

## HUMAN RESOURCES SERVICES

### OVERVIEW

The Human Resources department provides professional, comprehensive expertise on a wide variety of human resource functions to all County departments promoting the best practices and ensuring legislative compliance. This includes assisting managers with recruitment and selection of high calibre candidates, conducting new employee orientation, and liaising with managers for the assessment and provision of training needs to meet organization and individual development needs. Human Resources facilitates negotiations of the collective agreements with the County's unions and interprets/provides consultation services on labour management issues.

Human Resources staff complete research and make recommendations to the County regarding organizational design, policies and procedures affecting all employees, evaluate compensation programmes considering gender, internal and external equity, as well as maintain and administer the benefits programme for the County.

The Health and Safety Coordinator within the Human Resources Department supports the County's strong commitment to a healthy and safe work environment and ongoing, in-house training for all employees.

These responsibilities translate into the following specific internal consultation services:

- Recruitment and Selection
- Orientation
- Training and Development
- Compensation and Benefits Administration
- Health and Safety Compliance
- Labour Relations including Negotiations, Mediation and Dispute Resolution
- Employment legislation

Total FTE: 7

Total Budget \$968,220

**CORPORATE SERVICES DIVISION**

DEPARTMENT: Human Resources  
 SERVICE UNIT: Human Resources Management and Labour Relations  
 BUDGET YEAR: 2005

Description of Service	Benefit of the Service	Categorization of the Service	Legislation, Regulations, Standards	Costs and FTE's (Five Largest Expense Categories)	Funding Sources (as a % of Total Funds Required)														
<p>Discretionary</p> <ul style="list-style-type: none"> <li>• Labour relations.</li> <li>• HR Policy development for County.</li> <li>• HR resources for Council and management.</li> <li>• Personnel relations and research.</li> <li>• HR Data management.</li> <li>• Negotiating 11 collective agreements.</li> <li>• Project Management: HRIS Development and Maintenance.</li> <li>• Recruitment.</li> <li>• Compensation management.</li> <li>• Provides human resources expertise.</li> </ul>	<p><b>Strategic Plan Areas of Effort:</b></p> <p><b>(1) Building our Local Economy:</b> Pursuing initiatives that support HR educational opportunities. Develops community leadership through support of local management teams in County through human resources consultation.</p> <p><b>(2) Enhancing Our Communications:</b> Acting as resource on any human resources subject for municipalities in County.</p> <p><b>(3) Community Development Initiatives:</b> Developing policies and practices which are best practice in human resources</p> <p><b>(4) Enhancing our Organizational Culture:</b> Encourages staff participation in training and development and OH&amp;S opportunities. Proactive labour-management meetings with union and non-union partners. Valuing and recognizing staff through employee recognition programs (staff picnic, service awards)</p> <p><b>(5) Partnership Enhancement Initiatives:</b> Creates environment for creative and positive labour relations.</p>	<p>Discretionary</p>	<p>All legislation pertaining to employment</p> <p><b>Employment Legislation:</b></p> <ul style="list-style-type: none"> <li>• Employment Standards Act</li> <li>• Labour Relations Act</li> <li>• Human Rights Code</li> <li>• Occupational Health and Safety Act</li> <li>• Pay Equity Act</li> <li>• Workplace Safety and Insurance Board</li> <li>• Employment Insurance</li> </ul> <p><b>Functional Legislation affecting employment:</b></p> <ul style="list-style-type: none"> <li>• Ambulance Act</li> <li>• Social Housing Reform Act</li> <li>• Highway Traffic Act</li> </ul> <p><b>Council motions:</b> related to the provision of the service.</p> <ul style="list-style-type: none"> <li>• HR Policies and Procedures (introduction &amp; revision)                         <ul style="list-style-type: none"> <li>◦ Dress, Hiring, Building Closure, mandated training</li> </ul> </li> <li>• Remuneration</li> </ul>	<table border="0"> <tr> <td>Total budget</td> <td align="right">\$315,701</td> </tr> <tr> <td>Salaries and benefits</td> <td align="right">\$ 150,876</td> </tr> <tr> <td>EAP</td> <td align="right">\$ 43,300</td> </tr> <tr> <td>Operating Expenses</td> <td align="right">\$ 16,711</td> </tr> <tr> <td>Negotiation Expense</td> <td align="right">\$ 4,500</td> </tr> <tr> <td>Travel</td> <td align="right">\$ 2,500</td> </tr> <tr> <td> Total FTE's</td> <td align="right"> 1.4</td> </tr> </table>	Total budget	\$315,701	Salaries and benefits	\$ 150,876	EAP	\$ 43,300	Operating Expenses	\$ 16,711	Negotiation Expense	\$ 4,500	Travel	\$ 2,500	 Total FTE's	 1.4	<p>Levy 100%</p>
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	<p>Partners with community for information sharing (Monthly Training initiatives, CKLAG, consults to municipalities on HR subject). Conducts external scan to ensure competitive placement of the county from an HR perspective.</p> <ul style="list-style-type: none"><li>• <b>Caring</b> - Supports Council, senior management and all department so as to ensure continuity of service to employees and the public we serve.</li><li>• <b>Growing</b> - Develop / Support initiatives to successfully attract and retain employees with appropriate skills.</li><li>• <b>Innovative</b> - Invest in new and innovative technology that captures all aspects of employee history; allows for efficient access to information; Research and data analysis for such things as grievances, collective agreement negotiations, Training &amp; Development cost effectiveness, OH&amp;S accidents/incidents</li></ul>				
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## Service Level

### Current Level of Service

- Total employee base of 1220 employees.
- Provide guidance re: labour and personnel relations to county municipalities.

### Labour Relations

11 Collective Agreements

- CUPE 2926 – (Corp Svc, Social Svc, Infrastructure & Dev't, Community Svc)
- CUPE 1291 ( CHSD)
- CEP 65 (Sarnia Library)
- CAW 302 (MGM)
- CUPE 2557 (LMV/NLRH)
- ONA (MGM)
- ONA (CHSD)
- ONA (NLRH/LMV)
- CEP 2003-04 (Public Works)
- LCEA (Libraries/Museums)
- SEIU (Emer Med Svs)

### Annually

- 50 grievances including any that go to Arbitration
- 48 Labour Management meetings

**CORPORATE SERVICES**

DEPARTMENT: Human Resource Services  
 SERVICE UNIT: Human Resources Coordinator / Labour Relations  
 BUDGET YEAR: 2005

Description of Service	Benefit of the Service	Categorization of the Service	Legislation, Regulations, Standards	Costs and FTE's (Five Largest Expense Categories)	Funding Sources (as a % of Total Funds Required)
<p>Discretionary</p> <ul style="list-style-type: none"> <li>• Support employee relations issues</li> <li>• Support labour relations by providing interpretation and advice to employees, union executives, management groups</li> <li>• Ensure consistent delivery of Corporate HR programmes, practices and policies</li> <li>• Advises, coaches, and counsels management on recruitment and selection, employee and labour relations, benefits and compensation, job analysis and evaluation, coaching, and performance mgt</li> </ul>	<ul style="list-style-type: none"> <li>• Provides diversified employment opportunities within The County of Lambton</li> <li>• Rank in top 10 of largest employers</li> <li>• Provides human resources expertise for the organization and for partners within the community</li> </ul> <p><b>Strategic Plan Area of Effort:</b></p> <p><b>(2) Enhancing our Communications:</b> by providing timely education and training information to staff to assist them in developing their roles and responsibilities for their respective position</p> <p><b>(4) Enhancing our Organizational Culture:</b> by encouraging staff participation and input through effective communications and listening during labour/management meetings, staff meetings, phone calls and being assessable to the staff.</p> <p><b>(4) Enhancing our Organizational Culture:</b> by providing professional development opportunities for staff during one on one coaching sessions.</p> <p><b>(4) Actively Pursuing:</b> continuous improvement initiatives, best practice strategies, innovation and other supports that promote a learning and progressive organization by surveying other organizations</p>	<ul style="list-style-type: none"> <li>• Discretionary</li> </ul>	<p>All legislation pertaining to employment.</p> <p><b>Employment Legislation</b></p> <ul style="list-style-type: none"> <li>• Employment Standards Act</li> <li>• Labour Relations Act</li> <li>• Human Rights Code</li> <li>• Occupational Health and Safety Act</li> <li>• Pay Equity Act</li> <li>• Workplace Safety and Insurance Board</li> <li>• Employment Insurance</li> </ul> <p><b>Functional Legislation affecting employment</b></p> <ul style="list-style-type: none"> <li>• Ambulance Act</li> <li>• Social Housing Reform Act</li> <li>• Highway Traffic Act</li> </ul> <p><b>Council motions related to the provision of the service</b></p> <ul style="list-style-type: none"> <li>• HR Policies and Procedures (introduction &amp; revision)                         <ul style="list-style-type: none"> <li>○ Dress, Hiring, Building Closure, mandated training</li> </ul> </li> <li>• Remuneration                         <ul style="list-style-type: none"> <li>○ External salary survey tri-annually (Councilors and</li> </ul> </li> </ul>	<p>Total Budget \$198,845</p> <p>Salaries and Benefits \$ 189,095</p> <p>Legal Services \$ 2,500</p> <p>Photocopying/Printing \$ 3,000</p> <p>Travel \$ 2,500</p> <p>Office Supplies \$ 1,750</p> <p>Total FTE's 2.2</p>	<p>Levy 100%</p>

	<p>and negotiating appropriate changes to the union collective agreements.</p> <ul style="list-style-type: none"> <li>• <b>Caring</b> - Support employees working together. Facilitate employees work efforts resulting in better performance of jobs for community services</li> <li>• <b>Growing</b> - Support recruitment and selection efforts to attract and retain employees with appropriate skills to move organization forward in support of community.</li> <li>• <b>Innovative</b> - Benchmark and introduce best practices; latest theories. Modeling practices and behaviours to support vision.</li> </ul>		<p>Management/Exempt)</p> <ul style="list-style-type: none"> <li>○ Collective Agreement settlements</li> <li>○ New hire beyond Step 3</li> <li>• Council support for specific issues i.e. notice to Provincial government for clarification of Ontario Health Premium.</li> <li>• Organizational Restructuring</li> <li>• New positions</li> </ul>		
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## Service Level

### Current Level of Service

- Administer 11 Collective Agreements
- 50 grievances including any that proceed to Arbitration annually to administer
- 48 Labour Management meetings to attend annually to discuss and mediate about employee issues
- 30 Letters of Understanding and Memorandums of Settlement drafted annually to clarify and settle employee issues
- Ongoing support to 66 Supervisors and Managers regarding all Human Resource functions including Collective Agreements, Labour Relations, Policies and Procedures

### Employee Relations

- 4 GM Divisions
- 17 diverse functional departments

### Employees

- 1220 employees (621 F/T, 599 P/T)

### Labour Relations

11 Collective Agreements

- CAW 302 (MGM)
- CEP 65 (Sarnia Library)
- CEP 2003-04 (Public Works)
- CUPE 1291 ( CHSD)
- CUPE 2557 (LMV/NLRH)
- CUPE 2926 – (Corp Svc, Social Svc, Infrastructure & Dev't, Community Svc)
- LCEA (Libraries/Museums)
- ONA (MGM)
- ONA (CHSD)
- ONA (NLRH/LMV)
- SEIU (Emergency Medical Services)

**CORPORATE SERVICES**

DEPARTMENT: Human Resources  
 SERVICE UNIT: Benefits  
 BUDGET YEAR: 2005

Description of Service	Benefit of the Service	Categorization of the Service	Legislation, Regulations, Standards	Costs and FTE's (Five Largest Expense Categories)	Funding Sources (as a % of Total Funds Required)
<p>Mandatory</p> <ul style="list-style-type: none"> <li>• Administration of employee benefits.</li> <li>• Administration of pension program (OMERS).</li> <li>• Administration of Disability plans such as Weekly Indemnity and long term disability.</li> <li>• Research and analysis.</li> </ul> <p>Discretionary</p> <ul style="list-style-type: none"> <li>• Acting as a liaison between employees and outside agencies regarding disability and health claims issues.</li> </ul>	<p>Lambton County focus</p> <ul style="list-style-type: none"> <li>○ Organization – by providing basic benefits service we meet needs laid out by collective bargaining. Employees can work effectively without having to worry about medical expenses and salary continuation while disabled.</li> <li>○ Community – by meeting basic benefit needs of employees they are better able to serve residents of the County.</li> </ul> <p><b>Strategic Plan Area of Effort:</b></p> <p><b>(2) Enhancing Our Communications:</b> provide timely information to employees to assist them in their understanding of the benefits and pension programs.</p> <p><b>(4) Enhancing Our Organizational Culture:</b> valuing staff through providing effective benefits coverage.</p> <p><b>(5) Partnership Enhancement Initiatives:</b> to build a shared community of interests with employees through the hosting of benefits information sessions and pension information sessions.</p> <ul style="list-style-type: none"> <li>• <b>Caring</b> – Provide support to employees and their families in need through assistance with STD and LTD claims, access to insurance benefits upon death of an employee.</li> </ul>	<p>Mandatory:</p> <p>Discretionary:</p> <ul style="list-style-type: none"> <li>• Employee liaison</li> </ul>	<ul style="list-style-type: none"> <li>• OMERS Legislation</li> <li>• Workplace Safety Insurance Board (WSIB)</li> </ul>	<p>Total Budget     \$61,950</p> <p>Salary and Benefits     \$59,550</p> <p>Copying/Fax     \$ 1,000</p> <p>Office Supplies     \$ 1,000</p> <p>Telephone     \$ 400</p> <p>Total FTE's     1.0</p>	<p>100% Levy</p>

	<ul style="list-style-type: none"><li>• <b>Growing</b> – liaise with benefit carriers to improve service delivery to employees. Continuous improvement of benefits administration.</li><li>• <b>Innovative</b> – research and explore methods of cost containment while still providing best benefit to employees. Improving efficiency of benefits delivery, streamlining, easier access for employees at reduced costs.</li></ul> <p><b>Employees</b></p> <ul style="list-style-type: none"><li>○ 621 FT on benefits</li><li>○ 30 PT on benefits</li><li>○ 45 retirees on benefits</li><li>○ 720 active members on pension plan</li></ul> <p><b>13 Benefits Plans</b></p> <ul style="list-style-type: none"><li>• Hold Communication Sessions</li></ul>				
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#### **Service Level**

- Thirteen benefit plans covering all collective agreements and policies.
- Enrolment of new employees and termination of departing employees for pension and benefits – average of 85 each per year.
- Benefits billings for employees absent from work due to illness, maternity/parental leave, personal leaves (average 70 employees): 2005 – 36 employees to date. This requires processing invoices in Accounts Receivable, correspondence with employee, follow up if invoice not paid in timely manner, processing the payment in Cash Receipting, or setting up a payment plan to be deducted from payroll.
- Process and manage weekly indemnity claims for an average of 35 employees per year.
- Process and manage long-term disability for an average of 7 new claims per year.
- Calculate pension quotes for an average of 15 requests per year.
- Process and manage OMERS buy-backs for an average of 5 requests per year.

**CORPORATE SERVICES**

DEPARTMENT: Human Resources  
 SERVICE UNIT: Health and Safety  
 BUDGET YEAR: 2005

Description of Service	Benefit of the Service	Categorization of the Service	Legislation, Regulations, Standards	Costs and FTE's (Five Largest Expense Categories)	Funding Sources (as a % of Total Funds Required)														
<p>Mandatory</p> <ul style="list-style-type: none"> <li>• Providing Health and Safety consultative support to Corporation.</li> <li>• Assist Joint Health and Safety Committees in meeting legislative compliance.</li> <li>• WSIB Case Manager for Corporation. Such as: ensuring claims are processed properly in a timely manner; follow-up on claim disputes; act as a liaison between the WSIB, medical community, injured worker and the employer; focusing on corrective action to reduce accident frequency &amp; severities thus reducing NEER Surcharges. Maintain records/files.</li> <li>• Advising Management on Return to Work programs and attending meetings to ensure employees are</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring compliance with all legislative requirements to avoid prosecutions.</li> <li>• Lower accident costs, thus less taxes to County residents. Also ensures employees are kept gainfully employed. Avoid critical injuries and unwanted publicity.</li> <li>• Ensures employees have suitable, sustainable employment</li> </ul> <p><b>Strategic Plan Area of Effort:</b></p> <ul style="list-style-type: none"> <li>• OH&amp;S is a key initiative within the strategic plan to ensure that-</li> </ul> <p><b>(2) Enhancing our Communication:</b> Assisting council and staff in understanding their roles and responsibilities under the OH&amp;S Act and other workplace safety legislation.</p> <p><b>(3) Enhancing our Organizational Culture:</b> Provide safety training and raising the profile of a healthy environment. Actively pursue best practice model to lower accident rates.</p>	<ul style="list-style-type: none"> <li>• Mandatory</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational Health and Safety Act (OHSA)</li> <li>• Workplace Safety and Insurance Act (WSIB)</li> <li>• Human Rights Code of Ontario (OHC)</li> <li>• County Policy Section 600-</li> <li>• Occupational Health and Safety</li> </ul>	<table border="0"> <tr> <td>Total Budget</td> <td align="right">\$100,391</td> </tr> <tr> <td>Salaries and Benefits</td> <td align="right">\$93,891</td> </tr> <tr> <td>Travel</td> <td align="right">\$ 2,500</td> </tr> <tr> <td>Health and Safety Expense</td> <td align="right">\$ 2,000</td> </tr> <tr> <td>Training/Conference</td> <td align="right">\$ 1,000</td> </tr> <tr> <td>Copying/Fax</td> <td align="right">\$ 1,000</td> </tr> <tr> <td> Total FTE's</td> <td align="right"> 1.2</td> </tr> </table>	Total Budget	\$100,391	Salaries and Benefits	\$93,891	Travel	\$ 2,500	Health and Safety Expense	\$ 2,000	Training/Conference	\$ 1,000	Copying/Fax	\$ 1,000	 Total FTE's	 1.2	<p>Levy 100%</p>
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<p>medically fit to return to suitable work.</p>	<p><b>(4) Partnership Enhancement Initiatives:</b> Working closely with CKLAG and other municipal partners by sharing of resources and developing shared community of interest. Working collaboratively with provincial ministries to support health and safety initiatives at the County.</p>				
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## Service Level

### Current level of service:

- Manage and process average of 65 WSIB claims annually comprised of:
  - 48 no lost time
  - 17 lost time
  - Manage critical injury claims
  - Manage approximately 150 Incident Reports (non WSIB)
- Establish and monitor Joint Health and Safety Committees for all facilities with a minimum of 12 locations
- Assist Joint Health and Safety Committees with Sector Specific Training requirements when required.
- Physical demands analysis and ergonomic assessments conducted as required
- Attend Accident Investigations
- Liaise with WSIB, Employee, and Employer for all disputes
- Respond to numerous Health and safety and WSIB concerns on a daily bases via e-mail, phone, or meetings.
- Instruct and monitor supervisors with regard to claims forms, investigations, and preventative strategies
- Manage return to work cases: schedule and attend meetings, ensure programs stay on track, review, file and fax minutes to WSIB
- Attend training and seminars to stay current with all Health and Safety and WSIB legislation and revisions
- Completion of WSIB Form 7's and all other related WSIB forms
- Liase with the WSIB Adjudicators, Nurse Case Manager, and Account Manager
- Ensure follow-up and maintenance to all WSIB claims/issues: meetings, correspondence, studies, obtaining professional services when required
- Conduct and design training programs as required
- Assist all departments with revisions policies and procedures and to assist in developing new programs.
- Enter all accident/incident stats into data bases, monitor for trends
- Conduct orientation training
- Ensure County Buildings MSDS program is kept current and also ensure other departments are in compliance (WHMIS)
- Provide monthly reports to Managers. Provide information and presentation to Council when required

**CORPORATE SERVICES**

DEPARTMENT: Human Resources  
 SERVICE UNIT: Training and Development  
 BUDGET YEAR: 2005

Description of Service	Benefit of the Service	Categorization of the Service	Legislation, Regulations, Standards	Costs and FTE's (5 Largest Expense Categories)	Funding Sources (% of Total Funds Required)																		
<p>Mandatory</p> <p>Ensures compliance with legislated training:</p> <ul style="list-style-type: none"> <li>• WHMIS,</li> <li>• First Aid,</li> <li>• Health and Safety training</li> </ul> <p>Discretionary</p> <ul style="list-style-type: none"> <li>• Designs plans and delivers training and organizational development processes for employees and supervisors</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure compliance with minimal legislated training needs (WHMIS, First Aid, Basic Certification)</li> <li>• Work to improve supervisory skills and skills of staff to reduce cost, improve quality of service delivery, ensure improved customer service for tax payers</li> <li>• Ensure consistency of management, and boost skills of staff</li> <li>• Assist in designing training to support corporate initiatives</li> </ul> <p><b>Strategic Plan Area of Effort:</b>                      Training and Development is a key initiative within the strategic plan to ensure that the County is a learning organization</p> <p><b>(2) Enhancing our Communication:</b> Workshops for staff and supervisors to improve communication skills, orientations for staff and councilors.</p> <ul style="list-style-type: none"> <li>• Encourage staff participation through focus groups, employee surveys, needs assessments</li> </ul> <p><b>(4) Enhancing our Organizational Culture:</b> provide training and professional development opportunities. Actively pursue best practices and disseminate throughout organization.</p> <p><b>Create a Learning Organization:</b></p> <ul style="list-style-type: none"> <li>• Employees think in terms of larger systems rather than as isolated individuals</li> <li>• Have mental models as aids to expand thinking</li> <li>• Work with shared vision, learn in teams</li> <li>• Staff learn from each other; personal experiences and organizational success and failures</li> <li>• Creating effective employees who provide better service and value to residents</li> </ul>	<p>Mandatory: legislated training</p> <p>Discretionary:</p> <ul style="list-style-type: none"> <li>• Technical training</li> <li>• Supervisory training</li> <li>• Skill Development</li> <li>• Respect</li> <li>• Financial management</li> <li>• Customer Service</li> <li>• Etc.</li> </ul>	<p>All legislation pertaining to employment</p> <p><u>Employment Legislation</u></p> <ul style="list-style-type: none"> <li>• Employment Standards Act</li> <li>• Labour Relations Act</li> <li>• Human Rights Code</li> <li>• Occupational Health and Safety Act</li> <li>• Workplace Safety and Insurance Board</li> </ul> <p><u>Council motions</u> related to the provision of the service.</p> <ul style="list-style-type: none"> <li>• HR Training Policy</li> <li>• Motion to implement cost recovery when training non-County staff</li> </ul>	<table border="0"> <tr> <td>Total Budget 2005</td> <td align="right">\$144,577</td> </tr> <tr> <td>Salary / Benefits</td> <td align="right">\$102,373</td> </tr> <tr> <td>County Wide training</td> <td align="right">\$29,660</td> </tr> <tr> <td>Photocopier</td> <td align="right">\$3,000</td> </tr> <tr> <td>Travel</td> <td align="right">\$2,500</td> </tr> <tr> <td>Train the Trainer</td> <td align="right">\$2,500</td> </tr> <tr> <td> FTE</td> <td align="right"> 1.2</td> </tr> </table>	Total Budget 2005	\$144,577	Salary / Benefits	\$102,373	County Wide training	\$29,660	Photocopier	\$3,000	Travel	\$2,500	Train the Trainer	\$2,500	 FTE	 1.2	<table border="0"> <tr> <td>Levy</td> <td align="right">95%</td> </tr> <tr> <td>Fee for service</td> <td align="right">5%</td> </tr> </table>	Levy	95%	Fee for service	5%
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- **Caring –**
  - Support employees working together.
  - Correct dysfunctional work teams.
  - Facilitate employees work efforts resulting in better performance of jobs.
  - Create safer working environment.
- **Growing –**
  - Improve management functions: progressive discipline, coaching; team building.
  - Improve recruitment and selection efforts to attract and retain new employees with appropriate skills to move organization forward in support of community.
  - Encourage community partnerships and learning from community successes.
- **Innovative –**
  - Benchmark and introduce best practices.
  - Latest theories.
  - Modeling practices and behaviours to support vision.

#### **Service Level**

- Separate training function established in summer of 2003, with extensive needs assessments and training delivered in fall of 2003.
- Organized 90 days of training in 156 sessions with employees filling 2208 workshop seats in 2004.
- Focus on improving management skills, supervisory skills, soft skills, team based training.
- Mandatory training delivered for all County employees on Respect in the Workplace.
- All new employees attend revised Orientation program that covers: County strategic plan, overview of County, Health and Safety, WHMIS, Code of Ethics, Respect in Workplace.