

# HUMAN RESOURCES



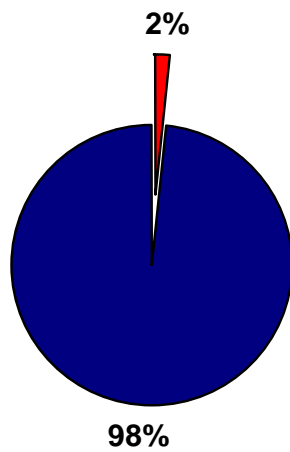
GENERAL FUND

**HUMAN RESOURCES**

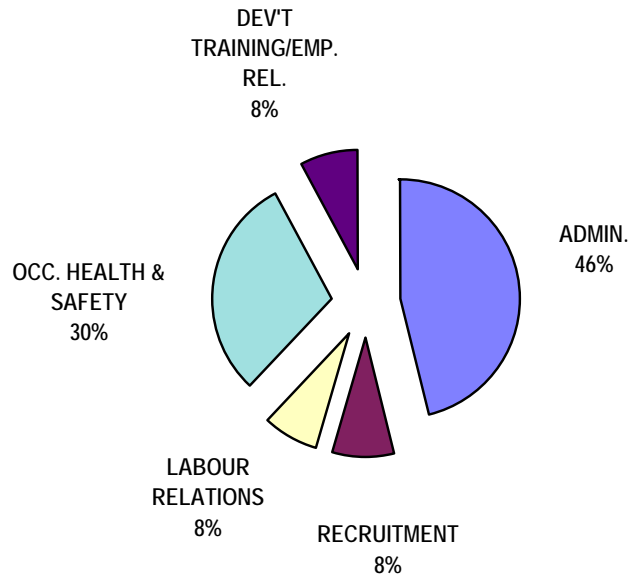
Rick Baker - Director of Human Resources

**Percent of General Fund Operating**

Human Resources = \$1.0 Million



**Division Summary**



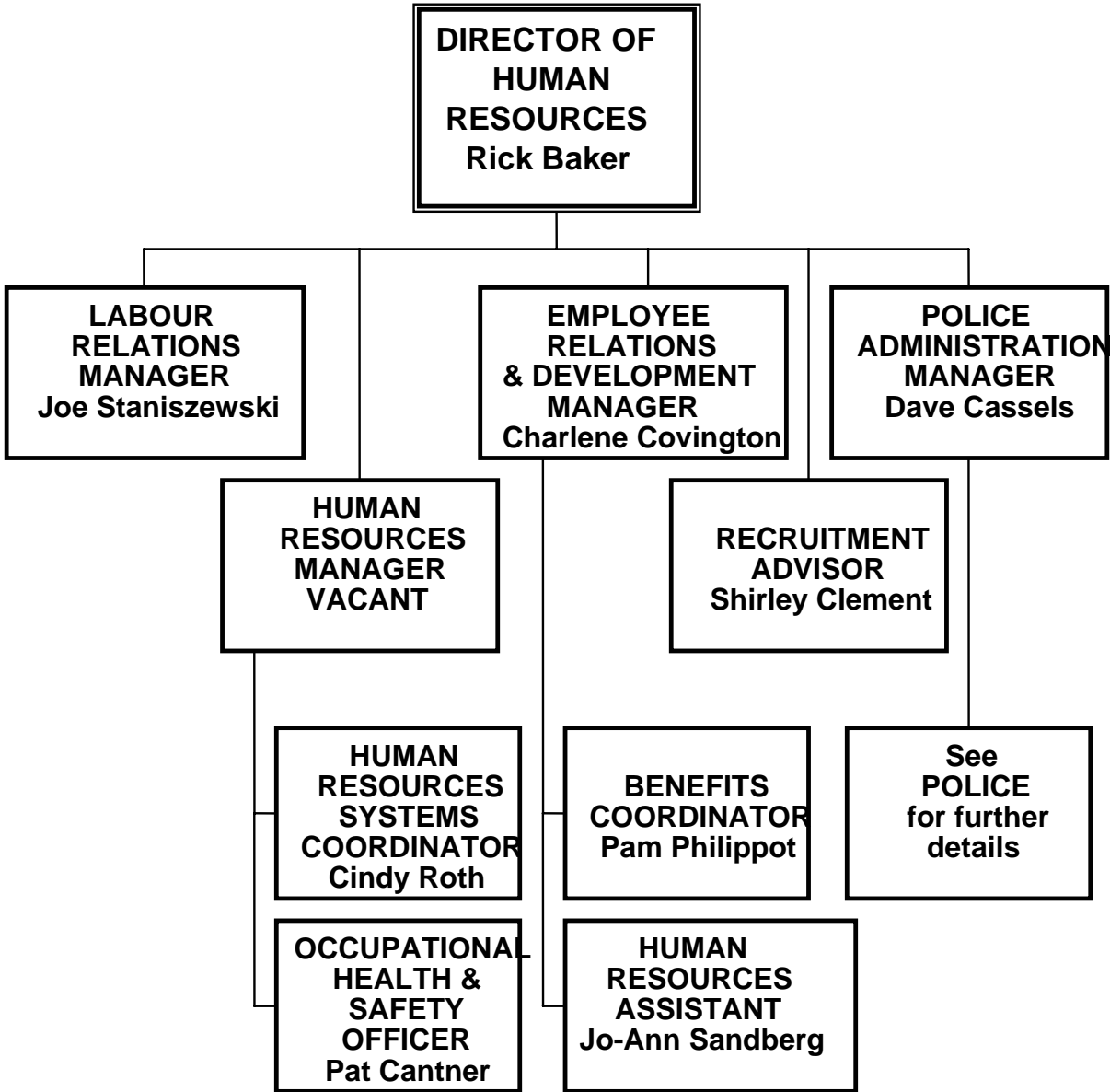
General Fund Operating = \$62.4 Million

**Department Overview**

	Revised Adopted 2004	Financial Plan 2005	Change from Prior Year	Percent Change
<b>Taxation Expenditures</b>				
<b>Net Operating</b>	1,019,793	1,044,254	24,461	2.4%
<b>Capital</b>	0	0	0	0.0%
<b>Total Taxation Expenditure</b>	1,019,793	1,044,254	24,461	2.4%
<b>Authorized Positions</b>	10.1	11.0	0.9	9.3%

# HUMAN RESOURCES

## ORGANIZATIONAL CHART



# **HUMAN RESOURCES**

## **DEPARTMENT GOALS**

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;
- Promote and develop succession planning;
- 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.

## **CURRENT YEAR STRATEGIC OBJECTIVE**

- FINANCE**
1. Effectively manage WCB and Health Benefit claims to maintain and reduce premium costs for the taxpayer of Kelowna.
- HUMAN RESOURCES**
1. Continue to improve the quality of hires to the City through more efficient pre-screening and screening methods.
  2. Conduct a review of succession planning possibilities and establish a succession planning model for individual departments.
- IMAGE**
1. Continue to meet with each City department at least once a year and on an on-going basis.
  2. Heighten awareness of local government job opportunities through partnerships with educational and outside agencies in the region.
- PARTNERSHIPS**
1. Effectively liaise with external organizations such as OUC, UBC, vocational colleges and technical schools to ensure a future supply of candidates for City of Kelowna employment opportunities.
  2. Work with CUPE to expand summer student program to include Co-op placements.
- FACILITIES/EQUIPMENT/TECHNOLOGY**
1. Finalize implementation of the WestPro Benefits Administration System with Payroll, IS and Human Resources.
  2. Provide recruitment information to internal and external applicants via the City's intranet and extranet services.
  3. Create e-form solutions to existing HR paper based forms.
- RESEARCH & DEVELOPMENT**
1. Provide corporate training through the supervisor training program to continue to improve quality of service to the public.
  2. Complete an employee satisfaction survey.
  3. Develop an Action Plan to address demographic trends and the impacts on the organization, both internally and externally.
  4. Work with Department Directors to identify Human Resources policies that require review. Develop an implementation plan to address the issues.

**GENERAL FUND*****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.

**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><i>PROGRAM INPUT MEASURES</i></b>	<b>Actual 2003</b>	<b>Revised Adopted 2004</b>	<b>Financial Plan 2005</b>
121 ADMINISTRATION	486,265	481,102	481,583
123 RECRUITMENT	60,800	70,800	85,800
125 LABOUR RELATIONS	31,966	87,635	79,015
126 OCC. HEALTH & SAFETY	296,904	300,426	318,026
127 DEV'T TRAINING/EMP. REL.	81,809	79,830	79,830
<b><i>Total Net Operating Expenditures</i></b>	<b>957,743</b>	<b>1,019,793</b>	<b>1,044,254</b>

## GENERAL FUND

**HUMAN RESOURCES****PERFORMANCE MEASURES**

	Actual 2003	Estimated 2004	Proposed 2005
<b>PROGRAM OUTPUTS</b>			
# of postings	117	114	120
# of vacant positions filled	217	212*	215
# of WCB claims processed	49	31 (YTD)	40
# of safety training initiatives	409	500*	525
# of work time hours lost to injury	700	1088 (YTD)	600
# of service awards presented	87	81	90
# of transition return to work placements (CUPE)	13	16	13
# of safety inspections	1,502	1350*	1,500
<b>PROGRAM OUTCOMES</b>			
% merit rating from the WCB	41%	20%*	30%
# of WCB safety violations	0	0	0
# of sick occurrences - bargaining unit	527	344*	400
# of HR policies developed and approved			10
<b>EFFICIENCY MEASURES</b>			
% of internal posting filled within 3 weeks		59%	75%
% of external postings filled within 9 weeks		64%	75%
cost of HR function per FTE	\$1,580.43	\$1,652.83	\$1,652.83
% of departments receiving safety award	46%	53%	62%
% of hires who achieved a good or better rating on performance review in first year		90%	90%
benefit cost per employee			
<b>CUSTOMER SATISFACTION</b>			
% of match between employees hired and preferred job qualifications on most jobs		82%	85%
% of staff turnover - full time	8%	7%	10%
% of staff turnover - part time	43%	29%	35%
<b>INNOVATION AND LEARNING</b>			
# of training opportunities provided to staff	250	285	290
% of managers completing training opportunities			
# of systems changes or new systems implementations			2
# of eforms created to replace paper based HR forms			5
# of departmental succession plans			1

\*Estimate to year end

\*\*to be tracked in 2005

## **HUMAN RESOURCES SUMMARY**

### **REVENUES / EXPENDITURES BY CATEGORY**

	<b>ACTUAL 2003</b>	<b>REVISED ADOPTED 2004</b>	<b>FINANCIAL PLAN 2005</b>
<b><u>REVENUE</u></b>			
FEES AND CHARGES			
OTHER REVENUE	(116,863)	(59,130)	(126,630)
TRANSFERS FROM FUNDS	(129,713)	(192,321)	(120,451)
Special (Stat Reserve) Funds			
Development Cost Charge Funds			
Accumulated Surplus	(129,713)	(192,321)	(120,451)
<b>TOTAL REVENUE</b>	<b>(246,576)</b>	<b>(251,451)</b>	<b>(247,081)</b>
<b><u>EXPENDITURES</u></b>			
SALARIES & WAGES	901,652	882,164	933,325
INTERNAL EQUIPMENT	9,763		
MATERIAL & OTHER	199,969	338,430	307,360
CONTRACT SERVICES	74,735	50,650	50,650
DEBT			
INTERNAL ALLOCATIONS			
TRANSFERS TO FUNDS	18,200		
Special (Stat Reserve) Funds			
Development Cost Charge Funds			
Accumulated Surplus	18,200		
<b>TOTAL EXPENDITURES</b>	<b>1,204,319</b>	<b>1,271,244</b>	<b>1,291,335</b>
<b>NET OPERATING EXPENDITURES</b>	<b>957,743</b>	<b>1,019,793</b>	<b>1,044,254</b>
<b>CAPITAL EXPENDITURES</b>			
FROM TAX DEMAND			
OTHER FUNDING SOURCES			
<b>GROSS CAPITAL EXPENDITURES</b>			
<b>NET OPERATING &amp; CAPITAL EXP.</b>	<b>957,743</b>	<b>1,019,793</b>	<b>1,044,254</b>

#### **AUTHORIZED F.T.E. POSITIONS**

	<b>BUDGETED FTE'S 2003</b>	<b>ACTUAL 2003</b>	<b>REVISED ADOPTED 2004</b>	<b>FINANCIAL PLAN 2005</b>
<i>Salaried</i>	9.1	9.2	9.1	10.1
<i>Hourly</i>		0.4	1.0	0.9
<i>Contract</i>				

## **HUMAN RESOURCES**

<b>Description of Program Changes</b>	<b>2005 Gross Cost Change</b>	<b>2005 Net Impact</b>	<b>2005 FTE</b>
1) 2004 One-time supplementals	(\$86,870)	(\$15,000)	-1.0
2) Annualized 2004 budget costs	\$15,000	\$15,000	0.4
3) Salary adjustments	\$101	\$101	
4) Miscellaneous adjustments	\$380	\$380	
5) 2005 supplementals	\$91,480	\$23,980	1.4
 <b>Total Changes for 2005</b>	 <b>\$20,091</b>	 <b>\$24,461</b>	 <b>0.8</b>



**2005 SUPPLEMENTAL REQUEST SUMMARY  
FINANCIAL PLAN  
GENERAL FUND PRIORITY 1 - 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-10-125-0-299	OMMLRA STAFFING	58,880	67,500	RECOVERY	(8,620)	ONGOING
531-10-126-0-001	CLERICAL ASSISTANCE	17,600			17,600	ONGOING
252-10-127-0-001	EMPLOYEE TRAINING	15,000			15,000	ONGOING
DEPARTMENT TOTALS		<u>91,480</u>	<u>67,500</u>		<u>23,980</u>	