

Report To: Human Resources Committee, Board of Health
Submitted by: Dr. Nicola Mercer, Medical Officer of Health & CEO
Subject: 2016 HUMAN RESOURCES REPORT

RECOMMENDATION(S):

- (a) That the Human Resources Committee makes recommendation to the Board of Health to receive this report, for information.

BACKGROUND:

The Ontario Public Health Organizational Standards (OPHOS) outlines in section 6.14 the requirements that:

The board of health shall ensure that the administration establishes a human resources strategy, based on a workforce assessment which considers the competencies, composition and size of the workforce, as well as community composition, and includes initiatives for the recruitment, retention, professional development and leadership development of the public health unit workforce.¹

In 2016, WDGPH formalized the Human Resources Strategy as required by the Ontario Public Health Organizational Standards (OPHOS). In addition, in 2016 the Human Resources Team continued to enhance and streamline HR Processes, Policies and Procedures to enhance internal client service levels. The policy and procedure enhancements and revisions are valuable training aids for both employees and management when completing infrequent Human Resources Tasks. This report outlines the work completed in 2016 regarding progress towards the achievement of this strategy.

PUBLIC HEALTH AND/OR FINANCIAL IMPLICATIONS:

n/a.

APPENDICES:

Appendix "A" – 2016 Human Resources Report; and
Appendix "B" – Wellington-Dufferin-Guelph Public Health Total Rewards Overview.

REFERENCES:

1. Ministry of Health and Long-Term Care. Ontario Public Health Organizational Standards. [Online]. [cited 2017 3 21]. Available from: <http://www.health.gov.on.ca/en/pro/programs/publichealth/orgstandards/>

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**Wellington Dufferin Guelph Public Health
2016 Human Resources Report**

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Introduction

Human resource management is increasingly important in today's changing workforce. Some of the challenges Wellington-Dufferin-Guelph Public Health (WDGPH) currently faces are common across the Public Service, while others are unique to WDGPH. Significant challenges over the next few years include changing client needs, changes to regulations and increasing accountability factors, significant number of staff eligible for retirement, ongoing effective labour and employee relations and evolving learning needs. To ensure that WDGPH meets these challenges and to strengthen its human resource management, the agency is working to ensure strategies are in place for ongoing success.

In 2016, WDGPH formalized the Human Resources Strategy as required by the Ontario Public Health Organizational Standards (OPHOS). In addition, in 2016 the Human Resources Team continued to enhance and streamline HR Processes, Policies and Procedures to enhance internal client service levels. The policy and procedure enhancements and revisions are valuable training aids for both employees and management when completing infrequent Human Resources Tasks. This report outlines the work completed in 2016 regarding progress towards the achievement of this strategy.

The WDGPH Workforce

As of December 31, 2016 the Agency had a total of 228 employees which was composed up of full-time, part-time, temporary, and casual (as needed) employees. Of these 228 employees, 82 were nurses, 67 were professional staff, 57 were administrative staff and 22 were management staff. These 228 employees equated to 169.2 Full Time Equivalent (FTE) employees. One (1) FTE equates to 1820 work hours per annum.

Orientation of Public Health Unit Staff

Last year WDGPH streamlined and refined the New Employee Orientation process through the development and deployment of an updated interactive program based on new hire feedback.

In 2016, a total of 51 individuals participated in the orientation program. Of these 51 individuals, 13 were administrative staff, 31 were professional staff, 3 were management staff, and 4 were students (whom are not legal employees of the Agency).

New Employee Orientation was conducted on Mondays throughout the calendar year as required. This half-day small group interactive session was conducted with an HR staff member to provide an overview of WDGPH and answer any questions individuals had. The updated overview allowed new staff members and students to learn and understand how their position contributes to the overall mission of the Agency, as well as to equip them with the basic tools and resources to quickly become a productive member of the Agency. All individuals were oriented to the mission, vision and values of the Agency, the geographical areas and locations that WDGPH supports, as well as the present services that WDGPH provides. The New Employee Orientation was customized according to the staff member or student needs. If the person was a staff member, the orientation was tailored on the basis of if the employee was temporary or permanent, or if they were part time, full time or casual (as needed).

A critical element of new employee orientation is education and familiarization of key policies and procedure. Based on new employee feedback as well as the needs of the Agency, key policies and procedures on the Accessibility for Ontarians with Disability Act (AODA) legislation, as well as Workplace

Violence, Harassment and Sexual Harassment were incorporated into the interactive employee orientation. In 2016, customized benefits information based on employee status was also incorporated into the employee orientation program. This revision helped to clarify and reduce confusion about benefit eligibility and availability for casual and temporary employees as well as for permanent full-time, part time, and casual (as needed) employees.

Job standards and Position Descriptions

WDGPH has 60 defined occupations with formal position descriptions in the Agency's salary band position grid. These occupations can be broken into three main groups: administrative, professional and management. In 2016, the Agency had 18 administrative, 17 professional and 25 management position descriptions. In addition, there are three (3) additional unionized nursing related occupations which are not banded occupations.

It is essential that the work people complete is aligned to the strategic and operational plans of the Agency. One way this is accomplished is the annual review of the position description with the employee as part of the annual performance review process. Throughout 2016, 25% of the banded position descriptions, impacting 35 employees, were revised and updated. These revised descriptions were developed using a streamlined position description format. The job standards outlined in the position description crucially support organizational recruitment as well as assist to establish base qualifications required for positions. In addition, standards influence and inform training and development needs for new employees as well as for employees who wish to advance to a different position within the Agency. The information and requirements in the position description also inform the compensation review and job grading process and ensures WDGPH conforms to all equitable compensation standards and requirements.

Ensuring Qualifications for Occupational Positions

In 2016, a total of 52 opportunities were recruited for which represented one of the HR team's larger yearly activities. The job requirements for these positions were established based on the job standards from established Agency job descriptions. Applicants for these positions had their knowledge, skills, and abilities assessed based on these requirements through pre-screening questions, comprehensive structured panel interviews, and reference verification. In addition, certain positions also had job related skills based testing, presentation requirements as well as realistic job scenarios as part of the selection requirement. The Agency ensured that only individuals with the required minimum qualifications and prior experience were interviewed as outlined by the job standards in the position descriptions. In addition, where applicable, candidates were required to provide proof of qualifications and/or education prior to commencing employment. Ongoing maintenance of qualifications continued in 2016 which required existing employees to provide proof of their professional membership status as outlined by internal Agency policy.

Personnel File Management

Human Resources administers and manages a wide array of information including confidential information of record categories such as:

- Attendance records
- Employee records
- Workplace Safety and Insurance Board (WSIB) information
- Health and safety information
- Compensation administration
- Employee and labour relation
- Recruitment and selection
- Training and development
- Payroll and benefits

A key storage location of employee HR information is their personnel file. In 2016, personnel file information was streamlined and reorganized into 4 categories in a 3 folder file system. The project required a comprehensive file audit for approximately 228 employee personnel files. Each document in an employee's file was reviewed to ensure it was being stored in the correct location and reorganized by general information, training information and payroll & benefit information. In addition, documentation that should not have been filed in the employee file was removed and reorganized as appropriate. The review and reorganization confirms legal compliance and also helps support the protection of confidential employee information by restricting access to documentation, on a need to know basis. Effective document administration also increases efficiency of HR staff and enhances internal client service.

In addition to personnel file information, the HR team also reviewed, simplified and refined the HR records and retention schedule system for all other HR information. The review identified a total of 28 subject areas based on best practice as well as legal retention requirements. The enhanced system enables WDGPH to minimize the expense of storing unnecessary off-site documentation, while ensuring file management best practices are employed. The revised system was also utilized for the offsite file storage naming nomenclature. This new standardization has created a common platform for file coding classification which is efficient and cost effective.

Occupational Health and Safety

In compliance with the Occupational Health & Safety Act, monthly JHSC meetings and workplace inspections, safety auditing, and reporting continued.

The Board of Health received two reports which outlined how WDGPH is meeting the Occupational Health and Safety requirements. Details of both reports are listed below:

- BH.05.JUN0816.R06 – Emergency Preparedness Health & Safety Framework
- BH.05.JUN0816.R07 – Health & Safety Update

As part of the ongoing process of a proactive health & safety program and to demonstrate its commitment to employee wellness; the following training was completed in 2016:

APPENDIX "A"

- Mental Health First Aid certification training - 26 management employees.
- Management Health and Safety roles and responsibilities - 26 management employees.
- Joint Health and Safety Committee (JHSC) training which including committee effectiveness, Hazard Identification, Workplace Inspections – 9 employees.
- JHSC Certification (5 days) – 3 employees.
- Accident Investigation – 9 employees.
- Violence Prevention – 9 employees.
- First Aid/CPR – 107 employees.
- Safe Lifting/Back Care – 40 employees.
- Transportation of Dangerous Goods related to clinical specimens – 35 employees.
- Respirator Fit Testing – 8 employees.

Proactive initiatives were also undertaken including an ergonomics project designed to help reduce sedentary behaviour from sitting at workstations for prolonged periods of time. To address this, sit/stand work stations were piloted for employees to evaluate different sit/stand work stations. As a result of this pilot project, approximately 25% of employees will have sit/stand work stations deployed in early 2017.

Ongoing work on policies and procedures with the Workplace Hazard Identification and Investigation Procedure was created to aid management in correcting hazards to prevent incidents/accidents to support the health and safety of our employees. Also, a comprehensive review of the health and safety program was conducted to establish a foundational baseline for the Health and Safety program and also to identify strengths and opportunities for improvement moving forward.

Recruitment and Retention Strategies

WDGPH historically experiences low levels of total voluntary turnover, 2016 continued this pattern with an overall rate of 3.8% for full time, part time permanent, and temporary employees. Permanent employee voluntary turnover was 1.7% and temporary employees experienced a voluntary turnover rate of 2.1%.

In addition to full time and part time employees, the Agency utilized casual employment. These roles are positions that do not have a formal schedule nor have any guarantee for the number of work hours per year. Casual (as needed) employees are also required to be available for Agency work when required, such as during the school immunization program. Voluntary turnover for these casual employees was 4.26%. This rate is not unexpected, as people often take casual employment opportunities while seeking permanent employment.

While people may voluntarily leave WDGPH for a variety of reasons outside an employer's control such as career growth opportunities, opportunity for permanent employment (vs. temporary employment), regular guaranteed hours of work (in the case of casual (as needed) positions), shorter commutes or change of career focuses, it is in the Agency's best interest to minimize voluntary turnover in order to maintain service levels.

To proactively identify potential trends and factors that pertain to voluntary turnover, the Agency offers exit interviews to employees that resign. There were 6 permanent full time and part time employees who voluntarily resigned and HR conducted 4 comprehensive confidential exit interviews. Two key

trends for voluntary turnover identified from the exit interviews are lack of career advancement opportunities and people leaving temporary employment to permanent full-time employment. In addition, 2 individuals who voluntarily resigned due to a decision to return to school as well as a decision to relocate to another country. Casual (as needed) employees voluntarily resigned with the Agency primarily because they obtained alternative employment with guaranteed regular working hours. Where appropriate, general feedback was provided to programs and management to address employee concerns and to provide constructive feedback.

As previously outlined, there were 52 opportunities posted in 2016. The composition of those postings included 48 paid positions with 26 full time, 2 part time and 20 casual (as needed) positions and 5 unpaid student opportunities. In addition, WDGPH engaged 42 volunteers.

To support Agency recruitment initiatives, the Agency continued to partner with regulated professional associations, external colleges and universities to develop talent pipelines, as well as provided research opportunities for graduate students.

WDGPH continued to attract large numbers of qualified applicants to posted vacancies. In 2016, the Agency had 50 or more applicants for a typical Public Health Inspector job posting, 80 or more applicants for Health Promotion Specialist job posting, and 100 or more applicants for a Public Health Nurse job posting.

2016 was also the first full calendar year use of the Agency's electronic applicant tracking system "Njoyn". This web based recruiting tool allows positions to be posted electronically to multiple job boards such as Workopolis, Indeed, Monster and professional association websites when appropriate. Njoyn can be utilized to develop and apply customized pre-screen questions based on job requirements and also allows for the ability to quantitatively score candidate competencies as they relate to core job requirements which assists the hiring manager when reviewing candidates. This web-based system permits hiring managers' access when and where they want as long as they have internet and automates a historically manual paper-based process. Applicant data and records are also stored in the system which enables the Agency to maintain a candidate bank that can be searched for unique skills, abilities and qualifications for future vacancies when required. In addition, applicants can establish job alerts to enable them to be electronically notified if a position is posted that they may be interested in applying to.

Code of Conduct

WDGPH has a comprehensive Code of Conduct and Ethics which applies to all employees, students and volunteers that fosters and supports a culture of integrity and accountability.

The Code of Ethics and Conduct was revised to streamline and simplify the document based on employee and manager feedback which resulted in improved clarity in regards to the Agency's expectations about appropriate conduct as well as reporting requirements. The revision process included the integration of a Tobacco-Free Workplace as well as outlining the provision of a professional and client service environment that is free of Alcohol and substance abuse to protect the health and safety of our employees, volunteers, students, and visitors. These changes were incorporated into the code of conduct vs. a stand-alone policy reinforcing the Agency's commitment and support to our strategic vision and mandate. The incorporation of these two core items also reinforces the Agency's belief and commitment to the health and well-being of the communities we serve.

Compensation Policy

An effective compensation policy includes a balance between internal equity and external competitiveness. A formal structured job evaluation process is used to determine the “value” to maintain internal equity between different jobs of a position by evaluating a set of 11 objective job related factors. Some examples of the various factors are:

- Required education
- Job related experience
- Level of judgement
- Impact of errors
- HR responsibility
- General working conditions
- Financial responsibility

WDGPH also conducted a benefit survey through the Association of Ontario Public Health Business Administrators (AOPHBA) with all Ontario Public Health Agencies to benchmark Agency benefits to ensure external competitiveness. This included extended health, vision & eye, semi-private hospital rooms, travel insurance, paramedical, Prescription drugs, basic and major dental services, Orthodontics, Accidental Death and Dismemberment, Life Insurance, Short Term Disability, Long term Disability, Fringe benefits (Flex work hours), top-up for maternal leave, Employee Assistance Program (EAP), tuition reimbursement. The survey confirmed that the Agency was competitive in the area of overall employee benefits.

The Agency offers an extensive package of Total Rewards to eligible employees. In addition to base compensation, the Agency also offers excellent benefits, tuition assistance, training and development, work lifestyle and staff recognition. For additional information, please refer to Appendix “B” – *Wellington-Dufferin-Guelph Public Health Total Rewards Overview*.

Reporting Relationships

It is said that one of the most important decisions an organization makes is who is placed in leadership positions. In 2016, the Agency continued to ensure that leadership was competent to lead the individuals that report to them by ensuring they have the necessary education, qualifications, and credentials required in their program area. Last year, WDGPH hired 3 replacement management staff, promoted 1 internal staff member to management and placed 1 staff member into an interim manager position. The Agency demonstrate its continued commitment to fair and equitable employment-related decisions to preserve employee morale; to provide the highest quality service possible; to ensure equitable opportunities; and to ensure integrity in the recruitment process. This was also reinforced through the review, revision and simplification of the Agency’s Code of Ethics and Conduct policy and procedure as outlined previously.

Discipline and Labour/Employee Relations

Clear expectations, appropriate supervision and feedback on a day-to-day basis are the best ways to avoid the necessity of implementing disciplinary action. In addition, the solicitation of employee feedback to address employee and labour relations matters is an integral component of a positive employment environment.

APPENDIX "A"

WDGPH maintains both a Labour Relations Committee and an Employee Relations Committee that provide a forum for proactive discussion on matters relating to employee matters. These meetings also assisted with encouraging two-way communication between management and employees across the agency as well as to provide a forum for all employees to discuss matters regarding application of policies and procedures across the agency. Feedback from these meetings was utilized to modify and improve Agency practices and clarify policy and procedures.

The Agency also continued to endorse and support the work of the Staff Appreciation Events Committee (SAEC). The purpose of this committee is to plan and execute Agency recognized staff appreciation events such as the staff BBQ in June and staff Day in November. This Committee's objective is to create opportunities for staff to celebrate organizational life through Agency sponsored events. These events assist with employee retention as well as enhancing employee morale.

In addition to the SAEC, the Agency continued to conduct Healthy Workplace Committee meetings. This committee exists to guide and support WDGPH's strategic plan. The primary objectives of this committee is:

- To collect data and evaluate:
 - i) Best-practice workplace wellness initiatives,
 - ii) Staff needs and interests, and
 - iii) Success of agency implemented healthy workplace programs/policies.
- To increase staff awareness of the benefits of a healthy lifestyle and available community resources and programs.
- To organize healthy workplace programs, events, and initiatives.
- To inform and advocate for healthy workplace policies.
- To champion and role model a healthy workplace philosophy and engage staff members to participate in healthy workplace programs.

The Agency also continued to affirm its commitment and support to Psychological Health & Safety in the Workplace by continuing to host meetings to:

Identify, recommend and support evidence based strategies that contribute to a psychologically healthy and safe workplace in alignment with the Mental Health Commission of Canada's P6 Framework for psychological health and safety. The framework encompasses key areas including:

- i) Policy
- ii) Planning
- iii) Promotion
- iv) Prevention
- v) Process
- vi) Persistence

The key objectives for this committee include:

- Enhancing knowledge and skills of the management team to support their staff and their colleagues

- Enhance knowledge and skills of staff to build awareness among staff about resources and community support.
- Advocate for a supportive environment
- Create a yearly work plan to support the committee's objectives

In 2016, the Agency also began a comprehensive plan to prepare for 2017 Labour Negotiations with the Ontario Nurses Association (ONA). The Agency conducted small focus group sessions with the management team to identify continuous improvement opportunities through changes to the Collective Bargaining Agreement (CBA). These discussions enabled the Agency to identify suggested improvements over present contractual language in order to improve operational efficiencies. In addition, research pre-work was completed in terms of determining economic trends with other negotiated settlements with other bargaining units as well as other Health Units in the Province of Ontario.

Staff Performance Evaluation

The fundamental goal of performance management is to promote and improve employee and organizational effectiveness. WDGPH initiated an extensive consultation with employees, and management through focus groups to clarify and identify Agency needs and priorities to support the implementation of a best-in-class automated electronic performance management system.

Regular ongoing feedback between the manager and the employee and vice versa was identified as a critical requirement. Feedback was identified as being crucial to support a high performance culture of performance as, for example, a negative performance review should never be a surprise to an employee. In addition, it was confirmed that a formal annual performance review will be maintained for all permanent staff.

The Agency also determined that the performance review documentation will capture:

- i) Results – the “what” which is linked to the strategic plan
- ii) Behaviours (competencies) with how people achieve those goals
- iii) Continuous learning (training + development).

WDGPH has determined the “one-size” does not fit all and decided to customize the performance management approach by utilizing specialized review forms for administrative positions, professional positions and management/leadership positions.

The Agency had extensive discussion regarding position competencies, in terms of knowledge and behaviours. A review of best practice in the public and private sector identified that an organization should ideally utilize between 5-10 key competencies that are critical success factors. Based on this philosophy, it was agreed that a common set of competencies that apply to all positions within the Agency (for example, Ethics/Diversity and Integrity), and specialized competencies by job family (for example, Policy, Program Planning, Implementation, and Evaluation).

Based on this agreed upon foundation, management teams are presently actively working on finalizing the performance management process and competency descriptions to configure the software which is anticipated to go live in late 2017.

Succession Planning and Staff Development

The needs of Public Health are constantly changing and evolving. As previously discussed, the Agency experiences low levels of voluntary turnover for permanent and temporary staff. Staff who are currently enrolled in the Agency's pension (known as OMERS) may, however, be eligible to retire prior to age 65. Fortunately individuals that do elect to retire have historically provided extensive advance notice about their intention to retire based on their positive working relationship with their manager as well as their high level of professionalism. This advance notice has enabled the Agency to take an individual contextual approach to analyze if the needs of the Agency have changed to determine what knowledge, skills and abilities are needed for the upcoming potential vacancy (if any). This has resulted in new positions being created (i.e. Director of Information Systems), positions being redesigned and processes/work tasks being re-assigned/re-engineered.

A challenge with a traditional highly structured succession planning process is that a high potential individual may choose to voluntarily leave the employ of the Agency. In addition, the skills being developed and groomed by the Agency in a highly structured succession planning process may not be relevant due to the evolving nature of public health due to changing organizational and client requirements. Another challenge is the fact that the Agency has a highly specialized workforce with a large number of specialized positions. As a result, due to the degree of high specialization, not all potential vacancies have potential staff that could perform the essential requirements of the position in a reasonable amount of time. It's critical to acknowledge that someone excelling in a role, does not by default possess the skills, abilities or desire to lead others to do the same work. Where possible, the Agency has provided interim positions for various administrative, professional and management opportunities in order to enhance internal capacity. In addition, staff across the Agency have been cross-trained and transferred between different programs and functional areas within their position. This assists the Agency to develop a talent pipeline to support critical position redundancy.

In 2016, WDGPH conducted 2,846.5 hours of staff training. As part of the ongoing process for the development of our employees and our leadership and in addition to the health and safety training outlined, training was completed in several key areas including:

- Baby Friendly Initiative – 176 employees.
- Resiliency in the workplace – 39 employees.
- Mental Health Works – 39 employees.
- Nursing Development – 37 employees.
- Personal Health Information Protection Act (PHIPA) Training – 30 employees.
- Compassion Fatigue – 27 employees.
- Incident Management System (IMS) Training – 25 employees.
- Crucial Conversations – communicating when the stakes are high – 24 employees.
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Training – 23 employees.
- Finance training for management – 20 employees.

The list identified above is a small example of all the training offered in 2016. In addition to the above, the Agency continued to support employee-initiated continuing education studies by providing tuition assistance support for employees.

Continuous Improvement of Human Resources Policies, Procedures and Practices

Continuous improvement is the ongoing effort to improve the quality as well as maintain or reduce the cost of internal and external services while maintaining excellent service levels. To support this endeavor, HR initiated a comprehensive review of HR Policies, Procedures and Practices in 2016. This review started with a policy review of a total of 99 policies and procedures. At the start of this project, 86 policies and procedures were in place and there were 13 new policies and procedures in draft that were anticipated to be issued.

The key questions that were utilized during this review were:

- What are the needs of our internal clients?
- Does a separate policy and procedure make sense? (I.e. complex topic)
- What is the value of having a policy and procedure? (I.e. regulatory compliance, internal consistency, etc.)
- If one is required, is it easy for employees and managers to understand and utilize?
- Is there a more efficient and effective way to provide this information?

Based on this framework, 35 policies and procedures were eliminated and critical policy and procedure information from these eliminated documents were incorporated into the employee handbook or incorporated into other policies and procedures. In addition, 17 policies and procedures were simplified, modernized and streamlined based on management feedback and Agency need. This project will continue in 2017.

The Agency also has an employee handbook which is a reference aid for employees to quickly obtain answers for their general organizational questions on a large number of topics such as bereavement leave, dress code, and compensation-related questions. HR conducted a review and implemented several revisions to the employee handbook to simplify, enhance and improve the information contained in this valuable employee reference tool.

Conclusion

As an internal service provider, HR clients are internal agency staff, with the primary purpose of the HR processes developed and maintained to enhance the employee experience and streamline management workload in the area of HR. The HR team at WDGPH continues to drive continuous improvement through HR process delivery as well as HR services. 2017 is anticipated to be challenging due to the evolving role of public health, pending revised public health standards, as well as labour negotiations with the Ontario Nurses Association for the 2017 Collective Agreement renewal. The HR team will continue to partner with internal and external clients in order to solicit feedback to help inform HR priorities and enhance HR services.

Appendix 'B'

Wellington-Dufferin-Guelph Public Health Total Rewards Overview

(Based on a Permanent Full-time status)

Compensation

- Base pay
- Overtime compensation
- Compensation time
- Flex time
- Board of Health Day
- Step Increases
- 12 Statutory Holidays

Recognition

- Service Awards
- Staff BBQ
- Staff Appreciation Day

Benefits

- Extended Health – Green Shield
 - Medical
 - Paramedical
 - Vision
 - Deluxe Travel Plan
 - Change4Life site
- Dental – Green Shield
 - Dental-Basic
 - Comprehensive
 - Major & Orthodontic
- Pension plan – OMERS
- Paid Sick Leave
- Short term disability
- Long term disability
- Return to work program
- Ergonomic assessments
- Basic Life insurance
- Accidental Death and Dismemberment Insurance
- Pregnancy, parental and adoption leave - Top-up benefits
- Mileage and expenses paid for business travel

Training & Development

- Secondment
- Performance management program
- Workplace Violence and Harassment training
- AODA
- Training opportunities
- Tuition reimbursement
- Professional development
- Professional conference fees reimbursement
- Committees:
 - internal
 - external
- Orientation:
 - Human Resources
 - Program
 - Division
 - Agency

Work Lifestyle

- Employee and family assistance program (EFAP)
- Vacation program (minimum 3 wks start)
- Altered Work Schedule program
- Employee/Labour Relations
- Prepaid Leaves
- On-site library, publications
- Environmentally friendly workplace /workstations
- On-site health services:
 - flu shots
 - travel clinic
- Benefits information sessions:
 - OMERS
 - Green Shield
- Access to resources for diet and nutrition - Eat Right Ontario
- Community involvement
- Free coffee and tea
- Healthy Workplace Initiatives:
 - Health & Safety
 - Healthy Workplace
 - Psychological Health & Safety