

HUMAN RESOURCES

VALUE STATEMENT

I expect fair hiring practices and an equitable employment environment in compliance with applicable legislation; and the provision of opportunities to develop skills to support employee growth and organizational needs.

Human Resources

What is this Service?

Human Resources provide services that contribute to the effective management of each municipality's human capital.

Objectives May Include:

- Labour Relations which promote positive relations between management and unions
- Compensation and Benefits which oversees and administers the total rewards plans for all employees
- Training and Development which includes technical, legislative and soft skill training for employees, senior management and department heads
- Disability Management for workers compensation, illness and employee accommodation
- Health and Safety and Employee Wellness
- HR Technology and People Analytics
- Job evaluation as part of compensation
- Recruitment and Retention
- Organizational Development and Effectiveness
- Employee Engagement and Recognition
- Equity and Diversity Programming

Influencing Factors:

1. Degree of Unionization: Labour relations and collective agreements directly impact the need for specialized Human Resources staff.
2. Organizational Form: The delivery of Human Resources (HR) service varies from one municipality to another.
3. Staffing of Services: In some service areas, such as Parks and Recreation, a significant number of seasonal and part-time staff is required. As a result, these service areas tend to have higher turnover rates, which result in providing a higher level of service, but directly impacts Human Resources costs.
4. Economic Situation: impacts level of employment opportunities and degree of retirements. In prosperous times, recruitment and retirements are higher than in less prosperous times.
5. Municipal Benefits and Pension Plans: municipalities may have different benefit and pension plans as determined by their union and non-union agreements. These plans impact the attraction and retention of staff to a higher degree than is experienced in the private sector.

NOTES:

- Survey Reporting Period Definition: HRBN allows April 1 – March 31 or January 1 – December 31. Since most MBNC municipalities use January 1 – December 31 for other measures, it is recommended that the end date be December 31 but if members choose to use a different end date that could be included in the Comment section for that measure.
- Human Resources Benchmarking Network (HRBN) definitions are used throughout the HR data dictionary. HRBN definitions are posted in the HR Service Area of the MBNC Data Warehouse to provide more detailed explanation of inclusions and exclusions.
- Full-time workers are those that work the full-hours quotient for an occupational group.
- Regular, part-time workers are those that work regular, scheduled hours less than the full-time quotient.

Extenuating Circumstances:

- **COVID-19 Pandemic:** Human Resources costs continued to be impacted by changes to services delivered, technology investments, staff hiring, vacancies and/or redeployment of Human Resources staff. For most municipalities, the increase in turnover and resignations could be attributed to the re-opening of services and job opportunities were expanded. In addition, much of 2021 was used to catch-up on 2020 initiatives that remained incomplete due to pandemic response in 2020.

Human Resources

HMRS215T - Total Cost for Human Resources Administration per T4 Supported

This measure is the total cost of Human Resources administration only. The measure does not reflect the total cost of the various programs and supports that Human Resources provides for the municipality.

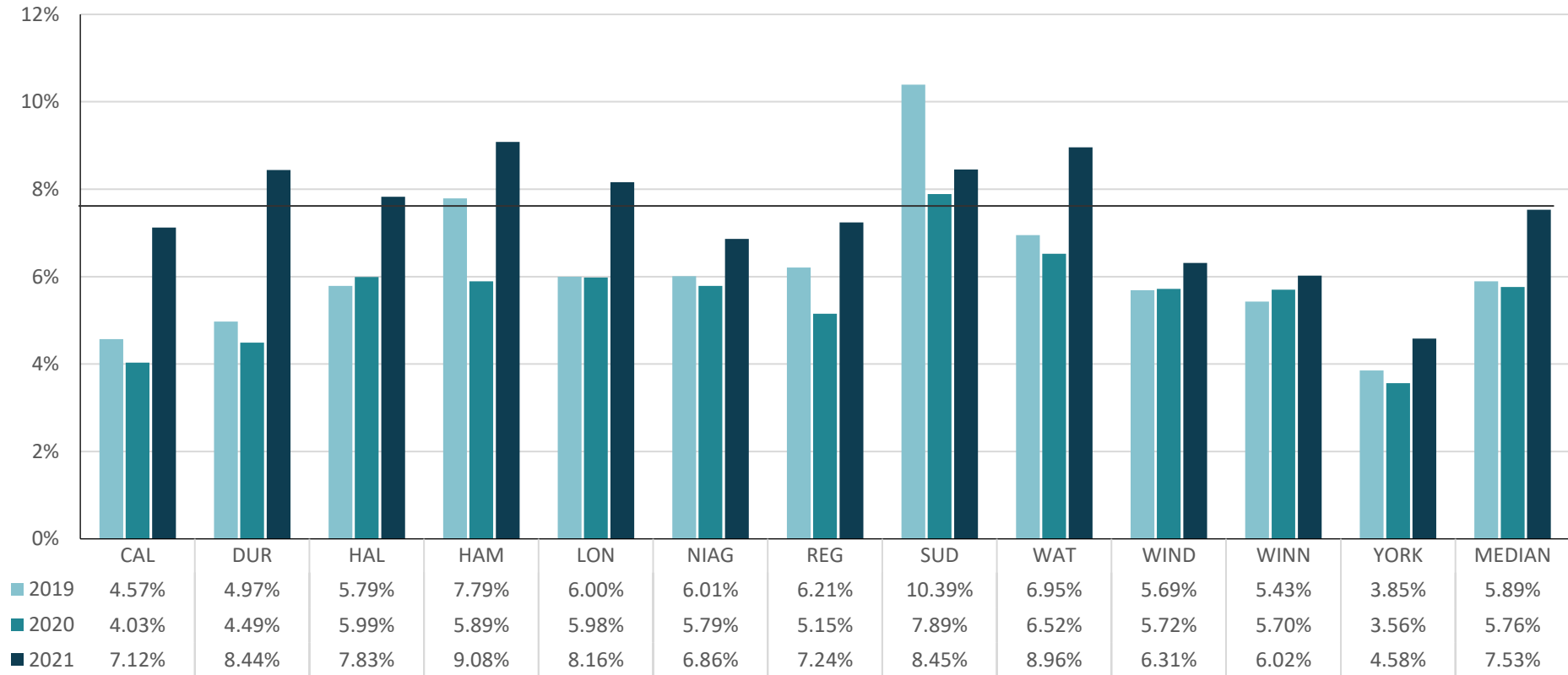
(In Thousands)



Human Resources

HMRS406 - Permanent Voluntary Employee Turnover Rate

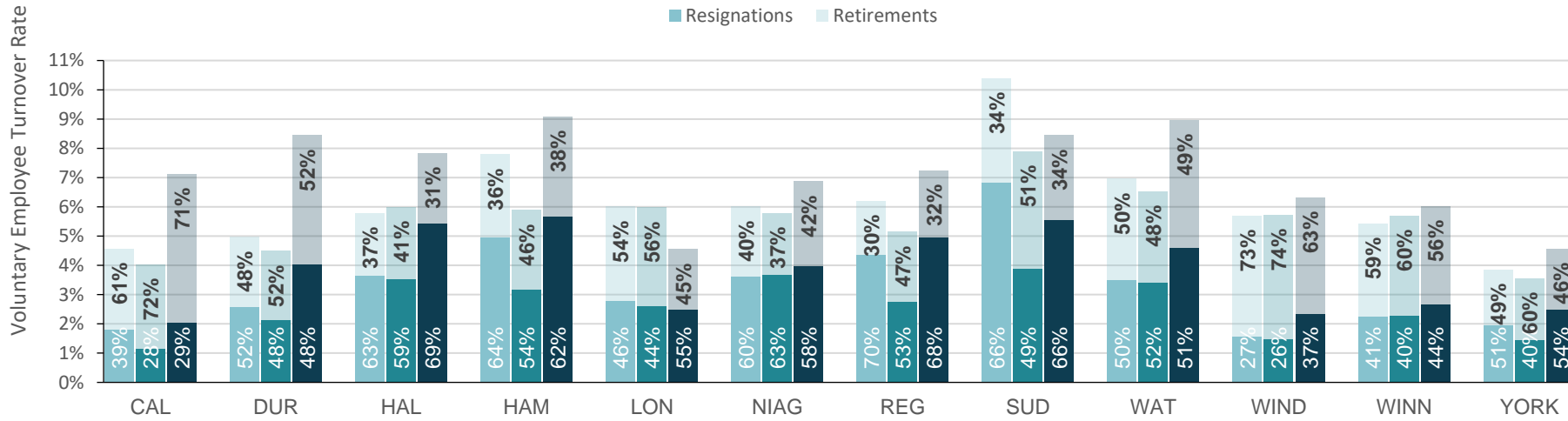
This measure reflects voluntary separations of permanent staff (full-time and part-time), including resignations (voluntary exits) and retirements of any sort.



Human Resources

Proportion of Voluntary Turnover Rate (HMRS416) Due to Resignations (HMRS800) and Retirements (HMRS801)

This graph reflects the proportion of permanent voluntary employee turnover due to resignations and retirements.



Proportion of permanent voluntary employee turnover due to resignations and retirements in 2019, 2020 and 2021

Resignations (HMRS800)

| | | | | | | | | | | | | |
|------|-----|-----|-----|-----|-----|-----|----|-----|-----|----|-----|----|
| 2019 | 225 | 119 | 84 | 329 | 72 | 115 | 77 | 144 | 108 | 34 | 180 | 71 |
| 2020 | 139 | 101 | 82 | 212 | 68 | 115 | 49 | 84 | 107 | 32 | 181 | 53 |
| 2021 | 242 | 193 | 129 | 376 | 109 | 126 | 89 | 121 | 142 | 50 | 212 | 93 |

Retirements (HMRS801)

| | | | | | | | | | | | | |
|------|-----|-----|-----|-----|-----|------|-----|-----|-----|------|------|------|
| 2019 | 348 | 110 | 50 | 189 | 83 | 76 | 33 | 75 | 107 | 91 | 256 | 69 |
| 2020 | 353 | 111 | 58 | 182 | 88 | 67 | 43 | 87 | 98 | 92 | 274 | 79 |
| 2021 | 607 | 211 | 57 | 227 | 90 | 92 | 41 | 63 | 135 | 86 | 269 | 79 |
| | CAL | DUR | HAL | HAM | LON | NIAG | REG | SUD | WAT | WIND | WINN | YORK |