

2021

## PEOPLE SERVICES

### Department Service Levels

#### Overview

The many programs and services that benefit citizens each day are impossible without people – engaged City staff that take pride in customer service and their community. People Services provides recruitment, payroll and benefit administration, health and safety programs and labour relations to create that team of professionals who are dedicated to their organization and ensure that community programs and services are well-managed. The City of Fort Saskatchewan fosters an environment for excellence in customer service and open, transparent government through hiring the right people for the job and providing ongoing training and support.



CITY OF  
FORT SASKATCHEWAN

## DEPARTMENT SERVICE LEVELS

Service level documentation includes Priority Based Budgeting (PBB) data to support service level understanding and enhance understanding of program costs.

PBB is a business planning and budgeting tool to help better understand City programs. Prioritization through results and attributes scoring shares new information about programs and the budget.

Results are drawn from the City's strategic plan and other guiding documents.

Attributes are additional characteristics that also affect a programs overall relevance and prioritization.

Individual results/attributes are scored 0 to 4 with score of 4 being critical in achieving result/attribute and score of 0 not having influence.

The total combined score of results and attributes places individual programs in a quartile grouping with quartile 1 and 2 programs more aligned with strategic goals, results and attributes and quartile 3 and 4 programs less aligned.



## Health and Safety

### **PBB Program Area Description/Overview:**

Creation and maintenance of a strong health and safety management system that is easy to utilize for employees / supervisors / volunteers / vendors while maintaining compliance with provincial and federal legislation. Tracking and reporting of competencies and requirements for employees and classifications. Follows up with investigations and reports on serious incidents. Tracks lost time and modified work. Liaises with WCB and provincial Occupational Health and Safety officers. Ensures the effective and timely management of absences due to illness or injury (work or non-work related) with a goal to minimize time away from work and provide needed supports to employees.

For detailed information about program cost, revenue, full-time equivalent, basic program attributes, and program results, refer to the [Program Summary Report](#).

### **Reason for Offering:**

- **Operational Needs:** Hazard identification and control process assist with business continuity strategies through provision of prevention and mitigation processes and stimulate alternate forms of service provision.
- **Financial Protection:** H&S programs demonstrate good governance and can provide financial protections through incident prevention strategies, injury claims management processes and due diligence defence regulatory fines and penalties.
- **Legislated Requirements:** Alberta Occupational Health and Safety Act (s. 16) requires all employers of 20 or more workers to establish a health and safety program that meets OHS requirements.

**Inventory/Volume/Demand:** 458 current employees, fluctuations through recruitment and seasonally.

### **Frequency or Response Timing:**

- AB OHS Legislation changes on average once every two years affecting internal program and policies;
- H&S program elements require annual review to maintain applicability to departmental needs;
- Work site inspections are a monthly requirement;
- Vendor approval submissions occur randomly;
- OHS liaison/regulatory inspections occur randomly with a need for immediate response;
- Incident response is immediate and unpredictable.

### **Standard Operating Procedures/Specifications:**

- The City is mandated to establish a health and safety program through AB OHS. The OHS required Health and Safety Program requires:
  - Hazard Identification and control processes;
  - Codes of Practice;
    - Chemical exposure and handling;
    - Confined space entry;
    - Respiratory protective equipment.
  - Vendor management guidelines;
  - Proof of competency system;
  - Equipment maintenance program;
  - Emergency preparedness and response plans.
- The City is mandated to have a disability management program through AB WCB and Human Rights legislation.



- The City elects to achieve Certificate of Recognition (COR) through Alberta Municipal Health and Safety Association (AMHSA).

**Service Levels:**

- Policy review and revisions
- Ensuring provision of reliable and quality information to all departments Development of health and safety policies and procedures is ongoing to meet areas of existing non-compliance on a daily basis;
- Assist with development of departmental safety requirements to meet compliance;
- Training Programs
  - Supervisor OHS – The goal is to have all employees at a supervisory level (or potential acting) provided with an OHS due diligence. As >80% were provided with such training by end of 2019, there is a need to conduct additional training to accommodate changeovers since 2020. The City should be at 100% complete by mid 2022.
  - Orientations – All employees are required to take a general OHS orientation upon hiring. This is currently not standardized completely nor re-visited as processes and policies change. The goal is to have all employees receive a complete orientation before end of 2022.
- Achieve COR status
  - The City has pursued COR since prior to 2017 and recent plans remain delayed due to COVID-19.
- Promote JOHSC training of COR auditors to AMHSA Standards for end of 2021

**Policy Alignment:** SAF-001-A Health, Safety and Environment; SAF-010-A Joint Occupational Health and Safety Committee; SAF-026-A Vendor Management; SAF-200-A Hazard Identification, Assessment and Controls; SAF-400-A Fit and Present for Duty; SAF-500-A Health, Safety & Environmental Inspections & Audits; SAF-600-A Incident Reporting and Investigation; SAF-700-A Emergency Preparedness and Response – Occupational Emergencies; HUM-022-A Staff Training and Development; FIN-020-C Procurement

**Legislation, Regulations or Standards:** Alberta Occupational Health and Safety Act; Alberta Workers' Compensation Board Act; Alberta Environmental Protection and Enhancement Act; Alberta Employment Standards; Alberta Labour Relations Board; Alberta Human Rights Act; Alberta Traffic Safety Act

**Profile of Users:** Employees; Vendors; Government Agencies

**Other Data as Required Necessary to Undertake Reviews of Service Levels:** Departmental plans for future activities to better understand potential hazards and plan for control strategies;

## Payroll and Benefits Administration

**PBB Program Area Description/Overview:**

Timely and accurate processing of all salary and wages for employees on a biweekly basis for the City of Fort Saskatchewan and the Fort Saskatchewan Public Library. Ensures accuracy in time reporting and ensures compliance with Canada Revenue Agency (CRA), Local Authorities Pension Plan (LAPP), Alberta Blue Cross and several other external agencies.

Calculates and submits employer based remittances to finance. Development and administration of employee health benefit plans including health, dental, long term disability, life insurance, accidental death and dismemberment insurance and lifestyles benefit plans. Manages the annual premium setting process and tracks the financial status of the plans.

Annual reporting to Canada Revenue Agency (CRA), Local Authorities Pension Plan (LAPP), Workers' Compensation Board (WCB).

For detailed information about program cost, revenue, full-time equivalent, basic program attributes, and program results, refer to the [Program Summary Report](#).

**Reason for Offering:** Legislated and operational requirements.

**Inventory/Volume/Demand:**

	Full-time	Part-time	Casual	Temporary	Total
Administration	80	1	1	3	85
Opted Out	25	0	18	1	44
CUPE	117	31	93	6	247
IAFF	7	39	0	0	46
Other					7
Library					22

**Frequency or Response Timing:** Bi-weekly payroll processing, bi-weekly and monthly remittance to service providers, government agencies etc.

**Standard Operating Procedures/Specifications:** Microsoft Dynamics Great Plains Payroll software and HRISMyWay Timesheet Entry for bi-weekly submission of timesheets and leave requests. Bi-weekly processing of Accounts Payable Vouchers, Monthly reconciliation of payroll and benefits GL Accounts. CUPE Local 30 Collective Agreement.

**Service Levels:** The Payroll and Benefits Section is responsible to provide employees with quality, timely and efficient services. Bi-weekly processing of payroll with all effort made to ensure accuracy of payroll data. Will respond to questions received from employees and outside organizations. Assure that all policies and processes are documented and kept up to date.

**Policy Alignment:** HUM-002-A - Administrative Group Benefits; HUM-025-A - Opted out and Excluded Benefits; HUM-027-A - Fire Services Opted Out and Exempt Group Benefits; HUM-028-A - Fire Services Paid on Call Group Benefits; HUM-029-A - Fire Services Administrative Group Benefits; HUM-014-A - Employment Verification

**Legislation, Regulations or Standards:** Alberta Employment Standards; Canada Revenue Agency; Service Canada; Alberta Labour Relations Board; Local Authorities Pension Plan; Workers' Compensation Board Alberta

**Profile of Users:** Employees; Service Providers; Government Agencies

## Recruitment and Orientation

**PBB Program Area Description/Overview:**

Establish, advise on and facilitate the recruitment process including creation of guidelines, advising on recruitment strategy, preparation of job postings, scheduling and conducting interviews, reference and screening checks. Develops job offers and communicates with successful and unsuccessful candidates. Development and coordination of monthly orientation and coordinates all onboarding. Administration of a pool of resources to support corporate departments with vacancies usually less than 30 days or on special projects.

For detailed information about program cost, revenue, full-time equivalent, basic program attributes, and program results, refer to the [Program Summary Report](#).

**Reason for Offering:** Operational requirements.

**Inventory/Volume/Demand:**

	2020	2019	2018	2017	2016
Positions Recruited	92	175	210	208	182
Applicants - Solicited	2266	6438	9872	6983	4412

**Frequency:** Recruitment as requested, Employee Orientation monthly.

**Standard Operating Procedures/Specifications:** Maintenance of NJOYN – Applicant Tracking System for internal and external recruitment. Attract, evaluate and hire employees through advertising, screening, interviews, reference checks, selection of successful candidate and onboarding. Create new hire orientation packages as introduction to the organization.

**Service Levels:** The Recruitment and Orientation Section is responsible to assist supervisors with the timely and efficient recruitment for multiple positions. Will respond to inquiries received from employees and the general public regarding job opportunities. Will provide monthly new hire orientation to welcome new employees to the organization, communicate important policy and culture information and introduce employees to their new place of work.

**Policy Alignment:** HUM-003-C - Conditions of Employment for Non-Union Employees Policy; HUM-004-C - Non-Union Staff Compensation Policy and Procedure; HUM-008 - Anti-Nepotism

**Legislation, Regulations or Standards:** Alberta Employment Standards; Alberta Labour Relations Board

**Profile of Users:** Potential employees; Supervisors

**Classification and Compensation**

**PBB Program Area Description/Overview:**

Creates the overall compensation structure. Participates in and creates / conducts salary surveys and analyzes data to make recommendations on salary structure, market adjustments and cost of living adjustments. Ensures competitive compensation while maintaining internal and external equity. Creates and manages the job evaluation system to classify jobs according to specific competencies and responsibilities. Ensures fair and transparent processes for review of jobs and explaining decisions to management and employees.

For detailed information about program cost, revenue, full-time equivalent, basic program attributes, and program results, refer to the [Program Summary Report](#).

**Reason for Offering:** Operational Requirements

**Inventory/Volume/Demand:**

	2020	2019	2018	2017	2016
Job Descriptions reviewed	92	175	210	208	182
Municipalities Info. requests	279	200	120	143	145
Classification Review/creation	16	28	11	19	17
Surveys -Municipalities Completed	5	13	6	7	11
Surveys – Municipalities Declined	0	2	1	0	0
Surveys - External Organizations Completed	2	1	1	3	4
Surveys - External Organizations Declined	10	8	8	8	18

**Frequency or Response Timing:** Comprehensive Salary review done every 3 years. Position Descriptions are reviewed prior to a posting for employment. Classification reviews/creation are completed at the request and approval of Division General Manager.

**Standard Operating Procedures/Specifications:** Non-Union Job Evaluation Appeals Process

**Service Levels:** Creates the overall compensation structure. Participates in and creates/conducts salary surveys and analyzes data to make recommendations on salary structure, market adjustments & cost of living adjustments. Ensures competitive compensation while maintaining internal and external equity. Creates and manages the job evaluation system to classify jobs according to specific competencies and responsibilities. Ensures fair and transparent processes for review of jobs and explaining decisions to management and employees.

**Policy Alignment:** HUM-004-C - Non-Union Staff Compensation; HUM-030-C - Fire Services Staff Compensation

**Profile of Users:** Employees, Supervisors, Municipal comparators

**Labour Relations**

**PBB Program Area Description/Overview:**

Provide advice and support to maintain positive relationships with employees and Unions, Canadian Union of Public Employees (CUPE) Local 30 and International Association of Firefighters (IAFF) Local 5277. Leads the collective bargaining and grievance processes. The provision of services to support the organizations supervisors and employees in responding to issues and incidents. Includes conducting investigations, advising on corrective action and discipline and the termination process. Co-chair responsibilities for Working Relationship Committee comprised of City and CUPE representatives. Creation and support of policies, procedures and online resources for staff and supervisors to provide guidance and requirements.

For detailed information about program cost, revenue, full-time equivalent, basic program attributes, and program results, refer to the [Program Summary Report](#).

**Inventory/Volume/Demand:**

	2020	2019	2018	2017
Employee Investigations	29	28	27	28
Employer initiated terminations	9	7	9	9
Grievance/Mediation/Arbitration	1	4	1	0
Alberta Human Rights Complaints	0	1	1	0

**Frequency or Response Timing:** Collective Bargaining every one (1) to three (3) years as necessary, employee investigation as necessary. Advice to Supervisors as requested not currently tracked but occurs on a daily basis.

**Service Levels:** Provide advice and support to maintain positive relationships with employees and CUPE Local 30. Leads the collective bargaining and grievance processes. The provision of services to support the organizations supervisors and employees in responding to issues and incidents. Includes conducting investigations, advising on corrective action and discipline and the termination process. Co-chair responsibilities for Working Relationship Committee comprised of City and CUPE representatives. Creation and support of policies, procedures and online resources for staff and supervisors to provide guidance and requirements.

**Policy Alignment:** HUM-007 - Employee Discipline; HUM-026-A - Attendance Management; HUM-009-A - Code of Conduct; HUM-010-A - Conflict of Interest; HUM-024-A - Respectful Workplace Policy

**Legislation, Regulations or Standards:** Alberta Employment Standards; Alberta Labour Relations Board; Alberta Human Rights Commission; Collective Agreement – CUPE (Canadian Union of Public Employees) Local 30; Collective Agreement – IAFF (International Association of Firefighters) Local 5277

**Profile of Users:** Employees, Service Providers, Government Agencies

**Other Data as Required Necessary to Undertake Reviews of Service Levels:**

Employee Investigations: Whenever the Employer deems it may be necessary to discipline an employee in a manner indicating that suspension or dismissal may follow any further infraction or may follow if such employee fails to bring their work up to a required standard by a given date, People Services shall, within ten (10) days of becoming aware of the infraction and/or substandard performance, give written particulars on a Notice of Investigation form detailing the possible discipline to the employee involved with a copy to the Union when appropriate. The employee's reply to such investigation will be included on or attached to the Notice of Investigation form and become part of the record. Upon completion of the investigation, should a written discipline be deemed necessary, a letter detailing the particulars will be prepare and provided. Should it be requested, a meeting with the employee, supervisor, Director of People Services and Union Representative will take place. Formal Respectful Workplace Investigations may also be conducted by an independent investigator.

**Corporate Wide Training and Development**

**PBB Program Area Description/Overview:**

Development, delivery and administration of programs to support learning and development needs of employees. Determining need and facilitating external and in house opportunities for development in the areas of leadership, supervision, respectful workplace, health and safety, and customer service. Ensure proper documentation processes are set up such as, training, testing, and competency of all staff including maintenance of a retraining / re-certification requirement system to ensure staff have current and up to date qualifications. Coordinate staff engagement survey.



For detailed information about program cost, revenue, full-time equivalent, basic program attributes, and program results, refer to the [Program Summary Report](#).

**Reason for Offering:** Legislated and operational requirements

**Inventory/Volume/Demand:** Permanent Employees – 262; Temporary/Casual/Seasonal – 120; Fire Department Staff – 47

**Frequency or Response Timing:** Two (2) corporate wide training opportunities offered annually, as required for Leadership Development and as required and requested for employee professional development and required certifications to support operational departments.

**Standard Operating Procedures/Specifications:** Operational departments budget for individual employee training and development. Corporate wide training meets the requirements of employee learning as legislated through Occupational Health and Safety and Alberta Human Rights.

**Service Levels:** Development, delivery and administration of programs to support learning and development needs of employees. Determining need and facilitating external and in house opportunities for development in the areas of leadership, supervision, respectful workplace, health and safety, and customer service. Ensure proper documentation processes are set up such as, training, testing, and competency of all staff including maintenance of a retraining/re-certification requirement system to ensure staff have current and up to date qualifications. Coordinate staff engagement survey.

**Policy Alignment:** HUM-022-A - Staff Training and Development

**Legislation, Regulations or Standards:** Alberta Occupational Health and Safety; Alberta Human Rights Commission

**Profile of Users:** Employees, Service Providers