

2015

Human Resources

Annual Report



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Section 1: Introduction & Overview

The Human Resources Annual Report provides an overview and analysis of the people activity related to employment at the City of Guelph. This report consolidates performance measures and information related to workforce demographics and five-year-trends in a variety of key human resources areas, making comparisons wherever possible to relevant benchmark data. Commentary is provided alongside most of the data to provide context and build awareness and understanding around the story behind the data.

This year's report has been composed under the following sections:

Section 1: Introduction & Overview

Section 2: The Human Resources Dashboard and Scorecard

Section 3: 2015 Top Stories

Section 4: 2016 and Beyond

Section 5: Data Tables, Charts, Graphs and Analysis

What's changed in the Annual Report for the 2015 reporting year?

This year, Human Resources changed its approach in reporting tables as "One City" rather than by Service Area, Department and /or by employee group (union). By reporting the numbers in aggregate the data becomes more meaningful in comparison to the benchmark data available and furthermore the data trends year over year is not compromised by changes in the organizational structure which may give the appearance there has been real change (good or bad) when really the only change was shifting one section of the organization to another.

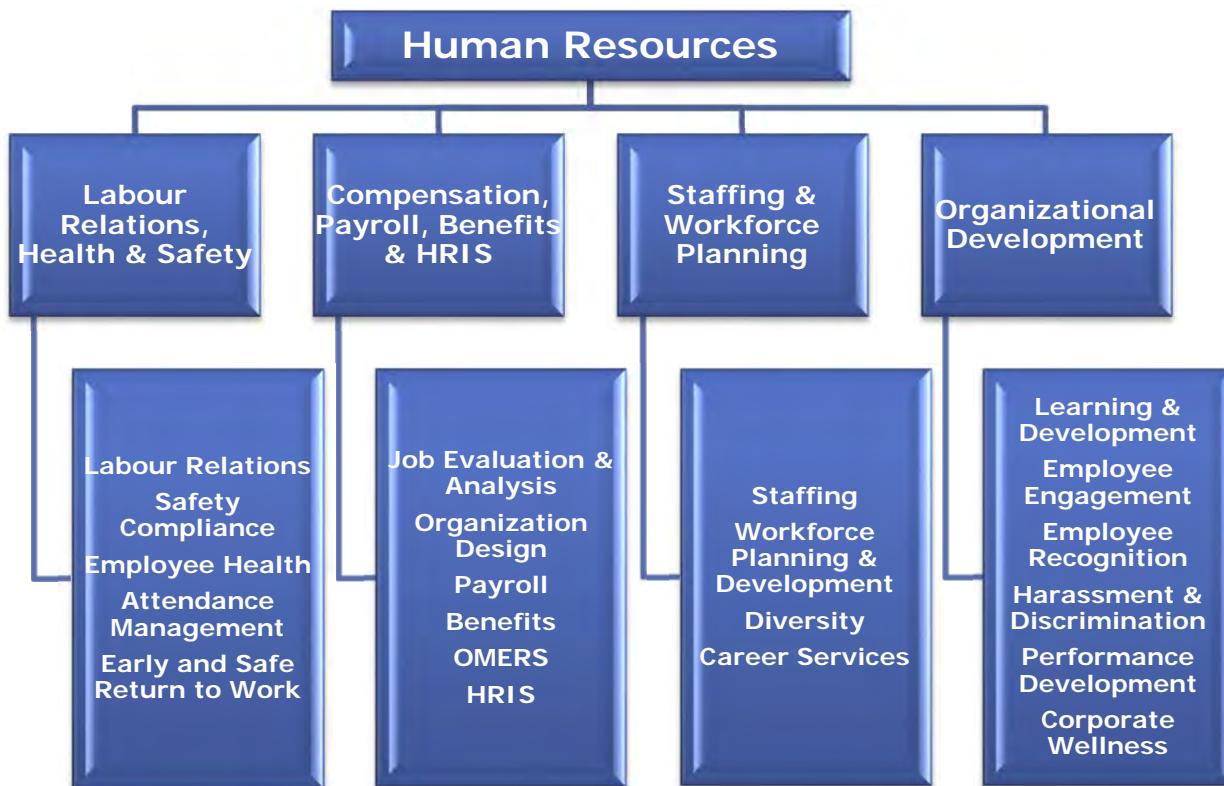
The Human Resources Department

The City of Guelph Human Resources Department provides human resource management programs and services, aligned with the City's values of integrity, excellence and wellness, and consistent with Council and regulatory requirements to enable the City to meet its business and service goals by:

- Promoting excellence in human resource management,
- Providing a proactive human resource advisory, information and service function to the departments of the City of Guelph,

- Providing information to Council and the organization to support human resource decision making, and
- Supporting employment related legislative compliance.

The following represents the organization structure of the Human Resources department for the past decade:



Symbols and Acronyms

The following is a descriptive list of symbols and acronyms that will be found throughout this report:

Symbols	
"●" or "G"	Represents the colour ' Green ' indicating a positive result and/or a positive comparison to a benchmark
"●" or "R"	Represents the colour ' Red ' indicating a negative result and/or a negative comparison to a benchmark
"●" or "Y"	Represents the colour ' Yellow ' indicating a result that is 'cautionary'
"+"	Indicates a positive trend or a trend in the 'right' direction
"-"	Indicates a negative trend or a trend in the 'wrong' direction

ACRONYMS

AD&D	Accidental Death and Dismemberment	HRIS	Human Resources Information System
AODA	Accessibility for Ontarians with Disabilities Act	IATSE	International Alliance of Theatrical Stage Employees
ASP	Attendance Support Program	IDE	Infrastructure, Development and Enterprise
ATU	Amalgamated Transit Union	LEAP	Licencing, Education & Accreditation Program
CAO	Chief Administrative Officer	LTD	Long Term Disability
CBOC	Conference Board of Canada	N/A	Not Applicable
CS	Corporate Services	NUME	Non Union Management Employees
CUPE	Canadian Union of Public Employees	OPSEU	Ontario Public Service Employees Union
EE	Employee	PS	Public Services
GPFFA	Guelph Professional Firefighters Association	PDP	Performance Development Plan
HR	Human Resources	STD	Short Term Disability
HRBN	Human Resources Benchmarking Network	WSIB	Workplace Safety and Insurance Board

Section 2: The Human Resources Dashboard and Scorecard

The Human Resources Dashboard and Scorecard provides a summary level of detail regarding the City's progress against fourteen performance measures broken down into four categories. These categories, defined below, are from the 2008 People Practices Strategy that remained relevant in 2015. However, going forward Human Resources will modify the department's structure, the approach in supporting the organization and become a business partner/trusted advisor to both departments and all city employees.

A Well Workplace where employees are provided with a challenging, rewarding, enjoyable and fulfilling career; Where employees are assisted in balancing their career, home and personal life through supportive human resource policies and management approaches.

A Learning Organization that fosters learning as a way of life, encourages creativity, and actively promotes and invests in the skill and knowledge development of every employee.

Leadership across all levels of the organization who are aligned and engaged to deliver strategy, build culture and reflect the Corporate Values.

Business & Service Excellence offering best in class business and service excellence, effectively using technology, ensuring staff are well trained, effectively managing change and objectively measuring performance for continuous improvement.

The Dashboard, found on page 7 uses colour to provide a quick visual summary of the City's progress toward these measures over the past four years. The colour **Green** is used to represent metrics that compare positively to benchmarks and where the City is performing well. **Yellow** and **Red** indicate items that are not currently in line with benchmarks or where the City feels that performance needs to be improved. This year, the letters "G", "Y" and "R" are also used to assist those who cannot decipher colour when interpreting this report. PLUS and MINUS signs are used to indicate the direction that certain measures may be trending. For example "+" indicates that the measure is trending in a positive direction and "-" indicates that the measure is trending in a negative direction.

The Scorecard, found on page 8 provides an overview of the current year only. Although still a summary, the scorecard provides more data on each of the fifteen measures including the target for the year, the outcome or result realized the benchmark and a new target for 2016.

Human Resources Dashboard

The following group of four tables, when viewed together, represent the Human Resources Dashboard. Using colour (as described on page 6), these tables are meant to quickly illustrate how the City has measured against each indicator over a five year period.

A Well Workplace	2011	2012	2013	2014	2015
Voluntary Turnover	● G	● G -	● G	● G	● G
Sick Days per Employee	● R	● R	● Y +	● R	● R
Lost Time Incident Rate	● G	● G -	● G	● G	● G
Grievance Rate	● Y -	● R	● R	● R +	● R +
Leadership	2011	2012	2013	2014	2015
Employee Engagement	N/A	● R	N/A	● Y +	N/A
Management: Non-Management Ratio	● G	● G	● G	● G	● G
PDP Completion Rate	● Y +	● R	● G	● G	● G
A Learning Organization	2011	2012	2013	2014	2015
Training Cost per Employee	● Y +	● Y +	● Y	● G	● G
% of Positions filled Internally	● Y +	● G	● G	● Y	● G
Business & Service Excellence	2011	2012	2013	2014	2015
HR Staff: Employee Count	● G	● G	● G	● G -	● G
HR Expense	● G	● G	● Y	● G	● G
Total Compensation as a % of Gross Operating Expenditures	● G	● G	● G	● G	● G
Benefits Expense	● G	● Y	● Y -	● Y -	● R
External Time to Fill	● Y +	● G	● G	● G	● Y
Cost of Overtime	N/A	N/A	N/A	● R	● R

The Human Resources Dashboard shows that the City continues to trend positively in a number of areas. In 2015, 10 of the 14 measures reported on are trending positively compared to available benchmarks (Employee Engagement Survey not included as 2015 was a non-survey year). Benefits Expense, Cost of Overtime and Sick Days continue to trend negatively and External Time to Fill has slipped slightly in 2015. More data, detail and remedial action on each of these measures can be found in Section 5 of this report.

Human Resources Scorecard

The following group of tables, when viewed together, represent the Human Resources Scorecard. Like the Dashboard these tables use colour to quickly highlight results. These tables also provide the target, the 2015 result, the benchmark and the 2016 target for each measure.

A Well Workplace

Measure	2015 Target	2015 Result	Bench-mark	Colour	2016 Target
Voluntary Turnover	<5%	4.5%	5.6%	● G	<5%
Paid Sick Days per Employee	9.2	11.6	9.2	● R	9.2
Lost Time Incident Rate	<2%	2.2%	2.7%	● G	<2%
Grievance Rate	12%	9.1%	3.9%	● R+	12%

A Learning Organization

Measure	2015 Target	2015 Result	Bench-mark	Colour	2016 Target
Training Cost per Employee	\$705	\$741	\$800	● G	\$800
% of Positions Filled Internally	55%-65%	69%	46%	● G	55%-65%

Leadership

Measure	2015 Target	2015 Result	Bench-mark	Colour	2016 Target
Employee Engagement Score	N/A	N/A	N/A	N/A	
Management: Non- Management Ratio	1:14	1:14	1:9.5	● G	1:14
Performance Development Plan (PDP) Completion Rate Cumulative CUPE 973 and NUME: NUME 100% completion based on performance rating calibration process	100%	92%			100%

Business & Service Excellence

Measure	2015 Target	2015 Result	Bench-mark	Colour	2016 Target
HR Staff: Employee Count	1:96	1:117	1:90	● G	1:103
HR Expense	0.7%	0.57%	0.60%	● G	0.60%
Total Compensation as a % of Gross Operating Expenditures	=<46%	43%	N/A	● G	=<46%
Benefits Expense	Target bench-mark	\$4,638	\$3,781	● R	Target bench-mark
External Time to Fill	50 days	62 days	62 days	● Y	50 days
Cost of Overtime	2.5% of base salary	4.28%	2.5%	● R	2.5% of base salary

Section 3: 2015 Top Stories

- Human Resources Support for Corporate Reorganization
- Employment Systems Review
- Talent Management Framework
- Leadership Development
- Civics 101
- Employee Recognition Program
- Negotiation

Human Resources Support – Corporate Reorganization

The Corporate Reorganization was not initially identified as a 2015 priority on the HR work plan. However, moving into 2015, the reorganization became a top priority for HR resulting in a significant amount of resources being allocated to support/lead this transformational change. As a result, other initiatives on the work plan were paused to ensure success.

Employment Systems Review

An Employment Systems Review (ESR) was conducted in late 2015. The basis for this review was the results of the Workforce Census, conducted in 2014. The Workforce Census data showed that each of the four designated groups is under-represented in the City workforce compared to their availability in the external labour market. This suggests that barriers to the hiring, advancement and full inclusion of the designated groups exist. The ESR focused on identifying these barriers and providing recommendations to support their removal.

The ESR included the following:

Document Review

Written policies, procedures and other documents were reviewed to identify potential barriers in employment policies, as well as the application of these policies by managers and human resources staff.

Competition File Review

In total, 61 files for competitions held between 2013 and 2015 were selected and reviewed to determine if staffing policies and practices are applied in a fair and consistent manner.

Focus Groups/Employee Survey

An employee survey was made available to employees and focus groups were scheduled to allow various groups of employees to provide input to the ESR. The

topics covered various aspects of employment practices and the working environment.

One-on-one Interviews

Senior Managers and Union Leaders were invited to participate in one-on-one telephone interviews with the consultant. These interviews allowed the consultant to further explore topics related to workplace equity, diversity and inclusion issues.

A full report summarizing the findings of the Employment Systems Review is expected in the spring of 2016. This report will include a series of recommendations that will assist the City in furthering its commitment to a workplace free from barriers to the hiring and advancement of members from designated groups, and to the creation of a more inclusive organization for all employees.

Talent Management Framework

The development of a talent framework was a focus for 2015. The framework, titled the Integrated Talent Blueprint, builds on programs and policies developed through the City's previous people plan – the People Practices Strategy.

Talent management when handled strategically flows from our mission, vision and values and will help the City achieve our goals and objectives.

The City's Integrated Talent Blueprint focuses resources and energies on key priorities and actions required to have engaged, diverse, high-performing, and innovative employees to meet current and future needs. In turn this enables us to deliver effective services and programs to our community

The Integrated Talent Blueprint will be rolled out to employees in 2016 with activities over the next several years.

Over the next few years, Human Resources will lead work that falls into three priority areas to help employees continue to be part of an engaged, diverse, high-performing, innovative and productive team that is working to meet the City's needs.

- Know and Attract
- Learn and Grow
- Lead and Engage

Leadership Development

The City's Leadership Development Program helps the City build its leadership bench strength. By investing in our leaders and emerging leaders we enhance our ability to deliver services, engage our employees, meet challenges and seize opportunities.

The program places a clear focus on the expectations of leadership which are set out in a [Leadership Charter](#) and encompasses leadership development tools such as classroom based training, online learning through a Leadership Orientation Program and [Harvard ManageMentor®](#), selected reading along with assessment and coaching opportunities.

The Leadership Charter sets out the following leadership commitments:

I will lead with a shared community mindset, where employees are empowered to make decisions in service of our constituents and where we foster innovation and proactive strategic thinking, I will hold myself and others accountable to be collaborative, courageous leaders.

I will communicate with clarity

- Create a clear line of sight for employees to be aligned around our objectives
- Support transparent and open government
- Balance exceptional service, short-terms needs and long-term strategic priorities

I will foster innovation

- Develop a safe-fail environment and smart risk taking
- Leverage diverse ideas and progressive ways of thinking
- Lead change and create agile teams

I will be accountable to our stakeholders

- Be results focused and encourage it in others
- Develop people and cultivate future leaders
- Role model courage, resilience and wellness and hold difficult conversations

The Leadership Charter was integrated into recruitment practices, new leader orientation, into the learning and development area of the Performance Development Process for non-union management exempt staff and into team building initiatives. Three streams of learning occurred through 2015 with a focus on:

Foundational leadership development – Robust, core management and leadership training that provides a foundation for working at the City as a leader.

Focused leadership development - Development that enhances leadership skills and abilities of the city's mid-level leaders to better enable them to translate strategy into action.

Strategic leadership development - Focused on building the ability to lead while balancing strategic goals and effectively gaining organizational commitment, alignment and results.

During the latter part of 2015, the City also started developing a program for **peer leaders** (employees leading their peers through their roles such as Lead Hands and Coordinators). This program will be geared towards helping these leaders bring the City of Guelph Leadership Charter to life and to support the building of skills to effectively and productively lead others in a unionized environment. This program will be launched in 2016.

Learning Audit

The Learning and Development Audit conducted by the Internal Audit department in 2014, resulted in 7 recommendations. A number of these recommendations were implemented in 2015 including;

- Development of a Learning and Development framework, policy and tools. The policy specifically addressed a number of audit recommendations and sets out the City's guiding principles for employee learning.
- Development and launch of a departmental tool to track annual department learning plans
- Development and launch of training effectiveness tools, currently used with all internal training programs with a particular focus on measuring effectiveness of our leadership development courses
- Preliminary planning for a Corporate Round Table to address the remaining audit findings including training budgets and systems
- Tools to support Knowledge Management were developed to complement the City's Learning and Development Framework. The tools are available online for leaders and teams to use in supporting the continuity of their services, and the onboarding of their new team members.

Civics 101

Civics 101 training was launched. Civics 101 is designed to help employees who are new to the municipal sector learn more about local governments, how they work, and the important role that we all play in helping the organization modernize service delivery. The online program takes the learners through the work we do together, and explores the fundamental role that planning plays in our work of supporting long term success of the organization

Employee Recognition Program

The City launched a new employee recognition program in 2015 called the *Say Thanks* program. Employees are provided with the tools and resources to make it easy to show appreciation. The program helps employees:

- Recognize each other's contributions
- Support each other
- Take pride in what we do
- Be enthusiastic – have fun



Recognition helps increase morale, productivity and builds a stronger commitment to work and the organization. Recognizing each other's contributions helps create a happier, more engaged work place.

Negotiations

1. Negotiations commenced in 2014 with the Guelph Professional Firefighters Association (GPFFA) and will be moving to Interest Arbitration.
2. Negotiations commenced in 2015 with Ontario Public Service Employees Union (OPSEU) and the negotiating team continues to meet with the union in 2016 in efforts to reach a settlement.
3. Negotiations and a settlement was reached in 2015 with the International Alliance of Theatrical Stage Employees (IATSE)
4. The negotiating team for CUPE, Locals 973, 241 and 1946 was established and the roundtable approach was deployed for the first time in efforts to ascertain areas of the collective agreements which required changes to allow for more effective service delivery

The City will endeavour to negotiate agreements that are fair, reasonable and affordable for our citizens.

We will continue to work on our corporate union/management relationship through a principled based approach, Executive Team roundtables and our leadership development activities.

Section 4: Moving Forward 2016 and Beyond

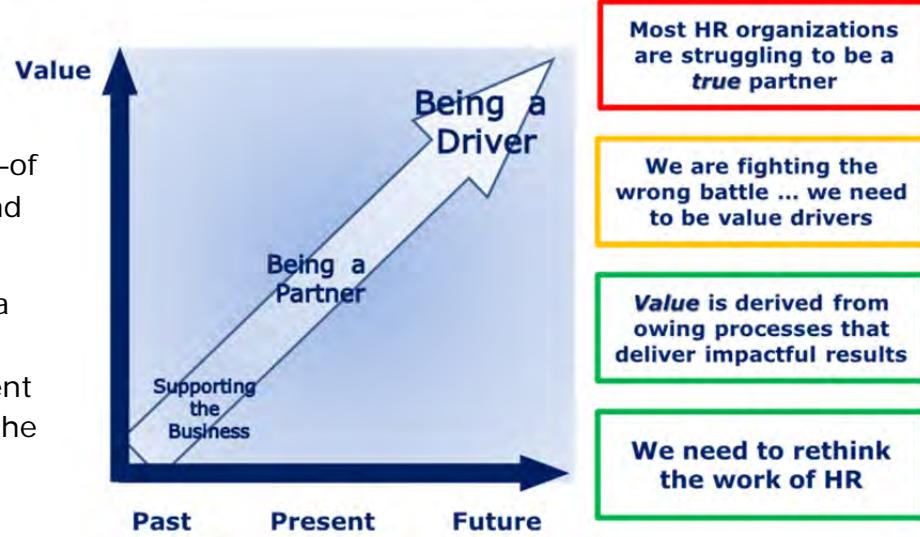
This section summarizes some of the initiatives that the Human Resources department will be undertaking in 2016.

Transforming City of Guelph HR – Moving to a Trusted Advisor

The City of Guelph is undergoing transformation as we work to achieve corporate priorities. To respond to employee and organizational needs, HR will continue to focus on providing value to our internal groups, so in turn value is provided to the community.

Value starts with a clear point of view—a well-defined and communicated ambition—of how HR will contribute and being a driver.¹

Today's HR function has a new set of challenges: A mandate to drive the talent agenda and help attract the best; the need to drive alignment, culture, and performance; the opportunity



to better leverage technology and analytics. There is the need to support and build a leadership pipeline. HR is not only expected to be efficient in the delivery of core services but also set the talent agenda and drive performance and engagement. HR does not take on all these mandates by itself. That said, HR is responsible for putting the right people, processes, and culture in place so that leaders and employees can take them on. Given the City's transformation, HR must be ahead of this change, allowing skilled practitioners to support leaders and employees through the change.

Human Resources has moved to a client-focused service delivery model, much like Corporate Communications. We have realigned our divisions to create a group of Human Resource Advisors that will work directly with departments to meet their people needs such as staffing and employee relations. The service delivery has a complement of HR Specialists (Health and Safety, RTW, Payroll, HR Technology etc.) to partner with department leaders and HR Advisors.

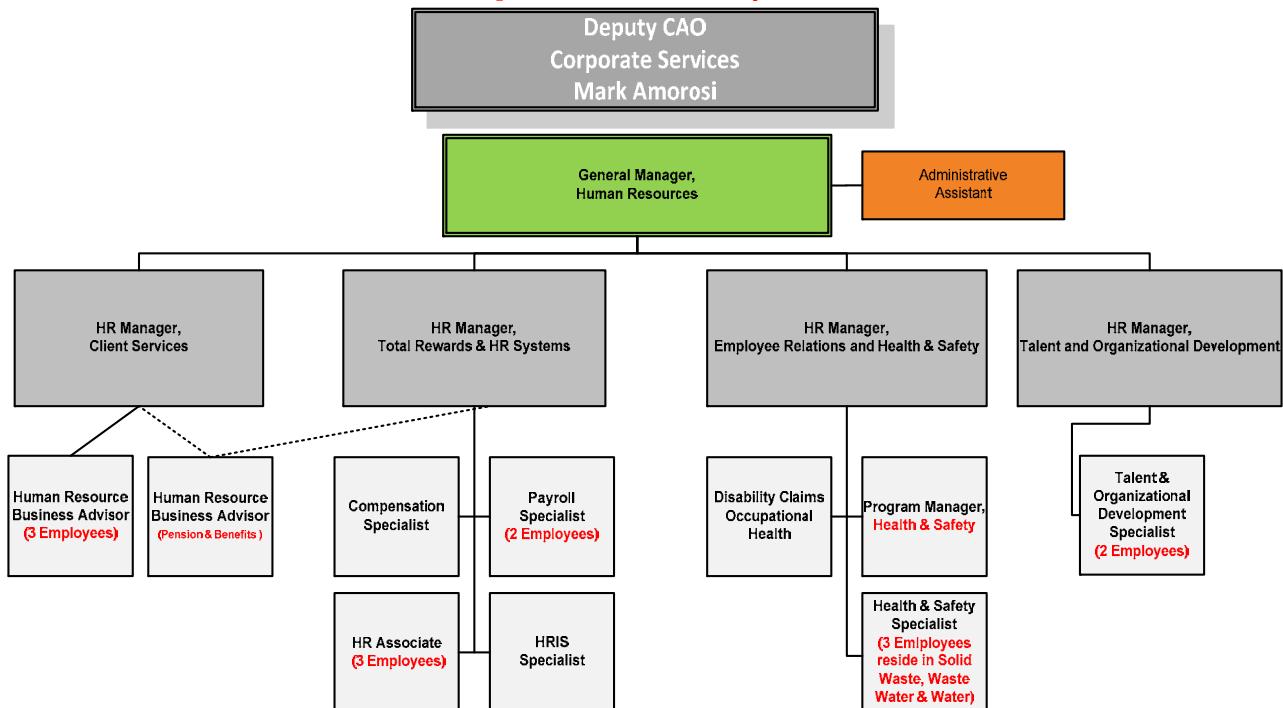
¹ Talent & Rewards HR Effectiveness AON Hewitt, 2011

To directly support employees' needs, we have established a group of HR Associates who will answer questions and concerns through myHR – employees' source for everything related to employment at the City. myHR is similar to IT's 2499 help desk.



Moving forward, Human Resources will be easy to access, provide coordinated support and deliver advice which positively impact people metrics.

Corporate Services - Human Resources New Org Structure – January 1, 2016



Integrated Talent Blueprint

As mentioned earlier in the report the **Integrate Talent Blueprint** was finalized and Human Resources will focus over the next 12 to 18 months will be operationalizing it.

The **Integrated Talent Blueprint** builds on programs and policies developed through the City's previous people plan – the **People Practices Strategy (PPS) 2009-2012**.

The **Integrated Talent Blueprint** identifies three **priority areas** that will focus our activities over the next several years. It establishes the key actions required to have engaged, diverse, high-performing, innovative and productive employees to meet the City of Guelph's current and future needs.

The **Blueprint** is championed by Senior Leaders who will ensure the necessary actions are fully supported, that progress is regularly monitored and that the planned outcomes are achieved. Successful implementation requires corporate, cross-service area and departmental activities and initiatives. All levels of leadership have an important role and are accountable to ensure success.

The 3 Priority Areas Are:

1. **Know & Attract** - We know what skills and abilities are needed to move the organization forward to achieve our priorities. We identify, attract and retain diverse talent and skills that will enable us to perform successfully.
2. **Learn & Grow** - We view learning as a strategic investment and believe that everyone in the organization has talent which must be developed. A work environment that values learning helps us to serve our employees, our organization and our community.
3. **Lead & Engage** - Through leadership we will foster employee engagement and an enriched sense of belonging, purpose and pride in public service. As employees we experience work that is meaningful and rewarding.

Over the next 12 – 18 months the focus of HR will be:

- ❖ **Succession Planning Program:** The Succession Planning program will be piloted with the Executive Team. Plans are underway to update the Succession Management Framework and associated tools.
- ❖ **Leadership Development:** Leadership commitment to learning and development is a focus for this year. All leaders are requested to enhance their own learning and leadership skills related to the City's Leadership Charter. Leaders will continue to support and invest in the development of their employees.

More 2016 Deliverables

CUPE Bargaining Contingency Planning

For the first quarter of 2016 Human Resources was actively planning business continuity plans in the event there was a labour disruption with CUPE, Locals 973, 241 and 1946. Planning included updating the city's business continuity plans for all city departments, communications, security consultations, etc. At the time of preparing this annual report the negotiating team and the unions successfully reached an agreement.

EE Engagement Survey (CMT Priority)

The organization commits to resurveying employees every two years to measure employee engagement and a number of key metrics associated with a positive work environment. Surveys were hosted in 2012 and 2014. Survey planning is underway for 2016. Following the employee engagement survey, results are shared with employees and targeted corporate and departmental actions plans are developed and implemented.

PDP Process – (CMT Priority)

The City is committed to improving the effectiveness of the annual performance development planning process. "Managing Performance" has trended as the top opportunity across the organization to improve employee engagement. Plans are underway to move from cumbersome excel/word document process to an online process with increased "real-time" feedback for employees on their performance.

Management 101

Preliminary scoping of "Management 101" training will take place in 2016. The scoping will include a review of learning materials already in place including our online Leadership Orientation Program. It is anticipated that training will need to be sourced on topics such as "managing in a unionized environment".

Remedial Actions for Performance Metrics Trending Negatively

Benefits Expense: The City's benefit expense has continued to trend negatively against the HRBN with an overall difference of approximately \$850.00 per employee. Through continued negotiations with employee groups, Human Resources will strive to achieve some benefit savings through plan design changes. Human Resources has successfully reduced the LTD from 75% to 70% with approximately savings of \$100,000 in premiums. The rate of utilization for LTD continues to trend higher causing price hikes during benefit renewals. Going to market can only attract favourable rates when utilization rates decline.

The City has entered into an agreement with Manulife and Bayshore Speciality Drugs where essentially there is a preferred pricing agreement. While the City does experience some savings on the cost of expensive pharmaceuticals there are benefits to the patient i.e. direct delivery, disease and medication information, drug or disease side-effect management support, health coaching for exercise, diet, smoking-cessation or stress, help locating alternative sources of funding such as provincial programs or patient assistance programs, access to a 24/7 pharmacist hotline for consultation.

Grievance Rate: The Grievance Rate dropped significantly in 2015. Continued efforts on building positive relationships with all Union groups through regular Management and Union meetings will commence in 2016.

External Time to Fill: With the new service delivery model, there will be four Advisors with assigned departments. They will be able address the volume of recruitment resulting in more favourable metrics in 2016 and 2017.

Sick Time and Cost of Overtime: Overtime increase in 2015 largely due to vacancies and sick time. Under the new service delivery, Advisor will be equipped with the quarterly reports, which will identify metrics trending negatively such as sick time and overtime in a more timely manner. Advisors will be able to partner with their respective client groups to implement early intervention strategies. These two metrics have a direct impact on each other and any actions resulting in a positive trend should be realized in both areas.

Section 5: Data Tables, Charts, Graphs & Analysis

Demographics and Costs

The section is intended to set the context and cost related to delivering human resources activities to the organization. In addition, the demographic information will provide some perspective on the level of complexity of providing these services in a multiple union organization with a large employee base.

Other tables will illustrate the number of employees needed to operate a city and provide the services to both the residential and business community. These counts are impacted by vacancies due to turnover and changes in staffing needs. Human Resources provides workforce planning related activities to the organization as a means to keep an eye on retirement projections and trends in turnover. This is a critical service to the organization as it ensures adequate staffing levels are maintained and that we continue to have well-developed and skilled labour force.

HR Efficiency Indicators

As illustrated in the following table, The City of Guelph provides HR services to 96 employees per HR staff member. This is down from 2014 due to the restructuring, vacancies and absences.

HR Expense as a percentage of organizational operating expenses continues to decline to .50%. Both indicators continue to compare favourably with benchmark data provided by HRBN.

HR Staff to Employee Count	2011	2012	2013	2014	2015
	1:127	1:128	1:127	1:115	1:117

HR Staff: Employee Count (G)	
<i>City of Guelph</i>	1:117
<i>HRBN</i>	1:103

HR Efficiency Benchmark Comparisons

The following two tables show how the City's HR efficiency indicators compare to municipal benchmarks.

HR Expense as a % of Organization Operating Expense	2011	2012	2013	2014	2015
	.69%	.59%	.63%	.61%	0.50%
Cost of HR per Full Time Equivalent	\$1,291	\$1,228	\$1,368	\$1,437	\$1,290

<i>HR Expense as a % of Organization Operating Expense (G)</i>	
<i>City of Guelph</i>	0.50%
<i>HRBN</i>	0.60%

Salary Expense and Total Compensation

The following table shows salary expense as a percentage of the City's operating expense. This measure has been fairly stable over the past five years. The "Total Compensation as a % of Operating Expense" is derived from the City's Financial Information Return (FIR).

Year	Salary Expense	Operating Expense (OE)	Salary Expense as a % of OE	Total Compensation as a % of OE
2011	\$92,133,991	\$273,229,355	33.7%	47.8%
2012	\$99,212,855	\$312,056,998	31.8%	46.0%
2013	\$101,705,068	\$319,822,949	31.8%	46.0%
2014	\$107,548,758	\$347,281,766	31.0%	46.0%
2015	\$112,912,301	\$372,640,997	30.3%	43.0%

The following table summarizes the "overall" and the "per employee" costs for various components of the City's benefit plans. The City's benefit plans were renegotiated in

2013 to realize savings. The total cost of providing benefits in 2014 was down 5% from 2012, prior to the changes that were made.

Salary Expense as a % of Operating Expense (G) Benchmark Comparison	
City of Guelph	30.3%
HRBN	30.2%

City of Guelph Workforce Distribution

The headcount table below illustrates the number of full-time and regular-part-time employees for the City as of the end of the reporting year.

Description	Total Full Time Staff	Vacancies at Dec 31	Total Other (Annual Average)	Total Staff
Total Workforce	1,215	54	850	2119

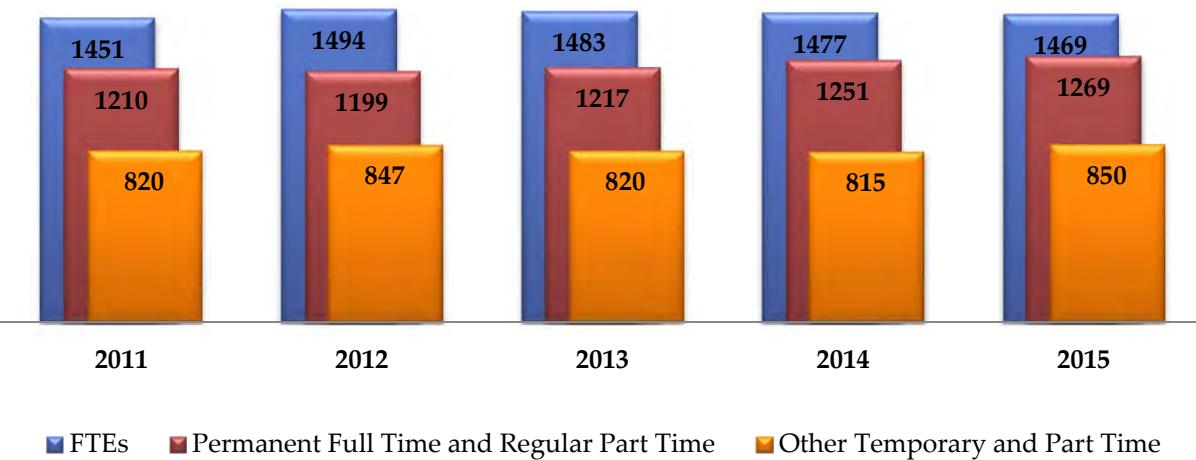
Workforce Trends over Time

For some calculations in this report and for the purpose of benchmarking, a figure of 1,469 has been established to represent full time equivalents or FTEs. This figure is only used for the purpose of analysis and comparison and is not to be confused with numbers used for budget purposes.

FTEs in this report include an additional equation of all time worked by temporary and seasonal staff to determine their full time equivalent. FTEs for budget purposes include only regular full and part time employees or 'heads'.

The following chart illustrates the trend between permanent staff, temporary staff and FTEs over the past five years.

Workforce Trends Over Time



Turnover Trends

The City experienced higher voluntary turnover in 2015 reaching a 1.5% increase from 2014. Although there was an increase, the voluntary turnover rate still compares favourably with the benchmark of 4.9%. Turnover and benchmark data are represented in the two tables below.

Number of Separations	2011	2012	2013	2014	2015
Voluntary	48	61	46	36	54
Involuntary	19	20	19	25	17
Total Separations	67	81	65	61	71
Voluntary Turnover Rate	4.0%	5.0%	3.9%	3%	4.5%

Turnover Benchmark Comparison

The following table shows how the City's voluntary turnover rate compares to the municipal benchmark.

Voluntary Turnover Rate (G)	
<i>City of Guelph</i>	4.5%
<i>HRBN</i>	5.6%

Staffing & Workforce Planning

Overall Hiring Activity	2011	2012	2013	2014	2015
Total Hires	197	150	174	198	187
Average Time to Fill ¹ (weighted)	44 days	45 days	37 days	34 days	45 days
Internal Hiring Activity	2011	2012	2013	2014	2015
Internal Hires	62	71	96	84	103
Time to Fill	33 days	31 days	26 days	32 days	31 days
% of Positions filled Internally*	46%	59%	68%	47%	69%
External Hiring Activity	2011	2012	2013	2014	2015
External Hires	135	79	78	114	84
Time to Fill	50 days	58 days	51 days	37 days	62 days
% of Positions filled Externally	69%	53%	45%	58%	45%

*adjusted by the number of positions that are not typically filled internally. This includes Firefighters, Paramedics and Transit Operators.

Staffing Benchmark Comparisons

The following three tables show how the City of Guelph recruitment and hiring activity compares to municipal benchmarks.

% of Positions Filled Internally (Y)	
City of Guelph	69%
HRBN	46%

External Time to Fill (G)	
City of Guelph	62 days
HRBN	62 days

Projected Retirement in the next 5 years

Over the next 5 years 18% of our workforce will be eligible to retire with unreduced pensions. The areas expecting the largest impact from retirement are Fire GPFFA, Transit, CUPE 241 and NUME.

Number of Employees eligible to retire with unreduced pensions in the next 5 years:								
Association	2015¹	2016	2017	2018	2019	2020	Total	%²
Transit ATU 1189	1	10	13	4	3	4	35	20
Outside CUPE 241		16	3	11	15	12	57	18
Inside CUPE 973		9	3	3	5	8	28	13
Fire GPFFA 467		18	11	7	4	5	45	27
EMS OPSEU 231		3	1			2	6	8
NUME Management		8	3	5	7	4	27	19
NUME Non-Management	1	15	2	2	1	2	26	21
Total	2	79	36	35	35	37	224	18

¹ The number of employees who became eligible to retire in (and prior to) 2015 but who did not retire. ² The % of current full time employees in each Employee Group

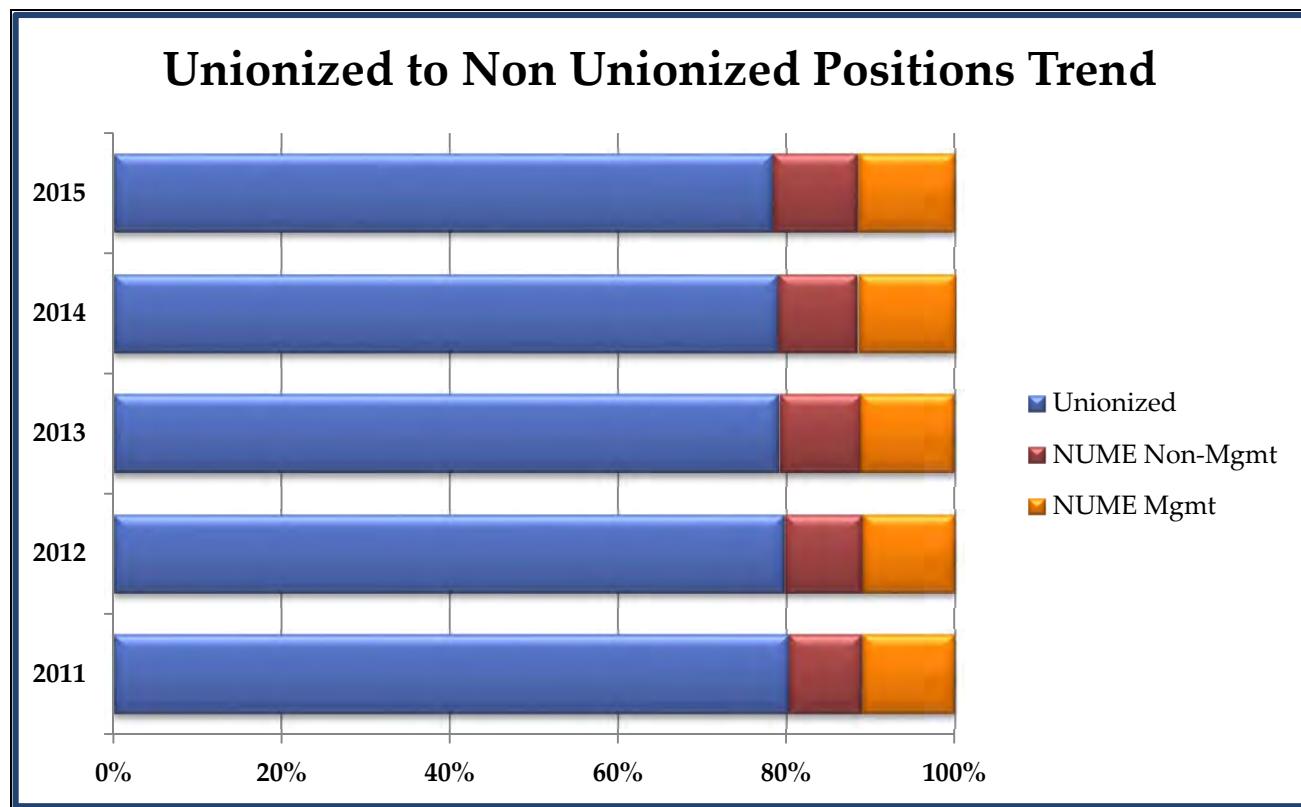
who are eligible to retire with unreduced pensions in the next 5 years.

Workforce Benchmark Comparisons

The table below illustrates that on average, City managers and supervisors oversee more staff than our municipal comparators. This measure has remained fairly stable over the last 5 years. Traditionally this has been viewed positively however the size of teams, if too large, may have a corresponding indirect negative impact on other measures. For example, large teams may impact a leader's ability to manage people effectively.

Management to Non-Management Ratio					
Description	2011	2012	2013	2014	2015
City of Guelph	1:14.5	1:16	1:14	1:14	1:14
HRBN	1:10	1:9.7	1:9.5	1:9.1	1:9.5

The next chart illustrates the relationship between unionized positions, non-unionized positions and management/supervisory positions annually since 2010.



Demographics by Association

The following table illustrates the gender split within each of the City's union groups as well as average age and average years of service.

Association	Total Full Time Staff	Male	Female	Average Age	Average Years of Service
Transit ATU 1189	178	73%	27%	50	10.8
Outside CUPE 241	309	89%	11%	45	11.3
Inside CUPE 973	223	40%	60%	43	9.8
Fire GPFFA 467	165	90%	10%	43	13.5
EMS OPSEU 231	77	56%	44%	39	6.5
NUME Management	140	63%	37%	49	9
NUME Non-Management	123	44%	56%	44	6
City of Guelph Full Time Staff	1215	68%	32%	45	9.6

Employee Demographics

The table below illustrates the stability in our employee demographics over the past five years. As a whole, gender distribution at the City of Guelph continues to differ from the benchmark with the greatest disparity between male and female employees seen in GPFFA and CUPE 241.

Description	2011	2012	2013	2014	2015	HRBN
Male	67%	68%	68%	69%	68%	47%
Female	33%	32%	32%	31%	32%	53%
Average Age	44	44	45	45	45	43
Average Years of Service	10	10	10	9	9.6	11

The table below shows the representation and availability of the four designated groups at the organization-wide level. These numbers remained steady from those first reported in 2014. The percentage of women differs from that reported in the previous chart as the workforce data below includes part time and contract employees not included above.

Description	2011	2012	2013	2014	2015	Census*
Women				43%	40.9%	35.4%
Visible Minority	-	-	-	4.9%	4.6%	11.1%
Aboriginal Person	-	-	-	0.8%	1.0%	1.9%
Person with a Disability	-	-	-	4.0%	4.0%	4.7%

*Source: 2011 Census and 2012 Canadian Survey on Disability (CSD)

Learning & Development

The following table illustrates the organizational investment in formal Learning and Development activities in 2015.

Type of Learning	2011	2012	2013	2014	2015
Departmental Training: Training that is paid for by departments for their staff and can include both group and individual training on a variety of technical and soft skill development programs.	343,165	414,523	423,394	405,388	478,444
Corporate Training: Training that is coordinated for the corporation by Human Resources, and includes mostly soft skill development.	38,457	39,921	16,981	24,745	24,509
Corporate Training Health & Safety, Mandatory: Includes mandatory training that is coordinated through the HR department such as first aid training, safety essentials for leaders and joint health & safety committee training.	23,272	16,676	14,916	11,194	16,101
Executive/ Management Development: Includes costs for leadership development including programs delivered both internally and offsite.	30,987	10,238	28,536	162,745	115,032

LEAP Program (Tuition Assistance Pre 2013): Covers program costs (up to a specified maximum) for employees pursuing post-secondary education, licences, skills upgrading, prior learning assessments, international education accreditation and exam fees for professional designations.	16,574	25,932	34,204	39,770	29,573
Training Expenditures from Budget	452,455	507,290	518,031	643,842	663,659
Internal Trainer's Salaries	196,820	198,502	203,768	234,430	244,408
Total Cost of Training	649,275	705,792	721,799	878,272	908,067

Learning & Development Benchmark Comparison

The following table illustrates the cost of training per full time employee over the past five years as compared to the benchmark. The City had been slowly improving its investment in learning and development over time and in 2014 for the first time, the City was in line with and slightly exceeded the benchmark, but has fallen below the benchmark in 2015.

Cost of Training per Full Time Employee (G)					
Year	2011	2012	2013	2014	2015
Cost of Training per Full Time Employee	\$536	\$579	\$593	\$721	\$741
Conference Board of Canada	\$688	\$688	\$705	\$705	\$800

Employee Health, Wellness & Safety

The next section refers to the data relating to employee health which impacts the city's absenteeism rates, benefits costs and overtime costs.

There appears to be a correlation between increased absences/vacancies which in turn creates more overtime which causes worker fatigue/stress and ultimately increased sick time. Although there is no empirical evidence to support this in reviewing the 2014 data in the chart below, the data certainly supports this observation.

Year	Hours of Overtime	Overtime Costs	% Increase in Hours	\$ Increase in Costs	Average Hrly Overtime Rate	STD Costs	% Increase in STD Costs	All Sick/WSIB Absences In Hours	% Increase in All Sick/WSIB Hours
2011	88487	\$ 3,755,755	26.03%	29.14%	\$ 42.44	\$ 437,742	23.89%	18945	16.21%
2012	94069	\$ 3,944,681	6.31%	5.03%	\$ 41.93	\$ 775,587	77.18%	21240	12.11%
2013	112275	\$ 4,804,598	19.35%	21.80%	\$ 42.79	\$ 906,774	16.91%	20442	-3.76%
2014	92398	\$ 3,993,929	-17.70%	-16.87%	\$ 43.23	\$ 1,006,742	11.02%	20728	1.40%
2015	98358	\$ 4,832,251	6.45%	20.99%	\$ 49.13	\$ 1,422,857	41.33%	23602	13.87%

Attendance & Absenteeism

After an improvement in 2013 absenteeism rose once again in 2014 and even higher in 2015 to an average of 11.6 paid sick days per employee.

Year	2011	2012	2013	2014	2015
Average # Paid Sick Days per Eligible Employee	10.2	10.7	10.1	10.5	11.6

Paid Sick Days Per Eligible Employee (R) Benchmark Comparison	
City of Guelph	11.6 days
HRBN	9.2 days

Annual Absenteeism Comparison

The following tables summarize all types of absenteeism first by year and then by association.

Days off due to:	2011	2012	2013	2014	2015
Paid Sick Leave	8,677	8,409	6,970	7,403	7,106
Unpaid Sick Leave	833	1,300	1,099	545	423
Short Term Disability	2,608	4,373	4,841	5,393	7,012
Long Term Disability	6,272	6,435	6,943	6,944	8,591
WSIB	555	723	589	443	499
Total Days Off due to Sickness/Injury	18,945	21,241	20,422	20,728	23,631

Accidents & Incidents

Accidents and Incidents are monitored and recorded each year as part of our health & safety management system and in accordance with legislated requirements under the Ontario Occupational Health and Safety Act, Construction and Industrial Regulations and the Workplace Safety and Insurance Act. The following pages summarize accidents and incidents in the following categories:

The following table shows the five year trend of incidents by incident type.

Incident Type	2011	2012	2013	2014	2015
Near Miss An event which had the potential for injury or illness but did not result in injury or illness	71	40	127	113	114
First Aid An Injury/illness that is treated at the workplace where no further medical attention is required	142	157	99	121	141
Medical Aid An injury/illness where the employee seeks medical attention away from the workplace from a healthcare professional	48	61	48	48	81
Lost Time An absence from the workplace following a work related injury or illness beyond the date of occurrence	35	43	42	39	46

Incident Type	2011	2012	2013	2014	2015
Denied WSIB An injury/illness claim that has been denied by WSIB. (Workplace Safety & Insurance Board)	20	28	24	11	12
Withdrawn	-	-	4	1	-
Total	316	329	344	333	394
Incidents as a % of Headcount	15%	16%	17%	16%	19%
Lost Time Incident Rate	1.7%	2.08%	2.07%	1.9%	2.2%

Accident/Incident Comparisons

The next two tables show how the City of Guelph compares to HRBN Benchmarks with respect to lost time incidents as a percentage of total staff and WSIB lost work days per employee. The City compares very favourably to these indicators due in part to our strong commitment to the return to work process and increased opportunities in the departments for providing modified work.

Lost Time Incident Rate (G)	
City of Guelph	2.2%
HRBN	2.7%
WSIB Lost Work Days per Employee (G)	
City of Guelph	.24
HRBN	.47

Overtime Hours Paid Ratio (includes banked overtime)

The next table shows the “Overtime Hours Paid Ratio” by comparing the total number of hours worked by employees with the number of overtime hours paid. This was 3.54% in 2015 which is higher than that reported by the HRBN for municipalities. This table also looks at the cost of overtime as a % of base salary. This figure was 4.28% in 2015. Another observation is the overtime hours worked in 2015 over 2014 increased by 6.54% however the cost of this overtime increased by 21%. Therefore, not only was more overtime worked but value of each hour worked increased too.

Year	Total Hours Worked	Overtime Hours Paid	Overtime Hours Paid Ratio	Cost of Overtime	Overtime as a % of Base Salary
2011	2,485,071	88,487	3.56%	\$3,755,755	4.08%
2012	2,623,021	94,069	3.59%	\$3,944,681	3.98%
2013	2,629,279	112,275	4.27%	\$4,804,598	4.72%
2014	2,878,496	92,398	3.21%	\$3,993,929	3.71%
2015	2,778,659	98,358	3.54%	\$4,832,251	4.28%

Overtime Hours Paid Ratio (R)	
City of Guelph	4.28%
HRBN	2.5%

Overtime Costs by Category

The increase experienced in 2015 was largely due to weather related events, vacancies and increased medically supported absences.

Overtime Category and Explanation	Total Overtime		Increase %
	2014	2015	
Legislated or Regulatory Compliance: Due to legislation, collective agreements or other regulatory compliance overtime must be worked to meet requirements and not put the City of Guelph at risk.	\$1,605,750	\$1,707,459	6.3%

Overtime Category and Explanation	Total Overtime		Increase %
	2014	2015	
Management Directed: Management has directed the employee to work overtime.	\$1,395,096	\$1,604,676	15.0%
Other Vacancy: Another employee is away at a conference, training, meeting, etc. overtime must be worked to meet required deadlines.	\$48,896	\$130,102	166.1%
Public Safety: There is a public safety issue if employees do not complete the work on overtime. Example, fire or the Mayor has declared an emergency (not weather related).	\$195,447	\$267,002	36.6%
Revenue Generation: Employee must work overtime to ensure the City maximizes opportunities to generate revenue for the City. Example, shows at the River Run or Storm games at the Sleeman Centre.	\$233,957	\$309,744	32.4%
Sick Absence: Another employee is away due to illness or injury (Sick, STD, LTD or WSIB) and employee is required to do additional work normally done by the other employee.	\$168,616	\$203,499	20.7%
Vacancy: There is a vacancy due to a termination, resignation or retirement within the division.	\$70,560	\$105,819	50.0%
Weather Response: Employees must work overtime to respond to a weather event. Example, significant snow fall, summer storm.	\$179,735	\$503,950	180.4%
ATU Labour Disruption	\$95,872	N/A	
Total	\$3,993,929	\$4,832,251	21.0%

Note in 2014 this breakdown did not include both paid and banked overtime.

In 2016, Human Resources will continue to provide overtime reports, monitor compliance with established overtime approval process and work with departments on opportunities to work more effectively minimizing the need for overtime when possible.

The new HR Service Delivery Model will be equipped with monthly and quarterly reports that will identify areas of concern and provide the opportunity to address throughout the year. In addition to providing more support to departments, changes in language in the CUPE collective agreements will also allow for more flexibility in scheduling which

should decrease the number of overtime hours yet still provide services to the community.

Benefit Costs

The City's overall benefit costs continue to increase given the increase in the cost of benefits, particularly drugs, and with the substantial increase in approved medical absences (STD and LTD) this is to be expected.

Benefit	2011	2012	2013	2014	2015
Total	\$6,827,423	\$7,021,956	\$7,580,464	\$7,856,512	\$9,756,430
Average Cost Per Employee	\$5,483	\$5,363	\$5,762	\$5,623	\$6,935

Extended Health & Dental Cost per Employee (R)	
City of Guelph	\$4,638
HRBN	\$3,781

Employee Assistance Plan

The Employee Assistance Plan is a service that is available to employees and their dependents. The EAP is promoted to employees at orientation and at various stages of employment. Notices about the program are also posted throughout City facilities. The following table summarizes the EAP activity at the City of Guelph.

EAP Activity	2011	2012	2013	2014	2015
Number of New Cases	257	268	265	251	308
EAP Utilization Rate	21.24%	25.31%	22.55%	21.7%	26.2%
Hours of Service Provided	1,097	1,130	1,022	994	1106
EAP Expense	\$116,585	\$119,629	\$126,813	\$100,212	\$130,236
EAP Expense per Eligible Employee	\$96	\$96	\$95	\$87	\$111

EAP Benchmark Comparisons

EAP Utilization Rate and Expense Per Eligible Employee	
City of Guelph	26.2% or \$111
HRBN	14.9% or \$46

The City as a workplace is a diverse environment involving people with different values, wants, needs and expectations. As a result, the City must resolve issues that impact the City's ability to provide service to the community.

In the sections below, the commentary and charts will demonstrate some of the expenditures associated with actions deployed to address some of the issues and metrics already addressed in this report i.e. absenteeism, benefits, etc.

Cost of Severance

The City issued severance packages to 11 employees in 2015 at a one-time cost of \$ 1.28 million. 5 positions were eliminated resulting from the organizational restructuring and the remaining 7 were for various reasons. Approximately \$83.4K is attributed to payroll accruals that resulted from 2014 terminations.

Severance packages are issued when an employee's employment is terminated without cause for various reasons which may include: a position has been eliminated and a non-union re-assignment is not available; the employee's terms and/or conditions of employment have been altered significantly; or the employee can no longer fulfill the expectations of the position. Severance packages at the City of Guelph are designed in accordance with the City's Non-Union Termination Policy to meet the statutory notice and statutory severance obligations under the Employment Standards Act as well as common law requirements.

Legal Costs

In 2015 the City spent \$167,280 in legal costs attributable to the consultation or intervention on issues relating to human resources. Approximately \$80,000 is attributed to the CRA audit. This figure is lower than the municipal benchmark as can be seen in the table below.

<i>HR Legal Costs per Employee (G)</i>	
City of Guelph	\$81
HRBN	\$113

Grievance Detail

Grievance Summary	2011	2012	2013	2014	2015
Transit ATU 1189	44	43	93	65	42
Outside CUPE 241	12	14	47	45	26
Inside CUPE 973	2	4	4	11	3
Fire GPFFA 467	4	4	11	2	3
EMS OPSEU 231	10	15	15	21	13
Total	72	80	170	144	87
Resolved Internally	-	58	119	138	36
Resolved Mediation	-	3	11	29	13
Resolved Arbitration	-	3	1	3	0
Awaiting Mediation/ Arbitration	-	7	10	8	1
Grievance Rate	7.5%	8%	18.3%	14.9%	9.14%
Final Step Greivance Rate	-	-	2.4%	4.2%	1.5%

Grievance Rate Benchmark Comparison

The following two tables show how the grievance activity at the City of Guelph compares to the benchmarks. Although the number of overall grievances received is much higher than the benchmark, the number of grievances that are making it to the final stage of mediation/arbitration is much closer to the benchmark.

Grievance Rate (R+)	
City of Guelph	9.1%
HRBN	3.9%
Final Step Grievance Rate (G)	
City of Guelph	1.5%
HRBN	2.6%

Grievance Activity by Issue/Association

The following table shows the summary of grievances by issue and by union group.

Grievance Issue	Transit ATU	CUPE 241	CUPE 973	Fire GPFFA	EMS OPSEU	Total	%
Alleged Harassment	1	1	-	-	-	2	2.3%
Contract Interpretation	7	5	-	3	3	18	20.7%
Corporate Policy/Procedure	4	2	-	-	-	6	6.9%
Discipline	15	8	-	-	1	24	27.6%
Overtime	4	3	1	-	1	9	10.3%
Pay Issue	2	-	-	-	1	3	3.4%
Position Posting	-	7	2	-	2	11	12.6%
Scheduling	2	-	-	-	4	6	6.9%
Termination	7	-	-	-	1	8	9.2%
TOTAL	42	26	3	3	13	87	100%

Human Rights & Harassment

The following table summarizes the human rights and harassment complaint activity in 2015.

Complaint Activity	2011	2012	2013	2014	2015
Inquiries	3	5	8	7	12
Informal Resolution	15	18	13	16	9
Formal Investigation	0	1	7	1	2
Total	18	24	28	24	23

With every allegation that is brought forward under the Workplace Harassment & Discrimination policy, a specific plan is put in place to support the employees involved. Often these recommendations include policy reviews, training, and/or mediation. Although there were more inquiries there was less activity overall. Awareness and understanding will continue to be a focus of training for employees and leaders.

Code of Conduct Allegations/Complaints

The City's Code of Conduct was rolled out to all employees in 2015. Following this policy roll out there were 2 inquiries related to potential conflict of interest and 2 investigations completed related to conduct.

Section 6: Conclusion

Conclusion

Failure to resolve issues will impact employees, work teams and the City as a whole. Some of the results of unresolved matters in the workplace may include:

- stress, frustration and anxiety;
- loss of sleep;
- strained relationships;
- absenteeism;
- presenteeism;
- employee turnover;
- loss of productivity;
- increased complaints;
- injury and accidents;
- disability claims; and
- sick leave

The Human Resources Department has spent the past decade developing programs and people to address many of the areas that have been trending negatively especially in recent years. The challenge is, within a 24/7 operation that is spread-out, diverse with constantly changing priorities; to have a consistent approach deployed throughout the City. These programs require continuous follow-up to ensure that the program is effective with sustainable or demonstrates continued improvement. The previous structure served the City well for many years but the evidence has shown it is a time for change.

It is an exciting time for the Human Resources Department as the new service delivery model is launched in concert with the Integrated Talent Blueprint throughout 2016 and 2017. As HR staff and peer departments adapt to the new structure and using key metrics, collectively and proactively we will target the areas that are trending negatively and implement strategies to shift the trend the City has been experiencing.

and become a trusted advisor to peer departments, should result in a shift in the trends we have been experiencing.