

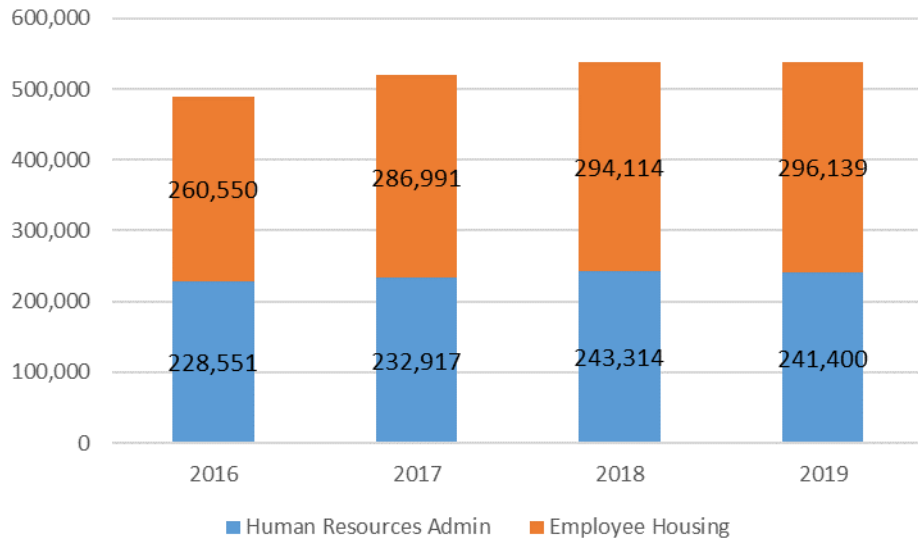
Human Resources Department

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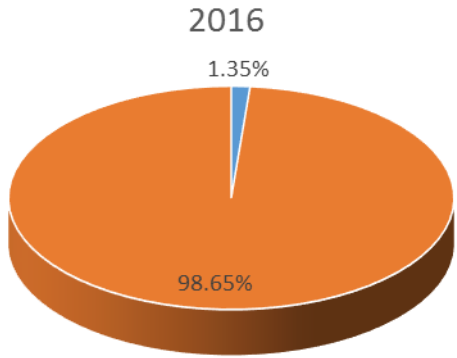
2016 - 2019 Operating Budget Roll-up

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$332,160	\$357,580	\$350,700	\$397,900	\$419,000	\$425,200
Other Revenue	3,500	54,006	3,500	3,500	3,500	3,500
TOTAL REVENUES	335,660	411,586	354,200	401,400	422,500	428,700
EXPENDITURES						
FTE Count	2.0	2.0	2.0	2.0	2.0	2.0
Wages & Benefits	201,986	211,945	217,873	212,728	217,253	222,304
Contracted & General Services	117,775	125,461	124,800	138,200	144,025	137,285
Materials, Goods & Supplies	2,425	2,342	480	480	550	550
Other Expenses	7,253	11,253	5,000	25,000	23,500	22,000
Internal Charges	138,100	138,100	147,100	143,500	152,100	155,400
TOTAL EXPENDITURES	467,539	489,101	495,253	519,908	537,428	537,539
REVENUES LESS EXPENDITURES	(131,879)	(77,515)	(141,053)	(118,508)	(114,928)	(108,839)
Associated Amortization	40,185	44,385	40,185	58,714	58,714	58,714
Transfers to Reserves	(123,858)	(178,564)	(135,144)	(156,474)	(154,951)	(160,626)
Transfers from Reserves	22,253	26,253	20,000	40,000	30,500	23,000
Tax Funding Required	(233,484)	(229,826)	(256,197)	(234,982)	(239,379)	(246,465)

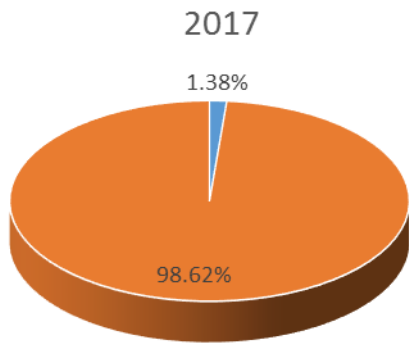
HR Expenses by Function



Percentage Total Expense

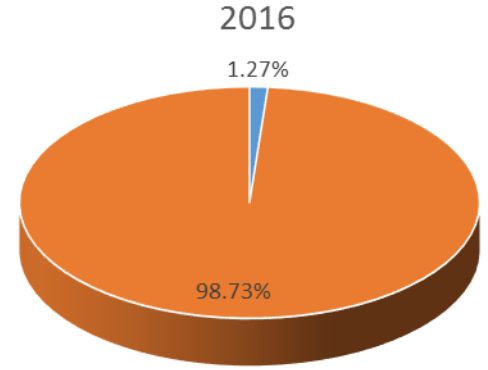


■ Human Resources ■ Remaining Expenses

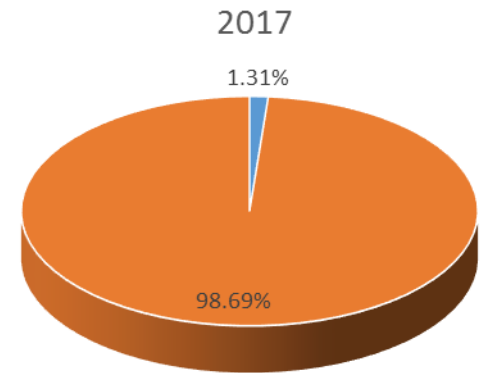


■ Human Resources ■ Remaining Expenses

Percentage Total Tax Funding



■ Human Resources ■ Other Tax Funded Services



■ Human Resources ■ Other Tax Funded Services

Human Resources Compliance:

- ensures Town of Banff's employment practices and policies are compliant with legislated standards.
- on-going education and coaching of leaders to interpret legislated requirements and communicate effectively with employees during all interactions.

Compensation and Benefits:

- position descriptions and wages are tested against council-approved external market comparators every three years to ensure wages at the Town of Banff are maintained at the 50th percentile.
- total compensation package includes competitive wages, benefits (healthcare and retirement), training, development and creative non-traditional benefits (active living, flex scheduling)

Recruitment and Selection:

- recruitment focusses on selecting the right talent, qualifications and characteristics to deliver our services at the Town of Banff .
- jobs are posted in locations that attract suitable applicants and interview strategies that ensure “fit” for the position, department and organization.
- on-boarding ensures new hires are introduced to the Town and become part of the organization's culture.

Training and Development:

- formal reviews with employees occur no less than annually.
- training and development is individualized with clear development actions and career growth initiatives that range from on-the-job skills development to succession planning.
- training and development is recognized as part of our total compensation package.

Performance Management:

- leaders effectively communicate performance expectations and conduct performance improvement discussions with their employees.
- comprehensive performance management system of day-to-day observation and feedback, performance and development discussions, recognition and annual “e-valuations” instills a workplace culture where individual talents are valued, recognized and developed.

Employee Relations:

- employees have the necessary support, training, resources, and relationships to deliver their mission: “Taking Care of Banff, our People, our Community, our Park.”
- open door policy and annual employee satisfaction surveys ensure employees have a fair and consistent means of sharing suggestions, ideas and concerns that affect their workplace experiences.

Operating Budget (2016 – 2019)
HR Administration

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Other Revenue		\$50,506				
TOTAL REVENUES		50,506				
EXPENDITURES						
FTE Count	1.80	1.80	1.80	1.75	1.75	1.75
Wages & Benefits	189,932	199,748	205,455	197,237	201,439	206,165
Contracted & General Services	22,675	21,161	27,600	29,600	35,425	28,685
Materials, Goods & Supplies	2,325	2,242	380	380	450	450
Internal Charges	5,400	5,400	5,800	5,700	6,000	6,100
TOTAL EXPENDITURES	220,332	228,551	239,235	232,917	243,314	241,400
REVENUES LESS EXPENDITURES	(220,332)	(178,045)	(239,235)	(232,917)	(243,314)	(241,400)
Associated Amortization				1,459	1,459	1,459
Transfers to Reserves	(5,050)	(55,556)	(5,050)	(2,065)	(2,065)	(5,065)
Transfers from Reserves					6,000	
Tax Funding Required	(225,382)	(233,601)	(244,285)	(234,982)	(239,379)	(246,465)

COUNCIL EXPECTATIONS

Human Resources Compliance

1. Human Resources is accountable for ensuring that the Town of Banff's employment practices and policies are compliant with legislated standards.
2. Employee qualifications and certifications are maintained through appropriate training.

Compensation and Benefits

3. Our compensation and benefits package contributes to a positive employee relationship with Town of Banff.
4. Our compensation philosophy targets the 50th percentile.
5. Our comparable markets are other municipalities, local publically funded agencies, local and non-local private sector and available survey data where relevant.
6. An external market-facing compensation review is optimally done at every three years.
7. Due diligence around researching, negotiating best value and evaluating plan design of group plan benefit packages.
8. Work actively to govern our pension liabilities.
9. Once during 4 year period that council is oriented with compensation philosophy and compensation practices.

Recruitment and Selection

10. We attempt to leverage the **healthy and active** Banff Lifestyle **during** recruitment.
11. Professional, diligent and equitable hiring practices ensure skills and qualifications as well as personal characteristics and competencies are a "fit" for the Town of Banff.
12. Our employee mission and values are aligned with community core values (i.e. Banff Community Plan).
13. Evaluation of position responsibilities prior to rehiring and recruitment when vacancies arise (e.g. Job Description updates, evaluation of job grade assignment, etc.).

Training and Development

14. Developmental training is offered as resources allow to benefit the organization and the employee.
15. Training is used at times as a retention and recruitment tool and is part of our total compensation package.
16. In allocating scarce Professional Development dollars, priority is given to the needs of the organization (such as; knowledge transfer, succession planning, skills / experience gaps).
17. Professional Development expenditures are prioritized town-wide rather than department by department.

Performance Management

18. Employees know the expectations of their job and how well they are meeting those expectations.
19. Supervisors are given the tools and resources to execute upon performance management and recognition
20. People at all levels of the organization receive equitable recognition **for performance**.
21. Employees receive regular performance feedback and a formal performance evaluation annually in January or February.

Employee Relations

22. Employee concerns are addressed and resolved effectively.
23. Employee relations practices contribute to satisfied employees and a positive work environment.
24. Continue providing mechanism for employees to provide feedback or become involved in issues, decisions or actions that sustain a positive and productive work environment. (eg; Employee Satisfaction Survey).



Successes

- Visibility of HR at operations (weekly)
- Rollout of 2015 external compensation / market review results by Q2, 2016
- Ontario Municipal Leadership Institute (OMLI) webinar series – 8 modules/26 leaders

Challenges/Opportunities

- Leadership Development and Succession Plan – multiple sources of information. Identifying system to pull into one location for reference and assessment of employee progress.
- Manager/key leader departures - identify internal succession candidates, development requirements, external talent bank and recruitment strategies for coming 3 to 5 years (mechanism to collect, track and reference as above)
- Benefits – evaluate trends in external and internal healthcare plan design in light of pending departures and absenteeism trends (with Corporate Services).

2016 Priorities:

- Continue focus on development and training to bridge most common gaps/areas of need identified in leadership development questionnaire
- Create system to align individual development plans and annual areas of focus (goals) for individual leadership and professional growth, particularly for internal hi-pos (succession).
- Implementation of 2015 market-facing wage review recommendations, including:
 - Town of Banff Compensation Policy
 - Marketing monitoring initiatives mid-review.
- Collaborate with Corporate Services/Finance on cost containment of benefits **and** plan design to address healthcare needs and trends. Consider and cost impact of revised design

Priority Status

- ✓ *OMLI webinar series – 8 modules x 2 cohorts(26 leaders)*
- ✓ *Internal training through webinar sessions, supervisor meetings, workshops, etc.*
- ✓ *On-going ... 2016 highest completion rate of e-valuations. Look at developing or acquiring technology to facilitate collection and consolidation of multiple sources of employee development info.*
- ✓ *Roll-out complete in Q2, 2016 (individual department meetings and customized employee letters distributed)*
- ✓ *Policy C2001 approved: 29.March, 2016*
- ✓ *Revised market formula in 2016 Financial Plan (for 2017)*
- ✓ *SMHRT – mid-period comp review in 2017.*
- ✓
- ✓ *Q3 – Selected consultant to analyse and review current benefit plan structure and provide recommendations for plan design (with corporate services) by end 2016 for implementation 2017.*

2017 Priorities:

- Research and identify effective tool to track performance and develop actions from multiple sources and align with plans for professional development if identified “hi-po’s” for succession planning.
- Development and roll-out of Town of Banff-specific leadership development checklist – to support competencies and performance

Communication Format

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

RFD – for any solutions requiring funding.

Otherwise, provide update at 2018 Service Level Review

2017 – develop internal resources and format to build leadership culture and competencies.

Update at 2018 Service Level Review

#1 New Service Level Request - Operating Reserve – Retirement

Objective:

To allocate resources to a reserve, as part of the Human Resources operating budget, that will ensure appropriate recognition of retirement is funded.

Summary:

In March 2015 Administration shared some statistical information (March 23, 2015 agenda package – 7.2 RFD Operations reorganization) on the demographic status at the Town of Banff.

Many municipalities, and public sector organizations as a whole, anticipate that long-tenured employees (of the baby-boomer generation) will be making significant life decision about retirement over the next ten years.

The Town's pension plan (LAPP) allows for a combination of years of service and age to be factored into eligibility for retirement. An employee who is at least age 55 and whose combined age and the years of services equals 85 or more, is eligible to retire on an unreduced pension. Further employees in this plan may be eligible to retire from age 55 on a reduced pension income.

According to the 2015 annual report, LAPP's average age of retirement is 61.4 years, which has remained consistent since 2012. External influencers, such as current economic conditions, cost of healthcare and family needs of this generation are influencing the decision to retire, or to stay working.

The Town of Banff currently has 145 employees contributing to either the pension or RRSP retirement plans. Of the contributing employees, 33 are age 55 years or older, representing 22% of the organization and of these 33 employees 11 of them (or 33%) are eligible to retire on an unreduced pension in the next 5 years.

Administration is recommending that an operating reserve be created to assist with expenses associated with a social recognition of contributions made and a retirement gift acknowledging our appreciation of our retiring employees.

Cost to Implement:

\$5,000.00 to be transferred in 2017 from the current WCB Partners-in-Injury Reduction (PIR) rebate fund.

Ongoing Operational Cost per year:

\$1,500.00 to be transferred annually from the WCB PIR rebate fund into the reserve until the reserve is at \$8,000.00. It is proposed that the reserve would be maintained at a minimum of \$5,000.00 and a maximum of \$8,000.00.

The coordination of arrangements for employee retirement fall within human resources' functional duties and would not be impacted.

Resources Required to Implement:

Corporate Services – Finance: administer transfer of the lump-sum and annual funds from WBC-PIR rebate to reserve .

Resources Required to Maintain:

Human Resources: work with eligible employees on timelines and wishes associated with retirement planning and retirement recognition.

Return on Investment:

N/A – recognizing employees at retirement is an accepted and “best-employer” practice.

Estimated Delivery Date: Effective: January 1, 2017

Council Strategic Priority? No

Is this an approved Service Review Item? Yes

Although retirement is not specifically mentioned, the practice of recognizing departing employees and “wishing them well”, supports the intent of the HR Service Area - Employee Relations.

Supporting Materials:

Internal guideline on resignations and retirements expense can be found at:

Z:\Staff\Your_Guide\Ending_Employment\Resignation_and_Retirement.docx

Service Area: Employee Housing (2 of 2)

- Corporate Services: financial administration (rent review & rate setting, operating/capital expenses, overseeing operating transfers)
- Facilities: unit and building repairs & maintenance, condition assessment and unit inspections, building custodian supplies.
- Human Resources: application and selection of tenants, check-in and check-out inspections, lease agreements, rules of tenancy, maintaining tenant information, notification and communication to tenants and administration of Building Custodians.

Operating Budget (2016 – 2019) Employee Housing

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$332,160	\$357,580	\$350,700	\$397,900	\$419,000	\$425,200
Other Revenue	3,500	3,500	3,500	3,500	3,500	3,500
TOTAL REVENUES	335,660	361,080	354,200	401,400	422,500	428,700
EXPENDITURES						
FTE Count	0.20	0.20	0.20	0.25	0.25	0.25
Wages & Benefits	12,053	12,197	12,418	15,491	15,814	16,139
Contracted & General Services	95,100	104,300	97,200	108,600	108,600	108,600
Materials, Goods & Supplies	100	100	100	100	100	100
Other Expenses	7,253	11,253	5,000	25,000	23,500	22,000
Internal Charges	132,700	132,700	141,300	137,800	146,100	149,300
TOTAL EXPENDITURES	247,206	260,550	256,018	286,991	294,114	296,139
REVENUES LESS EXPENDITURES	88,454	100,530	98,182	114,409	128,386	132,561
Associated Amortization	40,185	44,385	40,185	57,255	57,255	57,255
Transfers to Reserves	(118,808)	(123,008)	(130,094)	(154,409)	(152,886)	(155,561)
Transfers from Reserves	22,253	26,253	20,000	40,000	24,500	23,000
Tax Funding Required	(8,101)	3,775	(11,912)			

COUNCIL EXPECTATIONS

- 1) That there is a system in place that fairly and transparently allocates this limited resource
- 2) A mix of short-term and long-term housing.
- 3) **Rent structure is based on a full** cost recovery **model** (rates are tested against the market as reported by the Alberta Rental Rate review (annual) and the Bow Valley Labour Market Report (semi-annual).
- 4) Units are **well-maintained** and the replacement reserve is appropriately funded.
- 5) Staff accommodation supports our recruitment and retention efforts
- 6) Employees are not expected to remain in employee housing throughout their careers



Successes

- Building Custodians changed to hourly compensation (was flat rate “credit”) on submission of task tracking sheets. Provides improved detail on time dedicated to function.
- Ability to offer seasonal/term housing to new hires – place to live until a longer-term option becomes available.

Challenges/Opportunities

- Building Custodian recruitment (from tenant base) lacked uptake, performance of Custodians required monitoring and follow-up by HR.
- Town of Banff employees (especially seasonal & term) affected by availability of affordable and short term lease options.

2016 Priorities:

- Corporate Services / HR – establish method and communication plan to adjust current employee housing rental rates to achieve cost recovery (possible multi-year action).
- Facilities – comprehensive checklist and inspection of units and schedule for maintenance and repair
- Town of Banff to investigate acquisition of property for additional units in employee housing inventory.

Priority Status

- ✓ *Policy C2000 adopted: 2015, Sept.14*
- ✓ *Tenants advised in writing of change in rent model in Oct.2015 in conjunction with rent increase notices for 2016. Further summary of employee housing administration by e-letter.*
- ✓ *Acquisition of 221 Beaver Street – pending.*

2017 Priorities:

- Analysis of current building custodian (indoor and outdoor at 552 Banff Ave and Fire Hall) services and costs to determine more effective resources

Communication Format

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

RFD – for any recommendations with cost impacts, or; Provide update at Service Level Review –2018