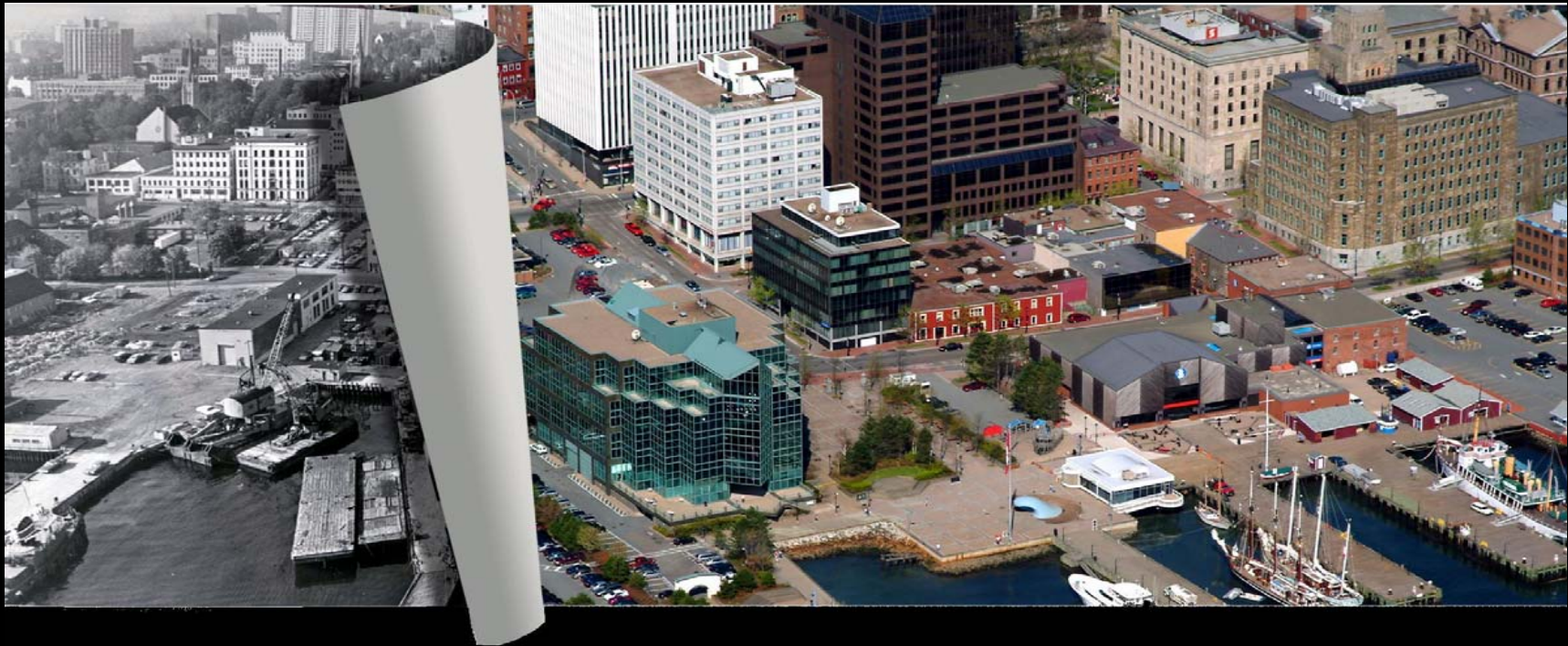




HALIFAX
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Planning for Change  *Seizing Opportunities*  *Safeguarding Our Future*



HUMAN RESOURCES FRAMEWORK

Why Are We Here Today?

To inform Council about our greatest resource - **our people** - and what HRM is doing to enable the provision of service excellence to citizens now and into the future

Why does HRM need to focus on people?

- The Halifax Regional Municipality is facing the same pressures as other employers with respect to attracting, motivating, developing and retaining our most critical asset – **People**

Employment

- Unemployment rates for Canada, Nova Scotia and HRM

Region	Unemployment Rates	
	November 2008	November 2009
Nova Scotia*	7.7%	9.1%
Canada*	6.2%	8.0%
	October 2008	October 2009
HRM**	5.2%	6.8%

* Source: Statistics Canada -- Labour force characteristics, unadjusted, by province (monthly)

** Source: Statistics Canada -- Labour Force Characteristics, unadjusted, by Census metropolitan area (3 month moving average)

Employment

- Municipal unemployment rates

Municipality	Unemployment Rate		
	January 2007	October 2008	October 2009
Calgary	2.9%	4%	7%
Edmonton	3.9%	3.4%	7.8%
HRM	4.4%	5.2%	6.8%
Toronto	6.0%	6.9%	9.5%

* Source: Statistics Canada – Labour Force Characteristics, unadjusted, by Census metropolitan area (3 month moving average) Oct 2008 & 2009.

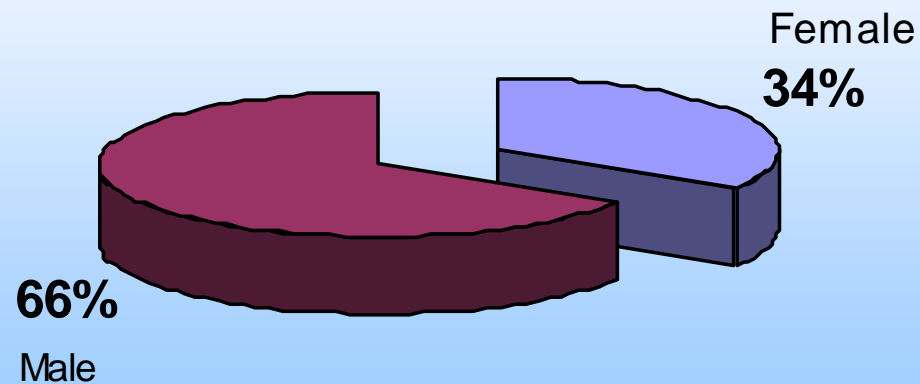
Who comprises our workforce?

- HRM employs approximately 3200 full time staff, 1400 part time staff *
- 740 volunteer Firefighters
- Diversity of Occupations
- Approximately 85% of HRM are unionized

** Personnel count as of December 3/09 excluding leaves of absence (counts vary frequently with regular hires and terminations)*

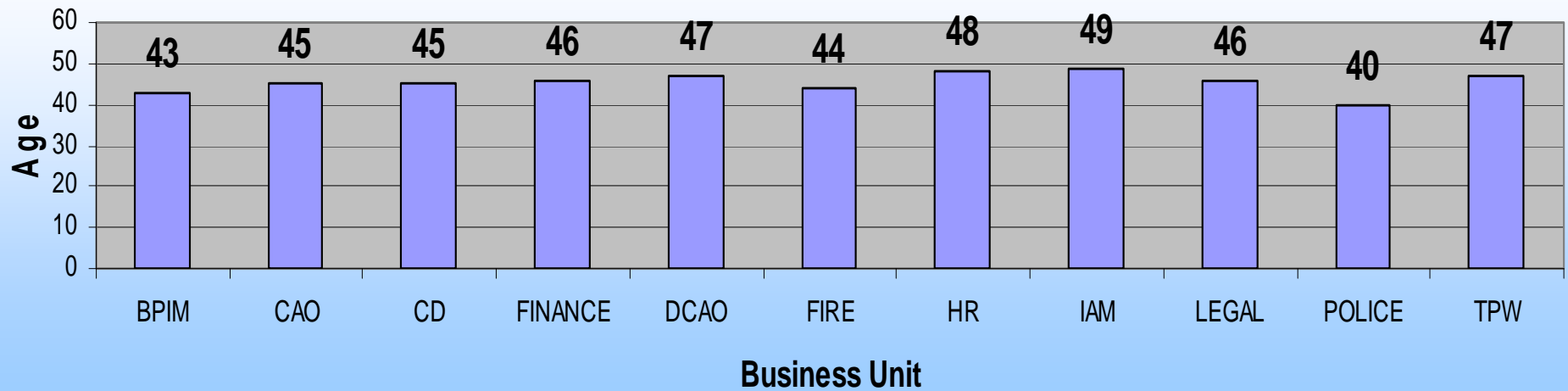
The HRM Workforce: Gender

HRM Workforce Demographics: Gender



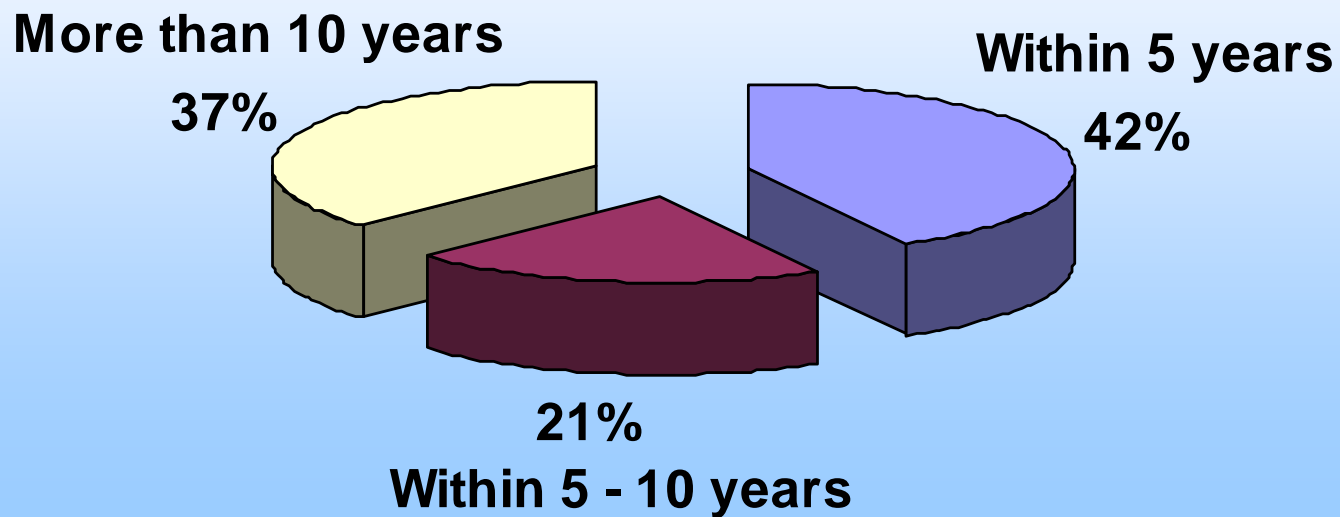
The HRM Workforce - Age

Average Age by Business Unit



The HRM Workforce: Retirement

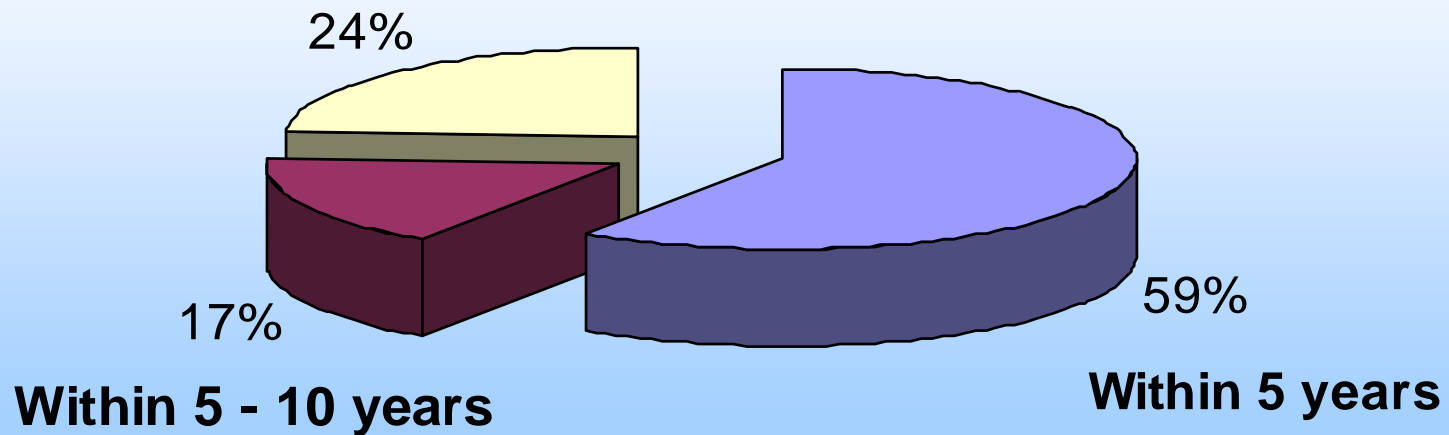
HRM Employees Eligible to Retire



The HRM Workforce: Retirement

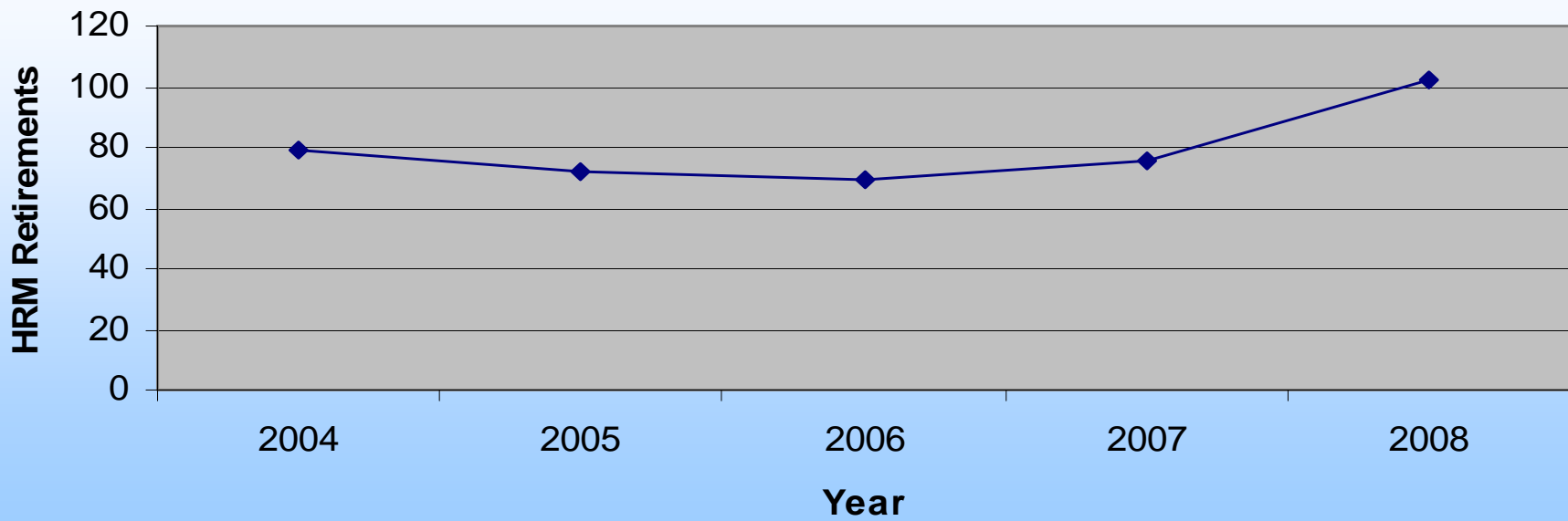
HRM Supervisors, Managers and Directors: Eligible to Retire

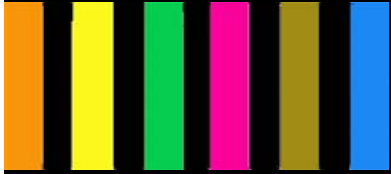
More than 10 years



Retirement Trends

HRM Retirements 2004 - 2008





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Planning for Change

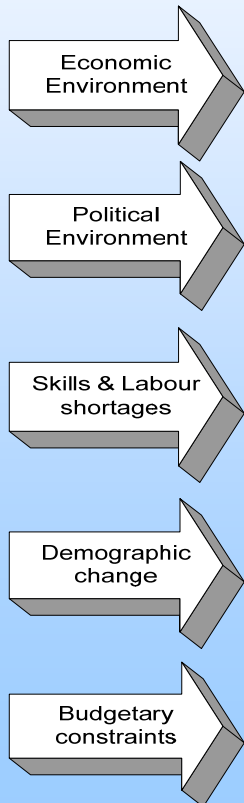
HUMAN RESOURCES FRAMEWORK

Planning for Change

- Understanding the priorities of Council and the Community
- Understanding the business and human resource requirements to enable the delivery of programs and services to meet the needs of the community

Human Resources Business Model

External Pressures



ORGANIZATIONAL SUCCESS

Measures:

- Citizen Satisfaction
- CFA Success
- Community Quality of Life Outcomes
- Etc.

Workforce Planning

Measures:

- Employee Engagement
- Retention Success
- Recruitment Success

HRM People Plan

Corporate Plan & Business Planning

Council Focus Areas & EMT Priorities

Planning for Change

HRM People Plan

- Creating a corporate culture that enables us to attract and keep the best people to deliver on the priorities of Council and the community
- A plan to enable staff to feel proud of the work we do in serving our community

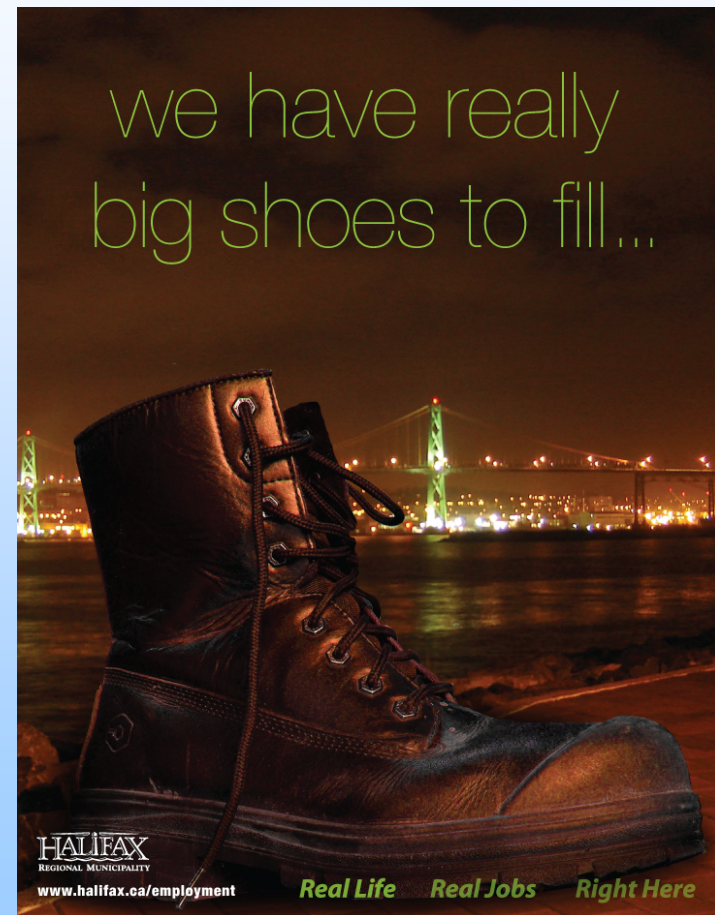
Planning for Change

Strategic Workforce Plan

- Forecasting and planning human resource requirements to meet business needs.

Planning for Change

“The **Right People**,
in the **Right Jobs**,
doing the **Right Things**
at the **Right Cost**”

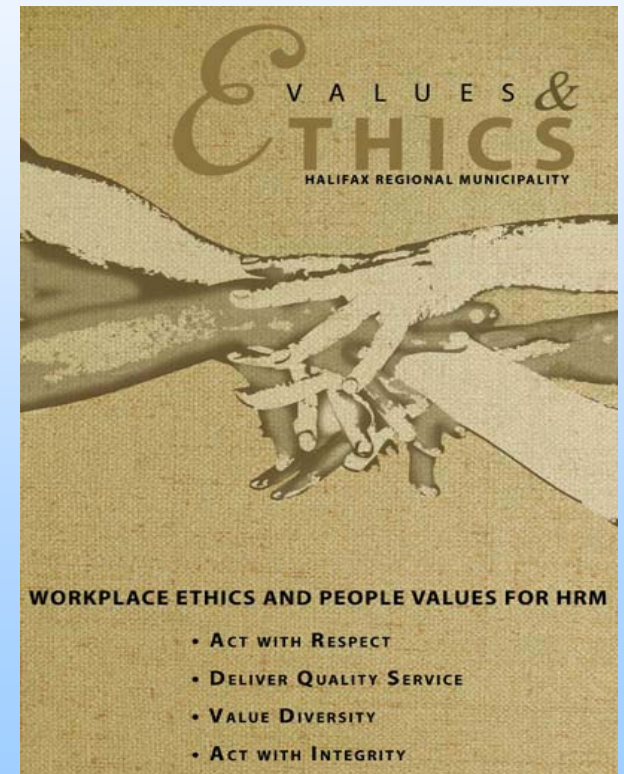


HRM People Plan - Our Goals

- Culture of Inclusion
- Healthy Workplace
- Culture of Continuous Learning
- Leadership and Talent Development
- Culture of Business and Service Excellence

People Plan - What are we doing already?

- The plan builds on the significant work that we are already doing to create an “ideal” HRM workplace:
 - Workplace Ethics & People Values
 - Workplace Rights Policy
 - Diversity Programs
 - Respect in the Workplace

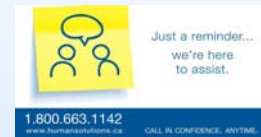


People Plan - What are we doing already?

- Leadership Development program
- Managers Tool kit
- Succession Planning program
- Mentorship Program
- Staff Training and Development
- Total Compensation Program
- Flexible Work Options

People Plan - What are we doing already?

- Healthy Workplace Guide
- Employee and Family Assistance Program
- Wellness Programs
- Customer Service Guide
- Employee Rewards and Recognition Program
- Performance Development Program
- Employee Engagement Survey





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Seizing Opportunities

HUMAN RESOURCES FRAMEWORK

Seizing Opportunities

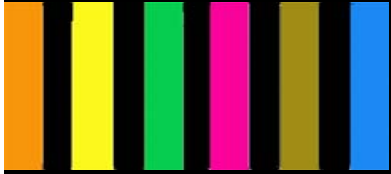
- Forecasting and planning human resource requirements to meet business needs
- Employee recruitment and retention strategy
- Investing in our people to create a solid foundation for the future
- Embracing diversity
- Increasing employee engagement through continuous improvement

Seizing Opportunities

- Fair compensation
- Use of technology
- Multigenerational workforce
- Partnerships
- Managing capacity to improve capability
- Succession planning
- Employee orientation
- Internal communications plan

Seizing Opportunities

- Measuring our performance



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Safeguarding Our Future

HUMAN RESOURCES FRAMEWORK

Safeguarding Our Future

- Shared vision for the future
- Recognizing that employees are an organizational strength and are valued
- By investing in our people, we can influence the quality of HRM's service delivery now and into the future – how best we serve and protect our community

Safeguarding Our Future

- As an employer, we need to understand the things that attract employees and keep them engaged
- Progressive HR Plan to enable a workplace culture that fosters pride and a place where employees want to come to work

Questions We Need to Think About as We Plan for the Future

- Who are our key people?
- What makes them exceptional?
- Is their work environment and terms of employment competitive?
- Do they know how much we value them?
- What are their aspirations, career goals?
- Can we help them achieve these goals?
- Do we have the right people, in the right positions doing the right things?