



**Program: Human Resources**

**Program Based Budget**

**2010 – 2012**

## Overview

<b>Program: Human Resources</b>
<b>Vision Statement:</b> To be the principal authority for human resources management and a key strategic contributor to corporate success.
<b>Mission Statement:</b> To support the Town in achieving organizational goals and objectives by enhancing individual, team, group and corporate effectiveness.

## Introduction

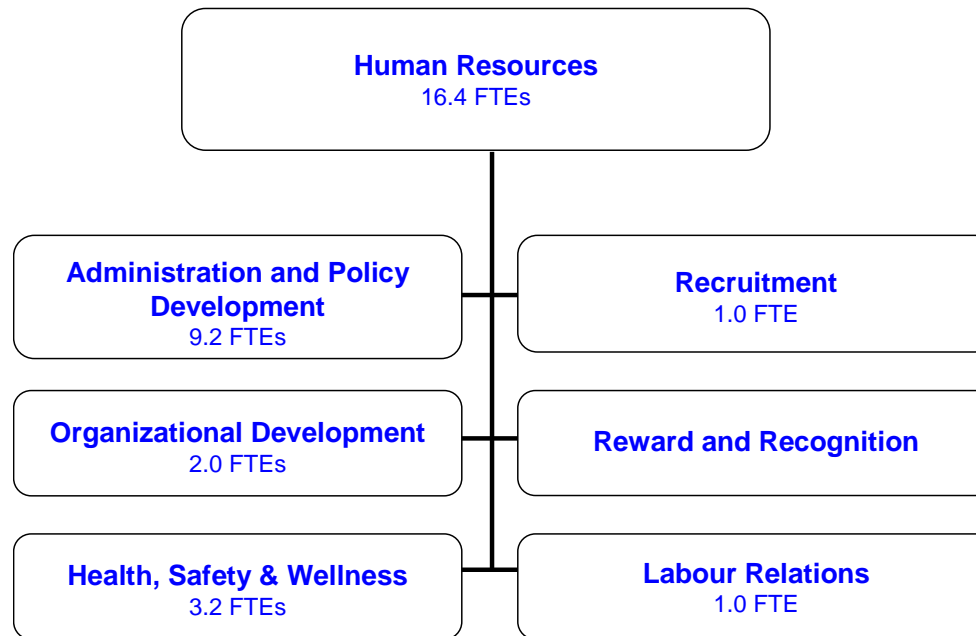
Human Resources assists in the achievement of the Town's corporate priorities through advocating for human resource policies, programs and practices that enhance the effectiveness and satisfaction of individuals, groups and teams in the Town administration and contribute to an organization that has a 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 Relations



## Major Accomplishments in 2009

Council's Key Focus Area: Commitment to Employees

1. *Administration and Policy Development* – developed and administered a redeployment protocol to support expenditure control; developed a telework protocol for testing; developed corporate lieu time metrics; completed a business continuity plan; developed and reported on workforce economic indicators; researched, developed and launched an HR internet website to provide accessible human resource information to prospective, current and retired employees; initiated an HR balance scorecard; and conducted a client services satisfaction survey.

2. *Recruitment and Selection* – Implemented redeveloped bi-weekly corporate orientation and instituted three corporate orientation events; developed profiling assessments to inform interview questions that identify work characteristics; participated in the corporate accessibility committee; and prepared a corporate response on the implications of the employment standards proposed under the *Accessibility for Ontarians with Disabilities Act (AODA)*. Successfully introduced internationally trained individuals into departments to assist with duties and gain Canadian work experience.
3. *Organizational Development* – Authored and distributed the 2009 Learning and Development brochure (Oakville LEADS) marketing learning and development programs for employees. Designed and delivered 25 learning and development programs in the program areas of Leadership Essentials, Essentials of Managing and Supervising, Personal Effectiveness, Respectful and Supportive Workplace, Communication Essentials, ServiceOakville and Health, Safety and Wellness. Developed competency models for CAO/Commissioner and Director levels. Recommended and implemented a succession planning program. Provided logistical support to various corporate learning and training programs. Provided advice and consultation regarding organizational development practices for various corroborate projects and initiatives such as change management; developed performance management tools and provided advice to management; provided consultation to individuals, groups and teams to develop their effectiveness; initiated and monitored team building exercises.
4. *Reward and Recognition* – Developed and implemented a corporate recognition program; facilitated an internal consultation on employee benefits; revised and implemented the non-union overtime policy; aligned the non-union performance cycle with other business processes; revised and updated corporate performance evaluation forms.
5. *Health, Safety and Wellness* – Expanded Hep A and Hep B immunization program to arena facility maintenance; conducted a safety and environmental audit to establish procedures and protocols for spill containment at Bronte Harbour; continued basic health and safety certification for joint health and safety committee members; continued confined space entry training; introduced employees to yoga, pilates and healthy eating in our wellness program; implemented a head protection procedure for arena operators; initiated a flu awareness campaign; refreshed attendance support program; coordinated mobile and cellular and wireless use policy; explored use of third party short term disability claim management.
6. *Labour and Employee Relations* – Implemented the Oakville Professional Firefighters Association collective agreement that incorporates a trial period for 24 hour shifts. Conducted forums on employment law and employee management. Provided advice and guidance on grievance management and collective agreement interpretation and administration.

## Program Significant Issues

- Supporting management and employees in maintaining optimum effectiveness in a fast paced environment, with a variety of demographically based needs, operational issues, preferences and styles
- Broadening and deepening corporate wide involvement in wellness programming
- Significant developments in common law employer and employee duties and obligations supporting employer's ability to manage staff and absenteeism
- Increased legislative, regulatory and common law complexity in employee and labour relations and in health and safety
- Ergonomics program challenged by the need for resources to complete the physical demands analysis inventory
- Effectively addressing, and accommodating where necessary, increasingly complex occupational and non-occupational health issues
- Recruitment and talent management in a competitive labour market
- Balancing the unpredictable volume of day-to-day service requests with the need to create and deliver strategic HR organizational development activities

## Strategic Objectives (Initiatives) for 2010 – 2012

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To ensure that our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community.	Management roundtables	Management has opportunities to discuss trends and developments in employment law that support their effectiveness in employee and labour relations	ongoing	Labour and Employee Relations/ Organizational Development
	Succession planning	Support a succession planning model that addresses emergency and replacement planning	ongoing	Organizational Development
	Employee Recognition program	Comprehensive recognition program that meets corporate objectives	ongoing	Reward and Recognition
	E-HR	Update and add new content to the HR internet website that provides accessible web-based human resources information for prospective, current and retired employees	ongoing	Admin and Policy Development
	Accessibility Awareness and compliance	Provide administrative, development and facilitation support to develop a train-the-trainer model to provide mandatory accessible training for all employees	ongoing	Organizational Development
	Redeployment task force	Maximize the use of staff talent and control expenses	ongoing	Recruitment and Selection
	Implement revamped Corporate Orientation Program	Develop and implement departmental orientation programs for new employees and management orientation programs that reflect best practices	ongoing	Recruitment and Selection
	Negotiate new collective agreements	All agreements settled within bargaining mandate	CUPE 1329 contract settled in Q2 2010 CUPE 136 contract settled in Q2 2010	Labour and Employee Relations
	Supervisor and Management	A best practice corporate orientation program that integrates new supervisory and	Q2 2010	Organizational Development

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
	Orientation	management staff, familiarizing them with management practices		
	Competency modeling	Expand competency models to include manager and supervisory positions	Q2 2010	Organizational Development
	Development opportunities	Investigate ways of increasing employee work experience to prepare for promotion	Q3 2010	Recruitment and Selection and Organizational Development
	Work experience	Coordinate access to internships, co-op and work experience programs for the Town	Q4 2010	Recruitment and Selection
	Enhance recruitment and selection	Use competency models to inform recruitment and selection	Q4 2010	Recruitment and Selection
	HR policy development and review	Corporate policies support a great place for great people to do great things in achieving the Town's goals and objectives Recommend and rollout a Workplace Violence Prevention Policy to respond to Provincial legislation Integrate Fire and Transit into corporate attendance support program	Ongoing Q4 2010 Q4 2010	Admin and Policy Development and Health Safety and Wellness Health Safety and Wellness Health Safety and Wellness
	Desktop learning	Assess and potentially implement desktop learning	Q3 2010/Q2 2011	Organizational Development
	Learning and development opportunities	Conduct learning and development needs assessment	Q1 2011	Organizational Development
	Effective use of assessment tools in recruitment and selection	Identify and close gaps in assessment used for recruitment and selection	Q2 2011	Recruitment and Selection
	Workforce Analytics	Develop a workforce analysis report to support policy and program development	Q2 2011	Admin and Policy Development
	Accessibility	Develop a work plan for implementation of	Q4 2012	Recruitment and

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
		the Employment Standard of the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i>		Selection

# Human Resources

## 2010 Expenditure Summary by Program and Service

	2009 Budget	2009 YTD Actuals	2010 Base Budget	Base Budget Change (%)	2010 Requested Adjustments	2010 Requested Budget	2009 - 2010 Change (%)
<b>EXPENDITURE BY PROGRAM</b>							
Human Resources							
Administration and Policy Developmen	931,000	648,834	927,900	(0.3%)	0	927,900	(0.3%)
Recruitment	264,500	142,604	243,500	(7.9%)	0	243,500	(7.9%)
Organizational Development	345,600	179,871	342,700	(0.8%)	0	342,700	(0.8%)
Reward and Recognition	38,900	4,125	48,400	24.4%	0	48,400	24.4%
Health, Safety & Wellness	320,900	224,818	326,200	1.7%	0	326,200	1.7%
Labour Relations	224,500	118,158	229,200	2.1%	0	229,200	2.1%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>2,125,400</b>	<b>1,318,410</b>	<b>2,117,900</b>	<b>(0.4%)</b>	<b>0</b>	<b>2,117,900</b>	<b>(0.4%)</b>
<b>REVENUES</b>							
Activity Revenue	0	1,041	0	0.0%	0	0	0.0%
Internal Recoveries	3,300	3,152	3,300	0.0%	0	3,300	0.0%
Other Revenue	20,000	13,333	0	(100.0%)	0	0	(100.0%)
<b>Total Revenues</b>	<b>23,300</b>	<b>17,526</b>	<b>3,300</b>	<b>(85.8%)</b>	<b>0</b>	<b>3,300</b>	<b>(85.8%)</b>
<b>Tax Levy Requirement</b>	<b>2,102,100</b>	<b>1,300,884</b>	<b>2,114,600</b>	<b>0.6%</b>	<b>0</b>	<b>2,114,600</b>	<b>0.6%</b>
<b>TAX LEVY BY PROGRAM</b>							
Human Resources							
Administration and Policy Developmen	931,000	648,834	927,900	(0.3%)	0	927,900	(0.3%)
Recruitment	264,500	142,604	243,500	(7.9%)	0	243,500	(7.9%)
Organizational Development	325,600	165,538	342,700	5.3%	0	342,700	5.3%
Reward and Recognition	38,900	4,125	48,400	24.4%	0	48,400	24.4%
Health, Safety & Wellness	317,600	222,618	322,900	1.7%	0	322,900	1.7%
Labour Relations	224,500	117,165	229,200	2.1%	0	229,200	2.1%
<b>Total TAX LEVY BY PROGRAM</b>	<b>2,102,100</b>	<b>1,300,884</b>	<b>2,114,600</b>	<b>0.6%</b>	<b>0</b>	<b>2,114,600</b>	<b>0.6%</b>
<b>Gross Expenditures by Type</b>							
Salaries, Wages, Benefits	1,486,900	1,041,297	1,520,300	2.2%	0	1,520,300	2.2%
Materials & Supplies	13,600	7,746	14,100	3.7%	0	14,100	3.7%
Purchased Services	622,100	270,892	581,300	(6.6%)	0	581,300	(6.6%)
Minor Capital & Transfer to Reserves	2,800	(1,525)	2,200	(21.4%)	0	2,200	(21.4%)
<b>Gross Operating Expenditures</b>	<b>2,125,400</b>	<b>1,318,410</b>	<b>2,117,900</b>	<b>(0.4%)</b>	<b>0</b>	<b>2,117,900</b>	<b>(0.4%)</b>

## Human Resources 2011 - 2012 Expenditure Summary by Program and Service

	2010 Requested Budget	2011 Preliminary Base Budget	Base Budget Change (%)	2011 Requested Adjustments	2011 Forecast Requested Budget	2010-2011 Change (%)	2012 Forecast Base Budget	2012 Requested Adjustments	2012 Forecast Requested Budget	2011-2012 Change (%)
<b>EXPENDITURE BY PROGRAM</b>										
Human Resources										
Administration and Policy Development	927,900	962,600	3.7%	0	962,600	3.7%	989,200	0	989,200	2.8%
Recruitment	243,500	270,400	11.0%	0	270,400	11.0%	274,000	0	274,000	1.3%
Organizational Development	342,700	355,000	3.6%	0	355,000	3.6%	361,100	0	361,100	1.7%
Reward and Recognition	48,400	48,400	0.0%	0	48,400	0.0%	48,400	0	48,400	0.0%
Health, Safety & Wellness	326,200	333,400	2.2%	0	333,400	2.2%	341,200	0	341,200	2.3%
Labour Relations	229,200	233,000	1.7%	0	233,000	1.7%	237,500	0	237,500	1.9%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>2,117,900</b>	<b>2,202,800</b>	<b>4.0%</b>	<b>0</b>	<b>2,202,800</b>	<b>4.0%</b>	<b>2,251,400</b>	<b>0</b>	<b>2,251,400</b>	<b>2.2%</b>
<b>REVENUES</b>										
Internal Recoveries	3,300	3,300	0.0%	0	3,300	0.0%	3,300	0	3,300	0.0%
<b>Total Revenues</b>	<b>3,300</b>	<b>3,300</b>	<b>0.0%</b>	<b>0</b>	<b>3,300</b>	<b>0.0%</b>	<b>3,300</b>	<b>0</b>	<b>3,300</b>	<b>0.0%</b>
<b>Tax Levy Requirement</b>	<b>2,114,600</b>	<b>2,199,500</b>	<b>4.0%</b>	<b>0</b>	<b>2,199,500</b>	<b>4.0%</b>	<b>2,248,100</b>	<b>0</b>	<b>2,248,100</b>	<b>2.2%</b>
<b>TAX LEVY BY PROGRAM</b>										
Human Resources										
Administration and Policy Development	927,900	962,600	3.7%	0	962,600	3.7%	989,200	0	989,200	2.8%
Recruitment	243,500	270,400	11.0%	0	270,400	11.0%	274,000	0	274,000	1.3%
Organizational Development	342,700	355,000	3.6%	0	355,000	3.6%	361,100	0	361,100	1.7%
Reward and Recognition	48,400	48,400	0.0%	0	48,400	0.0%	48,400	0	48,400	0.0%
Health, Safety & Wellness	322,900	330,100	2.2%	0	330,100	2.2%	337,900	0	337,900	2.4%
Labour Relations	229,200	233,000	1.7%	0	233,000	1.7%	237,500	0	237,500	1.9%
<b>Total TAX LEVY BY PROGRAM</b>	<b>2,114,600</b>	<b>2,199,500</b>	<b>4.0%</b>	<b>0</b>	<b>2,199,500</b>	<b>4.0%</b>	<b>2,248,100</b>	<b>0</b>	<b>2,248,100</b>	<b>2.2%</b>
<b>Gross Expenditures by Type</b>										
Salaries, Wages, Benefits	1,520,300	1,560,400	2.6%	0	1,560,400	2.6%	1,607,200	0	1,607,200	3.0%
Materials & Supplies	14,100	14,400	2.1%	0	14,400	2.1%	14,500	0	14,500	0.7%
Purchased Services	581,300	625,800	7.7%	0	625,800	7.7%	627,500	0	627,500	0.3%
Minor Capital & Transfer to Reserves	2,200	2,200	0.0%	0	2,200	0.0%	2,200	0	2,200	0.0%
<b>Gross Operating Expenditures</b>	<b>2,117,900</b>	<b>2,202,800</b>	<b>4.0%</b>	<b>0</b>	<b>2,202,800</b>	<b>4.0%</b>	<b>2,251,400</b>	<b>0</b>	<b>2,251,400</b>	<b>2.2%</b>

2012 Identified Program Growth and Service Needs										
Human Resources	FTEs Full Time	FTEs Part Time	2012 One Time	2012 Growth	2012 Service Level Change	2012 New Service	2012 Impact	2013 Impact	2014 Impact	Annualized Impact
<b>2012 Requests</b>										
HRC-2012-001 Diversity Training			12,000				12,000			0
HRC-2012-002 Desktop Learning Management System			25,000				25,000			0
HRC-2012-003 Online WHMIS Training					5,000		5,000			5,000
HRC-2012-004 Third Party Disability Management					40,000		40,000			40,000
<b>Total 2012 Requests</b>			<b>37,000</b>		<b>45,000</b>		<b>82,000</b>			<b>45,000</b>

## Service: Administration and Policy Development

### Purpose of Service:

- Provide HR advice and guidance to support the achievement of corporate and departmental objectives by individuals, groups and teams
- Ensure legislative and collective agreement compliance in all corporate and departmental policies and practices that affect employees
- Manage confidential employee records in accordance with Town policies
- Provide workforce data analysis to support decision making

### Service: Workforce Management

Activity	Responsibilities	Current Service Level
Administration and Policy Development	<p>Recommend workforce policies and practices that:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• minimize legal risk in employment and labour relations</li> <li>• ensure the Town has access to the most highly qualified candidates possible</li> <li>• support competitive, cost effective total rewards for</li> </ul>	<ul style="list-style-type: none"> <li>• Policies are recommended to EMT/SMT and Council on an as needed basis</li> </ul>

Activity	Responsibilities	Current Service Level
	<p>employees</p> <ul style="list-style-type: none"> <li>respect the collective agreements</li> </ul>	
Administration and Policy Development	<p>Administer the Harassment, Discrimination and Workplace Conflict Policy to ensure the organization has an understanding of the legislation and policies governing treatment of others. Have policies and procedures in place that articulate the Town's position on harassment, discrimination and workplace conflict and provide a mechanism for investigating alleged breaches of the policy</p>	<ul style="list-style-type: none"> <li>Harassment, discrimination and workplace policy in place</li> <li>Regularly schedule updates for employees</li> <li>Respond to enquiries and complaints on a timely basis</li> </ul>
Employee Records	<p>Manage personnel information in accordance with legislative and policy requirements</p>	<ul style="list-style-type: none"> <li>Timely and secure management of employee records both in paper and on the Corporate Information System</li> </ul>
Data Management	<p>Provide regular and <i>ad hoc</i> workforce management reports to support policy recommendations and administrative decision making and monitor the effectiveness of same</p>	<ul style="list-style-type: none"> <li>Standardized and <i>ad hoc</i> reporting and analysis on a variety of corporate measures: vacancies, vacation utilization, grievances, secondments, recruitment, WSIB cases, absence rates, vacation utilization, etc.</li> </ul>
Internal HR Consultancy Services	<p>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.)</p>	<ul style="list-style-type: none"> <li>Daily response to requests for assistance in all areas of practice</li> <li>Complement internal resources with third parties to support individual and group performance needs</li> </ul>

**Key Performance Indicators  
Admin and Policy Development**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
<p>Knowledge of HR policies, practices, programs, services, statutes and collective agreements that affect their work</p>	<ul style="list-style-type: none"> <li>% of managers who report that they have acquired knowledge of HR policies, practices, programs, services, statutes and collective agreements that affect their work</li> <li>% of customers surveyed who report that, as a result of their consultations with HR, their knowledge of HR policies, practices, programs, services, employment law and collective</li> </ul>	100%	84%	100%

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
	agreements is: <ul style="list-style-type: none"> <li>o Satisfactory</li> <li>o Unsatisfactory</li> </ul>	80% Satisfactory; 20% unsatisfactory	94% 6%	85% 15%
Timely, accessible, high quality human resource management advice	<ul style="list-style-type: none"> <li>• % of customers surveyed who report that HR consultancy services provided are: Excellent; Very Good; Good; Adequate; Inadequate Availability Timeliness Helpfulness</li> </ul>	30% excellent, 50% very good, 20% good	18% 42% 36%	25% 45% 20%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Managers make informed decisions on employee issues	<ul style="list-style-type: none"> <li>• % of managers surveyed who report that HR consultation informed their decision making about employee issues</li> </ul>	80%	84%	80%

### Administration and Policy Development Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	837,000	614,555	856,600	2.3%	0	856,600	2.3%	879,100	905,500
Materials & Supplies	7,300	3,842	7,200	(1.4%)	0	7,200	(1.4%)	7,500	7,600
Purchased Services	85,700	33,044	63,100	(26.4%)	0	63,100	(26.4%)	75,000	75,100
Minor Capital & Transfer to Reserves	1,000	(779)	1,000	0.0%	0	1,000	0.0%	1,000	1,000
<b>Gross Operating Expenditures</b>	<b>931,000</b>	<b>650,662</b>	<b>927,900</b>	<b>(0.3%)</b>	<b>0</b>	<b>927,900</b>	<b>(0.3%)</b>	<b>962,600</b>	<b>989,200</b>
<b>Tax Levy Requirement</b>	<b>931,000</b>	<b>650,662</b>	<b>927,900</b>	<b>(0.3%)</b>	<b>0</b>	<b>927,900</b>	<b>(0.3%)</b>	<b>962,600</b>	<b>989,200</b>
<b>By Service Programs</b>									
Administration and Policy Development	931,000	650,662	927,900	(0.3%)	0	927,900	(0.3%)	962,600	989,200
<b>Service Total</b>	<b>931,000</b>	<b>650,662</b>	<b>927,900</b>	<b>(0.3%)</b>	<b>0</b>	<b>927,900</b>	<b>(0.3%)</b>	<b>962,600</b>	<b>989,200</b>

## Service Results Narrative:

Administration and Policy Development encompasses HR consulting services, policy development, data analysis, records management and HR departmental administration. Service is delivered through direct consultancy services to line departments. Policy development uses a highly consultative and benchmarking approach. Emphasis is placed on best practices. Data analysis supports the development of corporate workforce policies, programs, practices and services and executive decision making.

## 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration and Policy Development	Adjust base budget for inflationary and merit impact on salaries and benefits, and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$19,600
Administration and Policy Development	Reallocation of program resources to Reward and Recognition and Labour Relations to ensure efficient use of budget dollars	Maintain current service level	Ensure efficient use of program resources	(\$10,800)
Administration and Policy Development	Temporary reduction in professional fees and other purchased services	Maintain current service level	To reduce overall tax levy	(\$11,900)

## 2011 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration and Policy Development	Adjust base budget for inflationary and merit impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$22,800
Administration and	Add back budgets for	Maintain current service	Ensure appropriate	\$11,900

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Policy Development	professional fees and other purchased services, temporarily reduced for 2010	level	resources to administer current program services	

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration and Policy Development	Adjust base budget for inflationary and merit impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$26,600

## Service: Recruitment and Selection

### Purpose of Service:

- Develop, recommend and implement recruitment and selection policies, programs, practices and strategies that attract and secure the best qualified applicants for positions at the Town of Oakville who will achieve Corporate goals and objectives

### Service: Recruitment and Selection

Activity	Responsibilities	Current Service Level
Policy Development	Recommend recruitment and selection policies and practices that ensure the Town has access to the most highly qualified candidates possible	<ul style="list-style-type: none"> <li>Policies are recommended to EMT/SMT and Council on an as needed basis</li> </ul>
Internal HR Consultancy Services	Provide recruitment and selection 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.)	<ul style="list-style-type: none"> <li>Daily response to requests for assistance in all areas of practice</li> </ul>

Activity	Responsibilities	Current Service Level
Orientation	Provide a best practices program for all new employees that introduces the structure, function, policies and practices of the Town (pre-hire orientation; document and classroom orientation)	<ul style="list-style-type: none"> <li>Regularly scheduled new employee orientation sessions</li> <li>Employees receive orientation and sign off on critical policies</li> </ul>
Employee Recruitment	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	<ul style="list-style-type: none"> <li>Particular recruitment strategies discussed with HR and staff and line departments</li> <li>Posting and advertising of positions</li> <li>Retention of third party services for electronic receipt of applications</li> </ul>
Candidate Selection	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	<ul style="list-style-type: none"> <li>Assist hiring managers in applicant screening, candidate interviewing and assessment, reference and credential checking</li> <li>Provide learning opportunities in recruitment and selection</li> </ul>
Exit Interviews	Conduct exit interviews to acquire information from former employees that will contribute to our understanding of best practices in employee attraction, motivation, retention, talent management and compensation	<ul style="list-style-type: none"> <li>Interview employees who have left the Town</li> <li>Report on reasons for leaving</li> <li>Make modifications to programs, services, practices, etc. where necessary</li> </ul>

**Key Performance Indicators  
Recruitment and Selection**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Knowledge of recruitment process and skills to implement	<ul style="list-style-type: none"> <li>% of managers trained on recruitment and selection process and guidelines</li> </ul>	80%	20%	40%
A fair and competitive opportunity for employment	<ul style="list-style-type: none"> <li>% of positions filled from within Town staff complement</li> <li># of complaints/grievances received concerning discriminatory hiring practices</li> </ul>	55% 0	43% 1	55% 0
Timely, accessible, high quality recruitment and selection	<ul style="list-style-type: none"> <li>% of customers surveyed who report that HR consultancy services provided are:</li> </ul>	30%	23%	25%

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
advice	Excellent; Very Good; Good; Adequate; Inadequate Availability Timeliness Helpfulness	excellent, 50% very good, 20% good	39% 26%	45% 20%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Vacant positions filled in a timely manner with highly qualified and performing workforce	• # of new employees who complete probation and become staff	100%	99%	100%
	• # of new employees released as a result of performance appraisal within one year	0	3	0
	• # of applicants to postings	7,000	11,980	12,000
	• # of new employees resigning within one year	0	6	0
The Town is a respected and trusted employer	• # of hits on the HR internet website	N/A	N/A	750

### Recruitment and Selection Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	98,100	73,564	100,400	2.3%	0	100,400	2.3%	103,000	106,100
Materials & Supplies	200	23	200	0.0%	0	200	0.0%	200	200
Purchased Services	165,600	79,097	142,300	(14.1%)	0	142,300	(14.1%)	166,600	167,100
Minor Capital & Transfer to Reserves	600	0	600	0.0%	0	600	0.0%	600	600
<b>Gross Operating Expenditures</b>	<b>264,500</b>	<b>152,684</b>	<b>243,500</b>	<b>(7.9%)</b>	<b>0</b>	<b>243,500</b>	<b>(7.9%)</b>	<b>270,400</b>	<b>274,000</b>
<b>Tax Levy Requirement</b>	<b>264,500</b>	<b>152,684</b>	<b>243,500</b>	<b>(7.9%)</b>	<b>0</b>	<b>243,500</b>	<b>(7.9%)</b>	<b>270,400</b>	<b>274,000</b>
<b>By Service Programs</b>									
Recruitment	264,500	152,684	243,500	(7.9%)	0	243,500	(7.9%)	270,400	274,000
<b>Service Total</b>	<b>264,500</b>	<b>152,684</b>	<b>243,500</b>	<b>(7.9%)</b>	<b>0</b>	<b>243,500</b>	<b>(7.9%)</b>	<b>270,400</b>	<b>274,000</b>

## Service Results Narrative:

This budget supports the development and use of effective recruitment and selection policies, programs, services, practices and strategies to acquire talent. Emphasis is placed on best practices. The use of an internet-based application tool provides a cost effective approach to receiving and screening applicants, as well as metrics analysis. An intranet-based Manager's Toolkit is accessible for immediate support to management. Classroom training is provided to hone interviewing and selection techniques. Reviewing the effectiveness of advertising choices; evaluating candidate assessments options; and expanding our use of internships, placements and co-op work experiences are priorities.

## 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Recruitment and Selection	Adjust base budget for inflationary and merit impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$2,800
Recruitment and Selection	Temporarily reduce base budget for professional fees and advertising services as anticipated to be minimal recruitment during 2010	Maintain current service level	To reduce overall tax levy	(\$23,800)

## 2011 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Recruitment and Selection	Adjust base budget for inflationary and merit impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$3,100
Recruitment and Selection	Add back budgets for professional fees and advertising services in anticipation of increased recruitment	Maintain current service level	Ensure appropriate resources to administer current program services	\$23,800

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Recruitment and Selection	Adjust base budget for inflationary and merit impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$3,600

## Service: Organizational Development

### Purpose of Service:

The Organizational Development service provides 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.

### Service: Organizational Development

Activity	Responsibilities	Current Service Level
Personal Effectiveness Skills Training	Provide training that enhances the effectiveness of individuals, groups and teams in the achievement of corporate goals and service delivery	<ul style="list-style-type: none"> <li>Provide learning and development programs that reflect Town priorities. Training programs offered in the categories of Personal Effectiveness (dealing with difficult people, project management, prioritizing and time management); Respectful and Supportive Workplace (harassment prevention, conflict management); Communicational Essentials, ServiceOakville (customer service); Corporate Health, Safety and Wellness</li> </ul>
Leadership and Management Development Programs	<p>Provide specialized development opportunities for individuals, groups and teams; corporate updates to all employees on organizational priorities</p> <p>Provide programs designed to support the development of leadership competencies focusing on leadership effectiveness for organizational success</p>	<ul style="list-style-type: none"> <li>Development programs offered under the categories of Leadership Essentials and the Essentials of Managing and Supervising</li> <li>Provide employee updates on corporate learning and development programs, policies (e.g. respectful workplace)</li> </ul>

Activity	Responsibilities	Current Service Level
	Provide management programs designed to support the development of frontline, middle and senior manager levels	
Organizational Development and Effectiveness	Provide advice and consultation regarding organizational development practices, such as change management expertise and advice for the successful implementation of corporate projects and initiatives; develop performance management tools; provide advice to management and teams to enhance their teambuilding and operational effectiveness	<ul style="list-style-type: none"> <li>• <i>Ad hoc</i> in response to identified need</li> </ul>
Organizational Design	Provide advice and consultation regarding organizational design that supports implementation of business strategies	<ul style="list-style-type: none"> <li>• <i>Ad hoc</i> in response to identified need</li> </ul>
Employee Surveys	Evaluate the degree of employee engagement/satisfaction with the Town's organizational culture and climate; gather input from employees on corporate human resource/ organizational development initiatives on an on-going basis	<ul style="list-style-type: none"> <li>• Establishing a baseline of data to use for future comparison</li> </ul>
Interventions	Respond to/identify targeted opportunities to enhance the functioning of individuals, groups and teams	<ul style="list-style-type: none"> <li>• <i>Ad hoc</i> in response to identified need</li> </ul>
Talent management	Develop strategies, policies and programs that support employee retention, motivation and succession planning	<ul style="list-style-type: none"> <li>• Recommend policies and programs that reflect best practices and define the Town as a great place for great people to do great things</li> </ul>
All activities	Recommend policies and practices that support individual, group, team and organizational effectiveness	<ul style="list-style-type: none"> <li>• Policies are recommended to EMT/SMT and Council on an as needed basis</li> </ul>

**Key Performance Indicators  
Organizational Development**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
OD consultation services and advice	<ul style="list-style-type: none"> <li>• # of programs for whom consultation services have been provided</li> </ul>	TBD	115	80
Accessible learning opportunities	<ul style="list-style-type: none"> <li>• # of person-training-days (PTD= total number of participants multiplied by the total number of training hours divided by 7 hours per work</li> </ul>	TBD	690	200

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
	day) for HR Organizational Development sponsored learning and development opportunities			

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
High performing employees, teams and groups meet organizational goals and performance expectations (link to OD initiatives)	<ul style="list-style-type: none"> <li>% of managers surveyed who report improved performance of employees participating in OD programs</li> </ul>	75%	80%	75%
A culture of continuous learning (relating to OD initiatives)	<ul style="list-style-type: none"> <li>% of employee appraisals that have a learning or development plan</li> </ul>	TBD	TBD	40%

### Organizational Development Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	192,100	145,664	196,400	2.2%	0	196,400	2.2%	201,500	207,600
Materials & Supplies	3,100	2,842	3,100	0.0%	0	3,100	0.0%	3,100	3,100
Purchased Services	149,800	32,311	142,600	(4.8%)	0	142,600	(4.8%)	149,800	149,800
Minor Capital & Transfer to Reserves	600	(746)	600	0.0%	0	600	0.0%	600	600
<b>Gross Operating Expenditures</b>	<b>345,600</b>	<b>180,071</b>	<b>342,700</b>	<b>(0.8%)</b>	<b>0</b>	<b>342,700</b>	<b>(0.8%)</b>	<b>355,000</b>	<b>361,100</b>
Activity Revenue	0	1,000	0	0.0%	0	0	0.0%	0	0
Other Revenue	20,000	15,000	0	(100.0%)	0	0	(100.0%)	0	0
<b>Tax Levy Requirement</b>	<b>325,600</b>	<b>164,071</b>	<b>342,700</b>	<b>5.3%</b>	<b>0</b>	<b>342,700</b>	<b>5.3%</b>	<b>355,000</b>	<b>361,100</b>
<b>By Service Programs</b>									
Organizational Development	325,600	164,071	342,700	5.3%	0	342,700	5.3%	355,000	361,100
<b>Service Total</b>	<b>325,600</b>	<b>164,071</b>	<b>342,700</b>	<b>5.3%</b>	<b>0</b>	<b>342,700</b>	<b>5.3%</b>	<b>355,000</b>	<b>361,100</b>

## Service Results Narrative:

The budget supports the design and delivery of general and specific learning and development opportunities, performance consulting, change management and specific interventions designed to maximize the effectiveness of individuals, groups and teams in achieving the Town's goals and objectives. Services are provided in-house or contracted through third parties. Particular emphasis is placed on leadership development and effective management. In 2009, talent management, particularly succession planning, initiating learning networks in the organization and supporting the results of the 2008 employee survey were priorities. Coordinated the provision of training, using a train-the-trainer approach to minimize costs and maximize employee engagement, to all employees on the accessibility requirements of the *Accessibility for Ontarians with Disabilities Act*. Funds to expand our learning and development program to include diversity training are recommended for 2012. Presently, classroom based training is used. In anticipation of a positive review, additional funds to monitor the effectiveness of desktop learning are requested in 2012.

## 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Organizational Development	Adjust base budget for inflationary and merit impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$4,300
Organizational Development	Final transfer from the HR Development reserve to assist in funding the Organizational Development Consultant position approved in the 2006 budget	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$20,000
Organizational Development	Temporarily reduce base budget for professional fees	Maintain current service level	To reduce overall tax levy	(\$7,200)

## 2011 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Organizational Development	Adjust base budget for inflationary and merit impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$5,100

Organizational Development	Reinstate full budget for professional fees to ensure sufficient funds to administer organizational development training programs	Maintain current service level	Ensure appropriate resources to administer current program services	\$7,200
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## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Organizational Development	Adjust base budget for inflationary and merit impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$6,100

## Service: Reward and Recognition

### Purpose of Service:

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

### Service: Reward and Recognition

Activity	Responsibilities	Current Service Level
Base Compensation	Ensure base compensation market competitiveness for our various employee groups (part time, full time, unionized) and recommend cost effective base compensation practices that reflect best practices and are compliant with corporate policies, collective agreements and legislative requirements	<ul style="list-style-type: none"> <li>• Conduct base compensation market surveys, data analysis</li> <li>• Make and submit policies and programs to Senior Management and Council as required</li> </ul>
Benefits and Perquisites	Ensure benefits and perquisites market competitiveness for our various employee groups (part time, full time, unionized) and recommend cost effective base benefits and perquisites that reflect best practices and are compliant with corporate policies, collective agreements and legislative requirements	<ul style="list-style-type: none"> <li>• Conduct base compensation market surveys, data analysis</li> <li>• Make and submit policies and programs to Senior Management and Council as required</li> </ul>

Activity	Responsibilities	Current Service Level
Job Evaluation	Maintain job evaluation programs that establish the internal relativity of jobs within employee groups that are compliant with corporate policies, collective agreements and legislative requirements	<ul style="list-style-type: none"> <li>Support four job evaluation programs: inside workers, outside workers, full time non-union and part time non-union</li> </ul>
Employee Recognition	Develop, recommend and deliver programs that recognize the contribution and tenure of Town employees	<ul style="list-style-type: none"> <li>Support departmental short service award program</li> <li>Deliver long service and retiree award program</li> <li>Support employee suggestion program</li> <li>Support informal recognition practices</li> </ul>

**Key Performance Indicators  
Reward and Recognition**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Managers have a method to acknowledge employee contribution	• % of managers who use the reward and recognition program	80%	80%	80%
	• % of managers who use the corporate reward and recognition program	30%	30%	60%
Employee awareness of reward and recognition programs	• % of employees who are aware of the reward and recognition program	60%	80%	85%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Employees believe their contributions are recognized	• % of employees who feel the reward and recognition program is valuable	70%	50%	70%

### Reward and Recognition Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Purchased Services	38,900	4,125	48,400	24.4%	0	48,400	24.4%	48,400	48,400
<b>Gross Operating Expenditures</b>	<b>38,900</b>	<b>4,125</b>	<b>48,400</b>	<b>24.4%</b>	<b>0</b>	<b>48,400</b>	<b>24.4%</b>	<b>48,400</b>	<b>48,400</b>
<b>Tax Levy Requirement</b>	<b>38,900</b>	<b>4,125</b>	<b>48,400</b>	<b>24.4%</b>	<b>0</b>	<b>48,400</b>	<b>24.4%</b>	<b>48,400</b>	<b>48,400</b>
<b>By Service Programs</b>									
Reward and Recognition	38,900	4,125	48,400	24.4%	0	48,400	24.4%	48,400	48,400
<b>Service Total</b>	<b>38,900</b>	<b>4,125</b>	<b>48,400</b>	<b>24.4%</b>	<b>0</b>	<b>48,400</b>	<b>24.4%</b>	<b>48,400</b>	<b>48,400</b>

### Service Results Narrative:

This budget supports the development, recommendation, implementation and assessment of effective compensation and rewards policies, programs and services to maximize employee engagement in achieving the goals and objectives of the Town. Emphasis is placed on total compensation and strategic rewards and recognition to ensure the competitiveness of the Town in a difficult labour market. Particularly notable in 2009 has been the development and implementation of a corporate recognition program; facilitating an internal consultation on employee benefits; developing and implementing a non-union overtime policy; aligning the non-union performance cycle with other business process; and revising corporate performance evaluation forms.

### 2010 Plan

#### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Reward and Recognition	Adjust base budget for funds reallocated to support employee recognition	Maintain current service level	Ensure appropriate resources to administer current program services	\$9,500

### 2011 Plan

#### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Reward and Recognition	No increases in service costs			

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Reward and Recognition	No increases in service costs			

## Service: Health Safety and Wellness

### Purpose of Service:

To support management in their understanding of, and their ability to respond to, current health and safety issues to ensure employees work in a healthy and safe environment, preventing accidents, illnesses and injuries; review and improve individual, group and corporate compliance with the *Occupational Health and Safety Act*; provide education and training on health and safety, with particular emphasis on applicable regulations and standards; administer the WSIB program; 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; manage the Employee Wellness program; manage the Joint Employee Assistance Program.

### Service: Health, Safety and Wellness

Activity	Responsibilities	Current Service Level
Health and Safety Training	Ensure compliance with the <i>Occupational Health and Safety Act</i> and its regulations as well as Town health and safety policies and procedures	<ul style="list-style-type: none"> <li>Recommend and provide mandatory and discretionary health and safety training that ensures a safe working environment.</li> <li>Maintain training records</li> <li>Act as liaison with Ministry of Labour Inspectors</li> </ul>
WSIB Administration	Ensure compliance with the <i>Workers Safety and Insurance Act</i> and the requirements of the Workers' Safety and Insurance Board	<ul style="list-style-type: none"> <li>Provide advice and guidance to management and employees on WSIB claims administration</li> <li>Maintain documents and records of WSIB claims</li> <li>Provide training to managers and supervisors on the process and requirements by WSIB to ensure effective incident investigation and appropriate management of claims</li> </ul>
Ergonomics	Maintain and inventory the physical demands analyses of Town jobs and identify equipment/work routine modifications to prevent and alleviate worker injury and to	<ul style="list-style-type: none"> <li>Physical demands analyses (PDA) conducted as resources are available</li> <li>Convert the current PDA format to a more functional pictorial</li> </ul>

Activity	Responsibilities	Current Service Level
	develop successful individual early and safe return to work programs for employees	format <ul style="list-style-type: none"> <li>Resolve workstation/work routine/equipment that may be causing an injury to an employee</li> </ul>
Attendance Support	Administer policies and programs that support employee attendance	<ul style="list-style-type: none"> <li>Provide Attendance Support Reports to managers and supervisors on a regular basis</li> <li>Provide advice and guidance to management and employees on the administration of the attendance support program</li> </ul>
Medical Case Management	Ensure employees are receiving timely medical treatment to support an early and safe return to work	Monitor absent employees to ensure appropriate medical documentation is received and return to work options explored
Return to Work	Prepare and monitor early and safe return to work programs for employees with occupational and non-occupational injuries, illnesses and disabilities	<ul style="list-style-type: none"> <li>Work with managers, employees and union representatives to develop early and safe return to work arrangements (work accommodation)</li> </ul>
Wellness	Develop, recommend, deliver and evaluate wellness programming for employees	<ul style="list-style-type: none"> <li>Deliver a comprehensive Wellness program with the use of in-house resources from all facilities. Third party support for Staff Wellness Committee maybe contracted to assist in the delivery of programs based on employee driven priorities</li> </ul>
Policy and Practice Development	Recommend policies and practices that support the health, safety and well being of employees	<ul style="list-style-type: none"> <li>Policies are recommended to EMT/SMT and Council on an as needed basis</li> </ul>

**Key Performance Indicators  
Health Safety and Wellness**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Knowledge of H&S practices	<ul style="list-style-type: none"> <li>% of employees receiving H&amp;S practices training</li> </ul>	50%	56%	50%
	<ul style="list-style-type: none"> <li>Average safety training hours by department or per employee</li> </ul>	400	550	425
	<ul style="list-style-type: none"> <li>% of employees by type receiving training on (CPR, etc.)</li> </ul>	100%	86%	100%

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Timely, accurate and high quality health and safety advice	<ul style="list-style-type: none"> <li>% of customers surveyed who report that advice provided is:               <ul style="list-style-type: none"> <li>✓ timely</li> <li>✓ accurate</li> <li>✓ high quality</li> <li>✓ useful/not useful</li> </ul> </li> </ul>	30% excellent, 50% very good, 20% good	19% 33% 30%	25% 40% 20%
Effective management of WSIB claims	<ul style="list-style-type: none"> <li># of fines from Board (re timelines to file Form 7's)</li> </ul>	0%	0	0

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
A safe workplace	<ul style="list-style-type: none"> <li># of Lost Time WSIB Claims</li> <li># of Medical Case Claims (no lost time)</li> <li># of First Aid Claims</li> <li># of lost work days</li> <li># of employees returned to work</li> <li>Total cost of claims</li> <li>Average cost for each claim</li> </ul>	10% Annual reduction	57 42 115 682 54 \$123,400 \$2,000	52 38 104 614 49 \$111,060 \$1,800
Informed decision-making	<ul style="list-style-type: none"> <li>% of managers surveyed who report that advice and knowledge of H&amp;S provided is:               <ul style="list-style-type: none"> <li>○ very useful</li> <li>○ somewhat useful</li> <li>○ not at all useful to their decision-making</li> </ul> </li> </ul>	80% 10% 10%	54% 42% 4%	60% 40% 0%
Regulatory compliance	<ul style="list-style-type: none"> <li># of MOL visits</li> <li># of citations against Town</li> </ul>	0 0	3 5	0 0
An early and safe return to work	<p>Average time (days) to return to work by injury type and severity:</p> <ul style="list-style-type: none"> <li>sprain/strain</li> <li>injury resulting in surgery</li> </ul>	N/A N/A	9.26 100	8.3 90

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
	<ul style="list-style-type: none"> <li>cuts/scrapes</li> <li>occupational disease</li> <li>exposure – toxins/elements</li> <li>% of work accommodation solutions</li> </ul>	N/A	18	16.2
		N/A	22.5	20.25
		N/A	1.5	1.35
		N/A	54%	60%

### Health, Safety and Wellness Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	215,200	150,990	219,500	2.0%	0	219,500	2.0%	225,600	232,300
Materials & Supplies	500	883	1,100	120.0%	0	1,100	120.0%	1,100	1,100
Purchased Services	104,600	75,307	105,600	1.0%	0	105,600	1.0%	106,700	107,800
Minor Capital & Transfer to Reserves	600	0	0	(100.0%)	0	0	(100.0%)	0	0
<b>Gross Operating Expenditures</b>	<b>320,900</b>	<b>227,180</b>	<b>326,200</b>	<b>1.7%</b>	<b>0</b>	<b>326,200</b>	<b>1.7%</b>	<b>333,400</b>	<b>341,200</b>
Internal Recoveries	3,300	2,200	3,300	0.0%	0	3,300	0.0%	3,300	3,300
<b>Tax Levy Requirement</b>	<b>317,600</b>	<b>224,980</b>	<b>322,900</b>	<b>1.7%</b>	<b>0</b>	<b>322,900</b>	<b>1.7%</b>	<b>330,100</b>	<b>337,900</b>
<b>By Service</b>									
Programs									
Health, Safety & Wellness	317,600	224,980	322,900	1.7%	0	322,900	1.7%	330,100	337,900
<b>Service Total</b>	<b>317,600</b>	<b>224,980</b>	<b>322,900</b>	<b>1.7%</b>	<b>0</b>	<b>322,900</b>	<b>1.7%</b>	<b>330,100</b>	<b>337,900</b>

### Service Results Narrative:

The Health, Safety and Wellness budget supports its basic program elements. In 2009, this section further concentrated on training to ensure our due diligence. Ergonomics and Musculoskeletal Injuries (MSI) continue to be a focus as they are noted by the Ministry of Labour as high risk factors in workplace injuries. The town may require additional resources to complete and maintain the physical demands inventory of town jobs and basic training for all employees on the basics of MSI and preventative measures. These analyses and training are critical to establishing successful early and safe return to work programs for individual employees; developing workplace accommodations, both temporary and permanent, for employees with disabilities; encouraging changes to work routines, equipment and methods that prevent injury and increase efficiency.

## 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Health, Safety and Wellness	Adjust base budget for inflationary and merit impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$5,300

## 2011 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Health, Safety and Wellness	Adjust base budget for inflationary and merit impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$7,200

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Health, Safety and Wellness	Adjust base budget for inflationary and merit impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$7,800

## Service: Labour Relations

### Purpose of Service:

- Minimize legal risk in employment and labour matters
- 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.
- 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

**Service: Labour Relations**

Activity	Responsibilities	Current Service Level
Policy Development	Recommend workforce policies and practices that minimize legal risk in employment and labour relations and respect the collective agreements	<ul style="list-style-type: none"> <li>• Policies are recommended to EMT/SMT and Council on an as needed basis</li> </ul>
Internal HR Consultancy Services	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.)	<ul style="list-style-type: none"> <li>• Daily response to requests for assistance in all areas of practice</li> </ul>
Collective Agreement Administration	Provide advice and guidance to HR staff and management on the interpretation and administration of collective agreements	<ul style="list-style-type: none"> <li>• Four collective agreements: CUPE 136, CUPE 1329, CAW 1256 (Transit), OPFFA (firefighters)</li> </ul>
Collective Agreement Administration	Provide learning opportunities for management to increase knowledge and skill in employee and labour relations	<ul style="list-style-type: none"> <li>• In-house seminars and workshops responding to management survey for topics</li> </ul>
Labour Law Employment Policy Interpretation	Provide advice and guidance to HR staff and management on the interpretation and administration of Ontario labour laws. Provide risk management advice	<ul style="list-style-type: none"> <li>• Advice provided on an <i>ad hoc</i> basis</li> </ul>
Grievance Management	Provide advice and guidance to HR staff and management on the grievance process/grievance response that minimizes risks and supports effective labour management relations. Maintain grievance management tracking system	<ul style="list-style-type: none"> <li>• Four collective agreements: CUPE 136, CUPE 1329, CAW 1256 (Transit), OPFFA (firefighters)</li> <li>• Documentation of grievance information for all collective agreements to maintain an up-to-date database</li> <li>• Make modifications to programs, services and practices as necessary</li> </ul>
Collective Bargaining	Prepare for and lead the Town's team in collective bargaining; monitor the labour relations environment; work with management to develop and bargain changes to collective	<ul style="list-style-type: none"> <li>• Four collective agreements: CUPE 136, CUPE 1329, CAW 1256 (Transit), OPFFA (firefighters)</li> </ul>

Activity	Responsibilities	Current Service Level
	agreements that enhance the effectiveness of the organization in meeting its goals and objectives while respecting the needs and interests of the employees	

**Key Performance Indicators  
Labour Relations**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Timely, accessible, practical high quality labour, employment, human rights advice provided	<ul style="list-style-type: none"> <li>• % of customers surveyed who report that HR consultancy services provided are: Excellent; Very Good; Good; Adequate; Inadequate               <ul style="list-style-type: none"> <li>○ Availability</li> <li>○ Timeliness</li> <li>○ Helpfulness</li> </ul> </li> </ul>	30% excellent, 50% very good, 20% good	19% 42% 28%	25% 40% 25%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Knowledgeable decisions are made by the management of staff with the integrity of the Town of Oakville sustained	<ul style="list-style-type: none"> <li>• Number of collective bargaining agreements negotiated</li> <li>• # of grievances filed</li> </ul>	1 10%	1 18	2 15

## Labour Relations Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	144,500	56,524	147,400	2.0%	0	147,400	2.0%	151,200	155,700
Materials & Supplies	2,500	499	2,500	0.0%	0	2,500	0.0%	2,500	2,500
Purchased Services	77,500	61,135	79,300	2.3%	0	79,300	2.3%	79,300	79,300
<b>Gross Operating Expenditures</b>	<b>224,500</b>	<b>118,158</b>	<b>229,200</b>	<b>2.1%</b>	<b>0</b>	<b>229,200</b>	<b>2.1%</b>	<b>233,000</b>	<b>237,500</b>
Activity Revenue	0	41	0	0.0%	0	0	0.0%	0	0
Internal Recoveries	0	952	0	0.0%	0	0	0.0%	0	0
<b>Tax Levy Requirement</b>	<b>224,500</b>	<b>117,165</b>	<b>229,200</b>	<b>2.1%</b>	<b>0</b>	<b>229,200</b>	<b>2.1%</b>	<b>233,000</b>	<b>237,500</b>
<b>By Service Programs</b>									
Labour Relations	224,500	117,165	229,200	2.1%	0	229,200	2.1%	233,000	237,500
<b>Service Total</b>	<b>224,500</b>	<b>117,165</b>	<b>229,200</b>	<b>2.1%</b>	<b>0</b>	<b>229,200</b>	<b>2.1%</b>	<b>233,000</b>	<b>237,500</b>

## Service Results Narrative:

The budget supports the use of relationship building and interest based problem solving to enhance the relationship among employees, between management and staff and with the four bargaining units. The emphasis is on increasing individual and organizational understanding of employment law, collective agreement negotiation and administration, grievance management and the disciplinary process. Individual and group consultations are complemented by classroom training. External legal fees have been substantially reduced by establishing in-house expertise.

## 2010 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Labour Relations	Adjust base budget for inflationary and merit impact on salaries and benefits; reallocate resources from Administration and Policy Development to provide sufficient budget funds for Labour Relations service	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$4,700

## 2011 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Labour Relations	Adjust base budget for inflationary and merit impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$3,800

## 2012 Plan

### Service Base Budget Adjustments

Activity/Responsibility	Reason for Adjustment	Service Level	Department Objective	Cost
Labour Relations	Adjust base budget for inflationary and merit impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$4,500