



City of Hamilton

AUDIT, FINANCE AND ADMINISTRATION COMMITTEE

Meeting #: 18-007
Date: May 17, 2018
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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1. APPROVAL OF AGENDA	
(Added Items, if applicable, will be noted with *)	
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- 6.2 Joe Deschenes Smith, Trillium Housing, respecting implementation of by-law 14-153 and how the City can add its support for housing affordability at Trillium Housing's two affordable housing projects in Hamilton (Approved May 7, 2018) (No copy)

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10. NOTICES OF MOTION

11. GENERAL INFORMATION / OTHER BUSINESS

12. PRIVATE AND CONFIDENTIAL

- 12.1 May 7, 2018 - Closed Minutes (Distributed under separate cover)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (e), (f), (i), and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; advice that is subject to solicitor/client privileges, including communications necessary for that purpose; a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

13. ADJOURNMENT



AUDIT, FINANCE AND ADMINISTRATION COMMITTEE MINUTES 18-006

**9:30 a.m.
May 7, 2018
Council Chambers
Hamilton City Hall**

Present: Councillors A. VanderBeek (Chair), B. Johnson, M. Pearson, D. Skelly, L. Ferguson, C. Collins, and A. Johnson

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

- 1. Freedom of Information Quarterly Report (January 1 to March 31) (CL18003) (City Wide) (Item 5.1)**

(Pearson/Ferguson)

That Report CL18003, respecting Freedom of Information Quarterly Report (January 1 to March 31), be received.

CARRIED

- 2. Treasurer's Investment Report 2017 Fiscal Year by Aon Hewitt (FCS18041) (City Wide) (Item 5.2)**

(Pearson/Skelly)

(a) That Report FCS18041, respecting the Treasurer's Investment Report 2017 Fiscal Year by Aon Hewitt, be received; and

(b) That Report FCS18041, be forwarded to the Hamilton Future Fund Board of Governors.

CARRIED

- 3. Development Charges Annual Indexing - Effective July 6, 2018 (FCS18051) (City Wide) (Item 5.3)**

(Skelly/A. Johnson)

That Report FCS18051, respecting Development Charges Annual Indexing - Effective July 6, 2018, be received.

CARRIED

- 4. 2017 Provincial Offences Administration (POA) Annual Report (FCS18031) (City Wide) (Item 5.4)**

(Pearson/Ferguson)

That Report FCS18031, respecting the 2017 Provincial Offences Administration (POA) Annual Report, be received.

CARRIED

5. Protocol for Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Update (HUR17002(a)) (City Wide) (Item 5.5)

(A. Johnson/Collins)

That Report HUR17002(a), respecting the Protocol for Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Update, be received.

CARRIED

6. Follow Up to Audit Report 2014-12 - Planning & Economic Development - By-Law Enforcement (AUD18004) (City Wide) (Item 5.6)

(Pearson/B. Johnson)

That Report AUD18004, respecting a Follow Up to Audit Report 2014-12 - Planning & Economic Development - By-Law Enforcement, be received.

CARRIED

7. Live Streaming of Audio and Video at City Hall Upper and Lower Lobby Areas (PW17058(a)) (City Wide) (Item 5.7)

(Collins/B. Johnson)

That Report PW17058(a), respecting the Live Streaming of Audio and Video at City Hall Upper and Lower Lobby Areas, be received.

CARRIED

8. Capital Lifecycle Renewal - Dundas Library Roof and HVAC (PW18039) (Ward 13) (Item 5.8)

(Pearson/Ferguson)

That Report PW18039, respecting Capital Lifecycle Renewal - Dundas Library Roof and HVAC, be received.

CARRIED

9. Accounts Receivable Write-Offs for 2017 (FCS18047) (City Wide) (Item 8.1)

(Ferguson/A. Johnson)

- (a) That the General Manager of Finance and Corporate Services be authorized to write-off uncollectible General Accounts Receivables in the amount of \$11,574.42 attached as Appendix "A" to Report FCS18047;
- (b) That the Schedule of General Accounts Receivable Write-Offs less than \$1,000 in the amount of \$7,406.79, attached as Appendix "B" to Report FCS18047, be received for information;
- (c) That the General Manager of Finance and Corporate Services be authorized to write-off uncollectible Hamilton Farmers Market Receivables in the amount of \$2,742.69 attached as Appendix "C" to Report FCS18047.

CARRIED

10. Proposed Write-Offs of Outstanding Fines for Provincial Offences (FCS18046) (City Wide) (Item 8.2)

(Ferguson/A. Johnson)

That staff be authorized to write-off the following outstanding Provincial Offences fines deemed uncollectible, in the total amount of \$1,200,568:

- (a) \$1,176,780 in uncollectible fines with a sentence date of December 31, 2010 and prior;
- (b) \$23,788 in underpayments from April 1, 2017 through March 31, 2018.

CARRIED

11. City of Hamilton Development Charges By-law 14-153 Background Study Re: Industrial Development Expansion Policy Amendment (FCS18053) (City Wide) (Item 8.3)

(Ferguson/Collins)

- (a) That Report FCS18053 be recognized as a DC Background Study under Section 10 of the *Development Charges Act, 1997, as amended*, for the purpose of providing background for amending definitions and policy of the existing Development Charge By-law 14-153;
- (b) That the approval of Report FCS18053 be considered the Public Release of the DC Background Study as required by Section 10 (4) of the *Development Charges Act, 1997, as amended*;
- (c) That the July 11, 2018 Audit, Finance and Administration Committee meeting be designated a public meeting as required under Section 12 (1) (a) of the *Development Charges Act, 1997, as amended*;
- (d) That the City Clerk be directed to provide appropriate notice of the Public Meeting in accordance with Section 12 (1) (b) of the *Development Charges Act, 1997, as amended*;

- (e) That Staff be directed to prepare an amending by-law for consideration following any and all public delegations at the July 11, 2018 Public meeting;
- (f) That the impact resulting from an approved policy change related to industrial expansions be added to the 2019 Tax and Rate Budgets;
- (g) That the matter respecting "Treatment of development charges with respect to industrial expansions" be identified as complete and removed from the Audit, Finance and Administration Committee Outstanding Business List.

CARRIED

12. Grants Sub-Committee Report 18-002 - April 20, 2018 (Item 8.4)

(Pearson/B. Johnson)

(a) 2018 City Enrichment Funding Recommendations (GRA18003) (City Wide) (Item 4.1)

- (i) That the 2018 City Enrichment Fund recommended funding allocation, in the amount of **\$6,196,732**, as outlined in the attached Appendix "A", as **further** amended, to Report **18-002**, be approved;
- (ii) That Appendix "B" to Report GRA18003, Application Summary, be received;
- (iii) That Appendix "B" to Report 18-002, Payment Plan, be approved; and,
- (iv) That the grants, as listed in Appendix "C" to Report 18-002, as amended, be approved and the funds be released, pending the submission of additional information, by July 20, 2018, to the satisfaction of the Director of Strategic Partnerships and Communications.

(b) Dundas Youth Chaplaincy – Routes Youth Centre (CS D-4) (Item 4.1)

That an enhancement of an additional \$300 for the Dundas Youth Chaplaincy – Routes Youth Centre base budget, be referred to the 2019 Operating Budget process (GIC) for consideration.

(c) Flamborough Information and Community Services – Seniors Support (CS E-7) (Item 4.1)

That an enhancement of an additional \$1,116 for the Flamborough Information and Community Services – Seniors Support base budget, be referred to the 2019 Operating Budget process (GIC) for consideration.

(d) Flamborough Information and Community Services – Community Outreach (CS F-5) (Item 4.1)

That an enhancement of an additional \$4,105 for the Flamborough Information and Community Services – Community Outreach base budget, be referred to the 2019 Operating Budget process (GIC) for consideration.

(e) Binbrook Agricultural Society – Binbrook Fair (AGR A-2) (Item 4.1)

That an enhancement of an additional \$1,041 for the Binbrook Agricultural Society – Binbrook Fair base budget, be referred to the 2019 Operating Budget process (GIC) for consideration.

(f) The Equestrian Association for the Disabled (TEAD) – Operating (AGR A-12) (Item 4.1)

That an enhancement of an additional \$2,500 for The Equestrian Association for the Disabled (TEAD) - Operating base budget, be referred to the 2019 Operating Budget process (GIC) for consideration.

(g) The Equestrian Association for the Disabled (TEAD) – Scholarship Program (SAL E-2) (Item 4.1)

That an enhancement of an additional \$2,145 for The Equestrian Association for the Disabled (TEAD) – Scholarship Program base budget, be referred to the 2019 Operating Budget process (GIC) for consideration.

(h) Brott Music Festival (ARTS A-8) (Item 4.1)

That an enhancement of an additional \$40,000 for the Brott Music Festival base budget, to be added to the annual City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(i) Winona Peach Festival – Winona Peach Festival (CCH A-2) (Item 4.1)

That an enhancement of an additional \$8,258 for the Winona Peach Festival – Winona Peach Festival base budget, to be added to the annual City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(j) Cactus Festival of Dundas Ontario – Dundas Cactus Festival (CCH A-4) (Item 4.1)

That an enhancement of an additional \$2,346 for the Cactus Festival of Dundas Ontario – Dundas Cactus Festival base budget, to be added to the annual City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(k) Dundas Historical Society Museum – Dundas Museum and Archives Exhibition Project (CCH A-5) (Item 4.1)

That an enhancement of an additional \$2,550 for the Dundas Historical Society Museum – Dundas Museum and Archives Exhibition Project base budget, to be added to the annual City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(l) Dundas Valley Orchestra – Concerts Presented in 2018 (CCH A-8) (Item 4.1)

That an enhancement of an additional \$653 for the annual Dundas Valley Orchestra – Concerts base budget, to be added to the annual City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(m) Dundas Cactus Parade Inc. – Dundas Cactus Parade (CCH A-15) (Item 4.1)

That an enhancement of an additional \$135 for Dundas Cactus Parade Inc. – Dundas Cactus Parade base budget, to be added to the annual City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(n) Lynden Canada Day Committee – Lynden Canada Day Celebration (CCH A-23) (Item 4.1)

That an enhancement of an additional \$2,500 for the Lynden Canada Day Committee – Lynden Canada Day Celebration (CCH A-23) base budget, to be added to the annual City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(o) Ancaster Heritage Days (CCH A-31) (Item 4.1)

That an enhancement of an additional \$3,510, for the Ancaster Heritage Days – Ancaster Heritage Days base budget, to be added to the City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(p) Hamilton Santa Claus Parade Committee (CCH A-40) (Item 4.1)

That an enhancement of an additional \$10,075, for the Hamilton Santa Claus Parade Committee – Hamilton Santa Claus Parade base budget, to be added to the City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

(q) United Way Current Shortfalls and Funding Cuts (Item 4.1)

That the Untied Way be requested to provide a presentation to the Grants Sub-Committee that explains their current shortfalls and funding cuts to the Hamilton community.

Main Motion as Amended CARRIED

13. Committee Against Racism Membership (Item 9.1)

(Pearson/Skelly)

WHEREAS, the Committee Against Racism is having challenges in obtaining quorum for their meetings;

WHEREAS, Roger Wayne Cameron has been absent without notice from 3 or more consecutive Committee Against Racism meetings;

WHEREAS, without quorum the Committee Against Racism cannot recommend the removal of a Committee Member who has not provided a letter of resignation nor explained the reasons for their absence;

THEREFORE BE IT RESOLVED:

- (a) That Roger Wayne Cameron be removed as a member of the Committee Against Racism; and
- (b) That the membership number of the Committee Against Racism be adjusted accordingly in order to obtain quorum.

CARRIED

14. Impact of Bill 148 on Service Contracts (LS18009(a) / FCS18001(a)) (City Wide) (Item 12.2)

(Skelly/Pearson)

- (d) That Report LS18009(a)/FCS18001(a), including the recommendations and Appendix A, remain confidential.

CARRIED

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk advised of the following changes to the agenda:

1. DELEGATION REQUESTS

- 4.2 Joe Deschenes Smith, Trillium Housing, respecting implementation of by-law 14-153 and how the City can add its support for housing

affordability at Trillium Housing's two affordable housing projects in Hamilton (For a future meeting)

- 4.3 Shekar Chandrashekar, respecting an opportunity to rebut information contained in Report FCS18030 (For a future meeting)

2. NOTICES OF MOTION

10.1 Committee Against Racism Membership – revised Notice of Motion

(A. Johnson/Pearson)

That the agenda for the May 7, 2018 Audit, Finance and Administration Committee meeting be approved, as amended.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)

(i) April 23, 2018 (Item 3.1)

(Ferguson/Skelly)

That the Minutes of the April 23, 2018 meeting of the Audit, Finance and Administration Committee be approved, as presented.

CARRIED

(d) DELEGATION REQUESTS (Item 4)

- (i) Robert Elliot, Lawson Ministries, Salvation Army, respecting the business case and benefits of hiring employees with disabilities (For a future meeting) (Item 4.1)**

(Skelly/B. Johnson)

That the delegation request from Robert Elliot, Lawson Ministries, Salvation Army, respecting the business case and benefits of hiring employees with disabilities, be approved for a future meeting.

CARRIED

- (ii) Joe Deschenes Smith, Trillium Housing, respecting implementation of by-law 14-153 and how the City can add its support for housing affordability at Trillium Housing's two affordable housing projects in Hamilton (For a future meeting) (Added Item 4.2)**

(B. Johnson/Pearson)

That the delegation request from Joe Deschenes Smith, Trillium Housing, respecting implementation of by-law 14-153 and how the City can add its support for housing affordability at Trillium Housing's two affordable housing projects in Hamilton, be approved for a future meeting.

CARRIED

- (iii) **Shekar Chandrashekar, respecting an opportunity to rebut information contained in Report FCS18030 (For a future meeting) (Added Item 4.3)**

(Skelly/Pearson)

That the delegation request from Shekar Chandrashekar, respecting an opportunity to rebut information contained in Report FCS18030, be received.

CARRIED

(e) **DISCUSSION ITEMS (Item 8)**

- (i) **Grants Sub-Committee Report 18-002 - April 20, 2018 (Item 8.4)**

Renaissance Music – Renaissance Music 5.0 (ART B-9) Proposed City Enrichment Fund Grant

(Pearson/B. Johnson)

- (a) That Appendix "A" to sub-section (a) to Item 1 of the Grants Sub-Committee Report 18-002, be amended by:
- (i) Increasing the recommended 2018 City Enrichment Fund grant for the Renaissance Music – Renaissance Music 5.0 (ART B-9), as shown in Appendix "A" to Report 18-002, by \$2,625, from \$0 to \$2,625, with the \$2,625 to be funded from the Grant Reserve #112230 for 2018; and,
- (b) That sub-section (a) to Item 1 of the Grants Sub-Committee Report 18-002, be amended by deleting the dollar amount of "\$6,187,192" and replacing it with the dollar amount of "**\$6,189,817**"; by adding the word "**further**"; and, by deleting the number "GRA18003" and replacing it with the number "**18-002**", to read as follows:
- (a) That the 2018 City Enrichment Fund recommended funding allocation, in the amount of **\$6,189,817**, as outlined in the attached Appendix "A", as **further** amended, to Report **18-002**, be approved;

Amendment CARRIED

(ii) **Hamilton Chinese Sports Association – Fun to Play (SAL F-5)**

(Pearson/B. Johnson)

- (a) That Appendix “A” to sub-section (a) to Item 1 of the Grants Sub-Committee Report 18-002, be amended by:
- (i) Increasing the recommended 2018 City Enrichment Fund grant for the Hamilton Chinese Sports Association – Fun to Play (SAL F-5), as shown in Appendix “A” to Report 18-002, by \$1,915, from \$2,238 to \$4,153, with the \$1,915 to be funded from the Grant Reserve #112230 for 2018; and,
- (b) That sub-section (a) to Item 1 of the Grants Sub-Committee Report 18-002, be amended by deleting the dollar amount of “\$6,189,817” and replacing it with the dollar amount of “**\$6,191,732**, to read as follows:
- (a) That the 2018 City Enrichment Fund recommended funding allocation, in the amount of **\$6,191,732**, as outlined in the attached Appendix “A”, as further amended, to Report 18-002, be approved;

Amendment CARRIED

(iii) **Rotary Club of Waterdown - Oh Canada Rotary Ribfest (CCH A-14)**

(Pearson/B. Johnson)

- (a) That Appendix “A” to sub-section (a) to Item 1 of the Grants Sub-Committee Report 18-002, be amended by:
- (i) Increasing the recommended 2018 City Enrichment Fund grant for the Rotary Club of Waterdown - Oh Canada Rotary Ribfest (CCH A-14), as shown in Appendix “A” to Report 18-002, by \$5,000, from \$20,000 to \$25,000, with the \$5,000 to be funded from the Grant Reserve #112230 for 2018;
- (b) That sub-section (a) to Item 1 of the Grants Sub-Committee Report 18-002, be amended by deleting the dollar amount of “\$6,191,732” and replacing it with the dollar amount of “**\$6,196,732**, to read as follows:
- (a) That the 2018 City Enrichment Fund recommended funding allocation, in the amount of **\$6,196,732**, as outlined in the attached Appendix “A”, as further amended, to Report 18-002, be approved; and,
- (c) That an enhancement of an additional \$5,000 for the Rotary Club of Waterdown - Oh Canada Rotary Ribfest base budget, be referred to the 2019 Operating Budget process (GIC) for consideration.

Amendment CARRIED

(iv) Typographical Corrections

(Pearson/Skelly)

WHEREAS, the Grants Sub-Committee at its meeting of April 20, 2018, approved an increase of \$329 to the recommended City Enrichment Fund grant for the Dundas Community Services – Community Outreach (CH F-8);

WHEREAS, the additional \$329 was properly reflected in sub-section (a) to Item 1 of the Grants Sub-Committee Report, but not in the amending resolution in the Minutes;

WHEREAS, the Grants Sub-Committee at its meeting of April 20, 2018, approved an increase of \$87 for the Polish Symfonia Choir (CCH A-36), bringing the 2018 grant from \$4,038 to \$4,125, but reads \$4,121 in the minutes; a difference of \$4;

WHEREAS, the additional \$4 was properly reflected in Appendix “A” to Item 1 of the Grants Sub-Committee Report, but not in the resolution in the Minutes;

THEREFORE BE IT RESOLVED:

- (a) That, in order to correct both typographical errors, Appendix “A” to sub-section (a) to Item 1 of the Grants Sub-Committee Report 18-002, be amended by:
 - (i) Increasing the recommended 2018 City Enrichment Fund grant for Appendix “A” to Report 18-002, by \$329, from \$10,770 to \$11,099, with the \$329 to be funded from the Grant Reserve #112230 for 2018; and,
 - (ii) Deleting the dollar amount of \$4,121 and replacing it with the dollar amount of \$4,125 for the Polish Symfonia Choir (CCH A-36).

Amendment CARRIED

(f) NOTICES OF MOTION (Item 10)

(i) Committee Against Racism Membership (Item 10.1)

Councillor Pearson introduced a Notice of Motion regarding the Committee Against Racism Membership.

(Pearson/Skelly)

That the Rules of Order be waived to allow for the introduction of a Motion regarding the Committee Against Racism Membership.

CARRIED

For disposition of this matter please refer to Item 13.

(g) GENERAL INFORMATION / OTHER BUSINESS (ITEM 11)

That the following amendments to the Outstanding Business List, be approved:

(Ferguson/Collins)

11.1.a Items considered complete and needing to be removed:

Live Streaming of Audio and Video at City Hall Upper and Lower
Lobby Areas
(Item 5.7 on today's agenda)
Item on OBL: B
Request for approval of the urgent work and HVAC repairs required
for the Dundas Library
(Item 5.8 on today's agenda)
Item on OBL: K

CARRIED

(h) PRIVATE AND CONFIDENTIAL (ITEM 12)

(i) Closed Session Minutes – April 23, 2018 (Item 12.1)

(Collins/Ferguson)

- (a) That the Closed Session Minutes of the April 23, 2018 Audit, Finance and Administration meeting, be approved as presented; and
- (b) That the Closed Session Minutes of the April 23, 2018 Audit, Finance and Administration meeting, remain confidential.

CARRIED

(Collins/Skelly)

That Committee move into Closed Session respecting Item 12.2 pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (e), (f), (i), and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; advice that is subject to solicitor/client privileges, including communications necessary for that purpose; a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and a position, plan, procedure, criteria or instruction to be applied to any

negotiations carried on or to be carried on by or on behalf of the municipality or local board.

CARRIED

**(ii) Impact of Bill 148 on Service Contracts (LS18009(a) / FCS18001(a)
(City Wide) (Item 12.2)**

Staff were provided with direction in Closed Session.

For disposition of this matter, please refer to Item 14.

(i) ADJOURNMENT (Item 13)

(Ferguson/Pearson)

That, there being no further business, the Audit, Finance and Administration Committee, be adjourned at 10:52 a.m.

CARRIED

Respectfully submitted,

Councillor VanderBeek, Chair
Audit, Finance and Administration
Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



Hamilton

MINUTES

Aboriginal Advisory Committee Thursday, February 1, 2018 – 5:30 P.M. City Hall, 71 Main St. W., Room 264

Present: Marilyn Wright, Connie Bellamy, Allan Loft, Deborah Elmes, Khitanya Petgrave, Sheryl Green
Regrets: Patty Lawlor, Scott Cruickshank
Also Present: Betsy Pocop – Human Rights, Diversity & Inclusion (staff)
Shylo Elmayan -Urban Indigenous Strategy; Community and Emergency Services

Chairperson: Marilyn Wright

Opening

- A. Loft did an opening

Welcome and Introductions

- All were welcomed

1. Changes to the Agenda

- No changes to the agenda

2. Declaration of Interest

- There were no declarations of interest

3. Approval of Previous Minutes

MOTION #1

C. Bellamy/D. Elmes

That the Aboriginal Advisory Committee's minutes of December 7, 2017 be approved.

CARRIED

4. Presentations

- There were no presentations

5. Discussion Items

5.1 Truth and Reconciliation Calls to Action

- Presentation of Calls to Action(CTA) by S. Elmayan and discussion amongst committee members to provide recommendations for implementation of Calls to Action by City of Hamilton
- Feedback received from conversations with Indigenous community members at December 13 event and with youth at December 14 event
- Calls to Action (related to Municipalities) grouped into three themes: People, Land and Spirit
- Committee discussed the CTA group under theme of People; from research, S. Elmayan indicated responses included looking at interactions between Indigenous and non-Indigenous people; more education with non-Indigenous people about Indigenous history and cultural practices;
- CTA 17- reclaiming names changed by residential school system; treatment in customer service settings; knowledge and awareness of the history of name changes; this is important for families and family history when thinking about adoption
- CTA 22 – related to healthcare; valuing healing practices and including them in health treatment of individuals
- Committee discussed institutionalized treatment in healthcare of Indigenous people; Committee discussed access to healing practices and traditional medicines in hospitals and having a dialogue about access; access to Indigenous advocate for patients
- CTA 23- active recruitment of more Indigenous health professionals
- Increase education about healing practices in healthcare settings in the City of Hamilton
- Consideration for how emotional/mental/physical/spiritual aspects have to work together
- CTA 57- increased education for government employees
- Intercultural competency training online, i.e. potentially have mandatory modules to complete; ongoing learning implemented with staff from onset of employment

5.2 Urban Indigenous Strategy Update

- S. Elmayan provided an update
- Senior leadership at the City met with S. Elmayan and spoke of the implementation for CTA 57
- Traditional Medicines policy on track for approval
- S. Elmayan to present the policy to Council in March

5.3 Point in Time Connection

- S. Green provided an update to the Committee
- Event will take place on April 22 and 23, 2018
- There is a 24 hour time frame for volunteers to go out into the community and conduct a survey with people experiencing homelessness
- Looking to recruit Indigenous volunteers to support teams going out on April 22/23 and help facilitate participation of survey

Aboriginal Advisory Cmt. Mtg.

3

February 1, 2018

- When the survey was last completed 28% of participants identified as Indigenous and experiencing homelessness
- Intent is to host an Indigenous count event on April 23; S. Green looking for a space to host event
- B. Pocop to provide S. Green with information for potential booking space suggested by M. Wright
- There will be a flyer for volunteer recruitment and there will be volunteer training in person and online
- Committee agreed to have S. Green present formal Point in Time Connection presentation at the March Committee meeting

6. Other Business

7.1 Correspondence from Native Women's Centre

- B. Pocop shared correspondence from Native Women's Centre thanking the Committee for its support

7.2 Next Meeting

- Next meeting scheduled for March 1, 2018

Closing

- A. Loft did a closing

7. Adjournment

The meeting was adjourned at 7:30 p.m.



Hamilton

- MINUTES -
COMMITTEE AGAINST RACISM
Tuesday, February 27, 2018, 6:30 p.m.
City Hall, 71 Main Street West, Room 192

Present: Marlene Dei-Amoah, Janice Webster, Tyrone Childs, Daniel Ramos, Steve Petgrave, Winston Morrison, Ashok Kumar, Taimur Qasim, Louic LeBlanc

Regrets: Nerene Virgin, David Jacob, Jessica Brennan

Absent: Joseph Scott

Also Present: Betsy Pocop, Jessica Bowen, Jodi Koch – staff, Human Rights, Diversity and Inclusion
 Vilma Rossi and Pilar Michaud – McMaster University, Human Rights and Dispute Resolution Office
 Princewill Ogban – Hamilton Anti-Racism Resource Centre

Chair: M. Dei-Amoah

Welcome & Introductions

Round of introductions and welcome of members and guests

1. Changes to the Agenda

- Addition of Item 6.1 – Workshop for White Allies

2. Declaration of Interest

None declared

3. Approval of Minutes

3.1 January 23, 2018

- Revision of wording to Item 5.3.6
 - Oversight Committee to provide the HARRC Steering Committee with Terms of Reference for the roles and responsibilities of their committee
- Indicate Item 5.4 was withdrawn

W. Morrison/L. LeBlanc

That the Committee Against Racism's minutes of January 23, 2018 be accepted, as amended.

CARRIED

4. Presentations

- None

5. Business/ Discussion Items**5.1 Anti-Racism Resource Centre****5.1.1 Oversight Committee**

- J. Koch and P. Michaud provided an update for the Oversight Committee and review of Terms of Reference
- Terms of Reference for Oversight Committee provided to the group
- Clarification of roles of the Oversight and Steering Committees discussed and how they feed into CAR
- Terms of Reference will help provide explanation and provide governance
- Representation of three parties ensures living up to the agreement
- The Oversight Committee is there to provide guidance
- The intention is for the committee to meet monthly, as they currently are, and transition to quarterly meetings
- The intention is to have minutes from Committee meetings moving forward to share with the Steering Committee
- Purpose is to ensure all parties interest are represented
- Questions & Points of Discussion: clarification of reporting structure, the oversight committee is not involved operationally, they are responsible for the implementation of the agreement; P. Ogban will report to P. Michaud and brainstorm with CAR, CAR reports to Council; clarification between the organizational chart and the governance structure; having opportunity to view agreement may provide clarity

Motion**T. Qasim/D. Ramos**

That CAR dedicate time at the next monthly meeting for Committee members to review the agreement.

CARRIED**5.1.2 Introduction to ARRC Officer**

- P. Ogban introduced himself and shared his professional background; shared passion for anti-racism work
- CAR members welcomed P. Ogban and thanked guests for attending CAR meeting

5.1.3 Steering Committee Update

- M. Dei-Amoah guided group through revisions of Terms of Reference for Steering Committee

- Steering Committee members discussed the changes prepared by M. Dei-Amoah
- Ownership of Terms of Reference is with CAR, and speak to Steering Committee's relationship to CAR
- Discussion of potential charitable donations- clarification that the Centre is currently not set up to receive charitable donations

Motion**T. Qasim/D. Ramos**

That funding responsibilities for the short and long term future of the ARRC be transferred from the Steering Committee to CAR's mandate

CARRIED**Motion****T. Qasim/S. Petgrave**

That CAR accepts all changes to the Steering Committee's Terms of Reference

CARRIED**5.2 Lincoln Alexander Day**

- B. Pocop provided budget update for Lincoln Alexander Day and Black History Month
- B. Pocop shared with the Committee the motion associated with the Lincoln Alexander Day Terms of Reference

5.3 ARRC Launch Update

- J. Koch provided an update
- Two different spaces held for tentative dates in early April
- Members requested exploring alternative dates to have CAR Chair present for launch
- J. Koch to follow up with the Steering Committee regarding possible alternative arrangements

5.4 CAR Brochure

- Item deferred to March meeting

5.5 EXCEerator Project Report

- Item deferred to March meeting

5.6 Black History Community Activities – follow up

- Item deferred to March meeting

5.7 CCAR Deputation

- M. Dei-Amoah received request from CCAR for CAR to seek deputation to present to GIC to support their presentation to GIC to deny use of public spaces to hate groups
- Members of CAR who are available will be in attendance for the meeting of March 21 to support CCAR; CAR supports being mentioned in CCAR presentation to GIC with prior approval for content
- CAR looking to continue partnership with CCAR
- M. Dei-Amoah to follow up

6. Announcements/Information Sharing

6.1 White Allies in Anti-Racism Workshop

- Event details provided by J. Webster
- Four sessions – March 10 & 24, April 14 & 28; held at First Unitarian Church of Hamilton; registration required

7. Adjournment

J. Webster/ L. LeBlanc

That the Committee Against Racism adjourn their meeting of February 27, 2018.

CARRIED

Meeting adjourned at 9:08pm.



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Audit Services Division

TO:	Chair and Members Audit, Finance and Administration Committee
COMMITTEE DATE:	May 17, 2018
SUBJECT/REPORT NO:	Follow Up to Audit Report 2014-08 Human Resources – Absenteeism (AUD18005) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Charles Brown CPA, CA, CPA (Illinois) 905-546-2424 x4469
SUBMITTED BY:	Charles Brown CPA, CA, CPA (Illinois) Director, Audit Services City Manager's Office
SIGNATURE:	

RECOMMENDATION

That Report AUD18005, respecting the follow up of Audit Report 2014-08, Human Resources – Absenteeism, be received.

EXECUTIVE SUMMARY

Audit Services 2014-08 was originally issued in May 2015 and management action plans with timelines were included in the Report. In September 2017, Audit Services conducted a follow up exercise to determine if appropriate and timely actions had been taken, with some additional work conducted in February 2018. Of the 33 recommendations made in the original Report, seven have been completed or have a suitable alternative implemented, four are no longer applicable, three are in progress, 16 are initiated or have alternatives initiated, and three are not completed. Details of the implementation specific to each recommendation are included in appendix "A" to Report AUD18005.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)

Financial: The implementation of the recommendations may produce some savings if a fair and more consistent approach to managing absenteeism results in a reduction in absenteeism and related costs. However, an amount cannot be reasonably estimated at this time.

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OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

Follow Up to Audit Report 2014-08 Human Resources – Absenteeism (AUD18005) (City Wide) – Page 2 of 3

HISTORICAL BACKGROUND (Chronology of events)

Audit Report 2014-08, Human Resources – Absenteeism, was originally issued in May 2015. The audit focused on short term absenteeism in all City departments excluding Hamilton Public Library and Hamilton Police Services. The audit assessed whether short term absenteeism is monitored and managed effectively. Also evaluated were the utilization of the Attendance Support Program (ASP) and the adequacy of training provided to management so as to manage absenteeism. The Report provided 33 recommendations to address these issues.

It is normal practice for Audit Services to conduct follow up reviews within 12-18 months following the issuance of the original Report in order to determine whether the action plans committed to by department management have been implemented. This follow up was delayed as a result of staffing vacancies and the planned introduction of the new Attendance Management Program by Human Resources.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The new Attendance Management Program being implemented is expected to replace the existing Attendance Support program. Therefore, all of the policies associated with the Attendance Support Program will be replaced by new ones.

New provincial legislation (Bill 148, Better Workplaces, Fair Jobs Act 2017) that came into effect November 2017, means that all staff are now entitled to two paid Emergency Leave days per year, as well as up to eight unpaid days per year. The new Attendance Management Program is expected to track absenteeism resulting from this legislation as well.

RELEVANT CONSULTATION

The results of the follow up were provided to Human Resources management responsible for the monitoring and reporting of absences.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The report attached as Appendix “A” to Report AUD18005 contains the original report, Audit Report 2014-08, along with comments indicating Audit Services’ findings as a result of the follow up work that was performed.

There were 33 recommendations. Seven recommendations were “Completed” or had a suitable “Alternative Implemented”, four were “No Longer Applicable”, three were “In Progress”, 16 were “Initiated” or had a suitable “Alternative Initiated” and three were “Not Completed”.

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**Follow Up to Audit Report 2014-08 Human Resources – Absenteeism (AUD18005)
(City Wide) – Page 3 of 3**

The large number of “Alternative Initiated” is due to the implementation of the new Attendance Management Program and its replacing the Attendance Support Program. Appendix “A” to Report AUD18005 contains the details of the implementation for each recommendation.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report AUD18005.

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**CITY OF HAMILTON
INTERNAL AUDIT REPORT 2014-08
CITY MANAGER'S OFFICE - ABSENTEEISM
FOLLOW UP**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Absenteeism Reporting</u> The figures reported to Council in the 2013 Employee Attendance Report relating to short term disability were verified as being accurate. However, this information only includes paid absences for eligible employees. The figures in the report do not include unpaid sick absences (i.e. penalty days) incurred for eligible employees equating to approximately 2870 (seven-hour) days by 680 employees. The report also excludes the absences of ineligible employees (e.g. part-time staff and temporary full-time staff not included in an income protection plan) which amount to 5300 lost days for 769 employees (per HRBIT reporting). Note that these numbers were not verified by Internal Audit. Although there may not be direct costs for some unpaid absences, there is an impact on service levels and/or additional costs to backfill the sick employee where needed. In some Sections, employees are often backfilled at overtime rates, increasing the overall costs of absenteeism to the organization. The amount of overtime incurred to fill positions due to absent employees cannot be determined as most current records do not distinguish why overtime was incurred.</p>	<p>1. That HR expand on the information provided in the annual Employee Attendance Report to Council. This report should include a complete picture of all lost hours to the organization from employee sick absences.</p>	<p><u>HR</u> HR will report on the non-paid penalty days incurred by employees who have an Income Protection Plan in future reports. Data for penalty days are to be a deterrent as well as a cost savings and are already collected by HR.</p> <p><u>SMT</u> SMT will review the recommendation to track all other non-paid absences and report back on its feasibility and value in the next absenteeism report at the end of 2015. This matter will also require conversations with various sections in Human Resources, specifically the HR Business Intelligence Team and Labour Relations staff to determine impact.</p>	<p>In Progress. The 2016 Employee Attendance Report has been updated. It provides a more complete picture of hours lost due to sick absences since it reports "Chronic Sick Absences", as well as "Lost Sick Hours" and "Lost Sick Days". The absence of part-time and temporary full-time employees continues not to be reported. The reporting of these absences will have to wait until Kronos technology will be implemented at a future undetermined time.</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Consultant's Report</u> External consultants (Mercer) prepared an "Assessment of Short Term Disability Management Program" report, dated May 26, 2014. The report assessed and compared the City's current situation to best practices and identified the areas of disability absence management that need to be improved, modified or added to current practices and processes in order to be a best practice leader. This report resulted in 15 recommendations. The report recommendations and HR's responses have been summarized and presented to the HR Leadership Team but have not yet been communicated to the Senior Management Team (SMT) or Council.</p>	<p>2. That a report be prepared and presented to the SMT and Council in order to gain support for the disability management approach and to ensure that the implementation of the recommendations is adequately followed up.</p>	<p><u>HR</u> Agreed. The action plan prepared in response to the report will be shared with SMT in Q2, 2015. The actions arising from the report will be included in the Human Resources activity update that is included in the attendance reports presented to Council through the Audit, Finance and Administration Committee.</p>	<p>Completed. The external consultant's (Mercer) report regarding the assessment of short term disability management has been presented to SMT. Implementation of the report's recommendations is being followed up. Council has been indirectly apprised of the disability management approach via the updated Employee Attendance Report.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Human Resources Business Intelligence Tool (HRBIT)</u> The HRBIT has currently been rolled out to General Managers and some Directors. However, Managers and Supervisors are often the ones managing the attendance of front line staff. HRBIT has the ability to provide detailed employee information to identify employee trends (e.g. absences by day of the week, month, quarter) but this information is only being provided on an ad hoc basis if requested by management.</p> <p>In performing structured interviews, management in seven Sections interviewed indicated that they were not aware of the HRBIT and the information available. Thus, more knowledge of a system providing valuable detailed reports and information by those responsible for monitoring and managing absences is required.</p>	<p>3. That HR communicate and increase the awareness of all "managers of attendance" as to the type information that is available to them upon request from HRBIT.</p> <p>4. That HR work with the Information Technology Division (IT) to develop reporting within the HRBIT that will allow for such "managers" to have self-service access to information identifying absence trends and patterns.</p>	<p><u>HR</u> Agreed. Human Resources will continue to work with IT to address current security, performance and data limitations that are preventing access to the tool for front-line supervisors. We anticipate the system will be fully accessible by the end of 2015.</p> <p><u>IT</u> Agreed. IT will work with HR to understand the full scope and business requirements. In collaboration with HR, the estimated completion date will be determined based on the priority assigned to this work by HR and the scope of the work.</p>	<p>Not Completed. HR has not communicated the type of attendance information available to "managers of attendance". HR management expects this information will be available with the roll out of the new Attendance Management program to begin Q3, 2018.</p> <p>Alternative Initiated. Reports identifying absence trends and patterns have been developed but are currently not regularly distributed to the "managers of attendance" overseeing these employees. HR management expects to identify these employees and notify their respective managers by the beginning of Q3, 2018. While "managers of attendance" will not have self-service access to the HRBIT, they will be provided with a report showing employee absence trends/patterns.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Ineligible Employee Absence Reporting</u> The scope of the "Reporting an Absence" and "Returning from Absences" procedures indicates that these procedures apply to all <u>eligible</u> employees. The Procedures outline Supervisors' responsibilities for receiving calls, reporting absences to HR and notifying RTWS. The process to be followed for ineligible employees (those not paid for the sick time away from work (e.g. part-time / casual / temporary full-time employees not included in the Income Protection Plan)), is not clear. A review of other policies, procedures and documents did not clearly identify the requirement to manage and report on absences for ineligible employees.</p> <p>This increases the risk of absences for ineligible staff not being reported and inconsistencies in the handling of absences for all employees across the organization. In addition, if absences are not recorded, employees would not trigger into and be provided the appropriate support through the ASP.</p> <p>Two Sections interviewed indicated that absences for part-time staff and contract staff are not always reported in PeopleSoft HR.</p>	<p>5. That HR review and modify the "Reporting an Absence" and "Returning from Absences" procedures to ensure the scope includes all employees. Other policies, procedures and relevant documents should be reviewed and modified as required to ensure expectations in managing absenteeism for all employees are clearly defined and consistent.</p>	<p><u>HR</u> Agreed. The change will be made to indicate that all employees (including part-time, temporary, etc.) are required to follow absence reporting and return-to-work procedures. Other policies will be reviewed and updated in Q2, 2015.</p>	<p>Completed. HR has reviewed and modified the "Reporting an Absence" procedure to include all employees. The "Returning from Absences" procedure has been incorporated into the updated "Reporting an Absence" procedure. Two other procedures have been developed regarding the processing of employee absences and both apply to all employees.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Management Training</u> HR provides mandatory Disability Management and Attendance Management training to management. As of September 2014, 56% and 53% of management were identified as having completed the "Attendance Management" and "How to Manage Sick and WSIB Absences" courses respectively. These figures do not take into account management staff with no direct reports who do not require the training as this information was not available. The information available in PeopleSoft HR, based on direct reports only, was inaccurate.</p> <p>A number of staff responsible for managing employees and their attendance at work were identified as being omitted from these totals.</p>	<p>6. That HR obtain the appropriate information to determine the number of management with no direct reports from each Department to compile accurate training data.</p> <p>7. That HR set a target performance measure for the percentage of management trained in Disability & Attendance Management. HR should monitor and analyze training levels against this measure. This should be reviewed at least annually.</p>	<p><u>HR</u> Agreed. Human Resources will continue to work with IT to address current system limitations that hinder accurate reporting on position hierarchy. We anticipate the system will be fully functional by the end of 2015.</p> <p><u>HR</u> Agreed. Based on an accurate number of management staff who must complete the training, targets for completion are:</p> <ul style="list-style-type: none"> • 80% by the end of 2015 • 90% by the end of 2016 and • 95-100%* by the end of 2017. <p>*adjusting for normal staff turnover rates</p>	<p>Not Completed. HR has not yet obtained information to determine the number of management without direct reports from each Department to compile accurate training data. Such information is expected by the time the new Attendance Management program rolls out at the beginning of Q3, 2018.</p> <p>Initiated. HR has set target performance measures for the percentage of management trained in Disability & Attendance Management. HR reviews the training received at the end of each year. The targeted performance was not met. Management is considering making this training available on line at a future undetermined date.</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Contact with Absent Employees</u> When an employee calls in to report an absence, management is to determine the expected duration, when possible. Management is expected to continue regular contact with the employee and discuss a potential date of return to work throughout the absence. Management is responsible for monitoring and documenting all contacts with the employee and noting any revisions to the expected date of return to work. Structured interviews with management in 15 Sections (representing 4260 employees) identified:</p> <ul style="list-style-type: none"> • Employees are not consistently contacted for all absences; • Employees are not always contacted for longer absences; • Contacts made with employees are not documented by some sections; • Contact related to unusual situations are not always identified; • Contact is not consistently maintained with absent employees; and • Some employees see continued contact as harassment. 	<p>8. That HR develop a contact log to ensure consistent information is captured for contact with employees regarding absences. This should be retained in management's employee working file. A contact log may not be required if similar information is captured in an automated system. Use of this log should be included in relevant procedure documents.</p>	<p><u>HR</u> Agreed. Instruction on when and how to contact employees is already covered in the disability management training. The log template will be developed by Human Resources and disseminated to people leaders in Q2, 2015 along with instructions on its use.</p>	<p>Initiated. HR has developed a contact log to capture information from absent employees consistently. Currently the contact log is not being used, and its use is not reflected in various procedure documents. At this time it is not known when use of the contact log will be implemented.</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Contact with Absent Employees (Cont.)</u> When management does not maintain contact with an absent employee, the length of the absence may be extended. Many employees have a 14 day 'grace' period to send in claim forms from the 6th day of the absence. If an employee is not contacted by management, he/she may be off for a period of up to 20 days before he/she is contacted by a RTWS Specialist.</p> <p>A recommendation to continue to train managers on approaches to contacting employees who are on short term disability was also included in the Mercer consultant's report (as further described above in #2).</p>			

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Requesting Claim Forms from Day One of the Absence</u> Management has the ability to request claim forms on the first day of an absence when the absence is suspected to be for reasons other than illness or non-occupational injury. Only one Section (Fire) has documented policies and/or procedures on situations requiring Claim Forms / Doctor's Notes from day one of an absence. Suspect absences are not being adequately acted upon in a timely manner as evidenced by:</p> <ul style="list-style-type: none"> • Suspect absences are not being acted upon until a pattern of suspicion arises; • Suspect absences are not consistently acted on in one Section due to uncertainty on how to proceed; and • Claim forms are very rarely or never requested from day one of an absence with situations where they are warranted. <p>In addition, upon requesting claim forms from day one, three Sections have handled these requests internally and do not notify or provide RTWS with the documentation. A listing of claim forms requested from day one, where RTWS had been notified, was obtained and only 11 forms were requested from day one between January 1 to July 31, 2014 from the 15 Sections tested.</p>	<p>9. That HR develop a procedure for requesting claim forms from day one of an absence. The procedure should include situations where management should strongly consider requesting a form. For example:</p> <ul style="list-style-type: none"> • The sick day(s) occur(s) adjacent to scheduled vacation or lieu day(s); • The sick day(s) occur(s) adjacent to or on a statutory holiday; or • The sick day(s) occur(s) on a date when a vacation or lieu day has been denied. <p>The process for informing the employee of the request and the contact required with RTWS should also be included in this procedure.</p>	<p><u>HR</u> Agreed. A written procedure will be developed and distributed to management staff in Q2, 2015.</p>	<p>Completed. A procedure has been developed for requesting claims forms from day one of an absence. The procedure outlines the circumstances where claim forms may be requested. It also indicates the steps that management is expected to follow when advising the employee and their contact with RTWS.</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Requesting Claim Forms from Day One of the Absence (Cont.)</u> When medical claim forms are not requested for suspect absences, there is no clear indication of management oversight in the workplace to stop employees from misusing sick absences. Management in six Sections also expressed concerns about the ease of employees obtaining completed claim forms.</p>	<p>10. That it be clearly communicated in the procedure and attendance training materials that a claim form can be requested for all suspect absences. Management does not need to wait until a pattern of suspicious behaviour arises.</p>	<p><u>HR</u> Agreed. Management is given this instruction during the training. Once a procedure is developed, it will be distributed to management staff in Q2, 2015. Human Resources staff will also advise the executive of all unionized staff.</p>	<p>Completed. HR has communicated in the procedures that a claim form can be requested for various absences. The procedure does not limit when claim forms may be requested. It can be used as training material for staff.</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Chronic or Episodic Disabilities</u> Where a health review determines the underlying cause of absences as a chronic or episodic medical condition, future absences are not counted as "triggering" events in the ASP. Supervisors in five Sections, participating in some form of the ASP, were not aware of this. This causes employees to unnecessarily remain in the ASP, continue triggering occurrences and take up resources in holding meetings.</p> <p>A memo was sent from HR to all management, informing them of the change to the procedure for chronic and episodic health conditions in May 2014.</p>	<p>11. That the ASP meeting checklist be updated to include discussions with employees regarding chronic or episodic conditions and, if identified, the requirement to contact the Occupational Health Nurse.</p>	<p><u>HR</u> Agreed. This has been completed.</p>	<p>Completed. The ASP meeting checklist has been updated to include chronic or episodic conditions that may be contributing to an employee's absences. It also includes the requirement to contact the Occupational Health Nurse.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Limitations</u> Employees trigger into the ASP when they have sick absences of <i>more than</i> four occasions or seven days in a sliding 12 month period. There are four levels in the program and employees progress up or down the levels based on a 12 month monitoring period from the point of the trigger. The following concerns relating to the ASP were identified:</p> <ul style="list-style-type: none"> • The ASP program can be confusing to employees. Some employees feel that meetings are disciplinary while others do not take the program seriously; • There is limited value in holding ASP meetings when employees have known medical conditions; • Management and Labour Relations staff are not privy to all of the medical information relating to the employee; • The administration of the ASP consumes significant resources -some employees are paid overtime rates to attend ASP meetings; and • Employees are triggering at level four of the ASP multiple times. • Employees were identified with up to 11 level four triggers in the previous three years. 	<p>12. That HR consider revising the ASP to focus on incidental absences of five days or less which do not require medical verification to be provided to RTWS. RTWS should offer employees the appropriate support for significant absences.</p>	<p><u>HR</u> Agreed. The Attendance Support Program will be reviewed and revised in 2015 for re-launch in 2016.</p>	<p>Alternative Initiated. HR is in the process of implementing a new Attendance Management (AM) program whose focus is to identify employees with a high number of culpable absences and those whose absences show a recurring pattern. The new AM program is intended to replace the existing ASP rather than revising it. Meetings will only be held with employees showing a high number of culpable absences. The new AM program is expected to be in place by Q3, 2018</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Limitations (Cont.)</u> When there are known medical conditions and the employee is already in contact with RTWS regarding the absence, there is limited value in holding ASP meetings for which significant resources are required to schedule, hold and document meetings. The credibility of the ASP is also diminished when employees continue to trigger at level four multiple times without any apparent consequences.</p>	<p>13. That the number of times employees are able to consecutively trigger at level four of the ASP be limited to one. Upon triggering at level four the second time, the employee should be moved out of the ASP into another stream led by Labour Relations (LR). The employee's future employment should be considered and a specific action plan with realistic goals and consequences agreed to (e.g. specific attendance targets to be met, last chance agreements signed, terminations).</p> <p>14. That significant absences be reviewed outside of the ASP by management in coordination with RTWS and LR for the purposes of determining the employee's future with the organization, as required.</p>	<p><u>HR</u> Agreed. The review will consider focusing exclusively on incidental sick absences and the option of moving employees out of the program at level 4 if they trigger at that level a second time. Use of this option will be based on individual circumstances. Greater emphasis will be placed on managing incidental absenteeism with focus on culpable absenteeism, with disciplinary consequences.</p> <p><u>HR</u> Agreed. Human Resources will continue to support management in their review of significant absences and the potential impact on an individual's continued employment.</p>	<p>Alternative Initiated. Under the new AM program the employee's supervisor will be expected to meet with the employees once the employee showing the patterned absences has been identified and reported to the departmental manager. The number of times employees consecutively trigger at level four of the ASP will no longer be applicable. The new Attendance Procedure is expected to be in place by Q3, 2018</p> <p>Alternative Initiated. Under the new AM program the employee's supervisor will discuss attendance expectations with the employee and agree to an action plan for improvement. Labour Relations will be involved in cases where the attendance does not significantly improve. The new Attendance Procedure is expected to be in place by Q3, 2018.</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Potential Misuse of ASP</u> Results of the interviews conducted indicated that employees have the ability to arrange time off to avoid ASP trigger levels and absence detection. Management identified the following concerns:</p> <ul style="list-style-type: none"> employees are able to use the ASP to take time off to their advantage around trigger levels; employees are able to use lieu time or last minute vacation days to cover absences and avoid triggering into the ASP; and employees using emergency leave days to cover personal illness. These absences are not counted as occurrences in the ASP and can be used by staff to avoid triggering an occurrence. <p>Sick absences for employees with more than one employee record (multiple jobs) with the City are treated separately for the purposes of triggering into the ASP rather than accumulating under one employee.</p>	<p>15. That management review all employees overall attendance at work, at least annually (e.g. at the time of the performance appraisal). Management should look for patterns along with addressing and documenting any concerns at this time.</p>	<p><u>HR</u> Partially Agreed. Management should review attendance annually with employees to recognize good attendance and address poor attendance.</p> <p>Human Resources will standardize and automate a yearly attendance profile to be generated by HRBIT. Patterned and questionable absenteeism will be monitored and managed with potential for addressing as culpable absenteeism, having disciplinary consequences. The reports will be available in 2016 to coincide with changes to ASP.</p>	<p>Alternative Initiated. HR is in the process of implementing a new AM Program whose focus is to identify employees with a high number of culpable absences and those whose absences show a recurring pattern. Once the employees are identified, HR will notify their supervisor who will meet with them and map out action plans to improve their attendance. If their attendance does not improve, Labour Relations will become involved. This program is expected to be in place by Q3, 2018.</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Potential Misuse of ASP (Cont.)</u> When management is only notified to review sick absences based on a specified number of days taken and/or occasions, the risk of management not being aware of and acting upon unusual patterns increases. For example, staff may consistently take sick days each year to remain just under the ASP trigger levels, take five consecutive days (Monday – Friday) resulting in an extra week of time off or take emergency leave days when sick occurrences are no longer covered by their income protection plan (i.e. penalty days). Four Sections interviewed indicated that the ASP was their only means of monitoring absenteeism, which could result in the above situations going undetected.</p>		<p>However, management needs to be careful not to include discussion around any approved time off or absences related to statutory rights under the <u>Employment Standards Act</u> as these are considered non-culpable absences. Employees have a right to take unpaid emergency days for their own illness if they choose. If this is done to avoid triggering in the Attendance Support Program, there is little the employer can do other than requesting reasonable documentation to support the absence.</p> <p>Last minute vacation requests or use of lieu time to cover sick absences should not be allowed and it is within management's rights to deny these requests.</p>	

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Potential Misuse of ASP (Cont.)</u></p>		<p>Where there is suspicion that an absence is not related to an illness and is being used for extra time off, management should address the incident directly by asking for a claim form from day one of the absence. They should also be contacting the employee as per recommendation #7 above.</p>	

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Meetings Not Occurring</u> All Sections interviewed were not fully participating in the ASP process in 2014. Three Sections included in the structured interviews were not holding ASP meetings:</p> <ul style="list-style-type: none"> • One has only very recently started participating in the ASP again due to other competing priorities; • One Section is providing letters at levels one and two with meetings only being held if requested by the employee. No action is being taken at level three and four triggers; and • One Section is holding meetings with employees based on patterns of absenteeism being identified by the Section. 	<p>16. That, upon consideration of the changes to the ASP program indicated in recommendation #9, all management staff be appropriately trained and the program adhered to.</p> <p>17. That management's use of the ASP and the management of attendance be evaluated as a part of overall performance at least annually (e.g. at the time of performance appraisals). Any deficiencies should be addressed and documented at this time.</p>	<p><u>HR</u> Agreed. Training will be updated to match any change to the Attendance Support Program when it is rolled out in 2016.</p> <p>Agreed. Management's use of the ASP can be monitored as part of performance appraisals. There are specific behaviors under the Health, Safety and Wellness section of the Performance Accountability tool that address using the ASP to support employees and holding meetings in a timely manner. If either of these is identified as an area for improvement, they would be included as an area to develop for the employee and the Leader would expect improvement before the next annual review.</p>	<p>Alternative Initiated. Management staff training on the new AM program is expected to occur in late May early June 2018.</p> <p>Alternative Initiated. The evaluation of management's use of the new AM program is not expected to occur until after it is introduced and has been running i.e. mid to late 2019.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Meetings Not Occurring (Cont'd.)</u> Of the remaining 12 Sections participating in the ASP process and holding meetings with employees, three were identified as not holding meetings in a timely manner and/or the meetings not being up to date. The expected time frame to perform ASP meetings is identified in training materials but is not documented in the City's actual ASP procedure. The balance of the Sections reviewed were conducting meetings in a timely manner.</p> <p>In addition, three Sections are not performing level two meetings, as required by the ASP procedure. HR has permitted these Sections to forego holding level two meetings which reinforces that the program is not strategically important to the organization and increases the perceived unfairness of the process.</p> <p>When management does not participate in the ASP process as required by corporate policies and procedures, it diminishes the credibility of the program. When management does not support the ASP, it decreases the value of the program and increases the likelihood of employees not taking the program seriously.</p>	<p>18. That HR establish and document in the ASP policy and/or procedure the expected time frame to perform ASP meetings.</p> <p>19. That HR review outstanding meeting reports to ensure that meetings are being held regularly and follow up with management, as required. All Sections should hold meetings per the ASP policy and/or procedure.</p>	<p>Agreed. The expectation that ASP meetings be held within 60 days will be added to the ASP Policy in Q2, 2015.</p> <p>Agreed. HR will monitor compliance and notify departments on a monthly basis through the General Managers when expectations are not being met.</p>	<p>Alternative Initiated. The four ASP meetings will be replaced by one AM meeting. There is no need to establish and document the expected time frame to perform ASP meetings.</p> <p>Alternative Initiated. Since the four ASP meetings will be replaced by one AM meeting between the Supervisor and the employee, HR will not need to review outstanding meeting reports to ensure that ASP type meetings are held regularly.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Meetings – Missed Meetings/ Documentation</u> Employees may trigger at the next level before an ASP meeting is held. For example, the employee may trigger at level three in June 2014, then again at level four in August 2014. If no meeting has been held for the level three trigger at the time the level four is triggered, the level three meeting should occur at this time as management did not take any action to work with the employee to improve his/her attendance or advise him/her of the issue. ASP levels and meetings must then be tracked internally. This expectation is not clearly identified in relevant policies, procedures and/or training materials.</p>	<p>20. That HR document the expected procedures for employees that have triggered at the next ASP level before a meeting is held.</p>	<p><u>HR</u> Agreed, provided current technology is able to provide the function. An employee’s sick absences will not count as triggering events if they occur after 60 days or longer after a trigger if the meeting required by the previous trigger was not held within the 60 day expectation. This will not apply if the delay was due to the employee’s own actions. This function will be added to PeopleSoft with the launch of a revised program in 2016.</p>	<p>Alternative Initiated. The new AM program does not have multiple ASP levels. Therefore, it does not rely on triggers to higher levels. The procedures for the new program have been developed, but are currently in draft form. They are expected to be finalized once the program begins in Q3, 2018.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Meetings – Missed Meetings/ Documentation (Cont.)</u> Management in ten Sections interviewed indicated that if meetings were not held before the employee triggered again at the next level, the lower level meeting was skipped or a combined meeting held. A review of 57 ASP letters identified six instances of combined or skipped meetings within four Sections.</p> <p>When meetings are not appropriately held, employees proceed through the ASP levels without appropriate support being offered by management. This conflicts with the program being supportive in nature and gives the perception that employees are penalized by proceeding to a higher level of the ASP when the necessary steps were not taken by management in a timely manner at the lower levels of the program.</p>	<p>21. That HR work with the IT Division to determine if sick absence days / occurrences can accumulate for triggering at the next level in PeopleSoft HR only after a meeting has been held for the previous triggering level. If possible, the previous recommendation would no longer be applicable.</p>	<p><u>HR</u> Agreed. Human Resources will work with the IT Division to understand the full scope and business requirements and ability to configure PeopleSoft for this purpose.</p> <p><u>IT</u> Agreed. IT will work with HR to understand the full scope and business requirements. In collaboration with HR, the estimated completion date will be determined based on the priority assigned to this work by HR and the scope of the work.</p>	<p>No Longer Applicable. The new AM program does not have multiple ASP levels. Therefore, it does not rely on triggers to higher levels. There is no need for HR to work with IT to determine whether sick absences accumulate to trigger at the next level.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Meetings – Missed Meetings/ Documentation (Cont.)</u> In addition, absence dates are not consistently documented in the ASP letters provided to the employee and retained in his/her personnel file. A review of 57 ASP letters identified:</p> <ul style="list-style-type: none"> • 28 letters where the absence dates causing the trigger were not indicated; and • Nine letters reviewed did not clearly indicate the date from which future attendance would be monitored. <p>When employees are not made aware of the specific absences that result in their triggering into the ASP, the value of the meeting and discussions held is decreased. The following changes can assist with increasing compliance and providing value.</p>	<p>22. That all absences causing the trigger and any further occurrences between the trigger and meeting date be included in the letter provided to the employee and discussed in the meeting.</p> <p>23. That all ASP letter templates provided on the Enet be updated to require the absence dates and the date from which future attendance will be monitored (meeting date) as mandatory information.</p>	<p><u>HR</u> Agreed. Human Resources will modify the template letters in Q2, 2015 to include direction to include absence and monitoring dates.</p> <p><u>HR</u> Agreed. Human Resources will modify the template letters in Q2, 2015 to include direction to include absence and monitoring dates.</p>	<p>Alternative Initiated. Under the new AM program expected to begin in Q3, 2018, HR will produce a heat map showing the number and reason for the absences. This will determine whether the supervisor needs to interview the employee. Trigger dates and the recording of such dates on letters will not be needed.</p> <p>Alternative Initiated. Under the new AM program, the absence dates are shown on the HR produced heat maps. According to the draft procedure the heat maps are expected to be used by the supervisor when meeting with the employee to discuss absenteeism issues. ASP letter templates will not be required.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Letter Retention and Accuracy of Meeting Dates.</u> Completed ASP letters are to be forwarded to HR and filed in the employees' personnel files. Documentation as required by the ASP program was not always evident in the employee file. A review of 82 meetings and/or letters indicated as completed in PeopleSoft HR identified 25 letters (30% of the sample) missing from the employees' personnel files. Letters are filed as received by HR and no verification is performed to ensure letters have been received for meetings indicated as held. When information missing from the personnel files, there is no documentation to support meetings and discussions held and there is no evidence that any meetings actually took place. This situation limited the testing that could be performed to verify comments made by management throughout the structured interviews. Any discrepancies between comments in the structured interviews and the verification testing have been reflected in the figures provided throughout the report.</p>	<p>24. That HR work with IT to develop a field for tracking the receipt of ASP letters in PeopleSoft HR. This should be linked to the meeting date and be marked by HR staff when the ASP letter has been received. HR staff should verify the accuracy of the meeting date to the letter in PeopleSoft HR when marking the letter as received.</p>	<p><u>HR</u> Agreed. HR will work with IT to understand the full scope and business requirements for this change. The tracking field and a procedure for accurately reporting information will be added with the launch of a revised program in 2016.</p> <p><u>IT</u> Agreed. IT will work with HR to understand the full scope and business requirements. In collaboration with HR, the estimated completion date will be determined based on the priority assigned to the work by HR and the scope of work.</p>	<p>Alternative implemented. Under the new AM program procedure, HR does not need to receive letters about action plans based on meeting discussions. These are retained by the employee's supervisor</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Letter Retention and Accuracy of Meeting Dates (Cont.)</u> Letter or meeting dates were not accurately recorded in PeopleSoft HR for 15 of 57 (26% of the sample) letters available for review.</p> <p>Meeting dates inaccurately reported in PeopleSoft HR will cause errors for the purposes of triggering in the ASP, as noted above (#12).</p>	<p>25. That HR develop and run a monthly report highlighting situations where meetings have been held but letters have not been received. Discrepancies should be followed up with management.</p>	<p><u>HR</u> Agreed. The report will be added with the launch of a revised program in 2016.</p>	<p>No Longer Applicable. Under the new AM program procedure, HR does not need to receive letters about action plans based on meeting discussions. Therefore, there is no need to develop or run a monthly report highlighting cases where ASP meetings have been held but letters have not been received.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Customized ASP Letters</u> ASP letters should be customized to address individual circumstances and action plans based on meeting discussions. In seven applicable Sections currently holding ASP meetings, letters are not consistently tailored to the situation. Eight letters were noted as having only general information included (e.g. names, dates) and no indication of the discussions held. Administrative staff are preparing letters in some areas and may not have all relevant details available to them.</p> <p>When letters are not customized to specific situations, it cannot be confirmed that valuable discussions were held and the appropriate support was offered by management. This may create challenges in holding the employee accountable to action plans or expectations as there is no detailed record of the discussion held.</p>	<p>26. That HR communicate to management that all ASP letters must be tailored based on conversations with the employee. Administrative staff may assist in drafting letters and absence information, but all ASP letters (level two and above) are to be finalized by the management involved in the meeting.</p>	<p><u>HR</u> Agreed. Communication will be provided to supervisors and above to coincide with changes to the letter templates. The information will clarify what content can and cannot be customized. The information will also be added to the meeting checklist.</p>	<p>Alternative Initiated. The new AM program procedure expects supervisors will meet with employees identified as having outlying attendance patterns, and document the meeting actions and findings. However, the procedure does not provide any guidance as to how to tailor this documentation consistently.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Meeting Attendees</u> ASP meetings are not being staffed as required by the ASP Procedure. Of the 13 Sections sampled holding level three and four ASP meetings:</p> <ul style="list-style-type: none"> • General Managers are not participating in level four ASP meetings and have delegated this responsibility to lower levels of management. Managers were holding level four meetings in six Sections with the balance being held by Directors/Administrators; • The appropriate level of management is not consistently holding level three meetings in four Sections interviewed. <p>The importance of the ASP and organizational commitment to the employee's attendance at work is not demonstrated when the appropriate levels of management are not involved in ASP meetings as the employee proceeds to higher levels. Management indicated in a number of areas that the employees do not take the ASP seriously. Having higher levels of management attend meetings may elevate employees' views of the ASP and raise the expectations regarding their attendance.</p>	<p>27. That HR take ownership of compliance with the ASP process. HR should regularly review a sample of ASP letters from various departments to ensure the appropriate levels of staff are attending meetings and letters are being appropriately completed and tailored to HR's expectations. Reviews should be documented and any discrepancies be followed up with management within a specified timeframe.</p>	<p><u>HR</u> Agreed. Human Resources will randomly review ten letters each quarter to ensure the letters comply with ASP expectations. If discrepancies are found, Human Resources will discuss with the appropriate parties in the respective department within 30 days and/or take other steps to ensure expectations are met.</p>	<p>Not Completed. The new AM program does not require ASP meetings, but supervisors are expected to meet with employees identified as having outlying attendance patterns and document the meeting actions and findings. The current draft procedure for the new program does not require HR to review a sample of meeting documents from various departments to ensure that the appropriate level of staff have attended meetings, that the documentation is completed properly and tailored to HR's expectations.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Emergency Leaves</u> Per the Employment Standards Act (ESA), employees can take up to ten unpaid emergency leave days per year for qualifying absences. Structured interviews identified that:</p> <ul style="list-style-type: none"> • Management does not consistently ask for the reasons for emergency leave days and is very rarely requesting verification to support the absence. Management raised concerns that emergency leave days are being used as extra vacation or to avoid triggering into the ASP; 	<p>28. That HR develop, approve and implement a corporate emergency leave policy and/or procedure. The procedure should be reviewed regularly by HR, be updated as required and bear evidence of such review (sign-off). The procedure should include information on qualifying absences and types of verification that can be done by management to support the absence.</p>	<p>Agreed. Human Resources will review and update current policies, procedures and guidelines. The review will include a legal analysis of the proposed recommendations. The update will include information on qualifying for emergency leave and the type of verification that will be required depending on the reasons provided for the leave. The review will be completed by the end of Q4, 2015.</p> <p>Currently, employees are guided by the Leave of Absences Guidelines for Management that provides direction on Emergency Leave eligibility and use.</p>	<p>In Progress. HR has developed, approved, and implemented a corporate emergency leave procedure. This procedure includes information on qualifying absences and the types of verification. However, there is no evidence that it's regularly reviewed and updated, nor does it bear evidence of review (i.e. sign off).</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Emergency Leaves (Cont.)</u></p> <ul style="list-style-type: none"> Two Sections indicated that there was no downside to their employee taking (unpaid) emergency leave days as the hours can usually be made up at overtime rates during another shift. Employees in these Sections were responsible for 63% of the emergency leave occurrences from January 1 to July 31, 2014 and 62% of 2013 totals; and Five Sections indicated that emergency leave days are commonly experienced. All five Sections identified employees as using emergency leave days to cover personal illness (this is a qualifying reason). These absences are not counted as occurrences in the ASP program and can be used by staff to avoid triggering, especially if the absence will be unpaid (e.g. penalty day) anyway. <p>There are no corporate policies or procedures that address emergency leave days. It is not clear what types of information should be requested from the employee to validate that the absence qualifies and the type of verification that may be done by management for the qualifying absence.</p>	<p>29. That management include emergency leave days when reviewing an employee's overall attendance (as recommended in #10) to ensure patterns are appropriately identified and addressed. This should be a priority for Sections covering these absences with other staff at overtime rates.</p> <p>30. That a PeopleSoft HR code be developed and implemented for emergency leave days related to personal illness. These days/ occurrences should count as triggering events in the ASP.</p> <p>31. That HR review patterns of staff with high usage of emergency leave days and high levels of overtime in hours to identify any usual patterns. Such instances should be forwarded to management and appropriately followed up.</p>	<p>Disagreed. Recommendations (#29, #30 and #31) are contrary to the <u>Employment Standards Act</u> which provides that employers cannot threaten, fire or penalize in any way, an employee who takes or plans on taking a personal emergency leave. We cannot count these days under an attendance support program nor take any action against an employee.</p> <p>However, Emergency Leave Day data can be shared on a macro basis with department leadership to identify areas that may need to develop strategies to control the usage of emergency leave. HR could work with IT to understand the full scope and business requirements for tracking emergency leave days and the reason codes associated with these absences where disclosed.</p>	<p>Completed. The new AM program includes personal emergency leave (PEL) days when reviewing overall employee attendance and absenteeism patterns.</p> <p>No Longer Applicable. The new AM program is expected to take effect by Q3, 2018. Triggering events related to ASP will no longer apply.</p> <p>Not Completed. The new AM program does not compare the usage of emergency leave days to high levels of overtime hours to identify patterns. Management indicated that this could be reviewed after the program has started. The expected completion is undetermined.</p>

**2014-08 ABSENTEEISM FOLLOW UP
MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>Inefficiency of Manual Processing</u> Designated staff in ten Sections included in the structured interviews is completing the manual "Absence Form" and forwarding it to HR for input into PeopleSoft HR. In three Sections, designated staff completes the "Absence Form" and forwards it to Finance and Administration staff who print and fax the form to HR. In five Sections, Finance and Administration staff is preparing the "Absence Form" (upon notification), printing and faxing it to HR.</p> <p>HR staff are then entering the same absence information as reported on the "Absence Form" into PeopleSoft HR. Printing of the "Absence Form" multiple times throughout the process was identified as creating inefficiencies in the processing of these forms.</p> <p>In four Sections, delays were identified with information not being forwarded to HR for input the day of the absence. This increases the amount of effort required by HR staff to ensure all absences are entered before weekly processes are run.</p>	<p>32. That Finance and Administration staff (or other appropriately designated staff within each Section) be trained to record sick absences into PeopleSoft HR directly and immediately upon notification. Finance and Administration staff should continue to verify absences to PeopleSoft HR weekly.</p>	<p><u>F&A and HR</u> Partially agreed. In over half of the Sections interviewed, forms are sent directly from designated staff to HR for input. HR, IT and F&A staff is currently exploring a solution for the tracking and reporting of short term absence types (including but not limited to absence related to illness). Scope and requirements for this initiative are being defined. Following the documentation of functional requirements, a target implementation plan will be developed. Capital may be required.</p>	<p>In Progress. All absences are recorded into PeopleSoft HR by F&A staff. F&A staff verify absences to PeopleSoft HR each week. However, for some employees working in geographically distant locations, F&A staff are notified of the absence up to a week after its occurrence. It is undetermined at this time how such delays in can be shortened.</p>

**2014-08 ABSENTEEISM FOLLOW UP
 MARCH 2018**

OBSERVATIONS OF EXISTING SYSTEM	RECOMMENDATION FOR STRENGTHENING SYSTEM	MANAGEMENT ACTION PLAN	FOLLOW UP (MARCH 2018)
<p><u>ASP Letter Confidentiality</u> ASP letters should be tailored to include the details of discussions held with the employee regarding their attendance. The details of these conversations should remain confidential. In four Sections, Finance and Administration staff responsible for updating PeopleSoft HR with the meeting date are being forwarded a copy of the ASP letter on occasion. Finance and Administration staff do not require the letter for inputting purposes and should not have the details of the conversation with the employee made available to them.</p>	<p>33. That management be instructed to ensure only emails with the meeting date are forwarded to Finance and Administration staff for input into PeopleSoft in order to maintain confidentiality. A copy of the ASP letter should not be sent to the Finance and Administration Staff.</p>	<p><u>HR</u> Agreed. This will be communicated through a "Supervisor and Above" memo. It is already incorporated into the training program.</p>	<p>Alternative Initiated. The new AM program is expected to replace the old ASP program in Q3, 2018. ASP letters will no longer be used. Documentation and/or letters outlining new AM meeting discussions between supervisors and employees will not be forwarded to F&A staff or input into PeopleSoft HR by F&A staff.</p>



OBJECTIVES

- ◆ To make recommendations to City Council regarding policies, procedures and guidelines that address the needs and concerns of people who are immigrants or refugees. To do this based on one or more of the following areas of focus for this term:
- ◆ To explore Immigrant and Refugee Housing gaps, barriers and needs in the City of Hamilton.
- ◆ To explore Employment barriers and needs for Immigrants and Refugees in the City of Hamilton
- ◆ To explore Education barriers and needs for Immigrants and refugees in the city of Hamilton
- ◆ To partner with community services to provide an information day for immigrants and refugees.

ACCOMPLISHMENTS

- ◆ Formed working groups on Housing, Education, Employment and Open House (which then transformed to Newcomer Day)
- ◆ Invited and heard from presenters from various shelters in Hamilton regarding the increase in access and extended stays in shelters by newcomers. Discussion, statistics and findings can be found in I & R Volunteer Advisory Committee Meeting minutes for February 8, 2018.
- ◆ Invited presentation from *JVN Development* about their financially accessible homeownership condominium build.
- ◆ Heard presentation from HIPC and formed partnerships to address Immigrant and Refugee needs.
- ◆ Provided feedback on the Equity Toolkit
- ◆ Partnered with the Hamilton Immigration Partnership Council to plan and execute Hamilton Newcomer Day occurring Summer of 2018
- ◆ Based on information discovered through working group’s research and guest presentations, agreed, as a committee, to focus on “housing” as the topic for recommendations to City Council.

FUTURE GOALS

- ◆ To continue to explore issues that affect Immigrants and Refugees in the City of Hamilton
- ◆ To formally advise Council on immigrant and refugee housing needs based on information collected.
- ◆ To explore opportunities to achieve quorum regularly: including but not limited to childminding funding for committee members, and looking at acceptable solutions to eliminate poor attendance as the limiting factor to advancing objectives and the work of the Committee.
- ◆ To look at Committee mandate in new term and ensure the mandate is clear and outcome focused.



INFORMATION REPORT

TO:	Chair and Members Audit, Finance & Administration Committee
COMMITTEE DATE:	May 17, 2018
SUBJECT/REPORT NO:	Professional and Consultant Services Roster 2017-2018 (PW18037/PED18122/FCS18057) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Stuart Leitch 905- 546-2424, Extension 7808 Emil Prpic 905-546-2424 Extension 2796
SUBMITTED BY:	Dan McKinnon General Manager Public Works Department Jason Thorne General Manager Planning and Economic Development Department Mike Zegarac General Manager Finance & Corporate Services Department
SIGNATURE:	

Council Direction:

Not applicable

Information:

2017 -18 Roster Use

This report summarizes the use of the Professional and Consultant Services Roster (Roster) for the first year of the 2017-2018 roster period, as required under Policy #9 Consulting and Professional Services of the currently approved Procurement Policy. The roster process for the acquisition of consulting services is currently used by Planning and Economic Development, Corporate Services and Public Works Departments. A listing of Successful Consultants, by Roster category, is attached to this report as Appendices A and B.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Professional and Consultant Services Roster 2017-2018
(PW18037/PED18122/FCS18057) (City Wide) Page 2 of 3**

As part of the on-going continuous improvement of the roster process, the Roster Committee has arranged, developed and implemented an improved training methodology for both new and existing roster Captains. Additionally, any other Roster users (non-Captains) are also required to complete formal roster use training prior to using the Roster. It is expected this training will continue to evolve and expand to ensure that roster users involved in the implementation and administration of Roster assignments are fully trained in all aspects of procurement and financial reporting requirements pertaining to the Roster.

During the 2016 Roster year, Council approved a staff recommendation to amend Procurement Policy #9 Consulting and Professional Services to increase the threshold for roster assignments from \$100,000 to \$150,000, which reflected the impact of inflation on the roster rates since its original inception in 2001. Of the 346 Roster assignments issued in 2017, sixty-one assignments were issued between \$100,000 and \$150,000 (utilized by nineteen categories), which represents 18% of the total assignments completed. The average value of the assignments above \$100,000 is \$135,849.

Council Report FCS16020/PED16053/PW16009 dated February 24, 2016, contained a recommendation that Procurement Policy #4.9 Consulting and Professional Services be amended to include a trial period to extend the value of Roster assignments. Specifically, the trial is to allow for work assignments with an estimated procurement value between \$150,000 and \$249,999 during the 2017 – 2018 Roster period. The results of the trial for 2017 are included as part of Table 1.

In 2017, a total of thirty-nine Roster categories issued assignments. An overall summary of the total dollar value and number of assignments allocated during the first year of this Roster (2017) is summarized in Table 1.

Table 1.

	2016 Roster Year	2017 Roster Year	2017 Roster Trial Period¹
Total Dollar Value	\$20,063,874	\$17,477,125	\$444,295
Total Number of Assignments	440	348	2
Average Value of Each Assignment	\$46,068	\$49,307	\$222,148
Number of Roster Firms in Program	115	100	100

Note 1: Represents the trial period to extend the use of the Roster and consider roster candidates for work assignments with an estimated procurement cost between \$150,000 and \$249,999 for the 2017 – 2018 roster term.

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**SUBJECT: Professional and Consultant Services Roster 2017-2018
(PW18037/PED18122/FCS18057) (City Wide) Page 3 of 3**

Note that the 2016 Roster year information was submitted to the Audit, Finance & Administration Committee on August 16, 2017 (Report No. PW17062/PED17151/FCS17074) and is shown in the table above for comparison purposes.

The second year (2018) term of assignments for the 2017-2018 Roster (C12-07-16) period will be reported to Council in 2019.

Appendices and Schedules Attached

Appendix A: 2017 - 2018 Roster Information

Appendix B: 2017 - 2018 Successful Roster Consultants (C12-07-16)

Appendix C: Roster Dashboard 2017 Summary

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2017 - 2018 Roster Information (C12-07-16)

Cat. No.	Roster Category	Successful Candidates	2017 Number of Assignments	2017 \$ Value of Assignments
1	Municipal Engineering Services	<ul style="list-style-type: none"> • Amec Foster Wheeler Americas Limited • Dillon Consulting Limited • Stantec Consulting Ltd. • Morrison Hershfield Limited • CIMA Canada Inc. Scope <ul style="list-style-type: none"> • Moon-Matz Ltd. • T2 Utility Engineers Inc. • S. Llewellyn & Associates Limited 	19	\$1,602,939
			Min Value Max Value Avg Value	\$6,250 \$149,900 \$84,365
2	Construction Management and Inspection Services	<ul style="list-style-type: none"> • Amec Foster Wheeler Americas Limited • CIMA Canada Inc. • WSP Canada Inc. • Dillon Consulting Limited • SNC-Lavalin Inc. 	19	\$1,364,715
			Min Value Max Value Avg Value	\$6,000 \$149,850 \$71,827
3	Transportation Traffic Engineering Planning	<ul style="list-style-type: none"> • Parsons Inc. • Dillon Consulting Limited • IBI Group Professional Services (Canada) Inc. • CIMA Canada Inc. • AECOM Canada Ltd. • Amec Foster Wheeler Americas Limited 	8	\$708,382
			Min Value Max Value Avg Value	\$27,951 \$149,665 \$88,548
4	Structural Engineering Services / Transportation	<ul style="list-style-type: none"> • Dillon Consulting Limited • AECOM Canada Ltd. • MMM Group Limited • Amec Foster Wheeler Americas Limited • Stantec Consulting Ltd. • SNC-Lavalin Inc. Scope <ul style="list-style-type: none"> • Jan Hudoba o/a J&M Structural • Ellis Engineering Inc. 	15	\$1,050,566
			Min Value Max Value Avg Value	\$6,965 \$149,985 \$70,038

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Report PW18037/PED18122/FCS18057
Page 2 of 8

Cat. No.	Roster Category	Successful Candidates	2017 Number of Assignments	2017 \$ Value of Assignments
5	Wastewater Treatment Engineering and Construction Management	<ul style="list-style-type: none"> • GHD Limited • AECOM Canada Ltd. • CH2M Hill Canada Limited • R.V. Anderson Associates Limited Scope <ul style="list-style-type: none"> • GM BluePlan Engineering Limited • Jemma Consultants Limited 	6	\$729,490
			Min Value Max Value Avg Value	\$92,160 \$149,585 \$121,582
6	Water Treatment Engineering and Construction Management	<ul style="list-style-type: none"> • CH2M Hill Canada Limited • AECOM Canada Ltd. • Associated Engineering (Ont.) Ltd. • R.V. Anderson Associates Limited Scope <ul style="list-style-type: none"> • GM BluePlan Engineering Limited 	7	\$393,170
			Min Value Max Value Avg Value	\$8,395 \$149,335 \$56,167
7	Environmental Planning Process	<ul style="list-style-type: none"> • Dillon Consulting Limited • Amec Foster Wheeler Americas Limited • CIMA Canada Inc. 	1	\$82,240
8	Solid Waste Management	<ul style="list-style-type: none"> • SNC-Lavalin Inc. • WSP Canada Inc. 	5	\$111,116
			Min Value Max Value Avg Value	\$12,483 \$52,900 \$22,223
9	Stormwater Management / Water Resources Engineering	<ul style="list-style-type: none"> • AECOM Canada Ltd. • Aquafor Beech Limited • Amec Foster Wheeler Americas Limited • Cole Engineering Group Ltd. • WSP Canada Inc. • Matrix Solutions Inc. • Dillon Consulting Limited Scope <ul style="list-style-type: none"> • GM BluePlan Engineering Limited • DHI Water and Environment, Inc. 	7	\$426,399
			Min Value Max Value Avg Value	\$6,840 \$124,560 \$60,914

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Cat. No.	Roster Category	Successful Candidates	2017 Number of Assignments	2017 \$ Value of Assignments
10	Landscape Architecture	<ul style="list-style-type: none"> • Alexander Budrevics and Associates Ltd. • The MBTW Group • IBI Group Professional Services (Canada) Inc. • DTAH • Dillon Consulting Limited • Landscape Planning Limited • OMC Landscape Architecture • Scott Torrence Landscape Architect Scope <ul style="list-style-type: none"> • 918676 Ontario Inc. o/a Dougan & Associates 	14	\$991,012
			Min Value Max Value Avg Value	\$8,400 \$149,500 \$70,787
11	Architectural Services	<ul style="list-style-type: none"> • Workshop Architecture Inc. • Grguric Architects Incorporated • Strasman Architects Inc. • McCallum Sather Architects Inc. Scope <ul style="list-style-type: none"> • MMMC Inc. • Toms+ McNally Design Inc. • Invizij Architects Inc. 	28	\$968,199
			Min Value Max Value Avg Value	\$1,700 \$149,999 \$34,579
12	Geotechnical Investigation and Inspection Services	<ul style="list-style-type: none"> • Peto MacCallum Ltd. • Amec Foster Wheeler Americas Limited • exp Services Inc. • Terraprobe Inc. • Englobe Corp. • Soil-Mat Engineers & Consultants Ltd. • Landtek Limited Scope <ul style="list-style-type: none"> • Golder Associates Ltd. 	38	\$2,222,813
			Min Value Max Value Avg Value	\$700 \$149,954 \$58,495
13	Wastewater Collection Systems Engineering Services	<ul style="list-style-type: none"> • Aquafor Beech Limited • Hatch Corporation • Stantec Consulting Ltd. • Cole Engineering Group Ltd. Scope <ul style="list-style-type: none"> • GM BluePlan Engineering Limited • Calder Engineering Ltd. • Thompson Flow Investigations Inc. • DHI Water and Environment, Inc 	11	\$897,522
			Min Value Max Value Avg Value	\$21,945 \$149,360 \$81,593

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Cat. No.	Roster Category	Successful Candidates	2017 Number of Assignments	2017 \$ Value of Assignments
14	Water Distribution Systems Engineering Services	<ul style="list-style-type: none"> • CH2M Hill Canada Limited • Cole Engineering Group Ltd. • AECOM Canada Ltd. Scope <ul style="list-style-type: none"> • FP&P HydraTek Inc. o/a HydraTek & Associates 	2	\$175,276
			Min Value	\$47,875
			Max Value	\$127,401
			Avg Value	\$87,638
15	Professional Land Survey and Geomatics Services	<ul style="list-style-type: none"> • J.D. Barnes Ltd. • A.J.Clarke and Associates Ltd. • WSP Canada Inc. Scope <ul style="list-style-type: none"> • MacKay MacKay and Peters Limited • Matthews, Cameron, Heywood-Kerry T. Howe Surveying Ltd. • A.T. McLaren Limited 	15	\$312,723
			Min Value	\$4,357
			Max Value	\$120,894
			Avg Value	\$20,848
16	Facility Management	<ul style="list-style-type: none"> • V2PM Inc. • Evans Consulting and Management Services 	10	\$346,664
			Min Value	\$8,570
			Max Value	\$149,950
			Avg Value	\$34,666
17	Environmental Site Assessment / Remediation Services	<ul style="list-style-type: none"> • Amec Foster Wheeler Americas Limited • Englobe Corp. • Peto MacCallum Ltd. 	3	\$146,459
			Min Value	\$17,918
			Max Value	\$67,330
			Avg Value	\$48,820
18	Archaeology	<ul style="list-style-type: none"> • Historic Horizons Inc. • Amec Foster Wheeler Americas Limited • Archaeological Services Inc. 	7	\$65,430
			Min Value	\$4,660
			Max Value	\$16,225
			Avg Value	\$9,347
19	Hydrogeology	<ul style="list-style-type: none"> • WSP Canada Inc. • Amec Foster Wheeler Americas Limited • SNC-Lavalin Inc. Scope <ul style="list-style-type: none"> • Earthfx Incorporated • Cambium Inc. 	4	\$214,675
			Min Value	\$17,000
			Max Value	\$134,365
			Avg Value	\$53,669
20	Legislative Compliance	<ul style="list-style-type: none"> • WSP Canada Inc. • Pinchin Ltd. • Amec Foster Wheeler Americas Limited Scope • MTE Consultants Inc. 	24	\$486,779
			Min Value	\$700
			Max Value	\$90,000
			Avg Value	\$20,282

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Cat. No.	Roster Category	Successful Candidates	2017 Number of Assignments	2017 \$ Value of Assignments
21	Terrestrial and Aquatic Ecology	<ul style="list-style-type: none"> • WSP Canada Inc. • Aquafor Beech Limited • Stantec Consulting Ltd. • Dillon Consulting Limited • 918676 Ontario Inc. o/a Dougan & Associates • Amec Foster Wheeler Americas Limited 	8	\$150,142
			Min Value Max Value Avg Value	\$1,400 \$34,224 \$18,768
22	Interior Design Services	<ul style="list-style-type: none"> • Strasman Architects Inc. • McCallum Sather Architects Inc. • Dpai Architecture Inc. 	7	\$80,513
			Min Value Max Value Avg Value	\$2,000 \$29,999 \$11,502
23	Accessibility Compliance Services	<ul style="list-style-type: none"> • Designable Environments Inc. • Pretium Anderson Toronto Inc 	0	\$0
24	Roof Consulting	<ul style="list-style-type: none"> • MTE Consultants Inc. • WSP Canada Inc. • exp Services Inc. Scope <ul style="list-style-type: none"> • • Aegis Building Sciences Inc 	10	\$137,627
			Min Value Max Value Avg Value	\$600 \$30,450 \$13,763
25	Land Use Planning Services- Policy, Zoning & Urban Design	<ul style="list-style-type: none"> • Dillon Consulting Limited • MMM Group Limited • GSP Group Inc. Scope <ul style="list-style-type: none"> • The MBTW Group 	3	\$142,261
			Min Value Max Value Avg Value	\$19,992 \$99,999 \$47,420
26	Subsurface Infrastructure Assessment and Trenchless Rehabilitation	<ul style="list-style-type: none"> • Stantec Consulting Ltd. • Robinson Consultants Inc. • R.V. Anderson Associates Limited 	10	\$1,081,525
			Min Value Max Value Avg Value	\$13,700 \$149,702 \$108,152
27	Built Heritage and Cultural Heritage Landscape	<ul style="list-style-type: none"> • Archaeological Research Associates Ltd. • Stantec Consulting Ltd. • Archaeological Services Inc. • MHBC (MacNaughton Hermsen Britton Clarkson Planning Ltd.) Scope <ul style="list-style-type: none"> • Golder Associates Ltd. 	2	\$16,867
			Min Value Max Value Avg Value	\$4,300 \$12,567 \$8,434

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Cat. No.	Roster Category	Successful Candidates	2017 Number of Assignments	2017 \$ Value of Assignments
28	Project Management - Facilities	<ul style="list-style-type: none"> • WSP Canada Inc. • Colliers Project Leaders Inc. • CIMA Canada Inc. 	2	\$128,583
			Min Value Max Value Avg Value	\$45,733 \$82,850 \$64,291
29	Quantity Surveying & Cost Consulting	<ul style="list-style-type: none"> • AECOM Canada Ltd • Rider Levett Bucknall (Canada) Ltd. Scope <ul style="list-style-type: none"> • Hanscomb Limited 	3	\$11,150
			Min Value Max Value Avg Value	\$1,650 \$6,200 \$3,717
30	Mechanical and Electrical Engineering	<ul style="list-style-type: none"> • Cole Engineering Group Ltd. • Filer Engineering Ltd. • WSP Canada Inc. Scope <ul style="list-style-type: none"> • Building Innovation Inc. 	8	\$450,902
			Min Value Max Value Avg Value	\$5,050 \$130,000 \$56,363
31	Water and Wastewater Facility Assessment	<ul style="list-style-type: none"> • R.V. Anderson Associates Limited • WSP Canada Inc. • GHD Limited • Amec Foster Wheeler Americas Limited Scope <ul style="list-style-type: none"> • FP&P HydraTek Inc. o/a HydraTek & Associates 	5	\$311,395
			Min Value Max Value Avg Value	\$12,950 \$93,985 \$62,279
32	Sustainable Infrastructure Planning	<ul style="list-style-type: none"> • GM BluePlan Engineering Limited • Stantec Consulting Ltd. • AECOM Canada Ltd. Scope <ul style="list-style-type: none"> • Vanderwesten Rutherford Mantecon Inc. 	5	\$183,203
			Min Value Max Value Avg Value	\$7,199 \$94,105 \$36,641
33	Structural Engineering Services - Facilities	<ul style="list-style-type: none"> • Amec Foster Wheeler Americas Limited • W.F.M.H. Engineering Limited and Horton & Ball Inc. • Kalos Engineering Inc. • Milman & Associates Limited Scope <ul style="list-style-type: none"> • S.P. Design Inc. 	15	\$320,105
			Min Value Max Value Avg Value	\$900 \$91,120 \$21,340

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Cat. No.	Roster Category	Successful Candidates	2017 Number of Assignments	2017 \$ Value of Assignments
34	Energy Services	<ul style="list-style-type: none"> • Building Innovation Inc. • Cole Engineering Group Ltd. • GHD Limited • W.F.M.H. Engineering Limited and Horton & Ball Inc. Scope <ul style="list-style-type: none"> • Dynamic Energy Services Inc. 	4	\$99,563
			Min Value Max Value Avg Value	\$10,925 \$41,500 \$24,891
35	Development Engineering Consulting Support Services	<ul style="list-style-type: none"> • Amec Foster Wheeler Americas Limited • MTE Consultants Inc. Scope <ul style="list-style-type: none"> • Jade Acoustics Inc. 	3	\$116,610
			Min Value Max Value Avg Value	\$14,986 \$51,646 \$38,870
36	Heritage Architectural and Engineering: Section A - Architectural Services Section B - Engineering Services	Section A <ul style="list-style-type: none"> • Stevens Burgess Architects Ltd. • George Robb Architect • Spencer R. Higgins Architect Incorporated • The Ventin Group Ltd. Scope <ul style="list-style-type: none"> • ATA Architects Inc. Section B <ul style="list-style-type: none"> • WSP Canada Inc. • Ojdrovic Engineering Inc. 	8	\$431,814
			Min Value Max Value Avg Value	\$5,005 \$140,420 \$53,977
37	Commissioning Services - Facilities	<ul style="list-style-type: none"> • CFMS-West Consulting Inc. • C.E.S. Engineering Ltd. • WSP Canada Inc. 	1	\$22,000
38	Information Services - Enterprise Resource Planning (ERP)	<ul style="list-style-type: none"> • Spyre Solutions Inc. • Katalogic Inc. 	3	\$358,000
			Min Value Max Value Avg Value	\$60,000 \$150,000 \$119,333
39	Information Services - Voice & Network Infrastructure Services	<ul style="list-style-type: none"> • Softchoice LP • CIMA Canada Inc. 	1	\$14,980
40	Information Services - Security Services	<ul style="list-style-type: none"> • Netrus Inc. 	0	\$0

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Cat. No.	Roster Category	Successful Candidates	2017 Number of Assignments	2017 \$ Value of Assignments
41	Information Services – Business Application & Geographic Information Systems Services: Section A - Business Application Section B – GIS Section C - Business Intelligence	Section A <ul style="list-style-type: none"> • CIMA Canada Inc. Scope <ul style="list-style-type: none"> • IT Architecture Management Institute Inc. • Wardnet Inc Section B <ul style="list-style-type: none"> • WSP Canada Inc. Section C <ul style="list-style-type: none"> • Dimensional Strategies Inc. 	7	\$123,315
			Min Value Max Value Avg Value	\$3,675 \$53,200 \$17,616
42	SCADA Services for Water and Wastewater	<ul style="list-style-type: none"> • Hatch Corporation • AECOM Canada Ltd. • Eramosa Engineering Inc. 	0	\$0

“Scope” is defined as a firm recognized for its unique expertise.

2017 - 2018 Successful Roster Consultants (C12-07-16)

- . 918676 Ontario Inc. o/a Dougan & Associates
- . A.J.Clarke and Associates Ltd.
- . A.T. McLaren Limited
- . AECOM Canada Ltd
- . Aegis Building Sciences Inc.
- . Alexander Budrevics and Associates Ltd.
- . Amec Foster Wheeler Americas Limited
- . Aquafor Beech Limited
- . Archaeological Research Associates Ltd.
- . Archaeological Services Inc.
- . Associated Engineering (Ont.) Ltd.
- . ATA Architects Inc.
- . Building Innovation Inc.
- . C.E.S. Engineering Ltd.
- . Calder Engineering Ltd.
- . Cambium Inc.
- . CFMS-West Consulting Inc.
- . CH2M Hill Canada Limited
- . CIMA Canada Inc.
- . Cole Engineering Group Ltd.
- . Colliers Project Leaders Inc.
- . Designable Environments Inc.
- . DHI Water and Environment, Inc
- . Dillon Consulting Limited
- . Dimensional Strategies Inc.
- . Dpai Architecture Inc.
- . DTAH
- . Dynamic Energy Services Inc.
- . Earthfx Incorporated
- . Ellis Engineering Inc.
- . Englobe Corp.
- . Eramosa Engineering Inc.
- . Evans Consulting and Management Services
exp Services Inc.
- . Filer Engineering Ltd.
- . FP&P HydraTek Inc. o/a HydraTek & Associates
- . George Robb Architect
- . GHD Limited
- . GM BluePlan Engineering Limited

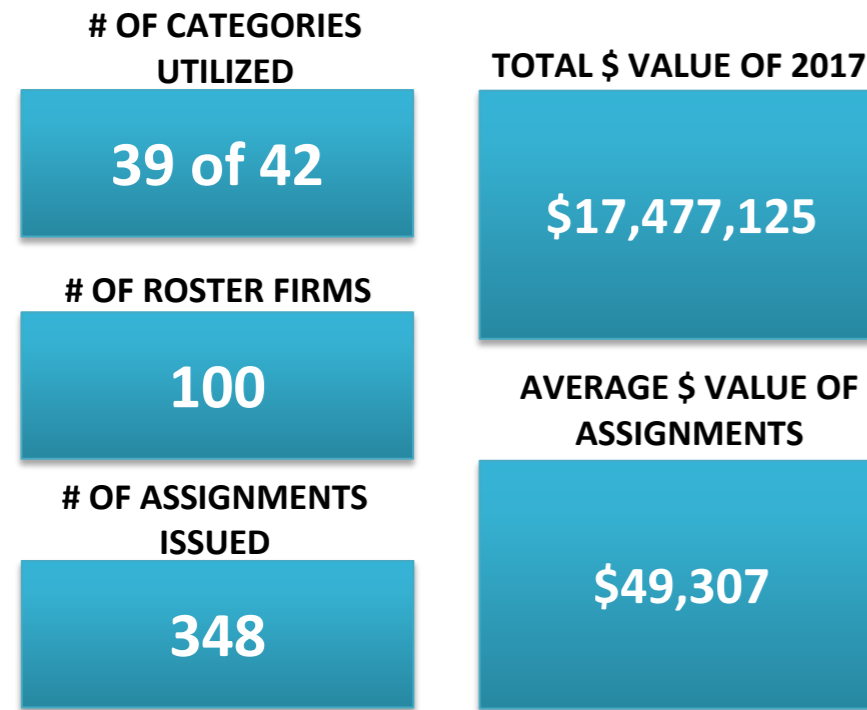
- . Golder Associates Ltd.
- . Grguric Architects Incorporated
- . GSP Group Inc. Scope
- . Hanscomb Limited
- . Hatch Corporation
- . Historic Horizons Inc.
- . IBI Group Professional Services (Canada) Inc.
- . Invizij Architects Inc.
- . IT Architecture Management Institute Inc.
- . J.D. Barnes Ltd.
- . Jade Acoustics Inc.
- . Jan Hudoba o/a J&M Structural
- . Jemma Consultants Limited
- . Kalos Engineering Inc.
- . Katalogic Inc.
- . Landscape Planning Limited
- . Landtek Limited Scope
- . MacKay MacKay and Peters Limited
- . Matrix Solutions Inc.
- . Matthews, Cameron, Heywood-Kerry T. Howe Surveying Ltd.
- . McCallum Sather Architects Inc.
- . MHBC (MacNaughton Hermsen Britton Clarkson Planning Ltd.)
- . Milman & Associates Limited Scope
- . MMM Group Limited
- . MMMC Inc.
- . Moon-Matz Ltd.
- . Morrison Hershfield Limited
- . MTE Consultants Inc.
- . Netrus Inc.
- . Ojdrovic Engineering Inc.
- . OMC Landscape Architecture
- . Parsons Inc.
- . Peto MacCallum Ltd.
- . Pinchin Ltd.
- . Pretium Anderson Toronto Inc.
- . R.V. Anderson Associates Limited
- . Rider Levett Bucknall (Canada) Ltd. Scope
- . Robinson Consultants Inc.
- . S. Llewellyn & Associates Limited
- . S.P. Design Inc.
- . Scott Torrence Landscape Architect Scope
- . SNC-Lavalin Inc.

- Softchoice LP
- Soil-Mat Engineers & Consultants Ltd.
- Spencer R. Higgins Architect Incorporated
- Spyre Solutions Inc.
- Stantec Consulting Ltd.
- Stevens Burgess Architects Ltd.
- Strasman Architects Inc.
- T2 Utility Engineers Inc.
- Terraprobe Inc.
- The MBTW Group
- The Ventin Group Ltd. Scope
- Thompson Flow Investigations Inc.
- Toms+ McNally Design Inc.
- V2PM Inc.
- Vanderwesten Rutherford Mantecon Inc.
- W.F.M.H. Engineering Limited and Horton & Ball Inc.
- Wardnet Inc
- Workshop Architecture Inc.
- WSP Canada Inc.

ROSTER PROGRAM DASHBOARD- 2017 PERIOD

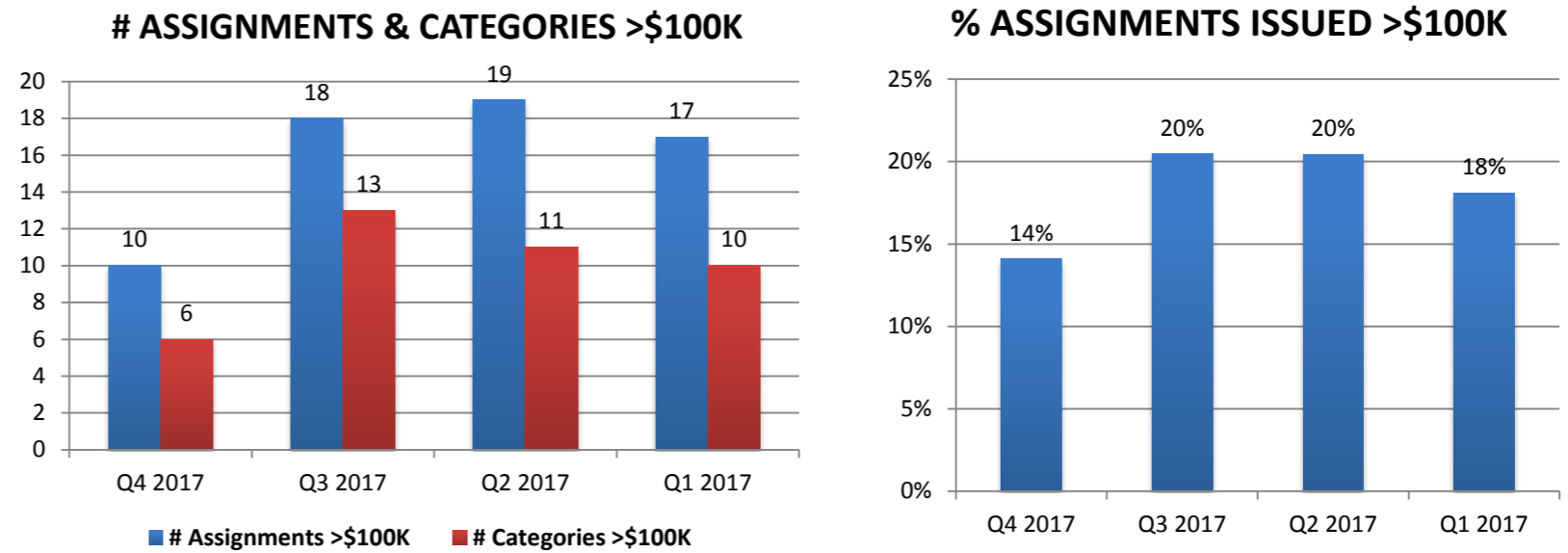
ISSUE DATE: FEBRUARY 2018

ANNUAL SUMMARY



QUARTERLY SUMMARY

ASSIGNMENTS ISSUED BETWEEN \$100,000-\$150,000

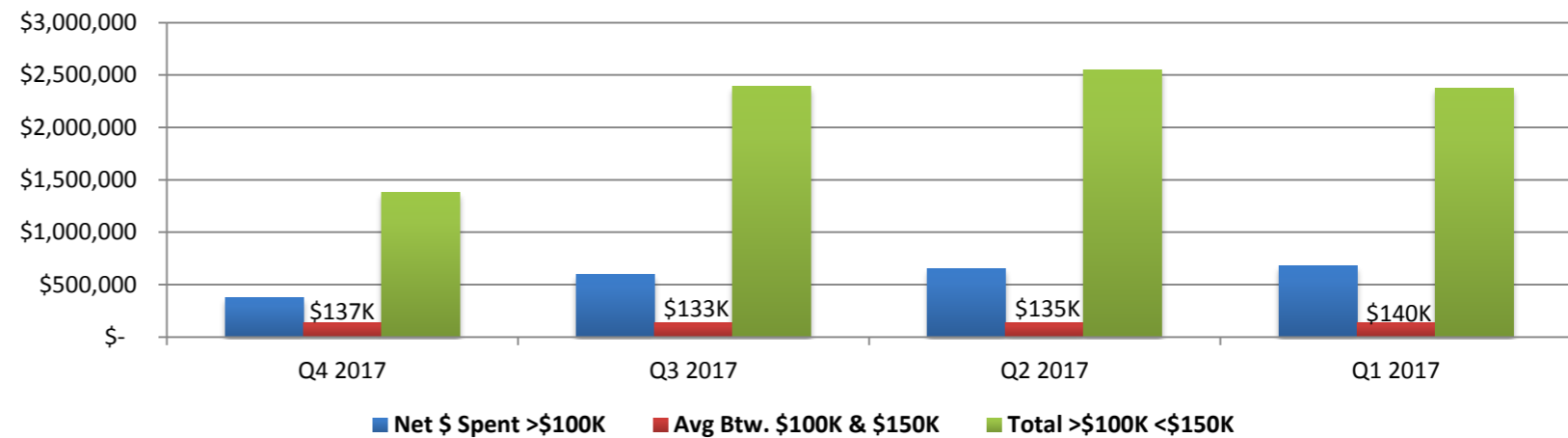


RRFQ PILOT SUMMARY

(ASSIGNMENTS BTW \$150K & \$250K)



SUMMARY OF ASSIGNMENTS BETWEEN \$100K & \$150K





CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
AND
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
AND
CORPORATE SERVICES DEPARTMENT

TO:	Chair and Members, Procurement Sub-Committee
COMMITTEE DATE:	May 17, 2018
SUBJECT/REPORT NO:	Extension of Trial Period Amendment within Procurement Policy #4.9 Consulting and Professional Services for 2019-2020 (PW18036/PED18121/FCS18056) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Stuart Leitch, Co-Chair Roster Captain Committee 905-546-2424, Extension 7808 Emil Prpic, Co-Chair of Roster Captain Committee 905-546-2424, Extension 4203 Tina Iacoe 905-546-2424, Extension 2796
SUBMITTED BY:	Dan McKinnon General Manager Public Works Department Jason Thorne General Manager Planning and Economic Development Department Mike Zegarac General Manager Finance & Corporate Services Department
SIGNATURE:	

RECOMMENDATION

That amendment to Section #4.9 of the Procurement Policy, Policy #9 – Consulting and Professional Services allowing the two-year trial period for roster assignments with an estimated procurement value between \$150,000 and \$249,999 be extended to the 2019-2020 roster period.

OUR Vision: To be the best place to raise a child and age successfully.

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**SUBJECT: Extension of Trial Period Amendment within Procurement Policy #4.9
Consulting and Professional Services for 2019-2020
(PW18036/PED18121/FCS18056) (City Wide) - Page 2 of 4**

EXECUTIVE SUMMARY

The Roster Committee is comprised of staff from the Public Works, Planning and Economic Development and Corporate Services Departments and is responsible for the administration of the Roster program as allowed under the City's Procurement Policy, Section 4.9, Policy #9 – Consulting and Professional Services. At its meeting on February 24, 2016, Council approved Report FCS16020/PED16053/PW16009 amending Policy #9 to allow for a two-year trial period for roster assignments with an estimated procurement value between \$150,000 and \$249,999. Through Report PW18036/PED18121/FCS18056, staff is proposing to extend this trial period for use during the 2019-2020 roster.

As the level of work activity for the trial period was low in 2017, the Roster Committee is proposing that the extension of the trial period would allow staff more time to evaluate the benefits of this initiative. The approval to extend the trial period into the 2019-2020 Roster period is being requested in order to incorporate appropriate language into the Request for Rostered Candidates (RFRC), the competitive procurement solicitation scheduled to be issued in September 2018.

Alternatives for Consideration – See Page 4

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Continuation of the trial period is not expected to have a significant financial impact. Work assignments carried out under the Roster typically include projects with existing approved budgets which would have been required regardless of the procurement method.

The inclusion of the trial period extension within the RFRC document may also increase the level of competition from the consultancy industry as firms may be more interested in participating on the Roster with the potential for larger dollar value assignments. This increase in competition is also expected to bring more aggressive hourly rates amongst consultants, which in turn would have a positive impact on all Roster assignments issued, regardless of dollar value.

Staffing: Extension of the trial period would allow work assignments to be issued in an accelerated manner which would assist in the work flow process by allowing staff to respond more quickly to various project requirements. Staff time and resources would also be reduced with the trial period as less formal Request for Proposals (RFP) would need to be issued and evaluated.

Legal: Legal Services staff, in conjunction with Procurement staff, will be required to develop language to be incorporated into the RFRC (2019-2020) to facilitate the trial period.

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**SUBJECT: Extension of Trial Period Amendment within Procurement Policy #4.9
Consulting and Professional Services for 2019-2020
(PW18036/PED18121/FCS18056) (City Wide) - Page 3 of 4**

HISTORICAL BACKGROUND

The City of Hamilton's (City) Consulting and Professional Services Roster ("Roster") program provides an expeditious and efficient system to secure external professional consultants to complete various consultancy work. The Roster program commenced in 2001 and had 27 categories covering a wide range of consultancy disciplines. Today, the Roster includes 41 different categories of consultants which include work pertaining to engineering, construction management, environmental planning, transportation planning, architectural, landscape architecture, built and cultural heritage landscaping, and information services.

The success of the City's Roster program has been widely recognized by the consultancy industry, as well as, by other municipalities within Ontario. Every year the Procurement Section receives inquiries and requests for the Request for Rostered Candidates (RFRC) bid solicitation document from other municipalities and public sector agencies interested in implementing a similar program.

Council Report FCS16020/PED16053/PW16009 dated February 24, 2016 contained a recommendation that Procurement Policy #4.9 Consulting and Professional Services be amended to include a trial period to extend the use of the Roster and consider Roster candidates for work assignments with an estimated procurement cost between \$150,000 and \$249,999 for the 2017 – 2018 Roster term. Subsequently, Legal Services developed language that was incorporated into the 2017-2018 RFRC documents that provided a contractual framework for the two-year trial period. In 2017 (first of the two year trial period), two assignments were issued with values between \$150,000 and \$249,999. Both assignments were awarded utilizing a competitive procurement process offered to the roster candidates. The combined total dollar value of the assignments was \$444,295.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Section #4.9 of the Procurement Policy, Policy #9 – Consulting and Professional Services

RELEVANT CONSULTATION

The Roster Committee, made up of representatives from all 41 Roster Categories (representatives from Public Works, Planning and Economic Development and Corporate Services) and the Procurement Section, participated in the review of Procurement Policy #4.9 Consulting and Professional Services.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

In 2017 (first of the two year trial period), two assignments were issued with values between \$150,000 and \$249,999. Both assignments were awarded utilizing a competitive procurement process offered to the roster candidates. The combined total dollar value of the assignments was \$444,295. As the level of work activity for the trial

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**SUBJECT: Extension of Trial Period Amendment within Procurement Policy #4.9
Consulting and Professional Services for 2019-2020
(PW18036/PED18121/FCS18056) (City Wide) - Page 4 of 4**

period was low in 2017, the Roster Committee is proposing an extension to the trial period to allow staff more time to evaluate the benefits of this initiative. Note that extending the trial into the 2019-2020 Roster period will require appropriate language be incorporated into the RFRC (anticipated to be issued in September 2018) to facilitate the extension of the trial period.

ALTERNATIVES FOR CONSIDERATION

Council may choose to not approve the trial period continuation. The administration of the Roster would continue as previously carried out.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

APPENDICES AND SCHEDULES ATTACHED

N/A

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CITY OF HAMILTON MOTION

Audit, Finance & Administration Committee: May 17, 2018

MOVED BY COUNCILLOR D. SKELLY.....

SECONDED BY.....

Advisory Committee for Immigrants and Refugees Membership

WHEREAS, the Advisory Committee for Immigrants and Refugees is having challenges in obtaining quorum for their meetings;

WHEREAS, Sylvia Gill has been absent without notice from 3 or more consecutive Advisory Committee for Immigrants and Refugees meetings;

WHEREAS, without quorum the Advisory Committee for Immigrants and Refugees cannot recommend the removal of a Committee Member who has not provided a letter of resignation nor explained the reasons for their absence;

THEREFORE BE IT RESOLVED:

- (a) That Sylvia Gill be removed as a member of the Advisory Committee for Immigrants and Refugees; and
- (b) That the membership number of the Advisory Committee for Immigrants and Refugees be adjusted accordingly in order to obtain quorum.