

Ref: 2008-MM22.3

June 27, 2008

EXECUTIVE COMMITTEE:

City Council on June 23 and 24, 2008, referred the following Motion to the Executive Committee:

MM22.3 Implementation of the Fiscal Review Panel's Recommendation Regarding the Development of a Comprehensive Human Resources Strategy

Moved by Councillor Stintz, seconded by Councillor Milczyn

SUMMARY:

In October 2007, as part of the compromise reached for the implementation of the Land Transfer Tax and Vehicle Registration Tax, Mayor David Miller commissioned an independent Fiscal Review Panel to investigate the operations of the City and report back in February 2008.

One of the key recommendations of the panel is that the City develop a comprehensive human resources strategy. More specifically, "The City should develop a long-term strategic human resources strategy, reflecting more internal flexibility on the part of both the City and its unions, in order to enhance the City's ability to optimally address new technologies, the education and skill levels of existing staff, the evolution of future staffing needs, continuous improvements in quality and productivity, work rules and the varying provisions of the City's labour contracts." Furthermore,

- "The City should show leadership by reviewing and reforming its current system of 'merit' pay for senior managers and staff. The existing performance 'merit' pool should not be automatic and should be checked annually against the market. Once quantum is established, there should be larger benefits for those who meet challenging targets for innovation and effectiveness, and smaller benefits for those who do not.
- The City and its unions must restrain the growth of average compensation (including benefits) in future labour contract negotiations, in line with the evolution of broad labour market averages and the City's fiscal health.

- The City should push top managers and supervisors to achieve continuous improvement targets in the performance of their divisions (reflected in cost efficiency, productivity, effectiveness and quality of service delivery), in part by utilizing existing management rights and contract provisions which commit to enhanced performance and flexibility.
- The City should emphasize and enhance internal flexibility and mobility for City workers within the overall City workforce and focus heavily on the utilization of the 6% attrition factor.
- The City should develop a strategy for systematic and comprehensive staff training and education, including more internal resources for on-the-job training and retraining, as well as joint training initiatives with City unions.
- The City must become a leader in developing safer workplaces by: working with its unions to establish and ramp up the activities of joint health and safety committees; investing in advanced ergonomic and other safety-related equipment and procedures; and building a genuine culture of 'safety first.' "

RECOMMENDATION:

1. That the City Manager prepare a report to City Council, in time to be considered with the 2009 Operating budget, on how this recommendation will be implemented.

for City Clerk

M. Toft/cd