

Request for Decision City Council




Type of Decision										
Meeting Date	February 10, 2005				Report Date	February 4, 2005				
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low	
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed	

Report Title
Continuous Improvement Program (CIP)

Policy Implication + Budget Impact	
<input type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<p>The Continuous Improvement Program (CIP) is a joint Management/Union initiative. It is a process whereby employee suggestions to identify cost savings or improve services are submitted and evaluated. The program has been in operation since February of 2004 and has met its objectives by improving the efficiency and effectiveness of service delivery. As per the Co-Sponsorship Agreement the program is to be reviewed annually.</p> <p>Council has already approved funding for this program in the 2005 budget.</p>	
<input checked="" type="checkbox"/>	Background Attached

Recommendation	
<p>That Council endorse the continuation of the Continuous Improvement Program, (CIP) to carry on operating as an Employee Suggestion Plan for the period of February 2005 to February 2006.</p>	
<input type="checkbox"/>	Recommendation Continued

Recommended by the Department Head
 Caroline Hallsworth Executive Director - Administrative Support Services

Recommended by the C.A.O.
 Mark Mieto Chief Administrative Officer

Report Prepared By



Gil Prieur
CIP Union Facilitator

Division Review



Dean Bergeron
Co-ordinator of Internal Audit & Performance Measurement

BACKGROUND

By-Law 2004-33A was passed February 12, 2004, authorizing the establishment of a Continuous Improvement Program (CIP) Agreement between the City of Greater Sudbury (CGS) and the Canadian Union of Public Employees (CUPE) and its Local 4705 Inside and Outside Bargaining Units. As per the agreement the program is to be reviewed annually.

The main objective of this joint Union and Management initiative is to identify cost savings. In addition, the program continues to be part of the City's strategy to focus on being a high performance culture. CIP is an important component in the process of developing a productive and co-operative working relationship with the Union and helps strengthen the ties between labour and management. It also fits into the plan to build a high performing City - by focussing on continuous improvements and achieving results, by building an environment of trust and mutual respect, by inspiring creativity, by recognizing achievement and by improving staff morale and civic pride.

The program started February 19, 2004 with a series of presentations throughout the City, in conjunction with the Employee Wellness Committee. Update meetings on progress of the program were held throughout the year with Union and Management.

The CIP generated 65 suggestions from throughout the City, from both inside and outside units. The suggestions may yield savings up to \$75,000 a year once fully implemented, as new processes were and are being designed and implemented in cooperation between the Union and Management. One of the suggestions that could have a big impact on the City is the establishment of an Alternative Dispute Resolution System. Previously, grievances that were not settled between Union and Management were resolved through arbitration, which is a costly process. Now, mediation is considered as a viable and much more affordable alternative by both Union and Management for some grievances. Since the costs of arbitration and mediation are borne by both Union and Management everybody saves under this initiative and this speaks to the success of CIP. The mediation process also promotes better Union and Management relations. This process has been adopted at Sudbury Hydro as well, generating further savings.

There was a wide range of suggestions submitted in this first year of the program, in areas such as water conservation, retention of services and streamlining tasks. A current initiative is the review of forms and the form handling process. As the City becomes more technologically advanced it is important to review the existing processes and this initiative will do that, resulting in time and paper savings. Some suggestions were related to health and safety issues and were forwarded to the appropriate department, and some employee suggestions were forwarded to the Employee Wellness Committee. The CIP Union Facilitator also spent considerable time working on the Wellness Committee. Some immediate benefits of this work was the "Health Fair" for City staff and the Employee Wellness Card which was implemented effective January 1, 2005.

It is expected that many of these suggestions that have been implemented will continue to generate additional savings in future years as well. In addition, the CIP has, in many instances, improved employee morale and increased communications between management and staff.

There are still a number of employee suggestions that are yet to be evaluated and it is expected that there will be additional employee suggestions submitted during the coming year. It is recommended that the CIP be extended for another year in order to generate additional cost savings and improvements at the City.