1,125,700	1,042,915	1,304,150	178,450	1,304,150
Labour Relations	681,439	730,050	762,450	779,500	49,450	779,500
Org. Effectiveness & Learning	1,004,168	1,156,700	1,137,000	1,165,750	9,050	1,167,750
Employee Services	790,707	753,400	847,200	787,250	33,850	787,250
Talent & Total Rewards	509,124	573,150	458,450	571,600	(1,550)	571,600
Diversity & Inclusion	429,972	677,700	593,100	746,700	69,000	746,700
Net (Surplus)/Deficit	6,405,982	6,828,400	6,712,215	7,281,900	453,500	7,291,900

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 6,828,400
Compensation	Wage increases, Position conversions, 1.5 unfunded FTE's and one new FTE; offset by Budget reductions in Vacancy Management		646,900
Budget Adjustments	Budget Reductions in Corporate Training and Other Goods/Services	(103,000)	(193,400)
	Budget adjustment for recoveries of LIP & French Services Grants	(84,800)	
	Savings Misc. expenses	(5,600)	
Total Impact of Changes			453,500
2019/2020 Proposed Budget			\$ 7,281,900

Note: This includes changes to Human Resources and the Office of Diversity and Inclusion budgets.

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	5,771,943	5,991,600	5,872,700	6,638,500	646,900	6,639,000
Office	32,301	31,000	52,750	26,600	(4,400)	34,100
External Services	466,860	249,600	298,000	250,300	700	250,300
Supplies	283	1,500	2,400		(1,500)	
Building Costs	350					
Equipment & Communications	1,424	1,000	3,500	1,000		1,000
Other Goods & Services	510,812	633,700	630,665	530,300	(103,400)	532,300
Interdepartmental	(95,480)		12,200			
Total	6,688,494	6,908,400	6,872,215	7,446,700	538,300	7,456,700
Revenues						
	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Other Revenue	(282,513)	(80,000)	(160,000)	(164,800)	(84,800)	(164,800)
Total	(282,513)	(80,000)	(160,000)	(164,800)	(84,800)	(164,800)
Net (Surplus)/Deficit	6,405,982	6,828,400	6,712,215	7,281,900	453,500	7,291,900

18/19 HUMAN RESOURCES SERVICE AREA PLANS

Director's Office

The Director's Office provides leadership and develops HR strategic priorities that align with business needs. It 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 - This service is responsible for development and oversight of Human Resource strategies and policies.

HR Advice and Expertise - This service is responsible for provision of HR advice and expertise on a variety of human resource management topics.

Service Delivery Measures

In today's business environment, as external and internal pressures to increase productivity mount, organizations are demanding more and more value from their conventional cost centres, including Human Resources. HR has the requirement to not only improve its own performance but also have a sustainable impact on the success of HRM as a whole.

Human Resources Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Total Cost for Human Resources Administration per T4 Supported	\$979	\$1,069	N/A	N/A	\$1,092

* Municipal Benchmarking Network Canada

Increase in this measure is primarily due to an increase in salaries and benefits due to hiring temporary positions necessary for special projects, to address workforce capacity shortfalls, and overstaffing required to replace employees on extended absences.

Director's Office Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
<p align="center">Financial Stewardship – Strategic, Multi-Year Business and Budget Plans</p>
<p>HR Policy Manual Update (Est Compl. Q4 19/20) To support the building of organizational capacity, Human Resources will continue work on revising the HR policies and business practices over the next business cycle, including a review by the Office of Diversity & Inclusion, based on corporate priorities.</p>
<p>Service Catalogue Update (Est Compl: Q4 19/20) Supported by the Corporate Planning Office, HR/ODI will complete an updated service catalogue for all service areas within the business unit.</p>
<p align="center">Our People – Engaged Workforce</p>
<p>Leadership Development (Est Compl: Q4 20/21) 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.</p>

Client Services

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: recruitment and retention, performance management, succession planning, policy interpretation, organizational design, change management, and employee engagement.

Services Delivered:

Our People – Engaged Workforce

Organizational Design - partners with business unit leaders in utilizing a step-by-step methodology to identify dysfunctional aspects of work flow, procedures and structure and realigns them to fit current organization realities/goals and 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.

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.

Service Delivery Measures

Client Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Overall Permanent Voluntary Employee Turnover **	5.88%	5.04%	5.00%	5.15%	5.46%
# Jobs Filled	1735	1423	1074	1200	-
Internal Hire Rate	55%	51%	39.2%	55%	-
External Hire Rate	45%	49%	60.8%	45%	-

* 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 moderate increases in voluntary employee turnover over the next five years as approximately 35% of our workforce is either/will be eligible to retire within the next five years. As an organization, we have made a commitment to “grow” our talent internally. This will mean that we will be putting in place programs to prepare our employees for new opportunities internally. Internal promotions create a domino effect with additional hiring activities which will be reflected in the number of jobs filled. As long as we have the talent internally to fill the positions that become open, we should expect a steady incline in internal hire rate and number of jobs filled over the next five years.

Client Services will leverage the workforce planning framework and work in partnership with the business units to map out recruitment requirements over the coming years. This will provide the organization with the data necessary to craft the recruitment strategy that will meet business units hiring needs, reduce length of time to fill positions, and enable HR to work with the business unit to develop internal candidates for future growth opportunities.

Client Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
<p>Employee Engagement (Est Compl: Q4 19/20) To develop a skilled, engaged and diverse workforce that lives our values, HR will create and execute the survey action plan for HR/ODI and support other business units with their plans.</p>
<p>Hiring Strategy 2.0 (Est Compl: Q4 20/21) To enhance our ability to secure the talent and increase diversity to meet current and future operational needs we are executing Hiring Strategy 2.0. In 19/20, this transformation will include all hiring managers being certified to lead their own hiring panels. For 20/21, the development of our community outreach approach is planned.</p>
Our People – Engaged Workforce
<p>Human Capital Strategy (Est. Compl: Q3 19/20) To achieve corporate business goals, Client Services will support the business units with the implementation of the HRM People Plan (3-year Human Capital Strategy).</p>

Health, Safety & Wellness

Health, Safety & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Safety Plan, including strategies to reduce incident/accident trends and risk while focusing on consistency of awareness and compliance.

Services Delivered:

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

Corporate Safety - This service is responsible for developing a Corporate Occupational Health and Safety Plan that includes strategies 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

Health, Safety & Wellness Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Flu Clinic participation	700	615	801	800
Health File Referrals	749	864	940	N/A*
# of workplace safety assessments completed	42	7	17	20
Total Accident Frequency	9	9	N/A*	N/A*
Lost Time Accident Frequency	5	6	N/A*	N/A*

* Data not available until late April 2019.

Health, Safety & Wellness Performance Measures

Projected results for 18/19 indicate:

- 30% increase in flu clinic participation occurred as more clinics were offered. In 2018, an expression of interest was prepared and three different pharmacy groups administered the clinics to HRM employees on site.
- 9% increase of occupational and non-occupational files are being referred to Health Services to provide business unit support
- 143% increase of workplace safety assessments completed due to business unit requests and planned work

Safe Workplaces and Healthy Workforce

In 2017, a new initiative was introduced to leaders during HRM's National Occupational Safety and Health Week called the S.A.F.E.R. Leadership Model. The model engages all leaders and employees to Speak, Act, Focus, Engage and Recognize behaviours and initiatives towards building a safety culture. Approximately 200 leaders, safety champions and joint occupational health and safety committee members were introduced to this model to help begin putting the model into practice.

OHS Incident Reporting – Environment, Health & Safety Management (EHSM) technology was launched and over 380 supervisors were trained on accident investigation training and use of the system. Next steps include more trending and prevention of accidents.

Mental Health supports include the launch of *The Working Mind* training in May 2017 for supervisors and employees. Approximately 278 colleagues have attended training to date.

Health, Safety, and Wellness Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy and Safe Workplace – Our People
<p>S.A.F.E.R. Leadership Model (Est Compl: Q4 19/20) To support safe workplace practices and advance a safety-first culture, HR will implement the S.A.F.E.R. Leadership model in partnership with business units. Year 1 will include implementing the tools in all business units and among the Joint Occupational Health & Safety Committees and determining activities to measure how it is being implemented. (i.e. survey, spotlights, sharing best practices etc.). Elements will be included in the Health & Safety 3-year plan.</p>
<p>Corporate Safety Plan Update (Est Compl: Q4 19/20) To align with legislative obligations and business unit needs for the next 3 years, HR will update the Corporate Safety Plan (2019-21) in partnership with business units.</p>
<p>Corporate Health and Wellness Workplace Strategy (Est. Compl: 21/22) To improve the workplace and employee health, safety and well-being, HR will build and lead consultation of 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.</p>

Labour Relations

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.

Services Delivered:

Our People – Engaged 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.

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

Labour Relations Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
# of new grievances	66	69	N/A	N/A
# of grievances resolved	47	59	N/A	N/A

Grievance Management

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

Organizational Effectiveness and Learning

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

Services Delivered:

Our People – Engaged Workforce

Corporate Training and Leadership Development - This service is responsible for development/improvement and delivery of employee and leadership training programs.

Organizational Effectiveness - This service is responsible for providing expert advice based on knowledge of current organizational development theory and methodologies such as policy development, project management, coaching, mentoring, change management, performance management.

Conflict Resolution (Workplace Rights / Human Rights) - This service is responsible for providing expertise in conflict resolution including conducting assessments, mediation, facilitated discussions, workplace assessments, 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 Delivery Measures

Organizational Effectiveness and Learning Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
# of training programs provided	144	132	137	130
# of training program participants	2,413	1920	2036	1850
# of new Workplace Rights complaints	20	22	26	-

Corporate Training

In 18/19 OEL applied revisions to the Substance Misuse Prevention Policy (SMPP) which accounted for an increase in the number of program participants over 17/18.

The OEL team has produced several video resources to aid in policy, program and information roll out. This new capability allowed for education of all staff on the updates to Substance Misuse Prevention Policy, ensuring a

consistent message was communicated to employees at times and locations convenient to them. OEL received an overwhelmingly positive response to the adoption of online communication and intends to grow this capability once a Learning Management System is put in place.

Organizational Effectiveness and Learning Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Our People – Engaged Workforce
<p>Employee Learning and Development (Est. Compl: Q2 20/21) In alignment with the Auditor General’s report, OEL 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>
<p>Leadership Learning Program (Est. Compl: Q2 19/20) To initiate the development of leadership programs, HR will complete a leadership training needs assessment to identify gaps and ensure leadership training programs are available for all levels of leaders.</p>
<p>Mentorship Program (Est. Compl: Q1 19/20) The new Connections Mentorship Program will be piloted with the Aspiring Leaders Program participants to match leader mentors with aspiring leader mentees. Upon evaluation of the pilot, the Connections program will be introduced organization-wide.</p>
<p>Employee Engagement (Est Compl: Q2 19/20) Based on results of the Employee Engagement survey, HR/ODI will develop and implement action plans aimed at improving employee engagement for HR/ODI and support other business units with their plans.</p>
<p>Workplace Culture: (Est. compl: Q4 19/20) To support the provision of a safe, healthy, diverse, inclusive and harassment-free environment where all persons are treated with dignity and respect, HR will support the implementation of recommendations from the human resources policy and program external review.</p>

Employee Services

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

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 - This service 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

Employee Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 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	137	131	N/A	-

Retirements

HRM's workforce is changing. With an average age of 46 years and 12 years of service, the organization will continue to experience turnover through retirement. Approximately 15% of HRM employees are eligible to retire now. One-third of employees will be eligible to retire within the next 5 years. HRM leaders* who are eligible to retire also continues to grow with over 44.44% eligible to retire within 5 years. This emphasizes the need for the organization to continue efforts in both workforce planning and succession planning to ensure HRM has sufficient resources for a sustainable municipal government administration.

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

Employee Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Excellence – Performance Excellence
Telephony Solution (Est Compl: Q1 19/20) To ensure that HR can deliver on HRM service expectations across the organization, HR will implement a telephony system.
Service Request/Intake Solution (Est Compl: Q4 20/21) To ensure that HR can deliver on HRM service expectations across the organization, HR will implement a Service Request Intake solution in partnership with ICT. Project requirement gathering began in 18/19 and work will continue into 19/20.

Talent and Total Rewards

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

Services Delivered:

Our People – Engaged Workforce

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 - 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.

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

Service Delivery Measures

Talent and Total Rewards Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Critical Succession Positions Identified	90%	100%	100%	-
Critical Succession Plan Gap Analysis Completed	50%	60%	90%	-

Gap Analysis work has taken longer than anticipated. Gap analysis tools intended to look at core functions and job design as well as development needs, however, highlighting these areas has initiated more robust analysis and increased completion time.

Talent and Total Rewards Key Deliverables (2019/20 – 2020/21)

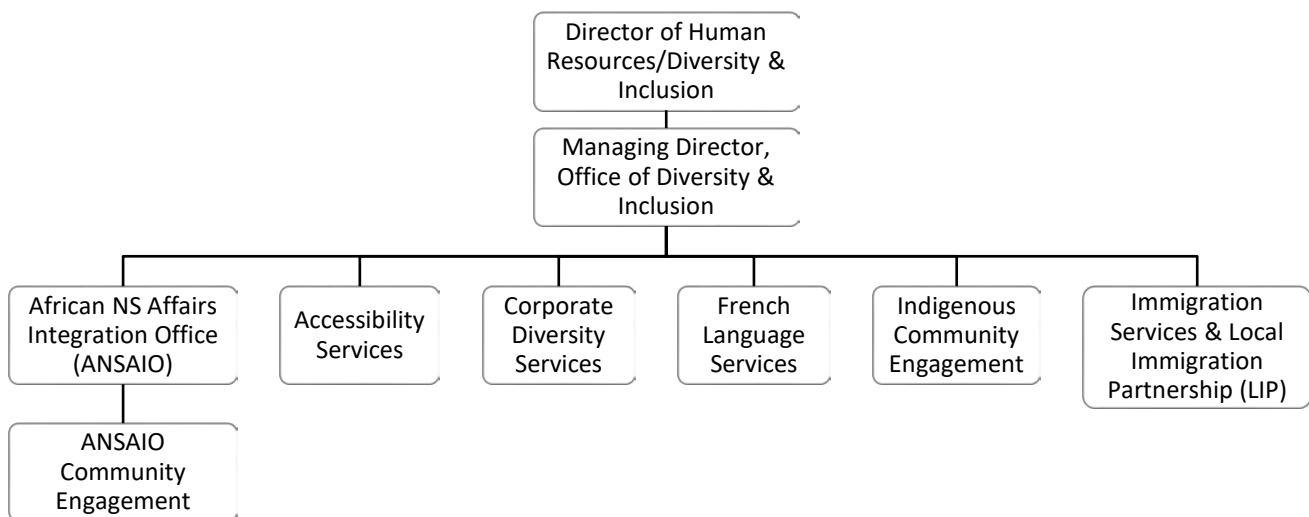
019/20 – 2020/21 Deliverables with Estimated Completion
Our People – Engaged Workforce
<p>Supervisory Burden (Est Compl: Q4 20/21) To reduce risk and improve performance, HR will work with business units to identify business functions that require an assessment of supervisory burden including spans of control within business functions.</p>
<p>Non-Union Job Evaluation Year 1 (Est Compl: Q4 19/20) To support enhancing organizational capacity and talent retention, HR will conduct a full review of the non-union job evaluation system in order to better enable succession planning, workforce planning and career progressions. Year 1 will include project scoping, business unit communications and Job Description development.</p>
<p>Non-Union Job Evaluation Year 2 (Est Compl: Q3 20/21) To support enhancing organizational capacity and talent retention, HR will conduct a full review of the non-union job evaluation system in order to better enable succession planning, workforce planning and career progressions. Year 2 will include committee selection, evaluation of all jobs, structure development and alignment with compensation design.</p>

OFFICE OF DIVERSITY & INCLUSION OVERVIEW

The Office of Diversity and Inclusion is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The Office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work, and play in HRM.

The Office of Diversity & Inclusion is committed to advancing the Council priority outcomes of:

- Social Development – Equity and Inclusion
- Social Development – Accessible Community
- Social Infrastructure – Social Infrastructure
- Our People – Diverse & Inclusive Environment



Services Delivered:**Social Development – Accessible Community**

Accessibility Services - Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax's Inclusive and Accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Accessibility Act.

Social Development – Equity and Inclusion / Social Infrastructure

Corporate Diversity Services - Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities and performance measures with respect to diversity and inclusion. Is the lead on corporate diversity and inclusion training. Upon request, staff in the Office provide advice to business units to support their diversity and inclusion initiatives.

African Nova Scotian Affairs Integration Office - Provides leadership, strategic direction, policy advice and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM in alignment with the Africville Agreement.

Indigenous Community Engagement - Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission, and guided by Regional Council's reconciliation statement, and demonstrates HRM's commitment to partnership with the community. Supports the ongoing relationships and partnerships development related to urban indigenous peoples.

Immigration Services and Local Immigration Partnership (LIP) - Immigration Services supports the participation of immigrants and migrants (including International students, temporary foreign workers and refugee claimants) in HRM based on the equity and inclusion platform.

French Language Services - Supports the establishment of French language services at the Halifax Regional Municipality, and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

ANSAIO and DPAD (Decade for People of African Descent) Coalition – Supports and builds partnerships to engage African Nova Scotian organizations and individuals in building and implementing action plans around the UN Declaration 2015-2024 as the Decade for People of African Descent.

Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	6.7	0.3	7.0
Seasonal, Casual and Term	2.0	-1.4	0.6
Total	8.7	-1.1	7.6

Office of Diversity & Inclusion Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Office of Diversity and Inclusion	0.13%	0.14%	0.14%
Average tax bill amount spent on Office of Diversity and Inclusion	\$2.60	\$2.78	\$2.80

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Service Delivery Measures

The establishment of service delivery measures will help provide performance metrics to measure progress in key areas of diversity and inclusion. Measures will be developed over the coming year.

Office of Diversity & Inclusion Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Social Development – Accessible Community
<p>Accessibility Strategy (Est Compl: Q3 19/20) To support HRM in becoming a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors, the Office of Diversity & Inclusion will complete and present an Accessibility Strategy to Regional Council.</p>
Social Development - Equity and Inclusion
<p>Diversity and Inclusion Framework Year 1 (Est Compl: Q4 19/20) To advance diversity and inclusion in the organization and support an improved understanding of the community, the Office of Diversity & Inclusion will complete a Diversity and Inclusion framework. Implementation of Year 1 components will begin in 19/20.</p>
<p>Immigration Strategy (Est Compl: Q4 19/20) To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will update the previous newcomer's strategy and create a 3-year immigration strategy. Implementation of Year 1 components will begin in 19/20.</p>
<p>Indigenous Community Engagement Strategy (Est Compl: Q3 19/20) To support Council's commitment to Truth and Reconciliation and the recommendations of TRC, the Office of Diversity & Inclusion will develop an Urban Indigenous engagement strategy and action plan.</p>

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>French Services Strategy (Est Compl: Q 2 19/20) To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will develop a French services strategy and action plan and support the Francophone community by working in partnership and providing advice on current issues and projects.</p>
<p>African Nova Scotian Integration Strategy (Est Compl: Q4 19/20) To support the goals of the Africville Agreement and ANSIAO's work to improve municipal services to the African Nova Scotian Community in HRM, the African Nova Scotian Affairs Integration Office will develop an African Nova Scotian integration strategy and action plan.</p>
<p>Employment Equity Program (Est Compl: Q2 19/20) To increase representation and have a workforce reflective of the communities we serve, the Office of Diversity & Inclusion will lead the development of an employment equity program. This deliverable is dependent on the Self-Identification Survey.</p>
<p>Local Immigration Partnership (Est Compl: Q4 19/20) To support HRM's goal of being a welcoming and inclusive municipality for immigrants, the Office of Diversity and Inclusion, through Federal funding from IRCC for the Local Immigration Partnership, will facilitate conversations and programs that enhance collaboration amongst services agencies, the community and the municipality.</p>
<p>Gender Equity Council Motion (Est Compl: Q4 19/20) To support Regional Council's priority area of Governance and Engagement, the Office of Diversity and Inclusion will work with Council, Business Units and the community to support gender-based issues as it related to municipal polices and services and women in leadership in the municipality.</p>
Economic Development - Promote and Maximize Growth
<p>African Nova Scotian Economic Action Plan (Est Compl: Q4 19/20) To support a diverse and inclusive municipality, in alignment with HRM's Africville agreement, the Office of Diversity & Inclusion (ANSIAO), along with the Halifax Partnership, will develop the African Nova Scotia Economic Action Plan, in alignment with the HRM Economic Development Strategy.</p>
Our People - Diverse and Inclusive Environment
<p>Self-Identification Survey (Est Compl: Q4 19/20) To understand the current workforce demographics, HR/ODI will conduct an Employee Self-Identification survey in 2019.</p>

Summary of Net Expenditures - Human Resources/Diversity & Inclusion

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
A205 HR Administration	439,312	440,500	479,100	444,600	4,100	452,100
A210 Org. Effec.& Learning	1,004,168	1,156,700	1,137,000	1,165,750	9,050	1,167,750
A220 Client Services	1,330,529	1,371,200	1,392,000	1,482,350	111,150	1,482,850
A230 Talent & Total Rewards	509,124	573,150	458,450	571,600	(1,550)	571,600
A235 Shared Services	790,707	753,400	847,200	787,250	33,850	787,250
A240 Labour Relations	681,439	730,050	762,450	779,500	49,450	779,500
E401 Diversity-Inclusion	429,972	677,700	593,100	780,900	103,200	780,900
E402 French/Loc Immig Partnership				(34,200)	(34,200)	(34,200)
F182 Health Safety & Wellness	1,220,731	1,125,700	1,042,915	1,304,150	178,450	1,304,150
Net (Surplus)/Deficit	6,405,982	6,828,400	6,712,215	7,281,900	453,500	7,291,900

Summary Details - Human Resources/Diversity & Inclusion

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	4,977,508	5,098,300	5,002,600	5,579,900	481,600	5,579,900
6002 Salaries - Overtime	322	1,000	6,700	1,000		1,000
6005 PDP & Union Con Incr	(85,576)		(84,700)			
6054 Vacation payout	11,628					
6100 Benefits - Salaries	896,289	890,200	868,300	1,025,900	135,700	1,025,900
6110 Vacancy Management		(101,000)		(125,100)	(24,100)	(124,600)
6152 Retirement Incentives	30,941	31,400	31,400	36,500	5,100	36,500
6153 Severence	18,500					
6154 Workers' Compensation	73,927	71,700	71,700	82,000	10,300	82,000
6158 WCB Recov Earnings	(6,813)					
6199 Comp & Ben InterDept	(144,783)		(23,300)	38,300	38,300	38,300
* Compensation and Benefits	5,771,943	5,991,600	5,872,700	6,638,500	646,900	6,639,000
6201 Telephone	7,374	6,000	11,200	900	(5,100)	1,000
6202 Courier/Postage	1,406	2,700	2,100	2,700		2,700
6203 Office Furn/Equip	2,495	8,800	27,200	8,800		8,800
6204 Computer S/W & Lic	1,409	1,000	500	1,000		8,400
6205 Printing & Reprod	1,611		1,800	700	700	700
6207 Office Supplies	14,216	12,500	8,500	12,500		12,500
6299 Other Office Expenses	3,791		1,450			
* Office	32,301	31,000	52,750	26,600	(4,400)	34,100
6301 Professional Fees	151,164	172,200	172,400	172,200		172,200
6302 Legal Fees	106,959					
6303 Consulting Fees	53,554	20,000	30,300	20,200	200	20,200
6310 Outside Personnel			2,000			
6399 Contract Services	155,184	57,400	93,300	57,900	500	57,900
* External Services	466,860	249,600	298,000	250,300	700	250,300
6401 Uniforms & Clothing		1,500			(1,500)	
6402 Med & First Aid Supp			2,300			
6406 Bridge Tolls	116					
6409 Personal Protect Equ	167		100			
* Supplies	283	1,500	2,400		(1,500)	
6602 Electrical	350					
* Building Costs	350					
6701 Equipment Purchase	192	1,000	1,000	1,000		1,000
6703 Computer Equip/Rent	1,233		2,500			
* Equipment & Communications	1,424	1,000	3,500	1,000		1,000
6901 Membership Dues	33,513	32,400	33,800	32,400		32,400
6902 Conferences/Workshop	12,479		11,300	1,900	1,900	1,900

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6903 Travel - Local	23,375	24,300	26,000	25,600	1,300	25,600
6904 Travel - Out of Town	13,044		11,400	7,800	7,800	1,100
6905 Training & Education	24,291	53,100	42,415	53,400	300	60,100
6909 Cost of Sales	757					
6913 Awards			900			
6914 Recruiting	60,376	34,700	47,400	34,700		34,700
6917 Books and Periodicals	4,420	8,600	7,450	8,650	50	8,650
6918 Meals	6,654	1,500	4,700	1,500		1,500
6919 Special Projects	107,702	157,100	163,400	144,100	(13,000)	144,100
6933 Community Events	13,434	10,000	10,000	10,000		10,000
6936 Staff Relations	2,723		100			
6937 Corporate Training	179,620	300,000	262,900	200,000	(100,000)	202,000
6938 Rewarding Excellence	4,570	3,000	2,600	3,000		3,000
6943 Health and Wellness	1,531		700			
6999 Other Goods/Services	22,324	9,000	5,600	7,250	(1,750)	7,250
* Other Goods & Services	510,812	633,700	630,665	530,300	(103,400)	532,300
7009 Internal Trfr Other	(95,552)		19,200			
7011 Int Trf Record Check			(8,000)			
7015 Int Trf FacilityRent			1,000			
9911 PM Labour-Reg	72					
* Interdepartmental	(95,480)		12,200			
** Total	6,688,494	6,908,400	6,872,215	7,446,700	538,300	7,456,700

Summary Details - Human Resources/Diversity & Inclusion

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
5508 Recov External Parti	(282,513)		(160,000)	(84,800)	(84,800)	(84,800)
5521 CUPE Admin Fee		(80,000)		(80,000)		(80,000)
* Other Revenue	(282,513)	(80,000)	(160,000)	(164,800)	(84,800)	(164,800)
** Total	(282,513)	(80,000)	(160,000)	(164,800)	(84,800)	(164,800)
Net (Surplus)/Deficit	6,405,982	6,828,400	6,712,215	7,281,900	453,500	7,291,900