



**Program: Human Resources**

**Program Based Budget**

**2016 - 2018**

## **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 by 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
- Total Rewards
- Health, Safety, Wellness and Disability Management
- Labour and Employee Relations

## Staffing Overview

<b>Program: Human Resources</b>	<b>2014 Approved FTE</b>	<b>2015 Approved FTE</b>	<b>2016 Capital Impact</b>	<b>2016 Service Level Change</b>	<b>2016 Reallocation of Staff</b>	<b>2016 Total FTE</b>	<b>Net Change 2016 vs 2015</b>
<b>Services/Activities:</b>							
Administration and Policy Development	7.0	7.0			(3.0)	4.0	(3.0)
Recruitment	1.0	1.0			3.0	4.0	3.0
Organizational Development	2.0	2.0				2.0	0.0
Reward and Recognition	1.0	1.0				1.0	0.0
Health, Safety & Wellness	4.2	4.2				4.2	0.0
Labour Relations	1.0	1.0				1.0	0.0
<b>Total Human Resources</b>	<b>16.2</b>	<b>16.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>16.2</b>	<b>0.0</b>

Three positions were reallocated from Administration and Policy Development to Recruitment as their work is primarily recruitment related.

## Program Services Budget Overview

<b>Services/Activities:</b>	<b>2015 Restated</b>		<b>2016 Requested</b>		<b>Net Change 2016 vs 2015</b>	<b>Net Change 2016 vs 2015 (%)</b>
	<b>Gross Budget</b>	<b>Net Budget</b>	<b>Gross Budget</b>	<b>Net Budget</b>		
Administration and Policy Development	798,300	797,900	575,500	575,100	(222,800)	(27.9%)
Recruitment	220,600	220,600	440,000	440,000	219,400	99.5%
Organizational Development	405,800	404,600	409,500	408,300	3,700	0.9%
Reward and Recognition	175,400	175,400	177,300	177,300	1,900	1.1%
Health, Safety & Wellness	596,300	590,300	611,500	605,500	15,200	2.6%
Labour Relations	236,900	236,900	264,500	264,500	27,600	11.7%
<b>Total</b>	<b>2,433,300</b>	<b>2,425,700</b>	<b>2,478,300</b>	<b>2,470,700</b>	<b>45,000</b>	<b>1.86%</b>

The 2016 budget reflects a careful consideration of expenditures required to fulfill the business plan, based on a five year trend analysis and does not include any new programs or services. Adjustments have been made to reallocate resources between services, otherwise only inflationary increases for salaries and benefits have been added.

# Key Performance Indicators

## 1. Percentage of gross operating budget

2011	2012	2013	2014	2015
1.3%	1.3%	1.3%	1.2%	1.2%
<b>Why Important:</b> Monitors the cost of the program as a proportion of the total cost for the town.				
<b>How Calculated:</b> Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

## 2. Percentage of total FTEs

2011	2012	2013	2014	2015
1.1%	1.1%	1.1%	1.1%	1.0%
<b>Why Important:</b> Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
<b>How Calculated:</b> Total program FTEs including part-time / Total town FTEs including part-time.				

## 3. Average days per short term disability claim

2011	2012	2013	2014	2015
N/A	N/A	24.7	28.82	14.27
<b>Why Important:</b> Indicates trends in short term disability absences.				
<b>How Calculated:</b> Total number of short term disability days/Total number of short term disability claims.				

## 4. Percentage of LEADS training and development program participants who indicated an increase in learning

2011	2012	2013	2014	2015
N/A	92%	94%	96.3%	97%
<b>Why Important:</b> Reflects the value and relevance of the training and development programs to the participants.				
<b>How Calculated:</b> Summary of data from LEADS program evaluation sheets (self-evaluation of level of knowledge pre and post learning).				

## 5. Claims settled prior to grievance arbitration

2011	2012	2013	2014	2015
100%	100%	96.3%	75%	96%
<b>Why Important:</b> Shows the effectiveness of the relationship in resolving disputes with the bargaining units.				
<b>How Calculated:</b> % of grievances settled prior to arbitration.				

## 6. Health and Safety – number of lost time accidents/injuries per # of hours

2011	2012	2013	2014	2015
2.5	1.7	1.9	2.1	2.1
<b>Why Important:</b> Assesses the effectiveness of our safety program.				
<b>How Calculated:</b> # of Lost Time Incident / FTE X 200,000 hours (average of 100 workers' hours worked).				

## 7. Ministry of Labour orders

2011	2012	2013	2014	2015
0	6	5	0	2
<b>Why Important:</b> Indicator of the effectiveness of organization's health and safety practices.				
<b>How Calculated:</b> Number of orders issued, to ensure compliance, by the Ministry of Labour.				

## Key Objectives (Initiatives) for 2016 – 2018

- To continuously improve programs and services:
  - Expand the range of accessible corporate reports and use of data to support evidence based decision making in human resources.
  - Increase the use of automation and workflow to increase efficiency and effectiveness of administrative processes.
  - Revitalize the attendance support 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 to support talent development at the supervisory and managerial level;and in the organization's innovation, creativity and evidence based decision making.
  - Develop a corporate business management curriculum.
  - Review wellness programming cost benefit assessment tools.
- To be accountable in everything we do:
  - Prepare for global harmonization of workplace hazardous material information systems.
  - Audit job evaluation plans and ensure pay equity compliance.
  - Evaluate the effectiveness of the town's reward and recognition programs.
  - Update policies and procedures in accordance with the corporate schedule.
- 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.
  - Prepare and negotiate collective agreements with OPFFA and CUPE.
  - Evaluate options for a mental health awareness and support program.

## 2016 Program Budget Drivers

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change From 2015	% Change From 2015
<b>Expenses:</b>							
Personnel Services & Benefits	1,792,200	1,806,000	0	0	<b>1,806,000</b>	13,800	0.8%
Materials & Supplies	16,200	14,900	0	0	<b>14,900</b>	(1,300)	(8.0%)
Capital Out Of Operations	36,800	35,600	0	0	<b>35,600</b>	(1,200)	(3.3%)
Purchased Services	586,100	619,800	0	0	<b>619,800</b>	33,700	5.7%
Internal Expenses & Transfers	2,000	2,000	0	0	<b>2,000</b>	0	0.0%
<b>Total Expenses</b>	<b>2,433,300</b>	<b>2,478,300</b>	<b>0</b>	<b>0</b>	<b>2,478,300</b>	<b>45,000</b>	<b>1.8%</b>
<b>Revenues:</b>							
External Revenues	7,600	7,600	0	0	<b>7,600</b>	0	0.0%
Internal Recovery & Fund Trsfs	0	0	0	0	<b>0</b>	0	0.0%
<b>Total Revenues</b>	<b>7,600</b>	<b>7,600</b>	<b>0</b>	<b>0</b>	<b>7,600</b>	<b>0</b>	<b>0.0%</b>
<b>Tax Levy</b>	<b>2,425,700</b>	<b>2,470,700</b>	<b>0</b>	<b>0</b>	<b>2,470,700</b>	<b>45,000</b>	<b>1.9%</b>

In 2016, Human Resources program has increased by \$45,000. The main drivers for this change are the following:

- Personnel Services and Benefits increased by \$13,800 primarily due to inflationary and compensation increases. Minor reductions in salary rate changes as a result of staff turnover are also included.
- Materials & Supplies decreased by \$1,300 due to budget efficiencies found in office supplies.
- Capital out of Operations decreased by \$1,200 due to budget efficiencies found in office furnishings.
- Purchased Services increased by \$33,700 primarily due to increased EAP program costs. Increases also related to associated expenses for upcoming union negotiations.

## 2017 - 2018 Operating Budget Forecast

	2016 Requested Budget	2017 Forecast Requested Budget	2016-2017 Change (%)	2018 Forecast Requested Budget	2017-2018 Change (%)
<b>Gross Expenditures</b>					
Human Resources					
Administration And Policy Development	575,500	589,200	2.4%	604,700	2.6%
Recruitment	440,000	468,800	6.5%	478,600	2.1%
Organizational Development	409,500	415,600	1.5%	422,400	1.6%
Reward And Recognition	177,300	180,700	1.9%	184,500	2.1%
Health, Safety & Wellness	611,500	621,100	1.6%	631,900	1.7%
Labour Relations	264,500	268,900	1.7%	273,800	1.8%
<b>Total Gross Expenditures</b>	<b>2,478,300</b>	<b>2,544,300</b>	<b>2.7%</b>	<b>2,595,900</b>	<b>2.0%</b>
<b>Tax Levy</b>					
Human Resources					
Administration And Policy Development	575,100	588,800	2.4%	604,300	2.6%
Recruitment	440,000	468,800	6.5%	478,600	2.1%
Organizational Development	408,300	414,400	1.5%	421,200	1.6%
Reward And Recognition	177,300	180,700	1.9%	184,500	2.1%
Health, Safety & Wellness	605,500	615,100	1.6%	625,900	1.8%
Labour Relations	264,500	268,900	1.7%	273,800	1.8%
<b>Total Tax Levy</b>	<b>2,470,700</b>	<b>2,536,700</b>	<b>2.7%</b>	<b>2,588,300</b>	<b>2.0%</b>
<b>Gross Expenditures By Type</b>					
Personnel Services & Benefits	1,806,000	1,852,000	2.5%	1,903,600	2.8%
Materials & Supplies	14,900	14,900	0.0%	14,900	0.0%
Purchased Services	619,800	639,800	3.2%	639,800	0.0%
Internal Charges	2,000	2,000	0.0%	2,000	0.0%
Other Expenditures	0	0	0.0%	0	0.0%
Minor Capital & Transfer To Reserves	35,600	35,600	0.0%	35,600	0.0%
<b>Total Expenditures</b>	<b>2,478,300</b>	<b>2,544,300</b>	<b>2.7%</b>	<b>2,595,900</b>	<b>2.0%</b>
<b>Revenues By Type</b>					
Activity Revenue	7,600	7,600	0.0%	7,600	0.0%
<b>Tax Levy</b>	<b>2,470,700</b>	<b>2,536,700</b>	<b>2.7%</b>	<b>2,588,300</b>	<b>2.0%</b>

## 2017 - 2018 Budget Forecast Highlights

- Budget reflects inflationary increases only.

