

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
- Pension Administration

Influencing Factors:

- **Degree of Unionization:** Labour relations and collective agreements directly impact the need for specialized Human Resources staff.
- **Economic Situation:** impacts level of employment opportunities and degree of retirements. In prosperous times, recruitment and retirements are higher than in less prosperous times.
- **Organizational Form:** The delivery of Human Resources (HR) service varies from one municipality to another.
- **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.
- **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 results in a higher level of service, but directly impacts human resources costs.

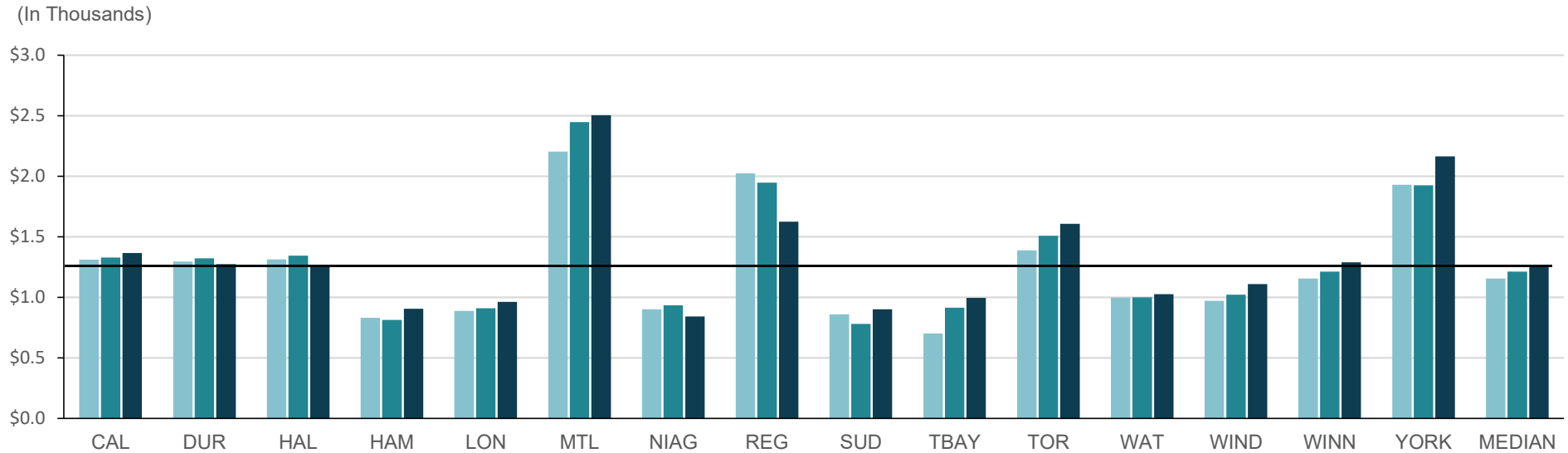
Extenuating Circumstances:

- **COVID-19 Pandemic:** Human Resources costs may have been impacted by changes to services delivered, technology investments, staff hiring, vacancies and/or redeployment of Human Resources staff. For most municipalities, the decrease in turnover and resignations could be attributed to the uncertainty of the job market and the ability to work from home during the COVID-19 pandemic.

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Figure 14.1 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.



2018	\$1,311	\$1,295	\$1,314	\$831	\$887	\$2,203	\$901	\$2,024	\$860	\$701	\$1,387	\$997	\$972	\$1,156	\$1,930	\$1,156
2019	\$1,328	\$1,322	\$1,344	\$813	\$909	\$2,448	\$935	\$1,948	\$781	\$914	\$1,509	\$999	\$1,021	\$1,212	\$1,925	\$1,212
2020	\$1,367	\$1,274	\$1,254	\$906	\$962	\$2,504	\$842	\$1,625	\$902	\$996	\$1,608	\$1,027	\$1,110	\$1,290	\$2,165	\$1,254

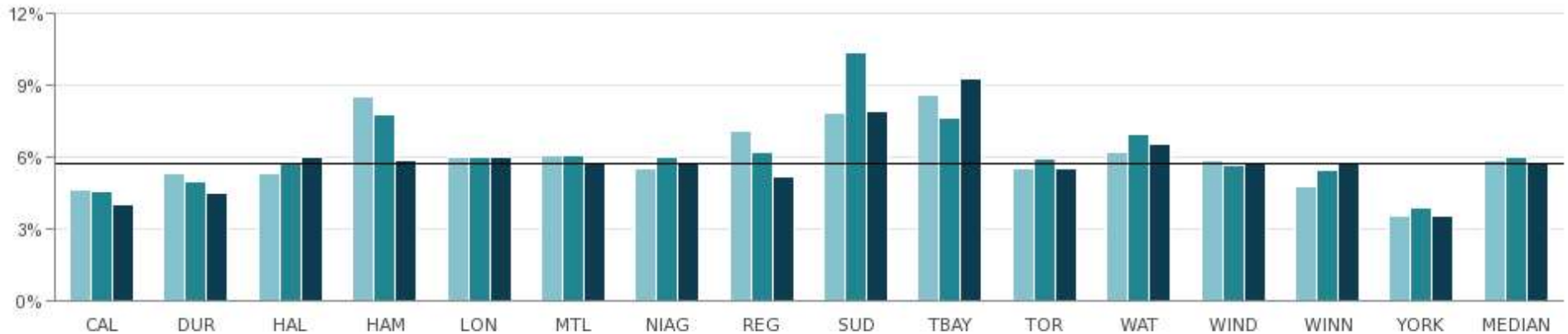
Source: HMRS215T (Service Level)

Montréal: In 2019, there was a combination of a decrease in the 4th quarter's number by 7.2% and in increase in the total cost of human resources administration by 3.1%.

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Figure 14.2 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.



2018	4.66%	5.31%	5.32%	8.55%	5.98%	6.10%	5.50%	7.07%	7.86%	8.57%	5.51%	6.18%	5.84%	4.76%	3.54%	5.84%
2019	4.57%	4.97%	5.79%	7.79%	6.00%	6.04%	6.01%	6.21%	10.39%	7.62%	5.91%	6.95%	5.69%	5.43%	3.85%	6.00%
2020	4.03%	4.49%	5.99%	5.89%	5.98%	5.71%	5.79%	5.15%	7.89%	9.31%	5.51%	6.52%	5.72%	5.70%	3.56%	5.72%

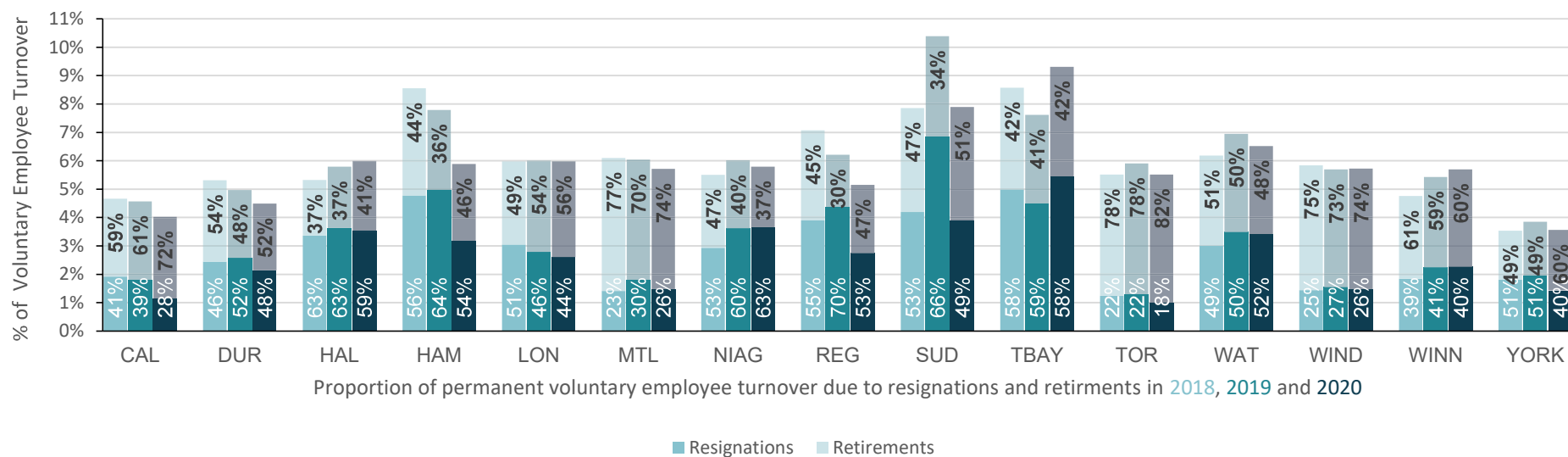
Source: HMRS406 (Community Impact)

Sudbury: The number of retirements for 2018 and 2019 are the same however the number of voluntary separations/resignations increased in 2019 due to Long-Term Care staff and volunteer Firefighters. Although this number is expected to fluctuate from year to year, the 2020 results are more in line with CGS history data. The 2019 results were much higher than the norm due to an increase number of voluntary separations in the permanent employee group and lower than average retirements within this group.

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Figure 14.3 Proportion of Resignations and Retirements

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



	CAL	DUR	HAL	HAM	LON	MTL	NIAG	REG	SUD	TBAY	TOR	WAT	WIND	WINN	YORK
Resignations															
	Source: HMRS800 (Statistic)														
2018	238	111	93	312	77	288	91	69	86	107	269	91	30	147	64
2019	225	119	84	329	72	367	115	77	144	96	280	108	34	180	71
2020	139	101	82	212	68	306	115	49	84	115	212	107	32	181	53
Retirements															
	Source: HMRS801 (Statistic)														
2018	340	130	54	246	74	959	80	56	75	77	931	96	92	233	61
2019	348	110	50	189	83	872	76	33	75	67	1,003	107	91	256	69
2020	353	111	58	182	88	879	67	43	87	82	960	98	92	274	79