



City Manager's Office

Service Level Review

Standing Committee Presentation
June 30, 2015



Overview

- Recommended Service Levels by Program
 - Program Map
 - Services and Key Service Levels
 - Performance Measures
 - Challenges, Opportunities and Priority Actions



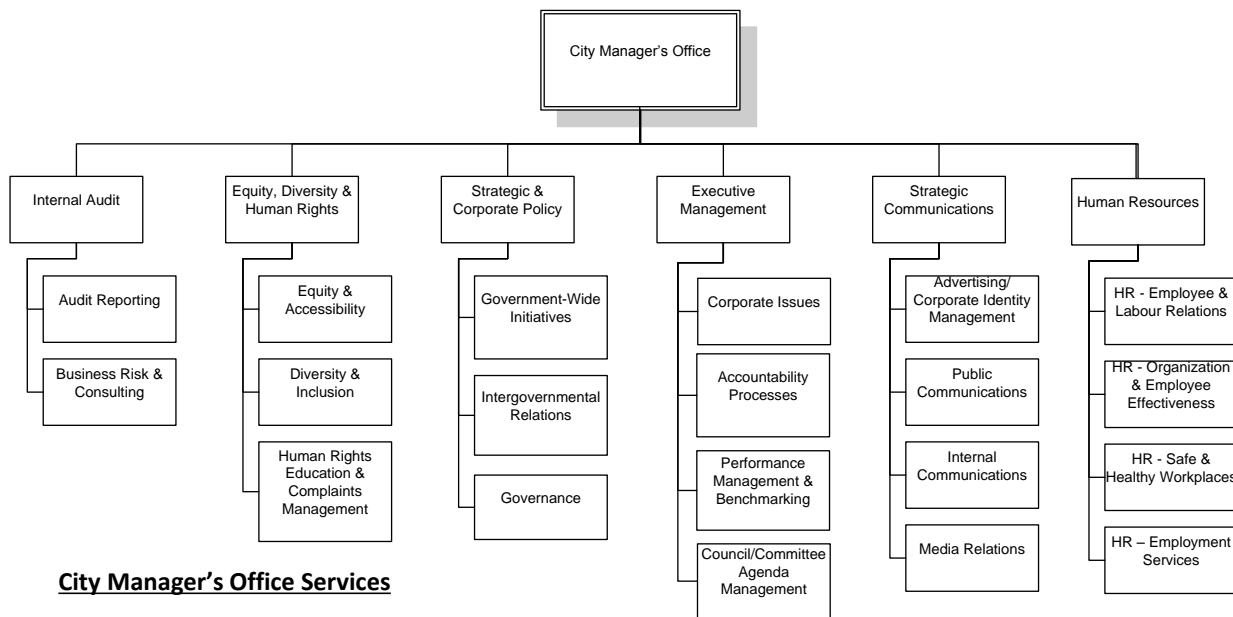


Program Map



City Manager's Office

2015 Program Map



City Manager's Office Services

Executive Management

- Council & Mayor
- City Divisions
- Deputy City Managers
- Public
- Other orders of government

Strategic & Corporate Policy

- Council & Mayor
- City Divisions
- Deputy City Managers
- Public
- Other orders of government

Strategic Communications

- Public
- City Divisions
- Media

Equity, Diversity & Human Rights

- Council & Mayor
- City Divisions
- Deputy City Managers
- Public
- Other orders of government

Internal Audit

- City Divisions, Agencies & Corporations

Human Resources

- Toronto Public Service
- City Divisions
- Unions & Associations
- Members of the public interested in opportunities in the Toronto Public Service





Services & Key Service Levels



CMO Services

Executive Management:

- Support the City Manager's overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments.
- Monitor implementation of the City Manager's 2013-2018 Strategic Actions for the Toronto Public Service to advance Council's goals.
- Lead and coordinate Toronto's participation in business transformation.
- Anticipate, respond to, and develop strategies to manage emerging issues.

Strategic & Corporate Policy:

- Provide corporate oversight and coordination of intergovernmental transit initiatives.
- Provide intergovernmental advice and support to the City Manager and Council: prepare formal submissions to federal and provincial governments; administer the Toronto-Ontario Consultation and Cooperation Agreement; support Mayor and Members of Council and the City Manager's participation in municipal associations including FCM.
- Lead government-wide initiatives such as the Toronto Public Service By-law, City of Toronto Act Review; develop models of participatory engagement to support Council's decision-making.
- Support Council's governance structure; provide governance advice and issues management for agencies and corporations; monitor the Accountability framework.



CMO Services

Strategic Communications:

- Develop and implement internal and external communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.
- Provide communications leadership on all aspects of the City's role as Host City for the 2015 Toronto Pan Am and Parapan Am Games.

Equity Diversity & Human Rights:

- Develop strategies and programming to implement the Workforce and Diversity Strategic Actions.
- Monitor and report on City of Toronto's compliance with Accessibility for Ontarians with Disability Act.
- Deliver the City's Human Rights program consistent with legislated obligations and the City's commitment to diversity.

Internal Audit:

- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.
- Provide objective assurance and advice to help mitigate business risks, improve operations, as well as promote/assure fiscal responsibility, accountability and compliance with applicable policies and procedures.



CMO Services

Human Resources:

- Provide expert advice and support to the City's operating divisions faced with reorganizing and program review challenges through collective agreement and policy advancement and liaising with the respective union representatives and associations, partnering with divisions, expanding the training program to include additional corporate and custom training.
- Develop a mandate and resourcing plan for collective bargaining with Toronto Civic Employees Union Local 416, Canadian Union of Public Employees Local 79 and Association of Community Centres Canadian Union of Public Employees Local 2998 and Exhibition Place.
- Develop and implement employment initiatives (such as an expanded gateway employment program) that will proactively address hiring challenges.
- Launch enterprise-wide eLearning functionality, including social collaboration tools and capability of divisions to launch their own eLearning modules.
- Capitalize on the City's culture change to further reduce the number of workplace injuries by 6%, through the Safety Culture Continuous Improvement initiative - Target Zero.



Key Service Levels – 2015

Service Level Description		2015
Executive Management		
Corporate Issues	Approved	95% of issues responded to within 24 hours
Accountability Processes	Approved	100% of Ombudsman recommendations implemented on time
Management Information Dashboards	Approved	Update quarterly
Performance Measurement and Benchmarking Report	Approved	Update annually
World Council on City Data	Approved	Update annually
Toronto's International Rankings	Approved	Monitor rankings and the City's website as required
Council/Committee Agenda Management	Approved	Co-ordinate eight cycles annually



Key Service Levels – 2015

Service Level Description		2015
Strategic & Corporate Policy		
Government-Wide Initiatives	Approved	Develop and deliver government-wide policy initiatives and civic engagement programs on behalf of the City Manager and Council
	Approved	Respond to all requests for civic engagement advice
	Approved	Effectively coordinate strategic initiatives with key stakeholders and partners
Service Name 2		
Inter-governmental Relations	Approved	Advise on and deliver the City's corporate intergovernmental strategy to support formal government-to-governments relations and funding agreements on behalf of the City Manager, Mayor and Council
	Approved	Complete all required formal submissions, correspondence and meetings with other governments and associations
	Approved	Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds
Service Name 3		
Governance	Approved	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions
	Approved	Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations
	Approved	Effectively coordinate governance-related initiatives with key stakeholders and partners



Key Service Levels – 2015

Service Level Description		2015
Internal Audit		
Business Risk & Consulting	Approved	Prioritize requests for review/audit based on assessment of risk
	Approved	Respond to requests for advice within two business days
Audit Reporting	Approved	Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audits completed



Key Service Levels – 2015

Service Level Description		2015
Strategic Communications		
Advertising/Corporate Identity Management	Approved	Provide media buying and advertising plans within specified divisional budgets 100% of the time
	Approved	100% of statutory advertisements and By-law notices placed within required timelines
Public Communications	Approved	Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities
	Approved	Produce communications products within deadline 95% of the time
	Approved	Update the homepage of the website on a minimum twice weekly basis
Internal Communications	Approved	Respond to requests and internal communications advice within one business day 95% of the time
	Approved	Develop and deliver internal communications products by deadline 95% of the time
	Approved	Develop and deliver internal communications plans to support staff engagement strategies
Media Relations	Approved	Proactively engage media to promote corporate and divisional initiatives
	Approved	Respond to media inquiries within 24 hours 98% of the time
	Approved	Respond to requests for issues management advice within the same day 95% of the time



Key Service Levels – 2015

Service Level Description		2015
Equity, Diversity & Human Rights		
Equity & Accessibility	Approved	Increase response rate to Council Yourself in Workforce survey to over 65%
	Approved	Coordinate and meet 100% corporate compliance for the City on AODA
	Approved	Satisfactorily respond to requests for accessibility advice within 48 hours 85% of the time
	Approved	Ensure City divisions are meeting compliance timelines 95% of the time
Diversity & Inclusion	Approved	Satisfactorily respond to requests for advice within 48 hours 85% of the time
Human Rights Education & Complaints Management		Ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario
	Approved	Ensure that 95% of the cases escalated to the Human Rights Tribunal of Ontario are dismissed without penalties to the City



Key Service Levels – 2015

Service Level Description			2015
HR - Employee & Labour Relations			
Labour Relations	Approved	% of grievances handled by E&LR resolved at Step 2	50%
Labour Relations	Approved	Average participant satisfaction rating with E&LR training	4.57
Fair Wage Policy / Labour Trade Issues Managed	Approved	% of construction trade grievances resolved without going to a 3rd party	90%
Fair Wage Policy / Labour Trade Issues Managed	Approved	% of Fair Wage or Labour Trade inquiry responses within 3 days	85%
HR - Employment Services			
Recruitment	Approved	% of clients satisfied with the services of the Assessment Centre	90%
Recruitment	Approved	% of clients satisfied with the quality of service of Strategic Recruitment Compensation and Employment Services section	90%
Recruitment	Approved	Average # of days to fill a non-union vacancy	75
Recruitment	Approved	% of clients satisfied with the hiring process	90%
HR - Organization & Employee Effectiveness			
Corporate Learning	Approved	Average participant satisfaction rate with corporate learning programs	4.43
Organizational Development Interventions	Approved	# of corporate and divisional interventions	150
HR - Safe & Healthy Workplaces			
Workplace Injuries	Approved	% change in the number of workplace injuries	-6%
Ministry of Labour Orders	Approved	% change in the number of Ministry of Labour orders	-20%
Workplace Safety & Insurance Board	Approved	% decrease in WSIB costs	-6%
Health & Safety	Approved	Annual number of Health & Safety training hours	55,500

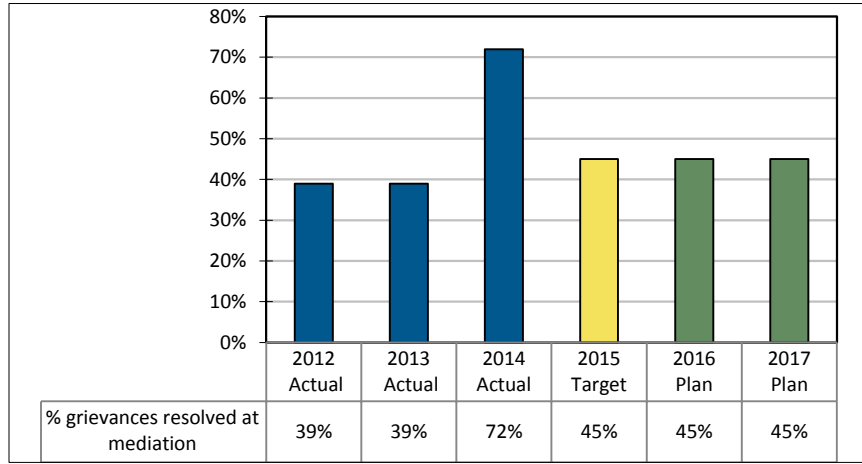




Performance Measures

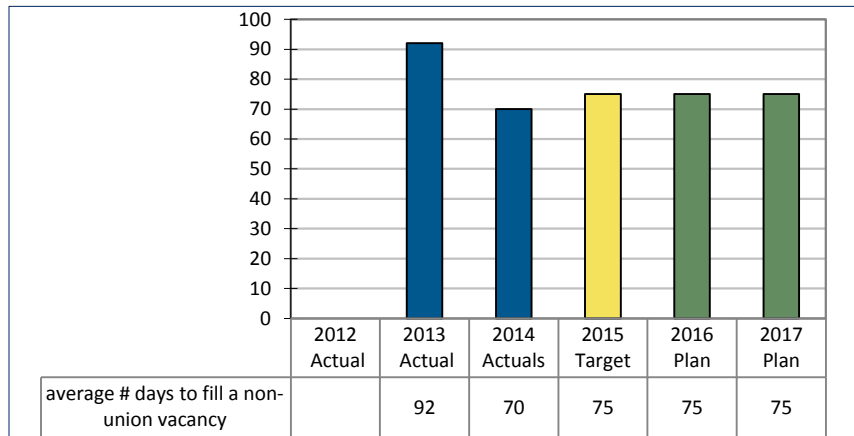


Performance Measures



Trend:

- Enhancing service effectiveness through strategic grievance management, including resumption of Step 2 grievance management for divisions will result in higher resolution rates at mediation and prior to arbitration, averting the high cost of arbitration administration and settlements.

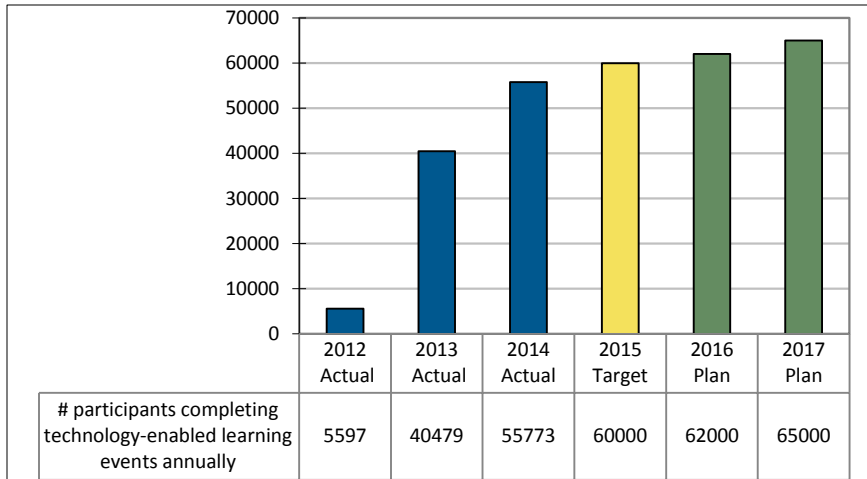


Trend:

- Improved service efficiency is shown by the reduced hiring times that result from recruitment strategies such as expanding use of social media tool; and continued investment in HR Assessment Centre's assessment software.

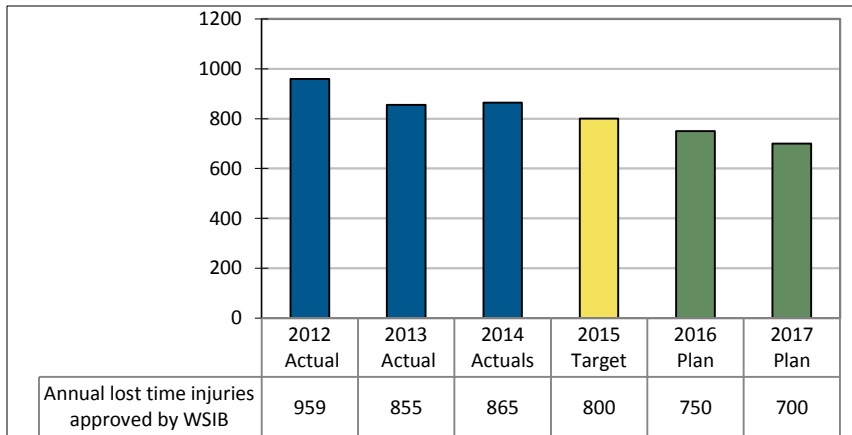


Performance Measures



Trend:

- Improved service effectiveness by establishing the Learning Centre of Excellence, building corporate and divisional capacity through the use of technology for learning and development.



Trend:

- Service effectiveness is illustrated by the reduced number of workplace injuries since 2012. HR capitalized on the City's culture change to continue the trend to reduce the number of workplace injuries by 6% annually, through the Safety Culture Continuous Improvement initiative –Target Zero.





Challenges, Opportunities and Priority Actions



Challenges, Opportunities & Priority Actions

▪ Intergovernmental

- ✓ Co-ordination of transit initiatives
- ✓ Social Housing sustainability
- ✓ Consultation/strategies to advance Toronto's priorities
- ✓ City of Toronto Act Review

▪ Human Resources

- ✓ Collective Bargaining and Labour Negotiations
- ✓ Talent Blueprint

▪ Corporate

- ✓ Toronto 2015 Pan Am & Parapan Am Games
- ✓ 2013-2018 Strategic Actions
- ✓ Business Transformation
- ✓ Implementation of the Toronto Public Service By-law
- ✓ Participatory Budgeting Pilot
- ✓ Legislative Compliance – AODA and Occupational Health & Safety Act (i.e. Sex & Workplace Harassment)





Thank You

