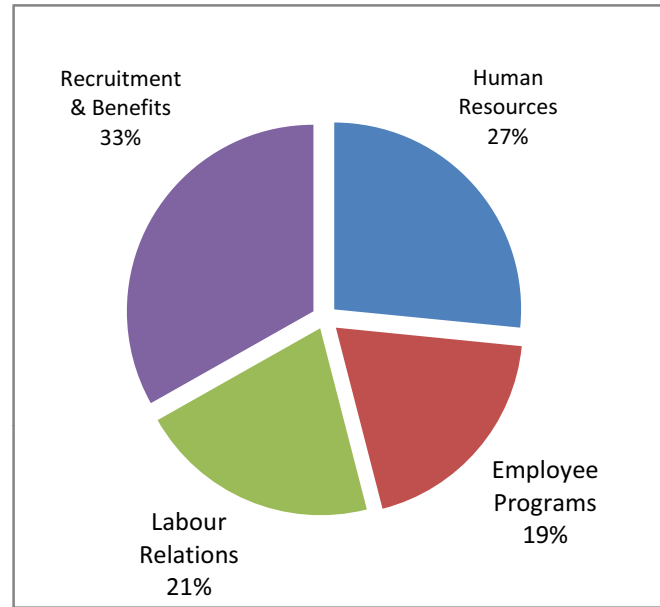
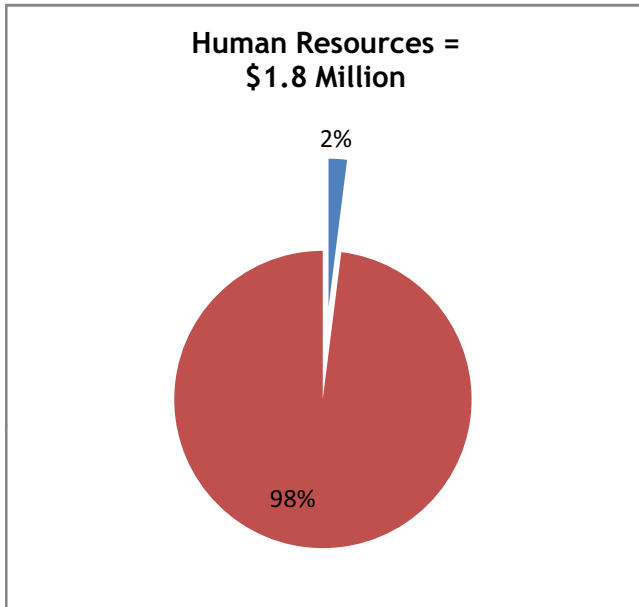




Charlene Covington - Director

## Percent of General Fund Operating

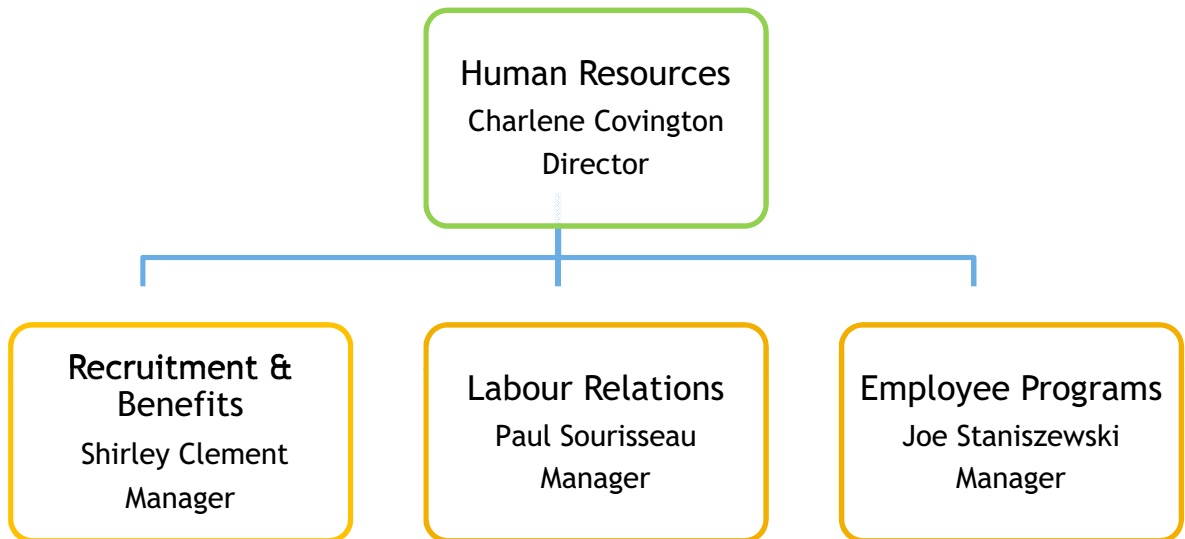
## Division Summary



General Fund Operating = \$88.6 Million

## Department Overview

	Revised Adopted 2009	Financial Plan 2010	Change from Prior Year	Percent Change
<b>Taxation Expenditures</b>				
Net Operating	1,771,810	1,750,299	(21,511)	-1.2%
Capital	0	0	0	0.0%
<b>Total Taxation Expenditure</b>	<b>1,771,810</b>	<b>1,750,299</b>	<b>(21,511)</b>	<b>-1.2%</b>
<b>Authorized Positions</b>	<b>12.5</b>	<b>12.5</b>	<b>0.0</b>	<b>0.0%</b>





## DEPARTMENT GOALS

Align Human Resources initiatives with corporate strategies.

Ensure the City has a competitive compensation program.

Improve communication and engage with the organization by meeting with groups of departmental managers.

Demonstrate excellence in Labour Relations.

Ensure we have the right person in the right job by assisting supervisors to identify suitable selection processes and successful candidates.

Maintain a stable and qualified work force.

Utilize appropriate systems to support the Human Resources Departments work.

Ensure the work force has the skills and knowledge to be successful through training, development and succession plans, mentoring and coaching.

Guide employees toward a high standard of performance.

Support corporate sustainability.



## CURRENT YEAR OBJECTIVES

### A Healthy, Active Community

- ▶ Expand the City's employee wellness program through scheduling monthly staff activities.

### A Growing, Progressive Economy

- ▶ Update HR website for more efficient communication with the public.
- ▶ Expand on campus recruitment and co-op placements.
- ▶ Establish community training/ development partners.

### A Natural, Protected Environment

- ▶ Implement at least one departmental sustainability initiative.

### Strong Innovative Leadership

- ▶ Conduct interview skills training for managers/ supervisors.
- ▶ Finalize recommendations and implement an approved policy on employee referrals.
- ▶ Go-live with Agresso HR module by December 31, 2010.
- ▶ Implement benefit and compensation changes resulting from CUPE bargaining.
- ▶ Full implementation of a respect in the workplace program.
- ▶ Develop a career and succession planning framework.
- ▶ Conduct collective agreement learning sessions with exempt staff.
- ▶ Implement a performance review program for unionized staff.

### Sound Fiscal Management

- ▶ Negotiate collective agreements that fall within the City's budgetary mandate.



## Department ID Section Descriptions

### Recruitment & Benefits

Hiring the right staff, ensuring the City provides fair and equitable compensation and benefits and maximizing the capacity to provide accurate and timely personnel information are some of the key areas managed by the Recruitment & Benefits staff. Specific issues this group deals with include hiring and promoting staff, conducting research on pay and benefits, maintaining HR information systems and managing disability claims.

### Labour Relations

The Labour Relations staff uphold the provisions of all collective agreements between our Unions and the City. This includes negotiating new collective agreements, managing grievances, assisting supervisors in handling employee issues and providing information and training on the administration of contract language.

### Employee Programs

Often considered the fun part of Human Resources, the Employee Programs area deals with staff training, development, employee recognition and employee wellness. Many special projects are also handled by staff in this area. One major area of responsibility currently being managed is the joint City/CUPE job evaluation process.

## PERFORMANCE MEASURES

<i>PROGRAM INPUT MEASURES</i>		Revised Adopted 2009	Financial Plan 2010
139	Human Resources	465,637	465,082
140	Employee Programs	318,834	340,075
141	Labour Relations	379,264	364,454
143	Recruitment & Benefits	608,075	580,688
<b>Total Net Operating Expenditures</b>		<b>1,771,810</b>	<b>1,750,299</b>



## PERFORMANCE MEASURES

	Actual 2008	Estimated 2009	Proposed 2010
<b>PROGRAM OUTPUTS</b>			
# of postings	189	145	150
# of vacant positions filled	331	271	285
# of WCB claims processed	52	50	45
# of work time hours lost to injury	2,289	1,400	1,200
# of long service awards presented	127	260	130
# of transition return to work placements (CUPE)	29	30	30
<b>PROGRAM OUTCOMES</b>			
% merit rating from the WCB	38%	42%	40%
# of WCB safety violations	1	0	0
# of sick occurrences - bargaining unit	966	900	850
# of HR policies developed and approved	2	3	5
<b>EFFICIENCY MEASURES</b>			
% of internal postings filled within 3 weeks	46.5%	41.7%	50.0%
% of external postings filled within 9 weeks	63.0%	69.0%	70.0%
% of hires who achieved a good or better rating on performance review in first year	97.50%	98%	98%
<b>CUSTOMER SATISFACTION</b>			
% of match between employees hired and preferred job qualifications on most jobs	84%	91%	92%
% of staff turnover - full time	10%	5%	9%
% of staff turnover - part time	33%	10%	15%
<b>INNOVATION AND LEARNING</b>			
# of training opportunities provided to staff - training	614	275	300
# of manager completing development plans	1	3	3
# of systems changes or new systems implementations	1	2	2
# of eforms created to replace paper based HR forms	0	0	0
# of department succession plans	0	0	0
# of employee training opportunities	12	10	15



## REVENUES / EXPENDITURES BY CATEGORY

	Revised 2009	Provisional 2010
<b><u>REVENUE</u></b>		
PROPERTY TAX	0	0
PARCEL TAX	0	0
FEES AND CHARGES	(135,950)	(135,950)
OTHER REVENUE	0	0
TRANSFERS FROM FUNDS		
Special (Stat Reserve) Funds	0	0
Development Cost Charges	0	0
Accumulated Surplus	(269,901)	(177,011)
<b>TOTAL REVENUE</b>	<b>(405,851)</b>	<b>(312,961)</b>
<b><u>EXPENDITURES</u></b>		
SALARIES AND WAGES	1,201,098	1,213,147
INTERNAL EQUIPMENT	0	0
MATERIAL AND OTHER	585,562	564,862
CONTRACT SERVICES	391,001	285,251
DEBT	0	0
RCMP CONTRACT	0	0
INTERNAL ALLOCATIONS	0	0
TRANSFER TO FUNDS		
Special (Stat Reserve) Funds	0	0
Development Cost Charges	0	0
Accumulated Surplus	0	0
<b>TOTAL EXPENDITURES</b>	<b>2,177,661</b>	<b>2,063,260</b>
<b>NET OPERATING EXPENDITURES</b>	<b>1,771,810</b>	<b>1,750,299</b>
<b><u>CAPITAL EXPENDITURES</u></b>		
GROSS EXPENDITURES	0	0
OTHER FUNDING SOURCES	0	0
<b>TAXATION CAPITAL</b>	<b>0</b>	<b>0</b>
<b>NET OPERATING &amp; TAX CAPITAL EXP.</b>	<b>1,771,810</b>	<b>1,750,299</b>



Description of Program Changes	2010 Gross Cost Change	2010 Net Impact	2010 FTE
1) 2009 One-time Supplementals	(\$125,750)		
2) Annualized 2009 Budget Costs	(\$23,700)		
3) Salary Adjustments	\$489	\$489	
4) Other Adjustments	(\$2,400)	(\$2,400)	
5) Departmental Adjustments	\$2,000	\$2,000	
6) 2010 Supplementals	\$74,960	\$18,400	
7) 2010 Expensed Project Supplementals			
8) 2010 Expenditure Reductions	(\$40,000)	(\$40,000)	
<b>Total Changes for 2010</b>	<b>(\$114,401)</b>	<b>(\$21,511)</b>	<b>-</b>

### *Unfunded 2010 Requests*

1) 2010 Supplementals		
2) 2010 Expensed Project Supplementals		
3) 2010 Expenditure Reductions		
<b>Total Unfunded Requests for 2010</b>	<b>-</b>	<b>-</b>

Authorized F.T.E. Positions	Revised Adopted 2009	Financial Plan 2010
<i>Salaried</i>	12.5	12.5
<i>Hourly</i>		
<i>Contract</i>		

# 2010 Supplemental Request Summary

## PROVISIONAL Budget

### General Fund Summary

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Page	Description	Gross Amount	Revenue	Funding Source	Taxation	Category
	<b><u>Human Resources - Priority 1</u></b>					
X11	Performance Evaluation	18,400	-		18,400	ON-GOING
X12	Co-op Student for HR Agresso Implementation	11,560	11,560	RESERVE	-	ONE TIME
X13	Leadership Development	45,000	45,000	RESERVE	-	ON-GOING
	<b>Department Priority 1 Totals</b>	<u>74,960</u>	<u>56,560</u>		<u>18,400</u>	

## 2010 Supplemental Request Details

<b>Division:</b>	Corporate Sustainability	<b>Priority:</b>	1
<b>Department:</b>	Human Resources		
<b>Branch:</b>	Employee Programs		ON-GOING
<b>Description:</b>	Performance Evaluation		NEW

**Justification:**

The City is embarking on a formal Corporate-wide process to evaluate employee performance. This will allow individuals to be held accountable to perform their job duties at or above the expected level, track achievement of goals and objectives and report on City performance to a much higher degree than in the past. A unique opportunity presented itself in 2009 to purchase an electronic solution for performance and position management that aligns with e-recruitment processes. This allowed the required software to be installed at a significantly reduced cost and to maximize the efficiency of implementation by coordinating it with the e-recruitment installation. Early in 2010 excluded (non-union) staff will begin to be evaluated and then this will be expanded to unionized staff later in the year.

**Strategic Plan Objective:**

Sound Fiscal Management

**Consequences of not funding:**

The department will continue to have departmental evaluations which will not provide for the Corporate consistency or the level of Corporate reporting.

Account	2010	2011	2012
7480.140.1057.*.000.10.* Personnel Expenses	18,400	18,400	18,400
<b>TOTAL COST ADDITION:</b>	<b>18,400</b>	<b>18,400</b>	<b>18,400</b>

## 2010 Supplemental Request Details

<b>Division:</b>	Corporate Sustainability	<b>Priority:</b>	1
<b>Department:</b>	Human Resources		
<b>Branch:</b>	Human Resources		<b>ONE-TIME</b>
<b>Description:</b>	Co-op Student for HR Agresso Implementation		<b>NEW</b>

**Justification:**

The HR & Payroll modules of Agresso are slated for full implementation by December 31, 2010. At that time, the current version of our existing HRMS will no longer be supported by Peoplesoft. The implementation of the HR/Payroll modules will support a fully integrated system with Finance which is currently running on Agresso. Agresso's HR module is less defined than other modules and has a lot of flexibility for setup and customization. As a result, the HR module will require considerable set-ups and data entry in order to load the test database and also the production database. The HR implementation team has already built the basic functionality to support payroll and will require additional data entry assistance to setup the HR components, i.e. position management, labour relations, training, competencies, a custom training component for the Kelowna Airport, Equipment Operator Certification, motor vehicle and accident investigation, absence and attendance management and reporting. This request is for a business (HR major) co-op student to assist with data entry on all pay rates, vacation rate tables, all job classifications, competencies and skills on all jobs, all positions (including cost centres) on both the test and the production databases. In addition, the student would be utilized to test data loads to both databases, verify reporting data, verify bank and entitlement balances, assign jobs and positions to all employees and test the functionality to support payroll.

**Strategic Plan Objective:**

Diverse and Sustainable Infrastructure

**Consequences of not funding:**

Resources will be required from other areas leaving those areas under resourced.

Account	2010	2011	2012
5200.139.1056.*.*.000.10.* Salaries	11,560	0	0
4200.139.1056.R043.*.000.10.* Contribution fr General Reserve	( 11,560)	0	0
<b>TOTAL COST ADDITION:</b>			<b>0</b>

## 2010 Supplemental Request Details

<b>Division:</b>	Corporate Sustainability	<b>Priority:</b>	1
<b>Department:</b>	Human Resources		
<b>Branch:</b>	Employee Programs		<b>ON-GOING</b>
<b>Description:</b>	Leadership Development		<b>EXPANDED</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. It also provides a recruitment and retention advantage as it helps ensure new staff are properly oriented, 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 who have the skills, knowledge and attributes to effectively work with, motivate and manage employees. 50% of the funding for this program was allocated in the 2009 budget.

**Strategic Plan Objective:**

Strong Innovative Leadership

**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.

Account	2010	2011	2012
8050.140.1057.*.1057-06.000.10.* Training & Education Expense	45,000	45,000	45,000
4200.140.1057.R021.1057-06.000.10.* Contribution fr General Reserve	( 45,000)	( 45,000)	( 45,000)
 <b>TOTAL COST ADDITION:</b>	 <b>0</b>	 <b>0</b>	 <b>0</b>

# 2010 Expenditure Reduction Request Summary

## PROVISIONAL Budget

### General Fund Summary

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Page	Description	Gross Amount	Revenue	Funding Source	Taxation	Category
	<u>Human Resources - Priority 1</u>					
X17	Reduction in Recruitment Expenses	(40,000)	-		(40,000)	ONE TIME
	<b>Department Priority 1 Totals</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>(40,000)</b>	

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## 2010 Expenditure Reduction Request Details

**Division:** Corporate Sustainability **Priority:** 1  
**Department:** Human Resources  
**Branch:** Recruitment & Benefits **ONE-TIME**  
**Description:** Reduction in Recruitment Expenses

### Justification:

With the intentional slowdown of hiring within the City and the recent economic conditions, it is anticipated that there will be fewer new and existing positions. Additionally, it is anticipated that there will be a lower turnover rate due to a tighter labour market. This submission proposes a one-time reduction in recruitment costs in the areas of assessments, advertising and relocation.

### Strategic Plan Objective:

Sound Fiscal Management

### Consequences of not funding:

Should the market and economy changes before the end of 2010, a budget shortfall may occur in these areas.

Account	2010
7520.143.1060.*.*.133.10.* Professional & Consulting Services	( 10,000)
6040.143.1060.*.*.133.10.* Advertising	( 10,000)
7560.143.1060.*.*.133.10.* Relocation Expenses	( 20,000)

**TOTAL COST REDUCTION:** ( 40,000)