

REGIONAL MUNICIPALITY OF WATERLOO ADMINISTRATION AND FINANCE COMMITTEE MINUTES

Tuesday, January 25, 2011
11:19 a.m.
Regional Council Chamber
150 Frederick Street, Kitchener, Ontario

Present were: Chair T. Galloway, L. Armstrong, J. Brewer, T. Cowan, D. Craig, R. Deutschmann, J. Haalboom, B. Halloran, R. Kelterborn, G. Lorentz, C. Millar, K. Seiling, S. Strickland, and J. Wideman

Members absent: J. Mitchell, C. Zehr

MOTION TO GO INTO OPEN SESSION

MOVED by J. Haalboom
SECONDED by J. Brewer

THAT the meeting reconvene into Open Session.

CARRIED

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

None declared.

PRESENTATIONS

a) Human Resources – Overview of Major Issues and Priorities

Penny Smiley, Commissioner, Human Resources gave a presentation which provided an overview of the department's major issues and priorities, including:

- Demographic changes and retirement projections through 2019;
- Recruitment and retention initiatives;
- Enactment of Bill 168 and Safety Management System;
- Automation of human resource processes – past successes and future initiatives; and
- Integration of Regional Values in human resource processes.

The presentation is attached to the original minutes.

The Committee obtained clarification from P. Smiley on:

- Results of and conclusions from employee surveys;
- Drivers to increase staff input into decision making;
- Recognition of employees, and the importance of the manner of recognition;
- The Region's RAVE program for employee recognition;
- Job flexibility arrangements for employees; and
- Importance of competitiveness in recruitment of new graduates.

T. Cowan observed that in his previous employment positive organizational changes were brought about by directly soliciting ideas/input from employees on ways to cut costs and/or improve processes, suggesting that the Region could benefit from a similar initiative. P. Smiley observed that the Region's values are embedded in existing HR tools and that recognition for such input would be arrived at through performance appraisals. Mike Murray, Chief Administrative Officer, noted that staff are provided significant opportunities to offer input and ideas for improvement during the program review process.

REPORTS – Finance

- a) F-11-004 Federation of Canadian Municipalities – 2011 Membership
Association of Municipalities of Ontario – 2011 Membership

MOVED by B. Halloran
SECONDED by S. Strickland

THAT the Regional Municipality of Waterloo grant pre-budget approval for the payment of the 2011 membership fees in the amount of \$61,499.48 for the Federation of Canadian Municipalities and \$10,159.82 including all applicable taxes for the Association of Municipalities of Ontario.

CARRIED

- b) F-11-005 2010 Accounts Receivable – Write-Off of Uncollectible Accounts

Larry Ryan, Chief Financial Officer, thanked Angela Hinchberger, Director, Finance, Treasury & Tax Policy, and the accounts receivable team for their efforts. He noted that write-offs for 2010 are half that of 2009 and lauded the improvements in average days until receivables are paid.

A. Hinchberger expressed appreciation for the efforts made by staff in Legal Services in the Region's recovery and collections activities.

MOVED by J. Wideman
SECONDED by L. Armstrong

THAT the Regional Municipality of Waterloo approve \$92,545.59 in accounts receivable write-offs for the year ended December 31, 2010 as outlined in Report F-11-005.

CARRIED

REPORTS – Corporate Resources

- c) CR-IT-11-001 Information Technology Services Program Review Update

Received for Information.

Gary Sosnoski, Commissioner, Corporate Resources, introduced Arlene McDonald, the new Director of Information Technology.

Chair T. Galloway provided an overview of program review process to the Committee, citing the positive outcomes of past reviews. G. Sosnoski noted that staff is seeking to move forward as quickly as possible on the recommendations of the review, while also being cognizant of

ensuring that key staff such as the Director of Information Technology guide from the beginning the process that they will be responsible for in the future.

The Committee observed that the Audit Committee examines program reviews extensively and that the internal audit process has done an excellent job in suggesting changes that result in more efficient or effective Regional services. It was emphasized that while some audits result in cost savings, others call for new expenditures to improve services. M. Murray noted that nearly every program review recommends changes in technology, which in itself creates a new and varying workload in the Region Information Technology division as it shifts toward a more strategic role in the organization.

G. Sosnoski indicated that staff will report on the progress of the program review semi-annually. He added that a request from the Audit Committee is spurring staff to examine ways to report back to Council and the Corporate Leadership Team on Regional use of technological innovation to improve service delivery and reduce costs.

OTHER BUSINESS

a) Discussion re: May/June meeting dates

D. Craig suggested that the Council and Committee meetings on June 1st and 7th, respectively, could be moved to accommodate Councillors who are attending the Federation of Canadian Municipalities Conference on June 3-6, particularly as some Councillors have related meetings before and/or after the conference. The Committee considered whether quorum would be achieved for the meetings in question and discussed possible changes to the meeting schedule. No changes were made to the meeting schedule.

b) Council Enquiries and Requests for Information Tracking Sheet was received for information.

c) J. Wideman noted that it would be useful for new Councillors to have a way to identify senior staff who do not have nameplates when they sit in the horseshoe in Council Chambers. He requested that staff provide suggestions on the matter.

NEXT MEETING – February 15, 2011

ADJOURN


MOVED by J. Haalboom
SECONDED by B. Halloran

THAT the meeting adjourn at 12:00 p.m.

CARRIED

COMMITTEE CHAIR, *T. Galloway*

COMMITTEE CLERK, *M. Grivicic*




Human Resources Department

Overview of Major Issues and Priorities

January 25, 2011


#918401



Human Resources Department

- Recruitment & Retention
- Bill 168 and Safety Management System
- E-HR and Technological Improvements
- Values Based Organization

#918401




Human Resources Department

Age Demographics – All full time employees

Age Group	1999	2005	2010	2014
Staff over 40 years	57%	72%	76%	86%
Staff over 50 years	20%	33%	41%	60%
Staff over 55 years	7%	17%	22%	39%

#918401



Human Resources Department

10 Year Retirement Projections

	2010	2015	2019
Permanent Full Time Employees	8%	18%	33%
Management/ Management Support	15%	25%	44%


#918401



Human Resources Department

- **Recruitment & Retention**
 - Recruitment Strategy
 - Leadership Development
 - Employee Survey
 - Diversity Strategy


#918401



Human Resources Department


- **Bill 168 & Safety Management System**
 - Changed policy approach with Bill 168
 - Training
 - Risk Assessments

#918401




Human Resources Department

- **Automation Processes – Current**
 - Time & Attendance Management System
 - Applicant Tracking System
 - Training Registration System
 - E-forms
 - HR Portal



Human Resources Department

- **Automation Processes – Future**
 - Employee Life Cycle Info Review
 - E-Training/HR Process Webinars
 - Interactive E-Forms (eg. Automated Job Descriptions)



Human Resources Department

- **Values Based Organization**
 - Hiring process
 - Program Performance Development
 - Management Leadership Development Program

#918401