

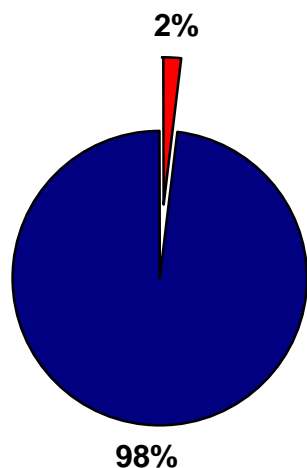
GENERAL FUND

# HUMAN RESOURCES

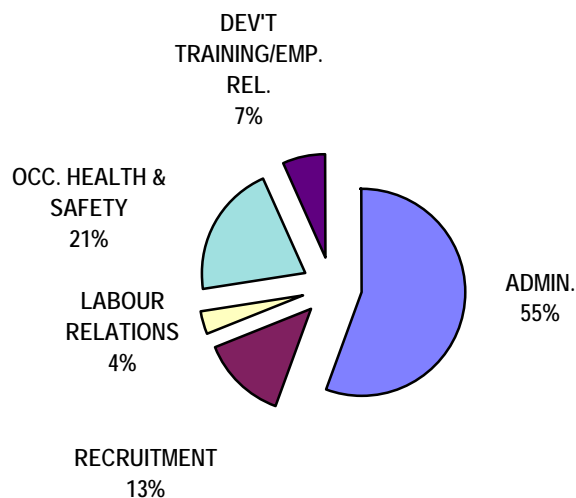
Charlene Covington - Director of Human Resources

## Percent of General Fund Operating

Human Resources = \$1.5 Million



## Division Summary



General Fund Operating = \$81.3 Million

## Department Overview

	Revised Adopted 2008	Financial Plan 2009	Change from Prior Year	Percent Change
<b>Taxation Expenditures</b>				
<b>Net Operating</b>	1,368,230	1,473,789	105,559	7.7%
<b>Capital</b>	0	0	0	0.0%
<b>Total Taxation Expenditure</b>	1,368,230	1,473,789	105,559	7.7%
<b>Authorized Positions</b>	11.8	12.0	0.2	1.6%



# **HUMAN RESOURCES**

## **DEPARTMENTAL GOAL**

Positively influence, encourage, and develop consistently strong and decisive leadership and teamwork throughout the City by actively facilitating the development of programs, policies, and procedures in order to:

Attract and retain superior quality staff in all levels of the organization;

Promote effective and efficient utilization of the City's human resources;

Establish and maintain a stable and positive employer/employee and union/management relationship and deal with issues in a fair and equitable manner;

Promote and develop succession planning;

Maintain and expand the Corporate Wellness program that encourages positive lifestyles that support a healthy work/life balance; to make the City of Kelowna an employer of choice that meets the evolving quality of life needs of its employees and their families;

Promote safety and reduce the human and economic hardships which result from accidents/injuries;

Deliver compensation and benefits programs that balance Corporate and employee needs;

Provide training and development opportunities which will allow staff to meet personal needs and goals within, and consistent with corporate goals and objectives;

Provide expertise in all areas of Human Resources and Labour Relations;

Manage employee data;

Provide corporate strategic planning.

## **CURRENT YEAR OBJECTIVES – LINK TO COMMUNITY STRATEGIC PLAN**

### **GOAL 3 - OBJECTIVE 1 Promote health and wellness initiatives.**

1. Continue to conduct orientation and training sessions with new supervisors and managers on corporate policies and procedures.
2. Continue to expand corporate wide Wellness initiatives on quarterly basis. Implement Wellness initiatives that motivate employees to improve physical and mental well being to improve employee morale and retention.
3. Implement a 'Respect in the Work Place Program'.
4. Conduct a 'Corporate Values' review.
5. Develop a corporate pension information sessions program.
6. Improve the effectiveness of the employee recognition program to facilitate better integration into corporate culture.
7. Implement annual review program for staff.

**GOAL 3 - OBJECTIVE 2 Ensure the availability of fiscal and human resources to provide quality services.**

1. Base 100% of decisions to pursue WCB claim appeals on a cost benefit analysis.
2. Continue the cost effectiveness of training by partnering with other municipalities or organizations in training initiatives.
3. Continue to expand an on-campus recruitment program to ensure a future pool of applicants for hard-to-fill positions. Attended BCIT Career Fair (to attract Building Inspectors/Plan Checkers) and attended PIBC for the first time (to attract Planners).
4. Continue to develop through career fairs increased opportunities for recruitment and placement of co-operative education students. Attended 6 career fairs and hired 10 Co-op Students in 2008.
5. Continue to expand public and employee use of the City's Internet and Intranet site for job information. Held three public open-houses this year (2 for Relief employees and 1 for Public Works employees).
6. Proceed with improved e-recruit functionality for on-line recruitment (Not funded for 2008).
7. Implement updates and efficiencies to HR data and improve efficiencies in HR training reports (Focus in 2008 was to build and implement the Agresso product).
8. Implement a Career Planning program.
9. Implement a Leadership Development program.
10. To conduct a salary and benefits review to ensure cost effectiveness and competitiveness. Approximately 200 CUPE staff received market-based wage adjustments on April 20, 2008. Impacted positions were: CUPE Outside job classifications at pay grade 10 and above and CUPE Inside job classifications at pay grade 11 and above.
11. The 2008 merit rating for WCB is 37.5%.



# HUMAN RESOURCES

## Department ID Section Descriptions

### ADMINISTRATION

To provide support, guidance and administrative services to the department. Oversee the City's benefit programs (medical, dental, extended health, life insurance and disability plans). Provide information on the Superannuation pension plan, responsible for salary administration and employee records. Coordinate the Service Award and Retirement programs. Coordinate Corporate Wellness Program

Manage human resources information and use as a support tool to help improve the productivity of the organization.

### HUMAN RESOURCE MANAGEMENT

Manage recruitment and staff movement city-wide; interviewing and testing followed by selection and verification of candidates. Coordinate and conduct new employee orientations, employee assistance program, seasonal recalls and lay-offs. Specialized recruitment campaigns include Summer Student hiring, Fire Fighter hiring, Seasonal, Part-Time and Relief Roster Hiring.

### LABOUR RELATIONS

Handle the implementation, administration and interpretation of the City's collective agreements, grievance decisions and arbitration awards. Provide advice and assistance to City staff on labour relations issues.

### SAFETY AND ACCIDENT PREVENTION

Ensure compliance with the Workers Compensation Board health and safety guidelines. Coordinate the City's safety programs including Return to Work programs and Safety Training.

Provide advice and support to departmental safety committees.

### TRAINING

Recommend and deliver a wide range of training and development programs. Offer an extensive training library. Implement and manage formalized career development programs including the CMA/CGA succession streams (Finance), Partners in Horticulture (Parks) and the Equipment Operation Certification Program.

## PERFORMANCE MEASURES

<b>PROGRAM INPUT MEASURES</b>		<b>Actual 2007</b>	<b>Revised Adopted 2008</b>	<b>Financial Plan 2009</b>
121	ADMINISTRATION	690,445	798,365	820,646
123	RECRUITMENT	132,193	153,800	194,500
125	LABOUR RELATIONS	101,871	53,721	53,721
126	OCC. HEALTH & SAFETY	171,590	307,514	305,092
127	DEV'T TRAINING/EMP. REL.	112,059	54,830	99,830
<b>Total Net Operating Expenditures</b>		<b>1,208,158</b>	<b>1,368,230</b>	<b>1,473,789</b>

# HUMAN RESOURCES

## PERFORMANCE MEASURES

	Actual 2007	Estimated 2008	Proposed 2009
<b>PROGRAM OUTPUTS</b>			
# of postings	202	212	223
# of vacant positions filled	326	342	359
# of WCB claims processed	54	50	50
# of safety training initiatives		503	550
# of work time hours lost to injury	512	895	600
# of service awards presented	77	127	124
# of transition return to work placements (CUPE)	33	30	30
# of safety inspections			
<b>PROGRAM OUTCOMES</b>			
% merit rating from the WCB	35.7%	37.5%	37.5%
# of WCB safety violations	1	1	0
# of sick occurrences - bargaining unit	817	900	900
# of HR policies developed and approved	4	2	3
<b>EFFICIENCY MEASURES</b>			
% of internal posting filled within 3 weeks	41%	49%	50%
% of external postings filled within 9 weeks	54%	69%	70%
% of departments receiving safety award	54%	61%	70%
% of hires who achieved a good or better rating on performance review in first year	98%	97.5%	98%
<b>CUSTOMER SATISFACTION</b>			
% of match between employees hired and preferred job qualifications on most jobs	90%	84%	90%
% of staff turnover - full time	9%	9%	9%
% of staff turnover - part time	30%	30%	36%
<b>INNOVATION AND LEARNING</b>			
# of training opportunities provided to staff		614	600
# of managers completing development plans	3	3	3
# of systems changes or new systems implementations		1	2
# of eforms created to replace paper based HR forms	0	0	0
# of departmental succession plans			
# of employee training opportunities	15	14	15

# HUMAN RESOURCES SUMMARY

## REVENUES / EXPENDITURES BY CATEGORY

	ACTUAL 2007	REVISED ADOPTED 2008	FINANCIAL PLAN 2009
<b><u>REVENUE</u></b>			
FEES AND CHARGES	(169,661)	(121,250)	(121,250)
OTHER REVENUE			
TRANSFERS FROM FUNDS	(227,971)	(244,521)	(140,451)
Special (Stat Reserve) Funds			
Development Cost Charge Funds			
Accumulated Surplus	(227,971)	(244,521)	(140,451)
<b>TOTAL REVENUE</b>	<b>(397,632)</b>	<b>(365,771)</b>	<b>(261,701)</b>
<b><u>EXPENDITURES</u></b>			
SALARIES & WAGES	1,080,422	1,184,226	1,224,085
INTERNAL EQUIPMENT		900	900
MATERIAL & OTHER	427,621	488,875	510,505
CONTRACT SERVICES	33,671	60,000	
DEBT			
INTERNAL ALLOCATIONS			
TRANSFERS TO FUNDS	64,076		
Special (Stat Reserve) Funds			
Development Cost Charge Funds			
Accumulated Surplus	64,076		
<b>TOTAL EXPENDITURES</b>	<b>1,605,790</b>	<b>1,734,001</b>	<b>1,735,490</b>
<b>NET OPERATING EXPENDITURES</b>	<b>1,208,158</b>	<b>1,368,230</b>	<b>1,473,789</b>
<b>CAPITAL EXPENDITURES</b>			
FROM TAX DEMAND			
OTHER FUNDING SOURCES			
<b>GROSS CAPITAL EXPENDITURES</b>			
<b>NET OPERATING &amp; CAPITAL EXP.</b>	<b>1,208,158</b>	<b>1,368,230</b>	<b>1,473,789</b>

### AUTHORIZED F.T.E. POSITIONS

	BUDGETED FTE'S 2007	ACTUAL 2007	REVISED ADOPTED 2008	FINANCIAL PLAN 2009
<i>Salaried</i>	10.1	11.0	11.8	12.0
<i>Hourly</i>				
<i>Contract</i>				

## HUMAN RESOURCES

Description of Program Changes	2009 Gross Cost Change	2009 Net Impact	2009 FTE
1) 2008 One-Time Supplements	\$124,070	\$0	
2) Annualized 2008 Budget Cost	\$18,270	\$18,270	0.25
3) Salary Adjustments	\$4,011	\$1,589	
4) 2009 Supplementals	\$105,700	\$85,700	
<b>Total Changes for 2009</b>	<b>\$252,051</b>	<b>\$105,559</b>	<b>0.25</b>
 <b>Unfunded 2009 Requests</b>			
1) 2009 Supplementals	\$107,770	\$107,770	0.75
<b>Total Unfunded Requests for 2009</b>	<b>\$107,770</b>	<b>\$107,770</b>	<b>0.75</b>

**2009 SUPPLEMENTAL REQUEST SUMMARY  
PROVISIONAL BUDGET  
BY DEPARTMENT**

<u>ACCOUNT NUMBER</u>	<u>DESCRIPTION</u>	<u>GROSS AMOUNT</u>	<u>REVENUE</u>	<u>FUNDING SOURCE</u>	<u>NET AMOUNT</u>	<u>ONE-TIME ONGOING</u>
<b><u>HUMAN RESOURCES</u></b>						
XXX-10-123-0-281	E-RECRUITMENT SYSTEM	40,700	23,700	RESERVE	17,000	ON-GOING
413-10-125-0-291	NEGOTIATIONS	20,000	20,000	FBLDRES	0	ONE-TIME
413-10-127-0-001	LEADERSHIP DEVELOPMENT	45,000			45,000	ON-GOING
	DEPARTMENT TOTALS	<u>105,700</u>	<u>43,700</u>		<u>62,000</u>	
<b><u>HUMAN RESOURCES - PRIORITY 2</u></b>						
521-10-121-0-001	HUMAN RESOURCES ADVISOR	62,770			62,770	ON-GOING
413-10-127-0-001	LEADERSHIP DEVELOPMENT	45,000			45,000	ON-GOING
	DEPARTMENT TOTALS	<u>107,770</u>	<u>0</u>		<u>107,770</u>	



# CITY OF KELOWNA

## 2009 SUPPLEMENTAL REQUEST DETAILS

**DEPARTMENT: HUMAN RESOURCES**

**DEPT. ID: RECRUITMENT**

<b>DESCRIPTION:</b>	NEW or EXPANDED Program?	<b>NEW</b>
<b>E-RECRUITMENT SYSTEM</b>		

**JUSTIFICATION:**

Recruitment workload has increased consistently since 2001. At 257 vacancies filled so far this year, recruitment has already surpassed levels from 2001 - 2006 and is expected to exceed the 2007 level of 326. External recruitment is on the rise from year-to-year which takes considerably longer and is more labour intensive.

E-recruitment systems help manage the recruitment process and tap into the internet for efficiency in communication, extended outreach and sourcing capability. In addition, it manages the entire recruitment cycle from creating and getting approval on the job requisition to advertising, sourcing, managing applications, interviewing, hiring employees. Actual cost savings and increased efficiency would be gained by using a computer solution for screening applicants, building a large talent pool and gaining candidates for free, matching of candidates to jobs, higher quality of service to applicants and staff, reduced time to hire, reduced advertising costs, reduced administration through self-service and expanded management reporting capability.

The current request is to provide funding to purchase an e-recruitment solution. Discussions with the Agresso Development Manager indicates there is interest for a partnership to pilot an interface for an e-recruit solution. There is a willingness by Agresso to partner with the City of Kelowna which would significantly reduce (if not eliminate) the cost to write an interface to Agresso. The HR Department has conducted research on five different products and believe this source to be a quality product that would meet our needs. Agresso anticipates minimum integration issues with this product.

**STRATEGIC PLAN OBJECTIVE:**

Goal 3, Objective 2 - Ensure the availability of fiscal and human resources to provide quality services (recreation, culture, fire, police, planning, works and utilities).

**CONSEQUENCES OF NOT FUNDING:**

Increased administration time requiring more staff to service increased recruitment demands. Potential loss of quality applicants (we currently receive electronic applications through e-mail). Vacancies would take longer to fill resulting in loss of quality candidates due to the current labour market and loss of productivity in operating departments.

Acct-Fund-Dept-Prog-Class	DESCRIPTION	2009 AMOUNT	2010 AMOUNT	2011 AMOUNT
103-10-123-0-281	One-time Implementation Fee	8,000		
103-10-123-0-281	Annual Service Fee	17,000	17,000	17,000
311-10-123-0-281	On-Site Training Fee	2,500		
311-10-123-0-281	Agresso Interface (could be reduced or eliminated with partnership)	13,200		
732-10-123-0-281	General Reserve	(23,700)		
<b>TOTAL COST ADDITION</b>		<b>17,000</b>	17,000	17,000

<b>FUTURE BUDGET IMPACT</b>	<b>ON-GOING</b>	<b>X</b>	
	<b>ONE-TIME</b>		
<b>SPECIAL REMARKS</b>	<b>PRIORITY: 1</b>		

# CITY OF KELOWNA

## 2009 SUPPLEMENTAL REQUEST DETAILS

DEPARTMENT: HUMAN RESOURCES

DEPT. ID: LABOUR RELATIONS

<b>DESCRIPTION:</b>	NEW or EXPANDED Program?	<b>NEW</b>			
<b>NEGOTIATIONS</b>					
<b>JUSTIFICATION:</b>					
<p>To prepare for negotiations and bargain new Collective Agreements with the Canadian Union of Public Employees (CUPE) and the International Association of Fire Fighters (IAFF).</p> <p>This initiative is critical to support the City transitioning from a Group Bargaining Model that was facilitated and funded through the Okanagan Mainline Municipal Labour Relations Association (OMMLRA) to an Independent Bargaining Structure which will require the City of Kelowna's Human Resources Department to prepare for and lead all future negotiations with CUPE, IAFF and IBEW (International Brotherhood of Electrical Workers).</p> <p>The focus will be on: developing 2009 bargaining strategies and objectives; conducting negotiations research; and identifying, training and developing the management bargaining teams; and, other associated costs to support upcoming negotiations that will commence in 2009 (CUPE) and or early 2010 (IAFF).</p>					
<b>STRATEGIC PLAN OBJECTIVE:</b>					
Goal 3, Objective 2 - Ensure the availability of fiscal and human resources to provide quality services (recreation, culture, fire, police, planning, works and utilities).					
<b>CONSEQUENCES OF NOT FUNDING:</b>					
<p>If funding is not provided the City will not be properly prepared to effectively bargain new collective agreements which could result in inferior new collective agreements that disadvantage the City's management team in achieving its economic and operational goals. It also increases the risk of poor or unproductive collective bargaining which could result in prolonged bargaining, labour and services disruption (strike or lockout) and damage to the City's relationship with its employees and Unions.</p>					
<b>Acct-Fund-Dept-Prog-Class</b>	<b>DESCRIPTION</b>	<b>2009 AMOUNT</b>	<b>2010 AMOUNT</b>	<b>2011 AMOUNT</b>	
413-10-125-0-291	Negotiations	20,000			
731-10-125-0-R021	Fringe Benefit Loading Reserve	(20,000)			
<b>TOTAL COST ADDITION</b>		-	-	-	
<b>FUTURE BUDGET IMPACT</b>		<b>ON-GOING</b>			
		<b>ONE-TIME</b>	<b>X</b>		
<b>SPECIAL REMARKS</b>			<b>PRIORITY:</b>	<b>1</b>	

# CITY OF KELOWNA

## 2009 SUPPLEMENTAL REQUEST DETAILS

**DEPARTMENT: HUMAN RESOURCES**

**DEPT. ID: DEVELOPMENT TRAINING & EMPLOYEE RELATIONS**

<b>DESCRIPTION:</b>	NEW or EXPANDED Program?	<b>EXPANDED</b>
<b>LEADERSHIP DEVELOPMENT</b>		

**JUSTIFICATION:**

To provide essential corporate training and development programs for new, existing and future supervisors and managers. A robust training and development program will provide the foundation necessary to develop effective leaders that can successfully implement the City's Strategic Plan and achieve the organizational goals. An increased commitment to training and development is critical due to labour market shortages and ever changing work environments. Its also provides a recruitment and retention advantage as it helps ensure new staff are properly orientated, supports existing staff and addresses skills gaps that are more prevalent as fewer job candidates are fully qualified.

Also, an effective training and development program is critical to address skills shortages and will be the cornerstone of our career development and succession planning efforts. The training and development will align with and contribute to the establishment of the City as a People First organization by developing leaders that have the skills, knowledge and attributes to effectively work with, motivate and manage employees.

Base Budget is \$29,700

**STRATEGIC PLAN OBJECTIVE:**

Goal 3, Objective 2 - Ensure the availability of fiscal and human resources to provide quality services (recreation, culture, fire, police, planning, works and utilities).

**CONSEQUENCES OF NOT FUNDING:**

If supervisors, managers and staff are not properly trained it will have a negative impact on City services, productivity and create significant human resources problems.

Acct-Fund-Dept-Prog-Class	DESCRIPTION	2009 AMOUNT	2010 AMOUNT	2011 AMOUNT
<b>Priority 1</b>				
413-10-127-0-001	Employee Training & Education	<b>45,000</b>	45,000	45,000
<b>Priority 2</b>				
413-10-127-0-001	Employee Training & Education	<b>45,000</b>	45,000	45,000
<b>TOTAL COST ADDITION</b>		<b>45,000</b>	45,000	45,000

<b>FUTURE BUDGET IMPACT</b>	<b>ON-GOING</b> <b>ONE-TIME</b>	<b>X</b>
<b>SPECIAL REMARKS</b>	<b>PRIORITY: 1/2</b>	

# CITY OF KELOWNA

## 2009 SUPPLEMENTAL REQUEST DETAILS

**DEPARTMENT:** HUMAN RESOURCES

**DEPT. ID:** ADMINISTRATION

<b>DESCRIPTION:</b>	NEW or EXPANDED Program?	<b>NEW</b>		
<b>HUMAN RESOURCES ADVISOR</b>				
<b>JUSTIFICATION:</b>				
<p>Four major HR initiatives were identified through the Corporate organizational review: Performance Measurement, Career Planning, Leadership Development and Succession Planning. Over the past several years the HR Department has designed program overviews for Career Planning and Leadership Development. However, additional dedicated resources are required to fully develop and implement programs in these key organizational issues.</p> <p>The responsiveness to fill vacant positions has declined over the last couple of years. HR can only meet the targeted recruitment timeline 49% of the time for internal postings and 69% of the time for external postings. There have been a number of efficiency changes implemented that has allowed us to maintain a reasonable service level. However, without additional dedicated resources our inefficiencies will increase together with our inability to assist the organization in meeting staff resource requirements.</p> <p>In 2006 we filled 246 positions. This increased to 326 in 2007 and is anticipated to increase further in 2008.</p>				
<b>STRATEGIC PLAN OBJECTIVE:</b>				
Goal 3, Objective 2 - Ensure the availability of fiscal and human resources to provide quality services (recreation, culture, fire, police, planning, works and utilities).				
<b>CONSEQUENCES OF NOT FUNDING:</b>				
<p>Inability to implement Performance Measurement, Career Planning and Leadership Development initiatives. Inability to prepare the organization to meet future staffing requirements. Potential of losing out in hiring top candidates for job vacancies. Further increased stress on staff throughout the organization trying to balance many competing priorities.</p>				
<b>Acct-Fund-Dept-Prog-Class</b>	<b>DESCRIPTION</b>	<b>2009 AMOUNT</b>	<b>2010 AMOUNT</b>	<b>2011 AMOUNT</b>
511-10-121-0-001	Salaries (9 months in 2009)	62,770	83,700	83,700
<b>TOTAL COST ADDITION</b>		<b>62,770</b>	83,700	83,700
<b>FUTURE BUDGET IMPACT</b>		<b>ON-GOING ONE-TIME</b>		
<b>SPECIAL REMARKS</b>		X	<b>PRIORITY: 2</b>	