

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.

La Ville du Grand Sudbury est une communauté croissante de calibre international qui rassemble les talents, les technologies et le style de vie exceptionnel du Nord.



Business Plans07-08

Human Resources
and Organizational
Development Division





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Executive Summary

The Human Resources and Organizational Development Division is comprised of the following Sections: Organizational Development, Safety and Wellness, Labour Relations, Human Resources, Compensation and Payroll, Benefits and Rehabilitation and provides a variety functions for all CGS Employees.

Overview of Division

The Human Resources and Organizational Development Division of CGS is responsible to provide effective and comprehensive Human Resources policy, support and services to all Departments of the municipality.

Principal Functions:

The Human Resources and Organizational Development Division is engaged in three (3) principle businesses:

1. The primary business is to provide a comprehensive human resources consultancy service to the Management Team of the City of Greater Sudbury and related Employers. This includes advice on effective recruitment, health and safety management, job evaluation, and Collective Bargaining Agreement administration.
2. The Division's second business is to provide an internal audit and controllership function for the Chief Administrative Officer on designated human resources transactions. This includes job content controls, collective bargaining management, WSIB (Workplace Safety and Insurance Board) claims management, pay and benefits controls.
3. The Division's third business is to perform designated human resources services on behalf of all CGS Departments. This includes organizational training, job postings, exception payroll processing, liaising with OMERS (Ontario Municipal Employees Retirement System), and providing oversight of a number of Occupational Health and Safety services.



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Summary of Accomplishments

The following are a list of accomplishments of the Human Resources and Organizational Development Division:

1. Maintained core Human Resources services to the municipality in 2006, under an extremely lean cost structure (i.e. at seventeen (17) Permanent Full Time staff in the Human Resources and Organizational Development Division, CGS is the leanest staffed of all the fifteen (15) municipalities participating in the Ontario Municipal Benchmarking Initiative (OMBI). The Human Resources and Organizational Development Division would have thirty-two (32) Full Time staff to be at the OMBI median (relative to the size of our Employee population).
2. In terms of workplace accidents, CGS ranked third (3rd) lowest of forty-seven (47) participating municipalities in the Municipal Health and Safety Associations' annual Survey. CGS ranked fourth (4th) lowest of the fifteen (15) Employers participating in OMBI.
3. On Rehabilitation efforts, CGS ranks fifth (5th) of twelve (12) Municipal Employers participating in the Human Resources Benchmarking Network (HRBN) Survey, with roughly half ($\frac{1}{2}$) the average number of days lost. On non-occupational injuries/illnesses, CGS is in the top ten (10%) percent of municipalities reporting. Our success in returning Employees to work has been so great, that it will cost CGS \$500,000. less to provide this same suite of Group Insurance Benefits to its Employee population in 2007, than it did in 2006.
4. In partnership with our CUPE Local 4705 Inside Bargaining Unit, the Human Resources and Organizational Development Division completed a major Job Evaluation initiative in 2006, evaluating over two hundred (200) classifications created since amalgamation, in preparation for posting of our first Pay Equity Plan for this group in 2007.
5. Achieved a five (5) year Collective Bargaining Agreement (2005 - 2010) with our Pioneer Manor, Home for the Aged, CUPE Local 148. The settlement was achieved within a reasonable financial context, maintained Management's flexibility to operate, and contained a number of new initiatives targetted at increasing quality and efficiency at the Long Term Care Facility.
6. Started up a new "Organizational Development" Section within the Division, providing training to two hundred and twelve (212) Employees, completion of a Management Development Program for thirty (30) CGS Managers.
7. Safety Training to approximately one thousand (1,000) Employees.



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8. In conjunction with the joint Wellness Committee (representing all Employee Groups at CGS), the Human Resources and Organizational Development Division executed a Wellness Program which saw one thousand, eight hundred and forty-nine (1,849) Employees participate in fitness, the active participation of over one thousand, five hundred (1,500) Employees in CGS's Wellness Fairs, with over four hundred (400) Employees participating in Health and Wellness In-services/Seminars (e.g. Shift Work, Chronic Back Pain, etc.).
9. Achieved an all time low in grievance activity in 2006, with only sixty-three (63) final stage grievances requiring a resolution in the year.



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Smart Goals Summary

- CGS will enhance the performance of the existing generation of Managers, and prepare its next generation of Managers, such that our organization can continue to provide quality services to the community at reasonable cost, and respond positively to the strategic direction of Council.
- CGS will better promote its employment systems and supports to its Employee population, to demonstrate the fair employment exchange that is occurring between CGS and its Employees, and foster the belief that this is a very good place to work.
- CGS will act on our conviction that healthy and well Employees are productive Employees. While recognizing that Employees are accountable for their own health and wellness, CGS will promote health and wellness in the workplace, and provide relevant programming and workplace supports for those Employees seeking to enhance their health and wellness.
- CGS will continue to support our relationship with our five (5) Unions in a consistent manner that is fair to both parties, such that the resources dedicated to managing conflict between our Unions and the Employer, can be diminished over time.
- Human Resources and Organizational Development Divisional Employees will provide leadership in the above four (4) areas of accountability, and support positive change led by others in the organization, within the context of sound financial stewardship, and a belief in continuous process improvements.



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Smart Goals

CGS recognizes that:

- *Employees are the primary “engine” used to achieve desired Municipal outcomes.*
- *The quality and volume of Citizen outcomes are primarily driven by Employee attitudes towards work and experiences at work.*
- *Employees attitudes towards work and experiences at work are primarily driven by the services and supports provided to Employees at work.*
- *The Human Resources and Organizational Development Division is accountable to develop, recommend, implement and maintain most Employee service and support systems.*

The Human Resources and Organizational Development Division set a five (5) year Strategic Plan (covering 2005 to 2010), to enhance employment services and supports provided to Employees, and address gaps. The Plan is made up of five (5) central pillars. Each Pillar is shown below, followed by relevant 2007 objectives that will move us towards achievement of the Plan.

Pillar I

CGS will enhance the performance of the existing generation of Managers, and prepare its next generation of Managers, such that our organization can continue to provide quality services to the community at reasonable cost, and respond positively to the strategic direction of Council.

2007 Pillar I Objectives

- Publish an “Organizational Development at CGS” document - available to all Employees at CGS. The document will include sections on professional development/training supports, personal development supports, and transitional/Succession Planning Programs available at CGS.
- With Council’s support, implement the Senior Management Team’s Human Resources Plan/Succession Plan for 2007-2010.
- Produce a 2007 Training Calendar on the Intranet site for 2007 (including program offerings, eligibility criteria, and a feedback loop) and administer the provision of the Training Program during the 2007 fiscal year.
- With Council’s support of staffing, develop a “Employee Performance and Development



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Review System” (complete with forms, training publications, and training modules appropriate for different Employee groups found at CGS) and a “Rewards and Recognition Program”, and lead the rollout of these new systems across CGS, providing one-on-one mentoring to new Managers/Employees as necessary.

- If sufficiently subscribed, run a second generation Management Development Program for existing/prospective CGS Managers, in partnership with the Schulich School of Business.

Pillar II

CGS will better promote its employment systems and supports to its Employee population, to demonstrate the fair employment exchange that is occurring between CGS and its Employees, and foster the belief that this is a very good place to work.

2007 Pillar II Objectives

Compensation

- Develop, recommend and implement a Communications Program on CGS Compensation, to demonstrate “the fair employment exchange that is occurring between CGS and its Employees”.

The Plan to include:

- A second edition Salary Administration document, expanded to include communications on internal equity, external equity, individual compensation and procedural fairness;
- Introduction and maintenance of a Compensation website on e-Links, to include a Frequently Asked Questions and Feedback loop components.
- Support the Senior Management Team in meetings with individual Employees/Employee groups, in marketing CGS’s Compensation Programs to the Employee population.

Policy

- Update and republish CGS’s core Human Resources and Organizational Development policies (Employee Handbook, Supervisor Guidebook, and Health and Safety Manual), developing “easy update” and proof of service systems, and incorporating policy changes/best practices.

Health and Safety

- Create a specific, time and audience framed Safety Training Plan for 2007,



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and support the execution of the Plan during the fiscal year.

Rehabilitation

- Garner more widespread support for CGS' Disability/Return to Work Systems through:
 - a) Publication of a revised Modified Work Program that incorporates suggestions from Employee Groups/Bargaining Agents, and provides guidelines for pre-lost time Rehabilitation supports, and;
 - b) Support of CGS's Sick Leave Disability Management Program for Employees represented by CUPE Local 148 and IAFF Local 537.

Pillar III

CGS will act on our conviction that healthy and well Employees are productive Employees. While recognizing that Employees are accountable for their own health and wellness, CGS will promote health and wellness in the workplace, and provide relevant programming and workplace supports for those Employees seeking to enhance their health and wellness.

2007 Pillar III Objectives

- Support the operation and recommendation of CGS's Wellness Committee, representing all Employee groups/Unions at CGS.
- Support the Committee's Evaluation of current Wellness Initiatives (e.g. Wellness Cards, Wellness Fairs, YMCA Subsidy), and redirect investments/renew programs for 2007 as appropriate.
- Conduct in-services for Employees to address emerging needs/Wellness gaps (e.g. shift work adaptation, chronic back pain management).

Pillar IV

CGS will continue to support our relationship with our five (5) Unions in a consistent manner that is fair to both parties, such that the resources dedicated to managing conflict between our Unions and the Employer, can be diminished over time.

2007 Pillar IV Objectives

- Manage all grievance and arbitration files at CGS to a successful conclusion, utilizing all Alternative Dispute Resolution mechanisms available.
- Move to a successful conclusion of ONA Local 2, and IAFF Local 527 negotiations by year



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end.

- Move to post the OCT Pay Equity Plan for CGS, setting up a maintenance system for automatic updating and reposting of this Plan over time.
- In conjunction with the Information Technology Section, develop a PeopleSoft database of Labour Relations activity, including dispute tracking, resolution work, value of matter at issue, and expenditures by dispute, to demonstrate value for money.
- In consultation with our Unions, develop meaningful ways to positively change workplace culture at CGS. With Council's support, move to implement the agreed upon changes, and control for results.

Pillar V

Human Resources and Organizational Development Divisional Employees will provide leadership in the above four (4) areas of accountability, and support positive change led by others in the organization, within the context of sound financial stewardship, and a belief in continuous process improvements.

2007 Pillar V Objectives

- Track the success of the Sick Leave/Disability Management Program in providing for the early and safe return to work of covered Employees, using cost/benefit methodology.
- Conduct a trial of PeopleSoft's Training/Certification database in EMS, Pioneer Manor, and for Health and Safety Training, to determine if widespread use of the database will provide benefits to CGS that exceed the cost of data entry/system maintenance.
- Update CGS's Recruitment Guidebook to dovetail with upcoming @E-recruit processes, policy changes, and best practices that have emerged since the second edition.
- Continue to foster our relationships with our client groups, seeking to enhance the strategic utilization of the dedicated Human Resources professional assigned to each of CGS's Operating Departments.