



Program: Human Resources

Program Based Budget

2013 - 2015

Program: Human Resources

Vision Statement:

To be the principal authority for human resources management and a key strategic contributor to corporate success.

Mission Statement:

To support the town in achieving organizational goals and objectives by enhancing individual, team, group and corporate effectiveness.

Program Description

Human Resources assists in the achievement of the town's corporate priorities through advocating for human resource policies, programs and practices that enhance the effectiveness and satisfaction of individuals, groups and teams in the town administration and contribute to an organization that has a competitive advantage in the employment market place.

Consultancy services are provided to both Council and departments in labour and employee relations; total compensation; health, safety and wellness; recruitment and selection; organizational development; performance consulting; and employee administration. Without restricting its corporate responsibility to maximize the effectiveness of the town's employees, Human Resources informs, advises, guides, consults and recommends with due regard to consistency of practice, fairness of treatment, equity in application and legislative compliance.

Program Services

The Human Resources Program provides the following services:

- Administration and Policy Development
- Recruitment
- Organizational Development
- Reward and Recognition
- Health, Safety and Wellness
- Labour and Employee Relations

Staffing Overview

Program: Human Resources	2011 Approved FTE	2012 Approved FTE	2013 Capital Impact	2013 Base FTE Change	2013 Reallocation of Staff	2013 Total FTE	Net Change 2013 vs 2012
Services/Activities:							
Administration and Policy Development	9.2	9.2			(2.0)	7.2	(2.0)
Recruitment	1.0	0.0			1.0	1.0	1.0
Organizational Development	2.0	2.0				2.0	0.0
Reward and Recognition	0.0	0.0			1.0	1.0	1.0
Health, Safety & Wellness	3.2	4.2		0.1		4.3	0.1
Labour Relations	1.0	1.0				1.0	0.0
Total Human Resources	16.4	16.4	0.0	0.1	0.0	16.5	0.1

Program Services Budget Overview

Program: Human Resources	2012 Restated		2013 Requested		Net Change 2013 vs 2012	Net Change 2013 vs 2012 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Services/Activities:						
Administration and Policy Development	981,900	981,900	753,200	753,200	(228,700)	(23.3%)
Recruitment	101,300	101,300	202,000	202,000	100,700	99.4%
Organizational Development	370,200	370,200	388,400	388,400	18,200	4.9%
Reward and Recognition	47,300	47,300	171,100	171,100	123,800	261.7%
Health, Safety & Wellness	593,200	586,700	579,200	570,300	(16,400)	(2.8%)
Labour Relations	201,000	201,000	208,500	208,500	7,500	3.7%
Total Human Resources	2,294,900	2,288,400	2,302,400	2,293,500	5,100	0.2%

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

The main change to the Human Resource budget is a transfer of complement from Administration and Policy Development to Reward and Recognition and Recruitment to properly reflect program costs. The balance of the net changes is reallocations within the budget to reflect program costs and priorities (e.g. mandatory training on legislative changes). Save for inflationary costs, some of which have been offset by savings, there are no new expenditures in the 2013 budget.

Level of Services Offered

- Given the highly regulated environment of human resources (statutes, common law, collective agreements, corporate policies and corporate responsibilities) there is little variation in service levels to client departments or to external customers.
- Services provided by Oakville are consistent with standard municipal practice.
- The effectiveness and efficiency of these services is reviewed through the town's performance-based, program based budgeting process.

Key Objectives (Initiatives) for 2013 – 2015

- To continuously improve programs and services:
 - Expand the range of corporate reports and use of workforce metrics in program planning and evaluation
 - Increase the use of automation and workflow to increase efficiency and effectiveness of administrative processes
 - Strengthen the return to work/work accommodation program
 - Review, and make recommendations on, the effectiveness of the town's attraction, recruitment and selection strategies, policies and procedures
 - Enhance the Oakville LEADS corporate training and development program, Senior Leaders Forum and e-learning opportunities
 - Increase the number of sustainable wellness programs
 - Continue organizational development consultations for strategic planning, change management, organizational design, continuous improvement and process mapping
 - Update policies and procedures in accordance with corporate schedule
- To be accountable in everything we do:
 - Continue training, communicating and conduct enhanced follow-up and evaluation of health and safety training and procedures to ensure competency in health and safety
 - On-going hazard and risk assessments
 - Support the town's compliance with the *Accessibility for Ontarians with Disabilities Act*
 - Corporate training on *Accessibility for Ontarians with Disabilities Act*, attendance support, return to work/work accommodation and a respectful workplace
- To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our employees and ensure that our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community:
 - Continue support of the You Matter employee engagement program
 - Negotiate CUPE 136, CUPE 1329 and CAW collective agreements
 - Develop a mental health awareness and support programme

2013 Program Budget Drivers

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012
EXPENSES:							
Personnel Services & Benefits	1,629,600	1,648,100	0	0	1,648,100	18,500	1.1%
Materials & Supplies	15,900	15,100	0	0	15,100	(800)	(5.0%)
Capital Out Of Operations	2,200	1,800	0	0	1,800	(400)	(18.2%)
Purchased Services	643,800	638,100	0	(700)	637,400	(6,400)	(1.0%)
Internal Expenses & Transfers	3,400	0	0	0	0	(3,400)	(100.0%)
Total EXPENSES	2,294,900	2,303,100	0	(700)	2,302,400	7,500	0.3%
REVENUES:							
External Revenues	6,500	8,900	0	0	8,900	2,400	36.9%
Internal Recovery & Fund Transfers	0	0	0	0	0	0	0.0%
Total REVENUES	6,500	8,900	0	0	8,900	2,400	36.9%
TAX LEVY	2,288,400	2,294,200	0	(700)	2,293,500	5,100	0.2%

Note: 2013 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

In 2013 the net Human Resources program is increasing by \$5,100 or 0.2%. The main drivers for this increase are:

- Personnel costs have increased \$18,500 or 1.1 % due to reallocation of internal charges to part-time and increases to benefits.
- Materials & Supplies have decreased 5.0% or \$800, to reflect resource needs.
- Capital Out of Operation decreased 18.2% or \$400 for the reduction of office furnishings to reflect needs.
- Purchased Services has decreased 1.0% or \$6,400 which includes \$700 in budget efficiencies for the elimination of home internet programs/blackberry usage and reduction in corporate insurance rates. Additionally there is a reduction for the long service rewards offered through the Reward & Recognition program which is partially offset with increased membership dues.
- Internal Expenses & Transfers have decreased \$3,400 which is offset an increase in part-time salaries for Wellness programs.
- External Revenues have increased due to popularity of Wellness programs.

2014 - 2015 Expenditure Summary

	2013 Requested Budget	2014 Forecast Base Budget	2013-2014 Change (%)	2015 Forecast Base Budget	2014-2015 Change (%)
GROSS EXPENDITURES					
Human Resources:					
Administration and Policy Development	753,200	760,700	1.0%	770,300	1.3%
Recruitment	202,000	204,000	1.0%	206,100	1.0%
Organizational Development	388,400	406,100	4.6%	409,000	0.7%
Reward and Recognition	171,100	172,700	0.9%	174,400	1.0%
Health, Safety & Wellness	579,200	590,000	1.9%	595,100	0.9%
Labour Relations	208,500	210,500	1.0%	212,500	1.0%
Total GROSS EXPENDITURES	2,302,400	2,344,000	1.8%	2,367,400	1.0%
TAX LEVY					
Human Resources:					
Administration and Policy Development	753,200	760,700	1.0%	770,300	1.3%
Recruitment	202,000	204,000	1.0%	206,100	1.0%
Organizational Development	388,400	406,100	4.6%	409,000	0.7%
Reward and Recognition	171,100	172,700	0.9%	174,400	1.0%
Health, Safety & Wellness	570,300	581,100	1.9%	586,200	0.9%
Labour Relations	208,500	210,500	1.0%	212,500	1.0%
Total TAX LEVY	2,293,500	2,335,100	1.8%	2,358,500	1.0%
GROSS EXPENDITURES by Type					
Personnel Services & Benefits	1,648,100	1,669,200	1.3%	1,691,600	1.3%
Materials & Supplies	15,100	15,700	4.0%	15,700	0.0%
Purchased Services	637,400	657,300	3.1%	658,300	0.2%
Internal Charges	0	0	0.0%	0	0.0%
Other Expenditures	0	0	0.0%	0	0.0%
Minor Capital & Transfer to Reserves	1,800	1,800	0.0%	1,800	0.0%
Total EXPENDITURES	2,302,400	2,344,000	1.8%	2,367,400	1.0%
REVENUES by Type					
Activity Revenue	8,900	8,900	0.0%	8,900	0.0%
Internal Recoveries	0	0	0.0%	0	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
Total REVENUES	8,900	8,900	0.0%	8,900	0.0%
TAX LEVY	2,293,500	2,335,100	1.8%	2,358,500	1.0%

Note: 2014 and 2015 economic increases for all employee groups with the exception of Fire and Transit unionized employees have been included in the Corporate Revenue and Expenses budget pending contract negotiations.

Service: Administration and Policy Development

Mission

To provide HR advice and guidance to support the achievement of corporate and departmental objectives by individuals, groups and teams, while ensuring legislative and collective agreement compliance in all corporate and departmental policies and practices that affect employees.

Major Responsibilities

- Recommend, implement and administer workforce policies and practices that support corporate goals and objectives, are legislatively compliant, complementary, respect and enhance labour and employee relations, optimize the effectiveness of employees and maintain a competitive advantage for the town.
- Manage personnel information in accordance with legislative and policy requirements.
- Provide regular and *ad hoc* workforce management reports to support policy recommendations and administrative decision making and monitor the effectiveness of same.
- Provide HR advice on individual, group, departmental and corporate issues designed to maximize performance and comply with legislation, policies and collective agreements. Identify issues and trends requiring section, departmental or corporate response (program, policy, etc.).

Strategic Priorities (Initiatives)

- To be innovative in everything we do
 - Increase the use of automation and workflow to be efficient and effective in administrative processes
- To be accountable in everything we do:
 - Enhance management effectiveness through improved performance appraisal, attendance management and return to work/work accommodation policies and procedures
- To continuously improve programs and services:
 - Expand the range of corporate reports and use of workforce metrics
 - Policy review and development according to corporate schedule

Key Outcomes

- Managers are confident in their knowledge of human resource policies, practices, programs, services, statutes and collective agreements that affect their work as measured by the percentage of managers who report that HR consultations informed their decision making about employee issues. The 2012 target of 75% was exceeded with a survey result of 83%.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	914,600	687,000	0	0	687,000	(227,600)	(24.9%)	695,800	705,200
Materials & Supplies	4,400	3,500	0	0	3,500	(900)	(20.5%)	3,700	3,700
Purchased Services	61,900	62,500	0	(400)	62,100	200	0.3%	60,600	60,800
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	1,000	600	0	0	600	(400)	(40.0%)	600	600
Total EXPENSES	981,900	753,600	0	(400)	753,200	(228,700)	(23.3%)	760,700	770,300
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	0	0	0	0	0	0	0.0%	0	0
TAX LEVY	981,900	753,600	0	(400)	753,200	(228,700)	(23.3%)	760,700	770,300
TAX LEVY By Activity:									
Administration and Policy Development	981,900	753,600	0	(400)	753,200	(228,700)	(23.3%)	760,700	770,300
TAX LEVY	981,900	753,600	0	(400)	753,200	(228,700)	(23.3%)	760,700	770,300

2013 Key Budget Drivers

- Personnel Services and Benefits have decreased \$227,600 or 24.9% due to a transfer of two positions, one to Recruitment and one to Reward and Recognition. The reduction is partially offset by one position becoming 100% fulltime and an increase in benefit costs.
- Materials & Supplies have decreased \$900 due to reallocations to other Human Resources services as required.
- Purchased Service has increased \$200 due to reallocations to other Human Resources services as required. The increase is partially mitigated with \$400 in budget efficiencies due to decreased insurance rates and reduction of blackberry/internet usage.
- Minor Capital decreased \$400 for the reduction of office furnishings to reflect needs.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: Recruitment

Mission

To develop, recommend, implement and evaluate recruitment and selection policies, programs, practices and strategies that attract and secure the best qualified applicants to support the achievement of the town's goals and objectives.

Major Responsibilities

- Develop and administer best practice recruitment strategies that attract a deep and broad applicant pool; ensure recruitment process reflects legislation, policies and collective agreements; maintain recruitment files; contract with third party suppliers and monitor service provided.
- Develop and administer best practice selection techniques that are compliant with legislation, policies and collective agreements to identify most highly qualified applicants for interviews; develop and administer best practice interview and selection techniques to identify best qualified candidates for positions; conduct reference checks and screenings on successful candidates.

Strategic Priorities (Initiatives)

- To continuously improve our programs and services/to be widely valued and celebrated for the innovative and outstanding way we satisfy the needs of our employees and our residents:
 - Support the town's compliance with the *Accessibility for Ontarians with Disabilities Act*
- To continuously improve our programs and services:
 - Review, and make recommendations on, the effectiveness of the town's attraction, recruitment and selection strategies, policies and procedures
 - Increase work experience opportunities for internationally trained persons
 - Incorporate competency model in recruitment and selection

Key Outcomes

The town is a respected and trusted employer measured by the number of page views of the Town of Oakville employment page. In 2012, this number is projected to be 220,486. Vacant positions are filled in a timely manner with highly qualified and performing employees measured by the percentage of new employees who complete probation and become staff. The target of 100% for 2012 was met.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	0	100,800	0	0	100,800	100,800	100.0%	102,100	103,500
Materials & Supplies	300	300	0	0	300	0	0.0%	300	300
Purchased Services	100,400	100,600	0	(300)	100,300	(100)	(0.1%)	101,000	101,700
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	600	600	0	0	600	0	0.0%	600	600
Total EXPENSES	101,300	202,300	0	(300)	202,000	100,700	99.4%	204,000	206,100
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	0	0	0	0	0	0	0.0%	0	0
TAX LEVY	101,300	202,300	0	(300)	202,000	100,700	99.4%	204,000	206,100
TAX LEVY By Activity:									
Recruitment	101,300	202,300	0	(300)	202,000	100,700	99.4%	204,000	206,100
TAX LEVY	101,300	202,300	0	(300)	202,000	100,700	99.4%	204,000	206,100

2013 Key Budget Drivers

- Personnel Services & Benefits has increased due to a transfer of a HR Consultant position from Administration and Policy Development.
- Purchased Services has decreased a net of \$100 due to budget efficiencies in blackberry/internet usage.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: Organizational Development

Mission

To provide opportunities for individuals, groups and teams to develop their potential and contribute as effectively as possible to the achievement of departmental and corporate goals and objectives. The priorities are the enhancement of the organization's culture; learning and development; change management; interventions to address specific issues and organizational needs assessments and analysis.

Major Responsibilities

- Provide training learning and development through Oakville LEADS corporate and customized training programs to enhance the effectiveness of individuals, groups and teams in the achievement of corporate goals and service delivery. Oakville LEADS offers programs supporting performance excellence, personal effectiveness, leadership and management development.
- Provide organizational development consultations on talent management, performance management, change management, employee engagement, organizational culture, organizational design and targeted opportunities to enhance the functioning of individuals, groups and teams.

Strategic Priorities (Initiatives)

- To continuously improve our programs and services:
 - Oakville LEADS corporate training and development program, Senior Leaders Forum and e-learning
- To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our employees and ensure that our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community:
 - You Matter employee engagement program
- To continuously improve our programs and services/to act as a team/to be accountable and innovative:
 - Organizational development consultation for strategic planning, change management, organizational design, continuous improvement and process mapping

Key Outcomes

- Percentage of Oakville LEADS training and development program participants who indicated an increase in learning. The 2012 target of 50% was exceeded with 92% reporting an increase in learning.
- Employees have accessible learning opportunities, measured by number of person-training-days for HR Organizational Development sponsored learning and development opportunities. The 2012 target of 250 personal training days was exceeded with 318 days achieved.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	215,800	219,000	0	0	219,000	3,200	1.5%	221,700	224,600
Materials & Supplies	5,100	5,100	0	0	5,100	0	0.0%	5,100	5,100
Purchased Services	148,700	163,700	0	0	163,700	15,000	10.1%	178,700	178,700
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	600	600	0	0	600	0	0.0%	600	600
Total EXPENSES	370,200	388,400	0	0	388,400	18,200	4.9%	406,100	409,000
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	0	0	0	0	0	0	0.0%	0	0
TAX LEVY	370,200	388,400	0	0	388,400	18,200	4.9%	406,100	409,000
TAX LEVY By Activity									
Organizational Development	370,200	388,400	0	0	388,400	18,200	4.9%	406,100	409,000
TAX LEVY	370,200	388,400	0	0	388,400	18,200	4.9%	406,100	409,000

2013 Key Budget Drivers

- Personnel Services & Benefits has increased \$3,200 or 1.5% due to changes in benefit requirements.
- Purchased Services has increased \$15,000 or 10.1% to support mandatory training required for *Accessibility for Ontarians with Disabilities Act*, and future legislative mandatory training requirements. The funding was reallocated from Health & Safety, without a net effect to the Human Resources program.

2014 - 2015 Budget Forecast Highlights

- Budgets reflect inflationary increases only.

Service: Reward and Recognition

Mission

To attract, retain and motivate employees in achieving the goals and objectives of the organization through competitive total compensation policies (base compensation, benefits and perquisites); recognition for contributions; internal equity and compliance with *The Pay Equity Act*.

Major Responsibilities

- Monitor the town's total rewards competitive position, making recommendations for modifications
- Maintain compliance with the *Pay Equity Act*
- Develop, recommend and deliver programs that recognize the contribution of town employees.

Strategic Priorities (Initiatives)

- To ensure our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community:
 - Review, expand and enhance communication of the corporate recognition program
- To be fiscally sustainable:
 - Conduct strategic total rewards reviews to monitor competitiveness

Key Outcomes

- Employees believe their contributions are recognized. Measured by the number of employees satisfied with the town's Spotlight Academy, the 50% 2011 target was exceeded results of 54%. (The employee survey is conducted every two years)

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	0	129,900	0	0	129,900	129,900	100.0%	131,500	133,200
Materials & Supplies	0	0	0	0	0	0	0.0%	0	0
Purchased Services	47,300	41,200	0	0	41,200	(6,100)	(12.9%)	41,200	41,200
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
Total EXPENSES	47,300	171,100	0	0	171,100	123,800	261.7%	172,700	174,400
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	0	0	0	0	0	0	0.0%	0	0
TAX LEVY	47,300	171,100	0	0	171,100	123,800	261.7%	172,700	174,400
TAX LEVY By Activity:									
Reward and Recognition	47,300	171,100	0	0	171,100	123,800	261.7%	172,700	174,400
TAX LEVY	47,300	171,100	0	0	171,100	123,800	261.7%	172,700	174,400

2013 Key Budget Drivers

- Personnel Services & Benefits increased \$129,900 or 100% due to transferring a Senior HR Consultant from Administration and Policy Development to match program needs.
- Purchased Services decreased \$6,100 or 12.9% mainly due to a reduction in the staff and volunteering program (long service awards) reflecting a stabilization of costs.

2014 -2015 Operating Budget Forecast

- Budgets reflect inflationary increases only.

Service: Health Safety and Wellness

Mission

To ensure accountability for compliance to the *Occupational Health and Safety Act* and its regulations, ensure our health and safety programs are fiscally responsible and sustainable and to provide education and opportunities that support employee achievement of optimal health and wellness.

Major Responsibilities

- Support management and employee understanding of, and responsibility for, health and safety issues and the prevention of accidents, illness and injuries
- Review and improve individual, group and corporate compliance with the *Occupational Health and Safety Act* and its regulations
- Administer the WSIB program and mentor departments on the process of Early and Safe Return to Work (occupational)
- Administer the Corporate Attendance Support, Short-Term and Long-Term Disability and Return to Work Programs for occupational and non-occupational injuries, illness and disability accommodation
- Manage the ergonomic program, the Employee Wellness program and the Joint Employee Assistance Program

Strategic Priorities (Initiatives)

- To be accountable in everything we do:
 - Training, communications and enhanced follow-up and evaluation of health and safety training and procedures to ensure competency in health and safety
 - review risk assessments (preventing violence in the workplace)
- To continuously improve programs and services:
 - increase the number of sustainable wellness programs (e.g. Yogalates, Bootcamp)
 - implement a revised return to work/work accommodation program

Key Outcomes

- A safe workplace, measured by the number of First Aid claims and number of lost work days due to WSIB claims were both below their perspective 2012 targets of a 10% reduction from the previous year: First Aid claims dropped from 77 – 60 and days lost to WSIB claims fell from 189 to 170. Statutory, regulatory and policy compliance measured by number of fines from WSIB for missing Form 7 time line submission. There was one occurrence in 2012 with a target of one.

2013 – 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	340,900	350,700	0	0	350,700	9,800	2.9%	355,500	360,500
Materials & Supplies	3,500	3,500	0	0	3,500	0	0.0%	3,800	3,800
Purchased Services	245,400	225,000	0	0	225,000	(20,400)	(8.3%)	230,700	230,800
Internal Charges	3,400	0	0	0	0	(3,400)	(100.0%)	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
Total EXPENSES	593,200	579,200	0	0	579,200	(14,000)	(2.4%)	590,000	595,100
REVENUES:									
Activity Revenue	6,500	8,900	0	0	8,900	2,400	36.9%	8,900	8,900
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	6,500	8,900	0	0	8,900	2,400	36.9%	8,900	8,900
TAX LEVY	586,700	570,300	0	0	570,300	(16,400)	(2.8%)	581,100	586,200
TAX LEVY By Activity:									
Health, Safety & Wellness	586,700	570,300	0	0	570,300	(16,400)	(2.8%)	581,100	586,200
TAX LEVY	586,700	570,300	0	0	570,300	(16,400)	(2.8%)	581,100	586,200

2013 Key Budget Drivers

- Personnel Services & Benefits have increased by \$9,800 or 2.9% primarily due to increased part-time costs for Wellness programs which is mitigated through Activity Revenue generated. Additionally, the increased has occurred due to increased benefit requirements.
- Purchased Services has decreased \$20,400 or 8.3% which is partially due to reallocations to the Organizational Development program and transfer of software maintenance fees to the Information Systems + Solutions department.
- Internal Charges has decreased \$3,400 or 100% for internal labour charges which was reallocated to part-time wages.

2014 -2015 Operating Budget Forecast

- Budgets reflect inflationary increases only.

Service: Labour and Employee Relations

Mission

To minimize legal risk in employment and labour matters and ensure that labour and employee relations governed by collective agreements, policies, practices and legislation contribute to the effectiveness of individuals, groups and teams in achieving corporate goals and objectives.

Major Responsibilities

- Negotiate, interpret and provide advice to the town's management with regard to collective agreements and management of unionized staff
- Manage grievance and arbitration process
- Provide timely advice and develop policies with regards to employment law and legislative changes
- Administer the grievance process and negotiate collective agreements with our bargaining units with a view to maintaining positive, functioning and financially viable relationships with our employees
- Provide skills development for management staff in collective agreement administration and employee relations
- Provide consultative services within HR and for Senior Management on employee and labour relations

Strategic Priorities (Initiatives)

- To ensure that our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community/to continuously improve programs and services:
 - Update of attendance support programs, modified work and accommodation policies

Key Outcomes

- Knowledgeable decisions are made by the management of staff with the integrity of the Town of Oakville sustained. Measured by the number of collective bargaining agreements negotiated. No collective agreements were due for bargaining in 2012.

2013 - 2015 Operating Budget Summary

	2012 Restated Budget	2013 Base Budget	2013 Capital Impact	2013 Budget Efficiencies	2013 Requested Budget	\$ Change From 2012	% Change From 2012	2014 Forecast Budget	2015 Forecast Budget
EXPENSES:									
Personnel Services & Benefits	158,300	160,700	0	0	160,700	2,400	1.5%	162,600	164,600
Materials & Supplies	2,600	2,700	0	0	2,700	100	3.8%	2,800	2,800
Purchased Services	40,100	45,100	0	0	45,100	5,000	12.5%	45,100	45,100
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer to Reserves	0	0	0	0	0	0	0.0%	0	0
Total EXPENSES	201,000	208,500	0	0	208,500	7,500	3.7%	210,500	212,500
REVENUES:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total REVENUES	0	0	0	0	0	0	0.0%	0	0
TAX LEVY	201,000	208,500	0	0	208,500	7,500	3.7%	210,500	212,500
TAX LEVY By Activity:									
Labour Relations	201,000	208,500	0	0	208,500	7,500	3.7%	210,500	212,500
TAX LEVY	201,000	208,500	0	0	208,500	7,500	3.7%	210,500	212,500

2013 Key Budget Drivers

- Personnel costs have increased by \$2,400 or 1.5% which accounts for changes to benefit requirements.
- Purchased Services has increased \$5,000 or 12.5% to support recurring collective bargaining.

2014 -2015 Operating Budget Forecast

- Budgets reflect inflationary increases only.